



Presentations for May 14, 2026 Board of Directors Meeting

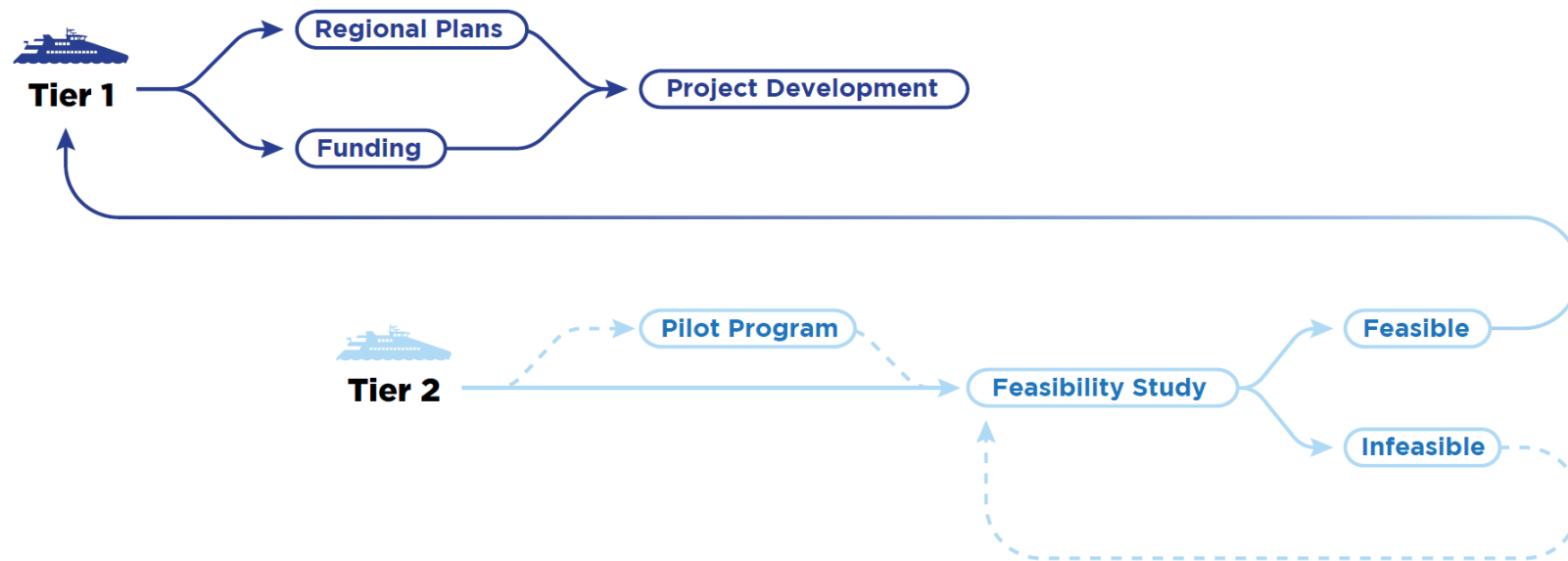


Item 5ai: Pilot Service Program

PILOT SERVICE PROGRAM

- Pilot Service Committee (Directors Dew and Henneberry)
- Implement limited-term services that will inform long-term feasibility
- Test vessel technologies and service delivery models
- Evaluate innovative first/last-mile solutions

System Expansion Process



PILOT PROJECTS (COMPLETED OR UNDERWAY)

1. Sea Change Hydrogen Fuel Cell Demonstration Project (July 2024-January 2025)
2. Oakland Alameda Water Shuttle (July 2024-present)
3. Redwood City Ballpark Pilot (Summer 2024)
4. Working Waterfront Coalition First/Last Mile Demonstration Project (March 2025-present)
5. Richmond Weekend Enhancements (April 2025-present)
6. Richmond Ballpark Pilot (Summer 2025)



FY 2027 – EXTEND OAKLAND ALAMEDA WATER SHUTTLE PILOT

➤ Partnership

- Multiple partners provide public and private funding - City of Alameda, Alameda TMA, Jack London Square (CIM)
- SF Bay Ferry staff time provided on in-kind basis, no direct funding

➤ Pilot Extension

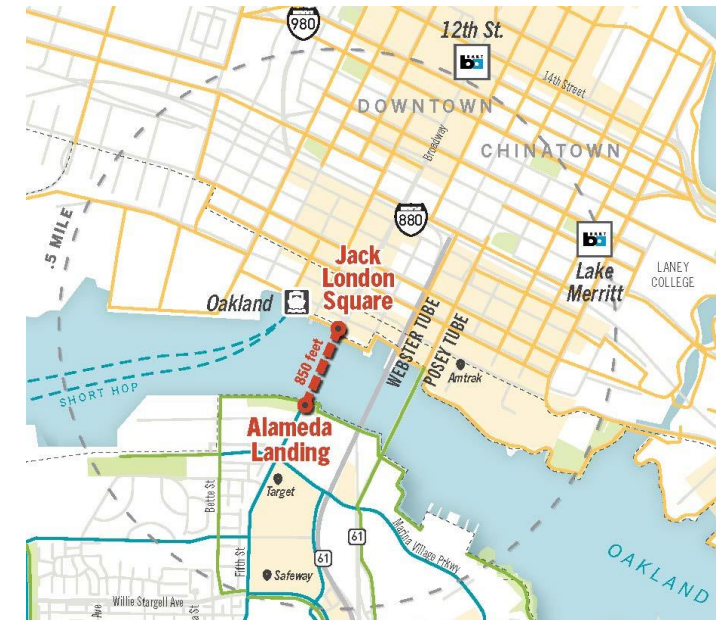
- Partners desire to continue operating service for an additional two years
- CARB has provided waiver to continue operating diesel short hop vessel
- City of Alameda has secured additional operating funds from ACTC

➤ Key Stats

- FY 26 YTD ridership 103,000, a 24% increase over previous year
- Total March 2026 ridership 14,000, a 100% increase over previous year

➤ Long-term Planning

- City of Alameda applying for federal funds to convert to ZEV
- SF Bay Ferry and City to initiate business plan for permanent service



FY 2027 – CONTINUE WWC FIRST/LAST MILE DEMONSTRATION PROJECT

- Partnership between SF Bay Ferry, MTC, and the Working Waterfront Coalition (WWC) to provide \$100,000 in transportation assistance via Uber
- Since program launch in March 2025:
 - Over 260 Uber voucher rides taken
 - Total spend to date: \$4,600
- 100% subsidy (including driver tips) for first/last mile trips between training sites in Mare Island and Alameda and nearby regional transit
- Spring 2026: SFBF staff are updating agreements with WWC so that these funds can also be used to purchase Clipper Bay Pass for cohort students

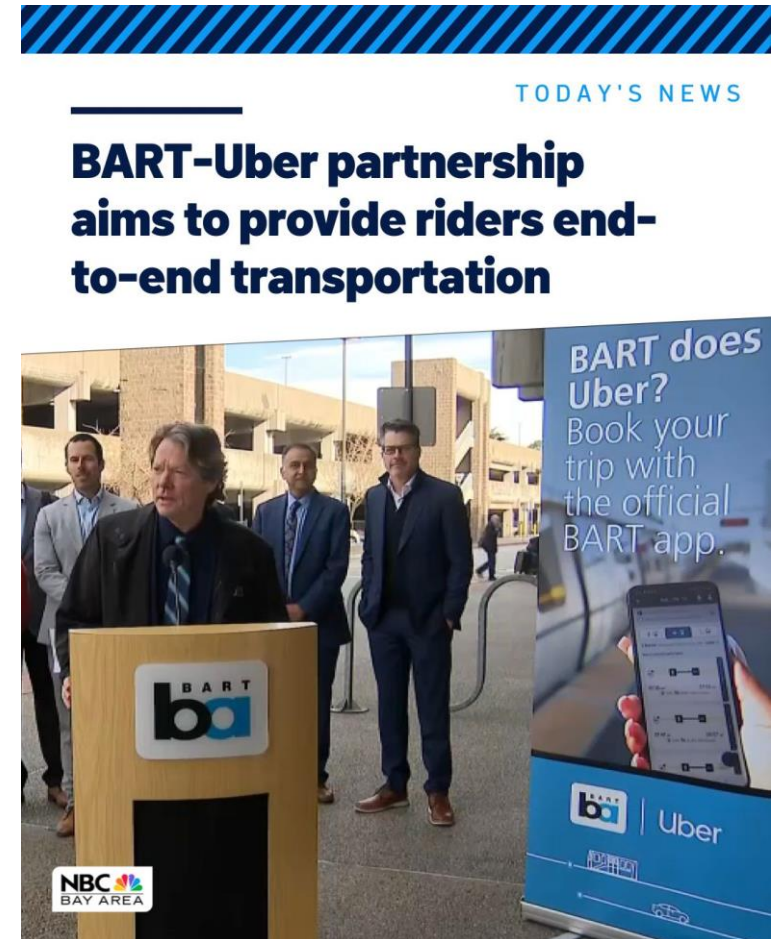


FY 2027 – DEVELOP ELECTRIC FOILING DEMONSTRATION PROJECT

- Coordination with operators to develop foiling vessel demonstration project for implementation in FY 2028
- Battery electric, zero emission vessel
- Vessel(s) would operate on Vallejo route
- Key objectives:
 - Confirm operating feasibility
 - Evaluate potential benefits
 - Assess customer experience
- Identify potential funding sources

FY 2027 – LAUNCH TNC FIRST/LAST MILE DEMONSTRATION PROJECT

- Pursue partnership with TNC to provide discounted rides to origin ferry terminals
- Tailor program to avoid overlap with service areas for connecting transit services current in place
- Seek funding from potential vendors, similar to BART partnership with Uber
- Programs currently in place at Vallejo and Richmond ferry terminals through county partners
- Project location TBD

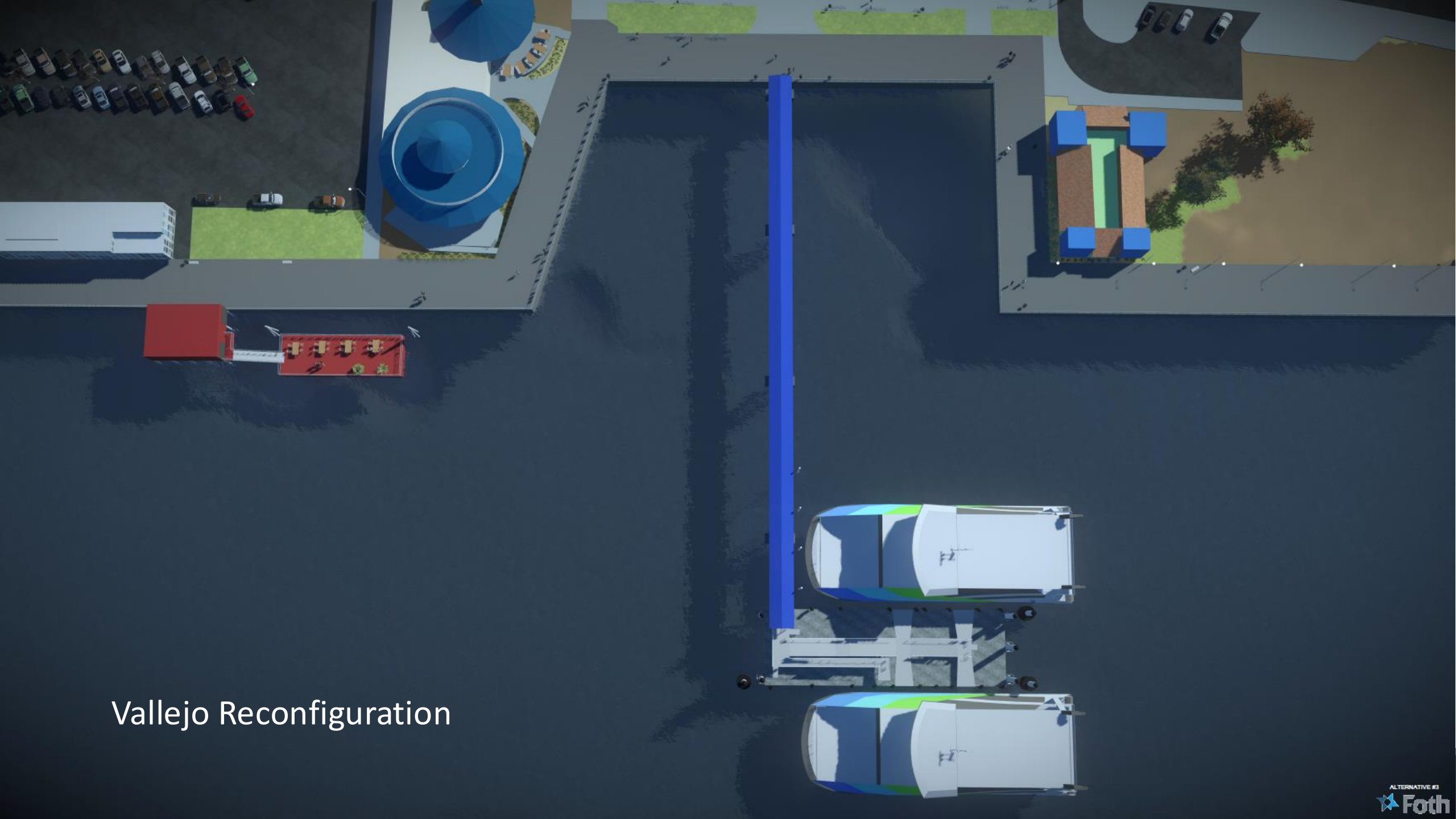


PILOT SERVICE PROGRAM BUDGET

- FY 2027 **Ferry Service Operations** budget includes **\$1.2 million (pending)** for operation of Oakland Alameda Water Shuttle
- FY 2027 **Planning and Administration** budget includes **\$150,000** for study and planning support



Item 7: Universal Charging Float Award



Vallejo Reconfiguration



Item 8: Approve Sale of the MV *Bay Breeze*



San Francisco Bay Ferry

SF Bay Ferry

BAY BREEZE

4
3



Item 10: Proposed FY 2026/27 Budget

FY2026/27 DRAFT BUDGET

AGENDA

1. Overview
2. Operations
 - Revenue
 - Fuel Costs
3. Capital Budget
4. Proposed Reserve Policy Update
5. Financial Outlook



OVERVIEW – BUDGET SCHEDULE

DEVELOPMENT SCHEDULE

February 2026	Preliminary Budget work
March-April 2026	Department level budget meetings
May 14, 2026	Draft Budget Presented to Board
June 11, 2026	Board review/adoption of Final Budget



Goal: Provide sufficient and sustainable funding for ferry operations and implementation of the Board adopted capital program using the following guidelines:

- Balance revenues and expenditures over a 5-year horizon
- Provide for Board adopted service levels
- Allow for innovative growth
- Maintain adopted reserve level

OVERVIEW – BUDGET SUMMARY

Balanced operation budget with expenditure of unspent prior year funding

Operations Budget

- Continues current service levels
- 4% average fare increase
- Projects 18 % increase in passengers
- Continues partnership operations (Woodstock)
- Continued slow recovery of Bridge Toll revenues
- \$10 million contribution to reserves

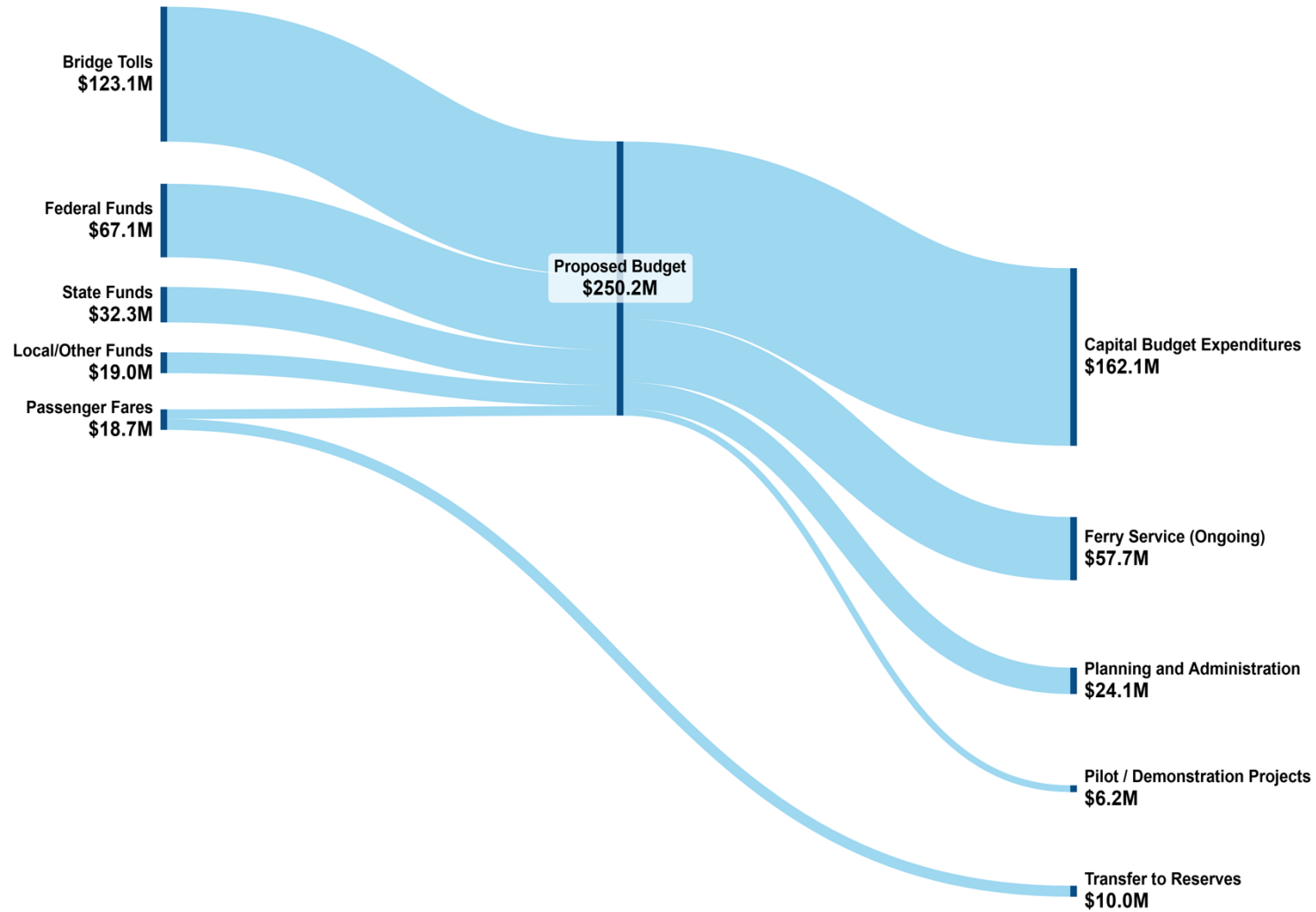
Capital Budget

- Electric vessel builds (two vessel deliveries anticipated)
- Maintains current fleet in state of good repair
- Maintains current facilities
- Continues terminal electrification projects

OVERVIEW – BUDGET SUMMARY

	FY2024/25 Actual	FY2025/26 Budget	FY2025/26 Estimated Actual	FY2026/27 Draft Budget
REVENUE				
Operations	74,686,935	80,870,168	73,366,852	97,948,721
Capital	37,380,832	147,569,392	86,793,713	162,109,535
Total Revenue	\$112,067,767	\$ 228,439,560	\$ 160,160,565	\$260,058,256
EXPENSES				
Operations	66,247,794	80,870,168	71,810,444	87,948,721
Capital	37,380,832	147,569,392	86,793,713	162,109,535
Total Expenses	\$103,628,626	\$ 228,439,560	\$158,604,157	\$250,058,256
Net Change in Fund Balance (Transfer to Reserves)	\$8,439,141	\$ -	\$1,556,408	\$10,000,000
Reserves Held by WETA (unrestricted fund balance)	\$24,843,323	\$ 24,843,323	\$26,399,731	\$36,399,731
Reserves as % of Budget		11%	12%	15%

REVENUES AND EXPENSES



OPERATING REVENUES

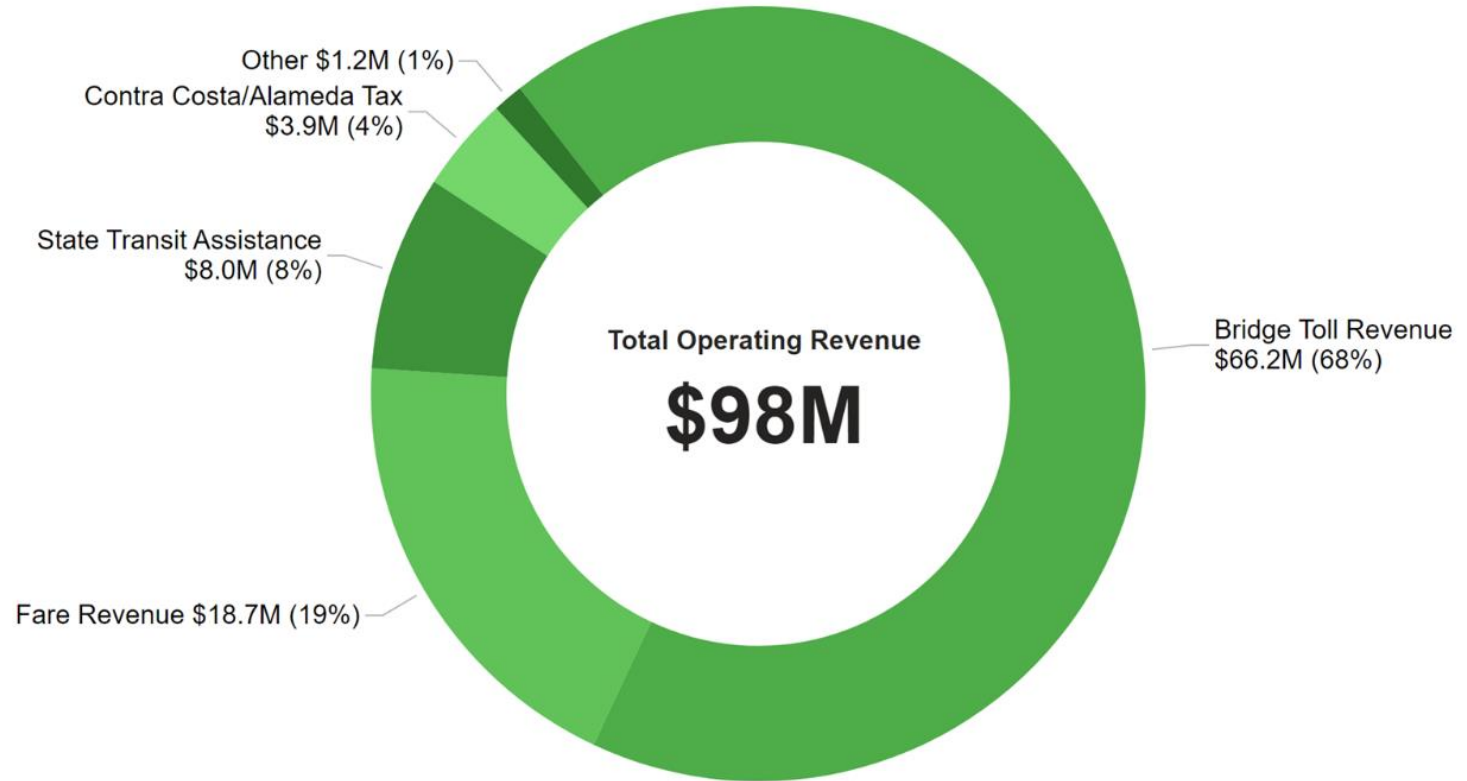
Fare Revenue

- 18% increase from prior year budget
- 4% fare increase effective July 1, 2026 (actual increases vary by route)
- \$3.8 million lower than FY19

Bridge Toll Revenues

Regional bridge crossings are below pre-pandemic levels

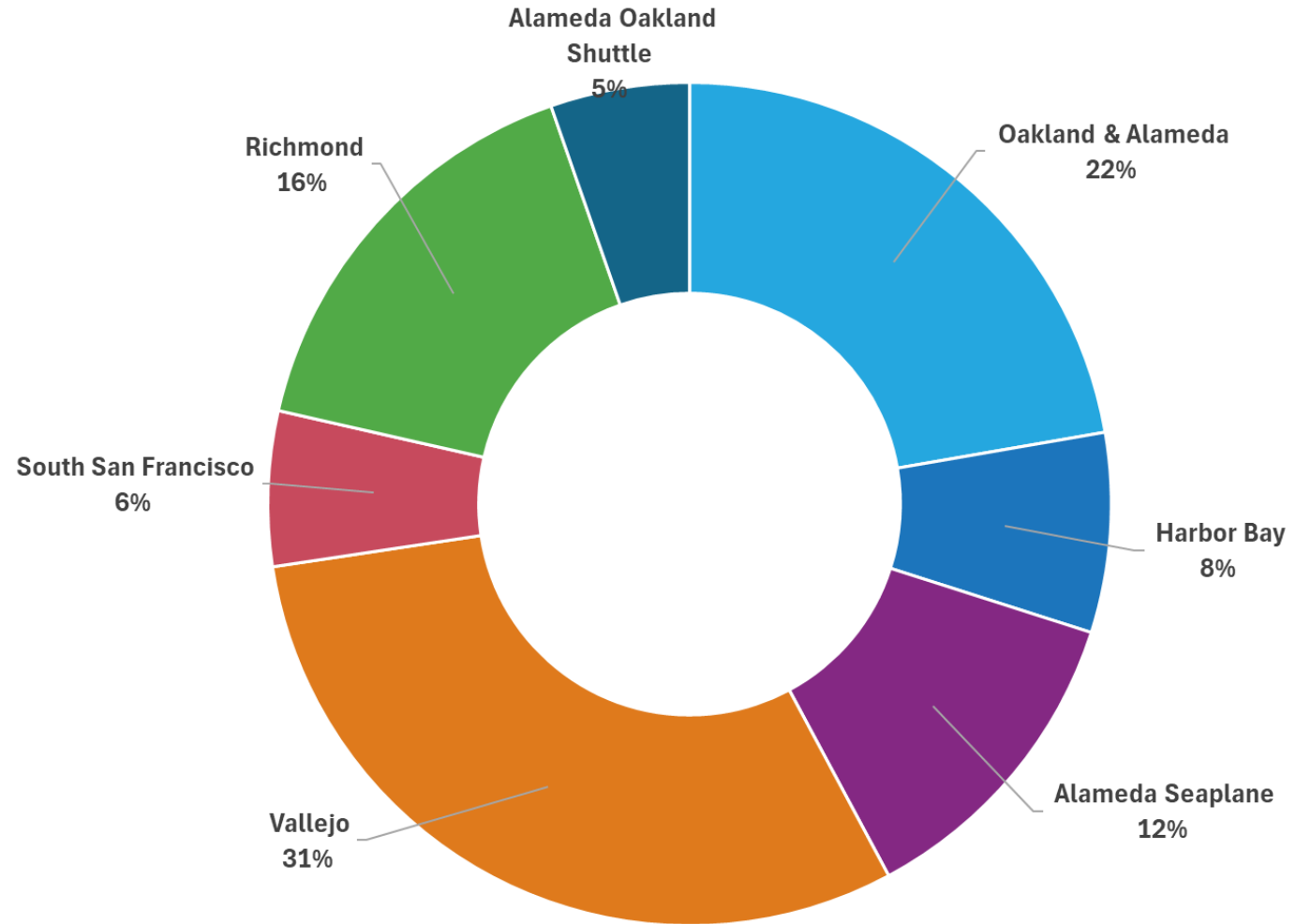
- RM3 allocation is \$31.4 million----\$3.6 million lower than target
- Allocating \$19.1 million in unspent prior year RM3 funds
- RM2 86% of pre-pandemic level



OPERATION BUDGET

REVENUE SERVICE HOURS

34,709 Revenue hours



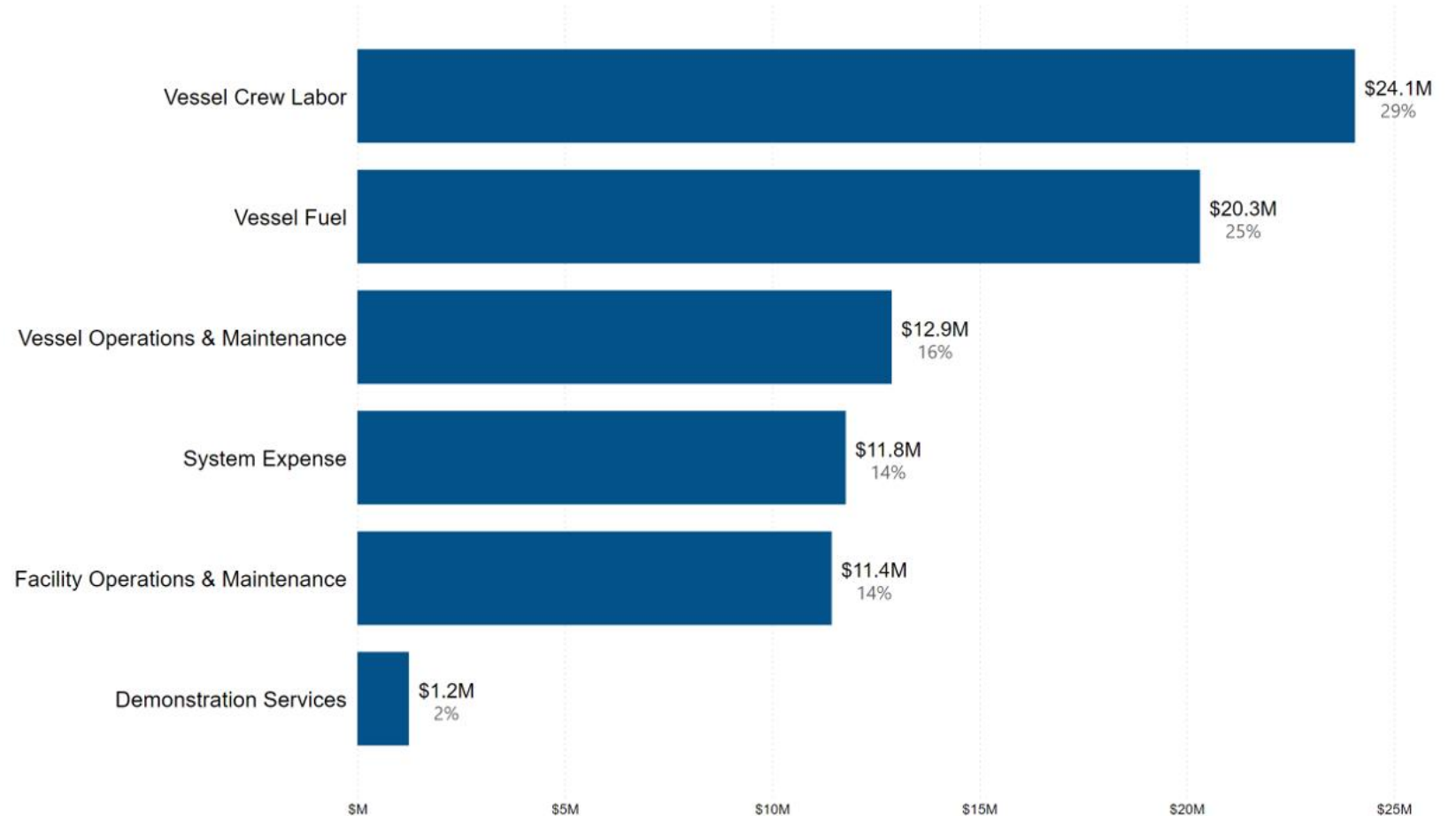
FERRY OPERATING COST COMPONENTS

\$80.5 million

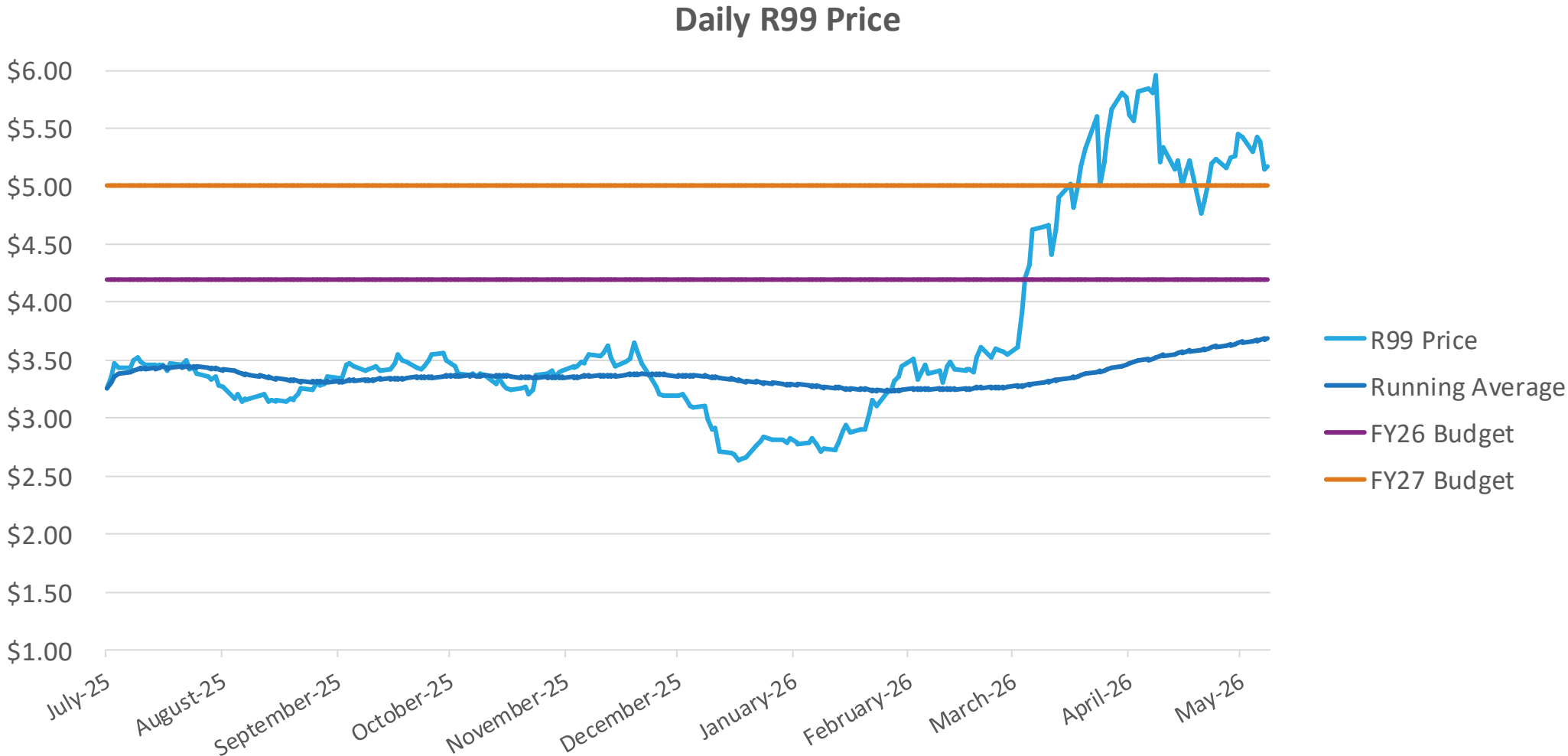
93% of Operations Budget

10% increase over prior year budget

- Facility O&M 14% increase
- Other components 5-6%



OPERATIONS BUDGET - FUEL



OPERATIONS BUDGET - FUEL

Budget	\$5.00 per gallon
Prior year	\$4.20 per gallon
Budget Impact	+\$3.9 million (24%)

DRAFT GUARDRAILS FOR ADDITIONAL ACTIONS BASED ON DATA JULY –NOVEMBER 2026

If average fuel price < \$4.50

Consider fuel reserve (alternative to hedging to smooth fluctuations)

Need policy with these elements:

- a) Target size;
- b) When to use? and
- c) When to contribute?

If average fuel price > \$5.20

Consider fare surcharge

- a) How much? and
- b) For how long?

Consider Reduction of Service

50 cent surcharge
~\$1.25 million /
year

Cancel 2 trips
\$500,000 / year

OPERATION BUDGET – AGENCY STAFFING

34.5 FTE

\$9 Million

- 3.6% of Total Annual Budget
- 9% increase in Salary & Benefits

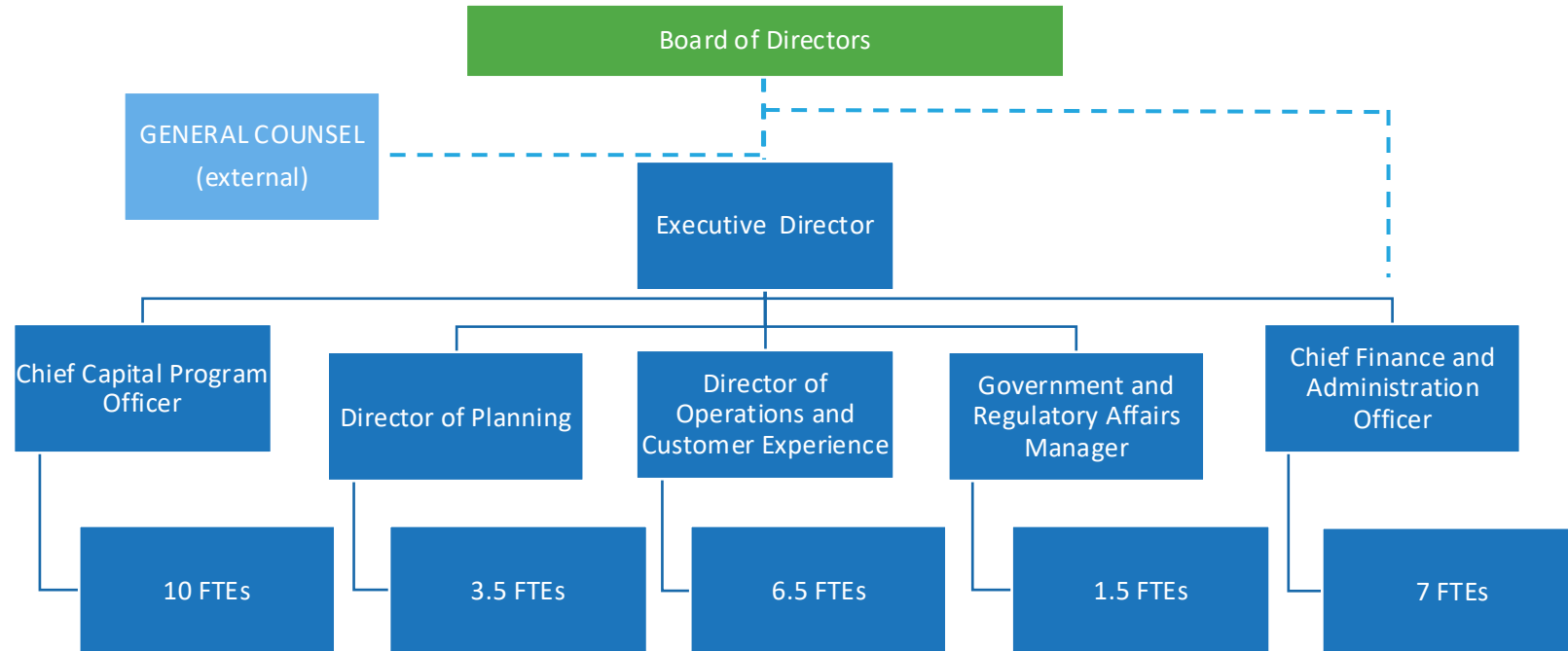
Billed to Operations, Administration, and Capital

Reflects Class and Comp Study

Ranges increase by CPI (2.5%)

Allows for Merit Increases

Includes 3 Interns (1 additional)



CAPITAL PROGRAM: \$490 MILLION

Vessel Maintenance – Fully Funded
Facility Maintenance – Fully Funded

REEF – Electrification Program

\$459 million

\$121 million unfunded

- Need to prioritize based on service plans
- Need continue to leverage bridge tolls

VESSELS (PHASE 1)

3 – 150 Passenger Electric

2 – 400 Passenger Electric

FACILITY ELECTRIFICATION

Six Existing Terminals

Two New Terminals

Two Maintenance Locations

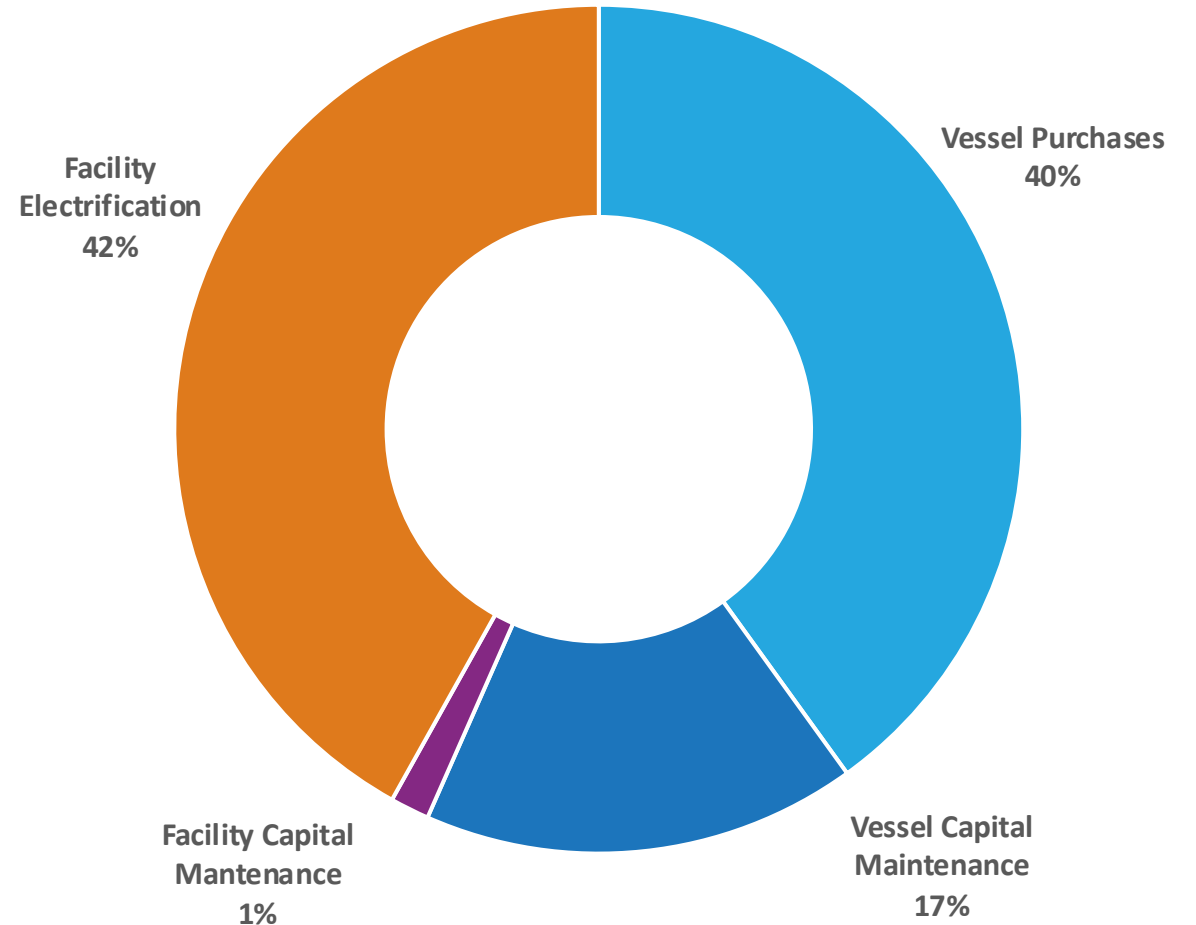
One Expansion Site



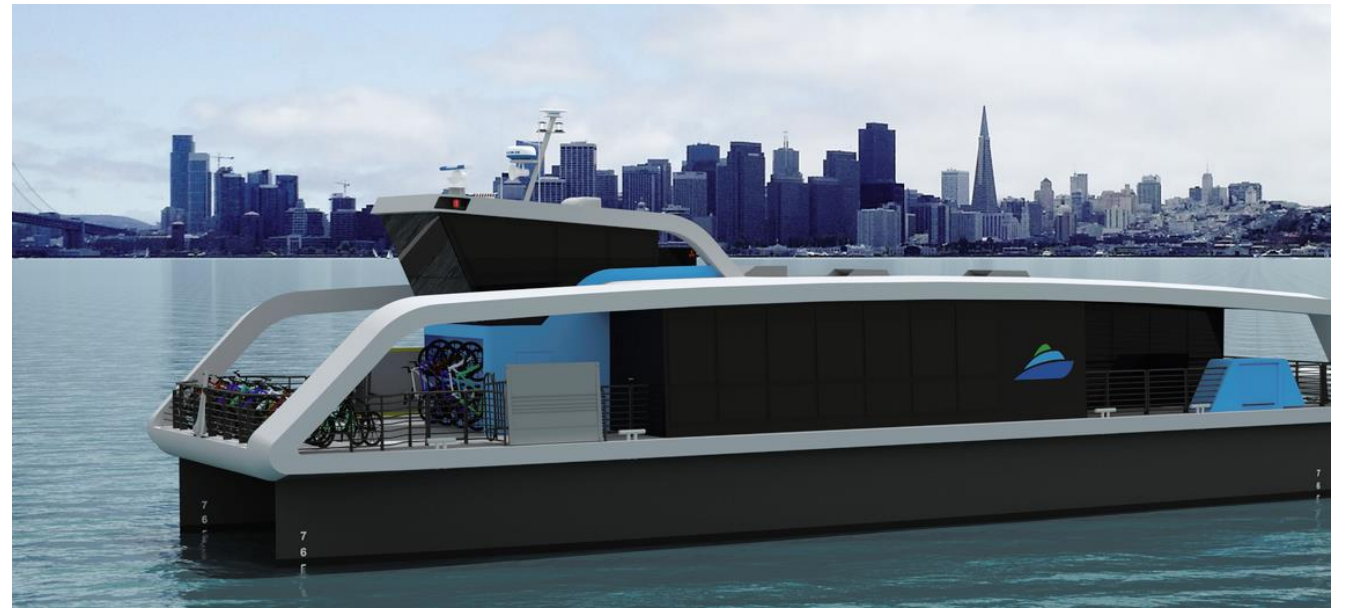
FY2026/27 CAPITAL BUDGET

Vessel Purchases	\$57.0 million
Vessel Capital Maintenance	\$22.2 million
Facility Capital Maintenance	\$21.2 million
Facility Electrification	\$61.7 million

Total \$162.1 million



VESSELS PURCHASES



Vessel Projects	Work Plan for FY2026/27	Total Project Budget	FY2026/27 Budget	Est. % Expended thr FY26
Three 150 Passenger Electric Vessels	One delivery at end FY2026/27	\$58,407,000	\$22,324,098	24%
Two 400 Passenger Electric Vessels	One delivery at end FY2026/27	\$77,351,391	\$34,332,576	30%
Hydrus Conversion to ZE	Procurement of Contractor	\$22,479,116	\$385,000	4%
TOTAL		\$158,237,507	\$57,041,674	24%

VESSEL CAPITAL MAINTENANCE

Vessel Capital Maintenance Projects	Work Plan for FY2026/27	Total Project Budget	FY2026/27 Budget	Est. % Expended thr FY26
Quarter-Life Hydrus	In progress	\$1,983,934	\$808,934	59%
Quarter-Life –Pyxis	New Project	\$3,165,469	\$3,165,469	0%
Mid-Life Rehab –Gemini	Project Closeout	\$4,487,270	\$498,199	89%
Mid-Life Rehab – Scorpio	Project Closeout	\$4,462,000	\$770,266	83%
Mid-Life Rehab- Pisces	New Project	\$4,679,000	\$4,588,828	2%
Mid-Life Rehab – Taurus	New Project	\$4,492,000	\$4,475,973	0%
Engine Overhauls (10)	On-going	\$8,187,107	\$6,206,193	24%
Mare Island Drydock	New project	\$1,670,500	\$1,670,500	0%
TOTAL		\$33,127,280	\$22,184,362	33%

FACILITY MAINTENANCE

Facility Maintenance Projects*	Work Plan for FY2026/27	Total Project Budget	FY2026/27 Budget	Est. % Expended thr FY26
Vallejo Terminal Reconfig	Release/Award DB Contract	16,696,000	8,475,000	8%
Pier 9 Float Rehab	Initiate Project	1,362,000	1,298,737	5%
Multituse Float	Initiate Project	5,248,783	5,053,284	4%
NB Fuel Farm Upgrades	Initiate Project	540,000	515,000	5%
South SF Dredging	Release IFB and Construct	3,951,775	3,759,500	5%
NBOMF 10 yr SGR	Initiate Project	782,000	782,000	0%
NBOMF Float Upgrade	Initiate Project	649,000	649,000	0%
Vallejo Dredging	Initiate Project	2,969,000	332,000	0%
Mobile Commissioning	Complete Project	369,913	350,913	0%
TOTAL		\$32,568,471	\$12,215,434	23%

*Projects include sub-projects for elements with independent utility (ie terminal improvements, vessel docks)

FACILITY ELECTRIFICATION

Facility Electrification Projects*	Work Plan for FY2026/27	Total Project Budget	FY2026/27 Budget	Est. % Expended thr FY26
Central Bay	O&M Phase 1 in Construction	\$5,663,200	\$1,438,200	6%
Downtown San Francisco	Final Design / Initiate Construction	\$88,967,141	\$15,588,702	11%
Treasure Island	Complete Construction	\$6,281,313	\$5,224,607	13%
Main Street	Project on Hold	\$11,887,500	-	0%
Seaplane Lagoon	Complete Design / Initiate Construction	\$32,920,581	\$12,343,122	31%
Harbor Bay	Preliminary Engineering / Env	\$38,137,042	\$6,357,032	3%
Richmond	Preliminary Engineering	\$4,235,853	\$375,000	1%
Mission Bay	Complete Construction	\$34,349,122	\$19,490,902	35%
Berkeley	Project Support	\$3,000,000	\$110,000	10%
Oakland	Preliminary Engineering / Env	\$40,917,400	\$740,500	2%
TOTAL		\$266,359,152	\$61,668,065	23%

*Projects include sub-projects for project elements (ie terminal improvements, vessel docks)

RESERVE LEVEL

Recommended Policy Update

- Builds on prior policy;
- Provides sufficient cash flow for increasing operations and capital expenditures;
- Creates targets to ensure fiscal sustainability; and
- Policy is consistent with industry standards and GFOA best practices.

Segments reserve into these components:



- Operations Reserve

Contingency – use to smooth fluctuations and have time to realign revenues and expenses

Emergency – use in critical conditions to allow time to reduce core services



- Capital Reserve – current structure is primarily for cash flow; 1 month budgeted capital expenditures

RESERVES

Current Policy:

2 months operations & 2 months capital expenditures

Proposed Modification:

Target Reserve Levels:

Min = Emergency Reserve

Max = Emergency + Contingency Reserve

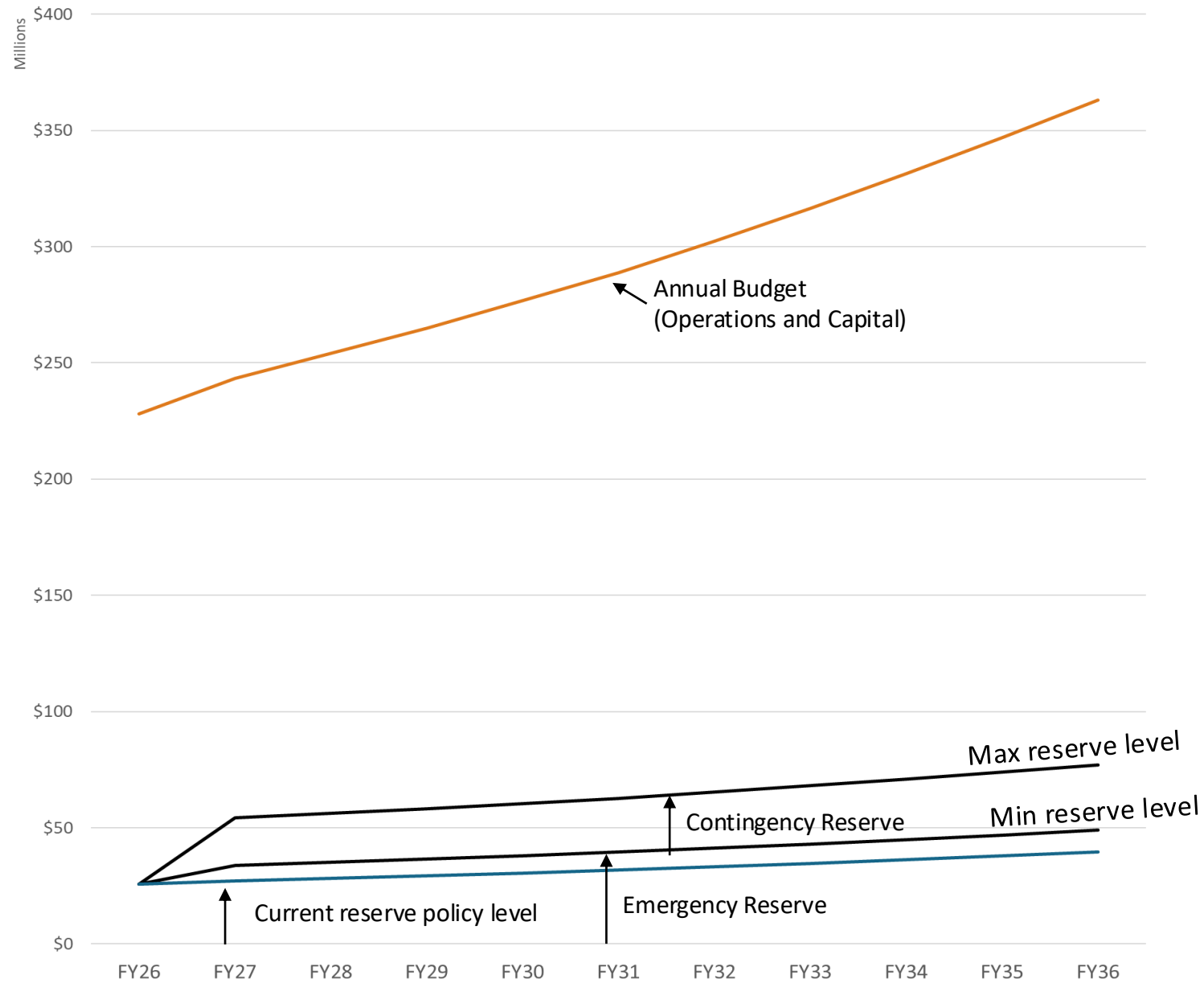
Emergency Reserve:

3 months budgeted operation expenses
&

1 month budgeted capital expenditures

Contingency Reserve:

3 months budgeted operation expenses



10 YR FINANCIAL OUTLOOK

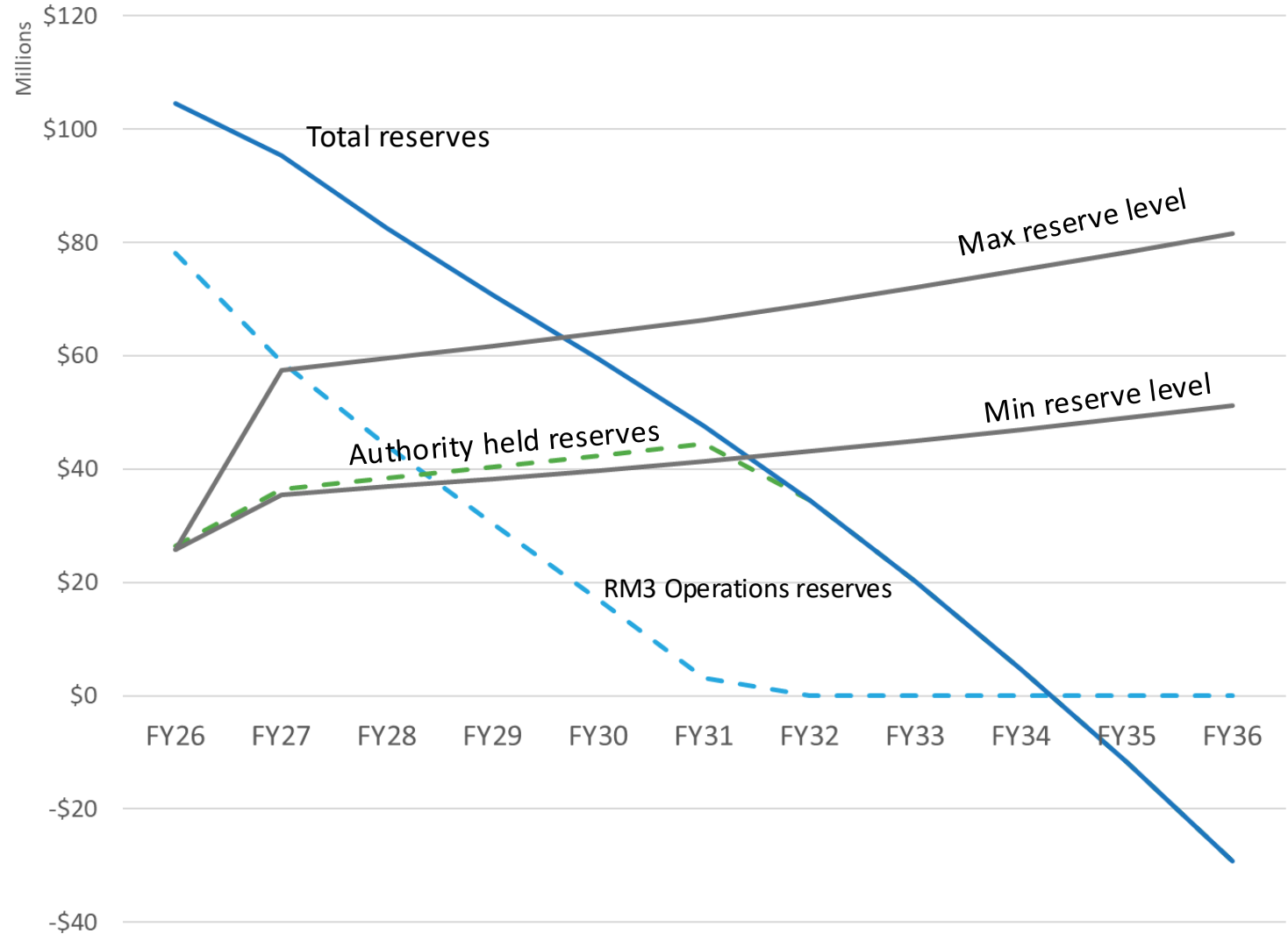
BASELINE SERVICE

- No Treasure Island
- No Mission Bay
- No additional expansion
- Assumes balanced capital program
- No SB63 funds

Balanced within 5 yr outlook

Need adjustments for 10 yr outlook

New operations contract FY2027/28

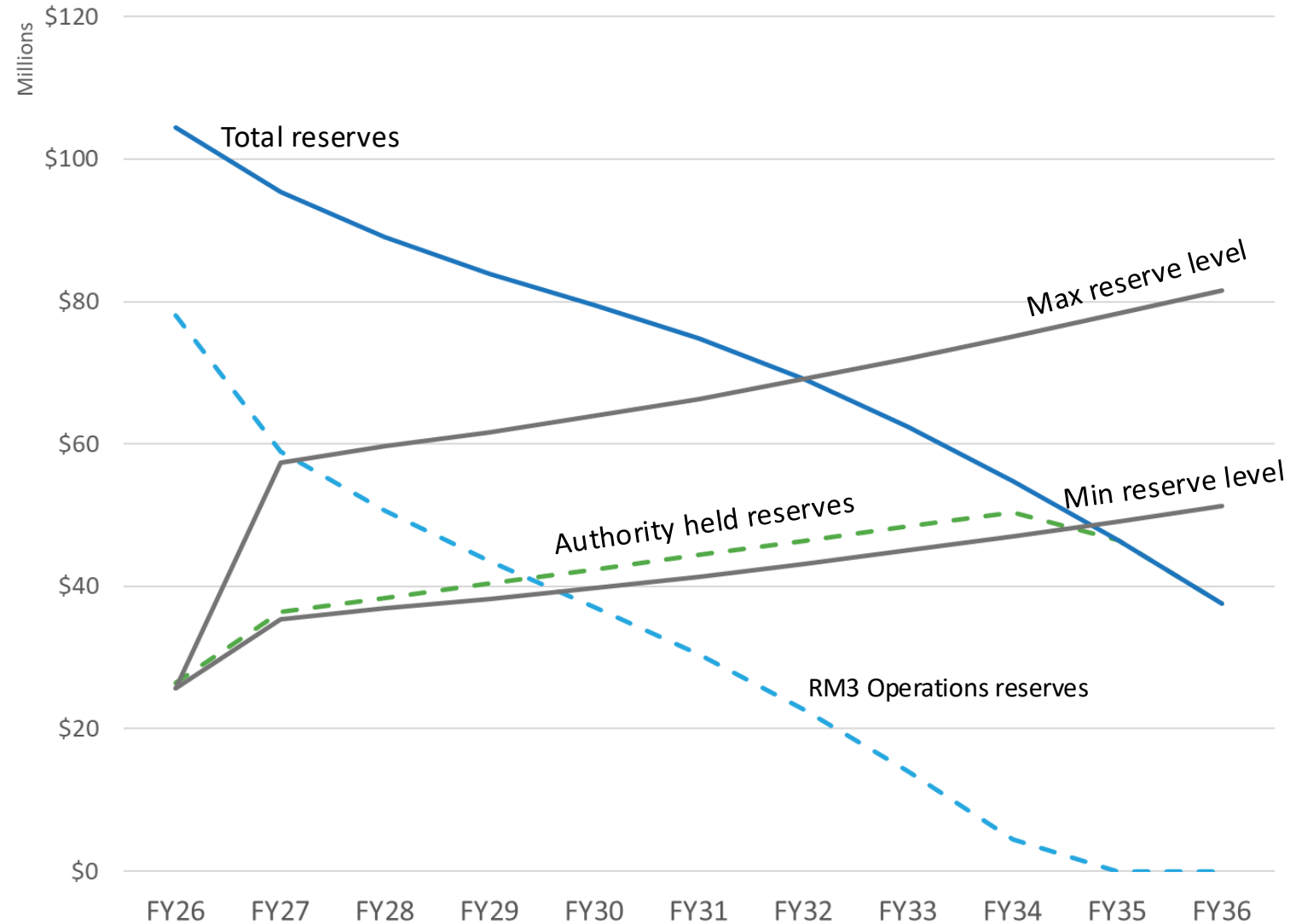


10 YR FINANCIAL OUTLOOK

BASELINE SERVICE WITH SB63 FUNDS

- No Treasure Island
- No Mission Bay
- No additional expansion
- Assumes balanced capital program

**Balanced within 5 yr outlook
Fall below minimum reserve level in year 10**



10 YR FINANCIAL OUTLOOK

WITH BUSINESS PLAN EXPANSION
WITH SB63 FUNDS

Includes:

- Enhanced Existing Service FY28
- Treasure Island FY28
- Mission Bay FY29
- Tier 1 Expansion Service 3 FY32
- Tier 1 Expansion Service 4 outside 10 yr

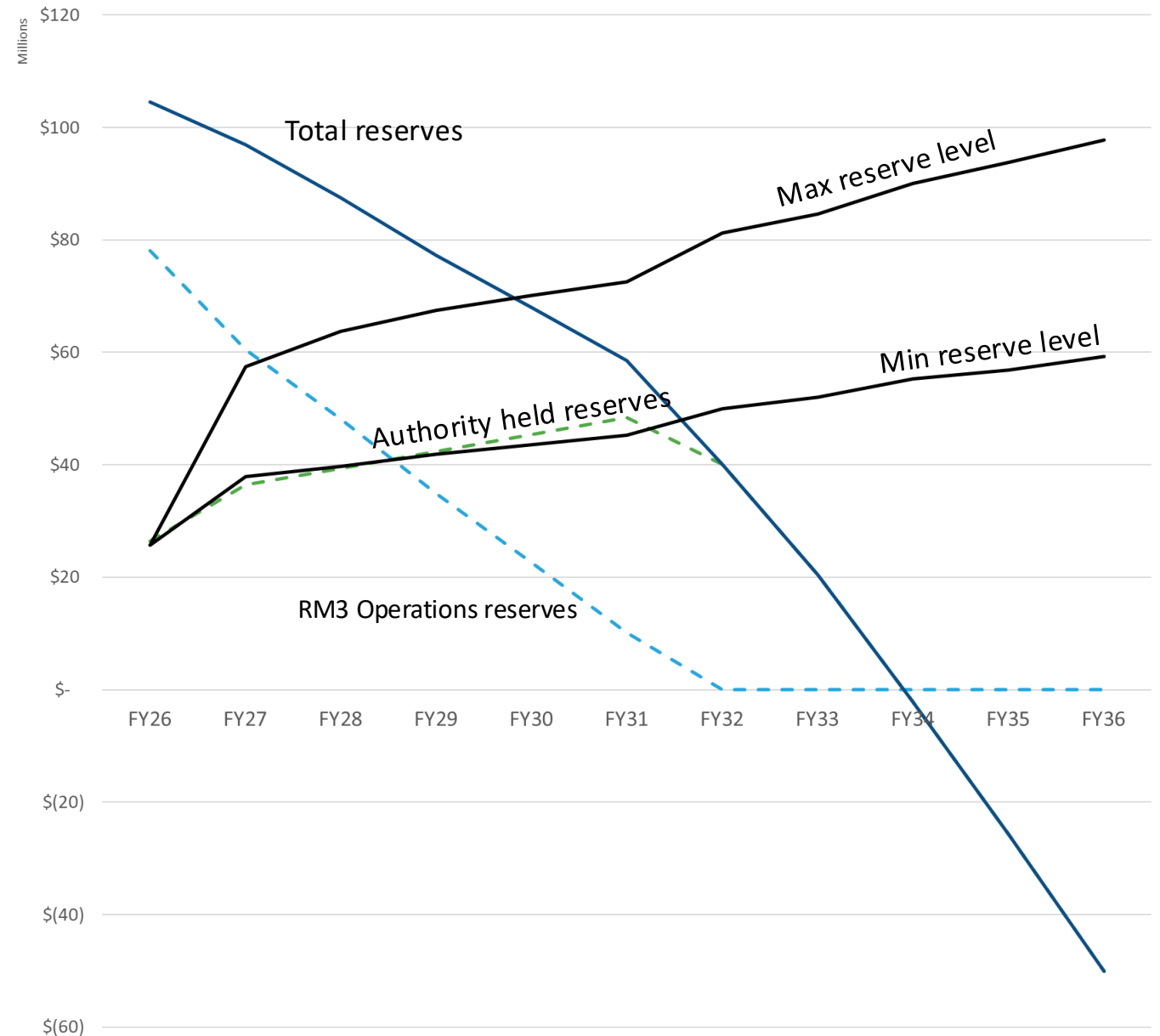
Assumes:

- Balanced capital program
- Partner Revenue for Treasure Island

Below min reserve level in year 6

Out of funds in year 8

**Additional operations revenue needed for
Service 3 & 4**



NEXT STEPS

- Questions and Comments
- Recommend Adoption of Reserve Policy
- Final Budget for review and adoption June 11, 2026
- Revisit projections in Business Plan & Upcoming Short Range Transit Plan (S RTP)
- Presentation of FY2025/26 Actuals with updated projections





Item 11: Transportation Planning Intern Capstone Project

Ferries for Growth

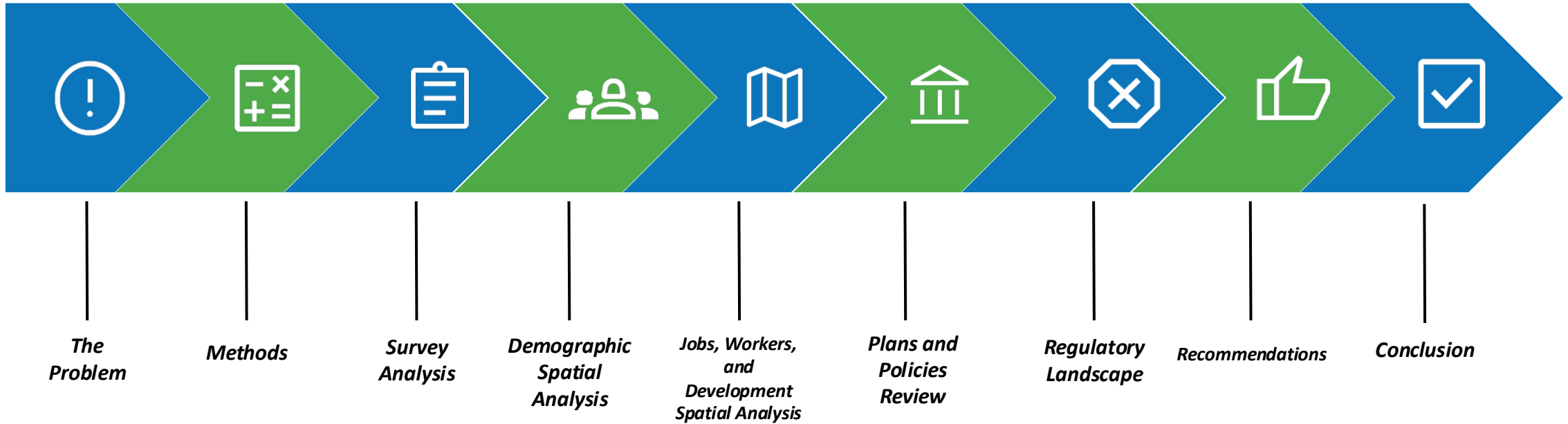
An Analysis of Land Use and SF Bay Ferry's Future Terminals

Alisa Horiike

Transportation Planning Intern, San Francisco Bay Ferry

Master of City Planning, UC Berkeley

AGENDA



THE PROBLEM

- The Bay Area faces a severe housing crisis
- The State Legislature has introduced pro-housing bills in hopes of spurring housing development, such as SB 79 Transit Oriented Development (Sen. Wiener—San Francisco)—however, ferry terminals were excluded from the bill
- SF Bay Ferry is investing in new terminals as part of its 2050 Service Vision and Expansion Plan: Mission Bay, Berkeley, and Redwood City
- The core question...

Where do ferry investments and land use growth align? Are these terminals positioned to support transit-oriented development?

A MIXED METHODS APPROACH

- **Geospatial Analysis**

- ArcGIS Pro Network Analysis tool
- 5, 10, and 15-minute walking and driving catchments for each terminal

- **Employment, Residence, and Development Data**

- U.S. Census Bureau LEHD/LODES data—"jobs" refers to employment; "workers" refers to people who live in the census block
- City-level development pipeline data (planned residential units)

- **Onboard survey analysis**

- **U.S. Census Bureau**

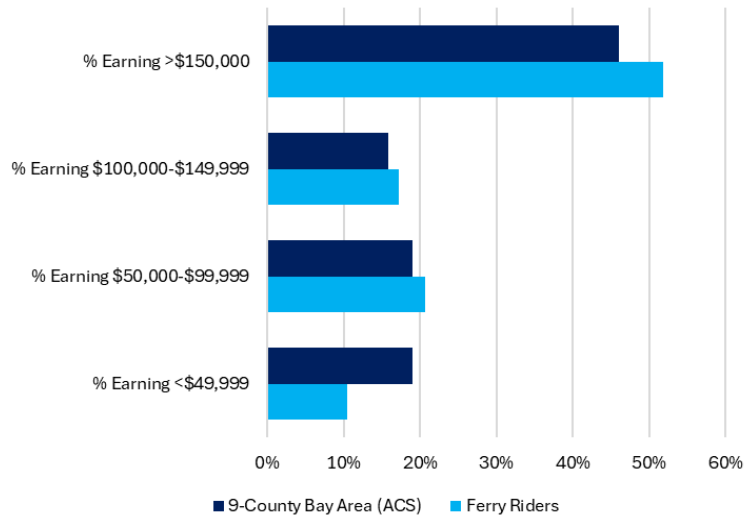
- American Community Survey
- TIGER/Line Shapefiles

- **Policy Review**

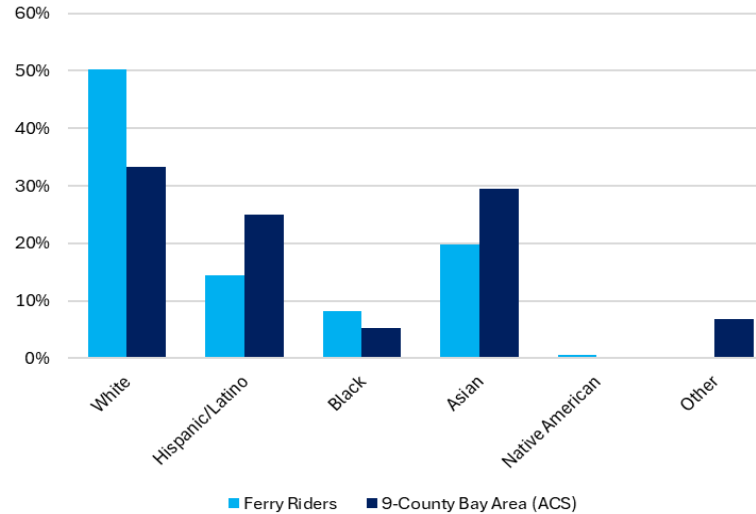
- State legislation (SB 79, AB 2553), regional plans (PBA 2050)
- Local plans general plans, transportation plans, and housing elements
- State/regional regulations: BCDC and CSLC

WHO RIDES SF BAY FERRY?

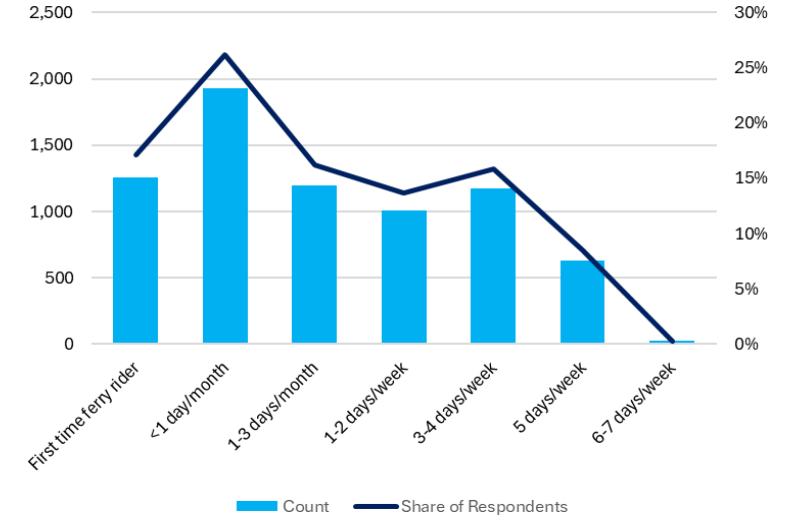
Household Income, Ferry Riders vs. Bay Area



Race/Ethnicity, Ferry Riders vs. Bay Area



Ridership Frequency

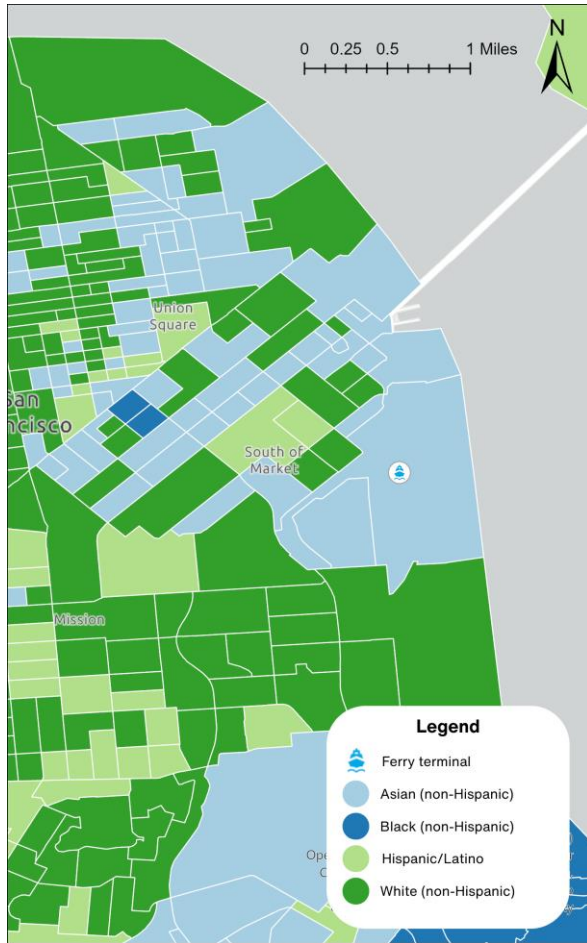


Source: U.S. Census Bureau American Community Survey; San Francisco Bay Ferry 2024 Onboard Survey, N = 1,744

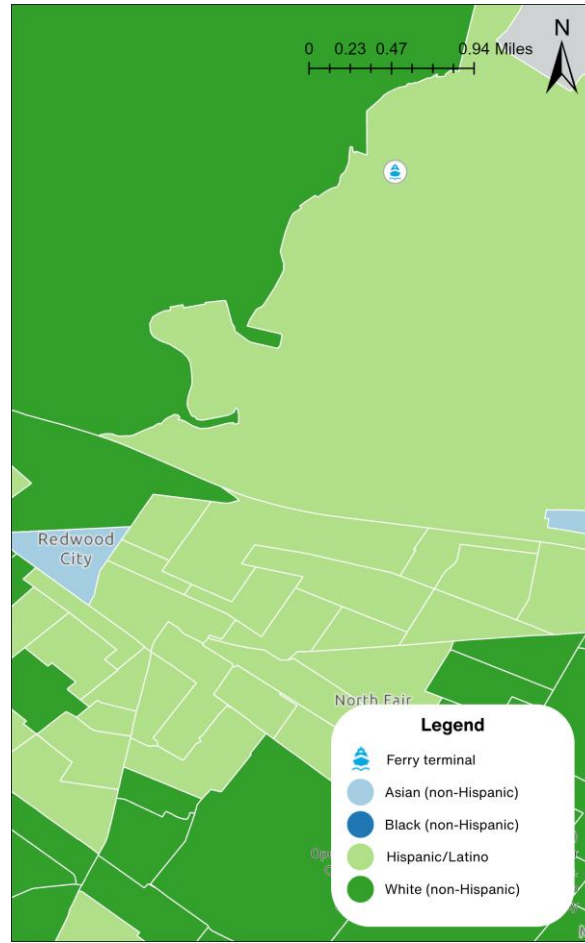
- Existing ridership skews toward higher-income, white households relative to the regional population
- Riders earning over \$150k account for 51.79% of respondents vs. 46.03% regionally; riders earning under \$50k are roughly half as represented as their regional share
- Hispanic/Latino riders are underrepresented (14.43% vs. 25.03% regionally); white riders are overrepresented (50.17% vs. 33.24%)
- High-frequency commuters (3+ days/week) make up approximately one-quarter of the ridership base—first-time riders and those riding less than once a month together account for over 43% of respondents

TERMINAL AREA DEMOGRAPHICS: RACE/ETHNICITY

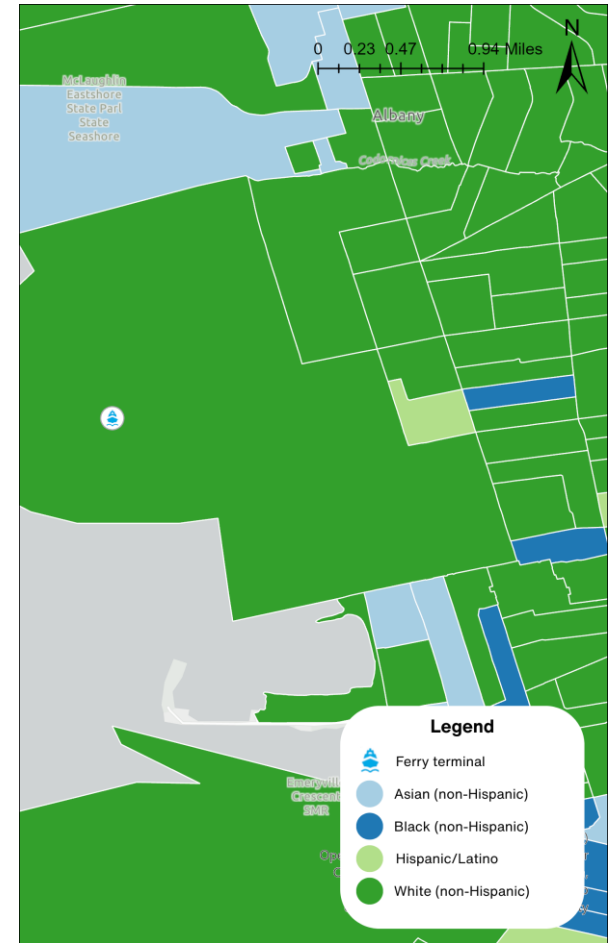
San Francisco



Redwood City



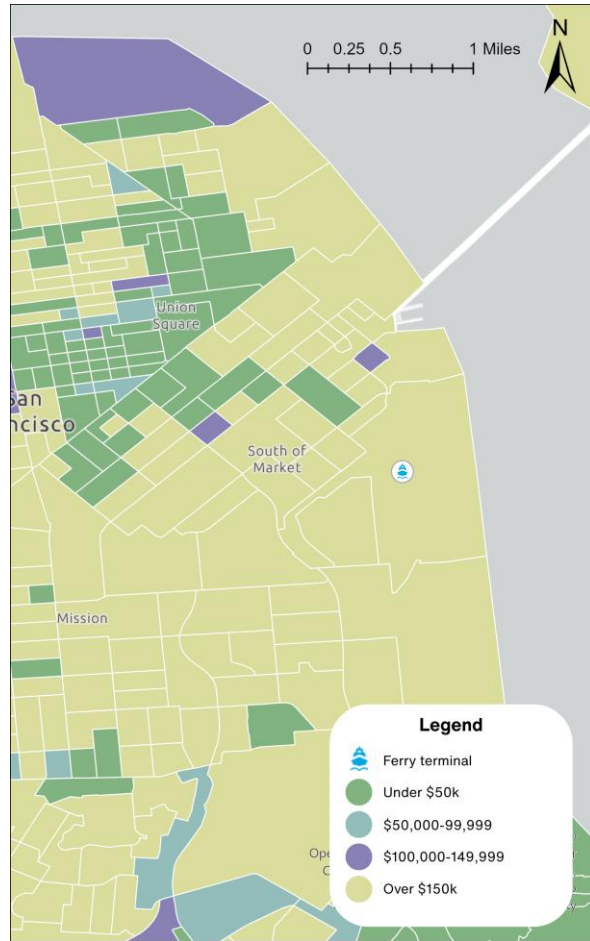
Berkeley



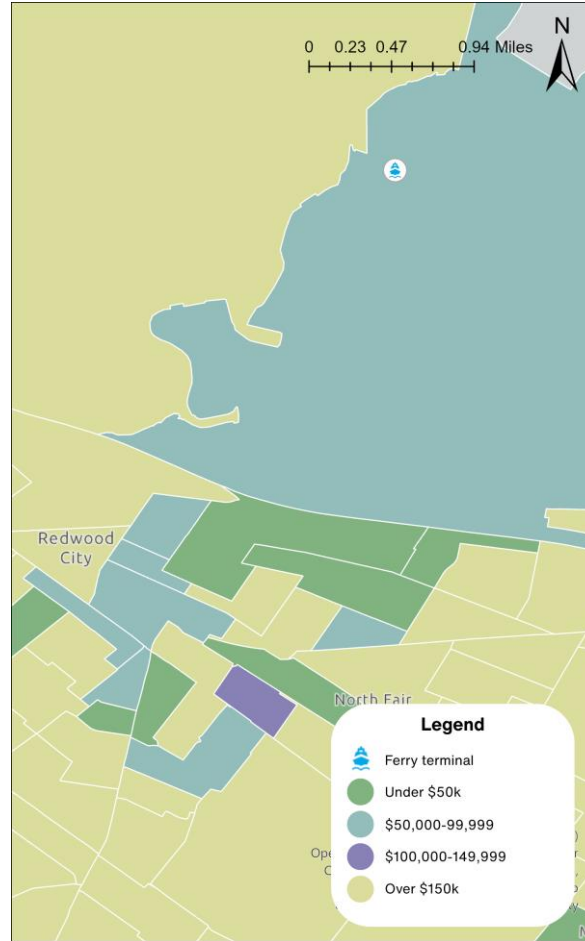
Source: U.S. Census Bureau, 2024 American Community Survey and TIGER/Line

TERMINAL AREA DEMOGRAPHICS: INCOME

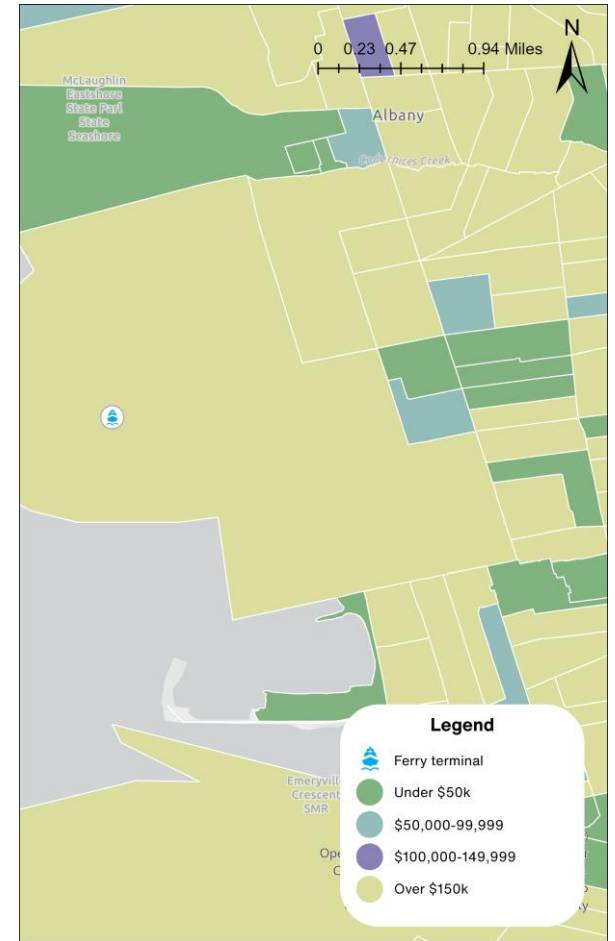
San Francisco



Redwood City



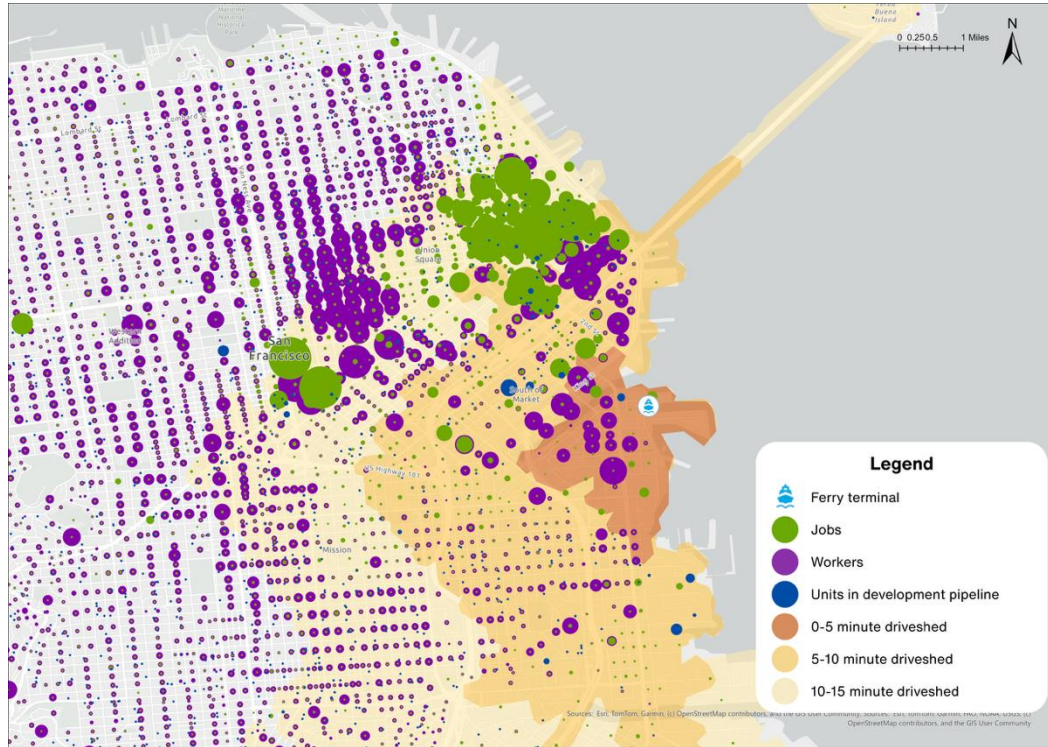
Berkeley



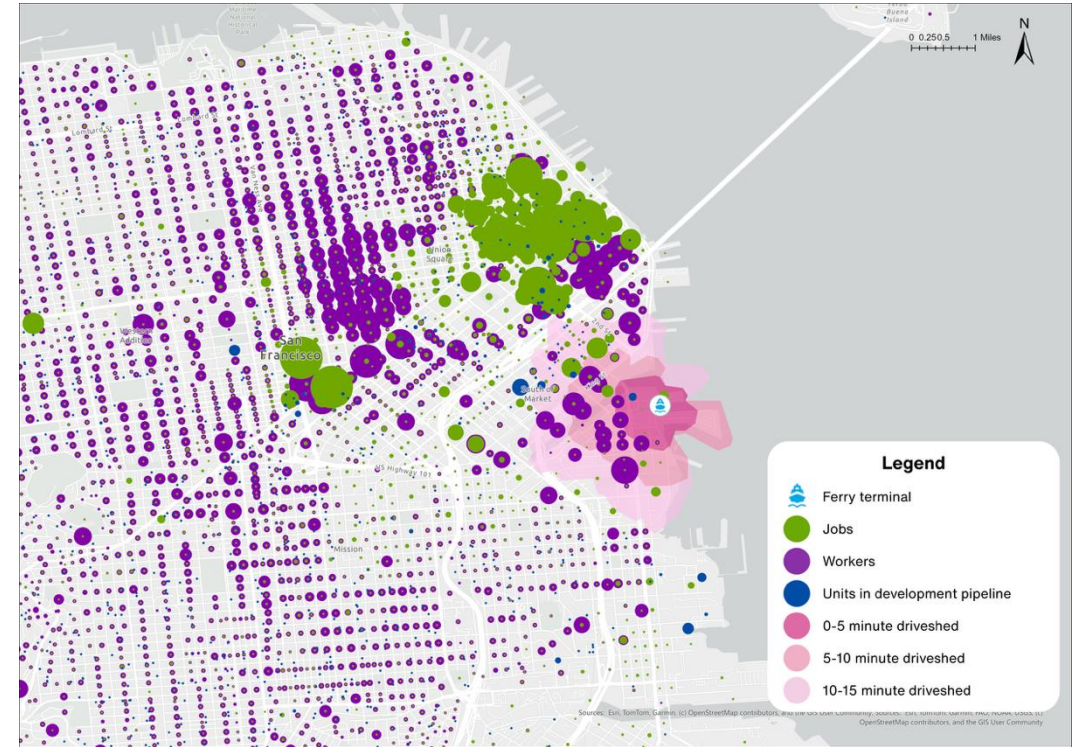
Source: U.S. Census Bureau, 2024 American Community Survey and TIGER/Line

SPATIAL ANALYSIS: MISSION BAY

Driveshed: Mission Bay



Walkshed: Mission Bay

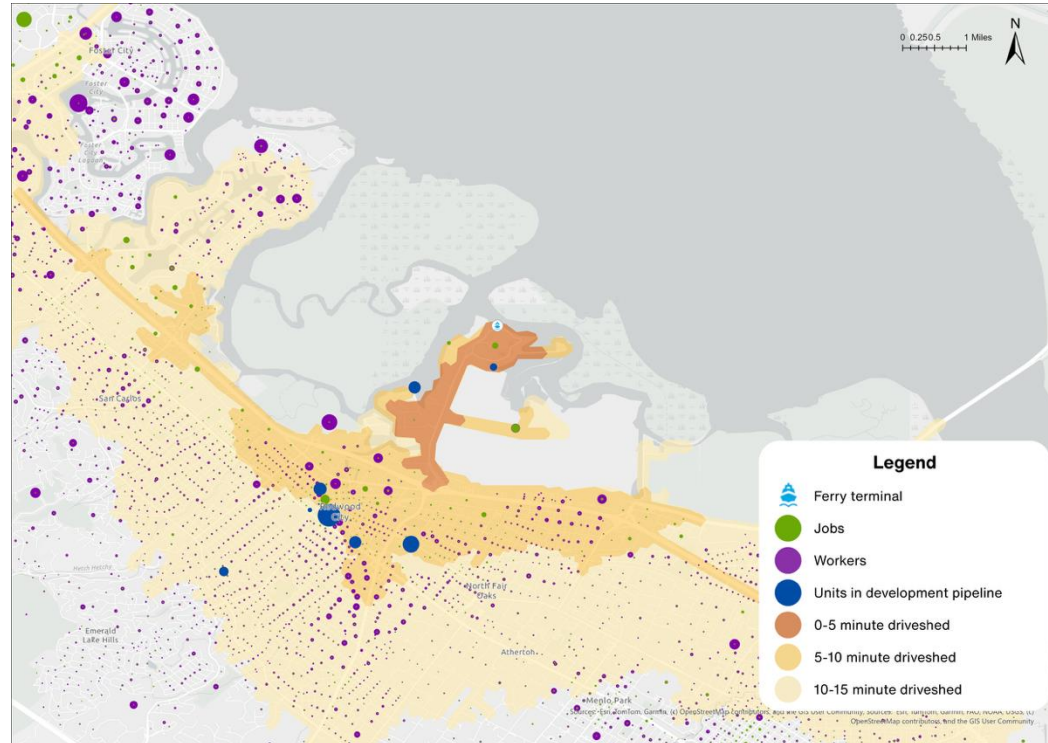


- As a **destination terminal**, the key metric is job density—27,249 jobs within a 15-minute walk, anchored by UCSF and Chase Center
- 4,024 residential units in the development pipeline within walking distance; 34,300 within driving distance
- Strong policy and planning alignment at every level: Redevelopment Plans, Housing Element, and TDM requirements all support ferry-oriented development

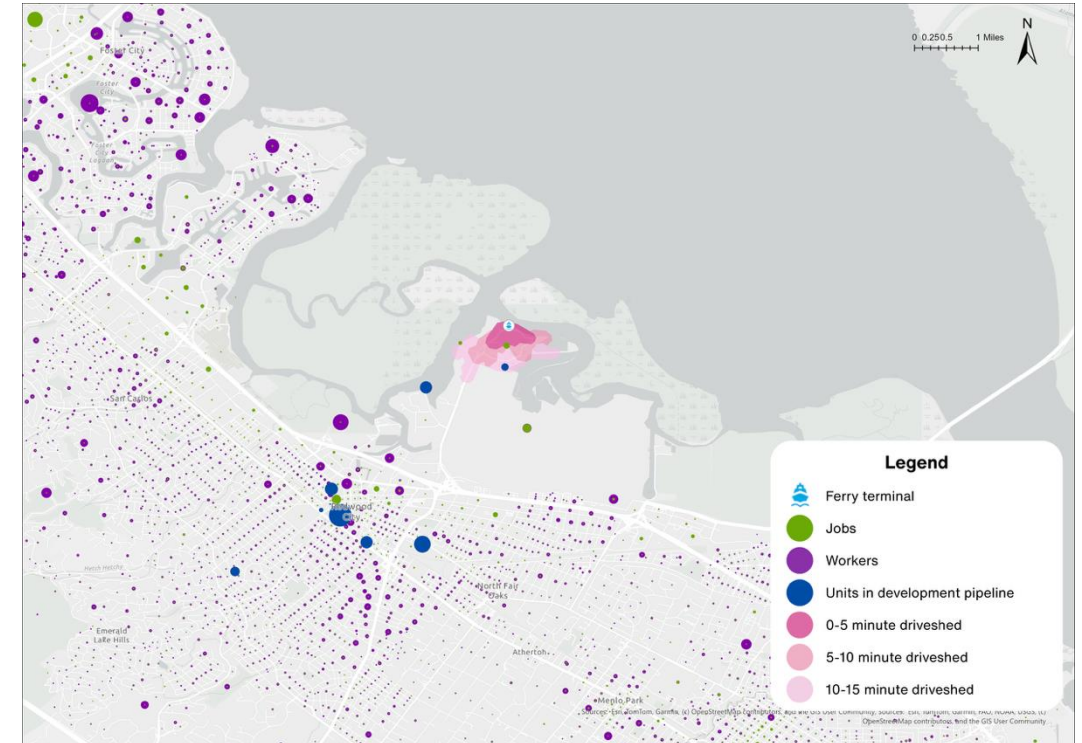
Source: U.S. Census Bureau 2023 LEHD Origin-Destination Employment Statistics; City and County of San Francisco Development Pipeline

SPATIAL ANALYSIS: REDWOOD CITY

Driveshed: Redwood City



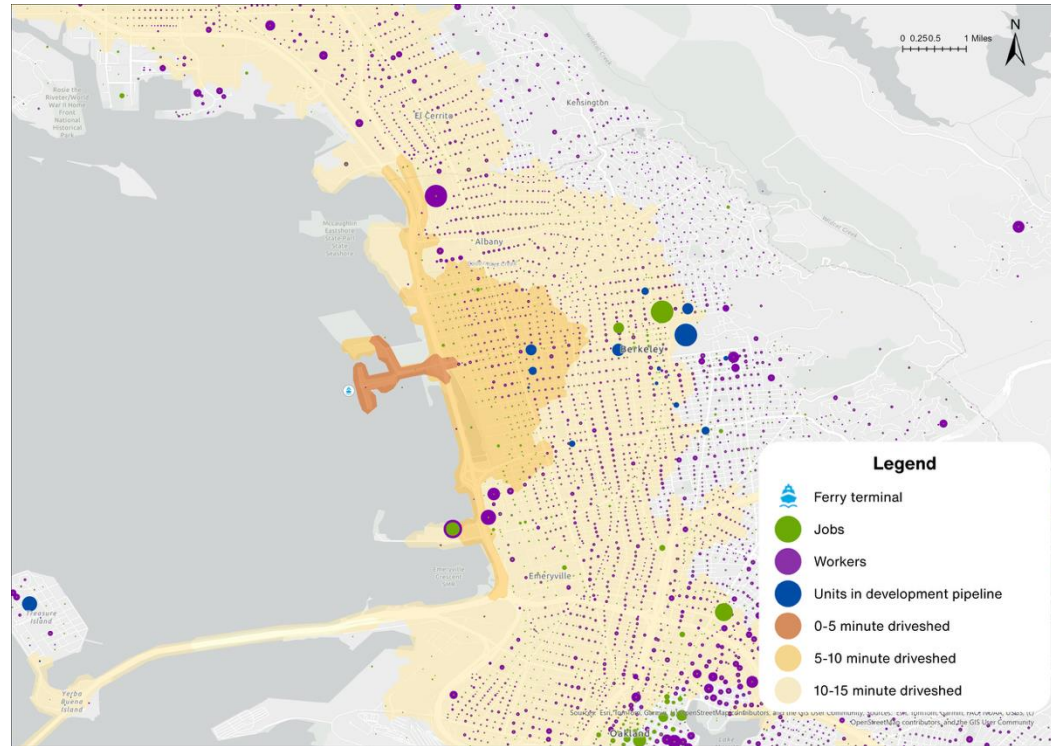
Walkshed: Redwood City



- As a **destination terminal**, the driving catchment is promising—170,193 jobs within a 15-minute drive
- Only 3,686 jobs and **zero workers** within 15 walking distance—a destination terminal that requires a car to access undermines multimodal goals
- General Plan explicitly highlights the ferry terminal; Downtown designated as a Priority Development Area
- Just 56 residential units in development within the walking catchment

SPATIAL ANALYSIS: BERKELEY

Driveshed: Berkeley



Walkshed: Berkeley



- As an **origin terminal**, what matters most is how many people *live* nearby---and the data shows just 7 workers residing within a 15-minute walk, but 103,543 workers within the driving catchment
- Zero residential units in the development pipeline within the walking catchment
- Development is concentrated east of the terminal, around Univeristy Avenue, Downtown, and UC Berkeley
- The 1986 Waterfront Master Plan limits development near the shoreline

STATE, REGIONAL, AND LOCAL PLANS AND POLICIES

State: SB 79 mandates upzoning near heavy rail, commuter rail, and BRT but **excludes ferry terminals**. AB 2553 recognizes ferry as a "major transit stop" for CEQA and fee purposes only.

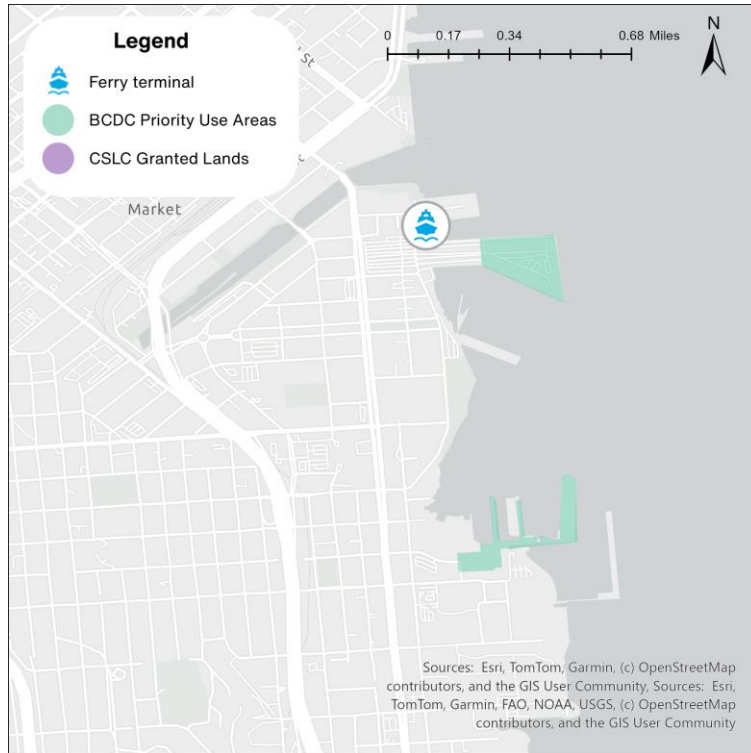
Regional: Plan Bay Area 2050 supports PDAs and broad transit access. Ferry terminals can be consistent with regional goals, but implementation is left to local jurisdictions.

Local:

- **San Francisco/Mission Bay:** Strongest alignment—Redevelopment Plans, Housing Element, and TDM requirements all support ferry-oriented development
- **Redwood City:** General Plan explicitly supports the ferry; downtown TOD focus leaves a gap at the waterfront/ferry terminal location
- **Berkeley:** Pro-transit policies citywide, but the Waterfront Master Plan and other regulations constrains development on the shoreline

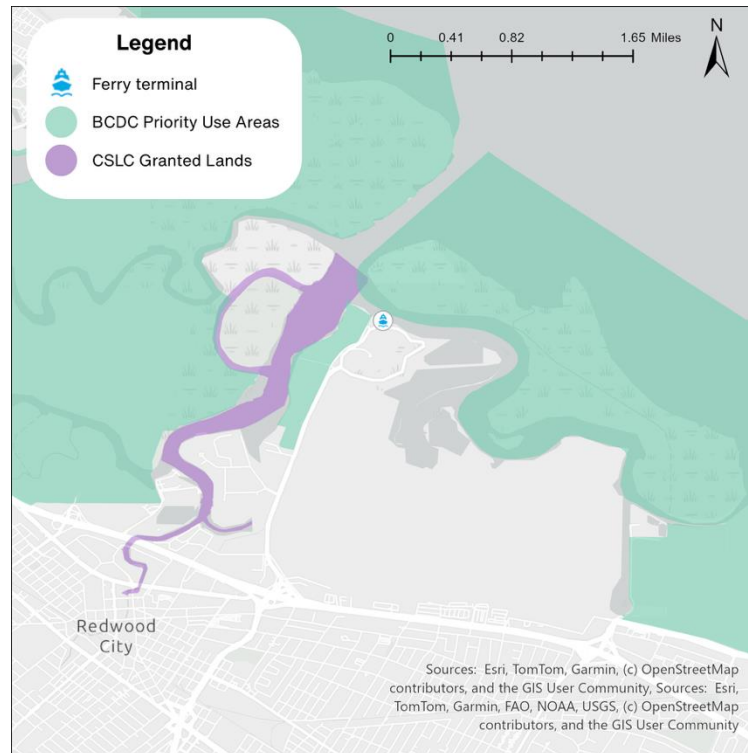
REGULATORY CONSTRAINTS ON DEVELOPMENT

Mission Bay



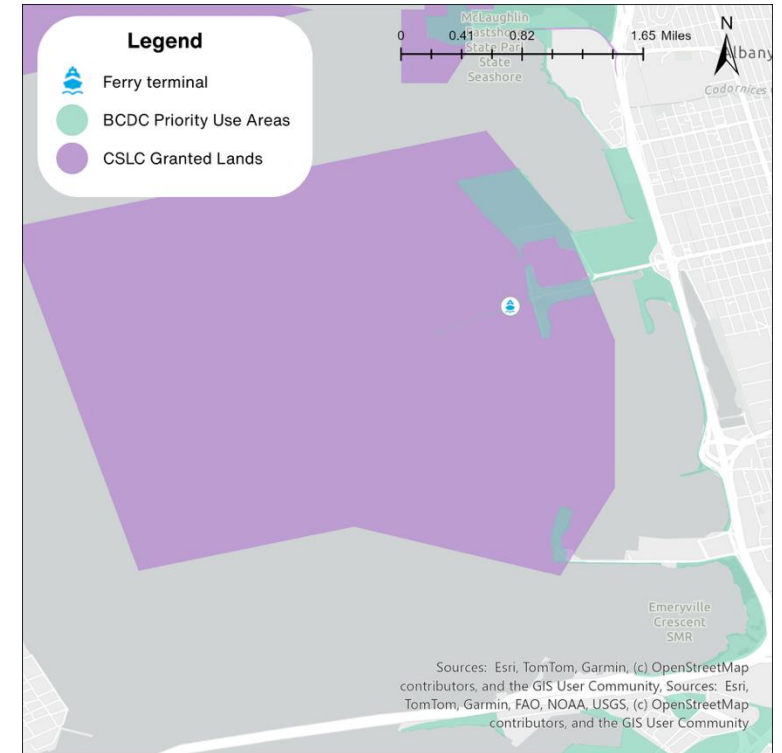
- Priority Use Area type: Port

Redwood City



- Priority Use Area type: Wildlife
- 1963 Legislation: land is granted for harbor and navigation purposes

Berkeley



- Priority Use Area type: Waterfront Park, Beach
- 1962 Legislation: grant of tidelands limiting use to commercial, recreational, and aviation purposes

RECOMMENDATIONS

- SF Bay Ferry should cement its role as a planning stakeholder, as opposed to just a transportation service provider, in each city's planning and zoning processes
- Target outreach to lower-income communities
- **Mission Bay:** Leverage existing policy alignment to position the terminal as a regional model; prioritize first- and last-mile connections to Caltrain and Muni
- **Redwood City:** Advocate for first- and last-mile access
- **Berkeley:** Prioritize bicycle and pedestrian infrastructure connecting the terminal to Downtown

CONCLUSION

- The land use conditions that drive ridership, such as walkability, job density, residential development, are entirely outside SF Bay Ferry's control, making coordination with cities the agency's most important lever
- The origin/destination framing underscores that there is no one-size-fits-all solution: Berkeley needs residential density and active transportation connections to the terminal; Mission Bay and Redwood City need strong job accessibility and first-and-last-mile infrastructure for arriving workers
- Ferries can catalyze growth — but only when paired with the right land use conditions and deliberate interagency coordination

Thank you