

**Members of the Board**

James Wunderman, Chair  
Monique Moyer, Vice Chair  
Jessica Alba  
Pippin Dew  
Michael Henneberry

**SAN FRANCISCO BAY AREA  
WATER EMERGENCY TRANSPORTATION AUTHORITY  
BOARD OF DIRECTORS MEETING**

*Thursday, April 9, 2026 at 1:00 p.m.*

**Bay Area Metro Center  
Yerba Buena Room – 1st Floor  
375 Beale Street  
San Francisco, CA**

*and*

**Videoconference**

Join WETA BOD Zoom Meeting

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*The full agenda packet is available for download at [sanfranciscobayferry.com/next-board-meeting/](https://sanfranciscobayferry.com/next-board-meeting/)*

## **AGENDA**

1. CALL TO ORDER
2. ROLL CALL/PLEDGE OF ALLEGIANCE
3. REPORT OF BOARD CHAIR **Information**
  - a. Chair's Verbal Report
4. REPORTS OF DIRECTORS **Information**

Directors are limited to providing information, asking clarifying questions about matters not on the agenda, responding to public comment, referring matters to committee or staff for information, or requesting a report to be made at another meeting.
5. REPORTS OF STAFF **Information**
  - a. Executive Director's Report on Agency Projects, Activities, and Services
    - i. Crew Recognition
    - ii. Green Marine Program
    - iii. Fuel Costs
  - b. Review of Financial Statements
  - c. Federal Legislative Report
  - d. State Legislative Report
  - e. Ridership Report
  - f. Service Reliability Report
6. CONSENT CALENDAR **Action**
  - a. Approve Board Meeting Minutes – March 5, 2026
  - b. Receive the Single Audit Report for the Fiscal Year Ending June 30, 2025
  - c. Designation of Authorized Agents to Apply for Federal or State Disaster Assistance Funds

**San Francisco Bay Ferry / Water Emergency Transportation Authority  
April 9, 2026 Meeting of the Board of Directors**

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|---|---------------------------------|
| 7. <a href="#"><u>PUBLIC HEARING ON PROPOSED FISCAL YEAR 2024-2028 FARE PROGRAM AMENDMENT</u></a>   | <b>Timed Item<br/>1:00 p.m.</b> |
| 8. <a href="#"><u>ADOPT FISCAL YEAR 2024-28 FARE PROGRAM AMENDMENT</u></a>  | <b>Action</b>                   |
| 9. <a href="#"><u>AUTHORIZE AGREEMENT WITH SAN FRANCISCO PUBLIC UTILITIES COMMISSION RELATIVE TO DOWNTOWN SAN FRANCISCO TERMINAL ELECTRIC SERVICE</u></a> | <b>Action</b>                   |
| 10. <a href="#"><u>SF BAY FERRY CLASSIFICATION AND COMPENSATION STUDY REPORTS</u></a>   | <b>Information</b>              |
| 11. <a href="#"><u>PUBLIC COMMENTS FOR NON-AGENDA ITEMS</u></a>   |                                 |

**ADJOURNMENT**

***All items appearing on the agenda are subject to action by the Board of Directors. Staff recommendations are subject to action and change by the Board of Directors.***

**PUBLIC COMMENTS** WETA welcomes comments from the public.

*If you know in advance that you would like to make a public comment during the meeting, please email [BoardOfDirectors@sfbayferry.com](mailto:BoardOfDirectors@sfbayferry.com) with your name and item number you would like to provide comment on no later than 15 minutes after the start of the meeting. Comments will also be accepted in real time. During the public comment period, speakers will be allotted no more than 3 minutes to speak and will be heard in the order of sign-up. Said time frames may be extended only upon approval of the Board of Directors.*

**Agenda Items:** Speakers on individual agenda items will be called in order of sign-up after the discussion of each agenda item.

**Non-Agenda Items:** A 15-minute period of public comment for non-agenda items will be held at the end of the meeting. Please indicate on your speaker card that you wish to speak on a non-agenda item. No action can be taken on any matter raised during the public comment period.

Upon request, WETA will provide written agenda materials in appropriate alternative formats to individuals with disabilities. In addition, WETA will arrange for disability-related modifications or accommodations including auxiliary aids or services to enable individuals with disabilities to participate in public meetings. Please send an email with your request to: [contactus@sfbayferry.com](mailto:contactus@sfbayferry.com) as soon as possible and no later than 5 days prior to the meeting and we will work to accommodate access to the meeting.

**AGENDA ITEM 1**  
**CALL TO ORDER**

**AGENDA ITEM 2**  
**ROLL CALL**

**AGENDA ITEM 3**  
**REPORT OF BOARD CHAIR**

**AGENDA ITEM 4**  
**REPORTS OF DIRECTORS**

**NO MATERIALS**

TO: Board Members

FROM: Seamus Murphy, Executive Director

DATE: April 9, 2026

RE: Executive Director's Report

**State of SF Bay Ferry Event**

The Authority will hold a *State of San Francisco Bay Ferry* event on April 14. The event, which is paired with a written report included as an attachment to this Executive Director's Report, will feature agency staff sharing updates with key stakeholders on the customer experience, capital and expansion programs.

**Tsunami Response Exercise**

As part of National Tsunami Preparedness Week, SF Bay Ferry staff participated in the 2026 California Tsunami Response Playbook Communications Exercise on March 26. Led by the California Office of Emergency Services (CalOES), the statewide exercise tested tsunami notification methods, coordination procedures, and information sharing among coastal partners during a simulated event. Lessons and procedures from the exercise will help inform SF Bay Ferry's ongoing Emergency Operations Plan Tsunami Annex update.

**Love Your Commute Campaign**

The agency's Love Your Commute marketing campaign targeting commuters in the Downtown S.F. area who travel from ferry-adjacent areas in the East Bay launched in March and will continue to run into early May. Early results from the campaign show strong reach and engagement with a highly targeted audience. In addition to digital advertising and limited out-of-home display placement in Downtown S.F., the agency, with support from MacKenzie Communications, placed three sponsored articles in local news outlets highlighting the benefits of ferry service.

**Vallejo Ferry Fest**

Vallejo Ferry Fest is a celebration of SF Bay Ferry's connection to the City of Vallejo and the waterfront communities of the Mare Island Strait. The event is being held at the Mare Island Historic Core on Saturday, April 18 from 11 a.m. to 4 p.m. and will feature free ferry rides between the Vallejo and Mare Island Terminals. On the ferry tours, riders can learn about SF Bay Ferry's routes serving Downtown San Francisco, Oracle Park and Chase Center. There will also be special tours and photo opportunities in the wheelhouse.

At the Mare Island Historic Core, attendees will enjoy musical performances, food vendors, a beer garden hosted by the Mare Island Historic Society, a kid's activity zone, raffles and giveaways, local non-profit and arts vendors, and appearances from local elected officials. Vallejo Ferry Fest is the third event of its kind, following Ferry Fest celebrations in Richmond in 2022 and Oakland in 2024.

Attendees visiting Vallejo Ferry Fest from San Francisco can ride SF Bay Ferry's regular weekend Vallejo service.

**Green Marine Program**

Green Marine is a voluntary environmental certification program for the maritime industry that supports continuous improvement beyond regulatory requirements across indicators such as greenhouse gas emissions, underwater noise, and waste management. SF Bay Ferry joined the program in October

2024 following Board approval and completed its first year of participation in 2025, including third-party verification. Following verification, SF Bay Ferry was certified under the Green Marine program. External verification and certification occur on an alternating cycle (every two years). In 2026, SF Bay Ferry completed its annual self-evaluation to maintain certification in the program. This year's results reflect continued implementation of sustainability practices across the fleet, and measurable progress in the Waste Management indicator by advancing to Level 2. SF Bay Ferry will continue to build on this progress in future cycles, with the next external verification scheduled for 2027.

### **Fuel Costs**

The Fiscal Year 2025/26 budget assumed an average fuel price for operations of \$4.20/gallon. Prior to March 1<sup>st</sup>, it appeared that savings would accrue in that budget given that average prices during the first 8 months of the year were \$3.31. Prices are now above \$5.70 per gallon.

There are several possible scenarios for fuel prices for the last four months of the Fiscal Year. A more detailed presentation will be provided at the Board meeting with the possible scenarios and options that could be employed to manage costs in the longer run.

### **Vallejo Ferry Access Study Update**

Since October 2025, SFBF staff have been working with partners at the City of Vallejo and a technical consultant team at Fehr & Peers on the Vallejo Ferry Access Study. So far, the team has completed the first phase of work—an access needs assessment and analysis of the existing first/last mile conditions in a 2-mile radius of the terminal. The second phase of work is underway and will culminate in a list of potential access improvement projects prioritized by benefits to ferry riders and feasibility with City paving and maintenance schedules.

The project team plans to poll riders and gather feedback about the draft project list on April 15, 2026 at a tabling event at the Vallejo Ferry Terminal during the PM peak arrival period. The Board can expect a more detailed project update at a future meeting this summer.

### **University of Michigan Leadership Trek Tour**

On March 4, Executive Director Murphy and Government and Regulatory Affairs Specialist Terence Candell joined students from the university's Urban Technology Program for a ferry tour and a discussion about how SF Bay Ferry is helping to address regional challenges by embracing and applying new technologies.

### **Alameda Chamber of Commerce Board of Directors Tour**

On March 18, Executive Director Murphy hosted his fellow members of the Alameda Chamber of Commerce Board of Directors on the ferry between Harbor Bay and San Francisco. The Board completed their March meeting onboard and enjoyed the ride and views of San Francisco.

### **Richmond Yacht Club Visit**

On March 20, Executive Director Murphy joined SF Bay Ferry captains and dispatchers, and leadership from the Richmond Yacht club to acknowledge and celebrate the well-executed coordination that occurs in the high-traffic area around the Richmond terminal. SF Bay Ferry's contract operator, Blue & Gold Fleet, was praised by the Yacht Club for carefully and thoughtfully communicating with race organizers and participants to ensure safe and successful sailing events throughout the year.

### **California Energy Commission Application**

On March 20, staff submitted an application for \$8 million to the California Energy Commission to support electrification of the Downtown SF Terminal. The funding is for the charging float and integrated battery energy storage system. Funds would come from the *Implementation of Medium- and Heavy-Duty Zero-Emission Vehicle Infrastructure Blueprints 2.0 (GFO-24-611)* program.

**Crew Recognition**

SF Bay Ferry crews frequently go above and beyond to make sure the service maintains its industry-leading standards. During the meeting, Staff will acknowledge some of these outstanding efforts.

- **Released Request for Proposals**

There were no procurements posted in February - March.

\*\*\*END\*\*\*

MEMORANDUM

**TO: Board Members**

**FROM: Seamus Murphy, Executive Director  
Lauren Gradia, Chief Financial Officer**

**SUBJECT: Review of FY 2025/26 Financial Statements Ending February 28, 2026**

**Recommendation**

There is no recommendation associated with this informational item.

**Financial Summary**

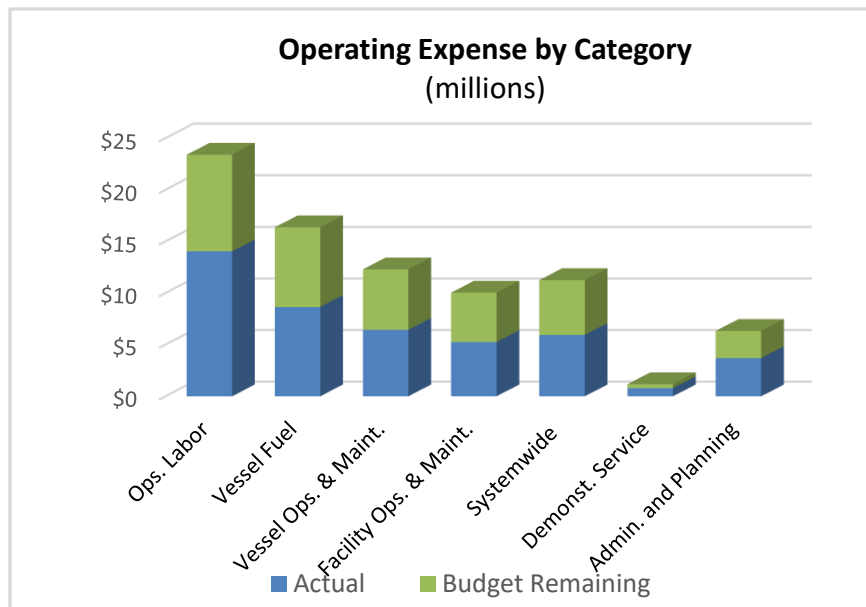
Today's reports reflect financial activity against budget through February 28, 2026. Detailed financial charts are attached to this report.

**Operating Budget:**

Authorized operating expenses for the year are within budgeted amounts with 55% spent or \$44.8 million. As shown in the chart to the right, expenses through February are trending as anticipated.

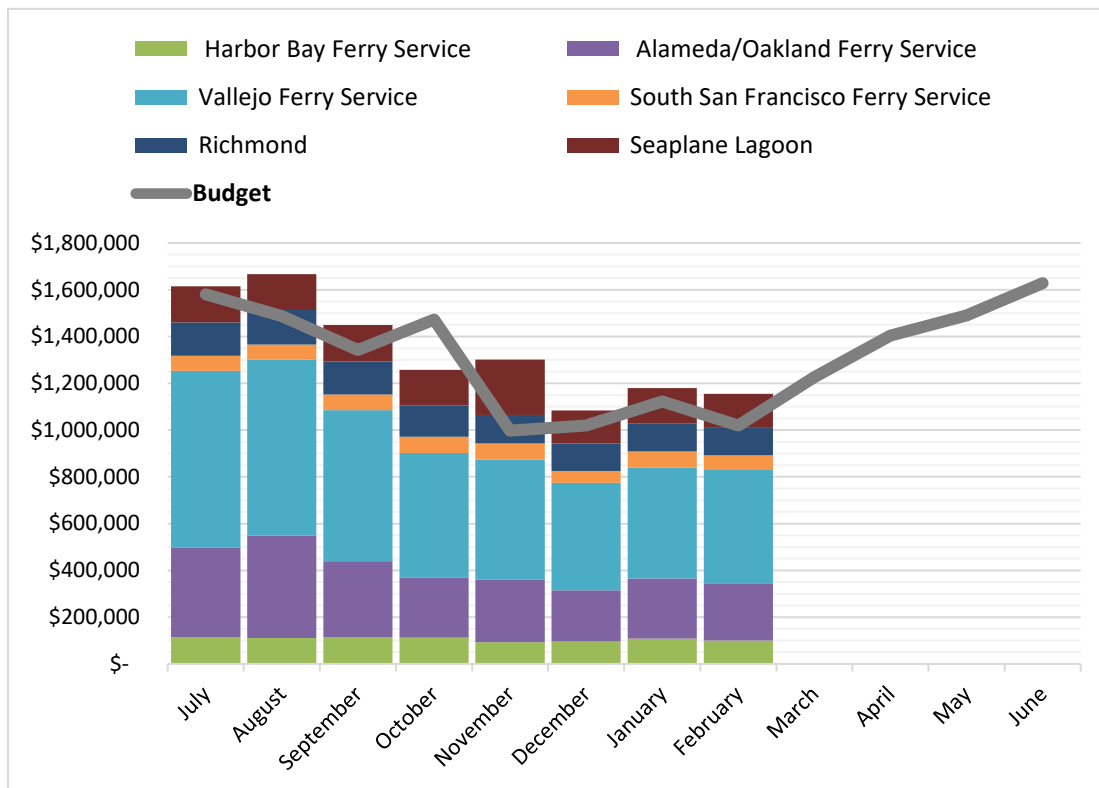
However, this does not capture the impacts that occurred after the February 28<sup>th</sup> start of the Iran war and subsequent interruption of the international crude oil supply.

The Fiscal Year 2025/26 budget included authorization and funding for fuel at an average price of \$4.20/gallon, for a total budget of \$16.4 million. Prior to March 1<sup>st</sup>, it appeared that savings would accrue in that budget given that average prices during the first 8 months of the year were \$3.31. Prices are now above \$5.70 per gallon. The average for the month of March is \$4.41.



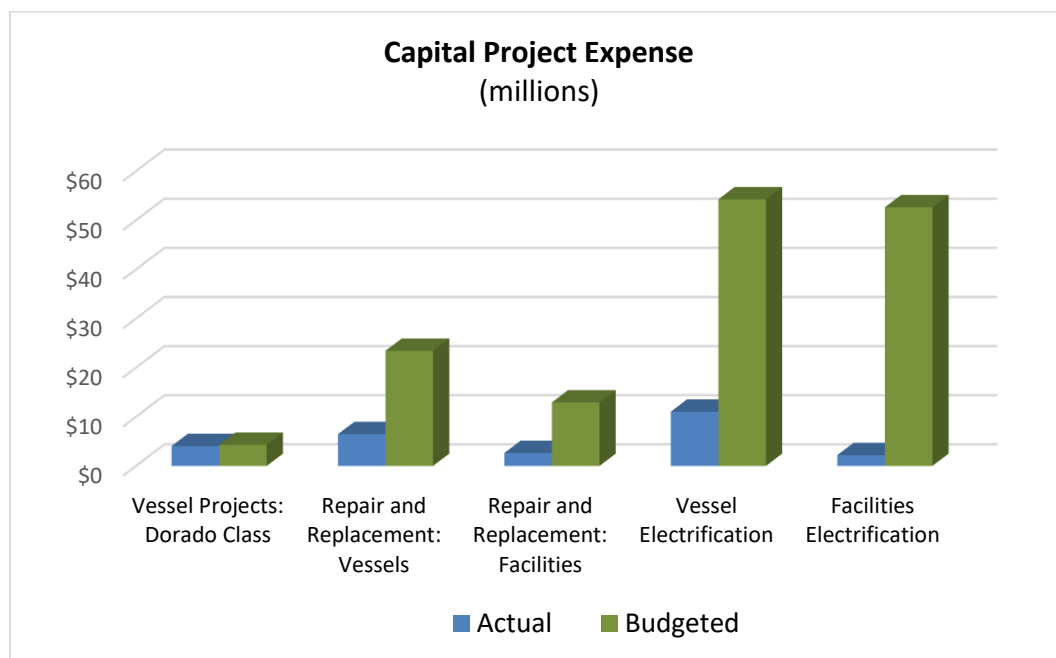
There are several possible scenarios for fuel prices for the last four months of the Fiscal Year. A more detailed presentation will be provided at the Board meeting with the possible scenarios and options that could be employed to manage costs in the longer run.

Fare revenue for the year continues to be reliable, essentially equal to budget through the winter months. The figure below shows the monthly progress against budgeted levels.



### Capital Program Expense

Capital Budget expenses through February were \$26.4 million. Significant expenses for the month included payments for the new 400 passenger electric vessels. More detailed capital project data is provided on the last page of this report. The figure below shows expense against budget by category of project to date.



**Investment Report**

The total monthly balance held in both the Local Agency Investment Fund (LAIF) and our commercial bank as of December 31 is \$15.5 million as shown below.

	<b>February 2026</b>
Bank of America (Checking)	\$ 774,652
Bank of America (Measure B/BB)	6,441,524
Local Agency Investment Fund (LAIF)	8,281,339
<b>Total</b>	<b>\$ 15,497,515</b>

**Fiscal Impact**

There is no fiscal impact associated with this informational item.

\*\*\*END\*\*\*

**Attachment A** – Monthly Financial Reports

**San Francisco Bay Ferry (WETA)**  
**Operating & Administration Monthly Budget Report FY 2025/26**  
**Through the Month Ending 2/28/2026**

% of Year Elapsed 67%

	Month Feb. 2026 Actual	Year - To - Date		Total FY2025-26 Budget	% Budget
		FY2024-25 Actual	FY2025-26 Actual		
<b>OPERATING REVENUE</b>					
Fare Revenue	\$1,155,051	\$9,120,465	10,708,394	\$15,790,355	68%
Regional - Bridge Toll	4,028,547	24,148,566	27,728,415	57,064,302	49%
State Operating Assistance		11,955,635	3,000,000	3,000,000	100%
Local	320,448	2,974,661	2,563,587	3,845,380	67%
Other Revenue	90,547	27,544	802,712	1,170,130	69%
<b>Total Operating Revenue</b>	<b>\$5,594,594</b>	<b>\$43,151,196</b>	<b>\$ 44,803,108</b>	<b>\$80,870,168</b>	<b>55%</b>
<b>OPERATING EXPENSE</b>					
<b>Harbor Bay Ferry Service</b>					
Operations Labor	\$142,172	\$1,231,100	1,263,377	\$2,092,240	60%
Vessel Fuel	71,836	567,929	605,581	1,146,055	53%
Vessel Operations & Maintenance	83,525	507,331	502,020	1,276,676	39%
Facility Operations & Maintenance	42,074	448,795	293,624	723,138	41%
Systemwide Expense	69,499	499,334	521,170	1,005,573	52%
<b>Total Harbor Bay Farebox Recovery</b>	<b>\$ 409,106</b>	<b>\$3,254,489</b>	<b>\$ 3,185,771</b>	<b>\$6,243,682</b>	<b>51%</b>
	<b>24%</b>	<b>22%</b>	<b>27%</b>	<b>20%</b>	
<b>Alameda/Oakland Ferry Service</b>					
Operations Labor	\$363,328	\$2,838,732	\$3,228,629	\$5,381,783	60%
Vessel Fuel	194,983	1,623,077	1,643,719	3,110,721	53%
Vessel Operations & Maintenance	282,223	986,868	1,552,976	2,637,783	59%
Facility Operations & Maintenance	115,764	1,170,477	1,038,500	1,916,370	54%
Systemwide Expense	183,853	1,306,579	1,405,364	2,585,846	54%
<b>Total Alameda/Oakland Farebox Recovery</b>	<b>\$ 1,140,151</b>	<b>\$ 7,925,733</b>	<b>\$ 8,869,188</b>	<b>\$15,632,503</b>	<b>57%</b>
	<b>21%</b>	<b>27%</b>	<b>27%</b>	<b>24%</b>	
<b>Vallejo Ferry Service (Vallejo)</b>					
Operations Labor	\$442,312	\$3,323,969	\$3,930,505	\$6,673,614	59%
Vessel Fuel	431,016	3,570,768	3,633,484	\$6,876,330	53%
Vessel Operations & Maintenance	260,319	1,393,597	2,746,482	\$4,280,296	64%
Facility Operations & Maintenance	250,718	3,236,176	2,021,184	4,031,352	50%
Systemwide Expense	232,319	1,678,780	1,786,690	3,140,878	57%
<b>Total Vallejo Farebox Recovery</b>	<b>\$ 1,616,684</b>	<b>\$ 13,203,291</b>	<b>\$ 14,118,345</b>	<b>\$25,002,470</b>	<b>56%</b>
	<b>30%</b>	<b>31%</b>	<b>33%</b>	<b>28%</b>	
<b>South San Francisco Ferry Service (SSF)</b>					
Operations Labor	\$142,172	\$1,100,787	\$1,263,377	\$2,060,405	61%
Vessel Fuel	102,623	405,621	865,115	1,637,221	53%
Vessel Operations & Maintenance	86,289	599,932	359,961	1,127,413	32%
Facility Operations & Maintenance	46,325	488,069	438,772	792,046	55%
Systemwide Expense	61,392	371,658	470,062	1,059,093	44%
<b>Total South San Francisco Farebox Recovery</b>	<b>\$ 438,801</b>	<b>\$ 2,966,068</b>	<b>\$ 3,397,286</b>	<b>\$ 6,676,177</b>	<b>51%</b>
	<b>14%</b>	<b>15%</b>	<b>15%</b>	<b>11%</b>	
<b>Richmond Ferry Service (Richmond)</b>					
Operations Labor	\$300,141	\$2,215,979	\$2,667,128	\$4,392,511	61%
Vessel Fuel	143,672	1,136,302	1,211,161	2,292,110	53%
Vessel Operations & Maintenance	177,451	1,092,110	794,626	1,818,521	44%
Facility Operations & Maintenance	81,214	1,052,981	826,127	1,659,169	50%
Systemwide Expense	137,242	938,132	1,030,081	2,011,145	51%
<b>Total Richmond Farebox Recovery</b>	<b>\$ 839,720</b>	<b>\$ 6,435,504</b>	<b>\$ 6,529,123</b>	<b>\$ 12,173,456</b>	<b>54%</b>
	<b>14%</b>	<b>13%</b>	<b>16%</b>	<b>12%</b>	

(continued on next page)

**San Francisco Bay Ferry (WETA)**  
**Operating & Administration Monthly Budget Report FY 2025/26**  
**Through the Month Ending 2/28/2026**

% of Year Elapsed

67%

	Month Feb. 2026 Actual	Year - To - Date		Total FY2025-26 Budget	% Budget
		FY2024-25 Actual	FY2025-26 Actual		
<b>OPERATING EXPENSE (continued)</b>					
<b>Seaplane Lagoon Ferry Service</b>					
Operations Labor	\$189,562	\$1,600,430	\$1,684,502	\$2,802,985	60%
Vessel Fuel	82,098	811,687	692,092	1,309,777	53%
Vessel Operations & Maintenance	87,518	586,034	484,370	1,157,422	42%
Facility Operations & Maintenance	56,139	567,363	631,941	915,887	69%
Systemwide Expense	96,350	646,366	728,254	1,452,494	50%
<b>Total Seaplane Lagoon</b>	<b>\$511,668</b>	<b>\$4,211,879</b>	<b>\$ 4,221,159</b>	<b>\$ 7,638,565</b>	<b>55%</b>
<b>Farebox Recovery</b>	<b>28%</b>	<b>23%</b>	<b>30%</b>	<b>18%</b>	
<b>Subtotal Operations (Regular Service)</b>	<b>\$ 4,956,129</b>	<b>\$ 37,996,964</b>	<b>\$ 40,320,872</b>	<b>\$ 73,366,852</b>	<b>55%</b>
<b>Farebox Recovery (exclud. Admin.)</b>	<b>23%</b>	<b>24%</b>	<b>27%</b>	<b>22%</b>	
<b>Alameda - Oakland Demonstration Project (Woodstock)</b>	\$90,547	\$548,974	786,607	\$1,170,130	67%
<b>Subtotal Ferry Operations (All)</b>	<b>\$ 5,046,676</b>	<b>\$ 40,046,756</b>	<b>\$ 41,107,479</b>	<b>\$ 74,536,982</b>	<b>55%</b>
<b>Planning and Administration</b>					
Wages and Fringe Benefits	\$317,107	\$1,917,467	\$2,050,404	\$3,192,907	64%
Professional & Other Services	145,454	839,361	1,044,798	1,824,950	57%
Information Tech., Office, Supplies	3,450	52,942	61,719	227,815	27%
Utilities/Communications	786	18,906	14,907	31,204	48%
Insurance	5,234	17,181	40,480	79,893	51%
Dues, Memberships, Misc.	19,888	94,022	135,846	233,315	58%
Leases and Rentals	55,999	164,561	347,474	743,104	47%
<b>Subtotal Planning &amp; Administration</b>	<b>\$ 547,918</b>	<b>\$3,104,440</b>	<b>\$ 3,695,629</b>	<b>\$ 6,333,188</b>	<b>58%</b>
<b>Total Operating Expense</b>	<b>\$ 5,594,594</b>	<b>\$ 43,151,196</b>	<b>\$ 44,803,108</b>	<b>\$ 80,870,170</b>	<b>55%</b>
<b>Systemwide Farebox Recovery (Regular Service, incl. Admin.)</b>		<b>22%</b>	<b>24%</b>		

**San Francisco Bay Ferry (WETA)**  
**FY 2025/26 Capital Revenue and Expense**  
**Year-to-Date Through February 2026**

	Total Project Revenue/Expense Budget	Prior Years	FY 2025/26 Budget	Year-To-Date FY2025/26 Actual	Total Future Year	% of Project Budget
<b>CAPITAL REVENUE</b>						
Federal Funds	\$ 193,075,107	\$ 37,935,840	\$ 72,403,025	\$ 15,955,228	82,736,242	28%
State Funds	91,811,845	6,539,594	28,723,962	6,173,382	56,548,289	14%
Regional - Bridge Toll	124,728,541	10,450,493	44,247,452	3,203,935	70,030,597	11%
Local /Other	6,718,698	951,448	1,778,854	1,069,137	3,988,396	30%
Pending/Unfunded	99,734,881	-	416,099	-	99,318,782	0%
<b>Total Revenue</b>	<b>\$ 516,069,072</b>	<b>\$ 55,877,374</b>	<b>\$ 147,569,392</b>	<b>\$ 26,401,682</b>	<b>\$ 312,622,306</b>	
<b>CAPITAL EXPENSE</b>						
<b>Vessel Projects: Dorado Class</b>						
Vessel Replacements (Karl, Zalophus)	37,636,402	33,332,396	4,304,006	4,053,766	-	99%
<b>Repair and Replacement Program: Vessels</b>						
Vessel Mid-Life Refurbishment - MV Gemini	4,488,000	235,912	4,252,088	2,385,656	-	58%
Vessel Mid-Life Refurb & Engine Overhaul - MV Pisces	4,679,000	53,485	4,625,515	20,476	-	2%
Engine Overhauls and Improvements	15,833,408	2,531,886	9,893,322	3,694,268	3,408,200	39%
Component Improvements/Dry Dock	4,666,500	-	4,666,500	370,201	-	8%
<b>Repair and Replacement Program: Facilities</b>						
Vallejo Terminal Reconfiguration	16,696,000	666,067	6,910,525	328,328	9,119,408	6%
Passenger Floats Rehabilitation - Pier 9	1,362,000	-	1,337,000	4,734	25,000	0%
Multiuse Emergency Float	200,000	-	200,000	118,598	-	59%
Vallejo Ferry Terminal Dredging	3,030,735	287,795	2,742,940	1,300,101	-	52%
North Bay Fuel Farm Upgrades	540,000	-	540,000	-	-	0%
Administrative Facility Improvements	1,149,830	51,299	769,500	792,858	329,031	73%
South SF Dredging & Dredging Program Work	3,922,000	-	430,000	92,081	3,492,000	2%
<b>Electrification Program (REEF)</b>						
<b>Vessels</b>						
New Electric Vessels (Three - 150 PX)	58,407,000	6,592,365	9,858,638	3,811,862	41,955,996	18%
New Electric Vessels (Two - 400 PX)	77,351,393	8,632,247	41,086,609	7,004,773	27,632,537	20%
Hydrus Conversion to Battery Electric Propulsion	14,085,302	-	3,312,060	224,495	10,773,242	2%
<b>Facility Electrification</b>						
Central Bay Terminal	3,106,250	41,895	2,141,750	130,711	922,605	6%
Downtown San Francisco	83,930,168	1,713,775	16,350,682	678,086	65,865,711	3%
Treasure Island	6,798,681	436,145	3,350,000	283,440	3,012,536	11%
Main Street	11,887,500	-	255,000	1,131	11,632,500	0%
Seaplane Lagoon	36,586,500	369,398	12,072,017	365,807	24,145,085	2%
Harbor Bay	36,731,737	525,503	4,999,471	275,618	31,206,763	2%
Richmond Terminal	4,235,853	-	302,713	-	3,933,140	0%
Mission Bay Project	52,050,519	100,651	12,500,000	36,089	39,449,868	0%
Berkeley Pier/Ferry Project	3,000,000	107,202	179,683	96,592	2,713,115	7%
Oakland Ferry Terminal	33,694,294	199,353	489,373	332,010	33,005,568	2%
<b>Total Expense</b>	<b>\$ 516,069,072</b>	<b>\$ 55,877,374</b>	<b>\$ 147,569,392</b>	<b>\$ 26,401,682</b>	<b>\$ 312,622,306</b>	



**TO: SF Bay Ferry Board Members**

**FROM: Ray Bucheger, Mana Shim, Madison Higginbotham and Meghan Flynn  
SF Bay Ferry Federal Legislative Representatives**

**SUBJECT: SF Bay Ferry Federal Legislative Board Report – April 2026**

This report covers the following topics:

- FERRIES Act Introduction
- FY27 Federal Appropriations Process
- Surface Transportation Reauthorization
- Pressing DOT to Obligate FTA Grants
- BUILD Support

### **FERRIES Act Introduction**

On March 3, the Congressional Ferry Caucus Co-Chairs, Representatives Emily Randall (D-WA), Nick Begich (R-AK), John Garamendi (D-CA), and Nicole Malliotakis (R-NY), introduced the Federal Enhancement and Revitalization of Reliable Infrastructure for Essential Seaways (FERRIES) Act. The legislation would significantly boost federal funding across all ferry programs. The Caucus drafted this transformative legislation in partnership with the Public Ferry Coalition, and the Co-Chairs are calling on the House Transportation and Infrastructure (T&I) Committee to include the bill in the next surface transportation reauthorization bill. We have also flagged the bill for Committee leadership and advocated for its inclusion. We are working to get a companion bill on the Senate side to show strong bipartisan and bicameral support for ferry programs.

### **Update on FY26 Federal Appropriations Process – Government Shutdown**

The Fiscal Year 2027 appropriations cycle is off to the races with offices soliciting requests for specific projects in states and districts (Congressionally Directed Spending) and federal grant programs (Programmatic funding).

We worked with SF Bay Ferry staff to submit funding requests to Rep. Simon, Senator Padilla, and Senator Schiff for the *Harbor Bay ferry Facility Electric Float and Infrastructure Project*. We requested \$1,600,000 to procure and install an on-site battery energy storage system for vessel charging at Harbor Bay Ferry Terminal.

SF Bay Ferry also advocated for increased funding for the FTA 5307(h) ferry program, dedicated to public ferries. SF Bay Ferry has received numerous grants through this

competitive grant program, which is funded at \$30 million per year. SF Bay Ferry has requested that the Appropriations Committee “plus-up” the FTA 5307(h) ferry program by at least \$20 million. The FY21, FY22, FY23, FY24, FY25, and FY26 Transportation-HUD Appropriations bills all provided additional money for the FTA program, thanks in large part to SF Bay Ferry’s advocacy.

### **Surface Transportation Reauthorization**

The current surface transportation reauthorization bill is set to expire on September 30th. We have been talking with the relevant Committees since early 2025 and mobilizing our Congressional champions to advocate for SF Bay Ferry and Public Ferry Coalition priorities, including funding for public ferry systems. We have been talking with Chairman Sam Graves (R-MO) and his staff, and Ranking Member Rick Larsen and his staff, who tell us the Transportation and Infrastructure (T&I) Committee hopes to release and markup a bill in April. This timeline has slipped time and time again. The Senate traditionally acts after the House and has indicated that meeting the September 30<sup>th</sup> deadline will be difficult.

We are working with other members of the Public Ferry Coalition and members of the Congressional Public Ferry Caucus to maximize our ability to attract political support for our positions. As mentioned above, we are working to ensure the FERRIES Act is prioritized during bill drafting and markup.

### **Pressing DOT to Obligate FTA Grants**

We are continuing to work with SF Bay Ferry staff to get DOT to obligate funding awarded by FTA for an electric ferry and two universal charging floats. We remain in contact with DOT, FTA, and we are working to get members of Congress to press the DOT Secretary’s office, including members of Congress who represent states and districts where this money will be spent as part of the manufacturing process. We have specifically organized meetings with the California Delegation; Washington Delegation, including T&I Ranking Member Rick Larsen and Appropriations Committee Ranking Member Patty Murray; and the Tennessee Delegation.

### **BUILD Grant Support**

We worked with Congressman Lateefa Simon’s (D-CA) office to coordinate a delegation letter of support for the \$14,268,000 BUILD Grant application. Senator Padilla (D-CA), Congresswoman Nancy Pelosi (D-CA), Congressman John Garamendi (D-CA), and Congressman Kevin Mullin (D-CA) joined Rep. Simon in signing the letter of support.

Senator Adam Schiff (D-CA) also sent a standalone letter in support of the application. We will ensure the delegation calls DOT in support of this grant as well.



1415 L Street  
Suite 1000  
Sacramento  
CA, 95814  
916-446-4656

April 3, 2026

TO: Board of Directors - San Francisco Bay Area Water Emergency Transportation Authority

FM: Matt Robinson, Partner  
Michael Pimentel, Partner

RE: **STATE LEGISLATIVE UPDATE – April 2026**

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### ***General Update***

The deadline for legislators to introduce new bills in the second year of the 2025-26 Regular Legislative Session was February 20. In total, legislators introduced 1,800 bills this year, which must be acted on before the Legislature adjourns for final recess on August 31. As is typical, legislators introduced many bills as “spot” bills (i.e. placeholder legislation), which needed to be amended before being heard in the Legislature’s policy committees. The Assembly’s deadline for these bills to be amended was March 16 and the Senate by March 25. Also beginning in March, policy committees began to hold bill hearings, which inform which bills move forward this year. On March 26, the Legislature broke for their Spring Recess. They will reconvene on April 6, which will then start a busy month as the vast majority of bills must pass out of their policy committees by April 24 (May 1 for non-fiscal bills).

Alongside this early activity on new state legislation, the Legislature’s budget committees and subcommittees are beginning to hold hearings to review the proposals included in the Governor’s proposed Fiscal Year 2026-27 budget. Already, these committees are beginning to discuss the impact of the state’s improved fiscal outlook on these proposals. In mid-May, the Governor will release his “May Revise,” an update to his January proposed budget. This will kick off final negotiations between the Governor, Senate, and Assembly to finalize the budget agreement. The budget must be passed by June 15, in advance of the new fiscal year, which begins on July 1.

For information about key legislative and budget deadlines for next year, please see the 2026 Legislative Calendar [here](#).

### ***Legislators Push Back on Governor’s Proposed Budget***

Last month, we reported that the Governor’s proposed FY 2026-27 budget projected decreased funding for the Transit and Intercity Rail Capital Program and Low Carbon Transit Operations Program and zeroed out \$230 million in planned funding for the Zero-Emission Transit Capital Program.

In response to the Governor’s proposed budget, 19 legislators across the Senate and Assembly submitted letters to budget leadership in their respective houses, urging the Legislature to include

critical transit funding in the FY 2026-27 budget. These letters specifically call on the Legislature to:

- Appropriate the planned investment of \$230 million in Greenhouse Gas Reduction Fund (GGRF) dollars for the Zero-Emission Transit Capital Program in FY 2026-27;
- Reaffirm the state's commitment to appropriate \$460 million in GGRF dollars to the ZETCP in FY 2027-28; and,
- Establish greater funding certainty for the Transit and Intercity Capital Program and Low Carbon Transit Operations Program.

As noted above, budget and budget subcommittee hearings are just getting underway and no final decisions on the budget will be made until this summer.

### ***Advocates Submit Signatures to Qualify the Local Taxpayer Protection Act***

On February 25, a coalition of business and taxpayer advocates announced that they had submitted signatures to the Secretary of State to qualify the [Local Taxpayer Protection Act](#) for the November 2026 statewide ballot.

According to the coalition, the measure would "reaffirm voter protections against higher local taxes and ensure greater transparency and accountability before new taxes are imposed." Specifically, the act would prohibit local governments from imposing special taxes, including those taxes passed by way of a voter initiative, from being approved unless these taxes secure a two-thirds vote of the electorate. Additionally, the measure would nullify any prior taxes passed at a lower threshold two years from the approval of the act. The coalition is comprised of the California Business Roundtable, California Business Properties Association, Howard Jarvis Taxpayers Association, and California Taxpayers Association. If passed, the measure could impact the Bay Area Regional Measure, authorized by SB 63 (Wiener). For more information, see the press release [here](#).

### ***CalSTA Releases TIRCP Cycle 8 Guidelines and Call for Projects***

On February 23, the California State Transportation Agency (CalSTA) released [final guidelines](#) and a [call for projects](#) for the Transit and Intercity Rail Capital Program (TIRCP) Cycle 8.

The call for projects details the application requirements and procedures to apply for funding under the program. TIRCP Cycle 8 will program projects starting with the Fiscal Year (FY) 2026-27 and ending with the FY 2030-31. The new program cycle will include previously awarded and active projects that have not been fully allocated by the end of the FY 2025-26 fiscal year, and projects selected from Cycle 8. The new capacity available for Cycle 8 is currently estimated to be at least \$950 million, but could be adjusted based on auction proceeds and changing cash flow requirements of already awarded projects between now and the September 2026 award announcement.

### ***HCD Issues SB 79 Guidance***

On March 20, the Department of Housing and Community Development (HCD) released initial [guidance](#) on the implementation of SB 79, which is effective July 1, 2026. As a reminder, SB 79 was signed last year into law and makes qualifying "transit-oriented housing developments" an allowed use on sites zoned for residential, mixed, or commercial development that are located near specified transit stops in urban transit counties. HCD is tasked with overseeing compliance with SB 79, including reviewing

enacted SB 79 ordinances and Transit-Oriented Development (TOD) Alternative Plans and determining their compliance with state law. The newly released guidance seeks to clarify: (1) key terms, (2) classifications for existing rail typologies as of March 2026, and (3) applicable urban transit counties as of July 1, 2026.

Following the release of this guidance, Senator Wiener informed SF Bay Ferry that he will no longer be pursuing “clean-up” legislation on SB 79 as he feels that this guidance from HCD is sufficient. ***As a reminder, SF Bay Ferry had been working with Senator Wiener’s office to include certain ferry terminals in the clean-up legislation. Unfortunately, while there are other bills dealing with SB 79, there does not seem to be a viable path forward to include ferry terminals currently.***

### ***SB 1408 (Arreguín) Update***

As we reported last month, in February, Senator Arreguín (D-Berkeley) introduced this bill to establish the Contra Costa Transportation Authority (CCTA) as a transit district for the purposes of implementing local (and possibly regional) measure funds and authorized CCTA to spend those funds on: 1) acquisition, construction, maintenance, and operation, of transit vehicles and facilities; and 2) the development, construction, and installation of components of public transit systems, including those used for bike share, buses, innovative mobility systems, ferries, mobility hubs, or similar. The bill would also authorize CCTA to acquire, develop, own, and operate facilities, systems, and devices on a standalone basis, or on a collaborative basis with one or more regional or local transit systems and affirms that CCTA is responsible for the coordination of public transit systems within the County. The bill lastly authorizes CCTA to utilize eminent domain and – until 2045 – to impose a transaction and use tax (TUT) for transportation programs of up to 1% above the existing statutory TUT combined cap of 2% for Contra Costa County, should it be approved by the voters. ***On March 23, the author amended SB 1408 to remove Section 1 of the bill, which effectively strikes out most of the bill’s proposed changes. SB 1408 now is primarily focused on allowing CCTA to impose (subject to voter approval) a TUT of up to 1% above the existing 2% cap for Contra Costa County.***

### ***Other Bills of Interest***

#### **SB 1087 (Cabaldon) Sustainable Communities Strategy Modernization Bill – WATCH**

This bill is co-sponsored by MTC-ABAG and seeks to modernize SB 375, the 2008 law that established the sustainable communities strategies regional planning framework. SB 1087 updates these planning requirements to better align climate, transportation, and housing goals. Specifically, it requires MPOs to include a new 8-year SCS in every other regional transportation plan, rather than every year. It also revises how GHG reduction targets are set and requires the target to reflect the combined effect of policies, regulations, and investments to improve fleet efficiency and reduce vehicle miles traveled and be based on what is achievable for the region. Additionally, it provides a CEQA exemption for these regional plans if public engagement is conducted. ***In Senate Environmental Quality Committee.***

#### **SB 1361 (Durazo) Affordable Housing Exemption for SB 79 – WATCH**

This bill would exempt from the requirements of SB 79 certain local agencies or local governments if the entity has adopted a policy by January 1, 2026, to complete at least 10,000 housing units, at least 50% of which will be income restricted, by January 1, 2032. This exemption would not apply to Tier 2 transit-oriented development stops served by light rail transit or high-frequency commuter rail or the Tier 1

transit-oriented development stops that are operational or in pre-revenue service as of January 1, 2026. ***Pending referral from Senate Rules.***

**AB 1421 (Wilson) Road Usage Charge Technical Advisory Committee – WATCH**

This bill requires the California Transportation Commission (CTC), in partnership with the Transportation Agency (CalSTA), to consolidate and prepare research and recommendations related to a road user charge or a mileage-based fee system. The report would be due to the Legislature by January 1, 2027. ***In the Senate awaiting referral.***

**AB 1599 (Ahrens) California Transit Stop Registry – WATCH**

This bill would require the Department of Transportation to create the California Transit Stop Registry as a centralized, statewide dataset of standardized information regarding transit stops by December 31, 2026. Additionally, this bill would require all transit operators that qualify for the funding under the Mills-Alquist-Deddeh Act to ensure that the name, location, of each of their transit stops are accurately reflected in the California Transit Stop Registry. ***In the Assembly Appropriations Committee.***

**AB 2051 (Wicks) Coastal Resilience Permitting Working Group – SUPPORT**

This bill directs the California Natural Resources Agency (CNRA), in consultation with the California Environmental Protection Agency (CalEPA), to convene an interagency Coastal Resilience Permitting Working Group to identify administrative actions and legislative recommendations to streamline and accelerate permitting for coastal resilience and sea level rise adaptation projects. ***In Assembly Water, Parks & Wildlife Committee.***

**AB 2576 (Harabedian) SB 79 Delay Implementation – WATCH**

This bill delays the implementation of SB 79 (Wiener) by one year and increases the population threshold for certain requirements to apply to cities from 35,000 to 40,000. ***In Assembly Housing & Community Development.***

See SF Bay Ferry's online bill matrix [here](#) for additional information on legislation we are tracking for your agency.

**MEMORANDUM**

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**TO: Board Members**

**FROM: Seamus Murphy, Executive Director**  
**Michael Gougherty, Director of Planning**  
**Gabriel Chan, Transportation Planner**

**SUBJECT: Ridership Report – April 2026**

**Background**

The agency's Pandemic Recovery Plan (Plan) began on July 1, 2021 with the enhancement of the Vallejo, Oakland & Alameda, and Richmond routes, the restart of the suspended Harbor Bay route, and the launch of the new Alameda Seaplane route. The following weekend also marked the relaunch of weekend service on the Vallejo, Oakland & Alameda, and Richmond routes. SF Bay Ferry relaunched the South San Francisco service in November 2021.

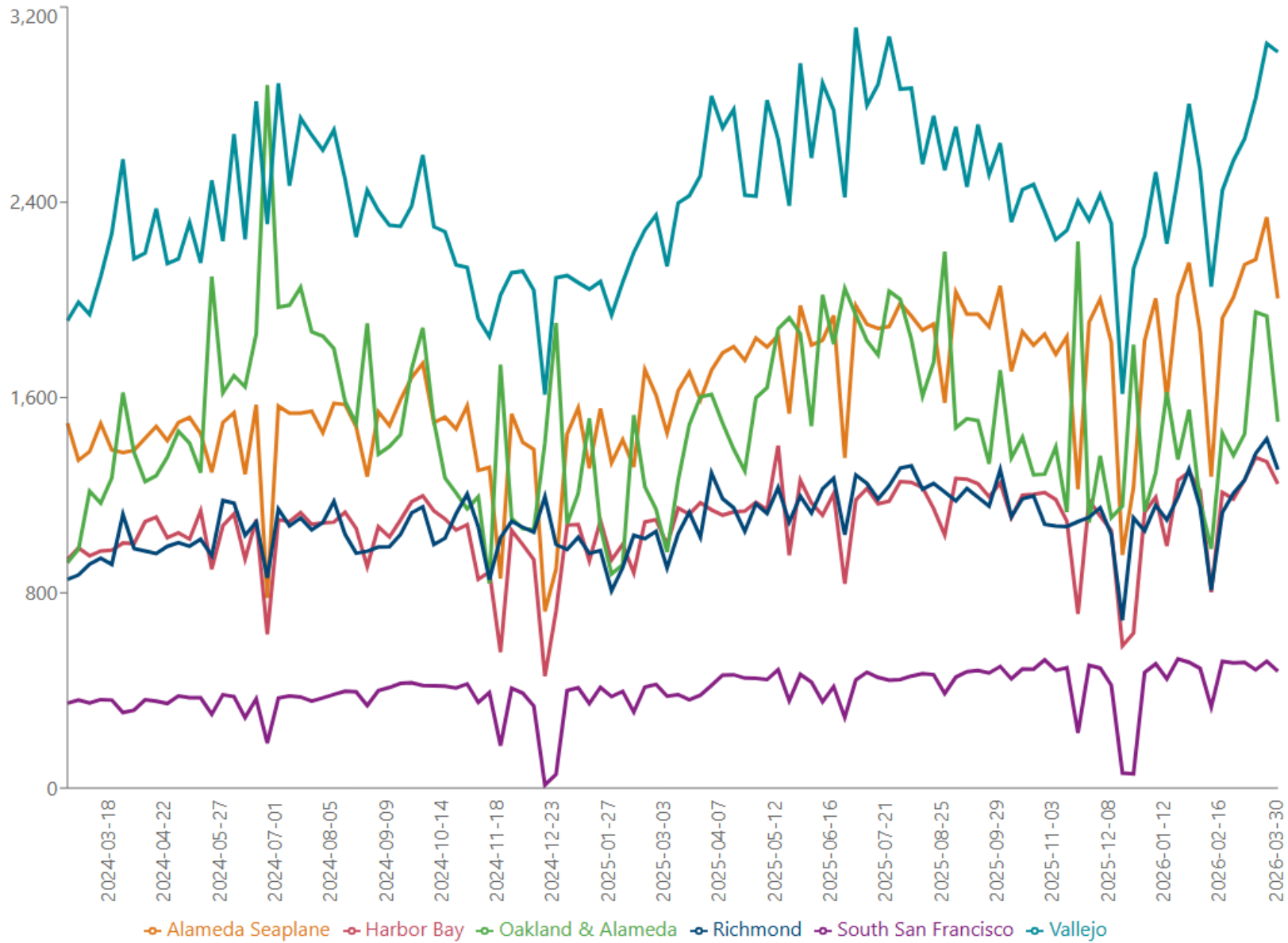
The Plan enhanced service during midday and weekend periods to reflect changing demands from regular commuters and recreational riders. Lower fares, more in line with parallel transit options such as BART or Transbay buses, are an additional feature of the Plan. With the introduction of the new ridership database in January 2023, staff were able to provide more in-depth insights about ridership data with greater precision and accuracy. In late 2025, staff recognized that a "new normal" for travel patterns in the region necessitated updates to the monthly ridership report to focus more on ferry capacity and utilization. This report provides a monthly update on ridership trends and comparisons to historical data.

**Discussion**

This report includes ridership data, graphs, and tables for both February and March 2026. SF Bay Ferry had just over 226,000 boardings in February and over 301,00 boardings in March. Compared to the same months in 2019, ridership recovery was 116% and 126% respectively. These last two months are also the top 2 in terms of pre-pandemic ridership recovery performance. Each month registered as the best February and March ever for the system, respectively. Year-over-year ridership was up 25% from February 2025 to February 2026 and 40% from March 2025 to March 2026. February ridership was buoyed by big weekend numbers likely associated with events throughout the region for the Super Bowl and Formula 1 show run in San Francisco. In March, big weekend drivers of ridership included the Chinese New Year parade, the return of San Francisco Giants baseball and some exceptionally warm temperatures. Weekday commute ridership continues to grow steadily, and staff have seen early encouraging ridership gains on the South San Francisco route following the March 9, 2026 schedule change and optimization. SF Bay Ferry continues to outperform other regional transit operators with BART registering 51% of February 2019 ridership and Caltrain posting 64% of pre-pandemic February ridership.

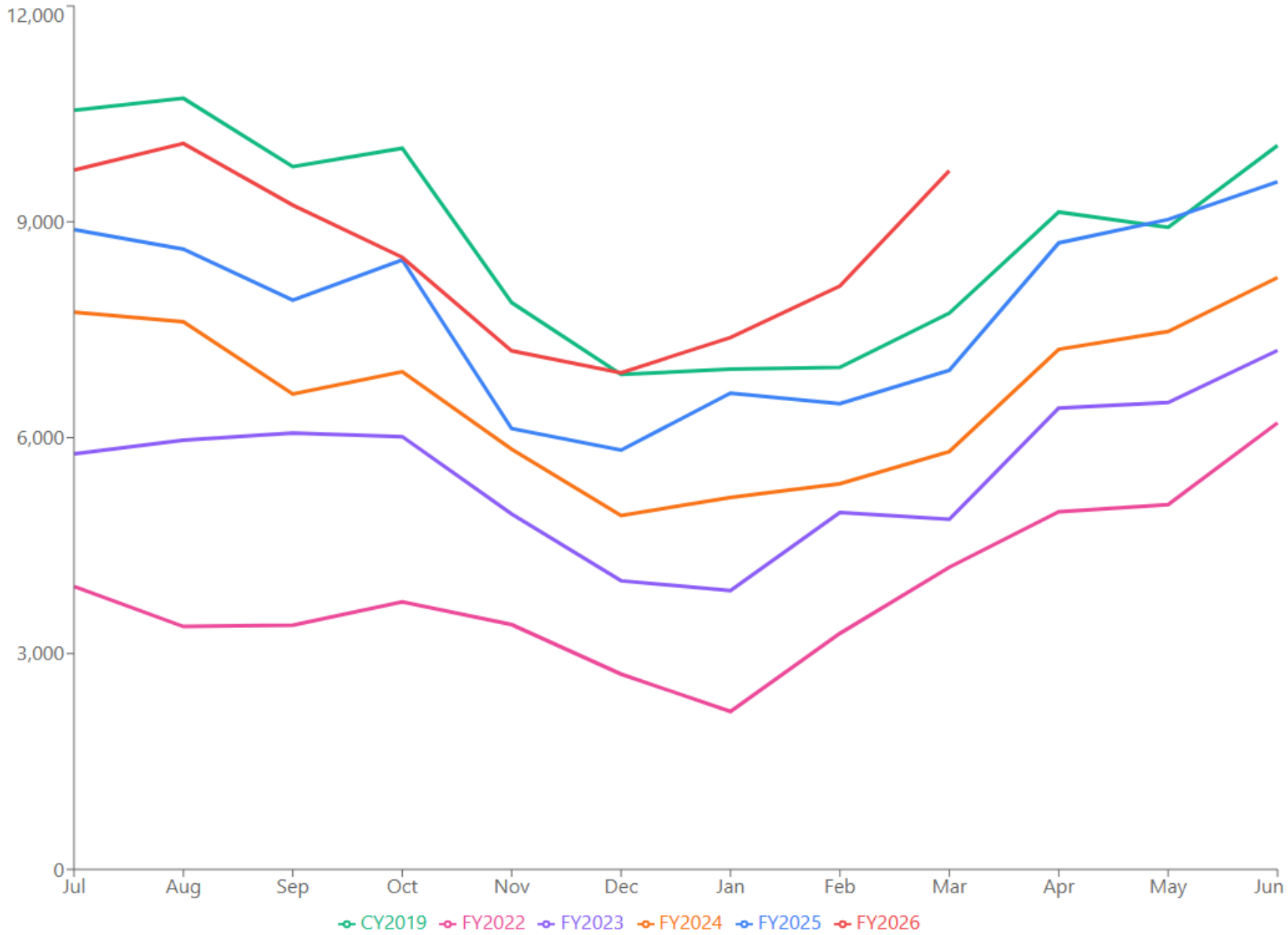
**Appendix A. Ridership Data Summary**

Weekday Average Ridership



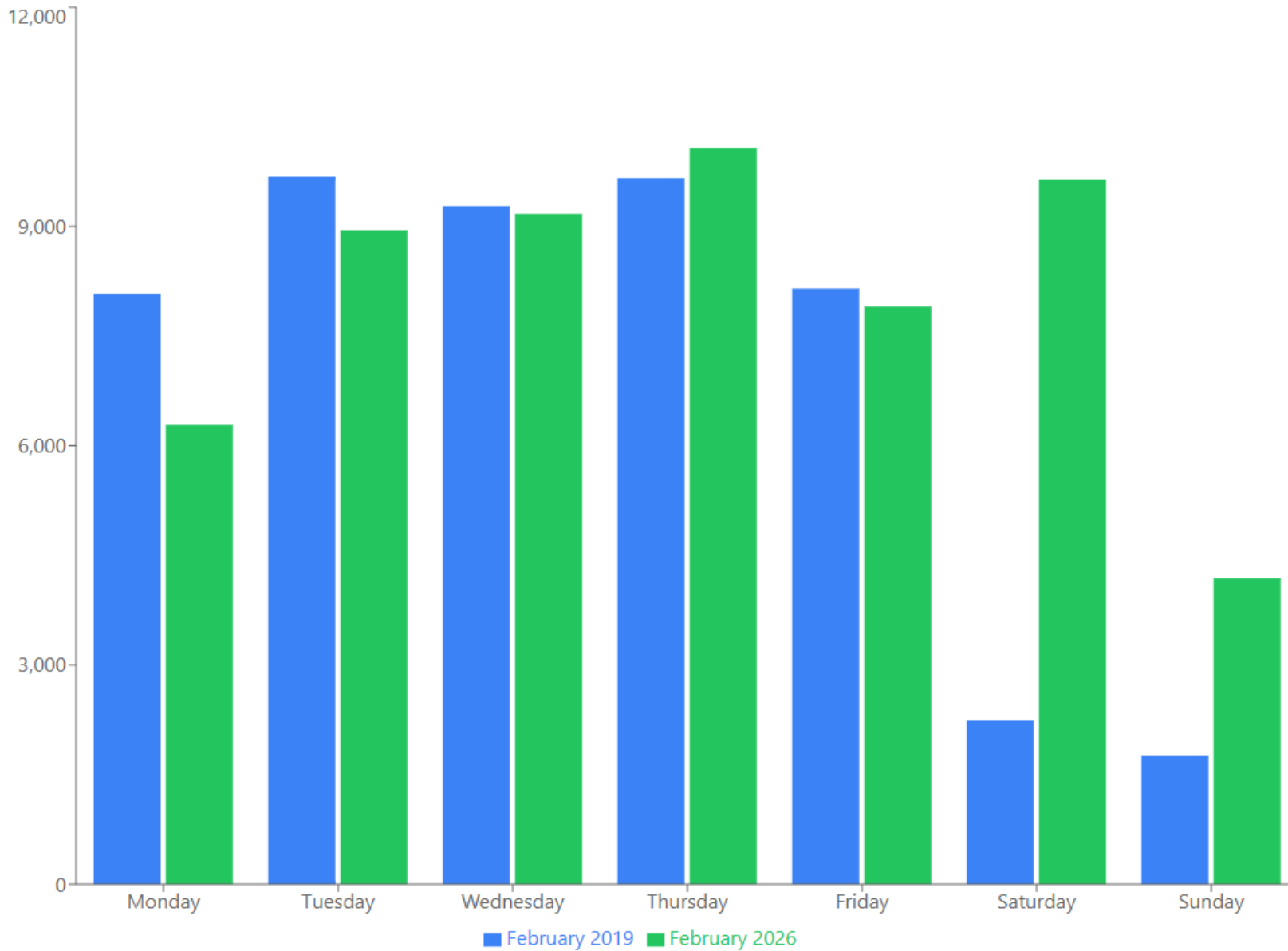
Ridership from other routes and event ridership is excluded.

Average Daily Ridership By Month



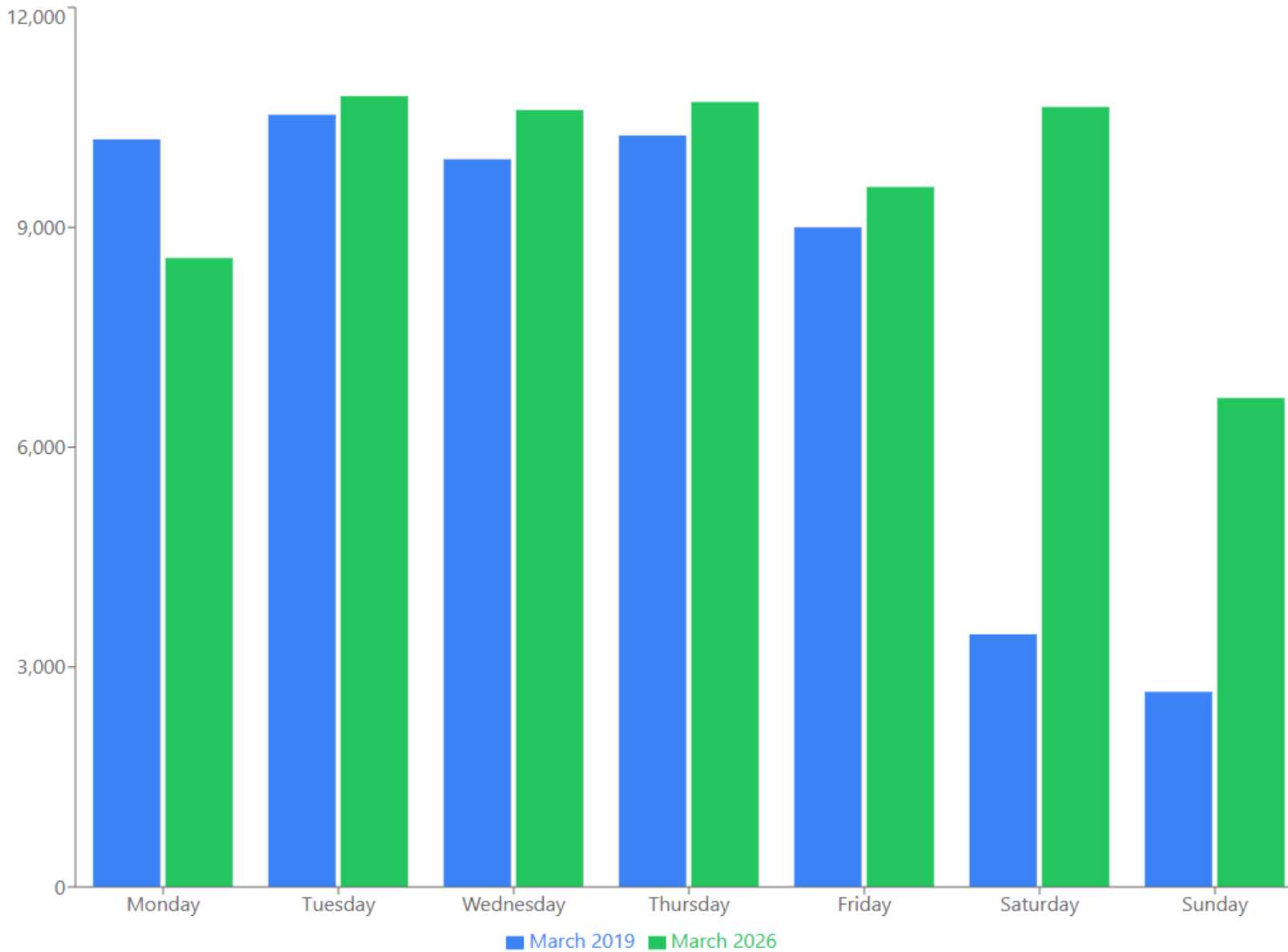
Event ridership is included.

Average Ridership by Day of Week Systemwide



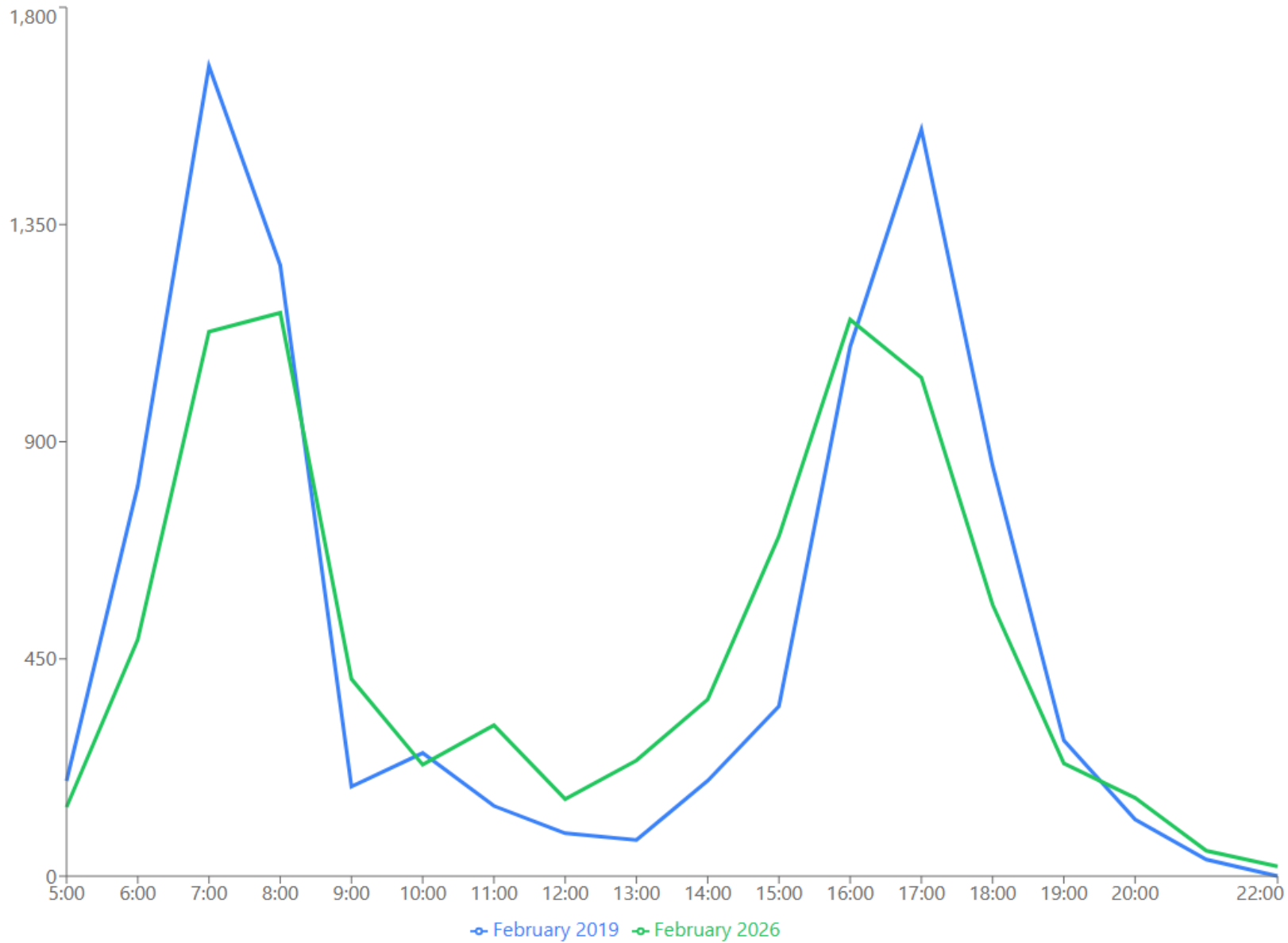
Event ridership is excluded. Holidays with no service are excluded.

Average Ridership by Day of Week Systemwide



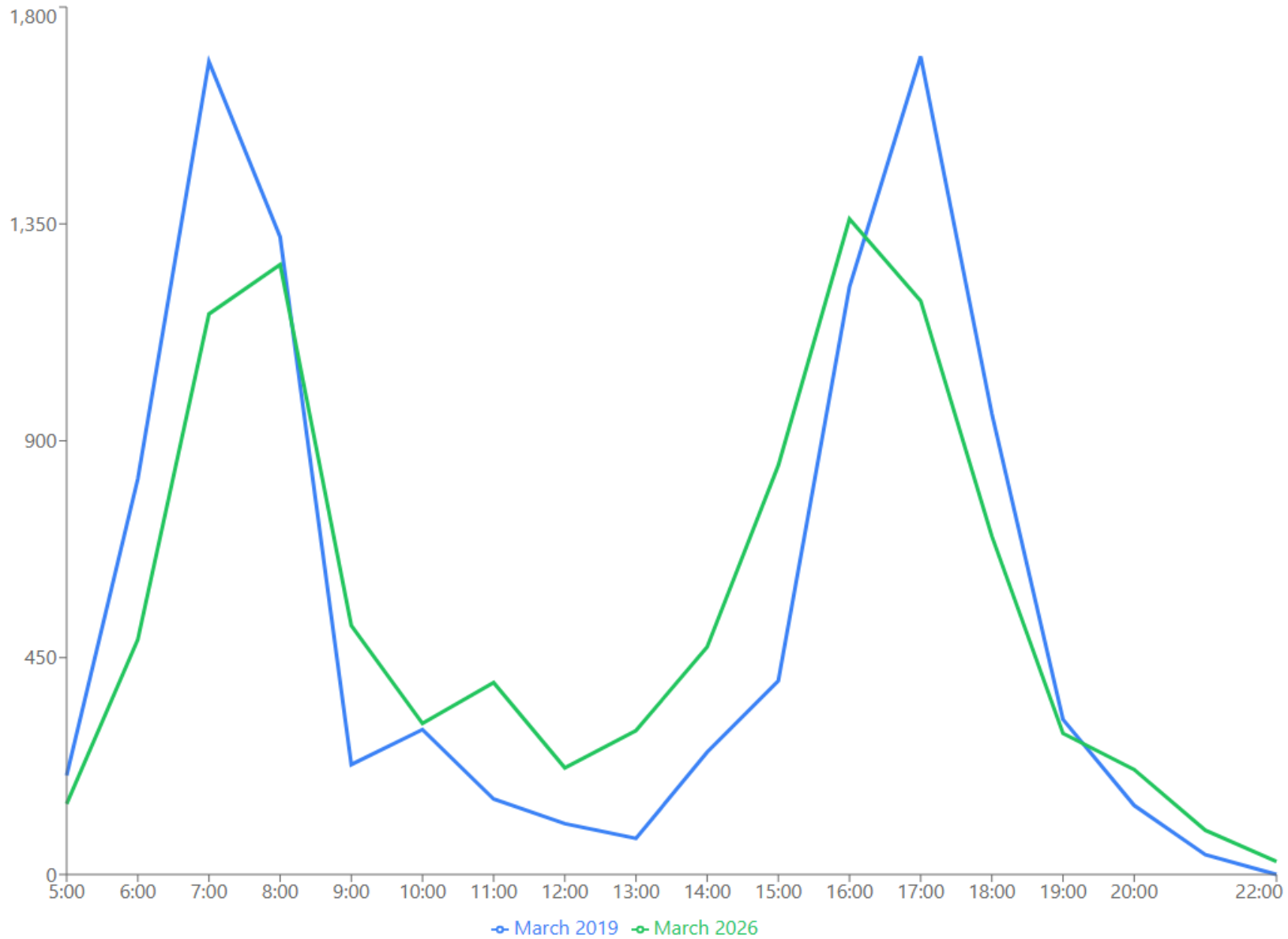
Event ridership is excluded. Holidays with no service are excluded.

### Average Weekday Hourly Ridership



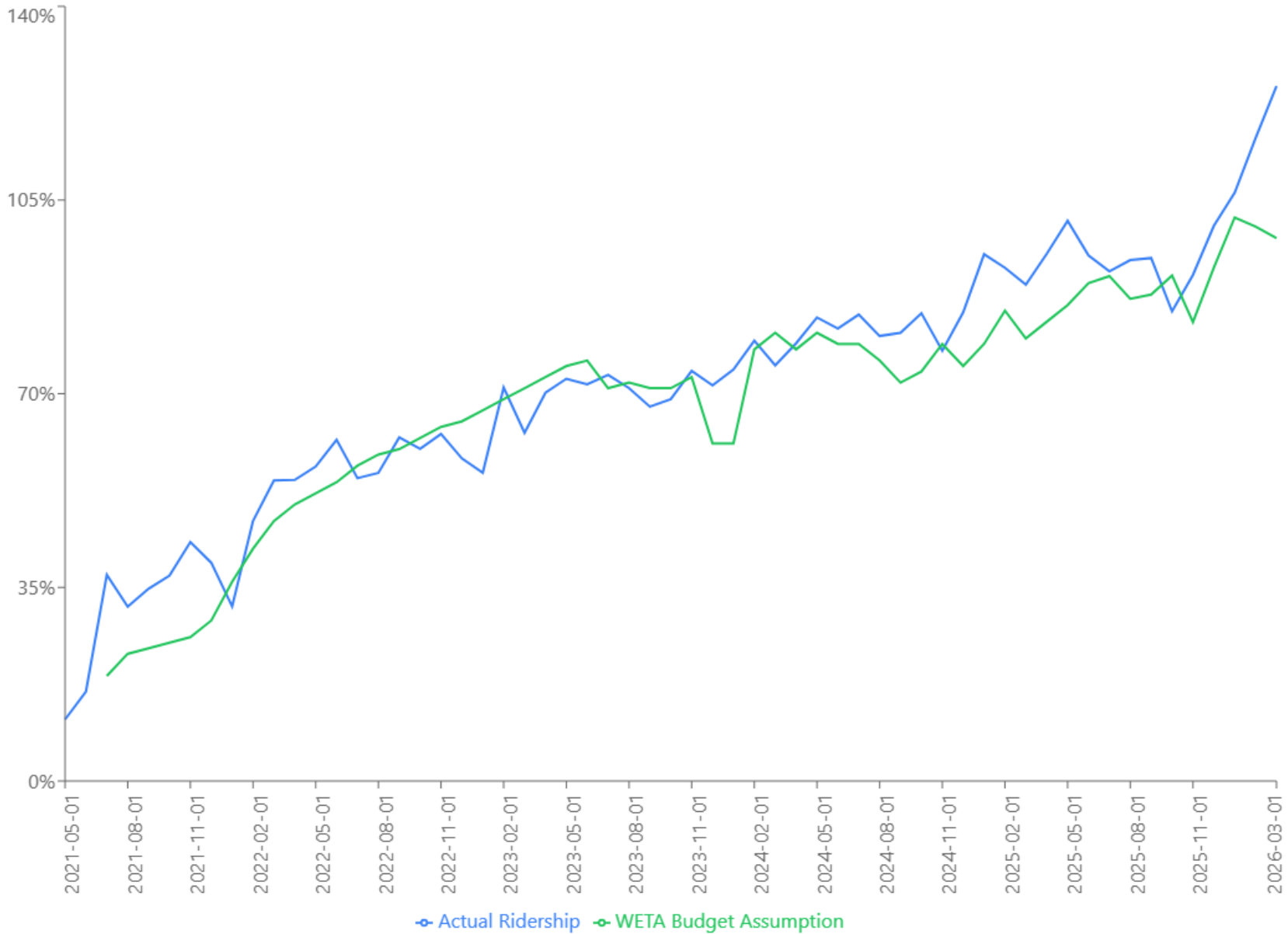
Event ridership is excluded. Scheduled trip segment start time is used.

Average Weekday Hourly Ridership



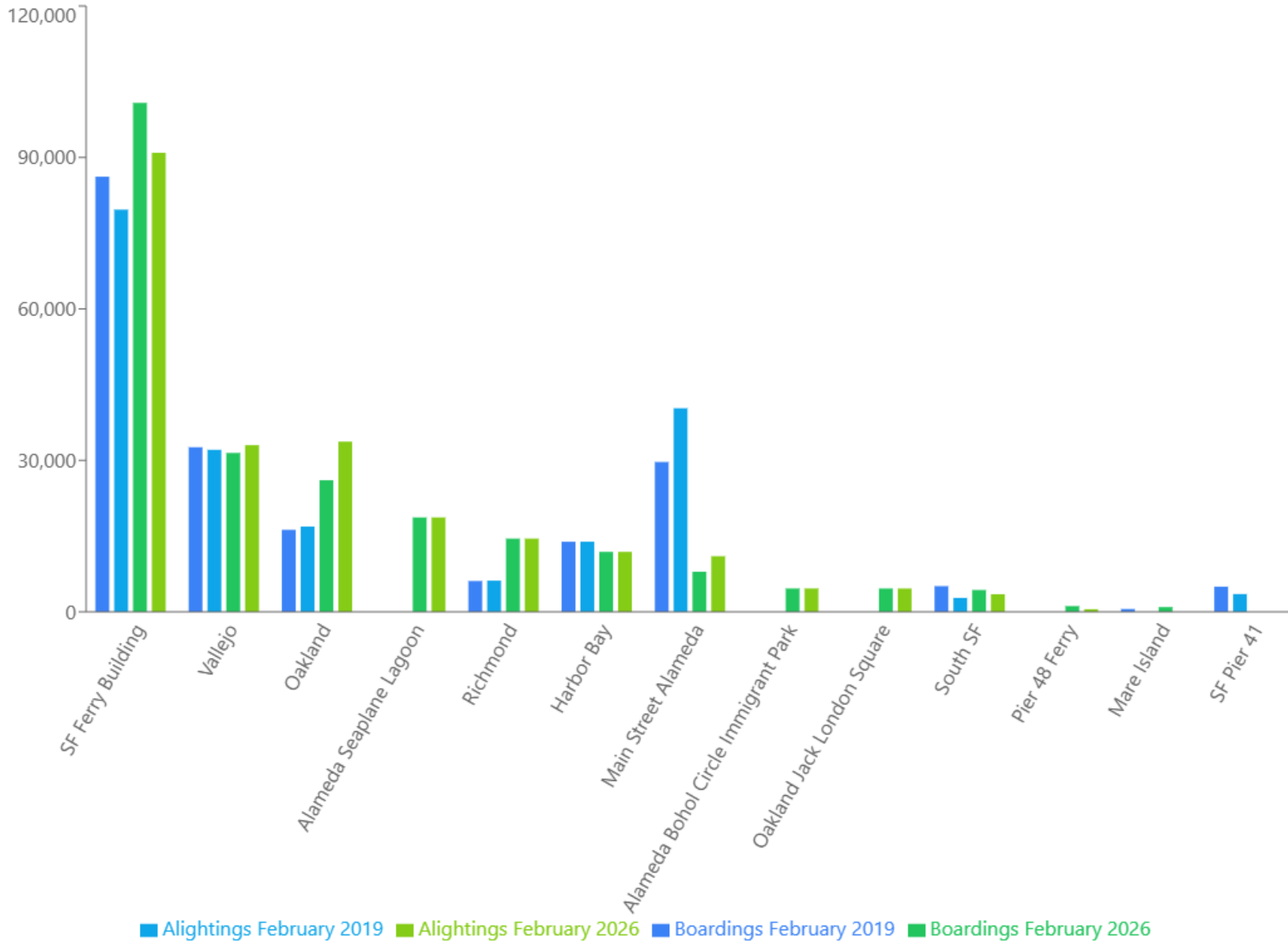
Event ridership is excluded. Scheduled trip segment start time is used.

### Actual vs Budgeted Ridership



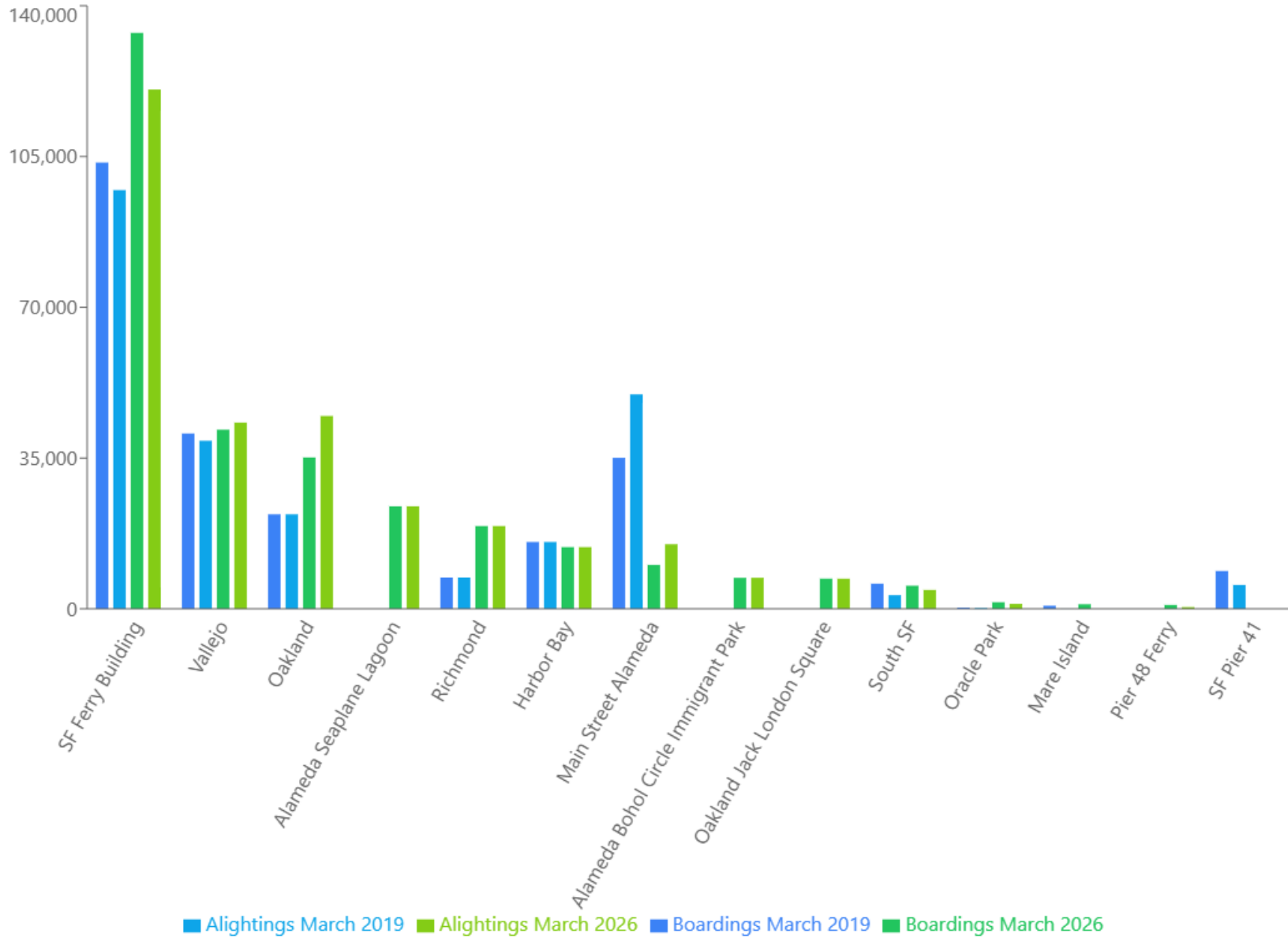
Event ridership is included.

Boardings and Alightings by Terminal Systemwide



Event ridership is included.

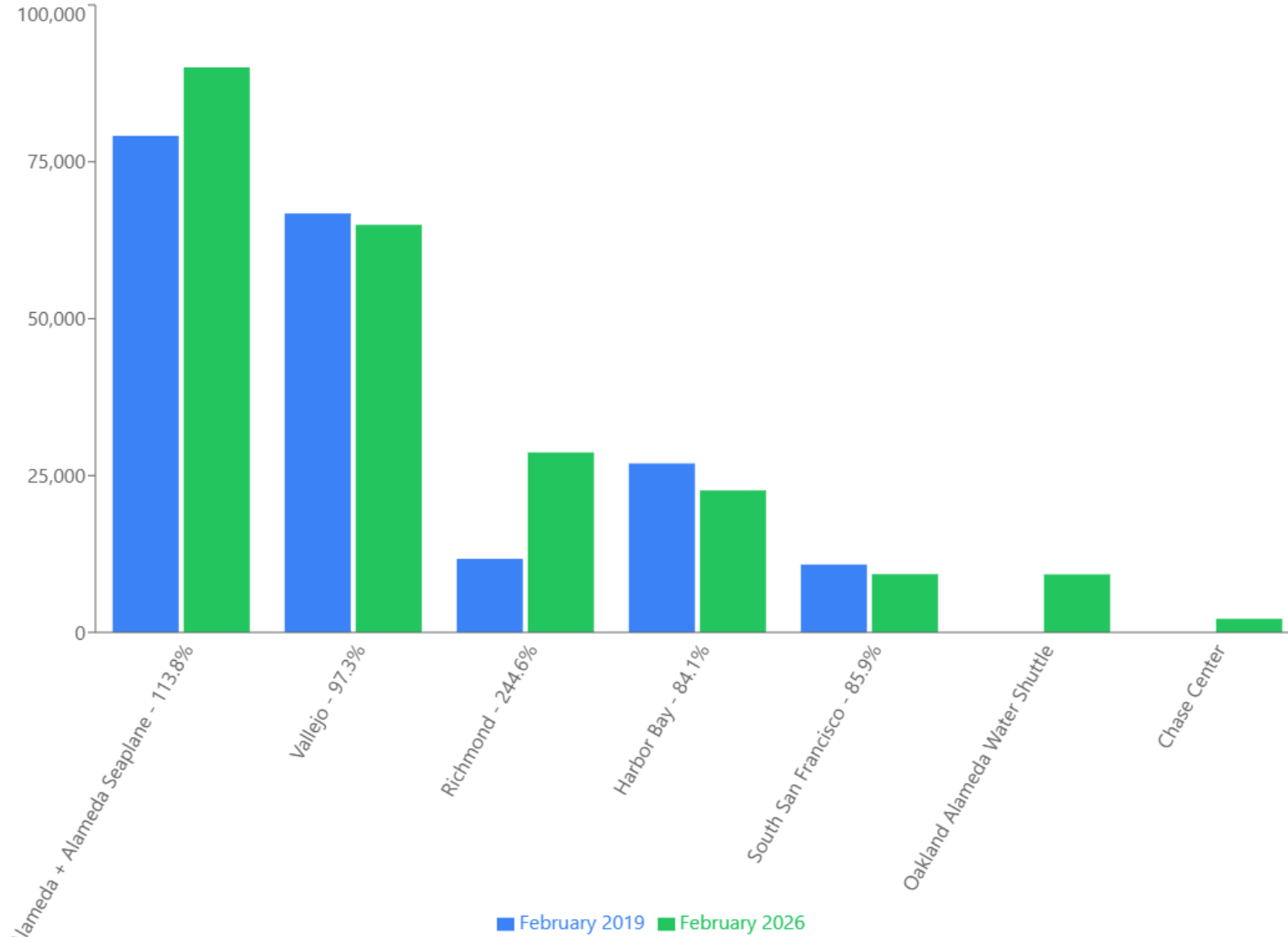
Boardings and Alightings by Terminal Systemwide



Event ridership is included.

### Ridership Recovery by Route

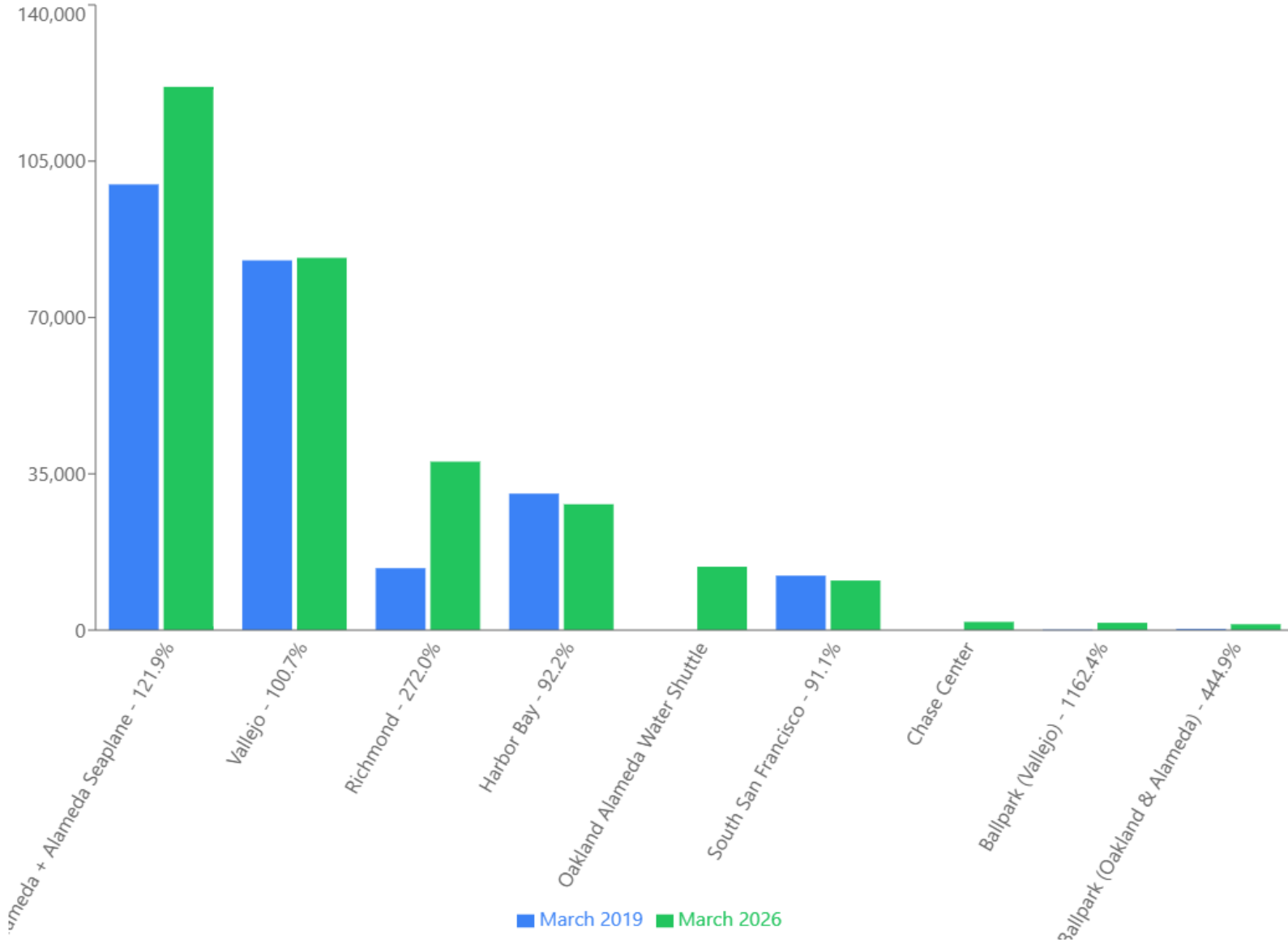
Combine OA and SEA routes



Event ridership is included.

Ridership Recovery by Route

Combine OA and SEA routes



Event ridership is included.

Top 10 Weekday Max Out Trip Segments

Origin - Destination	Departure Time	Average Daily Boardings	Trip Segment Count	Max Out % ⓘ	Mon Max Out % ⓘ	Tue Max Out % ⓘ	Wed Max Out % ⓘ	Thu Max Out % ⓘ	Fri Max Out % ⓘ
VJO → SF	07:15:00	223	19	26.3%	0%	50%	25%	50%	0%
SF → VJO	17:20:00	244	19	21.1%	0%	25%	50%	25%	0%
SF → VJO	15:40:00	228	19	15.8%	0%	25%	25%	25%	0%
HB → SF	08:30:00	172	19	10.5%	0%	50%	0%	0%	0%
OAK → SF	09:05:00	66	19	5.3%	0%	0%	0%	25%	0%
OAK → SSF	06:20:00	25	19	5.3%	0%	25%	0%	0%	0%

Excludes OAS trip segments

ⓘ Max Out refers to the percentage of trip segments with occupancy greater than or equal to 80%.

Top 10 Weekend Max Out Trip Segments

Origin - Destination	Departure Time	Average Daily Boardings	Trip Segment Count	Max Out % ⓘ	Sat Max Out % ⓘ	Sun Max Out % ⓘ
SF → MSA	19:10:00	232	8	50%	100%	0%
SF → MSA	17:50:00	250	8	50%	100%	0%
VJO → SF	11:35:00	193	8	50%	100%	0%
VJO → SF	09:15:00	187	8	50%	100%	0%
SF → VJO	20:40:00	206	8	25%	50%	0%
SF → VJO	18:30:00	236	8	25%	50%	0%
SF → MSA	20:30:00	194	8	25%	50%	0%
SF → MSA	22:15:00	85	8	12.5%	25%	0%
SF → MSA	16:30:00	207	8	12.5%	25%	0%
VJO → SF	10:20:00	190	8	12.5%	25%	0%

2 more trip segments not shown

Excludes OAS trip segments

ⓘ Max Out refers to the percentage of trip segments with occupancy greater than or equal to 80%.

Top 10 Weekday Max Out Trip Segments

Origin - Destination	Departure Time	Average Daily Boardings	Trip Segment Count	Max Out % <sup>i</sup>	Mon Max Out % <sup>i</sup>	Tue Max Out % <sup>i</sup>	Wed Max Out % <sup>i</sup>	Thu Max Out % <sup>i</sup>	Fri Max Out % <sup>i</sup>
OAK → SSF	06:20:00	26	5	20%	0%	100%	0%	0%	0%
SF → VJO	15:40:00	234	22	13.6%	0%	40%	25%	0%	0%
SF → RCH	17:25:00	150	22	9.1%	0%	0%	25%	25%	0%
SF → VJO	17:20:00	240	22	9.1%	0%	40%	0%	0%	0%
SF → VJO	16:35:00	298	22	9.1%	0%	20%	25%	0%	0%
VJO → SF	07:15:00	231	22	9.1%	0%	20%	25%	0%	0%
SF → SEA	15:30:00	129	22	4.5%	0%	0%	0%	0%	25%
VJO → SF	11:00:00	134	22	4.5%	0%	0%	0%	0%	25%

Excludes OAS trip segments

<sup>i</sup> Max Out refers to the percentage of trip segments with occupancy greater than or equal to 80%.

Top 10 Weekend Max Out Trip Segments

Origin - Destination	Departure Time	Average Daily Boardings	Trip Segment Count	Max Out % ⓘ	Sat Max Out % ⓘ	Sun Max Out % ⓘ
VJO → SF	11:35:00	258	9	44.4%	100%	0%
SF → VJO	20:40:00	249	9	33.3%	75%	0%
SF → MSA	20:30:00	239	9	33.3%	75%	0%
SF → MSA	19:10:00	280	9	33.3%	75%	0%
RCH → SF	12:25:00	175	9	22.2%	50%	0%
RCH → SF	10:20:00	141	9	22.2%	50%	0%
SF → VJO	18:30:00	277	9	11.1%	25%	0%
SF → VJO	16:05:00	185	9	11.1%	25%	0%
SF → MSA	22:15:00	117	9	11.1%	25%	0%
SF → MSA	17:50:00	232	9	11.1%	25%	0%

3 more trip segments not shown

Excludes OAS trip segments

ⓘ Max Out refers to the percentage of trip segments with occupancy greater than or equal to 80%.

**Operational Statistics - Core Services**

	<b>Oakland &amp; Alameda</b>	<b>Richmond</b>	<b>Harbor Bay</b>	<b>South San Francisco</b>	<b>Alameda Seaplane</b>	<b>Vallejo</b>	<b>Total Core Services</b>	<b>Total Core and Non-Core Services</b>
Total Ridership February 2026	53,946	28,687	22,631	9,282	36,109	64,956	215,611	227,018
Total Ridership January 2026	53,580	29,203	23,376	9,831	38,183	62,481	216,654	229,187
Percent Change	0.7%	-1.8%	-3.2%	-5.6%	-5.4%	4%	-0.5%	-0.9%
Total Ridership February 2026	53,946	28,687	22,631	9,282	36,109	64,956	215,611	227,018
Total Ridership February 2025	42,037	22,353	19,524	7,481	28,947	52,690	173,032	181,225
Percent Change	28.3%	28.3%	15.9%	24.1%	24.7%	23.3%	24.6%	25.3%
Total Ridership FY2026 to date <sup>†</sup>	501,411	251,794	192,594	75,328	309,219	562,320	1,892,666	2,041,067
Total Ridership FY2025 to date <sup>†</sup>	467,962	216,667	172,294	62,200	245,044	509,960	1,674,127	1,793,632
Percent Change	7.1%	16.2%	11.8%	21.1%	26.2%	10.3%	13.1%	13.8%
Average Weekday Ridership February 2026	1,289	1,099	1,191	489	1,900	2,459	8,427	8,542
Weekdays Operated in February 2026	20	20	19	19	19	20	20	20
Average Weekend Ridership February 2026	3,521	839				1,973	6,333	7,023
Weekend Days Operated in February 2026	8	8	0	0	0	8	8	8
Ridership Per Hour February 2026	122	78	152	77	154	93	107	105
Ridership Per Mile February 2026 <sup>‡</sup>	8.6	4.2	7.4	4.2	9.2	3.5	5.3	5.5
Revenue Hours February 2026	441	370	149	120	234	698	2,012	2,162
Revenue Hours FY To Date <sup>†</sup>	3,789	3,204	1,422	1,045	1,972	6,024	17,456	
Revenue Miles February 2026 <sup>‡</sup>	6,253.2	6,752.2	3,070.2	2,185	3,936.8	18,619.5	40,816.9	41,207
Revenue Miles FY To Date <sup>††</sup>	53,842.2	58,469.6	29,326	18,971.6	32,922.4	160,767	354,298.8	
% of planned trip segments February 2026	99.9%	99.7%	98.9%	100%	100%	100%	99.8%	99.9%
% of trip segments on time February 2026 <sup>*</sup>	99.2%	99.8%	100%	100%	99.9%	98.5%	99.4%	99.4%

<sup>†</sup>Total ridership, miles and hours for FY to date can include ridership from routes which were not operated this month.

<sup>‡</sup>Statute miles.

<sup>\*</sup>On time is less than 10 min of delay in arriving.

**Operational Statistics - Non-Core Services**

	<b>Oakland Alameda Water Shuttle</b>	<b>Chase Center</b>	<b>Total Non-Core Services</b>	<b>Total Core and Non-Core Services</b>
Total Ridership February 2026	9,246	2,161	11,407	227,018
Total Ridership January 2026	8,457	4,076	12,533	229,187
Percent Change	9.3%		-9%	-0.9%
Total Ridership February 2026	9,246	2,161	11,407	227,018
Total Ridership February 2025	6,147	1,432	7,579	181,225
Percent Change	50.4%		50.5%	25.3%
Total Ridership FY2026 to date <sup>†</sup>	89,238	18,662	148,401	2,041,067
Total Ridership FY2025 to date <sup>†</sup>	66,004	11,790	119,505	1,793,632
Percent Change	35.2%		24.2%	13.8%
Average Weekday Ridership February 2026	286	326	612	8,542
Weekdays Operated in February 2026	16	4	17	20
Average Weekend Ridership February 2026	583	428	1,011	7,023
Weekend Days Operated in February 2026	8	2	8	8
Ridership Per Hour February 2026	65	302	76	105
Ridership Per Mile February 2026 <sup>‡</sup>	30.2	25.5	29.2	5.5
Revenue Hours February 2026	143	7	150	2,162
Revenue Hours FY To Date <sup>†</sup>	1,198	51	1,249	
Revenue Miles February 2026 <sup>‡</sup>	306	84.6	390.6	41,207
Revenue Miles FY To Date <sup>†‡</sup>	2,567.3	606.3	3,173.5	
% of planned trip segments February 2026	100%	100%	100%	99.9%
% of trip segments on time February 2026 <sup>*</sup>				99.4%

<sup>†</sup>Total ridership, miles and hours for FY to date can include ridership from routes which were not operated this month.

<sup>‡</sup>Statute miles.

<sup>\*</sup>On time is less than 10 min of delay in arriving.

**Operational Statistics - Core Services**

	<b>Oakland &amp; Alameda</b>	<b>Richmond</b>	<b>Harbor Bay</b>	<b>South San Francisco</b>	<b>Alameda Seaplane</b>	<b>Vallejo</b>	<b>Total Core Services</b>	<b>Total Core and Non-Core Services</b>
Total Ridership March 2026	74,349	37,722	28,185	11,109	47,311	83,359	282,035	301,032
Total Ridership February 2026	53,946	28,687	22,631	9,282	36,109	64,956	215,611	227,018
Percent Change	37.8%	31.5%	24.5%	19.7%	31%	28.3%	30.8%	32.6%
Total Ridership March 2026	74,349	37,722	28,185	11,109	47,311	83,359	282,035	301,032
Total Ridership March 2025	50,951	25,988	22,716	8,050	33,258	63,195	204,158	214,999
Percent Change	45.9%	45.2%	24.1%	38%	42.3%	31.9%	38.1%	40%
Total Ridership FY2026 to date <sup>†</sup>	575,760	289,516	220,779	86,437	356,530	645,679	2,174,701	2,342,099
Total Ridership FY2025 to date <sup>†</sup>	518,913	242,655	195,010	70,250	278,302	573,155	1,878,285	2,008,631
Percent Change	11%	19.3%	13.2%	23%	28.1%	12.7%	15.8%	16.6%
Average Weekday Ridership March 2026	1,658	1,317	1,281	505	2,151	2,798	9,710	10,180
Weekdays Operated in March 2026	22	22	22	22	22	22	22	22
Average Weekend Ridership March 2026	4,207	973				2,422	7,602	8,564
Weekend Days Operated in March 2026	9	9	0	0	0	9	9	9
Ridership Per Hour March 2026	147	95	156	92	182	109	126	124
Ridership Per Mile March 2026 <sup>‡</sup>	10.3	5.2	7.6	4.9	10.8	4	6.2	6.5
Revenue Hours March 2026	507	397	180	121	260	768	2,233	2,418
Revenue Hours FY To Date <sup>†</sup>	4,296	3,601	1,603	1,166	2,232	6,792	19,689	
Revenue Miles March 2026 <sup>‡</sup>	7,224.6	7,239.8	3,723.8	2,276.7	4,368	20,886.7	45,719.6	46,362
Revenue Miles FY To Date <sup>††</sup>	61,066.8	65,709.4	33,049.8	21,248.3	37,290.4	181,653.7	400,018.4	
% of planned trip segments March 2026	100%	99.6%	99.5%	100%	100%	100%	99.9%	99.9%
% of trip segments on time March 2026 <sup>*</sup>	97.1%	99.6%	99.1%	100%	99.4%	97.2%	98.2%	98.2%

<sup>†</sup>Total ridership, miles and hours for FY to date can include ridership from routes which were not operated this month.

<sup>‡</sup>Statute miles.

<sup>\*</sup>On time is less than 10 min of delay in arriving.

**Operational Statistics - Non-Core Services**

	<b>Oakland Alameda Water Shuttle</b>	<b>Ballpark (Oakland &amp; Alameda)</b>	<b>Chase Center</b>	<b>Ballpark (Vallejo)</b>	<b>Total Non-Core Services</b>	<b>Total Core and Non-Core Services</b>
Total Ridership March 2026	14,203	1,317	1,838	1,639	18,997	301,032
Total Ridership February 2026	9,246	0	2,161	0	11,407	227,018
Percent Change	53.6%				66.5%	32.6%
Total Ridership March 2026	14,203	1,317	1,838	1,639	18,997	301,032
Total Ridership March 2025	7,512	0	2,365	0	9,877	214,999
Percent Change	89.1%				92.3%	40%
Total Ridership FY2026 to date <sup>†</sup>	103,441	22,003	20,500	18,694	167,398	2,342,099
Total Ridership FY2025 to date <sup>†</sup>	73,516	16,343	14,155	10,212	130,346	2,008,631
Percent Change	40.7%				28.4%	16.6%
Average Weekday Ridership March 2026	394	705	368	552	2,019	10,180
Weekdays Operated in March 2026	17	1	5	2	18	22
Average Weekend Ridership March 2026	834	612		536	1,982	8,564
Weekend Days Operated in March 2026	9	1	0	1	9	9
Ridership Per Hour March 2026	83	608	315	273	102	124
Ridership Per Mile March 2026 <sup>‡</sup>	38.6	50.7	26.1	9.2	29.6	6.5
Revenue Hours March 2026	171	2	6	6	185	2,418
Revenue Hours FY To Date <sup>†</sup>	1,370	45	57	72	1,543	
Revenue Miles March 2026 <sup>‡</sup>	367.5	26	70.5	178.8	642.8	46,362
Revenue Miles FY To Date <sup>††</sup>	2,934.8	510.5	676.8	2,075.4	6,197.5	
% of planned trip segments March 2026	100%	100%	100%	100%	100%	99.9%
% of trip segments on time March 2026 <sup>*</sup>						98.2%

<sup>†</sup>Total ridership, miles and hours for FY to date can include ridership from routes which were not operated this month.

<sup>‡</sup>Statute miles.

<sup>\*</sup>On time is less than 10 min of delay in arriving.

MEMORANDUM

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**TO:** Board Members

**FROM:** Seamus Murphy, Executive Director  
Thomas Hall, Director of Operations & Customer Experience

**SUBJECT:** Service Reliability Report – February 2026

**Background**

The following metrics are included in this report:

- **On-Time Trips:** Trips arriving less than five minutes after the scheduled arrival time.
- **Late Trips:** Trips arriving five minutes or more past the scheduled arrival time.
- **Cancelled Trips:** Scheduled trips not completed for any reason.
- **On-Time Performance (OTP):** The percentage of total trips considered on-time.
- **Service Reliability:** The percentage of total trips not cancelled.
- **Max-Out Trips:** Trips with passenger counts at least 98% of the vessel's maximum capacity.

SF Bay Ferry's 2026 systemwide OTP goal is 95%. Its service reliability goal is 98%.

This report covers only regular SF Bay Ferry service. It does not include pilot or special event service. Staff will provide additional information on service reliability and OTP upon Board request.

**Discussion**

Through two months of 2026, SF Bay Ferry is performing at a service reliability of **99.8%** and an on-time performance of **97.9%**. Both metrics currently exceed agency goals for 2026.

Data for February 2026:

- **Service Reliability:** 99.8% (6 cancelled trips and 3,838 completed)
  - All routes exceeded the systemwide goal of 98%
  - Three of the six cancellations were due to high winds at the Harbor Bay Ferry Terminal on February 12
- **On-Time Performance:** 97.9%
  - All routes exceeded the systemwide goal of 95%
- **Max-Outs:** 10 trips
  - Nine of these trips were on weekends
  - The single weekday max-out was the morning of a BART transbay tube shutdown on February 26; an extra trip was added to carry overflow passengers.

January data featured in the tables below has been revised. In the original report presented in February, a portion of Vallejo trips in January were double-counted in error.

Chart A: Service Reliability by Route, 2026

Service Reliability							
	Alameda Seaplane	Harbor Bay	Oakland & Alameda	Richmond	South San Francisco	Vallejo	Total
January	100.0%	99.7%	99.9%	99.9%	100.0%	99.8%	99.9%
February	100.0%	99.2%	100.0%	99.5%	100.0%	100.0%	99.8%
March							
April							
May							
June							
July							
August							
September							
October							
November							
December							
Year to Date	100.0%	99.5%	100.0%	99.7%	100.0%	99.9%	99.9%

Chart B: On-Time Performance by Route, 2026

On-Time Performance							
	Alameda Seaplane	Harbor Bay	Oakland & Alameda	Richmond	South San Francisco	Vallejo	Total
January	99.7%	98.1%	98.2%	98.1%	99.2%	95.0%	98.0%
February	98.7%	100.0%	97.5%	97.6%	99.6%	96.3%	97.9%
March							
April							
May							
June							
July							
August							
September							
October							
November							
December							
Year to Date	99.2%	99.0%	97.9%	97.8%	99.4%	95.6%	97.9%

\*\*\* END \*\*\*

**SAN FRANCISCO BAY FERRY**  
**SAN FRANCISCO BAY AREA WATER EMERGENCY TRANSPORTATION AUTHORITY**  
**MINUTES OF THE BOARD OF DIRECTORS MEETING**

*[March 5, 2026]*

The Board of Directors of the San Francisco Bay Area Water Emergency Transportation Authority met in regular session at the Bay Area Metro Center at 375 Beale Street, San Francisco, CA and via videoconference.

**1. CALL TO ORDER**

Chair James Wunderman called the meeting to order at 2:03 p.m.

**2. ROLL CALL/PLEDGE OF ALLEGIANCE**

Directors Present in San Francisco: Chair James Wunderman  
Vice Chair Moyer  
Director Jessica Alba  
Director Michael Henneberry  
Directors Present Remotely: None  
Absent: Director Pippin Dew

Chair Wunderman led the Pledge of Allegiance. He welcomed directors, staff, and meeting guests, noted that the meeting was being conducted in person and by videoconference and was being recorded, and explained how guests could provide public comment and sign up to speak during the meeting.

**3. REPORT OF BOARD CHAIR**

Chair Wunderman noted his recent communication with Governor Gavin Newsom regarding SF Bay Ferry's progress and thanked the SF Bay Ferry and Blue & Gold Fleet (Blue & Gold) for their diligence and commitment to transportation.

**4. REPORTS OF DIRECTORS**

Vice Chair Moyer shared highlights from her January trip to Whidbey Island accompanied by staff to attend the keel-laying ceremony for a new 400-passenger electric ferry at Nichols Brothers Boat Builders (NBBB). She noted the 40-year partnership with the shipyard and praised its skilled workforce. She thanked the staff and all involved for the great work.

Vice Chair Moyer also recognized MacKenzie Communications President Janis MacKenzie for being profiled as a "woman of inspiration" in the *San Francisco Examiner* in an article written by Ali Wunderman.

Chair Wunderman added that he had attended the keel-laying for a 150-passenger vessel in Bellingham, Washington.

**5. REPORTS OF STAFF**

Executive Director Seamus Murphy introduced SF Bay Ferry WETA Legal Counsel Katherine Tsou of Hanson Bridgett to [present guidelines for political activities related to the Connect Bay Area Revenue Measure](#). Ms. Tsou noted that a fact sheet describing how the agency would use revenues if the measure were approved would be permissible, but that care must be taken not to cross into advocacy.

Capital Planning Manager Chad Mason [presented a status update on the Berkeley Pier Ferry Project](#). He explained that the project's purpose is to revitalize the historic Berkeley Pier for dual use as a public recreational pier and a zero-emission ferry terminal.

Vice Chair Moyer asked about the previously identified challenge of vessel draft and ingress and egress at the terminal. Mr. Mason noted that the environmental process is clearing a larger footprint to accommodate a range of vessel sizes.

In response to a question from Chair Wunderman about the project timeline to construction, Mr. Mason indicated that the current target is 2028–2029, contingent upon securing grant funding.

Director of Operations & Customer Experience Thomas Hall [presented an overview of the March 2026 schedule changes](#), focusing on the two he described as having the biggest impacts and the biggest opportunities for current and potential riders.

Mr. Murphy introduced and invited [EV Maritime](#) Founder and CEO Michael Eaglen to share his [presentation about electric ferry development and project insights](#). Mr. Eaglen discussed challenges encountered during the project and offered key takeaways.

Government and Regulatory Affairs Specialist Terence Candell [reported that the bipartisan Congressional Ferry Caucus](#) introduced the Federal Enhancement and Revitalization of Reliable Infrastructure for Essential Seaways Act (FERRIES) Act. Mr. Candell explained that the bill would expand several federal ferry programs established under the Infrastructure Investment and Jobs Act, strengthen funding for existing ferry grant programs, establish a new program supporting fleet modernization, vessel electrification, and domestic shipyard capacity, clarify eligibility between federal programs, and expand access to funding for both urban and rural ferry operators.

Transportation Planner Gabriel Chan [presented the ridership report](#) for January 2026 and a preview of the encouraging February 2026 ridership numbers. Mr. Chan invited Manager of Public Information and Marketing Alexis Matsui to talk about some of the winter promotions that helped to bolster ridership.

Ms. Matsui described the Winter Ferry Fun campaign, which she stated was the major driver of ridership growth seen over the winter months. The campaign, which offered promotional fare products, was designed to address a historically observed dip in recreational ridership from November through January.

Mr. Murphy invited Chief Capital Program Officer Gary Griggs to [present the quarterly review of the capital program](#) covering the period through December 31, 2025. Mr. Griggs shared his presentation summarizing key activities during the quarter. He addressed the complex challenge of the downtown San Francisco electrification. Chair Wunderman noted the deadline approaching for the Pacific Gas & Electric Company (PG&E) commitment and offered to assist in elevating discussions with San Francisco Public Utilities Commission (SFPUC) if needed.

Mr. Murphy provided written reports and offered to answer any questions.

#### PUBLIC COMMENT

Team Folds Representative Aleta Dupree addressed the Board about the electrification program.

## 6. CONSENT CALENDAR

Vice Chair Moyer made a motion to approve the consent calendar:

- a. Approve Board Meeting Minutes – January 8, 2026
- b. Approve Amendment to Agreement with Maze & Associates for Independent Financial Auditing Services to Extend the Term for an Additional Two Years
- c. Designate Authorized Agents to Apply for Federal or State Disaster Assistance Funds
- d. Approve Contract Award to Bay Ship & Yacht Co. for MV *Dorado* Repairs and Drydock Services
- e. Approve Contract Award to Marine Group Boat Works, LLC for Quarter Life Services for the MV *Hydrus*

Chair Wunderman called for public comments, and there were none.

Director Alba seconded the motion, and the consent calendar carried unanimously.

Yeas: Alba, Henneberry, Moyer, Wunderman. Nays: None. Absent: Dew.

## 7. APPROVE ACTIONS RELATIVE TO AGREEMENT # 25-049 WITH MARINE GROUP BOAT WORKS, LLC FOR MV INTINTOLI REPAIRS AND DRY DOCK

Senior Project Manager Jeffery Powell presented this item recommending approving the following actions relative to Agreement No. 25-049 with Marine Group Boat Works, LLC (MGBW) for the MV *Intintoli* Repairs and drydock project:

- (1) Approve Amendment No. 1 to Agreement No. 25-049, increasing the total contract amount by \$830,217, resulting in a new total contract amount of \$1,385,282;
- (2) Establish a new 25% contingency for Agreement No. 25-049 in the amount of \$346,320; and
- (3) Authorize the Executive Director to negotiate and execute Amendment No. 1 and take any other related actions necessary to support this work.

Mr. Powell explained that the 29-year-old vessel underwent its routine standard biennial U.S. Coast Guard inspection which resulted in findings requiring correction before a new Certificate of Inspection would be issued. Mr. Powell expressed particular concern that several of these findings were not identified until the vessel reached the shipyard.

Director of Project Delivery and Engineering Timothy Hanners provided additional context and noted that a third-party naval architect survey had been conducted on the vessel and did not flag any of the identified issues. Mr. Hanners stated that staff is in the process of debriefing with all relevant parties and is considering engaging additional outside naval architect firms for third-party fleet inspections going forward.

Mr. Powell confirmed that the MV *Intintoli* is currently the oldest vessel in the fleet and is slated to be retired in approximately 2028, making the repairs necessary to sustain reliable service through that date.

Vice Chair Moyer expressed significant concern about what the findings imply for overall maintenance oversight. She questioned whether a safety stand-down had been conducted and whether all vessels had been comprehensively inspected.

Mr. Powell clarified that regulatory thresholds are designed to trigger corrective action before safety is jeopardized.

Chair Wunderman echoed concerns and encouraged staff to examine the inspection culture.

Director Henneberry made a motion to adopt Resolution No. 2026-08 approving this item.

Chair Wunderman called for public comments, and there were none.

Vice Chair Moyer seconded the motion, and the item passed unanimously.

Yeas: Alba, Henneberry, Moyer, Wunderman. Nays: None. Absent: Dew.

**8. AUTHORIZE EXECUTIVE DIRECTOR TO AMEND PIER 48 FERRY DOCK LEASE WITH PORT OF SAN FRANCISCO AND ENTER INTO A LANDING RIGHTS AGREEMENT WITH SWITCH MARITIME**

Mr. Murphy presented this item recommending authorizing the Executive Director (i) to enter into an amendment to the SF Bay Ferry's lease with the Port of San Francisco (Port) for continued and expanded use of the Pier 48 Ferry Terminal and (ii) to enter into a long-term limited landing rights agreement with SWITCH Maritime for landing rights at the Oakland and Pier 48 Terminals in exchange for the lump sum payment of \$500,000.

Mr. Murphy outlined several benefits of the agreement for SF Bay Ferry. First, it supports continued operation of the MV *Sea Change*. Second, it establishes commute ferry service to Mission Bay, building public awareness and support for the service SF Bay Ferry itself intends to operate in the future. Third, Switch Maritime will make a financial contribution toward replacement of the existing modular float at Pier 48 which is needed because the current float is planned to be relocated to Vallejo to support the Vallejo terminal reconfiguration project.

Director Alba made a motion to adopt Resolution No. 2026-09 approving this item.

Chair Wunderman called for public comments, and there were none.

Director Henneberry seconded the motion, and the item passed unanimously.

Yeas: Alba, Henneberry, Moyer, Wunderman. Nays: None. Absent: Dew.

**9. AUTHORIZE RELEASE OF PROPOSED FISCAL YEAR 2024-28 FARE PROGRAM AMENDMENT FOR PUBLIC COMMENT**

Director of Planning Michael Gougherty presented this item recommending authorizing the Executive Director to release the proposed Fiscal Year 2024-28 Fare Program Amendment for public comment.

Mr. Gougherty explained that the proposed Fare Amendment is intended to maintain competitive alignment with regional transit fares.

The Directors raised concerns about the complexity of the specific differential increases but expressed appreciation for early public outreach.

**PUBLIC COMMENT**

Chair Wunderman referred the Directors to written comment submitted by Joanna Campbell.

Director Alba made a motion approving this item.

Director Henneberry seconded the motion, and the item passed unanimously.

Yeas: Alba, Henneberry, Moyer, Wunderman. Nays: None. Absent: Dew.

**10. APPROVE CONTRACT AWARD TO THE WORKING WATERFRONT COALITION FOR PROVISION OF WORKFORCE DEVELOPMENT TRAINING**

Chief Financial Officer Erin McGrath presented this item recommending approving a contract award to the Working Waterfront Coalition (WWC) for the provision of workforce development training.

Ms. McGrath explained that a \$2 million workforce development allocation was included in the SF Bay Ferry's successful Environmental Protection Agency (EPA) Clean Ports Program grant, a grant that also funds a 400-passenger vessel and downtown electrification.

Ms. McGrath said that the proposed contract would provide \$2 million to the Working Waterfront Coalition over three years for maritime workforce training. Key components include a 10-week training program for new maritime industry entrants, a two-week water transportation skills program for deckhands and similar trainees, and a new training module being developed in collaboration with Cal Poly Maritime Academy focused on entry-level skills needed for electric vessels.

WWC Project Director Sal Vaca noted that the program originated two years ago. He expressed gratitude for the Board's encouragement, which he said had allowed the program to grow significantly, culminating in the graduation of the WWC fifth cohort.

The Directors thanked Mr. Vaca for the great work and his leadership.

**PUBLIC COMMENT**

Inlandboatmen's Union of the Pacific (IBU) San Francisco Regional Representative Marina Secchitano spoke in support of the item.

Director Henneberry made a motion to adopt Resolution No. 2026-10 approving this item.

Vice Chair Moyer seconded the motion, and the item passed unanimously.

Yeas: Alba, Henneberry, Moyer, Wunderman. Nays: None. Absent: Dew.

**11. APPOINTMENT OF CHIEF FINANCIAL OFFICER OF THE SAN FRANCISCO BAY AREA WATER EMERGENCY TRANSPORTATION AUTHORITY (SF BAY FERRY)**

Mr. Murphy presented this item recommending the appointment of Lauren Gradia as Chief Financial Officer (CFO) of the San Francisco Bay Area Water Emergency Transportation Authority (SF Bay Ferry), following the departure of current CFO Erin McGrath.

Mr. Murphy said the search process yielded a strong candidate pool with the exact qualifications sought, which included transit finance experience and complex grant management and budgeting skills. He stated that Ms. Gradia rose to the top, noting that her Master's in Transportation Engineering positions her to support multiple departments.

Mr. Murphy also acknowledged that Ms. McGrath's departure was not immediate and that an overlap period had been arranged, confirming that this would not be her last Board meeting.

Chair Wunderman invited Ms. Gradia to address the Board. She expressed enthusiasm for SF Bay Ferry's work and ambitious projects. Chair Wunderman welcomed her warmly and acknowledged the challenging work ahead.

Vice Chair Moyer asked Ms. Gradia to speak to how strategy has played a role in her career to date. Ms. Gradia explained that she has served as Director of Finance and Capital Programs at Marin Transit for 20 years, having begun as a transportation planner before transitioning to finance because that was where the strategy was. She noted that Marin Transit is similarly transitioning to

a zero-emission fleet and that many of the strategies she has developed around financing that transition are directly parallel to what she has been learning about at SF Bay Ferry.

The Directors thanked Ms. McGrath for her contributions.

Ms. McGrath offered her own brief reflections. She noted she was familiar with Ms. Gradia during her own tenure at Sonoma-Marín Area Rail Transit (SMART) and expressed confidence in the transition.

Vice Chair Moyer made a motion to adopt Resolution No. 2026-11 approving this item.

Chair Wunderman called for public comments, and there were none.

Director Alba seconded the motion, and the item passed unanimously.

Yeas: Alba, Henneberry, Moyer, Wunderman. Nays: None. Absent: Dew.

The Directors congratulated and welcomed Ms. Gradia.

## **12. APPROVE AMENDMENT TO FISCAL YEAR 2025/26 SALARY SCHEDULE**

Mr. Murphy presented this item recommending approving the amendment to the fiscal year 2025/26 salary schedule to add a new position: Senior Director of Financial Strategy.

Mr. Murphy explained that while the agency reorganization has largely held up well, an emerging need has been identified in long-term financial analysis and budget strategy. The new position would be dedicated to assessing and developing options for financial sustainability including go it alone revenue strategies and implementing approved strategies. He framed it as an urgent need given the fiscal challenges on the horizon.

Chair Wunderman expressed support for the recommendation.

Vice Chair Moyer made a motion to adopt Resolution No. 2026-12 approving this item.

Chair Wunderman called for public comments, and there were none.

Director Henneberry seconded the motion, and the item passed unanimously.

Yeas: Alba, Henneberry, Moyer, Wunderman. Nays: None. Absent: Dew.

## **13. APPROVE SF BAY FERRY'S 2026 LEGISLATIVE PROGRAM**

Mr. Murphy introduced this item noting that Mr. Candell was available to provide some context on the item recommending approving SF Bay Ferry's 2026 Legislative Program.

Mr. Murphy offered to accept a motion directly in the interest of time noting that the written report outlined the key changes from the previous legislative program including a focus on Senate Bill (SB) 79 and the associated cleanup language.

Chair Wunderman confirmed he had read the report and found it thorough, and that he appreciated its recognition of the potential need to respond to unanticipated legislative situations. He did not request a formal presentation.

Director Henneberry made a motion to adopt Resolution No. 2026-13 approving this item.

Chair Wunderman called for public comments, and there were none.

Director Alba seconded the motion, and the item passed unanimously.

Yeas: Alba, Henneberry, Moyer, Wunderman. Nays: None. Absent: Dew.

**14. PUBLIC COMMENTS FOR NON-AGENDA ITEMS**

Chair Wunderman called for public comments for non-agenda items.

Ms. Secchitano addressed the Board regarding concerns about the recently issued Request for Proposal (RFP) related to ferry operations services.

International Organization of Masters, Mates & Pilots Regional Representative Sly Hunter addressed the Board expressing concerns about the compensation structure in the RFP.

With all business concluded, Chair Wunderman adjourned the meeting at 5:00 p.m.

- Board Secretary

\*\*\*END\*\*\*

MEMORANDUM

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**TO: Board Members**

**FROM: Seamus Murphy, Executive Director  
Lauren Gradia, Chief Financial Officer**

**SUBJECT: Receive the Single Audit Report for the Fiscal Year Ending June 30, 2025**

**Recommendation**

Receive Annual Single Audit Report for the fiscal year ending June 30, 2025, as audited and prepared by Maze & Associates.

**Single Audit Report**

The Single Audit Report, provided as **Attachment A**, is a required financial report for an entity that expends \$750,000 or more in federal funds in a single year. This report includes a schedule of expenditures of federal awards and a report on internal controls and compliance related to the federal expenditures. This report would normally be prepared with other financial reports but was delayed this year due to delays in the federal government's release of auditing standards.

SF Bay Ferry expended \$25,376,649 in federal funds during Fiscal Year 2025 as listed on page 3 of the report. These funds were primarily utilized on capital projects, including \$23 million from the Department of Transportation, all administered by the Federal Transit Administration. The remaining federal funds include \$2.3 million from the EPA for one of the 400 Passenger Electric Vessels and a very small amount (\$48,165) from the Department of Homeland security related to COVID expenses in 2020.

Maze has audited WETA compliance with respect to the types of requirements described in *OMB Compliance Supplement* that are applicable to each of the major federal programs providing funding. On page 5, Maze reports that during the audit they "did not identify any deficiencies in internal control that we consider to be material weaknesses." As in prior years, Maze reports that, in their opinion, "the schedule of expenditures of federal awards is fairly stated, in all material respects in relation to the basic financial statements as a whole."

**Fiscal Impact**

There is no fiscal impact associated with the receipt of these audit reports.

\*\*\*END\*\*\*

**Attachment A** – Single Audit Report

**SAN FRANCISCO BAY AREA  
WATER EMERGENCY TRANSPORTATION AUTHORITY**

**SINGLE AUDIT REPORT  
FOR THE YEAR ENDED JUNE 30, 2025**

**SAN FRANCISCO BAY AREA WATER EMERGENCY TRANSPORTATION AUTHORITY**

**SINGLE AUDIT REPORT  
For the Year Ended June 30, 2025**

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**SAN FRANCISCO BAY AREA WATER EMERGENCY TRANSPORTATION AUTHORITY**

**SCHEDULE OF FINDINGS AND QUESTIONED COSTS  
For the Year Ended June 30, 2025**

**SECTION I – SUMMARY OF AUDITOR’S RESULTS**

**Financial Statements**

Type of report the auditor issued on whether the financial statements audited were prepared in accordance with GAAP Unmodified

Internal control over financial reporting:

- Material weakness(es) identified?        Yes   X   No
- Significant deficiency(ies) identified?        Yes   X   None Reported

Noncompliance material to financial statements noted?        Yes   X   No

**Federal Awards**

Internal control over major federal programs:

- Material weakness(es) identified?        Yes   X   No
- Significant deficiency(ies) identified?        Yes   X   None Reported

Type of auditor’s report issued on compliance for major federal programs: Unmodified

Any audit findings disclosed that are required to be reported in accordance with 2 CFR 200.516(a)?        Yes   X   No

Identification of major program(s):

<b>Assistance Listing Number(s)</b>	<b>Name of Federal Program or Cluster</b>
<u>20.205</u>	<u>Highway Planning and Construction (Federal-Aid Highway Program)</u>
<u>20.507 and 20.525</u>	<u>Federal Transit Cluster</u>
<u>20.534</u>	<u>Community Project Funding Congressionally Directed Spending</u>
<u>66.051</u>	<u>Clean Ports Program</u>

Dollar threshold used to distinguish between type A and type B programs: \$761,299

Auditee qualified as low-risk auditee?   X   Yes        No

## **SECTION II – FINANCIAL STATEMENT FINDINGS**

Our audit did not disclose any significant deficiencies, material weaknesses or instances of noncompliance material to the basic financial statements. We have also issued a separate Memorandum on Internal Control dated November 25, 2025 which is an integral part of our audits and should be read in conjunction with this report.

## **SECTION III – FEDERAL AWARD FINDINGS AND QUESTIONED COSTS**

Our audit did not disclose any findings or questioned costs required to be reported in accordance with Uniform Guidance.

**SAN FRANCISCO BAY AREA WATER EMERGENCY TRANSPORTATION AUTHORITY**

**SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS**

For the Fiscal Year Ended June 30, 2025

<b>Federal Grantor/ Pass-Through Grantor/Program or Cluster Title</b>	<b>Federal Assistance Listing Number</b>	<b>Pass-Through Identifying Number</b>	<b>Federal Expenditures</b>
<b><u>Federal Transit Cluster</u></b>			
Federal Transit Formula Grants <b>Direct</b> Programs:			
Ferry Vessel Rebuild - MV Solano	20.507		\$1,619,629
Ferry Vessel Replacement - MV Intintoli	20.507		4,286,969
FY 21 Sec 5307(h) PFG - Zero Emission Ferry Vessel	20.507		3,488,930
FY20 5307/FY22 5337 for PM-Vessel Major Components; Vessel Midlife Overhaul-MV Gemini; Passenger Float Rehabilitation-Pier 9	20.507		629,574
FY23 FTA Passenger Ferry Grant Program for Ferry Terminal Floats	20.507		<u>255,501</u>
Subtotal FTA - Federal Transit Formula Grants <b>Direct</b> Programs			<u>10,280,603</u>
State of Good Repair Grants <b>Direct</b> Programs:			
FY19 Section 5337 Capital Projects	20.525		5,060,931
FY20 Ferry Vessel Major Component Maintenance	20.525		73,873
FY22 Terminal Maintenance	20.525		17,137
FY23/FY24 Section 5337 Ferry Vessel Major Components and Fixed Guideway Connectors	20.525		5,358,031
FY22/23/24 5337 Ferry Vessel Major Components, Channel Dredging, and Fixed Guideway Connectors	20.525		<u>93,351</u>
Subtotal FTA - State of Good Repairs Grants <b>Direct</b> Programs			<u>10,603,323</u>
<b>Total Federal Transit Cluster</b>			<u>20,883,926</u>
Federal Transit Administration			
Highway Planning and Construction (Federal-Aid Highway Program)			
Ferry Vessel Replacement - MV Solano	20.205	CA-2021-236	941,474
FY 21/22/23 FHWA Ferry Boat Program for Vallejo Ferry Terminal Reconfiguration	20.205	CA-2024-160	<u>141,882</u>
Subtotal Highway Planning and Construction (Federal-Aid Highway Program)			<u>1,083,356</u>
Community Project Funding Congressionally Directed Spending			
FY23 CPF Funds for Diesel Ferry Particulate Filters (MV Solano and MV Bay Breeze Vessel Replacements)	20.534	CA-2025-062	<u>1,072,925</u>
Subtotal Federal Transit Administration <b>Direct</b> Programs			<u>2,156,281</u>
<b>Total Department of Transportation</b>			<u>23,040,207</u>
Department of Environmental Protection Agency <b>Pass-through</b> Programs From:			
City & County of San Francisco, Port of San Francisco			
Clean Ports Program	66.051	97T27501	<u>2,288,277</u>
Subtotal Department of Environmental Protection Agency <b>Pass-Through</b> Programs			<u>2,288,277</u>
<b>Total Department of Environment Protection Agency</b>			<u>2,288,277</u>
Department of Homeland Security <b>Pass-Through</b> Programs From:			
California Office of Emergency Services			
Disaster Grants-Public Assistance (Presidentially Declared Disasters)			
FEMA Coronavirus Emergency Operating Expense	97.036	FEMA-4482-DR-CA	<u>48,165</u>
Subtotal Department of Homeland Security <b>Pass-Through</b> Programs			<u>48,165</u>
<b>Total Department of Homeland Security</b>			<u>48,165</u>
<b>Total Expenditures of Federal Awards</b>			<u><u>\$25,376,649</u></u>

See Accompanying Notes to Schedule of Expenditures of Federal Awards

**SAN FRANCISCO BAY AREA WATER EMERGENCY TRANSPORTATION AUTHORITY**

**NOTES TO THE SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS  
For the Year Ended June 30, 2025**

**NOTE 1 – REPORTING ENTITY**

The Schedule of Expenditure of Federal Awards (the Schedule) includes expenditures of federal awards for the San Francisco Bay Area Water Emergency Transportation Authority, California (Authority).

**NOTE 2 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

Basis of accounting refers to *when* revenues and expenditures or expenses are recognized in the accounts and reported in the financial statements, regardless of the measurement focus applied. All proprietary funds accounted for using the *accrual basis of accounting*. Expenditures of Federal Awards reported on the Schedule are recognized when incurred.

**NOTE 3 – INDIRECT COST ELECTION**

The Authority has elected not to use the 10% (October 2023 Revision) or the 15% (April 2024 Revision) de minimis indirect cost rates allowed under the Uniform Guidance.

**INDEPENDENT AUDITOR’S REPORT ON  
INTERNAL CONTROL OVER FINANCIAL REPORTING  
AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN  
AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE  
WITH *GOVERNMENT AUDITING STANDARDS***

To the Honorable Members of the Board of Directors  
San Francisco Bay Area Water Emergency Transportation Authority  
San Francisco, California

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the San Francisco Bay Area Water Emergency Transportation Authority (Authority) as of and for the year ended June 30, 2025, and the related notes to the financial statements, which collectively comprise the Authority’s basic financial statements, and have issued our report thereon dated November 25, 2025.

***Report on Internal Control over Financial Reporting***

In planning and performing our audit of the financial statements, we considered the Authority’s internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Authority’s internal control. Accordingly, we do not express an opinion on the effectiveness of the Authority’s internal control.

*A deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. *A material weakness* is a deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the Authority’s financial statements will not be prevented, or detected and corrected on a timely basis. *A significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or, significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that were not identified.

***Report on Compliance and Other Matters***

As part of obtaining reasonable assurance about whether the Authority’s financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion.

The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

We have also issued a separate Memorandum on Internal Control dated November 25, 2025, which is an integral part of our audit and should be read in conjunction with this report.

***Purpose of this Report***

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Authority's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Authority's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

*Maze & Associates*

Pleasant Hill, California  
November 25, 2025

**INDEPENDENT AUDITOR'S REPORT  
ON COMPLIANCE FOR EACH MAJOR FEDERAL PROGRAM  
AND ON INTERNAL CONTROL OVER COMPLIANCE;  
AND REPORT ON THE SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS  
REQUIRED BY THE UNIFORM GUIDANCE**

To the Honorable Members of the Board of Directors  
San Francisco Bay Area Water Emergency Transportation Authority  
San Francisco, California

**Report on Compliance for Each Major Federal Program**

***Opinion on Each Major Federal Program***

We have audited San Francisco Bay Area Water Emergency Transportation Authority (Authority) compliance with the types of compliance requirements identified as subject to audit in the *OMB Compliance Supplement* that could have a direct and material effect on each of the Authority's major federal programs for the year ended June 30, 2025. The Authority's major federal programs are identified in the summary of auditor's results section of the accompanying Schedule of Findings and Questioned Costs.

In our opinion, the Authority complied, in all material respects, with the compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2025.

***Basis for Opinion on Each Major Federal Program***

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America (GAAS); the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Our responsibilities under those standards and the Uniform Guidance are further described in the Auditor's Responsibilities for the Audit of Compliance section of our report.

We are required to be independent of the Authority and to meet our other ethical responsibilities, in accordance with relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on compliance for each major federal program. Our audit does not provide a legal determination of the Authority's compliance with the compliance requirements referred to above.

***Responsibilities of Management for Compliance***

Management is responsible for compliance with the requirements referred to above and for the design, implementation, and maintenance of effective internal control over compliance with the requirements of laws, statutes, regulations, rules and provisions of contracts or grant agreements applicable to the Authority's federal programs.

### ***Auditor's Responsibilities for the Audit of Compliance***

Our objectives are to obtain reasonable assurance about whether material noncompliance with the compliance requirements referred to above occurred, whether due to fraud or error, and express an opinion on the Authority's compliance based on our audit. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS, *Government Auditing Standards*, and the Uniform Guidance will always detect material noncompliance when it exists. The risk of not detecting material noncompliance resulting from fraud is higher than for that resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Noncompliance with the compliance requirements referred to above is considered material, if there is a substantial likelihood that, individually or in the aggregate, it would influence the judgment made by a reasonable user of the report on compliance about the Authority's compliance with the requirements of each major federal program as a whole.

In performing an audit in accordance with GAAS, *Government Auditing Standards*, and the Uniform Guidance, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material noncompliance, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the Authority's compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.
- Obtain an understanding of the Authority's internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of the Authority's internal control over compliance. Accordingly, no such opinion is expressed.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and any significant deficiencies and material weaknesses in internal control over compliance that we identified during the audit.

### **Report on Internal Control Over Compliance**

*A deficiency in internal control over compliance* exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. *A material weakness in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. *A significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the Auditor's Responsibilities for the Audit of Compliance section above and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies in internal control over compliance. Given these limitations, during our audit we did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses, as defined above. However, material weaknesses or significant deficiencies in internal control over compliance may exist that were not identified.

Our audit was not designed for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, no such opinion is expressed.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

### **Report on Schedule of Expenditures of Federal Awards Required by the Uniform Guidance**

We have audited the financial statements of the Authority as of and for the year ended June 30, 2025, and the related notes to the financial statements, which collectively comprise the Authority's basic financial statements. We issued our report thereon dated November 25, 2025, which contained unmodified opinion on those financial statements. Our audit was performed for the purpose of forming opinions on the financial statements that collectively comprise the basic financial statements. The accompanying schedule of expenditures of federal awards is presented for purposes of additional analysis as required by the Uniform Guidance and is not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. The information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures of federal awards is fairly stated, in all material respects in relation to the basic financial statements as a whole.

*Mazze & Associates*

Pleasant Hill, California  
March 19, 2026

MEMORANDUM

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**TO:** Board Members

**FROM:** Seamus Murphy, Executive Director  
Lauren Gularte, Government & Regulatory Affairs Manager  
Thomas Hall, Director of Operations & Customer Experience  
Cameron Bochman, Emergency Response & Safety Analyst

**SUBJECT:** Designation of Authorized Agents to Apply for Federal or State Disaster Assistance Funds

**Recommendation**

Re-affirm the designation of the Executive Director, the Chief Financial Officer, and the Emergency Response and Safety Analyst as authorized agents to apply for and obtain disaster assistance funds from the Federal Emergency Management Agency (FEMA) and the California Governor's Office of Emergency Services (Cal OES) after a declaration of a federal or state disaster.

**Background/Discussion**

At its meeting on March 5, 2026, the Board adopted Resolution 2026-05, designating three authorized agents to apply for federal or state disaster assistance funds. While the Staff Report for that item correctly identified the three designated agents as the Executive Director, the Chief Financial Officer, and the Emergency Response and Safety Analyst, the Resolution the Board adopted included an incorrect reference to the Government and Regulatory Affairs Manager instead of the Emergency Response and Safety Analyst. It is necessary to correct that error by adopting a new Resolution to be submitted to FEMA and CalOES that correctly identifies the three WETA offices authorized to apply for emergency assistance.

**Fiscal Impact**

There is no fiscal impact associated with this item.

\*\*\*END\*\*\*

**SAN FRANCISCO BAY AREA WATER EMERGENCY TRANSPORTATION AUTHORITY**

**RESOLUTION NO. 2026-13**

**DESIGNATE AUTHORIZED AGENTS TO APPLY FOR  
FEDERAL OR STATE DISASTER ASSISTANCE FUNDS**

**WHEREAS**, SF Bay Ferry, a public entity established under the laws of the State of California, is tasked with operating and expanding ferry service on the San Francisco Bay and with coordinating the water transit response to regional emergencies; and

**WHEREAS**, upon declarations of federal or state disasters in SF Bay Ferry's service area, SF Bay Ferry may apply for federal and state emergency financial assistance for related activities and repairs; and

**WHEREAS**, financial assistance for disasters is overseen by the Federal Emergency Management Agency (FEMA) and/or California Governor's Office of Emergency Services (Cal OES); and

**WHEREAS**, Cal OES requires a resolution from SF Bay Ferry, designating SF Bay Ferry's authorized agents for the purpose of applying for disaster assistance funds; now, therefore, be it

**RESOLVED**, that the Board of Directors hereby designates SF Bay Ferry's Executive Director, the Chief Financial Officer, and the Emergency Response and Safety Analyst as authorized agents for and on behalf of the San Francisco Bay Area Water Emergency Transportation Authority for the purpose of applying and obtaining certain federal financial assistance under Public Law 93-288 as amended by the Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988 and/or state financial assistance under the California Disaster Assistance Act; and be it further

**RESOLVED**, that SF Bay Ferry hereby authorizes its agent(s) to provide the assurances and agreements required by Cal OES for all matters pertaining to such state disaster assistance; and be it further

**RESOLVED**, that the designation made by this Resolution is effective for up to three years following the date of approval; and be it further

**RESOLVED**, that the Executive Director or designee, including in particular the Chief Financial Officer and the Emergency Response and Safety Analyst, are authorized to execute and submit Cal OES Form 130 to give effect to this Resolution.

**CERTIFICATION**

The undersigned, Board Secretary, does hereby certify that the foregoing is a full, true and correct copy of a resolution duly and regularly adopted at a meeting of the San Francisco Bay Area Water Emergency Transportation Authority held on April 9, 2026.

YEA:

NAY:

ABSTAIN:

ABSENT:

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/s/ Board Secretary

2026-13

\*\*\*END\*\*\*

**MEMORANDUM**

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**TO: Board Members**

**FROM: Seamus Murphy, Executive Director**  
**Michael Gougherty, Director of Planning**  
**Arthi Krubanandh, Senior Transportation Planner**  
**Dorry Funaki, Transportation Planner**

**SUBJECT: Public Hearing on Proposed Fiscal Year 2024-28 Fare Program Amendment**

**Background/Discussion**

The purpose of this item is to conduct a formal public hearing to receive comments on the proposed Fiscal Year (FY) 2024-28 Fare Program Amendment (Fare Program Amendment).

On March 5, 2026, a summary of the proposed Fare Program Amendment was presented to the Board and the Board authorized the release of the proposed Fare Program Amendment for public feedback. Details about the Fare Program Amendment were posted on the SF Bay Ferry website, notices were posted on all vessels and on social media. Solicitation of public comments extends through April 9, 2026.

A full description of the proposed Fare Program Amendment is provided in the staff report for Item 8 of this month's Board of Directors meeting.

Speakers will be asked to clearly state their name and city of residence for the record and to keep their comments to three minutes or less. Once all public comments are received, the hearing will be closed. The Board will consider approval of the proposed Fare Program Amendment as a regular agenda item later today. The Board may use feedback received as a part of its consideration.

\*\*\*END\*\*\*

MEMORANDUM

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**TO:** Board Members

**FROM:** Seamus Murphy, Executive Director  
Michael Gougherty, Director of Planning  
Arthi Krubanandh, Senior Transportation Planner  
Dorry Funaki, Transportation Planner

**SUBJECT:** Adopt Fiscal Year 2024-28 Fare Program Amendment

**Recommendation**

Adopt the proposed Fiscal Year (FY) 2024-28 Fare Program Amendment (Fare Program Amendment) and authorize the Executive Director to take actions necessary to implement the Fare Program Amendment.

**Background**

The SF Bay Ferry Board adopted the FY 2024–28 Fare Program in 2023, building on fare changes implemented as part of the Pandemic Recovery Program in 2021. The Fare Program established a multiyear framework with annual 3% fare increases to support regional competitiveness and financial sustainability. Since adoption, changes in inflation, regional fare policy, and fare actions by other transit operators have affected how SF Bay Ferry fares compare to fares for other regional transit modes within key service corridors. To address these changes, staff is proposing an amendment to the remaining two years of the Fare Program to maintain alignment with regional transit options.

The proposed Fare Program Amendment (***Attachment A***) preserves the Board-approved multi-year framework while refining fare adjustments to reflect current conditions. Specifically, the Fare Program Amendment includes:

- Route-specific fare adjustments in FY 2027, replacing the uniform 3% systemwide increase
- A revised Short Hop fare for FY 2027 that aligns with regional local transit pricing
- Change the effective dates for the 3% fare increase for Special Event service to Oracle Park and Special Event service to Chase Center to March 1 and October 1, respectively, to improve pricing consistency for all games within a given season. A flexible fare adjustment limit of up to 6% for FY 2028, delegating to the Executive Director the authority to specify the exact dollar amount of fare increases by route, based on actual national and Bay Area inflation trends, regional fare policy, and fare actions by other regional operators. This approach provides flexibility to respond to evolving conditions while maintaining alignment with regional transit options and supporting long-term financial sustainability.

On March 5<sup>th</sup>, 2026, the Board authorized staff to conduct public outreach on the proposed Fare Program Amendment.

**Discussion**

SF Bay Ferry staff conducted public outreach to ensure awareness of the proposed Fare Program Amendment, and to solicit input from the public in SF Bay Ferry's service area. The proposed Fare Program Amendment was released for public comment on March 6<sup>th</sup>. Outreach included:

- A virtual open house held on March 23<sup>rd</sup>

- A Public Hearing held at the April 9, 2026 Board meeting
- Information about the proposed changes posted on SF Bay Ferry's website in English, Spanish, Chinese and Tagalog
- Social media messaging across San Francisco Bay Ferry platforms
- Onboard signage on all vessels notifying riders of the proposed changes and opportunities to comment
- Informational presentation to the West Contra Costa County Transportation Commission Board of Directors

Overall, SF Bay Ferry received four public comments by email (**Attachment B**) during the outreach period. Comments received were informational in nature and did not raise substantive concerns regarding the proposed route-specific fare adjustments or the overall Fare Program Amendment. Based on the feedback received, no changes were made to the Fare Program Amendment presented to the Board in March.

#### ***Title VI Compliance***

Public outreach and development of the Fare Program Amendment were conducted in a manner consistent with the Federal Transit Administration's (FTA) Circular 4702.1B, "Title VI Requirements and Guidelines for Federal Transit Administration Recipients," WETA's Title VI Program, and WETA's Fare Policy. Outreach materials and information about the proposed fare changes were made available in English, Spanish, Chinese, and Tagalog, consistent with the language needs identified in SF Bay Ferry's service area. Consistent with Title VI requirements, SF Bay Ferry provided multiple opportunities for public participation, including a public hearing, virtual open house, website postings, onboard notifications, and outreach to community-based organizations and partner agencies. These efforts were intended to ensure that public input on the proposed Fare Program Amendment was solicited and considered without regard to race, color, or national origin, including language proficiency.

#### ***Next Steps***

If the Board approves the Fare Program Amendment, staff will coordinate with SF Bay Ferry vendors and Clipper staff to implement the FY 2027 fare changes effective July 1, 2026. Fare performance and regional competitiveness would be monitored during FY 2027. For FY 2028, fare adjustments will be determined on a route-specific basis, subject to a maximum increase of 6%, based on actual national and Bay Area inflation trends, regional fare policy developments (such as Clipper 2.0), and fare actions by other regional transit operators. The adjustments for FY 2028 would be proposed as part of the FY 2028 Ferry Service Operations Annual Budget, pending Board adoption.

#### **Fiscal Impact**

Approval of the proposed FY 2024-28 Fare Program Amendment is projected to generate approximately \$422,000 in additional revenue, an increase of \$34,000 compared to no change to the Program.

\*\*\*END\*\*\*

**Attachment A** – FY 2024-28 Fare Program Structure Amendment – Fare Structure for FY27  
**Attachment B** – Public Comments

**Attachment A**  
**FY 2024-28 Fare Program**  
**Structure Amendment**

# Attachment A

## FY 2024-2028 Fare Program Structure Amendment

### Fare Structure for Regular Services

Alameda Seaplane, Harbor Bay, Oakland & Alameda		
Fare Category	Current Fare	Proposed FY27
Clipper, Paper, or Mobile Ticket	\$4.90	\$5.10
Discount Clipper, Paper or Mobile Ticket <sup>1</sup>	\$2.40	\$2.50
Children under 5	FREE	FREE

<sup>1</sup>Discount Clipper includes Clipper START, RTC Clipper, Senior Clipper and Youth. Discount paper tickets can be used by those 65 years or older, 17 or younger, or those with Medicare cards or DMV disabled parking. Mobile Tickets can be used by those 65 or older, 17 or younger, or those with Medicare cards or DMV disabled parking placards

Richmond		
Fare Category	Current Fare	Proposed FY27
Clipper, Paper, or Mobile Ticket	\$4.90	\$5.20
Discount Clipper, Paper or Mobile Ticket <sup>1</sup>	\$2.40	\$2.60
Children under 5	FREE	FREE

<sup>1</sup>Discount Clipper includes Clipper START, RTC Clipper, Senior Clipper and Youth. Discount paper tickets can be used by those 65 years or older, 17 or younger, or those with Medicare cards or DMV disabled parking. Mobile Tickets can be used by those 65 or older, 17 or younger, or those with Medicare cards or DMV disabled parking placards

South San Francisco		
Fare Category	Current Fare	Proposed FY27
Clipper, Paper, or Mobile Ticket	\$7.40	\$7.60
Discount Clipper, Paper or Mobile Ticket <sup>1</sup>	\$3.70	\$3.80
Children under 5	FREE	FREE

<sup>1</sup>Discount Clipper includes Clipper START, RTC Clipper, Senior Clipper and Youth. Discount paper tickets can be used by those 65 years or older, 17 or younger, or those with Medicare cards or DMV disabled parking. Mobile Tickets can be used by those 65 or older, 17 or younger, or those with Medicare cards or DMV disabled parking placards

Vallejo		
Fare Category	Current Fare	Proposed FY27
Clipper, Paper, or Mobile Ticket	\$9.90	\$10.00
Discount Clipper, Paper or Mobile Ticket <sup>1</sup>	\$4.90	\$5.00
Children under 5	FREE	FREE

<sup>1</sup>Discount Clipper includes Clipper START, RTC Clipper, Senior Clipper and Youth. Discount paper tickets can be used by those 65 years or older, 17 or younger, or those with Medicare cards or DMV disabled parking. Mobile Tickets can be used by those 65 or older, 17 or younger, or those with Medicare cards or DMV disabled parking placards

## Short Hop Fare Structure

Short Hops: Alameda Short Hop		
Fare Category	Current Fare	Proposed FY27
Clipper, Paper, or Mobile Ticket	\$1.10	\$2.85
Discount Clipper, Paper or Mobile Ticket <sup>1</sup>	\$0.50	\$1.40
Children under 5	FREE	FREE

<sup>1</sup>Discount Clipper includes Clipper START, RTC Clipper, Senior Clipper and Youth. Discount paper tickets can be used by those 65 years or older, 17 or younger, or those with Medicare cards or DMV disabled parking. Mobile Tickets can be used by those 65 or older, 17 or younger, or those with Medicare cards or DMV disabled parking placards

## Fare Structure for Special Event Services

Special Events: Between Oakland Alameda and Oracle Park/Chase Center		
Fare Category	Current Fare	Proposed FY27
Clipper, Paper, or Mobile Ticket	\$11.25	\$11.50
Discount Clipper, Paper or Mobile Ticket <sup>1</sup>	\$8.50	\$8.75
Children under 5	FREE	FREE

<sup>1</sup>Discount Clipper includes Clipper START, RTC Clipper, Senior Clipper and Youth. Discount paper tickets can be used by those 65 years or older, 17 or younger, or those with Medicare cards or DMV disabled parking. Mobile Tickets can be used by those 65 or older, 17 or younger, or those with Medicare cards or DMV disabled parking placards

Special Events: Between Vallejo and Oracle Park		
Fare Category	Current Fare	Proposed FY27
Clipper, Paper, or Mobile Ticket	\$19.25	\$20.00
Discount Clipper, Paper or Mobile Ticket <sup>1</sup>	\$14.25	\$14.75
Children under 5	FREE	FREE

<sup>1</sup>Discount Clipper includes Clipper START, RTC Clipper, Senior Clipper and Youth. Discount paper tickets can be used by those 65 years or older, 17 or younger, or those with Medicare cards or DMV disabled parking. Mobile Tickets can be used by those 65 or older, 17 or younger, or those with Medicare cards or DMV disabled parking placards

## Proposed Fare Structure FY2028

SF Bay Ferry may adjust fares on a route-specific basis, up to a 6% increase, based on the FY 2027 fares, in consideration of the following three factors: actual national and Bay Area inflation trends; regional fare policy; and fare actions by other regional operators. The adjustments for FY28 would be proposed as part of the FY28 Ferry Service Operations Annual Budget, pending Board adoption.

**Attachment B**  
**Summary of Public Comments**



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## Fare Program Comment

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**From** Alex DeArc

**Date** Tue 3/17/2026 8:11 PM

**To** Fares <fares@sfbayferry.com>

Hi there,

As someone who uses the ferry to go to work, it would be so nice to be able to purchase a monthly or even yearly pass. It is such a hassle to have to buy individual tickets everytime i need to go to work and I understand you can just scan your apple wallet but i have to submit my travel expenses for reimbursement. Maybe can we buy packs of 4 for a discount? Im originally from Chicago and they have longer term passes available.

Also can there be longer term passes available at the vallejo parking garage? Or maybe have a pay terminal for when youre leaving? Its difficult to remember to pay for parking on top of buying a ticket every time im going in to work (especially if running late)

It just feels like a broken system for a city so great.

Thanks,  
Alex



Outlook

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## Fare increase

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**From** Brittany Ficken

**Date** Wed 3/18/2026 3:56 PM

**To** Fares <fares@sfbayferry.com>

Hello,

I just want to voice my concern about yet another fare increase. First of all , they JUST increased. It's not fair to the passengers to increase again in such a short time.

The vallejo fare is already 9.90– so expensive to go to SF. Many of us work in SF as there are very few jobs in vallejo and this is already VERY expensive to spend money on for a commute. I am against the fare increase.

Please don't do this to us

Brittany Ficken



Outlook

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**Delays on game days**

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**From** Rebecca Edwards**Date** Mon 3/30/2026 7:39 PM**To** Fares <fares@sfbayferry.com>

I was going to work in SF on Saturday from Vallejo and the ferry was once again delayed by 20 minutes because of the Giants game. This happens frequently, and it is really annoying. Some of us rely on the ferry to get to important events and I don't know why there aren't extra boats on the days of big events so we can leave on time. As you consider raising fares I think these scheduling issues should be addressed, because if we're paying more the boats should be timely.

Thank you,  
Rebecca Edwards

Sent from my iPhone

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## Proposed San Francisco Bay Ferry Fare Changes

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**From** Chris Noguera

**Date** Thu 4/2/2026 11:05 AM

**To** Fares <fares@sfbayferry.com>

### To the WETA Board of Directors,

I am writing as a regular rider of the Harbor Bay ferry to formally express my opposition to the proposed fare increases scheduled for July 1, 2026.

While I value the service provided by the San Francisco Bay Ferry, I believe the proposed 3% increase creates an undue burden for the following reasons:

**Financial Impact:** Many riders are on fixed incomes and an increase like this would re-direct some commuters to find a cheaper alternative. Ridership has increased over 116% of pre-pandemic levels and this proposed increase is not justified given the expansion of ridership along all routes.

**Service Reliability:** Over the last year, we have seen ferries often times running behind on its schedules impacting the start times for many commuters who rely on this service on getting to work on time. Some of the boats should be under maintenance review and the Board should be thinking of updating its fleet first before asking the public to endure unnecessary cost.

I urge the Board to reconsider these increases or to explore alternative funding solutions that do not place the financial weight on daily commuters. I request that these comments be included in the official record for the April 9 Public Hearing.

Sincerely,  
Chris  
Resident of Alameda

**SAN FRANCISCO BAY AREA WATER EMERGENCY TRANSPORTATION AUTHORITY**

**RESOLUTION NO. 2026-14**

**ADOPT FISCAL YEAR 2024-28 FARE PROGRAM AMENDMENT**

**WHEREAS**, on May 4, 2023, the SF Bay Ferry Board of Directors (Board) approved the Fiscal Year (FY) 2024-28 Fare Program (Fare Program); and

**WHEREAS**, on March 5, 2026, SF Bay Ferry staff proposed an amendment to the Fare Program, as described in the staff report and its Attachment A accompanying this resolution (Fare Program Amendment), and the Board authorized staff to conduct public outreach on the Fare Program Amendment; and

**WHEREAS**, on March 5, 2026, the Fare Program Amendment was released for public comment; and

**WHEREAS**, during the public comment period, staff conducted public outreach through a virtual open house event, social media posts, website content posted in English, Spanish, Chinese and Tagalog, and notices posted on each vessel, to ensure awareness of the proposed Fare Program Amendment, and to solicit input on it from the public, in accordance with SF Bay Ferry's Title VI Program; and

**WHEREAS**, SF Bay Ferry received two public comments by email on the proposed Fare Program Amendment; and

**WHEREAS**, on April 9, 2026, SF Bay Ferry conducted a formal public hearing on the proposed Fare Program Amendment; and

**WHEREAS**, the proposed Fare Program Amendment is consistent with WETA's Fare Policy; and

**WHEREAS**, staff recommends that the Board adopt the Fare Program Amendment; now, therefore, be it

**RESOLVED**, that the Board of Directors hereby adopts the Fiscal Year 2024-28 Fare Program Amendment as described in the staff report and its Attachment A accompanying this resolution; and be it further

**RESOLVED**, that the Board of Directors hereby authorizes the Executive Director to take actions necessary to implement the Fiscal Year 2024-28 Fare Program Amendment.

**CERTIFICATION**

The undersigned, Board Secretary, does hereby certify that the foregoing is a full, true and correct copy of a resolution duly and regularly adopted at a meeting of the San Francisco Bay Area Water Emergency Transportation Authority held on April 9, 2026.

YEA:

NAY:

ABSTAIN:

ABSENT:

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/s/ Board Secretary

2026-14

\*\*\*END\*\*\*

**MEMORANDUM**

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**TO: Board Members**

**FROM: Seamus Murphy, Executive Director  
Gary Griggs, Capital Program Officer  
Chad Mason, Capital Planning Manager**

**SUBJECT: Authorize Agreement with San Francisco Public Utilities Commission  
Relative to Downtown San Francisco Terminal Electric Service**

**Recommendation**

Authorize the Executive Director to negotiate and enter into an agreement with San Francisco Public Utility Commission (SFPUC), including the payment of an initial \$1,116,800 to secure the necessary electrical capacity for the Downtown SF Ferry Terminal.

**Background**

The Rapid Electric Emission-Free Ferry Program requires the implementation of vessel charging facilities at the terminals to be served by the 150- and 400-passenger battery-electric vessels currently under construction. The Downtown SF Terminal is the main hub of SF Bay Ferry service, requiring 10 megawatts (MWs) of 12 kilovolt (kV) electric service that will be distributed to the three universal charging floats to be installed at terminal Gates E, F, and G.

SFPUC has plans to build a new substation as part of a larger capacity upgrade project that could provide energy for electric ferry service; however, that facility will not be operational until 2035 and may face further delays. SF Bay Ferry will require energy at the terminal by 2028, when the new 400-passenger vessels are scheduled to enter service.

As a result, it is necessary for SF Bay Ferry, with the assistance of SFPUC, to advance the construction of facilities that will be dedicated to SF Bay Ferry service. The proposed layout of the overall project facilities consists of electric infrastructure extending from the Pacific Gas & Electric Company (PG&E) Embarcadero Substation at Fremont and Folsom Streets to electrical facilities at Sea Wall Lot 328 (SWL328) property owned by the Port of San Francisco (SF Port). This section is designated as the front-of-meter portion of the overall project.

The subject of this Board action addresses the PG&E portion of the work related to this front-of-meter section consisting of modifications to their substation and installation of related facilities at an estimated cost of \$5,584,000. The remainder of work for the front-of-meter section and the entire back-of-meter section proceeding from SWL328 along the Embarcadero to the terminal gates, will be the subject of future Board actions.

**Discussion**

SF Bay Ferry has been working with SFPUC and PG&E to secure the necessary service from PG&E. In accordance with PG&E's process, a System Impact Study Report and Facilities Study Report were prepared by PG&E for SFPUC to confirm the service was available along with the associated scope, schedule, cost, and roles and responsibilities. SF Bay Ferry was requested to review and provide comments to help ensure compliance with SF Bay Ferry requirements.

Concurrently, SFPUC and PG&E are negotiating their own Service Agreement for the distribution service from PG&E's Embarcadero Substation, with SF Bay Ferry reviewing relevant provisions.

SFPUC has agreed to arrange for PG&E to modify its Embarcadero Substation to install related facilities to provide 10 MWs of power at a voltage of 34.5 kV. PG&E will be responsible for the design and construction of that portion of the project under their agreement with SFPUC. SF Bay Ferry is being asked to assume responsibility for the associated costs, currently estimated at \$5,584,000, pursuant to an Electric Service Agreement between SFPUC and SF Bay Ferry that is presently under review.

The terms of payment include a 20% Engineering Advance due by April 17, 2026, in the amount of \$1,116,800, and the remaining 80% prior to start of construction anticipated in late 2027. These payments are based on estimated costs and subject to change based on actual costs incurred. If SF Bay Ferry decides not to proceed with the project after payment of the Engineering Advance and prior to start of construction, any of the unused portions of the advance payment will be reimbursed by SFPUC.

If the Board authorizes the Executive Director to enter into the Agreement with SFPUC and make the Engineering Advance Payment, staff will return to the Board at a later date for authorization to make the remaining payment. Staff will be bringing to the Board a series of additional agreements to provide for the necessary funding, design, construction, operation, and maintenance of the facilities, both front and back of meter, required to bring electric service to the terminal.

**Fiscal Impact**

The Downtown SF Terminal Electrification Project is authorized in the FY2025/26 approved Capital Budget. The extension of power was authorized for \$3.75 million in the fiscal year. This expense will be funded through grants secured by SF Bay Ferry from the Transit and Intercity Rail Capital Program (TIRCP).

\*\*\*END\*\*\*

**SAN FRANCISCO BAY AREA WATER EMERGENCY TRANSPORTATION AUTHORITY**

**RESOLUTION NO. 2026-15**

**AUTHORIZE EXECUTIVE DIRECTOR TO ENTER INTO AGREEMENT WITH THE SAN FRANCISCO PUBLIC UTILITIES COMMISSION RELATIVE TO DOWNTOWN SAN FRANCISCO TERMINAL ELECTRIC SERVICE**

**WHEREAS**, the Rapid Electric Emission-Free Ferry Program requires the installation of vessel charging facilities, including at the Downtown SF Terminal; and

**WHEREAS**, it is necessary for San Francisco Bay Ferry, with the assistance of the San Francisco Public Utilities Commission (SFPUC) to provide such facilities for the necessary electric service; and

**WHEREAS**, the first stage of the complex project of bringing electric service to the Downtown SF Terminal requires infrastructure work at the Pacific Gas and Electric (PG&E) Embarcadero Substation at Fremont and Folsom Streets and related facilities, which work must be performed by PG&E pursuant to its arrangement with SFPUC, albeit at SF Bay Ferry's expense; and

**WHEREAS**, to allow for the infrastructure work to begin, and to secure SF Bay Ferry's future allocation of the necessary 10 megawatts of energy, SF Bay Ferry must enter into an agreement with SFPUC, and make an initial deposit of \$1,116,800 by April 17, 2026, representing approximately 20% of the total cost of the infrastructure work related to PG&E's Embarcadero Substation at Fremont and Folsom streets and related facilities; and

**WHEREAS**, the Executive Director recommends that the Board authorize an agreement with the SFPUC, and the payment of the initial \$1,116,800 deposit, with the understanding that there will be future agreements, and future payments, describing details of the electrification process, all of which will be brought back to the Board for approval; now, therefore, be it

**RESOLVED**, that the Board of Directors hereby approves entering into an agreement with SFPUC, in a form approved by legal counsel, for preliminary work relative to the supply of 10 megawatts of electricity at the Downtown SF Terminal, along with an initial deposit of \$1,116,800, with the understanding that future agreements, and future payments, will be brought back to the Board for approval.

**CERTIFICATION**

The undersigned, Board Secretary, does hereby certify that the foregoing is a full, true and correct copy of a resolution duly and regularly adopted at a meeting of the San Francisco Bay Area Water Emergency Transportation Authority held on April 9, 2026.

YEA:  
NAY:  
ABSTAIN:  
ABSENT:

---

/s/ Board Secretary  
2026-15  
\*\*\*END\*\*\*

**MEMORANDUM**

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**TO: Board Members**

**FROM: Seamus Murphy, Executive Director  
Lauren Gradia, Chief Financial Officer**

**SUBJECT: \_\_\_SF Bay Ferry Classification and Compensation Study Reports**

**Recommendation**

This is an informational item. Staff will present a report on the recently completed Classification and Compensation Studies of SF Bay Ferry job descriptions and compensation structures. The results of those studies will be reflected in a proposed new Salary Schedule detailing approved positions and salary ranges to be included in the budget brought to the Board for consideration in June.

**Background**

Each year, the Board approves the Salary Schedule detailing approved positions and salary ranges as part of the budget. This schedule is adjusted for new positions or reorganizations, or to approve cost-of-living increases to the salary ranges. To ensure that the job descriptions, titles, and salary ranges are comparable to those at similar agencies, best practice is to employ experts to periodically review and provide recommendations if adjustments are needed.

For the last year, SF Bay Ferry's HR Consultant, Debbie Gutman, has been coordinating the work of CPS HR Consulting, to complete these studies. The work was overseen by the Chief Financial Officer (CFO) and reviewed in detail by the Executive Director. The recommendations, once received, will be incorporated into the budget proposal next month as part of the salary schedule.

**Discussion**

The reports include two separate but related components: a Classification Study and a Compensation Study. The studies are designed to support a fair, market competitive, and strategically aligned classification structure and total compensation program.

The **Classification Study** focuses only on the job duties and responsibilities of SF Bay Ferry staff. Development involved key stakeholders (executive team, managers, and employees) in the study process to gather input. The result of the study is to ensure that employees have appropriate titles, job descriptions, and that the job specifications support their career development.

The **Compensation Study** utilizes the results gained from the Classifications as a base to conduct labor market research to determine if SF Bay Ferry's total compensation, salaries and benefits, are competitive. The recommendations also include considerations for internal pay comparisons as well as creating a logical pay scale that will allow for future growth within classifications and positions if needed.

Both studies are designed to both keep SF Bay Ferry competitive in the employment marketplace when hiring new employees and to enhance employee retention for current employees. The studies are not evaluations of any particular employee's performance and they do not directly impact any employee's salary. The results of the study impact only the allowed salary range for the positions.

The attached reports include very detailed information describing the process and the results.

**Classification Study:** The Classification Study reviews duties, responsibilities and qualifications for each position. Following an orientation session, employees and managers filled out and reviewed questionnaires about their duties and time spent on those duties. The questionnaires were very detailed, and subsequently interviews were held to clarify roles, responsibilities, and daily tasks for staff positions. Managers also reviewed the questionnaires and were interviewed.

All position descriptions have been updated based on this lengthy process. In certain cases, CPS recommended changes to job titles. Position descriptions, once finalized, were used for the compensation study. New, more standardized job descriptions have been shared with employees and are held in SF Bay Ferry Human Resources files. The following titles were recommended to be revised by CPS:

- Administration and Business Service Manager to Administrative Operations Coordinator
- Administrative Specialist to Procurement and Contract Coordinator
- Chief Financial Officer to Chief Financial and Administrative Officer
- Director of Project Delivery and Engineering to Director of Capital Projects and Engineering
- IT Analyst to IT Manager
- Project Development & Controls to Project Development Controls Coordinator
- Public Information and Marketing Manager to Communications and Marketing Manager
- Project Engineer to Project Manager – Engineering

**Compensation Study:** The Compensation Study utilized information on salaries and benefits ("total compensation") to compare the revised SF Bay Ferry job descriptions to a maximum of 8 different agencies with comparable positions. The agencies included in the comparison were:

1. Alameda – Contra Costa Transit District
2. Bay Area Rapid Transit
3. Metropolitan Transportation Commission
4. Port of Oakland
5. City and County of San Francisco
6. Golden Gate Bridge, Highway, and Transportation District
7. San Mateo County Transit District
8. Sonoma-Marín Area Rail Transit

These agencies were chosen because they are either similar in size and scope or operate within a similar labor market. Not all agencies had comparable jobs for all positions, but a minimum of three per position were used for comparison. Job duties and responsibilities were considered a match if they were at least 75% comparable. Comparisons were reviewed by at least two experts at CPS, and then by the CFO and the Executive Director.

A detailed chart of the results is included in the report. In summary, CPS found that 14 positions were below the total compensation of comparable positions in the market, Six positions are essentially at market, and three positions were above the market.

CPS created a new salary schedule that allowed positions to exist in a position that brought them within 10% of market for total compensation while creating a logical salary schedule with rational separation between varying employee levels and/or managers. Total compensation was measured at the midpoint of each range (compensation standard practice) for aligning roles with salary bands. The end result is that most positions saw an increase in their top steps while three positions had their top steps reduced.

The proposed new SF Bay Ferry salary schedule is included in the compensation report on page 17. This schedule places positions with their revised titles (as applicable) in the appropriate salary bands based on all the considerations outlined above. This schedule is based on FY 2025/26 comparables and approved compensation. As part of the budget for FY 2026/27, cost of living increases may be proposed which would increase these ranges.

All but one employee's 's pay are within the proposed ranges. For the one employee with pay that exists above the recommended range, the Executive Director will implement a temporary solution keeping that employee's pay at its current level but without any cost-of-living increases until the range progresses so that the employee's actual pay is within the range.

The entire staff has been briefed on these studies and the results, both at individual meetings with managers and a larger group meeting. The executive team involved with the work can attest that the results reflect the duties and responsibilities of staff positions, the structure needed for effective management of the team, and the compensation that is competitive for that work.

**Fiscal Impact**

None at this time. New ranges will be included in staff's recommended FY 2027 budget. Estimated impact on the total salary budget will be similar to a normal budget increase of approximately 5%.

\*\*\*\*END\*\*\*\*

# San Francisco Bay Ferry Water Emergency Transportation Agency (WETA) Revised Total Compensation Report

SUBMITTED BY:

**Project Manager**

Debbie Gutman, Principal HR  
Consultant

**Project Staff**

Joseph Lopez  
Manpreet Kaur  
Sheila McAuliff  
Denise Moran  
Igor Shegolov  
Suzanne Ansari

**CPS HR Consulting**

2450 Del Paso Road, Suite 220  
Sacramento, CA 95834

[www.cpshr.us](http://www.cpshr.us)



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# I. Executive Summary

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## **Introduction**

San Francisco Bay Ferry – Water Emergency Transportation Authority (WETA) retained CPS HR Consulting (CPS HR) to conduct a total compensation study. The objective of the study was to determine the competitiveness of the organization’s base salaries and total compensation package, develop salary recommendations, and provide a final report.

This report also provides documentation of the methodologies used in the data collection, analysis, and development of compensation-related findings. Our findings provide useful insights on how WETA can effectively balance external competitiveness with the internal value of jobs.

Please note that this report is accompanied by supplemental documents depicting the following:

- **Attachment A:** Salary summary and individual salary datasheets with specific job matches for each benchmark classification
- **Attachment B:** Benefit Tables including a detailed view of each benefit element collected by agency

## **Project Scope**

The scope of work for this study included eight (8) comparable labor market agencies, (24) benchmark classifications, salary range recommendations, and benefits collection/reporting.

Please note that this report contains data collected in July 2025 and does NOT account for any salary increases or benefit changes that may have occurred since that time nor does it include any future changes. Therefore, this report analysis is a snapshot of how the organization’s total compensation program measured against the labor market at that point in time.

## **Summary of Findings**

### **Base Compensation**

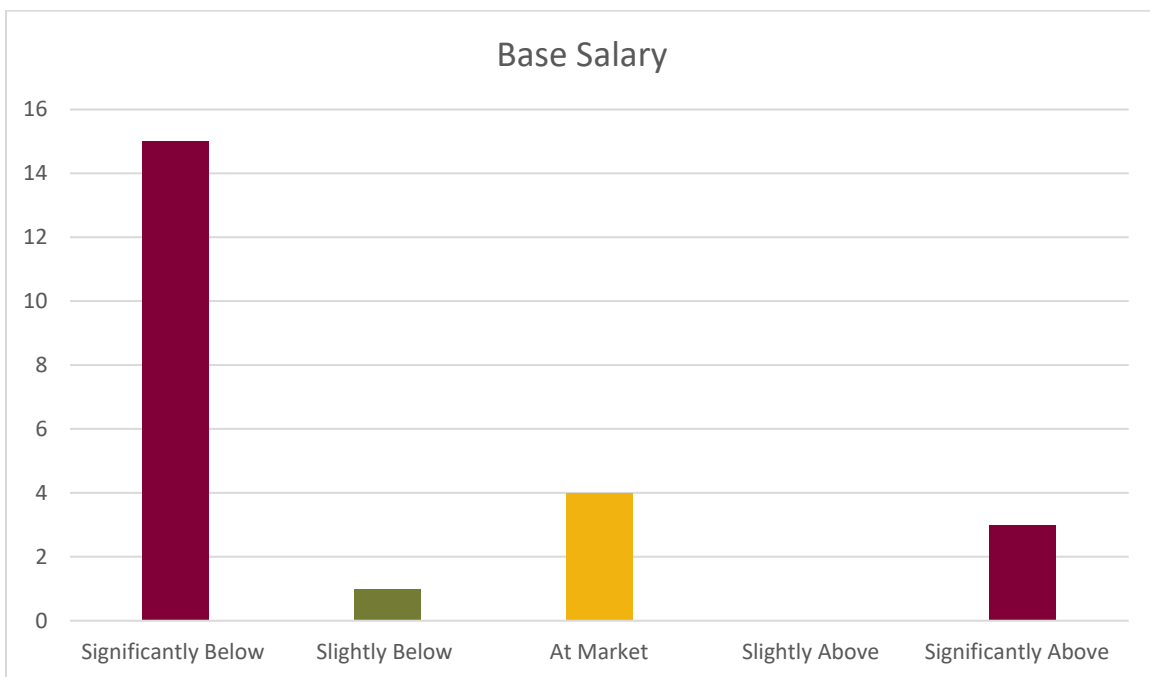
Our analysis of base compensation competitiveness shows how WETA pay ranges for base salaries compared to the broader labor market. We identify where the pay structures are similar, different, or need improvement. Below you will see the breakdown of how various benchmark jobs align with the market median, ranging from closely aligned to significantly higher or lower than the median. Use of the median in compensation analysis allows for less influence in results by outlier data points and is the standard of all CPS HR compensation studies. The overall findings regarding base salary are summarized as follows:

**Labor Market Competitiveness:** WETA base salaries are *primarily mixed* with some benchmarks above and some below the labor market. CPS HR compared the base salary ranges (excluding benefits) between WETA and the comparator labor market agencies. CPS HR used the statistical median (50th percentile) as a main control

point of the survey data to identify the WETA’s position against market trends.

- Four (4) benchmark classifications are aligned (+/-5%) with the labor market median
- One (1) benchmark classification is slightly below market (between 5.1% - 9.9% below the market median)
- Fifteen (15) benchmark classifications are significantly below market (10% or more below the market median)
- Zero (0) benchmark classifications have base salary ranges that are slightly above market (between 5.1% - 9.9% over the labor market median)
- Three (3) benchmark classifications have salary ranges that are significantly above market (10% or more above the labor market median)

**Table 1: Benchmark Classifications by Labor Market Competitiveness – Base Salary**



**Notable Findings:**

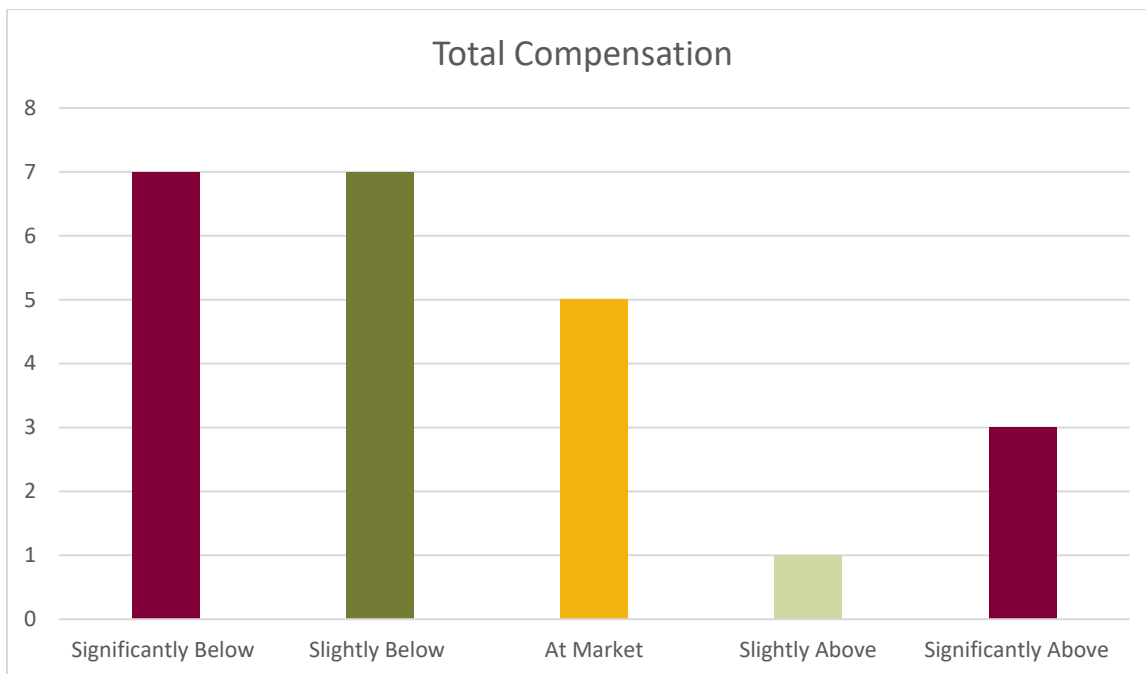
WETA currently has an open range pay structure with pay ranges for job families at 43% in width (spread from minimum to maximum control points of a range). Overall, WETA’s salary structure is misaligned with the labor market with some positions significantly above the labor market and other positions significantly below the labor market. Aligning all positions with the labor market midpoint will improve application attraction and retention efforts throughout the agency.

**Total Compensation**

Base salaries are just one aspect of compensation. Employee benefits, including paid vacation and sick leave, health and dental insurance, and retirement plans, not only add thousands of dollars to employees' earnings and enhance their quality of life, but also help attract better candidates and enable organizations to retain top-performing staff. This total compensation study included common benefits available to all employees and focused

on the employer cost of these benefits. WETA 's total compensation package plan (when base salary and benefits are compared) is mixed when compared to all combined labor market agencies.

**Table 2: Benchmark Classifications by Labor Market Competitiveness – Total Compensation**



The benefits utilized as part of the total compensation analysis included:

- **Employer-paid health benefits** - Based on the maximum contribution EE+2 (family) contribution
- **Employer retirement contributions** - Money paid by the employer on behalf of employees (members)
- **Leave Information** - Sick Leave, Holiday, Vacation, Paid Time Off, Administrative/Management Leave
- **Cash Add-Ons** - Supplemental pay and benefit components that are equivalent to cash for the employee

The benefits collected and reported by CPS HR do not include expanded special pays, allowances, differentials, bonuses, or any other elements not listed. SF Bay Ferry compensation does not include any of these benefit practices. Please note that our collection of benefits did not take into account the differences in deductibles, co-pays, or other employee costs. Generally, variations in employer contributions will either reflect these differences or, more commonly, the employee’s share of total premium costs. Detailed total compensation datasheets and benefits tables can be found in Attachments A & B.

The overall total compensation findings of this study can be summarized as follows:

Health Benefits	Above market
Retirement Benefits (% of pay)	At Market
Total Compensation	Mixed with some positions significantly above and other positions significantly below the labor market.

## II. Project Parameters & Methodology

---

The initial step in conducting a total compensation study is to determine the basic parameters for the study, which include:

- Selection of comparable labor market agencies
- Identification of benchmark classifications
- Confirmation of desired labor market position
- Confirmation of benefit elements to be collected
- Determination of the appropriate statistical techniques used for aggregating and analyzing the data (e.g., aging data, leveling, trimming, interpolation, extrapolation, multiple regression, etc.)

### ***Selection of Comparable Labor Market Agencies***

The selection of comparator labor market agencies or other sources of compensation data is based on the concept of the “relevant labor market.” It is defined by the market segment where WETA competes for labor and loses or gains qualified talent.

Typical criteria that may help define the relevant labor market includes the following:

- **Agency Size** – In general, agencies that employ relatively similar numbers of employees may have similar economic demographics. Since it is rare to find agencies that are exactly the same size, the goal is to provide a balanced mix of larger and smaller agencies, thereby minimizing the “skewing” effect when either of these are used exclusively.
- **Organizational Metrics** – i.e., revenue/budget, number of employees, enrollment figures, size of service area, population size, etc.
- **Geographic Proximity** – When considering selection of a labor market, it is important to consider the geographic proximity of potential agencies since they may be competitors in the recruitment market. If there are not enough agencies within the local market to conduct a study, then the geographic area may be expanded to include agencies in other closer areas, which are similar in other aspects.
- **Industry** – In general, agencies that provide similar services are more likely to have similar job classifications and recruit from the same labor pool.
- **Competing Organizations** – Organizations or agencies WETA has lost employees to or recruited employees from are also good choices for selecting labor market agencies.
- **Transparency and Availability of Data** – Lack of availability of data or inability for an agency to participate in the study may disqualify a potential comparator agency from the viable list.
- **Past Labor Market Agency Selection Practices** – History of using certain agencies which managers/employees expect to use again for consistency.
- **Cost of Wages/Cost of Living** – Cost of Wages includes year over year increases in employment cost for compensation, benefits and payroll taxes paid by an employer. The Cost of Living is based on the Consumer Price Index which is the increase in prices for goods and services over a one-year period. The Cost of Living is often used to compare how expensive it is to live in one city versus another.

**Comparable Labor Market Agencies (8 Total)**

1. Alameda – Contra Costa Transit District
2. Bay Area Rapid Transit
3. Metropolitan Transportation Commission
4. Port of Oakland
5. City and County of San Francisco
6. Golden Gate Bridge, Highway, and Transportation District
7. San Mateo County Transit District
8. Sonoma-Marín Area Rail Transit

For this study, CPS HR was able to obtain data from all labor market agencies.

***Identification of Benchmark Classifications***

For this project, WETA recommended a selection of the specific benchmark classifications based on their business practices and/or specific conditions, and a principle of adequate representation of various occupational groups, job families, and levels within job series.

The benchmark classifications for this study are presented below. Job summary descriptions for all benchmark classifications were based on the current job descriptions provided by WETA.

**Benchmark Classifications (24 Total)**

- |  |  |
|--|--|
| 1. Accountant                                    | 13. Emergency Response & Safety Analyst        |
| 2. Administration Operations Coordinator         | 14. Government & Regulatory Affairs Manager    |
| 3. Budget Analyst                                | 15. Government & Regulatory Affairs Specialist |
| 4. Capital Planning Manager                      | 16. Grants Manager                             |
| 5. Chief Financial & Administrative Officer      | 17. Information Technology Manager             |
| 6. Chief Capital Program Officer                 | 18. Maintenance Administrator                  |
| 7. Communications & Marketing Manager            | 19. Operations Administrator                   |
| 8. Customer Experience Specialist                | 20. Procurement & Contracts Coordinator        |
| 9. Digital Communications Specialist             | 21. Project & Development Controls Coordinator |
| 10. Director of Operations & Customer Experience | 22. Project Manager – Planning                 |
| 11. Director of Planning                         | 23. Senior Planner                             |
| 12. Director of Capital Projects & Engineering   | 24. Senior Project Manager                     |

***Confirmation of the Desired Labor Market Position***

The labor market position allows WETA to set salary ranges at the desired point in the labor market. Ultimately, WETA selected the desired labor market position based on affordability, recruitment and retention goals, and business strategy.

There are typically three (3) labor market position options:

1. **Lead the market** - positioning pay parameters higher than the market (i.e., 60th percentile or 70th percentile etc.)
2. **Meet the market** - positioning pay parameters at the median of the market (i.e., exactly at the 50th percentile)
3. **Lag the market** - positioning pay parameters below the market (i.e., 40th percentile or lower)

Because labor market job values vary by job classifications and/or job families, some situations require use of a “mixed” labor market position option where lead the market strategies are used for hard to fill job classifications and a “match to market” approach can be used for other job classifications.

For this project, WETA selected to meet the relevant labor market approach based on their business objectives and employment practices. CPS HR considered this strategy during the data collection, analysis, and recommendations.

### ***Determination of the Appropriate Statistical Techniques***

For this study, CPS HR provided labor market data analysis based on the **median of the market**. The labor market median is the value separating the higher half of the data sample (in this case, salaries) from the lower half of the data sample. It may be thought of as the middle value of the market in a compensation study.

While both the mean and the median can be useful statistical tools to describe where the center of a data set is located, the median does a better job than the mean of capturing a “typical” value. This is because the median is not as heavily influenced by skewed data or data with outliers. Because many labor market pools rely on a relatively small amount of data, they often have skewed distributions and extreme values.

Please note that the “mean or average” calculation was included in Attachment A on the individual datasheets (but not the salary summary) to offer a comprehensive view and facilitate comparisons, as it is a common statistical measure, and some clients like to have both (median and mean) listed on the individual datasheets. However, we suggest using the median over the mean for the salary summary review as the overarching goal is to present a value that best represents the central tendency of WETA’s workforce compensation.

Some common statistical techniques used in total compensation studies include the following:

- Identifying a specific percentile or the labor market ranges, such as 10<sup>th</sup>, 25<sup>th</sup>, 50<sup>th</sup>, 75<sup>th</sup>, or 90<sup>th</sup> percentiles
- Leveling data to adjust wage parameters for slight mismatch in the level of authority, complexity, requirements, or operational scope of the matching benchmark
- Data visualization techniques, such as charts, graphs, scatter plots diagrams, or other tools to better understand and present collected data.

### ***Benchmark Classification Matching Process***

When conducting a total compensation study, the intent is to provide general market trends by comparing job duties and responsibilities, level of authority and autonomy, nature and complexity of work, and knowledge, skill, and ability requirements to determine whether these are comparable enough to utilize as a match.

With a balanced labor market and the use of whole job analysis, it is reasonable to assume that some matches will have slightly higher responsibilities, and some matches will have slightly lower responsibilities, yet the overall scope of duties and responsibilities of the combined matches will be balanced.

In the process of matching from other agencies, CPS HR did not make a job match based only on a similar title or relied solely on classification specifications. CPS HR also referenced position control documents, organizational charts, allocation lists, and other information, when available, to specifically identify which classification, and what level of classification, performed the duties of WETA's benchmark classification.

All reasonable efforts have been made to obtain accurate salary and benefit data from the participating survey agencies, using source documents and information provided by each agency's human resources department. In addition, budgets or other fiscal tools provided greater understanding of the classification structure than what was evident in the content of classification specifications. To the extent possible, CPS HR identified the operational use of a classification in determining whether it is a comparable job match.

Depending on the study, CPS HR may look at matching entry, journey, or even advanced level classifications based on the specific benchmark being studied. Generally, job matching is performed using mid-level classifications (full performance journey-level) and then other levels within the job series are adjusted based upon our leveling guidelines.

### ***Required Number of Comparable Classifications***

CPS HR's best practice and methodology is that benchmark positions must have a **minimum of three (3) classification matches** to make a salary recommendation based on the labor market data. In most studies, it is common to have some classes for which limited market data exists.

There are many reasons a benchmark class may not have enough comparable data including:

- Differences in the delivery of services
- Differences in span of authority
- Differences in organizational structure
- Differences in operational size
- The benchmark classification is not commonly found in other agencies
- The labor market agency does not provide that service

In this study, most benchmark classifications met the requirement of a minimum of three (3) comparable matching classifications. The following benchmark classification did not meet the three (3) comparable matches minimum:

1. **Chief Capital Program Officer** – only two (2) comparable matches

It is important to note that when examining data, results with fewer than three (3) matches may not be a valid indicator of where the organization stands in comparison to the labor market. For that reason, while data has been presented for review, caution should be used when using data for survey classes with fewer than three (3) matches for salary setting purposes. Salary recommendations for these classes should be based more heavily on the internal equity/relationships with other job classes.

Benchmarks that did not have at least three (3) matching classifications should be placed within the salary structure based on the internal relationship between WETA job families or benchmark classifications within the same salary band. For example, Chief Capital Program Officer benchmark only had two (2) comparable job matches. Since there was insufficient comparable labor market data (ISD) for this benchmark, CPS HR anchored the Chief Capital Program Officer to the Chief Financial and Administrative Officer, a benchmark within the same salary band to make our salary recommendation.

**Total Compensation Elements Collected**

CPS HR collected numerous benefits and compensation practices, in addition to base salary, to evaluate the total compensation of WETA in the labor market. The aim is to determine the organization’s competitive position to attract and retain talent while ensuring internal equity. This involves assessing the benefits and rewards new employees receive upon hiring. The reported benefits are those available to all employees in a group, while other compensation is based on the specific employee group or classification. The benefits and other compensation data collected for this study were selected by WETA and are shown in Table 3.

**Table 3: Benefit, Pay Structures & Practices Collected**

Benefits, Pay Structures	Included in Total Compensation and Benefit Tables
<b>Employer Retirement Contribution</b>	CPS HR reports the percentage of salary paid by the employer annually towards the employee’s retirement. The normal cost rate is collected. PEPRA rates were included in total compensation datasheets per WETA’s request.
<b>Employer Paid Member Contributions (EPMC)</b>	This is a Classic-only members benefit where the employer agrees to pay some or all of the required employee contribution to the retirement system, sometimes referred to as “pick-up” contribution.
<b>Federal Insurance Contributions Act (FICA) – Social Security</b>	Refers to the Federal Insurance Contributions Act (FICA) which is a United States federal payroll contribution, of employees and employers, to fund Social Security (6.2%) and Medicare (1.45%). State and local government employees may be covered for social security and Medicare either by mandatory coverage, or under a Section 218 Agreement between the state and the Social Security Administration. Under some circumstances, an employee may be excluded from social security or Medicare (uncommon practice), or both.
<b>Deferred Compensation Plans</b>	Voluntary tax-free savings plans such as 457, 401a and 401k allow employers to defer a portion of an employee’s compensation for a later date, usually retirement. CPS HR reports on any employer contributions to these plans.
<b>Health Benefit Employer Contributions</b>	Employer’s monthly contributions for medical, dental, and vision benefits for EE+2 family coverage.
<b>Longevity</b>	Payments made to employees based on their length of service.

Benefits, Pay Structures	NOT Included in Total Compensation – Included in Benefit Tables Only
<b>Basic Life Insurance/ADD</b>	Employer-paid Basic Life Insurance and ADD is reported.
<b>Long Term Disability Insurance (LTD)</b>	Employer-paid LTD insurance is reported.
<b>Vacation or PTO Leave</b>	Time off for rest or breaks, usually varying by service length.
<b>Annual Leave</b>	A consolidated leave plan for various purposes, with compensation for unused hours upon departure.
<b>Sick Leave</b>	Employer-paid time off for illness or injury.
<b>Holidays and Floating Holidays</b>	Paid holidays from work for special religious, cultural, social, or patriotic significance purposes. Floating holidays are also recorded.
<b>Management/Exempt/Administrative Leave</b>	Leave awarded to FLSA exempt employees to recognize extra hours worked to perform job duties.
<b>Incentive</b>	Incentive pay is pay for achieving performance goals, educational milestones, or skill improvements. CPS HR collects education, certification, and performance incentives.
<b>Cell/Technology Allowance</b>	Cell phone/Technology allowance was selected by WETA for this study. The allowances may not be universally applicable to all positions within a unit and may be dependent on other factors.

### III. Work Plan

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The total compensation study aimed to assess and compare the cash and compensation benefits offered to employees, ensuring they were competitive, equitable, and in line with strategic compensation practices.

To complete the total compensation study, CPS HR completed the following tasks:

- Conducted an informal meeting with the client to discuss the project scope and review the proposal details
- Provided WETA with a list of required documents needed to begin the study in June 2025
- Reviewed WETA’s background materials, including classification specifications, salary schedules, benefits, policies, and organization charts
- Conducted a formal client kick-off meeting with stakeholders to discuss the project scope and explain the study methodology, timeline, and next steps
- Developed data collection method and approach
- Provided WETA with the comparison on Cost of Living, Cost of Labor, and other relevant data regarding final labor market agencies
- Sent a project parameters letter in July 2025
- Researched and collected salary data and total compensation elements from the identified labor market agencies, including current salary schedules, classification specifications, benefits summaries, budgets, position control documents, and other documents as available
- Communicated with the comparable labor market agencies to request further information or clarification on job matching/data collection
- Conducted job matching training, developed, and delivered a comprehensive client job matching review spreadsheet for WETA’s review, feedback, and final approval in August 2025

- Received final feedback on job matches from WETA in September 2025 and revised some job matches after reviewing WETA’s feedback
- Developed and sent a comprehensive workbook on total compensation elements for WETA’s review, feedback, and final approval
- Researched, analyzed, reviewed, and reported on all data for a discussion of preliminary findings with WETA
- Delivered a DRAFT Total Compensation study report on October 28, 2025
- Delivered a FINAL Total Compensation study report addressing client feedback on January 15, 2026

## IV. Study Results

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CPS HR studied twenty-five (25) WETA benchmark job classifications, of which twenty-four (24) were matched to corresponding labor market benchmarks. The remaining one (1) benchmark job classification had limited comparable matches due to its unique set of duties, responsibilities, and requirements. The appropriate pay grade within the WETA pay structure for these jobs was determined by their internal relationship with the benchmarks studied.

It was noted that some job classifications were leading the relevant labor market in minimum control point and lagging the labor market in maximum control point of the range. This can be explained by the misalignment of the WETA range bandwidth (spread from the grade minimum to maximum) with the average range bandwidth of the corresponding benchmarks in the relevant labor market.

Please note that the term “No Comparable Class” is used if CPS HR did not find a comparable classification within an agency to a specific benchmark classification. The term “Data Not Available” (DNA) is used when CPS HR could not obtain the required data from an agency after numerous attempts.

WETA’s overall position within the labor market and the medians or means for each classification are presented in the base salary individual datasheets under separate cover.

CPS HR used the labor market medians in market comparisons since the market median eliminates high and low outliers which can skew data and outcomes. The median tends to provide a more stable representation of trends in the market.

### Overall Summary of Labor Market Position Analysis

The data shows that WETA’s base salary is *mixed* in comparison to the relevant labor market, with some classifications below the labor market and other classifications above the labor market when comparing total compensation. The overall total compensation per month by benchmark and the market variance from total compensation is shown in Attachment A. On base salary, WETA has more benchmark classifications significantly below the market<sup>1</sup> than when looking at total compensation data. This means WETA’s total compensation elements tend to be more in line or higher than the market compared to WETA’s base salaries. This is shown in Table 4.

**Table 4: Overall Market Position Summary**

	Average % Below Market
<b>Base Salary Midpoint</b>	9.25%
<b>Total Compensation</b>	5.02%

In our detailed analysis of WETA's total compensation strategy, we found that it generally is *mixed* in terms of meeting the market in terms of overall compensation. This means that the combination of all direct and indirect benefits—including retirement plans, healthcare, and other benefits—gives WETA some advantage in attracting and retaining top talent. This position in total compensation clearly demonstrates WETA's commitment to employee well-being and career development to both current employees and potential candidates.

However, it is important to note that maintaining an advantage will require continuous assessments to keep up with market trends and a balanced approach to ensure that this financial commitment aligns with WETA's long-term sustainability goals.

## VI. Internal Equity Analysis

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### Internal Equity Concept

It is also important to recognize that existing internal relationships between the jobs are also a critical consideration when developing a compensation plan. While external or “market” data shows how an agency’s jobs compare to similar jobs in the relevant labor market, internal equity analysis is used to compare the compensation of each job in comparison with other jobs in the agency. That value is expressed by the assignment of a pay range/pay grade to each job. This results in a job hierarchy where jobs with higher accountabilities, authority, and complexity are placed above jobs with less complexity and accountability. While an external market study may recommend re-grading some job classifications to better align them with the labor market, CPS HR also recognizes the importance of balancing such recommendations with the existing internal relationship between jobs.

### Internal Equity Analysis Methodology

To begin the internal equity review, CPS HR examined WETA’s current salary grade structure to understand how pay ranges are organized and how jobs relate to one another. We looked at whether pay levels are logically spaced, whether salary ranges are too close together or too far apart, and whether any ranges overlap in ways that could cause inconsistencies.

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<sup>1</sup> CPS HR defines significantly below the labor market as greater than 10% below the labor market when looking at base salary or total compensation.

We then evaluated how jobs compare internally based on the nature of the work, the level of responsibility, required training, and their placement within a job family or career path. CPS HR uses several established evaluation methods to determine the relative value of each role and selects the most appropriate approach based on the agency's existing system.

This process helps ensure that positions are aligned correctly within the organization, that jobs with similar responsibilities are assigned to comparable pay, and that the pay structure reduces problems such as pay compression (employees being paid too closely together regardless of experience) or pay dispersion (inappropriate gaps between similar roles).

## VII. Salary Recommendations

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### ***Salary Range Recommendation Guiding Principals***

For benchmark classifications, CPS HR generates salary recommendations from the labor market midpoint data. Salary recommendations are based on labor market midpoints to account for differences in the bandwidth of salary ranges found in the labor market. The initial goal is to align positions to the market midpoint and then build out salary ranges with a consistent bandwidth generally in line with the labor market practices.

For non-benchmark classifications, CPS HR's salary range recommendations are based on internal relationships and anchoring to an appropriate benchmark, typically factoring in elements such as nature of work, existence in a job family or supervisory level. When a market or internal equity adjustment is granted to one class in a series, the other classes in the series are also adjusted accordingly to maintain internal equity. For example, if the labor market results suggest moving the Accountant I to a higher pay grade, CPS HR's recommendation would be to also move the Accountant II. This practice will ensure internal job equity and preserve existing relationships between job levels within job families. The same guiding principle may be applied to job classifications in similar functional areas. For example, adjusting the Accountant series to a higher pay grade may warrant adjusting the Financial Analyst in the same manner.

### ***Position & Incumbent Salary Placement Recommendations***

Following a review and analysis of the data collected and aggregated from the relevant labor markets, CPS HR has made salary recommendations for all WETA benchmark classifications and provided these recommendations in Table 5 below, depicting the salary grade recommendations. Salary recommendations were based on both internal equity and the salary data collected from the comparable labor markets.

CPS HR typically considers benchmark classifications falling within 5% above or 5% below the labor market to be competitive for salary study purposes because of the differences in compensation policy and actual scope of work and position requirements. For this study, CPS HR recommended benchmark classifications be adjusted to either 10% above or 10% below the labor market base salary midpoint because the total compensation variance to market was overall much lower than the base salary midpoint to market. The strong position of WETA's total compensation elements was considered to create a broader range from midpoint of base salary recommendations.

Overall, there were eight (8) benchmark classifications that were recommended to be placed into a higher pay grade and eleven (11) benchmark classifications that were deemed to be at market, in alignment with internal equity, or there was insufficient labor market data to make an appropriate salary recommendation. Five (5) benchmark classifications were recommended to be placed into a lower pay grade.

CPS HR proposed a new salary schedule which creates a standard set separation between pay grades and set bandwidth (distance from the minimum to maximum of a pay grade) within pay grades. Under this structure, there are several pay grades which are not currently utilized but should be created to maintain the structure of the salary schedule. These pay grades can be used for future position growth which may occur at WETA.

CPS HR then recommended an overall 5% adjustment to the entire salary schedule to align the entire schedule with the market. This initial adjustment brought nine (9) benchmark positions within 10% of the respective market midpoints. Finally, CPS HR recommended moving thirteen (13) positions, which were significantly out of line with market, into higher or lower pay grades, to bring them within 10% of the market midpoints. Each individual position has been slotted onto the revised salary schedule and is within 10% of the respective market midpoint.

The proposed structure continues to be an open range structure wherein the minimum, midpoint, and maximum salaries are defined for each salary range. WETA has some discretion in where to place employees in the specific salary ranges based on legitimate drivers of compensation (years of experience, years in position, education above minimum qualifications, etc.).

These recommendations will help WETA to effectively recruit, retain, and reward talent and remain competitive in the established labor market. Other factors to consider include the cost of salary increases, compounded labor costs, and the fiscal impact necessary to prevent financial hardship or unintended consequences. Implementation of salary recommendations is highly dependent on further discussion internally by WETA about the organization's financial climate and the sustainability of salary increases. Some factors to consider are compounded labor costs associated with benefits plans and employer contributions, initial placement of employees within revised salary ranges, a written policy for movement of employees through the salary ranges over time (e.g., annual performance evaluations and percentage of increase), and overall fiscal impact of implementation today and in the future.

With respect to the implementation of a salary recommendation program, we believe it is important to consider the impact of salary range changes both on WETA's financial resources and the well-being of employees. To ease the burden on both, we suggest the following:

- WETA should consider an implementation plan which extends over a reasonable period of time for those classifications whose pay rates are found to be significantly below labor market. It is quite common for public sector organizations to consider an implementation period of a few years to ease the financial burden in any given year. This requires agreeing on an implementation plan based on priority level of classifications that are lagging in the labor market based on the results of this study.
- We recommend applying market adjustments to all employees, if necessary based on the new schedule if feasible. Based on the survey results, market adjustments are generally targeted to classifications whose current pay falls below the competitive market reference point (e.g., median) for comparable roles. In practice, this often involves prioritizing adjustments for roles with the greatest gaps to comparable market or where recruitment and retention pressures are most pronounced.

For the classifications currently being paid above market, if WETA chooses to lower these salary ranges, the concept of Y-Rating has been frequently used by the public sector. Under this plan, employees would be moved to the new range and, assuming they are currently paid above the range maximum, their salaries would be frozen for as long as it takes for the

salary range to catch up to the current pay level. Variations on the Y-Rating theme are also utilized. A modified Y-Rating would provide for a portion of the increase to be given to the employee in lump sum payments. This has the effect of lengthening the "catch up" time while providing at least some salary increase for employees.

Note: Attachments A and B are held in SF Bay Ferry files and can be made available upon request.

**Table 5. WETA New Proposed Salary Schedule**

This table presents a recommended salary schedule designed to establish a uniform framework for future adjustments. It ensures a consistent progression within each range and maintains stable percentage differences between each level.

Position	New Pay Grade	Minimum	Midpoint	Maximum	Bandwidth	Separation
	1	\$ 86,397	\$ 104,910	\$ 123,423	43%	
Customer Experience Specialist Digital Communications Specialist Procurement & Contracts Coordinator	2	\$ 90,717	\$ 110,156	\$ 129,594	43%	5%
Budget Analyst	3	\$ 95,253	\$ 115,663	\$ 136,074	43%	5%
Administration Operations Coordinator	4	\$ 100,016	\$ 121,446	\$ 142,877	43%	5%
Government & Regulatory Affairs Specialist	5	\$ 105,016	\$ 127,519	\$ 150,021	43%	5%
Accountant Emergency Response & Safety Analyst Project Manager - Planning Transportation Planner	6	\$ 110,267	\$ 133,895	\$ 157,522	43%	5%
Project & Development Controls Coordinator Project Manager - Engineering	7	\$ 115,780	\$ 140,589	\$ 165,398	43%	5%
Information Technology Manager Maintenance Administrator Operations Administrator Senior Transportation Planner	8	\$ 121,570	\$ 147,619	\$ 173,668	43%	5%
	9	\$ 127,648	\$ 155,000	\$ 182,352	43%	5%
	10	\$ 134,030	\$ 162,750	\$ 191,469	43%	5%
Grants Manager Senior Project Manager	11	\$ 140,732	\$ 170,887	\$ 201,043	43%	5%

Government & Regulatory Affairs Manager	12	\$ 147,769	\$ 179,432	\$ 211,095	43%	5%
Capital Planning Manager						
Communications & Marketing Manager	13	\$ 155,157	\$ 188,403	\$ 221,650	43%	5%
	14	\$ 162,915	\$ 197,823	\$ 232,732	43%	5%
	15	\$ 171,061	\$ 207,715	\$ 244,369	43%	5%
Director of Capital Projects & Engineering						
Director of Operations & Customer Experience						
Director of Planning	16	\$ 179,614	\$ 218,100	\$ 256,587	43%	5%
	17	\$ 188,594	\$ 229,005	\$ 269,417	43%	5%
	18	\$ 198,024	\$ 240,456	\$ 282,887	43%	5%
	19	\$ 207,925	\$ 252,478	\$ 297,032	43%	5%
Chief Capital Program Officer						
Chief Financial & Administrative Officer	20	\$ 218,321	\$ 265,102	\$ 311,883	43%	5%

## **VIII. Contact Information**

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It has been a pleasure collaborating with WETA on this project. The CPS HR team will be available to address any questions regarding the data and findings within this report for two (2) weeks following its delivery. After this two-week period, the project will be officially concluded, the project will be closed, and all deliverables considered final. Any questions and comments with respect to this report should be directed to Debbie Gutman, Principal HR Consultant, [dgutman@cpshr.us](mailto:dgutman@cpshr.us)

## TOTAL COMPENSATION SUMMARY SHEET

Classification Title	# of matches	Base Salary Minimum	Base Salary Midpoint	Base Salary Maximum	LM Base Salary Minimum	LM Base Salary Midpoint	LM Base Salary Maximum	Mrkt Variance from Min	Mrkt Variance from Mid	Mrkt Variance from Max	Client Bandwidth	Mrkt Bandwidth	Agency TC	Mrkt TC	Mrkt Variance from TC
Budget Analyst	8	\$7,218	\$8,764	\$10,311	\$9,096	\$10,195	\$11,295	26.02%	16.33%	9.54%	42.85%	24.17%	\$15,525	\$16,598	6.91%
Customer Experience Specialist	6	\$7,218	\$8,764	\$10,311	\$8,610	\$9,682	\$10,755	19.28%	10.47%	4.31%	42.85%	24.92%	\$15,525	\$15,928	2.59%
Digital Communications Specialist	7	\$7,218	\$8,764	\$10,311	\$9,003	\$10,210	\$11,418	24.73%	16.50%	10.73%	42.85%	26.82%	\$15,525	\$16,784	8.11%
Government and Regulatory Affairs Specialist	5	\$7,218	\$8,764	\$10,311	\$10,280	\$11,388	\$12,844	42.43%	29.93%	24.57%	42.85%	24.94%	\$15,525	\$18,091	16.52%
Procurement and Contracts Coordinator	8	\$7,218	\$8,764	\$10,311	\$8,798	\$9,821	\$11,165	21.89%	12.06%	8.29%	42.85%	26.92%	\$15,525	\$16,306	5.03%
Project Manager	5	\$8,869	\$10,770	\$12,670	\$10,380	\$12,175	\$14,312	17.03%	13.05%	12.96%	42.86%	37.88%	\$18,130	\$19,681	8.55%
Accountant	8	\$8,981	\$10,907	\$12,832	\$9,461	\$10,414	\$11,395	5.34%	-4.51%	-11.20%	42.87%	20.44%	\$18,309	\$16,949	-7.43%
Administrative Operations Coordinator	7	\$8,981	\$10,907	\$12,832	\$8,342	\$9,346	\$10,570	-7.12%	-14.31%	-17.63%	42.87%	26.71%	\$18,309	\$15,355	-16.13%
Emergency Response and Safety Analyst	4	\$9,014	\$10,946	\$12,877	\$9,800	\$10,836	\$11,872	8.72%	-1.00%	-7.80%	42.87%	21.15%	\$18,359	\$17,661	-3.80%
IT Manager	7	\$9,014	\$10,946	\$12,877	\$11,996	\$13,194	\$15,833	33.08%	20.54%	22.95%	42.87%	31.99%	\$18,359	\$21,368	16.39%
Maintenance Administrator	7	\$9,014	\$10,946	\$12,877	\$11,806	\$13,184	\$14,430	30.98%	20.45%	12.06%	42.87%	22.23%	\$18,359	\$21,238	15.68%
Operations Administrator	5	\$9,014	\$10,946	\$12,877	\$11,215	\$12,767	\$14,320	24.42%	16.64%	11.20%	42.87%	27.69%	\$18,359	\$19,922	8.51%
Project and Development Controls Administrator	4	\$9,014	\$10,946	\$12,877	\$11,496	\$12,680	\$13,865	27.54%	15.85%	7.67%	42.87%	20.61%	\$18,359	\$19,656	7.06%
Government and Regulatory Affairs Manager	6	\$11,061	\$13,432	\$15,802	\$13,245	\$15,754	\$18,263	19.74%	17.29%	15.57%	42.86%	37.88%	\$21,588	\$24,287	12.50%
Grants Manager	5	\$11,061	\$13,432	\$15,802	\$12,740	\$14,065	\$15,833	15.18%	4.72%	0.20%	42.86%	24.28%	\$21,588	\$22,329	3.43%
Senior Project Manager	7	\$11,061	\$13,432	\$15,802	\$13,549	\$15,008	\$16,467	22.49%	11.74%	4.21%	42.86%	21.53%	\$21,588	\$23,245	7.68%
Senior Planner	8	\$11,517	\$13,985	\$16,453	\$10,309	\$11,398	\$12,487	-10.49%	-18.50%	-24.11%	42.85%	21.13%	\$22,307	\$18,127	-18.74%
Marketing and Public Information Manager	6	\$11,971	\$14,537	\$17,103	\$12,795	\$14,679	\$16,361	6.88%	0.97%	-4.34%	42.87%	27.88%	\$23,025	\$22,023	-4.35%
Capital Planning Manager	5	\$13,821	\$16,782	\$19,743	\$12,708	\$14,413	\$16,117	-8.05%	-14.12%	-18.37%	42.85%	26.82%	\$25,940	\$22,063	-14.94%
Director of Capital Projects and Engineering	5	\$14,556	\$17,674	\$20,793	\$17,415	\$19,841	\$23,450	19.64%	12.26%	12.78%	42.85%	34.65%	\$27,098	\$30,751	13.48%
Director of Operations and Customer Experience	4	\$14,556	\$17,674	\$20,793	\$17,079	\$20,259	\$23,152	17.33%	14.63%	11.35%	42.85%	35.56%	\$27,098	\$30,127	11.17%
Director of Planning	6	\$14,556	\$17,674	\$20,793	\$15,900	\$18,709	\$21,049	9.23%	5.85%	1.23%	42.85%	32.38%	\$27,098	\$27,136	0.14%
Chief Financial and Administrative Officer	7	\$15,910	\$19,331	\$22,752	\$21,225	\$23,878	\$26,530	33.41%	23.52%	16.61%	43.00%	25.00%	\$29,261	\$33,040	12.91%

February 17, 2026

# Water Emergency Transportation Authority (WETA)

## Classification Study Report

SUBMITTED BY:  
Project Manager  
Ellen Fishel

Project Team  
Sheila McAuliff  
Chase Sivret  
Joseph Lopez  
Manpreet Kaur

CPS HR Consulting  
2450 Del Paso Road, Suite 220  
Sacramento, CA 95834  
[www.cpshr.us](http://www.cpshr.us)



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## Background/Introduction

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CPS HR Consulting (CPS HR) was retained by the Water Emergency Transportation Authority (WETA) to conduct a classification study for up to thirty-one **(31)** classifications which included twenty-two **(22)** incumbents. The purpose of the study was to review the current classification structure and related concepts; provide appropriate classification recommendations reflective of the work performed; prepare new classification specifications; and ensure that all positions are appropriately allocated within the newly proposed classification structure.

This classification study report is designed to provide an overview of study tasks; a conceptual framework for the analysis; a recommended classification structure, and the next steps in the study.

The overall study participation rate was 100% of selected positions. The Classification Study report reflects classifications for an allocation structure that includes twenty-four **(24)** classifications due to elimination of classifications, retitles/additions in class series, and creation of new classes.

The Classification Study Committee consisted of WETA HR/Management and the CPS HR project team as noted below.

### WETA HR/Management

- **Erin McGrath**, Chief Financial Officer
- **Debbie Gutman**, CPS HR Consultant

### CPS HR Project Team

- **Ellen Fishel**, Project Manager
- **Joe Lopez**, Associate HR Consultant
- **Sheila McAuliff**, Manager
- **Manpreet Kaur**, Administrative Technician
- **Chase Sivret**, Associate HR Consultant

The twenty-four (**24**) classifications included in the classification study are listed below:

1. Accountant
2. Administration & Business Services Manager
3. Administrative Specialist
4. Budget Analyst
5. Capital Planning Manager
6. Chief Financial Officer
7. Chief Capital Program Officer
8. Customer Experience Specialist
9. Director of Operations & Customer Experience
10. Director of Planning
11. Director of Project Delivery & Engineering
12. Emergency Response & Safety Analyst
13. Government & Regulatory Affairs Manager
14. Government & Regulatory Affairs Specialist
15. Grants Manager
16. Information Technology Analyst
17. Maintenance Administrator
18. Operations Administrator
19. Project & Development Controls
20. Project Engineer
21. Public Information & Marketing Manager
22. Senior Planner
23. Senior Project Manager
24. Transportation Planner

## Overview/Status of Study Tasks

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The primary objective of WETA classification study was to review the duties and responsibilities of each position; and review and update, as necessary, the classification specifications for the classes, or recommend new classifications for these positions.

In conducting the classification study, CPS HR has:

- **Conducted initial meetings and communications**
  - Conducted a kick-off meeting with the Classification Study Committee in February 2025 to ensure a comprehensive understanding of the study goals and objectives and to receive their comments and feedback concerning the study and the process.
  - Conducted project status bi-weekly meetings throughout the classification study.
- **Determined job evaluation tools and techniques**
  - WETA and CPS HR agreed to gather individual employees' job information by using online PDQ forms, supplemented by employee and/or management interviews as appropriate.
- **Conducted orientation meetings with employees and supervisors**
  - CPS HR facilitated orientation meetings in order to provide employees and supervisors with an overview of the study process and detailed instructions regarding completion of the PDQ. The orientation session was conducted in February 2025.
- **Employee/Supervisor interviews**
  - CPS HR conducted job evaluation interviews with study incumbents and supervisors to gain a comprehensive understanding of work performed.
- **Analyzed data and developed initial recommendations**
  - CPS HR analyzed all the information gathered via the PDQs, job evaluation interviews, current classification specifications, and current classification structure to identify the scope and different levels of work within each job family (e.g. entry, journey, advanced journey, supervisory) performed by each employee as well as the typical duties and the requisite knowledge, skills, abilities, and other job-related characteristics required to perform the work assigned to each position.
  - CPS HR also identified typical duties, knowledge, skills, abilities, and other job-related characteristics required to perform the work.
- **Classification structure and individual employee classification recommendations**
  - CPS HR developed a proposed classification structure with rationale for WETA to review consistent with the classification concepts encompassing the total bodies of work being performed within the study positions.
  - Based on classification concepts, classification structure, and PDQ content, CPS HR developed recommendations for the allocation of each position to an appropriate classification. These recommendations are based on the point-in-time where the data was collected and will not reflect subsequent staffing changes. CPS HR sent the proposed Recommended Changes document to WETA in May 2025 for review and feedback.
- **Developed updated/new classification specifications**

- In July 2025, developed twenty-six (26) classification specifications supporting the classification structure recommendations using a classification specification template and format approved by WETA.
  - The classification specifications describe applicable job definitions; distinguishing characteristics; supervision received and exercised; essential duties and responsibilities statements; knowledge, skills, and abilities statements; minimum qualifications; any required training, certifications, or licenses; and physical and environmental working conditions.
- **Draft Classification Report**
- CPS HR prepared a preliminary Draft Classification Report which described the study methodology, findings, and recommendations and included summaries of all classification concepts that are being proposed for WETA.
  - The report was provided to WETA to review in July 2025.
  - Report finalization was delayed due to changes in WETA's organization structure that required changes to job descriptions.
- **Final Classification Report**
- A final report will be presented following WETA's review and comment on the draft report.

# Classification Methodology

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CPS HR used a variety of different classification methodologies and processes to gather and analyze information during this classification study. The first step in the classification study process was to review WETA's background materials for CPS HR to become more familiar with the organizational structure and district culture. Documents reviewed included: classification specifications, salary schedules, and WETA's organizational charts. These background materials were critical to providing the framework for understanding the subsequent information to be collected. CPS HR utilized both the PDQs and feedback obtained from the individual, group, and supervisor interviews to gain classification information, become familiar with the current organizational/classification structure, and to recommend appropriate allocations.

**Position Description Questionnaires (PDQs)** - To evaluate each individual position, CPS HR developed an online PDQ designed to gather comprehensive information about each position including information on essential job functions, budgetary responsibility, supervision given and received, decision-making responsibility, knowledge, skills, and abilities, work environment, physical demands, minimum job requirements and job-specific requirements such as licenses or certifications. CPS HR shared a draft sample of the PDQ with the Classification Study Committee for review before the distribution of the PDQ to employees.

The online PDQ process, including instructions for completion, was provided to Classification Study Committee for distribution to all the study incumbents. A copy of the PDQ form used for this study is provided in Appendix C.

All WETA employees were invited to complete an online PDQ and to participate in the PDQ process. In completing the PDQs, incumbents were instructed to provide information based on their current job responsibilities. To maintain the integrity of the classification process, the participating employees' supervisors and department heads then reviewed and signed the PDQs to affirm that all pertinent information was correctly captured and to validate the information provided by employees. Supervisors and department heads could provide comments on any information provided by the employee within the PDQ. However, they were not allowed to edit or delete any of the PDQ content submitted by employees.

Upon receipt, CPS HR thoroughly reviewed each PDQ to analyze the scope and level of duties, responsibilities, and related job attributes assigned to each position and compared them to WETA classification specifications. This initial review allowed CPS HR to identify positions in which incumbents might be working out of class or positions requiring employee and/or supervisor interviews in order to obtain additional information.

**Classification Interviews** - The purpose of the classification interviews was to assist CPS HR in gathering additional information about the job duties and responsibilities associated with each position and to provide the incumbents an opportunity to explain any comments made on the PDQ that were unclear or inconsistent with the current class of the position. Where possible, group interviews were conducted to

obtain maximum employee input. Interviews were also scheduled with all the current department managers to confirm and/or clarify their perspective on various positions.

Interviews were conducted by CPS HR during April – May 2015; each interview lasted between 30-60 minutes. CPS HR used the interviews to gather additional information about the incumbent’s job duties and responsibilities, the sequencing of job tasks, and job requirements. The interviews were also used to clarify information the incumbent provided on the PDQ.

Supervisors, managers, and/or executive level staff were also interviewed to provide feedback on employee job duties, classification specifications, and the classification plan and structure concepts for each department. Each interview lasted between 30-45 minutes.

**Classification Data Analysis and Recommendations** - The information provided from the PDQs and interviews were utilized to determine the degree to which WETA’s current classification specifications describe the actual work being performed by the incumbents. The information was also used to develop new or revised draft proposed classification specifications and to properly allocate positions based on a proposed classification structure. Incumbents were allocated to the appropriate classification based on the point-in-time that the data was collected, and any subsequent changes in staffing will not be reflected. CPS HR used the information to identify broad job families as appropriate.

**Classification Specifications** - CPS HR reviewed all information provided by the incumbents and supervisors, including PDQs, interviews, current classification specifications, as well as any other documentation and supporting materials.

For existing classifications, CPS HR updated classification specifications using a consistent classification specification template and format approved by WETA. This included updating titles, definitions, supervision received/exercised, classification (distinguishing) characteristics, examples of typical functions, and qualifications (knowledge, abilities, education, experience, licenses, and certifications), as needed. The scope of the study did not include a review of the physical requirements and work environment. Therefore, for proposed classifications, CPS HR mirrored the language already in use by WETA. Any updates made to these sections for existing classifications are limited to language modernization and/or consistency. WETA should conduct a more detailed review of these sections.

Draft classification specifications were provided to WETA management for review prior to being provided to employees.

## Conceptual Framework

An accurate and up-to-date classification system provides an organization with the necessary tools to make administrative, fiscal, and human resources decisions. Accurate and current classification specifications provide the fundamental and essential building blocks for successful administration of recruitment, performance management, compensation, and succession planning programs. Identifying positions based on a well-defined and orderly classification system supports organizational planning, operational efficiency and effectiveness, budget analysis and preparation, and various other administrative functions.

This section of the report presents the conceptual framework for the methods used by CPS HR in developing a proposed classification plan for WETA positions.

### Whole-Job Analysis

For purposes of this study, CPS HR used a whole-job analysis approach. This approach looks at the entire position, including the skills required, the decision-making authority, the scope, the magnitude of work, and the accountability for results, and compares jobs with one another on the basis of an overall evaluation of difficulty or performance.

### Standard Classification Factors

To develop classification/allocation recommendations, each position is first analyzed based on the nature of work performed. Nature of work refers to the occupation, profession, or subject matter field in which each position falls. Positions that perform work of similar nature are considered to be in the same “job family.” Within each job family, the level of the position is then determined by evaluating it against the following factors:

- **Decision-Making** - This consists of the decision-making responsibility and degree of independence or latitude that is inherent in the position and the impact of the decisions.
- **Scope and Complexity** - This defines the breadth and difficulty of the assigned function or program responsibility inherent in the classification.
- **Impact** - This factor considers the impact on the organization, including accountability and the likelihood/consequence of error.
- **Contact with Others required by the Job** - This measures the types of contacts and the purpose of the contacts.
- **Supervision Received and Exercised** - This describes the level of supervision received from others and the nature of supervision provided to other workers. It relates to the independence of action inherent in a position.
- **Knowledge, Skills, and Abilities** - This defines the knowledge, skills, and abilities necessary to perform assigned responsibilities.
- **Minimum Qualifications** - These factors define the minimum requirements to qualify for the position, including the training, education, experience, licenses, certificates, physical demands, mental exertion, and other factors necessary to perform the assigned responsibilities.

- **Working Conditions** - These factors identify a hazardous, dangerous, or unpleasant environment and notes any adverse conditions.

These factors were carefully and consistently applied during the analysis of each position included in the scope of the study. Not all factors will be as pertinent to all positions, and each factor is analyzed in accordance with the importance of that particular factor to the kind of job studied.

## **Broad and Narrow Classifications**

It is easy to determine that several positions belong to the same classification when the duties are identical. However, in practice, the duties and responsibilities of positions need not be identical in order to be placed in a common classification. Classification plans generally establish classifications based on a determination of “sufficient similarity”. However, within an individual organization, sufficient similarity can be interpreted to coincide with the goals and philosophy of the organization. For example, a broad interpretation recognizes positions that share a core set of classification factors but accepts substantial variation between positions resulting in varied assignments within each broad classification. In contrast, a narrow interpretation might create separate specialized classifications to address such variations.

## **Preponderant Duties**

Classification studies often find that positions are assigned a wide range of duties and that incumbents have various levels of responsibility at any one time. Therefore, the positions must be analyzed based on their preponderant duties. Preponderance is a measure of importance, and the most preponderant duties of a position are those that support the primary purpose of the position. Sometimes, the most time-consuming duties of a position are preponderant; however, consideration must sometimes be given to the responsibility and complexity of certain duties that do not occupy the majority of the incumbent’s time.

## **Level and Not Volume of Work**

Position classification reflects the level of work performed by an employee and is generally independent of volume. For example, if one employee processes double the work of another, yet the percentages of time spent on those tasks and other duties are comparable, a single classification should be appropriate for both positions. Classifications are not distinguished by the volume of work assigned to positions since problems of excessive workload are properly solved by redistributing work or adding employees and not by creating new classifications. Workload recommendations are beyond the scope of this study.

## **Classification of the Position, Not the Incumbent**

Position classifications should be consistent regardless of who holds the position. As such, a classification study process classifies positions, not individual employees. Furthermore, the classification does not consider the capabilities of individual employees or the efficiency and effectiveness of an incumbent. It is not a measure of how well an individual employee performs but of the actual duties assigned to the employee. Thus, classification is not a tool to reward individual achievement, nor should classifications be created simply to reward length of service.

## Position versus Classification

Position and classification are two words that are often thought of as interchangeable, but they, in fact, have very different meanings. In a classification plan, a position is an assigned group of duties and responsibilities performed by one person. Sometimes the word “job” is appropriately used in the place of position.

In contrast, a classification may contain only one position or may consist of a number of positions. When there are several positions assigned to one classification, it means that the same title is appropriate for each position because the scope, level, duties, and responsibilities of each position assigned to the classification are sufficiently similar (but not necessarily identical). Classification is a process by which positions or jobs of a common nature with similar duties and responsibilities are grouped together for the purposes of assignment to an appropriate salary pay range.

## Allocation

Allocation is a term used by many public sector organizations to describe the classification assigned to each budgeted/funded position within the organization and can refer to both filled and vacant positions. This study reviewed the work assigned to each position and recommends the appropriate classification to perform that work. This may result in a change in what classifications are allocated.

## Job Category

The job category and overall nature of the work being performed provides the basis for establishing job families and helps group positions according to their overall functions and responsibilities. Classifications in a job family usually have similarities in their employment requirements that may support career progression. However, classes in the same job family may still require different levels of education, experience, skill, effort, or responsibility. These categories are described as follows:

The job category is used in combination with other factors to help determine the scope of work, and position within the job family. For example, a financial job family may include classifications that are clerical/administrative, technical, professional, and supervisory. Categories include, but are not limited to:

- **“Administrative Support” classifications** are responsible for department, and/or office support work such as document production/processing, filing, reception, calendar maintenance, scheduling, and data entry. Typically, incumbents have knowledge of office procedures, protocols, and operations.
- **“Technical” classifications** describe work that requires specialized skills, knowledge, and abilities typically acquired through practical experience or on the job training. Technical classes typically bridge the gap between clerical or analyst jobs and higher-level jobs. Technical classifications can cover skilled trade classes, those with a technology emphasis, or administrative classes where incumbents are expected to interpret and apply specialized laws and regulations to decide an appropriate course of action.
- **“Professional” classifications** typically describe work that is analytical in nature, requiring incumbents to possess specialized knowledge and skill to analyze problems, evaluate and identify

alternatives, and recommend or implement actions and solutions. This is typically acquired through college or an equivalent combination of training and experience.

## Classification Job Family Levels

Within any organization, the use of classification titles and levels should be based on the specific needs of the organization. At the same time, certain standardized titling and leveling conventions are commonly used when establishing classification plans. By themselves, titles do not define positions. However, the use of consistent titling conventions can help an organization establish a consistent classification framework. When used properly, classification titles can provide a quick visual tool for identifying classification type and level.

Within each classification series, there may be a classification at every level or only at selected levels. The levels within a job family reflect the organization and should be tailored to that organization's needs and priorities. In some classification series, there is no need for functions to be performed below the journey level; therefore, there would be no entry-level classification in that particular series. Furthermore, it is important to note that while two given job families may both contain similar classification levels, the levels will be evaluated individually for compensation purposes because they may require different levels of expertise, may perform duties of varying complexity, or the market may simply value them differently.

The recommended levels are described as follows:

- **Entry-level** classifications are designed to provide an on-the-job training opportunity to an employee who has limited or no directly related work experience and is not yet performing the full range of work assigned to the journey-level classification. In some cases, positions that are limited in scope and/or require performing more basic duties may be permanently allocated to the entry-level.
- **Journey-level** classifications recognize positions that perform the full range of tasks typically assigned to positions in the job family. A journey-level position requires incumbents to be fully competent in performing assigned duties independently.
- **Advanced journey-level** classifications describe positions that require specialized knowledge, skills, and abilities. Advanced journey-level work may consist of the more complex, difficult, and/or technical duties beyond the journey-level of the series or incumbents. May serve as lead workers overseeing or coordinating journey-level work.
- **Supervisory level** are incumbents who are in designated supervisor classifications supervise staff as a core responsibility. Supervisory level positions typically have significant input regarding decisions involving hiring/firing, corrective action, and performance evaluations. The supervisory level position may also have responsibility and authority over a small, well-defined operational activity, business function, or program unit. Supervisors work closely with managers in regard to major or sensitive issues.

## Classification Level and Titling Conventions

The use of classification titles and levels should be based on the specific needs of the organization. At the same time, certain standardized titling and leveling conventions are commonly used when establishing

classification plans. A classification series may be established when two or more classes are related to each other in a linear or other fashion. Typically, classes are placed in a series when the work performed in the classification is similar in nature but not in a level, and when the work performed at the lower-level classification helps develop the knowledge, skills, and abilities to perform work at the higher level.

By themselves, titles do not define positions. However, the use of consistent titling conventions can help an organization establish a consistent classification framework. When used properly, classification titles can provide a quick visual tool for identifying the classification type and level. Therefore, titles can be one of the most sensitive issues within the organization as they are sometimes perceived as a reflection of importance. Thus, employees are often very interested in what their job titles will be. Ideally, job titles should reflect the nature of the work being performed. Some examples include the following:

- **Specialist** – A broad term that can apply to multiple types of jobs and various levels within a job family. By itself, it is not a leveling term. However, within a job family or classification series, it may be an appropriate term to describe an advanced or specialized level within the family/series. When "specialist" is used to identify a particular level in a series, a specialist is responsible for performing specialized work that is not typical of a journey-level classification. The term can also be used to identify a classification performing specialized functions. Since not all work can be "specialized," it is best used in a limited manner, often to describe the highest level of work assigned within a series.
  - For this WETA study, Administrative Specialist is one example of an eliminated classification for Specialist.
- **Lead/Senior** – A position that is responsible for providing lead work guidance and direction to other employees in related classes in an assigned work unit. "Lead" responsibility includes assigning and reviewing the work of other employees for completeness, accuracy, and conformance with standards; training new employees; providing technical/procedural work direction; providing input on employee performance evaluations and disciplinary actions, and similar types of responsibilities. Lead employees do not supervise or evaluate staff, nor do incumbents discipline other employees or have control over personnel actions (e.g., hiring, firing, corrective action). Lead employees also participate in performing the work of the unit, typically for significant portions of their work time.
  - For this WETA study, Senior Project Manager is one example of a proposed classification for Lead.
- **Coordinator** – A broad term that is occasionally used when "coordination" of a program or function is the preponderant assignment of the classification. This is typically a non-supervisory classification with a program responsibility requiring considerable independence of action and is a functionally descriptive term not limited by classification level or series. Coordinator classes describe responsibility for ensuring that work is coordinated among various elements or players. Coordination duties typically involve a specific program or work process (e.g., outreach, payroll, or employment processes). Coordinators ensure that work output conforms, integrates, or reconciles with established practices and policies.

- For this WETA study, Administrative Operations Coordinator is one example of a proposed classification for Coordinator.
- **Analyst** – A title used for professional-level classes where the preponderant duties involve breaking down a complex problem into various components; conducting research to understand how the components interact with and impact each other and how each component affects the problem; using the information gained to develop a recommendation on how to solve the problem; and preparing comprehensive reports that describe the proposed solution to the problem and explains how that conclusion was reached. Analyst classes typically have a preferred education equivalent to a Bachelor’s degree with varying amounts of related work experience. Positions that are responsible for performing specialized duties where the majority of the work is administrative and analytical in nature. Duties typically involve operational, policy and program research, analysis, reporting, and evaluation.
  - For this WETA study, the Emergency Response and Safety Analyst is one example of a proposed classification for Analyst.
- **Project Manager** – Sometimes used by an organization to identify classifications or positions that work with substantial independence; perform professional, analytical, and project management duties associated with the management of all phases of a major project, usually from inception to conclusion; and lead the implementation of initiatives resulting from the project plan. They may be responsible for administering project contracts, preparing funding documentation, serving as a liaison with stakeholders, and/or engaging the community in a planning process through a variety of public involvement strategies and methods. Project Managers may or may not have supervisory duties depending on the assignment.
  - For this WETA study, Project Manager - Engineering is one example of a proposed classification for Project Manager.
- **Administrator** – Used for positions where the preponderant responsibility is to supervise subordinate positions. The definition of “administrator” can vary between organizations, but in most public agencies, administrators typically have control over personnel actions (e.g., hiring, discipline, corrective action), subordinate schedules, and performance evaluations. Administrators may also perform day-to-day work similar to subordinates in type but usually are responsible for the more difficult or sensitive work in addition to their supervisory duties.
  - For this WETA study, the list title Maintenance Administrator is one example of a proposed classification for Administrator.
- **Manager** – Typically used to describe responsibility for managing a major program, function, and/or operational division within an organization. Managers typically directly supervise one or more subordinate supervisors and may indirectly supervise a large group of other subordinates. Alternatively, some positions are “managers” based on advanced responsibility for a complex function or program. Generally, managers have significant responsibility for 1) planning, developing, and administering goals, objectives, strategies, policies, and procedures; 2) organizing the assigned area/program and determining the best methods to deliver services; 3) directing the work of others to accomplish goals and objectives; 4) exercising budgetary control

including developing and implementing program budget(s); and 5) determining and implementing staffing plans.

- For this WETA study, the Government Affairs and Regulatory Manager is one example of a proposed classification for Manager.
- **Director-level** – Classifications are accountable for all resources and activities, long- and short-term service results and integration of functional responsibilities within a major functional department and with other WETA departments to achieve optimal efficiency and effectiveness. Directors have full responsibility for staffing, management and strategic planning of all department activities and projects, as well as working with other departments to forecast, plan for, and coordinate services to be provided.

Ultimately, the degree to which WETA actively facilitates employee career progression may have the most significant impact on employee professional growth. Employer-paid training, educational reimbursement, and educational incentives provide proactive and effective ways of encouraging employees to improve their education and skills.

As with classification titles, classification level definitions typically follow standard conventions. Position classification is a dynamic process since the plan itself and the classification specifications must continually respond to the changing needs of the organization. Thus, a regular and periodic review of the classification plan is needed to ensure that it accurately reflects changes in the WETA's organizational goals, organizational structure, policy, size, and leadership styles. The classification plan must also respond to changes in technology, programs, legal requirements, and characteristics of the workforce.

Once established, the classification plan must be utilized consistently to serve its purpose as a management tool. If employment decisions are not consistent with the plan, then either the plan or the decisions should be amended to be consistent with each other.

**Classification Series** – A classification series is a set of two or more classes within a job family that are closely related in terms of work performed and distinguished primarily by the level of responsibility, scope of duties, and the level of independence with which the duties are performed. Within a classification series, it is possible to distinguish general categories or levels based upon factors such as the scope of responsibility assumed, the training and experience required to perform assigned duties, and the nature of supervision received and exercised. Also, consistent titling designations (e.g., I, II, III, Senior) are generally used to clearly define the applicable classification level. By definition, a classification series consists of more than one classification.

**Career Ladders** – The career ladders proposed for WETA are designed to identify and facilitate appropriate opportunities for employees to progress to a higher level of job responsibility. The degree to which WETA should proactively incorporate career ladders into its classification plan should be based on two primary preconditions: 1) WETA must have a genuine business need for higher-level work; and 2) WETA must consider it preferable to develop and retain employees rather than bring in new people who have gained

experience elsewhere. In addition, employees must be both interested in the higher-level work and willing and able to develop their ability to perform it successfully.

### Typical Classification Study Results

Classification studies are used to determine classifications and levels of positions. This may result in a variety of outcomes as listed below:

- No position change – position appropriately classified, and classification specification is accurate, and/or minor updates have been made.
- Reclassification/reallocation of positions – assignment to a different classification or category to an entirely new classification, an existing lower classification, an existing lateral classification, or an existing higher classification that more accurately reflects the required duties and level of responsibilities.
- Change in the title of positions – updating the job title as needed to reflect modern industry standards and/or organizational structures.
- Revision of the classification specifications – updating the classification specifications to reflect the current scope of work, duties, knowledge, skills, abilities, education, experience, licenses, certifications, required training, etc.
- Consolidation of classifications – combining two or more classifications into a single or fewer classifications.
- Deletion of obsolete classifications – removal of classifications that are outdated or inactive.
- Creation of new classifications – developing additional classifications to accurately reflect changes in functions, duties, scope, and/or level of work being performed.

# Classification Outcomes, Analysis and Recommended Classifications

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The recommended classification structure supports the current needs of the organization and includes changing the classification concepts as needed, providing appropriate and consistent titles that represent the body of work/function. The proposed classification updates provides more defined distinctions among the different classifications.

Not all areas will have all the recommended classification titles/levels. Additional levels (e.g., I, II, III) are added to represent the complexity of the work function. As programs are added or changed, positions may be added or changed to maintain consistency and to support WETA initiatives.

CPS HR has provided a set of revised classifications specifications with “track changes” to help identify what specific changes were made to the classification specifications and we have also provided a set of classification specifications with “track changes accepted” for WETA to review.

A summary of changes for each of the classifications included in the study is listed below.

**Accountant** – The changes to this classification focus on enhancing clarity and flexibility while ensuring the role's alignment with agency needs: the definition now emphasizes flexibility in handling additional budgeting and reporting tasks, reflecting the incumbent's expanded responsibilities. The job functions have been restructured for clarity, covering financial management, accounts payable/receivable, compliance, cross-departmental coordination, payroll, and training. This structure provides a clearer understanding of core responsibilities. A new focus on providing training and mentorship to less experienced staff ensures continuity and knowledge transfer, reflecting the incumbent's current role.

**Administrative & Business Services Manager** – The title was changed from Administrative & Business Services Manager to Administrative Operations Coordinator to more accurately reflect the role's focus on operational, compliance, and administrative duties. The role's definition was strengthened to emphasize the hybrid nature of the position, covering a broad range of responsibilities, including payroll, board administration, procurement, facilities management, compliance, and limited IT support. The list of job functions was reorganized and clarified, explicitly outlining responsibilities in board administration, payroll management, office management, compliance, and emergency preparedness. The educational requirement was downgraded to an Associate's degree.

**Administrative Specialist** – The title was changed from Administrative Specialist to Procurement and Contracts Coordinator to accurately reflect the role's focus on procurement, contract management, and compliance. The definition was updated to emphasize the role's responsibilities in managing procurement processes, overseeing contract administration, and maintaining compliance with applicable regulations. The list of job functions was reorganized to clearly outline key responsibilities, including procurement management, contract administration, database management, risk management, and training support.

The qualifications section now specifies preferred experience with digital procurement platforms (e.g., Bonfire) and a Bachelor's degree in a related field.

**Budget Analyst** – The definition was strengthened to emphasize the focus on complex financial analysis, budgeting, forecasting, and financial modeling, highlighting the need for advanced technical proficiency and independent decision-making. The list of job functions was reorganized for clarity, detailing specific responsibilities such as budget development, financial modeling, revenue management, software proficiency, financial reporting, and policy development. The qualifications section now specifies preferred experience with financial management software, data visualization tools, and public sector financial practices, ensuring candidates have the necessary technical and analytical skills. The class characteristics now clearly state the expectation for the Budget Analyst to exercise independent judgment in financial analysis and decision-making.

**Capital Planning Manager** – The definition was strengthened to clarify that the role manages complex capital projects from initial planning through construction, including environmental compliance and stakeholder coordination. This emphasizes the full project lifecycle. The list of job functions was reorganized and clarified, detailing specific responsibilities such as project management, environmental compliance, strategic planning, staff management, and regulatory liaison, ensuring a clear understanding of core duties. The class characteristics were updated to emphasize independent judgment, regulatory compliance, and expertise in environmental permitting and capital project management. The qualifications section now specifies preferred education in Environmental Planning, Urban Planning, or a related field, with five (5) years of progressively responsible experience, ensuring candidates have the necessary expertise.

**Chief Capital Program Officer** – The classification is largely accurate and well-aligned with the incumbent's responsibilities, requiring only light refinements. Minor edits are proposed to emphasize the strategic and interagency nature of the role, including updates to the class characteristics and the addition of a duty reflecting executive-level oversight of long-range capital planning. Slight wording adjustments in the duties and qualifications sections will enhance clarity without altering scope.

**Chief Financial Officer** – The title was changed from Chief Financial Officer (CFO) to Chief Financial and Administrative Officer (CFAO) to more accurately reflect the dual leadership role in overseeing both financial and administrative functions, including procurement, HR, and compliance. The definition was strengthened to clearly articulate the expanded scope of the role, including responsibility for financial management, budget oversight, payroll, procurement, contract management, and HR administration. The list of job functions was reorganized to cover financial management, administrative oversight, strategic leadership, risk management, and public engagement, reflecting the full range of responsibilities. The qualifications section now specifies ten (10) years of progressively responsible experience (including five (5) in senior management).

**Customer Experience Specialist** – The updated classification reflects a broader and more strategic role compared to the original job description. While the original role focused heavily on customer service tools,

collateral production, and social media content, the revised version emphasizes strategic communication planning, data analysis, and vendor management, showcasing a higher level of independence and complexity. Additionally, new responsibilities like training and emergency preparedness coordination expand the position's scope beyond marketing to include agency-wide impact. The updated qualifications now expect stronger technical proficiency and leadership capabilities to align with these elevated duties.

**Director of Project Delivery and Engineering** – The title was changed from Director of Project Delivery and Engineering to Director of Capital Projects and Engineering to better reflect its primary focus on large-scale capital project delivery and engineering oversight, including vessel electrification and regulatory compliance. The updated position definition clarifies the role's strategic leadership in planning, designing, procuring, and delivering complex infrastructure projects, while ensuring alignment with regulatory standards and organizational goals. Class characteristics have been enhanced to emphasize independent judgment, interdepartmental coordination, and long-term capital planning. The list of job functions has been reorganized for clarity, covering capital project management, engineering oversight, stakeholder engagement, risk management, emergency preparedness, and staff development. The qualifications section now emphasizes advanced knowledge of vessel design and marine electrification, along with a requirement of seven years of capital project management experience and at least three (3) years in a supervisory role. Overall, these changes modernize the classification and more accurately reflect the scope, complexity, and strategic importance of the role within WETA's evolving capital program.

**Director of Operations and Customer Experience** – The classification expands upon the prior position by elevating its operational and strategic responsibilities. It adds full oversight of ferry operations, vendor contract management, IT systems coordination, and emergency response planning—functions not emphasized in the previous role. The updated definition also emphasizes strategic leadership in customer experience and external communications, while the job functions are now structured into detailed focus areas, including performance oversight, stakeholder engagement, and interdepartmental collaboration. Finally, the qualifications are broadened to reflect the hybrid nature of the position, blending operations, public engagement, and executive-level oversight.

**Director of Planning** – The definition was strengthened to clearly state the responsibility for strategic planning, policy development, sustainability initiatives, and capital program planning, ensuring a comprehensive understanding of the position's scope. The list of job functions was reorganized for clarity, detailing specific responsibilities in strategic planning, capital program oversight, regulatory compliance, stakeholder engagement, team leadership, and emergency preparedness. The class characteristics were updated to emphasize independent judgment, leadership, and advanced knowledge of planning, policy, and regulatory compliance. The qualifications section now highlights preferred education in Urban Planning, Public Policy, or Environmental Science, with seven (7) years of progressively responsible experience and three (3) years in management, ensuring alignment with the role's complexity.

**Emergency Response and Safety Analyst** – The changes to this classification reflect the expanded scope and complexity of the role. The updated description emphasizes the incumbent's strategic leadership in emergency operations planning, multi-agency coordination, safety oversight, and system preparedness.

Key duties now include emergency drills, interagency representation, communication system coordination, and budget management. The definition, class characteristics, and job duties have been revised to reflect the incumbent's autonomy and growing responsibility across emergency preparedness and operational safety functions.

**Government & Regulatory Affairs Manager** – The definition was expanded to clearly outline the role's responsibility for overseeing legislative advocacy, regulatory compliance, and external stakeholder engagement, highlighting a dual focus on government relations and civil rights compliance (DBE, Title VI, ADA). The list of job functions was reorganized to provide clarity, detailing specific responsibilities in legislative advocacy, regulatory compliance, stakeholder engagement, strategic planning, and emergency preparedness. The class characteristics were updated to emphasize strategic leadership, regulatory expertise, and independent judgment in managing complex policy and compliance initiatives. The qualifications section now specifies a Bachelor's degree in Public Administration, Political Science, or a related field, with five (5) years of progressively responsible experience (including two (2) years in management), ensuring alignment with the role's complexity.

**Government & Regulatory Affairs Specialist** – The proposed updates clarify that the role centers on civil rights compliance (Title VI, DBE, ADA) while also supporting broader legislative functions as needed. The revised description highlights the position's autonomy in reviewing invoices, preparing federal reports, and conducting outreach, with decreasing oversight over time. Key duties are reorganized into focused categories, reflecting both specialized regulatory tasks and cross-functional collaboration.

**Grants Manager** – The definition was enhanced to emphasize independent judgment, grant lifecycle management, and compliance oversight. The revisions clarified Class Characteristics to highlight the advanced nature of the role and the importance of regulatory compliance. Expanded Typical Job Functions now include specific tasks related to grant identification, emergency grant programs, financial management, and training. Added Board reporting and communication responsibilities to reflect the importance of transparency and accountability. The qualifications section now emphasizes public sector experience, regulatory knowledge, and professional certification options.

**Information Technology Analyst** – The Information Technology Analyst position should be reclassified to an IT Manager, reflecting the advanced responsibilities of the role. The updated title and classification emphasize strategic oversight, including policy formation, budget management, system migration, vendor coordination, and cybersecurity management. The role now requires independent judgment in managing complex IT systems, leading technology projects, and ensuring regulatory compliance. Qualifications have been updated to reflect the need for advanced education and experience in IT management.

**Maintenance Administrator** – The changes for the classification clarify the role's responsibilities in overseeing maintenance contracts, managing vessel and facility inspections, and supporting capital projects. The updated definition emphasizes oversight of maintenance providers, budget coordination, and regulatory compliance. The class characteristics highlight the need for independent judgment,

technical expertise, and collaboration with external contractors. Qualifications require five (5) years of experience.

**Marine Project Engineer** – The title was changed from Marine Project Engineer to Project Manager – Engineering to more accurately align with internal titles. The updated classification clarifies the growing complexity and strategic nature of the role, particularly highlighting the incumbent's specialized expertise in marine systems, vessel electrification, and infrastructure planning. It introduces a more structured list of core job functions, covering project engineering, regulatory compliance, fleet planning, and grant support. The definition and class characteristics were revised to reflect the incumbent's independent decision-making, regional coordination responsibilities, and technical leadership. These changes position the classification to support future re-evaluation if the role continues expanding in scope.

**Operations Administrator** – The classification has been updated to emphasize leadership in ferry operations management, including budget development, regulatory compliance, and emergency preparedness. The definition has been revised for clarity, highlighting independent decision-making, contract oversight, and stakeholder coordination. Qualifications have been expanded to include a Bachelor's degree in a relevant field, with a preference for maritime or transportation experience, and the class characteristics now stress the role's independent judgment and regulatory expertise. The typical job functions have been restructured into clear, action-oriented duties with supporting tasks.

**Project & Development Controls** - The title was changed from Project & Development Controls to Project & Development Controls Coordinator to follow naming conventions of similar positions. The updated position description reflects a shift from a primarily analytical and coordination-focused role to one of more strategic leadership and program oversight. Key changes include stronger emphasis on managing multi-million-dollar capital budgets, overseeing cross-departmental coordination, and leading risk management and performance evaluation efforts. The new description expands the incumbent's authority in grant and funding management, procurement, and contract controls, while also elevating their influence on long-term capital strategy and electrification initiatives. Overall, the revised description better captures the scope, autonomy, and strategic significance of the role within WETA's capital program.

**Public Information & Marketing Manager** – The title was changed from Public Information & Marketing Manager to Communications & Marketing Manager to better align with the role's scope. The classification has been updated to emphasize strategic leadership in communications, media relations, and digital marketing. The job duties have been reorganized into eight clear categories, including strategic communication, media relations, customer engagement, and brand management. Qualifications now specify a Bachelor's degree in Marketing, Public Relations, or Communications, and the class characteristics highlight the role's strategic planning, crisis communication, and stakeholder engagement functions.

**Senior Transportation Planner** – The classification has been updated to emphasize its leadership in capital project planning, environmental compliance, and strategic planning. The role now includes advanced data management (GTFS/NTD reporting) and more clearly defines responsibilities in stakeholder coordination

and regulatory navigation. Qualifications have been enhanced to require expertise in project management, regulatory compliance, and advanced planning, with preferred experience in capital project management. The job functions have been restructured for clarity, covering project management, environmental compliance, data management, and staff supervision.

**Senior Project Manager** – The classification has been updated to emphasize leadership in managing complex capital projects, including vessel electrification, infrastructure improvements, and multi-million-dollar budgets. Key changes include expanded responsibilities for procurement, contract administration, budget management, and regulatory compliance, reflecting the senior-level expertise required. The job functions now clearly outline duties in project planning, contract management, financial oversight, regulatory compliance, and stakeholder coordination. The qualifications section was strengthened, highlighting the need for project management experience.

**Transportation Planner** – The revised classification reflects a clearer and more structured presentation of the role's scope and expectations. Definition and Class Characteristics were rewritten to highlight the journey-level nature of the role, emphasizing independence, project leadership, and regional coordination. This replaces the original, more general language and removes reference to supervisory-level duties not aligned with the actual position. Typical job functions are now reorganized into clear, outcome-focused categories (e.g., capital project support, stakeholder coordination, data analysis), making the duties more transferable and modernized, while maintaining the core responsibilities described in the original posting. Qualifications were updated for clarity and consistency, specifying preferred experience with environmental review and grant writing, while aligning the educational requirements with current standards for similar roles. The language was updated to better reflect professional standards and planning terminology, ensuring alignment with regional and interagency planning expectations.

## Next Steps

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CPS HR Consulting is pleased to provide this final Classification Study Report to WETA. This report contains proposed classification specifications and allocation recommendations.

The purpose of this classification study was to ensure that WETA employees are appropriately classified, and that the classification specifications are current and useful for the agency. The use of the related recommendations for purposes other than those stated above, including but not limited to, informing staffing levels and workload analysis, is beyond the scope of this study.

The recommendations provided in this report are intended to inform WETA's decision-making related to the classification structure. WETA has the discretion to implement any or all of these recommendations based on the individual needs and resources of the organization.

Should you require any further information or have questions and comments concerning this report, please do not hesitate to contact Ellen Fishel, Project Manager, via email [efishel@cps hr.us](mailto:efishel@cps hr.us).

### Appendix

- [Appendix A](#) is the recommended allocation structure, which provides a “crosswalk” to show the relationship between current and proposed classification titles and provides brief summary comments about any changes CPS HR made to the classes.

## APPENDIX A – Recommended Allocation

Current Title	New Title/Study Outcome	Justification for Change
Accountant	No Title Change	
Administrative & Business Services Manager	Administrative Operations Coordinator	New title to reflect focus of position and coordinator added to be in line with naming conventions of other positions at same level
Administrative Specialist	Procurement and Contracts Coordinator	New title to reflect more specific focus of position.
Budget Analyst	No Title Change	
Capital Planning Manager	No Title Change	
Chief Capital Program Officer	No Title Change	
Chief Financial Officer	Chief Financial and Administrative Officer (CFAO)	Administrative added to reflect additional job duties
Customer Experience Specialist	No Title Change	
Digital Communications Specialist	Not Included in Classification Study – Updates made on formatting only	
Director of Operations & Customer Experience	No Title Change	
Director of Planning	No Title Change	
Director of Project Delivery & Engineering	Director of Capital Projects and Engineering	Title changed to better reflect role's focus
Emergency Response & Safety Analyst	No Title Change	
Executive Director	Not Included in Classification Study	
Government & Regulatory Affairs Manager	No Title Change	
Government & Regulatory Affairs Specialist	No Title Change	
Grants Manager	No Title Change	
Information Technology Analyst	IT Manager	Manager added to be in line with increased responsibility and naming conventions of other positions at the same level.
Maintenance Administrator	No Title Change	
Operations Administrator	No Title Change	
Project & Development Controls	Project & Development Controls Coordinator	Coordinator added to be in line with naming conventions of other positions at same level

(Marine) Project Engineer	Project Manager – Engineering	Align with other titles
Project Manager	Not Included in Classification Study – Updates made for formatting and title to Project Manager - Planning	
Public Information & Marketing Manager	Communications & Marketing Manager	Title changed to better align with the role’s scope
Senior Planner	No Title Change	
Senior Project Manager	No Title Change	
Senior Transportation Planner	Not Included in Classification Study – Updates made based on Transportation Planner	
Transportation Planner	No Title Change	