

National Park Service
U.S. Department of the Interior

Golden Gate National Recreational Area
California



Golden Gate National Recreation Area

Alcatraz Island

Ferry Transportation Comparability Analysis

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John A. Volpe National Transportation Systems Center
Research and Innovative Technology Administration
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Report notes

This report was prepared by the U.S. Department of Transportation John A. Volpe National Transportation Systems Center, in Cambridge, Massachusetts.

The project statement of work was included in the November 2006 modification (no. 11) to the interagency agreement between the National Park Service and the Volpe Center (NPS agreement F2410050053).

Study Purpose and Need

The Volpe National Transportation Systems Center has performed an analysis comparing the ferry operated between San Francisco and Alcatraz Island with similar water transportation services. The analysis, summarized in this report, was prepared for the National Park Service (NPS), which contracts, through a statutorily-authorized concession contract, for the operation of the Alcatraz Island ferry service by the concessioner “Alcatraz Cruises” (the “concessioner”). The concession contract was issued pursuant to the National Park Service Concession Management Improvement Act of 1998, Title IV of Public Law 105-391. That law provides for concessioners’ rates and charges to the public to be reasonable and appropriate and requires the NPS to approve the rates and charges prior to their implementation. The purpose of the analysis is to compare rates and charges for services of comparable character under similar conditions with those of the concessioner. This analysis is intended to assist NPS in determining what rates and charges to the public for using the Alcatraz Island ferry service are “reasonable and appropriate,” consistent with requirements under Public Law 105-391.

The current rates and charges approved for adult visitors to Alcatraz Island include the following three separate components: (i) \$12.75 for transportation services provided directly by the Concessioner to the visitor; (ii) \$8.00 for optional interpretative materials (in the form of an audio tour of the cell house) that is provided on-Island by a non-profit organization; and (iii) \$1.00 for an expanded amenity recreation fee charged by NPS pursuant to Public Law 108-447 for specific or specialized services received by the visitors. The Concessioner collects the sum of these three separate rates and charges as one inclusive adult rate of \$21.75 (subsequently transferring to the non-profit organization and NPS their respective portions of the inclusive rate). Visitors who do not wish to use the audio tour on-Island have the option of an \$8.00 refund. This rate comparability analysis is restricted to the transportation services component of the current rates and charges and is intended to reflect changes in operating conditions, including increased fuel costs, general inflation, and improvements in service that have occurred since the last rate approval by NPS.

Technical Approach

The analysis has followed the general format of the previous comparability studies and provisions of the NPS Concession Management Rate Approval Guide, considering service characteristics for a nationwide sample of potentially comparable ferry operations, in terms of measurable variables that could have a substantial impact on costs, with particular emphasis on items included in the contract for the Alcatraz Island service. A set of criteria was identified as the basis for determining the similarity of services, including capacity, vessel age, frequency of service, and other level of service factors that could account for differences in cost, which would necessarily be reflected in the fares or rates charged to passengers. The complete list of criteria is shown in Attachment A.

A preliminary screening was conducted of numerous ferry services to select a set of potential comparables, based largely on ferry travel times and distance, which are primary variables defining level of service. A broad range of services was considered in this initial screening, including sightseeing tours and destination-oriented ferries serving both tourists and commuters. The intent of drawing from a broad pool of potential comparables was to determine how differences in factors could affect cost, because no other ferry service is an exact match for the Alcatraz Island service, due to the limitless variations in schedules, market characteristics, operating conditions, and subjective attributes of different small-scale services operated primarily by small private businesses. Ferries that operate in units of the National Park System and have rates approved by NPS were excluded from consideration because of the NPS’ role in rate setting. Title IV of Public Law 105-391 directs that NPS rely on market forces to establish reasonableness of rates and charges to the maximum extent practicable, and the NPS Concession Management Rate Approval Guide

advises that direct comparability studies, among other things, should offset the possibility of monopoly pricing.

Moreover, the analysis focuses on cost factors, due largely to the difficulty of obtaining reliable data on ridership and load factors from private operators. In the absence of reliable data for most ferries on revenue-related factors, the need increases for thorough and comprehensive consideration of the cost side of the equation, drawing on a sufficiently broad set of data. The ferry services considered in the initial screening analysis are shown in Attachment B.

On the basis of this initial screening, the pool of potential comparables was narrowed to eleven ferry services, as shown in Table 1 (follows main text). There are relatively few ferry services—or passenger water transportation services of any kind—with short travel times even broadly comparable to the half hour round trip travel time of the Alcatraz Island service. The initial screening generally was limited to ferries with travel times of 1 hour or less with frequent regular service, carrying a large number of passengers. The eleven potential comparables were selected from the initial set of nearly 40 candidate services, focusing on those services with travel times that most closely matched the Alcatraz Island travel times of a half hour round trip or 15 minutes in each direction. Ten of the eleven potential comparables have single direction travel times of 25 minutes or less. All of the sightseeing tours had travel times substantially longer than 30 minutes—the shortest travel time was a 50-minute tour of New York Harbor—so none was included in the set of potential comparables, all of which can be categorized as “destination” ferries.

Data on each of the eleven potential comparables were collected from a combination of online sources, telephone calls to the individual ferry operators, and a national database of ferry service characteristics previously developed by the Volpe Center. The potential comparables were rated on a 1 to 10 scale with respect to eleven criteria for which differences (and the degree of similarity) could be determined reliably on the basis of the data collected. The criteria were as follows:

Vessel Characteristics

- Capacity – Ferry costs tend to vary directly as a function of capacity, due to capacity-related impacts on both capital and operating costs. The purchase of a vessel with capacity sufficient to accommodate several hundred passengers is a major investment that represents a substantial component of the overall cost of providing service. Capacity also is one of the key factors determining operating costs, as the size of the deck crews, engine crews, and passenger service crews will depend to a significant degree on vessel size.
- Vessel age – Vessel age affects the quality of service and has a substantial, quantifiable impact on market value and capital cost. From the standpoint of the operator, operating and maintenance costs tend to increase with vessel age, inversely from the value of the capital asset.
- Hull Type – All of the ferries included in the study were either mono hull or catamaran types. No examples were found of ferries with other hull types operated over relatively short distances.
- Speed - Speed capability is another factor affecting vessel cost, which can be expected to influence user fares or rates. On short distances such as that of the Alcatraz Island route, speed does not usually have a major impact on total travel time.

Trip Characteristics

- Travel Time – As noted previously, travel time—considered in tandem with route distance—is a primary measure of the amount or level of service provided and the total unit cost of providing service. Travel time will determine the number of vessels necessary to meet a

required schedule and thus has a major influence on total cost and ridership.

- Trips/Day - Another key level of service indicator with a major impact on both capital and operating costs.
- Market – Commuter versus tourist/recreational; services focused on the commuter market frequently receive public funding and/or are subject to regulation.
- Trips After 6 PM – Increases total labor requirements and costs, restricts the potential to use vessels for other revenue-generating purposes in the evening, but results in more cost-effective use of capital assets.
- Seasonality – Another factor affecting labor costs, use of capital assets, and potential for the operator to respond to other revenue-generating opportunities.

Location

- Landside (location in major metropolitan area, small city/tourist center, or rural/non-urban area) – influences market for service and cost factors.
- Waterside (bay, lake, etc) – influences vessel type and operating conditions.

Terminal Facilities

- Factors include presence of a building or permanent structure with a waiting area and passenger amenities such as food service, ticketing, and information versus more informal facilities such as an open air shelter or covered waiting area with portable restrooms. The circumstances relating to the Alcatraz ferry landing at Pier 33 complicate this comparison because the facilities currently in place are expected to be temporary.

The concessioner is listed first in the Table 1 matrix and assigned a value of 10 points for each criterion, resulting in a total of 110 points. The potential comparables' scores are based on a quantitative calculation of similarity (e.g. capacity percentage) where feasible or an assessment of degree of similarity in the case of nominal variables, (e.g. water body type).

Ratings

Four of the eleven potential comparables received ratings of 88 or higher, as follows:

- Blue and Gold Tiburon Ferry - 94
- Angel Island/Tiburon Ferry – 89
- Casco Bay – Little Diamond Island (Portland, Maine) - 89
- Alameda/Oakland Ferry - 88

The other seven potential comparables had scores of 83 or less, so there was a substantial gap between this group and the above four higher-rated services, which were chosen as actual comparables. The four actual comparables were evaluated in terms of six extra quality features that add value to the service. Additional potential features considered in earlier studies, such as form of payment accepted, do not differ appreciably among the services considered, and therefore were not included in the comparative analysis. The six factors considered in the current analysis are on-board restrooms; bar service; audio/visual media; climate control; and ability to make advance reservations for service. The results are shown in Table 2.

All of the comparables have on-board restrooms, at least some of which are ADA-accessible. In fact, the services appear to be broadly similar in terms of these variables, although several

differences emerge in the “Food Service,” “Audio/Visual Media,” and “Reservations” categories. The Angel Island/Tiburon and Casco Bay ferries lack food services, which the others provide, and the concessioner’s food is of particularly good quality, including “fresh, preservative-free, locally grown and organic foods,” as noted in the September 2006 comparability study. In terms of Audio/Visual media, the concessioner provides new multi-media systems with flat panel televisions, which appear to be unique among the comparables, the closest comparable on this factor being the Angel Island/Tiburon service, which has CD/stereo media. The impacts of audio/visual media on total cost are likely to be modest, however, relative to the primary criteria considered to identify comparables, as considered earlier in this analysis. Finally, the reservation system provided by the concessioner is matched only by the Blue and Gold Tiburon Ferry, although again, the relative impact on value and cost can be expected to be minor compared to level of service variables, as considered in the selection of comparables.

Overall, it can be reasonably concluded that the Alcatraz ferry service has several features characteristic of premium services and compares closely with the Blue and Gold Tiburon Ferry in this respect, although the impact on cost of Extra Quality Features is relatively minor. The Blue and Gold Tiburon Ferry also had the highest score in terms of primary comparability criteria, however, and the close match in terms Extra Quality Features reinforces its similarity to the Alcatraz Island service.

Table 2
Comparison of Extra Quality Features

Features	Concessioner Alcatraz Island	Alameda/ Oakland Ferry	Angel Island/ Tiburon Ferry	Blue and Gold Tiburon Ferry	Casco Bay
Restrooms	Yes	Yes	Yes	Yes	Yes
Food Service	Yes; extensive	Yes; hot/cold beverages, pastries	No	Yes	No-soft drink machine only
Bar	Beer and Wine on departure from Alcatraz Island	Beer and Wine	No	Yes	No
Audio/Visual Media	Plasma TV and Audio	Limited	CD/Stereo	Live Narration	No
Climate Control	Heat; one vessel with A/C	Heat	Heat	Heat	Heat
Reservations	Yes	Groups Only	Groups Only	Yes	No

Comparison of Rates

Table 3 and Figure 1 below compare the adult rates charged for all potential comparables and the concessioner, considering only the portion of the Alcatraz rate that represents the ferry fare, \$12.75.

Table 3
Rates for Potential Comparables (Round Trip)

Alcatraz Island	\$12.75
Alameda/Oakland Ferry	\$2.50
Angel Island/Tiburon Ferry	\$10.25
Blue and Gold Tiburon Ferry	\$17.00
Casco Bay Lines-Little Diamond Island	\$7.75
Catalina Express	\$26.50
Harbor Islands Express, Boston	\$12.00
Lake Champlain Ferries, Vermont	\$7.00
New York Waterway – Weehawken, NJ to Manhattan	\$18.00
San Diego Bay Ferry	\$6.00*
Shepler’s Mackinac Island Ferry, Mackinaw City, MI	\$19.00
Washington State Ferries – Mukilteo/Clinton	\$7.70

Figure 1
Adult Round Trip Fares for Potential Comparables

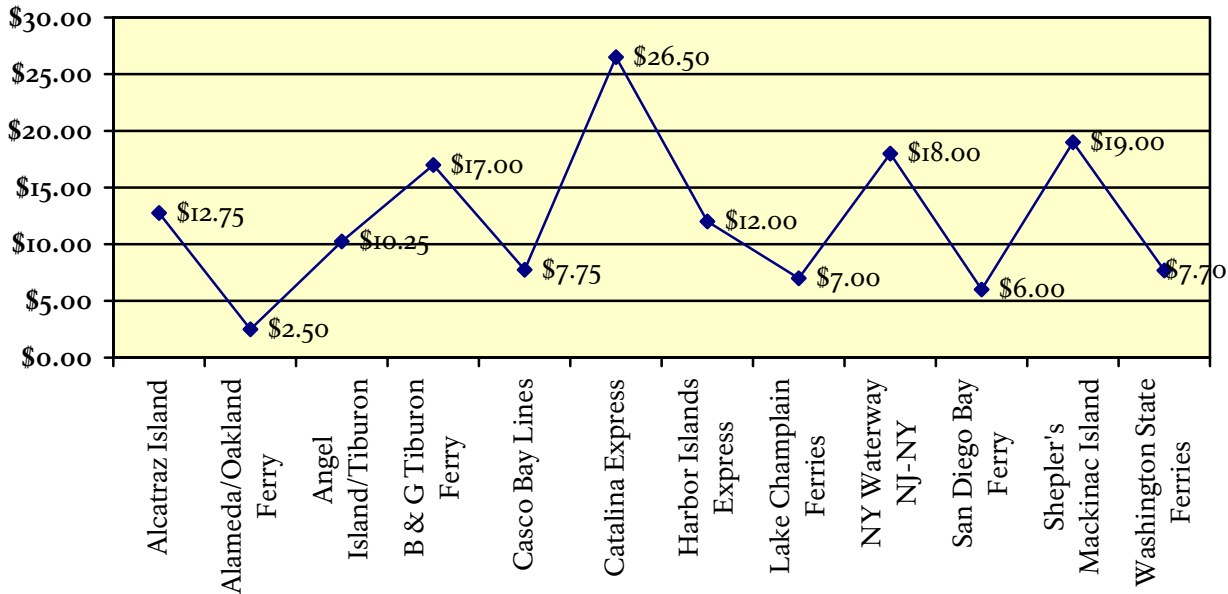


Table 4 shows the rates for all categories of passengers (e.g. adults, children, seniors) for the four actual comparables. The Alcatraz Island rate is in the middle of the price range for all the potential comparables. Considering only the actual comparables, Alcatraz is again in the middle range, although the two lowest-price comparables—Casco Bay and Alameda/Oakland ferry—differ from the others in two critical respects:

- They are short segments of longer ferry routes and, therefore, their pricing does not necessarily reflect the full unit cost, including fixed costs, incurred in providing these services.
- Both are subsidized with public funding.

With these services eliminated as a basis for determining reasonable and appropriate market rates, the remaining actual local comparables are the Blue and Gold Tiburon Ferry and the Angel Island/Tiburon Ferry.

Table 4
Rates for Comparables (Round Trip)

Rates	Concessioner Alcatraz Island	Alameda/Oakland Ferry**	Angel Island/Tiburon Ferry	Blue and Gold Tiburon Ferry	Casco Bay**
Adult	\$12.75 Ferry Service Price*	\$2.50***	\$10.25	\$17.00***	\$7.75***
Child (5-11)	\$7.25*	\$2.50	\$10.25	\$9.00	\$3.85 (Ages 5-9)
Junior (12-17)	\$12.75*	\$2.50	\$10.25	\$17.00	\$7.75
Senior	\$11.75*	\$2.50	\$10.25	\$17.00	\$3.85
Family	\$40.00*	-	-	-	-

* Rate for Alcatraz Island ferry excludes the \$8.00 price of the Cell House Tour, which is incorporated in the \$21.75 inclusive adult rate.

** Service is segment of longer route

*** Discounts available for frequent users (e.g. commuters)

The round trip adult rates charged for the Blue and Gold Tiburon Ferry and the Angel Island/Tiburon Ferry are \$17.00 and \$10.25 per passenger, respectively. The Blue and Gold Tiburon Ferry route is over twice as long as the Alcatraz Island ferry route, however, while the Angel Island/Tiburon Ferry route is just over half the distance of the Alcatraz Island route. The significantly shorter route traveled by the Alcatraz Island ferry, as compared to the Blue and Gold Tiburon Ferry, reduces operating costs as well as the value of the service provided to passengers, assuming that for many passengers, travel on the ferry is itself a desirable and enjoyable part of the visitor experience. Consideration of value is a primary determinant of market demand and whether rates charged are reasonable and appropriate.

Another relevant consideration with respect to determination of rate comparability is that the Blue and Gold Tiburon ferry has a two-tiered fare structure, in which frequent riders can purchase a 20-ticket commute book for \$100, effectively reducing the round trip fare to \$10.00. The \$17.00 fare charged to tourists and other recreational travelers, therefore, does not apply to a high proportion of total ferry riders and the average revenue per rider is substantially below \$17.00. These factors indicate that market rates for the Alcatraz Island service would be somewhat lower than the full \$17.00 fare on the Blue and Gold Tiburon ferry. Moreover, a new planned Blue and Gold sightseeing tour provides additional information and a broader context relevant to the pricing of ferries similar to the Alcatraz Island service. The new Blue and Gold service will provide a 90 minute tour, 30 minutes of which will be dedicated to Alcatraz, for a passenger fare of \$25. This rate would be lower than the full \$17.00 single trip fare on the Blue and Gold Tiburon Ferry, when viewed in terms of user cost per unit of travel time, and probably also on the basis of cost per route mile.

* Blue & Gold Fleet has filed a request with the California Public Utilities Commission requesting a rate increase of \$1.00 in the adult roundtrip fare and a 40 percent increase in the adult commuter rate.

Conclusion

The comparative analysis presented in this report indicates that a reasonable and appropriate adult fare for the Alcatraz Island ferry service would be higher than the current fare of \$12.75 and closer to \$17.00, which is the fare charged for the Blue and Gold Tiburon Ferry, the closest comparable to the Alcatraz Island ferry. The combination of premium-level amenities and short distance and travel times for the Alcatraz Island service is unique, however, and the comparison with similar services is a limited foundation for establishing a precise rate recommendation.

The rates for the closest comparables, the Blue and Gold Tiburon Ferry and the Angel Island Ferry, serve as reasonable upper and lower bounds for the Alcatraz Island rate. While fixed costs should be roughly equivalent for the Blue and Gold Tiburon Ferry and the Alcatraz Island service, Alcatraz Island's operating and maintenance costs—though less significant than fixed costs—should be proportionately lower, due to the shorter route distance traveled. Given the closer match between the Alcatraz Island and Blue and Gold Tiburon Ferry, it is reasonable to conclude that the rate should be approximately $\frac{2}{3}$ - $\frac{3}{4}$ of the difference between the Angel Island Ferry and Tiburon Ferry fares, or \$14.50 - \$15.00. Setting the rate at the upper end of this range is appropriate, both to account for factors difficult to capture within the framework of the comparability analysis and also to avoid the need for another rate increase in the near future to adjust for continuing inflation. Moreover, taking into account recent increases in fuel prices, as reflected in the request by the Blue and Gold Fleet to the California Public Utilities Commission for a \$1.00 increase in the Tiburon Ferry round trip fare, it is appropriate to add an incremental increase of half that amount, i.e., 50 cents (corresponding to the proportionately shorter route distance traveled by the Alcatraz Island ferry), to the recommended \$15.00 base fare.

Taking the above factors into account, it is the conclusion of this analysis that the recommended adult rate for the Alcatraz Island Ferry should be \$15.50. It is recommended that rates for children, seniors, and families be adjusted proportionately, yielding the following rate structure:

Adult - \$15.50
Child - \$ 8.75
Senior - \$14.25^{*}
Family - \$48.50[†]

* Rounded to nearest 25 cents.

† Family package is 2 adults & 2 children ages 5-11. No package discount on ferry rate. \$5.00 discount on Audio Tour.

Table 1
Comparability Matrix

Vessel Characteristics	Concessioner Alcatraz Island	Alameda/Oakland Ferry	Angel Island/Tiburon Ferry	Blue and Gold Tiburon Ferry - San Francisco Ferry Building	Casco Bay Lines to Little Diamond Island - Portland, Maine	Catalina Express - Long Beach, CA to Catalina Island	Harbor Islands Express - Boston	Lake Champlain Ferries - Vermont/Upstate NY	New York Waterway - Weehawken, NJ - Manhattan NY	Shepler's Mackinac Island Ferry - Mackinaw City, MI	San Diego Bay Ferry - San Diego, CA	Washington State Ferries (Mukilteo/Clinton WA)
Capacity	500*, 500*, 304*, 500, 456	388, 331, 250, 149	396, 114	400	299, 328, 399, 399, 399	381, 450	200	130, 150, 200	396	120, 150, 150, 265, 265	297, 301	1200
Number of Points:	10	8	5	9	7	9	5	4	9	5	6	10+
Vessel Age/Year Built	1985 (refit 2006), 1986 (refit 2006), 1983 (refit 2006), 1971 (refit 2006), 1967 (refit 2007)	1985 (rehab 2003), 2001, 1994, 1993- (rehab 2003)	1974	1986	1973, 1985, 1994, 2005, 1987 (new electronic engines 2001)	2001, 1999	2005	1975, 1953, 2000	1989	1968, 1972, 1975, 1979, 1986	1940, 1964	1980, 1990
Points:	10	8+	7	9	7	7	6	8	8	8	1	9
Hull Type	Monohull	Catamaran	Mono hull	Mono hull	Steel, Monohull	Catamaran	Catamaran	Monohull	Monohull	Aluminum, Monohull	Monohull	Monohull
Points:	10	7	10	10	10	7	7	10	10	8	10	10
Speed	12-13 kt., 12-13 kt., 17 kt., 10-11 kt., 10-11 kt.	24 kt., 26 kt., 26 kt., 35 kt.	Conventional	Conventional	9 kt., 10 kt., 10-11 kt., 12-13 kt., 12-13 kt.	37 kt., 41 kt.	24 kt.	10 kt.	Conventional	29-31 kt.	1210	16 kt.
Points:	10	7	10	10	10	6	10	10	10	7	10	10

Trip	Concessioner Alcatraz Island	Alameda / Oakland Ferry	Angel Island / Tiburon Ferry	Blue and Gold Tiburon Ferry - San Francisco Ferry Building	Casco Bay Lines to Little Diamond Island - Portland, Maine	Catalina Express - Long Beach, CA to Catalina Island	Harbor Islands Express - Boston	Lake Champlain Ferries - Vermont / Upstate NY	New York Waterway - Weehawken, NJ - Manhattan NY	Shepler's Mackinac Island Ferry - Mackinaw City, MI	San Diego Bay Ferry - San Diego, CA	Washington State Ferries (Mukilteo / Clinton WA)
Service Type	Tourist Transport	Commuter Transport	Tourist Transport	Commuter Transport	Commuter/ Tourist Transport	Tourist Transport	Tourist Transport	Tourist, Commuter, Auto Transport	Commuter Transport	Tourist Transport	Tourist and Commuter Transport	Commuter and Tourist Transport
Distance	2 miles	1/2 mile	1.15 miles	5 miles	2 miles	20 miles	7 miles	3 miles	6 miles	3 ¾ miles	0.9 miles	1 ¾ miles
Single Direction Travel Time	15 minutes	20 minutes	10 minutes	20 minutes	20 minutes to Little Diamond Island; ferry continues to other harbor islands	1 hour	25 minutes to farthest island	14 minutes	20 minutes	14 minutes	10 minutes	20 minutes
Points:	10	8	9	7	9	2	6	9	7	9	8	9

	Concessioner Alcatraz Island	Alameda/Oakland Ferry	Angel Island/Tiburon Ferry	Blue and Gold Tiburon Ferry - San Francisco Ferry Building	Casco Bay Lines to Little Diamond Island - Portland, Maine	Catalina Express - Long Beach, CA to Catalina Island	Harbor Islands Express Boston	Lake Champlain Ferries - Vermont/Upstate NY	New York Waterway - Weehawken, NJ - Manhattan NY	Shepler's Mackinac Island Ferry - Mackinaw City, MI	San Diego Bay Ferry - San Diego, CA	Washington State Ferries (Mukilteo / Clinton WA)
Schedule												
Trips Per Day (Peak Season)	14	12	4-8	7	10	8+	7	25	25	40	14	39
Points:	10	9	4	5	7	6	5	2	2	1	10	1
Trips After 6:00 PM	2 (return)	3 rt	0	1 rt	¾ rt	1 rt	0	7 rt	1	4 rt	4 rt	12 rt
Points:	10	7	7	10	9	10	7	4	10	6	6	3
Seasonality	Year round (peak Mem to Labor Day)	Year round	Year round (peak May-Sept.)	Year round	Year round	Year round - peak summer	May-October	Year round -peak summer	Year round	Seasonal April 27-October 28	Year round	Year round
Points:	10	7	10	7	7	10	5	7	7	5	7	5

Location	Concessioner Alcatraz Island	Alameda/Oakland Ferry	Angel Island/Tiburon Ferry	Blue and Gold Tiburon Ferry - San Francisco Ferry Building	Casco Bay Lines to Little Diamond Island - Portland, Maine	Catalina Express - Long Beach, CA to Catalina Island	Harbor Islands Express-Boston	Lake Champlain Ferries - Vermont/Upstate NY	New York Waterway - Weehawken, NJ - Manhattan NY	Shepler's Mackinac Island Ferry - Mackinaw City, MI	San Diego Bay Ferry - San Diego, CA	Washington State Ferries (Mukilteo/Clinton WA)
Waterbody	Bay	Bay	Bay	Bay	Bay	Coastal Ocean	Harbor	Lake	River	Lake	Harbor	Sound
Points:	10	10	10	10	9	6	8	4	5	4	8	7
Landside	Major metro area	Major metro area	Major metro area	Major metro area	Small/medium city	Major metro area	Major metro area	Rural area	Major metro area	Rural area	Major metro area	Major metro area
Points:	10	10	10	10	7	10	10	4	10	4	10	10
Terminal Facilities	Outdoor dock, sheltered waiting area and restrooms; permanent plan includes auditorium, interpretive gallery/ media	San Francisco Ferry Building; Alameda Terminal	Outdoor Dock	San Francisco Ferry Building	Full enclosed terminal building in Portland; shelters on islands	Downtown terminal building with food service and other amenities	Outdoor dock, ticket booth.	Enclosed waiting areas	New terminal buildings with high levels of amenities	Covered waiting, restrooms	Outdoor dock; parking	Terminal building
Points:	10	7	7	7	7	5	7	7	5	8	7	7
Total Points/ Scoring:	110	88	89	94	89	77	76	69	83	65	83	81

*Primary vessels

+ Points = 10 when capacity exceeds that for concessioner

Attachment A - Comparability Criteria

- (1) Boat Type
 - Capacity
 - Engine:
 - Diesel mechanical
 - Diesel DD Series 60 with electric diesel generators meeting Environmental Protection Agency (EPA) tier 2 emissions deployed for 95% use (???)
 - Indirect electric
 - Indirect hydraulic
 - other
 - Vessel Age (i.e. Year Built)
 - Hull Type
 - monohull
 - catamaran
 - other multi-hull
 - SWATH (small waterplane area twin hull)
 - Hydrofoil
 - other
 - Speed*
 - conventional < 25 knots
 - high-speed > 25 knots
- (2) Trip
 - Distance
 - Time
- (3) Schedule
 - Number of Trips Per Day
 - Vessel time (hours or minutes) after 6:00 PM per vessel
- (4) Seasonality (months in service)
- (5) Location*
 - Waterside (i.e. sea conditions)
 - river
 - harbor
 - lake
 - bay
 - sound
 - ocean/coastal ocean
 - intracoastal waterway
 - other
 - Landside (i.e. dock)
 - Major metropolitan area marina
 - Tourist center/small-medium city
 - Rural/non-urban

Attachment B - Ferry Services Included in Initial Screening

Ferry Service	Location	Travel Time	Regular Adult Fare
Sightseeing Tours :			
Circle Line Harbor Cruise	NY, NY	50 minutes	\$20.95
Circle Line Harbor Cruise	NY, NY	1 hour 30 minutes	\$27.95
Mass Bay Lines	Boston, MA	55 minutes	\$15.95
San Diego Harbor Tours	San Diego, CA	1 hour	\$17
Golden Gate Bay Cruise (Red and White Fleet)	San Francisco, CA	1 hour	\$21
Mobile Bay Ferry	Pensacola, FL	30 minutes?	\$5
Ship Island Excursions	Gulfport, MS	1 hour one-way	\$22
Destination Ferries (Commuter and Tourist)			
Washington State Ferries	Mukilteo/Clinton, WA	20 minutes one-way	\$3.85 one-way
New York Waterways	Weehawken NJ/Manhattan, NY	18 minutes one-way	\$9 one-way
Island Queen	Falmouth (Cape Cod, MA) –Oak’s Bluff (Martha’s Vineyard), MA	35 minutes one-way	\$15 one-way
Seastreak	Manhattan, NY/Atlantic Highlands, NJ	40 minutes	\$38
Alaska Marine Highway System	Haines/Scagway, AK	1 hour one-way	\$30
Lake Champlain Ferries	Vermont/NY State	20 minutes one-way	\$3.50 one-way
Victoria Express	Victoria, BC/Port Angeles, WA	55 minutes one-way	\$12.50
Hy-Line Cruises	Hyannis(Cape Cod)/Oak Bluffs (Martha’s Vineyard), MA	55 minutes one-way	\$59 round trip; \$31.50 one-way
Steamship Authority	Martha’s Vineyard /Woods Hole, MA	45 minutes one-way	\$7.00
Catalina Express	Catalina Island/Long Beach, CA	1 hour one-way	\$26.50
Catalina Classic Cruises	Catalina Island/San Pedro, CA	2 hours one-way	\$20.50
Casco Bay Lines	Portland, ME— Little Diamond Island	20 minutes one-way	\$7.75
Golden Gate Ferry	Larkspur or Sausalito/San Francisco, CA	30 minutes one-way	\$6.75
Angel Island-Tiburon	San Francisco, CA	20 minutes	\$2.50 round trip
Blue and Gold Fleet	San Francisco, CA (Tiburon)	20 minutes	\$17.00 round trip
Blue and Gold Fleet	Oakland/Alameda, CA	45 minutes	\$5.50 one-way
Mobile Ferry	Dauphin Island/Port Morgan, AL	30 minutes	\$5 one-way
Shepler’s Mackinac Island Ferry	Mackinac City or St. Ignace/ Mackinac Island, MI	16 minutes	\$19 round trip
The Bridgeport & Port Jefferson Steamship Company	Bridgeport, CT/Port Jefferson, NY	1 hour 15 minutes	\$13.50 one-way; \$20 round trip
Alameda/ Oakland Ferry	Alameda /San Francisco, CA	20 minutes	\$5.50 one-way
Cape May – Lewes Ferry	Cape May, NJ/Lewes, DE	80 minutes	\$9.50 one-way
Block Island Ferry	Pt. Judith, RI	55 minutes (low speed); under 30 (high speed)	\$17.40 round trip (low speed); \$29.85 round trip (high speed)
San Diego Ferry	San Diego, CA	10 minutes	\$3.00 one-way
San Diego North Harbor Tour	San Diego, CA	1 hour one-way	\$17.00
Jamestown & Newport Ferry	Newport, RI	10-20 minutes	\$15 all day

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13. ABSTRACT This report presents a summary of an analysis comparing the ferry operated between San Francisco and Alcatraz Island with similar water transportation services. The analysis was performed to assist the National Park Service in determining the rates and charges to the public that are "reasonable and appropriate," as required under law. The analysis concludes that the adult fare for the Alcatraz Island ferry service should be higher than the current fare. The recommended rate is lower, however, than that of the closest comparable, to account for several factors, including route distance, that reduce relative operating and maintenance costs for the Alcatraz Island ferry.			
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As the nation's principal conservation agency, the Department of the Interior has the responsibility for most of our nationally owned public lands and natural resources. This includes fostering sound use of our land and water resources; protecting our fish, wildlife, and biological diversity; preserving the environmental and cultural values of our parks and historic places; and providing for the enjoyment of life through outdoor recreation. The department assesses our energy and mineral resources and works to ensure that their development is in the best interests of all our people by encouraging stewardship and citizen participation in their care. The department also has a major responsibility for American Indian reservation communities and for people who live in island territories under U.S. administration.

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