



Presentations for March 2, 2023 Board of Directors Meeting



Item 6e: Monthly Ridership and Recovery Report

WETA Monthly Ridership Report

March 2022

Kevin Connolly, Planning and Development Manager



Key Points

• Wintertime Slump, Strong Weekends

- Current wintertime ridership slump larger in magnitude compared to last year
- Still hovering at 100% of pre-covid weekend ridership

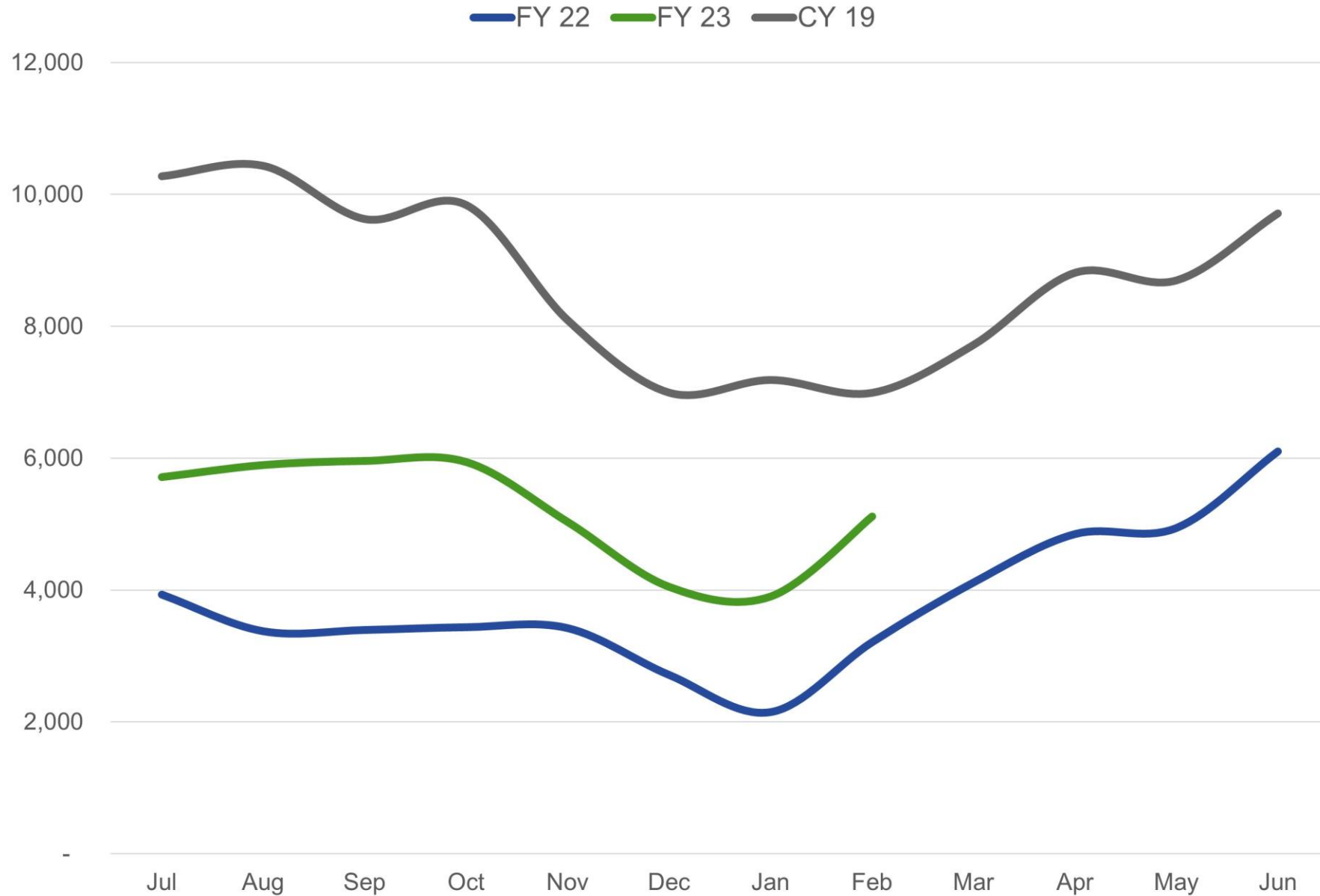
• Outperforming Other Regional Operators

- WETA: 50%-65% pre-covid depending on the season
- Caltrain: less than 30% of pre-covid
- BART: less than 40% of pre-covid

• March 2023 Service Adjustments

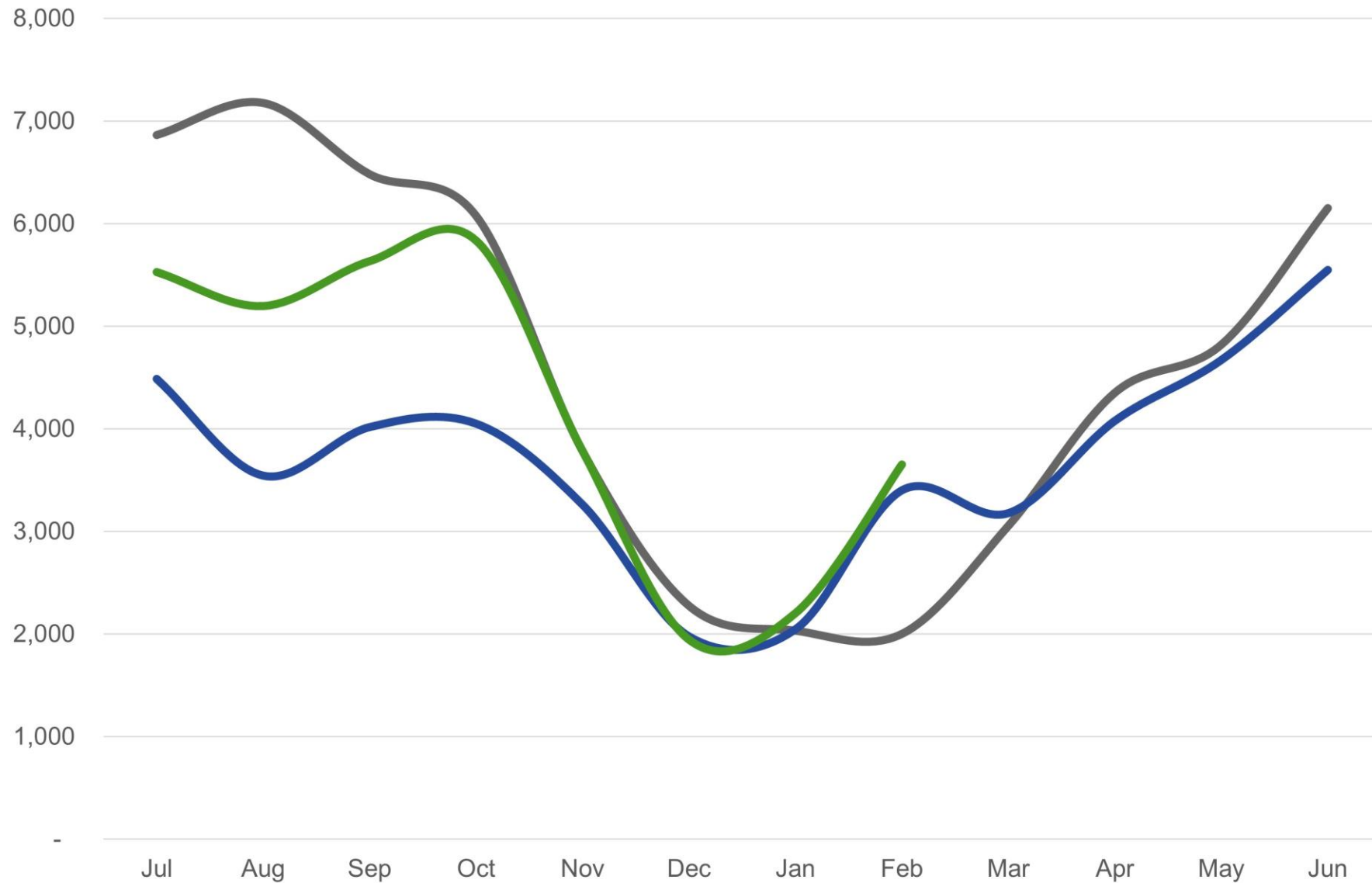
- Cost and fuel savings from dwell time and other schedule adjustments
- Cost savings from special event service adjustments

Average Daily Ridership By Month



Weekend Average Daily Ridership

— CY 19 — FY 22 — FY 23



Spring Service Modifications

- **Efficiency gains, reducing operating expenses**

- Reduction of regular Overtime
- Slowing vessels on reverse trip to save fuel

- **Added weekday trip, Two additional weekend trips**

- Noon trip in Richmond plugs gap in schedule
- Added late-afternoon trips returning to east bay from SF


- **Future changes responding to market**

- RM3-generated service improvements possible
- Future operational savings in fueling practice





Item 9: FY24-FY28 Proposed Fare Program



FY2024-FY28 DRAFT Fare Program

Water Emergency Transportation Authority

Board of Directors Meeting

March 2, 2023



FY2024-28 Draft Fare Program

- Fare Policy Update
 - Captures core principles of Pandemic Recovery Program
 - Directs current and future fare decisions
- Multiyear Fare Program
 - Alignment with regional operators
 - Offset rising costs
 - Fare predictability for regular and special events
 - Special event fares to fully recover operating costs
 - Board may revisit or discontinue at any time

FY2024-28 Fare Program Summary

	FY2024	FY2025-28
Regular Service	Annual Fare Increase of 3%	Annual Fare Increase of 3%
Oakland/Alameda Special Event	One-time adjustment of 10% fare increase	
Vallejo Special Event	One-time adjustment of 15% fare increase	

- Staff will periodically monitor and report back to Board on Program performance
- Board may revisit or discontinue Program at any time

Fare Program Approach For Regular Services

Agency	Program/Source	Annual Fare Increase (Average)
BART	Inflation Based Fare Increase Program	1.8%
	Projected Financial Model (FY23-FY28) ¹	3.4% – 4.0%
Caltrain	FY22-FY28 Multi-year Fare Structure ²	6%
Golden Gate Ferry	Proposed FY24-FY28 Multi-year Fare Structure	3-4%
WETA	Historical Annual Fare Increase FY2015-20 Multi-year Fare program	3%

¹Estimated based on Projected Ridership Recovery

²Estimated based on FY22-FY28 Fare Structure adopted in 2021

Historical CPI San Francisco Area (2018-2022) = 3.6%

Proposed Fare Structure

Adult Clipper Fare

Service	Current Fare	FY2024	FY 2025	FY 2026	FY 2027	FY 2028
Alameda Seaplane, Harbor Bay, Oakland & Alameda, and Richmond	\$4.50	\$4.60	\$4.70	\$4.90	\$5.00	\$5.20
South San Francisco	\$6.75	\$7.00	\$7.20	\$7.40	\$7.60	\$7.90
Vallejo	\$9.00	\$9.30	\$9.60	\$9.90	\$10.20	\$10.50

Summary of Fare Structure:

- 25 percent surcharge fee for Paper Ticket fares
- 50 percent discount on Youth, Senior, and Disabled fares for Clipper and Paper Ticket fares
- 67 percent discount on School Groups by reservation only

Special Events Performance

	Service	Ridership	Total Revenue	Total Cost	Farebox Recovery
FY2022	Oakland/Alameda	39,000	\$348,000	\$417,000	83%
	Vallejo	14,000	\$232,000	\$292,000	79%
FY2024 <i>(Projected)</i>	Oakland/Alameda	<i>40,500</i>	<i>\$405,000</i>	<i>\$443,000</i>	<i>92%</i>
	Vallejo	<i>16,500</i>	<i>\$277,500</i>	<i>\$310,000</i>	<i>90%</i>

Target Range for Cost Recovery = 90% - 110%

Proposed Special Event Fares

Adult Fare

Service	Current Fare	FY2024	FY 2025	FY 2026	FY 2027	FY 2028
Oakland & Alameda	\$9.60	\$10.50	\$10.75	\$11.25	\$11.50	\$11.75
Vallejo	\$15.90	\$18.25	\$18.75	\$19.25	\$20.00	\$20.50

Summary of Fare Structure:

- Tickets available through Anchor System only
- 25 percent discount for Senior, Youth, and Disabled fares

Outreach Plan

- Start March 3, 2023 for minimum of 30 days
 - Combined effort by Planning & Development, Public Information & Marketing, and Government & Regulatory Affairs departments
- Public Hearing on May 4, 2023
- Outreach strategies:
 - Signage on WETA Vessels, Bay Alerts
 - Multiple languages
 - Dedicated Webpage
 - Virtual Events
 - Media, Social Media Campaign
 - Partnership with Special Event Teams
 - Community Outreach

Next Steps

- Initiate public outreach process - *pending Board approval*
- Public Hearing and Board consideration of final Fare Policy and Fare Program - *May 2023*
- Vendor coordination – *May and June 2023*
- Implementation in FY2024 - *Effective July 1, 2023*



Item 11: Business Plan Focus Area – Emergency Response



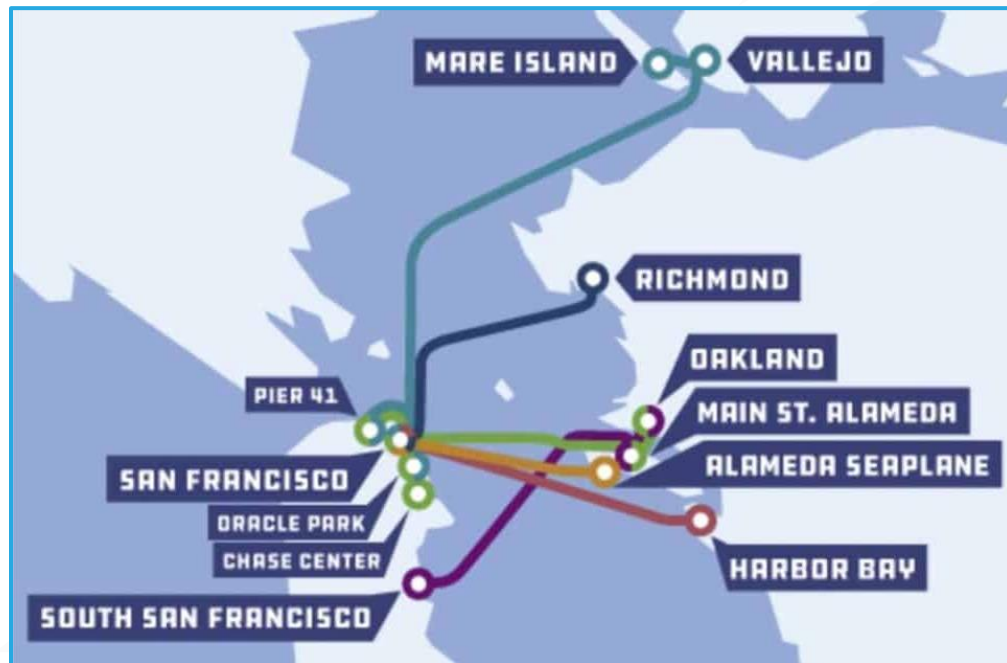
WETA Board Meeting

March 2, 2023

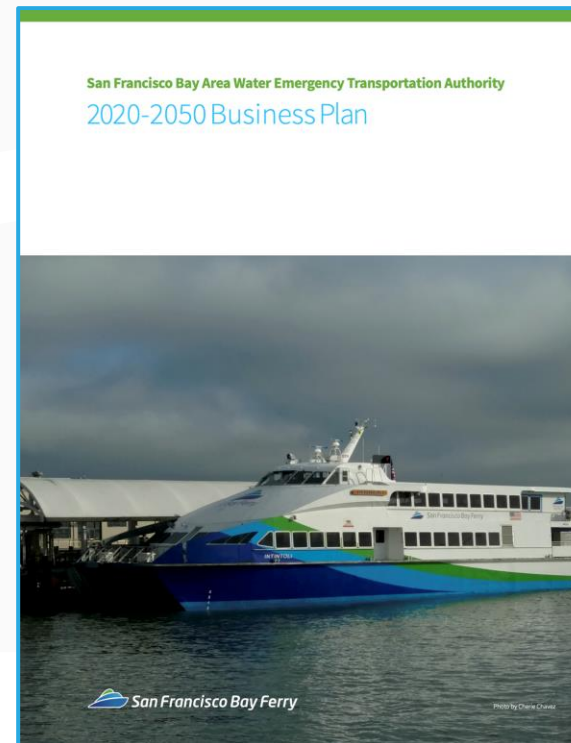

bayferry2050.org

WETA 2050 Service Vision & Business Plan

Service Vision: “The What”



Business Plan: “The How”



Agenda

- **Project Update**

- Service Vision alternatives
- Public outreach













- **Emergency Response**

- Background
- Current protocol
- Network expansion approaches

Project Update



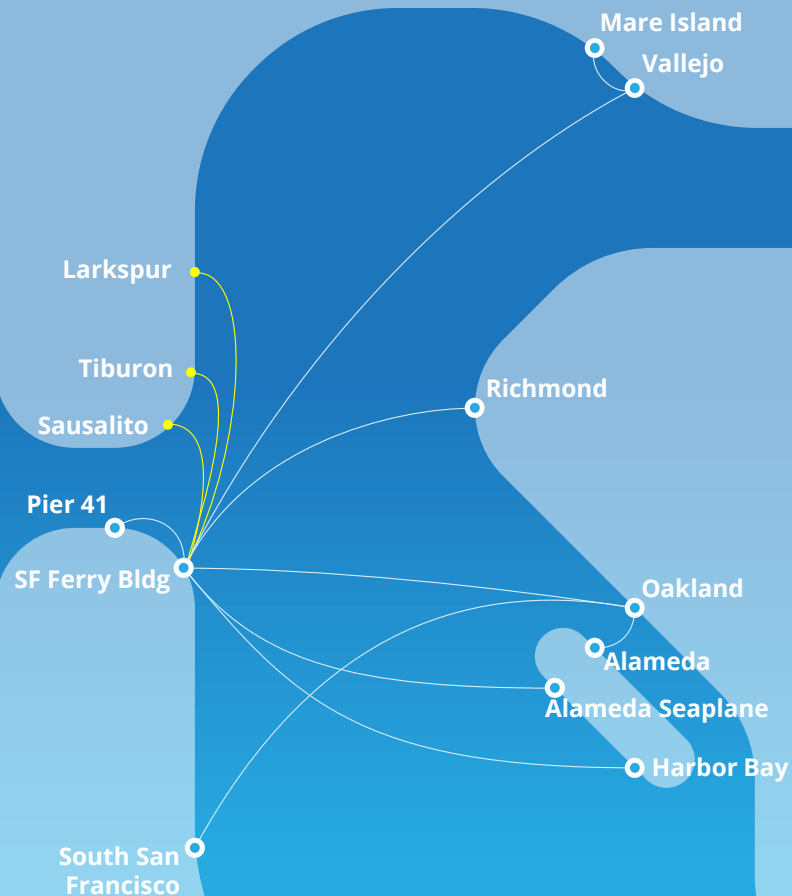
Network concept summary

Network concept	Terminals	Routes	Vessels
Current Network	10 	6 	16 
Plan Bay Area	14 	11 	22-42 
Ridership & Coverage	18 	17 	36-59 
Coverage Focus	26 	23 	67-87 

Current Network

Network details

- 10 terminals
- 6 routes
- 16 vessels



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

Plan Bay Area

Network details

- 14 terminals
- 11 routes
- 46-51 vessels

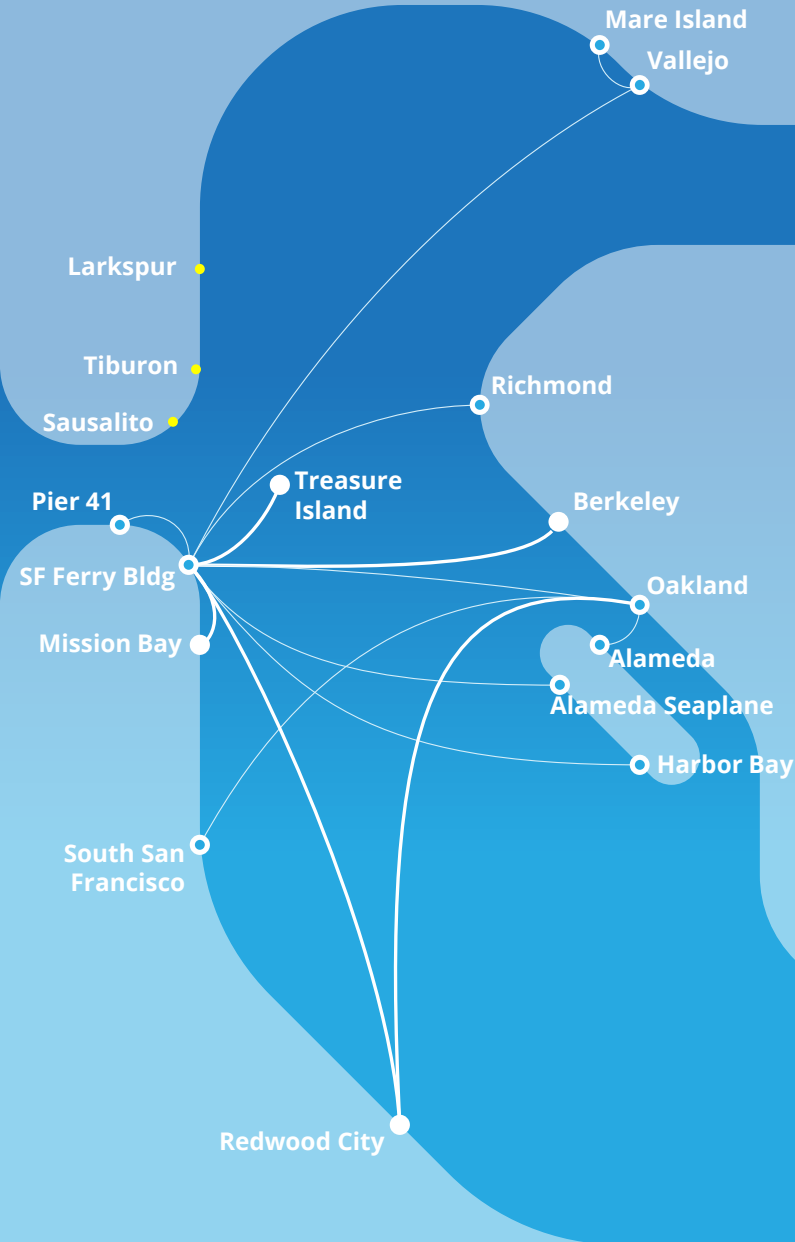
	NEW	WETA EXISTING	GGF EXISTING
Route	————	————	
Terminal	●	○	●

Multiple options
for terminal location



Plan Bay Area
includes regionally
planned projects.
Other expansion
concepts are
example networks.

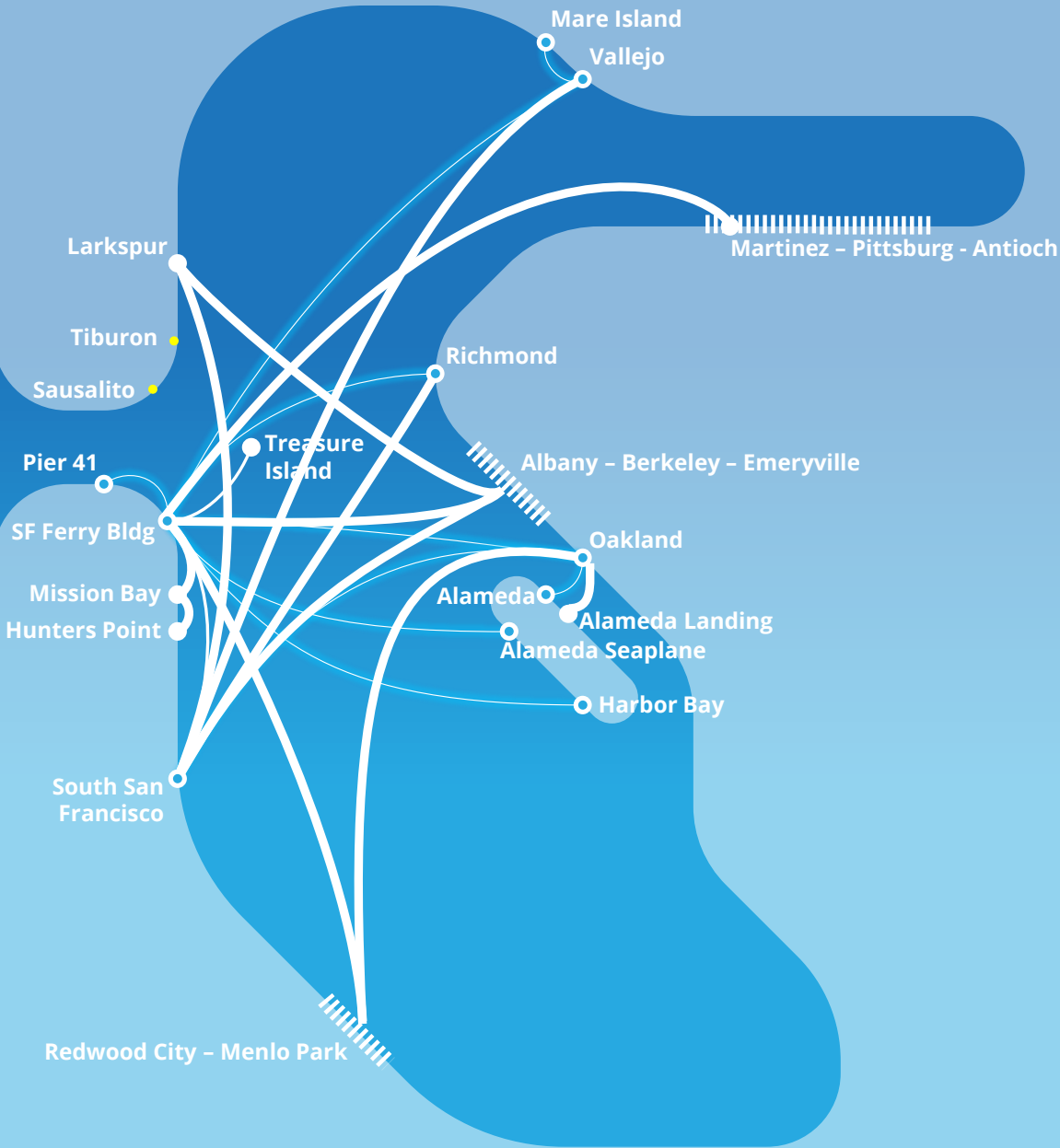
Special event
service to AT&T Park
and Chase Center
not shown on map



Core Focus Network

Network details

- 18 terminals
- 17 routes
- 36-59 vessels



NEW
WETA EXISTING
GGF EXISTING

Route

Terminal

Multiple options for terminal location

Plan Bay Area includes regionally planned projects. Other expansion concepts are example networks.

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

Coverage Focus Network

Network details

- 26 terminals
- 23 routes
- 67-87 vessels

Route

Terminal

Multiple options
for terminal location

NEW

WETA
EXISTING

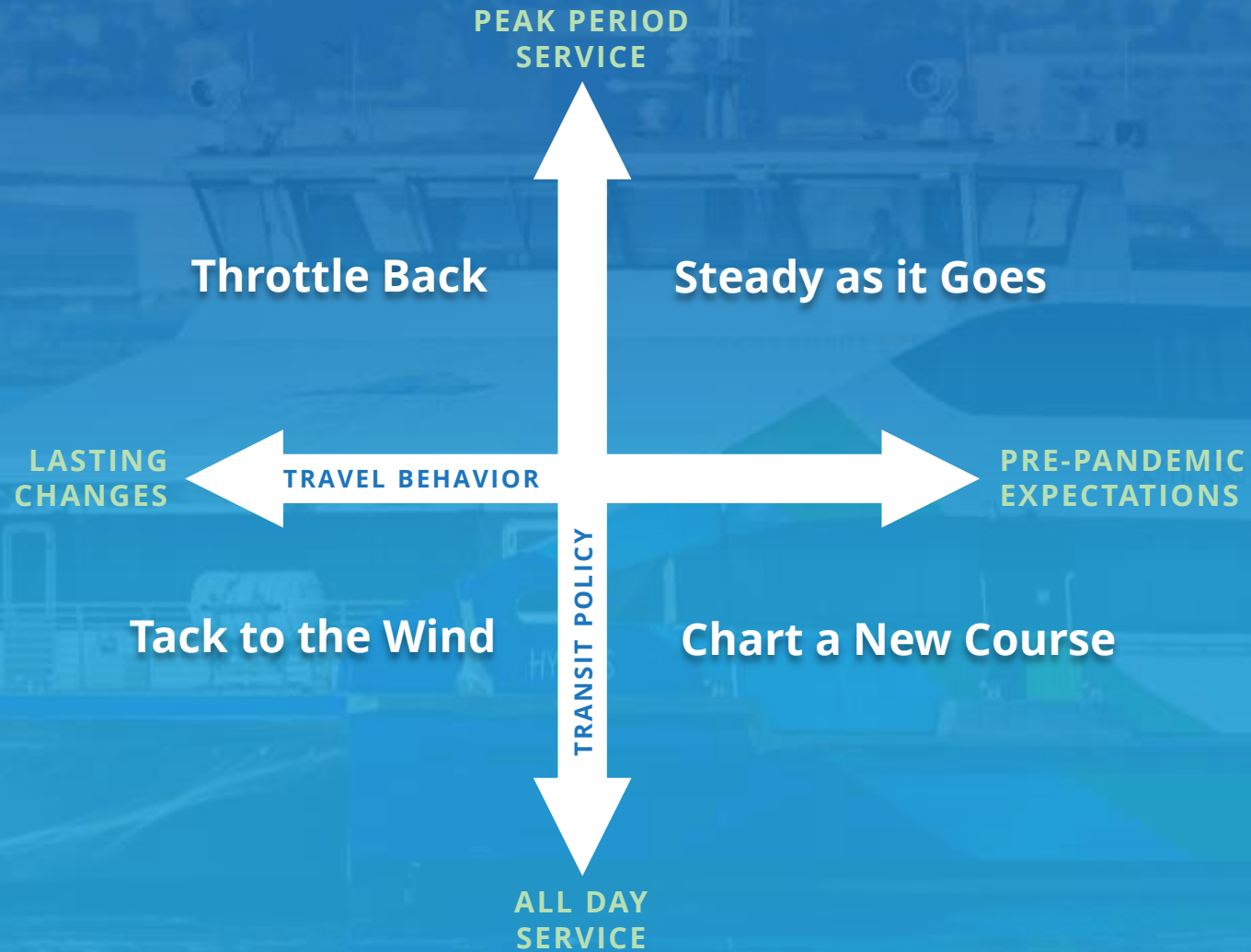
GGF
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2050 Futures



Public Outreach

CBO Listening Sessions

January 3 - 25, 2023

County Working Groups

January - February 2023

Business Advisory Group

January 18, 2023

Community Advisory Group

January 25, 2023

Online Community Survey

January 31 - March 24, 2023

WETA Board Workshop

April 2023

*Present findings from
community engagement*

Emergency Response

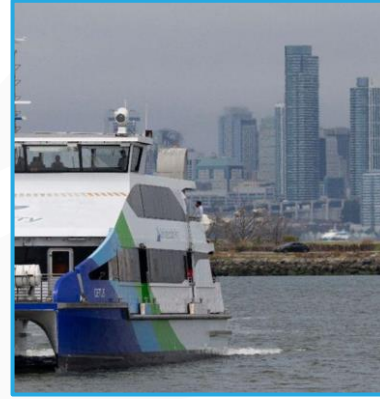


Focus areas

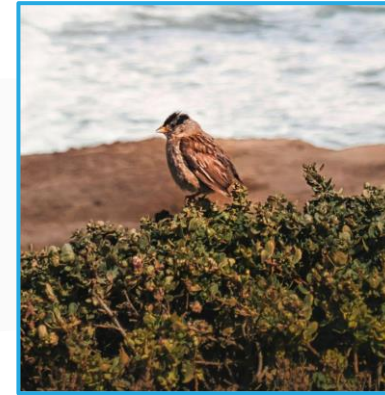
Regional ferry network



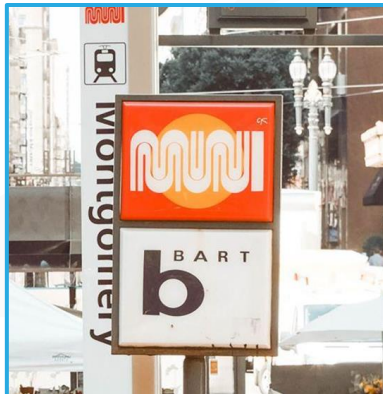
Emergency response



Environmental stewardship



Community connections



Financial capacity



Organizational capacity



Focus Area #2 – Emergency Response

This focus area will broadly **define goals** relating to the **functionality** (e.g., first responders, evacuation, economic recovery), **capacity, and geographic reach** (e.g. by terminal location, population, span of shoreline) of a comprehensive water emergency transportation system. This focus area will consider **system resiliency** in the context of a seismically active and climate impacted environment. These goals will serve as the basis for **evaluating whether WETA's current approach and service model** is meeting demand and its mandate as a provider and coordinator of water emergency response services and what **additional resources or organizational capacity** may be required.

-2021 Initial Stakeholder Outreach



Stakeholder Feedback

- **Broad interest in expansion of water emergency response capacity**
 - Particular need and demand for services for communities along Bay shoreline
- **Fill gaps in the emergency response network**
 - Key crossings like Carquinez, Dumbarton, San Mateo Bridges
 - Expansion of network further north and further south
- **More flexibility in expansion criteria**
 - Ridership and productivity goals too high
 - Include regional emergency response potential



Background

Emergency Response

Background

- Enabling legislation
- Emergency Response Resources
- Capital Funding
- Operating Funding

Current Protocol

- WETA's Regional Role
- Organizational Capacity
- Emergency Response and Recovery
- Notable Responses
- EOC Activations and Exercises

Network Expansion Approaches

- Status Quo
- Transit Focus
- Emergency Response Focus
- Hybrid Approach

Jurisdiction and Resources

- **WETA authority to coordinate emergency response extends to all water transit operators on San Francisco Bay in a declared emergency**
- **Acts as emergency response coordinator, but no ongoing State funding for emergency response preparations**
- **WETA would seek reimbursement from the State or Federal government in the event of a declared emergency to cover capital and operating costs**
- **Fleet resources:**
 - WETA fleet
 - Blue and Gold fleet
 - Other private operators (potential)
 - Mutual aid agreement with GG Ferry
 - US Coast Guard



Emergency Response Capital Funding

- **Prob 1b (2008): \$250 million over a 10-year period**
- **Has funded capital projects that build up emergency response capabilities**
- **Projects included:**
 - Central Bay and North Bay Maintenance Facilities
 - Downtown SF expansion
 - Richmond
 - South SF
 - Fleet Procurement
 - Emergency Floats (Pier 48.5)
- **Dual purpose projects up until now**



Emergency Response Operating Funding

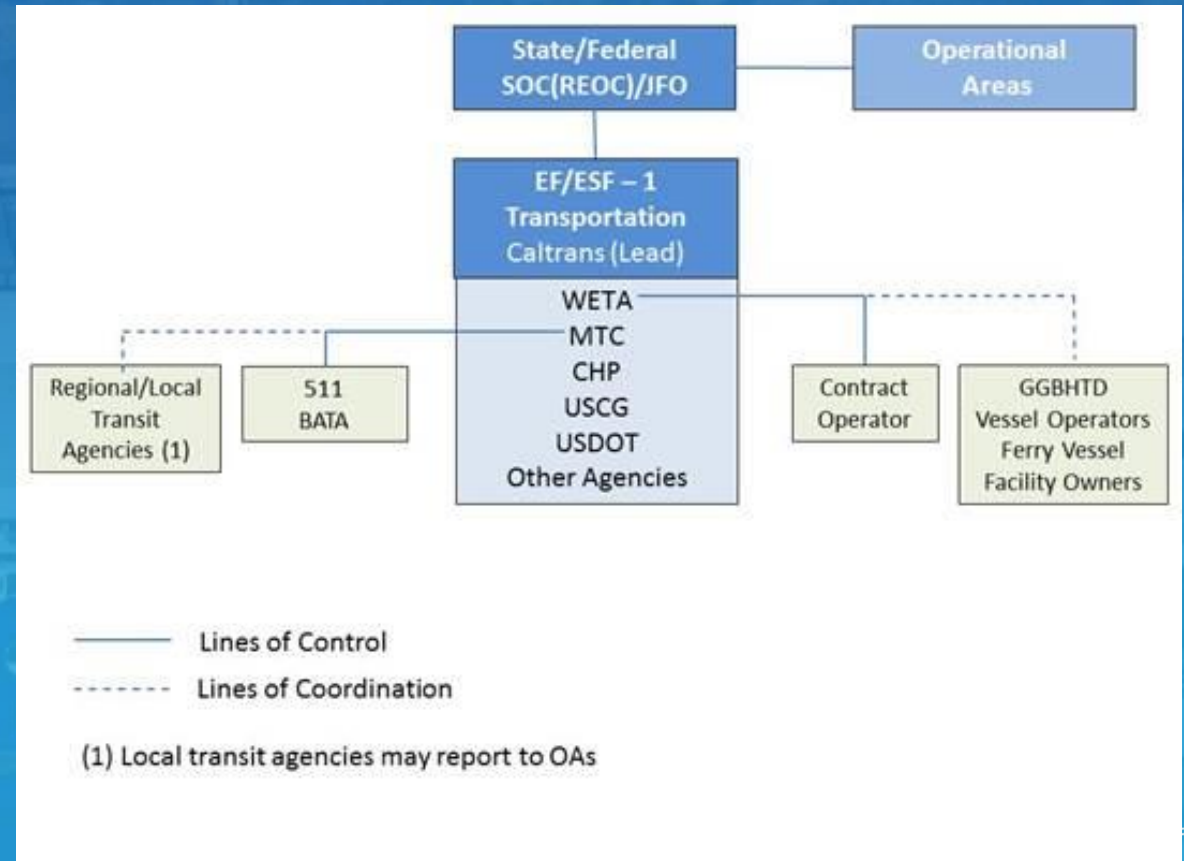
- **WETA has no ongoing funding source for emergency response preparations or operations**
 - WETA's operating funding is currently only for transit operations
- **May need direct funding streams for increased operating expenses immediately after a declared emergency/disaster**
- **Public assistance sources for reimbursement:**
 - FEMA Public Assistance Program
 - FTA Emergency Relief funding
 - FHWA Emergency Relief funding

Current Protocol

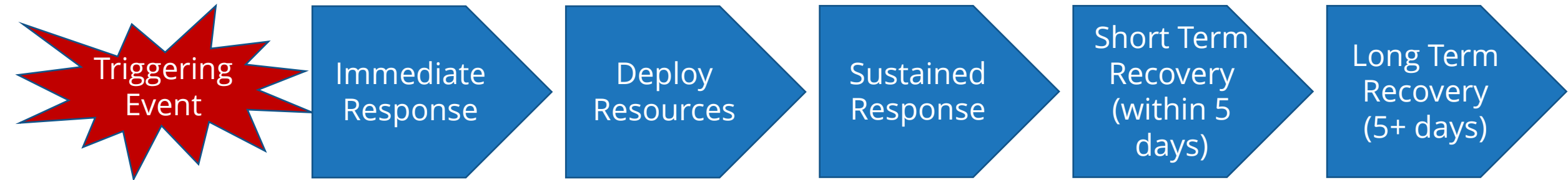
Regional Structure

WETA's Role:

- Assess and monitor status of water transit resources
- Manage and coordinate WETA assets, mutual aid assets, and contracted vessels
- Create and implement an emergency water transportation service plan at the direction of Cal OES



Response Phase Overview



Organizational Capacity

- **Currently, no FTE dedicated to emergency response activities**
- **Larger agencies have designated emergency response and preparedness managers and staff**
- **Emergency preparedness work is decentralized and spread across various WETA staff**
 - Government Affairs
 - Planning
 - Marketing & Communications
 - Finance
 - Operations

Recent and Upcoming EOC Exercises

- **No declared emergencies requiring WETA EOC activation since creation of the agency**
- **COVID-19 response partial EOC activation (2020)**
 - Liaison
 - Public Information Officer (PIO)
- **Recent full EOC activation exercises:**
 - 6/29/2022
 - 12/14/2021
- **Upcoming EOC exercises:**
 - June 2023
 - Fall 2023 (full-scale exercise)



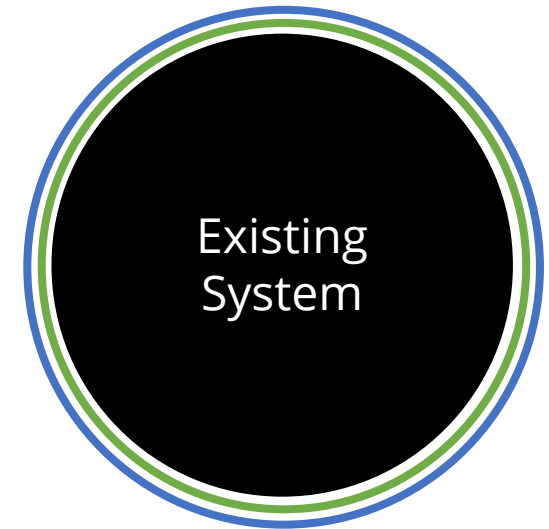
Network Expansion Approaches

Current Capacity

Capacity (seats): Total Fleet	~6,000
Bay Bridge Capacity: % of Peak Hour Capacity of Bay Bridge Corridor	4% - 8%
Reach: Number of Regional Superdistricts Served	4

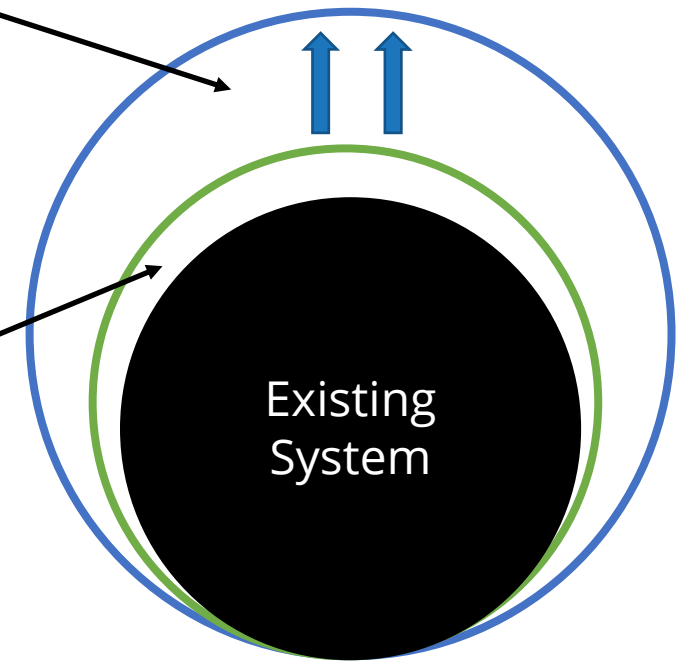
Scenario 1: Continue Status Quo

- All WETA **transit facilities** double as **emergency response facilities**
- Agency operates primarily as a transit provider with emergency response capability built into the system
- All transit projects are built to essential facility standards
- Current terminal locations required to be financially and operationally feasible for passenger service



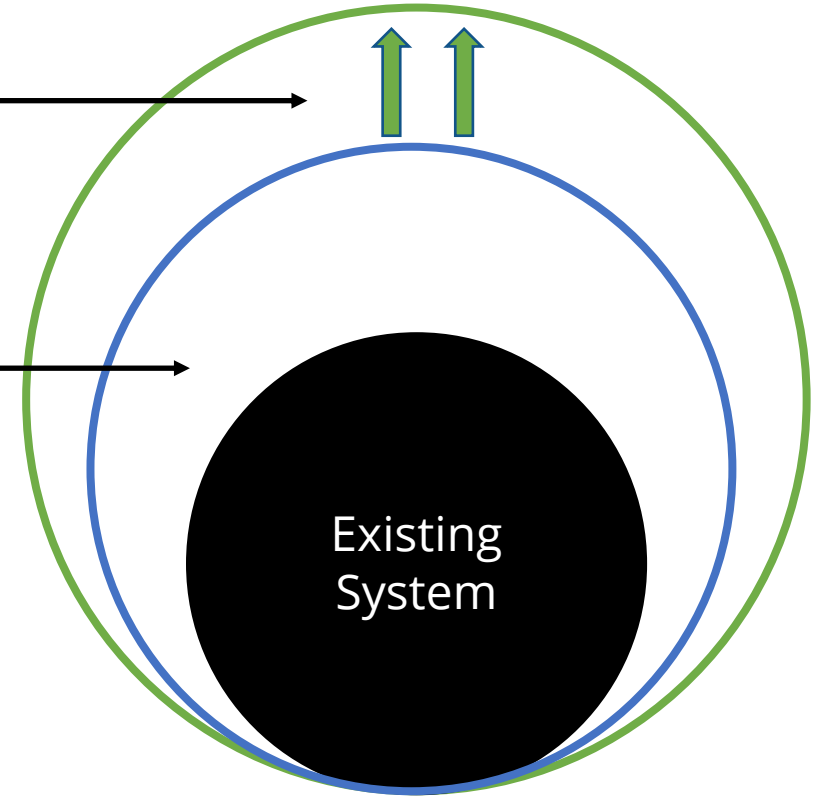
Scenario 2: Transit Approach

- Prioritizes use of limited funds for **transit** projects
- New terminals may or may not be built to essential facility standards
- Potential for project cost and time savings
- Right-size vessels for transit purposes
- Be strategic about which terminals have **emergency response** capability
- **Example: Berkeley, Albany, Emeryville**
 - One of three built to essential facility standards
 - All three would have ferry service
 - Proximity—unnecessary redundancy in an emergency



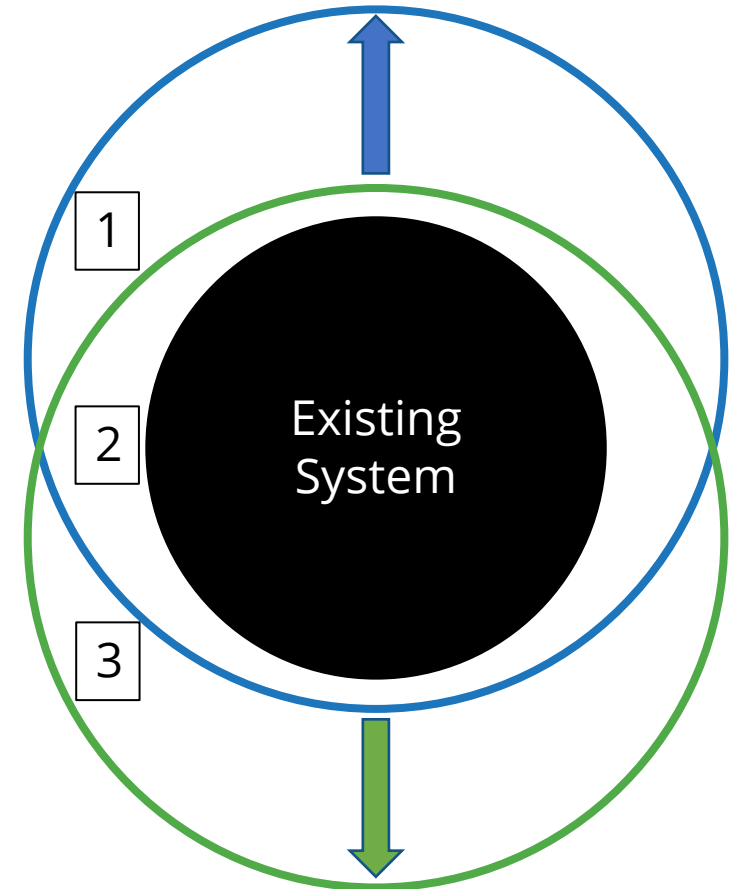
Scenario 3: Increased Emergency Response Approach

- Allows for projects to serve primarily an **emergency response** function
- Requires pursuit of new capital, O&M funding sources
- Existing transit funds would continue to advance WETA's **transit** projects
- Allows for greater reach and flexibility in the event of an emergency
- **Example: New terminal in a low-density area.**
 - Ridership base too small for regional ferry service
 - Fills a gap in the emergency response network
 - Constructed and maintained with new funding sources



Scenario 4: Hybrid Approach

- **System expansion continues with a combination of projects:**
 - 1) Transit exclusive projects
 - 2) Projects with both functions
 - 3) Emergency response exclusive projects
- **Only possible with a new emergency response operating and maintenance funding source**
- **Allows greater flexibility in WETA's project delivery model**



Discussion

- Should WETA consider alternative approaches to emergency response in terms of network expansion?
- If yes, what goals or outcomes should an alternative approach prioritize?

THANK YOU

Bay Ferry 2050 microsite

bayferry2050.org

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