

Members of the Board

James Wunderman, Chair
Jeffrey DelBono
Anthony J. Intintoli, Jr.

**SAN FRANCISCO BAY AREA
WATER EMERGENCY TRANSPORTATION AUTHORITY
BOARD OF DIRECTORS MEETING**

Thursday, June 4, 2020 at 1:30 p.m.

VIDEOCONFERENCE:

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AGENDA

1. CALL TO ORDER

2. ROLL CALL

3. REPORT OF BOARD CHAIR

- a. Chair's Verbal Report

Information

4. REPORTS OF DIRECTORS

Directors are limited to providing information, asking clarifying questions about matters not on the agenda, responding to public comment, referring matters to committee or staff for information, or requesting a report to be made at another meeting.

Information

5. REPORTS OF STAFF

- a. Executive Director's Report on Agency Projects, Activities and Services
b. Monthly Review of Financial Statements
c. Federal Legislative Update
d. State Legislative Update

Information

6. CONSENT CALENDAR

- a. Board Meeting Minutes – May 7, 2020
b. Board Meeting Minutes – May 21, 2020
c. Approve Amendment to Agreement with Nematode Media, LLC for Ferry Ticket Sales and Information Services for Fiscal Year 2020/21
d. Adopt 2020 Short Range Transit Plan for Fiscal Year 2019-20 to Fiscal Year 2028-29
e. Approve On-Call Professional Services List and Contracts

Action

**Water Emergency Transportation Authority
June 4, 2020 Meeting of the Board of Directors**

- | | |
|---|--------------------|
| 7. <u>APPROVE AMENDMENTS TO AGREEMENTS FOR THE DOWNTOWN SAN FRANCISCO FERRY TERMINAL EXPANSION PROJECT</u> | Action |
| 8. <u>ADOPT PROPOSED FARE STRUCTURE FOR NEW SEAPLANE LAGOON FERRY SERVICE</u> | Action |
| 9. <u>FERRY SERVICE RECOVERY UPDATE</u> | Information |
| 10. <u>ADOPT PASSENGER AND CREW SAFETY PLAN AND REVIEW COMMUNICATIONS CAMPAIGN</u> | Action |
| 11. <u>STATUS REPORT ON WETA HOVERCRAFT FEASIBILITY STUDY</u> | Information |
| 12. <u>PUBLIC COMMENTS FOR NON-AGENDA ITEMS</u> | |
| 13. <u>RECESS INTO CLOSED SESSION</u>
a. Public Employee Performance Evaluation; Conference with Labor Negotiator
(Designated Representative: Chair Wunderman)
Pursuant to Government Code Sections 54957, 54957.6
Position: Executive Director | |
| 14. <u>REPORT OF ACTIVITY IN CLOSED SESSION</u>
Chair will report any action taken in closed session that is subject to reporting at this time. | |

ADJOURNMENT

All items appearing on the agenda are subject to action by the Board of Directors. Staff recommendations are subject to action and change by the Board of Directors.

CHANGES RELATED TO COVID-19

Consistent with Governor Gavin Newsom's Executive Order N-25-20, effective immediately and until further notice, meetings will be conducted through virtual participation to promote social distancing and reduce the chance of COVID-19 transmission.

PUBLIC COMMENTS WETA welcomes comments from the public.

If you know in advance that you would like to make a public comment during the video conference, please email BoardOfDirectors@watertransit.org with your name and item number you would like to provide comment on no later than 15 minutes after the start of the meeting. During the public comment period, speakers will be allotted no more than 3 minutes to speak and will be heard in the order of sign-up. Said time frames may be extended only upon approval of the Board of Directors.

Agenda Items: Speakers on individual agenda items will be called in order of sign-up after the discussion of each agenda item.

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.

Water Emergency Transportation Authority
June 4, 2020 Meeting of the Board of Directors

Upon request, WETA will provide written agenda materials in appropriate alternative formats to individuals with disabilities. In addition, WETA will arrange for disability-related modifications or accommodations including auxiliary aids or services to enable individuals with disabilities to participate in public meetings. Please send an email with your request to: contactus@watertransit.org or by telephone: (415) 291-3377 as soon as possible and no later than 5 days prior to the meeting and we will work to accommodate access to the meeting.

TO: WETA Board Members

FROM: Nina Rannells, Executive Director

DATE: June 4, 2020

RE: Executive Director's Report

CAPITAL PROJECT IMPLEMENTATION UPDATE**Two New Commuter Class Vessels**

This project will construct two mid-size high-speed passenger vessels with the versatility to support WETA's diverse system of routes and facilities constrained by vessel size and water depth. In March 2018, the Board approved a contract award to Glosten for construction management services to support vessel construction. In October 2018, the Board approved a contract award to Mavrik Marine, Inc. for construction of an initial vessel and in December 2019 approved construction of a second, optional vessel.

Keel laying and construction of the first vessel, MV *Dorado*, commenced on December 18, 2018. Full hull weld-out is complete and the superstructure is painted. Insulation, plumbing, and wiring work is in process, and propulsion components are being prepared for installation. Final delivery is scheduled for October 2020. Construction of the second vessel will begin in early summer 2020 and is expected to be completed in summer 2021. These build schedules have been impacted by the COVID-19 pandemic and local shelter-in-place orders. Approximately 70% of the workforce is available and working; morning and evening work shifts are being utilized to maintain physical distancing.

MV *Bay Breeze* and MV *Solano* Vessel Replacement

Both vessels have met the requirements qualifying for Federal Transit Administration (FTA) replacement funds. These 320-passenger replacement vessels will have minimal environmental impact, advanced Tier 4 emission controls, shallow draft, and low wake features. On February 13, the Board authorized release of a Request for Proposals (RFP) for the MV *Bay Breeze* replacement vessel construction. On February 13, the Board authorized a construction management services award to Aurora Marine Design. On March 12, the Board authorized staff to solicit proposals for the MV *Solano* replacement as a part of a single, combined solicitation with the MV *Bay Breeze* replacement project. The Board also authorized amending the construction management contract for the increased project scope. On April 20, an RFP was released for the project and on May 4 a pre-bid meeting was held with 50 attendees representing 8 shipyards. Proposals are due June 29. The procurement method will comply with FTA and WETA requirements and will use a Best Value approach consistent with prior solicitations. Sixty percent of the proposal evaluation score will be based on the technical approach to the vessel and 40% will be based on price. Staff anticipates being able to recommend award of a contract for this project in late summer.

Mission Bay Electric Vessel and Terminal Charging infrastructure

On April 21, the California State Transportation Agency (CalSTA) announced an award of \$9.06 million for an all-electric ferry and related infrastructure for new Mission Bay Ferry service. The

project includes design and construction of one new all-electric vessel and related shoreside charging infrastructure at the Mission Bay and Downtown San Francisco Ferry Terminals. The Mission Bay ferry service is a critical 2.6-mile extension service between the Downtown San Francisco and Mission Bay Ferry Terminals that will improve the reach of existing ferry routes from Alameda, Oakland, Richmond, and Vallejo. Staff has started preliminary work developing technical specifications and procurement documents. The Transit and Intercity Rail Capital Program (TIRCP) grant funds must be approved by the California Transportation Commission prior to the project being eligible for reimbursement. Staff will work with CalSTA to secure required approvals this summer.

Harbor Bay Fender Piling Installation

The Harbor Bay Ferry Terminal is located at an exposed location on the eastern shore of San Francisco Bay. This project involves the installation of two pilings with fendering at the dock. Project benefits include softer motions while docking, less wear and tear on the vessels, and increased service life of existing fenders. The proposed mooring pile fenders would also improve the ability to land WETA's larger vessels at this facility. Permits are in the review process and expected to be delivered in time to implement this project during the in-water work window. An Invitation for Bids was released on May 19, and staff anticipates being able to recommend award of a contract for this project in July. Work is anticipated for late summer during the permitted work window with no disruption to passenger service.

Downtown San Francisco Ferry Terminal Expansion Project

This project will expand berthing capacity at the Downtown San Francisco Ferry Terminal in order to support new and existing ferry services to San Francisco. The project also includes landside improvements needed to accommodate expected service expansion, increases in ridership, and to support emergency response capabilities. The construction contractor for the project is Power Engineering and construction management services are being provided by CH2M Hill which was acquired by Jacobs Engineering.

Project construction began in February 2017 and is now complete with the exception of permanent electrical service. An item is included on this month's Board agenda regarding the remaining electrical work. Staff anticipates that the new plaza will be complete and available to open to the public in June.

SERVICE DEVELOPMENT UPDATE

Mission Bay Ferry Landing

The Port of San Francisco (Port) released an engineering feasibility and site selection study for a future Mission Bay ferry landing in March 2016. Staff participated in the study and provided input regarding ferry operations and potential service models. In December 2016, the Port awarded a contract to COWI/OLMM to complete preliminary design, permitting, and entitlement activities and began the process in partnership with WETA. To support the effort, the City of San Francisco and the Port placed \$7 million in its capital budget. A project Memorandum of Understanding (MOU) between the Port and WETA was adopted by the Board in January 2017, establishing roles and responsibilities for the joint development of this project. Staff has worked with Port staff and their consultants on initial design and environmental testing activities. The environmental document, final design, and permitting are complete.

In April 2019, the Port requested that WETA commit \$25 million of its future Regional Measure 3 (RM3) funds to support terminal construction, estimated at the time to cost approximately \$40 million, in order to fully fund project construction. The Board received presentations from WETA and Port staff in June 2019 and January 2020. The Board authorized the Executive Director to enter into an MOU and a resolution for a Letter of No Prejudice (LONP) at the February 2020

Board meeting. On March 25, 2020, the Metropolitan Transportation Commission (MTC) approved the LONP request. Adoption of the MOU by the San Francisco Port Commission has yet to be scheduled for consideration. On March 11, 2020, the Port released Invitations for Bids for both dredging and site preparation. The Port awarded the contract at its April 28 Commission meeting. Dredging and site preparation is expected to begin in summer 2020. The Port will initiate separate procurements for construction management and terminal construction later this year. Construction work is anticipated to begin in 2021.

Oakland Athletics Howard Terminal Stadium Proposal

WETA staff has met on a few occasions with the Oakland Athletics organization (Athletics) and the Howard Terminal stadium development team. WETA submitted a comment letter during the scoping phase for the anticipated Environmental Impact Report (EIR) identifying terminal capacity limitations at the existing Jack London Square Ferry Terminal in Oakland for consideration during the EIR process. The Athletics are currently assuming that existing commute-period ferry service will satisfy the demand from San Francisco.

Alameda Seaplane Lagoon Ferry Terminal

In April 2016, the Board and Alameda City Council adopted an MOU defining a future service concept for western Alameda and identifying the terms and conditions under which a new Seaplane Lagoon ferry service would be implemented. The MOU defines roles and responsibilities for each party pertaining to the proposed construction of a new ferry terminal along Seaplane Lagoon on the former Naval Air Station at Alameda Point, future operation of the service, and the pursuit of funds necessary to support the new service. The City of Alameda (City) contracted with Marcy Wong Donn Logan Architects to complete the final design of the ferry terminal.

The transfer of property from the City to the development team - Alameda Point Partners (APP) - included a \$10 million contribution toward the Seaplane Lagoon Ferry Terminal. The City previously secured \$8.2 million from the Alameda County Transportation Commission for the terminal and has recently committed \$2 million from City general funds. In September 2018 the Board authorized a commitment of \$2 million to the project to close a funding gap and keep the project on schedule for construction. APP has begun construction on the overall Site A project and a groundbreaking for construction of the new Seaplane Lagoon Ferry Terminal took place on September 12. The terminal float is currently being installed at the terminal location by Power Engineering. Staff is working with APP and City staff to support the construction effort and to develop plans for new service. The Board and Alameda City Council adopted an Operating Agreement in December 2019 that supports transfer of the terminal waterside assets to WETA upon completion and anticipates new service start-up in August 2020.

Staff has developed a marketing and outreach plan, branded "Seaplane Shift," to support the new Seaplane Lagoon service and related changes to the Alameda/Oakland estuary services. The campaign plan was revised in the wake of the COVID-19 crisis and the modified campaign was launched in May with anticipation that the Seaplane Shift could occur in the third quarter of 2020.

Redwood City Ferry Terminal

WETA prepared a draft Redwood City ferry terminal site feasibility report in 2012 to identify site opportunities, constraints and design requirements, and better understand project feasibility and costs associated with the development of a terminal and service to Redwood City. During the summer of 2016, staff from the Port of Redwood City (Port), WETA, and Redwood City met to redefine a ferry project and pursue feasibility study funds to move the project toward implementation.

Redwood City is leading the effort to prepare a Financial Feasibility Study and Cost Benefit Analysis Report for the Redwood City ferry terminal construction and service utilizing \$450,000 in San Mateo County Measure A transportation sales tax funds and has entered into an agreement with the San Mateo County Transportation Authority to develop and adopt the Feasibility Study and Business Plan. The study, which kicked off in a February 2019 meeting that included a consultant team and staff from the Port and Redwood City, along with WETA, is expected to be complete by summer 2020. As of March 2020, the Port, Redwood City, and WETA have approved entering into a project MOU that defines agency roles and responsibilities for working together to advance the feasibility study and potential future terminal planning and development. The study team recently completed a round of online outreach meetings with employers and recreational stakeholders at the Port complex. The study is expected to be complete by summer 2020.

Berkeley Ferry Terminal

The proposed Berkeley service will provide an alternative transportation link between Berkeley and downtown San Francisco. In July 2019, the City of Berkeley (Berkeley) and WETA executed an MOU to proceed with the planning phase of this project which will include a study to evaluate the feasibility of constructing a dual-use pier facility at or near the Berkeley Municipal Pier that would serve as both a ferry terminal and public access space. Upon completion, the findings of the study will be presented to the Board and City Council for consideration, consistent with the terms of the MOU. Berkeley has contracted with GHD to support the study which is expected to require 18 months to complete. WETA and Berkeley are involved in feasibility study activities, including evaluation of landside and waterside options for developing a terminal at the existing recreational pier site on the Berkeley waterfront. The first round of public workshops was scheduled to take place in late March. The City is moving outreach activities to an online forum to keep the study on schedule.

Treasure Island Ferry Service

WETA has worked with City of San Francisco staff for 10+ years to support development of the Treasure Island ferry terminal and service in conjunction with the City of San Francisco's efforts to develop the island. This project - which will be implemented by the Treasure Island Development Authority (TIDA), the San Francisco County Transportation Authority (SFCTA) acting in its capacity as the Treasure Island Mobility Management Authority (TIMMA), and the developer - has committed to implementing new ferry service between Treasure Island and downtown San Francisco consistent with the 2011 Treasure Island Transportation Implementation Plan.

Staff from SFCTA/TIMMA provided an update on the project and the transportation plan at the February and April 2019 Board meetings, indicating that they hoped to advance the start of ferry service to 2021. More recently, as confirmed in a January 2020 update to the Board, SFCTA/TIMMA staff has indicated that they anticipate being able to support launch of a new public Treasure Island ferry service in July 2023. They previously indicated that they were working toward a toll measure for TIMMA Board consideration in summer 2019, but this work has been deferred to 2020. In the meantime, the developer began construction of the ferry terminal in September 2019. Staff has been coordinating review of the terminal under construction with the Treasure Island developer to ensure that WETA vessels will be able to land at this terminal. In May, the SFCTA staff proposed conducting a consultant analysis of ferry service for Treasure Island and select portions of the San Francisco waterfront. WETA staff has reviewed the scope of the proposed study and is expecting to participate in this effort.

SYSTEM PLANS/STUDIES

Hovercraft Feasibility Study

This study will broadly consider the feasibility of operating hovercraft on San Francisco Bay as part of the WETA water transit system. A Hovercraft Stakeholder Committee was assembled, comprised of hovercraft industry representatives, advocates from Bay Area public policy groups, environmental organizations, and maritime industry representatives to guide the study. Staff also convened a Hovercraft Technical Advisory Committee to review and provide input on preliminary results of the study. On September 5, the Board authorized a contract award to AECOM, and staff has subsequently executed a professional services agreement for the study. The initial task for the consultant team was to review the 2011 WETA Hovercraft Feasibility Study and update areas such as technology, environmental performance, and costs. Those draft results were reviewed by staff and returned to the consultants for finalization. WETA staff and consultants hosted Technical Advisory and Stakeholder Advocacy Workshops on February 26, 2020 to give local jurisdictions and interested stakeholders a chance to provide feedback to the study team and give input on the direction of the study. Staff presented an overview of the initial work at the March 12 meeting. The second round of committee meetings held the week of May 11, 2020, included a conversation about narrowing down the top routes for further analysis. The consultant will provide an update to the Board at the June or July meeting.

EMERGENCY RESPONSE ACTIVITIES UPDATE

WETA's enabling legislation directs the agency to provide comprehensive water transportation and emergency coordination services for the Bay Area region. The following emergency response related activities are currently underway:

- Most emergency response training and exercise planning has been put on hold due to the COVID-19 pandemic, including working with the United States Coast Guard (USCG) to develop an active shooter program for ferry vessel crews and planning for the first annual Golden Eagle 2020 exercise scheduled for September. Staff hopes to resume work on these items as soon as possible.
- Response to COVID-19: WETA has partially activated its Emergency Operations Center in response to COVID-19 by staffing the Public Information Officer (PIO) and Liaison positions. Staff has also started the application process to request reimbursement from the Federal Emergency Management Agency (FEMA) for costs associated with cleaning the vessels and for the purchase of personal protective equipment. Staff will continue to provide accurate and timely information to the public and our partners and will assure that the agency is able to lean forward and take advantage of any funding opportunities and assistance.

OPERATIONS REPORT

Blue & Gold Fleet Contract Extension

At the March 19 meeting, the Board directed staff to develop a proposal for extending the Blue & Gold Fleet (Blue & Gold) operating contract due to expire in 2021, to maintain system operating continuity. Staff will evaluate the contract and work with Blue & Gold in the coming months to identify terms prior to recommending a contract amendment.

WETA Operations and COVID-19 Preventive Measures

WETA is offering limited Vallejo and Alameda/Oakland peak-period service to San Francisco on weekdays during the shelter-in-place orders. This includes two morning and two afternoon trips between Vallejo and San Francisco and three morning and three afternoon trips between Alameda/Oakland and San Francisco. Crews and boats are rotated into service to maintain fleetwide operational readiness. Four crews operate the daily service and four crews remain

onsite performing vessel and facility maintenance, training, and exercising with a focus on vessel and crew regulatory compliance, and maintaining operational availability for back-up service as needed.

WETA is committed to passenger safety and continues to follow local and state public health orders as they are released to prevent the spread of the virus and to ensure ridership confidence. Passengers are required to wear protective masks or face coverings to ride the ferry and hand sanitizer is available on each vessel. Passengers are reminded through on-board messaging of the social distancing and personal protective equipment requirements. WETA is establishing passenger distancing measures on board vessels with seat markers to identify available seating and block off seating that is not to be used. Additionally, to ensure social distancing requirements at all active ferry terminals in the system, markers have been placed in areas of passenger queuing to reflect the six-foot distance needed to safely board and disembark.

The health and safety of our crews is also a top priority. COVID-19 Prevention Guidelines for employees and the public are posted at each facility and on each vessel. Staff is closely monitoring state and local public health orders and making updates to its operational guidelines as applicable. Vessel crews are required to self-screen (including temperature checks) before reporting to work. All crews have been provided with personal protective equipment such as face masks and gloves. Crews are required to wear protective masks while on duty and are limiting the number of passengers onboard to maintain social distancing guidelines.

As part of the coordinated efforts to slow the spread of COVID-19, WETA's service contractor, Blue & Gold has implemented extensive vessel and terminal cleaning protocols with increased frequency with special attention to disinfecting all high-touch hard surfaces such as Clipper readers, handrails, arm rests, door handles, seat trays, stairwells, tabletops, restrooms, and all fixtures in the pilot house. Vessel fogging is administered at the end of each shift on in-service vessels.

Monthly Operating Statistics - The Monthly Operating Statistics Report for April 2020 is provided as ***Attachment A***.

KEY BUSINESS MEETINGS AND EXTERNAL OUTREACH

On May 7, 14, and 21, Thomas Hall participated in the regional Joint Information Center calls with MTC and other Bay Area transit operator public information officers to discuss the COVID-19 crisis.

On May 11, Nina Rannells participated in the Clipper Executive Board meeting held via Zoom videoconference.

On May 20, Thomas Hall participated in the monthly meeting of the Visit Vallejo Board of Directors.

On May 21, Kevin Connolly attended a workshop on Transit Recovery and Resilience hosted by SPUR.

On May 22, Kevin Connolly presented a service plan outlook for the Richmond service to the West Contra Costa Transportation Advisory Committee.

On May 27, Nina Rannells participated in the Bay Planning Coalition Board of Director's meeting via Zoom videoconference.

OTHER BUSINESS

Regional Measure 3

In June 2018 Bay Area voters approved RM3 which raises Bay Area bridge tolls by \$3 over a six-year period starting with a \$1 increase on January 1, 2019, followed by additional \$1 increases in January 2022 and January 2025.

Since its passage, RM3 has been challenged by two lawsuits in the Superior Court of the City and County of San Francisco including the *Howard Jarvis Taxpayers Association, et al v. The Bay Area Toll Authority and the California State Legislature* and *Randall Whitney v. MTC*. These cases were dismissed by the Court on April 23 and June 11, 2019, respectively. A Notice of Appeal was filed by the Howard Jarvis Taxpayers Association on May 20, 2019 and in the Whitney case on July 11, 2019. These two appeal cases were consolidated on October 9, 2019. The appellants' consolidated opening brief was filed on October 29, 2019. The respondents' consolidated opposition brief was filed on December 19, 2019. The appellants' reply brief was filed in January 2020. The Court of Appeal held a hearing on May 26 for the two cases and has 90 days in which to issue its opinion after oral argument and submission of the cases.

On January 1, 2019 BATA began collecting the first dollar of the approved toll increase. Toll revenues collected are being placed into an escrow account and will not be allocated to project sponsors until the lawsuits are settled. MTC staff has prepared general guidelines for RM3 program administration for the Commission, adopted in December 2019, that include a process for allowing projects to move forward before RM3 funds are available under a LONP. Staff is communicating with MTC to prepare to secure toll measure funds when they are available to support WETA's projects.

PROPSF California Public Utilities Commission Filing

On October 11, WETA filed a response to an application by PROPSF, LLC to amend its certificate of public convenience and necessity (CPCN) to allow PROPSF to add unscheduled, prearranged vessel common carrier service between points in San Francisco, Marin, the Peninsula, and the East Bay, establish rates therefore, and a zone of rate freedom (ZORF) of 20% for both scheduled and unscheduled services. By way of background, in 2016, PROPSF obtained a CPCN from the California Public Utilities Commission (CPUC) to provide scheduled vessel common carrier service for service routes between San Francisco, Berkeley, Emeryville, and Redwood City. At the same time, another operator, Tideline Marine Group (Tideline), obtained a CPCN to provide vessel common carrier authority for both scheduled (landings in San Francisco, Berkeley, and Emeryville) and unscheduled, prearranged service (landings in San Francisco, Marin County, and the East Bay). WETA filed a response to the applications, stating its position that private operators can contribute to the development of a better water transportation system, but regulation is necessary to ensure that the private operators do not interfere with WETA's operations. PROPSF seeks to amend its 2016 CPCN to add authorization to provide unscheduled, prearranged vessel common carrier service, which it characterizes as similar to the authority granted to Tideline in 2016.

WETA's response reiterated the position expressed in the previous proceeding that while small scale water taxi operations have limited potential to affect WETA's operations, the potential for disruption to WETA's operations grows as water taxi service increases in scale. WETA's response requests that the CPUC consider further environmental review and analysis of unscheduled, prearranged service as the scope and frequency of such service intensifies and to consider the further definition or parameters for unscheduled, prearranged service by private operators as to avoid interference with WETA's operations. WETA's response also recaps

WETA's statutory mandate to plan, operate, and manage a comprehensive water transportation system in the San Francisco Bay and WETA's interest in a regulatory approach that is consistent with that mandate. PROPSF has replied to WETA's response asserting that no further California Environmental Quality Act (CEQA) review should be required at any point, that its proposed service will not affect WETA's operations and proposes a broad definition of unscheduled, prearranged service.

The CPUC held a pre-hearing conference on February 4 to determine whether a hearing will be necessary and, if so, on what issues. On March 2, the CPUC Commissioner assigned to this case issued a scoping memo that specified several issues for further briefing, which include 1) the impacts of the proposed service on public ferry services; 2) whether the CPUC should impose conditions on the service; and 3) whether further CEQA review is necessary. WETA submitted an opening brief on March 20, and a reply to PROPSF's opening brief on March 30. Staff will continue to monitor this proceeding and applications to operate similar service consistent with prior Board direction.

END

Attachment A

Monthly Operating Statistics Report April 2020

			Alameda/ Oakland	Harbor Bay †	Richmond †	South San Francisco †	Vallejo	Systemwide
Boardings	vs. last month	Total Passengers April 2020	1,139				2,692	3,831
		Total Passengers March 2020	36,551	11,896	7,125	4,746	34,277	94,595
		Percent change	-96.88%	-100.00%	-100.00%	-100.00%	-92.15%	-95.95%
	vs. same month last year	Total Passengers April 2020	1,139				2,692	3,831
		Total Passengers April 2019	117,555	32,124	16,145	12,709	95,828	274,361
		Percent change	-99.03%	-100.00%	-100.00%	-100.00%	-97.19%	-98.60%
	vs. prior FY to date	Total Passengers Current FY To Date	1,000,771	246,657	157,520	103,798	773,612	2,282,358
		Total Passengers Last FY To Date	1,124,496	293,628	51,909	118,161	881,959	2,470,153
		Percent change	-11.00%	-16.00%		-12.16%	-12.28%	12.13% *
		Avg Weekday Ridership April 2020	52				122	174
Ops Stats		Passengers Per Hour April 2020	8				15	12
		Revenue Hours April 2020	143				174	317
		Revenue Miles April 2020	1,664				4,899	6,563
		Farebox Recovery Year-To-Date	52%	42%	30%	34%	55%	50%
		Cost per Available Seat Mile – April 2020	\$2.00				\$0.64	\$1.00
		Average peak hour utilization, AM – April 2020	2%				9%	6%
		Average peak hour utilization, PM – April 2020	3%				7%	5%
		Fuel Used (gallons) – April 2020	14,955				41,778	56,733
		Avg Cost per gallon – April 2020	\$1.27				\$1.31	\$1.30

* Systemwide percent change in boardings vs prior FY to date does not include Richmond.

† Service suspended on these routes due to COVID-19

MEMORANDUM

TO: Board Members

FROM: Nina Rannells, Executive Director
Lynne Yu, Finance & Administration Manager

SUBJECT: Monthly Review of FY 2019/20 Financial Statements for Ten Months
Ending April 30, 2020

Recommendation

There is no recommendation associated with this informational item.

Summary

This report provides the attached FY 2019/20 Financial Statements for ten months ending April 30, 2020.

Operating Budget vs. Actual

	Prior Actual	Current Budget	Current Actual
Revenues - Year To Date:			
Fare Revenues	\$18,237,297	\$20,433,332	\$16,951,451
Federal - CARES Act	-	-	1,047,791
Bridge Toll Revenues	15,127,784	18,451,917	15,686,109
Contra Costa Measure J	871,955	2,756,833	2,099,531
Alameda Measure B/BB	-	-	500,000
Other Revenues	13,446	609,500	72,370
Total Operating Revenues	\$34,250,483	\$42,251,583	\$36,357,251
Expenses - Year To Date:			
Planning & Administration	\$1,906,050	\$2,500,000	\$2,222,334
Ferry Services	32,344,433	39,751,583	34,134,917
Total Operations Expenses	\$34,250,483	\$42,251,583	\$36,357,251
System-Wide Farebox Recovery %	56%	51%	50%

Capital Actual and % of Total Budget

	YTD Actual	% of FY 2019/20 Budget
Revenues:		
Federal Funds	\$16,868,960	
State Funds	14,707,367	
Bridge Toll Revenues	6,068,675	
Other Revenues	900,393	
Total Capital Revenues	\$38,545,394	51.52%
Expenses:		
Total Capital Expenses	\$38,545,394	51.52%

Fiscal Impact

There is no fiscal impact associated with this informational item.

END

San Francisco Bay Area Water Emergency Transportation Authority
FY 2019/20 Statement of Revenues and Expenses
For Ten Months Ending 4/30/2020

% of Year Elapsed 83%

		Year - To - Date			Total	% of
	Apr-20	FY2018/19	FY2019/20	FY2019/20	FY2019/20	Total
	Actual	Actual	Budget	Actual	Budget	Budget
OPERATING EXPENSES						
PLANNING & GENERAL ADMIN:						
Wages and Fringe Benefits	\$282,515	\$1,053,866	\$1,257,417	\$1,724,741	\$1,508,900	114.3%
Services	177,140	825,661	1,474,083	934,242	1,768,900	52.8%
Materials and Supplies	362	105,245	52,000	9,503	62,400	15.2%
Utilities	4,892	35,992	42,917	37,720	51,500	73.2%
Insurance	-	1,200	23,833	1,046	28,600	3.7%
Miscellaneous	679	193,278	91,333	46,603	109,600	42.5%
Leases and Rentals	32,163	319,636	321,000	324,513	385,200	84.2%
Admin Overhead Expense Transfer	(91,322)	(628,828)	(762,583)	(856,034)	(915,100)	93.5%
Sub-Total Planning & Gen Admin	\$406,428	\$1,906,050	\$2,500,000	\$2,222,334	\$3,000,000	74.1%
FERRY OPERATIONS:						
Harbor Bay FerryService (AHBF)						
Purchased Transportation	\$13,054	\$2,148,655	\$2,108,250	\$1,742,836	\$2,529,900	68.9%
Fuel - Diesel & Urea	-	406,428	463,750	394,079	556,500	70.8%
Other Direct Operating Expenses	20,056	456,825	657,500	409,149	789,000	51.9%
Admin Overhead Expense Transfer	-	76,599	84,083	84,240	100,900	83.5%
Total Harbor Bay	\$33,111	\$3,088,506	\$3,313,583	\$2,630,304	\$3,976,300	66.1%
Farebox Recovery - AHBF	0%	44%	45%	42%	45%	
Alameda/Oakland Ferry Service (AOFS)						
Purchased Transportation	\$1,066,520	\$7,469,351	\$7,990,417	\$7,791,956	\$9,588,500	81.3%
Fuel - Diesel & Urea	19,328	1,542,429	1,798,500	1,425,700	2,158,200	66.1%
Other Direct Operating Expenses	197,936	1,592,040	2,300,083	1,631,574	2,760,100	59.1%
Admin Overhead Expense Transfer	45,661	275,056	341,333	388,084	409,600	94.7%
Total Alameda/Oakland	\$1,329,446	\$10,878,876	\$12,430,333	\$11,237,313	\$14,916,400	75.3%
Farebox Recovery - AOFS	0.4%	58%	57%	52%	57%	
Vallejo FerryService (Vallejo)						
Purchased Transportation	\$1,077,105	\$8,845,178	\$9,889,833	\$9,341,036	\$11,867,800	78.7%
Fuel - Diesel & Urea	55,182	4,135,835	5,277,167	3,736,769	6,332,600	59.0%
Other Direct Operating Expenses	218,756	1,289,873	2,047,000	1,662,201	2,456,400	67.7%
Admin Overhead Expense Transfer	45,661	229,771	257,667	304,218	309,200	98.4%
Total Vallejo	\$1,396,704	\$14,500,657	\$17,471,667	\$15,044,225	\$20,966,000	71.8%
Farebox Recovery - Vallejo	2%	65%	57%	55%	57%	
South San Francisco FerryService (SSF)						
Purchased Transportation	\$9,978	\$2,015,200	\$2,004,917	\$1,583,181	\$2,405,900	65.8%
Fuel - Diesel & Urea	-	305,598	372,750	278,888	447,300	62.3%
Other Direct Operating Expenses	18,757	348,977	413,083	332,302	495,700	67.0%
Admin Overhead Expense Transfer	-	39,527	36,417	37,060	43,700	84.8%
Total South San Francisco	\$28,735	\$2,709,302	\$2,827,167	\$2,231,431	\$3,392,600	65.8%
Farebox Recovery - SSF	0%	32%	35%	34%	35%	
Richmond FerryService (Richmond)						
Purchased Transportation	\$18,905	\$917,041	\$2,840,667	\$2,226,306	\$3,408,800	65.3%
Fuel - Diesel & Urea	-	132,187	460,333	353,184	552,400	63.9%
Other Direct Operating Expenses	22,668	109,988	364,750	369,722	437,700	84.5%
Admin Overhead Expense Transfer	-	7,875	43,083	42,432	51,700	82.1%
Total Richmond	\$41,573	\$1,167,091	\$3,708,833	\$2,991,644	\$4,450,600	67.2%
Farebox Recovery - Richmond	0%	25%	26%	30%	26%	
Sub-Total Ferry Operations	\$2,829,569	\$32,344,433	\$39,751,583	\$34,134,917	\$47,701,900	71.6%
Farebox Recovery - Systemwide	1%	56%	51%	50%	51%	
Total Operating Expenses	\$3,235,997	\$34,250,483	\$42,251,583	\$36,357,251	\$50,701,900	71.7%
OPERATING REVENUES						
Fare Revenue ¹	\$32,383	\$18,237,297	\$20,433,332	\$16,951,451	\$24,520,000	69.1%
Federal - CARES Act	1,047,791	-	-	1,047,791	-	0.0%
Regional - Bridge Toll	1,568,350	15,127,784	18,451,917	15,686,109	22,142,300	70.8%
Regional - Contra Costa Measure J	41,573	871,955	2,756,833	2,099,531	3,308,200	63.5%
Regional - Alameda Measure B/BB	500,000	-	-	500,000	-	0.0%
Regional - Alameda Tax & Assessment	45,901	-	606,667	45,901	728,000	6.3%
Other Revenue	-	13,446	2,833	26,470	3,400	0.0%
Total Operating Revenues	\$3,235,997	\$34,250,483	\$42,251,583	\$36,357,251	\$50,701,900	71.7%

¹ This month's total Fare Revenue of \$32,383 is a decrease of \$2,151,500 (99%) compared with April 2019's revenue.

San Francisco Bay Area Water Emergency Transportation Authority
FY 2019/20 Statement of Revenues and Expenses
For Ten Months Ending 4/30/2020

Project Description	Apr-20 Total	Total Project Budget	Total Prior Expense	Total FY2019/20 Budget	Total FY2019/20 Expense	Total Future Year	% of Total Project Budget Spent
CAPITAL EXPENSES:							
<u>FACILITIES:</u>							
Terminal Construction							
Downtown Ferry Terminal Expansion - South Basin	\$93,137	\$97,965,000	\$78,915,751	\$19,049,249	\$15,722,115	\$0	97%
Maintenance and Operations Facilities							
Ron Cowan Central Bay Operations & Maintenance Facility	2,551	69,500,000	63,197,399	6,302,601	1,002,067	-	92%
Terminal Improvement							
Install Mooring Piles - Harbor Bay Terminal	26,584	251,500	-	251,500	36,954	-	15%
Terminal Signage and Wayfinding - East Bay Terminals	-	135,000	-	135,000	-	-	0%
<u>FERRY VESSELS:</u>							
Vessel Construction							
445-Pax Expansion (Waterjet) Vessels - 2 vessels	7,300	46,745,000	28,771,355	17,973,645	13,789,000	-	91%
400-Pax Expansion (Propeller) Vessels - 2 vessels	-	33,400,000	32,943,928	456,072	-	-	99%
New Commuter Class High-Speed Vessels - 2 vessels	21,699	30,082,500	7,421,609	7,878,391	3,062,047	14,782,500	35%
Vessel Replacement - M/V Solano and MV Bay Breeze	18,951	34,600,000	145,099	16,000,901	79,362	18,454,000	1%
Vessel Rehabilitation and Refurbishment							
Vessel Engine Overhaul - M/V Intintoli and M/V Mare Island	155	3,000,000	877,961	2,122,039	1,333,382	-	74%
Vessel Qtr-Life Refurbishment - M/V Scorpio	326,338	3,005,350	70,062	2,935,288	2,862,784	-	98%
Vessel Engine Overhaul - M/V Taurus	-	800,000	198,928	601,072	251,334	-	56%
Vessel Engine Overhaul - M/V Argo and M/V Carina	65,979	240,000	-	240,000	125,632	-	52%
Vessel Engine Overhaul - M/V Gemini	11,007	515,350	-	515,350	252,592	-	49%
Vessel Engine Overhaul - M/V Pyxis	-	170,000	-	170,000	-	-	0%
<u>CAPITAL EQUIPMENT / OTHER:</u>							
Purchase Service Vehicles	-	185,000	-	185,000	28,125	-	15%
Total Capital Expenses	\$573,701	\$320,594,700	\$212,542,090	\$74,816,110	\$38,545,394	\$33,236,500	
CAPITAL REVENUES:							
Federal Funds ¹	(\$187,013)	\$62,810,843	\$22,485,494	\$33,068,849	\$16,868,960	\$7,256,500	63%
State Funds ¹	(298,114)	195,739,257	151,568,893	31,375,649	14,707,367	12,794,715	85%
Regional - Bridge Toll ¹	963,187	47,127,980	37,593,689	8,732,479	6,068,675	801,812	93%
Regional - Alameda Sales Tax Measure B / BB	69,057	2,201,070	14,014	1,032,633	583,438	1,154,423	27%
Regional - Alameda TIF / LLAD / HBBPA	26,584	386,500	-	386,500	36,954	-	10%
Regional - San Francisco Sales Tax Prop K	-	1,100,000	880,000	220,000	280,000	-	105%
Other - Proceeds from Sale of End-of-Life Vessels	-	11,229,050	-	-	-	11,229,050	0%
Total Capital Revenues	\$573,701	\$320,594,700	\$212,542,090	\$74,816,110	\$38,545,394	\$33,236,500	

¹ Correct funding for the 445-Pax Expansion Vessels project - decrease Federal and State funds and increase Regional Measure 2 Capital funds.

TO: WETA Board Members

FROM: Peter Friedmann, WETA Federal Legislative Representative
Ray Bucheger, WETA Federal Legislative Representative

SUBJECT: WETA Federal Legislative Board Report – June 2020

This report covers the following topics:

- 1. Update on COVID-19 Legislation**
 - a. Funding for Transit
 - b. Summary of HEROES Act
 - c. Timeline for COVID-19 Legislation
- 2. Funding for Long-Term Stimulus / Advocacy for Ferry Money**

Update on COVID-19 Legislation

On May 15, the U.S. House of Representatives took up and passed the \$3 trillion HEROES Act, which is the House Democrat's vision for the next COVID-19 response bill. Senate leadership has already said they would largely ignore this bill and develop their own legislation (more on this below). Whenever the Senate does take up and pass its own COVID-19 bill, the House and Senate will need to come together to reconcile differences between their respective bills. This could be a tall order considering Senate Majority Leader Mitch McConnell has indicated the Senate bill would only include \$1 trillion in funding, a full \$2 trillion less than what is included in the House-passed bill.

Funding for Transit

The House-passed HEROES Act provides \$15.75 billion for operating assistance grants to transit agencies. However, this number falls short of the \$24 billion that APTA is pushing, and the \$32 billion that a group of transit unions say is needed. Note that it is generally unhelpful when different groups push for different levels of funding for the same programs. In this case, APTA's numbers come from a study the organization commissioned from independent economic analysis firm EBP. The unions' numbers come from an estimate developed by the Metropolitan Transportation Authority in New York.

Summary of HEROES Act

In addition to funding for transit, the HEROES Act contains funding for the following programs:

- \$500 billion for state governments.
- \$375 billion for local governments.
- \$175 billion for testing and other health-related expenses.
- \$75 billion in housing assistance.
- \$25 billion for the U.S. Postal Service.
- \$20 billion for tribal relief.
- \$20 billion for relief for territories.
- \$10 billion for small businesses (no increase in PPP; another \$10B for SBA's Economic Injury Disaster Loan program)
- \$3.6 billion for election security and preparation.
- \$1.5 billion to address broadband issues.

Timeline for COVID-19 Legislation

It is unclear if, and when, the Senate will take up their own COVID-19 bill. Many Senate Republicans have expressed concern about the level of spending over the past few months and want to evaluate the effectiveness of the CARES Act and Paycheck Protection Program and Health Care Enhancement Act before appropriating any additional money to respond to the pandemic. Just last week, Senator Chuck Grassley (R-IA), Chairman of the Senate Finance Committee, told reporters he didn't expect negotiations on the next relief bill to start until the "third or fourth week of June." Meanwhile, the President remains focused on re-opening the economy and worries that additional assistance to cities, counties, and states will undermine these efforts.

Looking ahead, the expansion in unemployment benefits that was included in the CARES Act ends July 31 and loans through the Paycheck Protection Program (PPP) end June 30. On the latter, the House and Senate are poised to take up legislation in the coming days that would extend the amount of time businesses are able to take advantage of the PPP – the Senate bill would give businesses up to 16 weeks to use their loans and the House bill would provide businesses with 24 weeks. Senate leaders say they are not planning to support an extension of the enhanced unemployment benefits.

Funding for Long-Term Stimulus / Advocacy for Ferry Money

Even while work on the next COVID-19 response bill has slowed to a crawl, there remains talk about Congress taking up an economic stimulus bill later this year, which would be focused largely on infrastructure funding and could be a vehicle for additional funding for the Federal Highway Administration (FHWA) ferry formula program and Federal Transit Administration (FTA) ferry grant program. Even if Congress fails to take up a stimulus bill (the most likely outcome, in our view), the House and Senate will continue working on legislation to reauthorize the FAST Act, the surface transportation bill that provides authority and funding for the FHWA and FTA ferry programs and expires on September 30 of this year. As a result, we are continuing to work with members of the Public Ferry Coalition to seek an increase in funding for the FTA grant program from the current \$30 million annually to a level of \$90 million annually and are continuing to advocate for additional funding for FHWA ferry formula program. To that end, we have been staying in touch with Bay Area members of Congress in order to keep these priorities front and center and have continued discussions with the relevant Congressional committees.

Respectfully Submitted,

Peter Friedmann and Ray Bucheger

TO: WETA Board of Directors

FROM: Nossaman LLP - Nate Solov
Jennifer M. Capitolo & Associates – Jennifer Capitolo

DATE: May 24, 2020

RE: May 2020 - Legislative Update

State Budget Update

Initially, the January Budget estimated the State Transit Assistance (STA) program would receive approximately \$806 million in FY 2020-21. Now, the program is projected to see revenues of approximately \$528 million, a decrease of about \$278 million. Intercity and Commuter Rail would receive an estimated \$164 million in the coming fiscal year (a drop of approximately \$106 million). Cap and Trade funding remains mostly stable but faces some new uncertainty. The Low Carbon Transit Operations Program is expected to provide \$116 million, distributed using the STA formula. Lastly, the Transit and Intercity Rail Capital Program is expected to receive approximately \$493 million in FY 2020-21, as transportation improvement fee (TIF) revenues (as well as Cap and Trade) remain steady (if not showing a slight increase over the current year).

In January, the Governor proposed a \$965 million Cap and Trade Expenditure Plan, which included \$150 million for Clean Trucks, Buses, & Off-Road Freight Equipment. The May Revision maintains the Governor's commitment to the Cap and Trade Expenditure Plan, but due to uncertainty in the market for Cap and Trade auction allowances, it establishes a "pay-as-you-go" budget mechanism to authorize expenditures based on actual proceeds received at quarterly actions. These expenditures will prioritize the following investments:

- AB 617 Community Air Protection Program and Agricultural Diesel Emission Reduction;
- Forest Health and Fire Prevention, including implementation of the requirements of Chapter 391, Statutes 2019 (AB 38); and,
- Safe and Affordable Drinking Water.

Sales tax revenues are projected to decrease by 27% in the next fiscal year, which could seriously impact revenues available from local transportation sales tax measures.

Also, the Governor is proposing to transfer to the general fund \$131 million in interest earnings on the State Highway Account, which will impact local streets and roads funding by \$65 million. Reduced gasoline tax revenues will result in an additional reduction of an estimated \$231 million in local streets and roads funding.

Due to healthy reserves in the Caltrans budget, no reductions are expected in capital projects spending.

On the issue of climate resiliency, the May Revision withdraws the Climate Catalyst Fund, proposed in the January budget, which would have provided low-interest loans and loan guarantees for various climate-related projects, including infrastructure for zero-emission buses and trucks.

WETA Awarded \$9 Million Grant

Our state lobbying team worked with WETA staff on a grant to fund our electric ferry initiative. On April 21 we were awarded a \$9 million grant from the California State Transportation Agency (CalSTA) to build an all-electric passenger ferry to serve the Mission Bay neighborhood of San Francisco. The grant, awarded through CalSTA's Transit and Intercity Rail Capital Program, will fund the design and construction of both the battery-electric zero-emission ferry as well as the shoreside charging infrastructure required to operate the vessel. This ferry will be WETA's first all-electric vessel. The agency plans to have the vessel built and in service by 2022.

2020 Legislative Session and COVID-19

The Legislature has reconvened and is holding committee hearings with remote testimony as well as budget hearings in advance of the June 15 budget deadline.

COVID-19 Emergency Funding for Transit

On Friday, March 20, we submitted a letter to the Governor requesting \$4 million in funding for WETA to fulfill the directives in the COVID-19 State of Emergency and stay-at-home executive orders while also maintaining our emergency response capabilities. After a conference call with the Governor's Office and the Department of Finance it was decided that we will wait to ask for state assistance since the federal funding will help us through the current fiscal year. We will reevaluate our funding request from the state for the 2020/2021 fiscal year.

WETA Sponsored Legislation – AB 2995

WETA Sponsored Legislation – AB 2995

Due to a restriction on legislation advancing in 2020 unless it's related to COVID-19, AB 2995 will not be moving forward this year. The bill was amended on May 4 with WETA's reforms and is publicly available. We're also working with PUC staff to determine if reforms can be made to address the reforms contained in the legislation.

2020 Legislative Watch

Several bills were introduced in February that would have impacted WETA; however, many of them will not be moving forward this year because of bill limitations due to COVID-19:

AB 1350 (Gonzalez Fletcher) would require transit agencies to offer free youth transit passes to persons 18 years of age and under in order to be eligible for state funding under the Mills-Deddeh Transit Development Act, the State Transit Assistance Program, or the Low Carbon Transit Operations Program. WETA should begin to analyze costs to implement this measure.

- Passed the Assembly 75-0 in January. Pending referral in the Senate. Might not be set for a hearing due to COVID-19.

AB 2012 (Chu) would require transit agencies to offer free senior transit passes to persons over 65 years of age in order to be eligible for state funding under the Mills-Deddeh Transit Development Act, the State Transit Assistance Program, and the Low Carbon Transit Operations Program. Again, WETA should begin to analyze costs to implement this measure.

- Not set for hearing due to COVID-19 bill limitations.

AB 2057 (Chiu) proposal by Seamless Bay Area to require public transit systems to work together to integrate transit schedules. Specifically, the bill would create a transportation network manager for the 9-county San Francisco Bay area to, among other things, integrate all aspects of public transit within the 9-county San Francisco Bay area and provide leadership and accountability in planning, coordinating, and financing the transportation network.

- Not set for a hearing due to COVID-19 bill limitations.

AB 2176 (Holden) would require transit agencies to offer free student transit passes to persons attending the California Community Colleges, the California State University, or the University of California in order to be eligible for state funding under the Mills-Alquist-Deddeh Act, the State Transit Assistance Program, or the Low Carbon Transit Operations Program. WETA should begin to analyze costs to implement this measure.

- Not set for a hearing due to COVID-19 bill limitations.

SB 883 (Monning) would conform California's statutory definition of "for-hire vessel" to United States Coast Guard standards in order to address a discrepancy that allows certain for-hire passenger vessel captains with fewer than three passengers to avoid California licensure. Sponsored by the State Sheriff's Association.

- Not set for a hearing due to COVID-19 bill limitations.

SAN FRANCISCO BAY AREA WATER EMERGENCY TRANSPORTATION AUTHORITY
MINUTES OF THE BOARD OF DIRECTORS MEETING

(May 7, 2020)

The Board of Directors of the San Francisco Bay Area Water Emergency Transportation Authority met in regular session via teleconference consistent with California Governor Gavin Newsom's (Governor) Executive Order N-25-20 to ensure social distancing and help mitigate the transmission of COVID-19.

1. CALL TO ORDER – BOARD CHAIR

Chair James Wunderman called the meeting to order at 1:31 p.m.

2. ROLL CALL

Chair Wunderman, Director Anthony Intintoli, and Director Jeffrey DelBono were in attendance.

3. REPORT OF BOARD CHAIR

Chair Wunderman noted that this regular meeting was being recorded. He thanked his fellow Directors for their participation and said because there were currently only three members on the WETA Board that all Directors needed to be present for meetings to have a quorum and that a consensus was required for any action items to pass. Chair Wunderman said he appreciated that all three Directors had been able to participate in the regular meetings recently and in the special meetings that were being called to address the many challenges of the COVID-19 pandemic crisis.

Chair Wunderman said that the Governor was working on guidelines for California to safely reopen for business. He cautioned that WETA and all Bay Area transportation agencies will be facing a daunting challenge of not knowing how the public will respond during the recovery. Chair Wunderman said it will be crucial for WETA to maintain a close and transparent working relationship with the Metropolitan Transportation Commission (MTC) throughout the recovery period because they will play a major role in the transportation recovery process in the Bay Area.

Chair Wunderman commended WETA Executive Director Nina Rannells and her staff for the work that went into the Board materials on the recovery scenarios. He said this information will play a vital role in WETA's communications with MTC and other regulatory bodies.

4. REPORTS OF DIRECTORS

Director Intintoli echoed the comments of the Chair and thanked him for his leadership during this time. He also commended Ms. Rannells and her staff for their work on the meeting materials and said he had found the financial information particularly helpful. He said he especially appreciated the work done by staff given the additional special meetings that have been taking place during the pandemic crisis.

Director DelBono echoed the comments of the Chair and Director Intintoli.

5. REPORTS OF STAFF

Ms. Rannells provided her written report to Directors and welcomed questions. She noted that crews had returned to WETA's Downtown San Francisco Ferry Expansion Project construction site and said

staff was hopeful that the fences around the project would be coming down and the facility would be opening soon. Ms. Rannells said staff had been working with the City of San Francisco on bringing shore power to the facility as one of the final requirements to complete the project. She added that this had been complicated by how the San Francisco Public Utilities Commission works and how power is delivered in San Francisco. Ms. Rannells said that staff had identified a solution, and she advised Directors that they could expect to see an item at the next Board meeting to award a contract to have this final piece of the project completed.

Ms. Rannells said that a date had been set for the Regional Measure 3 (RM3) appeal cases hearing. She said once arguments were heard via teleconference and briefs were filed, the Court of Appeals will have 90 days to issue an opinion. Ms. Rannells said it was possible that the decision could be appealed again and if it were, the matter would then be escalated to the California Supreme Court to decide if it wanted to review the case. She said this could add time to the resolution timeline. Ms. Rannells said she was hopeful that good news would come with a decision expected in late August.

Chair Wunderman agreed with Ms. Rannells that this was good news. He said many people had worked extremely hard on RM3 and it was a big part of WETA's future. Chair Wunderman said WETA needed to be ready for RM3 because the public will have high expectations of WETA when it receives the measure's funding.

Chair Wunderman noted a recently released Vanderbilt University Transportation Institute study that found the Bay Area could end up having the worst traffic increase in the nation if transit users return to their vehicles to commute as they return to work. He said it will be crucial for WETA to find ways to promote the service that make people feel comfortable, safe, and positive about returning to public transit instead of their personal vehicles.

Chair Wunderman called for public comments on the Executive Director's Report and there were none.

6. CONSENT CALENDAR

Director Intintoli made a motion to approve the consent calendar:

- a. Board Meeting Minutes - April 9, 2020
- b. Board Meeting Minutes - April 23, 2020
- c. Approve Purchase of Commercial Insurance Policies for FY 2020/21
- d. Overview of FY 2019/20 Financial Audit Scope and Process

Chair Wunderman called for public comments and there were none.

Director DelBono seconded the motion and the consent calendar carried unanimously.

Yeas: DelBono, Intintoli, Wunderman. Nays: None. Absent: None.

7. TIRCP PROJECT OVERVIEW – ALL-ELECTRIC VESSEL AND SHORESIDE INFRASTRUCTURE FOR MISSION BAY

Operations and Maintenance Manager Keith Stahnke presented this informational overview of WETA's Transit and Intercity Rail Capital Program (TIRCP) grant to build a zero emissions vessel and shoreside infrastructure for its new Mission Bay route. He noted that while WETA has consistently been an environmental leader with its capital construction projects that have resulted in operations of the lowest emissions, high-speed, passenger ferry fleet anywhere in the world, WETA has recognized the need to move to even lower emissions vessel technologies. Mr. Stahnke said battery-electric technology in a short-route service is the first step in moving WETA's fleet forward.

Mr. Stahnke said that shoreside power requirements to charge the new vessel were beyond terminal capacities and that about half the total cost of the project would be used to provide shoreside charging infrastructure to support rapid vessel recharging. He said the grant funds would be provided with approved allocation on a reimbursement basis. Mr. Stahnke added that WETA, Caltrans, and the California State Transportation Agency (CalSTA) would be meeting to discuss the administrative process for entering into the grant agreement and next steps, and he added that the project was expected to begin moving forward by this fall with an anticipated completion and service date for the new vessel in 2022.

Mr. Stahnke thanked WETA's State Legislative Representative Jennifer Capitolo from Nossaman, WETA Program Manager/Analyst Lauren Gularte, and Ms. Rannells for their important work on this grant application.

Chair Wunderman said this news was positive and exciting and thanked everyone who had contributed to the grant application work.

Chair Wunderman called for public comments and there were none.

8. PROPOSED FERRY SERVICE RECOVERY APPROACH

Planning & Development Manager Kevin Connolly presented this informational item on WETA's proposed ferry service recovery approach. He noted that the overview he was presenting today provided a philosophical approach to how the WETA system can be restarted. He said that pre-pandemic the Bay Area had a healthy 20% transit ridership to help relieve limited road and bridge capacity and said to push people out onto the roads when the shelter-in-place health orders end would be infeasible. Mr. Connolly thanked the Chair for referencing the recent Vanderbilt University study on traffic congestion when people begin going back to work.

Mr. Connolly said that over the last few weeks, staff had spoken with other Bay Area transportation agencies and employers about people going back to work and learned that employees will likely have staggered schedules and will work from home more often. He said there was going to be great incentive for people to drive given their safety concerns. Mr. Connolly explained that staff had used the Governor's stages of reopening to create WETA's recovery approach. He said that following these guidelines, WETA was currently in Stage 1, with 2 boats in service on a limited schedule.

Mr. Connolly said that the ferry was well positioned to capture some growth based on the fresh air nature of the service, the safety and cleanliness, and the quality of the ride. He said these are things to lean into as WETA begins its service again. Mr. Connolly said the challenge was going to be how to bring service back in a metered way that supports ridership demands. He said the way to find out what the response is going to be would be to get the service going with quarterly evaluations of ridership and revenue.

Mr. Connolly said staff continued to monitor ridership on the two service routes that are currently running in Stage 1. He said Stage 2 would introduce service throughout the system on weekdays with limited commuter service. Mr. Connolly said Stage 3 could include the return of limited weekend service and additional layering into the Stage 2 service with additional vessels and departures. He said this Stage would get much closer to what we have come to know of the robust service schedule WETA had pre-pandemic, adding that it would all depend on demand. Mr. Connolly explained that Stage 4 would be a full return to pre-pandemic service, running 12-13 vessels with full schedules across all routes, full weekend service in Richmond, and ample service to the Chase Center for Warriors games.

Mr. Connolly said this recovery architecture would allow WETA to respond to changes in the future unknown landscape, such as new health orders to shelter in place being issued after reopening begins if Bay Area virus infections spike up again. He said all four Stages were expected to take place in the next fiscal year.

Chair Wunderman said that frequency was a determinate factor in public transit use. He asked if it made sense to consider increasing frequency in an earlier stage to utilize WETA crews being kept online and to provide more service to the public sooner.

Ms. Rannells said the proposed recovery plan will be flexible enough to respond quickly to the market and to balance WETA's financial challenges.

Director Intintoli said that the Governor had just announced that day that the state was facing a huge budget deficit. He also reminded Directors that it would be unlikely that WETA would be receiving any emergency funding from the state based on the information in the Board's legislative report from Nossaman. Director Intintoli said that WETA would be in a terrible position if it ran out of the CARES Act funds and received no additional emergency funding. He said the service has been operated very frugally over the last decade, and WETA has returned millions of dollars to MTC over the years. Director Intintoli asked if it was possible to use some of those funds to help provide a more robust service during this time.

Chair Wunderman said if money were no object, WETA would provide very robust service and possibly incentivize riders to take the ferry with attractive, lower pricing for a limited time. Director DelBono said he agreed that WETA wanted to provide as robust service as possible, and he acknowledged that the costs associated with that may be prohibitive.

Director DelBono said he was very keen on seeing WETA's marketing plan for communicating with riders and potential riders to get them back onto the ferries. He asked that this plan be shared at the next meeting. Director DelBono said he would also like to see the new measures for health and safety including social distancing that are being or have been put in place to support riders and crews during the recovery period. He said at some point he would also like more details on the cleaning products being used to disinfect the vessels and to wipe surfaces down.

Ms. Rannells said the marketing plan outline was already complete and would be brought to the Board in June. She added that all crews and riders were wearing masks and that social distancing requirements were in place and being enforced including a 25% maximum ridership limit on vessels that will remain as the vessels begin filling up.

PUBLIC COMMENT

An anonymous speaker said that the Santa Clara Valley Transportation Authority (VTA) was currently providing free rides to the public. He suggested staff talk with them to find out how that was going and said offering a pricing of zero to half price for the ferry rides would be a great idea to draw people back. He added that it was important to let the public know that WETA was enforcing social distancing on vessels because it was likely that most people were not aware. He said it was important to let everyone know it is safe to ride the ferry.

9. FINANCIAL OUTLOOK – PRELIMINARY FY 2020/21 BUDGET

Ms. Rannells presented this informational item on WETA's preliminary FY 2020/21 budget and financial outlook. She said there were so many unknowns in the future and questions about how things will roll out. She said the \$12.5 million in CARES Act funds that WETA had received will cover the current fiscal year budget shortfall of approximately \$3.6 million and help with the fiscal challenges

in the next fiscal year which begins on July 1. In this item, she noted, she had provided Directors with a baseline budget that staff would have brought if the pandemic devastation had not happened, including the weekend service in Richmond that had been planned for 2020. She said that the three revenue projection scenarios could be viewed in comparison to the baseline budget and they showed that the revenue shortfall in the next fiscal year would be somewhere between \$11 and \$21 million.

Ms. Rannells said there will be some room to find some expense reductions. She said there was a possibility that WETA could receive up to \$8 million from the second tranche of the CARES Act funds and that this would be an ongoing conversation with MTC over the next few months. She said staff had been notified of a possible 40% reduction in Regional Measure 2 (RM2) funds to WETA and noted that the case could be made that reducing that funding at this time doesn't make sense if there was any way MTC could feasibly prevent that reduction. She added that if people do return to their cars after health orders are lifted that bridge toll revenues may not be as depressed as MTC had initially been projecting.

Ms. Rannells said that a third opportunity to close the anticipated funding gap existed in WETA's reserve funds. She said these funds have been held for a rainy day and this pandemic was certainly a rainy day. Ms. Rannells said the possibility to draw down some of those funds could also be on the table. She said she remained hopeful that with a concerted effort on these funding opportunity fronts and discussions with MTC about how important ferries will be to the Bay Area's recovery, that WETA's next fiscal year financial gap can be closed.

Ms. Rannells said that in talking with other transportation agencies who were also highly dependent on MTC grant funding, she had learned that many were adopting their baseline budgets now in order to get grant funds in place by the beginning of the new fiscal year on July 1. She suggested that the Directors consider holding a special meeting in two weeks to adopt a baseline budget and approve grant applications so that staff can submit requests for allocation of Regional Measure 1 and RM2 operating funds for MTC action in June. She said the budget would be adopted with the understanding that it would be revisited regularly and amended as conditions changed and to support closure of the anticipated revenue gap. She said this was the most straightforward way ahead during these uncertain times.

Director Intintoli said he would like to meet in two weeks to consider adopting a baseline budget and that he was available to attend. Director DelBono said he would also be in favor of a special meeting to receive the budget and have this discussion. He said he would also like to have more details on how the budget works, what funds are in reserve, and what flexibility of use existed for any cash on hand to help resolve revenue shortfalls. He said he would also like clarity on how much capital funding WETA has and whether it can be used for things other than capital projects. Ms. Rannells said she will have those details when staff returns with the baseline budget in two weeks.

Chair Wunderman called for public comments on this item and there were none.

Directors agreed that a videoconference for the special meeting in two weeks would be preferred to teleconference to support the use of visual aids for items as needed.

10. PUBLIC COMMENTS FOR NON-AGENDA ITEMS

Chair Wunderman called for public comments for non-agenda items and there were none.

With all business concluded, Chair Wunderman adjourned the meeting at 2:50 p.m.

- Board Secretary
END

SAN FRANCISCO BAY AREA WATER EMERGENCY TRANSPORTATION AUTHORITY
MINUTES OF THE BOARD OF DIRECTORS MEETING

(May 21, 2020)

The Board of Directors of the San Francisco Bay Area Water Emergency Transportation Authority met in special session via videoconference consistent with California Governor Gavin Newsom's Executive Order N-25-20 to ensure social distancing and help mitigate the transmission of COVID-19.

1. CALL TO ORDER/ROLL CALL

Chair James Wunderman called the meeting to order at 1:32 p.m. and welcomed guests. Chair Wunderman, Director Anthony Intintoli and Director Jeffrey DelBono were in attendance.

Chair Wunderman advised guests on how to share comments on the meeting's agenda items. He said Directors would welcome public comments and noted that they would be limited to the items on the agenda since this was a special meeting.

Chair Wunderman said that in these unprecedented times, WETA was competing for funding with all public agencies, not just transportation agencies. He emphasized the importance of WETA knowing exactly what it needs on the funding front, and for what purposes, to assure it will be nimble and competitive in pursuing funds.

Chair Wunderman said he and Executive Director Nina Rannells had agreed staff would bring a recovery and safety plan to the Board at the June meeting so Directors can review and approve it. He spoke to the question of whether transit operators should require that passengers wear masks to ride and said he absolutely believed WETA should require masks to travel on its ferries. The Chair said he had been appointed to the Metropolitan Transportation Commission (MTC) Blue Ribbon Transit Recovery Task Force and would be reporting on its efforts and progress. He said a primary objective of the group will be to determine how best to instill the confidence the public needs to feel safe enough to return to public transit.

2. OVERVIEW OF AGENCY FUNDING

Ms. Rannells introduced this overview of agency funding. She said that Regional Measure 1 (RM1) and Regional Measure 2 (RM2), along with passenger fares, have historically fully funded WETA's annual operating budgets of \$50 to \$54 million. She said of the \$54 million budget proposed for Fiscal Year (FY) 2020/21, RM1 and RM2 would typically provide about \$22.5 million and it was almost certain that this funding would be reduced because of pandemic-induced bridge toll losses. Ms. Rannells also noted that Regional Measure 3 (RM3) had been included in the updated overview. She said that WETA had been accumulating its reserve funds since 2011, when passenger service began, and that these funds were expected to reach about \$30 million by the end of the fiscal year. She explained that some of the money from these reserve funds had been included in the proposed baseline budget that staff would be presenting in the next item.

Chair Wunderman thanked Ms. Rannells and her staff for their efforts to provide the Board with clarity on WETA's funding sources. He said given the many unknowns that will challenge WETA's planning efforts during this time, it was certain that Directors would be revisiting the budget regularly as the

recovery period unfolds. Chair Wunderman said given the requirement that MTC have an adopted budget to be able to approve funding for WETA, it made sense to approve a baseline budget now. It was agreed that this baseline budget would be regularly revisited and adjusted as necessary as information becomes available and the Bay Area recovery unfolds.

Director Intintoli reminded Directors that some of WETA's reserves had already been earmarked for long-planned new service. He cautioned that the Board needs to consider what actions it can take to control costs, such as the staff cost of living increase, in order to ensure that WETA does not fully deplete its reserves as everyone would suffer as a result.

Direct DelBono thanked Ms. Rannells for the easy to read and understand overview provided for Directors in the Board materials.

Chair Wunderman called for public comments on the overview and there were none.

3. APPROVE BASELINE FISCAL YEAR 2020/21 OPERATING AND CAPITAL BUDGET

Ms. Rannells presented this item to approve a baseline FY 2020/21 Operating and Capital Budget. She shared a brief PowerPoint presentation for Directors on the budget's highlights. She said the budget that staff was recommending Directors adopt today was a baseline budget to establish a starting point for FY 2020/21 which would begin on July 1, 2020. She said WETA needs to submit grant applications to MTC to assure WETA will receive funds beginning in July. Ms. Rannells said that the Board's baseline budget approval will also support WETA's funding distribution from the second batch of the federal Coronavirus Aid, Relief, and Economic Security (CARES) Act to be distributed by MTC. She said it would also inform WETA's recovery process and provide an opportunity to consider, and potentially reduce, expenses from the proposed baseline which she noted had been projected on the high end.

Ms. Rannells said if approved, she expected a revisit of the budget perhaps as early as late June or early July, after staff had a better idea of how much more CARES Act funding WETA would receive, the status of RM2 funds, and more clear ideas of how expenses might be reduced. She noted that the proposed budget included funding to begin the new Seaplane Lagoon service in Alameda later this year and that all service had been assumed to match historical ridership and support WETA's emergency response mandate.

Ms. Rannells emphasized that moving into FY 2020/21, WETA's service will need to be flexible enough to ramp up or down as ridership dictates during what was expected to be a lengthy recovery period as the Bay Area returns to work. She said the proposed budget supported WETA's increased vessel cleaning work and schedules, as well as personal protective equipment (PPE) for crews. Ms. Rannells noted that WETA was already requiring that masks be worn by crews and by passengers wanting to travel on WETA ferries.

Ms. Rannells said that WETA's capital program expenses focused on vessel construction and refurbishment and included the closing out of major facility construction projects. She said the rollout of WETA's all-electric vessel was included, as were the studies for hovercraft, Redwood City service, and Berkeley service feasibility.

Ms. Rannells explained that most of the ferry operations expense was for purchased transportation provided by the Blue & Gold Fleet (Blue & Gold) and fuel. She said the baseline budget proposed included full vessel crews and facilities maintenance staffing levels and all Blue & Gold fees and profit. She said WETA's fuel costs had been reduced in the budget to \$2.50/gallon from the \$3.00/gallon in the last budget because this cost had decreased.

Ms. Rannells said the baseline budget supported WETA's current planning and administrative staffing of 17 full-time employees, the same as last year, and she noted that she had not added any staff as Directors had recommended in anticipation of WETA receiving RM3 funding to pursue service expansion. She said that she will be looking to Directors for policy direction on WETA's annual Cost of Living salary adjustment decision normally scheduled to go into effect on July 1, at the beginning of the new fiscal year.

Ms. Rannells explained that staff had used the low scenario discussed at the previous Board meeting for the projected fare revenue in the proposed baseline budget. She said it was very conservative and reflected a beginning of nearly zero on July 1 with a ramp up to approximately 25% of normal by June 2021. She said the operating revenue projections also assumed \$17 million in CARES Act funds, including \$9 in carryover funds from the first distribution of the federal aid and an unconfirmed \$8 million from the second anticipated distribution.

Ms. Rannells further noted that it was likely that WETA's RM2 funds would be cut by 25 to 40%. She said she had been told the cut would likely be 35% unless WETA was able to convince MTC otherwise. She said travel and tolls on the bridges had been drastically reduced and noted that RM2 requirements limited use of those funds to just 38% for transportation purposes, so the notion of a reduction in funds was not a surprise. Ms. Rannells said the budget included full funding from RM1 with added carryover funds, and she noted that this meant for the first time in WETA's history, it was dipping into reserve funds to balance its operating budget.

Ms. Rannells said that WETA was anticipated to have a \$29 million operating budget deficit for FY 2020/21 as a result of its pandemic-induced ridership loss. She noted that this projection included a \$7 million reduction in RM2 funds. She said the CARES Act funds would help to reduce this deficit but that a gap of between \$12 and \$20 million would remain that would need to be resolved with expense reductions, additional subsidies, and use of WETA's reserve funds. Ms. Rannells said the proposed baseline budget was balanced but that it had been created with assumptions that will need to be further reviewed and modified in the coming weeks.

Ms. Rannells noted that the capital budget included two new vessels under construction, two replacement vessels currently out to bid, the new all-electric vessel and shoreside charging facilities construction, and WETA's usual vessel refurbishment projects for fleet maintenance. She said that nearly 100% of WETA's capital funding comes from capital-only money, with the largest portion coming from the end of Proposition 1B funds from the State of California (State). She added that an abundance of RM2 funds on the operating side and Proposition 1B funds on the capital side are the primary reasons that WETA has been able to create reserves in recent years.

Ms. Rannells said she welcomed the Board's thoughts and ideas in the June 4 meeting discussion about how to reduce costs and pursue funding to move forward.

Director Intintoli said he would like to hear future discussion about whether or not security staff might be needed aboard vessels to help assure passengers wear masks, concern over the fact that no one wants to see WETA operating full service if no one is riding the boats, and what plans there might be for WETA staff to return to work at the Pier 9 office. It was noted that the rent for WETA's Pier 9 office was approximately \$30,000 monthly. Chair Wunderman said a recent Bay Area Council survey found that 20% of responding employers planned to have their entire staffs work from home in perpetuity and 70% planned to increase telecommuting by their staffs even after recovery.

Director DelBono said he would like to have the Board meet again sooner rather than later and that getting information out as early as possible during this time was important. It was agreed that these discussions and decisions were a top priority and were expected to remain so for some time.

Chair Wunderman called for public comments on the proposed baseline budget and there were none.

Director Intintoli made a motion to approve the item.

Director DelBono seconded the motion, and the item passed unanimously.

Yeas: DelBono, Intintoli, Wunderman. Nays: None. Absent: None.

4. AUTHORIZE FILING APPLICATIONS WITH THE METROPOLITAN TRANSPORTATION COMMISSION FOR FISCAL YEAR 2020/21 REGIONAL MEASURE 1 AND REGIONAL MEASURE 2 FUNDS

Ms. Rannells presented this item to authorize filing applications with MTC for FY 2020/21 RM1 and RM2 funds. She said the requests to MTC would be for the full amounts as approved in the baseline budget just discussed.

Director DelBono made a motion to approve the item.

Chair Wunderman called for public comments on the motion, and there were none.

Director Intintoli seconded the motion, and the item passed unanimously.

Yeas: DelBono, Intintoli, Wunderman. Nays: None. Absent: None

Chair Wunderman thanked his fellow Directors for their work and commitment and said he was proud to work with them. He thanked Ms. Rannells and her staff for their efforts to provide the Board with the detailed information in the meeting materials. Chair Wunderman said anyone who cares about water transit was needed now more than ever to partner with WETA to support the agency's objective of building a world class regional water transportation system. He said once traffic returns to the region's highways, people would likely return to public transportation, and especially to the ferries given the safe environment WETA can provide for their commutes.

With all business concluded, Chair Wunderman adjourned the meeting at 2:32 p.m.

- Board Secretary

END

MEMORANDUM

TO: Board Members

FROM: Nina Rannells, Executive Director
Thomas Hall, Public Information & Marketing Manager

SUBJECT: Approve Amendment to Agreement with Nematode Media, LLC for Ferry Ticket Sales and Information Services for Fiscal Year 2020/21

Recommendation

Approve Amendment No. 13 to Agreement No. 04-205 with Nematode Media, LLC (Nematode) in the amount of \$83,000 for July 1, 2020 through June 30, 2021.

Background/Discussion

Bay Crossings, a division of Nematode Media, LLC, is a retail shop inside the downtown San Francisco Ferry Building Marketplace adjacent to the Downtown San Francisco Ferry Terminal. Bay Crossings provides transit-related services to the public including the operation of a Clipper Customer Service Center, selling San Francisco Bay Ferry tickets and MUNI Day Passes, and disseminating public transit and visitor information. Clipper Customer Service Center functions are funded under a contract with the Metropolitan Transportation Commission (MTC). Other services provided, such as the sale of other transit tickets and passes, are supported through separate agreements with individual transit agencies.

WETA first entered into a formal agreement with Nematode in September 2004 for ferry service information dissemination through the *Bay Crossings* newspaper and the Bay Crossings storefront. This relationship was later expanded to include ferry ticket sales functions.

Beginning in Fiscal Year (FY) 2015/16, WETA increased its support of Bay Crossings to include enhanced store point-of-sale advertising for WETA materials. At the time, the Board reconfirmed its interest and support for providing customer service and tickets sales at the Ferry Building and acknowledged that the Bay Crossings store offered a unique opportunity to deliver this service in a straightforward and cost-effective manner for WETA. In 2019, WETA staff worked with Bay Crossings to update advertising materials and improve communication on customer service issues related to ongoing ferry service.

WETA staff worked closely with Bay Crossings management to navigate the tumult of the COVID-19 crisis including adjusting daily hours to minimize risk of spreading the coronavirus while meeting needs of essential workers who continue to ride the ferry. This will continue in the coming months as WETA restores service levels.

Staff recommends continuing to utilize Bay Crossings to provide ticket sales and service information in FY 2020/21 and proposes that the Board approve amending Agreement No. 04-205 with Nematode in the amount of \$83,000 for July 1, 2020 through June 30, 2021. This amount is the same as was provided in FY 2019/20 for these services.

Fiscal Impact

Funds will be included in the FY 2020/21 operating budget to support this contract amendment.

END

SAN FRANCISCO BAY AREA WATER EMERGENCY TRANSPORTATION AUTHORITY

RESOLUTION NO. 2020-19

**APPROVE AMENDMENT TO AGREEMENT WITH NEMATODE MEDIA, LLC
FOR FERRY TICKET SALES AND INFORMATION SERVICES FOR FISCAL YEAR 2020/21**

WHEREAS, in September 2004 WETA entered into Agreement No. 04-205 with Nematode Media, LLC for advertising in *Bay Crossings* magazine, and for ferry ticket sales and distribution of ferry information at the Ferry Building Bay Crossings store; and

WHEREAS, the agreement has been amended over the years to modify the Scope of Work and extend the terms of the agreement, now set to expire June 30, 2020; and

WHEREAS, the Board of Directors wishes to secure the services of Nematode Media, LLC for FY 2020/21 at the same scope and price; now, therefore, be it

RESOLVED, that the Board of Directors hereby approves Amendment No. 13 to Agreement No. 04-205 with Nematode Media, LLC extending the agreement through June 30, 2021 in the amount of \$83,000 and authorizes the Executive Director to execute the amendment.

CERTIFICATION

The undersigned, Board Secretary, does hereby certify that the foregoing is a full, true and correct copy of a resolution duly and regularly adopted at a meeting of the San Francisco Bay Area Water Emergency Transportation Authority held on June 4, 2020.

YEA:

NAY:

ABSTAIN:

ABSENT:

/s/ Board Secretary

2020-19

END

MEMORANDUM

TO: Board Members

FROM: Nina Rannells, Executive Director
Kevin Connolly, Planning & Development Manager
Mike Gougherty, Senior Planner/Project Manager
Arthi Krubanandh, Transportation Planner

SUBJECT: Adopt 2020 Short Range Transit Plan for Fiscal Year 2019-20 to Fiscal Year 2028-29

Recommendation

Adopt the 2020 Short Range Transit Plan (SRTTP) for Fiscal Year (FY) 2019-20 to FY 2028-29.

Background

Federal statute requires the Metropolitan Transportation Commission (MTC), in partnership with state and local agencies, to develop and periodically update a long-range Regional Transportation Plan (RTP) and a Transportation Improvement Program (TIP). The TIP 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 transit funding to prepare, adopt, and submit an SRTTP outlining its public transit services and related operating and capital costs and projects over a ten-year projection period. These plans are used, among other things, to verify compliance with various federal requirements and to validate system capital rehabilitation and replacement projects and needs that are submitted for funding through separate MTC and FTA grant processes.

Discussion

In accordance with MTC requirements for SRTTP updates, staff prepared a draft 2020 SRTTP for FY 2019-20 to FY 2028-29 that was presented to the Board and released for public comments on April 9, 2020. The 2020 SRTTP provides an overview of WETA's public transit ferry services and recent system performance, as well as a ten-year projection of transit capital and operating expenses and revenues for FY 2019-20 to FY 2028-29. The following summarizes major provisions and key highlights of the proposed plan:

- **Overview of Transit System** – The draft SRTTP provides a general overview of WETA's public transit ferry system including a description of WETA's governance, organizational structure, services, revenue fleet, and facilities.
- **Service and System Performance** – The draft SRTTP provides an evaluation of route-level and systemwide service statistics and performance metrics for a four-year period from FY 2015-16 to FY 2018-19. During this period, WETA ridership increased by 23%, surpassing 3 million total annual passengers for the first time in FY2018-19. A new weekday, commute-only service between Richmond and Downtown San Francisco Ferry terminal began in January 2019. Systemwide service levels increased over the four-year performance period with annual increases averaging 5% per year for vehicle revenue hours and 7% per year for vehicle revenue miles. System operating costs increased from \$26 million in FY 2015-16 to \$39.5 million in FY 2018-19, largely due to general inflation costs, the implementation of new service enhancements, the launch of the new Richmond ferry service, the expansion and modernization

of the WETA fleet, and the opening and the staffing of the new Operations and Maintenance Facilities in Alameda and Vallejo. This resulted in an increase in the annual subsidy required to operate the WETA system from \$10 million to \$17 million during the four-year performance period. This section includes details of the significant changes noted in the route-specific sections, an evaluation of other specific statistics, and metrics based on both MTC requirements and policy standards set forth by the Board.

- **Operations Plan and Budget** – The draft SRTP provides an overview of the operating costs and revenues anticipated to be available to support WETA’s existing ferry system and new expansion services that are planned for implementation during the ten-year period. The plan recognizes the importance of maintaining a core level of existing services, implementing service enhancements to meet projected ridership demand increases, and continuing to plan for new Seaplane Lagoon, Mission Bay, Treasure Island, Berkeley, and Redwood City expansion services that are anticipated to be implemented during the ten-year planning period of this SRTP. The plan also includes a set-aside operating reserve with funds equal to two months or 17% of total ferry operating expenditures to guard against service disruptions in the event of unexpected temporary revenue shortfalls or unpredicted one-time expenses.

Overall, the WETA operating budget is projected to increase from \$50.7 million in FY 2019-20 to \$102.2 million in FY 2028-29, of which \$79.9 million will be required to sustain and enhance WETA’s existing services and the remaining \$22.3 million to support the operating costs for the expansion services planned between FY 2019-20 and FY 2028-29. The expansion services’ operating costs include: \$6.6 million for new Alameda Seaplane Lagoon service anticipated to begin in FY 2020-21, \$2.2 million for new Mission Bay service anticipated to begin in FY 2021-22, \$5 million for new Berkeley service anticipated to begin in FY 2025-26, and \$8.5 million for new Redwood City service anticipated to begin in FY 2027-28.

Over the course of the ten-year plan, it is anticipated that WETA will exhaust its current fixed operating subsidies from Regional Measure 1 (RM1) and Regional Measure 2 (RM2) on an annual basis and will rely upon projected increases in ridership and fare revenue as well as new subsidies, such as Regional Measure 3 (RM3), to maintain these services. The planned expansion services will be subsidized in large part by RM 3, which the plan assumes will be available starting in FY 2022-23.

- **Capital Improvement Program** – The draft 2020 SRTP also provides an overview of WETA’s capital program needs. The ten-year Capital Improvement Program (CIP) consists of approximately \$584.4 million in core capital needs from FY 2019-20 through FY 2028-29 broken down into four categories as follows:
 - **Revenue Vessels** – Approximately \$422.7 million is planned for rehabilitation, replacement, and expansion of WETA’s fleet which will consist of 33 revenue vessels by FY 2028-29.
 - **Major Facilities** – Approximately \$44.9 million is planned for rehabilitation and replacement of WETA ferry terminals, maintenance facilities, berthing facilities, and related dredging activities.
 - **Terminal Expansion** – Approximately \$111.2 million is planned for the completion of the Central Bay Operations & Maintenance Facility and the Downtown San Francisco Ferry Terminal expansion project, and the construction of the new Mission Bay, Berkeley, and Redwood City Ferry Terminals.
 - **Capital Equipment/Small Projects** – Approximately \$5.6 million is planned to support purchase of capital equipment and the implementation of miscellaneous small projects.

The plan also includes a set-aside capital reserve of \$10 million to support unanticipated capital repairs of major systems components.

Following Board authorization to release the draft 2020 SRTP for public comment, staff published the draft SRTP on its website and notified county transportation authorities and municipalities within WETA's service area. As of May 27, 2020, one comment letter was submitted by the City of Vallejo. A summary of WETA's response to the City's comments is provided in **Attachment A**.

The development of this plan has occurred over the last seven months and does not factor in the impact of COVID-19 on WETA's operating system. Because this is a compliance document required by MTC and the FTA to remain eligible to receive funds, staff recommends moving forward to adopt the SRTP now, with the understanding that WETA can either amend the ten-year plan at a later date or update it in the next SRTP to reflect the impact of the COVID-19 pandemic once the impacts are better known.

A final version of the SRTP is available at <https://weta.sanfranciscobayferry.com/next-board-meeting> as recommended for adoption.

Fiscal Impact

There is no fiscal impact associated with this item.

END



Public Works Department • 555 Santa Clara Street • Vallejo • CA • 94590 • (707) 648-4316

May 27, 2020

**Kevin Connolly
Planning and Development Manager
San Francisco Bay Area Water Emergency Transportation Authority (WETA)
Pier 9, Suite 111, The Embarcadero
San Francisco, CA 94111**

Dear Mr. Connolly,

Please find attached the City of Vallejo's comments on WETA's draft 2020 Short Range Transit Plan. The Vallejo – San Francisco Service is an important part of our City's mobility strategy, and we appreciate the opportunity to comment in this plan, and to continue to work with WETA to develop water transit options in the North Bay.

Sincerely,

A handwritten signature in dark ink, appearing to read "Matt Gleason", with a long horizontal flourish extending to the right.

**Matt Gleason
Transportation Manager
City of Vallejo Public Works Department**

City of Vallejo Comments
WETA 2020 Draft SRTP

Page	Section	Comment
2:14	Existing WETA Facilities	<p>The City of Vallejo does not concur that there are 2,504 parking spaces available for WETA passengers. There are 1510 spaces available in the Waterfront Lot program including Vallejo Station Phase A. The recently completed interim lot also provides 276 spots.</p> <p>Parking spaces in the Downtown Lots program are intended for local businesses, customers, and neighborhood residences. Spaces in the Marina program are dedicated to the City's recreational boat launch facility.</p>
6:1	Capital Improvement Program	<p>The City would appreciate the opportunity to partner with WETA to further develop passenger amenities, and improve the rider experience for passengers on the Vallejo Service. The Vallejo Service has historically constituted roughly 40% of WETA's ridership and is a vital link for water transit and emergency response.</p>
8:2	Future Expansion/ North Bay	<p>As the document notes, the 2019 Water Transit Feasibility Study was an important document that analyzed potential for building WETA's ridership in the North Bay and Carquinez Straight. That study, as is noted, concluded that the single most promising route to build additional ridership was by expanding the Vallejo - San Francisco Service.</p> <p>As noted on page 5:2, WETA assumes that additional service will have to be added in the corridor by FY2023. The City of Vallejo looks forward to partnering with WETA to develop the passenger amenities necessary to support that additional service, and improve the transit experience for WETA's passengers. This includes improving access to transit including first/last mile solutions, bus transfers, and parking expansion.</p>

No.	SRTP Page No.	Comment	Response	Actions
Matt Gleason, Transportation Manager, City of Vallejo, via email, May 27				
1	2-14	Existing WETA Facilities: The City of Vallejo does not concur that there are 2,504 parking spaces available for WETA passengers. There are 1,510 spaces available in the Waterfront Lot program including Vallejo Station Phase A. The recently completed interim lot also provides 276 spots. Parking spaces in the Downtown Lots program are intended for local businesses, customers, and neighborhood residences. Spaces in the Marina program are dedicated to the City's recreational boat launch facility.	Noted	Change The final version of the SRTP has been revised to incorporate the comment.
2	6-1	Capital Improvement Program: The City would appreciate the opportunity to partner with WETA to further develop passenger amenities and improve the rider experience for passengers on the Vallejo Service. The Vallejo Service has historically constituted roughly 40% of WETA's ridership and is a vital link for water transit and emergency response.	Noted	No Action
3	8-2	Future Expansion/North Bay: As the document notes, the 2019 Water Transit Feasibility Study was an important document that analyzed potential for building WETA's ridership in the North Bay and Carquinez Straight. That study, as is noted, concluded that the single most promising route to build additional ridership was by expanding the Vallejo - San Francisco Service. As noted on page 5:2, WETA assumes that additional service will have to be added in the corridor by FY2023. The City of Vallejo looks forward to partnering with WETA to develop the passenger amenities necessary to support that additional service and improve the transit experience for WETA's passengers. This includes improving access to transit including first/last mile solutions, bus transfers, and parking expansion.	Noted. The SRTP was developed in the last several months before COVID-19 outbreak. The service plan for existing services, including Vallejo, was based on historic ridership trends and vessel capacity. As the impact of COVID-19 on Bay Area economy and on WETA ridership demand are better known, WETA will update the operating and capital plans at a later date or in the next SRTP.	No Action



2020 SHORT RANGE TRANSIT PLAN

San Francisco Bay Area Water Emergency Transportation Authority

FY 2019–20 to FY 2028–29

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) that implements the RTP by programming federal funds to transportation projects contained in the RTP. To effectively execute these planning and programming responsibilities, MTC requires that each transit operator in its region that receives federal funding through the TIP prepare, adopt, and submit a Short Range Transit Plan (SRTP).

Table of Contents

1	Executive Summary	1-1
1.1	SRTP Background and Purpose	1-1
1.2	Highlights of SRTP.....	1-2
2	Overview of Transit System	2-1
2.1	Brief History	2-1
2.2	Governance	2-1
2.3	Organizational Structure.....	2-2
2.4	Description of Services.....	2-3
2.5	Revenue Fleet.....	2-11
2.6	Existing Facilities.....	2-12
3	Goals, Objectives, and Standards	3-1
3.1	Background	3-1
3.2	Mission and Vision	3-1
3.3	Goals and Objectives	3-1
3.4	Performance Measures and Standards	3-8
4	Service and System Evaluation.....	4-1
4.1	System-Wide Evaluation.....	4-1
4.2	Vallejo Ferry Service.....	4-4
4.3	Alameda/Oakland Ferry Service.....	4-7
4.4	Alameda Harbor Bay Ferry Service.....	4-11
4.5	South San Francisco Ferry Service	4-15
4.6	Richmond Ferry Service.....	4-19
4.7	Other Service Planning Activities.....	4-20
5	Operating Plan and Budget.....	5-1
5.1	Operating Plan	5-1
5.2	Operating Budget.....	5-6
6	Capital Improvement Program.....	6-1
6.1	CIP Projects and Capital Costs	6-1
6.2	CIP Revenues	6-8
7	Other Requirements.....	7-1
7.1	MTC Resolution 3434: Regional Transit Expansion	7-1
7.2	Environmental Justice and Public Involvement	7-2
8	Future Expansion Projects.....	8-1
8.1	Planning of Expansion Services	8-1
8.2.	Description of Potential Services Expansion and Enhancement.....	8-1

Table of Figures

Figure 2-1	WETA Organizational Chart	2-3
Figure 2-2	San Francisco Bay Ferry Existing Services.....	2-4
Figure 2-3	Alameda/Oakland Route Description.....	2-5
Figure 2-4	Alameda Harbor Bay Route Description	2-6
Figure 2-5	Vallejo Route Description	2-6
Figure 2-6	South San Francisco Route Description	2-7
Figure 2-7	Richmond Route Description.....	2-7
Figure 2-8	Connecting Transit Services	2-8
Figure 2-9	WETA Fares FY 2019–20	2-11
Figure 2-10	WETA Vessel Fleet.....	2-12
Figure 2-11	Existing WETA Facilities	2-13
Figure 3-1	Goals, Objectives, and Focus Areas.....	3-2
Figure 3-2	Expanded Service: Goals and Objectives	3-3
Figure 3-3	Funding: Goals and Objectives.....	3-4
Figure 3-4	Quality: Goals and Objectives.....	3-5
Figure 3-5	Environmental Stewardship: Goals and Objectives	3-6
Figure 3-6	Emergency Response: Goals and Objectives.....	3-7
Figure 3-7	Summary of Performance Measures and Standards	3-9
Figure 4-1	System-Wide Operating Statistics and Performance Metrics.....	4-3
Figure 4-2	Vallejo Passenger Farebox Revenue, Total Cost, and Total Passengers	4-4
Figure 4-3	Vallejo Service Levels and Usage	4-5
Figure 4-4	Vallejo Performance Metrics.....	4-6
Figure 4-5	Vallejo Maximum Occupancy Trips by Month.....	4-7
Figure 4-6	Alameda/Oakland Passenger Farebox Revenue, Total Cost, and Total Passengers.....	4-8
Figure 4-7	Alameda/Oakland Service Levels and Usage	4-9
Figure 4-8	Alameda/Oakland Performance Metrics.....	4-10
Figure 4-9	Alameda/Oakland Maximum Occupancy Trips by Month.....	4-11
Figure 4-10	Harbor Bay Passenger Farebox Revenue, Total Cost, and Total Passengers	4-12
Figure 4-11	Alameda Harbor Bay Service Levels and Usage	4-13
Figure 4-12	Alameda Harbor Bay Performance Metrics.....	4-14
Figure 4-13	Alameda Harbor Bay Maximum Occupancy Trips by Month.....	4-15
Figure 4-14	South San Francisco Passenger Farebox Revenue, Total Cost, and Total Passengers.....	4-16
Figure 4-15	South San Francisco Service Levels and Usage	4-17
Figure 4-16	South San Francisco Performance Metrics	4-18
Figure 4-17	South San Francisco Maximum Occupancy Trips by Month.....	4-19
Figure 4-18	Richmond Service Levels and Usage.....	4-19
Figure 4-19	Richmond Service Performance Metrics	4-20
Figure 5-1	WETA Existing Service, FY 2018–19.....	5-1
Figure 5-2	Map of Near-Term and Future Terminals and Facilities	5-4
Figure 5-3	WETA Operating Plan (Actuals), FY 2015–16 through FY 2018–19	5-9
Figure 5-4	WETA Operating Plan and Budget, FY 2019–20 through FY 2028–29	5-10
Figure 6-1	Types of Capital Projects.....	6-1
Figure 6-2	Current Revenue Vessel Fleet.....	6-4
Figure 6-3	WETA Terminal and Mooring Facilities.....	6-5
Figure 6-4	Capital Improvement Program Summary	6-8
Figure 6-5	Summary of Capital Revenue Sources	6-12
Figure 8-1	WETA Project Implementation Timeline.....	8-1

I EXECUTIVE SUMMARY

I.1 SRTP BACKGROUND AND PURPOSE

I.1.1 Purpose of the Short Range Transit Plan

Federal statute requires the Metropolitan Transportation Commission (MTC), in partnership with state and with local agencies, to develop and periodically update a long-range Regional Transportation Plan (RTP) and a Transportation Improvement Program (TIP) that implements the RTP by programming federal funds to transportation projects contained in the RTP. 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 transit funding to prepare, adopt, and submit a Short Range Transit Plan (SRTP) outlining its public transit services and related operating and capital costs and projects over a ten-year projection period. These plans are used to, among other purposes, verify compliance with various federal requirements and to validate system capital rehabilitation and replacement projects and needs submitted for funding through separate MTC and FTA grant processes. SRTPs must be updated every three to four years in order to incorporate new information about performance and finances.

In January 2013 the San Francisco Bay Area Water Emergency Transportation Authority (WETA) adopted its first SRTP, setting forth an operating and capital improvement plan for FY 2011–12 to FY 2021–22. In February 2016 WETA updated its ten-year SRTP for FY 2015–16 to FY 2024–25. In accordance with MTC guidelines for SRTP updates, this document presents the SRTP for the ten-year period from FY 2019–20 to FY 2028–29. This SRTP provides an overview of WETA’s public transit ferry services and recent system performance, as well as a financially constrained ten-year projection of transit operating and capital expenses and revenues for the system.

I.1.2 Relationship to Other Plans and Policies

In addition to this SRTP, WETA carries out planning activities for these agency purposes:

- **Strategic Plan:** Prior to the creation of WETA, its predecessor agency, the Water Transit Authority, developed an Implementation and Operations Plan (IOP) that called for more funding for water-based transit and proposed an ambitious expansion plan for ferry services on the San Francisco Bay. As a strategic plan, the IOP reflects a broad vision for how the agency should position itself over the long term and respond to unanticipated opportunities that may arise. The 2016 Strategic Plan presents a vision for the San Francisco Bay Ferry system over the next twenty years that responds to passenger demand, makes critical infrastructure investments, and increases WETA’s ability to respond to emergencies and system disruptions. In contrast, an SRTP must be somewhat more conservative, setting out the near-term expectations for what is possible within existing financial resources under current market conditions.
- **Annual Budget:** Each year, the WETA Board of Directors reviews and adopts a work plan and annual budget, including a detailed forecast of the planned operating and capital expenses for the year and the use of available revenues to cover those costs. The annual budget is not necessarily derived directly from this SRTP as conditions may change after the SRTP is adopted.

- **Emergency Response Plan:** Under its enabling legislation, WETA is responsible for coordinating and providing emergency ferry service in response to emergencies or disasters affecting the Bay Area transportation system. To help develop and maintain an emergency response capability within the organization, WETA has prepared and periodically updates the agency's Emergency Response Plan, which was adopted in 2016 and details the roles and responsibilities of WETA during a regional emergency. This SRTP is intended to address WETA's functional role as an operator of public transit services and does not explicitly detail its activities related to emergency response.
- **Board-adopted policies:** Through its Board of Directors, WETA has adopted a variety of policy documents that provide guidance to staff and stakeholders about how WETA intends to execute its mandates. These policy documents cover topics such as minimum requirements for terminal access, principles for implementing a system-wide fare structure, system expansion, and metrics and standards for managing ferry service performance over time. The text of this SRTP refers to the specific policy guidance where relevant. Further details of each adopted policy are available on WETA's website.

I.2 HIGHLIGHTS OF SRTP

I.2.1 Overview of Transit System

Chapter 2 provides an overall summary of WETA. Topics include a summary of the history and governance structure of the agency, a description of its current organizational structure and management, and a detailed explanation of existing facilities and current services. Separate sections detail each of WETA's five publicly operated ferry routes, the fifteen vessels currently in WETA's revenue fleet, and the twelve terminal, maintenance, and administrative facilities used to provide the services.

I.2.2 Goals, Objectives, and Standards

Chapter 3 discusses WETA's mission, vision, and goals and objectives for the agency, and defines the set of performance standards that are used to measure and manage the system, together with performance targets for each standard, as applicable.

I.2.3 Service and System Performance

Chapter 4 provides an evaluation of route-level and system-wide service statistics and performance metrics for a four-year period from FY 2015–16 to FY 2018–19. During this period, WETA ridership increased by an average of 5 percent per year, surpassing three million total annual passengers for the first time in FY 2018–19. System-wide, service levels increased slightly over the four-year performance period, with annual increases averaging 5 percent per year for vehicle revenue hours and 7 percent per year for vehicle revenue miles. System operating costs have increased, from \$26 million in FY 2015–16 to \$39 million in FY 2018–19, with service enhancements to existing services, the launch of expansion service, and the modernization of the WETA vessel fleet. Chapter 4 includes an evaluation of other specific statistics and metrics based on both MTC requirements and policy standards set forth by the WETA Board.

I.2.4 Operating Plan and Budget

Chapter 5 provides an overview of the operating costs and revenues anticipated to be available to support WETA's existing ferry system as well as new expansion services that are planned for implementation during the ten-year period. The plan recognizes the importance of maintaining a

core level of existing services while accounting for the new expansion services such as Alameda Seaplane Lagoon, Mission Bay, Berkeley, and Redwood City that are anticipated to be operational prior to FY 2028–29. The plan also includes a set-aside Operating Reserve with funds equal to two months of total ferry operating expenditures to guard against service disruptions in the event of unexpected temporary revenue shortfall or unpredicted one-time expenses.

Overall, the WETA Operating Budget is projected to increase from \$50.7 million in FY 2019–20 to \$102.2 million in FY 2028–29. Of the \$102.2 million in operating costs for FY 2028–29, \$3 million will be dedicated to support WETA planning and administration. Of the \$102.2 million, \$76.9 million will be required for service enhancements and to sustain WETA’s existing services, taking into account a planned service increase of 5 percent in vehicle revenue hours, 6 percent in vehicle revenue miles in FY 2020–21, and historical rates of cost inflation averaging approximately 3 percent per year. The remaining \$22.3 million will support the operating costs for the expansion services planned from FY 2020–21 to FY 2028–29. The operating costs of expansion services include \$6.6 million for the Alameda Seaplane Lagoon, expected to begin operations in FY 2020–21; \$2.2 million for the Mission Bay, forecast to start in FY 2021–22; \$5 million for Berkeley, anticipated to begin in FY 2025–26; and \$8.5 million for Redwood City, anticipated to begin in FY 2027–28. The operating costs for the Treasure Island service, expected to begin operations in FY 2023–24, will be funded entirely through fare revenues and a dedicated source of local operating funds.

It is anticipated that over the course of the ten-year plan WETA will exhaust its current fixed operating subsidies from Regional Measure 1 and Regional Measure 2 on an annual basis due to cost inflation and will rely upon projected increases in ridership and fare revenue as well as new subsidies, such as Regional Measure 3, to maintain existing services. The planned expansion services will also be subsidized in large part by Regional Measure 3. The plan assumes that funding from Regional Measure 3 will be available starting in FY 2022–23.

1.2.5 Capital Improvement Program

Chapter 6 provides an overview of WETA’s capital program required to support the Operating Plan presented in chapter 5. The ten-year Capital Improvement Program (CIP) consists of approximately \$584.4 million in capital needs from FY 2019–20 to FY 2028–29, including the following four major categories of projects needed to support WETA’s existing regional program of public transit services and planned expansion projects:

- **Revenue Vessels:** Approximately \$422.7 million is planned for rehabilitation, replacement, and expansion of WETA’s ferry vessel fleet, which will consist of a total of 33 revenue vessels by FY 2028–29.
- **Major Facilities Rehabilitation and Replacement:** Approximately \$44.9 million is planned for rehabilitation and replacement of WETA ferry terminals, maintenance facilities, and berthing facilities, as well as related dredging activities.
- **Terminal Expansion:** Approximately \$111.2 million is planned for the completion of the Central Bay Operations and Maintenance Facility, the downtown San Francisco Ferry Terminal Expansion project, and construction of the new Mission Bay Ferry Terminal, Berkeley Ferry Terminal, and Redwood City Ferry Terminal.
- **Capital Equipment/Small Projects:** Approximately \$5.6 million is planned for the operations and maintenance of non-revenue vehicles and for maintenance of miscellaneous terminal projects.

Chapter 6 also describes the capital reserve of \$10 million, which is set aside to support unanticipated capital repairs of major systems components. Tables in chapter 6 provide a

high-level summary of each type of capital expense. A more detailed version of the ten-year CIP is presented in appendix A.

I.2.6 Other Requirements

Chapter 7 summarizes some of the additional information that MTC requires in each SRTP. In particular, it shows the status of each WETA project that is a part of the Regional Transit Expansion Program (also known as MTC Resolution 3434 projects) and presents information about WETA's activities related to environmental justice and public involvement.

I.2.7 Future Expansion Services

Chapter 8 discusses WETA's activities to plan future ferry services beyond those listed within the ten-year Operating Plan. The chapter describes the status of potential expansion routes for which some level of formal planning has been initiated but which are not currently expected to be ready to commence design, construction, or operations within the ten-year planning horizon of the SRTP. These projects may be able to move forward in the planning process within the next ten years, but at this time it is not possible to predict when market demand and available funding will make construction and operation of the services financially feasible.

2 OVERVIEW OF TRANSIT SYSTEM

2.1 BRIEF HISTORY

In October 1999 the California state legislature formed the San Francisco Bay Area 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 the ridership demand, cost effectiveness, and environmental impact of an expanded water transit system. In July 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, Senate Bill 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 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. Senate Bill 1093 was subsequently adopted by the state legislature to clarify the transition of existing City of Alameda and City of Vallejo services to WETA, and a Transition Plan was developed and adopted by the WETA 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 in July 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 and its second expansion service to Richmond in January 2019.

All ferry services operated by WETA—including the five routes with regularly scheduled service and ballpark and other special event services—are collectively branded and marketed as “San Francisco Bay Ferry.”

2.2 GOVERNANCE

As directed by SB 976 and as amended by SB 1093, the WETA Board comprises five members. Members of the Board are appointed as follows:

- Three members (including the chair and vice chair) 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.

Each Board member has one vote and is appointed for a term of six years. The Board holds regular meetings once a month and additional meetings as required. Its meetings are subject to

public notice and are open to the public. As of January 1, 2020, the WETA Board of Directors consists of the following members:

- Governor's Appointee, Chair: James Wunderman
- Governor's Appointee, Vice Chair: vacant
- Governor's Appointee: Anthony J. Intintoli, Jr.
- Senate Committee on Rules Appointee: Jeff DelBono
- Speaker of the Assembly Appointee: Nicholas Josefowitz

2.3 ORGANIZATIONAL STRUCTURE

2.3.1 Management and Staff

WETA staff consists of seventeen regular employees including the executive director, as shown in the organizational chart in Figure 2-1. The agency is divided into four departments including Operations and Maintenance, Public Information and Marketing, Planning and Development, and Finance and Administration. The current responsibilities of WETA staff include the following:

- Planning for existing service operations and facilities as well as potential future service expansion.
- General agency administration, including identifying, securing, and managing funding for existing and new services.
- Management and administration of system operating and maintenance service contractors and system facilities and assets.
- Customer service support and marketing the ferry system.
- Planning and implementing emergency response and disaster recovery efforts.

2.3.2 Contracted Transportation Services

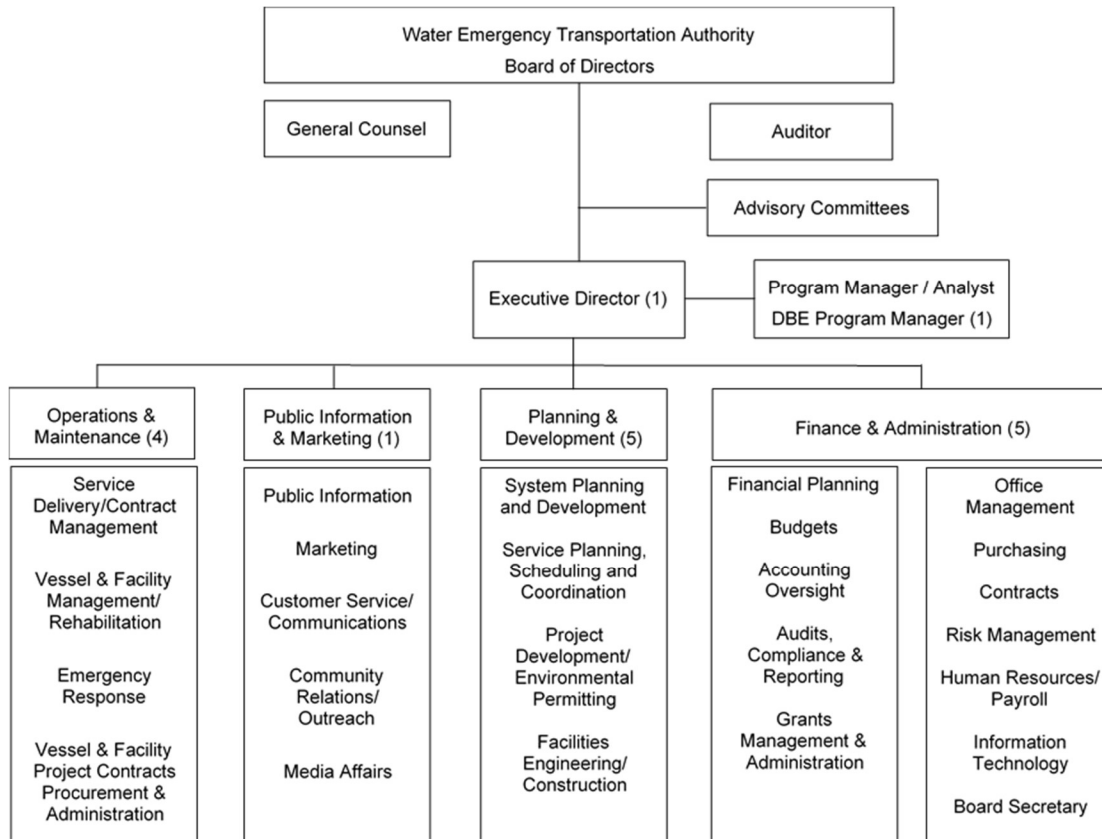
WETA currently contracts with a third-party entity for the daily operations and maintenance of its vessel fleet and facilities. Essential duties of WETA's contract operator include vessel operations and basic maintenance; equipment and facilities management; terminal operations; communications, dispatching, and notification systems; provision of fueling and lubricants; fare collection; and delivery of on-board services such as food and beverage sales. In 2012 WETA awarded a five-year contract for system operations and maintenance to Blue & Gold Fleet. This contract was extended by five additional years, for a total of ten years, by WETA; it will expire in 2022. While WETA plans to continue contracting for its system operations and maintenance, staff will periodically assess the potential advantages of directly providing for some or all of these responsibilities.

2.3.3 Labor Union Representation

WETA employees are not represented by labor unions. Labor unions do represent Blue & Gold Fleet employees as follows:

- International Organization of Masters, Mates & Pilots (MM&P): Represents captains in WETA vessels, engineers, and maintenance workers.
- Inlandboatmen's Union of the Pacific (IBU): Represents deckhands on WETA vessels.

Figure 2-1 WETA Organizational Chart



2.4 DESCRIPTION OF SERVICES

WETA operates five ferry routes on San Francisco Bay, providing transbay service from the East Bay and North Bay to San Francisco and from the East Bay to South San Francisco. Figure 2-2 illustrates the existing routes within the WETA system.

Figure 2-2 San Francisco Bay Ferry Existing Services



2.4.1 Alameda/Oakland Ferry Service

The Alameda/Oakland Ferry Service was started after the Loma Prieta Earthquake on October 17, 1989, in direct response to the collapse of a section of the San Francisco–Oakland Bay Bridge and the nearly month-long closure that followed. In May 2011 the responsibility and ownership of the Alameda/Oakland service was transferred from the City of Alameda to WETA.

The Alameda/Oakland provides all-day weekday and weekend service between the Alameda Main Street and Oakland terminals in the East Bay and the downtown San Francisco Ferry Terminal and San Francisco Pier 41 Terminal. Local “Short Hop” service is provided between Alameda and Oakland and between downtown San Francisco and Pier 41. Special event service is provided to Oracle Park/China Basin terminal for select San Francisco Giants games and other events. New special event service for select Warriors games and concerts from Alameda/Oakland to a temporary facility at Pier 48 1/2 near the Chase Center began in late 2019. The Alameda/Oakland service had an annual ridership of approximately 1,384,000 in FY 2018–19. Figure 2-3 summarizes the Alameda/Oakland service.

Figure 2-3 Alameda/Oakland Route Description

Terminals		Service Hours	Transit Time
Year-Round			
Oakland	May through October Weekdays: 6:00 AM to 10:00 PM	20–30 minutes	
Alameda Main Street	Weekends: 8:55 AM to 11:00 PM		
San Francisco downtown Ferry Terminal	November through April		
San Francisco Pier 41	Weekdays: 6:00 AM to 10:00 PM		
	Weekends: 9:45 AM to 7:40 PM		
Special Event			
Oracle Park/China Basin	One roundtrip for weekday (night) and weekend San Francisco Giants games; Return-trip only for weekday (day) games; other events, as scheduled.	20 minutes	
Chase Center	Round trip for events, as scheduled.	20 minutes	

2.4.2 Alameda Harbor Bay Service

The Alameda Harbor Bay Ferry Service began service in March 1992 in conjunction with development of Harbor Bay Island near the Oakland International Airport. In January 2012 the responsibility and ownership of the Harbor Bay service was transferred from the City of Alameda to WETA.

The Alameda Harbor Bay Ferry Service provides commute-only weekday service between the Alameda Harbor Bay Terminal and the downtown San Francisco Ferry Terminal. A pilot program for weekday commute service between Alameda Harbor Bay and the South San Francisco Terminal began in 2018. The Alameda Harbor Bay service had an annual ridership of approximately 355,700 in FY 2018–19. Figure 2-4 summarizes the Alameda Harbor Bay Ferry Service.

Figure 2-4 Alameda Harbor Bay Route Description

Terminals	Service Hours	Transit Time
Year-Round		
Alameda Harbor Bay San Francisco Downtown Ferry Terminal	Weekdays: 6:30 AM to 9:30 AM and 4:35 PM to 8:00 PM Weekends: None	25 minutes
Pilot Program		
South San Francisco Alameda Harbor Bay	Weekdays: 8:30 AM to 8:55 AM and 6:30 PM to 6:55 PM Weekends: None	25 minutes

2.4.3 Vallejo Ferry Service

The Vallejo ferry service began operations in 1986 with limited commuter ferry service to San Francisco and midday service from San Francisco to Marine World/Vallejo. In July 2012 the responsibility and ownership of the Vallejo service was transferred from the City of Vallejo to WETA.

The Vallejo service provides all-day weekday and weekend service between Mare Island, Vallejo terminal, downtown San Francisco Ferry Building and San Francisco Pier 41 terminal. Local “Short Hop” service is provided between downtown San Francisco and Pier 41 and between Mare Island and Vallejo. Special event service is provided to Oracle Park/China Basin for select San Francisco Giants games and other events. The Vallejo service had an annual ridership of approximately 1,078,000 in FY 2018–19. Figure 2-5 summarizes the Vallejo service.

Figure 2-5 Vallejo Route Description

Terminals	Service Hours	Transit Time
Year-Round		
Mare Island Vallejo San Francisco downtown Ferry Terminal San Francisco Pier 41	May through October Weekdays: 5:10 AM to 9:30 PM Weekends: 8:10 AM to 10:15 PM November through April Weekdays: 5:10 AM to 9:30 PM Weekends: 10:00 AM to 8:30 PM	60–70 minutes
Special Events		
Oracle Park/China Basin	One round trip for weekday (day) and weekend games; return-trip only for weekday (night) games; other events as scheduled.	60 minutes

2.4.4 South San Francisco Ferry Service

The South San Francisco Ferry Service was launched by WETA in June 2012 and provides commute-only weekday service between the Alameda Main Street and Oakland terminals in the East Bay and the South San Francisco terminal at Oyster Point. The limited midday service between the South San Francisco terminal and downtown San Francisco Ferry terminal was discontinued in 2018 due to low ridership. The South San Francisco service had an annual ridership of approximately 142,400 in FY 2018–19. Figure 2-6 summarizes the South San Francisco ferry service.

Figure 2-6 South San Francisco Route Description

Terminals	Service Hours	Transit Time
Year-Round		
Oakland Alameda Main Street South San Francisco	Weekdays: 6:25 AM to 8:50 AM 4:20 PM to 7:50 PM Weekends: None	35–40 minutes

2.4.5 Richmond Ferry Service

The Richmond Ferry Service was launched by WETA in January 2019; it provides commute-only weekday service between the Richmond terminal and the downtown San Francisco Ferry terminal. In August 2019 WETA added a summer weekend pilot service between the Richmond terminal and the downtown San Francisco Ferry Terminal. The Richmond service had a ridership of approximately 200,300 during its first twelve months of operation. Figure 2-7 summarizes the Richmond Ferry Service.

Figure 2-7 Richmond Route Description

Terminals	Service Hours	Transit Time
Year-Round		
Richmond San Francisco downtown Ferry Terminal	Weekdays: 6:10 AM to 9:15 AM and 4:30 PM to 7:45 PM	30–35 minutes
2019 Summer Pilot Program		
Richmond San Francisco downtown Ferry Terminal	Weekends: 9:30 AM to 11:45 AM and 12:30 PM to 8:55 PM	35 minutes

2.4.6 Paratransit

Under the Americans with Disabilities Act (ADA), requirements for complementary paratransit do not apply to ferry service. As stated in Section 37.121(c) of the ADA, the requirement for complementary paratransit service applies to all fixed-route bus and rail transit service; however, ferries, commuter buses, commuter rail, and intercity rail are exempt. WETA is required to comply with ADA requirements for general nondiscrimination, complaint handling, facility design, vehicle acquisition, and provision of service as a grantee of the U.S. Department of Transportation.

2.4.7 Terminal Access: Connecting Transit Services and Bicycle Facilities

As shown in figure 2-8, WETA terminals are accessible via connecting service and transfer agreements with other transit operators at WETA terminal facilities. As detailed in section 2.5, all WETA vessels have bicycle racks and additional space for passengers standing with bicycles. Passengers wishing to leave their bicycles at the terminal can use bicycle racks and lockers to the extent available, as described further in figure 2-11.

Figure 2-8 Connecting Transit Services

WETA Terminal	Connecting Service	Routes	Transfer Agreement
Alameda Main Street	None	None	None
Harbor Bay	<ul style="list-style-type: none"> • AC Transit • Harbor Bay Business Park Shuttle 	AC Transit: <ul style="list-style-type: none"> • Line 21 Harbor Bay Business Park Shuttle provides weekday commute-only service between Harbor Bay ferry terminal, Harbor Bay Business Park, and BART.	<ul style="list-style-type: none"> • AC Transit & WETA offer a \$2.25 Adult and a \$1.10 Youth/Senior/RTC discount for Clipper users transferring between AC Transit and WETA services.
Oracle Park	<ul style="list-style-type: none"> • SFMTA • Caltrain (4th & King Station) 	SFMTA: <ul style="list-style-type: none"> • K-Ingleside/ T-Third Street • N-Judah • 10-Townsend • 30-Stockton • 45-Union/Stockton • 47-VanNess 	<ul style="list-style-type: none"> • SFMTA & WETA offer a \$0.50 Adult discount for Clipper users transferring between SFMTA and WETA services.
Oakland Jack London Square	<ul style="list-style-type: none"> • AC Transit • Amtrak • Broadway B Shuttle 	AC Transit: <ul style="list-style-type: none"> • Line 11 • Line 58 • Line 59 • Line 72 • Line 73 	<ul style="list-style-type: none"> • AC Transit & WETA offer a \$2.25 Adult and a \$1.10 Youth/Senior/RTC discount for Clipper users transferring between AC Transit and WETA services. • Broadway B shuttle is free.
Richmond	<ul style="list-style-type: none"> • AC Transit 	AC Transit: <ul style="list-style-type: none"> • Line 74 	<ul style="list-style-type: none"> • AC Transit & WETA offer a \$2.25 Adult and a \$1.10 Youth/Senior/RTC discount for Clipper users transferring between AC Transit and WETA services.
San Francisco Ferry Terminal	<ul style="list-style-type: none"> • SFMTA • BART (Embarcadero Station) • Golden Gate Ferry 	SFMTA: <ul style="list-style-type: none"> • F-Market & Wharves • California Cable Car • Muni Metro @Embarcadero • 82X-Presidio Express • 2-Clement • 7-Haight • 9-San Bruno • 12-Folsom • 21-Hayes • 71-Haight/Noriega • 14-Mission •14L •14X • 31-Balboa 	<ul style="list-style-type: none"> • SFMTA & WETA offer a \$0.50 Adult discount for Clipper users transferring between SFMTA and WETA services

2020 SHORT RANGE TRANSIT PLAN FY 2019-20 to FY 2028-29
San Francisco Bay Area Water Emergency Transportation Authority

WETA Terminal	Connecting Service	Routes	Transfer Agreement
San Francisco Pier 41	<ul style="list-style-type: none"> SFMTA Blue & Gold Fleet (B&GF) to Sausalito and Tiburon 	SFMTA: <ul style="list-style-type: none"> F-Market & Wharves Powell-Mason-Hyde Cable Car 19-Polk 30-Stockton 39-Coit 47-VanNess 49-VanNess/Mission 	<ul style="list-style-type: none"> SFMTA & WETA offer a \$0.50 Adult discount for Clipper users transferring between SFMTA and WETA services.
South San Francisco	<ul style="list-style-type: none"> Employer Shuttles Commute.org shuttles 	<ul style="list-style-type: none"> Employer shuttles & Commute.org shuttles transport employees to/from ferry to employment sites, Oyster Point Business Park, Sierra Point & SSF Caltrain SFO Ferry Connector Bus offers weekday commute-only service between South San Francisco Ferry and SFO International Airport. 	<ul style="list-style-type: none"> Employer shuttles only available to company employees. Commute.org shuttles and SFO Connector are open to general public and free of charge.
Vallejo	<ul style="list-style-type: none"> SolTrans Vine Transit 	SolTrans: <ul style="list-style-type: none"> Local Routes 1-8, Red Line and Yellow Line Express Routes 82 VINE Transit: <ul style="list-style-type: none"> Route 11-N Vallejo/Redwood PNR Route 11X- Napa Vallejo Express 	<ul style="list-style-type: none"> SolTrans & WETA offer a \$2.00 Adult, \$1.75 Youth, and a \$1.00 Senior/RTC discount for Clipper users transferring between SolTrans and WETA services.

2.4.8 Fare Structure

The WETA Board adopted a fare policy in November 2011 that was designed to both support system cost recovery and promote ridership. The policy encourages developing and maintaining a system of fares that maximizes ridership while maintaining target farebox recovery rates and formally articulates the following seven policy principles:

- **System cost recovery**
 - ▶ Meet farebox recovery requirements
 - ▶ Consider local contributions
 - ▶ Maintain operating cost recovery
 - ▶ Adjust fares annually
 - ▶ Fare surcharge for unanticipated expenses
- **Promote ridership**
 - ▶ Provide frequent-rider discounts
 - ▶ Offer other fare incentives

In November 2013 staff began a study to assess WETA's current fare structure and identify a program of changes to foster greater consistency. The fare program modifications proposed as a result of this work achieved specific objectives consistent with WETA's fare policy and the

overall objectives of achieving fiscal sustainability and system-wide consistency. The fare program goals were as follows:

- **Standardize Fare Categories:** Define a uniform set of fare categories and related eligibility criteria for all WETA services that were consistent with regional standards.
- **Establish Common Fare Products** – Identify a common set of fare products for all WETA services.
- **Streamline Fare Offerings:** Consider the elimination of certain products based on utilization, redundancy with other products, fraud vulnerability, ease of sale and distribution, and promote Clipper use.
- **Promote Consistent Discount Pricing:** Establish standard discount rates for fare categories and fare products offered by WETA, including frequent riders, youth, senior, disabled, and group fares/fare products.
- **Provide a Multi-Year Fare Increase Program:** Develop a planned set of regular fare increases over a multi-year period that would generally allow revenues to keep pace with the anticipated inflation of operating costs while minimizing impacts to ridership.

The WETA Board approved its FY 2015–2020 Fare Program in September 2014, which established consistent fare categories, streamlined fare products, promoted consistent discount pricing, and provided for an annual fare increase of 3 percent. WETA implemented the following fare changes for passengers on November 1, 2014. The Youth fare eligibility was expanded from 5–12 to 5–18 years of age, and the discount was expanded from 44 percent to 50 percent of the Adult cash fare. The Active Military fare category was eliminated, but a more robust Adult discount was provided through the Clipper Program. The 10-ticket, 20-ticket, and 40-ticket books were discontinued, but a discount comparable to that of the 20-ticket book was provided through the Clipper Program. The School Group fare was set at 66 percent off the Adult cash fare. The first annual 3 percent fare increase (rounded to the nearest dime) took effect on July 1, 2015.

Figure 2-9 shows the WETA fare structure effective July 2019. The current fare program will end in FY 2020. WETA is developing a new fare program that will consider WETA’s fare policy, the outcome of the FY 2015–2020 fare program, and current regional efforts concerning transit fares, such as Clipper 2.0.

To improve customer experience and increase efficiency of ticket sales, WETA developed a mobile ticketing platform that allows riders to use their cell phones to purchase tickets for the ferry. WETA selected Hopthru through a procurement process to host and maintain the mobile ticketing application. In October 2019 WETA began selling ferry tickets through Hopthru. Visitors and other infrequent riders who do not have Clipper Cards are the primary users of Hopthru. Mobile ticketing accounts for 3 percent of overall system-wide ticket sales. Mobile ticketing sales grow significantly on holidays and weekends during the summer months, when they average 25 percent of system-wide ticket sales due to the high number of visitors and tourists.

Figure 2-9 WETA Fares FY 2019–20

	Alameda/ Oakland	Alameda Harbor Bay	South San Francisco	Vallejo	Richmond
One-Way	Standard	Standard	Standard	Standard	Standard
Adult	\$7.20	\$7.50	\$9.40	\$15.10	\$9.30
Adult (Clipper Only)	\$5.40	\$5.60	\$8.10	\$11.30	\$7.00
Youth (5-18 yrs.)	\$3.60	\$3.70	\$4.70	\$7.50	\$4.60
Senior/Disabled/Medicare (65+ valid ID) ¹	\$3.60	\$3.70	\$4.70	\$7.50	\$4.60
Children (under 5 with paying adult)	Free	Free	Free	Free	Free
School Groups ²	\$2.40	\$2.50	\$3.10	\$5.00	\$3.10
Short Hop - Adult ³	\$1.70	N/A	\$1.70	\$1.70	N/A
Short Hop - Youth/Senior/Disabled ³	\$0.80	N/A	\$0.80	\$0.80	N/A
Monthly Pass	N/A	N/A	N/A	\$388.00	N/A
Oracle Park / Chase Center Event Services (one-way)	Special ⁴	No Service	No Service	Special ⁵	No Service
Adult	\$9.60	N/A	N/A	\$15.90	N/A
Youth (5-18 yrs.)	\$7.20	N/A	N/A	\$11.80	N/A
Senior/Disabled/Medicare (65+ valid ID) ¹	\$7.20	N/A	N/A	\$11.80	N/A
Children (under 5 with paying adult)	Free	N/A	N/A	Free	N/A

¹. Seniors, persons with disabilities and Medicare cardholders may ride at a discount if they hold a Regional Transit Connection Discount Card, Medicare card, DMV Disabled Placard ID, or proof of age 65 or older.

². To qualify, school groups must call (415) 705-8214 for advance approval and reservations.

³. One-way between Oakland and Alameda or between the SF Ferry Building and Pier 41 or between Mare Island and Vallejo.

⁴. Service between Oracle Park and Alameda-Oakland. Also, service between Chase Center and Alameda-Oakland began in October 2019.

⁵. Service between Oracle Park and Vallejo. There is no service between Chase Center and Vallejo.

2.5 REVENUE FLEET

The WETA fleet currently consists of fifteen vessels, fourteen of which are in active service and one that was retired at the end of 2019 and is yet to be replaced. Two vessels are under construction and will be added to the fleet in 2020. All vessels have capacity for bike and at least four mobility devices and can accommodate additional devices on a case-by-case basis. Vessel capacity and other key attributes are detailed in figure 2-10.

Figure 2-10 WETA Vessel Fleet

No.	Vessel	Year Built	Passenger Capacity	Bike Capacity	Service Speed (Knots)
1	Bay Breeze	1994	250	50	26
2	Intintoli	1996	349	30	34
3	Mare Island	1996	330	30	34
4	Peralta	2001	331	50	26
5	Solano ¹	2004	320	30	34
6	Gemini	2008	225	50	26
7	Pisces	2009	225	50	26
8	Scorpio	2009	225	50	26
9	Taurus	2010	225	50	26
10	Hydrus	2017	400	50	27
11	Cetus	2017	400	50	27
12	Argo	2018	400	50	27
13	Carina	2018	400	50	27
14	Pyxis	2019	445	30	34
15	Vela	2019	445	30	34
16	Lyra	2020	445	30	34
17	Dorado ²	2020	300	37	30

¹ Solano was retired in December 2019 and will be replaced by 2022.

² Dorado is scheduled to be delivered and operational in mid 2020.

2.6 EXISTING FACILITIES

Figure 2-11 provides a summary of the WETA system facilities. As noted in the figure, some of the facilities WETA uses are owned and maintained by other entities.

2020 SHORT RANGE TRANSIT PLAN FY 2019-20 to FY 2028-29
San Francisco Bay Area Water Emergency Transportation Authority

Figure 2-11 Existing WETA Facilities

No.	Facility	Year Built	Location	Features	Bike Racks/ Lockers	Vehicle Parking
1	San Francisco Pier 41	1981	Pier 41, San Francisco, CA 94133	Four slips owned by the Port of SF, leased to Blue & Gold Fleet and licensed for use by Blue and Gold Fleet, WETA's contract operator.	10 / 0	0 ¹
2	Alameda Main Street Terminal	1990	2990 Main Street, Alameda, CA 94501	One berthing slip, covered passenger waiting area, restrooms. The City of Alameda retains ownership of landside facilities; WETA owns waterside facilities including floats and gangways.	106 / 12	445
3	Oakland Terminal	1990	10 Clay Street, Oakland, CA 94607	Two berthing slips, covered passenger waiting area, public access pier. The Port of Oakland retains ownership of landside facilities and pier; WETA owns waterside facilities including floats and gangways.	8 / 0	1000 ²
4	Alameda Harbor Bay Terminal	1992	215 Adelphian Way, Alameda, CA 94502	Two berthing slips, covered passenger waiting area, restrooms. The City of Alameda retains ownership of landside facilities; WETA owns waterside facilities including floats and gangways.	7 / 16	250
5	Vallejo Terminal	1999	289 Mare Island Way, Vallejo, CA 94590	Two berthing slips, bus loading zone, covered passenger waiting areas, ticket sales outlet, restrooms. The City of Vallejo retains ownership of landside facilities; WETA owns waterside facilities including floats and gangways.	12 / 16	1,786 ³
6	Oracle Park/China Basin Terminal	2000	24 Willie Mays Plaza, San Francisco, CA 94107	One berthing slip. The Port of San Francisco owns all landside and waterside facilities, which are licensed for use by WETA.	20 / 0	0
7	Downtown San Francisco Ferry Terminal – Gate B	2003	1 Ferry Building, San Francisco, CA 94105	Two berthing slips and one bus loading zone licensed for WETA use by the Port of San Francisco. The Port of San Francisco owns all landside and waterside facilities, which are licensed for use by WETA.	0 / 0	0
8	San Francisco WETA Administrative Office	2011	Pier 9, Suite 111, The Embarcadero, San Francisco, CA 94111	Administrative offices and two layover berths (no passenger loading). The pier and office facility is owned by the Port of San Francisco and leased to WETA; WETA owns waterside facilities including floats and gangways.	0 / 0	Not Applicable

2020 SHORT RANGE TRANSIT PLAN FY 2019-20 to FY 2028-29
San Francisco Bay Area Water Emergency Transportation Authority

No.	Facility	Year Built	Location	Features	Bike Racks/ Lockers	Vehicle Parking
9	South San Francisco Terminal	2012	911 Marina Boulevard, South San Francisco, CA 94080	Two berthing slips, covered passenger waiting area, pier, restrooms. The San Mateo County Harbor District retains ownership of landside facilities; WETA owns waterside facilities including floats and gangways.	12 / 12	35
10	Mare Island Terminal	2016	1050 Nimitz Ave, Vallejo, CA 94592	Passenger terminal and Operation and maintenance base for serving Vallejo. WETA owns landside and waterside facilities, including floats and gangways. WETA leases the land from Lennar/Mare Island.	15 / 0	Shared ⁴
	North Bay Operations and Maintenance Facility					
11	Downtown San Francisco Ferry Terminal - Gates E, F, G	2020	1 Ferry Building, San Francisco, CA 94105	Six berthing slips. This is the principal terminal for downtown SF WETA services. WETA owns all waterside facilities. Landside facilities are licensed for use by WETA from Port of San Francisco.	0/0	0
12	Central Bay Operations and Maintenance Facility	2018	670 West Hornet Ave, Alameda, CA 94501	Operations and maintenance base serving Alameda, Oakland, Harbor Bay, San Francisco, South San Francisco, and Richmond. Twelve berthing slips for overnight mooring. WETA owns landside and waterside facilities, including floats and gangways. WETA leases this property from City of Alameda.	10 / 0	Not Applicable
13	Richmond Terminal	2019	1453 Harbour Way South, Richmond, CA 94804	One berthing slip; enclosed passenger waiting area. WETA owns the waterside facilities including a float and gangway. WETA leases this property from City of Richmond.	8/12	327
14	Pier 48.5 – Chase Center Temporary Service	2019		One berthing slip. WETA owns the waterside facilities including a float and gangway. WETA leases the waterside property from Port of San Francisco.	0/0	0

¹ Public Parking is available at the Pier 39 Public Parking Garage and other Parking Garages in the Fisherman's Wharf area.

² These are public spaces. WETA has validation machines at the terminal that provide up to 12 hours of free parking for ferry riders.

³ Parking is controlled by the City of Vallejo. There are 1,510 parking spaces in the Waterfront Lot including Vallejo Station Phase A and 276 spots in the recently completed interim lot.

⁴ Shared with other users on Mare Island. There is no designated parking for ferry riders at the North Bay Operations and Maintenance Facility and Mare Island terminal.

3 GOALS, OBJECTIVES, AND STANDARDS

3.1 BACKGROUND

In developing this chapter, the agency revisited historical planning studies and the goals and metrics proposed in the agency's previous SRTP (FY 2016–25), as well as more recent planning efforts that inform WETA's overall strategic management approach, including the 2016 Strategic Plan.

3.2 MISSION AND VISION

In January 2016 the WETA Board adopted the following Mission Statement for the organization:

WETA is a regional agency with responsibility to develop and operate a comprehensive Bay Area regional public water transportation system. WETA shall also provide water transportation services following natural and transportation disruptions.

At the same time, the Board approved a Vision Statement for how WETA will pursue its Mission:

WETA develops, operates and manages an expanded and enhanced region-wide ferry system that provides a reliable, state-of-the-art and attractive transportation option for the Bay Area and plays a critical role in coordinating and providing water transportation to serve emergency response and economic recovery needs.

Taken together, the Mission and Vision describe WETA's multiple functional roles in the regional transportation network.

3.3 GOALS AND OBJECTIVES

WETA's 2016 Strategic Plan defined how WETA will perform the functional roles in the regional transportation network by identifying key focus areas. The Strategic Plan also outlined goals and objectives for each of the focus areas, as shown in figures 3-1 through 3-6.

The 2016 Short Range Transit Plan (SRTP) adopted performance measures to address and track the efficiency and effectiveness of existing and expansion services, congruous with the goals and objectives set in the Strategic Plan. The adopted performance measures are described in section 3.4 and further assessed for existing services in chapter 4.

Figure 3-1 Goals, Objectives, and Focus Areas

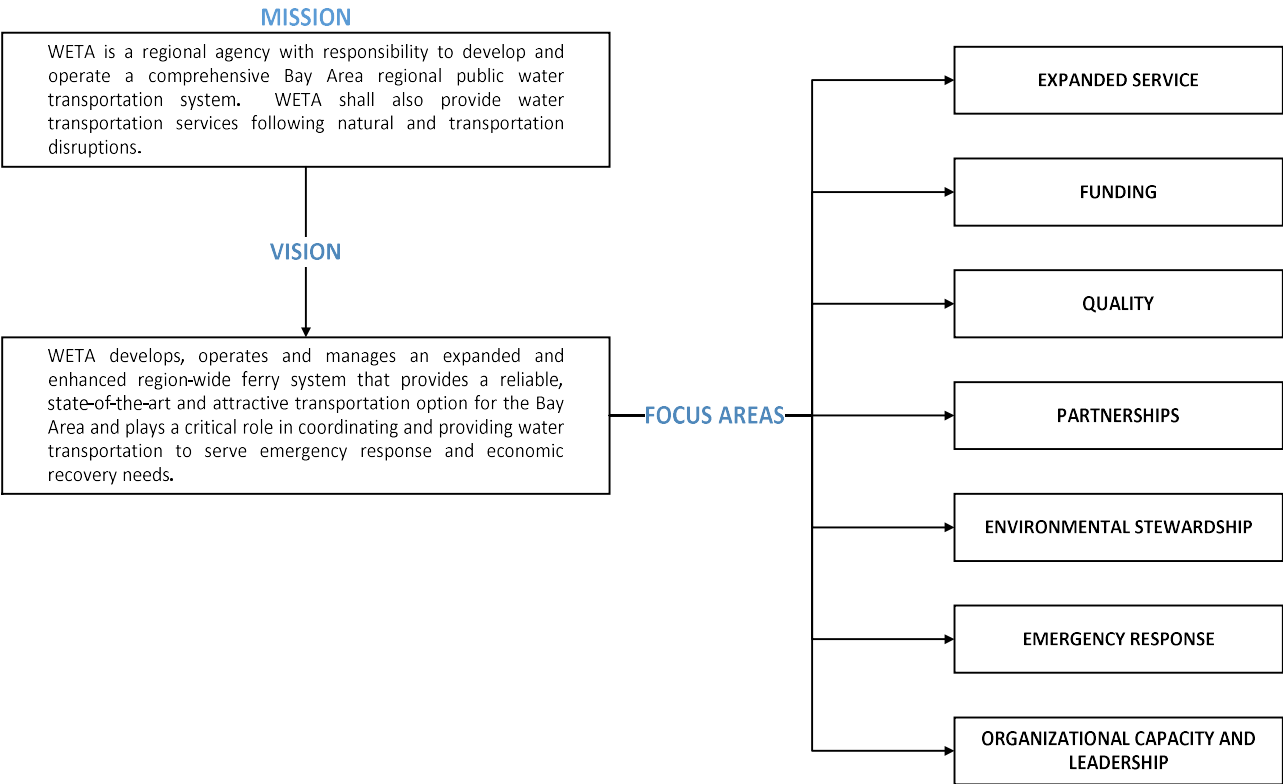


Figure 3-2 Expanded Service: Goals and Objectives

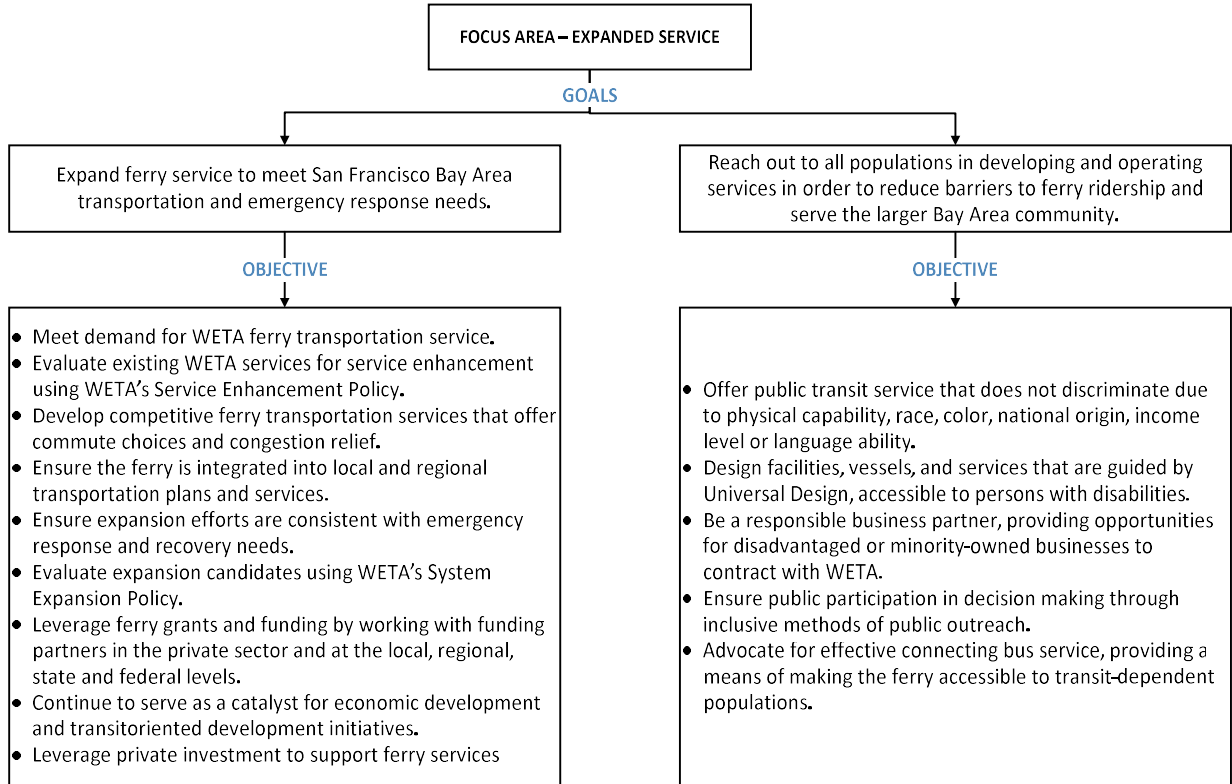


Figure 3-3 Funding: Goals and Objectives

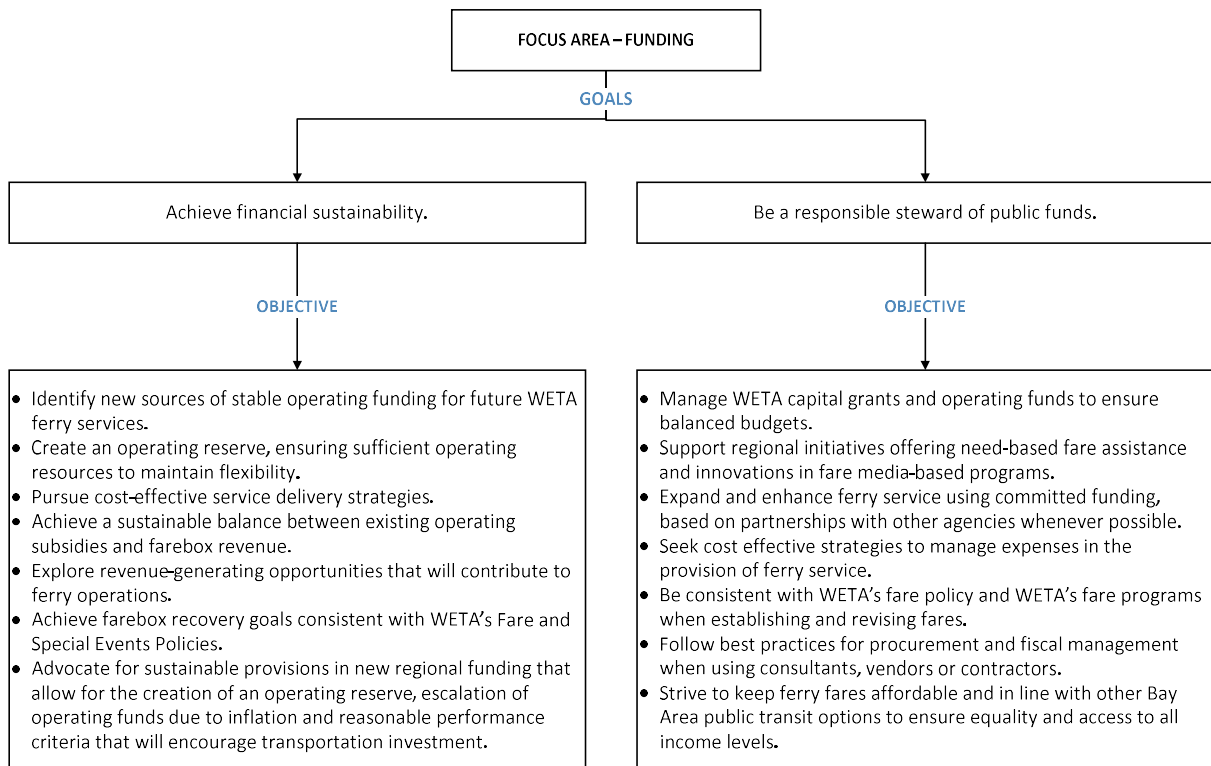


Figure 3-4 Quality: Goals and Objectives

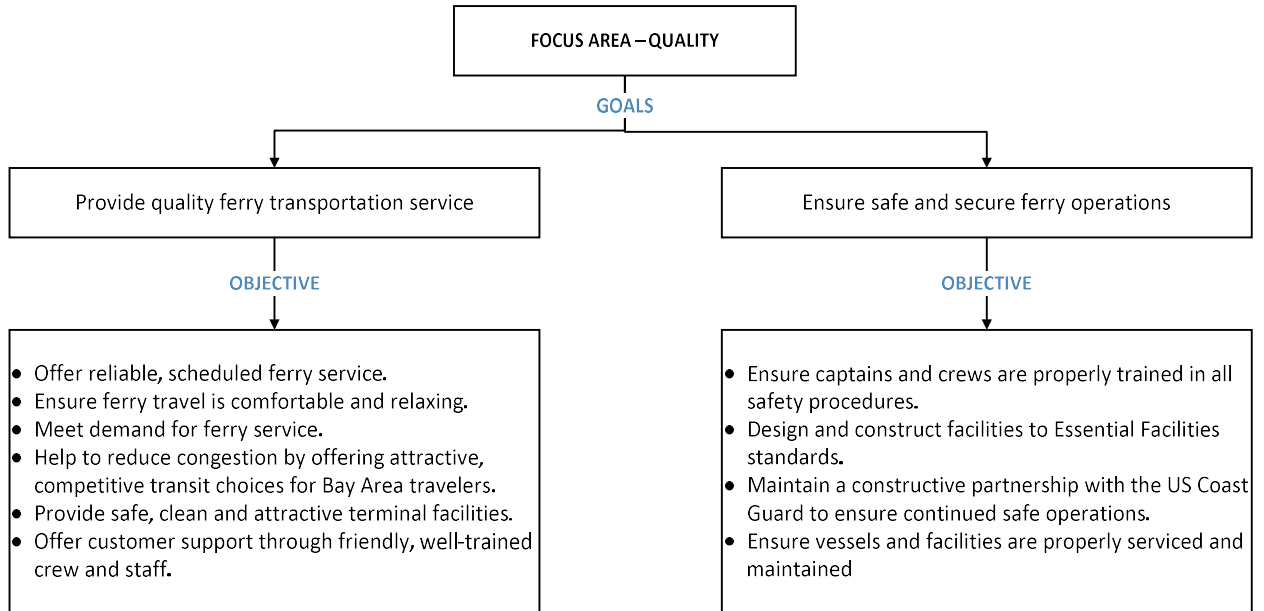


Figure 3-5 Environmental Stewardship: Goals and Objectives

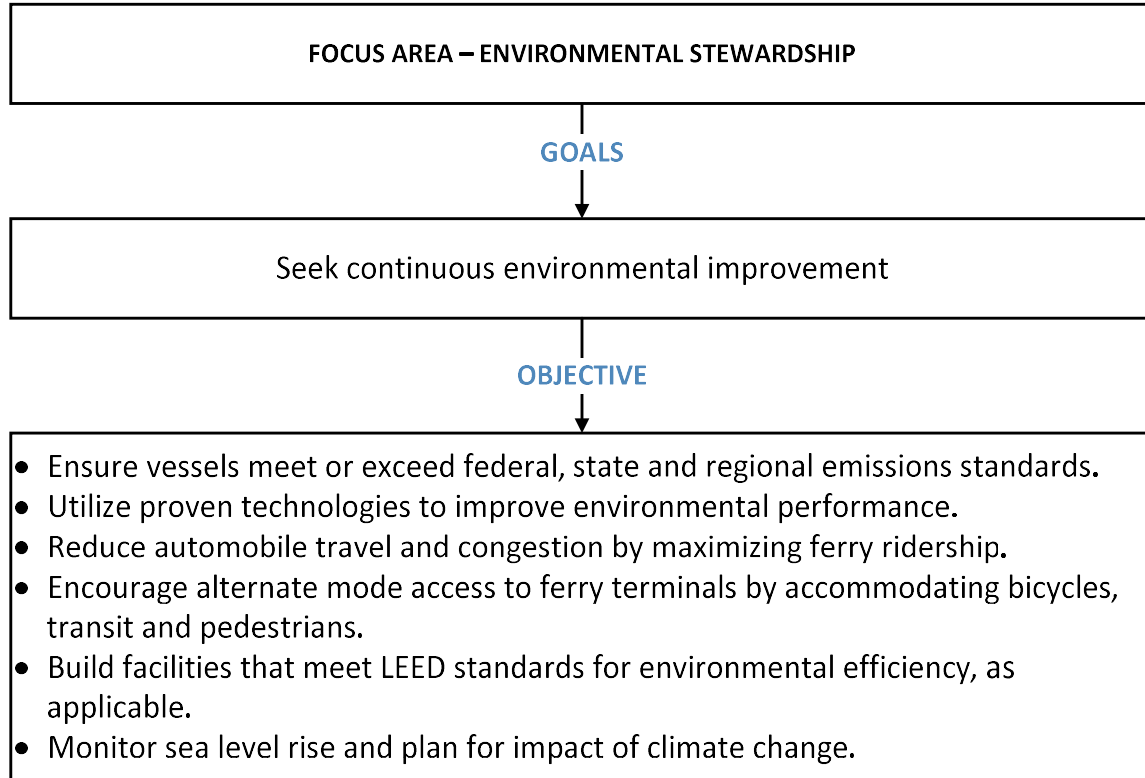
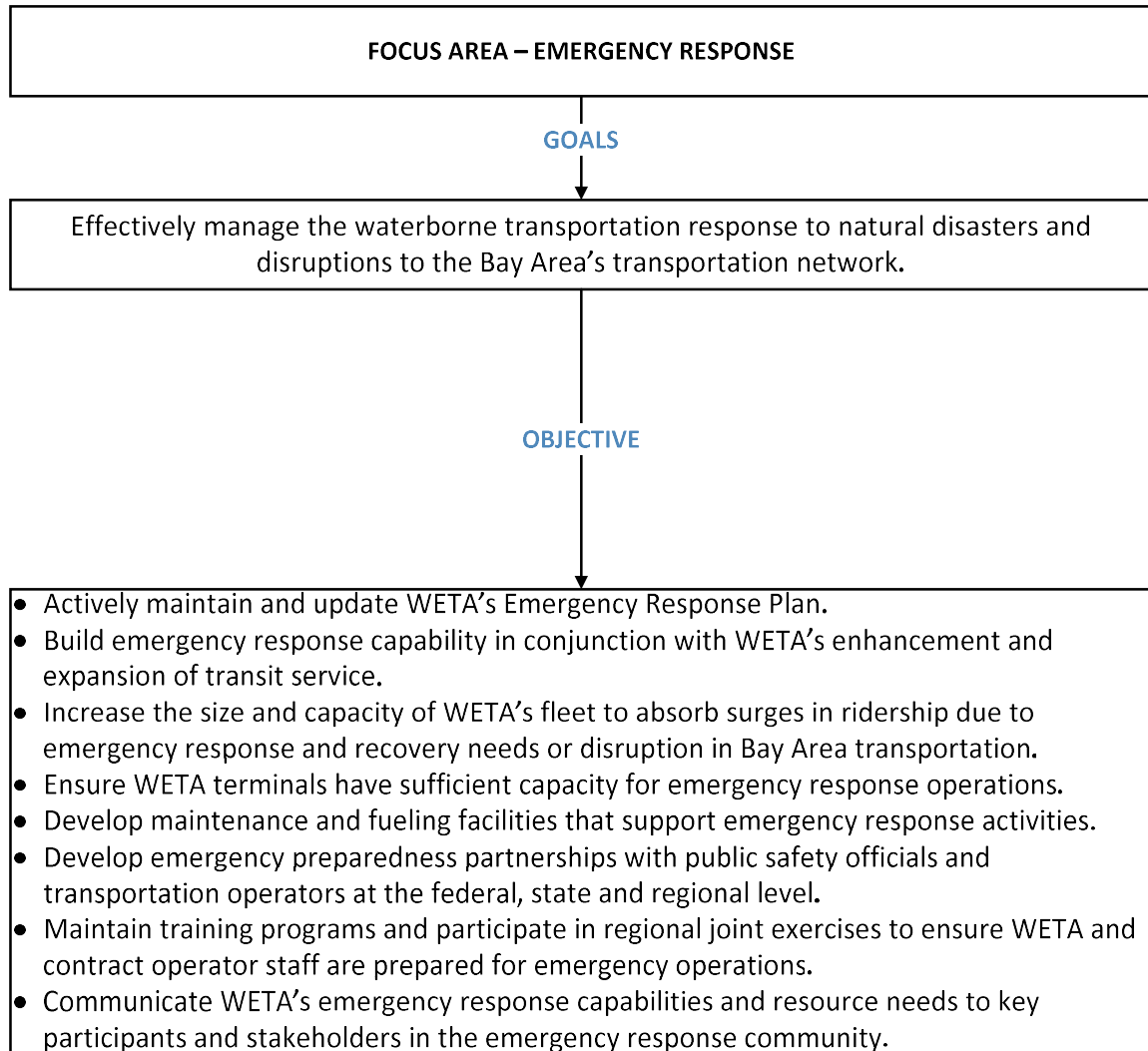


Figure 3-6 Emergency Response: Goals and Objectives



3.4 PERFORMANCE MEASURES AND STANDARDS

3.4.1 System-Wide Performance Targets Policy

Transit system performance measures help provide a consistent framework for measuring the efficiency and quality of transit services and also serve as a tool for the effective management and planning of transit services. In June 2015 the WETA Board developed and adopted a policy¹ for managing the ferry system on a regular basis, using a set of performance measures and related standards for WETA services. The System Performance Targets Policy calls for ferry service to be evaluated against the adopted metrics on a quarterly and annual basis, and for service enhancements to be planned in such a way that performance on existing services is not significantly impaired.

Each of the performance measures defined in the policy includes a minimum value, target value, and maximum value. Services will be managed toward the target, but it is understood that performance fluctuates over time; the minimum and maximum values define a range of acceptable outcomes to allow for variability around the target. The maximum value represents a trigger that will justify new or enhanced service for routes that experience an excess of demand. While service enhancements such as increased frequency or larger vessels provide additional capacity for passengers, they also reduce the productivity of a service for a period of time until the new service or capacity created attracts new riders. Therefore, after an enhancement in service, it may take some time for a service to return to minimum or target levels of productivity.

The performance targets policy establishes minimum levels of performance to provide a goal for expansion projects and also as a threshold of fiscal sustainability for existing services. In the case of a service drop below the minimum standards for a sustained period of time, WETA shall consider service alterations such as cutting service, redesigning schedules, or restructuring routes. WETA will strive to design any remedial actions to minimize effects on passengers and will hold its mission as an emergency response agency above all whenever services are redesigned.

3.4.2 Performance Measures and Standards

The performance evaluation measures from the System Performance Targets Policy and the associated minimum, target, and maximum standards for WETA services are summarized in figure 3-7 and described in more detail below. The performance measures are intended to evaluate the competitiveness and fiscal sustainability of both existing and new WETA ferry services. The measures are expressed in three ways: minimum, target, and maximum (as applicable). Minimum levels are what will be required after the initial ten years of operation. Target levels are consistent with expected performance of mature services such as Alameda/Oakland, Vallejo, and Harbor Bay. When a particular service achieves maximum levels, this indicates that a service enhancement or increase may be justified. After a service enhancement has been introduced, there will be a four-year recovery period, allowing the service to regain minimum and target levels of productivity.

¹ WETA System Performance Targets Policy, adopted June 4, 2015.

Figure 3-7 Summary of Performance Measures and Standards

Measure	Standard
Passengers per Revenue Hour (Commute-only services)	Minimum: 100 Target: 150 Maximum: 250
Passengers per Revenue Hour (All-day services)	Minimum: 100 Target: 125 Maximum: 250
Farebox Recovery	Minimum: 40% Target: 50-70% Maximum: 100%
Peak Hour Occupancy	Minimum: 50% Target: 60-75% Maximum: 80%

Passengers per Revenue Hour: Commute-Only Services

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

Standard: *Minimum: 100*

Target: 150

Maximum: 250

Discussion: This measure provides an evaluation of ridership and the efficiency of operating resources. Services that have high two-way ridership along with a short travel time, enabling vessels to offer multiple runs in a given commute period, will be strong performers.

Passengers per Revenue Hour: All-day services

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

Standard: *Minimum: 100*

Target: 125

Maximum: 250

Discussion: This measure provides an evaluation of ridership and the efficiency of operating resources. All-day services typically operate seven days per week, generally from 6:00 AM to 8:00 PM. Currently, only Alameda/Oakland and Vallejo are all-day services. The target for Passengers per Revenue Hour is slightly lower, given lower volumes in the midday and off-peak periods.

Farebox Recovery

Measure: Ratio of total fare revenue to total operating cost

Standard: *Minimum: 40%*

Target: 50–70%

Maximum: 100%

Discussion: The farebox recovery ratio reflects ridership and fare levels, operating expense, and financial sustainability. This illustrates service effectiveness, efficiency, and productivity. Note that 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 the event.

Peak Hour Occupancy

Measure: Ratio of the number of boardings to available vessel capacity, measured for all peak direction departures during the highest ridership hour of a given commute service

Standard: *Minimum:* 50%
Target: 60–75%
Maximum: 80%

Discussion: Peak hour occupancy indicates ridership demand and provides guidance for vessel deployment and service planning. High levels of peak hour occupancy indicate the possibility of leave-behinds or standees and would require corrective action.

4 SERVICE AND SYSTEM EVALUATION

4.1 SYSTEM-WIDE EVALUATION

In FY 2012–13 WETA began its first full year operating each of the three ferry services that were transitioned from the cities of Alameda and Vallejo to WETA over the course of 2011 and 2012. WETA began a new service to South San Francisco in June 2012, which has now been in operation for six full fiscal years. WETA also began a new service to Richmond in January 2019. This chapter provides an overview of system-wide changes, service levels, ridership, expenses, revenues, and performance metrics from FY 2015–16 through FY 2018–19, first at a system-wide level and subsequently for each individual route.

4.1.1 System-Wide Changes

During the four-year performance period, WETA was able to foster a relatively high level of ridership growth by adding frequency and capacity sufficient to meet ridership demand, expanding the number of operational and spare vessels in its fleet, and increasing the size of its vessels. Additionally, WETA started services on its new Richmond route in 2019. During this time frame, WETA also opened its North Bay Operations and Maintenance Facility and Central Bay Operations and Maintenance Facility, providing the capacity needed to accommodate its expanding vessel fleet and growing regional water transit system.

The financial impact of these changes has been an increase in total and marginal operating costs, by revenue hour and revenue mile, across the WETA system. Some of the expense increases over the period were temporary one-time expenses associated with commissioning new vessels and new facilities over the review period that will not recur in future years. Other new expenses were associated with the evolution and expansion of WETA’s services to meet growing demand and provide increased customer service, the operation of new larger-capacity vessels to meet service demand and comply with more stringent emission requirements, and the expanded maintenance activities associated with the growing fleet, terminals and facilities, including two fueling facilities with new environmental safety requirements. The increased maintenance needs of new WETA vessels, specifically the Pyxis and Hydrus class, are associated with the complexity of newer systems required to meet modern safety, emissions, and performance specifications. Of note, the newer vessels built to replace WETA’s older vessels are generally larger, have a higher passenger capacity, and are built with space requirements to accommodate a higher number of bicycles to adjust to changing service needs. Accordingly, WETA’s fuel operating costs have grown due to the growing fleet size and utilization of larger vessels with higher fuel consumption. While the cost increase over the period exceeded a normal trajectory as these new capital assets were put into place, they will serve WETA well into the future as the agency’s services continue to grow in the coming years.

4.1.2 Service and Usage

During the four-year performance period, system ridership increased by an average of 5 percent per year, from approximately 2.5 million total passengers in FY 2015–16 to approximately 3.1 million in FY 2018–19, as the Bay Area economy expanded and WETA services were adjusted to maximize trips. Service and usage details for the WETA system as a whole are shown in figure 4-1.

The three statistics used for tracking service and usage are vehicle revenue hours, vehicle revenue miles, and total passengers. System-wide, service levels increased over the four-year period, with a per-year average increase in vehicle revenue hours of 5 percent and a per-year average increase in vehicle revenue miles of 7 percent. Though the net change in hours and miles was small, individual routes did experience more significant changes in service levels as schedules and vessel assignments were adjusted to capitalize on growth in passenger demand. Details of these changes are noted in the route-specific sections that follow the system-wide discussion.

Additionally, during the four-year performance period there were changes made regarding the calculation and allocation of system-wide revenue miles, hours, and costs to interlined routes, resulting in varying performance data for individual routes on an annual basis.

4.1.3 Performance

To determine system performance, the operating statistics above are combined with information about operating costs and revenues (both fares and subsidies). The following metrics are used to analyze the service productivity, cost-efficiency, and cost-effectiveness of WETA services:

Service Productivity:	Passengers per revenue hour of service
	Passengers per revenue mile of service
Cost-Efficiency:	Operating cost per hour of revenue service
	Operating cost per revenue mile of service
Cost-Effectiveness:	Farebox recovery ratio (fare revenues as a percentage of operating costs)
	Average fare (fare revenues divided by total passengers)
Peak Occupancy:	Number of passenger boardings as a fraction of available vessel capacity for trips departing in the peak hour, in the peak direction
	The total number of trips each month that depart with passenger loads above the maximum occupancy standard

Figure 4-1 provides the system-wide operating statistics and performance metrics.

Figure 4-1 System-Wide Operating Statistics and Performance Metrics

	FY 2015–16	FY 2016–17	FY 2017–18	FY 2018–19 ³
Service and Usage				
Vehicle Revenue Hours	17,695	20,268	21,180	21,311
Vehicle Revenue Miles	314,046	367,938	394,478	404,012
Total Passengers	2,474,132	2,598,381	2,839,280	3,045,086
Cost				
Total Cost ¹	\$26,260,102	\$30,445,775	\$35,038,757	\$39,517,780
Revenue				
Passenger Farebox Revenue ¹	\$16,444,611	\$18,540,836	\$20,403,076	\$22,434,942
Other Revenue (Subsidy) ²	\$10,088,804	\$12,115,606	\$14,635,681	\$17,082,838
Performance Metrics				
Service Productivity				
Passengers per Revenue Hour	139.8	128.2	134.1	142.9
Passengers per Revenue Mile	7.9	7.1	7.2	7.5
Cost Efficiency				
Cost per Revenue Hour	\$1,484.07	\$1,502.16	\$1,654.36	\$1,854.30
Cost per Revenue Mile	\$83.62	\$82.75	\$88.82	\$97.81
Cost Effectiveness				
Farebox Recovery Ratio	62.6%	60.9%	58.2%	56.8%
Average Fare	\$6.65	\$7.14	\$7.19	\$7.37
Peak Occupancy				
Peak Hour Occupancy	66.2%	69.3%	68.4%	64.9%

¹. Excludes Route 200 bus service from Vallejo to San Francisco for FY 2015–16 and FY 2016–17. Route 200 was discontinued in late 2017.

². Sum of other revenue and operating subsidy.

³. Over the four-year performance period, Revenue Mile segments were revised to reflect a correction in route miles.

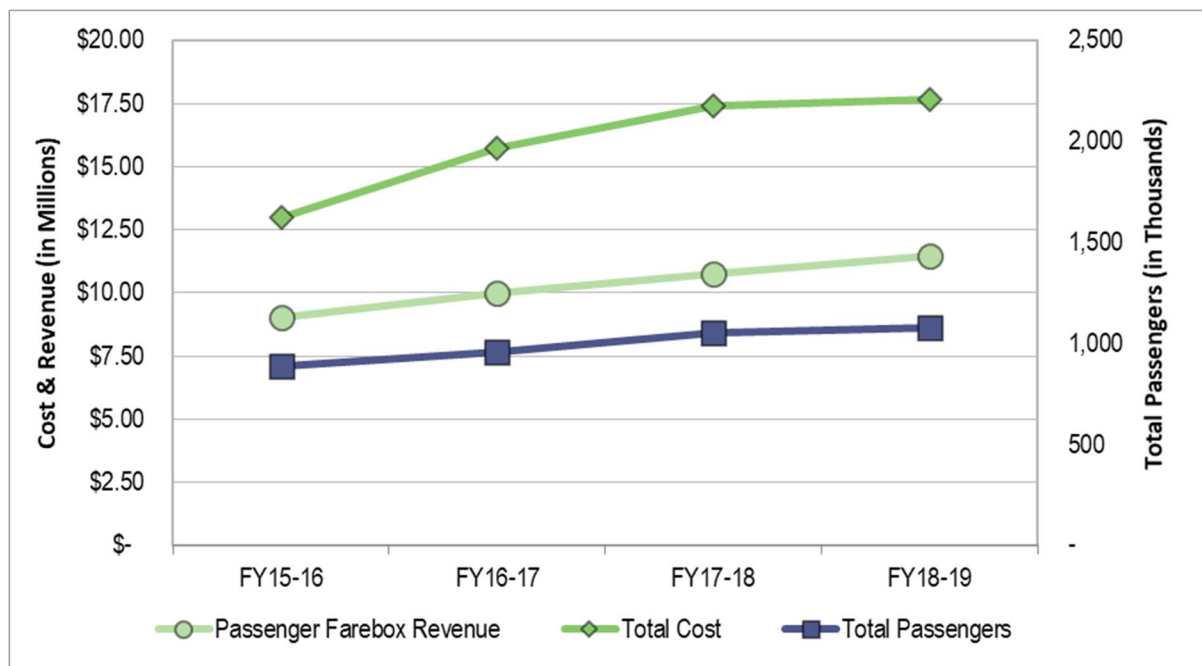
As shown in figure 4-1, the system experienced 23 percent increase in ridership over the four-year review period from FY 2015–16 through FY 2018–19. While the growth in ridership has been significant, it has been outpaced by growth in system operating costs during the four-year performance period as WETA has grown its system of services, vessels, and staff and services for core operations and maintenance facilities. As a result, the annual subsidy required to operate the WETA system has grown from approximately \$10 million to over \$17 million during the four-year performance period. While WETA service has become more productive in terms of passengers per revenue hour, service productivity has decreased when measured by passengers per revenue mile. In terms of cost-efficiency, WETA's marginal operating expenses have increased when measured by cost per revenue hour and cost per revenue mile over the past four years.

Even with increasing operating costs, the farebox recovery ratio is within the targeted standards (between 50 and 70 percent). Peak period occupancy increased from 66 percent in FY 2015–16 to 69 percent in FY 2016–17, then decreased gradually to 65 percent in FY 2018–19. The decrease in peak period occupancy from FY 2016–17 to FY 2018–19 can be attributed to service enhancements and the addition of larger vessels to the WETA fleet. These enhancements increased total system capacity in order to accommodate strong ridership growth.

4.2 VALLEJO FERRY SERVICE

Overall, growth of total operating costs outpaced both ridership and fare revenue growth during the four-year period. From FY 2015–16 through FY 2018–19, Vallejo ferry service saw a 22 percent increase in total passengers and 27 percent increase in passenger farebox revenue. The total costs for this service experienced a 36 percent increase during the four-year performance period, as shown in figure 4-2. The increase in cost outside of normal cost inflation factors is attributable to the addition of new trips in FY 2016–17 and FY 2018–19, the launch of larger boats beginning in FY 2018–19, a restructuring of the Vallejo ticket office management, and implementation of the new Maintenance and Operations facility with the related increase in staffing and maintenance services.

Figure 4-2 Vallejo Passenger Farebox Revenue, Total Cost, and Total Passengers



4.2.1 Service and Usage

The Vallejo service had a 5 percent average annual growth in total passengers during the four-year performance period, from approximately 887,000 to 1,078,000 total annual passengers, as shown in figure 4-3. Additional trips were added in early 2017 to provide the capacity required for the increasing ridership and to address the discontinuation of the SolTrans route 200 bus. Also, additional service to and from Mare Island started in March 2017. In FY 2018–19, additional trips were added to the existing weekend service for the winter schedule. All of these

service enhancements resulted in a 41 percent increase in vehicle revenue hours and 42 percent increase in vehicle revenue miles between FY 2015–16 and FY 2018–19.

Figure 4-3 Vallejo Service Levels and Usage

	FY 2015–16	FY 2016–17	FY 2017–18	FY 2018–19
Operating Statistics				
Service and Usage				
Total Passengers	887,051	957,584	1,051,221	1,078,018
Vehicle Revenue Hours	6,231	7,886	8,696	8,755
Vehicle Revenue Miles	169,495	212,100	238,293	240,019
Cost				
Cost	\$13,003,274	\$15,754,571	\$17,393,197	\$17,676,924
Revenue				
Passenger Farebox Revenue	\$9,044,598	\$9,981,147	\$10,776,220	\$11,481,229
Other Revenue (Subsidy)	\$4,231,989	\$5,984,090	\$6,616,977	\$6,195,695

4.2.2 Performance

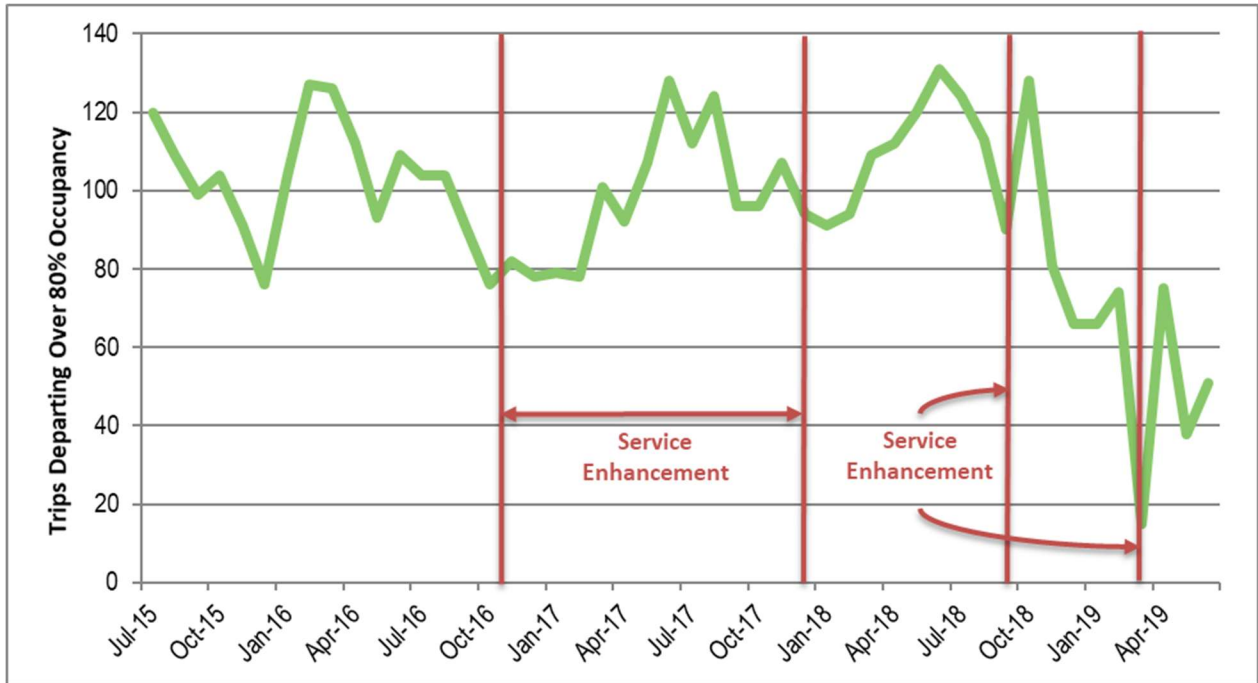
Figure 4-4 presents performance data for Vallejo service from FY 2015–16 through FY 2018–19. Overall, the passengers per revenue hour and passengers per revenue mile decreased by approximately 14 percent during the performance period. The passengers per revenue hour was 123 in FY 2018–19, which is slightly below WETA’s performance target of 125 per hour for all-day service. The Vallejo service had a 3 percent decrease in cost per revenue hour and a 4 percent decrease in cost per revenue mile. The farebox recovery ratio was 65 percent in FY 2018–19, which meets the 50–70 percent performance target set by WETA. Peak hour occupancy in FY 2018–19 was 86 percent, which exceeds the maximum standard of 80 percent. Peak hour occupancy in FY 2017–18 decreased from 91 percent to 86 percent in FY 2018–19, with the placement of the larger-capacity vessels into service.

Figure 4-4 Vallejo Performance Metrics

	FY 2015–16	FY 2016–17	FY 2017–18	FY 2018–19	
Performance Metrics					Performance Standards
Service Productivity					
Passengers per Revenue Hour	142.4	121.4	120.9	123.1	Minimum: 100 Target: 125 Maximum: 250
Passengers per Revenue Mile	5.2	4.5	4.4	4.5	
Cost Efficiency					
Cost per Revenue Hour	\$2,086.87	\$1,997.79	\$2,000.14	\$2,019.07	
Cost per Revenue Mile	\$76.72	\$74.28	\$72.99	\$73.65	
Cost Effectiveness					
Farebox Recovery Ratio	69.6%	63.4%	62.0%	65.0%	Minimum: 40% Target: 50-70% Maximum: 100%
Average Fare	\$10.20	\$10.42	\$10.25	\$10.65	
Peak Occupancy					
Peak Hour Occupancy	89.3%	88.0%	91.0%	86.0%	Minimum: 50% Target: 60-75% Maximum: 80%

Figure 4-5 illustrates the number of trips that departed over the maximum occupancy over a quarterly period from FY 2015–16 to FY 2018–19. The figure captures the significant service enhancements that were implemented to address increasing ridership demand and the consequent decrease in the number of trips departing over the maximum occupancy over the four-year period. Service enhancements—namely, the addition of trips between November 2016 and December 2017—and the launch of the larger boat Hydrus in September 2018 and the Pyxis vessel in March 2019 resulted in an overall decrease of trips departing over maximum occupancy over the four-year performance period.

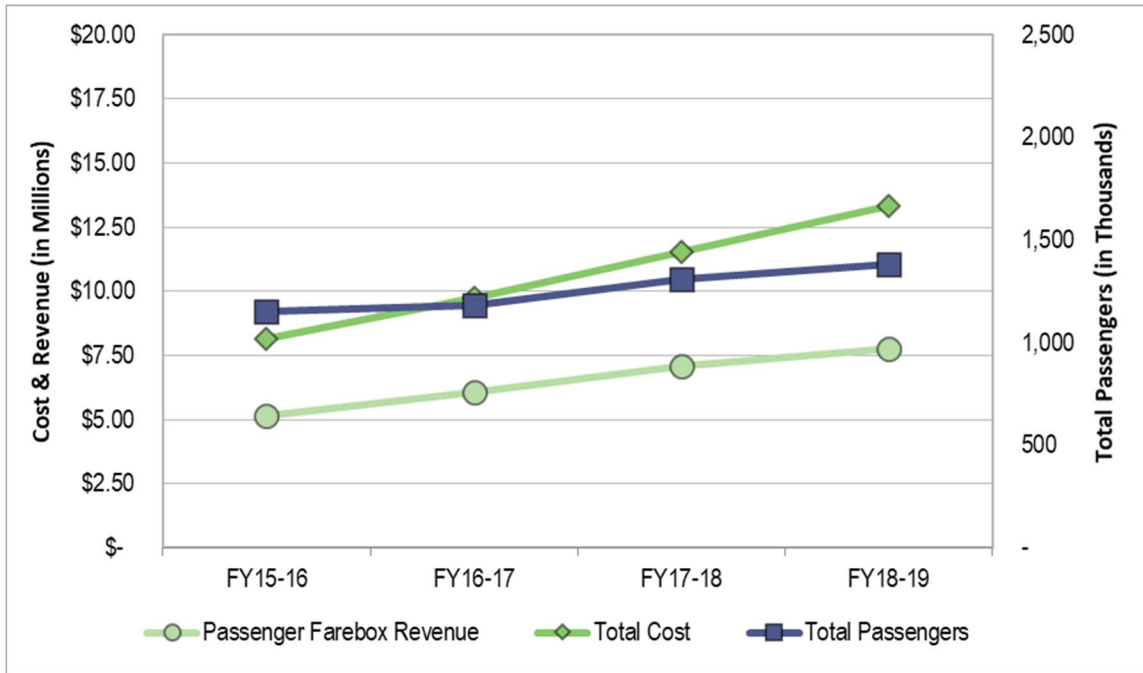
Figure 4-5 Vallejo Maximum Occupancy Trips by Month



4.3 ALAMEDA/OAKLAND FERRY SERVICE

From FY 2015–16 through FY 2018–19, the Alameda/Oakland service saw a 20 percent increase in total passengers and a 51 percent increase in passenger farebox revenue. The total costs for this service increased by 64 percent during the four-year performance period, as shown in figure 4-6. Overall, growth of total operating costs outpaced ridership growth during the four-year period but increased relatively consistently with fare revenues. The increase in costs outside of normal cost inflation factors is attributable to the addition of larger vessels to the WETA fleet, required crew training on the new vessels, and service increases during the performance period. Cost increases are also attributable to high-cost vessel repairs and the startup and operation of the new Central Bay Operations and Maintenance Facility, including the employment of additional engineers and dedicated vessel and facility maintenance managers. WETA also increased the number of Guest Assistance Representatives to improve customer service at terminals.

Figure 4-6 Alameda/Oakland Passenger Farebox Revenue, Total Cost, and Total Passengers



4.3.1 Service and Usage

Over the four-year performance period, the Alameda/Oakland service had a 5 percent average annual growth of total passengers, from approximately 1,150,000 to 1,384,000. Additional trips were added in FY 2016–17 to accommodate the increase in ridership and to reduce the number of leave-behinds. Service was adjusted with the opening of the new Central Bay Operations and Maintenance Facility, resulting in the reduction of revenue miles and hours in FY 2018–19. The net change over the four-year performance period was approximately 1 percent in revenue hours and an increase of 5 percent in revenue miles.

Figure 4-7 Alameda/Oakland Service Levels and Usage

	FY 2015–16	FY 2016–17	FY 2017–18	FY 2018–19
Operating Statistics				
Service and Usage				
Total Passengers	1,149,822	1,183,188	1,311,041	1,384,300
Vehicle Revenue Hours	8,379	9,093	8,977	8,429
Vehicle Revenue Miles	90,273	99,192	98,433	94,830
Cost				
Cost	\$8,140,683	\$9,763,332	\$11,525,205	\$13,329,240
Revenue				
Passenger Farebox Revenue	\$5,144,263	\$6,052,886	\$7,082,576	\$7,770,888
Other Revenue (Subsidy)	\$2,996,420	\$3,710,446	\$4,442,629	\$5,558,352

4.3.2 Performance

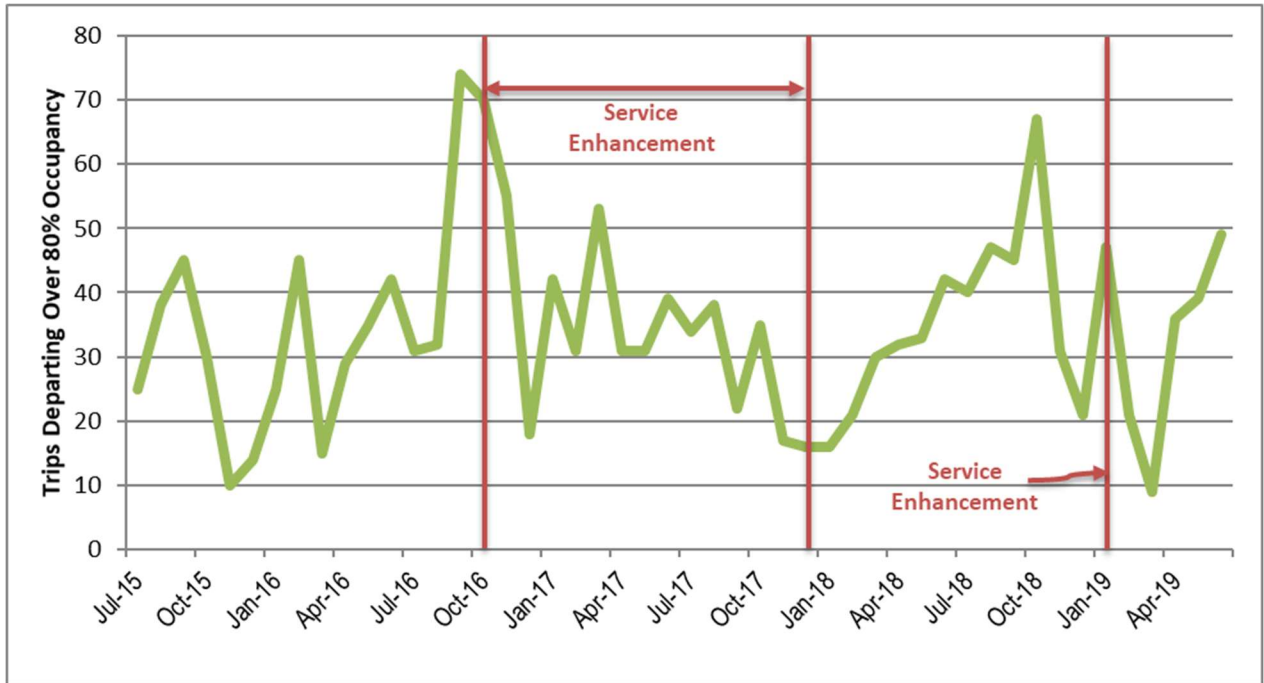
Figure 4-8 presents performance data for Alameda/Oakland service from FY 2015–16 through FY 2018–19. In the four-year performance period, the Alameda/Oakland service experienced a 20 percent increase in passengers per revenue hour and a 15 percent increase in passengers per revenue mile, accounting for a significant portion of WETA’s system-wide improvement in service ridership and productivity. The passengers per revenue hour was 164 in FY 2018–19, exceeding the performance target of 125 per hour for all-day service. In contrast, over the four-year performance period, the service experienced a 63 percent increase in costs per revenue hour and a 56 percent increase in costs per revenue mile. Even with a significant increase in ridership, the farebox recovery ratio decreased by an average of 2 percent per year due to high operating costs. The farebox recovery ratio in FY 2018–19 was 58 percent, which met the 50-70 percent performance target set by WETA. Peak hour occupancy in FY 2018–19 was 69 percent, which met the target standard (60–75 percent).

Figure 4-8 Alameda/Oakland Performance Metrics

	FY 2015–16	FY 2016–17	FY 2017–18	FY 2018–19	
Performance Metrics					Performance Standards
Service Productivity					
Passengers per Revenue Hour	137.2	130.1	146.1	164.2	Minimum: 100 Target: 125 Maximum: 250
Passengers per Revenue Mile	12.7	11.9	13.3	14.6	
Cost Efficiency					
Cost per Revenue Hour	\$971.56	\$1,073.72	\$1,283.92	\$1,581.41	
Cost per Revenue Mile	\$90.18	\$98.43	\$117.09	\$140.56	
Cost Effectiveness					
Farebox Recovery Ratio	63.2%	62.0%	61.5%	58.3%	Minimum: 40% Target: 50-70% Maximum: 100%
Average Fare	\$4.47	\$5.12	\$5.40	\$5.61	
Peak Occupancy					
Peak Hour Occupancy	61.8%	65.2%	63.3%	69.2%	Minimum: 50% Target: 60-75% Maximum: 80%

Figure 4-9 illustrates the number of trips that departed over the maximum occupancy over a quarterly period from FY 2015–16 to FY 2018–19. Several service enhancements have been implemented, including the addition of trips between November 2016 and December 2017, the launch of larger boats (Cetus and Hydrus) in early 2017, and the launch of another large boat (Carina) in early 2019. Even with these enhancements, the number of peak trips departing over 80 percent occupancy has relatively increased due to a high growth rate of ridership demand. WETA anticipates that the number of trips departing over the maximum occupancy will decrease significantly once the Alameda Seaplane Lagoon service begins in FY 2020–21.

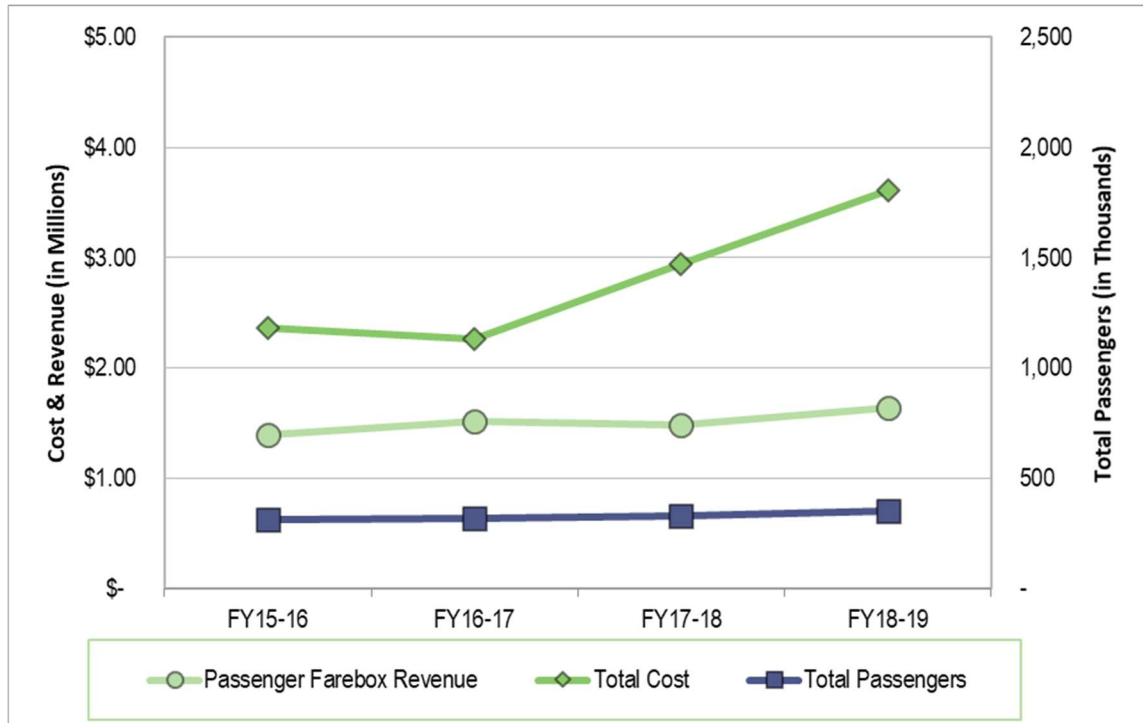
Figure 4-9 Alameda/Oakland Maximum Occupancy Trips by Month



4.4 ALAMEDA HARBOR BAY FERRY SERVICE

Total passengers on the Alameda Harbor Bay service increased by 14 percent, and passenger farebox revenue increased by 17 percent, over the four-year performance period. Total costs for this service showed an increase of 53 percent between FY 2015–16 and FY 2018–19. Overall, growth in operating costs for this service during the four-year period far outpaced growth in ridership and fare revenues. Service enhancements and the launch of pilot service between Harbor Bay and South San Francisco have contributed to the cost increases seen in FY 2017–18 and FY 2018–19, as shown in figure 4-10. Additionally, the service experienced an increase in direct operating expenses attributed to high-cost vessel repairs, an increase in the cost and volume of fuel consumed by the larger vessels to meet increased ridership demands, and the startup and operation of the new Central Bay Operations and Maintenance Facility during the performance period.

Figure 4-10 Harbor Bay Passenger Farebox Revenue, Total Cost, and Total Passengers



4.4.1 Service and Usage

The Alameda Harbor Bay service saw a 3 percent average annual growth in total passengers from 311,000 to 355,500 during the four-year performance period, as shown in figure 4-11. Vehicle revenue hours and vehicle revenue miles slightly increased in FY 2017–18 and FY 2018–19 due to the additional runs during the morning peak period. A twelve-month pilot weekday commute service, consisting of a single morning trip from South San Francisco to Harbor Bay and single evening trip from Harbor Bay to South San Francisco, was added in 2019 to test the market for expanded ferry service to Harbor Bay.

Figure 4-11 Alameda Harbor Bay Service Levels and Usage

	FY 2015–16	FY 2016–17	FY 2017–18	FY 2018–19
Operating Statistics				
Service and Usage ¹				
Total Passengers	311,313	321,289	332,283	355,713
Vehicle Revenue Hours	1,651	1,790	1,834	1,939
Vehicle Revenue Miles	28,391	30,785	31,541	33,342
Cost				
Cost	\$2,362,226	\$2,260,907	\$2,938,772	\$3,608,269
Revenue				
Passenger Farebox Revenue	\$1,400,638	\$1,513,606	\$1,480,672	\$1,643,882
Other Revenue (Subsidy)	\$961,588	\$747,302	\$1,458,100	\$1,964,387

¹ Service data includes Harbor Bay to South San Francisco pilot service.

4.4.2 Performance

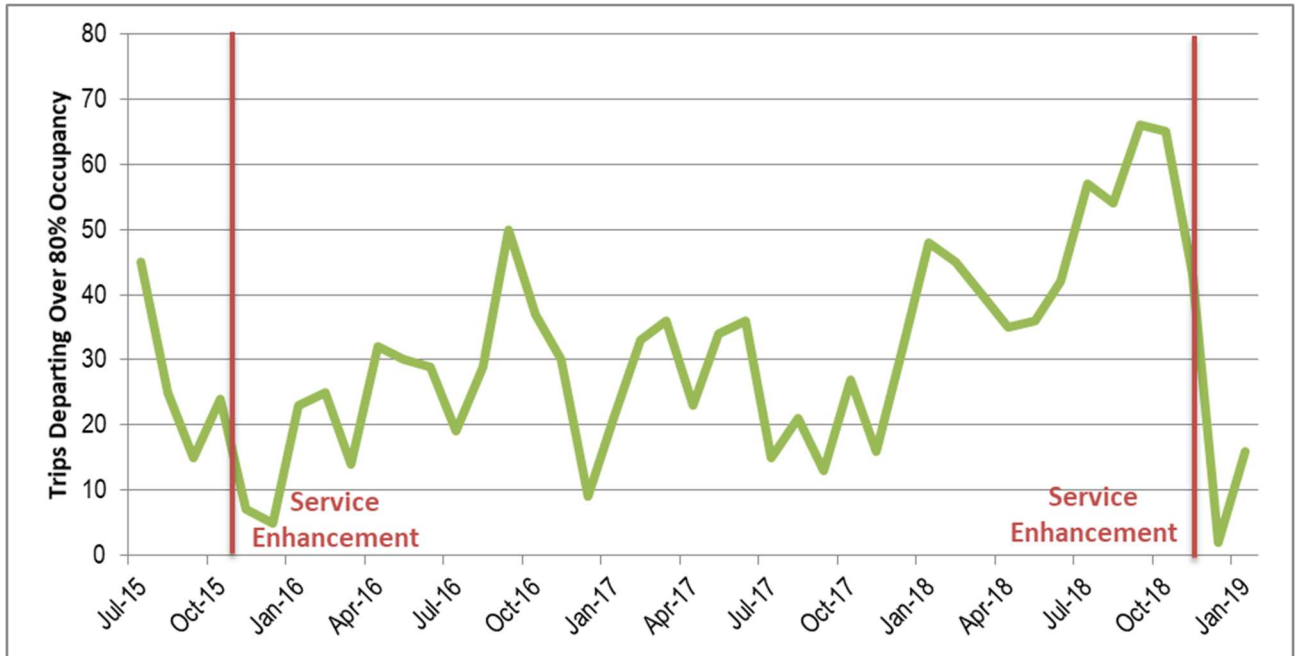
Figure 4-12 presents performance data for Alameda Harbor Bay service from FY 2015–16 through FY 2018–19. Over the four-year reporting period, the Alameda Harbor Bay service declined in terms of both service productivity and cost-efficiency. While the service saw a 3 percent decrease in both passengers per revenue hour and passengers per revenue mile, the passengers per revenue hour was 184 in FY 2018–19, which exceeded the WETA Performance Target of 150 per hour for commute-only service. Marginal operating expenses for the Alameda Harbor Bay service showed a 30 percent increase in cost per revenue hour and cost per revenue mile. The farebox recovery ratio was 46 percent in FY 2018–19, which met the minimum performance target set by WETA. Overall, the average fare per passenger showed a 3 percent increase within the four-year performance period. Peak-hour occupancy in FY 2018–19 was 69 percent, which met the target standard (60–75 percent) for this metric.

Figure 4-12 Alameda Harbor Bay Performance Metrics

	FY 2015–16	FY 2016–17	FY 2017–18	FY 2018–19	
Performance Metrics					Performance Standards
Service Productivity					
Passengers per Revenue Hour	188.6	179.5	181.2	183.5	Minimum: 100 Target: 150 Maximum: 250
Passengers per Revenue Mile	11.0	10.4	10.5	10.7	
Cost Efficiency					
Cost per Revenue Hour	\$1,431.13	\$1,263.08	\$1,602.38	\$1,861.37	
Cost per Revenue Mile	\$83.20	\$73.44	\$93.17	\$108.22	
Cost Effectiveness					
Farebox Recovery Ratio	59.3%	66.9%	50.4%	45.6%	Minimum: 40% Target: 50-70% Maximum: 100%
Average Fare	\$4.50	\$4.71	\$4.46	\$4.62	
Peak Occupancy					
Peak Hour Occupancy	69.7%	73.1%	67.6%	69.2%	Minimum: 50% Target: 60-75% Maximum: 80%

Figure 4-13 illustrates the number of trips that departed over the maximum occupancy over a quarterly period from FY 2015–16 to FY 2018–19. The figure captures the significant service enhancements that were implemented to address increasing ridership demand and the consequent decrease in the number of trips departing over the maximum occupancy over the four-year period. As shown, the addition of peak-period PM return trip in late 2015 resulted in a decrease in the number of trips departing over the maximum occupancy in FY 2016–17. The same pattern was observed in FY 2018–19 with the addition of peak-period AM departures in December 2018.

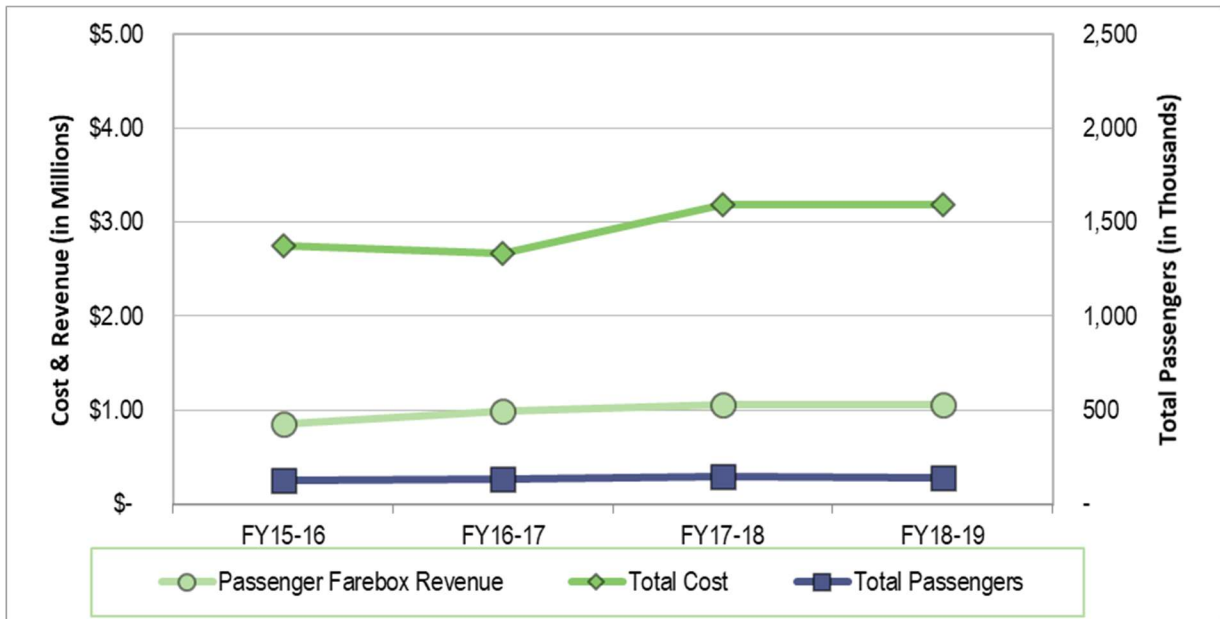
Figure 4-13 Alameda Harbor Bay Maximum Occupancy Trips by Month



4.5 SOUTH SAN FRANCISCO FERRY SERVICE

From FY 2015–16 to FY 2018–19, South San Francisco service experienced an increase of 13 percent in total passengers and an increase of 23 percent in farebox revenue. Total costs for service increased by 16 percent during this four-year performance period, as shown in figure 4-14. Overall, total costs increased, tracked closely with ridership growth over the four-year period. The cost associated with this service has increased at a lower rate than that of WETA’s overall system over the period. This can be attributed to the reallocation of crew and vessel costs due to service interlining and to varying methods in the allocation of system-wide expenses. For example, the small size of this service in relation to WETA’s overall system resulted in allocation of only a small share of the cost of the new Central Bay Operations and Maintenance Facility to the service. Additionally, this service operates with the use of the relatively low-cost Gemini-class vessels, and the number of trips associated with this service did not change over the performance period, unlike all other services.

Figure 4-14 South San Francisco Passenger Farebox Revenue, Total Cost, and Total Passengers



4.5.1 Service and Usage

The South San Francisco service saw a 3 percent average annual increase in total passengers over the four-year performance period, increasing from approximately 126,000 to 143,000 total annual passengers, as shown in figure 4-15. Ridership decreased by almost 2,000 annual riders during FY 2018–19. Over the performance period, the vehicle revenue hours and vehicle revenue miles showed a 20 percent decrease. Due to low ridership, the limited midday service between downtown San Francisco and South San Francisco was discontinued in FY 2018–19. This service change is reflected in the decrease of revenue hours and miles as shown in the figure.

Figure 4-15 South San Francisco Service Levels and Usage

	FY 2015–16	FY 2016–17	FY 2017–18	FY 2018–19
Operating Statistics				
Service and Usage				
Total Passengers	125,946	136,320	144,735	142,479
Vehicle Revenue Hours	1,434	1,499	1,470	1,139
Vehicle Revenue Miles	25,887	25,861	25,357	20,701
Cost				
Cost	\$2,753,919	\$2,666,965	\$3,181,583	\$3,179,777
Revenue				
Passenger Farebox Revenue	\$855,112	\$993,197	\$1,063,608	\$1,055,561
Other Revenue (Subsidy)	\$1,898,807	\$1,673,768	\$2,117,975	\$2,124,216

4.5.2 Performance

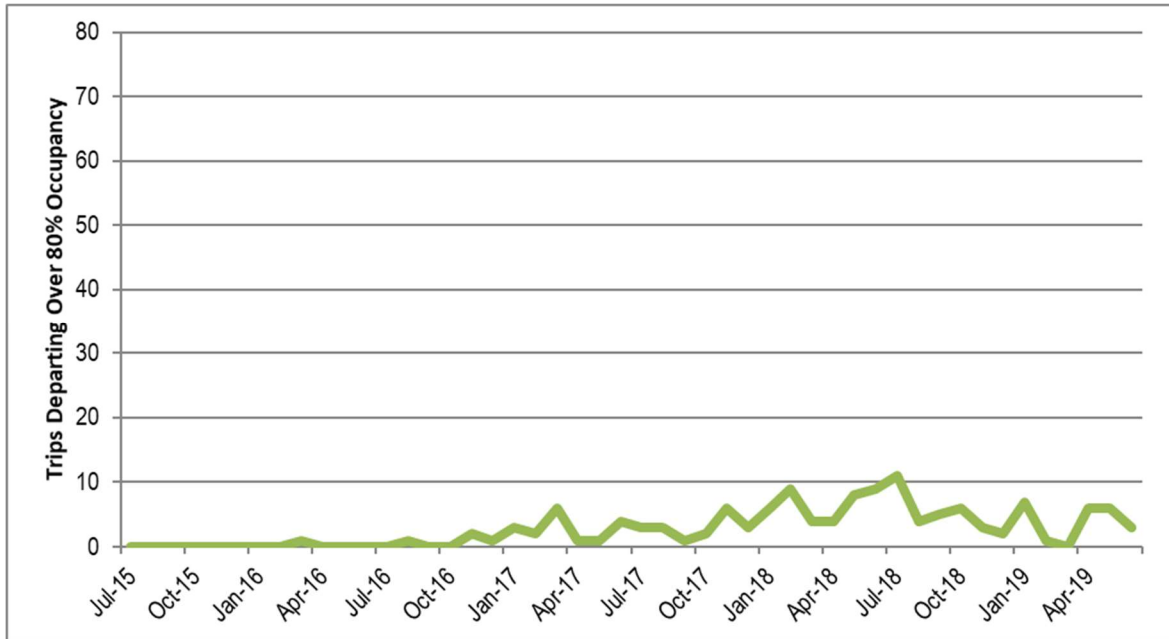
Figure 4-16 presents performance data for the South San Francisco service between FY 2015–16 and FY 2018–19. In the four-year performance period, this service saw a 42 percent increase in both passengers per revenue hour and passengers per revenue mile. The passenger per revenue hour was 125 in FY 2018–19, which did not meet the WETA performance target of 150 passengers per revenue hour for commute-only service. Over the performance period, the service saw an increase of 45 percent in cost per revenue hour and an increase of 44 percent in cost per revenue mile. The farebox recovery ratio increased slightly, from 31 percent in FY 2015–16 to 33 percent in FY 2018–19, which did not meet the 50–70 percent farebox recovery performance target set by WETA. Overall, the average fare per passenger increased by 9 percent during the four-year performance period. Peak-hour occupancy in FY 2018–19 was 53 percent, which was above the minimum standard (50 percent) for this metric.

Figure 4-16 South San Francisco Performance Metrics

	FY 2015–16	FY 2016–17	FY 2017–18	FY 2018–19	
Performance Metrics					Performance Standards
Service Productivity					
Passengers per Revenue Hour	87.8	90.9	98.5	125.1	Minimum: 100 Target: 150 Maximum: 250
Passengers per Revenue Mile	4.9	5.3	5.7	6.9	
Cost Efficiency					
Cost per Revenue Hour	\$1,920.45	\$1,779.16	\$2,164.34	\$2,791.11	
Cost per Revenue Mile	\$106.38	\$103.13	\$125.47	\$153.60	
Cost Effectiveness					
Farebox Recovery Ratio	31.1%	37.2%	33.4%	33.2%	Minimum: 40% Target: 50-70% Maximum: 100%
Average Fare	\$6.79	\$7.29	\$7.35	\$7.41	
Peak Occupancy					
Peak Hour Occupancy	46.0%	52.4%	54.3%	53.0%	Minimum: 50% Target: 60-75% Maximum: 80%

Figure 4-17 illustrates the number of trips that departed over the maximum occupancy over a quarterly period from FY 2015–16 to FY 2018–19. At this time, very few trips on this route are full enough to prompt consideration for service additions.

Figure 4-17 South San Francisco Maximum Occupancy Trips by Month



4.6 RICHMOND FERRY SERVICE

This new weekday commute-only service between Richmond and downtown San Francisco Ferry terminal began in January 2019. In August 2019 WETA added a summer weekend pilot service between Richmond Terminal and downtown San Francisco Ferry Terminal. The weekend service is not included in the service and performance evaluations of this SRTP.

4.6.1 Service and Usage

As shown in Figure 4-18, the total passengers in FY 2018–19 was approximately 84,500. This service reached a milestone of 100,000 passengers for the period of January 10, 2019, to July 25, 2019, and in December 2019 the service carried 200,000 passengers.

Figure 4-18 Richmond Service Levels and Usage

	FY 2015–16	FY 2016–17	FY 2017–18	FY 2018–19
Operating Statistics				
Service and Usage				
Total Passengers*	-	-	-	84,576
Vehicle Revenue Hours	-	-	-	1,050
Vehicle Revenue Miles	-	-	-	15,120

*Partial year from January 10, 2019, to June 30, 2019

4.6.2 Performance

After only six months in service, the passenger per revenue hour for FY 2018–19 was 81, which is close to the minimum performance target of 100 set by WETA. Peak hour occupancy in FY 2018–19 was 47 percent, which is below the minimum standard (50 percent) for this metric. The performance measures are projected to improve as the ridership increases and as the service matures. The service performance will be monitored and evaluated in the next S RTP.

Figure 4-19 Richmond Service Performance Metrics

	FY 2015–16	FY 2016–17	FY 2017–18	FY 2018–19	Performance Standards
Performance Metrics					
Service Productivity					
Passengers per Revenue Hour	-	-	-	80.6	Minimum: 100 Target: 150 Maximum: 250
Passengers per Revenue Mile	-	-	-	5.6	
Cost Efficiency					
Cost per Revenue Hour	-	-	-	\$1,641.50	
Cost per Revenue Mile	-	-	-	\$113.99	
Cost Effectiveness					
Farebox Recovery Ratio	-	-	-	28.1%	Minimum: 40% Target: 50-70% Maximum: 100%
Average Fare	-	-	-	\$5.72	
Peak Occupancy					
Peak Hour Occupancy	-	-	-	47.0%	Minimum: 50% Target: 60-75% Maximum: 80%

4.7 OTHER SERVICE PLANNING ACTIVITIES

4.7.1 Small Vessel Study

In early 2018 WETA conducted a study to explore the possibility of using small vessels as a supplement to existing WETA ferry services and as an opportunity to explore new markets. The final Small Vessel Exploratory Study was presented to the WETA Board in March 2019. The study examined the capabilities of small vessels within WETA’s service area while exploring initial design types for both vessels and facilities. The study developed implementation principles for future small-vessel service and suggested performance metrics as well as conceptual plans for service and fleets and the associated costs. The study recommended a set of potential routes and market opportunities for future small-vessel service.

4.7.2 Hovercraft Feasibility Study

In April 2019 WETA prepared a preliminary study that considers the feasibility of operating hovercrafts as part of WETA’s water transit system. The scope of this study includes updating an initial study that was conducted in 2011, assessing potential hovercraft service corridors,

estimating capital and operating costs, and providing recommendations. A Technical Advisory Committee and a Stakeholder Committee will be created to invite regulators, public agencies, nonprofits, and private businesses to provide feedback throughout the course of the study. In September 2019 WETA awarded the consulting service AECOM a contract to begin the hovercraft feasibility study. WETA anticipates that the study will be completed in late 2020 or early 2021.

4.7.3 Fare Program Renewal Study

The current fare program FY 2015–20, was adopted in 2014 to promote consistent fare structure and to implement small fare changes annually to ensure that WETA fares kept pace with cost inflation. The current fare program runs through the end of FY 2020, and a new program must be adopted for WETA to continue implementing annual fare changes in future fiscal years. WETA is working with the consulting service Four Nines Technologies to develop a new multiyear fare program. It is anticipated that the new program will be adopted in Spring 2020 for implementation beginning in FY 2020–21.

4.7.4 Title VI Analysis

As a recipient of federal funds, WETA prepared its 2019–2022 Title VI Program in accordance with FTA Circular 4702.1B, dated October 1, 2012. Circular 4702.1B provides guidance 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. Title VI of the Civil Rights Act of 1964 specifies that “no person in the United States shall, on the ground 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.”

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, policy, and decision-making processes. Meaningful public outreach and involvement opportunities are created at initiation of planning efforts, consideration of fare or service changes, and implementation of new services. Participation is sought from all community members including minority, low-income, and LEP populations.

The 2019–2022 Title VI Program includes a Language Assistance Plan (LAP) for Limited English Proficient (LEP) populations, a Public Participation Plan aimed at engaging minority and low-income riders, a Major Service Change Policy, and Service Standards and Policies. The WETA Title VI Program was adopted by the Board on May 10, 2018, and can be found on the WETA website or provided by WETA staff.

4.7.5 FTA Triennial Review

Required by Chapter 53 of Title 49, United States Code, Section 5307, the Triennial Review is the Federal Transit Administration’s (FTA) assessment of WETA’s compliance with federal requirements. The 2018 Triennial Review, performed July 19 through July 20, 2018, focused on WETA’s compliance with award requirements in twenty areas. No deficiencies were found in any of the reviewed areas.

5 OPERATING PLAN AND BUDGET

This chapter outlines the proposed Operating Plan and Operating Budget for WETA's existing ferry system and potential new ferry services expansions that are expected to be implemented over the ten-year horizon of the SRTP. The Operating Plan recognizes the importance of offering a core level of existing services, service enhancements required to accommodate projected ridership demand, and continued progress of expansion services, while also maintaining an operating reserve that will preserve flexibility in the future. The Operating Budget includes a description of major budget assumptions, a discussion of system operating revenues assumed to be available over the SRTP period, and a summary of system expenses by route.

5.1 OPERATING PLAN

This section describes plans for the continuation of existing ferry services as well as the implementation of six new services within the ten-year horizon of the SRTP. Figure 5-3 (presented later in this chapter) provides further details on the Operating Plan for each year of the forecast period, including the timing of anticipated service changes and the revenue vehicle hours and service miles required to operate the ferry services described below.

5.1.1 Existing Services

In FY 2012–13 WETA began its first full year operating each of the three ferry services that were transitioned from the cities of Alameda and Vallejo to WETA over the course of 2011 and 2012. WETA began its first expansion service to South San Francisco in June 2012 and a second expansion service to Richmond in January 2019. A brief operating profile of each service is provided in figure 5-1.

Figure 5-1 WETA Existing Service, FY 2018–19

Service	Service Began	Service Type	Vehicle Revenue Hours	Vehicle Revenue Miles	Total Passengers
Alameda/Oakland	April 29, 2011	All Day, Weekday & Weekend	8,429	94,830	1,384,300
Alameda Harbor Bay*	April 29, 2011	Weekday peak only	1,939	33,342	355,713
Vallejo	July 1, 2012	All Day, Weekday & Weekend	8,038	241,381	1,078,018
South San Francisco	June 4, 2012	Weekday peak	1,139	20,701	142,479
Richmond	January 10, 2019	Weekday peak	1,050	15,120	84,576**

* Includes Harbor Bay–South San Francisco pilot service, which began April 29, 2019.

**Represents a partial year of just under six months of service.

Alameda/Oakland Ferry Service

The Alameda/Oakland Ferry Service continues to be productive. This route has experienced an annual average growth in ridership of 5 percent over each of the past four years, benefiting from increasing economic growth in San Francisco. Job growth and high housing prices in San Francisco have led to a rapid rise in workers living in the East Bay who wish to commute

across the Bay each day. Transbay demand is so high that other transportation options, such as bridges and other transit operators, are seeing record crowding, and increasing numbers of commuters from Alameda Island and downtown Oakland are choosing WETA service. Based on recent ridership trends, WETA assumes an annual ridership growth of 6 percent for the Alameda/Oakland Ferry Service from FY 2019–20 to FY 2028–29. Based on the assumed ridership growth and vessel capacity, service enhancement would be required in FY 2023 to accommodate projected ridership demand.

The following changes are expected with the opening of the Alameda Seaplane Lagoon Ferry Terminal in FY 2020–21:

- The Alameda/Oakland estuary service will be modified to provide preferential service times from Oakland during peak periods.
- Most of the peak-period riders from Alameda are anticipated to shift from the current Alameda Main Street terminal to Seaplane Lagoon, decoupling the peak-period Alameda and Oakland services to downtown San Francisco Ferry Terminal.

Details of the Alameda Seaplane Lagoon Ferry Service are provided in section 5.1.2.

Alameda Harbor Bay Ferry Service

Ridership on the Alameda Harbor Bay Ferry Service has shown an annual average growth of 3 percent over the past four years. It is the most productive of the commute-only services, having served 184 passengers per revenue hour in FY 2018–19. Similar to the market trends for the Alameda/Oakland service, passenger growth on the Alameda Harbor Bay service is driven largely by the strong employment growth and high housing costs in San Francisco. Bay Farm Island is relatively isolated from other transit options such as BART or AC Transit, making the ferry an attractive alternative for nearby residents. Based on current ridership trends, WETA is planning for annual growth of 5 percent from FY 2019–20 to FY 2028–29. Based on the assumed ridership growth and vessel capacity, service enhancement would be required in FY 2024 to accommodate projected ridership demand.

Vallejo Ferry Service

Over the past four years, ridership on the Vallejo service has experienced an annual average growth of 5 percent. During this period, service enhancements were made to address the leave-behinds and the increasing ridership on this route. Continued peak-period congestion on the I-80 corridor makes the ferry service highly time competitive with other travel modes, including automobile and transit options, during commute periods between Vallejo and San Francisco. Based on current ridership trends, annual ridership is expected to grow at a rate of 4 percent per year from FY 2019–20 to FY 2028–29. Based on the assumed ridership growth and vessel capacity, service enhancement would be required in FY 2023 to accommodate projected ridership demand.

South San Francisco Ferry Service

The South San Francisco Ferry Service provides a competitive transit option for East Bay residents working in the Oyster Point area of South San Francisco. Other transit options would require a transfer from BART or transbay buses and are not as direct or time competitive as the ferry. With increasing congestion on area freeways and the Bay Bridge, the ferry also offers a travel time and reliability advantage over automobile commutes from the East Bay to Oyster Point.

Ridership on the South San Francisco service has shown an annual average growth of 3 percent over the past four years. However, this service experienced a slight decline in ridership in FY 2018–19, likely due to construction in the terminal area that was disruptive to local transportation to and from the terminal. While the South San Francisco service carries fewer riders than WETA’s more established services, it has still met minimum WETA standards for passengers per revenue hour, and ridership is expected to increase as commercial development continues to bring more jobs to the South San Francisco area. WETA is assuming a 4 percent annual increase in ridership on this service from FY 2019–20 to FY 2028–29. Based on the assumed ridership growth and vessel capacity, service enhancement would be required in FY 2027 to accommodate projected ridership demand.

Richmond Ferry Service

The terminal is located on the industrial strip near the Bay Trail and offers direct connections to I-580. Nearby local transit services make this ferry service an attractive option for workers traveling from Richmond to downtown San Francisco. Continued peak-period congestion on the I-580 and I-80 corridors and saturated BART occupancies have made the ferry service highly time competitive and appealing during commute periods. Within twelve months of starting operation, this commute-only weekday service surpassed 200,000 total passengers. Productivity levels are projected to increase as the service matures. WETA is assuming a 10 percent annual increase in ridership on this service from FY 2019–20 to FY 2028–29. Based on the assumed ridership growth and vessel capacity, service enhancement would be required in FY 2026 to accommodate projected ridership demand.

5.1.2 Expansion Services

In June 2015 the Board of Directors approved the WETA System Expansion Policy and performance measures and standards. The policy defines service goals and metrics, which are shared with project partners in an effort to fund, develop, and implement future WETA services. These policies provide a template for WETA staff and serve as an integral part of WETA’s plans to expand service.

Service expansion projects in WETA’s development pipeline are at different implementation stages because of a variety of factors, including availability of capital and operational funding. Projects can be generally grouped into two types:

- **Near-term expansion projects:** These projects are active or have ongoing or completed major planning milestones. Near-term projects are expected to begin construction and operation within the ten-year horizon of this SRTP, provided that work continues to progress on these projects as planned. Capital and operating costs for these projects are included in the financially constrained Operating Plan and Capital Improvement Program (CIP).
- **Future expansion projects:** These projects are still in preliminary planning or have been proposed and studied in the past but are not currently in active development due to issues such as financial feasibility concerns, environmental constraints, or shifting priorities from local sponsors. Because of implementation uncertainty, these projects are not assumed to begin operations within the SRTP planning horizon and are not currently in the financially constrained Operating Plan and CIP.

Both near-term expansion projects and future expansion projects are depicted in figure 5-2. Near-term expansion projects are described in more detail in section 5.1.3 below. Future expansion projects are discussed separately in chapter 8.

Figure 5-2 Map of Near-Term and Future Terminals and Facilities



The Operating Plan assumes that the Alameda Seaplane Lagoon, Mission Bay, Treasure Island, Berkeley, and Redwood City services will be operational within the ten-year planning period of the SRTP. The current status of each project is presented below.

5.1.3 Near-Term Expansion Services

Alameda Seaplane Lagoon Ferry Terminal

A new terminal is being constructed for the Alameda Seaplane Lagoon service on the former Naval Air Station at Alameda Point. This new terminal was pursued by the City and its developer as part of the construction of the first phase (Site A) of a major planned mixed-use development project at Alameda Point. This development project is to be located near the terminal and includes high-density residential and commercial development.

The Alameda Seaplane Lagoon Ferry Terminal will not replace the Alameda Main Street Ferry Terminal used by the Alameda/Oakland service but will instead provide the opportunity to expand service to western Alameda. The Alameda Seaplane Lagoon service will provide commute-only service between the new terminal located at the former Naval Air Station in Alameda and the downtown San Francisco Ferry Terminal. This service is anticipated to start operation in August 2020 and to shift some of the peak-period Alameda service from the current Main Street Alameda terminal to the Seaplane Lagoon terminal, largely decoupling the Alameda and Oakland services during the commute period.

The projected ridership growth for the Alameda Seaplane Lagoon service considers an assumed ridership rate that would be diverted from the current estuary service (service between Alameda and Oakland) and takes into account the anticipated ridership growth from Alameda Point Transit-Oriented Development (TOD).

Pier 48.5: Interim Service to Golden State Warriors Games and Chase Center Events

Prior to the construction of the planned permanent Mission Bay Ferry Landing, a new interim service is offered between Chase Center and Alameda/Oakland for special events including concerts and Golden State Warriors games. This temporary terminal is located at Pier 48 1/2 on the south side of Pier 48. The terminal was constructed in September 2019, and service began in October 2019. Ridership growth for this new service is monitored, and its performance will be evaluated once the permanent Mission Bay Ferry Landing begins service.

Mission Bay Ferry Landing

A temporary ferry terminal located at Pier 48 1/2 was developed by WETA to serve events at the new Chase Center for up to two years before a permanent terminal is built on the Mission Bay waterfront at 16th Street. The Mission Bay Ferry Landing has been included in area and citywide plans for the redevelopment of the Mission Bay neighborhood. The construction of the Chase Center has accelerated the need for a ferry facility in the Mission Bay neighborhood to serve not only events but also a growing commuter population traveling to area employers such as the University of California San Francisco, Kaiser, and high-tech and biotech firms.

WETA is working with the Port of San Francisco, the project's lead agency, to fund and construct the Mission Bay Ferry Landing and begin operations by early 2022. An initial project Memorandum of Understanding (MOU) between the Port of San Francisco and WETA was adopted in January 2017 and subsequently updated in February 2019. The project funding plan relies on sources identified by the City and the Port of San Francisco along with anticipated Regional Measure 3 (RM3) revenues.

Treasure Island Ferry Service

The proposed Treasure Island Ferry Service is being implemented by the Treasure Island Development Authority (TIDA)¹ and the San Francisco County Transportation Authority (SFCTA), acting in its capacity as the Treasure Island Mobility Management Authority (TIMMA). This project is being developed in conjunction with a large-scale proposed development project on Treasure Island that will ultimately include 8,000 new housing units, restaurants, retail establishments, and entertainment venues. 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 associated with the project. WETA is not responsible for any capital or operating costs of the project. However, WETA is currently pursuing grant opportunities for zero-emission vessels for potential use on this service with the support and cooperation of SFCTA. The Treasure Island Ferry Terminal is currently under construction and is expected to be operational by Fall 2021. The current assumption is that a public ferry service operated by WETA will start in FY 2024.

Berkeley Ferry Service

The proposed Berkeley service would provide an alternative transportation link between Berkeley and downtown San Francisco. In May 2019 the City of Berkeley and WETA executed a Memorandum of Understanding (MOU) to proceed with the planning phase of this project, which will include a study to evaluate the feasibility of constructing a dual-use pier facility at or near the Berkeley Municipal Pier that would serve as both a ferry terminal and public access space. This service is expected to begin operations in FY 2025–26.

¹ More information about the project can be found here: www.sftreasureisland.org

Redwood City Ferry Service

The Redwood City ferry service has been included in regional and local planning studies as a future transportation improvement for the Mid-Peninsula area of San Mateo County. Funding from San Mateo's Measure A transportation sales tax has been made available for the development and construction of a Redwood City ferry terminal. The City and the Port of Redwood City have entered into an agreement with the San Mateo County Transportation Authority to conduct a Feasibility Study and Business Plan as a first step toward future project development. WETA and the City of Redwood City are planning to enter into a Memorandum of Understanding by spring 2020 that defines the partnership between the two agencies as the project goes through the development process. This service is assumed to begin operations in FY 2027–28.

5.2 OPERATING BUDGET

Projected system operating expenses and revenues for the existing services and near-term expansion services are shown in figures 5-3 and 5-4, respectively. The following discussion presents the assumptions underlying the projection and provides more detail on the anticipated revenue sources and available reserve funding.

5.2.1 Budget Assumptions

Operating expenses and revenues for the ten-year period are based on actual FY 2018–19 expenses, utilizing the major assumptions identified below:

- Unit costs for Purchased Transportation services to increase 4 percent annually.
- Fuel cost is projected to increase 2 percent annually.
- Fares are expected to increase 3 percent annually.
- Annual ridership increases on each service between 3 percent and 10 percent are based on recent ridership trends for each individual route.
- Service costs and fare revenues for Alameda Seaplane Lagoon, Mission Bay, Berkeley, and Redwood City are based on anticipated service levels and ridership demand projections.

5.2.2 Revenue Sources

A variety of state and local funding sources are programmed and available to support nearly \$751.1 million in operating costs required to deliver services in this ten-year service plan. All revenue sources in the Operating Budget are fully committed. These include the following:

Fare Revenue

Passenger fares are based on current ridership and anticipated future growth to provide \$395.6 million in revenues to support system operation over the next ten years. To ensure that fares marginally keep up with system cost inflation, fare levels are planned to increase 3 percent annually.

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 voters in November 1988. This plan assumes that these funds do not escalate over time, consistent with MTC projections. It is assumed that this source will contribute \$35.9 million to the Operating Budget over the next ten years.

Regional Measure 2 Program

In 2004 voters passed Regional Measure 2 (RM2), which provides WETA with \$19.5 million annually to support existing services and fund WETA's service expansion plans. Of this amount, \$3 million is available specifically to support WETA planning and administration, and \$16.5 million is available to support service development and operation. The Operating Budget does not escalate RM2 funds over time, consistent with MTC projections. This plan assumes that RM2 funds are used to support operating deficits for the existing Alameda/Oakland, Harbor Bay, Vallejo, and South San Francisco services.

Regional Measure 3 Program

Approved by voters in June 2018, Regional Measure 3 (RM3) raised tolls on the region's state-owned toll bridges by \$1 beginning January 1, 2019. Tolls will rise by another \$1 in January 2022, with another \$1 increase in January 2025. RM3 includes a \$35 million annual operating subsidy (ramping up over a five-year period) to support WETA's ferry system. RM3 toll increases are currently being placed into an escrow account managed by an independent trustee, pending final resolution of all litigation. This plan assumes that RM3 funding will be available starting in FY 2022–23.

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 twenty-five years, in order 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. Approximately \$27.8 million will be provided to support Richmond ferry operations from FY 2019–20 through FY 2028–29, by agreement between WETA and the CCTA.

City of Alameda Property Tax/Assessments

The plan assumes that the City of Alameda continues to provide funds from its property tax assessments, a total of \$0.7 million over the ten-year planning period, to support operation of the Alameda Harbor Bay service.

5.2.3 Other Potential Revenue Sources

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 revenue sources are especially critical since WETA's largest sources of funding subsidy do not increase with inflation. Some potential sources of additional funding are described below.

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 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 San Mateo County Transportation Authority to determine whether 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 ten-year planning horizon. However, as the economy picks up and toll revenues increase, WETA anticipates potential discussions with MTC regarding cost inflation increases that were previously planned but never offered to WETA services. WETA will also advocate for 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 and county transportation authorities, such as the Alameda County Transportation Commission, Contra Costa Transportation Authority, Solano County Transportation Authority, San Francisco County Transportation Authority, San Mateo Transportation Authority, and Santa Clara Valley Transportation Authority, as they develop and pursue countywide transportation sales tax initiatives in future years to support continued ferry transit operations.

Bay Area communities are currently considering tax measures that would fund both transportation and housing. The largest of these proposals, FASTER, would generate revenue by increasing the sales tax across all nine Bay Area counties by one cent indefinitely. These measures may be a future source of capital and operating revenue for WETA.

5.2.4 Reserves

In addition to the previously described efforts to enhance overall revenues, WETA has worked to establish sufficient reserve funds to allow for operating flexibility and to buffer against unanticipated capital maintenance expenses. Although individual funding sources have different restrictions on the types of projects they can fund, WETA has developed the following guidelines for the amount of reserve funding needed:

- **Operating Reserve:** The purpose of the Operating Reserve is to accumulate sufficient reserve funds necessary to guard against service disruption in the event of unexpected temporary revenue shortfall or unpredicted one-time expenses. The target fund level for the Operating Reserve is to maintain a balance, as of July 1 of each fiscal year, equal to two months (or 17 percent) of total ferry operating expenditures. For FY 2019–20 the target fund level is \$8.1 million.
- **Capital Reserve:** The purpose of the Capital Reserve is to accumulate sufficient reserve funds necessary to support unanticipated capital repairs of major system components. The target fund level for the Capital Reserve is to maintain a balance, as of July 1 of each fiscal year, of \$10 million.

Figure 5-3 WETA Operating Plan (Actuals), FY 2015–16 through FY 2018–19

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual
REVENUE VEHICLE HOURS				
Alameda/Oakland Ferry Service	8,379	9,093	9,180	8,429
Alameda Harbor Bay Ferry Service	1,651	1,790	1,834	1,939
Vallejo Ferry Service	6,231	7,886	8,696	8,755
South San Francisco Ferry Service	1,434	1,499	1,470	1,139
Richmond Ferry Service				1,050
TOTAL REVENUE HOURS	17,695	20,268	21,180	21,312
REVENUE MILES				
Alameda/Oakland Ferry Service	90,273	99,192	99,288	94,830
Alameda Harbor Bay Ferry Service	28,391	30,785	31,541	33,342
Vallejo Ferry Service	169,495	212,100	238,293	240,019
South San Francisco Ferry Service	25,887	25,861	25,357	20,701
Richmond Ferry Service				15,120
TOTAL REVENUE MILES	314,046	367,938	394,479	404,012
OPERATING COSTS				
WETA Planning & Administration	\$2,592,500	\$2,473,168	\$2,841,400	\$2,353,081
Alameda/Oakland Ferry Service	\$8,140,683	\$9,763,332	\$11,525,205	\$13,329,240
Alameda Harbor Bay Ferry Service	\$2,362,226	\$2,260,907	\$2,938,772	\$3,608,269
Vallejo Ferry Service	\$13,513,833	\$16,079,304	\$17,393,197	\$17,676,924
South San Francisco Ferry Service	\$2,753,919	\$2,666,965	\$3,181,583	\$3,179,777
Richmond Ferry Service				\$1,723,570
TOTAL	\$29,363,161	\$33,243,676	\$37,880,157	\$41,870,861
OPERATING REVENUES				
Fare Revenues	\$16,681,858	\$18,567,319	\$20,403,076	\$22,434,943
Local - Bridge Tolls / RM1 5% Ferry Ops				
Local - Bridge Tolls / RM2 WETA Plan & Admin	\$2,592,500	\$2,473,168	\$2,841,400	\$2,353,081
Local - Bridge Tolls / RM2 Ferry Ops	\$10,088,803	\$12,112,981	\$14,620,371	\$15,822,253
Local - Bridge Tolls / RM3 Ferry Ops				
Local - Sales Tax Measure J				\$1,240,188
Local - Alameda Property Tax / Assessments				
Local - Landing Fees / Advertising / Other		\$90,208	\$15,310	\$20,396
Other Funding (TBD) for Treasure Island service				
TOTAL	\$29,363,161	\$33,243,675	\$37,880,157	\$41,870,861
NET INCOME (DEFICIT)	\$0	\$0	\$0	\$0
<i>System-wide Farebox Recovery</i>	<i>62%</i>	<i>60%</i>	<i>58%</i>	<i>57%</i>

2020 SHORT RANGE TRANSIT PLAN FY 2019-20 to FY 2028-29
San Francisco Bay Area Water Emergency Transportation Authority

Figure 5-4 WETA Operating Plan and Budget, FY 2019–20 through FY 2028–29

	FY 2019-20 Budget	FY 2020-21 Projected	FY 2021-22 Projected	FY 2022-23 Projected	FY 2023-24 Projected	FY 2024-25 Projected	FY 2025-26 Projected	FY 2026-27 Projected	FY 2027-28 Projected	FY 2028-29 Projected	TOTAL 10-Year
PLANNED REVENUE HOURS & MILES											
Major Service Changes:		Seaplane Lagoon (Aug 2020)	Mission Bay (Jan 2022)	VJO and ADFS Enhancement	HB Enhancement; Treasure Island (Jul 2023)		SPL and RCH Enhancement; Berkeley (Jul 2025)	SSF Enhancement	Treasure Island Enhancement; Redwood City (Jul 2027)		
REVENUE VEHICLE HOURS											
Alameda/Oakland Ferry Service	8,673	7,966	7,966	8,689	8,689	8,689	8,689	8,689	8,689	8,689	85,425
Alameda Harbor Bay Ferry Service	2,133	2,133	2,133	2,133	3,847	3,847	3,847	3,847	3,847	3,847	31,615
Vallejo Ferry Service	8,862	8,862	8,862	9,616	9,616	9,616	9,616	9,616	9,616	9,616	93,896
South San Francisco Ferry Service	1,705	1,705	1,705	1,705	1,705	1,705	1,705	2,989	2,989	2,989	20,902
Richmond Ferry Service	2,496	2,685	2,685	2,685	2,685	2,685	4,028	4,028	4,028	4,028	32,033
Seaplane Lagoon		1,665	1,816	1,816	1,816	1,816	3,027	3,027	3,027	3,027	21,041
Mission Bay Ferry Service			416	832	832	832	832	832	832	832	6,242
Berkeley Ferry Service							1,957	1,957	1,957	1,957	7,827
Redwood City Ferry Service									3,070	3,070	6,141
Treasure Island Ferry Service					TBD	TBD	TBD	TBD	TBD	TBD	
TOTAL REVENUE HOURS	23,869	25,016	25,583	27,476	29,191	29,191	33,701	34,985	38,055	38,055	305,122
REVENUE MILES											
Alameda/Oakland Ferry Service	106,027	97,377	97,377	106,213	106,213	106,213	106,213	106,213	106,213	106,213	1,044,272
Alameda Harbor Bay Ferry Service	36,696	36,696	36,696	36,696	66,187	66,187	66,187	66,187	66,187	66,187	543,906
Vallejo Ferry Service	241,114	241,114	241,114	261,634	261,634	261,634	261,634	261,634	261,634	261,634	2,554,782
South San Francisco Ferry Service	23,640	23,640	23,640	23,640	23,640	23,640	23,640	41,443	41,443	41,443	289,809
Richmond Ferry Service	34,824	37,464	37,464	37,464	37,464	37,464	56,196	56,196	56,196	56,196	446,928
Seaplane Lagoon		30,855	33,660	33,660	33,660	33,660	56,100	56,100	56,100	56,100	389,895
Mission Bay Ferry Service			5,087	10,175	10,175	10,175	10,175	10,175	10,175	10,175	76,309
Berkeley Ferry Service							23,919	23,919	23,919	23,919	95,676
Redwood City Ferry Service									83,538	83,538	167,076
Treasure Island Ferry Service					TBD	TBD	TBD	TBD	TBD	TBD	
TOTAL REVENUE MILES	442,301	467,145	475,038	509,482	538,973	538,973	604,064	621,867	705,405	705,405	5,608,654
OPERATING COSTS											
WETA Planning & Administration	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$30,000,000
Alameda/Oakland Ferry Service	\$14,916,400	\$13,831,010	\$14,171,898	\$18,356,492	\$18,907,187	\$19,474,403	\$20,058,635	\$20,660,394	\$21,280,206	\$21,918,612	\$183,575,235
Alameda Harbor Bay Ferry Service	\$3,976,300	\$3,749,003	\$3,864,014	\$3,987,634	\$5,707,863	\$5,879,099	\$6,055,472	\$6,237,136	\$6,424,250	\$6,616,977	\$52,497,747
Vallejo Ferry Service	\$20,966,000	\$23,331,871	\$24,119,153	\$28,615,182	\$29,473,638	\$30,357,847	\$31,268,582	\$32,206,640	\$33,172,839	\$34,168,024	\$287,679,776
South San Francisco Ferry Service	\$3,392,600	\$3,836,215	\$3,960,036	\$4,095,975	\$4,236,903	\$4,383,010	\$4,534,494	\$6,710,726	\$6,912,047	\$7,119,409	\$49,181,415
Richmond Ferry Service	\$4,450,600	\$3,810,647	\$3,909,853	\$4,041,099	\$4,177,093	\$4,318,013	\$6,442,884	\$6,636,170	\$6,835,255	\$7,040,313	\$51,661,927
Seaplane Lagoon		\$3,596,304	\$4,059,867	\$4,201,552	\$4,348,491	\$4,500,885	\$6,030,333	\$6,211,243	\$6,397,581	\$6,589,508	\$45,935,764
Mission Bay Ferry Service			\$862,703	\$1,785,944	\$1,848,733	\$1,913,861	\$1,981,418	\$2,051,497	\$2,124,196	\$2,199,616	\$14,767,969
Berkeley Ferry Service							\$4,554,600	\$4,708,054	\$4,867,071	\$5,031,864	\$19,161,589
Redwood City Ferry Service									\$8,198,542	\$8,473,555	\$16,672,098
Treasure Island Ferry Service					\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$50,701,900	\$55,155,050	\$57,947,524	\$68,083,880	\$71,699,908	\$73,827,117	\$83,926,417	\$88,421,859	\$99,211,988	\$102,157,878	\$751,133,520
OPERATING REVENUES											
Fare Revenues	\$24,520,000	\$27,275,351	\$29,960,146	\$32,895,458	\$35,829,868	\$39,050,263	\$43,954,790	\$47,892,806	\$54,687,039	\$59,548,074	\$395,613,796
Local - Bridge Tolls / RM1 5% Ferry Ops	\$2,642,300	\$6,019,724	\$6,221,502	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$35,883,525
Local - Bridge Tolls / RM2 WETA Plan & Admin	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$30,000,000
Local - Bridge Tolls / RM2 Ferry Ops	\$16,500,000	\$16,500,000	\$16,500,000	\$16,500,000	\$16,500,000	\$16,500,000	\$16,500,000	\$16,500,000	\$16,500,000	\$16,500,000	\$165,000,000
Local - Bridge Tolls / RM3 Ferry Ops				\$10,510,327	\$11,304,123	\$10,351,209	\$13,739,716	\$14,464,846	\$18,670,673	\$17,013,899	\$96,054,793
Local - Sales Tax Measure J	\$3,308,200	\$2,356,475	\$2,262,276	\$2,174,394	\$2,062,117	\$1,921,745	\$3,727,912	\$3,560,107	\$3,350,075	\$3,091,605	\$27,814,906
Local - Alameda Property Tax / Assessments	\$728,000										\$728,000
Local - Landing Fees / Advertising / Other	\$3,400	\$3,500	\$3,600	\$3,700	\$3,800	\$3,900	\$4,000	\$4,100	\$4,200	\$4,300	\$38,500
Other Funding (TBD) for Treasure Island service											\$0
TOTAL	\$50,701,900	\$55,155,050	\$57,947,524	\$68,083,880	\$71,699,908	\$73,827,117	\$83,926,417	\$88,421,859	\$99,211,988	\$102,157,878	\$751,133,520
NET INCOME (DEFICIT)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
System-wide Farebox Recovery	51%	52%	55%	51%	52%	55%	54%	56%	57%	60%	55%

6 CAPITAL IMPROVEMENT PROGRAM

The ten-year Capital Improvement Program (CIP) 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 as WETA’s planned system expansion. The CIP provides a basis for annual capital budgeting, long-term financial planning, and grant application development. It will be revised periodically as projects develop and future system funding becomes more certain. A detailed table of project costs and revenues by year is provided in appendix A.

6.1 CIP PROJECTS AND CAPITAL COSTS

The Capital Improvement Program (CIP) is organized to reflect the multiyear nature of capital projects and the recurring cycles of many capital improvements. The program of projects in the CIP includes both rehabilitation and replacement needs for existing services and planned near-term expansion projects based on WETA’s system 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 are summarized in figure 6-1 and are described in more detail in the following pages.

Figure 6-1 Types of Capital Projects

Program	Description
Revenue Vessels	Rehabilitation, replacement, and expansion of ferry vessel fleet
Major Facilities Projects	Rehabilitation and replacement of passenger ferry and vessel mooring facilities and maintenance facilities (e.g., terminals, maintenance facilities, floats, docks)
Service Expansion	Ferry terminals necessary for near-term ferry expansion services and operations
Capital Equipment/Small Projects	Purchase of non-revenue vehicles and equipment and implementation of small projects

6.1.1 Revenue Vessel Projects

WETA currently owns and maintains a fleet of fifteen vessels. Two additional vessels are under construction and will be added to the fleet in 2020. The plan assumes that WETA’s combined ferry fleet will consist of thirty-three vessels by FY 2028–29, including sixteen new vessels for service enhancements and expansions. The details of the current fleet and the details of replacement, rehabilitation, service enhancement, and expansion vessels are shown in figure 6-2 and appendix B.

This fleet configuration allows for sufficient spare vessel capacity to be available to provide backup service when vessels must undergo dry-dock inspections required by the Coast Guard or when regularly scheduled or unanticipated maintenance or rehabilitation or repair work is needed. The entire fleet is available to serve the Bay Area’s transportation needs in the event of an emergency. Revenue vessel project needs are described below and organized into rehabilitation, replacement, and expansion needs of the fleet.

Vessel Expansion

WETA's vessel fleet expansion program includes the purchase of up to sixteen new ferry vessels to operate planned service, for a total of approximately \$229.4 million¹. It is anticipated that these vessels will be funded through a combination of Regional Measure 3 (RM3), state Transit and Intercity Rail Capital Program (TIRCP), and state Proposition 1B funds. The details of the vessels to be placed for expansion, service enhancements, and estimated costs over the planning horizon are shown in appendix B (Service Enhancement and Expansion Program).

Appendix B is a snapshot of the WETA fleet plan, in terms of WETA's current and expected fleet. Several factors create the context for this plan and influence planned investment over the SRTP period. The WETA fleet has historically been characterized by vessel subfleets: groups of vessels that have been designed to provide optimal service for specific routes but that are not necessarily interchangeable within the system. In addition, specific WETA terminals were restricted in their ability to handle larger vessels due to navigational constraints or water depth at the terminal. WETA has made a conscious effort in its capital improvement program in recent years to build terminals and vessels that are more universal, allowing greater flexibility and interchangeability between vessels and services. This emphasis will continue into the SRTP period as vessels are able to serve multiple terminals because they have low draft, have higher speeds and so are able to meet travel time goals throughout the system, and have sufficient capacity for most demand periods. WETA requires sufficient backup vessels to reliably operate regular transit service. Due to high demands for maintenance, vessels are often out of service for both predictable and unpredictable reasons throughout the year. As a result, WETA has strived for a higher level of spare capacity in its fleet than may be seen in other modes of transit, such as buses or rail. The WETA Strategic Plan has a goal of achieving a spare ratio of 50 percent, in other words, a fleet that has a 50 percent greater number of vessels than those in peak service. Historically, WETA has operated with very low numbers of spare vessels. This trend is being reversed as WETA has aggressively pursued vessel procurement that will build the fleet and spare capacity. In 2019 WETA completed a Small Vessel Feasibility Study that identified the need for smaller 100-passenger capacity vessels in specific upcoming services, such as Mission Bay and Treasure Island. Building on that study, WETA has pursued grant funds to purchase small zero-emission vessels that are propelled by electric battery power. As WETA expands its small vessel fleet and as technology improves, more and more larger vessels will be electric or use some other form of zero-emission propulsion.

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. The total estimated cost of vessel rehabilitation over the course of the ten-year plan is \$101.5 million. The details of the vessels to be rehabilitated over the planning horizon and the estimated costs are shown in appendix A. All vessel rehabilitation work will be performed by third-party vendors under contract to WETA.

¹ This number includes some of the cost of constructing the Cetus, Argo, Lyra, Vela, and Dorado, since their construction costs were split between FY 2018–19 and FY 2019–20, as reflected in appendix A (Capital Improvement Plan). However, these five vessels are not listed as part of the expansion fleet because they will be in service in FY 2019–20.

Vessel rehabilitation work is divided into two major categories for financial planning purposes, as described below.

- **Major Component Rehabilitation/Replacement:** Vessels are required to undergo periodic haul-out and rehabilitation work to remain in working order during their twenty-five-year lifespan. Major component rehabilitation or replacement work 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 or retrofit of passenger amenities, is determined by a preventive maintenance program and inspection process. WETA has identified \$50.2 million of major component rehabilitation/replacement work that will be needed over the next ten years across the current and future fleet.
- **Quarter-Life/Mid-Life/End-of-Life Repower/Refurbishment:** A quarter-life repower/refurbishment is scheduled when a vessel reaches 6.5 and approximately 19 years of service life; this includes major dry-docking, overhauls to drive train running gear, passenger cabin refurbishment, and HVAC and main engine overhaul work. A midlife repower/refurbishment is scheduled when a vessel reaches 12.5 years of service life. Vessels are repowered at this point to ensure continued safe and reliable operation. This work generally includes replacement of major vessel systems such as engines, electronics, and propulsion systems; refurbishment of the passenger cabins; and sandblasting and repainting vessels. End-of-life repower/refurbishment may be undertaken to keep vessels operational beyond the typical 25 years of useful service life. End-of-life work activities are the same as quarter-life activities, except that the main engine is replaced rather than overhauled. Equipment service hours and specific vessel needs may affect the timing of the repower/refurbishment projects. The total anticipated cost for these projects is \$51.3 million within the ten-year planning period of the SRTP.

Vessel Replacement

Passenger ferry vessels are expected to have a useful life of twenty-five years. Vessel replacement is necessary when a vessel is nearing the end of its useful life and major component rehabilitation and replacement is no longer cost-effective. WETA anticipates the replacement of five vessels over the next ten years, including the Solano, Bay Breeze, Peralta, Intintoli, and Mare Island, at an estimated cost of \$91.8 million. The details of the vessels to be replaced in service over the planning horizon and their estimated costs are shown in appendix A.

Figure 6-2 Current Revenue Vessel Fleet

ID Name	ID #	MFG	Year of MFG	Length of Vessel (Meters)	Capacity: Seated/ Wheelchairs	Vessel Type	Mode of Power	Major Rehab/ Years Added	Anticipated Replacement
Bay Breeze	1020550	Nichols	1994	29.6	250 / 4	Catamaran	diesel	yes/12	2021
Peralta	1118810	Nichols	2002	37	326 / 4	Catamaran	diesel	yes/13	2029
Intintoli	1050665	Dakota Creek	1997	41.27	349 / 4	Catamaran	diesel	yes/ 11	2024
Mare Island	1053103	Dakota Creek	1997	41.27	349 / 4	Catamaran	diesel	yes/ 11	2024
Solano*	1155022	Dakota Creek	2004	41.27	320 / 4	Catamaran	diesel	yes/11	2019
Gemini	1213097	Nichols/ Kvichak	2008	35.9	225 / 4	Catamaran	diesel	yes/12	2033
Pisces	1213095	Nichols/ Kvichak	2008	35.9	225 / 4	Catamaran	diesel	yes/ 13	2034
Scorpio	1215086	Kvichak/ Nichols	2009	35.9	225 / 4	Catamaran	diesel	yes/ 13	2034
Taurus	1215087	Kvichak/ Nichols	2009	35.9	225 / 4	Catamaran	diesel	yes/ 13	2033
Hydrus	1275311	Vigor	2017	41.26	400	Catamaran	diesel	no	2042
Cetus	1277145	Vigor	2017	41.26	400	Catamaran	diesel	no	2042
Argo	1282716	Vigor	2018	41.26	400	Catamaran	diesel	no	2043
Carina	1290482	Vigor	2018	41.26	400	Catamaran	diesel	no	2043
Pyxis	1286883	Dakota Creek	2019	44	445	Catamaran	diesel	no	2044
Vela	1286882	Dakota Creek	2019	44	445	Catamaran	diesel	no	2045
Lyra**	1286881	Dakota Creek	2020	44	445	Catamaran	diesel	no	2045
Dorado**	TBD	Maverick	2020	38	300	Catamaran	diesel	no	2047

*The Solano was retired from service in December 2019 and will be replaced by 2022.

**The Lyra and Dorado are under construction and are to be delivered in 2020.

6.1.2 Major Facilities Projects

The WETA ferry system includes seven terminals, one vessel mooring facility owned and maintained by WETA, and two operations and maintenance facilities, as identified in figure 6-3. Programmed rehabilitation and maintenance of these facilities is critical to ensure that 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.

Figure 6-3 WETA Terminal and Mooring Facilities

Facility	Year Built
Vallejo Terminal	1999
Oakland Terminal	1990
Alameda Main Street Terminal	1990
Alameda Harbor Bay Terminal	1992
South San Francisco Terminal	2012
Pier 9 Layover Berths	2011
North Bay Operations and Maintenance Facility	2016
Central Bay Operations and Maintenance Facility	2018
Richmond Terminal	2019
Downtown San Francisco Terminal Expansion	2020

Dredging

The Vallejo, South San Francisco, Harbor Bay, and Central Bay Operation and Maintenance facilities all require dredging to remove silt and buildup that would otherwise prevent vessels from operating in these areas. The timing of maintenance dredging depends on previous dredging depths and variable sedimentation rates. Dredge work for the Vallejo service is scheduled to take place in FY 2021–22, FY 2024–25, and FY 2027–28. Dredging in South San Francisco is scheduled to take place in FY 2022–23. Dredging in Alameda Harbor Bay is scheduled to take place in FY 2022–23. Dredging in the Central Bay Operations and Maintenance Facility is scheduled to take place in FY 2028–29. No other channels are anticipated to require dredging during this SRTP period. The total planned dredge work is estimated to cost \$14.5 million.

Terminal and Facility 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 ten years to ensure that ferry services are not interrupted and the facilities can function properly in the event of an emergency. Floats and gangways provide passenger access as well as facilities to moor WETA vessels when they are out of service. 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 ten years. The estimated cost of terminals and facilities is approximately \$30.3 million.

6.1.3 System Expansion Projects

Over the ten-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

The Downtown San Francisco Ferry Terminal Expansion Project has been developed by WETA to expand and improve facilities at the Downtown San Francisco Ferry Terminal. WETA is working in close partnership with the Port of San Francisco to implement this project.

The project includes construction of three new ferry gates and vessel berthing facilities that will support new ferry services. The project will also improve landside conditions at the Ferry Terminal by the provision of new amenities such as weather-protected canopies, the construction of a new plaza area south of the Ferry Building, the extension of pedestrian promenade areas, and other public access improvements. The new gates and amenities will significantly improve waiting and queuing conditions for riders and expand the space available for WETA to stage emergency water transit services in the event of a regional transportation disruption or disaster. Construction began in February 2017 and is scheduled to be fully completed by mid-2020. The total estimated cost of the full project is \$98.0 million.

Alameda Seaplane Lagoon Ferry Terminal

The construction of Alameda Seaplane Lagoon terminal began in September 2019. WETA and the City of Alameda are in the process of developing an operational agreement and a service plan that anticipates the start of operation in August 2020. WETA authorized a commitment of \$2 million to the project to close a capital-funding gap and keep the project on schedule for construction. The total estimated cost of the terminal project is \$22 million.

Mission Bay Ferry Terminal

The Port of San Francisco anticipates beginning construction of the Mission Bay terminal in early 2020 and completing construction in time for service start-up in 2022. WETA's commitment to terminal construction is \$25 million. The estimated cost of the project is \$46.2 million.

Treasure Island Ferry Terminal

The proposed terminal will provide ferry service between Treasure Island and the downtown San Francisco Ferry Terminal. This project is developed as part of the 2011 Treasure Island Transportation Implementation Plan, in conjunction with a large-scale proposed development project on Treasure Island that will include 8,000 new housing units, restaurants, retail establishments, and entertainment venues. San Francisco County Transportation Authority (SFCTA) is exploring funding opportunities to implement this planned transportation program.

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 and Central Bay Operations and Maintenance Facility projects.

Berkeley Ferry Terminal

The proposed Berkeley terminal will accommodate ferry service between the Berkeley terminal, downtown San Francisco, and potentially other destinations such as South San Francisco. WETA and the City of Berkeley entered into a Memorandum of Understanding in spring 2019 that details project development activities such as an evaluation of landside and waterside options for developing a terminal at the existing recreational pier site on the Berkeley waterfront.

The assumed estimated cost of the project is \$30.3 million. It is assumed that 50 percent of the capital costs for this project will be funded with RM3 and the remaining covered by other local funding sources. This service is assumed to begin operations in FY 2025–26.

Redwood City Ferry Terminal

The proposed Redwood City terminal will accommodate ferry service to and from Redwood City.

The projected cost of the project is \$28.6 million. It is assumed that \$15 million of the capital costs for this project would be funded through San Mateo sales tax and the remaining with Regional Measure 3 (RM3) funds. This service is assumed to begin operations in FY 2027–28.

6.1.4 Capital Equipment/Small Projects

WETA currently owns and operates fourteen non-revenue vehicles to support various operations and maintenance activities, including two work skiffs, one boat trailer, two shop trucks, two crew vans, five utility carts, and two forklifts. Small-scale capital expenditures are periodically required for new or replacement non-revenue vehicles and equipment.

Over the time frame of this SRTP, WETA will incur \$5.6 million in expenditures for capital equipment, non-revenue vehicles, and miscellaneous terminal maintenance projects.

6.1.5 Asset Management

WETA is required to establish and carry out a Transit Asset Management (TAM) Plan to monitor and manage public transportation capital assets to achieve and maintain a State of Good Repair (SGR), improve safety, and increase reliability and performance. As part of the Moving Ahead for Progress in the 21st Century Act (MAP-21), and the subsequent Fixing America's Surface Transportation (FAST) Act, the Federal Transit Administration has enacted regulations for transit asset management that require transit service providers to establish asset management performance measures and targets as well as to develop a TAM plan. The goal of improved transit asset management is to implement a strategic approach for assessing needs and prioritizing investments to ensure that WETA assets are maintained in the State of Good Repair necessary to provide safe, reliable, on-time service to its riders.

WETA has worked with the Metropolitan Transportation Commission (MTC) to develop a TAM plan that meets this new federal requirement.

6.1.6 Summary of CIP Costs

The CIP identifies projects requiring a total investment of approximately \$584.4 million over the ten-year plan period as illustrated in figure 6-4.

Figure 6-4 Capital Improvement Program Summary

Program	Ten-Year Total Cost
Revenue Vessel Projects	\$422.7 million
<i>Vessel Rehabilitation</i>	\$101.5 million
<i>Vessel Replacement</i>	\$91.8 million
<i>Vessel Expansion ¹</i>	\$229.4 million
Major Facilities Rehabilitation/Replacement	\$44.9 million
<i>Dredging</i>	\$14.5 million
<i>Terminal Maintenance, Floats, and Gangways</i>	\$30.3 million
Service Expansion Projects	\$111.2 million
<i>Central Bay Ops & Maintenance Facility</i>	\$6.3 million
<i>San Francisco Ferry Building South Basin ²</i>	\$19.0 million
<i>Alameda Seaplane Lagoon Terminal</i>	\$2.0 million
<i>Mission Bay Terminal</i>	\$25.0 million
<i>Redwood City Terminal</i>	\$28.6 million
<i>Berkeley Terminal</i>	\$30.3 million
Capital Equipment/Small Projects	\$5.6 million
Total	\$584.4 million

¹ New expansion vessels added after FY 2019–20. The total cost on this table does not include any costs of constructing the Cetus, Hydrus, Vela, Lyra, or Dorado. These costs are, however, included in the overall Vessel Expansion cost, as indicated in appendix A and appendix B.

² This is not the full project cost, only the ten-year cost from FY 2020 to FY 2029.

6.2 CIP REVENUES

A variety of federal, state, and local funding sources can reasonably be projected to be available to support the approximately \$584.4 million Capital Improvement Program (CIP) contained in this plan, as discussed below.

6.2.1 Federal Sources

Federal Grants

The majority of Federal funds that WETA receives and utilizes to fund rehabilitation and replacement projects in the CIP are Federal Section 5307 and 5337 formula program funds

programmed annually by the Metropolitan Transportation Commission (MTC) based on regional criteria and secured through direct grant application and contract with the Federal Transit Administration (FTA). The FTA formula funds provide up to 80 percent funding to support critical vessel replacement, rehabilitation and midlife refurbishment work, float and gangway rehabilitation and replacement work, and periodic dredging.

WETA has also been successful in securing FTA Passenger Ferry Grant Program funds to support construction of the Central Bay Operations and Maintenance Facility, construction of the Downtown San Francisco Terminal Expansion, and rehabilitation of the MV Solano. Additional federal funds assumed in this plan include future award of FTA Passenger Ferry Grant Program and FHWA Ferry Boat Formula Program funds. Across all federal sources, Federal Sections 5307 and 5337, FTA Passenger Ferry Grant Program, and FHWA Ferry Boat Program are designated for particular capital projects and uses and cannot be transferred to other capital needs that may arise. Considering formula and discretionary sources together, the CIP forecasts the use of a total of \$166.4 million in federal funds over the ten-year forecast period in this SRTP. WETA anticipates the use of \$5 million in already-awarded FTA Passenger Ferry Grant Program funds in FY 2019–20. WETA also anticipates the use of \$3.9 million in FTA Passenger Ferry Grant Program funds in FY 2024–25, but this funding has not yet been fully secured. If these funds are not received, they will be backfilled with available State Transit Assistance funds (a state-level revenue source).

6.2.2 State Sources

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 the ten-year period from FY 2007–08 to FY 2016–17, this program promises to provide WETA with \$245 million in Proposition 1B funds to support implementation of its regional emergency response ferry system. This plan assumes use of the remaining Proposition 1B funds to construct new vessels. A total of \$41.4 million in Proposition 1B funds are anticipated to be used for capital projects during the SRTP forecast period.

State: Low Carbon Transit Operations Program

The Low Carbon Transit Operations Program (LCTOP) provides operating and capital assistance for transit agencies to reduce greenhouse gas emissions and improve mobility. The funding program is part of the state's Greenhouse Gas Reduction Fund. A portion of the LCTOP funds are allocated to operators based on the State Transit Assistance (STA) Revenue-Based formula. LCTOP funds can be used to support capital and operating expenses that enhance transit service and reduce greenhouse gas (GHG) emissions. These funds can also be used to support new or expanded transit services, or expanded intermodal facilities and equipment, fueling, and maintenance for those facilities. This plan assumes use of \$3.5 million in LCTOP funds for capital purposes over the ten-year planning period.

Transit and Intercity Rail Capital Program

Administered by the California State Transportation Agency (CalSTA), the Transit and Intercity Rail Capital Program (TIRCP) was created by Senate Bill (SB) 862 to provide grants from the Greenhouse Gas Reduction Fund (GGRF) to fund transformative capital improvements that will modernize California's intercity, commuter, and urban rail systems and bus and ferry transit systems to significantly reduce greenhouse gas emissions, vehicle miles traveled, and congestion.

Assembly Bill (AB) 398 extended the Cap and Trade Program that supports the TIRCP from 2020 through 2030. This plan assumes use of \$6.9 million in TIRCP funds to support the construction of new vessels over the ten-year planning period.

State Transit Assistance

State Transit Assistance (STA) funds are derived from the statewide sales tax on gasoline and diesel fuel and are used for mass transportation purposes. STA funds are appropriated by the State Controller's Office on a revenue and population formula basis and allocated annually to WETA through grant agreement with MTC to support transit capital and operating needs. This plan assumes use of \$32.6 million in STA funds for capital purposes over the ten-year planning period.

State Transit Assistance: State of Good Repair (STA-SGR)

The State of Good Repair (SGR) Program provides funds to transit operators in California for eligible transit maintenance, rehabilitation, and capital projects. SGR is funded from a portion of a new Transportation Improvement Fee (TIF) on vehicle registrations due on or after January 1, 2018. A portion of this fee is transferred to the State Controller's Office for the SGR Program. These funds are allocated under the State Transit Assistance (STA) Program formula to eligible agencies. Half of the funds are allocated according to population and half according to transit operator revenues. This plan assumes use of \$3.7 million in STA-SGR funds for capital purposes over the ten-year planning period.

6.2.3 Regional and Local Sources

Assembly Bill 664

Assembly Bill 664 funds are programmed annually by MTC to provide a partial local match to Federal Section 5307 and 5337 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 and the use of \$2.5 million for capital purposes over the ten-year forecast period.

Regional Measure 1 – 2% Program

In November 1988 Bay Area voters approved Regional Measure 1 (RM1), authorizing a \$1 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. The funding amount does not escalate over time, consistent with MTC projections. However, the funds can be banked year to year, and annual use of this revenue source fluctuates depending on the level of capital needs and the availability of other funding sources. This plan assumes the use of \$12 million in RM1 – 2% funds over the next ten years.

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. WETA receives \$3 million annually for ferry capital improvement projects and ferry operations. This plan assumes that these funds do not escalate over time, consistent with MTC projections. These funds can be banked from year to year, so annual use of this revenue source fluctuates depending on the level of capital needs and the availability of other funding sources. Over the next ten years, WETA has programmed \$5.7 million in funding from this source.

Regional Measure 3 Program

Approved by voters in June 2018, Regional Measure 3 (RM3), raised tolls on the region's state-owned toll bridges by \$1 beginning in January 1, 2019. Tolls will rise by another \$1 in January 2022 with another \$1 increase in January 2025. RM3 includes \$300 million capital to support WETA's ferry system. RM3 toll increases are currently placed into an escrow account managed by an independent trustee pending final resolution of all litigation. This plan assumes RM3 funds will be available beginning in FY2022-23 and has programmed \$246.8 million in capital funding over the next ten years.

Alameda County Measure B, Measure BB

In 2000, Alameda County voters approved Measure B, the half-cent transportation sales tax and an accompanying 20-year expenditure plan. 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. On November 4, 2014 Alameda County voters passed Measure BB, a 30-year Transportation Expenditure Plan which extends the existing 0.5 percent Measure B sales tax, scheduled to terminate on March 31, 2022. Measure BB also augments the tax by 0.5 percent and dedicates the full 1 percent to transportation expenses. Measure BB will expire in 2045 without voter renewal.

This plan assumes the use of \$24.6 million Measure B and Measure BB funds for capital projects over the 10-year SRTP period.

Other Miscellaneous Regional/Local Funds

Other grant funds assumed to be available to support WETA projects include City of Alameda Local Funds to support capital needs at the Alameda terminals, and other minor contributions and grants. Together these miscellaneous funds total \$7.8 million over the 10-year forecast period in this SRTP.

6.2.4 Summary of CIP Revenues

Over the ten-year period covered by this SRTP, WETA is projected to have sufficient revenues available to cover the entire \$584.4 million capital program described earlier in this chapter. A summary of the funding sources planned to be used to support the CIP is provided in figure 6-5.

Figure 6-5 Summary of Capital Revenue Sources

Funding Program	Ten-Year Revenue Total
Federal Sources	\$ 166,372,700
<i>FTA Sources</i>	\$155,720,700
<i>FHWA Sources</i>	\$10,652,000
State Sources	\$88,051,100
<i>Proposition 1B</i>	\$41,392,600
<i>State Transit Assistance (STA)</i>	\$32,577,500
<i>State Transit Assistance State of Good Repairs (STA-SGR)</i>	\$3,718,500
<i>LCTOP Sources</i>	\$3,487,900
<i>TIRCP Sources</i>	\$6,874,600
Regional / Local Sources	\$329,953,700
<i>Bridge Toll Funding</i>	\$271,079,500
<i>Sales Tax Measures</i>	\$39,858,400
<i>Other Regional / Local</i>	\$19,015,800
Total	\$584,377,500

6.2.5 Capital Funding Reserves

As discussed in chapter 5, WETA is building reserve funding in order to be prepared for unexpected capital maintenance expenses such as replacements of engines and floats or gangways. The purpose of the Capital Reserve is to accumulate sufficient reserve funds necessary to support unanticipated capital repairs of major system components. The target fund level for the Capital Reserve is to maintain a balance, as of July 1 of each fiscal year, equal to \$10 million.

7 OTHER REQUIREMENTS

7.1 MTC RESOLUTION 3434: REGIONAL TRANSIT EXPANSION

MTC Resolution 3434 (the Resolution) was a cornerstone of the Metropolitan Transportation Commission’s (MTC) 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 April 26, 2006) included an expansion of ferry service based on a subset of WTA’s Implementation and Operations Plan (IOP), including expansion of the Alameda, Oakland, and Harbor Bay services and implementation of the following new ferry services and related support facilities:

- South San Francisco from Alameda/Oakland
- 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 or development would fund the cost of the terminal, vessels, and service and that no regional discretionary funds allocated by MTC would therefore be needed.

Of the four expansion services included in Resolution 3434, two services are in operation. The South San Francisco service began on June 4, 2012, and the Richmond service began on January 10, 2019. The Berkeley service is expected to be operational in FY 2025–26, as discussed in chapter 5. The City of Berkeley General Plan designates the site and vicinity as Waterfront/Marina and Open Space/Recreation. There are also limitations on the property due to public tidelands designation by the State of California. These land-use designations limit the Transit Oriented Development (TOD) opportunities in the immediate vicinity of this terminal. The City is currently engaged in a Master Planning effort for the Berkeley Marina and vicinity. WETA will continue to work with the City of Berkeley, as planning progresses, on opportunities to improve transit, pedestrian, and bicycle connections from residential and employment areas in the city.

Hercules is not expected to be operational within the next ten years due to several barriers to funding and implementation, as discussed in chapters 5 and 8. Therefore, the work assumed to be completed under this SRTP is limited to planning. The City of Hercules has completed various plans associated with the development of Hercules Intermodal Station and the Hercules Waterfront.

7.2 ENVIRONMENTAL JUSTICE AND PUBLIC INVOLVEMENT

7.2.1 Environmental Justice and Title VI

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, as required. As noted previously in the discussion of WETA's Title VI policy in chapter 4, WETA actively seeks out and considers the viewpoints of minority and low-income populations in the course of conducting public outreach and involvement activities.

7.2.2 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 percent or more of the trips within a route that WETA operates at the time it is considering making the service modifications.

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

- WETA will begin the public notification process for proposed changes at least thirty days, as feasible, 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 could 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 dictate.
- At a minimum, the Public Notice will clearly explain how the public can obtain details of the proposed changes, how to comment on them, and the date, time, and location of the public hearing.
- The Public Notice will be posted on the applicable vessels used for the affected services, published on WETA's website, and circulated using 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 be considered, for all intents and purposes, 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 besides 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 comments to the Board concerning any proposed fare increase or major service change.

7.2.3 Other Public Involvement

In addition to outreach conducted as part of capital and operations planning, WETA regularly surveys passengers to learn about their concerns and issues. The most recent system-wide onboard survey was conducted in October 2017. The survey asked a series of questions on travel patterns, rider demographics, rider attitudes, and rating of various services. This was a follow-up to the previous on-board surveys completed in 2011 and 2014. For the 2017 survey, WETA selected trips on each service to achieve a representative cross section of riders during all time periods, including weekday peak, weekday off peak, and weekends. WETA also conducted an onboard passenger survey in October 2019 for the new Richmond service. This survey followed the same format and methodology as the 2017 system-wide survey. WETA will continue to seek outreach and public involvement for riders to provide feedback on ferry service.

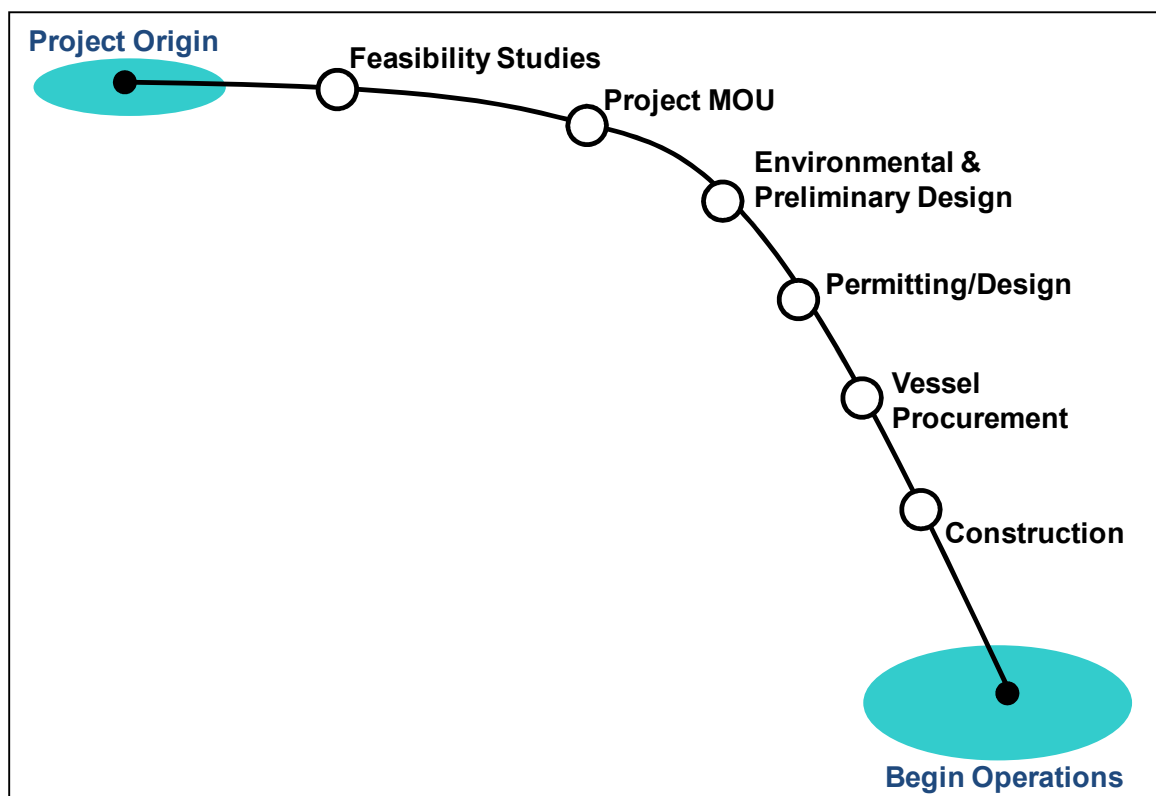
8 FUTURE EXPANSION PROJECTS

8.1 PLANNING OF EXPANSION SERVICES

In addition to the near-term expansion services described in chapter 5, there are a number of potential additional expansion services in various stages of local and regional development that could move forward over the next ten years in order to expand water transit services for both regular commuting and disaster recovery needs. These include Carquinez Strait (Antioch, Martinez, or Hercules) in Contra Costa County.

Developing and ultimately implementing new ferry services and associated facilities require an extensive process, including environmental review, design, and construction, as well as securing funding and developing long-term operating plans for new services. This process is illustrated in figure8-1.

Figure 8-1 WETA Project Implementation Timeline



8.2. DESCRIPTION OF POTENTIAL SERVICES EXPANSION AND ENHANCEMENT

The following areas of study are not anticipated to lead to projects that will begin operations within the budget horizon of this SRTP (FY 2028–29). However, if a project emerges that has the

potential to begin operations within the SRTP period, WETA will update this document and subsequent SRTPs to reflect the new conditions.

8.2.1 North Bay Expansion Opportunities

The 2002 Implementation and Operations Plan (IOP) identified many locations in the North Bay as candidates for future ferry service, including communities along the Carquinez Strait and the Napa and Petaluma rivers. Cities located along the Carquinez Strait or the Sacramento River Delta—Hercules, Martinez, Antioch, Benicia, and Rio Vista—have expressed interest in studying the possibility of small-scale private ferry service, conventional WETA ferry service, or hovercraft service. WETA has worked with local partner agencies to study the feasibility of new ferry service in either the conventional model of large-scale vessels or alternative technologies and smaller vessels.

The Contra Costa Transportation Authority (CCTA) conducted a Financial Feasibility Study of Contra Costa Ferry Service (completed June 2014) to identify site constraints and design requirements and to better understand project feasibility and costs associated with development of terminals and services to cities such as Hercules, Martinez, and Antioch. The report concluded that conventional WETA ferry service from these communities would be financially infeasible due to significant capital and operating costs together with low ridership and fare revenue estimates. Findings from the report regarding other potential Contra Costa County ferry terminal sites along the Carquinez Strait can be found on Contra Costa Transportation Authority website ¹.

The Solano Transportation Authority (STA) conducted a ferry feasibility study² in 2019 that explored the possibility of conventional WETA ferry service or small-scale ferry service between Solano County communities such as Rio Vista, Benicia, and Vallejo and destinations including Antioch, Martinez, Oakland, San Francisco, and Larkspur. The study concluded that enhanced service between Vallejo and San Francisco would be warranted but that other potential ferry services would not attract enough ridership to support the significant capital and operating investment.

WETA is currently engaged in a study of hovercraft as a potential new technology that may be appropriate for communities where conventional ferry service has been found to be too expensive or not feasible for other reasons such as dredging or environmental obstacles. WETA is currently updating a 2011 study that examined the possibility of hovercraft ferry service in some of these locations. The Hovercraft Feasibility Study is expected to be completed in late 2020 or early 2021.

8.2.2 South Bay Expansion Opportunities

The 2002 Implementation and Operations Plan (IOP) identified many locations south of San Francisco as candidates for future ferry service, such as Peninsula communities including South San Francisco, Redwood City, and Mountain View. Other East Bay and South Bay locations identified in the IOP included San Leandro and Alviso. WETA has worked with San Mateo County to develop a ferry terminal at South San Francisco and is currently working directly with the Port and City of Redwood City to explore the potential for a Redwood City terminal and service.

¹ http://www.ccta.net/_resources/detail/45/1

² <https://sta.ca.gov/wp-content/uploads/2019/07/Water-Transit-Services-Feasibility-Study-7-22-19-2.pdf>

WETA is currently engaged in a study of hovercraft as a potential new technology that may be appropriate for communities where conventional ferry service has been found to be too expensive or not feasible for other reasons such as dredging or environmental obstacles. WETA is currently updating a 2011 study that examined the possibility of hovercraft ferry service in some of these locations. The Hovercraft Feasibility Study is expected to be completed in late 2020 or early 2021.

8.2.3 WETA System Service Enhancement Opportunities

The WETA system currently carries over 11,000 passengers on an average weekday. Recent actions have, to some extent, alleviated peak-period crowding in the Vallejo and Harbor Bay services through the deployment of larger vessels and more frequent departures. The upcoming addition of the Alameda Seaplane Lagoon Ferry Terminal and the subsequent shift of commute service that will add capacity in both Alameda and Oakland would address some of the capacity issues in those two services. Richmond and South San Francisco services are currently not experiencing capacity shortfalls. However, with the assumed rates of growth and current trends observed on these services, service enhancement opportunities have been identified and incorporated in the planning period of this SRTP.

WETA's Strategic Plan identifies a goal of achieving peak-period frequencies of fifteen and thirty minutes for the entire WETA system in the future. This SRTP accounts for service enhancements to address the increasing ridership demand, and WETA will continue to monitor the services periodically to evaluate their performance. In addition, midday and weekend demand is strong in many parts of the Bay Area, so WETA may explore the possibility of adding or enhancing ferry service during non-peak periods as capital and operating funding becomes available.

APPENDIX A: DETAILED CAPITAL IMPROVEMENT PLAN

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	TOTAL
	Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	10-Year
TERMINALS & FACILITIES:	\$ 386,500	\$ 6,268,300	\$ 8,584,500	\$ 5,923,300	\$ -	\$ 6,686,600	\$ 1,419,500	\$ 3,749,600	\$ 6,378,400	\$ 5,474,900	\$ 44,871,600
San Francisco Ferry Building South Basin - Rehab										\$ 2,347,610	\$ 2,347,610
North Bay Operations & Maintenance Facility - Rehab		\$ 230,450						\$ 582,714			\$ 813,164
Central Bay Operations & Maintenance Facility - Rehab									\$ 3,049,969		\$ 3,049,969
Facility Dredging										\$ 1,343,916	\$ 1,343,916
Pier 9 Berths - Rehab				\$ 1,361,991							\$ 1,361,991
Alameda Main Street - Rehab		\$ 3,226,506	\$ 2,901,190			\$ 187,146					\$ 6,314,842
Alameda Harbor Bay - Rehab	\$ 251,500	\$ 2,811,385	\$ 2,895,727	\$ 2,808,737		\$ 869,778					\$ 9,637,127
Terminal Dredging				\$ 844,132							\$ 844,132
Oakland (JLS) - Rehab						\$ 2,583,689					\$ 2,583,689
South San Francisco - Rehab				\$ 908,469							\$ 908,469
Terminal Dredging								\$ 3,166,925			\$ 3,166,925
Vallejo - Rehab										\$ 1,075,133	\$ 1,075,133
Terminal Dredging			\$ 2,787,547			\$ 3,046,027			\$ 3,328,476		\$ 9,162,050
Richmond - Rehab							\$ 388,261			\$ 708,226	\$ 1,096,487
Spare Regional Float - Rehab							\$ 1,031,223				\$ 1,031,223
Terminal Signage and Wayfinding - East Bay Terminals	\$ 135,000										\$ 135,000
Expansion Terminals*	\$ 27,351,900	\$ -	\$ -	\$ 25,000,000	\$ -	\$ 28,994,500	\$ 29,864,300	\$ -	\$ -	\$ -	\$ 111,210,700
San Francisco Ferry Building South Basin - Constructio	\$ 19,049,249										\$ 19,049,249
Central Bay Operations & Maint Facility - Construction	\$ 6,302,601										\$ 6,302,601
Seaplane Lagoon - Construction	\$ 2,000,000										\$ 2,000,000
Mission Bay - Construction				\$ 25,000,000							\$ 25,000,000
Redwood City - Construction						\$ 14,068,860	\$ 14,490,926				\$ 28,559,786
Berkeley - Construction						\$ 14,925,654	\$ 15,373,423				\$ 30,299,077
Assumptions / Notes:											
* Expansion projects show WETA's portion of the capital costs and does not include the cost of the full project.											

APPENDIX A: DETAILED CAPITAL IMPROVEMENT PLAN (CONTD.)

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	TOTAL
	Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	10-Year
VESSELS	\$ 48,892,800	\$50,658,700	\$ 7,305,800	\$54,921,100	\$ 113,227,100	\$ 42,327,900	\$ 59,207,000	\$ 4,465,400	\$ 15,535,900	\$ 26,179,500	\$ 422,721,200
MV Gemini											
Engine Overhaul	\$ 515,350										\$ 515,350
Vessel Mid-Life Refurbishment / Engine Major				\$ 5,010,428							\$ 5,010,428
Engine Major and Gearbox Overhaul								\$ 627,051			\$ 627,051
MV Pisces											
Vessel Mid-Life Refurbishment / Engine Major					\$ 5,160,740						\$ 5,160,740
Engine Major and Gearbox Overhaul		\$ 525,146									\$ 525,146
MV Taurus											
Vessel Mid-Life Refurbishment						\$ 4,903,615					\$ 4,903,615
Engine Major and Gearbox Overhaul	\$ 601,072						\$ 608,788				\$ 1,209,860
Engine Major Overhaul	\$ -			\$ 388,301							\$ 388,301
MV Scorpio											
Vessel Quarter-Life Refurbishment	\$ 2,935,288										\$ 2,935,288
Vessel Mid-Life Refurbishment							\$ 5,050,723				\$ 5,050,723
Engine Major and Gearbox Overhaul								\$ 627,051			\$ 627,051
Engine Major Overhaul				\$ 388,301							\$ 388,301
MV Bay Breeze											
Engine Major and Gearbox Overhaul		\$ 491,319									\$ 491,319
MV Hydrus											
Engine Half-Life Overhaul		\$ 419,056							\$ 500,374		\$ 919,430
Injectors Overhaul			\$ 131,127					\$ 147,585		\$ 161,270	\$ 439,982
Vessel Quarter-Life Refurbishment				\$ 2,251,018							\$ 2,251,018
Engine Major and Gearbox Overhaul					\$ 1,405,040						\$ 1,405,040
MV Cetus											
Construct New Vessel - project completion	\$ 228,036										\$ 228,036
Engine Half-Life Overhaul		\$ 419,056							\$ 500,374		\$ 919,430
Injectors Overhaul				\$ 135,061				\$ 147,585		\$ 161,270	\$ 443,916
Vessel Quarter-Life Refurbishment						\$ 2,388,105					\$ 2,388,105
Engine Major and Gearbox Overhaul					\$ 1,405,040						\$ 1,405,040

APPENDIX A: DETAILED CAPITAL IMPROVEMENT PLAN (CONTD.)

	FY 2019-20 Budget	FY 2020-21 Projected	FY 2021-22 Projected	FY 2022-23 Projected	FY 2023-24 Projected	FY 2024-25 Projected	FY 2025-26 Projected	FY 2026-27 Projected	FY 2027-28 Projected	FY 2028-29 Projected	TOTAL 10-Year
MV Argo											
Construct New Vessel - project completion	\$ 228,036										\$ 228,036
Engine Half-Life Overhaul			\$ 431,627						\$ 515,385		\$ 947,012
Injectors Overhaul	\$ 120,000			\$ 135,061			\$ 147,585				\$ 402,646
Vessel Quarter-Life Refurbishment					\$ 2,318,548						\$ 2,318,548
Engine Major and Gearbox Overhaul						\$ 1,447,191					\$ 1,447,191
MV Carina											
Engine Half-Life Overhaul			\$ 431,627						\$ 515,385		\$ 947,012
Injectors Overhaul	\$ 120,000				\$ 139,113			\$ 152,012			\$ 411,125
Vessel Quarter-Life Refurbishment						\$ 2,388,105					\$ 2,388,105
Engine Major and Gearbox Overhaul						\$ 1,447,191					\$ 1,447,191
MV Peralta											
Vessel Quarter-Life Refurbishment						\$ 1,105,394					\$ 1,105,394
Engine Major and Gearbox Overhaul			\$ 1,089,285								\$ 1,089,285
Engine Half-Life Overhaul							\$ 271,802				\$ 271,802
MV Intintoli											
Engine Major Overhaul	\$ 1,061,021										\$ 1,061,021
Engine Half-Life Overhaul			\$ 355,136								\$ 355,136
Injectors Overhaul		\$ 127,308		\$ 135,061							\$ 262,369
MV Mare Island											
Engine Major Overhaul	\$ 1,061,020										\$ 1,061,020
Engine Half-Life Overhaul				\$ 365,790							\$ 365,790
Injectors Overhaul			\$ 131,127								\$ 131,127
MV Pyxis											
Engine Quarter-Life Overhaul		\$ 414,812					\$ 480,881				\$ 895,693
Vessel Quarter-Life Refurbishment					\$ 2,898,185						\$ 2,898,185
Engine Major and Gearbox Overhaul					\$ 1,878,024				\$ 2,113,733		\$ 3,991,757
Injectors Overhaul	\$ 170,000	\$ 180,353	\$ 185,764			\$ 202,989		\$ 215,351			\$ 954,457
MV Vela											
Construct New Vessel - project completion	\$ 8,986,823										\$ 8,986,823
Engine Quarter-Life Overhaul			\$ 427,256				\$ 480,881				\$ 908,137
Vessel Quarter-Life Refurbishment						\$ 2,985,131					\$ 2,985,131
Engine Major and Gearbox Overhaul					\$ 1,878,024				\$ 2,177,145		\$ 4,055,169
Injectors Overhaul		\$ 180,353		\$ 191,336			\$ 209,079	\$ 215,351			\$ 796,119

APPENDIX A: DETAILED CAPITAL IMPROVEMENT PLAN (CONTD.)

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	TOTAL
	Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	10-Year
MV Lyra											
Construct New Vessel - project completion	\$ 8,986,822										\$ 8,986,822
Engine Quarter-Life Overhaul			\$ 427,256				\$ 480,881				\$ 908,137
Vessel Quarter-Life Refurbishment						\$ 2,985,131					\$ 2,985,131
Engine Major and Gearbox Overhaul					\$ 1,878,024					\$ 2,177,145	\$ 4,055,169
Injectors Overhaul		\$ 180,353		\$ 191,336			\$ 209,079	\$ 215,351			\$ 796,119
MV Dorado											
Construct Replacement Vessel - <i>project completion</i>	\$ 7,878,391										\$ 7,878,391
Engine Quarter-Life Overhaul					\$ 365,171						\$ 365,171
Vessel Quarter-Life Refurbishment						\$ 1,865,707					\$ 1,865,707
Engine Major and Gearbox Overhaul								\$1,623,999			\$ 1,623,999
Injectors Overhaul				\$ 146,316		\$ 155,227					\$ 301,543
MV Bay Breeze II											
Construct Replacement Vessel - <i>project completion</i>	\$ 6,000,000	\$12,000,000									\$ 18,000,000
Engine Half-Life Overhaul							\$ 485,800				\$ 485,800
Injectors Overhaul						\$ 155,227			\$ 169,621		\$ 324,848
Vessel Quarter-Life Refurbishment								\$ 2,283,353			\$ 2,283,353
MV Solano II											
Construct Replacement Vessel - project completion	\$10,000,901	\$14,322,150									\$ 24,323,051
Engine Half-Life Overhaul							\$ 485,800				\$ 485,800
Injectors Overhaul						\$ 155,227			\$ 169,621		\$ 324,848
Vessel Quarter-Life Refurbishment								\$ 2,283,353			\$ 2,283,353
MV Intintoli II											
Construct Replacement Vessel - <i>project completion</i>					\$ 15,650,200						\$ 15,650,200
Engine Half-Life Overhaul										\$ 530,847	\$ 530,847
Injectors Overhaul									\$ 169,621		\$ 169,621
MV Mare Island II											
Construct Replacement Vessel - <i>project completion</i>					\$ 15,650,200						\$ 15,650,200
Engine Half-Life Overhaul										\$ 530,847	\$ 530,847
Injectors Overhaul									\$ 169,621		\$ 169,621
MV Peralta II											
Construct Replacement Vessel - project completion										\$18,142,871	\$ 18,142,871
Catamaran #18											
Construct New Vessel - <i>project completion</i>	\$ -	\$11,086,875	\$ 3,695,625								\$ 14,782,500
Engine Half-Life Overhaul							\$ 485,800				\$ 485,800
Injectors Overhaul						\$ 155,227			\$ 169,621		\$ 324,848
Vessel Quarter-Life Refurbishment									\$ 2,283,353		\$ 2,283,353

APPENDIX A: DETAILED CAPITAL IMPROVEMENT PLAN (CONTD.)

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	TOTAL
	Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	10-Year
Catamaran #19											
Construct New Vessel - <i>project completion</i>				\$15,194,369							\$ 15,194,369
Engine Half-Life Overhaul									\$ 515,385		\$ 515,385
Injectors Overhaul								\$ 164,680			\$ 164,680
Catamaran #20											
Construct New Vessel - <i>project completion</i>				\$15,194,369							\$ 15,194,369
Engine Half-Life Overhaul									\$ 515,385		\$ 515,385
Injectors Overhaul								\$ 164,680			\$ 164,680
Catamaran #21											
Construct New Vessel - <i>project completion</i>				\$15,194,369							\$ 15,194,369
Engine Half-Life Overhaul									\$ 515,385		\$ 515,385
Injectors Overhaul								\$ 164,680			\$ 164,680
Catamaran #22											
Construct New Vessel - <i>project completion</i>					\$ 15,650,200						\$ 15,650,200
Engine Half-Life Overhaul										\$ 530,847	\$ 530,847
Injectors Overhaul									\$ 169,621		\$ 169,621
Catamaran #23											
Construct New Vessel - <i>project completion</i>					\$ 15,650,200						\$ 15,650,200
Engine Half-Life Overhaul										\$ 530,847	\$ 530,847
Injectors Overhaul									\$ 169,621		\$ 169,621
Catamaran #24											
Construct New Vessel - <i>project completion</i>						\$16,119,706					\$ 16,119,706
Injectors Overhaul										\$ 174,709	\$ 174,709

APPENDIX A: DETAILED CAPITAL IMPROVEMENT PLAN (CONTD.)

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	TOTAL
	Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	10-Year
Catamaran #25											
Construct New Vessel - <i>project completion</i>					\$ 15,650,200						\$ 15,650,200
Engine Half-Life Overhaul										\$ 530,847	\$ 530,847
Injectors Overhaul									\$ 169,621		\$ 169,621
Catamaran #26											
Construct New Vessel - <i>project completion</i>					\$ 15,650,200						\$ 15,650,200
Engine Half-Life Overhaul										\$ 530,847	\$ 530,847
Injectors Overhaul									\$ 169,621		\$ 169,621
Catamaran #27											
Construct New Vessel - <i>project completion</i>							\$ 16,603,297				\$ 16,603,297
Catamaran #28											
Construct New Vessel - <i>project completion</i>							\$ 16,603,297				\$ 16,603,297
Catamaran #29											
Construct New Vessel - <i>project completion</i>							\$ 16,603,297				\$ 16,603,297
Small Vessel #1											
Construct New Vessel - <i>project completion</i>		\$ 3,437,316									\$ 3,437,316
Vessel Quarter-Life Refurbishment									\$ 489,290		\$ 489,290
Small Vessel #2											
Construct New Vessel - <i>project completion</i>		\$ 3,437,316									\$ 3,437,316
Vessel Quarter-Life Refurbishment									\$ 489,290		\$ 489,290
Small Vessel #3											
Construct New Vessel - <i>project completion</i>		\$ 3,437,316									\$ 3,437,316
Vessel Quarter-Life Refurbishment									\$ 489,290		\$ 489,290
Small Vessel #4											
Construct New Vessel - <i>project completion</i>						\$ 3,868,729					\$ 3,868,729
Capital Equipment/Small Projects	\$ 185,000	\$ 530,500	\$ 546,400	\$ 562,800	\$ 579,600	\$ 597,000	\$ 614,900	\$ 633,400	\$ 652,400	\$ 672,000	\$ 5,574,000
Capital Equipment / Small Projects	\$ 185,000	\$ 530,450	\$ 546,364	\$ 562,754	\$ 579,637	\$ 597,026	\$ 614,937	\$ 633,385	\$ 652,387	\$ 671,959	\$ 5,573,899
TOTAL	\$76,816,200	\$57,457,500	\$16,436,700	\$86,407,200	\$113,806,700	\$78,606,000	\$ 91,105,700	\$8,848,400	\$22,566,700	\$32,326,400	\$584,377,500

APPENDIX A: DETAILED CAPITAL IMPROVEMENT PLAN (CONTD.)

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	TOTAL
	Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	10-Year
REVENUES											
Federal											
FTA Section 5307/5337 - Rehab	\$8,267,700	\$6,937,600	\$5,118,200	\$9,962,100	\$12,455,900	\$11,717,000	\$6,442,700	\$5,102,600	\$6,948,700	\$8,307,400	\$ 81,259,900
FTA Section 5307/5337 - Replace Vessels	\$16,383,300	\$9,600,000	\$0	\$0	\$25,040,300	\$0	\$0	\$0	\$0	\$14,514,300	\$ 65,537,900
FTA Passenger Ferry Grant Program	\$5,000,000	\$0	\$0	\$0	\$0	\$3,922,900	\$0	\$0	\$0	\$0	\$ 8,922,900
FHWA Ferry Boat Program	\$3,898,700	\$1,848,500	\$0	\$0	\$3,004,800	\$0	\$1,900,000	\$0	\$0	\$0	\$ 10,652,000
Subtotal Federal Revenues	\$33,549,700	\$18,386,100	\$5,118,200	\$9,962,100	\$40,501,000	\$15,639,900	\$8,342,700	\$5,102,600	\$6,948,700	\$22,821,700	\$ 166,372,700
State											
Proposition 1B (CTSGP-RPWT)	\$29,839,100	\$11,086,900	\$466,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$ 41,392,600
State Cap & Trade - LCTOP	\$422,000	\$1,265,900	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,800,000	\$ 3,487,900
State Cap & Trade - TIRCP	\$0	\$6,874,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$ 6,874,600
State Transit Assistance (STA)	\$0	\$4,940,900	\$0	\$0	\$7,011,300	\$7,751,000	\$1,398,400	\$681,500	\$7,622,300	\$3,172,100	\$ 32,577,500
State Transit Assistance - State of Good Repairs (STA-S)	\$301,300	\$308,800	\$343,600	\$0	\$375,600	\$289,400	\$0	\$324,800	\$975,000	\$800,000	\$ 3,718,500
Subtotal State Revenues	\$30,562,400	\$24,477,100	\$810,200	\$0	\$7,386,900	\$8,040,400	\$1,398,400	\$1,006,300	\$8,597,300	\$5,772,100	\$ 88,051,100
Local											
Bridge Toll AB664	\$120,200	\$645,300	\$0	\$0	\$463,700	\$609,200	\$121,800	\$86,100	\$422,700	\$0	\$ 2,469,000
Bridge Toll RM1 -2%	\$2,493,400	\$1,060,100	\$718,100	\$869,400	\$1,242,600	\$980,700	\$869,800	\$1,309,900	\$1,149,400	\$1,295,600	\$ 11,989,000
Bridge Toll RM1 -5%	\$2,004,800	\$760,900	\$546,400	\$562,800	\$579,600	\$597,000	\$614,900	\$0	\$0	\$0	\$ 5,666,400
Bridge Toll RM2 - Capital	\$4,114,100	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$ 4,114,100
Bridge Toll RM3 - Capital	\$0	\$0	\$0	\$70,583,100	\$62,600,800	\$41,482,900	\$72,174,200	\$0	\$0	\$0	\$ 246,841,000
Sales Tax - San Francisco Prop K	\$220,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$ 220,000
Sales Tax - Alameda Measure B / Measure BB	\$3,365,100	\$2,722,300	\$2,901,200	\$4,261,000	\$1,032,100	\$2,590,700	\$0	\$1,343,500	\$4,050,000	\$2,372,500	\$ 24,638,400
Sales Tax - San Mateo Measure A	\$0	\$0	\$0	\$0	\$0	\$7,500,000	\$7,500,000	\$0	\$0	\$0	\$ 15,000,000
Alameda Transportation Improvement Funds (TIF)	\$135,000	\$1,405,700	\$1,139,700	\$0	\$0	\$703,900	\$0	\$0	\$1,192,400	\$64,500	\$ 4,641,200
Alameda Lighting & Landscape Assessment District (LLA)	\$0	\$0	\$761,000	\$0	\$0	\$74,000	\$83,900	\$0	\$103,100	\$0	\$ 1,022,000
Harbor Bay Business Park Association (HBBPA)	\$251,500	\$0	\$1,212,800	\$168,800	\$0	\$387,300	\$0	\$0	\$103,100	\$0	\$ 2,123,500
Vessel Sales Proceeds	\$0	\$8,000,000	\$3,229,100	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$ 11,229,100
Subtotal Local Revenues	\$12,704,100	\$14,594,300	\$10,508,300	\$76,445,100	\$65,918,800	\$54,925,700	\$81,364,600	\$2,739,500	\$7,020,700	\$3,732,600	\$ 329,953,700
TOTAL CAPITAL REVENUES	\$76,816,200	\$57,457,500	\$16,436,700	\$86,407,200	\$113,806,700	\$78,606,000	\$91,105,700	\$8,848,400	\$22,566,700	\$32,326,400	\$ 584,377,500

APPENDIX B: SERVICE ENHANCEMENT AND EXPANSION PROGRAM (FY 2019-20 – FY 2028-29)

Year	Service Changes	ID Name	Year of MFG	Passenger Capacity	Vessel Type	Mode of Power	Assumed Cost	Total Vessels in Operation	Total Fleet
FY 2019-20		Bay Breeze	1994	250 / 4	Catamaran	diesel		12	15
		Intintoli	1997	349 / 4	Catamaran	diesel			
		Mare Island	1997	349 / 4	Catamaran	diesel			
		Peralta	2002	326 / 4	Catamaran	diesel			
		Solano	2004	320 / 4	Catamaran	diesel			
		Gemini	2008	225 / 4	Catamaran	diesel			
		Pisces	2008	225 / 4	Catamaran	diesel			
		Scorpio	2009	225 / 4	Catamaran	diesel			
		Taurus	2009	225 / 4	Catamaran	diesel			
		Hydrus	2017	400	Catamaran	diesel			
		Cetus	2017	400	Catamaran	diesel			
		Argo	2018	400	Catamaran	diesel			
		Carina	2018	400	Catamaran	diesel			
		Pyxis	2019	445	Catamaran	diesel			
		Vela	2019	445	Catamaran	diesel			
FY 2020-21	Seaplane Lagoon Opens	Lyra	2020	445	Catamaran	diesel		12	17
		Dorado	2020	300	Catamaran	diesel			
FY 2021-22	Mission Bay Opens	Catamaran #18	2021	~300	Catamaran	diesel	\$14,782,500	13	21
		Small Vessel #1	2021	~100	Small Vessel	TBD	\$3,437,297		
		Small Vessel #2	2021	~100	Small Vessel	TBD	\$3,437,316		
		Small Vessel #3	2021	~100	Small Vessel	TBD	\$3,437,316		

Year	Service Changes	ID Name	Year of MFG	Passenger Capacity	Vessel Type	Mode of Power	Assumed Cost	Total Vessels in Operation	Total Fleet
FY 2022-23	VJO and AOFS Enhancement	-	-	-	-	-	-	14	21
FY 2023-24	HB Enhancement; Treasure Island Opens	Catamaran #19	2023	~300	Catamaran	TBD	\$15,194,369	16	23
		Catamaran #20	2023	~300	Catamaran	TBD	\$15,194,369		
FY 2024-25	-	Catamaran #21	2023	~300	Catamaran	TBD	\$15,194,369	16	25
		Catamaran #22	2024	~300	Catamaran	TBD	\$15,650,200		
FY 2025-26	SPL and RCH Enhancement; Berkeley opens	Catamaran #23	2024	~300	Catamaran	TBD	\$15,650,200	19	28
		Catamaran #24	2024	~300	Catamaran	TBD	\$15,650,200		
		Catamaran #25	2024	~300	Catamaran	TBD	\$15,650,200		
FY 2026-27	SSF Enhancement	Catamaran #26	2025	~300	Catamaran	TBD	\$16,119,706	20	30
		Small Vessel #4	2025	~100	Small Vessel	TBD	\$3,868,729		
FY 2027-28	Treasure Island Enhancement and Redwood City opens	Catamaran #27	2026	~300	Catamaran	TBD	\$16,603,297	23	33
		Catamaran #28	2026	~300	Catamaran	TBD	\$16,603,297		
		Catamaran #29	2026	~300	Catamaran	TBD	\$16,603,297		

SAN FRANCISCO BAY AREA WATER EMERGENCY TRANSPORTATION AUTHORITY

RESOLUTION NO. 2020-20

**ADOPT THE 2020 SHORT RANGE TRANSIT PLAN
FOR FISCAL YEAR 2019-20 TO FISCAL YEAR 2028-29**

WHEREAS, federal transportation statutes require that the Metropolitan Transportation Committee (MTC) in partnership with state and local agencies, develop and periodically update a long-range Regional Transportation Plan and Transportation Improvement Program for the programming of federal funds; and

WHEREAS, in order to effectively execute its responsibilities, MTC requires each transit operator in its region that receives federal funding to prepare, adopt, and submit a Short Range Transit Plan (SRTP); and

WHEREAS, on April 9, 2020, the Board of Directors authorized staff to release WETA's draft 2020 SRTP for Fiscal Year (FY) 2019-20 to FY 2028-29 that includes a financially constrained ten-year Operating Plan and Capital Improvement Program for review and comment by the public; and

WHEREAS, on April 10, 2020, the draft 2020 SRTP was posted to the WETA website and comments were received during the public comment period extending through May 27, 2020; and

WHEREAS, staff has prepared a final 2020 SRTP incorporating revisions, as appropriate, in response to the comments received on the draft SRTP; now, therefore, be it

RESOLVED, that the Board of Directors hereby adopts the final 2020 SRTP for FY 2019-20 to FY 2028-29.

CERTIFICATION

The undersigned, Board Secretary, does hereby certify that the foregoing is a full, true and correct copy of a resolution duly and regularly adopted at a meeting of the San Francisco Bay Area Water Emergency Transportation Authority held on June 4, 2020.

YEA:

NAY:

ABSTAIN:

ABSENT:

/s/ Board Secretary

2020-20

END

MEMORANDUM

TO: Board Members

FROM: Nina Rannells, Executive Director
Kevin Connolly, Planning & Development Manager
Chad Mason, Senior Planner/Project Manager
Taylor Rutsch, Transportation Planner

SUBJECT: Approve On-Call Professional Services List and Contracts

Recommendation

Take the following actions associated with on-call planning and marine engineering services:

1. Approve a list of on-call professional service consultants valid for up to five years; and
2. Authorize the Executive Director to negotiate and execute individual agreements with these consultants on an as-needed basis in an amount not to exceed \$200,000 per consultant per agreement year.

Background

WETA's current work program consists of projects to maintain and expand water transit on the San Francisco Bay. The management of these projects requires a wide range of specialized knowledge and skills that are often needed in uneven and intermittent intervals and on short notice. In 2010, WETA initiated the practice of establishing lists of prequalified consultants to utilize as needed to provide specialized and ongoing consulting services to assist staff in delivering one-time and periodic work in the areas of planning, marine engineering, communications, and technical support. WETA issued a second round of on-call contracts in 2015. The round of 2015 contracts are set to expire in 2020. Contracting with consultants to provide on-call services allows full-time WETA staff to access specialized consulting services to effectively manage peak workloads and ensure the continuous development of all active projects in the WETA work program. The provision of these services is intended to complement existing staff resources as additional staffing capacities and specific areas of expertise are needed.

Discussion

On April 9, 2020, the Board authorized release Request for Qualifications (RFQ) No. 20-001 for On-Call Professional Services for planning and marine engineering services. On April 13, 2020, staff issued an RFQ notice to firms and interested parties on WETA's technical consultant list through email and further solicited interest through notices on the WETA website seeking qualified consultants to provide on-call professional services.

On May 22, 2020, WETA received a total of 32 Statements of Qualification (SOQs) in response to the RFQ from the following firms:

4LEAF	AECOM
ARUP	Aurora Marine Design
BlinkTag	BMT

CDM Smith	Circlepoint
COWI	Dudek
Eaton & Associates	Elliot Bay Design Group
ESA	Fast Ferry Management
Fehr & Peers	Foth & Van Dyke
GHD	Ghirardelli
Glosten	Haley & Aldrich
ICF	Incat Crowther
KPFF	Liftech
Mott MacDonald	Patriot Contract Services
Patriot Maritime Compliance	Puget Sound Marine Services
SGH	SSI
Wilshire Consulting	WRA

WETA staff reviewed the SOQs and evaluated each Offeror's qualifications based upon the criteria established in the RFQ including proposed approach, qualifications of proposed staff, staffing capacity, and the range of services offered. Staff also reviewed each SOQ to ensure that the submittals were responsive to all requirements outlined in the RFQ.

All Offerors demonstrated qualifications, experience, and staffing capacity to provide a wide range of highly specialized services. In addition, all of the SOQs received were responsive to the RFQ. Due to the number of submittals received and the wide range of different services proposed, staff did not score or rank the SOQs.

Staff has concluded that all 32 firms that submitted SOQs are qualified to provide services as identified in the RFQ. Staff recommends selecting each of the qualified firms to be included in an on-call list of consultants for professional services to be utilized for a period of up to five years.

On-call services would be acquired as needed and actual expenditures would be authorized on a task order basis within established annual budget limits. Selection for the on-call list and contract award does not guarantee work to any consulting firm. When actual work is identified, WETA staff may select one or multiple firms to prepare proposals and cost estimates for the work. When multiple firms are selected to submit proposals, WETA staff will evaluate and score technical proposals, qualifications, staffing plans, and cost estimates at that time. Professional services contracts and task orders will be executed when actual tasks are authorized.

Fiscal Impact

Funding for on-call professional services is included in the proposed FY 2020/21 operating budget and will be included in future year budgets to support needed work that would be completed under this award authority. Task order work in any given year will not exceed budgeted funds.

END

SAN FRANCISCO BAY AREA WATER EMERGENCY TRANSPORTATION AUTHORITY

RESOLUTION NO. 2020-21

APPROVE LIST OF ON-CALL CONSULTANTS AND AUTHORIZE THE EXECUTIVE DIRECTOR TO NEGOTIATE AND EXECUTE AGREEMENTS

WHEREAS, the Board of Directors authorized the release of a Request for Qualifications (RFQ) for on-call professional services at its April 9, 2020 meeting; and

WHEREAS, WETA seeks to enter into agreements to acquire on-call professional services; and

WHEREAS, WETA has established procedures in its Administrative Code relating to the selection and contracting of consulting services, solicitation, and evaluation of qualifications; and

WHEREAS, WETA staff has followed these procedures in soliciting and reviewing bids and has developed a recommendation for award of these services with actual expenditures authorized on a task order basis; now, therefore, be it

RESOLVED, that the Board of Directors hereby approves the following list of consulting firms to provide on-call professional services valid for up to five years and authorizes the Executive Director to negotiate and execute individual agreements as needed utilizing task orders in an amount not to exceed \$200,000 per consultant per agreement year:

4LEAF	AECOM
ARUP	Aurora Marine Design
BlinkTag	BMT
CDM Smith	Circlepoint
COWI	Dudek
Eaton & Associates	Elliot Bay Design Group
ESA	Fast Ferry Management
Fehr & Peers	Foth & Van Dyke
GHD	Ghirardelli
Glosten	Haley & Aldrich
ICF	Incat Crowther
KPFF	Liftech
Mott MacDonald	Patriot Contract Services
Patriot Maritime Compliance	Puget Sound Marine Services
SGH	SSI
Wilshire Consulting	WRA

CERTIFICATION

The undersigned, Board Secretary, does hereby certify that the foregoing is a full, true and correct copy of a resolution duly and regularly adopted at a meeting of the San Francisco Bay Area Water Emergency Transportation Authority held on June 4, 2020.

YEA:

NAY:

ABSTAIN:

ABSENT:

/s/ Board Secretary

2020-21

END

MEMORANDUM

TO: Board Members

FROM: Nina Rannells, Executive Director
Kevin Connolly, Planning & Development Manager
Mike Gougherty, Senior Planner/Project Manager

SUBJECT: Approve Amendments to Agreements for the Downtown San Francisco Ferry Terminal Expansion Project

Recommendation

Approve the following contract amendments and related actions for the Downtown San Francisco Ferry Terminal Expansion (FTX) project in order to implement plans for bringing full power to the terminal site:

1. Approve an amendment to the Construction Manager at Risk (CMAR) Agreement No.16-020 with Power Engineering Construction Co. (PEC). to increase the total not-to-exceed contract award by \$750,000, including Owner's Contingency, for construction of the FTX project;
2. Approve an Amendment No. 2 to Agreement No. 16-009 with CH2M Hill Engineers, Inc. (CH2M) to increase the total not-to-exceed contract award by \$250,000, including Owner's Contingency, to provide construction management support services for the FTX project;
3. Authorize the Executive Director to negotiate and execute the amendments and take any other related actions as may be necessary to support the respective work items; and
4. Authorize a budget increase in the amount of \$1,000,000 to the FY 2019/20 Capital Budget to fully fund the Downtown Ferry Terminal Expansion – South Basin project.

Background

The general contractor for the FTX project is PEC. On January 12, 2017 the Board awarded a CMAR contract to PEC for an amount not to exceed \$14,819,500 to perform Phase One Early Construction Work. On June 8, 2017 the Board approved an increase in the contract award of up to \$15,450,000 for the initial portion of Phase Two Work. On July 6, 2017 the Board approved an increase in the contract award of up to \$48,579,500 for the remainder of the Phase Two Work, bringing the total not-to-exceed contract award for the CMAR agreement with PEC to \$78,849,000, including Owner's Contingency.

The firm providing construction management support services for the project is CH2M, which has since been acquired by Jacobs Engineering. On September 1, 2016, the Board awarded a contract to CH2M for up to \$3,300,000 to provide construction management support services for the FTX project. On December 12, 2019, the Executive Director approved Amendment No. 1 to

Agreement No. 16-009 increasing the total not-to-exceed contract award by 10% to \$3,630,000 and extending the term of the agreement to December 31, 2020.

The general contractor began construction of the project in May 2017 and has proceeded to achieve several major project milestones. In late 2017, PEC completed Phase One Early Construction Work, including site demolition, dredging, and the majority of pile driving activities. In July 2017, the contractor began Phase Two Work, including offsite fabrication of new floats and onsite concrete work. In early 2019, the contractor completed new Gates F and G, opening in time to coincide with the launch of the Richmond ferry service. In January of this year, Gate E was refurbished, marking the completion of major waterside work. The contractor is anticipated to finish the new plaza this month, at which point WETA will work to make this facility available for public use.

The only remaining work on the project is to provide a full capacity electrical connection to replace the temporary electrical service that is providing partial power to the new facility. This work was not included in the original scope of the CMAR Agreement because a feasible option had not been identified when the contract was executed. Since then, WETA has worked extensively with the Port of San Francisco (Port), San Francisco Public Utilities Commission (SFPUC), and Pacific Gas and Electric Company (PG&E) and has now identified a feasible option to provide a full capacity electrical connection. In order to proceed with this work, WETA will need to amend both its CMAR agreement with PEC and its construction management support services agreement with CH2M.

Discussion

The total estimated cost of providing a full capacity electrical connection for the FTX project is \$1,500,000, which includes approximately \$1,250,000 for PEC construction costs and \$250,000 for CH2M to continue providing construction management support services. The work will entail connecting to an available power source owned by SFPUC located on Port property at Pier 1. The connection will be made through an available but damaged underground conduit in the middle of the northbound Embarcadero roadway. In order to repair the conduit, PEC will need to request permission from the SFMTA to temporarily close a portion of the roadway, excavate the area surrounding approximately 20 feet of underground conduit, repair the conduit, and restore the roadway. The cost of this work also includes the installation of an underground transformer at the terminus of the conduit run near the project site.

For the CMAR agreement with PEC, an unallocated total of approximately \$500,000 remains from the \$4,705,000 in Owner's Contingency budgeted as part of the overall contract award. Since construction began, WETA has drawn upon this 6% contingency to support contract change orders related to unforeseen site conditions, additional modifications to the Gate E float, new improvements to the northern driveway area, and other owner-initiated design modifications. Staff is proposing to fund the anticipated \$1,250,000 construction cost of the full capacity electrical connection by using the remaining Owner's Contingency and a contract amendment to increase the contract award for the CMAR agreement with PEC by \$750,000.

The proposed amendment for the CH2M agreement to provide construction management support services would increase by an amount not to exceed \$250,000. These additional funds would ensure that CH2M has the resources required to continue overseeing the work of the contractor in the field and serving as WETA's Owner's Representative for the remaining duration of the project.

In order to execute these contract amendments, the overall capital budget for the FTX project will need to be increased by \$1,000,000 from \$97,965,000 to \$98,965,000. Staff recommends that the Board approve the proposed FTX contract amendments and authorize the Executive Director to negotiate and execute the amendments and take any other related actions as may be necessary to support the respective work items.

Fiscal Impact

The Downtown San Francisco Ferry Terminal Expansion project is included in the FY 2019/20 Capital Budget in the amount of \$97,965,000. This project is funded as follows: \$64,198,131 State Proposition 1B (65.5%), \$21,968,210 Regional Measure 2 (22.4%), \$10,398,659 Federal (10.6%), and \$1,400,000 San Francisco Proposition K (1.4%) funds. A capital budget increase of \$1,000,000, funded with additional State Proposition 1B funds already secured and available to support this project, is required to fully fund the project at the revised total project budget of \$98,965,000.

END

SAN FRANCISCO BAY AREA WATER EMERGENCY TRANSPORTATION AUTHORITY

RESOLUTION NO. 2020-22

**APPROVE CONTRACT AMENDMENTS WITH POWER ENGINEERING CONSTRUCTION CO.
AND CH2M HILL ENGINEERS, INC. FOR THE DOWNTOWN SAN FRANCISCO
FERRY TERMINAL EXPANSION PROJECT**

WHEREAS, on January 12, 2017 the Board awarded a Construction Manager at Risk (CMAR) Agreement No. 16-020 to Power Engineering Construction Co. (PEC) for an amount not to exceed \$14,819,500, to perform Phase One Early Construction Work for the Downtown San Francisco Ferry Terminal Expansion (FTX) project; and

WHEREAS, on June 8, 2017 the Board approved an amendment to the CMAR Agreement with PEC for an amount not to exceed \$15,450,000 for the initial portion of FTX Phase Two Work; and

WHEREAS, on July 6, 2017 the Board approved an amendment to the CMAR Agreement with PEC for an amount not to exceed \$48,579,500 for the remainder of FTX Phase Two Work; and

WHEREAS, the WETA will require an amendment to the CMAR agreement with PEC for an amount not to exceed \$750,000, including Owner's Contingency, to cover additional unforeseen construction costs associated with providing a full capacity electrical connection to the FTX Project; and

WHEREAS, on September 1, 2016 the Board awarded a contract to CH2M Hill Engineers, Inc. (CH2M), since acquired by Jacobs Engineering for an amount of \$3,300,000 to provide construction management support services for the FTX project; and

WHEREAS, on December 12, 2019 the Executive Director approved Amendment No. 1 to Agreement No. 16-009 with CH2M extending the term of the agreement to December 31, 2020 and increasing the amount of the Agreement to \$3,630,000; and

WHEREAS, the WETA will require an amendment to the agreement with CH2M for an amount not to exceed \$250,000 including Owner's Contingency, to continue providing construction management support services for the remaining duration of the FTX project; and

WHEREAS, the execution of the FTX agreement amendments with PEC and CH2M will require a budget increase in the amount of \$1,000,000 to the FY 2019/20 Capital Budget for the FTX – South Basin project; and

WHEREAS, staff recommends that the Board approve the FTX amendments with PEC and CH2M and authorize the Executive Director to negotiate and execute the amendments and take any other related actions as may be necessary to support the respective work items; now, therefore, be it

RESOLVED, that the Board of Directors authorizes the Executive Director to amend CMAR Agreement No. 16-020 with PEC for an amount not to exceed \$750,000, including Owner's Contingency, to cover additional unforeseen construction costs associated with providing a full capacity electrical connection to the FTX Project; and be it further

RESOLVED, that the Board of Directors authorizes the Executive Director to amend Agreement No. 16-009 with CH2M for an amount not to exceed \$250,000 to continue providing construction management support services for the remaining duration of the FTX project, and be it further

RESOLVED, that the Board of Directors authorizes the Executive Director to negotiate and execute the amendments and take any other related actions as may be necessary to support the respective work items, and be it further

RESOLVED, that the Board of Directors authorizes the Executive Director to increase the budget in the amount of \$1,000,000 to the FY 2019/20 Capital Budget to fully fund the FTX – South Basin project.

CERTIFICATION

The undersigned, the Board Secretary, does hereby certify that the foregoing is a full, true and correct copy of a resolution duly and regularly adopted at a meeting of the San Francisco Bay Area Water Emergency Transportation Authority held on June 4, 2020.

YEA:

NAY:

ABSTAIN:

ABSENT:

/s/ Board Secretary
2020-22

END

MEMORANDUM

TO: Board Members

FROM: Nina Rannells, Executive Director
Kevin Connolly, Planning & Development Manager
Arthi Krubanandh, Transportation Planner

SUBJECT: Adopt Proposed Fare Structure for New Seaplane Lagoon Ferry Service

Recommendation

Adopt the proposed fare structure for the Seaplane Lagoon ferry service.

Background

On April 7, 2016, WETA and the City of Alameda (City) entered into the Seaplane Lagoon Ferry Service Project Memorandum of Understanding (MOU) to establish the framework for development of a future Seaplane Lagoon Ferry Terminal and new ferry service connecting Alameda Point and San Francisco. This new terminal was being pursued by the City and its developer as a part of construction of the first phase (Site A) of a major planned mixed-use development project at Alameda Point.

The MOU specified that WETA would take ownership of the waterside terminal assets upon completion of terminal construction and initiation of service by WETA. Terminal construction is anticipated to be completed in spring/summer 2020 and new WETA service is anticipated to be initiated in August 2020.

On November 7, 2019, the Board received an item that outlined staff's recommended approach to "leaning forward" to move several priority projects forward - including Seaplane Lagoon service - in the near-term by utilizing surplus carryover funds while Regional Measure 3 (RM3) funds remain unavailable and target efforts to secure new funds. In December 2020, the Board subsequently adopted a License Agreement for a long-term license to use City of Alameda property that included an Operating Agreement that anticipated future ferry operations at Seaplane Lagoon starting in August 2020.

Discussion

In summer 2019, WETA began the process of developing a new multi-year fare program for its system. In developing this program, staff assumed that Seaplane Lagoon would be in operation starting in August 2020 and would, therefore, require a new fare. On February 13, before the COVID-19 pandemic, the Board authorized staff to conduct outreach with riders and the general public on the draft FY 2020/21-2024/25 Fare Program. This fare program included fares proposed for the new Seaplane Lagoon ferry service to match the fares of the nearby complementary Alameda/Oakland service. On February 14, a summary of this fare program was posted to the WETA website for a 60-day public comment period. The public notice was prepared and made available in English, Spanish, and Chinese. As part of the outreach process, staff hosted a series of public informational meetings in February and early March throughout the San Francisco Bay Ferry service area including Alameda and Oakland, to

encourage riders to review the proposed fares and to provide comments in person. No comments were received on the proposed Seaplane Lagoon fare.

On April 9, the Board withdrew consideration of the proposed FY 2020/21-2024/25 Fare Program, which would have implemented annual 3% fare increases over a period of five years for fares to keep pace with inflation costs. This action was in response to the new economic reality facing Bay Area travelers resulting from the COVID-19 pandemic, however, establishing the Seaplane Lagoon fare is a logical component of this program that can move forward now.

Recommended Fare for Adoption

Staff recommends that the Board adopt the proposed fare structure for the new Seaplane Lagoon ferry service to match that of the current Alameda/Oakland ferry service fares as noted below:

Proposed FY 2020/21 Seaplane Lagoon Ferry Service

<u>Fare Type</u>	<u>Amount</u>
Adult	\$7.20
Adult (Clipper Only)	\$5.40
Youth (5-18 years)	\$3.60
Senior (65+ years), Disabled	\$3.60
School Groups	\$2.40
Children under 5	FREE

The proposed fare structure would be subject to potential future modification as WETA reconsiders revisiting the adoption of a systemwide multi-year fare program in the coming year.

Fiscal Impact

There is no fiscal impact associated with this item.

END

SAN FRANCISCO BAY AREA WATER EMERGENCY TRANSPORTATION AUTHORITY

RESOLUTION NO. 2020-23

**ADOPT PROPOSED FARES STRUCTURE FOR
NEW SEAPLANE LAGOON FERRY SERVICE**

WHEREAS, on February 13, 2020, as part of the draft FY 2020/21-2024/25 Fare Program, WETA proposed a five-year fare schedule for the new Seaplane Lagoon ferry service, expected to begin service in August 2020, and solicited public input on the proposed fares over a 60-day comment period; and

WHEREAS, on February 14, 2020, before the COVID-19 pandemic, as part of the authorized release of the draft 2020/21-2024/25 Fare Program for comments, the proposed fare schedule for Seaplane Lagoon service was shared with the public through postings on the agency web site, in public informational meetings, in multiple languages through email and social media, as well as in postings onboard vessels and at terminal facilities; and

WHEREAS, WETA received no comments from the general public during the public comment period on the proposed Seaplane Lagoon fare structure; now, therefore, be it

RESOLVED, that the Board of Directors adopts the following fare structure for the new Seaplane Lagoon ferry service for FY 2020/21 which matches with the current Alameda/Oakland ferry service fares, as follows:

FY 2020/21 Alameda Seaplane Lagoon Ferry Service Fares

<u>Fare Type</u>	<u>Amount</u>
Adult	\$7.20
Adult (Clipper Only)	\$5.40
Youth (5-18 years)	\$3.60
Senior (65+ years), Disabled	\$3.60
School Groups	\$2.40
Children under 5	FREE

and be it further

RESOLVED, that the Seaplane Lagoon ferry service fares would be subject to potential future modification as WETA reconsiders revisiting adoption of a systemwide multi-year fare program in the coming year.

CERTIFICATION

The undersigned, Board Secretary, does hereby certify that the foregoing is a full, true and correct copy of a resolution duly and regularly adopted at a meeting of the San Francisco Bay Area Water Emergency Transportation Authority held on June 4, 2020.

YEA:

NAY:

ABSTAIN:

ABSENT:

/s/ Board Secretary

2020-23

END

MEMORANDUM

TO: Board Members

FROM: Nina Rannells, Executive Director
Kevin Connolly, Planning & Development Manager
Keith Stahnke, Operations & Maintenance Manager

SUBJECT: Ferry Service Recovery Update

Recommendation

There is no recommendation associated with this informational item.

Background

With the emergence of the COVID-19 pandemic and Local Health Orders to shelter in place beginning on March 17, WETA was forced to act quickly to adjust its ferry services to meet these orders and better match service to the sharply reduced demand. WETA experienced significant reductions in system ridership exceeding an 80% decline leading up to the issuance of the March 17 Local Health Orders. In anticipation of further ridership declines associated with the orders and concern over WETA's budgetary reliance on fare revenues to support operations, the Executive Director authorized a series of temporary emergency service reductions and suspensions effective March 17.

On March 19, the Board held a special meeting to provide discussion and further guidance on the changes in services in response to this health emergency and the impact of the corresponding fare revenue losses on WETA's FY 2019/20 Operating Budget. At this meeting, the Board affirmed and ratified the actions of the Executive Director taken on March 17 to temporarily reduce ferry services.

On May 7, the Board received an informational presentation on an approach to restart ferry service based on states of recovery as defined by the California Governor's office. The approach suggested that service would need to begin at modest levels compared to 2019 to match expected diminished demand. Service could ramp up as the Bay Area moved from Stage 2 to Stage 3 and Stage 4. The Board expressed a strong preference to maintain, to the degree possible, service frequency which will attract riders to the ferry.

On May 21, the Board adopted a baseline budget based on previous assumptions for ferry service in FY 2020/21, prior to the COVID-19 outbreak, recognizing that this budget would need to be modified to reflect anticipated reduced service levels and operating resources in the near-term and reviewed periodically during the year as conditions and funding resources changed.

Discussion

Since the May meetings, staff has begun work to further refine WETA's approach and process for service ramp-up that matches actual and anticipated growing travel needs as the stay-at-home orders are lifted or refined and the economy begins to recover. WETA has also developed a Passenger Crew and Safety Plan and communications strategy for Board consideration as a separate item on this meeting agenda.

Stage 1 service operated today is limited to single vessel operations on the Alameda/Oakland and Vallejo routes. As of the week of May 19, average daily passenger trips were 82 on the Alameda/Oakland route and 143 on the Vallejo route. One additional shadow vessel is staffed and ready to be placed into operation on each route as a means of addressing unanticipated passenger surges that would not allow for appropriate social distancing onboard a trip.

As people begin to return to work and before a Stage 2 ramp-up, which is currently anticipated to take place in July, WETA will look to flex the shadow vessels into service to augment the limited Alameda/Oakland and Vallejo schedules as ridership demands. In addition, WETA has had a request from the City of Richmond to reinstate the Richmond service route in early to-mid-June, ahead of the anticipated Stage 2 recovery services. WETA is working with the City of Richmond, West Contra Costa Transportation Advisory Committee, and the Contra Costa Transportation Authority to develop a path forward to do this including securing the service-specific Contra Costa Measure J funds and approvals.

Staff will provide an update on this work at the meeting.

END

MEMORANDUM

TO: Board Members

FROM: Nina Rannells, Executive Director
Thomas Hall, Public Information & Marketing Manager
Keith Stahnke, Operations & Maintenance Manager
Rachel Rodriguez, Operations Administrator
Lauren Gularte, Program Manager/Analyst

SUBJECT: Adopt Passenger and Crew Safety Plan and Review Communications Campaign

Recommendation

Adopt the Passenger and Crew Safety Plan and authorize the Executive Director to continue to modify safety practices based upon county or state health orders, as appropriate.

Background

In February 2020, amid increased concern about the spread of COVID-19 in the San Francisco Bay Area, WETA and its contract operator Blue & Gold Fleet (Blue & Gold) implemented several safety measures designed to protect the health of passengers and crew members. WETA staff communicated these measures to passengers through website postings, BayAlerts, social media and onboard graphics.

Ridership began falling precipitously on San Francisco Bay Ferry and other regional public transportation systems in early March as the COVID-19 outbreak in the Bay Area grew. On March 17, 2020, a regional shelter-in-place order went into effect and WETA significantly cut service levels, including suspension of service on three commute routes in response to these orders and the significantly reduced demand for services.

During the crisis, as updated public health orders have gone into effect in the three counties with active ferry service (San Francisco, Alameda, and Solano) and new guidance has been released by industry associations, the California Department of Public Health, California State Transportation Agency, and the Centers for Disease Control and Prevention, WETA and Blue & Gold have modified safety measures in place. This includes instituting passenger capacity reductions, implementing social distancing protocols and requiring all passengers to wear masks.

WETA has also regularly communicated with passengers via its BayAlerts system, social media, the San Francisco Bay Ferry website, and the news media. The core message has been that WETA is doing everything possible to make the ferry safe for essential workers who are continuing to commute while planning for future resumption of service.

On May 7, 2020, staff presented concepts for a staged recovery of robust San Francisco Bay Ferry service as the public health orders are lifted and transportation demand returns to the region. Directors have requested additional information on safety measures in place and WETA's communications strategy to rebuild ridership once the Bay Area reopens.

Passenger and Crew Safety Plan

As WETA prepares to increase service as the region starts to reopen, it is critical for the public to be aware of how WETA has implemented safety-first procedures to comply with public health recommendations and directives. Staff has developed the following Passenger and Crew Safety Plan to be adopted by the Board so that it can be shared with passengers and the public to provide passengers with clear information and reassurance of the high safety standards of the San Francisco Bay Ferry service.

1. Enhanced Cleaning

After every passenger trip, crews wipe down frequently-touched surfaces including Clipper readers, handrails, arm rests, door handles, seat trays, stairwells, tabletops, and restroom surfaces. Each in-service vessel undergoes a full, deep cleaning daily as well as an electrostatic disinfectant fogging to sanitize all surfaces including hard-to-reach areas, carpeting, and upholstery. Cleaning products used are all on the United States Environmental Protection Agency's (EPA) list of products qualified to kill coronavirus.

2. Social Distancing

WETA has established passenger distancing measures on vessels by marking certain seats as unavailable and capping maximum capacity on board each vessel as appropriate to allow reasonable space for each rider. Social distancing decals have been placed in areas of passenger queueing at all active ferry terminals to reflect the physical distancing needed to safely board. Crews are maintaining appropriate physical distance while safely helping passengers board and disembark. Passengers are reminded of distancing requirements through terminal and vessel signage and messaging.

3. Face Coverings

Crew members and passengers are required to wear masks or facial coverings at all ferry terminals and on board the ferry at all times. Consistent with county health orders, masks are required for passengers over the age of 12. Children aged 12 or younger are not required to wear a face covering and children aged 2 or younger should not wear a face mask. Any passenger who removes their mask on board will be asked to put it back on.

4. Hand Sanitizer

Hand sanitizer is provided on board every vessel in multiple locations for passengers to use. Onboard restrooms remain available, clean and stocked so that passengers and crews can wash their hands with soap and water.

5. Healthy Crews

Ensuring a healthy workforce is critical. WETA and Blue & Gold are supplying workers with personal protective equipment (PPE), including masks, gloves, and supplies. Work areas are being disinfected frequently. Workers are instructed to stay home if they do not feel well and vessel crews are temperature checked before reporting to work. Sick pay is provided to crews who do not report due to illness.

6. Touchless Payment

Clipper and Hopthru allow for contactless payment on San Francisco Bay Ferry. Passengers are being strongly encouraged to use these methods to pay their fares or, for Vallejo, to purchase a monthly pass. For passengers who need to use cash or card to pay their fare, crews are maintaining appropriate distance when selling tickets and disinfecting surfaces touched by passengers during the transaction.

The Passenger and Crew Safety Plan will be shared with our passengers and the public as a part of the communications effort discussed below.

Communications Campaign

WETA staff has communicated actions taken to protect the health of passengers and crews through its usual channels, including onboard graphics, social media, and the San Francisco Bay Ferry website. However, there is a definite need to escalate communication as the Bay Area gets moving again.

As such, WETA staff and its consultants have built out a comprehensive marketing campaign to communicate safety measures in place, passenger expectations, and to promote San Francisco Bay Ferry as a safe, pleasant transportation option for commuters in this environment.

The theme of the marketing campaign is that the ferry is “the best way back to work.” This is a spin on WETA’s oft-used tagline that the ferry is “the best way to cross the Bay.” The central pillars of the campaign are:

- **Increased Passenger Communication**
 - WETA has proactively communicated with passengers throughout the COVID-19 crisis. The Passenger and Crew Safety Plan will be posted to the San Francisco Bay Ferry website and shared with passengers via BayAlerts and social media. The most pertinent elements are already reflected on terminal signage and onboard graphics. These signs and graphics will be kept fresh throughout the recovery phase. WETA will also seek to establish two-way communication channels with passengers to get their feedback on service and safety. This facet of the campaign will be a priority throughout the recovery phase.
- **Public Relations**
 - WETA will distribute a press release on the Passenger and Crew Safety Plan, if adopted. As fuller service resumes in Stage 2 of WETA’s service recovery strategy, WETA will invite local media onboard to highlight safety-focused policies and allow passengers to tell their story of why San Francisco Bay Ferry is the best way back to work. In addition, WETA will conduct regular media outreach activities to assist in promoting San Francisco Bay Ferry as a safe, pleasant transportation option. The bulk of these public relations activities will take place in accordance with expanded service in Stage 2.
- **Passenger Appreciation**
 - The campaign includes passenger appreciation activities, such as swag giveaways coupled with onboard display graphics that welcome people back. Branded one-ounce hand sanitizer bottles have been procured and will be given away onboard. Other appropriate giveaway items are in the process of being sourced. Depending on ridership, ticket giveaways to promote social media engagement and boost awareness could also be included. These activities will occur in Stage 2 of the recovery phase.
- **Paid Advertising**
 - WETA plans to launch a digital advertising campaign communicating that ferry service is available again, focusing on the features and amenities that make the ferry the best way back to work. The digital advertising campaign will include ads

on local news and social media platforms. These activities will occur in Stage 2 of the recovery phase.

- Social Media
 - Social media has been a terrific way to remain in touch with ferry commuters during the COVID-19 crisis. WETA will continue to communicate with passengers via social media including an early effort during the ramp-up to encourage passengers to share a photo and what they missed about the ferry. These activities will occur throughout the campaign.

As a part of this campaign, WETA will also roll out its San Francisco Bay Ferry brand video. The video was completed in FY 2019/20 and planned for a March 2020 rollout. This was put on hold due to the COVID-19 crisis. The brand video highlights what passengers love about San Francisco Bay Ferry and will be a strong way to reinforce passenger affinity and influence potential passengers to try the ferry.

Fiscal Impact

The costs associated with maintaining passenger and crew safety has been incorporated into the approved FY 2020/21 budget. The communications campaign will cost an estimated \$50,000 to implement. This amount is included in the approved FY 2020/21 budget.

END

SAN FRANCISCO BAY AREA WATER EMERGENCY TRANSPORTATION AUTHORITY

RESOLUTION NO. 2020-24

ADOPT PASSENGER AND CREW SAFETY PLAN

WHEREAS, on March 4, 2020, the Governor of the State of California declared a State of Emergency in California as a result of the COVID-19 pandemic; and

WHEREAS, WETA has implemented a number of safety measures to protect the health of passengers and crew members in the face of this pandemic while reducing service; and

WHEREAS, WETA continues to monitor and adhere to public health orders issued by Bay Area counties where there is active service; and

WHEREAS, additional transportation demand will likely increase ridership on San Francisco Bay Ferry in the coming months; and

WHEREAS, WETA expects to increase service to meet this demand; and

WHEREAS, continuing the safety measures in place is very important to minimize the risk of spread of COVID-19; and

WHEREAS, communicating the safety measures and passenger expectations to the public is important to ensuring their effectiveness; now, therefore, be it

RESOLVED, that the Board of Directors hereby adopts the Passenger and Crew Safety Plan and authorizes the Executive Director to modify safety practices based on county or state health orders.

CERTIFICATION

The undersigned, Board Secretary, does hereby certify that the foregoing is a full, true and correct copy of a resolution duly and regularly adopted at a meeting of the San Francisco Bay Area Water Emergency Transportation Authority held on June 4, 2020.

YEA:

NAY:

ABSTAIN:

ABSENT:

/s/ Board Secretary
2020-24

END

MEMORANDUM

TO: Board Members

FROM: Nina Rannells, Executive Director
Kevin Connolly, Planning & Development Manager
Chad Mason, Senior Planner/Project Manager
Taylor Rutsch, Transportation Planner

SUBJECT: Status Report on WETA Hovercraft Feasibility Study

Recommendation

There is no recommendation associated with this informational item.

Background

In February 2019, the Board directed staff to develop a scope of work for studying hovercraft as a possible alternative technology for delivering new ferry service and requested that this study work be included in WETA's 2019/20 work program. In June 2019, the Board authorized the release of a Request for Proposals (RFP) for consulting services to conduct the study. The Board authorized award of a contract in the amount of \$475,000 to AECOM for the study work in September 2019.

The Hovercraft Feasibility Study scope of work starts with a review of the 2011 WETA Hovercraft Feasibility Study to update technology, costs and permitting, and regulatory considerations. The study will then update operating and capital cost assumptions given any changes in the technology. There will be a focus on environmental and permitting requirements given today's regulatory environment in the Bay Area. Finally, the study team will select 5-10 corridors to study in detail to determine the feasibility of hovercraft ferry operations.

Discussion

The Hovercraft Feasibility Study team has been working since fall 2019 on updating the 2011 WETA Hovercraft Feasibility Study. To provide input to the study team, WETA assembled a Technical Committee made up of public and regulatory agencies that may be involved in future hovercraft project approvals. A second committee made up of stakeholders from the private, non-profit, and the public sector has also been assembled to provide input as the study explores hovercraft feasibility. Both committees met the week of February 24 to review and discuss the initial work of the consultant team. A second round of meetings occurred the week of May 11 to provide input on determining which of the potential study corridors will be further analyzed.

In March, the Hovercraft consultant team provided the Board with a status report, updating the 2011 WETA study of Hovercraft technology. The status report noted that hovercraft technology has not changed significantly in the past 10 years. It also noted that while there are many shallow-water locations that are potentials for hovercraft, there are also significant environmental and operational barriers, particularly in the South Bay.

The attached memorandum from the Hovercraft consultant, AECOM, presents the latest analysis conducted as part of the study, along with the input from study committees made up of agency staff and stakeholders from business, non-profit, and advocacy entities. This work

has resulted in identifying five potential hovercraft routes for further analysis. The consultant will provide an overview of this work for discussion at the June 4 Board meeting.

Fiscal Impact

There is no fiscal impact associated with this informational update.

END

Transmittal

To	Taylor Rutsch	Page	1
CC			
Subject	Hovercraft feasibility interim progress report		
From	Krystle McBride and Mark Sisson		
Date	May 27, 2020		

This memo presents interim findings from our ongoing Hovercraft feasibility study.

Hovercraft passenger transit services are quite rare worldwide, making direct comparisons and data gathering a challenge. The most well-known hovercraft service in the world is the Isle of Wight service in the UK, which uses Griffon manufactured hovercraft (model 12000TD). These are based on modern designs that meet US safety requirements and are compatible with Tier 4 diesel engines. For these reasons, AECOM has chosen this design as the basis of our feasibility study. Alternate designs will almost certainly involve higher cost and longer implementation time compared with vehicles in use today.

One common preconception regarding hovercraft is that they are significantly faster than conventional ferries. Over the course of this study we have not found this to be the case. Both hovercraft and conventional catamaran ferries can operate across a range of speeds, with higher speeds consuming more fuel. The fastest practical cruising speed for a hovercraft appears to be approximately 45 mph. This is only a modest increase over the fastest ferries WETA currently operates, which can cruise at nearly 40 mph.

Although there have been much larger hovercraft constructed in the past, the 12000TD craft is only able to carry approximately 75 people, compared with up to 400 people that can travel in a conventional WETA ferry (and more than 1000 people on a BART train). Based on discussions with the Coast Guard, AECOM believes that the 75-passenger hovercraft will require a crew of three, as opposed to a crew of four on a conventional 400 seat ferry, so the ratio of crew (and crew labor cost) per seat is much higher on a hovercraft than a traditional ferry.

The initial purchase price of a 75-seat hovercraft is roughly 60 percent less than a 400-seat conventional ferry. However, it would carry only 25 percent of the passenger capacity and be comparable in fuel usage and operating costs. For these reasons, the study team determined that replacing a conventional ferry route with a hovercraft is not as cost-effective. Similarly, using hovercraft where reasonably good rail transit options exist is unlikely to be viable, since trains are superior to hovercraft in most important metrics. Specifically, trains can carry many times more passengers than a hovercraft (around 2,000 passenger peak capacity for a 10-car BART train, for instance) and can operate on

electricity, while also providing much higher frequencies. For these reasons, hovercraft will not be a viable mode to compete with train service, a philosophy that was specifically mentioned in the recent Stakeholder Workshop.

Hovercraft are most appealing for relatively short routes where at least one terminus has water that is too shallow for conventional ferries. The modest speed increase of a hovercraft vs a conventional ferry, combined with the higher per-capita operating costs make them a poor choice for relatively long routes because the required fares to achieve target levels of farebox recovery are unrealistically high.

AECOM has developed initial models of operating costs and target fares for more than 20 possible routes. Characteristics of good routes for hovercraft service include:

- Short to moderate distances that allow several round trips per labor shift
- Low/no competition from rail
- Shorter distance across the water than via land
- Large quantity of origin/destination demand within a short distance of the hovercraft terminal
- Avoid channels with speed restrictions
- Avoid environmentally sensitive areas
- At least one terminal has a municipal or corporate proponent

Routes that meet these criteria are generally bounded by Richmond to the north and the West Terminus of the Dumbarton Bridge to the south (which is very close to Facebook's HQ). Two significant constraints dampen the appeal of any terminals south of the Dumbarton Bridge. There is a parallel rail bridge running just south of the roadway with a narrow opening that may pose a significant operational problem, and nearly all of the shoreline in this area is part of environmentally sensitive protected habitat.

Below are summaries of the most promising routes at this point in the study. With the exception of the Contra Costa routes, nearly all of these routes will likely require fares of \$20 or less to generate adequate farebox recovery, assuming sufficient ridership (note that ridership modeling on specific selected routes is a key aspect of the next phase of work):

1. **Richmond to South SF or Foster City.** Hovercraft can take a more direct route into Richmond than conventional ferries, and the rail and driving options between these destinations are poor. These routes are shorter over the water than on land. Both South SF and Foster City, as well as SFO in between have expressed enthusiasm for hovercraft service.
2. **Berkeley to SF downtown, South SF, Foster City, or West Dumbarton.** Berkeley is a shallow water terminal, with a variety of options for hovercraft terminal, good transit and roadway connections to a potential hovercraft terminal, and a central location within the Bay that makes it an appealing pair with any of the four options considered on the opposite side of the Bay. Challenges include potential conflicts with recreational users, and some potential environmental issues with new terminal development. The level of enthusiasm from the City of Berkeley is also not well understood at this point in the

study.

3. ***West Alameda to Foster City or West Dumbarton.*** An exact terminal location has yet to be determined but is expected to be at or near Seaplane Lagoon, the WETA home base. This results in very low deadhead time, and fast water connections across the bay. The only weakness of these routes is the limited local population and regional transit on Alameda compared with Berkeley or San Leandro. Local leaders in Alameda have been enthusiastic supporters of water transit in general and hovercraft in particular.

West Alameda is preferable to Jack London Square because it avoids the low speed journey through the Inner Harbor Channel. This not only shortens individual journey time but also increases the number of trips any particular hovercraft can make during a single shift, driving down required fares.

4. ***San Leandro to South SF/SFO.*** This option serves both the local area as well as potential “super commuters” coming from points east of San Leandro. This over-the-water route is more direct than BART or freeways and bypasses the very congested San Mateo Br. and 101 North. Representatives of SFO have stated that a terminal in South SF is useful to their employees and some are shuttled there now from other transit options. Genentech is exploring the option of expanding their private ferry service from San Leandro to South SF. Genentech has stated during this study that they would much prefer their employees use a WETA service if available. They are only providing private service using small boats into terminals (Berkeley especially) not served by WETA.
5. ***Contra Costa to Downtown SF.*** This group of destinations includes Hercules, Martinez, and Antioch. These are appealing because of the opportunity to connect new destinations to downtown SF and to save large amounts of vehicle miles per passenger diverted from a car into transit. The challenge will be to provide service economically given the cost disadvantages of hovercraft compared with conventional ferries. There are also significant considerations regarding Downtown SF needed to assess feasibility, including analyzing ferry congestion to prevent conflicts with existing catamaran services, noise and spray issues on nearby people and businesses, and complex infrastructure requirements to serve hovercraft with modified existing piers. Additionally, future navigational studies and approvals through the USACE will be needed.

At this point in the study, the fundamental mechanics and cost hovercraft operations are reasonably well understood. The primary remaining scope involves study of ridership demand, and more refined study of environmental impacts along each of the most promising routes. We will also be updating our simulation analysis to ensure that each of the most promising routes is simulated in detail to better understand issues such as deadhead travel from base, and sensitivity to maneuvering time. Another area for refinement is the capital cost to develop the hovercraft terminals at various locations, or to modify existing deep-water ferry terminals to accept hovercraft.

Work on this study has pointed out that hovercraft will be a niche endeavor, not a transit system for the masses. Although there may be perhaps a dozen appealing routes where hovercraft are potentially feasible, the fares for hovercraft service will almost certainly need

to be significantly higher than WETA's existing range of fares given the projected higher operating cost. As a result, this service will require sufficient operating subsidy or other external financial commitments in order to ensure that riders from all economic backgrounds are afforded access. There may be opportunities to partner with employers near terminal locations as an alternative funding source.