WETA WATER EMERGENCY TRANSPORTATION AUTHORITY

Members of the Board

James Wunderman, Chair
Monique Moyer, Vice Chair
Jessica Alba
Jeffrey DelBono
Pippin Dew

SAN FRANCISCO BAY AREA
WATER EMERGENCY TRANSPORTATION AUTHORITY
BOARD OF DIRECTORS MEETING
Thursday, June 13, 2024 at 1:00 p.m.

Port of San Francisco
Bayside Conference Room
Pier 1
San Francisco, CA
and
Videoconference
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The full agenda packet is available for download at weta.sanfranciscobayferry.com

AGENDA

1. CALL TO ORDER

2. ROLL CALL/PLEDGE OF ALLEGIANCE

3. REPORT OF BOARD CHAIR — ***Information***
   a. Chair's Verbal Report

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

5. REPORTS OF STAFF — ***Information***
   a. Executive Director's Report on Agency Projects, Activities and Services
      i. Sea Change Update
      ii. Vallejo Terminal Reconfiguration Project
      iii. Oakland Ferry Fest
      iv. Interferry Board Meeting/Swedish Electric Vessel Technology Update
   b. Monthly Review of Financial Statements
   c. Federal Legislative Update
   d. State Legislative Update
   e. Monthly Operations, Ridership, and Recovery Report

6. CONSENT CALENDAR — ***Action***
   a. Approve Board Meeting Minutes – May 9, 2024
   b. Approve FY 2025-2027 Title VI Program
   c. Authorize Release of a Request for Proposal for Environmental Review Services for the Oakland and Harbor Bay Ferry Terminal Modernization Projects
   d. Approve Amendment No. 1 to Agreement #23-026 with HamiltonJet, Inc..

e. Award Contract for MV Argo Repairs and Dry Dock to Bay Ship & Yacht Co.
f. Award On-Call Civil and Electrical Engineering Contracts to Support Development of Shoreside Infrastructure for Ferry System Electrification

7. APPROVE A REVISION TO THE ADMINISTRATIVE CODE TO PROVIDE THE EXECUTIVE DIRECTOR WITH THE AUTHORITY TO ISSUE SOLICITATIONS — ***Action***

8. APPROVE PROPOSED FISCAL YEAR 2024/25 BUDGET AND SALARY SCHEDULE AND RELATED RESOLUTIONS — ***Action***

9. CONTRA COSTA TRANSPORTATION AUTHORITY (CCTA) EXPANDED FERRY SERVICE FEASIBILITY STUDY — ***Information***

10. MAINTENANCE SYSTEM AUDIT — ***Information***

11. PUBLIC COMMENTS FOR NON-AGENDA ITEMS

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.

PUBLIC COMMENTS WETA welcomes comments from the public.

If you know in advance that you would like to make a public comment during the meeting, please email BoardOfDirectors@watertransit.org with your name and item number you would like to provide comment on no later than 15 minutes after the start of the meeting. Comments will also be accepted in real time. 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 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

AGENDA ITEM 3
REPORT OF BOARD CHAIR

AGENDA ITEM 4
REPORTS OF DIRECTORS

NO MATERIALS

WETA WATER EMERGENCY TRANSPORTATION AUTHORITY

Memorandum

TO: WETA Board Members

FROM: Seamus Murphy, Executive Director

DATE: June 13, 2024

RE: Executive Director's Report

Sea Change Update
The Sea Change received a Certificate of Inspection (COI) from the United States Coast Guard (USCG) on May 17. The vessel is now certified to operate passenger service. Blue & Gold Fleet crews have been fully trained and are making some final ramp modifications. SF Bay Ferry staff are working with project stakeholders to hold a launch event in late June.

Treasure Island Ferry Service
The San Francisco County Transportation Authority (SFCTA) authorized programming of up to $1.7M from the State Transportation Assistance County Block Grant Funds as 'seed funding' toward the first year of operations for San Francisco Bay Ferry's Treasure Island Electric Ferry Service beginning in 2026. On April 24th the SFCTA Citizen Advisory Committee recommended approval of the programming request. On May 14th the SFCTA Board approved the recommendation. This is a significant first step toward identifying operating funds to initiate the service and ultimately provide a reliable long-term source of operating subsidy. Staff will continue to work with the SFCTA and other project partners to identify potential sources of operating funds to sustain service operations.

Vallejo Ferry Terminal Reconfiguration Project
The existing Vallejo Ferry Terminal requires maintenance dredging every two years to support ongoing operations. The proposed project aims to reconfigure the existing ferry terminal to reduce or eliminate the need for maintenance dredging and enhance operational safety. Terminal dredging will occur in 2025 and reconfiguration construction is anticipated in 2026.

As the lead agency under CEQA, WETA has prepared an Initial Study and Mitigated Negative Declaration (IS/MND). The IS/MND was released for public review on May 23, 2024, with the review period open until June 24, 2024. Staff presented a project update to the Vallejo City Council on May 28, 2024, which was well received and supported by the Council.

The IS/MND is available for review at WETA's administrative office at Pier 9 and on the WETA website. The Final IS/MND will incorporate comments received during the public review period and is anticipated to be presented to the Board next month for adoption. The NEPA and permitting process will begin in Summer 2024.

COMTO DBE/HUB & Legislative Affairs Committee
In May, WETA staff joined the Conference of Minority Transit Officials' (COMTO) DBE/HUB Committee and Legislative Affairs Committee. The COMTO DBE/HUB Committee focuses on increasing DBE participation and outreach, as well as working with minority business owners to understand and remove barriers in the transportation sector. The COMTO Legislative Affairs Committee focuses on researching and monitoring transit policies at all levels of government and performs advocacy work to promote the priorities of transit and equitable development and implementation of transit policies. Both committees consist of minority business owners and staff from various transit agencies from across Northern California.

B2Gnow Implementation
Since February, WETA staff have been slowly rolling out and implementing B2Gnow, WETA's new compliance system that is specifically designed to make complying DBE program requirements more efficient and accurate. The system has been fully implemented and went live on May 1, and staff worked with vendors to make the transition to the new compliance system as seamless as possible. Staff also attended the B2Gnow User Drive on May 13, a weeklong conference dedicated to training users on various functions of the system. Staff has already seen results of greater efficiency with B2Gnow and are now trained to utilize the system as a tool for DBE participation outreach, and staff are confident it will vastly increase WETA's outreach efforts for the DBE program.

Regional Transportation Measure
State Senators Scott Wiener of San Francisco and Aisha Wahab of Hayward, the co-authors of SB 1031 (Connect Bay Area Act), announced on May 30th that they are pausing the bill to provide time to allow for additional stakeholder engagement over the summer and fall. Connect Bay Area Act would have authorized a November 2026 vote on a multicounty tax measure to raise as much as $1.5 billion a year that would have bolstered transit operations and help better integrate the agencies that deliver those services, along with street and highway work.

MTC is planning to convene meetings over the coming months to help inform efforts to reshape and refine the Connect Bay Area Act. It will be kicked-off with MTC holding a special meeting on Wednesday, June 12, to discuss how the region can build consensus that would authorize Bay Area voters to consider a transportation revenue measure to preserve and enhance public transit in the region by as early as 2026.

Electrification Grant Application
On May 24, the Port of San Francisco and SF Bay Ferry submitted a request for $55.4 million to the US Environmental Protection Agency (EPA) for the Zero-Emission Technology Deployment Competition. The Program is a $2.8 billion opportunity to fund zero-emission port equipment and infrastructure to reduce mobile source emissions (criteria pollutants, air toxics, and greenhouse gases) at U.S. ports, delivering cleaner air for communities across the country. Staff from SF Bay Ferry have been working with Port staff for the last two months to develop an application that would be competitive under the grant guidelines. The $55.4 million would fund three important elements of the electrification program: building an electrified Mission Bay Ferry Terminal, extending upgraded electrical capacity to the Downtown Terminal, and building a new, large Electric Ferry vessel to serve both Downtown and Mission Bay. The application was widely supported with over 70 letters of support received. If successful, this grant would provide the final funding needed to deliver the Mission Bay Terminal.

Oakland Ferry Fest
On June 1, staff held the Oakland Ferry Fest at Jack London Square adjacent to the Oakland Ferry Terminal. The event included live entertainment, local food vendors, free ferry rides in the Oakland Estuary, and numerous community partners, including a kids' zone. More than 1,400 attendees participated in free ferry tours in the Oakland Estuary. Photos from the event will be presented during the Board meeting.

Interferry Board Meeting/Swedish Electric Vessel Technology Update
Executive Director Seamus Murphy attended the Interferry Board meeting in Stockholm, Sweden on May 12. Nearly every major commercial "roll on/roll-off" ferry, cruise ferry, and passenger-only ferry operator on the board is in some state of decarbonization planning and/or implementation. This is a very different focus than the industry had just a short time ago, and decarbonization strategies are varied and evolving quickly. It is clear that SF Bay Ferry's efforts over the last few years have helped the US industry catch up with the rest of the world.

The Board also discussed a variety of regulatory issues including aligning Interferry's position on exhaust gas cleaning systems and advocating that the International Maritime Organization's Carbon

Intensity Indicator be adjusted to allow for "fleet averaging", which is consistent with SF Bay Ferry's approach to California's air quality regulations.

The Interferry meeting coincided with opportunities to experience some of the latest innovations in electric ferry technology. Director Alba was able to arrange several follow-up visits with her contacts from SF Bay Ferry's 2022 visit to the area. Director DelBono also attended these visits to inform upcoming considerations related to his role on SF Bay Ferry's Pilots Committee. The group participated in a test ride aboard Stockholm-based Candela's new P-12 30 passenger full foil electric ferry. Region Stockholm staff joined and provided a briefing on their own pilot service of the P-12, which will begin this Summer. Jones Act limitations prevent SF Bay Ferry from demonstrating vessels that are manufactured overseas, but Region Stockholm's project will provide helpful data that SF Bay Ferry can use to assess the benefits of full foil vessel technology as it continues to emerge.

The group also met with representatives from Vinnova – a government-funded organization that promotes Swedish innovation – along with representatives from the Stockholm Region, the City of Stockholm, and the Swedish Energy agency to discuss mutual challenges around mobility and the transition to decarbonized energy production.

SF Bay Ferry's Rapid Emission Free Ferry Program (REEF) systems integrator, Wartsila, arranged a demonstration of maritime battery technology that has been operating on a high frequency ferry system in Copenhagen since 2020.

END

AGENDA ITEM 5b
MEETING: June 13, 2024

MEMORANDUM

TO: **Board Members**

FROM: **Seamus Murphy, Executive Director**
Erin McGrath, Chief Financial Officer

SUBJECT: **Review of FY 2023/24 Financial Statements Ending April 30, 2024**

Recommendation
There is no recommendation associated with this informational item.

Financial Statements Summary
This report provides a summary of financial activity for the first ten months of the Fiscal Year. Actual revenue and expense are reflected as of April 30 against the Fiscal Year 2023/24 budget.

Revenue and expense to date for operations is $43.8 million and is within the approved budget. The table below shows a summary, with 83% of the fiscal year completed, compared to budget. Expenses are tracking below budget and the fiscal year close is projected to result in some savings. This will benefit the utilization of budgeted RM3 funds which are essentially the "last dollar in" for the operating budget. Federal funds will be entirely utilized by the close of the May reporting period. This will mean spending more RM2 and State Operating assistance.

Operating Budget vs. Actual	Year - To - Date		Annual	
	FY2022/23 Actual Prior YTD	FY2023/24 Actual Current YTD	FY2023/24 Approved Budget	% of FY 2023/24 Budget
Revenue:				
Fare Revenue	$ 8,670,710	$ 10,338,732	$ 12,757,159	81%
Federal - COVID-19 Relief Funds	23,176,934	23,240,684	20,214,365	115%
Bridge Toll Revenues	11,226,203	10,999,329	25,759,450	43%
State Operating Assistance	N/A	1,600,054	3,238,254	49%
Contra Costa Measure J	3,091,085	3,134,764	3,761,720	83%
Other Revenue	151,280	393,935	2,696,074	15%
Total Operating Revenues	**$ 46,316,212**	**49,707,498**	**$ 68,427,022**	**73%**
Expense:				
Ferry Services (all)	$ 43,925,972	$ 47,167,170	$ 64,481,828	73%
Planning & Administration	2,390,240	2,540,328	3,945,194	64%
Total Operatings Expenses	**$ 46,316,212**	**$ 49,707,498**	**$ 68,427,022**	**73%**
Farebox Recovery % (Regular Service)	**20%**	**22%**		

Capital Budget expenses, as shown below, are $24.4 million to date. This past month expenses were incurred on preparing for the procurement of small electric vessels, engine overhauls, and design/management of vessel replacements.

Capital Budget vs. Actual	FY2023/24 Actual Current YTD	FY2023/24 Approved Budget	% of FY 2023/24 Budget
Revenue:			
Federal Funds	$ 12,521,160	$ 30,251,481	41%
State Funds	3,159,968	21,511,714	15%
Bridge Toll Revenues	5,323,996	17,896,391	30%
Other Revenues	3,424,086	4,471,710	77%
Total Capital Revenues	**$ 24,429,210**	**$ 74,131,297**	**33%**
Expense:			
Total Capital Expenses	**$ 24,429,210**	**$ 74,131,297**	**33%**

The financial reports attached show the more detailed operating, administrative, and capital activity for the month of April, year-to-date amounts against budget for the fiscal year, and historical comparisons of operating expense against the prior year.

Investment Report

The total monthly balance held in both the Local Agency Investment Fund (LAIF) and our commercial bank as of April 30 is $25,786,584.

Fiscal Impact

There is no fiscal impact associated with this informational item.

END

San Francisco Bay Area Water Emergency Transportation Authority
FY 2023-24 Operating & Administration Revenue and Expense
Through the Month Ending 4/30/24

% of Year Elapsed *83%*

	Apr-24 Actual	Year - To - Date FY2022-23 Actual	Year - To - Date FY2023-24 Actual	Total FY2023-24 Budget	Total Budget
OPERATING EXPENSE					
FERRY OPERATIONS:					
Harbor Bay Ferry Service (AHBF)					
Vessel Crew Labor	$156,889	$1,300,757	1,427,816	$1,825,501	*78%*
Vessel Fuel	83,835	863,469	822,452	1,087,800	*76%*
Vessel Operations & Maintenance	151,460	396,722	620,227	830,241	*75%*
Facility Operations & Maintenance	70,471	525,827	666,316	798,286	*83%*
System Expense	73,824	594,597	619,639	1,008,100	*61%*
Total Harbor Bay	**$536,479**	**$3,681,371**	**$4,156,450**	**$5,549,929**	***75%***
Farebox Recovery - AHBF	***17%***	***16%***	***20%***	***15%***	
Alameda/Oakland Ferry Service (AOFS)					
Vessel Crew Labor	$360,845	$3,507,999	$3,394,532	$4,381,204	*77%*
Vessel Fuel	239,527	2,514,301	2,307,124	2,952,600	*78%*
Vessel Operations & Maintenance	208,806	962,588	920,511	1,169,544	*79%*
Facility Operations & Maintenance	184,723	1,454,957	1,723,586	2,056,349	*84%*
System Expense	191,309	1,732,382	1,664,452	2,545,914	*65%*
Total Alameda/Oakland	**$1,185,212**	**$10,172,227**	**$10,010,206**	**$13,105,611**	***76%***
Farebox Recovery - AOFS	***22%***	***22%***	***25%***	***26%***	
Vallejo Ferry Service (Vallejo)					
Vessel Crew Labor	$423,601	$3,883,699	$3,954,410	$4,928,854	*80%*
Vessel Fuel	538,937	5,669,125	5,355,711	$7,148,400	*75%*
Vessel Operations & Maintenance	153,754	1,228,126	1,264,356	$1,290,015	*98%*
Facility Operations & Maintenance	412,520	3,049,314	3,307,846	4,687,016	*71%*
System Expense	241,395	1,905,241	2,010,909	3,141,546	*64%*
Total Vallejo	**$1,770,206**	**$15,735,506**	**$15,893,233**	**$21,195,831**	***75%***
Farebox Recovery - Vallejo	***31%***	***26%***	***29%***	***28%***	
South San Francisco Ferry Service (SSF)					
Vessel Crew Labor	$141,200	$1,090,394	$1,324,620	$1,642,951	*81%*
Vessel Fuel	59,882	680,541	735,041	777,000	*95%*
Vessel Operations & Maintenance	119,050	338,549	783,764	929,482	*84%*
Facility Operations & Maintenance	65,215	525,053	633,822	761,156	*83%*
System Expense	60,095	343,373	444,152	860,610	*52%*
Total South San Francisco	**$445,442**	**$2,977,911**	**$3,921,400**	**$4,971,200**	***79%***
Farebox Recovery - SSF	***11%***	***7%***	***7%***	***6%***	
Richmond Ferry Service (Richmond)					
Vessel Crew Labor	$282,401	$2,630,286	$2,623,314	$3,285,903	*80%*
Vessel Fuel	167,669	1,747,609	1,611,705	2,175,600	*74%*
Vessel Operations & Maintenance	192,176	509,974	879,875	1,136,367	*77%*
Facility Operations & Maintenance	151,019	1,052,030	1,419,962	1,720,952	*83%*
System Expense	143,665	810,265	1,047,300	1,898,232	*55%*
Total Richmond	**$936,930**	**$6,750,163**	**$7,582,157**	**$10,217,053**	***74%***
Farebox Recovery - Richmond	***11%***	***11%***	***12%***	***10%***	

(continued on next page)

San Francisco Bay Area Water Emergency Transportation Authority
FY 2023-24 Operating & Administration Revenue and Expense
Through the Month Ending 4/30/24

% of Year Elapsed *83%*

	Apr-24 Actual	Year - To - Date FY2022-23 Actual	Year - To - Date FY2023-24 Actual	Total FY2023-24 Budget	Total Budget
OPERATING EXPENSE (continued)					
Seaplane Lagoon Ferry Service (SPL)					
Vessel Crew Labor	$203,956	$1,650,754	$1,849,276	$2,190,602	*84%*
Vessel Fuel	107,787	1,190,001	1,117,460	1,398,600	*80%*
Vessel Operations & Maintenance	127,429	498,362	577,507	745,262	*77%*
Facility Operations & Maintenance	94,555	511,098	892,611	1,018,718	*88%*
System Expense	94,943	687,088	798,653	1,351,283	*59%*
Total Seaplane Lagoon	**$628,671**	**$4,537,304**	**$5,235,506**	**$6,704,465**	***78%***
Farebox Recovery - SPL	***19%***	***19%***	***23%***	***18%***	
Sub-Total Ferry Operations (Ongoing Service)	**$ 5,502,940**	**$ 43,854,483**	**$ 46,798,953**	**$ 61,744,087**	***76%***
Farebox Recovery	***21%***	***20%***	***22%***	***21%***	
Hydrogen Demostration Project (Sea Change)	$70,285.36	71,489	$ 330,082	**$1,737,741**	*19%*
Oakland Estuary Demonstration Project	**$5,956**	***N/A***	38,135	**$1,000,000**	*4%*
Subtotal Ferry Operations (All)	**$5,579,181**	**$43,925,972**	**$47,167,170**	**$64,481,828**	***73%***
PLANNING & ADMINISTRATION:					
Wages and Fringe Benefits	$167,844	$1,739,784	$1,825,293	$2,437,349	*75%*
Professional & Other Services	134,782	1,136,008	1,081,145	2,046,600	*53%*
Information Tech., Office, Supplies	289	62,717	21,812	148,800	*15%*
Utilities/Communications	1,994	17,019	17,819	31,700	*56%*
Insurance	1,929	20,008	23,319	25,508	*91%*
Dues, Memberships, Misc.	25,236	60,313	131,154	123,440	*106%*
Leases and Rentals	22,120	225,294	213,484	267,040	*80%*
Admin Overhead Expense Transfer	(74,292)	(870,903)	(773,698)	(1,135,242)	*68%*
Sub-Total Planning & Gen Admin	**$279,901**	**$2,390,240**	**$2,540,328**	**$3,945,194**	***64%***
Total Operating Expense	**$5,859,082**	**$46,316,212**	**$49,707,498**	**$68,427,022**	***73%***
OPERATING REVENUE					
Fare Revenue	$1,162,382	$8,670,710	$10,338,732	$12,757,159	*81%*
Federal Operating Assistance	531,814	23,176,934	23,240,684	20,214,365	*115%*
Regional - Bridge Toll	2,175,113	11,226,203	10,999,329	25,759,450	*43%*
State Operating Assistance	*1,600,054*	***N/A***	*1,600,054*	3,238,254	*49%*
Regional - Contra Costa Measure J	313,477	3,091,085	3,134,764	3,761,720	*83%*
Other Revenue	76,241	$151,280	393,935	2,696,074	*15%*
Total Operating Revenue	**$5,859,082**	**$46,316,212**	**$49,707,498**	**$68,427,022**	***73%***

San Francisco Bay Area Water Emergency Transportation Authority
FY 2023/24 Capital Revenue and Expense
Through the Month Ending 4/30/24

Project Description	Apr-24 Total	Total Project Budget	Prior Year Expense	Total FY2023/24 Budget	Year-To-Date FY2023/24 Actual	Total Future Year	% of Total Project Budget
CAPITAL EXPENSES:							
FACILITIES:							
Electrification							
Zero Emission Float Electrification	$ 24,047	$ 15,055,880	$ 276,292	$ 13,007,000	$ 431,851	$ 1,772,588	*5%*
Shoreside Electrical Initiative (Planning Phase)	16,078	2,541,685		2,417,000	16,078	124,685	*1%*
Terminal Improvement					-		
Terminal Rehabilitation - Alameda Main Street	57,316	9,760,000	1,779,132	7,980,868	7,507,182	0	*95%*
Passenger Float Rehabiliation - South San Francisco	7,905	908,500	601,192	190,250	17,437	117,058	*68%*
Terminal Dredging - Vallejo	2,506	2,842,000	-	2,842,000	2,272,739	-	*80%*
Terminal Reconfiguration - Vallejo	35,972	16,696,000	62,059	440,117	340,139	16,193,824	*2%*
Central Bay Terminal Expansion		1,849,000	937	550,000	-	1,298,063	*0%*
Passenger Float Rehabiliation - Pier 9		1,362,000	-	1,362,000	-	-	*0%*
Mission Bay Ferry Landing Project	7,363	6,000,000	-	6,000,000	7,831	-	*0%*
Berkeley Pier/Ferry Project		3,000,000	-	3,000,000	-	-	*0%*
Oakland Expansion Feasibility		900,000	-	900,000	-	-	*0%*
Temporary Floats (emergency)		445,000	-	445,000	-	-	*0%*
FERRY VESSELS:							
Vessel Construction							
New Commuter Class High-Speed Vessels - (Two)*		30,420,100	26,449,977	3,643,651	3,639,651	326,472	*99%*
All Electric Expansion Small Vessels	68,633	13,250,450	106,893	2,000,000	209,696	11,143,557	*2%*
Replacement Vessels - MV Bay Breeze and Solano*	183,257	37,902,400	11,652,246	13,571,957	6,506,065	12,678,197	*48%*
Replacement Vessel - MV Intintoli *	100,975	26,446,700	377,522	323,311	372,465	25,745,867	*3%*
Replacement Vessel - MV Mare Island	5,122	26,500,000	-	20,000	19,389	26,480,000	*0%*
Vessel Acquisition - 28' Workboat		240,000	-	240,000	322	-	*0%*
Vessel Rehabilitation and Refurbishment							
Vessel Engines Conversion - Gemini Class Vessels **		N/A**	-	N/A**	88,573	-	*0%*
Vessel Mid-Life Refurbishment - MV Gemini		4,488,000	-	4,488,000	11,769	-	*0%*
Vessel Waterjet System Upgrade - Pyxis Class Vessels		700,000	-	350,000	214,429	350,000	*31%*
Vessel Mid-Life Refurbishment & Engine Overhaul - MV Pisces		4,679,000	-	4,354,000	8,381	325,000	*0%*
Vessel Quarter Life Refurbishment - MV Hydrus		2,252,000	-	238,700	-	2,013,300	*0%*
Engine Overhauls - FY22/FY23	722	2,235,000	907,191	1,129,943	406,310	197,867	*59%*
Engine Overhauls - FY24	259,841	2,010,000	-	1,900,000	1,172,003	110,000	*58%*
Major Waterjet Projects	12,279	1,404,500	-	1,404,500	772,225	-	*55%*
Spare Parts	94,434	1,333,000	-	1,333,000	414,674	-	*31%*
Total Capital Expenses	**$876,452**	**$215,221,215**	**$42,213,440**	**$74,131,297**	**$24,429,210**	**$98,876,477**	
CAPITAL REVENUES:							
Federal Funds	$ 529,811	$ 112,197,402	$ 12,109,513	$ 30,251,481	$ 12,521,160	$ 69,836,408	*22%*
State Funds	165,042	54,168,310	22,276,784	21,511,714	3,159,968	10,379,812	*47%*
Regional - Bridge Toll	124,283	43,183,154	6,626,505	17,896,391	5,323,996	18,660,258	*28%*
Local	57,316	5,672,349	1,200,638	4,471,710	3,424,086	0	*82%*
Total Capital Revenues	**$ 876,452**	**$ 215,221,215**	**$ 42,213,440**	**$ 74,131,297**	**$ 24,429,210**	**$ 98,876,477**	

* Within project budget but exceeds FY24 budget; will be adjusted in final FY reporting

** Retention Payment from Authorized FY23 Project Occuring after Close of FY23

-

San Francisco Bay Area Water Emergency Transportation Authority
April 2024 Investment Report

	Apr-24
Bank of America (Checking)	$770,198
Bank of America (Prop 1B)	348
Bank of America (Measure B/BB)	6,382,873
Local Agency Investment Fund (LAIF)	18,633,165
Total	**$ 25,786,584**

FBB Federal Relations

Peter Friedmann
Ray Bucheger

801 Pennsylvania Avenue, NW
PH 21
Washington, DC 20004
(202) 783-3333

TO: **SF Bay Ferry Board Members**

FROM: **Peter Friedmann, SF Bay Ferry Federal Legislative Representative**
Ray Bucheger, SF Bay Ferry Federal Legislative Representative
Madison Hite, SF Bay Ferry Federal Legislative Representative

SUBJECT: **SF Bay Ferry Federal Legislative Board Report – June 2024**

This report covers the following topics:

- SF Bay Ferry Leadership in Washington, D.C.
- EPA Clean Ports Program Letters of Support
- Advocacy Update: Funding for Public Ferry Programs
- SF Bay Ferry Congressionally Directed Spending Request
- Update on Ferry Service Expansion Act

SF Bay Ferry Leadership in Washington, D.C.

SF Bay Ferry Government & Regulatory Affairs Manager Lauren Gularte traveled to Washington, D.C. in May to attend meetings with the Bay Area Council. We supported her trip by scheduling meetings with California Congressional offices to talk about SF Bay Ferry's Congressionally Directed Spending (earmark) request, the EPA Clean Ports Grant application, and programmatic requests for funding for public ferry programs utilized by SF Bay Ferry. We also met with APTA government affairs staff to talk about how APTA can better support the Public Ferry Coalition's federal advocacy agenda. Additional information about the topics that were covered during Lauren's Washington, D.C. trip is below.

EPA Clean Ports Program Letters of Support

SF Bay Ferry is submitting an application – along with the Port of San Francisco – to the EPA for funding from the agency's Clean Ports Grant program. SF Bay Ferry is requesting $55 million for the San Francisco Zero Emission Ferry Project, which will transition ferry operations along the San Francisco waterfront to zero-emissions, removing 455,000 metric tons of CO2 greenhouse gases and enhancing air quality at the Port of San Francisco and throughout the Bay Area airshed while connecting disadvantaged communities with high paying employment centers. We have been working with SF Bay Ferry staff to get letters of support from the Congressional delegation. We will stay in touch with the delegation going forward to ensure that all members understand the importance of the project and continue to convey their support to DOT.

Advocacy Update: Funding for Public Ferry Programs

SF Bay Ferry is continuing to advocate for increased funding for two federal grant programs that are dedicated to public ferries:

- ***Electric or Low-Emitting Ferry Pilot Program authorized by Section 71102 of the Infrastructure Investment and Jobs Act (IIJA)***: The IIJA provided advanced appropriations for this program ($50 million per year for five years for a total of $250 million) and authorized additional funding which is subject to annual appropriations. SF Bay Ferry has requested that Congress fund the entire authorized amount for FY25, which is $50 million.

- ***FTA 5307(h) ferry program***: SF Bay Ferry has received numerous grants through this competitive grant program, which is funded at $30 million per year. SF Bay Ferry has requested that the Appropriations Committee "plus-up" the FTA 5307(h) ferry program by at least $20 million. The FY21, FY22, FY23 and FY24 Transportation-HUD Appropriations bills all provided additional money for the FTA program, thanks in part to SF Bay Ferry's advocacy.

In addition to encouraging other Public Ferry Coalition members to submit programmatic funding requests to their own members of Congress (just as we submitted programmatic funding requests to the California Senators), we also supported Congressman John Garamendi as he worked to get other members of Congress to sign onto a letter to Appropriations Committee leadership, requesting additional funding for these public ferry programs. Thanks in part to the outreach conducted by SF Bay Ferry and the Public Ferry Coalition, 29 Members of the House of Representatives signed Congressman Garamendi's letter.

The House and Senate Appropriations Committee will be taking up the various spending bills that fund federal government agencies in June and July. This means we should have an idea about levels of funding for these programs in the weeks ahead. While the House and Senate Appropriations Committees will advance many, if not all the appropriations bills by the August recess, we don't expect the appropriations process to wrap up until December, at the earliest.

SF Bay Ferry Congressionally Directed Spending Request

SF Bay Ferry is continuing to press Senators Padilla and Butler, and Representative Pelosi, to ask the Senate and House Appropriations Committees to provide project-specific (earmark) funding to electrify the Treasure Island Ferry Terminal. Funding will be used to install a low-voltage electrical service connection between the terminal and the local electrical grid and extend electrical infrastructure onto the pier and passenger float, including conduit, conductors, electrical and changing components and a vessel mooring system. This request was one of the main topics we discussed with the Congressional delegation during Lauren's meetings in May.

Update on Ferry Service Expansion Act

We are continuing to work towards reintroduction of the Ferry Service Expansion Act. This legislation would increase the funding level for the Federal Highway Administration's (FHWA) Ferry Boats and Ferry Terminal Facilities Formula (Grant) Program and the Federal Transit Administration's (FTA) Passenger Ferry (Competitive) Grant Program. The bill would also make permanent the Electric or Low-Emitting Ferry Pilot Program that was created by the Infrastructure Investment and Jobs Act (IIJA). We are working with APTA to recruit cosponsors.

Respectfully Submitted,
Peter Friedmann, Ray Bucheger and Madison Hite

Shaw
Yoder
Antwih
Schmelzer
& Lange

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June 3, 2024

TO: Board of Directors - San Francisco Bay Area Water Emergency Transportation Authority

FM: Matt Robinson, Partner
Michael Pimentel, Legislative Advocate

RE: STATE LEGISLATIVE UPDATE – June 2024

General Update

The Legislature has been busy hearing bills in policy committees since returning from Spring Recess on April 1. Policy committees had until April 26 to hear bills with fiscal impacts and move them to the Appropriations Committees, where a total of 1,009 bills between the Senate and Assembly Appropriations Committee were placed on the suspense file. The suspense file hearings took place on May 16; the Senate had 341 measures on suspense, with 254 (75%) passing to the Senate Floor, and the Assembly had 668 measures on suspense, with 435 (65%) passing to the Assembly Floor. Following these deadlines, both houses worked throughout the week of May 20 to pass all remaining measures off their Floor and into the other house to meet the May 24 "House of Origin" deadline. During this deadline week, the Senate acted on 365 bills and the Assembly acted on 553 bills.

For more information about key legislative and budget deadlines, see the adopted 2024 Legislative Calendar available here.

Sponsored Legislation Update

Since we last reported to you, AB 2061 (Wilson), WETA's sponsored bill, was approved on the Assembly Floor on a 71-9 vote. In the Senate, the bill has been referred to the Senate Revenue and Taxation Committee; no hearing has been set yet. As a reminder, this bill would create through January 1, 2030, a sales and use tax exemption for zero-emission ferries purchased by public transit agencies.

Legislative Leaders Announce Joint Legislative Budget Agreement

On May 29, Senate President pro Tempore Mike McGuire (D-North Coast) and Assembly Speaker Robert Rivas (D-Salinas) announced the Joint Legislative Budget Agreement, representing the Legislature's budget framework for Fiscal Year 2024-25. Votes on the agreement will begin on May 30. Once approved by the Legislature, the agreement will serve as the legislative leaders' starting positions as they enter into negotiations with Governor Newsom on the Budget Act of 2024.

Relative to transportation investments, the agreement:

- Maintains the $4 billion for the formula-based Transit and Intercity Rail Capital Program (TIRCP) approved in the Budget Act of 2023, but updates the appropriation timeline as follows:
    - $2 billion is appropriated in Fiscal Year 2023-24;
    - $1 billion is appropriated in Fiscal Year 2024-25;
    - $500 million is approved for appropriation in Fiscal Year 2025-26; and
    - $500 million is approved for appropriation in Fiscal Year 2026-27.

This proposal modifies the Early Action Agreement and the May Revise proposal for the program (see details below) by shifting $500 million in FY 2025-26 to FY 2026-27 and is supported by a shift of $839 million from the General Fund to Greenhouse Gas Reduction Fund across Fiscal Years 2023-24, 2024-25, and 2025-26.

- Maintains the $1.1 billion for the formula-based Zero-Emission Transit Capital Program approved in the Budget Act of 2023, but updates the appropriation timeline as follows:
    - $190 million is appropriated in Fiscal Year 2023-24;
    - $220 million is appropriated in Fiscal Year 2024-25;
    - $230 million is approved for appropriation in Fiscal Year 2026-27; and
    - $460 million is approved for appropriation in Fiscal Year 2027-28.

This proposal adopts the May Revise proposal for the program.

- Maintains all TIRCP Cycle 6 funding approved in the Budget Act of 2022.

This proposal rejects the May Revise proposal to cut $148 million from the program and is supported by a shift of $507 million from the General Fund to Greenhouse Gas Reduction Fund across Fiscal Years 2023-24, 2024-25, and 2025-26, and 2026-27.

- Provides $211 million for the State-Supported Intercity Passenger Rail Agencies, as follows:
    - $66.055 million is appropriated in Fiscal Year 2024-25;
    - $72.199 million is appropriated in Fiscal Year 2026-27; and
    - $72.508 million is appropriated in Fiscal Year 2027-28.

This proposal is supported by $211 million from the Public Transportation Account.

- Provides $6.9 million for the California Integrated Mobility Program and the Development of the Data & Digital Services Division at the California Department of Transportation.

This proposal modifies the May Revise proposal for the program. This proposal supports, among other things, the ongoing implementation of the California Integrated Travel Project and is supported by $6.9 million from the Public Transportation Account.

- Cuts $350 million from the Safety Grade Separations Program.

This proposal adopts the May Revise proposal for the program. However, this proposal also adopts placeholder trailer bill language that "requires Caltrans and CalSTA to prioritize awarded projects in existing funding programs."

- Maintains $600 million for the Active Transportation Program, which was proposed to be completely cut in the May Revise.

This proposal rejects the May Revise proposal and backfills the $600 million from the State Highway Account. This proposal also adopts placeholder trailer bill language to increase reporting and cost effectiveness of the Program.

The Legislature has until June 15 to pass a balanced budget.

May Revise Released

On May 10, Governor Newsom released his May Revision to the proposed Fiscal Year (FY) 2024-25 budget released in January. The "May Revise," as it is commonly referred to, updates the state's revenue projections for the upcoming fiscal year based on the latest economic forecasts available to California Department of Finance. As expected, the May Revise estimates that the budget deficit has grown – by approximately $7 billion relative to budget deficit estimate released in January of $38 billion, placing the state at an estimated $45 billion deficit for FY 2024-25. This budget deficit estimate drops to $27 billion when the cost savings generated by the Early Action Budget Agreement are factored in.

Importantly, the May Revise maintains the state's commitment to provide the $5.1 billion for public transit capital projects and operations outlined in the Budget Act of 2023 (AB 102 / SB 125) but maintains this commitment by proposing a series of significant fund shifts and delays. Specifically, the May Revise makes the following changes to the public transit capital and operations:

- Maintains the $4 billion for the formula-based Transit and Intercity Rail Capital Program (TIRCP) by shifting $839 million from General Fund dollars to Greenhouse Gas Reduction Fund dollars. The May Revise also maintains the change implemented in the Early Action Budget Agreement that extends the appropriation timeline for this funding from two years (FY 2023-24 and FY 2024-25) to three years (FY 2023-24 through FY 2025-26).

- Maintains the $1.1 billion for the formula-based Zero-Emission Transit Capital Program by delaying the appropriation of $680 million of this funding to out years, as follows:

    - $220 million scheduled for appropriation in FY 2023-24 is delayed to FY 2024-25;

- $230 million scheduled for appropriation in FY 2025-26 is delayed to FY 2027-28; and
- $230 million scheduled for appropriation in FY 2026-27 is delayed to FY 2027-28.

Additionally, the May Revise makes the following changes to various other transportation investments approved in previous Budget Acts:

- Cuts $148 million in unawarded funds from the TIRCP Cycle 6.
- Cuts an additional $400 million from the Active Transportation Program beyond the $200 million cut included in the Governor's January Budget for a total reduction of $600 million.
    - The May Revision specifically reduces $300 million from the Program in FY 2025-26 and $99 million in FY 2026-27, with Cycle 7 backfilling funding for Cycle 6.
- Cuts $330 million in awarded, but not yet appropriated funds for various grade separation projects. This cut will negatively impact Caltrain and the TA, as they were awarded $70 million from this program for the Burlingame grade separation project.

The May Revise does not mention, or propose new action on, the $2.4 billion in FY 2023-24 funding for the formula-based TIRCP and ZETCP that is currently frozen by the Newsom Administration. As we previously reported, this funding was scheduled to be released to regional entities for suballocation to transit agencies by April 30, 2024. Therefore, the spending freeze remains in place pending budget discussions between the Newsom Administration and Legislature.

SB 1031 - Regional Revenue Measure

On May 31, Senators Scott Wiener and Aisha Wahab — along with bill sponsor Metropolitan Transportation Commission (MTC) — announced the pause of SB 1031 and their plans to introduce new legislation in 2025. This regional revenue measure included various revenue mechanisms (sales tax, employer tax, vehicle fees, property related fees) and identified the funding priorities for the revenue generated from the measure, focusing on transit operations and transformation, safe streets and pothole repair, connectivity/mobility improvements, and climate resilience. The bill also included some high-level return to source provisions, with minimum funding guarantees for transit operators based on the size of the system and a proposed breakdown of funding categories. The revenues are only to be used to fund transportation improvements in the Bay Area, and are required to be equitably allocated throughout the Bay Area, while guaranteeing a minimum 70% return to source for each county. On May 24, SB 1031 passed the Senate with 26 votes and the support of 8 of the 9 Bay Area Senators.

Due to the need for more time to work through various regional differences, the parties have decided a reset is needed to allow further stakeholder engagement to occur this summer and early fall. The goal is to determine what kind of authorizing legislation will obtain broad enough regional support to pass the Legislature next year and pave the way for a successful ballot measure in 2026.

Sponsored Legislation

AB 2061 (Wilson) State Sales Tax Exemption: Zero-Emission Ferries (SPONSOR)

This bill would, through January 1, 2030, exempt the purchase of zero-emission ferries by public transit agencies from the state portion of the sales and use tax.

Legislation of Interest

SB 532 (Wiener) Bridge Toll Increase for Transit Operations

This bill, as currently drafted, would temporarily raise tolls on seven state-owned bridges in the Bay Area by $1.50 for five years, generating approximately $180 million annually. SB 532 would direct this revenue to the Metropolitan Transportation Commission to help eligible transit operators avoid service cuts and maintain operations and to transform transit service pursuant to MTC's adopted Transit Transformation Action Plan, or to make specific safety, security, reliability, or cleanliness improvements. SB 532 is co-authored by a group of lawmakers, including Senators Cortese and Becker, and Assembly Members Haney, Ting, Lee, Bonta, and Wicks.

SB 960 (Wiener) Complete Streets Projects on the State Highway System

On complete streets, this bill would require all transportation projects funded or overseen by Caltrans to provide complete streets facilities unless exempt pursuant to the bill. It would also require the targets and performance measures adopted by the California Transportation Commission to include within the SHOPP asset management plan objective targets and measures reflecting state transportation goals and objectives, including for complete streets assets on the state highway system. This bill would also require Caltrans' performance report to include a description of complete streets facilities on each project. Lastly, this bill would require Caltrans to develop and adopt a project intake, evaluation, and encroachment permit review process for complete streets facilities that are sponsored by a local jurisdiction or transit agency. As a part of this process, Caltrans would be required to designate an encroachment permit manager in each district to oversee the review of complete streets facilities applications. Caltrans would then be required to produce a report on the project applications submitted for complete streets facilities.

On transit priority projects, this bill would require the Director of Transportation to, on or before July 1, 2027, adopt a transit priority policy to guide the implementation of transit priority facilities on the state highway system. The bill would also require the Caltrans-prepared State Highway System Management Plan (SHSMP) to include specific and quantifiable accomplishments, goals, objectives, costs, and performance measures for transit priority facilities consistent with SHOPP asset management plan and Caltrans' most recent policy.

SB 1031 (Wiener) Bay Area Transportation Regional Measure / Transit Consolidation

This bill would provide the Metropolitan Transportation Commission with the authority to propose a regional measure to fund transportation, dubbed Connect Bay Area. Additionally, the bill, as currently in print, includes provisions for transit governance and targets for transit operations; provides clear control for MTC over both historical transit formula funding (STA and LTF), as well new measure money, and condition access to those funds on adherence to the abovementioned governance structure and operational targets; and requires CalSTA to conduct a study to consolidate all of the transit agencies in the Bay Area. As noted above, the bill will soon be amended to reflect terms approved by the Senate Transportation Committee. **This bill is not moving forward this year.**

AB 1837 (Papan) San Francisco Bay Area: Public Transportation
Modeled after the work underway at MTC, this bill would create the Regional Network Management Council as an 11-member council to provide leadership and critical input on regional transit policies, and to provide executive guidance on regional transit policies and actionable implementation plans in pursuit of transformative improvements in the customer experience San Francisco Bay area transit.

AB 2824 (McCarty) Transit Employee Assaults
This bill would have created parity in the enhanced penalties levied against individuals who commit assault or battery against a public transit operators and ticketing agents and all other transit employees and contractors. This bill will not move forward this year. This bill was co-sponsored by the California Transit Association. **This bill is not moving forward this year.**

AGENDA ITEM 5e
MEETING: June 13, 2024

MEMORANDUM

TO: **Board Members**

FROM: **Seamus Murphy, Executive Director**
Michael Gougherty, Planning & Development Manager
Timothy Hanners, Operations & Maintenance Manager
Gabriel Chan, Transportation Planner
Joseph Ramey, Operations Analyst

SUBJECT: **Monthly Operations, Ridership, and Recovery Report – June 2024**

Background

Operations
Following the implementation of the new Swiftly system for ridership and service operations data in January 2023, staff are now able to develop accurate and real-time on-time performance and reliability reports. Staff will now aggregate and publish this data in the Monthly Operations, Ridership, and Recovery Report.

The following metrics are now included in this report:
- **On-Time Trips:** Trips arriving early, on-time, or less than five minutes after the scheduled arrival time.
- **Late Trips:** Trips arriving five minutes or more past the scheduled arrival time.
- **Cancelled Trips:** Cancelled trips not replaced by a substitute (backup) vessel.
- **On-Time Performance (OTP):** The percentage of total trips that arrived early, on-time, or less than five minutes after the scheduled arrival time.
- **Service Reliability:** The percentage of scheduled trips that were operated, after adjusting for trips cancelled.

In addition, staff will compare on-time performance and service reliability metrics of other ferry operators to those of WETA moving forward. On-time performance and reliability data will be sought from the following public ferry operators:
- Golden Gate Ferry
- Washington State Ferries
- Kitsap Transit
- Staten Island Ferry
- NYC Ferry
- Massachusetts Bay Transportation Authority (MBTA) Ferry

This new component of the monthly report will also inform potential initiatives that staff can pursue to improve on-time performance and reliability along with input from the Board and others.

Ridership Recovery
The WETA Pandemic Recovery Plan (Plan) began on July 1, 2021 with the enhancement of the Vallejo, Oakland & Alameda, and Richmond routes, the restart of the suspended Harbor Bay route, and the launch of the new Alameda Seaplane route. The following weekend also marked the relaunch of weekend service on the Vallejo, Oakland & Alameda, and Richmond routes. WETA relaunched the South San Francisco service in November 2021.

The Plan enhanced service during midday and weekend periods to reflect changing demands from regular commuters and recreational riders. Lower fares, more in line with parallel transit options such as BART or Transbay buses, is an additional feature of the Plan. This report provides a monthly update on ridership trends, comparisons to historical data and other regional transit operators, as well as upcoming service adjustments.

Discussion

Operations

Highlights:

- Overall, WETA's on-time performance and service reliability remained consistently high from month-to-month during the first five months of 2024.
- **On-time performance** averaged 97.8% systemwide January through May 2024 compared to 97.4% for the same period in 2023, an increase of 0.4 percentage points.
- On-time performance is generally consistent for weekends and weekdays, and across routes, with minor variations from month-to-month.
- **Service reliability** averaged 99.3% systemwide January through May 2024 compared to 99.0% for the same period in 2023, a slight increase of 0.3 percentage points.
- There was a total of 146 trip segments cancelled in January through May combined, compared to 18,655 trip segments provided during these months. Cancelled trips represented 0.8% of total scheduled trips during this period. There was a total of 5 trip segments cancelled in May, the same number of cancellations as in April.
- With the recent addition of the Delphinus vessel, SF Bay Ferry now has 17 vessels in our fleet. This vessel provides additional capacity to maintain regular service, especially during periods where a vessel is out of service for repairs and regular maintenance.
- SF Bay Ferry has actively engaged and scheduled an independent third-party audit of our maintenance systems to understand whether there are any areas of the maintenance program that could be improved upon to help minimize future equipment failures. The auditors are actively engaged in planning, gathering documents, and familiarizing themselves with our maintenance programs. The Operations team will provide an update on the progress of the auditors' work and preliminary findings during the June Board Meeting.
- WETA has similar, if not higher, levels of on-time performance and reliability compared to other public ferry operators analyzed. WETA's on-time performance in 2023 averaged 96.8% compared to 94.4% for other selected public ferry operators considered in this report. WETA's reliability performance in 2023 averaged 99.4% compared to 98.6% for the other public ferry operators analyzed. WETA will continue to track and monitor this data in 2024 as it becomes available and will include first and second quarter 2024 performance metrics in the July Monthly Operations, Ridership, and Recovery Report.
- On-time performance and reliability data for the month of June will be provided in the July Monthly Operations, Ridership, and Recovery Report.

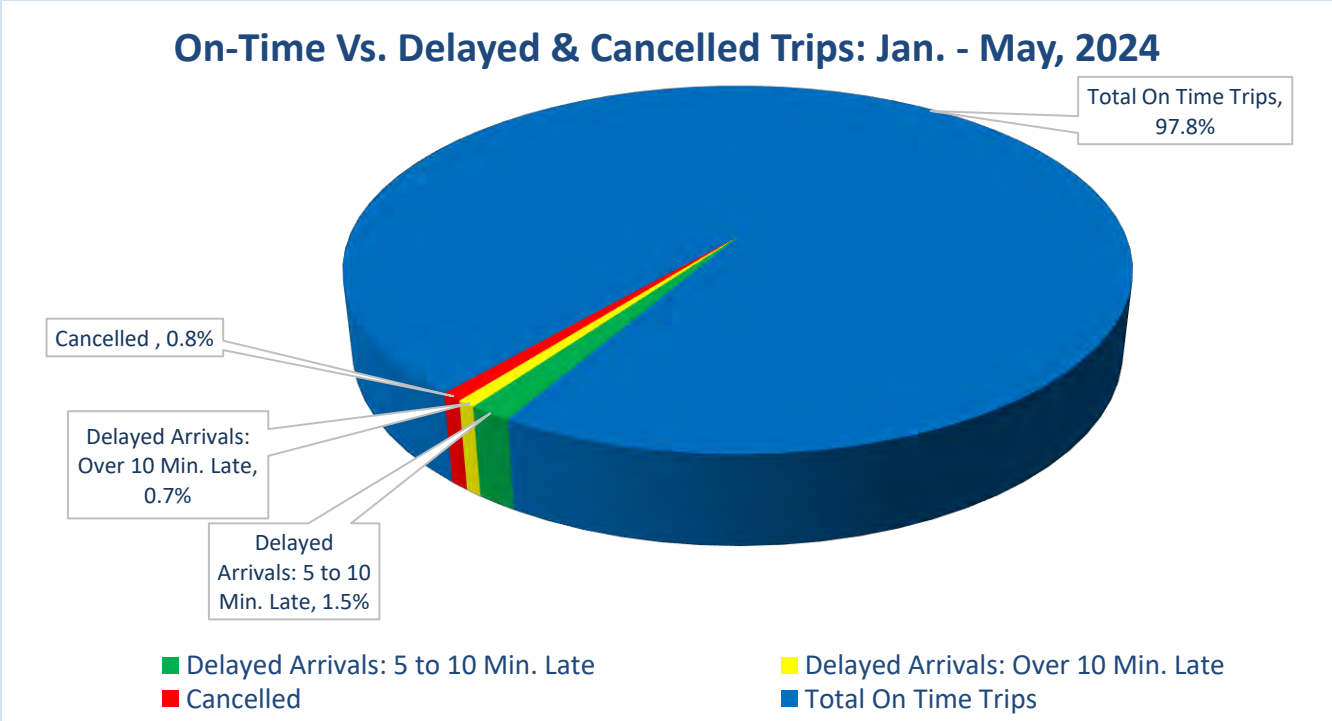
Ridership Recovery

Staff projected that May 2024 ridership would grow to 81% of May 2019. Ridership on the system exceeded this projection by about 9,000 boardings and WETA can expect to meet or slightly exceed the projected ridership for fiscal year 2024. This significant uptick in riders is unique among the Bay Area's regional transit operators. As we enter the summer and the next fiscal, staff have projected continued ridership growth.

Appendix A. Operations Data Summary

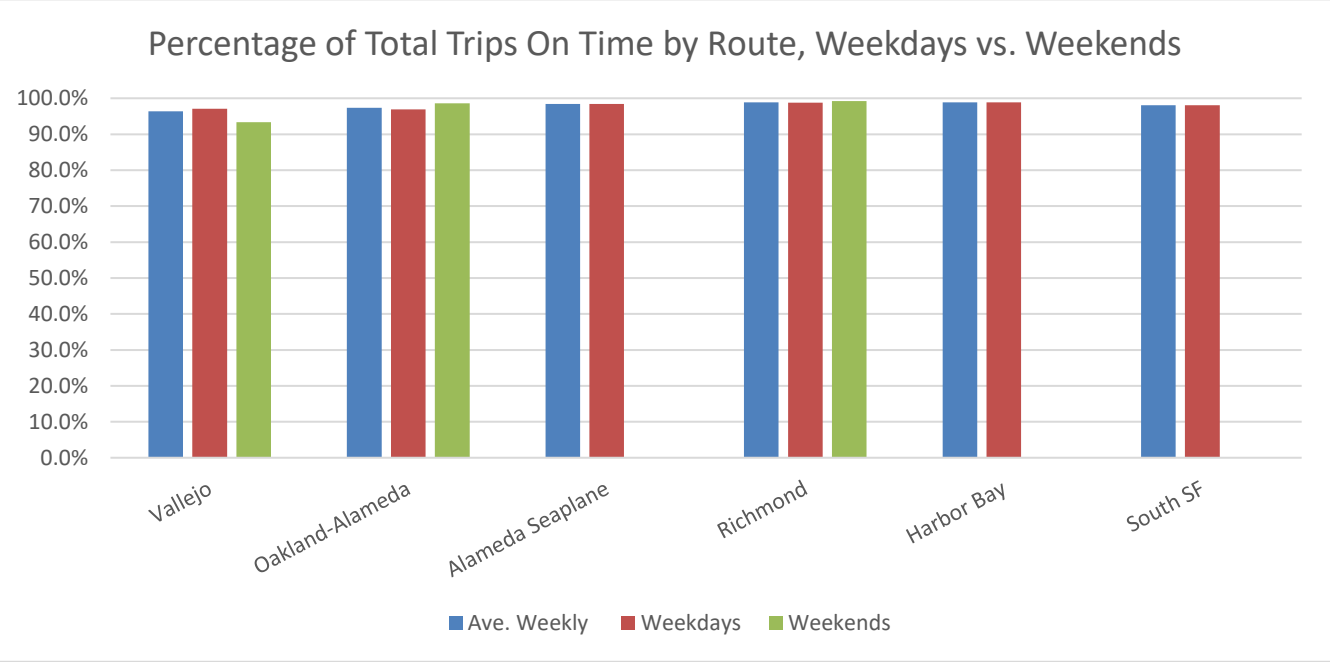
Percentage of Trips On-Time: Year-to-Date (January-May 2024)

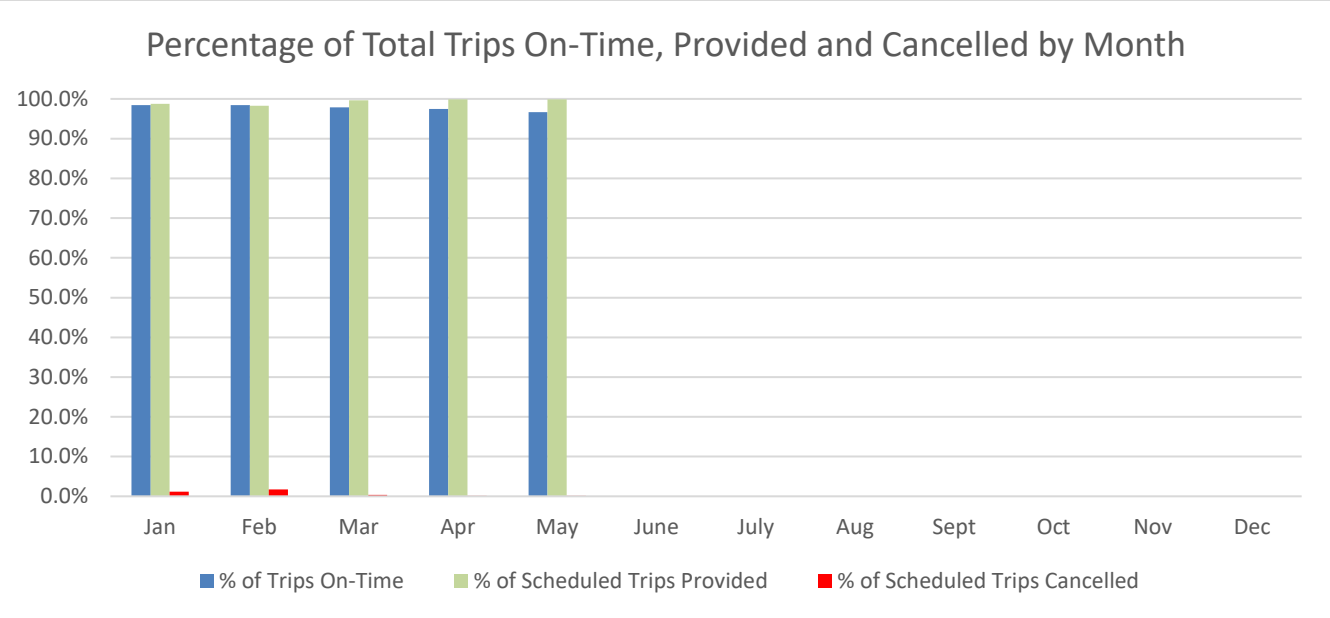
Route	Ave. Weekly	Weekdays	Weekends
Vallejo	96.4%	97.1%	93.3%
Oakland-Alameda	97.3%	96.9%	98.6%
Alameda Seaplane	98.4%	98.4%	Not Provided
Richmond	98.9%	98.8%	99.2%
Harbor Bay	98.9%	98.9%	Not Provided
South SF	98.0%	98.0%	Not Provided
Total System	**97.8%**	**97.8%**	**97.5%**



On-Time Performance & Reliability by Month (January-May 2024)

	% of Trips On-Time	% of Scheduled Trips Provided	% of Scheduled Trips Cancelled
January	98.5%	98.8%	1.2%
February	98.4%	98.3%	1.7%
March	97.9%	99.6%	0.4%
April	97.5%	99.9%	0.1%
May	96.7%	99.9%	0.1%
June			
July			
August			
September			
October			
November			
December			
Annual Average	**97.8%**	**99.3%**	**0.7%**





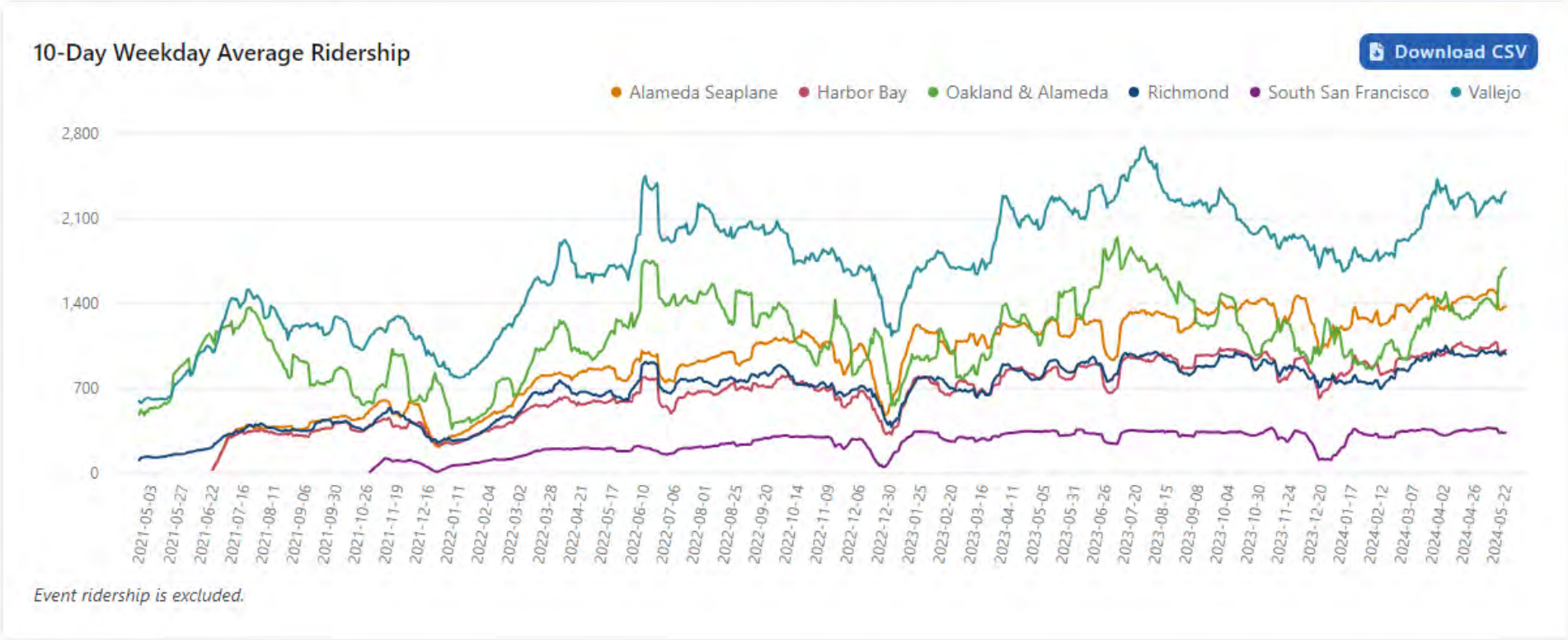
WETA On-Time Performance & Reliability Compared to Other Ferry Operators, Ave. Annual 2023*

	% of Trips on Time	% of Scheduled Trips Provided
Golden Gate	96.5%	99.0%
Washington State Ferries	84.0%	97.8%
Kitsap Transit	98.0%	98.7%
Massachusetts Bay Transportation Authority	99.2%	99.4%
NYC Ferry (Jan.-July only)	*83.3%*	*97.4%*
Staten Island Ferry	94.2%	99.5%
Average of Comps**	**94.4%**	**98.6%**
WETA	**96.8%**	**99.4%**
BART (Jan-Sept. only)	*72.7%*	*n/a*
MUNI	82.5%	n/a
AC Transit	74.4%	n/a

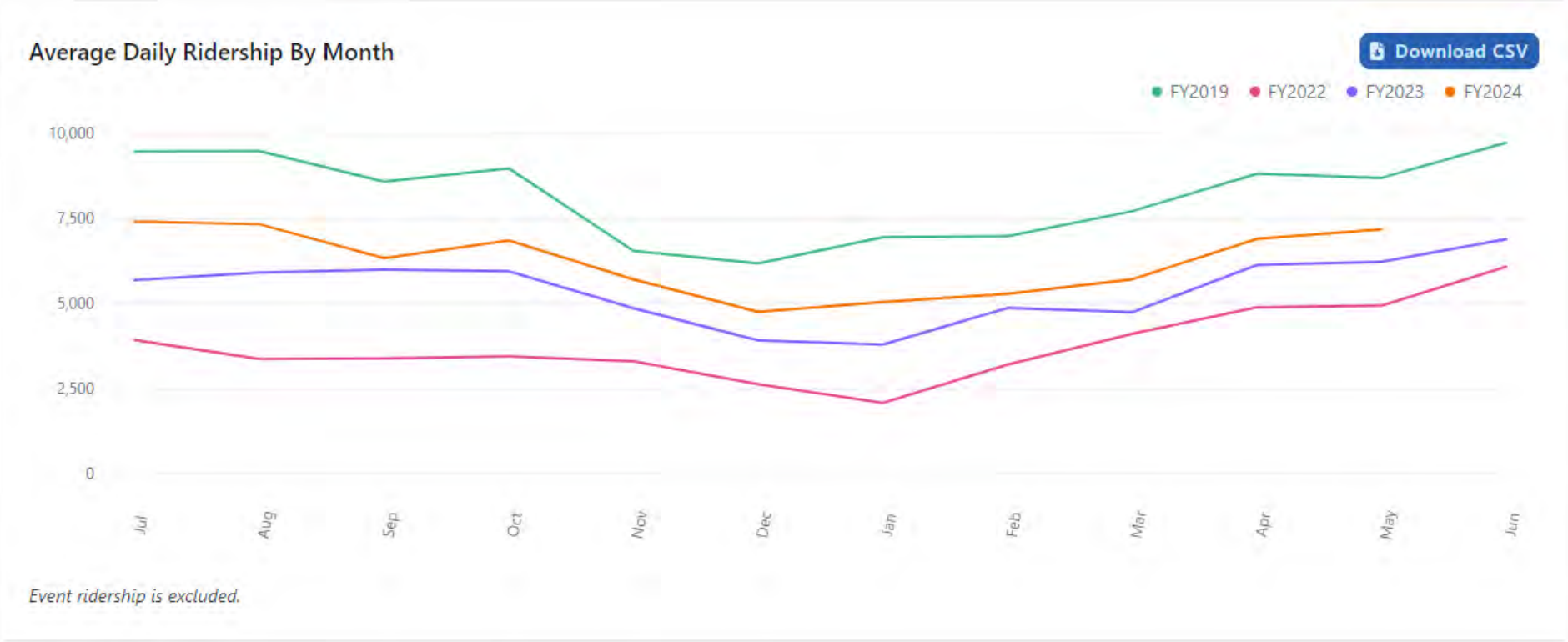
* The definition of on-time performance varies among the other ferry and transit operators considered in this analysis. Some operators consider on-time performance based on late departures instead of late arrivals. Most operators define on-time trips as trips departing or arriving within 5 minutes of the scheduled departure or arrival time.

** Average excludes NYC Ferry data as that operator paused reporting on-time performance and reliability figures beginning in August 2023.

Appendix B. Ridership Recovery Data Summary



Event ridership is excluded.



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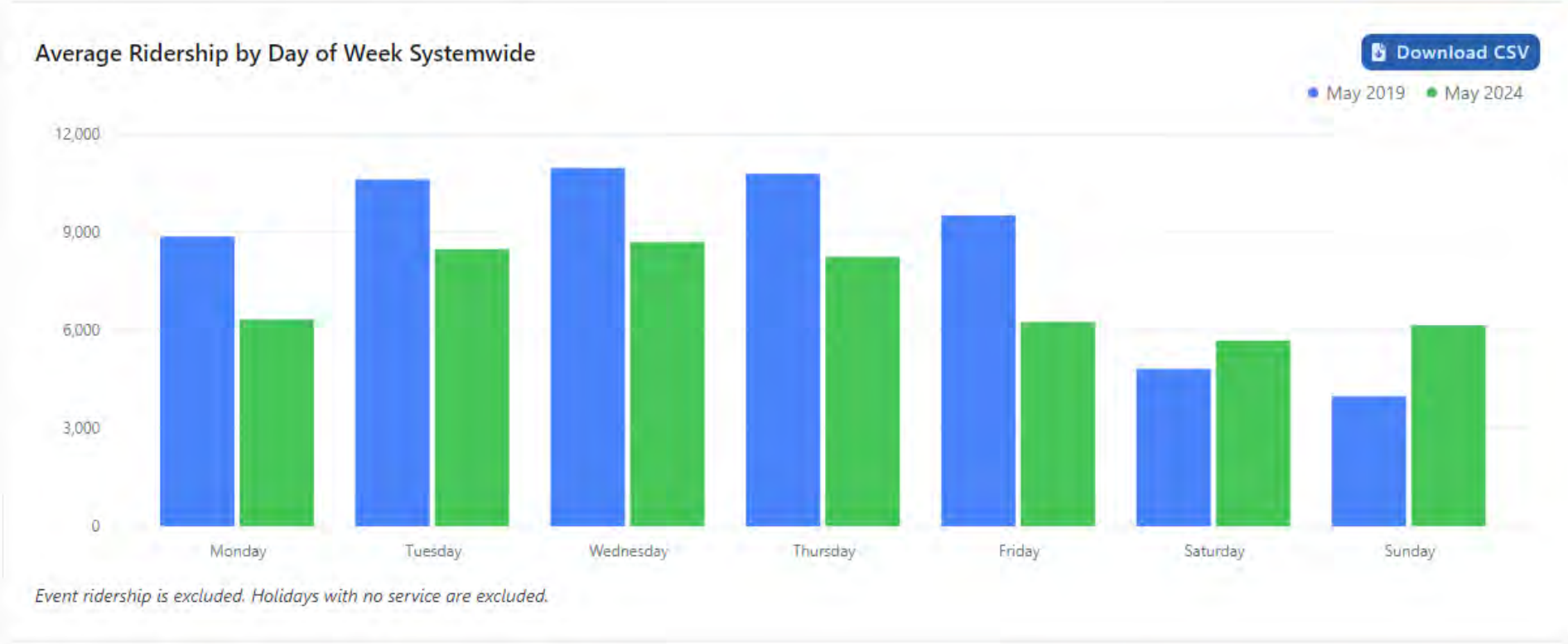
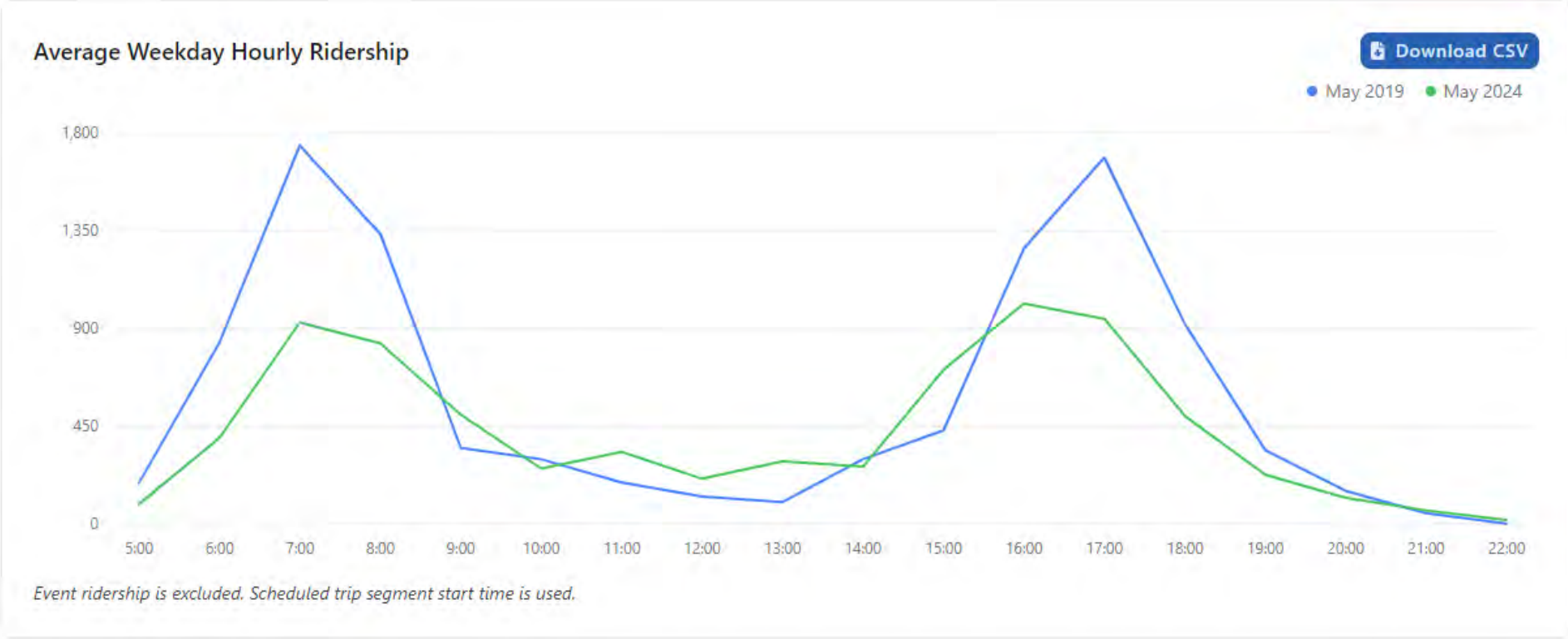
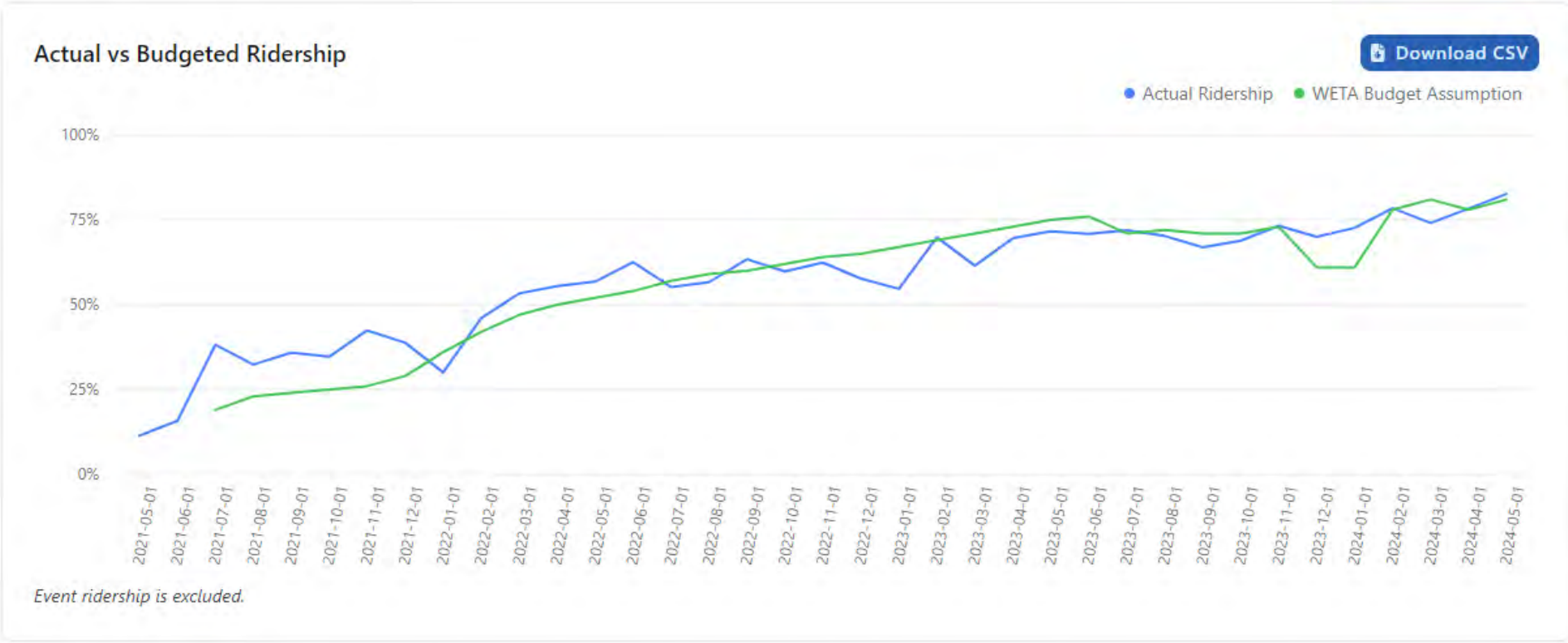


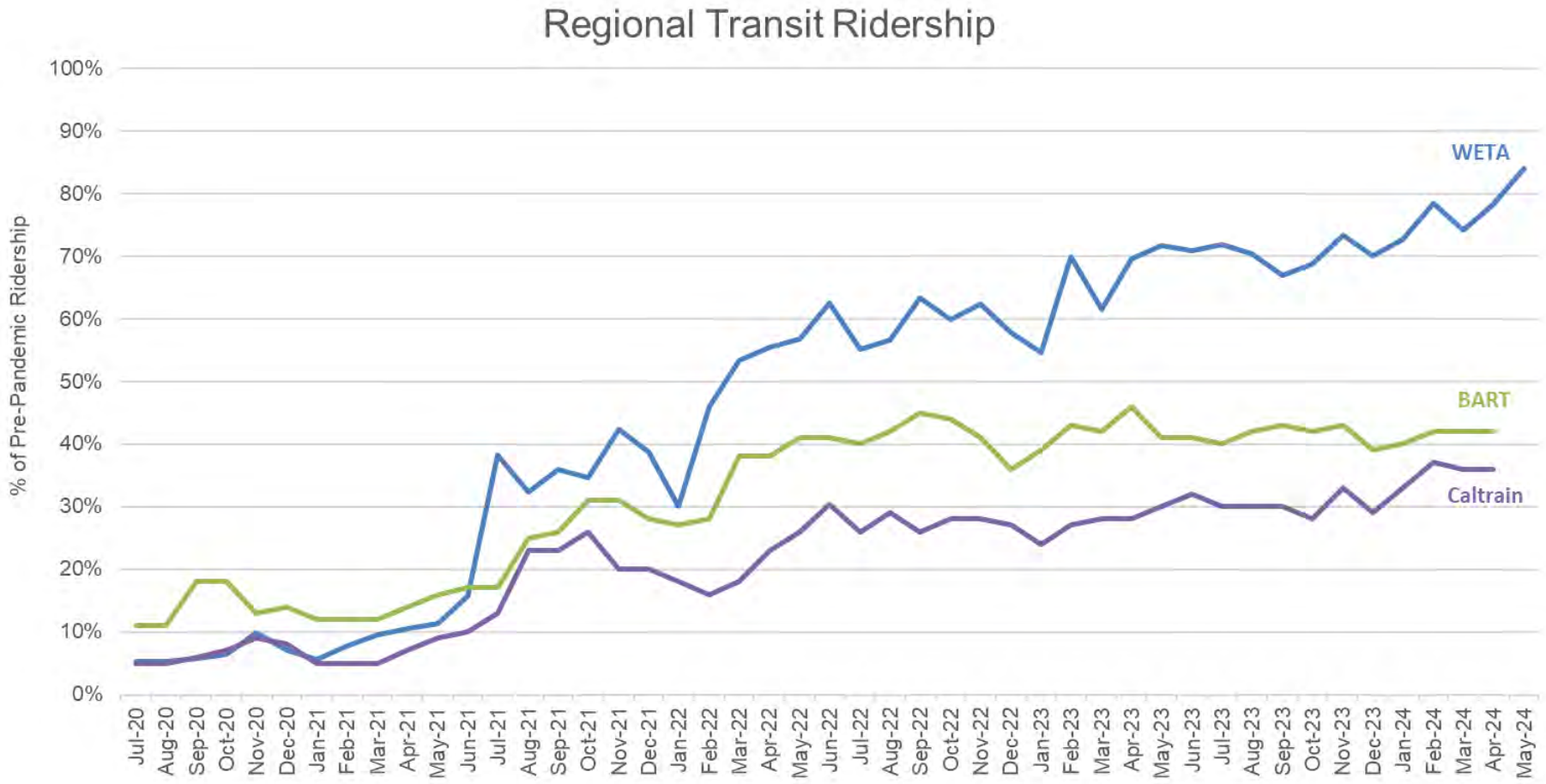
Event ridership is excluded. Holidays with no service are excluded.



Event ridership is excluded. Scheduled trip segment start time is used.



Event ridership is excluded.


Regional Transit Ridership
% of Pre-Pandemic Ridership
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
WETA
BART
Caltrain
Jul-20
Aug-20
Sep-20
Oct-20
Nov-20
Dec-20
Jan-21
Feb-21
Mar-21
Apr-21
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Mar-23
Apr-23
May-23
Jun-23
Jul-23
Aug-23
Sep-23
Oct-23
Nov-23
Dec-23
Jan-24
Feb-24
Mar-24
Apr-24
May-24

Operational Statistics	Oakland & Alameda	Richmond	Harbor Bay	South San Francisco	Alameda Seaplane	Vallejo	San Francisco Pier 41 Short Hop	Ballpark (Oakland & Alameda)	Ballpark (Vallejo)	Ballpark Short Hop	**Systemwide**
Total Ridership May 2024	62,509	26,484	23,495	8,083	33,023	68,144	999	3,967	1,902	3,155	**231,761**
Total Ridership April 2024	52,950	26,396	22,671	7,476	31,242	65,705	721	3,599	1,799	2,416	**216,306**
Percent Change	18.10%	0.30%	3.60%	8.10%	5.70%	3.70%	38.60%	10.20%	5.70%	30.60%	**7.10%**
Total Ridership May 2024	62,509	26,484	23,495	8,083	33,023	68,144	999	3,967	1,902	3,155	**231,761**
Total Ridership May 2023	52,019	22,707	18,426	7,743	26,939	64,216	1,034	2,819	1,115	2,603	**201,111**
Percent Change	20.20%	16.60%	27.50%	4.40%	22.60%	6.10%	-3.40%	40.70%	70.60%	21.20%	**15.20%**
Total Ridership FY2024 to date	555,004	255,333	218,990	75,117	324,800	651,549	14,512	21,731	12,696	10,861	**2,156,742**
Total Ridership FY2023 to date	508,005	210,856	164,291	63,944	243,978	575,259	4,059	6,636	9,276	3,878	**1,808,279**
Percent Change	9.30%	21.10%	33.30%	17.50%	33.10%	13.30%	257.50%	227.50%	36.90%	180.10%	**19.30%**
Average Weekday Ridership May 202	1,551	996	1,068	367	1,501	2,264	105	509	191	838	**7,873**
Weekdays Operated in May 2024	23	23	22	22	22	23	1	7	7	1	**23**
Average Weekend Ridership May 202	3,355	447				2,009	112	403	565	772	**6,334**
Weekend Days Operated in May 2024	8	8	0	0	0	8	8	1	1	3	**8**
Ridership Per Hour May 2024	125	69	116	58	150	88	115	427	198	789	**70**
Ridership Per Mile May 2024	8.9	3.8	5.6	3.3	10.4	3.3	8.0	38.7	7.0	82.2	**5.1**
Revenue Hours May 2024	500.30	381.50	201.70	139.30	220.00	772.50	8.70	9.30	9.60	4.00	**3,314.40**
Revenue Miles May 2024	7,060.30	6,898.50	4,162.40	2,420.00	3,168.00	20,907.90	124.80	102.40	270.70	38.40	**45,153.40**

AGENDA ITEM 6a
MEETING: June 13, 2024

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

[May 9, 2024]

The Board of Directors of the San Francisco Bay Area Water Emergency Transportation Authority met in regular session at Port of San Francisco at Pier 1, San Francisco, CA and via videoconference.

1. CALL TO ORDER

Vice Chair Monique Moyer called the meeting to order at 1:02 p.m.

2. ROLL CALL

Chair James Wunderman, Vice Chair Moyer, Director Jessica Alba, Director Jeffrey DelBono, and Director Pippin Dew were in attendance. In compliance with the Brown Act, Chair Wunderman explained that he was joining the meeting remotely due to health issues and that no one over the age of 18 was in the room with him. Vice Chair Moyer stated that she would be chairing the meeting on behalf of Chair Wunderman.

Vice Chair Moyer led the Pledge of Allegiance. She welcomed directors, staff, and meeting guests and noted that the meeting was being conducted in person and by videoconference and was being recorded. She advised guests about offering public comment and how guests could sign up to speak throughout the meeting.

3. REPORT OF BOARD CHAIR

Chair Wunderman thanked Vice Chair Moyer for chairing the meeting. He said that he is seeing long lines and happy faces and expressed his appreciation to the crews for consistently doing a great job.

4. REPORTS OF DIRECTORS

Director DelBono stated that he has had the opportunity to talk with representatives from the Chinatown and North Beach communities and with attendees at a Chamber mixer for small business. He said that he had received positive comments about the ferry system and excitement about partnership opportunities. He said that the new San Francisco Bay Ferry (SFBF) advertisement that he saw in the Bay Area Rapid Transit (BART) station was cool.

Director Alba stated that she was pleased to be part of the welcoming committee for His Royal Highness Crown Prince Haakon of Norway who participated in a maritime and energy sector focused conference to promote economic ties between Norway and California. She thanked everyone involved for making the event, including a ride on the MV *Delphinus* a huge success.

Director Dew said that it was her first time taking the ferry during high winds and that she heard concerns about ferry cancellations. She was relieved when she rode the ferry and stated that it was a smooth ride. She noted that she was happy to see the increase in ridership and full parking lots on a nongame day.

Vice Chair Moyer stated that she was gratified as she had been receiving wonderful comments from the public and a tough client about how well the service is running and commended the staff and crew for their work.

On a sad note, Vice Chair Moyer reported that the Bay Area icon Will Travis, former Executive Director of the Bay Conservation and Development Commission (BCDC) passed away on April 24 leaving

behind a legacy of achievements. She noted that he spent most of his life protecting the bay for all and to acknowledge his contributions asked to adjourn the meeting in his memory.

5. REPORTS OF STAFF

Executive Director Seamus Murphy thanked the Directors for acknowledging the work of staff. He noted that the BART ad is the work of Digital Communications Specialist Alexis Matsui and that it was part of a whole campaign that is gradually being rolled out.

Mr. Murphy stated that a lot of progress has been made on fueling and operating the *Sea Change* and that crews have been trained to operate the vessel. He said that the vessel has cleared the first half of United States Coast Guard (USCG) inspection and that the second help was scheduled for Monday. He added that a budget increase in the amount of $500,000 was added to the budget to reflect costs incurred from the delay and the increased cost of hydrogen. He said that he was looking forward to beginning the demonstration project as soon as the USCG certification has been completed.

Mr. Murphy asked Planning and Development Manager Michael Gougherty to report on the progress of the Pilot Service Committee. Mr. Gougherty thanked Directors DelBono and Dew for participating in the committee and representing the Board. He shared his presentation on the key roles of the committee which includes prioritizing projects and partnerships, reviewing goals and objectives prior to pilot service launch, and ensure projects provide opportunity for training; the pilot service program which allow testing for new technologies and operating models before making long-term commitments; and the fiscal year (FY) 2025 work program. The three programs for FY 2025 include the Oakland Alameda Water Shuttle, the Redwood City Ballpark Service, and the *Sea Change* Zero-Emission Fuel Cell Demonstration Project. He noted that potential future projects include service between the Downtown Ferry Terminal and Pier 48.5, new transbay services between Larkspur and Vallejo, and connection service between the Carquinez area and Richmond.

Mr. Murphy stated that the projects were going to be included in the FY 2025 budget. He commented that the Contra Costa Transportation Authority (CCTA) Measure J funds provides a baseline level of service that is below what is being operated today and that WETA is supplementing Measure J with Regional Measure (RM) 3 funds to operate even more service including weekend service due to Richmond's potential for ridership growth, noting that it is one of the fastest routes to recover to pre-pandemic levels. He added that staff had reached out to Contra Costa County about the two-year funding gap when Measure J runs out and when Contra Costa County would potentially reauthorize their half-cent sales tax that pays for that service.

Mr. Murphy provided five written reports and offered to answer questions before introducing WETA State Lobbyists Partner Matt Robinson and Legislative Advocate Michael Pimentel of Shaw Yoder Antwih Schmelzer & Lange (Shaw Yoder).

Mr. Robinson provided an update on timelines and deadlines for committee work on bills. He reported that Governor Gavin Newsom was expected to release the May Revise to include updated numbers for the state deficit and revenue to support existing state spending programs and funding availability.

Mr. Pimentel provided some clarity on the direction the state will take to resolve the budget deficit and concerns of the spending freeze and the heightened effort to release monies in advance of the finalization of the budget.

Mr. Pimentel noted that Assembly Bill (AB) 2061 exempting the purchase of zero-emission ferries by public transit agencies from the state portion of the sales and use tax was in the suspense file pending hearing in the Committee on Appropriations. He offered to answer any questions and comments before turning it back to Mr. Robinson to cover the remaining item.

Mr. Robinson provided a brief update on Senate Bill (SB) 1031 ahead of the discussion later in the agenda. He stated that SB 1031 was in the suspense file of the Senate Appropriations Committee

giving the authors more time to work out some of the elements of the bill which include the limitations on the use of the sales tax and some of the oversight over the historical transit formula funding. He offered to answer any questions.

Operations Analyst Joe Ramey reported that time, performance, and service reliability outperformed the same period in 2023 with cancelled trips declining from 50 trips in January to 5 trips in April. Mr. Gougherty stated that ridership was on target with the budget and at about 80 percent of pre-pandemic recovery. He asked the Board for feedback about information they would like to see in the reports, noting that the data was automatically calculated and therefore more reliable.

Vice Chair Moyer called for public comments, and there were none.

The Directors thanked staff for the reports.

6. CONSENT CALENDAR

Director Dew made a motion to approve the consent calendar:

a. Approve Board Meeting Minutes – April 11, 2024
b. Approve Temporary License Agreement for Estuary Water Shuttle Pilot Project
c. Authorize License Agreement Related to Oakland Ferry Fest
d. Authorize Purchase of Insurance Policies for Fiscal Year 2024/25

PUBLIC COMMENT

City of Vallejo resident Rusty Keyes asked about Vallejo Ferry Service. Vice Chair Moyer noted that comments were being accepted for the Consent Calendar and that the Board would be happy to accept his comments during the discussion on Item 11 - ADOPT 2050 SERVICE VISION AND EXPANSION POLICY.

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

Yeas: Alba, DelBono, Dew, Moyer, Wunderman. Nays: None. Absent: None.

7. APPROVE REDWOOD CITY BALLPARK SERVICE PILOT PROJECT

Public Information and Marketing Manager Thomas Hall presented this item recommending approving the Redwood City ballpark service pilot project and acknowledging the work of the planning and development department.

Mr. Hall shared his presentation providing the background, plan, the timeline, and recommendations before the service could be implemented.

Mr. Hall confirmed that no dredging would be required in response to Vice Chair Moyer.

Vice Chair Moyer thanked staff for the thoughtful and strategic creativity of the service.

PUBLIC COMMENT

Port of Redwood City Business and Development Manager Trish Wagner, Seaport Industrial Association Executive Director and Chamber San Mateo County Board Member Greg Greenway, Port of Redwood City Commission Chairperson Lorianna Kastrop, San Mateo County Economic Development Association (SAMCEDA) Don Cecil on behalf of President and CEO Rosanne Foust, and Bay Planning Coalition Policy and Operations Associate Robert Rogers spoke in support of the Redwood City Ballpark Service Pilot Project.

Bair Island Aquatic Center (BAIC) Marty Udisches who represented human-powered users of Redwood Creek and the Port of Redwood City said that BAIC was ready and willing to work with WETA to ensure maximum safety or all users of Redwood Creek and the Port of Redwood City.
Chair Moyer thanked the speakers for their comments.

Director Alba made a motion to adopt Resolution No. 2024-15 approving this item.

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

Yeas: Alba, DelBono, Dew, Moyer, Wunderman. Nays: None. Absent: None.

8. CALIFORNIA SENATE BILL 1031 CONNECT BAY AREA ACT – SUPPORT

Mr. Murphy introduced this item recommending supporting California Senate Bill (SB) 1031 explaining that the bill was designed to authorize a measure to be put on the ballot to help bail out transit agencies that are facing an immediate fiscal cliff due to the ongoing impacts of the pandemic and prevent the cutting of service. He added that the bill would help advance some of the network management efforts to better integrate transit services around the region which would require the state to conduct a study that would look at consolidation of Bay Area transit agencies.

Mr. Murphy indicated that WETA would benefit in a meaningful way from a guaranteed $25 million per year in operating support under the current version of the bill in addition to the $35 million per year from RM 3.

Mr. Murphy introduced Metropolitan Transportation Commission (MTC) Legislation and Public Affairs Director Rebecca Long to provide more information and the status of the bill.

Ms. Long stated that MTC is sponsoring SB 1031 but did not ask for the consolidation language which has been a contentious point of the bill but expected to see some amendments related to the consolidation provision. She said that some operators have suggested amendments but that a lot of operators have opposed the bill because of the consolidation provision.

Ms. Long said that the legislation was modeled on Bay Area Housing Finance Authority (BAHFA), a separate entity that was sponsored by MTC that offered a menu of revenue options including a general obligation bond, a parcel tax, and some others. She conservatively estimated that the transit operating deficit was about $600 million based on MTC's standardized numbers so considered sales tax, payroll taxes, a parcel tax, and registration fees as revenue mechanisms. She noted some other programs that were included in the bill and the challenge of geographic equity and return to source.

Ms. Long thanked staff for putting this item on the agenda and for supporting the bill.

Director Del Bono commented that he supported the bill specifically for the consolidation language. He asked MTC to improve accountability and consider a model of appointing boards instead of electing boards.

Director Alba said that coordination is the first step in a phased approach and that consolidation is part of the journey so that multiple transit agencies are not all doing the same thing within their own boundaries. She stated that she was supportive of Director DelBono's comments and the effort to consolidate.

Chair Wunderman said that he would have to abstain from voting but commented that though WETA was a well-funded agency compared to other transit agencies, he noted that WETA had more time than other agencies before hitting its own fiscal cliff. As President and CEO of Bay Area Council, representing the public and business community, he believed that some of the suggested funding sources would be damaging to the regional economy. He said that he was also concerned about the geographic distribution returns and employer responsibilities.

Chair Wunderman concluded his comments by saying that there were good things in the bill but that a solution had to be found which was consistent with the realities of these times and urged Ms. Long to keep working at it because public investment in transit as well as infrastructure and housing is what is needed.

Director Dew said that she agreed with a lot of the comments about consolidation and a more seamless experience. She stated that the public needed to be educated about the process and needs to creating important and critical infrastructure.

Vice Chair Moyer said that she was in favor of the bill and that many of the comments resonated with her but the one that stood out for her is from the end user perspective noting that the public is indifferent as to who is providing the transportation. She had questions about the equitable process and how it will be governed to allow individual cities to participate and be treated fairly. She noted that she approved of staff withdrawing the commitment to support the bill if the bill took a turn that was not favorable to WETA's future responsibility.

Vice Chair Moyer called for public comments, and there were none.

Director DelBono made a motion to adopt Resolution No. 2024-16 approving this item.

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

Yeas: Alba, DelBono, Dew, Moyer. Nays: None. Abstain: Wunderman. Absent: None.

9. APPROVE AMENDMENT #1 TO MEMORANDUM OF UNDERSTANDING FOR THE BERKELEY MARINA FERRY FACILITY PROJECT

Mr. Gougherty presented this item recommending approving Amendment #1 to the Memorandum of Understanding (MOU) for the Berkeley Marina Ferry Facility Project. He provided some background noting that the original MOU laid out the terms for undertaking Phase 1 of the project which was a feasibility study which defines the parameters and assesses the basic feasibility of the project. He said that this amendment addresses Phase 2 of the project which would include design and environmental review work.

Mr. Gougherty expressed his appreciation to the City of Berkeley (City) staff for obtaining funding from the Alameda County Transportation Commission (ACTC) in the amount of $5.8 million and a grant from the California State Coastal Conservancy (CSCC) in the amount of $2.2 million. He said that the City would be the lead in design, environmental review, and permitting and that WETA would provide up to $3 million in RM 3 funds to cover WETA staff time, project contingency, and potential Phase 2 expenses not reimbursable by ACTC and CSCC.

Mr. Gougherty said that pending the outcome of Phase 2, WETA would potentially be coming back to the Board as well as the City Council with a proposal to move forward with Phase 3 which would include construction.

Mr. Gougherty confirmed that Phase 2 was for full design.

Director DelBono remarked that a ferry terminal at Berkeley would be a great addition to water transportation on the bay but reiterated his concern to which he has never received an answer about how the City was envisioning getting people down University Avenue and to the ferry terminal.

Mr. Gougherty replied that the City had already hired a Transportation Demand Management (TDM) firm early on before hiring the environmental review and concept design firm. He added that he would invite the project team to give a presentation and provide an update on the specifics as the work goes forward.

Director Dew said that she was excited to see the project move forward and that previous City of Vallejo Assistant City Manager Terrance Davis resigned from the City of Vallejo and accepted the position as the City of Berkeley Public Works Director and was familiar with SFBF.

Chair Wunderman said that big supporters of the project were leaving with the change in the City government and requested clarity about actions that would be taken by the City to assure that passengers could access the ferry.

PUBLIC COMMENT
City of Berkeley Parks, Recreation and Waterfront Capital Improvement Program Manager and Berkeley Pier Ferry Project Manager Liza McNulty and Bay Planning Coalition Policy and Operations Associate Robert Rogers spoke in support of amending the MOU.

Vice Chair Moyer noticed that she did not see anything in the resolution about getting periodic updates but requested a commitment that updates would be received periodically from the professional team.

Director Dew made a motion to adopt Resolution No. 2024-17 approving this item.

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

Yeas: Alba, DelBono, Dew, Moyer, Wunderman. Nays: None. Absent: None.

10. AUTHORIZE THE FILING OF AN ALLOCATION REQUEST WITH THE METROPOLITAN TRANSPORTATION COMMISSION FOR $3,000,000 IN REGIONAL MEASURE 3 CAPITAL FUNDS
Grants Manager Jennifer Raupach presented this item recommending authorizing the filing of an allocation request with MTC for $3 million in RM 3 capital funds.

Director Alba made a motion to adopt Resolution No. 2024-18 approving this item.

Vice Chair Moyer called for public comments, and there were none.

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

Yeas: Alba, DelBono, Dew, Moyer, Wunderman. Nays: None. Absent: None.

11. ADOPT 2050 SERVICE VISION AND EXPANSION POLICY
Mr. Gougherty presented this item recommending adopting the 2050 Service Vision and Expansion Policy. He thanked the Board for the feedback and provided a summary of changes that were made to incorporate feedback received specifically on emergency response, first and last mile connections, organizational development, and environmental stewardship.

Chair Wunderman expressed his appreciation to the team and to Vice Chair Moyer and Director Alba for all the hours involved and working with staff to advance the business plan and was excited to support the policy.

Vice Chair Moyer called for public comments, and there were none.

Director DelBono made a motion to adopt Resolution No. 2024-19 approving this item.

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

Yeas: Alba, DelBono, Dew, Moyer, Wunderman. Nays: None. Absent: None.

12. ADJUST FISCAL YEAR 2023/24 CAPITAL BUDGET FOR VESSEL CONSTRUCTION

Chief Financial Officer Erin McGrath presented this item recommending adjusting the fiscal year 2023/24 capital budget for vessel construction by $3,847,481 which include:

1. Increase New Commuter Class High-Speed Vessels FY 2023/24 budget by $1,086,651 and adjust the total Project Budget by adding $305,100
2. Increase Solano/Bay Breeze Replacement FY 2023/24 budget by $6,212,557 with no change to the total project budget
3. Decrease Intintoli Replacement FY 2023/24 budget by $7,046,689 with no change to the total project budget
4. Decrease Mare Island Replacement FY 2023/24 budget by $4,100,000 with no change to the project budget

Ms. McGrath clarified that a couple of the projects required more funding in the current fiscal year but not a budget increase for the overall project and that the increase for the New Commuter Class High-Speed Vessels was due to the increase in sales and use tax. She added that there was no change to the overall project budget and that the surplus would be reflected in the FY 2024/25 budget.

Director Alba made a motion to adopt Resolution No. 2024-20 approving this item.

Vice Chair Moyer called for public comments, and there were none.

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

Yeas: Alba, DelBono, Dew, Moyer, Wunderman. Nays: None. Absent: None.

13. REVIEW PROPOSED FISCAL YEAR 2024/25 BUDGET AND SALARY SCHEDULE

Ms. McGrath presented this information item and shared her presentation on the proposed FY 2024/25 $157.6 million budget and salary schedule. She highlighted a few initiatives which included the growth of the electrification capital program, the pilot service program, passenger marketing, and new staffing.

Ms. McGrath provided an overview of the capital and operating budgets and the revenue sources.

Ms. Murphy stated that the spending freeze discussed earlier did not affect WETA, and Mr. Murphy said that he would be surprised if the state attempted to recapture funds that have already been programmed.

The Directors thanked Ms. McGrath for her presentation.

Vice Chair Moyer thanked the voters of the nine Bay Area counties for their generosity in supporting RM 2 and 3 and to those that had the vision to work hard for RM 3.

Mr. Murphy confirmed that Measure J funds would be available through 2032 under the 10-year operating plan after launch but that the CCTA had to take action annually to allocate Measure J funds to support the operation of the Richmond service.

14. PUBLIC COMMENTS FOR NON-AGENDA ITEMS

With all business concluded, Vice Chair Moyer adjourned the meeting in memory of Mr. Travis and birthday celebration wishes for Director DelBono at 3:20 p.m.

- Board Secretary

END

AGENDA ITEM 6b
MEETING: June 13, 2024

MEMORANDUM

TO: **Board Members**

FROM: **Seamus Murphy, Executive Director**
Lauren Gularte, Government & Regulatory Affairs Manager
Terence Candell, Government & Regulatory Affairs Specialist

SUBJECT: **Approve FY 2025-2027 Title VI Program**

Recommendation
Approve the FY 2025-2027 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.

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 was due to FTA by June 1, 2024 (staff has received approval from FTA to re-submit after the June 13 Board of Directors meeting).

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

WETA utilizes data from on-board surveys to determine the agency's service area and the number of limited English proficient individuals within its service area that feeds into the Language Assistance Plan (LAP). The LAP includes an analysis that determines the languages an agency is required to translate its vital documents into. Currently staff and consultants are finalizing the agency's first on-board survey since pre-pandemic levels of ridership have returned. In consultation with FTA and in order to have an accurate representation of SF Bay Ferry's service area and the number of Limited English Proficiency individuals within its service area, staff will update the LAP this summer and submit it to FTA by September 30, 2024. Staff will provide an update to the Board with the results from the LAP analysis once complete.

WETA was required to submit a preliminary FY 2025-2027 Title VI Program by June 1, 2024. Staff submitted WETA's preliminary FY 2025-2027 Title VI Program to FTA by that deadline, and now seeks the Board's approval to resubmit the Program document after the Board meeting. When approved, the Program will be in effect for three years beginning on August 1, 2024.

The FY 2025-2027 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)

2025-2027 Title VI Program

FY 2025-2027

20896002.1


San Francisco Bay Ferry
A SERVICE OF WETA

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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, Seaplane Lagoon 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 (DOT) 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 FY 2025-2027 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.

As a result of the COVID-19 pandemic and the multi-county health orders prohibiting most businesses from continuing operations, ridership on San Francisco Bay Ferry's system plummeted by 95%. In the wake of the Covid-19 pandemic, WETA implemented a Pandemic Recovery Program in July 2021 which temporarily lowered fares by 30% systemwide, widened the window of operating hours, enhanced off-peak service to meet the need of Bay Area travelers and built relevance for the San Francisco Bay Ferry system. Ridership doubled overnight and has consistently increased. Over a two-year testing period, WETA made these changes permanent in July of 2023 in the form of the 2024-28 Fare Program.

The 2024-28 Fare Program was developed to preserve WETA's fare structure implemented by the Pandemic Recovery Program, which reduced fares on all services to eliminate the cost difference between the ferry and other regional transit options in the same corridor in order to attract more riders. The new fare policy included several core principles set forth by the Pandemic Recovery Program, such as promoting equity, diversity, affordability, and regional integration. Staff developed a multiyear fare program with small annual increases to maintain fare parity and keep pace with inflation. Special event fares were considered, with potential dynamic pricing. As a result of the

increased service frequency, fare reduction and focus on customer facing initiatives, as of May 2024 San Francisco Bay Ferry has achieved 80% of its pre-covid ridership and a 99% customer satisfaction rating.

Several new projects have started, been completed or progressed over the last three years including:

- In July of 2021, new ferry service from Alameda Seaplane Lagoon Ferry Terminal to Downtown San Francisco began.
- In 2021 WETA was awarded a grant from the California Energy Commission to develop a blueprint to transition San Francisco Bay Ferry operations to zero emissions. This blueprint detailed a 4 phased approach, transitioning the shortest routes to zero emissions in phase 1, medium length routes in phase 2, and longer routes in phase 3. Phase 4 includes the longest routes (24-26 nautical miles) provided by San Francisco Bay Ferry and is currently infeasible using the zero emission technology available today. In 2022, WETA made a commitment to shift at least 50% of its vessel operations to zero emissions by 2035 – one of the most aggressive timelines for a transit system in the country. Work has continued since 2021, and WETA has secured over $127 million to support implementation of phases 1 and 2. WETA estimates that the cost of transitioning 50% of its vessel fleet to zero emissions by 2035 is in the range of $500-750 million.
- The Treasure Island developer has constructed a ferry terminal and is providing ferry service through a private ferry operator. This service will be transferred to WETA in 2026 and will use zero emission vessels.
- 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.
- Environmental reviews are underway for both a Berkeley to San Francisco ferry service and an east bay/San Francisco to Redwood City ferry service, which are both expected to be complete in 2025. In 2021, WETA began developing the 2050 Service Vision & Business Plan, a long-term service vision based on input from agency stakeholders, the public, and other parties with an interest in the future of the agency. The goal of this project is to create clear direction for the agency and its staff concerning future expansion efforts, prioritize the use of limited funds, identify resource needs, and help build a broad coalition to advocate for future investment in the regional ferry network. During an initial stakeholder and public outreach effort in 2021, staff identified six focus areas for consideration in the Business Plan, including regional ferry network, emergency response, environmental stewardship, community connections, organizational capacity, financial capacity. The WETA Board of Directors adopted the 2050 Service Vision and Expansion Policy in Spring 2024. Over the next year staff will be developing a Business Plan that will detail implementation strategies to achieve the 2050 Service Vision.

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.

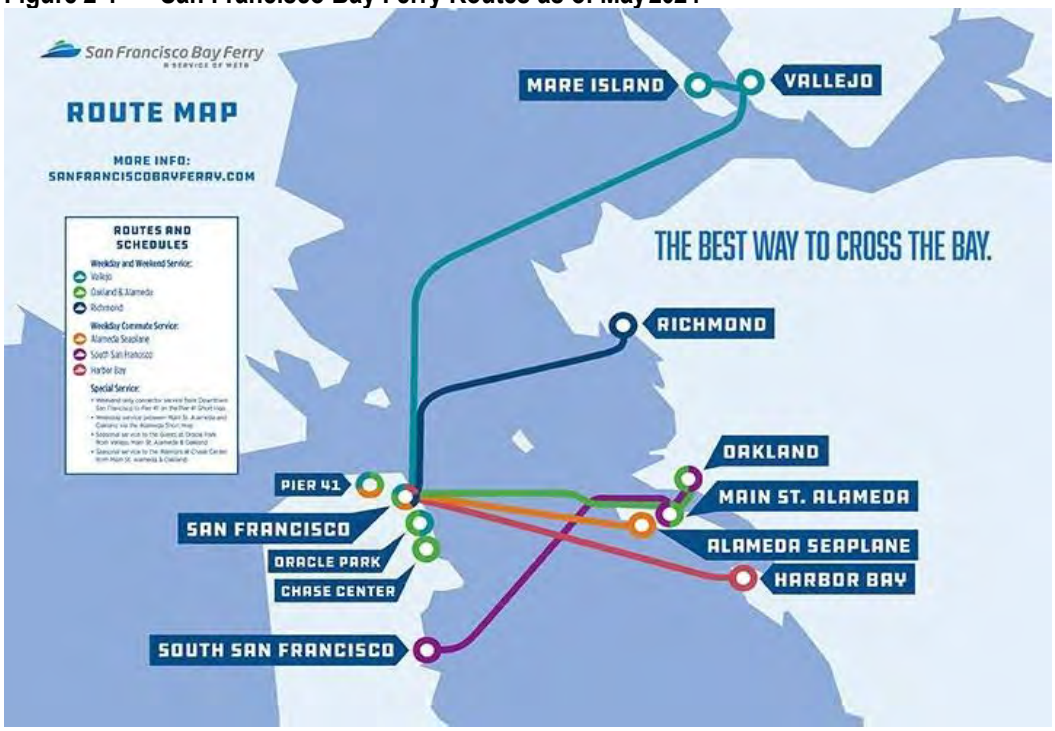
WETA Staff

WETA staff currently consists of 33 regular employees including the Executive Director. The agency is divided into five departments including Project Delivery & Engineering; Operations & Customer Experience; Planning and Development; Finance and Administration; and Government & Regulatory Affairs. WETA's organizational chart is included as Appendix A of this report.

TRANSIT SERVICES PROVIDED AND AREAS SERVED

WETA contracts with a private ferry operator, currently Blue and Gold Fleet (B&GF) 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 2024



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 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 597,937 in Fiscal Year (FY) 2022–23.[2]

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

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 187,185 in FY 2022–23.

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 657,647 in FY 2022–23.

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 2022–23.

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 238,811 in FY 2022–23.

Alameda Seaplane Service

The Alameda Seaplane Ferry Service was launched by WETA in July of 2021 and provides commute-only weekday service between the Seaplane Lagoon and San Francisco terminals. With the addition of the Seaplane service, the Alameda/Oakland service was changed to focus all commute trips to the Oakland terminal, and the Seaplane service provides the commute service to Alameda, providing six commute trips to and from the San Francisco terminal daily. The Seaplane service had a ridership of approximately 271,720 in FY 2022–23.

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. WETA is currently finishing its first passenger survey since ridership has returned to pre-pandemic levels. Per consultation with FTA, WETA will revise its service area (and Limited English Proficiency Analysis) after results from the survey are collected in Summer 2024. A revised Title VI program with an update service area definition and Limited English Proficiency Analysis will be submitted to FTA in September 2024. Accordingly for this June 2024 submission, 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.

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.
- The Vallejo terminal has the largest service area, covering Vallejo, Benicia, Fairfield, Vacaville, other parts of Solano County, Sonoma County, and Napa County.
- 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 2024

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
	Scorpio	2009		225	25	2	Yes
Spare Vessel	Dorado	2022		320	32	2	Yes
	Delphinus	2024		320	32	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 February 2024. As a result of WETA's Pandemic Recovery Program which featured a 30% reduction in fares systemwide and an increase in service frequency and service hours, ridership has steadily increased over the last two years. As of May 2024 ridership has returned to 80% of pre-pandemic levels.

Figure 2-3 Summary of Operating Statistics, February 2024

Monthly Operating Statistics Report

		February 2024	Oakland & Alameda*	Vallejo*	Richmond	Harbor Bay	Alameda Seaplane	South San Francisco**	Systemwide
Boardings	vs. last month	Total Passengers February 2024	36,833	46,003	19,928	18,377	27,375	6,528	155,044
		Total Passengers January 2024	39,543	47,542	20,063	19,199	27,527	5,940	159,814
		Percent change	-6.85%	-3.24%	-0.67%	-4.28%	-0.55%	9.90%	-2.98%
	vs. same month last year	Total Passengers February 2024	36,833	46,003	19,928	18,377	27,375	6,528	155,044
		Total Passengers February 2023	37,846	42,678	17,127	13,814	21,477	6,004	138,946
		Percent change	-2.68%	7.79%	16.35%	33.03%	27.46%	8.73%	11.59%
	vs. prior FY to date	Total Passengers Current FY To Date	437,139	472,879	181,450	152,903	231,800	52,310	1,528,481
		Total Passengers Last FY To Date	382,812	410,405	148,323	112,432	166,976	42,852	1,263,800
		Percent change	14.19%	15.22%	22.33%	36.00%	38.82%	22.07%	20.94%
		Avg Daily Ridership February 2024	1,315	1,643	712	656	978	233	5,537
Ops Stats		Passengers Per Hour February 2024	78	68	45	105	146	66	75
		Revenue Hours February 2024	472	679	446	175	187	99	2,059
		Revenue Miles February 2024	6,633	19,463	5,977	3,612	3,097	3,082	41,863

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 March 12, 2024 and March 13, 2024, 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 2022. Since that time, several service, fare and fleet changes have occurred, including:

1. **Fiscal Year 2024-28 Fare Program**

   WETA implemented the Fiscal Year 2024-28 Fare Program in July 2023. The 2024-28 Fare Program was developed to preserve WETA's fare structure from the Pandemic Recovery Program, which reduced fares on all services (by about 30%) to eliminate the cost difference between the ferry and other regional transit options in the same corridor to attract more riders. The new fare policy included several core principles set forth by the Pandemic Recovery Program, such as promoting equity, diversity, affordability, and regional integration. Staff developed a multiyear fare program with small annual increases to maintain fare parity and keep pace with inflation. Special event fares were considered, with potential dynamic pricing. An update to the WETA Fare Policy aligned with the Pandemic Recovery Program's principles was developed. It aimed to guide fare decisions, including the FY 2024-28 Fare Program. The Fare Program outlined annual fare adjustments and one-time adjustments for special event services. WETA conducted a widespread

public outreach process during March and April 2023 to ensure awareness of the proposed program and to solicit and consider input from the public in WETA's service area. Outreach methods included virtual open house events, social media posts, website content posted in English, Spanish, Chinese and Tagalog, and notices posted on each vessel. A summary of the proposed fare program and a description of the fare changes are posted on the San Francisco Bay Ferry website. The page on the San Francisco Bay Ferry website with the fare program proposal received 4,507 views through April 19. Social media posts on San Francisco Bay Ferry channels regarding the proposed fare program received a total of more than 21,000 views through that date. WETA received 40 comments on the proposed fare program through email and social media.

2. **New Vessels – 2021 to April 2024**

   In 2018 WETA started a project to construct two new 320-passenger high speed 36-knot propeller vessels to support the increased demand on the Vallejo service and to ensure that there are sufficient vessels systemwide to provide needed back-up capacity. In March of 2023, WETA accepted delivery of the MV Dorado, WETA's fastest vessel designed to support all service routes. In March of 2024, WETA accepted delivery of the MV Delphinus, which will operate primarily on the Vallejo route.

3. **Estuary Water Shuttle Pilot Project**.

   In November 2023, WETA entered into a project agreement with the City of Alameda establishing roles and responsibilities for planning and implementing the Estuary Water Shuttle Pilot Project. The Estuary Project is a free water shuttle service, funded by the Alameda Transportation Management Association, linking locations along Alameda's northern waterfront to Jack London Square. This service will operate throughout the day, will be free of charge, and is oriented around new developments in Alameda that have smaller, recreational docks. The Project is intended to be a two-year pilot service, with the goal of proving a concept for permanent operation after the pilot has concluded. The service is anticipated to start in Summer 2024.

4. **Sea Change**

   The Sea Change is the world's first hydrogen passenger ferry vessel fully powered by fuel cells. San Francisco Bay Ferry has leased the vessel from SWITCH maritime in order to demonstrate hydrogen technology along the San Francisco waterfront for a 6 month period. Funding for the operation of this public-private partnership demonstration project has been provided by the Golden Gate Bridge, Highway and Transportation District, Blue & Gold Fleet, and United Airlines among others that will be announced at a later date. The MV Sea Change will operate between the Downtown San Francisco Ferry Terminal and Pier 41 Marine Terminal starting in June 2024 and feature educational information about zero emission technology in the maritime industry.

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. Below is a list of the ferry terminals and physical addresses where the WETA's Title VI notices were posted:

- Oakland Ferry Terminal – *10 Clay Street, Oakland, CA 94607*
- Downtown San Francisco Ferry Terminal – *Embarcadero at Mission Street, San Francisco, CA 94111*
- Mare Island Ferry Terminal – *1050 Nimitz Ave, Vallejo, CA 94592*
- Oracle Park Ferry Terminal – *Giants Promenade, 24 Willie Mays Plaza, San Francisco, CA 94107*
- Richmond Ferry Terminal – *1453 Harbour Way S, Richmond, CA 94804*
- Vallejo Ferry Terminal – *289 Mare Island Way, Vallejo, CA 94590*
- Alameda Seaplane Lagoon Ferry Terminal – *1701 Ferry Point Road, Alameda, CA 94501*
- Harbor Bay Ferry Terminal – *215 Adelphian Way, Alameda, CA 94502*
- Main Street Alameda Ferry Terminal – *2990 Main St., Alameda, CA 94501*

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 received two Title VI complaints since WETA's last Title VI Program submission in May 2022. WETA's list of Title VI Complaints/Lawsuits is included in Appendix B.

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.

Special Public Activities, Events, and Outreach Efforts

1. Berkeley Ferry Terminal Project

The San Francisco Bay Area Water Emergency Transportation Authority (WETA) is working with the City of Berkeley to explore the feasibility of constructing a new dual-purpose pier at the Berkeley waterfront. The Berkeley Ferry Terminal project began with a feasibility study conducted by WETA in 2019. The determination of which routes to evaluate in this Study was guided by several factors: (1) broad commute pattern data to/from Berkeley and ridership potential; (2) primary markets served (e.g., commuter trips, recreational trips, special event trips); (3) operational considerations (e.g., length of travel time, number of vessels required); and (4) equity considerations (e.g., improving transit access and job access). Over the course of the project's development, WETA has held numerous workshops and meetings with Berkeley residents, City of Berkeley Councilmembers, Berkeley Transportation Commission, Berkeley Waterfront Commission, Berkeley Energy Commission, several focus groups, Berkeley Police Department and various other stakeholders.

2. Disadvantaged Business Enterprise (DBE) and Small Business Enterprise (SBE) Goals for FFY 2023 through FFY 2025 – Approved November 11, 2022

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. DOT requires federal grant recipients to set overall DBE goals on a three-year basis. WETA developed and submitted a new goal for FFY 2023-2025 to the Federal Transit Administration.

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) 2023-2025 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 2023-2025 Overall DBE goal of 0.48% in December of 2022.

3. 2050 WETA Service Vision and Business Plan

Throughout calendar year 2022: Development of the business plan with public and stakeholder outreach. 2023: WETA's Service Vision and Business Plan guides the numerous service changes WETA plans to implement over the next few years, including many new terminals and service routes. Staff held 18 outreach and engagement meetings/workshops to refine stakeholder input on San Francisco Bay Ferry's 2050 Service Vision and Business Plan. Staff held 9 sessions with community-based organizations, meetings with advisory groups, meetings with six county working groups, and conducted an online public survey with 4,568 responses to gather input. Information about the Plan and outreach conducted can be found on our website: https://www.bayferry2050.org/.

4. Community Events & Outreach

- 2022-24: WETA attended monthly Chamber of Commerce meetings and events in each of the cities WETA provides service. Chamber meetings and events provided WETA with an opportunity to keep apprised of community needs and priorities and provide these communities with updates on WETA services and events.
- February 2022: WETA sponsored the Black Joy Parade in Oakland.
- May 2022: WETA hosted the MTC Leadership Academy on a WETA ferry trip to the City of Vallejo.
- May 2022: WETA hosted an energizer station at the Alameda Seaplane Lagoon Ferry Terminal for Bike East Bay's Bike to Workday celebration.
- June 2022: WETA sponsored the Pista Sa Nayan Festival in City of Vallejo and provided special shuttle service between the Vallejo and Mare Island terminals.
- June 2022: WETA hosted a Ferry Fest at the Richmond terminal to celebrate the Richmond waterfront and ferry service on the Bay. Attendees had the opportunity to experience riding the ferry (for free). One of the goals of the event was to ensure that those who don't use the ferry to commute daily, or don't have the opportunity to use the ferry often, know it's a convenient and accessible transportation option. Other attractions at the outdoor festival included:
    - Free ferry rides around the bay
    - Food and drinks
    - Local vendors
    - Live music
    - Raffles and giveaways
    - Children's activities
    - Bike Rodeo safety class for kids offered by Bike Eastbay
- September 2023: WETA participated in the inaugural Rosie Ride event and encouraged riders from San Francisco to experience the Rosie the Riveter WWII Home Front National Historical Park near the Richmond terminal.
- January 2024: State of SF Bay Ferry event: WETA hosted an event to showcase San Francisco Bay Ferry's annual report. WETA's Board Chair and Executive Director provided an update on progress made to develop a world-class ferry system in the Bay Area, ferry expansion plans, as well as an overview of advancing WETA's commitment to transition at least 50% of our vessel fleet to zero emissions by 2035. Over 100 stakeholders attended the event, including representatives from WETA's state and federal legislative delegations, elected officials and staff from cities with ferry service as well as cities being considered for future expansion, funding and regulatory agency staff, regional stakeholders, business community members and many others.
- March 2024: WETA held a public christening event of our newest vessel, the MV Delphinus, and provided a free ride to the public on the newly christened vessel.

- Working Waterfront Coalition: WETA is a partner of the Working Waterfront Coalition (WWC), an industry-led workforce development initiative inclusive of unions, workforce boards, and community groups, aiming to establish a skilled workforce pipeline and address the shortage of maritime professionals crucial for the operation and expansion of comprehensive regional ferry service. The WWC developed a website to host information about the program, filmed and produced 'TikTok' videos on WETA vessels to showcase various maritime positions, and performed targeted outreach to re-entry populations in the Bay Area to participate in the program.
- On June 1, 2024 WETA hosted the first annual Oakland Ferry Fest, a celebration of ferries and the Oakland community at Jack London Square. The event featured music, food, games & activities, community booths, free ferry rides and a kids activity area sponsored by Children's Fairyland.

Ongoing Community Participation/Partnerships

In addition to the community outreach 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
- 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
- Working Waterfront Coalition
- Bay Planning Coalition
- Regional Network Manager Council
- Chambers of Commerce (Alameda, Vallejo, Redwood City, Berkeley, Oakland)
- 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 county and state shelter in place orders. WETA is currently finishing its first passenger survey since ridership has returned to near pre-pandemic levels. As agreed to with FTA, WETA will revise its service area and Limited English Proficiency Plan after results from the survey are collected and analyzed over the next several months. A revised Title VI program with an updated service area definition and Limited English Proficiency Plan will be submitted to FTA in September 2024. As a result, for this June 2024 submission 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, which is the only language the City of Richmond requires translation of documents to, and one of the languages WETA already translates into.

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 evaluation 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

FTA regulations require that transit operators develop and use a process for soliciting and considering public comments before increasing fares or making significant changes in service. WETA is aware that it is not required to have a major service change policy. WETA's major service change policy was adopted in 2010 and WETA continues to implement the policy for outreach related to major service changes. 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 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.

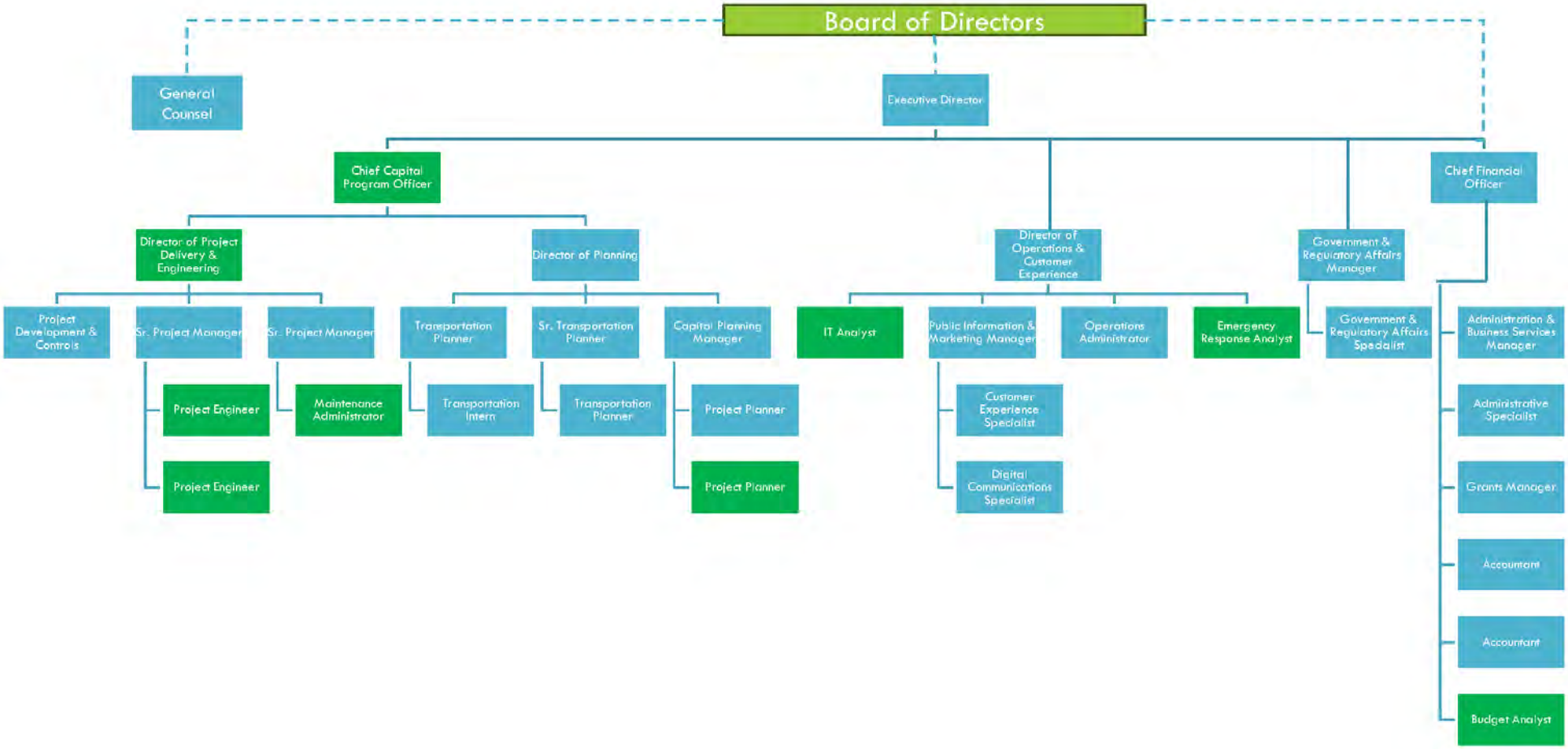
Vehicle Assignment Policy

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


Board of Directors
General Counsel
Executive Director
Chief Capital Program Officer
Director of Project Delivery & Engineering
Director of Planning
Director of Operations & Customer Experience
Government & Regulatory Affairs Manager
Chief Financial Officer
Project Development & Controls
Sr. Project Manager
Sr. Project Manager
Transportation Planner
Sr. Transportation Planner
Capital Planning Manager
IT Analyst
Public Information & Marketing Manager
Operations Administrator
Emergency Response Analyst
Government & Regulatory Affairs Specialist
Administration & Business Services Manager
Project Engineer
Project Engineer
Maintenance Administrator
Transportation Intern
Transportation Planner
Project Planner
Project Planner
Customer Experience Specialist
Digital Communications Specialist
Administrative Specialist
Grants Manager
Accountant
Accountant
Budget Analyst

APPENDIX B

Procedures for Filing, Tracking, and Investigating Title VI Complaints & Log of 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 on 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.

LOG OF TITLE VI COMPLAINTS

July 2021 - February 2024

Instructions: Log all complaints referencing race, color, national origin, ability to speak English, discrimination, unfairness, any other words that could indicate discrimination on the basis of race, color or national origin. Create a reference number (use for files related to complaint), provide anonymous summary of allegations and actions taken. Only submit formal complaints via Title VI form to FTA.

Ref Number	Date of Complaint	Method of Delivery	WETA Route	Summary of Allegations	Status of Complaint	Actions taken by WETA
22-001	7/5/2022	Email	Alameda/Oakland	A white male passenger elbowed and touched Complainant without Complainant's consent. Complainant asked the passenger not to touch Complainant. The passenger yelled at Complainant and Complainant's cat to "recognize who he is a (white man)" and threatened to throw Complainant and Complainant's cat overboard. Complainant asked a white woman working as a bartender on the vessel for some of the cash in the tip jar to pay for Complainant's ticket. In response, the bartender told Complainant to "f**k off."	Complete	The complaint did not allege that exclusion from participation in, or denied the benefits of WETA services, or that discrimination occurred in connection with WETA's services. Nevertheless, and in accordance with WETA's Title VI Program, WETA commenced an investigation into the Complaint. WETA made repeated attempts to contact complainant by email, phone, and mail to obtain the necessary information to process the Complaint. Pursuant to WETA's Title VI Program, a complaint may dismissed if the complainant (a) requests withdrawal of the complaint; (b) fails to respond to repeated requests for additional information needed to process the complaint; or (c) cannot be located after reasonable attempts. WETA dismissed this Complaint and closed the investigation because (1) the Complaint does not allege exclusion from participation in, denial of benefits of, or discrimination in connection with a federally assisted program provided by WETA, on the basis of race, color, or national origin in violation of Title VI, (2) the Complainant failed to respond to repeated requests for additional information needed to process the Complaint, and (3) the Complainant cannot be located after multiple reasonable attempts. Accordingly, the Complaint was dismissed and the investigation of the Complaint was closed.
22-002	8/6/2022	email	Vallejo/SF	1. Complainant's niece attempted to buy a youth ticket with cash onboard the ferry. The deckhand on duty doubted the niece was a minor and asked to see ID. Niece said she was a minor and did not have ID. The deckhand accused niece of lying and called her "stupid" and "dummy." 2. The niece called her aunt to have her aunt confirm her age with the deckhand. The deckhand refused to speak with the aunt on the phone. The aunt and niece heard the deckhand say something to the effect of: "Y'all are stupid. Why do you people keep trying to get over on the system." The neice asked the deckhand "What do you mean by 'you people'?" to which the aunt and the niece heard the deckhand say "You black people." 3. The deckhand called the niece derogatory names until the captain arrived and instructed the deckhand to sell the niece a youth ticket.	Complete	WETA reviewed the Complaint and video footage of the incident, requested information from WETA's service operator, Blue & Gold Fleet (BGF), and conducted interviews with the complainant, the deckhand, and the captain to determine if there was a Title VI violation. Based on WETA's investigation, WETA is unable to confirm the allegation that the deckhand stated that "[black] people keep trying to get over on the system" to the niece (and the aunt via speaker phone), and could not confirm that the deckhand called the niece derogatory names. There is therefore insufficient evidence to conclude a Title VI violation occurred. Accordingly, the investigation of the Complaint was closed. WETA had recently closed the Vallejo ticket office and the ticketing procedure had recently changed from buying a ticket at the ferry terminal to buying a ticket onboard the vessel. This incident occurred close in time to the closure of the ticket office. In response to this Complaint and ticketing changes associated with the closure of the Vallejo Ticket Office, WETA and BGF developed a ticket sales guidance memo that was distributed to all SF Bay Ferry crew. This guidance implements a new policy making it clear that a youth should not be required to show an ID and instructs crews to provide a requested youth fare even when a passenger's age is in question. WETA is also working with BGF to require that all SF Bay Ferry crew receive additional training to ensure crew interact with all passengers in a respectful and professional manner.

APPENDIX C

Limited English Proficiency (LEP) Plan

As agreed to with FTA, WETA's LEP Plan will be updated and resubmitted by September 30, 2024.

APPENDIX D

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

San Francisco Bay Ferry
A SERVICE OF WETA

PUBLIC NOTICE

TITLE VI OF THE 1964
CIVIL RIGHTS ACT

"No person in the United States shall, on the ground of race, color or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance"

The 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 protected by Title VI of the Civil Rights Act of 1964, as amended ("Title VI"). If you believe you have been subjected to discrimination under Title VI, you may file a written complaint with WETA. The complaint must be filed no later than 180 calendar days of the alleged discriminatory incident.

The Title VI complaint form is available on our website at http://sanfranciscobayferry.com/ or can be obtained by calling 415-291-3377 or emailing customerservice@sanfranciscobayferry.com.

The preferred method is to file your complaint in writing using the Title VI Complaint Form, and sending it to:

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

Verbal complaints will be accepted and transcribed by the Title VI Coordinator. To make a verbal complaint or to receive more information on WETA's Title VI Program, call (415) 291-3377 and ask for the Title VI Coordinator.

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

THE SAN FRANCISCO BAY AREA
WATER EMERGENCY TRANSPORTATION AUTHORITY

TITLE VI COMPLAINT PROCEDURES

Title VI Policy Statement

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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 on 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.

<table>
<tr><td>Your Name:</td><td>Phone:</td></tr>
<tr><td rowspan="2">Street Address:</td><td>Alt Phone:</td></tr>
<tr><td>City, State & Zip Code:</td></tr>
<tr><td colspan="2">Person(s) discriminated against (if someone other than Complainant):

Name(s):

Street Address, City, State & Zip Code:</td></tr>
</table>

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):

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.

<table>
<tr><td>Su nombre:</td><td>Tel:</td></tr>
<tr><td rowspan="2">Calle del domicilio:</td><td>Teléfono alternativo:</td></tr>
<tr><td>Ciudad, estado, código postal:</td></tr>
<tr><td colspan="2">Persona(s) contra quien se cometió discriminación (diferente(s) del quejoso)

Nombre(s):

Calle del domicilio, ciudad, estado, código postal:</td></tr>
</table>

¿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).

¿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）：

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

San Francisco Bay Ferry
A SERVICE OF WETA

PUBLIC HEARING NOTICE

FERRY SERVICE FARES

The Water Emergency Transportation Authority (WETA) is holding a Public Hearing on proposed fares for ferry service. The Public Hearing will be held at 1:00 PM on **Thursday, May 4, 2023**, at Port of San Francisco, Pier 1, San Francisco.

The proposed fare tables are available at **sanfranciscobayferry.com/fare-notice**.

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 May 3, 2023 to ensure that your input is considered. More information is available at sanfranciscobayferry.com/fare-notice.

Si necesita información sobre esta propuesta en español, conéctese a sanfranciscobayferry.com/fare-notice.

如果您需要有关该提议的中文信息，请访问sanfranciscobayferry.com/fare-notice。
Kung kailangan ninyo ng impormasyon tungkol sa panukalang ito sa wikang Tagalog, mangyaring bumisita sa sanfranciscobayferry.com/fare-notice.

AVISO DE AUDIENCIA PÚBLICA

TARIFAS DEL SERVICIO DE FERRY

La Water Emergency Transportation Authority (WETA) va a llevar a cabo una audiencia pública sobre las propuestas de tarifas en el servicio de ferry. La audiencia pública se llevará a cabo a la 1:00 p.m. del **jueves, 4 de mayo de 2023**, en el Puerto de San Francisco, Muelle 1, San Francisco.

Las tablas de tarifas propuestas están disponibles en **sanfranciscobayferry.com/fare-notice**.

Si usted no puede asistir a la audiencia pública o si prefiere enviar sus comentarios por escrito, por favor envíelos por correo electrónico a **fareprogram@watertransit.org** o por carta 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 3 de mayo de 2023 para asegurarse de que su aportación se tome en cuenta. Hay más información disponible en sanfranciscobayferry.com/fare-notice.

公开听证会通知
渡轮票价

水上紧急交通管理局(WETA)将就渡轮票价建议举行公开听证会。公开听证会将于2023年5月4日星期四下午1:00号码头(San Francisco, Pier 1)举行。

建议的票价表可查阅网站**sanfranciscobayferry.com/fare-notice**。

如果您无法参加公开听证会，或者更愿意以书面形式提交您的意见，请通过以下方式提交：电邮至fareprogram@watertransit.org或寄信至San Francisco Bay Ferry, Pier 9, Suite 111, The Embarcadero, San Francisco, CA 94111。所有意见或问题应在2023年5月3日之前提交给旧金山海湾渡轮(San Francisco Bay Ferry)，以确保您的意见得到考虑。更多信息请访问**sanfranciscobayferry.com/fare-notice**。

PAUNAWA SA PAMPUBLIKONG PAGDINIG

PAMASAHE SA SERBISYO NG FERRY

Ang Water Emergency Transportation Authority (WETA) ay magsasagawa ng isang Pampublikong Pagdinig (Public Hearing) tungkol sa mga napanukalang pamasahe para sa serbisyo ng ferry. Gaganapin ang Pampublikong Pagdinig sa ganap na 1:00 PM sa **Huwebes, Mayo 4, 2023**, sa Port of San Francisco, Pier 1, San Francisco.

Ang mga napanukalang talaan ng pamasahe ay makukuha sa **sanfranciscobayferry.com/fare-notice**.

Kung hindi kayo makakadalo sa Pampublikong Pagdinig (Public Hearing) o kung mas nanaisin ninyong magpasa ng inyong mga komento nang nakasulat, mangyari lamang na ipadala ang inyong input sa pamamagitan ng email sa **fareprogram@watertransit.org** o sa pamamagitan ng sulat sa San Francisco Bay Ferry, Pier 9, Suite 111, The Embarcadero, San Francisco, CA 94111. Ang lahat ng mga komento o katanungan ay dapat ipasa sa San Francisco Bay Ferry bago o sa pagsapit ng Mayo 3, 2023 upang matiyak na maisasaalang-alang ang inyong input. Mas marami pang impormasyon ang makukuha sa sanfranciscobayferry.com/fare-notice.

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	☐	☐
Bike	☐	☐
Drive alone	☐	☐
Carpool	☐	☐
Dropped off / Picked up by car	☐	☐
Public Transit (Bus/Rail)	☐	☐
The F-Line (Muni)	☐	☐
Private/Employer Shuttle	☐	☐
Taxi	☐	☐
Uber/Lyft	☐	☐
Other (specify) _____		

5. What is the purpose of your trip today?
- ☐ Commute to/from work/school
- ☐ Medical/Dental
- ☐ Shopping
- ☐ Entertainment/Recreation

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
- ☐ Disabled/Medicare
- ☐ School Groups
- ☐ Sightseeing
- ☐ Other: _____

☐ Other: _____

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	☐
Ease of access and use	5	4	3	2	1	☐
Signage	5	4	3	2	1	☐
Personal Security (terminal and parking lots)	5	4	3	2	1	☐
Lighting (terminal and parking lots)	5	4	3	2	1	☐
Usefulness of electronic arrival/departure signs	5	4	3	2	1	☐
Availability of bus and shuttle connections	5	4	3	2	1	☐
Availability amenities (seating, newsstands, etc)	5	4	3	2	1	☐
Availability of car parking	5	4	3	2	1	☐
Availability of bike parking	5	4	3	2	1	☐
Protection from adverse weather	5	4	3	2	1	☐

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

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

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	☐	☐
En bicicleta	☐	☐
Conducir sólo	☐	☐
Auto compartido	☐	☐
Me dejaron/recogieron en auto	☐	☐
Transporte público (autobús/tren)	☐	☐
La Línea F (Muni)	☐	☐
Transporte privado/del empleador	☐	☐
Taxi	☐	☐
Uber/Lyft	☐	☐

Otro (especifique): _____ _____

5. ¿Cuál es el propósito de su viaje hoy?
- ☐ Viaje habitual hacia/desde el trabajo/la escuela
- ☐ Médico/Dental
- ☐ Compras

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

- ☐ Entretenimiento/Recreación
- ☐ Disfrutar de las vistas
- ☐ Otro: _____

☐ 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	☐
Facilidad de acceso y uso	5	4	3	2	1	☐
Señalización	5	4	3	2	1	☐
Seguridad personal (terminales y estacionamientos)	5	4	3	2	1	☐
Alumbrado (terminales y estacionamientos)	5	4	3	2	1	☐
Utilidad de las señales electrónicas de llegada/salida	5	4	3	2	1	☐
Disponibilidad de conexiones de autobuses y enlaces	5	4	3	2	1	☐
Disponibilidad de servicios (asientos, quioscos, etc.)	5	4	3	2	1	☐
Disponibilidad de estacionamiento	5	4	3	2	1	☐
Disponibilidad de estacionamiento para bicis	5	4	3	2	1	☐
Protección contra el clima adverso	5	4	3	2	1	☐

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

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

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，會在哪裡下船？

登船碼頭	下船碼頭
☐ Alameda (MainStreet)	☐ Alameda (MainStreet)
☐ Harbor Bay	☐ Harbor Bay
☐ Oakland (Jack London Sq)	☐ Oakland (Jack London Sq)
☐ Pier 41	☐ Pier 41
☐ SF FerryBuilding	☐ SF FerryBuilding
☐ South SF	☐ South SF
☐ Vallejo	☐ 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地的？

	(4a) 前往渡輪的方式	(4b) 下渡輪後的方式
全程走路	☐	☐
自行車	☐	☐
自己開車	☐	☐
與人共乘	☐	☐
由汽車接送	☐	☐
大眾捷運（公車 / 火車）	☐	☐
F-Line (Muni)	☐	☐
私人 / 雇主交通車	☐	☐
計程車	☐	☐
Uber/Lyft	☐	☐
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

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
☐ 殘障 / Medicare票
☐ 學校團體票

☐ 觀光
☐ 其他：_____

☐ 其他：_____

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）。

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

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	☐
渡輪清潔性	5	4	3	2	1	☐
公共廣播的清楚程度	5	4	3	2	1	☐
渡輪點心台的服務品質	5	4	3	2	1	☐
自行車騎士通行	5	4	3	2	1	☐
殘障人士通行	5	4	3	2	1	☐
廁所情況	5	4	3	2	1	☐
WiFi連線品質	5	4	3	2	1	☐
渡輪工作人員的幫助和禮貌	5	4	3	2	1	☐

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	☐
營業時間	5	4	3	2	1	☐
渡輪頻率	5	4	3	2	1	☐
關於服務中斷的即時資訊	5	4	3	2	1	☐
轉乘公車 / 接駁車的準時性	5	4	3	2	1	☐
購買船票或通行證的容易性	5	4	3	2	1	☐
渡輪的整體評分	5	4	3	2	1	☐

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

這些問題只會用於統計目的。

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

APPENDIX G

WETA Public Participation Plan

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 17 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 2021, WETA began developing the 2050 Service Vision & Business Plan, a long-term service vision based on input from agency stakeholders, the public, and other parties with an interest in the future of the agency. The goal of this project is to create clear direction for the agency and its staff concerning future expansion efforts, prioritize the use of limited funds, identify resource needs, and help build a broad coalition to advocate for future investment in the regional ferry network. During an initial stakeholder and public outreach effort in 2021, staff identified six focus areas for consideration in the Business Plan. These include:

1. Regional Ferry Network
2. Emergency Response
3. Environmental Stewardship
4. Community Connections
5. Organizational Capacity
6. Financial Capacity

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, this includes using Community Based Organizations (CBOs) to help advertise information on WETA's outreach efforts related to existing ferry service and proposed plans for ferry service expansion. 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. These locations and addresses are shown in Figure 5-1.
- 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.
- WETA utilizes community outreach firms to work with CBOs to outreach to the local community including, minority, low-income and LEP populations. Outreach to CBOs includes providing information related to existing ferry service, proposed plans for ferry service, major service changes and decreases in benefits.

- 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.

Figure 5-1 Locations of Posted Public Notices

Locations	Address
Oakland Ferry Terminal	10 Clay Street, Oakland, CA 94607
Downtown San Francisco Ferry Terminal	Embarcadero at Mission Street, San Francisco, CA 94111
Mare Island Ferry Terminal	1050 Nimitz Ave, Vallejo, CA 94592
Oracle Park Ferry Terminal	Giants Promenade, 24 Willie Mays Plaza, San Francisco, CA 94107
Richmond Ferry Terminal	1453 Harbour Way S, Richmond, CA 94804
Vallejo Ferry Terminal	289 Mare Island Way, Vallejo, CA 94590
Alameda Seaplane Lagoon Ferry Terminal	1701 Ferry Point Road, Alameda, CA 94501
Harbor Bay Ferry Terminal	215 Adelphian Way, Alameda, CA 94502
Main Street Alameda Ferry Terminal	2990 Main St., Alameda, CA 94501
WETA Website	https://sanfranciscobayferry.com/title-vi
WETA Instagram	https://www.instagram.com/sanfranciscobayferry/?hl=en
WETA Twitter	https://x.com/sfbfbayalerts?lang=en
MV Gemini	
MV Pisces	
MV Scorpio	
MV Taurus	
MV Hydrus	
MV Cetus	
MV Carina	
MV Argo	
MY Pyxis	
MV Lyra	
MV Vela	
MV Dorado	
MV Delphinus	
MV Bay Breeze	
MV Peralta	
MV Intintoli	
MV Mare Island	

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 2024-2026 Title VI Program

To be inserted once the WETA Board Approves the Program.

SAN FRANCISCO BAY AREA WATER EMERGENCY TRANSPORTATION AUTHORITY

RESOLUTION NO. 2024-21

APPROVE FY 2025-2027 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 was due to FTA on June 1, 2024; and

WHEREAS, staff submitted WETA's preliminary Title VI Program update to FTA on June 1, 2024, and now recommends Board approval to re-submit the Program; and

WHEREAS, the updated Title VI Program complies with FTA Circular 4702.1B (dated October 1, 2012); now, therefore, be it

RESOLVED, that the Board of Directors hereby approves the FY 2025-27 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 June 13, 2024.

YEA:
NAY:
ABSTAIN:
ABSENT:

/s/ Board Secretary
2024-21
END

AGENDA ITEM 6c
MEETING: June 13, 2024

MEMORANDUM

TO: **Board Members**

FROM: **Seamus Murphy, Executive Director**
Michael Gougherty, Planning & Development Manager
Gabriel Chan, Transportation Planner

SUBJECT: **Authorize Release of a Request for Proposal for Environmental Review Services for the Oakland and Harbor Bay Ferry Terminal Modernization Projects**

Recommendation
Authorize the release of a Request for Proposal (RFP) for environmental review and permitting services for the Oakland and Harbor Bay Ferry Terminal modernization projects.

Background/Discussion
The Oakland/Alameda and Harbor Bay routes currently represent 30% of WETA's total ridership systemwide. As SF Bay Ferry transitions to zero emission (ZE) operations, both the Oakland and Harbor Bay terminals supporting these routes will need to be modernized to include shoreside electrical infrastructure and SF Bay Ferry's universal charging float. To accommodate the universal charging float, both projects will also require adjustments to pilings, fixed piers/landside abutments, and gangways.

The proposed work scope at each terminal will likely require preparation of an Initial Study/Mitigated Negative Declaration under the California Environmental Review Act (CEQA) and the National Environmental Policy Act (NEPA). This item requests authorization to release an RFP that would solicit proposals from qualified firms to provide environmental review services to meet CEQA, NEPA and permitting requirements for either a single project or for both. Supportive engineering and design services would be provided by SF Bay Ferry through its existing on-call agreements for professional services and managed by staff.

Pending successful award of a contract(s) to provide the requested services, staff anticipates a duration of approximately 18 months required to complete the environmental review and permitting for each project. Staff will engage and work closely with the City of Alameda for the Harbor Bay Ferry Terminal project and both the Port of Oakland and Jack London Square property manager for the Oakland Ferry Terminal project to ensure local support and involvement in the work.

Fiscal Impact
No impact of release of RFP.

END

AGENDA ITEM 6d
MEETING: June 13, 2024

MEMORANDUM

TO: **Board Members**

FROM: **Seamus Murphy, Executive Director**
Tim Hanners, Operations & Maintenance Manager

SUBJECT: **Approve Amendment No. 1 to Agreement #23-026 with HamiltonJet, Inc.**

Recommendation
Approve Amendment No. 1 to Agreement #23-026 with HamiltonJet, Inc. (HJI) to include an additional waterjet, thereby increasing the total contract price from $371,210 to $742,720 and authorize the Executive Director to negotiate and execute Amendment No. 1.

Background
On December 7, 2023, the Board of Directors approved a sole source contract award to HJI for the procurement of a complete spare HamiltonJet Series HT810 waterjet for continued maintenance support of the MV *Pyxis* and *Dorado* Class vessels in the amount of up to $368,490 and approved an option to purchase a HT810 transportation crate for a fixed price of $2,720.

Discussion
WETA operations and maintenance staff have indicated the need for a second spare HT810 waterjet in order to complete preventative maintenance on the ten HT810 waterjets that are currently in use on the MV *Pyxis*, *Vela*, *Lyra*, *Dorado*, and *Delphinus*. Given the preventative maintenance and fleet schedules, and the requirements of US Coast Guard to drydock these vessels every two years; it has been determined that two spare waterjets are required in order to keep these vessels operating at peak propulsive efficiency.

Waterjet maintenance can only occur during drydock periods and the procurement of a second complete HT810 waterjet will allow for the simultaneous overhaul of both jets during each drydock event. Given the overall duration of each drydock event, there is not enough time to overhaul one waterjet and then the other as is required currently with only one spare waterjet at WETA's disposal.

The removed waterjets are sent to HJI's maintenance facility in Woodinville, WA for inspection and overhaul by factory technicians. The option for WETA to purchase two transportation crates for the waterjets will ensure that the units are safely transported back and forth as each of these five vessels undergoes the drydock maintenance periods.

HJI has agreed to provide a second spare waterjet, and an additional transportation crate, at the same price as contracted for in 2023.

Fiscal Impact
Funding for this project is included in the FY2024/25 budget funded by State Transit Assistance State of Good Repair funds.

END

SAN FRANCISCO BAY AREA WATER EMERGENCY TRANSPORTATION AUTHORITY

RESOLUTION NO. 2024-22

APPROVE AMENDMENT TO AGREEMENT #23-026 WITH HAMILTONJET, INC.

WHEREAS, the number of vessels in WETA's fleet that utilize Series 810 Waterjets is increasing and includes the *Dorado* and *Pyxis* class vessels; and

WHEREAS, at its meeting on December 7, 2023, the WETA Board approved awarding Agreement #23-026 to HamiltonJet, Inc. for the procurement of a complete spare HamiltonJet Series HT810 waterjet and a transportation crate; and

WHEREAS, a second spare waterjet and associated transportation crate is necessary to accommodate the vessels' preventative maintenance and fleet schedules, as well as the requirements of US Coast Guard to drydock vessels every two years, all in order to keep WETA's vessels operating at peak propulsive efficiency and to reduce potential out of service time; and

WHEREAS, WETA has already determined HamiltonJet Inc. is the only firm able to provide their proprietary Series 810 Waterjet; and

WHEREAS, HamiltonJet, Inc. has offered WETA a second spare waterjet at the original contract price, which price WETA has already determined is fair and reasonable;
now, therefore, be it

RESOLVED, that the Board of Directors hereby approves an amendment to Agreement #23-026 with HamiltonJet, Inc. for the procurement of a second spare HamiltonJet Series HT810 waterjet, in the additional amount of $371,210 for a new total contract amount of $742,720; and be it further

RESOLVED, that the Board of Directors authorizes the Executive Director to negotiate and execute the amendment and take any other related actions to support this work.

CERTIFICATION

The undersigned, Board Secretary, does hereby certify that the foregoing is a full, true and correct copy of a resolution duly and regularly adopted at a meeting of the San Francisco Bay Area Water Emergency Transportation Authority held on June 13, 2024.

YEA:
NAY:
ABSTAIN:
ABSENT:

_____

/s/ Board Secretary
2024-22
END

AGENDA ITEM 6e
MEETING: June 13, 2024

MEMORANDUM

TO: **Board Members**

FROM: **Seamus Murphy, Executive Director**
Timothy Hanners, Operations & Maintenance Manager
Jeffery Powell, Engineering & Maintenance Administrator

SUBJECT: **Award Contract for MV *Argo* Repairs and Dry Dock to Bay Ship & Yacht Co.**

Recommendation

1. Approve award of MV *Argo* Repairs and Dry Dock to Bay Ship & Yacht Co. in the amount of $264,971.
2. Approve a contingency amount of $80,000 for unanticipated additional work.
3. Authorize the Executive Director to negotiate and execute an agreement with Bay Ship & Yacht Co. and take any other required actions to support this work.

Background

WETA vessels require a biennial (United States Coast Guard (USCG) dry dock inspection which includes an extensive hull inspection. The MV *Argo's* current Certificate of Inspection (COI) expires on June 30, 2024. The vessel is not allowed to operate in service beyond this date until a successful USCG examination has taken place and a new COI is issued by the USCG.

In addition to the required USCG inspection he MV *Argo* capital maintenance plan includes replacement of the compressed air system which is necessary for the proper operation of the emissions systems. An overall vessel inspection will be conducted while the vessel is out of the water with recommendations for any additional necessary repairs to maintain the vessel in a state of good repair.

Discussion

On March 21, 2024, the Board authorized the release of a Request for Proposal (RFP) for the MV *Argo* Repairs and Dry Dock. WETA staff released an RFP for the MV *Argo* Repairs and Dry Dock on May 7, 2024. WETA received two responsive proposals by the RFP's due date. Following the RFP's procedures and using the RFP's evaluation criteria, WETA's evaluation committee scored the proposals as follows:

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	Total	Project Understanding and Approach	Proposer's Qualifications and Experience	Price Proposal
Supplier	**/ 100 pts**	**/ 25 pts**	**/ 25 pts**	**/ 50 pts**
Bay Ship & Yacht Co.	98	24	24	50
Marine Group Boat Works	95	24	24	47

Bay Ship & Yacht Co. was the highest ranked proposal. Its proposal was responsive to the RFP's requirements and the evaluation committee determined that it is qualified to perform the necessary repairs at a price that is fair and reasonable. Accordingly, WETA staff recommends that the Board award a contract for the MV *Argo* Repairs and Drydock project to Bay Ship & Yacht Co. in the amount of $264,971.

As is the case with any drydock project, it is impossible to ascertain the exact nature of all required repairs until the vessel is out of the water. Staff therefore requests the Board establish an $80,000 contract contingency to cover any such unanticipated repairs.

Fiscal Impact
Funding for this agreement is included in the FY 2024/25 Capital Budget in the amount of $437,000. This is funded 80 percent by FTA and 20 percent AB664 Bridge Toll funds.

END

SAN FRANCISCO BAY AREA WATER EMERGENCY TRANSPORTATION AUTHORITY

RESOLUTION NO. 2024-23

**APPROVE CONTRACT AWARD TO BAY SHIP & YACHT CO.
FOR MV *ARGO* REPAIRS AND DRY DOCK**

WHEREAS, the WETA Board of Directors authorized the release of a Request for Proposals for the MV *Argo* Repairs and Dry Dock (RFP) at its March 21, 2024 meeting; and

WHEREAS, staff released the RFP on May 7, 2024; and

WHEREAS, in accordance with the RFP, WETA's Administrative Code, and applicable federal procurement requirements, WETA established an evaluation committee that reviewed all proposals received by the RFP's due date; and

WHEREAS, based on the requirements and evaluation criteria in the RFP, the evaluation committee determined the proposal received in response to the RFP from Bay Ship and Yacht was complete and responsive to the RFP and Bay Ship and Yacht is qualified to perform the work; and

WHEREAS, as required by federal procurement requirements, staff determined Bay Ship and Yacht's price to be fair and reasonable; and

WHEREAS, the Executive Director recommends the Board approve a contract award to Marine Group Boat Works, LLC for the MV *Argo* Repairs and Dry Dock in the amount of $264,971 and establish a contract contingency in the amount of $80,000; now, therefore, be it

RESOLVED, that the Board of Directors hereby approves a contract award to Bay Ship and Yacht for the MV *Argo* Repairs and Dry Dock in the amount of $264,971 and establishes a contract contingency in the amount of $80,000; and be further

RESOLVED, that the Board of Directors authorizes the Executive Director to take any additional actions necessary to support this work.

CERTIFICATION

The undersigned, Board Secretary, does hereby certify that the foregoing is a full, true and correct copy of a resolution duly and regularly adopted at a meeting of the San Francisco Bay Area Water Emergency Transportation Authority held on June 13, 2024.

YEA:
NAY:
ABSTAIN:
ABSENT:

_____

/s/ Board Secretary
2024-23
END

AGENDA ITEM 6f
MEETING: June 13, 2024

MEMORANDUM

TO: **Board Members**

FROM: **Seamus Murphy, Executive Director**
Michael Gougherty, Planning & Development Manager
Chad Mason, Senior Planner/Project Manager

SUBJECT: **Award On-Call Civil and Electrical Engineering Contracts to Support Development of Shoreside Infrastructure for Ferry System Electrification**

Recommendation
Approve contract awards for on-call civil and electrical engineering contracts to support development of shoreside infrastructure for ferry system electrification and authorize the Executive Director to negotiate and execute agreements and take any other related actions to support this work.

Background
Over the next five years SF Bay Ferry will be developing shoreside electrical infrastructure projects to support the transition to zero emissions (ZE) technology. SF Bay Ferry will require engineering assistance to design and support the development of electric grid extension projects for existing WETA terminal facilities. Such services will also be used to support the expansion and retrofit of existing maintenance facilities and provide engineering support for new ZE facilities. Having one or more qualified firm(s) available to provide civil and electrical engineering services on an as-needed basis will be essential for facilitating SF Bay Ferry's transition to ZE service.

Discussion
On February 8, 2024, the WETA Board of Directors authorized release of an RFQ for civil and electrical engineering services from firms with experience in transit electrification projects seeking to be placed on SF Bay Ferry's bench of on-call engineering firms. The RFQ was released on March 18, 2024.

Statements of qualifications (SOQ) were evaluated based on the following selection criteria, as established in the RFQ:

1. Project Understanding and Approach
Understanding of services required, proposed approach to providing the services and working with SF Bay Ferry staff, and an organization chart of the proposed team.

2. Proposer's Qualifications and Experience
Proposer's qualifications to perform the services, relevant experience performing work that is the same or similar to the services, including the scope and dollar value of prior projects completed and proposer's references, as well as financial strength and stability.

3. Qualifications and Experience of Key Personnel
Qualifications and relevant experience to perform the same or similar services as required by the RFQ.

Three proposals were received and determined to be responsive. Staff established an Evaluation Committee to review and score the proposals against the selection criteria included in the RFQ. The scoring results of the review are summarized in Table 1 below.

Table 1
RFQ 24-003 Scoring

Firm	Project Understanding and Approach	Proposer's Qualifications and Experience	Qualifications and Experience of Key Personnel	Total Score
ARUP	25	50	25	**100**
P2S	25	50	25	**100**
Point Energy Innovations	21	42	18	**81**

Point Energy Innovations score reflects that it is not as strongly qualified as other proposers over the entire range of on-call services. It has excellent qualifications for some of the specialized scopes of work anticipated to be the subject of task orders under this Agreement, and including Point Energy Innovations on the bench of on-call engineering resources will be in the best interest of SF Bay Ferry. Because all proposers demonstrated qualifications, experience, and staffing capacity to provide the services outlined in the RFQ, staff recommends awarding a contract to each of the qualified firms, creating an on-call list for engineering services to be utilized for a period of up to five years.

Pursuant to the RFQ and consistent with state and federal law for the procurement of engineering services, price was not considered as an evaluation criterion. Staff initiated negotiations with the Proposers and agreed upon hourly rates with each firm. Staff determined that the rates of the three firms are fair and reasonable compared with other similar service contracts and with other contracts SF Bay Ferry has entered into for similar services. The recommended contract award for each contract is for a total amount not to exceed $2,000,000 for a term of five years. All work under this contract will be assigned as needed on a task order basis and may include a variety of civil and electrical engineering services supporting shoreside electrification projects. The work will be managed by task orders issued by staff within the overall contract limit.

Disadvantaged Business Enterprise (DBE) and Small Business Enterprise (SBE) Goals
The professional services under these contracts are funded in part with Federal Transit Administration (FTA) funds. Staff reviewed the DBE/SBE materials provided by the Offerors and determined that they comply with the DBE/SBE requirements for these contracts. The DBE and SBE participation under each proposal are summarized in Table 2 below.

Table 2
DBE and SBE Participation

Firm	Prime DBE or SBE	Subconsultants DBE or SBE
ARUP	No	DBE/SBE - YEI Engineers SBE - CDIM Engineers
P2S	No	SBE - Zero Emission Advisors
Point Energy Innovations	SBE	No

The amount of participation by the SBE subcontractors is dependent on the task orders issued and the related scope of work. The Proposers will provide the amount of SBE participation on a task order basis throughout the life of the contracts. DBE participation for all FTA funded task orders issued pursuant to this contract will count toward SF Bay Ferry's 0.48% overall triennial DBE goal. SBE participation for all FTA funded task orders issued pursuant to this contract will count toward SF Bay Ferry's 7.5% overall triennial SBE goal.

Fiscal Impact

Funding for on-call civil and electrical engineering services to support shoreside electrification is included in the FY 2024/25 Capital Budget for the following projects:

- Landside Electrical Initiative
- Central Bay Terminal Electrification
- Treasure Island Ferry Terminal Electrification
- Richmond Ferry Terminal Electrification
- Harbor Bay Ferry Terminal Electrification
- Oakland Ferry Terminal Electrification

The engineering work for these projects is funded with a combination of Regional Measure 3 (RM3) and Transit and Intercity Rail Capital Program (TIRCP) funds. Funding will be included in future year budgets to support needed work that would be completed under this award authority. Task order work in any given year will not exceed budgeted funds.

END

SAN FRANCISCO BAY AREA WATER EMERGENCY TRANSPORTATION AUTHORITY

RESOLUTION NO. 2024-24

AWARD ON-CALL CIVIL AND ELECTRICAL ENGINEERING CONTRACTS TO SUPPORT DEVELOPMENT OF SHORESIDE INFRASTRUCTURE FOR FERRY SYSTEM ELECTRIFICATION

WHEREAS, the San Francisco Bay Area Water Emergency Transportation Authority (SF Bay Ferry) requires engineering assistance to support its transition to zero-emissions technology; and

WHEREAS, on March 18, 2024, SF Bay Ferry issued a Request for Qualifications (RFQ) for on-call civil and electrical engineering services from firms with experience in transit electrification; and

WHEREAS, in accordance with the RFQ and SF Bay Ferry's Administrative Code, SF Bay Ferry established an evaluation committee that reviewed all three statements of qualifications received by the RFQ's due date; and

WHEREAS, based on the evaluation criteria in the RFQ, the Evaluation Committee recommended that SF Bay Ferry establish a bench of engineering resources that includes all three proposers; and

WHEREAS, after completion of the ranking process, SF Bay Ferry staff negotiated agreements with all three proposers and agreed upon hourly rates determined to be fair and reasonable that will apply to all task orders issued under any agreement; and

WHEREAS, the Executive Director recommends that the Board award on-call contracts for civil and electrical engineering services to ARUP, P2S, and Point Energy Innovations, each in a not-to-exceed amount of $2,000,000 over a five-year term; now, therefore, be it

RESOLVED, that the Board of Directors hereby approves entering into on-call contracts for civil and electrical engineering services with ARUP, P2S, and Point Energy Innovations, each in a not-to-exceed amount of $2,000,000 over a five-year term, with the understanding that all work will be authorized by individual task orders within a Board-adopted budget; and be it further

RESOLVED, that the Board of Directors authorizes the Executive Director to execute agreements and subsequent task orders with ARUP, P2S, and Point Energy Innovations and take any other necessary actions consistent with this action.

CERTIFICATION

The undersigned, Board Secretary, does hereby certify that the foregoing is a full, true and correct copy of a resolution duly and regularly adopted at a meeting of the San Francisco Bay Area Water Emergency Transportation Authority held on June 13, 2024.

YEA:
NAY:
ABSTAIN:
ABSENT:

_____

/s/ Board Secretary
2024-24
END

AGENDA ITEM 7
MEETING: June 13, 2024

MEMORANDUM

TO: **Board Members**

FROM: **Seamus Murphy, Executive Director**
Erin McGrath, Chief Financial Officer

SUBJECT: **Approve a Revision to the Administrative Code to Provide the Executive Director with the Authority to Issue Solicitations**

Recommendation
Approve a revision to the Administrative Code to provide the Executive Director with the authority to issue Requests for Proposals, Requests for Qualifications, and Invitations for Bids.

Background/Discussion
On March 31, 2008, the Board of Directors approved WETA's Administrative Code, which contains, among other things, procedures governing procurement activities. From time to time, updates to the Administrative Code are requested to reflect evolving best practices and to acknowledge WETA's growth and evolution from a planning agency to an operating agency with a significant capital program.

Section 502.6 of the Administrative Code requires the Board to authorize the issue of any competitive solicitation estimated to cost more than $250,000. This authority is in addition to the requirement that the Board authorize award of a contract at the end of the solicitation process, as well as its authority to approve WETA's budget.

Section 502.6 reads, in its entirety, as follows:

> Requests for Proposals (RFP), Requests for Qualification (RFQ) and Invitations for Bids (IFB) shall be prepared by or under the supervision of Staff and shall not be released until approved and authorized for release by the Board. The foregoing notwithstanding, an Invitation for Bids, Request for Proposals or Request for Qualifications may be released without Board approval if the total cost of the goods or services to be procured is estimated by Staff or the consultant preparing the IFB, RFQ or RFP to be not in excess of $250,000, and is consistent with and not in excess of the amount allocated in an approved and current budget of the Authority.

In 2008 when the Administrative Code was adopted, WETA issued relatively few solicitations. In 2024, given the growth of the SF Bay Ferry operating and capital programs, as well as the development and increased controls inherent in the professional staff roles in finance and procurement, requiring such authorization creates delays in important procurements and adds administrative inefficiencies. A review of other public agencies of WETA's size and complexity reveals none that require its governing body to provide this additional level of administrative oversight.

Granting the Executive Director the authority to issue competitive solicitations will not limit the Board's ability to supervise and control WETA's budget and monitor WETA's procurements for consistency with Board-adopted policies—the Board will continue to award all contracts over the

Executive Director's procurement authority, and will continue to set WETA's annual budget as well as individual project budgets. In addition, pursuant to other policies unaffected by this action, the Executive Director will not issue a solicitation for a project that is not consistent with WETA's budget or policy direction provided by the Board. If the Board approves this item, the Executive Director will provide updates to the Board of all solicitations released as part of the monthly Executive Director report.

Accordingly, the Executive Director recommends that Section 502.6 of the Administrative Code be deleted, which will effectively provide the Executive Director with authority to issue all competitive solicitations.

Fiscal Impact
There is no fiscal impact associated with this recommendation.

END

SAN FRANCISCO BAY AREA WATER EMERGENCY TRANSPORTATION AUTHORITY

RESOLUTION NO. 2024-25

APPROVE REVISION TO THE ADMINISTRATIVE CODE TO PROVIDE THE EXECUTIVE DIRECTOR WITH THE AUTHORITY TO ISSUE SOLICITATIONS

WHEREAS, WETA's Administrative Code was approved by the Board of Directors on March 31, 2008 and contains policies and procedures governing WETA personnel; and

WHEREAS, from time to time, revisions to the Administrative Code are necessary to reflect evolving best practices and to match changes to WETA's organizational structure and procedures; and

WHEREAS, in order to reflect evolving best practices and to acknowledge WETA's growth and evolution from a planning agency to an operating agency with a significant capital program, the Executive Director recommends the Board of Directors delete Section 502.6 of the Administrative Code, which will have the effect of giving the Executive Director the authority to issue competitive solicitations without prior Board approval, but subject to the Board-approved budget and other policies; now, therefore, be it

RESOLVED that, the WETA Board of Directors approves deleting Section 502.6 of the Administrative Code, which will have the effect of giving the Executive Director the authority to issue competitive solicitations without prior Board approval, but subject to the Board-approved budget and other policies and with the understanding that the Executive Director will provide updates to the Board of all solicitations released as part of the monthly Executive Director report.

CERTIFICATION

The undersigned, Board Secretary, does hereby certify that the foregoing is a full, true and correct copy of a resolution duly and regularly adopted at a meeting of the San Francisco Bay Area Water Emergency Transportation Authority held on June 13, 2024.

YEA:
NAY:
ABSTAIN:
ABSENT:

_____

/s/ Board Secretary
2024-25
END

AGENDA ITEM 8
MEETING: June 13, 2024

MEMORANDUM

TO: **Board Members**

FROM: **Seamus Murphy, Executive Director**
Erin McGrath, Chief Financial Officer

SUBJECT: **Approve Proposed Fiscal Year 2024/25 Budget and Salary Schedule and Related Resolutions**

Recommendation

Staff recommends that the Board approve FY 2024/25 WETA Budget and Salary Schedule and adopt related resolutions as follows:

1. Resolution 2024-26 approving adoption of the FY 2024/25 budget and salary schedule, and delegating investment authority to the Chief Financial Officer

2. Resolution 2024-27 authorizing the request of $7,249,000 in Regional Measure 1 (RM1), $15,866,227 in Regional Measure 2 (RM2), and $34,489,938 in Regional Measure 3 (RM3) funds from the Metropolitan Transportation Commission (MTC).

3. Resolution 2024-28 approving a project list that includes Water Jet Equipment and authorize other actions necessary to receive funds from the FY 2024/25 California State of Good Repair (SGR) Program.

4. Resolution 2024-29 authorizing the execution of documents related to the drawdown of State Transit Assistance (STA) funds.

Background

At its meeting on May 9, the Board received a detailed briefing on the proposed FY 2024/25 budget. Today the Board will consider the final proposed budget along with the required accompanying resolutions.

Summary

The FY 2024/25 Budget authorizes $158.2 million in spending for Ferry Operations, Planning, Administration, and Capital Projects, funded by a variety of revenue sources, as shown below:

FY 2024/25 Proposed Budget (in millions)			
Expense		**Revenue**	
		Bridge Tolls	$ 66.4
Operating Budget Expenditures	$ 74.7	Federal Funds	43.7
- Ferry Service (Ongoing)	*65.7*	State Funds	34.9
- Demonstration Services	*3.5*	Local Funds	5.0
- Planning and Administration	*5.5*	Other Funds	2.5
Capital Budget Expenditures	83.4	Passenger Fares	14.1
		Transfer of Fares to Reserves	*(8.4)*
Total Budget Expense	**$ 158.2**	**Total Budget Revenue**	**$ 158.2**

A detailed discussion of each category of spending and funding is provided in the full budget document which is attached to this report. Resolution 2024-26 is attached authorizing the approval of the budget and providing authority needed for managing budgeted funds, as well as approving the 2024-25 salary schedule and delegating investment authority to the Chief Financial Officer. Also attached as part of this item are the additional and necessary Resolutions to provide the authority for the Executive Director to secure funding allocations as needed for operating and capital revenue reflected in the budget.

Changes to the May Draft Budget
There are two changes to the operating budget as presented in May.

First, staff cost-of-living increases are generally tied to data released by the Bureau of Labor Statistics for the Bay Area. New data posted in May indicates a higher annual increase than was calculated based on February data. Utilizing the last twelve months of data, staff salary amounts have been adjusted to 3% rather than the previous 2.4%. The cost of this increase over the prior draft is $31,000 which will be absorbed within the three cost centers of the budget (administrative, operational and capital). No expense authority increase is needed for this change. Attachment C, the FY2024/25 Salary Schedule, has been adjusted for this change.

Second, there is an important addition to the capital program and budget. As staff have evaluated timelines and delivery of the REEF program, the need for electrification of the Oakland Terminal is critically important to an emissions-free service. The proposed capital budget has been revised to include an Oakland Terminal Modernization project for a total cost of $19,775,000. The FY 2024/25 proposed authorization is for $550,000. This will fund conceptual design and engineering, environmental review and permitting, and staff time related to the project.

The project will result in the installation of terminal charging infrastructure, which includes installation of a refurbished universal charging float and shoreside charging equipment and infrastructure. The existing float will be removed, and a new gangway and reconfigured pier will be provided to support the electrification of the terminal. Completion of this project is required to implement Phase 2 of the REEF program, which will begin with deployment of SF Bay Ferry's first new large battery electric ZEV vessel that provides interlined service with the Seaplane Lagoon and Oakland/Alameda routes. Completion of the project will also improve terminal resilience and provide day-to-day passenger experience benefits.

The addition of this project results in a capital budget increase of $550,000 increasing the total capital budget to $83.4 million, an increase of less than 1%. The first year of funding for this early

phase of the project is RM3 capital funds. For now, the budget reflects available RM3 funding for the entire $19.8 million project, however staff strategy on all projects is to utilize RM3 funding to leverage outside funding available for the capital program. Thus, we anticipate evaluating funding options in the coming year for Oakland electrification.

The entire proposed Fiscal Year 2024/25 budget, including the changes described above, is attached to this staff report.

Funding Resolutions:
Most of funding for the budget, with the exception of fare revenue, is provided through state and regional funding that require specific Board actions to authorize the use of those funds in the budget. This item also requests the approval of resolutions authorizing staff to prepare and submit requests for allocations to MTC or Caltrans for RM1, RM2, RM3 and STA funding authorized in the budget. These funds, as detailed in the budget, are required to support agency planning, administration, ferry service operations, and capital expenditures. Those fund sources are as follows:

RM1
This item includes authorization to file applications with MTC to receive a total of up to $7,249,000 in RM1 funds to support WETA's FY 2024/25 budget for capital projects. These funds are primarily utilized to match federal funding for capital projects or for some smaller operating projects that would otherwise not be eligible for federal funds.

RM2
SF Bay Ferry is eligible to receive annual allocations of RM2 operating funds to support both administrative and planning activities and ferry services. In the proposed FY 2024/25 WETA Budget, RM2 operating funds were budgeted at 87% of WETA's full allocation due to lower than projected bridge toll revenue. However, the past practice and recommendation of MTC is to request the full statutory amount that may be adjusted as MTC sees fit. The full amount potentially available that could be requested is $18.3 million.

While MTC staff has indicated that RM2 toll funds may be lower than $18.3 again in FY 2024/25 due to reduced bridge traffic, it is also possible that more funds will be available as bridge traffic returns to pre-pandemic levels. If additional funding is made available, this reduces the need to use RM3 funding to cover operating costs. The budget assumes a total authorization of $15,866,227 which is slightly higher than what is anticipated in FY 2023/24.

RM3
In this second year of utilizing RM3 operating funds, priority for RM3 operating funds is only after available RM2 and other funds are spent. This allows the Agency to use funds that might otherwise expire first before RM3 which has no expiration date for utilization. For FY 2024/25, as discussed in the May meeting, federal funds are no longer available to support the level of ferry service provided to riders. As a result, the RM3 authorization for the operating and administration budgets is $34.5 million, including support for the Sea Change Hydrogen Demonstration project. Capital funding from RM3 will be presented to the Board in separate allocation resolutions on a project-by-project basis.

STA-SGR Funds
The SF Bay Ferry share of STA-SGR funds for FY 2024/25 is estimated to be $448,054. In order to qualify for these funds, staff submits a proposed project list to California Department of

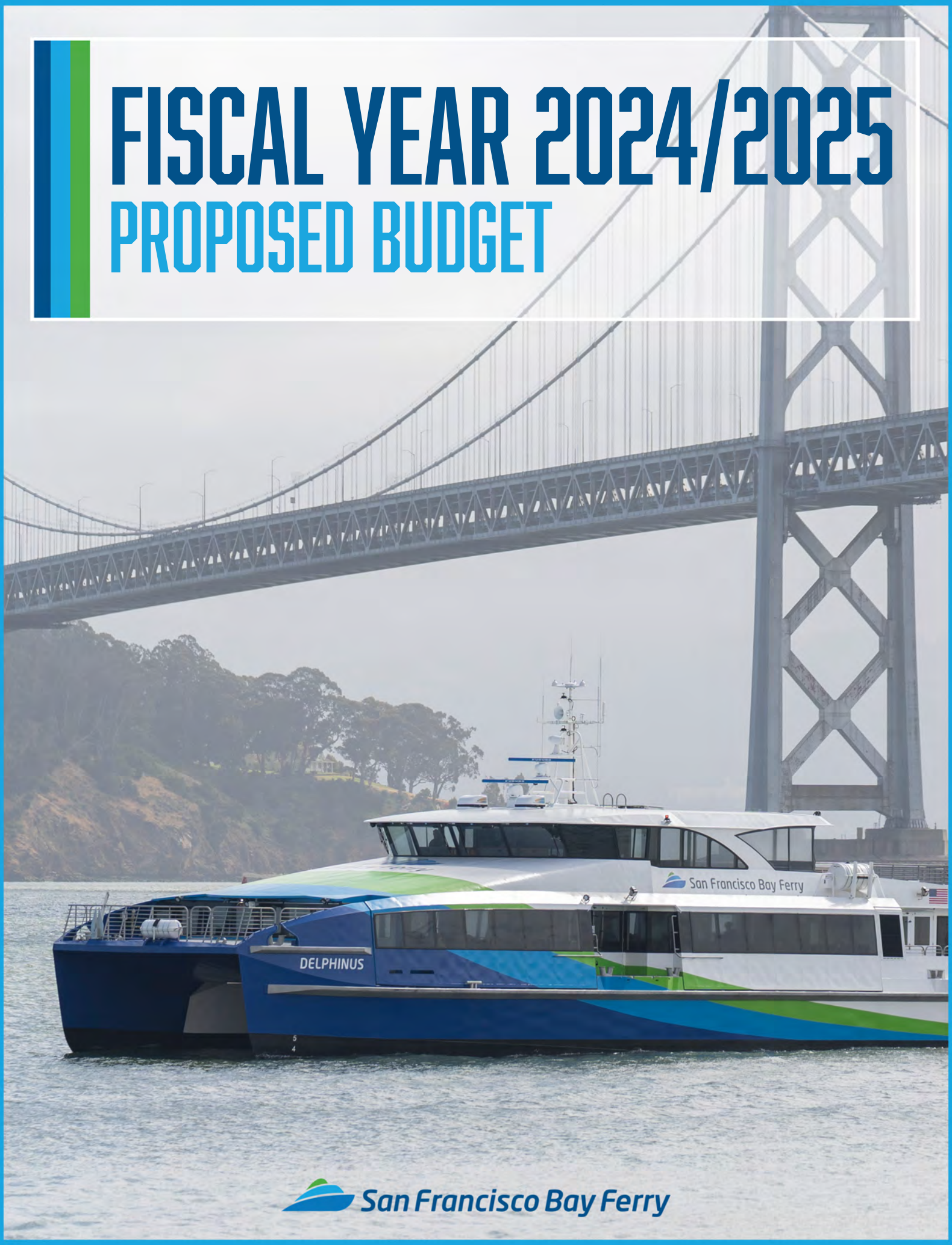
Transportation (Caltrans) on an annual basis. To support the FY 2024/25 Capital Budget, the Agency's project list will be comprised of a single project, Water Jet Equipment, which is necessary to keep ferry vessels in a state of good repair throughout their useful life.

STA-Revenue Funds
SF Bay Ferry has budgeted for the use of STA Revenue funds to support operating expenses while fare revenues are used to build operating reserves needed for the growth of the system. The proposed budget utilizes $11,664,129 in STA revenue to support operations in this manner. In future years, financial plans have the agency utilizing only the small annual increments provided through this program.

Fiscal Impact
Approval of the budget provides authorization of $158.2 million for Operations and Capital programs. The proposed budget is fully funded with a combination of fare revenues and various federal, state, and local grant funds available to support WETA's ferry services and capital projects. Details are provided in the full budget document attached. This item also provides authority for securing new funding allocations to balance the Fiscal Year 2024/25 WETA budget. The amounts and processes authorized are: Approval of the STA-SGR project for FY 2024/5 and funding of $7,249,000 in RM1, $15,866,227 million in RM2, $34,489,938 million RM3 bridge toll funding and $11,664,129 in STA funding.

END

FISCAL YEAR 2024/2025
PROPOSED BUDGET



San Francisco Bay Ferry

FISCAL YEAR 2024/25 BUDGET: San Francisco Bay Ferry

Introduction and Summary

The FY 2024/25 Budget proposes $158 million in spending authority for Ferry Operations, Administration, Planning, and Capital Projects. Capital spending is more than 50% of the requested authority in the coming year, with multiple vessel and electrification projects driving the requested amount. Overall revenue and expense in the operating budget are based on an assumption that ridership will grow 12% over FY 2023/24 budgeted levels, with the ridership projected to be 80% of 2019 pre-pandemic levels. The proposed budget requests approval of expenses that are projected to grow 9% over the prior year budget. The budget is balanced with revenue from a number of sources including fare revenue. This is the first proposed budget since the start of the pandemic in which SF Bay Ferry service does not rely on Federal COVID relief funds. Regional Measure 3 (RM3) funds are utilized throughout the budget for both operating support in the absence of federal funds and for capital program efforts related to the agency's Rapid Electric Emission-free Ferry Program (REEF).

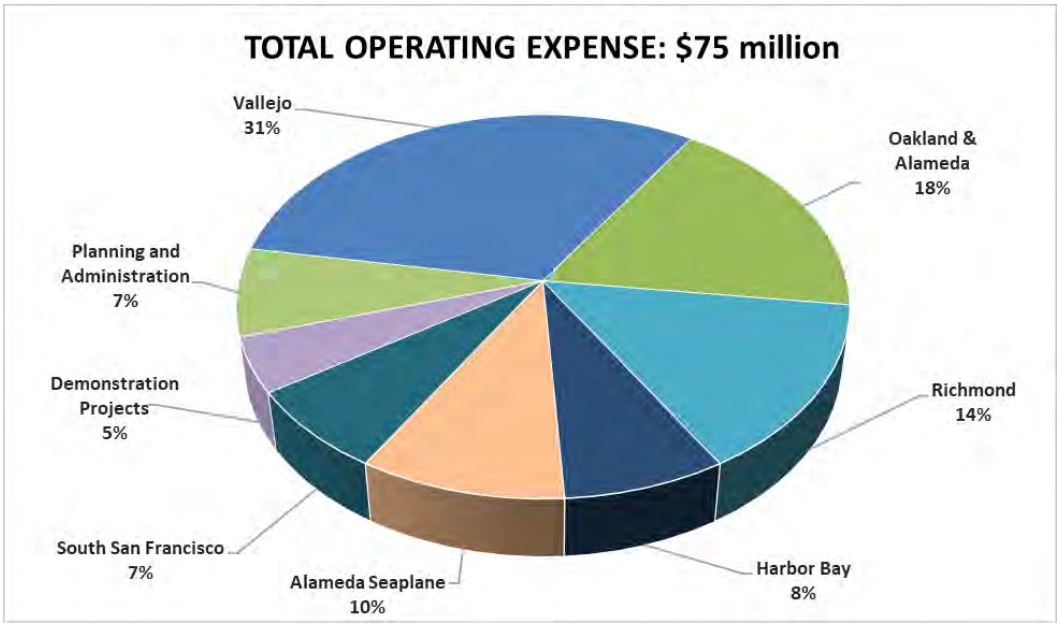
Revenue and Expense is summarized in **Table 1** (below). Detailed discussion of the budget components is included in the following pages.

FY 2024/25 Proposed Budget (in millions)			
Expense		**Revenue**	
		Bridge Tolls	$ 66.4
Operating Budget Expenditures	$ 74.7	Federal Funds	43.7
- Ferry Service (Ongoing)	*65.7*	State Funds	34.9
- Demonstration Services	*3.5*	Local Funds	5.0
- Planning and Administration	*5.5*	Other Funds	2.5
Capital Budget Expenditures	83.4	Passenger Fares	14.1
		Transfer of Fares to Reserves	*(8.4)*
Total Budget Expense	**$ 158.2**	**Total Budget Revenue**	**$ 158.2**

OPERATING BUDGET

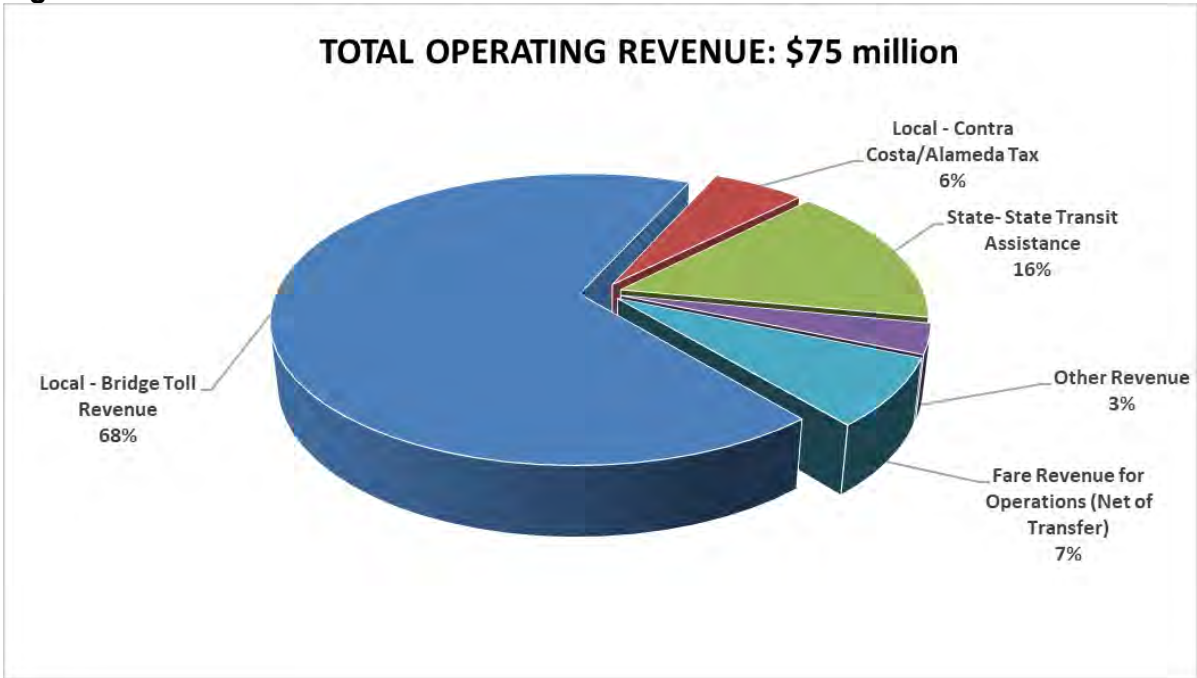
The FY 2024/25 operating budget is made up of two primary components: a $69.2 million Ferry Service Operating Budget and a $5.5 million Planning and Administration budget. Together those two components result in a total Operating Budget of $74.7 million. Detailed budget charts showing SF Bay Ferry's Planning and Administration functions and the Operating Budget for ferry service by route are presented in **Attachment A**. The budget tables in Attachment A group service operating costs by functional categories, a practice that began in the FY 2021/22 budget. **Figure 1** (below) is a summary of the components of total authorized operating expense for Fiscal Year 2024/25, including all ferry routes, planning, and administrative expense.

Figure 1:



The Fiscal Year 2024/25 Operating Budget is funded with Regional Measure 2 (RM2) and Regional Measure 3 (RM3) bridge toll revenue, State Transit Assistance (STA) funds, fare revenue, contributions from partners on demonstration projects, and Alameda and Contra Costa sales tax funds. These important sources of revenue together total $74.7 million. The categories and percentage use of each category is shown in **Figure 2** and a summary of each source is provided below.

Figure 2:



REVENUE SUMMARY:

Bridge Toll Funding
The agency's FY 2024/25 budget will rely heavily on RM3 funding to support ferry operations. SF Bay Ferry began using RM3 in the current fiscal year once the agency's remaining federal COVID-relief funding was spent down. Prior to the pandemic, ferry service relied on RM2 revenues for basic operating support. However, due to continued lower levels of bridge traffic and toll revenue, the RM2 subsidy has been reduced since the start of the pandemic and staff anticipates that the agency will receive no more than 90% of its pre-pandemic allocation.

The availability of RM3 funding allows SF Bay Ferry to maintain Pandemic Recovery Program fares and service, avoiding the immediate fiscal cliff that other Bay Area fare-dependent transit agencies are facing.

SF Bay Ferry will continue to utilize some of its reserved RM1 funding to finalize the 2050 Service Vision and Business Plan. In total, the operating budget utilizes $50.7 million in bridge toll revenue, with $32 million of that total allotted for ferry operations and $2.5 million for planning and administration. This amount may be adjusted as bridge traffic and corresponding toll revenues change by the end of the year.

Fares
Ridership projections for FY 2024/25 assume 2,565,674 boardings, which is 12% higher than projections in the FY 2023/24 budget. Ridership recovery is anticipated to be 80% of 2019 levels, up from 71% projected in FY 2023/24. Since the launch of the Pandemic Recovery Program, ridership has increased each and every month compared to the previous year. SF Bay Ferry is anticipated to continue outperforming other regional transit operators in terms of ridership recovery; however, regional transit ridership demand will remain vulnerable to external factors such as return to work policies and Bay Area economic trends. The FY25 proposed fare program maintains the current fare structure with only a minor inflationary increase of 3% as outlined in the adopted FY 2024-2028 Fare Program. Based on ridership projections and the proposed fare structure, farebox revenues are budgeted to be $14 million in FY 2024/25, compared to $12.7 million in FY24. **Table 2 shows** the projected ridership and subsequent fare revenue in the FY 2024/25 budget by route. Because fares vary by route, percentage differences in revenue do not correspond directly to ridership percentages.

Table 2:

Route	Fare Revenue		Projected Ridership	
	Total	% of Total	Total	% of Total
Alameda/Oakland Ferry Service	$ 3,231,470	23%	744,045	29%
Alameda Harbor Bay Ferry Service	$ 1,107,843	8%	256,567	10%
Alameda Seaplane Lagoon Ferry Service	$ 1,549,173	11%	359,194	14%
Vallejo Ferry Service	$ 6,232,208	44%	795,359	31%
South San Francisco Ferry Service	$ 698,795	5%	102,627	4%
Richmond Ferry Service	$ 1,245,745	9%	307,881	12%
Total	**$ 14,065,234**		**2,565,673**	

At its April meeting, the Board approved a reserve policy that will transfer a portion of those fare revenues in an Operating and Capital reserve account until it provides two months of operating expense and up to $6 million in capital reserves. As a result, $8.4 million of the $14 million in fare revenue will be transferred in the coming year. After these transfers, remaining FY 2024/25 fare revenues are projected to provide 7% of revenue needed for the ferry service operating budget.

State Transit Assistance
The Authority began using State Transit Assistance (STA) funds in FY24 for ferry operations. This important fund source provides approximately $3 million annually each year from statewide diesel sales tax revenue to support transit services. When those funds are not utilized within the year, they remain in an account at MTC for future use. Currently the SF Bay Ferry's STA account has a $12.9 million unallocated balance available for use. As a result of building the Operating/Capital reserve account in the coming year, the budget will utilize $11.7 million of that STA balance to support operations this coming year.

Local Funding
Local funding of $4.3 million includes $3.8 million from the Contra Costa Measure J sales tax funding allocated to support the Richmond Ferry service. This funding is provided as part of an agreement in 2015 to support ferry service for the first 10 years of operation. Another $500,000 is included to support the Harbor Bay service from City of Alameda property assessment funds.

Other Revenue: Pilot Projects
The Board recently appointed a subcommittee to guide the agency's implementation of current and future pilot projects to demonstrate emerging technologies and potential new services. The budget includes two pilot projects: the Hydrogen Ferry Demonstration Project and a proposed Oakland Estuary shuttle project.

Based on current progress, the Hydrogen Ferry Demonstration Project is assumed to start in the new fiscal year and continue for six months thereafter. The cost of operating the demonstration service for six months in FY 2024/25 will be $2.1 million. Due to the delays associated with the vessel being certified by the United States Coast Guard for operation, an additional $475,000 was spent prior to FY 2024/25, bringing the total cost of the project to $2.6 million. The Board previously authorized WETA to spend $500K on this project. Partner donations, including donations from Chevron, Golden Gate Bridge and Highway Transportation District, and others, provided $1.69 million in direct funding for the service. In addition, donations from United Airlines of $100,000 in airline and marketing credits have been applied to the agency's travel and marketing budgets to further offset the cost of the demonstration. Because of the delays and unanticipated costs over the last year to prepare the vessel for service, the total cost to WETA will be $928,724 which is shown in the FY 2024/25 budget. This amount will be funded by WETA RM3 allocations.

The Oakland Alameda Water Shuttle Pilot is funded through a grant from the Alameda County Transportation Commission and contributions from a partnership of businesses, non-profit organizations, and local governments on both sides of the Oakland Estuary. Funding of $1.3 million is provided to fully fund anticipated operations.

EXPENSE SUMMARY:

FERRY SERVICE

The $69.2 million budget for Ferry Services (which excludes Planning and Administration) provides for the San Francisco Bay Ferry routes serving Alameda Seaplane, Chase Center at Pier 48.5, Downtown San Francisco, Harbor Bay, Main Street Alameda, Oakland, Oracle Park, Pier 41, Richmond, South San Francisco and Vallejo. It also includes three Demonstration projects, the Sea Change Hydrogen Ferry, the Oakland Alameda shuttle, and limited special event service to Redwood City. Detailed budget information on SF Bay Ferry's routes, including operating miles and hours for regular service routes, is shown in **Attachment A**.

There are no proposed significant changes to the regular ferry routes in the budget. The FY 2024/25 budget assumes approximately 35,120 operating hours for SF Bay Ferry vessels travelling over 579,000 operating miles. Three demonstration services, on top of regular service, are proposed to test out new technologies or routes. Under the Hydrogen Ferry Project, approved by the Board in May 2022, SF Bay Ferry will operate the *Sea Change*, the world's first commercial hydrogen fuel cell passenger ferry, along the San Francisco waterfront for a 6-month pilot period. The service provides a unique opportunity for SF Bay Ferry crews to gain real-world experience operating, fueling, and maintaining a vessel with cutting edge, hydrogen propulsion technology.

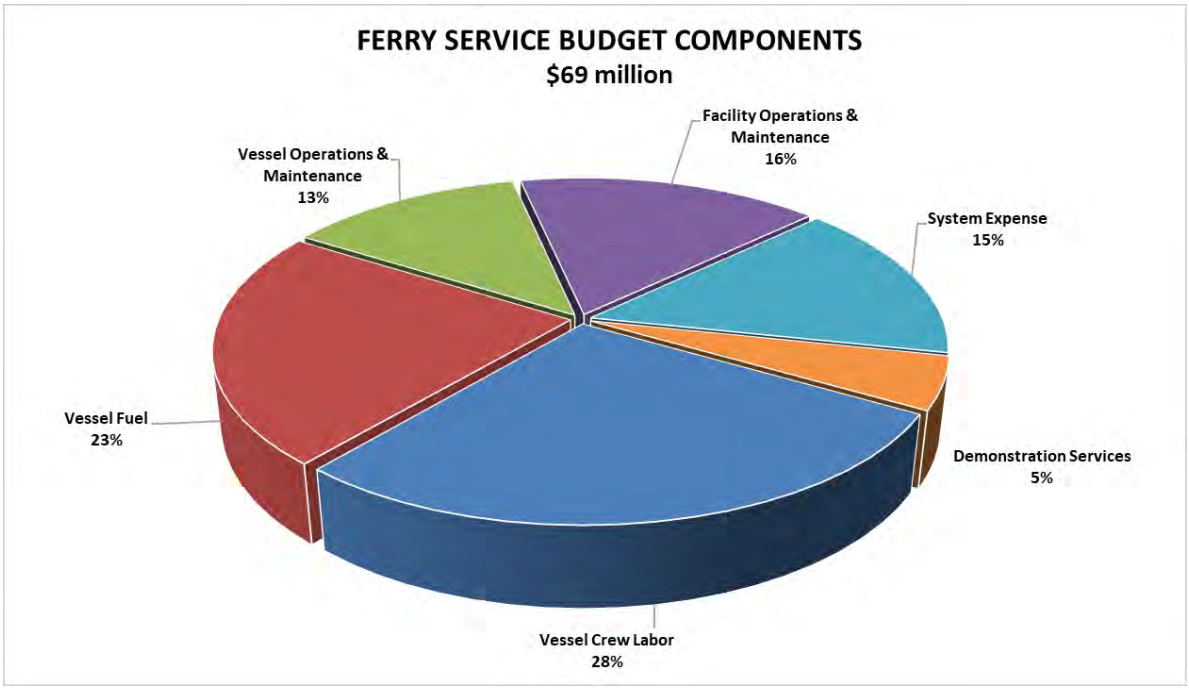
The Oakland Alameda Water Shuttle project is the second limited service project intended to be a two-year pilot service providing direct passenger ferry service between Jack London Square in Oakland and emerging job and population centers in Alameda, with the goal of proving a concept for permanent operation after the pilot has concluded. SF Bay Ferry's role in the project is to serve as the designated operator, allowing the service to utilize the agency's existing authority to operate public ferry service in San Francisco Bay. SF Bay Ferry staff will serve as technical experts, advising the City of Alameda in matters ranging from scheduling, budgeting, vessel maintenance, and daily operations. The service is expected to begin in the summer of 2024 and last up to 24 months.

Finally, the Redwood City Ballpark pilot program is a low-cost demonstration of service between Redwood City and select Giants games at Oracle ballpark. SF Bay Ferry will provide roundtrip service to five Sunday games utilizing the Board-approved Vallejo ballpark fare as revenue to support the route. The service cost is anticipated to be less than $50,000 to implement and will be fully covered by the fares collected.

Excluding the $3.5 million expense on SF Bay Ferry's new Pilot Programs, Ferry Service operation expense is proposed to be $65.7 million. This authorization is $5.1 million (or 9%) higher than the ferry operating budget for FY 2023/24. Like other transit operators, inflationary increases in labor, supplies and other costs are affecting all aspects of the operating budget. Fuel expense increased 40% from FY 2022/23 to FY 2023/24, and is projected to remain at this higher level in FY 2024/25. Cost increases are addressed in the discussion of each category below.

Figure 3 (below) shows major cost components of the Ferry Service Operating budget. Discussion of each category is provided below.

Figure 3:



Vessel Crew Labor & Fuel
Crew labor combined with fuel make up 53% of the anticipated expenses for the proposed operating budget. These costs are directly tied to the levels of SF Bay Ferry service for passengers. The budget proposes that maintaining crew labor at current levels will cost $19.3 million. These costs reflect collective bargaining agreements that the contract operator Blue & Gold Fleet reached with its represented employees. Those agreements resulted in a $1 million increase (6%) for the pay and benefit cost of crews. The expense for diesel fuel in FY25 is projected to be $15.7 million, roughly the same cost as the prior year due to the assumption that fuel costs will average $4.20-per-gallon again over the course of the fiscal year. The SF Bay Ferry system now uses R99 diesel fuel, a sustainable and low-carbon alternative to petroleum-based diesel fuel. R99 is derived from repurposed animal fats, used cooking oils, and inedible plant oils thereby recycling carbon that is already in the biosphere, versus fossil-sourced carbon that is removed from the earth. Currently the price for this fuel is at or below the cost of regular diesel.

Vessel Maintenance & Repair
With the delivery of the newest vessel Delphinus in 2024, there are currently 17 vessels in service, an increase of one over the prior year. Maintenance and repair expenses are budgeted to ensure that the fleet is maintained in a safe and reliable operating condition. Proactive maintenance ensures that passengers can rely on the schedule to travel to and from their destinations without disruptions. Typical items in this expense category include parts, contracted repair services, vessel insurance, cleaning, and other maintenance-related supplies and equipment. The FY 2024/25 budget of $8.8 million was informed by a comprehensive assessment designed to improve service reliability by individually reviewing maintenance and repair needs for each vessel. As a result of this effort, these costs are anticipated to increase by $2.7 million (44%) over the prior year. Approximately $1 million of this increase is due to a correction that had contracted vessel maintenance reflected in the facility maintenance category. In addition to maintaining more vessels with inflationary increases in insurance and other costs, the budget also reflects $1 million

for investments in Pyxis class gear modifications and Selective Catalytic Reduction work, which will reduce tailpipe emissions of the diesel ferries.

Facilities
Facility expenses of $11.3 million capture the ongoing activities required to operate and maintain 10 SF Bay Ferry passenger terminals and two maintenance facilities. Typical terminal expenses include items such as utilities, basic maintenance of waterside and landside assets, property insurance, information technology 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. At SF Bay Ferry's two maintenance facilities, 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 provided by Blue & Gold Fleet to exclusively maintain agency assets. This year the budget includes the full cost of six fuelers, which were added in the prior year budget. Facility operations and maintenance increased 2%, a minimal overall increase due to the reclassification of $1 million in expenses to the vessel category as mentioned above.

System Expenses
System expenses of $10.6 million include costs that are not associated with a specific facility but are generally required to support overall ferry service operation. These costs are split fairly evenly between SF Bay Ferry staff costs, contracted operator staff and profit, outreach and communication, ticketing systems, and general system engineering expenses. Engineering expenses also include consultants related to emergency preparedness and the upcoming procurement process for the contracted operator. More detail on these costs is provided in the work plan section below. Expense related to SF Bay Ferry staff who are directly charging to operations, less costs that will be charged to capital projects, is $2.8 million. A complete staff cost breakdown can be found in the Planning and Administration section.

The proposed $10.6 million system expense is a slight (1%) *decrease* over the prior year due to a restructuring to remove an annual transfer of approximately $1 million in administrative cost overhead to the operating budget. This transfer made costs related to planning and administration difficult to project during the year and is not necessary for reflecting the cost of operating the system, which includes both the operating *and* administration budgets. Further detail of this change is provided in the Planning and Administration chart. This budget also continues increased costs for the completion of work related to the SF Bay Ferry website and an increase in advertising and marketing to continue to bring riders back to the system following the pandemic. Finally, the cost of participating in the Clipper system will continue to be higher due to the need to run parallel systems between the existing system and Clipper 2 prior to its planned launch by the beginning of 2025.

PLANNING AND ADMINISTRATION

Salaries and Benefits
The cost of salaries and benefits for the personnel reflected in **Attachment C** (Salary Schedule) is included in the appropriate department budget that reflects their work. This attachment reflects the staff expansion and reorganization approved by the Board in March. The only two revisions from that action are first, the inclusion of a 3% cost of living increase for staff tied to the February Bay Area cost of living index, and second, an increase in funding for the intern program to allow for the hiring of two interns in the coming year, one to work with planning staff and one to work with government affairs staff.

As mentioned above, staff salaries working directly on operating issues are incorporated into the ferry service budget. Staff salaries are also included in the Planning and Administration budget as appropriate. Finally, staff salaries associated with capital projects are included in the capital

project budgets in **Attachment B**. Summary **Table 3**, below, reflects all FY 2024/25 staff salaries and benefits and the budgets in which they are included.

Table 3:

Summary of Staff Expense	Salaries	Benefits	TOTAL
Planning and Administration	1,794,768	1,196,512	2,991,281
Operations	1,689,783	1,126,522	2,816,305
Capital Projects	1,301,062	867,375	2,168,437
TOTAL	**$ 4,785,613**	**$ 3,190,409**	**$ 7,976,023**

In prior years, these expenses were totaled in the Administration budget and then a transfer to the other budgets reduced those amounts. This year those transfers have been eliminated to provide more clarity.

The proposed budget for Planning and Administration for Fiscal Year 2024/25 is projected to be $5.5 million, which is 7% of total operating expense. Categories of expense within this department are shown in **Table 4** and discussed further below.

Table 4:

Planning and Administration	Proposed Budget	
	Total	% of Total
Salaries, Wages & Fringe Benefits	$ 2,991,281	54%
Professional / Contract Services	1,983,648	36%
Info. Tech., Office Needs	99,000	2%
Utilities, Comm, Insurance	53,691	1%
Dues, Memberships, Miscellaneous	148,268	3%
Leases, Rentals and Fees	269,816	5%
Total	$ 5,545,703	

As mentioned in the operating service summary, in prior years a transfer of Overhead Expenses to the Operations budget reduced the Administration budget by $1.1 million. This transfer is eliminated in FY 2024/25 thus resulting in a one-time increase in costs compared to the prior year of $1.1 million. Without this transfer elimination, the increase over the prior year would have been 9%, primarily driven by new staff approved by the Board as part of the APTA-led reorganization effort. Other increases are tied to increased DBE work, additional work related to the Green Marine Certification and the Sustainability program, improvements to the ridership database and other upgrades to information technology that are required to support staff work in the coming years. Details of the budgetary categories and shifts are detailed in the Planning and Administration budget (**Attachment A**).

WORK PLAN

In addition to providing revenue and expense for continued operations, planning, and administration of the SF Bay Ferry system, the following Work Plan outlines some important activities to be funded in the budget.

- **Pilot Project Program –** SF Bay Ferry has set aside at least $2 million annually to study and implement pilot ferry services throughout the region. During stakeholder engagement for the

Business Plan effort in the previous year, key partners identified the ability to establish ferry service on a pilot or temporary basis as a priority. These pilot services would test market demand, vessel technology, alternative operating models, and contribute to the potential establishment of a permanent service. In FY 2025, staff plans to implement pilot projects for the Sea Change hydrogen vessel, Redwood City Ballpark service, and Oakland Alameda Water Shuttle service. Staff and partners may identify additional opportunities for pilot services during the year working in close coordination with the Pilot Service Board Committee.

- **Emergency Response Program** –The agency will hire its first dedicated Emergency Response Analyst in Summer 2024. This staff person will update and advance the agency's emergency response planning and training assets of recent years. This work will include a staff exercise in Fall 2024 related to activation of multiple emergency operations centers (EOCs). The agency will strengthen its multi-agency capacity and planning in anticipation of a future Bay Ferry VII regional exercise. In FY2024/25, staff will also bring forward for Board consideration a procurement for consultant assistance on emergency response planning.

- **Public Information and Communications –** In FY2024/25, SF Bay Ferry will deliver its redesigned website with enhanced information on its emergency response mission, long-term planning, capital projects, and the Rapid Electric Emission-Free (REEF) Ferry Program. The agency will also continue progress on its work to develop informational tools to assist advocacy and grantmaking work, as well as continue proactive media outreach and crisis communications planning.

- **Passenger Experience** – In FY2024/25 the agency will continue work with the contract operator to improve its concessions program and bike stowage capabilities on the ferry. The agency will also pursue improvements to its onboard screen program and complete its terminal wayfinding and signage framework to guide shoreside information investments.

- **Marketing** – The agency plans to conduct a campaign focused on low-propensity ridership with special attention on Black and Latino audiences in the East Bay. San Francisco Bay Ferry will also continue its broad marketing efforts with emphasis on spurring additional recreational ridership and building commute ridership on the Oakland and South San Francisco routes.

- **SF Bay Ferry 2050 Service Vision and Business Plan –** The Business Plan is a far-reaching effort to define a service vision that will guide development and operational policy over the next 30 years. The effort emphasizes outreach and engagement with a broad range of stakeholders and interest groups to help define a future vision for the agency. For the coming fiscal year, staff anticipates finalizing the business plan and presenting the completed document to the public and the Board.

- **Operating Contract** -- In Fiscal Year 2024/25, SF Bay Ferry will bring on a consultant to assist in the solicitation of proposals for a new operating contract. The current contract for operations expires in 2026. Procurement and negotiation will likely take at least a year and must be completed well in advance of the expiration of the current contract.

- **Terminal Access Plans** -- During stakeholder engagement activities for the 2050 Business Plan, participants identified inadequate first/last mile connections as a barrier to accessing the ferry. In FY 2024/25, staff will initiate a series of plans for origin terminals through an updated Access Policy developed by staff and presented to the Board for consideration. These planning documents will assess local access and first/last mile needs around terminals; identify and prioritize potential projects, programs, and initiatives to improve access conditions at terminals; as well as estimate the capital funding needs to implement the improvements. These plans will be developed in partnership with local jurisdictions at origin terminals.

- **Sustainability Plan –** Aligned with the environmental stewardship focus area of the Business Plan, staff will develop a Sustainability Plan and corresponding Sustainability Policy developed by staff and presented to the Board for consideration. The plan will serve as a strategic roadmap to identify key environmental performance indicators similar to those used by regional transit agencies, to establish baselines and targets, and to define short-term and long-term goals for achieving those targets.

- **Five Year Regional Measure 3 Operating Plan and Performance Measures -** In FY 2023/24 SF Bay Ferry approved an operating plan for five years of Regional Measure 3 spending. In FY 2024/25, staff will update this plan to project anticipated operating expenses and provide performance measures for RM 3 operating funds to MTC.

- **Regional Transit Coordination and Integration** – Staff will continue to engage with MTC and various Bay Area transit operators to advance a broad variety of regional coordination and integration efforts, including legislative initiatives, performance measures, schedule coordination, signage and wayfinding, fare policies such as the Bay Pass expansion and zero-cost transfers, service operating plans, and ridership recovery. Staff will continue to attend and contribute expertise to the working groups and technical advisory groups that convene periodically throughout the year. In addition, the largest transit coordination project, the implementation of Clipper 2.0, will continue to be at the forefront of staff engagement in the new fiscal year when the customer-facing elements are anticipated to finally "go live" with the new regional fare payment system.

- **Regional Maritime Industry Expansion** – SF Bay Ferry will be assessing strategies for expanding the availability of a maritime-focused industry in the Bay Area to support operation of SF Bay Ferry services and delivery of the agency's maintenance and capital expansion programs. Staff will coordinate opportunities to evaluate the barriers and challenges associated with the Bay Area maritime industry expansion and will pursue strategies to address those challenges. The agency is already aware of the need to create a pipeline of ship maintenance and repair workers to address a serious shortage of regional workers capable of operating, maintaining, and expanding ferry service in the Bay Area. To help address this, SF Bay Ferry joined the Working Waterfront Coalition (WWC). WWC is a workforce development effort with key partnerships from organized labor, workforce development leaders, and community groups, with the goal to recruit and train a new generation of workers through innovative outreach to people of color, re-entry populations and immigrant communities ages 18-24. In FY2024/25, SF Bay Ferry will be working with the WWC to host apprentice training sessions at our Alameda and Vallejo Maintenance facilities, working to increase support for this effort, and ensuring the WWC curriculum includes training to operate and maintain the zero-emission technology being implemented by SF Bay Ferry.

- **Disadvantaged Business Enterprise Outreach** – Continued focus on SF Bay Ferry's Disadvantaged Business Enterprise (DBE) program will include implementation of recommendations from the DBE Program Review conducted in FY 2023/24, expanded outreach opportunities to increase availability of DBEs. This work will include participation in the regional Business Outreach Committee's annual series of events, direct outreach to marine specific firms as well as hosting another maritime focused multi-organization workshop to increase DBE and SBE participation in the marine industry.

- **Federal, State, Regional and Local Legislative efforts** – Consistent with the 2023/24 Legislative Program, staff will work to focus federal, state, regional and local advocacy on targeted priorities, including: Continuing to chair the Public Ferry Coalition with operators from around the country to build support for increased federal funding; advocate for state funding to complete the Mission Bay terminal project; increase funding opportunities for a transition to zero emission technology; monitor opportunities to streamline project delivery; explore new strategies for enhancing local and regional support for ferry expansion opportunities; participate in the planning

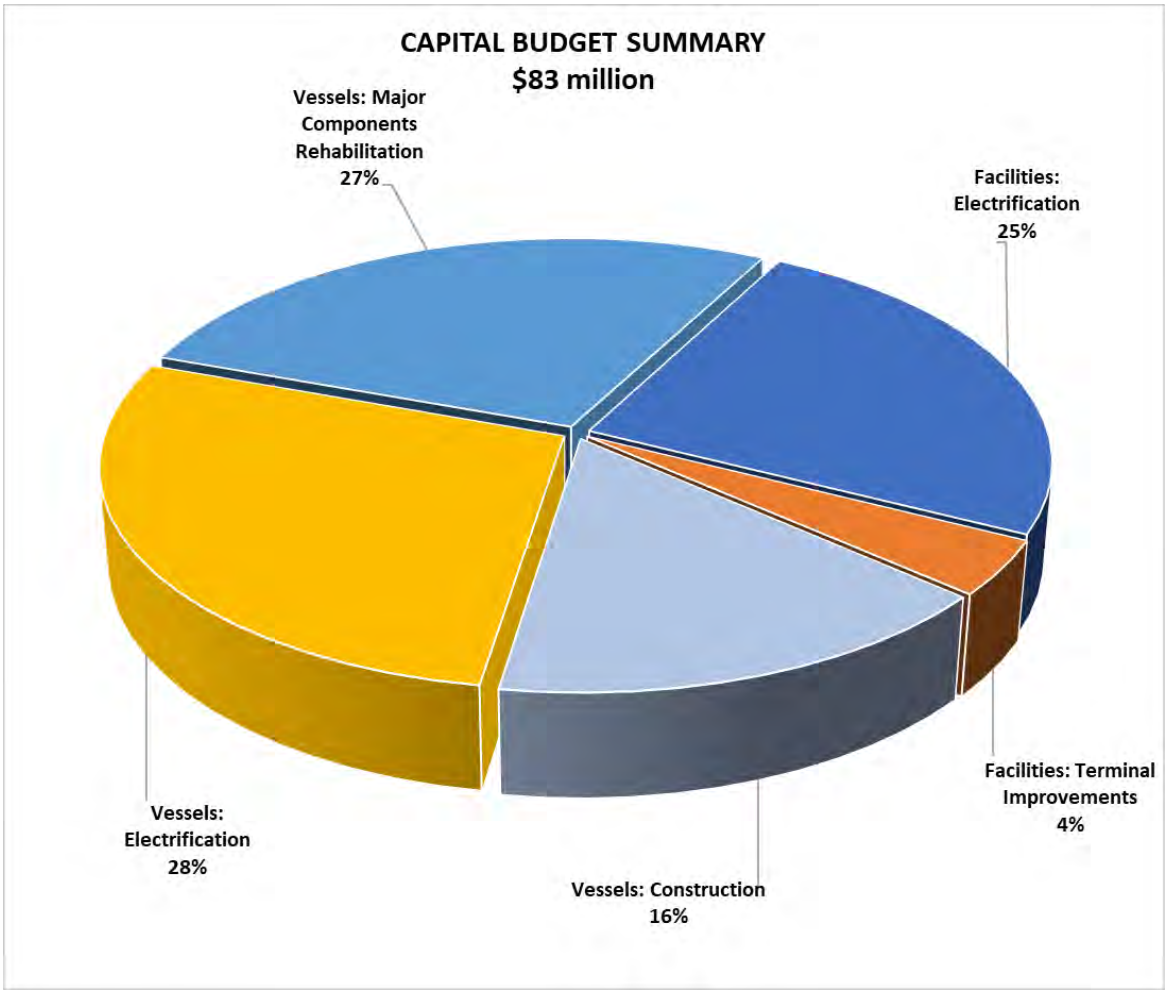
efforts for a regional transportation funding measure to ensure that SF Bay Ferry programs and services are included.

- **Organizational Development** – By the start of FY 2024/25 staff will be in progress hiring new positions approved following an APTA peer-review process that led to reorganization of the agency's staffing structure and capacity. Next steps include resumption of a Classification and Compensation Study of the staff as part of the new structure and physical improvements included in the budget to house new staff at SF Bay Ferry offices both in San Francisco and Mare Island.

CAPITAL PROJECTS

The Fiscal Year 2024/25 Capital Budget provides $83 million to continue progress on current projects and to commence work on new projects. The projects fall into five categories, as shown in **Figure 4**, and are further detailed in **Attachment B** where budget information is provided for the projects necessary to maintain existing services and facilities and to further develop the electrification and expansion projects. These projects total $294 million over the life of each project. A number of projects from the FY24 budget are still underway as discussed in further detail below.

FIGURE 4:



Funding for the capital budget is anticipated as shown in **Table 4** below and relies heavily on federal and state funds.

Table 4:

Capital Revenues	Proposed Budget	
	Total	% of Total
Federal Funds	$ 43,673,656	52%
State Funds	23,243,882	28%
Bridge Tolls	15,778,211	19%
Local Dedicated/Other	722,138	0.9%
Total Revenues	**$ 83,417,887**	

The capital budget reflects the growing size and urgency of the electrification program for which there are significant expenses planned. **Attachment B** shows projects in various categories and indicates whether they are ongoing from prior years ($216 million program) or new projects added this year ($78.4 million program).

Highlights of the proposed capital program include:

SF Bay Ferry Rapid Electric Emission-Free Ferry (REEF) Program:
This ambitious capital program will permit, design and construct electric charging infrastructure and vessels to deliver zero-emission capabilities at all existing and planned San Francisco, Contra Costa and Alameda County ferry terminals, the Central Bay Operations and Maintenance Facility, and up to 10 vessels by 2033. Work on this program began in FY 2023/24. The FY 2024/25 budget includes:

- **Zero Emissions Vessels** – In FY2024/25, staff will continue to design and ultimately award a contract for the replacement vessels for MVs Intintoli and Mare Island with large 400 passenger all-electric vessels. Expected commencement of construction of the first vessel will be in the new Fiscal Year. Staff will also award three new small 149 passenger vessels. Staff expect to commence construction on the first and second small vessels in FY25 with the third commencing in FY26.

- **Central Bay Operations and Maintenance Facility Expansion** – The Central Bay Operations and Maintenance Facility has become the focal point of the system's non-Vallejo network. The facility was designed for storage and maintenance of up to 12 vessels with supporting fuel and oil delivery systems required for diesel propulsion. With the pending delivery of battery electric vessels and the need for charging infrastructure and additional berthing capacity, staff will continue discussions with the City of Alameda to secure additional property adjacent to the Central Bay Facility to allow for electrification efforts. A successful application to the TIRCP program has provided initial funding from the to allow for upgraded electrical connections to the facility.

- **Treasure Island Electrification -** The Treasure Island Ferry service is required by the State to transition to zero emission vessels by 2026. Electric ferry service between Downtown San Francisco, and Mission Bay is in Phase 1 of the REEF Program. SF Bay Ferry will continue coordinating with the San Francisco County Transportation Authority (SFCTA) and Treasure Island Development Authority (TIDA) , San Francisco Public Utility Commission (SFPUC) and the project developer to plan and implement the electrification of the ferry terminal in 2026. Staff will also coordinate with SFCTA to develop a business plan for the proposed service. State TIRCP funds have been secured for charging equipment which will be installed topside on the existing Treasure Island float.

- **Richmond Ferry Terminal Electrification -** In FY 2024, SF Bay Ferry successfully competed for an MTC grant of $3.75 million in federal pass-through funds jointly with the City of Richmond for electric vehicle charging infrastructure and related utility infrastructure upgrades at the Richmond ferry terminal. In FY2024/25, staff will begin preliminary design work to align the work and schedules of waterside electrification improvements at Richmond with landside improvements made possible through this grant.

- **Downtown San Francisco Terminal Electrification** (**Waterside)** - Following a successful application to the FTA for installation of batteries at two of the three floats in Downtown San Francisco, staff has planned for complete upgrades to the waterside assets at this site. Initial stages, funded by State TIRCP funds, will complete construction of a new Universal Charging Float (UCF), complete with batteries, power converters, transformers, switchgear and port and starboard charging stations. This Float will be constructed and delivered in FY 2024/25 at Gate G. The current float at Gate G, which is being replaced by the new UCF, will be repurposed to commence the FTA-grant-funded float retrofit project to convert existing floats into similar Universal Charging Floats. These same FTA funds will be utilized to electrify floats at Alameda Seaplane Terminal in FY 2025/26, followed by SF Gate F in FY 2026/27, and then SF Gate E in FY 2027/28.

- **Downtown San Francisco Terminal Electrification** (**Landside) -** In FY 2025 staff will continue to coordinate with the SFPUC and the Port of San Francisco (Port) to upgrade electrical infrastructure to the Downtown San Francisco Ferry Terminal, including electrical grid extension and the installation of large shoreside electrical infrastructure components. SF Bay Ferry has received funding for electrification from TIRCP and is working with the Port of San Francisco to pursue additional funds.

- **Harbor Bay Terminal Modernization -** The Harbor Bay Terminal Modernization and Electrification Project will expand the capability and operability of the terminal to accommodate future electric ferry service, enhance seismic and climate change resiliency, and improve passenger experience. The project will connect new electrical infrastructure to the existing electrical grid and reconfigure the project to support SF Bay Ferrys' UCF design and improve passenger ingress and egress. Staff will initiate conceptual design, environmental review and permitting in FY 2024/25 to advance development of this project. SF Bay Ferry successfully competed for initial funding for float construction from the California Energy Commission and staff will be pursuing additional grant funds to fully fund other aspects of project.

- **Oakland Terminal Modernization** - The project will result in the installation of terminal charging infrastructure, which includes installation of a refurbished universal charging float and shoreside charging equipment and infrastructure. The existing float will be removed, and a new gangway and reconfigured pier will be provided to support the electrification of the terminal. Completion of this project is required to implement Phase 2 of the REEF program, which will begin with deployment of SF Bay Ferry's first new large battery electric ZEV vessel that provides interlined service with the Seaplane Lagoon and Oakland/Alameda routes. Completion of the project

- **Vessel Purchase and Replacement**– The FY 2024/25 Capital Program includes a number of new and ongoing vessel 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. The main vessel replace project is the completion of construction of new commuter-class Dorado vessels. Delivery of the third vessel, anticipated in the Winter of 2025, will replace the MV Bay Breeze, and the fourth vessel, expected in Fall 2025, will replace the MV Solano.

- **Mission Bay Ferry Landing** – SF Bay Ferry and Port of San Francisco staff will continue efforts to deliver the Mission Bay Ferry Landing, including a potential phased approach for early implementation of the passenger float. This phased approach would locate the new float at Pier 48.5 or at the permanent location depending on funding and the timing for delivery of the permanent facility. The float would be constructed as a UCF to facilitate terminal electrification and operation of zero emission ferry service. SF Bay Ferry and Port staff are actively pursuing grant opportunities to close the funding gap.

- **Vessel Rehabilitation Work** – The proposed FY 2024/25 Capital Program contains a number of rehabilitation projects including:
  - Diesel fuel injector replacements for MV Intintoli, Mare Island, Argo, Carina;
  - Mid-life main engine overhauls for MV Lyra, Peralta, Pisces, Taurus, Scorpio;
  - Complete main engine overhaul for MV Bay Breeze, and
  - Waterjet work for MV Dorado, Intintoli, and Lyra.

- **Vessel Quarter and Mid Life Refurbishment Work** – The proposed FY 2024/25 Capital Program contains mid-life refurbishments for the Gemini and Pisces. This work is necessary to overhaul and replace major vessel systems and sub systems to maintain a state of good repair. Work will include coatings, propellers, hull inspections and metal renewal as needed, house and supporting structure inspection and renewal, seating, carpet and other interior furnishing renewals, and primary navigations system upgrades. In addition to extensive inspections to mitigate and arrest any deterioration conditions which aluminum vessels are subject to.

- **MV Pyxis Class Waterjet Control System Upgrade** – An ongoing project approved in FY 2022/23, this will upgrade the waterjet control system installed on MV Pyxis, Vela, and Lyra. The project will enhance both the operability and maintainability of the waterjet controls systems on these three vessels and replace 20-year-old technology and software with up-to-date software systems and state-of-the-art components. The project has been delayed due to longer than anticipated negotiations with the manufacturer (Hamilton Jet) regarding the scope of work, lead time for components, cost inflation pressures, and supply chain issues attributable to the pandemic. Agreements to perform the work were approved by the Board in late 2023, and the contract was executed in December 2023. The work to convert all three vessels should be complete by March 2025.

- **Pier 9 Float Rehabilitation** - This project will support the 10-year rehabilitation of the steel passenger float at the Pier 9 Ferry Terminal. The scope of work may include renewing non-skid coating, gangways, hydraulics, IT equipment and electrical components among other necessary inspections and remedial work. The work will ensure that this vital piece of transportation infrastructure remains in the best possible condition to support the ongoing work to provide public waterborne transportation. If not completed, the harsh marine environment will degrade the structures and systems that make up the ferry terminal. movement and accommodation.

- **Waterjet and Engine Capital Spares** – As the number of assets in the fleet for series 810 waterjets and other critical equipment is increasing, additional parts and spares critical to maintaining fleet readiness becomes a high priority. Procuring these items in advance reduces the out-of-service time on vessels from months to days. These spares will be purchased using RM1 funds. Purchase of spare waterjets began on March 2024 with procurement of a spare 810 Series waterjet to support both MV Pyxis Class and Dorado Class vessels. A second complete waterjet is proposed in the FY2024/25 budget in order to maintain a complete spare shipset.

- **Redwood City Ferry Terminal Project -** The Redwood City Ferry Terminal will be situated within the Port of Redwood City complex, strategically positioned to attract riders from the employment-rich mid-Peninsula region. In FY2022, a project team comprising staff from the City, Port, and SF Bay Ferry conducted a feasibility study and subsequently developed a business plan. As the Lead Agency, the Port of Redwood City progressed to the next phase of preparing CEQA/NEPA-compliant environmental reviews in FY2024, primarily funded by the San Mateo County Transportation Authority. In FY 2024/25 staff will provide support environmental review of the project as a Responsible Agency. The Port expects to finalize the environmental impact report by 2025, marking the project's transition to the preliminary engineering phase.

- **Berkeley Ferry Terminal Project** - The Berkeley Water Transportation Pier Ferry Project would include a new or restored dual-use pier facility that would both serve as a passenger ferry facility for berthing public ferry service vessels and provide public access to San Francisco Bay. As part of the initial planning phase, the City of Berkeley prepared an Expanded Feasibility Study that developed a preferred design alternative for the project. As part of the next phase, the City will undertake conceptual design and environmental review for the project. SF Bay Ferry staff will provide staff time and resources to support environmental review of the project as a Responsible Agency. The City expects to finalize the environmental review phase by 2027.

- **Temporary Float Design and Construction** – This project will design a rapid deployment float that can be temporarily installed in locations where WETA-compatible facilities may not exist. The float and accompanying piles and gangway structures can be stored at a WETA facility when not in operation. The concept would allow for rapid deployment of the temporary floats for emergency purposes or for pilot or demonstration services. The project would engage a marine engineer to design the floats and prepare bid documents for eventual fabrication and construction.

- **Vallejo Dredging and Terminal Reconfiguration–** The project entails reconfiguration of the existing ferry terminal, including replacement of gangway, bridge/fixed pier and passenger float. An initial study concluded that a reconfiguration of the terminal is feasible and will provide the benefit of reducing or eliminating dredging needs into the future. In FY 2025, staff will be working to complete environmental review and permitting processes for the project in preparation for engineering and construction in FY 2026. The project will be funded through a combination of federal, regional, and local funds. Regular permitting and dredging support work is required in FY25 in advance of regular dredging work in FY 2025/26.

DETAILED BUDGET CHARTS:

Attachment A –Fiscal Year 2024/25 Operating Budget
Attachment B –Fiscal Year 2024/25 Capital Budget
Attachment C –Fiscal Year 2024/25 Salary Schedule and Organization Chart

Attachment A

San Francisco Bay Area
Water Emergency Transportation Authority

FY 2024/25 Operating Budget

SUMMARY OPERATING		FY2024/25 Proposed Budget
Revenues		
Fare Revenue	$	14,065,234
Local - Bridge Toll Revenue		50,606,164
Local - Contra Costa/Alameda		4,307,450
State- State Transit Assistance		11,664,129
Other Revenue		2,545,000
Transfer to Operating and Capital Reserves		(8,439,141)
Total Revenues	**$**	**74,748,836**
Expenses		
Planning and Administration		
Salaries, Wages & Fringe Benefits		$2,991,281
Professional / Contract Services		1,983,648
IT, Utilities, Memberships, Supplies		300,958
Leases, Rentals and Fees		269,816
Operations		
Vessel Crew		19,291,343
Vessel Fuel		15,687,000
Vessel Operations & Maintenance		8,805,864
Facility Operations & Maintenance		11,296,160
System Expense		10,649,045
Demonstration Projects		3,473,724
Total Expenses	**$**	**74,748,838**

San Francisco Bay Area
Water Emergency Transportation Authority
FY 2024/25 Ferry Service Operating Budget - Proposed

FY 2024/25 Operating Budget - Regular Service Routes

	Oakland & Alameda	Harbor Bay	Alameda Seaplane	Vallejo	South San Francisco	Richmond	Subtotal Service Routes
Revenues							
Fare Revenue	$ 3,231,470	$ 1,107,843	$ 1,549,173	$ 6,232,208	$ 698,795	$ 1,245,745	$ 14,065,234
Bridge Toll Revenue	9,267,901	3,786,755	5,284,499	16,118,853	4,498,466	5,175,265	44,131,738
- Regional Measure 2	*2,877,531*	*1,292,171*	*1,876,131*	*5,650,389*	*1,459,532*	*0*	*13,155,755*
- Regional Measure 3	*6,390,370*	*2,494,584*	*3,408,368*	*10,468,464*	*3,038,934*	*5,175,265*	*30,975,983*
Local - Contra Costa Measure J	0	0	0	0	0	3,807,450	3,807,450
State Transit Assistance	2,786,640	963,880	1,283,304	4,837,665	518,594	1,274,046	11,664,129
Local - Alameda Property Tax and Assessi	0	500,000	0	0	0	0	500,000
Transfers to Reserve	(1,938,882)	(664,706)	(929,504)	(3,739,325)	(419,277)	(747,447)	(8,439,141)
Total Revenues	**$ 13,347,128**	**$ 5,693,772**	**$ 7,187,472**	**$ 23,449,402**	**$ 5,296,577**	**$ 10,755,060**	**$ 65,729,410**
Expenses							
Vessel Crew Labor	$ 4,408,474	$ 1,688,425	$ 2,251,233	$ 5,851,832	$ 1,706,808	$ 3,384,571	$ 19,291,343
Vessel Fuel	2,823,660	1,254,960	1,725,570	6,745,410	941,220	2,196,180	15,687,000
Vessel Operations & Maintenance	1,646,620	1,023,362	980,217	2,506,542	1,129,078	1,520,044	8,805,864
Facility Operations & Maintenance	1,926,387	760,837	952,132	5,194,472	719,434	1,742,897	11,296,160
System Expense	2,541,987	966,188	1,278,319	3,151,145	800,037	1,911,368	10,649,045
Total Expenses	**$ 13,347,128**	**$ 5,693,772**	**$ 7,187,472**	**$ 23,449,402**	**$ 5,296,577**	**$ 10,755,060**	**$ 65,729,411**
Operating Statistics:							
Ridership	744,045	256,567	359,194	795,359	102,627	307,881	2,565,673
Vessel Operating Miles	95,529	56,337	42,165	246,746	37,325	101,040	579,142
Vessel Operating Hours	8,309	3,332	4,328	10,188	2,537	6,424	35,118
Performance Measures:							
Farebox Recovery %	24%	19%	22%	27%	13%	12%	21%
Cost per Operating Miles	$ 140	$ 101	$ 170	$ 95	$ 142	$ 106	$ 113
Cost per Operating Hour	$ 1,606	$ 1,709	$ 1,661	$ 2,302	$ 2,088	$ 1,674	$ 1,872

FY 2024/25 Operating Budget - Demonstration Projects

	Hydrogen Sea Change	Oakland Alameda Shuttle		Subtotal Demonstration
Revenues				
Fare Revenue	$ -	$ -		$ -
Other Revenue (Donation/Grant)	1,215,000	1,330,000		$ 2,545,000
RM3 Demonstration Funding	928,724	-		$ 928,724
Total Revenues	**$ 2,143,724**	**$ 1,330,000**		**$ 3,473,724**
Total Expenses	**$2,143,724**	**1,330,000**		**$ 3,473,724**

TOTAL OPERATIONS BUDGET **$ 69,203,135**

San Francisco Bay Area Water Emergency Transportation Authority
FY 2024/25 Ferry Service Operating Budget - Proposed
Oakland & Alameda

	FY 2022/23 Actual	FY 2023/24 Approved Budget	FY 2023/24 Projected Actual	FY 2024/25 Budget Proposed
Revenues				
Fare Revenue*	$ 2,867,164	$ 3,360,783	$ 3,360,783	$ 3,231,470
Bridge Toll Revenue	2,793,719	4,766,846	2,944,777	9,267,901
- Regional Measure 2	*2,793,719*	*3,560,567*	*2,793,719*	*2,877,531*
- Regional Measure 3	-	*1,206,280*	*151,058*	*6,390,370*
State Transit Assistance	-	687,342	687,342	2,786,640
Federal - COVID-19 Relief Funds	6,424,205	4,290,639	5,371,417	-
Other Revenue	44,786	-	15,800	-
Transfers To Reserves	-	-	-	(1,938,882)
Total Revenues	**$ 12,129,875**	**$ 13,105,611**	**$ 12,380,120**	**$ 13,347,128**
Expenses				
Vessel Crew Labor	**4,136,091**	**$4,381,204**	**$4,305,761**	**$4,408,474**
Vessel Fuel	**2,939,068**	**$2,952,600**	**$2,910,507**	**$2,823,660**
Vessel Operations & Maintenance	**1,101,444**	**$1,169,544**	**$1,164,916**	**$1,646,620**
Facility Operations & Maintenance	**1,762,394**	**$2,056,349**	**$1,979,657**	**$1,926,387**
- Terminals	105,765	240,584	*235,772*	*245,812*
- Operations & Maintenance Facilities	1,656,863	1,815,765	*1,743,885*	*1,680,575*
System Expense	**2,190,878**	**2,545,914**	**2,019,278**	**2,541,987**
*- WETA Staff and Overhead**	*832,713*	*873,182*	*687,414*	*666,338*
- Contractor (BGF) Staff Expenses	*157,611*	*196,328*	*179,403*	*208,277*
- Contractor (BGF) Profits	*435,463*	*395,961*	*395,961*	*414,744*
- Administration and Engineering	*199,004*	*335,124*	*181,677*	*482,805*
- Advertising & Marketing	*279,754*	*469,193*	*308,949*	*431,049*
- Insurance & Fees	*74,945*	*89,246*	*86,198*	*96,283*
- Ticketing	*211,154*	*186,879*	*179,677*	*242,492*
Total Expenses	**$ 12,129,875**	**$ 13,105,611**	**$ 12,380,120**	**$ 13,347,128**
Operating Statistics:				
Ridership	548,344	702,689	702,689	744,045
Vessel Operating Miles	93,441	96,640	96,640	95,529
Vessel Operating Hours	6,551	8,352	8,353	8,309
Performance Measures:				
Farebox Recovery %	19%	26%	27%	24%
Cost per Operating Miles	$ 130	$ 136	$ 128	$ 140
Cost per Operating Hour	$ 1,852	$ 1,569	$ 1,482	$ 1,606

*Fare revenue in FY25 is reduced due to correction in revenue allocation

**WETA salaries and benefits reduced in FY25 due to elimination of Overhead Transfers

San Francisco Bay Area Water Emergency Transportation Authority
FY 2024/25 Ferry Service Operating Budget - Proposed
Alameda Harbor Bay

	FY2022/23 Actual	FY2023/24 Budget	FY2023/24 Projected Actual	FY2024/25 Proposed
Revenues				
Fare Revenue	$ 756,573	$ 858,074	$ 858,074	$ 1,107,843
Bridge Toll Revenue	1,254,535	2,583,793	1,805,342	3,786,755
- Regional Measure 2	*1,254,535*	*1,507,819*	*1,254,535*	*1,292,171*
- Regional Measure 3	-	1,075,974	550,807	*2,494,584*
State Transit Assistance	-	291,074	291,074	963,880
Local - Alameda Property Tax and Assessments	-	-	-	500,000
Federal - COVID-19 Relief Funds	2,440,575	1,816,988	2,306,473	-
Other Revenue	10,171	-	-	-
Transfers To Reserves		-	-	(664,706)
Total Revenues	**$ 4,461,855**	**$ 5,549,929**	**$ 5,260,962**	**$ 5,693,772**
Expenses				
Vessel Crew Labor	**$ 1,546,531**	**$1,825,501**	**$1,794,067**	**$1,688,425**
Vessel Fuel	**1,019,962**	**1,087,800**	**1,072,292**	**1,254,960**
Vessel Operations & Maintenance	**515,134**	**830,241**	**826,454**	**1,023,362**
Facility Operations & Maintenance	**636,861**	**798,286**	**768,705**	**760,837**
- Terminals	*39,984*	*106,726*	*104,591*	*112,618*
- Operations & Maintenance Facilities	*596,925*	*691,560*	*664,114*	*648,219*
System Expense	**743,366**	**1,008,100**	**799,444**	**966,188**
*- WETA Staff and Overhead**	*308,815*	*347,793*	*273,800*	*267,267*
- Contractor (BGF) Staff Expenses	*61,086*	*78,198*	*71,457*	*78,104*
- Contractor (BGF) Profits	*168,776*	*157,713*	*157,713*	*155,529*
- Administration and Engineering	*76,834*	*133,482*	*72,363*	*182,430*
- Advertising & Marketing	*60,546*	*186,882*	*123,056*	*161,643*
- Insurance & Fees	*29,442*	*29,597*	*29,488*	*30,280*
- Ticketing	*37,819*	*74,435*	*71,566*	*90,934*
Total Expenses	**$ 4,461,855**	**$ 5,549,929**	**$ 5,260,962**	**$ 5,693,772**
Operating Statistics:				
Ridership	165,326	200,768	200,768	256,567
Vessel Operating Miles	57,835	56,337	56,337	56,337
Vessel Operating Hours	2,840	3,332	3,332	3,332
Performance Measures:				
Farebox Recovery %	22%	15%	16%	19%
Cost per Operating Miles	$ 77	$ 99	$ 93	$ 101
Cost per Operating Hour	$ 1,571	$ 1,666	$ 1,579	$ 1,709

*WETA salaries and benefits reduced in FY25 due to elimination of Overhead Transfers

San Francisco Bay Area Water Emergency Transportation Authority
FY 2024/25 Ferry Service Operating Budget - Proposed
Alameda Seaplane Lagoon

	FY 2022/23 Actual	FY 2023/24 Approved Budget	FY 2023/24 Projected Actual	FY 2024/25 Budget Proposed
Revenues				
Fare Revenue	$ 1,093,518	$ 1,225,360	$ 1,225,360	$ 1,549,173
Bridge Toll Revenue	1,411,625	2,932,509	1,824,228	5,284,499
- Regional Measure 2	*1,411,625*	*1,821,487*	*1,411,625*	*1,876,131*
- Regional Measure 3	-	*1,111,023*	*412,603*	*3,408,368*
State Transit Assistance	-	351,625	351,625	1,283,304
Federal - COVID-19 Relief Funds	2,886,460	2,194,971	2,923,841	-
Other Revenue	12,791	-	-	-
Transfers To Reserves	-	-	-	(929,504)
Total Revenues	**$ 5,404,393**	**$ 6,704,465**	**$ 6,325,054**	**$ 7,187,472**
Expenses				
Vessel Crew Labor	**$ 1,978,454**	**$ 2,190,602**	**$ 2,152,881**	**$ 2,251,233**
Vessel Fuel	**1,368,851**	**1,398,600**	**1,378,661**	**1,725,570**
Vessel Operations & Maintenance	**573,895**	**745,262**	**741,695**	**980,217**
Facility Operations & Maintenance	**555,677**	**1,018,718**	**980,222**	**952,132**
- Terminals	*56,455*	*98,288*	*96,322*	*110,442*
- Operations & Maintenance Facilities	*499,223*	*920,430*	*883,900*	*841,691*
System Expense	**927,516**	**1,351,283**	**1,071,595**	**1,278,319**
*- WETA Staff and Overhead**	*65,678*	*466,191*	*367,009*	*347,250*
- Contractor (BGF) Staff Expenses	*379,869*	*104,819*	*95,783*	*104,139*
- Contractor (BGF) Profits	*59,299*	*211,403*	*211,403*	*207,372*
- Administration and Engineering	*163,836*	*178,922*	*96,997*	*242,415*
- Advertising & Marketing	*160,486*	*250,501*	*164,947*	*215,524*
- Insurance & Fees	*52,339*	*39,673*	*39,526*	*40,373*
- Ticketing	*46,008*	*99,775*	*95,929*	*121,246*
Total Expenses	**$ 5,404,393**	**$ 6,704,465**	**$ 6,325,054**	**$ 7,187,472**
Operating Statistics:				
Ridership	244,711	298,166	298,166	359,194
Vessel Operating Miles	42,868	43,669	43,669	42,165
Vessel Operating Hours	2,850	4,450	4,450	4,328
Performance Measures:				
Farebox Recovery %	22%	18%	19%	22%
Cost per Operating Miles	$ 126	$ 154	$ 145	$ 170
Cost per Operating Hour	$ 1,896	$ 1,507	$ 1,421	$ 1,660

*WETA salaries and benefits reduced in FY25 due to elimination of Overhead Transfers

San Francisco Bay Area Water Emergency Transportation Authority
FY 2024/25 Ferry Service Operating Budget - Proposed
South San Francisco

	FY2022/23 Actual	FY2023/24 Budget	FY2023/24 Projected Actual	FY2024/25 Proposed
Revenues				
Fare Revenue*	$ 260,273	$ 285,836	$ 285,836	$ 698,795
Bridge Toll Revenue	1,417,021	2,797,123	1,931,225	4,498,466
- Regional Measure 2	*1,417,021*	*1,350,589*	*1,417,021*	*1,459,532*
- Regional Measure 3	-	*1,446,535*	*514,204*	*3,038,934*
State Transit Assistance	-	260,721	260,721	518,594
Federal - COVID-19 Relief Funds	2,043,742	1,627,518	2,250,159	-
Other Revenue	6,115	-	-	-
Transfers To Reserves	-	-	-	(419,277)
Total Revenues	**$ 3,727,151**	**$ 4,971,200**	**$ 4,727,942**	**$ 5,296,577**
Expenses				
Vessel Crew Labor	**$ 1,390,785**	**$ 1,642,951**	**$ 1,614,660**	**$ 1,706,808**
Vessel Fuel	**837,034**	**777,000**	**765,923**	**941,220**
Vessel Operations & Maintenance	**439,701**	**929,482**	**924,095**	**1,129,078**
Facility Operations & Maintenance	**634,462**	**761,156**	**735,121**	**719,434**
- Terminals	*164,333*	211,975	*207,736*	*217,691*
- Operations & Maintenance Facilities	*470,130*	549,181	*527,386*	*501,744*
System Expense	**425,168**	**860,610**	**688,142**	**800,037**
*- WETA Staff and Overhead***	*122,184*	*277,494*	*218,458*	*203,337*
- Contractor (BGF) Staff Expenses	*47,603*	*62,392*	*57,014*	*60,748*
- Contractor (BGF) Profits	*131,522*	*125,835*	*125,835*	*120,967*
- Administration and Engineering	*59,807*	*106,501*	*57,736*	*141,465*
- Advertising & Marketing	*14,758*	*149,108*	*98,183*	*125,723*
- Insurance & Fees	*22,976*	*79,890*	*73,816*	*77,071*
- Ticketing	*26,319*	*59,390*	*57,101*	*70,727*
Total Expenses	**$3,727,151**	**$4,971,200**	**$4,727,942**	**$5,296,577**
Operating Statistics:				
Ridership	63,603	76,520	76,520	102,627
Vessel Operating Miles	37,011	39,640	39,640	37,325
Vessel Operating Hours	2,168	2,665	2,665	2,537
Performance Measures:				
Farebox Recovery %	24%	6%	6%	13%
Cost per Operating Miles	$ 101	$ 125	$ 119	$ 142
Cost per Operating Hour	$ 1,719	$ 1,865	$ 1,774	$ 2,088

*Fare revenue in FY25 is increased due to correction in revenue allocation

**WETA salaries and benefits reduced in FY25 due to elimination of Overhead Transfers

San Francisco Bay Area Water Emergency Transportation Authority
FY 2024/25 Ferry Service Operating Budget - Proposed
Richmond

	FY2022/23 Actual	FY2023/24 Budget	FY2023/24 Projected Actual	FY2024/25 Proposed
Revenues				
Fare Revenue	$ 908,578	$ 1,040,378	$ 1,040,378	$ 1,245,745
Bridge Toll Revenue	-	1,534,152	1,293,699	5,175,265
- Regional Measure 2	-	-	-	-
- Regional Measure 3	-	*1,534,152*	*1,293,699*	*5,175,265*
Local - Contra Costa Measure J	3,709,053	3,761,720	3,761,720	3,807,450
State Transit Assistance	-	535,847	535,847	1,274,046
Federal - COVID-19 Relief Funds	3,474,881	3,344,956	3,038,536	-
Other Revenue	16,626	-	-	-
Transfers To Reserves	0	-	0	(747,447)
Total Revenues	**$ 8,109,138**	**$ 10,217,053**	**$ 9,670,181**	**$ 10,755,059**
Expenses				
Vessel Crew Labor	**$ 3,121,836**	**$ 3,285,903**	**$ 3,229,321**	**$ 3,384,571**
Vessel Fuel	**2,038,239**	**2,175,600**	**2,144,584**	**2,196,180**
Vessel Operations & Maintenance	**662,026**	**$1,136,367**	**$1,130,971**	**$1,520,044**
Facility Operations & Maintenance	**1,279,967**	**1,720,952**	**1,659,968**	**1,742,897**
- Terminals	*242,022*	*368,405*	*361,037*	*481,317*
- Operations & Maintenance Facilities	*1,037,945*	*1,352,547*	*1,298,932*	*1,261,580*
System Expense	**1,007,070**	**1,898,232**	**1,505,336**	**1,911,368**
*- WETA Staff and Overhead**	*252,019*	*654,887*	*515,560*	*515,102*
- Contractor (BGF) Staff Expenses	*106,345*	*147,246*	*134,553*	*156,208*
- Contractor (BGF) Profits	*293,820*	*296,971*	*296,971*	*311,058*
- Administration and Engineering	*133,932*	*251,343*	*136,258*	*363,285*
- Advertising & Marketing	*88,957*	*351,895*	*231,712*	*323,287*
- Insurance & Fees	*51,327*	*55,731*	*55,525*	*60,560*
- Ticketing	*80,670*	*140,160*	*134,758*	*181,869*
Total Expenses	**$ 8,109,138**	**$ 10,217,053**	**$ 9,670,180**	**$ 10,755,060**
Operating Statistics:				
Ridership	211,922	265,045	265,045	307,881
Vessel Operating Miles	95,044	101,040	101,040	101,040
Vessel Operating Hours	2,840	6,280	6,280	6,424
Performance Measures:				
Farebox Recovery %	23%	10%	11%	12%
Cost per Operating Miles	$ 85	$ 101	$ 96	$ 106
Cost per Operating Hour	$ 2,855	$ 1,627	$ 1,540	$ 1,674

*WETA salaries and benefits reduced in FY25 due to elimination of Overhead Transfers

San Francisco Bay Area Water Emergency Transportation Authority
FY 2024/25 Ferry Service Operating Budget - Proposed
Vallejo

	FY2022/23 Actual	FY2023/24 Budget	FY2023/24 Projected Actual	FY2024/25 Proposed
Revenues				
Fare Revenue	$ 5,022,875	$ 5,945,062	$ 5,945,062	$ 6,232,208
Bridge Toll Revenue	5,485,815	7,199,832	5,818,635	16,118,853
- Regional Measure 2	*5,485,815*	*5,758,539*	*5,485,815*	*5,650,389*
- Regional Measure 3	-	*1,441,293*	*332,820*	*10,468,464*
State Transit Assistance	-	1,111,645	1,111,645	4,837,665
Federal - COVID-19 Relief Funds	8,417,357	6,939,292	7,306,957	-
Other Revenue	35,027	-	-	-
Transfers To Reserves	-	-	0	(3,739,325)
Total Revenues	**$ 18,926,047**	**$ 21,195,831**	**$ 20,182,298**	**$ 23,449,402**
Expenses				
Vessel Crew Labor	**$ 4,621,024**	**$ 4,928,854**	**$ 4,843,981**	**$ 5,851,832**
Vessel Fuel	**6,697,510**	**7,148,400**	**7,046,490**	**6,745,410**
Vessel Operations & Maintenance	**1,570,656**	**1,290,015**	**1,288,847**	**2,506,542**
Facility Operations & Maintenance	**3,669,022**	**4,687,016**	**4,509,601**	**5,194,472**
- Terminals	*187,285*	*217,455*	*213,106*	*221,389*
- Operations & Maintenance Facilities	*3,481,737*	*4,469,561*	*4,296,495*	*4,973,083*
System Expense	**2,402,860**	**3,141,546**	**2,493,379**	**3,151,145**
*- WETA Staff and Overhead**	*893,696*	*1,080,378*	*850,529*	*817,010*
- Contractor (BGF) Staff Expenses	*176,986*	*242,914*	*221,974*	*260,347*
- Contractor (BGF) Profits	*488,994*	*489,918*	*489,918*	*518,430*
- Administration and Engineering	*221,843*	*414,645*	*224,787*	*602,100*
- Advertising & Marketing	*260,988*	*580,527*	*382,259*	*538,811*
- Insurance & Fees	*66,168*	*101,940*	*101,601*	*111,333*
- Ticketing	*294,186*	*231,224*	*222,312*	*303,115*
Total Expenses	**$ 18,961,072**	**$ 21,195,831**	**$ 20,182,298**	**$ 23,449,402**
Operating Statistics:				
Ridership	587,250	738,024	738,024	795,359
Vessel Operating Miles	251,432	245,316	245,317	246,746
Vessel Operating Hours	9,204	10,339	10,338	10,188
Performance Measures:				
Farebox Recovery %	12%	28%	29%	27%
Cost per Operating Miles	$ 75	$ 86	$ 82	$ 95
Cost per Operating Hour	$ 2,060	$ 2,050	$ 1,952	$ 2,302

*WETA salaries and benefits reduced in FY25 due to elimination of Overhead Transfers

San Francisco Bay Area Water Emergency Transportation Authority
FY 2024/25 Operating Budget - Proposed
Planning & Administration

	FY2022/23 Actual	FY2023/24 Approved Budget	FY2023/24 Projected Actual	FY2024/25 Proposed Budget
Revenues				
Bridge Toll Revenue	$ 2,631,526	$ 3,945,194	$ 3,198,034	$ 5,545,702
- Regional Measure 1 - 5%	*-*	*360,000*	*200,000*	*250,000*
- Regional Measure 2	*2,631,526*	*2,700,000*	*2,631,526*	*2,710,472*
- Regional Measure 3	-	885,194	366,508	*2,585,231*
Other Revenue	*20,000*	-	-	-
Total Revenues	**2,651,526**	**$3,945,194**	**3,198,034**	**5,545,703**
Expenses				
Salaries, Wages & Fringe Benefits	$ 1,975,017	$ 2,437,349	$ 2,287,067	$ 2,991,281
Professional / Contract Services	1,351,232	2,046,600	1,361,151	1,983,648
- Management Services	*686,833*	*815,000*	*706,492*	*799,208*
- Professional & Technical Svcs	*638,377*	*1,154,900*	*600,887*	*1,044,900*
- Other Services	*26,021*	*76,700*	*53,771*	*139,540*
Information Tech., Office Upgrade, Supplies	65,959	148,800	44,894	99,000
Utilities/Communications	36,766	31,700	20,773	25,632
Insurance	23,718	25,508	25,508	28,059
Dues, Memberships, Travel	70,436	123,440	106,376	148,268
Leases, Rentals and Fees	247,013	267,040	260,460	269,816
Subtotal Expenses	**3,770,141**	**$5,080,437**	**4,106,228**	**5,545,703**
Overhead Expense Transfers*	**$ (1,118,615)**	**$ (1,135,242)**	**$ (908,194)**	**$ -**
Total Expenses	**$ 2,651,526**	**$ 3,945,194**	**$ 3,198,034**	**$ 5,545,703**

* Transfers of Overhead Eliminated in FY25

Attachment B

San Francisco Bay Area
Water Emergency Transportation Authority
Fiscal Year 2024/25 Capital Budget

	Total Project	Prior & FY23/24 Actuals (Estimated)	FY 24/25 Budget (Proposed)	Future Years
CAPITAL REVENUES				
Federal Funds	$ 134,732,256	$ 18,866,892	$ 43,673,656	$ 72,191,708
State Funds	75,581,896	27,148,508	23,243,882	25,189,506
Bridge Toll Revenues	78,900,752	8,996,658	15,778,211	54,125,883
Local Dedicated Funds	5,250,000	445,999	722,138	4,081,862
TOTAL REVENUE	**$ 294,464,904**	**$ 55,458,058**	**$ 83,417,887**	**$ 155,588,959**
CAPITAL EXPENDITURES				
CURRENT PROJECTS	**$ 216,101,127**	**$ 55,458,058**	**$ 63,667,920**	**$ 96,975,150**
Facilities: Electrification/New Construction				
Zero-Emission Float Electrification Project	15,256,486	785,719	13,244,103	1,226,664
Landside Electrical Initiative	8,245,000	100,000	890,000	7,255,000
Mission Bay Ferry Landing Project	700,000	150,000	125,000	425,000
Berkeley Pier/Ferry Project	3,000,000	25,000	200,000	2,775,000
Multiuse Emergency Float	200,000	-	200,000	-
Facilities: Terminal Improvements				
Vallejo Terminal Reconfiguration	16,696,000	502,176	600,000	15,593,824
Central Bay Terminal Electrification	6,946,000	937	75,000	6,870,063
Passenger Floats Rehabilitation - Pier 9	1,362,000	-	1,362,000	-
Vessels: Construction				
New High-Speed Vessels	30,420,100	30,093,628	326,472	-
Vessel Replacements (2)	37,902,400	21,799,480	13,026,397	3,076,524
Vessels: Electrification				
New All-Electric Vessels (3)	31,296,441	382,784	9,559,212	21,354,445
Vessel Replacement - MV Intintoli	26,446,700	700,833	11,469,302	14,276,565
Vessel Replacement - MV Mare Island	26,500,000	20,000	2,357,935	24,122,065
Vessels: Major Components Rehabilitation (Engines/Gears/ Waterjets)				
Vessel Mid-Life Reburbishment - MV Gemini	4,488,000	275,000	4,213,000	-
Vessel Waterjet Upgrade - Pyxis Class Vessels	700,000	339,472	360,528	-
Vessel Mid-Life Refurbishment & Engine Overhaul - MV Pisces	4,679,000	9,000	4,670,000	-
Water Jet Equipment	940,000	200,925	739,075	-
Engine Overhauls	323,000	73,104	249,896	-
New for FY 2024/25	**$ 78,363,777**	**$ -**	**$ 19,749,968**	**$ 58,613,809**
Facilities: Electrification/New Construction				
New Universal Charging Float - Harbor Bay	12,106,693	-	2,549,134	9,557,559
Universal Charging Float Conversions (Gate E/F/Seaplane/Main St.)	20,000,000	-	2,561,250	17,438,750
Treasure Island Ferry Terminal Electrification	4,600,000	-	50,000	4,550,000
Richmond Ferry Terminal Electrification	4,687,500	-	200,000	4,487,500
Oakland Ferry Terminal Electrification**	19,775,000		550,000	19,225,000
Facilities: Terminal Improvements				
Vallejo Ferry Terminal Dredging	3,520,000	-	165,000	3,355,000
Ferry Parking Lot Preservation & Maintenance - South San Francisco	190,584	-	190,584	-
NOBMF Fuel Farm Upgrades	420,000	-	420,000	-
Mare Island-Pier 9 Office Reconfiguration	550,000	-	550,000	-
Vessels: Major Components Rehabilitation (Engines/Gears/ Waterjets)				
Engine Overhauls	9,102,000	-	9,102,000	-
Component Improvements/Dry Dock	3,412,000	-	3,412,000	-
GRAND TOTAL EXPENSE	**$ 294,464,904**	**$ 55,458,058**	**$ 83,417,887**	**$ 155,588,959**

** New project to Budget Proposal

Attachment C

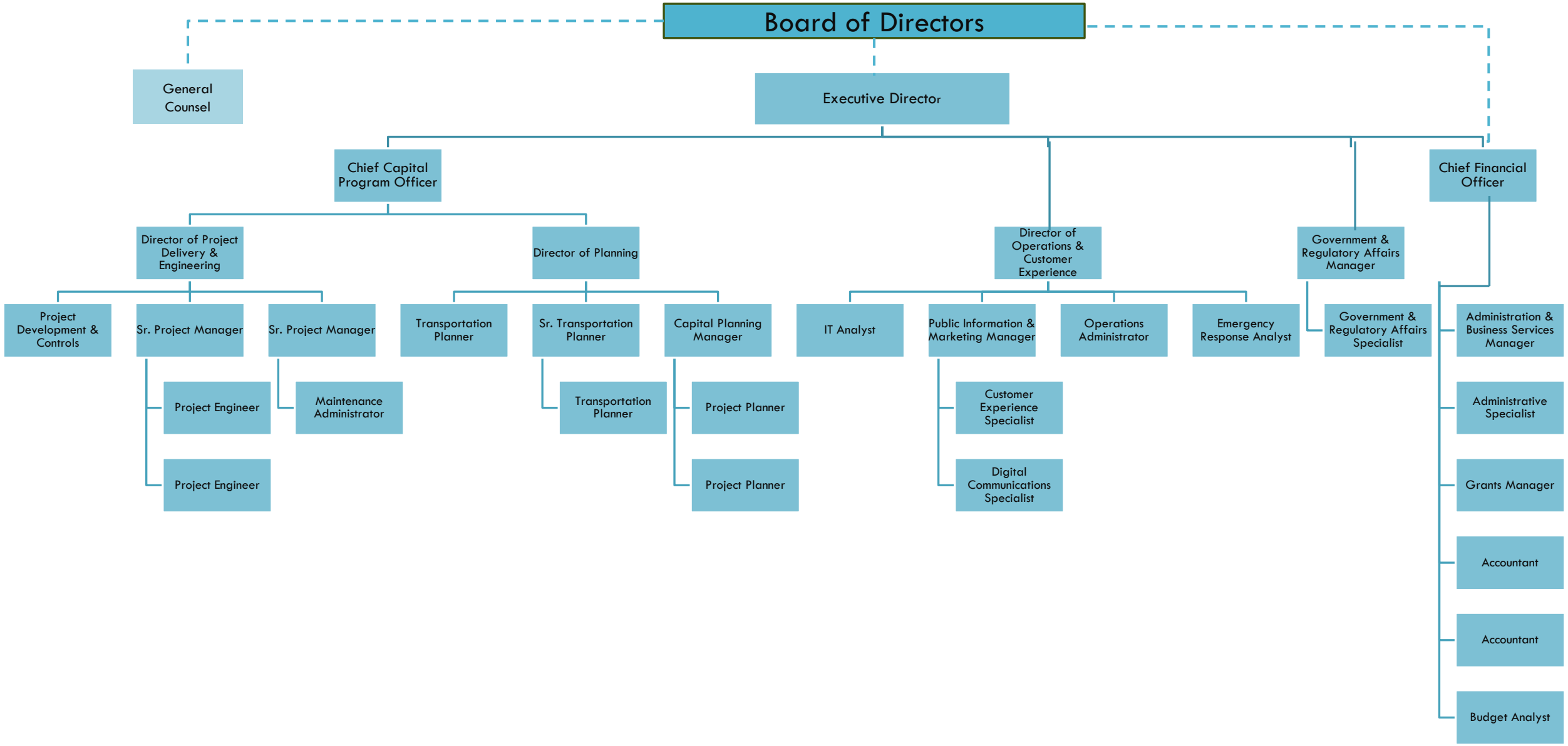
FY 2024/25 Salary Schedule

(effective date 7/01/2024)

Position	Authorized FTE	Salary Range: Annually	
		Low	High
Accountant	2	$ 105,198	$ 150,300
Administration & Business Services Manager	1	$ 105,198	$ 150,300
Administrative Specialist	1	$ 84,542	$ 120,773
Budget Analyst	1	$ 84,542	$ 120,773
Capital Planning Manager	1	$ 161,884	$ 231,254
Chief Capital Program Officer	1	$ 186,353	$ 266,490
Chief Financial Officer	1	$ 186,353	$ 266,490
Customer Experience/Communication Specialists	2	$ 84,542	$ 120,773
Director of Operations & Customer Experience	1	$ 170,494	$ 243,548
Director of Planning	1	$ 170,494	$ 243,548
Director of Project Delivery & Engineering	1	$ 170,494	$ 243,548
Emergency Response Analyst	1	$ 105,577	$ 150,833
Government & Regulatory Affairs Manager	1	$ 129,561	$ 185,086
Government & Regulatory Affairs Specialist	1	$ 84,542	$ 120,773
Grants Manager	1	$ 129,561	$ 185,086
Information Technology Analyst	1	$ 105,577	$ 150,833
Maintence Administrator	1	$ 105,577	$ 150,833
Operations Administrator	1	$ 105,577	$ 150,833
Project Development and Controls	1	$ 105,577	$ 150,833
Project Engineer	2	$ 105,577	$ 150,833
Project Planner	1	$ 103,884	$ 148,405
Project Planner	1	$ 103,884	$ 148,405
Public Information & Marketing Manager	1	$ 140,221	$ 200,329
Senior Transportation Planner	1	$ 134,903	$ 192,714
Senior Project Manager	2	$ 129,561	$ 185,086
Transportation Intern Program (non-exempt, part-time)*	1	$ 43,112	$ 68,557
Transportation Planner	2	$ 103,884	$ 148,405

*Funding for two interns

Fiscal Year 2024/25 Organization Chart



Does not include temporary staff

SAN FRANCISCO BAY AREA WATER EMERGENCY TRANSPORTATION AUTHORITY

RESOLUTION NO. 2024-26

APPROVE ADOPTION OF THE FISCAL YEAR 2024/25 OPERATING AND CAPITAL BUDGET

WHEREAS, Pursuant to California Government Code Section 66540.41 and Section 106.1 of WETA's administrative code, WETA must prepare and adopt an annual budget to support the agency's operation; and

WHEREAS, the Fiscal Year (FY) 2024/25 Operating and Capital Budgets (Budget) contains $143.4 million in expenditures including $68 million to support operations and $75 million to support capital projects; and

WHEREAS, the Budget is funded with $45.7 million from bridge tolls, $53.5 million from federal funds, $22.5 million from state funds, $8.9 million from local and other funds, and $12.8 million from passenger fares; and

WHEREAS, the FY 2024/25 Budget reflects a spending plan to support the work activities necessary to deliver WETA's program of projects, plans, and services utilizing WETA staff, consultants, vendors, and WETA's contract operator; and

WHEREAS, at its duly noticed meetings on May 4, 2023 and again on June 5, 2023, the Board fully reviewed and considered the Annual Budget for Fiscal Year 2024/25; and

WHEREAS, the FY 2024/25 Budget includes an Salary Schedule for staff developed consistent with WETA's Human Resources Guide and California Public Employees' Retirement Law; and

WHEREAS, certain non-cash transactions such as the recording of assets and depreciation do not require appropriation authority and are not included in the annual budget but must be recorded during the preparation of financial statements for each fiscal year; and

WHEREAS, administrative and accounting adjustments and corrections which are necessary to move funds or expenses in accordance with accepted accounting practice may be necessary and do not require appropriation authority for each fiscal year; and

WHEREAS, multiyear capital project authorizations may require adjustment of expenditures within certain fiscal years that do not affect the overall project cost or funding; and

WHEREAS, California Government Code Section 53607 authorizes the Board to delegate to the Chief Financial Officer the authority to invest certain funds for up to one year; and

WHEREAS, included in the delegation of authority for investments is the authority to transfer funds between accounts in order to maximize investment returns for WETA; and

WHEREAS, upon such delegation, the Chief Financial Officer assumes full responsibility for those transactions until the Board revokes this authority or does not renew the annual delegation by resolution; and

WHEREAS, nothing in this resolution limits the Chief Financial Officer's authority pursuant to Government Code Sections 53635.2 and 53684; and

WHEREAS, all investments are reported monthly to the Board of Directors in accordance with Government Code Sections 53607 and 53646; now, therefore, be it

RESOLVED, the Board of Directors hereby approves the adoption of the FY 2024/25 Budget including the annual Salary Schedule, as presented to the Board at its meeting on this date; and

BE IT FURTHER RESOLVED that the Chief Financial Officer is authorized to complete any administrative or accounting adjustments or transfers necessary for the proper presentation of WETA's annual financial statements that are in accordance with the Board's direction and approval of the Budget, including non-cash adjustments for depreciation and recording assets; and

BE IT FURTHER RESOLVED the Chief Financial Officer is authorized to adjust capital project expenditure amounts between fiscal years to reflect cashflow within approved project totals as approved by the Executive Director and reported to the Board as part of the monthly financial reports; and

BE IT FURTHER RESOLVED that, pursuant to Government Code Section 53607, the Board of Directors hereby delegates to the Chief Financial Officer, for a period of one year, the authority to create and maintain accounts as necessary for management of WETA's funds, including the ability to invest and reinvest funds.

CERTIFICATION

The undersigned, Board Secretary, does hereby certify that the foregoing is a full, true and correct copy of a resolution duly and regularly adopted at a meeting of the San Francisco Bay Area Water Emergency Transportation Authority held on June 13, 2024.

YEA:
NAY:
ABSTAIN:
ABSENT:

_____

/s/ Board Secretary
2024-26
END

SAN FRANCISCO BAY AREA WATER EMERGENCY TRANSPORTATION AUTHORITY

RESOLUTION NO. 2024-27

AUTHORIZE FILING AN ALLOCATION REQUEST WITH THE METROPOLITAN TRANSPORTATION COMMISSION FOR FY 2024/25 BRIDGE TOLL FUNDING

WHEREAS, Bay Area voters approved Regional Measure 1 (RM1) in November 1988, which authorized a standard auto toll of $1.00 for all seven state-owned Bay Area toll bridges, to fund transportation projects that reduce congestion in the bridge corridors, as well as capital costs associated with the design, construction, and acquisition of rapid water transit systems; and

WHEREAS, Bay Area voters approved Regional Measure 2 (RM2) in November 2004, which authorized an additional $1.00 toll increase to fund various transportation projects in the Bay Area Region; and

WHEREAS, Bay Area voters approved Regional Measure 3 (RM3) in June, 2018, which authorized an additional $3.00 toll increase to fund projects identified in the Regional Measure 3 Expenditure Plan, which includes both specific WETA capital projects and WETA's operating program; and

WHEREAS, the Metropolitan Transportation Commission (MTC) is responsible for funding capital projects and operating assistance eligible for RM1, RM2, and RM3 funds; and

WHEREAS, WETA operating costs are eligible for funding under Regional Measure 3, as identified in California Streets and Highways Code Section 30914.7(c); and

WHEREAS, as part of its consideration of the WETA Fiscal Year 2024/25 proposed budget, WETA has identified the need for RM1, RM2, and RM3 assistance for projects necessary for the efficient operation of ferry services; and

WHEREAS, MTC has established a process whereby eligible transportation project sponsors may submit allocation requests for RM1, RM2, and RM 3 funding; and

WHEREAS, WETA is an eligible sponsor and is authorized to submit an application for RM1, RM2, and RM3 funds in accordance with the California Streets and Highways Code and MTC policy and procedures; and

WHEREAS, allocation requests to MTC must be submitted consistent with procedures and conditions including those outlined in Regional Measure 3 Policies and Procedures (MTC Resolution No. 4404; and

WHEREAS, WETA's allocation requests demonstrate and are part of a fully funded operating plan that is consistent with the adopted performance measures, as applicable, for which WETA is requesting that MTC allocate funds; now, therefore, be it

RESOLVED, that WETA's Board of Directors authorizes its Executive Director or his designee to submit an allocation request to MTC for FY 2024/25 RM 1 funds up to the amount of $7,249,000, RM2 funds of $15,866,227, and RM 3 funds in the amount of $34,489,938 for the projects, purposes, and amounts included in the applications for funding, and to enter into all agreements and provide all certifications and assurances as may be necessary to secure these funds; and be it further

RESOLVED, that WETA certifies that the requested projects are consistent with Regional Transportation Plans and that WETA will comply with all MTC policies and resolutions as necessary for MTC to allocate funds: in particular (i) there is no legal impediment to WETA making allocation requests for RM1, RM2, and RM3 funds, (ii) there is no pending or threatened litigation which might in any way adversely affect the proposed project, or the ability of WETA to deliver such project, and (iii) WETA agrees to comply with the requirements of MTC's Transit Coordination Implementation Plan as set forth in MTC Resolution 3866; and be it further

RESOLVED, that WETA certifies that pursuant to the expenditure plan set forth in Streets and Highways Code Section 30914.7, which requires that the Metropolitan Transportation Commission use revenue generated each year from toll increases approved by the voters to fund WETA operating programs in support of expanded ferry service, the Board certifies that WETA is legally eligible to receive these funds.

RESOLVED, that WETA certifies that the projects and purposes for which funds are being requested are in compliance with the requirements of the California Environmental Quality Act (Public Resources Code §21000 et seq.), and with the State Environmental Impact Report Guidelines (14 California Code of Regulations §150000 et seq.) and, if relevant, the National Environmental Policy Act (NEPA), 42 USC § 4-1 et seq. and the applicable regulations thereunder; and be it further

RESOLVED, that WETA indemnifies and holds harmless MTC, its Commissioners, representatives, agents, and employees from and against all claims, injury, suits, demands, liability, losses, damages, and expenses, whether direct or indirect (including any and all costs and expenses in connection therewith), incurred by reason of any act or failure to act of the Authority, its officers, employees or agents, or subcontractors or any of them in connection with its performance of services under this allocation of funds. In addition to any other remedy authorized by law, so much of the funding due under this allocation of funds as shall reasonably be considered necessary by MTC may be retained until disposition has been made of any claim for damages; and be it further

RESOLVED, that WETA agrees to comply with the requirements of MTC's Transit Coordination Implementation Plan as set forth in MTC Resolution 3866; and be it further

RESOLVED, that WETA indemnifies and holds harmless MTC, BATA, and their Commissioners, representatives, agents, and employees from and against all claims, injury, suits, demands, liability, losses, damages, and expenses, whether direct or indirect (including any and all costs and expenses in connection therewith), incurred by reason of any act or failure to act of WETA, its officers, employees or agents, or subcontractors or any of them in connection with its performance of services under this allocation of RM3 funds. WETA agrees at its own cost, expense, and risk, to defend any and all claims, actions, suits, or other legal proceedings brought or instituted against MTC, BATA, and their Commissioners, officers, agents, and employees, or any of them, arising out of such act or omission, and to pay and satisfy any resulting judgments. In addition to any other remedy authorized by law, so much of the funding due under this allocation of RM3 funds as shall reasonably be considered necessary by MTC may be retained until disposition has been made of any claim for damages, and be it further

RESOLVED, that WETA shall, if there are any revenues or profits from any non-governmental use of property (or project) that those revenues or profits shall be used exclusively for the public transportation services for which the project was initially approved, either for capital improvements or maintenance and operational costs, otherwise MTC is entitled to a proportionate share equal to MTC's percentage participation in the project(s); and be it further

RESOLVED, that assets purchased with RM1, RM2, or RM3 funds including facilities and equipment shall be used for the public transportation uses intended and should said facilities and equipment cease to be operated or maintained for their intended public transportation purposes for its useful life, that MTC shall be entitled to a present-day value refund or credit (at MTC's option) based on MTC's share of the Fair Market Value of the said facilities and equipment at the time the public transportation uses ceased, which shall be paid back to MTC in the same proportion that RM1, RM2, or RM3 funds were originally used; and be it further

RESOLVED, that a copy of this resolution shall be transmitted to MTC in conjunction with the filing of WETA's requests referenced herein.

CERTIFICATION

The undersigned, Board Secretary, does hereby certify that the foregoing is a full, true and correct copy of a resolution duly and regularly adopted at a meeting of the San Francisco Bay Area Water Emergency Transportation Authority held on June 13, 2024.

YEA:
NAY:
ABSTAIN:
ABSENT:

_____

/s/ Board Secretary
2024-27
END

SAN FRANCISCO BAY AREA
WATER EMERGENCY TRANSPORTATION AUTHORITY

RESOLUTION NO. 2024-28

APPROVING THE PROJECT LIST FOR FY 2024-25
FOR THE CALIFORNIA STATE OF GOOD REPAIR PROGRAM

WHEREAS, Senate Bill 1 (SB 1), the Road Repair and Accountability Act of 2017, establishes the State of Good Repair (SGR) program to fund eligible transit maintenance, rehabilitation, and capital project activities that maintain the public transit system in a state of good repair; and

WHEREAS, SGR funds are allocated by the Metropolitan Transportation Commission (MTC); and

WHEREAS, San Francisco Bay Area Water Emergency Transportation Authority (WETA)'s share of SGR funds for fiscal year 2024/25 is estimated to be $448,054; and

WHEREAS, these funds will be used for Water Jet Equipment; and

WHEREAS, in order to qualify for these funds, WETA is required to submit a proposed project list to California Department of Transportation (Caltrans) on an annual basis; now, therefore, be it

RESOLVED that the Board of Directors of the San Francisco Bay Area Water Emergency Transportation Authority hereby approves the Water Jet Equipment project for inclusion on the SB1 State of Good Repair Project List for FY 2024/25; and be it further

RESOLVED that WETA agrees to comply with all conditions and requirements set forth in the Certification and Assurances document and applicable statutes, regulations and guidelines for all SGR funded transit capital projects; and be it further

RESOLVED that the Executive Director and/or Chief Financial Officer is hereby authorized to submit a request for Scheduled Allocation of the SB1 State of Good Repair Funds and to execute the related grant applications, forms and agreements.

CERTIFICATION

The undersigned, Board Secretary, does hereby certify that the foregoing is a full, true and correct copy of a resolution duly and regularly adopted at a meeting of the San Francisco Bay Area Water Emergency Transportation Authority held on June 13, 2024.

YEA:
NAY:
ABSTAIN:
ABSENT:

_____

/s/ Board Secretary
2024-28
END

State Transit Assistance State of Good Repair Program

Recipient Certifications and Assurances

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

Effective Date: ***June 13 2024***

In order to receive State of Good Repair Program (SGR) funds from the California Department of Transportation (Department), recipients must agree to following terms and conditions:

A. General

(1) The recipient agrees to abide by the State of Good Repair Guidelines as may be updated from time to time.

(2) The potential recipient must submit to the Department a State of Good Repair Program Project List annually, listing all projects proposed to be funded by the SGR program. The project list should include the estimated SGR share assigned to each project along with the total estimated cost of each project.

(3) The recipient must submit a signed Authorized Agent form designating the representative who can submit documents on behalf of the recipient and a copy of the board resolution authorizing the agent.

B. Project Administration

(1) The recipient certifies that required environmental documentation will be completed prior to expending SGR funds. The recipient assures that each project approved for SGR funding comply with Public Resources Code § 21100 and § 21150.

(2) The recipient certifies that SGR funds will be used for transit purposes and SGR funded projects will be completed and remain in operation for the estimated useful lives of the assets or improvements.

(3) The recipient certifies that it has the legal, financial, and technical capacity to deliver the projects, including the safety and security aspects of each project.

(4) The recipient certifies that there is no pending litigation, dispute, or negative audit findings related to any SGR project at the time an SGR project is submitted in the annual list.

(5) Recipient agrees to notify the Department immediately if litigation is filed or disputes arise after submission of the annual project list and to notify the Department of any negative audit findings related to any project using SGR funds.

(6) The recipient must maintain satisfactory continuing control over the use of project equipment and/or facilities and will adequately maintain project equipment and/or facilities for the estimated useful life of each project.

(7) Any and all interest the recipient earns on SGR funds must be reported to the Department and may only be used on approved SGR projects or returned to the Department.

(8) The recipient must notify the Department of any proposed changes to an approved project list by submitting an amended project list.

(9) Funds will be expended in a timely manner.

C. Reporting

(1) Per Public Utilities Code § 99312.1 (e) and (f), the recipient must submit the following SGR reports:

a. Annual Expenditure Reports within six months of the close of the fiscal year (by December 31st) of each year.

b. The annual audit required under the Transportation Development Act (TDA), to verify receipt and appropriate expenditure of SGR funds. A copy of the audit report must be submitted to the Department within six months of the close of each fiscal year in which SGR funds have been received or expended.

D. Cost Principles

(1) The recipient agrees to comply with Title 2 of the Code of Federal Regulations Part 200, Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments.

(2) The recipient agrees, and will assure that its contractors and subcontractors will be obligated to agree, that (a) Contract Cost Principles and Procedures, 48 CFR, Federal Acquisition Regulations System, Chapter 1, Part 31, et seq., shall be used to determine the allowability of individual project cost items and (b) those parties shall comply with Federal administrative procedures in accordance with 2 CFR, Part 200, Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments.

(3) Any project cost for which the recipient has received payment that are determined by subsequent audit to be unallowable under 2 CFR, Part 200, are subject to repayment by the recipient to the State of California (State). Should the recipient fail to reimburse moneys due to the State within thirty (30) days of demand, or within such other period as may be agreed in writing between the Parties hereto, the State is authorized to intercept and withhold future payments due the recipient from the State or any third-party source, including but not limited to, the State Treasurer and the State Controller.

E. Record Retention

(1) The recipient agrees, and will assure that its contractors and subcontractors shall establish and maintain an accounting system and records that properly accumulate and segregate incurred project costs and matching funds by line item for the project. The accounting system of the recipient, its contractors and all subcontractors shall conform to Generally Accepted Accounting Principles (GAAP), enable the determination of incurred costs at interim points of completion, and provide support for reimbursement payment vouchers or invoices. All accounting records and other supporting papers of the recipient, its contractors and subcontractors connected with SGR funding shall be maintained for a minimum of three (3) years from the date of final payment and shall be held open to inspection, copying, and audit by representatives of the State and the California State Auditor. Copies thereof will be furnished by the recipient, its contractors, and subcontractors upon receipt of any request made by the State or its agents. In conducting an audit of the costs claimed, the State will rely to the maximum extent possible on any prior audit of the recipient pursuant to the provisions of federal and State law. In the absence of such an audit, any acceptable audit work performed by the recipient's external and internal auditors may be relied upon and used by the State when planning and conducting additional audits.

(2) For the purpose of determining compliance with Title 21, California Code of Regulations, Section 2500 et seq., when applicable, and other matters connected with the performance of the recipient's contracts with third parties pursuant to Government Code § 8546.7, the recipient, its contractors and subcontractors and the Department shall each maintain and make available for inspection all books, documents, papers, accounting records, and other evidence pertaining to the performance of such contracts, including, but not limited to, the costs of administering those various contracts. All of the above referenced parties shall make such materials available at their respective offices at all reasonable times during the entire project period and for three (3) years from the date of final payment. The State, the California State Auditor, or any duly authorized representative of the State, shall each have access to any books, records, and documents that are pertinent to a project for audits, examinations, excerpts, and transactions, and the recipient shall furnish copies thereof if requested.

(3) The recipient, its contractors and subcontractors will permit access to all records of employment, employment advertisements, employment application forms, and other pertinent data and records by the State Fair Employment Practices and Housing Commission, or any other agency of the State of California designated by the State, for the purpose of any investigation to ascertain compliance with this document.

F. Special Situations

(1) Recipient acknowledges that if a project list is not submitted timely, the recipient forfeits its apportionment for that fiscal year.

(2) Recipients with delinquent expenditure reports may risk future eligibility for future SGR funding.

(3) Recipient acknowledges that the Department shall have the right to perform an audit and/or request detailed project information of the recipient's SGR funded projects at the Department's discretion from SGR award through 3 years after the completion and final billing of any SGR funded project. Recipient agrees to provide any requested project information.

I certify all of these conditions will be met.

SAN FRANCISCO BAY AREA WATER EMERGENCY TRANSPORTATION AUTHORITY

BY: _____

Seamus Murphy, Executive Director

SAN FRANCISCO BAY AREA WATER EMERGENCY TRANSPORTATION AUTHORITY

RESOLUTION NO. 2024-29

AUTHORIZING THE SUBMITTAL OF A CLAIM FOR STATE TRANSIT ASSISTANCE FUNDS AND DESIGNATION OF THE EXECUTIVE DIRECTOR AND/OR CHIEF FINANCIAL OFFICER AS AUTHORIZED AGENTS

WHEREAS, WETA is an eligible project sponsor and may receive funding from the State Transit Assistance (STA) Revenue Program described in Public Utilities Code Section 99314; and

WHEREAS, the Metropolitan Transportation Commission (MTC) is the regional agency responsible for disbursement of STA Revenue Funds apportioned by the State Controller's Office; and

WHEREAS, MTC has developed guidelines for the purpose of administering and distributing STA funds to eligible project sponsors, described in MTC's Annual Fund Application Manual; and

WHEREAS, WETA wishes to use STA funds for the purpose of funding the FY 2024/25 Operating budget; and

WHEREAS, WETA wishes to delegate authorization to submit and execute all required STA claim documents and any amendments thereto to the Executive Director and/or Chief Financial Officer, in accordance with MTC guidelines; now therefore, be it

RESOLVED that the Board of Directors hereby

1. Authorizes the submittal of the WETA claim for State Transit Assistance Revenue Funds to support the FY 2024/25 Operating Budget; and
2. Designates WETA's Executive Director and/or Chief Financial Officer to be authorized to execute all required documents of the STA program and any amendments thereto with MTC which may be necessary for the completion of the aforementioned project.

CERTIFICATION

The undersigned, Board Secretary, does hereby certify that the foregoing is a full, true and correct copy of a resolution duly and regularly adopted at a meeting of the San Francisco Bay Area Water Emergency Transportation Authority held on June 13, 2024.

YEA:
NAY:
ABSTAIN:
ABSENT:

/s/ Board Secretary
2024-29
END

AGENDA ITEM 9
MEETING: June 13, 2024

MEMORANDUM

TO: **Board Members**

FROM: **Michael Gougherty, Planning & Development Manager**
Gabriel Chan, Transportation Planner

SUBJECT: **Contra Costa Transportation Authority (CCTA) Expanded Ferry Service Feasibility Study**

Recommendation
There is no recommendation associated with this informational item.

Background/Discussion
In November 2022, the Contra Costa Transportation Authority (CCTA) initiated the Expanded Ferry Service in Contra Costa County Feasibility Study that included participation from the cities of Antioch, Hercules, Martinez, and Pittsburg, as well as the Eastern Contra Costa Transit Authority (ECCTA). A similar study was conducted previously in 2014, which eventually led to the development, construction, and operation of the Richmond Ferry Service.

The purpose of the Study is to evaluate the ridership demand potential, operating costs, vessel options, and capital cost estimates to provide ferry service in each of the participating cities. SF Bay Ferry staff assisted the CCTA project team by providing subject matter expertise as well as capital and operating cost estimates to support the Study. The final Study was published in April 2024 and presented to the participating cities and the CCTA Planning Committee and Board by their staff. A copy of the Study is included as ***Attachment A.***

Staff from the CCTA will provide a presentation at this month's Board meeting summarizing the results of the Study and proposed next steps.

Fiscal Impact
There is no fiscal impact associated with this informational item.

END

Attachment A - Expanded Ferry Service in Contra Costa County Feasibility Study

MOTT MACDONALD

CONTRA COSTA transportation authority

Expanded Ferry Service in Contra Costa County Feasibility Study

Revision 5.0

May, 2024

Expanded Ferry Service in Contra Costa County Feasibility Study

Revision 5.0 | May, 2024

Presented To:

ANTIOCH CALIFORNIA

PITTSBURG CALIFORNIA

CITY OF MARTINEZ 1876

CITY OF HERCULES CALIFORNIA

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Contra Costa County
Transportation Authority

Feasibility Study for Expanded Ferry Service in Contra Costa County

May, 2024

Document reference: Rev 5.0

Information class:

Contents

Figures

Tables

Acronyms

AACE	Association for the Advancement of Cost Engineering
ACOE	Army Corps of Engineers
ACTC	Alameda County Transportation Commission
AC Transit	Alameda-Contra Costa Transit District
ADA	Americans with Disabilities Act
ARP	American Rescue Plan
Authority	Contra Costa Transportation Authority
BART	Bay Area Rapid Transit
BATA	Bay Area Toll Authority
BCDC	San Francisco Bay Conservation and Development Commission
BIL	Bipartisan Infrastructure Law
CAC	Citizens Advisory Committee
Caltrans	California Department of Transportation
CARB	California Air Resources Board
CBPP	Contra Costa Countywide Bicycle and Pedestrian Plan
CCCTA	Central Contra Costa Transit Authority, dba County Connection
CCTA	Contra Costa Transportation Authority (correspondence, use Authority for agenda items)
CEQA	California Environmental Quality Act of 1970
CFWS	California Department of Fish and Wildlife
CIP	Capital Improvement Program
CMP	Congestion Management Program
County	Contra Costa County
CPI	Consumer Price Index
CPUC	California Public Utilities Commission
CTC	California Transportation Commission
CTP	Countywide Transportation Plan
DEIR	Draft Environmental Impact Report
DEIS	Draft Environmental Impact Study
DERA	EPA Diesel Emission Reduction Act
eBART	East Contra Costa Bay Area Rapid Transit
EBMUD	East Bay Municipal Utility District
EBRPD	East Bay Regional Park District
ECCRFFA	East Contra Costa Regional Fee & Financing Authority
ECCTA	Eastern Contra Costa Transit Authority, dba Tri Delta Transit

Acronyms (continued)

EIR	Environmental Impact Report
EIS	Environmental Impact Study
ENR	Engineering News-Record
EO	Executive Orders
EPA	Environmental Protection Agency
EPC	Equity Priority Community
EPAC	Expenditure Plan Advisory Committee
EV	Electric Vehicle
FHWA	Federal Highway Administration
FTA	Federal Transit Administration
GGBHTD	Golden Gate Bridge Highway and Transportation District
GIS	Geographic Information System
GHG	Greenhouse gas
HTC	Historic Town Center
ITC	Intermodal Transit Center
I-[#]	Interstate [#] (aka: I-680, I-80, etc.)
JPA	Joint Powers Agreement
LAFCO	Local Agency Formation Commission
LCTOP	Low Carbon Transportation Operations Program
LRTP	Long-Range Transportation Plan
MPO	Metropolitan Planning Organization (Federal terminology for MTC)
MTC	Metropolitan Transportation Commission
NEPA	National Environmental Policy Act of 1969
NHPP	National Highway Performance Program
O&M	Operations and Maintenance
PROTECT	Promoting Resilient Operations for Transformative, Efficient, and Cost Saving Transportation
RM	Regional Measure
ROW	Right-of-Way
RTC	Regional Transportation Connection
RTPA	Regional Transportation Authority
SFCTA	San Francisco County Transportation Authority
STA	State Transit Assistance
STBG	Surface Transportation Block Grants
TDA	Transportation Development Act
TFCA	Transportation Fund for Clean Air

Acronyms (continued)

TIDC	Treasure Island Development Corporation
TIFIA	Transportation Infrastructure Finance and Innovation Act
Title XI	Federal Ship Financing Program
TIRCP	Transit and Intercity Rail Capital Program
TOD	Transit Oriented Development
TPA	Transit Priority Area
USFW	U.S Fish and Wildlife Service and National Marine Fisheries Service
USDOT	United States Deportment to Transportation
US EPA	US Environmental Protection Agency
WCCTA	West Contra Costa Transit Authority, dba WestCAT
WF	Waterfront District
WETA	Water Emergency Transportation Authority
ZEV	Zero-Emission Vehicle

Glossary of Terms

Authority	The Authority is the Contra Costa Transportation Authority (CCTA) and is Contra Costa County's designated Congestion Management Agency (CMA). The Authority manages the county's transportation sales tax program.
Facility O&M	Includes costs related to facility operation & maintenance which includes terminal costs and facility costs.
Ferry Boat	A ferry boat is any water transportation vessel, including ships, barges, and hovercraft, that transports pedestrians and/or automobiles with passengers (roll-on/roll-off) for public transportation purposes on a fixed route.
Ferry Service	Any transport service by water (including such a service by means of a hovercraft) which carries passengers and operates regularly between two or more points.
Float and Shelter Items	Waterside infrastructure items include landside steel piles, ferry float hardware, fence, twisted metal louvers, glass walls, security doors, monopile fenders, concrete floats, and float rubber fenders.
MTC	Metropolitan Transportation Commission (MTC) is the Bay Area's regional transportation planning agency. MTC is responsible for the planning, financing, and coordination of the region's transportation infrastructure.
Operating Authority	The operating authority is a public or private entity responsible for operating the ferry service.
PDA	Priority Development Areas (PDAs) are MTC defined places where there is planned development (new homes, jobs, and community amenities) near public transit.
Public Entity	A public entity includes Federal, State, or local governmental agencies, Tribal governments, and organizations established by Federal, State, or local law with control of ferry boat services, including routes and fares. A public entity does not include any other "not for profit" organization.
Terminal Facility	A ferry terminal facility includes the structures and amenities that directly serve the ferry boat operation. These include passenger parking, ticketing, waiting area, boarding, and disembarking facilities, docks, slips, dolphins, and shore improvements necessary for docking, administrative space specifically for on-site ferry administration and vessel crew, and ferry vessel maintenance facilities. It does not include approach roads to the terminal facility.
Tier 3 Engine	Tier 3 engine is a marine motor that is compliant with Tier 3 emission standards set by the California Air Resources Board (CARB) and the United States Environmental Protection Agency (U.S EPA). They can yield nitrogen oxides (NOx) reductions of up to 80% below Tier 1 standards.
Tier 4 Engine	Tier 4 engines are the most recent emission standard set by the US EPA and the California Air Resources Board. Particulate matter (PM) and NOx emissions from Tier 4 compliant engines are reduced to near zero levels.
Vessel Crew Labor	Affected by required minimum shift lengths and the required vessels. The cycle time determines round-trips served by a single vessel within a shift period. Crew shifts are 8-hours per labor requirements. Even if the actual shift is shorter, the crew is paid for an 8-hour shift. Crew hours are multiplied by a standard hourly rate consistent with current labor contracts.
Vessel Operations and Maintenance (O&M)	Annual vessel maintenance includes vessel repair, related materials and supplies, and urea (a necessary reactant involved in marine vessel catalytic systems). New services are assumed to need a spare vessel availability, and maintenance expenses apply to the spare vessel as well.
Waterside Piles	Waterside infrastructure which includes steel ferry guide piles and shelter mono piles.
WETA	The San Francisco Bay Area Water Emergency Transportation Authority (WETA), under the San Francisco Bay Ferry brand, is a regional public transit agency which operates and expands ferry service in the San Francisco Bay. Additionally, WETA is responsible for coordinating water transit responses to regional emergencies.

Executive Summary

To revitalize the waterfront and support an inclusive regional economy, the communities in Contra Costa County have been exploring the feasibility of passenger ferry service for the past twenty years. This Study aims to build on the Financial Feasibility of Contra Costa County Ferry Service, 2015 - 2024 which evaluated the potential ferry service routes for the cities of Richmond, Hercules, Martinez, and Antioch. Since the 2015 Financial Feasibility Study, the Richmond passenger ferry service has commenced operation in 2019 with service to the San Francisco Ferry Terminal. The purpose of this Study is to continue to assess the feasibility of ferry service for the cities of Hercules, Martinez, and Antioch, with the addition of the City of Pittsburg (all collectively referred to as the "Cities"). The current Richmond ferry service is used as a benchmark for evaluation of several metrics.

The Cities, in partnership with Contra Costa County (County), Eastern Contra Costa Transit Authority (ECCTA), and the Contra Costa Transportation Authority (Authority), all collectively referred to as the "Parties", have agreed that increasing transit options by providing ferry service within the region may promote economic development and job creation, provide additional emergency response alternatives, and support congestion relief by converting single occupancy vehicle trips to transit trips.

The Feasibility Study for Expanded Ferry Service in Contra Costa County (Study) evaluates the feasibility of ferry service from each of the Cities to the San Francisco Ferry Terminal. This Study identifies implementable pathways for ferry service for each of the Cities that will strengthen Contra Costa County's multimodal transportation network and support economic development. This Study also identifies potential ferry service schedules for each of the Cities, estimates capital and operating costs to implement such services, and analyzes the potential ferry terminal sites in the context of existing and planned land use development and transportation investments. Additionally, the Study provides the parties involved with the necessary information to make informed decisions regarding the investment of expanded ferry services in Contra Costa County. The San Francisco Bay Area Water Emergency Transportation Authority (WETA) provided data and technical guidance in many aspects of the Study, including operating costs, vessel data, and capital cost review.

Overall findings from this Study are that Hercules and Martinez, which are cities closer to the San Francisco Ferry Terminal have lower operating costs yet higher infrastructure costs, and Pittsburg and Martinez have higher operating costs and lower infrastructure costs.

Highlights from the Study

Capital and Operating Costs: In addition to the need to subsidize the operating cost of ferry service, each of the parties will need to choose which sites make the most sense for capital investment. There are three components to the capital investment: 1) Waterside costs include dredging, piers, piles, floats, and/or aggregate needed for ferry landing; 2) Landside costs may include a passenger shelter, parking, and terminal access; and 3) Operations and maintenance facility, for example, WETA's Ron Cowan Central Bay Operations and Maintenance facility is instrumental in providing a consolidated base to maintain vessels to support service in the central Bay and serves as a primary location for WETA to coordinate the provision of emergency transportation services in the event of a regional disaster or transportation disruption. For long-term service, an operations and maintenance facility will be essential for providing ferry service throughout Contra Costa County. In addition, there will be a capital cost to purchase new vessels for the service.

The preliminary cost estimates for types of service and each site identified by the Cities were performed at a level that provides an order of magnitude estimate. Further technical work will be needed from each

of the Cities to detail costs for utilities, lighting, pavement, and landscaping needs as well as evaluation for supporting an operations and maintenance facility for long-term feasibility.

Operating Costs:

- Ferry Operating costs were developed through three potential service schedules. These service schedules ranged from the minimum level of service to a more frequent level of service which mirrors that of the existing Richmond ferry service. Ferry service schedules were adjusted on the service speed of the vessel and distance from each of the Cities to the San Francisco Ferry Terminal. Antioch and Pittsburg will have higher operating costs than Martinez and Hercules, due to their distance from the San Francisco Ferry Terminal.
- In addition to ferry service schedules, the costs of two vessel types were evaluated to understand capacity needs and constraints. The WETA operated Dorado vessel which can carry up to 320 passengers and the Prop SF operated Billie J vessel which can carry up to 70 passengers. Evaluation of these two vessel types found that dredging costs vary according to vessel draft size. Current assumptions are that the shallower draft Prop SF vessels would require lower capital costs.

Travel Demand Potential: The COVID-19 pandemic had a large impact on the potential ridership demand for ferry service in Contra Costa. Typically, future travel demand is projected using a travel demand forecasting model. Given the recent shifts in travel patterns because of the COVID-19 pandemic and the uncertainties in defining the “normal” travel patterns, this Study looked at factors that could impact ferry ridership such as residential and job density and existing land-based transit service and active transportation infrastructure. These factors focus on the travel potential for each of the cities to the San Francisco Ferry Terminal, with Richmond providing the benchmark from which to compare.

These evolving travel patterns underscore the dynamic context for future transit planning, particularly for ferry service given the fluctuations in potential ridership.

Electric or Zero-Emission Vessels: Evaluation of feasible technologies for electric and zero-emission ferry vessels found that they only support short-haul distances. The service routes evaluated in this Study between the Cities and the downtown San Francisco Ferry Terminal are long-haul routes that cannot be served by this current technology. The technology is evolving quickly to meet new State environmental goals, so there may be a future ability to use electric or zero-emission vessels on these routes.

Phasing Ferry Service: The Richmond service is operated by WETA, with funding from Contra Costa Measure J sales tax and Regional Measure 3. However, a WETA-operated service is not the only model available. The Study evaluated several service delivery structures that can be suited for the locations under consideration.

Partnering with a private ferry company can be beneficial for providing ferry service during the initial years of service. The new service between Treasure Island and the San Francisco Ferry Terminal is a great example of this approach. Private ferry service providers are subject to fewer rules and regulations compared to public agencies, and their operating costs and initial capital investments are typically lower because they are not subject to the same standards. The smaller vessels do not require as much dredging and they can load and unload on any existing marina float infrastructure. However, the smaller vessels have significantly less capacity for passengers and bikes. Additionally, the overall quality of the passenger experience is lower than that of WETA, especially for a long ferry ride because smaller vessels have lower quality rides for choppy waters and have fewer amenities such as restrooms and concession stand.

After the initial years of service when travel demand increases and travel behavior begins to change (from car to ferry, for example), WETA as the regional ferry service provider could offer service with their larger vessels which offer a smoother and enjoyable passenger experience, emergency service benefits, ADA accessibility, inter-connecting service around the bay and access to regional, state, and federal funding.

Equitable Fares to Grow Ferry Ridership: Ferry ridership on the WETA system has recovered steadily from the impacts of the COVID-19 pandemic, and WETA has been able to boost post-pandemic ridership by lowering and adjusting fares to attract riders. Striking a balance between promoting equitable ferry service through affordable and competitive ferry fare prices and meeting revenue goals post-pandemic is crucial to ferry service success. WETA's Pandemic Recovery Program, adopted in 2021, includes a fare structure that promotes equity and access to ferry service for transit-dependent riders.[1] This implementation of lower fares by WETA led to increasing the system's percentage of low-income and transit-dependent riders by making ferry service more competitive with other transit services in the same corridors and prioritizing affordability for low-income riders.[2] However, this Study does not evaluate revenue potential from fares due to the lack of ferry ridership projections.

Tapping into Grant Funding: In order to start new ferry services, it is critical to find a combination of federal, state, regional, and local funding sources to support ferry service during all phases of a project. The Study identified fund sources that can be used for ferry operating and capital expenses. Many of these fund sources are open to different uses, while some of the federal fund sources are dedicated for passenger ferry services and infrastructure. A variety of fund sources is the key to sustainable ferry service and attracting new and diverse riders.

Further study of these findings in collaboration with relevant stakeholders will help provide additional options for transit service in the region as well as enhance its economic vitality. In addition to the findings, the highlights regarding the feasibility of ferry service for each City are outlined on the following pages.

Pilot Ferry Services: Most recently WETA added $2 million to its Fiscal Year (FY) 2023-24 budget to support ferry pilot services. Recent and upcoming ferry pilot projects through WETA have included the Alameda Landing-Oakland Ferry Service, South San Francisco service, and the Sea Change Hydrogen Vessel Pilot. WETA is developing a process to prioritize and support pilot services. This Study should be used as a supporting document for WETA in its consideration of pilot projects.

[1] WETA. 'Authorize Release of Draft Fiscal Year 2022 Pandemic Recovery Program for Public Comment', 4 March 2021. https://sanfranciscobayferry.com/files/prp2021/PRP%20Outreach%20Memo%20Full%202021-02-26.pdf.

[2] WETA. 'The State of the San Francisco Bay Ferry', February 2022. https://weta.sanfranciscobayferry.com/sites/weta/files/weta-public/publications/SFBF_Annual_Report_2022_final_sm-1.pdf.

City	Challenges	Benefits
Hercules	Further evaluation of the capital costs of the Hub location whose costs are driven by dredging, and the Point location whose costs are driven by landside capital improvement needs. Emerging vessel technologies could change the dredging and capital improvement needs. Relatively short distance and travel time to San Francisco Providing ferry service during the initial years of service and adjusting ferry service for the long term when demand is potentially greater.	High residential and planned nearby transit infrastructure for both locations with the addition of the proposed Hub development. Supportive development is adjacent to both locations as they are in MTC priority development areas and are eligible for funding.
Martinez	Low existing residential density within the 15-minute walkshed (three-quarters of a mile) Further detailed evaluation of capital costs and the implementation of a breakwater structure to support ferry service.	High existing transit accessibility within three-quarters of a mile of the proposed ferry terminal. Existing transit includes Amtrak, County Connection, Tri Delta Transit, and WestCAT connections. Planned bus/shuttle route from downtown along N Court St to Marina and supportive infrastructure for active transportation. The proposed development adjacent to the proposed ferry terminal in the Waterfront Marina Trust Lands Use Plan will include recreational uses that connect the community to the waterfront to support future ferry service. High existing job density within the proposed ferry terminal city
Pittsburg	The Bay Walk location is a remediation site and further study needs to be completed for the location before a preliminary cost evaluation can be completed. Low residential and job density within the 15-minute walkshed of both proposed ferry terminals. Development of active transportation connections for both the Bay Walk and Marina ferry locations.	The Marina Location is more feasible as it has existing development surrounding the ferry terminal to support ferry service. Additionally, the site has high existing transit accessibility within three-quarters of a mile of the proposed ferry terminal and high-performing planned transit and development potential. No dredging capital costs at the existing marina needed to support ferry service. Planned active transportation connection proposed bike route throughout Riverview Park and connecting to the Marina and along Marina Blvd.
Antioch	The evaluation of the two Antioch ferry terminal sites found that differences between them is negligible, therefore further analysis for each site should be completed to understand which is the most feasible ferry location. Low existing active transportation accessibility within three-quarters of a mile of the proposed ferry terminal Low-planned development near the ferry terminals to support ferry service. Relatively long distance and travel time to San Francisco	High residential density within the 15-minute walkshed of the proposed ferry terminals. High existing transit accessibility within three-quarters of a mile of the proposed ferry terminals with connections to Amtrak and Tri Delta Transit. Some proposed development near the ferry terminal includes housing. Projected interlining travel demand is high. No dredging capital costs.

1 Introduction and Purpose

1.1 Background

Contra Costa County, which means “opposite coast” in Spanish, is located on the eastern side of the San Francisco Bay Area, opposite the City and County of San Francisco. The County is home to more than one million residents and holds a unique location within the Bay Area as a critical connection between the San Francisco Bay and the Central Valley.

Contra Costa County is surrounded by waterfront along its northern border which is an important asset to its economic development. The Carquinez Strait is the adjacent waterway that links California’s inland breadbasket to the San Francisco Bay via Suisun Bay and San Pablo Bay. Historically, the region served as a shipping point for wheat and other agricultural products grown in Contra Costa County. Industrial development of the area began in the late 1800s, and by 1962, almost 40 percent of the county’s workforce was employed in manufacturing [3]. However, since the 1960’s the manufacturing industry has declined and development in the area has been primarily focused on suburban development with residential subdivisions. This has left the waterfront with aging infrastructure and underdeveloped land.

Figure 1.1: 1934 Map of Contra Costa County

Source : https://www.cccba.org/wp-content/uploads/2019/09/map-cc-1940s-1-1024x708.jpg

To revitalize the waterfront and support an inclusive regional economy, the county and its cities have been exploring the feasibility of passenger ferry service for the past twenty years. This Study builds on the 2015 Financial Feasibility Study which evaluated the potential ferry service routes for the cities of Richmond, Hercules, Martinez, and Antioch. The 2015 Financial Feasibility Study included evaluating the “financial feasibility” of each route which includes analyzing the revenues and the costs of each proposed ferry location. This included an overview of the farebox recovery ratio, other sources of non-fare revenue, and preliminary design cost estimates for each location. Since the 2015 Financial Feasibility Study, passenger ferry service has commenced operation in 2019 for the City of Richmond. This Study continues to assess the feasibility of ferry service for the cities of Hercules, Martinez, and Antioch, with the addition of the City of Pittsburg (all collectively referred to as the “Cities”). For the purpose of this Study, the current Richmond ferry service will be used as a benchmark for evaluation of several metrics.

[3] Action Area: Business Climate & Regulatory Environment (ca.gov)

The Cities, in partnership with Contra Costa County (County), Eastern Contra Costa Transit Authority (ECCTA), and the Contra Costa Transportation Authority (Authority) all collectively referred to as the "Parties" have agreed that increasing transit options by providing ferry service within the region may promote economic development and job creation, provide additional emergency response alternatives, and support congestion relief by converting single occupancy vehicle trips to transit trips.

The introduction of a passenger ferry service to the area will support the economic development plans of the Contra Costa waterfront – *Northern Waterfront Economic Development Initiative* through the development of the waterfronts. The *Northern Waterfront Economic Development Initiatives'* goals are to create 18,000 jobs by 2035 by focusing on advanced transportation, advanced manufacturing, biomedical/biotech, agricultural tech/food process, and clean technology industries[4]. Additionally, providing ferry service between the Cities and downtown San Francisco is expected to offer a practical transit alternative for both work-related and recreational journeys for these communities. Furthermore, the establishment of passenger ferry services at each of these ferry terminals is anticipated to contribute to the revitalization and development of the waterfronts of Hercules, Martinez, Pittsburg, and Antioch.

1.2 Feasibility Study Description and Goals

The Study evaluates the feasibility of ferry service from each of the Cities to the San Francisco Ferry Terminal and provides information for the parties to make decisions about future ferry service. These decisions include site locations, costs, service level, phasing, and funding opportunities. The goal of future expanded ferry service in Contra Costa County will be to alleviate traffic and reduce greenhouse gas emissions (GHG), support economic development, create jobs, and provide additional emergency response alternatives. The principles guiding the goals of this Study are outlined in the Vision, Goals, and Strategies of the 2017 Countywide Transportation Plan which are to:

Strive to preserve and enhance the quality of life of local communities by promoting a healthy environment and strong economy to benefit all people and areas of Contra Costa, through:

- Balanced, safe, and efficient transportation network.
- Cooperative planning
- Growth management. The transportation network should integrate all modes of transportation to meet the diverse needs of Contra Costa.

These principles are guided by the five goals in the Countywide Transportation Plan, which are:

- **Multi-modal network**: supports the efficient, safe, and reliable movement of people and goods using all available travel modes.
- **Sustainable economy:** manage growth to sustain Contra Costa's economy, preserve its environment, and support its communities.
- **Lower GHG emissions:** expand safe, convenient, and affordable alternatives to the single-occupant vehicle.
- **State of Good Repair:** maintain the current transportation system.
- **Funding:** Continue to invest wisely to maximize the benefits of available funding.

[4] Northern Waterfront Economic Development Initiative | Contra Costa County, CA Official Website

This Study builds off the 2015 Financial Feasibility Study which concluded that only the Richmond Ferry service could operate under WETA's ferry service funding formula (i.e., meeting farebox recovery targets), and identified other non-fare revenue sources through local regional, State, or Federal sources. Since the 2015 Financial Feasibility Study, the pandemic impacts on farebox recovery targets have changed for evaluating ferry service. As such, the following analysis of ferry service feasibility of each of the sites has been completed to reflect current conditions. These include:

- An existing needs assessment through evaluation of existing data and potential site location visits
- An analysis of ferry service feasibility through demand potential, initial site feasibility, type of service, equity, and capital and operating costs
- A summary of the feasibility of electric and zero-emission vessels
- An evaluation of regulatory and permitting requirements
- A fare analysis and consideration for Bay Area transit providers
- An evaluation of funding opportunities for the capital and operating costs of new service
- Evaluation of ferry service with current Pandemic Recovery Programs

Planned development along the waterfront helped inform this study as well as align with Contra Costa County 2045 General Plan and Climate Action Plan 2024 Update. While there are uncertainties associated with many of the economic and development factors, this Study provides a pathway for providing ferry service that is curated to each of the unique needs of the Cities of Hercules, Martinez, Pittsburg, and Antioch, and considers existing conditions and proposed plans for each waterfront.

2 Data Collection and Assessment

Data Collection and an assessment of existing conditions were conducted to identify the potential benefits and challenges for each of the proposed sites for ferry service. This process involved gathering data and relevant plans and policies from each City, Contra Costa County, the San Francisco Bay Area WETA, ECCTA, and the Metropolitan Transportation Commission (MTC). Assessment of existing conditions at each of the proposed ferry locations was established by generating a data profile, detailing the first-last mile connections to the ferry terminals, activity hubs near the ferry terminal as well as existing development. This was further enriched with photographs taken during site visits. The data collection and existing needs assessment provided a foundation for evaluating the viability of ferry services in each city.

2.1 Data Collection & Literature Review

The first step for evaluating the readiness of ferry service involved collecting data from the Cities, the County ("Parties"), transit agencies, and WETA. WETA, as a Bay Area regional public transit agency, is responsible for operating and expanding ferry service in the San Francisco Bay and coordinating the water transit response to regional emergencies. As such, WETA was identified as a key stakeholder for this feasibility study.

2.1.1 Cities and Contra Costa County

The Cities, Contra Costa County, Western Contra Costa Transit Authority and ECCTA were requested to provide relevant plans and additional documents about the potential ferry terminal locations. The following information was provided, and is outlined in the table below:

Table 2.1: Cities and Contra Costa County Data Collection

Area of Focus	Description
Land Use	Relevant current and future land use for areas surrounding the proposed ferry terminal.
Board Meetings/Discussions	Any applicable board discussions for development around the proposed ferry terminal
Proposed Development	Planned improvements to the Waterfront can include applicable projects in the City's Capital Improvement Program (CIP) related to the ferry or waterfront improvements. Phased development near the waterfront and projected years for development. Relevant planned improvements within a ½ mile radius for first and last-mile connections to better understand multi-modal connections to the proposed ferry terminal. This can include parking infrastructure, bike or ped infrastructure, etc.
Funding Sources	Funding sources to help with capital and operating costs of ferry service. This can include grants and/or other local funding opportunities (i.e., funds from local businesses)
Transit Services	Existing and proposed transit services to the ferry terminal locations.

Supplementary materials such as maps, surveys, and studies were requested to enhance the understanding of the area and its suitability for ferry service. This information played a pivotal role in assessing the feasibility of the proposed ferry service and pinpointing any potential hurdles or barriers to implementation. Site visits to each potential ferry terminal location were conducted to provide additional context for the assessment. The current state of the infrastructure serves as a baseline, indicating the extent of work that remains to be done.

2.1.2 San Francisco Water Emergency Transportation Authority (WETA)

In collaboration with WETA, relevant service plans and operating costs for each of the cities were provided as well as capital costs relating to waterside and landside infrastructure to evaluate the costs associated with ferry service.

Additional data collected from WETA involved reviewing the latest WETA-approved operating budget for FY 2023/2024, the costs of the proposed Dorado vessel, and the vessel procurement timelines to secure vessels to begin the service. The table below outlines the relevant WETA plans and policies reviewed for this study.

Table 2.2: WETA Relevant Plans and Policies

Relevant Plan and Policy	Description
San Francisco Bay Area Water Emergency Transportation Authority Emergency Response Plan [5] (2016)	This plan outlines WETA's roles, responsibilities, and procedures for coordinating the Bay Area water transportation response in the event of a catastrophic event, such as an earthquake[2]. In addition to developing, operating, and expanding public ferry service in the San Francisco Bay Area, WETA has a legislative mandate to operate and coordinate emergency water transit when regional transportation systems are disrupted due to disaster or other events[1]. Emergency water transportation operations are defined as emergency movement of survivors, first responders, and disaster service workers (DSWs) following a major disaster, such as an earthquake[1].
WETA Climate Action Plan [6] (2022)	The plan outlines WETA's ongoing efforts to lead the development of clean vessel technology to increase transit efficiency and reduce GHG emissions. Additionally, this plan details WETA's goals for transitioning more than half of WETA's vessel fleet and terminals to zero-emission technology.
2022 Short-Range Transit Plan (FY 2024-2028) [7]	The 2022 Short Range Transit Plan is a document that summarizes the operating and capital plans for WETA, the ferry operator in the San Francisco Bay Area, for the next five years.
Fiscal Year 2023/24 Approved Budget	WETA's FY 2023/24 includes $143.4 million for Ferry Operations, Planning, Administration, and Capital Projects. The budget reflects the ongoing impacts of the pandemic on ridership and fare revenue, costs, and capital projects. WETA will utilize its remaining allocated Federal COVID relief funds to support current service levels for passengers. The FY 2023-24 budget follows the adoption of a new five-year fare program that makes permanent a lowered fare structure. The revenue and expense in the budget assume that ridership will grow 11% over FY 2022-23 levels, and in June of 2024, to peak in that month at 87% of the average 2019 monthly ridership. The operating budget also includes two new operating revenue sources than had not been previously utilized: Regional Measure 3, which has been long awaited since its passage in 2018, and State Transit Assistance funding, which provides ongoing revenue through the State diesel fuel tax.
WETA Business Plan Evaluation (2023)	The WETA Business Plan Evaluation is a memo that summarizes the technical analysis of four potential 2050 ferry networks for the San Francisco Bay Area. The memo compares the networks based on six focus areas: regional ferry network, emergency response, environmental stewardship, community connections, organizational capacity, and financial capacity. The memo also considers four different 2050 futures that reflect different assumptions about travel behavior, land use, and service policy. The memo presents the trade-offs and benefits of each network and future and proposes a service vision that blends two of the network concepts. The memo also provides an update on the status of the Regional Measure 3 funding and the next steps for the Business Plan process.

[5] Water Emergency Transportation Authority (sanfranciscobayferry.com)

[6] Water Emergency Transportation Authority Climate Action Plan (dot.gov)

[7] Short range Transit Plan (sanfranciscobayferry.com)

WETA provided additional information such as vessel speeds, vessel capacity, and assumptions for interlining ferry service to add context for ferry service feasibility. This information set a benchmark in understanding the frequency of ferry service that could be provided and highlighted options for ferry service between the Cities and the San Francisco Ferry Terminal.

2.2 Needs Assessment of Proposed Ferry Locations

The needs assessment of the proposed ferry locations analyzed all the data gathered from each city, the County, and WETA and was supplemented by site visits. These visits, conducted in July and August of 2023, established a baseline for the feasibility of ferry services at the seven identified terminal locations.

Figure 2.1 depicted below, presents a map of the Cities and the seven proposed ferry terminals. These include the Point and the Hub locations in Hercules, the proposed location in Martinez, the Bay Walk and Marina locations in Pittsburg, and the Smith's Landing and Marina Boat Ramp locations in Antioch. The map also illustrates the existing San Francisco Bay Ferry lines in blue and the Golden Gate Ferry line in red.

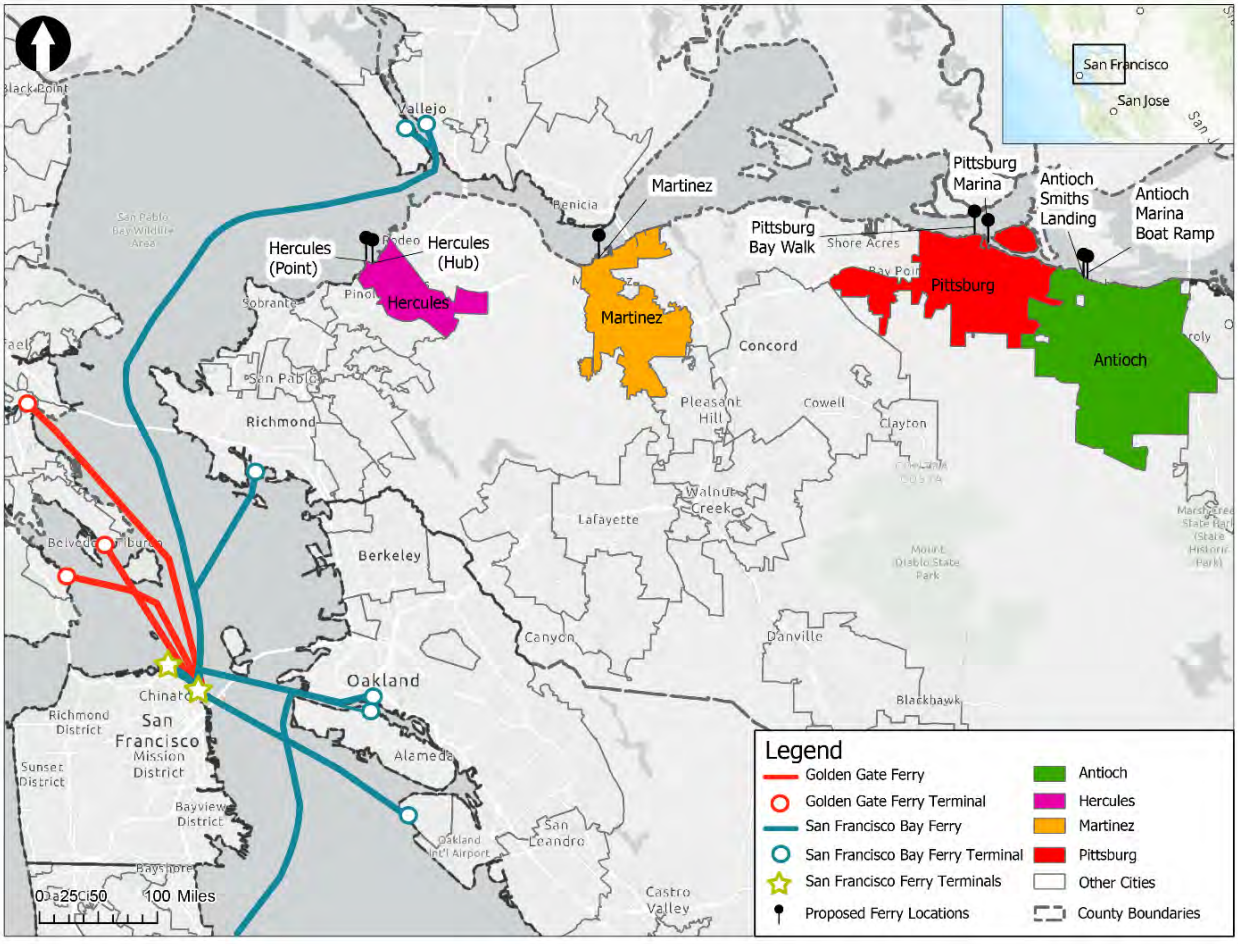


Figure 2.1: Proposed Ferry Terminals and Existing Bay Area Ferry Service

The following sections outline the data profiles created for each of the Cities and the studies reviewed.

2.2.1 Hercules

The City of Hercules is located in the western region of Contra Costa County. The city is situated along the coast of San Pablo Bay and was originally established as a dynamite factory in the 1800s and incorporated in 1900 as the City of Hercules.[8] Hercules is well connected to the rest of the region, being conveniently situated along the I-80 corridor, providing direct connections to both San Francisco and Napa.

While Hercules is primarily a suburban community, there are plans for redeveloping the waterfront for train and ferry service. For this feasibility study, the following plans were reviewed for the City of Hercules, following a data request outlined in Section 2.1. The following plans were reviewed for an existing needs assessment for the Hub and the Point locations.

- **Hercules Land Use and Zoning:**[9] Outlines the land use and zoned uses of Hercules for residential, commercial, public/quasi/public, and special area plans as of 2019. The area where the Point and Hub are located is identified as the Historic Town Center.
- **City of Hercules Capital Improvement Projects Map:**[10] Identifies the locations and names of various public facilities, trails, schools, and open spaces identified for capital improvement. The Hercules Hub location has been identified as a location for capital improvement as well as the Hercules Point location which is a scenic spot and was also a site of a historic dynamite factory that operated from 1879 to 1964.
- **Hercules Bayfront Development**

Project Name	Single Family Housing Units	Multi-Family Housing Units	Total Housing Units	CII* Building Total Square Footage	Status/Expected Completion Year
Bayfront Blocks M-P-O	0	397	397	0	Approved/timeline uncertain /likely by 2035
Bayfront Blocks E-F-G-H-I-J	0	150	150	134,500	Approved/timeline uncertain /likely by 2050
Bayfront Blocks A-B-C-D	0	406	406	50,500	Approved/timeline uncertain /likely by 2050

- **Hercules Waterfront District Master Plan (2001):** Sets the stage for the waterfront vision and development to date. The Hercules Bayfront is envisioned as a transit-oriented, traditional neighborhood mixed-use project within the Hercules Waterfront District and represents the final stages of the Hercules Waterfront District Master Plan prepared and unanimously adopted in 2000. The Bayfront Blvd Main Street Zone is mixed-use and is to provide a pedestrian-oriented character with a main street commercial area. The proposed development was approved in 2011. There are no active development proposals because of the entitled development agreements in place.

[8] Our city | Hercules, CA

[9] City of Hercules Land Use and Zoning Map: 637109735029770000 (hercules.ca.us)

[10] City of Hercules Base map 2023-0222

The Hub and the Point Data Profile below show the two locations where the Hercules Ferry Terminal is envisioned to be as a component of the Hercules Intermodal Transit Center (ITC). The ITC will combine three modes of public transportation: Amtrak's Capitol Corridor train service, bus service, and ferry service, as well as offering bicycle and pedestrian connections.

The Bay Trail shown below is planned to be realigned to lead directly to the train station once the Bayfront area is developed. Currently, the area around the Point and Hub locations contains a business park that features research and development through Bio-Rad Laboratories, and low to medium-density housing within walking distance of the proposed terminals, multi-modal trails, and multi-unit residential development.

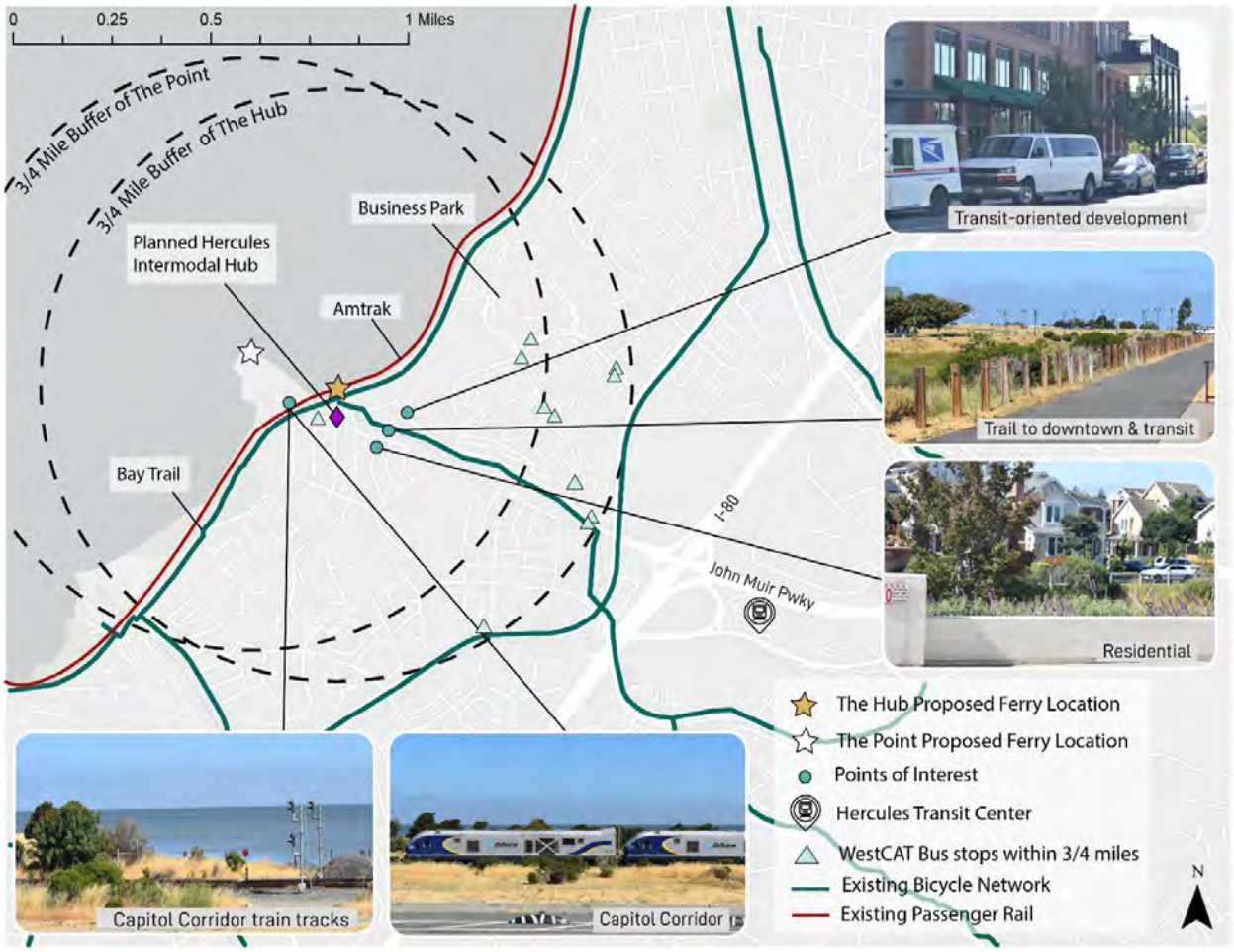


Figure 2.2: Hercules sites: The Hub and the Point Data Profile

Source: CCTA Countywide Bicycle and Pedestrian Plan (2018) | California Open Data Portal – CA Transit Stops

2.2.2 Martinez

The City of Martinez is located in the central part of Contra Costa County just south of the City of Benicia. Martinez served as a ferryboat transit point to cross the Carquinez Strait during the gold rush era before the erection of the Benicia-Martinez Bridge. Martinez became the county seat of Contra Costa in 1850 [11].

The City of Martinez's proposed ferry location is at the Martinez Marina. The Martinez Marina is a part of the Martinez Waterfront Park, which encompasses about 70 acres of shoreline area in three parcels including the marina, a portion of North Court Street, the Yacht Club, and Eagle Marine. [12]

The following plans were reviewed for the City of Martinez, following a data request outlined in Section 2.1.

- **Martinez Ferry Terminal Evaluation (2002):** Preliminary feasibility analysis of locating the Martinez Ferry Terminal either adjacent to the Intermodal Facility or at the nearby Bisio property. A 1997 study assessed the most suitable site to be of the historic ferry slip, at the end of the mole that provides the western breakwater for the Martinez marina. Three additional alternatives (5A, 5B, 6) were looked at. The conclusion is that Alhambra Creek and Bisio are likely to be opposed because of the high costs and more environmentally conscious sites are available.
- **Martinez Ferry Terminal Site Feasibility Report (2012):** Sets forth the preliminary assessment of existing site conditions in support of planning level concept design and Alternative Selection for a potential ferry terminal facility for WETA in Martinez. The preferred site is identified on North Court Street and sits on a 58.8-acre parcel. The site is under the control of the City of Martinez as part of a long-term lease from the State Lands Commission. Ownership and surrounding uses include the East Bay Regional Parks District Park upland, in-water property, a fishing pier and historic ferry slip at the end of the causeway, and City dredge disposal ponds. The San Francisco Bay Conservation and Development Commission (BCDC) Bay Plan has a 100-ft shoreline band designation for the potential terminal and surrounding area.

Below is a list of opportunities and constraints identified for the general existing site.

Opportunities	Constraints
Existing underutilized or excess site parking is available	Shallow mudflat and high sedimentation = significant initial capital dredge plus frequent maintenance dredging intervals
Existing upland infrastructure and utilities available	Great separation/distance (approx. ½ mile) from downtown Martinez and existing transit connections
Potential to return the site to prior historic ferry terminal use	BCDC Park Priority Use designation and adjacent sensitive wetland coastal marsh habitat
Site sheltered from most severe northeast waves by existing marina and breakwater	Shared access with marina and public fishing pier in area of causeway
Wave conditions likely not significant enough to require a breakwater	Limited viable terminal options with surrounding marina and sensitive habitats

- **Martinez Waterfront Marina Plan (2023):** [13] The Study Team reviewed the Public Review Draft in preparation for the Final Trust Lands Use Plan for the Martinez Waterfront. The vision as well as conceptual land use options were formed by community and stakeholder collaboration and input. The Plan accounts for a WETA Ferry Pavilion and Dock near a renovated fishing pier, kite area, fuel dock,

[11] City of Martinez. 'History', n.d. https://www.cityofmartinez.org/our-city/history.

[12] Waterfront Marina Trust Land Use Plan | Martinez, CA (cityofmartinez.org)

[13] City of Martinez. 'Martinez Waterfront Marina Plan', n.d. https://swa.mysocialpinpoint.com/martinez-waterfront.

and launch ramp, in addition to a bait shop/fish market, dining, and a yacht club. The Plan maximizes the recreational and economic benefits of the Martinez waterfront, marina, and adjacent lands, and provides an overview of proposed implementation, prioritization, financing, Trust Lands procedures and regulations, and future CEQA and NEPA permitting and compliance. The Waterfront Marina Trust Lands Use Plan was approved by the City Council in March 2024.

- **Previous Prop SF Agreement (2016):** Agreement for Access between the City of Martinez and Prop SF to provide the general parameters under which Prop will conduct daily private charter vessel service from the Martinez Marina to destinations determined by agreements between Prop and the entity arranging for such charter service. Prop SF's access includes the public dock to pick up and drop off passengers up to four times per day (two pickups and two drop-offs) and non-exclusive access for use of up to 50 spaces within the Parking Area, Monday through Friday between the hours of 5:00 a.m. and 5 p.m. to permit passengers of Prop to park their vehicles in the Parking Area.

The data profile below shows the Martinez Marina where the Proposed Martinez Ferry Terminal is envisioned within the Martinez Waterfront Marina Plan. The Radke Martinez Regional Shoreline Park runs along the Marina to the west and is managed by the East Bay Regional Park District (EBRPD). The Marina is approximately ½ mile from the downtown area and includes the Martinez Transit Center that serves Amtrak's Capitol Corridor route that connects Martinez to Sacramento and Auburn-Conheim up north, and south to San Jose-Diridon. Other bus services at the Transit Center include WestCAT Route 30Z, Tri Delta Transit 200 Line, and County Connection buses.

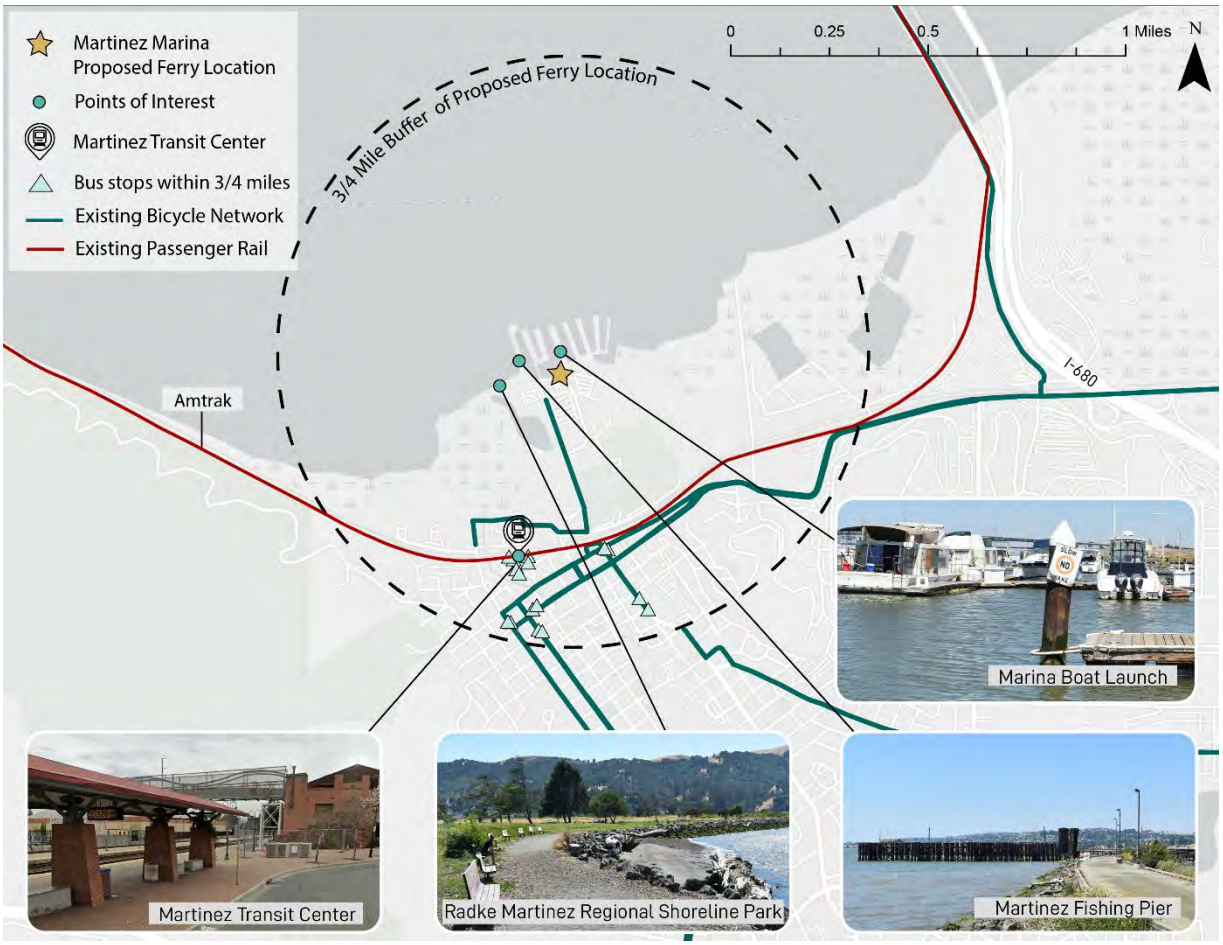


Figure 2.3: Martinez Marina Data Profile

Source: CCTA Countywide Bicycle and Pedestrian Plan (2018) | California Open Data Portal – CA Transit Stops

2.2.3 Pittsburg

The City of Pittsburg is located along the southern shore of the Suisun Bay in the East Bay region of the San Francisco Bay Area. It is part of the Sacramento–San Joaquin River Delta area and the Eastern Contra Costa County area. The City of Pittsburg is considering two locations in the Marina area for ferry service. The Pittsburg Marina is located at the confluence of the Sacramento and San Joaquin Rivers and has various amenities and services, such as fuel, guest berths, boat rentals, a restaurant, and a harbormaster office. The first location is to the west of Riverview Park and the second location is adjacent to the Marina Boat Launch (shown in Figure 2.4).

Documentation including memorandums, plans, studies, and the 2020 General Plan was received from the City of Pittsburg. The following documents are found to have the most relevance to this study and were reviewed for the City of Pittsburg, following a data request outlined in Section 2.1.

- **Pittsburg 5-Year CIP 2023-2028 (2023):** The current 5-year CIP identifies 7 Marina projects totaling $16.7 million that are included as active projects. The primary funding sources for this category of projects are the Marina Enterprise Fund, Waterfront Grants, and Waterfront Operations. A future improvement project is the Marina Trail Construction to repair the walkway that is in disrepair.
- **City of Pittsburg Northern Shoreline Tour (2023):** Provides information of tours of the two proposed ferry locations (Marina and Bay Walk) in addition to the surrounding mixed-use and proposed development. The proposed mixed-use development next to the Bay Walk location accounts for 2,000 residential units, 18.8 acres of employment centers and industrial uses, 6.5 acres of mixed-uses, a 120-room hotel, parks, recreation, open space, and the proposed ferry building. The Marina ferry location is just north of Downtown Pittsburg and adjacent to mixed-use commercial and retail space, a proposed hotel, and the Pittsburg waterfront.
- **Draft Environmental Impact Report for the Proposed Bay Walk Mixed-Use Project (2022):**[14] The Bay Walk project is a single-family mixed-use residential project proposing 2,500 units at the former NRG power plant site. The project is making its way through the planning and permitting process with the City of Pittsburg preparing the Environmental Impact Report (EIR). The site is a closed hazardous waste facility that was permitted under the federal Resource Conservation and Recovery Act (RCRA). RCRA requires corrective action to be conducted to address any releases of hazardous waste before building new development on the site.
- **Granted Tidelands Commercial Lease Agreement between City and Global Resources Trading, LLC (2022):** Approved lease for the construction of a 30,000 ft, three-story hotel development on the waterfront. A parking lot, two driveways, landscaping, site lighting, and an expansion of the recreational marina walkway onto the property would be included. No timeline was provided/approved as part of this agreement.
- **Land Use Study, Phase 1: Analysis of Existing Land Use (2023):** Land use analysis and design study with a focus on Downtown, Marina, and Riverview Park identifies opportunities at the Marina such as waterfront dining, bike and scooter rentals, wayfinding, retail, and children's activities that can support future ferry service through a vibrant waterfront destination.

In Figure 2.4 below both the Bay Walk and Marina location are shown. The Bay Walk location is a proposed mixed-use development that would transform the former NRG power plant site into a waterfront community. The project would include 2,500 single-family homes, a hotel, a commercial center, and various parks and open spaces. The project would also provide a new ferry terminal that would connect Pittsburg to other destinations in the Bay Area, such as San Francisco and Oakland.

[14] The City of Pittsburg. 'Notice of Preparation of a Draft Environmental Impact Report for the Proposed Bay Walk Mixed Use Project', 26 October 2022. https://www.pittsburgca.gov/home/showpublisheddocument/14504/638023875930630000.

The Marina location is proposed to be a visionary project that would transform the city's waterfront and create a new destination for the Bay Area. Currently, the Marina features a restaurant, office space, and a boat launch. There are no approved plans for ferry service at this location. The city continues to explore the opportunities to advance ferry service at the Marina if the site is preferable in comparison to the Bay Walk location.

The Bay Walk project is currently in the planning and permitting process, with the City of Pittsburg as the lead agency. The project would require a specific plan, a general plan amendment, a rezoning, a development agreement, and a vesting tentative map. The project would also need to undergo environmental review under the California Environmental Quality Act (CEQA). The project team has filed a Notice of Preparation of a draft EIR in October 2023.[15] The public comment period for the notice of preparation ended on November 29, 2023. The draft EIR is expected to be released for public review in 2024.

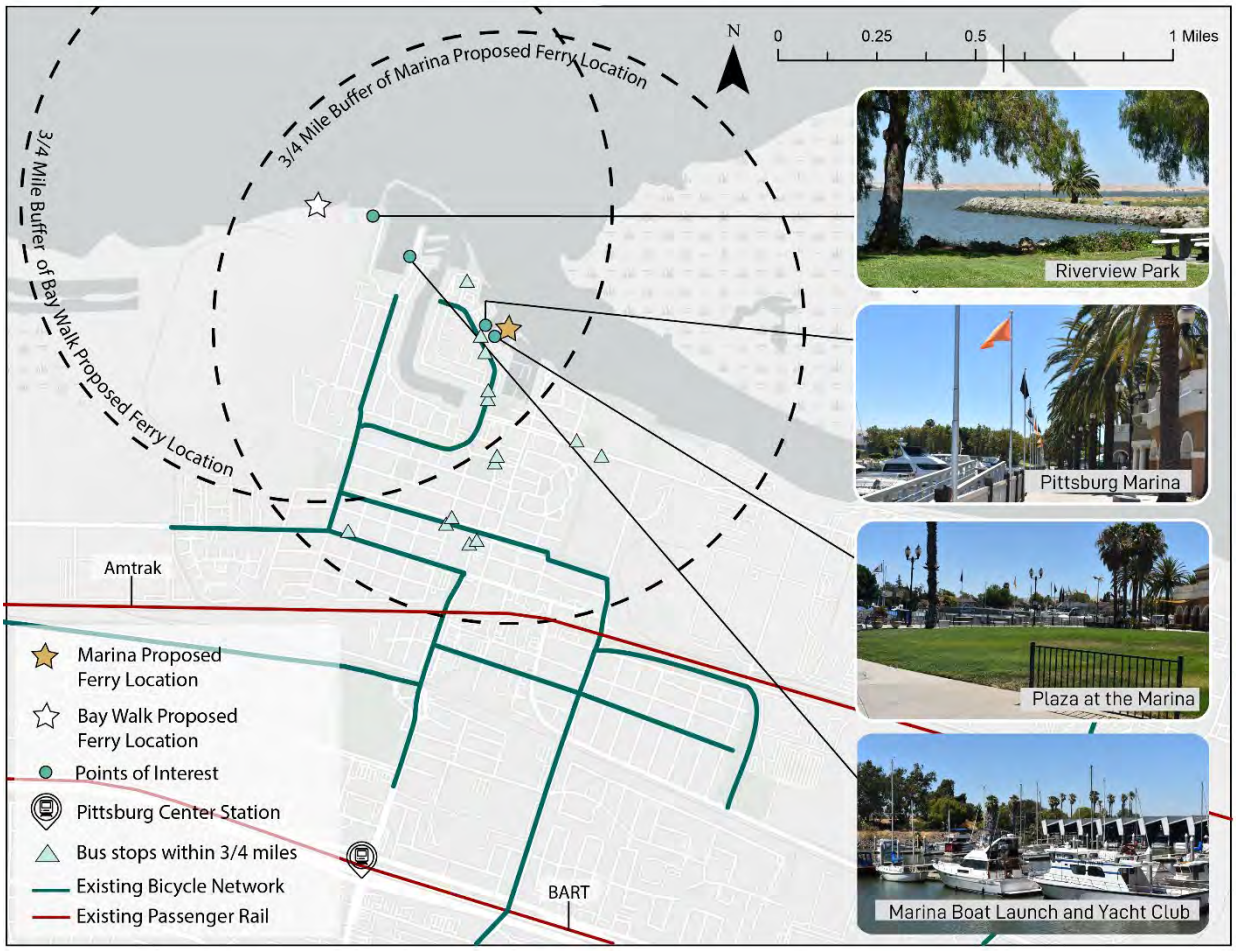


Figure 2.4: Pittsburg sites: Marina and Bay Walk Data Profile

Source: CCTA Countywide Bicycle and Pedestrian Plan (2018) | California Open Data Portal – CA Transit Stops

[15] Bay Walk Mixed Use Project (ca.gov)

2.2.4 Antioch

Antioch is a city in Contra Costa County, located in the East Bay region of the San Francisco Bay Area along the Sacramento-San Joaquin River Delta. Antioch is situated farthest to the east of the cities proposed for ferry service within this study making it the farthest location from the San Francisco Ferry Terminal. The Antioch Marina is approximately 3.25 miles west of the Antioch Bridge and is a public marina that offers a variety of services and amenities for boaters and visitors. It has a boat launch ramp, a fuel dock, a guest dock, a fishing pier, a picnic area, and a restaurant. The boat launch ramp is located adjacent to the marina with a separate parking lot.

The Smith's Landing and City Boat Ramp potential ferry locations are the two proposed ferry options for this Study. Providing ferry service at these locations would require coordination and approval from various agencies, such as the City of Antioch, CCTA, WETA, and the San Francisco BCDC. Initial evaluation of the area includes review of the Antioch Downtown Specific Plan, Zoning, 5-Year Capital Improvement Plan, and pertinent information from City Council meetings.[16]

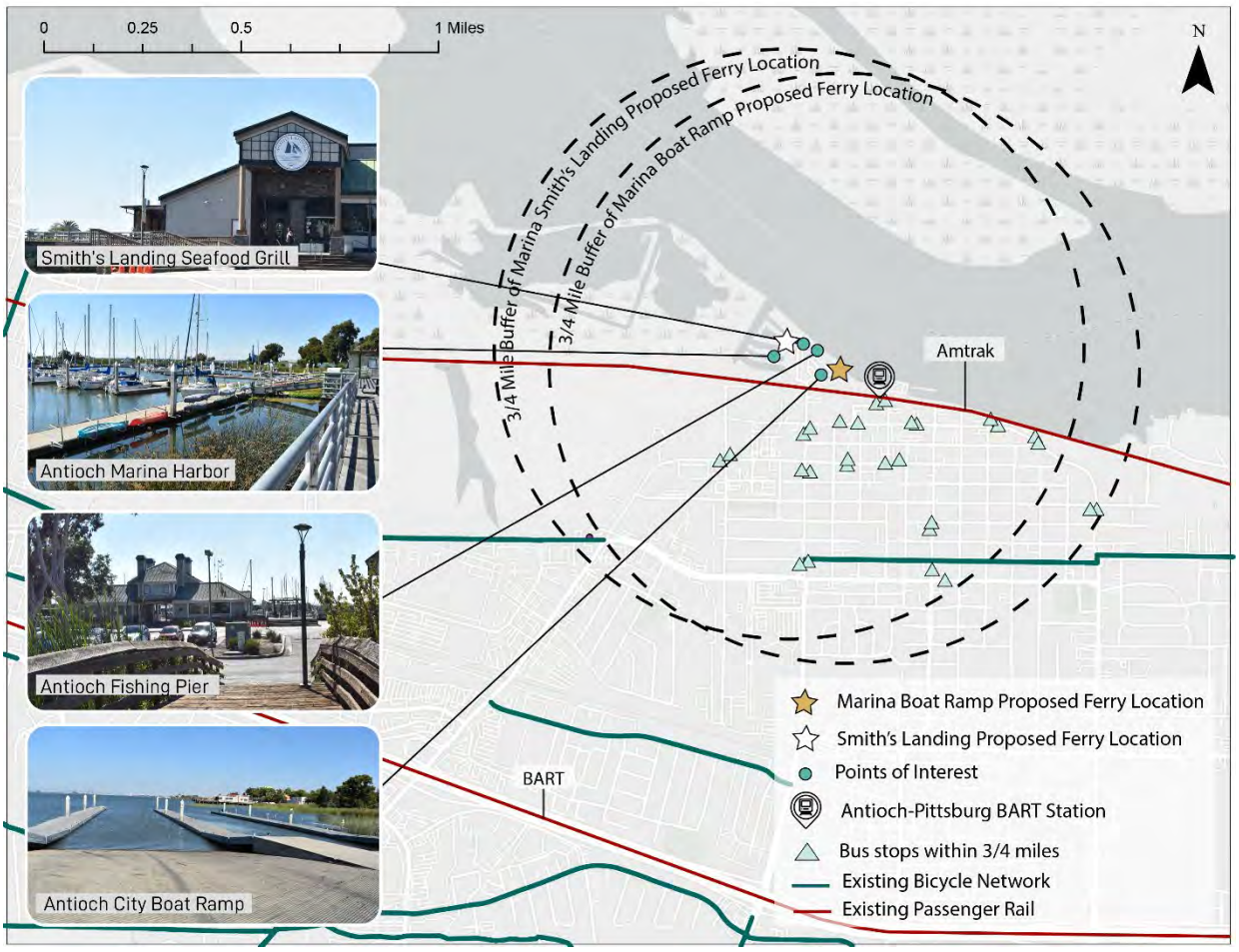


Figure 2.5: Antioch sites: Smiths Landing and Marina Boat Ramp Data Profile

Source Notes: CCTA Countywide Bicycle and Pedestrian Plan (2018) | California Open Data Portal – CA Transit Stops

[16] Documentation was not received from the City of Antioch following the data request outlined in Section 2.1.

3 Methodology for Analyzing Ferry Service Feasibility

In order to determine the benefits and costs of implementing ferry service in each City data was collected to develop feasible operating scenarios at each of the potential ferry terminals. The data collected and analyzed spans five categories for both Benefits and Costs to paint a comprehensive picture of potential ferry service that could be implemented in the near- and long-term while also identifying funding and infrastructure needs for each City. These five categories of benefits and costs are (1) Demand Potential, (2) Ferry Terminal Suitability, (3) Equity, (4) Economic Development and Waterfront Access, and (5) Capital and Operating Costs:

Benefits	Costs
Demand Potential Evaluates the existing and projected travel demand for the proposed ferry terminal service in the Cities, compared to the existing ferry service in the City of Richmond. The analysis highlights the benefits of traveling by ferry, including reduced car trips to San Francisco, which can help alleviate GHG emissions and road congestion.	**Capital and Operating Costs** Evaluates the operating costs, capital infrastructure costs as well as the cost of an operations and maintenance facility. Additional costs include the costs of initial and annual maintenance dredging. These costs serve to identify the required infrastructure to support potential ferry service and the associated capital and operating costs.
Ferry Terminal Suitability Evaluates the indirect benefits from nearby development, including the suitability of the proposed ferry terminal locations. The analysis examines the existing conditions at the proposed ferry terminal locations and identifies benefits from nearby development.	
Equity Identifies equity priority communities who would benefit from additional transit connections.	
Economic Development and Waterfront Access Provides an overview of the developmental potential and waterfront access benefits identified by the Cities.	

Table 3.1 includes the 23 evaluation criteria which were evaluated for costs and benefits at each of the proposed ferry locations.

Table 3.1: Evaluation Criteria

Demand Potential  *To be compared with the existing ferry service in the City of Richmond*	• Travel Demand to Primary Destination • Ferry Travel Times to Primary Destination • Travel Time Competitiveness • Residents within three-quarters of a mile shed. • Jobs within three-quarters of a mile shed. • Resident Density within Proposed Ferry Terminal City • Job Density within Proposed Ferry Terminal City • Existing Transit Connections • Existing Active Transportation Connections • Planned Transit Connections • Planned Active Transportation Connections	**Capital and Operating Costs** 	• Capital Costs for Proposed Ferry Terminal • Initial and Annual Maintenance Dredging • Ferry Service Operating Costs • Vessel Procurement Costs
Ferry Terminal Suitability 	• Existing Land Use • Existing Parking • Planned Land Use • MTC Priority Development Area • Planned Parking • Proposed Development		
Equity 	• Equity Priority Community • Justice 40 Initiative		
Economic Development and Waterfront Access 	• Input from the Cities		

The following sections outline each of the categories and their respective criteria.

3.1 Demand Potential

The Demand Potential for each potential ferry terminal was evaluated in comparison to the existing ferry service for the City of Richmond.

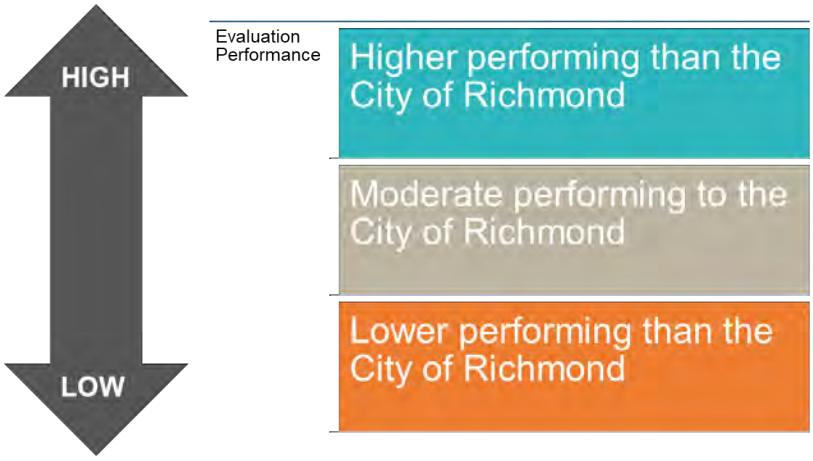


Figure 3.1: Evaluation of Performance Output

Each of the potential ferry terminal locations in all four Cities was evaluated for its potential travel demand under existing conditions. The 11 quantitative criteria described in Table 3.2 aim to emphasize the potential benefits that ferry service would provide for each terminal location.

The data used to develop travel demand to the primary destination, San Francisco Ferry Terminal, is based on Replica[17] data. This travel demand data simulates existing travel on a typical weekday or weekend for all modes (driving, transit, walking, biking, ridesharing, etc.) and generates the demand by aggregating information on the origin, destination, mode, purpose, time of day, and trip characteristics. The travel demand used in this Study is from Spring 2023 and is based on public and private datasets such as mobile location data (mobile phone apps, in dash GPS navigation systems), Census (population, demographics, employment), built environment (land use, building square footage), transportation networks (roads, transit, biking), economic activity (credit card transactions), and ground truth data (traffic volumes, transit ridership).

Typically, future travel demand is projected using a travel demand forecasting model. Given the recent shifts in travel patterns because of the COVID-19 pandemic and the uncertainties in defining the “normal” travel patterns, this Study used other factors in qualitatively evaluating future travel demand. These factors focus on the travel potential for each of the cities to the San Francisco Ferry Terminal, with Richmond providing the benchmark from which to compare. These performance criteria are described in Table 3.2.

[17] Replica is a model that simulates existing daily travel on a typical weekday or weekend by all modes (driving, transit, walk, bike, TNC, etc.). Replica generates data on trips with information on the origin, destination, mode, purpose, time-of-day, and characteristics of the trip taker. Replica's model is released seasonally (typically Fall and Spring) and is based on public and private datasets such as mobile location data (mobile phone apps, in-dash GPS nav systems), Census (population, demographics, employment), built environment (land use, building square footage), transportation networks (roads, transit, biking), economic activity (credit card transactions), and ground truth data (traffic volumes, transit ridership).

These evolving travel patterns underscore the dynamic context for future transit planning, particularly for ferry service, given the fluctuations in potential ridership.

Table 3.2: Demand Potential Criteria

	Criteria	Performance	Purpose
1	Travel Demand to Primary Destination	Terminal locations with a travel demand to the San Francisco Ferry Terminal which is 10% greater than the City of Richmond's travel demand would be viewed most favorably.	To identify any potential travel demand between the Cities and the San Francisco Ferry Terminal
2	Ferry travel times to the primary destination	Terminal locations where travel times by transit to the San Francisco (SF) Ferry Terminal is more than 30 minutes by transit than the existing Richmond Ferry Terminal to the SF Ferry Terminal would be viewed most favorably.	To identify locations where ferry service could compete with existing transit services
3	Travel Time Competitiveness	Terminal locations where driving time to the SF Ferry Terminal is 30% shorter than driving time between the existing Richmond Ferry Terminal and the SF Ferry Terminal would be viewed most favorably.	To identify locations where ferry service could compete with driving time
4	The population within 15-minute walkshed	Terminal locations with populations greater than 1,500 people within the 15-minute walkshed would be viewed most favorably.	To emphasize locations that can capitalize on a larger population within walking distance
5	Number of jobs within 15-minute walkshed	Terminal locations with more than 1,500 jobs within the 15-minute walkshed would be viewed most favorably.	To emphasize locations with larger numbers of jobs nearby to potentially capture work-based trips
6	City population density	Terminal locations in cities with greater than 3,000 residents per square mile would be viewed most favorably.	To emphasize locations with existing residential densities to support transit use
7	City job density	Terminal locations in cities with greater than 800 jobs per square mile would be viewed most favorably.	To emphasize locations with higher concentrations of jobs
8	Existing transit connections	Terminal locations with greater than 8 transit stops within a ¾-mile radius would be viewed most favorably.	To identify locations which are better connected to existing transit services
9	Existing active transportation connections	Terminal locations with greater than 6 miles of active transportation facilities within a ¾-mile radius would be viewed most favorably.	To identify locations that are better connected to existing active transportation facilities
10	Planned transit connections	Terminal locations with nearby proposed new transit connections would be viewed most favorably.	To capitalize on future transit connections
11	Planned active transportation connections	Terminal locations with nearby proposed active transportation connections would be viewed most favorably.	To emphasize areas with a greater propensity for future active travel connections

3.2 Ferry Terminal Suitability

An analysis of the ferry terminal's suitability was conducted to identify current land use and parking facilities in the vicinity. Additionally, an analysis of the future or planned conditions of each potential ferry location was conducted to identify planned land uses, parking facilities, any future development, and areas defined as Priority Development Areas (PDAs) by MTC. The two types of PDAs include transit-rich PDAs, which have high-quality transportation infrastructure already in place to support additional growth

in their communities, and connected community PDAs, which offer basic transit services and have committed to policies that increase mobility options [18]

Table 3.3: Ferry Terminal Suitability Criteria

	Criteria	Purpose
1	Existing land use	To assess the surrounding land use and density to determine ferry terminal compatibility
2	Existing parking	To establish an inventory of existing nearby parking facilities
3	Planned land use	To identify any higher-density or transit-supportive uses in the future near the terminal location
4	Planned parking	To establish an inventory of future nearby parking
5	Proposed development	To identify any relevant long-term plans for the terminal to check for compatibility with ferry services
6	MTC priority development area	To identify any MTC-defined priority development areas within the ¾-mile radius of the potential ferry location to unlock funding and growth opportunities

3.3 Equity

The potential ferry terminal locations were each reviewed for their proportion of disadvantaged communities as defined by local and federal statutes. Equity-priority communities are defined by MTC as communities that have been historically underserved [19]. Justice40 communities are defined by President Biden's Executive Order 14008 as census tracts that have been marginalized and overburdened by pollution and underinvestment [20]. Potential ferry service could unlock benefits around traffic and pollution alleviation as well as unlock economic investment opportunities. Identifying the proportion of these communities within the Cities can open potential funding opportunities as well.

Table 3.4: Equity Criteria

	Criteria	Purpose
1	Equity priority community	To identify the proportion of MTC-defined equity priority communities within a 10-mile radius
2	Justice40 initiative	To identify the proportion of Justice40 communities within the City to emphasize services and investments in disadvantaged communities

3.4 Economic Development and Waterfront Access Benefits

The economic development potential and waterfront access benefits in various cities were assessed by approaching each of the Cities with a set of questions to gain insights into their developmental potential and waterfront utilization. These questions encompassed the following:

- **Opportunities and Constraints:** Sought to understand the existing and future land use development opportunities and constraints. How does this relate to the development of the waterfront for economic growth and community resources?

[18] MTC, Priority Development Areas (PDAs). https://mtc.ca.gov/planning/land-use/priority-development-areas-pdas

[19] Equity Priority Communities. MTC. https://mtc.ca.gov/planning/transportation/access-equity-mobility/equity-priority-communities

[20] Justice40 Initiative. The White House. https://www.whitehouse.gov/environmentaljustice/justice40/

- **Ferry Services Benefits:** Explored the immediate and secondary benefits of ferry services for each city. This analysis covered both the waterfront area and the broader community.
- **Supporting Infrastructure:** Investigated the businesses, services, and infrastructure in the proposed ferry landing areas. Identifying complementary elements that would enhance the success of the ferry service was crucial.
- **Public and Stakeholder Input:** Considered public and stakeholder perspectives regarding the prospect of ferry services. Their feedback provided valuable insights into the feasibility and acceptance of such services.

Each city's feedback on their respective waterfronts was incorporated into the initial ferry feasibility evaluation. This approach provided invaluable insights into the level of support each waterfront would provide for ferry operations.

3.5 Capital and Operating Costs

For each ferry service scenario, capital costs and operations and maintenance (O&M) costs were developed. Initial capital and operating cost estimates were developed based on data provided by the WETA and the Cities.

3.5.1 Capital Infrastructure Costs

Capital infrastructure costs were compiled through the identification of three major components to support the development of capital cost estimates as shown in Table 3.5. These include Landside Infrastructure, Waterside Infrastructure and Dredging, and contribution to a new maintenance facility. When one or more ferry service lines are implemented, it will require additional maintenance capacity. The inclusion of contribution towards a maintenance facility is recommended to support vessel maintenance needs specifically for Contra Costa County.

A range of capital costs is provided due to the variation of costs for each of the potential ferry locations.

Table 3.5: Capital Cost Components

Landside Infrastructure	Waterside Infrastructure & Dredging	Maintenance Facility
• Utilities • Site civil work • Lighting • Paving for walkways and vehicular access • Landscaping	• Waterside piles • Float and shelter items • Construction and installation • Mechanical • Electrical data and security systems • Mobilization and demobilization • Cost of Pier/Gangway, and float superstructure • Initial Dredging	• Similar cost of the Carlene H. Johnson North Bay Operations and Maintenance Facility • Assumes one facility to serve all potential ferry terminals

The following sections outline the methodology applied to the three major components identified in the table above for identifying a range of costs at each ferry terminal.

3.5.1.1 Landside Infrastructure Costs

Landside infrastructure costs were produced by using the 2015 Financial Feasibility Study which referenced the waterfronts of the City of Hercules, Martinez, and Antioch, as well as studies produced by each City to produce initial cost estimates. A preliminary engineering evaluation was completed using these as a study as a reference.

The evaluation of each of the following sites varies based on the level of development at each location, available design plans, and cost of living adjustments:

- **Hercules**
  - Cost estimates are informed by City plans.
  - A 50 percent contingency for the Point location was added as it is a brownfield location and will serve as the differentiating cost between the Hub and Point locations.
- **Martinez**
  - Cost estimates are informed by both the Martinez Site Feasibility Memo[21] and the Antioch Site Feasibility Memo.[22]
- **Pittsburg**
  - Cost estimates are informed by the Antioch Site Feasibility Memo.[23]
- **Antioch**
  - Cost estimates are informed by the Antioch Site Feasibility Memo.[24]

The cost estimates are escalated based on the Engineering News-Record (ENR) Construction Cost index and landside costs are based on the Association for the Advancement of Cost Engineering (AACE) range for cost classifications per standard practice.

3.5.1.2 Waterside Infrastructure Costs

Waterside infrastructure costs were compiled by aggregating the infrastructure costs provided by WETA[25] and escalating them to 2024 dollars.

[21] Water Emergency Transportation Authority (WETA). 'Martinez Ferry Terminal Site Feasibility Report', 31 July 2012.

[22] Water Emergency Transportation Authority (WETA). 'Antioch WETA Terminal Site Feasibility Memorandum', November 2012.

[23] Ibid

[24] Ibid

[25] Includes waterside piles, float and shelter items, water construction, ferry float, On-Site Construction, Passenger Shelter, Concrete Floats, installation of a waterline, electrical data, and security, and mobilization and demobilization. Additionally, the cost of the Pier using the costs of the Alameda Seaplane Terminal Pier as a reference was used to calculate waterside infrastructure costs.

Dredging Costs

A preliminary engineering evaluation of each terminal site was completed to develop initial dredging costs, including removal, transportation, and disposal.[26] The following assumptions were used to develop the initial dredging costs at each of the proposed ferry locations:

1. Channel width 100 feet, with 2 Horizontal:1 Vertical side slopes (assumed minimum width).
   Channel depth27, i.e., the authorized channel depth needed for each type of vessel (see Section 3.5.2). Maximum draft28 for WETA vessel (Dorado) is assumed to be 4.3 feet, and maximum draft for Prop SF vessel (Billie J) is assumed to be 3.0 feet.
2. Sedimentation allowance 2 feet, i.e., additional depth to allow for safe navigation while sedimentation occurs. The sedimentation allowance provides additional depth to allow for safe navigation prior to maintenance dredging.
3. Upland disposal costs were assumed since the initial dredging work is likely to be considered "new" dredging rather than maintenance dredging.

In addition to initial dredging costs, annual maintenance dredging costs were estimated. Maintenance dredging costs assumed less expensive in-water disposal.[29] Annual sedimentation rates were assumed based on relative depth between channel and existing depths (no sedimentation analysis was performed for this study). For Marina Sites, maintenance dredging was assumed to be performed by others.

3.5.1.3 Maintenance Facility Costs

The assessment for a maintenance facility primarily focused on WETA Dorado vessels, and costs were assumed to be split equally between the cities to support ferry service in Contra Costa County. The need for a maintenance facility parallels the needs provided by the Ron Cowan Central Bay Maintenance Facility in Alameda. An outline of needs that the maintenance facility provides are outlined below.

- Provides a consolidated base for maintaining vessels operations for Contra Costa Ferry routes.
- Streamlines maintenance and repairs to ensure ferry service operation runs smoothly and efficiently.
- Provide emergency response capabilities for housing an emergency operation center to help coordinate emergency transportation services in the event of a regional disaster or transportation disruption.
- Potentially enhance the surrounding community through expanding the San Francisco Bay Trail, constructing shoreline viewing terraces, providing bicycle parking, interpretive signage, improved lighting, landscaping, and seating.

3.5.2 Vessel Types

Two vessel types were analyzed to identify infrastructure needs and associated costs: the Dorado vessel to be assumed by WETA and the Billie J vessel by Prop SF. These two options were chosen because WETA is the regional ferry service provider and Prop SF is in contract with WETA for providing ferry service in the Bay Area, thereby information was readily available for both operators. WETA recommended these vessel options to be appropriate for the operating conditions based on its

[26] Sediment only; debris not included as it is assumed to be minimal.

[27] Includes consideration of maximum vessel draft, tidal disadvantage (i.e., negative tides), squat (ft), and underkeel clearance safety factor.

[28] Depth the vessel hull extends beneath the waterline.

[29] Based on dredging and disposal costs for the Larkspur Terminal 2022 maintenance dredging episode.

experience. No other ferry service operators were included in this evaluation, however as other vessel options become available there may be more feasible options for ferry service in the future.

WETA Vessel: Dorado		**Prop SF Vessel: Billie J**	
			
Passenger capacity:	320	Passenger capacity:	70
Bike capacity:	25	Bike capacity:	8
Vessel purchase cost:	$21 million	Vessel purchase cost:	$3 million
Procurement Timeline:	3 years to deliver the 1st vessel.	Procurement Timeline:	2 years to deliver 1st vessel

Based on the ferry service schedules provided for this Study, the number of vessels required for each service was calculated. From this calculation a 20% spare ratio was added to the total cost of vessels needed for service. The cost of vessel procurement for each city can be found in Section 4 of this study.

3.5.3 Operations & Maintenance Costs

Operations and maintenance costs for each potential ferry service includes the following major components:

- Operating costs by vessel type
  - WETA Dorado vessel operating costs include vessel crew labor, vessel fuel, vessel O&M, Facility O&M[30], and system expenses.[31]
  - Prop SF assumed operating expenses include operations and maintenance. However, the assumed costs do not include vessel purchase/lease costs and the cost of a maintenance facility.
- Proposed ferry service scenario
  - The cost of labor and time to operate the ferry service.

[30] Includes Terminal and Facility Operations and Maintenance Expenses

[31] Potential expenses include administrative, insurance, advertising, and overhead expenses.

The service scenarios are described further in the following section.

3.6 Ferry Service Assumptions and Scenarios

The ferry service assumptions outline the potential service scenarios by frequency and operator. All scenarios are direct service between each city and the San Francisco Ferry Terminal.

A service with an additional stop is feasible, but not analyzed in the Study. Having additional stops will have the benefit of attracting more passengers, however, with the drawback of an increase in overall travel time. The Study analyzed the most straightforward service, direct service, but doesn't preclude the variation in service scenarios.

Three potential service schedules were developed in partnership between CCTA and WETA, from the minimum level of service to a more frequent level of service which mirrors that of the existing Richmond ferry service.[32] The service scenarios are as follows:

- **Level 1 (Standard Minimum):** Provides a minimum of three trips per direction during peak period, based on WETA's minimum service standard.
- **Level 2 (Weekday Only):** Provides a similar level of service as the existing Richmond ferry service on weekdays with all-day service.
- **Level 3 (Weekday & Weekend):** Provides a similar level of service as the Richmond ferry service on both weekdays and weekends with all-day service.

The table below provides the assumed travel time to the San Francisco Ferry Terminal from the Cities. Travel times do not include dwell times for boarding and off boarding, crew movements, and breaks.

Table 3.6: Estimated Travel time and Peak Vessel Requirements

City	Hercules	Martinez	Pittsburg	Antioch
One-Way Travel Time	48 min	60 min	85 min	90 min
Peak Vessels	3	4	7	7

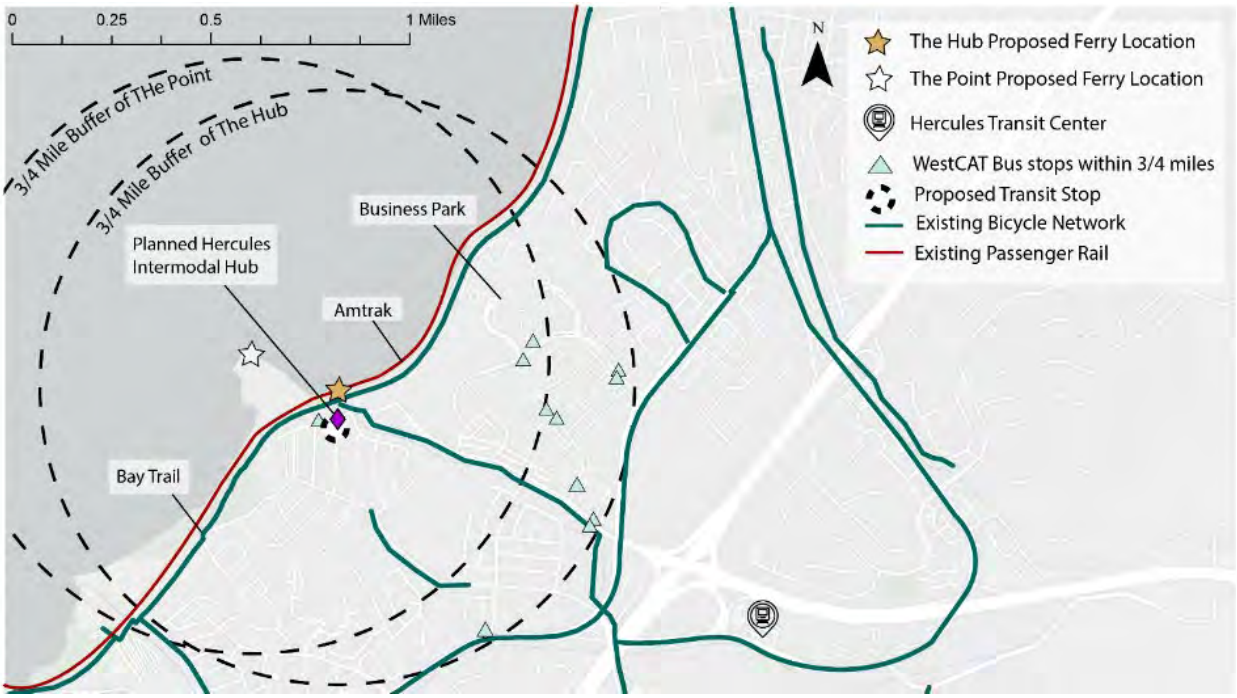
Source: WETA

[32] https://sanfranciscobayferry.com/richmond-ferry-route

4 Initial Ferry Operating Feasibility Evaluation

An evaluation of initial ferry operating feasibility was completed for each of the cities using the data collection described in Section 2 and following the methodology of evaluation described in Section 3. For each city, an overview of the proposed ferry terminal highlights the challenges and benefits associated with each site.

4.1 Hercules

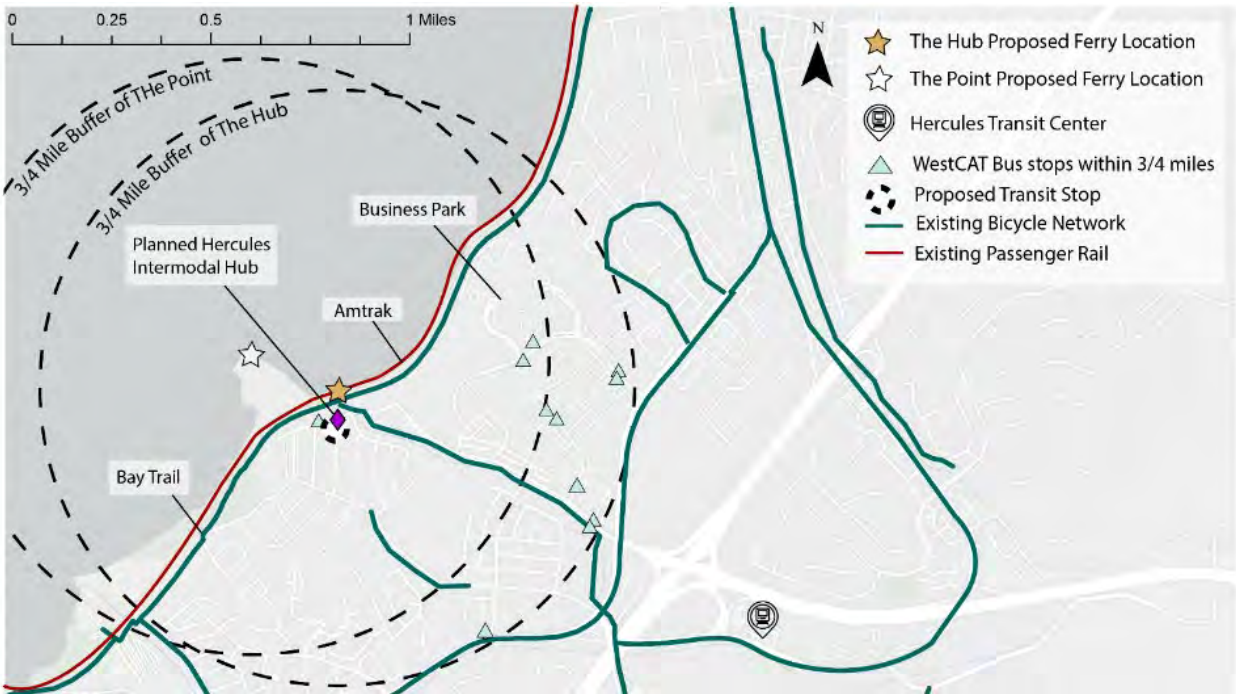


The Hub & The Point Economic Development and Waterfront Access Benefits

City of Hercules requested the evaluation of two ferry terminal locations, the Hub and the Point.

Benefits

- High residential density within the 15-minute walkshed of the proposed ferry terminal.
- High existing transit accessibility **(the Hub)**
- High-performing planned transit and active transportation connections with a new Capital Corridor train stop, bus connections, and bicycle and pedestrian pathways.
- The Bay Trail is planned to be realigned to lead directly to the train station when adjacent parcels are developed, likely completed by 2050.
- Proposed Hub development and transit-oriented development near the ferry terminal to support future service and demand.
- Synergies with MTC priority development area and potential funding
- The City of Hercules prioritizes human-scale design, proximity of housing, transit, and retail to create walkable neighborhoods with distinct cultural features. This is especially evident in the Central Hercules Plan.
- In the 2020 Census there were over 4,000 housing units, 11,000 residents, and 5,700 jobs within one mile of the Hercules Hub site.
- Affordable location for residents and businesses with studies projected a 24% increase in population and 56% increase in jobs in the area by 2040.



Benefits (Continued)

- Waterfront District Master Plan
  - Redevelop 125-acre brownfield site into a mixed-use pedestrian-friendly town center.
  - Approved up to 1,400 residential units and 340,000 sq ft of retail commercial and industrial space.
- Serves Hercules residents and workers and nearby Rodeo residents.
- Bio-Rad Laboratories headquarters, which is a specialized life science research and clinical diagnostic equipment manufacturer is a 10-min walk from the Hub via the Bay Trail. Their Hercules campus houses over 2,000 on-site employees.
- The Hub anchors the envisioned mixed-use “Main Street” along Bayfront Blvd.
- Planning for the Hub for almost two decades. Three phases have already been completed, including two Bay Trail extensions totaling over 4,000 linear feet, as well as the Path to Transit project, which enabled direct access to the Hub site from San Pablo Avenue, I-80, and Highway 4 via an extension of John Muir Parkway, a Bayfront Boulevard extension over Refugio Creek and construction of the Bayfront Bridge. All these projects enjoyed robust public support as key steps toward implementing the community’s longstanding vision of the waterfront as a transit-oriented mixed-use district and destination. The Hercules Hub is identified within the 2023 draft State Rail Plan as a key component of the State’s intercity rail network. The State additionally recognizes the transformative potential of this development, having named it one of thirteen “catalyst projects” for its ability to link transportation and land use in an environmentally sustainable way.

Challenges

- Low existing residential and job density within the proposed ferry terminal city
- Higher dredging costs than the point (**The Point**)
- Low existing transit and active transportation accessibility within ¾ mile of the proposed ferry terminal (**The Hub**)
- Higher costs to develop brownfield – road infrastructure and utilities (**The Hub**)

4.1.1 Demand Potential

For both potential ferry terminal locations in the City of Hercules, the travel demand under existing and future conditions was compared with existing and future conditions at the Richmond ferry terminal. As shown in Figure 4.1 both locations performed equally well, except for residential density in the 15-minute walkshed, and existing transit and active transportation connections. The Point location had lower performance compared to the Hub for these criteria because it is located further out in the Bay and away from existing development.

Figure 4.1: Demand Potential for the City of Hercules Point and Hub Locations

4.1.2 Ferry Terminal Suitability

4.1.2.1 Existing Land Use

Both locations' existing land uses are suitable for a ferry terminal due to the mixed-use, residential, and office developments which provide sources for future ridership. The existing land use around the Hub is in the Historic Town Center (HTC) and is mostly planned commercial, residential mixed-use, and residential single-family low-density. The area north of the Hub is planned for office research and development as well as for a public park and open space. The Point location is mainly for Public Open Space and is adjacent to the HTC which is also planned for commercial residential mixed-use and residential single-family low density. The area north of the Hub is planned for office research and development as well as for a public park and open space.

4.1.2.2 Existing Parking

There is currently existing street parking as well as minimal parking in the mixed-use development near the Hub and the Point locations. The existing street parking provides an accessible option for riders to access the ferry terminal if they live or work too far away to walk or bike to the station.

4.1.2.3 Planned Land Use

The planned land use adjacent to the Hub and the Point locations consists of transit-oriented development driven by plans for the Hercules Hub. For this study, both the Hub, and Point are well positioned to support a thriving ferry service as transit-oriented development (TOD) can increase transit ridership as well as reduce vehicle congestion, promote economic development, and provide more affordable housing.

The transit-oriented development contains high-density housing, commercial development, and a multi-modal transit station. The area is environed as a mixed-use downtown area comprised of a variety of dwelling types and businesses, providing a hub not only for the city but for the greater Bay Area.

The planned uses around both locations are highly suitable for ferry service, however, the Point location is further away from development than the Hub location and could require more investment into pedestrian, cyclist, and vehicle connections.

4.1.2.4 MTC Priority Development Area

The Hub location is slated for ten million square feet of MTC-identified PDA within three-quarters of a mile of the proposed ferry terminal. The Point location contains planned development for eight million square feet of MTC PDA space within three-quarters of a mile of the proposed ferry terminal. Identification within MTC as a PDA opens opportunities for transportation funding from MTC and supports the region's long-term transportation plan.

4.1.2.5 Planned Parking

The City of Hercules has implemented supportive parking policies to support ferry service at both the Hub and the Point locations. The Downtown Waterfront Plan includes parking requirements suitable for both residential and non-residential uses at both proposed ferry terminals. In June 2023, the city entered into a parking operations agreement with the master developer for the Bayfront area. This agreement provides up to 216 private parking spaces to be created within the development to be shared with the public, including rail and ferry passengers. The agreement also contemplates the creation of a parking management entity to ensure efficient usage of and access to both public and on-street parking, as well as shared private parking. Past design work for the Hub included capacity studies for one and two levels of underground parking at the station site.

4.1.2.6 Proposed Development

The proposed development adjacent to the Hub and the Point location is the Hercules Hub, and the City has successfully obtained federal, state, and regional funds to support the construction and completion of the Hub. The Hub is a proposed regional housing and transportation development, designed to connect thousands in the region to housing units with access to Capital Corridor, bicycle and pedestrian pathways, bus routes, carpool options and future ferry service. Ferry service that connects Hercules to San Francisco and other destinations in the Bay Area is one of the main goals of the Hercules Hub. The development is very supportive of the ferry service as it provides additional demand for ridership through its planned development. In addition to the residential development proposed, the Hub also includes commercial development, and a community facility development is underway.

4.1.3 Equity

Providing a ferry service to the City of Hercules would provide affordable transportation options for people in the region who cannot afford to access private vehicles. These can include people who are part of low-income households, seniors, and people with disabilities. An evaluation of prioritizing equity for communities in the area looked for the presence of MTC-defined Equity Priority Communities, and the federal government identified Justice40 initiative communities.

Figure 4.2 shows that highlighted in orange (Equity Priority Communities) and blue (Justice 40 Communities and Equity Priority Communities) are located within a 10-mile radial distance around the City of Hercules. Overall Equity Priority Communities account for 12 percent of the area shown in the figure below and Justice40 communities account for 7 percent. This indicates the need for providing additional transit opportunities through ferry service for these communities in the City of Hercules.

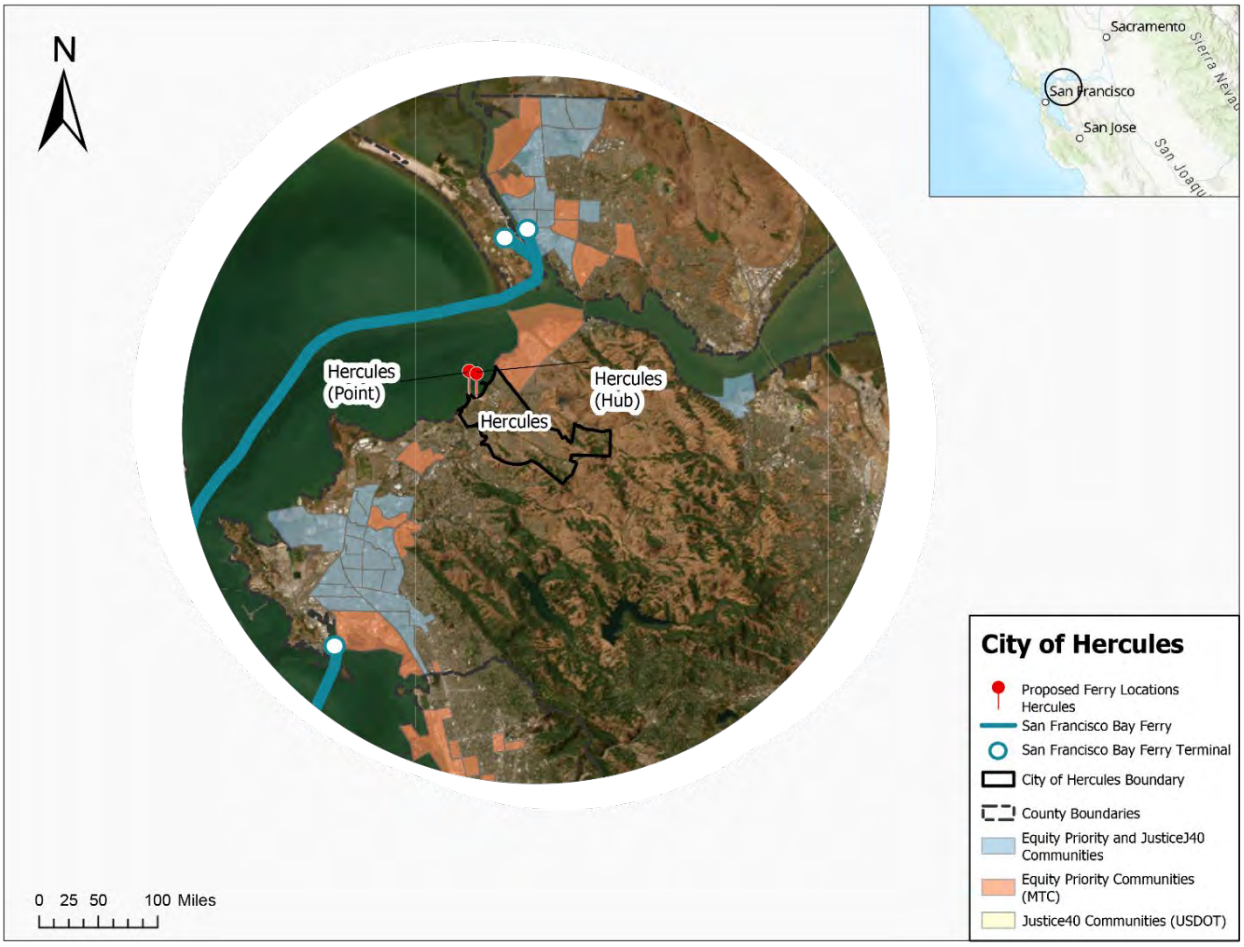


Figure 4.2: City of Hercules Equity Identified Communities

4.1.4 Capital and Operating Costs

4.1.4.1 Capital Costs for Proposed Ferry Terminal

The Hub and The Point locations were evaluated for ferry terminal costs and assumed vessel purchase costs for a Prop SF and WETA vessel. Currently, there is some existing street parking and no marina to accommodate boats at both the Point and the Hub locations.

An initial evaluation found that the costs driving the Point and Hub locations are:

- The Point ferry terminal site is the more expensive site due to the additional development costs associated with the undeveloped land (brownfield sites). These costs include connecting the site to the existing roadway network and utilities.

The Hub Location's which is nearer to the shoreline makes dredging costs 29% more expensive for a WETA vessel and 38% more expensive for a Prop SF vessel (See Table 4.1 and Table 4.2)

- Per the City of Hercules request, a preliminary evaluation was performed to determine if adding a pier would reduce overall costs. Based on pier costs developed during a recent pier feasibility study for the City of Berkeley[33], the inclusion of a pier of any length tends to increase overall costs since pier costs significantly exceed the combined cost of initial and maintenance dredging (over 25 years). Inclusion of a pier only reduces costs if 1) total costs are considered over maintenance dredging durations greater than 75 years, or 2) the assumed cost for maintenance dredging (per CY) roughly triples for a 25-year project duration.

Dredging Cost Evaluation

A preliminary dredging evaluation was conducted for the City of Hercules to assess the costs associated with dredging at two locations: the Hub and Point locations. The evaluation considered dredging requirements for a WETA vessel (Dorado) and a Prop SF vessel (Billie J).

For the initial dredging of the Prop SF Billie J vessels, scaled-back sedimentation costs were considered due to the shallower depth required. Annual maintenance dredging costs were estimated based on the WETA vessel (Dorado) but would be similar for the Prop SF vessel (Billie J).

Given the substantial initial dredging volumes at these locations, it is possible that environmental review may be required due to the environmental impacts.

Table 4.1 outlines the costs for both the Point and the Hub locations for the Prop SF vessel. The table does not include costs for an operations and maintenance facility as those costs are associated with the operations of a WETA vessel. The Point location is more expensive than the Hub location at $47.7 million due to the costs associated with landside costs. Costs for both the Prop SF vessel and the WETA vessel have been rounded for planning purposes.

[33] https://berkeleyca.gov/sites/default/files/documents/FINAL_Ferry%20Terminal%20Facility%20Feasibility%20Study%20-%20Berkeley%20Municipal%20Pier.pdf

Table 4.1: Proposed Ferry Terminal Capital Costs for Hercules – Prop SF Vessel

Location	The Point	The Hub
Landside	$8.5 million	$2.4 million
Waterside	$31.4 million	$34.0 million
Initial Dredging	$7.0 million	$9.6 million
Total Costs	**$46.9 million**	**$46.1 million**

Assumptions: [1] For planning purposes the waterside and landside costs assume a 16% contingency for Design, Engineering, and Inspection fees and a 30% Design contingency. [2] Landside includes the cost of utilities, site civil, lighting, pavement, landscaping, and general conditions assuming a 25% contingency on the total direct costs. [3] Waterside includes the cost of piles, float and shelter items, construction and installation, mechanical, and electrical data and security, mobilization, and demobilization, and cost of pier, gangway, and float superstructure. [4] The Point location assumes a 300 ft Pier and is based on the Berkeley Ferry Terminal Feasibility Study [5] Initial Dredging for the Prop SF Billie J vessels assumes scaled-back sedimentation costs because less depth is needed [6] Annual Maintenance Dredging assumes the same cost as a WETA Dorado vessel and assumes Larkspur Ferry Terminal 2022 dredging costs escalated to $30 per cubic yard with disposal at Alcatraz. [8] Brownfield cleanup was not included. [9] Annual Maintenance dredging is assumed to be $3,090,000 for the Point location and $3,540,000 for the Hub location.

Sources: [1] CCTA Financial Feasibility of Contra Costa County Ferry Service (2015 -2024) [2] WETA Richmond Ferry Terminal Waterside Costs [3] WETA Alameda Seaplane Pier Waterside Costs [4] City of Hercules Illustrative Masterplan | April 2009 [5] Berkeley Terminal Ferry Feasibility Study, 2021 | City of Berkeley and GHD

Table 4.2 shows the costs for the Point and the Hub locations using Dorado vessels.

Table 4.2: Proposed Ferry Terminal Capital Costs for Hercules – Dorado Vessel

Location	The Point	The Hub
Landside	$ 8.5 million	$ 2.4 million
Waterside	$ 31.4 million	$ 34.0 million
Initial Dredging	$10.9 million	$14.2 million
Operations and Maintenance Facility	$9.9 million	$9.9 million
Total Costs	**$60.8 million**	**$60.5 million**

Assumptions: [1] For planning purposes the waterside and landside costs assume a 16% contingency for Design, Engineering, and Inspection fees and a 30% Design contingency. [2] Landside includes the cost of utilities, site civil, lighting, pavement, landscaping, and general conditions assuming a 25% contingency on the total direct costs. [3] Waterside includes the cost of piles, float and shelter items, construction and installation, mechanical, and electrical data and security, mobilization, and demobilization, and cost of pier, gangway, and float superstructure. [4] The Point location assumes a 300 ft Pier and is based on the Berkeley Ferry Terminal Feasibility Study [5] Annual Maintenance Dredging assumes Larkspur Ferry Terminal 2022 dredging costs escalated to $30 per cubic yard with disposal at Alcatraz. [6] The cost of the Operations and Maintenance Facility assumes the cost of the Carlene H. Johnson North Bay Operations Facility and is adjusted to 2024 dollars. The cost of the facility will be shared amongst each of the Cities. [7] Annual Maintenance dredging is assumed to be $3,090,000 for the Point location and $3,540,000 for the Hub location.

Sources: [1] CCTA Financial Feasibility of Contra Costa County Ferry Service (2015 -2024) [2] WETA Richmond Ferry Terminal Waterside Costs [3] WETA Alameda Seaplane Pier Waterside Costs [4] City of Hercules Illustrative Masterplan | April 2009 [5] Berkeley Terminal Ferry Feasibility Study, 2021 | City of Berkeley and GHD

4.1.4.2 Vessel Type Costs

Table 4.3 shows the vessel procurement costs for a WETA Dorado Vessel and a Prop SF Billie J vessel.

Table 4.3 Vessel Procurement Costs

Operator/ Vessel Type	# of Vessels	Vessel Cost	Total Vessel Cost for Ferry Service *
WETA/ Dorado	3	$21.0 million	$75.6 million
Prop SF/Billie J	3	$3.0 million	$10.8 million

Note: Costs in 2023 dollars.

*The total costs include a 20% spare ratio and the total cost of the three vessels.

Sources: WETA

4.1.4.3 Operating Costs

Operating costs were also evaluated for the Hercules service. Since the distances between the Hub and Point locations are negligible when accounting for operating expenses, the costs for operating ferry service are assumed to be the same. Table 4.4 below outlines the operating costs associated with operating service from the Hercules to the San Francisco Ferry Terminal.

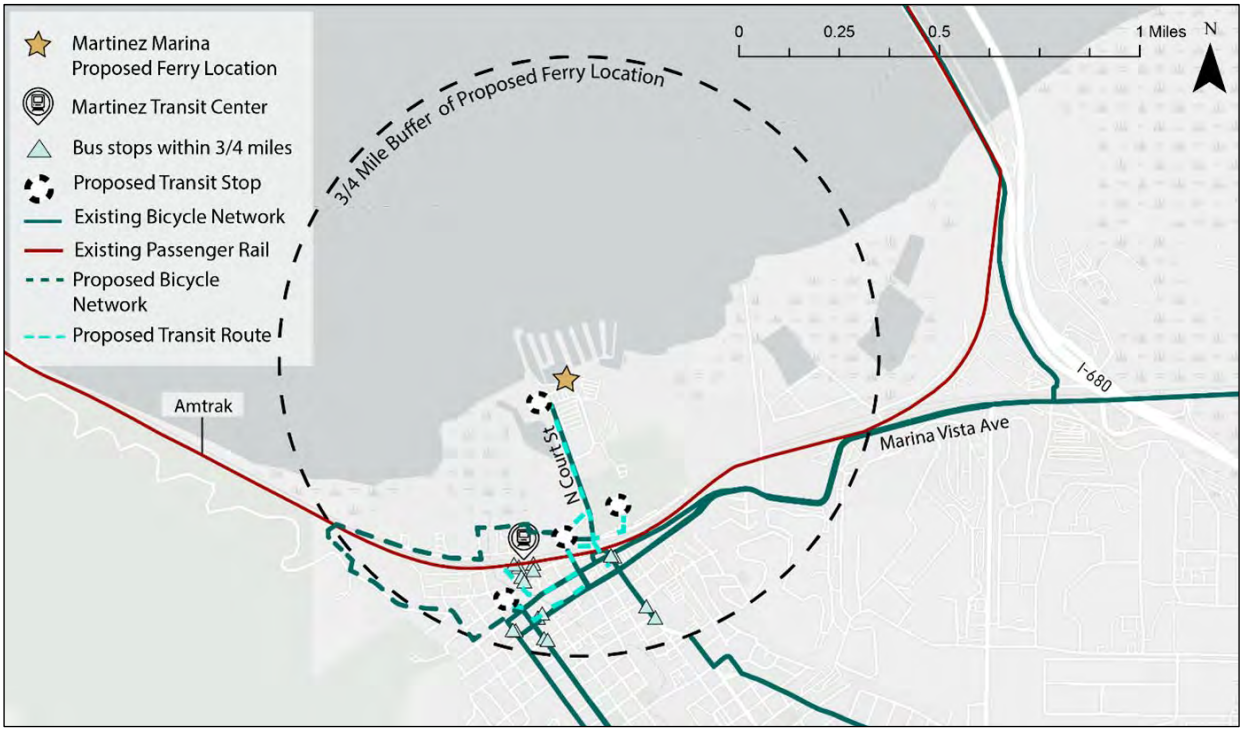
Table 4.4: Annual Operating Costs by Service Type

Type of Service	Service Level 1 At least 3-weekday trips per peak direction period	Service Level 2 Weekday only (Similar to existing Richmond weekday service)	Service Level 3 Weekday & weekend (Similar to existing Richmond service)
WETA Cost	$16.8M	$21.0M	$24.2M
Prop SF Cost	$10.6M	$12.3M	$13.7M
Proposed One-Way Trips	20 (WETA) 24 (Prop SF)	25	25 (Weekday) 10 (Weekend)

Sources and Assumptions: WETA & Prop SF | Additional services in Service Level 1 for Prop SF to accommodate for vessel size capacity. | 2023 $

4.2 Martinez

The proposed location in Martinez is the Marina.



Martinez Marina

Benefits

- High existing transit accessibility within three-quarters of a mile of the proposed ferry terminal. Existing transit includes Amtrak, County Connection, Tri Delta Transit, and WestCAT connections.
- Planned bus/shuttle route from downtown along N Court St to Marina and supportive infrastructure for active transportation including a sidewalk and Class III bike route along N Court St and adjacent streets.
- The proposed development adjacent to the proposed ferry terminal in the Waterfront Marina Trust Lands Use Plan will include recreational uses that connect the community to the waterfront to support future ferry service.
- High existing job density within the proposed ferry terminal city.
- The proposed development adjacent to the ferry terminal in the Waterfront Marina Trust Lands Use Plan will include parks, picnic areas, and community amenities (i.e., community stage).
- Ferry travel time of 60min is competitive to driving time of 54min

Challenges

- Low residential density within the 15-minute walkshed of the proposed ferry terminal.
- Identified a need for a breakwater structure to provide a safe harbor for vessels by reducing the amount of wave energy that reaches the shore.

4.2.1 Demand Potential

In comparison to the Richmond ferry terminal, the Martinez Marina outperformed in job density, available transit connections within three-quarters of a mile of the proposed terminal, and potential travel demand. Whereas for existing transit and driving travel times, residents within a 15-minute walkshed performance fell short when compared to the Richmond Ferry Terminal.

Figure 4.3: Demand Potential for the City of Martinez Marina Location

4.2.2 Ferry Terminal Suitability

4.2.2.1 Existing Land Use

The proposed ferry terminal location does not have high-density housing or commercial land uses but consists of Open Space and Regional Facility District. Currently, the area's existing land use supports more recreational uses of the ferry service. Also adjacent to the proposed ferry terminal are land uses which include low-density residential, public, and quasi-public land uses, and open space. While the area adjacent to the ferry terminal is mainly open space, on the other side of the Amtrak rail track that separates the waterfront from the downtown area, the area is zoned for Downtown Shoreline, Downtown Government, and medium to high residential land uses which can support future ferry service.

4.2.2.2 Existing Parking

Currently, there is a high amount of existing parking to support the ferry service. North Court Street is the primary access point to the three public parking lots that provide parking for approximately 250 vehicles as well as a "berther lot" which contains parking spaces for 95 vehicles with trailers. These parking lots

are all adjacent to each other and sit directly in front of the Marina near the bait shop and Ferry Point picnic areas.

4.2.2.3 Planned Land Use

The planned land use adjacent to the Marina Ferry Terminal is highly supportive of future ferry service. This is due to the commercial development planned for the waterfront and outlined in the Martinez Waterfront Plan (2023). Commercial development will include restaurants, commercial boating, and fishing activities. The divisions of zoning within the Marina may need to be altered based on the future uses of the site, but land use will continue to serve mixed uses and open space.

In March of 2024 the Martinez City Council adopted the Waterfront Martina Trust Land Use Plan. This plan outlines a long-term vision for the Waterfront Marina which is supportive of WETA Ferry with service to other Bay Area destinations. The City will continue efforts to provide water-based transportation to the Waterfront Marina.

4.2.2.4 MTC Priority Development Area

The Martinez Marina contains six million square feet of MTC prioritized priority development area within three-quarters of a mile of the proposed ferry terminal. Identification of the Martinez Marina within MTC as a PDA opens opportunities for transportation funding from MTC and supports the region's long-term transportation plan.

4.2.2.5 Planned Parking

The planned parking is supportive of ferry service. The Martinez Waterfront Plan delineates a parking lot for ferry users. In addition, the Waterfront Plan mentions the required number of parking spaces for other services. If additional space is needed for parking, extra space has been identified by the city in the adjacent open space/field. The final number of required spaces for parking is to be determined in coordination with the ferry service provider. Parking expansion, ferry terminal service, and augmented access are planned for construction in the long term, which is anticipated to occur in 20+ years [34].

4.2.2.6 Proposed Development

The proposed development adjacent to the ferry terminal is supportive of ferry service through the development of commercial and recreational development. Specifically, the Waterfront Plan considers potential uses such as recreational and educational uses, dining and leisure establishments, water-oriented uses such as beach access and watersports rentals, and entertainment uses. There are also additional uses such as a community stage, picnic area, and augmented access over the railroad. The Plan area is divided into three different character zones: The Marina Promenade (proposed ferry terminal), Tidelands, and Waterfront Park. These zones will propose the following development:

- **Marina Promenade** will include commercial and maritime recreation uses immediately adjacent to the waterfront and maritime industrial uses.
- **Tidelands** will focus on the proposed tidal restoration, passive recreation, and ecological uses.
- **Waterfront Park** will expand on recreational and community-based uses.

[34] City of Martinez Waterfront Plan 2023

4.2.3 Equity

Providing a ferry service to the City of Martinez would provide affordable transportation options for people in the region who cannot afford to access private vehicles. These can include people who are part of low-income households, seniors, and people with disabilities. An evaluation of prioritizing equity for communities in the area evaluated for the presence of MTC-defined Equity Priority Communities, and the federal government identified Justice40 initiative communities.

Figure 4.4 shows MTC defined Equity Priority Communities, and the federal government identified Justice40 initiative communities. Nine percent of the area within the City of Martinez and within a 10-mile radial distance contains an equity priority community. Four percent of the area within the City of Martinez and within a 10-mile radial distance contains a Justice40 community. The presence of equity-identified communities in the City of Martinez and adjacent to the ferry terminal shows the benefits ferry service would provide to the city and its equity-identified communities.

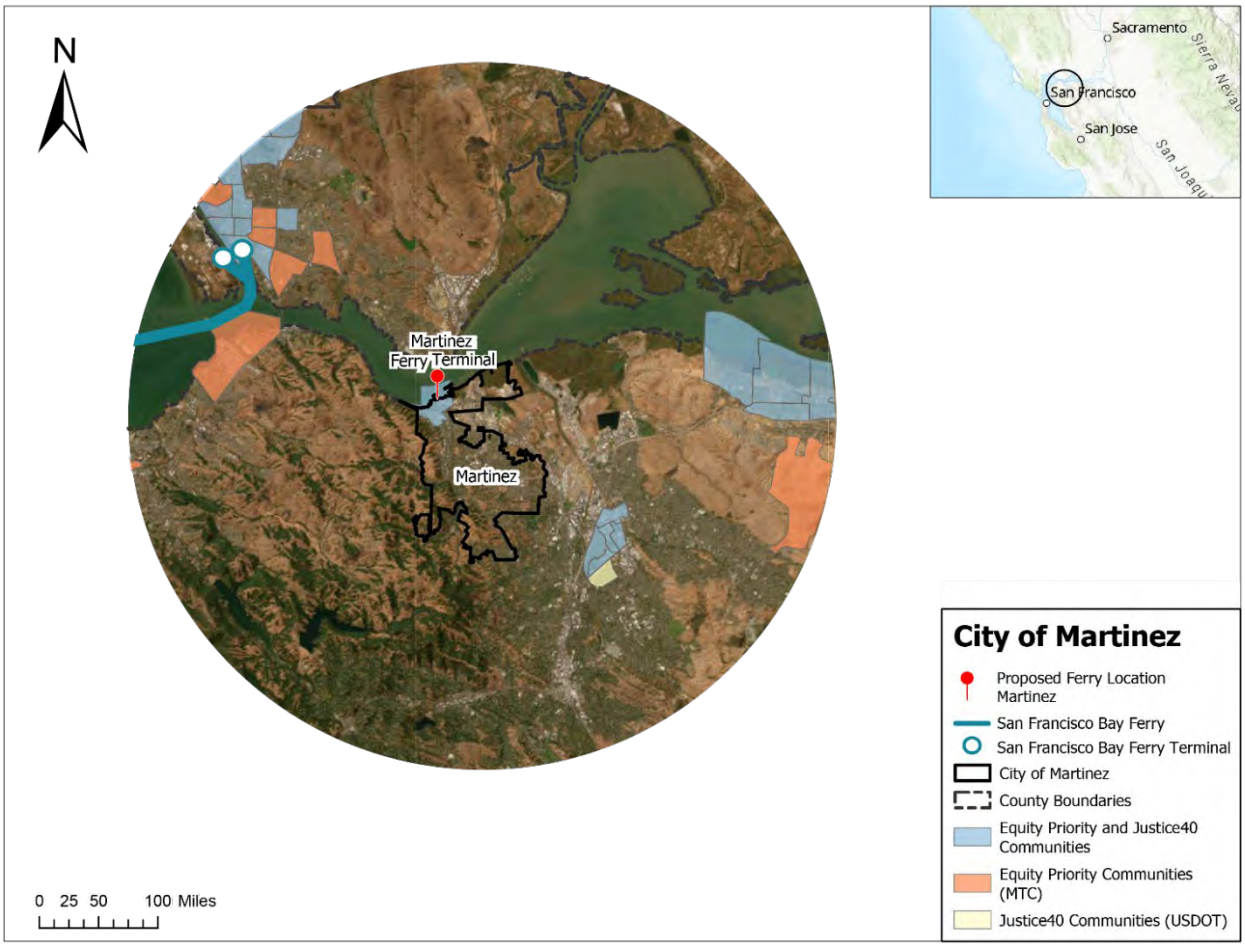


Figure 4.4: City of Martinez Equity Identified Communities

4.2.4 Capital and Operating Costs

4.2.4.1 Capital Costs for Proposed Ferry Terminal

The Marina was evaluated for ferry terminal costs and assumed vessel purchase costs for a Prop SF and WETA vessel.

Dredging Cost Evaluation

A preliminary dredging evaluation was conducted for the City of Martinez to assess the costs associated with dredging at the proposed ferry location, which accommodates both the WETA Dorado vessel and the Prop SF Billie J vessel. The Martinez ferry location is situated within a marina, where bathymetric information is limited, and hence dredging volumes were generated using elevations present in an existing San Francisco Bay elevation model.

Initial dredging costs for the Prop SF vessel (Billie J) were estimated to be lower due to the smaller vessel draft (shallower channel). Annual maintenance dredging costs were assumed to be the same as the WETA vessel (Dorado). Further evaluation needs to be completed to better understand the need for marina entrance structural modifications to support larger vessels.

While environmental review is likely to be required, impacts associated with dredging may not be considered significant.

Table 4.5 outlines the costs for the Martinez Marina location for a Prop SF vessel. The table does not include costs for an operations and maintenance facility as those costs are associated with the operations of a WETA vessel. Costs are driven by the Waterside costs at $28.6 million. Indicated costs for the Prop SF vessel and the WETA vessel have been rounded and are for planning purposes.

Table 4.5: Proposed Ferry Terminal Capital Costs for Martinez – Prop SF Vessel

Location	Martinez Marina
Landside	$617,000
Waterside	$34.02 million
Initial Dredging	$731,000
Total Costs	**$35.4 million**

Assumptions: [1] For planning purposes the waterside and landside costs assume a 16% contingency for Design, Engineering, and Inspection fees and a 30% Design contingency. [2] Landside includes the cost of utilities, site civil, lighting, pavement, landscaping, and general conditions assuming a 25% contingency on the total direct costs. [3] Waterside includes the cost of piles, float and shelter items, construction and installation, mechanical, and electrical data and security, mobilization, and demobilization, and cost of pier, gangway, and float superstructure. [4] Initial Dredging for a Prop SF Billie J vessel assumes scaled-back sedimentation costs because less depth is needed [5] Annual Maintenance Dredging assumes the same cost as a WETA Dorado vessel and assumes Larkspur Ferry Terminal 2022 dredging costs escalated to $30 per cubic yard with disposal at Alcatraz. [6] Annual Maintenance dredging is assumed to be $210,000.00.

Sources: [1] CCTA Financial Feasibility of Contra Costa County Ferry Service (2015 -2024) [2] WETA Richmond Ferry Terminal Waterside Costs [3] WETA Alameda Seaplane Pier Waterside Costs [4] WETA Martinez Ferry Terminal Site Feasibility Report (July 2012)

Table 4.6 shows the costs for the Martinez Marina location for the WETA vessel. Waterside costs, initial dredging, and the cost of the Operations and Maintenance Facility are driving the costs of the Dorado vessel.

Table 4.6: Proposed Ferry Terminal Capital Costs for Martinez – Dorado Vessel

Location	Martinez Marina
Landside	$617,000
Waterside	$34.02 million
Initial Dredging	$1.1 million
Operations and Maintenance Facility	$9.9 million
Total Costs	**$45.7 million**

Assumptions: [1] For planning purposes the waterside and landside costs assume a 16% contingency for Design, Engineering, and Inspection fees and a 30% Design contingency. [2] Landside includes the cost of utilities, site civil, lighting, pavement, landscaping, and general conditions assuming a 25% contingency on the total direct costs. [3] Waterside includes the cost of piles, float and shelter items, construction and installation, mechanical, and electrical data and security, mobilization, and demobilization, and cost of pier, gangway, and float superstructure. [4] Annual Maintenance Dredging assumes Larkspur Ferry Terminal 2022 dredging costs escalated to $30 per cubic yard with disposal at Alcatraz. [5] The cost of the Operations and Maintenance Facility assumes the cost of the Carlene H. Johnson North Bay Operations Facility and is adjusted to 2024 dollars. The cost of the facility will be shared amongst each of the Cities. [6] Annual Maintenance dredging is assumed to be $210,000.00.

Sources: [1] CCTA Financial Feasibility of Contra Costa County Ferry Service (2015 -2024) [2] WETA Richmond Ferry Terminal Waterside Costs [3] WETA Alameda Seaplane Pier Waterside Costs [4] WETA Martinez Ferry Terminal Site Feasibility Report (July 2012)

4.2.4.2 Vessel Type Costs

Table 4.7 shows the vessel procurement costs for a WETA Dorado Vessel and a Prop SF Billie J vessel.

Table 4.7: Vessel Procurement Costs

Operator/ Vessel Type	# of Vessels	Vessel Cost	Total Vessel Cost for Ferry Service*
WETA/ Dorado	4	$21.0 million	$100.8 million
Prop SF/Billie J	4	$3.0 million	$14.4 million

Note: Costs in 2023 dollars.
*The total costs include a 20% spare ratio and the total cost of four vessels.
Sources: WETA

4.2.4.3 Operating Costs

Operating costs were evaluated for the City of Martinez. Table 4.8 below outlines the operating costs associated with operating service from Martinez to the San Francisco Ferry Terminal.

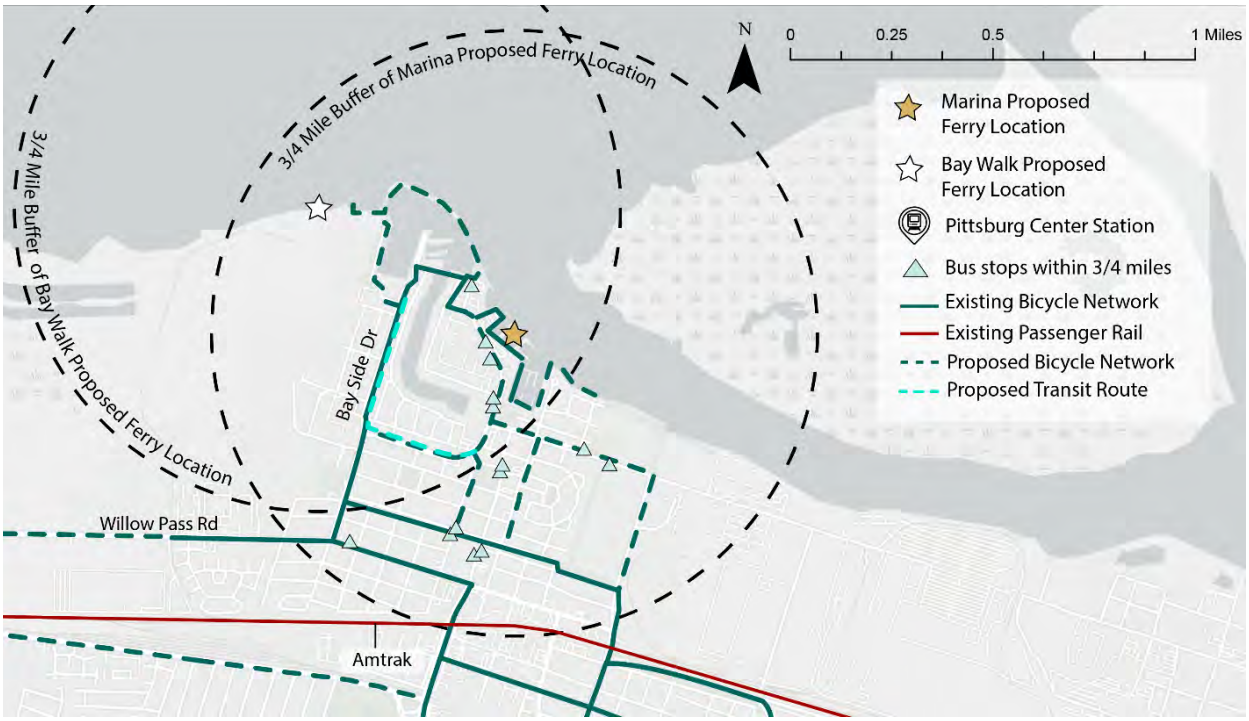
Table 4.8: Annual Operating Costs by Service Type

Type of Service	Service Level 1 At least 3-weekday trips per peak direction period	Service Level 2 Weekday only (Similar to existing Richmond weekday service)	Service Level 3 Weekday & weekend (Similar to existing Richmond service)
WETA Cost	$16.8M	$29.3M	$32.6M
Prop SF Cost	$10.6M	$12.3M	$13.7M
Proposed One-Way Trips	16 (WETA) 20 (Prop SF)	28	27 (Weekday) 8 (Weekend)

Sources and Assumptions: WETA & Prop SF | Additional services in Service Level 1 for Prop SF to accommodate for vessel size capacity. | 2023 $

4.3 Pittsburg

Two terminal options, the Bay Walk and Marina, were evaluated in Pittsburg,



Bay Walk	Marina
Benefits • Proposed development and transit-oriented development near the ferry terminal to support future service. • Planned active transportation connection proposed bike route throughout Riverview Park and connecting to the Marina and along Marina Blvd. • Proposed mixed-use (Bay Walk project) of 2,000 residential units, 18.8 acres of employment center industrial uses, 6.5 acres mixed-use, 120-room hotel, parks, recreation, open space, ferry building. • Travel time by ferry is competitive with existing transit service to the San Francisco Ferry Terminal (BART & Tri-Delta).	**Benefits** • High existing transit accessibility within three-quarters of a mile of the proposed ferry terminal. • High-performing planned transit. • Planned active transportation connection proposed bike route throughout Riverview Park and connecting to the Marina and along Marina Blvd. • Development identified for the Marina Community Center, and the city's Marina area including hotels and restaurants will promote ferry service. • No dredging capital costs. • Travel time by ferry is competitive with existing transit service to San Francisco Ferry Terminal (BART & Tri-Delta).
Challenges • Low residential and job density within the 15-minute walkshed of the proposed ferry terminal. • Low existing transit and active transportation accessibility within three-quarters of a mile of the proposed ferry terminal. • Travel time by ferry is not competitive with vehicle travel time to the San Francisco Ferry Terminal.	**Challenges** • Low existing active transportation accessibility with ¾ mile of the proposed ferry terminal. • Low residential and job density within the 15-minute walkshed of the proposed ferry terminal. • Travel time by ferry is not competitive with vehicle travel time to the San Francisco Ferry Terminal.

4.3.1 4.3.1 Demand Potential

In relation to the Richmond ferry terminal, the Bay Walk and Marina locations underperformed against Richmond in driving travel times, residents, and jobs in a 15-minute walkshed, and active transportation connections within three-quarters of a mile radius of the proposed ferry terminal locations. The two proposed locations outperformed in residential density, and the Marina location outperformed for existing and planned transit connections. The Bay Walk location currently underserves in transit connections given the site is closed off for industrial uses and there is needed clean-up at the power plant to support any commercial or residential land uses. The Marina location, however, is adjacent to existing residential and commercial land uses and provides planned and existing transit connections to support ferry service.

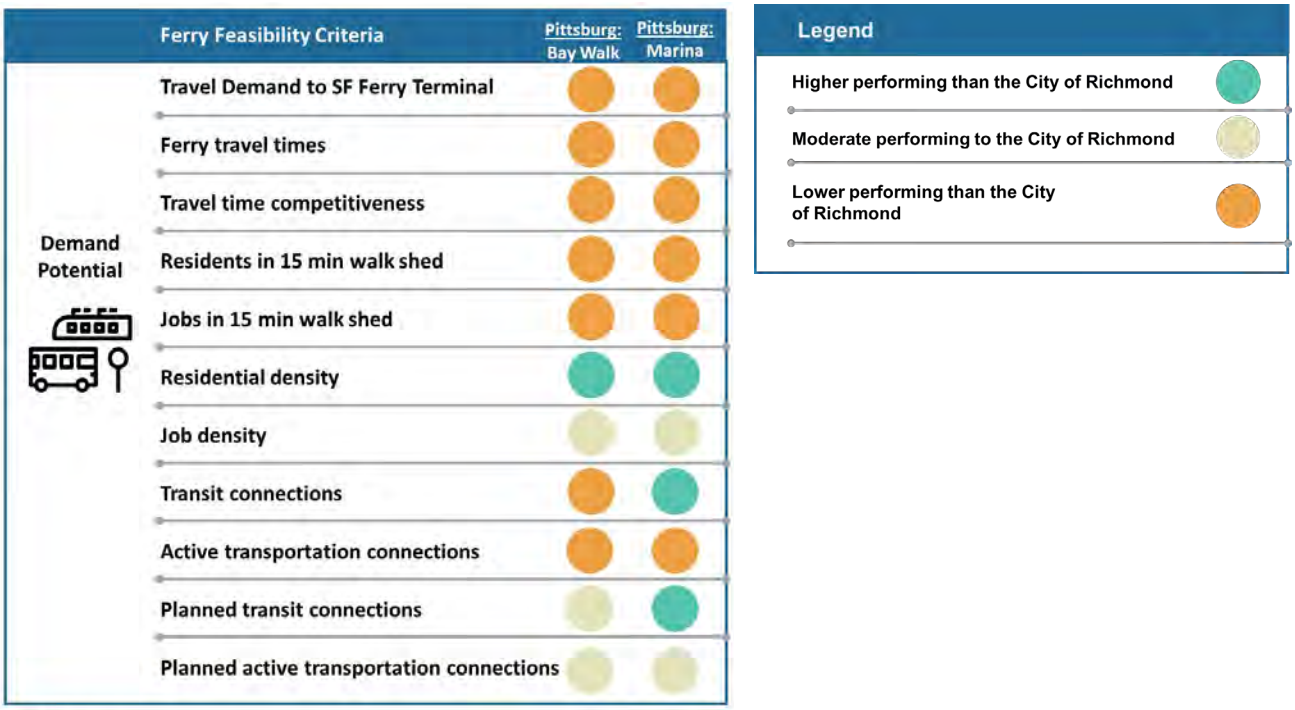


Figure 4.5: Demand Potential for the City of Pittsburg Bay Walk and Marina Locations

4.3.2 Ferry Terminal Suitability

4.3.2.1 Existing Land Use

The existing land use adjacent to the Bay Walk location is not suitable for ferry service. Currently, existing land use is governmental and quasi-public near the existing pier, with most of the nearby land use zoned as General Industrial for the previous Pittsburg Power Plant which was built in 1954 and decommissioned in 2012. Further away from the proposed Bay Walk ferry terminal and industrial land uses the area consists of single-family residential land use.

The Marina ferry location's existing land use is more suitable for ferry service and consists of waterfront commercial uses surrounded by medium and high-density residential that are within walking distance.

4.3.2.2 Existing Parking

Currently, there is no existing parking adjacent to the Bay Walk location.

For the Marina location, there are two existing parking lots for visitors, making the location more suitable for ferry service. The first parking lot consists of approximately 60 spaces and the second lot contains approximately 50 spaces. If additional parking is required at the Marina location, the city will need to find space to accommodate more vehicles.

4.3.2.3 Planned Land Use

The planned land uses for the Bay Walk location are suitable for ferry service. However, these planned uses are still in the early stages of future development to support ferry service. The Bay Walk location is undergoing remediation with the demolition of the Pittsburg Power Plant and future planned uses include mixed-used commercial development (to include a hotel), open space, and parks and recreation. The Bay Walk Environmental Impact Report will examine whether these planned uses are consistent with the City's General Plan and Zoning Ordinance, Local Agency Formation Commission (LAFCO) policies and standards, and other relevant planning documents.

The planned uses for the Marina location are more suitable for supporting ferry service. The planned uses include Marina, Commercial, Park, and Mixed Land Use as well as the addition of parking, and new activity sites according to the 2023 City of Pittsburg Land Use Study.

4.3.2.4 MTC Priority Development Area

The Bay Walk location contains roughly 18 million square feet of MTC prioritized priority development area within three-quarters of a mile of the proposed ferry terminal. The Marina contains approximately eight million square feet of MTC prioritized priority development area within three-quarters of a mile of the proposed ferry terminal. Identification within MTC as a PDA opens opportunities for transportation funding from MTC and supports the region's long-term transportation plan.

4.3.2.5 Planned Parking

Planned parking for the Bay Walk location is still in the early planning stages and so far, the amount of parking mentioned in the Bay Walk Redevelopment plan is yet to be determined. The planned parking for the Marina ferry location may not be insufficient for ferry passenger service. If this is the case and additional parking is required, the city will need to provide space to accommodate more vehicles.

4.3.2.6 Proposed Development

The proposed development for the Bay Walk location is very suitable for ferry service. Currently, development is planned to occur in three phases. This includes plans for 561 residential units on 55.5 acres, as well as 6.5 acres of mixed uses. The mixed-use development would include a 120-room hotel, 295 residential units, and 60,000 square feet of commercial uses.[35]

The proposed development for the Marina ferry location is suitable for ferry service. The proposed development includes 575 berths (274 covered) side ties, facilities such as fuel docks, guest berths, slips, watersport rentals, and improvements which include parking lot improvements, boat launch upgrades, signage replacements, improved berths, and ADA improvements.[36] Additionally, the development will feature restaurants and a walking path. The City of Pittsburg is also leasing a waterfront parcel on Marina

[35] Notice of Preparation of a Draft Environmental Impact Report for the Proposed Bay Walk Mixed Use Project (2022)

[36] City of Pittsburg Land Use Study (2023)

Boulevard to the developer, Global Resources Trading, LLC, for the development of a commercial building that will house a hotel, restaurants, and a banquet hall. However, there is no timeline for when this development will be approved.

4.3.3 Equity

Providing ferry service to the City of Pittsburg would provide affordable transportation options for people in the region who cannot afford to access private vehicles. These can include people who are part of low-income households, seniors, and people with disabilities. An evaluation of prioritizing equity for communities in the area looked for the presence of MTC-defined Equity Priority Communities, and the federal government identified Justice40 initiative communities.

Figure 4.6 shows MTC defined Equity Priority Communities, and the federal government identified Justice40 initiative communities. There is 9 percent of the area within the City of Pittsburg and within a 10-mile radial distance which contains an equity priority community. There is 11 percent of the area within the City of Pittsburg and a 10-mile radial distance that contains a Justice40 community. The presence of MTCs identified Equity Priority Communities is identified to be adjacent to both the Bay Walk and Marina Ferry locations and this shows the benefits ferry service at either location would provide to these communities.

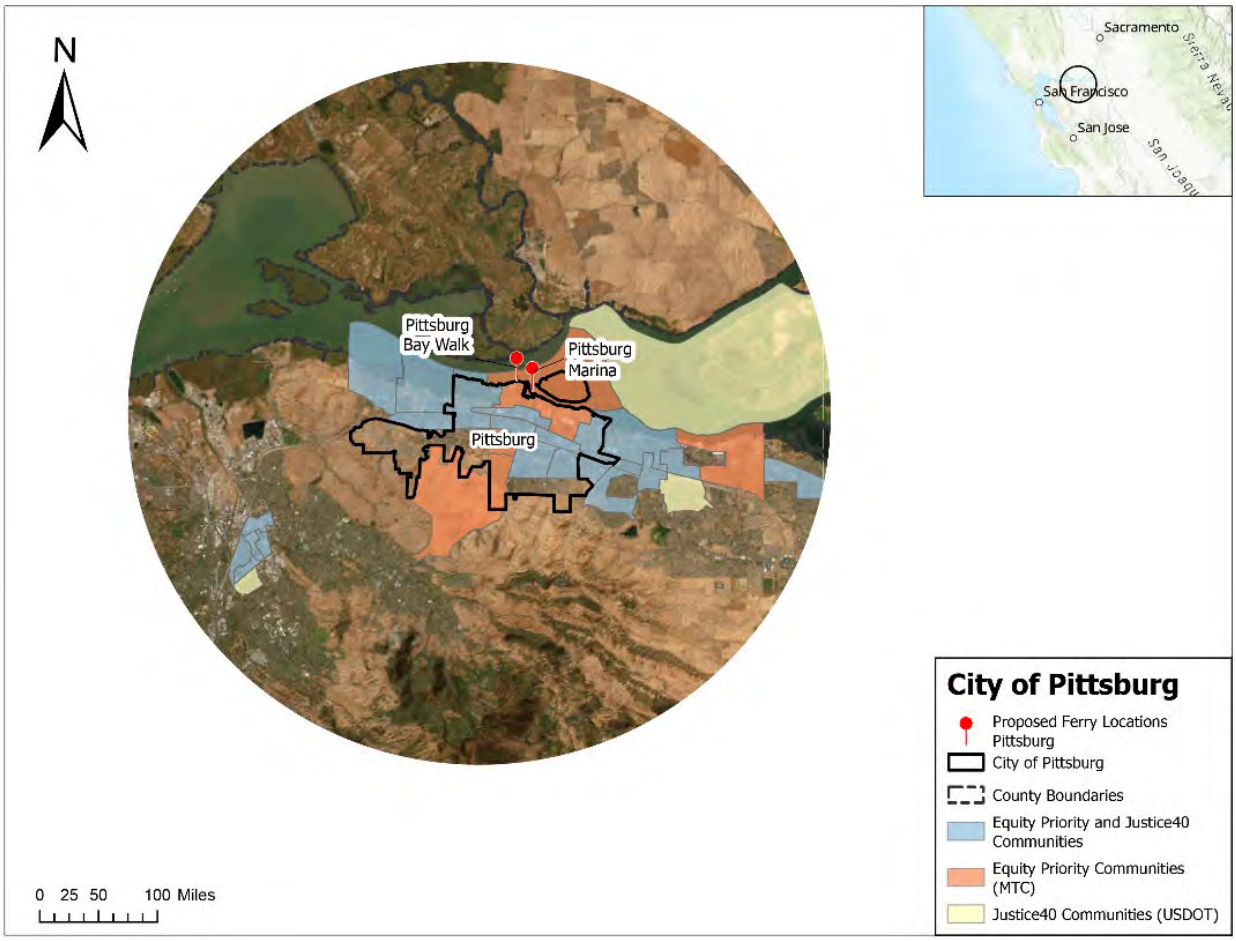


Figure 4.6: City of Pittsburg Equity Identified Communities

4.3.4 Capital and Operating Costs

4.3.4.1 Capital Costs for Proposed Ferry Terminal

The proposed Marina ferry terminal location was evaluated for ferry terminal costs. The Bay Walk location is still in the early planning stages. There is not enough information available to prepare cost estimates.

Dredging Cost Evaluation

The Pittsburg Marina ferry terminal location is presumed to require no initial dredging, as marina operations staff have confirmed the existing depth to be 7.5 feet at low tide, which is sufficient for ferry operations. Therefore, dredging costs were not included in the terminal's capital expenses. Consequently, dredging impact analysis may not be required as part of environmental review at this location.

Additionally, further evaluation needs to be completed to better understand the need for marina entrance structural modifications in order to support larger vessels.

Table 4.9 below outlines the costs for the Prop SF vessel. Waterside costs are a large portion of the total cost for the Marina location. Indicated costs for the Prop SF vessel and the WETA vessel have been rounded and are for planning purposes.

Table 4.9: Proposed Ferry Terminal Capital Costs for Pittsburg – Prop SF Vessel

Location	Marina
Landside	$390,000
Waterside	$34.0 million
Initial Dredging	$0
Total Costs	**$34.4 million**

Assumptions: [1] For planning purposes the waterside and landside costs assume a 16% contingency for Design, Engineering, and Inspection fees and a 30% Design contingency. [2] Landside includes the cost of utilities, site civil, lighting, pavement, landscaping, and general conditions assumes a 25% contingency on the total direct costs. [3] Waterside includes the cost of piles, float and shelter items, construction and installation, mechanical, and electrical data and security, mobilization, and demobilization, and cost of pier, gangway, and float superstructure. [4] Assumes no dredging at the Marina Pittsburg location from communication with Marina operators in 2023.

Sources: [1] CCTA Financial Feasibility of Contra Costa County Ferry Service (2015 -2024) [2] WETA Richmond Ferry Terminal Waterside Costs [3] WETA Alameda Seaplane Pier Waterside Costs [4] WETA Antioch WETA Terminal Site Feasibility Memorandum (November 2012) [5] City of Pittsburg Land Use Study (March 2023) [6] City of Pittsburg Northern Shoreline Tour (March 2023)

Table 4.10 shows the Marina location for the WETA vessel. The cost of the Operations and Maintenance Facility and the waterside costs are driving the costs of the Dorado vessel.

Table 4.10: Proposed Ferry Terminal Capital Costs for Pittsburg – WETA Vessel

Location	Marina
Landside	$390,000
Waterside	$34.0 million
Initial Dredging	$0
Operations and Maintenance Facility	$9.9 million
Total Costs	**$44.3 million**

Assumptions: [1] For planning purposes the waterside and landside costs assume a 16% contingency for Design, Engineering, and Inspection fees and a 30% Design contingency. [2] Landside includes the cost of utilities, site civil, lighting, pavement, landscaping, and general conditions assumes a 25% contingency on the total direct costs. [3] Waterside includes the cost of piles, float and shelter items, construction and installation, mechanical, and electrical data and security, mobilization, and demobilization, and cost of pier, gangway, and float superstructure. [4] Assumes no dredging at the Marina Pittsburg location from communication with Marina operators in 2023. [5] The cost of the Operations and Maintenance Facility assumes the cost of the Carlene H. Johnson North Bay Operations Facility and is adjusted to 2024 dollars. The cost of the facility will be shared amongst each of the Cities.

Sources: [1] CCTA Financial Feasibility of Contra Costa County Ferry Service (2015 -2024) [2] WETA Richmond Ferry Terminal Waterside Costs [3] WETA Alameda Seaplane Pier Waterside Costs [4] WETA Antioch WETA Terminal Site Feasibility Memorandum (November 2012) [5] City of Pittsburg Land Use Study (March 2023) [6] City of Pittsburg Northern Shoreline Tour (March 2023)

4.3.4.2 Vessel Type Costs

Table 4.11 shows the vessel procurement costs for a WETA Dorado Vessel and a Prop SF Billie J vessel.

Table 4.11: Vessel Procurement Costs

Operator/ Vessel Type	# of Vessels	Vessel Cost	Total Vessel Cost for Ferry Service*
WETA/ Dorado	7	$21.0 million	$176.4 million
Prop SF/Billie J	7	$3.0 million	$25.2 million

Note: [1] Costs in 2023 dollars.

*The total costs include a 20% spare ratio and the total cost of the seven vessels.

Sources: [1] WETA

4.3.4.3 Operating Costs

Operating costs were also evaluated for the Hercules service. Since the distances between the Hub and Point locations are negligible when accounting for operating expenses, the costs for operating ferry service are assumed to be the same. Table 4.4 below outlines the operating costs associated with operating service from t Hercules to the San Francisco Ferry Terminal.

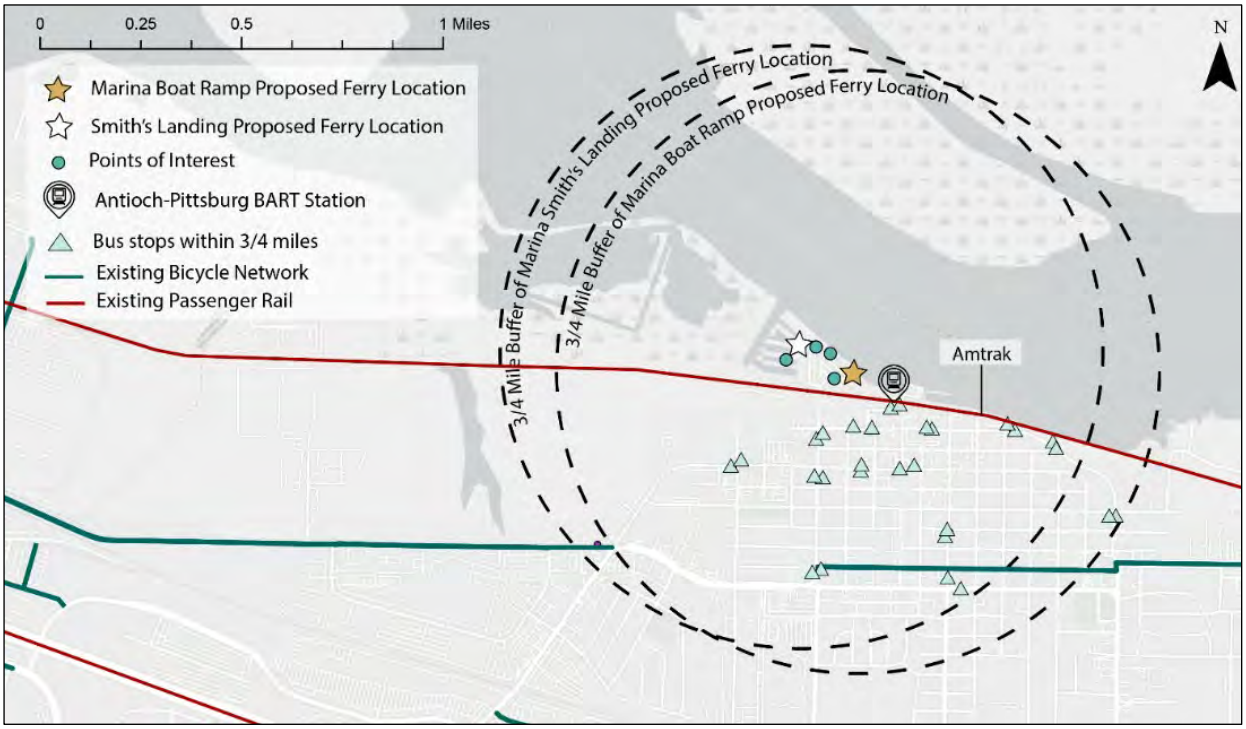
Table 4.12: Annual Operating Costs by Service Type

Type of Service	Service Level 1 At least 3-weekday trips per peak direction period	Service Level 2 Weekday only (Similar to existing Richmond weekday service)	Service Level 3 Weekday & weekend (Similar to existing Richmond service)
WETA Cost	$25.1M	$58.6M	$65.2M
Prop SF Cost	$14.1M	$24.6M	$27.4M
Proposed One-Way Trips	9 (WETA) 12 (Prop SF)	21	21 (Weekday) 6 (Weekend)

Sources and Assumptions: WETA & Prop SF | *Additional services in Service Level 1 for Prop SF to accommodate for vessel size capacity. | 2023 $

4.4 Antioch

Per the City's request, two potential ferry terminal locations were evaluated in Antioch, the Smith's Landing and Marina Boat Ramp.



Smith's Landing	Antioch Marina Boat Ramp

Benefits

- High residential density within the 15-minute walkshed of the proposed ferry terminal.
- High existing transit accessibility with three-quarters of a mile of the proposed ferry terminal with connections to Amtrak and Tri Delta Transit.
- The proposed development near the ferry terminal includes housing.
- Planned active transportation connection proposed bike route throughout Riverview Park and connecting to the Marina and along Marina Blvd.
- No dredging capital costs.
- Travel time by ferry is competitive with existing transit service to the San Francisco Ferry Terminal (BART & Tri-Delta).

Challenges

- Low existing active transportation accessibility within three-quarters of a mile of the proposed ferry terminal.
- Travel time by ferry is not competitive with vehicle travel time to the San Francisco Ferry Terminal.

4.4.1 Demand Potential

The travel demand potential for the Smith's Landing and Marina Boat Ramp locations will perform at a similar level because the distance between both locations is less than 900 ft, making any significant difference negligible. Compared to the Richmond ferry terminal, these locations underperformed for transit and driving travel times, and existing active transportation connections. Despite these limitations, the locations both overperformed for residential density in the city and within the 15-minute walkshed to the ferry terminal, as well as high existing transit connections to support future ferry service.

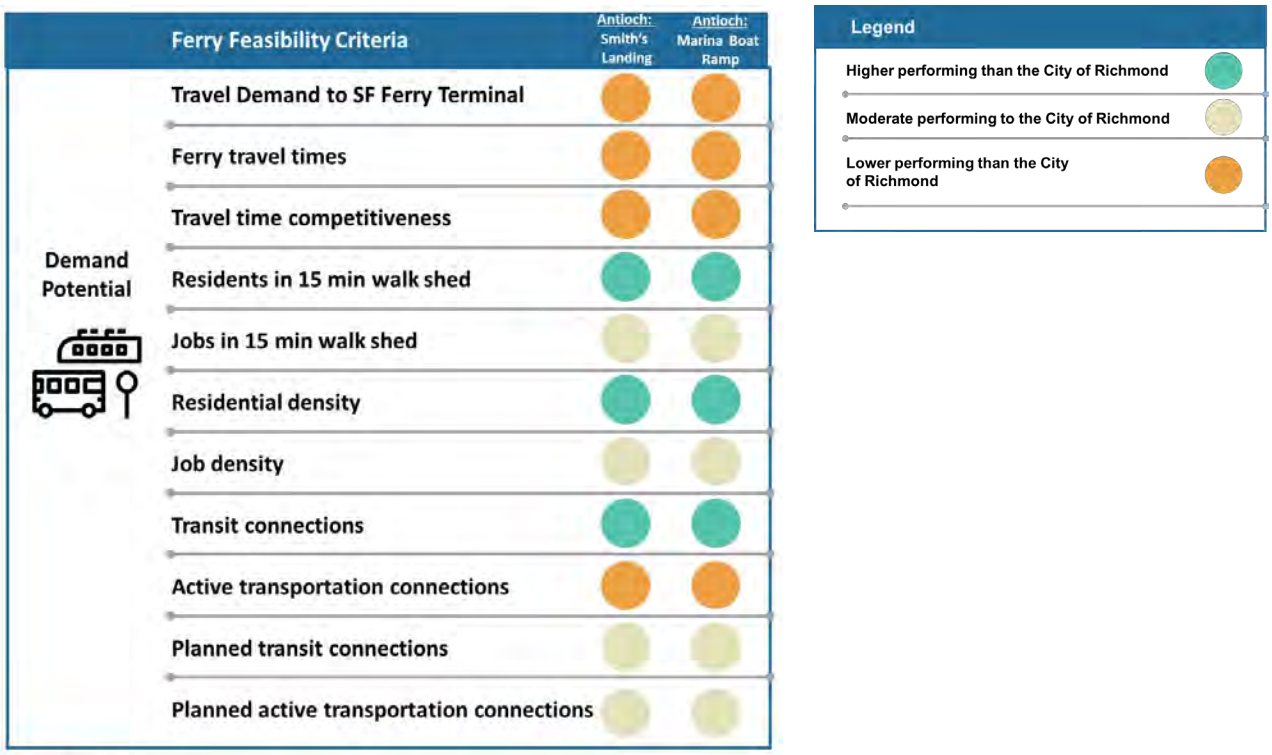


Figure 4.7: Demand Potential for the City of Antioch Smith's Landing and Marina Boat Ramp Locations

4.4.2 Ferry Terminal Suitability

4.4.2.1 Existing Land Use

The two Antioch proposed ferry terminal locations, Smith's Landing, and the Marina Boat Landing, are close to each other, separated by two parking lots. Both locations are zoned as Waterfront District (WF) within the Downtown Specific Plan and are separated from other land uses by the Amtrak rail tracks running east-west.

The Waterfront District includes the Antioch Marina, adjacent parking lot, Riverview Lodge property, and riparian areas.[37] On the other side of the tracks are open space, a 37-acre site that contains majority residential uses (mostly medium-density and mixed-use with some high density), a series of industrial buildings that are currently being used for RV storage, commercial land uses, and other miscellaneous uses. The City of Antioch Marina features slips, kayaks, berths, a walking trail, and a Marina office on the east side. There are two gangways serving six walkways with the basin confined within sea walls[38].

4.4.2.2 Existing Parking

The existing parking lots adjacent to both proposed ferry terminals are suitable for ferry service. Currently, the adjacent parking lots accommodate restaurant customers and recreational boaters. The first parking lot to the east has approximately 150 spaces. The second parking lot near the boat ramps has approximately 100 spaces for vehicles with trailers.

[37] City of Antioch. 'Downtown Specific Plan', 13 February 2018. https://www.antiochca.gov/fc/community-development/planning/downtown-specific-plan.pdf.

[38] City of Antioch. 'City of Antioch History', n.d. https://www.antiochca.gov/antioch-marina/about-antioch-marina/about-antioch-marina-history/.

4.4.2.3 Planned Land Use

There are no current alternations to the current land uses. Planned land use adjacent to the ferry terminal consists of commercial and residential development. Future planned use could support ferry service through high residential land use and mixed-use.

4.4.2.4 MTC Priority Development Area

Bay Walk contains roughly 17 million square feet of MTC prioritized priority development area with three-quarters of a mile of the proposed ferry terminal. Identification within MTC as a PDA opens opportunities for transportation funding from MTC and supports the region's long-term transportation plan.

4.4.2.5 Planned Parking

There is no additional planned parking for ferry service currently. For this study, it is assumed the two parking lots can be combined to be used for future ferry service.

4.4.2.6 Proposed Development

The proposed development near the Smiths Landing and Marina Boat Ramp locations does not currently support ferry service because there is no proposed development on the Waterfront. The Downtown Specific Plan Implementation and Phasing Plan includes a security and safety study and an investigation of the feasibility of building pads within the Marina.

In 2020, the City Council formed the Waterfront Revitalization Committee which is responsible for developing and recommending policies, programs, and projects that promote the revitalization of the waterfront area. Planned housing identified near the proposed ferry terminal in the City of Antioch 2023-2031 Housing Element Update includes:

- Antioch Rivertown Senior Project
- Casa Del Rio Senior Housing
- West Rivertown Apartments
- Rivertown Place
- Additional planned commercial development along 2nd street.

Further study of these developments could further support future ferry service for the city.

4.4.3 Equity

Providing ferry service to the City of Antioch would provide new transportation options for people in the region who cannot afford to access private vehicles. These can include people who are part of low-income households, seniors, and people with disabilities. An evaluation of prioritizing equity for communities in the area evaluated for the presence of MTC-defined Equity Priority Communities, and the federal government identified Justice40 initiative communities.

Figure 4.8 shows MTC defined Equity Priority Communities, and the federal government identified Justice40 initiative communities for the City of Antioch. There is 7% of the area within the City of Antioch and within a 10-mile radial distance that contains an equity priority community. There is 13% of the area within the City of Antioch and within a 10-mile radial distance contains a Justice40 community. The presence of Justice 40 communities and MTC Equity Priority communities are adjacent to both proposed ferry terminals in Antioch and ferry service would serve these communities.

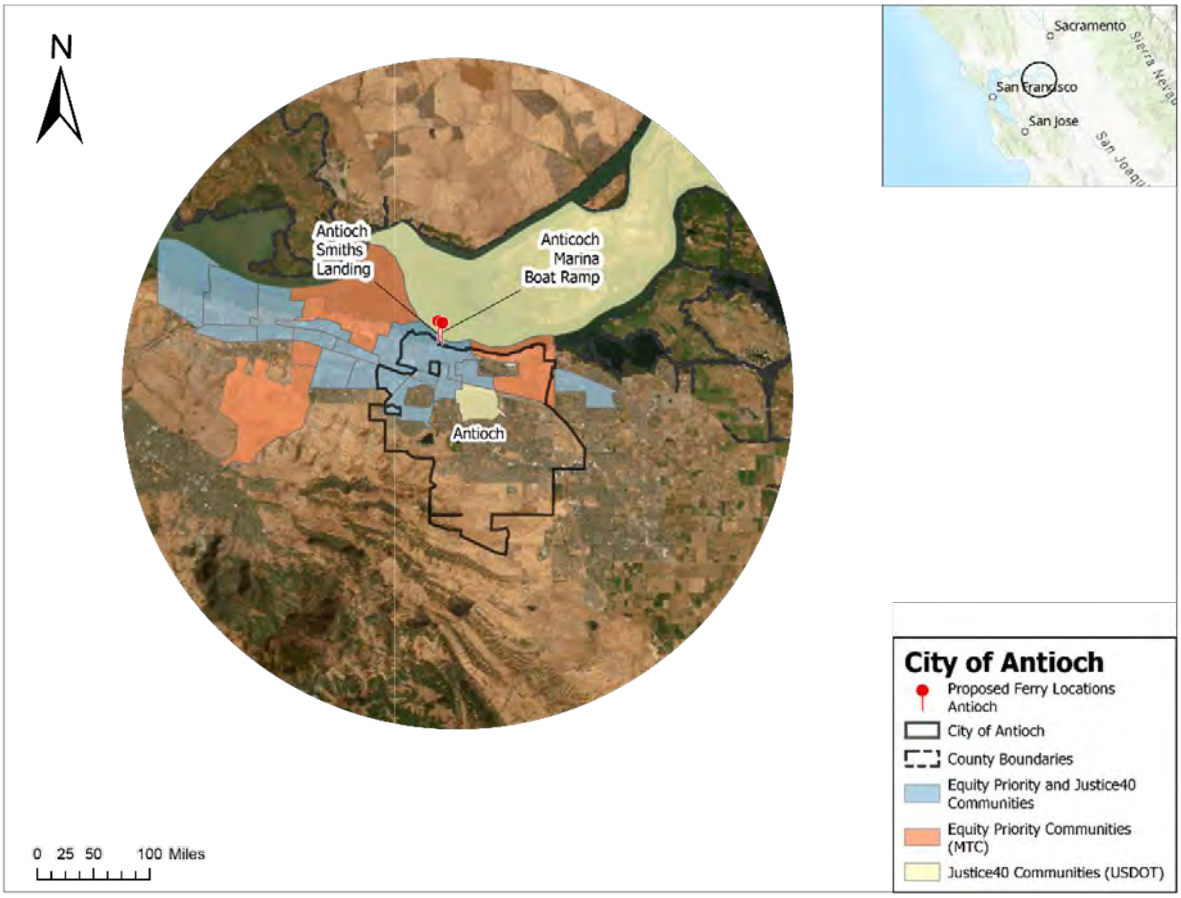


Figure 4.8: City of Antioch Equity Identified Communities

4.4.4 Capital and Operating Costs

4.4.4.1 Capital Costs for Proposed Ferry Terminal

The Smith's Landing and City Marina Boat Ramp locations were evaluated for ferry terminal costs and vessel purchase costs for a Prop SF and WETA vessel. Both proposed locations' capital costs are assumed to be the same for landside and waterside costs.

Dredging Cost Evaluation

Capital and maintenance dredging costs were excluded since is assumed that no dredging would be required. Initial dredging was excluded at Smith's Landing based on communications with operations staff who indicated that the existing depth in the marina was 8 feet at low tide). Dredging was excluded at the City Marina Boat Ramp site due to its proximity to deep water. Environmental review for dredging work may not be required.

Additionally at Smiths Landing further evaluation needs to be completed to better understand the need for marina entrance structural modifications to support larger vessels.

Table 4.13 below outlines the costs associated with the Prop SF vessel. Costs for both the Prop SF vessel and the WETA vessel have been rounded for planning purposes.

Table 4.13: Proposed Ferry Terminal Capital Costs for Antioch – Prop SF

Location	Smith's Landing	Marina Boat Landing
Landside	$277,000	$273,000
Waterside	$34.0 million	$34.0 million
Initial Dredging	$0	$0
Total Costs	**$34.3 million**	**$34.3 million**

Assumptions: [1] For planning purposes the waterside and landside costs assume a 16% contingency for Design, Engineering, and Inspection fees and a 30% Design contingency. [2] Landside includes the cost of utilities, site civil, lighting, pavement, landscaping, and general conditions assumes a 25% contingency on the total direct costs. [3] Waterside includes the cost of piles, float and shelter items, construction and installation, mechanical, and electrical data and security, mobilization, and demobilization, and cost of pier, gangway, and float superstructure. [4] Assumes no dredging at Smith's Landing or the Marina Boat Landing location.

Sources: [1] CCTA Financial Feasibility of Contra Costa County Ferry Service (2015 -2024) [2] WETA Richmond Ferry Terminal Waterside Costs [3] WETA Alameda Seaplane Pier Waterside Costs [4] WETA Antioch WETA Terminal Site Feasibility Memorandum (November 2012)

Table 4.14 shows the costs for Smith's landing and Marina Boat landing for the WETA Dorado vessel.

Table 4.14: Proposed Ferry Terminal Capital Costs for Antioch – WETA Vessel

Location	Smith's Landing	Marina Boat Landing
Landside	$277,000	$273,000
Waterside	$34.0 million	$34.0 million
Initial Dredging	$0	$0
Operations and Maintenance Facility	$9.9 million	$9.9 million
Total Costs	$44.2 million	$44.2 million

Assumptions: [1] For planning purposes the waterside and landside costs assume a 16% contingency for Design, Engineering, and Inspection fees and a 30% Design contingency. [2] Landside includes the cost of utilities, site civil, lighting, pavement, landscaping, and general conditions assumes a 25% contingency on the total direct costs. [3] Waterside includes the cost of piles, float and shelter items, construction and installation, mechanical, and electrical data and security, mobilization, and demobilization, and cost of pier, gangway, and float superstructure. [4] Assumes no dredging at Smith's Landing or the Marina Boat Landing location. [5] The cost of the Operations and Maintenance Facility assumes the cost of the Carlene H. Johnson North Bay Operations Facility and is adjusted to 2024 dollars. The cost of the facility will be shared amongst each of the Cities.

Sources: [1] CCTA Financial Feasibility of Contra Costa County Ferry Service (2015 -2024) [2] WETA Richmond Ferry Terminal Waterside Costs [3] WETA Alameda Seaplane Pier Waterside Costs [4] WETA Antioch WETA Terminal Site Feasibility Memorandum (November 2012)

4.4.4.2 Vessel Type Costs

Table 4.15 shows the vessel procurement costs for a WETA Dorado Vessel and a Prop SF Billie J vessel.

Table 4.15: Vessel Procurement Costs

Operator/ Vessel Type	# of Vessels	Vessel Cost	Total Vessel Cost for Ferry Service*
WETA/ Dorado	7	$21.0 million	$176.4 million
Prop SF/Billie J	7	$3.0 million	$25.2 million

Note: Costs in 2023 dollars.

*The total costs include a 20% spare ratio and the total cost of the seven vessels.

Sources: WETA

4.4.4.3 Operating Costs

Operating costs were also evaluated for the City of Antioch. Since the distances between the two proposed locations are negligible when accounting for operating expenses, the costs for operating the ferry service are assumed to be the same. Table 4.16 below outlines the operating costs associated with operating service from the City of Antioch to the San Francisco Ferry Terminal.

Table 4.16: Annual Operating Costs by Service Type

Type of Service	Service Level 1 At least 3-weekday trips per peak direction period	Service Level 2 Weekday only (Similar to existing Richmond weekday service)	Service Level 3 Weekday & weekend (Similar to existing Richmond service)
WETA Cost	$25.1M	$58.6M	$65.2M
Prop SF Cost	$14.1M	$24.6M	$27.4M
Proposed One-Way Trips	9 (WETA) 12 (Prop SF)	21	21 (Weekday) 6 (Weekend)

Sources and Assumptions: WETA & Prop SF | *Additional services in Service Level 1 for Prop SF to accommodate for vessel size capacity. | 2023 $

4.5 First/Last-Mile Connections to Future Ferry Terminals

All ferry trips ultimately begin and end landside. In the context of a round-trip ferry ride, first and last-mile connections represent land-based travel modes and/or facilities that allow ferry riders to effectively bridge the distance between their trip origin and the departure ferry terminal as well as the distance between their final ferry stop and destination. There are a broad range of travel modes and facility types that can facilitate first and last-mile connections, including but not limited to clearly demarcated walking and bike paths, accessible micromobility, transit (fixed route and dynamic), as well as a range of shared and private vehicular platforms, such as ridesharing and shared autonomous vehicles (SAVs). When successful, first and last-mile connections can facilitate seamless intermodal travel critical to support and grow ferry service in Contra Costa County.

In the previous sections 4.1 – 4.4, the study evaluated numerous factors related to ferry terminal suitability, including travel demand potential relative to the existing City of Richmond ferry service, individual terminal site suitability, location-based equity, and overall cost estimates. Based upon these site-specific evaluations, each candidate ferry terminal features both opportunities and constraints related to first and last-mile connections. In this section, we identify first and last-mile connections for further consideration and study at each candidate ferry site.

Walking

The standard 15-minute walkshed applied in this study approximates to three-quarter mile walking distance for the average person[39]. Where the existing walkshed is moderate or underperforms relative to Richmond, a finding can be made that the proximate pedestrian network, and thus the pedestrian-based first and last-mile connection is relatively limited. In such cases, there also exists an opportunity to upgrade the pedestrian network with new or improved walkways within the 15-minute walkshed. Potential upgrades include but are not limited to:

- Wayfinding signage to and from ferry terminals
- Widening - or reallocating space within – existing walkways
- Adequate pathway lighting
- Extended pedestrian crossing times at signalized intersections
- Comprehensive ADA accessibility along pedestrian routes

Biking

Within the “active transportation” category, biking presents a viable first and last-mile connection to ferry services, particularly since both the WETA and Prop SF vessels included in the analysis permit bicycles onboard during transit. Currently, only one of the studied ferry terminal locations features even moderate active transportation connection (City of Martinez), while others underperform. As is the same for walking, this also presents an opportunity to reevaluate options for better cycling infrastructure, consistent with the Countywide Bicycle & Pedestrian Plan (CBPP).

Micromobility

Micromobility typically represents shared two-wheeled transport modes, including electric scooters and bicycles (sometimes also electric). To the degree that micromobility operations are either active or planned within affected local jurisdictions, inclusive of compatible local policies, this can be a compelling mode for first and last-mile connections since it offers unique flexibility and accessibility factors for users, insofar as users do not need to bear the expense of a personal two-wheeled transport to enjoy similar travel/time benefits, and costs are borne only for the time and distance purchased.

Fixed-Route Bus Transit (including shuttle service)

County Connection, Tri Delta Transit, and WestCAT either currently, or plan to, operate fixed-route bus transit that is sufficiently proximate to proposed ferry terminal locations and therefore provide viable first and last-mile connectivity. Where existing or planned fixed-route stops do not satisfy standard 15-minute or ¾-mile walkshed parameters, future shuttle service could be considered to supplement connections between bus and ferry transit.

Rail Transit

Amtrak, BART, and eBART (in East Contra Costa County) are the primary rail transit services proximate to the candidate ferry terminal sites, although most stations are not in close proximity to the ferry terminals. This does not negate the value of intermodal connectivity and coordination between ferry and BART services but serves to illustrate that additional modal connections between the latter are paramount to ensure seamless local and regional travel.

[39] Assumes average walking speed of 3 miles per hour.

Based on prior ferry terminal suitability analysis, only the Martinez Amtrak station is in close proximity to the future Martinez ferry terminal. Connections can be made if walking and biking improvements are constructed. The Martinez Waterfront Marina Trust Lands Use Plan illustrates a comprehensive walking and biking network.

In Hercules, the development plan for the Hub includes a future Amtrak station and extensions of pedestrian walkways and bike trails.

Private & Shared Vehicular Transport

By and large, countywide transportation policy and practice is to optimize transportation demand management through alternatives to private vehicular use – particularly single-occupancy vehicles (SOVs). However, established land use and transportation network patterns sometimes preclude convenient travel by SOVs. Likewise, the Bay Area has a rich history of shared vehicular use, through informal carpooling as well as more formally regulated shared ride platforms like taxis and rideshare services (Uber, Lyft, et al). Moreover, the Authority has identified viable opportunities to implement Smart Mobility Hubs (SMHs), which are specific locations that combine coordinated, multimodal transportation activity, such as bus and rail transit, shared rides, and micromobility, along with proximate supporting amenities, such as information kiosks and electric vehicle charging stations.

In relation to potential connections with future, expanded Contra Costa ferry services, the Authority's *Innovate 680: Smart Mobility Hubs report (2023)* identifies a feasible SMH less than one mile from the proposed Martinez ferry terminal location. To the degree that other potential ferry sites can also be sited proximate to SMHs – and vice versa - then private and shared vehicular transport could also facilitate first and last-mile connections.

Shared Autonomous Vehicles (SAVs)

The Authority has operated at the forefront of SAV technologies, including through various public-private partnerships at the GoMentum Station (former Concord Naval Airbase), and has successfully deployed a SAV pilot program in Contra Costa County. This proof of concept lends itself to potential future implementation at a wider scale, including on the public street network accessing the proposed ferry terminal locations.

Automated Transit Network (ATN)

ATNs (also called **Dynamic Personal Micro Transit (DPMT))** are cutting-edge mobility options at various stages of advancement. In the context of this study, the Authority and Tri-Delta Transit have formed a public-private partnership (P3) with Glydways, an on-demand mobility operator, to plan, design, and construct an East Contra Costa County DPMT service and ATN with the multi-faceted objective of alleviating traffic congestion along the State Route 4 (SR-4) corridor. The vision for this ATN is to supplement existing and future fixed-route transit services, including bus and rail, as well as potential ferry service. In its current form, the Glydways ATN envisions a 28-mile system extending westward from City of Brentwood, with stations strategically placed proximate to established transit stops and activity centers, to provide seamless intermodal and first/last-mile connections.

With operational capabilities that allow riders to request rides on demand, and with fares comparable to fixed-route transit, ATNs provide unique flexibility to facilitate first and last-mile connections between other trip modes, such as bus and rail, and future ferry terminals. Additionally, where ferry terminal sites present an adequate opportunity to locate a proximate SMH within a 15-minute walkshed - or similar service point - ATNs could provide direct, on-demand service between a rider's ATN origin and the SMH, close to adjacent ferry trips.

4.6 Feasibility of Electric/Zero Emission Vessels

Ferries have been one of the last modes of transit to adapt to low or zero-emission technology. This is due to the various challenges of implementing zero-emission vessels such as frequent charging inhibiting long-haul journeys, high initial costs, longer times to charge compared to fossil fuel refueling, and the weight of the battery which can slow speeds. In addition, the US has very little boat-building capacity, and finding manufacturing capability is challenging. Despite these limitations, several electric and hydrogen-powered ferries have successfully begun service, and as of 2021, there are currently 333 vessels in operation worldwide that use battery technology.[40] Within the Bay Area, WETA assumes their fleet to be zero-emissions by 2050.[41]

Currently WETA plans to operate its first zero-emission vessel for the Treasure Island and Waterfront routes in the coming 2-3 years. As technologies emerge to support electric and zero-emission vessels, the regulatory requirements for these technologies in California will be discussed as well as the best available technologies for providing ferry service within Contra Costa County. These emerging technologies could potentially reduce project constraints identified in the Feasibility Study; however, actual operating data would be required to assess feasibility. Stakeholders should consider implementation of a WETA Pilot Project to test and possibly demonstrate the feasibility of new vessel types with beneficial speed, emissions, wake, and draft profiles. Details of a larger Program to implement pilot projects will be set forth as part of WETA's 2050 Service Vision and Business Plan.

Regulatory Requirements

Zero-emission vessels are becoming more of a reality in California due to policies from the California Air Resources Board (CARB) and the Environmental Protection Agency (EPA), as well as increased funding for electric or low-emitting ferries through the Federal Transit Administration. CARB has approved an update to the Commercial Harbor Craft Regulation, which mandates that short-run ferries, including those traveling less than three nautical miles over a single run, be fully zero-emission by 2026. Furthermore, all vessels, regardless of fuel type, must meet minimum Tier 4 DPF (diesel particulate filter) standards are required to meet Tier 3 or Tier 4 standards by the end of 2035.In WETA's Blueprint for Zero Emission Vessel Transition there is a plan to phase in zero emission vessels as early as 2024 and continue beyond 2035.

While CARB requirements for zero-emission vessels apply to routes three nautical miles and shorter, other technologies will need to be evaluated for expanded ferry service between Contra Costa County and the San Francisco Ferry Terminal.

Best Available Technology

A zero-emission feasibility study completed by WETA and commissioned by the California Energy Commission found that battery-electric vessels are not feasible for ferry service to locations within the Carquinez Strait. This is because the energy density of fuel required is much higher than what current battery technology can support. While existing battery technology may not be the solution for ferry service from the cities of Hercules, Martinez, and Antioch to the San Francisco Ferry Terminal, other technologies for zero-emission such as liquid hydrogen and methanol can be explored for feasibility.

Liquid hydrogen is an energy source that should be further explored for long-distance ferry journeys over three miles because of its quick refueling time and low weight which make it more advantageous than battery electric ferries. Despite these advantages, the safe storage of hydrogen is still in development and the space and weight required for hydrogen storage still needs to be explored for passenger-only ferry

[40] Det Norkse Veritas

[41] WETA, Bay Ferry 2050. https://www.bayferry2050.org/what-we-ve-heard-so-far

vessels.[42] Additionally, the high cost of liquid hydrogen is a barrier to implementation, especially since the cost of battery electric technology is expected to improve in the future.

The use of green methanol on vessels is an alternative technology that can achieve emissions reductions. Methanol has a high energy density and requires less storage space than liquid hydrogen. However further study needs to be completed to better understand the benefits and challenges associated with methanol for operating ferry service.

In addition to identifying best-suited technologies for ferry vessels, there must be additional consideration for terminal design to best support electric or zero-emission ferry service. Understanding the terminal capacity needs during the planning and design phase is critical to identifying the requirements and/or regulations needed to accommodate alternative fuels, such as charging infrastructure for electric vessels, battery storage space, and integration with the local utility provider[43]. Fully electric/zero-emission ferry service will require the necessary funding and technology to achieve sustainability and meet zero-emission goals. Further study is recommended to understand the best-suited technologies for ferry service to support the Contra Costa waterfront.

4.7 Various Options of Ferry Operating Structures

Various operating structures can be used to operate ferry services for Contra Costa. Per the enabling legislation (SB976), WETA shall have the power to apply for, receive, and expend funds for public transportation ferries and related facilities and services, and emergency water transportation for disaster recovery within the Bay Area region. If another public agency desires to operate ferry service, it must request for approval through California Public Utilities Commission (CPUC). The CPUC approval process includes seeking WETA's concurrence, among other requirements.

The feasibility of ferry operating structures in the Bay Area was evaluated, including privately owned and operated ferry services, and public-private partnerships. The findings suggest that privately owned and operated ferry services can be provided for the initial years of service and once ridership increases and long-term infrastructure is built up, ferry service can be provided by WETA.

Below is an outline of three types of operating structures:

- **Privately Owned and Operated: A** ferry service that does not have any public agency involvement.
- **Public Agency with contract operator:** A structure in which a governing agency contracts for operating services. The public agency owns or leases the assets and contracts with a private operator to deliver the service. This is the structure of the WETA operations. WETA owns the assets (vessels and terminals) and contracts the operation to Blue & Gold Fleet.

Currently, WETA has ambitious growth plans for expanding and growing ferry ridership. Part of growing and implementing ridership is providing agility in offering ferry service. This is best reflected in utilizing Prop SF as the operator for ferry service between the San Francisco Ferry Terminal and Treasure Island. Treasure Island currently has housing development still underway, but once the ferry terminal was constructed thanks to an agreement between San Francisco County Transportation Authority (SFCTA) and Prop SF, ferry service was provided even with development on the island still in progress. With development ongoing, ridership for Treasure Island is expected to grow. The provision of interim ferry service from Prop SF has allowed there to be an additional non-automotive option for those moving on and off the island during the initial years. This agility can provide faster service during the initial years of

[42] WETA CEC Blueprint 20230412.pdf (sanfranciscobayferry.com)

[43] National Academies of Sciences, Engineering, and Medicine. 2023. Quantitative Procedures for Designing and Operating Ferry Services. Washington, DC: The National Academies Press. https://doi.org/10.17226/26748.

service, whereas through a public agency, various regulatory and permitting requirements must be met before service can begin.

- **Public Agency with Direct Operations:** a governance structure where a governing agency owns and operates a ferry service.

  The Golden Gate Ferry service is publicly owned and operated by the Golden Gate Bridge, Highway and Transportation District (District). The District operates ferry service using its own personnel and owns all assets. Ferry service is provided from Larkspur, Sausalito, Tiburon, and Angel Island in Marin County to the San Francisco Ferry building.

4.8 Summary of Regulatory and Permitting Requirements

A review of regulatory and permitting requirements was completed to assess the needed approvals required for ferry operations at a terminal. The list of permitting required is sourced from WETA's documentation of permitting and environmental review completed for the Richmond Ferry Terminal. Additionally, below is a review of timelines from initial design through to construction to give a brief overview of timelines of design and regulatory and permitting requirements. There are various phases that can overlap by 2-4 months depending on scope/complexity.

- Timelines
  - Concept Design: 8-12 months
  - Environmental Review: 14 months
  - Permitting:12 months
  - Construction: 12- 18 months
  - Total: 46-56 months

Environmental Review is required for any Ferry Terminal Project. For projects in California the following reviews are required:

- California Environmental Quality Act (CEQA)
- National Environmental Policy Act (NEPA)

On the next page is a table which summarizes the NEPA and CEQA processes. If significant impacts are identified such as dredging, this would potentially trigger the need for an Environmental Impact Statement for NEPA and/or an Environmental Impact Report for CEQA.

National Environmental Policy Act	California Environmental Quality Act
Initial Review for Categorical Exclusion ● Excluded if there are no extraordinary circumstances	**Initial Review for Categorical Exemption** ● Exempt if the projection falls within: – A statutory exemption, or – A categorical exemption, and no exception applies
Environmental Assessment ● Engage the public to the extent practicable ● If no significant impacts, adopt a Finding of No Significant Impact or, if mitigation if required to reduce an impact, a Mitigated Finding of No Significant Impact ● If there is the potential for an impact to be significant, prepare an Environmental Impact Statement	**Initial Study** ● Required consultation with responsible and trustee agencies. ● Notice of Intent ● Public and Agency Review and Comment ● If no significant impacts, adopt a Negative Declaration or, if mitigation is required to reduce an impact, a Mitigated Negative Declaration. ● If there is the potential for an impact to be significant, prepare an Environmental Impact Report.
Environmental Impact Statement	Environmental Impact Report

Source: NEPA and CEQA Integrating Federal and State Environmental Reviews | Executive Office of the President of the United States | Governor's Office of Planning and Research for the State of California, February 2014.

Additional permits from other state and local jurisdictions may also be required and they are outlined below:

- **Bay Area Air Quality Management District (Air District):** provides permits for air quality management in the Bay Area
- **California Department of Fish and Wildlife (CFWS):** California Endangered Species Act, Incidental Take Permit
- **California Public Utilities Commission (CPUC):** The CPUC regulates and provides safety oversight over for-hire passenger carriers. New ferry service requires a license/ registration from the CPUC.
- **(Municipal Jurisdiction):**
  - Approval of a long-term lease for the construction and operation of new facilities within the City Jurisdiction.
  - Design Review approval of Conditional Use Permit and Building Permit
- **National Marine Fisheries Service:** Section 7 Endangered Species Act and Essential Fish Habitat consultations.
- **State Historic Preservation Office:** National Historic Preservation Act Section 106 consultation related to potential impacts on historic resources.
- **San Francisco Bay Conservation and Development Commission (BCDC):** Permit including Design Review approval.
- **San Francisco Regional Water Quality Control Board:** Clean Water Act Section 401 water quality certification for placement of fill into waters of the United States and for approval of dredging.
- **U.S Army Corps of Engineers** Clean Water Act Section 404 and Rivers and Harbors Act Section 10 permit for placement of fill into waters of the United States and for approval of dredging.
- **U.S Fish and Wildlife Service and National Marine Fisheries Service (USFW):** Endangered Species Act Section 7 consultation. National Marine Fisheries Service – Marina Mammal Protection Act, Section 7 Endangered Species Act, and Essential Fish Habitat consultations

5 Preliminary Fare Policy Evaluation

Understanding how fare policies affect transit ridership is crucial for assessing the financial feasibility of any transit service. The current policy guiding regional fares within the San Francisco Bay Area is being led by MTC, the region's Metropolitan Planning Organization (MPO). MTC is tasked by the California state legislature to adopt policies requiring the coordination of routes, schedules, and fares [44]. As such there are ongoing efforts by MTC to coordinate among transit operators to support simple fare integration between the Bay Area's 27 transit operators who each have their unique policies and procedures for their service areas. Despite fare integration being a priority, the region is still recovering from the COVID-19 pandemic which transformed how people in the Bay Area live, work and travel. Establishing viable fare policies which financially support transit service, while promoting transit recovery post-pandemic is essential to the livelihood of any transit service.

For the purpose of this feasibility study, a preliminary evaluation of fare structures by three existing ferry service providers in the Bay Area was conducted to comprehend their current fare policies and their correlation with the existing revenue and ridership. This evaluation involved gathering existing fare data from the San Francisco Bay Ferry, Golden Gate Ferry, and Prop SF. The fare evaluation was carried out by analyzing the existing fare structures. This evaluation aids in providing an initial insight into the financial viability and sustainability of a ferry service within the Bay Area. Table 5.1 below outlines the existing fare structures post-pandemic for these services which include fares, and subsidized fares for regularly scheduled service.

Table 5.1: Summary of Commuter Ferry Services in the San Francisco Bay Area

Service Operator	Fare Structure	Standard Fare		Discounted Fares	
San Francisco Bay Ferry (WETA)	Fares by Zone [45]	Clipper, Paper, Mobile Ticket		Discount Clipper	
	Zone 1	$4.60		$2.30	
	Zone 2	$7.00		$3.50	
	Zone 3	$9.30		$4.60	
	Short Hop	$1.00		$0.50	
				*Children under 5 are Free	
Golden Gate Ferry	Fares by Route	Adult Single Ride	Clipper Adult	Discount Groups [46]	Clipper START
	Larkspur	$14.00	$8.75	$7.00	$4.40
	Sausalito	$14.00	$7.75	$7.00	$3.90
	Tiburon	$14.00	$7.75	$7.00	$3.90
	Angel Island	$14.00	$9.25	$8.00	$5.40
				*Children under 4 are free [47]	
Prop SF	Route	Adult Single Ride		Children under 5 are free.	
	Treasure Island	$5.00			

Source: San Francisco Bay Ferry WETA: Fares & Tickets | San Francisco Bay Ferry | Golden Gate Ferry: Ferry Fares & Payment | Golden Gate | Prop SF: Tickets — PROP (propsf.net)

[44] MTC. 'MTC Transit Connectivity Plan', 24 February 2010. https://mtc.ca.gov/sites/default/files/RES-3866_approved.pdf.

[45] Zone 1: Alameda Seaplane, Harbor Bay, Oakland & Alameda, Richmond, Oyster Point Limited | Zone 2: South San Francisco | Zone 3: Vallejo | Short Hop: Pier 41 Short Hob, Alameda Short Hop

[46] Includes: Youth (ages 5-18), Seniors (ages 65+), and disabled with approved ID or Medicare

[47] Limit 2 per full-fare adult.

5.1 San Francisco Bay Ferry

San Francisco Bay Ferry provides distance-based fares, divided into four zones within the Bay Area, with cheaper fares for Short Hop routes. Passengers can purchase fares through Clipper, Paper, or Mobile tickets. The following figure provides an overview of the current WETA fare program based on the ferry route as well as the discounts associated with each ferry route. The more expensive fares are associated with Zones 2 and 3 which accounts for routes going to Vallejo and South San Francisco, while the cheaper ferry routes are associated with Zone 1 which accounts for routes between San Francisco and the East Bay.

Ferry Route	Clipper, paper, or mobile ticket Fare	Discount Fares
Zone 1: Alameda Seaplane, Harbor Bay, Oakland & Alameda, Richmond, Oyster Point Limited	$4.60	$2.30
Zone 2: South San Francisco	$7.00	$3.50
Zone 3: Vallejo	$9.30	$4.60
Short Hop: Pier 41 Short Hop, Alameda Short Hop	$1.00	$0.50

Source Notes: Fares & Tickets | San Francisco Bay Ferry

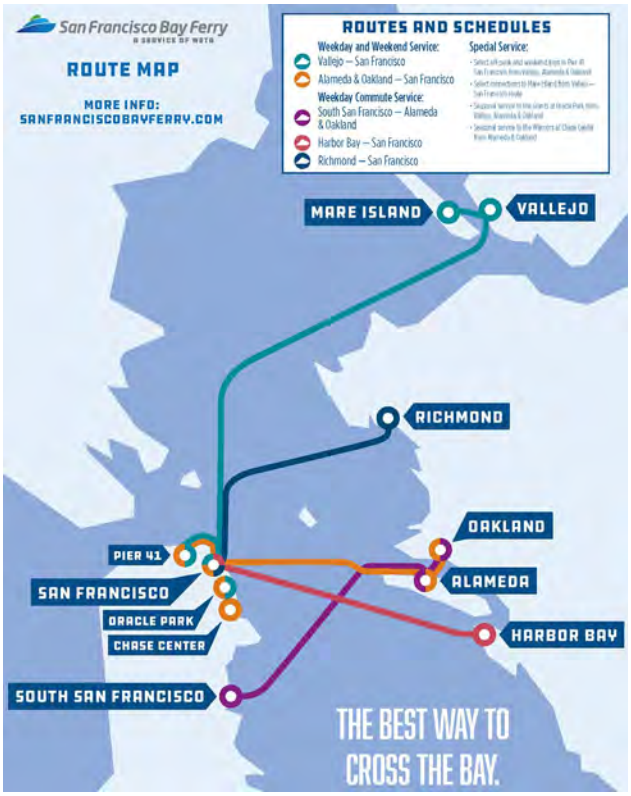


Figure 5.1: San Francisco Bay Ferry Existing Fares

To qualify for Fare Discounts listed in the figure above, the following programs and riders who qualify are supported by the San Francisco Bay Ferry.

Program	Riders who qualify
Clipper START	Riders who qualify are residents of the Bay Area, between 19-64 years old, and have a household income of 200% of the federal poverty level or less.
Regional Transportation Connection (RTC) Clipper	Riders under age 65 with qualifying disabilities can apply for an RTC Clipper card.
Youth and Senior Clipper	Groups that qualify are those between the ages of 5-18 (Youth) or 65 and over (Seniors).
Discount Paper and Mobile Tickets	Riders who qualify for this discount are 65 or older, 17 or younger, or those with Medicare cards or DMV disabled parking placards.

Transfers and Special Services

Additionally, San Francisco Bay Ferry provides a $0.50 transfer discount when transferring to/from the Ferry to AC Transit, MUNI, or SolTrans, within 2 hours and $0.25 for youth/seniors/disabled.

Ferry service to and from Oracle Park for select San Francisco Giants home games is also available for service from Alameda, Oakland, and Vallejo; fares are shown in the table below.

Table 5.2: San Francisco Bay Ferry Game Day Service

Games

Service	Regular	Youth, Senior & Disabled
Vallejo	$18.25	$13.50
Oakland & Alameda	$10.50	$8.00

Source: https://sanfranciscobayferry.com/oracle-park-oakland-alameda-ferry | https://sanfranciscobayferry.com/oracle-park-vallejo-ferry | *Children under 5 ride for free

Pandemic Recovery Program

To support pandemic recovery efforts, the WETA Board of Directors approved the WETA Pandemic Recovery Program in July of 2021. The program included decreasing fares by 15-40% across their system for a year and are based on the following policy principles:[48]

- **Proceed with Phased Service Increases:** The WETA system plans to increase services in FY2022, reflecting the return-to-work trend and the restart of the Bay Area economy.
- **Competitive Fares:** Fares will be set to be competitive with comparable regional transit options.
- **Coordinated Fare Strategies:** WETA will work with other transit operators to explore coordinated fare strategies.
- **Equity Programs:** Programs and initiatives will be developed to expand ferry access for disadvantaged communities and enhance equity, complementing the goals of the Clipper START program.
- **Off-Peak Service Enhancement:** WETA will pursue options for enhancing service outside of traditional peak periods, making the system more relevant for riders with non-traditional office work schedules.
- **Service Schedules:** Service schedules will be developed that could ultimately achieve 15- and 30-minute frequencies systemwide.
- **Fare Adaptation:** Fare products, media, and payment processes will be adapted to reflect shifts in work schedules, travel patterns, and passenger expectations.
- **Ridership Growth:** WETA will prioritize ridership growth, acknowledging that farebox recovery targets are unlikely to be met during recovery.
- **Improved Connectivity:** WETA will improve and encourage better connectivity to local bus service and other feeder services, preserve and expand transfer incentives with local bus services and other first/last mile modes, and coordinate schedules with local operators.

[48] WETA Adopts Core Principles to Guide Ferry System Recovery | San Francisco Bay Ferry

- **Pilot Programs:** WETA will explore pilot programs and trial initiatives that may encourage ridership and broaden ferry service to a wider cross-section of riders.
- **Efficiency:** WETA will deliver more for less by maximizing the efficiency of crews, overall system service design, and strategic deployment of vessels.
- **Flexibility:** WETA will be flexible and continually monitor performance to adjust and modify as demand shifts over time.
- **Transparent Communication:** WETA commits to transparent communication with riders, stakeholders, peer transit operators, and the general public.

In 2023, the implementation of this program significantly increased WETA transit ridership compared to other transit agencies in the Bay Area. WETA achieved ridership levels between 63% and 72% of pre-pandemic numbers, while BART ridership remained at 39% to 42% of pre-pandemic levels.[49]

Other indicators of the success of the program were 42% of SF Bay passengers surveyed saying they did not use the ferry service before 2020, and 18% of passengers responding said that the decrease in fares made the ferry more affordable and accessible to them than other competing transit modes.[50]

While ridership has had strong growth recovery post-pandemic, revenues from fares remain low. Before the pandemic, farebox revenues supported 60% of WETA's operating expenses, whereas current fares set in 2023 will support 21% of the operating budget[51]. The table below reflects the Fare Revenue to Ridership projected for FY 2023-2024.

Table 5.3: Projected Fare Revenue and Ridership 2023/2024

	Fare Revenue		Projected Ridership	
Service Route	**Total**	**% Total**	**Total**	**% of Total**
Alameda/Oakland Ferry Service	$3,360,783	26%	702,689	31%
Alameda Harbor Bay Ferry Service	$858,074	7%	200,768	9%
Alameda Seaplane Lagoon Ferry Service	$1,225,360	10%	298,166	13%
Vallejo Ferry Service	$5,945,062	47%	738,024	32%
South San Francisco Ferry Service	$285,836	2%	76,520	3%
Richmond Ferry Service	$1,040,378	8%	265,045	12%
Total	**$12,715,492**		**2,281,212**	

Source: WETA FY2023-24 Budget (sanfranciscobayferry.com)

Despite the low revenues from fares, WETA's main priority remains supporting growth as travel patterns and economies recover post-pandemic. On July 1, 2023, the WETA board officially adopted the lowered fares introduced in the Pandemic Recovery Program. Other changes included small incremental changes scheduled for the next 5 years which include a 3% compounded annual increase in regular fares, a 10-15% increase in special event fares, and the elimination of the paper ticket surcharge.[52] This continuation

[49] Bay Area Ferry operators diverge in ridership regrowth strategies: How things are panning out. — Seamless Bay Area

[50] San Francisco Bay Ferry Rider Survey Data Shows Industry-Leading 99% Passenger Satisfaction Rating | San Francisco Bay Ferry

[51] WETA FY2023-24 Budget (sanfranciscobayferry.com)

[52] New Fares Take Effect July 1, 2023 | San Francisco Bay Ferry

of WETA's Pandemic Program highlights their policy priority of competitive fares compared to other modes of transit to help boost ferry ridership.

5.2 Golden Gate Ferry

Golden Gate Ferry is another Bay Area passenger-only ferry service operated by the Golden Gate Bridge, Highway, and Transportation District. The ferry offers distance-based fares to locations in Marin County from Larkspur, Sausalito, Tiburon, and Angel Island to downtown San Francisco. The following figure provides an overview of the current Golden Gate Ferry fare program based on the ferry route as well as the discounts associated with each ferry route. The four regional ferry routes offered by Golden Gate Ferry fall under Fare Zone 1 – Fare Zone 3, and Fare Zone 7.

	Adult (Age 19-64)		Discount Fares	
Ferry Route to SF Ferry Terminal from:	Single Ride	Clipper/ Mobile App	Youth, Seniors, Disabled	Clipper Start
Larkspur	$14.00	$8.75	$7.00	$4.40
Sausalito	$14.00	$7.75	$7.00	$3.90
Tiburon	$14.00	$7.75	$7.00	$3.90
Angel Island*	$15.50	$9.25	$8.00	$5.40

Source: *Children (ages 4 & under ride free) | https://www.goldengate.org/ferry/ferry-fares-payment/

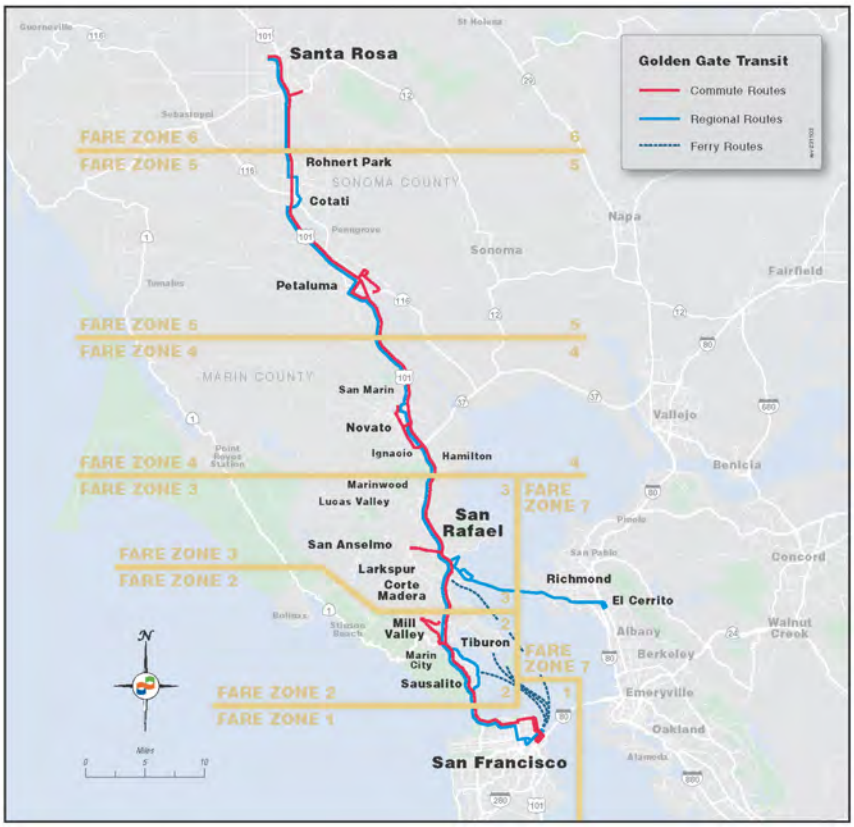


Figure 5.2: Golden Gate Ferry Existing Fares

To qualify for Fare Discounts listed in the figure above, the following programs and riders who qualify are supported by Golden Gate Ferry:

Program	Riders who qualify
Clipper START	Groups that qualify are residents of the Bay Area, between 19-64 years old, and have a household income of 200% of the federal poverty level or less
Regional Transportation Connection (RTC) Clipper	Groups under age 65 with qualifying disabilities can apply for an RTC Clipper card.
Youth and Senior Clipper	Groups that qualify are those between the ages of 5-18 (Youth) or 65 and over (Seniors).
Discount Paper and Mobile Tickets	Groups that qualify for this discount are 65 or older, 17 or younger, or those with Medicare cards or DMV disabled parking placards.

Transfers and Special Services

Golden Gate Transit and Ferry System provide transfer credits when connecting between Golden Gate and other Bay Area transit operators within specified time windows. This applies to Golden Gate, SF Muni, and Sonoma-Marin Area Rail Transit District (SMART Train). Up to a $0.50 Clipper, fare credit is available for transfers between Golden Gate Ferry/Golden Gate Transit and SF Muni. Up to a $1.50 Clipper, fare credit is available for transfers between Golden Gate Ferry/Golden Gate Transit and SMART Train.

Golden Gate Ferry also provides service for game day events to Oracle Park and the Chase Center from the Larkspur Ferry Terminal as shown in Table 5.4 below:

Table 5.4: Golden Gate Ferry Game Day Service

	Golden Gate Ferry			
Game/Event	Larkspur	Sausalito	Tiburon	Angel Island
Giants Ferry / Oracle Park Service	$15.50	N/A	N/A	N/A
Warriors Ferry / Chase Center Service	$15.00	N/A	N/A	N/A

Source: *Limit 2 per full-fare adult; children 4 & under ride free | https://www.goldengate.org/ferry/oracle-park-service/

Pandemic Recovery Program

Unlike WETA, Golden Gate Ferry has provided less service, following service cuts due to the COVID-19 pandemic. The service schedule has primarily catered to commuters, and according to the latest Short-Range Transit Plan, ferry services have been reinstated as ridership increases. Services will be expanded as additional funds become available.[53] Golden Gate Ferry takes a more fiscally conservative approach towards fare ridership growth with the services provided needed to meet the demand, whereas WETA takes another approach with the services provided to spur the demand.

In 2019,[54] annual transit revenues (inclusive of ferry and transit) amounted to $35.7 million, but during the pandemic transit fare revenues dropped to $3.8 million. However, in FY 2022-2023, revenue was $9.3 million with expenses of $49.9 million and a $40.7 million shortfall[55]. The funding shortfall according to the

[53] Golden Gate Bridge, Highway & Transportation District. 'Short-Range Transit Plan for Fiscal Years 2022/23-2027/28', December 2022. https://mtc.ca.gov/sites/default/files/documents/2023-01/GGT_SRTP_FY2023-2028.pdf.

[54] Fiscal Years before FY 2020-21

[55] Ibid

agency's latest Short-Range Transit Plan was offset using funds from the one-time American Rescue Plan (ARP) funds and any available Golden Gate Bridge tolls. Additionally, current performance measures for Golden Gate Ferry are that fare revenue must have a 40% farebox recovery ratio. The table below outlines the farebox recovery ratio from 2018 – 2022.

Table 5.5: Historical Farebox Recovery Ratio

Mode	FY 2018-19	FY 2019-20	FY2020-21	FY 2021-22
Ferry	47.6%	35.6%	2.3%	17.2%

Source: Golden Gate Bridge, Highway & Transportation District. 'Short-Range Transit Plan for FY 2022/23-2027/28', December 2022. https://mtc.ca.gov/sites/default/files/documents/2023-01/GGT_SRTP_FY2023-2028.pdf.

Currently, Golden Gate Ferry has not met the performance threshold of a 40% farebox recovery ratio since FY2018-2019. During FY2018-2019 the farebox recovery ratio was 47.6% which met the farebox performance threshold.

Table 5.6: Ferry Transit Operating Budget for FY 2024 - 2025

Ferry Division Allocation	Amount*
Fare Revenue	$16,389
Available Toll Subsidy	$12,947
One-Time Federal Revenue	$0
Total Revenue	$29,336
Expense	$57,219
Total Surplus/Deficit	($27,883)

Source Notes: Golden Gate Transit Short Term Transit Plan FY 2023-2028 | Dollar amounts are shown in thousands.

5.3 Treasure Island Ferry Service by Prop SF

Beginning in 2022, Prop SF began regular public ferry service from the Treasure Island Ferry Terminal to San Francisco at Terminal Gate B at the Ferry Building. This service is operated by Prop SF through Treasure Island Development Corporation (TIDC).

Tickets are available for purchase online or on board the ferry via credit card, Apple Pay, Google Pay, or cash. There is no option to use Clipper cards or vouchers from other transit operators or tour/sightseeing companies.

Table 5.7: Prop SF Treasure Island Ferry Service Existing Fares

Fare Type	Cost
General Admission One Way	$5.00
General Admission Round Trip	$10.00
Unlimited Ride 30-Day Ferry Pass	$150.00
Bicycle Ticket	Free

Source: https://tisf.com/ferry-service/?bookingTypeId=1105850&propertyID=propsf |*Children under 5 are free

Prop SF Treasure Island Ferry Service (Source: Prop SF)

Single One-Way or round-trip tickets may expire one year from the printed purchase date, and the monthly passes expire within 30 days of the date printed on the pass. While bicycles are free to bring on board, the current ferry in use can accommodate up to six bicycles.

As to fare discounts, there are no discounts available for low-income, youth, or elderly passengers, just a fixed fare cost shown in the table above. Additionally, there are no planned connections with existing AC Transit, MUNI, or BART schedules.

There is less public information available on Prop SF's fare policy or ridership than WETA or Golden Gate Ferry due to Prop SF being a private transit provider.

6 Funding Feasibility

Passenger Ferry services like other transportation services are funded through a combination of sources, which include public funds from federal, state, and local authorities and fares. This chapter discusses the funding feasibility from these public sources and provides an overview of available funds to support ferry capital and operating expenses. To understand funding feasibility in the Bay Area, the two public agencies that provide passenger ferry service in the Bay Area, Golden Gate Bridge, Highway & Transportation District (GGBHTD), and WETA were evaluated for their sources of funding. Both GGF and WETA rely on a combination of funding sources to support their operating and capital improvements. These sources include fare revenue, Bridge Toll Regional Measures, State Transit Assistance (STA) funding, TIRCP funds, various federal grants, local tax revenues, and County Measures and private sector partnerships.

Due to the pandemic, available funds from bridge tolls and fare revenue dropped dramatically, leading to substantial impacts on operating revenues. For GGBHTD revenues from bridge tolls dropped and transit fares declined by an average of about $1 million per week compared to pre-pandemic levels.[56] Before the pandemic GGBHTD typically subsidized 40% of the Golden Gate Ferry budget. As a result, for both to keep ferry service running, maintain the maritime workforce, and support their Pandemic Recovery programs, public ferry service operators received a one-time Federal COVID relief fund since the start of the pandemic. This one-time relief package supports transit agencies as ridership levels and the amount of bridge toll subsidies recover. As such, the availability of funding for operating assistance is crucial as it would allow ferry operators to offer viable service and provide fare structures that are comparable to buses or other available public transit services and make ferry service an attractive travel option for passengers as commute patterns stabilize post-pandemic. Additionally, MTC has made revisions in their transportation improvement plan to allow for additional funding for ferry capital programs[57].

The effects of the pandemic helped kick-start increased funding for transit, especially for passenger ferry service. The federal government has supported capital expenses for transit through the Bipartisan Infrastructure Law (BIL) which is the nation's largest investment in public transit. The U.S. Department of Transportation's Federal Transit Administration (FTA) added $384.4 million through the BIL for expanding and improving the nation's ferry service and accelerating the transition to zero-emission transportation. In addition to federal funds, regional funds are a critical source of revenue. MTC is proposing a new regional transportation measure because of a $110 billion funding gap identified in Plan Bay Area 2050. One of the key funding categories in this measure is "Transit Transformation" and would include expanding

[56] Golden Gate Bridge, Highway & Transportation District. 'Short-Range Transit Plan for Fiscal Years 2022/23-2027/28', December 2022. https://mtc.ca.gov/sites/default/files/documents/2023-01/GGT_SRTP_FY2023-2028.pdf.

[57] MTC. '2021 TIP Revisions', n.d. https://mtc.ca.gov/funding/transportation-improvement-program/prior-tips/2021-tip/2021-tip-revisions.

transit on ferry lines to serve current and future riders.[58] These annual grant programs fund capital projects that support existing passenger ferry services, establish new ferry services, and repair and modernize ferry boats. From the BIL **San Francisco Bay Area Ferry received $16 million as part of President Biden's Bipartisan Infrastructure Law.** While the BIL has supported funding for capital projects through its Passenger Ferry Grant Program, the Electric or Low Emitting Ferry Pilot Program, and the Ferry Boat Program, funding has fallen short for ferry operating expenses. This highlights the importance of the state's fuel tax and the revenues received from regional and local sales taxes and tolls to support ferry operating services.

Photo 1: FTA Administrator Nuria Fernandez announcement of $16M BIL funding from USDOT (WETA, 2023)

The following sections present a list of funding opportunities that would support the capital and operation needs of the new or expanded ferry service in Contra Costa County. These funding opportunities are from federal, state, regional, and local sources. Evaluation of these funding opportunities also included assessing the funding source's ability to provide funds for resilient or zero/low emission vessels, vessel purchase and replacement, capital infrastructure, and operations assistance as shown in the figure below.

Figure 6.1: Assessment of Funding Source

Further assessment of funding feasibility is recommended for providing a detailed revenue analysis of the more promising sources. This will help evaluate a menu of viable, long-term, and sustainable funding options available for ferries. It is important to develop phased funding strategies and priorities that can secure funds that are in alignment with the implementation plan of a ferry service.

[58] MTC. 'Preparing for a 2026 Regional Transportation Measure: Outline of Proposed Enabling Legislation & Next Steps', 20 December 2023. https://mtc.ca.gov/sites/default/files/meetings/attachments/5849/9a_24_0050_Attachment_D_Presentation_Transportation_Revenue_Measure_Outline.pdf.

Table 6.1: Summary Funding Opportunities

			Eligible Activity		Funding Type					
	Funding Opportunity	**Agency**	**Capital**	**Operating**	**Loan**	**Grant**	**Competitive**	**Formula**	**Amount**	**Funding Summary Information**
Federal	Passenger Ferry Grant Program	USDOT- FTA	X			X	X		$220.2 M	Passenger Ferry Grant Program-Section 5307(h)
	Electric or Low-Emitting Ferry Pilot Program	USDOT- FTA	X			X	X		$50.1 M	Electric or Low-Emitting Ferry Pilot Program
	Urbanized Area Formula Program	USDOT- FTA	X	X		X		X	$7.06 B	Urbanized Area Formula Grant - 5307
	Surface Transportation Block Grants (STBG)*	USDOT-FHWA	X	X		X		X	$14.112 B	STGB
	National Highway Performance Program (NHPP)	USDOT-FHWA	X			X		X	$29.008 B	NHPP
	Ferry Boat Program	USDOT-FHWA						X	$171.5 M	https://www.fhwa.dot.gov/specialfunding/fbp/
	Capital Investments Grants Program	USDOT-FTA	X			X	X		4.6 B	CIG
	Rebuilding American Infrastructure with Sustainability and Equity (RAISE)	USDOT- OST	X						$1.5 B	RAISE Grant RAISE 2023 awarded projects.pdf
	Federal Ship Financing Program Title XI	USDOT- Maritime Administration (MARAD)	X	X	X					Federal Ship Financing Program (Title XI)
	Promoting Resilient Operations for Transformative, Efficient, and Cost-saving Transportation (PROTECT) Program	USDOT-FHWA	X	X		X	X	X	$1.43 B Formula $250 M Discretionary	PROTECT
	TIFIA Credit Program	USDOT-FHWA	X	X	X					TIFIA Credit Program
	EPA Diesel Emission Reduction Act (DERA)	EPA	X					X**	$115 M	https://www.epa.gov/dera/national
State	Transit and Intercity Rail Capital Program (TIRCP)	Caltrans	X	X		X	X	X	$4.0 B	TICRP
	Volkswagen Environmental Mitigation Trust	California Air Resources Board (CARB)/ BAAQMD	X			X		X	$423 M	Volkswagen Environmental Mitigation Trust
	Carl Moyer Program & Community Air Protection Incentives – Marine Vessel Projects	California Air Resources Board (CARB)	X						$53 M	https://ww2.arb.ca.gov/carl-moyer-program-apply
	Low Carbon Transportation Operations Program (LCTOP)	CalSTA	X	X				X	$3.63 B	LCTOP
	Advanced Technology Demonstration and Pilot Projects	California Air Resources Board (CARB)	X						$225 M	CHC Funding Programs
Regional / Local	Regional Measure 2	MTC	X	X		X			$46 M	Regional Measure 2
	Regional Measure 3	MTC	X	X		X			$300 M	Regional Measure 3
	Priority Development Area (PDA) Grants	MTC	X			X			$200K – 1.2 M	Priority Development Area (PDA) Grants
	Transportation for Clean Air (TFCA)	Bay Area Quality Management District (BAAQMD)	X	X		X			$1.5 M	TFCA Regional Fund (baaqmd.gov) Contra Costa County FY 2022-2023 Budget
	Measure J	CCTA	X	X		X			$2.5 B	Funding - Contra Costa Transportation Authority (ccta.net)

* Privately owned ferry only| **Allocation based on which the eligible states and territories submit their interest to participate. EPA awards a specific allocation to participating states and territories that is determined by formula, based on the number of participants.

6.1 Federal Funding

There are several Federal Transit Authority (FTA) and Federal Highway and Federal Highway Administration (FHWA) programs that are available to fund Public Transportation as related to Ferry Services in Contra Costa County.

MTC oversees the Bay Area's allocation of the Bipartisan Infrastructure Law (BIL) funds. Within this allocation, the Bay Area can compete for up to $140 billion for competitive grant programs, of that $140 billion, $100 billion is specifically earmarked for Bay Area projects. The U.S. Department of Transportation (USDOT) will distribute funds over five years through more than two dozen targeted competitive grant programs. Bay Area transportation projects large and small could move from plan to completion with competitive grant funding from the BIL.

For purposes of this report, the following funding programs are among the most relevant:

Passenger Ferry Grant Program (Section 5307(h)):

The Passenger Ferry Grant Program makes funding available competitively to assist in the financing of capital projects to support passenger ferry systems in urbanized areas, such as purchasing, replacing, or rehabilitating passenger ferries, terminals, and related facilities and equipment.

Funds are awarded based on factors such as the age and condition of existing ferry boats, terminals, and related infrastructure; benefits to riders, such as increased reliability; project readiness; and connectivity to other modes of transportation.

Eligible activities are limited to capital projects. Funds may not be used for operating expenses, planning, or preventive maintenance.

Eligible Recipients are public bodies with the legal authority to receive and dispense federal funds (eligible direct recipients of Section 5307 funds) including transit agencies, municipalities, and counties.

Selected Projects: In 2023, FTA announced $220.2 million under the Passenger Ferry Grant Program to seven projects in four states. WETA and Golden Gate Ferry were among the recipients that were selected to receive the FTA Ferry Grant Program in 2023. WETA's $15.9 million is intended to fund their retrofit of two ferry floats with battery energy storage systems and GGF's $6 million will fund the replacement of the Sausalito Ferry Landing and improve safety and service.

Electric or Low-Emitting Ferry Pilot Program:

The Electric or Low-Emitting Ferry Pilot Program provides competitive funding for capital projects that support the purchase of electric and low-emitting ferry vessels that reduce emissions by using alternative fuels or on-board energy storage systems and related charging infrastructure to reduce emissions or produce zero on-board emissions under normal operation. Beginning in 2022, in each fiscal year, at least $49 million will be available for grants. FTA awarded $50.1 million under the FY22-23 Electric or Low-Emitting Ferry Pilot Program to seven projects in seven states. $5 million of this funding was set aside for low or zero-emission ferries.

Eligible Recipients are public bodies with the legal authority to receive and dispense federal funds (eligible direct recipients of Section 5307 funds) including transit agencies, and Cities.

Selected Projects: Examples of projects' scope that were selected in 2023 include the purchase of new electric, hybrid-electric, or battery-electric vessel ferries to replace older vessels and build solar-powered ferries and electric charging facilities.

Urban Transit Formula Funds (Section 5307):

The Urbanized Area Formula Funding program provides funding for transit capital and transportation-related planning in urbanized areas. The operating assistance is only eligible for urbanized areas with a population of 200,000 or less.

This grant is distributed through MTC to the 12 FTA-identified regions based on an urbanized area formula. Formula funds can be used only for capital investment.

Capital Investment Grants Program (CIG):

This FTA discretionary grant program provides funding through a multi-year competitive process for transit capital investments. Federal transit law requires transit agencies seeking CIG funding to complete a series of steps over several years.

For New Starts and Core Capacity projects, the law requires the completion of two phases in advance of receipt of a construction grant agreement: Project Development and Engineering. For Small Starts projects, the law requires completion of one phase in advance of receipt of a construction grant agreement: Project Development.

The law defines passenger ferry projects as fixed guideway transit services, making them eligible for both Core Capacity and Small Starts. FTA works with ferry project sponsors on a case-by-case basis to determine whether a proposed project is eligible.

Eligible Recipients for this grant are State and local government agencies, including transit agencies.

Surface Transportation Block Grants (STBG):

The STBG program promotes flexibility in State and local transportation decisions and provides flexible funding to best address State and local transportation needs. The STBG provides funding for the construction of Ferry boats and terminal facilities that are privately or majority-privately owned, that the Secretary determines provide a substantial public transportation benefit or otherwise meet the foremost needs of the surface transportation system.

STBG projects may not be undertaken on a road functionally classified as a local road or a rural minor collector unless the road was on a Federal-aid highway system on January 1, 1991.

The eligible recipients of STBG funds include States and local governments. Under the FAST Act, the BIL directs FHWA to apportion funding as a lump sum for each State and then divide that total among apportioned programs. Each State's STBG apportionment is calculated based on a percentage specified in law.

Ferry Boat Program:

The formula-based Ferry Boat program provides funding for designing and constructing ferry boats and for designing, acquiring right-of-way, and construction of ferry terminal facilities, including ferry maintenance facilities, and other activities. Ferry boats and terminal facilities that serve vehicular travel as links on public highways (other than Interstate highways), as well as ferry boats and terminals only serving passengers as a fixed route transit facility, may be eligible for certain types of Federal-aid highway funding.

A total of $10.1m was allocated for distribution in the State of California in FY23. San Francisco Bay Area WETA ($2.6 m), Golden Gate Bridge Highway and Transportation District ($2.5 m), Angel Island - Tiburon Ferry Company ($62 k), Blue and Gold Fleet ($304 k) and Alcatraz Cruises ($1.7 m) are among the recipients of this fund.

Promoting Resilient Operations for Transformative, Efficient, and Cost saving Transportation Program (PROTECT):

The Promoting Resilient Operations for Transformative, Efficient, and Cost-saving Transportation (PROTECT) Program is a new grant program established by the Bipartisan Infrastructure Law to fund projects that enhance the resilience of transportation infrastructure and operations that includes both formula funding distributed to States and competitive grants. PROTECT program provides funding to ensure surface transportation resilience to natural hazards including climate change, sea level rise, flooding, extreme weather events, and other natural disasters through the support of planning activities, resilience improvements, community resilience, evacuation routes, and at-risk coastal infrastructure. The PROTECT Program also includes a set-aside for ferry projects that make ferry service more resilient to disruptions from sea level rise, weather events, and other natural disasters. The program offers two types of awards: Planning grants and Competitive Resilience Improvement Grants. The program is administered by the FHWA and provides $1.4 billion in formula funding over 5 years. Only 40 percent of award funds can be used for the construction of new capacity.

Eligible recipients include states, metropolitan planning organizations (MPOs), local governments, special purpose districts, or public authorities with a transportation function.

National Highway Performance Program (NHPP)

The National Highway Performance Program (NHPP) is a formula program that provides support for the condition and performance of the National Highway System (NHS), for the construction of new facilities on the NHS, and to ensure that investments of Federal-aid funds in highway construction are directed to support progress toward the achievement of performance targets established in a state's asset management plan for the NHS. The program is subject to an overall federal aid obligation limitation, except for $639 million per fiscal year.

Eligible activities relevant to ferries include construction, rehabilitation, or replacement of existing ferry boats and ferry terminal facilities (including ferry maintenance facilities) and the procurement of transit vehicles used exclusively as an integral part of an intermodal ferry trip, subject to the following conditions:

- A ferry boat or ferry terminal facility is publicly owned or operated, or majority publicly owned.
- The operation of the ferry is on a route classified as a public road within the State and which has not been designated as a route on the Interstate System or a public transit ferry eligible under Chapter 53 of Title 49. Projects under this subsection may be eligible for both ferry boats carrying cars and passengers and ferry boats carrying passengers only.
- Ferry that is operated only within the State

The NHPP is funded through a lump sum apportionment to each state, which is then divided among apportioned programs. Each state's NHPP apportionment is calculated based on a percentage specified in law.

TIFIA Credit Program

The Transportation Infrastructure Finance and Innovation Act (TIFIA) program provides Federal credit assistance in the form of direct loans, loan guarantees, and standby lines of credit to finance surface transportation projects of national and regional significance. TIFIA credit assistance provides improved access to capital markets, flexible repayment terms, and potentially more favorable interest rates than can be found in private capital markets for similar instruments.

TIFIA can help advance qualified, large-scale projects that otherwise might be delayed or deferred because of size, complexity, or uncertainty over the timing of revenues. Many surface transportation projects - highway, transit, railroad, intermodal freight, and port access - are eligible for assistance. Each dollar of Federal funds can provide up to $10 in TIFIA credit assistance - and leverage $30 in transportation infrastructure investment.

Eligible applicants include state and local governments, transit agencies, railroad companies, special authorities, special districts, and private entities.

Federal Ship Financing Program (Title XI)

The Federal Ship Financing Program (commonly referred to as "Title XI" based on the part of the Merchant Marine Act of 1936 that established the program) provides for a full faith and credit guarantee by the United States Government to promote the growth and modernization of the U.S. merchant marine and U.S. shipyards.

Through long-term debt repayment guarantees, the Program encourages U.S. shipowners to obtain new vessels from U. S. shipyards cost-effectively. It also assists U.S. shipyards with modernizing their facilities for building and repairing vessels. The repayment term allowed under the program generally is much longer, and the interest rates are lower than those available from the commercial lending market because of the obligations guaranteed by the U.S. Government.

RAISE Grant

The Rebuilding American Infrastructure with Sustainability and Equity, or RAISE Discretionary Grant program, is a discretionary grant program for investments in surface transportation infrastructure that will have a significant local or regional impact. The eligibility requirements of RAISE allow project sponsors at the State and local levels to obtain funding for multi-modal, multi-jurisdictional projects that are more difficult to support through traditional DOT programs. RAISE can provide funding directly to any public entity, including municipalities, counties, port authorities, tribal governments, MPOs.

Selected Projects: In 2023, RAISE funding supported 162 projects in 50 states. Relevant projects that were awarded in 2023 include the construction of a High-Speed Ferry Terminal as part of a downtown multimodal utilization improvement project ($17 m), pre-construction activities for a complete streets roadway rehabilitation project that included improved connection to ferry service ($1.7 m), and incorporation of electrical equipment necessary to re-charge the growing electric ferry fleet as part of a public port breakwater replacement project ($9.4 m).

6.2 State Funding

Transit programs in California are partially funded by the Transportation Development Act (TDA) which includes revenues collected from a portion of the state diesel fuel tax, and sales taxes. These funds are distributed to local and regional transportation authorities. These funds are available to support public transportation services including ferry services.

Transit and Intercity Rail Capital Program

Transit and Intercity Rail Capital Program (TIRCP) funds capital improvements that modernize California's transit systems, including reducing GHG emissions, expanding and improving transit service, and improving transit safety. Eligible marine projects include ferry transit investments and ferry service integration. The distribution of TIRCP funds is based on a competitive process. However, SB 125 (Ch 54, Statutes of 2023) guides the distribution of $4 billion in General Funds through the Transit and Intercity Rail Capital Program on a population-based formula to regional transportation planning agencies, which will have the flexibility to use the money to fund transit operations or capital improvements. The transportation budget trailer bill also establishes the $1.1 billion Zero-Emission Transit Capital Program to be allocated to regional transportation planning agencies on a population-based formula and another formula based on revenues to fund zero-emission transit equipment and operations.

State Transit Assistance: State Transit Assistance (STA) funding is a source of public transit funding in California, derived from the statewide sales tax on diesel fuel. STA funds are allocated to planning agencies and transit operators, based on their population and revenue. STA funds can be used for capital infrastructure, operational costs, and maintenance projects. SB 1 provides an additional $250 million annually for the STA program and $105 million for the State of Good Repair program, which is also based on the STA formula.

Volkswagen Environmental Mitigation Trust for California

The Volkswagen (VW) Environmental Mitigation Trust provides about $423 million for California to mitigate the excess nitrogen oxide (NOx) emissions caused by VW's use of illegal emissions testing defeat devices in certain VW diesel vehicles. The funding is provided through a formula-based grant program. Zero-emission freight and Marine Projects are among the eligible categories that could receive funding to replace marine engines in ferries with new, commercially available, zero-emission technologies. Eligible applicants may be individuals, businesses, nonprofits, or government entities based in California or with a California-based affiliate.

EPA Diesel Emission Reduction Act (DERA)

The Diesel Emissions Reduction Act (DERA) Program funds grants and rebates that protect human health and improve air quality by reducing harmful emissions from diesel engines. Eligible diesel emissions reduction projects include replacing existing marine engines, vehicles, and equipment with EPA and CARB-certified engine configurations and verified retrofit and idle reduction technologies. The total estimated funding available for awards expected for FY 2023 and FY 2024 is $60 million.[59]

Carl Moyer Program & Community Air Protection Incentives – Marine Vessel Projects

The Carl Moyer Program provides monetary grants to private companies and public agencies to clean up their heavy-duty engines beyond that required by law through retrofitting, repowering, or replacing their engines with newer and cleaner ones. These grants are issued locally by air pollution control districts and air quality management districts.

Advanced Technology Demonstration and Pilot Projects (CARB)

The Advanced Technology Demonstration and Pilot Projects support the acceleration of the next generation of advanced technology vehicles, equipment, or emission controls that are not yet commercialized or commercialized technology that has not yet been widely adopted. The Tier-4 CHC category allocates $60 million and prioritizes ferries, commercial passenger fishing vessels, research vessels, and excursion vessels.

Low Carbon Transportation Operations Program (LCTOP)

LCTOP provides operating and capital assistance for transit agencies to reduce GHG emissions and improve mobility, with a priority on serving disadvantaged communities. Eligible marine projects include those that enhance or expand transit service by supporting new or expanded water-borne transit and may include equipment acquisition, fueling, maintenance, and other costs to operate those services or facilities. Eligible recipients are transportation planning agencies and transit operators eligible for State Transit Assistance (STA) funds.

[59] United States Environmental Protection Agency. '2023-2024 DERA State Grants Program Guide', July 2023. https://www.epa.gov/system/files/documents/2023-07/420b23031.pdf.

6.3 Regional/Local Funding

In addition to federal, and state sources, regional and local funding sources provide critical support for funding capital and operating needs. For this study, revenue generated from bridge tolls and car emissions[60] as well as grants supporting transit-oriented development were evaluated for their potential to support ferry service to the cities as well as development along their waterfront.

Regional Measures 3 (RM3)

Regional Measure 3 (RM3) is another voter-approved initiative that was approved in 2018 to increase the tolls on the region's seven state-owned bridges to help fund highway and transit projects throughout the Bay Area.

Eligible Recipients: Any Bay Area public agency with an identified project is eligible to receive funding under the Regional Traffic Plan.

Relevance: WETA has access to $300 million in RM3 capital funding to support expansion and enhancement. RM3 also enables funding for zero emission float electrification and shoreside electrical initiatives in the East Bay. The total amount anticipated to be spent on capital projects in FY 2023-24 from RM3 is $13 million. WETA also receives 58% of RM3's operating revenue, capped at $35 million. Starting from Year 5, there's a stepped allocation with a maximum allotment of $35 million. Any unused operating revenue can be carried over to a reserve fund for flexible use in future years. However, to execute the Operating Agreement with the Metropolitan Transportation Commission (MTC) and receive funds, WETA must prepare a 5-year Operating Plan (5YOP).

Priority Development Area (PDA) Grants

MTC provides funding through the Priority Development Area (PDA) Planning and Technical Assistance Program. The program helps local governments within the Bay Area create plans for areas within their jurisdiction that support housing and development near transit hubs. Funding through PDA grants is available for three types of planning activities which are:

- **Plans** for areas that are designated as a priority development area. The maximum grant award for a plan is $1.2 million.
- **Plan amendments** to an adopted plan. The maximum grant award for a plan amendment is $600,000.
- **Plan** Implementation provides funding for technical assistance to develop and/or adopt policies that facilitate a priority development area. The maximum grant award for a plan implementation is $200,000.

Eligible Recipients: Local Bay Area governments with land use authority over a Priority Development Area (PDA) identified in Plan Bay Area 2050.

Relevance: PDA grants have been previously deployed within Contra Costa for the Hilltop PDA in Richmond for the amount of $750,000 and the Rumrill Blvd PDA in San Pablo for the amount of $250,00050F50F[61]. Currently, Hercules, Martinez, Pittsburg, and

[60] Transportation for Clean Air (TFCA)

[61] MTC, List of PDA Program Planning and Technical Assistance Grants10a - 21-0650 - Attachment B- PDA Program Planning Tech Assistance Grants.pdf (ca.gov)

Antioch all contain PDAs, and these PDAs encompass the proposed ferry terminals evaluated in this study. Since the cities contain areas identified by MTC as PDA, they are eligible for funding opportunities that support planning studies to develop their waterfronts for ferry service.

Transportation for Clean Air (TFCA)

The Transportation for Clean Air (TFCA) program was authorized by the California State Legislature in 1991 to allow Air Districts to place a $4 surcharge on cars and trucks registered within the Air District's jurisdiction. Funds collected through this charge will be used for infrastructure projects that reduce on-road motor vehicle emissions. The Bay Area Air Quality Management District (Air District) currently allocates the funds from this charge and in their latest Expenditure Plan for the fiscal year Ending in 2025 outlined infrastructure that achieves vehicle emission reductions.

Relevance: Projects that reduce on-road motor vehicle emissions within the Bay Area are eligible. Installation of ferry terminals as well as first and last-mile connections to the ferry terminals qualifies as projects eligible for TFCA funding, so long as the project has completed and approved an environmental plan and meets the cost effectiveness criteria established by the Air District.

Measure J

The largest source of public transportation funding in Contra Costa County is Measure J. Measure J is a voter-approved sales tax measure that provides approximately $2.5 billion countywide for local transportation projects and programs through the year 2034.

The Measure J Expenditure Plan allocated 2.3% of Measure J revenue (Program 22b) for ferry service in West County from Richmond, and Hercules or Rodeo to San Francisco. The Measure J Expenditure Plan states that funds for the ferry service can be used for capital improvements (landside improvements, parking, lighting, etc.) as well as operating the service and other components of the ferry service.

Currently, Measure J Program 22b funding has been used to support Richmond Ferry Service and was included in the CCTA/WETA Agreement in 2015 to support ferry service in the first 10 years of operation.

7 Findings and Next Steps

7.1 Findings

The findings of this ferry feasibility study provide customized next steps for planning ferry service in the Cities of Hercules, Martinez, Antioch, and Pittsburg. The study identified capital improvements that are needed to support ferry service at each of the proposed locations as well as costs for each of the locations for a private or public ferry service operator and funding options. Overall findings from this study are that Hercules and Martinez which are cities closer to the San Francisco Ferry Terminal and therefore have lower operating costs yet higher infrastructure costs, and Pittsburg and Antioch have higher operating costs and lower infrastructure costs. A summary of findings is outlined below.

Further assessment of capital costs is needed to understand the landside development needs and the waterside vessel needs of each ferry terminal. The preliminary cost evaluation found that:

- **Landside Costs** were preliminary and further technical work should be completed by each of the cities to detail the utilities, site civil, lighting, pavement, and landscaping needs of each of the proposed locations. Further evaluation of landside will help highlight more financially feasible options for ferry service regarding development costs.
- **Waterside Costs** accounted only for a ferry terminal that could accommodate a WETA Dorado vessel. Additional evaluation should encompass the costs of a terminal that could accommodate other vessels that potentially could have lower capital costs. However, not accommodating a WETA vessel would limit the interoperability of the Bay Area ferry network as the standardization of the fleet and design of infrastructure to connect the vessels can lead to efficiencies in the maintenance and operating costs of the ferry network system.
- **Investment in a new operations and maintenance facility.** WETA's Ron Cowan Central Bay Operations and Maintenance facility is instrumental in providing a consolidated base to maintain vessels in the central Bay and serve as a primary location for WETA to coordinate the provision of emergency transportation services in the event of a regional disaster or transportation disruption. For long-term service, a new operations and maintenance facility will be essential for providing ferry service throughout Contra Costa County.

Pandemic Impacts on Travel Demand Potential. The evaluation of the demand potential was qualitative and not only examined potential ridership demand but assessed multiple factors which could impact ferry ridership such as residential and job density and existing active transportation infrastructure. This evaluation was due to the ever-shifting travel trends as a result of the COVID-19 pandemic which impacted travel demand potential in Contra Costa County

Bespoke technology for the appropriate route. The evaluation of available technologies for electric and zero-emission vessels found that current technology only supports short-haul distances. Therefore, current technology cannot support the routes evaluated in this study because they are long-haul routes and would provide service between the Cities and the San Francisco Ferry Terminal. The Cities could study evolving technologies of zero and low emission vessels that could support long-haul routes to San Francisco as well as evaluate the use of zero-emission and or low emission vessels for shorter service routes within Contra Costa County. This evaluation could help expand transit service within the county and along the waterfront, as well as support low-emission initiatives throughout the region.

Operating Structure for the Optimal Phase of Ferry Service found that partnering with a private ferry operator as is the case for the Treasure Island Ferry route can be beneficial for providing ferry service during the initial years of service. This is because private ferry service providers are typically more agile than public agencies and could help supply vessels and services that could help reduce the cost of operations, increase efficiency, and improve the overall quality of service. However, for long-term ferry service, having WETA as the designated regional ferry service operator provide service is optimal. This is due to WETA's access to federal, state, and local funds. Additionally, WETA could also contract with a private service provider for additional agility while still having access to local, state, and federal funding.

Supportive Fares to Grow Ferry Ridership. Striking a balance between promoting ferry service through affordable and competitive ferry fare prices and meeting revenue goals post-pandemic will need to be studied. WETA has promoted lowering fares to help boost ridership and this has helped their ridership grow. This understanding of knowing the appropriate fares to be implemented equitably is essential to know how to grow ferry ridership as travel patterns and economies recover post-pandemic.

Finding the optimal combination of ferry funding. This study found that while the COVID-19 pandemic helped stimulate a short-term influx of federal funds for transit, there continues to be shortfalls in funding available for ferry operations. Therefore, it is critical to find a combination of federal, state, and regional funding sources to support ferry service during all phases of a project. This highlights the importance of state and regional funding sources in supporting ongoing efforts to maintain ferry service. Through leveraging a combination of funding sources, ferry service can remain accessible to new and returning riders.

Further study of these findings in collaboration with relevant stakeholders will help provide additional options for transit service in the region as well as enhance its economic vitality. In addition to the findings, the next steps were compiled for each of the cities and are outlined on the next page.

7.2 Next Steps

Following this feasibility study, next steps for all the Cities involve identifying funding to support continued planning and design efforts. Once funding is secured, focusing on environmental and regulatory permitting will be critical in advancing ferry service. Simultaneously a comprehensive business plan will be needed to understand financial aspects, operational logistics, and economic impacts. The next stages of the project will focus on evaluating the accessibility of ferry terminals and analyzing passenger demand through travel demand forecasting to accurately project potential ridership and support the strategic development of ferry service. Another important aspect is assessing the viability of zero and low emission technologies for sustainable operations and to review the readiness of the ferry infrastructure at each site. The cost per trip will also be analyzed to understand ferry service's viability as a BART alternative as well as affordability for equity prioritized communities. Additionally, future studies will highlight the advantages of utilizing regional waterways for emergency services and improving the quality of life for all residents in Contra Costa County. In tandem with these next steps, collaborative efforts with regional stakeholders and community groups will be essential for implementing ferry service. More site-specific next steps are referenced in the table below.

Hercules	• Overall City of Hercules has optimal development and transportation plans to support ferry service, yet capital cost is a challenge. • A more detailed assessment of capital costs for the Hub and the Point location is needed to understand the challenges and benefits associated with each site as it relates to capital costs. • The Hub location has expensive dredging costs, yet the capital costs of the Point location make it far more expensive relative to the Hub location. • Evaluation of the optimal ferry service provider for initial and long-term service. • Conduct further research on the practicality of new vessel technologies for ferry service, as well as policy implications and costs associated with implementing these technologies when planning ferry service.

Martinez	• Overall, the City of Martinez has strong existing transit and development to support ferry service as well as an optimal existing marina. • Evaluation of the optimal ferry service provider for initial and long-term service • Detailed evaluation of the cost of a breakwater structure at the Marina location. • Conduct further research on the practicality of low and zero-emission technologies for ferry service, as well as policy implications and costs associated with implementing these technologies when planning ferry service. • More detailed evaluation of the capital costs for the Marina location. • Evaluate long-term sustainable funding options for the Marina Waterfront location in more detail, considering the development potential of the area.
Pittsburg	• Overall, the City of Pittsburg has existing marina infrastructure to support ferry service and supportive residential density to support ferry service. However current ferry service operating costs to the San Francisco Ferry Terminal are high. • Further assessment of capital costs for the Bay Walk and the Marina locations to understand the challenges and benefits associated with each site as it relates to cost. • The Bay Walk location is a remediation site and has higher landside capital costs, whereas the Marina location is already developed to support ferry service. • Conduct further research on the practicality of low and zero-emission technologies for ferry service, as well as policy implications and costs associated with implementing these technologies when planning ferry service.
Antioch	• Overall, the City of Antioch has no future development plans to support ferry service, and operating costs to the San Francisco Ferry Terminal are high. Despite this, the city has an optimal existing marina for ferry service. • Since the performance of the two Antioch Sites is similar, further evaluation of the permitting for each site should be completed to understand which is the most feasible ferry location. • Evaluate long-term sustainable funding options for the location in more detail, considering the development potential of the area. • Conduct further research on the practicality of low and zero-emission technologies for ferry service, as well as policy implications and costs associated with implementing these technologies when planning ferry service. • Assess the feasibility of implementing more active transportation infrastructure to support ferry service. • Assess potential development along the waterfront to support ferry service.

Pilot Ferry Services

Pilot Ferry Services will be a critical tool for securing ferry service in Contra Costa County. A benefit cost analysis for offering a pilot will help justify the cost of ferry service for a proposed location in Contra Costa County. Evaluation of service does not have to only be to San Francisco but can be between Cities in Contra Costa County. Most recently WETA added $2 million to its FY23-24 budget to support ferry pilot services. Recent and upcoming ferry pilot projects through WETA have included:

- **Alameda Landing-Oakland Ferry Service:** The Service will start summer of 2024 and run for 2 years. This was made possible by funding provided by the City of Alameda and public-private partnerships.
- **South San Francisco – San Francisco Ferry Service:** Service was implemented as a part of the Alameda Main St. refurbishment project using resources freed up by the temporary terminal closure due to construction at the terminal.
- **Sea Change Hydrogen Vessel Pilot:** The hydrogen vessel will begin revenue service in 2024 on the Pier 41 route. Funding was identified for this through both public-private partnerships as well as state grant funds.

WETA is developing a process to prioritize and support pilot services. This Study should be used as a supporting document for WETA in its consideration of pilot projects.

Appendices

Appendix A: Compiled initial ferry feasibility assessment matrix

Appendix B: Costs

- Ferry operating cost summary
- Ferry Procurement cost summary
- Ferry capital cost summary

Appendix A: Compiled initial ferry feasibility assessment matrix

Evaluation Criteria Matrix

Proposed Ferry Service Locations			City of Richmond		City of Hercules (Hub)		City of Hercules (The Point)	
Description			**Location:** 1453 Harbor Way S, Richmond, CA 94804 		**Location**: Along Transit Loop Dr, Hercules, CA 		**Location**: Along Transit Loop Dr, Hercules, CA 	
Category	**Evaluation**	**Performance**	**Evaluation Performance**		**Evaluation Performance**		**Evaluation Performance**	
Benefits	Travel Demand to SF Ferry Terminal	1 = Low Performing (Below 40% of Richmond 2022 Travel Demand) 2 = Moderate Performing (Between 11-40% of Richmond 2022 Travel demand) 3 = High Performing (More than 10% above Richmond 2022 Travel demand)	13,255 travel demand to San Francisco Ferry Terminal	2	Below 40% of Richmond 2022 Travel Demand	1	Below 40% of Richmond 2022 Travel Demand	1
	Ferry Travel Times to SF Ferry Terminal	1 = Low Performing - Transit Travel time is less than 20 minutes more in travel time than the Richmond Ferry Terminal to the San Francisco Ferry Building 2 = Moderate Performing - Transit Travel time is between 20-30 minutes more in travel time than the Richmond Ferry Terminal to the San Francisco Ferry Building 3 = High Performing - Transit Travel time is more than 30 minutes in travel time than the Richmond Ferry Terminal to the San Francisco Ferry Building	Average travel time by transit (BART & AC Transit) is 1 hour 7 min (67 min)	2	Average travel time by transit (BART & JX) is 1 hour 23 min (83 min)	3	Average travel time by transit (BART & JX) is 1 hour 23 min (83 min)	3
	Travel Time Competitiveness	1 = Low Performing - Driving Travel time is 30% more than driving time (mins) from Richmond to SF Ferry Terminal 2 = Moderate Performing - Driving travel time is within 30% of the driving time (min) from Richmond to the SF Ferry Terminal 3 = High Performing - Driving time is 30% less than the driving time (min) from Richmond to the SF Ferry Terminal	Average travel time by car is 38 min	2	Average travel time by car is 45 min	3	Average travel time by car is 45 min	3
	Residents Density within a 15-min walkshed of the ferry terminal.	1 = Low Performing (Less than 1000 residents in the 15-min walkshed) 2 = Moderate Performing (Between 1,000 and 1,500 residents in the 15-min walkshed) 3 = High Performing (Greater than 1,500 residents in the 15-min walkshed)	1,144 residents in the 15-min walkshed	2	2,351 residents in the 15-min walkshed	3	1,362 residents in the 15-min walkshed	2
	Job Density within a 15-min walkshed of the ferry terminal	1 = Low Performing (Jobs are less than 500 jobs in the 15-min walkshed) 2 = Moderate Performing (Jobs are between 500-1,500 in the 15-min walkshed) 3 = High Performing (Jobs are more than 1,500 in the 15-min walkshed)	1,485 jobs within the 15-min walkshed	2	150 jobs in the 15-min walkshed	1	111 jobs in the 15-min walkshed	1
	Resident Density within Proposed Ferry Terminal City	1 = Low Performing (Jobs are less than 400 jobs per square mile) 2 = Moderate Performing (Jobs per square mile are between 400-800 jobs per square mile) 3 = High Performing (Jobs are more than 800 jobs per square mile)	2,203 residents per square mile	2	1,303 residents per square mile	1	1,303 residents per square mile	1
	Job Density within Proposed Ferry Terminal City	1 = Low Performing (Less than 2,000 residents per square mile) 2 = Moderate Performing (Between 2,000-3,000 residents per square mile) 3 = High Performing (Greater than 3,000 residents per square mile)	612 jobs per square mile	2	222 jobs per square mile	1	222 jobs per square mile	1
	Existing Transit Connections	1 = Low Performing (<8 transit stops within three-quarters of a mile shed) 2 = Moderate Performing (8 transit stops within three-quarters of a mile shed) 3 = High Performing (>8 transit stops within three-quarters of a mile shed)	AC Transit: 8 stops	2	WestCAT: 11 stops	3	WestCAT: 3 stops	1
	Existing Active Transportation Connections	1 = Low Performing (Less than 3 miles of active transportation connections and/or facilities within three-quarters of a mile shed) 2 = Moderate Performing (3-6 miles of active transportation connections and facilities within three-quarters of a mile shed) 3 = High Performing (More than 6 miles of active transportation connections and facilities within three-quarters of a mile shed)	6-miles of active transportation connections which include the Bay Trail and Regional Bike Trail Facilities	2	3-miles of active transportation connections which include the Bay Trail and Regional Bike Trail Facilities	2	2-miles of active transportation connections which include the Bay Trail and Regional Bike Trail Facilities	1
	Planned Transit Connections	1 = Low Performing (No planned transit connections where existing transit connections are lacking) 2 = Moderate Performing (Transit connections identified in study/plan) 3 = Transit Supportive (New transit connections underway or already sufficient transit)	Planned re-establishment of a first mile/last mile shuttle network between the ferry terminal and the El Cerrito Del Norte Bart Station as outlined in the Richmond First Mile/Last Mile Transportation Strategic Plan.	2	1. Capitol Corridor 2. WestCAT to provide service to the Hub as part of the Hub Project 3. San Pablo Ave/I-80/Hwy 4 access with extension of John Muir Parkway, Bayfront Blvd ext., Bayfront Bridge completed	3	1. Capitol Corridor 2. WestCAT to provide service to the Hub as part of the Hub Project 3. San Pablo Ave/I-80/Hwy 4 access with extension of John Muir Parkway, Bayfront Blvd ext., Bayfront Bridge completed	3
	Planned Active Transportation Connections	1 = Low Performing (No active transportation access or improvements planned) 2 = Moderate Performing (Proposed active transportation connections) 3 = High Performing (Active transportation connections underway)	Ferry to Bridge Complete Streets: includes multimodal connections between the Richmond Ferry Terminal and the Richmond-San Rafael Bridge as outlined in the Richmond First Mile/Last Mile Transportation Strategic Plan.	2	The Bay Trail is planned to be realigned to lead directly to the train station when adjacent parcels E and F of the Bayfront development are developed.	2	The Bay Trail is planned to be realigned to lead directly to the train station when adjacent parcels E and F of the Bayfront development are developed.	2
	Initial Site Feasibility Evaluation							
Ferry Terminal Suitability	Existing Land Use	N/A			Hub: Historic Town Center (HTC) adjacent to mostly Planned commercial residential mixed use and Residential single family low density. Planned office research and development constitutes the northern area. Public park and open space and the New Pacific Properties Specific Area Plan are also included in a 3/4 buffer.	N/A	Public Open Space (P/QP-O) adjacent to mostly Planned commercial residential mixed use and Residential single family low density. Planned office research and development constitutes the northern area. Public park and open space and the New Pacific Properties Specific Area Plan are also included in a 3/4 buffer.	N/A
	Existing Parking	N/A			Existing street parking, minimal parking for mixed-use development.	N/A	Existing street parking, minimal parking for mixed-use development.	N/A
	Planned Land Use	N/A			Planned land use adjacent to the ferry terminal consists of transit-oriented development which includes high-density housing, commercial development, and a multi-modal transit station. The area is envisioned as a mixed-use, downtown area, comprised of a variety of dwelling types and businesses.	N/A	Planned land use adjacent to the ferry terminal consists of transit-oriented development which includes high-density housing, commercial development, and a multi-modal transit station. The area is envisioned as a mixed-use, downtown area, comprised of a variety of dwelling types and businesses.	N/A
	MTC Priority Development Area	N/A			10,999,221 SQFT of PDA in the 15-min walk shed	N/A	7,866,050 SQFT of PDA in the 15-min walk shed	N/A
	Planned Parking	N/A			Planned parking within the Downtown Waterfront Plan includes parking requirements based on residential and non-residential uses. In June 2023, the City entered into a parking operations agreement with the master developer for the Bayfront, which provides for up to 216 private parking spaces to be created within the development to be shared with the public, including rail and ferry passengers. The agreement contemplates creation of a parking management entity to ensure efficient usage of and access to both public and on-street parking and the shared private parking. Past design work for the Hub included capacity studies for one and two levels of underground parking on the station site.	N/A	Planned parking within the Downtown Waterfront Plan includes parking requirements based on residential and non-residential uses. In June 2023, the City entered into a parking operations agreement with the master developer for the Bayfront, which provides for up to 216 private parking spaces to be created within the development to be shared with the public, including rail and ferry passengers. The agreement contemplates creation of a parking management entity to ensure efficient usage of and access to both public and on-street parking and the shared private parking. Past design work for the Hub included capacity studies for one and two levels of underground parking on the station site.	N/A
	Proposed Development	N/A			Multi-unit housing and Commercial and Community facility development underway and planned for: 1. Bayfront Blocks M-P-O 2. Bayfront Blocks E-F-G-H-I-J 3. Bayfront Blocks A-B-C-D Additionally the HUB is underway near the proposed ferry terminal with three phases of the environmental clearance process completed and the City of Hercules successfully obtaining federal, state and regional funds to support construction and completion of the Hub.	N/A	Multi-unit housing and Commercial and Community facility development underway and planned for: 1. Bayfront Blocks M-P-O 2. Bayfront Blocks E-F-G-H-I-J 3. Bayfront Blocks A-B-C-D Additionally the HUB is underway near the proposed ferry terminal with three phases of the environmental clearance process completed and the City of Hercules successfully obtaining federal, state and regional funds to support construction and completion of the Hub.	N/A
Equity	Equity Priority Community	N/A			12% of the area surrounding the City of Hercules contains an Equity Priority Community. 37 miles out of 302 radial mile distance which includes area within the city, and 10-mile radial distance.	N/A	12% of the area surrounding the City of Hercules contains and Equity Priority Community. 37 miles out of 302 radial mile distance which includes area within the city, and 10-mile radial distance.	N/A
	Justice 40 Initiative	N/A			7% of the area surrounding the City of Hercules contains a Justice40 community. 20 miles out of 302 radial mile distance which includes area within the city, and 10-mile radial distance.	N/A	7% of the area surrounding the City of Hercules contains a Justice40 community. 20 miles out of 302 radial mile distance which includes area within the city, and 10-mile radial distance.	N/A

Legend

Orange = 1	1
Beige = 2	2
Turquoise = 3	3

MOTT MACDONALD

Evaluation Criteria Matrix

Proposed Ferry Service Locations			City of Richmond		City of Martinez	
Description			**Location:** 1453 Harbor Way S, Richmond, CA 94804 		Location: North Court Street, Martinez 	
Category	**Evaluation**	**Performance**	**Evaluation Performance**		**Evaluation Performance**	
Benefits	Travel Demand to SF Ferry Terminal	1 = Low Performing (Below 40% of Richmond 2022 Travel Demand) 2 = Moderate Performing (Between 11-40% of Richmond 2022 Travel demand) 3 = High Performing (More than 10% above Richmond 2022 Travel demand)	13,255 travel demand to San Francisco Ferry Terminal	2	Below 40% of Richmond 2022 Travel Demand	1
	Ferry Travel Times to SF Ferry Terminal	1 = Low Performing - Transit Travel time is less than 20 minutes more in travel time than the Richmond Ferry Terminal to the San Francisco Ferry Building 2 = Moderate Performing - Transit Travel time is between 20-30 minutes more in travel time than the Richmond Ferry Terminal to the San Francisco Ferry Building 3 = High Performing - Transit Travel time is more than 30 minutes in travel time than the Richmond Ferry Terminal to the San Francisco Ferry Building	Average travel time by transit (BART & AC Transit) is 1 hour 7 min (67 min)	2	Average travel time by transit (BART & County Connection) is 1 hour 35 min (95 min)	1
	Travel Time Competitiveness	1 = Low Performing - Driving Travel time is 30% more than driving time (mins) from the Richmond ferry terminal to the San Francisco ferry building 2 = Moderate Performing - Driving Travel time is within 30% of the driving time (mins) from the Richmond ferry terminal to the San Francisco ferry building 3 = High Performing - Driving Travel time is 30% less than the driving (mins) from the Richmond ferry terminal to the San Francisco ferry building	Average travel time by car is 38 min	2	Average travel time by car is 54 min	1
	Residents Density within a 15-min walkshed of the ferry terminal.	1 = Low Performing (Less than 1000 residents in the 15-min walkshed) 2 = Moderate Performing (Between 1,000 and 1,500 residents in the 15-min walkshed) 3 = High Performing (Greater than 1,500 residents in the 15-min walkshed)	1,144 residents in the 15-min walkshed	2	20 residents in the 15-min walkshed	1
	Job Density within a 15-min walkshed of the ferry terminal	1 = Low Performing (Jobs are less than 500 jobs in the 15-min walkshed) 2 = Moderate Performing (Jobs are between 500-1,500 in the 15-min walkshed) 3 = High Performing (Jobs are more than 1,500 in the 15-min walkshed)	1,485 jobs within the 15-min walkshed	2	1257 jobs in the 15-min walkshed	2
	Resident Density within Proposed Ferry Terminal City	1 = Low Performing (Jobs are less than 400 jobs per square mile) 2 = Moderate Performing (Jobs per square mile are between 400-800 jobs per square mile) 3 = High Performing (Jobs are more than 800 jobs per square mile)	2,203 residents per square mile	2	2,736 residents per square mile	2
	Job Density within Proposed Ferry Terminal City	1 = Low Performing (Less than 2,000 residents per square mile) 2 = Moderate Performing (Between 2,000-3,000 residents per square mile) 3 = High Performing (Greater than 3,000 residents per square mile)	612 jobs per square mile	2	1,608 jobs per square mile	3
	Existing Transit Connections	1 = Low Performing (<8 transit stops within three-quarters of a mile shed) 2 = Moderate Performing (8 transit stops within three-quarters of a mile shed) 3 = High Performing (>8 transit stops within three-quarters of a mile shed)	AC Transit: 8 stops	2	Amtrak, CC: 1 stops County Connection: 8 stops Tri Delta Transit: 3 stops WestCAT: 3 stops	3
	Existing Active Transportation Connections	1 = Low Performing (Less than 3 miles of active transportation connections and/or facilities within three-quarters of a mile shed) 2 = Moderate Performing (3-6 miles of active transportation connections and facilities within three-quarters of a mile shed) 3 = High Performing (More than 6 miles of active transportation connections and facilities within three-quarters of a mile shed)	6-miles of active transportation connections which include the Bay Trail and Regional Bike Trail Facilities	2	3-miles of active transportation connections which include the Bay Trail and Regional Bike Trail Facilities	2
	Planned Transit Connections	1 = Low Performing (No planned transit connections where existing transit connections are lacking) 2 = Moderate Performing (Transit connections identified in study/plan) 3 = Transit Supportive (New transit connections underway or already sufficient transit)	Planned re-establishment of a first mile/last mile shuttle network between the ferry terminal and the El Cerrito Del Norte Bart Station as outlined in the Richmond First Mile/Last Mile Transportation Strategic Plan.	2	1. Proposed Water Taxi Service at the Marina 2. Proposed Bus/shuttle route from downtown along N Court St to extend to Transit station, sports facility/parks and rec, and to the Marina (proposed bus stops at each location)	2
	Planned Active Transportation Connections	1 = Low Performing (No active transportation access or improvements planned) 2 = Moderate Performing (Proposed active transportation connections) 3 = High Performing (Active transportation connections underway)	Ferry to Bridge Complete Streets: includes multimodal connections between the Richmond Ferry Terminal and the Richmond-San Rafael Bridge as outlined in the Richmond First Mile/Last Mile Transportation Strategic Plan.	2	1. Sidewalks added along N Court St, Tarantino Dr, and along Joe DiMaggio 2. Class III bike route to be added to N Court St and Tarantino Dr. 3. Pathways added in parks and recreation area along N Court St and Joe DiMaggio Dr, and near the Marina pier/marina park 4. Trails added in the east portion of the Marina	2
		Initial Site Feasibility Evaluation				
	Existing Land Use	N/A			The ferry location is zoned as Marina and Waterfront. Adjacent to public and quasi public and central residential single family zoning. Across from Embarcadero St is the downtown core/government/shoreline.	N/A
	Existing Parking	N/A			Three public parking lots provide parking for approximately 250 vehicles as well as a "berther lot" which contains parking spaces for 95 vehicles with trails.	N/A
	Planned Land Use	N/A			Early planning stages which consist of commercial development such as restaurants, commercial boating, and fishing activities.	N/A
Ferry Terminal Suitability	MTC Priority Development Area	N/A			6,251,697 SQFT of PDA in the 15-min walk shed	N/A
	Planned Parking	N/A			Extra space identified for parking in the adjacent open space/field.	N/A
	Proposed Development	N/A			The proposed development adjacent to the proposed ferry terminal as outlined in the Waterfront Marina Trust Lands Use Plan wil include recreational uses that connect the community to the waterfront. These developments include parks, picnic areas, and community amenities (i.e. community stage). The plan will explore conceptual land use options that are formed by community and stakeholder collaboration and input.	N/A
Equity	Equity Priority Community	N/A			9% of the area within the City of Martinez and within a 10-mile radial distance contains an equity priority community. 39 miles out of 439 radial mile distance which includes area within the city, and a 10-mile radial distance.	N/A
	Justice 40 Initiative	N/A			4% of the area within the City of Martinez and within a 10-mile radial distance contains a Justice40 community. 18 miles out of 439 radial mile distance which includes area within the city, and a 10-mile radial distance.	N/A

Legend

Orange = 1	1
Beige = 2	2
Turquoise = 3	3

MOTT MACDONALD

Evaluation Criteria Matrix

Proposed Ferry Service Locations			City of Richmond		City of Pittsburg (Baywalk)		City of Pittsburg (Marina)	
Description			**Location:** 1453 Harbor Way S, Richmond, CA 94804 		**Location:** Bay Walk (51 Marina Blvd, Pittsburg, CA 94565) 		**Location:** Marina (51 Marina Blvd, Pittsburg, CA 94565) 	
Category	**Evaluation**	**Performance**	**Evaluation Performance**		**Evaluation Performance**		**Evaluation Performance**	
Benefits	Travel Demand to SF Ferry Terminal	1 = Low Performing (Below 40% of Richmond 2022 Travel Demand) 2 = Moderate Performing (Between 11-40% of Richmond 2022 Travel demand) 3 = High Performing (More than 10% above Richmond 2022 Travel demand)	13,255 travel demand to San Francisco Ferry Terminal	2	Below 40% of Richmond 2022 Travel Demand	1	Below 40% of Richmond 2022 Travel Demand	1
	Ferry Travel Times to SF Ferry Terminal	1 = Low Performing - Transit Travel time is less than 20 minutes more in travel time than the Richmond Ferry Terminal to the San Francisco Ferry Building 2 = Moderate Performing - Transit Travel time is between 20-30 minutes more in travel time than the Richmond Ferry Terminal to the San Francisco Ferry Building 3 = High Performing - Transit Travel time is more than 30 minutes in travel time than the Richmond Ferry Terminal to the San Francisco Ferry Building	Average travel time by transit (BART & AC Transit) is 1 hour 7 min (67 min)	2	Average travel time by transit (BART & Tri-Delta) is 1 hour 32 min (92 min)	2	Average travel time by transit (BART & Tri-Delta) is 1 hour 32 min (92 min)	2
	Travel Time Competitiveness	1 = Low Performing - Driving Travel time is 30% more than driving time (mins) from Richmond to SF Ferry Terminal 2 = Moderate Performing - Driving travel time is within 30% of the driving time (min) from Richmond to the SF Ferry Terminal 3 = High Performing - Driving time is 30% less than the driving time (min) from Richmond to the SF Ferry Terminal	Average travel time by car is 38 min	2	Average travel time by car is 60 min	1	Average travel time by car is 60 min	1
	Residents Density within a 15-min walkshed of the ferry terminal.	1 = Low Performing (Less than 1000 residents in the 15-min walkshed) 2 = Moderate Performing (Between 1,000 and 1,500 residents in the 15-min walkshed) 3 = High Performing (Greater than 1,500 residents in the 15-min walkshed)	1,144 residents in the 15-min walkshed	2	741 residents in the 15-min walkshed	1	306 residents in the 15-min walkshed	1
	Job Density within a 15-min walkshed of the ferry terminal	1 = Low Performing (Jobs are less than 500 jobs in the 15-min walkshed) 2 = Moderate Performing (Jobs are between 500-1,500 in the 15-min walkshed) 3 = High Performing (Jobs are more than 1,500 in the 15-min walkshed)	1,485 jobs within the 15-min walkshed	2	520 job in the 15-minwalkshed	1	26 jobs in the 15-min walkshed	1
	Resident Density within Proposed Ferry Terminal City	1 = Low Performing (Jobs are less than 400 jobs per square mile) 2 = Moderate Performing (Jobs per square mile are between 400-800 jobs per square mile) 3 = High Performing (Jobs are more than 800 jobs per square mile)	2,203 residents per square mile	2	3,834 residents per square mile	3	3,834 residents per square mile	3
	Job Density within Proposed Ferry Terminal City	1 = Low Performing (Less than 2,000 residents per square mile) 2 = Moderate Performing (Between 2,000-3,000 residents per square mile) 3 = High Performing (Greater than 3,000 residents per square mile)	612 jobs per square mile	2	716 jobs per square mile	2	716 jobs per square mile	2
	Existing Transit Connections	1 = Low Performing (<8 transit stops within three-quarters of a mile shed) 2 = Moderate Performing (8 transit stops within three-quarters of a mile shed) 3 = High Performing (>8 transit stops within three-quarters of a mile shed)	AC Transit: 8 stops	2	Tri Delta Transit: 5	1	Tri Delta Transit: 14 bus stops	3
	Existing Active Transportation Connections	1 = Low Performing (Less than 3 miles of active transportation connections and/or facilities within three-quarters of a mile shed) 2 = Moderate Performing (3-6 miles of active transportation connections and facilities within three-quarters of a mile shed) 3 = High Performing (More than 6 miles of active transportation connections and facilities within three-quarters of a mile shed)	6-miles of active transportation connections which include the Bay Trail and Regional Bike Trail Facilities	2	2-miles of active transportation connections which include Regional Bike Trail Facilities	1	2-miles of active transportation connections which include Regional Bike Trail Facilities	1
	Planned Transit Connections	1 = Low Performing (No planned transit connections where existing transit connections are lacking) 2 = Moderate Performing (Transit connections identified in study/plan) 3 = Transit Supportive (New transit connections underway or already sufficient transit)	Planned re-establishment of a first mile/last mile shuttle network between the ferry terminal and the El Cerrito Del Norte Bart Station as outlined in the Richmond First Mile/Last Mile Transportation Strategic Plan.	2	Proposed route along Marina Blvd to Riverview Park	2	Three existing bus routes at the Marina that feed into Downtown	3
	Planned Active Transportation Connections	1 = Low Performing (No active transportation access or improvements planned) 2 = Moderate Performing (Proposed active transportation connections) 3 = High Performing (Active transportation connections underway)	Ferry to Bridge Complete Streets: includes multimodal connections between the Richmond Ferry Terminal and the Richmond-San Rafael Bridge as outlined in the Richmond First Mile/Last Mile Transportation Strategic Plan.	2	Proposed bike route throughout Riverview Park and connecting to the Marina and along Marina Blvd, through Black Diamond St and Railroad Ave in Downtown and extension along the waterfront and E 3rd St	2	Proposed bike route throughout Riverview Park and connecting to the Marina and along Marina Blvd, through Black Diamond St and Railroad Ave in Downtown and extension along the waterfront and E 3rd St	2
		Initial Site Feasibility Evaluation						
Ferry Terminal Suitability	Existing Land Use	N/A			Bay Walk: Governmental and Quasipublic; adjacent to general industrial (IG). Medium and single family residential, and waterfront commercial land uses are zoned to the east.	N/A	Marina is zoned as Waterfront Commercial; directly adjacent to med-high density housing (RM-D, RH-D)	N/A
	Existing Parking	N/A			None	N/A	Parking lot 1 (approx. 60 spaces) Parking lot 2 (approx. 50)	N/A
	Planned Land Use	N/A			Early planning stages which consist of mixed use commercial and residential development adjacent to the proposed ferry terminal as well as open space, and parks.	N/A	Planned land use adjacent to the ferry terminal consists of commercial and residential development.	N/A
	MTC Priority Development Area	N/A			17,967,825 SQFT of PDA in the 15-min walk shed	N/A	8,243,057 SQFT of PDA in the 15-min walk shed	N/A
	Planned Parking	N/A			Provided as part of Bay walk development - amount of parking unknown	N/A	Parking lot - can be expanded on the adjacent open space. Other sources for parking will need to be identified to meet 300 spaces	N/A
	Proposed Development	N/A			Proposed mixed-use (Bay Walk project) of 2,000 residential units, 18.8 acres of employment center industrial uses, 6.5 acres mixed-use, 120-room hotel, parks, recreation, open space, ferry building Opportunities (City planned uses and facilities) identified at the Riverview Park as part of 2023 Land Use Study	N/A	Opportunities (City planned uses and facilities) identified at the Marina as part of 2023 Land Use Study The City of Pittsburg desires to lease a waterfront parcel on Marina Boulevard to Global Resources Trading, LLC (Developer) for development of a commercial building that will house a hotel, restaurants, and banquet hall. No timeline provided/approved. Additionally development improvement have been identified for the Marina Community Center, and the city's Marina area.	N/A
Equity	Equity Priority Community	N/A			9% of the area within the City of Pittsburg and within a 10-mile radial distance contains an equity priority community. 43 miles out of 496 radial mile distance which includes area within the city, and 10-mile radial distance.	N/A	9% of the area within the City of Pittsburg and within a 10-mile radial distance contains an equity priority community. 43 miles out of 496 radial mile distance which includes area within the city, and 10-mile radial distance.	N/A
	Justice 40 Initiative	N/A			11% of the area within the City of Pittsburg and within a 10-mile radial distance contains a Justice40 community. 54 miles out of 496 radial mile distance which includes area within the city, and a 10-mile radial distance.	N/A	11% of the area within the City of Pittsburg and within a 10-mile radial distance contains a Justice40 community. 54 miles out of 496 radial mile distance which includes area within the city, and a 10-mile radial distance.	N/A

Legend

Orange = 1	1
Beige = 2	2
Turquoise = 3	3

MOTT MACDONALD

Evaluation Criteria Matrix

Proposed Ferry Service Locations			City of Richmond		City of Antioch (Smiths Landing)		City of Antioch (City Marina Boat Ramp)	
Description			**Location:** 1453 Harbor Way S, Richmond, CA 94804 		**Location:** 1 Marina Plaza, Antioch, CA 94509 		**Location:** 5 Marina Plz, Antioch, CA 94509 	
Category	**Evaluation**	**Performance**	**Evaluation Performance**		**Evaluation Performance**		**Evaluation Performance**	
Benefits	Travel Demand to SF Ferry Terminal	1 = Low Performing (Below 40% of Richmond 2022 Travel Demand) 2 = Moderate Performing (Between 11-40% of Richmond 2022 Travel demand) 3 = High Performing (More than 10% above Richmond 2022 Travel demand)	13,255 travel demand to San Francisco Ferry Terminal	2	Below 40% of Richmond 2022 Travel Demand	1	Below 40% of Richmond 2022 Travel Demand	1
	Ferry Travel Times to SF Ferry Terminal	1 = Low Performing - Transit Travel time is less than 20 minutes more in travel time than the Richmond Ferry Terminal to the San Francisco Ferry Building 2 = Moderate Performing - Transit Travel time is between 20-30 minutes more in travel time than the Richmond Ferry Terminal to the San Francisco Ferry Building 3 = High Performing - Transit Travel time is more than 30 minutes in travel time than the Richmond Ferry Terminal to the San Francisco Ferry Building	Average travel time by transit (BART & AC Transit) is 1 hour 7 min (67 min)	2	Average travel time by transit (BART & Tri-Delta) is 1 hour 44 min (104 min)	1	Average travel time by transit (BART & Tri-Delta) is 1 hour 44 min (104 min)	1
	Travel Time Competitiveness	1 = Low Performing - Driving Travel time is 30% more than driving time (mins) from Richmond to SF Ferry Terminal 2 = Moderate Performing - Driving travel time is within 30% of the driving time (min) from Richmond to the SF Ferry Terminal 3 = High Performing - Driving time is 30% less than the driving time (min) from Richmond to the SF Ferry Terminal	Average travel time by car is 38 min	2	Average travel time by car is 60 min	1	Average travel time by car is 60 min	1
	Residents Density within a 15-min walkshed of the ferry terminal.	1 = Low Performing (Less than 1000 residents in the 15-min walkshed) 2 = Moderate Performing (Between 1,000 and 1,500 residents in the 15-min walkshed) 3 = High Performing (Greater than 1,500 residents in the 15-min walkshed)	1,144 residents in the 15-min walkshed	2	1,640 residents in the 15-min walkshed	3	1,763 residents in the 15-min walkshed	3
	Job Density within a 15-min walkshed of the ferry terminal	1 = Low Performing (Jobs are less than 500 jobs in the 15-min walkshed) 2 = Moderate Performing (Jobs are between 500-1,500 in the 15-min walkshed) 3 = High Performing (Jobs are more than 1,500 in the 15-min walkshed)	1,485 jobs within the 15-min walkshed	2	1,295 jobs in the 15-min walkshed	2	1,321 jobs in the 15-min walkshed	2
	Resident Density within Proposed Ferry Terminal City	1 = Low Performing (Jobs are less than 400 jobs per square mile) 2 = Moderate Performing (Jobs per square mile are between 400-800 jobs per square mile) 3 = High Performing (Jobs are more than 800 jobs per square mile)	2,203 residents per square mile	2	3,832 residents per square mile	3	3,832 residents per square mile	3
	Job Density within Proposed Ferry Terminal City	1 = Low Performing (Less than 2,000 residents per square mile) 2 = Moderate Performing (Between 2,000-3,000 residents per square mile) 3 = High Performing (Greater than 3,000 residents per square mile)	612 jobs per square mile	2	695 jobs per square mile	2	695 jobs per square mile	2
	Existing Transit Connections	1 = Low Performing (<8 transit stops within three-quarters of a mile shed) 2 = Moderate Performing (8 transit stops within three-quarters of a mile shed) 3 = High Performing (>8 transit stops within three-quarters of a mile shed)	AC Transit: 8 stops	2	Amtrak: 1 stop Tri Delta Transit: 26 bus stops	3	Amtrak: 1 stop Tri Delta Transit: 27 bus stops	3
	Existing Active Transportation Connections	1 = Low Performing (Less than 3 miles of active transportation connections and/or facilities within three-quarters of a mile shed) 2 = Moderate Performing (3-6 miles of active transportation connections and facilities within three-quarters of a mile shed) 3 = High Performing (More than 6 miles of active transportation connections and facilities within three-quarters of a mile shed)	6-miles of active transportation connections which include the Bay Trail and Regional Bike Trail Facilities	2	0-miles of active transportation connections Bicycle/Pedestrian Path around the Marina (with a disconnected path to the Dow Wetland path) (DTSP)	1	0-miles of active transportation connections Bicycle/Pedestrian Path around the Marina (with a disconnected path to the Dow Wetland path) (DTSP)	1
	Planned Transit Connections	1 = Low Performing (No planned transit connections where existing transit connections are lacking) 2 = Moderate Performing (Transit connections identified in study/plan) 3 = Transit Supportive (New transit connections underway or already sufficient transit)	Planned re-establishment of a first mile/last mile shuttle network between the ferry terminal and the El Cerrito Del Norte Bart Station as outlined in the Richmond First Mile/Last Mile Transportation Strategic Plan.	2	Transit Programs/Policies in DTSP 4.4.1: Improve and facilitate the use of and linkages for multi-modal transit to and from Downtown 4.4.2: Encourage provision of amenities at Amtrak, Ebert and Ferry Stations 4.4.3: Coordinate to promote regional transit service to and from Downtown	2	Transit Programs/Policies in DTSP 4.4.1: Improve and facilitate the use of and linkages for multi-modal transit to and from Downtown 4.4.2: Encourage provision of amenities at Amtrak, Ebert and Ferry Stations 4.4.3: Coordinate to promote regional transit service to and from Downtown	2
	Planned Active Transportation Connections	1 = Low Performing (No active transportation access or improvements planned) 2 = Moderate Performing (Proposed active transportation connections) 3 = High Performing (Active transportation connections underway)	Ferry to Bridge Complete Streets: Includes multimodal connections between the Richmond Ferry Terminal and the Richmond-San Rafael Bridge as outlined in the Richmond First Mile/Last Mile Transportation Strategic Plan.	2	4.3.1a: Feasibility of Rivertown to Southeast Antioch bikeway should be analyzed (DTSP) L Street from 4th Street to the Marina – Proposed Class III (DTSP)	2	4.3.1a: Feasibility of Rivertown to Southeast Antioch bikeway should be analyzed (DTSP) L Street from 4th Street to the Marina – Proposed Class III (DTSP)	2
Initial Site Feasibility Evaluation								
Ferry Terminal Suitability	Existing Land Use	N/A	N/A		Zoned as Waterfront District (WF) within Downtown Specific Plan; adjacent to open space, industrial, and majority residential (mostly medium-density and mixed use with some high density) and commercial use	N/A	Zoned as Waterfront District (WF) within Downtown Specific Plan; adjacent to open space, industrial, and majority residential (mostly medium-density and mixed use with some high density) and commercial use	N/A
	Existing Parking	N/A	N/A		Parking lot (approx. 150 spaces)	N/A	Parking lot (approx. 100 spaces for car & boat)	N/A
	Planned Land Use	N/A	N/A		Planned land use adjacent to the ferry terminal consists of commercial and residential development.	N/A	Planned land use adjacent to the ferry terminal consists of commercial and residential development.	N/A
	MTC Priority Development Area	N/A	N/A		17,363,407 SQFT of PDA in the 15-min walk shed	N/A	17,363,407 SQFT of PDA in the 15-min walk shed	N/A
	Planned Parking	N/A	N/A		Assumes Smith Landing and Marina Boat Dock combined parking	N/A	Assumes Smith Landing and Marina Boat Dock combined parking	N/A
	Proposed Development	N/A	N/A		Planned housing identified near the proposed ferry terminal in the City of Antioch 2023-2031 Housing Element Update which include: 1. Antioch Rivertown Senior Project 2. Casa Del Rio Senior Housing 3. West Rivertown Apartments 4. Rivertown Place Additional planned commercial development along 2nd street.	N/A	Planned housing identified near the proposed ferry terminal in the City of Antioch 2023-2031 Housing Element Update which include: 1. Antioch Rivertown Senior Project 2. Casa Del Rio Senior Housing 3. West Rivertown Apartments 4. Rivertown Place Additional planned commercial development along 2nd street.	N/A
Equity	Equity Priority Community	N/A	N/A		7% of the area within the City of Antioch and within a 10-mile radial distance contains an equity priority community. 41 miles out of the 552 radial mile distance which includes area within the city, and 10-mile radial distance.	N/A	7% of the area within the City of Antioch and within a 10-mile radial distance contains an equity priority community. 41 miles out of the 552 radial mile distance which includes area within the city, and 10-mile radial distance.	N/A
	Justice 40 Initiative	N/A	N/A		13% of the area within the City of Antioch and within a 10-mile radial distance contains a Justice40 community. 73 miles out of 552 radial mile distance which includes area within the city, and a 10-mile radial distance.	N/A	13% of the area within the City of Antioch and within a 10-mile radial distance contains a Justice40 community. 73 miles out of 552 radial mile distance which includes area within the city, and a 10-mile radial distance.	N/A

Legend

Orange = 1	1
Beige = 2	2
Turquoise = 3	3

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Appendice B: Costs

- Ferry operating cost summary
- Ferry Procurement cost summary
- Ferry capital cost summary

Appendix B: Costs

- Ferry operating cost summary

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CCTA Ferry operating cost summary

Proposed Ferry Location	*Time*	City of Hercules		City of Martinez	City of Pittsburg		City of Antioch	
		The Hub	The Point		Baywalk	Marina	Smiths Landing	Marina Boat Ramp
Service Level 1 *Weekday Minimum** *Incl. one additional AM and PM blocks for Prop SF*	AM	WETA - 6 Departures (Hercules - SF) - 4 Departures (SF - Hercules) 'Prop SF - 7 Departures (Hercules - SF) - 5 Departures (SF - Hercules)		WETA - 4 Departures (Martinez - SF) - 4 Departures (SF - Martinez) Prop SF - 5 Departures (Martinez - SF) - 5 Departures (SF - Martinez)	WETA - 3 Departures (Pittsburg - SF) - 0 Departures (SF - Pittsburg) Prop SF - 4 Departures (Pittsburg - SF) - 0 Departures (SF - Pittsburg)		WETA - 3 Departures (Antioch - SF) - 0 Departures (SF - Antioch) Prop SF - 4 Departures (Antioch - SF) - 0 Departures (SF - Antioch)	
	PM	WETA - 4 Departures (Hercules - SF) - 6 Departures (SF - Hercules) Prop SF - 5 Departures (Hercules - SF) - 7 Departures (SF - Hercules)		WETA - 4 Departures (Martinez - SF) - 4 Departures (SF - Martinez) Prop SF - 5 Departures (Martinez - SF) - 5 Departures (SF - Martinez)	WETA - 3 Departures (Pittsburg - SF) - 3 Departures (SF - Pittsburg) Prop SF - 4 Departures (Pittsburg - SF) - 4 Departures (SF - Pittsburg)		WETA - 3 Departures (Antioch - SF) - 3 Departures (SF - Antioch) Prop SF - 4 Departures (Antioch - SF) - 4 Departures (SF - Antioch)	
Proposed Cost for Service (WETA Vessel)		$ 16,800,000	$ 16,800,000	$ 16,800,000	$ 25,100,000	$ 25,100,000	$ 25,100,000	$ 25,100,000
Proposed Cost for Service (PropSF Vessel)		$ 10,600,000	$ 10,600,000	$ 10,600,000	$ 14,100,000	$ 14,100,000	$ 14,100,000	$ 14,100,000
Service Level 2 Weekday Only	AM	- 9 Departures (Hercules - SF) - 6 Departures (SF - Hercules)		- 8 Departures (Martinez - SF) - 7 Departures (SF - Martinez)	- 7 Departures (Pittsburg - SF) - 0 Departures (SF - Pittsburg)		- 7 Departures (Antioch - SF) - 0 Departures (SF - Antioch)	
	PM	- 4 Departures (Hercules - SF) - 6 Departures (SF - Hercules)		- 7 Departures (Martinez - SF) - 6 Departures (SF - Martinez)	- 7 Departures (Pittsburg - SF) - 7 Departures (SF - Pittsburg)		- 7 Departures (Antioch - SF) - 7 Departures (SF - Antioch)	
Proposed Cost for Service (WETA Vessel)		$ 21,000,000	$ 21,000,000	$ 29,300,000	$ 58,600,000	$ 58,600,000	$ 58,600,000	$ 58,600,000
Proposed Cost for Service (PropSF Vessel)		$ 12,300,000	$ 12,300,000	$ 12,300,000	$ 24,600,000	$ 24,600,000	$ 24,600,000	$ 24,600,000
Service Level 3 Weekday and Weekend (AM & PM)	AM	Weekday: - 9 Departures (Hercules - SF) - 6 Departures (SF - Hercules) Weekend: - 3 Departures (Hercules - SF) - 2 Departures (SF - Hercules)		Weekday: - 8 Departures (Martinez - SF) - 7 Departures (SF - Martinez) Weekend: - 2 Departures (Martinez - SF) - 2 Departures (SF - Martinez)	Weekday: - 7 Departures (Pittsburg - SF) - 0 Departures (SF - Pittsburg) Weekend: - 2 Departures (Pittsburg - SF) - 0 Departures (SF - Pittsburg)		Weekday: - 7 Departures (Antioch - SF) - 0 Departures (SF - Antioch) Weekend: - 2 Departures (Antioch - SF) - 0 Departures (SF - Antioch)	
	PM	Weekday: - 4 Departures (Hercules - SF) - 6 Departures (SF - Hercules) Weekend: - 2 Departures (Hercules - SF) - 3 Departures (SF - Hercules)		Weekday: - 6 PM Departures (Martinez - SF) - 6 PM Departures (SF - Martinez) Weekend: - 2 Departures (Martinez - SF) - 2 Departures (SF - Martinez)	Weekday: - 7 Departures (Pittsburg - SF) - 7 Departures (SF - Pittsburg) Weekend: - 2 Departures (Pittsburg - SF) - 2 Departures (SF - Pittsburg)		Weekday: - 7 Departures (Antioch - SF) - 7 Departures (SF - Antioch) Weekend: - 2 Departures (Antioch - SF) - 2 Departures (SF - Antioch)	
Proposed Cost for Service (WETA Vessel)		$ 24,200,000	$ 24,200,000	$ 32,600,000	$ 65,200,000	$ 65,200,000	$ 65,200,000	$ 65,200,000
Proposed Cost for Service (PropSF Vessel)		$ 13,700,000	$ 13,700,000	$ 13,700,000	$ 27,400,000	$ 27,400,000	$ 27,400,000	$ 27,400,000

Source Notes: *Assume Ione additional AM and PM

WETA Assumed Vessel: Dorado Vessel
Passenger Capacity: 320
Bike Capacity: 25
Max Speed: 32 knot/36 mph
Vessel Purchase Cost: $21 million

Prop SF Vessel
Billie J
Passenger Capacity: 70
Bike Capacity: TBD
Max Speed: 38 knots/44 mph
Vessel Purchase Cost: $3 million

Appendix B: Costs

- Ferry procurement cost summary

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CCTA Ferry vessel procurement cost summary

Vessel requirements Service	Vessels Needed	Spare Ratio 20%	Total Vessels
Richmond	3	0.6	4
Hercules	3	0.6	4
Martinez	4	0.8	5
Pittsburg	7	1.4	8
Antioch	7	1.4	8
Total	21	4.2	25

WETA Vessel: Dorado Vessel				
Cost of Vessel (in $million)	Spare Ratio		Total Cost	Total Cost w/ Spare Ratio
$ 21	20%		$M	
Richmond	$ 63	$ 12.6	$ 76	$ 75,600,000
Hercules	$ 63	$ 12.6	$ 76	$ 75,600,000
Martinez	$ 84	$ 16.8	$ 101	$ 100,800,000
Pittsburg	$ 147	$ 29.4	$ 176	$ 176,400,000
Antioch	$ 147	$ 29.4	$ 176	$ 176,400,000
Total			$ 529	$ 529,200,000

Prop SF Vessel: Billie J				
Cost of Vessel (in $million)	Spare Ratio		Total Cost	Total Cost w/ Spare Ratio
$ 3	20%		$M	
Richmond	$ 9	$ 1.8	11	$ 10,800,000
Hercules	$ 9	$ 1.8	11	$ 10,800,000
Martinez	$ 12	$ 2.4	14	$ 14,400,000
Pittsburg	$ 21	$ 4.2	25	$ 25,200,000
Antioch	$ 21	$ 4.2	25	$ 25,200,000
Total			76	$ 75,600,000

Appendix B: Costs

- Ferry capital cost summary

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Hercules Capital Costs Summary

	Jurisdiction	Hercules			
	Proposed Ferry Location	The Point		The Hub	
	Landside Costs				
1	Utilities	$	522,000	$	145,000
2	Site Civil	$	-	$	-
3	Lighting	$	38,400	$	12,800
4	Pavement	$	3,938,856	$	1,110,000
5	Landscaping	$	-	$	-
6	General Conditions	$	1,124,814	$	316,950
	Direct Landside Cost Total	$	5,624,070	$	1,584,750
	Contingency (30%)	$	1,687,221	$	475,425
	Design, Engineering, Inspections and Fees (16%)	$	1,169,807	$	329,628
	Total Landside Costs	$	8,481,098	$	2,389,803
	Waterside Costs				
	Proposed Ferry Location	The Point		The Hub	
1	Waterside Piles	$	616,840	$	616,840
2	Float & Shelter Items	$	1,141,154	$	1,141,154
3	Construction & Installation	$	7,118,334	$	7,118,334
4	Mechanical	$	308,420	$	308,420
5	Electrical Data & Security	$	1,196,670	$	1,196,670
6	Mobilization/Demobilization	$	111,031	$	111,031
7	Cost of Pier, Gangway, Float Superstructure	$	10,350,000	$	12,069,638
	Direct Waterside Cost Total	$	20,842,450	$	22,562,088
	Contingency (30%)	$	6,252,735	$	6,768,626
	Design, Engineering, Inspections and Fees (16%)	$	4,335,230	$	4,692,914
	Total Waterside Costs	$	31,430,414	$	34,023,628
	Operations and Maintenance Facility				
	Operations and Maintenance Facility	$9,901,585			
	Initial Dredging				
	Vessel Type	WETA Dorado Vessel	Prop SF Billie J Vessel	WETA Dorado Vessel	Prop SF Billie J Vessel
1	Initial Dredging	$ 10,943,220	$ 6,973,320	$ 14,154,060	$ 9,643,980
	Total Costs ($2023)				
	Total WETA Dorado Vessel Costs	$60,756,316		$60,469,076	
	Total Prop SF Billie J Vessel Costs	$46,884,832		$46,057,411	

Assumptions: [1] For planning purposes the waterside and landside costs assume 16% contingency for Design, Engineering, and Inspection fees and a 30% Design contingency. [2] Landside includes the cost of utilities, site civil, lighting, pavement, landscaping, grading, curb and gutter, and general conditions assumes a 25% contingency on the total direct costs. [3] Waterside includes the cost of piles, float and shelter items, construction and installation, mechanical, electrical data and security, mobilization, and demobilization, cost of pier, gangway, and float superstructure. [4] The Point location assumes a 300 ft Pier and is based on the Berkeley Ferry Terminal Feasibility Study [5] Initial Dredging for a Prop SF Billie J vessels assumes scaled back sedimentation costs because less depth is needed [6] Annual Maintenance Dredging assumes the same cost as a WETA Dorado vessel and assumes Larkspur Ferry Terminal 2022 dredging costs escalated to $30 per cubic yard with disposal at Alcatraz. [7] The cost of Operations and Maintenance Facility assumes the cost of the Carlene H. Johnson North Bay Operations Facility and is adjusted to 2024 dollars. The cost of the facility will be shared amongst each of the Cities. [8] Annual Maintenance dredging is assumed to $3,090,000 for the Point location and $3,540,000 for the Hub location.

Sources: [1] CCTA Financial Feasibility of Contra Costa County Ferry Service (2015 -2024) [2] WETA Richmond Ferry Terminal Waterside Costs [3] WETA Alameda Seaplane Pier Waterside Costs [4] City of Hercules Illustrative Masterplan | April 2009 [5] Berkeley Terminal Ferry Feasibility Study, 2021 | City of Berkeley and GHD

Landside Costs Include:

1. Utilities includes allowances extending and/or upgrading Water, Power & Sewer
2. Site Civil includes (Clear, Survey, Major Grading, Excavate, Erosion Control, etc.)
3. Lighting Improvement Allowance includes updates to Pier, Gangway, Parking Lot, pathways
4. Paving includes pavement modifications (parking lot, road, terminal access walkways etc.)
5. Landscaping including planting allowance for trees and plants as well as irrigation.

Waterside Costs Include:

1. Waterside piles includes procure steel ferry guide pile, and shelter mono pile
2. Float and Shelter Items includes procuring landside steel piles, ferry float hardware, fence, twisted metal louvers, glass wall, security doors, monopile fenders, float rubber fenders
3. Construction & Installation includes In Water Construction, Construct a Ferry Float, On Site Construction, Construction of Passenger Shelter, and Installing Concrete Floats
4. Mechanical includes procuring, installing and testing a new waterline.
5. Electrical Data and Security includes connecting electricity data and security to PG&E, Electronic Signs, Electrical data and security go live, and testing all electrical data and security systems
6. Mobilization and Demobilization includes installing fence and mobilize trailers, and jobsite clean up and general demobilization.
7. Cost of Pier

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Martinez Capital Costs Summary

Jurisdiction		Martinez	
Proposed Ferry Location		Marina Location	
Landside Costs			
1	Utilities	$	290,000
2	Site Civil	$	-
3	Lighting	$	16,000
4	Pavement	$	21,280
5	Landscaping		
6	General Conditions	$	81,820
Direct Landside Cost Total		$	409,100
Contingency (30%)		$	122,730
Design, Engineering, Inspections and Fees (16%)		$	85,093
Total Landside Costs		$	616,923
Waterside Costs			
Proposed Ferry Location		Marina Location	
1	Waterside Piles	$	616,840
2	Float & Shelter Items	$	1,141,154
3	Construction & Installation	$	7,118,334
4	Mechanical	$	308,420
5	Electrical Data & Security	$	1,196,670
6	Mobilization/Demobilization	$	111,031
7	Cost of Pier, Gangway, Float Superstructure	$	12,069,638
Direct Waterside Cost Total		$	22,562,088
Contingency (30%)		$	6,768,626
Design, Engineering, Inspections and Fees (16%)		$	4,692,914
Total Waterside Costs		$	34,023,628
Operations and Maintenance Facility			
Operations and Maintenance Facility		$9,901,585	
Initial Dredging			
Vessel Type		WETA Dorado Vessel	Prop SF Billie J Vessel
1	Initial Dredging	$ 1,118,760	$ 730,800
Total Costs ($2023)			
Total WETA Dorado Vessel Costs		$45,660,896	
Total Prop SF Billie J Vessel Costs		$35,371,351	

Assumptions: [1] For planning purposes the waterside and landside costs assume 16% contingency for Design, Engineering, and Inspection fees and a 30% Design contingency. [2] Landside includes the cost of utilities, site civil, lighting, pavement, grading, curb, gutter landscaping, and general conditions assumes a 25% contingency on the total direct costs. [3] Waterside includes the cost of piles, float and shelter items, construction and installation, mechanical, electrical data and security, mobilization, and demobilization, cost of pier, gangway, and float superstructure. [4] Initial Dredging for a Prop SF Billie J vessels assumes scaled back sedimentation costs because less depth is needed [5] Annual Maintenance Dredging assumes the same cost as a WETA Dorado vessel and assumes Larkspur Ferry Terminal 2022 dredging costs escalated to $30 per cubic yard with disposal at Alcatraz. [6] The cost of Operations and Maintenance Facility assumes the cost of the Carlene H. Johnson North Bay Operations Facility and is adjusted to 2024 dollars. The cost of the facility will be shared amongst each of the Cities. [7] Annual Maintenance dredging is assumed to be $210,000.00

Sources: [1] CCTA Financial Feasibility of Contra Costa County Ferry Service (2015 -2024) [2] WETA Richmond Ferry Terminal Waterside Costs [3] WETA Alameda Seaplane Pier Waterside Costs [4] WETA Martinez Ferry Terminal Site Feasibility Report (July 2012)

Landside Costs Include:

1. Utilities includes allowances extending and/or upgrading Water, Power & Sewer
2. Site Civil includes (Clear, Survey, Major Grading, Excavate, Erosion Control, etc.)
3. Lighting Improvement Allowance includes updates to Pier, Gangway, Parking Lot, pathways
4. Paving includes pavement modifications (parking lot, road, terminal access walkways etc.)
5. Landscaping including planting allowance for trees and plants as well as irrigation.

Waterside Costs Include:

1. Waterside piles includes procure steel ferry guide pile, and shelter mono pile
2. Float and Shelter Items includes procuring landside steel piles, ferry float hardware, fence, twisted metal louvers, glass wall, security doors, monopile fenders, float rubber fenders
3. Construction & Installation includes In Water Construction, Construct a Ferry Float, On Site Construction, Construction of Passenger Shelter, and Installing Concrete Floats
4. Mechanical includes procuring, installing and testing a new waterline.
5. Electrical Data and Security includes connecting electricity data and security to PG&E, Electronic Signs, Electrical data and security go live, and testing all electrical data and security systems
6. Mobilization and Demobilization includes installing fence and mobilize trailers, and jobsite clean up and general demobilization.
7. Cost of Pier

Pittsburg Capital Costs Summary

Jurisdiction		Pittsburg			
Proposed Ferry Location		Bay Walk		Marina	
Landside Costs					
1	Utilities	TBD		$	87,000
2	Site Civil	TBD		$	-
3	Lighting	TBD		$	80,000
4	Pavement	TBD		$	40,000
5	Landscaping	TBD		$	-
6	General Conditions	TBD		$	51,750
Direct Landside Cost Total		$ -		$	258,750
Contingency (30%)		TBD		$	77,625
Design, Engineering, Inspections and Fees (16%)		TBD		$	53,820
Total Landside Costs		TBD		$	390,195
Waterside Costs					
Proposed Ferry Location		Bay Walk		Marina	
1	Waterside Piles	TBD		$	616,840
2	Float & Shelter Items	TBD		$	1,141,154
3	Construction & Installation	TBD		$	7,118,334
4	Mechanical	TBD		$	308,420
5	Electrical Data & Security	TBD		$	1,196,670
6	Mobilization/Demobilization	TBD		$	111,031
7	Cost of Pier, Gangway, Float Superstructure	TBD		$	12,069,638
Direct Waterside Cost Total		$			22,562,088
Contingency (30%)		TBD		$	6,768,626
Design, Engineering, Inspections and Fees (16%)		TBD		$	4,692,914
Total Waterside Costs		TBD		$	34,023,628
Operations and Maintenance Facility					
Operations and Maintenance Facility		$9,901,585			
Initial Dredging					
Vessel Type		WETA Dorado Vessel	Prop SF Billie J Vessel	WETA Dorado Vessel	Prop SF Billie J Vessel
1	Initial Dredging	N/A	N/A	$ -	$ -
Total Costs ($2023)					
Total WETA Dorado Vessel Costs		TBD		$44,315,408	
Total Prop SF Billie J Vessel Costs		TBD		$34,413,823	

Assumptions: [1] For planning purposes the waterside and landside costs assume 16% contingency for Design, Engineering, and Inspection fees and a 30% Design contingency. [2] Landside includes the cost of utilities, site civil, lighting, pavement, landscaping, grading, curb, and gutter, and general conditions assumes a 25% contingency on the total direct costs. [3] Waterside includes the cost of piles, float and shelter items, construction and installation, mechanical, electrical data and security, mobilization, and demobilization, cost of pier, gangway, and float superstructure. [4] Assumes no dredging at the Marina Pittsburg location from communication with Marina operators in 2023. [5] The cost of Operations and Maintenance Facility assumes the cost of the Carlene H. Johnson North Bay Operations Facility and is adjusted to 2024 dollars. The cost of the facility will be shared amongst each of the Cities. [6] Brownfield site was not included.

Sources: [1] CCTA Financial Feasibility of Contra Costa County Ferry Service (2015 -2024) [2] WETA Richmond Ferry Terminal Waterside Costs [3] WETA Alameda Seaplane Pier Waterside Costs [4] WETA Antioch WETA Terminal Site Feasibility Memorandum (November 2012) [5] City of Pittsburg Land Use Study (March 2023) [6] City of Pittsburg Northern Shoreline Tour (March 2023)

Landside Costs Include:

1. Utilities includes allowances extending and/or upgrading Water, Power & Sewer
2. Site Civil includes (Clear, Survey, Major Grading, Excavate, Erosion Control, etc.)
3. Lighting Improvement Allowance includes updates to Pier, Gangway, Parking Lot, pathways
4. Paving includes pavement modifications (parking lot, road, terminal access walkways etc.)
5. Landscaping including planting allowance for trees and plants as well as irrigation.

Waterside Costs Include:

1. Waterside piles includes procure steel ferry guide pile, and shelter mono pile
2. Float and Shelter Items includes procuring landside steel piles, ferry float hardware, fence, twisted metal louvers, glass wall, security doors, monopile fenders, float rubber fenders
3. Construction & Installation includes In Water Construction, Construct a Ferry Float, On Site Construction, Construction of Passenger Shelter, and Installing Concrete Floats
4. Mechanical includes procuring, installing and testing a new waterline.
5. Electrical Data and Security includes connecting electricity data and security to PG&E, Electronic Signs, Electrical data and security go live, and testing all electrical data and security systems
6. Mobilization and Demobilization includes installing fence and mobilize trailers, and jobsite clean up and general demobilization.
7. Cost of Pier

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Antioch Capital Costs Summary

Jurisdiction		Antioch			
Proposed Ferry Location		Smiths Landing		Marina Boat Landing	
Landside Costs					
1	Utilities	$	145,000	$	145,000
2	Site Civil	$	-	$	-
3	Lighting	$	-	$	-
4	Pavement	$	2,080	$	-
5	Landscaping	$	-	$	-
6	General Conditions	$	36,770	$	36,250
Direct Landside Cost Total		$	183,850	$	181,250
Contingency (30%)		$	55,155	$	54,375
Design, Engineering, Inspections and Fees (16%)		$	38,241	$	37,700
Total Landside Costs		$	277,246	$	273,325
Waterside Costs					
Proposed Ferry Location		Smiths Landing		Marina Boat Landing	
1	Waterside Piles	$	616,840	$	616,840
2	Float & Shelter Items	$	1,141,154	$	1,141,154
3	Construction & Installation	$	7,118,334	$	7,118,334
4	Mechanical	$	308,420	$	308,420
5	Electrical Data & Security	$	1,196,670	$	1,196,670
6	Mobilization/Demobilization	$	111,031	$	111,031
7	Cost of Pier, Gangway, Float Superstructure	$	12,069,638	$	12,069,638
Direct Waterside Cost Total		$	22,562,088	$	22,562,088
Contingency (30%)		$	6,768,626	$	6,768,626
Design, Engineering, Inspections and Fees (16%)		$	4,692,914	$	4,692,914
Total Waterside Costs		$	34,023,628	$	34,023,628
Operations and Maintenance Facility					
Operations and Maintenance Facility		$9,901,585			
Initial Dredging					
Vessel Type		WETA Dorado Vessel	Prop SF Billie J Vessel	WETA Dorado Vessel	Prop SF Billie J Vessel
1	Initial Dredging	$ -	$ -	$ -	$ -
Total Costs ($2023)					
Total WETA Dorado Vessel Costs		$44,202,459		$44,198,538	
Total Prop SF Billie J Vessel Costs		$34,300,874		$34,296,953	

Assumptions: [1] For planning purposes the waterside and landside costs assume 16% contingency for Design, Engineering, and Inspection fees and a 30% Design contingency. [2] Landside includes the cost of utilities, site civil, lighting, pavement, landscaping, and general conditions assumes a 25% contingency on the total direct costs. [3] Waterside includes the cost of piles, float and shelter items, construction and installation, mechanical, electrical data and security, mobilization, and demobilization, cost of pier, gangway, and float superstructure. [4] Assumes no dredging at the Smith's Landing or the Marina Boat Landing location. [5] The cost of Operations and Maintenance Facility assumes the cost of the Carlene H. Johnson North Bay Operations Facility and is adjusted to 2024 dollars. The cost of the facility will be shared amongst each of the Cities.

Sources: [1] CCTA Financial Feasibility of Contra Costa County Ferry Service (2015 -2024) [2] WETA Richmond Ferry Terminal Waterside Costs [3] WETA Alameda Seaplane Pier Waterside Costs [4] WETA Antioch WETA Terminal Site Feasibility Memorandum (November 2012)

Landside Costs Includes:

1. Utilities includes allowances extending and/or upgrading Water, Power & Sewer
2. Site Civil includes (Clear, Survey, Major Grading, Excavate, Erosion Control, etc.)
3. Lighting Improvement Allowance includes updates to Pier, Gangway, Parking Lot, pathways
4. Paving includes pavement modifications (parking lot, road, terminal access walkways etc.)
5. Landscaping including planting allowance for trees and plants as well as irrigation.

Waterside Costs Includes:

1. Waterside piles includes procure steel ferry guide pile, and shelter mono pile
2. Float and Shelter Items includes procuring landside steel piles, ferry float hardware, fence, twisted metal louvers, glass wall, security doors, monopile fenders, float rubber fenders
3. Construction & Installation includes In Water Construction, Construct a Ferry Float, On Site Construction, Construction of Passenger Shelter, and Installing Concrete Floats
4. Mechanical includes procuring, installing and testing a new waterline.
5. Electrical Data and Security includes connecting electricity data and security to PG&E, Electronic Signs, Electrical data and security go live, and testing all electrical data and security systems
6. Mobilization and Demobilization includes installing fence and mobilize trailers, and jobsite clean up and general demobilization.
7. Cost of Pier

MOTT MACDONALD

Capital Costs Assumptions

Engineering News Record data Construction Cost Index		
year	Jan	Annual increase
2023	13,175	4.93%
2022	12,556	7.99%
2021	11,627	2.06%
2020	11,392	1.66%
2019	11,206	3.02%
2018	10,878	3.19%
2017	10,542	4.05%
2016	10,132	1.60%
2015	9,972	3.19%
2014	9,664	2.41%
2013	9,437	2.84%
2012	9,176	
Compounded Escalation Rate 2017 - 2023	1.23	
Compounded Escalation Rate 2016 to 2023	1.28	
Compounded Escalation Rate 2019 to 2023	1.15	

Compounded escalation rate

Operating and Maintenance Facility	
$31,000,000	2016
$39,606,339	2023

Landside Cost Optional Infrastructure Costs		
Items	Costs ($2023)	
Shelters with benches (signature style)	$	149,000
Transit Trackers	$	9,000
Cameras	$	5,000
Terminal building (4500 SF)	$	1,255,908
Canopy (500 SF)	$	168,467

AGENDA ITEM 10
MEETING: June 13, 2024

MEMORANDUM

TO: **Board Members**

FROM: **Seamus Murphy, Executive Director**
Timothy Hanners, Operations & Maintenance Manager
Jeffery Powell, Engineering & Maintenance Administrator

SUBJECT: **Maintenance System Audit**

Recommendation
There is no recommendation associated with this informational item.

Background
Ensuring the reliable operation and safety of vessels is paramount to San Francisco Bay Ferry's (SFBF) success and the well-being of passengers. A robust vessel maintenance system serves as the cornerstone of this endeavor, encompassing a structured approach to inspecting, repairing, and managing all aspects of a ferry's mechanical, electrical, and structural components. By implementing an effective maintenance system, WETA can minimize the risk of breakdowns, enhance operational efficiency, comply with regulatory standards, and ultimately safeguard the safety of passengers and crew. Part of a robust maintenance program is to always identify areas for improvement, assess the effectiveness of existing maintenance strategies, and mitigate risks associated with equipment failure or downtime.

engaged Elliot Bay Design Group to conduct a comprehensive evaluation of SFBF's maintenance practices, procedures, and systems to ensure they are aligned with industry standards, regulatory requirements, and organizational objectives. The maintenance audit included a systematic review of maintenance processes, documentation, equipment condition, and adherence to safety protocols. The results of the maintenance audit revealed strengths and opportunities for improvement. The audit indicated that SFBF is following all scheduled maintenance activities, ensuring that vessels remain in operational condition and compliant with safety standards. Potential opportunities for improvement include:

- Update the current Computerized Maintenance Management System (CMMS) system to better understand how labor hours are tracked and work is scheduled.
- Integrate the inventory management system into the maintenance system.
- Review the Engineer schedule to better align Engineer working shifts with vessel offline hours to maximize time for preventive maintenance.
- Evaluate practices and procedures when performing routine and emergency maintenance at off-site facilities.
- Evaluate the current job requirements and training processes for maintenance staff.

The SFBF staff will meet with its maintenance provider, Blue & Gold Fleet, to evaluate and discuss implementation of each of these suggestions.

Fiscal Impact
There is no fiscal impact associated with this informational item.

END

ELLIOTT BAY DESIGN GROUP

WETA FLEET AND FACILITIES

MAINTENANCE AUDIT

Prepared for: Water Emergency Transportation Administration | San Francisco, CA

Ref: 24009-900-0

Rev. -

June 3, 2024

PREPARED BY

ELLIOTT BAY DESIGN GROUP
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SEATTLE, WA 98145

REVISIONS

REV	DESCRIPTION	DATE	APPROVED
–	Initial issue	6/3/24	TLF

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1. PURPOSE

EBDG conducted an audit of the WETA maintenance system at the request of San Francisco Bay Ferry (WETA) on March 26 and 27, 2024. Theresa Fielding of Elliott Bay Design Group (EBDG) toured the North and Central Bay Operations and Maintenance Facilities and interviewed several employees of Blue and Gold (B&G) and WETA.

2. BACKGROUND

Preventive maintenance is a proactive approach focused on regularly scheduled tasks to minimize unplanned downtime, reduce repair costs, and extend asset life. These tasks include scheduled inspections, adjustments, and routine maintenance tasks including cleaning and lubrication. and parts replacements before they fail.

The WETA preventative maintenance program (PMP) cares for all WETA system assets including 17 vessels (Table 1), 11 terminals, and two maintenance facilities. The terminals include floating docks, gangways, and ramps for passenger boarding. The maintenance facilities include workshops, tool rooms, and supply rooms as well as vehicles, fueling facilities, ramps, and floating docks where the vessels are worked on and homeported.

Table 1: WETA Fleet

#	NAME	CLASS	HOMEPORT	BUILT	AGE (YEARS)	PROPULSION	ENGINE	TIER
1	GEMINI	Gemini	Central	2008	16	propeller	MAN	IV
2	PISCES	Gemini	Central	2008	16	propeller	MAN	IV
3	SCORPIO	Gemini	Central	2009	15	propeller	MAN	IV
4	TAURUS	Gemini	Central	2009	15	propeller	MAN	IV
5	HYDRUS	Hydrus	Central	2017	7	propeller	MTU	III + SCR
6	CETUS	Hydrus	Central	2017	7	propeller	MTU	III + SCR
7	CARINA	Hydrus	Central	2018	6	propeller	MTU	III + SCR
8	ARGO	Hydrus	Central	2018	6	propeller	MTU	III + SCR
9	PYXIS	Pyxis	North	2019	5	water jet	MTU	IV
10	LYRA	Pyxis	North	2019	5	water jet	MTU	IV
11	VELA	Pyxis	North	2018	6	water jet	MTU	IV
12	BAY BREEZE	n/a	Central	1994	30	prop (converted)	MTU 2000	II
13	PERALTA	n/a	Central	2002	22	propeller	Cummins	II
14	INTINTOLI	n/a	North	1997	27	water jet	MTU	II
15	MARE ISLAND	n/a	North	1997	27	water jet	MTU	II
16	DORADO	Dorado	North	2022	2	water jet	MTU	IV
17	DELPHINIUS	Dorado	North	2024	0	water jet	MTU	IV

The PMP incorporates inspections and maintenance recommended by the original equipment manufacturers, in keeping with good marine practice, and as required by USCG, state, and local governments. The purpose of the PMP is to safeguard the assets from premature failures and reduce the down time of vessels and terminals.

The WETA system operator, Blue & Gold (B&G) uses the computerized maintenance management system (CMMS) Helm Connect (Helm) to plan and execute the PMP for WETA's property. This software helps in scheduling and tracking maintenance tasks, managing work orders, and equipment history. On a given day, the work assignments given to the engineers are a combination of planned maintenance tasks that are scheduled in advance (maintenance, in Helm) and repair work that resulted from a deficiency that the crew or engineers found on the vessel and entered into Helm (a task, in Helm). The engineering director prioritizes maintenance and tasks as high, medium, or low priority and assigns them to a shift. When the engineers come on shift, they go to a computer terminal to look up their assignments for the day in Helm. Over the weekend, while the engineering directors are not at work, the engineers are working off assignments made on Friday unless an engineering director logs in to Helm on the weekend and makes adjustments.

Although Helm has inventory management capability, it does not utilize QR codes, therefore the software ClearSpider has been implemented. The inventory control system ensures that the right parts are available at the right time and in the right quantities for the work being performed. Ideally, inventory control would be integrated with the CMMS as it would adjust inventory to support the planned work. The inventory specialist performs quarterly inventory audits of the storerooms at NBOMF and CBOMF which take approximately one month each to complete. It’s reported that significant differences are found between the stock on hand and the quantities in ClearSpider.

The North Bay Operations and Maintenance Facility (NBOMF) provides maintenance and repair for:

- 7 vessels (PYXIS class, INTINTOLI, MARE ISLAND, DORADO class)
- 3 terminals (Mare Island, Vallejo, Richmond)
- NBOMF (building, floating docks, fueling facility, vehicles)

When fully staffed the NBOMF has an engineering director, port engineer, 10 engineers, and 2 fuelers. The facility has floating docks that can accommodate 6 vessels, a tool room, parts storeroom, warehouse for storage of larger parts, and offices. It is clean, organized, and well outfitted with tools, manuals, and other resources the engineers would need to accomplish their work. The tool room and parts storerooms are conveniently located in proximity to the work areas.

The Central Bay Operations and Maintenance Facility (CBOMF) provides maintenance and repair for:

- 10 vessels (GEMINI class, HYDRUS class, BAY BREEZE, PERALTA)
- 8 terminals
- CBOMF (building, floating docks, fueling facility, vehicles)

When fully staffed the NBF has an engineering director, port engineer, 12 engineers (3 on AM shift, 3 on PM shift), inventory manager, and 4 fuelers. The facility has floating docks that can accommodate 10 vessels, a tool room, parts storeroom, warehouse for storage of larger parts, and offices. It is clean, organized, and well outfitted with tools, manuals, and other resources the engineers would need to accomplish their work.

All employees noted are members of the Masters, Mates, and Pilots Union. The engineering directors and port engineers work 8-hour shifts Monday-Friday, and they offset their hours to provide more

overlap time with the engineers. Engineers work 4 10-hour days, Sunday to Wednesday or Wednesday to Saturday. The day shift works 04:30 to 14:30 and the swing shift works 14:00 to 24:00. Each shift has 0.5 hour handover time midday and 0.5 hour paid lunch. The start of the morning shift is tethered to vessel start up procedures before departures begin at 04:45. At the CBOMF, the engineers spend approximately 2 hours doing vessel walk throughs before engine light off and addressing incidental issues found.

Admiral Diesel Services (ADS) is a small company of 3 technicians that solely supports and has tailored its business to support WETA. ADS is a MAN, MTU, Northern Lights, and Interstate Battery authorized dealer and is brought in to address engine and gear issues that are beyond the capability of the B&G engineers.

The BAY BREEZE and the PERALTA are currently out of service and at Bay Ship and Yacht for their biannual shipyard maintenance period. Approximately 8 months of every year, a vessel is in the shipyard for its biannual maintenance period and COI renewal. The engineering directors manage the maintenance projects while the vessels are at the shipyard. Typically, an engineering director will visit the shipyard several times a week for progress inspections, when discoveries are made and repair plans must be developed, and for USCG inspections.

The PYXIS class is experiencing gearbox issues and issues with the heads on the MTU main engines. The Centa gearbox input bearings are failing at 10,000 hours; Aurora Marine Design was hired by WETA to troubleshoot the issue. The MTU heads fail approximately every 500 hours. Valve recession checks are being performed every 500 hours by Pacific Power Group and heads have been flown back to MTU for evaluation. Currently the VELA is out of service due to this problem.

The GEMINI class is experiencing issues with the MAN the main engines. In 2022-2023 the class of vessels were repowered in addition to other mid-life refit work at JT Marine in Vancouver, WA. Since then, the main engines have had vibration issues that have resulted in engine mount and exhaust manifold cracking. Currently the GEMINI is out of service due to this problem.

The HYDRUS class has a known casting issue on the ZF gear cases where a crack forms on the pressure side but the gear is undamaged. The casting issue has been addressed by ZF. It takes a week and a half to replace a gear because the soft patch and SCR unit must be pulled out to make access.

When EBDG visited the WETA facilities in March 2024, the ARGO and CETUS (HYDRUS class vessels) were out of service because of an intermittent stalling issue that has been going on for 8 months. The issue was electronic and diagnosed by MTU and Pacific Power Group. Hardware and software changes were made, the issue has been resolved, and the vessels are back in service.

3. OBSERVATIONS

1) The engineering directors are not taking ownership Helm. There are several shortcomings with the program that have not been addressed by either getting qualified help setting up the program, or by changing to a different system.

    a) The primary issue is that it is not possible to track labor hours in the version of Helm that B&G currently uses. The program does not have the option to input planned time for maintenance or a task, or actual time spent doing maintenance or a task. Therefore, there is no data available to support or refute the argument that more staff is needed to complete the scheduled work.

    b) The software does not allow for prioritization of tasks in list view, making work assignments difficult.

    c) Maintenance items cannot be assigned to more than one shift. Maintenance items may extend over more than one shift.

d) Helm cannot be used for inventory control when use of QR codes is desired.

2) Not including ADS engineers, the ratio of personnel hours per year available for maintenance to vessel operating hours per year is 65% for B&G. This value is higher than that of another major US fleet which is 60%. However, the WETA vessels are approximately 50% larger than the other fleet, and B&G maintenance engineers service 11 terminals in addition to 17 vessels. Additionally, B&G has a more rigorous PMP for the WETA assets than the comparison fleet. The WETA NBOMF and CBOMF may be understaffed. It is impossible to quantify this however because Helm is not being used to track labor hours.

   a) This situation is worsened due to long-term engineer absences from work. B&G typically has two to five of 22 engineers out at a time due to military leave, medical leave, FMLA, retirements, suspended union dues. The facilities are normally operating with only 86% to 77% of their engineers on the job.

   b) Throwbacks permitted by the union also reduce the number of engineers that are available to work. Throwbacks are days that a union member is guaranteed work, but they opt not to.

3) One KPI that is set for B&G is that all OEM scheduled service will be completed within +/-10% of the equipment manufacturers recommended intervals. In the past year, 30% of the hourly maintenance tasks were completed outside of this criterion. Although the average completion is 9.5% early, B&G is significantly out of compliance with this KPI.

4) The engineers at B&G do not have the skills to do the work required of them.

   a) The job postings for port engineers and engineers lack detail on specific tasks and proficiencies that will be needed. There are no licensing requirements for engineers in the port engineer or engineer's job postings. None of the engineers on staff have USCG engineer's licenses.

   b) As a result, the engineering directors become involved in the hands-on troubleshooting and maintenance of the vessels, which takes away from their other responsibilities and/or adds to their workload.

   c) The retention rate of engineers is high. Out of 22 engineer positions, only two have been filled in the past five years. This, with the other factors, could point towards workforce complacency and low demands being placed on the workforce.

5) The current scheduling of the engineers' daily shifts does not work well with the vessel schedule. Based on the current vessel schedule,

   a) At the CBOMF, the engineers' crew change occurs while six of the eight in-service vessels are offline. This is an impediment to accomplishing meaningful work midday.

   b) At the CBOMF, only three of the eight in-service vessels are offline for 1.5 hours or more while the PM engineers are on duty.

   c) Note at the NBOMF, the vessels are not offline midday, and all three of the in-service vessels are available for at least two hours while the PM engineers are on duty. The engineering staff shifts are particularly out of sync with the potential to accomplish work at the CBOMF.

   d) The more senior engineers in the union take days shifts. There is little opportunity for maintenance work to be performed during the day shifts. Plausibly, less qualified engineers are on duty while the bulk of the maintenance and repair work is being performed.

6) Inventory control issues.

a) The minimum and maximum values for each item have not been set for every item.

b) Engineers do not check out parts in the ClearSpider system consistently from the storerooms. The quarterly inventory audit shows large discrepancies between what is on hand and what is in the computerized inventory system.

c) There is no inventory control for the tool room at the CBOMF. The tools are property of WETA and there are reportedly several thousand dollars' worth of tools missing from the CBOMF. The tools are not subject to the quarterly audit. Sometimes engineers have to drive to the other maintenance facility to borrow tools.

4. RECOMMENDATIONS

The following items are presented for consideration. Historical labor hours data is needed to evaluate many of the options below, however this data is not currently available through Helm as configured.

1) Consider options to create a more effective CMMS. B&G should seek third party help to see if Helm can be set up more effectively. Of primary interest are tracking of labor hours for maintenance and tasks, prioritizing work orders with overlapping shifts, and use of QR codes to allow for integrated inventory management in Helm. If Helm cannot support this, B&G should consider other options.

2) Evaluate benefits of switching to or adding night shift engineers. The advantage of a night shift is that it will provide more engineering support during the hours when the vessels are offline and available for maintenance work. The hours 20:00-06:00 would work well with the hours that the vessels are offline at night. The night shift could replace swing shift or be added in addition to day and swing shift.

3) Consider the need for adding a dedicated facilities maintenance crew and vehicle. This crew would add to the current staff of engineers and should be composed of engineers so that they can contribute to vessel maintenance after they fulfill all the facilities maintenance PMs for a given time period. The dedicated vehicle should be outfitted with ladders, pressure washer, and other tools specifically needed for facilities maintenance PM tasks; this will save time loading and unloading trucks. To justify this option, there would need to be analysis performed of the percentage of required maintenance hours for each facility and vessels compared to available labor hours.

4) Consult B&G HR for best practices when posting, evaluating, and hiring engineering staff. There should be specific skill requirements in job postings, or B&G could require that engineers shall be USCG-licensed. This would ensure that new hires have some base level of competency to obtain the position. B&G could create a succession plan with a structure of job levels and descriptions so that employee raises and advancements are based on growth in qualifications. Continuous skill development and learning will contribute to higher productivity and better outcomes for the organization.

5) B&G engineering directors should set up on the job training for the engineers with clear records for tracking and evaluating each engineer and subcontractor. Training could be with the engineering directors themselves in addition to training with various component manufacturers. This will both allow the engineering manager to step back from hands-on repair work and focus on their management role and would unload some of the more basic engine PM tasks from ADS to the engineering staff. It was identified that the engineering managers were too hands-on in the daily work, taking away from the actual management of the maintenance lifecycle.

6) Offset engineering director and port engineers schedules by a day to provide leadership coverage on the weekend. For example, the engineering director could work Sunday through Thursday and the port engineer could work Tuesday through Saturday. Other options may include engineering managers and port engineers working opposite or overlapping shifts during the week with rotating support on the weekends.

7) A tool sign-out system should be implemented at the CBOMF to track the party responsible for returning each borrowed tool.