



The Authority will operate expanded water transit safely and cost efficiently. It will also be environmentally responsible.

“The Authority shall operate a comprehensive San Francisco Bay Area regional public water-transit system that includes water-transit terminals, feeder buses and any other transport and facilities supportive of the system.”

Section 66540.24, California Government Code

10.01 How will the WTA operate the San Francisco Bay Area water-transit system?

Upon approval of this Implementation and Operations Plan by the State of California, the WTA (the Authority) is charged with the responsibility to provide new water-transit service for the region and to expand or augment existing services where demand has been demonstrated.

The Authority will operate expanded water transit safely and cost efficiently. It will also be environmentally responsible.

The Authority will be a dedicated, focused regional agency that works. It is best positioned to operate Bay Area water transit because:

- It can use the institutional knowledge built while creating this plan to expedite the transition of Bay Area ferry service from a collection of individual routes to a more efficient and valuable water-transit system
- It will focus on ferries and maximize water transit’s benefit to Bay Area travelers

- It will successfully attract funding to help ensure water transit’s continued viability and value
- The working relationships already formed with community leaders, regulators, public-interest groups and other transit operators are significant, valuable and not easily replicated without losing important time in moving environmentally responsible water transit forward
- The Authority can leverage the investment made in clean-marine technology, advanced vessel design, systems planning, safety and disaster-response planning, ridership forecasting, terminal design and intermodal planning to begin work to reduce congestion and improve air quality

10.02 How will the WTA be structured?

An appropriate organizational structure must be established to manage and control the various activities necessary to efficiently and successfully provide expanded water transit. This organizational structure must be linked to the developing responsibilities of the Authority over time, respond to changes in its operating environment, and above all, operate in the public interest.

The Evolving Organization

The Board

The Authority Board of Directors is the policy-making entity guiding the development of a long-range plan for the implementation of expanded water transit and for updating that plan on a regular basis. It is also responsible for overseeing the operation of the expanded service as new routes are established.

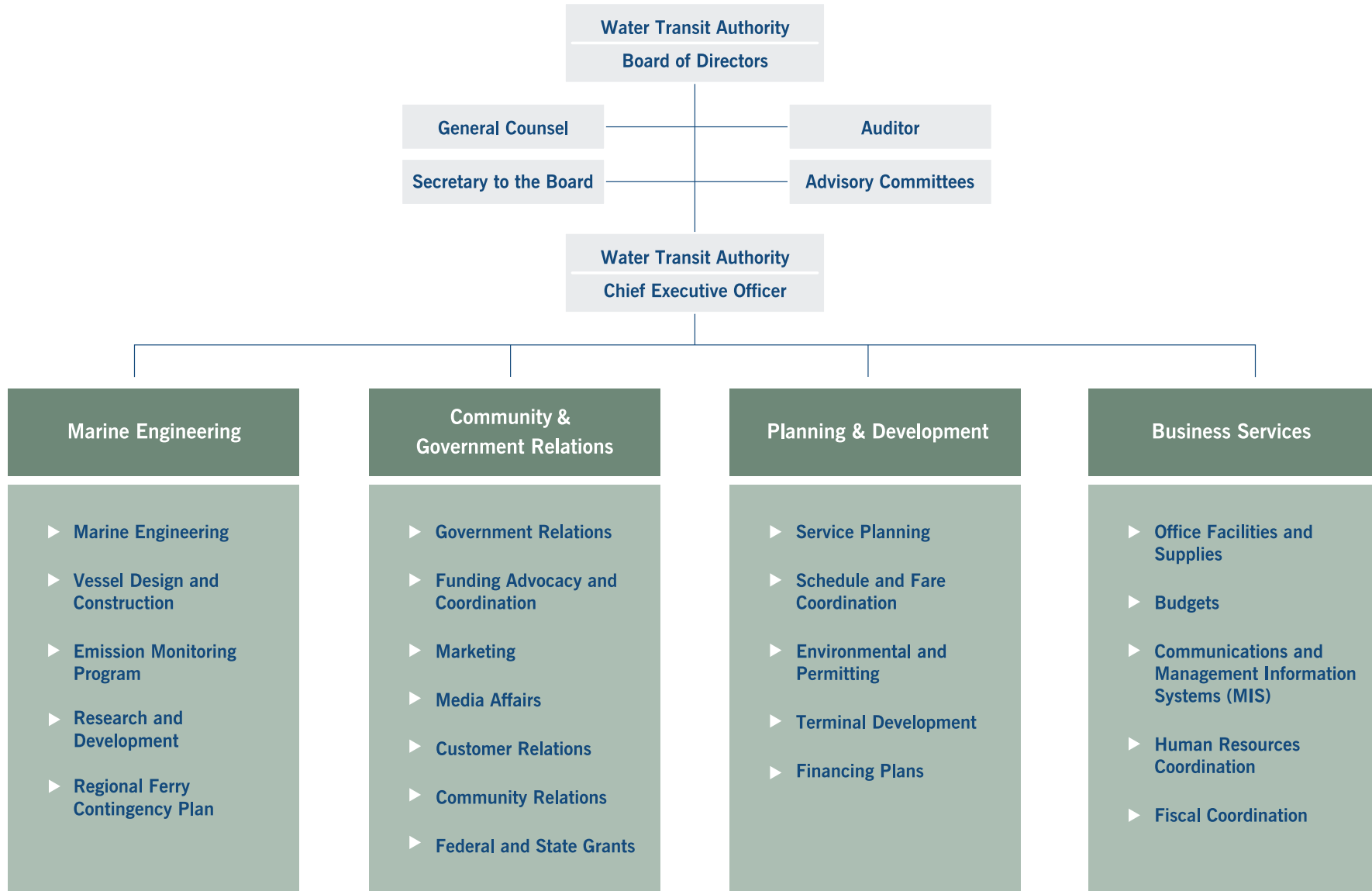
The Board is composed of 11 members appointed by the Governor, the California Legislature and local agencies that currently operate ferry services. They are appointed to eight-year terms. The Authority also has a Community Advisory Committee (CAC) and a Technical Advisory Committee (TAC) to assist them in making their decisions.

Initial Phase

With the enactment of Senate Bill 428 in 1999, the Authority was assigned the responsibility for developing a long-range plan for the implementation of expanded water transit and updating that plan on a regular basis.

Figure 35

Functional Organization Chart—Initial Phase



This planning responsibility is the first item of business for the Authority and includes the current activities of developing both this Implementation and Operations Plan and the Program FEIR.

Upon approval of the IOP, there will be a period of two-to-three years where the primary focus of the Authority will include planning, coordination and development activities. These activities can be classified as system planning and coordination, and infrastructure development. They are considered the continuing activities of the Authority as assigned by legislation, and will always be a permanent part of its responsibilities.

System planning and coordination involves:

- Detailed service planning for prospective new routes
- Collaboration with the existing operators
- Environmental monitoring
- Building good connections with landside transit serving new terminals

Service planning for prospective new routes is the ongoing work necessary to follow up on the route recommendations contained in *The Routes* chapter (p. 12), as well as any new future route recommendations that may be developed.

The Authority's enabling legislation stipulates that it "shall set fares for travel on the water transit system that it operates, and define and set other fares and fees for services related to the water-transit system without the approval of the Public Utilities Commission."

The Authority, in *collaboration with the existing ferry operators*, will address schedule and fare coordination for existing

and new routes, advocate for federal and state funds, and market water transit to build awareness of — and greater ridership on — a total Bay Area water-transit system.

Infrastructure development will be accomplished in conjunction with local agencies. As plans for new terminals and routes develop, the Authority will assist local agencies in the design and construction of terminals. This will include capital planning, environmental planning, permitting and financing.

Also, the design and procurement of new vessels will be initiated. In anticipation of new services and new vessels, the Authority will continue its research and development activities to achieve deployment of zero-emissions ferries (ZEFs) as quickly as possible.

Environmental monitoring will be conducted to see that the site specific environmental documents are prepared in accordance with the suggested mitigation measures identified in the Program FEIR.

Building *good connections* with landside transit to serve new terminals involves planning and implementing landside service operated by existing transit operators, employers and the Authority itself, if necessary.

The functional organization structure for this initial phase will be similar to what is in place during the preparation of this plan, as shown in Figure 35. It will be staffed by 12 to 14 people.

Operating Phase

As the Authority initiates new routes or adds service on existing routes, the organization must evolve to properly manage these new responsibilities. The Initial Phase activities remain, and additional responsibilities related to ferry operations and intermodal operations are added under the general identification of Operations. Vessel and facilities maintenance will also be added responsibilities.

As the size of the organization increases, it makes sense to move outsourced functions such as accounting, contracts, risk management and human resources, into the organization as part of the administration function.

Ferry Operations include terminal operations, vessel operations and service planning.

Terminal Operations will be responsible for terminal security, ticketing and fare collection, concessions, customer information and terminal upkeep.

On new routes, Vessel Operations will be responsible for the operation, by qualified personnel, of the Authority's fleet of ferries.

In providing additional service of existing routes, Vessel Operations will take the lead in negotiating with the public operators for increases in their frequency.

In any case, Vessel Operations will be responsible for the provision of services, compliance with regulatory requirements and safe vessel operations.

Ferry Service Planning will use data from detailed patronage forecasts to develop initial operational requirements

for service on new routes. It also will monitor performance.

Intermodal Operations will be responsible for bus operations and also community and corporate transit support. Good connections to the terminals will be negotiated with existing transit operators whose service areas include a new terminal. In some cases there may be a need for the Authority to operate its own feeder bus service.

Engineering will be responsible for the design and construction of vessels, vessel and facilities maintenance and repair, electronics, and research and development. Research and Development will continue to investigate new technologies leading to a cleaner and more efficient ferry fleet. Emission Monitoring will continue to verify that the emission standards established for the new fleet of ferries is achieved.

Responsibilities for the Community and Government Relations, Planning and Development, and Administration functional areas are similar to those identified for the Initial Phase and are more completely described in Figure 36.

The functional organizational structure for the Operating Phase of the Authority's development is shown in Figure 36. The number of employees for this phase will be determined by several factors, including the number of new routes, the method of providing the service and the number of vessels in operation.

Figure 36

Functional Organization Chart—Operating Phase

