



Members of the Board

Charlene Haught Johnson, Chair
Anthony J. Intintoli, Jr., Vice Chair
Gerald Bellows
Timothy Donovan
Beverly Johnson

**MEETING AGENDA FOR THE
WETA BOARD OF DIRECTORS**

BOARD OF DIRECTORS' MEETING
Thursday, September 6, 2012 at 1:00 P.M.
San Francisco Bay Area
Water Emergency Transportation Authority
9 Pier, Suite 111
San Francisco

The full agenda packet is available for download at www.watertransit.org.

AGENDA (Amended 9/4/12)

This information will be made available in alternative formats upon request. To request an agenda in an alternative format, please contact the Board Secretary at least five (5) working days prior to the meeting to ensure availability.

PUBLIC COMMENTS The Water Emergency Transportation Authority welcomes comments from the public. Speakers' cards and a sign-up sheet are available. Please forward completed speaker cards and any reports/handouts to the Board Secretary.

Non-Agenda Items: A 15 minute period of public comment for non-agenda items will be held at the end of the meeting. Please indicate on your speaker card that you wish to speak on a non-agenda item. No action can be taken on any matter raised during the public comment period. Speakers will be allotted no more than three (3) minutes to speak and will be heard in the order of sign-up.

Agenda Items: Speakers on individual agenda items will be called in order of sign-up after the discussion of each agenda item and will be allotted no more than three (3) minutes to speak. You are encouraged to submit public comments in writing to be distributed to all Directors.

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|--|---------------------------|
| 1. <u>CALL TO ORDER – BOARD CHAIR</u> | <i>Information</i> |
| 2. <u>ROLL CALL/PLEDGE OF ALLEGIANCE</u> | <i>Information</i> |
| 3. <u>REPORT OF BOARD CHAIR</u> | <i>Information</i> |
| 4. <u>REPORTS OF DIRECTORS</u> | <i>Information</i> |
| 5. <u>REPORTS OF STAFF</u> | <i>Information</i> |
| a. Executive Director's Report | |
| b. Legislative Update | |

**Water Emergency Transportation Authority
September 6, 2012 Meeting of the Board of Directors**

6. CONSENT CALENDAR *Action*
 a. Minutes August 2, 2012
7. PUBLIC HEARING TO CONSIDER COMMENTS ON THE PROPOSAL TO ESTABLISH NEW FARES FOR THE CLIPPER FARE PAYMENT SYSTEM *Timed Item
1:00 P.M.*
8. ESTABLISH NEW FARES FOR THE CLIPPER FARE PAYMENT SYSTEM *Action*
9. AUTHORIZE CONTRACT AWARD FOR DREDGING SERVICES FOR THE HARBOR BAY TERMINAL AND CHANNEL AND RELATED ACTIONS *Action*
10. APPROVE CONTRACT AWARD FOR NEPA ENVIRONMENTAL REVIEW SERVICES FOR THE VALLEJO FERRY MAINTENANCE FACILITY *Action*
11. AUTHORIZE RELEASE OF A REQUEST FOR PROPOSALS (RFP) FOR SHIPYARD SERVICES FOR THE ENCINAL MAIN ENGINE OVERHAUL PROJECT *Action*
12. REVIEW DRAFT WETA 2012 – 2021 SHORT RANGE TRANSIT PLAN *Action*
13. RECESS INTO CLOSED SESSION
 a. CONFERENCE WITH REAL PROPERTY NEGOTIATORS
 Property: Mare Island Maintenance Facility at Building 477 and Building 165 sites, City of Vallejo and Lennar Mare Island, LLC
 Agency Negotiator: Nina Rannells
 San Francisco Bay Area Water Emergency Transportation Authority
 Negotiating Parties: City of Vallejo
 Under Negotiation: Terms and conditions of the Authority's proposed lease
*Action
To Be Determined*
14. REPORT OF ACTIVITY IN CLOSED SESSION
 Chair will report any action taken in closed session that is subject to reporting at this time. Action may be taken on matters discussed in closed session. *Action
To Be Determined*
15. OPEN TIME FOR PUBLIC COMMENTS FOR NON-AGENDA ITEMS

ADJOURNMENT

Water Emergency Transportation Authority (WETA) meetings are wheelchair accessible. Upon request WETA will provide written agenda materials in appropriate alternative formats to individuals with disabilities. Please send a written request to contactus@watertransit.org or call (415) 291-3377 at least five (5) days before the meeting.

Participation in a meeting may be available at one or more locations remote from the primary location of the meeting. See the header of this Agenda for possible teleconference locations. In such event, the teleconference location or locations will be fully accessible to members of the public. Members of the public who attend the meeting at a teleconference location will be able to hear the meeting and testify in accordance with applicable law and WETA policies.

Under Cal. Gov't. Code sec. 84308, Directors are reminded that they must disclose on the record of the proceeding any contributions received from any party or participant in the proceeding in the amount of more than \$250 within the preceding 12 months. Further, no Director shall make,

Water Emergency Transportation Authority
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participate in making, or in any way attempt to influence the decision in the proceeding if the Director has willfully or knowingly received a contribution in an amount of more than \$250 within the preceding 12 months from a party or such party's agent, or from any participant or his or her agent, provided, however, that the Director knows or has reason to know that the participant has a financial interest in the decision. For further information, Directors are referred to Government Code section 84308 and to applicable regulations.



MEMORANDUM

TO: WETA Board Members

FROM: Nina Rannells, Executive Director

DATE: September 6, 2012

RE: Executive Director's Report

PROJECT UPDATES

Service Transition Implementation – The Transition Plan guides the consolidation of the Vallejo, Alameda/Oakland and Harbor Bay ferry services under WETA and presents a five year financial outlook of WETA operating and expansion activities. The WETA Board of Directors adopted the final Transition Plan on June 18, 2009, in compliance with Senate Bills 976 and 1093 requirements.

All initial escrow requirements for the Alameda Transition were completed in April and the Alameda services were transferred to WETA on April 29, 2011. All initial escrow requirements for the Vallejo transition were completed in June and the Vallejo services were transferred to WETA on July 1, 2012. Staff continues to work on closing out final Vallejo transition details including final transfer of grants, funds and system contracts and services.

Vessels - Two 149-passenger vessels, *Gemini* and *Pisces*, and two 199-passenger vessels, *Scorpio* and *Taurus*, have been constructed by Nichols Brothers Boat Builders and Kvichak Marine Industries for use in WETA services and to expand WETA's emergency response capabilities.

South San Francisco Ferry Service – The South San Francisco service was launched on June 4, 2012. Staff is monitoring the service to ensure normal operations and to identify opportunities to promote passenger ridership.

Berkeley Ferry Service – This service will provide an alternative transportation link between Berkeley and downtown San Francisco. The environmental and conceptual design work includes plans for shared of an existing City owned parking lot at the terminal site between ferry and local restaurant (H^s Lordships) patrons. City participation is required in order to move the project forward and reach agreement on a shared use concept. In early February, Staff met with the Interim Deputy City Manager to discuss the status and next steps for the project. On April 19, staff met with City of Berkeley staff to provide an update on the project and to discuss the City entitlement process for the project. The project will require a conditional use permit reviewed by the City's Planning Commission, Zoning Adjustment Board, and City Council. Staff also discussed options to expedite the project through the conditional use permit process.

Staff is working with the environmental consultant to complete the Final EIS/EIR. The Final EIS/EIR will be submitted to FTA for their review in early September. Staff is consulting with the National Oceanic and Atmospheric Administration (NOAA) and the National Marine Fisheries Service (NMFS) on completion of a Biological Assessment and Essential Fish Habitat Assessment for the project. The assessments were prepared in compliance with legal requirements set forth under Section 7 of the Endangered Species Act and the Magnuson-Stevens Fishery Act. NOAA and NMFS will issue a Biological Opinion (BO) on the project. The BO is required prior to completion of the Final EIS/EIR.

Treasure Island Service – This project, implemented by the Treasure Island Development Authority (TIDA), the Mayor's Office of Economic and Workforce Development and the prospective developer, will institute new ferry service between Treasure Island and downtown San Francisco in connection with planned Island development.

TIDA and WETA staffs are working to prepare a draft Memorandum of Understanding (MOU) outlining agency roles and responsibilities for moving forward with the project. The MOU will be subject to review and approval by the WETA Board.

Downtown San Francisco Ferry Berthing Expansion - This project will expand berthing capacity at the Downtown San Francisco Ferry Terminal in order to support new ferry services to San Francisco as set forth in WETA's Implementation and Operations Plan. The proposed project would also include landside improvements needed to accommodate expected increases in ridership and to support emergency response capabilities if a catastrophic event occurs.

WETA expects to receive the first Administrative Draft EIS/EIR in early September which will be reviewed by WETA and the FTA. The Final Draft EIS/EIR is expected to be released for public comment in late October/early November 2012.

Pier 9 Berthing Facility - This project consists of two layover berths for mooring and access to ferry vessels on Pier 9 alongside the northern pier apron and adjacent to the WETA Administrative Offices. Staff has issued a Certificate of Final Completion and Acceptance and closed out work with the construction contractor for this project.

Clay Street Oakland Ferry Passenger Float - This project consists of replacing the existing passenger float in Oakland with a newly constructed float. The work includes all design services, construction and installation, without disruption of ferry service. The Board approved award of a contract for this work to Manson Construction in May 2012. Design work is 80% complete and metal for float has been ordered. Work is expected to be completed in February 2013.

Central Bay Operations and Maintenance Facility - This project will develop an operations and maintenance facility at Alameda Point to serve as the base for WETA's existing and future central bay ferry fleet. The proposed project would provide running maintenance services such as fueling, engine oil changes, concession supply and light repair work for WETA vessels and serve as WETA's Operations Control Center for day-to-day management and oversight of service, crew, and facilities. In the event of a regional disaster, the facility would function as an Emergency Operations Center, serving passengers and sustaining water transit service for emergency response and recovery.

NOAA and NMFS are expected to issue a Biological Opinion and Essential Fish Habitat Assessment by the end of this month concluding the consultation processes initiated by FTA under Section 7 of the Endangered Species Act and the Magnuson-Stevens Fishery Conservation and Management Act. FTA has also initiated consultation with the US Fish and Wildlife Service under Section 7 of the Endangered Species Act. Staff is presently working with USFWS on behalf of FTA to expedite review of the project. Pending completion of these consultation processes, WETA will be prepared to move forward with FTA to finalize environmental clearance of the project under NEPA.

Ridership Forecast Model Update – Staff has worked with its consultant to generate updated ridership forecast model runs to support planning efforts for the Downtown San Francisco Ferry Terminal Expansion Project, South San Francisco Business Plan and the Short Range Transit Plan. Staff has reserved funds in the approved project budget should additional future model runs be required to further support these projects or other agency planning efforts.

Hercules Environmental Review/Conceptual Design - This project has been on hold for a number of months awaiting clarification from the City of Hercules on the status of its project to build an Intermodal Transit Center at the site, which is a necessary pre-condition to a ferry terminal. On April 19, Staff met with the City of Hercules to receive an update on the environmental review status, current phasing plan, funding and schedule for the Intermodal Transit Center project. Based upon this discussion, it appears that funding is in place to construct the initial phases of the Intermodal Transit Center but that the project will not advance to such a point that ferry terminal construction could begin until 2017, at the earliest. As a result, continuing the environmental review process for a potential ferry terminal at this site is not feasible at this time. Staff remains in contact with the City to coordinate any future ferry terminal work as the Transit Center project moves forward.

Antioch, Martinez and Redwood City Ferry Service Expansion Projects – These projects involve conceptual design and environmental review for potential future ferry services to the cities of Antioch, Martinez, and Redwood City. WETA staff has coordinated with staff from each city throughout the respective planning processes.

Richmond Ferry Service – This service will provide an alternative transportation link between the City of Richmond and downtown San Francisco. The environmental and conceptual design work includes plans for replacement of an existing facility (float and gangway) and a phased parking plan. Staff is working with City of Richmond staff and representatives of Orton Development Inc. to develop the plans. Environmental review for the project is underway. Public and resource agency scoping meetings were held in June. The purpose of the meetings was to present information on the proposed project and to provide an opportunity for comment on the scope of the environmental analysis. On July 12, staff presented to the Harbor Safety Committee for stakeholder outreach and scoping purposes. Staff continues to conduct stakeholder outreach with regard to project design and scoping for the environmental review process.

Clipper Fare Media Implementation – Clipper is currently available as fare payment media for the Alameda/Oakland to South San Francisco Ferry Service. Staff has developed a proposal to make Clipper available for the Alameda/Oakland and Alameda Harbor Bay services by October 1, 2012. On August 5th, WETA initiated a 30-day public noticing period to solicit public comments on the proposal and on August 29 staff set up an informational table at the San Francisco Ferry Terminal to provide customers information on the proposed Clipper fares and program. A Public Hearing is scheduled as a part of the September 6th Board meeting to provide an additional opportunity for public comment on the proposal and the meeting includes an item recommending adoption of Clipper fares for the Alameda/Oakland and Alameda Harbor Bay ferry services.

WETA is continuing to work with MTC to develop software programming and acquire equipment required to implement Clipper for the Vallejo ferry service. WETA plans to offer Clipper as a fare payment media for the Vallejo services as early as mid-2013.

Short-Range Transit Plan – WETA is required to prepare a short-range transit plan (SRTP) now that the agency is a transit service operator. The main purpose of the SRTP is to serve as a management and policy document for the transit operator, as well as a means of annually providing FTA and MTC with information necessary to meet regional fund programming and planning requirements. The draft final SRTP is included on the Board agenda for review and discussion. Staff anticipates bringing this item forward for Board adoption at the October meeting

Mare Island Ferry Maintenance Facility – This project will construct a new ferry maintenance facility located at Building 165 on Mare Island in Vallejo in three phases. As currently planned, Phase Zero would include site preparation, demolition, and abatement, which would be completed prior to landside construction work. Phase One will construct all of the landside improvements including a 48,000 gallon fuel storage and delivery system, a new warehouse, and renovation of Building 165. Phase Two will construct all of the waterside improvements consisting of a system of modular floats and piers,

gangways, and over the water utilities. Finally Building 477 (the existing ferry maintenance facility) will be cleaned up as required prior to surrender to Lennar.

This project was originally developed and designed by the City of Vallejo, but, as a part of the Vallejo Ferry system transition it was transferred to WETA for implementation in July 2012. It will be implemented as design/build project under WETA's authority. GHD has completed initial engineering cost estimates and schedules for all project phases for staff review. GHD is coordinating directly with WETA as required to move all work forward.

On December 15th the California Transportation Commission approved a 20 month extension for the \$4.2 million STIP grant allocated to the project to provide time to re-design and re-bid the project. WETA has until August 2013 to enter into a construction contract for facility work. During the workshop on March 27, it was agreed to put forth full efforts to enter into a construction contract by December 2012, well in advance of the CTC deadline, including finalization of all required permits prior to contract award.

Harbor Bay Ferry Terminal Dredging Project – This project will dredge the terminal area and access channel at the Harbor Bay Ferry Terminal in Alameda. CLE Engineering is providing construction management services. On August 7, 2012 four bids were received, with Dutra Dredging Company the apparent low bidder. The September Board meeting agenda includes an item recommending award of a contract to Dutra Dredging Company.

UPDATE ON RELEVANT PROJECTS IMPLEMENTED BY OTHER AGENCIES

Vallejo Station - Vallejo Station is a compact, transit-oriented mixed-use project in the City of Vallejo that includes two major transit elements – a bus transfer facility that will consolidate local, regional and commuter bus services and a 1,200 space parking garage for ferry patrons and the general public.

The Bus Transfer Facility was formally accepted as complete by Vallejo City Council on July 10, 2012. The release of the final retention will be made to the contractor, San Jose Construction Co., Inc. in mid-August. The facility has been operational since last July 2011. The City has also transferred the Bus Transit Facility and other bus related facilities to Solano County Transit (SolTrans).

The Parking Structure will be constructed in two phases. Phase A Parking Structure is nearly complete with the elevator canopy, elevator weather shelter and canopy along Santa Clara Street as the final pieces to be built within the parking structure. These protective measures will help minimize wind driven rain from entering the structure. Shop fabrication of the canopies has begun and will take approximately eight weeks. The contractor anticipates installing the canopies in mid-September. Parking Access and Revenue Control System (PARCS) is a sub-component of the Parking Structure facility. The last public input meeting was held on May 31, 2012. Staff plans to take the fee recommendations to City Council in the next few months for Council's approval. The areas of consideration for parking fees are the parking structure, surface lots between Capitol Street and Maine Street, downtown city parking lots and on street parking in the waterfront district and downtown areas.

Phase B of the parking structure is still dependent on the relocation of the U.S. Post Office.

OUTREACH, PUBLIC INFORMATION, AND MARKETING EFFORTS

On August 6, WETA staff began a 30-day noticing and outreach period to solicit public comments on the proposal to 1) establish clipper fares for the Alameda/Oakland and Harbor Bay ferry services, 2) establish an intra-operator discount for patrons transferring between WETA services, and 3) reduce the current inter-operator discount for Adult WETA patrons transferring to MUNI and only offer this discount on Clipper.

On August 8, Keith Stahnke attended the MTC Trans Response Plan (TRP) Steering Committee meeting.

On August 10, Lauren Gualarte attended the Regional DBE Business Outreach Committee.

On August 29, WETA held an outreach event at the San Francisco Ferry Building, Gate E from 1:30pm-7:30pm to provide customers with further information on the proposal related to establishing Clipper fares for the Alameda/Oakland and Harbor Bay services, a forum to answer any questions and another opportunity for customers to provide comments on the proposed action.

OTHER ACTIVITIES / ITEMS

America's Cup – The City of San Francisco will host the 34th America's Cup race and related events in 2012 and 2013. WETA staff is participating on the City's interagency task force for event transportation in order to support transportation planning and identify the role that WETA's ferry system might play in supporting this event. The City's Planning Commission approved the Final EIR in December 2011. Staff is coordinating with the San Francisco Municipal Transportation Agency (SFMTA) on options to provide enhanced WETA service during AC34 events in 2012 and 2013.

On July 24, 2012 the San Francisco County Transportation Authority approved an action to allocate \$1,300,000 in Proposition K funds to the Port of San Francisco to demolish Pier ½ at the Downtown San Francisco Ferry Terminal. Demolition of Pier ½ is required by BCDC as a permit condition for the America's Cup Event. The removal of Pier ½ will also serve to facilitate future construction of WETA improvements to the Downtown San Francisco Ferry Terminal, including construction of Gate A and improvements to the North Basin Marginal Wharf.

ADMINISTRATION

Attached are the FY 2012/13 financial statements for one month ending July 31, 2012, including the Statement of Revenues and Expenses and the Statement of Capital Programs and Expenditures.

San Francisco Bay Area Water Emergency Transportation Authority
FY 2012/13 Statement of Revenues and Expenses
For One Month Ending 07/31/2012

% of Year Elapsed 8%

	Current Month	Prior Year Actual	2012/13 Budget	2012/13 Actual	% of Budget
OPERATING EXPENSES					
<u>PLANNING & GENERAL ADMIN:</u>					
Wages and Fringe Benefits	106,445	1,269,738	1,434,800	106,445	7.4%
Services	16,770	2,388,779	1,979,100	16,770	0.8%
Materials and Supplies	197	47,917	258,100	197	0.1%
Utilities	54	14,956	16,000	54	0.3%
Insurance	14,363	28,578	33,000	14,363	43.5%
Miscellaneous	5,004	306,710	128,000	5,004	3.9%
Leases and Rentals	271	268,610	266,000	271	0.1%
Admin Overhead Expense Transfer	(77,546)	-	(984,000)	(77,546)	7.9%
Sub-Total Planning & Gen Admin	65,558	4,325,288	3,131,000	65,558	2.1%
<u>FERRY OPERATIONS:</u>					
<u>Harbor Bay FerryService</u>					
Purchased Transportation	80,202	1,098,946	1,122,000	80,202	7.1%
Fuel - Diesel & Urea	31,066	404,896	531,300	31,066	5.8%
Other Direct Operating Expenses	24,464	341,174	411,400	24,464	5.9%
Admin Overhead Expense Transfer	9,308	-	116,700	9,308	8.0%
Sub-Total Harbor Bay	145,041	1,845,016	2,181,400	145,041	6.6%
<u>Alameda/Oakland Ferry Service</u>					
Purchased Transportation	336,321	3,015,472	3,702,300	336,321	9.1%
Fuel - Diesel & Urea	125,654	1,131,900	1,454,300	125,654	8.6%
Other Direct Operating Expenses	46,991	732,809	737,600	46,991	6.4%
Admin Overhead Expense Transfer	20,943	-	265,000	20,943	7.9%
Sub-Total Alameda/Oakland	529,909	4,880,181	6,159,200	529,909	8.6%
<u>Vallejo FerryService</u>					
		<i>(Operated by City of Vallejo)</i>			
Purchased Transportation	528,737	6,240,622	6,538,500	528,737	8.1%
Fuel - Diesel & Urea	391,005	3,965,227	6,009,500	391,005	6.5%
Other Direct Operating Expenses	111,082	2,041,094	1,042,280	111,082	10.7%
Admin Overhead Expense Transfer	35,681	258,786	455,100	35,681	7.8%
Sub-Total Vallejo	1,066,505	12,505,729	14,045,380	1,066,505	7.6%
<u>South San Francisco FerryService</u>					
		<i>(Service launched of 6/4/12)</i>			
Purchased Transportation	176,308	122,092	2,083,400	176,308	8.5%
Fuel - Diesel & Urea	50,622	44,197	841,500	50,622	6.0%
Other Direct Operating Expenses	43,364	4,096	322,000	43,364	13.5%
Admin Overhead Expense Transfer	11,613	-	147,200	11,613	7.9%
Sub-Total South San Francisco	281,907	170,384	3,394,100	281,907	8.3%
Total Operating Expenses	2,088,921	23,726,598	28,911,080	2,088,921	7.2%
Total Capital Expenses	336,379	32,496,198	24,854,383	336,379	1.4%
Total Expenses	2,425,300	56,222,796	53,765,463	2,425,300	4.5%
OPERATING REVENUES					
Fare Revenue	1,166,626	9,465,348	9,717,441	1,166,626	12.0%
Local - Bridge Toll	922,295	14,149,730	18,985,189	922,295	4.9%
Local - Property Tax and Assessments	-	78,192	206,450	-	0.0%
Local - Other Revenue	-	33,328	2,000	-	0.0%
Total Operating Revenues	2,088,921	23,726,598	28,911,080	2,088,921	7.2%
Total Capital Revenues	336,379	32,496,198	24,854,383	336,379	1.4%
Total Revenues	2,425,300	56,222,796	53,765,463	2,425,300	4.5%

San Francisco Bay Area Water Emergency Transportation Authority
FY 2012/13 Statement of Capital Programs and Expenditures
For One Month Ending 07/31/2012

Project Description	Current Month	Project Budget	Prior Year Actual	2012/13 Budget *	2012/13 Actual	Future Year	% of Project
CAPITAL EXPENSES							
<u>FACILITIES EXPANSION</u>							
Future Expansion Service Studies:							
Berkeley Terminal - Environ/Concept Design	12,632	2,335,000	2,053,018	281,982	12,632	-	88%
Richmond Terminal - Environ/Concept Design	2,739	812,500	197,224	615,276	2,739	-	25%
Redwood City - Environ/Concept Design	232	812,500	108,535	75,965	232	628,000	13%
Antioch - Environ/Concept Design	1,287	812,500	98,047	250,000	1,287	464,453	12%
Martinez - Environ/Concept Design	117	812,500	137,979	74,521	117	600,000	17%
SF Berthing Expansion - Environ/Concept Design	2,181	3,300,000	1,919,679	1,380,321	2,181	-	58%
Terminal/Berthing Expansion Construction:							
Pier 9 Mooring Facility	-	3,150,000	3,138,848	11,152	-	-	99%
SSF Oyster Mitigation	-	275,000	49,470	50,000	-	175,530	18%
SSF Terminal Construction	7,637	26,000,000	23,943,585	2,056,415	7,637	-	92%
Berkeley Terminal - Final Design	-	3,200,000	-	800,000	-	2,400,000	0%
Maintenance & Operations Facilities:							
North Bay Operations & Maintenance Facility	-	25,500,000	-	4,862,500	-	20,637,500	0%
Central Bay Ops & Maint Facility - Environ/Concept Design	2,555	952,500	608,021	344,479	2,555	-	64%
Central Bay Ops & Maint Facility - Final Design	-	3,647,500	-	2,742,500	-	905,000	0%
<u>FACILITIES REHABILITATION</u>							
Channel Dredging:							
Channel Dredging - Harbor Bay	7,167	365,000	26,879	338,121	7,167	-	9%
Passenger Floats & Gangways:							
Gangway Rehabilitation - Main Street Terminal	-	125,000	-	125,000	-	-	0%
Gangway & Float Rehab - Harbor Bay Terminal	-	240,000	-	240,000	-	-	0%
Passenger Float Drydock & Repairs - Vallejo Terminal	-	470,000	-	470,000	-	-	0%
Clay Street Passenger Float Replacement	-	2,410,000	119,145	2,290,855	-	-	5%
Terminal Rehabilitation:							
Terminal Fac Improvement - Harbor Bay & Maint St.	-	250,000	-	250,000	-	-	0%
<u>FERRY VESSELS</u>							
Major Component Rehab/Replacement:							
Vessel Engine Overhaul - Encinal	746	803,564	2,708	800,856	746	-	0%
Purchase of Inflatable Buoyancy Apparatus	-	127,500	-	127,500	-	-	0%
Communications Equipment	-	182,000	39,737	142,263	-	-	22%
Vessel Mid-Life Repower/Refurbishment:							
Vessel Mid-Life Repower/Refurbishment: - Bay Breeze	279	5,015,000	53,323	4,961,677	279	-	1%
Vessel Mid-Life Repower/Refurbishment: - Mare Island **	298,808	1,313,000	-	1,313,000	298,808	-	0%
Vessel Expansion/Replacement:							
Purchase Replacement Vessel	-	15,000,000	-	250,000	-	14,750,000	0%
Total Capital Expenses	336,379	97,911,064	32,496,198	24,854,383	336,379	40,560,483	
CAPITAL REVENUES							
Federal	245,601	24,069,753	13,010,685	10,335,068	245,601	724,000	55%
State	21,742	57,999,504	6,776,762	11,386,258	21,742	39,836,483	12%
Local - Bridge Toll	68,981	5,190,393	4,620,197	570,196	68,981	-	90%
Local - San Mateo Sales Tax Measure A	-	9,640,764	8,077,889	1,562,875	-	-	84%
Local - Alameda Sales Tax Measure B	55	1,010,650	10,665	999,985	55	-	1%
Total Capital Revenues	336,379	97,911,064	32,496,198	24,854,383	336,379	40,560,483	

* Final FY2012/13 Capital Budget includes adjustments to reflect carryover of unspent project funds and projects not completed.

** WETA was assigned responsibility to complete the Mid-Life Repower of the Mare Island project as part of the Vallejo service transfer.

SAN FRANCISCO BAY AREA WATER EMERGENCY TRANSPORTATION AUTHORITY

MINUTES OF THE BOARD OF DIRECTORS MEETING

(August 2, 2012)

The Board of Directors of the San Francisco Bay Area Water Emergency Transportation Authority met in regular session at the WETA offices at Pier 9, Suite 111, San Francisco, CA.

1. ROLL CALL AND CALL TO ORDER

Chair Charlene Haught Johnson called the meeting to order at 2:15 p.m. Directors present were Vice Chair Anthony Intintoli and Director Timothy Donovan. WETA Counsel Stanley Taylor III of Nossaman LLP led the Pledge of Allegiance.

2. REPORT OF BOARD CHAIR

No report.

3. REPORT OF DIRECTORS

No report.

4. REPORTS OF STAFF

Executive Director Nina Rannells referred the Board to her written report. She then introduced Manager of Public Information & Marketing Ernest Sanchez, who presented an overview of the current system status.

Mr. Sanchez then briefed the Board on plans for a fall marketing campaign which would leverage radio spots to promote not only commute services but excursion services as well. He added that Fleet Week and the America's Cup races would also be featured in the campaign. Mr. Sanchez noted the work being done to complete the Vallejo Baylink website transfer and to improve Blue & Gold Fleet's reservation system. He highlighted work being done on a new communications module which would offer passengers targeted alerts regarding system delays as well as other types of information.

Mr. Sanchez also spoke on the initial ridership numbers for the South San Francisco service and outlined his initial marketing approach to improve them. He said that his plan included working with the Peninsula Traffic Congestion Relief Alliance to develop free ride promotions targeted to improve ridership, creating an in-house group to monitor ridership and consider marketing and promotional opportunities, and to reach out to new business development in the Oyster Point area. Mr. Sanchez added that looking at ways to optimize shuttle services was another item which could be examined, noting that SFO employees had expressed interest in ways to connect the airport to the ferry terminal and that there might also be ways to better target the existing Alliance shuttles for the convenience of the commuters.

Mr. Sanchez went on to note plans for a fall campaign to connect with transit coordinators at larger employers and to make sure smaller employers are engaged as well and that Shirley Douglas Consulting would be assisting with this business outreach program. He also added that he anticipated talking more with existing riders to explore ways to incent them to spread the word, as well as a possible survey.

Mr. Sanchez noted that the overall plan was still under development but moving forward quickly. He added that social media and system advisories would be a big component of the program.

Vice Chair Intintoli reminded staff of his concern that there had been no marketing on the Vallejo ferry service for at least two or three years. He noted that the service had just experienced a difficult week and pointed out that press regarding bad service would likely result and that it was important to get out in front of such stories. He suggested that staff find a way to place WETA on the agendas of local city councils in order to solicit ideas and feedback. Vice Chair Intintoli added that if WETA did not market heavily that the services would not succeed.

Chair Johnson asked what difficulties Vice Chair Intintoli was referring to. Ms. Rannells replied that there had been service disruptions due to the unavailability of vessels resulting from the mid-life refurbishment of two Vallejo vessels and that this had been creating issues for the last several years. Chair Johnson asked if other vessels could be rented as replacements in such situations. Ms. Rannells replied that that was unlikely during the summer but that staff was talking with SolTrans regarding establishing more consistent back-up bus services to help avoid service interruptions until the Mare Island vessel can be returned to service.

Public Comment

Carolyn Horgan of Blue & Gold Fleet confirmed that no additional vessels were currently available.

Mr. Sanchez added that staff was developing better ways to communicate these issues to customers in order to make their lives easier in the event of service disruptions. He also responded to Vice Chair Intintoli's suggestion, indicating that outreach to the cities would be added to his marketing agenda.

Ms. Rannells elaborated on outreach activities, noting that WETA and Blue & Gold staff had taken the time to ride each service route over the past several weeks to engage customers and that a major theme that emerged was the need for improved communication.

Vice Chair Intintoli suggested that the service consolidation presented a one-time marketing opportunity. Mr. Sanchez agreed and noted additional ideas such as ferry service inclusion in welcome packets to new residents. Vice Chair Intintoli said that that was a good idea. Mr. Sanchez said that input was also being received from the Vallejo riders' Facebook page. Vice Chair Intintoli noted that WETA would not reach seniors through social media and that not everyone was under 30. Mr. Sanchez agreed that there was still a place for paper. He said that the new communication module would be very impressive and would reach customers in a variety of ways.

Vice Chair Intintoli asked if the local traffic news would still include ferry alerts. Mr. Sanchez said that they would, noting that that was something that Vallejo staff had been good at doing in the past.

Vice Chair Intintoli noted that past data had indicated that only 40% of riders from the North Bay were from Vallejo and that the remainder originated from locations such as Napa or Sacramento. He said that the marketing net should be cast widely. Ms. Rannells agreed and noted that Mr. Sanchez and WETA Administrative/Policy Analyst Lauren Gulate had met with Daryl Halls at STA on coordinating marketing efforts with the Solano Transportation Authority.

Public Comment

Veronica Sanchez of Masters, Mates & Pilots asked Mr. Sanchez where the South San Francisco riders were originating from, noting that studies had indicated that many would be travelling from the 880 corridor. She suggested that marketing could be targeted there as well.

Mr. Sanchez replied that it would be more cost-effective to focus on the destination area for this particular service and then to later move on to other areas.

Public Comment

Ms. Sanchez asked about the definition of "special event" services and if these included anything beyond service to AT&T Park, such as the BART service disruption in June.

Ms. Rannells said that special events included anything beyond regular services but did not include response situations such as the BART service disruption. Mr. Sanchez noted that potential expansion of special event service was always something to keep in mind. Ms. Horgan noted the future possibility of providing service to Warriors games via a terminal Pier 31/32 as an example. Ms. Rannells noted that she and John Sindzinski had recently met with the folks developing the concept for a waterfront Warriors stadium in San Francisco.

5. CONSENT CALENDAR

Vice Chair Intintoli made a motion to approve the consent calendar which included the minutes from the June 29, 2012 meeting. Director Donovan seconded the motion the item carried unanimously.

6. OVERVIEW OF FY 2011/12 FINANCIAL AUDIT SCOPE AND PROCESS

Ms. Rannells introduced Cory Biggs, CEO of Maze & Associates, noting that the Authority's Administrative Code required preparation of an annual financial audit report by an independent auditor consistent with California Government Code. Mr. Biggs provided the Board with an overview of the audit scope, management representation, fraud considerations and audit timing and offered to answer any questions about this work.

Vice Chair Intintoli asked if there was a requirement for an audit committee. Mr. Biggs replied that there was no requirement for an audit committee and that that would be an entity policy decision.

Mr. Biggs thanked the Board and noted that he would return once the audit was finalized. Chair Johnson asked when that would be. Mr. Biggs replied that it would be in December.

Chair Johnson thanks Mr. Biggs for his presentation.

7. UPDATE ON WETA 2012 – 2021 SHORT RANGE TRANSIT PLAN

Ms. Rannells and Planner/Analyst Chad Mason presented an update on WETA's first Short Range Transit Plan as operator of the Alameda, Vallejo and South San Francisco services. Ms. Rannells noted that the 2012 SRTP was a ten-year projection of transit capital and operating expenses and revenues along with supporting information about WETA and that it was required that each transit operator receiving federal funding prepare, adopt, and submit an SRTP to MTC.

Chair Johnson asked if staff was receiving assistance preparing the SRTP or had looked at how other agencies had prepared theirs. Ms. Rannells noted that Mr. Mason had done much of the work and that Nelson\Nygaard Consulting Associates, Inc. was helping to prepare the document.

Mr. Mason noted that all agencies under MTC were required to submit SRTPs and that WETA had looked into work done by peer agencies during the process. He added that staff anticipated bringing a draft plan to the next Board meeting that would include a System and Service Evaluation as well as an Operations Plan and Budget which would project both maintaining the current system as well as expansion services over the next ten years, for both operations and capital.

8. AUTHORIZE RELEASE OF A REQUEST FOR QUALIFICATIONS FOR ENVIRONMENTAL REVIEW SERVICES FOR THE VALLEJO FERRY MAINTENANCE FACILITY

Manager of Planning and Development John Sindzinski presented this item requesting that the Board authorize, by motion, the release of a Request for Qualifications for environmental review services for the Vallejo Ferry Maintenance Facility. He reviewed the background of the project and noted that the Environmental Assessment would need to be completed before the project could move forward.

Director Donovan asked if site cleanup was involved or if this was just a study. Mr. Sindzinski replied that there was no cleanup involved with this part of the process but that this would be required before WETA could enter into a lease with the Navy and that it would focus on study of the submerged areas. Ms. Rannells said that in the process of finalizing the language in the Vallejo Transfer Agreement it became clear that no arrangement had been made by the City of Vallejo with the Navy for submerged areas. She noted that such an agreement should have been completed several years prior and that this needed to be addressed as quickly as possible. Ms. Rannells clarified that this was specific to the waterside aspect of the project and that ideally it would move in tandem with the landside part of the project.

Director Donovan asked if this project would be completed in the spring. Mr. Sindzinski replied that the March 2013 date in the Board memo was a typo and that an award could be made as soon as the September 2012 Board meeting. Mr. Mason added that the work itself could be completed within six months. He said that as the result of a prior Navy lawsuit, WETA would be required to put the document through a public review process before handing it over to the Navy.

Vice Chair Intintoli made a motion to approve the item. Director Donovan seconded the motion the item carried unanimously.

9. ADJOURNMENT

All business having concluded, the meeting was adjourned at 3:05 p.m.

Respectfully Submitted,

Board Secretary

MEMORANDUM

TO: Board Members

FROM: Nina Rannells, Executive Director
John Sindzinski, Manager, Planning & Development
Mike Gougherty, Senior Planner/Analyst

SUBJECT: Public Hearing to Consider Comments on the Proposal to Establish New Fares for the Clipper Fare Payment System

Background/Discussion

The purpose of this agenda item is to conduct a Public Hearing concerning the WETA proposal to establish new fares for the Clipper fare payment system, including the following:

- 1) Adult, Youth, Senior, and Medicare/Disabled single-ride Clipper fares for Alameda/Oakland and Alameda Harbor Bay ferry services, as shown below in Table 1.

Table 1 – New Adult, Youth, Senior, and Medicare/Disabled Clipper Fares

	Adult Clipper Fare	Youth Clipper Fare	Senior Clipper Fare	Medicare/Disabled Clipper Fare
Alameda/Oakland - SF/Pier 41	\$4.75	\$3.50	\$3.10	\$3.10
Alameda/Oakland - Ballpark	\$7.50	\$4.75	\$5.25	\$5.25
Alameda - Oakland	\$1.50	\$1.50	\$0.75	\$0.75
SF - Pier 41	\$1.50	\$1.50	\$0.75	\$0.75
Harbor Bay - SF	\$5.00	\$3.25	\$3.75	\$3.75

- 2) An intra-operator fare discount (Clipper only) of \$1.00 for Adults and \$0.50 for Youth, Senior, and Medicare/Disabled patrons transferring between WETA services; and
- 3) An inter-operator fare discount of \$0.50 (Clipper only) for WETA Adult patrons transferring from MUNI.

Speakers will be asked to clearly state their name and city of residence for the record and to limit their comments to 3 minutes or less. Once all public comments are received the hearing will be closed and the WETA Board will re-convene its regularly scheduled monthly meeting to consider approval of the proposal. Additional information concerning the proposal is included in the staff report accompanying Agenda Item #8 of this September 6th WETA Board of Directors meeting packet.

END

MEMORANDUM

TO: Board Members

FROM: Nina Rannells, Executive Director
John Sindzinski, Manager of Planning and Development
Mike Gougherty, Senior Planner/Analyst

SUBJECT: Establish New Fares for the Clipper Fare Payment System

Recommendation

Approve new fares for the Clipper fare payment system, including establishment of the following:

- 1) Adult, Youth, Senior, and Medicare/Disabled single-ride Clipper fares for Alameda/Oakland and Alameda Harbor Bay ferry services;
- 2) An intra-operator fare discount (Clipper only) for Adult, Youth, Senior, and Medicare/Disabled patrons transferring between WETA services; and
- 3) An inter-operator fare discount (Clipper only) for WETA Adult patrons transferring from MUNI to replace the MUNI round-trip transfer ticket for Alameda/Oakland and Alameda Harbor Bay services.

Background

In April 2011, the Board authorized the Executive Director to enter into a cooperative agreement with MTC to implement Clipper on WETA's ferry system (exclusive of Vallejo service, which will be implemented in a later phase). On June 11, 2012, WETA launched Clipper for the new South San Francisco service. WETA is tentatively planning to launch Clipper for the Alameda/Oakland and Alameda Harbor Bay services on October 1, 2012. Staff has developed a proposal to establish new fares for Clipper that will be necessary to launch Clipper for these services. In June 2012, the Board reviewed the proposal developed by staff and authorized the initiation of public outreach efforts to solicit public comment concerning the proposal. On August 5th, WETA began a 30-day noticing and outreach period preceding a Public Hearing on September 6th to solicit public comments on the proposal. Outreach efforts included noticing the proposal at Alameda/Oakland and Alameda Harbor Bay terminals, on WETA vessels, through WETA's website and social media outlets, with the purchase of multi-ride ticket books, and as an advertisement in the Bay Crossings monthly publication. Additionally, on August 29th WETA staff was stationed at Gate E of the San Francisco Ferry Terminal throughout the afternoon and evening commute period to inform Alameda/Oakland and Alameda Harbor Bay passengers about the proposal and provide additional information as requested.

Discussion

WETA's goal in proposing Clipper fares for the Alameda/Oakland and Alameda Harbor services is to provide the same or similar fare discounts on Clipper that are currently provided through

existing cash or pre-paid fare products for Adult, Youth, Senior, and Medicare/Disable patrons. The objective of this goal is to launch Clipper for these services in a manner that is revenue neutral for WETA while encouraging use of the Clipper system.

The new fares proposed for Clipper include the following:

- 1. Adult, Youth, Senior and Medicare/Disabled Clipper fares for the Alameda/Oakland and Alameda Harbor Bay ferry services, as shown in bold in Tables 1.1 and 1.2 below. (existing cash fares shown in italics for reference only, shall remain unchanged).**

Table 1.1 – New Clipper Youth, Senior, and Medicare/Disabled Fares

	Youth Clipper Fare	<i>Youth Cash Fare</i>	Senior Clipper Fare	<i>Senior Cash Fare</i>	Medicare/ Disabled Clipper Fare	<i>Medicare/ Disabled Cash Fare</i>
Alameda/Oakland - SF/Pier 41	\$3.50	<i>\$3.50</i>	\$3.10	<i>\$3.10</i>	\$3.10	<i>\$3.10</i>
Alameda/Oakland – Ballpark	\$4.75	<i>\$4.75</i>	\$5.25	<i>\$5.25</i>	\$5.25	<i>\$5.25</i>
Alameda – Oakland	\$1.50	<i>\$1.50</i>	\$0.75	<i>\$0.75</i>	\$0.75	<i>\$0.75</i>
SF - Pier 41	\$1.50	<i>\$1.50</i>	\$0.75	<i>\$0.75</i>	\$0.75	<i>\$0.75</i>
Harbor Bay – SF	\$3.25	<i>\$3.25</i>	\$3.75	<i>\$3.75</i>	\$3.75	<i>\$3.75</i>

Table 1.2 – New Clipper Adult Clipper Fares

	Adult Clipper Fare	<i>Adult Cash Fare</i>	<i>10-ticket Book (per ride)</i>	<i>20-ticket Book (per ride)</i>	<i>40-ticket Book (per ride)</i>	<i>Monthly Pass (per ride)</i>
Alameda/Oakland - SF/Pier 41	\$4.75	<i>\$6.25</i>	<i>\$5.00</i>	<i>\$4.50</i>	<i>\$4.25</i>	<i>n/a</i>
Alameda/Oakland – Ballpark	\$7.50	<i>\$7.50</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
Alameda – Oakland	\$1.50	<i>\$1.50</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
SF - Pier 41	\$1.50	<i>\$1.50</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
Harbor Bay – SF	\$5.00	<i>\$6.50</i>	<i>\$5.50</i>	<i>\$5.00</i>	<i>n/a</i>	<i>\$4.65</i>

All Clipper fares proposed above are the same or similar to existing discounted fares offered for each respective fare category for each route. All Youth Clipper fares proposed are the same as their respective single-ride discounted cash fares. All Senior and Medicare/Disable fares proposed are the same as their respective single-ride discounted cash fares and comply with FTA Half Fare requirements. For the two Adult fares that are currently discounted, the Alameda/Oakland – SF/Pier 41 and Alameda Harbor Bay – SF routes, staff considered the estimated per-ride cost of existing multi-ride ticket book and monthly pass fare products currently available for each service and proposed Clipper fares similar to those costs.

- 2. Intra-operator transfer discounts of \$1.00 for Adult and \$0.50 for Youth, Senior, and Medicare/Disabled patrons transferring between WETA services using Clipper.**

WETA does not currently provide a discount for passengers transferring between WETA services. This proposal would establish new intra-operator transfer discounts for passengers that currently transfer between WETA services in order to reach their destination. The intra-

operator discount would be limited to a three-hour period of validity, would not apply to round-trip fares, and would only be available using Clipper.

3. Inter-operator transfer discount of \$0.50 for Adult MUNI passengers transferring to WETA services using Clipper.

The new inter-operator transfer discount shown above is proposed as WETA's half of a reciprocal transfer discount with MUNI for patrons transferring between WETA and MUNI services. Combined, the MUNI and WETA transfer discounts would provide Adult ferry patrons using Clipper with a \$1.00 round-trip transfer discount.

Historically, MUNI has allowed Alameda/Oakland and Harbor Bay patrons a free MUNI round-trip transfer ticket (valued at \$4.00) half of which was subsidized by City of Alameda/WETA through side agreement with MUNI. In August 2012, the SFMTA took action to eliminate acceptance of paper transfer tickets and to initiate a \$0.50 one-way (WETA to MUNI) Clipper transfer discount in its place. SFMTA made these changes in order to achieve consistency with transfer discounts it offers to other Bay Area transit patrons transferring to MUNI. WETA's proposal is to initiate a reciprocal \$0.50 one-way transfer discount for Adult MUNI passengers transferring to WETA using Clipper. The new transfer discount proposed by WETA would serve to offset a portion of transfer benefit lost to patrons currently using free MUNI round-trip transfer tickets that will no longer be accepted by SFMTA once the modified transfer discount is implemented. The net impact of the actions approved by SFMTA and proposed by WETA will be to decrease the total benefit for Alameda/Oakland and Alameda Harbor Bay patrons transferring to and from MUNI from \$4.00 per round-trip to \$1.00 per round-trip. Eligibility for the new transfer discounts would be limited to Adult passengers transferring between MUNI and WETA services using Clipper.

Comments Received

As of August 31, 2012 WETA received 2 public comments concerning this proposal relating to the potential financial impact to riders of reducing the value of the MUNI transfer discount and whether or not WETA was proposing any changes to the AC Transit transfer discount.

Environmental Clearance

Modifications to fees, fares, rates and charges are subject to the California Environmental Quality Act (CEQA). CEQA provides a statutory exemption from environmental review for the establishment, modification, structuring, restructuring or approval of rates, tolls, and other charges pursuant to California Public Resources Code section 21080(b)(8) and CEQA implementing guidelines, Title 14 of the California Code of Regulations section 15273 if these rates, tolls, and other charges will be used to meet operating expenses, including employee wage rates and fringe benefits, or purchase or lease supplies, equipment, or materials.

WETA staff has determined that the proposed Clipper fares for the Alameda/Oakland and Alameda Harbor Bay ferry services discussed in this item are statutorily exempt from environmental review under the above cited provisions.

Impact of Proposed Change on Individuals Protected by Title VI

WETA has conducted an evaluation of the proposed Clipper fares for the Alameda/Oakland and Alameda Harbor Bay ferry services and does not foresee discriminatory impacts resulting from the proposed change. As the evaluation relates to users of the existing inter-operator transfer discount with MUNI, data from WETA's 2011 Ridership Survey shows that the majority of these

users are not protected by Title VI, which indicates that Title VI-protected communities will not be disproportionately impacted by the proposed change. A copy of the Title VI analysis is on-file with WETA staff and available upon request.

Fiscal Impact

Staff estimates the implementation of Clipper on Alameda/Oakland and Alameda Harbor Bay Services as proposed in this item to be cost/revenue neutral for the system. While some savings is anticipated from the reduced MUNI transfer discount, this will likely be off-set by Clipper system administration fees and a potential small ridership loss due to the reduced MUNI discount.

END

MEMORANDUM

TO: Board Members

FROM: Nina Rannells, Executive Director
Keith Stahnke, Manager, Operations

SUBJECT: Authorize Contract Award for Dredging Services for the Harbor Bay Terminal and Channel and Related Actions

Recommendation

Authorize the following actions related to the Harbor Bay Channel and Terminal Dredging project:

- a) Award of a contract to the firm Dutra Dredging in an amount not to exceed \$264,000;
- b) Authorize the Executive Director to negotiate and execute the contract and to take all other actions and execute all other documents necessary to complete the work; and
- c) Approve a budget increase in the FY 2012/13 Capital Budget for the Harbor Bay Channel Dredging project in the amount of \$45,000.

Background/Discussion

The Harbor Bay Channel and Terminal Dredging IFB was developed to seek and select a contractor to dredge the Harbor Bay Ferry terminal area and access channel in Alameda on the basis of the lowest cost responsive bid. The project schedule indicated that the proposed date of the "Notice to Proceed" would be on or about September 7, 2012 and that all work would need to be completed by November 30, 2012, in order to comply with the restriction for "in the bay" dredging as set forth by regulatory agencies and the permits WETA has secured for this work.

The IFB was released on July 10, 2012 to the construction industry. Notice of the availability of the IFB was sent to WETA's mailing list, advertised in the SF Chronicle newspaper, in the Regional DBE Business Outreach Committee quarterly newsletter, as well as posted on the Agency's website consistent with the Authority's Administrative Code. WETA staff conducted a pre-bid meeting at Pier 9 on July 19, 2012 and issued four addenda to the original IFB clarifying the specifications set forth in the IFB, and responding to pre-bid questions.

The bid opening was held on August 7, 2012 according to the schedule set forth in the IFB. A total of four bids were submitted with bids ranging in cost from \$239,977 to \$654,372 as summarized below.

	Salt River	RE Staite	Vortex	Dutra
Base Bid (Terminal)	430,760	\$466,128	\$438,164	\$192,916
Option (Channel)	138,942	\$188,244	\$114,291	\$47,061
Total	\$569,702	\$654,372	\$552,455	\$239,977

Consistent with the process outlined in the IFB, subsequent to the bid opening WETA staff and its construction manager examined the apparent lowest responsive bidder, Dutra Dredging, and determined that the bid meets the requirements of the IFB and that their references were satisfactory. As a result, the bid from Dutra of San Rafael, CA was judged to be the lowest responsive submittal. The amount of this contractor's bid is \$239,977, which is consistent with the engineer's estimate. Accordingly, staff recommends that the contract for the dredging work for the Harbor Bay Ferry Terminal project be awarded to Dutra Dredging Company for an amount not to exceed \$264,000 which includes a 10% contingency.

The Authority's proposed annual overall Disadvantaged Business Enterprise (DBE) goal and Small Business Enterprise Goal for Fiscal Year 2012/2013 is 2% for FTA-assisted contracts. Dutra committed 0% DBE participation and 8% SBE participation, however, the SBE firm was not certified at the time of bid opening and will therefore not count towards the Authority's overall SBE goal. While Dutra was not able to commit to any acceptable DBE or SBE participation, it is clear through the documentation of their good faith efforts provided, that they attempted to obtain participation from both DBE and SBE firms.

Fiscal Impact

The Harbor Bay Dredging project is included in the FY 2012/13 Capital Budget in the amount of \$365,000 and a budget increase of \$45,000 is required to fully fund the project. The revised project budget is \$410,000 to be funded with 80% Federal Transit Administration (FTA) grant funds and 20% Regional Measure 1 2% (RM1 – 2%) grant funds.

END

MEMORANDUM

TO: Board Members

FROM: Nina Rannells, Executive Director
Chad Mason, Planner/Analyst

SUBJECT: Approve Contract Award for NEPA Environmental Review Services
for the Vallejo Ferry Maintenance Facility

Recommendation

Approve contract award to URS Corporation to provide NEPA Environmental Review Services for the Vallejo Ferry Maintenance Facility for an award amount not to exceed \$150,000 and authorize the Executive Director to negotiate and execute a professional services agreement for this work and to take all other actions and execute all other documents as are necessary to complete this work.

Background

The Vallejo Ferry Maintenance Facility consists of the development of a new ferry maintenance facility for the Vallejo Ferry system to be owned and operated by the WETA. The facility is identified in the 2009 WETA Transition Plan and would support operations of North Bay services. The new facility would replace the existing maintenance facility at a location approximately half a mile downstream from the existing maintenance facility. This project was previously managed by the City of Vallejo.

On June 7, 2012, the Board approved amendment Number 1 to the Ferry Service Operations Transfer Agreement with the City of Vallejo that included a revised approach to the project management and to the lease structure for the existing and proposed maintenance facilities. Accordingly, staff has entered into lease negotiations with Lennar Mare Island (LMI) for the lease of the landside maintenance facility site. Staff is also coordinating with the US Navy for lease of submerged lands required for the waterside maintenance facility. On July 11, 2012, WETA received a letter from the Navy notifying the Navy's intent to grant a lease for the submerged lands dependent on compliance with the National Environmental Policy Act (NEPA) and Comprehensive Environmental Response, Compensation and Liability Act (CERCLA). While this project has been under development for a number of years by City of Vallejo, to date no NEPA documentation has been prepared related to the waterside lease required with the Navy.

Discussion

On August 2, 2012, the Board authorized staff to release a Request for Qualifications (RFQ) for NEPA Environmental Review Services for the Vallejo Ferry Maintenance Facility. The work scope for this contract would include preparation of an Environmental Assessment (EA) in accordance with NEPA and other Navy requirements. WETA anticipates the EA will focus on water and biological resources, hazardous materials and cumulative effects of the waterside component of the project. Extensive documentation has been prepared for the project that can be used as a basis for preparation of the EA.

On August 7, 2012, staff issued an RFQ for environmental review services for the San Francisco Ferry Terminal Expansion Project to over 781 firms on the WETA's technical

consultant list through email and further solicited interest through notices on the website. A total of nine Statements of Qualifications (SOQs) were received in response to the RFQ on August 24, 2012. The SOQs were reviewed by an evaluation panel that included staff from WETA and the Navy.

Each firm's qualifications were evaluated by the panel based on the following selection criteria, as established in the RFQ:

- Project understanding and ability to work in a collaborative environment with other consultants, the contractor(s) regulatory and oversight agencies, etc. to help solve problems and deal with issues and conflicts that may arise during the entire design, procurement and construction processes.
- Professional capability, demonstrated competence and specialized expertise of the as demonstrated by previous experience with similar projects.
- Staffing capacity and past success managing all processes, procedures and paperwork for similar projects and proven track record of proposed project team working together.
- Qualifications of individual team members, including education and experience of key personnel.

The evaluation panel selected URS Corporation as the most qualified firm for this work based on their strong project approach and their previous experience successfully working with WETA and the Navy. Furthermore, URS Corporation has proposed a strongly qualified team that has experience preparing NEPA environmental review documents.

Based upon the information submitted, the evaluation panel recommends awarding a contract to URS Corporation to undertake NEPA Environmental Review Services for the Vallejo Ferry Maintenance Facility. The recommended contract award is for an amount not to exceed \$150,000. This work would be managed and completed based upon task orders issued by WETA staff within this overall contract limit.

Fiscal Impact

This contract will be implemented as a part of the Vallejo Ferry Maintenance Facility Project included in the FY 2012/13 Capital Budget and funded with Proposition 1B grants.

END

MEMORANDUM

TO: Board Members

FROM: Nina Rannells, Executive Director
Keith Stahnke, Manager, Operations

SUBJECT: Authorize Release of a Request for Proposals (RFP) for Shipyard Services for the Encinal Main Engine Overhaul Project

Recommendation

Authorize the release of Request for Proposals (RFP) for the Shipyard Services for the Encinal Main Engine Overhaul Project

Background

The ferry vessel Encinal is scheduled for main engine overhauls this fall. At the February 16, 2012 Board of Directors meeting a sole source contract with Valley Power Systems North Inc. was approved. The services to be provided by Valley Power Systems North include the purchase of parts and labor to overhaul the Encinal main engines.

Discussion

The scope of work to complete the main engine overhauls also requires services that Valley Power Systems North is unable to provide, these include mooring, vessel access ramps, rigging, crane services and engine alignment.

Staff anticipates being in a position to return to the Board with a recommendation for contract award for this work no later than November, 2012. The project is expected to be complete by January, 2013.

Fiscal Impact

There is no fiscal impact associated with release of this RFP.

END

MEMORANDUM

TO: Board Members

FROM: Nina Rannells, Executive Director
John Sindzinski, Manager, Planning & Development
Chad Mason, Planner/Analyst

SUBJECT: Review Draft WETA 2012 – 2021 Short Range Transit Plan

Recommendation

Review and provide comments on the draft WETA 2012-2021 Short Range Transit plan to be finalized and brought to the Board for adoption at the October Board meeting.

Background

Federal statutes require that the Metropolitan Transportation Commission (MTC), in partnership with the state and with local agencies, develop and periodically update a long-range Regional Transportation Plan (RTP), and a Transportation Improvement Program (TIP) which implements the RTP by programming federal funds to transportation projects contained in the RTP. In order to effectively execute these planning and fund programming responsibilities, MTC, in cooperation with Region IX of the Federal Transit Administration (FTA), requires each transit operator receiving federal funding to prepare, adopt, and submit an SRTP to MTC. The main purposes of the SRTP are to:

- Serve as a management and policy document for the transit operator, as well as a means of annually providing FTA and MTC with information necessary to meet regional fund programming and planning requirements;
- Describe and justify the transit operator's capital and operating budgets;
- Submit requests for federal, state, and regional funds for capital and operating purposes through MTC's Transit Capital Priorities funding program, and in the MTC TIP;
- Assess an operator's financial capacity to carry out proposed levels of operations and the associated capital improvement plan. This assists FTA in making its own assessment of an operator's financial capacity;
- Provide MTC with information on projects and programs of regional significance, such as its Resolution 3434 Transit Expansion program; and
- Provide the basis for inclusion of an operator's capital and operating programs in the MTC's RTP.

In addition, the goals, objectives, and standards specified in an operator's SRTP serve as the basis for MTC's assessment of the operator's performance during MTC's Triennial Performance Audit of transit operators.

Discussion

WETA is required to prepare its first Short Range Transit Plan (SRTP) now that the Agency operates the Alameda/Oakland, Harbor Bay, Vallejo and South San Francisco services. The 2012 SRTP is a ten-year projection (2012 – 2021) of transit capital and operating expenses and revenues, along with supporting information about WETA. The Draft SRTP is included as **Attachment A**. The SRTP consists of five main chapters as prescribed by MTC and summarized below:

- **Overview of Transit System** - This chapter presents an overview of the organizational structure and a description of WETA services. This chapter also includes descriptions of the existing fare structure, vessel fleet and facilities.
- **Service and System Performance** - This chapter presents an evaluation of WETA service statistics and performance metrics. A five-year retrospective of service statistics and performance metrics are presented depending on the availability of past service data.
- **Goals, Objectives and Standards** - This chapter identifies WETA's core goal to plan, implement and operate productive, effective and cost-efficient regional ferry transit and emergency response services consistent with demand and available resources. The chapter also establishes service objectives and standards for reliability, safety, effectiveness and efficiency. This is the first set of performance measures to be adopted by WETA since becoming a transit operator.
- **Operations Plan and Budget** - This chapter presents the operating cost and revenue projections for the ten-year period between FY 2012/13 through FY 2021/22. Current (FY 2012/13) year budget figures are the basis for future projections. The Operations Plan is separated into three sections based on WETA's evolving program.
 - **Existing Services.** The core of the plan is the continued operation of the existing ferry routes including Vallejo, Alameda/Oakland, Harbor Bay and South San Francisco.
 - **Near-Term Expansion.** Expansion services under development that, given the status of funding, environmental studies and design work, can potentially be implemented over the 10-year planning horizon of this SRTP. These expansion services include Berkeley, Richmond, and Treasure Island.
 - **Long-Term Expansion.** Expansion projects that are unlikely to be ready for implementation in the next 5 to 10 years due funding and site-specific challenges, ridership projections or the need for significantly more planning and development before implementation. The long-term expansion services include Antioch, Hercules, Martinez and Redwood City.
- **Capital Improvement Program** - This chapter presents an overview of WETA's capital program needs identified within discrete program areas. The 10-Year Capital Improvement Program (CIP) consists of core capital needs covering FY 2012/13 through FY 2021/22 that WETA plans to implement to support its regional program of public transit and emergency response ferry services. The capital program includes both one-time expansion and cyclical rehabilitation and replacement needs for the combined WETA capital assets. The CIP consists of the following five project categories:

- **Revenue Vessels** - Rehabilitation, replacement and expansion of the ferry vessel fleet.
- **Major Facilities** - Rehabilitation and replacement of passenger ferry and vessel mooring facilities (terminals, floats, docks, etc.).
- **Service Expansion Projects** - Ferry terminals necessary for near-term ferry expansion services and operations.
- **Maintenance Facility Projects** - Two new facilities to support the provision of existing and new ferry services and emergency response functions.
- **Miscellaneous** -Includes general equipment and emergency response system equipment.

Staff is working with Nelson\Nygaard Consulting Associates, Inc., to complete the SRTP document. Comments from the Board of Directors, MTC and the public will be considered in developing a final SRTP to be presented to the Board of Directors for adoption at the October 4, 2012 meeting.

Fiscal Impact

There is no fiscal impact associated with this informational item.

END



SAN FRANCISCO BAY AREA WATER EMERGENCY TRANSPORTATION AUTHORITY (WETA)

SHORT RANGE TRANSIT PLAN FY2012 – FY2021

DRAFT

September 2012



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Appendix A: Operating Performance and Trends

2 OVERVIEW OF TRANSIT SYSTEM

BRIEF HISTORY

In October 1999, the California State legislature formed the Water Transit Authority (WTA), a regional agency mandated to create a long-term plan for new and expanded water-transit and related services on the San Francisco Bay. The enabling legislation (Senate Bill 428–1999) directed the WTA to prepare an Implementation and Operations Plan (IOP) in order to evaluate ridership demand, cost-effectiveness and environmental impact of expanded water transit. In July of 2003, the state legislature approved this plan and authorized the WTA to operate a comprehensive public water transit system of ferries, feeder buses and terminals.

Effective January 1, 2008, a new state law, SB 976, dissolved the WTA and replaced it with the San Francisco Bay Area Water Emergency Transportation Authority (WETA). This new regional agency is responsible for consolidating and operating public ferry services in the Bay Area, planning new service routes and coordinating ferry transportation response to emergencies or disasters affecting the Bay Area transportation system. The creation of WETA responds to a need for more comprehensive water transportation and emergency services, a regionalized approach that will significantly increase the Bay Area's emergency response capabilities and contribute significantly to a more robust and environmentally friendly public transit system.

Under SB 976, WETA is to assume control over publicly operated ferries in the Bay Area, except those owned and operated by the Golden Gate Bridge Highway and Transportation District. The Act authorized implementation of the transition to WETA of assets used in operating the Alameda/Oakland Ferry Service, Alameda/Harbor Bay Ferry Service and Vallejo Service (through a transfer and lease agreement or alternative property rights transfer arrangement).

In October 2010, the Alameda City Council and WETA Board adopted the transition agreement for the Alameda/Oakland and Alameda/Harbor Bay services. The transition was completed in April 2011, when WETA assumed operation of the services. In October 2011, the Vallejo City Council and WETA Board adopted the transition agreement for the Vallejo service. Transition of the Vallejo Service was completed on July 1, 2012.

GOVERNANCE

As directed by SB 976, the WETA Board is comprised of five members with a term of six years. Members of the board are appointed as follows:

- Three members shall be appointed by the Governor, subject to confirmation by the Senate
- One member shall be appointed by the Senate Committee on Rules
- One member shall be appointed by the Speaker of the Assembly

Currently the WETA Board of Directors consists of the following members:

- Charlene Haught Johnson – Chair, Governor's Appointee
- Anthony J. Intintoli, Jr. – Vice Chair, Governor's Appointee
- Gerald Bellows – Governor's Appointee
- Hon. Beverly Johnson – Senate Rules Committee Appointee
- Timothy Donovan – Assembly Committee on Rules Appointee

Each Board member has one vote. The Board holds regular meetings once a month and additional meetings as required. Its meetings are subject to prior public notice and are open to the public.

ORGANIZATIONAL STRUCTURE

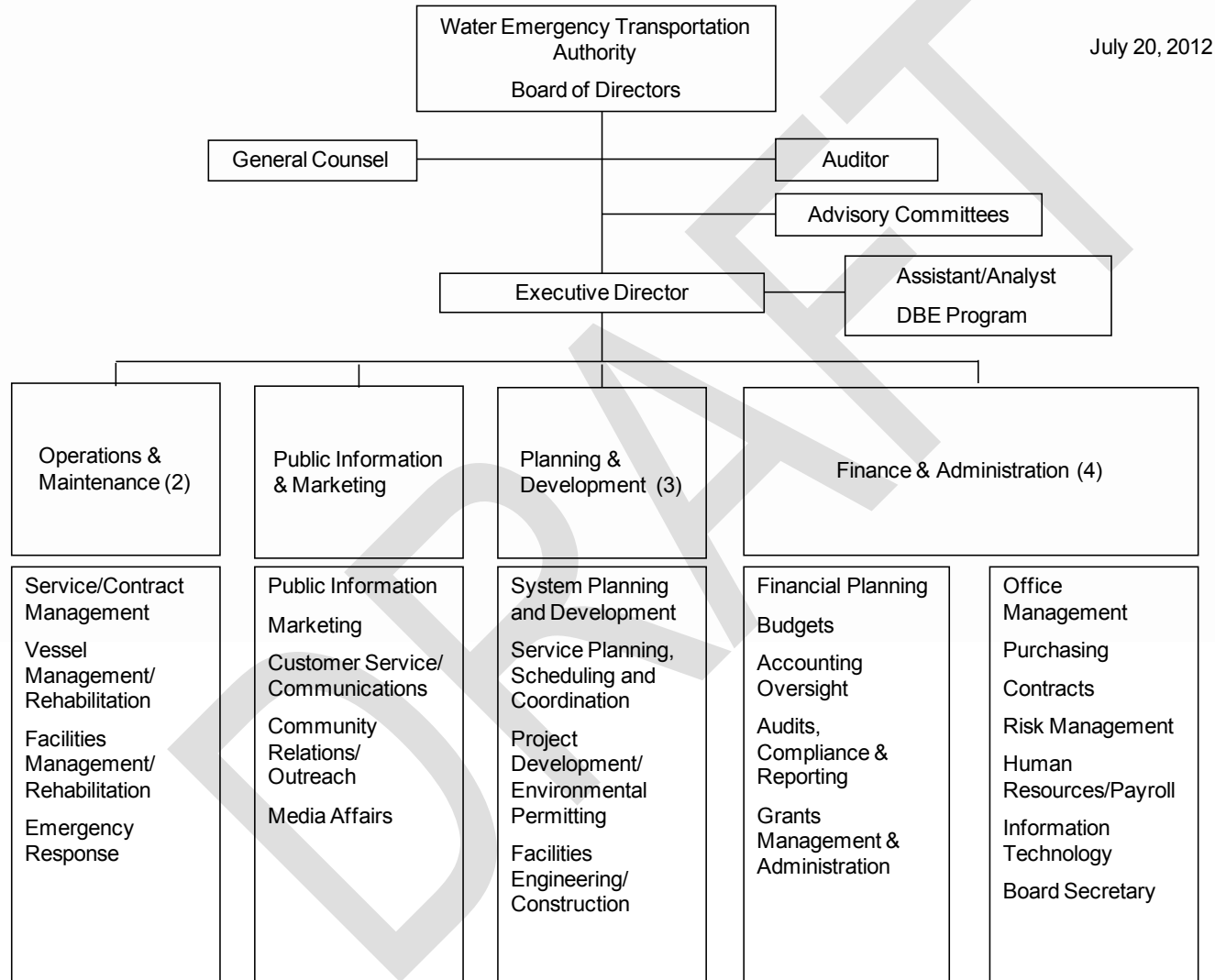
WETA has a vital oversight role in managing the regional ferry system and related emergency response coordination activities. As WETA fully transitions into this role, the agency has developed a management and staffing structure to cover the many responsibilities required by this job such as:

- Planning for future services and implementing the Implementation and Operations Plan (IOP)
- Identifying, securing and managing funding for existing and new services
- Contract administration and management
- Providing the necessary service and asset administrative, financial, grant, legal and oversight work
- Customer service support and marketing the ferry system
- Planning and implementation of emergency response and disaster recovery efforts

Management and Staff

Figure 2-1 presents the organizational chart for WETA including management and staff positions. WETA staff consists of 11 regular employees including the Executive Director. The WETA administration is divided into four departments: Operations and Maintenance, Public Information and Marketing, Planning and Development and Finance and Administration. If more than one person works in a department, the number of staff is indicated in parentheses after the department name in the organizational chart below

Figure 2-1 WETA Organizational Chart



Contracted Transportation Services

As of January 1, 2012, the Blue and Gold Fleet (B&GF) is under contract with WETA to provide operation and maintenance services for the entire WETA system. B&GF is responsible for daily operation and management, which includes vessel operations and basic maintenance, equipment and facilities management, terminal operations, communications, dispatching and notification systems, provision of fueling and lubricants, fare collection and provision of on-board services such as food and beverage services. The initial contract term is for a period of five years with options for up to five additional years (for a total of up to ten years) to be exercised at the sole discretion of WETA.

WETA contracts directly with Solano County Transit (SolTrans) for operation of the complementary Route 200 bus service from Vallejo to San Francisco.

Labor Union Representation

WETA employees are not represented by labor unions. Labor unions do represent B&GF employees as follows:

- International Organization of the Masters, Mates and Pilots (MMP)
- Inlandboatmen's Union of the Pacific (IBU)

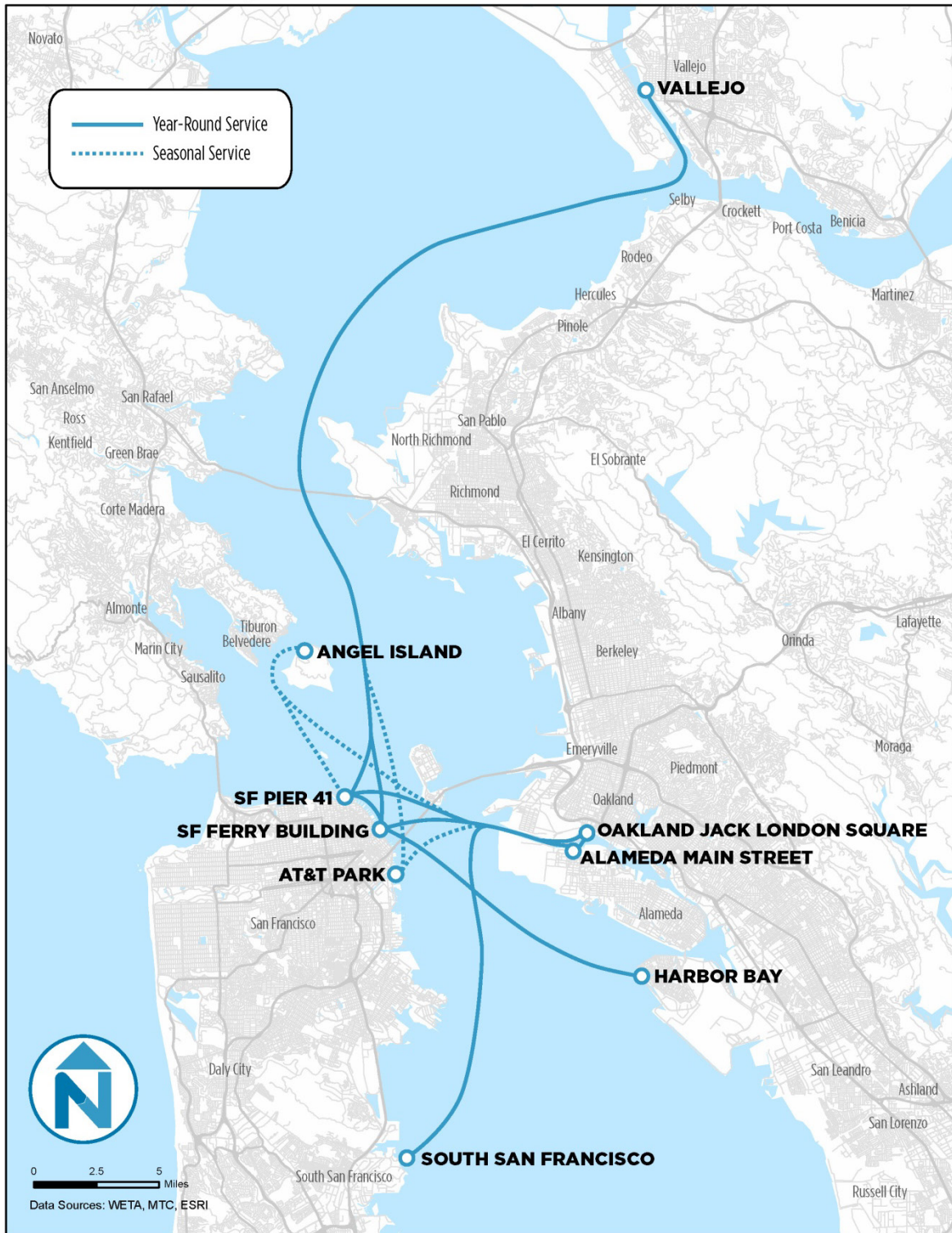
DESCRIPTION OF SERVICES

WETA operates four ferry routes on San Francisco Bay, providing transbay service to downtown San Francisco and South San Francisco from points east. The Oakland/Alameda, Alameda Harbor Bay and Vallejo routes provide service to the San Francisco Ferry Building with limited service to Pier 41 at San Francisco's Fisherman's Wharf. The South San Francisco route provides service between Oakland, Alameda and Oyster Point in South San Francisco. All four services function primarily as commute services, experiencing the highest loads on westbound trips in the morning and eastbound trips in the evening. In recognition of this, the Alameda Harbor Bay and South San Francisco services operate only during morning and afternoon peak commute periods. The Oakland/Alameda and Vallejo services operate all day, but provide the highest service frequencies during commute hours.

The Vallejo and Alameda/Oakland services provide some seasonal and weekend recreational service to Angel Island and AT&T Park for Giants games.

Figure 2-2 illustrates the existing WETA routes.

Figure 2-2 San Francisco Bay Ferry Existing Services



Alameda/Oakland Ferry Service

The Alameda/Oakland Ferry Service (AOFS) provides daily service between Alameda, Oakland and downtown San Francisco. The AOFS has an annual ridership of approximately 465,000 passengers. Limited seasonal service is provided to Angel Island State Park and to AT&T Park for select Giants games. Service is also provided between Alameda and Oakland (called the “Short Hop”). The figure below summarizes the AOFS service.

Figure 2-3 Alameda/Oakland Route Description

Terminals	Service Hours	Transit Time
Year-Round		
Oakland Clay Street Alameda Main Street San Francisco Downtown Ferry Terminal	Weekdays 6:00 AM to 9:45 PM Weekends: 10:00 AM to 7:50 PM	25 Minutes
Seasonal		
Angel Island	May – October, one roundtrip daily	~1 hour
AT&T Park	One roundtrip for weekday and weekend regular season Giants games	~25-30 Minutes

Alameda Harbor Bay Service

The Alameda Harbor Bay ferry (AHBF) provides weekday peak-period service between Harbor Bay Isle and downtown San Francisco. The AHBF has an annual ridership of approximately 174,800. The figure below summarizes the AHBF service.

Figure 2-4 Alameda Harbor Bay Route Description

Terminals	Service Hours	Transit Time
Year-Round		
Alameda Harbor Bay Terminal San Francisco Downtown Ferry Terminal	Weekdays: 6:30 AM to 10:00 AM and 4:30 PM to 8:00 PM Weekends: None	25 Minutes

Vallejo Ferry Service

The Vallejo ferry provides daily service between Vallejo and downtown San Francisco. The service has an annual ridership of approximately 685,000. Limited seasonal service is provided to AT&T Park for select Giants games. The Route 200 bus service augments the ferry service with early morning, midday and afternoon trips. Route 200 operates when demand does not justify ferry service. It is operated by SolTrans. The figure below summarizes the Vallejo service.

Figure 2-5 Vallejo Route Description

Terminals	Service Hours: Ferry	Service Hours: Bus	Transit Time
Year-Round			
Vallejo Terminal	Weekdays: 5:30 AM to 7:05 PM	Weekdays: 6:00 AM to 10:30 PM	Ferry: 1 hour
Pier 41/Fisherman's Wharf ¹	Weekends: 5:30 AM to 7:05 PM (Winter, Nov-Mar)	Weekends: 7:30 AM	
San Francisco Downtown Ferry Terminal	8:10 AM to 9:50 PM (Summer, Apr-Oct)		Bus: 1 hour
Seasonal			
AT&T Park	One roundtrip weekend games; Return-trip only weekday games	n/a	~1 hour

South San Francisco Ferry Service

The South San Francisco ferry (SSF) service started in May 2012 and provides weekday peak-period service between Alameda, Oakland and Oyster Point in South San Francisco. An intermodal connection at the Oyster Point terminal provides a connection to bus services throughout the employment center located near Oyster Point in South San Francisco. The figure below summarizes the South San Francisco ferry service.

Figure 2-6 South San Francisco Route Description

Terminals	Service Hours	Transit Time
Oakland Clay	Weekdays: 6:25 AM to 6:35 PM	40 minutes
Alameda Main	Weekends: None	
South San Francisco/Oyster Point		

Paratransit

Similar to commuter rail, commuter express bus and intercity bus service, ferry services do not have complementary paratransit requirements under the American's with Disabilities Act (ADA). Complementary paratransit is only required as a complement to standard urban bus service. WETA is required to abide by ADA accessible design regulations.

¹ Off-peak only

FARE STRUCTURE

In November 2011, WETA adopted a fare policy designed to both support system cost recovery and promote system ridership as described below.

Support System Cost Recovery

- **Meet Farebox Recovery Requirements:** WETA will maintain a minimum 40% farebox recovery ratio for commuter (peak) services and a 30% farebox recovery for all-day service to remain eligible for Regional Measure 2 (RM2) funding. New services will have three years to achieve these targets. For special event services, WETA's objective is to recover the full incremental cost of this service through farebox or other special revenues identified for this event.
- **Consider Local Contributions:** WETA will seek local contributions outside of fare revenues to support the operation of all ferry service routes. Where provided, this contribution will be considered when setting fares for each route.
- **Maintain Operating Cost Recovery:** WETA will utilize fares to offset operating cost changes over time, as appropriate, through the following mechanisms:
 - *Annual Fare Adjustments:* Each year, WETA will consider fares relative to annual operating costs— based upon prior year and projected cost increases—and will determine annual fare adjustments to cover changing costs. Individual fare changes may be proposed as a separate Board action or may be made as a part of a multi-year fare program authorized by the Board. The purpose of a multi-year fare program would be to promote financial sustainability through small annual inflationary cost increases.
 - *Fare Surcharge for Unanticipated Expenses:* WETA will consider implementing a fare surcharge when there is a significant and unforeseen increase in expenses that affects the agency's ability to continue to operate services at existing levels. Implementation of specific fare surcharge program and initiation of a surcharge would be subject to Board action. Once a surcharge is implemented, costs triggering the surcharge would be monitored to determine when and if the surcharge should end.

Promote Ridership

- **Provide Frequent Rider Discounts:** WETA will provide fare discounts for frequent riders utilizing pre-paid fare instruments. The Clipper card will ultimately be the exclusive pre-paid fare media for discounted Adult, Youth, Senior and RTC fare categories per Metropolitan Transportation Commission (MTC) program requirements. Initially, all discounted Clipper fares shall be set at a level equivalent to discount fares available through legacy fare products, such as monthly passes and ticket books. Once Clipper is implemented on existing services, legacy products such as ticket books and monthly passes will be phased out.
- **Offer Other Fare Incentives:** WETA will explore options for encouraging ridership on each route, including offering intermodal transfer discounts, promotional fares, group sales and other incentives. These options will be considered to the full extent feasible given other objectives of the Fare Policy.

The figures below show the WETA fare structure effective as of July 2012.

Figure 2-7 2012 WETA Fares

	Alameda/Oakland		Alameda Harbor Bay		South San Francisco		Vallejo	
	Price	Definition	Price	Definition	Price	Definition	Price	Definition
Single Ticket (one-way)								
Adult (cash)	\$6.25	13 -64 yr	\$6.50	13 - 61 yr	\$7.00		\$13.00	13-64 yr
Adult (clipper)	\$4.75		\$5.00		\$7.00		n/a	
Youth (cash)	\$3.50	5-12 yrs	\$3.25	5-12 yr	\$3.50	5-12 yrs	\$6.50	6-12 yr
Youth (clipper)	\$3.50		\$3.25		\$3.50		n/a	
Senior (cash)	\$3.10	65 yr +	\$3.75	62 yr & +	\$3.50		\$6.50	65 yr & +
Senior (clipper)	\$3.10		\$3.75		\$3.50		n/a	
Disabled (cash)	\$3.10		\$3.75		\$3.50		\$6.50	
Disabled (clipper)	\$3.10		\$3.75		\$3.50		n/a	
Medicare (cash)	\$3.10		n/a		\$3.50		\$6.50	
Medicare (clipper)	\$3.10		\$3.75		\$3.50		n/a	
Active Military	\$5.00		\$5.25				n/a	
Under 5	Free	with adult	Free	with adult	Free	with adult	Free	limit 2 with adult
Short Hop	\$1.50		n/a		n/a		n/a	n/a
Short Hop Discounted rate	\$0.75		n/a		n/a		n/a	n/a
Group adult fare	\$2.00	school group only	n/a		n/a		\$10.50	15+ people
Group adult - reduced fare	n/a		n/a		n/a		\$5.75	15+ people
Day pass (bus+ferry)	n/a		n/a		n/a		\$24.00	
Day Pass Reduced Fare (bus+ferry)	n/a		n/a		n/a		\$13.00	
Group Adult Day Pass (ferry only)	n/a		n/a		n/a		\$20.00	15+ people
Group Day Pass Reduced Fare (ferry only)	n/a		n/a		n/a		\$11.00	15+ people
Multi-Ride Ticket								
10 ticket book	\$50.00		\$55.00		n/a		\$103.00	
10 Ticket reduced fare	n/a		n/a		n/a		\$65.00	

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 Water Emergency Transportation Authority (WETA)

	Alameda/Oakland		Alameda Harbor Bay		South San Francisco		Vallejo	
	Price	Definition	Price	Definition	Price	Definition	Price	Definition
20 Tickets book	\$90.00		\$100.00		n/a		n/a	
40 Ticket book	\$170.00				n/a		n/a	
Group Day Fare (bus+ferry)	n/a		n/a		n/a		\$20.00	
Group Day Reduced Fare (bus+ferry)	n/a		n/a		n/a		\$11.00	
Monthly Pass	n/a		\$185.00		n/a			
Monthly Bus and Ferry	n/a		n/a		n/a		\$290.00	
SF Muni Sticker with Monthly Pass only	n/a		n/a		n/a		\$55.00	

Figure 2-8 2012 WETA Special Service Fares (Roundtrip)

	Alameda/Oakland		Vallejo	
	Price	Definition	Price	Definition
AT&T Park (cash and Clipper fares are equal)				
Adult	\$15.00	13 yrs & +	\$26.00	13-64 yr
Juniors	\$9.50	5-12 yrs	\$13.00	6-12 yr
Seniors	\$10.50	65 yr & +	\$13.00	65 yr & +
Medicare/Disabled	n/a		\$13.00	
Active Military	\$12.50		n/a	
Under 5	Free		Free	
Angel Island				
Adult	\$14.50	19 yr & +	\$30.50	13 yr & +
Juniors	\$11.25	13-18 yrs	\$21.00	6-12 yr
Child	\$8.50	5-12 yrs		
Seniors	\$11.25	62 yr & +	\$21.00	65 yr & +
Medicare/Disabled	n/a	n/a	\$21.00	
Under 5	Free		Free	
Six Flags Discovery Kingdom				
Adult	n/a		\$59.00	13-64 yr
Senior	n/a		\$52.00	65 yr & +
Child	n/a		\$46.00	6-12 yr
Child	n/a		\$30.00^	3-5 yrs
Child (2 and under)	n/a		Free	2 yr & under

Clipper Implementation

WETA is pursuing a phased implementation of Clipper fare payment media throughout the ferry system. The intent of the Clipper system is to provide a fare payment mechanism that supports seamless intermodal transfers to and from transit services throughout the region, improves agency fare payment and cash handling processes and enhances customer convenience. Clipper is currently accepted on the South San Francisco ferry service and is scheduled to be enabled for the Alameda/Oakland and Harbor Bay services in the fall of 2012.

WETA anticipates that Clipper will be enabled for the Vallejo ferry service and Route 200 (operated by SolTrans) as early as mid-2013. As of the writing of this SRTP, MTC is currently working with the Clipper contractor to develop software and install the equipment required to implement Clipper on both bus and ferry modes for the Vallejo service.

REVENUE FLEET

The WETA fleet currently consists of 12 vessels. WETA purchased four new vessels between 2008 and 2010 to operate the SSF service and to provide backup vessels for AOFS, AHBF and Vallejo services. The remainder of the WETA fleet includes vessels used in operation of the services transferred to WETA under the Transition Plan. The figure below provides a summary of the WETA fleet.

Figure 2-9 WETA Fleet

Vessel	Year Built	Passenger Capacity	Service Speed (knots)
Peralta	2001	326	26
Encinal	1985	388	25
Bay Breeze	1994	250	26
Gemini	2008	149	26
Pisces	2009	149	26
Scorpio	2009	199	26
Taurus	2010	199	26
Vallejo	1991	300	34
Intintoli	1996	300	34
Mare Island	1996	300	34
Solano	2004	300	34
Express II*	1995	149	28

* The Express II was retired in 2012, awaiting replacement.

EXISTING FACILITIES

The principal facility for WETA services is the Downtown San Francisco Ferry terminal. The Port of San Francisco owns the terminal and grants use of the facility to WETA under a landing rights agreement.

The City of Alameda retains ownership of the Alameda Main Street and Harbor Bay facilities. The Port of Oakland retains ownership of the Oakland Clay Street terminal. The South San Francisco facility is owned by WETA, but the property is leased from the San Mateo County Harbor District. The same is true for the berthing facility at Pier 9 in downtown San Francisco where the Port of San Francisco is the landowner. WETA provides service to several other facilities granted under landing right agreements. The figure below provides a summary of WETA facilities.

Figure 2-10 Existing Facilities

Facility	Location	Features
Main Street/Alameda Gateway	2990 Main Street, Alameda; adjacent to the north side of the former U.S. Naval Air Station (NAS) Alameda (now "Alameda Point") and the Oakland Inner Harbor Channel	Parking, lit passenger waiting area; restrooms; newsstands; bicycle lockers; canopied walkway
Clay Street/Jack London Square	530 Water Street, Oakland (at the foot of Clay Street, two blocks west of Jack London Square)	Covered passenger waiting area; float and gangway; parking (at Washington Street garage)
Harbor Bay Ferry Terminal	1141 Harbor Bay Parkway, Alameda (West side of Harbor Bay)	Glass passenger waiting area; parking (250-space lot); accessible gangway and floating dock
Vallejo Ferry Terminal	289 Mare Island Way, Vallejo	Passenger waiting areas (inside and outside terminal building); covered gangway and float; parking (across the street); ticket sales booth
Mare Island Operations and Maintenance Facility	477 Waterfront Ave, Vallejo	Mooring and operational support
Downtown San Francisco Ferry Terminal	Market Street and The Embarcadero, San Francisco	
South San Francisco/Oyster Point Marina	925 Marina Boulevard, South San Francisco	Covered passenger waiting area; float and gangway
China Basin Ferry Terminal	Behind AT&T Park (24 Willie Mays Plaza, San Francisco)	
WETA Administrative Office	Pier 9, Suite 111, The Embarcadero, San Francisco	Administrative offices; mooring for two vessels.
Angel Island State Park Ferry Landing	Angel Island State Park, Tiburon	

3 SERVICE AND SYSTEM PERFORMANCE

Introduction

As explained in Chapter 2, the Alameda/Oakland, Alameda Harbor Bay and Vallejo ferry services were transitioned to WETA control in 2011 and 2012 in accordance with the 2009 WETA Final Transition Plan. WETA now operates these three services in addition to the South San Francisco service, which started in the summer of 2012.

Figures 3-1, 3-2 and 3-3 below present a five-year retrospective of system-wide operating expenses and performance trends, excluding the new South San Francisco service. There are several key factors that must be taken into consideration when looking at this combined systemwide data:

- First, looking at systemwide past performance is somewhat misleading because the Alameda and Vallejo services were operated by agencies with differing management structures prior to this fiscal year, and therefore all operating data provided here reflects operation under prior agency management. However, the dataset is presented in combination here to create a baseline for evaluation of system-wide service.
- Second, the agencies previously in control of these ferry operations each used different systems to collect and track performance data and to attribute operating and capital expenses. Therefore, WETA encountered some difficulties in creating one combined data set to measure system performance.
- Finally, the Vallejo service disproportionately impacts overall system statistics. The Vallejo service comprises nearly half of system ridership, over half of revenue hours and nearly three-quarters of revenue miles. Therefore, the overall systemwide trends generally reflect Vallejo's performance, but often mask performance of the other two services, which, in many cases, have distinct performance trends.

Therefore, throughout the discussion below, operating statistics for each individual service are also presented and individual service performance trends are highlighted to illustrate how each of the three services contributes to overall system performance. An overview of the cost and ridership for each of the services is shown in Figure 3-2 below.

This chapter is divided into two major sections:

- The first section presents major operating statistics including ridership, amount of service provided (revenue hours and miles), cost and revenue.
- The second section presents standard performance metrics that measure efficiency, cost effectiveness and productivity that are derived from the basic operating statistics.

Tables that show year-by-year percentage change for each performance metric are included in the appendix.

Summary of System Performance

Since FY 06/07, the cost to operate the system has increased primarily due to increased labor and fuel costs. Over this same time, systemwide ridership has fallen, service levels have largely remained steady and farebox revenue has dipped and rebounded back to FY 06/07 levels. These trends mean that systemwide productivity and cost effectiveness have fallen over time; however the three services have not followed the same trends. In particular, ridership, cost and farebox revenue fell for all three services during the recession of 2008-2009, but the Alameda/Oakland services have had a stronger recovery than the Vallejo service. A brief summary of the differential performance of the three services follows and Figure 3-2 illustrates basic trends for each service.

- Although the **Vallejo** service represents the lion's share of ridership, hours and miles on the system, the cost effectiveness and productivity of the Vallejo service have fallen most dramatically across all metrics over the performance period:
 - Ridership and farebox revenue have declined steadily over the past four years while costs have increased
 - This service has the highest cost per hour, cost per passenger and subsidy per passenger and all three have risen the most over time, dramatically illustrated by a 160% increase in the subsidy per passenger since FY 06/07
 - The service experienced the lowest cost increases since FY 06/07, but any potential performance benefit this may have yielded (in terms of revenue and farebox recovery) was offset by losses in ridership
 - The service also has the highest average fare and has seen the greatest fare increases over time, likely contributing to the declining ridership
- The **Alameda Oakland** service performance has been relatively stable and cost effective over time, as compared with the other services:
 - In FY 10/11, this service had the lowest cost per hour and cost per passenger, the highest farebox recovery ratio and lowest subsidy per passenger
 - Although costs have increased and therefore cost effectiveness has decreased somewhat since FY 06/07, ridership has re-bounded to pre-recession levels, productivity has increased slightly and cost per hour has increased the least
 - Farebox recovery ratio and subsidy per passenger have held relatively steady over time
- The **Alameda Harbor Bay** service performance has fluctuated the most over time and its performance across the different metrics varies the most:
 - It is the smallest service in the system, but is the only one that has shown an increase in ridership over the past five years. As a result, it is the most productive of the services in terms of passengers per hour and has maintained this high productivity over time.
 - On the other hand, Alameda Harbor Bay has the lowest farebox recovery ratio and has also maintained this place over time; this is driven at least in part by having the lowest average fare.

- Cost per hour, cost per passenger and subsidy per passenger have fluctuated dramatically and are in the middle of the range for the system.

Figure 3-1 Systemwide Ridership, Cost and Farebox Revenue

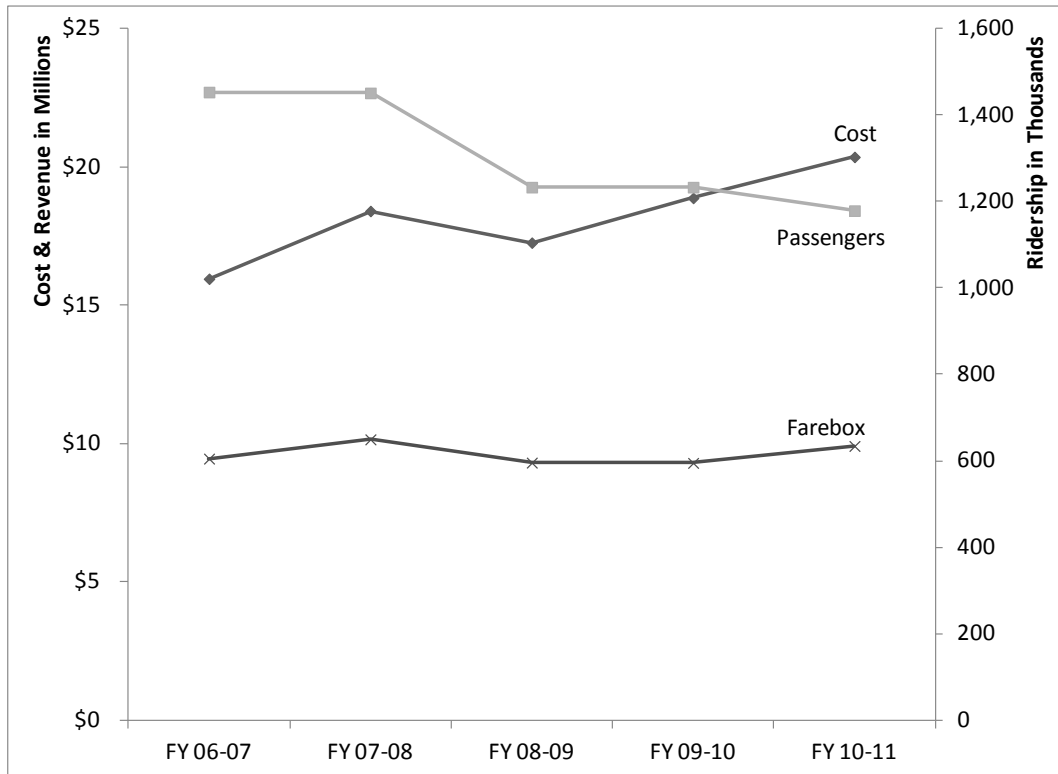
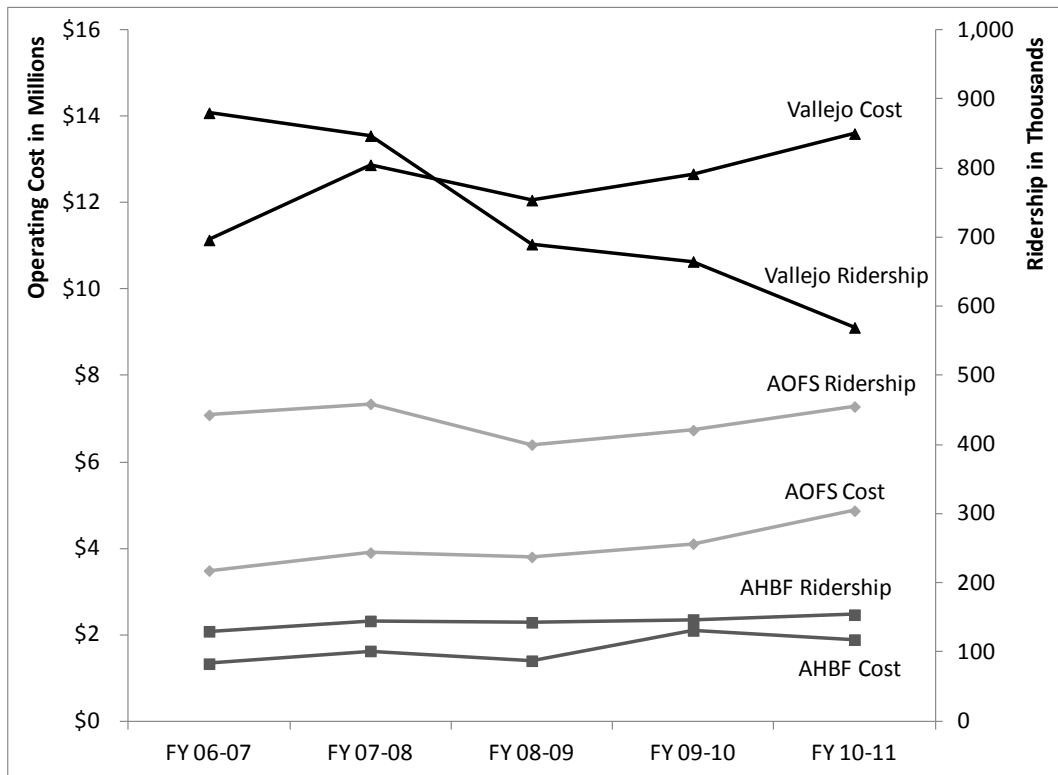


Figure 3-2 Cost and Ridership for Alameda, Oakland and Vallejo Ferry Services



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Figure 3-3 Systemwide Operating Statistics and Performance Metrics

		FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11
Operating Statistics						
Cost						
Total Cost	FCost	\$15,953,000	\$18,403,000	\$17,259,000	\$18,875,000	\$20,357,390
Revenue						
Passenger Farebox	FRev	\$9,453,000	\$10,150,000	\$9,308,000	\$9,299,000	\$9,910,215
Other Revenue (Subsidy)	ORev	\$6,500,000	\$8,253,000	\$7,951,000	\$9,576,000	\$10,447,175
Service and Usage						
Total Passengers	FPass	1,453,000	1,451,000	1,233,000	1,233,000	1,178,712
Vehicle Revenue Hours	FRVH	16,500	14,500	14,500	14,500	14,500
Vehicle Revenue Miles	FRVM	340,000	293,000	290,000	290,000	290,000
Performance Metrics						
Cost Efficiency						
Cost per Revenue Hour	FCost/FRVH	\$966.85	\$1,269.17	\$1,190.28	\$1,301.72	\$1,403.96
Cost per Revenue Mile	FCost/FRVM	\$46.92	\$62.81	\$59.51	\$65.09	\$70.20
Service Productivity/Effectiveness						
Passengers per Rev. Hour	FPass/FRVH	88.1	100.1	85.0	85.0	81.3
Passengers per Rev. Mile	FPass/FRVM	4.3	5.0	4.3	4.3	4.1
Cost Effectiveness						
Farebox Recovery Ratio	FRev/FCost	59.3%	55.2%	53.9%	49.3%	48.7%
Cost per Passenger	FCost/FPass	\$10.98	\$12.68	\$14.00	\$15.31	\$17.27
Subsidy per Passenger	ORev/FPass	\$4.47	\$5.69	\$6.45	\$7.77	\$8.86
Average Fare						
Average Fare	FRev/FPass	\$6.51	\$7.00	\$7.55	\$7.54	\$8.41

RIDERSHIP, SERVICE LEVELS AND TOTAL COST

This section presents major operating statistics including ridership, amount of service provided (revenue hours and miles), cost and revenue for the system as a whole and for each individual service.

Annual Ridership

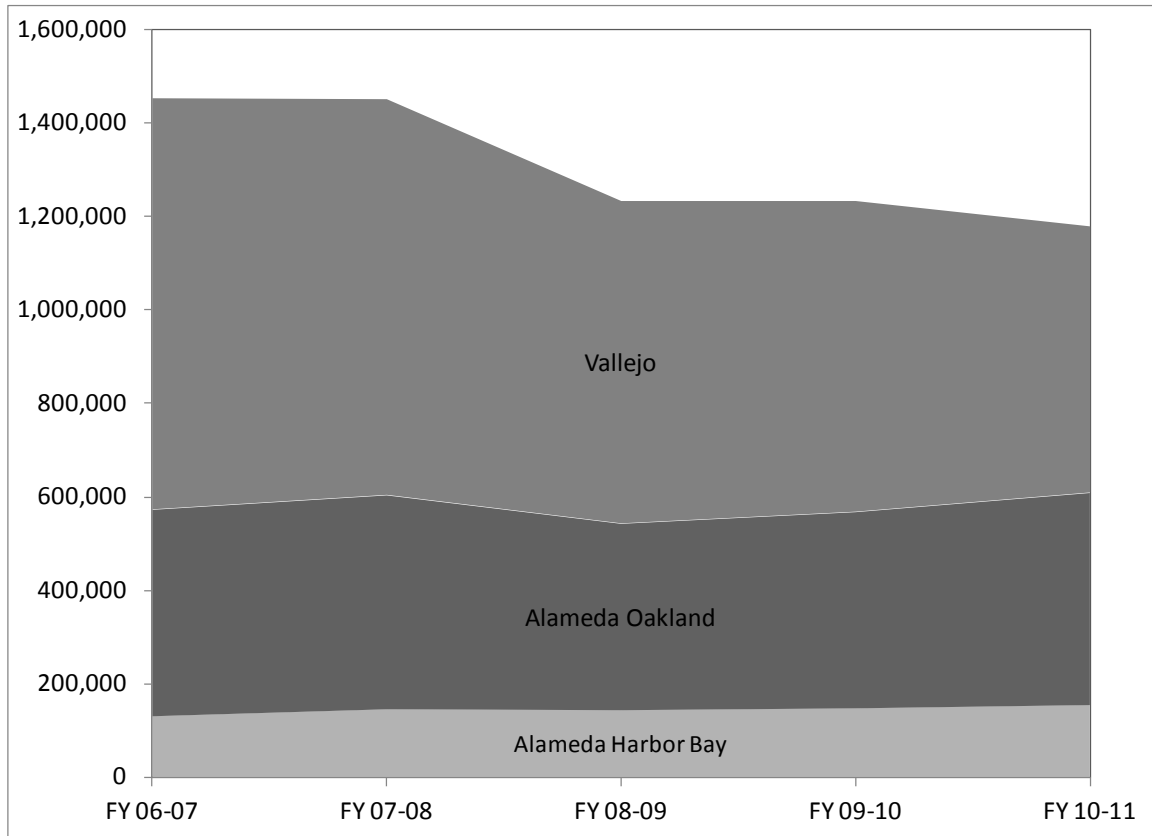
Ridership on the ferry system in FY 10/11 was 1,178,712 total passengers. The Vallejo service is the largest; with 569,582 riders in FY 10/11 it comprised 48% of overall system ridership. The next largest is Alameda Oakland, which serves 39% of the system's riders. The lowest ridership is experienced on the Alameda Harbor Bay, which serves 13% of the system's riders.

Overall ridership on the ferry system has declined over the past five years. However, this decrease in overall patronage has been driven largely by a significant drop in ridership on the Vallejo service. All three services were affected by drops in ridership during the economic downturn in FY 08/09; however, the other two services have recovered or grown since then whereas the Vallejo service has not.

- Ridership on the **Vallejo** service peaked in FY 06/07 and has been trending downward every year since; the service experienced particularly significant declines in FY 08/09, over 18% and over 14% in FY 10/11.
- **Alameda Oakland** was hit during the economic downturn with a ridership drop of about 13% but has since recovered to pre-recession levels and had slightly more riders in FY 10/11 than in FY 06/07 (3% increase).
- Ridership on **Alameda Harbor Bay** has actually increased over time, experiencing a significant increase between FY 06/07 and FY 07/08 of 11.5% and an additional 6.2% increase to FY 10/11. This service also experienced the smallest dip in ridership in FY 08/09 of only -1.4%.

It is important to consider these ridership trends in the context of changes in fares and service levels, which impact whether people choose to ride. Vallejo service experienced a large fare increase in the summer 2008 because of increased fuel costs. This fare increase, coupled with the global economic downturn, contributed to the decrease in ridership. As employment decreased throughout the region, many commuters went back to using casual carpool or driving to work due to reduced traffic volumes on Interstate 80. Despite a partial roll back of fare increases in the fall of 2008, Vallejo ridership has not recovered.

Figure 3-4 Systemwide Ridership (Composite by Service)

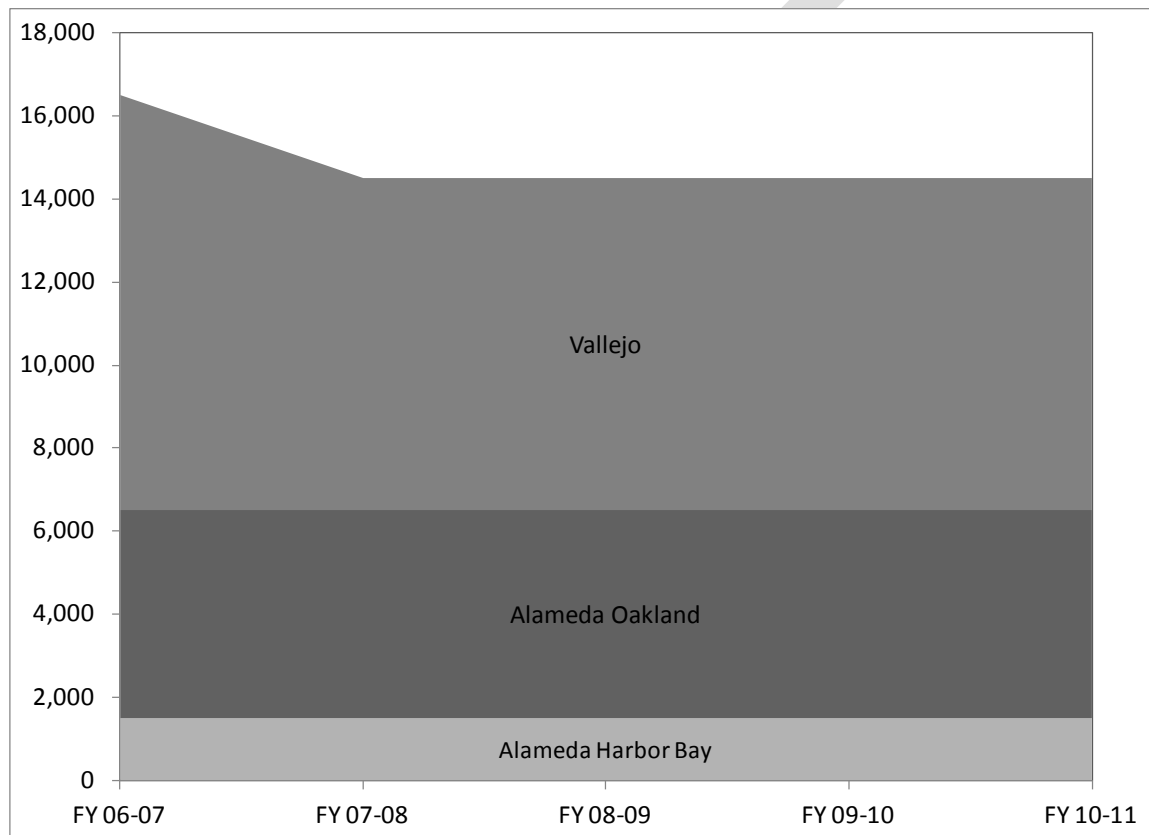


Service Levels

The amount of service provided has stayed relatively constant for all three services with the exception of a 20% decrease in hours and miles on the Vallejo service between FY 06/07 and FY 07/08 and a minor decrease in FY 08/09.

The Vallejo service comprises the majority of system revenue hours (55%) and nearly three-quarters of system revenue miles (73%), partially due to the fact that it has the longest route. The Vallejo service represents a higher share of miles than hours because travel through the open bay permits the boats to operate at higher speeds on a more sustained basis.

Figure 3-5 Systemwide Vehicle Hours (Composite by Service)



Operating Cost

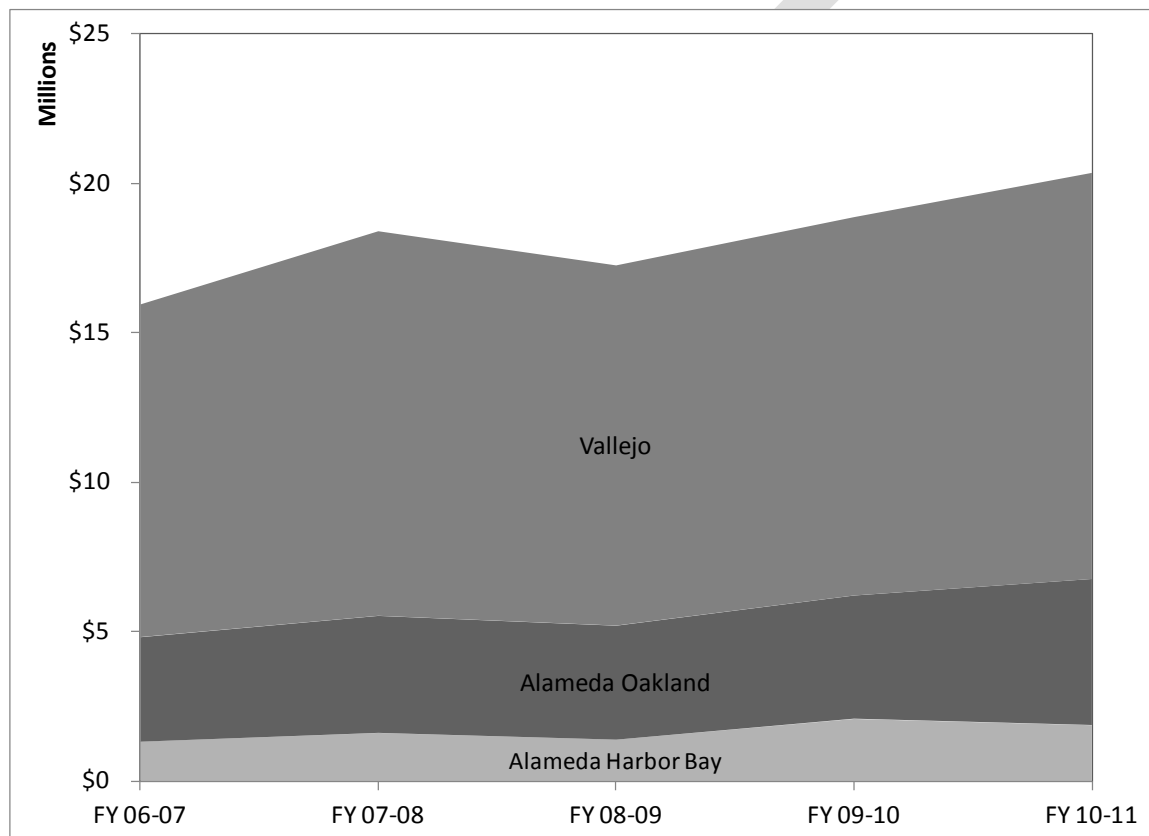
The total cost to operate these three services in FY 10/11 was \$20.4 million. Vallejo accounted for approximately two-thirds of total operating cost in FY 10/11, with Alameda/Oakland representing the second highest share at 24% as shown in Figure 3-6.

Overall, the cost to operate these services has increased over time (21% since FY 06/07) primarily due to increased labor and fuel costs. Operating cost for all three services dropped slightly in FY 08/09 and then continued to rise through FY 10/11. This increase exceeds the Consumer Price Index.

Overall operating cost is one area where the Vallejo service has shown a better trend than the other services. Since FY 06/07:

- Cost for the **Vallejo** service has increased 22%, with relatively steady increases over time (with the exception of FY 08/09).
- Cost for the **Alameda Oakland** service has increased nearly 40% with a particularly large cost increase in FY 10/11 of over 18%, primarily resulting from vessel maintenance projects.
- Cost for the **Alameda Harbor Bay** service has increased by nearly 42% overall with particularly large fluctuations over the five years. Cost for the service peaked in FY 09/10 at over \$2 million, more than 50% higher than the prior year. Cost fell again in FY 10/11 closer to FY 07/08 levels.

Figure 3-6 Operating Cost (Composite by Service)



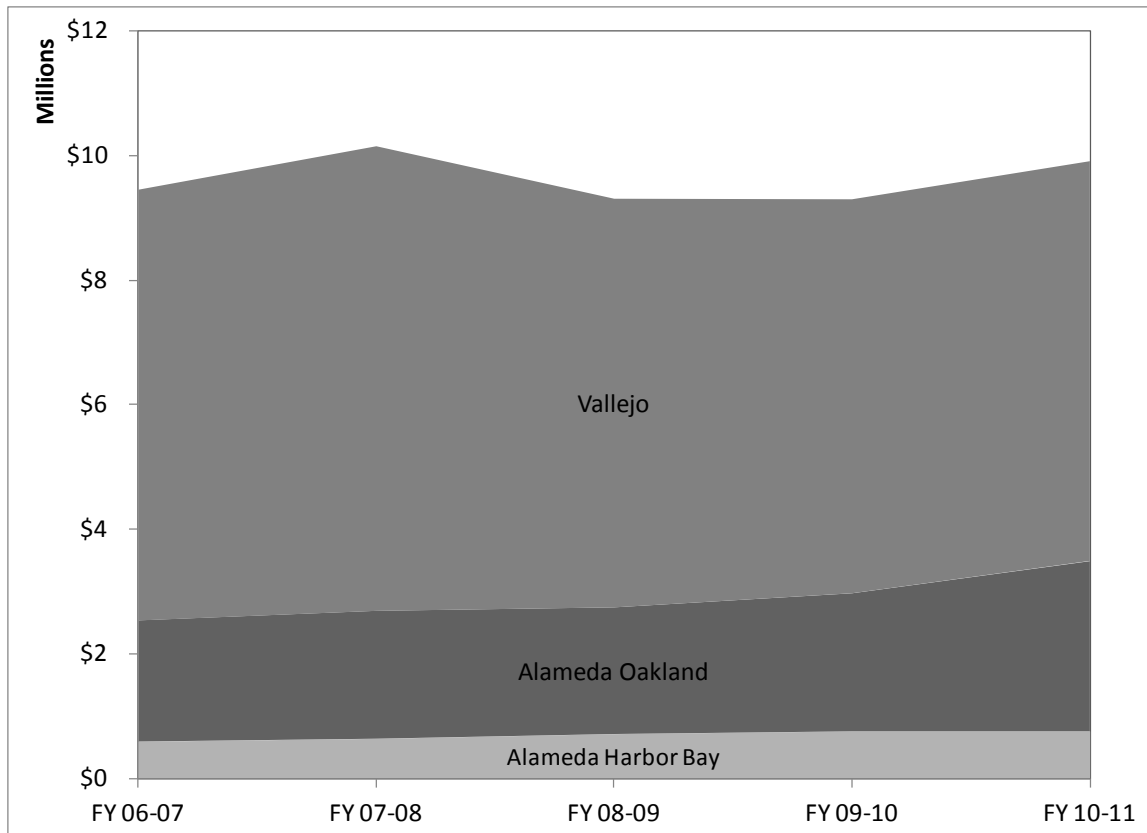
Revenue

As shown in Figure 3-7, overall farebox revenue has decreased since FY 06/07. However, like other statistics, this masks performance amongst the different services:

- **Vallejo** farebox revenue has decreased 7% since FY 06/07, despite an increase in FY 07/08
- **Alameda Oakland** farebox revenue has increased relatively steadily; revenue from fares has increased 40% since FY 06/07
- **Alameda Harbor Bay** farebox revenue has also increased relatively steadily, leveling out in FY 10/11, up nearly 30% overall since FY 06/07

Due to the size of its service relative to the ferry network, the decrease in Vallejo fare revenue has led to an overall decrease for the system as a whole. This decrease, combined with increased operating cost described above, means that the subsidy required to operate these services has increased and now comprises over 50% of overall operating cost. The discussion of farebox recovery ratio below describes this trend in more detail.

Figure 3-7 Farebox Revenue by Service



EFFICIENCY, COST-EFFECTIVENESS AND PRODUCTIVITY

Passengers per Revenue Hour

Passengers (or boardings) per hour of revenue service is the single most widely used measure in the transit industry for productivity of service.

In FY 10/11, passengers per hour performance was:

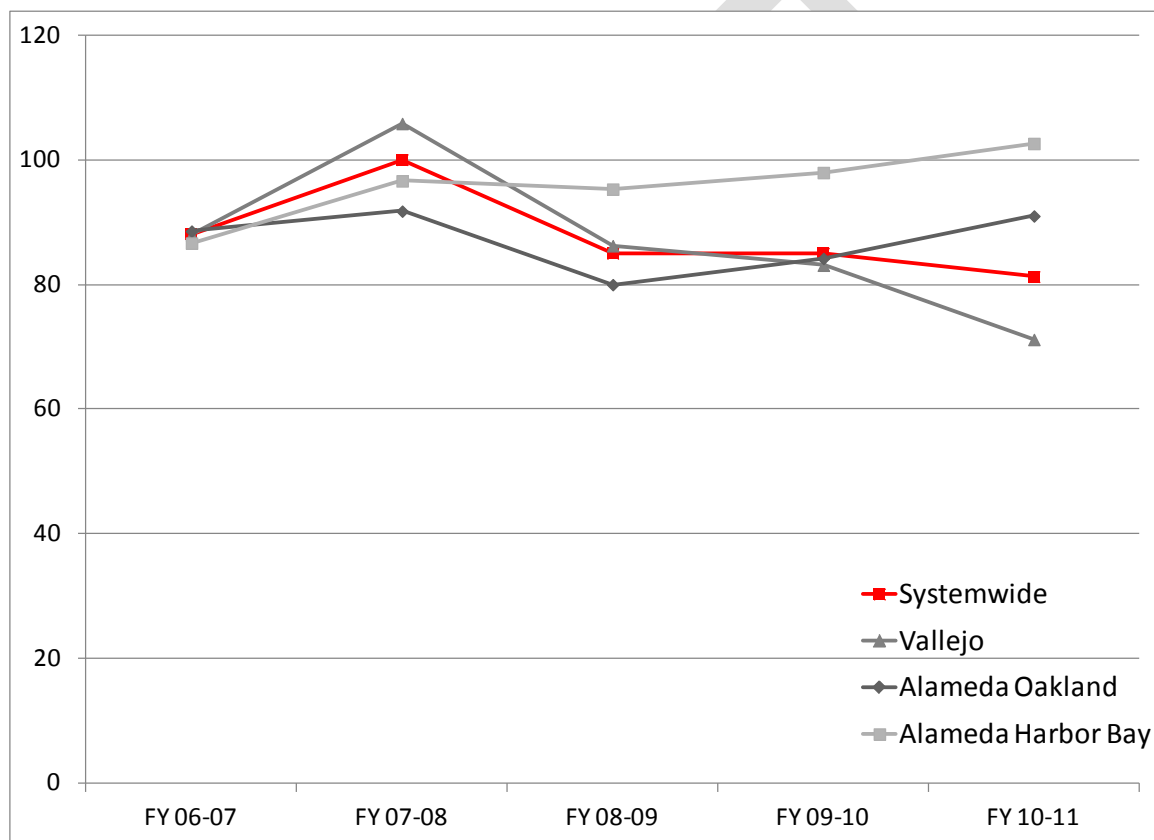
- Systemwide: 81 passengers per revenue hour
- Vallejo: 71 passengers per revenue hour
- Alameda Oakland: 91 passengers per revenue hour
- Alameda Harbor Bay: 103 passengers per revenue hour

Overall, passengers per hour has decreased over time as more service has been operated than “consumed” by riders, as shown in Figure 3-8. This indicates an overall decrease in service productivity; however, this does not hold true for all the services. Since FY 06/07:

- **Vallejo** productivity has decreased nearly 20% impacting the overall trend
- **Alameda/Oakland** productivity has increased slightly (~3%)
- **Alameda Harbor Bay** productivity has increased substantially, by over 18%, reflecting its ridership gains over this period

Therefore, as with other overall system trends, the falling productivity of Vallejo service is overshadowing the stable or increasing productivity of the other services. Opportunities for stabilizing ridership and improving productivity are discussed in Chapter 5.

Figure 3-8 Passengers per Revenue Hour, Systemwide and by Service



Operating Cost per Hour

Operating cost per hour of revenue service is a widely used measure in the transit industry to measure the efficiency of service delivery. Cost per hour in FY 10/11 across the system was:

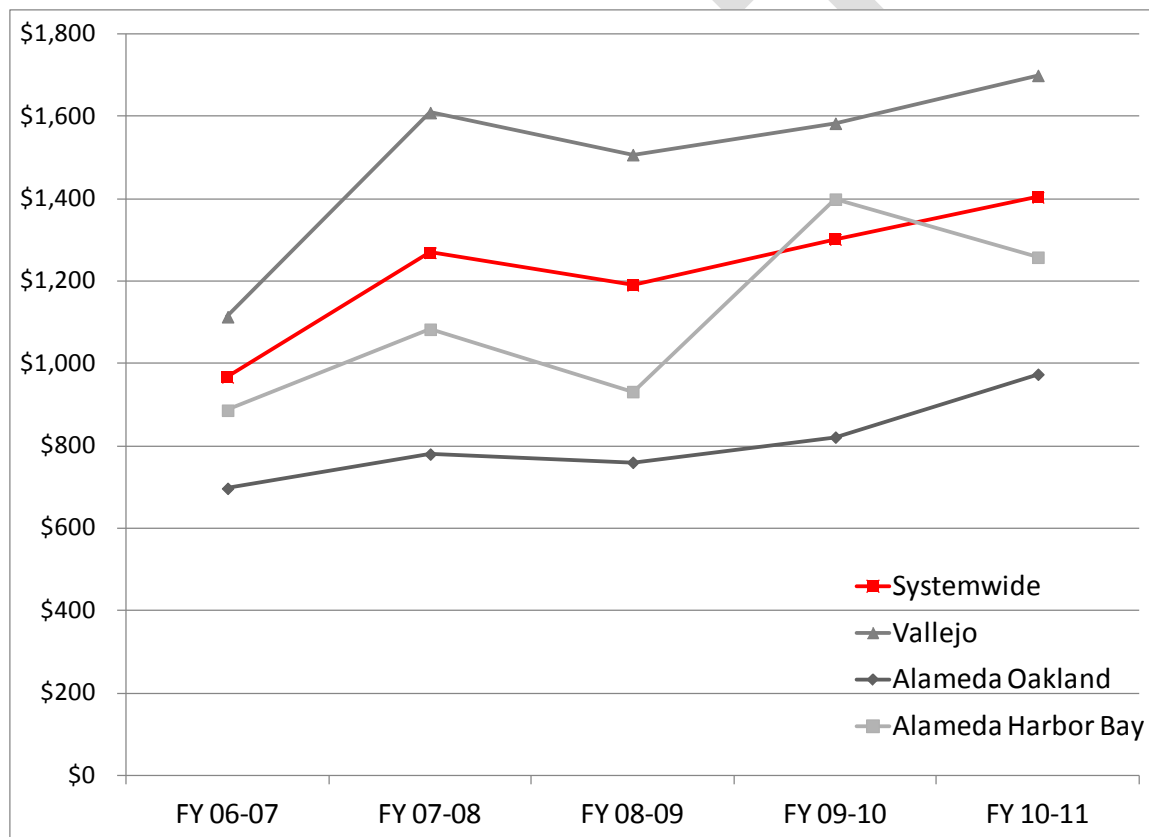
- Systemwide: \$1,400 per hour of revenue service
- Vallejo: \$1,700 per hour of revenue service
- Alameda Oakland: \$970 per hour of revenue service
- Alameda Harbor Bay: \$1,260 per hour of revenue service

Overall, cost per hour has risen over the past five years for all three services and therefore for the system as a whole, as shown in Figure 3-9. Since FY 06/07, increases have ranged from approximately 40% to 50%, and 45% for the system as a whole. Most of the 53% increase in cost per hour on the Vallejo service occurred in FY 07/08, due to a service level decreases and unchanged costs.

Increases occur when the amount of service remains relatively constant while costs increase, which means that every hour and mile of service costs more. This trend is not necessarily indicative of decreased efficiency in service provision, but does mean that efficiency improvements have not kept up with cost increases. These issues are discussed as part of the service plan in Chapter 5.

Cost per revenue mile has followed similar trends and therefore is not shown separately here.

Figure 3-9 Cost per Hour, Systemwide and by Service



Farebox Recovery

Farebox recovery ratio, or fare revenues as a percentage of operating costs, is the primary measure of cost-effectiveness used by MTC for determining system funding.

Farebox recovery ratio for the system as a whole was just under 50% in FY 10/11. In FY 10/11:

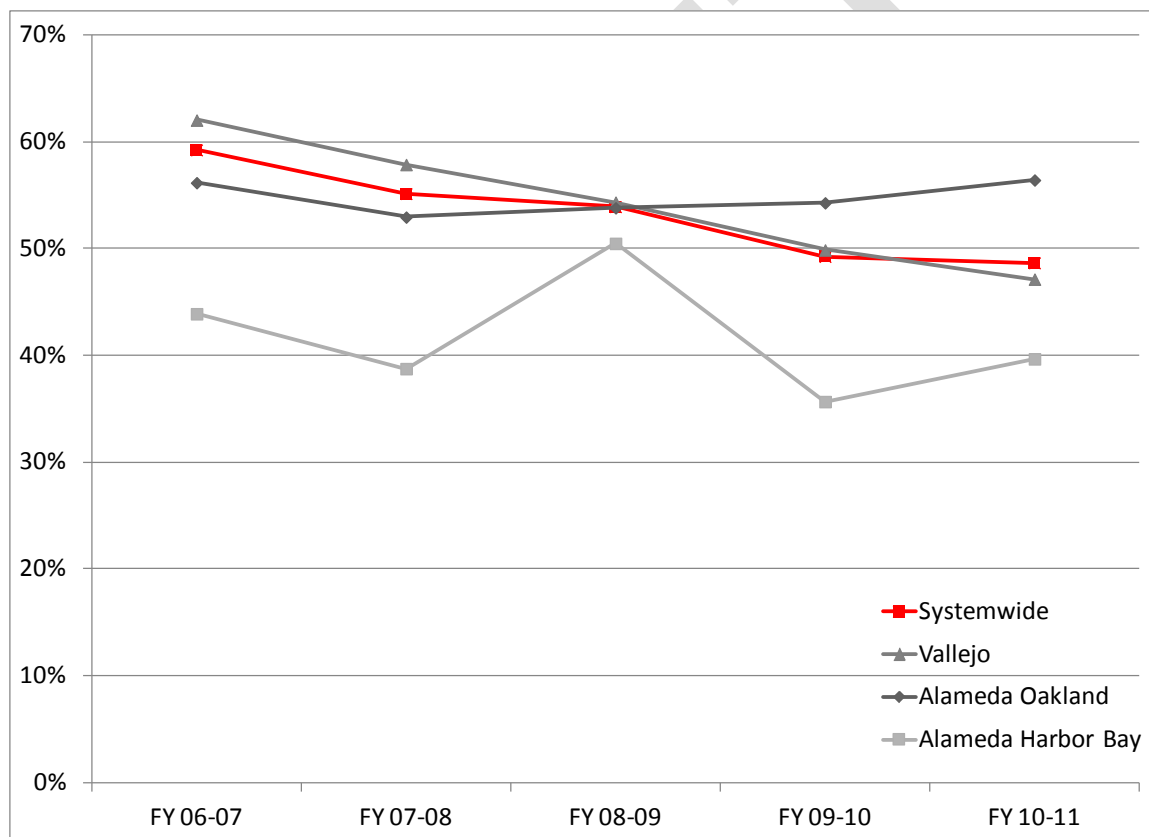
- The **Alameda Oakland** service had the best farebox recovery ratio at 56%
- **Vallejo** had a 47% farebox recovery

- **Alameda Harbor Bay** had the lowest farebox recovery at just under a 40% farebox recovery ratio

The farebox recovery ratio has decreased over the last five years; in FY 06/07 it was close to 60% for the system as a whole. It has decreased on all services, but as with many metrics described here, change has occurred most dramatically on the Vallejo service. Since FY 06/07:

- Farebox recovery on the **Vallejo** service has decreased by 24%
- Farebox recovery on the **Alameda Oakland** service has held quite steady; the FY 10/11 farebox recovery ratio was nearly identical to FY 06/07
- Farebox recovery on the **Alameda Harbor Bay** service has fluctuated the most over time, decreasing 10% overall.

Figure 3-10 Farebox Recovery Ratio, Systemwide and by Service



OTHER PERFORMANCE AND COMPLIANCE

Equipment and Facility Deficiencies and Remedies

All equipment and facility needs are described in WETA's capital improvement program, which can be found in Chapter 6.

Community Based Transportation Plans (CBTPs)

MTC's Lifeline Transportation Program supports projects that address mobility and accessibility needs in low-income communities throughout the region. The program is funded by a combination of federal and state operating and capital funding sources, including the Federal Transit Administration's (FTA) Jobs Access and Reverse Commute Program and state Proposition 1B Transit Capital and State Transit Assistance programs. This program funds Community Based Transportation Plans (CBTPs) in low income and other identified "communities of concern."

The Alameda CBTP considered improving access to the Oakland-Alameda Ferry in its plan priorities. Recommended actions included:

- Increasing awareness of existing services (medium importance ranking): Includes increasing awareness of AC Transit's Route 63 feeder service, AC Transit's free bus transfer offer with purchase of a ferry ticket and existing bicycle facilities.
- Improving pavement and bicycle striping near the ferry terminal (by the City of Alameda) (medium importance ranking).
- Increasing the frequency of the ferry (low ranking).
- The CBTP also cites the Estuary Crossing Study Final Draft Feasibility Report, which proposes an expanded ferry service between Alameda and Oakland. The service would provide a more regular shuttle along the estuary with 15-minute headways to complement the existing Alameda/Oakland service. This project also proposes a water shuttle/taxi service between a new and/or modified dock in Alameda and the Jack London District, with potential for additional stops on either shore. Two water taxis will be required to maintain service at 15-minute headways.

The CBTP included significant outreach efforts. Responses related to the Alameda-Oakland ferry service included:

- One-quarter of respondents reported riding the Oakland-Alameda ferry. Of these, the most common trip purposes reported were recreation and work commute.
- Respondents reported that the ferry terminal is difficult to access without a car. The majority of ferry passengers reported driving or getting dropped off at the Alameda terminal by car.
- In addition, transit buses are reportedly not well-timed with the ferry, causing passenger delays.

WETA will take these identified needs and recommended actions into consideration in making service planning decisions.

Title VI Compliance

As part of its responsibilities as a transit provider receiving federal funding, WETA completed the agency's first Title VI report. This report evaluates whether WETA provides transit service without respect to the minority and income status of its riders, in accordance with FTA Title VI guidance.

Title VI of the Civil Rights Act of 1964 specifies that "no person in the United States shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance." Executive Order 12898 and the subsequent guidelines issued by the

Department of Transportation and the U. S. Environmental Protection Agency require consideration of the impacts on minority and low-income populations. Circular 4702.1A distributed by the FTA provides guidance under Title VI for transit agencies and other federal funding recipients to ensure that services are provided in a manner that is nondiscriminatory and without respect to the minority or income status of its current or potential riders.

WETA is a recipient of federal funds, pursuant to Title 49 U.S.C. Chapter 53, under FTA section 5307/09. As a recipient of federal funds, WETA prepared its 2012 Title VI Program in accordance with FTA Circular 4702.1A, dated May 13, 2007. WETA clearly understands its responsibility to ensure that all transit service and access to its facilities are equitably distributed and provided without regard to race, color, religious creed, or national origin. Furthermore, WETA shall continuously strive to ensure that equal opportunities are afforded to all individuals in its service area without regard to race, color, religious creed or national origin, as they relate to community participation in local transit planning and decision-making processes.

The Title VI analysis concludes that WETA does not provide transit service in a discriminatory manner and that low-income and minority populations are provided with an equivalent level and quality of service as non-low-income and non-minority populations.

FTA Triennial Review

WETA has not completed an FTA Triennial Review yet. This will be included in the next update of the SRTP.

4 GOALS, OBJECTIVES AND STANDARDS

BACKGROUND

As described previously, WETA has recently transitioned from primarily a planning agency to an operations and planning agency. This is the first SRTP prepared by the agency and thus is the first opportunity to articulate goals, objectives and performance standards. In developing this chapter, the agency revisited the mission and goals that have guided their planning efforts and built on these to create more concrete metrics by which they can gauge system performance in coming years.

It is anticipated that every three to five years WETA will review the goals, objectives and standards and will recommend changes to the Board of Directors as appropriate.

There are numerous sources that were referenced to develop WETA's performance standards:

- The **2003 WTA Final Implementation and Operations Plan** and the **2009 WETA Final Transition Plan**: These planning documents established the framework for operations and expansion of ferry service on San Francisco Bay that has guided the agency to date. This chapter builds on the mission, goals and overall concepts presented in these documents to guide creation of more specific goals, objectives and standards for their services.
- The ferry **operations and maintenance contracts** for the Alameda and Vallejo services establish performance measures, some of which can be translated into broader goals, objectives and standards for WETA.
- **National Transit Database (NTD) performance indicators**: WETA sought to make their standards consistent with the basic performance indicators required by NTD.
- **Standards at peer agencies**: WETA researched peers to learn the “state of the practice” for ferry performance standards. The best comparable service for WETA is Golden Gate Ferry. Standards at other agencies such as the Washington State Ferries and long-distance commuter bus services were also used as references.
- **TCRP report 152—Guidelines for Ferry Transportation Services**: This document presents a comprehensive framework of potential standards that served as a useful general reference.

INTRODUCTION

Transit system performance measures should provide a consistent framework for evaluating the efficiency and quality of transit services and should also serve as a tool for the effective management and planning of transit services. In general, transit performance standards fall into the following basic categories: efficiency, effectiveness, reliability, quality and safety.

There are three primary components that determine performance of a system:

- **Service Design** reflects what an agency is *seeking* to do with its service; this includes route design, frequency, schedule, selection of origins and destinations and boat capacity. Once these service design factors are in place, the agency delivers the daily services that have been planned, which leads to the second component.
- **Service Delivery** reflects how the agency is performing in actually executing and implementing the service, this includes things such as on-time performance, reliability and customer service.
- **Travel Market** is the size of the customer base or volume of potential riders that the service is designed to attract. This can be affected by land use patterns that impact ferry terminal accessibility.

These three service components impact achievement of objectives and performance standards, as illustrated on the following page for WETA. The first two components are generally under the direct control of the transit agency. The last component, travel market, is initially determined during the planning of the service and thereafter during the operation. It is subject to change and fluctuation and can be affected by factors beyond the control of the agency such as the general state of the economy. It is critical that the transit agency monitor and anticipate, when possible, the fluctuations in its travel markets and adjust its service appropriately to achieve the desired level of system performance.

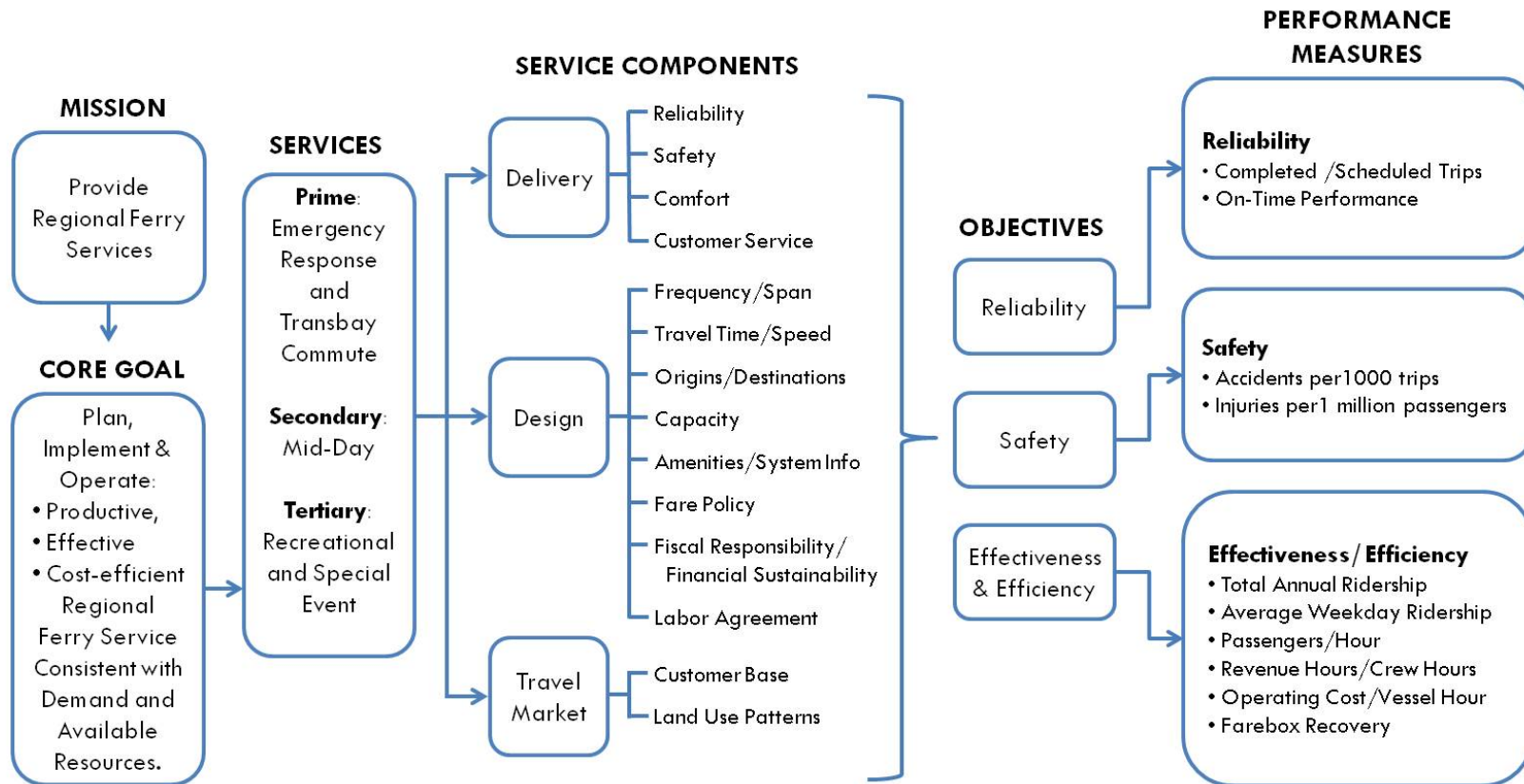
WETA has one core goal for its ongoing transbay ferry transportation system and has established three main objectives to support this goal, each of which has several corresponding performance measures:

- Reliability
- Safety
- Efficiency/Effectiveness

Factors that impact service quality such as customer service and comfort (e.g. cleanliness of vessels and responding to customer complaints) are covered in the service contract and therefore not included here.

Figure 4-1 provides a graphic example of how WETA's mission statement leads to a set of services, service components, objectives and performance standards.

Figure 4-1 Goals, Objectives, Performance Standards Flowchart



Special Considerations for Performance Standards

Peak and Off-Peak Measures: Currently, the four services that WETA operates are primarily commuter services focused on peak period trips. This is reflected in the fact that two of the services, Alameda Harbor Bay and South San Francisco, only operate during the morning and afternoon peak commute periods. In addition, the two all-day services, Vallejo and Alameda/Oakland, offer the greatest frequency and experience highest loads during peak hours in the peak commute direction. Taking this reality into consideration in the development of service standards is important, because each of the services perform very differently during peak hours in the peak direction than during the off-peak period.

Emergency Service: While WETA's primary daily task is ensuring smooth operation on four regional ferry services, emergency response is one of the agency's core goals. The WETA Emergency Water Transportation System Management Plan was prepared in cooperation with state emergency officials and the U.S. Coast Guard. It lays out how WETA will prepare for, respond to and recover from disasters affecting public health, welfare and transportation across the Bay Area. As described in the sidebar below, WETA has recently provided critical emergency response services to help support Bay Area commuters during a sudden BART shutdown which left thousands of commuters stranded in June 2012.

The emergency response role is a key consideration in evaluating WETA service. Emergency response, by definition, requires redundancy and flexibility, ensuring that if one system fails, another is available to take its place. Therefore, although WETA will always strive to be as productive and efficient in its daily operations as possible, ensuring that boats are available in the event of an emergency is an overriding concern that will factor into service planning decisions. Ensuring that a basic level of ferry service is available on certain routes will be critical to ensuring the availability of these resources in the event of an emergency.

In the future, WETA will continue to be available to quickly marshal its vessels and staff to respond to short-term emergency needs such as the BART shutdown described in the sidebar. However, in the event of a prolonged transportation emergency that requires more sustained services for emergency recovery, WETA would require additional staff and financial resources and would likely require additional vessels to support the Bay Area's transportation needs. WETA is currently exploring what options are available and what resources would be required to provide this type of sustained emergency recovery service.

WETA's Emergency Response: San Francisco Bay Ferry Accommodates Commuters Affected by BART Shutdown

On the morning of June 14, 2012, a fire shut down all BART service between the East Bay and San Francisco for many hours. WETA took immediate action to enhance San Francisco Bay ferry service to assist stranded commuters. Service changes included:

- Three ferries were added to the Oakland-San Francisco route
- One additional ferry worked the Harbor Bay route between Alameda and San Francisco
- An unscheduled run was added between AT&T Park and Oakland to accommodate Giant's fans attending that day's game to keep the impact at the destination terminal to a minimum
- The number of ferry departures increased from the usual 25 round trips to 46 round trips
- No ferries were added to the newest South San Francisco route, but passenger counts nearly doubled

On this day, ridership on all East Bay ferry routes nearly quadrupled, reaching over 9,500 boardings compared to a typical weekday when the routes carry approximately 2,500 passengers. This event illustrated the importance of having a robust and flexible passenger ferry transit system in place on San Francisco Bay. WETA and the services it provides clearly play a critical role in Bay Area emergency response.

Remedial Actions: In the case of a service drop below the minimum standards outlined below for a sustained period of time (e.g. 3-6 months), WETA shall consider service alterations such as cutting service, redesigning schedules or re-structuring routes. WETA will strive to design any remedial actions to minimize effects on WETA passengers.

Further, WETA will always hold its mission as an emergency response agency above all whenever it re-designs its services.

Tracking Performance: WETA carefully selected these performance standards as the best metrics by which to measure future performance of the system. However, since the services were operated by other agencies until quite recently and due to the recent commencement of the South San Francisco service, the data necessary to reliably and consistently measure performance against these standards is not yet available. Therefore, for the purposes of illustrating performance for this initial Short Range Transit Plan (SRTP), Chapter 3 describes the performance of the system against standard metrics using data reported to MTC and the National Transit Database (NTD).

For future iterations of the SRTP, WETA will fully report on the performance metrics described here. To enable the agency to accomplish this, upon adoption of these measures WETA will begin the process to create a data collection and tracking system that will allow consistent data reporting across all services. The agency will work closely with the contractor to ensure that their reporting allows performance on these adopted standards to be measured and reported.

CORE GOAL

To plan, implement and operate **productive, effective** and **cost-efficient** regional ferry transit services **consistent with demand and available resources**.

OBJECTIVES AND PERFORMANCE STANDARDS

Objectives and performance measures for WETA services are summarized in Figure 4-2 and then described in more detail below.

Figure 4-2 Summary of Objectives and Performance Standards

Objective	Measure	Standard
Reliability	Trip Reliability	Operate 99% of scheduled ferry trips
	On-Time Arrivals	95% of trips will arrive no more than ten (10) minutes after the scheduled arrival time.
Safety	Accidents and Injuries	No accidents No injuries
Effectiveness & Efficiency	Total Annual Ridership	<i>Minimum:</i> Total number of annual passenger boardings tracks with service area travel market volume <i>Target:</i> Annual ridership increases
	Average Weekday Ridership	<i>Minimum:</i> No decrease in average weekday ridership compared to the prior fiscal year average <i>Target:</i> Increased average weekday ridership consistent with growth in transit use of the region
	Passengers per Hour	System Total: Minimum- 80; Target- 100 Peak Hour & Direction: Minimum- 100; Target- 125
	Labor Efficiency	Revenue hours are no less than 80% of total crew hours
	Operating Cost	Limit annual cost rate increases to no more than the annual Bay Area CPI with the exception of fuel
	Farebox Recovery	40% for commute-only services 30% for all-day services New services have 3 years to achieve these targets Special event services will recover the full incremental cost of this service through fares and/or other special revenues

Objective – Reliability

Provide reliable, safe and effective transit service that attracts and retains riders. This is a beneficial metric for evaluation because it has a direct relationship with customer satisfaction.

Trip Reliability

Measure: Ratio of completed trips to scheduled trips

Standard: Operate 99% of scheduled ferry trips

Discussion: This measure is the proportion of actual trips operated relative to the number of trips that are scheduled. Any trip operating 30 minutes or more behind the scheduled time shall be considered a “Missed Trip.” Weather, traffic congestion and vessel mechanical failures are examples of reasons a ferry system may cancel a trip.

On-Time Arrivals

Measure: Percent of all fixed route trips that have an on-time arrival

Standard: Ninety-five percent of all trips will arrive no more than ten (10) minutes after the scheduled arrival time

Discussion: This measure illustrates how well WETA service is actually following its published schedules.

Objective – Safety

Accidents and Injuries

Measure: Number of accidents per 1,000 trips and number of injuries per 1 million riders

Standard: No accidents and no injuries

Discussion: Ferry accidents are recorded according to the NTD definitions, including passenger trip and fall accidents. WETA has selected a zero accident standard because of a strong history of no accidents or injuries on the services now controlled by WETA. In addition, customer perception of safety and security on public transportation systems is a major factor in their trust in the system and their likelihood to ride.

Objective – Effectiveness & Efficiency

Enhance productivity of transit services, equipment and operating labor to maximize use of available resources. Operate in a fiscally responsible manner that considers the limited availability of operating subsidies and fares.

Annual Ridership

Measure: Total annual ridership

Standard: *Minimum:* Total number of annual passenger boardings tracks with service area travel market volume

Target: Annual ridership increases

Discussion: The simplest measure of effectiveness of a transit service is how many passengers the service is attracting. WETA's goal is for ridership to increase over time; however, at a minimum the agency aims for ridership to not decrease from one year to the next. The exception to this is if the travel market of a service area decreases significantly, in which case some decrease in ridership would be expected.

Average Weekday Ridership

Measure: Ratio of total number of weekday riders to total weekday service days

Standard: *Minimum:* No decrease in average weekday ridership compared to the prior fiscal year average

Target: Increased average weekday ridership consistent with growth in transit use in the region

Discussion: This measure provides a simple snapshot of service productivity by illustrating how many passengers the system as a whole is carrying every day, on average. The measure will not include weekday holiday ridership, but will include any special services that operate on weekdays. The average weekday ridership in FY 11/12 was approximately 3,908 passengers.

Passengers per Hour

Measures: Ratio of total passenger boardings to total revenue service hours

The ratio of peak hour and peak direction passenger boardings to revenue service hours

Standard: System Total: *Minimum:* 80

Target: 100

Peak Hour and Direction: *Minimum:* 100

Target: 125

Discussion: The number of passengers per hour is a reliable measure of service productivity and indicates how efficiently WETA is matching service to demand. This measure is critical to the establishment of vessel and facility design standards and can be used as a benchmark for expansion of service.

Labor Efficiency

Measure: The ratio of total revenue service hours to total paid crew service hours

Standard: Revenue hours are no less than 80% of total crew hours

Discussion: Non-revenue hours include deadhead trips between terminals and the maintenance and fueling facilities where ferry vessels go in and out of service, as well as paid crew time before and at the end of their shifts (vessel checks, sign in time and time spent refueling vessels, etc.). During this time, WETA has to pay the crew but is not receiving revenue from passengers. Crew costs are a

significant cost item for ferry services and the efficient use of these resources is critical to maintain sustainable operation costs.

Operating Cost

Measure: The ratio of total operating cost to total vessel hours

Standard: Limit annual cost rate increases to no more than the annual Bay Area Consumer Price Index (CPI), with the exception of fuel

Discussion: WETA seeks to operate as efficiently as possible in order to utilize its limited resources effectively. Some cost increases are likely to happen over time due to inflation, but beyond this, WETA aims to control costs to current levels. Therefore this measure allows for costs to increase at approximately the same rate as the Bay Area CPI. Because fuel prices are often highly volatile and do not track with the CPI, if WETA experiences a major increase in fuel costs that impacts performance under this standard, cost change will exclude the fuel increase.

It should be noted that a portion of the WETA fleet is aging, which means that the operations budget in future years will be affected by a higher allocation for vehicle repairs. It is expected that fuel and lubricants cost will also continue to increase in the near future. These will be major factors that WETA will need to take into consideration in controlling cost increases.

Farebox Recovery

Measure: The ratio of total fare revenue to total operating cost

Standard: Forty percent for commute-only services
Thirty percent for all-day services
New services have three years to achieve these targets
Special event services will recover the full incremental cost of the service through fares and/or other special revenues

Discussion: The farebox recovery ratio reflects ridership and fare levels as well as the level of and cost of service. This illustrates service effectiveness, efficiency and productivity.

WETA will maintain a minimum 40% farebox recovery ratio for commuter (peak) services and a 30% farebox recovery for all-day service to remain eligible for Regional Measure 2 (RM2) funding. New services will have three years to achieve these targets. For special event services, WETA's objective is to recover the full incremental cost of this discretionary service through farebox or other special revenues identified for this event.

MAJOR SERVICE CHANGE POLICY

Federal Transit Administration regulations require that transit operators develop and use a process for soliciting and considering public comments before increasing fares or making significant changes in service. WETA defines a major service change as one that affects 25% or more of the trips within a route that WETA is operating at the time it is considering making the service modifications.

As adopted by the WETA Board of Directors under Resolution 2010-38, WETA will undertake the following actions as part of the process for receiving public comments, ideas and feedback on proposed fare changes and/or major service changes:

- WETA will begin the public notification process for proposed changes 30 days or more before holding a public hearing to consider public comments.
- The public notification process will provide information about the proposed fare increase or service modification in sufficient detail that a member of the general public can readily understand the specifics of the change. This information may be contained in materials that are referenced in the Public Notice as space and the need for clarity and simplicity in communication of information reasonably dictates.
- At a minimum, the Public Notice will clearly explain the manner(s) in which the public can obtain details of the proposed changes, how they can comment on them and the date time and location of the public hearing.
- The Public Notice will be published and posted on the applicable ferry vessels that are used for the affected services, on WETA's website and using other forms of mass media that will provide economical and effective announcements to the public.
- Any comments made before the public hearing will be transmitted to the Board at the official public hearing and will, in all intents and purposes, be considered a part of the official record.

The above policy reflects the agency's commitment to a process that is open, transparent and considerate of public input. It requires that WETA establish procedures that the public can use to provide input other than attending and testifying at a formal public hearing; recognizing the value of personal time as well as the variety of options for receiving input through online or social media accounts. The policy is flexible to allow use of informal public meetings, written comments via email or letter and other ways the public can voice its comments to the Board concerning any proposed fare increase or major service change.

5 OPERATIONS PLAN AND BUDGET

INTRODUCTION

This chapter outlines WETA's proposed operating plan and budget for the 10 year horizon of this SRTP. The operating plan builds on the plans for expansion of ferry services outlined in the 2003 Implementation and Operation Plan (IOP) and plans for consolidation of existing services outlined in the 2009 Transition Plan.

In 1999, the State Legislature created the Bay Area Water Transit Authority (WTA) to plan new and expanded environmentally friendly ferry service and related ground facilities. The IOP delivered in 2003 by the WTA identified seven new potential ferry routes in the region. In 2007, the governor signed SB 976, which created the WETA as successor to the WTA and was directed to run a consolidated regional ferry system including services operated by the cities of Alameda and Vallejo. SB 1093 was adopted by the legislature to clarify the transition of existing services to WETA. The WETA Transition Plan was subsequently adopted in 2009. Since adoption of the Transition Plan in 2009, WETA has successfully taken over control of the Alameda and Vallejo services.

WETA has continued to plan for and study ferry system expansion as outlined in the IOP. WETA recently updated its ridership projections to the year 2035 to support expansion planning efforts. The updated projections are useful to evaluate the feasibility of starting new services and the potential long-term sustainability of such services. Expansion planning also includes site feasibility studies, conceptual design and environmental review as appropriate for each expansion project. WETA has coordinated planning efforts with staff from all cities identified for expansion services. The service expansion projects identified in the IOP are at different stages of development based on a variety of factors including availability of capital and operational funding and long-term ridership potential.

The Operations Plan is separated into three sections based on WETA's need to maintain existing services while planning for service expansion:

- **Existing Services:** The core of the plan is the continued operation of the existing four ferry routes
- **Near-Term Expansion:** Services that can be realistically implemented over the 10 year planning horizon of this SRTP
- **Long-Term Expansion:** Expansion projects that are unlikely to be ready for implementation in the next 10 years due to site and project specific challenges, decreased ridership projections, the need for significantly more planning and development before implementation and/or funding challenges

EXISTING SERVICES

This plan assumes that WETA will continue operation of its four existing ferry services over the planning horizon of this SRTP. The basic parameters of these existing services were described in Chapter 2. No major service changes are anticipated at this time. However, this is WETA's first year of operations and the agency is still in the midst of finalizing goals, objectives, performance standards and service evaluations. *WETA reserves its rights to implement service changes if any are warranted based on the completed service analysis or changes in travel patterns, economic conditions or funding projections.*

WETA will also conduct market studies for some of the services to determine the stability of those rider markets, as described below. Special considerations specific to each service over the planning horizon of this plan are discussed below.

Alameda/Oakland Ferry Service

As described in Chapter 3, the Alameda/Oakland ferry service (AOFS) is a relatively stable and productive service. WETA does not anticipate any major market changes requiring service alteration and, based on currently available information, the service appears to have sufficient capacity to accommodate moderate ridership growth over the next 10 years. Therefore, the SRTP assumes WETA would continue operating this service at the current service levels through the 10 year planning period. This service is fully funded over the next 10 years.

There have been a number of discussions with the City of Alameda about moving the Main Street/Alameda Gateway ferry terminal to the other side of the island. This is contingent upon the City's plans to redevelop Alameda Point (the former Alameda Naval Air Station at the north end of the island). It has been suggested that the terminal might be moved to a new location in the Seaplane Lagoon on the west side of the island. This would require splitting the service into two separate services and acquiring an additional vessel. At this time, WETA is not pursuing this terminal relocation. It should be noted, however, that WETA does plan to develop a Central Bay Operations and Maintenance Facility at this location, as described in Chapter 6.

Alameda Harbor Bay Ferry Service

Although the performance of the Alameda Harbor Bay (AHBF) service has fluctuated over time, ridership has significantly increased over the past five years and it is now the most productive of the services in terms of passengers per hour. Similar to Alameda/Oakland, WETA does not anticipate any major market changes that would dictate a change in service levels for AHBF. Based on currently available information, the service appears to have sufficient vessel capacity to accommodate moderate ridership growth over the 10 year planning horizon. However, ridership growth will be limited by the maximum capacity of the existing parking lot. WETA is exploring options to maximize parking lot efficiency and expansion of multimodal access. Therefore, WETA plans to continue operating this service at the current service levels through this SRTP period. This service is fully funded over the next 10 years.

Vallejo Ferry Service

The Vallejo service has shown downward trends in performance in recent years that are cause for concern given that this is the largest and most expensive service operated by the agency. In particular, as noted in Chapter 3, ridership has declined significantly and the required subsidy per

passenger has increased by 160% since FY 06/07. The increased subsidy has been funded by WETA since FY 08/09 utilizing Regional Measure 2 ferry funds approved by voters for ferry expansion services but not needed until future expansion services (Berkeley and Richmond) are ready to implement.

For purposes of the SRTP, the Vallejo service is assumed to continue at its existing level of service throughout the 10 year planning period. However, implementation of expansion services could require Vallejo service changes in the event that an alternative service subsidy is not found when RM2 funds are needed to fund planned Berkeley and Richmond expansion services.

South San Francisco Ferry Service

The South San Francisco ferry service was launched on May 4, 2012 to provide weekday peak-period service between Alameda, Oakland and Oyster Point in South San Francisco. It is expected that this service will need one to two years to become established and for ridership markets to fully mature. WETA is assuming a 20% increase in annual ridership on this service through FY 16/17 and a 1.5% annual ridership increase from FY 17/18 and beyond. The service has adequate capacity on current vessels to accommodate this growth.

At this time, no service changes are planned. WETA will conduct a complete review of the South San Francisco service in 18 months to determine if any changes are necessary based on performance trends. There is a funding shortfall identified to operate this service in FY 20/21.

NEAR-TERM EXPANSION SERVICES

Of the seven routes identified in the IOP, WETA plans to develop up to three expansion projects over the next five to 10 years at Richmond, Berkeley and Treasure Island. These three central Bay routes have travel times similar to the existing central Bay service and have high projected ridership. Ferry service to Treasure Island is the least certain as it depends entirely on the speed of development on Treasure Island. WETA is continuing with conceptual design and environmental review for the Richmond and Berkeley terminal projects. Figure 5-1 provides a summary of the near-term expansion services and Figure 5-2 illustrates the services and facility locations.

Availability and Evaluation of Local Operating Funds

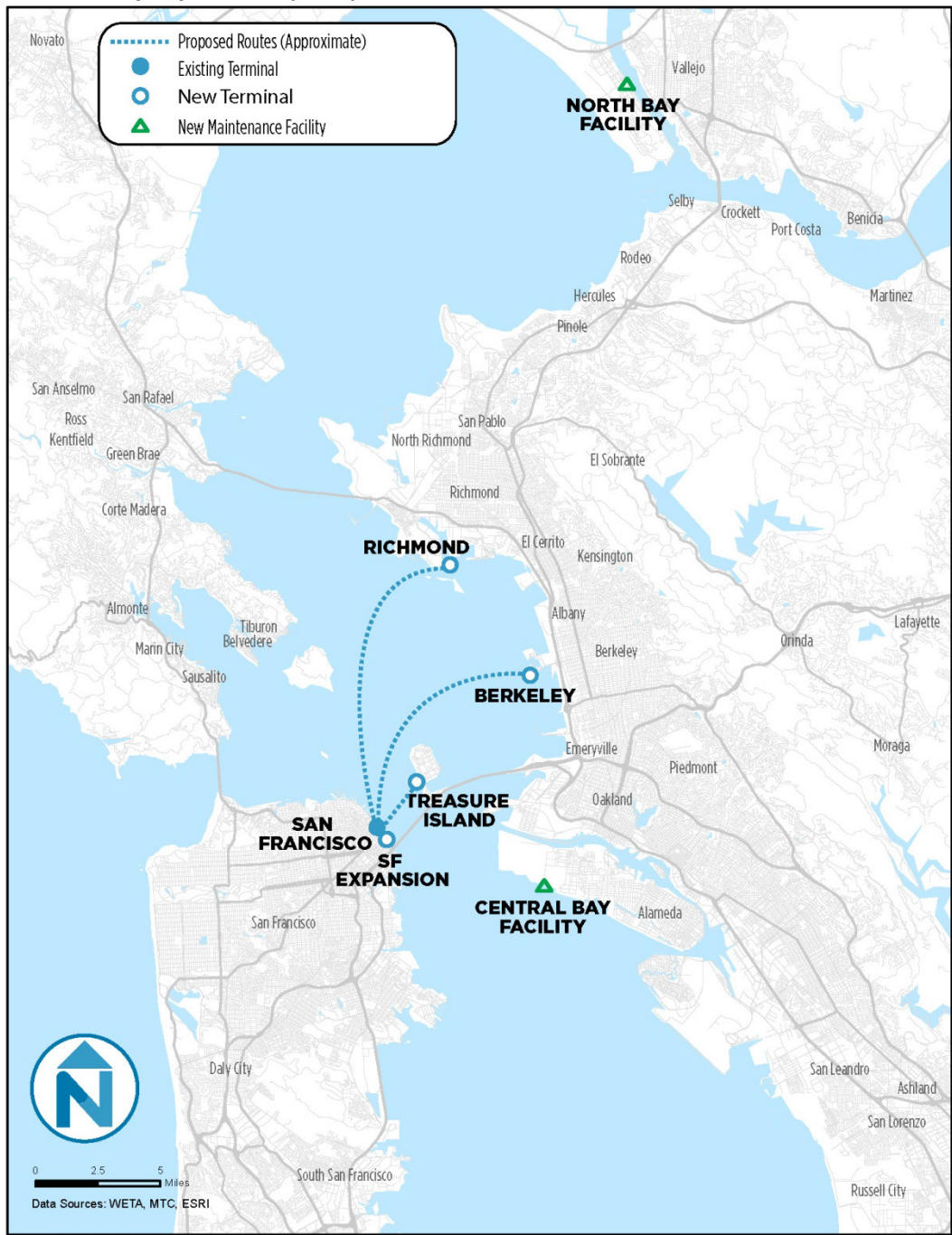
The operations plan addresses WETA's need to maintain a core level of existing services while planning for service expansion. WETA is considering two near-term expansion projects in Richmond and Berkeley. Over the course of the next several years, WETA will evaluate the markets for these services to refine the service plans. Full funding of these services will require re-allocation of RM2 funds currently used to fill a funding gap for the Vallejo service; an arrangement made between City of Vallejo, WETA and MTC to address the short term funding shortfall for the service utilizing RM2 ferry expansion funds not needed until expansion services are fully developed. This would be in keeping with the voter intent of the Regional Measure 2 expansion ferry funds and consistent with WETA's transition agreement with City of Vallejo. WETA will collaborate with the cities of Berkeley, Richmond and Vallejo to further define the service and funding plans for expansion services. This includes coordination with regional transportation sales tax entities such as the West Contra Costa County Transportation Advisory Committee, who are responsible for managing Contra Costa County Measure J transportation sales tax revenues. Once these analyses are complete, WETA will evaluate the best use of limited

local operating funds including Regional Measure 2 (RM2) funding. Performance, future market potential, and availability of other local operating funds will be taken into consideration in determining how to re-allocate RM2 funding to support planned Richmond and Berkeley expansion. Depending on the outcome of this evaluation, service changes may be necessary on the Vallejo service in the event that an alternative replacement funding source for the Vallejo service is not available.

Figure 5-1 Summary of Near-Term Expansion Services

Service	Terminals	Service Hours	Start Date
Richmond	Richmond Ferry Terminal, south end of Ford Peninsula	Weekdays: Commute only	FY 15/16
Berkeley	Berkeley Ferry Terminal, south of Berkeley Fishing Pier	Weekdays: Commute only	FY 17/18
Treasure Island	Treasure Island Ferry Terminal, west side of Treasure Island	Daily: at least 50-minute headways upon sale of 50 th housing unit	Uncertain, planned for FY 16/17

Figure 5-1 Near-Term Expansion



Richmond Ferry Service

WETA's next major service expansion is between San Francisco and Richmond. Passengers would embark/disembark at a new terminal on the Ford Peninsula in the City of Richmond and at the existing San Francisco Ferry Building. This proposed new Richmond ferry terminal is described in Chapter 6. The 2035 projected daily ridership for the Richmond service is 1,715 passenger trips (equals approximately 858 total unique individuals).

There are a number of factors influencing the decision to implement the Richmond to San Francisco ferry service before other potential routes:

- The capital costs necessary to construct the ferry terminal in Richmond are far lower than the other proposed expansion projects (described in Chapter 6).
- Current land uses around the Richmond terminal are supportive of a new transit service and the future development potential on the land surrounding the terminal is higher than other locations. In accordance with MTC Resolution 3434, WETA strongly considers current development and the potential for future development in prioritizing the location of future facilities and service expansions in order to encourage multimodal access to the terminal.
- Richmond has been selected by UC Berkeley as the site for a new research facility for the Lawrence Berkeley Laboratory, scheduled to open in 2016. Hundreds of jobs, currently located at dispersed off-site research facilities throughout the East Bay will be relocated to UC's Richmond Field Station, a 120-acre area at the southern end of Richmond's waterfront. This development, and other commercial development, creates the potential for a two-way commute market for the Richmond ferry, which could boost productivity of the service.
- There are Contra Costa County Measure J transportation sales tax funds approved by voters to support this project which could provide \$1.25 million or more annually towards operation of the service.
- The City of Richmond is highly motivated and has begun actively exploring how to optimize multimodal access to the future ferry terminal, such as shuttles.
- The location of the Richmond terminal at the mid-point between Vallejo and Oakland will allow WETA to tap into an entirely new ridership market in western Contra Costa County.

Annual ridership on the Richmond service is projected to be just over 206,000 in the first year and is projected to increase by 1.57% annually thereafter.¹

Berkeley Ferry Service

The second short-term expansion project planned by WETA is a link between the Berkeley waterfront and the Downtown San Francisco Ferry Terminal. Passengers would embark/disembark at a new Berkeley ferry terminal and the existing San Francisco Ferry Building. The proposed new Berkeley ferry terminal is described in Chapter 6. The 2035 projected daily ridership for the Berkeley service is 1,589 (795 unique individuals).

Annual ridership on the Berkeley ferry is projected to be just over 203,000 in the first year and increase by 1.78% annually.² Although there appears to be strong market demand for this ferry

¹ WETA 2015 Ridership Model.

service, the current development patterns and the potential for development around the Berkeley terminal are not as supportive of regional goals for integration of land use and transportation. The Berkeley service has lower potential for walk-up and other multimodal access.

Treasure Island Ferry Service

The proposed Treasure Island ferry service is being developed and implemented by the Treasure Island Development Authority (TIDA). TIDA is in charge of a large-scale proposed development project on Treasure Island that will include 8,000 new housing units, restaurants, retail and entertainment venues. This new ferry service between Treasure Island and the San Francisco Ferry Building is required as a condition of approval for the project to address transportation impacts created by locating thousands of new residents and other uses on the island. The development will be organized around the new Treasure Island Ferry Terminal, which will be designed to meet the transportation needs of future residents on the island.³ The 2035 projected daily ridership for the Treasure Island service is 2,475 (1,237 unique individuals).

TIDA intends to work through the Treasure Island Mobility Management Agency (TIMMA) to partner with WETA for day-to-day operation and administration of the service, but WETA is not responsible for any capital or operating costs of the project. TIDA and its developers are responsible for construction of the terminal on Treasure Island, the purchase of the first ferry vessel for the service, as well as a “local match” for any additional ferries that are needed. In addition, TIMMA is underwriting the operating costs necessary to provide the required level of ferry service. The operating costs for this service will be paid for through homeowners’ dues, monthly passes for all residents on the new development and other TIMMA operating subsidies.

A minimum level of service of 50 minute headways during regular weekdays is required upon sale of the 50th housing unit. As demand for the ferry service increases with the construction and occupancy of new housing units, TIMMA and WETA will coordinate to increase levels of ferry service accordingly.

WETA is not required to allocate any funding for capital or operating costs of this service, but has planned for accommodation of the new vessels in its Downtown San Francisco Ferry Terminal expansion project. The timing of this service is entirely contingent on the advancement of the Treasure Island development project. Although it is difficult to predict whether the minimum development threshold will be reached within the next ten years, WETA is assuming a start date of FY 16/17 for this service in terms of capacity planning in downtown San Francisco.

LONG-TERM EXPANSION SERVICES

The IOP delivered in 2003 by the WTA identified seven new potential ferry routes to expand service in the region. In addition to expanding into those markets that are feasible in the near-term, as described above, WETA is also studying and planning for projects that could be developed over the longer term in order to meet its mandate of expanding water transit services

² WETA 2015 Ridership Model.

³ More information about the project can be found here: www.sftreasureisland.org

for both regular commuting and disaster recovery needs. These projects include potential terminals and services to Antioch, Hercules, Martinez and Redwood City.

The projects identified for long-term expansion either have no identified funding or are not completely funded for capital improvements or long-term operations. Planning and development of transit expansion projects is a complex process that typically requires a broad spectrum of partnerships cities, agencies and other stakeholders. It is important that the local communities work to develop funding sources for terminal construction and long-term operations. As local jurisdictions control local development, it is also important that the cities are a partner in future development around water transit service.

Developing and ultimately implementing new services and their associated facilities requires an extensive process starting with project specific environmental reviews, continuing through with design and engineering of new terminals and vessels, and concluding with their construction. Altogether, these activities can easily take five or more years while funding is secured for the construction and long-term operations. WETA staff will continue to coordinate with stakeholders for each long-term expansion project to identify and proceed with appropriate next steps.

Planning and Study of Long-Term Expansion Projects

Over the past several years, WETA has continued to work with the cities of Antioch, Hercules, Martinez and Redwood City. It is important to note that the conceptual design and environmental review for the Antioch, Martinez and Redwood City projects originally commenced in 2007 and 2008. However, due to the state budget crisis, these projects were put on hold indefinitely until state funds were available to support the work. Conceptual design and planning resumed in early 2011 and WETA staff has continued to coordinate with the cities on project development. The planning and coordination is summarized in more detail below.

WETA recently updated its ridership projections to the year 2035. The updated projections are used to evaluate the feasibility of starting new services and the long-term sustainability of these services. The projects identified for long-term expansion have experienced substantial decreases in projected ridership compared to the initial ridership projects developed in support of the IOP. The decrease in projected ridership can be attributed to a variety of factors including changes in economic conditions in the Bay Area (economic downturn of 2008), changes to the regional transportation network and new projects identified in the current Regional Transportation Plan (RTP). In addition, these services have longer travel times to downtown San Francisco, making other travel modes more competitive and ferry service more costly due to higher fuel consumption and limited stops (which means almost no rider turnover per one-way trip).

During this SRTP period, WETA will continue with alternatives analysis, site feasibility, conceptual design and environmental review processes for these long-term expansion services using available Regional Measure 2 and Proposition 1B resources. WETA staff has and will continue to coordinate with staff from each city throughout the planning processes. A brief overview of the projects is provided below.

An illustration of long-term expansion services and facilities is shown in Figure 5-2 below.

Figure 5-2 Long-Term Expansion



Antioch

The Antioch service was identified in the IOP to provide service to and from downtown San Francisco with an intermediate stop in Martinez. WETA staff has coordinated with the City of Antioch to identify two alternative sites near downtown Antioch. A site feasibility study was prepared to identify site constraints and design requirements to better understand project feasibility and cost. The recent WETA ridership model update projected a total daily ridership for the Antioch service of less than 445 passenger trips by 2035 (223 unique individuals). Challenges for the Antioch service include long trip times (90 to 120 minutes to Downtown San Francisco) and the service would be in a competitive corridor with the Bay Area Rapid Transit (BART) extension to east Contra Costa County (eBART). The project will extend BART to Antioch with a station at Hillcrest Avenue in the City of Antioch. That project is under construction with service expected to begin in 2016. The Antioch ferry project is currently funded through the conceptual design and environmental review phases only. There are no capital or operational funding sources identified for this project.

Hercules

The Hercules service was identified in the IOP to provide service to and from downtown San Francisco. The Hercules ferry terminal would be a component of a larger Intermodal Transit Center (ITC) that includes train, bus, bicycle and pedestrian connections. Construction of the ferry terminal component would have to occur after construction of the train station component. WETA has coordinated with the City of Hercules to receive regular updates on the ITC project including the environmental review status, current phasing plans, funding and schedule of the ITC project. The recent WETA ridership model update projected a total daily ridership for the Hercules service of 565 passenger trips by 2035 (283 unique individuals). Funding is in place to construct the initial phases of the ITC. The City of Hercules is continuing to secure funding for the later phases, including the train station.

To date, WETA has worked cooperatively with the City of Hercules to prepare the conceptual design and the necessary environmental documents for this new ferry service. A draft Environmental Impact Statement/Environmental Impact Report (EIS/EIR) was in process, but was put on hold pending progress on other project components that the ferry terminal depends on. Based on the current funding status and phasing schedule, the ITC project will not advance to such a point that ferry terminal construction could begin until 2017 at the earliest. Therefore, WETA will not continue with the environmental review process until the City of Hercules accomplishes the key funding and phasing goals for the ITC. The ferry component is partially funded with Contra Costa County Measure J funds. Of particular concern for the Hercules site is that construction costs for the project are substantially higher compared to other projects due to large mudflats requiring extensive pier and dredging work to access the site. The anticipated dredging alone would result in both significant capital and ongoing operating costs to the project, posing serious financial challenges for the service.

Martinez

The Martinez service was identified in the IOP to provide service to and from downtown San Francisco. The potential terminal would be north of downtown in the Martinez Regional Shoreline Park and adjacent to the Martinez Marina. The recent WETA ridership model update projected a total daily ridership for the Martinez service of 614 passenger trips by 2035 (307

unique individuals). A site feasibility report was prepared to identify site constraints and design requirements to understand project feasibility and cost. The report analyzed two sites along the shoreline of the park. The sites were analyzed to evaluate options for dredge quantities and wave protection. Construction of the project would require a large initial dredge and regular maintenance dredging would also be required resulting in higher capital and operation costs. Other challenges for the Martinez project include a lack of employment and residential density in the immediate vicinity of the proposed terminal site. The proposed site is located approximately 0.5 miles north of Downtown Martinez. The Martinez project is currently funded through the conceptual design and environmental review phases only. There are no capital or operational funding sources identified for this project.

Redwood City

The Redwood City service was identified in the IOP to provide service to and from downtown San Francisco. The potential terminal would be at the northern-most point of the Port of Redwood City near the Pacific Shores office complex. The recent WETA ridership model update projected a total daily ridership for the Redwood City service of less than 214 passenger trips by 2035 (107 unique individuals). A site feasibility report was prepared to identify site constraints and design requirements to understand project feasibility and cost. Terminal construction would require minor dredging to create for turning basin and to increase water depth in the adjacent access channel. Challenges for the Redwood City project include a lack of employment and residential density in the immediate vicinity of the proposed terminal site. The trip time to downtown San Francisco is estimated at 68 minutes. The service would be in a competitive corridor with Caltrain service, which offers a comparable travel time and better access to employment centers and residential areas in Redwood City. This terminal and service has partial funding consisting of \$15 million in San Mateo County sales tax funds.

OPERATIONS BUDGET

Major operating budget assumptions in the plan are as follows:

- Purchased Transportation service costs to increase 4% annually
- Other expenses to increase 2% annually
- Fares to increase annually at 3%
- Annual ridership increases on established services between 1.3% and 2.5%

As previously discussed in the Vallejo Service and Near-Term Expansion section above, assuming implementation of the planned service expansion and no change to the Vallejo service or new subsidy dollars, there is a projected operating budget shortfall of approximately \$2.1 million beginning in FY 17/18, and escalating annually thereafter. As plans for Richmond and Berkeley expansion are finalized, WETA will work with MTC and the City of Vallejo to explore alternative Vallejo service subsidy sources and alternatives for filling the Vallejo service subsidy shortfall.

MTC has not allowed WETA to establish an operating reserve using RM2, its primary source of operating funds. However, WETA has established a reserve to fund its operating and capital cash flow needs.

The figure below shows projected operating expenses and revenues through FY 20/21.

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Figure 5-3 Operating Expenses and Revenues

	FY2011/12	FY2012/13	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	TOTAL
	Est. Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	10-Year
FERRY EXPENSES											
Alameda/Oakland Ferry Service	\$4,880,181	\$6,159,200	\$6,328,044	\$6,531,613	\$6,702,333	\$6,874,671	\$7,098,788	\$7,330,852	\$7,571,161	\$7,820,024	\$67,296,868
Alameda Harbor Bay Ferry Service	\$1,845,016	\$2,181,400	\$2,237,542	\$2,305,630	\$2,346,014	\$2,399,976	\$2,474,228	\$2,551,014	\$2,630,428	\$2,712,566	\$23,683,814
Vallejo Ferry Service	\$12,505,728	\$14,045,380	\$14,337,368	\$14,760,116	\$15,096,759	\$15,487,793	\$15,950,531	\$16,428,643	\$16,922,682	\$17,433,220	\$152,968,218
South San Francisco Ferry Service	\$170,384	\$3,394,100	\$3,487,320	\$3,600,401	\$3,698,477	\$3,796,318	\$3,920,990	\$4,050,105	\$4,183,830	\$4,322,339	\$34,624,264
Richmond Ferry Service	\$0	\$0	\$0	\$0	\$4,580,408	\$4,698,103	\$4,852,477	\$5,012,354	\$5,177,942	\$5,349,455	\$29,670,738
Berkeley Ferry Service	\$0	\$0	\$0	\$0	\$0	\$0	\$4,358,123	\$4,506,984	\$4,661,290	\$4,821,249	\$18,347,645
TOTAL	\$19,401,309	\$25,780,080	\$26,390,274	\$27,197,760	\$32,423,991	\$33,256,861	\$38,655,136	\$39,879,952	\$41,147,333	\$42,458,853	\$326,591,548
FERRY REVENUES											
Fare Revenues	\$9,465,348	\$9,868,158	\$10,347,301	\$10,850,175	\$12,841,960	\$13,463,465	\$15,647,482	\$16,405,740	\$17,201,304	\$18,036,045	\$134,126,978
Local - Bridge Tolls / RM1 2% Prev Maint	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$0		\$0
Local - Bridge Tolls / RM1 5% Ferry Ops	\$2,757,665	\$2,854,189	\$2,807,200	\$2,807,200	\$2,807,200	\$2,807,200	\$2,807,200	\$2,807,200	\$2,807,200	\$2,807,200	\$28,069,454
Local - Bridge Tolls / RM2 Ferry Ops	\$7,066,776	\$12,958,733	\$13,136,773	\$13,441,385	\$15,375,296	\$15,300,000	\$15,300,000	\$15,300,000	\$15,300,000	\$15,300,000	\$138,478,962
Local - Sales Tax Measure B	\$0	\$0	\$0	\$0	\$0	\$0	\$825,412	\$424,607	\$471,962	\$866,284	\$2,588,265
Local - Sales Tax Measure J	\$0	\$0	\$0	\$0	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000	\$7,500,000
Local -Property Tax / Assessments	\$78,192	\$74,000	\$74,000	\$74,000	\$124,535	\$411,196	\$717,530	\$720,401	\$723,329	\$726,316	\$3,723,499
Local - Subsidy from Developer	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Local - Lease / Rental / Advertising	\$33,198	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$258,198
Local - Other Revenue	\$130	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$130
State Transit Assistance (STA)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$413,110	\$421,373	\$429,799	\$1,264,282
Federal - FTA Section 5307 Prev Maint.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Funding - TBD						\$0	\$2,082,512	\$2,533,894	\$2,947,165	\$3,018,209	\$10,581,780
TOTAL	\$19,401,309	\$25,780,080	\$26,390,274	\$27,197,760	\$32,423,991	\$33,256,861	\$38,655,136	\$39,879,952	\$41,147,333	\$42,458,852	\$326,591,548
NET INCOME (DEFICIT)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Assumptions:
Assumes Purchased Transportation to increase 4% annually
Assumes other expenses to increase 2% annually
Assumes an annual fare increase of 3% starting in FY 13/14
Assumes annual ridership increase on each service between 1.3% to 2.5%

6 CAPITAL IMPROVEMENT PROGRAM

OVERVIEW

This chapter provides an overview of WETA's planned capital improvements and current information on project funding need and status over the planning horizon of this SRTP. The 10 year Capital Improvement Program (CIP) includes both one-time capital projects and cyclical rehabilitation and replacement needs for WETA's capital assets. Systematic and timely replacement and rehabilitation of these assets is necessary to support WETA's ongoing ferry service operations.

The CIP consists of a prioritized list of capital improvements that will be needed to support WETA's regional program of public transit and emergency response ferry services. This program provides a basis for the long-term financial planning, development of grant programs and annual capital budgeting for 10 years. The CIP is organized to reflect the multi-year nature of capital projects and the recurring cycles of many capital improvements that will assist WETA in providing its regional program of ferry transportation and emergency response services. Project categories included in the CIP program are summarized in the figure below.

Figure 6-1 Types of Capital Projects

Program	Description
Revenue Vessel Projects	Rehabilitation, replacement and expansion of ferry vessel fleet
Major Facilities	Rehabilitation and replacement of passenger ferry and vessel mooring facilities (e.g. terminals, floats, docks, etc.)
Service Expansion Projects	Ferry terminals necessary for near-term ferry expansion services and operations
Maintenance Facility Projects	Two new facilities to support the provision of existing and new ferry services and emergency response functions
Miscellaneous	Includes general equipment and emergency response system equipment.

Development of the Capital Improvement Program

The program of projects included in the CIP has been developed to ensure existing system needs are captured. System expansion needs have also been included in the plan based on WETA's near and long-term service expansion plans, described in Chapter 5. All projects contained in the plan support WETA's state-mandated mission to operate a comprehensive water transportation system and to coordinate and operate the water transportation response to regional emergencies.

Capital projects have been included in this plan after an evaluation of existing facilities and assets and consideration of expansion needs. The rehabilitation and replacement needs of existing facilities and assets depend upon the type of asset. Some assets, such as vessels, terminal facilities, floats, gangways and waterways, require a program of periodic rehabilitation and maintenance in order to ensure reliable daily operation and extend their useable lifespan. The cyclical capital rehabilitation needs of all of WETA's assets have been evaluated for this SRTP and the cost associated with this work is included in the financial plan.

Other capital project needs included in this plan represent one-time projects; these include the construction of new ferry terminals and vessels as well as the acquisition of assets—such as new mooring floats—required to support WETA's existing services and build WETA's regional water emergency transportation capability. All cost estimates included in this plan are based on experience from existing services or cost estimates developed as a part of WETA's system design and development processes.

Revenue Vessel Capital Needs

WETA currently owns and maintains a fleet of 12 ferries used to support its transit service needs. By FY 20/21, WETA's combined ferry fleet will consist of up to 16 vessels, including nine of the existing vessels, three replacement vessels and four new vessels, shown in the Figure 6-2 below. These revenue vehicles will be used for up to 120 daily service trips and 22,830 hours of service annually, not including the Treasure Island service. They also will provide an emergency response fleet of vessels that is prepared to serve the Bay Area's transportation needs in the event of an emergency. Revenue vessels projects are outlined below by the needs for rehabilitation, replacement and expansion of the fleet.

Vessel Rehabilitation

Vessel rehabilitation includes projects to provide periodic rehabilitation and replacement of ferry boat components such as haul-outs, engines, generators, propulsion systems and other major components required to keep the vessels in service.

Major Component Rehabilitation/Replacement

Ferry vessels are required to undergo periodic haul-out and rehabilitation work in order to remain in working order over their 25-year lifespan. Major component rehabilitation/replacement life-cycles can include propulsion systems, navigation systems, onboard monitoring and alarm systems, interior components and boarding apparatus. The need for this type of rehabilitation is often cyclical and can be planned. For example, engine overhauls are generally required every 12,000 hours of operation. Other major component work is determined by a preventative maintenance program and inspection process.

Mid-Life Repower/Refurbishment

A mid-life overhaul is scheduled when a ferry reaches 12.5 years of service life. Ferries are repowered at mid-life in order to provide for continued safe and reliable operation. This work generally includes replacement of major vessel systems, such as engines, electronics, propulsion systems and refurbishment of the passenger cabins. The vessels will also be sandblasted and repainted. Equipment service hours and specific vessel needs may affect the timing of the projects.

Vessel Replacement

Passenger ferry vessels are expected to have a useful life of 25 years. Vessel replacement is necessary when: 1) a vessel reaches the end of its useful life or 2) when a vessel is nearing the end of its useful life and major component rehabilitation and replacement is no longer cost effective. WETA anticipates replacement of three vessels over the next ten years.

Vessel Expansion

WETA's expansion vessel program includes the purchase of up to four new ferry vessels to serve the Richmond and Berkeley ferry system expansion projects. The Treasure Island Development Authority (TIDA) will purchase the first vessel required for the Treasure Island service. The four new vessels for the Richmond and Berkeley services would be purchased for approximately \$17 million each for a total of approximately \$68 million. These vessels will be funded with RM 2 funds, state Proposition 1B funds and federal funds.

Figure 6-2 WETA Vessel Fleet and 10-Year Vessel Capital Program

Vessel	Capacity	Service Speed	Year Built
Rehabilitation			
Peralta	318	25	2002
Bay Breeze	250	25	1994
Intintoli	300	34	1997
Mare Island	300	34	1997
Solano	300	34	2004
Gemini	149	25	2008
Pisces	149	25	2008
Scorpio	199	25	2009
Taurus	199	25	2009
Replacement			
Harbor Bay Express II*	149	28	1995
Vallejo	300	34	1994
Encinal	400	25	1985
Expansion			
Berkeley 1	299	TBD	TBD
Berkeley 2	299	TBD	TBD
Richmond 1	299	TBD	TBD
Richmond 2	299	TBD	TBD
Treasure Island 1 (TIDA)	199-299	TBD	TBD

**Early replacement due to inoperability.*

Major Existing Facilities

The WETA ferry system includes five terminals and one vessel mooring facility as presented in Table 6-3 below. Programmed rehabilitation and maintenance of these facilities is critical to ensure the facilities remain operable at all times. This program also ensures that major WETA facilities are prepared and ready to serve the Bay Area in the event of an emergency. Facility projects include maintenance and rehabilitation of floats and gangways, dredging and general terminal facility maintenance and upkeep.

Figure 6-3 WETA Terminal and Mooring Facilities

Facility	Year Built
Vallejo	1999
Clay Street, Oakland	1990
Main Street, Alameda	1990
Harbor Bay, Alameda	1992
South San Francisco	2012
Pier 9 Mooring	2011

Floats and Gangways

Floats and gangways provide passenger access as well as facilities to moor WETA ferryboats when they are out of service. Funds in this category provide for the rehabilitation and/or replacement of passenger and mooring ferry docks/floats and gangways. Periodic haul-out, inspection and repair of existing floats are scheduled to occur as a part of this plan. Nearly all of WETA's facilities will require some maintenance funding over the next 10 years.

Dredging

The Vallejo ferry basin requires dredging approximately every three years to remove silt build-up that would otherwise prevent ferries from operating in this area. The timing of maintenance dredging depends on previous dredging depths and variable sedimentation rates. Dredge work will next need to take place in FY14/15, FY 17/18 and FY 20/21. Dredging of the Harbor Bay basin and channel is currently underway and will be completed by end of this fiscal year (FY 12/13). Dredging in South San Francisco is anticipated to be outside of the SRTP period. No other channels require dredging during this SRTP period.

Terminal Maintenance

Terminal facilities— including terminal buildings, parking lots and shelters— require periodic rehabilitation and replacement work to support ongoing ferry operations. WETA anticipates a variety of terminal maintenance projects over the next 10 years to ensure that ferry services are not interrupted and the facilities can function properly in the event of an emergency.

Major New Facilities

Over the 10 year planning horizon of this SRTP, the following capital needs are anticipated for the near-term expansion projects described in Chapter 5.

Downtown San Francisco Ferry Terminal Expansion Project

To ensure adequate facilities are available in downtown San Francisco to accommodate current and future planned services, the Downtown San Francisco Ferry Terminal needs to be expanded and improved. This project supports WETA's IOP, which calls for the expansion of ferry service throughout the San Francisco Bay Area, as well as WETA's Emergency Water Transportation Management Plan (EWTSMMP), which sets forth the framework for WETA's emergency operations in the event of a regional disaster. WETA is working in close partnership with the Port of San Francisco to implement the project.

The project includes construction of up to three new ferry berths, installation of amenities such as weather-protected areas for queuing, improvements to pedestrian circulation and covering of the current "lagoon" area south of the Ferry Building for future use as a staging area for evacuees in the event of a major catastrophe. Construction of the new berths will be phased in accordance with demand and implementation of service expansion projects. The new gates and amenities are necessary to accommodate the additional ferry vessels that will be operating with the near-term expansion projects to Richmond, Berkeley and Treasure Island. Additional capacity will also be available to support long-term expansion projects including Hercules, Redwood City, Martinez and Antioch. Phased construction of the expansion is projected to begin in 2014 and be complete by 2017.

Berkeley Terminal

The new Berkeley ferry service will require a new Berkeley ferry terminal and associated waterside and landside facilities for berthing ferry boats and to provide access for ferry patrons. The ferry project site is located near the west terminus of University Avenue along Seawall Drive, south of the Berkeley Fishing Pier. The proposed project includes the construction of a new ferry pier between the existing Berkeley Fishing Pier and the Hs Lordships restaurant. The proposed terminal includes a fixed pier and a gangway that will lead to a new passenger float. The proposed float will accommodate two vessels. The terminal will also require construction of a breakwater and a new navigation channel extending west into the Bay. Proposed landside improvements include reconfiguration of the existing parking facility, roadway improvements, a bus drop area, Bay Trail improvements and landscaping.

Richmond Terminal

The proposed Richmond ferry service will require construction of a ferry terminal facility on the Ford Peninsula in the City of Richmond. The proposed terminal site is approximately 1.5 miles south of the Richmond downtown core. The proposed Richmond ferry terminal is located at the southern point of Ford Peninsula, adjacent to the Ford Building along an existing wharf. In general, the proposed new terminal will replace an existing ferry facility consisting of a gangway, float, ramping system and piles. The proposed terminal includes a gangway leading from the plaza adjacent to the existing wharf to a new passenger float. The orientation of the proposed float will be able to accommodate one vessel at a time. Ferry passenger parking is planned to occur at an existing parking lot to the west of the Ford Building. Other project features include an access

gate with informational signage and a waiting area at the Craneway Pavilion within the Ford Building. The project includes minor reconfiguration of the existing parking lot and trail improvements in the vicinity.

Maintenance Facility Projects

Central Bay Operations and Maintenance Facility

The proposed WETA Central Bay Operations and Maintenance Facility Project will provide a central San Francisco Bay base for WETA's ferry fleet, Operations Control Center and Emergency Operations Center. The facility will also support running maintenance needs such as fueling, engine oil changes, concession supply and light repair work for all WETA ferry boats operating in the San Francisco Bay. Day-to-day management and oversight of service, crew and facilities will also occur at this facility. In the event of a regional disaster, the facility would function as an Emergency Operations Center, serving passengers and sustaining water transit service for emergency response and recovery.

The project site is located southeast of the intersection of West Hornet Avenue and Ferry Point Road near Pier 3 in the City of Alameda, within the Naval Air Station Base Realignment and Closure area known as Alameda Point. The project includes a four-story landside building of approximately 25,000 square feet designed to Essential Facilities Standards in accordance with the California Building Code. The marine facility consists of floats, gangways and a pier structure providing berthing capacity for up to 11 WETA vessels with limited capacity to provide berthing for vessels in transit. Construction of the facility is projected to begin in Fall 2013 and be complete by Spring 2015.

North Bay Operations and Maintenance Facility

The proposed WETA North Bay Operations and Maintenance Facility Project will provide a north San Francisco Bay base for WETA's ferry fleet. The project includes both landside and waterside improvements undertaken in phases to ultimately provide administrative office space, maintenance and fueling facilities and berthing capacity for ferry vessels.

The project site is located on Mare Island across from the Vallejo Ferry Terminal, in the City of Vallejo. The project will replace an existing maintenance facility located on Waterfront Avenue about half a mile upstream from the project site. The waterside portion of the project is adjacent to Waterfront Avenue, between 6th and 7th Avenue. The new facility will be located at Building 165 within the area of the former Mare Island Naval Shipyard, which was in operation from 1854 until closure of its primary facilities in 1996.

The marine facility will consist of floats, gangways and a pier structure providing berthing capacity for at least five WETA vessels. New berths for the ferry vessels and required improvements for operation of the ferry maintenance facility, including the capability for loading and unloading passengers and performance of vessel maintenance, will also be included. The landside facility includes a mechanics shop for heavy maintenance, fuel storage, a new warehouse and renovation of Building 165 for office space. Construction of the facility is anticipated to begin in 2013 with construction completed in 2015.

Miscellaneous

WETA anticipates the need to purchase miscellaneous operations, maintenance and administration capital tools, equipment and medium to heavy non-revenue vehicles to support ferry operations. This also includes emergency response system equipment.

Other

Vallejo Parking Structure

The City of Vallejo has included Phase 2 of the Vallejo Station Parking Structure in City's capital improvement program as a high priority for future funding. Although specific funding is not identified in the WETA capital improvement program for the parking structure, WETA will continue to support the city in retaining the existing RM2 capital funding for the project and in the pursuit of additional funding needed for completion of Phase 2 of the Parking Structure.

CAPITAL IMPROVEMENT PROGRAM COST AND REVENUE

The CIP identifies projects requiring a total investment of approximately \$400 million over the 10 year plan period. A summary of how the different system needs contribute to this total cost is illustrated in the figure below. More detailed projected capital expenses, by project category, and revenues through FY 20/21, are shown at the end of this chapter.

Figure 6-4 Summary of Capital Costs

Project	Cost	Percent of Total
To Support Existing and Expanded Ferry Operations	\$175 million	44%
<i>Rehabilitation and Replacement of Current Assets</i>	<i>\$110 million</i>	<i>28%</i>
<i>Two new Operations and Maintenance Facilities</i>	<i>\$65 million</i>	<i>16%</i>
Near-Term Expansion	\$221 million	55%
<i>San Francisco Terminal Expansion</i>	<i>\$116 million</i>	<i>29%</i>
<i>Richmond Service and Vessels</i>	<i>\$42 million</i>	<i>10%</i>
<i>Berkeley Service and Vessels</i>	<i>\$63 million</i>	<i>16%</i>
Long-Term Expansion	\$2.5 million	1%
<i>Environmental/Concept Design for Martinez, Hercules, Redwood City and Antioch</i>	<i>\$2.5 million</i>	<i>1%</i>

Revenues

A variety of federal, state and local funding sources are programmed and available to support the approximately \$400 million CIP contained in this plan. These include the following:

Regional Measure 1 – 2% Program

In November 1988, Bay Area voters approved Regional Measure 1 (RM 1), authorizing a \$1.00 toll increase for all seven state-owned Bay Area toll bridges. Approximately \$1 million RM 1 – 2% funds are available annually from this program, through MTC, to support capital expenses associated with transbay services in the Carquinez and Bay Bridge corridors.

Regional Measure 2 Program

In 2004, voters passed Regional Measure 2 (RM2), raising the toll on the seven state-owned toll bridges in the San Francisco Bay Area by \$1.00. RM2 capital funds totaling \$84 million are available to WETA to support specific capital projects, including system environmental and design studies, construction of new vessels for South San Francisco and Berkeley/Richmond, construction of spare vessels and development and construction of expanded berthing capacity in San Francisco.

Federal Grants

WETA has secured approximately \$13 million in federal ferryboat discretionary and high priority project grants over the past several years to support construction of the South San Francisco and Berkeley terminals and vessels. Additional federal funds assumed in this plan include Federal 5307 and 5309 funds to support capital rehabilitation and replacement projects for existing Vallejo and Alameda system assets. These funds are programmed annually by MTC based on regional criteria.

Assembly Bill 664

Assembly Bill 664 funds are programmed annually by MTC to provide partial local match to Federal Section 5307 and 5309 formula grant funds for projects serving the Bay Bridge transbay corridor. This plan assumes WETA eligibility for these funds for ferry rehabilitation and replacement projects.

San Mateo Sales Tax

In 2004, San Mateo County voters approved an extension of the existing Measure A transportation sales tax measure to provide funding for continued and new transportation projects in the county. This program included \$30 million to support development of new ferry services to South San Francisco and Redwood City. \$15 million of these funds were dedicated to support South San Francisco terminal construction and service.

Proposition 1B

The Highway Safety, Traffic Reduction, Air Quality and Port Security Bond Act, approved by voters in 2006, allows the state to sell up to \$1.475 billion in bonds for security and disaster preparedness projects throughout the state. If fully implemented, this program would provide WETA with \$250 million in Proposition 1B funds to support implementation of its regional

emergency response ferry system. This plan assumes use of the entire allocation of Proposition 1B funds to construct terminal, float and gangway access projects, construct system maintenance and emergency operations facilities, and construct new vessels.

Other Miscellaneous

Other grant funds assumed to be available to support WETA projects include Carl Moyer grant funds to support ferry vessel repower projects and a small mix of state and local funds secured by Vallejo to support the North Bay Operations and Maintenance Facility project.

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SHORT RANGE TRANSIT PLAN FY2012 – FY2021 | CHAPTER 6: Capital Improvement Program
Water Emergency Transportation Authority (WETA)

Figure 6-5 WETA 10-Year Capital Expenses and Revenues

	FY2011/12 Est. Actual	FY2012/13 Projected	FY2013/14 Projected	FY2014/15 Projected	FY2015/16 Projected	FY2016/17 Projected	FY2017/18 Projected	FY2018/19 Projected	FY2019/20 Projected	FY2020/21 Projected	TOTAL 10-Year
EXPENSES											
Rehabilitation & Replacement of Current Assets:											
Rehabilitation of Facilities	\$1,409,800	\$3,256,200	\$3,237,000	\$5,486,580	\$78,030	\$79,591	\$1,406,080	\$82,806	\$371,633	\$2,077,972	\$17,485,691
Rehabilitation & Replacement of Vessels	\$40,064	\$6,298,263	\$18,824,080	\$6,908,934	\$39,688,117	\$482,459	\$638,602	\$4,733,719	\$1,406,165	\$13,163,834	\$92,184,237
Other Capital Equipment Purchase & Replacement	\$0	\$0	\$75,000	\$76,500	\$78,030	\$79,591	\$81,182	\$82,806	\$84,462	\$86,151	\$643,723
Subtotal - Rehabilitation & Replacement of Current Assets	\$1,449,864	\$9,554,463	\$22,136,080	\$12,472,014	\$39,844,177	\$641,640	\$2,125,864	\$4,899,331	\$1,862,260	\$15,327,958	\$110,313,651
Operations & Maintenance Facilities:											
Central Bay Operations & Maintenance Facility	\$362,900	\$2,150,100	\$2,432,000	\$15,525,000	\$15,525,000	\$3,105,000	\$0	\$0	\$0	\$0	\$39,100,000
North Bay Operations & Maintenance Facility	\$0	\$4,862,500	\$12,630,000	\$8,007,500	\$0	\$0	\$0	\$0	\$0	\$0	\$25,500,000
Subtotal - Operations & Maintenance Facilities	\$362,900	\$7,012,600	\$15,062,000	\$23,532,500	\$15,525,000	\$3,105,000	\$0	\$0	\$0	\$0	\$64,600,000
Near-Term Expansion Projects:											
San Francisco Downtown Berthing Expansion	\$999,700	\$2,650,000	\$2,407,500	\$15,803,000	\$18,745,500	\$74,980,000	\$0	\$0	\$0	\$0	\$115,585,700
Richmond Terminal Facility	\$66,200	\$673,000	\$1,050,000	\$120,000	\$5,880,000	\$0	\$0	\$0	\$0	\$0	\$7,789,200
Richmond Vessel Construction	\$0	\$0	\$8,625,000	\$20,700,000	\$5,175,000	\$0	\$0	\$0	\$0	\$0	\$34,500,000
Berkeley Terminal Facility	\$315,300	\$1,004,200	\$1,600,000	\$800,000	\$6,262,900	\$18,788,700	\$0	\$0	\$0	\$0	\$28,771,100
Berkeley Vessel Construction	\$0	\$0	\$0	\$5,175,000	\$14,662,500	\$14,662,500	\$0	\$0	\$0	\$0	\$34,500,000
Subtotal - Near Term Expansion Projects:	\$1,381,200	\$4,327,200	\$13,682,500	\$42,598,000	\$50,725,900	\$108,431,200	\$0	\$0	\$0	\$0	\$221,146,000
Long-Term Expansion Projects:											
Martinez - Environ/Concept Design	\$64,000	\$75,400	\$612,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$751,400
Hercules - Environ/Concept Design	\$1,000	\$0	\$55,000	\$284,100	\$0	\$0	\$0	\$0	\$0	\$0	\$340,100
Redwood City - Environ/Concept Design	\$42,500	\$5,200	\$639,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$686,700
Antioch - Environ/Concept Design	\$22,000	\$250,000	\$479,200	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$751,200
Subtotal - Long Term Expansion Projects:	\$129,500	\$330,600	\$1,785,200	\$284,100	\$0	\$0	\$0	\$0	\$0	\$0	\$2,529,400
TOTAL CAPITAL EXPENSES	\$3,323,464	\$21,224,863	\$52,665,780	\$78,886,614	\$106,095,077	\$112,177,840	\$2,125,864	\$4,899,331	\$1,862,260	\$15,327,958	\$398,589,051
REVENUES											
Federal - FTA Sections 5307/5309	\$1,435,239	\$8,150,112	\$7,261,877	\$11,168,598	\$32,500,494	\$385,967	\$1,570,800	\$3,786,975	\$1,354,669	\$12,124,524	\$79,739,255
Federal - Ferryboat Discretionary	\$0	\$856,462	\$0	\$1,011,195	\$3,381,849	\$638,956	\$0	\$0	\$0	\$0	\$5,888,462
Federal - Port Security Grant	\$0	\$142,263	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$142,263
State - Prop 1B	\$1,273,952	\$6,907,911	\$40,134,487	\$51,457,513	\$48,241,480	\$101,357,106	\$0	\$0	\$0	\$0	\$249,372,449
State - STIP	\$128,500	\$2,480,600	\$3,935,200	\$284,100	\$0	\$0	\$0	\$0	\$0	\$0	\$6,828,400
State - State Transit Assistance (STA)	\$0	\$0	\$150,000	\$153,000	\$156,060	\$159,181	\$162,365	\$165,612	\$168,924	\$172,303	\$1,287,445
Local - Prop K	\$0	\$1,300,000	\$0	\$0	\$0	\$1,000,000	\$0	\$0	\$0	\$0	\$2,300,000
Local - Bridge Tolls AB664	\$0	\$0	\$314,440	\$133,307	\$0	\$96,492	\$127,720	\$946,744	\$281,233	\$117,166	\$2,017,102
Local - Bridge Tolls RM1-2%	\$161,973	\$380,165	\$869,776	\$249,696	\$1,570,375	\$0	\$264,979	\$0	\$57,434	\$2,913,965	\$6,468,363
Local - Bridge Tolls RM2 - Capital	\$315,300	\$4,200	\$0	\$13,388,805	\$17,061,195	\$0	\$0	\$0	\$0	\$0	\$30,769,500
Local - Sales Tax Measure B	\$8,500	\$1,003,150	\$0	\$1,040,400	\$3,183,624	\$0	\$0	\$0	\$0	\$0	\$5,235,674
Other Funds - TBD	\$0	\$0	\$0	\$0	\$0	\$8,540,138	\$0	\$0	\$0	\$0	\$8,540,138
TOTAL CAPITAL REVENUES	\$3,323,464	\$21,224,863	\$52,665,780	\$78,886,614	\$106,095,077	\$112,177,840	\$2,125,864	\$4,899,331	\$1,862,260	\$15,327,958	\$398,589,051

Assumptions:

Assumes full programming of California Transit Security Grant Program - Regional Public Waterborne Transit funds (State - Prop 1B)

Other Funds - TBD assumes future Ferry Grant Program, Passenger Ferry Grants or other discretionary funding awards

7 OTHER REQUIREMENTS

MTC RESOLUTION NO. 3434 – REGIONAL TRANSIT EXPANSION

MTC Resolution 3434 (the Resolution) was a cornerstone of the 2001 Regional Transportation Planning process. It was hoped that the Resolution would allow the region's transit operators and planning agencies to “speak with one voice” with respect to large scale regional transit expansion projects. The original resolution included nine new rail extensions, significant service expansions and a comprehensive regional bus program, totaling roughly \$10.5 billion.

An update of the Resolution (effective 4/26/06) included an expansion of ferry service (new routes and/or an increased number of trips):

- Berkeley to San Francisco
- Alameda/ Oakland to San Francisco
- Alameda Harbor Bay to San Francisco
- Hercules to San Francisco
- Richmond to San Francisco
- Oakland to South San Francisco
- Antioch to San Francisco

Accuracy of Resolution 3434

The 2006 cost estimate for expanded ferry service was \$180 million (2006 dollars). The Resolution document did not indicate if the \$180 million is for capital costs, operations or both, nor does it allocate the cost between the various services.

Of the services listed in the Resolution, the Alameda/Oakland, Harbor Bay and South San Francisco services are all in operation and the three older routes have seen some increase in service levels.

The Richmond and Berkeley services are included in the operating and capital budget plans as near term expansion projects (see Chapters 5 and 6).

The Hercules and Antioch services continue to have a number of significant barriers to implementation. Planning for those services is still underway and implementation is not anticipated within the 10-year planning horizon of this SRTP (see Chapters 5 and 6).

It is difficult to determine how much, if any, the ferry plans for expansion have changed since the 2006 version of 3434 was released, simply because the documentation in 3434 is fairly vague. It is clear that WETA, as the new operator of these services, is in a better position than its

predecessors to estimate operating/capital costs and potential start up dates for new services as the agency is taking a very conservative approach for service planning in this SRTP.

Station Area Transit-Oriented Development

Each transit extension project funded in Resolution 3434 must plan for a minimum number of housing units along the corridor. These minimum numbers, or thresholds, will be estimated on a case by case basis. The evaluation will be based on the potential for increased transit ridership, exemplary existing station sites in the Bay Area, local general plan data, predicted market demand for transit-oriented development (TOD) in each county and an independent analysis of feasible development potential in each transit corridor.

In the case of the ferry services, the thresholds apply only to housing developed around new terminals (those built after 2006). This could include the existing and planned terminals in South San Francisco, Berkeley, Richmond, Treasure Island, Hercules and Antioch. Certainly the South San Francisco terminal is not in compliance with the threshold requirement. Treasure Island will be in compliance, as service is specifically planned to begin only when residential development has reached a certain density. Berkeley, Richmond, Hercules and Antioch will all need to complete Station Area Plans (if they have not done so already).

ENVIRONMENTAL JUSTICE – OUTREACH AND PUBLIC INVOLVEMENT

In order to integrate considerations expressed in Executive Order 12898 on Environmental Justice, WETA integrates environmental justice analysis into the National Environmental Policy Act (NEPA) documentation for its expansion projects. This analysis was incorporated into the NEPA documents prepared for the South San Francisco and Berkeley terminal projects. The ongoing NEPA analysis of the Downtown San Francisco Ferry Terminal Expansion, Richmond terminal and the maintenance facility projects will include an environmental justice analysis as appropriate. Environmental justice analyses will also be conducted for long-term expansion projects as required.

APPENDIX A

Operating Performance and Trends

Appendix A: Operating Performance and Trends

Figure A- 1 Systemwide Performance and Trends

		FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11
Operating Statistics						
Cost						
Total Cost	FCost	\$15,953,000	\$18,403,000	\$17,259,000	\$18,875,000	\$20,357,390
% Change			15.4%	-6.2%	9.4%	7.9%
Revenues & Assistance						
Passenger Farebox	FRev	\$9,453,000	\$10,150,000	\$9,308,000	\$9,299,000	\$9,910,215
% Change			7.4%	-8.3%	-0.1%	6.6%
Other Revenue (Subsidy)	ORev	\$6,500,000	\$8,253,000	\$7,951,000	\$9,576,000	\$10,447,175
% Change			27.0%	-3.7%	20.4%	9.1%
Service and Usage						
Total Passengers	FPass	1,453,000	1,451,000	1,233,000	1,233,000	1,178,712
% Change			-0.1%	-15.0%	0.0%	-4.4%
Rev. Vehicle Hours	FRVH	16,500	14,500	14,500	14,500	14,500
% Change			-12.1%	0.0%	0.0%	0.0%
Rev. Vehicle Miles	FRVM	340,000	293,000	290,000	290,000	290,000
% Change			-13.8%	-1.0%	0.0%	0.0%

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Systemwide Performance and Trends (cont.)

Performance Metrics						
Cost Efficiency						
Cost per Revenue Hour	FCost/FRVH	\$966.85	\$1,269.17	\$1,190.28	\$1,301.72	\$1,403.96
% Change			31.3%	-6.2%	9.4%	7.9%
Cost per Revenue Mile	FCost/FRVM	\$46.92	\$62.81	\$59.51	\$65.09	\$70.20
% Change			33.9%	-5.2%	9.4%	7.9%
Service Productivity/Effectiveness						
Passengers per Rev. Hour	FPass/FRVH	88.1	100.1	85.0	85.0	81.3
% Change			13.6%	-15.0%	0.0%	-4.4%
Passengers per Rev. Mile	FPass/FRVM	4.3	5.0	4.3	4.3	4.1
% Change			15.9%	-14.1%	0.0%	-4.4%
Cost Effectiveness						
Farebox Recovery Ratio	FRev/FCost	59.3%	55.2%	53.9%	49.3%	48.7%
% Change			-6.9%	-2.2%	-8.7%	-1.2%
Cost per Passenger	FCost/FPass	\$10.98	\$12.68	\$14.00	\$15.31	\$17.27
% Change			15.5%	10.4%	9.4%	12.8%
Subsidy per Passenger	ORev/FPass	\$4.47	\$5.69	\$6.45	\$7.77	\$8.86
% Change			27.1%	13.4%	20.4%	14.1%
Average Fare						
Average Fare	FRev/FPass	\$6.51	\$7.00	\$7.55	\$7.54	\$8.41
% Change			7.5%	7.9%	-0.1%	11.5%

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Figure A- 2 Alameda/Oakland Ferry Service Performance and Trends

		FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11
Operating Statistics						
Cost						
Total Cost	FCost	\$3,485,000	\$3,901,000	\$3,801,000	\$4,107,000	\$4,870,416
% Change			11.9%	-2.6%	8.1%	18.6%
Revenues & Assistance						
Passenger Farebox	FRev	\$1,958,000	\$2,066,000	\$2,046,000	\$2,230,000	\$2,748,690
% Change			5.5%	-1.0%	9.0%	23.3%
Other Revenue (Subsidy)	ORev	\$1,527,000	\$1,835,000	\$1,755,000	\$1,877,000	\$2,121,726
% Change			20.2%	-4.4%	7.0%	13.0%
Service and Usage						
Total Passengers	FPass	443,000	459,000	400,000	421,000	455,130
% Change			3.6%	-12.9%	5.3%	8.1%
Rev. Vehicle Hours	FRVH	5,000	5,000	5,000	5,000	5,000
% Change			0.0%	0.0%	0.0%	0.0%
Rev. Vehicle Miles	FRVM	50,000	49,000	49,000	49,000	49,000
% Change			-2.0%	0.0%	0.0%	0.0%

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Alameda/Oakland Ferry Service Performance and Trends (cont.)

Performance Metrics						
Cost Efficiency						
Cost per Revenue Hour	FCost/FRVH	\$697	\$780	\$760	\$821	\$974
% Change			11.9%	-2.6%	8.1%	18.6%
Cost per Revenue Mile	FCost/FRVM	\$69.70	\$79.61	\$77.57	\$83.82	\$99.40
% Change			14.2%	-2.6%	8.1%	18.6%
Service Productivity/Effectiveness						
Passengers per Rev. Hour	FPass/FRVH	88.6	91.8	80.0	84.2	91.0
% Change			3.6%	-12.9%	5.3%	8.1%
Passengers per Rev. Mile	FPass/FRVM	8.9	9.4	8.2	8.6	9.3
% Change			5.7%	-12.9%	5.3%	8.1%
Cost Effectiveness						
Farebox Recovery Ratio	FRev/FCost	56.2%	53.0%	53.8%	54.3%	56.4%
% Change			-5.7%	1.6%	0.9%	3.9%
Cost per Passenger	FCost/FPass	\$7.87	\$8.50	\$9.50	\$9.76	\$10.70
% Change			8.0%	11.8%	2.7%	9.7%
Subsidy per Passenger	ORev/FPass	\$3.45	\$4.00	\$4.39	\$4.46	\$4.66
% Change			16.0%	9.7%	1.6%	4.6%
Average Fare						
Average Fare	FRev/FPass	\$4.42	\$4.50	\$5.12	\$5.30	\$6.04
% Change			1.8%	13.6%	3.6%	14.0%

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Figure A- 3 Alameda Harbor Bay Ferry Service Performance and Trends

		FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11
Operating Statistics						
Cost						
Total Cost	FCost	\$1,330,000	\$1,625,000	\$1,398,000	\$2,099,000	\$1,887,408
% Change			22.2%	-14.0%	50.1%	-10.1%
Revenues & Assistance						
Passenger Farebox	FRev	\$584,000	\$630,000	\$706,000	\$749,000	\$749,000
% Change			7.9%	12.1%	6.1%	0.0%
Other Revenue (Subsidy)	ORev	\$746,000	\$995,000	\$692,000	\$1,350,000	\$1,138,408
% Change			33.4%	-30.5%	95.1%	-15.7%
Service and Usage						
Total Passengers	FPass	130,000	145,000	143,000	147,000	154,000
% Change			11.5%	-1.4%	2.8%	4.8%
Rev. Vehicle Hours	FRVH	1,500	1,500	1,500	1,500	1,500
% Change			0.0%	0.0%	0.0%	0.0%
Rev. Vehicle Miles	FRVM	28,000	29,000	29,000	29,000	29,000
% Change			3.6%	0.0%	0.0%	0.0%

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Alameda Harbor Bay Ferry Service Performance and Trends (cont.)

Performance Metrics						
Cost Efficiency						
Cost per Revenue Hour	FCost/FRVH	\$887	\$1,083	\$932	\$1,399	\$1,258
% Change			22.2%	-14.0%	50.1%	-10.1%
Cost per Revenue Mile	FCost/FRVM	\$47.50	\$56.03	\$48.21	\$72.38	\$65.08
% Change			18.0%	-14.0%	50.1%	-10.1%
Service Productivity/Effectiveness						
Passengers per Rev. Hour	FPass/FRVH	86.7	96.7	95.3	98.0	102.7
% Change			11.5%	-1.4%	2.8%	4.8%
Passengers per Rev. Mile	FPass/FRVM	4.6	5.0	4.9	5.1	5.3
% Change			7.7%	-1.4%	2.8%	4.8%
Cost Effectiveness						
Farebox Recovery Ratio	FRev/FCost	43.9%	38.8%	50.5%	35.7%	39.7%
% Change			-11.7%	30.3%	-29.3%	11.2%
Cost per Passenger	FCost/FPass	\$10.23	\$11.21	\$9.78	\$14.28	\$12.26
% Change			9.5%	-12.8%	46.1%	-14.2%
Subsidy per Passenger	ORev/FPass	\$5.74	\$6.86	\$4.84	\$9.18	\$7.39
% Change			19.6%	-29.5%	89.8%	-19.5%
Average Fare						
Average Fare	FRev/FPass	\$4.49	\$4.34	\$4.94	\$5.10	\$4.86
% Change			-3.3%	13.6%	3.2%	-4.5%

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Figure A- 4 Vallejo Ferry Service Performance and Trends

		FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11
Operating Statistics						
Cost						
Total Cost	FCost	\$11,138,000	\$12,877,000	\$12,060,000	\$12,669,000	\$13,599,566
% Change			15.6%	-6.3%	5.0%	7.3%
Revenues & Assistance						
Passenger Farebox	FRev	\$6,911,000	\$7,454,000	\$6,556,000	\$6,320,000	\$6,412,525
% Change			7.9%	-12.0%	-3.6%	1.5%
Other Revenue (Subsidy)	ORev	\$4,227,000	\$5,423,000	\$5,504,000	\$6,349,000	\$7,187,041
% Change			28.3%	1.5%	15.4%	13.2%
Service and Usage						
Total Passengers	FPass	880,000	847,000	690,000	665,000	569,582
% Change			-3.8%	-18.5%	-3.6%	-14.3%
Rev. Vehicle Hours	FRVH	10,000	8,000	8,000	8,000	8,000
% Change			-20.0%	0.0%	0.0%	0.0%
Rev. Vehicle Miles	FRVM	262,000	215,000	212,000	212,000	212,000
% Change			-17.9%	-1.4%	0.0%	0.0%

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Vallejo Ferry Service Performance and Trends (cont.)

Performance Metrics						
Cost Efficiency						
Cost per Revenue Hour	FCost/FRVH	\$1,113.80	\$1,609.63	\$1,507.50	\$1,583.63	\$1,699.95
% Change			44.5%	-6.3%	5.0%	7.3%
Cost per Revenue Mile	FCost/FRVM	\$42.51	\$59.89	\$56.89	\$59.76	\$64.15
% Change			40.9%	-5.0%	5.0%	7.3%
Service Productivity/Effectiveness						
Passengers per Rev. Hour	FPass/FRVH	88.0	105.9	86.3	83.1	71.2
% Change			20.3%	-18.5%	-3.6%	-14.3%
Passengers per Rev. Mile	FPass/FRVM	3.4	3.9	3.3	3.1	2.7
% Change			17.3%	-17.4%	-3.6%	-14.3%
Cost Effectiveness						
Farebox Recovery Ratio	FRev/FCost	62.0%	57.9%	54.4%	49.9%	47.2%
% Change			-6.7%	-6.1%	-8.2%	-5.5%
Cost per Passenger	FCost/FPass	\$12.66	\$15.20	\$17.48	\$19.05	\$23.88
% Change			20.1%	15.0%	9.0%	25.3%
Subsidy per Passenger	ORev/FPass	\$4.80	\$6.40	\$7.98	\$9.55	\$12.62
% Change			33.3%	24.6%	19.7%	32.2%
Average Fare						
Average Fare	FRev/FPass	\$12.66	\$15.20	\$17.48	\$19.05	\$23.88
% Change			20.1%	15.0%	9.0%	25.3%