



Presentations for August 17, 2022 Board of Directors Meeting



Item 4: Business Plan Workshop



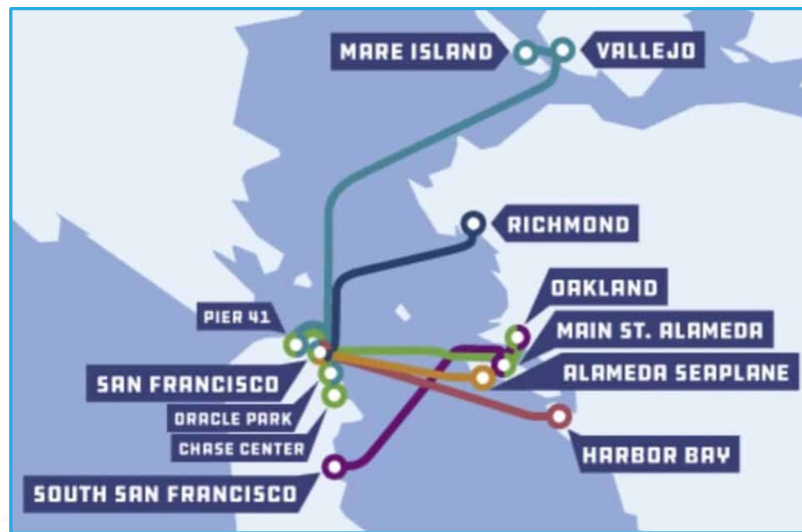
Board Workshop #1

August 17, 2022

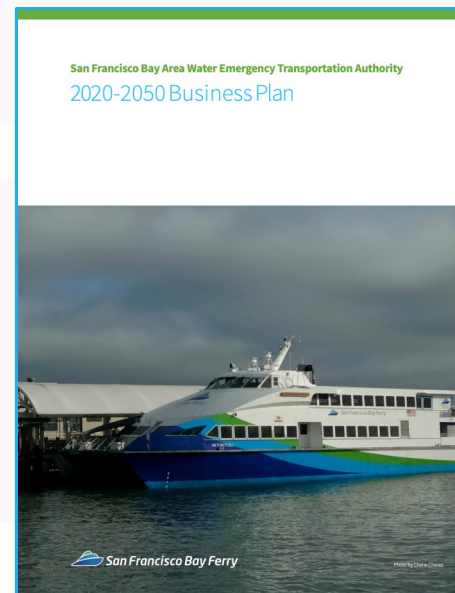

bayferry2050.org

WETA 2050 Service Vision & Business Plan

Service Vision: “The What”



Business Plan: “The How”



Agenda

Background

10 MINS

Overview
Initial stakeholder outreach
Focus areas

Outreach

40 MINS

Advisory Groups
Working Groups
Survey results

Service vision development

40 MINS

Network expansion concepts
Scenario planning process
Futures

Financial capacity

30 MINS

Baseline scenario
financial analysis



Goals for today

Update

Summer outreach activities
Initial service, financial analysis

Share

Stakeholder and advisory group feedback
Website survey
Future work program

Inform

Initial scenario's based on discussions
Financial capacity analysis
Integration of service vision with emergency response, environmental stewardship

Discuss

Range of service options
Range of possible futures
Future outreach and stakeholder participation

Background



Project team



WETA Staff

FEHR & PEERS

Transportation Planning



Public Outreach

AECOM

Emergency Response



Financial Planning



Naval Architecture

TBD

Management



Initial stakeholder outreach

Workshop pre-planning

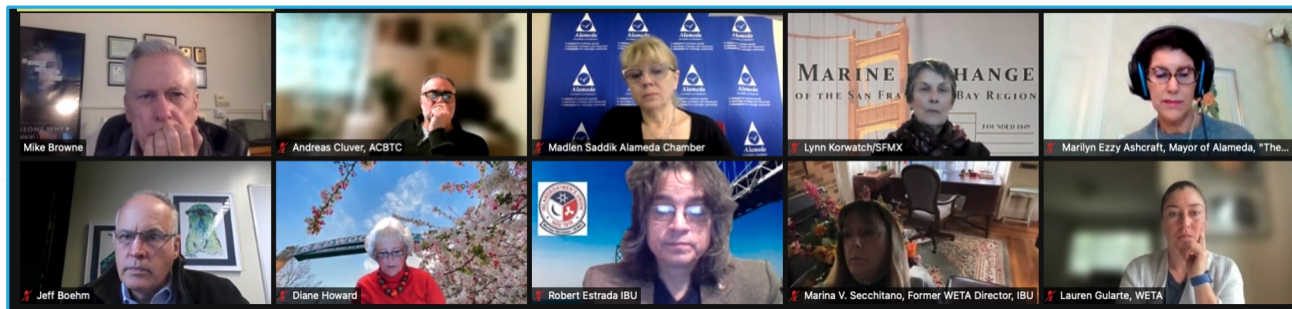
SEPTEMBER - OCTOBER 2021

- 15 Stakeholder interviews
- 5 Focus groups
- 77 Survey responses

Stakeholder workshop

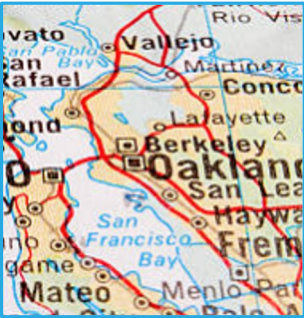
OCTOBER 22, 2021

- 44 Participants
- 6 Focus areas for a new service vision discussed



Focus areas

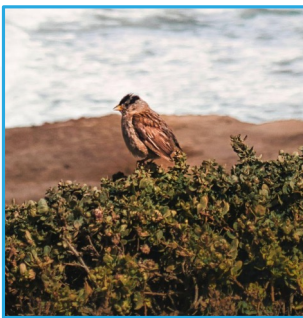
Regional ferry network 



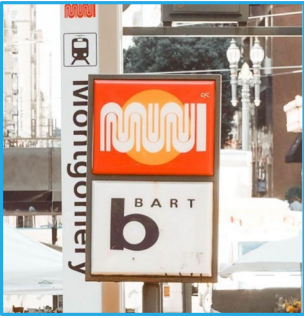
Emergency response 



Environmental stewardship 



Community connections 



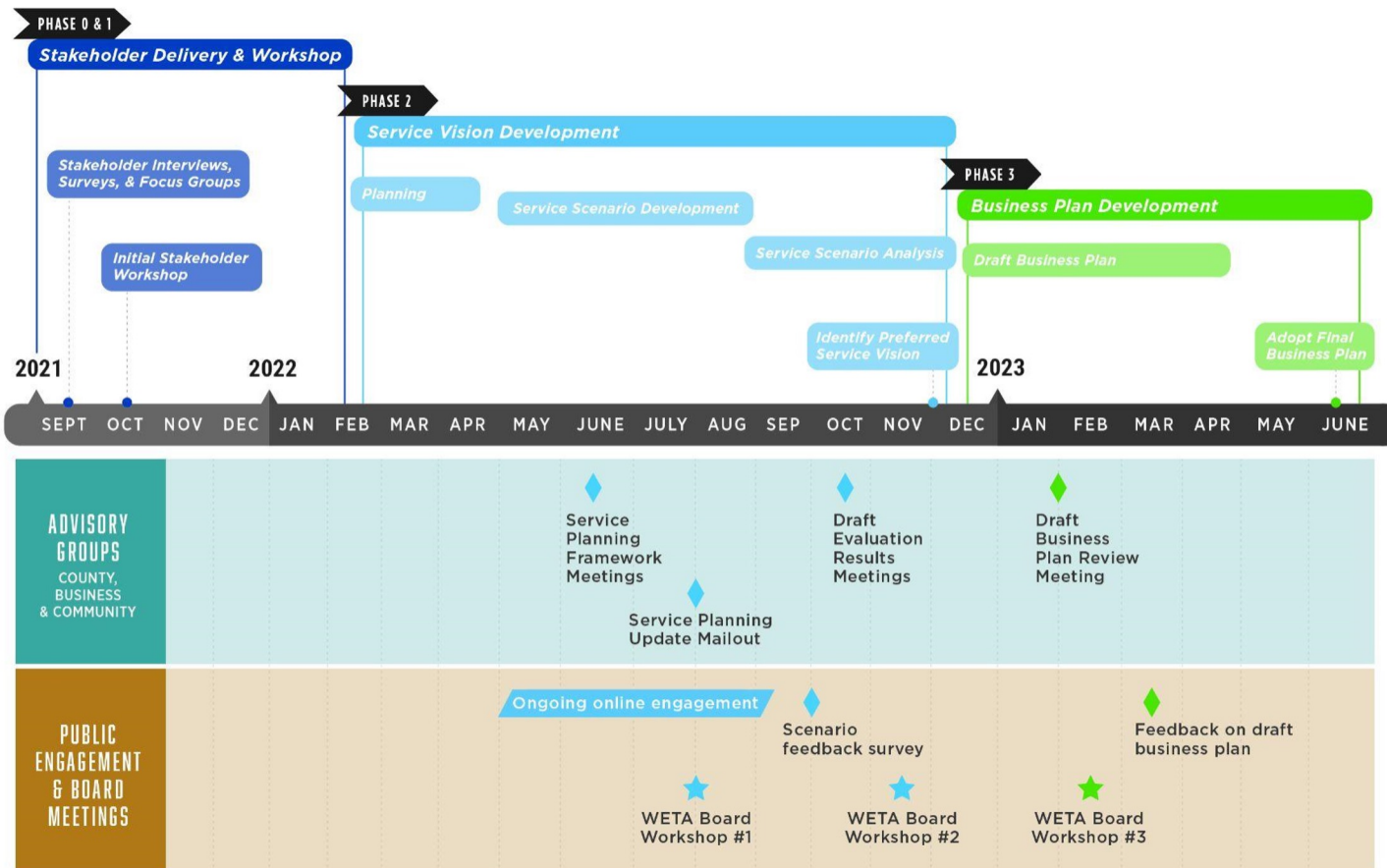
Financial capacity 



Organizational capacity 



Project timeline & milestones



Stakeholder & public outreach



Why provide ferry service?



Grow transit ridership

An opportunity to move more people across the region's traffic bottlenecks.



Connect job and activity centers

Connect communities to jobs and activities that are not easily reached via driving.



Complement the region's transit system

Fill gaps in the region's transit system and emergency response needs at pinch points.



Support economic development

Support transit-oriented development and diversify access to economic opportunities.

Creating a competitive ferry service

Frequency

Ferries offer riders choices and flexibility



Service hours

Ferries are running when riders need them



Ride quality

Ferries enable riders to relax, multitask, and travel comfortably



Travel time

Ferries save people time compared to other modes of travel



Fares

Ferries are a reasonable cost compared to other modes of travel





Navigating constraints



Market competitiveness

Not all markets can support ferry service due to demand, travel times, and operational constraints.



Terminal access

Barriers to terminal access can limit the usefulness of ferry service.



Cost effectiveness

Ferry service can be more expensive to provide on a per-passenger basis than other modes of transit.



Environmental sensitivity

Many areas of the Bay are not suitable for ferry service due to wetlands, tides, and water depths.



What kinds of markets could WETA serve?



Established transit markets

A regional market that already has established rail or bus ridership



Established auto market

A regional market with substantial auto travel but limited transit ridership



New markets

A regional market with very little existing travel but potential for induced demand



Local markets

A local market for short distance service



Advisory groups

Business Advisory Group

- Alameda Chamber of Commerce
- Bay Area Council
- Berkeley Chamber of Commerce
- Chamber San Mateo County
- East Bay Economic Development Alliance
- Genentech
- Google
- Kaiser Permanente
- Oakland Chamber of Commerce
- Richmond Main Street
- Salesforce
- SAMCEDA
- San Francisco Chamber of Commerce
- Silicon Valley Leadership Group
- Solano Economic Development Corporation
- Southern Land Company
- Treasure Island Community Development
- UC Berkeley

Community Advisory Group

- Alameda Point Collaborative
- Bike East Bay
- Greenbelt Alliance
- One Treasure Island
- SF Port Advisory Committees
- Seamless Bay Area
- Sierra Club San Francisco Bay
- SolTrans Public Advisory Committee
- SF Transit Riders
- SPUR
- Transport Oakland
- Urban Tilth
- Vallejo Project
- Targeted outreach to additional CBOs



Business Advisory Group

First meeting on June 16, 2022

- 18 representatives
- Chambers of commerce
- Economic development alliances
- Large businesses
- Employers from across the Bay Area





















Network expansion preferences

- Prioritize ridership over coverage
- Focus on all-day service versus peak-only service
- Prioritize markets with existing, seamless first and last mile connections
- No preference between complementary and overlapping markets

Uncertainty of potential futures

- Local and regional transit funding
- Commute patterns
- Earthquake resilience



 Chris Rico (he/him) President/CEO Sola...	 David Sorrell, TDM-CP (UC-Berkeley -...	 Heather Salem - Genentech	 Emily Loper, Bay Area Council	 Madlen Alameda Chamber&Economic...
 Mike Gougherty, WETA	 Mike King, CivicMakers	 Lawrence Grodeska, CivicMakers	 Gabriel Chan, WETA	 Rosanne Foust (she/her) - SAMCEDA
 kevin.griffith	 Amy Buckmaster -Chamber San Mateo...	 Jason Baker	 Michael Wooley-Ousdahl	Andrea Jones Andrea Jones
Sofía Lopez - Richmond... Sofía Lopez - Richmond Chamber	 Andrea Portillo-Knowles, RMSI	 Beth Roessner, Berkeley Chamber	 Alyssa Sherman	 Lauren Gularte, WETA
Joycelin Luc - Bayer Joycelin Luc - Bayer		 Barbara Leslie		 17

Community Advisory Group

First meeting on July 13, 2022

- 22 representatives
- Community-based organizations
- Transit and environmental advocates
- Interested community members from across the Bay Area

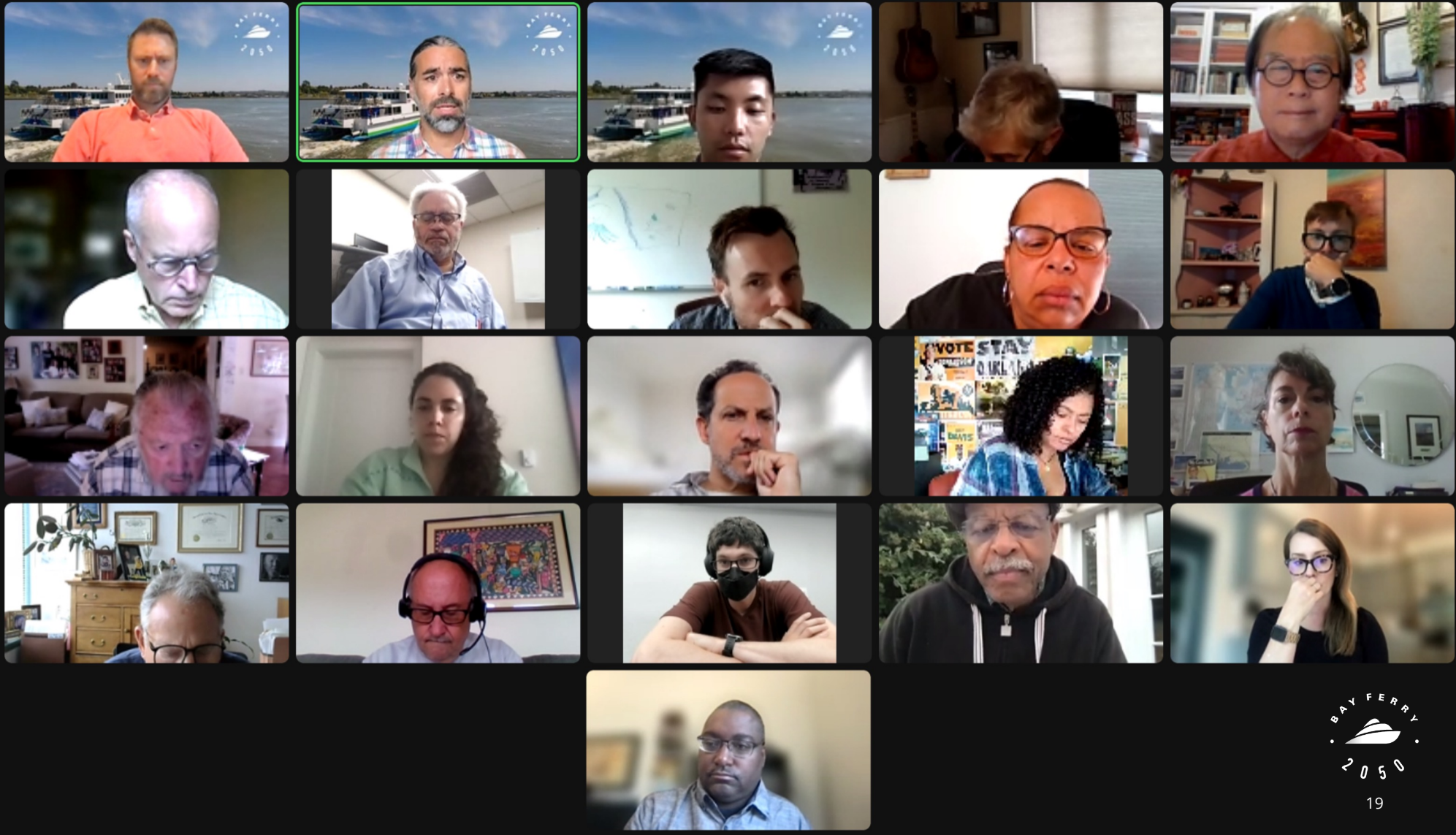
Network expansion preferences

- Prioritize ridership over coverage
- Focus on all-day service versus peak-only service
- Advocated for ferry service in their respective markets
- Slight general preference toward overlapping markets

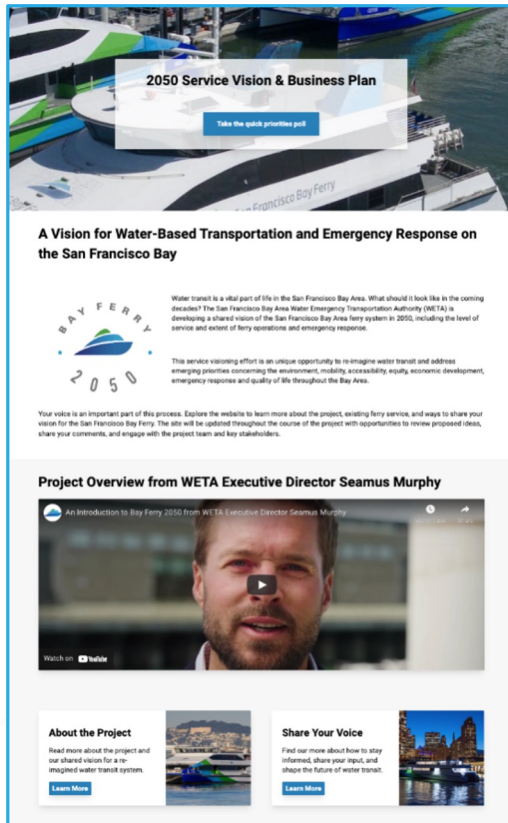
Uncertainty of potential futures

- Local and regional transit funding
- The environment
- Land use policy





Bay Ferry 2050 website engagement



2,297 microsite visitors since May 2022

91% of visitors accessed the site directly

3% signed up for periodic project updates

9% found the site through social media and other channels



Online priorities poll

1,048 completed submissions

Between July 12 and August 11, asked Bay Area community members to respond to 7 questions, polling general sentiment about barriers to using ferry service, how to prioritize ferry expansion, and when ferry service should be offered.

SURVEY

Quick Priorities Poll

Add your voice to the conversation with this quick poll. Share your priorities for future ferry service on San Francisco Bay and how the ferry can better meet your travel needs. All responses will be shared with WETA Board and staff members and used to inform a preferred service vision for the San Francisco Bay Ferry.

If you would prefer to participate in a language other than English, please return to the [Share Your Voice](#) page, and use the Google Translate button on the top right of the page to translate the page. Then, scroll down to the Quick Priorities Poll tool and click "Take the Poll."

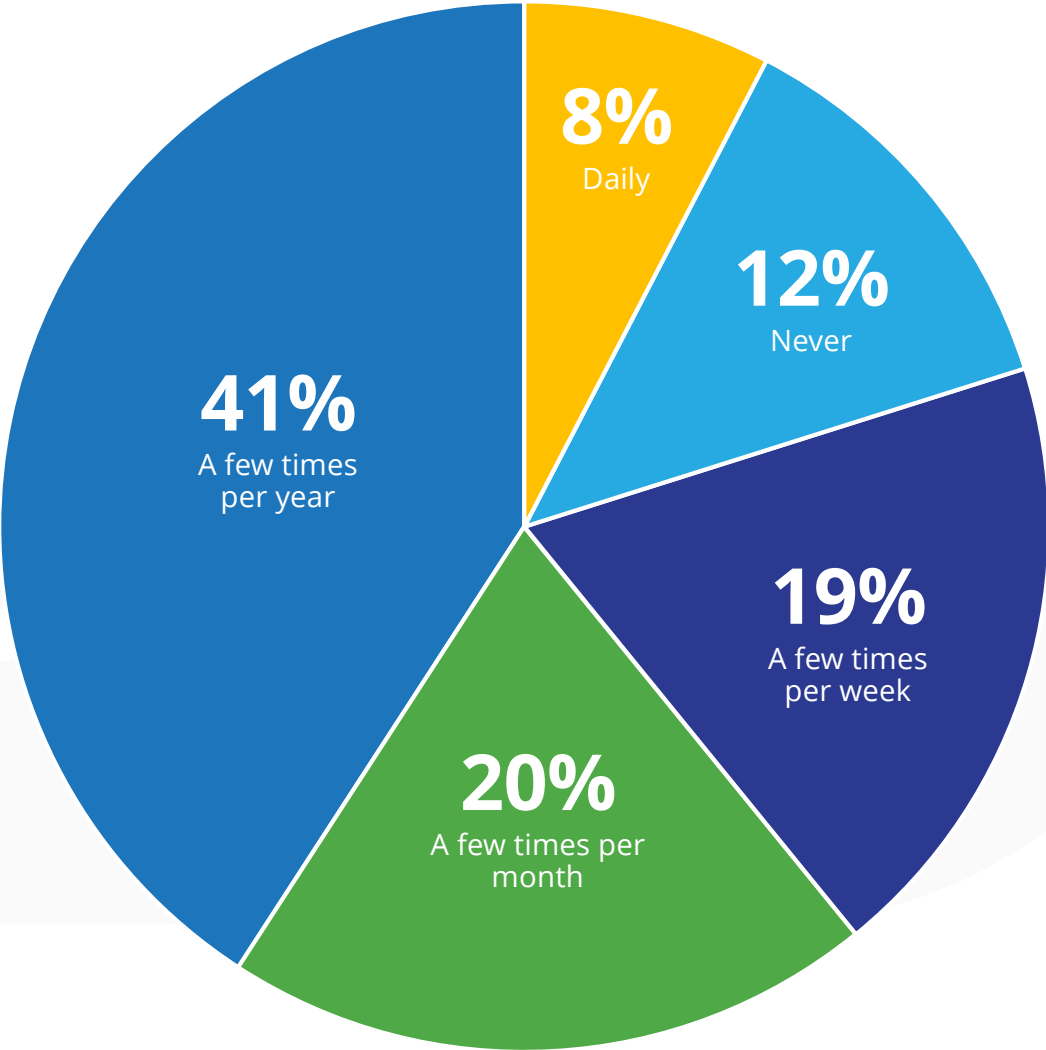
Si prefiere participar en un idioma que no sea inglés, regrese a la página [Share Your Voice](#) y use el botón Google Translate en la parte superior derecha de la página para traducir la página. Luego, desplácese hacia abajo hasta la herramienta Encuesta de prioridades rápidas y haga clic en "Tomar la encuesta".

如果您希望以英语以外的语言参与，[请返回“分享您的声音”页面](#)。使用页面右上角的谷歌翻译按钮来翻译页面。然后，向下滚动到“快速优先级投票”工具并单击“进行投票”。

Take the Poll



How often do you use the ferry?



What are the primary barriers that prevent you from using the ferry more often?

526 Schedule issues – Ferry doesn't run when I need to travel

429 Coverage issues – Ferry doesn't take me where I need to go

243 None

136 Too expensive

49 Too slow



How should we prioritize expanding ferry service?

OPTIONS	AVG. RANK
Routes that expand ferry connections to new parts of the region	2.29
Routes that bring in the most riders	2.36
Routes that are cost effective to operate	2.65
Routes that serve disadvantaged communities	2.70

1 = most important, 5 or 4 = least important



What kind of trips should ferries serve?

OPTIONS	AVG. RANK
Work commutes	2.31
Leisure and sightseeing trips	3.12
Travel to transit hubs, such as airports, for longer trips	3.14
Travel to special events (e.g., SF Giants games)	3.19
Daily trips for errands and appointments	3.24

1 = most important, 5 or 4 = least important

When should we prioritize providing service?

OPTIONS	AVG. RANK
During peak commute hours (6-9am, 4-7pm) and weekends (Saturdays and Sundays), with less service at other times	2.27
During peak commute hours (6-9am, 4-7pm) with less frequent service during midday, evening, and weekends	2.35
Throughout the day on weekdays and weekends without extra peak commute period trips	2.55
During special events	2.83

1 = most important, 5 or 4 = least important

County Working Groups

Alameda County

- Alameda County Transportation Authority
- Alameda
- Berkeley
- Oakland
- San Leandro

Solano County

- Solano Transportation Authority
- Vallejo
- Benicia

City and County of San Francisco

- San Francisco County TA
- SFMTA
- Port of SF
- TIDA
- SF Mayor's Office

San Mateo County

- San Mateo County TA
- SamTrans
- South San Francisco
- Redwood City
- Foster City
- Port of Redwood City

Contra Costa County

- Contra Costa Transportation Authority
- WCCTAC
- Richmond
- Hercules
- Martinez
- Antioch



County Working Groups: Common themes

Match service to demand

Be fiscally responsible. Invest in high-quality service on the highest demand routes.

Service to new markets with moderate or low demand can utilize new service profiles with small vessels or third-party operators.

Emergency response and regional gaps

Ferry service can fill existing gaps in the regional transit network and act as an important link across the Bay in the event of bridge closures.

- 1) San Mateo Bridge
- 2) Carquinez Bridge

Equity: Fares, schedules, and first/last mile

How will WETA design a more equitable service for more than just white-collar workers?

- 1) Fares should remain on par with other regional transit.
- 2) Schedules should reflect needs of a more diverse profile of riders.
- 3) Need more robust first/last mile connections at ferry terminals for transit-dependent riders.



County Working Groups: Other feedback

- Ferry service as an economic development tool (Sol, CC, Ala)
- Use of pre-pandemic assumptions for long range planning (SF)
- Threat of sea level rise is a deterrent to shoreline development (SM, CC)
- Some markets will remain white-collar commuter focus (SM)
- Strong desire for ferry service to new markets despite low demand (Sol, CC)

Outreach recap

Blended approach

High-ridership routes vs. cover new markets

Prioritize access

Terminal access and first/last mile connections

All-day service

Focus on equity

Lower-demand

Small vessels or private operators for lower demand routes

Bridge corridors

New transit connections and emergency response resiliency

Online survey

Prioritize commute & weekend trips + consistent with other feedback

Service vision development

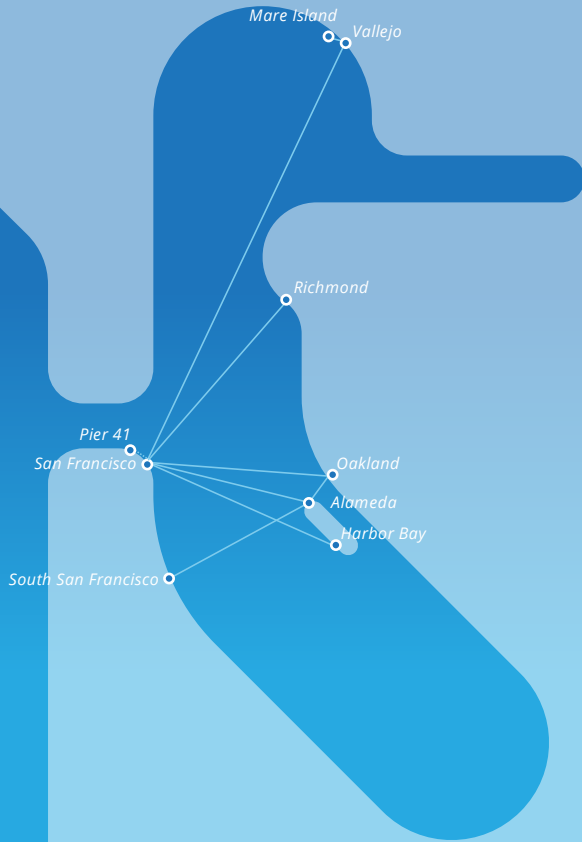
2050 network expansion concepts



Current Network

Current WETA system (2022)

- 10 Terminals
- 6 Routes



● New
○ Existing

— New
- - Existing

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

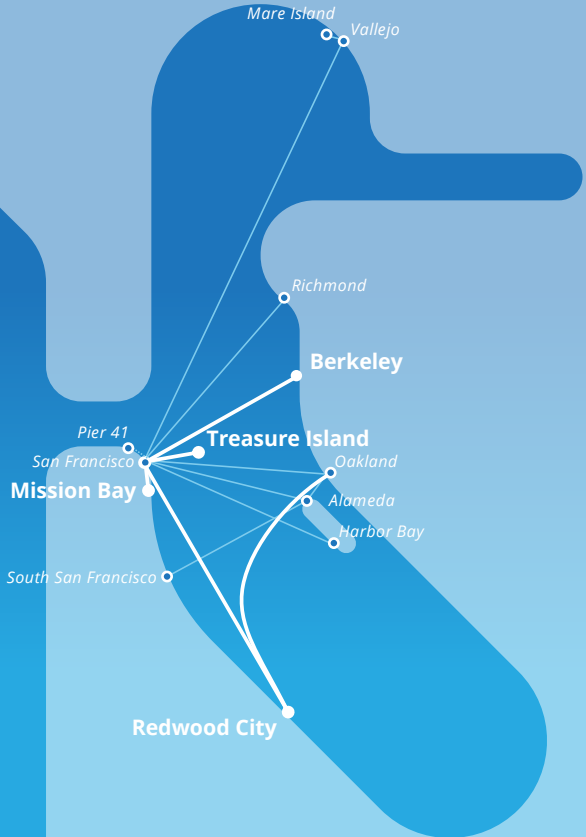


Plan Bay Area Baseline

Expansion as envisioned in
Plan Bay Area

- 13 Terminals
- 12 Routes

- New
- Existing
- New
- Existing

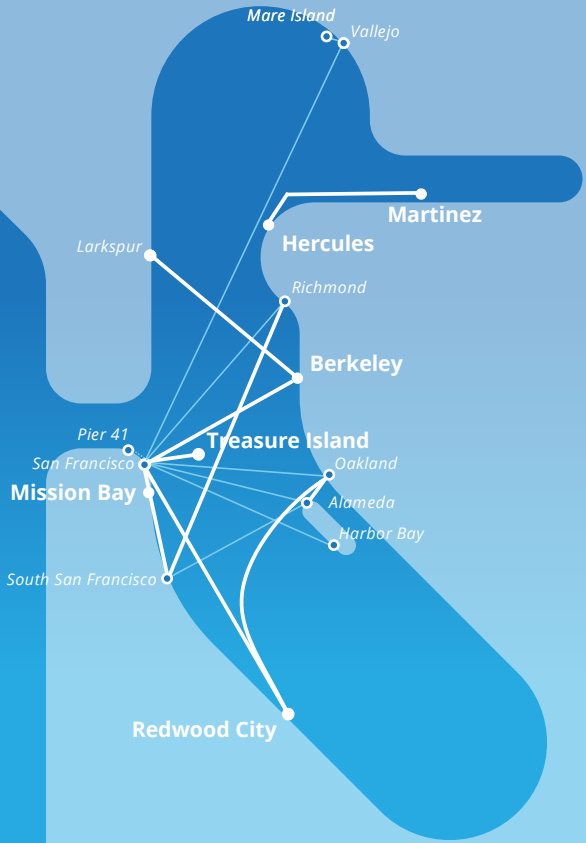


Special event service to AT&T Park and Chase Center not shown on map

Moderate Growth

Additional service expansion with some new terminals and routes

- 18 Terminals
- 17 Routes



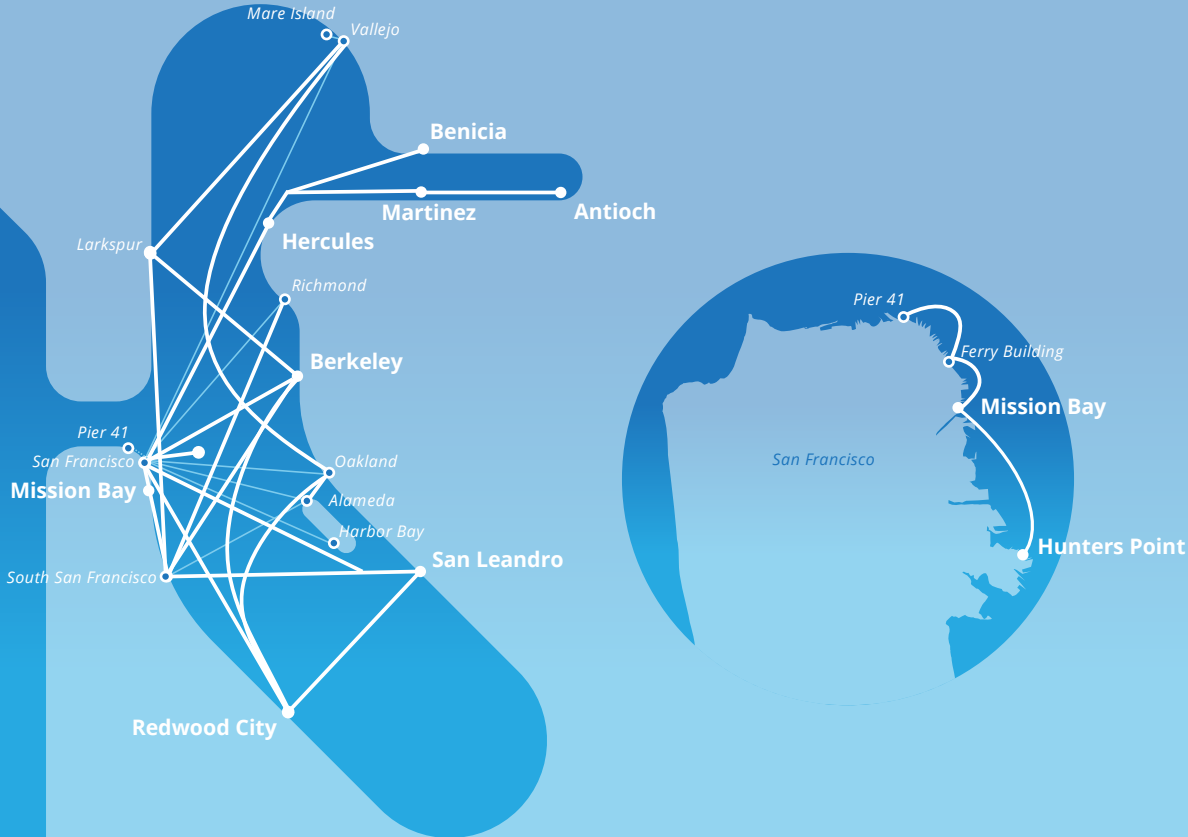
- New
- Existing
- New
- - Existing

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

High Growth

Substantial expansion of routes and terminals across the region

- 21 Terminals
- 29 Routes















● New
○ Existing

— New
- - Existing

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



Network concept summary

Network concept	Terminals	Routes	Vessels
Current Network	10 	6 	18 
Baseline	13 	12 	29 
Moderate Growth	18 	17 	44 
High Growth	21 	29 	61 





Scenario planning process



Planning for uncertainty

WETA and its peer transit agencies face an increasingly uncertain future. Previous trends and assumptions are not necessarily a reliable guide of what may happen next.



Considering different futures

The Business Plan will consider scenarios for network expansion, travel behavior, terminal conditions, and service conditions. The combination of these scenarios will form distinct futures.



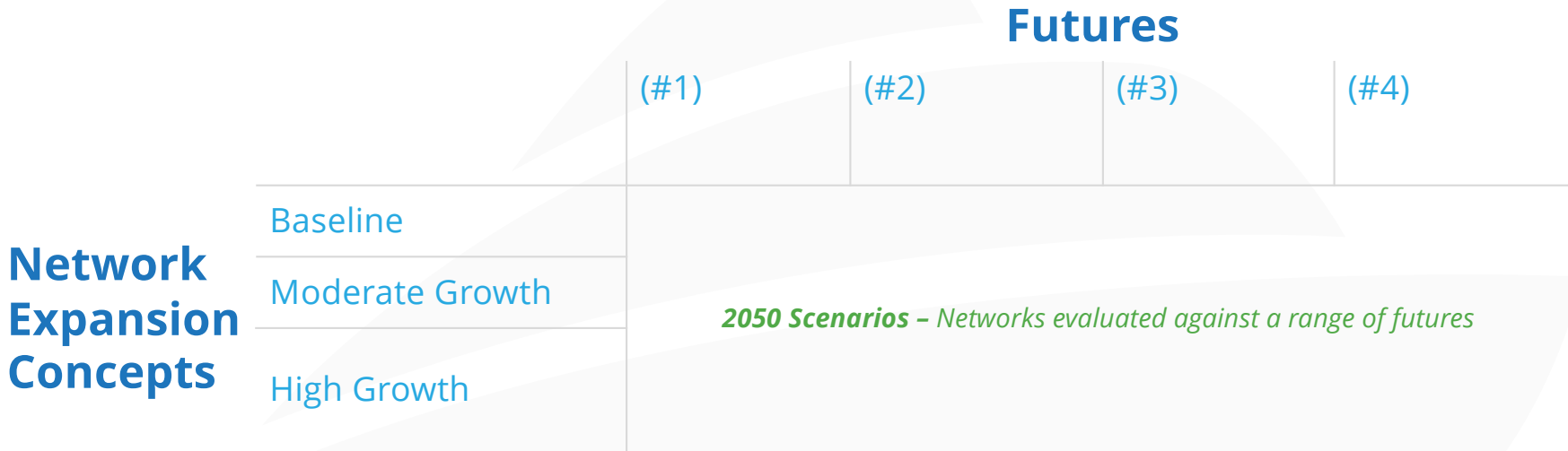
Developing a resilient vision

The scenario planning process will help inform a resilient service vision that can succeed under a range of potential futures.

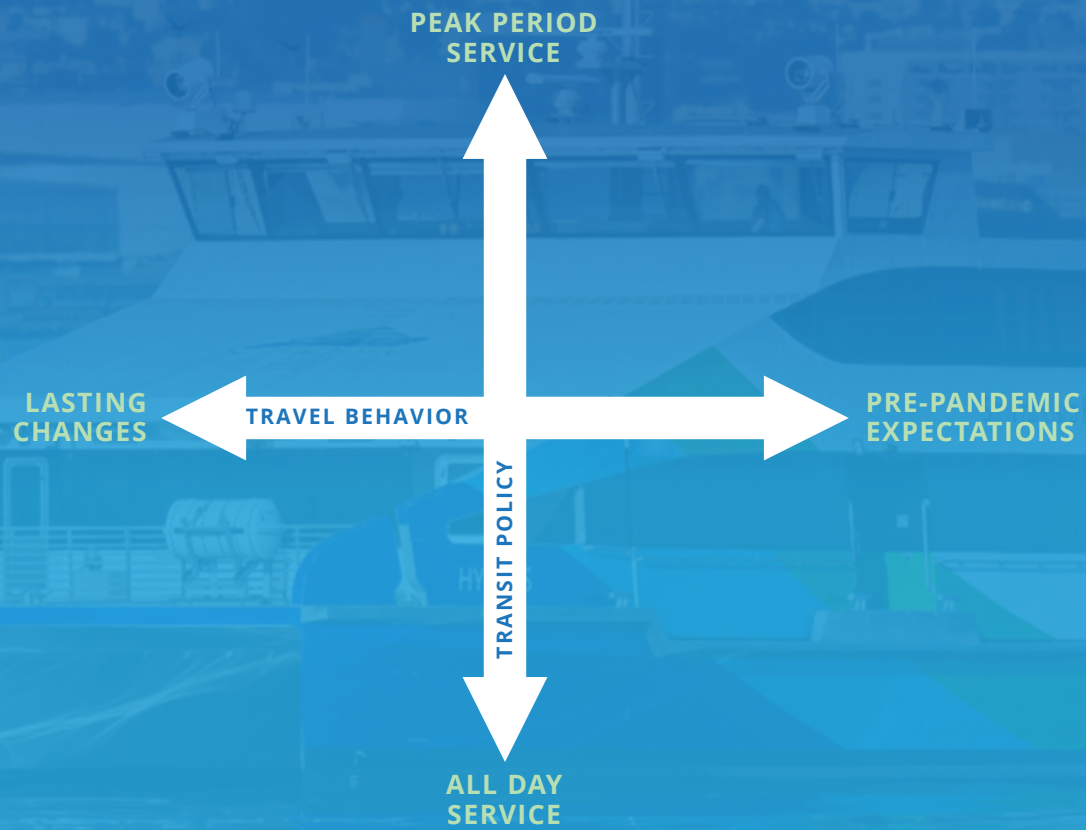
For other recent examples of scenario planning in transportation plans, see Plan Bay Area 2050 & Caltrain Business Plan



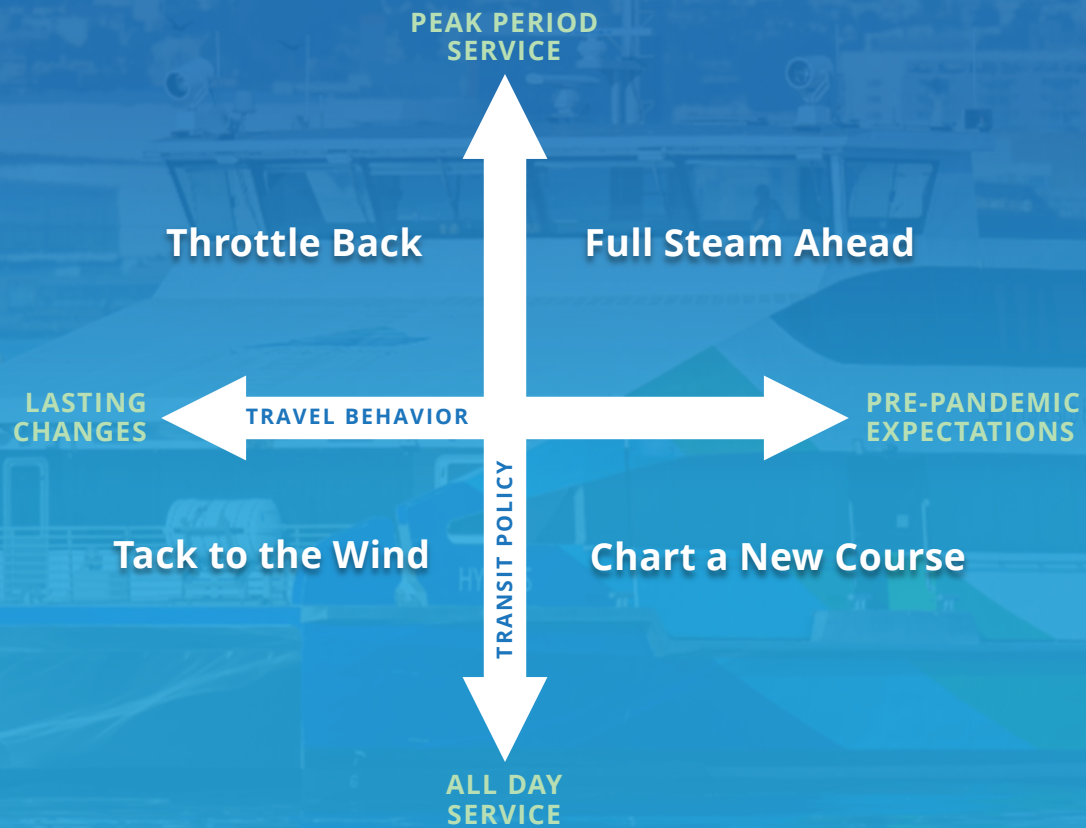
Scenario analysis



Futures



Futures



Scenario analysis

		Futures			
		Full Steam Ahead	Chart a New Course	Throttle Back	Tack to the Wind
Network Expansion Concepts	Baseline	<i>2050 Scenarios – Networks evaluated against a range of futures</i>			
	Moderate Growth				
	High Growth				



Financial capacity analysis



Financial capacity analysis overview



Key question

The financial capacity analysis presents WETA's capacity to fund its ongoing current operations along with planned enhancements and expansion.



Data sources

Service assumptions incorporated in Plan Bay Area 2050 and WETA Short-Range Transit Plan form the basis of the analysis.



Financial capacity analysis approach

Known current revenue sources for operations

- Federal formula funding (various programs)
- RM1 2% and 5% (flexible funds)
- Measure BB
- AB664 Bridge Tolls

Known current sources for vessel and terminal repair and replacement

- Fare Revenue
- State Revenue Assistance
- RM2
- RM3
- RM1-5%
- Measure J (expires FY28)
- COVID Relief

Current analysis does not include capital expansion investment costs or additional repair costs associated with those investments



Financial capacity analysis assumptions

Service assumptions derived from existing plans

- 1) Existing**
Continuation of Current Service Levels
- 2) Plan Bay Area Baseline**
S RTP enhancements and introduction of planned new services - TI, Mission Bay, Berkeley, Redwood City

Service scenarios developed in Bay Ferry 2050

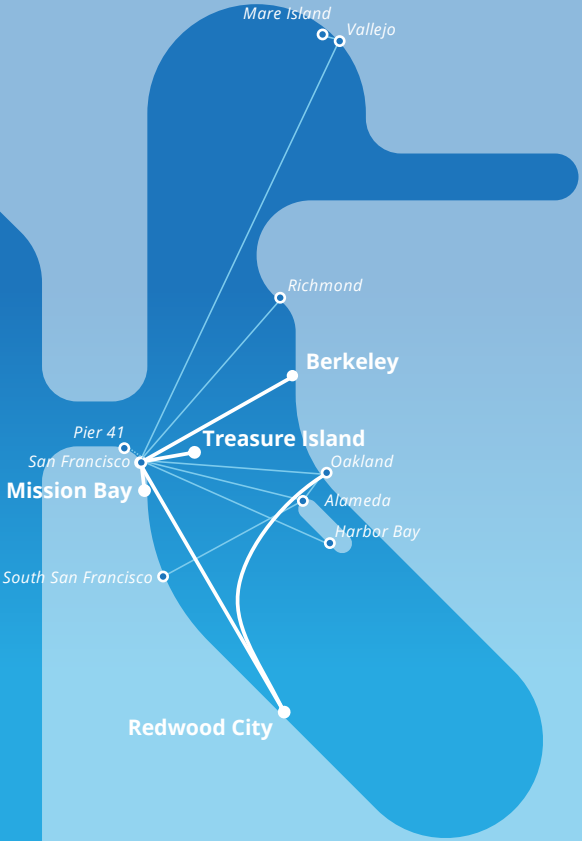
- 3) Moderate Growth**
Increase beyond Plan Bay Area assumption
- 4) High Growth**
Highest level of investment and service



Plan Bay Area Baseline

Expansion as envisioned in
Plan Bay Area

- 13 Terminals
- 12 Routes



- New
- Existing
- New
- - Existing

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





Without RM3...



We assume RM3 is available in FY25

All planned service assumptions presented assume RM3 availability in FY25



\$11m deficit without RM3 in FY25

Without RM3, operating deficits would commence in FY 2025 starting with an \$11 million need in that year



\$653 cumulative deficit without RM3

Cumulative deficit in the baseline assumption is that RM3 provides \$653 million in operating funds needed to run current service in the future



Service assumption financial capacity

Millions

Expenses & shortfall	Existing Network	Plan Bay Area Baseline	Moderate Growth	High Growth
Operating expenses	\$2,579	\$4,659	TBD	TBD
Operating shortfall	(\$18)	(\$1,062)	TBD	TBD
First year of shortfall	FY2045	FY2034	TBD	TBD

Analysis does not include electrification or capital repair and replacement expenses.





Next step: Full evaluation of Network Expansion Concepts



Estimate operating expenses and revenues

Identify capital investment costs and revenues

Identify repair and replacement costs of new capital

Further analyze expansion scenario repair and replacement costs

THANK YOU

Bay Ferry 2050 microsite

bayferry2050.org

WETA staff contacts

Mike Gougherty Gougherty@watertransit.org
Gabriel Chan Chan@watertransit.org





MV Dorado Passenger Experience

Got her rookie card during the opening ceremony

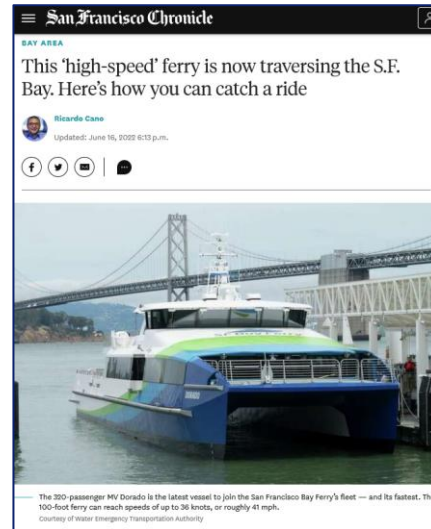


10:37 AM · Jun 20, 2022 · Twitter for iPhone

On @SFBayFerry's Dorado this morning. It's fantastically quiet. And plenty of outdoor seating. Really nice.



8:14 AM · Jun 21, 2022 · Twitter Web App



New @SFBayFerry ferry boat?!!! 😊 The Dorado just picked us up to go to Seaplane! Consdiently I also just joined the Bay Ferry 2050's Community Advisory Group. bayferry2050.org #alamtg



5:38 PM · Jun 13, 2022 from Gate E - Alameda/Oakland/Harbor Bay Ferry Dock · Twitter for iPhone



Item 15: Vallejo Terminal Reconfiguration

A blue ferry boat is docked at a terminal. The water is dark and filled with a large amount of debris, including sticks and twigs. A person is visible on the deck of the ferry. The terminal building is in the background.

**Vallejo Ferry Terminal
Reconfiguration**

August 17, 2022

Water Emergency Transportation Authority

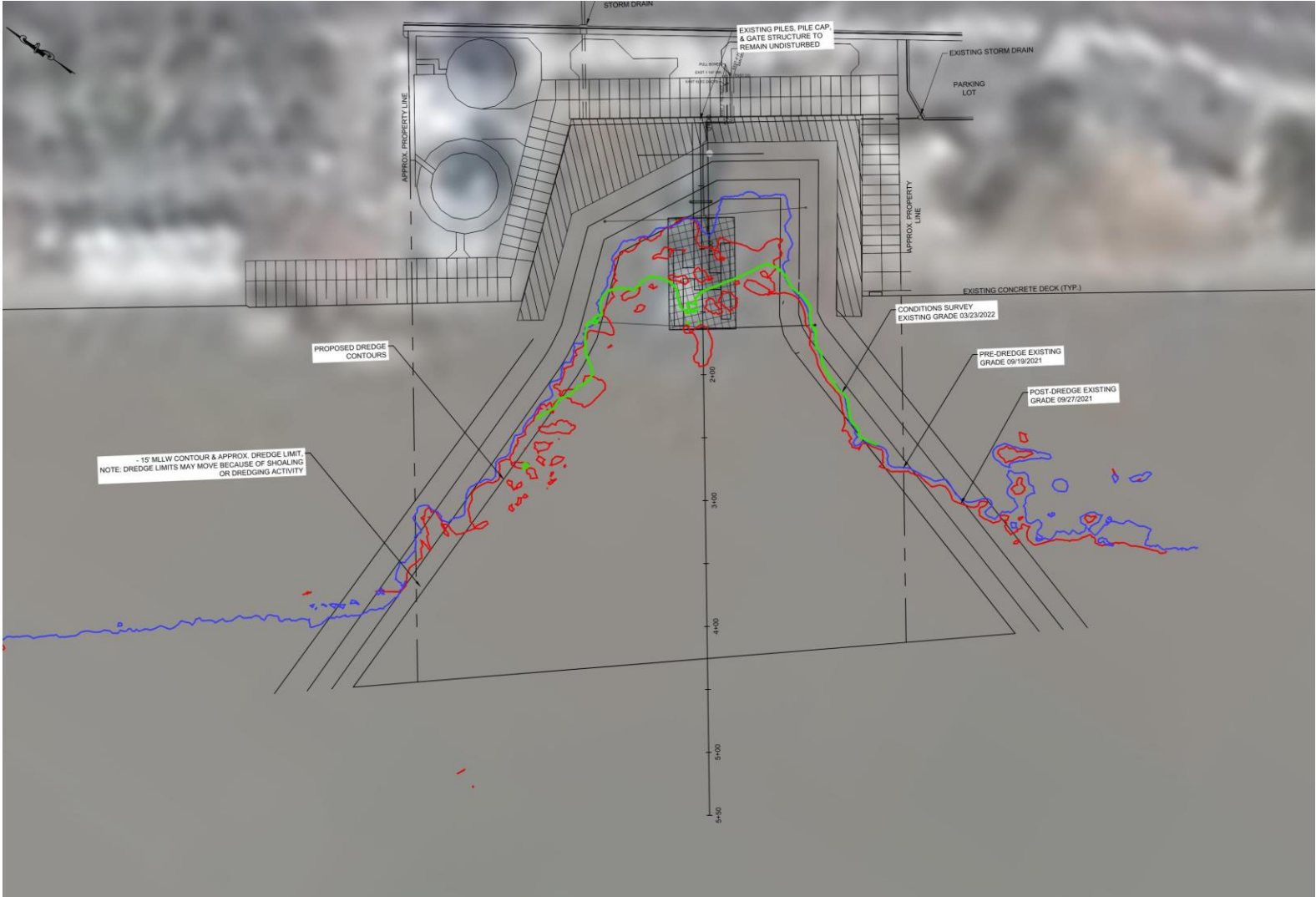
Dredge History

YEAR	DEPTH	VOLUME	VOLUME/ DREDGE DEPTH	Δ YEAR	Comments
2008	-16	10,198	637.38	0	
2011	-16	9,849	615.56	3	
2015	-16	7,329	458.06	4	
2017	-16	3,078	192.38	2	Emergency Dredge- Service Disruption
2018	-16	5,836	364.75	1	
2021	-16	7,487	467.94	3	Service Disruption
AVERAGE	-16	7,296	456.01	2.6	
WEIGHTED AVERAGE		7,198	449.86		

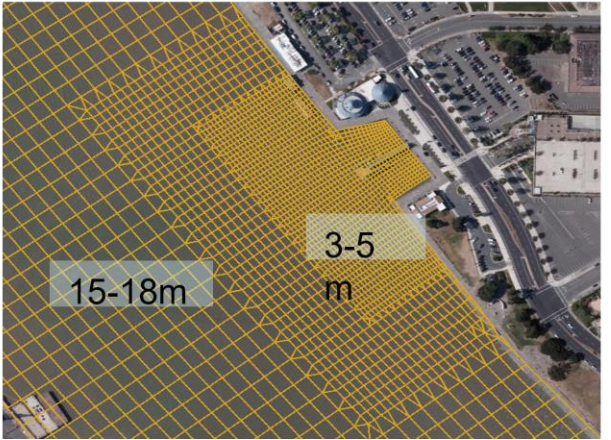
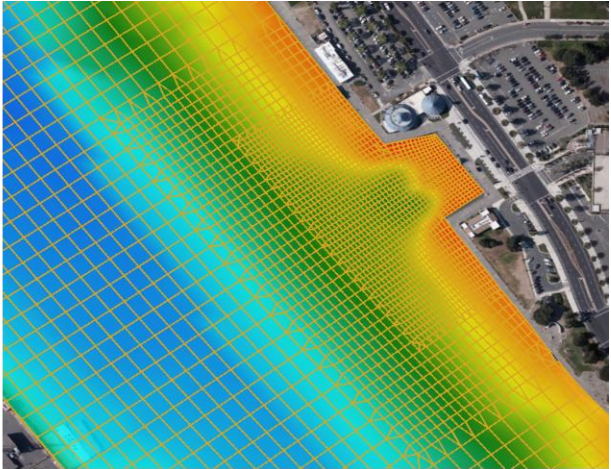
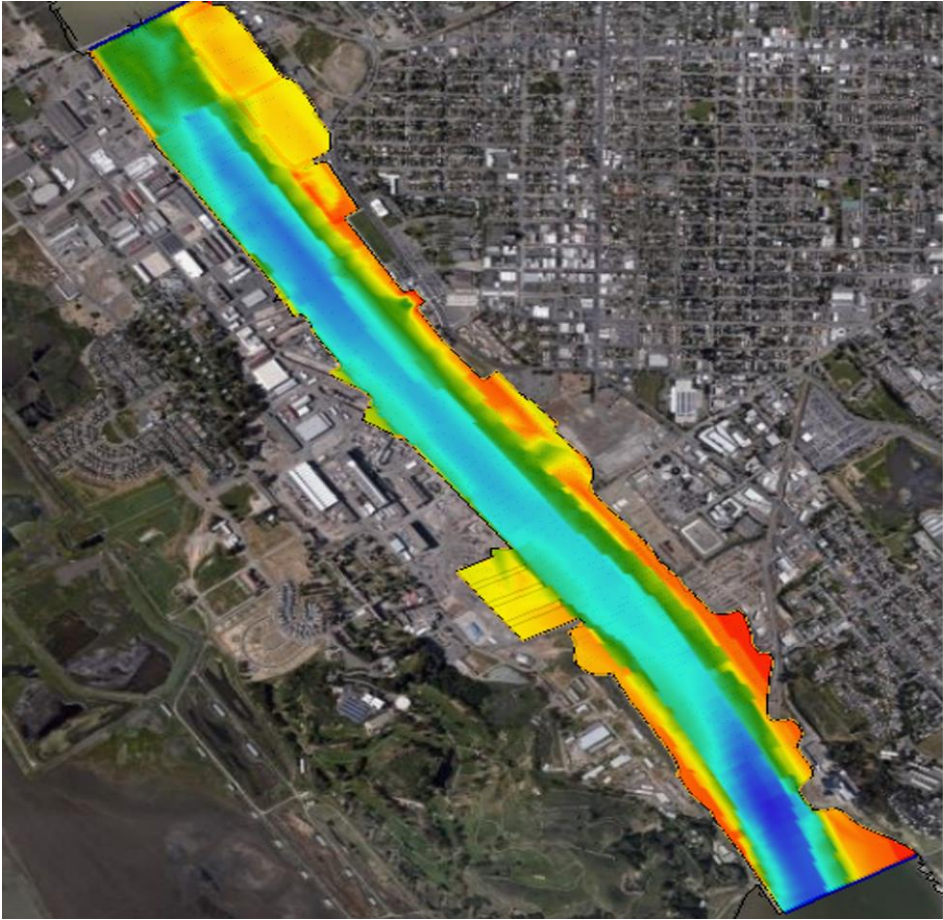
Historic Dredge Costs

Year	Volume	Cost/CY	Actual Dredge Cost	Total Actual Cost
2003	~20,000	\$13.00	\$463,877	City of Vallejo
2008	8,133	\$13.00	\$124,469	City of Vallejo
2011	9,849	\$10.00	\$148,490	City of Vallejo
2015	7,239	\$30.00	\$369,870	\$1,577,600.00
2017	3,078	\$30.00	\$262,813	\$318,750.00
2018	5,836	\$53.60	\$614,030	\$2,233,211.00
2021	8,300	\$40.00	\$332,000	\$1,294,760.05

Existing Conditions



Hydrographic Model of the Strait



Reconfiguration Goals

- ◆ Improve terminal operations
- ◆ Improve Safety
- ◆ Reduce or eliminate dredging needs
- ◆ Reduce capital expenses

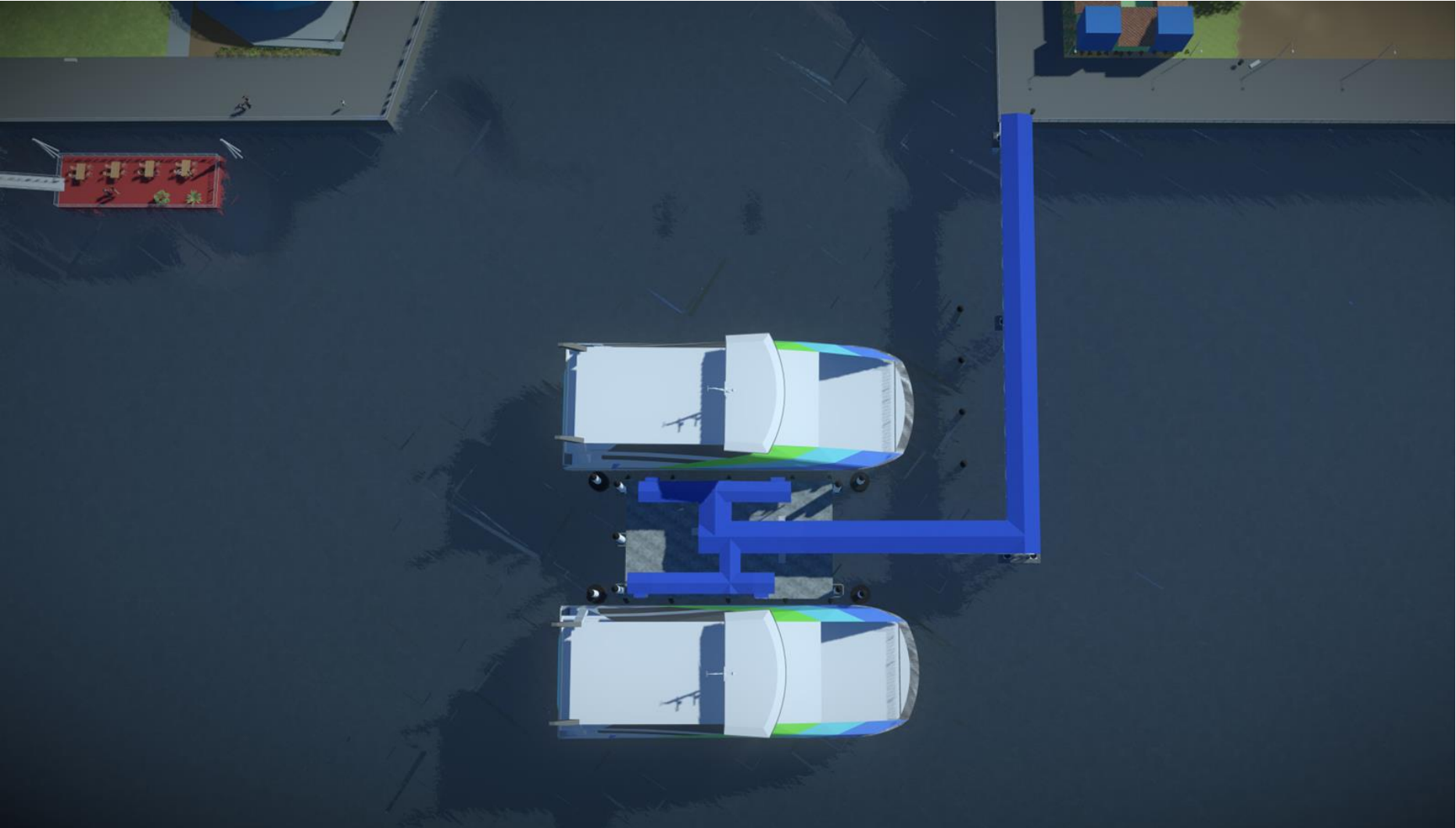
Reconfiguration Components Alternatives 1 and 2

- ◆ WETA standard passenger float 134.5' x 42'
- ◆ Three (3) section gangway walkway
- ◆ 11'x90' gangways
- ◆ Three (3) reinforced concrete dolphins supported by steel pipe piles
- ◆ Five (5) 36" diameter steel pipe anchor piles
- ◆ Four (4) 36" diameter berthing monopiles, two (2) on each side of the float
- ◆ Eight (8) 12" diameter marker piles

Construction Cost Estimate

- ◆ \$11 million for Alternatives 1 or 2 (2022 Engineers Estimate)
 - Utility connections and public access improvements may vary between Alternatives 1 and 2 resulting in minor cost differences
 - Final construction materials could affect the construction cost
 - Pile material
 - Pier/walkway material and design
 - Covered walkways

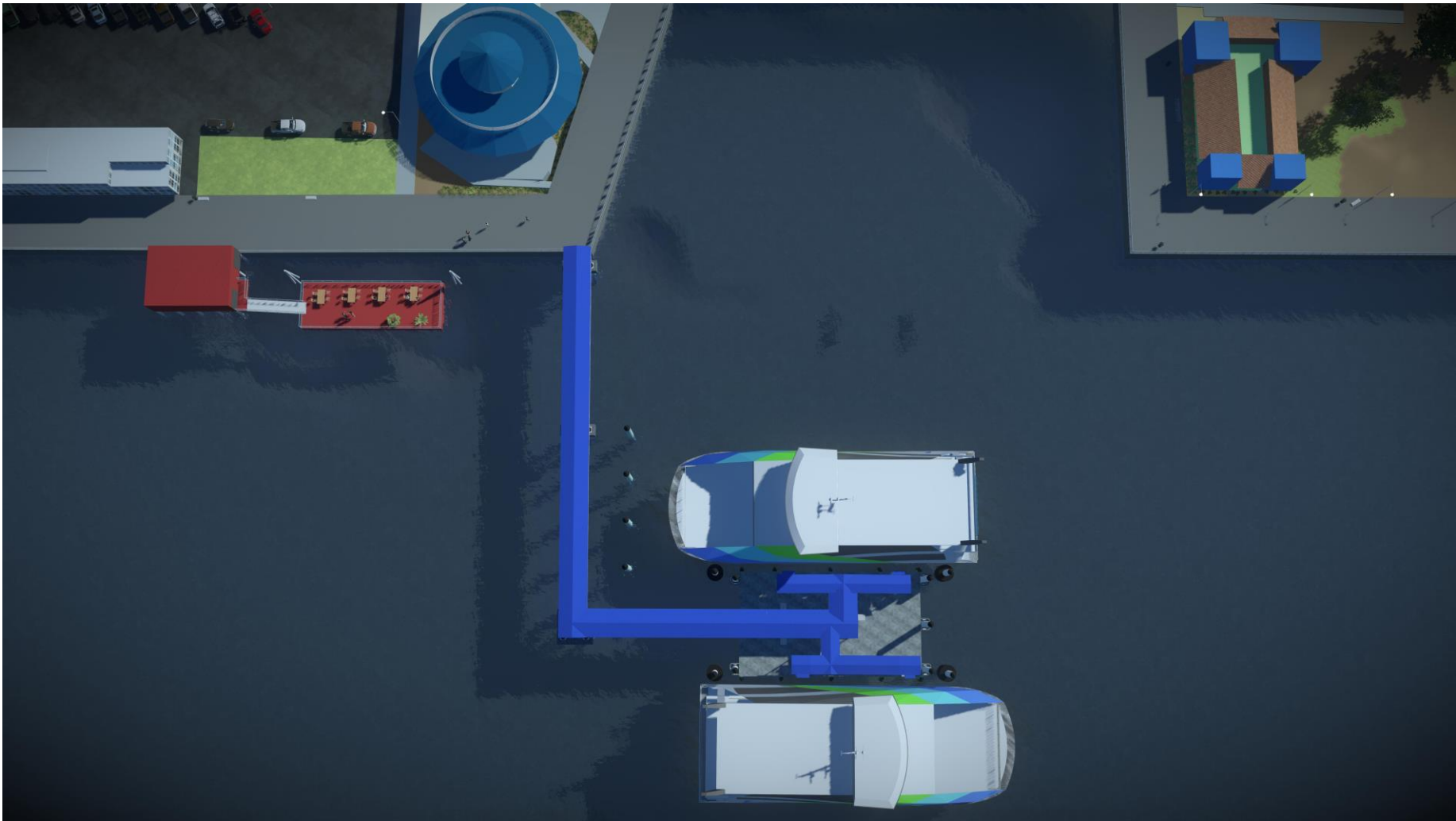
Alternative 1



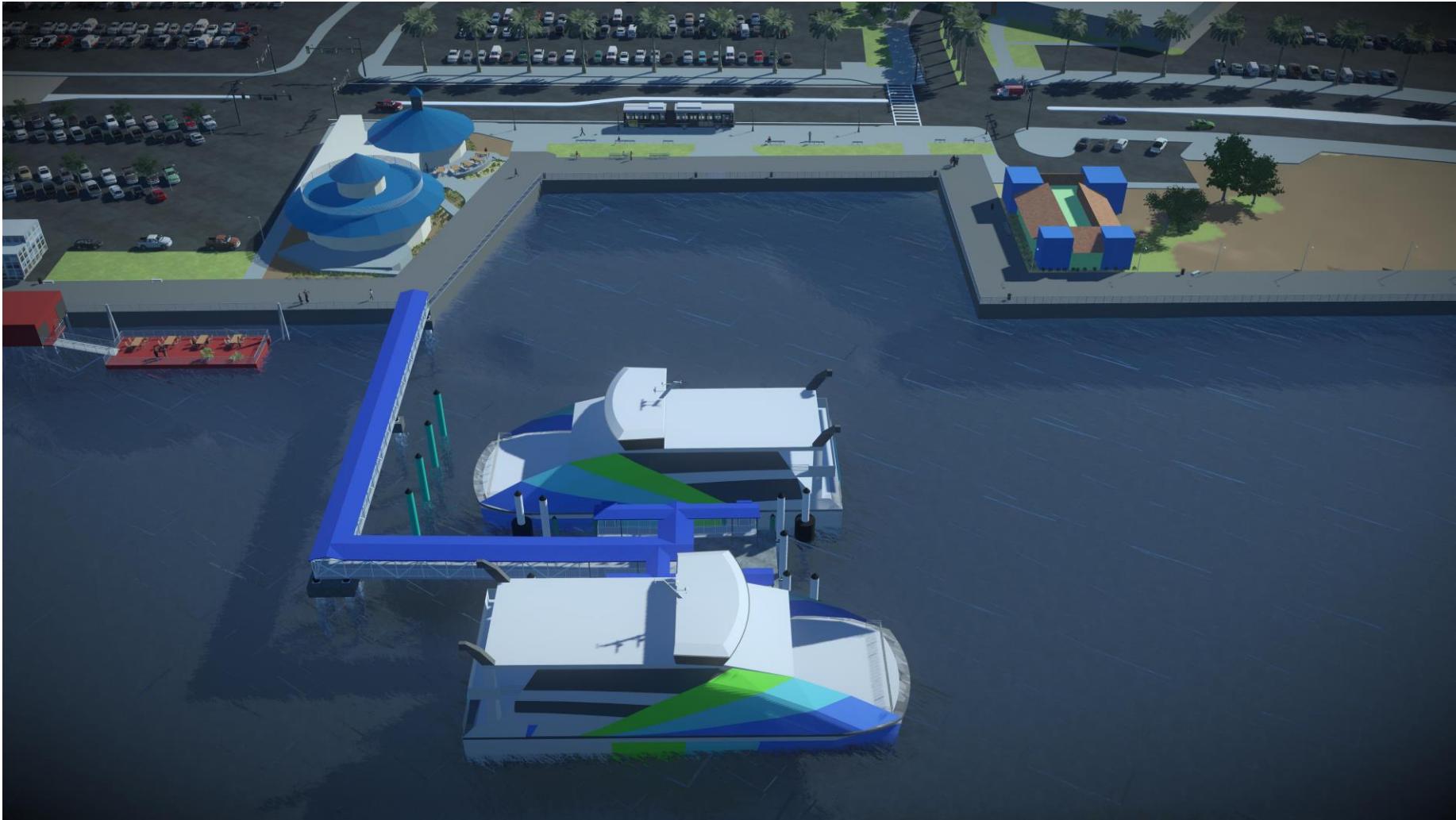
Alternative 1



Alternative 2



Alternative 2



Next Steps



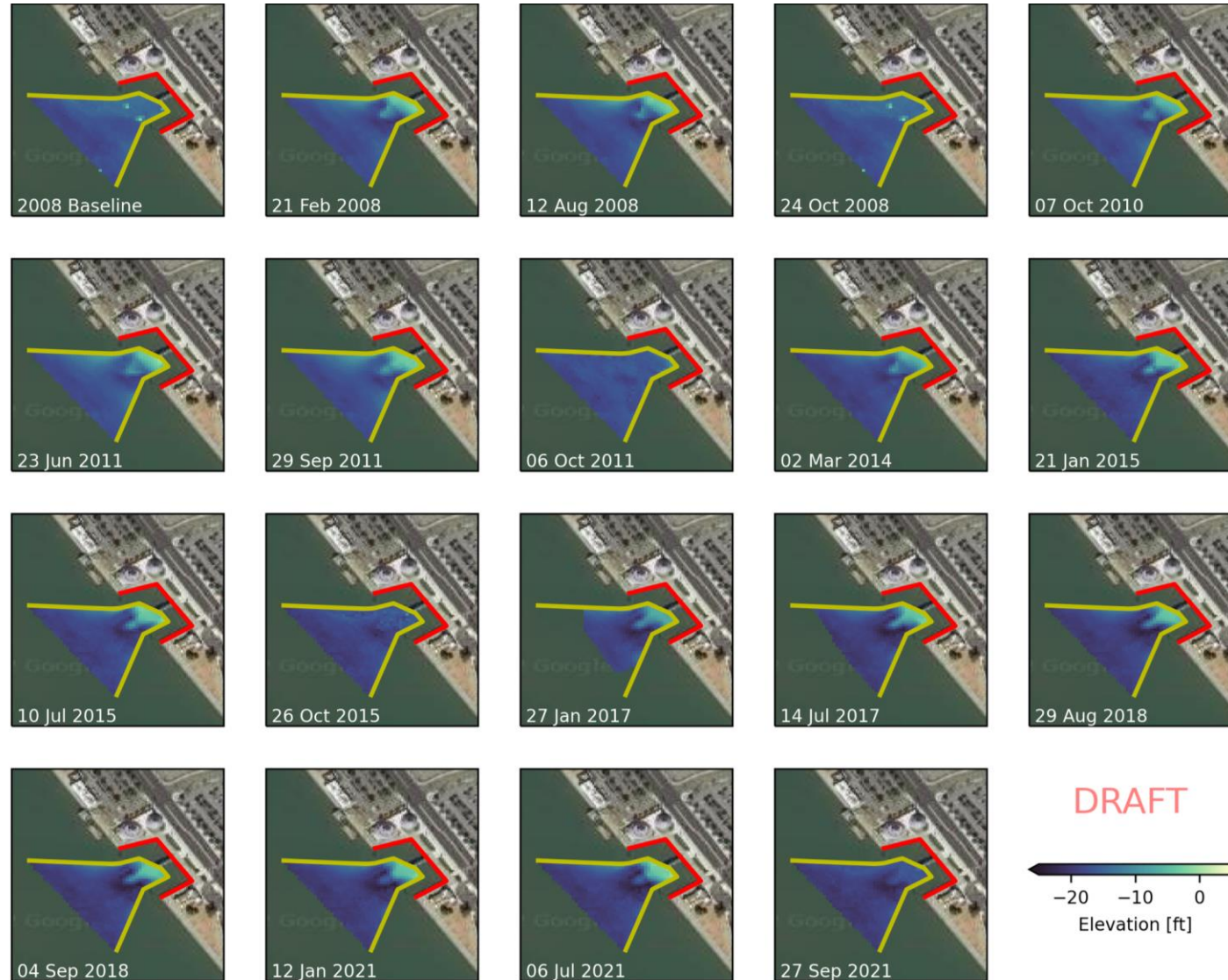
- ◆ Continue Stakeholder Outreach
- ◆ Continue Resource Agency Coordination
- ◆ Environmental Review CEQA/NEPA
- ◆ Resource Agency Permitting
- ◆ Construction

Agenda

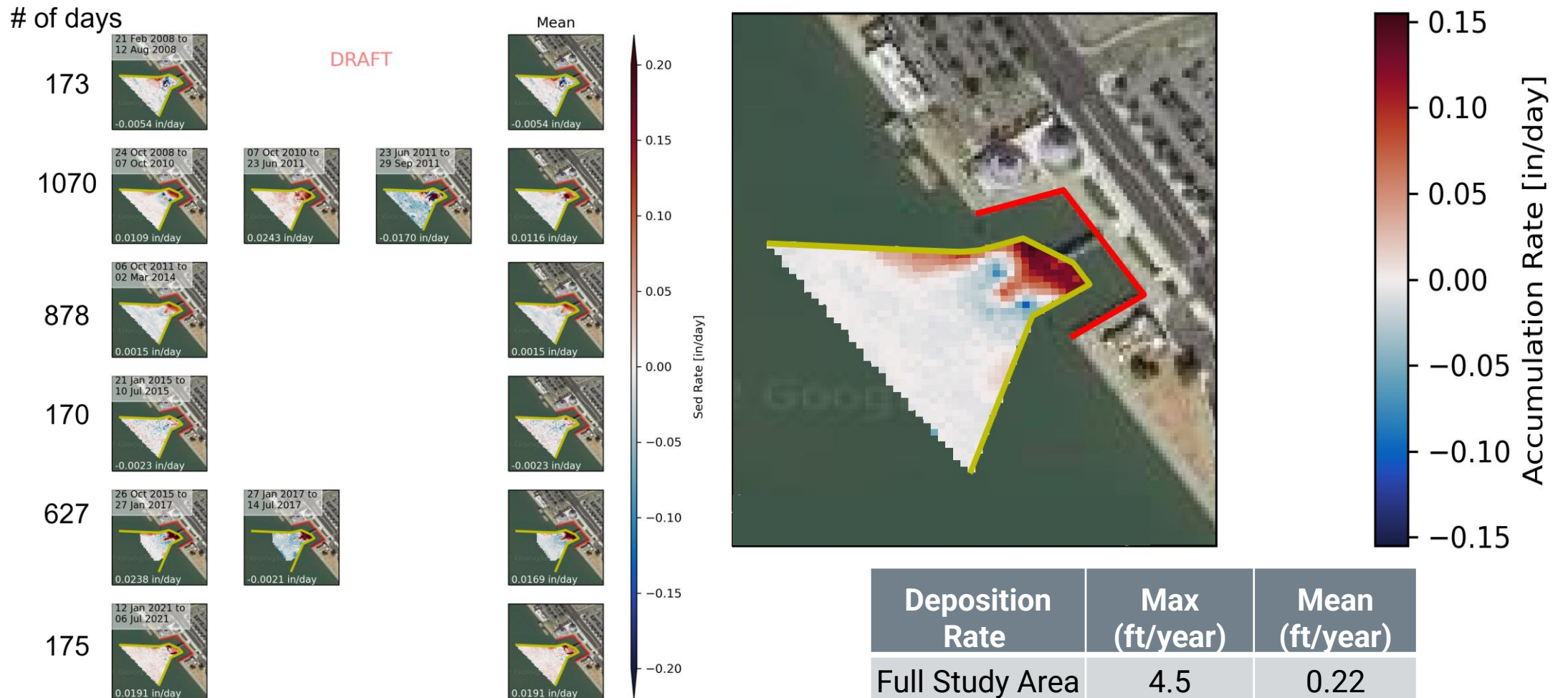
- ◆ Dredge History
- ◆ Sedimentation Study
- ◆ Reconfiguration Options
- ◆ Next Steps



Dredge History



Sedimentation Study



- ◆ Measured deposition rate based on surveys between dredge events