

FISCAL YEAR 2025/2026

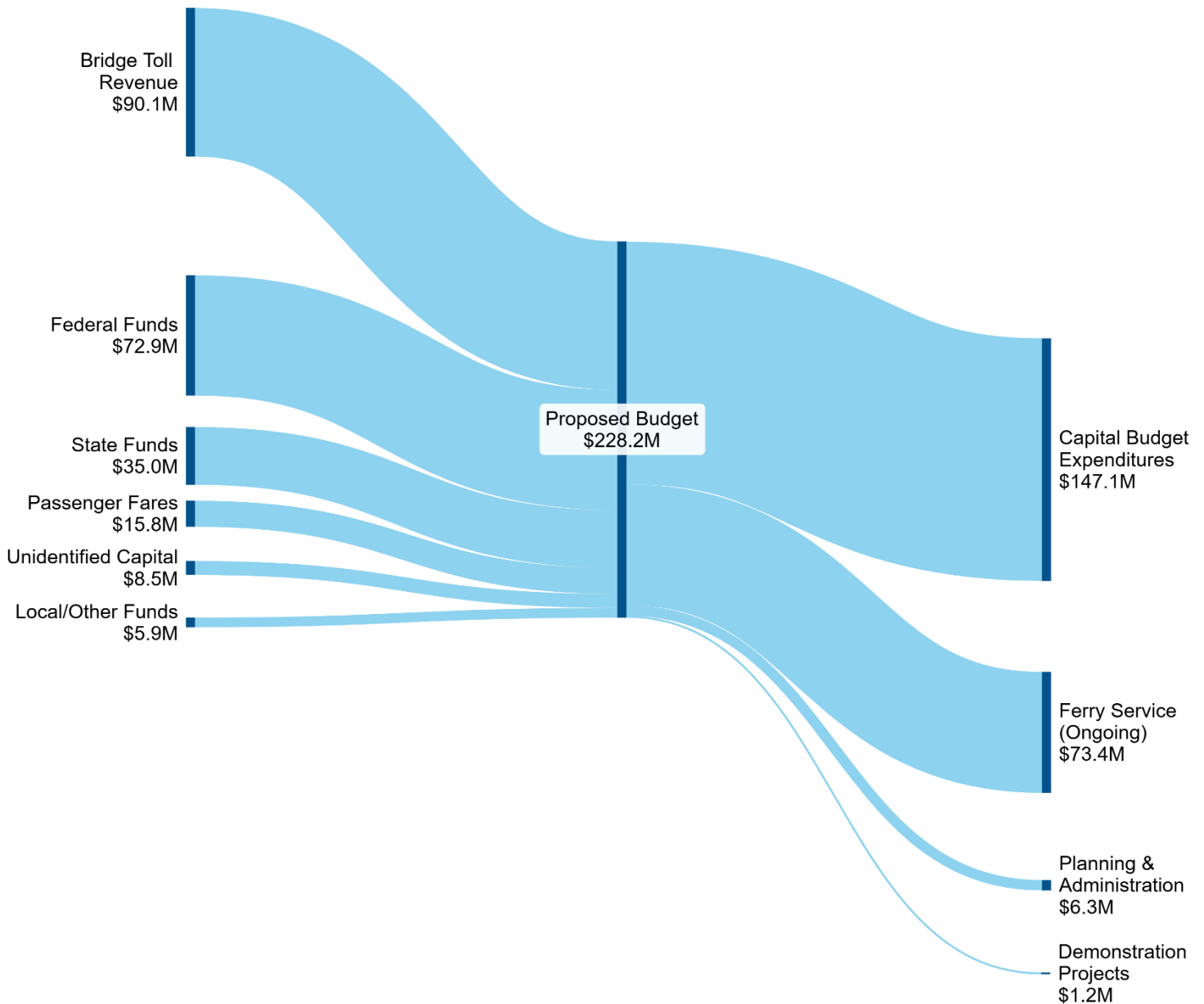
PROPOSED BUDGET



INTRODUCTION AND SUMMARY

The FY 2025/26 Budget proposes \$228 million in spending authority for Ferry Operations, Administration, Planning, and Capital Projects. Capital spending is more than 50% of the requested authority in the coming year, with multiple vessel and electrification projects driving the requested amount. Overall revenue and expense in the operating budget are based on an assumption that ridership will grow 18% over FY 2024/25 budgeted levels, with the ridership projected to be 94% of pre-pandemic levels. The proposed budget requests approval of expenses that are projected to grow 8% over the prior year budget. The budget is balanced with revenue from a number of sources including fare revenue tied to ridership, Bridge Tolls (RM1, 2, and 3), State Transit Assistance, Federal capital grants, and local dedicated sales tax revenue.

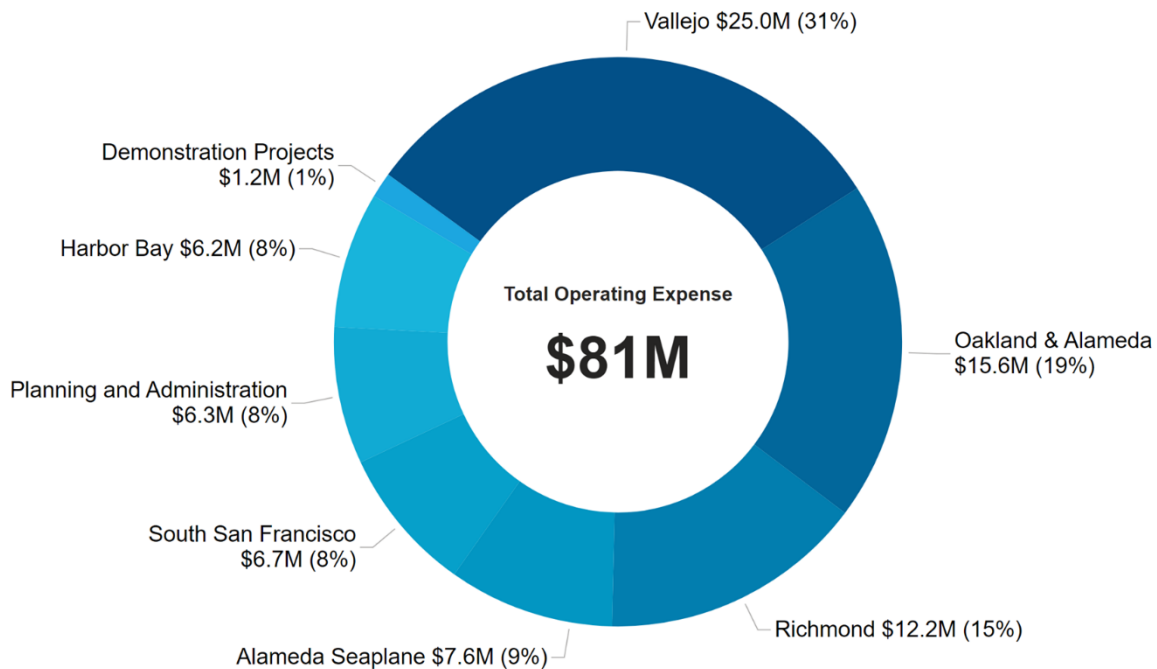
Revenue and Expense is summarized in **Figure 1** (below). Detailed discussion of the budget components is included in the following pages.



OPERATING BUDGET

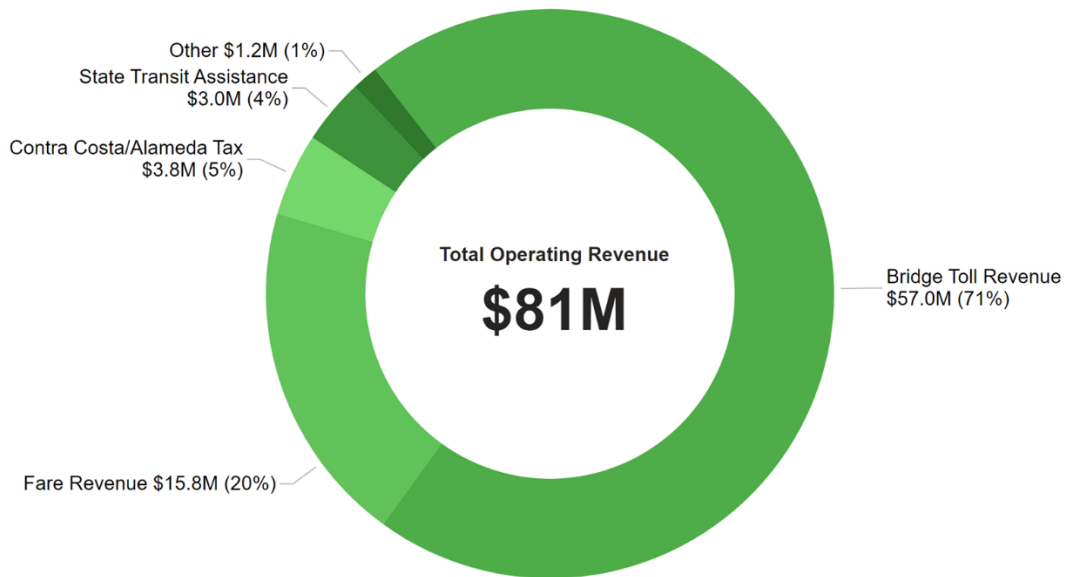
The FY 2025/26 operating budget is made up of two primary components: a \$74.5 million Ferry Service Operating Budget and a \$6.3 million Planning and Administration budget. Together those two components result in a total Operating Budget of \$81 million. Detailed budget charts showing SF Bay Ferry's Planning and Administration functions and the Operating Budget for ferry service by route are presented in **Attachment A**. The budget tables in Attachment A show service operating costs by functional categories. **Figure 1** (below) is a summary of the components of total authorized operating expense for Fiscal Year 2025/26, including all ferry routes, planning, and administrative expense.

Figure 1:



The Fiscal Year 2025/26 Operating Budget is funded with Regional Measure (RM) 2 and 3 bridge toll revenue, State Transit Assistance (STA) funds, fare revenue, and Alameda and Contra Costa sales tax or grant funds. These important sources of revenue together total \$81 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:



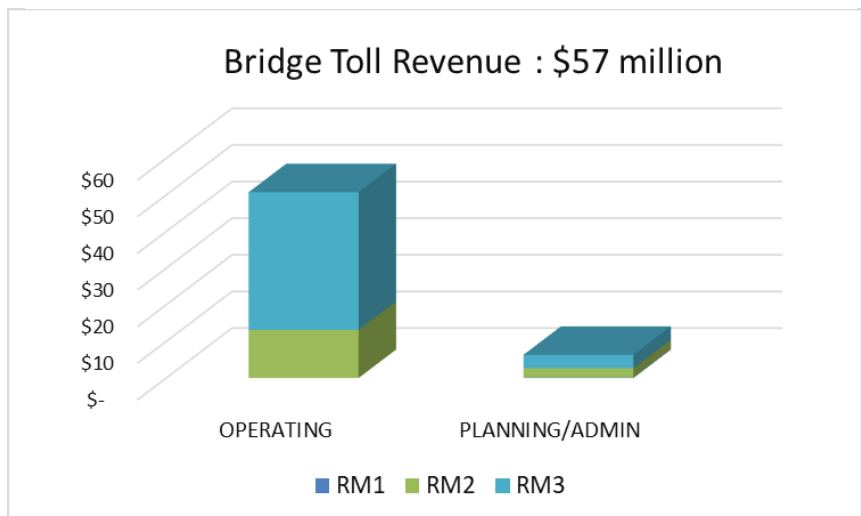
REVENUE SUMMARY:

Bridge Toll Funding

The operating budget utilizes \$57 million in bridge toll revenue, with \$50 million (89%) allotted for ferry operations and \$6.3 million (11%) for planning and administration (see Figure 3).

The FY 2025/26 budget will rely heavily on RM 3 funding to support ferry operations. SF Bay Ferry began using RM 3 in FY 2023/24 to support operations in the wake of pandemic impacts on both costs and other revenues and following the expenditure of federal operating support. Prior to the pandemic, ferry service relied on RM 2 revenues for basic operating support. However, due to continued underperformance in bridge toll revenue, SF Bay Ferry will continue to receive no more than 86% of its pre-pandemic allocation.

Figure 3



The availability of RM 3 funding allows SF Bay Ferry to maintain current fares and service, avoiding the immediate fiscal cliff that other

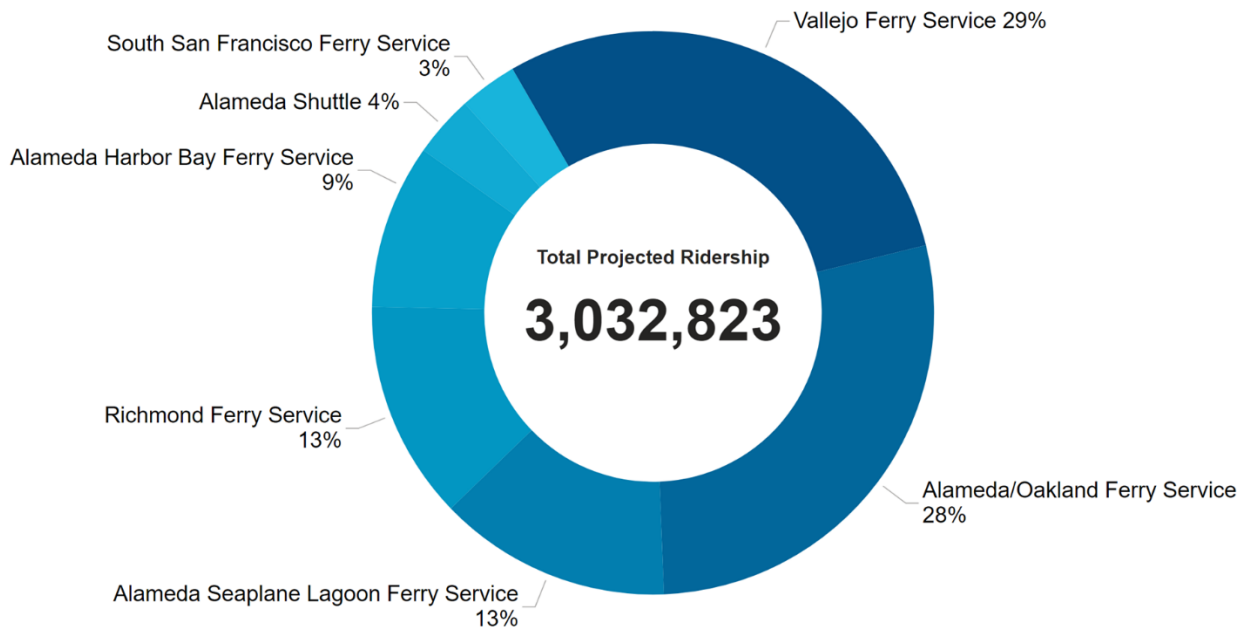
Bay Area fare-dependent transit agencies are facing. However, in the longer term because these funds do not grow, additional sources will be required to maintain current service.

SF Bay Ferry will continue to utilize a small amount of RM 1 funding to complete the 2050 Service Vision and Business Plan.

Fares

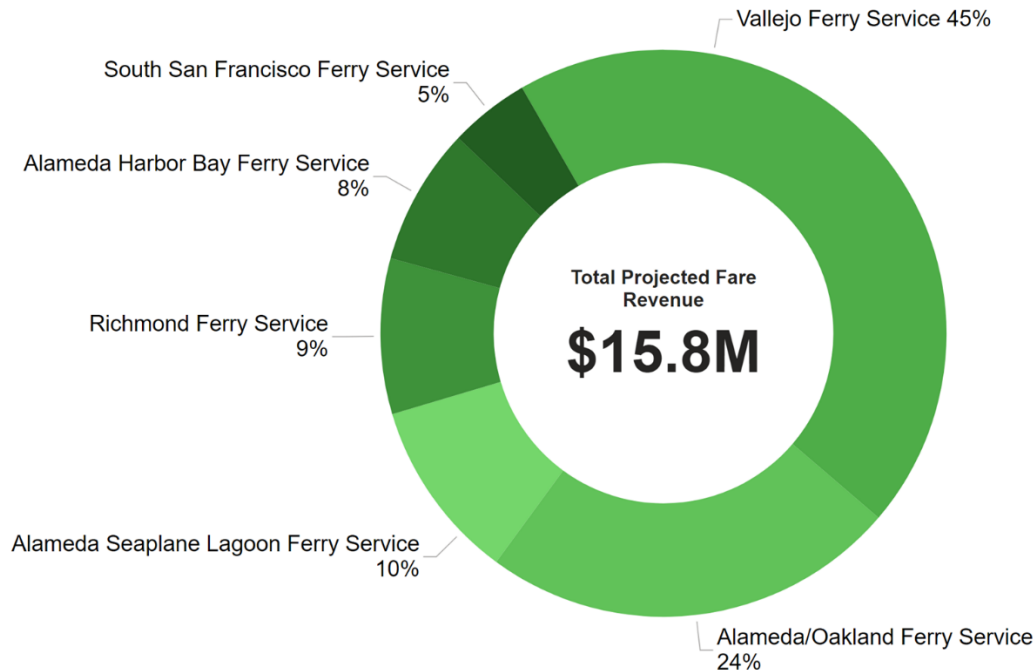
Ridership projections for FY 2025/26, as shown in **Figure 4**, assume 3,032,823 boardings, which is an 18% increase compared to the prior year's budget. This ridership also includes the Oakland Alameda Water Shuttle Pilot service, which generates no fare revenue. Ridership recovery is anticipated to be 94% of 2019 levels, up from 79% projected in FY 2024/25. Since the launch of the Pandemic Recovery Program, ridership has increased each and every month compared to the previous year. This year's projection is driven by the anticipated implementation of return to office policies that require more in-person work. Additionally, staff expect weekend ridership to continue to grow as more people travel into San Francisco for events and recreation. Since 2021, weekend ridership has consistently grown every year and surpassed pre-pandemic levels. Currently, the lowest ridership days of the week are Mondays and Fridays.

Figure 4



The FY 2025/26 fare program maintains the current fare structure with only a minor inflationary increase of 3% as outlined in the adopted FY 2024-2028 Fare Program. Based on ridership projections and the fare structure, farebox revenues are budgeted to be \$15.8 million in FY 2025/26, compared to \$14 million in FY 2024/25. **Figure 5** shows the projected ridership and subsequent fare revenue in the FY 2025/26 budget by route. Because fares vary by route, percentage shares of revenue do not correspond directly to ridership percentages.

Figure 5



State Transit Assistance

The Authority began using State Transit Assistance (STA) funds in FY2023/24 for ferry operations. This important fund source provides approximately \$3 million annually each year from statewide diesel sales tax revenue to support transit services. When those funds are not utilized within the year, they remain in an account at MTC for future use. For the FY 2024/25 budget, the Board approved a reserve policy that allowed for a transfer of fare revenues to a reserve account until it provided two months of operating expense and up to \$6 million in capital reserves. That involved the use of STA funding to substitute for fare revenue to support operating costs. Because that process will be complete on July 1, STA amounts in the FY 2025/26 budget return to normal levels and are anticipated to be \$3 million.

Local Funding

Local funding of \$3.8 million comes from the 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.

Other Revenue: Pilot Project

The Oakland Alameda Water Shuttle Pilot is 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. Funding of \$1.2 million is provided to fully fund anticipated operations.

EXPENSE SUMMARY:

FERRY SERVICE

The \$74.5 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, Richmond, South San Francisco and Vallejo. It also includes the Oakland Alameda shuttle. Detailed budget information on SF Bay Ferry's routes, including operating miles and hours for regular service routes, is shown in **Attachment A**.

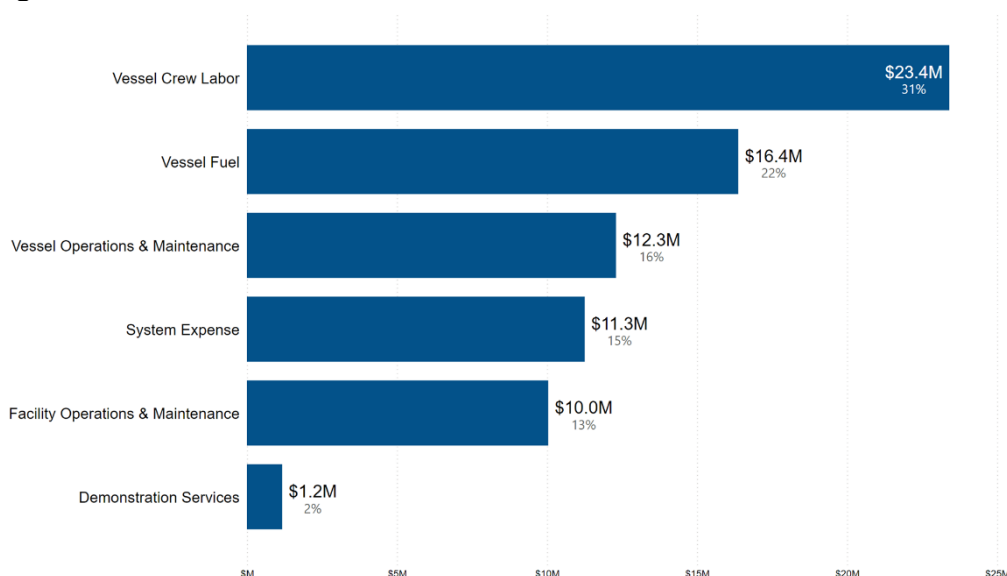
There are no proposed significant changes to the regular ferry routes in the budget. The FY 2025/26 budget assumes over 37,800 operating hours for SF Bay Ferry vessels travelling over 593,000 operating miles.

One pilot service route continues from the prior year. The Oakland Alameda Water Shuttle, funded by the City of Alameda, provides direct passenger ferry service between Jack London Square in Oakland and Alameda. SF Bay Ferry operates the service and serves as technical experts, advising the City of Alameda in matters ranging from scheduling, budgeting, vessel maintenance, and daily operations.

Two new pilot service projects will commence this year. First, the Richmond Ballpark pilot will provide service between Richmond and select Giants games at Oracle Park, similar to a limited pilot service offered last year for Redwood City. The Richmond Giants service will be offered for six weekend games utilizing the Oakland/Alameda ballpark fare. The service cost is anticipated to be fully covered by the fares collected. Second, an enhanced weekend schedule for Richmond will also be offered through at least October 2025 on a pilot project basis.

Excluding the \$1.1 million budgeted for Oakland Alameda shuttle, Ferry Service operation expense is proposed to be \$73.4 million. This authorization is \$7.6 million (or 12%) higher than the ferry operating budget for FY 2025/26. **Figure 6** (below) shows major cost components of the Ferry Service Operating budget. Discussion of each category and cost increases is provided below.

Figure 6:



Vessel Crew Labor & Fuel : \$39.8 million

Crew labor combined with fuel make up 54% of the anticipated expenses for the proposed operating budget. These costs are directly tied to the levels of SF Bay Ferry service for passengers. The budget maintains crew labor at current levels, however costs are anticipated to increase by \$4 million, bringing the total to \$23.4 million. This is a 21% increase over prior year costs. These costs reflect collective bargaining agreements that the agency's contract operator Blue & Gold Fleet (BGF) is expected to reach with its represented employees. The agreements will bring crew pay and benefits into parity with represented ferry employees at the Golden Gate Bridge, Highway and Transportation District.

The expense for diesel fuel in the proposed budget is \$16.4 million, slightly higher than the prior year. This increase is a result of changing vessel assignment assumptions due to rising ridership. These assumptions affect modeled fuel consumption. The SF Bay Ferry system uses R99 diesel fuel, a sustainable and low-carbon alternative to petroleum-based diesel fuel. R99 is derived from repurposed animal fats, used cooking oils, and inedible plant oils thereby recycling carbon that is already in the biosphere, versus fossil-sourced carbon that is removed from the earth. Currently the price for this fuel is at or below the cost of regular diesel.

Vessel Operations and Maintenance: \$12 million

With the delivery of the newest vessel MV Karl in 2025, there will be 18 vessels available for service, an increase of one over the prior year. Maintenance and repair expenses are budgeted to ensure that the 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. The FY 2025/26 budget of \$12.3 million which is an increase of \$3.9 million over the prior year. Most of the increase is not a cost increase but a reallocation of labor costs from the facility category. This is to better align expense reporting with the tasks performed by staff as well as FTA reporting requirements. Remaining costs increases are the result of increases in labor rates as well as the approval of two new positions in contracted engineering staff to improve proactive maintenance of vessels.

Facility Operations and Maintenance: \$10 million

Facility expenses of \$10 million capture the ongoing activities required to operate and maintain 10 SF Bay Ferry passenger terminals and two maintenance facilities. Typical terminal expenses include items such as utilities, basic maintenance of waterside and landside assets, property insurance, information technology support, and security. Increases of approximately \$400,000 are related to improvements related to the use of R99 fuel, which requires more filtration than diesel fuel. Other increases are related to engineering staff labor increases. However, facility operations and maintenance overall decreased by 11% to reflect the shift of expenses to vessels as described above.

System Expenses: \$11 million

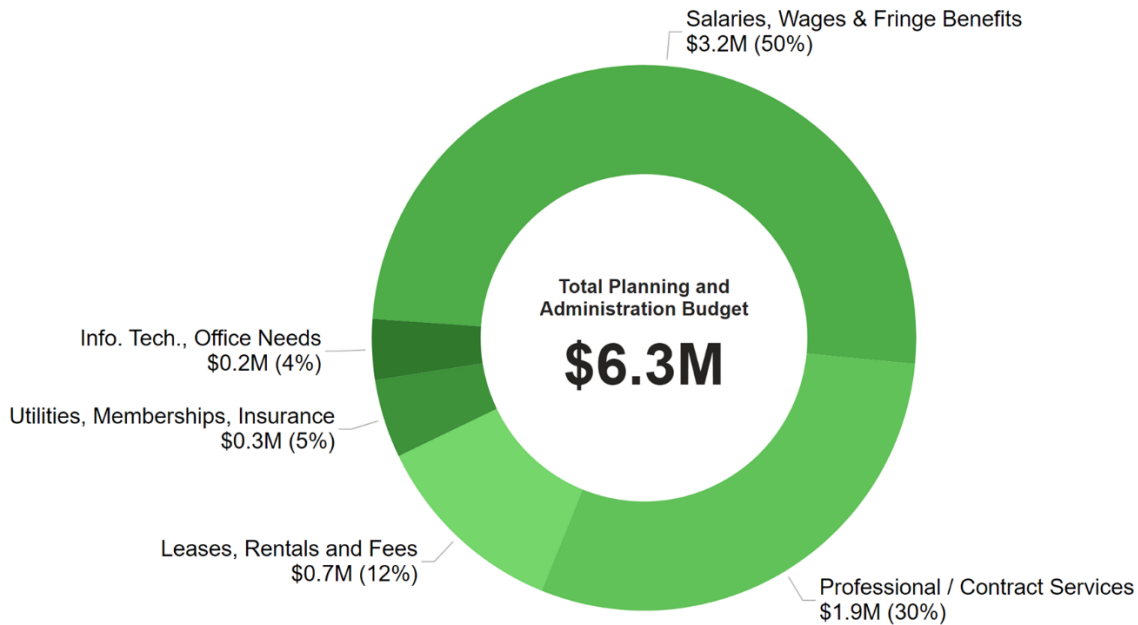
System expenses of \$11 million are generally required to support overall ferry service operation and not one specific service. These costs are spread among the service routes and are a combination of SF Bay Ferry staff costs, contracted operator staff and profit, outreach and communication, ticketing systems, and system engineering expenses. Engineering expenses includes consultants related to emergency preparedness and the upcoming procurement process for the contracted operator. More detail on these costs is provided in the work plan section below. Clipper costs continue to be substantial (\$475,000) as both Clipper 1 and 2 are being supported

through the fiscal year until Clipper 2 is fully implemented. Expenses related to SF Bay Ferry staff who are directly charging to operations, less costs that will be charged to capital projects, is \$2.9 million. Staff authorizations and salaries are shown in the Salary Schedule, **Attachment C**.

PLANNING AND ADMINISTRATION

The proposed budget for Planning and Administration for Fiscal Year 2025/26 is projected to be \$6.3 million, which is 8% of total operating expense. Categories of expenses within this department are shown in **Figure 7** and discussed further below.

Figure 7:



In the coming months, SF Bay Ferry staff will relocate to new offices at 375 Beale Street. Because this move is occurring before the expiration of the Pier 9 office lease, the budget currently includes funding for both the old and new leases. As a result, lease expenses are conservatively budgeted to increase 175%. However, staff anticipates mitigating this expense through a sublease or other means that will reduce this burden. Overall costs including this increase will rise 14%. However, without this rent expense, costs are increasing 6%, including a 2.45% cost of living increase for staff, increases in benefit costs and an investment in better information technology to ensure the cybersecurity of the networks relied upon by staff. Other increases are tied to expansion of Disadvantaged Business Enterprise (DBE) outreach and compliance resources, additional work related to the Green Marine Certification and sustainability program, and additional travel related to ferry electrification professional development. Details of the budgetary categories and shifts are detailed in the Planning and Administration budget (**Attachment A**).

Salaries and Benefits

Although all staff work ultimately relates to ferry operations, different revenue sources dictate how those costs are funded. The cost of salaries and benefits for the personnel reflected in **Attachment C** (Salary Schedule) is included in the appropriate budget (operating, capital, or

planning/administration) as appropriate. This schedule assumes a 2.45% cost of living increase effective June 30, 2025 (to match the first pay period in the new fiscal year). In the Spring of 2024, staff capacity was increased to reflect the growth of the system and the challenges of the SF Bay Ferry capital program. No additional staff are proposed in FY 2025/26.

FISCAL YEAR 2025/26 WORK PLAN

In addition to the activities detailed above, the proposed budget supports the following Board priorities.

- **Pilot Service Program** – SF Bay Ferry has set aside funding annually to study and implement pilot ferry services throughout the region. These pilot services test market demand, vessel technology, alternative operating models, and contribute to the potential establishment of a permanent service. Based on direction provided by the SF Bay Ferry Pilot Service Committee, staff will continue to support on-going operation of the Oakland Alameda Water Shuttle service and initiate pilot projects for enhanced Richmond weekend service and new Richmond Ballpark Special Event service in FY 2026. Staff will also work to develop upcoming pilot projects providing short hop service between the Ferry Building and Pier 48.5 and operation of an electric foiling vessel connecting Martinez and Richmond. Staff and partners may identify additional opportunities for pilot services during the year working in close coordination with the Pilot Service Board Committee.
- **Emergency Response Program** – The FY 2025/26 budget includes funding for consultant support to enhance the agency’s emergency response preparedness and strengthen the cooperative readiness between the agency and its contract operator. The agency will continue its robust staff training program in preparation for a Fall 2025 functional exercise. Staff also continues work to refine its web-based Emergency Operations Center (EOC) capabilities and is preparing a robust tsunami readiness plan.
- **Public Information and Communications** – Staff will continue its work highlighting progress on the Rapid Electric Emissions-Free (REEF) Ferry Program to build consensus around electrification efforts and system expansion. The agency will also focus energy on improving visibility in common transit trip-planning tools through collaborative work with private and public sector partners.
- **Passenger Experience** – Staff anticipates delivering a revised Passenger Code of Conduct and the agency’s first Customer Experience Plan in FY 2025/26. The agency will also make upgrades to its customer relationship management (CRM) tools to better serve passengers in a more resource-efficient way. Staff will continue to work closely with the contract operator and concessionaire to improve passenger satisfaction as measured by annual onboard surveys.
- **Marketing & Outreach** – The agency plans to ramp up its ongoing *Ferry There* campaign with consultant support from D&A Communications in fall and winter 2025 before planning a calendar year 2026 marketing campaign in early 2026. The *Ferry There* campaign is focused on leveraging a user-generated campaign to help spread interest in the ferry system using authentic, diverse voices. The agency will also produce a Ferry Fest event in Vallejo and launch its new resident and new employee marketing programs in FY 2025/26.
- **SF Bay Ferry 2050 Service Vision and Business Plan** – The Business Plan is a far-reaching effort to define a service vision that will 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. A final version of the Business Plan will be presented to the Board in early FY 2025/26 for final adoption.

- **Operating Contract** -- The agency will make significant progress on its procurement process and award of a new operating contract in FY2025/26. It is anticipated that a Request for Proposals (RFP) will be presented to the Board for review in fall 2025 with proposed award slated for late spring 2026.
- **Terminal Access Plans** -- During stakeholder engagement activities for the 2050 Business Plan, participants identified inadequate first/last mile connections as a barrier to accessing the ferry. Last year, the Board adopted new Access Guidelines that provide direction to staff to initiate work on access plans for specific terminals throughout the SF Bay Ferry system. These planning documents will assess local access and first/last mile needs around terminals; identify and prioritize potential projects, programs, and initiatives to improve access conditions at terminals; as well as estimate the capital funding needs to implement the improvements. For FY 2025/26, staff will initiate the development of plans for the Vallejo and Richmond ferry terminals.
- **Sustainability Work** – The Board adopted the Sustainability Policy in August 2024, reinforcing its commitment to environmental stewardship and the integration of sustainable practices across San Francisco Bay Ferry operations and infrastructure. Staff is developing a short-term Sustainability Plan that outlines specific actions and milestones aligned with the Policy’s goals and objectives. The Plan will also include a monitoring and reporting framework to track progress. Pending adoption, staff will begin data collection and initiate tracking of identified short- and long-term action items in FY2025/26. As outlined in the Sustainability Policy, SF Bay Ferry enrolled in the Green Marine environmental certification program and will continue participation in FY2025/26. This supports San Francisco Bay Ferry’s goal of demonstrating continuous environmental improvement and industry leadership in sustainable ferry operations.
- **Redwood City Ferry Terminal Planning** - The Redwood City Ferry Terminal will be situated within the Port of Redwood City complex, positioned to attract riders from the employment-rich mid-Peninsula region. The project team comprising staff from the City, Port, and SF Bay Ferry has completed a feasibility study and developed a business plan. As the Lead Agency, the Port of Redwood City is preparing CEQA/NEPA-compliant environmental reviews supported through funding from the San Mateo County Transportation Authority. Staff will continue to support environmental review of the project as a Responsible Agency.
- **Five Year Regional Measure 3 Operating Plan and Performance Measures** - In FY 2025/26, staff will update this plan to project anticipated operating expenses and provide performance measures for RM 3 operating funds to MTC.
- **Regional Transit Coordination and Integration** – Staff will continue to engage with the Metropolitan Transportation Commission (MTC) and Bay Area transit operators to advance a broad variety of regional coordination and integration efforts, including legislative initiatives, performance measures, schedule coordination, signage and wayfinding, and fare policies such as the Bay Pass expansion and zero-cost transfers. In addition, the largest transit coordination project, the implementation of Clipper 2.0, will continue to be at the forefront of staff engagement as customer-facing elements are anticipated to finally “go live” with the new regional fare payment system.
- **Regional Maritime Industry Expansion** - In FY 2025/26 SF Bay Ferry will work to coalesce stakeholders around federal efforts to foster U.S. shipbuilding; support local, regional or state actions to provide incentives for establishing new shipyards in the region to provide more capacity for vessel construction and maintenance. In FY2025/26, SF Bay Ferry will be working with the Working Waterfront Coalition (WWC) to continue to host apprentice training sessions at the Alameda and Vallejo Maintenance facilities, working to increase support for this effort, and

ensuring the WWC curriculum includes training to operate and maintain the zero-emission technology being implemented by SF Bay Ferry.

- **Disadvantaged Business Enterprise Program** – In FY 2025/26 staff will begin implementing the multi-year DBE Program Improvement Plan (DBEPIP) developed from the DBE Program Review conducted in 2024 and continue to conduct expanded outreach opportunities to increase availability of DBEs. The DBEPIP includes initiatives to expand organizational capacity, enhance compliance tools, improve vendor engagement, and increase access through strategic unbundling of contracts. Additional improvements include targeted outreach and training, refinement of the Small Business Enterprise (SBE) program, new collaborative efforts with the Working Waterfront Coalition to develop marine-focused small business pipelines, and evaluation of the use of DBE project goals on shoreside electrification work to increase DBE participation.

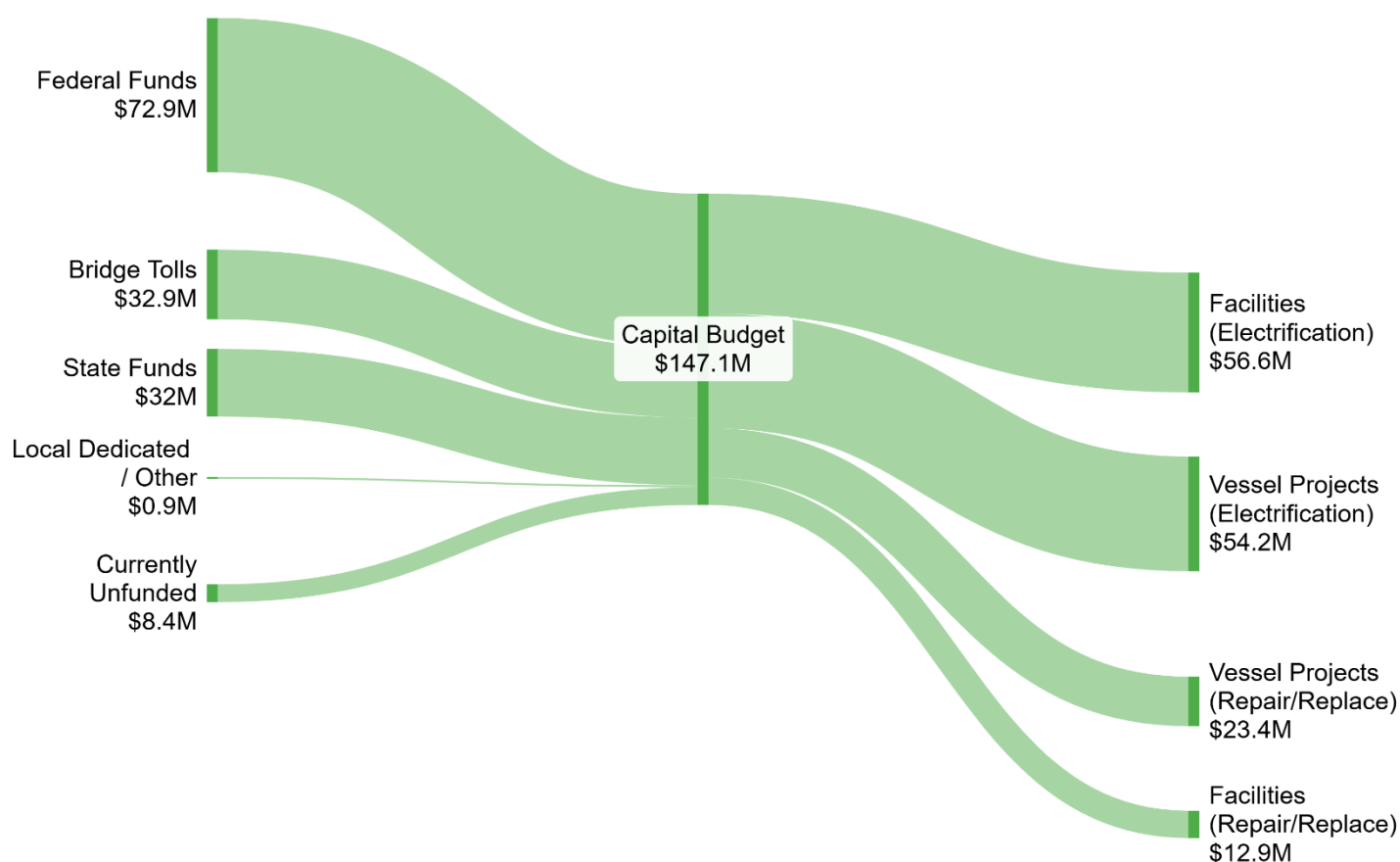
- **Federal, State, Regional and Local Legislative efforts** – Consistent with the 2025 Legislative Program, staff will focus federal, state, regional and local advocacy on targeted priorities, including: ensure that any regional transportation revenue measure spanning the timeframe of SF Bay Ferry’s fiscal cliff includes funding for SF Bay Ferry; build support for increased federal funding to inform the development of the next Surface Transportation Re-Authorization Bill ; advocate for state funding to support SF Bay Ferry’s REEF Program including a sales tax exemption for the purchase of zero emission vessels; support efforts to streamline permitting requirements and California Environmental Quality Act requirements for ferry projects; advocate for incentives to attract new shipyards; explore new strategies for enhancing local and regional support for ferry expansion opportunities including public private partnerships to support ongoing and new ferry operations.

CAPITAL PROJECTS

The Fiscal Year 2025/26 Capital Budget authorizes \$147 million in expense to continue progress on current projects and to commence work on new projects. The projects fall into five 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 the electrification and expansion projects. These projects total \$496 million over the life of each project with approximately \$404 million associated with the SF Bay Ferry Rapid Electric Emission-Free Ferry (REEF) program. This ambitious capital program will permit, design and construct electric charging infrastructure and vessels to deliver zero-emission capabilities at all existing and planned San Francisco, Contra Costa and Alameda County ferry terminals, the Central Bay Operations and Maintenance Facility, and up to 10 vessels by 2033. The Budget also authorizes \$36 million in Repair and Replacement needs critical to maintaining the fleet in a state of good repair.

Within the REEF program, staff have secured over \$289 million total in a combination of federal, state and local funds, including SF Bay Ferry RM3 allocations. However, recent evaluations of market conditions and estimates of the costs have identified a projected \$115 million shortfall in currently secured funding. While five zero-emission vessels to serve early stages of the program are fully funded, about 25% more still is unsecured. All but \$8.4 million of the \$147 million proposed to be authorized in the new fiscal year is secured. Staff are working diligently on both value engineering to reduce costs and researching grant opportunities to increase funding levels to those needed. It will be a multi-year, continuous effort to achieve the ambitious goals of the program.

FIGURE 4:



Attachment B shows projects in various categories and the funding levels currently available for those priorities. Highlights of the proposed capital program include:

SF Bay Ferry Rapid Electric Emission-Free Ferry (REEF) Program:

- **Zero Emissions Vessels** – In the current Fiscal Year, the Board awarded the contract for the two large 400 passenger all-electric vessels and three new small 149 passenger vessels. In FY 2025/26, a projected \$50 million is authorized towards milestones outlined in the construction contracts as awarded.
- **Central Bay Operations and Maintenance Facility Electrification and Expansion** – The Central Bay Operations and Maintenance 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 arrival of battery electric vessels charging infrastructure and additional berthing capacity will be needed. The FY 2025/26 budget includes funding to install battery electric vessel charging that relies on existing facility capacity. It also includes funding for studies of electrical capacity expansion, expanded vessel charging for all expected battery electric vessels, and greater berthing capacity.
- **Treasure Island Electrification**
The planned Treasure Island Ferry route will launch with all-electric 150-passenger ferries. This short-route service, connecting Downtown San Francisco and Mission Bay to Treasure Island, is part of Phase 1 of the REEF Program. To support a 150-passenger all-electric ferry, the Treasure Island terminal project funds a new utility connection, installation of power transformation and switchgear equipment, distribution of power to the float, and the installation of all required charging equipment on the float itself. SF Bay Ferry is coordinating closely with the San Francisco County Transportation Authority (SFCTA), Treasure Island Development Authority (TIDA), San Francisco Public Utilities Commission (SFPUC), and the project developer to implement the electrification infrastructure. In parallel, SF Bay Ferry and SFCTA are developing a comprehensive business plan to guide service launch and ensure long-term sustainability.
- **Mission Bay Ferry Landing** – The Mission Bay Ferry Landing (MBFL) project is a joint effort between the Port of San Francisco (Port) and SF Bay Ferry to construct a permanent ferry terminal at 16th Street and Terry Francois Boulevard to operate new service to the Downtown San Francisco Ferry Building and special event services to the Chase Center. The MOU between the Port and SF Bay Ferry placed responsibility for construction of all improvements other than the float with the Port. The current anticipated completion date for this project is Spring 2027.
- **Richmond Ferry Terminal Electrification** – This project is being developed in conjunction with the City of Richmond to provide electric vehicle charging infrastructure and related electric infrastructure upgrades at the Richmond ferry terminal. In FY 2025/26, staff will begin preliminary design to define the specific work scope and develop an overall schedule for terminal electrification.
- **Downtown San Francisco Terminal Electrification** – The budget includes authorization to begin planned upgrades to the waterside assets. Initial stages will construct a new Universal Charging Float (UCF), complete with batteries, power converters, transformers, switchgear and port and starboard charging stations. This Float will be constructed and delivered first at

Gate G. The current float at Gate G, which is being replaced by the new UCF, will be repurposed to commence float retrofit projects at other gates and Terminals. Staff will also continue to coordinate with the SFPUC and the Port of San Francisco (Port) to upgrade electrical infrastructure, including electrical grid extension and the installation of shoreside electrical infrastructure components. Work in FY 2025/26 will advance design and engineering for the electrical equipment at Seawall Lot 328 and routing to the Downtown Ferry Terminal. SF Bay Ferry has received funding for electrification from both the State and the EPA and is working with the Port of San Francisco to pursue additional funds.

- **Seaplane Lagoon Ferry Terminal Electrification** – This terminal serves the growing ferry ridership from Alameda to Downtown San Francisco and is one of the first routes for the recently ordered battery electric vessels as part of Phase 2 of the REEF Program. To support the battery electric ferry service, the project funds a new utility connection, installation of switchgear equipment, and distribution of power to a Universal Charging Float (UCF). The FY 2025/26 budget includes funding to progress design work for terminal electrification and procurement of long lead time electrical equipment. There is close coordination with the City of Alameda’s Base Reuse and Economic Development Committee, Alameda Municipal Power (AMP), and the Navy’s Base Realignment and Closure group.
- **Berkeley Ferry Terminal** - The Berkeley Water Transportation Pier Ferry Project would include a new or restored dual-use pier facility that would both serve as a passenger ferry facility for berthing public ferry service vessels and provide public access to San Francisco Bay. For the completed initial planning phase, the City of Berkeley prepared an Expanded Feasibility Study that developed a preferred design alternative for the project. SF Bay Ferry staff will continue to provide staff time and resources to support preliminary design and preparation of an EIR for the project as a Responsible Agency.

Vessel Repair and Replacement Program –

The FY 2025/26 Capital Program includes several new and ongoing vessel replacement projects critical to maintaining the fleet in a state of good repair. These investments are essential to ensuring the continued delivery of safe, reliable, and efficient ferry service.

- **Dorado Vessel Class:** The program’s primary vessel replacement effort is the continued construction of new commuter-class *Dorado* vessels in anticipation of retiring the Bay Breeze and Solano vessels. The third vessel in the class, the MV Karl, is scheduled to enter passenger service in May 2025. The fourth and final *Dorado*-class vessel is currently under construction, with delivery planned for December 2025.
- **Engine overhaul for vessels:** Dorado (including injectors), Cetus (including gear overhaul), Hydrus (including gear overhaul) Pisces, Taurus, Scorpio, Lyra (including injectors), and Mare Island (including injectors).
- **Repairs and Drydocks:** Intintoli, Mare Island, Argo, Pyxis class, Lyra and Bay Breeze.
- **Vessel Quarter and Mid Life Refurbishment Work** – The proposed FY 2025/26 Capital Program contains mid-life refurbishments for the Gemini and Pisces. This work is necessary to overhaul and replace major vessel systems and sub systems to maintain a state of good repair. Work will include coatings, propellers, hull inspections and metal renewal as needed, house and supporting structure inspection and renewal, seating, carpet and other interior furnishing renewals, and primary navigations system upgrades. 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 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. 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 were approved by the Board in late 2023, and the contract was executed in December 2023. The work to convert all three vessels should be complete by March 2025.
- **Waterjet and Engine Capital Spares** – As the number of assets in the fleet for series 810 waterjets and other critical equipment is increasing, additional parts and spares critical to maintaining fleet readiness becomes a high priority. Procuring these items in advance reduces the out-of-service time on vessels from months to days. Purchase of spare waterjets began on March 2024 with procurement of a spare 810 Series waterjet to support both MV Pyxis Class and Dorado Class vessels. A second complete waterjet is proposed in the FY2025/26 budget in order to maintain a complete spare shipset.

Facility Repair and Replacement

- **Pier 9 Float Rehabilitation** - This 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.
- **Multiuse Emergency Float** – This project will design a rapid deployment float that can be temporarily installed in locations where compatible facilities may not exist. The float and accompanying piles and gangway structures can be stored at an SF Bay Ferry 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.
- **Vallejo Dredging and Terminal Reconfiguration** – The project entails reconfiguration of the existing ferry terminal, including replacement of gangway, bridge/fixer pier and passenger float. The CEQA Initial Study/Mitigated Negative Declaration (IS/MND) was adopted by the Board in July 2024. The FTA is engaged to complete review of the Project in accordance with the National Environmental Policy Act (NEPA), as this project is federally funded. NEPA and permitting processes are currently underway with FTA. Staff is progressing the permitting and project design to prepare for release of a design-build construction RFP in FY2025/26. Regular dredging work is also anticipated in FY2025/26.
- **Administrative Facility Improvements** – In the last two years the Board has approved additional staff to manage a growing capital program and numerous service pilot programs, enhancements, and the resulting administrative challenges of those responsibilities. In FY 2025/26, an ongoing capital project will fund both the reconfiguration of the Mare Island office space to accommodate more staff and allow for a move to larger space for staff in San Francisco.

For further detail on the Operating and Capital Budgets see the attached detailed budget charts:

Attachment A –Fiscal Year 2025/26 Operating Budget

Attachment B –Fiscal Year 2025/26 Capital Budget

Attachment C –Fiscal Year 2025/26 Salary Schedule and Organization Chart

END

Attachment A

San Francisco Bay Ferry FY 2025/26 Operating Budget

| SUMMARY OPERATING | FY2024/25 Approved Budget | FY2025/26 Proposed Budget |
|--|---------------------------------|---------------------------------|
| Revenues | | |
| Fare Revenue | \$ 14,065,234 | \$ 15,790,355 |
| Local - Bridge Toll Revenue | 50,606,164 | 57,064,302 |
| Local - Contra Costa/Alameda | 4,307,450 | 3,845,380 |
| State- State Transit Assistance | 11,664,129 | 3,000,000 |
| Other Revenue | 2,545,000 | 1,170,130 |
| Transfer to Operating and Capital Reserves | (8,439,141) | - |
| Total Revenues | \$ 74,748,837 | \$ 80,870,168 |
| Expenses | | |
| Operations | | |
| Vessel Crew | 19,291,343 | 23,403,538 |
| Vessel Fuel | 15,687,000 | 16,372,213 |
| Vessel Operations & Maintenance | 8,805,864 | 12,298,111 |
| Facility Operations & Maintenance | 11,296,160 | 10,037,961 |
| System Expense | 10,649,045 | 11,255,028 |
| Demonstration Project (Alameda Shuttle) | 3,473,724 | 1,170,130 |
| Planning and Administration | | |
| Salaries, Wages & Fringe Benefits | \$ 2,991,281 | \$ 3,192,907 |
| Professional / Contract Services | 1,925,348 | 1,874,950 |
| IT, Utilities, Memberships, Supplies | 359,258 | 522,227 |
| Leases, Rentals and Fees | 269,816 | 743,104 |
| Total Expenses | \$ 74,748,838 | \$ 80,870,170 |

**San Francisco Bay Ferry
FY 2025/26 Ferry Service Operating Budget - Proposed**

| FY 2025/26 Operating Budget - Regular Service Routes | | | | | | | |
|---|----------------------------------|-----------------------|-----------------------------|----------------------|--------------------------------|----------------------|------------------------------------|
| | Oakland & Alameda | Harbor Bay | Alameda Seaplane | Vallejo | South San Francisco | Richmond | Subtotal Service Routes |
| Revenues | | | | | | | |
| Fare Revenue | \$ 3,756,931 | \$ 1,235,404 | \$ 1,631,069 | \$ 7,042,939 | \$ 722,312 | \$ 1,401,701 | \$ 15,790,355 |
| Bridge Toll Revenue | 11,236,352 | 4,752,970 | 5,695,151 | 16,937,170 | 5,680,872 | 6,428,598 | 50,731,114 |
| - Regional Measure 2 | 3,358,987 | 1,341,592 | 1,641,314 | 5,372,331 | 1,434,523 | 0 | 13,148,747 |
| - Regional Measure 3 | 7,877,365 | 3,411,378 | 4,053,838 | 11,564,839 | 4,246,349 | 6,428,598 | 37,582,367 |
| Local - Contra Costa Measure J | 0 | 0 | 0 | 0 | 0 | 3,845,380 | 3,845,380 |
| State Transit Assistance | 639,219 | 255,307 | 312,344 | 1,022,361 | 272,992 | 497,778 | 3,000,000 |
| Local - Alameda Property Assessments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Revenues | \$ 15,632,502 | \$ 6,243,681 | \$ 7,638,564 | \$ 25,002,470 | \$ 6,676,176 | \$ 12,173,456 | \$ 73,366,850 |
| Expenses | | | | | | | |
| Vessel Crew Labor | \$ 5,381,783 | \$ 2,092,240 | \$ 2,802,985 | \$ 6,673,614 | \$ 2,060,405 | \$ 4,392,511 | \$ 23,403,538 |
| Vessel Fuel | 3,110,721 | 1,146,055 | 1,309,777 | 6,876,330 | 1,637,221 | 2,292,110 | 16,372,213 |
| Vessel Operations & Maintenance | 2,637,783 | 1,276,676 | 1,157,422 | 4,280,296 | 1,127,413 | 1,818,521 | 12,298,111 |
| Facility Operations & Maintenance | 1,916,370 | 723,138 | 915,887 | 4,031,352 | 792,046 | 1,659,169 | 10,037,961 |
| System Expense | 2,585,846 | 1,005,573 | 1,452,494 | 3,140,878 | 1,059,093 | 2,011,145 | 11,255,028 |
| Total Expenses | \$ 15,632,502 | \$ 6,243,681 | \$ 7,638,564 | \$ 25,002,470 | \$ 6,676,176 | \$ 12,173,456 | \$ 73,366,850 |
| Operating Statistics: | | | | | | | |
| Ridership | 856,416 | 286,567 | 406,259 | 893,918 | 101,270 | 381,044 | \$ 2,925,474 |
| Vessel Operating Miles | 95,092 | 57,401 | 55,346 | 245,789 | 38,714 | 103,290 | 595,632 |
| - Revenue Miles | 82,833 | 48,246 | 47,685 | 243,202 | 28,050 | 87,056 | 537,072 |
| - Non-Revenue Miles | 12,259 | 9,155 | 7,661 | 2,587 | 10,664 | 16,234 | 58,560 |
| | 0 | | - | | | | 0 |
| Vessel Operating Hours | 8,873 | 3,571 | 4,776 | 10,447 | 3,218 | 7,012 | 37,897 |
| - Revenue Hours | 7,816 | 2,890 | 3,974 | 10,219 | 2,168 | 5,916 | 32,982 |
| - Non-Revenue Hours | 1,057 | 681 | 803 | 228 | 1,050 | 1,097 | 4,915 |
| Performance Measures: | | | | | | | |
| Farebox Recovery % | 24% | 20% | 21% | 28% | 11% | 12% | 19% |
| Cost per Operating Miles | \$ 164 | \$ 109 | \$ 138 | \$ 102 | \$ 172 | \$ 118 | \$ 134 |
| Cost per Operating Hour | \$ 1,762 | \$ 1,748 | \$ 1,599 | \$ 2,393 | \$ 2,075 | \$ 1,736 | \$ 1,886 |

| FY 2025/26 Operating Budget - Operating Demonstration Projects | | | |
|---|---------------------|--|-----------------------------------|
| Alameda Oakland Shuttle | | | Subtotal Demonstration |
| Revenues | | | |
| Fare Revenue | \$ - | | \$ - |
| Other Revenue (Donation/Grant) | \$ 1,170,130 | | \$ 1,170,130 |
| Expenses | \$ 1,170,130 | | \$ 1,170,130 |
| TOTAL OPERATIONS BUDGET | | | \$ 74,536,980 |

**San Francisco Bay Ferry
FY 2025/26 Ferry Service Operating Budget - Proposed
Oakland & Alameda**

| | FY 2023/24 Actual | FY 2024/25 Approved Budget | FY 2024/25 Projected Actual | FY 2025/26 Budget Proposed |
|---------------------------------------|----------------------|----------------------------------|--------------------------------|----------------------------------|
| Revenues | | | | |
| Fare Revenue | \$ 3,134,705 | \$ 3,231,470 | \$ 3,231,470 | \$ 3,756,931 |
| Bridge Toll Revenue | 3,094,289 | 9,267,901 | 9,290,270 | 11,236,352 |
| - Regional Measure 2 | 2,812,525 | 2,877,531 | 3,226,969 | 3,358,987 |
| - Regional Measure 3 | 281,763 | 6,390,370 | 6,063,301 | 7,877,365 |
| State Transit Assistance | 575,792 | 2,786,640 | 2,786,640 | 639,219 |
| Federal - COVID-19 Relief Funds | 5,349,835 | - | - | - |
| Other Revenue | 19,233 | - | 4,200 | - |
| Transfers To Reserves | - | (1,938,882) | (1,938,882) | - |
| Total Revenues | \$ 12,173,854 | \$ 13,347,128 | \$ 13,373,698 | \$ 15,632,502 |
| Expenses | | | | |
| Vessel Crew Labor | 4,027,804 | \$4,408,474 | \$4,870,849 | \$5,381,783 |
| Vessel Fuel | 2,747,279 | \$2,823,660 | \$2,910,507 | \$3,110,721 |
| Vessel Operations & Maintenance | 1,218,986 | \$1,646,620 | \$1,587,981 | \$2,637,783 |
| Facility Operations & Maintenance | 2,039,478 | \$1,926,387 | \$1,870,648 | \$1,916,370 |
| - Terminals | 185,919 | 245,812 | 240,896 | 477,952 |
| - Operations & Maintenance Facilities | 1,853,559 | 1,680,575 | 1,629,752 | 1,438,418 |
| System Expense | 2,140,308 | 2,541,987 | 2,133,713 | 2,585,846 |
| - WETA Staff and Overhead | 811,980 | 666,338 | 689,162 | 671,152 |
| - Contractor (BGF) Staff Expenses | 163,344 | 208,277 | 178,078 | 285,550 |
| - Contractor (BGF) Profits | 408,654 | 414,744 | 414,744 | 409,377 |
| - Administration and Engineering | 122,534 | 482,805 | 256,849 | 535,555 |
| - Advertising & Marketing | 320,751 | 431,049 | 314,186 | 405,614 |
| - Insurance & Fees | 69,588 | 96,283 | 91,490 | 93,449 |
| - Ticketing | 243,456 | 242,492 | 189,204 | 185,150 |
| Total Expenses | \$ 12,173,854 | \$ 13,347,128 | \$ 13,373,698 | \$ 15,632,502 |
| Operating Statistics: | | | | |
| Ridership | 674,143 | 744,045 | 744,045 | 856,416 |
| Vessel Operating Miles | 94,968 | 95,529 | 96,640 | 95,092 |
| Vessel Operating Hours | 8,259 | 8,310 | 8,353 | 8,873 |
| Performance Measures: | | | | |
| Farebox Recovery % | 26% | 24% | 24% | 24% |
| Cost per Operating Miles | \$ 128 | \$ 140 | \$ 138 | \$ 164 |
| Cost per Operating Hour | \$ 1,474 | \$ 1,606 | \$ 1,601 | \$ 1,762 |

San Francisco Bay Ferry
FY 2025/26 Ferry Service Operating Budget - Proposed
Alameda Harbor Bay

| | FY 2023/24 Actual | FY 2024/25 Approved Budget | FY 2024/25 Projected Actual | FY 2025/26 Budget Proposed |
|--|------------------------------|---------------------------------------|--|---------------------------------------|
| Revenues | | | | |
| Fare Revenue | \$ 1,034,594 | \$ 1,107,843 | \$ 1,107,843 | \$ 1,235,404 |
| Bridge Toll Revenue | 1,422,042 | 3,786,755 | 3,726,467 | 4,752,970 |
| - Regional Measure 2 | 1,282,873 | 1,292,171 | 1,359,722 | 1,341,592 |
| - Regional Measure 3 | 139,167 | 2,494,584 | 2,366,745 | 3,411,378 |
| State Transit Assistance | 326,806 | 963,880 | 963,880 | 255,307 |
| Local - Alameda Property Tax and Assessments | | 500,000 | 500,000 | |
| Federal - COVID-19 Relief Funds | 2,325,773 | - | - | - |
| Other Revenue | 1,207 | - | 1,684 | - |
| Transfers To Reserves | | (664,706) | (664,706) | |
| Total Revenues | \$ 5,110,422 | \$ 5,693,772 | \$ 5,635,168 | \$ 6,243,681 |
| Expenses | | | | |
| Vessel Crew Labor | \$ 1,673,221 | \$1,688,425 | \$2,014,957 | \$2,092,240 |
| Vessel Fuel | 1,022,978 | 1,254,960 | 1,072,292 | 1,146,055 |
| Vessel Operations & Maintenance | 836,633 | 1,023,362 | 995,197 | 1,276,676 |
| Facility Operations & Maintenance | 784,438 | 760,837 | 738,990 | 723,138 |
| - Terminals | 63,632 | 112,618 | 110,366 | 187,527 |
| - Operations & Maintenance Facilities | 720,806 | 648,219 | 628,624 | 535,610 |
| System Expense | 793,151 | 966,188 | 813,734 | 1,005,573 |
| - WETA Staff and Overhead | 313,155 | 267,267 | 276,422 | 262,625 |
| - Contractor (BGF) Staff Expenses | 65,060 | 78,104 | 66,779 | 111,737 |
| - Contractor (BGF) Profits | 162,769 | 155,529 | 155,529 | 160,191 |
| - Administration and Engineering | 48,598 | 182,430 | 97,549 | 209,565 |
| - Advertising & Marketing | 115,909 | 161,643 | 117,819 | 158,718 |
| - Insurance & Fees | 27,342 | 30,280 | 28,684 | 30,287 |
| - Ticketing | 60,319 | 90,934 | 70,951 | 72,450 |
| Total Expenses | \$ 5,110,422 | \$ 5,693,772 | \$ 5,635,168 | \$ 6,243,681 |
| Operating Statistics: | | | | |
| Ridership | 239,859 | 359,194 | 359,194 | 286,567 |
| Vessel Operating Miles | 56,249 | 42,165 | 56,337 | 57,401 |
| Vessel Operating Hours | 3,302 | 4,328 | 3,332 | 3,571 |
| Performance Measures: | | | | |
| Farebox Recovery % | 20% | 19% | 20% | 20% |
| Cost per Operating Miles | \$ 91 | \$ 135 | \$ 100 | \$ 109 |
| Cost per Operating Hour | \$ 1,548 | \$ 1,316 | \$ 1,691 | \$ 1,748 |

San Francisco Bay Ferry
FY 2025/26 Ferry Service Operating Budget - Proposed
Alameda Seaplane Lagoon

| | FY 2023/24 Actual | FY 2024/25 Approved Budget | FY 2024/25 Projected Actual | FY 2025/26 Budget Proposed |
|--|----------------------|----------------------------------|--------------------------------|----------------------------------|
| Revenues | | | | |
| Fare Revenue | \$ 1,453,685 | \$ 1,549,173 | \$ 1,549,173 | \$ 1,631,069 |
| Bridge Toll Revenue | 1,596,705 | 5,284,499 | 4,852,069 | 5,695,151 |
| - <i>Regional Measure 2</i> | 1,437,993 | 1,876,131 | 1,630,467 | 1,641,314 |
| - <i>Regional Measure 3</i> | 158,713 | 3,408,368 | 3,221,602 | 4,053,838 |
| State Transit Assistance | 361,063 | 1,283,304 | 1,283,304 | 312,344 |
| Federal - COVID-19 Relief Funds | 2,931,908 | - | - | - |
| Other Revenue | 1,612 | - | 2,188 | - |
| Transfers To Reserves | | (929,504) | (929,504) | |
| Total Revenues | \$ 6,344,974 | \$ 7,187,472 | \$ 6,757,231 | \$ 7,638,564 |
| Expenses | | | | |
| Vessel Crew Labor | \$ 2,159,454 | \$ 2,251,233 | \$ 2,428,135 | \$ 2,802,985 |
| Vessel Fuel | 1,327,761 | 1,725,570 | 1,378,661 | 1,309,777 |
| Vessel Operations & Maintenance | 778,414 | 980,217 | 950,245 | 1,157,422 |
| Facility Operations & Maintenance | 1,050,742 | 952,132 | 924,479 | 915,887 |
| - <i>Terminals</i> | 93,334 | 110,442 | 108,233 | 199,147 |
| - <i>Operations & Maintenance Facilities</i> | 957,408 | 841,691 | 816,246 | 716,740 |
| System Expense | 1,028,603 | 1,278,319 | 1,075,710 | 1,452,494 |
| - <i>WETA Staff and Overhead</i> | 406,016 | 347,250 | 359,144 | 379,347 |
| - <i>Contractor (BGF) Staff Expenses</i> | 87,196 | 104,139 | 89,039 | 161,398 |
| - <i>Contractor (BGF) Profits</i> | 218,180 | 207,372 | 207,372 | 231,387 |
| - <i>Administration and Engineering</i> | 64,599 | 242,415 | 130,215 | 302,705 |
| - <i>Advertising & Marketing</i> | 157,953 | 215,524 | 157,093 | 229,260 |
| - <i>Insurance & Fees</i> | 36,612 | 40,373 | 38,245 | 43,747 |
| - <i>Ticketing</i> | 58,047 | 121,246 | 94,602 | 104,650 |
| Total Expenses | \$ 6,344,974 | \$ 7,187,472 | \$ 6,757,231 | \$ 7,638,564 |
| Operating Statistics: | | | | |
| Ridership | 353,063 | 359,194 | 359,194 | 406,259 |
| Vessel Operating Miles | 50,633 | 42,165 | 43,669 | 55,346 |
| Vessel Operating Hours | 3,898 | 4,328 | 4,450 | 4,776 |
| Performance Measures: | | | | |
| Farebox Recovery % | 23% | 22% | 23% | 21% |
| Cost per Operating Miles | \$ 125 | \$ 170 | \$ 155 | \$ 138 |
| Cost per Operating Hour | \$ 1,628 | \$ 1,661 | \$ 1,518 | \$ 1,599 |

**San Francisco Bay Ferry
FY 2025/26 Ferry Service Operating Budget - Proposed
South San Francisco**

| | FY 2023/24 Actual | FY 2024/25 Approved Budget | FY 2024/25 Projected Actual | FY 2025/26 Budget Proposed |
|--|----------------------|----------------------------------|--------------------------------|----------------------------------|
| Revenues | | | | |
| Fare Revenue* | \$ 397,783 | \$ 698,795 | \$ 698,795 | \$ 722,312 |
| Bridge Toll Revenue | 1,807,821 | 4,498,466 | 4,236,991 | 5,680,872 |
| - Regional Measure 2 | 1,694,132 | 1,459,532 | 1,215,241 | 1,434,523 |
| - Regional Measure 3 | 113,689 | 3,038,934 | 3,021,751 | 4,246,349 |
| State Transit Assistance | 323,027 | 518,594 | 518,594 | 272,992 |
| Federal - COVID-19 Relief Funds | 2,276,977 | - | - | - |
| Other Revenue | 965 | - | 1,282 | - |
| Transfers To Reserves | - | (419,277) | (419,277) | - |
| Total Revenues | \$ 4,806,572 | \$ 5,296,577 | \$ 5,036,385 | \$ 6,676,176 |
| Expenses | | | | |
| Vessel Crew Labor | \$ 1,544,419 | \$ 1,706,808 | \$ 1,789,827 | \$ 2,060,405 |
| Vessel Fuel | 867,088 | 941,220 | 765,923 | 1,637,221 |
| Vessel Operations & Maintenance | 1,065,620 | 1,129,078 | 1,101,797 | 1,127,413 |
| Facility Operations & Maintenance | 745,968 | 719,434 | 699,915 | 792,046 |
| - Terminals | 171,810 | 217,691 | 213,337 | 308,850 |
| - Operations & Maintenance Facilities | 574,158 | 501,744 | 486,578 | 483,196 |
| System Expense | 583,478 | 800,037 | 678,924 | 1,059,093 |
| - WETA Staff and Overhead | 191,863 | 203,337 | 210,302 | 262,625 |
| - Contractor (BGF) Staff Expenses | 51,909 | 60,748 | 51,940 | 111,737 |
| - Contractor (BGF) Profits | 129,869 | 120,967 | 120,967 | 160,191 |
| - Administration and Engineering | 38,836 | 141,465 | 76,295 | 209,565 |
| - Advertising & Marketing | 90,853 | 125,723 | 91,638 | 158,718 |
| - Insurance & Fees | 21,831 | 77,071 | 72,598 | 83,807 |
| - Ticketing | 58,318 | 70,727 | 55,185 | 72,450 |
| Total Expenses | \$4,806,572 | \$5,296,577 | \$5,036,385 | \$6,676,176 |
| Operating Statistics: | | | | |
| Ridership | 81,987 | 102,627 | 102,627 | 101,270 |
| Vessel Operating Miles | 44,328 | 37,325 | 39,640 | 38,714 |
| Vessel Operating Hours | 2,760 | 2,537 | 2,665 | 3,218 |
| Performance Measures: | | | | |
| Farebox Recovery % | 8% | 13% | 14% | 11% |
| Cost per Operating Miles | \$ 108 | \$ 142 | \$ 127 | \$ 172 |
| Cost per Operating Hour | \$ 1,742 | \$ 2,088 | \$ 1,890 | \$ 2,075 |

**San Francisco Bay Ferry
FY 2025/26 Ferry Service Operating Budget - Proposed
Richmond**

| | FY 2023/24 Actual | FY 2024/25 Approved Budget | FY 2024/25 Projected Actual | FY 2025/26 Budget Proposed |
|--|------------------------------|---|--|---|
| Revenues | | | | |
| Fare Revenue | \$ 1,136,432 | \$ 1,245,745 | \$ 1,245,745 | \$ 1,401,701 |
| Bridge Toll Revenue | | 5,175,265 | 4,949,808 | 6,428,598 |
| - Regional Measure 2 | | - | - | - |
| - Regional Measure 3 | 443,009 | 5,175,265 | 4,949,808 | 6,428,598 |
| Local - Contra Costa Measure J | 3,761,720 | 3,807,450 | 3,807,450 | 3,845,380 |
| State Transit Assistance | 772,649 | 1,274,046 | 1,274,046 | 497,778 |
| Federal - COVID-19 Relief Funds | 3,108,938 | - | - | - |
| Other Revenue | 2,275 | - | 3,247 | - |
| Transfers To Reserves | - | (747,447) | (747,447) | - |
| Total Revenues | \$ 9,225,023 | \$ 10,755,059 | \$ 10,532,848 | \$ 12,173,456 |
| Expenses | | | | |
| Vessel Crew Labor | \$ 3,088,581 | \$ 3,384,571 | \$ 3,616,735 | \$ 4,392,511 |
| Vessel Fuel | 1,885,573 | 2,196,180 | 2,144,584 | 2,292,110 |
| Vessel Operations & Maintenance | 1,184,799 | \$1,520,044 | \$1,471,501 | \$1,818,521 |
| Facility Operations & Maintenance | 1,686,791 | 1,742,897 | 1,695,119 | 1,659,169 |
| - Terminals | 293,589 | 481,317 | 471,691 | 566,579 |
| - Operations & Maintenance Facilities | 1,393,202 | 1,261,580 | 1,223,428 | 1,092,590 |
| System Expense | 1,379,279 | 1,911,368 | 1,604,910 | 2,011,145 |
| - WETA Staff and Overhead* | 434,518 | 515,102 | 532,745 | 525,249 |
| - Contractor (BGF) Staff Expenses | 122,502 | 156,208 | 133,559 | 223,474 |
| - Contractor (BGF) Profits | 306,490 | 311,058 | 311,058 | 320,382 |
| - Administration and Engineering | 91,669 | 363,285 | 192,637 | 419,130 |
| - Advertising & Marketing | 219,400 | 323,287 | 235,640 | 317,437 |
| - Insurance & Fees | 51,499 | 60,560 | 57,368 | 60,573 |
| - Ticketing | 153,201 | 181,869 | 141,903 | 144,900 |
| Total Expenses | \$ 9,225,023 | \$ 10,755,060 | \$ 10,532,848 | \$ 12,173,456 |
| Operating Statistics: | | | | |
| Ridership | 292,116 | 307,881 | 307,881 | 381,044 |
| Vessel Operating Miles | 100,777 | 101,040 | 101,040 | 103,290 |
| Vessel Operating Hours | 6,347 | 6,424 | 6,424 | 7,012 |
| Performance Measures: | | | | |
| Farebox Recovery % | 12% | 12% | 12% | 12% |
| Cost per Operating Miles | \$ 92 | \$ 106 | \$ 106 | 118 |
| Cost per Operating Hour | \$ 1,453 | \$ 1,674 | \$ 1,674 | 1,736 |

**San Francisco Bay Ferry
FY 2025/26 Ferry Service Operating Budget - Proposed
Vallejo**

| | FY 2023/24 Actual | FY 2024/25 Approved Budget | FY 2024/25 Projected Actual | FY 2025/26 Budget Proposed |
|---------------------------------------|----------------------|-------------------------------|--------------------------------|-------------------------------|
| Revenues | | | | |
| Fare Revenue | \$ 5,717,416 | \$ 6,232,208 | \$ 6,232,208 | \$ 7,042,939 |
| Bridge Toll Revenue | 5,538,541 | 16,118,853 | 15,398,640 | 16,937,170 |
| - Regional Measure 2 | 5,189,230 | 5,650,389 | 5,485,619 | 5,372,331 |
| - Regional Measure 3 | 349,310 | 10,468,464 | 9,913,022 | 11,564,839 |
| State Transit Assistance | 587,411 | 4,837,665 | 4,837,665 | 1,022,361 |
| Federal - COVID-19 Relief Funds | 7,247,253 | - | - | - |
| Other Revenue | 3,746 | - | 5,149 | - |
| Transfers To Reserves | - | (3,739,325) | (3,739,325) | - |
| Total Revenues | \$ 19,094,367 | \$ 23,449,402 | \$ 22,734,338 | \$ 25,002,470 |
| Expenses | | | | |
| Vessel Crew Labor | \$ 4,665,307 | \$ 5,851,832 | \$ 5,599,602 | \$ 6,673,614 |
| Vessel Fuel | 6,299,587 | 6,745,410 | 7,046,490 | 6,876,330 |
| Vessel Operations & Maintenance | 1,523,983 | 2,506,542 | 2,406,516 | 4,280,296 |
| Facility Operations & Maintenance | 4,004,898 | 5,194,472 | 5,038,850 | 4,031,352 |
| - Terminals | 291,194 | 221,389 | 216,961 | 392,008 |
| - Operations & Maintenance Facilities | 3,713,705 | 4,973,083 | 4,821,889 | 3,639,345 |
| System Expense | 2,600,592 | 3,151,145 | 2,642,880 | 3,140,878 |
| - WETA Staff and Overhead | 950,376 | 817,010 | 844,995 | 817,054 |
| - Contractor (BGF) Staff Expenses | 202,094 | 260,347 | 222,598 | 347,627 |
| - Contractor (BGF) Profits | 505,622 | 518,430 | 518,430 | 498,372 |
| - Administration and Engineering | 165,245 | 602,100 | 320,390 | 651,980 |
| - Advertising & Marketing | 365,966 | 538,811 | 392,732 | 493,790 |
| - Insurance & Fees | 84,908 | 111,333 | 107,230 | 106,655 |
| - Ticketing | 326,381 | 303,115 | 236,505 | 225,400 |
| Total Expenses | \$ 19,094,367 | \$ 23,449,402 | \$ 22,734,338 | \$ 25,002,470 |
| Operating Statistics: | | | | |
| Ridership | 747,212 | 795,359 | 795,359 | 893,918 |
| Vessel Operating Miles | 248,952 | 246,746 | 245,317 | 245,789 |
| Vessel Operating Hours | 10,358 | 10,188 | 10,338 | 10,447 |
| Performance Measures: | | | | |
| Farebox Recovery % | 30% | 27% | 27% | 28% |
| Cost per Operating Miles | \$ 77 | \$ 95 | \$ 93 | 102 |
| Cost per Operating Hour | \$ 1,843 | \$ 2,302 | \$ 2,199 | 2,393 |

San Francisco Bay Ferry
FY 2025/26 Operating Budget - Proposed
Planning & Administration

| | FY 2023/24 Actual | FY2024/25 Approved Budget | FY2024/25 Projected Actual | FY2025/26 Proposed Budget |
|---|------------------------------|--|---|--|
| Revenues | | | | |
| Bridge Toll Revenue | \$ 3,163,538 | \$ 5,545,702 | \$ 5,074,149 | \$ 6,333,188 |
| - Regional Measure 1 - 5% | 248,956 | 250,000 | 175,000 | 125,000 |
| - Regional Measure 2 | 2,434,658 | 2,710,472 | 2,532,945 | 2,578,186 |
| - Regional Measure 3 | 479,924 | 2,585,231 | 2,366,204 | 3,630,002 |
| Other Revenue | 228 | - | - | - |
| Total Revenues | 3,163,767 | \$ 5,545,703 | 5,074,149 | 6,333,188 |
| Expenses | | | | |
| Salaries, Wages & Fringe Benefits | \$ 2,235,259 | \$ 2,991,281 | \$ 2,876,680 | \$ 3,192,907 |
| Professional / Contract Services | 1,379,479 | 1,925,348 | 1,582,512 | 1,874,950 |
| - Management Services | 669,863 | 799,208 | 967,261 | 936,800 |
| - Professional & Technical Svcs | 709,616 | 1,044,900 | 597,130 | 917,800 |
| - Other Services | - | 81,240 | 18,121 | 20,350 |
| Information Tech., Office Upgrade, Supplies | 39,297 | 157,300 | 158,712 | 227,815 |
| Utilities/Communications | 21,614 | 25,632 | 24,839 | 31,204 |
| Insurance | 27,177 | 28,059 | 27,175 | 29,893 |
| Memberships, Travel, Subscriptions | 152,292 | 148,268 | 140,836 | 233,315 |
| Leases, Rentals | 257,140 | 269,816 | 263,395 | 743,104 |
| Overhead Expense Transfers* | (948,491) | - | - | - |
| Total Expenses | \$ 3,163,767 | \$ 5,545,703 | \$ 5,074,149 | \$ 6,333,188 |

* Transfers of Overhead Eliminated in FY25

Attachment B

San Francisco Bay Ferry Fiscal Year 2025/26 Capital Budget

| | Total Project Budget | Prior & FY24/25 Actuals (Estimated) | FY25/26 Budget (Proposed) | Future Years |
|---|-----------------------|-------------------------------------|---------------------------|-----------------------|
| CAPITAL REVENUES | | | | |
| Federal Funds | \$ 191,044,549 | \$ 27,988,502 | \$ 72,863,435 | \$ 90,192,612 |
| State Funds | 87,811,845 | 4,824,816 | 32,024,677 | 50,962,352 |
| Bridge Toll Revenues | 97,764,401 | 7,710,219 | 32,863,390 | 57,190,792 |
| Local Dedicated Funds | 4,446,698 | 701,964 | 896,223 | 2,848,511 |
| Currently Unfunded* | 115,383,914 | - | 8,475,429 | 106,908,485 |
| TOTAL REVENUE | \$ 496,451,407 | \$ 41,225,501 | \$ 147,123,154 | \$ 308,102,752 |
| CAPITAL EXPENDITURES | | | | |
| Vessel Project: Dorado Class | | | | |
| Vessel Replacements (Karl, Zalophus) | \$ 37,636,402 | \$ 28,813,002 | \$ 4,960,176 | \$ 3,863,225 |
| Repair and Replacement Program: Vessels | | | | |
| Vessel Mid-Life Reurbishment - MV Gemini | 4,488,000 | 78,197 | 3,206,239 | 1,203,565 |
| Vessel Mid-Life Refurbishment & Engine Overhaul - MV Pisces | 4,679,000 | 14,054 | 4,664,946 | - |
| Engine Overhauls and Improvements | 15,857,210 | 1,527,386 | 8,270,693 | 6,059,131 |
| Component Improvements/Dry Dock | 2,279,500 | - | 2,279,500 | - |
| Repair and Replacement Program: Facilities | | | | |
| Vallejo Terminal Reconfiguration | 16,696,000 | 593,149 | 6,910,525 | 9,192,327 |
| Passenger Floats Rehabilitation - Pier 9 | 1,362,000 | - | 1,337,000 | 25,000 |
| Multiuse Emergency Float | 200,000 | - | 200,000 | - |
| Vallejo Ferry Terminal Dredging | 3,030,735 | 108,989 | 2,897,500 | 24,246 |
| North Bay Fuel Farm Upgrades | 540,000 | - | 540,000 | - |
| Administrative Facility Improvements | 1,149,830 | 46,030 | 769,500 | 334,300 |
| South SF Dredging & Dredging Program Work | 3,747,000 | - | 255,000 | 3,492,000 |
| Electrification Program (REEF) | | | | |
| Vessels - Electric | | | | |
| New Electric Vessels (Three - 150 PAX) | 58,407,000 | 6,439,279 | 9,858,638 | 42,109,083 |
| New Electric Vessels (Two - 400 PAX) | 77,351,393 | 1,301,968 | 41,086,609 | 34,962,816 |
| Hydrus Conversion to Battery Electric Propulsion | 14,085,302 | - | 3,312,060 | 10,773,242 |
| Facility Electrification | | | | |
| Central Bay | 3,106,250 | 10,241 | 2,141,750 | 954,259 |
| Downtown San Francisco | 77,929,202 | 1,526,178 | 24,644,971 | 51,758,052 |
| Treasure Island | 6,798,681 | 80,251 | 3,350,000 | 3,368,430 |
| Main Street | 11,887,500 | - | 255,000 | 11,632,500 |
| Seaplane Lagoon | 25,508,000 | 253,431 | 7,711,807 | 17,542,762 |
| Harbor Bay | 36,731,736 | 241,015 | 4,999,471 | 31,491,250 |
| Richmond | 4,235,853 | - | 302,713 | 3,933,140 |
| Mission Bay | 52,050,519 | 88,302 | 12,500,000 | 39,462,217 |
| Berkeley | 3,000,000 | 68,188 | 179,683 | 2,752,129 |
| Oakland | 33,694,294 | 35,840 | 489,373 | 33,169,081 |
| GRAND TOTAL EXPENSE | \$ 496,451,408 | \$ 41,225,500 | \$ 147,123,154 | \$ 308,102,755 |

* Unfunded Components will not be authorized for work until funding identified

Attachment C

FY 2025/26 Salary Schedule (Effective June 30, 2025)

| Position | Authorized FTE | Salary Range: Annually* | |
|---|----------------|-------------------------|------------|
| | | Low | High |
| Accountant | 2 | \$ 107,776 | \$ 153,983 |
| Administration & Business Services Manager | 1 | \$ 107,776 | \$ 153,983 |
| Administrative Specialist | 1 | \$ 86,614 | \$ 123,732 |
| Budget Analyst | 1 | \$ 86,614 | \$ 123,732 |
| Capital Planning Manager | 1 | \$ 165,850 | \$ 236,920 |
| Chief Capital Program Officer | 1 | \$ 190,919 | \$ 273,019 |
| Chief Financial Officer | 1 | \$ 190,919 | \$ 273,019 |
| Customer Experience/Communication Specialists | 2 | \$ 86,614 | \$ 123,732 |
| Director of Operations & Customer Experience | 1 | \$ 174,671 | \$ 249,515 |
| Director of Planning | 1 | \$ 174,671 | \$ 249,515 |
| Director of Project Delivery & Engineering | 1 | \$ 174,671 | \$ 249,515 |
| Emergency Response Analyst | 1 | \$ 108,164 | \$ 154,529 |
| Government & Regulatory Affairs Manager | 1 | \$ 132,736 | \$ 189,621 |
| Government & Regulatory Affairs Specialist | 1 | \$ 86,614 | \$ 123,732 |
| Grants Manager | 1 | \$ 132,736 | \$ 189,621 |
| Information Technology Analyst | 1 | \$ 108,164 | \$ 154,529 |
| Maintenance Administrator | 1 | \$ 108,164 | \$ 154,529 |
| Operations Administrator | 1 | \$ 108,164 | \$ 154,529 |
| Project Development and Controls | 1 | \$ 108,164 | \$ 154,529 |
| Project Engineer | 2 | \$ 108,164 | \$ 154,529 |
| Project Manager | 2 | \$ 106,429 | \$ 152,041 |
| Public Information & Marketing Manager | 1 | \$ 143,656 | \$ 205,237 |
| Senior Transportation Planner | 1 | \$ 138,208 | \$ 197,435 |
| Senior Project Manager | 2 | \$ 132,736 | \$ 189,621 |
| Transportation Intern Program (non-exempt, part-time) | 1 | \$ 44,168 | \$ 70,236 |
| Transportation Planner | 2 | \$ 106,429 | \$ 152,041 |

*Includes 2.45% Cost of Living Adjustment

FY 2025/26 SF Bay Ferry Organization Chart

