



**Presentations for Nov. 2, 2023 Board of Directors Meeting**



## **Item 5a(i): Bay Ferry VI Exercise**





Bay Ferry VI Exercise





BFVI Exercise Day 3 – Underway Boarding







BFVI Exercise Day 3 – Underway Boarding





BFVI Exercise Day 3 – Underway Boarding





BFVI Exercise Day 3 – Underway Boarding





BFVI Exercise Day 4 – Mass Rescue/VMAP





BFVI Exercise Day 4 – Mass Rescue/VMAP





BFVI Exercise Day 4 – Mass Rescue/VMAP





BFVI Exercise Day 4 – Mass Rescue/VMAP





BFVI Exercise Day 4 – Mass Rescue/VMAP





BFVI Exercise Day 4 – Mass Rescue/VMAP





BFVI Exercise Day 4 – Mass Rescue/VMAP





BFVI Exercise Day 4 – Mass Rescue/VMAP





**Item 5a(ii): Regional Transportation Revenue Measure**

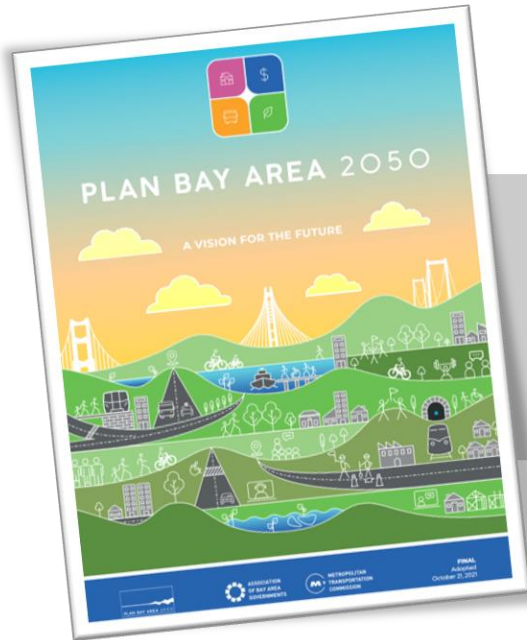


# **Preparing for a 2026 Regional Transportation Measure:**

## Considerations for Proposed Enabling Legislation & Next Steps



# Why a New Regional Transportation Measure?



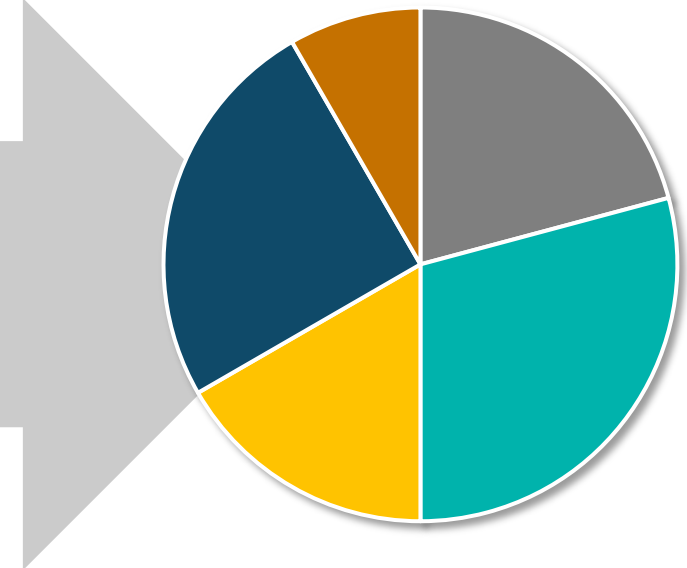
## Plan Bay Area 2050

The Plan identified a \$110 billion funding gap to realize the plan's bold vision



## Transit's Future Depends on New Funding

New reliable funds are needed to sustain service and improve the rider experience



## Deliver Results

Regional funds can incentivize key regional policy goals & improve access and mobility regionwide



# Throughout 2023: Listening & Learning

## PARTNER ENGAGEMENT



Transit Operators



County Transportation Agencies



Regional Agencies  
BCDC, BARC, BAAQMD, etc.



Business Organizations



Labor Organizations



Advocacy Organizations

- Environment
- Equity
- Persons with Disabilities
- Older Adults
- Active Transportation

## PUBLIC ENGAGEMENT



Public Poll

- Conducted in spring 2023
- Sought to understand public perception of public transit & support for potential measure



Pop-Up Workshops

- 15 events in all nine counties during summer 2023
- Integrated with Plan Bay Area 2050+ and Transit 2050+ public engagement



Online Survey

- Sought feedback from public on same questions as in-person events
- Offered in English, Mandarin, Spanish, and Vietnamese consistent with 2023 PPP

## EMERGING THEMES

Most stakeholders, and the public at-large, want to **maintain and improve public transit** but also want to **see investments in other transportation modes**.

There is a broad recognition that the Bay Area's post-pandemic trajectory is uncertain and that **having the flexibility to modify priorities over time will be key**.

Simply **maintaining the status quo is not sufficient** – the public wants to see new revenues used to help transform our transportation system.



# Listening and Learning: Draft Spending Priorities



## **Transit Transformation**

Sustain and/or expand transit service levels on bus, rail, and ferry lines to serve both current and future riders. Accelerate Transformation Action Plan improvements to the customer experience improve safety on transit and help fund the zero-emission transit transition.



## **Safe Streets**

Transform local roads to better address safety and achieve equity and climate goals, such as through expanded sidewalks and/or protected bicycle infrastructure, safety enhancements, traffic signal timing, improved pavement conditions.



## **Connectivity**

Fund mobility improvements that close gaps and relieve bottlenecks in the existing transportation network in a climate-neutral manner. Example project types include express lanes, rail-grade separations, rail extensions, and interchange modernizations.



## **Climate Resilience**

Fund planning, design and/or construction activities that protect transportation infrastructure from rising sea levels, flooding, wildfires, and extreme heat.



# Key Questions Need to Be Answered to Shape Enabling Legislation

Key Questions	Background	MTC Staff Recommendation
<b>Geographic Area of Tax</b>	State enabling legislation for regional gas tax and Bay Area Housing Finance Authority (BAHFA) include option for voter approval by all nine counties or a subset.	Authorize MTC to place on ballot within the nine counties or a subset (no fewer than five counties).
<b>Timing of Ballot Measure</b>	Enabling statutes for LA Metro & other county transportation measures authorize placement on the ballot, but rarely tie authorization to a single election.	Allow on ballot November 2026 or later with no sunset. Permit subsequent ballot placement if unsuccessful. Duration to be determined by MTC.
<b>Revenue Options &amp; Amount</b>	BAHFA authorized a menu of options; many county measure bills leave rates undetermined, but prescribe a maximum rate	Authorize a menu of revenue options subject to a maximum rate. Allow multiple revenue options to be pursued sequentially.
<b>Expenditure Priorities</b>	Bridge toll measure enabling legislation has been very specific, with a detailed expenditure plan, whereas county sales tax measure authorization statutes tend to be very broad, delegating expenditure plan to locals.	Specify core goals of measure and expenditure categories but leave open minimum shares for now.
<b>Funding Distribution</b>	Too early – needs much more discussion	Leave open subject to further discussion of expenditure priorities and bill's overall approach (defining expenditure plan vs. delegating to MTC).



# Summary of Tax Revenue Options Analyzed

Tax Type	Description	Tax Rate
<b>Sales tax</b>	Regional sales tax on the sale of tangible items. Some groceries are exempt.	0.5-cents
<b>Income tax</b>	Regional supplemental income tax paid by taxpayer – withheld from paycheck (can be limited to those with an income above a specified threshold and/or include tiered rates)	0.17%
<b>Payroll tax</b>	Employer-based tax on wages paid to employees, like Social Security. Can be structured to exempt small businesses.	0.36% taxable wages
<b>Corporate head tax</b>	Employer-based tax per employee. Can be structured to exempt small businesses.	\$216/employee
<b>Parcel tax</b>	Flat tax per parcel of real property, can exempt certain taxpayers (e.g., seniors). Note: option to impose per square foot which would lower rate for average homeowner.	\$467/parcel
<b>Road usage charge</b>	Tax based on miles driven. Also known as a Vehicle Miles Traveled (VMT) fee. Only exists on a pilot, voluntary basis today.	1.52-cents/mile



# Revenue Options Recommendation

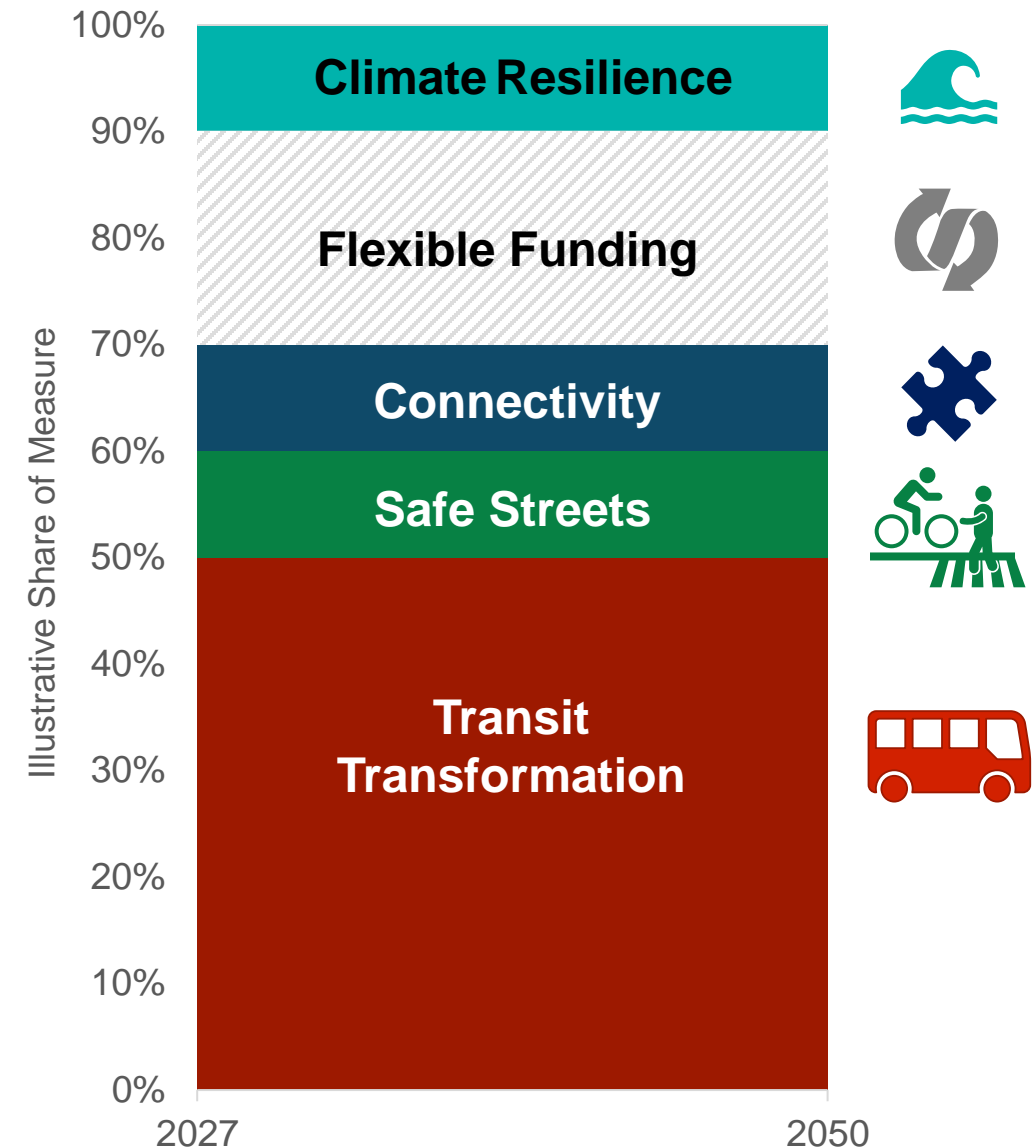
- **Revise parcel tax to square footage basis and remove corporate head tax from menu; keep all others on the list.**
- **Further explore a Bay Area-specific vehicle registration surcharge**
- **Rationale:**
  - **Parcel tax** – flat rate of \$467/year is too high to be politically viable, but some stakeholders recommend exploring a “per square foot” rate and split roll approach that could result in lower tax rate for most homeowners.
  - **Corporate head tax** – high administrative burden for MTC with no simple tax to “piggyback” upon. Additional concerns identified that a flat tax per employee is less equitable than a payroll tax (from employer standpoint) and options to mitigate those concerns would be administratively burdensome and hard to communicate.
  - **Registration surcharge** has nexus to transportation and would be a stable, new funding source. Limitation is major upgrade to DMV vehicle database makes this option not viable before 2029, according to DMV.



# Key Question: Expenditure Priorities and Funding Distribution

## Draft Expenditure Plan Concept: Adaptable

- **Concept:** Specify a minimum share for each spending category but allow percentages to be adjusted over time, subject to public input and demonstration of need.
- **Flexible Funding:** Reserve portion of funds for a “flexible” category to enhance ability of measure’s revenues to be responsive to future needs.
- **How Much for Each Category?** *Shares shown at right are for illustration purposes only.* MTC staff recommend initial concept not list minimum percentages to allow for maximum consensus and coalition building during early part of legislative process.





# Policy Reforms May Accompany Legislation

- Commissioners and some stakeholders have expressed an interest in including policy changes related to public transit in regional measure enabling legislation.

**Are there specific policy topics that should be under consideration to include in the legislation?**



# What's Next?



## **Continue Stakeholder Outreach**

Continue dialogues with partners and stakeholders on tradeoffs associated with expenditures, revenue options, and potential policy requirements.



## **Public Opinion Poll Results**

Poll is underway of Bay Area voters to seek feedback on measure's goals, potential revenue options and expenditure plan priorities to inform enabling legislation. Results will be available by December Joint Legislation Committee.



## **Legislative Outreach**

Brief Bay Area legislators on partner and public input, share analysis, and seek feedback to shape proposed legislation.



## **Item 9: Website Redesign RFP Authorization**



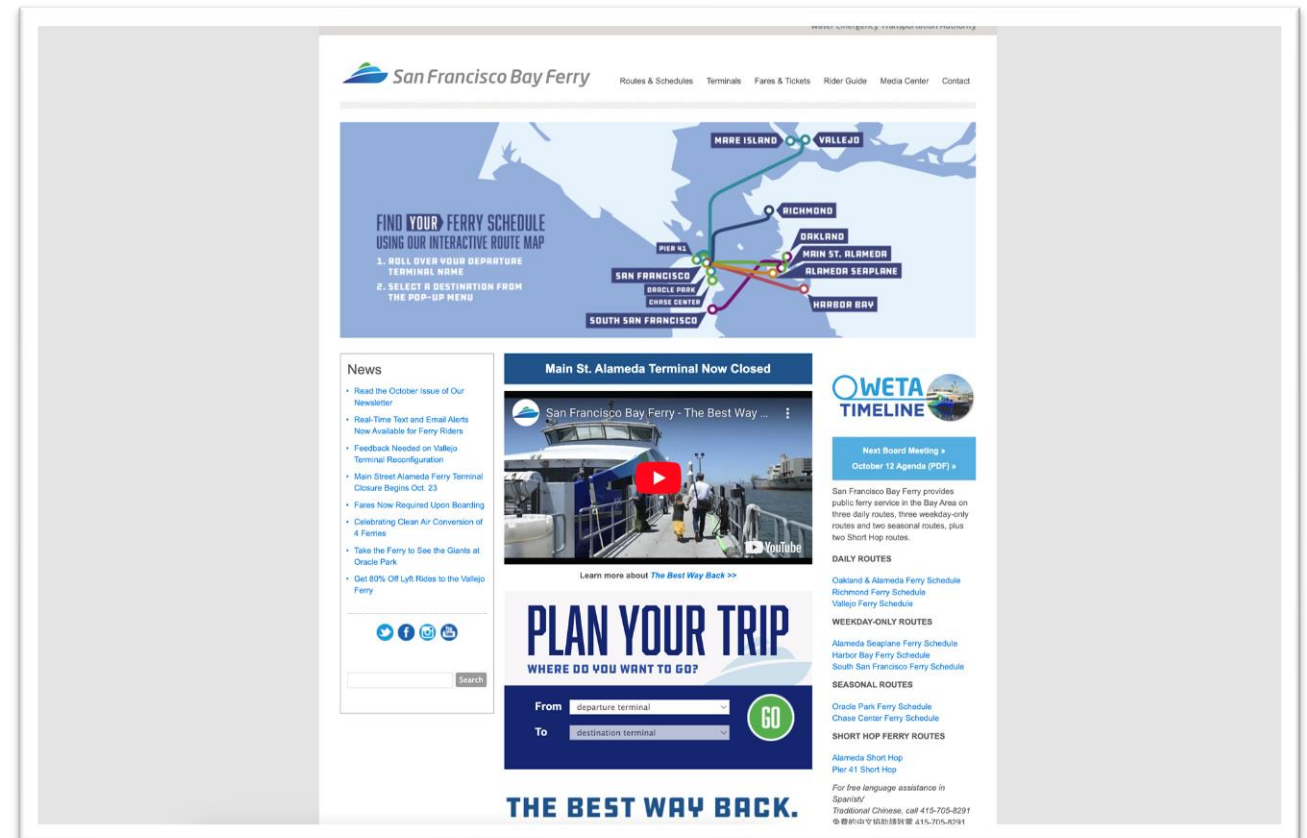
# **ITEM 9: AUTHORIZE RELEASE FOR REQUEST FOR PROPOSALS FOR WEBSITE REDESIGN PROJECT**

November 2, 2023



# SANFRANCISCOBAYFERRY.COM

- **Audience:** Passengers and potential passengers interested in riding the ferry for commute, recreational and other purposes
- **Purpose:** Provide passengers the information they need to ride the ferry, including schedules/routes, service alerts, and major WETA news

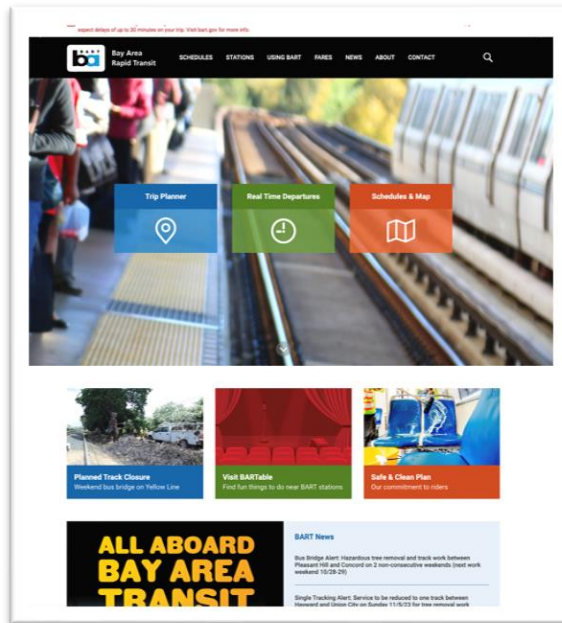




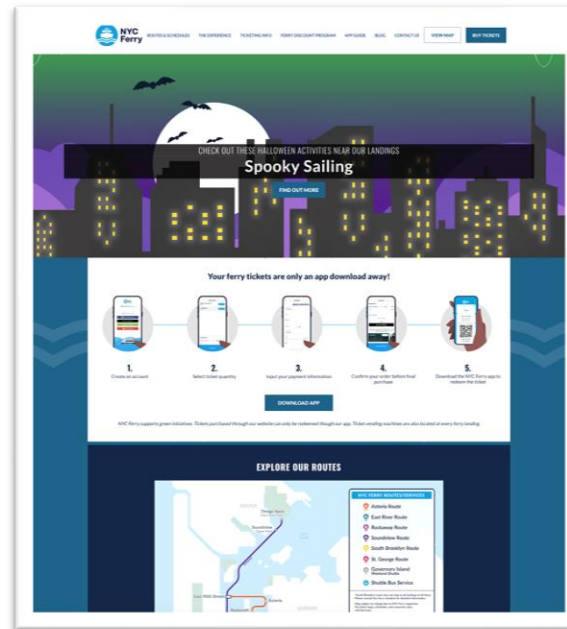
## AREAS OF POTENTIAL IMPROVEMENT

- Developed in 2012
- Routes and schedules difficult to navigate
- Text-heavy design
- No real-time service information
- Trip planner only goes to routes and schedules pages
- Poor mobile responsiveness
- Needs accessibility improvements, including language translation tools
- Backend architecture is outdated, cumbersome and time-consuming

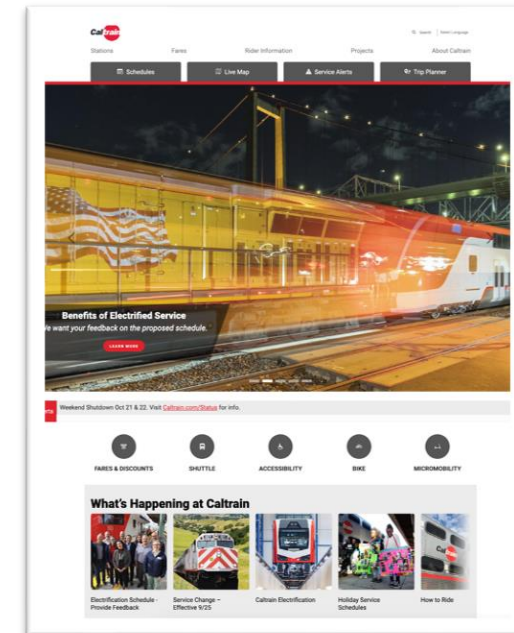
# BART.GOV



# FERRY.NYC



# CALTRAIN.COM



- Quick links to trip planning tools
- Flexible feature areas for latest news/features
- Graphic-driven, dynamic design



# GOALS FOR REDESIGN

- Increase in site visitors, especially to route, schedules and trip-planning areas of the site
- Increase in participation and engagement with links to social media channels
- Increase in subscriptions to real-time Short Message Service (SMS) alerts and newsletters
- Increase in satisfaction rating of passenger communications in upcoming customer experience surveys.
- Decrease in complaints/clarifying questions to [customerservice@sanfranciscobayferry.com](mailto:customerservice@sanfranciscobayferry.com)

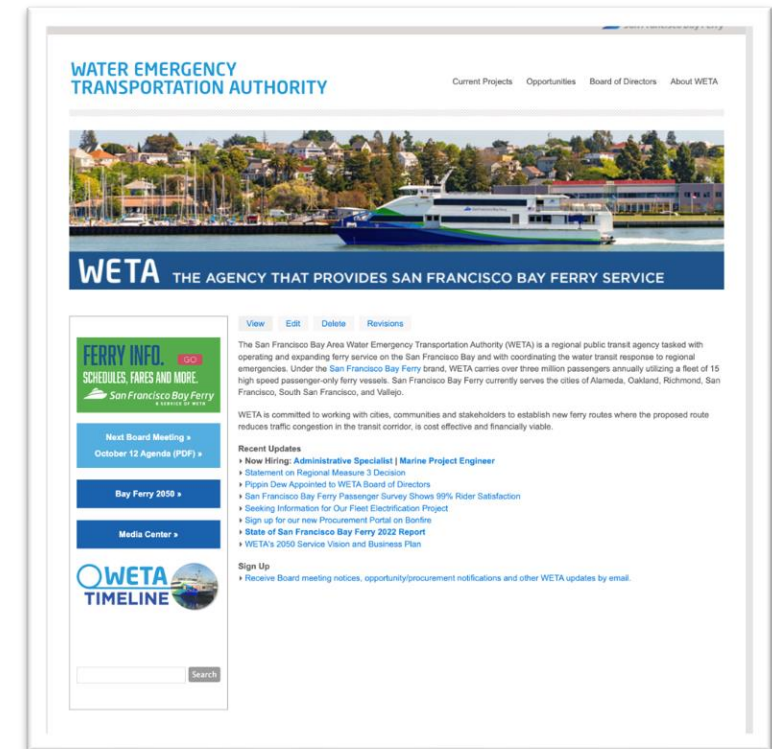
## REDESIGNED SITE FEATURES

- Interactive service maps and schedules
- A location-based terminal-to-terminal trip planner
- Real-time service alerts
- Language translation and ADA compliance
- Streamlined online ticket sales experience
- Ability to create complex interactive feature pages for ongoing projects and organization information
- Ability to create quick blog pages for news items
- A media center with access to press releases, earned media, photography and video clips



# WETA.SANFRANCISCOBAYFERRY.COM

- **Audience:** Industry partners, government officials, media and interested civilians
- **Purpose:** Provide transparency into WETA's capital, planning and development projects, Board of Directors' activities, organizational leadership and key partnerships
- **Redesign Plans:** Roll weta.sanfranciscobayferry.com content into sanfranciscobayferry.com



## EVALUATION CRITERIA

- Proposer's qualifications and experience: Vendors with experience in transportation and the public sector will be prioritized.
- Understanding of the services requested and proposed approach.
- Qualifications and experience of key personnel
- Reasonableness of cost proposal



## BUDGET

- The approved FY24 budget includes \$500,000 for development and implementation of the website redesign project. WETA has procured a digital asset management system for \$16,000 to aid the implementation of this project
- Funding for services contracted under this RFP to be spent in future years, such as ongoing support or maintenance, will be included in future fiscal year budgets

## TIMELINE

- Goal to award contract in March 2024
- Projected six-month project development and implementation
- Prospective website launch in October 2024



## DISCUSSION

- What areas of the current website do you consider in need of improvement?
- What features of a new site would you most like to see implemented?
- What other sites should we consider when developing features or design?
- Any other feedback?

# **WATER EMERGENCY TRANSPORTATION AUTHORITY**





## **Item 10: FY24 Marketing Campaign**



# SAN FRANCISCO BAY FERRY

## INTEGRATED MARKETING CAMPAIGN STRATEGY

Presented by:

**SLACKENZIE + WETA**

# CAMPAIGN OVERVIEW

## INTRODUCTION

At the request of and in close collaboration with WETA, MacKenzie developed a strategy and recommendations for a year-long, integrated marketing campaign for San Francisco Bay Ferry. The following presentation includes a detailed explanation of the strategy, tactics, timing, creative and budget allocation for the 12-month campaign.



# CAMPAIGN FOCUS

## STRATEGIC OBJECTIVES

This 12-month campaign provides an opportunity to build on the momentum from the previous Best Way Back initiative and pursue new opportunities and tactics. The campaign's key objectives are to:

- Grow **ridership** by reaching new audiences in new ways
- Amplify **broader awareness** of the SFBF brand
- Strengthen **brand recall** by establishing SFBF's personality, values and voice through new activations
- Communicate SFBF's commitment to **accessibility and equity**
- Identify and target **expanded rider segments**



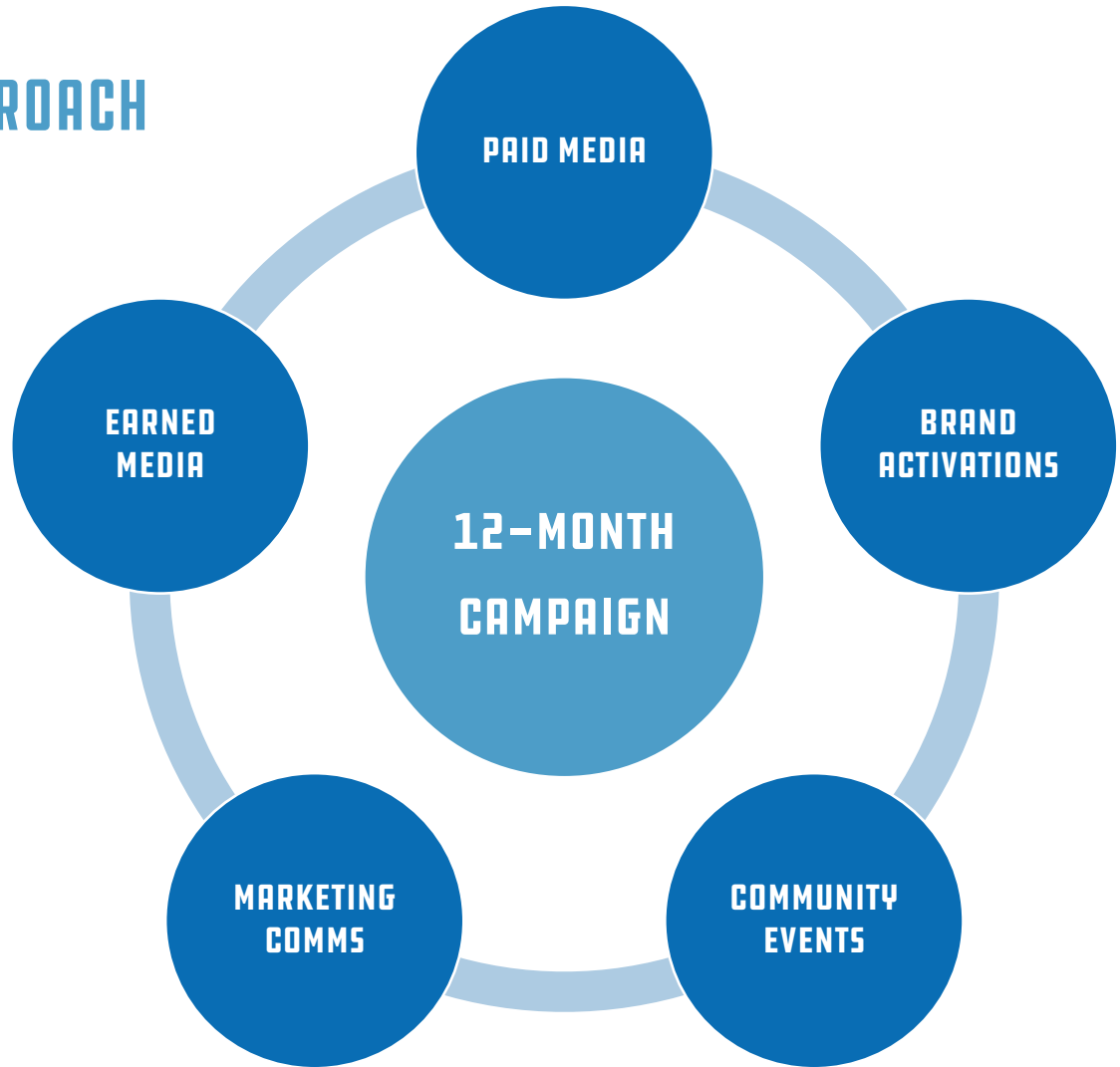
# CAMPAIGN FRAMEWORK

## INTEGRATED MARKETING APPROACH


# CAMPAIGN FRAMEWORK

## INTEGRATED MARKETING APPROACH


The campaign will leverage a balanced mix of advertising, events, content marketing and PR tactics to drive awareness and reinforce brand values and key messaging.







WHERE WOULD  
YOU RATHER SPEND  
RUSH HOUR?

 San Francisco Bay Ferry  
A SERVICE OF MCT

OUTERFRONT

# PAID MEDIA

## OPPORTUNITIES AND TACTICS

# PAID MEDIA

## KEY OBJECTIVES

A paid media strategy will play a valuable role in the broader campaign. Below are the four key objectives of the paid media portion:

- Utilize digital and programmatic opportunities to reach broad audiences
- Showcase brand personality with video and motion graphics
- Leverage out-of-home ads (billboards, bus shelters and BART stations) to target bay bridge drivers and public transit riders
- Engage diverse audiences and low-ridership communities

# PAID MEDIA

## CHANNELS AND TACTICS

### DIGITAL MARKETING

- Connected TV: Hulu, Peacock, YouTube TV, Tubi, Roku, Fubo, etc.
- Digital Audio: Pandora, Soundcloud, Spotify
- Programmatic Display: Banner ads on SF Chronicle, SF Gate, East Bay Times, Vallejo Times-Herald, Oaklandside, etc.
- Paid Google Search

### SOCIAL MEDIA

- Instagram, Facebook, YouTube, Twitter, Reddit, Tiktok, Influencers



# PAID MEDIA

## CHANNELS AND TACTICS

### **OUT-OF-HOME (OOH)**

- Billboards
- BART Stations
- Bus Shelters and/or Wraps

### **RADIO**

- Audacy, Univision, iHeart Radio, KQED

### **SPONSORED CONTENT**

- Articles and e-newsletters: Oaklandside, BAS, SF Fun Cheap, SF Gate, SF Chronicle, Examiner, SF Standard, East Bay Times, 510 Families, Vallejo Times-Herald, etc.



# BRAND ACTIVATIONS

## OPPORTUNITIES AND TACTICS

# BRAND ACTIVATIONS

## OPPORTUNITIES AND TACTICS

Activations present unique and immersive ways for audiences to interact with and experience the SFBF brand. Special events, programs and collaborations help convey brand personality, build brand loyalty and (at times) spark media attention. Below are some potential tactics for onboard activations and partnerships, some of which are planned and ongoing:

### **OPPORTUNITIES FOR ON BOARD ACTIVATIONS**

- Live Music, DJ, or Silent Disco
- Curated History Tours/Scenic Rides
- Local Bar/Brewery/Winery/Barista “Takeovers”
- Holiday Events
- Pride Week Festivities and Celebrations
- “Lunch and Learns”



# BRAND ACTIVATIONS

## OPPORTUNITIES AND TACTICS

### **PARTNERSHIPS AND COLLABORATIONS**

- Local Breweries
  - Brews with Views 2.0 Branded Lineup
- Mare Island + NPS Partnership
  - Collaboration with NPS to Attract Visitors to New Mare Island Exhibits (vessels from Hyde Street Pier)
- "Rosie Ride: A Riveting Ferry Adventure"
- San Francisco Bay Ferry Lego Activation



# COMMUNITY EVENTS

## CELEBRATIONS AND SPONSORSHIPS

# COMMUNITY EVENTS

## CELEBRATIONS AND SPONSORSHIPS

Hosting and sponsoring community events are a great way to reach and engage diverse audiences, amplify awareness and celebrate the unique communities SFBF serves. Opportunities for producing and sponsoring a mix of community-focused events throughout the year include:

- Expanded Ferry Fest Celebrations
- Local Community Event Sponsorships





# EARNED MEDIA

OPPORTUNITIES AND TACTICS

# EARNED MEDIA

## OPPORTUNITIES FOR COVERAGE

The campaign components provide numerous opportunities for SFBF to garner earned coverage through media outreach. Focusing on the following milestones will help increase brand visibility and reinforce campaign messaging/positioning:

- Sea Change Service Launch
- Oyster Point Pilot Service Launch
- REEF Announcement
- Expanded Ferry Fests
- Brand Activations



# MARKETING COMMUNICATIONS

OPPORTUNITIES AND ENHANCEMENTS



# MARKETING COMMUNICATIONS

## TACTICS AND ENHANCEMENTS

To support campaign promotion and positioning, SFBF will enhance ongoing marketing and communications activities in the following ways:

### **DESIGN AND LAUNCH A CAMPAIGN-FOCUSED WEBSITE LANDING PAGE**

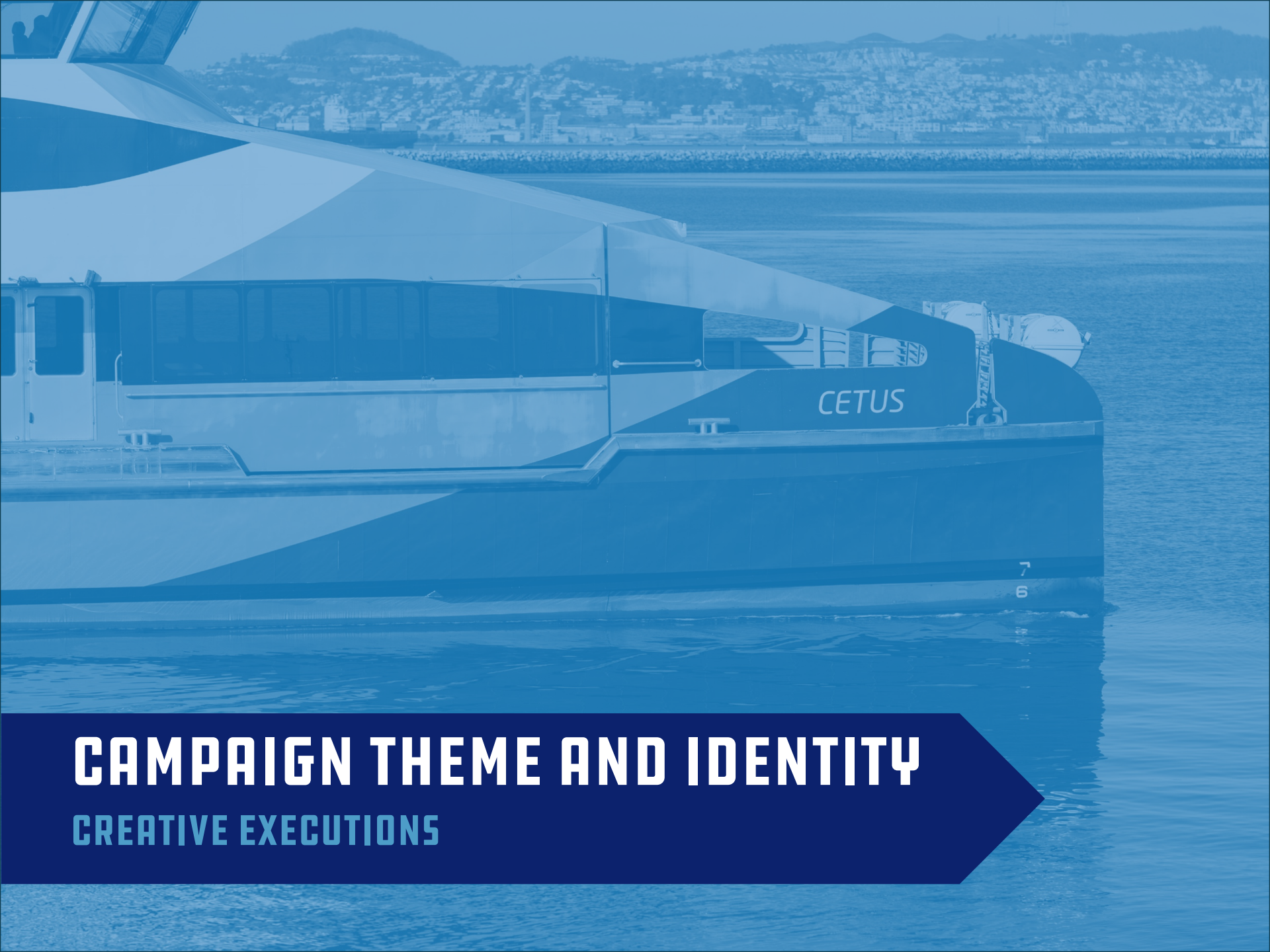
- Utilize to Streamline and Track Digital and Programmatic Ad Traffic
- Populate with Approved Messaging and Creative Design/Video

### **IDENTIFY AND LEVERAGE THOUGHT LEADERSHIP OPPORTUNITIES**

- LinkedIn Published Articles by WETA's Executive Director
- Opportunities for Participation in Transportation-Focused Podcasts
- Leadership "Perspectives" in Monthly eNewsletter or Email Blasts

### **HIGHLIGHT BRAND ACTIVATIONS AND COLLABS IN SOCIAL MEDIA CONTENT**

- Organize Contests and Giveaways to Promote



# CAMPAIGN THEME AND IDENTITY

CREATIVE EXECUTIONS

# CAMPAIGN THEME

## PERSONALITY AND TONE

To ensure alignment with SF Bay Ferry's brand personality, voice and values, we developed a campaign theme that:

### **FEELS AND SOUNDS:**

- Welcoming and inclusive
- Approachable
- Spirited
- Cheerful

### **IS VISUALLY:**

- Creative
- Fun
- Forward-thinking
- Adventurous



# CAMPAIGN THEME

Now Departing from the Ordinary

# CAMPAIGN IDENTITY

## CREATIVE OVERVIEW

We developed a visual concept that celebrates the "unordinary" experience - designed to be whimsical, fun and adventurous.

Key features:

- Photo-treated images with illustrated elements
- Expanded color palette

# CAMPAIGN IDENTITY

## CREATIVE PREVIEW





# CAMPAIGN IDENTITY

## BRANDED ASSETS







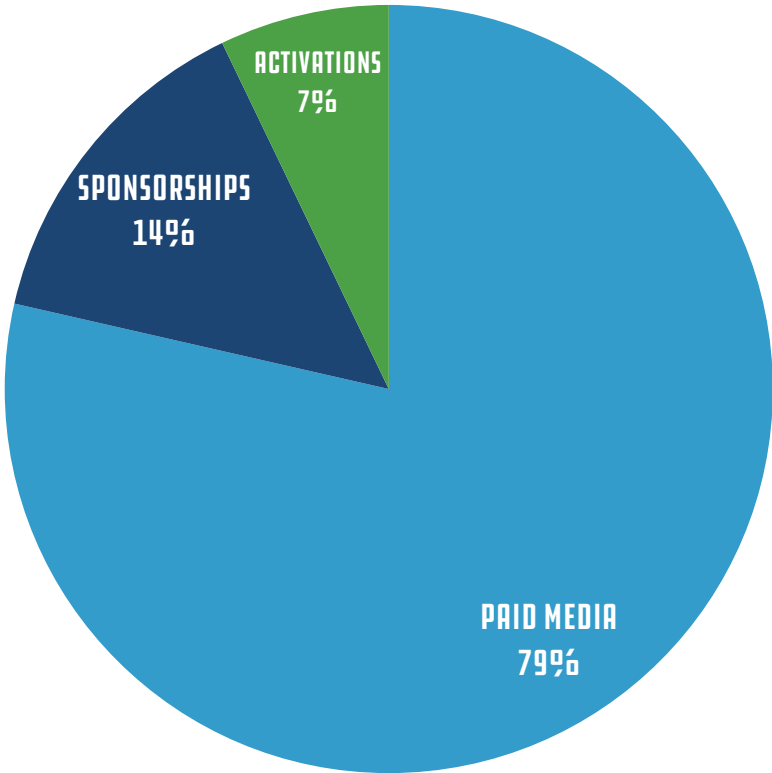
# BUDGET ALLOCATION

PAID MEDIA, SPONSORSHIPS AND ACTIVATIONS

# BUDGET ALLOCATION

## PAID MEDIA, SPONSORSHIPS AND ACTIVATIONS

Below is a breakdown of the campaign spend based on the marketing/advertising budget for FY2024.

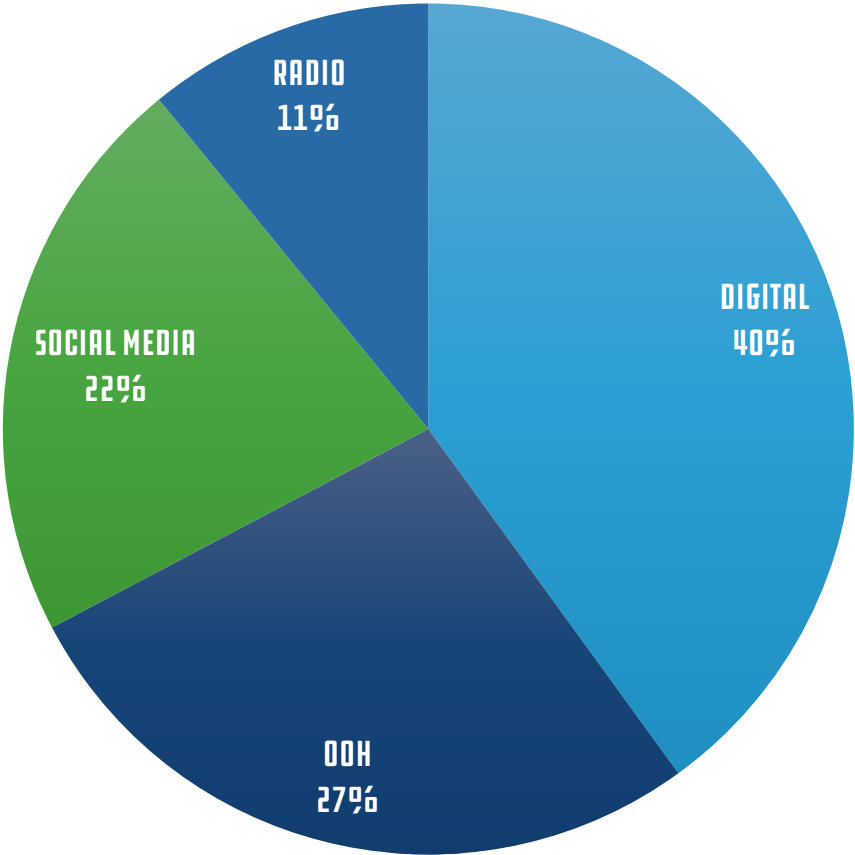


Paid Media:	\$275,000
Sponsorships:	\$50,000
Brand Activations:	\$25,000
<hr/>	
Total:	\$350,000



# BUDGET ALLOCATION

## PAID MEDIA BREAKDOWN



Digital: \$110,000

OOH: \$75,000

Social Media: \$60,000

Radio: \$30,000

---

Total: \$275,000



# CAMPAIGN CALENDAR

CADENCE AND TIMING

# CAMPAIGN CALENDAR

## CADENCE AND TIMING

### **Q4 2023 - FINALIZE CREATIVE AND LAUNCH CAMPAIGN**

- Finalize campaign theme, messaging, and visual identity
- Design, write, and finalize website landing page
- Write and produce video and radio ads
- Officially launch campaign via digital display and social media ads, sponsored content and SFBF channels

### **Q1 2024 - INITIATE PAID EFFORTS LEADING UP TO PEAK SEASON**

- Continue organic and paid ads on social media
- Launch two brand activations
- Explore earned media opportunities
- Launch major digital, OOH, radio, programmatic audio and paid search efforts leading up to the busy season (March – June)



# CAMPAIGN CALENDAR

## CADENCE AND TIMING

### **Q2 2024: CONTINUE TO BUILD MOMENTUM**

- Continue to advertise via digital, OOH, radio, programmatic audio, paid search and social media ads
- Sponsor local events
- Identify and leverage thought leadership pieces
- Launch additional brand activation
- Host Ferry Fest

### **Q3 2024: FINISH STRONG**

- Continue to advertise via sponsored content, digital display and social media ads
- Sponsor local events
- Identify earned media opportunities
- Launch Transit Month activations



**THANK YOU!**  
COMMENTS