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

Thursday, May 20, 2021 at 1:00 p.m.

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AGENDA

1. CALL TO ORDER
 2. ROLL CALL
 3. APPROVE FY 2022-2024 TITLE VI PROGRAM **Action**
 4. PRELIMINARY FISCAL YEAR 2021/22 OPERATING AND CAPITAL BUDGETS **Information**
 5. WETA BUSINESS PLAN CONCEPT AND ORGANIZATION **Information**
- 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 Orders N-25-20 and N-29-20, 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 As this is a special meeting of the Board, public comments are limited to the listed agenda items.

If you know in advance that you would like to make a public comment during the videoconference, please email BoardOfDirectors@watertransit.org with your name and item number you would like to provide comment on no later than 15

Water Emergency Transportation Authority
May 20, 2021 Meeting of the Board of Directors

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.

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.

AGENDA ITEM 1
CALL TO ORDER

AGENDA ITEM 2
ROLL CALL

NO MATERIALS

MEMORANDUM

TO: Board Members

FROM: Seamus Murphy, Executive Director
Lauren Gulate, Program Manager

SUBJECT: Approve FY 2022-2024 Title VI Program

Recommendation

Approve the FY 2022-2024 Title VI Program.

Background

Title VI of the Civil Rights Act of 1964 specifies that “no person in the United States shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance.” While Title VI protects against discrimination on the grounds of race, color, or national origin, Title VI does not provide protection for low-income populations. Executive Order 12898 and the subsequent guidelines issued by the Department of Transportation (DOT) and the U. S. Environmental Protection Agency regarding Environmental Justice, require federal DOT grantees give consideration to the impacts on both minority populations and low-income populations. In 2000, Executive Order 13166 addressed improving access to services for persons with Limited English Proficiency (LEP) by requiring recipients to take reasonable steps to ensure meaningful access to benefits, services, information and other important portions of their programs and activities for individuals who are Limited English Proficient.

All programs receiving financial assistance from the Federal Transit Administration (FTA) are subject to Title VI and DOT’s implementing guidelines. FTA requires that all direct and primary recipients of FTA financial assistance document their compliance with Title VI and DOT’s implementing guidelines by submitting a Title VI program once every three years. The Title VI program must be approved by the recipients governing body prior to submission.

Discussion

WETA is a recipient of federal funds, pursuant to Title 49 U.S.C. Chapter 53, under FTA section 5307/09 and is required to submit a Title VI program once every three years. An updated Title VI program is due to FTA by June 1, 2021.

Staff has prepared the Title VI Program update in accordance with the regulations and guidance provided in FTA Circular 4702.1B (dated October 1, 2012) for transit providers operating less than 50 vehicles in peak service in an Urbanized Area of 200,000 or more in population. The Title VI Program details how WETA strives to ensure that access to its facilities and programs are equitably distributed and provided without regard to race, color, religious creed, or national origin and 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.

WETA's Title VI Program includes the following key components:

1. A description of WETA and its transit services
2. Public notice of the protections from discrimination provided by Title VI
3. Procedures for filing a Title VI complaint
4. A list of any Title VI complaints, investigations or lawsuits naming WETA or San Francisco Bay Ferry since adoption of the last Title VI Program
5. A public participation plan for transit service planning and projects, and a list of public outreach activities conducted since the last Title VI Program
6. A language assistance plan to ensure access to services for Limited English Proficient Individuals
7. Any equity analysis related to the determination of the site or location of new transit facilities covered by 49 CFR 21.9(b)(3) and policies to ensure that transit services and amenities are deployed in a non-discriminatory manner

The language assistance plan noted in item 6 above is based on an analysis using on-board survey results. The most recent on-board survey WETA conducted was in early 2021. The survey had a small sample size as a result of the decrease in ridership related to COVID-19 and is not sufficient to update the language assistance plan. Based on a discussion with FTA, staff will revise the language assistance plan once ridership increases and a new onboard survey is conducted and will update and re-submit the program to FTA at that time.

The FY 2022-2024 Title VI program is included as **Attachment A** to this report. Staff recommends approval of this Title VI Program addressing WETA's responsibilities under Title VI of the Civil Rights Act of 1964.

Fiscal Impact

There is no fiscal impact associated with this report. The Title VI Program is required by federal law and FTA regulations as a condition of receiving federal funds.

END

SAN FRANCISCO BAY AREA WATER EMERGENCY
TRANSPORTATION AUTHORITY (WETA)

2022-2024 Title VI Program

May 2021



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1 INTRODUCTION

OVERVIEW

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

TITLE VI COMPLIANCE

Title VI of the Civil Rights Act of 1964 specifies that “no person in the United States shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance.” Executive Order 12898 and the subsequent guidelines issued by the Department of Transportation and the U. S. Environmental Protection Agency require consideration of the impacts on minority and low-income populations. Federal Transit Administration (FTA) Circular 4702.1B provides guidance under Title VI for transit agencies and other federal funding recipients to ensure that services are provided in a manner that is nondiscriminatory and without respect to the minority or income status of its current or potential riders.

WETA is a recipient of federal funds, pursuant to Title 49 U.S.C. Chapter 53, under FTA sections 5307 and 5309. As a recipient of federal funds, WETA has prepared its 2022 Title VI Program in accordance with FTA Circular 4702.1B, dated October 1, 2012. WETA understands its responsibility to ensure that all transit service and access to its facilities are equitably distributed and provided without regard to race, color or national origin, including English language capabilities. Furthermore, WETA strives to ensure that equal opportunities are afforded to all individuals in its service area without regard to race, color or national origin as they relate to community participation in local transit planning, and policy and decision-making processes.

2 DESCRIPTION OF TRANSIT SERVICE

This chapter provides a brief overview of WETA and the services it provides as well as a summary of the history of WETA and its development over the past 14 years. This chapter also includes an overview of the WETA governance structure, a description of specific ferry services provided, WETA's service area, and a summary of recent service performance.

AGENCY BACKGROUND

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 ridership demand, cost-effectiveness, and the environmental impact of expanded water transit services. In July of 2003, the legislature approved this plan and authorized the WTA to operate a comprehensive public water transit system of ferries, back-up buses, and terminals.

Effective January 1, 2008, a new state law (SB 976 as amended by SB 1093) dissolved the WTA and replaced it with the San Francisco Bay Area Water Emergency Transportation Authority (WETA). WETA was made responsible for consolidating and operating existing public ferry services in the Bay Area, planning new service routes, and coordinating ferry transportation response to emergencies or disasters affecting the Bay Area transportation system. The creation of WETA responded to a need for more comprehensive water transportation and emergency services which emphasize a regional approach to significantly increase the Bay Area's emergency response capabilities and contribute significantly to a more robust and environmentally-friendly public transit system.

From 2008 to 2012, WETA worked with the cities of Alameda and Vallejo to transition the City of Alameda's two ferry services and the City of Vallejo's ferry service to WETA. In June of 2012 WETA opened its first expansion ferry route from Alameda/Oakland to South San Francisco.

Under the San Francisco Bay Ferry brand, WETA carries over 3 million passengers annually on five ferry routes, utilizing a fleet of 15 high speed passenger-only ferry vessels. San Francisco Bay Ferry currently serves the cities of Alameda, Oakland, Richmond, San Francisco, South San Francisco and Vallejo.

In 2016, the WETA Board adopted a Strategic Plan that outlines a vision for the San Francisco Bay Ferry system over the next 20 years that responds to passenger demand, makes critical infrastructure investments, and increases WETA's ability to respond to emergencies and system disruptions. With funding and environmental approvals, WETA's Strategic Plan calls for new services to Seaplane Lagoon in Alameda, Treasure Island, Mission Bay, Berkeley, Redwood City, the South Bay, and the Carquinez Strait, ultimately creating a robust 16-terminal regional network to meet the Bay Area demand for a safe, sustainable and environmentally-responsible transportation alternative.

In January of 2019, WETA opened a new Richmond ferry service operating between the existing San Francisco Ferry Terminal and a new ferry terminal on the Ford Peninsula in the City of Richmond.

WETA also completed the Downtown San Francisco Ferry Terminal Expansion Project in late summer 2020. This project refurbished the existing Gate E and constructed two new Gates

(Gates F & G), increasing capacity in Downtown San Francisco to serve current and future passengers and improving the amenities around the terminal.

The Treasure Island Mobility Management Authority (TIMMA) is currently constructing a ferry terminal on Treasure Island. In May 2021, WETA executed a Memorandum of Understanding TIMMA to formalize the ad hoc working partnership between the two agencies in anticipation of implementing WETA ferry service for Treasure Island.

New ferry service is slated to begin from Alameda Seaplane Lagoon Ferry Terminal to Downtown San Francisco in July of 2021. In addition, the Port of San Francisco is in the process of constructing a terminal in Mission Bay. Once construction is complete, WETA will commence ferry service from Downtown San Francisco using an all-electric vessel.

WETA GOVERNANCE & STAFF

WETA Board

As directed by SB 976 (as amended by SB 1093), the WETA Board is comprised of five members each with six year terms. Members of the Board are appointed as follows:

- Three members are appointed by the Governor, including the Chair and Vice Chair, 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. The Board holds regular meetings once a month and additional meetings as required. Its meetings are subject to prior public notice and are open to the public in accordance with California state law.

WETA Staff

WETA staff currently consists of 17 regular employees including the Executive Director. The agency is divided into five departments including Maintenance and Operations; Public Information and Marketing; Planning and Development; Finance and Administration; and Program Management. WETA's organizational chart is included as Appendix A of this report.

TRANSIT SERVICES PROVIDED AND AREAS SERVED

Blue and Gold Fleet (B&GF) is under contract with WETA to provide operation and maintenance services for the entire WETA system. B&GF is responsible for the daily operation and management of WETA's ferry transit system, which includes vessel operations and basic maintenance, equipment and facilities management, terminal operations, personnel management (with contract employees), communications, dispatching and notification systems, provision of fueling and lubricants, fare collection, and provision of on-board services such as food and beverage services.

San Francisco Bay Ferry currently operates five primary ferry routes from the cities of Alameda, Oakland, Richmond, San Francisco, South San Francisco and Vallejo.¹

Figure 2-1 San Francisco Bay Ferry Routes as of May 2021



Alameda/Oakland 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 Ferry Service provides all-day weekday and weekend service between the Alameda Main Street and Oakland terminals in the East Bay, and the downtown Ferry Terminal, Pier 41 Terminals in San Francisco. 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

¹ A full description of the schedules and fares for each route can be found at <https://sanfranciscobayferry.com/>.

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 Fiscal Year (FY) 2018–19.²

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.

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.

South San Francisco Ferry Service (SSF)

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.

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.

² FY 18-19 is the last full year of ridership information unaffected by the 2020 global COVID-19 pandemic that resulted in an initial 97% reduction in passengers due to Bay Area-wide shelter-in-place orders.

DEFINING WETA'S SERVICE AREA

Given the nature of ferry transit service and the difficulty of defining a service area based on ferry routes that do not traverse through census tracts, WETA has always defined its service area by utilizing passenger survey responses to identify home/origin census tracts.

The most recent passenger survey that was conducted in February 2021 was heavily impacted by the global COVID-19 pandemic and the drastic reduction in ridership that resulted from the Bay Area-wide shelter-in-place orders that have been in effect since March 2020. As a result, WETA is continuing to use the agency's previous definition of its service area discussed below, which is based on the October 2017 passenger survey, the most recent survey unaffected by the COVID-19 pandemic. Another passenger survey is expected to be administered in late 2021 or early 2022. At that time, WETA will re-define its service area and revise this document.

In October 2017, WETA administered an onboard survey to riders asking a series of questions on travel patterns, rider demographics, rider attitudes, and rating of various services. The survey was conducted as a self-administered questionnaire distributed and collected onboard each of WETA's ferry routes in operation at the time, similar to a previous onboard survey administered by WETA in 2011 and 2014. For each service, the trips selected for surveying were scheduled to achieve a representative cross-section of riders during all time periods, including weekday peak, weekday off-peak, and weekends. In total, 1,944 surveys were completed and processed.

Using the valid responses from this survey, a service area was defined and demographic data was analyzed by census tract. The specific steps in the methodology are outlined below:

1. Based on survey responses, trip origins by ZIP Code were mapped.
2. Any origin ZIP Code with only one response was not included. Many of these "low-response" ZIP Codes fell outside of what was believed to be a reasonable definition of WETA's service area (i.e. Sacramento).
3. ZIP Code geographies were converted into geographies defined by census tracts so that demographic data from the U.S. Census and American Community Survey (ACS) could be utilized. Because the geographies of ZIP Codes and census tracts do not necessarily match, a "best fit" methodology was used to determine which tracts to include.

Key findings from the 2017 on-board survey regarding where San Francisco Bay Ferry passengers originate from, include the following:

- San Francisco terminals primarily serve downtown San Francisco and secondarily serve other parts of San Francisco, Angel Island, Treasure Island, Tiburon, Daly City, and Pacifica.
- Oakland and Alameda terminals primarily serve Oakland, Alameda, Harbor Bay, and Berkeley and secondarily serve other parts of the East Bay, including Concord, Walnut Creek, Dublin, San Ramon, Orinda, and Lafayette.
- Service area of the Harbor Bay terminal primarily includes Harbor Bay, Alameda, San Leandro, and Oakland.
- Vallejo terminal has the largest service area, covering Vallejo, Benicia, Fairfield, Vacaville, other parts of Solano County, Sonoma County, and Napa County.

2022-2024 TITLE VI PROGRAM

- About 12 percent of passengers on the Vallejo and Oakland/Alameda routes are visitors to the Bay Area. The South San Francisco and Harbor Bay routes, as commute service-only routes, serve low proportions of visitors, at about one percent.

FLEET INFORMATION

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

Figure 2-2 Summary of WETA Service Fleet by Route as of May 2021

Service	Vessel Name	Year Built	Vessel Type	Passenger Capacity[3]	Speed (Knots)	Restrooms	Snack Bar
Alameda / Oakland	Carina	2018	Aluminum Catamaran	400	27	3	Yes
	Argo	2018		400	27	3	Yes
	Hydrus	2017		400	27	3	Yes
	Cetus	2017		400	27	3	Yes
Harbor Bay	Bay Breeze	1994		250	27	2	Yes
	Peralta	2001		331	25	3	Yes
South San Francisco	Taurus	2009		225	25	2	Yes
	Pisces	2009		225	25	2	Yes
Vallejo	Intintoli	1997		349	34	3	Yes
	Pyxis	2017		445	34	4	Yes
	Vela	2019		445	34	4	Yes
	Lyra	2020		445	34	4	Yes
	Mare Island	1997		330	34	3	Yes
Richmond	Gemini	2008		225	25	2	Yes
Spare Vessel	Scorpio	2009		225	25	2	Yes

Source: WETA

SYSTEM PERFORMANCE

Figure 2-3 provides an overview of the operating statistics for the different ferry services for the month of March 2021. Regional ferry service has been heavily impacted by the COVID-19 pandemic with ridership declining by over 90% throughout the last year (March 2020-March 2021). WETA suspended service on the South San Francisco, Richmond, and Harbor Bay services on March 17, 2020 due to drastic ridership and fare revenue declines and in support of Bay Area counties' shelter-in-place orders that shut down all non-essential businesses, mandated that employees work from home, and provided that residents could only leave their residences for essential activities. Skeleton service was maintained to transport essential workers on the Alameda/Oakland and Vallejo ferry services.

Figure 2-3 Summary of Operating Statistics, March 2021

			Alameda/ Oakland	Harbor Bay †	Richmond	South San Francisco †	Vallejo	Systemwide
Boardings	vs last month	Total Passengers March 2021	8,891		2,106		11,656	22,653
		Total Passengers February 2021	5,545		1,387		8,067	14,999
		Percent change	60.34%		51.84%		44.49%	51.03%
	vs same month last year	Total Passengers March 2021	8,891		2,106		11,656	22,653
		Total Passengers March 2020	36,551	11,896	7,125	4,746	34,277	94,595
		Percent change	-75.68%	-100.00%	-70.44%	-100.00%	-65.99%	-76.05%
	vs prior FY to date	Total Passengers Current FY To Date	54,698		14,740		88,003	157,441
		Total Passengers Last FY To Date	999,632	246,657	157,520	103,798	770,920	2,278,527
		Percent change	-94.53%	-100.00%	-90.64%	-100.00%	-88.58%	-93.09%
Ops Stats	Avg Weekday Ridership March 2021		387		92		507	985
	Passengers Per Hour March 2021		60		16		32	35
	Revenue Hours March 2021		149		134		363	646
	Revenue Miles March 2021		2,040		2,415		10,244	14,699
	Farebox Recovery Year-To-Date		4%		2%		6%	5%
	Cost per Available Seat Mile – March 2021		\$0.87		\$0.56		\$0.29	\$0.39
	Average peak hour utilization, AM – March 2021		10%		8%		13%	10%
	Average peak hour utilization, PM – March 2021		14%		9%		17%	13%
Fuel Used (gallons) – March 2021		12,223		17,771		97,932	127,926	
Avg Cost per gallon – March 2021		\$2.62		\$2.62		\$2.49	\$2.34	

† Service suspended on the Harbor Bay and South San Francisco routes due to COVID-19 effective March 17.

Source: WETA

3 GENERAL REPORTING REQUIREMENTS

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

SUB-RECIPIENTS

Currently, WETA does not have any sub-recipients.

ANNUAL TITLE VI CERTIFICATION AND ASSURANCE

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

WETA annually submits its Certifications and Assurances in the Transit Award Management System (TrAMS) within 90 days from the date on which the Certifications and Assurances are printed in the Federal Register. The Executive Director and WETA Legal Counsel individually and electronically certify the Certifications and Assurances using a secret Personal Identification Number (PIN) within TEAM. The WETA Executive Director and Legal Counsel last certified on January 28, 2021 and February 9, 2021, respectively.

REQUIRED SUBMISSION OF TITLE VI PROGRAM / ADDITIONAL INFORMATION UPON REQUEST

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

WETA submitted its most recent Title VI report to the FTA in May 2018. Since that time, several service, fare and fleet changes have occurred, including:

1. **Proposed Richmond Ferry Service Fare Schedule – Adopted September 6, 2018**

At the August 2018 Board meeting, the WETA Board opened a 30-day public hearing announcing a proposed fare schedule for the new Richmond ferry service that was developed in consultation with WETA's partner funding agencies: the West Contra Costa Transportation Advisory Committee (WCCTAC), the Contra Costa Transportation Authority (CCTA) and the City of Richmond. Notice of the proposed Richmond fare was posted to WETA and partner agency web sites. In addition, a message was sent to WETA's BayAlerts subscribers via email and text message. Hard copy flyers, in English, Chinese and Spanish, were produced and posted at the City of Richmond's Transit Center, the terminal construction site and placed on all WETA vessels in service during the month of August. The proposed fare schedule was also presented to the WCCTAC Board and CCTA Board on June 15, 2018, and June 20, 2018, respectively. And finally, a public hearing was held on September 6, 2018.

WETA received 11 comments from the public. Comments regarding the proposed fares generally expressed a preference for a lower fare. Commenters also provided suggestions about access improvements, marketing of the service and other destinations beside San Francisco. As a follow-up to comments received, staff reached out to funding partners WCCTAC, CCTA and the City of Richmond to relay the concern over the price level. All of the partners affirmed their support for the recommended fare as the best balance between the need to generate revenue to offset operating expenses and the desire to keep the fare reasonable enough to attract new riders to the service, but expressed the desire to re-examine the fare after a year of service. Based on the input of the Richmond ferry service funding partners, the relatively modest amount of public comment and the willingness of our funding partners to revisit the fare structure after a year of service, staff recommend that the Board of Directors adopt the proposed fare structure for the new Richmond ferry service as originally proposed. The proposed fares would be subject to a 3% increase on July 1, 2019, consistent with all other regularly-scheduled WETA services and WETA's Fiscal Year 2015-2020 Fare Program adopted by the WETA Board of Directors in 2015.

In accordance with FTA guidelines for Title VI, staff has reviewed this proposal and found that establishment of the proposed fares do not have an adverse impact on minority or low-income communities, based on the facts that this is a commuter service providing direct transit from a location previously not served before and alternative travel methods from this location exist, including BART, that have lower fares than those proposed by WETA, mitigating any perceived impact of minority or low-income populations.

2. Pilot Program to Enhance Service in Harbor Bay and South San Francisco – Approved December 13, 2018

In December 2018, WETA ferry services were close to operating at the upper limit of our vessel fleet and operating subsidy capacity. This is unfortunate given the fact that WETA was experiencing record ridership (before the Covid pandemic) and there was ample justification for increased service frequency in impacted markets such as Vallejo, Oakland/Alameda and Harbor Bay. With new operating and capital revenues from regional bridge toll increases on hold due to pending lawsuits, our only opportunity to expand services in the near-term was through securing new operating funds or identifying opportunities to refine and optimize schedules to operate more revenue trips utilizing existing vessels and crews.

In reviewing scheduling changes associated with the launch of new Richmond service in January 2019, staff identified an opportunity to make two service changes by making use of non-revenue (“deadhead”) trips and repositioning existing vessels and crews. Staff recommended and the WETA Board approved a pilot program to implement the new pilot program which included:

- Addition of a 9 a.m. weekday departure from Harbor Bay to San Francisco; and
- Creation of a new reverse-commute service from South San Francisco to Harbor Bay by offering a single morning and single evening departure to test the market for expanded ferry service into Harbor Bay. This service would utilize the existing fare structure for the Alameda/Oakland--South San Francisco service during the pilot period.

The pilot program would operate for 12 months beginning in January 2019. The Board approved the use of the existing fare structure for the Alameda/Oakland – South San Francisco service for this pilot program.

3. New Richmond Ferry Service – Commenced January 2019

The new San Francisco Bay Ferry Richmond service offers four peak-direction and two reverse commute trips between Richmond's Ford Point and the San Francisco Ferry Building during weekday morning and evening commutes. The Richmond Ferry Terminal project included the construction of an accessible gangway with a new ramping system, float and piles, a passenger shelter and the development and reconfiguration of a 362-space paved parking lot. WETA also installed a new ADA-compliant kayak launch ramp and improved shoreline access at Ford Point. Contra Costa County's Measure J transportation sales tax will fund operations of the Richmond ferry service for at least 10 years through an agreement between CCTA and WETA. Fares for the new Richmond ferry service were approved by the WETA Board in September 2018.

4. Special Event Fare Change - Approved - March 7, 2019

WETA operates two special event services featuring direct ferry service between Oracle Park and the cities of Alameda/Oakland and Vallejo during most San Francisco Giants home games. Fares for these special event services are evaluated and adjusted outside of the WETA Fare Program for regular services, pursuant to the WETA Fare Policy objective that special event services recover their full incremental operating costs through farebox or other special revenues. WETA established the current ballpark fare structure and rates in 2015. Fares for the ballpark services have remained unchanged since then as annual reviews have concluded that revenues generated by these services have been sufficient to cover operating expenses.

A financial analysis in 2018 confirmed that each ballpark service was able to recover its full incremental operating costs from last season, but indicated that fares would need to be raised in order to fully recover costs for the 2019 season. On February 7, the Board authorized staff to conduct outreach with riders on the proposed special event fare changes. Consistent with WETA's outreach process, on February 8, a summary of the proposed fare changes in English, Spanish and Chinese was posted to the WETA website. Hard copy flyers, in English, Chinese and Spanish were produced and posted at ticket offices and placed on all WETA vessels in service. A message was sent to WETA's BayAlerts subscribers via email and text message and a public hearing was held on March 7, 2019. One comment was submitted to WETA concerning potential future commuter service to China Basin.

The WETA Board approved the new Special Event Fare on March 7, 2019.

5. FY 2019/20 Special Event Fares for New Chase Center Service - Adopted July 11, 2019

The Port of San Francisco and WETA have been engaged in a project to develop a new Mission Bay Ferry Landing at the foot of 16th Street since 2016. Scheduled to be completed in 2021, it will ultimately support ferry service for both Chase Center events and regular commute service to the area. In anticipation of the opening of the new Chase Center Arena in fall 2019, the Port of San Francisco (Port), Golden Gate Ferry and WETA developed plans to construct a temporary ferry landing at Pier 48 ½ to support new special event ferry service for Chase Center events until the new Mission Bay Ferry Terminal is built. In June 2019, staff began the process to initiate public outreach efforts to solicit public comment concerning the establishment of a new special event fare for the planned new Alameda/Oakland service to the Chase Center Arena area. Since this new special event service will have a similar operating profile and ridership market as the Oracle Park service, staff proposed utilizing the same fares for Chase Center special event services as are used for Oracle Park services.

On June 11, 2019, staff initiated public outreach efforts by posting notices of the proposed fare in English, Spanish and Chinese on WETA's website, BayAlerts, social media outlets, terminals and vessels. Additionally, a public hearing was held on July 11, 2019. One comment was received requesting that WETA consider operating regular commuter service from the Chase Center terminal. In consideration of the public outreach process, staff recommended and the Board approved the Chase Center special event fares as proposed.

6. Alameda/Oakland - Seaplane Lagoon Service Changes Outreach - December 12, 2019

Construction of the Seaplane Lagoon Ferry Terminal at the former Naval Air Station Alameda was completed in spring 2020. New ferry service will be started from this terminal offering direct service from Seaplane Lagoon in Alameda to San Francisco. The service from the nearby Main Street ferry terminal in Alameda will be adjusted to accommodate the decrease in demand for that service due to the new Seaplane Lagoon to San Francisco service.

WETA staff carried out an initial public engagement process in September and October, 2019 with the help of Civic Edge Consulting to gauge then-current barriers experienced by Alameda and Oakland ferry riders and receptiveness to potential changes to improve Alameda/Oakland service via a major service switch integrating the upcoming Seaplane Lagoon Ferry Terminal. The primary instrument of the campaign was a digital and print survey that more than 500 passengers completed. The process consisted of a survey distributed to Alameda and Oakland ferry passengers digitally and in print. WETA pushed the survey through a combined paid and organic social media campaign, BayAlerts and on-vessel graphics. Ambassadors rode on the evening commute and engaged passengers at the Downtown S.F. Ferry Terminal on October 17 to gather feedback and survey responses.

The survey served two purposes: to introduce the concept of potential service changes related to the addition of Seaplane Lagoon to passengers and to gauge sentiment about the perceived benefits and barriers to potential changes. The survey revealed a few major barriers significantly influencing Alameda ferry commuters' travel choices, including lengthy queues, the potential of getting left behind due to maximum capacity being reached and parking at the Main Street Alameda terminal. The comprehensive service restructure endorsed by the Board of Directors at its November 7, 2019 meeting, which restructures Alameda/Oakland service in conjunction with establishing new Seaplane Lagoon service in August 2020, would improve the experience as it relates to these factors. Response from frequent and occasional Oakland ferry riders supported staff's belief of substantial demand for direct Oakland service made possible by the Seaplane Lagoon integration. The start of the Seaplane Lagoon service was ultimately delayed past the original August 2020 start date due to the COVID-19 pandemic.

WETA staff, its consultants and its partners worked aggressively to ramp up passenger outreach in Alameda and Oakland in anticipation of the Summer 2020 service changes. Some of the tools used for the outreach campaigns include:

- A standalone website focused on service changes in Alameda
- Onboard pop-up workshops on Alameda and Oakland ferries
- Signage at the Main Street Alameda terminal
- Ambassadors at the Alameda, Oakland and Downtown San Francisco terminals
- A comprehensive, methodical public relations campaign
- Paid media in the Oakland market
- Social media and BayAlerts

Seaplane Lagoon service was delayed due to the global COVID-19 pandemic. Service is expected to begin in July 2021.

7. Continuation of Richmond Summer Weekend Service & Enhanced Harbor Bay and South San Francisco Services in 2020 – Approved January 9, 2020

Richmond: WETA operated a pilot summer weekend ferry service between the new Richmond Terminal and the San Francisco Ferry Building from August through October 2019, in order to test out the demand for summer weekend service from this new ferry terminal. This service was operated in partnership with the City of Richmond and CCTA and funded with passenger fares and operating subsidy from Contra Costa County Measure J funds.

The summer Richmond weekend service offered three departures to San Francisco in the morning and three late afternoon/early evening return trips. It also featured two reverse-direction trips, which provided San Francisco residents the opportunity to visit the Craneway Pavilion, the Rosie the Riveter/World War II Home Front National Historical Park and other destinations in Richmond. The pilot weekend service lasted just 12 weeks, which is not a sufficient sample to draw firm conclusions. Given the promising start, staff was optimistic that a full season – April through October – of weekend service would continue to attract riders in 2020, and the WETA Board approved the continuation of Summer Weekend service; however, it was never implemented due to the COVID-19 pandemic.

Enhanced Harbor Bay and South San Francisco Services: In December 2018, the WETA Board approved a one-year pilot program to enhance Harbor Bay and South San Francisco services. The program introduced limited reverse-commute direction service between South San Francisco and Harbor Bay as well as an additional peak morning trip from Harbor Bay to the Ferry Building. The low-cost service enhancement was accomplished by redeploying an existing morning crew serving South San Francisco to Harbor Bay – on its way to downtown San Francisco - and taking advantage of non-revenue (“deadhead”) trips in the evening.

The pilot program was for a 12-month period from January through December 2019. The basis for introducing the pilot was twofold: first, to alleviate capacity pressures on morning Harbor Bay trips by providing a new late morning trip, and; second, to explore the possibility of a new market for ferry service from South San Francisco to Harbor Bay, where some biotech companies have recently located. While the level of ridership on the South San Francisco service was low and would not have warranted continuation on its own, vessels were making these trips anyway due to the interlining of crews and vessels between Harbor Bay and South San Francisco so the cost to provide the service was expected to be minimal. The WETA Board approved the continuation of Enhanced Harbor Bay and South San Francisco services; however, it was never implemented due to the COVID-19 pandemic.

8. New Vessels – 2017 to March 2020

In 2013 WETA started a project to construct four new 400-passenger high speed 27-knot propeller vessels to replace two vessels used in the central bay services (Alameda/Oakland, Harbor Bay & South San Francisco ferry services) and to support the growing demand for WETA services and ensure that there are sufficient vessels to provide needed back-up capacity. WETA accepted delivery of the MV Hydrus and MV Cetus in 2017 and the MV Argo and the MV Carina in 2018. In a separate project, WETA also constructed 3 additional high-speed vessels to expand the fleet to support new Richmond service and increased demand on the Vallejo service, and to replace the oldest vessel in the Vallejo service that was due for

retirement. The MV Pyxis was delivered in 2018, the MV Vela was delivered in 2019 and the MV Lyra was delivered in March 2020.

9. Draft FY 2020/21-2024/25 Fare Program – Initiated Outreach February 13, 2020 and Withdrawn from Consideration April 9, 2020

In September 2014, the WETA Board approved a five-year FY 2015/16-2019/20 Fare Program developed to achieve specific objectives consistent with WETA's fare policy and the overall goal of achieving fiscal sustainability and system wide consistency. Upon approval of the Fare Program, WETA executed the planned changes to its fare structure in 2015 and implemented the first of its pre-approved annual fare increases on July 1, 2015. The program instituted an average annual fare increase of 3% to keep fares on pace with inflation related increases in the cost of providing service. The final increase approved by the Program for FY 2019/20 was implemented on July 1, 2019.

In Fall 2019, staff began working with its consultant to develop a new five-year fare program that would become effective July 1, 2020 with the goal of continuing WETA's practice of implementing relatively small fare increases on an annual basis. In October 2019, staff presented a set of proposed goals and objectives to the WETA Board to guide development of the fare program. On February 13, 2020 the Board authorized staff to conduct outreach with riders and the general public on a proposed FY 2020/21-2024/25 Fare Program by posting notices of the proposed fare in English, Spanish and Chinese on WETA's website, BayAlerts, social media outlets, terminals and vessels. Additionally, a public hearing was scheduled to be conducted in April.

However, beginning on March 17, 2020, Bay Area counties instituted shelter-in-place orders in response to the COVID-19 pandemic. The impact to WETA's ridership and system operation has been significant. Whenever restrictions are fully lifted, it is reasonable to assume that the impact of these measures upon the Bay Area economy and workers who rely upon transit services, including the ferry, will be large. In consideration of this unprecedented situation and the hardship and uncertainty that it brings to Bay Area workers and travelers, staff recommended withdrawing the proposed FY 2020/21-2024/25 Fare Program and related fare adjustments until the economic impacts of the COVID-19 pandemic on passengers and WETA's operations and finances are better understood. The primary goal of this proposed course of action was to provide financial relief for Bay Area workers and to help attract riders to the ferry system once services are restarted.

Withdrawal of the proposed FY 2020/21-2024/25 Fare Program was approved by the WETA Board on April 9, 2020.

10. Actions to Address the Impacts of the COVID-19 Pandemic on WETA Operations – March 19 & April 9, 2020

On March 4, 2020, the Governor of the State of California proclaimed a State of Emergency in California as a result of the COVID-19 outbreak. On March 13, 2020, the President of the United States declared a National Emergency due to the COVID-19 outbreak. On March 16, six of the nine Bay Area counties, including Alameda, Contra Costa, Marin, San Francisco, San Mateo and Santa Clara, issued mandatory Health Orders for residents to shelter in place effective Tuesday, March 17 and directed most non-essential businesses to cease operations. As of April 9, all nine Bay Area counties had issued similar health orders. The intent of the orders was to ensure that the maximum number of people self-isolate in their places of residence to the maximum extent feasible in order to slow the spread of COVID-19.

Businesses in these areas were required to cease all activities except minimum basic operations (or work from home), and all travel – including that by public transit – was prohibited unless it is for essential activities. People were limited to using public transit only for purposes of performing essential activities or to travel to and from work to operate essential business or maintain essential government functions, and those riding public transit must comply with social distancing requirements to the greatest extent feasible. Travel into and out of counties was allowed only to provide essential activities, business or government functions.

It is important to note that the majority of WETA's ridership work in Downtown San Francisco and that all of WETA's ferry routes move people between counties. In the two weeks leading up to the shelter-in-place orders, many businesses had shifted their workforce to work from home. In the couple days leading up to the March 16 shelter-in-place orders, WETA's systemwide ridership had decreased by 75%.

In response to, and in support of, the Health Orders and sharply decreasing ridership demand, WETA developed and implemented a program of service reductions. This plan, which was implemented on March 17, 2020 included suspending the Harbor Bay, Richmond and South San Francisco ferry services and reducing the Alameda/Oakland and Vallejo services each to single vessel services requiring a total of four crews to operate.

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. During this special meeting, the WETA Board of Directors took action to affirm and ratify the Executive Director's actions in response to the impacts of COVID-19 to reduce or suspend ferry service temporarily beginning March 17, 2020 as follows:

- Suspend service to and from Harbor Bay, Richmond and South San Francisco
- Reduce weekday service on the Alameda/Oakland and Vallejo routes
- No weekend service on any routes
- No service to Pier 41 on any routes; and

As of April 9, 2020, ridership had predictably dropped given the stay-at-home orders, absence of traffic on Bay Area roadways and minimum level of ferry service. Average weekday ridership fell to 283 daily boardings systemwide, with Vallejo ridership averaging 214 boardings per day while Alameda/Oakland had only 68 boardings daily. The seasonal average for this period is just over 9,000 boardings per day systemwide. and Vallejo's seasonal average was 3,239 boardings per day, meaning ridership had fallen to 93 percent below normal. Alameda/Oakland service, with a seasonal average of 3,664 boardings, fell to 98 percent below normal.

Given the low level of ridership, staff explored alternative service models which could have better served the region during this challenging period. One such concept explored was to offer regular service to the Mission Bay area of San Francisco, a center for hospitals with both UCSF and Kaiser facilities. Ferries could serve the Pier 48½ temporary ferry terminal as an additional stop or even offer direct service. Staff reached out to both hospitals and industry associations to better understand shift schedules and specific transportation needs in an effort to create a service profile that will help these valuable workers. The hospitals indicated that ferry service was not necessary to transport their workers as ample parking and the lack

of traffic made commuting by automobile the preferred mode. Staff stayed in touch with hospital contacts to be able to adjust as the situation has evolved.

WETA has communicated since the start of the pandemic with passengers, the public, other agencies and the media with regards to the service changes implemented on March 17 and current practices regarding cleaning vessels and ensuring physical distancing on board ferries and at terminals. The following public outreach actions were taken to alert the public to the service reductions that started March 17:

- Released a press release on service changes on Monday evening. This was picked up by numerous media outlets including the Chronicle, KCBS Radio and ABC7
- Additional media outreach with a number of outlets
- Sent a BayAlert to more than 9,000 subscribers
- Used social media to get the word out
- Inputted the service changes through 511's tools immediately
- Used Nextbus signs at the terminals to communicate the changes with passengers
- Installed signage at terminals and on ferries.

On March 19, 2020 the WETA Board of Directors took action to affirm the temporary suspension of Harbor Bay, South San Francisco and Richmond ferry service and the reduction of service on Alameda/Oakland and Vallejo Ferry services to support the regional shelter in place orders. Pandemic recovery planning is addressed under "14. Pandemic Recovery Program for Public Comment," below.

11. Proposed Seaplane Lagoon Ferry Service Fare Schedule – Adopted June 4, 2020

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, 2020, 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 moved forward separate from the FY 2020/21-2024/25 Fare Program.

On June 4, 2020, the WETA Board adopted the proposed fare structure for the new Seaplane Lagoon ferry service to match that of the current Alameda/Oakland ferry service fares. The proposed fare structure could be subject to modification as WETA reconsiders adoption of a systemwide multi-year fare program in the coming year.

12. Clipper START Means-Based Discounted Fares - Adopted October 8, 2020

In May 2018, the Metropolitan Transportation Commission (MTC) approved the framework for a 12 to 18-month pilot program to implement a means-based fare program known as Clipper START on a limited number of Bay Area transit systems. These systems launched the program in July 2020. The Clipper START pilot is structured to allow adults who live in the Bay Area and whose annual earnings are up to 200 percent of the federal poverty level to qualify for fare discounts. The program provides either a 20 or 50 percent discount to eligible adults, depending upon the transit system's individual discount, and requires riders to use Clipper for their fare payment.

In June 2020, MTC staff announced that they would be able to expand the pilot program to include additional Bay Area transit operators in the coming months. On July 16, the WETA Board expressed interest in participating in this expanded program by offering a 50 percent discount off of WETA's adult cash fares.

On September 1, 2020, notices concerning the proposed Clipper START discounted fare program, which would provide a 50 percent discount from WETA's cash fares for eligible adults, were posted in English, Spanish and Chinese on WETA's website. Similar informational materials were posted onboard vessels and at ticket offices, soliciting public comments over a 30-day comment period. Further outreach included notifying riders of the proposed program through WETA's BayAlerts system.

Through September 30, a total of 18 written public comments were submitted. There were no comments submitted by phone. Of the comments received, 15 were in favor of providing a discount and 3 were against it. Of the 15 in favor, 1 thought that the discount should be higher and 3 thought the discount should be lower with conditions.

The WETA Board of Directors approved the proposed Clipper START Means-Based Discounted Fares on October 8, 2020. The fare discount took effect the following month.

13. Reduced Fare Promotional Program (Dollar Days) – Approved October 8, 2020

In October 2020, the WETA Board considered providing reduced ferry fares for a period of one to two months in an effort to promote WETA ferries as a safe way for essential workers to travel to San Francisco and their work destinations. While WETA is currently limiting passenger loads on ferries to allow for 6-foot social distancing (approximately 25 - 30 percent of vessel capacity), ridership is low and most trips have the capacity to carry more passengers. This program could draw lower-income workers who might have previously found WETA ferry fares cost-prohibitive.

On October 8, the WETA Board approved this promotional fare (Dollar Days) for the month of November and to consider extending it into December.

On November 16, increases in local COVID-19 cases resulted in Alameda, Contra Costa and Solano counties shifting into the most restrictive (purple) tier in the state's recovery blueprint. San Francisco, which began November in the least restrictive (yellow) tier, was moved to the second most restrictive (red) tier on November 16. This move led to non-essential offices in the city being closed and ended indoor dining. San Francisco's public health officer warned that he anticipated that San Francisco would be moved to the most restrictive (purple) tier sometime in the week of November 23.

In light of these changes, and given the success of the promotion in boosting ridership, particularly in patterns that suggested recreational use of the ferry, the promotional fare program was not continued into December.

14. Pandemic Recovery Program for Public Comment – Adopted April 1, 2021

The Pandemic Recovery Program details how WETA will increase service as the region and the state re-opens, which is expected to begin sometime in June as vaccinations for COVID-19 increase and case rates drop. In February 2021, the WETA Board adopted 13 core principles for the Pandemic Recovery Program. The essences of the core principles are:

- Enhancing equity and access to ferry service for Bay Area riders and expanding access for transit-dependent riders.
- Phasing in increased service levels and competitive fares that are comparable to regional transit options, incentivizing demand, and supporting the region's economic recovery.

The Program includes a service plan accompanied by a fare structure that is specifically designed to appeal to a broader Bay Area travel market. The service plan strives to make the most efficient use of resources while expanding service outside of peak periods to meet demand for ferry service throughout the day. The fare structure reduces fares throughout the WETA system for a one-year period to generate ridership and attract riders back to the ferry. Fares will automatically revert to pre-pandemic levels without any intervention from the Board starting in July 2022.

On March 4, 2021, the Board authorized staff to conduct outreach with riders and the general public on the proposed Program. A summary of the proposed Program and a detailed description of the proposed service and fare changes was posted to the WETA website in English, Spanish and Chinese. Notices in English, Spanish and Chinese were posted on all vessels, the Vallejo Ferry Ticket Office, and digital outlets including BayAlerts, the San Francisco Bay Ferry website, and social media, soliciting public comments through March 25, 2021.

Additionally, WETA conducted a widespread public outreach process to ensure awareness of the proposed program and its implications throughout the communities served by San Francisco Bay Ferry. Outreach methods used include:

- Media outreach: Staff secured prominent coverage of the proposal in the San Francisco Chronicle, East Bay Times, San Mateo Daily Journal, on KCBS Radio and several local television news outlets.
- Community outreach: Staff distributed information to 30 local partner organizations (including labor groups, hotel and restaurant associations, transportation-focused organizations, and visitor bureaus), the entire Bay Area legislative delegation and members of City Councils in Vallejo, Richmond, Alameda, and Oakland.
- Many of these partners and elected officials shared information with their constituents via email, newsletters, and social media.
- Staff presented the Program to the City of Alameda Transportation Commission on March 24 and to the West Contra Costa Transportation Advisory Committee on March 26.
- Website content: Immediately following the March 4 Board authorization to open public outreach on the program, staff posted detailed information on the Program in English, Spanish, and Chinese. Answers to questions asked during the outreach

process were posted to WETA's website on March 22. The Program webpage received 3,300 views through March 22.

- Virtual open house: Staff held a virtual open house via Zoom on March 16 to provide information, receive feedback, and answer questions. Twenty-three members of the public attended the presentation and route-specific question-and-answer sessions.
- Direct passenger outreach: Staff informed passengers of the proposal, virtual open house, and public hearing through graphics and flyers posted onboard the ferries, two BayAlerts sent to roughly 10,000 subscribers, and a newsletter story.
- Social media: Staff executed a social media campaign around the program in March, including a small paid element to maximize exposure. The Instagram and Facebook posts featuring the proposed Program had more than 38,000 impressions and more than 14,000 impressions, respectively and more than 700 post engagements.

WETA received 140 comments covering multiple interest areas of the Program by the March 25 deadline. This included 91 comments made via email and social media, and 49 comments received during the virtual open house event. The sentiment of the feedback was overwhelmingly positive.

In consideration of the public comments received, the following revisions were made to the proposed Program:

- Weekend service for Alameda Main Street, Oakland, and Vallejo Services – Weekend service will begin in Alameda Main Street, Oakland, and Vallejo in July 2021.
- Earlier launch of Harbor Bay Service – Service for Harbor Bay was originally proposed to begin in August to coincide with the Seaplane Shift. However, based on feedback, Harbor Bay service will start July 2021.
- Weekend service in July for Richmond – Weekend service will begin in July for Richmond riders, based on input seeking weekend service as soon as possible.
- Short Hop Fare Adjustment – Short hop fares for trips between Alameda Main Street-Oakland, Mare Island-Vallejo, and Pier 41-Downtown San Francisco will adjusted downwards to \$1.00 for adult single-trip Clipper fares, as opposed to the original proposal of \$2.25 to match local bus fares. This aligns with the concept of lowered fares across all WETA services.

The WETA Board approved the Pandemic Recovery Program on April 1, 2021.

NOTIFYING BENEFICIARIES OF PROTECTION UNDER TITLE VI

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

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

- A policy statement addressing its commitment to avoid discrimination on the basis of race, color, or national origin
- A description of procedures for how to request more information on the obligations of WETA to fulfill Title VI obligations

- A public notice that informs beneficiaries of their right to file Title VI complaints, and the process for doing so, should they feel that discrimination has occurred
- A statement in traditional Chinese and Spanish that information in these languages are available by calling our administrative office

These notices are posted on all vessels and ferry terminals, as well as posted on the San Francisco Bay Ferry website. Additionally, WETA's Title VI notice, policy statement and complaint form are provided in Traditional Chinese and Spanish languages on San Francisco Bay Ferry's website. Documentation of the statement of rights, WETA's policy statements, and public notification of rights are included in Appendix D.

TITLE VI COMPLAINT PROCEDURES

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

WETA has developed procedures for filing, tracking, and investigating Title VI complaints. The procedures are included as Appendix B and D of this document and are provided in English, Spanish and Chinese languages.

RECORD OF TITLE VI INVESTIGATIONS, COMPLAINTS, AND LAWSUITS

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

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

PUBLIC PARTICIPATION PLAN

WETA's Public Participation Plan is provided as Appendix G. A summary of public outreach and involvement activities undertaken in the last three years and a description of steps taken to ensure that minority and low-income persons had meaningful access to these activities is contained in various portions of this Report, including WETA's Public Participation Plan in Appendix G, the Limited English Proficiency Plan in Appendix B, as well as the list and description of service and fare changes and public outreach efforts within the Section 3 – General Reporting Requirements.

CURRENT OUTREACH AND PUBLIC INVOLVEMENT ACTIVITIES

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

Most of WETA's outreach has been through stakeholder and community meetings, public hearings and Board of Directors meetings, as described above. The following section summarizes

additional key projects and policies that have involved public meetings, hearings and outreach during the period covered by this report, June 2018 through April 2021.

Special Public Activities, Events, and Outreach Efforts

1. Board Meeting at Richmond Ferry Terminal, Richmond Ferry Terminal Ribbon Cutting Ceremony and Community Celebration – January 10, 2019

The San Francisco Bay Area Water Emergency Transportation Authority (WETA), Contra Costa Transportation Authority (CCTA) and City of Richmond celebrated the launch of Richmond ferry service and the opening of the Richmond Ferry Terminal on January 10, 2019. The new San Francisco Bay Ferry Richmond service offers four peak direction and two reverse commute trips between Richmond's Ford Point and the San Francisco Ferry Building during weekday morning and evening commutes. The Richmond Ferry Terminal project included the construction of an accessible gangway with a new ramping system, float and piles, a passenger shelter and the development and reconfiguration of a 362-space paved parking lot. WETA also installed a new ADA-compliant kayak launch ramp and improved shoreline access at Ford Point. Contra Costa's Measure J transportation sales tax will fund operations of the Richmond ferry service for at least 10 years through an agreement between CCTA and WETA.

The celebration included free ferry rides for the community, food, music and several speakers including local elected officials. The event was widely advertised throughout the City of Richmond and was attended by hundreds of community members and stakeholders.

2. Disadvantaged Business Enterprise (DBE) and Small Business Enterprise (SBE) Goals for FFY 2020 through FFY 2022 – Approved June 6, 2019

As a recipient of federal transportation funding, WETA is required to have a diversity program for the participation of DBE firms in WETA contracting opportunities. The Department of Transportation requires federal grant recipients to set overall DBE goals on a three-year basis. WETA developed and submitted a new goal for FFY 2020-2022 to the Federal Transit Administration.

U.S. DOT Regulations require that the maximum feasible portion of the overall DBE goal be achieved using race-neutral means such as programs and initiatives that assist small businesses in general and that are not limited to minority or women-owned firms. WETA's efforts in this area are facilitated through active participation in educational and outreach events organized by the San Francisco Bay Area Regional Business Outreach Committee (BOC); a committee comprised of over 20 Bay Area transit and transportation agencies. In April 2019, the BOC sponsored a consultation and public participation meeting with trade, business organizations and DBE firms on the agency's DBE goal setting process for Federal Fiscal Years (FFY) 2020-2022 and upcoming contracting opportunities detailed in the DBE Goal Analysis Report. The public participation meeting consisted of two parts: a meeting focused on consulting with and receiving comments from various trade groups, minority, women's and general contractor groups, community organizations, and other representatives to discuss how to increase availability of disadvantaged, minority and women owned businesses and a second session with owners and representatives of DBE firms.

The WETA Board of Directors approved WETA's FFY 2020-2022 Overall DBE goal in June 2019.

3. 2020 Short Range Transit Plan for Fiscal Year 2019-20 to Fiscal Year 2028-29 – Adopted June 4, 2020

Federal transportation statutes require that the Metropolitan Transportation Commission (MTC), in partnership with state and local agencies, develop and periodically update a long-range Regional Transportation Plan (RTP), and a Transportation Improvement Program (TIP) which implements the RTP by programming federal funds to transportation projects contained in the RTP. In order to effectively execute these planning and programming responsibilities, MTC requires that each transit operator in its region which receives federal funding through the TIP, prepare, adopt, and submit a Short Range Transit Plan (SRTP). The SRTP 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 2015-16 to FY 2024-25.

In accordance with MTC requirements for SRTP updates, staff prepared a draft 2020 SRTP for FY 2019-20 to FY 2028-29 that was presented to the Board and released for public comment on April 9, 2020. Outreach included publishing the draft SRTP on WETA website and notifying county transportation authorities and municipalities within WETA service areas. During the public comment period, one comment letter was received on SRTP from the City of Vallejo. WETA updated the number of Vallejo parking spaces in the SRTP in response to one of the comments in the comment letter. All the other comments in the comment letter included City's interest in partnering and supporting improvements to rider experience on Vallejo service. These comments were duly noted by WETA.

The WETA Board of Directors approved the 2020 SRTP at the June 4, 2020 meeting.

4. Passenger and Crew Safety Plan and Review Communications Campaign – Adopted June 4, 2020

In February 2020, WETA and its contract operator Blue & Gold Fleet (Blue & Gold) implemented several safety measures designed to protect the health of passengers and crew members against the spread of COVID-19. 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 over the next couple months numerous public health orders and industry guidance went into effect requiring modified safety measures including instituting passenger capacity reductions, implementing social distancing protocols and requiring all passengers to wear masks.

On June 4, 2020 the WETA Board adopted the WETA Passenger and Crew Safety Plan to provide passengers with clear information and reassurance of the high safety standards of the San Francisco Bay Ferry service.

The plan includes information on enhanced cleaning, social distancing requirements, face covering requirements, availability of hand sanitizer, employee support (personal protective equipment, sick time and well checks) and touchless payment options.

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.

5. Regional Transit Operator Healthy Transit Plan – Adopted September 3, 2020

The Metropolitan Transportation Commission (MTC) created a Blue Ribbon Transit Recovery Task Force (Task Force) to guide the future of the Bay Area’s public transportation network as the region adjusts to new conditions created by the COVID-19 pandemic. As a part of that effort, the Task Force will develop a Transformation Action Plan with recommendations intended to improve the region’s public transportation network. The Task Force consists of 32 members including local elected officials as well as advocates for people with disabilities; representatives from the state Senate and Assembly; the California State Transportation Agency; transit operators; business and labor groups; and transit and social justice advocates.

The Task Force and MTC requested transit operators to develop and adopt a regional health and safety plan to ensure that there is consistency across all operators regarding the baseline mitigations implemented on transit to prevent the spread of COVID-19. Bay Area transit operators worked together to develop Riding Together: Bay Area Healthy Transit Plan (Plan), which codifies baseline transit-related safety and health mitigations to be applied across the region’s transit network. This Plan sets clear guidelines for public transit providers and employees regarding workplace safety and health and provides transit customers with consistent expectations as they move across Bay Area transit systems.

In addition to implementing the above mitigation strategies, the Plan provides a framework for operators to collect, share, and report data in an effort to be accountable and build confidence in the Bay Area public transportation system. Transit operators and the Task Force are continuing to work together to create a dashboard to capture and display the data so that it is available to the public available here <http://dashboard.healthytransitplan.com/>.

The Plan also outlines communication strategies and key messages to broaden awareness of the cooperative strategies and health mitigations adopted by Bay Area transit operators. Bay Area transit operators launched a unified communications campaign in late 2020, in coordination with MTC, to build confidence in the Bay Area’s public transit system for current and returning riders as the Bay Area eases out of the stay-at-home orders.

The Task Force meetings are public and attended by several stakeholder groups, transit riders and advocates, elected officials and the general public. While WETA does not have a direct seat on the Task Force, WETA’s Chair is a participant through his role at the Bay Area Council. In addition, staff is regularly participating in an ad hoc working group with other transit agencies to advance the work of the task force.

6. Final WETA Hovercraft Feasibility Study – Received December 10, 2020

In 2011, WETA engaged a consultant to conduct an initial feasibility study regarding the possibility of using hovercraft to serve terminals primarily along the Carquinez Strait. The study concluded that some routes could be feasible but that further study was needed.

In February 2019, the WETA 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 FY 2019/20 work program. In April 2019, staff presented a preliminary scope for a hovercraft feasibility study and received input from the WETA Board and comments from the public. The Board authorized award of a contract for the study work in September 2019.

WETA assembled two advisory committees to provide input to the study work including a Technical Advisory Committee made up of public and regulatory agencies that would likely be involved in future hovercraft project approvals and a Stakeholder Advocacy Committee made

up of interested parties from the private, non-profit, and public sectors. Both committees met regularly throughout the course of the study. In addition, small group meetings with city staff and some major employers were held to better understand localized conditions and receptivity to the hovercraft technology. Over 15 stakeholder and public outreach meetings were conducted between February 2020 and December 2020.

The WETA Board received the final study after public comment and discussion at the December 10, 2020 meeting.

7. Berkeley Ferry Terminal Feasibility Study Update, Public Meeting and Focus Groups—January - February 2021

The proposed Berkeley service will provide an alternative transportation link between Berkeley and downtown San Francisco. In past years, staff worked to develop a draft environmental assessment for a project to build a new ferry terminal and service in Berkeley at a site just south of the Berkeley Fishing Pier. This work was ultimately suspended due to several issues concerning the feasibility of the project. Since work was halted on developing a Berkeley ferry terminal project in 2013, both WETA and the City have identified new opportunities that could address significant issues that emerged during the previous effort to develop the project, including possible sources of operational funding and the need for the City of Berkeley to replace the municipal pier. In 2017, the City initiated a study to identify feasible options for fixing or replacing the pier as a dual-use facility that would restore public access and serve as a new landing location for small-scale ferry operations.

On May 2019, the WETA Board approved a Memorandum of Understanding with the City to undertake a planning effort and feasibility study to determine if the strategy of building a dual-use pier could potentially address previous issues with the ferry terminal project, including dredging work, potential impacts of the ferry service on nearby public access and recreational uses, and parking requirements.

In January 2021, the project team, consisting of WETA staff, City staff, and supporting consultants, hosted four focus group meetings and a community meeting to solicit feedback from the public on the progress of the study. On February 16, 2021, the project team presented a study update to the City of Berkeley City Council during a council work session focused on the Berkeley Marina Area Specific Plan and Berkeley Pier/Ferry Feasibility Study.

The public feedback from the focus group meetings, workshops, City Council work session, and the online questionnaire will guide the project team's efforts and inform a preferred pier/ferry concept that is anticipated to be brought to the WETA Board and Berkeley City Council for approval in December 2021.

8. Overview of 2021 Onboard Ridership Survey – April 1, 2021

As a part of regular service monitoring activities, WETA conducts on-board ridership surveys to help inform service planning and decisions. In February 2021, WETA administered an onboard survey to riders asking a series of questions on travel patterns, rider demographics, rider attitudes, and rating of various services. The survey was conducted as a self-administered questionnaire collected onboard each of WETA's three operating ferry routes, similar to previous onboard surveys administered by WETA in 2011, 2014, and 2017. This survey also included questions specifically related to travel during the pandemic and plans for travel after it ends. In total, only 267 surveys were completed and processed due to lower ridership as a result of the pandemic compared to the 1,944 surveys completed in 2017. As a result, WETA will administer another onboard survey in the next year once ridership returns.

Ongoing Community Participation/Partnerships

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

- San Francisco County Transportation Authority
- Alameda County Transportation Authority Technical Advisory Working Group
- Metropolitan Transportation Commission Transit Sustainability Project Steering Committee
- Bay Area Partnership Board
- Clipper Executive Board
- Regional Transportation Plan/Sustainable Community Strategy Meetings
- Metropolitan Transportation Commission TransResponse Plan Steering Committee
- City and County of San Francisco Lifelines Council
- Regional Transportation Agency Emergency Coordinator Workshops
- Harbor Safety Committee
- Harbor Safety Committee Ferry Operations Work Group
- San Francisco Bay Area Maritime Security Committee
- Port of San Francisco Maritime Commerce Advisory Committee
- Port of San Francisco Waterborne All-Hazard Response Plan Steering Committee
- Port of San Francisco Northeastern Waterfront Advisory Group (NEWAG)
- Regional Business Outreach Committee Monthly Meetings
- Regional Title VI Working group quarterly meetings
- Bay Conservation & Development Commission (BCDC) and Port of San Francisco Waterfront Planning Working Group
- City of Alameda Disaster Council
- City and County of San Francisco's Emergency Support Function #1 Transportation Working Group
- Metropolitan Transportation Commission's annual Table Top Exercise for emergency response
- Fleet Week Emergency Response Exercise Planning meetings
- San Mateo County Transportation Authority Community Advisory Committee
- TRANSPLAN Eastern Contra Costa County Communities
- West Contra Costa County Transportation Advisory Committee
- SPUR, International Transportation Engineers (ITE), APTA technical tours
- Blue Ribbon Task Force, Metropolitan Transportation Commission

PROVIDING MEANINGFUL ACCESS TO LIMITED ENGLISH PROFICIENT (LEP) INDIVIDUALS

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

Appendix C includes WETA's 2018 LEP Plan, which provides a detailed analysis of LEP persons within the WETA service area and the agency's plan to reach these individuals.

As mentioned in Chapter 2, WETA defines its service area by utilizing passenger survey responses to identify home/origin census tracts that together make up the service area. The most recent passenger survey that was conducted in February 2021 was heavily impacted by the global COVID-19 pandemic and the drastic reduction in ridership that resulted from Bay Area wide shelter in place orders that have been in place since March 2020. As a result, WETA is continuing to use the 2018 definition of service area based on the October 2017 passenger survey, which is the most recent survey unaffected by the COVID-19 pandemic. The Richmond ferry service was not in operation in October 2017 when the last on-board passenger survey was conducted. While the 2017 survey results did not include passengers on the Richmond ferry, the City of Richmond's outreach policy requires documents to be translated into Spanish, one of the languages WETA already translates into. WETA will administer another passenger survey in late 2021 or early 2022 as ridership increases. At that time, WETA will re-define its service area and revise this document.

English proficiency and languages spoken within the 2018 WETA service area were evaluated in WETA's LEP Plan. The results are summarized below.

As defined by Chapter I of the FTA Circular 4702.1B, LEP persons are defined as those that reported to the U.S. Census that they speak English less than "very well," "not well" or "not at all." Within the WETA service area, 15.5% of the population speaks English "less than very well," "not well" or "not at all" (Figure 3-1). The American Community Survey (ACS) categorizes those individuals into one of four major language groups: Spanish, Other Indo-European, Asian and Pacific Islander, and Other. Each of these groups include multiple languages, in fact both the Asian and Pacific Islander and Other Language categories includes over 20 distinct languages and the Other Indo-European category includes over 40 different languages. Identifying specific languages within these four umbrella categories requires further analysis. However, this data is not available from the American Community Survey at the census tract level.

Figure 3 -1 LEP Persons within WETA Service Area

Data Category	Number	Percentage
Total Population over 5 years	345,375	100.00%
Total Population Speaking Only English	228,388	66.13%
Total Population Speaking Another Language and Speaking English "Very well"	63,331	18.34%
Population over 5 years Speaking English "well," "not well," or "not at all":	53,656	15.53%
Asian and Pacific Island Languages	32,913	9.53%
Spanish Language	15,058	4.36%
Other Indo-European Languages	3,471	1.00%
Other Languages	2,214	0.64%

Source: American Community Survey, 5 year Estimate – 2016. Age by Language Spoken at Home by Ability to Speak English for the Population 5 Years and Older.

Relying on the ACS data alone does not provide the information to determine which specific languages meet DOT's Safe Harbor Threshold and require translations of WETA's vital documents. Federal guidance provides that the greater number or proportion of LEP individuals from a particular language group served or encountered by a recipients program, the more likely language services are needed.

WETA's LEP monitoring activities clearly indicate the presence of Spanish and Chinese LEP individuals:

- WETA's Onboard survey reported that of the 6% of WETA riders that speak English less than "very well," 40% speak Spanish, and 15% speak a dialect of Chinese.
- 85% of the LEP persons who seek assistance at the Vallejo Ticket Office speak Spanish and 10% speak a dialect of Chinese.

As evidenced by WETA's LEP monitoring activities, the most predominant languages spoken by LEP individuals accessing WETA's services are Spanish and Chinese. As such, WETA will continue to translate its vital documents into Spanish and Chinese.

WETA's Four Factor Analysis, language implementation plan and language assistance measures are described in greater detail in the revised LEP Plan attached as Appendix C. In addition, WETA's onboard survey, which is translated into Spanish and Chinese, is included in Appendix F.

MINORITY REPRESENTATION ON PLANNING AND ADVISORY BODIES

Recipients may not, on the grounds of race, color, or national origin, deny a person the opportunity to participate as a member of a planning, advisory, or similar body which is an integral part of the program. Recipients that have transit-related, non-elected planning boards, advisory councils or committees, the membership of which is selected by the recipient, must provide a table depicting the racial breakdown of the membership of those bodies and a description of efforts made to encourage the participation of minorities on such bodies.

WETA does not currently have any standing planning or advisory boards or committees. The WETA Board of Directors serves as the policy board for San Francisco Bay Ferry. Three of the five members of WETA's Board of Director's are appointed by the Governor, one Director is appointed

by the Senate Rules Committee, and one Director is appointed by the Assembly Committee on Rules.

DETERMINATION OF SITE OR LOCATION OF FACILITIES

Per 49 CFR 21.9(b)(3), recipients may not select the site or location of facilities with the purpose or effect of excluding persons from, denying the benefits of, or subjecting them to discrimination on the basis of race, color, or national origin. Per 49 CFR 21, the location of projects requiring land acquisition and the displacement of persons from their residences and business may not be determined on the basis of race, color, or national origin. This requirement does not apply to bus shelters, transit stations or power substations, as these are evaluated during project development and the National Environmental Policy Act (NEPA) process. “Facilities” included in this provision include, but are not limited to, storage facilities, maintenance facilities, operations centers, etc. In order to integrate considerations expressed in the DOT Order on Environmental Justice, recipients and sub-recipients should integrate an environmental justice analysis into their NEPA documentation of construction projects.

WETA does not have any new projects subject to this requirement.

4 PROGRAM SPECIFIC REQUIREMENTS

WETA is a transit provider that operates fewer than 50 fixed route vehicles in peak service and is located in a UZA of 200,000 or more in population. As such, WETA has prepared this Title VI Program consistent with the regulations in FTA Circular 4702.1B, dated October 1, 2012, for transit providers with fewer than 50 fixed route vehicles in peak service.

REQUIREMENT TO SET SYSTEMWIDE SERVICE STANDARDS AND POLICIES

Chapter IV of the FTA Circular 4702.1B states that in order to comply with 49 CFR Section 21.5(b)(2) and (7), Appendix C to 49 CFR part 21, recipients shall adopt quantitative system-wide service standards necessary to guard against discriminatory service design or operations decisions. Included below are WETA's quantitative performance standards and major service change policy included in the agency's 2020-2029 Short Range Transit Plan (SRTP), which was adopted by the WETA Board in June 2020.

Introduction

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.

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 policy 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.

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.

Figure 4-1 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.

Vehicle Headway for each mode

The vehicle headway standard is designed to ensure that passengers have equitable wait times for transit vehicles. Vehicle headways are measured as the amount of time between the departure of two subsequent ferries along the same route. WETA's headway standard is 60 minutes during peak periods and 90 minutes during off-peak periods on all routes. Improved headways will be considered in cases where the maximum peak hour occupancy is exceeded and resources are available to improve service

On-time performance for each mode

The on-time performance standard is designed to ensure that the reliability of ferry service is equitable for passengers. On-time performance is measured as the percentage of trips that depart timepoints within a certain number of minutes of published schedules. WETA's on-time performance standard is 95%. Ferries are considered on time if they are no more than 10 minutes within scheduled arrival.

Service Availability for each mode

The service availability standard is a broadly defined measure of geographic access to transit services. WETA measures availability of ferry service in a manner that acknowledges (a) that ferry terminals are at fixed locations, and (b) that WETA has minimal discretion to alter service availability in areas around the ferry terminals. In light of the fact that ferry terminals are in a fixed location, service availability includes multimodal access to ferry terminals. While WETA does not own any land, WETA works with the responsible agency to develop multimodal access to the best ability of the local agency.

In addition, WETA is working to increase service availability in the Bay Area. WETA's Strategic Plan outlines a vision for the San Francisco Bay Ferry system over the next 20 years that responds to passenger demand, makes critical infrastructure investments, and increases WETA's ability to respond to emergencies and system disruptions. With funding and environmental approvals, WETA's Strategic Plan calls for new services to Seaplane Lagoon in Alameda, Treasure Island, Mission Bay, Berkeley, Redwood City, the South Bay, and the Carquinez Strait, ultimately creating a robust 16-terminal regional network to meet the Bay Area demand for a safe, sustainable and environmentally-responsible transportation alternative.

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.³ WETA defines a major service change as one that affects 25% or more of the trips within a route that WETA is operating at the time it is considering making the service modifications. WETA follows the guidelines and outreach methods in WETA's Public

³ WETA is aware that it is not required to have a major service change policy. The policy was adopted in 2010 and WETA continues to implement the policy for outreach related to major service changes.

Participation Plan (Appendix G) when considering proposed fare changes and/or major service changes.

DISTRIBUTION OF TRANSIT AMENITIES AND VEHICLE ASSIGNMENT POLICIES

The requirement to set system-wide service standards and policies relates to the general prohibition on discrimination on the basis of race, color, or national origin as well as the requirement that no person or group of persons shall be discriminated against with regard to the routing, scheduling, or quality of service of transportation service on the basis of race, color, or national origin.

Distribution of Transit Amenities Policy

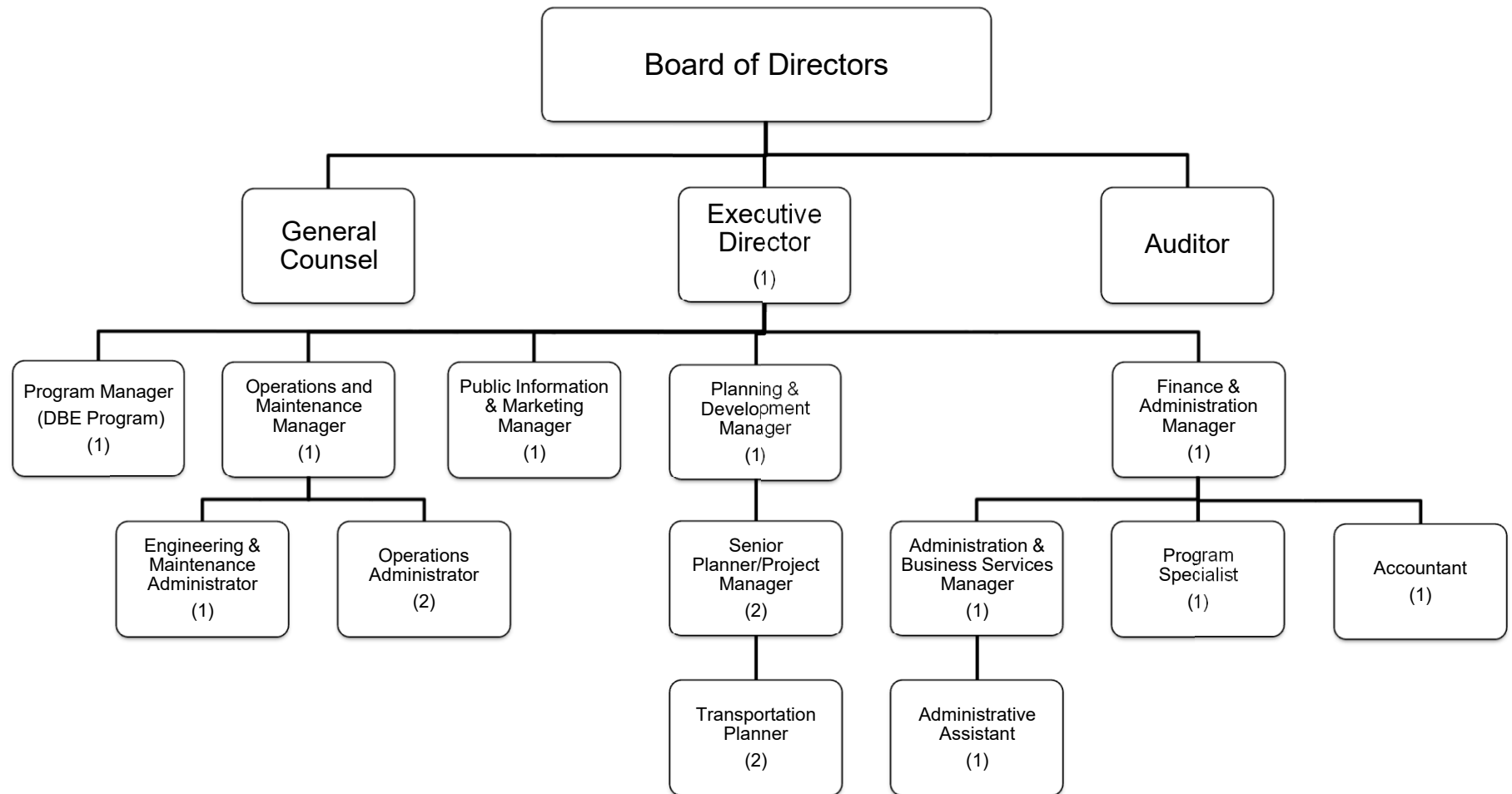
When resources allow for improvements at multiple terminal locations, WETA will prioritize resources based on the condition of current amenities and passenger ridership at the proposed terminal locations.

Vehicle Assignment Policy

All trips will be assigned vessels with bicycle racks, restrooms, and snack bar service. Vessels will be assigned to routes based on infrastructure and environmental limitations, and vessels of similar age will be assigned to routes in situations where there are no external limiting factors. Limitations include but are not limited to the inability of some vessels to dock at certain terminal facilities, and the need for higher speed vessels to operate on certain routes due to geographic distance. In the event WETA acquires new or refurbishes existing vessels, the vessels will be distributed equitably throughout the system in situations where there are no external limiting factors.

APPENDIX A

WETA Organizational Chart



APPENDIX B

Procedures for Filing, Tracking, and Investigating Title VI Complaints

THE SAN FRANCISCO BAY AREA WATER EMERGENCY TRANSPORTATION AUTHORITY

TITLE VI COMPLAINT PROCEDURES

Title VI Policy Statement

The Water Emergency Transportation Authority (WETA) grants all citizens equal access to its transportation services, provided under the name San Francisco Bay Ferry. WETA is committed to a policy of nondiscrimination in the conduct of its business, including its responsibilities under Title VI of the Civil Rights Act of 1964 (42 U.S.C. § 2000d) which provides that no person shall, on the grounds of race, color or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under its program of ferry service.

Title VI Complaint Procedures

If you believe that you have received discriminatory treatment based on race, color or national origin, you have the right to file a Title VI complaint with WETA. Federal and State laws require complaints to be filed within one hundred and eighty (180) calendar days of the last alleged incident. You may download a [complaint form by clicking here](#) or by visiting www.sanfranciscobayferry.com. You may also call WETA at the number listed below and request that a Title VI Complaint Form be mailed to you or you can submit a written statement that contains all of the information listed below. If you are unable to write a complaint or need assistance submitting a complaint, please call (415) 291-3377 for assistance. Complaints may be mailed, faxed, personally delivered or emailed to:

Title VI Complaints c/o
WETA
Pier 9, Suite 111, The Embarcadero
San Francisco, CA 94111
Phone: (415) 291-3377
Fax: (415) 291-3388
Email: customerservice@sanfranciscobayferry.com

All complaints must include the following information:

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

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

FTA Office of Civil Rights
Attention: Title VI Program Coordinator
East Building, 5th Floor–TCR
1200 New Jersey Ave. SE
Washington, DC 20590
Telephone: 816-329-3770
www.fta.dot.gov

Investigation Procedures:

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

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

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

- a. The complaint must be filed within 180 calendar days of the alleged occurrence or when the alleged discrimination became known to the complainant.
- b. The allegation(s) must involve a program or activity that receives Federal financial assistance.

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

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

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

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

APPENDIX C

Limited English Proficiency (LEP) Plan - 2018

#

LIMITED ENGLISH PROFICIENCY PLAN - 2018

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

I. INTRODUCTION

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

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

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

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

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

II. LIMITED ENGLISH PROFICIENCY NEEDS OF WETA’S SERVICE AREA

The four-factor analysis developed by FTA requires that information be included in LEP Plans regarding the number and percentage of LEP persons in WETA’s service area, and the nature, frequency and

importance of contact with LEP persons in providing transit services. Each of these elements is addressed in the following sections.

1. The Number or Proportion of LEP Persons Served or Encountered in the Eligible Service Population

WETA's current ferry system consists of four ferry routes: Alameda/Oakland, Harbor Bay, South San Francisco, and Vallejo services. Each is further described below:

- Alameda/Oakland Ferry service (AOFS) provides all day service from the cities of Alameda and Oakland to Downtown San Francisco and Fisherman's Wharf, with seasonal service to AT&T Ballpark. In FY 16/17 the AOFS carried 1,183,188 passengers.
- Harbor Bay Ferry Service provides commute-only service from the Harbor Bay community in Alameda to Downtown San Francisco. Annual ridership for FY 16/17 was 321,289.
- South San Francisco Ferry provides commute only service from Oakland and Alameda to the biotech employment center at Oyster Point in South San Francisco. There is also limited midday service between South San Francisco and San Francisco. This service started on June 4, 2012. In FY 16/17 the South San Francisco service carried 136,320 riders.
- Vallejo Ferry provides all day service from Vallejo to Downtown San Francisco and Fisherman's Wharf with seasonal service to AT&T Ballpark. Annual ridership for FY16/17 was 1,000,773.

Given the nature of ferry transit service and the difficulty of defining a service area based on ferry routes that do not traverse through census tracts, it was determined that the preferred way to define the service area for WETA was to utilize passenger survey responses to identify home/origin census tracts. WETA redefines its service area based on the results of the onboard survey conducted every 3 years. Accordingly, every three years WETA's service area and service population may change. Demographic data from the American Community Survey (ACS), using 2016 - 5 year estimates, for all of the census tracts within WETA's service area was compiled. Respondents from the ACS were asked to categorize their ability to speak English as either a) "very well," b) "well," c) "not well," d) "not at all." Consistent with FTA Circular 4702.1B, Limited English Proficiency (LEP) is defined as "...persons for whom English is not their primary language and who have a limited ability to read, write, speak, or understand English. It includes people who reported to the U.S. Census that they speak English less than "very well," "not well," or "not at all."

The ACS breaks out all languages potentially spoken into the following four major language groups:

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

According to the ACS, the determination of whether to show an individual language or collapse it into an aggregated category depends mostly on the size of the population in the United States speaking that language at home. The ACS collapses smaller languages with other languages in a way that meets a certain population threshold, but still has some utility for translators or researchers. For data at the census tract level, languages other than English are collapsed into four major language groups: Spanish, Other Indo-European languages, Asian and Pacific Island languages, and Other languages. The ACS collapses the following languages into these four umbrella categories.

Table 1: Languages in ACS Major Language Groups

Spanish	
Spanish, Ladino	
Other Indo-European languages	
French (incl. Cajun)	Persian (incl. Farsi, Dari)
Haitian	Gujarati
Italian, Sicilian	Hindi
Portuguese, Kabuverdianu	Urdu
German, Luxembourgish	Punjabi
Yiddish, Pennsylvania Dutch or other West Germanic languages	Bengali
Greek	Nepali, Marathi, Konkani
Russian	Albanian, Lithuanian, Pashto (Pushto), Romanian, Swedish
Polish	Telugu
Bosnian, Croatian, Serbian	Tamil
Bulgarian, Czech, Ukrainian	Malayalam, Kannada, or other Dravidian languages
Armenian	
Asian and Pacific Island languages	
Mandarin Chinese, Min Nan Chinese (incl. Taiwanese), Yue Chinese (Cantonese)	Khmer
Japanese	Thai, Lao, or other Tai-Kadai languages
Korean	Burmese, Karen, Turkish, Uzbek
Hmong	Tagalog (incl. Filipino)
Vietnamese	Cebuano (Bisayan), Hawaiian, Iloko (Ilocano), Indonesian, Samoan
Other Languages	
Navajo	Amharic, Chaldean Neo-Aramaic, Somali, Tigrinya
Apache languages, Cherokee, Lakota, Tohono O'odham, Yupik languages	Akan (incl. Twi), Igbo (Ibo), Wolof, Yoruba
Arabic	Ganda, Kinyarwanda, Lingala, Swahili
Hebrew	Hungarian, Jamaican Creole English, Unspecified

Source: American Community Survey, <https://www.census.gov/topics/population/language-use/about.html>

Utilizing the ACS data Table 2 shows the languages spoken at home for all persons within WETA's current service area that are five years old and older, with number and percentage of the population.

Table 2: Individuals Five Years and Older Speaking English "Well," "Not Well" or "Not at All" for WETA's Current Service Area

Data Category	Number	Percentage
Total Population over 5 years	345,375	100.00%
Total Population Speaking Only English	228,388	66.13%
Total Population Speaking Another Language and Speaking English "Very well"	63,331	18.34%
Population over 5 years Speaking English "well," "not well," or "not at all":	53,656	15.53%
<i>Asian and Pacific Island Languages</i>	32,913	9.53%
<i>Spanish Language</i>	15,058	4.36%
<i>Other Indo-European Languages</i>	3,471	1.00%
<i>Other Languages</i>	2,214	0.64%

Source: American Community Survey, 5 year Estimate – 2016. Age by Language Spoken at Home by Ability to Speak English for the Population 5 Years and Older.

A total of 15.53% of the population in WETA's service area report that they speak English less than "very well." The language group with the highest number of LEP individuals is Asian and Pacific Islander languages, with 32,913 individuals representing 9.53% of the population of WETA's current service area. The Asian and Pacific Islander community includes over 45 ethnic groups of varied cultural, social, and economic backgrounds and, as noted in the Table 1, speak more than 20 languages other than English. The second highest language group with 15,058 individuals or 4.36% of WETA's current service area is Spanish.

Persons who primarily speak Other Indo-European languages and speak English less than very well include of 3,471 individuals or 1.00% of WETA's current service population. As noted in Table 1, the Other Indo-European language category includes over 40 European and Indic languages. Speakers of Other Languages include 2,214 individuals or 0.64% of the population of WETA's current service area. Table 1 indicates that over 20 languages are collapsed into the Other Language category.

Due to the fact that the Asian and Pacific Islander, Other Indo-European and Other Language groups include so many different and wholly distinct languages, further research is needed to determine the most common languages spoken by LEP individuals within WETA's current service area.

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

As mentioned previously, ferry service does not traverse through census tracts and neighborhoods. As such, depending solely on census demographic data to determine the language needs of current and potential San Francisco Bay Ferry riders is not sufficient to ensure WETA is providing meaningful access to LEP persons. WETA employs several different procedures to monitor the frequency with which LEP individuals come into contact with WETA's services.

On Board Passenger Survey

As part of WETA's regular public outreach and service assessment efforts, WETA conducts onboard surveys to solicit input from ferry passengers every 3 years. In fall 2017, WETA administered an onboard

survey to riders asking a series of questions on travel patterns, rider demographics, rider attitudes, and rating of various services. The survey was conducted as a self-administered questionnaire distributed and collected onboard each of WETA's four ferry routes, similar to a previous onboard survey administered by WETA in 2011 and 2014. The surveys were provided in English, Spanish and Chinese. For each service, the trips selected for surveying were scheduled to achieve a representative cross section of riders during all time periods, including weekday peak, weekday off peak, and weekends. In total, 1,944 surveys were completed and processed.

Question #20 of the survey asked respondents how "well" they speak English. Of the 1,944 individuals who responded, approximately 94% (1,819 individuals) indicated that they speak English "very well." Of the 6% (125 individuals) of WETA riders that speak English less than "very well," 40% (50 individuals) speak Spanish, 15% (19 individuals) speak a dialect of Chinese. The remaining responses include several other languages spoken as indicated in the table below:

Table 3: WETA On Board Survey Results

Respondent speaking English "well," "not well," or "not at all"		
Language	Number	Percentage
Spanish	50	40.00%
Chinese (Cantonese & Mandarin)	19	15.20%
Tagalog	9	7.20%
French	7	5.60%
Filipino	5	4.00%
German	5	4.00%
Hindi	4	3.20%
Japanese	4	3.20%
Russian	4	3.20%
Dutch	3	2.40%
Italian	2	1.60%
Arabic	1	0.80%
Cambodian	1	0.80%
Danish	1	0.80%
Gaelic	1	0.80%
Greek	1	0.80%
Halia	1	0.80%
Hebrew	1	0.80%
Portuguese	1	0.80%
Romanian	1	0.80%
Susu	1	0.80%
Swedish	1	0.80%
Turkish	1	0.80%
Vietnamese	1	0.80%

These results demonstrate that the predominant languages spoken by LEP persons accessing WETA's services speak Spanish and dialects of Chinese.

Customer Service Line/Administrative Office

WETA monitors the frequency with which LEP individuals come into contact with WETA's services. WETA's contracted operator and WETA administrative staff are trained to use the AT&T Language Line Telephone service which provides access to translators in over 170 different languages. WETA's

contracted operator answers the customer service line and has a staff person that speaks Spanish. Since the last submission, no phone calls have been received on WETA's customer service line that have required the use of the telephone translation service (a language other than Spanish). WETA also monitors LEP contact with WETA's administrative offices. WETA received a phone call from a Spanish speaking individual on September 13, 2017. WETA's administrative staff was able to assist the customer with schedule information.

Vallejo Ticket Office

WETA periodically monitors the number of LEP persons that seek assistance at the Vallejo Ticket Office. Over the last 3 years, 85% of the LEP persons documented who requested assistance at the Vallejo Ticket Office spoke Spanish, 10% spoke a dialect of Chinese and the remaining 5% spoke Japanese (1.2%), Sign-Language (1.2%), Italian (1.2%) and Portuguese (1.2%). Many of the ticket sellers at the Vallejo Ticket Office speak Spanish and are able to assist Spanish speaking customers. Additionally, all ticket sellers have been trained to use the AT&T Language Line Telephone service which provides access to translators in over 170 different languages.

Website Analytics

The final monitoring activity that WETA conducts is looking at its website analytics to see the language browser settings of its website users. Below are the top 5 language browser settings of San Francisco Bay Ferry website users during the period June 2015 –March 2018:

1. English - 96.96%
2. Spanish - 0.68%
3. German - 0.49%
4. French - 0.34%
5. Chinese - 0.26%

The remaining 1.27% consisted of 14 different languages. This data is not necessarily relied upon, however, it is collected and therefore reported.

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

WETA provides point-to-point ferry service to San Francisco from four terminal sites in Alameda and Solano Counties, and one ferry service from Alameda County to San Mateo County. WETA provides approximately 7,500 passenger trips per weekday and provided 2,641,570 trips in FY 16/17. These services provide a transportation alternative to private automobile, BART regional rail and AC Transit inter-county bus services in the congested Bay Bridge corridor. The services are predominantly structured and utilized to provide peak-period transportation for work trips into San Francisco and San Mateo County. However, both the Alameda/Oakland and Vallejo services offer mid-day and weekend trips to provide transportation for off-peak travel. In the event that BART or Bay Bridge travel is disrupted, these ferry services provide a back-up system of travel in this corridor.

7. The Resources Available to the Recipient and Costs

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

- AT&T telephone translation services (170 languages)
- On-call document translation services
- Access to in-person translators
- Spanish speaking ticket sellers and customer service agents

The DOT Safe Harbor Provision stipulates that “...if a recipient provides written translations of vital documents for each eligible LEP language group that constitutes five percent (5%) or 1,000 persons, whichever is less, of the total population of persons eligible to be served or likely to be affected or encountered, then such action will be considered strong evidence of compliance with the recipient’s written translation obligations.”

The ACS data reports 15,058 Spanish speaking LEP individuals in WETA’s service area and therefore clearly indicates that there is a need for WETA to provide information in Spanish. Unfortunately the ACS data at the census tract level is only available in the four major language groups: Spanish, Asian and Pacific Islander, Other Indo-European, and Other Languages. Each of these categories includes over 20 distinct languages. Relying on the ACS data alone is not sufficient to determine which languages meet DOT’s Safe Harbor Threshold and require translations of WETA’s vital documents.

Federal guidance provides that the greater number or proportion of LEP individuals from a particular language group served or encountered by a recipients program, the more likely language services are needed. As evidenced by WETA’s LEP monitoring activities, the most predominant languages spoken by LEP individuals accessing WETA’s services are Spanish and Chinese.

WETA’s LEP monitoring activities clearly indicate the presence of Spanish and Chinese LEP individuals:

- WETA’s 2017 onboard survey reported that of the 6% of WETA riders that speak English less than “very well,” 40% speak Spanish, and 15% speak a dialect of Chinese.
- 85% of the LEP persons who seek assistance at the Vallejo Ticket Office speak Spanish and 10% speak a dialect of Chinese.
- WETA received 1 phone call from an LEP individual. That individual spoke Spanish.

As such, WETA will continue to translate its vital documents into Spanish and Chinese.

Translation of Vital Documents

Consistent with the definition of vital documents in FTA Circular 4702.1B, WETA considers the following as vital documents: consent and complaint forms; intake and application forms with the potential for important consequences; written notices of rights; notices of denials, losses or decreases in benefits or services; and notices advising LEP individuals of free language translation services.

WETA provides written translations of vital documents in Spanish and Chinese, including a statement on the Title VI Notice to the public in Spanish and Chinese that information in that language is available, written translations of the Title VI complaint form and instructions which are posted on San Francisco Bay Ferry’s website, notifications regarding decreases in benefits or services, and a notice in Spanish and Chinese on WETA’s website and brochures that free language translation services are available. Additionally, on any public notice regarding official public hearings or meetings/workshops related to a proposed decrease in benefits, WETA includes a statement notifying Spanish and Chinese LEP individuals that free in person language translations services are available if requested 5 business days prior to the meeting.

Additional language assistance measures and monitoring activities specific to Chinese and Spanish LEP individuals have been included in WETA’s LEP plan below. WETA will continue to collect information and conduct outreach efforts related to LEP persons in our service area through the following activities and services, which are further outlined in our LEP Plan below:

- Continue to conduct regular on-board passenger surveys and provide surveys in Spanish and Chinese
- Continued provision of telephone translation services with interpreters capable of translating over 170 languages
- Access to Chinese and Spanish document translation and in-person translator services
- Including a notice translated into Chinese and Spanish on the WETA and San Francisco Bay Ferry websites as well as on routes brochures that notifies passengers that free telephone translation services can be provided by calling the customer service line
- Continued monitoring of the frequency with which LEP individuals contact WETA's contracted service provider or WETA's administrative office

In addition to Chinese and Spanish translations of WETA's vital documents, most of WETA's vital information is also available on the 511.org website which is capable of translating website content into 90 different languages. The Metropolitan Transportation Commission (MTC) manages the 511.org website which is known as the official clearinghouse of transit information for the nine county Bay Area region and provides transit information, a personalized trip planner on the web and mobile phones, and links callers with customer service centers at each Bay Area transit agency. Information on WETA's San Francisco Bay Ferry services (route maps, fares, schedules, service alerts and notices) are available on 511.org. Over the last several years, MTC has conducted such effective public outreach campaigns about 511.org that within the San Francisco Bay region this is the most widely known source of transit information and would likely be one of the places where potential passengers would go to find out more information on WETA's San Francisco Bay Ferry services.

Finally, WETA has been working on changes to its website over the last several years including improved accessibility, responsive design, installing a language translator, and restructuring how public notices are displayed on WETA's website. These changes will provide the ability for customers to translate into dozens of different languages as well as for WETA staff to track the number of times people access written translations of public notices.

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

III. LIMITED ENGLISH PROFICIENCY (LEP) PLAN

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

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

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

- WETA has language identification cards available at our administrative offices and at the Vallejo Ticket Office to assist in the identification of a language spoken by a LEP visitor. Staff can then use the AT&T's language line telephone translation services. AT&T language translation services have interpreters available in over 170 languages.

- WETA's contracted operator documents how many times individuals with limited English proficiency contact the customer service line as well as visit the Vallejo Ticket Office and what information they are trying to access.
- WETA documents how many times individuals with limited English proficiency contact WETA's administrative offices, and what information they are trying to access.
- Conduct and analyze surveys of WETA's passengers every 3 years to assess whether any further language assistance measures are needed to provide meaningful access to WETA's services.
- WETA has trained its Captains and Deckhands on board the vessel to use language identification cards and direct passengers to use the free telephone translation services provided by WETA.
- Review census updates as they become available to monitor whether population changes in WETA's service area have resulted in a change of the number, type or concentration of LEP individuals

Language Assistance Measures

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

- Provide telephone translation services through AT&T Language Line telephone services, which are capable of interpreting and translating over 170 languages. This can be used for in-person or telephone conversations with an LEP person.
- Provide written translations of WETA's vital documents in Traditional Chinese and Spanish. WETA considers the following as vital documents: consent and complaint forms; intake and application forms with the potential for important consequences; written notices of rights; notices of denials, losses or decreases in benefits or services; and notices advising LEP individuals of free language translation services.
- On notices notifying the public of a meeting proposing a loss or decrease in benefits or services, provide a statement in Spanish and Chinese advising that free in-person translators are available if requested 5 business days prior to the public hearing or public meeting.
- Post a notice in Chinese and Spanish on WETA's San Francisco Bay Ferry website, and printed on route brochures informing the public that telephone language translation services are available by phone.
- Continue to update information and service alerts on 511.org to ensure most current information is available on this website which provides website content translated into 90 different languages.
- Identify other community resources such as agencies serving LEP persons which may have resources to share.
- Post the WETA Title VI Policy and LEP Plan on San Francisco Bay Ferry's website at www.sanfranciscobayferry.com.
- Conduct periodic assessments of the LEP plan and policies as needed.

Staff Training

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

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

Outreach Efforts

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

- Identify agencies in each of WETA's service areas that may serve LEP populations
- Provide information on WETA's services to agencies that serve LEP populations
- Provide opportunities for LEP participation at public meetings, through advertising and conduct of meetings, as appropriate

Monitoring and Updating the LEP Plan

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

Future updates to this plan will include the following:

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

Dissemination of the WETA LEP Plan

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

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

Water Emergency Transportation Authority
Pier 9, Suite, 111, The Embarcadero
San Francisco, CA 94111
Phone: 415-364-3188
Fax: 415-291-3388
Email: gularte@watertransit.org

APPENDIX D

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

KNOW YOUR RIGHTS

The Water Emergency Transportation Authority (WETA) operates its services and programs without regard to race, color and national origin in accordance with Title VI of the Civil Rights Act. WETA is committed to practicing non-discrimination. Any person who believes she or he has been aggrieved by any unlawful discriminatory practice under Title VI may file a complaint with WETA.

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

如果需要其他語言的資訊，請致電 415-291-3377

Si se necesita información en otro idioma comuníquese al 415-291-3377



San Francisco Bay Ferry
A SERVICE OF WETA

THE SAN FRANCISCO BAY AREA WATER EMERGENCY TRANSPORTATION AUTHORITY

TITLE VI COMPLAINT PROCEDURES

Title VI Policy Statement

The Water Emergency Transportation Authority (WETA) grants all citizens equal access to its transportation services, provided under the name San Francisco Bay Ferry. WETA is committed to a policy of nondiscrimination in the conduct of its business, including its responsibilities under Title VI of the Civil Rights Act of 1964 (42 U.S.C. § 2000d) which provides that no person shall, on the grounds of race, color or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under its program of ferry service.

Title VI Complaint Procedures

If you believe that you have received discriminatory treatment based on race, color or national origin, you have the right to file a Title VI complaint with WETA. Federal and State laws require complaints to be filed within one hundred and eighty (180) calendar days of the last alleged incident. You may download a [complaint form by clicking here](#) or by visiting www.sanfranciscobayferry.com. You may also call WETA at the number listed below and request that a Title VI Complaint Form be mailed to you or you can submit a written statement that contains all of the information listed below. If you are unable to write a complaint or need assistance submitting a complaint, please call (415) 291-3377 for assistance. Complaints may be mailed, faxed, personally delivered or emailed to:

Title VI Complaints c/o
WETA
Pier 9, Suite 111, The Embarcadero
San Francisco, CA 94111
Phone: (415) 291-3377
Fax: (415) 291-3388
Email: customerservice@sanfranciscobayferry.com

All complaints must include the following information:

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

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

FTA Office of Civil Rights
Attention: Title VI Program Coordinator
East Building, 5th Floor–TCR
1200 New Jersey Ave. SE
Washington, DC 20590
Telephone: 816-329-3770
www.fta.dot.gov

Investigation Procedures:

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

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

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

- a. The complaint must be filed within 180 calendar days of the alleged occurrence or when the alleged discrimination became known to the complainant.
- b. The allegation(s) must involve a program or activity that receives Federal financial assistance.

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

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

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

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

Title VI Complaint Form

Water Emergency Transportation Authority

The San Francisco Bay Area Water Emergency Transportation Authority (WETA) is committed to ensuring that no person is excluded from participation in or denied the benefits of its services on the basis of race, color or national origin, as provided by Title VI of the Civil Rights Act of 1964, as amended. Title VI complaints must be filed within one hundred and eighty (180) calendar days from the date of the alleged discrimination.

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

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

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

Race _____

Color _____

National Origin (Limited English Proficiency) _____

Date of Incident: _____

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

Title VI Complaint Form
Water Emergency Transportation Authority

Please describe the alleged discrimination incident (continued):

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

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

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

Agency: _____ Contact Name: _____

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

Agency: _____ Contact Name: _____

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

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

Complainants Signature: _____ Date: _____

Print Name of Complainant: _____

Date Received: _____
Received By: _____

AUTORIDAD DE TRANSPORTE DE EMERGENCIA DEL AGUA DEL ÁREA DE LA BAHÍA DE SAN FRANCISCO

PROCEDIMIENTOS DE QUEJA CONFORME AL TÍTULO VI

Declaración de políticas conforme al Título VI

La Autoridad de Transporte de Emergencia del Agua (WETA) otorga a todos los ciudadanos la igualdad de acceso a sus servicios de transporte. WETA está comprometido con una política de no discriminación en el ejercicio de su actividad, incluidas sus responsabilidades en virtud del Título VI la Ley de 1964 de los Derechos Civiles (42 U.S.C § 2000 d), el cual establece que ninguna persona podrá, por motivos de raza, color u origen nacional, ser excluida de participar en, ser negado los beneficios de, o ser objeto de discriminación en su programa de servicio de ferry.

Procedimientos de Queja Conforme al Título VI

Si usted cree haber recibido trato discriminatorio por causa de su raza, color o país de origen, tiene el derecho de presentar una queja conforme al Título VI con WETA. Las leyes federales y estatales requieren que las quejas se presenten dentro de los ciento ochenta (180) días calendario a partir del último presunto incidente. Usted puede descargar un [formulario de reclamación haciendo clic aquí](#) o visitando www.sanfranciscobayferry.com. También puede llamar a WETA al número que aparece a continuación y solicitar que se le envíe por correo un formulario de queja conforme al Título VI o bien usted puede presentar una declaración por escrito que contiene toda la información que se menciona a continuación. Si usted no puede escribir una queja o necesita ayuda para presentar una queja, por favor llame al (415) 291-3377 para obtener ayuda. Las quejas pueden ser enviadas por correo, fax, o correo electrónico o entregadas en persona a:

Title VI Complaints c/o
WETA
Pier 9, Suite 111, The Embarcadero
San Francisco, CA 94111
Phone: (415) 291-3377
Fax: (415) 291-3388
Email: customerservice@sanfranciscobayferry.com

Todas las quejas deben incluir la siguiente información:

1. Nombre, domicilio y número de contacto del quejoso.
2. La razón de la queja (por ej., raza, color, origen nacional).
3. La(s) fecha(s) en las cuales ocurrió el presunto incidente discriminatorio.
4. La naturaleza del incidente que llevó al quejoso a creer que la discriminación fue un factor.
5. Nombre, domicilio y números de contacto de las personas que puedan tener conocimiento del suceso.
6. Otras agencias o tribunales donde la queja haya sido presentada y un nombre de contacto.

Las quejas también se pueden presentar en la Oficina de los Derechos Civiles de la Administración Federal de Transporte:

FTA Office of Civil Rights
Attention: Title VI Program Coordinator
East Building, 5th Floor–TCR
1200 New Jersey Ave. SE
Washington, DC 20590
Telephone: 816-329-3770
www.fta.dot.gov

Procedimientos de investigación:

WETA revisará e investigará todas las quejas conforme al Título VI. Se llevarán a cabo medidas razonables para proteger cualquier información que sea confidencial. La investigación puede incluir una revisión de todos los documentos, prácticas y procedimientos pertinentes, así como discusiones de la queja con todas las partes afectadas para determinar la naturaleza del problema. La investigación será realizada y normalmente será finalizada en un plazo no mayor a sesenta (60) días desde la recepción de la queja formal.

En base a la información recibida, se preparará un informe de la investigación. El quejoso recibirá una carta que establece la decisión final para finales de la investigación.

Para ser aceptada, una queja debe reunir los siguientes criterios:

- a. La queja debe ser presentada dentro de los 180 días calendario siguientes a la ocurrencia del presunto incidente o cuando se enteró el quejoso de la presunta discriminación.
- b. Las alegaciones deben incluir un programa o actividad que recibe ayuda financiera federal.

Una queja puede ser recomendada para desestimación por las siguientes razones:

- a. El quejoso solicita la retirada de la queja.
- b. El quejoso omite responder a las reiteradas solicitudes de información adicional necesaria para tramitar la queja.
- c. El quejoso no puede ser localizado tras de varios intentos razonables.

Si no se encuentra ninguna violación y el quejoso desea apelar la decisión, él o ella puede apelar directamente al Departamento de Transporte de EE.UU., Oficina de Derechos Civiles de la FTA.

WETA deberá mantener un registro de las quejas conforme al Título VI recibidas, el cual incluirá la fecha de presentación de la queja, un resumen de los alegatos, el estado actual de la queja y las medidas tomadas por WETA, en respuesta a la queja.

Formulario de Queja Conforme al Título VI Autoridad de Transporte de Emergencia del Agua

La Autoridad de Transporte de Emergencia del Agua del Área de la Bahía de San Francisco (WETA) tiene el compromiso de asegurarse de que ninguna persona sea excluida de participar o que se le nieguen los beneficios de sus servicios con base a raza, color u origen nacional, , conforme se establece en el Título VI de la Ley de Derechos Civiles de 1964 y sus enmiendas. Las quejas conforme al Título VI deben presentarse dentro de los ciento ochenta (180) días calendario a partir de la fecha de la presunta discriminación.

La siguiente información es necesaria para ayudarnos con el procesamiento de su queja. Si usted necesita ayuda para llenar este formulario, por favor póngase en contacto con el Coordinador del Título VI, llamando al (415) 291-3377. El formulario lleno debe ser devuelto a WETA Title VI Coordinator, Pier 9, Suite 111, The Embarcadero, San Francisco CA 94111.

Su nombre:	Tel:
Calle del domicilio:	Teléfono alternativo:
	Ciudad, estado, código postal:
Persona(s) contra quien se cometió discriminación (diferente(s) del quejoso)	
Nombre(s):	
Calle del domicilio, ciudad, estado, código postal:	

¿Cuál de las siguientes describe mejor la razón de la presunta discriminación?

Raza _____

Color _____

Origen nacional (dominio limitado del inglés)

Fecha del incidente: _____

Por favor describa el incidente de la presunta discriminación. Escriba el nombre y puesto de todos los empleados involucrados, si están disponibles. Por favor, explique qué pasó y quién cree usted que haya sido responsable. Utilice la siguiente página, o la parte de atrás de este formulario, si se necesita espacio adicional.

Formulario de Queja Conforme al Título VI
Autoridad de Transporte de Emergencia del Agua

Por favor describa el incidente de la presunta discriminación (continuación).

[illegible]

¿Ha presentado una queja con otras agencias federales, estatales o locales? Yes _____ No _____

Si contesta que sí, por favor haga una lista de las agencias y la información de contacto a continuación:

Agencia: _____ Nombre del contacto: _____

Calle del domicilio, ciudad, estado, código postal: Tel:

Agencia: _____ Nombre del contacto: _____

Calle del domicilio, ciudad, estado, código postal: _____ Tel: _____

Afirmo que he leído el cargo anterior y que es verdadero según mi leal saber y entender.

Firma del quejoso: _____ Fecha: _____

Nombre del quejoso con letra de molde:

Date Received: _____
Received By: _____

三藩市灣區 水上應急交通局

第六篇投訴程序

第六篇政策陳述

水上應急交通局（WETA）給予所有公民享用其交通服務的平等權利。WETA 致力在營業活動中奉行不歧視政策，包括本局在 1964 年《民權法案》第六篇（《美國法典》第 42 章 2000d 條）之下的責任；該政策規定，不得以種族、膚色或民族出身為由，禁止任何人參加其輪渡服務計畫或是拒絕給予該計畫的利益或進行歧視。

第六篇投訴程序

如果您認為自己因為種族、膚色或民族出身而受到歧視，您有權向 WETA 提起第六篇投訴。聯邦和州法律規定在上次指控事件起一百八十（180）天內提起投訴。您可以[點選此處投訴表](#)或是瀏覽 www.sanfranciscobayferry.com 下載。您也可以撥打下列號碼致電 WETA 要求郵寄第六篇投訴表，或是提交包含以下全部資訊的書面陳述。如果您不能撰寫投訴書或是需要協助提交投訴書，請致電 (415) 291-3377 尋求協助。投訴書可以郵寄、傳真、專人交付或以電子郵件寄至：

Title VI Complaints c/o
WETA
Pier 9, Suite 111, The Embarcadero
San Francisco, CA 94111
電話：(415) 291-3377
傳真：(415) 291-3388
電子郵件：customerservice@sanfranciscobayferry.com

所有投訴必須包括以下資訊：

1. 投訴人姓名、地址和聯繫電話。
2. 投訴依據（例如種族、膚色或民族出身）。
3. 指控的歧視事件發生日期。
4. 致使投訴人認為歧視是因素之一的事件性質。
5. 可能瞭解事件者的姓名、地址和聯繫電話。
6. 投訴人已提起投訴的其他機構或法院及聯絡人姓名。

也可向聯邦公共交通管理局民權辦公室提起投訴：

FTA Office of Civil Rights
Attention: Title VI Program Coordinator
East Building, 5th Floor–TCR
1200 New Jersey Ave. SE

Washington, DC 20590
電話：816-329-3770
www.fta.dot.gov

調查程序：

WETA 將審查和調查所有的第六篇投訴。將採取合理措施保護機密資訊。調查可能包括審查所有的相關文件、行為和程序以及與所有受影響人士討論投訴事宜，以確定問題的性質。調查一般在收到正式投訴起六十（60）天內完成。

將根據收到的資訊，擬定調查報告。調查結束後，投訴人將收到說明最終決定的信件。

欲得到受理，投訴書必須符合以下標準：

- a. 投訴必須在指控的事件發生或是投訴人知曉指控的歧視時起 180 天內提起。
- b. 指控必須涉及接受聯邦財政協助的計畫或活動。

以下理由可能會建議駁回投訴：

- a. 投訴人請求撤回投訴。
- b. 對於提供處理投訴所需額外資訊的一再請求，投訴人沒有回應。
- c. 經合理嘗試後無法找到投訴人。

如果未認定違法而投訴人希望就該決定提起上訴，可以直接向美國交通部 FTA 民權辦公室上訴。

WETA 需要保存收到的第六篇投訴日誌，其中包括提起投訴日期、指控概要、投訴狀態及 WETA 針對投訴採取的行動。

第六篇投訴表

水上應急交通局

三藩市灣區水上應急交通局（WETA）致力確保任何人不因經修訂的 1964 年《民權法案》第六篇規定的種族、膚色或民族出身，被禁止參加或是拒絕享有其服務利益。第六篇投訴必須在指控的歧視之日起一百八十（180）天內提起。

以下是協助我們處理您投訴所需的資訊。如果您需要協助填寫本表，請致電 (415) 291-3377 聯繫第六篇協調員。填好的表格必須寄回 WETA 第六篇協調員，地址為：Pier 9, Suite 111, The Embarcadero, San Francisco CA 94111。

您的姓名：	電話：
街道地址：	其他電話：
	市、州和郵遞區號：
被歧視人（如果不是投訴人）：	
姓名：	
街道地址、市、州和郵遞區號：	

以下哪一項最能描述指控的歧視發生原因？

種族 _____

膚色 _____

民族出身（英語能力有限） _____

事件日期： _____

請描述指控的歧視事件。如能提供，請指出所有涉及的員工姓名和頭銜。解釋發生的經過及您認為的責任人。如果需要更多空白，請使用下一頁或本表格背面。

第六篇投訴表
水上應急交通局

請描述指控的歧視事件（接上頁）：

This image shows a single sheet of white paper with horizontal blue ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

您是否已向其他聯邦、州或地方機構提起投訴？ 是_____ 否_____

如果是，在下面列出機構和聯繫資訊：

機構：_____ 聯絡人姓名：_____

街道地址、市、州和郵遞區號： 電話：

機構：_____ 聯絡人姓名：_____

街道地址、市、州和郵遞區號： 電話：

我確認，我已閱讀上述指示，而且據我所知和所信，它是真實的。

投訴人簽名：_____ 日期：_____

投訴人正楷姓名：

Date Received: _____
Received By: _____

APPENDIX E

Sample Public Notices

Public Hearing

Chase Center Ferry Service Fares

The Water Emergency Transportation Authority (WETA) is holding a Public Hearing on proposed fares for Chase Center ferry service from Alameda and Oakland. The Public Hearing will be held at 1:00 PM on Thursday, July 11, 2019, at Port of San Francisco, Pier 1, San Francisco.

The WETA Fare Policy requires that “special event services” such as Oracle Park and Chase Center ferry service fully recover their operating costs through farebox revenues. Chase Center ferry service fares will be equivalent to the Oracle Park ferry services fares set in Spring 2019.

WETA is soliciting input on the following proposed fare:

	Adult	Youth	Senior/Disabled
Alameda/Oakland	\$9.60 \$7.50	\$7.20 \$5.60	\$7.20 \$5.60



If you are unable to attend the Public Hearing or would prefer to submit your comments in writing, please send your input by email to fareprogram@watertransit.org or by letter to San Francisco Bay Ferry, Pier 9, Suite 111, The Embarcadero, San Francisco, CA 94111. All comments or questions should be submitted to San Francisco Bay Ferry by July 1, 2019 to ensure that your input is considered.

Si necesita información en español por favor visite sanfranciscobayferry.com para obtener una copia de este aviso.

如需中文資訊，請訪問 sanfranciscobayferry.com 獲得該通知的副本。

Audiencia Pública

Tarifas del servicio de ferry de Chase Center

La Water Emergency Transportation Authority (WETA) realizará una audiencia pública sobre las tarifas propuestas para el servicio de ferry del Chase Center desde Alameda y Oakland.

La audiencia pública se llevará a cabo a la 1:00 p.m. el jueves 11 de julio de 2019, en el Puerto de San Francisco, Muelle 1, San Francisco.

La política de tarifas de WETA exige que los "servicios de eventos especiales", como el servicio de ferry de Oracle Park y Chase Center, recuperen totalmente sus costos de operación a través de los ingresos por pasajes.

Las tarifas del servicio de ferry de Chase Center serán equivalentes a las tarifas de los servicios de ferry de Oracle Park establecidas en la primavera de 2019.

WETA está solicitando comentarios sobre la siguiente propuesta de tarifas:

	Adulto	Joven	Adulto mayor/ Discapacitado
Alameda/Oakland	\$9.60 \$7.50	\$7.20 \$5.60	\$7.20 \$5.60



Si usted no puede asistir a la audiencia pública o preferiría enviar sus comentarios por escrito, por favor envíelos o por carta dirigida a San Francisco Bay Ferry, Pier 9, Suite 111, The Embarcadero, San Francisco, CA 94111. Todos los comentarios o preguntas deben enviarse a San Francisco Bay Ferry para el 1 de julio de 2019 para asegurarse de que su aportación se tome en cuenta.

Si necesita información en inglés por favor visite sanfranciscobayferry.com para obtener una copia de este aviso.

如需中文資訊，請訪問 sanfranciscobayferry.com 獲得該通知的副本。

公聽會

Chase Center 渡輪服務收費

水域緊急運輸管理局 (WETA) 正在舉行一場關於 Chase Center 渡輪服務從阿拉米達及奧克蘭提議收費的公聽會。公聽會將於 2019 年 7 月 11 日星期四下午 1 點在位於三藩市碼頭 1 的三藩市港舉行。

WETA 收費政策要求「特別活動服務」如 Oracle Park 和 Chase Center 渡輪服務完全透過費用收入來彌補營運開支。Chase Center 渡輪服務收費將等同於 2019 年春季設定的 Oracle Park 渡輪服務費用。

WETA 正在徵求對於以下提議收費的意見：

	成人	兒童	老人 / 殘障
Alameda/Oakland	\$9.60 \$7.50	\$7.20 \$5.60	\$7.20 \$5.60



如果您無法出席公聽會或是想以書面方式提交意見，請以電子郵件寄至 fareprogram@watertransit.org 或郵寄至 San Francisco Bay Ferry, Pier 9, Suite 111, The Embarcadero, San Francisco, CA 94111。所有意見或問題都應該在 2019 年 7 月 1 日之前提交給三藩市海灣渡輪局，以確保獲得考慮。

Si necesita información en español por favor visite sanfranciscobayferry.com para obtener una copia de este aviso.

如需中文資訊，請訪問 sanfranciscobayferry.com 獲得該通知的副本。



**Proposed FY 2021-2025
San Francisco Bay Ferry Fare Program**

The San Francisco Bay Area Water Emergency Transportation Authority (WETA) is seeking public input on its proposal to establish a FY 2021-2025 Fare Program for San Francisco Bay Ferry service. The proposed Fare Program would go into effect on July 1, 2020 and define future fare structures and fare increases for regular and special event services operated by WETA. The Program would also establish a fare structure for the new Seaplane Lagoon ferry service starting in FY 2021 and set forth subsequent annual fare increases for this service.

To review specific proposed changes for all services, visit **sfbf.mobi/proposed-fare-program**.

On February 13, 2020 the WETA Board of Directors authorized staff to seek public input on the proposed Fare Program. As part of its outreach efforts, staff has scheduled a series of public informational meetings throughout the San Francisco Bay Ferry service area. The meetings will be hosted in an open house format allowing the public to drop-in during the following times and locations to review the proposed Program, ask questions, and provide comments:

Tuesday, February 25, 2020 from 4:30 p.m. to 7:30 p.m.

California State University Maritime Academy - Anchor Center; 253 Georgia St., Vallejo

Wednesday, February 26, 2020 from 5:30 p.m. to 7:30 p.m.

WaterFront Hotel – Portside Room, 10 Washington St., Oakland

Thursday, February 27, 2020 from 5:00 p.m. to 8:00 p.m.

The Craneway Pavilion (West Side); 1414 Harbour Way South, Richmond

Tuesday, March 3, 2020 from 5:00 p.m. to 8:00 p.m.

Alameda Main Library – Stafford Community Room A; 1550 Oak St., Alameda

Wednesday, March 4, 2020 from 11:30 a.m. to 1:30 p.m.

Port of San Francisco – Bayside Conference Room; Pier 1, San Francisco

If you are unable to attend an informational meeting or would prefer to submit your comments in writing, please send your input by email to fareprogram@watertransit.org or by letter to San Francisco Bay Ferry, Pier 9, Suite #111, The Embarcadero, San Francisco, CA 94111. All comments or questions should be submitted to San Francisco Bay Ferry by March 26, 2020 to ensure that your input is considered.

A Public Hearing will be held at 1:30 p.m. on April 2, 2020 at the Port of San Francisco, Pier 1, San Francisco, California.

Propuesta para el año fiscal 2021-2025
Programa de tarifas del San Francisco Bay Ferry

La San Francisco Bay Area Water Emergency Transportation Authority (WETA) está solicitando la opinión del público sobre su propuesta de establecer un programa de tarifas para el año fiscal 2021-2025 para el servicio del San Francisco Bay Ferry. El programa propuesto de tarifas entraría en vigor el 1º de julio de 2020 y definiría las estructuras futuras de tarifas y aumentos de tarifas para los servicios regulares y de eventos especiales operados por WETA. El Programa también establecería una estructura de tarifas para el nuevo servicio de ferry de Seaplane Lagoon a partir del año fiscal 2021 y establecería los aumentos anuales de tarifas de este servicio.

Para consultar los cambios específicos propuestos para todos los servicios, conéctese a sfbf.mobi/proposed-fare-program.

El 13 de febrero de 2020 el Consejo Directivo de WETA autorizó al personal a solicitar la opinión del público sobre el programa de tarifas propuesto. Como parte de sus esfuerzos de alcance, el personal ha programado una serie de reuniones públicas informativas en toda el área de servicio del San Francisco Bay Ferry. Se realizarán las reuniones en un formato de puertas abiertas que permitirá al público pasar en los siguientes horarios y lugares para estudiar el programa propuesto, hacer preguntas y ofrecer comentarios:

Martes, 25 de febrero de 2020 de 4:30 p.m. a 7:30 p.m.

California State University Maritime Academy - Anchor Center; 253 Georgia St., Vallejo

Martes, 26 de febrero de 2020 de 5:30 p.m. a 7:30 p.m.

WaterFront Hotel – Portside Room, 10 Washington St., Oakland

Martes, 27 de febrero de 2020 de 5:00 p.m. a 8:00 p.m.

Craneway Pavilion (Lado Oeste); 1414 Harbour Way South, Richmond

Martes, 3 de marzo de 2020 de 5:00 p.m. a 8:00 p.m.

Biblioteca Principal de Alameda - Sala Comunitaria Stafford A; 1550 Oak St., Alameda

Miércoles, 4 de marzo de 2020 de 11:30 a.m. a 1:30 p.m.

Puerto de San Francisco - Sala de Conferencias Bayside; Pier 1, San Francisco

Si usted no puede asistir a una reunión informativa o preferiría enviar sus comentarios por escrito, por favor envíelos por correo electrónico a fareprogram@watertransit.org o por carta dirigida a San Francisco Bay Ferry, Pier 9, Suite #111, The Embarcadero, San Francisco, CA 94111. Todos los comentarios o preguntas deben enviarse a San Francisco Bay Ferry para el 26 de marzo de 2020 para asegurarse de que su aportación se tome en cuenta.

Una audiencia pública se llevará a cabo a la 1:30 p.m. el 2 de abril at Puerto de San Francisco, Pier 1, San Francisco, California.

**提議的 2021-2025 會計年度
三藩市灣區渡輪票價計劃**

三藩市灣區水上緊急運輸管理局（WETA）正在就設定 2021-2025 會計年度三藩市灣區渡輪服務票價計劃徵求公眾意見。提議的票價計劃將於 2020 年 7 月 1 日生效，並為 WETA 進行的常規和特殊活動服務確定未來的票價結構和票價調漲。本計劃也將為 2021 會計年度開始的新 Seaplane Lagoon 渡輪服務制定票價結構，並規定該服務隨後的年度票價調漲。

若要查看所有服務的具體提議修改，請瀏覽 sfbf.mobi/proposed-fare-program。

2020 年 2 月 13 日，WETA 董事會授權工作人員向公眾徵求提議票價計劃的意見。作為推廣工作的一部分，工作人員在三藩市灣區渡輪服務區安排了一系列公開說明會。這些會議將以開放參觀日的形式舉行，允許公眾在以下時間和地點參加，審查提議的計劃、提出問題和提供意見：

2020 年 2 月 25 日星期二下午 4:30 至 7:30。

加州州立大學海事學院 - Anchor Center; 253 Georgia St., Vallejo

2020 年 2 月 26 日星期三下午 5:30 至 7:30。

WaterFront Hotel – Portside Room, 10 Washington St., Oakland

2020 年 2 月 27 日星期四下午 5:00 至 8:00。

Craneway Pavilion（西側）； 1414 Harbour Way South, Richmond

2020 年 3 月 3 日星期二下午 5:00 至 8:00。

阿拉米達主圖書館 - Stafford 社區 A 室； 1550 Oak St., Alameda

2020 年 3 月 4 日星期三上午 11:30 至下午 1:30。

三藩市港口 - 海灣會議室； 三藩市 1 號碼頭

如果您無法參加說明會，或是想以書面形式提交意見，請將意見寄到電子郵件地址 fareprogram@watertransit.org，或郵寄至 San Francisco Bay Ferry, Pier 9, Suite #111, The Embarcadero, San Francisco, CA 94111。所有意見或問題都應該在 2020 年 3 月 6 日前提交給三藩市海灣渡輪局，以確保獲得考慮。

公開聽證會將在 2020 年 4 月 2 日下午 1:30 舉行，地址在加州三藩市港口 1 號碼頭，(Port of San Francisco, Pier 1, San Francisco, California)

San Francisco Bay Ferry Service Alert

Effective March 17, 2020 San Francisco Bay Ferry reduced its service amid lower transportation needs as the region works to prevent spread of coronavirus in the Bay Area. Local public health officers have issued shelter-in-place orders barring non-essential travel in the region.

This limited schedule is expected to be in effect through at least April 7, 2020. Updates are available at <https://sanfranciscobayferry.com/news/shelter>.

Alameda/Oakland/San Francisco

- *Weekdays only -- no weekend service*
- *No service to Pier 41 San Francisco*

Westbound: East Bay to San Francisco

Depart Oakland	Depart Alameda	Arrive Downtown S.F.
6:45 AM	7:05 AM	7:25 AM
8:05 AM	8:25 AM	8:45 AM
9:30 AM	9:50 AM	10:10 AM
11:45 AM	11:30 AM	12:10 PM
2:45 PM	2:30 PM	3:10 PM
4:45 PM	4:30 PM	5:10 PM
6:20 PM	6:00 PM	6:45 PM

Eastbound: San Francisco to East Bay

Depart Downtown S.F.	Arrive Oakland	Arrive Alameda
7:30 AM	7:55 AM	8:15 AM
8:55 AM	9:20 AM	9:40 AM
11:00 AM	11:40 AM	11:20 AM
2:00 PM	2:40 PM	2:20 PM
4:00 PM	4:40 PM	4:20 PM

5:30 PM	6:10 PM	5:50 PM
7:00 PM	7:40 PM	7:20 PM

Harbor Bay/San Francisco

No service at this time.

Richmond/San Francisco

No service at this time.

South San Francisco/Alameda/Oakland

No service at this time.

Vallejo/San Francisco

- *Weekdays only – no weekend service*
- *No service to Mare Island*

Southbound: Vallejo to San Francisco

Depart Vallejo	Arrive Downtown S.F.
6:00 AM	7:00 AM
8:30 AM	9:30 AM
2:15 PM	3:15 PM
4:45 PM	5:45 PM

Northbound: San Francisco to Vallejo

Depart Downtown S.F.	Arrive Vallejo
7:15 AM	8:15 AM
9:45 AM	10:45 AM
3:30 PM	4:30 PM
6:00 PM	7:00 PM

Alerta del servicio de San Francisco Bay Ferry

A partir del 17 de marzo de 2020, San Francisco Bay Ferry redujo su servicio en vista de la disminución de las necesidades de transporte en estos momentos en que la región trabaja para prevenir la propagación del Coronavirus en el Área de la Bahía. Los funcionarios de salud pública locales han emitido órdenes de Refugiarse en el lugar, las cuales prohíben los viajes no esenciales en la región.

Se prevé que este horario limitado esté en vigor al menos hasta el 7 de abril de 2020. Las actualizaciones se pueden consultar en <https://sanfranciscobayferry.com/news/shelter>.

Alameda/Oakland/San Francisco

- *Días laborables solamente -- no hay servicio de fin de semana*
- *No hay servicio al Pier 41 de San Francisco*

Dirección Oeste: East Bay a San Francisco

Sale de Oakland	Sale de Alameda	Llega a Downtown S.F.
6:45 AM	7:05 AM	7:25 AM
8:05 AM	8:25 AM	8:45 AM
9:30 AM	9:50 AM	10:10 AM
11:45 AM	11:30 AM	12:10 PM
2:45 PM	2:30 PM	3:10 PM
4:45 PM	4:30 PM	5:10 PM
6:20 PM	6:00 PM	6:45 PM

Dirección Este: San Francisco a East Bay

Sale de Downtown S.F.	Llega a Oakland	Llega a Alameda
7:30 AM	7:55 AM	8:15 AM
8:55 AM	9:20 AM	9:40 AM
11:00 AM	11:40 AM	11:20 AM
2:00 PM	2:40 PM	2:20 PM

4:00 PM	4:40 PM	4:20 PM
5:30 PM	6:10 PM	5:50 PM
7:00 PM	7:40 PM	7:20 PM

Harbor Bay/San Francisco

No hay servicio en este momento.

Richmond/San Francisco

No hay servicio en este momento.

South San Francisco/Alameda/Oakland

No hay servicio en este momento.

Vallejo/San Francisco

- *Días laborables solamente -- no hay servicio de fin de semana*
- *No hay servicio a Mare Island*

Dirección Sur: Vallejo a San Francisco

Sale de Vallejo	Llega a Downtown S.F.
6:00 AM	7:00 AM
8:30 AM	9:30 AM
2:15 PM	3:15 PM
4:45 PM	5:45 PM

Dirección Norte: San Francisco a Vallejo

Sale de Downtown S.F.	Llega a Vallejo
7:15 AM	8:15 AM
9:45 AM	10:45 AM
3:30 PM	4:30 PM

6:00 PM	7:00 PM
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三藩市海灣渡輪服務（San Francisco Bay Ferry）班次時間通知

從 2020 年 3 月 17 日起，三藩市海灣渡輪（San Francisco Bay Ferry）在交通需求降低時期減少服務班次，以盡力防止新型冠狀病毒在灣區的擴散。當地公共衛生官員已發布了居家隔離令（shelter-in-place），禁止在該地區進行不必要的出行。

此限定的班次時間表預計將至少持續到 2020 年 4 月 7 日。請查閱以下網站了解最新信息，<https://sanfranciscobayferry.com/news/shelter>。

阿拉米達/奧克蘭/三藩市

- 只在工作日有班次 – 不提供週末服務
- 不提供去三藩市 41 號碼頭的服務

西行: 東灣至三藩市

離開奧克蘭	離開阿拉米達	到達 S.F.市中心
上午 6:45	上午 7:05	上午 7:25
上午 8:05	上午 8:25	上午 8:45
上午 9:30	上午 9:50	上午 10:10
上午 11:45	上午 11:30	下午 12:10
下午 2:45	下午 2:30	下午 3:10
下午 4:45	下午 4:30	下午 5:10
下午 6:20	下午 6:00	下午 6:45

東行: 三藩市至東灣

離開 S.F.市中心	到達奧克蘭	到達阿拉米達
上午 7:30	上午 7:55	上午 8:15
上午 8:55	上午 9:20	上午 9:40
上午 11:00	上午 11:40	上午 11:20
下午 2:00	下午 2:40	下午 2:20
下午 4:00	下午 4:40	下午 4:20

下午 5:30	下午 6:10	下午 5:50
晚上 7:00	晚上 7:40	晚上 7:20

Harbor Bay/三藩市

此時期不提供服務

列治文/三藩市

此時期不提供服務。

南三藩市/阿拉米達/奧克蘭

此時期不提供服務

瓦列霍/三藩市

- 只在工作日有班次 – 不提供週末服務
- 不提供去馬雷島 (Mare Island) 的服務

南行: 瓦列霍至三藩市

離開瓦列霍	到達 S.F.市中心
上午 6:00	上午 7:00
上午 8:30	上午 9:30
下午 2:15	下午 3:15
下午 4:45	下午 5:45

北行: 三藩市至瓦列霍

離開 S.F.市中心	到達瓦列霍
上午 7:15	上午 8:15
上午 9:45	上午 10:45
下午 3:30	下午 4:30
下午 6:00	晚上 7:00

Notice of Public Hearing Cancellation

The public hearing scheduled for 1:30 p.m. on Thursday, April 2, 2020 regarding the San Francisco Bay Area Water Emergency Transportation Authority's proposal to establish a FY 2021-2025 Fare Program for San Francisco Bay Ferry service has been cancelled. The WETA Board of Directors will not be taking action on the proposal at this time. If this matter is taken up in the future, it will be noticed appropriately on sanfranciscobayferry.com.

Aviso de cancelación de audiencia pública

Se ha cancelado la audiencia pública programada para la 1:30 p.m. del jueves, 2 de abril de 2020 sobre la propuesta de la Water Emergency Transportation Authority (WETA) del Área de la Bahía de San Francisco de establecer un programa de tarifas para el año fiscal 2021-2025 para el servicio del San Francisco Bay Ferry. El Consejo Directivo de WETA no tomará medidas sobre la propuesta en este momento. Si se retoma este asunto en el futuro, se publicará el aviso correspondiente en sanfranciscobayferry.com.

取消公開聽證會的通知

取消原定於 2020 年 4 月 2 日星期四下午 1:30 的公開聽證會，其關於三藩市灣區水運緊急管理局 (Water Emergency Transportation Authority) 為三藩市海灣渡輪 (San Francisco Bay Ferry) 制定 2021-2025 財年票價計劃的提案。WETA 董事會目前將不會對該提案做任何舉動。如果將來處理此事，則會在 sanfranciscobayferry.com 上通知。

Notice of Outreach and Public Hearing on Changes to Fares and Service Pandemic Recovery Program

The San Francisco Bay Area Water Emergency Transportation Authority (WETA) is seeking public input on proposed San Francisco Bay Ferry fare and service changes as a part of its Pandemic Recovery Program. The proposed fare and service changes would be in effect from July 1, 2021, to June 30, 2022. Fare changes and service changes are proposed for all existing San Francisco Bay Ferry routes: Vallejo, Alameda/Oakland, Richmond, Harbor Bay and South Francisco routes as well as the to-be-launched Alameda Seaplane route.

The proposed new fare tables and a summary of proposed service changes are available at **sanfranciscobayferry.com/recovery**.

On March 4, 2021, the WETA Board of Directors authorized staff to seek public input on the proposed Pandemic Recovery Program. WETA will hold a virtual open house event to provide an overview of the proposed program, receive comments and answer questions. We recommend attending the main presentation in addition to the question and comment session relevant to you. The virtual open house details are listed below:

Tuesday, March 16, 2021 from 7:00 p.m. to 7:30 p.m.

Overview presentation on proposed fare and service changes

Join:

Tuesday, March 16, 2021 from 7:30 p.m. to 8:00 p.m.

Vallejo route, join:

Alameda/Oakland, Harbor Bay and Alameda Seaplane, join:

South San Francisco, join:

Richmond route, join:

WETA will post a recording of the presentation at **sanfranciscobayferry.com/recovery** following the conclusion of the virtual open house. Answers to frequent questions will be posted to that webpage on March 22, 2021.

If you are unable to attend the virtual open house event or would prefer to submit your comments in writing, please send your input by email to recovery@sanfranciscobayferry.com or by letter to San Francisco Bay Ferry, Pier 9, Suite #111, The Embarcadero, San Francisco, CA 94111. All comments or questions should be submitted by March 25, 2021, to ensure that your input is considered.

On April 1, 2021, at 1:30 p.m., a Public Hearing will be held to receive public comments and for consideration of approval of the proposed Pandemic Recovery Program by the WETA Board of Directors. The hearing will be held virtually and open to public participation. A link to view and participate in the hearing will be posted at **<https://weta.sanfranciscobayferry.com/next-board-meeting>** no less than 72 hours prior to the hearing.

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.

For free language assistance in Spanish or Chinese, call 415-705-8291.

免費的中文協助請致電 415-705-8291.

Ayuda gratuita con el idioma en español 415-705-8291.

Si necesita información en español por favor visite sanfranciscobayferry.com/recovery para obtener una copia de este aviso.

如需中文資訊，請訪問 sanfranciscobayferry.com/recovery 獲得該通知的副本。

Aviso de diálogo y audiencia pública sobre los cambios en las tarifas y el servicio

Programa de Recuperación de la Pandemia

La Water Emergency Transportation Authority (WETA) del Área de la Bahía de San Francisco busca la opinión del público sobre los cambios propuestos en las tarifas y el servicio de San Francisco Bay Ferry como parte de su Programa de Recuperación de la Pandemia. Los cambios propuestos en las tarifas y el servicio estarían en vigor a desde el 1 de julio de 2021 hasta el 30 de junio de 2022. Los cambios en las tarifas y el servicio se proponen para todas las rutas existentes de San Francisco Bay Ferry: Las rutas de Vallejo, Alameda/Oakland, Richmond, Harbor Bay y South Francisco, así como la ruta de Alameda Seaplane que está por se lanzarse.

Las tablas de tarifas nuevas propuestas y un resumen de los cambios de servicio propuestos están disponibles en **sanfranciscobayferry.com/recovery**.

El 4 de marzo de 2021, el Consejo Directivo de WETA autorizó al personal a solicitar la opinión del público sobre el programa propuesto de Recuperación de la Pandemia . WETA llevará a cabo un evento de exhibición pública virtual para proporcionar una visión general del programa propuesto, recibir comentarios y responder a las preguntas. Le recomendamos asistir a la presentación principal, además de la sesión de preguntas y comentarios que le interesen a usted. Los detalles de la exhibición pública virtual se presentan a continuación:

Martes, 16 de marzo de 2021 de 7:00 p.m. a 7:30 p.m.

Presentación general sobre los cambios propuestos en las tarifas y el servicio

Únase a:

Martes, 16 de marzo de 2021 de 7:30 p.m. a 8:00 p.m.

Ruta de Vallejo, únase a:

Alameda/Oakland, Harbor Bay y Alameda Seaplane, únase a:

South San Francisco, únase a:

Ruta de Richmond, únase a:

WETA publicará una grabación de la presentación en **sanfranciscobayferry.com/recovery** tras la conclusión de la exhibición pública virtual. Se publicarán las respuestas a las preguntas más frecuentes en esa página web el 22 de marzo de 2021.

Si usted no puede asistir al evento de exhibición pública o preferiría enviar sus comentarios por escrito, por favor envíe sus opiniones por correo electrónico a recovery@sanfranciscobayferry.com o por carta dirigida a: San Francisco Bay Ferry, Pier 9, Suite #111, The Embarcadero, San Francisco, CA 94111. Todos los comentarios o preguntas deben enviarse antes del 25 de marzo de 2021, para garantizar que sus opiniones sean consideradas.

El 1 de abril de 2021, a la 1:30 p.m., se llevará a cabo una Audiencia Pública para recibir comentarios del público y para considerar la aprobación del Programa de Recuperación de la Pandemia propuesto por el Consejo Directivo de WETA. La audiencia se llevará a cabo en modalidad virtual y estará abierta a la participación del público. Se publicará un enlace para ver y participar en la audiencia en <https://weta.sanfranciscobayferry.com/next-board-meeting> al menos 72 horas antes de la audiencia.

Si se solicita, WETA proporcionará materiales escritos del orden del día en formatos alternativos apropiados para las personas con discapacidad. Además, WETA organizará modificaciones o adaptaciones relacionadas con la discapacidad, incluyendo ayudas o servicios auxiliares para permitir que las personas con discapacidades participen en las reuniones públicas. Por favor, envíe un correo electrónico con su solicitud a contactus@watertransit.org o por teléfono (415) 291-3377 tan pronto como sea posible y a más tardar 5 días antes de la reunión y trabajaremos para facilitar el acceso a la reunión.

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如需中文資訊，請訪問 sanfranciscobayferry.com/recovery 獲得該通知的副本。

票價及服務調整的宣傳及公聽會通知 疫情恢復計劃

舊金山灣區水上緊急交通管理局(WETA)正在徵求公眾對建議的舊金山海灣渡輪(San Francisco Bay Ferry)票價和服務調整的意見，作為其疫情恢復計劃的一部分。建議的票價和服務變更將於2021年7月1日至2022年6月30日生效。建議的票價和服務調整適用於所有現有的舊金山海灣渡輪路線：Vallejo(瓦列霍)、阿拉米達/奧克蘭(Alameda/Oakland)、列治文(Richmond)、海港灣(Harbor Bay)和南舊金山(South Francisco)以及即將推出的 Alameda Seaplane 路線。

建議的新票價表和服務調整摘要，可在網站 sanfranciscobayferry.com/recovery 上查到。

2021年3月4日，WETA 董事會授權工作人員就建議的疫情恢復計劃徵求公眾意見。WETA 將舉辦一個虛擬的開放日活動，對建議的計劃進行概述，並接收意見及回答問題。除了與您相關的提問和評論環節外，我們建議您參加主要的介紹會。虛擬開放日詳情如下：

2021年3月16日，星期二，晚上 7:00 至 7:30

建議的票價和服務調整概述

加入：

2021年3月16日，星期二，晚上 7:30 至 8:00

Vallejo 路線，加入：

Alameda/Oakland、Harbor Bay 和 Alameda Seaplane，加入：

South San Francisco，加入：

Richmond 路線，加入：

虛擬開放日結束後，WETA 將在網站 sanfranciscobayferry.com/recovery 上發佈介紹會的錄音。常見問題的回答將在 2021 年 3 月 22 日發佈到該網頁。

如果您不能參加虛擬開放日活動或希望以書面形式提交您的意見，請將您的意見電郵至 recovery@sanfranciscobayferry.com 或寄信至 San Francisco Bay Ferry, Pier 9, Suite #111, The Embarcadero, San Francisco, CA 94111。所有意見或問題都應在 2021 年 3 月 25 日之前提交，以確保您的意見得到考慮。

2021 年 4 月 1 日下午 1:30，將舉行一次公開聽證會，以徵求公眾意見，並考慮由 WETA 董事會批准建議的疫情恢復計劃。聽證會將以虛擬方式舉行，並向公眾開放。在聽證會舉行的至少 72 小時之前，查看和參加聽證會的鏈接將發布在 <https://weta.sanfranciscobayferry.com/next-board-meeting>。

如有要求，WETA 將以適當的其他格式向殘疾人提供書面議程材料。此外，WETA 還將安排與殘疾相關改變或輔助，包括輔助工具或服務，以使殘疾人士能夠參加公開會議。請盡快將您的請求

在會議舉行的 5 天之前電郵至: contactus@watertransit.org 或致電: (415) 291-3377, 我們將盡力幫助您參加會議。

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如需中文資訊, 請訪問 sanfranciscobayferry.com/recovery 獲得該通知的副本。

APPENDIX F

WETA Onboard Survey

San Francisco Bay Ferry

PASSENGER SURVEY 2017

Please take a few minutes to complete **both sides** of this questionnaire. When finished, please hand completed survey back to the survey coordinator.

ABOUT THIS TRIP

1. **Ferry Terminals:** Where did you board this Ferry and where will you exit?

Boarding Terminal

- ☐ Alameda (Main Street)
- ☐ Harbor Bay
- ☐ Oakland (Jack London Sq)
- ☐ Pier 41
- ☐ SF Ferry Building
- ☐ South SF
- ☐ Vallejo

Exiting Terminal

- ☐ Alameda (Main Street)
- ☐ Harbor Bay
- ☐ Oakland (Jack London Sq)
- ☐ Pier 41
- ☐ SF Ferry Building
- ☐ South SF
- ☐ Vallejo

2. **Trip Beginning:** Where did you come from before you got on this Ferry?

- ☐ My home ☐ My work ☐ Somewhere else

- a. City _____
- b. Nearest Intersection _____
- c. Landmark/Neighborhood _____

3. **Trip Ending:** Where will you go after exiting this Ferry?

- ☐ My home ☐ My work ☐ Somewhere else

- a. City _____
- b. Nearest Intersection _____
- c. Landmark/Neighborhood _____

4. **Accessing the ferry:**

- a. How did you get to the Ferry terminal?
- b. How will you get to your final destination after you exit the ferry?

	(4a) Used to get to Ferry	(4b) Will use after exiting Ferry
Walk all the way	<input type="checkbox"/>	<input type="checkbox"/>
Bike	<input type="checkbox"/>	<input type="checkbox"/>
Drive alone	<input type="checkbox"/>	<input type="checkbox"/>
Carpool	<input type="checkbox"/>	<input type="checkbox"/>
Dropped off / Picked up by car	<input type="checkbox"/>	<input type="checkbox"/>
Public Transit (Bus/Rail)	<input type="checkbox"/>	<input type="checkbox"/>
The F-Line (Muni)	<input type="checkbox"/>	<input type="checkbox"/>
Private/Employer Shuttle	<input type="checkbox"/>	<input type="checkbox"/>
Taxi	<input type="checkbox"/>	<input type="checkbox"/>
Uber/Lyft	<input type="checkbox"/>	<input type="checkbox"/>

Other (specify) _____

5. **What is the purpose of your trip today?**

- ☐ Commute to/from work/school
- ☐ Medical/Dental
- ☐ Shopping
- ☐ Entertainment/Recreation
- ☐ Sightseeing
- ☐ Other: _____

6. **What OTHER TYPE of transportation would you most likely have used if you didn't take the Ferry for your trip today?** (check one only)

- ☐ Ferry is my only option
- ☐ Drive alone
- ☐ Carpool
- ☐ "Casual" Carpool
- ☐ Uber/Lyft
- ☐ Bus
- ☐ BART/rail transit
- ☐ Other: _____

7. **What type of fare did you pay for this trip?**

- ☐ Adult
- ☐ Youth
- ☐ Senior
- ☐ Other: _____
- ☐ Disabled/Medicare
- ☐ School Groups

8. **What type of ticket did you use?**

- ☐ Clipper card
- ☐ Single ride/one-way
- ☐ Monthly pass (*Vallejo*)
- ☐ Other: _____

9. **Are you making a round-trip on the Ferry today?**

- ☐ Yes (*rode Ferry earlier today or will ride later today*)
- ☐ No

FERRY USAGE

10. **How often do you typically use the Ferry?**

- ☐ 6-7 days a week
- ☐ 5 days a week
- ☐ 3-4 days a week
- ☐ 1-2 days a week
- ☐ 1-3 days a month
- ☐ Less than once per month
- ☐ This is my first time on the ferry

11. **What are the main reasons you ride the Ferry?**

(Check up to three)

- ☐ Don't have a car/don't drive
- ☐ Don't want to deal with parking/traffic
- ☐ Ability to do other things (read, sleep)
- ☐ Faster than other options
- ☐ Help the environment
- ☐ Save money
- ☐ Relax/reduce stress
- ☐ Sightseeing
- ☐ Quality of ride much better than BART/bus
- ☐ Other: _____

12. **How long have you been using the Ferry?**

- ☐ This is my first time
- ☐ Less than 6 months
- ☐ 6 month - 12 months
- ☐ 1 - 2 years
- ☐ 3 - 5 years
- ☐ 6 - 10 years
- ☐ More than 10 years

13. **Do you live here or are you a visitor?**

- ☐ Live in San Francisco Bay Area
- ☐ Visitor

SATISFACTION WITH THE FERRY

14. Please rate the Ferry on each attribute below, with “5” being the best rating (Very Satisfied) and “1” being the worst rating (Very Dissatisfied).

Terminals	Very Satisfied			Very Dissatisfied			N/A
Terminal cleanliness	5	4	3	2	1		<input type="checkbox"/>
Ease of access and use	5	4	3	2	1		<input type="checkbox"/>
Signage	5	4	3	2	1		<input type="checkbox"/>
Personal Security (terminal and parking lots)	5	4	3	2	1		<input type="checkbox"/>
Lighting (terminal and parking lots)	5	4	3	2	1		<input type="checkbox"/>
Usefulness of electronic arrival/departure signs	5	4	3	2	1		<input type="checkbox"/>
Availability of bus and shuttle connections	5	4	3	2	1		<input type="checkbox"/>
Availability amenities (seating, newsstands, etc)	5	4	3	2	1		<input type="checkbox"/>
Availability of car parking	5	4	3	2	1		<input type="checkbox"/>
Availability of bike parking	5	4	3	2	1		<input type="checkbox"/>
Protection from adverse weather	5	4	3	2	1		<input type="checkbox"/>

Onboard Ferries	Very Satisfied			Very Dissatisfied			N/A
Availability of seats on ferry	5	4	3	2	1		<input type="checkbox"/>
Cleanliness of ferry	5	4	3	2	1		<input type="checkbox"/>
Clarity of public address announcements	5	4	3	2	1		<input type="checkbox"/>
Quality of service at the ferry snack bar	5	4	3	2	1		<input type="checkbox"/>
Access for bicyclists	5	4	3	2	1		<input type="checkbox"/>
Access for persons with disabilities	5	4	3	2	1		<input type="checkbox"/>
Condition of restrooms	5	4	3	2	1		<input type="checkbox"/>
Quality of WiFi connection	5	4	3	2	1		<input type="checkbox"/>
Helpfulness and courtesy of ferry crews	5	4	3	2	1		<input type="checkbox"/>

Ferry Overall	Very Satisfied			Very Dissatisfied			N/A
On-time performance of ferries	5	4	3	2	1		<input type="checkbox"/>
Hours of operation	5	4	3	2	1		<input type="checkbox"/>
Frequency of ferries	5	4	3	2	1		<input type="checkbox"/>
Timely information about service disruptions	5	4	3	2	1		<input type="checkbox"/>
Timeliness of connections with buses/shuttles	5	4	3	2	1		<input type="checkbox"/>
Ease of purchasing tickets or passes	5	4	3	2	1		<input type="checkbox"/>
Overall rating of the Ferry	5	4	3	2	1		<input type="checkbox"/>

CONTACT INFORMATION (OPTIONAL)

23. Name: _____
24. Phone: (_____) _____
25. Email Address: _____

ADDITIONAL COMMENTS

DEMOGRAPHICS

These questions will be used for statistical purposes **only**.

15. Gender
- ☐ Male
- ☐ Female
- ☐ Non-binary
16. Age
- ☐ 12 or younger
- ☐ 13 - 17
- ☐ 18 - 24
- ☐ 25 - 34
- ☐ 35 - 44
- ☐ 45 - 54
- ☐ 55 - 64
- ☐ 65 & older
17. Annual Household Income
- ☐ Under \$15,000
- ☐ \$15,000 - \$24,999
- ☐ \$50,000 - \$74,999
- ☐ \$75,000 - \$99,999
- ☐ \$100,000 - \$149,999
- ☐ \$150,000 - \$199,999
- ☐ \$200,000 or more
18. Race/Ethnicity *(Please mark all that apply)*
- ☐ Caucasian/White
- ☐ Hispanic/Latino
- ☐ African American/Black
- ☐ Asian/Pacific Islander
- ☐ Native American
- ☐ Other: _____
19. What is your home Zip Code?
- _____
20. How well do you speak English?
- ☐ Very well
- ☐ Well
- ☐ Not well
- ☐ Not at all
-
- a. Language(s) spoken at home:
- ☐ Mandarin
- ☐ Cantonese
- ☐ Spanish
- ☐ Other: _____
21. May we contact you to ask your opinion of Ferry Service? *(If yes, please provide contact information)*
- ☐ Yes
- ☐ No
22. Do you have a smartphone?
- ☐ Yes
- ☐ No

San Francisco Bay Ferry

ENCUESTA DE PASAJEROS 2017

Por favor dedique unos minutos a llenar ambos lados de este cuestionario. Cuando haya terminado, devuelva la encuesta completa al coordinador de la encuesta.

ACERCA DE ESTE VIAJE

1. **Terminales de ferry:** ¿Dónde abordó este ferry y dónde va a desembarcar?

Terminal de embarque

- ☐ Alameda (Main Street)
☐ Harbor Bay
☐ Oakland (Jack London Sq)
☐ Pier 41
☐ SF Ferry Building
☐ South SF
☐ Vallejo

Terminal de desembarque

- ☐ Alameda (Main Street)
☐ Harbor Bay
☐ Oakland (Jack London Sq)
☐ Pier 41
☐ SF Ferry Building
☐ South SF
☐ Vallejo

2. **Comienzo del viaje:** ¿De dónde vino antes de abordar este ferry?

- ☐ Mi hogar ☐ Mi trabajo ☐ Otro lugar

- a. Ciudad _____
b. La intersección más cercana _____
c. Punto de referencia/Vecindario _____

3. **Final del viaje:** ¿A dónde irá después de desembarcar de este ferry?

- ☐ Mi hogar ☐ Mi trabajo ☐ Otro lugar

- a. Ciudad _____
b. La intersección más cercana _____
c. Punto de referencia/Vecindario _____

4. **Accediendo al ferry:**

- a. ¿Cómo llegó a la terminal de ferry?
b. ¿Cómo llegará a su destino final después de desembarcar?

(4a) ¿Cómo llegó al ferry?
(4b) ¿Cómo llegará después de desembarcar?

Caminando todo el camino	<input type="checkbox"/>	<input type="checkbox"/>
En bicicleta	<input type="checkbox"/>	<input type="checkbox"/>
Conducir sólo	<input type="checkbox"/>	<input type="checkbox"/>
Auto compartido	<input type="checkbox"/>	<input type="checkbox"/>
Me dejaron/recogieron en auto	<input type="checkbox"/>	<input type="checkbox"/>
Transporte público (autobús/tren)	<input type="checkbox"/>	<input type="checkbox"/>
La Línea F (Muni)	<input type="checkbox"/>	<input type="checkbox"/>
Transporte privado/del empleador	<input type="checkbox"/>	<input type="checkbox"/>
Taxi	<input type="checkbox"/>	<input type="checkbox"/>
Uber/Lyft	<input type="checkbox"/>	<input type="checkbox"/>

Otro (especifique): _____

5. **¿Cuál es el propósito de su viaje hoy?**

- ☐ Viaje habitual hacia/desde el trabajo/la escuela
☐ Médico/Dental
☐ Compras
☐ Entretenimiento/Recreación
☐ Disfrutar de las vistas
☐ Otro: _____

6. **¿Qué OTRO TIPO de transporte hubiera utilizado probablemente si no hubiera tomado el ferry para su viaje hoy?** (marque sólo uno)

- ☐ Ferry es mi única opción
☐ Conducir sólo
☐ Auto compartido
☐ Auto compartido informal
☐ Uber/Lyft
☐ Autobús
☐ BART/tren
☐ Otro: _____

7. **¿Qué tipo de tarifa pagó por este viaje?**

- ☐ Adulto ☐ Discapacitado/Medicare
☐ Joven ☐ Grupo escolar
☐ Tercera edad
☐ Otro: _____

8. **¿Qué tipo de boleto usó?**

- ☐ Tarjeta Clipper
☐ Viaje sencillo/de ida solamente
☐ Pase mensual (Vallejo)
☐ Otro: _____

9. **¿Está haciendo un viaje de ida y vuelta en el ferry hoy?**

- ☐ Sí (me vine en ferry hoy mismo o lo tomaré más tarde hoy)
☐ No

USO DE FERRY

10. **¿Con qué frecuencia suele usar el ferry?**

- ☐ 6-7 días a la semana
☐ 5 días a la semana
☐ 3-4 días a la semana
☐ 1-2 días a la semana
☐ 1-3 días al mes
☐ Menos de una vez por mes
☐ Esta es mi primera vez en el ferry

11. **¿Cuáles son las razones principales por las que viaja en ferry?** (Marque hasta tres)

- ☐ No tengo automóvil/no manejo
☐ No quiero batallar con el estacionamiento/tráfico
☐ Capacidad de hacer otras cosas (leer, dormir)
☐ Más rápido que otras opciones
☐ Ayudar al medio ambiente
☐ Ahorrar dinero
☐ Relajarme/reducir el estrés
☐ Disfrutar de las vistas
☐ Calidad de viaje mucho mejor que BART/autobús
☐ Otro: _____

12. **¿Por cuánto tiempo ha estado usando el ferry?**

- ☐ Ésta es mi primera vez
☐ Menos de 6 meses
☐ 6 meses - 12 meses
☐ 1 - 2 años
☐ 3 - 5 años
☐ 6 - 10 años
☐ Más de 10 años

13. **¿Vive aquí o está visitando?**

- ☐ Vivo en el Área de la Bahía de San Francisco
☐ Visitante

SATISFACCIÓN CON EL FERRY

14. Por favor califique el ferry en cada atributo a continuación, siendo “5” la mejor calificación (Muy satisfecho/a) y “1” la peor calificación (Muy insatisfecho/a).

Terminales	Muy satisfecho/a			Muy insatisfecho(a)			N/A
Limpieza de la terminal	5	4	3	2	1		<input type="checkbox"/>
Facilidad de acceso y uso	5	4	3	2	1		<input type="checkbox"/>
Señalización	5	4	3	2	1		<input type="checkbox"/>
Seguridad personal (terminales y estacionamientos)	5	4	3	2	1		<input type="checkbox"/>
Alumbrado (terminales y estacionamientos)	5	4	3	2	1		<input type="checkbox"/>
Utilidad de las señales electrónicas de llegada/salida	5	4	3	2	1		<input type="checkbox"/>
Disponibilidad de conexiones de autobuses y enlaces	5	4	3	2	1		<input type="checkbox"/>
Disponibilidad de servicios (asientos, quioscos, etc.)	5	4	3	2	1		<input type="checkbox"/>
Disponibilidad de estacionamiento	5	4	3	2	1		<input type="checkbox"/>
Disponibilidad de estacionamiento para bicis	5	4	3	2	1		<input type="checkbox"/>
Protección contra el clima adverso	5	4	3	2	1		<input type="checkbox"/>

A bordo del ferry	Muy satisfecho/a			Muy insatisfecho(a)			N/A
Disponibilidad de asientos en el ferry	5	4	3	2	1		<input type="checkbox"/>
Limpieza del ferry	5	4	3	2	1		<input type="checkbox"/>
Claridad de los anuncios dirigidos al público	5	4	3	2	1		<input type="checkbox"/>
Calidad del servicio en el snack bar del ferry	5	4	3	2	1		<input type="checkbox"/>
Acceso para ciclistas	5	4	3	2	1		<input type="checkbox"/>
Acceso para personas con incapacidades	5	4	3	2	1		<input type="checkbox"/>
Condición de los baños	5	4	3	2	1		<input type="checkbox"/>
Calidad de la conexión WiFi	5	4	3	2	1		<input type="checkbox"/>
Amabilidad y cortesía de las tripulación de los ferry	5	4	3	2	1		<input type="checkbox"/>

Ferry en general	Muy satisfecho/a			Muy insatisfecho(a)			N/A
Puntualidad de los ferry	5	4	3	2	1		<input type="checkbox"/>
Horario de operación	5	4	3	2	1		<input type="checkbox"/>
Frecuencia del servicio	5	4	3	2	1		<input type="checkbox"/>
Información oportuna sobre interrupciones del servicio	5	4	3	2	1		<input type="checkbox"/>
Puntualidad de las conexiones con autobuses/enlaces	5	4	3	2	1		<input type="checkbox"/>
Facilidad de comprar boletos o pases	5	4	3	2	1		<input type="checkbox"/>
Calificación general del ferry	5	4	3	2	1		<input type="checkbox"/>

INFORMACIÓN DE CONTACTO (OPCIONAL)

23. Nombre: _____
24. Te: (_____) _____
25. Dirección de correo electrónico: _____

COMENTARIOS ADICIONALES

DEMOGRAFÍA

Estas preguntas se usarán sólo con fines estadísticos.

15. Sexo

☐ Hombre

☐ Mujer

☐ No binario
16. Edad

☐ 12 ó menos

☐ 13 - 17

☐ 18 - 24

☐ 25 - 34

☐ 35 - 44

☐ 45 - 54

☐ 55 - 64

☐ 65 y mayor
17. Ingresos anuales de la familia

☐ Under \$15,000

☐ \$15,000 - \$24,999

☐ \$50,000 - \$74,999

☐ \$75,000 - \$99,999

☐ \$100,000 - \$149,999

☐ \$150,000 - \$199,999

☐ \$200,000 o más
18. Raza/Etnia (por favor marque todas las que apliquen)

☐ Blanco/Caucásico

☐ Hispano/Latino

☐ Afroamericano/Negro

☐ Asiático/Isleño del Pacífico

☐ Nativo americano

☐ Otro: _____
19. ¿Cuál es el código postal de su casa?

20. ¿Qué tan bien domina el inglés?

☐ Muy bien

☐ Bien

☐ No tan bien

☐ Nada

a. Idioma(s) que se hablan en el hogar:

☐ Mandarín

☐ Cantonés

☐ Español

☐ Otro: _____
21. ¿Podemos comunicarnos con usted para preguntarle su opinión sobre el servicio de ferry? (Si es así, proporcione la información de contacto)

☐ Sí

☐ No
22. Tiene un smartphone?

☐ Sí

☐ No

三藩市海灣渡輪

2017年乘客調查

請您抽幾分鐘填寫問卷的正反面。完成後，請將填妥的問卷交給問卷協調員。

關於本次行程

1. 渡輪碼頭：您從哪裡搭乘渡輪，會在這裡下船？

登船碼頭

- ☐ Alameda (Main Street)
- ☐ Harbor Bay
- ☐ Oakland (Jack London Sq)
- ☐ Pier 41
- ☐ SF Ferry Building
- ☐ South SF
- ☐ Vallejo

下船碼頭

- ☐ Alameda (Main Street)
- ☐ Harbor Bay
- ☐ Oakland (Jack London Sq)
- ☐ Pier 41
- ☐ SF Ferry Building
- ☐ South SF
- ☐ Vallejo

2. 行程開始：您上船之前從哪裡來？

- ☐ 家裡
- ☐ 工作地點
- ☐ 其他地方

- a. 城市 _____
- b. 最近的交口 _____
- c. 地標 / 社區 _____

3. 行程結束：您下船之後要去哪裡？

- ☐ 家裡
- ☐ 工作地點
- ☐ 其他地方

- a. 城市 _____
- b. 最近的交口 _____
- c. 地標 / 社區 _____

4. 搭乘渡輪：

- a. 您如何前往渡輪碼頭？
- b. 您下船後如何前往最終目的地的？

(4a) 前往渡輪的方式 (4b) 下渡輪後的方式

全程走路	<input type="checkbox"/>	<input type="checkbox"/>
自行車	<input type="checkbox"/>	<input type="checkbox"/>
自己開車	<input type="checkbox"/>	<input type="checkbox"/>
與人共乘	<input type="checkbox"/>	<input type="checkbox"/>
由汽車接送	<input type="checkbox"/>	<input type="checkbox"/>
大眾捷運（公車 / 火車） F-Line (Muni)	<input type="checkbox"/>	<input type="checkbox"/>
私人 / 雇主交通車	<input type="checkbox"/>	<input type="checkbox"/>
計程車	<input type="checkbox"/>	<input type="checkbox"/>
Uber/Lyft	<input type="checkbox"/>	<input type="checkbox"/>

其他（請指明） _____

5. 您今天行程的目的是什麼？

- ☐ 往返工作 / 學校
- ☐ 醫療 / 牙科
- ☐ 購物
- ☐ 娛樂 / 休閒
- ☐ 觀光
- ☐ 其他： _____

6. 如果您今天不搭渡輪，最可能使用哪一種交通工具？（只選一項）

- ☐ 渡輪是我的唯一選擇
- ☐ 自己開車
- ☐ 與人共乘
- ☐ 順道共乘
- ☐ Uber/Lyft
- ☐ 公車
- ☐ BART/火車
- ☐ 其他： _____

7. 您這次行程支付哪一種船費？

- ☐ 成人票
- ☐ 兒童票
- ☐ 老人票
- ☐ 其他： _____
- ☐ 殘障 / Medicare票
- ☐ 學校團體票

8. 您使用哪一種船票？

- ☐ Clipper卡
- ☐ 單次 / 單程
- ☐ 月票 (Vallejo)
- ☐ 其他： _____

9. 您今天會搭渡輪來回嗎？

- ☐ 是（今天稍早搭乘渡輪，或是晚點會搭渡輪）
- ☐ 否

渡輪使用

10. 您通常多常搭渡輪？

- ☐ 一週6-7天
- ☐ 一週5天
- ☐ 一週3-4天
- ☐ 一週1-2天
- ☐ 一個月1-3天
- ☐ 一個月不到一次
- ☐ 這是我第一次搭渡輪

11. 您搭渡輪的主要原因是什麼？（最多選三個）

- ☐ 沒有車 / 不開車
- ☐ 不想處理停車 / 交通
- ☐ 能做其他事（看書、睡覺）
- ☐ 比其他選項還快
- ☐ 協助環境
- ☐ 省錢
- ☐ 放鬆 / 減壓
- ☐ 觀光
- ☐ 搭乘品質遠勝於BART / 公車
- ☐ 其他： _____

12. 您使用渡輪多久了？

- ☐ 這是我第一次
- ☐ 不到6個月
- ☐ 6個月 - 12個月
- ☐ 1 - 2年
- ☐ 3 - 5年
- ☐ 6 - 10年
- ☐ 10年以上

13. 您住在此地還是遊客？

- ☐ 住在三藩市灣區
- ☐ 遊客

渡輪滿意度

14. 請對渡輪的以下每一項評分，5是最佳評分（非常滿意），1是最差評分（非常不滿意）。這些問題只會用於統計目的。

碼頭	非常滿意					非常不滿意	不適用
碼頭清潔性	5	4	3	2	1		<input type="checkbox"/>
容易前往和使用	5	4	3	2	1		<input type="checkbox"/>
標示	5	4	3	2	1		<input type="checkbox"/>
個人安全（碼頭和停車場）	5	4	3	2	1		<input type="checkbox"/>
照明（碼頭和停車場）	5	4	3	2	1		<input type="checkbox"/>
電子抵港 / 離港標示的有用性	5	4	3	2	1		<input type="checkbox"/>
公車和接駁車轉乘可用性	5	4	3	2	1		<input type="checkbox"/>
便利設施（座椅、書報架等）可用性	5	4	3	2	1		<input type="checkbox"/>
停車位可用性	5	4	3	2	1		<input type="checkbox"/>
自行車停車可用性	5	4	3	2	1		<input type="checkbox"/>
免受惡劣的天氣	5	4	3	2	1		<input type="checkbox"/>

登上渡輪	非常滿意					非常不滿意	不適用
渡輪座椅可用性	5	4	3	2	1		<input type="checkbox"/>
渡輪清潔性	5	4	3	2	1		<input type="checkbox"/>
公共廣播的清楚程度	5	4	3	2	1		<input type="checkbox"/>
渡輪點心台的服務品質	5	4	3	2	1		<input type="checkbox"/>
自行車騎士通行	5	4	3	2	1		<input type="checkbox"/>
殘障人士通行	5	4	3	2	1		<input type="checkbox"/>
廁所情況	5	4	3	2	1		<input type="checkbox"/>
WiFi連線品質	5	4	3	2	1		<input type="checkbox"/>
渡輪工作人員的幫助和禮貌	5	4	3	2	1		<input type="checkbox"/>

渡輪整體	非常滿意					非常不滿意	不適用
渡輪準時性	5	4	3	2	1		<input type="checkbox"/>
營業時間	5	4	3	2	1		<input type="checkbox"/>
渡輪頻率	5	4	3	2	1		<input type="checkbox"/>
關於服務中斷的即時資訊	5	4	3	2	1		<input type="checkbox"/>
轉乘公車 / 接駁車的準時性	5	4	3	2	1		<input type="checkbox"/>
購買船票或通行證的容易性	5	4	3	2	1		<input type="checkbox"/>
渡輪的整體評分	5	4	3	2	1		<input type="checkbox"/>

聯絡資訊（選填）

23. 姓名： _____

24. 電話：（ ） _____

25. 電子郵件地址： _____

額外意見

人口統計資料

15. 性別

- ☐ 男
☐ 女
☐ 非二元性別

16. 年齡

- ☐ 12歲或以下
☐ 13 - 17歲
☐ 18 - 24歲
☐ 25 - 34歲
☐ 35 - 44歲
☐ 45 - 54歲
☐ 55 - 64歲
☐ 65歲或以上

17. 全家年度收入

- ☐ \$15,000以下
☐ \$15,000 - \$24,999
☐ \$50,000 - \$74,999
☐ \$75,000 - \$99,999
☐ \$100,000 - \$149,999
☐ \$150,000 - \$199,999
☐ \$200,000或以上

18. 種族 / 族裔（請標出所有適用答案）

- ☐ 白種人
☐ 西語裔 / 拉丁美洲裔
☐ 非裔美國人 / 黑人
☐ 亞裔 / 太平洋島民
☐ 美國原住民
☐ 其他： _____

19. 您家的郵遞區號是什麼？

20. 您的英語講得如何？

- ☐ 非常好
☐ 很好
☐ 不太好
☐ 完全不會說

a. 家裡說的語言：

- ☐ 普通話
☐ 廣東話
☐ 西班牙語
☐ 其他： _____

21. 我們可以聯繫您詢問您對於渡輪服務的意見嗎？（如果是，請提供聯繫資訊）

- ☐ 是
☐ 否

22. 您有智慧手機嗎？

- ☐ 是
☐ 否

WETA PUBLIC PARTICIPATION PLAN - 2022

1. INTRODUCTION

The San Francisco Bay Area Water Emergency Transportation Authority (WETA) is a regional public transit agency tasked with operating and expanding ferry service on the San Francisco Bay and with coordinating the water transit response to regional emergencies. Under the San Francisco Bay Ferry brand, WETA carries over 3 million passengers annually on five ferry routes, utilizing a fleet of 15 high-speed passenger-only ferry vessels. San Francisco Bay Ferry currently serves the cities of Alameda, Oakland, Richmond, San Francisco, South San Francisco and Vallejo.

With funding and environmental approvals, WETA's 2016 Strategic Plan calls for new services to Seaplane Lagoon in Alameda, Treasure Island, Mission Bay, Berkeley, Redwood City, , the South Bay, and the Carquinez Strait, ultimately creating a robust 16-terminal regional network to meet the Bay Area demand for a safe, sustainable and environmentally-responsible transportation alternative.

2. PURPOSE OF PUBLIC PARTICIPATION PLAN

Pursuant to Federal Transit Administration (FTA) Title VI regulatory guidance, federal funding recipients and sub-recipients should seek out and consider the viewpoints of minority, low-income and Limited English Proficient (LEP) populations when conducting public outreach and soliciting public involvement. FTA Circular 4702.1B requires that an agency offer “adequate notice of public participation activities, as well as early and continuous opportunities for public review and comment at key decision points.” WETA has instituted policies and procedures to engage the community and offer many opportunities for public input in the development of ferry service throughout the region and in regards to major service changes and fare increases.

This Public Participation Plan (Plan) compiles WETA's existing policies and practices for how it engages community members and passengers throughout the communities currently served by San Francisco Bay Ferry as well as the communities where ferry service is being planned. The Plan outlines how WETA includes community input in our general planning processes, solicits public input in response to a proposed fares or service change, and ensures inclusive public participation from all community members.

3. WETA PUBLIC PARTICIPATION STRATEGY

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

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

The objectives of WETA's outreach policies and procedures outlined below are to:

- Inform the public about transportation issues and the planning process
- Establish the process whereby the public can express concerns, desires, and values in many different ways
- Reach a wide range of community members
- Implement and adjust policies and procedures in order to increase the participation of under-represented populations
- Ensure WETA's programs and activities reflect community values
- Improve ferry service based on public input
- Commit to transparent communication with WETA riders, stakeholders, peer transit operators, and the general public
- Create a more equitable, coordinated, and integrated regional transit network

WETA conducts outreach and involvement opportunities for the public as new planning efforts are initiated, as new fares are considered, as major service changes are considered, and when new services are implemented. In addition, WETA has a process to strive to ensure that all community member input is considered, including LEP individuals and members of minority and low-income populations. Each of these outreach procedures are discussed in more detail below.

Garnering Community Input in our General Planning Processes

One of WETA's main functions is to work toward developing and expanding ferry service on the San Francisco Bay. An integral part of expanding ferry service includes working with a wide variety of regional and community organizations, neighborhood associations and civic groups; participating on special community advisory committees, and working through local governments' community outreach committees or processes throughout the duration of the project. WETA re-engages many of these same groups when monitoring existing ferry service or considering changes to the service or terminal areas.

Some of the tools and strategies that staff employs to engage these groups and disseminate information include the following:

- Provide presentations on our plans and projects to various local and regional public agency boards
- Hold workshops in communities served by San Francisco Bay Ferry regarding plans and or proposed changes at various times of day and different days of the week to ensure the greatest participation

- Provide a virtual attendance option through internet-based meeting software and/or telephone access for Board meetings, public hearings, and informational meetings regarding changes in service, fares or benefits
- Facilitate breakout sessions for smaller group discussions
- Engage in interactive exercises
- Provide tours of facilities and terminals
- Participate in community fairs and festivals
- Participate in meetings of social and civic clubs and organizations (such homeowner/real estate groups and chambers of commerce) to inform and educate the public
- Offer to conduct meetings regarding fare or service changes in alternative languages or formats
- Periodically hold WETA Board of Director meetings at night and/or at alternative geographic locations within WETA's service area to facilitate local participation
- Utilize visual materials and methods for collecting input that are different than traditional write-in comments or attendance at public hearings
- Engage advisory committees in local jurisdictions
- Distribute written information at meetings, ferry terminals, on-board vehicles and at ticket offices
- Prepare periodic newsletters
- Utilize paid print and electronic advertisements
- Prepare press releases and press kits, and work closely with local news media to create feature stories
- Use social media to communicate about projects under development, as well as ongoing services
- Provide extensive information on our website including maps, service details, and project-specific pages
- Utilize video screens on-board vessels to communicate pertinent information
- Utilize customized "Bay Alerts" e-mail system to communicate with subscribers regarding service issues, plans and programs
- Develop and utilize email lists for regular project-specific updates

Results of these methods and strategies are integrated into the planning process and/or submitted to the Board of Directors for review and consideration when taking action on a particular project.

WETA's Process to Solicit and Consider Public Comments on Proposed Fares, Schedules or Service Changes

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

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

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

Ensuring Inclusive Participation from all Community Members

WETA's objective is to ensure the various communities that are, or may be, served by San Francisco Bay Ferry have sufficient opportunities to provide input in the development and design of future ferry services and stations, changes to existing services, and marketing efforts. Key elements of WETA's ongoing efforts to actively solicit the participation of all community members including minority, low-income and LEP populations include the following:

- WETA regularly conducts outreach efforts related to existing ferry service and proposed plans for ferry service expansion. Meetings are held in locations accessible to transit, offered in various formats and at various times and days in an effort to make attendance convenient for different communities, including low-income and minority communities.
- Consistent with WETA's LEP plan, notices to riders regarding major service changes or decreases in benefits are provided in English, Chinese and Spanish. WETA also provides the following notifications in both Spanish and Chinese:
 - A notice on schedules, brochures and the San Francisco Bay Ferry Website that free telephone translation services are available by calling 415-705-8291.
 - A statement notifying Spanish and Chinese speakers that free in-person translators are available if requested 5 business days prior to the

scheduled meeting or public hearing regarding proposed decreases in benefits or services.

4. PLAN UPDATES AND CONCLUSION

WETA is committed to a thorough and robust public participation process to encourage effective engagement from the public in decision making processes, respects and follows federal and state laws, implements WETA's Limited English Proficiency (LEP) Plan and garners support and trust from the communities served by San Francisco Bay Ferry.

Effective public involvement is a dynamic and ongoing process. WETA will continually modify its public participation methods based on feedback from low-income, minority and LEP populations, including from both customers and community-based organizations, about the Plan's effectiveness and inclusiveness. The Plan is intended to be a living document and may be updated periodically to reflect community preferences, changing demographics and services, as well as respond to new communication and outreach methods.

APPENDIX H

WETA Board Resolution Approving
2022-2024 Title VI Program

SAN FRANCISCO BAY AREA WATER EMERGENCY TRANSPORTATION AUTHORITY

RESOLUTION NO. 2021-15

APPROVE FY 2022-2024 TITLE VI PROGRAM

WHEREAS, Title VI of the Civil Rights Act of 1964 is a federal statute that provides that no person shall, on the grounds of race, color, or national origin, be excluded from participation in, denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance; and

WHEREAS, all programs receiving financial assistance from the Federal Transit Administration (FTA) are subject to Title VI and the U.S. Department of Transportation's implementing regulations at 49 CFR part 21; and

WHEREAS, the San Francisco Bay Area Water Emergency Transportation Authority (WETA), as the operator of San Francisco Bay Ferry, is a recipient of financial assistance from FTA; and

WHEREAS, FTA requires that all direct and primary recipients of FTA financial assistance document their compliance by submitting an updated Title VI Program once every three years; and

WHEREAS, an update to the WETA Title VI Program is due to FTA on June 1, 2021; and

WHEREAS, WETA has prepared an update to the Title VI Program in accordance with the requirements detailed in FTA Circular 4702.1B (dated October 1, 2012); now, therefore, be it

RESOLVED, that the Board of Directors hereby approves the FY 2022-24 Title VI Program.

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 May 20, 2021.

YEA:

NAY:

ABSTAIN:

ABSENT:

/s/ Board Secretary

2021-15

END

MEMORANDUM

TO: Board Members

FROM: Seamus Murphy, Executive Director
Lynne Yu, Finance & Administration Manager
Kevin Connolly, Planning & Development Manager
Tim Hanners, Operations & Maintenance Manager
Michael Gougherty, Principal Planner

SUBJECT: Preliminary Fiscal Year 2021/22 Operating and Capital Budgets

Recommendation

This report is submitted for informational purposes only. No action is requested at this time. Staff will present a final Fiscal Year (FY) 2021/22 budget proposal for Board adoption at the June 3, 2021 meeting.

Background

The preliminary FY 2021/22 Operating and Capital Budgets total \$94.9 million in capital and operating expenses. The preliminary FY 2021/22 Operating Budget represents the priorities of WETA's FY 2022 Pandemic Recovery Program (Program), closely following the core principles adopted by the Board in March 2021. Those principles expressed a shift in how service will be delivered over the next fiscal year, with supporting changes in passenger fares. The schedule and fare adjustments that will be put into place on July 1, 2021 are intended to encourage Bay Area residents to return to the ferry or even to try it for the first time.

While the agency has been working diligently to develop a service plan to achieve the core principles of the Program, the preliminary FY 2021/22 Operating Budget represents a shift in WETA's approach to many of its prior practices. Expense components of the operating budget such as crew scheduling, vessel maintenance, and facility management have been revisited to identify opportunities for cost savings. As a result of this attention, the preliminary FY 2021/22 Operating Budget proposes a 54 percent net increase in ferry service hours while lowering the unit cost of delivering that service by 27 percent.

Recovery from the pandemic will likely be a slow and gradual process, for both the Bay Area economy and ferry ridership. Without the anticipated infusion of federal funds through three acts of Congress, WETA would not be able to restore service over the next fiscal year. WETA's operating budget has historically relied on farebox revenue as a primary source. With ridership levels expected to remain significantly below pre-pandemic levels in FY 2021/22, revenues previously generated by fares, will instead be backfilled by federal COVID-19 relief sources.

The budget assumes that ridership will return to 50 percent of pre-pandemic levels by the end of the fiscal year. It also assumes that ridership return will build slowly and will average between 30-40 percent of pre-pandemic levels in aggregate. Fare revenue from this ridership return will be supplemented by a combination of federal COVID-19 relief funds that have already been received, along with funds from the American Recovery Plan Act (ARPA), which will be allocated over time by MTC to support transit agencies' FY 2021/22, and FY 2022/23 needs. A

constructive partnership with the Metropolitan Transportation Commission will be important as ferry service is restored and WETA is better able to understand ridership demand, ongoing expenses, and actual fare revenue.

Summary

The preliminary FY 2021/22 Operating and Capital Budgets contain \$94.9 million in spending proposals funded with a variety of revenue sources, as summarized in Table 1 below.

Table 1 - FY 2021/22 Preliminary Budget Summary

FY 2021/22 Preliminary Budget			
Expense (in \$1,000's)		Revenue (in \$1,000's)	
Operating Budget Expenditures	\$49,994	Bridge Tolls	\$18,005
- <i>Ferry Service</i>	46,994	Federal Funds	41,529
- <i>Planning and Administration</i>	3,000	State Funds	21,693
		Local Funds	5,432
Capital Budget Expenditures	44,933	Passenger Fares	8,268
Total Budget Expense	\$94,927	Total Budget Revenue	\$94,927

The preliminary FY 2021/22 Operating Budget totals \$50 million in spending to support operation of San Francisco Bay Ferry routes serving Alameda Main Street, Harbor Bay, Oakland, Richmond, South San Francisco, and Vallejo, along with the planned new Alameda Seaplane Lagoon service. The FY 2021/22 Capital Budget, totaling \$44.9 million, includes 19 projects including the construction and refurbishment of ferry vessels, core facilities, and terminal expansion needed to support ferry service today and into the future.

Discussion

The operating and capital components of the preliminary FY 2021/22 Operating and Capital Budgets are discussed in further detail below.

FY 2021/22 OPERATING BUDGET

The preliminary FY 2021/22 Operating Budget, as provided in **Attachment A**, is funded with federal COVID-19 relief funds, Regional Measure 2 (RM2) bridge tolls, farebox revenues and Contra Costa transportation sales tax funds. It is made up of two primary components: a ~\$47.0 million Ferry Service Operating budget and a \$3.0 million Planning and Administration budget. A detailed budget covering WETA's Planning and Administration functions and the operation of Ferry Service by route is presented on pages 3 through 11 of **Attachment A**. (Note: Page 3 of 11 in attachment A includes a table titled "FY 2021/22 Ferry Service Operating Budget – Preliminary Summary – New Major Cost Components." This table is an alternate version of the table "FY 2021/22 Ferry Service Operating Budget – Preliminary Summary shown on page 4 of 11 and indicates that new budget categories that WETA is transitioning to use.)

Ferry Service Operating Budget - ~\$47.0 million

The preliminary FY 2021/22 Ferry Service Operating budget assumes an enhancement and/or resumption of service at the five routes operating prior to the pandemic along with the introduction of a new service at the Seaplane Lagoon Terminal in Alameda. The Program places emphasis on more midday and late evening service to adjust to modified or non-

traditional work schedules. As a result, previously commute-only services in Harbor Bay and Richmond will offer all-day service. Higher levels of midday service will also be a feature of the Vallejo and Oakland & Alameda routes. Finally, start of the South San Francisco service will be deferred until October to coincide with the expected return of commuters to Oyster Point employers .

Operating Expense

Table 2 below shows major cost components of the Ferry Service Operating budget.

Table 2 - Ferry Service Operating Budget

	FY 2022 Proposed Budget	% of Total
Vessel Crew Labor	\$ 15,245,947	32%
Vessel Fuel	\$ 9,636,903	21%
Vessel Maintenance & Repair	\$ 4,937,000	11%
Facilities - Terminals	\$ 2,170,433	5%
Facilities - O&M	\$ 6,311,976	13%
System Expenses	\$ 8,691,475	18%
Total Budget Expense	\$ 46,993,733	100%

Vessel Crew Labor & Fuel – Crew labor and fuel make up over 50 percent of the anticipated expenses for the preliminary FY 2021/22 Ferry Service Operating budget. The budget assumes that crew labor will be maintained at pre-pandemic levels, with 140 crew members on the Blue & Gold Fleet payroll. Avoiding layoffs and furloughs of employees is a condition of accepting federal dollars. Labor wage rates are as defined in WETA's service operations contract with Blue & Gold Fleet.

The expense for fuel is budgeted at \$3.00 per gallon for FY 2022. Fuel prices have fluctuated over the past several years, ranging from as low as \$1.99 to \$2.60. While current fuel prices are lower than \$3.00 per gallon, the budgeted rate accounts for the general volatility of fuel prices over time.

Vessel Maintenance & Repair - Maintenance and repair expenses are budgeted to ensure that WETA's fleet of 16 vessels for the upcoming year is maintained in a safe and reliable operating condition. Typical items in this expense category include parts, contracted repair services, vessel insurance, cleaning, and other maintenance-related supplies and equipment. For previous budgets, WETA has relied solely on historical systemwide actual expenses to estimate future expenses for maintenance and repairs. For FY 2021/22, staff undertook a comprehensive effort with its ferry operations consultant to individually review maintenance and repair needs for each vessel. This effort allowed staff to identify and exclude historical expenses that are not required for the upcoming fiscal year. Staff has also modified the cycle for vessel dry dock repairs to occur every other year rather than annually, resulting in an approximately \$750,000 savings for the preliminary FY 2021/22 Operating Budget.

Facilities – Facility expenses capture the ongoing activities required to operate and maintain WETA's passenger terminals and maintenance facilities. In all, WETA is responsible for 10 passenger terminals, as well as the Central Bay and North Bay Operations and Maintenance

Facilities. As with the approach for vessel maintenance and repair expenses, staff has individually reviewed specific operations and maintenance needs for each facility and excluded historical expenses that are not expected to be required in the upcoming fiscal year.

Typical terminal expenses include items such as utilities, basic maintenance of waterside and landside assets, property insurance, IT support and security. Costs can vary considerably by terminal depending on the level of amenities provided and whether maintenance responsibilities are shared with a local agency such as a City or Port District.

For the Central Bay and North Bay Operations facilities, major expenses include engineering labor, contracted services, utilities, and basic supplies and equipment required to operate each facility. The budget assumes that engineering labor, which accounts for over half of each facility's total expense, will be maintained at the same level as before the pandemic, with 22 engineers on the Blue & Gold Fleet payroll. Labor wage rates are as defined in WETA's service operations contract with Blue & Gold Fleet.

System Expenses – System expenses represent costs that are not associated with a specific facility but are generally required to support ferry service operation. WETA staff expenses, including wages, fringe benefits, and overhead are the most significant system expense. For the FY 2021/22 budget, a total of 9 WETA staff FTEs are assumed, which remains unchanged from pre-pandemic staffing levels. System expenses also encompass certain contractor fees, such as dispatch, supervision, and administrative costs, as well as insurance deductible fees and profit. Other expenses in this category include advertising and marketing, ticketing, insurance, and general administration, such as legal fees, miscellaneous contracted services, taxes and licenses, and travel.

The total estimate of \$47.0 million for the preliminary FY 2021/22 Ferry Operating Budget is 12 percent (or \$5.1 million) higher than actual expenses from FY 2018/19, the last full year of regular operations prior to the pandemic. Aside from standard increases related to inflation and programmed contract provider wage escalation, the increase in cost is explained by the addition of a new service at Seaplane Lagoon and increases in service on other routes such as Richmond and Vallejo. A comparison of the preliminary FY 2021/22 Ferry Service Operating budget with the ferry service operating expenses from the previous six fiscal years is presented below in Table 3. As the table indicates, expenses had been increasing at a regular rate until the interruption of the pandemic in FY 2019/20 and FY 2020/21.

Table 3 - Annual Ferry Service Operating Expenses FY 2016-2022

Fiscal Year	Total Operating Expenses
2016 (Actual)	\$29,363,161
2017 (Actual)	\$33,243,675
2018 (Actual)	\$37,880,157
2019 (Actual)	\$41,870,861
2020 (Actual)	\$41,816,676
2021 (Actual Projected)	\$31,462,200
2022 (Budget)	\$46,993,733

While the overall cost of delivering ferry service has increased in the preliminary FY 2021/22 Ferry Service Operating Budget, the delivery of that service will be dramatically more efficient by

several standard performance measures. Table 4 below summarizes a selection of efficiency performance measures used internally by WETA and across the transit industry.

Table 4 – Performance Measure Comparison between FY 2018/19 Actual and FY 2021/22 Preliminary Budget

Performance Measures	FY 2018/19 Actual	FY 2021/22 Preliminary Budget	% Change
# of Crew Hours	249,560	275,187	10%
Total Operating Cost	\$41,870,861	\$46,993,733	12%
Service:			
Revenue Hours	20,596	31,787	54%
Non-Revenue Hours	7,219	2,955	-59%
Total Hours	27,815	34,742	25%
Revenue Miles	405,374	542,203	34%
Non-Revenue Miles	70,023	38,711	-45%
Total Miles	475,397	580,914	22%
Cost Efficiency:			
Cost/Revenue Hour	\$2,033	\$1,478	-27%
Cost/Total Hours	\$1,505	\$1,353	-10%
Labor Efficiency:			
Revenue Hours/Crew Shift	2.64	3.70	40%
Total Hours/Crew Shift	3.57	4.04	13%

The data presented in Table 4 indicates that the preliminary FY 2021/22 Ferry Service Operating budget features more crew hours (+10 percent) in total but far more hours in revenue service (+54 percent) and far less in non-revenue service (-59 percent). With more crew hours in revenue service, the cost per revenue hour has been reduced by over 27 percent. Additionally, from a labor efficiency perspective, crews will spend roughly 40 percent more shift time in revenue service than FY 2018/19, but only 13 percent more total shift time under vessel operation. These improvements were accomplished by scheduling crews to operate more midday and late evening trips as opposed to spending down time at maintenance facilities or performing other tasks.

Table 5.0 below summarizes the number of scheduled trips for the proposed service plan in comparison to actuals from FY 2018/19. The table shows that midday and late-night service will increase significantly, +66 percent and +100 percent respectively, while peak and weekend trips will be slightly reduced, -11 percent and -14 percent. Overall, there are 7 percent more overall trips being offered with the new service plan.

**Table 5.0 Systemwide Scheduled Trips,
FY2021/22 vs. FY2018/19**

Time Period	FY 2018/19 Actual	FY 2021/22 Preliminary Budget	% Change
Peak	97	86	-11%
Midday	35	58	66%
Evening	13	26	100%
Weekend	74	64	-14%
Total	219	234	7%

Operating Revenue

The COVID-19 pandemic has had a significant impact on WETA's ridership and normal annual operating sources. Federal COVID-19 relief funding has enabled WETA to balance its operating budgets for FY 2020/21 and FY 2021/22. The preliminary FY 2021/22 Operating Budget assumes the use of a variety of WETA's normal annual operating sources and federal COVID-19 relief funds to implement the Program.

The preliminary budget is assumed to be funded with \$15.6 million from Regional Measure 2 (RM2) funds, \$22.1 million from federal COVID-19 relief funds, \$8.3 million from fare revenues and, \$3.7 million from Contra Costa Measure J funds, as further identified on page 2 of **Attachment A**. Assumptions associated with fares, RM2 and federal COVID-19 relief funds – the primary sources proposed to support the FY 2021/22 operating budget – are discussed below.

Fares – Farebox revenues normally cover between 50 and 60 percent of WETA's operating expense. Based on the one-year fare changes from the Program, WETA's farebox revenues are budgeted at approximately \$8.3 million in FY 2021/22, compared to \$22.4 million in pre-pandemic FY 2018/19. At this rate, fare revenues will cover 17 percent of the Ferry Service operating budget. Table 6 below shows the allocation of the FY 2021/22 Ferry Service Operation Budget by route and ridership projections. Ridership projections were prepared as part of the Program and assume that ridership returns gradually, but not fully, over the course of FY 2021/22.

Table 6 – FY 2021/22 Ferry Operating Budget and Projected Ridership by Route

Route	Preliminary Budget		Projected Ridership	
	Total (in \$1,000's)	% of Total	Total	% of Total
Oakland & Alameda Ferry Route	\$10,453	22.2%	428,000	29.7%
Harbor Bay Ferry Route	\$4,681	10.0%	159,000	11.0%
Alameda Seaplane Ferry Route	\$4,352	9.3%	198,000	13.7%
Vallejo Ferry Route	\$17,186	36.6%	469,000	32.5%
South San Francisco Ferry Route	\$3,267	7.0%	62,000	4.3%
Richmond Ferry Route	\$7,054	15.0%	126,000	8.7%
Total	\$46,994	100.0%	1,442,000	100.0%

Regional Measure 2 Funds – Historically, RM2 has provided the second largest revenue source available to support WETA's ongoing ferry operation, after fare revenues. In past years, \$19.5 million has been available to support WETA's operation, including \$16.5 million for service and \$3 million for Planning & Administration, covering approximately 35 percent of WETA's overall expense. Due to uncertainty about future toll revenue, MTC is reducing the allocation of RM2 bridge tolls by 15 percent, or \$2.7 million, in FY 2021/22. MTC will also suspend \$1.2 million in RM2 funding for supplemental transbay ferry services provided through the Bay Bridge Forward program. The total anticipated reduction in RM2 funding for FY 2021/22 is \$3.9 million. WETA will continue to work closely with MTC to ensure that federal COVID-19 relief funds are available to backfill reduced revenues and support service needs in FY 2021/22.

Federal COVID-19 Relief Funds – Since the start of the pandemic, the Federal government has enacted three COVID-19 relief bills with funding to support and maintain transit services and staffing nationwide. WETA received a total of \$18.8 million from the first bill, the Coronavirus Aid, Relief, and Economic Security Act (CARES). Subsequently, MTC approved the allocation of \$18.4 million to WETA from the second bill, the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA). MTC has yet to allocate \$1.7 billion that has been made available to the region from the third bill, the American Rescue Plan Act (ARPA). MTC staff anticipates that these funds will be distributed in multiple tranches, to support transit needs throughout FY 2021/22 and FY 2022/23 .

The federal COVID-19 relief funds have been used to support operations from FY 2019/20 through FY 2021/22. The preliminary FY 2021/22 Operating Budget includes \$22.1 million in federal COVID-19 relief funds, \$18.4 million from allocated CRRSAA funds and \$3.7 million from the anticipated first tranche of ARPA funding. The use of these one-time Federal funds has enabled WETA to maintain ferry service operations throughout the pandemic and will be used in FY 2021/22 to restore service and incentivize the return of riders to the system.

Planning and Administration Operating Budget - \$3 million
Operating Expense

The preliminary budget includes \$3.0 million to support agency planning and administrative expenses for staff wages and benefits, professional support services such as planning consultants, legal and lobbying services, and other general items associated with WETA's planning and administration activities housed at Pier 9.

This budget, along with the ferry service budget, supports a WETA staffing level of 18 full-time and 1 part-time positions as identified in the Organizational Chart provided on page 1 of **Attachment C**. This represents an increase of two position from the FY 2020/21 staffing level. The proposed changes to the staffing plan also include the redefinition of existing vacancies and clarification of existing roles to better support the current and future needs of the agency and its operations.

Redefinition of Existing Vacancies:

- **Chief Financial Officer (CFO)** – The Finance and Administration Manager position will be elevated to include new responsibilities including strategic financial planning necessary to support the evolution of WETA services with a focus on long-term financial sustainability and maximizing the value of limited resources.
- **Customer Experience Specialist** – The Program Specialist position will be redefined and will report to WETA's Public Information and Marketing Manager. This new role will

focus on supporting efforts to identify, implement, and market improvements designed to increase customer satisfaction and attract/retain riders.

- **Government and Regulatory Affairs Specialist** – The Administrative Assistant position will be redefined and will report to the Government and Regulatory Affairs Manager. This new role will help advance the agency's local, state, and federal policy goals by building and focusing support for WETA's policy objectives. It will also support the agency's regulatory compliance functions, including emergency response.

New positions requested in the budget include:

- A **Grants Administrator** to support a growing scope of reporting requirements and grant identification and administration needs.
- A part-time **Transportation Intern** position to assist the Planning and Development group in a growing scope of studies, and planning efforts that will be critical to informing upcoming decisions about the future of the agency.

The preliminary budget provides for a 3.8 percent cost of living increase for WETA staff positions (excluding the Executive Director) based upon the most recent one-year (April 2020 to April 2021) change in the Consumer Price Index for the San Francisco Bay Area, consistent with prior year practice. This pay change, which would normally go into effect on July 1, is reflected in the WETA FY 2021/22 Pay Schedule included in page 2 of **Attachment C**.

The FY 2021/22 Planning and Administration Operating Budget supports an FY 2021/22 Work Program that is covered in detail in **Appendix 1**.

Operating Revenue

WETA's Planning and Administration budget is typically funded with \$3 million RM2 funds allocated annually by MTC. However, for FY 2021/22, MTC has indicated that RM2 funding may be reduced by 15 percent, based on reduced traffic volumes due to the pandemic. Reserves from the original state appropriation will provide the balance, \$450,000, of funding for the Planning and Administration budget.

FY 2021/22 CAPITAL BUDGET

Capital Expense

The preliminary FY 2021/22 Capital Budget, as provided in **Attachment B**, includes 19 new and continuing projects necessary to maintain existing services and facilities and to further develop WETA's near-term expansion services. These projects total \$119.8 million with budgeted FY 2021/22 expenditures in the amount of \$44.9 million.

Major capital project activity and expense in FY 2021/22 will include the following:

- **Main Street Terminal Rehabilitation** – In addition to preliminary engineering and design, this continuing project has been amended to include the fabrication and installation replacement float and gangway at the Alameda Main Street ferry terminal. The current waterside infrastructure at the terminal is nearing the end of its useful life and this project is necessary to ensure continued safe operations at the terminal.
- **Design and Construct All-Electric Vessel and Charging Infrastructure** – This continuing project will design and construct shoreside charging infrastructure for a small 99-passenger

battery electric ferry vessel to be operated in future planned Mission Bay ferry service, a critical 2.6-mile link between the Mission Bay and the Downtown San Francisco ferry terminals.

- **Terminal Dredging – Vallejo** – This project will support the required periodic maintenance dredging of the Vallejo ferry terminal basin to ensure continued operational reliability.
- **Vessel Purchase, Replacement, and Rehabilitation** – The FY 2022 Capital program includes a number of new and ongoing vessel rehabilitation, purchase, and replacement projects necessary to maintain WETA’s fleet of existing vessels in a “state of good repair” and to support the ability to deliver uninterrupted safe, reliable, and efficient ferry transportation services. These projects include:
 - Continued construction of two new commuter-class vessels at Mavrik Marine. The build schedule of these vessels has been impacted by the COVID-19 pandemic and local shelter-in-place orders. The current construction schedule anticipates the delivery of the first vessel in mid-2021 and the completion of the second vessel in late 2021;
 - Continued construction of two replacement vessels for the MV Bay Breeze and MV Solano vessels;
 - Contract award and begin construction of replacement vessel for the MV Intintoli;
 - Rehabilitation of major system components including engine conversions on the Gemini Class vessels and overhaul work on the MV *Argo*, MV *Carina*, MV *Cetus*, MV *Hydrus*, MV *Pisces*, MV *Bay Breeze*, MV *Pyxis*, MV *Vela*, and MV *Intintoli*.

Capital Revenue

The preliminary FY 2021/22 Capital Budget is funded with a variety of ferry transportation grant revenues made available to WETA for specific projects contained in the budget. FY 2021/22 capital expenditures will be funded with \$21.2 million from state grants, \$19.5 million from federal grants, \$2.4 million from bridge toll revenues, and \$1.8 million local funds.

BUDGET REVIEW AND REFINEMENT PROCESS

Budget Refinement Process

Given the continued uncertainty about the sustained impacts of the COVID-19 pandemic, the recovery of the Bay Area economy, and the effect on regional travel patterns including how people will begin to incorporate ferry transportation back into their daily routines, staff recommends a continued flexible approach to budgeting in FY 2021/22. This process will include quarterly review and adjustment of the budget, as necessary to reflect evolving conditions throughout the year.

Next Steps

Staff will develop recommendations for a final FY 2021/22 Operating and Capital Budget proposal for Board consideration at its scheduled June 3 meeting.

Fiscal Impact

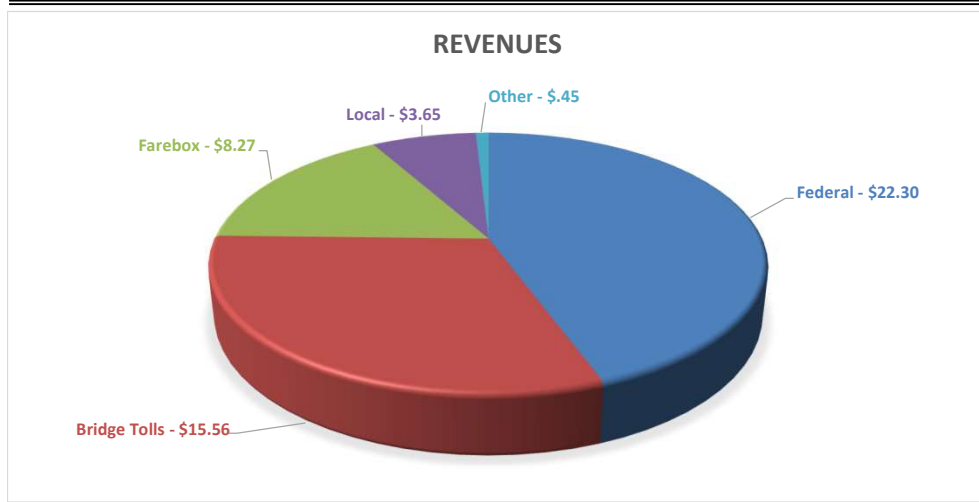
There is no fiscal impact associated with this informational item.

END

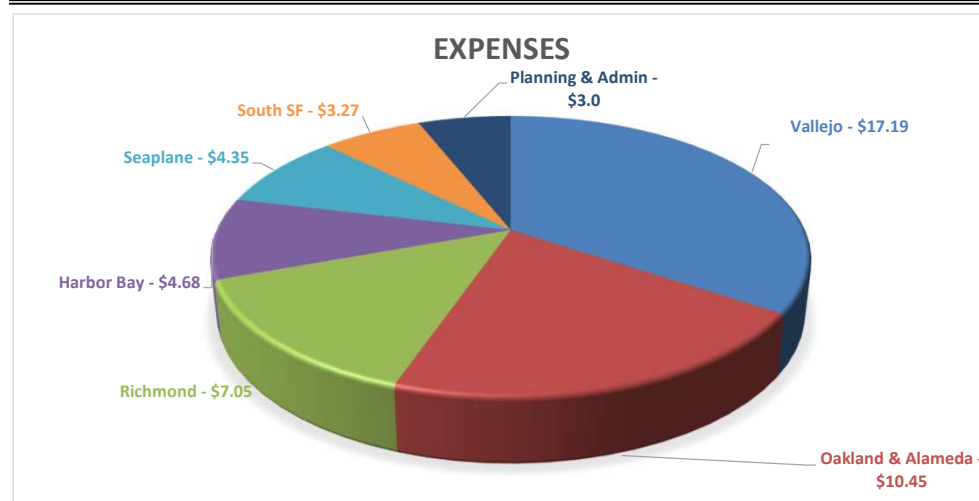
Attachment A

San Francisco Bay Area Water Emergency Transportation Authority FY 2021/22 Operating Budget - Preliminary *(figures in millions)*

	Proposed FY 2021/22	Percentage (%) of Total
Revenues		
Federal COVID-19 Relief Funds	\$22.07	44%
Bridge Tolls	15.56	31%
Farebox Revenues	8.27	17%
Local Transportation Sales Tax	3.65	7%
Other Operating Assistance	0.45	1%
Total Revenues	\$49.99	100%



	Proposed FY 2021/22	Percentage (%) of Total
Expenses		
Ferry Service	\$46.99	94%
- Vallejo Ferry Route	17.19	
- Oakland & Alameda Ferry Route	10.45	
- Richmond Ferry Route	7.05	
- Harbor Bay Ferry Route	4.68	
- Alameda Seaplane Ferry Route	4.35	
- South San Francisco Ferry Route	3.27	
Planning and Administration	3.00	6%
Total Expenses	\$49.99	100%



**San Francisco Bay Area Water Emergency
Transportation Authority
FY 2021/22 Operating Budget - Preliminary
Summary**

	FY 2018/19 - Pre-COVID - Actual			FY 2021/22 Operating Budget - Preliminary		
	Planning & Administration	Ferry Routes	Total	Planning & Administration	Ferry Routes	Total
Revenues						
Fare Revenue	\$0	\$22,435,000	\$22,435,000	\$0	\$8,268,000	\$8,268,000
Local - Bridge Toll Revenue	2,353,100	15,822,300	\$18,175,400	2,550,000	13,005,000	15,555,000
- Regional Measure 2	2,353,100	15,822,300	18,175,400	2,550,000	13,005,000	15,555,000
Local - Contra Costa Measure J		1,240,200	1,240,200	-	3,651,300	3,651,300
State - Original Appropriation		-	-	450,000	-	450,000
Federal - COVID-19 Relief Funds		-	-	-	22,069,400	22,069,400
Other Revenue - Landing Fees		20,400	20,400	-	-	-
Total Revenues	\$2,353,100	\$39,517,900	\$41,871,000	\$3,000,000	\$46,993,700	\$49,993,700
Expenses						
Salaries, Wages & Fringe Benefits	\$1,273,600	\$1,103,400	\$2,377,000	\$1,601,600	\$1,996,000	\$3,597,600
Professional / Contract Services	1,001,900	1,340,000	2,341,900	2,054,200	2,091,400	4,145,600
Purchased Transportation	-	26,683,700	26,683,700	-	28,267,400	28,267,400
- Vessel Expense - Crew	-	13,212,800	13,212,800	-	15,246,000	15,246,000
- Vessel Expense - Maintenance	-	8,723,500	8,723,500	-	7,303,600	7,303,600
- Non-Vessel Expense	-	2,522,400	2,522,400	-	2,394,700	2,394,700
- Contractor Mgmt/Staff Support and Profit	-	2,225,000	2,225,000	-	3,323,100	3,323,100
Fuel - Diesel	-	7,412,400	7,412,400	-	9,637,000	9,637,000
- # of gallons	-	2,870,462	2,870,462	-	3,212,315	3,212,315
- Per gallon cost	-	\$2.58	\$2.58	-	\$3.00	\$3.00
Repair, Operating & Promotional Supplies	163,300	269,800	433,100	59,800	163,300	223,100
Utilities	47,000	280,100	327,100	43,800	645,100	688,900
Insurance	25,400	1,372,100	1,397,500	17,100	2,419,100	2,436,200
Dues, Subscriptions, Media & Other Expenses	211,400	50,200	261,600	94,700	365,600	460,300
Leases, Rentals and Docking Fees	385,000	251,700	636,700	326,400	211,200	537,600
Admin Overhead Expense Transfer	(754,500)	754,500	-	(1,197,600)	1,197,600	-
Total Expenses	\$2,353,100	\$39,517,900	\$41,871,000	\$3,000,000	\$46,993,700	\$49,993,700
Operating Statistics:						
Ridership		3,048,879			1,442,000	
Vessel Operating Miles		475,397			580,914	
- Revenue Miles		405,374			542,202	
- Non-Revenue Miles		70,023			38,712	
Vessel Operating Hours		27,815			34,740	
- Revenue Hours		20,596			31,786	
- Non-Revenue Hours		7,219			2,954	
Performance Measures:						
Farebox Recovery %		57%			18%	
Cost per Operating Miles		\$83.13			\$80.90	
Cost per Operating Hour		\$1,420.74			\$1,352.73	

Budget Notes:

- Fare revenues are reduced significantly to \$8,268,000, which is 37% of FY2018/19's actual fares received. This represents "Scenario 2" of the modeled fare revenue and ridership projections discussed at the April 1 Board meeting.
- MTC has indicated they are planning to reduce the FY2021/22 Regional Measure 2 (RM2) funds by 15%. MTC has also notified WETA that the additional \$1,200,000 RM2 funds to support enhanced transbay services will not be available next year. Total anticipated reduction in RM2 funds for FY2021/22 is \$3,945,000.
- MTC Commission approved the distribution of the Coronavirus Response and Relief Appropriations Act of 2021 (CRRSAA), second COVID-19 relief bill, funds in January 2021. WETA received \$18,353,700 which has been secured in a FTA grant and available for use to support the FY2021/22 Operating Budget. Distribution of tranche one of the third COVID-19 relief bill, American Rescue Plan Act (ARPA) is planned for July 2021 and \$3,944,800 will be used to balance the FY2021/22 Operating Budget.
- The total preliminary FY2021/22 Operating Budget of \$49,993,700 includes an overall increase of \$8,122,700 or 19% over FY2018/19's actual spending on the existing five ferry routes, including the Richmond Ferry Route for 6 months (from January to June 2019). The overall increase also includes \$4,352,300 for the new Alameda Seaplane Ferry Route - scheduled to launch in August 2021.
- The largest budget line items are Purchased Transportation, 57% of total budget, and Fuel, 19% of total budget.

**San Francisco Bay Area Water Emergency
Transportation Authority
FY 2021/22 Ferry Service Operating Budget - Preliminary
Summary - New Major Cost Components**

	FY 2021/22 Operating Budget - Preliminary						
	Oakland & Alameda	Harbor Bay	Alameda Seaplane	Vallejo	South San Francisco	Richmond	Total
Revenues							
Fare Revenue	\$1,843,000	\$704,000	\$840,000	\$3,913,000	\$421,000	\$547,000	\$8,268,000
Bridge Toll Revenue	3,403,800	1,524,300	1,417,200	5,595,800	1,063,900	-	13,005,000
- Regional Measure 2	3,403,800	1,524,300	1,417,200	5,595,800	1,063,900	-	13,005,000
Local - Contra Costa Measure J	-	-	-	-	-	3,651,300	3,651,300
Federal - COVID-19 Relief Funds	5,206,600	2,453,100	2,095,100	7,676,700	1,782,400	2,855,500	22,069,400
- CRRSAA	4,082,600	1,828,400	1,699,800	6,711,900	1,276,100	2,754,900	18,353,700
- ARPA	1,124,000	624,700	395,300	964,800	506,300	100,600	3,715,700
Total Revenues	\$10,453,400	\$4,681,400	\$4,352,300	\$17,185,500	\$3,267,300	\$7,053,800	\$46,993,700
Expenses							
Vessel Crew Labor	\$3,777,800	\$1,693,200	\$1,573,900	\$4,427,100	\$1,018,700	\$2,755,300	\$15,246,000
- # of crew hours	68,253	30,590	28,435	79,725	18,404	49,780	275,187
Vessel Fuel	2,032,900	658,700	596,400	4,817,300	385,000	1,146,700	9,637,000
- # of gallons	677,633	219,555	198,804	1,605,783	128,319	382,221	3,212,315
- Per gallon cost	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00
Vessel Operations & Maintenance	992,700	673,400	546,500	1,260,500	585,300	878,600	4,937,000
Facility Operations & Maintenance	1,262,200	758,600	618,300	3,969,100	709,700	1,164,400	8,482,300
- Terminals	341,800	134,200	111,500	1,066,100	167,100	349,700	2,170,400
- Operations & Maintenance Facilities	920,400	624,400	506,800	2,903,000	542,600	814,700	6,311,900
System Expense	2,387,800	897,500	1,017,200	2,711,500	568,600	1,108,800	8,691,400
- WETA Staff Expenses	947,800	352,200	438,600	1,038,700	137,300	279,000	3,193,600
- Contractor (BGF) Staff Expenses	403,300	156,300	151,700	452,900	121,800	272,100	1,558,100
- Contractor (BGF) Profits	329,800	127,800	124,000	370,300	99,600	222,500	1,274,000
- General Administration	154,000	59,700	57,900	172,900	46,500	103,900	594,900
- Advertising & Marketing	353,700	125,900	171,600	371,100	59,000	99,700	1,181,000
- Insurance	60,300	23,400	22,700	67,700	18,200	40,700	233,000
- Ticketing	134,800	52,200	50,700	151,300	40,700	90,900	520,600
- Service Specific Fees	4,100	-	-	86,600	45,500	-	136,200
Total Expenses	\$10,453,400	\$4,681,400	\$4,352,300	\$17,185,500	\$3,267,300	\$7,053,800	\$46,993,700
Operating Statistics:							
Ridership	428,000	159,000	198,000	469,000	62,000	126,000	1,442,000
Vessel Operating Miles	102,329	58,798	39,117	247,151	38,709	94,810	580,914
- Revenue Miles	98,962	54,035	36,210	246,701	30,447	75,848	542,203
- Non-Revenue Miles	3,367	4,763	2,907	450	8,262	18,962	38,711
Vessel Operating Hours	8,992	3,486	3,383	10,098	2,716	6,067	34,742
- Revenue Hours	8,719	3,154	3,077	9,870	2,070	4,897	31,787
- Non-Revenue Hours	273	332	306	228	646	1,170	2,955
Performance Measures:							
Farebox Recovery %	18%	15%	19%	23%	13%	8%	18%
Cost per Operating Miles	\$102.15	\$79.62	\$111.26	\$69.53	\$84.41	\$74.40	\$80.90
Cost per Operating Hour	\$1,162.52	\$1,342.91	\$1,286.52	\$1,701.87	\$1,202.98	\$1,162.65	\$1,352.65

Budget Notes:

- ▶ WETA Board of Directors adopted the FY 2022 Pandemic Recovery Program at the April 1 meeting. The preliminary FY 2021/22 Ferry Service Operating Budget supports the adopted Pandemic Service Plan.
- ▶ The preliminary budget for Purchased Transportation supports a 1.5% billing rate increase for on-board crew members. Approximately 140 Crew members will be utilized to operate the Pandemic Service Plan. A 1.5% billing rate increase for Engineers is also anticipated. The proposed budget supports a total of 22 Engineers - 10 at the North Bay Facility and 12 at the Central Bay Facility.
- ▶ The most recent, for the month of March 2021, system-wide average cost per gallon of Fuel was \$2.55. Due to the volatility and uncertainty of fuel prices, Fuel is budgeted at \$3.00 per gallon for FY2021/22. The total fuel usage in FY2021/22 for the six routes is expected to be approximately 3.3 million gallons, an increase of 385,000 gallons or 13% over FY2018/19's usage.

**San Francisco Bay Area Water Emergency
Transportation Authority
FY 2021/22 Ferry Service Operating Budget - Preliminary
Summary**

	FY 2021/22 Operating Budget - Preliminary						
	Oakland & Alameda	Harbor Bay	Alameda Seaplane	Vallejo	South San Francisco	Richmond	Total
Revenues							
Fare Revenue	\$1,843,000	\$704,000	\$840,000	\$3,913,000	\$421,000	\$547,000	\$8,268,000
Bridge Toll Revenue	3,403,800	1,524,300	1,417,200	5,595,800	1,063,900	-	13,005,000
- Regional Measure 2	3,403,800	1,524,300	1,417,200	5,595,800	1,063,900	-	13,005,000
Local - Contra Costa Measure J	-	-	-	-	-	3,651,300	3,651,300
Federal - COVID-19 Relief Funds	5,206,600	2,453,100	2,095,100	7,676,700	1,782,400	2,855,500	22,069,400
- CRRSAA	4,082,600	1,828,400	1,699,800	6,711,900	1,276,100	2,754,900	18,353,700
- ARPA	1,124,000	624,700	395,300	964,800	506,300	100,600	3,715,700
Total Revenues	\$10,453,400	\$4,681,400	\$4,352,300	\$17,185,500	\$3,267,300	\$7,053,800	\$46,993,700
Expenses							
Salaries, Wages & Fringe Benefits	\$592,400	\$220,100	\$274,100	\$649,200	\$85,800	\$174,400	\$1,996,000
Professional / Contract Services	528,500	201,500	\$257,800	788,800	102,700	212,100	2,091,400
Purchased Transportation	6,030,900	3,168,400	\$2,661,200	9,137,400	2,320,500	4,949,000	28,267,400
- Vessel Expense - Crew	3,777,800	1,693,200	1,573,900	4,427,100	1,018,700	2,755,300	15,246,000
- Vessel Expense - Maintenance	1,051,400	782,300	542,300	2,836,600	753,600	1,337,400	7,303,600
- Non-Vessel Expense	314,700	349,100	211,300	877,600	280,300	361,700	2,394,700
- Contractor Mgmt/Staff Support and Profit	887,000	343,800	333,700	996,100	267,900	494,600	3,323,100
Fuel - Diesel	2,032,900	658,700	596,400	4,817,300	385,000	1,146,700	9,637,000
- # of gallons	677,633	219,555	198,804	1,605,783	128,319	382,221	3,212,315
- Per gallon cost	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00	\$3.00
Repair, Operating & Promo Supplies	28,500	44,200	\$22,800	25,300	33,200	9,300	163,300
Utilities	146,300	40,600	\$67,300	264,400	32,100	94,400	645,100
Insurance	600,800	171,800	\$242,800	890,900	228,500	284,300	2,419,100
Dues, Subscriptions, Media & Other Expenses	104,200	33,900	\$55,100	101,200	23,600	47,600	365,600
Leases, Rentals and Docking Fees	33,500	10,100	\$10,300	121,500	4,400	31,400	211,200
Admin Overhead Expense Transfer	355,400	132,100	\$164,500	389,500	51,500	104,600	1,197,600
Total Expenses	\$10,453,400	\$4,681,400	\$4,352,300	\$17,185,500	\$3,267,300	\$7,053,800	\$46,993,700
Operating Statistics:							
Ridership	428,000	159,000	198,000	469,000	62,000	126,000	1,442,000
Vessel Operating Miles	102,329	58,798	39,117	247,151	38,709	94,810	580,914
- Revenue Miles	98,962	54,035	36,210	246,701	30,447	75,848	542,203
- Non-Revenue Miles	3,367	4,763	2,907	450	8,262	18,962	38,711
Vessel Operating Hours	8,992	3,486	3,383	10,098	2,716	6,067	34,742
- Revenue Hours	8,719	3,154	3,077	9,870	2,070	4,897	31,787
- Non-Revenue Hours	273	332	306	228	646	1,170	2,955
Performance Measures:							
Farebox Recovery %	18%	15%	19%	23%	13%	8%	18%
Cost per Operating Miles	\$102.15	\$79.62	\$111.26	\$69.53	\$84.41	\$74.40	\$80.90
Cost per Operating Hour	\$1,162.52	\$1,342.91	\$1,286.52	\$1,701.87	\$1,202.98	\$1,162.65	\$1,352.65

Budget Notes:

- ▶ WETA Board of Directors adopted the FY 2022 Pandemic Recovery Program at the April 1 meeting. The preliminary FY 2021/22 Ferry Service Operating Budget supports the adopted Pandemic Service Plan.
- ▶ The preliminary budget for Purchased Transportation supports a 1.5% billing rate increase for on-board crew members. Approximately 140 Crew members will be utilized to operate the Pandemic Service Plan. A 1.5% billing rate increase for Engineers is also anticipated. The proposed budget supports a total of 22 Engineers - 10 at the North Bay Facility and 12 at the Central Bay Facility.
- ▶ The most recent, for the month of March 2021, system-wide average cost per gallon of Fuel was \$2.55. Due to the volatility and uncertainty of fuel prices, Fuel is budgeted at \$3.00 per gallon for FY2021/22. The total fuel usage in FY2021/22 for the six routes is expected to be approximately 3.3 million gallons, an increase of 385,000 gallons or 13% over FY2018/19's usage.

**San Francisco Bay Area Water Emergency
Transportation Authority
FY 2021/22 Operating Budget - Preliminary
Oakland & Alameda Ferry Route**

	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
	Actual	Actual	Projected Actual	Preliminary Budget
Revenues				
Fare Revenue	\$7,770,900	\$5,947,400	\$406,000	\$1,843,000
Bridge Toll Revenue	5,545,200	5,894,800	3,631,400	3,403,800
Federal - COVID-19 Relief Funds	-	1,364,100	4,724,300	5,206,600
Other Revenue - Landing Fees	13,200	11,300	-	
Total Revenues	\$13,329,300	\$13,217,600	\$8,761,700	\$10,453,400
Expenses				
Salaries, Wages & Fringe Benefits	\$481,000	\$675,200	\$525,500	\$592,400
Professional / Contract Services	586,900	445,000	410,300	528,500
Purchased Transportation	9,624,200	9,396,200	6,557,200	6,030,900
- <i>Vessel Expense - Crew</i>	<i>4,716,000</i>	<i>4,938,400</i>	<i>3,172,800</i>	<i>3,777,800</i>
- <i>Vessel Expense - Maintenance</i>	<i>3,192,700</i>	<i>2,878,900</i>	<i>2,336,100</i>	<i>1,051,400</i>
- <i>Non-Vessel Expense</i>	<i>946,400</i>	<i>760,500</i>	<i>308,000</i>	<i>314,700</i>
- <i>Contractor Mgmt/Staff Support and Profit</i>	<i>769,100</i>	<i>818,400</i>	<i>740,300</i>	<i>887,000</i>
Fuel - Diesel	1,427,900	1,416,300	297,200	2,032,900
- <i># of gallons</i>	<i>549,423</i>	<i>582,840</i>	<i>128,437</i>	<i>677,633</i>
- <i>Per gallon cost</i>	<i>\$2.60</i>	<i>\$2.43</i>	<i>\$2.31</i>	<i>\$3.00</i>
Repair, Operating & Promo Supplies	128,700	16,400	8,800	28,500
Utilities	90,600	137,200	80,500	146,300
Insurance	565,800	589,200	531,300	600,800
Dues, Subscriptions, Media & Other Expenses	14,600	27,500	8,600	104,200
Leases, Rentals and Docking Fees	80,700	41,900	27,500	33,500
Admin Overhead Expense Transfer	328,900	472,700	314,800	355,400
Total Expenses	\$13,329,300	\$13,217,600	\$8,761,700	\$10,453,400
Operating Statistics:				
Ridership	1,384,443	1,006,824	86,333	428,000
Vessel Operating Miles	113,058	88,813	37,221	102,329
- <i>Revenue Miles</i>	<i>94,830</i>	<i>72,503</i>	<i>26,880</i>	<i>98,962</i>
- <i>Non-Revenue Miles</i>	<i>18,228</i>	<i>16,310</i>	<i>10,341</i>	<i>3,367</i>
Vessel Operating Hours	12,019	8,887	2,048	8,992
- <i>Revenue Hours</i>	<i>8,429</i>	<i>6,240</i>	<i>1,492</i>	<i>8,719</i>
- <i>Non-Revenue Hours</i>	<i>3,590</i>	<i>2,647</i>	<i>556</i>	<i>273</i>
Performance Measures:				
Farebox Recovery %	58%	45%	5%	18%
Cost per Operating Miles	\$117.90	\$148.83	\$235.40	\$102.15
Cost per Operating Hour	\$1,109.02	\$1,487.30	\$4,278.17	\$1,162.52

**San Francisco Bay Area Water Emergency
Transportation Authority
FY 2021/22 Operating Budget - Preliminary
Harbor Bay Ferry Route**

	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
	Actual	Actual	Projected Actual	Preliminary Budget
Revenues				
Fare Revenue	\$1,643,900	\$1,111,400	-	\$704,000
Bridge Toll Revenue	1,957,200	1,476,300	275,800	1,524,300
Federal - COVID-19 Relief Funds	-	-	1,326,000	2,453,100
Other Revenue - Landing Fees	7,200	12,800	-	-
Total Revenues	\$3,608,300	\$2,600,500	\$1,601,800	\$4,681,400
Expenses				
Salaries, Wages & Fringe Benefits	\$133,700	\$120,300	\$0	\$220,100
Professional / Contract Services	168,000	65,100	109,600	201,500
Purchased Transportation	2,629,600	1,758,800	1,347,700	3,168,400
- Vessel Expense - Crew	1,328,600	984,400	777,900	1,693,200
- Vessel Expense - Maintenance	879,000	522,700	330,000	782,300
- Non-Vessel Expense	213,400	91,100	84,900	349,100
- Contractor Mgmt/Staff Support and Profit	208,600	160,600	154,900	343,800
Fuel - Diesel	379,700	381,700	-	658,700
- # of gallons	146,106	157,078	-	219,555
- Per gallon cost	\$2.60	\$2.43	-	\$3.00
Repair, Operating & Promo Supplies	31,800	10,000	2,200	44,200
Utilities	24,900	30,500	6,200	40,600
Insurance	118,800	139,300	132,500	171,800
Dues, Subscriptions, Media & Other Expenses	300	1,500	800	33,900
Leases, Rentals and Docking Fees	29,800	9,100	2,800	10,100
Admin Overhead Expense Transfer	91,700	84,200	-	132,100
Total Expenses	\$3,608,300	\$2,600,500	\$1,601,800	\$4,681,400
Operating Statistics:				
Ridership	355,713	246,657	-	159,000
Vessel Operating Miles	38,406	29,228	-	58,798
- Revenue Miles	33,342	26,007		54,035
- Non-Revenue Miles	5,064	3,221		4,763
Vessel Operating Hours	2,236	1,571	-	3,486
- Revenue Hours	1,939	1,530		3,154
- Non-Revenue Hours	297	41		332
Performance Measures:				
Farebox Recovery %	46%	43%	0%	15%
Cost per Operating Miles	\$93.95	\$88.97	\$0.00	\$79.62
Cost per Operating Hour	\$1,613.73	\$1,655.32	\$0.00	\$1,342.91

**San Francisco Bay Area Water Emergency
Transportation Authority
FY 2021/22 Operating Budget - Preliminary
Alameda Seaplane Ferry Route**

	FY 2020/21 Projected Actual	FY 2021/22 Preliminary Budget
Revenues		
Fare Revenue	\$0	\$840,000
Bridge Toll Revenue	86,300	1,417,200
Federal - COVID-19 Relief Funds		2,095,100
Total Revenues	\$86,300	\$4,352,300
Expenses		
Salaries, Wages & Fringe Benefits	\$0	\$274,100
Professional / Contract Services	24,700	257,800
Purchased Transportation	-	2,661,200
- <i>Vessel Expense - Crew</i>	-	1,573,900
- <i>Vessel Expense - Maintenance</i>	-	542,300
- <i>Non-Vessel Expense</i>	-	211,300
- <i>Contractor Mgmt/Staff Support and Profit</i>	-	333,700
Fuel - Diesel	-	596,400
- <i># of gallons</i>	-	198,804
- <i>Per gallon cost</i>	-	\$3.00
Repair, Operating & Promo Supplies	1,400	22,800
Utilities	14,000	67,300
Insurance	46,200	242,800
Dues, Subscriptions, Media & Other Expenses	-	55,100
Leases, Rentals and Docking Fees	-	10,300
Admin Overhead Expense Transfer	-	164,500
Total Expenses	\$86,300	\$4,352,300
Operating Statistics:		
Ridership	-	198,000
Vessel Operating Miles	-	39,117
- <i>Revenue Miles</i>	-	36,210
- <i>Non-Revenue Miles</i>	-	2,907
Vessel Operating Hours	-	3,383
- <i>Revenue Hours</i>	-	3,077
- <i>Non-Revenue Hours</i>	-	306
Performance Measures:		
Farebox Recovery %	0%	19%
Cost per Operating Miles	\$0.00	\$111.26
Cost per Operating Hour	\$0.00	\$1,286.52

**San Francisco Bay Area Water Emergency
Transportation Authority
FY 2021/22 Operating Budget - Preliminary
Vallejo Ferry Route**

	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
	Actual	Actual	Projected Actual	Preliminary Budget
Revenues				
Fare Revenue	\$11,481,200	\$8,452,500	\$1,067,700	\$3,913,000
Bridge Toll Revenue	6,195,700	7,150,900	7,412,500	5,595,800
Federal - COVID-19 Relief Funds	-	1,735,500	7,077,100	7,676,700
Total Revenues	\$17,676,900	\$17,338,900	\$15,557,300	\$17,185,500
Expenses				
Salaries, Wages & Fringe Benefits	\$401,800	\$571,600	\$831,300	\$649,200
Professional / Contract Services	424,000	566,000	650,000	788,800
Purchased Transportation	10,668,900	10,999,400	10,731,200	9,137,400
- Vessel Expense - Crew	5,240,400	5,279,100	5,458,400	4,427,100
- Vessel Expense - Maintenance	3,493,400	3,778,100	3,860,700	2,836,600
- Non-Vessel Expense	1,099,800	911,200	495,700	877,600
- Contractor Mgmt/Staff Support and Profit	835,300	1,031,000	916,400	996,100
Fuel - Diesel	5,109,900	3,858,400	1,836,400	4,817,300
- # of gallons	1,984,808	1,635,556	788,509	1,605,783
- Per gallon cost	\$2.57	\$2.36	\$2.33	\$3.00
Repair, Operating and Promo Supplies	64,800	23,500	17,900	25,300
Utilities	122,400	167,800	215,600	264,400
Insurance	460,300	604,700	673,300	890,900
Dues, Subscriptions, Media & Other Expenses	21,200	30,100	15,100	101,200
Leases, Rentals and Docking Fees	128,600	118,200	88,700	121,500
Admin Overhead Expense Transfer	275,000	399,200	497,700	389,500
Total Expenses	\$17,676,900	\$17,338,900	\$15,557,200	\$17,185,500
Operating Statistics:				
Ridership	1,081,665	783,379	104,265	469,000
Vessel Operating Miles	263,419	205,580	114,838	247,151
- Revenue Miles	241,381	189,889	114,058	246,701
- Non-Revenue Miles	22,038	15,691	780	450
Vessel Operating Hours	9,650	7,498	4,104	10,098
- Revenue Hours	8,039	6,916	4,067	9,870
- Non-Revenue Hours	1,611	582	37	228
Performance Measures:				
Farebox Recovery %	65%	49%	7%	23%
Cost per Operating Miles	\$67.11	\$84.34	\$135.47	\$69.53
Cost per Operating Hour	\$1,831.80	\$2,312.47	\$3,790.74	\$1,701.87

**San Francisco Bay Area Water Emergency
Transportation Authority
FY 2021/22 Operating Budget - Preliminary
South San Francisco Ferry Route**

	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
	Actual	Actual	Projected Actual	Preliminary Budget
Revenues				
Fare Revenue	\$1,055,600	\$763,800	\$0	\$421,000
Bridge Toll Revenue	2,124,200	1,514,100	226,400	1,063,900
Federal - COVID-19 Relief Funds	-	-	1,071,700	1,782,400
Total Revenues	\$3,179,800	\$2,277,900	\$1,298,100	\$3,267,300
Expenses				
Salaries, Wages & Fringe Benefits	\$70,000	\$52,900	\$0	\$85,800
Professional / Contract Services	110,200	89,300	8,500	102,700
Purchased Transportation	2,434,300	1,598,300	1,085,400	2,320,500
- Vessel Expense - Crew	1,255,600	875,300	676,300	1,018,700
- Vessel Expense - Maintenance	787,000	421,200	205,900	753,600
- Non-Vessel Expense	141,800	102,800	60,100	280,300
- Contractor Mgmt/Staff Support and Profit	249,900	199,000	143,100	267,900
Fuel - Diesel	282,400	272,100	-	385,000
- # of gallons	108,695	111,975	-	128,319
- Per gallon cost	\$2.60	\$2.43	-	\$3.00
Repair, Operating & Promo Supplies	28,100	8,700	-	33,200
Utilities	24,600	32,300	19,400	32,100
Insurance	160,000	179,300	181,000	228,500
Dues, Subscriptions, Media & Other Expenses	14,100	700	900	23,600
Leases, Rentals and Docking Fees	8,400	7,200	2,900	4,400
Admin Overhead Expense Transfer	47,700	37,100	-	51,500
Total Expenses	\$3,179,800	\$2,277,900	\$1,298,100	\$3,267,300
Operating Statistics:				
Ridership	142,479	103,798	-	62,000
Vessel Operating Miles	36,862	26,183	-	38,709
- Revenue Miles	20,701	14,682		30,447
- Non-Revenue Miles	16,161	11,501		8,262
Vessel Operating Hours	2,320	1,369	-	2,716
- Revenue Hours	1,139	805		2,070
- Non-Revenue Hours	1,181	564		646
Performance Measures:				
Farebox Recovery %	33%	34%	0%	13%
Cost per Operating Miles	\$86.26	\$87.00	\$0.00	\$84.41
Cost per Operating Hour	\$1,370.60	\$1,663.92	\$0.00	\$1,202.98

**San Francisco Bay Area Water Emergency
Transportation Authority
FY 2021/22 Operating Budget - Preliminary
Richmond Ferry Route**

	FY 2018/19 <i>(Jan to Jun 2019)</i> Actual	FY 2019/20 Actual	FY 2020/21 Projected Actual	FY 2021/22 Preliminary Budget
Revenues				
Fare Revenue	\$483,400	\$895,100	\$82,100	\$547,000
Local - Contra Costa Measure J	1,240,200	2,488,900	3,555,800	3,651,300
Federal - COVID-19 Relief Funds	-	2,375	519,200	2,855,500
Total Revenues	\$1,723,600	\$3,386,375	\$4,157,100	\$7,053,800
Expenses				
Salaries, Wages & Fringe Benefits	\$16,900	\$65,800	\$125,800	\$174,400
Professional / Contract Services	50,900	99,000	84,200	212,100
Purchased Transportation	1,326,700	2,553,775	3,111,700	4,949,000
- Vessel Expense - Crew	672,200	1,317,200	1,446,100	2,755,300
- Vessel Expense - Maintenance	371,400	772,675	1,035,800	1,337,400
- Non-Vessel Expense	121,000	186,700	270,600	361,700
- Contractor Mgmt/Staff Support and Profit	162,100	277,200	359,200	494,600
Fuel - Diesel	212,500	358,900	389,900	1,146,700
- # of gallons	81,430	147,344	168,788	382,221
- Per gallon cost	\$2.61	\$2.44	\$2.31	\$3.00
Repair, Operating & Promo Supplies	16,400	10,400	3,200	9,300
Utilities	17,600	45,500	118,300	94,400
Insurance	67,200	195,900	215,800	284,300
Dues, Subscriptions, Media & Other Expenses	-	2,400	3,000	47,600
Leases, Rentals and Docking Fees	4,200	8,700	30,100	31,400
Admin Overhead Expense Transfer	11,200	46,000	75,100	104,600
Total Expenses	\$1,723,600	\$3,386,375	\$4,157,100	\$7,053,800
Operating Statistics:				
Ridership	84,576	158,199	22,242	126,000
Vessel Operating Miles	23,652	41,024	37,221	94,810
- Revenue Miles	15,120	26,702	26,880	75,848
- Non-Revenue Miles	8,532	14,322	10,341	18,962
Vessel Operating Hours	1,590	2,743	2,048	6,067
- Revenue Hours	1,050	1,843	1,492	4,897
- Non-Revenue Hours	540	900	556	1,170
Performance Measures:				
Farebox Recovery %	28%	26%	2%	8%
Cost per Operating Miles	\$72.87	\$82.55	\$111.69	\$74.40
Cost per Operating Hour	\$1,084.03	\$1,234.55	\$2,029.83	\$1,162.65

**San Francisco Bay Area Water Emergency
Transportation Authority
FY 2021/22 Operating Budget - Preliminary
Planning & Administration**

	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
	Actual	Actual	Projected Actual	Preliminary Budget
Revenues				
Bridge Toll Revenue	\$2,353,100	\$2,737,000	\$2,115,000	\$2,550,000
State - Original Appropriation	0	1,128,600	577,100	450,000
Other Revenue - Short Range Transit Plan	-	30,000	-	-
Total Revenues	\$2,353,100	\$3,895,600	\$2,692,100	3,000,000
Expenses				
Salaries, Wages & Fringe Benefits	\$1,273,600	\$3,304,500	\$1,897,700	\$1,601,600
- Salaries & Wages	1,641,200	1,941,800	1,939,000	2,499,300
- Fringe Benefits	1,073,200	3,077,200	1,514,200	1,824,700
- Less Direct Charges to Ferry Services & Capital	(1,440,800)	(1,714,500)	(1,555,500)	(2,722,400)
Professional / Contract Services	1,001,900	1,107,700	1,093,900	2,054,200
- Management Svcs	457,500	609,900	473,200	579,000
- Advertising Fees	12,900	38,300	3,900	10,000
- Professional & Technical Svcs	401,500	419,800	605,500	1,403,800
- Other Services	130,000	39,700	11,300	61,400
Repair, Operating & Promo Supplies	163,300	15,700	21,500	59,800
Utilities	47,000	47,900	44,700	43,800
Insurance	25,400	15,600	17,100	17,100
Dues, Subscriptions, Media & Other Expenses	211,400	53,800	51,000	94,700
Leases, Rentals and Docking Fees	385,000	389,600	398,400	326,400
Subtotal Expenses	\$3,107,600	\$4,934,800	\$3,524,300	\$4,197,600
Overhead Expense Transfers				
Oakland & Alameda Ferry Route	(\$329,000)	(\$472,700)	(\$295,100)	(\$355,400)
Alameda Seaplane Ferry Route	-	-	-	(164,500)
Harbor Bay Ferry Route	(91,700)	(84,200)	-	(132,100)
South San Francisco Ferry Route	(47,700)	(37,100)	-	(51,500)
Vallejo Ferry Route	(274,900)	(399,200)	(466,600)	(389,500)
Richmond Ferry Route	(11,200)	(46,000)	(70,500)	(104,600)
Subtotal Expense Transfers	(\$754,500)	(\$1,039,200)	(\$832,200)	(\$1,197,600)
Total Expenses	\$2,353,100	\$3,895,600	\$2,692,100	\$3,000,000

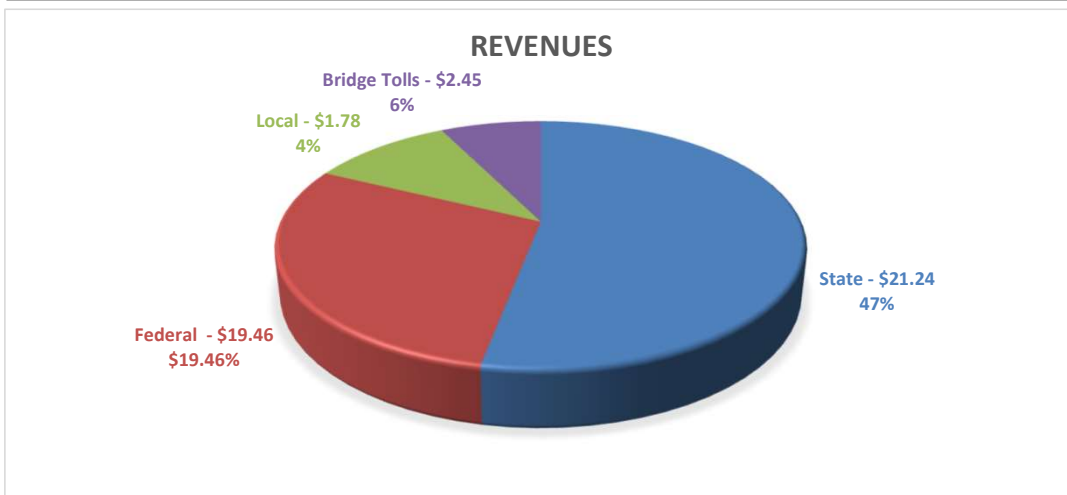
Budget Notes:

- ▶ Includes a 3.8% cost of living increase for staff positions based on the one-year (April 2020 to April 2021) change in the Consumer Price Index for the San Francisco Bay Area.
- ▶ Total Salaries, Wages & Fringe Benefits represents total staffing level of 19. Currently 5 positions are unfilled.
- ▶ Total Salaries, Wages & Fringe Benefits is projected to decrease, when compared to FY2020/21 projected actual, due to the increase in direct charges to Capital to support the increased number of projects.
- ▶ Includes Employer Public Employee Retirement System (PERS) contribution of up to 12.40% and Other Post Employment Benefits (OPEB) contribution of 10.20%.
- ▶ Professional & Technical Services includes funds for contract consultant services to support such activities as Berkeley feasibility study (\$250,000), Berkeley and WETA Business Plans (\$245,000), Redwood City and Berkeley preliminary design (\$150,000), emergency management planning and training (\$100,000), zero emission landside study (\$160,000) and other system planning, operating and technical support activities.

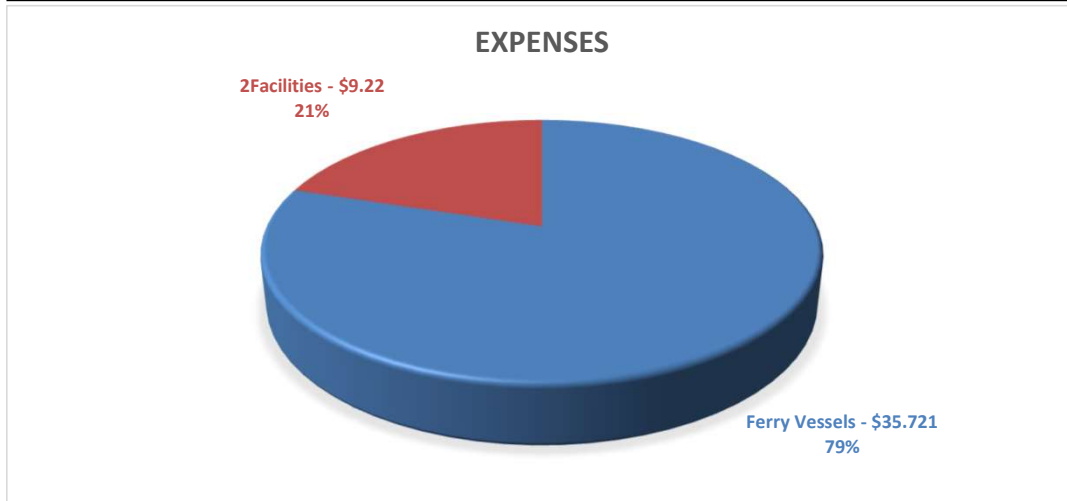
Attachment B

San Francisco Bay Area Water Emergency Transportation Authority FY 2021/22 Capital Budget - Preliminary (figures in millions)

	Total FY 2021/22	Percentage (%) of Total
Revenues		
State Funds	\$21.24	47%
Federal Funds	19.46	43%
Bridge Toll Revenues	2.45	6%
Local Dedicated Funds	1.78	4%
Total Revenues	\$44.93	100.0%



	Total FY 2021/22	Percentage (%) of Total
Expenses		
Ferry Vessels	\$35.72	79%
Facilities	9.22	21%
Total Expenses	\$44.93	100%



**San Francisco Bay Area Water Emergency
Transportation Authority
FY 2021/22 Capital Budget - Preliminary**

	Total Project	Prior Year	Projected Expenditures FY2020/21	FY 2021/22 Preliminary Budget	Future Years
CAPITAL REVENUES:					
Federal Funds	\$58,684,860	\$301,960	\$4,685,340	\$19,459,270	\$34,238,290
State Funds	47,543,850	6,758,350	6,807,650	21,243,000	12,734,850
Bridge Toll Revenues	9,078,490	5,058,560	684,140	2,449,830	885,960
Local Dedicated Funds	4,453,650	16,930	600,400	1,781,020	2,055,300
Total Capital Revenues	\$119,760,850	\$12,135,800	\$12,777,530	\$44,933,120	\$49,914,400
CAPITAL EXPENDITURES:					
FACILITIES:	\$15,764,250	-	\$112,200	\$9,217,450	\$6,434,600
Operations and Maintenance Facilities					
North Bay Facility Fuel System Improvement	530,450	-	98,000	432,450	-
Central Bay Facility Oil System Modification *	650,000	-	-	650,000	-
Terminal Improvement					
Terminal Rehabilitation - Alameda Main Street **	6,127,700	-	14,200	2,436,900	3,676,600
Shoreside Infrastructure for All-Electric Vessel	4,760,000	-	-	2,002,000	2,758,000
Passenger Float Rehabilitation - South San Francisco *	908,500	-	-	908,500	-
Terminal Dredging - Vallejo *	2,787,600	-	-	2,787,600	-
FERRY VESSELS:	\$103,996,600	\$12,135,800	\$12,665,330	\$35,715,670	\$43,479,800
Vessel Construction					
New Commuter Class High-Speed Vessels - 2 each	30,082,500	11,758,350	6,807,650	11,516,500	-
New All-Electric Vessel	4,300,000	-	-	1,834,000	2,466,000
Replacement Vessels - MV Bay Breeze and MV Solano	34,600,000	251,720	5,851,980	15,000,000	13,496,300
Replacement Vessel - MV Intintoli *	26,446,700	-	-	500,000	25,946,700
Vessel Rehabilitation and Refurbishment					
Vessel Engines Conversion - Gemini Class Vessels	5,524,100	-	1,000	3,952,300	1,570,800
Vessel Engines Overhaul - MV Argo and MV Carina	240,000	125,730	-	114,270	-
Vessel Engines Overhaul - MV Cetus *	419,100	-	-	419,100	-
Vessel Engines Overhaul - MV Hydrus *	419,100	-	-	419,100	-
Vessel Reduction Gears Overhaul - MV Pisces **	120,000	-	4,200	115,800	-
Vessel Engines & Reduction Gears Overhaul - MV Bay Breeze	491,400	-	500	490,900	-
Vessel Engines & Fuel Injectors Overhaul - MV Pyxis *	613,200	-	-	613,200	-
Vessel Engines & Fuel Injectors Overhaul - MV Vela *	613,200	-	-	613,200	-
Vessel Fuel Injectors Overhaul - MV Intintoli *	127,300	-	-	127,300	-
Total Capital Expenditures	\$119,760,850	\$12,135,800	\$12,777,530	\$44,933,120	\$49,914,400

* Denotes new project

** Denotes revised project scope and/or budget

FY 2021/22 Capital Project Detail

FACILITIES:

Operations and Maintenance Facilities

North Bay Facility Fuel System Improvement

This continuing project will replace the existing diesel exhaust fluid (DEF) storage tank at the North Bay (Vallejo) Operations and Maintenance Facility with a larger tank to ensure sufficient supply of DEF is available for daily operations. This project will also include work necessary to improve fuel filtration at all the storage tanks at the facility. Installation of the new 5,000-gallon DEF tank is completed. Tank piping system work and electrical system work are expected to be completed in FY 2021/22.

Central Bay Facility Oil System Modification

This project will support on-going work at the Central Bay (Alameda) Operations and Maintenance Facility to modify the clean oil system to enhance oil delivery rate.

Terminal Improvement

Main Street Terminal Rehabilitation

In addition to preliminary engineering and design, this continuing project has been amended to include the fabrication and installation replacement float and gangway at the Alameda Main Street ferry terminal. The current waterside infrastructure at the terminal is nearing the end of its useful life and this project is necessary to ensure continued safe operations at the terminal.

Shoreside Infrastructure for All-Electric Vessel

This continuing project will design and construct shoreside charging infrastructure for the battery electric ferry vessel to be operated in future planned Mission Bay ferry service, a critical 2.6-mile link between the Mission Bay and the Downtown San Francisco ferry terminals.

Passenger Float Rehabilitation – South San Francisco

This project will support the 10-year rehabilitation of the steel passenger float at the South San Francisco ferry terminal. Scope of work includes renewing non-skid coating, gangways, hydraulics, IT equipment, electrical components and major service to the emergency generator.

Terminal Dredging – Vallejo

This project will support the required periodic maintenance dredging of the Vallejo ferry terminal basin to ensure continued operational reliability.

FERRY VESSELS:

Vessel Construction

New Commuter Class Vessels

This continuing project will design and construct two mid-sized high-speed passenger vessels. These new 300 passenger high speed, shallow draft vessels will establish a new class of WETA vessel with the versatility to support WETA's diverse system of services. The build schedule of these vessels has been impacted by the COVID-19 pandemic and local shelter-in-place orders. The current construction schedule anticipates the delivery of the first vessel in mid-2021 and the completion of the second vessel in late 2021.

New All-Electric Vessel

This continuing project will design and construct a new small (99 passenger) battery-electric ferry vessel to support the operation of future Mission Bay ferry service. The new ferry service will provide a critical 2.6-mile link between the Mission Bay and the Downtown San Francisco ferry terminals.

Replacement Vessels - *MV Bay Breeze* and *MV Solano*

This continuing project will design and construct end-of-life replacement vessels for the *MV Bay Breeze*, currently utilized in the Central Bay services, and *MV Solano*, previously used in the North Bay services. In February 2020, a contract award for construction management services was awarded to Aurora Maine Design. In October 2020, Mavrik Marine, Inc was awarded the contract to construct the two replacement vessels.

Replacement Vessels - *MV Intintoli*

This project will design and construct end-of-life replacement vessel for the *MV Intintoli* currently utilized in the North Bay services.

Vessel Rehabilitation and Refurbishment

Vessel Engines Conversion – Gemini Class Vessels

The four Gemini class vessels, *MV Gemini*, *MV Pisces*, *MV Scorpio* and *MV Taurus*, were built in 2008-2009 and outfitted with EAP Tier 2 marine diesel engines with aftermarket exhaust treatment equipment. Staff has determined that this class of vessel can be repowered with available marine engines that meet the current EPA Tier 4 standards. This project will replace these eight, WETA's oldest, engines and move the fleet closer to compliance with new draft proposed California Air Resources Board's engine emission regulations.

Vessel Engines Overhaul – *MV Argo* and *MV Carina*

This continuing project will support the complete overhaul of the vessels' main propulsion engines in accordance with the original equipment manufacturer (OEM) preventative maintenance requirements. The completion of the projects will ensure that the engines operate safely, reliably, and efficiently over their economic useful life.

Vessel Engines Overhaul – *MV Cetus* and *MV Hydrus*

This project will support the *MV Cetus* and *MV Hydrus* 13,500- hour upper end engine overhaul in accordance to manufacture's overhaul service intervals. The required work includes replacing internal sub-components. This engine work is necessary to achieve full useful life of the asset.

Vessel Reduction Gears Overhaul – *MV Pisces*

The manufacture of the vessel reduction gears provides overhaul service intervals. The cyclical overhaul is required to ensure the reduction gear operates safely, reliably, and efficiently over their economic life. This project will support the complete overhaul of the *MV Pisces*' reduction gear.

Vessel Engines & Reduction Gears Overhaul – *MV Bay Breeze*

The manufacture of the vessel main engines and reduction gears provides overhaul service intervals. These cyclical overhauls are required to ensure these major sub-components operate safely, reliably, and efficiently over their economic life. This continuing project will support the complete overhaul of the *MV Bay Breeze*'s main propulsion engines and reduction gear.

Vessel Engines & Fuel Injectors Overhaul –*MV Pyxis and MV Vela*

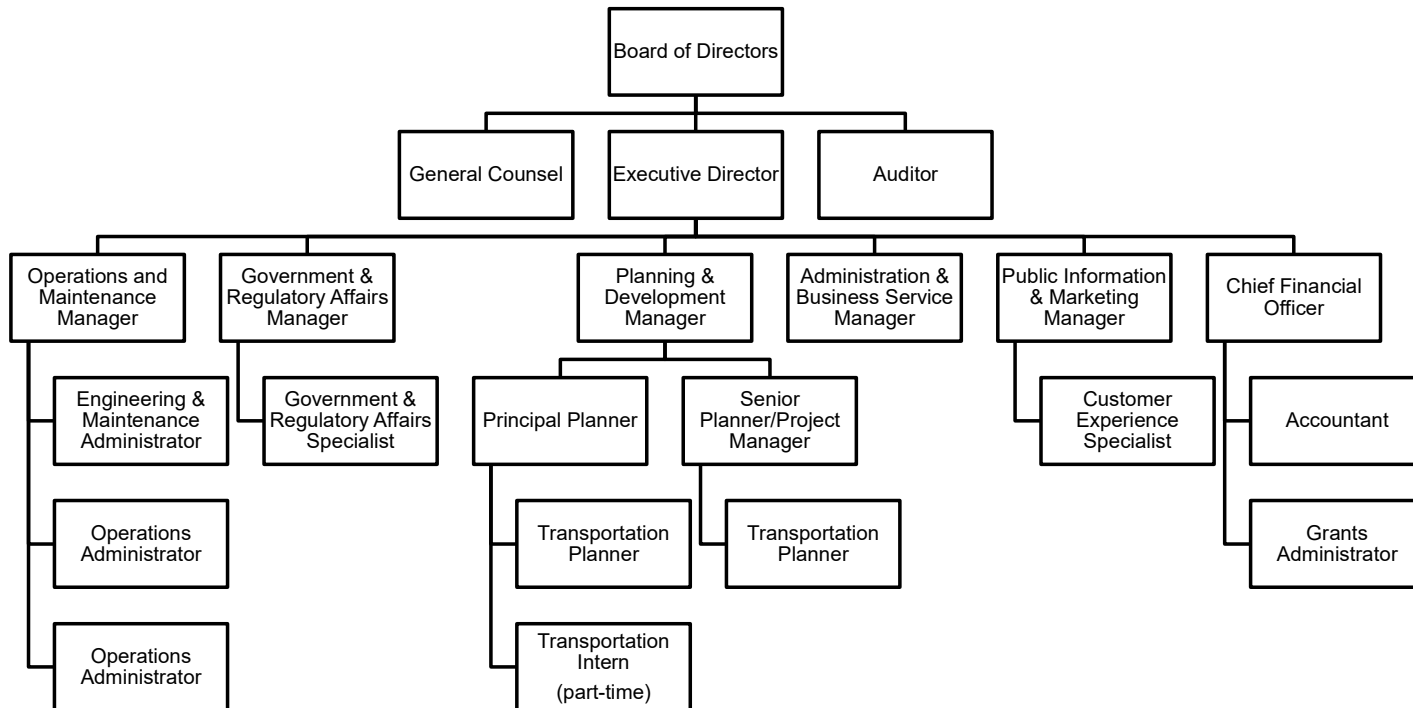
This project will support the *MV Pyxis*' and *MV Vela*'s 13,500- hour engine and 6,750-hour marine injector overhaul in accordance to manufacture's overhaul service intervals. These cyclical overhauls are required to ensure these major sub-components operate safety, reliably, and efficiently over their economic life.

Vessel Fuel Injectors Overhaul – *MV Intintoli*

This project will provide required preventative maintenance for the two main propulsion engines of *MV Intintoli*. Each engine has sixteen fuel injectors that must be replaced every 7,000 engine operating hours. The engines were completely overhauled in early 2019 and will reach the 7,000 operating hour threshold during FY 2021/22. Fuel injector replacements are required to maintain overall machinery reliability, ensure optimum fuel efficiency, and keep exhaust emissions within specifications.

Attachment C

San Francisco Bay Area Water Emergency Transportation Authority FY 2021/22 Organizational Chart



**San Francisco Bay Area Water Emergency
Transportation Authority
FY 2021/22 Pay Schedule
(effective date 7/1/2021)**

Position	Salary Range: Annually	
	Low	High
Accountant	\$88,820	\$126,900
Administration & Business Services Manager	\$88,820	\$126,900
Chief Financial Officer	\$157,340	\$225,000
Customer Experience Specialist	\$71,380	\$101,970
Engineering & Maintenance Administrator	\$109,390	\$156,270
Government & Regulatory Affairs Manager	\$109,390	\$156,270
Government & Regulatory Affairs Specialist	\$71,380	\$101,970
Grants Administrator	\$88,820	\$126,900
Operations & Maintenance Manager	\$134,150	\$191,640
Operations Administrator	\$89,140	\$127,350
Planning & Development Manager	\$143,950	\$205,630
Principal Planner	\$136,680	\$195,250
Public Information & Marketing Manager	\$118,390	\$169,140
Senior Planner/Project Manager	\$113,900	\$162,710
Transportation Intern (non-exempt, part-time)	\$36,400	\$52,000
Transportation Planner	\$87,710	\$125,300

Appendix 1

San Francisco Bay Area Water Emergency Transportation Authority FY 2021/22 Work Program

- **Emergency Response Program/Training** – Staff will continue to participate in local, regional, and state exercises, meetings and discussions. Staff will continue internal training exercises and will participate in the Bay Ferry V regional exercise with Bay Area partners.
- **Public Relations and Communications** – Staff will perform media outreach and public communications to support service resumption in the wake of the COVID-19 crisis and to support new service at Seaplane Lagoon in Alameda. Staff will also work to enhance public awareness of WETA and its role in emergency response.
- **Marketing** – Staff will market ferry services with a focus on highlighting safety and ease of use in the wake of the COVID-19 crisis and build awareness of rebranded routes and enhanced commute opportunities in the Alameda and Oakland corridors as Seaplane Lagoon service begins. Staff will also continue to enhance the marketing presence of all routes as appropriate as full service is restored in the system.
- **Organizational Review** – As appropriate, staff will work with the Board of Directors to develop plans for organizational development and growth to meet the agency's future work demands and regional responsibilities associated with RM3.
- **Service Planning, Performance Monitoring, Financial Reporting** -- Staff collects data and performs analysis on system performance on an ongoing basis. These efforts lead to adjustments and modifications in service plans that both optimize WETA resources and improve the customer experience for ferry riders. Staff will continue to perform these analyses and develop reports over the coming year. Results will be shared with the Board and public on a regular basis
- **FY2023 Fare Policy and Fare Program** -- The FY22 Pandemic Recovery Fare Program will be in place for a one-year period starting in July 2021. The program is adjusting base fares to be comparable to other regional transit alternatives and lowers fares on average by 20 percent to encourage a return to the ferry. Staff will monitor ridership performance and revenue collection over the next year in preparation for a permanent five-year fare program beginning in Fiscal Year 2023.
- **Systemwide Access and Connectivity (SAaC) Program** -- The SAaC program is dedicated to further integrating ferries into the regional transit network and improving system access and connectivity for current and future riders. Areas of responsibility include transit connectivity, bikeshare, carshare, TNC first/last mile, terminal signage and wayfinding, trip planning applications, and connectivity performance metrics. Staff will continue to attend recurring regional working groups and technical advisory committee meetings. Staff, with on-

call consultant support, will review and refresh WETA's public GTFS feed and update it to include Real Time vessel arrival prediction, vessel capacities, and useful terminal information.

- **WETA Business Plan** -- The WETA Business Plan will be a far-reaching effort to define a service vision for WETA to guide development and operational policy over the next 20 years. The effort will be expansive in outreach, reaching out to a broad range of stakeholders and interest groups to help define a future vision for the agency. For the coming fiscal year, staff anticipates utilizing a professional facilitator to help define a service vision over the fall. In 2022, that vision will be explored in depth with support from technical consultants and the ongoing input of WETA stakeholders. The WETA Business Plan will not only define a vision for the next 20 years but will serve as an advocacy tool for regional, state and federal funding opportunities.
- **WETA Emerging Markets Pilot Program** -- The Emerging Markets Pilot Program will be an organized effort to explore expanding WETA's reach in new markets or service areas through unconventional or exploratory programs. The intent is to build interest in ferry services and identify future markets for public investment. In identifying opportunities, staff will rely on internal analysis but seek to minimize WETA risk while providing opportunities for businesses and public agencies that wish to share in an investment.
- **Vallejo and Terminal Reconfiguration Study** -- The Vallejo terminal ferry basin has required maintenance dredging every three to four years to support ongoing service operation. Dredging costs have increased substantially during this time period and it appears the frequency will have to increase moving forward, given the increased level of sedimentation. Staff is initiating an effort to analyze terminal reconfiguration options that would substantially reduce or eliminate the need for maintenance dredging. The initial phase of this work will include development of reconfiguration concepts, hydrodynamic analysis, and stakeholder and resource agency consultation. Staff anticipates providing an update to the Board on this work later in 2021.
- **Shoreside Infrastructure Study** -- The Shoreside Infrastructure Study is being undertaken to assess the opportunities and constraints of existing WETA facilities in the central bay region that would require infrastructure upgrades to support zero-emission technology. This effort will evaluate existing and future WETA facilities in three tiers. The initial assessment will focus on the Downtown San Francisco Terminal, the Central Bay Operations and Maintenance Facility, and the Alameda Main Street Ferry Terminal. Upgrading these facilities to support vessel charging will be a critical step towards establishing electrical charging hubs for Central Bay services. The assessment will evaluate the existing electrical systems and capacity along with the electrical utility infrastructure in the vicinity of these facilities in case enhanced charging capacity is required. If site-specific upgrades are required, an implementation timeline and cost estimate will be prepared. All other existing WETA terminals and potential expansion terminals will be evaluated in subsequent phases. Staff anticipates providing an update to the Board on this work later in 2021.
- **Berkeley Ferry Service** -- The City of Berkeley and WETA are working in partnership to study a new ferry terminal incorporated into a new recreational pier at the Berkeley Marina. While a feasibility study is currently underway, the next step in the project is to develop a business plan that evaluates the prospects for ridership and revenue generated by a new Berkeley ferry service. The Berkeley Business Plan is anticipated to start in July 2021 and

be complete in late fall 2021. The Plan will leverage the findings from the 2021 Berkeley Pier/Ferry Feasibility Study to develop a service and operations plan, ten-year capital and operating costs, to assess equity impacts, to identify revenue sources to construct and operate the ferry service, and to develop a first/last mile connectivity plan. WETA will lead the Business Plan project with input from the City of Berkeley. Once the Feasibility Study and Business Plans are approved by WETA and the City of Berkeley, the project will enter the next phase which includes MOU updates, environmental assessment (NEPA clearance), and preliminary study (CEQA).

- **Treasure Island Ferry Service --** The Treasure Island Mobility Management Agency (TIMMA) and WETA are working in partnership on the Treasure Island Ferry Service Planning Study which will provide operating service assumptions including service demand, service plans, vessel type, costs, fare structure, feeder transit services, revenues and subsidy levels for a Treasure Island Ferry service. The study is scheduled to be complete by late fall 2021. WETA staff will attend regular meetings with TIMMA and the consultant team to process data requests, assess the project scope, and review preliminary study deliverables. Pending receipt of the Ferry Study by the TIMMA Board and WETA Board, the Parties will proceed with preparing a Business Plan for the WETA Treasure Island ferry service based on the draft Business Plan principles developed in the Ferry Study.
- **Mission Bay Ferry Landing --** The Mission Bay Ferry Landing will be a new ferry terminal located at 16th Street in San Francisco. The \$58 million project has completed design and permitting and is ready for construction. However, a \$37 million funding gap exists due to COVID impacts on the City of San Francisco and the delays in the RM3 program. Over the next year, staff will be pursuing external funding opportunities and preparing the project for eligibility for federal funding if it should emerge. In addition, WETA will continue to serve Chase Center special events at the temporary terminal located at Pier 48.5. Staff will also be exploring the possibility of commute service under a pilot program at the Pier 48.5 location.
- **Redwood City Ferry Service --** The Redwood City Ferry Terminal would be located within the Port of Redwood City complex and is strategically positioned to serve the jobs-rich mid-Peninsula region. An approved Business Plan is needed to receive additional Measure A funds from San Mateo County Transportation Authority (SMCTA). The Redwood City Ferry Business Plan is anticipated to start in June 2021 and complete in fall 2021. The Plan will leverage the findings from the 2020 Redwood City Feasibility Study to develop service and operations plan, ten-year capital and operating costs, to assess equity impacts, to identify revenue sources to construct and operate the ferry service, and to develop first/last mile connectivity plan. It is anticipated that once the Business Plan is complete, WETA, the Port of Redwood City, and SMCTA will enter the next phase of the project which includes MOU updates, environmental assessment (NEPA clearance), and preliminary study (CEQA).

MEMORANDUM

TO: Board Members

FROM: Seamus Murphy, Executive Director
Kevin Connolly, Planning & Development Manager
Michael Gougherty, Principal Planner

SUBJECT: WETA Business Plan Concept and Organization

Recommendation

There is no recommendation associated with this informational item.

Background/Discussion

The WETA Strategic Plan was adopted by the Board in early 2016 after a year-long process to develop a vision for the operation and expansion of the ferry system. The policies that were developed through that effort – System Expansion, System Performance Standards, Access Policies – have helped the agency enhance and expand service while also serving as an effective advocacy tool. Other U.S. ferry operators and transit agencies have used the WETA Strategic Plan as a model for establishing a strategic vision when addressing expansion and service challenges. Given that the WETA Strategic Plan was completed five years ago and much has changed, the post-pandemic period presents an opportunity to develop an updated strategic vision for the organization and the communities it serves.

The WETA Business Plan will be a multi-step effort to develop a plan that will address the many challenges and identify even more opportunities that WETA can pursue over the next 20 years. The first phase will involve an intensive effort to seek stakeholder input about the universe of issues that should be addressed in the Business Plan. Staff anticipates an iterative process that could be facilitated through a Board Subcommittee to ensure the guidance and values of the Board are incorporated into the process at every step.

The process and the input from stakeholders will help define the ultimate schedule and scope of work for the WETA Business Plan. The option below would focus on identifying options for a future Service Vision and proceeding with the technical work needed to evaluate alternatives for how it should be delivered.

WETA Business Plan, Conceptual Schedule

Time Period	Business Plan Component
Summer, Fall 2021	Initial Outreach, Service Vision
Winter 2022	Technical studies, Detailed workshops
Spring, Summer 2022	Initial Business Plan Deliverables
Fall 2022	Final Business Plan

Based on exploratory discussions with stakeholders and staff, the Business Plan has potential to consolidate multiple efforts that will help shape the future of the agency including:

- Pandemic Recovery
- Regional Measure 3 Implementation
- Fiscal Constraints
- Funding Opportunities
- Performance Measures
- Quality of Service
- Infrastructure Needs
- Fleet Plan
- Service Expansion and Enhancement Policies
- Emergency Response Preparedness
- Agency Organizational Structure
- Legislative Priorities
- Equity & Diversity Policies
- Access and Parking

END