



## **Presentations for February 3, 2022 Board of Directors Meeting**

# WATER EMERGENCY TRANSPORTATION AUTHORITY

## Midyear Budget Review

February 2022

## Fiscal Year 2022 Budget – Midyear

- Report includes all significant expenses through December 2021—fiscal year halfway
- In FY22-- budget tracking with different cost categories than previous
- Ridership -- fare revenues biggest concern

# Revenues

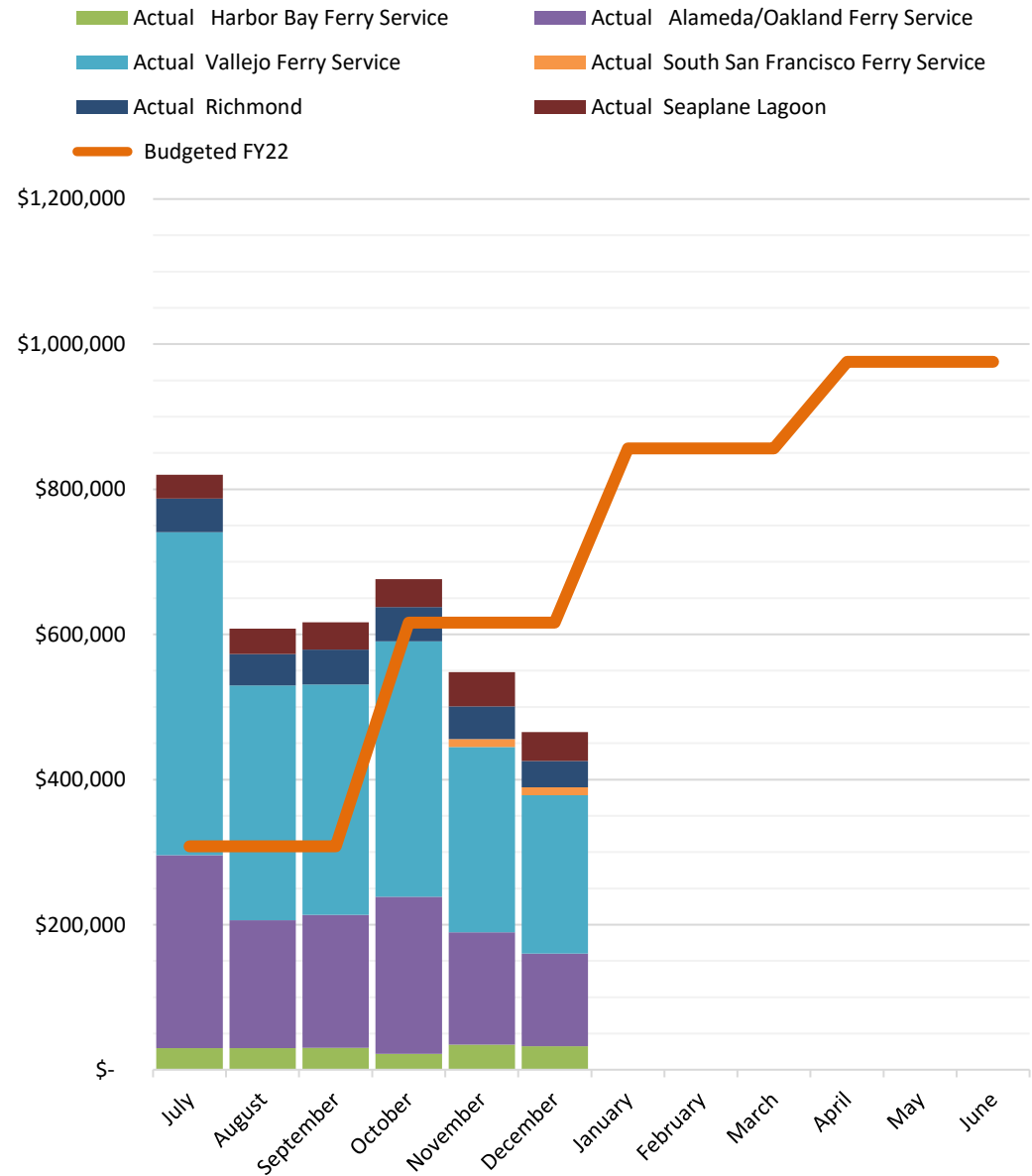
	Actual	Budgeted	% of Budget
Fare Revenue	\$ 3,734,175	\$ 8,268,000	45%
Federal Operating Assistance	8,965,979	22,069,400	41%
State Operating Assistance	-	450,000	0%
Regional - Bridge Toll	7,787,198	15,555,000	50%
Contra Costa Measure J	1,825,654	3,651,300	50%
Other Revenue	31,712	-	0%
<b>Total</b>	<b>\$ 22,344,718</b>	<b>\$ 49,993,700</b>	

- Fare revenue now below budget (more on this)
- Operating assistance below budget --- tied to actual contracted expense
- Other revenues on budget



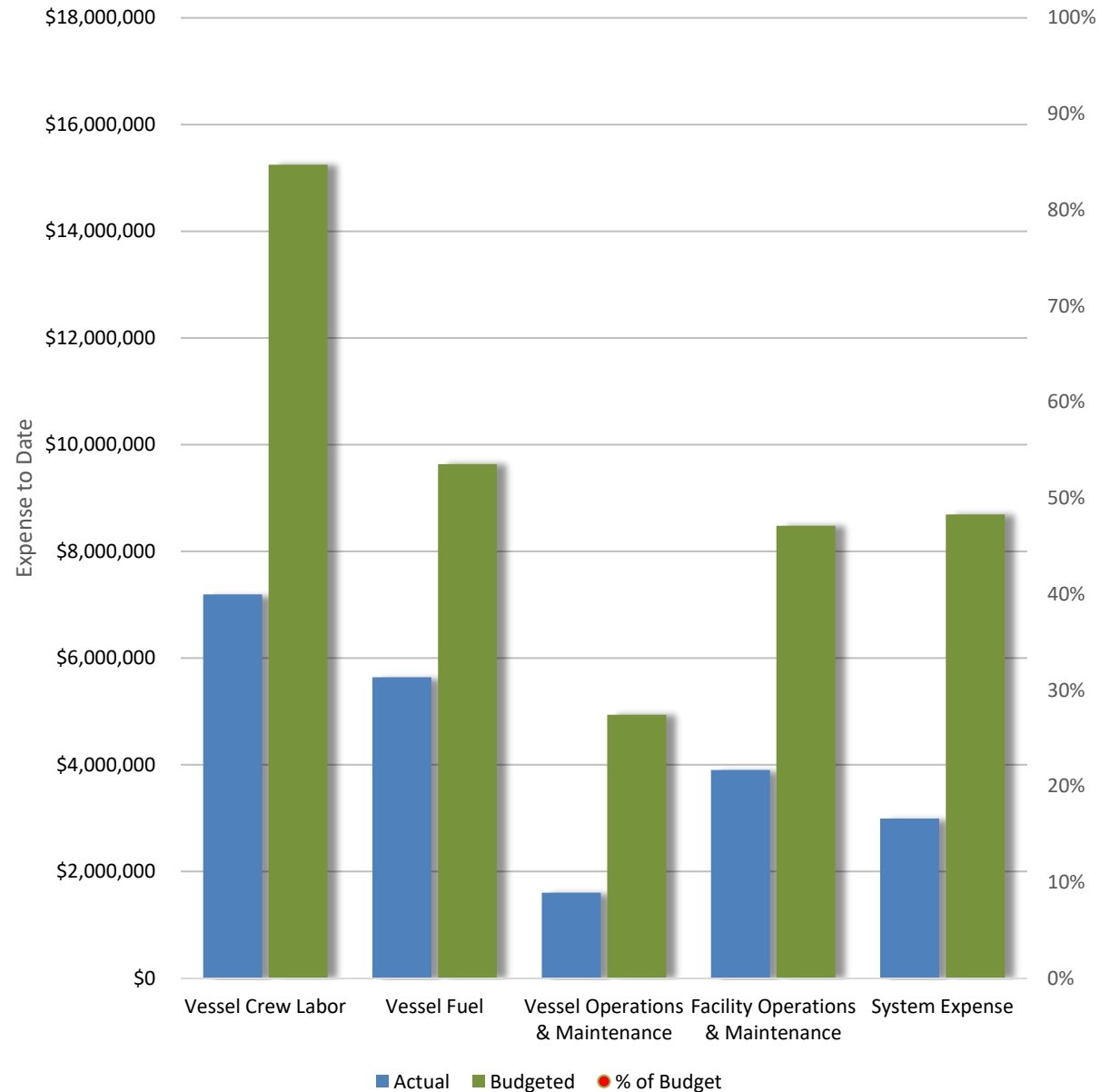
# Fare Revenue

- Fare Revenue trended high in the first quarter compared to budget
- Dropped in last two months due to Omicron, seasonal changes
- Need \$755,000 per month for remainder of year to make budget projections (equal to July receipts).



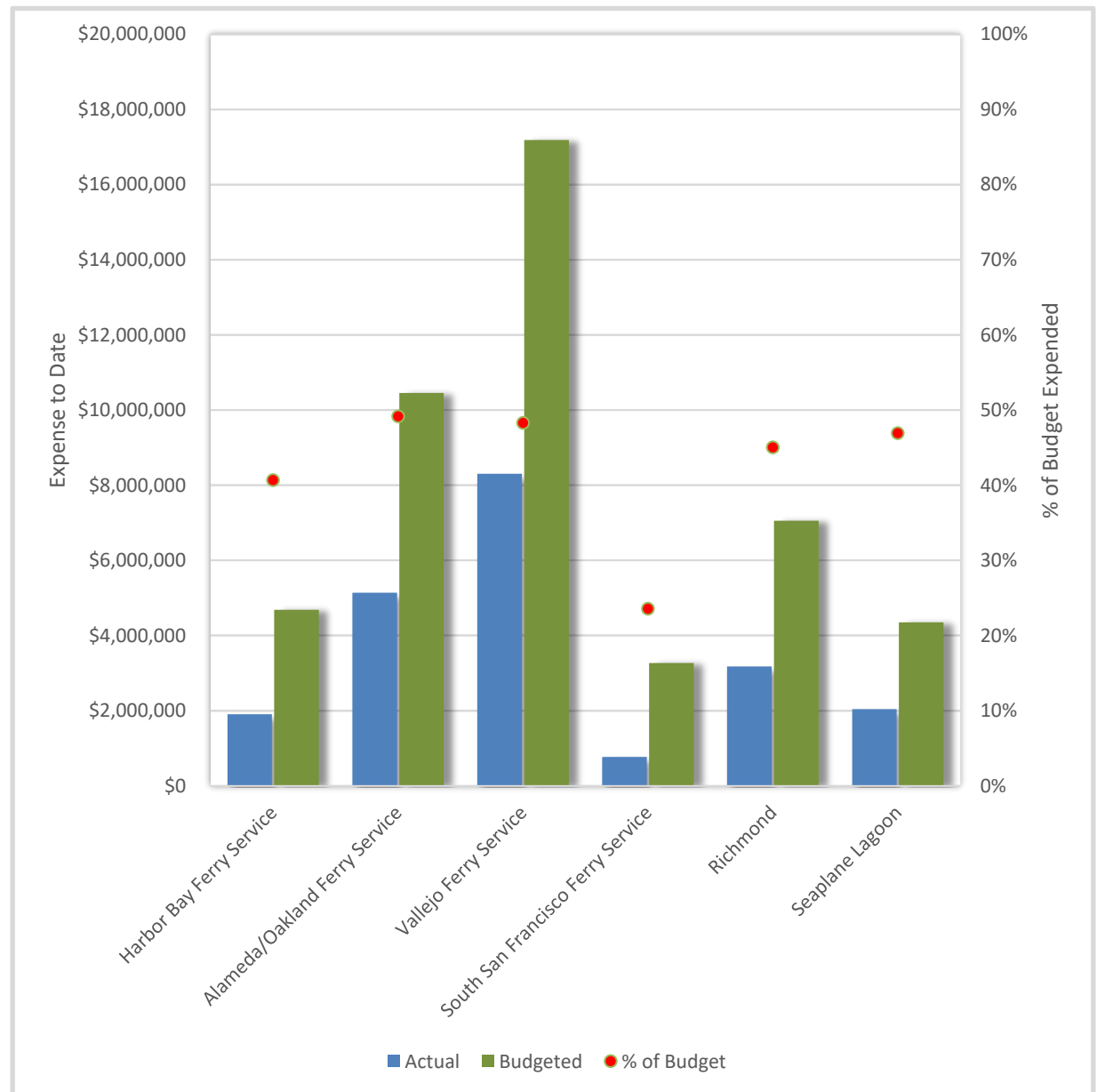
# Operating Expense

- Expenses overall within budgeted
- Fuel costs still trending higher than budget- if costs do not recede \$2.5 million deficit in fuel budget
- Vessel operations and system expense below budget – potential for offsetting savings to cover fuel issue
- Savings due to better management of maintenance and reduced number of unscheduled repairs—contingency preserved



# Expense by Service

- All services are within budgeted amounts
- South San Francisco started after anticipated, higher savings
- Harbor Bay expense 10% lower than budgeted amounts



# Planning and Administration

	Actual	Budgeted	% of Budget
Wages and Fringe Benefits	\$825,559	\$1,601,600	52%
Services	459,925	2,054,200	22%
Materials and Supplies	36,134	59,800	60%
Utilities	11,478	43,800	26%
Insurance and Miscellaneous	33,466	111,800	30%
Leases and Rentals	136,696	326,400	42%
Overhead Expense Transfer	(499,359)	(1,197,600)	42%
<b>Total</b>	<b>\$1,003,898</b>	<b>\$3,000,000</b>	

- **Salaries:** Trending slightly higher than budget.
  - First half of year - staff vacation accrual payouts (budgeted) & two CFO salaries for a full quarter (unbudgeted).
  - Budget assumed more staff charging to capital than last year, but first half of year saw very low capital activity.
  - Will continue to monitor in coming months
- **Materials and Supplies:** Budget included replacing staff laptops which occurred in the first half of year
- **Leases:** Lease savings anticipated due to lowered rent
- **Services:** Contract expenditures slower in first half than second half of year

# Capital Projects

**Expenditures to Date: \$5,721,359**

**FY 22 Budget: \$47,551,389**



- Significant amounts related to COVID delays -- majority of funds for major vessel construction projects
- Likely to see shifts to the next fiscal year of some spending
- Some capital invoices lag often by several months (dredging)
- New electric ferry project delayed due to State funding allocation delay

## Budget Next Steps



- Continued analysis in the coming months as we gather more data
- April – multiyear projections and federal support time (life) line
- May – first opportunity for budget approval
- June – final budget opportunity (if needed)



*San Francisco Bay Ferry*



**CDM  
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# Agenda

- Purpose of the Business Plan
- Governance Plan
- Enhanced Service Options
- Additional Ridership
- Outreach/Equity Plan
- First/Last Mile Plan
- 10-Year Financial Plan
- Next Steps





# Business Plan Purpose

- Funded by the San Mateo County Transportation Authority (SMCTA)
- Required by the SMCTA for Measure A and W funding
- Living document to be used to guide future planning/implementation
- Builds on 2021 Feasibility Study

# Feasibility Study



- New elements of Business Plan:
  - Governance
  - Alternative Service Options
    - Weekends
    - Special Events
  - Outreach/Equity
  - First Mile/Last Mile Service

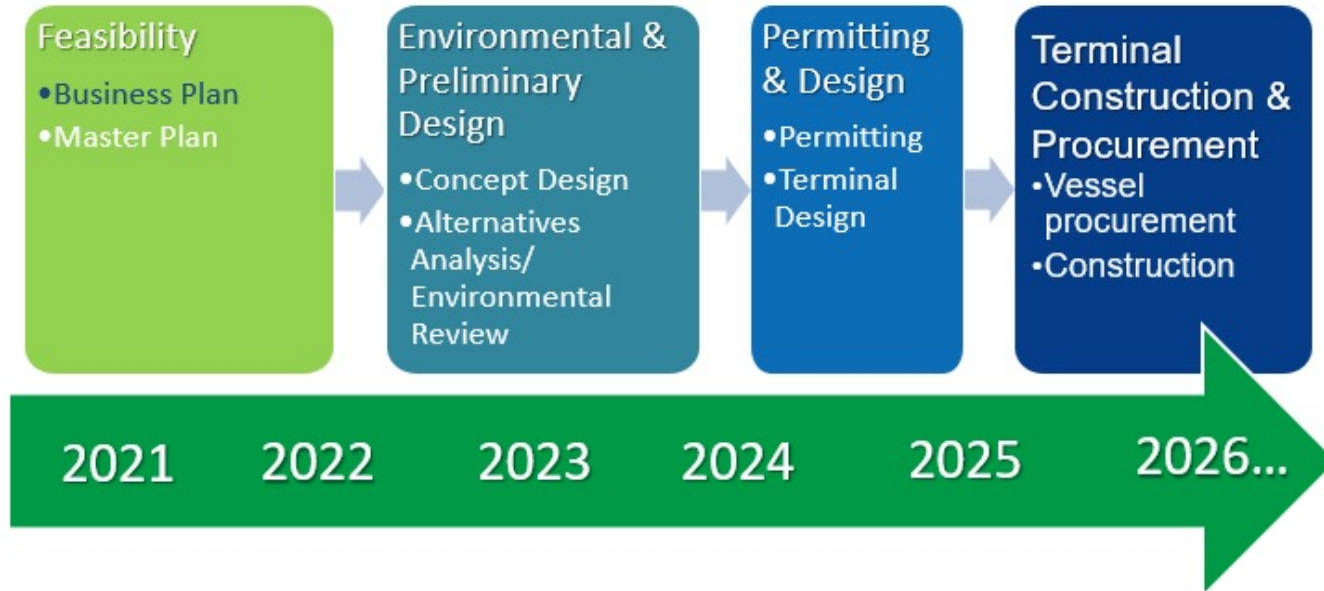
# Governance Plan

Agency	Role
<b>WETA</b>	<ul style="list-style-type: none"> <li>▪ Service provider for ferry operations</li> <li>▪ Procurement and maintenance of ferry vessels</li> <li>▪ Maintenance of waterside facilities</li> <li>▪ Partner agency for the implementation phase of the project</li> </ul>
<b>Port of Redwood City</b>	<ul style="list-style-type: none"> <li>▪ Provision of landside terminal facilities including parking</li> <li>▪ Provision of pedestrian/bicycle facilities for ferry access on Port property</li> <li>▪ Lead agency for the implementation phases of the project</li> </ul>
<b>City of Redwood City</b>	<ul style="list-style-type: none"> <li>▪ Provision of pedestrian/bicycle facilities for ferry access within the City</li> <li>▪ Provision of \$5.0 M in funding from the State</li> <li>▪ Partner agency for the implementation phase of the project</li> </ul>
<b>First/Mile Last Mile Transit Providers</b>	<ul style="list-style-type: none"> <li>▪ Provision of transit services to provide access and connectivity of the ferry services to the local and regional transit network and nearby centers of activity</li> </ul>
<b>SMCTA</b>	<ul style="list-style-type: none"> <li>▪ Partner agency for the implementation phase of the project</li> <li>▪ Provision of funding and project implementation oversight during the implementation phase of the project</li> </ul>
<b>MTC</b>	<ul style="list-style-type: none"> <li>▪ Provision of funding to cover implementation and ongoing operations/maintenance of the project</li> </ul>

# Governance/Project Implementation

- Port would serve as lead agency for permitting, environmental
- WETA, City would serve as partner agencies
- SMCTA Measure A funding available for PE/Permitting phase
  - Requires 10% local match
- City would continue to serve as recipient of SMCTA funding
- Would require amendment to existing MOU
- Lead on Final Design, Construction phases TBD


# Project Implementation Timeline






# Outreach/Equity


- Business Plan outreach focused on underserved and disadvantaged communities:
  - On-Site Survey Distribution
  - In-Person Events (Oakland/RWC Farmers Markets)
  - Online Survey
  - Redwood City Together Partnership
  - Materials in Spanish & English
- Two additional meetings with water resources users and interests





### Schedule Options

-  Weekday morning and afternoon commute hours
-  Potential weekend and midday service
-  Free or low-cost shuttle connections





### Tell us about your service needs!


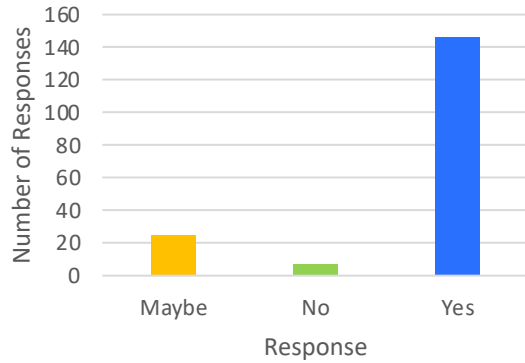
-  Are you interested in the ferry service?
-  Are you interested in the shuttle service?
-  Would you ride either service midday, at night, or on the weekends?

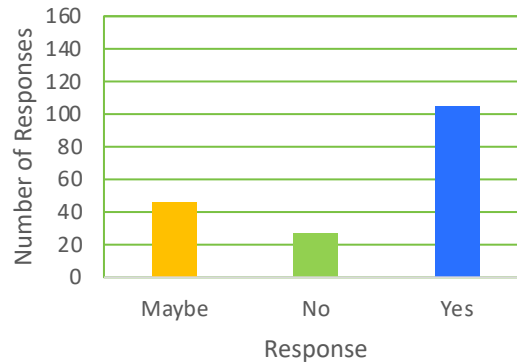
Image credit: © Aaron Kahr / Adobe Stock

# Survey Results

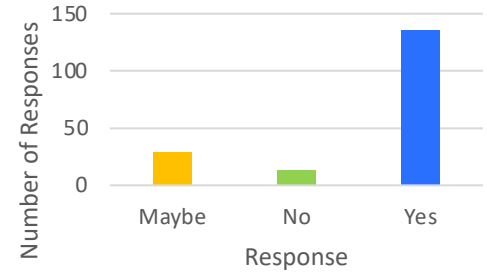
Will the ferry service benefit you in some way?



Will the shuttle service benefit you in some way?



Would the ferry and/or shuttle operating outside of commuting hours be useful to you?



# Equity Analysis

- Access to higher paying jobs:
  - Peninsula jobs paid 24% more than East Bay jobs in 2020\*
- Access to lower cost housing
  - Housing costs were 36% lower in Alameda County compared to San Mateo County in 2021\*\*
  - Rental costs were 22% lower Alameda County compared to San Mateo County in 2021\*\*\*

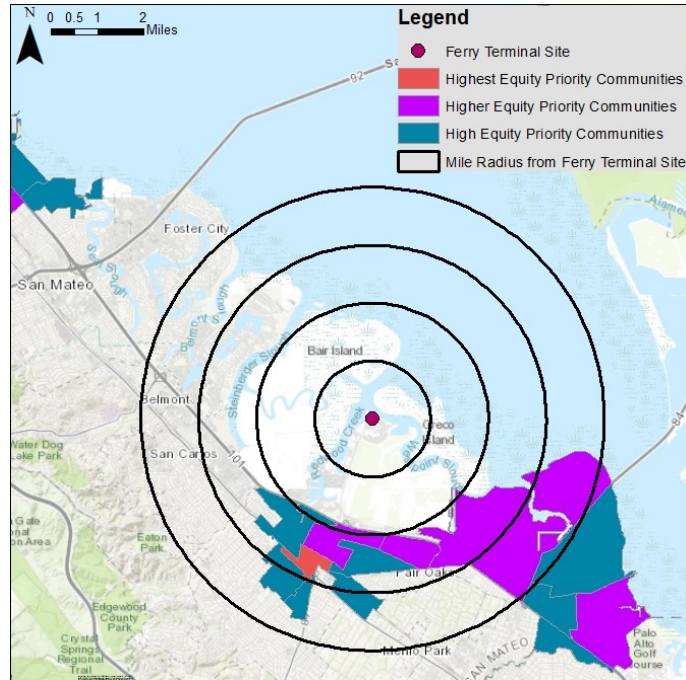
\* *Source: California Employment Development Department*

\*\* *Zillow Home Value Index*

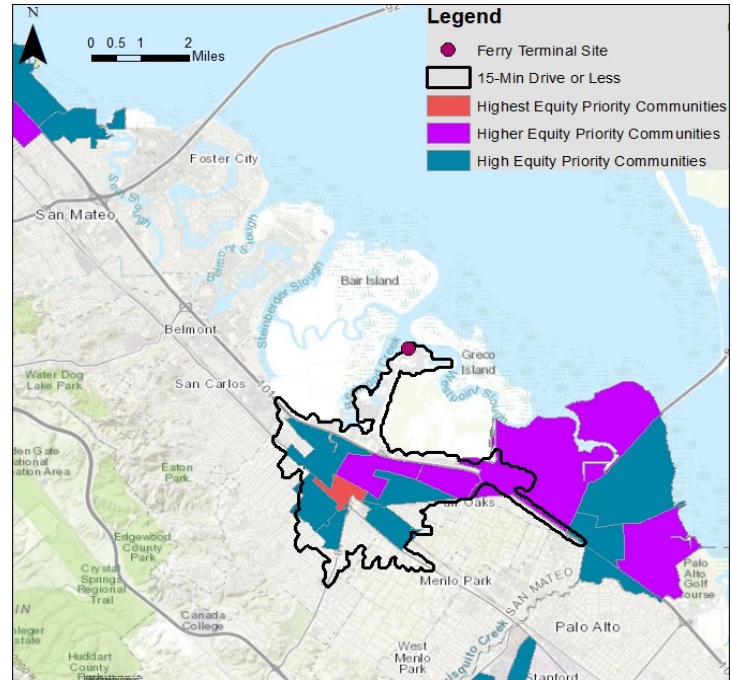
\*\*\* *Derived from Costar*



# Equity Priority Communities near the Redwood City Ferry Terminal Site

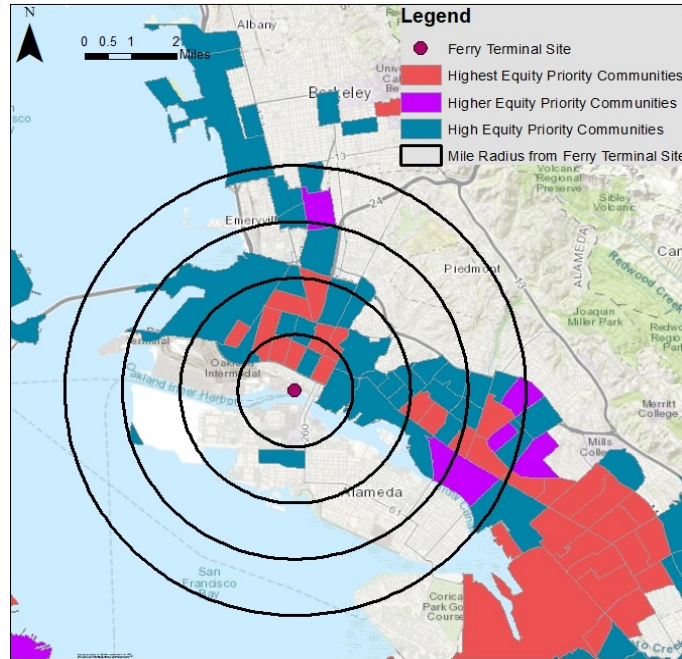


One-mile intervals

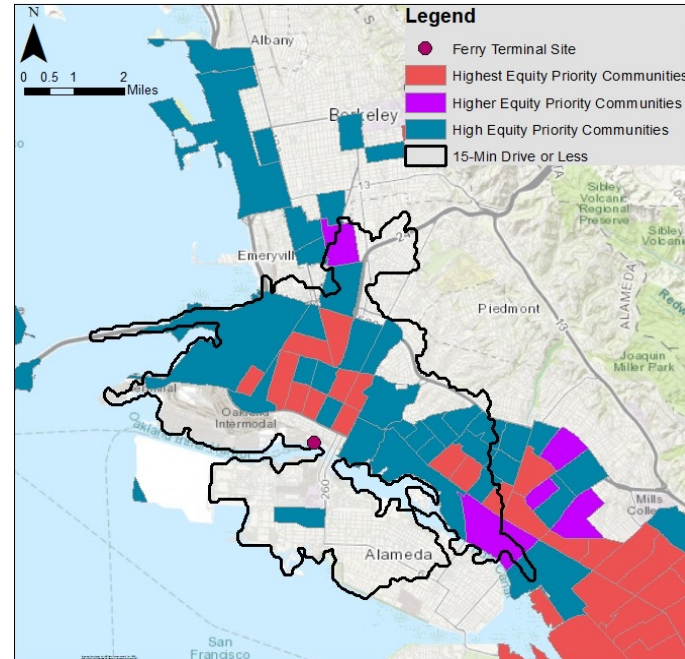


15-minute drive time

# Equity Priority Communities near the Oakland Ferry Terminal



One-mile intervals



15-minute drive time

## Key Themes – Input from Water Resource Users/Interests

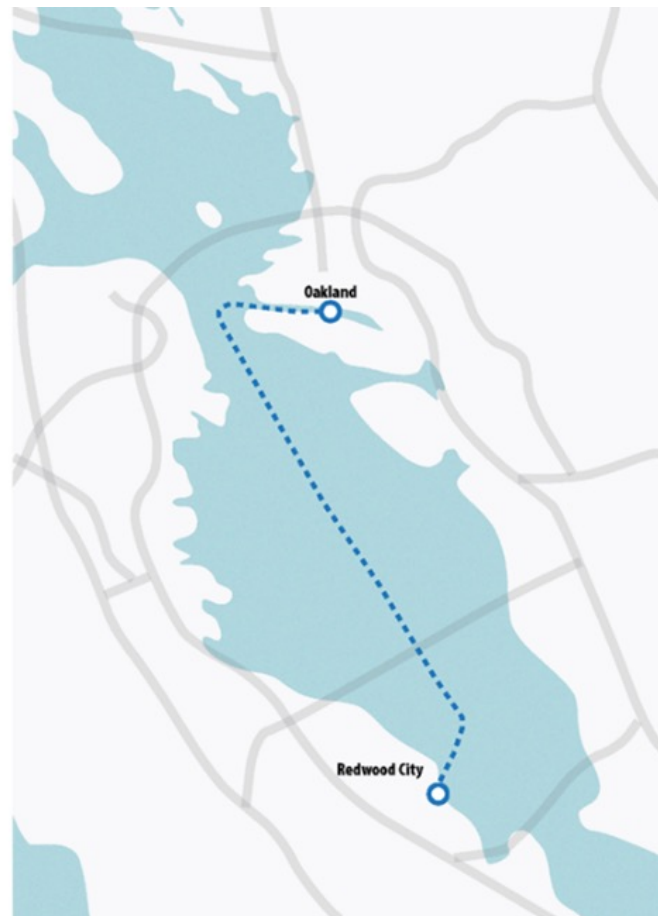
- The waterways which would be used by the ferries are an important recreational resource and wildlife habitat
- Wake and speed management is critical to avoid adverse impacts to boaters, recreational users, and wildlife.
- Private ferry operations caused hazardous conditions for recreation users
- Better enforcement is needed
- If these issues are addressed, ferry service is a good idea

# Service Plan - Overall

- Feasibility study established standard, commute-only service profile for both SF and Oakland
- Interest expressed by City, Port to expand service into midday, weekend and special events
- Developed concept service plans, ridership and cost estimates for this “Full Build-out” model
- “It is important to note...” actual project can be phased depending on demand, available operating dollars
  - SF or Oak first? Weekday only? Commute only? Special events?
- Dependent on technology improvements for zero-emission capabilities

# Service Plan - Oakland

OAK – RWC Weekdays				
Boat	Depart OAK	Arrive RWC	Depart RWC	Arrive OAK
Boat 1	6:15 AM	7:20 AM	7:30 AM	8:35 AM
Boat 2	7:20 AM	8:25 AM	8:35 AM	9:40 AM
Boat 1	9:20 AM	10:25 AM		
Boat 2	10:25 AM	11:30 AM		
Boat 1			2:20 PM	3:25 PM
Boat 2			3:00 PM	4:05 PM
Boat 1	4:10 PM	5:15 PM	5:25 PM	6:30 PM
Boat 2	4:50 PM	5:55 PM	6:05 PM	7:10 PM



# Service Plan – San Francisco

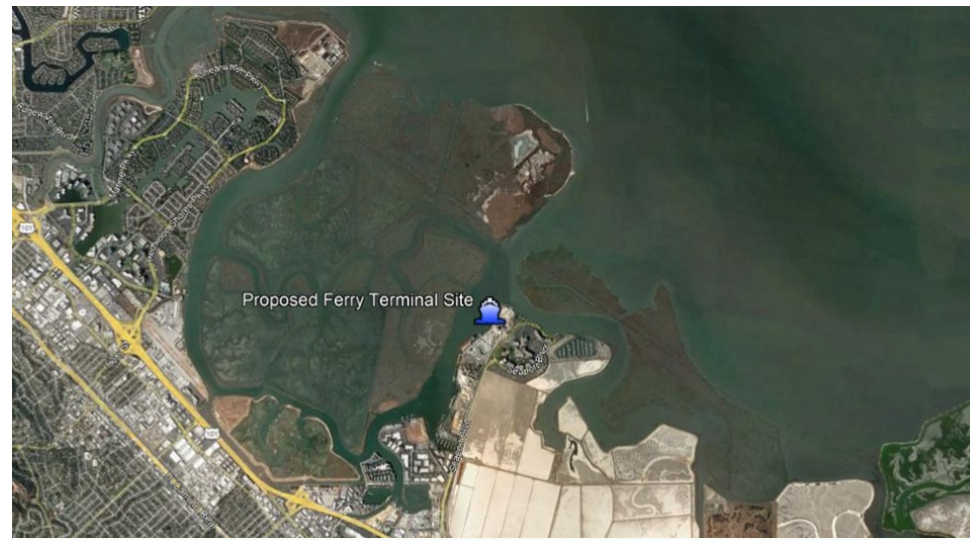


SF – RWC Weekdays				
Boat	Depart SF	Arrive RWC	Depart RWC	Arrive SF
Boat 1	5:50 AM	6:45 AM	6:55 AM	7:50 AM
Boat 2	6:20 AM	7:15 AM	7:25 AM	8:20 AM
Boat 1	8:35 AM	9:30 AM	9:40 AM	10:35 AM
Boat 2	9:05 AM	10:00 AM		
Boat 1			1:55 PM	2:50 PM
Boat 2			2:55 PM	3:50 PM
Boat 1	3:00 PM	3:55 PM	4:40 PM	5:35 PM
Boat 2	4:00 PM	4:55 PM	5:45 PM	6:40 PM
SF-RWC Weekends				
Boat	Depart SF	Arrive RWC	Depart RWC	Arrive SF
Boat 1	9:30 AM	10:25 AM	10:35 AM	11:30 AM
Boat 2	10:15 AM	11:10 AM	11:20 AM	12:15 PM
Boat 1	12:30 PM	1:25 PM	1:35 PM	2:30 PM
Boat 2	1:15 PM	2:10 PM	2:20 PM	3:15 PM
Boat 1	2:40 PM	3:35 PM		
Boat 3			2:00 PM	2:55 PM
Boat 4			3:15 PM	4:10 PM
Boat 3	3:05 PM	4:00 PM	5:00 PM	5:55 PM
Boat 2	3:25 PM	4:20 PM		
Boat 4	4:20 PM	5:15 PM	6:15 PM	7:10 PM
Boat 3	6:05 PM	7:00 PM	7:10 PM	8:05 PM
Boat 4	7:20 PM	8:15 PM	8:25 PM	9:20 PM



# Ferry Terminal

- Northern Site:
  - Eliminates dredging
  - Removed from most sensitive areas
  - Better ferry maneuverability
  - Lower cost - \$16.3 M
  - Single berth only



Item Name	Description of Components	Total Cost
<b>Construction Costs</b>		
<b>Waterside Construction Subtotal</b>		<b>\$8,300,000</b>
Contingency	Allowance for 25% Contingency	\$2,075,000
<b>Subtotal</b>		<b>\$10,375,000</b>
Contingency	Allowance for 10% Construction Contingency	\$1,037,500
<b>Total Estimated Waterside Cost</b>		<b>\$11,500,000</b>
<b>Landside Construction Subtotal</b>		<b>\$2,400,000</b>
Contingency	Allow for 25% Contingency	\$600,000
<b>Total Estimated Landside Cost</b>		<b>\$3,000,000</b>
<b>Permitting Costs</b>		
Float	Permit Compliance and support	\$167,000
Lot	Permit Compliance and support	\$167,000
<b>Total Estimated Cost (Marine Waterside, Marine Landside and Permitting)</b>		<b>\$14,900,000</b>
<b>Total Estimated Cost Construction (year 2022 dollars)</b>		<b>\$16,300,000</b>

## Speed/Wake Enforcement

- *Speed restrictions that extend into the San Francisco Bay are in place for safety reasons*
- *Wake restrictions are intended to protect both non-motorized water users as well as sea and land species and their habitat, which can potentially be affected by wake and noise impacts*
- *Enforcement is the responsibility of the Coast Guard and the Redwood City Police Department. The Port is building a new docking facility for the Police and Fire Departments*
- *WETA follows maritime rules for wake enforcement and has a long history of successful conformance with wake related operating speed restrictions. There is no additional cost associated with adhering to wake regulations.*

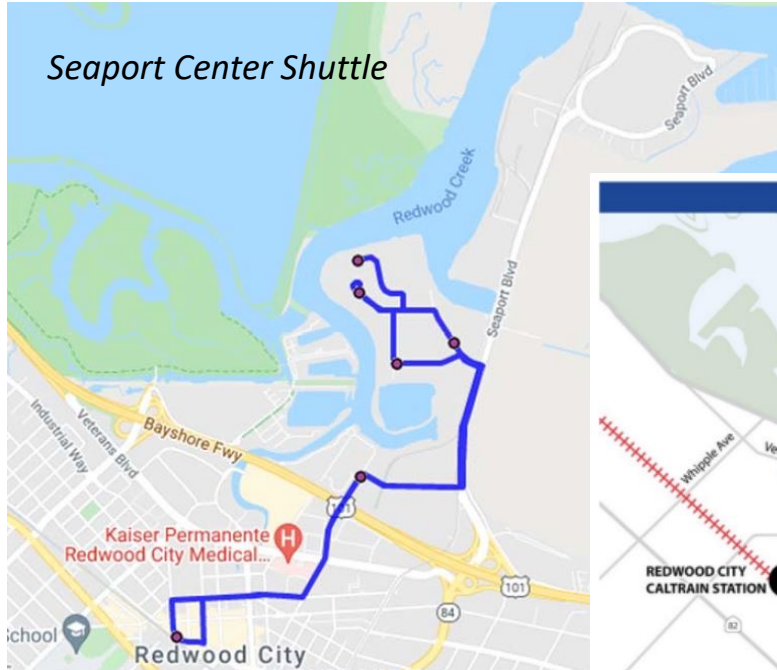


# Ridership Estimates

Route	Weekday Boardings	Weekend Day Boardings
<i>(forecast values for new routes shown in bold)</i>		
Oakland/Alameda-San Francisco	5,047	4,120
Vallejo-San Francisco	4,081	1,983
<b>Berkeley-San Francisco-Mission Bay</b>	<b>2,020</b>	<b>1,270</b>
<b>Berkeley-San Francisco</b>	<b>1,830</b>	<b>1,150</b>
Harbor Bay-San Francisco	1417	-
<b>Redwood City-San Francisco</b>	<b>1,290</b>	<b>1,130</b>
<b>Oakland-Redwood City</b>	<b>850</b>	-
Richmond-San Francisco	813	680
Oakland/Alameda-South San Francisco	601	-
<b>Berkeley-Larkspur (Weekend Service)</b>	-	<b>490</b>

# First/Last-Mile Options

Existing transit services can be enhanced



# First/Last-Mile Options - Shuttles

- Two existing shuttles that can be easily modified for ferry
- It is reasonable to assume private employers will serve ferry, as they do in South SF
- Recommend development of a new shuttle to serve other employment areas/communities

Option	Description	Benefits	Drawbacks
<b>Incorporate Pacific Shores Shuttle</b>	Adjust the service schedule to meet ferry arrivals/departures	<ul style="list-style-type: none"> <li>▪ Provides a connection to Downtown</li> <li>▪ Builds efficiency with an existing service (fills empty 'reverse commute' seats)</li> <li>▪ Reduces operational costs compared to a new shuttle</li> <li>▪ Leverages private funding</li> </ul>	<ul style="list-style-type: none"> <li>▪ Could be difficult to align schedule</li> <li>▪ May require more shuttle trips to meet both ferries and Caltrain</li> <li>▪ Requires coordination with private businesses</li> </ul>
<b>Extend Seaport Centre Shuttle</b>	Extend the route to ferry terminal site to meet ferry arrivals/departures	<ul style="list-style-type: none"> <li>▪ Provides connections to Seaport Centre and Downtown</li> <li>▪ Builds efficiency with an existing service (fills empty 'reverse commute' seats)</li> <li>▪ Reduces operational costs compared to a new shuttle</li> <li>▪ Leverages private funding</li> </ul>	<ul style="list-style-type: none"> <li>▪ Could be difficult to align schedule</li> <li>▪ May require more shuttle trips to meet both ferries and Caltrain</li> <li>▪ Requires coordination with private businesses</li> </ul>
<b>Create New Service</b>	Create a new shuttle service to make desired connections	<ul style="list-style-type: none"> <li>▪ Full control of scheduling</li> <li>▪ Can select locations to serve</li> <li>▪ Could create a service that serves multiple purposes</li> </ul>	<ul style="list-style-type: none"> <li>▪ Partnerships for funding will be needed</li> <li>▪ High operational costs</li> </ul>
<b>Promote Direct Employer Shuttles</b>	Encourage large employers to provide shuttle service	<ul style="list-style-type: none"> <li>▪ Requires no public funding commitment to</li> </ul>	<ul style="list-style-type: none"> <li>▪ No public control over service decisions</li> <li>▪ Employer shuttles likely will only serve each employer's staff</li> </ul>
<b>Extend SamTrans Route 270</b>	Extend runs to the ferry terminal site that would align with ferry schedules	<ul style="list-style-type: none"> <li>▪ Increases potential service area</li> <li>▪ Creates a link to the public transit system</li> </ul>	<ul style="list-style-type: none"> <li>▪ Coordination with ferry schedule could be difficult</li> <li>▪ SamTrans cost per hour is higher than for shuttles</li> <li>▪ Increases travel time for people not going to the ferry</li> </ul>
<b>Study On-Demand Service</b>	Study the feasibility of an on-demand shuttle service within Redwood City	<ul style="list-style-type: none"> <li>▪ Directly connects all Redwood City residents to the ferry terminal</li> <li>▪ Increases connectivity to all parts of Redwood City</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increases local costs</li> <li>▪ Could require a new management structure</li> </ul>

# Bicycle/Pedestrian Connections



# Ten-Year Cost Analysis

## Operations Expense

Item	Oakland	San Francisco
<b>Service Assumptions</b>		
AM Trips (Peak Dir./ Rev.)	2 / 2	2 / 2
PM Trips (Peak Dir./ Rev.)	2 / 2	2 / 2
Trip Time (Minutes)	65	55
Total Daily Crews	4	4
Number of Vessels	2	2
<b>Annual Operations &amp; Maintenance Costs - \$ Year 2022</b>		
Crew Labor	\$2,410,624	\$3,592,302
Vessel Maintenance	\$805,748	\$805,748
Facility Operation & Maintenance	\$654,738	\$840,737
System Expenses	\$1,008,408	\$1,190,568
Fuel	\$2,234,820	\$2,817,500
<b>Total, Operating Expenses</b>	<b>\$7,114,338</b>	<b>\$9,246,855</b>
<b>10-Year Operating Expenses (2025-2034)</b>		
Crew Labor	\$27,635,103	\$41,181,717
Vessel Maintenance	\$9,236,998	\$9,236,998
Facility Operation & Maintenance	\$7,505,837	\$9,638,108
System Expenses	\$11,560,268	\$13,648,528
Fuel	\$25,619,707	\$32,299,480
<b>Total, Operating Expenses</b>	<b>\$81,557,912</b>	<b>\$106,004,830</b>

## Farebox Recovery

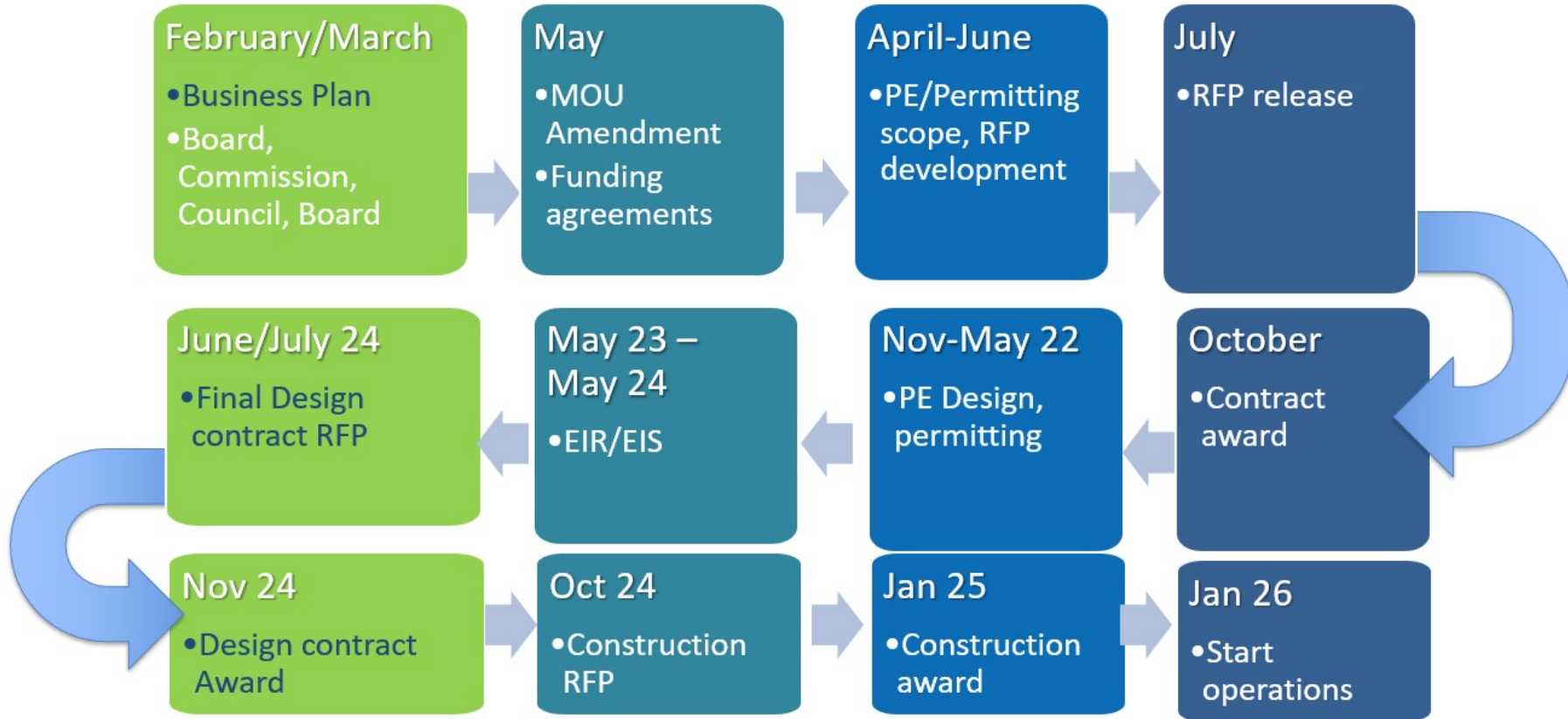
Item	Redwood City Routes	
	OAK	SF
<b>10-Year Annual Operating Expenses</b>	\$81,557,912	\$106,004,830
<b>10-Year Ridership</b>	2,484,796	5,196,003
<b>10-Year Annual Fare Revenue</b>	\$33,424,330	\$68,151,708
<b>Farebox Recovery Percentage</b>	41%	64%

## Capital Costs

Item	Cost
<b>Terminal Construction</b>	\$ 19,800,000
<b>Vessels</b>	\$ 80,000,000
<b>Shuttle</b>	\$ 150,000
<b>Environmental review and engineering</b>	\$ 3,000,000
<b>Total</b>	<b>\$ 102,950,000</b>



## Next Steps





Questions?