



FISCAL YEAR 2023/24

APPROVED BUDGET

WATER EMERGENCY
TRANSPORTATION AUTHORITY

OVERVIEW

The San Francisco Bay Area Water Emergency Transportation Authority (WETA) is a regional public transit agency tasked with developing, operating and expanding ferry service on the San Francisco Bay and with coordinating the water transit response to regional emergencies. WETA operates the San Francisco Bay Ferry system which provides daily passenger service to the cities of Alameda, Oakland, San Francisco, Vallejo, Richmond, and South San Francisco. Service is also provided for special events at Oracle Park and Chase Center throughout the year. In addition to current service, WETA is actively planning for a system that seamlessly connects cities in the greater Bay Area with San Francisco, using fast, environmentally responsible vessels.

Budget Summary

The FY 2023/24 Budget authorizes \$143.4 million in spending for Ferry Operations, Planning, Administration, and Capital Projects. As the pandemic recovery in the Bay Area continues at a slower pace than the rest of the country, WETA's budget reflects the ongoing impacts on ridership and fare revenue, costs, and capital projects. In Fiscal Year 2023/24 WETA will utilize its remaining allocated Federal COVID relief funds to support current service levels for passengers. In addition, the proposed FY 2023/24 budget follows the adoption of a new five-year fare program that makes permanent a lowered fare structure while continuing the improved service levels implemented in July 1, 2021, with a goal of attracting riders back to the system. The revenue and expense in the budget are based on an assumption that ridership will grow 11% over FY 2022/23 levels, and in June of 2024 to peak in that month at 87% of average 2019 monthly ridership.

The operating budget also includes two new operating revenue sources than had not been previously utilized: Regional Measure 3, which has been long awaited since its passage in 2018, and State Transit Assistance funding, which provides ongoing revenue through the State diesel fuel tax. These new sources of revenue will allow WETA to enhance staffing levels to fully support capital planning, project delivery, grant revenue and contract management, customer outreach, and operating oversight. There are also staff increases proposed at WETA's contracted operator to improve maintenance, logistics and the passenger experience. The budget for operations (including administration) includes \$8.7 million in RM3 funding and \$3.2 million in STA funding. These will be discussed more in detail in the relevant sections below. RM3 also provides WETA with capital funding which will allow the agency to pursue a number of new initiatives as discussed in the capital budget section.

The Operating and Capital budgets combined result in a proposed spending of \$143.4 million funded by a variety of revenue sources, as summarized in **Table 1** (below). Detailed discussion of the budget components is included in the following pages.

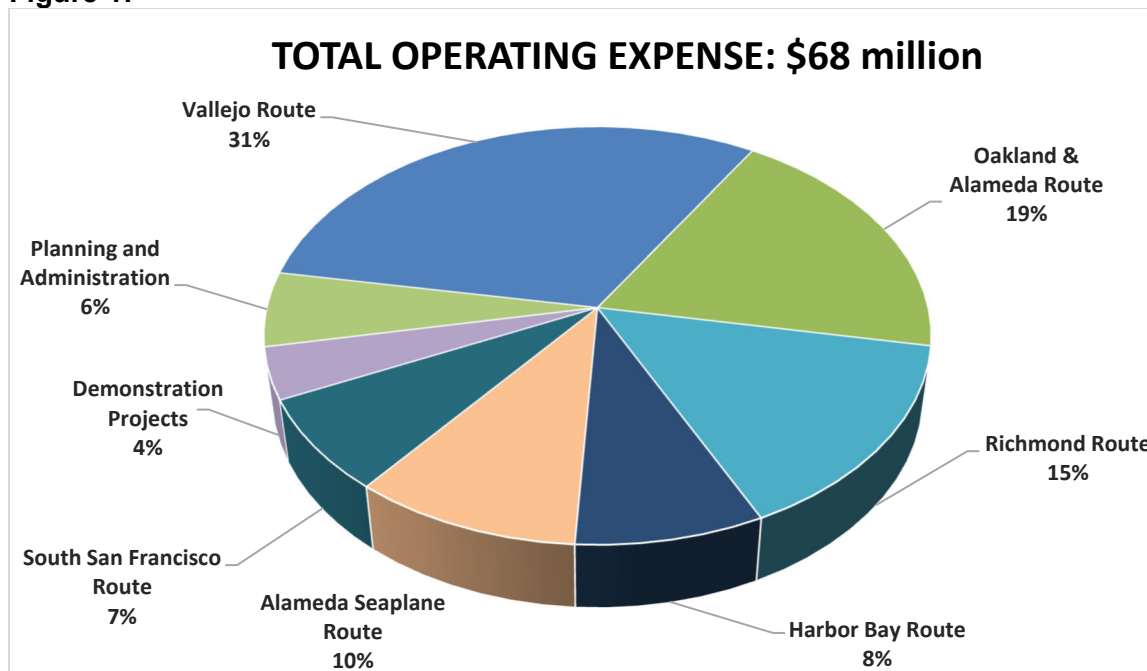
Table 1: WETA Budget FY 2023/24

FY 2023/24 Proposed Budget (in millions)					
Expense			Revenue		
Operating Budget Expenditures	\$	68.4	Bridge Tolls	\$	45.7
	\$	61.7	Federal Funds	\$	53.5
	\$	2.7	State Funds	\$	22.5
	\$	3.9	Local Funds	\$	6.2
	\$	75.0	Passenger Fares	\$	12.8
Capital Budget Expenditures	\$	75.0	Other Funds	\$	2.7
Total Budget Expense	\$	143.4	Total Budget Revenue	\$	143.4

OPERATING BUDGET

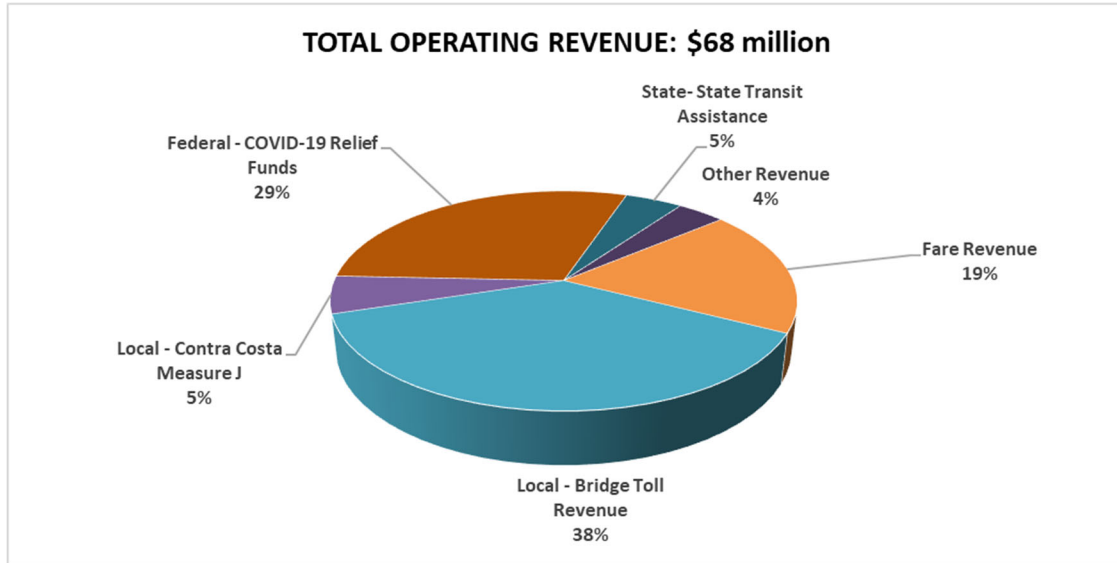
The FY 2023/24 operating budget is made up of two primary components: a \$64.5 million Ferry Service Operating Budget and a \$3.9 million Planning and Administration budget. Together those two components result in a total Operating Budget is \$68.4 million. Detailed budget charts showing WETA's Planning and Administration functions and the Operating Budget for ferry service by route are presented in **Attachment A**. The budget tables in Attachment A group service operating costs by functional categories, a practice that WETA began utilizing in the FY 2021/22 budget. **Figure 1** (below) is a summary of the components of total authorized operating expense for Fiscal Year 2023/24, including all ferry routes, planning, and administrative expense.

Figure 1:



The Fiscal Year 2023/24 Operating Budget is funded with Federal COVID relief funds, Regional Measure 2 and 3 (RM2/RM3) bridge toll revenue, State Transit Assistance (STA) funds, fare revenue, contributions from partners on demonstration projects, and Contra Costa sales tax funds. These important sources of revenue together total \$68.4 million. The categories and percentage use of each category is shown in **Figure 2** and a summary of each source is provided below.

Figure 2:



Federal Funds

Since the start of the pandemic in 2020, WETA has relied on Federal COVID relief funds to keep service running, maintain its skilled maritime workforce, and support its Pandemic Recovery Program. FY 2023/24 will be the final year that Federal COVID relief funding has enabled WETA to balance its operating budget. The budget depends on \$20.2 million in federal operating funds.

Bridge Toll Funding

The Metropolitan Transportation Commission (MTC) provides allocations of bridge toll revenue to WETA following voter authorization of tolls levels. WETA has access to various allocations and in the past has relied on RM2 for its basic operating support. However, due to lower levels of bridge traffic and toll revenue, that subsidy has been reduced since the start of the pandemic and WETA is currently anticipated to receive no more than 90% of its allocation in the new year. New this year is the long-awaited addition of RM3 bridge toll funding to support WETA. Because of the availability of these funds, WETA is able to keep fares low for the foreseeable future, and to add much-needed staff to support current operations and the implementation of capital projects made possible by the availability of RM3 revenue. In the proposed budget, WETA will utilize \$8.7 million in RM3 funding. WETA will also continue to utilize some of its reserved Regional Measure 1 (RM1) funding for development of its Business Plan. In total, the operating budget utilizes \$25.8 million in bridge toll revenue, with \$21.8 million of that total allotted for ferry operations and \$3.9 million for planning and administration. This amount could be adjusted as bridge traffic and corresponding toll revenues change by the end of the year.

Fares

Prior to the pandemic, farebox revenues supported roughly 60% of WETA's operating expense. Projections for FY 2023/24 assume that ridership averages 72% of pre-pandemic levels over the course of the year. This means that ridership will grow 11% over FY 2022/23 levels, and in June of 2024 peak at 87% of average 2019 monthly ridership. WETA's proposed fare program maintains current fares with only a minor inflationary increase of 3% in each of the next five years. Based on ridership projections and the proposed fare structure, WETA's farebox revenues are budgeted to be \$12.7 million in FY 2023/24, compared to \$22.4 million in FY 2019. FY 2023/24 fare revenues are projected to provide 21% of the ferry service operating budget. **Table 2 shows** the projected ridership and subsequent fare revenue in the FY 2023/24 budget by route. Because fares vary by route, percentage differences in revenue do not correspond directly to ridership percentages.

Table 2: Fare Revenue and Ridership

Route	Fare Revenue		Projected Ridership	
	Total	% of Total	Total	% of Total
Alameda/Oakland Ferry Service	\$ 3,360,783	26%	702,689	31%
Alameda Harbor Bay Ferry Service	\$ 858,074	7%	200,768	9%
Alameda Seaplane Lagoon Ferry Service	\$ 1,225,360	10%	298,166	13%
Vallejo Ferry Service	\$ 5,945,062	47%	738,024	32%
South San Francisco Ferry Service	\$ 285,836	2%	76,520	3%
Richmond Ferry Service	\$ 1,040,378	8%	265,045	12%
Total	\$ 12,715,492		2,281,212	

Local Funding

Local funding of \$3.8 million corresponds to Contra Costa Measure J sales tax funding allocated to support the Richmond Ferry service. This funding is provided as part of an agreement in 2015 to support ferry service for the first 10 years of operation.

Other Revenue: Service Demonstrations

The budget includes two service demonstration projects: the Hydrogen Ferry Demonstration Project and a proposed Oakland Estuary shuttle demonstration project.

Based on current progress, the Hydrogen Ferry Demonstration Project is assumed to start prior to the new fiscal year but continue for five months thereafter. The \$1.7 million cost is funded primarily from public and private partners in this project. WETA's share of the project will be supported by bridge toll funding.

The Oakland Estuary shuttle project is expected to be funded through a grant from the Alameda County Transportation Commission and contributions from a partnership of businesses, non-profit organizations, and local governments on both sides of the Oakland Estuary. Details are not yet finalized on this project.

FERRY SERVICE OPERATIONS

The \$64.5 million budget for Ferry Services (which excludes Planning and Administration) provides for the San Francisco Bay Ferry routes serving Alameda Seaplane, Chase Center at Pier 48.5, Downtown San Francisco, Harbor Bay, Main Street Alameda, Oakland, Oracle Park, Pier 41, Richmond, South San Francisco and Vallejo. It also includes the Hydrogen Ferry Demonstration Project and the proposed Oakland Estuary shuttle project. Detailed budget information on WETA's routes, including operating miles and hours for regular service routes, is shown in the charts for each route in **Attachment A**.

At the start of FY 2021/22, the Board approved a budget that implemented the Pandemic Recovery Program, placing more emphasis on midday and late evening service to accommodate riders with non-traditional work schedules. The FY 2023/24 budget continues that service schedule which assumes approximately 31,000 operating hours for WETA vessels travelling over 567,000 operating miles. Demonstration services, on top of regular service, are proposed to test out new technologies or routes. Under the Hydrogen Ferry Demonstration Project, approved by the Board in May 2022, WETA will operate the *Sea Change*, the world's first commercial hydrogen fuel cell passenger ferry, along the San Francisco waterfront for a 6-month pilot period. The service provides a unique opportunity for WETA to gain real world experience operating a vessel with cutting edge, zero-emissions technology while providing new service to the public.

WETA would act as manager and contract administrator for the Oakland Estuary shuttle project, a pilot ferry service connecting Alameda's northern waterfront to Jack London Square in Oakland. The ferry will be operated by a private contractor utilizing its own vessels. Details are forthcoming but could include two shorter or one longer year-long pilot in the coming year.

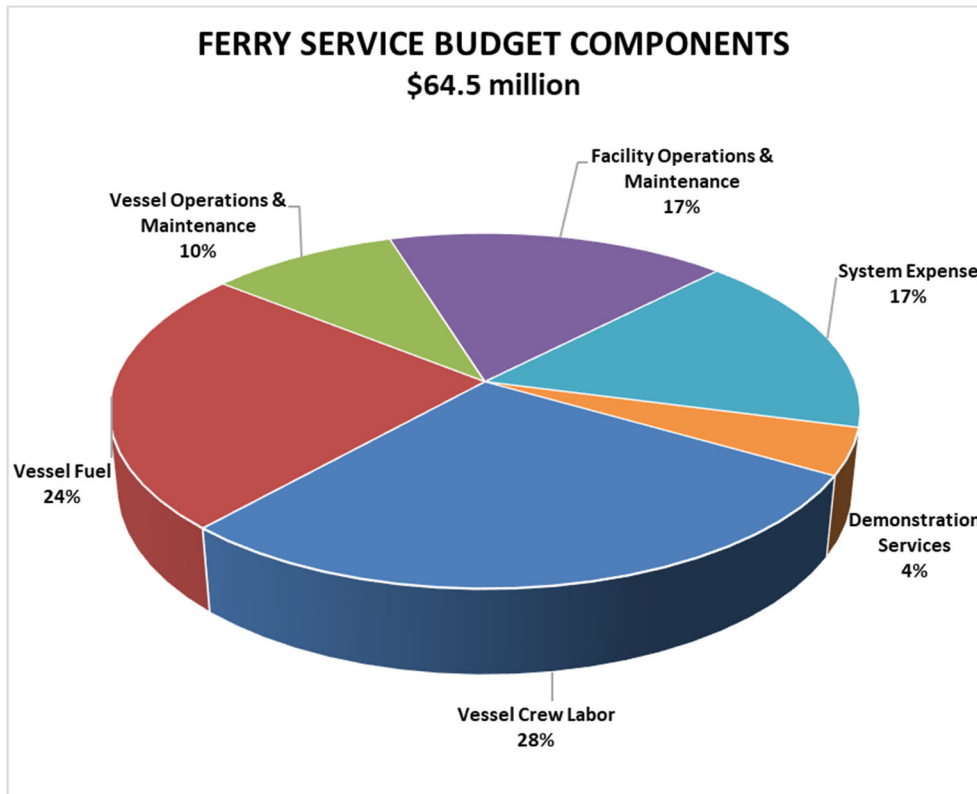
Ferry Service Operating Expense

Ferry Service operations (excluding the demonstration programs) is proposed to be \$61.7 million. This authorization for FY 2023/24 is \$5.1 million (or 9%) higher than the ferry operating budget for FY 2022/23. This increase is due to several factors. Like other transit operators, significant inflationary increases in costs in all areas of operations are affecting all aspects of the budget. The only exception in the proposed budget is the cost of fuel, which saw a 40% increase in the prior year. Fuel is budgeted at the same (higher) rate as in the prior year budget. Beyond that, labor costs increased 6% to reflect contract increases through collective bargaining. Other cost increases are addressed in the discussion of each category below. Demonstration projects add another \$2.7 million for a total ferry service budget of \$64.5 million.

With the exception of unavoidable inflationary and collective bargaining increases, some increases detailed in the service budget (below) have only been included in the proposed budget because of the agency's fortunate access to significant RM3 revenue. Without this funding, staff was prepared to propose and implement a series of belt-tightening scenarios in Fiscal Year 2023/24.

Figure 3 (below) shows major cost components of the Ferry Service Operating budget. Discussion of each category is provided below.

Figure 3:



Vessel Crew Labor & Fuel

Crew labor and fuel make up 52% of the anticipated expenses for the proposed operating budget. These costs are directly tied to the levels of service that WETA operates for its passengers. The budget assumes that crew labor will be maintained at current levels at a cost of \$18.2 million. Labor costs are budgeted to reflect collective bargaining agreements that WETA's contract operator Blue & Gold Fleet reached with its represented employees. Those agreements resulted in a \$1 million increase (6%) to cover the cost of crews.

The expense for fuel in FY 2023/24 is projected to be \$15.5 million. Fuel prices increased significantly in early 2022 and only abated slightly during the fiscal year. The FY 2023/24 budget assumes fuel costs will average \$4.20 a gallon again over the course of the fiscal year. Because this cost is primarily funded through bridge toll revenue, it's a significant factor behind the need to supplement operating funds with RM3 funding in the coming year.

Vessel Maintenance & Repair

With the delivery of the second Dorado class vessel in 2023, WETA will be operating 17 vessels in service. Maintenance and repair expenses are budgeted to ensure that WETA's fleet is maintained in a safe and reliable operating condition. Proactive maintenance ensures that passengers can rely on the schedule to travel to and from their destinations without disruptions. Typical items in this expense category include parts, contracted repair services, vessel insurance, cleaning, and other maintenance-related supplies and equipment. For the FY 2023/24 budget of \$6.1 million, staff completed a comprehensive assessment to individually review maintenance and repair needs for each vessel. As a result of this effort, these costs are anticipated to increase by \$1 million (22%) over the prior year. In addition to maintaining more vessels with inflationary increases, the budget also reflects one-time investments in engine

spare parts for increased service reliability and a one-time cost related to gear box repairs needed in the Hydrus vessel class. Other vessel-related investments include:

- Wi-Fi improvements: purchase and installation of higher-speed equipment for better connectivity for ticketing and concessions point of sale systems, real-time vessel tracking, and passenger use
- Dry docking: The budget includes USCG required work for nine vessels, which is required every two years
- Fuel and Urea Digital Display Units: All vessels will be outfitted with external fuel and urea digital display units which provides more efficiency in the fueling process.

Facilities

Facility expenses of \$11 million capture the ongoing activities required to operate and maintain WETA's passenger terminals and maintenance facilities. WETA is responsible for 10 passenger terminals and two operations and maintenance facilities (OMFs). Typical terminal expenses include items such as utilities, basic maintenance of waterside and landside assets, property insurance, information technology support, and security. Costs can vary considerably by terminal depending on the level of amenities provided and whether maintenance responsibilities are shared with a local agency such as a City or Port District. At WETA's two OMFs, engineering labor, which accounts for over half of each facility's total expense, will be maintained at the same level as before the pandemic, with 22 engineers provided by Blue & Gold Fleet to exclusively maintain WETA assets.

Facility operations and maintenance increased by \$1.4 million (14%) primarily due to the addition of six fuelers to the budget, which will free up engineers and crews to address maintenance needs more nimbly and provide the ability to operate more frequent service in the future.

System Expenses

System expenses of \$10.8 million include costs that are not associated with a specific facility but are generally required to support overall ferry service operation. WETA staff expenses, including wages, fringe benefits, and overhead are the most significant system expense. Blue & Gold Fleet contractor expenses, which include costs for dispatch services, management and administration, as well as insurance deductible fees and contractor profit are also included in system expenses. This category also encompasses engineering fees paid to consultants who assist with operations needs not specifically assigned to vessels or facilities alone, and for emergency preparedness. Finally, significant funding is provided for ferry advertising and marketing, ticketing services, insurance, and general administration, which includes legal fees, miscellaneous contracted services, taxes, and licenses.

Overall system expenses increased \$1.6 million (18%) due to the addition of more WETA staff for customer communications, contract management and budgeting, as well as cost of living increases for existing staff. Further discussion of these increases is provided in the Planning and Administration section. Dispatcher hourly rates will be increased in order to attract and retain skilled dispatchers, as well as increases in Blue & Gold Fleet's cash control function. One time investments include development of a new San Francisco Bay Ferry website and an increase in advertising and marketing to continue to bring riders back to the system following the pandemic. Investments in office improvements at the North Bay OMF will improve employee workspaces and help accommodate additional staff at that facility. Finally, the cost of participating in the Clipper system will double due to the need to run parallel systems between the existing system and Clipper 2 prior to its planned launch in 2024.

PLANNING AND ADMINISTRATION

The proposed budget for Planning and Administration for Fiscal Year 2023/24 is projected to be \$3.9 million. Categories of expense are shown in **Table 3** and discussed further below.

Table 3:

Planning and Administration	Proposed Budget	
	Total	% of Total
Salaries, Wages & Fringe Benefits	\$ 2,437,349	62%
Professional / Contract Services	\$ 2,046,600	52%
Info. Tech., Office Needs	\$ 148,800	4%
Utilities, Comm, Insurance	\$ 57,208	1%
Dues, Memberships, Miscellaneous	\$ 123,440	3%
Leases, Rentals and Fees	\$ 267,040	7%
Transfer of Administrative Expense	\$ (1,135,242)	-29%
Total	\$ 3,945,194	

Administration expenses include funding for salaries and fringe benefits, professional services related to ferry transit planning and facilities, financial and capital planning, and the WETA offices at Pier 9. Because of the availability of RM3 funds, the budget includes increases that are detailed in the Planning and Administration budget (**Attachment A**) and in Salary Schedule (**Attachment C**). For current staff, the budget proposes a 5.3% Cost of Living increase to reflect the Bay Area CPI increase in 2023. The budget also proposes to add new positions spread among administration, operations and capital projects as follows:

- Accountant and Administrative Specialist – will improve grant and contract management, budget split between Administration and Operating
- Communications Specialist – will bolster passenger experience and digital communications functions, funded in Operating Budget
- Senior Planner/Project Manager – to manage increased capital project activity related to landside electrification and expansion, funded in capital budget
- Engineering and Maintenance Administrator – to manage increased capital project and electrification activities on waterside investments, funded in the capital budget

The addition of the positions, added to the cost of living increase and anticipated benefits cost increases, results in total staffing cost increases of 37%. However, a number of those costs will be charged to capital projects as applicable and to direct operating support as appropriate.

Overall expense for FY2023/24 increased by 7% (prior to operating transfers) primarily due to costs associated the COLA and the new positions. Other costs include funding for an outside human resources consultant to improve HR practices and procedures, a classification and compensation study to evaluate WETA staff pay and benefits, office improvements to accommodate new staff, an increase in the number of memberships and affiliations that WETA participates in, and investments in software and other initiatives related to WETA's Disadvantaged Business Enterprise (DBE) program. As mentioned in the revenue discussion, Planning and Administration costs are funded entirely by bridge tolls. However, WETA is still not expected to receive its full allocation of RM2 funding in the budget. The budget projects only \$2.7 million (90%) of WETA's prior statutory allocation). Regional Measure 1 funding will continue to support the Business Plan until its completion, and RM3 funding of \$885,194 will fill

the gap between cost and expense. Without RM3, new positions and cost of living increases would not have been proposed as part of the budget in Fiscal Year 2023/24.

Work Plan

Each year, staff presents a summary of its Work Plan for the year which outlines the activities to be funded in the budget. While not all activities can be outlined, the list below provides some of the important initiatives and efforts that are funded in the Fiscal Year 2023/24 budget:

- **Emergency Response Program/Training** – Staff will continue to participate in local, regional, and state exercises, meetings and discussions to strengthen interagency coordination. Staff will also increase internal training exercises to 3-4 times per year as well as conduct internal staff training. Additionally, WETA will participate in the Bay Ferry VI regional exercise scheduled for September 2023 with Bay Area partners which is expected to provide active shooter training to public and private ferry operators.
- **Public Information and Communications** – WETA's communications efforts will continue to focus on enhancing public awareness and support for San Francisco Bay Ferry service, RM3 expansion opportunities, pilot services, the 2050 Service Vision and Business Plan, WETA's emergency response role, and additional priorities identified by the Board of Directors in FY24. The proposed budget also includes a comprehensive redesign of the 11-year-old San Francisco Bay Ferry and WETA websites to enhance the agency's public information and marketing efforts.
- **Passenger Experience** – WETA will continue to work toward improved signage and wayfinding at key terminals and on vessels through FY24. WETA is planning to relaunch its business partnership program to build rider loyalty and support businesses located near ferry terminals. This includes plans to enhance onboard concessions availability. The proposed budget also includes increased resources for passenger surveying, which will allow the agency to remain aware of passenger experience barriers to improve.
- **Marketing** – In 2024 WETA will build upon marketing campaigns launched in late FY23, investing in awareness of San Francisco Bay Ferry's ample recreation-focused schedule in addition to boosting ridership for commute service. The agency will also lean further into culturally relevant multi-lingual digital advertising campaigns throughout the year and work with consultants to develop campaigns around attracting various communities to increased ferry ridership.
- **Community Outreach** – Efforts to maintain a visible presence that highlights ferry service in the communities that WETA serves will continue in FY24. This will include ticket giveaway programs and outreach to community-based organizations, business and employer associations, labor organizations, neighborhood groups, and elected officials. WETA plans to host another Ferry Fest event in FY24.
- **WETA Business Plan** – The WETA Business Plan is a far-reaching effort to define a service vision for WETA to guide development and operational policy over the next 30 years. The effort emphasizes outreach and engagement with a broad range of stakeholders and interest groups to help define a future vision for the agency. For the coming fiscal year, staff anticipates finalizing the business plan and presenting the completed document to the public and the Board.
- **Operations Consultant** -- In Fiscal Year 2023/23, WETA will engage an operations consultant to begin working toward a new operating contract procurement for Bay Ferry operations. WETA's current contract for operations with the Blue and Gold fleet expires

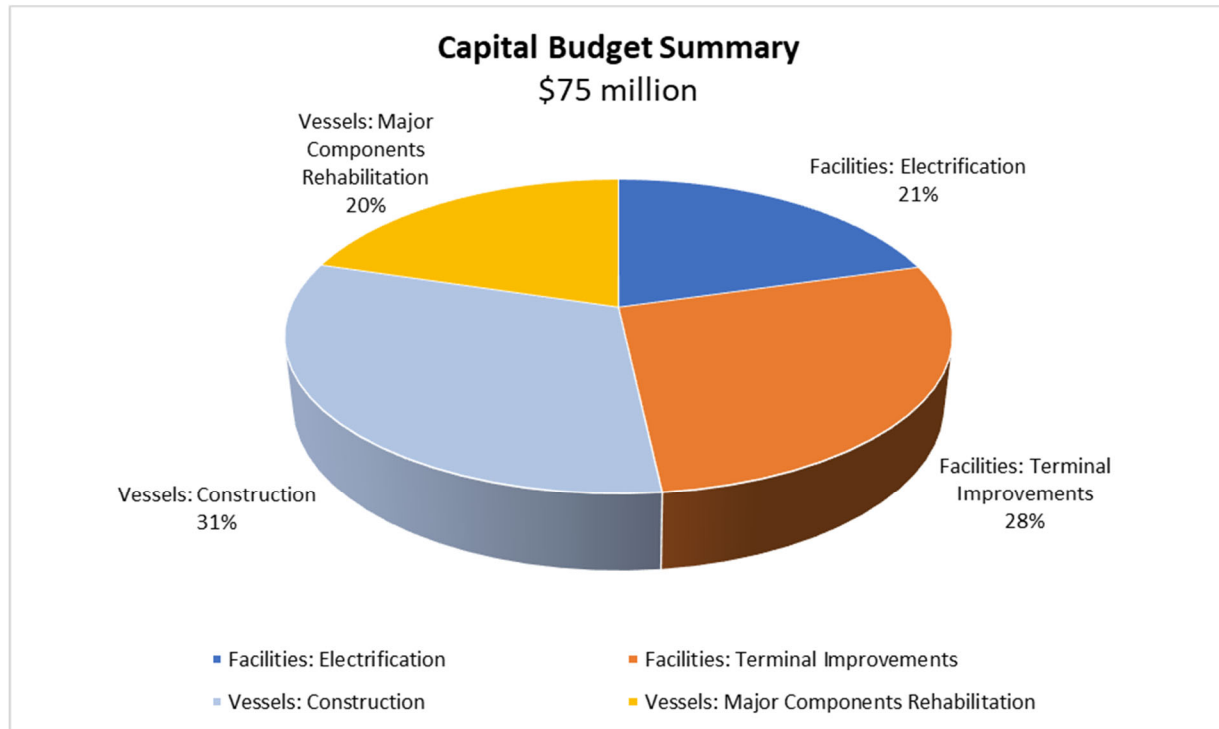
in 2026. Procurement and negotiation will likely take at least a year and must be completed well in advance of the expiration of the current contract.

- **Fare Integration Activities** – As MTC works on region-wide fare integration and service coordination, staff will continue to work to ensure WETA's fares are reflective of those region-wide efforts. This includes participation in the Clipper START and Bay Pass programs, as well as coordination of transfer policies and fare setting, and participation in regional wayfinding and mapping activities.
- **Clipper 2** – The multiyear effort to convert the current Clipper system from a card-based, non-mobile fare system to a more modern, account-based system will reach critical milestones in the fiscal year, with an expectation that the new system will be ready for customers at the conclusion of the year. WETA staff will continue to work with MTC on the implementation of the equipment and policies designed to make the transition seamless for transit riders.
- **Disadvantaged Business Enterprise Outreach** – Continued focus on WETA's Disadvantaged Business Enterprise (DBE) program for FY 2023/24 will include expanded outreach opportunities to increase availability of DBEs. This work will include participation in the regional Business Outreach Committee's annual series of events, direct outreach to marine specific firms as well as hosting another maritime focused multi-organization workshop with shipyards, ferry operators, marine insurance, trade representatives and Small Business Enterprises (SBE)/DBEs to increase DBE and SBE participation in the marine industry. Additionally, staff will create new educational materials to describe the program and specifically what is needed to increase participation in the marine industry. Staff will also work to implement a software system to both streamline and increase DBE program monitoring and reporting requirements.
- **Federal, State, Regional and Local Legislative efforts** – Consistent with the 2023 Legislative Program, staff will work to focus federal, state, regional and local advocacy on targeted priorities, including: Continuing to chair the Public Ferry Coalition with ferry operators from around the country to help build support for increased federal funding; advocate for state funding to complete the Mission Bay terminal project; increase funding opportunities for WETA to transition to zero emission technology; monitor opportunities to streamline project delivery; explore new strategies for enhancing local and regional support for WETA's expansion opportunities; and support efforts to obtain transit operations funding for bay area transit agencies facing deficits to ensure first and last mile connections for our ferry passengers.
- **Organizational Development** – By the start of Fiscal Year 2023/24, WETA will have two contracts for improvements in staff management, including an on-call Human Resources Management firm and a Classification and Compensation Study firm. In addition, in conjunction with the Business Plan, staff will be engaging in a peer-review process with the American Public Transportation Association (APTA) to evaluate WETA's staffing structures related to its electrification and expansion efforts in the coming years.

CAPITAL BUDGET

The FY 2023/24 Capital Budget provides \$75 million to continue progress on current projects and to commence work on new projects. The projects fall into four categories, as shown in **Figure 4**, and are further detailed in **Attachment B** where budget information is provided for the projects necessary to maintain existing services and facilities and to further develop WETA's expansion projects. These projects total \$215 million over the life of each project. A number of projects from the FY 2022/23 budget are still underway as discussed in further detail below.

FIGURE 4:



Funding for the WETA capital budget is anticipated as shown in Table 4 below and relies heavily on federal and state funds.

Table 4:

Capital Revenues	Proposed Budget	
	Total	% of Total
Federal Funds	\$ 33,327,627	44%
State Funds	\$ 19,291,217	26%
Bridge Tolls	\$ 20,017,064	27%
Local Dedicated/Other	\$ 2,439,004	3%
Total Revenues	\$ 75,074,912	

Because WETA now has access to \$300 million in RM3 capital funding, the Fiscal Year 2023/24 budget proposal includes a number of projects that would not otherwise be possible without that funding source. The total amount anticipated to be spent on capital projects in FY 2023/24 from RM3 is \$13 million. A more detailed, longer-term plan for spending on RM3 is in progress and will be presented separately. This budget proposal represents just the first year of spending which primarily focuses on planning and preliminary design efforts around RM3 projects.

Highlights of the proposed capital spending are as follows:

- **Zero Emission Float Electrification and Shoreside Electrical Initiatives** – This program will permit, design and construct electric charging infrastructure and vessels to ultimately deliver zero-emission capabilities at all existing and planned Alameda County ferry terminals, the Central Bay Operations and Maintenance Facility, and up to 10 vessels by 2033. In the FY 2023/24 budget, progress will be made on three smaller vessels, two funded by State TIRCP funds and one through an FTA grant. Also funded through the TIRCP program is initial work on electrifying floats in San Francisco (Treasure Island, Downtown and Mission Bay). The availability of RM3 funds has allowed a new budget item to plan for initial efforts to increase electrical capacity in the East Bay, Richmond, South San Francisco and to begin plans for an expansion of an electrified Central Bay Maintenance Facility. Two large electric vessels are being built as part of WETA's FTA-funded repair and replacement program as mentioned below.
- **Vessel Purchase and Replacement**– The FY 2023/24 Capital Program includes a number of new and ongoing vessel replacement projects necessary to maintain WETA's fleet of existing vessels in a "state of good repair" and to support the ability to deliver uninterrupted safe, reliable, and efficient ferry transportation services. These projects, primarily funded by the FTA, include:
 - Continued construction of new commuter-class vessels at Mavrik Marine with delivery of the second vessel anticipated in Summer 2023
 - Ongoing construction of replacement vessels for the MV Bay Breeze and MV Solano;
 - Continued design and award of a contract for the replacement vessel for the MV Intintoli with an all-electric vessel
 - Begin a new vessel replacement project for the MV Mare Island with an all-electric vessel.
- **Main Street Terminal Rehabilitation** – Ongoing work necessary to ensure continued safe operations at the terminal through the replacement of the existing float and gangway infrastructure. After completion of the environmental analysis, work is ready to begin with a design/build contractor to design and fabricate the new waterside components. Installation will occur in the fall and will require shutting down the Main Street Terminal for an extended period. The Main Street project is funded through both FTA and Alameda Measure B/BB funding.
- **Vessel Rehabilitation Work** – The proposed FY 2023/24 Capital Program contains a number of federal projects to cover the rehabilitation of major system components as listed in the capital budget for main propulsion engines, diesel fuel injectors, and waterjets for a number of vessels, summarized as follows:
 - Diesel fuel injector replacements for MV Bay Breeze, Dorado, Cetus, and Hydrus;
 - Mid-life main engine overhauls for MV Mare Island and Carina; and
 - Waterjet work for MV Dorado, Intintoli, and Lyra.

Regarding vessel rehabilitation work approved by the WETA Board in the last budget the following updates are provided as some of this work has been slowed or delayed:

- Mid-life main engine overhauls for MV Pyxis and Vela were delayed when the engine manufacturer (MTU) extended preventative maintenance requirements from 5,000 engine hours to 10,000 engine hours;
 - Mid-life main engine overhauls for MV Argo were delayed due to a slower accrual of engine hours than originally anticipated;
 - Mid-life main engine overhaul for MV Intintoli was delayed due to a major subcomponent failure of one of the main engines; and
 - Main engine overhaul for MV Bay Breeze has been delayed due to emergent repair work required on other fleet vessels necessitating that Bay Breeze remain in service to support ongoing ferry operations.
- **Vessel Quarter and Mid Life Refurbishment Work** – The proposed FY 2023/24 Capital Program contains federally-funded vessel mid-life refurbishments for the Gemini and Pisces, and a quarter life refurbishment for the Hydrus. These works are necessary to overhaul and replace major vessel systems and sub systems to maintain a state of good repair. Work could include coatings, propellers, hull inspections and metal renewal as needed, house and supporting structure inspection and renewal, seating, carpet and other interior furnishings, to name a few. In addition to extensive inspections to mitigate and arrest any deterioration conditions which aluminum vessels are subject to.
 - **MV Pyxis Class Waterjet Control System Upgrade** – An ongoing project approved in FY 2022/23, this will upgrade the waterjet control system installed on MV Pyxis, Vela, and Lyra. The project has been delayed due to longer than anticipated negotiations with the manufacturer (Hamilton Jet) regarding the scope of work, lead time for components, cost inflation pressures, and supply chain issues attributable to the pandemic. Agreements to perform the work are anticipated by the start of FY 2023/24. Due to the lead time for critical components the work will likely extend into FY 2024/25 before all three vessels can be updated. The project will enhance both the operability and maintainability of the waterjet controls systems on these three vessels and replace 20-year old technology and software with up-to-date software systems and state-of-the-art components.
 - **Pier 9 Float Rehabilitation** - This federally funded project will support the 10-year rehabilitation of the steel passenger float at the Pier 9 Ferry Terminal. The scope of work may include renewing non-skid coating, gangways, hydraulics, IT equipment and electrical components among other necessary inspections and remedial work. The work will ensure that this vital piece of transportation infrastructure remains in the best possible condition to support the ongoing work to provide public waterborne transportation. If not completed, the harsh marine environment will degrade the structures and systems that make up the ferry terminal. movement and accommodation.
 - **Workboat Vessel**– This project will procure a new 28-foot work boat to support waterborne maintenance and repair operations at WETA facilities. The work boat will enable WETA operations staff to safely inspect floating infrastructure and ferry vessels to determine the performance of those capital assets. This will support ongoing preventive maintenance and upkeep of WETA assets. This in-house capability will save operating dollars that would otherwise be spent on vessel chargers and other vendors.
 - **Waterjet and Engine Capital Spares** – As the number of assets in our fleet for series 810 waterjets and other critical equipment is increasing, there is a need for additional parts and spares for WETA to maintain readiness for the fleet. Items in this category typically fall into a critical equipment as well as long lead times for procurements. By procuring these items we

mitigate the potential of out of service time on vessels from months to days. These spares will be purchased using RM1 funds.

- **Central Bay Operations and Maintenance Facility Expansion** – WETA's Central Bay Operations and Maintenance Facility opened in 2018 and has become the focal point of the system's non-Vallejo network. The facility was designed for storage and maintenance of up to 12 vessels with supporting fuel and oil delivery systems required for diesel propulsion. With the pending delivery of battery electric vessels and the need for charging infrastructure and additional berthing capacity, staff is concluding initiated discussions with the City of Alameda to secure additional property adjacent to the Central Bay Facility to allow for the planned expansion. Initial tasks that must be completed prior to permitting and design include an engineering study. This work is made possible by RM3.
- **Mission Bay Ferry Landing** – The Mission Bay Ferry Landing project completed permitting and design and was ready for construction procurement when the pandemic abruptly halted the project in April 2020. The City of San Francisco withdrew \$13 million previously committed to the project due to the pandemic emergency. The WETA Board had also committed \$25 million in RM3 capital funding towards construction of Mission Bay Ferry Landing. With the news that RM3 funding is now available, the Port of San Francisco has re-engaged with the project and is updating cost estimates originally completed in 2020. Once a revised cost estimate is prepared, the project team will initiate a value engineering effort with the goal of identifying project savings and possibly redefining certain project elements.
- **Oakland Ferry Terminal Expansion Study** – The Oakland Ferry Terminal consists of a single float, allowing for up to 10 landings per hour. The terminal is strategically located and is often a focal point for ferry operations in the event of disruptions to other transportation infrastructure such as BART's Transbay Tube or the Bay Bridge. While the landside terminal is capable of handling large crowds with a high level of connecting transit along with bike and auto access, the waterside capacity constraint limits the ability of the Oakland Terminal to handle these conditions effectively and even with today's service levels. This study will examine alternatives for adding waterside capacity in Oakland, either at the existing location or elsewhere along the Oakland waterfront. This work is made possible by RM3.
- **Temporary Float Design and Construction** – This project will design up to three floats that can be temporarily deployed in locations where WETA-compatible facilities may not exist. The floats and accompanying piles and gangway structures can be stored at a WETA facility when not in operation. The concept would allow for rapid deployment of the temporary floats for emergency purposes or for pilot or demonstration services. The project would engage a marine engineer to design the floats and prepare bid documents for eventual fabrication and construction. This work is made possible by new RM3 funding.
- **Vallejo Dredging** – The Vallejo Terminal will require maintenance dredging in FY2024 as part of a regular cycle required at the Vallejo facility. With the proposed reconfiguration of the Terminal, regular dredging will no longer be required. However, the reconfiguration will not be completed prior to the need for dredging to keep the terminal operational. This is primarily an FTA-funded project.
- **Vallejo Dredging and Terminal Reconfiguration Study** – An initial study has indicated that a reconfiguration of the terminal is feasible and will provide the benefit of reducing or eliminating dredging needs into the future. The project will now move into the environmental analysis and permitting phase, in preparation for engineering and construction in FY 2025. The project will be primarily funded through FTA formula funding.

DETAILED BUDGET INFORMATION

Attachment A –FY 2023/24 Operating Budget

Attachment B –FY 2023/24 Capital Budget

Attachment C –FY 2023/24 Salary Schedule and Organization Chart

Attachment A

San Francisco Bay Area Water Emergency Transportation Authority

FY 2023/24 Operating Budget

SUMMARY OPERATING		FY2023/24 Proposed Budget
Revenues		
Fare Revenue	\$	12,757,159
Local - Bridge Toll Revenue		25,759,450
Local - Contra Costa Measure J		3,761,720
Federal - COVID-19 Relief Funds		20,214,365
State- State Transit Assistance		3,238,254
Other Revenue		2,696,074
Total Revenues	\$	68,427,022
Expenses		
Planning and Administration		
Salaries, Wages & Fringe Benefits		\$2,437,349
Professional / Contract Services		2,046,600
IT, Utilities, Memberships, Supplies		329,448
Leases, Rentals and Fees		267,040
Administration Transfers		(1,135,242)
Operations		
Vessel Crew Labor		18,255,015
Vessel Fuel		15,540,000
Vessel Operations & Maintenance		6,100,909
Facility Operations & Maintenance		11,042,477
System Expense		10,805,686
Demonstration Projects		2,737,741
Total Expenses	\$	68,427,022

**San Francisco Bay Area
Water Emergency Transportation Authority
FY 2023/24 Ferry Service Operating Budget - Proposed**

FY 2023/24 Operating Budget - Regular Service Routes							
	Oakland & Alameda	Harbor Bay	Alameda Seaplane	Vallejo	South San Francisco	Richmond	Subtotal Service Routes
Revenues							
Fare Revenue	\$ 3,360,783	\$ 858,074	\$ 1,225,360	\$ 5,945,062	\$ 285,836	\$ 1,040,378	\$ 12,715,492
Bridge Toll Revenue	4,766,846	2,583,793	2,932,509	7,199,832	2,797,123	1,534,152	21,814,256
- Regional Measure 2	3,560,567	1,507,819	1,821,487	5,758,539	1,350,589	0	13,999,000
- Regional Measure 3	1,206,280	1,075,974	1,111,023	1,441,293	1,446,535	1,534,152	7,815,256
Local - Contra Costa Measure J	0	0	0	0	0	3,761,720	3,761,720
State Transit Assistance	687,342	291,074	351,625	1,111,645	260,721	535,847	3,238,254
Federal - COVID-19 Relief Funds	4,290,639	1,816,988	2,194,971	6,939,292	1,627,518	3,344,956	20,214,365
Total Revenues	\$ 13,105,611	\$ 5,549,929	\$ 6,704,465	\$ 21,195,831	\$ 4,971,200	\$ 10,217,053	\$ 61,744,087
Expenses							
Vessel Crew Labor	\$ 4,381,204	\$ 1,825,501	\$ 2,190,602	\$ 4,928,854	\$ 1,642,951	\$ 3,285,903	\$ 18,255,015
Vessel Fuel	2,952,600	1,087,800	1,398,600	7,148,400	777,000	2,175,600	15,540,000
Vessel Operations & Maintenance	1,169,544	830,241	745,262	1,290,015	929,482	1,136,367	6,100,909
Facility Operations & Maintenance	2,056,349	798,286	1,018,718	4,687,016	761,156	1,720,952	11,042,477
System Expense	2,545,914	1,008,100	1,351,283	3,141,546	860,610	1,898,232	10,805,686
Total Expenses	\$ 13,105,611	\$ 5,549,929	\$ 6,704,465	\$ 21,195,831	\$ 4,971,200	\$ 10,217,053	\$ 61,744,087
Operating Statistics:							
Ridership	\$ 702,689	\$ 200,768	\$ 298,166	\$ 738,024	\$ 76,520	\$ 265,045	\$ 2,281,212
Vessel Operating Miles	96,640	56,337	43,669	245,316	39,640	101,040	582,642
Vessel Operating Hours	8,352	3,332	4,450	10,339	2,665	6,280	35,418
Performance Measures:							
Farebox Recovery %	26%	15%	18%	28%	6%	10%	21%
Cost per Operating Miles	\$ 136	\$ 99	\$ 154	\$ 86	\$ 125	\$ 101	\$ 106
Cost per Operating Hour	\$ 1,569	\$ 1,666	\$ 1,507	\$ 2,050	\$ 1,865	\$ 1,627	\$ 1,743

FY 2023/24 Operating Budget - Demonstration Projects				
	Hydrogen Sea Change	Oakland Estuary		Subtotal Demonstration
Revenues				
Fare Revenue	\$ 41,667	\$ -		\$ 41,667
Other Revenue (Donation/Grant)	1,696,074	1,000,000		2,696,074
				\$ -
Total Revenues	\$ 1,737,741	\$ 1,000,000		\$ 2,737,741
Expenses				
Vessel Crew Labor	\$330,499	Contract details still in development		\$ 330,499
Vessel Fuel	\$471,942			471,942
Vessel Operations & Maintenance	\$174,400			174,400
Facility Operations & Maintenance	58,400			58,400
System Expense	702,500	1,000,000		1,702,500
Total Expenses	\$1,737,741	\$1,000,000		\$ 2,737,741
TOTAL OPERATIONS BUDGET				\$ 64,481,828

**San Francisco Bay Area Water Emergency
Transportation Authority
FY 2023/24 Ferry Service Operating Budget - Proposed
Oakland & Alameda**

	FY 2021/22 Actual	FY 2022/23 Approved Budget	FY 2022/23 Projected Actual	FY 2023/24 Budget Proposed
Revenues				
Fare Revenue	\$ 2,430,454	\$ 3,266,948	\$ 2,993,002	\$ 3,360,783
Bridge Toll Revenue	2,929,837	5,806,473	3,152,263	4,766,846
- <i>Regional Measure 2</i>	2,929,837	5,806,473	3,152,263	3,560,567
- <i>Regional Measure 3</i>	-	-	-	1,206,280
State Transit Assistance	-	-	-	687,342
Federal - COVID-19 Relief Funds	5,221,225	5,036,995	7,551,295	4,290,639
Other Revenue	20,970	-	-	-
Total Revenues	\$ 10,602,486	\$ 14,110,416	\$ 13,696,560	\$ 13,105,611
Expenses				
Vessel Crew Labor	3,840,392	\$4,999,858	\$4,969,302	\$4,381,204
Vessel Fuel	2,742,417	\$2,797,200	\$2,763,998	\$2,952,600
Vessel Operations & Maintenance	723,344	\$1,185,911	\$1,215,165	\$1,169,544
Facility Operations & Maintenance	1,526,225	\$2,329,236	\$2,239,523	\$2,056,349
- <i>Terminals</i>	221,846	266,864	266,057	240,584
- <i>Operations & Maintenance Facilities</i>	1,304,379	2,062,372	1,973,466	1,815,765
System Expense	1,770,109	2,798,211	2,508,573	2,545,914
- <i>WETA Staff and Overhead</i>	806,139	1,224,875	995,235	873,182
- <i>Contractor (BGF) Staff Expenses</i>	160,736	176,115	155,765	196,328
- <i>Contractor (BGF) Profits</i>	352,946	441,310	421,885	395,961
- <i>Administration and Engineering</i>	173,058	286,113	269,023	335,124
- <i>Advertising & Marketing</i>	175,413	407,346	407,346	469,193
- <i>Insurance & Fees</i>	28,844	97,027	92,577	89,246
- <i>Ticketing</i>	72,972	165,425	166,742	186,879
Total Expenses	\$ 10,602,486	\$ 14,110,416	\$ 13,696,560	\$ 13,105,611
Operating Statistics:				
Ridership	486,178	664,377	644,565	702,689
Vessel Operating Miles	90,548	84,252	90,066	96,640
Vessel Operating Hours	6,451	6,120	6,458	8,352
Performance Measures:				
Farebox Recovery %	23%	23%	22%	26%
Cost per Operating Miles	\$ 117	\$ 167	\$ 152	\$ 136
Cost per Operating Hour	\$ 1,644	\$ 2,306	\$ 2,121	\$ 1,569

**San Francisco Bay Area Water Emergency
Transportation Authority
FY 2023/24 Ferry Service Operating Budget - Proposed
Alameda Harbor Bay**

	FY 2021/22 Actual	FY 2022/23 Approved Budget	FY 2022/23 Projected Actual	FY 2023/24 Budget Proposed
Revenues				
Fare Revenue	\$ 452,837	\$ 537,194	\$ 764,172	\$ 858,074
Bridge Toll Revenue	1,335,590	1,201,049	1,407,682	2,583,793
- <i>Regional Measure 2</i>	1,335,590	1,201,049	1,407,682	1,507,819
- <i>Regional Measure 3</i>	-	-	-	1,075,974
State Transit Assistance	-	-	-	291,074
Federal - COVID-19 Relief Funds	2,429,479	3,016,848	2,467,977	1,816,988
Other Revenue	7,197	-	-	
Total Revenues	\$ 4,225,104	\$ 4,755,091	\$ 4,639,830	\$ 5,549,929
Expenses				
Vessel Crew Labor	\$ 1,536,190	\$1,551,680	\$1,545,645	\$1,825,501
Vessel Fuel	998,252	1,087,800	1,074,888	1,087,800
Vessel Operations & Maintenance	491,467	542,008	506,319	830,241
Facility Operations & Maintenance	547,337	793,813	800,496	798,286
- <i>Terminals</i>	73,835	110,777	109,908	106,726
- <i>Operations & Maintenance Facilities</i>	473,502	683,036	690,588	691,560
System Expense	651,857	779,790	712,482	1,008,100
- <i>WETA Staff and Overhead</i>	301,924	253,361	205,861	347,793
- <i>Contractor (BGF) Staff Expenses</i>	62,250	67,998	60,141	78,198
- <i>Contractor (BGF) Profits</i>	136,678	170,390	162,890	157,713
- <i>Administration and Engineering</i>	63,864	110,468	103,870	133,482
- <i>Advertising & Marketing</i>	58,023	84,231	84,231	186,882
- <i>Insurance & Fees</i>	11,150	29,400	31,111	29,597
- <i>Ticketing</i>	17,967	63,942	64,379	74,435
Total Expenses	4,225,104	\$4,755,091	4,639,830	\$5,549,929
Operating Statistics:				
Ridership	113,207	137,424	184,161	200,768
Vessel Operating Miles	59,598	59,952	59,254	56,337
Vessel Operating Hours	3,054	3,408	2,998	3,332
Performance Measures:				
Farebox Recovery %	11%	11%	16%	15%
Cost per Operating Miles	\$ 71	\$ 79	\$ 78	\$ 99
Cost per Operating Hour	\$ 1,383	\$ 1,395	\$ 1,548	\$ 1,666

**San Francisco Bay Area Water Emergency
Transportation Authority
FY 2023/24 Ferry Service Operating Budget - Proposed
Alameda Seaplane Lagoon**

	FY 2021/22 Actual	FY 2022/23 Approved Budget	FY 2022/23 Projected Actual	FY 2023/24 Budget Proposed
Revenues				
Fare Revenue	\$ 607,565	\$ 971,075	\$ 1,091,264	\$ 1,225,360
Bridge Toll Revenue	1,336,809	2,035,484	1,645,678	2,932,509
- <i>Regional Measure 2</i>	<i>1,336,809</i>	<i>2,035,484</i>	<i>1,645,678</i>	<i>1,821,487</i>
- <i>Regional Measure 3</i>	-	-	-	<i>1,111,023</i>
Local - Contra Costa Measure J	-	-	-	
State Transit Assistance	-	-	-	351,625
Federal - COVID-19 Relief Funds	2,541,550	2,516,371	2,829,335	2,194,971
Other Revenue	7,512	-	-	-
Total Revenues	\$ 4,493,436	\$ 5,522,930	\$ 5,566,277	\$ 6,704,465
Expenses				
Vessel Crew Labor	\$ 1,637,720	\$ 1,724,089	\$ 1,761,828	\$ 2,190,602
Vessel Fuel	1,185,459	1,398,600	1,381,999	1,398,600
Vessel Operations & Maintenance	398,627	605,118	708,846	745,262
Facility Operations & Maintenance	509,180	793,966	812,180	1,018,718
- <i>Terminals</i>	<i>53,385</i>	<i>80,120</i>	<i>82,393</i>	<i>98,288</i>
- <i>Operations & Maintenance Facilities</i>	<i>455,795</i>	<i>713,846</i>	<i>729,787</i>	<i>920,430</i>
System Expense	762,450	1,001,157	901,424	1,351,283
- <i>WETA Staff and Overhead</i>	<i>372,308</i>	<i>429,385</i>	<i>348,884</i>	<i>466,191</i>
- <i>Contractor (BGF) Staff Expenses</i>	<i>60,419</i>	<i>65,958</i>	<i>58,337</i>	<i>104,819</i>
- <i>Contractor (BGF) Profits</i>	<i>138,232</i>	<i>165,278</i>	<i>158,003</i>	<i>211,403</i>
- <i>Administration and Engineering</i>	<i>68,340</i>	<i>107,154</i>	<i>100,754</i>	<i>178,922</i>
- <i>Advertising & Marketing</i>	<i>84,880</i>	<i>142,821</i>	<i>142,821</i>	<i>250,501</i>
- <i>Insurance & Fees</i>	<i>10,825</i>	<i>28,533</i>	<i>30,177</i>	<i>39,673</i>
- <i>Ticketing</i>	<i>27,445</i>	<i>62,028</i>	<i>62,448</i>	<i>99,775</i>
Total Expenses	\$ 4,493,436	\$ 5,522,930	\$ 5,566,277	\$ 6,704,465
Operating Statistics:				
Ridership	145,786	232,900	273,503	298,166
Vessel Operating Miles	38,502	39,144	41,000	43,669
Vessel Operating Hours	2,471	2,508	3,300	4,450
Performance Measures:				
Farebox Recovery %	14%	18%	20%	18%
Cost per Operating Miles	\$ 117	\$ 141	\$ 136	\$ 154
Cost per Operating Hour	\$ 1,818	\$ 2,202	\$ 1,687	\$ 1,507

**San Francisco Bay Area Water Emergency
Transportation Authority
FY 2024 Ferry Service Operating Budget - Proposed
South San Francisco**

	FY 2021/22 Actual	FY 2022/23 Approved Budget	FY 2022/23 Projected Actual	FY 2023/24 Budget Proposed
Revenues				
Fare Revenue	\$ 88,041	\$ 273,006	\$ 254,556	\$ 285,836
Bridge Toll Revenue	831,927	263,730	1,442,634	2,797,123
- <i>Regional Measure 2</i>	831,927	263,730	1,442,634	1,350,589
- <i>Regional Measure 3</i>	-	-	-	1,446,535
State Transit Assistance	-	-	-	260,721
Federal - COVID-19 Relief Funds	1,621,969	3,084,917	1,821,788	1,627,518
Other Revenue	5,609	-	-	-
Total Revenues	\$ 2,547,546	\$ 3,621,653	\$ 3,518,978	\$ 4,971,200
Expenses				
Vessel Crew Labor	\$ 769,627	\$ 1,206,862	\$ 1,203,280	\$ 1,642,951
Vessel Fuel	512,744	777,000	767,777	777,000
Vessel Operations & Maintenance	420,708	464,549	354,423	929,482
Facility Operations & Maintenance	536,666	708,666	752,036	761,156
- <i>Terminals</i>	160,886	175,679	106,196	211,975
- <i>Operations & Maintenance Facilities</i>	375,780	532,986	645,840	549,181
System Expense	307,801	464,576	441,462	860,610
- <i>WETA Staff and Overhead</i>	66,273	55,634	45,204	277,494
- <i>Contractor (BGF) Staff Expenses</i>	48,519	53,038	46,910	62,392
- <i>Contractor (BGF) Profits</i>	79,769	132,904	127,054	125,835
- <i>Administration and Engineering</i>	71,423	86,165	81,019	106,501
- <i>Advertising & Marketing</i>	26,040	18,447	18,447	149,108
- <i>Insurance & Fees</i>	8,703	68,518	72,612	79,890
- <i>Ticketing</i>	7,074	49,870	50,216	59,390
Total Expenses	\$2,547,546	\$3,621,653	\$3,518,978	\$4,971,200
Operating Statistics:				
Ridership	24,013	30,176	70,191	76,520
Vessel Operating Miles	24,058	36,324	36,968	39,640
Vessel Operating Hours	1,362	2,052	2,095	2,665
Performance Measures:				
Farebox Recovery %	3%	8%	7%	6%
Cost per Operating Miles	\$ 106	\$ 100	\$ 95	\$ 125
Cost per Operating Hour	\$ 1,870	\$ 1,765	\$ 1,680	\$ 1,865

**San Francisco Bay Area Water Emergency
Transportation Authority
FY 2024 Ferry Service Operating Budget - Proposed
Richmond**

	FY 2021/22 Actual	FY 2022/23 Approved Budget	FY 2022/23 Projected Actual	FY 2023/24 Budget Proposed
Revenues				
Fare Revenue	\$ 604,904	\$ 759,737	\$ 926,526	\$ 1,040,378
Bridge Toll Revenue	-	-	-	1,534,152
- <i>Regional Measure 2</i>	-	-	-	-
- <i>Regional Measure 3</i>	-	-	-	1,534,152
Local - Contra Costa Measure J	3,651,299	3,709,330	3,709,330	3,761,720
State Transit Assistance	-	-	-	535,847
Federal - COVID-19 Relief Funds	2,981,097	4,605,129	4,372,660	3,344,956
Other Revenue	12,530	-	-	-
Total Revenues	\$ 7,249,830	\$ 9,074,196	\$ 9,008,515	\$ 10,217,053
Expenses				
Vessel Crew Labor	\$ 2,839,413	\$ 3,275,769	\$ 3,257,473	\$ 3,285,903
Vessel Fuel	1,886,524	2,175,600	2,149,776	2,175,600
Vessel Operations & Maintenance	634,702	\$697,397	\$911,374	\$1,136,367
Facility Operations & Maintenance	1,054,368	1,676,668	1,542,404	1,720,952
- <i>Terminals</i>	235,390	354,568	213,875	368,405
- <i>Operations & Maintenance Facilities</i>	818,978	1,322,099	1,328,529	1,352,547
System Expense	834,823	1,248,762	1,147,488	1,898,232
- <i>WETA Staff and Overhead</i>	235,449	356,585	289,732	654,887
- <i>Contractor (BGF) Staff Expenses</i>	108,484	118,997	105,246	147,246
- <i>Contractor (BGF) Profits</i>	248,162	298,183	285,058	296,971
- <i>Administration and Engineering</i>	108,254	193,320	181,772	251,343
- <i>Advertising & Marketing</i>	77,246	118,572	118,572	351,895
- <i>Insurance & Fees</i>	19,477	51,268	54,444	55,731
- <i>Ticketing</i>	37,751	111,838	112,664	140,160
Total Expenses	\$ 7,249,830	\$ 9,074,196	\$ 9,008,515	\$ 10,217,053
Operating Statistics:				
Ridership	158,986	193,413	243,122	265,045
Vessel Operating Miles	98,879	93,732	95,014	101,040
Vessel Operating Hours	5,318	5,172	5,289	6,280
Performance Measures:				
Farebox Recovery %	8%	8%	10%	10%
Cost per Operating Miles	\$ 73	\$ 97	\$ 95	\$ 101
Cost per Operating Hour	\$ 1,363	\$ 1,754	\$ 1,703	\$ 1,627

**San Francisco Bay Area Water Emergency
Transportation Authority
FY 2024 Ferry Service Operating Budget - Proposed
Vallejo**

	FY 2021/22 Actual	FY 2022/23 Approved Budget	FY 2022/23 Projected Actual	FY 2023/24 Budget Proposed
Revenues				
Fare Revenue	\$ 4,048,269	\$ 5,370,967	\$ 5,294,474	\$ 5,945,062
Bridge Toll Revenue	6,570,836	5,543,264	6,350,743	7,199,832
- <i>Regional Measure 2</i>	6,570,836	5,543,264	6,350,743	5,758,539
- <i>Regional Measure 3</i>	-	-	-	1,441,293
Local - Contra Costa Measure J	-	-	-	-
State Transit Assistance	-	-	-	1,111,645
Federal - COVID-19 Relief Funds	7,129,132	8,623,931	7,795,317	6,939,292
Other Revenue	20,853	-	-	-
Total Revenues	\$ 17,769,090	\$ 19,538,162	\$ 19,440,534	\$ 21,195,831
Expenses				
Vessel Crew Labor	\$ 4,203,312	\$ 4,482,632	\$ 4,777,430	\$ 4,928,854
Vessel Fuel	6,784,469	7,303,800	7,367,722	7,148,400
Vessel Operations & Maintenance	959,536	1,506,018	1,367,061	1,290,015
Facility Operations & Maintenance	3,849,202	3,373,394	3,350,261	4,687,016
- <i>Terminals</i>	898,747	288,464	284,180	217,455
- <i>Operations & Maintenance Facilities</i>	2,950,455	3,084,930	3,066,081	4,469,561
System Expense	1,972,570	2,872,318	2,578,060	3,141,546
- <i>WETA Staff and Overhead</i>	886,560	1,169,353	950,120	1,080,378
- <i>Contractor (BGF) Staff Expenses</i>	180,516	197,874	175,010	242,914
- <i>Contractor (BGF) Profits</i>	396,314	495,835	474,010	489,918
- <i>Administration and Engineering</i>	172,773	321,463	302,261	414,645
- <i>Advertising & Marketing</i>	188,857	388,783	388,783	580,527
- <i>Insurance & Fees</i>	32,404	113,023	100,532	101,940
- <i>Ticketing</i>	115,147	185,987	187,344	231,224
Total Expenses	\$ 17,769,090	\$ 19,538,162	\$ 19,440,534	\$ 21,195,831
Operating Statistics:				
Ridership	484,373	634,260	676,978	738,024
Vessel Operating Miles	236,693	233,196	248,600	245,316
Vessel Operating Hours	8,880	8,604	9,000	10,339
Performance Measures:				
Farebox Recovery %	23%	27%	27%	28%
Cost per Operating Miles	\$ 75	\$ 84	\$ 78	\$ 86
Cost per Operating Hour	\$ 2,001	\$ 2,271	\$ 2,160	\$ 2,050

**San Francisco Bay Area Water Emergency
Transportation Authority
FY 2022/23 Operating Budget - Proposed
Planning & Administration**

	FY2021/22 Actual	FY2022/23 Approved Budget	FY2022/23 Projected Actual	FY2023/24 Proposed Budget
Revenues				
Bridge Toll Revenue	\$ 2,571,619	\$ 3,400,000	\$ 2,719,085	\$ 3,945,194
- <i>Regional Measure 1 - 5%</i>	-	700,000	340,000	360,000
- <i>Regional Measure 2</i>	2,571,619	2,700,000	2,379,085	2,700,000
- <i>Regional Measure 3</i>	-	-	-	885,194
Total Revenues	\$ 2,571,619	\$ 3,400,000	\$ 2,719,085	\$ 3,945,194
Expenses				
Salaries, Wages & Fringe Benefits *	\$ 1,826,691	\$ 1,775,164	\$ 1,907,375	\$ 2,437,349
- <i>Salaries & Wages</i>	2,188,855	2,655,705	2,582,856	3,522,312
- <i>Fringe Benefits</i>	1,596,707	1,772,802	1,676,092	2,448,820
- <i>Less Direct Charges to Ferry Services & Capital</i>	(1,958,870)	(2,653,342)	(2,351,572)	(3,533,783)
Professional / Contract Services	1,302,283	2,466,660	1,381,682	2,046,600
- <i>Management Services</i>	649,285	809,000	642,400	815,000
- <i>Professional & Technical Svcs</i>	624,805	1,613,000	698,232	1,154,900
- <i>Other Services</i>	28,194	44,660	41,050	76,700
Information Tech., Office Upgrade, Supplies	69,932	78,000	74,234	148,800
Utilities/Communications	28,566	44,700	27,200	31,700
Insurance	15,687	18,829	23,189	25,508
Dues, Memberships, Miscellaneous	64,077	95,000	67,588	123,440
Leases, Rentals and Fees	256,247	250,431	252,221	267,040
Subtotal Expenses	\$ 3,563,483	\$ 4,728,784	\$ 3,733,489	\$ 5,080,437
Overhead Expense Transfers**				
Oakland & Alameda Ferry Route	(\$300,214)	(\$466,467)	(\$356,105)	(\$349,692)
Alameda Seaplane Ferry Route	(138,189)	(163,522)	(124,834)	(148,382)
Harbor Bay Ferry Route	(112,074)	(96,487)	(73,659)	(99,912)
South San Francisco Ferry Route	(24,401)	(21,187)	(16,174)	(38,080)
Vallejo Ferry Route	(329,079)	(445,322)	(339,962)	(367,277)
Richmond Ferry Route	(87,907)	(135,798)	(103,669)	(131,899)
Subtotal Expense Transfers	\$ (991,864)	\$ (1,328,784)	\$ (1,014,404)	\$ (1,135,242)
Total Expenses	\$ 2,571,619	\$ 3,400,000	\$ 2,719,085	\$ 3,945,194

* FY24 Includes 5.3% Cost of Living Increase and New FTE

** Transfers of Overhead included in Operations Systems Expense

Attachment B

San Francisco Bay Area Water Emergency Transportation Authority Fiscal Year 2023/24 Capital Budget

	Total Project	Prior Years Actuals	FY 2022-23 Actuals (Estimated)	FY 2023-24 Budget (Proposed)	Future Years
CAPITAL REVENUES:					
Federal Funds	\$ 112,540,737	\$ 4,225,184	\$ 9,101,607	\$ 33,327,627	\$ 65,886,319
State Funds	54,168,310	17,457,013	1,865,698	19,291,217	15,554,382
Bridge Toll Revenues	42,878,054	7,659,395	1,746,733	20,017,064	13,454,862
Local Dedicated Funds	5,329,014	365,341	1,870,055	2,439,004	654,614
Total Capital Revenues	\$214,916,115	\$29,706,933	\$14,584,093	\$75,074,912	\$95,550,177
CAPITAL EXPENDITURES:					
CURRENT PROJECTS	\$ 187,268,930	\$ 29,582,248	\$ 14,584,093	\$ 50,000,712	\$ 93,101,877
Facilities: Electrification	15,055,880	-	50,000	13,007,000	1,998,880
Zero-Emission Float Electrification Project	15,055,880	-	50,000	13,007,000	1,998,880
Facilities: Terminal Improvements	30,575,500	517,251	4,993,879	7,619,370	17,445,000
Vallejo Terminal Reconfiguration	16,696,000	-	109,883	440,117	16,146,000
Terminal Rehab - Main Street	9,760,000	507,256	4,175,742	5,077,002	0
Central Bay Terminal Expansion (Planning Phase)	1,849,000	-	-	550,000	1,299,000
Passenger Floats Rehabilitation - Pier 9	1,362,000	-	-	1,362,000	-
Passenger Float Rehab - SSF Terminal	908,500	9,995	708,255	190,250	-
Vessels: Construction	134,214,550	28,787,595	9,123,534	23,406,400	72,897,021
New High-Speed Expansion Vessel (2)	30,115,000	24,406,249	1,926,317	2,557,000	1,225,434
Vessel Replacement - MV Mare Island (Electric)	26,500,000	-	-	4,120,000	22,380,000
Vessel Replacement - MV Intintoli (Electric)	26,446,700	62,794	310,000	7,370,000	18,703,906
Vessel Replacement - MV Solano	18,951,200	167,082	3,506,334	3,202,000	12,075,785
Vessel Replacement - MV Bay Breeze	18,951,200	4,151,470	3,380,884	4,157,400	7,261,446
All-Electric Vessel Expansion -- Small (3)	13,250,450	-	-	2,000,000	11,250,450
Vessels: Major Components Rehabilitation (Engines/Gears/ Waterjets)	7,423,000	277,402	416,679	5,967,943	760,976
Vessel Mid-Life Reurbishment - MV Gemini	4,488,000	-	-	4,488,000	-
Engine Overhauls - FY22/FY23	2,235,000	277,402	416,679	1,129,943	410,976
Vessel Waterjet Upgrade - Pyxis Class Vessels	700,000	-	-	350,000	350,000
New for FY 2023/24	27,647,185	124,685	-	25,074,200	2,448,300
Facilities: Electrification	2,541,685	124,685	-	2,417,000	-
Shoreside Electrical Initiative (RM3/Planning Phase)*	2,541,685	124,685	-	2,417,000	-
Facilities: Terminal Improvements	13,187,000	-	-	13,187,000	-
Mission Bay Ferry Landing Project (Planning/Design)	6,000,000	-	-	6,000,000	-
Berkeley Pier/Ferry Project (Planning/Design Phase)	3,000,000	-	-	3,000,000	-
Vallejo Ferry Terminal Dredging	2,842,000	-	-	2,842,000	-
Oakland Expansion Feasibility (Planning/Design Phase)	900,000	-	-	900,000	-
Temporary Floats (emergency) (Planning /Design)	445,000	-	-	445,000	-
Vessels: Construction	240,000	-	-	240,000	-
Vessel Acquisition - 28' Workboat	240,000	-	-	240,000	-
Vessels: Major Components Rehabilitation (Engines/Gears/ Waterjets)	11,678,500	-	-	9,230,200	2,448,300
Vessel Mid-Life Refurbishment & Engine Overhaul - MV Pisces	4,679,000	-	-	4,354,000	325,000
Vessel Quarter Life Refurbishment - MV Hydrus	2,252,000	-	-	238,700	2,013,300
Engine Overhauls - FY24	2,010,000	-	-	1,900,000	110,000
Major Waterjet Projects	1,404,500	-	-	1,404,500	-
Spare Parts	1,333,000	-	-	1,333,000	-
Grand Total Expenses	214,916,115	29,706,933	14,584,093	75,074,912	95,550,177

* Prior year amounts reallocated/funded by other projects

Attachment C

FY 2023/24 Salary Schedule (effective date 7/01/2023)

Position	Authorized FTE	Salary Range: Annually	
		Low	High
Accountant*	2	\$ 102,134	\$ 145,923
Administrative Specialist*	1	\$ 82,080	\$ 117,256
Administration & Business Services Manager	1	\$ 102,134	\$ 145,923
Chief Financial Officer	1	\$ 180,926	\$ 258,728
Customer Experience/Communication Specialist*	2	\$ 82,080	\$ 117,256
Engineering & Maintenance Administrator*	2	\$ 125,788	\$ 179,695
Government & Regulatory Affairs Manager	1	\$ 125,788	\$ 179,695
Government & Regulatory Affairs Specialist	1	\$ 82,080	\$ 117,256
Grants Manager	1	\$ 125,788	\$ 179,695
Operations & Maintenance Manager	1	\$ 154,259	\$ 220,367
Operations Administrator	2	\$ 102,502	\$ 146,440
Planning & Development Manager	1	\$ 165,528	\$ 236,454
Principal Planner	1	\$ 157,169	\$ 224,518
Public Information & Marketing Manager	1	\$ 136,137	\$ 194,494
Senior Planner/Project Manager*	2	\$ 130,974	\$ 187,101
Transportation Intern (non-exempt, part-time)	0.5	\$ 41,856	\$ 66,560
Transportation Planner	2	\$ 100,858	\$ 144,083

* Additional 1 FTE Added

Positions Adjusted to account for 5.3% COLA utilizing Bay Area CPI

WETA ORGANIZATION CHART

