



Presentations for March 21, 2024 Board of Directors Meeting





Item 8: Website Redesign Project Award

WEBSITE REDESIGN

March 2024



San Francisco Bay Ferry

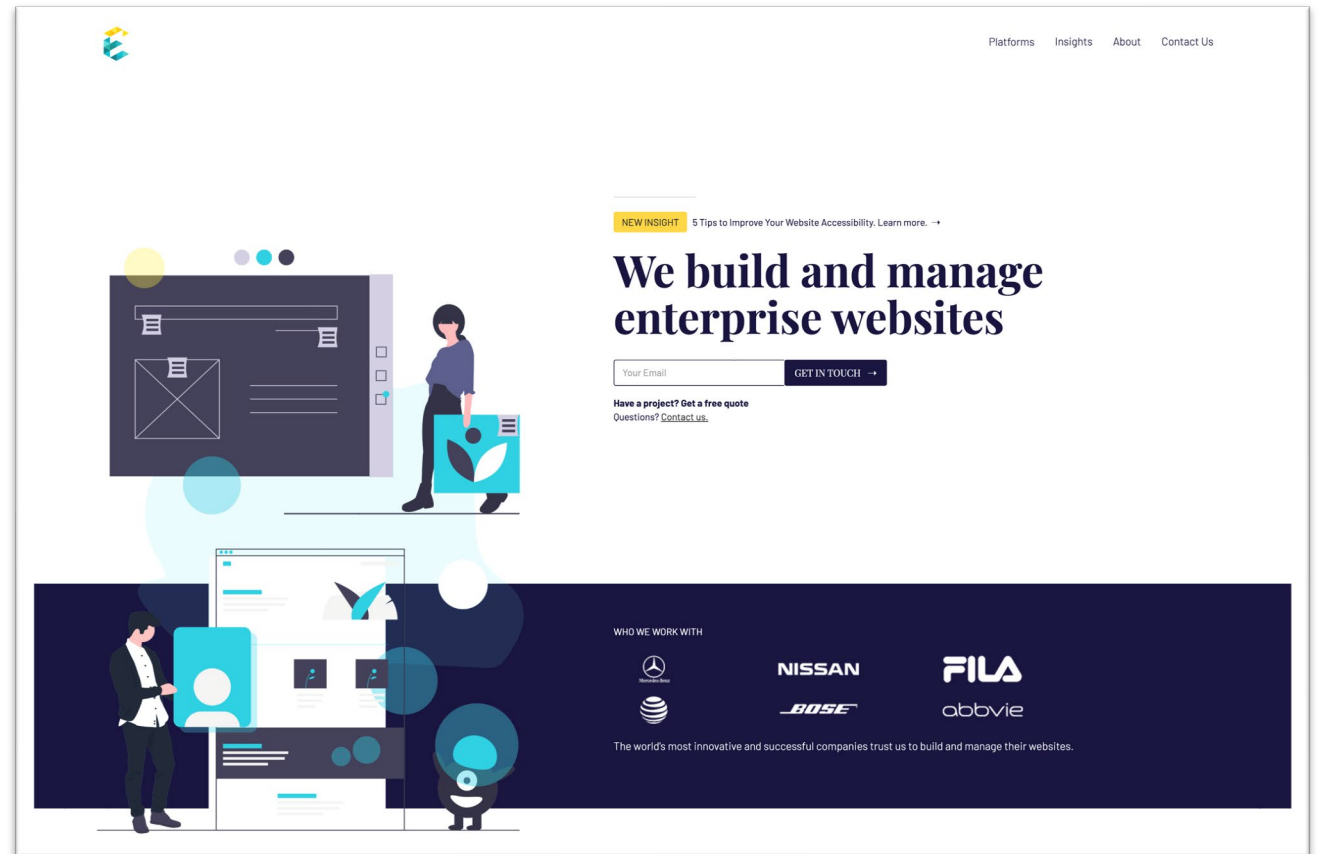
EXEMPLIFI

ABOUT

- Established in 2018
- Based in Palo Alto, Ca.

KEY QUALIFICATIONS

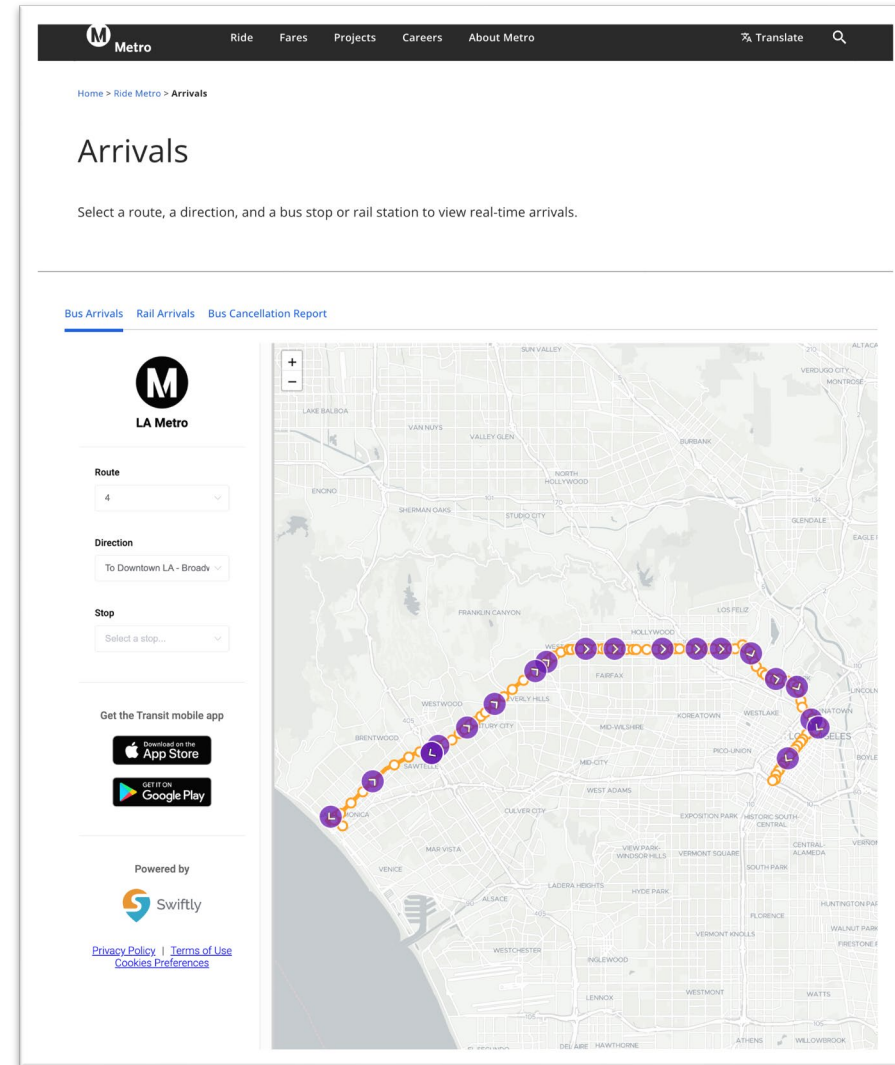
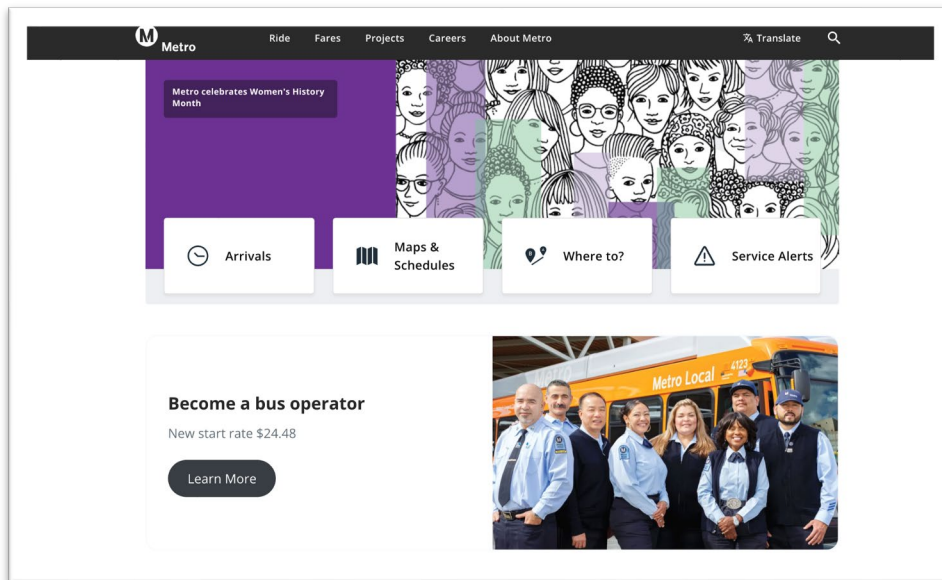
- Deep public transit experience
- Beautiful, user-friendly designs
- Mobile-first approach
- Responsive and proactive solutions



LA METRO

Metro.net

- Service maps
- Trip planner
- Service alerts



ACE RAIL

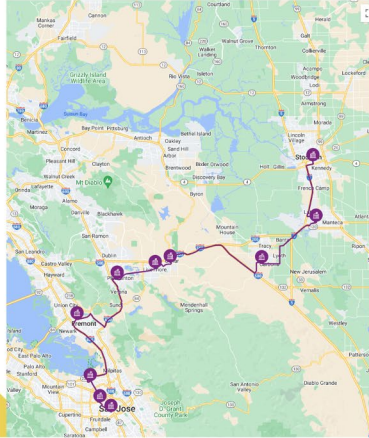
Acerail.com

- Trip planner
- Rider guides
- Interactive timetables

Weekday Westbound Trains To San Jose

Station	ACE 01	ACE 03	ACE 05	ACE 07	
Stockton	4:30 AM	5:35 AM	6:40 AM	7:32 AM	View on Map
Lathrop/Monteza	4:29 AM	5:54 AM	6:59 AM	7:51 AM	View on Map
Tracy	4:46 AM	6:00 AM	7:01 AM	8:03 AM	View on Map
Vasco Road	5:30 AM	6:35 AM	7:40 AM	8:32 AM	View on Map
Livermore	5:15 AM	6:40 AM	7:45 AM	8:37 AM	View on Map
Pleasanton	5:23 AM	6:48 AM	7:53 AM	8:45 AM	View on Map
Fremont	5:45 AM	7:10 AM	8:15 AM	9:07 AM	View on Map
Great America	6:03 AM	7:28 AM	8:33 AM	9:25 AM	View on Map
Santa Clara	6:30 AM	7:35 AM	8:40 AM	9:32 AM	View on Map
San Jose	6:22 AM	7:47 AM	8:52 AM	9:44 AM	View on Map

[Download Schedule](#) [Download Route Map](#)



ACE

Schedules Tickets Stations Ride ACE About ACE Service Alerts Train Status

Your ticket to comfort

Skip the traffic and add time back into your day with seamless, round-trip service in between Stockton and San Jose.

Plan Your Trip

Pleasanton ⇄ San Jose

Departure	Arrival	Departure	Arrival	Departure	Arrival	Departure	Arrival
5:23 am	6:22 am	6:48 am	7:47 am	7:53 am	8:52 am	8:45 am	9:44 am

[Schedules](#) [Stations](#) [Tickets](#)

4 Daily Round Trips

ACE offers four weekday roundtrips with 10 stops connecting the Central Valley to the Tri-Valley and Silicon Valley.

Carbon Footprint

Riding ACE alleviates traffic congestion through the Tri-Valley and into the Silicon Valley, reducing carbon footprints.

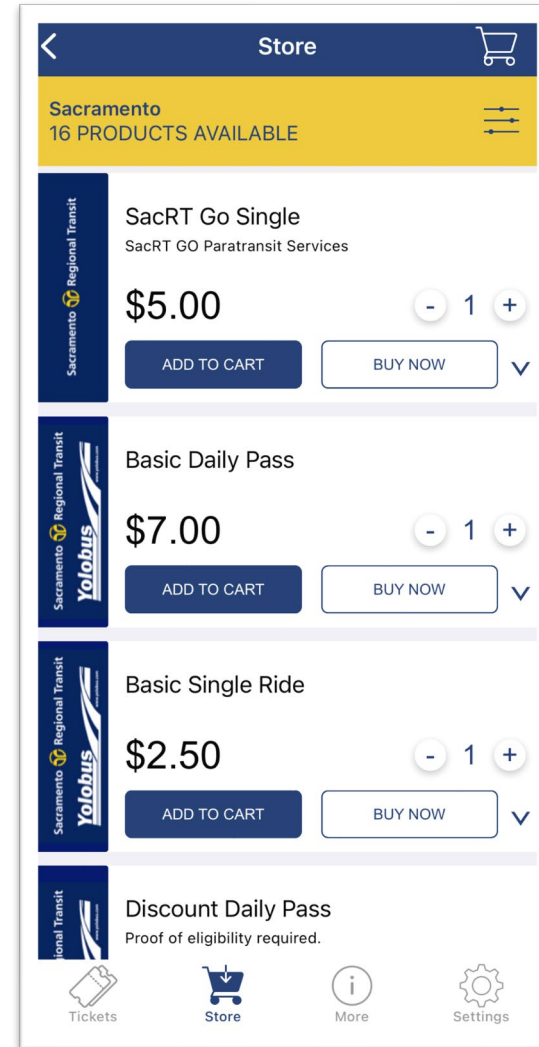
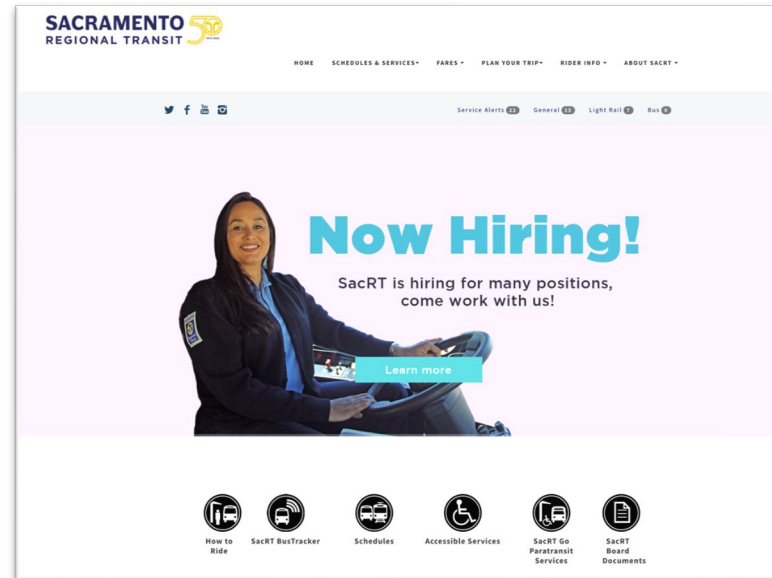
Various Connections

Make last mile connections with seamless transfers to VTA, Wheels, Caltrain, BART, Modesto MAX, Tracy Tracer, and Manteca Transit Center.

SACRAMENTO REGIONAL TRANSIT

sacrt.com

- Project news and featured initiatives
- Mobile performance
- Application integration



WEBSITE REDESIGN PROJECT TIMELINE

- March 2024 – Award Contract, Project Kickoff
- April-May 2024 – Content Audit and Strategy
- May-June 2024 – Project Design
- July-Aug. 2024 – Project Development
- Aug-Sept. 2024 – Quality Assurance, Testing and Integrations
- Oct. 2024 – Training and Launch

QUESTIONS?



Item 10: APTA Peer Review





Organizing Capital Planning & Delivery



Peer Review

American Public Transportation Association

2024



Peer Review Methodology

APTA Peer Reviews enable experienced transit professionals to voluntarily provide expert advice, industry best practices, and recommendations to transit agencies seeking to address specific issues.

The peer review panel conducted this peer review virtually during the Fall of 2023 and early 2024. The review consisted of a series of discussions and interviews with WETA staff and leadership, as well as review of relevant documents.

This review is not intended as a comprehensive assessment of WETA's staffing needs. It leverages industry best practices and experience to recommend approaches to organizing an effective and accountable capital planning and delivery function at the agency.



Peer Review Panel Members

**Tim McKay**

VP – Senior Transportation Program Manager
Jacobs
Los Angeles CA

Marian Lee

Partner
Lighthouse Public Affairs
San Francisco CA

David Sowers

Director, Terminal Engineering
Washington State DOT Ferries
Seattle WA

Carrie Rocha

Chief Capital Officer
Metropolitan Atlanta Rapid Transit Authority
Atlanta GA



Background



The Water Emergency Transportation Authority (WETA) operates the San Francisco Bay Ferry service. Formed in 2011 through a consolidation of existing operations, WETA has expanded over the next 10 years to become a critical component of the Bay Area transportation system. WETA functions with a small staff of 17 and a system that is operated by contracted crew and maintenance staff.

In February, the California Supreme Court issued a decision that makes \$300 million in capital funds and up to \$35 million in annual operating revenue available to WETA to fund the expansion of ferry service throughout the region. Some of these funds will also be used to maintain and enhance existing services and to complete the agency's transition to zero- emission vessels. This transition, required to comply with California air emissions targets, requires significant investment in new vessels and electrification infrastructure.

The organization must be positioned to receive significant capital funding, make commitments and deliver projects on time and on budget. Organization restructure and expansion is necessary to ensure successful delivery and transition.



Scope of Review

With new funding and the upcoming transition to electrified vessels, WETA requested the Peer Review Team to review two basic issues:

- What are the elements of an effective, accountable capital program?
- Benchmarked against other successful transit agencies – MARTA (Atlanta), Washington State Ferries, Port of San Francisco, and other agencies – how should WETA be organized to deliver a long-term capital upgrade and expansion program?





Effective Capital Planning & Delivery

An effective capital planning and delivery program depends on key overriding principles:

- **Credibility/Accountability/Consistency:** Availability of continued funding requires credibility and accountability. A competent, holistic project control function is essential to building public and regulatory oversight confidence in the ability of the agency to manage funding.
- **Avoid Eggs in One Basket:** In today's environment of frequent change, project success cannot be dependent on a single person tasked with the entire project. Project planning and delivery should be institutionalized so that projects can advance regardless of personnel changes.
- **No One Size Fits All:** The complexity of project delivery today requires specialized expertise and smooth handover. Project planning, project delivery, public relations, grants management, project controls, safety, and operations all demand unique expertise. A mature capital program leverages this expertise to ensure project readiness as it advances from planning to construction to operations.



WETA's Capital Program

- WETA's staff has effectively delivered projects to date:
 - The Planning & Development group focuses on landside/terminal improvements. It also is responsible for service planning and fare structure.
 - The Operations group manages waterside capital projects (e.g., new ferries).
 - Each group manages projects vertically and horizontally through all project stages.
 - Projects often are assigned to a single person tasked with all project elements from planning through delivery. WETA's small and nimble team depend heavily on consultants to augment the staff.
 - Project controls, grants management, and regulatory oversight interface are handled as needed, typically by the assigned project manager and their consultants.





Recommended Approach – Principles

A Larger, long-term capital program requires greater capacity, vertical integration and accountability.

- **Capacity:** Current staff levels are inadequate to support a large, complex capital and electrification program. Additional organizational capacity is required, relying on new employees and the strategic use of consultants to support both on-going needs and the short-term spikes during different capital project phases
- **Separate Operations and Capital:** Separate the capital and operations functions – let each specialize in what it does best – but include responsibilities for Intra-group communications and hand-off management as projects move from conception to development to implementation and operations.
- **Dedicated Planning & Delivery:** The capital program group should include dedicated capital projects planning and project management/delivery functions that covers both landside and waterside projects.
- **Dedicated Project Controls:** Dedicated project control expertise, closely aligned with the CFO, is critical.



Recommendations – Organization

1. **Expand Organizational Capacity**, relying of mix of permanent staff and consultant resources that can be ramped-up/ramped-down as needed
2. **Create Dedicated Planning & Project Delivery Function:**
 - **Chief Capital Program Officer:** Create a new Chief Capital Program Officer position overseeing project planning and project management/delivery
 - **Project Planning & Delivery:** Separate the project planning and project management/delivery groups, but keep within one department to ease the "handoff" from planning to delivery
 - **Project Controls:** Create a dedicated project control function (scheduling; costs; reporting) either under the Project Management/Delivery or the CFO



Recommendations – Organization

3. **Executive Director:** Consolidate functions with fewer direct reports to the Executive Director. The ED should be focused on the larger vision with accountability for the capital program centralized in one department
4. **Emergency Response:** Operations should include an emergency response function/safety function that works closely with executive staff from WETA and its contract operator.
5. **Hand-Off Management:** Intra-group communications and hand-off management is critical as projects move from conception to development to implementation and operations.



Final Comments

WETA has been remarkable to date in implementing capital upgrades, new fleet, and expansion. However, with significant expansion of the capital program underway, a larger, more institutionalized program is both appropriate and required. This will build internal expertise, build credibility with funding partners and the public, and help ensure accountability in the management of public funds.



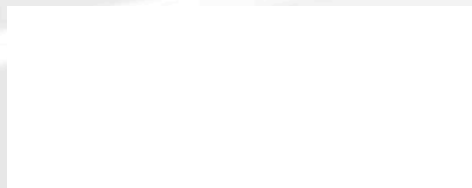


Thank you

Sincere thanks to Seamus, Erin and the WETA Team!

Sincere thanks as well to the peers, without whom there would be no peer review.

APTA and the Peers remain available to support WETA as it moves forward with its historic new service.





Item 11: Parking and Access Study

Parking and Access Study

Noelani Fixler

San Francisco Bay Ferry
Transportation Planning
Internship Capstone

WETA Board of
Directors Meeting

March 21, 2024



Background and Purpose

- **Need for updated Parking Study**
- **Waterside/landside split, challenges**
- **Terminal access policy development and implementation**
- **Informing current and future terminal planning**

Methodology

- **Three weeks of manually collected parking and access data**
- **Comparisons between:**
 - Three ferry terminals: Alameda Seaplane, Oakland, Richmond
 - On-board survey results
- **Ferry terminal access topologies**

TERMINALS AND TRIPS STUDIED



ALAMEDA SEAPLANE

9/18-10/2

Monday
7am trip

Seaplane → San Francisco
Ferry Building



OAKLAND

9/18-10/2

Monday
7:30am trip

Oakland → San Francisco
Ferry Building



RICHMOND

9/27-10/11

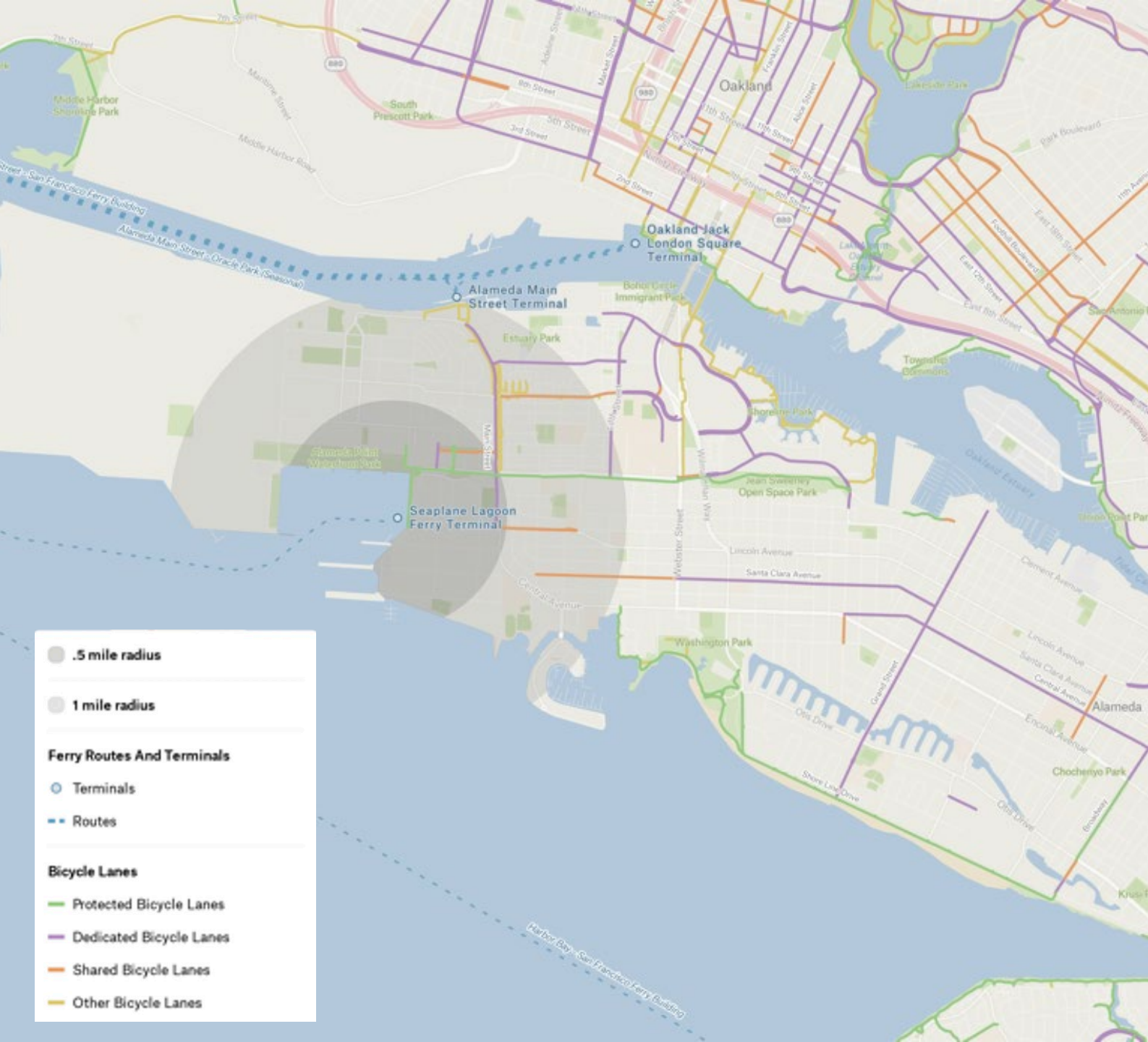
Wednesday
7:30am trip

Richmond → San Francisco
Ferry Building

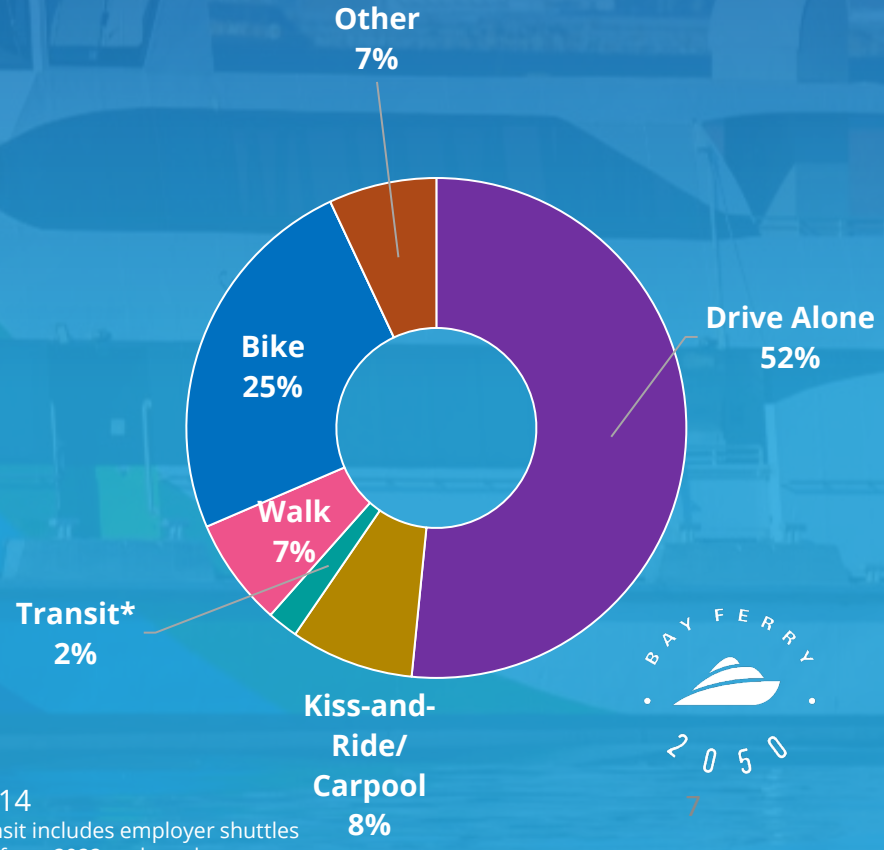
Study Limitations

- **Parking data not available for Oakland parking lots**
- **Limited time, scope, staff capacity**

Results and Discussion

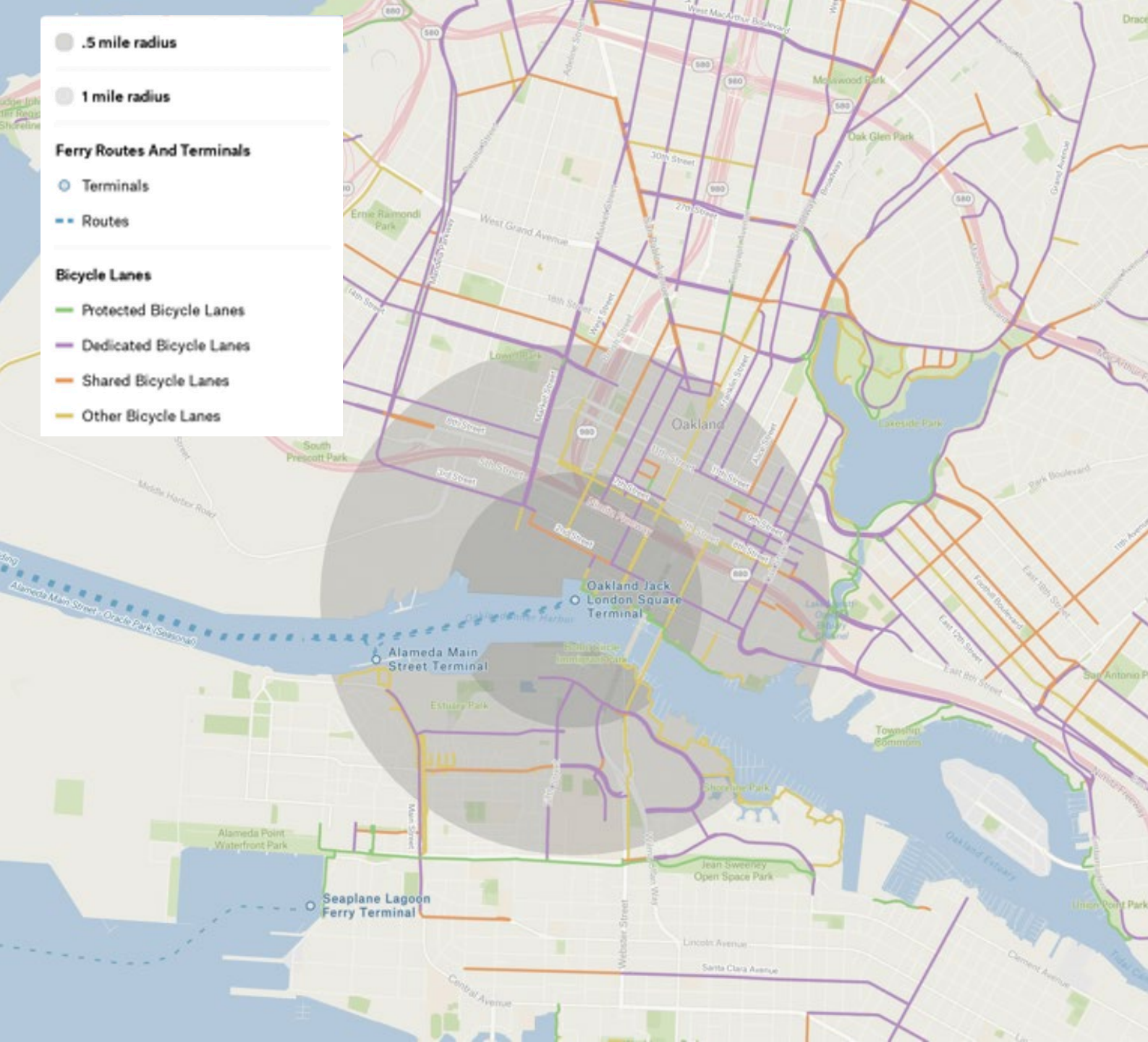


Alameda Bike Infrastructure and Access Modes

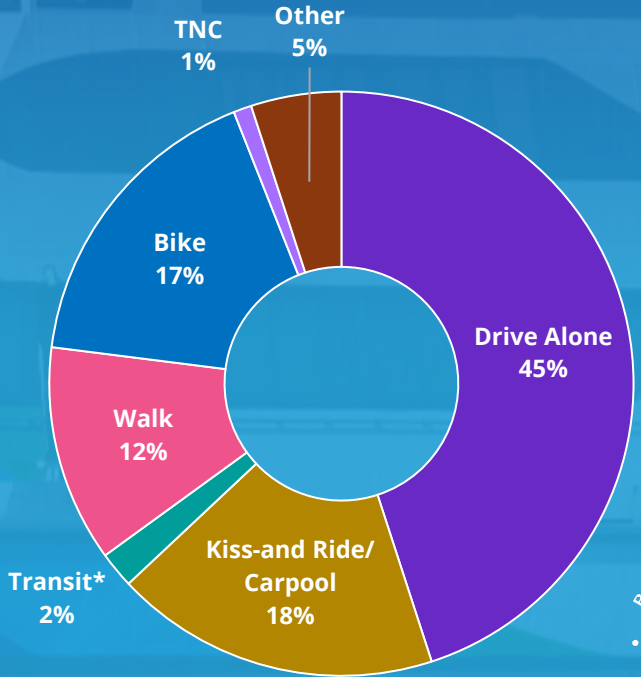


n=114
 *Transit includes employer shuttles
 Data from 2022 on board survey



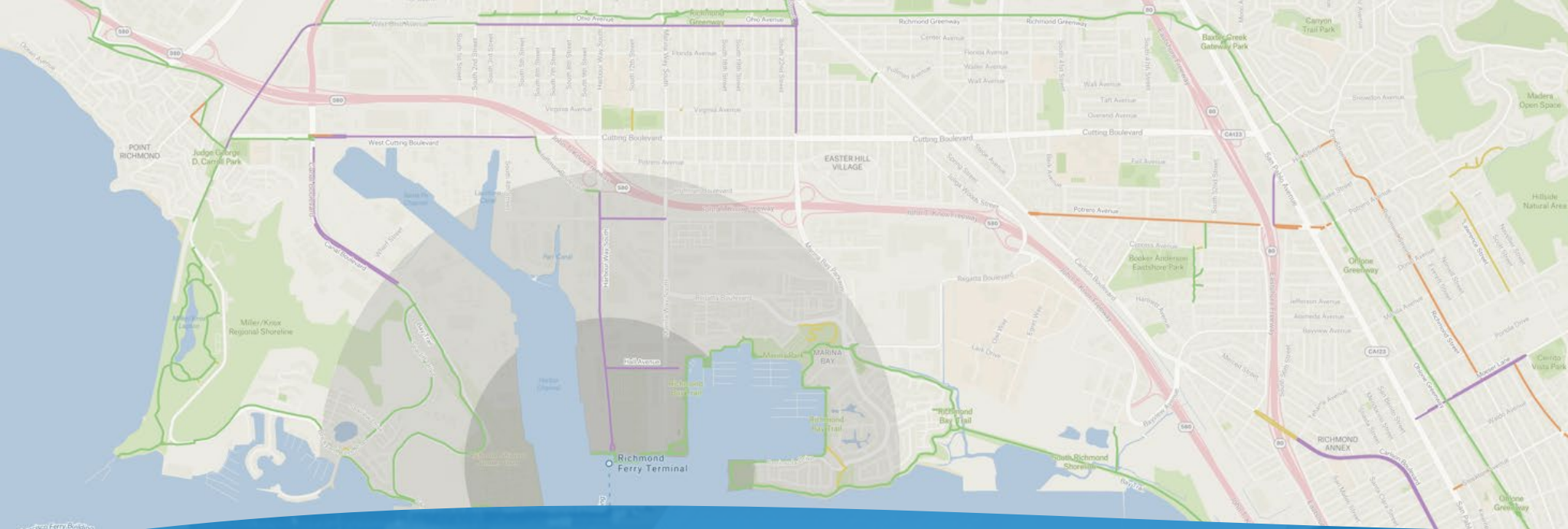


Oakland Bike Infrastructure and Access Modes



n=133
 *Transit includes employer shuttles
 Data from 2022 on board survey





.5 mile radius

1 mile radius

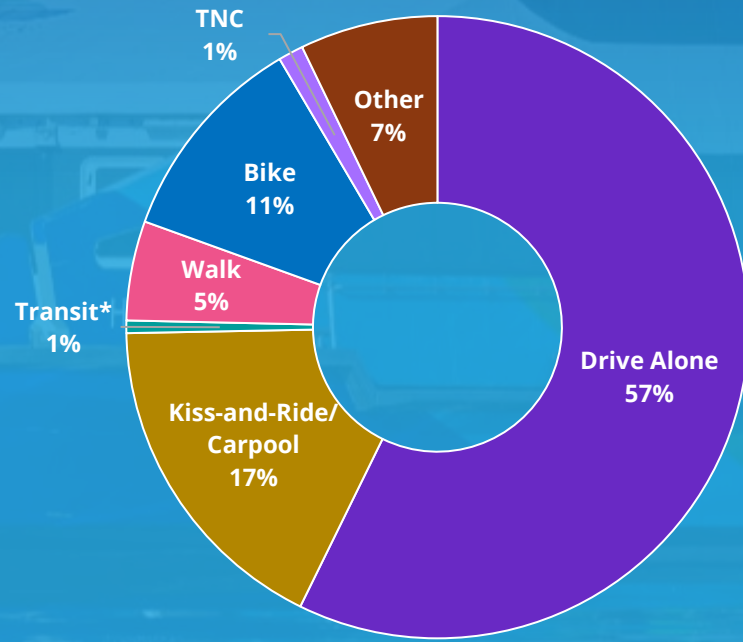
Ferry Routes And Terminals

- Terminals
- Routes

Bicycle Lanes

- Protected Bicycle Lanes
- Dedicated Bicycle Lanes
- Shared Bicycle Lanes
- Other Bicycle Lanes

Richmond Bike Infrastructure and Access Modes

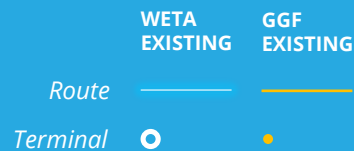


n=154
*Transit includes employer shuttles
Data from 2022 on board survey



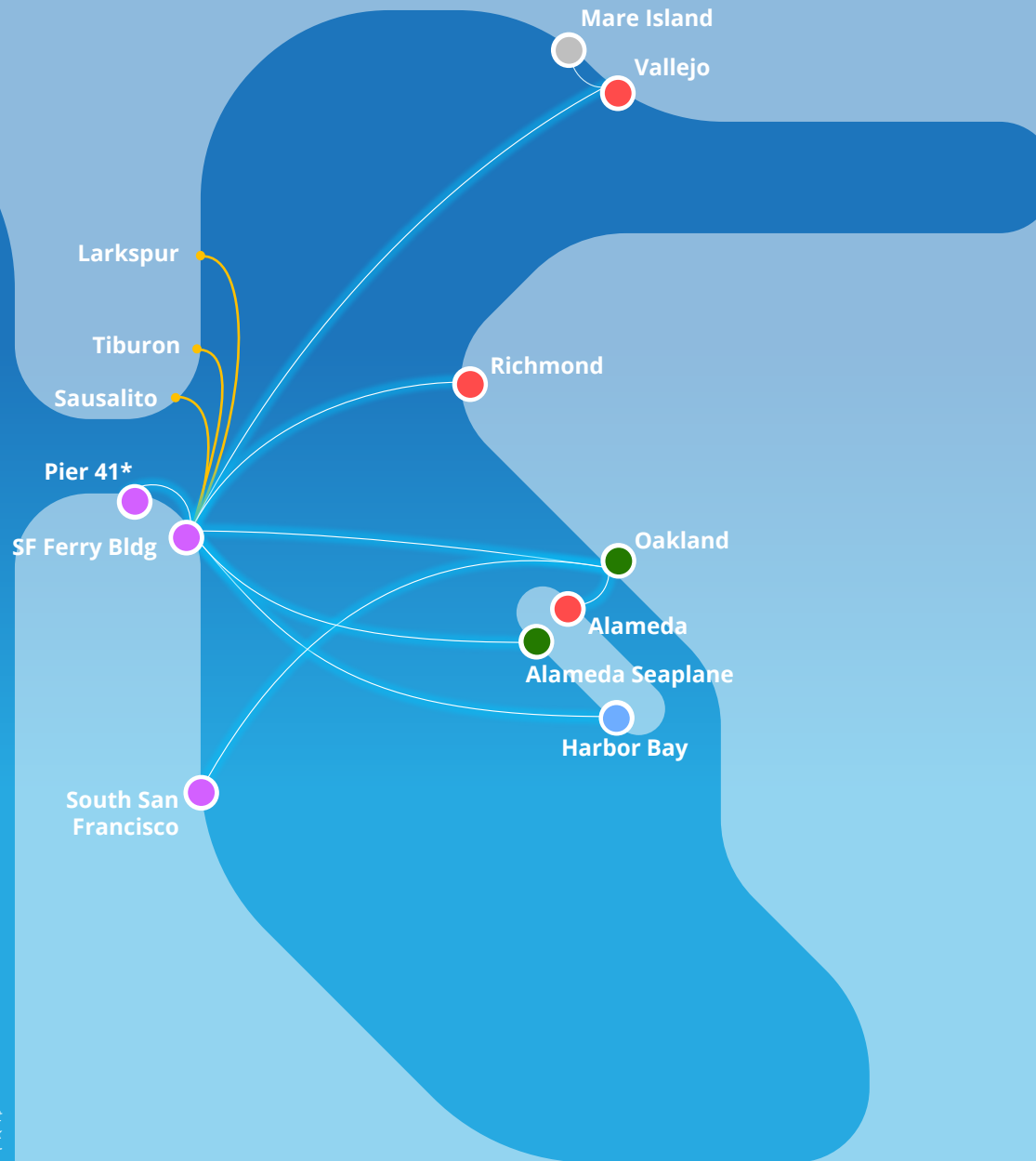
Ferry Terminal Access Topologies

Terminal Topology	Modeshare Topology Criteria
Urban	< 40% access by car modes
Intermodal	40-60% access by car modes
Intermodal: car reliant	60-70% access by car modes
Car dependent	> 70% access by car modes



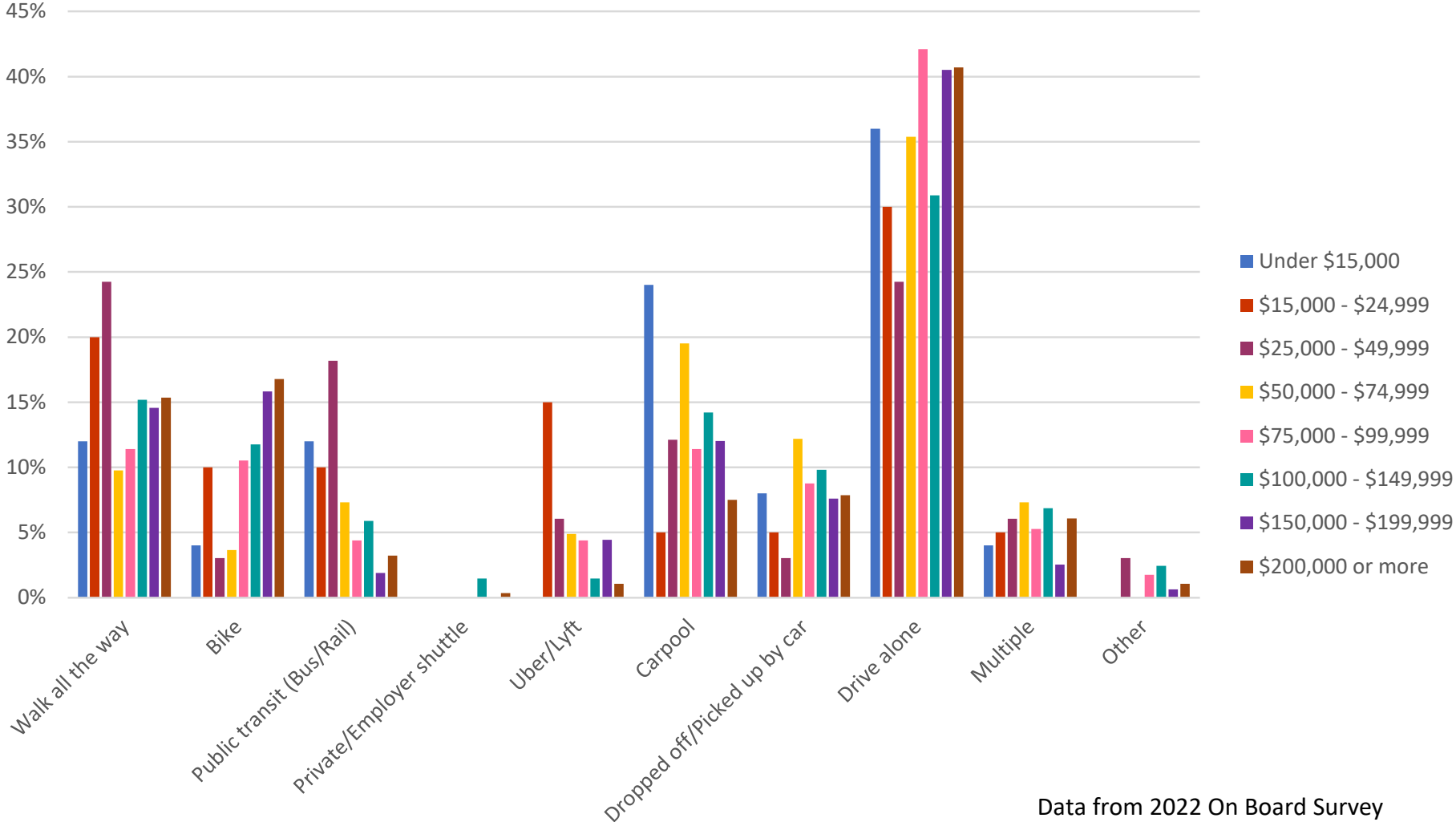
Special event service to AT&T Park and Chase Center not shown on map

* = no on board survey data



Terminal Access Equity

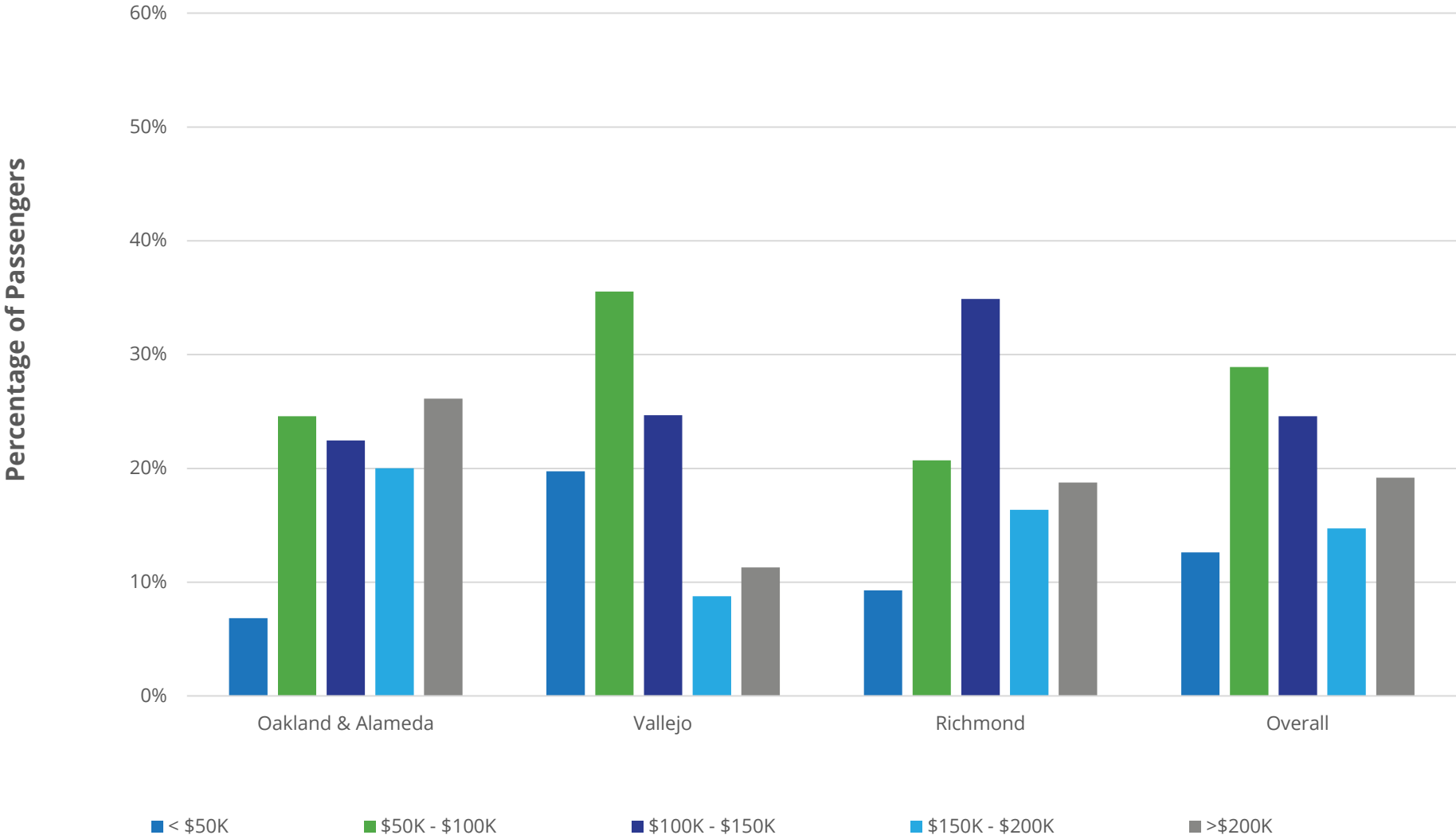
Modeshare Distribution by Percentage of Income Bracket



Data from 2022 On Board Survey



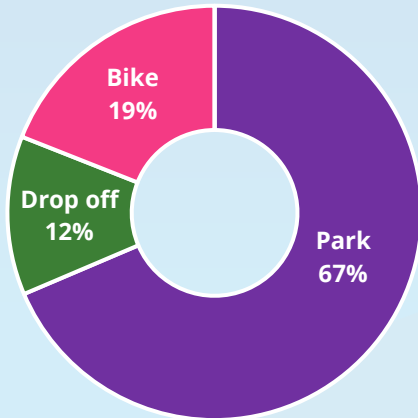
Terminal Access Equity



PARKING AND ACCESS STUDY RESULTS



ALAMEDA SEAPLANE AVERAGE MODESHARE PERCENTAGE 9/18-10/23



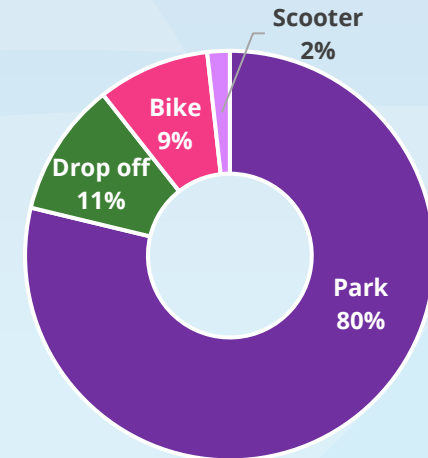
OAKLAND NON-CAR ACCESS MODE AVERAGES 9/18-10/23

Parking data not available. Findings include an average of:

- 12 bikes
- 1 scooter



RICHMOND AVERAGE MODESHARE PERCENTAGE 9/27-10/11



Terminal	Alameda Seaplane		Oakland		Richmond	
Modeshare average	On board survey	Observed	On board survey	Observed	On board survey	Observed
Walk	7%	N/A	12%	N/A	5%	N/A
Bike	25%	19%	17%	N/A	11%	9%
Scooter	N/A	0%	N/A	N/A	N/A	2%
Drop off	8%	12%	18%	N/A	17%	11%
Drive alone	52%	67%	45%	N/A	57%	80%
Other	7%	N/A	5%	N/A	7%	N/A



Future work

- **Recommendation #1: Prioritize Safe Bike Infrastructure and Bike Parking to Promote Sustainable Terminal Access**
- **Recommendation #2: Pursue Ferry Oriented Development**
- **Recommendation #3: Parking Management Strategies**
- **Recommendation #4: Install Electric Vehicle Chargers at Terminals**
- **Recommendation #5: Pursue Transportation Demand Management (TDM) Strategies**

Thank you!

