



# FISCAL YEAR 2023/24

## APPROVED BUDGET

WATER EMERGENCY  
TRANSPORTATION AUTHORITY



## OVERVIEW

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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.

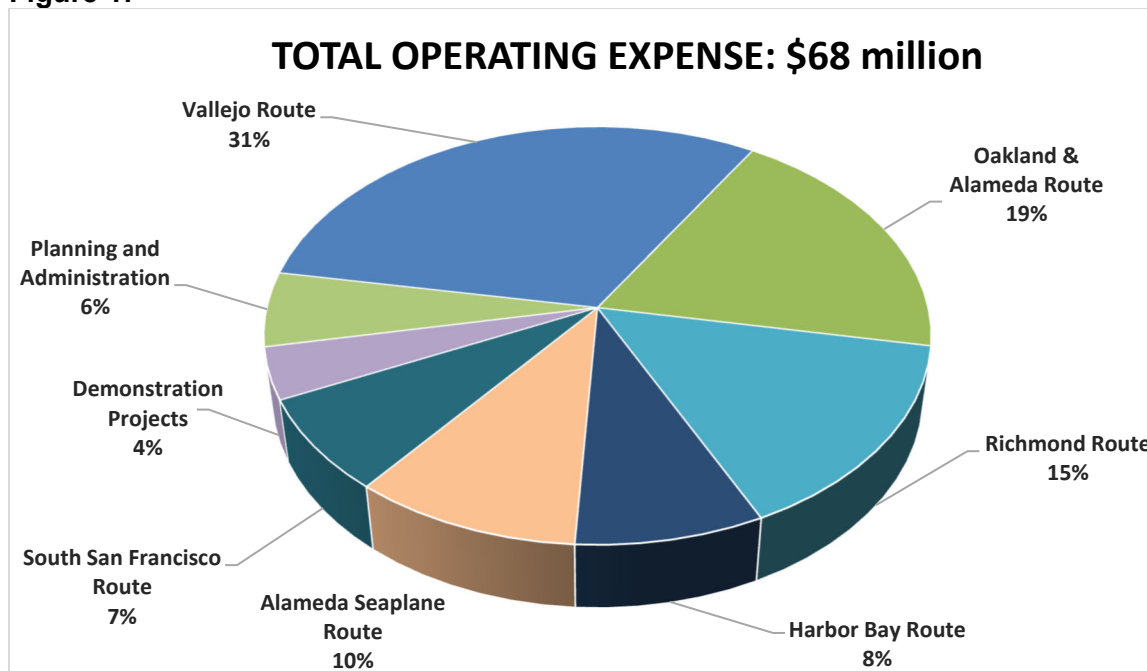
**Table 1: WETA Budget FY 2023/24**

| FY 2023/24 Proposed Budget<br>(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          |
| <b>Total Budget Expense</b>                 | <b>\$</b> | <b>143.4</b> | <b>Total Budget Revenue</b> | <b>\$</b> | <b>143.4</b> |

## OPERATING BUDGET

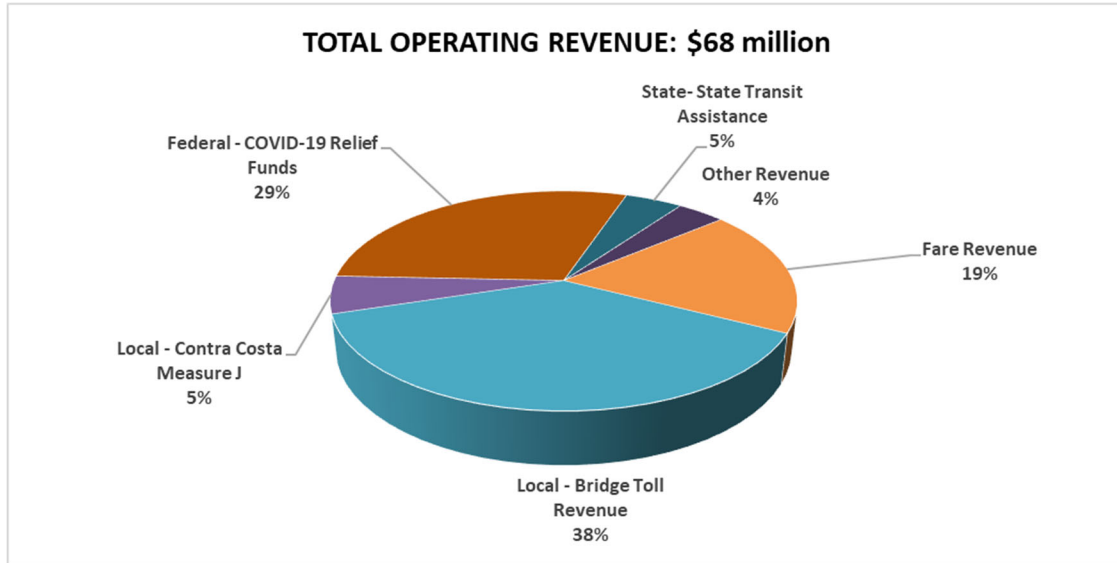
The FY 2023/24 operating budget is made up of two primary components: a \$64.5 million Ferry Service Operating Budget and a \$3.9 million Planning and Administration budget. Together those two components result in a total Operating Budget is \$68.4 million. Detailed budget charts showing WETA's Planning 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%        |
| <b>Total</b>                          | <b>\$ 12,715,492</b> |            | <b>2,281,212</b>    |            |

## 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

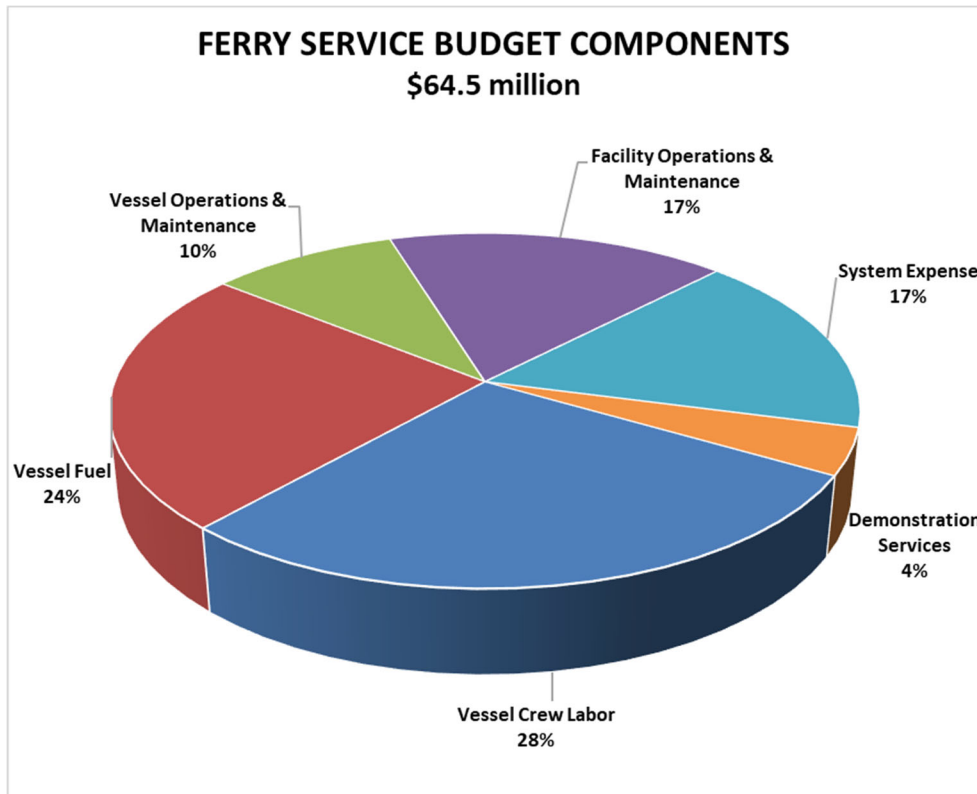
Ferry Service operations (excluding the demonstration programs) is proposed to be \$61.7 million. This authorization for FY 2023/24 is \$5.1 million (or 9%) higher than the ferry operating budget for FY 2022/23. This increase is due to several factors. Like other transit operators, significant inflationary 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%       |
| <b>Total</b>                       | <b>\$ 3,945,194</b> |            |

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

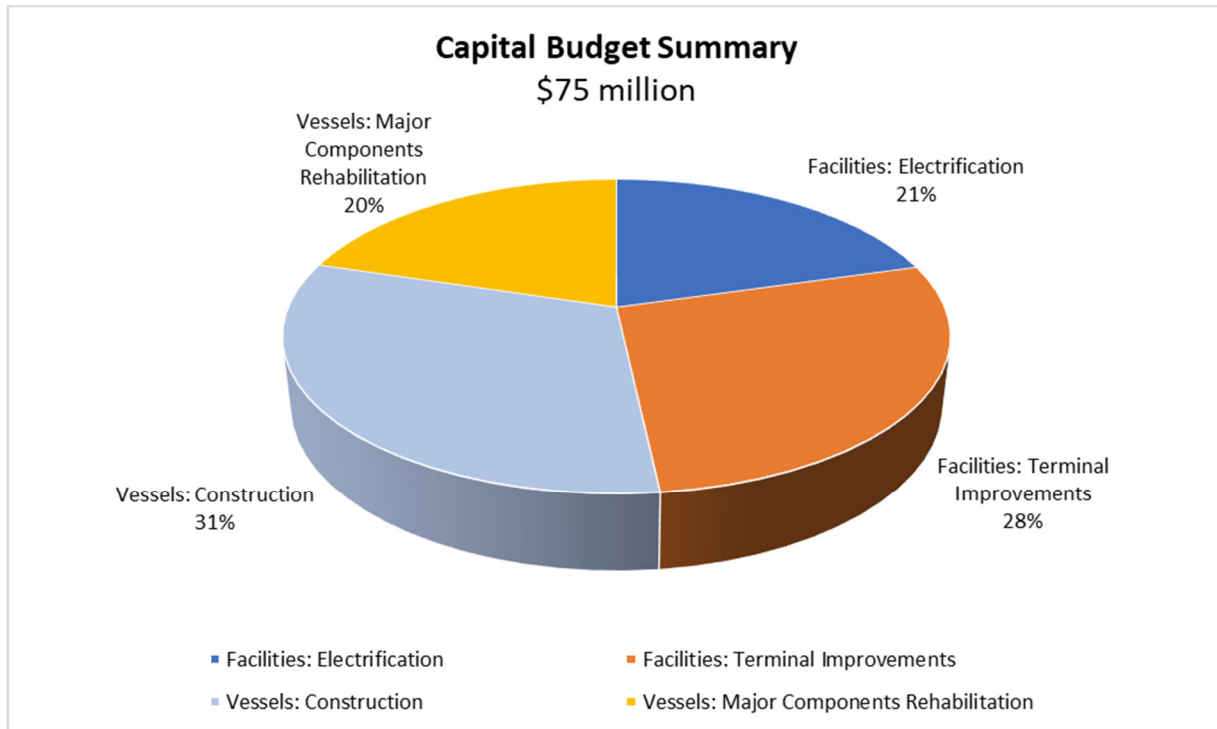
in 2026. Procurement and negotiation will likely take at least a year and must be completed well in advance of the expiration of the current contract.

- **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%         |
| <b>Total Revenues</b> | <b>\$ 75,074,912</b> |            |

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

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**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<br>Proposed<br>Budget |
|--------------------------------------|-----------|---------------------------------|
| <b>Revenues</b>                      |           |                                 |
| 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                       |
| <b>Total Revenues</b>                | <b>\$</b> | <b>68,427,022</b>               |
| <b>Expenses</b>                      |           |                                 |
| <b>Planning and Administration</b>   |           |                                 |
| 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)                     |
| <b>Operations</b>                    |           |                                 |
| 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                       |
| <b>Total Expenses</b>                | <b>\$</b> | <b>68,427,022</b>               |

**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 &<br>Alameda | Harbor<br>Bay       | Alameda<br>Seaplane | Vallejo              | South San<br>Francisco | Richmond             | Subtotal Service<br>Routes |
| <b>Revenues</b>                                      |                      |                     |                     |                      |                        |                      |                            |
| 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                 |
| <b>Total Revenues</b>                                | <b>\$ 13,105,611</b> | <b>\$ 5,549,929</b> | <b>\$ 6,704,465</b> | <b>\$ 21,195,831</b> | <b>\$ 4,971,200</b>    | <b>\$ 10,217,053</b> | <b>\$ 61,744,087</b>       |
| <b>Expenses</b>                                      |                      |                     |                     |                      |                        |                      |                            |
| 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                 |
| <b>Total Expenses</b>                                | <b>\$ 13,105,611</b> | <b>\$ 5,549,929</b> | <b>\$ 6,704,465</b> | <b>\$ 21,195,831</b> | <b>\$ 4,971,200</b>    | <b>\$ 10,217,053</b> | <b>\$ 61,744,087</b>       |
| <b>Operating Statistics:</b>                         |                      |                     |                     |                      |                        |                      |                            |
| 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                     |
| <b>Performance Measures:</b>                         |                      |                     |                     |                      |                        |                      |                            |
| 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<br>Change | Oakland<br>Estuary                          |  | Subtotal<br>Demonstration |
| <b>Revenues</b>                                      |                        |                                             |  |                           |
| Fare Revenue                                         | \$ 41,667              | \$ -                                        |  | \$ 41,667                 |
| Other Revenue (Donation/Grant)                       | 1,696,074              | 1,000,000                                   |  | 2,696,074                 |
|                                                      |                        |                                             |  | \$ -                      |
| <b>Total Revenues</b>                                | <b>\$ 1,737,741</b>    | <b>\$ 1,000,000</b>                         |  | <b>\$ 2,737,741</b>       |
| <b>Expenses</b>                                      |                        |                                             |  |                           |
| Vessel Crew Labor                                    | \$330,499              | Contract details<br>still in<br>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                 |
| <b>Total Expenses</b>                                | <b>\$1,737,741</b>     | <b>\$1,000,000</b>                          |  | <b>\$ 2,737,741</b>       |
| <b>TOTAL OPERATIONS BUDGET</b>                       |                        |                                             |  | <b>\$ 64,481,828</b>      |

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

|                                                  | <b>FY 2021/22<br/>Actual</b> | <b>FY 2022/23<br/>Approved<br/>Budget</b> | <b>FY 2022/23<br/>Projected Actual</b> | <b>FY 2023/24 Budget<br/>Proposed</b> |
|--------------------------------------------------|------------------------------|-------------------------------------------|----------------------------------------|---------------------------------------|
| <b>Revenues</b>                                  |                              |                                           |                                        |                                       |
| 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                       | -                                         | -                                      | -                                     |
| <b>Total Revenues</b>                            | <b>\$ 10,602,486</b>         | <b>\$ 14,110,416</b>                      | <b>\$ 13,696,560</b>                   | <b>\$ 13,105,611</b>                  |
| <b>Expenses</b>                                  |                              |                                           |                                        |                                       |
| <b>Vessel Crew Labor</b>                         | <b>3,840,392</b>             | <b>\$4,999,858</b>                        | <b>\$4,969,302</b>                     | <b>\$4,381,204</b>                    |
| <b>Vessel Fuel</b>                               | <b>2,742,417</b>             | <b>\$2,797,200</b>                        | <b>\$2,763,998</b>                     | <b>\$2,952,600</b>                    |
| <b>Vessel Operations &amp; Maintenance</b>       | <b>723,344</b>               | <b>\$1,185,911</b>                        | <b>\$1,215,165</b>                     | <b>\$1,169,544</b>                    |
| <b>Facility Operations &amp; Maintenance</b>     | <b>1,526,225</b>             | <b>\$2,329,236</b>                        | <b>\$2,239,523</b>                     | <b>\$2,056,349</b>                    |
| - <i>Terminals</i>                               | 221,846                      | 266,864                                   | 266,057                                | 240,584                               |
| - <i>Operations &amp; Maintenance Facilities</i> | 1,304,379                    | 2,062,372                                 | 1,973,466                              | 1,815,765                             |
| <b>System Expense</b>                            | <b>1,770,109</b>             | <b>2,798,211</b>                          | <b>2,508,573</b>                       | <b>2,545,914</b>                      |
| - <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 &amp; Marketing</i>             | 175,413                      | 407,346                                   | 407,346                                | 469,193                               |
| - <i>Insurance &amp; Fees</i>                    | 28,844                       | 97,027                                    | 92,577                                 | 89,246                                |
| - <i>Ticketing</i>                               | 72,972                       | 165,425                                   | 166,742                                | 186,879                               |
| <b>Total Expenses</b>                            | <b>\$ 10,602,486</b>         | <b>\$ 14,110,416</b>                      | <b>\$ 13,696,560</b>                   | <b>\$ 13,105,611</b>                  |
| <b>Operating Statistics:</b>                     |                              |                                           |                                        |                                       |
| 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                                 |
| <b>Performance Measures:</b>                     |                              |                                           |                                        |                                       |
| 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**

|                                                  | <b>FY 2021/22<br/>Actual</b> | <b>FY 2022/23<br/>Approved<br/>Budget</b> | <b>FY 2022/23<br/>Projected Actual</b> | <b>FY 2023/24<br/>Budget<br/>Proposed</b> |
|--------------------------------------------------|------------------------------|-------------------------------------------|----------------------------------------|-------------------------------------------|
| <b>Revenues</b>                                  |                              |                                           |                                        |                                           |
| 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                        | -                                         | -                                      |                                           |
|                                                  |                              |                                           |                                        |                                           |
| <b>Total Revenues</b>                            | <b>\$ 4,225,104</b>          | <b>\$ 4,755,091</b>                       | <b>\$ 4,639,830</b>                    | <b>\$ 5,549,929</b>                       |
| <b>Expenses</b>                                  |                              |                                           |                                        |                                           |
| <b>Vessel Crew Labor</b>                         | <b>\$ 1,536,190</b>          | <b>\$1,551,680</b>                        | <b>\$1,545,645</b>                     | <b>\$1,825,501</b>                        |
| <b>Vessel Fuel</b>                               | <b>998,252</b>               | <b>1,087,800</b>                          | <b>1,074,888</b>                       | <b>1,087,800</b>                          |
| <b>Vessel Operations &amp; Maintenance</b>       | <b>491,467</b>               | <b>542,008</b>                            | <b>506,319</b>                         | <b>830,241</b>                            |
| <b>Facility Operations &amp; Maintenance</b>     | <b>547,337</b>               | <b>793,813</b>                            | <b>800,496</b>                         | <b>798,286</b>                            |
| - <i>Terminals</i>                               | 73,835                       | 110,777                                   | 109,908                                | 106,726                                   |
| - <i>Operations &amp; Maintenance Facilities</i> | 473,502                      | 683,036                                   | 690,588                                | 691,560                                   |
| <b>System Expense</b>                            | <b>651,857</b>               | <b>779,790</b>                            | <b>712,482</b>                         | <b>1,008,100</b>                          |
| - <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 &amp; Marketing</i>             | 58,023                       | 84,231                                    | 84,231                                 | 186,882                                   |
| - <i>Insurance &amp; Fees</i>                    | 11,150                       | 29,400                                    | 31,111                                 | 29,597                                    |
| - <i>Ticketing</i>                               | 17,967                       | 63,942                                    | 64,379                                 | 74,435                                    |
|                                                  |                              |                                           |                                        |                                           |
| <b>Total Expenses</b>                            | <b>4,225,104</b>             | <b>\$4,755,091</b>                        | <b>4,639,830</b>                       | <b>\$5,549,929</b>                        |
| <b>Operating Statistics:</b>                     |                              |                                           |                                        |                                           |
| 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                                     |
| <b>Performance Measures:</b>                     |                              |                                           |                                        |                                           |
| 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**

|                                                  | <b>FY 2021/22<br/>Actual</b> | <b>FY 2022/23<br/>Approved<br/>Budget</b> | <b>FY 2022/23<br/>Projected Actual</b> | <b>FY 2023/24<br/>Budget<br/>Proposed</b> |
|--------------------------------------------------|------------------------------|-------------------------------------------|----------------------------------------|-------------------------------------------|
| <b>Revenues</b>                                  |                              |                                           |                                        |                                           |
| 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                        | -                                         | -                                      | -                                         |
| <b>Total Revenues</b>                            | <b>\$ 4,493,436</b>          | <b>\$ 5,522,930</b>                       | <b>\$ 5,566,277</b>                    | <b>\$ 6,704,465</b>                       |
| <b>Expenses</b>                                  |                              |                                           |                                        |                                           |
| <b>Vessel Crew Labor</b>                         | <b>\$ 1,637,720</b>          | <b>\$ 1,724,089</b>                       | <b>\$ 1,761,828</b>                    | <b>\$ 2,190,602</b>                       |
| <b>Vessel Fuel</b>                               | <b>1,185,459</b>             | <b>1,398,600</b>                          | <b>1,381,999</b>                       | <b>1,398,600</b>                          |
| <b>Vessel Operations &amp; Maintenance</b>       | <b>398,627</b>               | <b>605,118</b>                            | <b>708,846</b>                         | <b>745,262</b>                            |
| <b>Facility Operations &amp; Maintenance</b>     | <b>509,180</b>               | <b>793,966</b>                            | <b>812,180</b>                         | <b>1,018,718</b>                          |
| - <i>Terminals</i>                               | <i>53,385</i>                | <i>80,120</i>                             | <i>82,393</i>                          | <i>98,288</i>                             |
| - <i>Operations &amp; Maintenance Facilities</i> | <i>455,795</i>               | <i>713,846</i>                            | <i>729,787</i>                         | <i>920,430</i>                            |
| <b>System Expense</b>                            | <b>762,450</b>               | <b>1,001,157</b>                          | <b>901,424</b>                         | <b>1,351,283</b>                          |
| - <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 &amp; Marketing</i>             | <i>84,880</i>                | <i>142,821</i>                            | <i>142,821</i>                         | <i>250,501</i>                            |
| - <i>Insurance &amp; 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>                             |
| <b>Total Expenses</b>                            | <b>\$ 4,493,436</b>          | <b>\$ 5,522,930</b>                       | <b>\$ 5,566,277</b>                    | <b>\$ 6,704,465</b>                       |
| <b>Operating Statistics:</b>                     |                              |                                           |                                        |                                           |
| 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                                     |
| <b>Performance Measures:</b>                     |                              |                                           |                                        |                                           |
| 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**

|                                                  | <b>FY 2021/22<br/>Actual</b> | <b>FY 2022/23<br/>Approved<br/>Budget</b> | <b>FY 2022/23<br/>Projected Actual</b> | <b>FY 2023/24<br/>Budget<br/>Proposed</b> |
|--------------------------------------------------|------------------------------|-------------------------------------------|----------------------------------------|-------------------------------------------|
| <b>Revenues</b>                                  |                              |                                           |                                        |                                           |
| 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                        | -                                         | -                                      | -                                         |
| <b>Total Revenues</b>                            | <b>\$ 2,547,546</b>          | <b>\$ 3,621,653</b>                       | <b>\$ 3,518,978</b>                    | <b>\$ 4,971,200</b>                       |
| <b>Expenses</b>                                  |                              |                                           |                                        |                                           |
| <b>Vessel Crew Labor</b>                         | <b>\$ 769,627</b>            | <b>\$ 1,206,862</b>                       | <b>\$ 1,203,280</b>                    | <b>\$ 1,642,951</b>                       |
| <b>Vessel Fuel</b>                               | <b>512,744</b>               | <b>777,000</b>                            | <b>767,777</b>                         | <b>777,000</b>                            |
| <b>Vessel Operations &amp; Maintenance</b>       | <b>420,708</b>               | <b>464,549</b>                            | <b>354,423</b>                         | <b>929,482</b>                            |
| <b>Facility Operations &amp; Maintenance</b>     | <b>536,666</b>               | <b>708,666</b>                            | <b>752,036</b>                         | <b>761,156</b>                            |
| - <i>Terminals</i>                               | 160,886                      | 175,679                                   | 106,196                                | 211,975                                   |
| - <i>Operations &amp; Maintenance Facilities</i> | 375,780                      | 532,986                                   | 645,840                                | 549,181                                   |
| <b>System Expense</b>                            | <b>307,801</b>               | <b>464,576</b>                            | <b>441,462</b>                         | <b>860,610</b>                            |
| - <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 &amp; Marketing</i>             | 26,040                       | 18,447                                    | 18,447                                 | 149,108                                   |
| - <i>Insurance &amp; Fees</i>                    | 8,703                        | 68,518                                    | 72,612                                 | 79,890                                    |
| - <i>Ticketing</i>                               | 7,074                        | 49,870                                    | 50,216                                 | 59,390                                    |
| <b>Total Expenses</b>                            | <b>\$2,547,546</b>           | <b>\$3,621,653</b>                        | <b>\$3,518,978</b>                     | <b>\$4,971,200</b>                        |
| <b>Operating Statistics:</b>                     |                              |                                           |                                        |                                           |
| 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                                     |
| <b>Performance Measures:</b>                     |                              |                                           |                                        |                                           |
| 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**

|                                                  | <b>FY 2021/22<br/>Actual</b> | <b>FY 2022/23<br/>Approved<br/>Budget</b> | <b>FY 2022/23<br/>Projected Actual</b> | <b>FY 2023/24<br/>Budget<br/>Proposed</b> |
|--------------------------------------------------|------------------------------|-------------------------------------------|----------------------------------------|-------------------------------------------|
| <b>Revenues</b>                                  |                              |                                           |                                        |                                           |
| 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                       | -                                         | -                                      | -                                         |
| <b>Total Revenues</b>                            | <b>\$ 7,249,830</b>          | <b>\$ 9,074,196</b>                       | <b>\$ 9,008,515</b>                    | <b>\$ 10,217,053</b>                      |
| <b>Expenses</b>                                  |                              |                                           |                                        |                                           |
| <b>Vessel Crew Labor</b>                         | <b>\$ 2,839,413</b>          | <b>\$ 3,275,769</b>                       | <b>\$ 3,257,473</b>                    | <b>\$ 3,285,903</b>                       |
| <b>Vessel Fuel</b>                               | <b>1,886,524</b>             | <b>2,175,600</b>                          | <b>2,149,776</b>                       | <b>2,175,600</b>                          |
| <b>Vessel Operations &amp; Maintenance</b>       | <b>634,702</b>               | <b>\$697,397</b>                          | <b>\$911,374</b>                       | <b>\$1,136,367</b>                        |
| <b>Facility Operations &amp; Maintenance</b>     | <b>1,054,368</b>             | <b>1,676,668</b>                          | <b>1,542,404</b>                       | <b>1,720,952</b>                          |
| - <i>Terminals</i>                               | 235,390                      | 354,568                                   | 213,875                                | 368,405                                   |
| - <i>Operations &amp; Maintenance Facilities</i> | 818,978                      | 1,322,099                                 | 1,328,529                              | 1,352,547                                 |
| <b>System Expense</b>                            | <b>834,823</b>               | <b>1,248,762</b>                          | <b>1,147,488</b>                       | <b>1,898,232</b>                          |
| - <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 &amp; Marketing</i>             | 77,246                       | 118,572                                   | 118,572                                | 351,895                                   |
| - <i>Insurance &amp; Fees</i>                    | 19,477                       | 51,268                                    | 54,444                                 | 55,731                                    |
| - <i>Ticketing</i>                               | 37,751                       | 111,838                                   | 112,664                                | 140,160                                   |
| <b>Total Expenses</b>                            | <b>\$ 7,249,830</b>          | <b>\$ 9,074,196</b>                       | <b>\$ 9,008,515</b>                    | <b>\$ 10,217,053</b>                      |
| <b>Operating Statistics:</b>                     |                              |                                           |                                        |                                           |
| 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                                     |
| <b>Performance Measures:</b>                     |                              |                                           |                                        |                                           |
| 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**

|                                                  | <b>FY 2021/22<br/>Actual</b> | <b>FY 2022/23<br/>Approved<br/>Budget</b> | <b>FY 2022/23<br/>Projected Actual</b> | <b>FY 2023/24<br/>Budget<br/>Proposed</b> |
|--------------------------------------------------|------------------------------|-------------------------------------------|----------------------------------------|-------------------------------------------|
| <b>Revenues</b>                                  |                              |                                           |                                        |                                           |
| 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                       | -                                         | -                                      | -                                         |
| <b>Total Revenues</b>                            | <b>\$ 17,769,090</b>         | <b>\$ 19,538,162</b>                      | <b>\$ 19,440,534</b>                   | <b>\$ 21,195,831</b>                      |
| <b>Expenses</b>                                  |                              |                                           |                                        |                                           |
| <b>Vessel Crew Labor</b>                         | <b>\$ 4,203,312</b>          | <b>\$ 4,482,632</b>                       | <b>\$ 4,777,430</b>                    | <b>\$ 4,928,854</b>                       |
| <b>Vessel Fuel</b>                               | <b>6,784,469</b>             | <b>7,303,800</b>                          | <b>7,367,722</b>                       | <b>7,148,400</b>                          |
| <b>Vessel Operations &amp; Maintenance</b>       | <b>959,536</b>               | <b>1,506,018</b>                          | <b>1,367,061</b>                       | <b>1,290,015</b>                          |
| <b>Facility Operations &amp; Maintenance</b>     | <b>3,849,202</b>             | <b>3,373,394</b>                          | <b>3,350,261</b>                       | <b>4,687,016</b>                          |
| - <i>Terminals</i>                               | 898,747                      | 288,464                                   | 284,180                                | 217,455                                   |
| - <i>Operations &amp; Maintenance Facilities</i> | 2,950,455                    | 3,084,930                                 | 3,066,081                              | 4,469,561                                 |
| <b>System Expense</b>                            | <b>1,972,570</b>             | <b>2,872,318</b>                          | <b>2,578,060</b>                       | <b>3,141,546</b>                          |
| - <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 &amp; Marketing</i>             | 188,857                      | 388,783                                   | 388,783                                | 580,527                                   |
| - <i>Insurance &amp; Fees</i>                    | 32,404                       | 113,023                                   | 100,532                                | 101,940                                   |
| - <i>Ticketing</i>                               | 115,147                      | 185,987                                   | 187,344                                | 231,224                                   |
| <b>Total Expenses</b>                            | <b>\$ 17,769,090</b>         | <b>\$ 19,538,162</b>                      | <b>\$ 19,440,534</b>                   | <b>\$ 21,195,831</b>                      |
| <b>Operating Statistics:</b>                     |                              |                                           |                                        |                                           |
| 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                                    |
| <b>Performance Measures:</b>                     |                              |                                           |                                        |                                           |
| 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**

|                                                              | <b>FY2021/22<br/>Actual</b> | <b>FY2022/23<br/>Approved<br/>Budget</b> | <b>FY2022/23<br/>Projected<br/>Actual</b> | <b>FY2023/24<br/>Proposed<br/>Budget</b> |
|--------------------------------------------------------------|-----------------------------|------------------------------------------|-------------------------------------------|------------------------------------------|
| <b>Revenues</b>                                              |                             |                                          |                                           |                                          |
| 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                                  |
| <b>Total Revenues</b>                                        | <b>\$ 2,571,619</b>         | <b>\$ 3,400,000</b>                      | <b>\$ 2,719,085</b>                       | <b>\$ 3,945,194</b>                      |
| <b>Expenses</b>                                              |                             |                                          |                                           |                                          |
| Salaries, Wages & Fringe Benefits *                          | \$ 1,826,691                | \$ 1,775,164                             | \$ 1,907,375                              | \$ 2,437,349                             |
| - <i>Salaries &amp; 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 &amp; 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 &amp; 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                                  |
| <b>Subtotal Expenses</b>                                     | <b>\$ 3,563,483</b>         | <b>\$ 4,728,784</b>                      | <b>\$ 3,733,489</b>                       | <b>\$ 5,080,437</b>                      |
| <b>Overhead Expense Transfers**</b>                          |                             |                                          |                                           |                                          |
| 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)                                |
| <b>Subtotal Expense Transfers</b>                            | <b>\$ (991,864)</b>         | <b>\$ (1,328,784)</b>                    | <b>\$ (1,014,404)</b>                     | <b>\$ (1,135,242)</b>                    |
| <b>Total Expenses</b>                                        | <b>\$ 2,571,619</b>         | <b>\$ 3,400,000</b>                      | <b>\$ 2,719,085</b>                       | <b>\$ 3,945,194</b>                      |

\* 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<br>Actuals | FY 2022-23<br>Actuals<br>(Estimated) | FY 2023-24<br>Budget<br>(Proposed) | Future Years         |
|----------------------------------------------------------------------------|-----------------------|------------------------|--------------------------------------|------------------------------------|----------------------|
| <b>CAPITAL REVENUES:</b>                                                   |                       |                        |                                      |                                    |                      |
| 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              |
| <b>Total Capital Revenues</b>                                              | <b>\$214,916,115</b>  | <b>\$29,706,933</b>    | <b>\$14,584,093</b>                  | <b>\$75,074,912</b>                | <b>\$95,550,177</b>  |
| <b>CAPITAL EXPENDITURES:</b>                                               |                       |                        |                                      |                                    |                      |
| <b>CURRENT PROJECTS</b>                                                    | <b>\$ 187,268,930</b> | <b>\$ 29,582,248</b>   | <b>\$ 14,584,093</b>                 | <b>\$ 50,000,712</b>               | <b>\$ 93,101,877</b> |
| <b>Facilities: Electrification</b>                                         | <b>15,055,880</b>     | <b>-</b>               | <b>50,000</b>                        | <b>13,007,000</b>                  | <b>1,998,880</b>     |
| Zero-Emission Float Electrification Project                                | 15,055,880            | -                      | 50,000                               | 13,007,000                         | 1,998,880            |
| <b>Facilities: Terminal Improvements</b>                                   | <b>30,575,500</b>     | <b>517,251</b>         | <b>4,993,879</b>                     | <b>7,619,370</b>                   | <b>17,445,000</b>    |
| 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                            | -                    |
| <b>Vessels: Construction</b>                                               | <b>134,214,550</b>    | <b>28,787,595</b>      | <b>9,123,534</b>                     | <b>23,406,400</b>                  | <b>72,897,021</b>    |
| 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           |
| <b>Vessels: Major Components Rehabilitation (Engines/Gears/ Waterjets)</b> | <b>7,423,000</b>      | <b>277,402</b>         | <b>416,679</b>                       | <b>5,967,943</b>                   | <b>760,976</b>       |
| 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              |
| <b>New for FY 2023/24</b>                                                  | <b>27,647,185</b>     | <b>124,685</b>         | <b>-</b>                             | <b>25,074,200</b>                  | <b>2,448,300</b>     |
| <b>Facilities: Electrification</b>                                         | <b>2,541,685</b>      | <b>124,685</b>         | <b>-</b>                             | <b>2,417,000</b>                   | <b>-</b>             |
| Shoreside Electrical Initiative (RM3/Planning Phase)*                      | 2,541,685             | 124,685                | -                                    | 2,417,000                          | -                    |
| <b>Facilities: Terminal Improvements</b>                                   | <b>13,187,000</b>     | <b>-</b>               | <b>-</b>                             | <b>13,187,000</b>                  | <b>-</b>             |
| 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                            | -                    |
| <b>Vessels: Construction</b>                                               | <b>240,000</b>        | <b>-</b>               | <b>-</b>                             | <b>240,000</b>                     | <b>-</b>             |
| Vessel Acquisition - 28' Workboat                                          | 240,000               | -                      | -                                    | 240,000                            | -                    |
| <b>Vessels: Major Components Rehabilitation (Engines/Gears/ Waterjets)</b> | <b>11,678,500</b>     | <b>-</b>               | <b>-</b>                             | <b>9,230,200</b>                   | <b>2,448,300</b>     |
| 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                          | -                    |
| <b>Grand Total Expenses</b>                                                | <b>214,916,115</b>    | <b>29,706,933</b>      | <b>14,584,093</b>                    | <b>75,074,912</b>                  | <b>95,550,177</b>    |

\* 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

