



## **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, October 4, 2012 at 1:30 P.M.*  
**San Francisco Bay Area**  
**Water Emergency Transportation Authority**  
9 Pier, Suite 111  
San Francisco

## **NOTE: MEETING TIME 1:30 P.M.**

*The full agenda packet is available for download at [www.watertransit.org](http://www.watertransit.org).*

## **AGENDA**

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

**Water Emergency Transportation Authority  
October 4, 2012 Meeting of the Board of Directors**

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|--|------------------------------------|
| 6. <u>CONSENT CALENDAR</u><br>a. Minutes September 6, 2012   | <b>Action</b>                      |
| 7. <u>AUTHORIZE CONTRACT AWARD FOR SHIPYARD SERVICES FOR THE ENCINAL MAIN ENGINE OVERHAUL PROJECT</u>  | <b>Action</b>                      |
| 8. <u>APPROVE 2012 – 2021 SHORT RANGE TRANSIT PLAN</u>   | <b>Action</b>                      |
| 9. <u>OVERVIEW OF SAN FRANCISCO BAY FERRY FALL 2012 MARKETING AND COMMUNICATIONS PROGRAM</u>   | <b>Information</b>                 |
| 10. <u>UPDATE ON NEW PORT OF SAN FRANCISCO WATER TAXI PROGRAM</u>  | <b>Information</b>                 |
| 11. <u>RECESS INTO CLOSED SESSION</u><br>a. <u>CONFERENCE WITH REAL PROPERTY NEGOTIATORS</u><br>Property: Mare Island Maintenance Facility at Building 477 and Building 165 sites, City of Vallejo and Lennar Mare Island, LLC<br>Agency Negotiator: Nina Rannells<br>San Francisco Bay Area Water Emergency Transportation Authority<br>Negotiating Parties: City of Vallejo<br>Under Negotiation: Terms and conditions of the Authority's proposed lease | <b>Action<br/>To Be Determined</b> |
| 12. <u>REPORT OF ACTIVITY IN CLOSED SESSION</u><br>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.   | <b>Action<br/>To Be Determined</b> |
| 13. <u>OPEN TIME FOR PUBLIC COMMENTS FOR NON-AGENDA ITEMS</u>  |                                    |

**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](mailto: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, 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: October 4, 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 and are currently used in WETA services and to expand WETA's emergency response capabilities as necessary.

**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<sup>s</sup> 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.

On September 21, the Office of the Press Secretary for the White House released a statement announcing this project as one of two nationally and regionally significant projects in California that will be expedited. While there is no new funding associated with this distinction at this time, the project will benefit through a government-wide effort being led by the Administration to make the permitting and review process more efficient and effective. WETA, in coordination with FTA, remains committed to undertaking a full environmental review of the project in accordance with all applicable CEQA and NEPA requirements. A Draft EIS/EIR is currently being prepared and is expected to be released for public comment in January 2013.

**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. 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.

WETA is waiting on NOAA and NMFS to issue a Biological Opinion and Essential Fish Habitat Assessment concluding the consultation process initiated by FTA under Section 7 of the Endangered Species Act and the Magnuson-Stevens Fishery Conservation and Management Act. NOAA and NMFS have notified WETA that issuance of these documents, which was originally expected in June 2012, is anticipated to occur in October 2012 due to limited staff resources at NMFS. 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 and initiated Final Design work.

**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 the proposed project 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, and as of October 1, 2012, is also available on the Alameda/Oakland/San Francisco and Alameda Harbor Bay/San Francisco routes.

WETA is continuing to work with MTC to develop software programming and acquire equipment required to implement Clipper for the Vallejo ferry service. Based upon MTC's schedule, staff anticipates Clipper to be available as a fare payment media on the Vallejo services in mid to late 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. An item outlining the SRTP purpose and contents and discussing system goals and objectives was brought forward for Board discussion in August and a draft SRTP report was reviewed and discussed at the September Board meeting. A draft final SRTP is included on the October 4 Board agenda for review and approval.

**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, the project environmental and design consultant, 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.

WETA staff is kicking off the required environmental work for the waterside portion of the project on behalf of the US Navy which must complete this documentation prior to entering into a lease with WETA to use the site. This work was approved by the WETA Board at the September meeting and will be conducted by URS under the direction of WETA and the US Navy which is the "lead agency" for the actions under NEPA. Concurrently WETA is negotiating the terms and conditions of a lease/fee title agreement with Lennar Mare Island the property owner of the land portion of the project site.

**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. Dutra Dredging Company is scheduled to complete dredging in October.

#### **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 and 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 Vallejo Station Parking Structure will be constructed in two phases. Phase A Parking Structure is nearly complete. The elevator weather shelter and canopy over stairs along Santa Clara St. were installed on schedule and the elevator inspection is scheduled.

A ribbon cutting ceremony for the Phase A Parking Structure is scheduled on Thursday, October 11, 2012. The garage will be opened for public use soon after this event. City staff is preparing the bid documents for the Parking Access and Revenue Control System (PARCS) which is a sub-component of the Parking Structure facility. This will be bid out in late October 2012. The City anticipates paid parking to be effective by early 2013. The few months in between shall be considered grace period which will help fine tune the operations of the garage.

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 September 11, Keith Stahnke, Lauren Gularte, Scott Houston and Blue & Gold Fleet participated in the annual MTC regional emergency response functional exercise with eight other transportation agencies.

On September 14, Lauren Gularte attended the Regional DBE Business Outreach Committee.

In early October, SFBF and Clipper staff will conduct Ride-Alongs on the Harbor Bay/SF (October 1 and 10) and Alameda/Oakland/SF (October 2 and 11) routes to answer ferry service questions and distribute free Clipper cards.

On October 3<sup>rd</sup> staff will conduct a M/V Mare Island-Vallejo Press Tour onboard the refurbished Mare Island. Participating press will be taken on a 45-minute cruise and shown "behind the scenes" equipment and operations.

## **OPERATIONS**

**Mare Island** – The Mare Island returned to the Bay Area from Seattle on September 7<sup>th</sup> after extensive improvements, totaling \$8.6 million over the last nine months. The project included renovations to the passenger cabins, repainting, navigation equipment upgrades to major operating systems and replacement of both engines.

**Fleet Week** – Both the Vallejo and Alameda/Oakland routes will have expanded service on Saturday and Sunday during Fleet Week. In addition to the airshow and ship parade other activities that weekend include Americas Cup World Series, Hardly Strictly music festival in Golden Gate Park and both 49ers and Giants games.

**Giants Playoff Baseball** – Vallejo and Alameda/Oakland routes will provide direct service to ATT Ballpark.

## **OTHER ACTIVITIES / ITEMS**

**AB 2433 (Hill)** – AB 2433, our bill to stagger future Board member terms to ensure continuity in agency leadership, was signed by the Governor on September 13.

**America's Cup** – The City of San Francisco will host the 34<sup>th</sup> 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.

As a permit condition for the America's Cup Event, the Port of San Francisco is required to remove Pier ½ at the Downtown San Francisco Ferry Terminal. The removal of Pier ½ will ultimately 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. The Port initiated demolition work in September and anticipates completing the removal of Pier ½ by October 31, 2012.

## **ADMINISTRATION**

Attached are the FY 2012/13 financial statements for two months ending August 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 Two Months Ending 08/31/2012**

% of Year Elapsed      17%

	Current Month	Prior Year Actual	2012/13 Budget	2012/13 Actual	% of Budget
<b>OPERATING EXPENSES</b>					
<b><u>PLANNING &amp; GENERAL ADMIN:</u></b>					
Wages and Fringe Benefits	94,196	1,269,738	1,434,800	200,642	14.0%
Services	46,633	2,388,779	1,979,100	63,402	3.2%
Materials and Supplies	643	47,917	258,100	839	0.3%
Utilities	(1,312)	14,956	16,000	(1,257)	-7.9%
Insurance	454	28,578	33,000	14,817	44.9%
Miscellaneous	8,630	306,710	128,000	13,634	10.7%
Leases and Rentals	42,511	268,610	266,000	42,782	16.1%
Admin Overhead Expense Transfer	(64,077)	-	(984,000)	(141,623)	14.4%
<b>Sub-Total Planning &amp; Gen Admin</b>	<b>127,677</b>	<b>4,325,288</b>	<b>3,131,000</b>	<b>193,236</b>	<b>6.2%</b>
<b><u>FERRY OPERATIONS:</u></b>					
<b><u>Harbor Bay FerryService</u></b>					
Purchased Transportation	83,095	1,098,946	1,122,000	163,298	14.6%
Fuel - Diesel & Urea	33,110	404,896	531,300	64,177	12.1%
Other Direct Operating Expenses	22,298	341,174	411,400	46,763	11.4%
Admin Overhead Expense Transfer	7,687	-	116,700	16,995	14.6%
<b>Sub-Total Harbor Bay</b>	<b>146,191</b>	<b>1,845,016</b>	<b>2,181,400</b>	<b>291,232</b>	<b>13.4%</b>
<b><u>Alameda/Oakland Ferry Service</u></b>					
Purchased Transportation	275,351	3,015,472	3,702,300	611,672	16.5%
Fuel - Diesel & Urea	100,908	1,131,900	1,454,300	226,561	15.6%
Other Direct Operating Expenses	28,289	732,809	737,600	75,280	10.2%
Admin Overhead Expense Transfer	17,295	-	265,000	38,238	14.4%
<b>Sub-Total Alameda/Oakland</b>	<b>421,843</b>	<b>4,880,181</b>	<b>6,159,200</b>	<b>951,752</b>	<b>15.5%</b>
<b><u>Vallejo FerryService</u></b>					
		<i>(Operated by City of Vallejo)</i>			
Purchased Transportation	647,459	6,240,622	6,538,500	1,176,196	18.0%
Fuel - Diesel & Urea	460,823	3,965,227	6,009,500	851,828	14.2%
Other Direct Operating Expenses	105,360	2,041,094	1,042,280	216,443	20.8%
Admin Overhead Expense Transfer	29,465	258,786	455,100	65,146	14.3%
<b>Sub-Total Vallejo</b>	<b>1,243,107</b>	<b>12,505,729</b>	<b>14,045,380</b>	<b>2,309,612</b>	<b>16.4%</b>
<b><u>South San Francisco FerryService</u></b>					
		<i>(Service launched on 6/4/12)</i>			
Purchased Transportation	122,127	122,092	2,083,400	298,435	14.3%
Fuel - Diesel & Urea	43,670	44,197	841,500	94,292	11.2%
Other Direct Operating Expenses	43,930	4,096	322,000	87,294	27.1%
Admin Overhead Expense Transfer	9,630	-	147,200	21,243	14.4%
<b>Sub-Total South San Francisco</b>	<b>219,357</b>	<b>170,384</b>	<b>3,394,100</b>	<b>501,264</b>	<b>14.8%</b>
<b>Total Operating Expenses</b>	<b>2,158,175</b>	<b>23,726,598</b>	<b>28,911,080</b>	<b>4,247,096</b>	<b>14.7%</b>
<b>Total Capital Expenses</b>	<b>579,617</b>	<b>32,496,198</b>	<b>24,854,383</b>	<b>915,996</b>	<b>3.7%</b>
<b>Total Expenses</b>	<b>2,737,792</b>	<b>56,222,796</b>	<b>53,765,463</b>	<b>5,163,092</b>	<b>9.6%</b>
<b>OPERATING REVENUES</b>					
Fare Revenue	1,020,114	9,465,348	9,717,441	2,186,740	22.5%
Local - Bridge Toll	1,137,653	14,149,730	18,985,189	2,059,948	10.9%
Local - Property Tax and Assesments	-	78,192	206,450	-	0.0%
Local - Other Revenue	408	33,328	2,000	408	20.4%
<b>Total Operating Revenues</b>	<b>2,158,175</b>	<b>23,726,598</b>	<b>28,911,080</b>	<b>4,247,096</b>	<b>14.7%</b>
<b>Total Capital Revenues</b>	<b>579,617</b>	<b>32,496,198</b>	<b>24,854,383</b>	<b>915,996</b>	<b>3.7%</b>
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**San Francisco Bay Area Water Emergency Transportation Authority**  
**FY 2012/13 Statement of Capital Programs and Expenditures**  
**For Two Months Ending 08/31/2012**

Project Description	Current Month	Project Budget	Prior Year Actual	2012/13 Budget	2012/13 Actual	Future Year	% of Project
<b>CAPITAL EXPENSES</b>							
<b><u>FACILITIES EXPANSION</u></b>							
<b>Future Expansion Service Studies:</b>							
Berkeley Terminal - Environ/Concept Design	13,110	2,335,000	2,053,018	281,982	25,742	-	89%
Richmond Terminal - Environ/Concept Design	35,955	812,500	197,224	615,276	38,694	-	29%
Redwood City - Environ/Concept Design	2,131	812,500	108,535	75,965	2,363	628,000	14%
Antioch - Environ/Concept Design	11,607	812,500	98,047	250,000	12,894	464,453	14%
Martinez - Environ/Concept Design	6,455	812,500	137,979	74,521	6,571	600,000	18%
SF Berthing Expansion - Environ/Concept Design	11,013	3,300,000	1,919,679	1,380,321	13,193	-	59%
<b>Terminal/Berthing Expansion Construction:</b>							
Pier 9 Mooring Facility	4,524	3,150,000	3,138,848	11,152	4,524	-	99%
SSF Oyster Mitigation	3,771	275,000	49,470	50,000	3,771	175,530	19%
SSF Terminal Construction	101,145	26,000,000	23,943,585	2,056,415	108,781	-	93%
Berkeley Terminal - Final Design	-	3,200,000	-	800,000	-	2,400,000	0%
<b>Maintenance &amp; Operations Facilities:</b>							
North Bay Operations & Maintenance Facility	11,232	25,500,000	-	4,862,500	11,232	20,637,500	0%
Central Bay Ops & Maint Facility - Environ/Concept Design	53,821	952,500	608,021	344,479	56,375	-	70%
Central Bay Ops & Maint Facility - Final Design	-	3,647,500	-	2,742,500	-	905,000	0%
<b><u>FACILITIES REHABILITATION</u></b>							
<b>Channel Dredging:</b>							
Channel Dredging - Harbor Bay	17,747	365,000	26,879	338,121	24,914	-	14%
<b>Passenger Floats &amp; Gangways:</b>							
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	155,124	2,410,000	119,145	2,290,855	155,124	-	11%
<b>Terminal Rehabilitation:</b>							
Terminal Fac Improvement - Harbor Bay & Maint St.	-	250,000	-	250,000	-	-	0%
<b><u>FERRY VESSELS</u></b>							
<b>Major Component Rehab/Replacement:</b>							
Vessel Engine Overhaul - Encinal	3,097	803,564	2,708	800,856	3,843	-	1%
Purchase of Inflatable Buoyancy Apparatus	-	127,500	-	127,500	-	-	0%
Communications Equipment	-	182,000	39,737	142,263	-	-	22%
<b>Vessel Mid-Life Repower/Refurbishment:</b>							
Vessel Mid-Life Repower/Refurbishment - Bay Breeze	24,118	5,015,000	53,323	4,961,677	24,397	-	2%
Vessel Mid-Life Repower/Refurbishment - Mare Island	124,768	1,313,000	-	1,313,000	423,576	-	0%
<b>Vessel Expansion/Replacement:</b>							
Purchase Replacement Vessel	-	15,000,000	-	250,000	-	14,750,000	0%
<b>Total Capital Expenses</b>	<b>579,617</b>	<b>97,911,064</b>	<b>32,496,198</b>	<b>24,854,383</b>	<b>915,996</b>	<b>40,560,483</b>	
<b>CAPITAL REVENUES</b>							
Federal	142,553	24,069,753	13,010,685	10,335,068	388,154	724,000	56%
State	349,238	57,999,504	6,776,762	11,386,258	370,981	39,836,483	12%
Local - Bridge Toll	128,553	5,190,393	4,620,197	570,196	197,534	-	93%
Local - San Mateo Sales Tax Measure A	(45,551)	9,640,764	8,077,889	1,562,875	(45,551)	-	83%
Local - Alameda Sales Tax Measure B	4,823	1,010,650	10,665	999,985	4,878	-	2%
<b>Total Capital Revenues</b>	<b>579,617</b>	<b>97,911,064</b>	<b>32,496,198</b>	<b>24,854,383</b>	<b>915,996</b>	<b>40,560,483</b>	

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**Peter Friedmann**  
Of Counsel

DATE: September 28, 2012

TO: WETA Board Members

FROM: Peter Friedmann  
202-783-3333      OurManInDC@federalrelations.com

SUBJECT: Report to the Board: October Board Report – MAP-21 and Ferry Boats

There has been much talk about the new Transportation bill. It is literally hundreds of pages of fine print, so to facilitate the Board's understanding of how MAP-21 will impact WETA, here is a brief summary:

This summer, Congress enacted and the President signed the re-authorization of the Transportation Bill, known as, "MAP-21," providing funding for all federal highway and transit programs. The bill provides funding through September 30, 2014.

MAP-21 includes a new funding mechanism for public ferry boats. There are two components:

- \$30 million to be distributed by a competitive grant for ferry service in "urban areas." The Federal Transit Administration (FTA) is currently determining how to apply the "urban area" restriction.
- \$67 million to be distributed under a formula set forth in MAP-21. Under the formula, funds will be distributed as follows: 45% based on motor vehicles carried, 35% based on the length of the segments of ferry service (in miles), and 20% based on number of passengers carried. Currently, the Federal Highway Administration (FHA) is attempting to collect the relevant data and determine how to apply it to the formula. The data being used is from calendar year 2009.

As it is recognized that current ferry data may be incomplete, MAP-21 authorizes a new "Ferry Census" to assure updated information is used for the distribution of ferry formula funding.

***How does WETA/San Francisco Ferry fare under MAP-21?***

1. WETA stands to do well under the "urban area" competitive grant program, with a good chance to obtain funding out of the \$30 million annual pool. This is the successor program to the one which provided \$2.5 million annually to WETA under SAFETEA-LU. We are working with the Bay Area Delegation and others on Capitol Hill to assure continuity of funding, and that the application of the "urban area" restriction is not diluted, so that the monies will be used for the ferry services where most needed.
2. The formula grant portion is subject to a formula that benefits Alaska Ferries in particular, as they carry motor vehicles and have extremely long route segments. WETA in contrast, carries no vehicles, and while the route segments are longer than many systems, they are shorter than those for Alaska and

Washington State. So our expectations from this formula are modest. However, to maximize funding, we are working to assure that WETA has “credit” for the data reflecting the Alameda and Vallejo services, which were in operation during 2009.

3. WETA may be eligible for other MAP-21 programs, which we are investigating, in meetings with the Congressional Committees that wrote MAP-21, and with Federal Transit Administration and Federal Highway Administration here at Dept of Transportation HQ in Washington, DC.

Respectfully Submitted,  
Peter Friedmann

**SAN FRANCISCO BAY AREA WATER EMERGENCY TRANSPORTATION AUTHORITY**

**MINUTES OF THE BOARD OF DIRECTORS MEETING**

***(September 6, 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**

Vice Chair Anthony Intintoli chaired the meeting and called the meeting to order at 1:00 p.m. Directors present were Director Bellows and Director Timothy Donovan. Director Beverly Johnson arrived at 1:20 and Chair Charlene Haught Johnson arrived at 1:30. Vice Chair Intintoli 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 and offered to answer any questions. She then introduced a new staff member, Travis Swenston, who had recently assumed the Administrative Assistant position while Scott Houston had moved into a new role as Administrative Analyst.

**5. CONSENT CALENDAR**

Director Bellows made a motion to approve the consent calendar which included the minutes from the August 2, 2012 meeting. Director Donovan seconded the motion the item carried unanimously.

**6. PUBLIC HEARING TO CONSIDER COMMENTS ON THE PROPOSAL TO ESTABLISH NEW FARES FOR THE CLIPPER FARE PAYMENT SYSTEM**

Vice Chair Intintoli introduced a hearing to offer the public an opportunity to comment on WETA's proposal to establish fares for the Clipper fare payment system on the Alameda, Harbor Bay, and Oakland to San Francisco services. He formally opened the public hearing at 1:10 p.m. and invited members of the public to comment.

Citing no speakers and no further comments, Vice Chair Intintoli closed the public hearing at 1:11 p.m.

**7. ESTABLISH NEW FARES FOR THE CLIPPER FARE PAYMENT SYSTEM**

Senior Planner/Analyst Mike Gougherty presented this item requesting Board approval of new fares for the Clipper fare payment system for the Alameda, Harbor Bay, and Oakland to San Francisco services. He emphasized that WETA's objective in establishing Clipper fares was to provide the same or similar fare discounts that were currently provided through existing cash or pre-paid fare products for Adult, Youth, Senior, and Medicare/Disabled patrons. He summarized the extensive outreach seeking public comments and summarized the written comments received.

Vice Chair Intintoli noted a line in the later S RTP item which indicated that cash fares would eventually go away. Mr. Gougherty replied that this point had been considered for inclusion in the

discussion for this item and that cash fares would remain in the near term. Ms. Rannells added that it was likely that cash fares would phase out eventually but that this was not something anticipated in the near future. She said that an objective in the next year would be to look at fares in the system overall.

Vice Chair Intintoli then asked if the discounts for 20 and 40 ride ticket books would also be going away. Ms. Rannells replied that MTC has ultimately required large operators to phase out discounts as they moved to the Clipper system and that a discussion would be brought to the Board in the event WETA faced a similar requirement.

Director Donovan asked if all five comments received were similar. Mr. Gougherty said that of the comments received, two were within the scope of the item, and both were regarding the reduced value of the Muni transfer.

Director Bellows made a motion to approve the item. Director Donovan seconded the motion the item carried unanimously.

**8. AUTHORIZE CONTRACT AWARD FOR DREDGING SERVICES FOR THE HARBOR BAY TERMINAL AND CHANNEL AND RELATED ACTIONS**

Manager of Operations Keith Stahnke presented this item requesting Board authorization to award a contract to Dutra Dredging in an amount not to exceed \$264,000, to authorize the Executive Director to negotiate and execute the contract, and to approve a budget increase in the FY 2012/13 Capital Budget for the Harbor Bay Channel Dredging project in the amount of \$45,000.

Vice Chair Intintoli remarked that the Dutra bid seemed very reasonable and close to the engineer's estimate. Mr. Stahnke replied that it was, and he suspected the low bid may be due to the firm having other work scheduled in the area which would minimize their mobilization costs.

Director Donovan made a motion to approve the item. Director Bellows seconded the motion the item carried unanimously.

**9. APPROVE CONTRACT AWARD FOR NEPA ENVIRONMENTAL REVIEW SERVICES FOR THE VALLEJO FERRY MAINTENANCE FACILITY**

Manager of Planning and Development John Sindzinski introduced this item requesting Board approval of a contract award to URS Corporation to provide NEPA Environmental Review Services for the Vallejo Ferry Maintenance Facility in an amount not to exceed \$150,000, and to authorize the Executive Director to negotiate and execute a professional services agreement for this work.

Director Bellows asked if there were any known issues regarding site contamination. Mr. Sindzinski replied that the Navy had used the facility to offload ordinances and that there was submerged contamination as a result but that WETA would require only minimal pile work for this project which would not impacted those areas. Director Bellows asked if the study may uncover other issues. Mr. Sindzinski clarified that the work at hand would be to clear the project for NEPA and that the scope was designed for the lowest possible risk exposure. Director Bellows asked if the Navy was responsible for uncovering such issues. Mr. Sindzinski said he was uncertain and that he would look into it. Vice Chair Intintoli added that portions of the property which had not been turned over to the City of Vallejo were the responsibility of the Navy.

Director Donovan asked what the timeline for this work would be. Mr. Sindzinski said that it should be completed within six months. Director Johnson asked if there had been a clear consensus for choosing URS. Mr. Sindzinski said that several factors made URS stand out as the best choice, specifically their direct experience working with the Navy and understanding of the best approach to a project of this nature.

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Director Bellows made a motion to approve the item. Director Donovan seconded the motion the item carried unanimously.

**10. AUTHORIZE RELEASE OF A REQUEST FOR PROPOSALS FOR SHIPYARD SERVICES FOR THE ENCINAL MAIN ENGINE OVERHAUL PROJECT**

Manager of Operations Keith Stahnke presented this item requesting the Board to authorize the release of a Request for Proposals for the Shipyard Services for the Encinal Main Engine Overhaul Project.

Director Johnson made a motion to approve the item. Director Bellows seconded the motion the item carried unanimously.

**11. REVIEW DRAFT WETA 2012 – 2021 SHORT RANGE TRANSIT PLAN**

Planner/Analyst Chad Mason presented an overview of WETA's draft Short Range Transit Plan and invited comments or questions from the Board, noting that the SRTP would be finalized and brought back to the Board for adoption at the October Board meeting.

Director Johnson asked if it was accurate that the Berkeley and Richmond ridership estimates remained consistent regardless of whether only one or both services were operating. Mr. Mason answered that the ridership studies indicated small pulls on the catchment areas if both services were operating simultaneously but that overall the numbers modeled for each service remained independent.

Director Donovan asked what the transit times from Antioch to San Francisco were. Mr. Mason said that they would be 90 to 120 minutes depending on speed constraints dictated by the environmental review and other variables such as the Tule fog.

Ms. Rannells added to Mr. Mason's overview of the draft SRTP that costs and revenues for the Treasure Island service were not included in the financial plans as development of that project would be driven by the City of San Francisco.

Mr. Mason pointed out an estimated \$2 million shortfall in the projected operations budget for FY2017/18, mostly due to the start of Berkeley service. He noted that the shortfall would be much greater without the budget assumption for annual fare increases. Ms. Rannells added that part of developing an SRTP required making certain projections and assumptions such as annual fare increases but that she wanted the Board to be clear that in reality these were policy decisions which the Board would be required to address. She further stated that without the projected fare increases the services are projected to run out of budget very quickly and thus this assumption needed to be included in the SRTP for system sustainability purposes.

Director Johnson asked if the \$2 million shortfall would be just for the Berkeley service or system-wide. Mr. Mason responded that it would be system-wide and that as other cost projections increase beyond that the shortfall would also increase.

Vice Chair Intintoli stated that Chapter 5 needed to be beefed up substantially regarding the creation of opportunities to stabilize ridership. He said that before the projected shortfall in 2017 occurs, an active investment in marketing, specifically for the Vallejo service, would be essential. Vice Chair Intintoli noted that no significant marketing had occurred in Vallejo since fares had been raised in 2008 and that the service had not yet recovered after the resulting 20% loss in ridership. He asked that more thought be put into proactively stabilizing the ridership through marketing and strongly emphasized that this should be included in the SRTP. Ms. Rannells noted that MTC had a

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similar comment in from their review of the draft document and replied that staff would work to outline an approach to this work for the final SRTP.

Mr. Mason concluded his report with a reminder to the Board that staff would welcome their additional comments regarding the SRTP during the next several weeks as the draft was being finalized.

Public Comment

Veronica Sanchez of Masters, Mates and Pilots, asked if having the Berkeley environmental work certified by December would meet the requirements for retaining RM2 funding.

Finance and Grants Manager Lynne Yu replied that in the case that the deadline was not met that it was her understanding that funding for the Berkeley vessels could be transferred to support the Richmond project, adding that the funding would not be lost but simply shifted. WETA counsel Stanley Taylor III of Nossaman LLP added that the funding was in fact tied to the environmental review. Ms. Rannells reiterated Ms. Yu's point that the RM2 funds would not be lost, but, rather, they could be shifted from Berkeley to Richmond resulting in no net loss in capital funds to the agency. Ms. Yu added that WETA would have the opportunity to switch other funds such as Prop 1B between the two projects to balance the funding needs and sources.

Ms. Sanchez asked if that meant that both projects were deliverable. Ms. Rannells said that they were, assuming Proposition 1B funds continue to be made available to the agency, further noting that it is the funding for operations that is most critical to the ability to fund future service expansion projects at this juncture.

Director Johnson asked if the money could be used past the December date if the Board chose to. Mr. Taylor said that Ms. Yu's characterization was accurate regarding WETA's ability to shift the funding between the two projects.

**12. RECESS INTO CLOSED SESSION AND REPORT ON CLOSED SESSION**

Chair Johnson called the meeting into closed session at 1:58 p.m. Upon reopening of the meeting at 2:50 p.m. she reported that no action had been taken.

**13. ADJOURNMENT**

All business having concluded, the meeting was adjourned at 2:50 p.m.

Respectfully Submitted,

Board Secretary

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**MEMORANDUM**

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**TO: Board Members**

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

**SUBJECT: Authorize Contract Award for Shipyard Services for the *Encinal* Main Engine Overhaul Project**

**Recommendation**

Award a contract for Shipyard Services for the *Encinal* Main Engine Overhaul Project to Bay Ship & Yacht in an amount not to exceed \$92,100 and authorize the Executive Director to negotiate and enter into a contract for this work.

**Background/Discussion**

The ferry vessel *Encinal* is scheduled for main engine overhauls this fall. At the September 6, 2012 Board of Directors meeting the release of Request for Proposals (RFP) for the Shipyard Services for the *Encinal* Main Engine Overhaul Project was authorized. The scope of work includes mooring, vessel access ramps, rigging, crane services and engine alignment. The overhaul of the main engines will be performed by Valley Power Systems North, the contract for which was awarded by the Board in February.

**Procurement Process:**

The RFP was released on August 14, 2010 to the construction industry. Notice of the availability of this RFP was sent to WETA's mailing list, noticed in a published newspaper, as well as posted on the Agency's website consistent with the Authority's Administrative Code.

WETA received one question and one addendum was issued in response. Proposals were due to WETA on or before September 27, 2012 at 2:00pm.

**Evaluation Process:**

The RFP required proposers to submit:

- A. Contractor's Qualifications and Experience 0 - 30 points
- B. Proposal Understanding and Approach 0 - 20 points
- C. Pricing Proposal 0 - 50 points

A total of two proposals were received in response to the RFP. An evaluation team composed of WETA staff reviewed the proposals. Technical scores considered each proposer's qualifications of its proposed team, references, safety and environmental awareness programs, experience, overall understanding and management plan for the project, facilities and equipment.

Once the technical scoring was completed the evaluation team evaluated the price proposal submitted by the two contractors. This two-step process was used to make an award based on combined technical and price proposal score. The price proposal score was determined from the rate sheets submitted, which was comprised of daily and hourly rates for required services.



The table below summarizes the technical, price and combined scores for each submittal.

<b>Firm</b>	<b>Technical Score</b>	<b>Price Proposal Score</b>	<b>Combined Total Score</b>
Bay Ship & Yacht	43	48.97	91.97
Mare Island Shipyard, ADR LLC	32	50	82

Based on these results, the evaluation committee concluded that the proposal from Bay Ship & Yacht is the “best value” submittal for this project. As a result, staff recommends awarding a contract to Bay Ship & Yacht to provide shipyard services for this project.

Based on the labor rates proposed, WETA estimates the project cost to be approximately \$92,100, which includes a 15% contingency.

It is interesting to note that the price differed by only 2% between the two proposers, with Mare Island Shipyard proposing slightly less than Bay Ship & Yacht.

If awarded, the Notice to Proceed will be issued in October 2012 with the project expected to be completed by December 31, 2012.

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. Contractor committed 0% DBE participation and 0% SBE participation.

**Fiscal Impact**

The *Encinal* Main Engine Overhaul Project is included in the FY 2012/13 Capital Budget. The overall project budget is \$803,564 to be funded with 80% Federal Transit Administration (FTA) grant funds and 20% Regional Measure 1 2% (RM1 – 2%) grant funds.

\*\*\*END\*\*\*

**MEMORANDUM**

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**TO: Board Members**

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

**SUBJECT: Approve 2012 – 2021 Short Range Transit Plan**

**Recommendation**

Adopt, by resolution, the San Francisco Bay Area Water Emergency Transportation Authority's Short Range Transit Plan for Fiscal Years 2012-2021.

**Discussion**

Federal statute require that the Metropolitan Transportation Commission (MTC), in partnership with the state and with local agencies, to 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.

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.

At the September 6, 2012 meeting of the Board of Directors, staff reviewed the draft SRTP, summarizing the main components of plan. Board comments received included a request for clarification of expansion services in the proposed Operations Plan and Budget and a request for additional details in Chapter 5 on plans to improve system sustainability by stabilizing ridership and improving service productivity. Comments were received separately from MTC requesting additional details per the MTC SRTP Guidelines and in the proposed Operations Plan and Budget consistent with comments received from the Board.

Since the September 6 Board meeting, staff also received a written comment from TRANSPAN; a sub-regional transportation planning entity for Eastern Contra Costa County under the Contra Costa Transportation Authority (letter attached) which had a staff member in attendance at the September 6 Board meeting. Staff was able to review and incorporate their comments into the final SRTP document along with Board-requested clarifications and staff-level edits aimed at improving readability of the plan and better clarifying system plans, projects and finances. All edits made were of a clarifying nature and did not result in any substantive change to the projects or services contained in the plan. The draft final SRTP enclosed with this report represents the recommended final plan for adoption by the Board of Directors.

**Fiscal Impact**

There is no fiscal impact associated with adoption of the SRTP.

\*\*\*END\*\*\*

# TRANSPLAN COMMITTEE

## EAST COUNTY TRANSPORTATION PLANNING

Antioch • Brentwood • Oakley • Pittsburg • Contra Costa County  
30 Muir Road, Martinez, CA 94553

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September 28, 2012

Nina Rannells, Executive Director  
San Francisco Bay Area Water Emergency Transportation Authority (WETA)  
Pier 9, Suite 111  
San Francisco, CA 94111

### RE: Draft WETA 2012 – 2021 Short Range Transit Plan (Draft SRTP)

Ms. Rannells:

TRANSPLAN staff, as well as our member agencies, has reviewed the above captioned document. The following comments are being submitted based on the available information in the Draft SRTP:

1. **General Comment:** As you may know, TRANSPLAN serves as the sub-regional transportation planning entity (Joint Exercise of Powers Agreement) for Eastern Contra Costa County, under the Contra Costa Transportation Authority (CCTA). The East County Action Plan for Routes of Regional Significance (Action Plan) specifies ferry service as an “overarching goal.”<sup>1</sup>

Therefore, TRANSPLAN has a focused interest in information relevant to the establishment of ferry service in Eastern Contra Costa County. TRANSPLAN would respectfully request advanced notice upon the development of any future documents and publications regarding ferry service in Eastern Contra Costa County. It is important that our elected representatives – those of whom comprise the TRANSPLAN Committee – and our member agencies be provided an adequate opportunity to comment, if necessary, on information that may be of interest to their constituency.

2. **Chapter 3 – Service and System Performance:** The Draft SRTP indicates that system-wide ridership and farebox recovery have decreased over recent years, with operating costs moving in the opposite direction. The Final SRTP’s discussion in this chapter should include some of the specific factors that attributed to the changes in these trends.
3. **Chapter 4 – Goals, Objectives and Standards:** According to the Draft SRTP, the overall cost effectiveness of the system has been declining. Chapter 4 indicates emergency response as one of WETA’s “core goals.” As such, the Final SRTP should discuss how WETA can

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<sup>1</sup> **Provide Intermodal Transit Centers:** Develop East County BART, eBART, and other stations as intermodal transit centers for East County. Planning efforts should also consider Amtrak, ferry and other modes. This will involve these two aspects: improve coordination and interface between all transit operators; and station area specific plans. (*East County Action Plan for Routes of Regional Significance, 2009*)

ensure the delivery of effective emergency response service within an already financially constrained operating system. Or, expand on the “options” and “resources” currently being explored as indicated on page 4-4 of the Draft SRTP.

4. **Chapter 5 – Operations Plan and Budget:** The three future locations (“Long-Term Expansion Services”) within Contra Costa County (Antioch, Hercules, and Martinez) have various challenges, such as lower projected ridership, longer travel times, and costly site specific constraints as noted in the SRTP. TRANSPLAN would recommend that the Final SRTP remain a “living document” and allow the opportunity for any of these four projects to move forward if issues such as operational funding could be addressed through an adequate local subsidy, and analysis determines that such a terminal could provide significant needed emergency response benefits to the WETA system.
5. **Chapter 5 – Operations Plan and Budget:** The section that discusses Antioch under “Long-Term Expansion Services” should reference the “East Contra Costa Action Plan for Routes of Regional Significance,” and how ferry service is an overarching goal of the Action Plan. The Action Plan can be found here: <http://transplan.us/docs/ECAP-Final8-13-09.pdf>.
6. **Chapter 5 –Operations Plan and Budget:** Figure 5-3 contains a line under “Ferry Revenues” that is titled “Other Funding – TBD,” which projects approximately \$10 million in revenue. For transparency, there should a footnote indicating what exactly constitutes “other funding.” Or, since this is projected funding, indicate the funding source(s) from which this/these revenues are anticipated to be generated.
7. **Chapter 6 – Capital Improvement Program:** Figure 6-5 contains a line under “Long-Term Expansion Projects” that shows projected capital expenses for environmental and conceptual design work. The Final SRTP should provide some information on how the costs for these activities for the long-term projects were derived. The cost implications for this work would be helpful information for local jurisdictions, especially in determining if a local jurisdiction would have the capacity to assist in delivering some of the work associated with such tasks.

If you have any questions regarding the above comments, please do not hesitate to contact me at (925) 674-7832, or email me at [jamar.stamps@dcd.cccounty.us](mailto:jamar.stamps@dcd.cccounty.us). Thank you for the opportunity to comment on the Draft SRTP. TRANSPLAN looks forward to being involved in the review of subsequent plans and documents.

Sincerely,



Jamar Stamps, TRANSPLAN staff

Enclosure

cc: Jim Frazier, TRANSPLAN – Chair  
Peter Engel, CCTA  
Chad Mason, WETA



SAN FRANCISCO BAY AREA WATER EMERGENCY TRANSPORTATION AUTHORITY (WETA)

# SHORT RANGE TRANSIT PLAN FY2012 – FY2021

FINAL

October 2012



Federal transportation statutes require that the Metropolitan Transportation Commission (MTC), in partnership with state and 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 programming responsibilities, MTC requires that each transit operator in its region which receives federal funding through the TIP, prepare, adopt, and submit to MTC Short Range Transit Plan (SRTP).

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## 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. Under SB 976, WETA was directed assume control over publicly operated ferries in the Bay Area, except those owned and operated by the Golden Gate Bridge Highway and Transportation District. SB 1093 was subsequently adopted by the state legislature to clarify the transition of existing Alameda and Vallejo services to WETA and a Transition Plan was developed and adopted by the Board of Directors in 2009.

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, transforming WETA into a transit operating entity. 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. In addition to operating the three routes transitioned from the cities of Alameda and Vallejo, WETA initiated its first expansion service to South San Francisco in June 2012.

This Short Range Transit Plan (SRTP), which covers a ten-year period, has been developed consistent with Metropolitan Transportation Commission (MTC) requirements for all transit operators in the San Francisco Bay Area. This plan will be updated periodically, consistent with MTC schedules and requirements, to reflect changes to WETA's plans, projects, operations and funding over time.

## 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

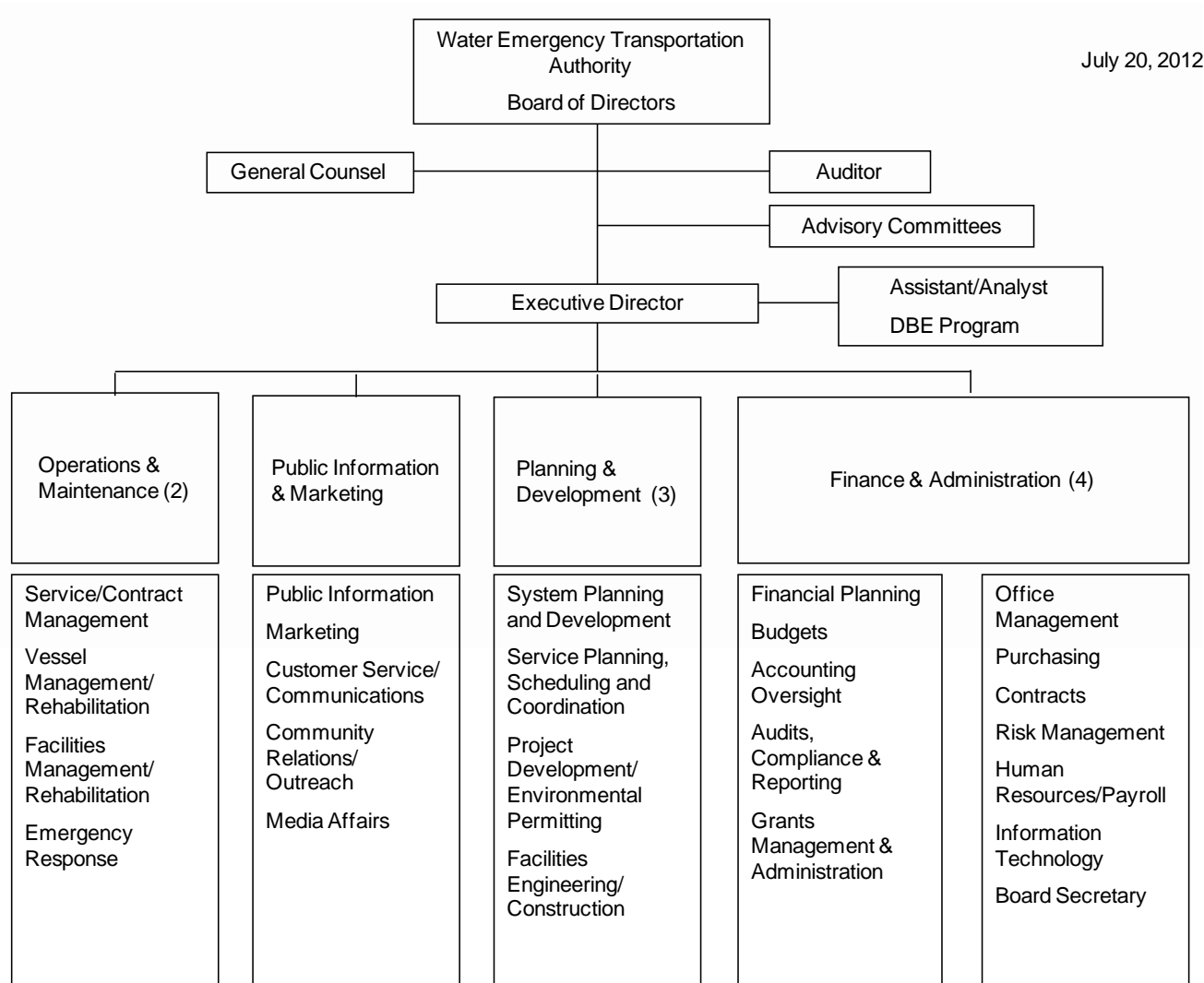
WETA has a vital oversight role in managing the regional ferry system and related emergency response coordination activities. As WETA fully transitions into this role, the agency has developed a management and staffing structure to cover the many responsibilities required by this job such as:

- Planning for existing service operations and facilities, as well as potential future service expansion as identified in WTA's Implementation and Operations Plan (IOP)
- Identifying, securing and managing funding for existing and new services
- Management and administration of system operating and maintenance service contract
- Providing 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
<b>Year-Round</b>		
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
<b>Seasonal</b>		
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
<b>Year-Round</b>		
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  Pier 41/Fisherman's Wharf <sup>1</sup>  San Francisco Downtown Ferry Terminal	Weekdays: 5:30 AM to 7:05 PM Weekends: 5:30 AM to 7:05 PM (Winter, Nov-Mar) 8:10 AM to 9:50 PM (Summer, Apr-Oct)	Weekdays: 6:00 AM to 10:30 PM Weekends: 7:30 AM	Ferry: 1 hour
			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 June 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 Alameda Main South San Francisco/Oyster Point	Weekdays: 6:25 AM to 6:35 PM Weekends: None	40 minutes

## 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.

<sup>1</sup> Off-peak only

## Connecting Services

Connections to other transit services are available at all WETA terminal facilities. These include connections to AC Transit, SF MUNI, SolTrans and local shuttle services. WETA has no revenue sharing agreements with other providers. All Vallejo ferry tickets are accepted on the SolTrans Route 200 bus. Transfers to and from SF MUNI and AC transit are revenue neutral.

## Bicycle Facilities

All WETA terminal facilities have bicycle storage including secure lockers or bike racks. WETA is planning for additional bicycle storage improvements at its existing and expansion terminal facilities.

## 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. Clipper is anticipated to become the exclusive pre-paid fare media for discounted Adult, Youth, Senior and RTC fare categories. Clipper discounts will apply to adult cash fares. Clipper discounts will not be applied to youth, senior, Medicare, and disabled fare categories because these fares are already discounted 50% from the adult cash fare.
- **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
<b>Single Ticket (one-way)</b>								
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	n/a		n/a		n/a		\$13.00	

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Water Emergency Transportation Authority

	Alameda/Oakland		Alameda Harbor Bay		South San Francisco		Vallejo	
	Price	Definition	Price	Definition	Price	Definition	Price	Definition
Reduced Fare (bus+ferry)								
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
<b>Multi-Ride Ticket</b>								
10 ticket book	\$50.00		\$55.00		n/a		\$103.00	
10 Ticket reduced fare	n/a		n/a		n/a		\$65.00	
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
<b>AT&amp;T Park (cash and Clipper fares are equal)</b>				
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	
<b>Angel Island</b>				
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	
<b>Six Flags Discovery Kingdom</b>				
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	395	25
Bay Breeze	1994	250	26
Gemini	2008	149	26
Pisces	2009	149	26
Scorpio	2009	199	26
Taurus	2010	199	26
Vallejo	1991	267	34
Intintoli	1996	349	34
Mare Island	1996	349	34
Solano	2004	320	34
Express II*	1995	149	28

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

All vessels have capacity for at least 4 mobility devices and can accommodate additional devices on a case-by-case basis.

## 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

This chapter provides an overview of Alameda/Oakland, Alameda Harbor Bay and Vallejo service performance between FY 06/07 and FY 10/11 through examination of system operating statistics and performance measures. While these services were largely not operated by WETA during this time period this review provides a historical perspective of the services that can be helpful in planning and considering future system changes.

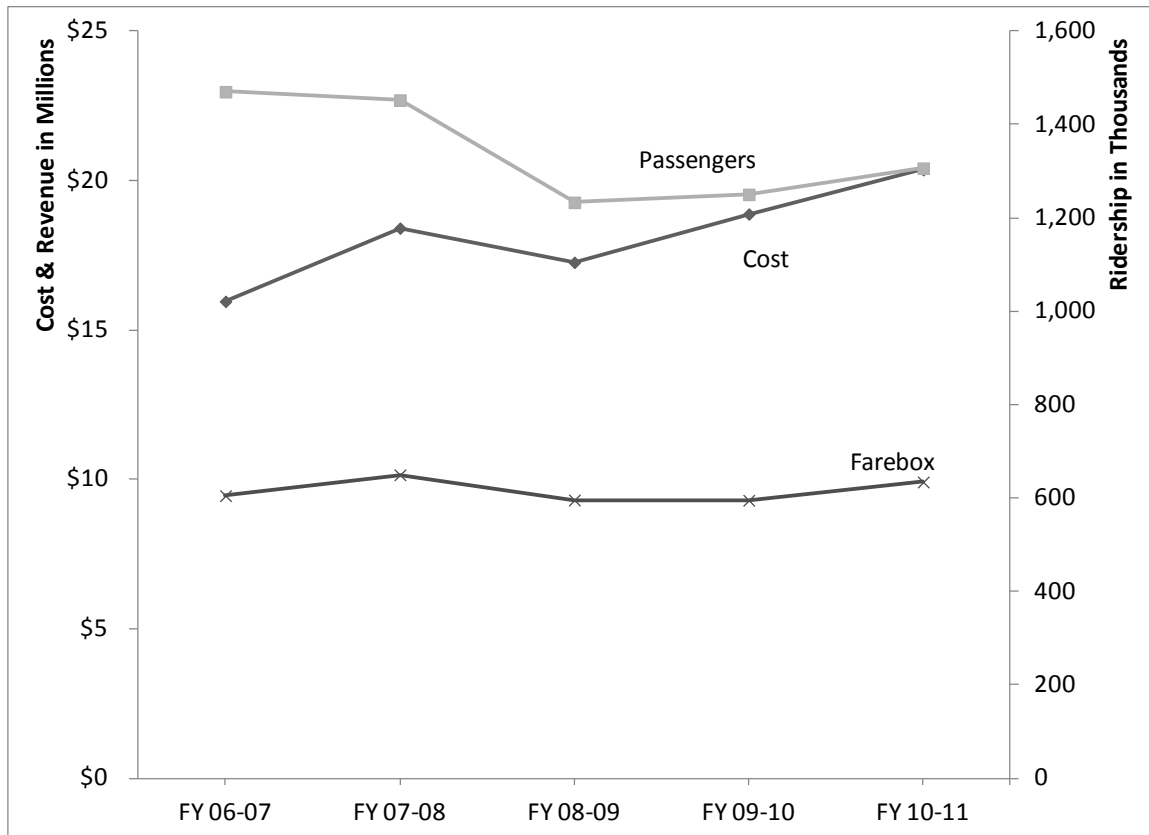
The data used to inform this discussion is data reported by the City of Alameda and City of Vallejo to MTC for preparation of the Statistical Summary of Bay Area Transit Operators. It is important to note that the cities had separate operating contracts and different systems for collecting and reporting performance data and for attributing operating and capital expenses to the services during this period. As a result, there could be reporting inconsistencies that WETA is unaware of in this data.

In viewing systemwide performance it is important to note that the Vallejo service comprises nearly half of all system ridership, over half of system revenue hours, nearly three-quarters of system revenue miles and two-thirds of the system cost. As a result, overall systemwide trends generally reflect Vallejo's performance and sometimes mask distinct performance trends of the other services. Therefore, both systemwide and individual service route operating statistics and performance trends are highlighted to illustrate how each of the three services contributes to overall system performance.

## SUMMARY OF SYSTEM PERFORMANCE

Over the five year review period between FY 06/07 and FY 10/11 the cost to operate the system increased \$4.4 million, or approximately 28%, primarily due to increased labor and fuel costs. Over this same time period, systemwide ridership fell while farebox revenue and service levels remained largely the same. These trends, which are illustrated in Figure 3-1 below, resulted in a decrease in overall system cost effectiveness over the five year period. However, system performance varied considerably by route and is worth examining individually.

Figure 3-1 Systemwide Ridership, Cost and Farebox Revenue





The overall performance of each route over the five year period is summarized below and described in more detail in the balance of this chapter.

- The **Vallejo** service performance fell the most dramatically across all metrics over the performance period:
  - Ridership and associated farebox revenue declined steadily while costs increased, resulting in lost productivity and an increased subsidy requirement to maintain status quo.
  - This service had the highest cost per revenue hour, cost per passenger and subsidy per passenger and all three measures increased significantly over the period, as illustrated by a 119% increase in the subsidy per passenger.

The service also had the highest average fare and the greatest fare increases over the period, which is generally reflective of the high cost of service delivery and the limited system subsidy, but which also may have contributed to the declining ridership over the period.
- The **Alameda Oakland** service performance was relatively stable and cost effective over the period, 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 indicating relatively good route performance over the period.
  - Farebox recovery and subsidy per passenger held relatively steady over the period.

Although costs increased, ridership and associated fare revenues also increased over the period, limiting the impact of cost increases on the overall cost effectiveness of the route.
- The **Alameda Harbor Bay** service performance fluctuated the most over time and its performance across the different metrics varied the most but it was consistently the most productive of the services over the performance period:
  - It is the smallest service in the system, but is the only one that showed a significant increase in ridership over the period. As a result, it was the most productive of the services in terms of passengers per revenue hour and maintained this high productivity over the performance period.
  - On the other hand, Alameda Harbor Bay consistently had the lowest farebox recovery ratio over the period. This is largely due to having the lowest average fare and the premium cost associated with delivering this commute-only service.
  - Cost per hour, cost per passenger and subsidy per passenger fluctuated over the period but remained in the middle of the range for the system.

Figure 3-2, 3-3 and 3-4 below illustrate the basic trends for each service and Figure 3-5 provides a chart of systemwide operating statistics and performance metrics. Appendix A to this report provides detailed operating performance and trend information by service route.

Figure 3-2 Ridership, Cost and Farebox Revenue for Vallejo Ferry Service

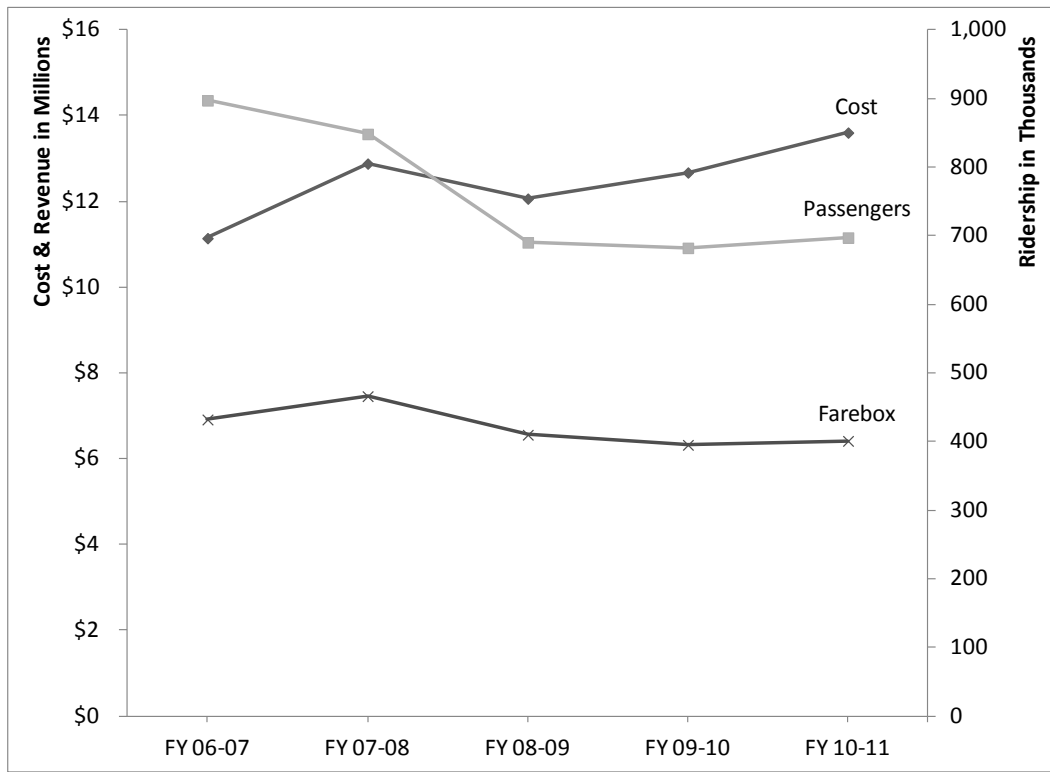


Figure 3-3 Ridership, Cost and Farebox Revenue for Alameda Oakland Ferry Service

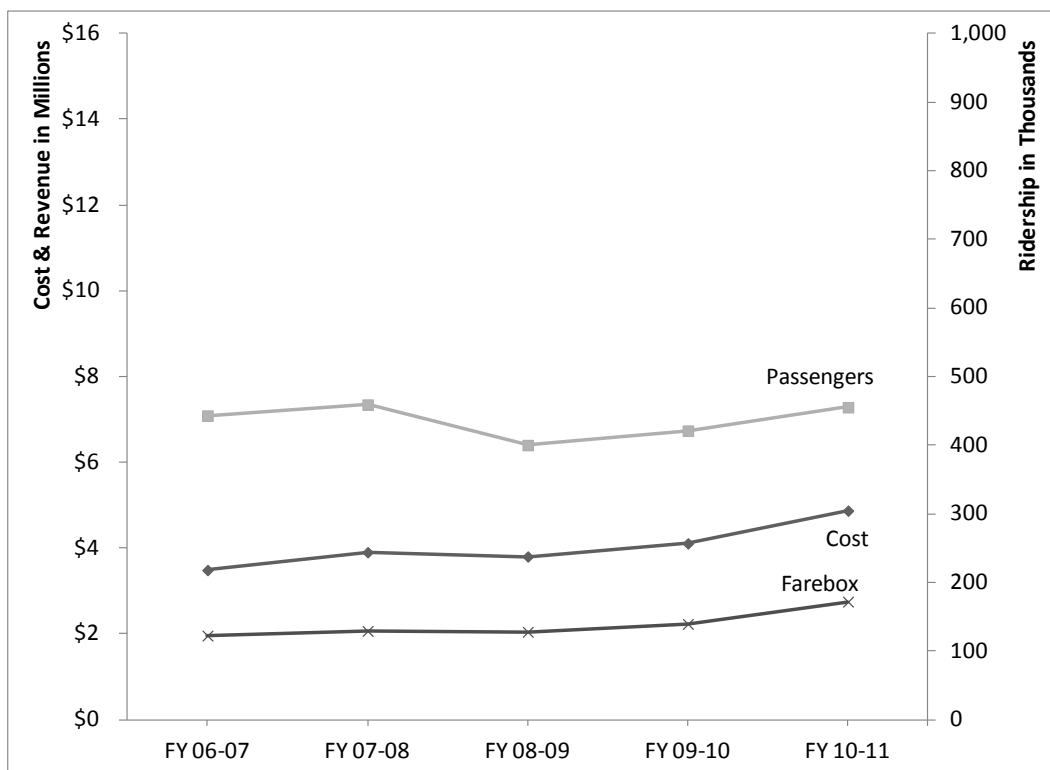
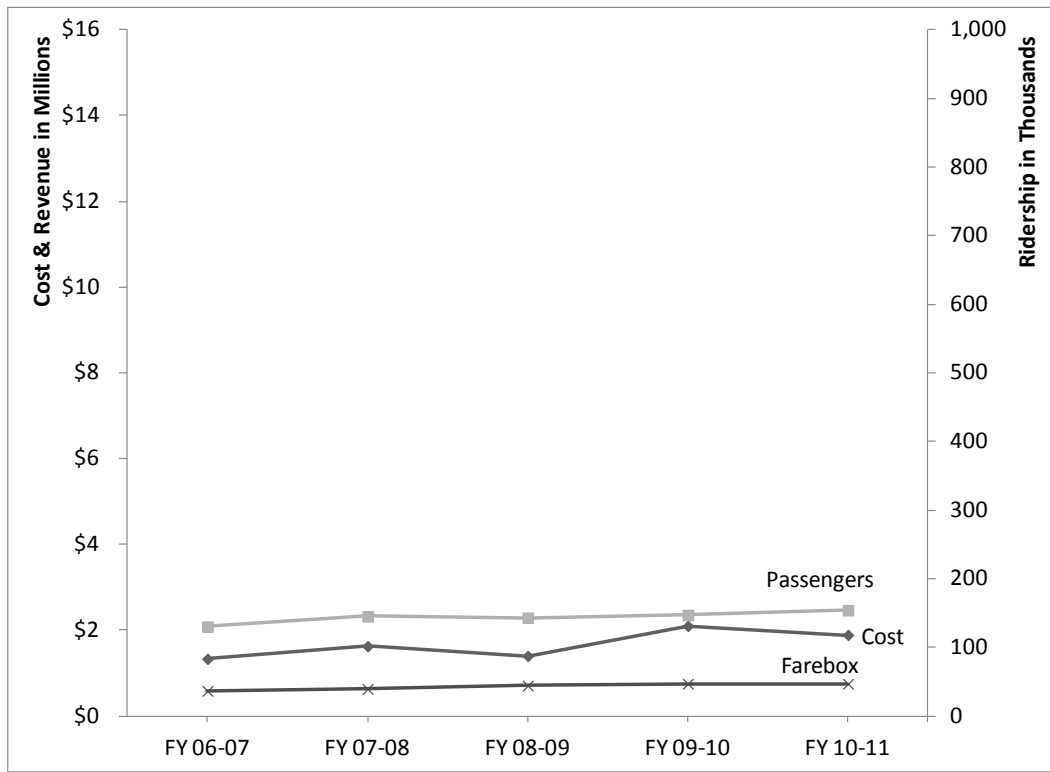


Figure 3-4 Ridership, Cost and Farebox Revenue for Alameda Harbor Bay Ferry Service



The growing gap between service costs, ridership and fare revenues will need to be addressed due to the limited operating subsidy available to WETA for these services. Further discussion on this issue is included in Chapter 5.

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Water Emergency Transportation Authority

**Figure 3-5 Systemwide Operating Statistics and Performance Metrics**

		FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11
<b>Operating Statistics</b>						
<b>Cost</b>						
Total Cost	FCost	\$15,953,000	\$18,403,000	\$17,259,000	\$18,875,000	\$20,357,390
<b>Revenue</b>						
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
<b>Service and Usage</b>						
Total Passengers	FPass	1,470,000	1,452,000	1,233,000	1,250,000	1,306,130
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
<b>Performance Metrics</b>						
<b>Cost Efficiency</b>						
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
<b>Service Productivity/Effectiveness</b>						
Passengers per Rev. Hour	FPass/FRVH	89.1	100.1	85.0	86.2	90.1
Passengers per Rev. Mile	FPass/FRVM	4.3	5.0	4.3	4.3	4.5
<b>Cost Effectiveness</b>						
Farebox Recovery Ratio	FRev/FCost	59.3%	55.2%	53.9%	49.3%	48.7%
Cost per Passenger	FCost/FPass	\$10.85	\$12.67	\$14.00	\$15.10	\$15.59
Subsidy per Passenger	ORev/FPass	\$4.42	\$5.68	\$6.45	\$7.66	\$8.00
<b>Average Fare</b>						
Average Fare	FRev/FPass	\$6.43	\$6.99	\$7.55	\$7.44	\$7.59

## MAJOR OPERATING STATISTICS

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 1,306,000 total passengers. The Vallejo service, which was the largest with 697,000 riders in FY 10/11, comprised 53% of overall system ridership. The next largest was Alameda Oakland, which served 35% of the system's riders. The lowest ridership was experienced on the Alameda Harbor Bay, which served 12% of the system's riders. Ridership trends on the three services over the evaluation period is shown in Figure 3-6

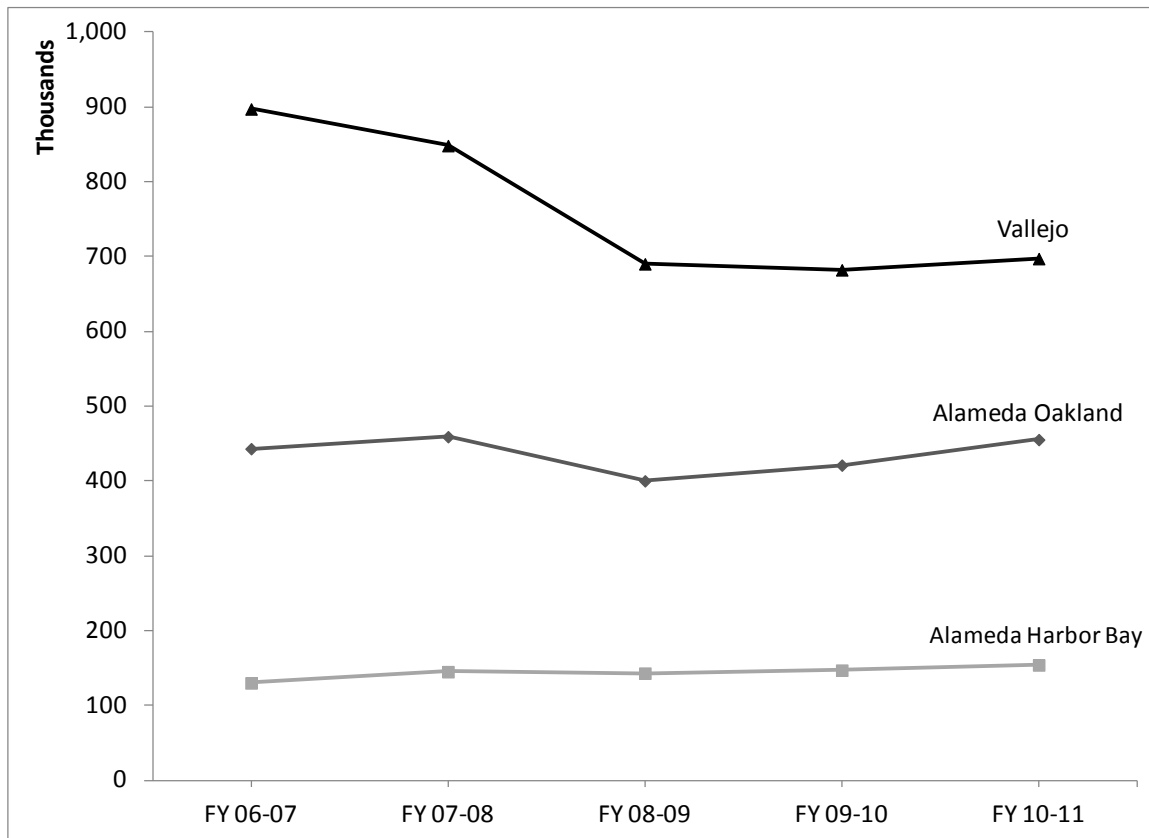
Overall ridership on the ferry system declined 10% over the five year period as all three services were affected by the economic downturn in FY 08/09. The systemwide ridership decrease was driven largely by a significant drop in ridership on the Vallejo service over the period which has been slower to rebound and recover than the Alameda services.

- Ridership on the **Vallejo** service fell 22% over the period as the service was hit particularly hard during the economic downturn in FY 08/09 and only experienced a slight recovery beginning in FY 10/11.
- **Alameda Oakland** was hit during the economic downturn with a ridership drop of about 13% but recovered to pre-recession levels and had slightly more riders in FY 10/11 than in FY 06/07, resulting in a 3% increase in ridership over the period.
- Ridership on **Alameda Harbor Bay** ridership increased 18% overall during the performance period as the service experienced a significant ridership increase of 11.5% in FY 07/08, only a slight decline in ridership of 1.4% during the FY 08/09 downturn and an additional increase of 6.2% in FY 10/11.

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 and system costs and limited service subsidies. This fare increase, coupled with the global economic downturn, contributed to the decrease in ridership. Additionally, it is speculated that as employment decreased throughout the region, many commuters went back to using casual carpool or driving to work due to reduced traffic volumes and carpool lane improvements on Interstate 80. Despite a partial roll back of fare increases in the fall of 2008, Vallejo ridership has not fully recovered.

WETA is not aware of any significant efforts made by the cities to market these services during this period.

Figure 3-6 Ridership by Service

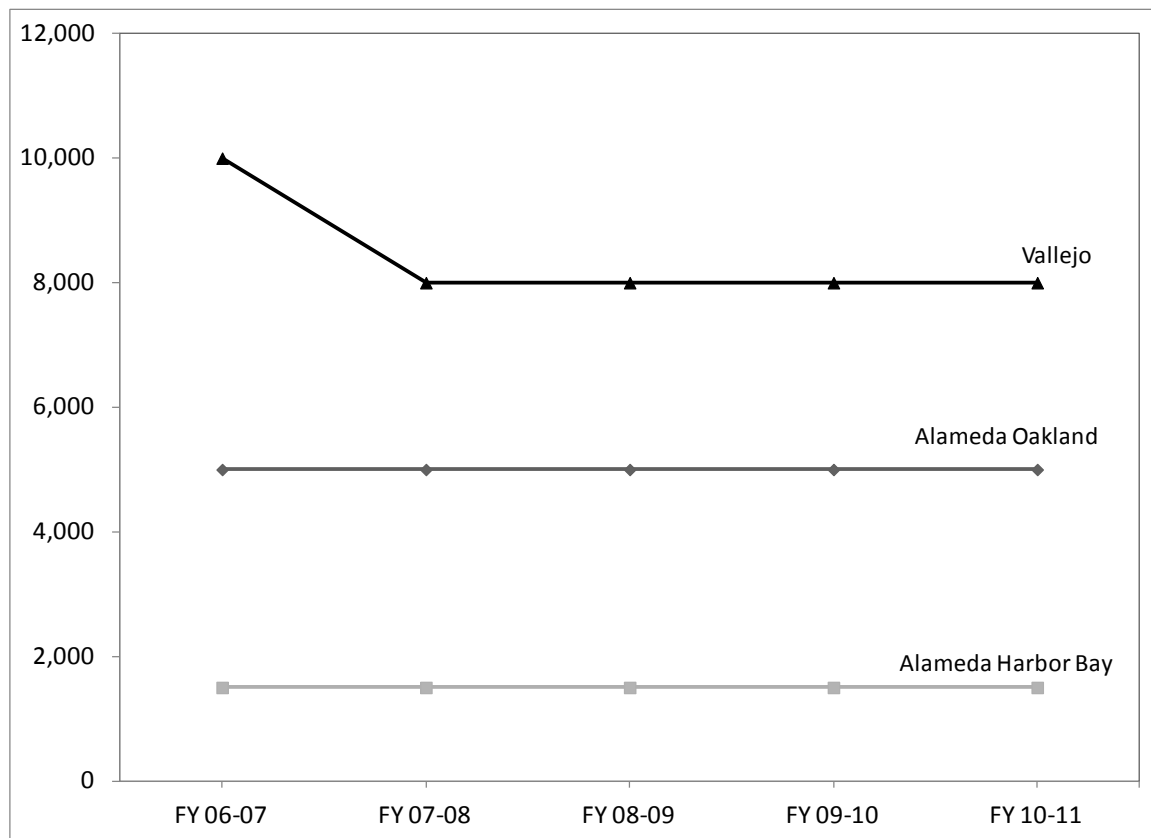


## Service Levels

The amount of service provided remained 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, as shown in Figure 3-7 below. These changes were instituted in an effort by the City of Vallejo to bring service costs in line with the limited financial subsidy available for service.

Even with the service reductions in 06/07 and 07/08, the Vallejo service comprised the majority of system revenue hours (55%) and nearly three-quarters of system revenue miles (73%) due to the fact that it is the longest route and provides the largest number of daily trips. 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 3-7 Revenue Vessel Hours by Service



## Operating Cost

The total cost to operate these three services in FY 10/11 was \$20.4 million with Vallejo accounting for approximately 66% of this cost, Alameda/Oakland representing 24% and Alameda Harbor Bay representing 10% as shown in Figure 3-6.

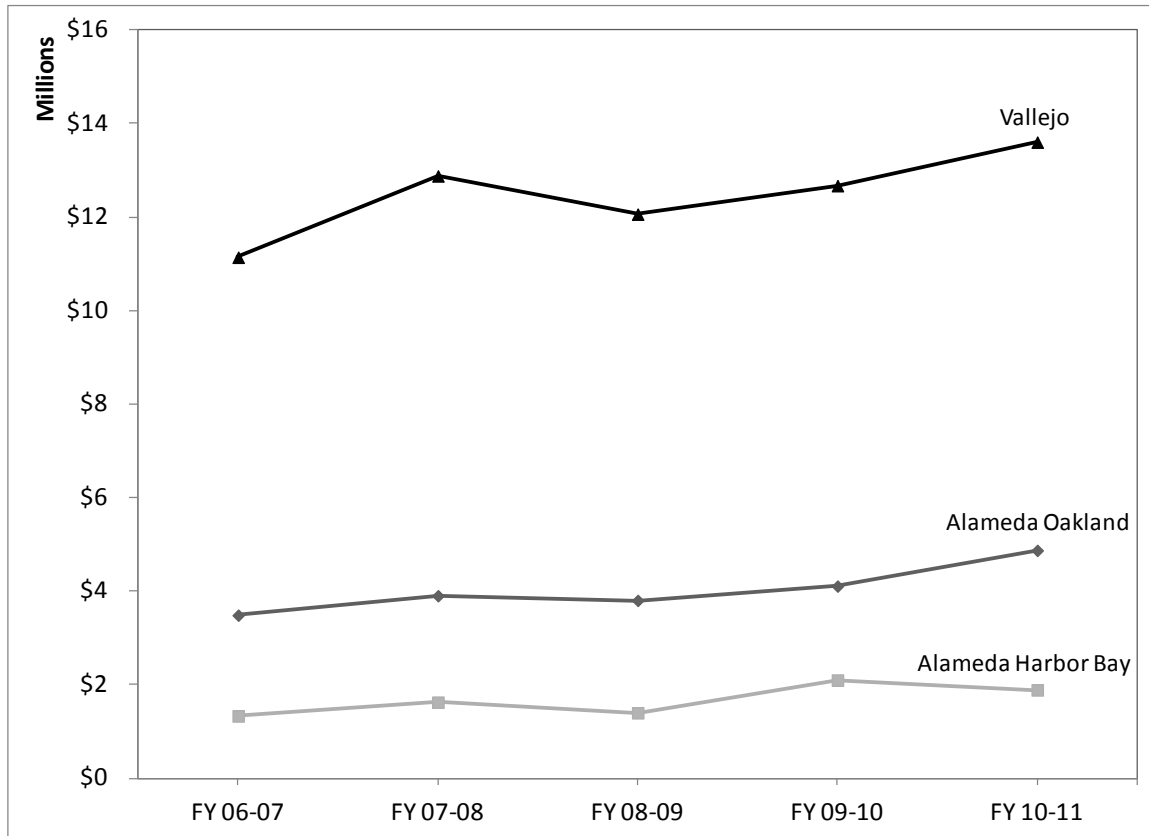
The cost to operate these services increased \$4.4 million, or 28%, over the five year period largely due to increased labor and fuel costs. The operating cost for all three services dropped in FY 08/09, when fuel prices temporarily abated, and then continued to rise through FY 10/11. This increase exceeds the Consumer Price Index.

Over the five-year review period:

- The cost of the **Vallejo** service increased \$2.4 million, or 22%, relatively steadily over the period with the exception of a decrease in FY 08/09. While the Vallejo service cost rose proportionately less than the other services, due to the overall size of the service budget the increase significantly impacted the total system operating cost.
- The cost of the **Alameda Oakland** service increased \$1.4 million, or nearly 40%, with an especially large cost increase in FY 10/11 of over 18%, primarily resulting from vessel maintenance projects.
- The cost for the **Alameda Harbor Bay** service increased \$557,000, or nearly 42%, with particularly large fluctuations over the five years that were potentially attributable to major maintenance expenditures or inconsistencies in system reporting. The service cost peaked in FY 09/10 at over \$2 million, which was more than 50% higher than the prior year. The service cost fell again in FY 10/11 to closer to FY 07/08 levels.



Figure 3-8 Operating Cost by Service



## Fare Revenue/Subsidy

Systemwide farebox revenue increased slightly over the five year period. However, like other statistics, this masks differential performance amongst the services:

- **Vallejo** annual farebox revenue decreased approximately \$500,000 (-7%), over the five-year period due to ridership losses, and despite a fare increase.
- **Alameda Oakland** annual farebox revenue increased relatively steadily over the period for a total increase of approximately \$790,000 (+40%), over the five-year period.
- **Alameda Harbor Bay** annual farebox revenue increased relatively steadily over the period for a total increase of approximately \$165,000 (+30%).

Farebox revenue by service is shown in Figure 3-9 below. Overall, the increase in fare revenues from the Alameda services off-set the loss in fares from the Vallejo service over the period. However, fares did not keep pace with the increased operating costs described earlier in this chapter, resulting in increased subsidy required for the system as a whole. By 10/11, the subsidy required per route included \$2.1 million for Alameda/Oakland, \$1.1 million for Alameda Harbor Bay and \$7.2 million for Vallejo. During this period, the City of Alameda was largely able to fill the growing subsidy needed for the Alameda/Oakland and Alameda Harbor Bay services utilizing Alameda Measure A reserves. WETA was able to assist the City of Vallejo in filling the increased subsidy need for the Vallejo service utilizing “use it or lose it” RM2 funds available but not yet needed to support WETA’s expansion program.

Figure 3-9 Farebox Revenue by Service

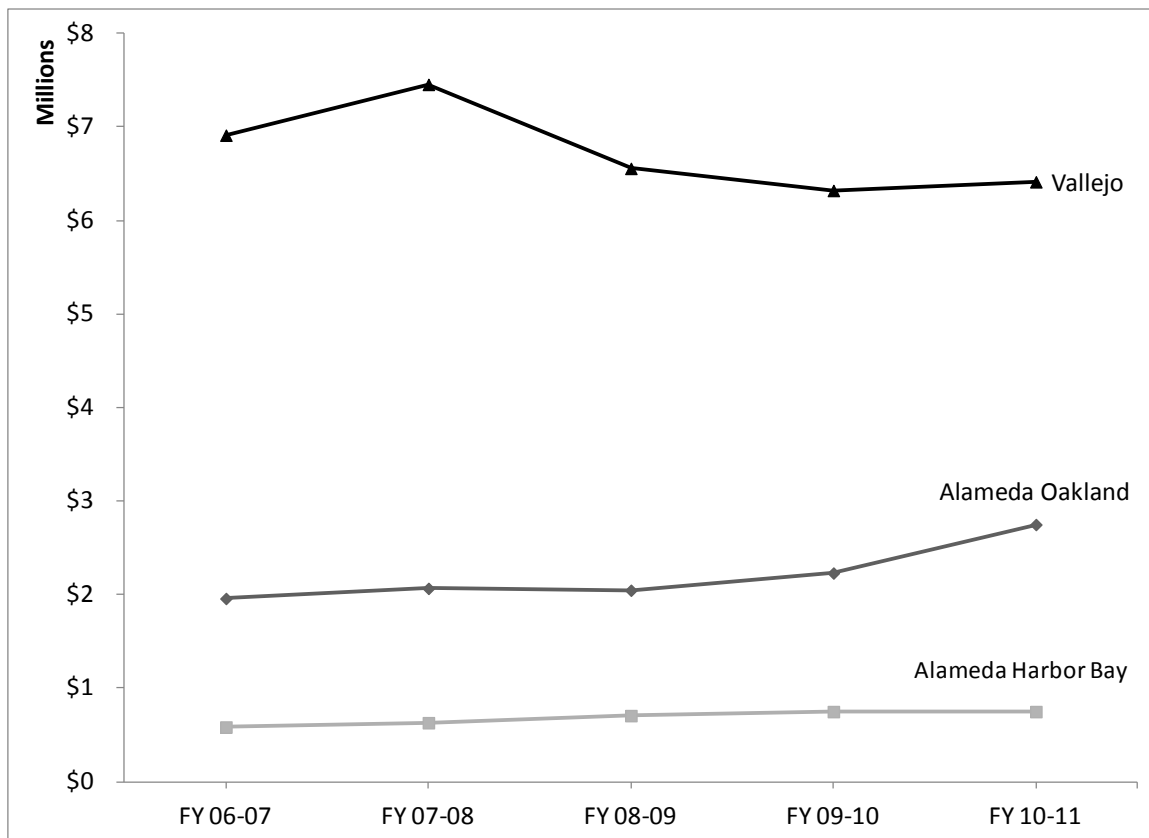
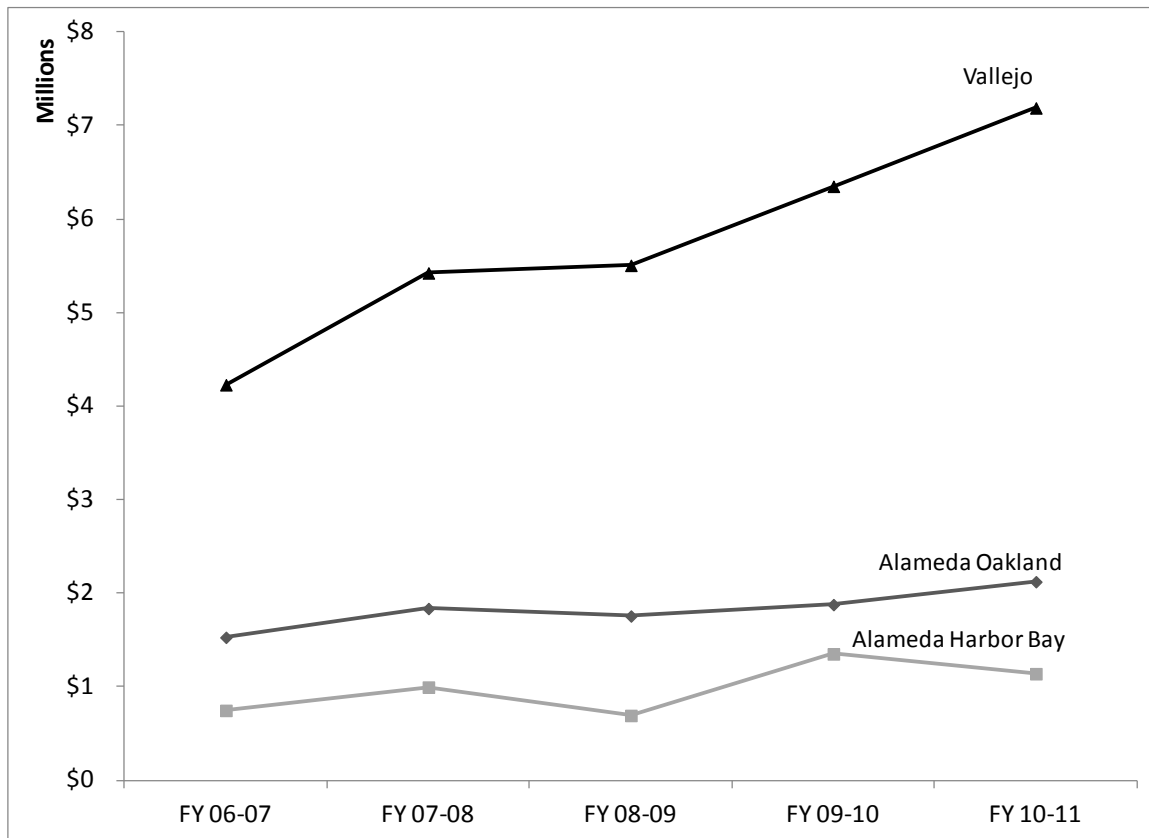


Figure 3-10 Required Subsidy by Service



## PERFORMANCE MEASUREMENTS

### 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.

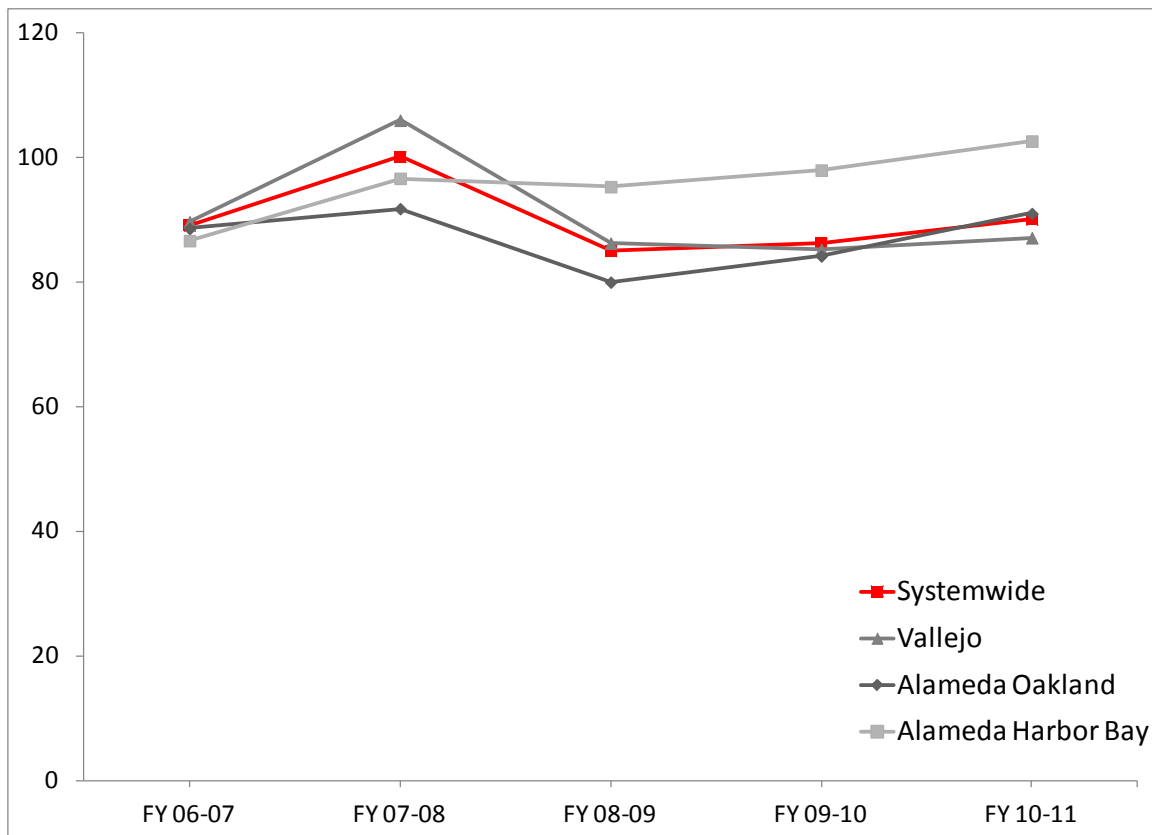
In FY 10/11, passengers per revenue hour performance was as follows:

- **Systemwide:** 90 passengers per revenue hour
- **Vallejo:** 87 passengers per revenue hour
- **Alameda Oakland:** 91 passengers per revenue hour
- **Alameda Harbor Bay:** 103 passengers per revenue hour

As shown in Figure 3-11 below, on a systemwide basis, the number of passengers per revenue hour fluctuated during the performance period, ending in FY 10/11 at approximately where it started in FY 06/07. At the route level, passengers per revenue hour varied as follows:

- **Vallejo** productivity decreased slightly (-3%)
- **Alameda Oakland** productivity increased slightly (3%)
- **Alameda Harbor Bay** productivity increased substantially, by over 18%, reflecting its ridership gains over this period

Figure 3-11 Passengers per Revenue Hour, Systemwide and by Service



## Operating Cost per Revenue Hour

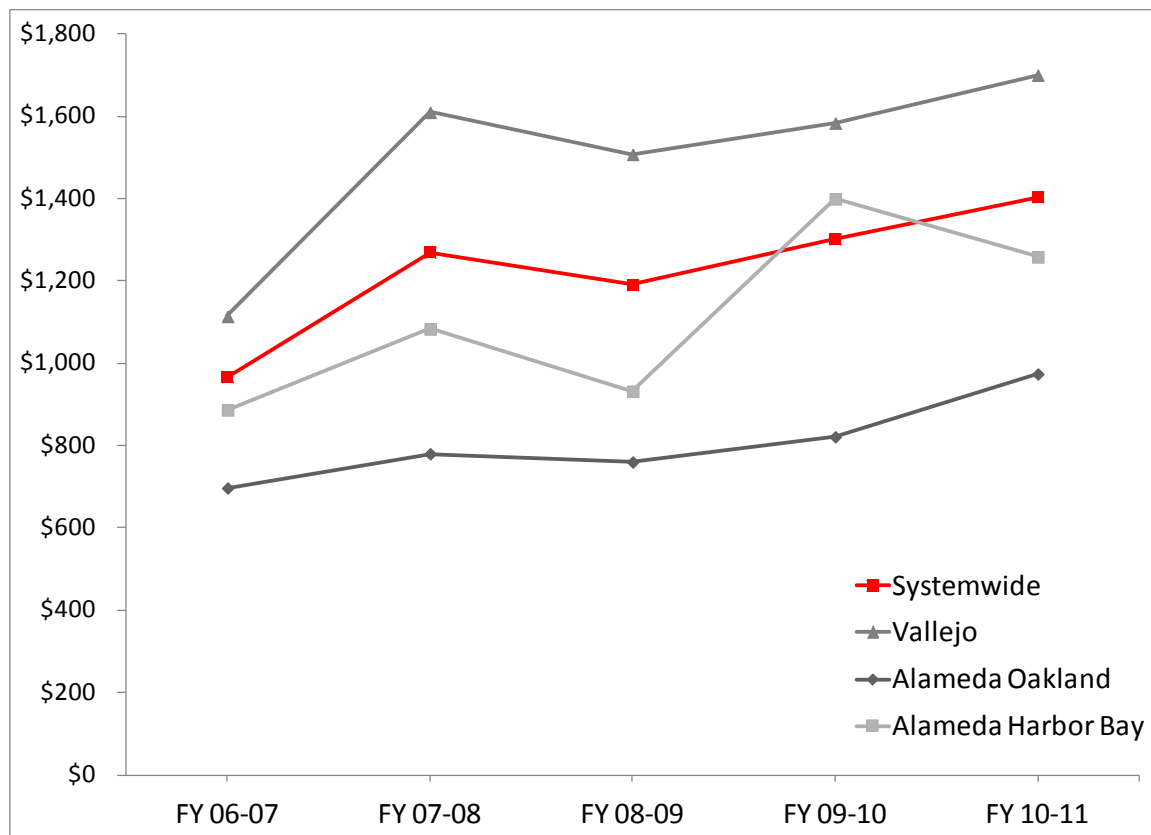
Operating cost per hour of revenue service is a widely used measure in the transit industry to measure the efficiency of service delivery. Increases occur when the amount of service remains relatively constant while costs increase, which means that every hour and mile of service costs more. This trend is not necessarily indicative of decreased efficiency in service provision, but does mean that efficiency improvements have not kept up with cost increases.

The cost per revenue hour of service 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

Cost per revenue hour increased \$437 (+45%) systemwide over the five year period including a 53% increase for Vallejo, 40% increase for Alameda/Oakland and 42% increase for Alameda Harbor Bay, as illustrated in Figure 3-12. Most of the 53% increase in cost per hour on the Vallejo service occurred in FY 07/08 when service levels were reduced without a commensurate service cost reduction. Cost per revenue mile followed similar trends over the review period and is not shown separately here.

Figure 3-12 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.

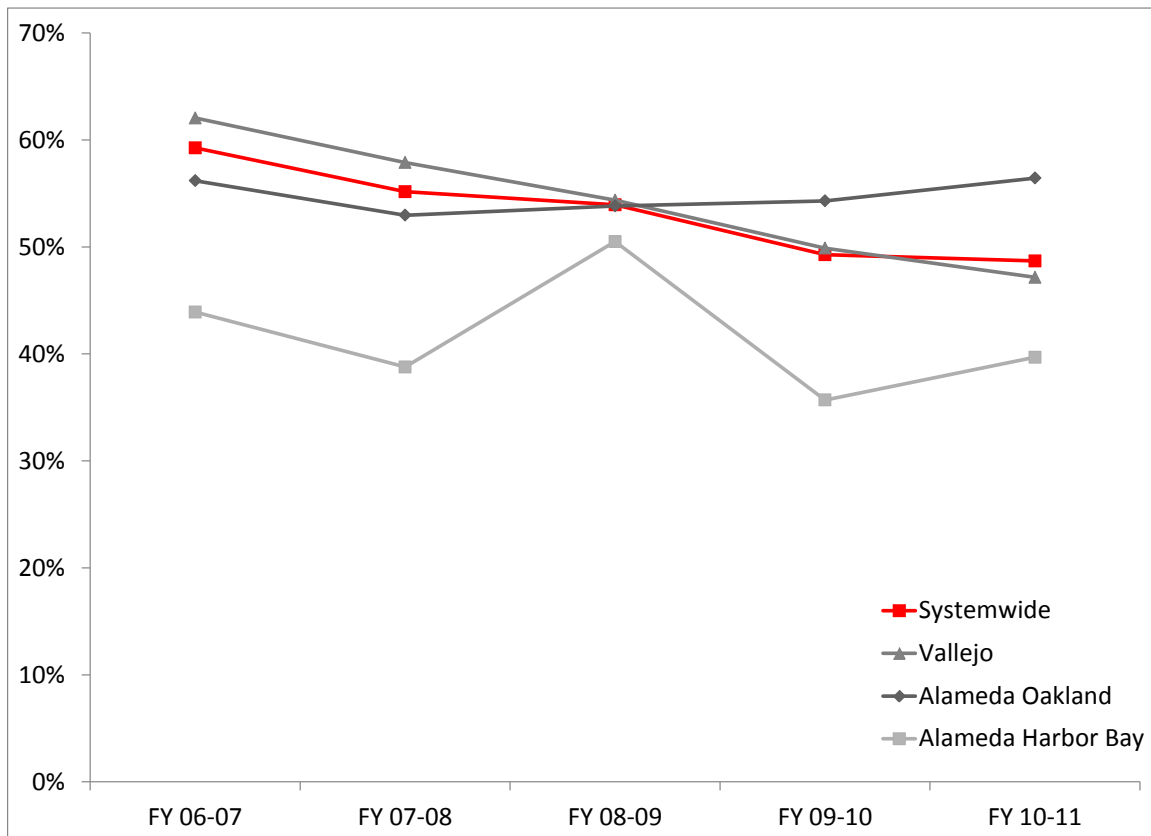
The farebox recovery ratio for the system in FY 10/11 was as follows:

- **Systemwide** farebox recovery ratio was just under 49%
- **Vallejo** had a 47% farebox recovery ratio
- **Alameda Oakland** service had the best farebox recovery ratio at 56%
- **Alameda Harbor Bay** had the lowest farebox recovery of approximately 40%

As shown in Figure 3-13, the farebox recovery ratio decreased over the five years period. In FY 06/07 it was close to 60% for the system as a whole and by FY 10/11 it had dropped to 49%. While changes occurred on all services, the most dramatic change was on the Vallejo service. Since FY 06/07:

- Farebox recovery on the **Vallejo** service decreased significantly from 62% to 47% , driven by both increasing costs and reduced fare revenues.
- Farebox recovery on the **Alameda Oakland** service held steady; the FY 10/11 farebox recovery ratio was nearly identical to FY 06/07 at 56%.
- Farebox recovery on the **Alameda Harbor Bay** service fluctuated the most over time, decreasing from 44% to 40% by the end of the period.

Figure 3-13 Farebox Recovery Ratio, Systemwide and by Service



## 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:

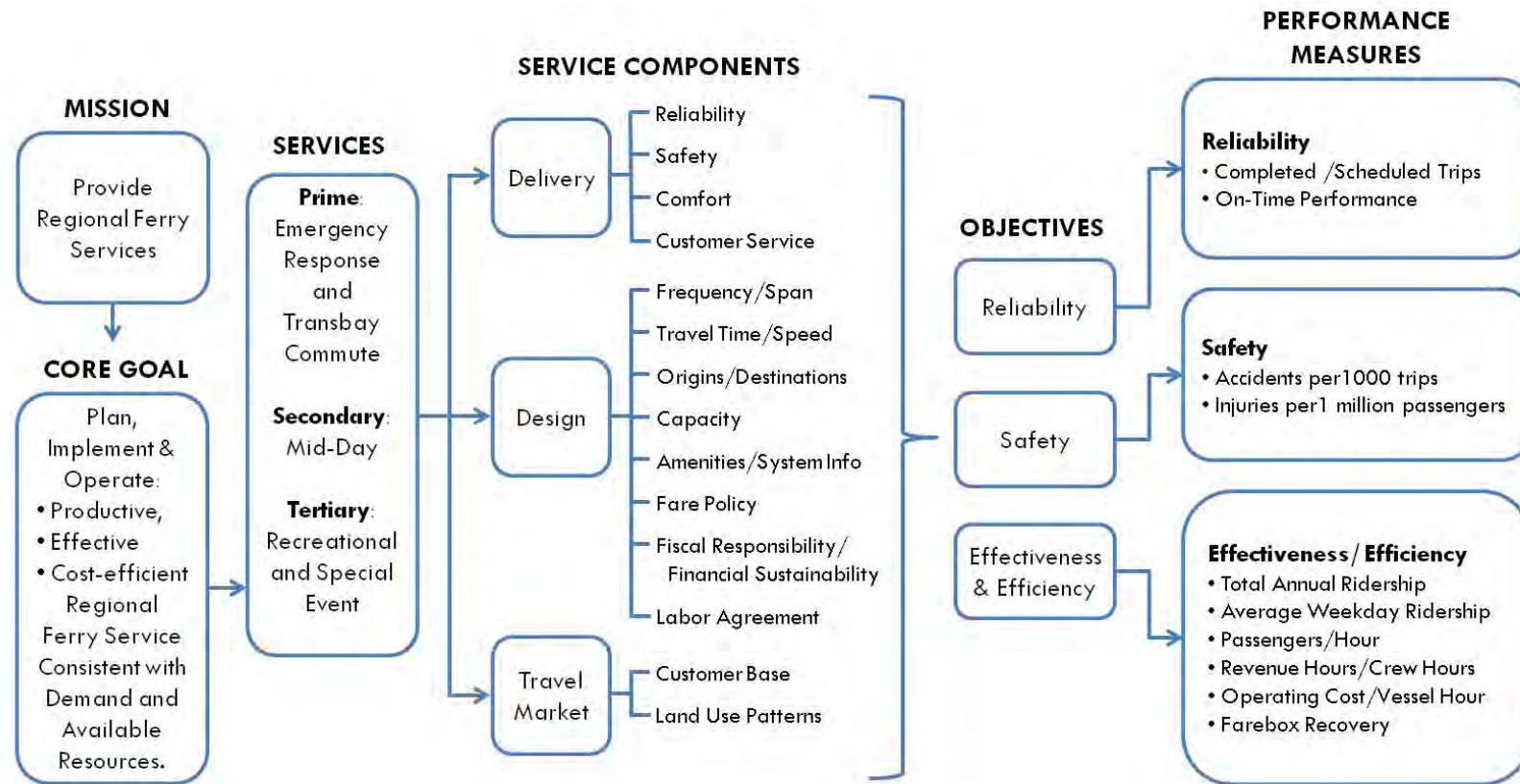
- Reliability
- Safety
- Efficiency/Effectiveness

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 the proposed operating plan and budget for WETA's existing public transit ferry system and potential new expansion ferry services that may be implemented over the 10 year horizon of the SRTP. The plan recognizes the importance of maintaining a core level of existing services while planning for service expansion, consistent with WETA's enabling legislation and transportation planning and funding initiatives such as Regional Measure 2.

The Operations Plan discussion is separated into two distinct sections including:

- Existing Services: A description of services anticipated to be operated over the ten year period, including a discussion of strategies to address operating issues identified in *Chapter 3: Service and System Performance* and system funding constraints anticipated over the 10-year period.
- Expansion Services:
  - Near-Term: A description of the service characteristics of potential new services planned for implementation over the 10 year planning horizon of this SRTP.
  - Long-Term: A status update on additional expansion services from WTA's IOP that are not sufficiently developed or funded to include in the 10-year operating plan.

The Operations Budget includes a description of major budget assumptions, a discussion of system operating revenues assumed to be available to support the system over the SRTP period and a summary of system expenses by route.

## OPERATIONS PLAN

### Existing Services

This plan assumes that WETA will continue operation of its four existing ferry services over the planning horizon of this SRTP at existing levels as identified below for each service and as generally described in Chapter 2. This general assumption is made in recognition of the fact that 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.* A discussion of WETA's planned work to address system sustainability is included later in this chapter.

Special considerations specific to each service over the planning horizon of this plan are discussed below.

### **Alameda/Oakland Ferry Service**

Annual Service Hours: 5,000

Annual Service Miles: 49,000

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, assumed to grow at 2.5% per year. Therefore, the SRTP assumes WETA would continue operating this service at the current service levels through the 10 year planning period.

### **Alameda Point Terminal**

The City of Alameda has previously expressed interest in developing a new ferry terminal at Seaplane Lagoon on the west side of the island as a part of a larger re-development of Alameda Point. As planned by the City prior to transfer of services to WETA, this new terminal, which would be funded by the development, would replace the Main Street/Alameda Gateway ferry terminal historically utilized to provide the Alameda/Oakland service (and now also utilized in the South San Francisco service) and therefore would require operational changes to these routes. WETA will work with the City of Alameda, and/or its developer, as this project develops in order to ensure that the new terminal meets ferry system and service needs and requirements.

### **Alameda Harbor Bay Ferry Service**

Annual Service Hours: 1,500

Annual Service Miles: 29,000

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, planned at 2.5% annually. However, ridership growth could 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.

### **Vallejo Ferry Service**

Annual Service Hours: 8,000

Annual Service Miles: 212,000

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 119% between FY 06/07 and FY 10/11, requiring an additional \$3 million per year to operate. The increased subsidy has been funded by WETA since FY 08/09 utilizing Regional Measure 2 ferry funds that were approved by voters for ferry expansion services

but have will not be needed until these future expansion services (Berkeley and Richmond) are ready to implement.

For purposes of the SRTP, the Vallejo service, including Route 200 bus service, is assumed to continue at its existing level of service throughout the 10 year planning period. However, system sustainability considerations as well as 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. WETA will work closely with the City of Vallejo to discuss necessary subsidy or service changes as the Berkeley and Richmond services move closer to implementation.

### **South San Francisco Ferry Service**

Annual Service Hours: 2,320

Annual Service Miles: 40,230

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 several years to become established and for ridership markets to begin to mature in the current slow economy. WETA is assuming an optimistic 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 review of the South San Francisco service in 18 months to determine if any changes are necessary based on performance trends.

### **System Sustainability**

The service and system performance evaluation in Chapter 3 identified a growing gap between system ridership, costs and fare revenues, resulting in decreasing system performance and cost-effectiveness over the period between FY 06/07 and FY 10/11. As a result, system subsidy needs grew over this period by almost \$4 million, without a commensurate increase in (permanent) revenue sources to cover the cost of these services. The most extreme losses were experienced on the Vallejo system, which experienced a cost increase of almost \$2.5 million, while system ridership and related fare revenue decreased almost \$500,000, resulting in a \$3 million increase in the annual service subsidy required.

While no specific service changes have been identified for implementation to the existing services as a part of this SRTP, WETA recognizes that some changes will be necessary in the coming years for WETA to be able to sustain existing services while moving forward with system expansion plans. As a result, WETA will need to embark on a process to consider options and opportunities to stabilize these services and close the funding gap over the next few years.

It is anticipated that this effort will focus on the following activities as described below.

- **Increase System Ridership** through implementation of marketing and communications programs to recruit new riders and retain existing customers. This will be especially important as the economy rebounds and both work and discretionary travel increases. Marketing programs and communications improvements will include such items as:

- Increased radio and print ads with local and regional radio and news media outlets and direct mail efforts to targeted ridership communities.
- Targeted promotions for services offering free or discounted rides to entice new riders such as Friends and Family or Try Transit promotions and development of partnerships with local businesses or real estate offices as resources to identify potential new riders.
- Participation in local and regional special events to increase awareness of ferry services;
- Utilizing social media such as Facebook, Twitter and YouTube to improve customer communication and to reach out to potential future riders;
- Implementing expanded outreach efforts to help customers and the media get to know WETA/San Francisco Bay Ferry and support positive system changes. Efforts will include a new and improved website and trip planning tool, pro-active media outreach, development of a quarterly customer newsletter and implementation of a new customer communications interface enabling the distribution of service alerts and news through voice message, text, RSS, email to be delivered via cell phone, computer or mobile device, as defined individually by each customer.

As a part of this work, WETA may conduct specific marketing studies for services in order to better determine the status and stability of rider markets.

- **Increase System Efficiency and Effectiveness** by working with the system contract operator, Blue and Gold Fleet, to review service schedules, labor utilization, trip-level passenger demand and vessel utilization to identify opportunities to maximize the effectiveness of system expenses and resources. Potential efficiency improvements may include schedule modifications to most effectively utilize paid crew hours, exploration of vessel interlining opportunities to save on fuel or crew costs for off-peak trips, and elimination or modification of low-ridership trips. Exploration of these, or other potential system efficiency modifications, will take time and considerable effort and will require close partnership and collaboration between all affected and participating parties in order to develop a comprehensive approach to achieving efficiencies that are beneficial to the overall operation and ultimately support ferry system sustainability over time.
- **Increase System Revenues** to help ensure that the system remains sustainable through time. Potential strategies include implementation of a program of systematic, multi-year fare increases linked to cost inflation to ensure that farebox revenues keep pace with cost inflation in a planned and gradual manner and/or development of a fuel surcharge mechanism to ensure that significant system operating deficits do not accrue in the event of future fuel price spikes (MTC does not allow creation of an operating reserve to guard against unexpected operating expenses utilizing regional RM2 revenues available to WETA). In addition, staff will work with MTC, host cities and county transportation sales tax authorities to ensure that ferry system needs are considered for funding in any future sales tax, gas tax, bridge toll or other transportation funding initiatives.

## Expansion 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.

### Near-Term Expansion Services

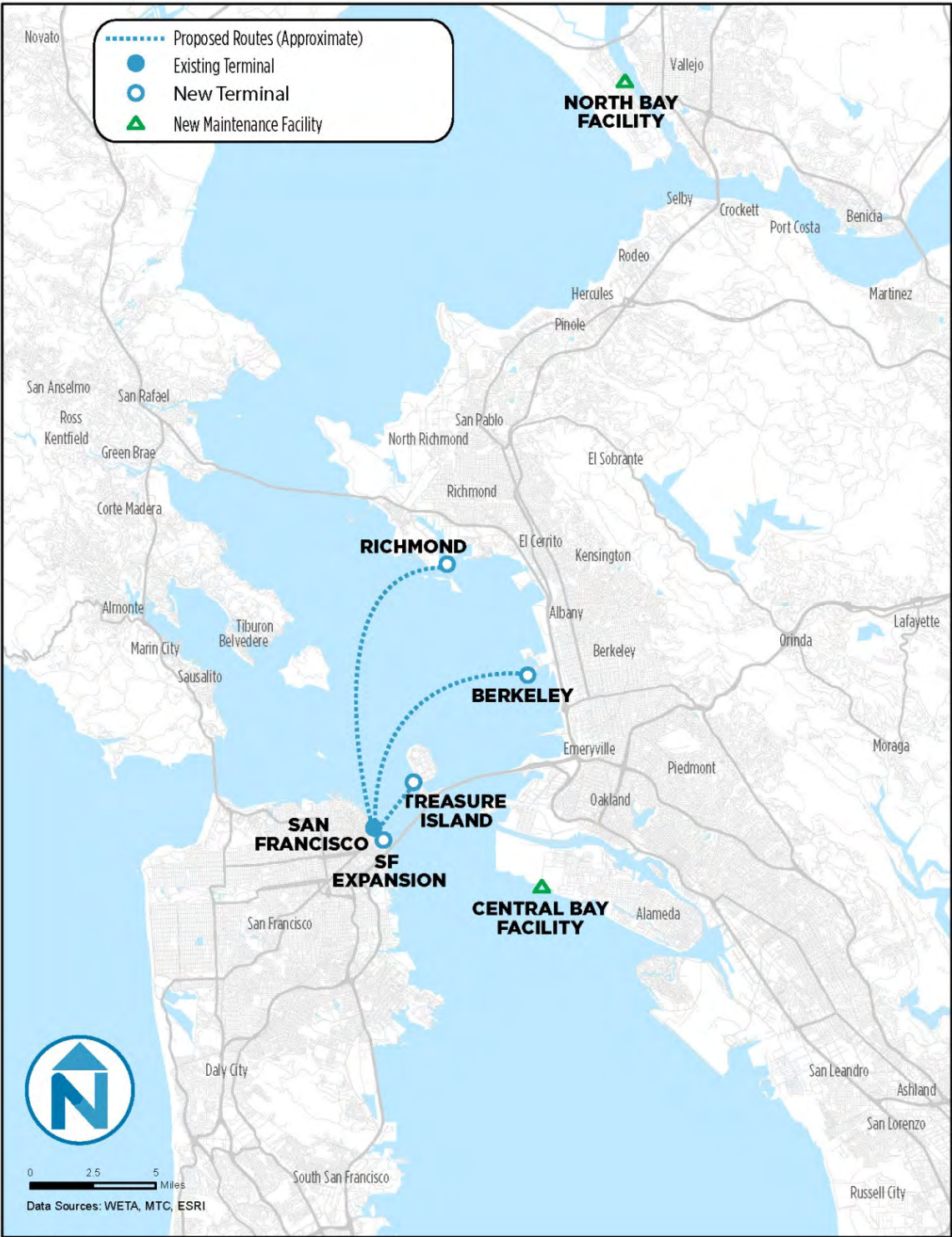
This plan assumes that the Richmond, Berkeley and Treasure Island services, which were all included in the IOP, will move forward for implementation within the 10-year planning period. These three central Bay routes have travel times similar to the existing central Bay service and have high projected ridership relative to other potential expansion services. WETA is continuing with conceptual design and environmental review for the Richmond and Berkeley terminal projects and Treasure Island service is being developed by the Treasure Island Development Authority as discussed further below. Figure 5-1 provides a summary of the near-term expansion services and Figure 5-2 illustrates the services and facility locations.

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 <sup>th</sup> housing unit	Uncertain, planned for FY 16/17



Figure 5-2 Near-Term Expansion



### **Richmond Ferry Service**

New Richmond service would have passengers 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 further detail 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.<sup>1</sup> Annual service hours and miles are assumed to be 2,870 and 37,110, respectively, with an annual service start date of FY 2015/16.

### **Berkeley Ferry Service**

New Berkeley service would provide a ferry service link between the Berkeley waterfront along Seawall Drive, south of the Berkeley Fishing Pier, and the Downtown San Francisco Ferry Terminal. The proposed new Berkeley ferry terminal is described in further detail 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.<sup>2</sup> Although there appears to be strong market demand for this ferry

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<sup>1</sup> WETA 2015 Ridership Model.

<sup>2</sup> 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. Annual service hours and miles are assumed to be 2,530 and 28,000, respectively, with an annual service start date of FY 17/18.

*Availability of Operating Subsidy for Richmond and Berkeley Expansion Services*

Over the course of the next few 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 expansion 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 and Richmond to further define the service and funding plans for expansion services. This includes coordination with MTC and 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.

**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.<sup>3</sup> 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

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<sup>3</sup> More information about the project can be found here: [www.sftreasureisland.org](http://www.sftreasureisland.org)



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**

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 expand water transit services for both regular commuting and disaster recovery needs. Long term projects currently under development include potential terminals and services to the cities of Antioch, Hercules, Martinez and Redwood City.

Developing, and ultimately implementing, new services and 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. These activities can take a number of years while funding is secured for the construction and long-term operations. This process requires partnerships with a broad spectrum of entities such as host cities, developers and local, county, regional, state and federal planning and funding agencies. For new services to succeed, it is important for all stakeholders to work together to develop realistic service expectations and secure funding sources for terminal and vessel 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.

### **Planning and Study of Long-Term Expansion Projects**

Over the past several years, WETA has worked with the cities of Antioch, Hercules, Martinez and Redwood City on initial planning studies, environmental review and conceptual design for potential future ferry services to these cities. 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.

Working in coordination with the cities, WETA recently updated its ridership projections for these services to the year 2035. The updated projections will be 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 analyses, 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 will continue to coordinate with staff from each city throughout the planning processes. Ultimately, construction of new terminal facilities and implementation of expanded new services can only be achieved as the result of a partnership with these cities as well as the various Bay transportation planning, funding and oversight organizations in the Bay Area, such as MTC and county-level transportation authorities. As the conceptual design of these services advances, WETA will work to expand the discussion of how to fund and implement these services to this larger body of stakeholders and will reflect any service development or funding status changes related to these services in future SRTP updates.

An illustration of long-term expansion services and facilities is shown in Figure 5-3 below.

Figure 5-3 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. Locally, Antioch ferry service has long been of interest to the City of Antioch and is mentioned in two of the fourteen overarching goals related to expanding transit and providing intermodal transit centers in the “East Contra Costa Action Plan for Routes of Regional Significance” prepared by TRANSPLAN; the sub-regional transportation entity for Eastern Contra Costa County under the Contra Costa Transportation Authority.

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); a project that will extend BART to Antioch with a station at Hillcrest Avenue in the City of Antioch. The eBart 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 (as described further in Chapter 6). There are no capital or long-term operating fund sources identified to build and operate this project at this time.

## **Hercules**

The Hercules service was identified in the IOP to provide service between the City of Hercules and 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. The Hercules project is currently funded through the conceptual design and environmental review phases only (as described further in Chapter 6). However, in agreement with the City, WETA is not planning to 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 between the City of Martinez and 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 (as described further in Chapter 6). There are no capital or long-term operating fund sources identified to build and operate this project at this time.

### **Redwood City**

The Redwood City service was identified in the IOP to provide service between Redwood City and 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. The Redwood City project is currently funded in this plan through the conceptual design and environmental review phases only (as described further in Chapter 6). While there is partial funding for system capital and operating needs in the form of \$15 million in San Mateo County sales tax funds, this service lacks full capital and operating funds to build and operate service at this time.

## **OPERATIONS BUDGET**

### **Budget Assumptions**

Projected system operational expenses and revenues for the existing services and near-term expansion services are shown in Figure 5-3: WETA 10-Year Operating Expenses and Revenues at the end of this chapter. Operating expenses for existing services are based upon actual FY 11/12 expenses projected out for the ten year period, utilizing the major assumptions identified below.

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%
- No system operating reserve has been created as MTC does not allow RM2 funds, WETA's primary source of operating funds, to be utilized for this purpose.

Expansion service costs for Richmond and Berkeley are WETA's best guess of service costs based upon its existing operating agreement with Blue and Gold and the cost of other similar services. Expansion service parameters and costs will be further defined as these services are developed over the next several years.

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.

## **Revenue Sources**

A variety of federal, state and local funding sources are programmed and available to support the approximate \$327 million operating costs contained in this plan. These include the following:

### **Fare Revenue**

Passenger fares are projected to provide \$134.1 million in revenues to support system operation over the next 10 years. To ensure that fares marginally keep up with system cost inflation, fares are projected to increase at 3% annually beginning in FY 2013/14 subject to development and Board approval of a fare increase program.

### **Regional Measure 1 – 5% Program**

These funds are derived from an increase in tolls on the Bay Area's state-owned bridges that was approved by the voters in November 1988. This plan assumes that these funds do not escalate over time, consistent with MTC projections.

### **Regional Measure 2 Program**

In 2004, voters passed Regional Measure 2 (RM2), which provides WETA with \$18.3 million annually to support existing city-based services and fund WETA's service expansion plans. \$3 million of this amount is specifically available to support WETA planning and administration, and \$15.3 million is available to support service development and operation. This plan assumes RM2 expansion funds are used to support new South San Francisco, Richmond, Berkeley and Treasure Island services and fund projected operating deficits for existing Alameda Oakland, Harbor Bay and Vallejo services.

### **Alameda Measure B**

In 2000, Alameda County voters approved Measure B, the half-cent transportation sales tax. Alameda CTC administers Measure B funds to deliver transportation improvements and services in Alameda County and to address congestion in every major commute corridor in the county. Measure B funds are allocated annually to support the Alameda ferry services. Over the 20 year expenditure plan Measure B will provide over \$11 million to support the Alameda ferry services.

WETA is also working with ACTC to include funding for ferries in the reauthorization of Measure B which will be voted on by Alameda County residents in the fall of 2012.

### **Contra Costa Measure J**

On November 2, 2004, Contra Costa voters approved Measure J, which extended the half-percent local transportation sales tax first established by Measure C in 1988 for another 25 years to provide funding for continued and new transportation projects in the county. This program included \$45 million to support capital development or transit operations for new ferry services to Richmond and Hercules. Other Miscellaneous Local

Other funds assumed to be available to support ferry system operations include City of Alameda Local Funds to support maintenance of the Harbor Bay Ferry Terminal, Harbor Bay Business Park Association private subsidy of \$130,000 annually to support Harbor Bay ferry operations, and a small amount of advertising revenue to support the Vallejo ferry service.

### **State Transit Assistance**

State Transit Assistance (STA) funds are available annually through MTC on a revenue and population formula basis to support transit operator capital and operating needs. As a new transit operator WETA now qualifies as an STA recipient. This plan assumes use of \$374,000 revenue based STA funds starting in FY2013/14, with an annual inflationary growth of 2%.

### **Federal Preventative Maintenance**

While the use of Federal Preventative Maintenance funds are not assumed in this 10 year operating plan, these funds have historically been available to the Vallejo service and have been used to fill operating deficits in the past. WETA would potentially seek the use of these funds in the future to help fill an operating deficit in the Vallejo service.

### **Other Funding – TBD**

WETA will continue to work with local, regional and state officials to pursue new transit operating funds to support existing and expanded ferry services over time. New and expanded sources are especially critical as WETA's current funding sources generally do not grow along with cost inflation over time. Some potential sources of additional funding include:

#### **San Mateo Sales Tax**

In 2004, San Mateo County votes 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 capital development of new ferry services to South San Francisco and Redwood City. WETA expended \$8 million of this amount to develop the South San Francisco terminal. WETA will work with the County to see if the remaining Measure A funds dedicated to the South San Francisco project could be flexed to support South San Francisco service operating costs in future years.

#### **Regional Funds**

This plan assumes no growth of regional toll dollars available to support ferry services over the 10-year planning horizon. However, WETA as the economy picks up, and toll generations increase, WETA anticipates potential discussions with MTC regarding resuming cost inflation

receive a portion of any future bridge toll, sales tax, gas tax or other transit operating increases planned by the region to support transit services.

**New Local Sales Tax Initiatives**

WETA will work with local entities, such as the Alameda CTC, Solano Transportation Authority and Contra Costa Transportation Authority, as they develop and pursue countywide transportation sales tax initiatives in future years to support continued ferry transit operations.



Figure 5-4 WETA 10-Year Operating Plan (FY 2012 – FY 2021)

	FY2011/12	FY2012/13	FY2013/14	FY2014/15	FY2015/16	FY2016/17	FY2017/18	FY2018/19	FY2019/20	FY2020/21	TOTAL
	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	10-Year
PLANNED SERVICE HOURS & MILES											
Major Service changes:		Begin Full SSF Operation			Begin Richmond Service		Begin Berkeley Service				
TOTAL SERVICE HOURS	15,113	17,249	17,249	17,249	20,117	20,117	22,647	22,647	22,647	22,647	219,089
TOTAL SERVICE MILES	290,813	327,860	327,860	327,860	364,967	364,967	364,967	364,967	364,967	364,967	3,820,653
OPERATING COSTS											
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
Alamada Habor 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 OPERATING COSTS	\$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
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 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 - 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
Other Funding - TBD	\$0	\$0	\$0	\$0	\$0	\$0	\$2,082,512	\$2,533,894	\$2,947,165	\$3,018,209	\$10,581,780
TOTAL OPERATING & SUBSIDY REVENUES	\$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 FY13/14  
Assumes annual ridership increase on each service between 1.3% to 2.5%



## 6 CAPITAL IMPROVEMENT PROGRAM

### INTRODUCTION

The 10 year Capital Improvement Program provides an overview of capital projects that will be needed to support WETA's current regional program of public transit and emergency response ferry services as well work contemplated to be completed to support system expansion plans. This program provides a basis for annual agency capital budgeting and long-term financial planning and grant application development, and will be revised periodically as projects develop and future system funding becomes more certain.

### CAPITAL IMPROVEMENT PROGRAM PROJECTS

The Capital Improvement Program (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 delivering its program of services. The program of projects included in the CIP includes both rehabilitation and replacement needs for existing services and system expansion needs based upon 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.

Project categories included in the CIP program are summarized below in Figure 6-1 and are described in more detail in the following pages.

Figure 6-1 Types of Capital Projects

Program	Description
Revenue Vessel Projects	Rehabilitation, replacement and expansion of ferry vessel fleet
Major Facilities Rehabilitation and/or Replacement	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/Operations Facilities	Two new facilities to support the provision of existing and new ferry services and emergency response functions
Miscellaneous	General operating tools and equipment.

## Revenue Vessel Projects

WETA currently owns and maintains a fleet of 12 ferries used to support its regularly scheduled transit service needs. The plan assumes that 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 expansion vessels associated with Richmond and Berkeley expansion services as shown in the Figure 6-2 below. These revenue vehicles will be used to provide up to 120 daily service trips and 22,830 hours of service annually. This plan does not include vessels for the Treasure Island service, which will be the responsibility of the City of San Francisco/Developer. This fleet configuration allows for 4 spare vessels to be available and utilized to provide back-up service when vessels must undergo Coast Guard required dry dock inspections or when regularly scheduled or unanticipated maintenance, rehabilitation or repair work is required. This fleet also serves as an emergency response fleet of vessels that is prepared to serve the Bay Area's transportation needs in the event of an emergency. Revenue vessel project needs are outlined below by the rehabilitation, replacement and expansion needs 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. Vessel rehabilitation work is broken into two major categories for financial planning purposes including Major Component Rehabilitation/Rehabilitation and Mid-Life Repower/Refurbishment as described below.

#### 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 including rehabilitation/retrofit of passenger amenities is determined by a preventative maintenance program and inspection process. Over the next 10 years, WETA has identified \$16.6 million of Major Component Rehabilitation/Replacement work that will be needed across the fleet.

#### 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. Four vessels will require a mid-life Repower/Refurbishment over the 10-year period including the Bay Breeze, Peralta, Gemini and Pisces at an estimated cost of \$39.8 million.

### 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 including the Harbor Bay Express II, Encinal and Vallejo at an estimated cost of \$52.4 million.

### **Vessel Expansion**

WETA's expansion vessel program includes the purchase of up to four new ferry vessels to serve the planned Richmond and Berkeley ferry system expansion projects. The planned expansion vessels would be purchased for approximately \$17 million each for a total of approximately \$68 million. It is anticipated that these vessels will be funded with a mix of RM 2 funds, state Proposition 1B funds and federal discretionary funds.

**Figure 6-2 WETA Vessel Fleet and 10-Year Vessel Capital Program** (Notes 1 and 2)

Vessel	Official Number	Capacity	Manufacturer	Service Speed	Year Built
<b>Rehabilitation</b>					
Peralta	1118810	326	Nichols	25	2002
Bay Breeze	1020550	250	Nichols	25	1994
Intintoli	1050665	349	Dakota Creek	34	1997
Mare Island	1053103	349	Dakota Creek	34	1997
Solano	1155022	320	Dakota Creek	34	2004
Gemini	1213097	149	Nichols/ Kvichak	25	2008
Pisces	1213097	149	Nichols/ Kvichak	25	2008
Scorpio	1215086	199	Kvichak/ Nichols	25	2009
Taurus	1215087	199	Kvichak/ Nichols	25	2009
<b>Replacement</b>					
Harbor Bay Express II (Note 3)	998632	149	USA Catamaran	28	1995
Vallejo	972155	267	Gladding- Hearn	34	1994
Encinal	682580	395	Nichols	25	1985
<b>Expansion</b>					
Berkeley 1	TBD	299	TBD	TBD	TBD
Berkeley 2	TBD	299	TBD	TBD	TBD
Richmond 1	TBD	299	TBD	TBD	TBD
Richmond 2	TBD	299	TBD	TBD	TBD

**Notes:**

- All existing and planned vessels are powered with diesel engines.*
- All vessels have capacity for at least 4 mobility devices and can accommodate additional devices on a case-by-case basis.*
- The Harbor Bay Express II was retired and scheduled for early replacement due to its poor condition and high cost of rehabilitation at the time of transfer to WETA.*

## Major Facilities Projects

The WETA ferry system includes five terminals and one vessel mooring facility as identified in Figure 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 float and gangway facilities will require some maintenance funding over the next 10 years at an estimated system-wide cost of \$11.4 million.

### 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 is scheduled 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 are anticipated to require dredging during this SRTP period. Total planned dredge work is estimated to cost \$5.2 million.

### 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. The estimated cost of terminal maintenance is approximately \$900,000.

## Service Expansion Projects

Over the 10 year planning horizon of this SRTP, the following capital needs are anticipated to support existing services and 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 (EWTSM), 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 conceptual design 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. The estimated cost is \$115.6 million. Construction of the new berths will be phased in accordance with demand and implementation of service expansion projects. The first two 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. The third gate would be available to support additional back-up or emergency capacity as well as long-term expansion projects such as Hercules, Redwood City, Martinez or Antioch. Phased construction of the expansion is projected to begin in 2014.

### 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. The estimated cost of this terminal is \$28.8 million.

### 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. The estimated cost of the project is \$8 million.

### **Long-Term Expansion Services**

This project supports continued development of environmental studies and related conceptual design work for the development of new ferry terminals and services from the cities of Redwood City, Richmond, Antioch and Martinez, consistent with the Water Transit Authority's IOP approved by WTA Board in July 2003 and the Transition Plan adopted by the WETA Board in June 2009. This work involves examining the physical, environmental, social, transportation, air and energy impacts of locating ferry terminals at specific locations. WETA is collaborating closely with each of the cities on the investigation of these sites and development of these potential expansion services which are described in more detail in Chapter 5. As this work develops, WETA will work with the cities and various regional and county planning and funding organizations such as the Metropolitan Transportation Commission and, for Contra Costa services, the Contra Costa County Transportation Authority to consider next steps in advancing and funding these services. WETA will update the status of these services and related funding in future SRTP updates.

## **Maintenance and Operations 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 and operation. The facility will 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 at an estimated cost of \$39.1 million.

### **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 at an estimated cost of \$25 million.

## **Miscellaneous**

WETA anticipates the need to purchase miscellaneous operations, maintenance and emergency response tools and equipment over the 10-year period. This includes 2 non-revenue vehicles and miscellaneous other duty vehicles received from the City of Vallejo to support the Vallejo service.

## **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. This structure is a key component of the City's redevelopment plans for the downtown area adjacent to the Vallejo ferry terminal. 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.

### **Emergency Facility Study**

As discussed in Chapter 4, WETA's primary purpose is to provide regularly scheduled regional ferry transportation services and supplemental emergency ferry transportation services as circumstances warrant. WETA's Emergency Water Transportation System Management Plan lays out how WETA will prepare for, respond to and recover from disasters affecting public health, welfare and transportation across the Bay Area. Emergency service includes transportation of first responders and disaster service workers to facilitate emergency response and recovery. Emergency service also includes transportation of passengers if primary transportation systems and infrastructure are unavailable.

WETA currently utilizes its existing facilities and vessel fleet to provide emergency response and recovery transportation services. This includes utilization of existing terminal facilities in Alameda, Oakland, San Francisco and Vallejo. It is intended that near-term expansion terminals such as Berkeley, Richmond and Treasure Island would also be available for the provision of emergency services, as necessary, after these facilities are constructed. WETA is limited in its ability to construct facilities for the sole purpose of emergency response due to the lack of an operating subsidy for such purpose; emergency facilities would require on-going maintenance and rehabilitation to ensure the facilities would be operational in the event of an emergency.

Nonetheless, WETA is studying options for emergency response facilities to better understand the cost of building facilities exclusively for emergency response and disaster recovery purposes. In particular, this study will examine design issues, deployment logistics (including mooring and relocation to locales as needed) and will develop construction and life cycle cost estimates that can be used to further consider the cost-benefit of such facilities and to advocate for special operating funds for this purpose. This study will take place during the fall of 2012.

## CAPITAL IMPROVEMENT PROGRAM COSTS AND REVENUES

### Costs

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 6-4 Capital Improvement Program Summary, below. A more detailed projection of capital expenses by program category is included in Appendix C.

Figure 6-4 Capital Improvement Program Summary

Program	10-Year Total Cost
<b>Revenue Vessel Projects</b>	<b>\$161,184,200</b>
<i>Vessel Rehabilitation</i>	<i>\$39,830,600</i>
<i>Vessel Replacement</i>	<i>\$52,353,600</i>
<i>Vessel Expansion</i>	<i>\$69,000,000</i>
<b>Major Facilities Rehabilitation/Replacement</b>	<b>\$17,485,600</b>
<i>Floats and Gangways</i>	<i>\$11,441,600</i>
<i>Dredging</i>	<i>\$5,150,300</i>
<i>Terminal Maintenance</i>	<i>\$893,700</i>
<b>Service Expansion Projects</b>	<b>\$154,675,400</b>
<i>Downtown SF Terminal Expansion</i>	<i>\$115,585,700</i>
<i>Berkeley Terminal</i>	<i>\$28,771,100</i>
<i>Richmond Terminal</i>	<i>\$7,789,200</i>
<i>Long-Term Expansion Studies</i>	<i>\$2,529,400</i>
<b>Maintenance Facility Projects</b>	<b>\$64,600,000</b>
<i>Central Bay Facility</i>	<i>\$39,100,000</i>
<i>North Bay Facility</i>	<i>\$25,500,000</i>
<b>Miscellaneous</b>	<b>\$643,700</b>
<b>Total</b>	<b>\$398,588,900</b>

## **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 ferry 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 were made 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 and transbay services construction of spare vessels and development and construction of expanded berthing capacity in San Francisco. This plan assumes the use of the balance of RM2 funds available to WETA over the 10-year period.

### **Federal Grants**

WETA has secured over \$20 million in federal ferryboat discretionary and high priority project grants over the past several years to support construction of expansion ferry terminals and vessels. Additional federal funds assumed in this plan include continuing ferryboat discretionary allocations, Federal 5307 and 5309 funds to support capital rehabilitation and replacement projects for existing Vallejo and Alameda system assets, Port Security grants and other federal discretionary grants as available. Federal 5307 and 5309 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. Over a ten year period, this program will 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 Proposition 1B funds to construct terminal, float and gangway access projects, system maintenance and operations facilities and new vessels. Proposition 1B also include Public Transportation Modernization, Improvement, and Service Enhancement Account (PTMISEA) funds allocated to transit operators. The Vallejo service has historically received PTMISEA funds to support capital projects.

## **Alameda County Measure B**

In 2000, Alameda County voters approved Measure B, the half-cent transportation sales tax. Alameda CTC administers Measure B funds to deliver transportation improvements and services in Alameda County and to address congestion in every major commute corridor in the county. Measure B funds are allocated annually to support the Alameda ferry services. Over the 20 year expenditure plan Measure B will provide over \$11 million to support the Alameda ferry services. WETA is also working with ACTC to include funding for ferries in the reauthorization of Measure B which will be voted on by Alameda County residents in the fall of 2012.

## **Proposition K**

Proposition K provides \$5 million in funding over a 5 year period for a variety of improvements to the Downtown Ferry Terminal including WETA's project to expand berthing facilities. With the full build out of the Downtown San Francisco Ferry Terminal Expansion project, these funds will be leveraged by over \$100 Million in investment of state and federal sources including Regional Measure 2 (RM2), Prop 1B, and FTA Section 5309 funds.

## **State Transit Assistance**

State Transit Assistance (STA) funds are available annually through MTC on a revenue and population formula basis to support transit operator capital and operating needs. As a new transit operator WETA now qualifies as an STA recipient. This plan assumes use of \$374,000 revenue based STA funds starting in FY14, with an annual inflation increase of 2%.

## **State Transportation Improvement Program Funds**

State Transportation Improvement Program (STIP) is a multi-year capital improvement program of transportation projects on and off the State Highway System, funded with revenues from the State Highway Account and other funding sources. STIP funds previously programmed directly to the City of Vallejo will be used to support the North Bay Operations and Maintenance Facility project.

## **Other Miscellaneous**

Other grant funds assumed to be available to support WETA projects include Carl Moyer grant funds to support ferry vessel repower projects, City of Alameda Local Funds to support capital needs at the Alameda terminals, and a small mix of state and local funds secured by Vallejo to support the North Bay Operations and Maintenance Facility project.



## 7 OTHER REQUIREMENTS

### MTC RESOLUTION NO. 3434 – REGIONAL TRANSIT EXPANSION

MTC Resolution 3434 (the Resolution) was a cornerstone of MTC's 2001 Regional Transportation Planning process and its 2008 Strategic Plan. It was designed to allow the region's transit operators and planning agencies to "speak with one voice" in prioritizing large scale regional transit expansion projects seeking discretionary funding support. 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 based upon a subset of WTA's Implementation and Operations Plan (IOP) including expansion of the Alameda/Oakland/Harbor Bay services and implementation of the following new ferry services and related support facilities:

- South San Francisco from Oakland/Alameda
- Berkeley to San Francisco
- Richmond to San Francisco
- Hercules to San Francisco

MTC did not include the Treasure Island to San Francisco ferry service in Resolution 3434 under the assumption that the developer/development would fund the cost of the terminal, vessels and service, and, therefore, no regional discretionary funds allocated by MTC would be needed.

To date, of the four expansion services included in Resolution 3434 the South San Francisco service is the only new service in operation at this time. Service was started on June 4, 2012, and the ongoing capital and operating needs of this service are included in Chapters 5: Operations Plan and Budget and Chapter 6: Capital Improvement Program of this plan.

The Richmond, Berkeley and Hercules projects are in various stages of development and are described and discussed in further detail in Chapters 5 and 6 of this plan. More specifically, the Richmond and Berkeley services are classified as "near-term" expansion projects, and, as such, are assumed to be implemented in the 10-year planning horizon of this plan. Whereas, Hercules is classified as a "long-term" expansion project due to several barriers to implementation, further discussed in Chapter 5, therefore work during the planning horizon is assumed to be limited to initial planning and design/development.

### Station Area Transit-Oriented Development

In accordance with MTC requirements, 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 planned terminals in Berkeley, Richmond, Treasure Island, and Hercules. Treasure Island would be in compliance, as ferry service is specifically planned to begin only when residential development has reached a certain threshold. The Berkeley terminal site is designated as a park priority use area in the BCDC Bay Plan. The City of Berkeley General Plan designates the site and vicinity as Waterfront/Marina and Open Space/Recreation. These land-use designations limit the TOD opportunities in the immediate vicinity of this terminal, however, WETA will work with the City of Berkeley to identify opportunities to enhance transit, pedestrian and bicycle connections to/from nearby residential and employment areas/developments in the city. The City of Hercules has completed various plans associated with the development of Hercules Intermodal Station and the Hercules Waterfront. In 2006, WTA and the City of Richmond worked to complete a Water Transit Oriented Development study. The plan focused on creation of a vibrant waterfront neighborhood centered on the proposed ferry terminal and surrounded by a mix of transit supportive development. The City of Richmond recently updated its General Plan and acknowledged the proposed terminal and development opportunities in the vicinity.

## **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.

WETA's objective is to ensure the various communities served by the ferry operation have sufficient opportunities to provide input in the development and design of future ferry services and stations, changes to existing services, and marketing efforts. Additional details regarding WETA's outreach and public involvement objectives are outlined in the WETA Title VI report included as Appendix D.

### **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. The WETA Title VI report is included as Appendix D.

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.

## OTHER PERFORMANCE AND COMPLIANCE

### 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 has worked with the cities of Alameda and Oakland on a number of access improvements at the terminal sites in recent years and will continue to take these identified needs and recommended actions into consideration in planning future service improvements.

## **FTA Triennial Review**

WETA underwent its first Federal Transit Administration Triennial Review in September 2012. The final review report will be forwarded to MTC when available and will ultimately be included as Appendix E to this plan, as required.

## **APPENDIX A**

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### 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	1,470,000	1,452,000	1,233,000	1,250,000	1,306,000
% Change			-1.2%	-15.1%	1.4%	4.5%
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	89.1	100.1	85.0	86.2	90.1
% Change			12.4%	-15.1%	1.4%	4.5%
Passengers per Rev. Mile	FPass/FRVM	4.3	5.0	4.3	4.3	4.5
% Change			14.6%	-14.2%	1.4%	4.5%
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	\$10.85	\$12.67	\$14.00	\$15.10	\$15.59
% Change			16.8%	10.4%	7.9%	3.2%
Subsidy per Passenger	ORev/FPass	\$4.42	\$5.68	\$6.45	\$7.66	\$8.00
% Change			28.5%	13.5%	18.8%	4.4%
Average Fare						
Average Fare	FRev/FPass	\$6.43	\$6.99	\$7.55	\$7.44	\$7.59
% Change			8.7%	8.0%	-1.5%	2.0%

**SHORT RANGE TRANSIT PLAN FY2012 – FY2021 | APPENDIX A**  
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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
<b>Operating Statistics</b>						
<b>Cost</b>						
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%
<b>Revenues &amp; Assistance</b>						
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%
<b>Service and Usage</b>						
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%

**SHORT RANGE TRANSIT PLAN FY2012 – FY2021 | APPENDIX A**  
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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%



**SHORT RANGE TRANSIT PLAN FY2012 – FY2021 | APPENDIX A**  
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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
<b>Operating Statistics</b>						
<b>Cost</b>						
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%
<b>Revenues &amp; Assistance</b>						
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%
<b>Service and Usage</b>						
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%

**SHORT RANGE TRANSIT PLAN FY2012 – FY2021 | APPENDIX A**  
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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%

**SHORT RANGE TRANSIT PLAN FY2012 – FY2021 | APPENDIX A**  
Water Emergency Transportation Authority

**Figure A- 4 Vallejo Ferry Service Performance and Trends**

		FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11
<b>Operating Statistics</b>						
<b>Cost</b>						
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%
<b>Revenues &amp; Assistance</b>						
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%
<b>Service and Usage</b>						
Total Passengers	FPass	897,000	848,000	690,000	682,000	697,000
% Change			-5.5%	-18.6%	-1.2%	2.2%
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%

**SHORT RANGE TRANSIT PLAN FY2012 – FY2021 | APPENDIX A**  
Water Emergency Transportation Authority

**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	89.7	106.0	86.3	85.3	87.1
% Change			18.2%	-18.6%	-1.2%	2.2%
Passengers per Rev. Mile	FPass/FRVM	3.4	3.9	3.3	3.2	3.3
% Change			15.2%	-17.5%	-1.2%	2.2%
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	\$12.42	\$15.19	\$17.48	\$18.58	\$19.51
% Change			22.3%	15.1%	6.3%	5.0%
Subsidy per Passenger	ORev/FPass	\$4.71	\$6.40	\$7.98	\$9.31	\$10.31
% Change			35.7%	24.7%	16.7%	10.8%
Average Fare						
Average Fare	FRev/FPass	\$7.70	\$8.79	\$9.50	\$9.27	\$9.20
% Change			14.1%	8.1%	-2.5%	-0.7%

## **APPENDIX B**

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### Non-Revenue Vehicle Fleet



## Appendix B      Non-Revenue Vehicle Fleet

Non Revenue Vehicle	Serial Number
14' Aluminum Work Skiff #1	Serial Number KLOB559H495
14' Aluminum Work Skiff #2	Serial Number KLOB559H495
Ford Windstar Shop Van	2FMZA5040YBB96855
Fors F-350 Shop Truck	1FTSW30F41EC06049
Ford Think Electric Utility Cart	1FABP225920104004
Hyster Challenger Forklift H150F	D6 D6 4 05F-8235





## **APPENDIX C**

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### Capital Improvement Program



Appendix C Capital Improvement Program

Projects Category/Description	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
Revenue Vessel Projects											
Major Component Rehabilitation/Replacement											
Engine Overhaul - Bay Breeze				\$81,569	\$596,664		\$86,562		\$741,764		\$1,506,559
Dry Dock - Bay Breeze			\$204,000								\$204,000
Engine Overhaul - Paralta			\$520,200			\$142,999		\$574,343			\$1,237,542
Dry Dock - Paralta			\$153,000								\$153,000
Engine Overhaul - Encinal	\$2,564	\$901,000			\$159,181			\$500,473			\$1,463,218
Engine Overhaul - Solano			\$1,052,000								\$1,052,000
Engine Overhaul - Gemini			\$79,970		\$596,664	\$84,865		\$633,185		\$91,860	\$1,486,544
Replace SQR - Gemini								\$281,541			\$281,541
Engine Overhaul - Pisosos			\$79,970		\$596,664	\$84,865		\$633,185		\$91,860	\$1,486,544
Replace SQR - Pisosos								\$281,541			\$281,541
Engine Overhaul - Scorio			\$79,970	\$584,965		\$84,865		\$633,185	\$90,059		\$1,473,044
Replace SQR - Scorio									\$287,171		\$287,171
Engine Overhaul - Taurus			\$79,970		\$596,664	\$84,865		\$633,185		\$91,860	\$1,486,544
Replace SQR - Taurus									\$287,171		\$287,171
Waterjet Upgrade - Mare Island & Intintoli			\$2,550,000								\$2,550,000
Interior Retrofit - Intintoli							\$552,040				\$552,040
Interior Retrofit - Mare Island								\$563,081			\$563,081
Inflatable Buoyancy Apparatuses		\$127,500									\$127,500
Communications Equipment		\$142,263									\$142,263
Subtotal	\$2,564	\$1,070,763	\$4,799,080	\$666,534	\$2,545,837	\$482,459	\$638,602	\$4,733,719	\$1,406,165	\$275,580	\$16,621,303
MidLife Repower/Refurbishment											
Midlife Overhaul - Bay Breeze	\$37,500	\$4,977,500									\$5,015,000
Midlife Overhaul - Paralta					\$5,306,040						\$5,306,040
Midlife Overhaul - Gemini										\$6,444,127	\$6,444,127
Midlife Overhaul - Pisosos										\$6,444,127	\$6,444,127
Subtotal	\$37,500	\$4,977,500	\$0	\$0	\$5,306,040	\$0	\$0	\$0	\$0	\$12,888,254	\$23,209,294
Vessel Rehabilitation Total	\$40,064	\$6,048,263	\$4,799,080	\$666,534	\$7,851,877	\$482,459	\$638,602	\$4,733,719	\$1,406,165	\$13,163,834	\$39,830,597
Vessel Replacement											
Vessel Replacement - Encinal				\$5,202,000	\$15,918,120						\$21,120,120
Vessel Replacement - Express II		\$250,000	\$14,025,000	\$1,040,400							\$15,315,400
Vessel Replacement - Vallejo					\$15,918,120						\$15,918,120
Vessel Replacement Total	\$0	\$250,000	\$14,025,000	\$6,242,400	\$31,836,240	\$0	\$0	\$0	\$0	\$0	\$52,353,640
Vessel Expansion											
Richmond Vessel Construction			\$8,625,000	\$20,700,000	\$5,175,000						\$34,500,000
Berkeley Vessel Construction				\$5,175,000	\$14,662,500	\$14,662,500					\$34,500,000
Vessel Expansion Total	\$0	\$0	\$8,625,000	\$25,875,000	\$19,837,500	\$14,662,500	\$0	\$0	\$0	\$0	\$69,000,000
Major Facilities Projects Rehabilitation/Replacement											
Floats and Gangways											
Vallejo Float Dry Dock & Repair (old)		\$470,000								\$585,830	\$1,055,830
Main Street Float Dry Dock & Repair			\$357,000								\$357,000
Main Street Gangway Rehab		\$125,000	\$765,000								\$890,000
Harbor Bay Float Dry Dock & Repair									\$287,171		\$287,171
Harbor Bay Gangway Rehab		\$240,000									\$240,000
Pier 9 Facility Float Dry Dock & Repair											\$0
Clay Street Float Replacement/Construction	\$602,500	\$1,807,500									\$2,410,000
Clay Street Gangway & Pier Rehab				\$4,161,600							\$4,161,600
Temporary Float Construction			\$2,040,000								\$2,040,000
Subtotal	\$602,500	\$2,642,500	\$3,162,000	\$4,161,600	\$0	\$0	\$0	\$0	\$287,171	\$585,830	\$11,441,601
Dredging											
Vallejo Maintenance Dredging	\$806,000			\$1,248,480			\$1,324,897			\$1,405,991	\$4,785,368
Harbor Bay Maintenance Dredging	\$1,300	\$363,700									\$365,000
South San Francisco Maintenance Dredging											\$0
Subtotal	\$807,300	\$363,700	\$0	\$1,248,480	\$0	\$0	\$1,324,897	\$0	\$0	\$1,405,991	\$5,150,368
Terminal Maintenance											
Harbor Bay Terminal Facility Improvement		\$250,000									\$250,000
Other Terminal Rehab & Improvement			\$75,000	\$76,500	\$78,030	\$79,591	\$81,182	\$82,806	\$84,462	\$86,151	\$643,723
Subtotal	\$0	\$250,000	\$75,000	\$76,500	\$78,030	\$79,591	\$81,182	\$82,806	\$84,462	\$86,151	\$893,723
Major Facilities Rehabilitation/Replacement Total	\$1,409,800	\$3,256,200	\$3,237,000	\$5,486,580	\$78,030	\$79,591	\$1,406,079	\$82,806	\$371,633	\$2,077,972	\$17,485,692
Terminal Expansion Projects											
Downtown SF Ferry Terminal Expansion Project	\$999,700	\$2,650,000	\$2,407,500	\$15,803,000	\$18,745,500	\$22,363,000	\$18,615,000	\$0	\$6,700,000	\$27,302,000	\$115,585,700
Berkeley Terminal Facility	\$315,300	\$1,004,200	\$1,600,000	\$900,000	\$6,262,900	\$18,788,700	\$0	\$0	\$0	\$0	\$28,771,100
Richmond Terminal Facility	\$66,200	\$673,000	\$1,050,000	\$120,000	\$5,880,000	\$0	\$0	\$0	\$0	\$0	\$7,789,200
Long Term Expansion Services	\$129,500	\$330,600	\$1,785,200	\$284,100	TBD	TBD	TBD	TBD	TBD	TBD	\$2,529,400
Terminal Expansion Projects Total	\$1,510,700	\$4,657,800	\$6,842,700	\$17,007,100	\$30,888,400	\$41,151,700	\$18,615,000	\$0	\$6,700,000	\$27,302,000	\$154,675,400
Maintenance Facility Projects											
Central Bay Operations and 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 and Maintenance Facility	\$0	\$4,862,500	\$12,630,000	\$8,007,500	\$0	\$0	\$0	\$0	\$0	\$0	\$25,500,000
Maintenance Facility Projects Total	\$362,900	\$7,012,600	\$15,062,000	\$23,532,500	\$15,525,000	\$3,105,000	\$0	\$0	\$0	\$0	\$64,600,000
Miscellaneous and Other Capital Equipment											
Other Capital Equipment			\$75,000	\$76,500	\$78,030	\$79,591	\$81,182	\$82,806	\$84,462	\$86,151	\$643,723
TOTAL CAPITAL EXPENSES	\$3,323,464	\$21,224,863	\$52,665,780	\$78,886,614	\$106,095,077	\$59,560,840	\$20,740,864	\$4,899,331	\$8,562,260	\$42,629,958	\$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
Ferryboat Discretionary	\$0	\$856,462	\$0	\$1,011,195	\$3,381,849	\$638,966	\$0	\$0	\$0	\$0	\$5,888,462
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	\$57,280,244	\$18,615,000	\$0	\$6,700,000	\$18,760,000	\$249,370,587
STIP	\$128,500	\$2,480,600	\$3,935,200	\$284,100	\$0	\$0	\$0	\$0	\$0	\$0	\$6,828,400
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
Bridge Tolls AB664	\$0	\$0	\$314,440	\$133,307	\$0	\$96,492	\$127,720	\$946,744	\$281,233	\$117,166	\$2,017,102
Bridge Tolls RM1-2%	\$161,973	\$380,165	\$869,776	\$249,696	\$1,570,375	\$0	\$264,979	\$57,434	\$57,434	\$2,913,965	\$6,468,363
Bridge Tolls RM2 - Capital	\$315,300	\$4,200	\$0	\$13,388,805	\$17,061,195	\$0	\$0	\$0	\$0	\$0	\$30,769,500
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	\$0	\$0	\$0	\$0	\$8,542,000	\$8,542,000
TOTAL CAPITAL REVENUES	\$3,323,464	\$21,224,863	\$52,665,780	\$78,886,614	\$106,095,077	\$59,560,840	\$20,740,864	\$4,899,331	\$8,562,260	\$42,629,958	\$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											



## **APPENDIX D**

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### Title VI Report



SAN FRANCISCO BAY AREA WATER EMERGENCY  
TRANSPORTATION AUTHORITY (WETA)

## **2012-15 Title VI Program**

**August 2012**



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# 1 INTRODUCTION

## OVERVIEW

The San Francisco Bay Area Water Emergency Transportation Authority (WETA) is the public agency responsible for operating the San Francisco Bay Ferry system that serves Oakland (Jack London Square), Alameda (Harbor Bay and Main Street/Gateway), San Francisco (Downtown Ferry Building and Pier 41), South San Francisco (Oyster Point Marina), and Vallejo. WETA also manages seasonal service to Angel Island and AT&T Park.

As part of its responsibilities as a transit provider receiving federal funding, WETA contracted with Nelson\Nygaard Consulting Associates to assist in the evaluation as to whether WETA provides transit service without respect to the minority and income status of its riders, in accordance with Federal Transit Administration (FTA) Title VI guidance.

## TITLE VI COMPLIANCE

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 has prepared its 2012 Title VI Program in accordance with FTA Circular 4702.1A, dated May 13, 2007. WETA 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 strives 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 policy and decision-making processes.

This report documents findings from the Title VI analysis and 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.

## 2 DESCRIPTION OF TRANSIT SERVICE

This chapter provides a brief overview of WETA and the services it provides. More specifically, this chapter includes a summary of the history of WETA and its development over the past 12-15 years. This chapter also includes an overview of the WETA governance structure, a description of specific ferry services provided, and a summary of recent service performance.

### AGENCY BACKGROUND

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) directed the WTA to prepare an Implementation and Operations Plan (IOP) in order to evaluate ridership demand, cost-effectiveness, and the environmental impact of expanded water transit services. In July of 2003, the 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 existing 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 which emphasize a regional 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. SB 976 authorized implementation of the transition through the transfer and lease (or alternative property rights transfer arrangements) to WETA of assets used in operating the Alameda/Oakland Ferry Service, Alameda/Harbor Bay Ferry Service, and Vallejo Baylink Service.

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 on April 29, 2011, when WETA assumed operation of the two Alameda services. In October 2011, the Vallejo City Council and WETA Board adopted the transition agreement for the Vallejo Baylink service. Transition of the Vallejo Baylink Service to WETA was completed on July 1, 2012.

## WETA GOVERNANCE & STAFF

### WETA Board

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

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

As required by the legislation, Board members include a representative from the maritime industry, a representative from the transit industry, a biological resource specialist, and two local elected officials. 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 in accordance with California state law.

### WETA Staff

WETA staff consists of 10 regular employees including the Executive Director. The agency is divided into four departments including Maintenance and Operations; Public Information and Marketing; Planning and Development; and Finance and Administration. WETA's organizational chart is included as Appendix A of this report.

## TRANSIT SERVICES PROVIDED AND AREAS SERVED

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 the daily operation and management of WETA's ferry transit system, which includes vessel operations and basic maintenance, equipment and facilities management, terminal operations, personnel management (with contract employees), communications, dispatching and notification systems, provision of fueling and lubricants, fare collection, and provision of on-board services such as food and beverage services. WETA provides the Route 200 bus service from Vallejo to San Francisco to complement the Vallejo Baylink ferry schedule. The Solano Transportation Authority (SolTrans) is under contract with WETA to provide this service.

As shown in Figure 2-1, WETA operates four primary ferry routes on San Francisco Bay providing transbay service to downtown San Francisco and South San Francisco.<sup>1</sup>

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<sup>1</sup> A full description of the schedules and fares for each route can be found at [www.sanfranciscobayferry.com](http://www.sanfranciscobayferry.com).

Figure 2-1 Map of Existing WETA Ferry Services



## **Alameda/Oakland Service**

The Alameda/Oakland ferry (AOFS) provides daily service between Alameda, Oakland and downtown San Francisco. In FY 11/12 the AOFS carried 516,379 passengers. Limited seasonal service is provided to Angel Island State Park (mid-May to end of October) and to AT&T Park for selected San Francisco Giants baseball games (weekday night games and weekend day games). Service is also provided between Alameda and Oakland, and between the San Francisco Ferry Building and Pier 41 (Short Hop).

## **Alameda Harbor Bay Service**

The Alameda Harbor Bay ferry (AHBF) provides weekday peak-period service between Harbor Bay Isle and downtown San Francisco. Annual ridership for FY 11/12 was 177,161.

## **Vallejo Ferry Service**

The Vallejo ferry provides daily service between Vallejo and downtown San Francisco. In FY 11/12 the Vallejo service carried 668,770 riders. Limited seasonal service is provided to Angel Island State Park and to AT&T Park for select baseball games (weekday night games and weekend day games).

## **South San Francisco Ferry Service (SSF)**

The South San Francisco ferry service provides weekday peak-period service between Alameda, Oakland, and Oyster Point in South San Francisco. The service started in June 2012. Service is also provided between Alameda and Oakland, and between the San Francisco Ferry Building and Pier 41 (Short Hop).



## FLEET INFORMATION

Figure 2-2 provides a summary of the WETA service fleet and the basic characteristics of each vessel by route. WETA provides similar vessels for each route in terms of vessel type and on-board amenities. In addition, each route has a mix of older and newer vessels. There are slight differences between the size and speed of the vessels by route, but these differences are predominantly due to the specific service needs of each route. For example, the fastest vessels have been assigned to the Vallejo route because of the greater distance between the Vallejo terminal and San Francisco.

Figure 2-2 Summary of WETA Service Fleet by Route

Service	Vessel Name	Year Built	Vessel Type	Passenger Capacity <sup>2</sup>	Speed Knots	Total Seating	Restrooms	Snack Bar
Alameda / Oakland	Encinal	1985	Aluminum Catamaran	400	25	400	4	Yes
	Peralta	2001		331	25	331	3	Yes
Harbor Bay	Bay Breeze	1994		250	24	250	3	Yes
	Taurus	2009		199	25	199	2	Yes
South San Francisco <sup>3</sup>	Gemini	2008		149	25	199	2	Yes
	Pisces	2008		149	25	199	2	Yes
Vallejo	Intintoli	1997		259	34	300	3	Yes
	Solano	2004		320	34	300	4	Yes
	Vallejo	1991		267	33	260	3	Yes
	Mare Island <sup>4</sup>	1997		320	34	300	3	Yes
	Scorpio <sup>5</sup>	2009		199	27	199	2	Yes

Source: WETA

<sup>2</sup> Passenger capacities are for June 2012 and may be different than in the past or the future due to Coast Guard weight and stability recalculation required at the beginning of the year.

<sup>3</sup> Gemini and Pisces are restricted by U.S. Coast Guard to carry fewer passengers than seats available.

<sup>4</sup> Mare Island is currently out of service for comprehensive maintenance/upgrades. Each comprehensive maintenance project takes 12-15 months.

<sup>5</sup> WETA has provided Scorpio to the City of Vallejo since January 2011 while the Intintoli and the Mare Island are undergoing maintenance (one at a time).

## SYSTEM PERFORMANCE

Figure 2-3 provides an overview of the operating statistics for the different ferry services for the month of June 2012.

Figure 2-3 Summary of Operating Statistics, June 2012

Route	Service Type	# of Pax <sup>6</sup>	Avg. Fare	Passenger (Pax) Loads				On-time Performance <sup>7</sup>	
				Avg. Pax Load	Peak Pax Load	Peak Reverse Pax Load	Off Peak Pax Load	% On Time	% Late
Alameda/Oakland <sup>8</sup>	All Day	61,982	\$4.05	22.4%	36.2%	3.6%	22.6%	87%	13%
Harbor Bay	Commute only	16,330	\$5.05	26.9%	43.0%	4.4%	n/a	100%	0%
South SF <sup>9</sup>	Commute only	3,409	\$6.69	14.5%	19.5%	2.0%	n/a	98%	2%
Vallejo	All Day	64,027	\$8.89	35.4%	70.5%	7.1%	37.6%	99%	1%

Source: WETA

<sup>6</sup> Due to a fire which closed the West Oakland BART station on June 14, 2012, there was a considerable increase in ferry ridership on that date. Therefore, ridership for June 2012 may be higher than past or future June ridership data.

<sup>7</sup> Defined as within 10 minutes of scheduled departure/arrival.

<sup>8</sup> A programming issue for the system measuring on-time performance for the Alameda/Oakland route occurred and was corrected during the month of June 2012. As a result, July 2012 data was used for the on-time performance for the Alameda/Oakland route.

<sup>9</sup> First 30 days of revenue service (6/11/12 – 7/10/12).



### **3 GENERAL REPORTING REQUIREMENTS**

Chapter IV of FTA Circular 4702.1A describes the general reporting requirements required of WETA and its sub-recipients to ensure that their activities comply with Title VI regulations and/or the DOT Order on Environmental Justice and the DOT Guidance on Limited English Proficiency (LEP). Reporting requirements covering nine general areas are identified in this chapter. Summaries of these requirements and WETA's efforts in meeting them are outlined below.

#### **ANNUAL TITLE VI CERTIFICATION AND ASSURANCE**

To ensure accordance with 49 CFR Section 21.7, applicants shall submit their annual Title VI assurance as part of their annual Certification and Assurance submission to FTA. Recipients shall collect Title VI assurances from sub-recipients prior to passing through FTA funds.

WETA annually submits its Certifications and Assurances in the Transportation Electronic Award Management (TEAM) System within 90 days from the date on which the Certifications and Assurances are printed in the Federal Register. The Executive Director and WETA Legal Counsel individually and electronically certify the Certifications and Assurances using a secret Personal Identification Number (PIN) within TEAM. The WETA Legal Counsel and Executive Director last certified on November 14, 2011 and November 23, 2011, respectively.

#### **TITLE VI COMPLAINT PROCEDURES**

In order to comply with 49 CFR 21.9(b), recipients and sub-recipients shall develop procedures for investigating and tracking Title VI complaints filed against them and make their procedures for filing a complaint available to members of the public upon request.

WETA has developed procedures for filing, tracking, and investigating Title VI complaints. The procedures are included as Appendix B of this document.

#### **RECORD OF TITLE VI INVESTIGATIONS, COMPLAINTS, AND LAWSUITS**

In order to comply with 49 CFR 21.9(b), recipients and sub-recipients shall prepare and maintain a list of any active investigations conducted by entities other than FTA, lawsuits, or complaints naming the recipient and/or sub-recipient that allege discrimination on the basis of race, color, or national origin.

WETA has not had any complaints filed with Title VI implications during the time period covered by this report.

## PROVIDING MEANINGFUL ACCESS TO LIMITED ENGLISH PROFICIENT (LEP) INDIVIDUALS

Title VI and its implementing regulations require that FTA recipients take responsible steps to ensure meaningful access to the benefits, services, information, and other important portions of their programs and activities for individuals who are Limited English Proficient (LEP).

WETA developed and submitted an LEP Plan in August of 2011. Since that time, WETA has started a new ferry service (South San Francisco), assumed operating responsibility for the Vallejo Ferry Service (formerly administered by the City of Vallejo), and conducted an on-board passenger survey. WETA has since revised its LEP Plan to include the South San Francisco and Vallejo ferry services, updated language proficiency data based on the results of the October 2011 on-board passenger survey, and updated the required demographic analysis of WETA's service area. This plan is provided in Appendix C.

## NOTIFYING BENEFICIARIES OF PROTECTION UNDER TITLE VI

In order to comply with 49 CFR 21.9(d), recipients and sub-recipients shall provide information to beneficiaries regarding their Title VI obligations and appraising beneficiaries of the protections against discrimination afforded to them by Title VI.

WETA has established a statement of rights, per Title VI, for those who are benefiting from services and/or contracts funded with federal assistance. WETA has made that statement of rights available to the public. WETA has also made available to the public:

- A policy statement addressing its commitment to avoid discrimination on the basis of race, color, or national origin
- A description of procedures for how to request more information on the obligations of WETA to fulfill Title VI obligations
- A public notice that informs beneficiaries of their right to file Title VI complaints, and the process for doing so, should they feel that discrimination has occurred

These notices are posted on all vessels and ferry terminals, as well as posted on the WETA and San Francisco Bay Ferry websites. Documentation of the statement of rights, WETA's policy statements, and public notification of rights are included in Appendix D.

## REQUIRED SUBMISSION OF TITLE VI PROGRAM / ADDITIONAL INFORMATION UPON REQUEST

To ensure compliance with 49 CFR Section 21.9(b), FTA requires that all recipients document their compliance by submitting a Title VI Program to FTA's regional civil rights officer once every three years.

WETA submitted its most recent Title VI report to the FTA in August 2010. Since that time, several service changes have occurred including:

1. The transition of the Alameda/Oakland and Harbor Bay ferry services from the City of Alameda to WETA in April 2011.
2. The commencement of ferry service from the East Bay to South San Francisco in June 2012.

3. The transition of the Vallejo ferry service from the City of Vallejo to WETA in July 2012.

This document fulfills WETA's Title VI requirements per the FTA guidelines. Please refer to Chapter 4 for the detailed description of WETA's Title VI Program.

## **ENVIRONMENTAL JUSTICE ANALYSIS OF CONSTRUCTION PROJECTS**

In order to integrate considerations expressed in the DOT Order on Environmental Justice, recipients and subrecipients should integrate an environmental justice analysis into their National Environmental Policy Act (NEPA) documentation of construction projects.

WETA recently constructed a new ferry terminal as part of the South San Francisco service, which began in mid-June 2012. A Final Environmental Impact Report (EIR) and Environmental Assessment (EA) were completed in November 2006. Chapter 3 of the EIR/EA included a detailed environmental justice analysis of the project site and surrounding communities. More specifically, the EIR/EA documented ethnicity and low-income and poverty status of the residential population within the study area. Based on guidance provided by the Council of Environmental Quality (CEQ), the Environmental Protection Agency (EPA), and the Federal Transit Administration (FTA) the analysis found that "implementation of the project would not result in disproportionate effects on an environmental justice community." Please see Appendix E for the complete environmental justice analysis of the South San Francisco ferry terminal.

## **PROMOTING INCLUSIVE PUBLIC INVOLVEMENT**

In order to comply with 49 CFR 21.5(b)(7) and to engage in community outreach consistent with the DOT Order on Environmental Justice, recipients and sub-recipients shall seek out and consider the viewpoints of minority and low-income populations in the course of conducting public outreach and involvement activities. Per Title VI requirements, an agency's public participation strategy shall offer early and continuous opportunities for the public to be involved in the identification of social, economic, and environmental impacts of proposed transportation decisions.

WETA recognizes that the FTA has given recipients latitude to determine how, when, and how often specific public involvement measures should take place and what measures are most appropriate. WETA currently strives to fully engage the public in its planning, policy and decision making processes, as well as in its marketing and outreach activities.

### **Current Outreach and Public Involvement Activities**

WETA conducts outreach and involvement opportunities for the public as new planning efforts are initiated, as new fares are considered, as service changes are considered, and when new services are implemented.

Most of WETA's outreach has been through public hearings and meetings. The following section summarizes meetings and hearings conducted during 2011 and 2012, up to the submittal of this Title VI Program assessment.

## **Special Public Activities, Events, and Outreach Efforts**

### **Fare Structure Public Hearing, January 6, 2011**

WETA held a public hearing to consider comments on the proposal to modify and adopt fare structures for the Alameda/Oakland and Harbor Bay ferry services prior to the assumption of the services by WETA. The hearing was held near the ferry facilities, at Alameda City Hall at 7:30 PM. Two members of the public attended. In advance of the meeting, WETA conducted several forms of outreach, including the following:

- Informational item to WETA Board at December 2, 2010 Board Meeting
- Presentation at 7 PM, Tuesday January 4, 2011 Alameda City Council meeting about the proposal
- Letter sent to City of Alameda as required by enabling legislation
- Public notice posted in Bay Crossings Newspaper, a free newspaper available on all ferry vessels and most terminals including Downtown San Francisco
- Public notice posted on WETA's website
- Public notice posted on board vessels

No written comments or in-person comments were received in regard to the proposals to modify and adopt the fare structures for Alameda/Oakland and Harbor Bay ferry services.

### **Water Transit Advocates for San Mateo County, April 6, 2011**

Water Transit Advocates for San Mateo County held a meeting at Oyster Point Yacht Club, from 10 AM to 12 PM. WETA participated in this meeting. Sixteen people were in attendance.

### **EIR/EIS Public Scoping Meetings, April 26, 2011**

WETA and FTA held two public scoping meetings to receive comments on the scope of the EIR/EIS for the Downtown San Francisco Ferry Terminal Expansion Project. Scoping meetings were held in the Bayside Conference Rooms at Pier 1, The Embarcadero in San Francisco. Thirteen people attended. To publicize the meetings, WETA conducted outreach via the following channels:

- Scoping notice mailed to approximately 500 addresses within a 300-foot radius of the project site.
- Scoping notice mailed to interested local government and agency staff, committee members, stakeholders, and members of public as identified by Port of San Francisco.
- Scoping notice published in the *San Francisco Examiner* on March 31, 2011.
- Project fact sheet distributed via the kiosk in the Bay Crossings retail store, the Port of San Francisco's public lobby, the Clipper kiosk in the Embarcadero train station, and online at WETA's and the Port's websites.
- Project information and scoping notice was provided to *Bay Crossings*, which published a major article about the project in April 2011.

### **Community Advisory Committee Meeting, April 27, 2011**

WETA held a Community Advisory Committee Meeting. Thirteen people were in attendance.

### **Vallejo Ferry Service Fare Schedule Adoption, January 5, 2012**

WETA adopted the Vallejo Ferry Service Fare Schedule with no recommended changes to the City of Vallejo's fares. In advance of the adoption WETA conducted the following outreach activities:

- Informational presentation to the WETA Board of Directors.
- A public notice was posted on WETA's website on November 17, 2011 notifying the public of the proposed action to be taken at WETA's January 5, 2012 Board meeting.
- During November 2011 notices were posted on the Vallejo vessels, passed out to the passengers, and were also available on the concession and ticket counters. Additionally, captains made general intercom announcements while en-route.
- The notice was posted at the Vallejo Ferry Terminal ticket office, with copies available at the counter and on the City of Vallejo Baylink's website, Facebook, and via emails to registered riders.

One written comment was received requesting lower fares for this service. This comment was included and considered as part of this action, but lower fares were not deemed feasible given recent service cuts implemented by the City of Vallejo in spring 2011 to deal with a multi-million dollar operating deficit.

### **Water Transit Advocates for San Mateo County, February 8, 2012**

WETA staff held a meeting with the Water Transit Advocates for San Mateo County to provide an update on the South San Francisco service launch and the Redwood City service planning and environmental studies.

### **Public Hearing on the Proposal to Adopt a Fare Structure for South San Francisco, April 5, 2012**

WETA conducted a public hearing on the proposed fare structure for South San Francisco. Five people attended. In advance of the hearing, WETA led the following outreach efforts:

- WETA notified the Cities of South San Francisco, Oakland, and Alameda, as well as the Port of Oakland.
- WETA notified the transportation coordinators for local employers in the Oyster Point area, the shuttle bus coordinators, the Peninsula Congestion Relief Alliance, and more than 300 interested riders (who subscribed to WETA's email list).
- A dedicated page was established on WETA's website for the notice (with a downloadable copy for printing, fax/mail info and an e-mail link for comments). Links to this dedicated page were included on the 'Home' and the 'Public Notices' pages of the WETA website.

One written comment requesting lower fares was received and one in-person question was asked as to whether the same fare structure was in place for cash fare or Clipper fare.

### **Richmond Public Scoping Meetings, June 21, 2012**

During the preparation of this Title VI Program Assessment, WETA staff conducted two public scoping meetings in the City of Richmond for the future Richmond Ferry Terminal project. Thirty-seven people attended the two meetings. Notices were distributed to the WETA general interest email list in advance of the meeting, and notices were also distributed to South Richmond stakeholders/business owners as provided by the City.

## **Ongoing Community Participation/Partnerships**

In addition to the special hearings and events, WETA staff regularly works with a variety of regional and community organizations, and participates on special community advisory committees. Regularly attended regional planning and community emergency response meetings include the following:

- San Francisco County Transportation Authority
- Alameda County Transportation Authority Technical Advisory Working Group
- Metropolitan Transportation Commission Transit Sustainability Project Steering Committee
- Regional Transportation Plan/Sustainable Community Strategy Meetings
- Metropolitan Transportation Commission TransResponse Plan Steering Committee
- City and County of San Francisco Lifelines Council
- Regional Transportation Agency Emergency Coordinator Workshops
- Harbor Safety Committee Ferry Operations Work Group
- Regional Incident Mobility Plan Committee
- Port of San Francisco Waterborne All-Hazard Response Plan Steering Committee

WETA regularly participates in the following community advisory committee meetings in different Bay Area communities:

- San Mateo County Transportation Authority Community Advisory Committee
- TRANSPLAN Eastern Contra Costa County Communities
- West Contra Costa County Transportation Advisory Committee

## **Future Outreach and Public Involvement**

WETA's objective is to ensure the various communities served by the ferry operation have sufficient opportunities to provide input in the development and design of future ferry services and stations, changes to existing services, and marketing efforts. Key elements of WETA's ongoing efforts to actively solicit the participation of minority and low-income communities include the following:

- WETA is updating its press distribution list, currently with 259 information recipients, to include publications in languages other than English, as well as English language publications and community newsletters designed to serve minority populations.
- WETA has expanded its outreach efforts in minority communities based on proposed plans for ferry service expansions, with recent public scoping meetings in Richmond, a “majority minority” city. Meetings are held in locations accessible to transit and at times that are convenient for low-income and minority communities.
- In LEP communities, where deemed appropriate and feasible, WETA will conduct meetings in other languages, either as stand-alone public meetings or by partnering with local community-based organizations that serve the needs of speakers of other languages.

## 4 PROGRAM SPECIFIC REQUIREMENTS

### REQUIREMENT TO COLLECT DEMOGRAPHIC DATA

Chapter V of the FTA Circular 4702.1A requires that recipients comply with 49 CFR Section 21.9(b) by collecting and analyzing demographic data showing the extent to which members of minority groups are beneficiaries of programs receiving federal financial assistance. This chapter includes a summary of the demographic analysis performed to meet these requirements.

Responses from an October 2011 passenger survey were used to define WETA's service area. Demographic profiles of the individual census tracts were then evaluated within WETA's service area. The outcomes of this analysis include: 1) a chart documenting each census tract within the WETA service area and the actual numbers and percentages for each minority and low-income group within the tract, along with the total population for each tract (Appendix F); and 2) a chart that documents English language proficiency and other languages spoken (Figure 4-1).

### WETA Demographic Profile

#### Defining WETA's Service Area

Given the nature of ferry transit service and the difficulty of defining a service area based on ferry routes that do not traverse through census tracts, it was determined that the preferred way to define the service area for WETA was to utilize passenger survey responses to identify home/origin census tracts. In October of 2011, WETA conducted a comprehensive passenger survey (Appendix H) on its various ferry routes.<sup>10</sup> Using the valid responses from this survey, a service area was defined and demographic data was analyzed by census tract. The specific steps in the methodology are outlined below:

1. Based on survey responses, trip origins by ZIP Code were mapped.
2. Any origin ZIP Code with four or fewer responses was not included. Many of these "low-response" ZIP Codes fell outside of what was believed to be a reasonable definition of WETA's service area (i.e. Sacramento or Livermore).
3. Given that the South San Francisco ferry service was not in operation at the time the survey was completed, and because there are so few riders (5-10 daily passengers) who originate their trip at this location, the South San Francisco terminal was not included in the service area.
4. ZIP Code geographies were converted into geographies defined by census tracts so that demographic data from the U.S. Census and American Community Survey (ACS) could be

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<sup>10</sup> South San Francisco ferry service was not in operation at the time of the survey.



utilized. Because the geographies of ZIP Codes and census tracts do not necessarily match, a “best fit” methodology was used to determine which tracts to include.

The majority of WETA riders are coming from locations in south Oakland, Alameda, and near Vallejo. There are also a relatively high number of ferry riders coming from areas in Napa and Sonoma counties utilizing the Vallejo service to access locations in San Francisco. Finally, there are a relatively limited number of ferry riders who originate their trip in San Francisco and travel to locations in the East Bay or in Vallejo.

### **Low-Income and Minority Status**

To be designated as a “low-income” tract, 26.2% or more of the population<sup>11</sup> must earn at or below 200% of the poverty level, based on the Metropolitan Transportation Commission (MTC) definition (an income level of below \$44,000 per year for a family of four). To be designated as a “minority” tract, at least 55.8% of the population<sup>12</sup> must identify as any race other than non-Hispanic white.

In total, the service area spans 206 census tracts in Alameda, Napa, San Francisco, and Solano counties. Appendix F describes each tract in detail and presents several demographic factors such as population, percentage of minority populations, and whether the tract is defined as low-income, minority, low-income and minority, or non-low-income and non-minority. Percentages of low-income or minority population that exceed the minimum defined thresholds are shaded in grey. In total, 71 tracts are identified as being both minority and low-income, 21 tracts are considered low-income only, 36 are considered minority only, and 78 tracts are neither low-income nor minority.

Based on the demographic analysis, it is evident that WETA ferry terminals are located in areas that can predominantly be qualified as low-income, minority, or both. The Vallejo terminal, for example, is in an area where most of the tracts are both minority and low-income. Farther from the terminal, the tracts are typically classified as minority. In the northern parts of the service area, most of the tracts are non-low-income and non-minority, although there are some low-income and minority tracts around the centers of Napa, Fairfield, and Vacaville. Similarly, most of the tracts in the service area around Oakland and Alameda are low-income and minority.

Based on the demographic data, it is reasonable to conclude that WETA’s ferry terminals are located in a manner that directly serves low-income and minority populations and provides good access to these populations relative to non-low-income and non-minority populations.

### **Limited English Proficient (LEP) Persons**

Appendix C includes WETA’s LEP Plan, which provides a detailed analysis of LEP persons within the WETA service area and the agency’s plan to reach these individuals. For this Title VI analysis, English proficiency and languages spoken by census tract within the WETA service area were also evaluated and the results are summarized below.

As defined by Chapter II of the FTA Circular 4702.1A, LEP persons are defined as those that reported to the American Community Survey (ACS) that they speak English “not well” or “not at all.” Within the WETA service area, 9.2% of the population speaks English “not well” or “not at

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<sup>11</sup> Threshold determined by averaging low-income population share in each tract within the WETA service area.

<sup>12</sup> Threshold determined by averaging minority population across in each tract within the WETA service area.



all” (Figure 4-1). The ACS categorizes those individuals into one of four language categories: Spanish, Other Indo-European, Asian and Pacific Islander, and Other. Within this dataset, however, specific languages are not identified. For example, the specific number of people speaking a particular Asian and Pacific Islander language is not listed.

**Figure 4-1     LEP Persons within WETA Service Area**

Data Category	Number	%
Total Population (over 5 years)	747,390	100%
Population Speaking English "Not Well" or "Not at All"	68,427	9.2%
Spanish	37,419	5.0%
Other Indo-European	2,786	0.4%
Asian and Pacific Islander	27,416	3.7%
Other	806	0.1%

ACS 5-yr estimates, Table B16005

Because the ACS dataset does not specifically delineate the population for each language, WETA also utilized WETA passenger survey to determine if translated vital documents are needed. As shown in Figure 4-7, Spanish, Tagalog, and Chinese are the most common languages other than English spoken by WETA passengers. WETA’s language implementation plan and language assistance measures are described in greater detail in the revised LEP Plan attached as Appendix C.

## REQUIREMENT TO SET SYSTEMWIDE SERVICE STANDARDS AND POLICIES

Chapter V of the FTA Circular 4702.1A states that in order to comply with 49 CFR Section 21.5(b)(2) and (7), Appendix C to 49 CFR part 21, recipients shall adopt quantitative systemwide service standards necessary to guard against discriminatory service design or operations decisions. As part of the concurrent development of its first Short Range Transit Plan (SRTP), WETA is in the process of articulating its goals, objectives, and performance standards. Because WETA has just transitioned from being primarily a planning agency to an operations and planning agency this is the first time the agency has developed such performance standards. Included below are WETA's draft performance standards, which are expected to be approved by the WETA Board in October.

### Introduction

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. The objectives are as follows:

- 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 4-2 illustrates how WETA's Mission Statement flows into a set of services, service components, objectives, and, ultimately, performance standards.

### 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. Two of the services (Alameda Harbor Bay and South San Francisco) only operate during the morning and afternoon peak commute periods, and that the two all-day services (Vallejo and Alameda/Oakland) offer the greatest frequency and experience the highest loads during peak hours in the peak commute direction. Taking this into consideration in the development of service standards is important, because the services perform very differently during peak hours and in the peak direction than during the off-peak hours and directions.

**Remedial Actions:** In the case of a service dropping below the minimum standards outlined below for a sustained period of time (e.g., 3-6 months), WETA will consider marketing the services as well as service alterations such as cutting service or redesigning schedules. WETA will strive to design any remedial actions to minimize effects on WETA passengers. In addition, WETA must always consider its role as an emergency response agency in any service redesign as described below.

**Emergency Service:** While WETA's primary daily task is ensuring smooth operations on four regional ferry services, one of the agency's core roles is as an emergency responder. WETA has an Emergency Water Transportation System Management Plan, prepared in cooperation with state emergency officials and the U.S. Coast Guard that lays out how WETA will prepare for, respond to, and recover from disasters impacting public health, welfare and transportation across the Bay

Area. WETA recently provided critical emergency response services to help support Bay Area commuters during a sudden BART shutdown which left thousands of commuters stranded. 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. Therefore, this emergency role is a key consideration in evaluating service.

## Core Goal

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

## Objective – Reliability

Provide reliable, safe and effective transit service that attracts and retains riders. This is beneficial for evaluating WETA because it is assumed to have a direct relationship with customer satisfaction.

### Measure 1 - Trip Reliability

**Measure:** Completed trips/scheduled trips

**Standard:** Operate 99% of scheduled ferry trips

### Measure 2 - On-Time Arrivals

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

**Standard:** 95% of trips will arrive no more than ten (10) minutes after the scheduled arrival time.

## Objective – Safety

### Measure 3 - Accidents and Injuries

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

**Standard:** No accidents

No injuries

## 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.

### Measure 4 - 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

### **Measure 6 - Average Weekday Ridership**

**Measure:** Total number of weekday riders/total weekday service days

**Standard:** *Minimum:* TBD by WETA

*Target:* TBD by WETA

### **Measure 7 - Passengers per Hour**

**Measures:** Total passenger boardings/total revenue service hours

Peak hour & direction passenger boardings/revenue service hours

**Standard:** System Total: *Minimum:* 80

*Target:* 100

Peak Hour & Direction: *Minimum:* 100

*Target:* 125

### **Measure 8 - Labor Efficiency**

**Measure:** Total revenue service hours/total paid crew service hours

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

### **Measure 9 - Operating Cost**

**Measure:** Increase in total operating cost/vessel hour

**Standard:** Limit annual cost rate increases to no more than the annual Bay Area CPI with the exception of fuel

### **Measure 10 - Farebox Recovery**

**Measure:** Total fare revenue/ total operating cost

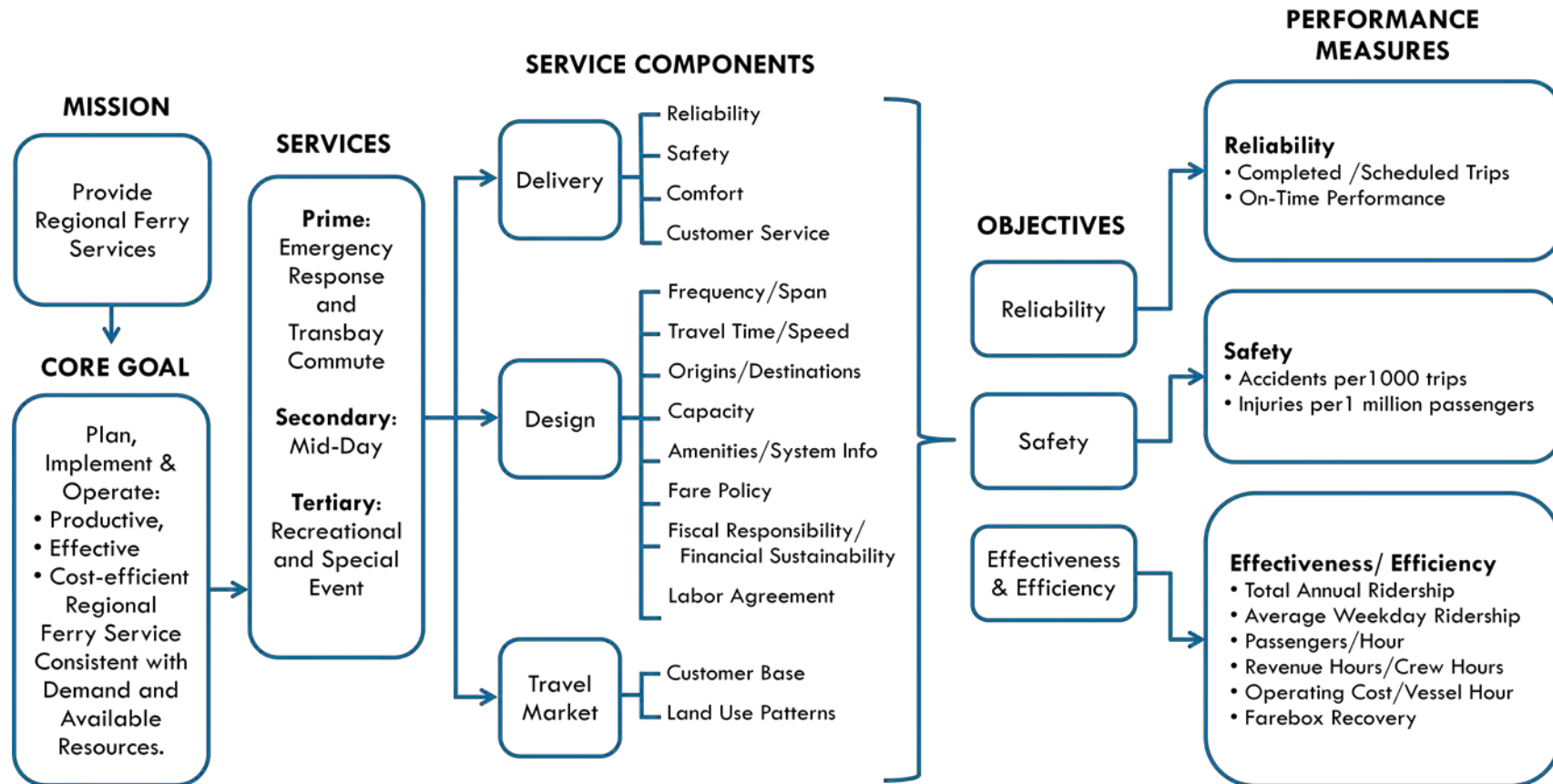
**Standard:** 40% for commute-only services

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

Figure 4-2 Goals, Objectives, Performance Standards Flowchart



## REQUIREMENT TO EVALUATE SERVICE AND FARE CHANGES

Chapter V of the FTA Circular 4702.1A states that in order to comply with 49 CFR Section 21.5(b)(2), 49 CFR Section 21.5(b)(7) and Appendix C to 49 CFR part 21, recipients shall evaluate significant system-wide service and fare changes and proposed improvements at the planning and programming stages to determine whether those changes will have a discriminatory impact.

No service changes have been made by WETA in recent years. WETA has approved three fare actions since January 2011. Each fare action included a dedicated public outreach component and a Title VI Analysis per the requirements of FTA. A brief summary of each fare action, public outreach, and Title VI analysis is included below.

- **Action:** Adopt existing Harbor Bay fare structure and adopt the modified Alameda/Oakland fare structure (January 2011).
  - *Summary of changes:* 1) Increase transbay discount for seniors, disabled and Medicare card holders to be 50% of the base fare, thereby reducing this fare from \$3.75 to \$3.10; 2) Establish a discounted category for seniors, disabled, and medicare card holders for the Short Hop and set the fare to be \$0.75 which is 50% of the base fare of \$1.50.; 3) Increase all fares for AT&T Park special ferry service by \$0.25 per one-way ticket to address the Port of San Francisco's newly established per passenger fee of \$0.25 to embark and debark at AT&T Park.
  - *Public Outreach:* See discussion of outreach in Chapter 3. No written or in-person comments were received for this fare action.
  - *Title VI Analysis:* Out of the three changes proposed to the Alameda Oakland fare structure, two of the changes lowered fares for persons age 65 or older, disabled persons and Medicare card holders and therefore it was determined that the changes would not cause a disparate impact to minority, low income, or disadvantaged communities under Title VI of the Civil Rights Act of 1964.

The proposed fare increase for special service to AT&T Park addressed the Port of San Francisco's establishment of a per passenger embark and debark fee. The users of this special service are discretionary riders attending a sports event on an excursion ferry trip that is outside the scope of a Title VI analysis.
- **Action:** Adopt a fare structure for the Vallejo Ferry Service that is consistent with the same rates currently charged by the City of Vallejo (January 2012).
  - *Summary of changes:* WETA adopted the Vallejo Ferry Service Fare Schedule with no recommended changes to the City of Vallejo's fares.
  - *Public Outreach:* See discussion of outreach in Chapter 3. One written comment was received requesting lower fares for this service. This comment was included and considered as part of this action, but lower fares were not deemed feasible given recent service cuts implemented by the City of Vallejo in spring 2011 to deal with a multi-million dollar operating deficit.
  - *Title VI Analysis:* WETA was not proposing any changes to the fare structure or rates charged on the Vallejo Ferry Service. WETA established fares for the transferred Vallejo Ferry Service at the same rate that was currently charged by the City of Vallejo. As there were no proposed changes, it was determined that the action would not cause a disparate impact to minority, low income, or disadvantaged communities under Title VI.

- **Action:** Adopt a Fare Structure for the new South San Francisco Ferry Service (April 2012).
  - *Summary of changes:* Adopt the recommended fare structure for the South San Francisco ferry service as follows:
    - Adult Full Fare: \$7.00
    - Senior, Medicare Card and Disabled: \$3.50
    - Youth (ages 5 -12) \$3.50
    - Child (under 5) Free
  - *Public Outreach:* See discussion of outreach in Chapter 3. One written comment requesting lower fares was received and one in-person question was asked as to whether the same fare structure was in place for cash fare or Clipper fare.
  - *Title VI Analysis:* In accordance with FTA guidelines for Title VI, staff reviewed the fare action and found that establishment of the proposed fares do not have an adverse impact on minority, low income and disadvantaged communities, based on the fact that this is a commuter service providing direct transit to a location previously not served before. Furthermore, alternative travel methods to this location exist (i.e. BART) that have lower fares than those proposed by WETA, thereby mitigating any perceived impact of minority populations.

## REQUIREMENT TO MONITOR TRANSIT SERVICE

Chapter V of the FTA Circular 4702.1A states that in order to comply with 49 CFR Section 21.5(2), 49 CFR Section 21.5(b)(7) and Appendix C to 49 CFR part 21, recipients shall monitor the transit service provided throughout the recipient's service area. Periodic service monitoring activities shall be undertaken to compare the level and quality of service provided to predominantly minority areas with service provided in other areas to ensure that the end result of policies and decision making is equitable service.

This chapter fulfills the requirement to monitor transit service per the FTA Title VI guidelines. To meet this requirement the "Title VI Analysis of Customer Surveys" methodology listed in the FTA Title VI guidelines was utilized. The analysis of the customer surveys provides an accurate overview of WETA's ridership base, passenger demographics, and passenger opinions of the ferry service.

### Title VI Analysis of Customer Surveys

As part of WETA's public outreach and service assessment efforts, WETA used a survey to solicit input from ferry passengers. The survey instrument was designed to generate a profile of WETA riders, their existing travel behaviors, and solicit feedback on service, terminal, and vessel characteristics and amenities. The survey is included in Appendix H.

The survey was distributed and collected on WETA ferries in October 2011. The survey periods were designed to capture a variety of travel conditions, including weekdays and weekends, as well as the AM and PM peak commute periods. A summary of key findings from the survey is provided in this chapter. It is important to note, however, that the survey did not include the new South San Francisco service, as that was not in operation at the time. For future survey efforts, WETA will include the South San Francisco service.

It is also important to note that several of the survey questions were analyzed by the racial or ethnic identification of the survey respondents. In those instances, a "non-minority" classification refers to those who identified themselves as "non-Hispanic, white." A "minority" classification includes the combined responses from all other races or ethnic identities. For purposes of this Title VI analysis, "low-income" refers to those with household incomes of \$44,000 or less annually (according to the MTC definition for a family of four). However, for the WETA survey, the income break that was used for low-income was \$49,999 and below. Survey data is presented for two income categories within this low-income grouping, and is also presented for non-low-income survey respondents.

Finally, while Pier 41 was included in the survey, specific responses for Pier 41 have been omitted because there were only nine responses and because WETA does not control the terminal (it is owned by the Blue & Gold Fleet, WETA's contracted operator).



## Summary of Passenger Survey

### Race and Minority Status

Figure 4-3 shows the racial breakdown of the survey respondents. The majority of survey respondents identified themselves as “White” at 74%. The remaining 26% of respondents identified themselves as one or more of 10 races, with “Filipino” and “Black” the second and the third most common. In addition, 11% of respondents stated that they were of Hispanic, Latino, or Spanish origin (Question #21 of the survey).

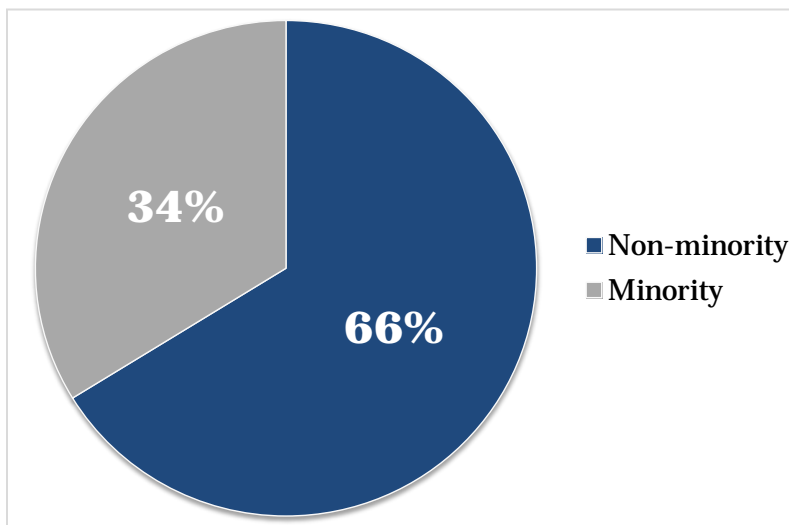
Figure 4-3 Racial or Ethnic Identification

Race	% of Respondents
White	74%
Filipino	7%
Black	7%
Chinese	5%
American Indian	2%
Asian Indian	1.2%
Other Asian	1.2%
Japanese	1.0%
Vietnamese	0.9%
Pacific Islander	0.7%
Korean	0.3%

N = 1,045

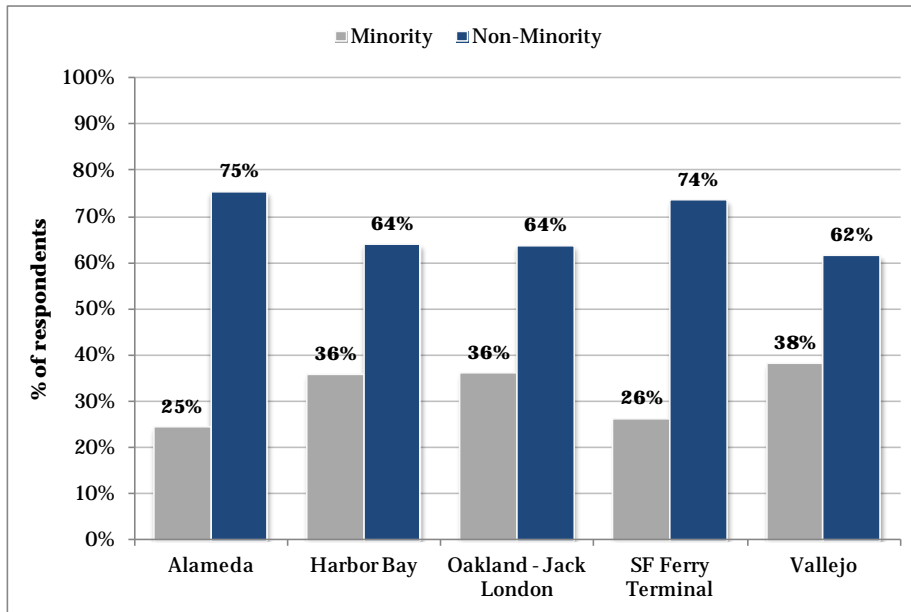
In all, 34% of those who completed a survey would be classified as “minority” for purposes of this Title VI analysis (Figure 4-4). Figure 4-5 shows minority status by origin terminal. No ferry terminal could be classified as a “minority” terminal.

Figure 4-4 Minority Status, All Respondents



N = 1,054

Figure 4-5 Minority Status, by Origin Terminal

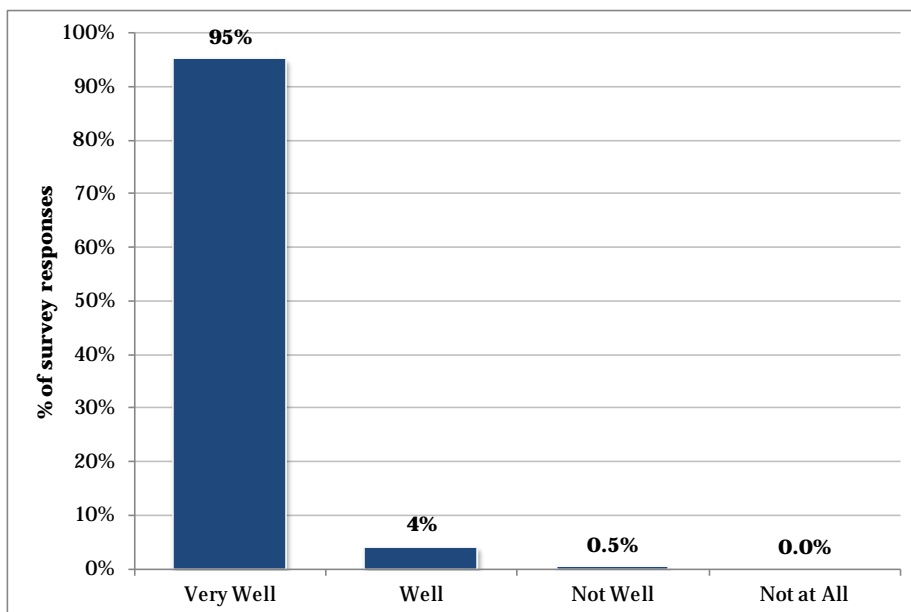


N = 1,054

### English Proficiency and Languages Spoken

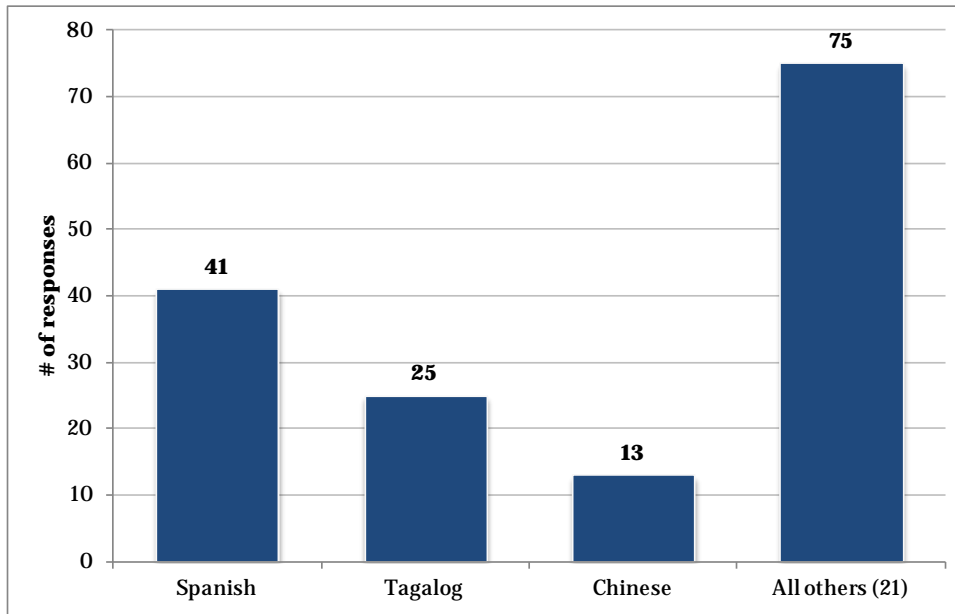
Question #24 asked survey respondents how “well” they speak English. Of the individuals who responded, approximately 99% indicated that they speak English either “very well” or “well,” as shown in Figure 4-6. Figure 4-7 shows that the most common languages spoken other than English are Spanish, Tagalog, and Chinese.

Figure 4-6 English Proficiency



N = 1,106

Figure 4-7 Most Common Languages Spoken (non-English)

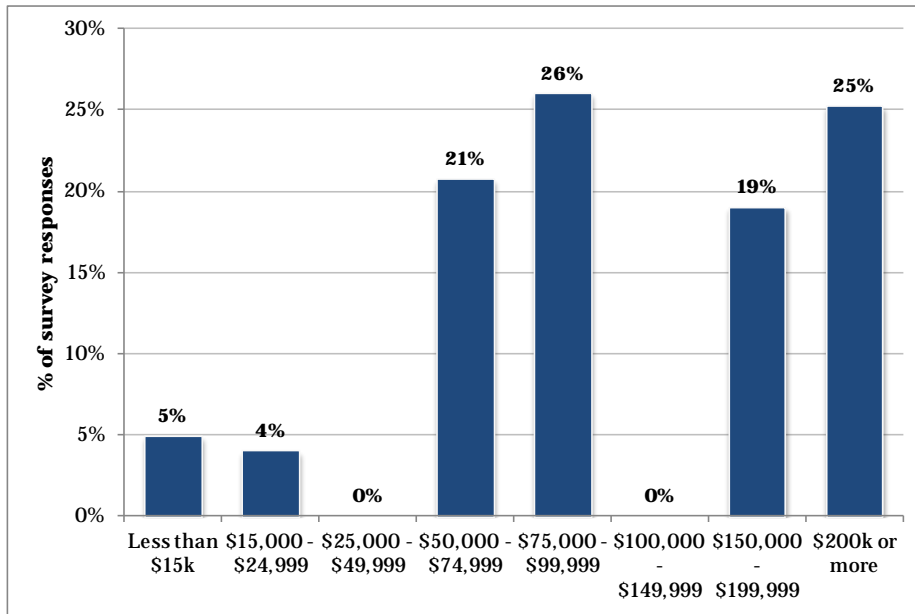


### Income Status

Of the respondents who provided their household income, approximately 9% indicated that they had household incomes of \$49,999 or less. As a result, these survey respondents could *potentially* be classified as “low-income” according to the MTC definition (\$44,000 or less for a household of four). Because the surveys did not ask respondents to identify their household size, it is unclear whether any survey respondent can be definitively classified as “low-income,” but the survey was analyzed using this threshold as an assumptive definition. Figure 4-8 summarizes the income data from survey respondents.

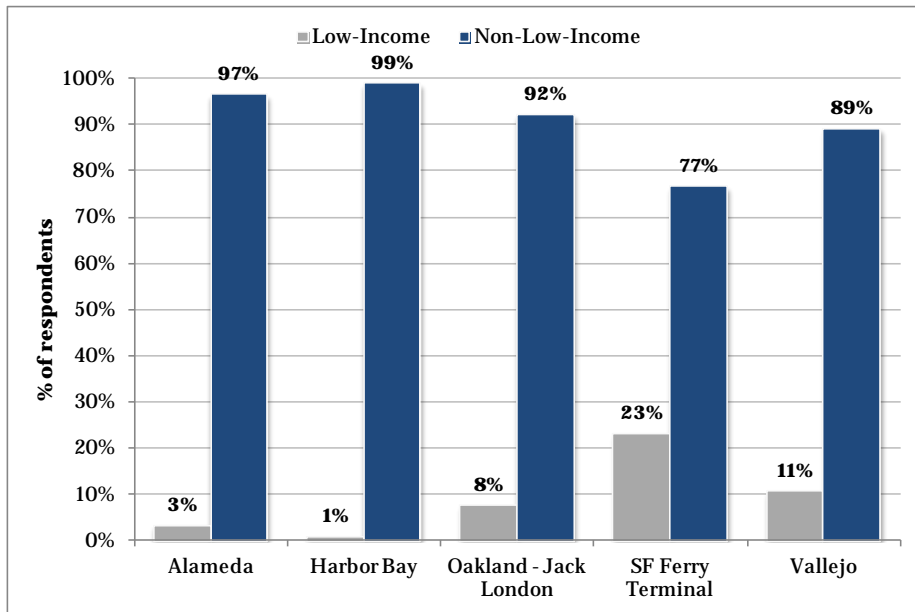
Figure 4-9 shows the income status by ferry terminal (trip origin). In general, no ferry terminal could be classified as predominantly “low-income.”

Figure 4-8 Income of Survey Respondents



N = 646

Figure 4-9 Income Status, by Origin Terminal

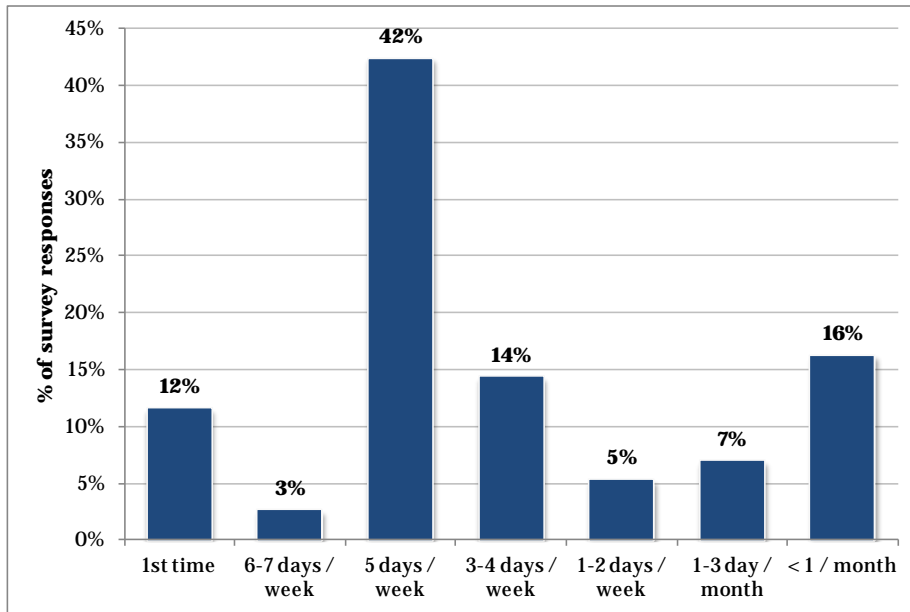


N = 646

### Frequency of Ferry Usage

Figure 4-10 provides a summary of the frequency by which riders use the ferry service. Approximately, 57% of survey respondents are using the ferry service at least five days a week. Roughly 16% can be considered infrequent riders, using the ferry service less than once per month.

Figure 4-10 Frequency of Ferry Usage

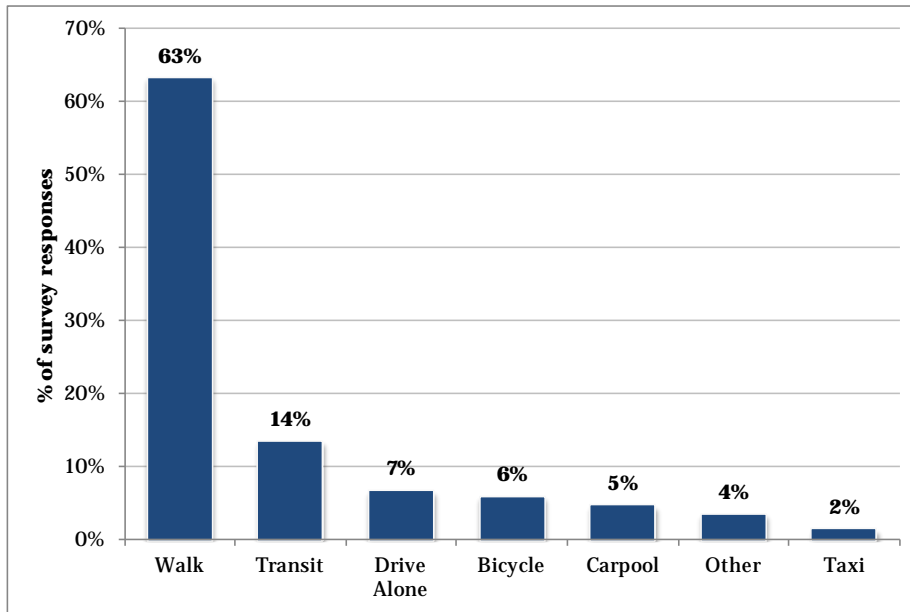


N = 1,151

### Typical Number of Transfers Made

Figure 4-11 summarizes the mode of travel from the ferry terminal to the passenger's final destination. The majority of passengers will walk to their final destination (63%), but approximately 14% will transfer to another transit service. As discussed below, the survey also reveals that roughly 5% of ferry riders will also take transit to the ferry terminal and then transfer to one of the WETA services.

Figure 4-11 Mode from Terminal to Final Destination

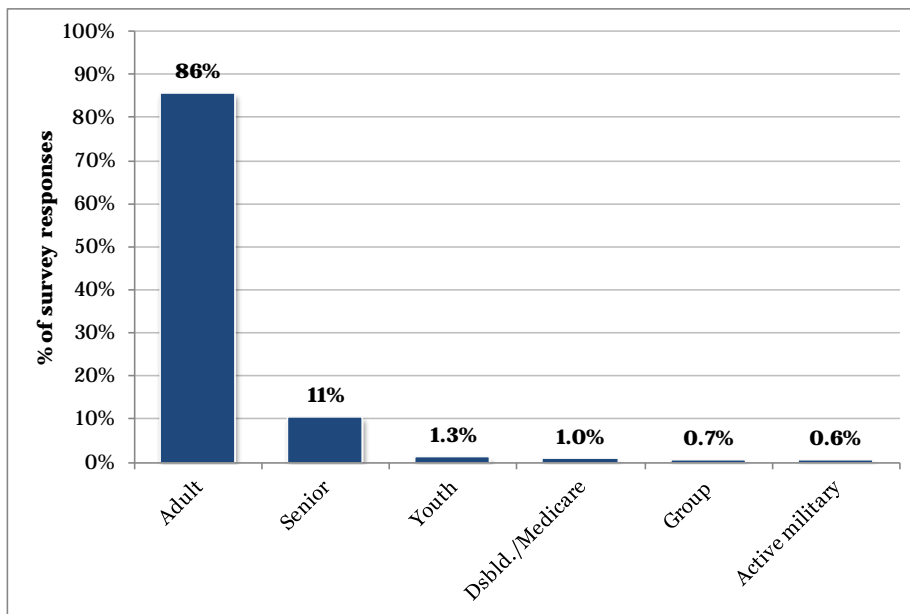


N = 1,136

### Type of Fare and Ticket Type

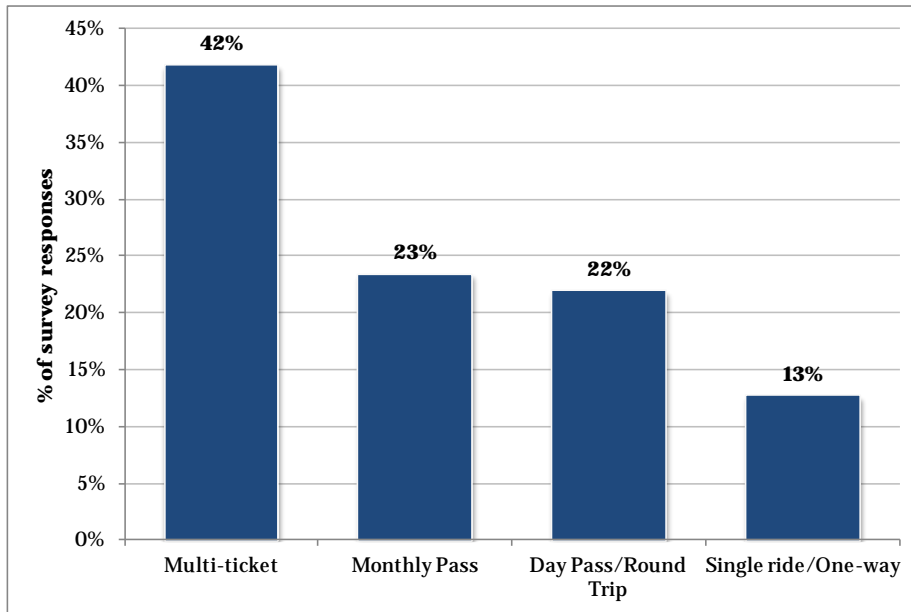
Figure 4-12 provides a summary of the type of fare paid. The vast majority of fares are “Adult” fares (86%). Senior fares comprise approximately 11%. Figure 4-13 summarizes the ticket type purchased. The most common ticket type purchased is “Multi-ticket” at 42%.

Figure 4-12 Type of Fare Purchased



N = 1,151

Figure 4-13 Ticket Type Purchased

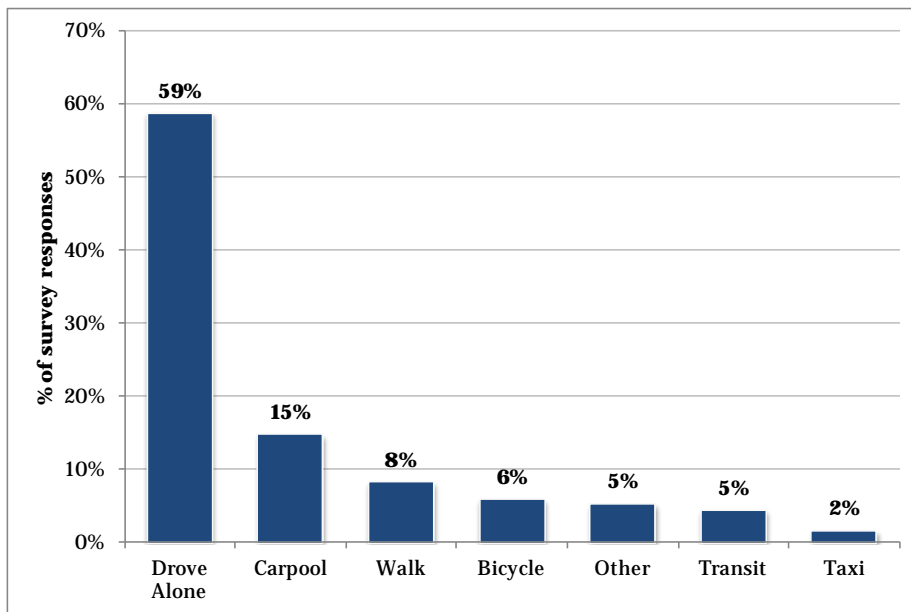


N = 1,138

### Mode to the Ferry Terminal

The availability of a vehicle was not specifically asked as part of the survey. However, as shown in Figure 4-14, approximately 74% of respondents arrived at a WETA ferry terminal by vehicle – 59% drive alone and 15% carpool. Approximately 5% of survey respondents indicated that they take transit and then transfer to a WETA ferry service.

Figure 4-14 Mode to the Ferry Terminal



N = 1,141

### **Opinion of the Ferry**

Questions #16 and #17 of the passenger survey asked respondents to rate how satisfied they are with the overall services provided and their willingness to recommend the ferry service. Figures 4-15 and 4-16 summarize the responses for these two questions by origin ferry terminal, income status, and minority status. In general, based on the survey results, it is reasonable to conclude that low-income and minority passengers have equivalent or high levels of satisfaction with service relative to non-low-income and non-minority passengers. Given the survey data, there is no reason to believe that service is being provided in a manner that is inequitable or discriminatory. The following specific observations can be made.

- 92% of all respondents were either “very satisfied” or “satisfied” with the overall ferry service. A small share, just more than 2%, were “unsatisfied” or “very unsatisfied.”
- Vallejo’s<sup>13</sup> share of respondents who were either “very satisfied” or “satisfied” was 85%. Roughly 11% of respondents from Vallejo were “neutral” about the service. Satisfaction was above 96% for all other terminals.
- Approximately 98% of low-income respondents were either “very satisfied” or “satisfied,” as compared to 91% of non-low-income respondents.
- Roughly 89% of minority respondents were either “very satisfied” or “satisfied,” as compared to 94% of non-minority respondents.
- No less than 94% of any respondent group would “definitely” or “probably” recommend the ferry service.

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<sup>13</sup> It should be noted that for all survey responses the Vallejo route was not part of WETA system at the time of survey. It was acquired by WETA in July 2012.



**Figure 4-15 Passenger Satisfaction**

Respondent Group	Very Satisfied		Satisfied		Neutral		Unsatisfied		Very Unsatisfied		TOTAL
Alameda	154	71%	60	28%	4	2%	0	0%	0	0%	218
Harbor Bay	136	79%	35	20%	0	0%	1	1%	1	0.6%	173
Oakland - J. London	82	75%	27	25%	1	1%	0	0%	0	0%	110
SF Ferry Terminal	76	63%	40	33%	3	2%	1	1%	1	0.8%	121
Vallejo	212	42%	222	44%	57	11%	17	3%	2	0%	510
<b>TOTAL</b>	<b>660</b>	<b>58%</b>	<b>384</b>	<b>34%</b>	<b>65</b>	<b>6%</b>	<b>19</b>	<b>2%</b>	<b>4</b>	<b>0.4%</b>	<b>1132</b>
Low-Income	35	57%	25	41%	1	2%	0	0%	0	0.0%	61
Non-Low-Income	342	59%	192	33%	35	6%	14	2%	1	0.2%	584
<b>TOTAL</b>	<b>377</b>	<b>58%</b>	<b>217</b>	<b>34%</b>	<b>36</b>	<b>6%</b>	<b>14</b>	<b>2%</b>	<b>1</b>	<b>0.2%</b>	<b>645</b>
Non-Minority	426	61%	232	33%	31	4%	6	1%	3	0.4%	698
Minority	197	56%	118	33%	27	8%	11	3%	1	0.3%	354
<b>TOTAL</b>	<b>623</b>	<b>59%</b>	<b>350</b>	<b>33%</b>	<b>58</b>	<b>6%</b>	<b>17</b>	<b>2%</b>	<b>4</b>	<b>0.4%</b>	<b>1052</b>

**Figure 4-16 Willingness to Recommend Service**

Respondent Group	Definitely		Probably		Maybe		Probably Not		Definitely Not		TOTAL
Alameda	206	95%	11	5%	0	0%	0	0%	0	0%	217
Harbor Bay	161	94%	11	6%	0	0%	0	0%	0	0%	172
Oakland - J. London	96	88%	12	11%	0	0%	1	1%	0	0%	109
SF Ferry Terminal	96	81%	21	18%	2	2%	0	0%	0	0%	119
Vallejo	357	69%	127	25%	27	5%	1	0%	2	0%	514
<b>TOTAL</b>	<b>916</b>	<b>81%</b>	<b>182</b>	<b>16%</b>	<b>29</b>	<b>3%</b>	<b>2</b>	<b>0%</b>	<b>2</b>	<b>0%</b>	<b>1,131</b>
Low-Income	41	67%	20	33%	0	0%	0	0%	0	0%	61
Non-Low-Income	480	82%	83	14%	20	3%	2	0%	0	0%	585
<b>TOTAL</b>	<b>521</b>	<b>81%</b>	<b>103</b>	<b>16%</b>	<b>20</b>	<b>3%</b>	<b>2</b>	<b>0%</b>	<b>0</b>	<b>0%</b>	<b>646</b>
Non-Minority	586	84%	95	14%	10	1%	1	0%	2	0%	694
Minority	278	78%	67	19%	11	3%	1	0%	0	0%	357
<b>TOTAL</b>	<b>864</b>	<b>82%</b>	<b>162</b>	<b>15%</b>	<b>21</b>	<b>2%</b>	<b>2</b>	<b>0%</b>	<b>2</b>	<b>0%</b>	<b>1,051</b>

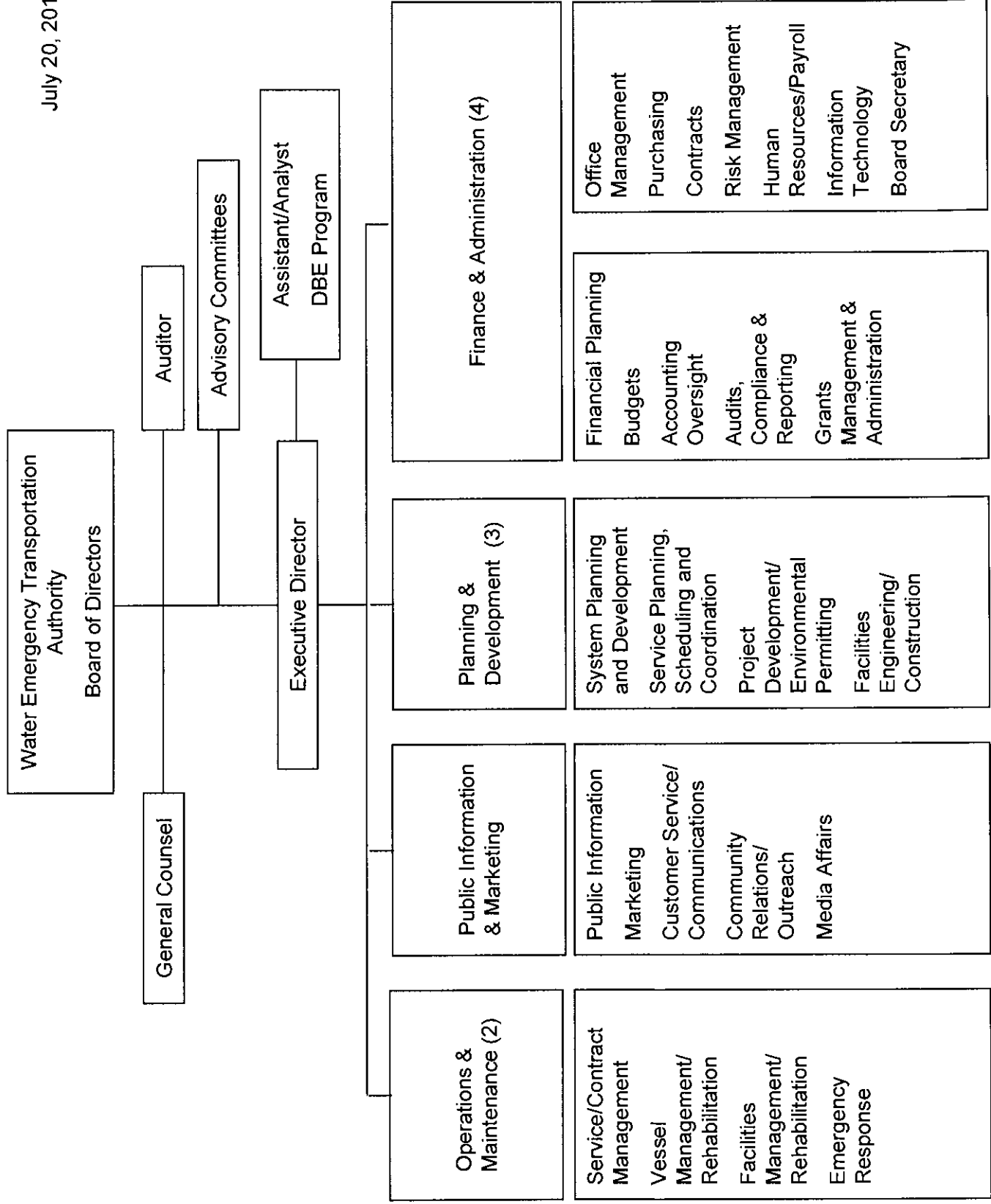
### Key Finding

The survey results indicate that WETA is in compliance with Title VI requirements. More specifically, the survey results indicate that low-income and minority passengers are being provided with an equivalent level and quality of service as non-low-income or non-minority passengers.

## **APPENDIX A**

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### WETA Organizational Chart



## **APPENDIX B**

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### Procedures for Filing, Tracking, and Investigating Title VI Complaints

# **THE SAN FRANCISCO BAY AREA WATER EMERGENCY TRANSPORTATION AUTHORITY TITLE VI COMPLAINT PROCEDURES**

## **Title VI Policy Statement**

The Water Emergency Transportation Authority (WETA) grants all citizens equal access to its transportation services. WETA is committed to a policy of nondiscrimination in the conduct of its business, including its responsibilities under Title VI of the Civil Rights Act of 1964 (42 U.S.C. § 2000d) which provides that no person 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 its program of ferry service.

## **Title VI Complaint Procedures**

If you believe that you have received discriminatory treatment based on race, color or national origin, you have the right to file a Title VI complaint with WETA. Federal and State laws require complaints to be filed within sixty (60) calendar days of the last alleged incident. You may download a [complaint form by clicking here](#) or by visiting [www.watertransit.org](http://www.watertransit.org). You may also call WETA at the number listed below and request that a Title VI Complaint Form be mailed to you or you can submit a written statement that contains all of the information listed below. If you are unable to write a complaint or need assistance submitting a complaint, please call (415) 291-3377 for assistance. Complaints may be mailed, faxed, personally delivered or emailed to:

Title VI Complaints c/o  
**WETA**  
Pier 9, Suite 111, The Embarcadero  
San Francisco, CA 94111  
Phone: (415) 291-3377  
Fax: (415) 291-3388  
Email: [contactus@watertransit.org](mailto:contactus@watertransit.org)

All complaints must include the following information:

1. Complainant's name, address and contact number.
2. The basis of the complaint (e.g. race, color or national origin).
3. The date(s) on which the alleged discriminatory event occurred.
4. The nature of the incident that led the complainant to believe discrimination was a factor.
5. Names, addresses and contact numbers of persons who may have knowledge of the event.
6. Other agencies or courts where complaint may have been filed and a contact name.

Complaints may also be filed with the Federal Transit Administration's Office of Civil Rights:

**FTA Office of Civil Rights**

Attention: Title VI Program Coordinator

East Building, 5th Floor–TCR

1200 New Jersey Ave. SE

Washington, DC 20590

Telephone: 816-329-3770

[www.fta.dot.gov](http://www.fta.dot.gov)

## **Investigation Procedures**

WETA will review and investigate all Title VI complaints. Reasonable measures will be undertaken to preserve any information that is confidential. The investigation may include a review of all relevant documents, practices and procedures as well as discussion(s) of the complaint with all affected parties to determine the nature of the problem. The investigation will be conducted and generally completed within sixty (60) days of receipt of a formal complaint.

Based upon the information received, an investigation report will be prepared. The complainant will receive a letter stating the final decision by the end of the investigation.

In order to be accepted, a complaint must meet the following criteria:

- The complaint must be filed within 60 calendar days of the alleged occurrence or when the alleged discrimination became known to the complainant.
- The allegation(s) must involve a program or activity that receives Federal financial assistance.

A complaint may be recommended for dismissal for the following reasons:

- The complainant requests withdrawal of the complaint.
- The complainant fails to respond to repeated requests for additional information needed to process the complaint.
- The complainant cannot be located after reasonable attempts.

If no violation is found and the complainant wishes to appeal the decision, he or she may appeal directly to the United States Department of Transportation, FTA Office of Civil Rights.

WETA shall maintain a log of Title VI complaints received which shall include the date the complaint was filed, a summary of the allegations, the status of the complaint and actions taken by WETA in response to the complaint.

## **APPENDIX C**

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### Limited English Proficiency (LEP) Plan

**San Francisco Bay Area  
Water Emergency Transportation Authority**

**Limited English Proficiency Plan**

Developed to comply with 49 CFR 21.5 (b) and the U.S. DOT LEP Guidelines

**I. INTRODUCTION**

Executive Order 13166 “Improving Access to Services for Persons with Limited English Proficiency,” reprinted at 65 FR 50121 (August 16, 2000), requires each federal agency, and the recipients of federal funds, to examine the services it provides, develop and implement a system and take reasonable steps to ensure that persons with Limited English Proficiency (LEP) can meaningfully access the agency’s services. Individuals who have a limited ability to read, write, speak, or understand English are limited English proficient, or LEP.

In accordance with Executive Order 13166, the U.S. Department of Transportation (DOT) published revised LEP guidelines concerning service and policies by recipients of Federal financial assistance in the Federal Register (70 FR 74087) on December 14, 2005. The purpose of the LEP policy guidelines is to clarify the responsibilities of recipients and assist them in fulfilling their responsibilities to LEP persons, pursuant to Title VI of the Civil Rights Act of 1964 and implementing regulations. WETA is committed to complying with the requirements of Title VI, Executive Order 13166, and DOT LEP Implementing Guidance. The intent of this plan is to ensure that LEP persons have meaningful access to information about WETA’s ferry system and routes.

Consistent with the guidance in U.S. DOT *Policy Guidance Concerning Recipients Responsibilities to Limited English Proficient (LEP) Persons a Handbook for Public Transportation Providers*, WETA conducted an LEP needs assessment based on the four-factor analysis framework:

1. The Number or Proportion of LEP Persons Served or Encountered in the Eligible Service Population
2. The Frequency with Which LEP Individuals Come in Contact With the Program, Activity, or Service
3. The Nature and Importance of the Program, Activity, or Service Provided by the Program
4. The Resources Available to the Recipient and Costs

This plan includes an assessment of the limited English proficiency needs of the populations within WETA’s service area, an explanation of the steps the agency is currently taking to address these needs to ensure meaningful access to WETA’s services by persons with limited English proficiency.



## **II. AGENCY BACKGROUND:**

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) directed the WTA to prepare an Implementation and Operations Plan (IOP) in order to evaluate ridership demand, cost-effectiveness, and the environmental impact of expanded water transit services. In July of 2003, the legislature approved this plan and authorized the WTA to operate a comprehensive public water transit system.

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. 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 transfer of the Alameda/Oakland and Alameda/Harbor Bay services from the City of Alameda to WETA was completed on April 29, 2011 and represents the beginning of WETA's operation of transit service. On June 4, 2012 WETA commenced its first IOP expansion ferry route from Oakland and Alameda to South San Francisco and on July 1, 2012, the transfer of the Vallejo Baylink Service to WETA was completed.

WETA is now the public agency responsible for operating the "San Francisco Bay Ferry" system that serves Oakland (Jack London Square), Alameda (Harbor Bay and Main Street/Gateway), San Francisco (Downtown Ferry Building and Pier 41), South San Francisco (Oyster Point Marina), and Vallejo. WETA also manages seasonal service to Angel Island and AT&T Park.

## **III. LIMITED ENGLISH PROFICIENCY NEEDS OF WETA'S SERVICE AREA**

The four-factor analysis developed by the FTA requires that information be included in LEP Plans regarding the number and percentage of LEP persons in WETA's service area, and the nature, frequency and importance of contact with LEP persons in providing transit services. Each of these elements is addressed in the following sections.

### **The Number or Proportion of LEP Persons Served or Encountered in the Eligible Service Population**

WETA's current ferry system includes four routes Alameda/Oakland, Harbor Bay, South San Francisco, and Vallejo ferry services, which are further described below:

1. Alameda/Oakland Ferry provides all day service from the cities of Alameda and Oakland to Downtown San Francisco and Fisherman's Wharf, with seasonal service to AT&T Ballpark and Angel Island. Annual ridership for FY11/12 was 516,379.
2. Harbor Bay Ferry Service provides commute-only service from the Harbor Bay community in Alameda to Downtown San Francisco. In FY 11/12 the Harbor Bay ferry carried 177,161 passengers.
3. South San Francisco Ferry provides commute only service from Oakland and Alameda to the biotech employment center at Oyster Point in South San Francisco. This service started on June 4, 2012.
4. Vallejo Ferry provides all day service from Vallejo to Downtown San Francisco and Fisherman's Wharf with seasonal service to AT&T Ballpark and Angel Island. Annual ridership for FY 11/12 was 668,770.

WETA contracted with Nelson\Nygaard Consulting Associates Inc., to assist with the development of WETA's 2012 Title VI Triennial Report. As part of this work, Nelson Nygaard compiled 2010 American Community Survey demographic data for all of the census tracts within WETA's service area. Respondents from the 2010 American Community Survey were asked to categorize their ability to speak English as either a) "very well," b) "well," c) "not well," d) "not at all." A response of "not at all" indicates that a language barrier does exist, while a response of "not well" could indicate a range of limited English proficiency. For planning purposes, WETA is considering people that speak English "not well" or "not at all" as Limited English Proficient persons.

The 2010 American Community Survey language categories break out all languages potentially spoken into the following four categories:

1. Spanish
2. Other Indo-European Languages
3. Asian and Pacific Island Languages
4. Other Languages

Table 1, below, shows the languages spoken at home for all persons within WETA's service area that are five years old and older, with number and percentage of the population.

**Table 1: Individuals Five Years and Older Speaking English “Not Well” or “Not at All” for WETA Service Area**

Data Category	Number	Percentage
Total Population (over 5 years)	747,390	100.00%
Population Speaking English "Not Well" or "Not at All"	68,427	9.16%
Spanish	37,419	5.01%
Other Indo-European	2,786	0.37%
Asian and Pacific Islander	27,416	3.67%
Other	806	0.11%

Source: 2010 American Community Survey, Table # B16005, Age by Language Spoken at Home by Ability to Speak English for the population 5 years and older.

The language category with the highest number of LEP individuals is Spanish, and represents 5.01% of the population of WETA’s service area. The second highest language category at 3.67% of WETA’s service area is Asian and Pacific Islander languages. The Asian and Pacific Islander community includes over 45 ethnic groups of varied cultural, social, and economic backgrounds and speak more than 28 languages other than English.<sup>1</sup> Due to the fact that the Asian and Pacific Islander language category includes over 28 different languages, further research is needed to determine what the most common languages of the Asian and Pacific Islander category are spoken by LEP individuals in WETA’s service area.

#### The Frequency with Which LEP Individuals Come in Contact With the Program, Activity, or Service

WETA has now operated the Alameda/Oakland and Harbor Bay ferry services for a little over a year. During this time, as part of WETA’s public outreach and service assessment efforts, WETA used a survey to solicit input from ferry passengers. The survey instrument was designed to generate a profile of WETA riders, their existing travel behaviors, and solicit feedback on service, terminal, and vessel characteristics and amenities. The survey was distributed and collected on WETA ferries in October 2011, and included the Vallejo ferry service as it was anticipated to transfer to WETA within the next several months. However, the survey did not include the new South San Francisco service, as that was not in operation at the time.

Question #24 of the survey asked respondents how “well” they speak English. Of the 1,160 individuals who responded, approximately 99% indicated that they speak English either “very well” or “well,” and 21% of survey respondents indicated that they do speak a language other than English at home. According to the survey, the most commonly

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<sup>1</sup> Asian Pacific American Legal Center, “Demographic Profile of Asian and Pacific Islanders in Southern California: Census 2000,” [http://www.apalc.org/pdffiles/api\\_profile\\_complete.pdf](http://www.apalc.org/pdffiles/api_profile_complete.pdf).

spoken languages other than English are Spanish (41 respondents or 3.53%), Tagalog (25 respondents or 2.15%), and Chinese (13 respondents 1.12%).

As detailed in Section IV of this report, WETA monitors the frequency with which LEP individuals come into contact with WETA's services. WETA's contracted operator monitors and documents the number of phone calls received by LEP individuals. To date, no phone calls from LEP individuals have been received on WETA's customer service line answered by its contracted operator. WETA also monitors LEP contact with WETA's administrative offices. Since the last submission, WETA received 3 phone calls from LEP individuals during the week of June 4-8, 2012, for information regarding our free week of ferry service to inaugurate and promote the commencement of the agency's first expansion route. All three callers spoke Chinese and were successfully assisted by WETA's administrative assistant through the use of AT&T language line translation services. No other phone calls from LEP individuals were received since the last submission of this report.

#### The Nature and Importance of the Program, Activity, or Service Provided by the Program

WETA provides point-to-point ferry service to San Francisco from four terminal sites in Alameda and Solano Counties, and one ferry service from Alameda to San Mateo County. WETA provides approximately 4,000 passenger trips per weekday and 1,362,000 trips per year in FY 11/12. These services provide a transportation alternative to BART regional rail and AC Transit inter-county bus services in the congested Bay Bridge corridor. The services are predominantly structured and utilized to provide peak-period transportation for work trips into San Francisco and San Mateo County. However, both the Alameda/Oakland and Vallejo services offer mid-day and weekend trips to provide transportation for off-peak travel. In the event that BART or Bay Bridge travel is interrupted, these ferry services provide a back-up system of travel in this corridor.

#### The Resources Available to the Recipient and Costs

WETA's approach to providing LEP access is to identify and assess the need and then consider how best to provide beneficial and effective services to meet the needs of the LEP population in our service area within the financial and personnel resources available to the agency. The following resources are available to WETA:

- AT&T telephone translation services
- All WETA staff and customer service representatives of its contracted operator have been trained in the use of the telephone translation services
- Completion of a recent project updating information related to WETA's ferry services on 511.org

- Spanish and Chinese translations of WETA's vital information are available on 511.org, the region's official transit information website

The American Community Survey data indicates that there may be a need for WETA to provide information in Spanish and Pacific Islander languages. While the ACS data does not break out specific languages in the Asian and Pacific Islander category, as discussed earlier WETA's on-board survey results indicate that the most common Asian and Pacific Islander languages that are spoken are Tagalog and Chinese.

WETA considers route maps, fare structures and schedules to be vital documents to being able to access WETA's ferry system. WETA recently worked with 511.org to consolidate and update information related to WETA's ferry services and to receive access and training to update information on 511.org's website and post service alerts. Route maps, fare structures, schedules and service alerts regarding WETA's San Francisco Bay Ferry routes are all available in Spanish and Chinese translations on 511.org website.

The Metropolitan Transportation Commission manages the 511.org website which is known as the official clearinghouse of transit information for the nine county Bay Area region and provides transit information, a personalized trip planner on the web and mobile phones, and links callers with customer service centers at each Bay Area transit agency. Over the last several years, MTC has conducted such effective public outreach campaigns about 511.org that within the San Francisco Bay region this is the most widely known source of transit information and would likely be one of the places where potential passengers would go to find out more information on WETA's San Francisco Bay Ferry services. Additionally, since 511.org connects callers to the customer service center for each transit agency, an LEP caller seeking information from 511 can be connected to San Francisco Bay Ferry's customer service representative that has access to and has been trained in the use of a telephone translation service.

While both the American Community Survey and WETA's on-board survey indicate the presence of an Asian Pacific Islander population that speaks Tagalog, WETA identified two factors and weighed two factors in the decision to not provide information translated into Tagalog. First, section 7 of the 1987 Constitution of the Philippines recognizes Tagalog and English as official languages of the Country, and secondly, WETA's on-board survey data indicate that while 21% of passengers speak a language other than English at home (of which 16% spoke Tagalog), 99% of those that speak another language at home speak English "very well" or "well." The first factor demonstrates that English is a widely utilized language in the country of origin for the last 25 years. The second factor suggests that while the ACS data indicated a population of LEP individuals speaking Asian and Pacific Islander languages, Tagalog is most likely not the language spoken by majority of LEP individuals in that language category.

Additional language assistance measures and monitoring activities specific to Chinese and Spanish LEP individuals have been included in WETA's LEP plan below, to ensure that the use of translations on 511.org is an effective means of disseminating information about WETA's transit services to potential LEP ferry passengers who speak Spanish and Chinese languages. WETA will continue to collect information and conduct outreach efforts related to LEP persons in our service area through the following activities and services, which are further outlined in our LEP Plan below:

- Continued monitoring of the frequency with which LEP individuals contact WETA's contracted service provider or WETA's administrative office
- Conduct biennial on-board passenger surveys
- Continued provision of telephone translation services with interpreters capable of translating over 170 languages
- Monitoring the number of visits to WETA's service information translated into either Spanish or Chinese on 511.org's website
- Including a notice translated into Chinese and Spanish on the WETA and San Francisco Bay Ferry websites as well as on routes brochures that notifies passengers that telephone translation services can be provided by calling the customer service line, and that Spanish and Chinese written translations of fare structures, schedules and route maps are available on 511.org.

Through this additional work and services, WETA will continue to monitor and assess the LEP needs in our service area to ensure that the mix of language assistance measures available will provide the most needed assistance to the greatest number of LEP persons within WETA's available resources.

#### **IV. LIMITED ENGLISH PROFICIENCY (LEP) PLAN**

In consideration of the four-factor analysis above as well as the resources available to the agency and the cost involved, WETA proposes the following plan for implementation.

##### How WETA and Staff May Identify a Person Who Needs Language Assistance

WETA monitors and assesses the number of LEP individuals, and the language spoken, who contact either WETA's administrative offices or WETA's contracted ferry operator for information on ferry service. WETA monitors the frequency with which LEP individuals come into contact with WETA's services in the following ways:

- WETA and WETA's contracted operator use AT&T's language line telephone translation services, operators of which can help assist in the identification of a language spoken by a caller. AT&T language translation services have interpreters available in over 170 languages.
- WETA's contracted operator documents how many times individuals with limited English proficiency contact the customer service center and what information they are trying to access
- WETA documents how many times individuals with limited English proficiency contact WETA's administrative offices, and what information they are trying to access
- Conduct and analyze surveys of WETA's passengers on a biennial basis to assess whether any further language assistance measures are needed to provide meaningful access to WETA's services
- WETA has language identification cards available at our administrative offices to assist in the identification of a language spoken by a LEP visitor
- Review census updates as they become available to monitor whether population changes in WETA's service area have resulted in a change of the number, type or concentration of LEP individuals

##### Language Assistance Measures

WETA will consider the following means to respond to LEP needs:

- Provide telephone translation services through AT&T Language Line telephone services, which are capable of interpreting and translating over 170 languages. This can be used for in-person or telephone conversations with an LEP person
- Post a notice in Chinese and Spanish on WETA's website, San Francisco Bay Ferry's website, and printed on route brochures informing the public that telephone language translation services are available by phone and schedule, fare and route information are available in written form in Spanish and Chinese translations on 511.org's website

- Continue to update information and service alerts on 511.org to ensure most current information is available to potential Spanish and Chinese LEP passengers
- Monitor the number of visits to 511.org's website displaying information on WETA's San Francisco Bay Ferry routes that have been translated into Spanish and Chinese
- Document the number of LEP individuals that contact WETA's administrative offices or attend public meetings and assess any changes in the number or type of LEP individuals accessing WETA's services annually
- Require WETA's customer service representatives to report quarterly on the number of times they were contacted by LEP individuals, what languages were spoken, and the information the LEP individual was trying to access
- Identify other community resources such as agencies serving LEP persons which may have resources to share
- Post the WETA Title VI Policy and LEP Plan on WETA's website, at [www.watertransit.org](http://www.watertransit.org) and on the San Francisco Bay Ferry website at [www.sanfranciscobayferry.com](http://www.sanfranciscobayferry.com)
- Conduct periodic assessments of the LEP plan and policies as needed

#### Staff Training

The following training has been provided to all WETA staff, as well as the customer service representatives of WETA's contracted ferry operator:

- Information on the WETA Title VI Procedures and LEP responsibilities
- Description of language assistance services offered to the public
- Documentation of language assistance requests
- Use of AT&T Language Line telephone translation services
- What constitutes a Title VI/LEP violation and how to handle and process a potential Title VI/LEP complaint

#### Outreach Efforts

As the need arises, WETA will consider the following outreach activities:

- Identify agencies in each of WETA's service areas that may serve LEP populations
- Provide information on WETA's services to agencies that serve LEP populations



- Provide opportunities for LEP participation at public meetings, through advertising and conduct of meetings, as appropriate

#### Monitoring and Updating the LEP Plan

WETA will update the LEP plan as required by U.S. DOT. Additionally, WETA will monitor the presence of LEP populations through the abovementioned language identification and assistance measures and will update this plan should it become clear that concentrations of LEP individuals, beyond Spanish and Chinese LEP individuals, are present in WETA's service areas.

Future updates to this plan will include the following:

- The number of documented LEP individuals encountered annually
- How the needs of LEP individuals have been addressed
- Determination of the current LEP population in each of WETA's service areas
- Determination as to whether the need for translation services has changed
- Determine whether WETA's financial resources are sufficient to fund language assistance resources needed
- Determine whether complaints have been received concerning WETA's failure to meet the needs of LEP individuals
- Determine whether WETA has fully complied with the goals and guidance of this LEP plan

#### Dissemination of the WETA LEP Plan

A link to the WETA LEP Plan and the Title VI Procedures is included on WETA's website at [www.watertransit.org](http://www.watertransit.org). Any person or agency with internet access will be able to access and download the plan. Alternatively, any person or agency may request a copy of the plan via telephone, fax, mail or in person, and shall be provided a copy of the plan at no cost.

Questions or comments regarding this LEP Plan may be submitted to the Water Emergency Transportation Authority, Administrative/Policy Analyst:

Water Emergency Transportation Authority  
Pier 9, Suite, 111, The Embarcadero  
San Francisco, CA 94111

Phone: 415-364-3188  
Fax: 415-291-3388  
Email: [gularte@watertransit.org](mailto:gularte@watertransit.org)

## **APPENDIX D**

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Title VI Policy Statement, Information Request  
Procedures, and Complaint Filing Notice



## TITLE VI CIVIL RIGHTS PROGRAM POLICY

**Effective:** July 1, 2010

**Reference:** FTA Circular 4702.1A Title VI and Title VI-Dependent Guidelines for Federal Transit Administration Recipients.

**Purpose:** The purpose of this policy is to establish guidelines to effectively monitor and ensure that the San Francisco Bay Area Water Emergency Transportation Authority (WETA) is in compliance with all FTA Title VI requirements and regulations in order to carry out the provisions of the Department of Transportation's (DOT) Title VI Regulations at 49 CFR Part 21.

**Policy:** Effective July 1, 2010, WETA will ensure that their programs, policies, and activities all comply with the Department of Transportation's (DOT) Title VI regulations. WETA is committed to creating and maintaining public transit service that is free of all forms of discrimination. The agency will take whatever preventive, corrective and disciplinary action necessary for behavior that violates this policy or the rights and privileges it is designed to protect.

**Required to Provide an Annual Title VI Certification and Assurance.** To ensure accordance with 49 CFR Section 21.7, every application for financial assistance from FTA must be accompanied by an assurance that the applicant will carry out the program in compliance with Title VI of the Civil Rights Act of 1964. This requirement shall be fulfilled when the applicant submits its annual certification and assurances to FTA. The text of FTA's annual certifications and assurances is available on FTA's website. ***WETA will comply with this instruction annually in order to receive its FTA funding.***

**Required to Develop Title VI Complaint Procedures.** In order to comply with 49 CFR Section 21.9(b), recipients shall develop procedures for investigating and tracking Title VI complaints filed against them and make their procedures for filing a complaint available to members of the public upon request. ***WETA will provide for our staffs to take complaints over the telephone and then forward them to the Title VI Complaint Coordinator who then will categorize and, track these complaints. The Title VI Complaint Coordinator will also develop responses and forward them to the Transit Manager for review and approval.***

Required to Record Title VI Investigations, Complaints and Lawsuits. In order to comply with 49 CFR Section 21.9(b), recipients shall prepare and maintain a list of any active investigations conducted by entities other than FTA, lawsuits, or complaints naming WETA allege discrimination on the basis of race, color, or national origin. This list shall include the date of the investigation, lawsuit, or complaint was filed; a summary of the allegation(s); the status of the investigation, lawsuit, or complaint; and actions taken by recipient in response to the investigation, lawsuit, or complaint. ***The WETA Title VI Complaint Coordinator will maintain these files.***

Required to Provide Meaningful Access to Limited English Proficient (LEP) Persons. Title VI and its implementing regulations require that FTA recipients take responsible steps to ensure meaningful access to the benefits, services, information, and other important portions of their programs and activities for individuals who are Limited English Proficient. ***WETA is committed to providing quality services to all citizens, including those who have a limited ability to read, write, speak or understand English, Limited English Proficient (LEP). WETA will take reasonable steps to ensure meaningful access to its programs and activities by LEP persons by following U.S. Department of Transportation recommendations in determining the level and extent of language-assistance measures required.***

Required to Notify Beneficiaries of Protection Under Title VI. In order to comply with 49 CFR Section 21.9(d), recipients shall provide information to the public regarding their Title VI obligations and apprise members of the public of the protections against discrimination afforded to them by Title VI. WETA will disseminate this information to the public through measures that can include but not limited to a posting on the agency's website. ***WETA will have information on their website as well as signage posted on all ferries and on ferry schedules.***

Required to Provide Additional Information Upon Request. At the discretion of FTA, information other than that required by the referenced circular may be requested, in writing, from recipient in order to investigate complaints of discrimination or to resolve concerns about possible noncompliance with Title VI. ***The WETA Title VI Complaint Coordinator will be available to provide additional information as needed and to respond to any inquiry.***

Required to Prepare and Submit a Title VI Program. FTA requires recipients to report certain general information to determine compliance with Title VI. The collection and reporting of this program constitute the recipients' Title VI Program. To ensure compliance with 49 CFR Section 21.9(b), FTA requires that all recipients document their compliance with this chapter submitting a Title VI Program to FTA's regional civil rights officer once every three years.

## **Discrimination**

Any act or omission of an act which would prevent the use of or exclude a person from access to public transportation based on (but not limited to) race, sex, disability, or religion.

## **Responsibilities**

All employees of WETA shall follow the intent of these guidelines in manner that reflects agency policy.

Supervisors and managers receiving information regarding violation(s) of this order shall determine if there is any basis for the allegation and shall proceed with resolution as stated in the sections *Supervisor Responsibility* and/or *Investigation of Complaints and Appeal Process*.

## **Supervisor Responsibility**

Each supervisor and manager shall:

- A) Ensure that there are no barriers to service or accommodation that would prevent public transit usage or access.
- B) Train subordinates as to what constitutes discrimination and barriers to access.
- C) Take prompt and appropriate action to avoid and minimize the incidence of any form of discrimination.
- D) Notify the Transit Manager in writing of the circumstances surrounding any reported allegations of discrimination no later than the next business day.

## **Investigation of Complaints and Appeal Process**

Various methods of resolution exist. If a customer feels that his/her accommodation request and/or access to public transportation was denied, he/she may file a complaint through the following process:

- 1) Submit a customer complaint form with contact information
- 2) Phone WETA's Administration Office at (415) 291-3377
- 3) E-mail WETA's Administration Office at [contactus@watertransit.org](mailto:contactus@watertransit.org)
- 4) Come to WETA's Administration Office located at Pier 9, Suite 111, The Embarcadero, San Francisco, CA 94111
- 5) Mail written complaint to Pier 9, Suite 111, The Embarcadero, San Francisco, CA 94111

The supervisor or transit manager will investigate the complaint and make a determination. Formal investigation of the complaint will be confidential and will include, but is not limited to, details of the specific incident, frequency and dates of occurrences and names of any witnesses. Customer will be notified of resolution.

If the complainant is not satisfied with the resolution, an appeal process is available. An appeal request for review of a determination of unlawful denial of access or accommodation to public transportation must be filed, in writing, within sixty (60) calendar days of the incident. The written appeal must include the customer's name, address, and telephone contact number. A statement of reason(s) why the applicant believes the denial of accommodation request or access to public transportation was inappropriate is recommended.

The Board of Director's will set a mutually agreed-upon time and place for the review process with the applicant and/or representatives within thirty (30) days of the request. The applicant may submit documents or other information to be included with the record and considered in the review process. A record of the review will be kept, as determined by the Board of Director's. Anyone needing special accommodations may contact WETA at (415) 291-3377 for assistance.

The right of the appellant to a prompt and equitable resolution of the complaint must not be impaired by the appellant's pursuit of other remedies, such as filing of a complaint with the Department of Justice or other appropriated federal agency or the filing of a suit in state or federal court. Use of this procedure is not a prerequisite to the pursuit of other remedies.

### **Disposition of Complaints**

***Sustained Complaints*** – If the complaint is substantiated, this policy and procedure prohibiting discrimination will be reviewed with the offender. Appropriate disciplinary action and/or training will be taken pursuant to the agency disciplinary procedures.

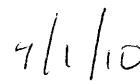
***Unsustained Complaints*** – If there is insufficient evidence to either prove or disprove the allegation(s), both parties to the complaint will be informed of the reason(s) for this disposition.

***Unfounded Complaint*** – If it is determined that an act reported pursuant to this policy/procedure did not in fact occur, a finding of unfounded shall be made.

***Exonerated Complaints*** – If it is determined that an act reported pursuant to this policy/procedure did in fact occur, but was lawful and proper within the guidelines established herein, a finding of exonerated shall be made.



**Nina Rannells, Executive Director**



**Date**

## Title VI Complaint Form

### Water Emergency Transportation Authority

The San Francisco Bay Area Water Emergency Transportation Authority (WETA) is committed to ensuring that no person is excluded from participation in or denied the benefits of its services on the basis of race, color or national origin, as provided by Title VI of the Civil Rights Act of 1964, as amended. Title VI complaints must be filed within sixty (60) calendar days from the date of the alleged discrimination.

The following information is necessary to assist us in processing your complaint. If you require any assistance in completing this form, please contact the Title VI Coordinator by calling (415) 291-3377. The completed form must be returned to WETA Title VI Coordinator, Pier 9, Suite 111, The Embarcadero, San Francisco CA 94111.

Your Name:	Phone:
Street Address:	Alt Phone:
	City, State & Zip Code:
<div>Person(s) discriminated against (if someone other than Complainant):</div> <div>Name(s):</div> <div>Street Address, City, State &amp; Zip Code:</div>	

Which of the following best describes the reason for the alleged discrimination took place?

Race \_\_\_\_\_

Color \_\_\_\_\_

National Origin (Limited English Proficiency) \_\_\_\_\_

Date of Incident: \_\_\_\_\_

Please describe the alleged discrimination incident. Provide the names and title of all employees involved, if available. Explain what happened and whom you believe was responsible. Please use the next page, or the back of this form, if additional space is required.

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**Title VI Complaint Form**  
**Water Emergency Transportation Authority**

Please describe the alleged discrimination incident (continued):

This image shows a single page of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page, leaving small margins at the top and bottom. There are no vertical margin lines, text, or other markings on the page.

Have you filed a complaint with any other federal, state or local agencies? Yes \_\_\_\_\_ No \_\_\_\_\_

If so, list agency/agencies and contact information below:

Agency: \_\_\_\_\_ Contact Name: \_\_\_\_\_

Street Address, City, State & Zip Code: \_\_\_\_\_ Phone: \_\_\_\_\_

Agency: \_\_\_\_\_ Contact Name: \_\_\_\_\_

Street Address, City, State & Zip Code: Phone:

I affirm that I have read the above charge and that it is true to the best of my knowledge, information and belief.

Complainants Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Print Name of Complainant: \_\_\_\_\_

Date Received: \_\_\_\_\_  
Received By: \_\_\_\_\_



# KNOW YOUR RIGHTS

The Water Emergency Transportation Authority (WETA) operates its services and programs without regard to race, color and national origin in accordance with Title VI of the Civil Rights Act.

WETA is committed to practicing non-discrimination. Any person who believes she or he has been aggrieved by any unlawful discriminatory practice under Title VI may file a complaint with WETA.

For more information on WETA's civil rights program and the procedures to file a complaint, call 415-291-3377; email [contactus@watertransit.org](mailto:contactus@watertransit.org); visit [www.watertransit.org](http://www.watertransit.org) or our administrative offices at Pier 9, Suite 111, The Embarcadero, San Francisco, CA 94111.



***San Francisco Bay Ferry***  
A SERVICE OF WETA

## **APPENDIX E**

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### South San Francisco Terminal EIR/EA Environmental Justice Analysis

## 3.13 ENVIRONMENTAL JUSTICE

As described in Chapter 2 (Project Description), the project seeks federal funds that would be administered by the Federal Transit Administration (FTA), and as such the project would be subject to the provisions of Executive Order No. 12898, which requires federal agencies to identify and avoid disproportionately high and adverse human health or environmental effects of the agency's programs, policies, and activities on minority and low-income<sup>14</sup> populations in the United States. For this environmental analysis, these populations are collectively known as environmental justice communities. This section describes environmental justice communities at the project site and whether implementation of the project would cause a substantial adverse effect on environmental justice communities. Preparation of this section used data from the US Census for the year 2000 and information provided by the City.

The 2003 WTA PEIR for the expansion of ferry service in the Bay Area did not evaluate environmental impacts related to environmental justice as that program was not federally funded.

One comment letter related to environmental justice issues was received in response to the December 17, 2004, Notice of Preparation (NOP) circulated for the project. This letter was received from The Bluewater Network/San Francisco Baykeeper and was related to live-aboards and new ridership. The NOP and a summary of issues raised during the Public Scoping process are included in Appendix A of this EIR/EA.

### 3.13.1 ENVIRONMENTAL SETTING

#### ■ Data Sources and Limitations

The project site is located within census tract 6023 and block 1000 in the City of South San Francisco, in San Mateo County. As illustrated in Figure 3.13-1 (Census Tract and Block Level Boundary), this census tract and block group encompass a residential neighborhood west of U.S. Highway 101 (US 101), industrial and commercial areas east of US 101, and the Oyster Point Marina/Park (Marina). The demographics of the Marina population differ significantly from the population of the residential neighborhood west of US 101, which is the only other area where residential neighborhoods occur within the census tract. To better represent demographics of the project site, census data was gathered at the block level. The block level data provides demographics for the area east of US 101, where the project site is located, which includes Oyster Point Marina, Oyster Cove Marina, and industrial/commercial uses. The block level is comprised of only those residents who live aboard their boats, as there are no other residential uses at the block level. Block level data for income was not recorded under US Census 2000. Therefore, only tract level data is provided for income status. For the purpose of this environmental justice analysis, the study area is defined as the census block that encompasses the project site, as illustrated in Figure 3.13-1.

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<sup>14</sup> Low-income is defined as "those living below poverty line," in Executive Order No. 12898, and therefore such populations are identified as having poverty status by the U.S. Census Bureau.

## ■ Ethnicity of Population

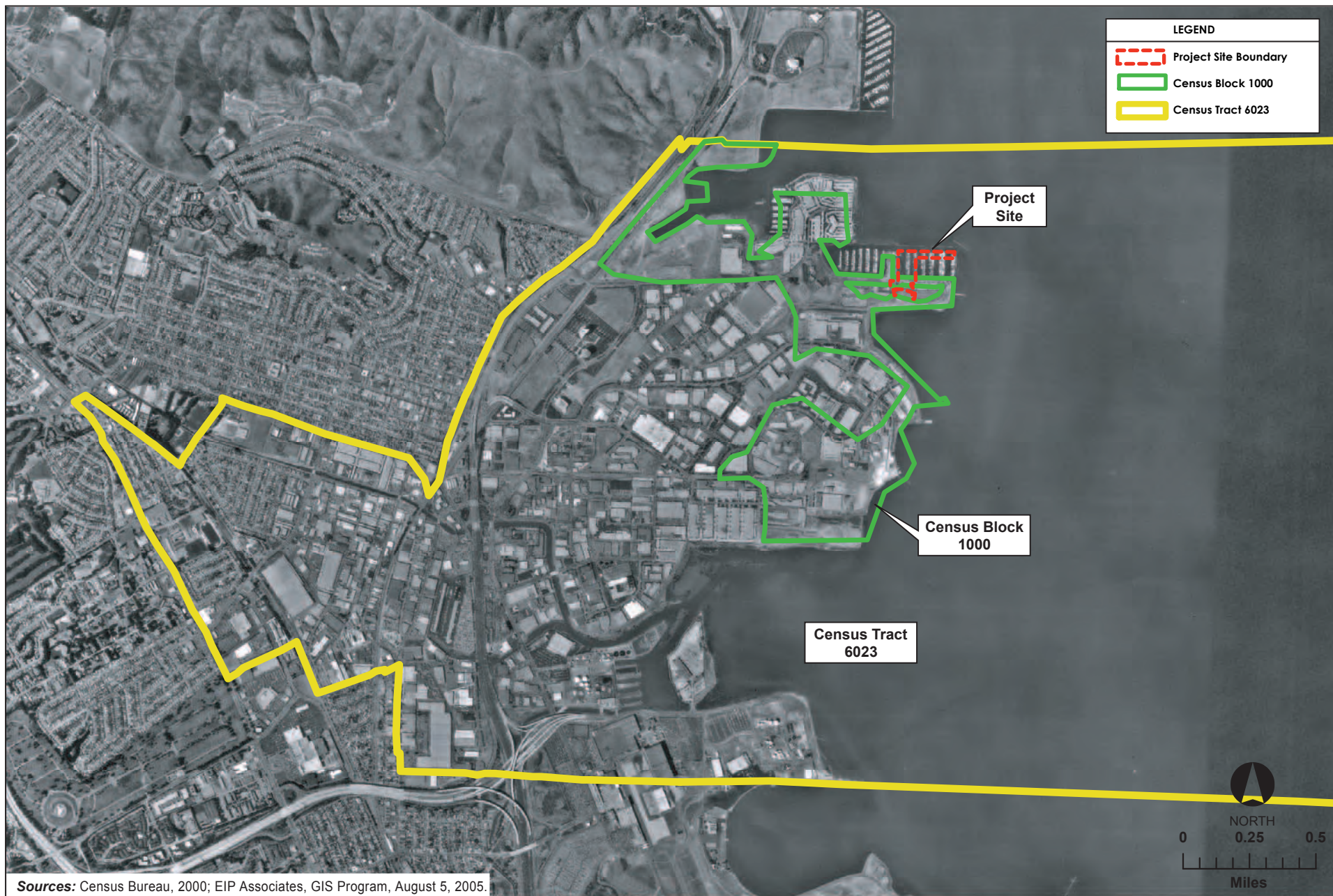
The following races are considered to be a racial minority: African American, American Indian and Alaskan Native, Asian, Native Hawaiian and Other Pacific Islander. Hispanic and/or Latinos are considered to be an ethnic minority. Table 3.13-1 presents the racial and ethnic make-up of the residential population in the study area.

Table 3.13-1 Ethnicity of Population in City, County and Study Area						
	San Mateo County		City		Block 1000	
	Population	Percent	Population	Percent	Population	Percent
White	288,631	53%	26,671	44%	23	52%
Black or African American	18,381	3%	1,707	3%	10	23%
American Indian and Alaska Native	1,251	0.2%	362	0.6%	0	0%
Asian	110,421	20%	17,510	29%	3	7%
Native Hawaiian and Other Pacific Islander	6,061	1%	944	2%	7	16%
Some Other Race	1,498	0.3%	9,091	15%	0	0%
Two or More Races	13,863	3%	4,267	7%	1	2%
<b>Total Population</b>	<b>440,106</b>	<b>100%</b>	<b>60,552</b>	<b>100%</b>	<b>44</b>	<b>100%</b>
<i>Hispanic or Latino (of Any Race) <sup>a</sup></i>	<i>104,955</i>	<i>19%</i>	<i>19,282</i>	<i>32%</i>	<i>4</i>	<i>9%</i>

<sup>a</sup> Hispanic or Latino is an ethnicity, not a race. This ethnicity is not included in the total population as one or more races of the total population may originate from Hispanic or Latino ethnicity.

Based on the census data gathered for the project, the residents of the Marina are not considered an environmental justice community since the total racial and ethnic population is less than 50 percent of the population of the study area. The percentage of the racial and ethnic population of the study area is also less than 10 percentage points higher than that for the City and the County.

The live-aboard population has grown since the 2000 Census; data on the racial and ethnic makeup of the Marina was gathered from the harbormaster as a point of comparison to the 2000 Census data. There are currently 60 live-aboard vessels at the marina, with an average of two residents per vessel. Therefore, the population living at the marina is estimated at 120 persons. It is also estimated that approximately 90 percent of the current population is white, approximately two percent is African American, approximately three percent is Asian, and approximately 6 percent is Native Hawaiian and Other Pacific Islander. This representative data further supports the determination that the residential population in the study area is not an environmental justice community.



**FIGURE 3.13-1**  
**Census Tract and Block Level Boundaries**



## ■ Low-Income and Poverty Status

Data on low-income and poverty status was gathered at the census tract level only, as this data was not available at the block level. Table 3.13-2 presents the income and poverty status data for the study area. Based on this data, the residents of the study area are not considered a low-income or impoverished population, and as such would not qualify as a low-income environmental justice community. The percentage of persons living in poverty at the tract level is less than 50 percent of the total population in the tract, and less than 2 percentage points higher than in the City and County. Since low-income environmental justice communities do not exist within the study area this topic is not discussed any further.

Table 3.13-2 Low Income and Poverty Status			
	<i>San Mateo County</i>	<i>City</i>	<i>Tract 6023</i>
Population	697,649	60,552	3,204
Persons in Poverty <sup>a</sup>	40,692	3,151	210
Percentage of Population Below Poverty Level	5.83%	5.20%	6.55%

<sup>a</sup> Population represents individuals for whom poverty status is determined.

### 3.13.2 REGULATORY FRAMEWORK

Executive Order No. 12898 of February 11, 1994 (“Federal Actions to Address Environmental Justice in Minority Population and Low-Income Populations”), provides:

To the greatest extent practicable and permitted by law ... each Federal agency shall make achieving environmental justice part of its mission by identifying and addressing, as appropriate, disproportionately high and adverse human health or environmental effects of its programs, policies and activities on minority populations and low-income populations [Subsection 1-101].

Each Federal agency shall conduct its programs, policies, and activities that substantially affect human health or the environment, in a manner that ensure that such programs, policies, and activities do not have the effect of excluding persons (including populations) from participation in, denying persons (including populations) the benefits of, or subjecting persons (including populations) to discrimination under, such programs, policies, and activities, because of their race, color or national origin [Subsection 2-2].

Each Federal agency shall work to ensure that public documents, notices, and hearings relating to human health or the environment are concise, understandable, and readily accessible to the public [Subsection 5-5(c)].

A Presidential Memorandum that accompanied the Executive Order emphasized that the order was “intended to promote nondiscrimination in federal programs substantially affecting human health and the environment, and to provide minority communities and low-income communities access to public information on, and an opportunity for public participation in, matters relating to human health or the environment.” The memorandum notes that a *National Environmental Policy Act* (NEPA) analysis must include “effects on minority communities and low-income communities,” and that mitigation measures “should



address significant and adverse environmental effects of proposed Federal actions on minority communities and low-income communities” [Subsection 5-5(c)]. In addition, “each federal agency shall provide opportunities for community input in the NEPA process, including identifying potential effects and mitigation measures in consultation with affected communities and improving the accessibility of meetings, crucial documents and notices” [Subsection 5-5(c)].

### 3.13.3 IMPACTS AND MITIGATION MEASURES

#### ■ Methodology

To determine if the project would result in impacts on minority and/or low-income populations, a five-step method was used based on guidance provided by Council of Environmental Quality (CEQ), the Environmental Protection Agency and the Federal Highway Administration (FHWA; FHWA Order 6640.23). Steps 1 through 4 determine the characteristics of the affected population. Step 5 determines the criteria utilized to determine if the affected populations would be disproportionately affected. The five steps are as follows:

1. **Identify Potential Effects**—As required by NEPA and *California Environmental Quality Act* (CEQA), a broad range of project-related potential environmental and human health effects have been evaluated. These include effects related to transportation, visual quality, biological resources, cultural resources, hydrology and water quality, noise and vibration, air quality, and hazardous materials.
2. **Determine the Affected Geographical Area**—The geographical area potentially affected by the project includes Oyster Point Marina and its immediate adjacent areas, defined above as the “study area.”
3. **Determine the Demographic Character of the Affected Geographic Area**—For the affected geographic area, the demographic characteristics are determined. These include the following:
  - Total population
  - Percent of population of racial minority status in the affected area
  - Percent of population of racial minority status in San Mateo County and the City
  - Percent of population of low-income status in the affected area
  - Percent of population of low-income status in San Mateo County and the City
4. **Determine if the Affected Populations Include Environmental Justice Communities**—The affected populations are those populations within the affected geographic area. An environmental justice community is identified if any of the following conditions apply:
  - At least one-half of the population is of racial minority status
  - The percentage of the population that is of racial minority status is at least 10 percentage points higher than that for San Mateo County or the City
  - At least one-half of the population is of low-income minority status
  - The percentage of the population that is of low-income status is at least 10 percentage points higher than that for San Mateo County or the City



5. **Determine Whether the Adverse Effects of the Project Would Disproportionately Affect Environmental Justice Communities**—An adverse effect would occur if a project-related activity would have a disproportionate effect on Environmental Justice populations. A disproportionate effect is defined as an effect that is predominantly borne, more severe, or of a greater magnitude in areas with Environmental Justice populations than in other areas.

## ■ Impacts and Mitigation Measures Incorporated from 2003 WTA PEIR

The 2003 WTA Programmatic EIR (URS 2003) included many impacts and mitigation measures that are either addressed in this document or are not applicable to this project. A table of impacts and mitigation measures from the PEIR is included as Appendix H of this document and includes a column showing how the PEIR impacts and MMs are applied to this project (i.e., *IR*—Incorporated by Reference, *AD*—Addressed in EIR, and *NA*—Not Applicable). For environmental justice, no impacts were covered in the PEIR and are therefore not listed in Appendix H.

## ■ Impacts and Mitigation

Threshold	Would the project result in disproportionate effects on an environmental justice community as defined by Executive Order No. 12898?
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### **Impact 3.13-1      Implementation of the project would not result in disproportionate effects on an environmental justice community.**

Implementation of the project would result in the removal of approximately 124 berths within the existing Marina including seven live-aboard vessels. The seven live-aboard vessels would be relocated to other berths at Docks 2, 3, or 4 (for the 30-foot live-aboard vessels) or to Docks 6 or 12 (for the 40-foot live-aboard vessels). As shown in Figure 3.13-2 (Proposed Berths to be Removed), Docks 2, 3, 4, and 6 are on the opposite side of the mole away from where the proposed ferry terminal would be located. Since the racial and ethnic population of the study area and the income status of the population in the study area are not considered environmental justice communities, there would be *no disproportionate effects* on an environmental justice community.

## 3.13.4 REFERENCES

- Johnson, Robert. 2005. E-mail communication from the Harbormaster, Oyster Point Marina, to EIP Associates, 9 August.
- ROMA Design Group. 2005. *Preliminary Site Design Concept, South San Francisco Ferry Terminal—Oyster Point Marina*, 12 August.
- United States Bureau of the Census. 2000. *Census 2000*.
- Weekly Compilation of Presidential Documents, 279, February 11, 1994.

circulation access or access to services. The proposed project would not significantly alter or impact existing land use patterns.

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**Page 3.9-20, the second sentence of fifth paragraph has been modified to state:**

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Consistency Analysis: The proposed project does not contain any residential uses. Existing live-aboards would be relocated ~~within the existing project site~~ either within the Oyster Point Marina, or elsewhere in the Bay in accordance with all rules and regulations and consistent with the San Francisco Bay Plan (see Section 3.13 [Environmental Justice]). The creation of a multi-modal ferry transit facility in the Oyster Point area will complement existing commercial, industrial and recreational land uses near the project site. The proposed project is consistent with this Policy.

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**Page 3.9-29, the sixth paragraph has been modified to state:**

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As discussed in greater detail in Section 3.13 (Environmental Justice), implementation of the proposed project would result in the removal of 124 berths within the existing marina. For the seven live-aboard vessels currently docked at berths, the Harbor District and BCDC would collaborate with the vessel owners that would be affected by terminal construction, and the live aboards would be relocated either within the Oyster Point Marina, or elsewhere in the Bay in accordance with all rules and regulations and consistent with the San Francisco Bay Plan. ~~all would be relocated to other berths within the marina. These berths would be moved to docks 2, 3, or 4 (for the 30-foot live-aboard vessels) or to docks 6 or 12 (for the 40-foot live-aboard vessels).~~ As shown in Figure 3.13-2 (Proposed Berths to be Removed), docks 2, 3, 4, and 6 are on the opposite side of the mole away from where the proposed ferry terminal would be located.

## 9.2.8 ENVIRONMENTAL JUSTICE

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**Page 3.13-7, the third paragraph has been modified to state:**

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Implementation of the project would result in the removal of approximately 124 berths within the existing Marina including seven live-aboard vessels. For the seven live-aboard vessels currently docked at berths, the Harbor District and BCDC would collaborate with the vessel owners that would be affected by terminal construction, and the live aboards would be relocated either within the Oyster Point Marina, or elsewhere in the Bay in accordance with all rules and regulations and consistent with the San Francisco Bay Plan. ~~The seven live-aboard vessels would be relocated to other berths at Docks 2, 3, or 4 (for the 30-foot live-aboard vessels) or to Docks 6 or 12 (for the 40-foot live-aboard vessels).~~ As shown in Figure 3.13-2 (Proposed Berths to be Removed), Docks 2, 3, 4, and 6 are on the opposite side of the mole away from where the proposed ferry terminal would be located. Since the racial and ethnic population of the study area and the income status of the population in the study area are not considered environmental justice communities, there would be no disproportionate effects on an environmental justice community.



## **APPENDIX F**

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### Summary of WETA Service Area Census Tracts

TITLE VI PROGRAM | FINAL  
WETA

					Minority Populations							
Census Tract	Total Population	Low Income (percent of population)	White (non-Hispanic)	Minority (percent of population)	Hispanic or Latino - All Races	Black or African American (non-Hispanic)	American Indian or Alaska Native (non-Hispanic)	Asian (non-Hispanic)	Native Hawaiian and Other Pacific Islander (non-Hispanic)	Other or Unspecified (non-Hispanic)	Two or more races (non-Hispanic)	Title VI Status (Minority, Low Income, or Neither)
Alameda County												
01401600	1,913	38.3%	8.2%	91.8%	8.6%	59.9%	1.0%	18.5%	0.0%	3.3%	0.5%	Minority and Low Income
01401700	2,023	53.7%	13.3%	86.7%	37.9%	34.5%	0.0%	10.9%	0.0%	0.0%	3.5%	Minority and Low Income
01401800	1,380	68.8%	23.8%	76.2%	8.0%	62.8%	0.0%	3.3%	0.0%	0.0%	2.0%	Minority and Low Income
01402200	2,313	55.0%	14.0%	86.0%	36.9%	39.3%	0.3%	5.8%	0.5%	0.0%	3.2%	Minority and Low Income
01402400	2,077	64.2%	15.3%	84.7%	6.5%	68.1%	0.7%	7.0%	0.0%	0.0%	2.5%	Minority and Low Income
01402500	2,031	52.2%	8.8%	91.2%	12.9%	66.5%	0.7%	7.5%	0.0%	0.0%	3.5%	Minority and Low Income
01402600	1,002	63.5%	12.6%	87.4%	12.0%	30.9%	0.0%	44.5%	0.0%	0.0%	0.0%	Minority and Low Income
01403000	2,434	60.2%	3.9%	96.1%	3.2%	2.6%	1.7%	86.1%	0.0%	0.0%	2.4%	Minority and Low Income
01403100	1,184	40.2%	14.7%	85.3%	3.1%	20.8%	1.2%	54.7%	0.3%	0.0%	5.2%	Minority and Low Income
01403300	4,194	40.4%	22.5%	77.5%	3.5%	6.5%	0.0%	65.2%	0.0%	0.0%	2.3%	Minority and Low Income
01403400	4,304	45.5%	41.4%	58.6%	8.2%	17.9%	1.1%	27.0%	0.0%	0.0%	4.4%	Minority and Low Income
01403501	4,340	56.0%	31.7%	68.3%	4.3%	22.5%	0.3%	31.2%	0.9%	0.3%	8.8%	Minority and Low Income
01403502	2,016	17.6%	43.4%	56.6%	13.3%	26.8%	0.0%	9.3%	0.0%	0.0%	7.1%	Minority
01403600	4,816	15.5%	24.4%	75.6%	9.1%	40.7%	0.4%	15.0%	0.0%	2.0%	8.4%	Minority
01403701	2,278	23.0%	51.3%	48.7%	5.8%	26.8%	0.0%	7.6%	0.0%	3.6%	4.9%	Neither
01403702	1,915	26.5%	57.3%	42.7%	6.7%	22.7%	0.0%	8.6%	0.0%	0.0%	4.6%	Low Income
01403800	3,790	15.2%	57.7%	42.3%	14.8%	7.6%	0.0%	13.7%	0.0%	0.5%	5.6%	Neither
01403900	3,804	17.9%	59.3%	40.7%	6.0%	21.1%	0.0%	9.2%	0.0%	0.7%	3.7%	Neither
01404000	2,732	25.2%	62.3%	37.7%	7.0%	12.6%	0.0%	12.6%	0.0%	0.0%	5.6%	Neither
01404101	2,979	15.6%	71.1%	28.9%	12.8%	2.9%	0.0%	10.5%	0.0%	0.0%	2.8%	Neither
01404102	2,451	21.6%	68.2%	31.8%	5.6%	7.0%	0.0%	14.3%	0.0%	1.3%	3.6%	Neither
01404200	3,271	8.2%	66.5%	33.5%	9.2%	5.7%	0.0%	9.4%	0.0%	0.0%	9.2%	Neither
01404400	5,391	6.2%	65.1%	34.9%	6.1%	3.1%	0.0%	17.6%	0.0%	1.8%	6.3%	Neither
01404501	1,702	3.5%	80.7%	19.3%	0.0%	1.4%	0.0%	13.3%	0.0%	0.4%	4.3%	Neither
01404502	5,858	7.8%	77.7%	22.3%	3.3%	3.7%	0.0%	8.3%	0.0%	4.0%	2.9%	Neither
01404600	4,525	3.1%	70.9%	29.1%	2.2%	11.9%	0.0%	9.1%	0.0%	0.2%	5.6%	Neither
01405000	3,244	9.3%	69.0%	31.0%	4.2%	13.6%	1.0%	10.0%	0.0%	1.0%	1.3%	Neither

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					Minority Populations							
Census Tract	Total Population	Low Income (percent of population)	White (non-Hispanic)	Minority (percent of population)	Hispanic or Latino - All Races	Black or African American (non-Hispanic)	American Indian or Alaska Native (non-Hispanic)	Asian (non-Hispanic)	Native Hawaiian and Other Pacific Islander (non-Hispanic)	Other or Unspecified (non-Hispanic)	Two or more races (non-Hispanic)	Title VI Status (Minority, Low Income, or Neither)
01405100	4,295	3.8%	71.0%	29.0%	3.8%	11.6%	1.7%	7.0%	0.0%	0.8%	4.1%	Neither
01405200	4,390	29.4%	35.7%	64.3%	10.2%	16.4%	0.0%	29.1%	0.0%	3.2%	5.4%	Minority and Low Income
01405301	2,839	23.6%	31.7%	68.3%	15.4%	27.8%	0.0%	18.5%	0.0%	5.2%	1.4%	Minority
01405302	2,780	59.7%	25.4%	74.6%	22.4%	22.5%	0.0%	28.1%	0.0%	1.3%	0.3%	Minority and Low Income
01405401	3,782	55.1%	6.8%	93.2%	30.8%	22.2%	0.0%	37.1%	0.8%	0.9%	1.3%	Minority and Low Income
01405402	2,834	38.5%	16.4%	83.6%	18.0%	27.8%	0.0%	35.2%	0.0%	1.1%	1.4%	Minority and Low Income
01405500	3,497	42.9%	21.3%	78.7%	11.2%	17.0%	1.3%	48.2%	0.0%	0.0%	1.1%	Minority and Low Income
01405600	2,988	37.2%	14.9%	85.1%	14.3%	26.9%	0.6%	35.5%	0.0%	4.5%	3.3%	Minority and Low Income
01405700	3,151	36.4%	9.4%	90.6%	21.3%	27.2%	0.7%	37.1%	0.0%	0.0%	4.3%	Minority and Low Income
01405800	3,733	61.4%	9.1%	90.9%	14.6%	16.5%	0.0%	56.1%	1.3%	0.0%	2.3%	Minority and Low Income
01405901	3,841	60.8%	6.1%	93.9%	43.2%	8.7%	0.0%	34.7%	5.3%	0.0%	2.0%	Minority and Low Income
01405902	2,892	44.3%	13.3%	86.7%	24.7%	15.8%	0.0%	44.5%	0.0%	0.0%	1.7%	Minority and Low Income
01406000	3,223	61.3%	14.1%	85.9%	27.8%	17.1%	0.4%	34.8%	3.1%	0.0%	2.6%	Minority and Low Income
01406900	4,174	22.7%	32.2%	67.8%	19.2%	15.8%	0.9%	28.6%	0.0%	0.0%	3.3%	Minority
01407000	5,921	54.4%	16.4%	83.6%	27.3%	24.1%	0.5%	30.3%	0.0%	0.0%	1.4%	Minority and Low Income
01407700	4,407	25.0%	17.4%	82.6%	14.1%	55.7%	0.0%	9.3%	0.0%	0.0%	3.4%	Minority
01407900	2,846	12.4%	42.3%	57.7%	7.6%	24.7%	0.0%	16.0%	0.0%	0.4%	9.0%	Minority
01408100	5,735	11.2%	40.9%	59.1%	7.8%	28.7%	0.0%	16.3%	0.0%	0.8%	5.5%	Minority
01410500	2,348	67.9%	10.6%	89.4%	13.1%	55.2%	0.0%	19.1%	0.0%	0.0%	2.1%	Minority and Low Income
01426100	6,055	5.9%	75.5%	24.5%	1.7%	1.3%	0.0%	19.1%	0.0%	0.6%	1.8%	Neither
01426200	4,518	5.3%	65.3%	34.7%	8.1%	1.2%	0.0%	20.1%	0.0%	0.4%	4.9%	Neither
01427100	3,641	11.9%	68.3%	31.7%	10.4%	4.0%	0.0%	9.0%	0.0%	0.7%	7.6%	Neither
01427200	4,639	37.6%	37.0%	63.0%	12.5%	4.3%	0.0%	38.7%	3.9%	0.0%	3.6%	Minority and Low Income
01427300	4,639	28.8%	43.8%	56.2%	10.9%	8.0%	0.0%	32.7%	1.5%	0.0%	3.2%	Minority and Low Income
01427600	4,184	37.0%	19.8%	80.2%	16.9%	13.5%	1.4%	41.2%	0.0%	0.8%	6.4%	Minority and Low Income
01427700	4,956	23.8%	44.2%	55.8%	10.9%	9.7%	0.0%	31.7%	0.0%	0.3%	3.2%	Minority
01427800	4,458	18.6%	55.5%	44.5%	13.0%	2.8%	0.5%	22.5%	0.0%	0.0%	5.7%	Neither
01427900	4,731	11.1%	56.0%	44.0%	13.8%	0.3%	0.2%	20.3%	0.8%	0.0%	8.7%	Neither

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					Minority Populations							
Census Tract	Total Population	Low Income (percent of population)	White (non-Hispanic)	Minority (percent of population)	Hispanic or Latino - All Races	Black or African American (non-Hispanic)	American Indian or Alaska Native (non-Hispanic)	Asian (non-Hispanic)	Native Hawaiian and Other Pacific Islander (non-Hispanic)	Other or Unspecified (non-Hispanic)	Two or more races (non-Hispanic)	Title VI Status (Minority, Low Income, or Neither)
01428000	3,293	48.6%	37.9%	62.1%	20.2%	1.9%	0.2%	35.6%	0.0%	0.4%	3.9%	Minority and Low Income
01428100	4,439	15.8%	61.2%	38.8%	14.1%	2.5%	0.0%	14.4%	0.0%	0.2%	7.6%	Neither
01428200	6,132	17.0%	53.6%	46.4%	13.8%	2.7%	0.0%	27.4%	0.0%	0.0%	2.4%	Neither
01428301	6,358	12.0%	35.4%	64.6%	6.5%	4.2%	0.2%	46.8%	0.0%	1.1%	5.8%	Minority
01428302	7,058	5.6%	46.3%	53.7%	5.3%	2.1%	0.0%	41.0%	0.0%	0.2%	5.0%	Neither
01428400	4,130	27.3%	49.0%	51.0%	11.5%	7.0%	1.2%	29.0%	0.0%	0.0%	2.4%	Low Income
01428500	3,426	26.0%	40.3%	59.7%	7.8%	7.9%	0.0%	39.2%	0.0%	0.0%	4.7%	Minority
01428600	3,097	17.9%	39.8%	60.2%	7.8%	6.1%	0.0%	40.0%	0.0%	0.0%	6.3%	Minority
01428700	3,331	31.7%	25.5%	74.5%	12.4%	20.1%	0.2%	30.3%	3.8%	0.0%	7.7%	Minority and Low Income
01981900	38	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	Neither
01982000	55	65.5%	34.5%	65.5%	65.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	Minority and Low Income
01983200	289	19.4%	65.1%	34.9%	15.9%	7.6%	0.0%	6.9%	4.5%	0.0%	0.0%	Neither
Napa County												
55200201	3,143	43.8%	72.2%	27.8%	25.7%	0.3%	0.0%	0.6%	0.2%	0.0%	1.1%	Low Income
55200202	2,982	49.2%	69.2%	30.8%	26.4%	2.5%	0.7%	0.2%	0.0%	0.0%	0.9%	Low Income
55200203	2,657	26.9%	43.9%	56.1%	53.7%	0.0%	0.2%	0.0%	0.7%	0.0%	1.5%	Minority and Low Income
55200301	4,959	41.0%	52.3%	47.7%	40.0%	0.8%	0.7%	4.0%	0.3%	0.4%	1.6%	Low Income
55200302	2,904	18.6%	54.5%	45.5%	33.3%	9.4%	0.4%	2.3%	0.0%	0.0%	0.0%	Neither
55200400	3,218	7.6%	81.4%	18.6%	11.9%	1.1%	2.4%	1.4%	0.0%	0.0%	1.8%	Neither
55200501	5,639	42.8%	36.5%	63.5%	62.0%	0.0%	0.2%	0.0%	0.0%	0.0%	1.3%	Minority and Low Income
55200503	1,680	35.1%	53.1%	46.9%	41.6%	2.1%	0.0%	0.0%	0.0%	0.0%	3.2%	Low Income
55200504	6,871	47.0%	49.6%	50.4%	47.7%	0.1%	0.0%	2.0%	0.1%	0.0%	0.4%	Low Income
55200505	2,701	46.6%	37.8%	62.2%	44.2%	0.0%	0.0%	15.3%	0.2%	0.0%	2.6%	Minority and Low Income
55200601	4,745	18.8%	58.1%	41.9%	37.3%	0.0%	0.4%	1.0%	0.0%	1.6%	1.6%	Neither
55200602	4,210	35.9%	64.8%	35.2%	33.0%	0.0%	0.0%	2.2%	0.0%	0.0%	0.0%	Low Income
55200703	2,959	2.6%	84.2%	15.8%	6.5%	0.0%	0.0%	6.1%	0.3%	0.0%	2.9%	Neither
55200704	4,302	29.9%	55.6%	44.4%	41.2%	0.0%	0.7%	0.8%	0.0%	0.0%	1.7%	Low Income
55200705	2,575	29.3%	67.4%	32.6%	29.6%	0.6%	0.5%	1.7%	0.1%	0.0%	0.0%	Low Income

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					Minority Populations							
Census Tract	Total Population	Low Income (percent of population)	White (non-Hispanic)	Minority (percent of population)	Hispanic or Latino - All Races	Black or African American (non-Hispanic)	American Indian or Alaska Native (non-Hispanic)	Asian (non-Hispanic)	Native Hawaiian and Other Pacific Islander (non-Hispanic)	Other or Unspecified (non-Hispanic)	Two or more races (non-Hispanic)	Title VI Status (Minority, Low Income, or Neither)
55200706	2,936	7.8%	71.0%	29.0%	25.5%	0.0%	0.0%	2.1%	0.0%	0.9%	0.4%	Neither
55200707	3,040	15.1%	74.4%	25.6%	18.2%	0.0%	0.0%	3.9%	0.0%	0.0%	3.5%	Neither
55200802	5,210	17.1%	66.3%	33.7%	29.9%	1.4%	0.0%	2.4%	0.0%	0.0%	0.0%	Neither
55200803	1,740	24.8%	84.3%	15.7%	9.5%	0.0%	5.0%	0.0%	0.5%	0.0%	0.7%	Neither
55200804	6,136	51.7%	23.4%	76.6%	71.7%	3.0%	0.7%	0.7%	0.0%	0.0%	0.5%	Minority and Low Income
55200900	1,823	100.0%	56.6%	43.4%	8.6%	24.6%	2.9%	6.7%	0.0%	0.0%	0.6%	Low Income
55201003	2,958	15.6%	30.4%	69.6%	14.3%	4.1%	0.9%	45.1%	1.9%	0.0%	3.4%	Minority
55201004	6,069	22.5%	28.6%	71.4%	23.9%	8.3%	0.0%	35.2%	0.3%	1.2%	2.5%	Minority
55201005	2,713	12.1%	39.6%	60.4%	25.7%	0.0%	0.0%	26.6%	5.0%	0.0%	3.1%	Minority
55201006	3,147	17.6%	37.9%	62.1%	37.2%	5.5%	2.8%	12.1%	1.3%	0.0%	3.2%	Minority
55201007	3,640	20.0%	32.9%	67.1%	28.0%	11.1%	0.5%	24.4%	0.0%	0.9%	2.2%	Minority
55201101	1,797	10.4%	78.7%	21.3%	11.6%	0.0%	0.0%	7.0%	0.0%	1.8%	0.8%	Neither
55201102	1,624	11.2%	91.7%	8.3%	7.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.7%	Neither
55201200	4,765	25.0%	67.3%	32.7%	25.7%	0.3%	0.0%	4.0%	0.1%	0.0%	2.6%	Neither
55201401	2,987	12.7%	88.8%	11.2%	1.3%	0.0%	0.0%	2.1%	0.0%	0.0%	7.8%	Neither
55201402	2,792	11.6%	94.6%	5.4%	4.4%	0.0%	0.0%	0.5%	0.0%	0.0%	0.5%	Neither
55201403	728	8.7%	90.8%	9.2%	2.3%	2.9%	0.0%	4.0%	0.0%	0.0%	0.0%	Neither
San Francisco County												
75010200	4,184	13.7%	76.3%	23.7%	11.5%	1.0%	0.0%	9.2%	0.0%	0.0%	2.0%	Neither
75010900	4,463	21.1%	63.1%	36.9%	5.2%	1.3%	3.4%	23.7%	0.0%	0.5%	2.8%	Neither
75011000	5,718	33.1%	39.6%	60.4%	5.7%	0.9%	0.0%	52.9%	0.0%	0.0%	0.8%	Minority and Low Income
75011100	4,887	40.0%	45.7%	54.3%	6.9%	2.4%	0.4%	40.5%	0.0%	0.5%	3.7%	Low Income
75012000	3,615	52.4%	48.6%	51.4%	10.6%	3.3%	0.0%	32.0%	0.0%	1.7%	3.8%	Low Income
75012201	4,173	53.3%	30.2%	69.8%	32.0%	5.4%	0.0%	30.5%	0.0%	0.0%	1.9%	Minority and Low Income
75012202	2,272	58.9%	33.1%	66.9%	16.9%	8.8%	0.0%	37.1%	0.0%	0.0%	4.1%	Minority and Low Income
75013101	3,596	7.0%	76.7%	23.3%	3.5%	0.0%	0.0%	17.6%	0.0%	0.0%	2.2%	Neither
75013102	2,913	16.1%	78.2%	21.8%	6.6%	3.9%	0.3%	8.7%	0.0%	0.0%	2.4%	Neither
75015100	2,149	18.7%	62.2%	37.8%	6.7%	1.1%	0.0%	26.7%	0.0%	0.4%	3.0%	Neither



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					Minority Populations							
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75020700	5,860	16.4%	65.4%	34.6%	18.5%	1.2%	0.0%	9.8%	0.0%	0.0%	5.1%	Neither
75020800	6,813	42.4%	30.9%	69.1%	55.7%	2.3%	0.2%	9.0%	0.0%	0.5%	1.5%	Minority and Low Income
75020900	4,905	37.6%	37.6%	62.4%	48.8%	0.3%	0.1%	11.7%	0.0%	0.2%	1.2%	Minority and Low Income
75021000	4,512	20.4%	64.7%	35.3%	17.2%	0.4%	0.0%	15.6%	0.0%	0.2%	1.9%	Neither
75022801	4,558	28.2%	45.2%	54.8%	39.8%	3.0%	0.0%	8.8%	0.0%	0.8%	2.5%	Low Income
75022802	2,137	22.9%	37.8%	62.2%	35.8%	1.6%	0.8%	22.5%	0.0%	0.0%	1.5%	Minority
75022803	4,698	29.7%	27.0%	73.0%	57.3%	0.5%	0.0%	13.3%	0.0%	0.0%	1.9%	Minority and Low Income
75022901	4,079	37.2%	31.9%	68.1%	46.8%	5.9%	0.0%	14.5%	0.0%	0.0%	0.9%	Minority and Low Income
75022902	2,769	42.4%	17.5%	82.5%	67.2%	4.2%	0.0%	9.5%	0.0%	0.0%	1.6%	Minority and Low Income
75022903	3,274	30.8%	31.9%	68.1%	48.8%	1.7%	0.0%	14.1%	0.0%	0.0%	3.5%	Minority and Low Income
75025100	3,226	15.6%	70.7%	29.3%	8.5%	3.1%	0.0%	12.6%	0.0%	0.6%	4.6%	Neither
75025200	5,387	17.2%	52.3%	47.7%	26.6%	6.0%	0.3%	11.9%	0.4%	0.8%	1.8%	Neither
75025300	4,956	19.1%	47.6%	52.4%	37.3%	5.1%	0.1%	7.4%	0.3%	0.0%	2.1%	Neither
75025401	3,862	38.7%	36.7%	63.3%	40.4%	2.5%	0.0%	15.5%	0.6%	0.0%	4.3%	Minority and Low Income
75025402	2,977	16.8%	48.1%	51.9%	16.0%	2.3%	0.0%	29.6%	3.7%	0.0%	0.4%	Neither
Solano County												
95250103	4,432	22.0%	22.4%	77.6%	28.3%	16.5%	0.2%	30.1%	0.0%	0.3%	2.3%	Minority
95250104	2,364	15.4%	43.1%	56.9%	4.7%	22.2%	0.3%	27.6%	0.0%	0.0%	2.1%	Minority
95250105	6,998	11.0%	10.4%	89.6%	9.7%	15.8%	0.0%	57.5%	2.1%	0.3%	4.2%	Minority
95250106	4,387	5.0%	16.6%	83.4%	2.8%	11.8%	0.2%	60.7%	0.7%	0.0%	7.1%	Minority
95250200	3,348	41.5%	44.7%	55.3%	13.6%	14.1%	3.4%	15.5%	1.4%	0.3%	7.1%	Low Income
95250300	3,132	35.6%	33.3%	66.7%	17.7%	22.5%	1.4%	18.3%	0.0%	0.0%	6.8%	Minority and Low Income
95250400	3,074	26.8%	49.6%	50.4%	19.8%	15.1%	0.6%	10.1%	0.0%	0.1%	4.7%	Low Income
95250501	2,239	34.7%	50.0%	50.0%	34.7%	6.3%	0.0%	6.7%	0.0%	0.0%	2.4%	Low Income
95250502	3,248	12.6%	40.4%	59.6%	16.3%	13.9%	0.0%	20.7%	0.9%	0.0%	7.9%	Minority
95250601	4,760	25.3%	24.3%	75.7%	33.1%	30.3%	0.4%	7.5%	1.6%	0.2%	2.7%	Minority
95250604	3,953	11.5%	28.3%	71.7%	9.1%	16.5%	0.0%	38.5%	0.0%	0.0%	7.6%	Minority
95250605	4,086	3.4%	28.7%	71.3%	6.0%	18.7%	0.0%	44.0%	0.0%	0.0%	2.6%	Minority

TITLE VI PROGRAM | FINAL  
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					Minority Populations							
Census Tract	Total Population	Low Income (percent of population)	White (non-Hispanic)	Minority (percent of population)	Hispanic or Latino - All Races	Black or African American (non-Hispanic)	American Indian or Alaska Native (non-Hispanic)	Asian (non-Hispanic)	Native Hawaiian and Other Pacific Islander (non-Hispanic)	Other or Unspecified (non-Hispanic)	Two or more races (non-Hispanic)	Title VI Status (Minority, Low Income, or Neither)
95250701	3,007	48.4%	18.7%	81.3%	43.8%	26.7%	1.4%	9.0%	0.0%	0.0%	0.4%	Minority and Low Income
95250900	2,619	63.1%	21.3%	78.7%	17.9%	40.7%	0.0%	13.5%	0.0%	0.0%	6.6%	Minority and Low Income
95251000	2,657	48.7%	38.6%	61.4%	19.0%	23.3%	0.2%	3.7%	5.0%	0.0%	10.2%	Minority and Low Income
95251100	3,224	44.4%	28.4%	71.6%	48.8%	13.2%	0.8%	4.6%	0.0%	0.0%	4.3%	Minority and Low Income
95251200	3,476	46.3%	25.6%	74.4%	23.6%	34.7%	0.3%	9.1%	0.0%	0.0%	6.7%	Minority and Low Income
95251300	2,880	23.1%	63.2%	36.8%	16.4%	7.6%	0.0%	8.0%	0.0%	1.8%	3.1%	Neither
95251400	5,775	31.1%	44.3%	55.7%	22.6%	11.8%	2.0%	9.9%	2.1%	1.2%	6.1%	Low Income
95251500	3,533	50.6%	21.3%	78.7%	44.2%	22.6%	0.5%	5.5%	0.7%	2.2%	3.1%	Minority and Low Income
95251600	2,849	44.1%	25.0%	75.0%	49.6%	15.2%	0.0%	7.1%	0.5%	1.5%	1.1%	Minority and Low Income
95251701	3,142	29.9%	31.5%	68.5%	20.9%	20.1%	0.5%	21.9%	0.0%	0.0%	5.0%	Minority and Low Income
95251702	2,334	26.0%	10.9%	89.1%	11.8%	31.2%	0.0%	38.6%	2.4%	0.0%	5.0%	Minority
95251802	2,411	61.7%	32.1%	67.9%	24.1%	26.2%	0.0%	15.8%	0.6%	0.0%	1.2%	Minority and Low Income
95251803	5,294	31.6%	12.0%	88.0%	41.4%	19.9%	0.4%	20.0%	1.0%	0.0%	5.3%	Minority and Low Income
95251901	4,802	44.2%	22.6%	77.4%	14.8%	33.8%	0.4%	23.2%	0.5%	0.8%	4.0%	Minority and Low Income
95251902	6,077	34.6%	11.2%	88.8%	32.8%	22.2%	0.0%	25.6%	2.6%	2.0%	3.7%	Minority and Low Income
95251903	5,166	35.0%	6.2%	93.8%	23.2%	41.5%	0.0%	21.7%	0.9%	1.2%	5.2%	Minority and Low Income
95252000	4,376	23.7%	86.7%	13.3%	7.3%	1.4%	0.3%	1.9%	0.0%	0.0%	2.4%	Neither
95252102	3,364	17.7%	78.6%	21.4%	12.0%	0.0%	0.8%	6.8%	0.0%	0.0%	1.8%	Neither
95252103	5,453	18.1%	16.3%	83.7%	19.4%	24.6%	0.3%	32.8%	0.4%	0.8%	5.4%	Minority
95252104	5,428	12.8%	58.1%	41.9%	10.4%	11.6%	0.6%	13.3%	0.3%	0.3%	5.4%	Neither
95252105	3,386	3.6%	66.3%	33.7%	12.5%	1.9%	0.0%	8.7%	7.2%	0.0%	3.3%	Neither
95252106	4,282	11.2%	62.0%	38.0%	13.7%	7.4%	2.0%	8.5%	0.1%	0.0%	6.4%	Neither
95252107	3,447	6.6%	71.0%	29.0%	13.5%	3.6%	0.5%	8.2%	0.2%	0.0%	3.0%	Neither
95252108	3,086	10.7%	73.5%	26.5%	11.8%	0.6%	0.4%	6.3%	1.5%	0.5%	5.5%	Neither
95252201	8,111	5.7%	55.4%	44.6%	11.5%	5.7%	0.5%	20.1%	0.3%	0.4%	6.2%	Neither
95252202	9,653	8.1%	41.5%	58.5%	17.6%	11.9%	0.9%	23.7%	0.5%	0.1%	3.8%	Minority
95252305	4,849	6.5%	54.9%	45.1%	16.7%	8.4%	0.6%	15.3%	0.0%	0.0%	4.1%	Neither
95252306	3,471	17.9%	48.7%	51.3%	20.6%	6.6%	0.0%	15.6%	0.4%	2.9%	5.3%	Neither

TITLE VI PROGRAM | FINAL  
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					Minority Populations							
Census Tract	Total Population	Low Income (percent of population)	White (non-Hispanic)	Minority (percent of population)	Hispanic or Latino - All Races	Black or African American (non-Hispanic)	American Indian or Alaska Native (non-Hispanic)	Asian (non-Hispanic)	Native Hawaiian and Other Pacific Islander (non-Hispanic)	Other or Unspecified (non-Hispanic)	Two or more races (non-Hispanic)	Title VI Status (Minority, Low Income, or Neither)
95252310	3,295	9.7%	52.6%	47.4%	14.7%	11.5%	0.0%	17.5%	0.0%	0.8%	2.9%	Neither
95252311	4,606	6.9%	40.9%	59.1%	11.9%	17.7%	0.2%	26.4%	0.0%	0.0%	2.8%	Minority
95252312	3,165	11.0%	46.8%	53.2%	24.3%	8.8%	0.7%	16.1%	0.0%	0.0%	3.3%	Neither
95252313	4,836	26.0%	43.4%	56.6%	16.8%	16.5%	0.7%	14.3%	0.0%	0.4%	7.9%	Minority
95252314	4,143	22.1%	36.4%	63.6%	31.1%	13.4%	0.9%	10.4%	0.0%	1.4%	6.5%	Minority
95252315	4,348	19.2%	39.8%	60.2%	11.6%	21.1%	0.0%	21.4%	0.7%	0.0%	5.4%	Minority
95252316	3,514	14.3%	23.9%	76.1%	14.3%	30.0%	0.2%	22.5%	1.0%	2.3%	5.8%	Minority
95252317	7,284	15.4%	30.3%	69.7%	20.5%	15.0%	0.0%	23.6%	0.1%	4.4%	6.1%	Minority
95252401	4,137	48.0%	30.0%	70.0%	39.5%	10.7%	0.8%	7.1%	1.5%	6.1%	4.2%	Minority and Low Income
95252402	4,898	42.3%	25.6%	74.4%	29.5%	21.5%	0.6%	17.8%	0.9%	0.4%	3.7%	Minority and Low Income
95252501	3,057	40.3%	32.7%	67.3%	44.2%	10.6%	0.3%	8.3%	0.0%	0.0%	4.0%	Minority and Low Income
95252502	2,040	48.2%	40.1%	59.9%	24.3%	22.2%	0.0%	2.4%	0.7%	0.0%	10.3%	Minority and Low Income
95252604	3,722	36.3%	25.1%	74.9%	31.9%	25.4%	1.0%	5.3%	3.8%	0.2%	7.3%	Minority and Low Income
95252605	6,047	42.1%	15.6%	84.4%	48.4%	20.3%	0.2%	11.6%	0.0%	0.1%	3.7%	Minority and Low Income
95252606	5,170	48.5%	21.2%	78.8%	44.9%	17.9%	0.0%	8.4%	4.2%	0.3%	3.0%	Minority and Low Income
95252607	3,638	50.6%	21.7%	78.3%	40.1%	25.0%	0.0%	3.2%	2.6%	0.0%	7.4%	Minority and Low Income
95252608	3,485	47.9%	25.9%	74.1%	35.4%	21.3%	0.0%	13.7%	0.1%	0.3%	3.4%	Minority and Low Income
95252610	3,217	28.5%	27.6%	72.4%	40.6%	15.0%	0.0%	9.5%	3.1%	0.0%	4.2%	Minority and Low Income
95252611	3,239	40.7%	23.7%	76.3%	32.4%	21.8%	0.0%	8.8%	4.9%	0.4%	7.9%	Minority and Low Income
95252706	3,560	7.6%	32.5%	67.5%	23.1%	18.1%	0.5%	19.5%	0.0%	0.0%	6.3%	Minority
95252707	4,653	29.4%	37.3%	62.7%	27.4%	19.7%	0.3%	8.1%	0.8%	0.0%	6.3%	Minority and Low Income
95252903	4,446	10.5%	71.5%	28.5%	18.8%	2.2%	0.2%	4.4%	1.2%	0.2%	1.4%	Neither
95252904	4,472	18.7%	69.2%	30.8%	14.2%	3.9%	0.0%	11.7%	0.0%	0.0%	1.1%	Neither
95252908	3,647	22.7%	66.4%	33.6%	16.6%	6.7%	2.0%	0.6%	0.6%	0.0%	7.2%	Neither
95252909	2,937	15.0%	71.5%	28.5%	16.1%	2.6%	1.7%	3.7%	0.9%	0.0%	3.5%	Neither
95252910	5,611	23.5%	56.4%	43.6%	22.2%	9.3%	0.4%	5.3%	0.5%	0.0%	5.8%	Neither
95252911	4,511	20.5%	76.3%	23.7%	12.5%	3.1%	0.6%	2.2%	0.2%	0.3%	4.8%	Neither
95252912	5,576	6.2%	71.8%	28.2%	14.1%	7.5%	0.0%	5.2%	0.3%	0.0%	1.2%	Neither

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WETA

					Minority Populations							
Census Tract	Total Population	Low Income (percent of population)	White (non-Hispanic)	Minority (percent of population)	Hispanic or Latino - All Races	Black or African American (non-Hispanic)	American Indian or Alaska Native (non-Hispanic)	Asian (non-Hispanic)	Native Hawaiian and Other Pacific Islander (non-Hispanic)	Other or Unspecified (non-Hispanic)	Two or more races (non-Hispanic)	Title VI Status (Minority, Low Income, or Neither)
95252913	4,889	8.6%	56.5%	43.5%	18.6%	8.8%	0.0%	7.6%	0.0%	0.0%	8.5%	Neither
95252914	5,565	14.2%	52.3%	47.7%	17.1%	14.5%	0.1%	6.9%	1.9%	0.2%	7.0%	Neither
95252915	3,550	5.5%	46.3%	53.7%	23.7%	11.0%	0.6%	14.1%	0.0%	0.0%	4.4%	Neither
95253000	8,015	0.0%	30.1%	69.9%	21.4%	41.3%	1.6%	2.7%	0.5%	0.3%	2.0%	Minority
95253101	4,861	22.1%	69.5%	30.5%	14.3%	3.8%	2.4%	6.5%	0.0%	0.0%	3.4%	Neither
95253105	5,934	29.1%	48.3%	51.7%	30.3%	8.1%	0.7%	3.6%	0.0%	1.9%	7.1%	Low Income
95253106	2,960	24.0%	61.5%	38.5%	19.6%	5.0%	0.0%	9.7%	1.2%	0.0%	3.1%	Neither
95253107	5,477	25.4%	55.2%	44.8%	29.5%	6.6%	0.0%	2.6%	2.3%	0.0%	3.7%	Neither
95253108	4,711	32.5%	46.8%	53.2%	23.3%	15.9%	0.6%	4.1%	0.0%	3.9%	5.4%	Low Income
95253201	4,919	6.5%	78.7%	21.3%	16.3%	2.1%	0.9%	0.7%	0.0%	0.2%	1.0%	Neither
95253203	3,852	24.2%	62.4%	37.6%	29.7%	1.6%	0.0%	1.7%	0.0%	0.0%	4.6%	Neither
95253204	7,083	27.6%	51.0%	49.0%	32.6%	4.9%	0.3%	6.9%	0.0%	2.9%	1.5%	Low Income
95253205	3,264	20.2%	61.7%	38.3%	21.3%	4.6%	0.0%	12.4%	0.0%	0.0%	0.0%	Neither
95253206	3,160	2.8%	63.3%	36.7%	17.2%	2.7%	0.0%	9.2%	0.7%	0.8%	6.1%	Neither

## **APPENDIX G**

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### Sample Public Notice



## NOTICE OF PUBLIC HEARING SAN FRANCISCO BAY AREA WATER EMERGENCY TRANSPORTATION AUTHORITY

In anticipation of the transition of Alameda/Oakland and Harbor Bay ferry services from the City of Alameda to the Water Emergency Transportation Authority (WETA), notice is hereby given of a public hearing to receive comments related to modifying and adopting fare structures for Alameda/Oakland and Harbor Bay ferry services.

The proposed fare changes for Alameda/Oakland ferry service are as follows:

### Transbay Service to San Francisco

<u>Alameda/Oakland to San Francisco (One Way)</u>	<u>Current Fare</u>	<u>Proposed Fare</u>
Senior/Disabled Transbay	\$3.75	\$3.10
Senior/Disabled Short Hop	\$1.50	\$0.75

### Special Service to AT&T Park

<u>AT&amp;T Park (One Way)</u>	<u>Current Fare</u>	<u>Proposed Fare</u>
Adults	\$7.25	\$7.50
Youth (5-12 yrs)	\$4.50	\$4.75
Seniors (65 yr or older)	\$5.00	\$5.25
Active Military	\$6.00	\$6.25
Under 5	Free	Free

**No other changes to fares are proposed at this time.**

A public hearing will be held on Thursday, January 6, 2011, at 7:30 p.m. at Alameda City Hall, City Council Chambers, 2263 Santa Clara Avenue, Alameda, CA. Information on the public hearing and this item can be obtained at [www.watertransit.org](http://www.watertransit.org). Public comment can also be sent to [abrams@watertransit.org](mailto:abrams@watertransit.org).

## **APPENDIX H**

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### WETA Passenger Survey



WETA

Please take a few minutes to answer this survey on your general experience with the ferry service.

## USAGE OF FERRY SERVICE

- |           |  |
|-----------|--|
| <b>1</b>  | At which terminal did you board the Ferry?<br><div style="display: flex; justify-content: space-between;"> <div> 1 <input type="checkbox"/> Alameda (Main St.)<br/> 2 <input type="checkbox"/> Harbor Bay<br/> 3 <input type="checkbox"/> SF Ferry Building </div> <div> 4 <input type="checkbox"/> Fisherman's Wharf (Pier 41)<br/> 5 <input type="checkbox"/> Oakland (Jack London Square)<br/> 6 <input type="checkbox"/> Vallejo </div> </div>   |
| <b>2</b>  | About what time did your Ferry depart?<br><div style="display: flex; align-items: center; justify-content: space-between;"> <div> ____ : ____<br/> (Hour) (Minute) </div> <div> 1 <input type="checkbox"/> AM      2 <input type="checkbox"/> PM </div> </div>   |
| <b>3</b>  | At which terminal will you exit the Ferry?<br><div style="display: flex; justify-content: space-between;"> <div> 1 <input type="checkbox"/> Alameda (Main St.)<br/> 2 <input type="checkbox"/> Harbor Bay<br/> 3 <input type="checkbox"/> SF Ferry Building </div> <div> 4 <input type="checkbox"/> Fisherman's Wharf (Pier 41)<br/> 5 <input type="checkbox"/> Oakland (Jack London Square)<br/> 6 <input type="checkbox"/> Vallejo </div> </div>   |
| <b>4</b>  | What is the <b>primary</b> purpose of your trip today?<br><div style="display: flex; justify-content: space-between;"> <div> 1 <input type="checkbox"/> Commute to/from work<br/> 2 <input type="checkbox"/> School<br/> 3 <input type="checkbox"/> Medical/Dental<br/> 4 <input type="checkbox"/> Shopping </div> <div> 5 <input type="checkbox"/> Entertainment/Recreation<br/> 6 <input type="checkbox"/> Tourism<br/> 7 <input type="checkbox"/> Other: _____ </div> </div>  |
| <b>5</b>  | Where did you start your trip before boarding the Ferry?<br>Zip Code: _____ Street intersection: _____   |
| <b>6</b>  | How did you travel from your starting point to the Ferry?<br><div style="display: flex; justify-content: space-between;"> <div> 1 <input type="checkbox"/> Drove-alone and parked<br/> 2 <input type="checkbox"/> Carpool<br/> 3 <input type="checkbox"/> Taxi<br/> 4 <input type="checkbox"/> Bus/rail transit (Operator: _____; Route: _____)<br/> 5 <input type="checkbox"/> Walk<br/> 6 <input type="checkbox"/> Bicycle<br/> 7 <input type="checkbox"/> Other: _____ </div> </div>  |
| <b>7</b>  | Where is the final destination of your trip?<br>Zip Code: _____ Street intersection: _____   |
| <b>8</b>  | How will you get to your final destination from the Ferry?<br><div style="display: flex; justify-content: space-between;"> <div> 1 <input type="checkbox"/> Drive-alone and park<br/> 2 <input type="checkbox"/> Carpool<br/> 3 <input type="checkbox"/> Taxi<br/> 4 <input type="checkbox"/> Bus/rail transit (Operator: _____; Route: _____)<br/> 5 <input type="checkbox"/> Walk<br/> 6 <input type="checkbox"/> Bicycle<br/> 7 <input type="checkbox"/> Other: _____ </div> </div>   |
| <b>9</b>  | What type of fare did you pay for this trip?<br><div style="display: flex; justify-content: space-between;"> <div> 1 <input type="checkbox"/> Adult<br/> 2 <input type="checkbox"/> Youth<br/> 3 <input type="checkbox"/> Senior<br/> 4 <input type="checkbox"/> Disabled/Medicare<br/> 5 <input type="checkbox"/> Group<br/> 6 <input type="checkbox"/> Active military discount </div> </div>  |
| <b>10</b> | What ticket type did you purchase for this trip?<br><div style="display: flex; justify-content: space-between;"> <div> 1 <input type="checkbox"/> Single ride/one-way<br/> 2 <input type="checkbox"/> Day pass/round-trip (Vallejo only)<br/> 3 <input type="checkbox"/> Multi-ticket booklet/punch card<br/> 4 <input type="checkbox"/> Monthly pass (Vallejo only) </div> </div>   |
| <b>11</b> | How often do you typically use the Ferry?<br><div style="display: flex; justify-content: space-between;"> <div> 1 <input type="checkbox"/> This is my first time on the Ferry<br/> 2 <input type="checkbox"/> 6 – 7 days or more a week<br/> 3 <input type="checkbox"/> 5 days a week<br/> 4 <input type="checkbox"/> 3 – 4 days a week<br/> 5 <input type="checkbox"/> 1 – 2 days a week<br/> 6 <input type="checkbox"/> 1 – 3 days a month<br/> 7 <input type="checkbox"/> Less than once a month </div> <div> If so, about how many times per year? ____ per year </div> </div> |
| <b>12</b> | Will you use the Ferry for another (return) trip today?<br><div style="display: flex; justify-content: space-between;"> <div> 1 <input type="checkbox"/> Yes<br/> 2 <input type="checkbox"/> No: If not, how will you get home? _____ </div> </div>  |

**USAGE OF FERRY SERVICE (Continued)**

- |                             |   |  |
|-----------------------------|---|--|
| 13                          | How long have you been riding on the Ferry?   |  |
| 1                           | <input type="checkbox"/>  | This is my first time on the Ferry                 |
| 2                           | <input type="checkbox"/>  | More than 6 months, but less than 1 year           |
| 3                           | <input type="checkbox"/>  | 1 – 2 years  |
| 4                           | <input type="checkbox"/>  | 3 – 5 years  |
| 5                           | <input type="checkbox"/>  | More than 5 years                                  |
| 14                          | What other type of transportation could you have used instead of the Ferry for your trip today? |  |
| 1                           | <input type="checkbox"/>  | Ferry is my only option                            |
| 2                           | <input type="checkbox"/>  | Drive-alone to my destination and park             |
| 3                           | <input type="checkbox"/>  | Carpool  |
| 4                           | <input type="checkbox"/>  | Taxi   |
| 5                           | <input type="checkbox"/>  | Bus/rail transit                                   |
| 6                           | <input type="checkbox"/>  | Bicycle  |
| 7                           | <input type="checkbox"/>  | Other:   |
| 15                          | What are the main reasons you chose to take the Ferry for this trip? (Select one or more)       |  |
| 1                           | <input type="checkbox"/>  | Ferry is my only option                            |
| 2                           | <input type="checkbox"/>  | Convenience/Ease                                   |
| 3                           | <input type="checkbox"/>  | Time/Speed   |
| 4                           | <input type="checkbox"/>  | Comfort/Pleasure                                   |
| 5                           | <input type="checkbox"/>  | Cost   |
| 6                           | <input type="checkbox"/>  | Safety   |
| 7                           | <input type="checkbox"/>  | Other:   |
| <b>OPINION OF THE FERRY</b> |   |  |
| 16                          | Overall, how satisfied are you with the services provided by the Ferry?                         |  |
| 1                           | <input type="checkbox"/>  | Very satisfied                                     |
| 2                           | <input type="checkbox"/>  | Satisfied  |
| 3                           | <input type="checkbox"/>  | Neutral  |
| 4                           | <input type="checkbox"/>  | Unsatisfied  |
| 5                           | <input type="checkbox"/>  | Very unsatisfied                                   |
| 17                          | Would you recommend using the Ferry to a friend or out-of-town guest?                           |  |
| 1                           | <input type="checkbox"/>  | Definitely   |
| 2                           | <input type="checkbox"/>  | Probably   |
| 3                           | <input type="checkbox"/>  | Might or might not                                 |
| 4                           | <input type="checkbox"/>  | Probably not                                       |
| 5                           | <input type="checkbox"/>  | Definitely not                                     |
| <b>ABOUT YOURSELF</b>       |   |  |
| 18                          | Age:  |  |
| 1                           | <input type="checkbox"/>  | 12 years or younger                                |
| 2                           | <input type="checkbox"/>  | 13 – 17  |
| 3                           | <input type="checkbox"/>  | 18 – 24  |
| 4                           | <input type="checkbox"/>  | 25 – 34  |
| 5                           | <input type="checkbox"/>  | 35 – 44  |
| 6                           | <input type="checkbox"/>  | 45 – 54  |
| 7                           | <input type="checkbox"/>  | 55 – 64  |
| 8                           | <input type="checkbox"/>  | 65 years and older                                 |
| 19                          | Gender: 1 <input type="checkbox"/> Male 2 <input type="checkbox"/> Female                       |  |
| 20                          | What is your annual household income before taxes?  |  |
| 1                           | <input type="checkbox"/>  | Under \$15,000                                     |
| 2                           | <input type="checkbox"/>  | \$15,000 – 24,999                                  |
| 3                           | <input type="checkbox"/>  | \$25,000 – 49,999                                  |
| 4                           | <input type="checkbox"/>  | \$50,000 – 74,999                                  |
| 5                           | <input type="checkbox"/>  | \$75,000 – 99,999                                  |
| 6                           | <input type="checkbox"/>  | \$100,000 – 149,999                                |
| 7                           | <input type="checkbox"/>  | \$150,000 – 199,999                                |
| 8                           | <input type="checkbox"/>  | \$200,000 and over                                 |
| 21                          | Are you of Hispanic, Latino, or Spanish origin?   |  |
| 1                           | <input type="checkbox"/>  | Yes  |
| 2                           | <input type="checkbox"/>  | No   |
| 22                          | What is your race or ethnic identification? (Select one or more)                                |  |
| 1                           | <input type="checkbox"/>  | White  |
| 2                           | <input type="checkbox"/>  | Black/African                                      |
| 3                           | <input type="checkbox"/>  | American Indian or Alaska Native                   |
| 4                           | <input type="checkbox"/>  | Asian Indian                                       |
| 5                           | <input type="checkbox"/>  | Chinese  |
| 6                           | <input type="checkbox"/>  | Filipino   |
| 7                           | <input type="checkbox"/>  | Japanese   |
| 8                           | <input type="checkbox"/>  | Korean   |
| 9                           | <input type="checkbox"/>  | Vietnamese   |
| 10                          | <input type="checkbox"/>  | Other Asian (i.e., Thai, Pakistani)                |
| 11                          | <input type="checkbox"/>  | Pacific Islander (i.e., Native Hawaiian or Samoan) |
| 23                          | Do you speak a language other than English at home?   |  |
| 1                           | <input type="checkbox"/>  | No   |
| 2                           | <input type="checkbox"/>  | Yes: What is this language? _____                  |
| 24                          | How well do you speak English?  |  |
| 1                           | <input type="checkbox"/>  | Very Well  |
| 2                           | <input type="checkbox"/>  | Well   |
| 3                           | <input type="checkbox"/>  | Not Well   |
| 4                           | <input type="checkbox"/>  | Not at all   |



## HOW ARE WE DOING?

- 25** Please help us improve service by rating each of the following attributes. "5" (excellent) is the highest rating, and "1" (poor) is the lowest rating. You can use any number in between. Please skip any attributes that do not apply to you or mark "n/a" (not applicable).

OVERALL FERRY SERVICE	POOR			EXCELLENT		
On-time performance of ferry	1	2	3	4	5	n/a
Hours of operation	1	2	3	4	5	n/a
Frequency of ferry trips	1	2	3	4	5	n/a
Availability of maps and schedules	1	2	3	4	5	n/a
Timely information about service disruptions	1	2	3	4	5	n/a
Timeliness of connections with buses	1	2	3	4	5	n/a
Availability of connecting shuttle services	1	2	3	4	5	n/a
Availability of car parking	1	2	3	4	5	n/a
Availability of bike parking	1	2	3	4	5	n/a
Helpfulness and courtesy of ferry crews	1	2	3	4	5	n/a
Access for persons with disabilities	1	2	3	4	5	n/a
Ease of purchasing tickets, passes or transfers	1	2	3	4	5	n/a
FERRY TERMINALS	POOR			EXCELLENT		
Overall terminal cleanliness	1	2	3	4	5	n/a
Overall ease of access and use	1	2	3	4	5	n/a
Graffiti free terminals	1	2	3	4	5	n/a
Signage at the terminal	1	2	3	4	5	n/a
Signage to and from the terminal	1	2	3	4	5	n/a
Personal security at the terminal and parking lots	1	2	3	4	5	n/a
Lighting at the terminal and parking lots	1	2	3	4	5	n/a
Usefulness of electronic arrival/departure signage	1	2	3	4	5	n/a
Availability of bike sharing services	1	2	3	4	5	n/a
Information concerning connecting bus services	1	2	3	4	5	n/a
Protection from adverse weather (wind and/or rain)	1	2	3	4	5	n/a
Availability of amenities (e.g., seating, newsstands)	1	2	3	4	5	n/a
FERRY VESSELS	POOR			EXCELLENT		
Availability of seats on ferry	1	2	3	4	5	n/a
Cleanliness of the boat	1	2	3	4	5	n/a
Comfortable temperature aboard ferry	1	2	3	4	5	n/a
Clarity of public address announcements	1	2	3	4	5	n/a
Quality of food and service at the ferry snack bar	1	2	3	4	5	n/a
Ability to bring bikes on the ferry	1	2	3	4	5	n/a
Condition of on-board restrooms	1	2	3	4	5	n/a

## COMMENTS / SUGGESTIONS

Name (optional):

Preferred Contact Information (optional):



## **APPENDIX E**

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### FTA Triennial Review



To be provided under separate cover when completed.



# full speed ahead

## SOUTH SAN FRANCISCO

### Try our South San Francisco Route for FREE!

San Francisco Bay Ferry is offering new passengers a chance to try out our weekday commute service between Alameda and Oakland's Jack London Square and Oyster Point in South San Francisco—a convenient, stress-free alternative to fighting traffic on the Bay Bridge. As part of the San Mateo County *Try Transit* program, the first 100 riders to submit a request via our website will receive two free weekday roundtrip ferry tickets from the East Bay to South San Francisco (a value of \$28). Learn more at [sanfranciscobayferry.com/trytransit](http://sanfranciscobayferry.com/trytransit).



## Clipper Comes to East Bay Routes

Beginning October 1, riders on San Francisco Bay Ferry services between the East Bay and San Francisco will be able to use Clipper as an alternative payment option.

The new one-way Clipper adult fare will be \$4.75 on the Alameda/Oakland to San Francisco route, and \$5.00 on the Harbor Bay to San Francisco route, in line with the most commonly used fare option: a 20-ticket book.



Paper tickets will still be available, but Clipper users will be able to access a number of exclusive benefits including Clipper Direct, an employer transit benefit program, where commuters receive a 30-40% pre-tax dollar discount on their commute expense. And, since Clipper payments are cashless, you'll no longer need to buy a ticket on board—allowing more time to sit back and enjoy the ride!

In tandem with the implementation of Clipper on our East Bay routes, the San Francisco Municipal Transportation Agency (SFMTA) is replacing existing paper transfer discounts for San Francisco Bay Ferry passengers

transferring to and from MUNI services, in line with its regional policy agreement with Golden Gate Ferry and BART. Unfortunately, this does mean that our riders will no longer be able to transfer to/from MUNI for free. San Francisco Bay Ferry will contribute an inter-operator transfer discount of \$0.50 for adult MUNI passengers transferring to the ferry, with SFMTA contributing a discount of \$0.50 for adult ferry riders who continue on to MUNI. However, these transfer discounts will only be available to riders using Clipper, and won't be available to passengers who continue to purchase paper ticket fares. If you have pre-purchased paper tickets that include the free MUNI transfer, after October 1 these will be accepted for 30 days, after which they will no longer be valid. (Passengers travelling on with AC Transit in the East Bay do still qualify for a free transfer, and these transfer tickets will be available upon request from ferry staff.)

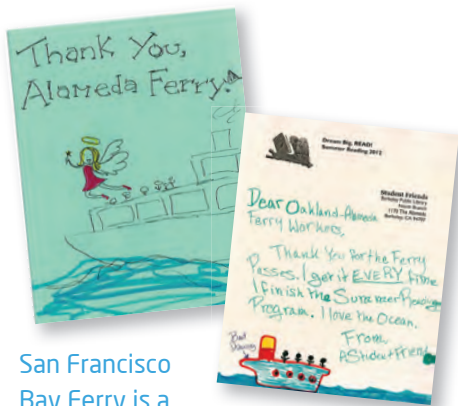
For more information, please visit [sanfranciscobayferry.com](http://sanfranciscobayferry.com) or [clippercard.com](http://clippercard.com).

## New Rider Information Service Coming Soon

The San Francisco Bay Ferry will soon be launching **BayAlerts**—a new communications system that will enable riders to receive timely Service Alerts and Service News for one or more San Francisco Bay Ferry routes in a text message, email, voice message or via other communication options.

Service Alerts will inform riders of same-day or next-day ferry service cancellations, delays of more than 10 minutes, or other disruptions due to weather, mechanical problems or other factors. Service News will announce upcoming schedule changes, events and promotions.

Watch for announcements in the weeks ahead on how to sign up for this new rider information service.



San Francisco Bay Ferry is a proud sponsor of Public Library Summer Reading Programs in the East Bay. This summer a record 271 young readers picked a round-trip ferry ticket for themselves and the adult of their choice; in fact, a ride on the ferry was the most popular prize! Thanks to our budding readers for these creative letters of appreciation. Next year we will be working to include Vallejo Public Libraries in this great program, too.

## VALLEJO

### Mare Island, Welcome Home

We are delighted to announce that after a long-anticipated refurbishment, the *Mare Island*, one of the largest and fastest boats in the San Francisco Bay Ferry fleet, is returning to serve our passengers on the Vallejo to San Francisco service.

The extensive improvements, totaling \$8.6 million, include renovations to the internal passenger cabins, repainting, upgrades to the vessel's systems and navigation equipment, and replacement of both engines. The renewed ferry



arrived in Vallejo on September 7, and will be back in service in early October.

## HARBOR BAY

### Increased Parking at Harbor Bay

We realize that parking is tight at Harbor Bay in the mornings, and we are actively working with the City of Alameda to improve the situation for our passengers. We recently added a few additional parking spaces, and hope to be able to open up more this fall. Thanks for bearing with us!

### A Warm Welcome to VF Outdoor

VF Outdoor, the outdoor recreation and apparel company, has opened the doors to its new sustainable campus in Alameda's Harbor Bay. We are thrilled that many employees are already using the ferry service, and welcome everyone to our East Bay rider community.

## SAN FRANCISCO

### Take the Ferry to These Great Events!

As you make your plans to attend all of the exciting events coming to the Bay this fall, plan to take the ferry! San Francisco Bay Ferry is enhancing schedules and increasing capacity to get you to these upcoming waterfront events:

**America's Cup World Series, Round Two**

October 2-7

**Fleet Week 2012**

October 4-8

And with the San Francisco Giants in the division playoffs, it's shaping up to be a busy October! San Francisco Bay Ferry runs service to all Giants home games from Alameda Main Street, Oakland's Jack London Square and Vallejo, and will do so throughout the playoffs. Check our website for schedules and to reserve your seat as we root on the home team: [sanfranciscobayferry.com](http://sanfranciscobayferry.com).

**MEMORANDUM**

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**TO: Board Members**

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

**SUBJECT: Update on New Port of San Francisco Water Taxi Program**

**Recommendation**

There is no action requested of the Board with this informational item.

**Discussion**

Water taxis are a popular form of transportation at many of the world's major cities. Development of San Francisco's waterfront may offer increasing advantages for such a service, particularly with the opening of The Exploratorium in spring of 2013, completion of the Brannan Street Wharf and construction of the James R. Herman Cruise Terminal. These developments will help drive a substantial increase in visitor demand for Port locations and destinations, and water taxis would seem to logically have a significant role to play in this anticipated growth of San Francisco's tourism and travel trade.

The Port of San Francisco (Port) attempted to start the water taxi program in 2011. However, poor economic conditions related to the economic downturn created substantial challenges for potential operators to obtain financing for the venture. As a result, the Port determined it was prudent to wait a reasonable period before seeking another operator with expectations of a better overall economic climate. In the spring of 2012, the Port reinitiated the process to obtain qualified operators for the water taxi service. This new effort was due to an upturn in the local economy, an increase in projected waterfront visitors, and expanded port operations and control.

In September 2012, the Port Commission approved water taxi service to serve three primary landing sites in San Francisco including South Beach Harbor, Pier 1½ and Hyde Street Harbor, pending final contract negotiations. The service will consist of two complementary, non-competing passenger water taxi services including:

- One regularly scheduled "hop-on / hop-off" service between all three points with passenger embarkation and debarkation at the landing sites and for no other purpose, but including the right to sell branded merchandise and non-alcoholic beverages and snacks to passengers.
- One on-call, as needed, or by inducement service between all three points and all other possible points throughout the Bay Area, with passenger embarkation and debarkation at the landing sites and for no other purpose, but including the right to sell branded merchandise and non-alcoholic beverages and snacks to passengers. This service will include the possibility of running passengers between Pier 1½ and



the San Francisco Marina or similar landing during the America's Cup races in October of 2012.

**Fiscal Impact**

There is no fiscal impact associated with this informational item.

\*\*\*END\*\*\*