



**PRESENTATIONS FOR JUNE 11, 2026
BOARD OF DIRECTORS MEETING**



ITEM 5A: LOVE YOUR COMMUTE MARKETING CAMPAIGN

LOVE YOUR COMMUTE

MARKETING CAMPAIGN

Spring 2026



Timeframe: March-May, 2026

Audience target: Prospective commuters living in the East Bay, working (and returning to offices) in Downtown San Francisco

Budget allocation: \$83,000

Campaign objectives:

- Reinforce SF Bay Ferry as a better alternative to driving
- Support a cohesive, multichannel campaign experience
- Connect the campaign to broader return-to-office trends



CONTENT: Testimonials from real commuters, gathered on Richmond Route

"I always say this to my friends: Ferry is the best mode of transport in the Bay Area."

"It's always super clean, super safe."

"Everybody who works on the ferry is always in such a great mood, and it's a really great way to start the morning to have a beautiful view."

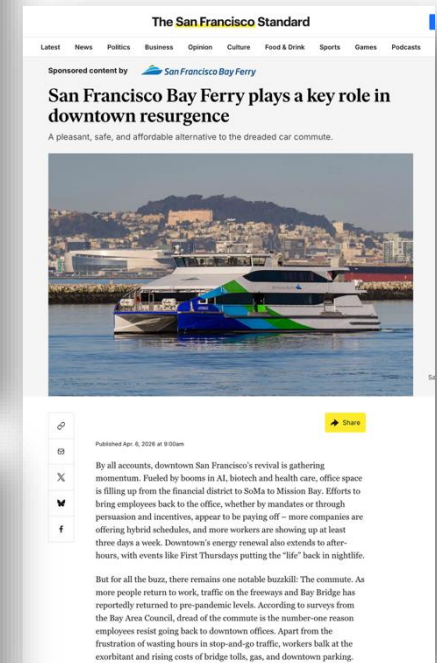
"I will never be driving to work ever again."





Content placements (executed by MacKenzie Communications):

- Video and static ads on social media: Instagram, Facebook, TikTok, LinkedIn Open Web, YouTube
- Out-of-home digital displays at Muni shelters
- Advertorials: San Francisco Standard, Oaklandside, SF Examiner
- KQED Radio and banner ads





Campaign Impact

Total impressions: 7,785,606

Top performing platforms:

YouTube: Advanced targeting based on relevant behaviors and interests

LinkedIn Open Web: Precise targeting of employees at priority companies hiring or implementing return-to-office policies

KQED: Drive-time radio placements targeting commuters



**ITEM 8: APPROVE PROPOSED FISCAL YEAR 2026/27 BUDGET AND
SALARY SCHEDULE AND RELATED RESOLUTIONS**

FY2026/27 Final Budget

Board of Directors

June 11, 2026



San Francisco Bay Ferry

CHANGES FROM DRAFT BUDGET

Operations Budget

- No changes
- \$87.9 million

Capital Budget

- Includes rescoped federal grant for \$15.9 million for terminal floats
- Reflects more precise timelines for
 - Mission Bay Electrification
 - Harbor Bay Electrification
 - Mid Life Vessel projects

Total Capital Budget increases by \$10.41 million

Annual FY2026/27 Capital Budget decreases by \$5.39 million to \$156.7 million

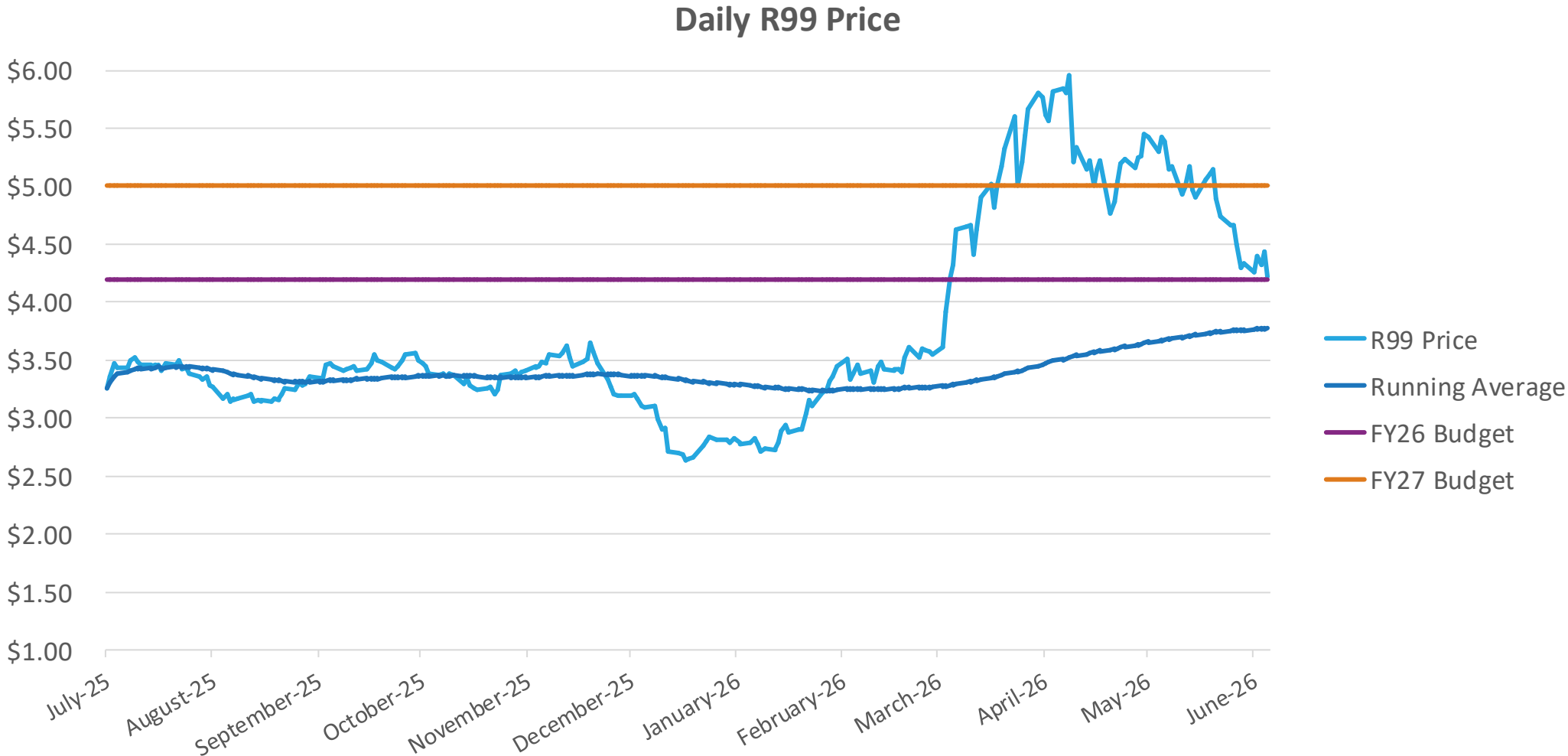
Contribution to Reserve

- No change - Planned \$10 million contribution to agency held reserves

BUDGET SUMMARY

	FY2024/25 Actual	FY2025/26 Budget	FY2025/26 Estimated Actual	FY2026/27 Draft Budget	FY2026/27 Final Budget
REVENUE					
Operations	74,686,935	80,870,168	73,366,852	97,948,721	97,948,721
Capital	37,380,832	147,569,392	86,793,713	162,109,535	156,722,664
Total Revenue	\$112,067,767	\$ 228,439,560	\$ 160,160,565	\$260,058,256	\$ 254,671,385
EXPENSES					
Operations	66,247,794	80,870,168	71,810,444	87,948,721	87,948,721
Capital	37,380,832	147,569,392	86,793,713	162,109,535	156,722,664
Total Expenses	\$103,628,626	\$ 228,439,560	\$158,604,157	\$250,058,256	\$ 244,671,385
Net Change in Fund Balance (Transfer to Reserves)	\$8,439,141	\$ -	\$1,556,408	\$10,000,000	\$10,000,000
Reserves Held by WETA (unrestricted fund balance)	\$24,843,323	\$ 24,843,323	\$26,399,731	\$36,399,731	\$36,399,731
Reserves as % of Budget		11%	12%	15%	15%

OPERATIONS BUDGET - FUEL



NEXT STEPS

- Questions and Comments
- Recommended Adoption of Annual Budget and Associated funding resolutions
- Summer 2026 - Establish a Board Financial Sub-Committee
- December 2026 - Presentation of FY2025/26 Actuals with updated projections





ITEM 10: VALLEJO FERRY TERMINAL ACCESS STUDY PROJECT UPDATE

Vallejo Access Study Update

June 2026

AGENDA

I. State of the Vallejo Ferry Service

- Ridership Patterns
- Operations and Performance
- Recent Notable Events and Programs

II. Vallejo Ferry Access Study Project Update

- Background and Access Guidelines
- Purpose and Scope
- Existing Conditions Analysis
- Proposed Improvements
- Public Outreach
- Next Steps

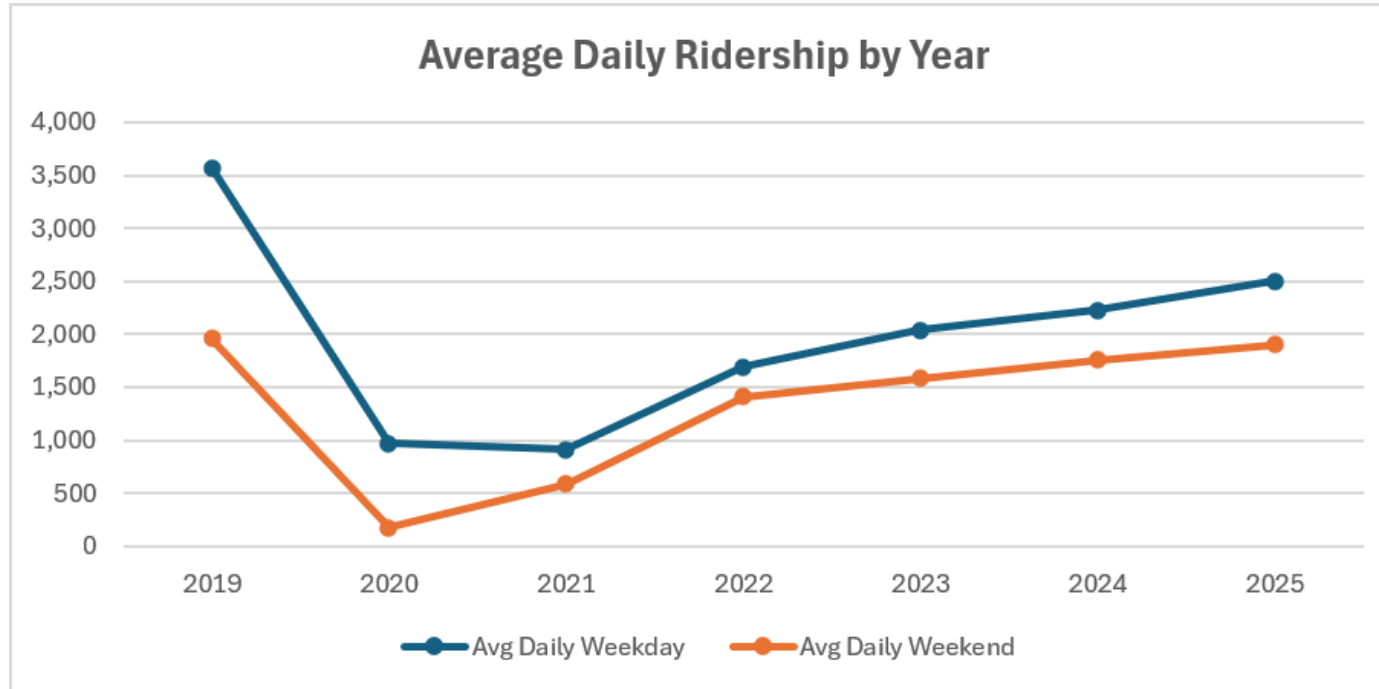
VALLEJO FERRY SERVICE – RIDERSHIP AND OPERATIONS

Year	Ridership	% of CY 2019
FY26 (through April 30, 2026)	726,022	68%
FY25	804,985	75%
FY24	728,104	68%
FY23	642,485	60%
FY22	477,507	45%
FY21	135,983	13%
CY 2019	1,068,095	100%

- 2026 YTD on time performance: 94.7%
- 2026 YTD service reliability: 100%

- Vallejo service is the highest ridership route, accounting for approximately 25-30% of systemwide ridership
- Farebox recovery rate for fiscal year-to-date through March 31: **33%**
 - Highest farebox recovery rate in the system
- According to the 2025 SFBF on board survey, the Vallejo service is the most diverse in the system
 - Highest share of **non-white riders (60%)**
 - Highest share of **seniors over 65 years old (12%)**
 - Highest share of **low-income riders (29% are in households earning under \$75,000)**

VALLEJO FERRY SERVICE – AVERAGE DAILY RIDERSHIP



Year	Avg Daily Weekday	Avg Daily Weekend
2019	3,572	1,960
2020	966	175
2021	909	588
2022	1,692	1,412
2023	2,037	1,580
2024	2,229	1,753
2025	2,498	1,899

VALLEJO FERRY SERVICE – RECENT EVENTS AND PROGRAMS

- **Saturday, April 18, 2026: Vallejo Ferry Fest on Mare Island**
 - Food, beverages, local vendors, live music, raffles and giveaways, kids' zone
- **Friday, May 22, 2026: Vallejo Ferry Trivia Night**
 - Nautical-themed trivia on board an afternoon ferry trip with prizes for winners
- **Saturday, June 6, 2026: Pista Sa Nayon free Mare Island shuttle service**
 - Vallejo's largest annual Filipino cultural celebration honoring Philippine Independence Day
 - Food, music, dance, cultural performances
 - SFBF offering free shuttle service between Vallejo and Mare Island for event attendees

STUDY BACKGROUND

- Board adopted Access Guidelines in November 2024 to establish agency-wide goals, priorities, and standards for how ferry riders get to and from ferry terminals
 - Prioritize improving sustainable first/last mile modes for the communities with the greatest need
 - Define the roles and responsibilities of SFBF and local jurisdictions for access improvements
 - Establish high-level mode share goals that may also be site-specific
- Access guidelines call for a study or plan to identify and prioritize future first/last mile improvement projects
- Staff identified Vallejo as the first candidate for this work in partnership with City of Vallejo, Solano County, and transit partners operating in the area

WETA ACCESS GUIDELINES

1) Access Principles for Ferry Services

- Promote and prioritize sustainable modes of access to ferry to grow ridership—especially for those who are transit-dependent
- Promote a safe first/last mile experience regardless of mode
- Reduce environmental impacts of parking and driving on local communities where possible

2) Role of Local Jurisdictions

- Local jurisdictions retain or assume responsibility for managing, operating, maintaining, owning, rehabilitating, constructing, and funding terminal access programs and improvements.
- Determine and set local land use policy and facilitate construction transit-oriented development

3) Role of SFBF

- SFBF commits to partnership with local jurisdictions to support access programs and improvements
- Including planning support, pursuing funding opportunities, advocacy and outreach, and support for transit-oriented development

WETA ACCESS GUIDELINES

4) Emerging Technology and Pilots

- Explore public-private partnerships, leverage outside funding and expertise from non-government organizations, evaluate long-term feasibility of new initiatives

5) Mode Share Goals

- 50%+ trips to and from origin terminals made by sustainable modes
- 50%+ driving drips made by non-drive alone modes (carpool, pickup/drop off, rideshare)
- Target 0 severe or fatal collisions for peds, bikes, and motorists in the vicinity of ferry terminal
- Close gaps in the active transportation network
- Coordinate connecting transit schedules
- Reduce parking lot footprint where feasible and implement parking demand management strategies as needed

PURPOSE AND SCOPE

- Involve City of Vallejo staff throughout the life of the Study as a close working partner and collaborator
- Study the existing access conditions and existing planning work done to date at/around Vallejo Ferry Terminal
- Propose and prioritize access improvements that would best address Vallejo ferry riders' access needs and gaps in the network
- Gather rider, key stakeholder, and public input about access issues and potential improvements
- Develop an action plan that represents SFBF's commitment to partnering with the City of Vallejo and Solano County on key access improvements for Vallejo ferry riders
- Access study phases:
 1. Existing conditions and needs assessment
 2. Proposed improvements and prioritization of projects
 3. Public outreach and engagement

TIMELINE (MONTHS)

Task	1	2	3	4	5	6	7	8	9	10	11	12
1.1 - Project Kick-Off	x											
2.1 - Data Collection		x										
2.2 - Field Visit		x										
2.3 - LTS and Shed Analyses			x	x								
2.4 - Existing Plan Review		x	x									
2.5 - Documentation				x								
3.1 - Stakeholder Engagement					x	x						
3.2 - Access Improvements					x	x	x					
3.3 - Mapping					x	x						
3.4 - Documentation							x					
4.1 - Online Outreach			x	x	x	x	x	x	x			
4.2 - In-Person Outreach			x	x	x	x	x	x	x			
4.3 - City Council Session								x				
4.4 - Documentation									x			
5.1 - Funding Considerations							x	x				
5.2 - Implementation Plan								x	x			
5.3 - Plan Document										x	x	

EXISTING CONDITIONS

- Existing Infrastructure
 - Ferry service overview
 - Pedestrian and bike network
 - Connecting transit service
 - Level of Traffic Stress (LTS) analysis
 - Travel shed analysis
- Existing Planning Efforts
 - Long-Range Foundational Planning
 - Countywide Active Transportation Plan (ATP)
 - Vallejo Capital Improvement Project (CIP)
 - WETA Guidelines
 - Regional Guidelines



Figure 1.
FERRY TERMINAL AND VICINITY

EXISTING TRANSIT

- **SolTrans** is the primary bus service provider out of the Vallejo Transit Center
 - Regional express buses (R, Y, 82)
 - Local routes (1, 2, 3, 4, 5, 6, 7A, 7B, 8)
- **Vine Transit** also serves the Vallejo Transit Center
 - Regional service to American Canyon (11, 11X)
- **Amtrak Thruway, Flixbus, and Greyhound** long distance bus service out of the Vallejo Transit Center

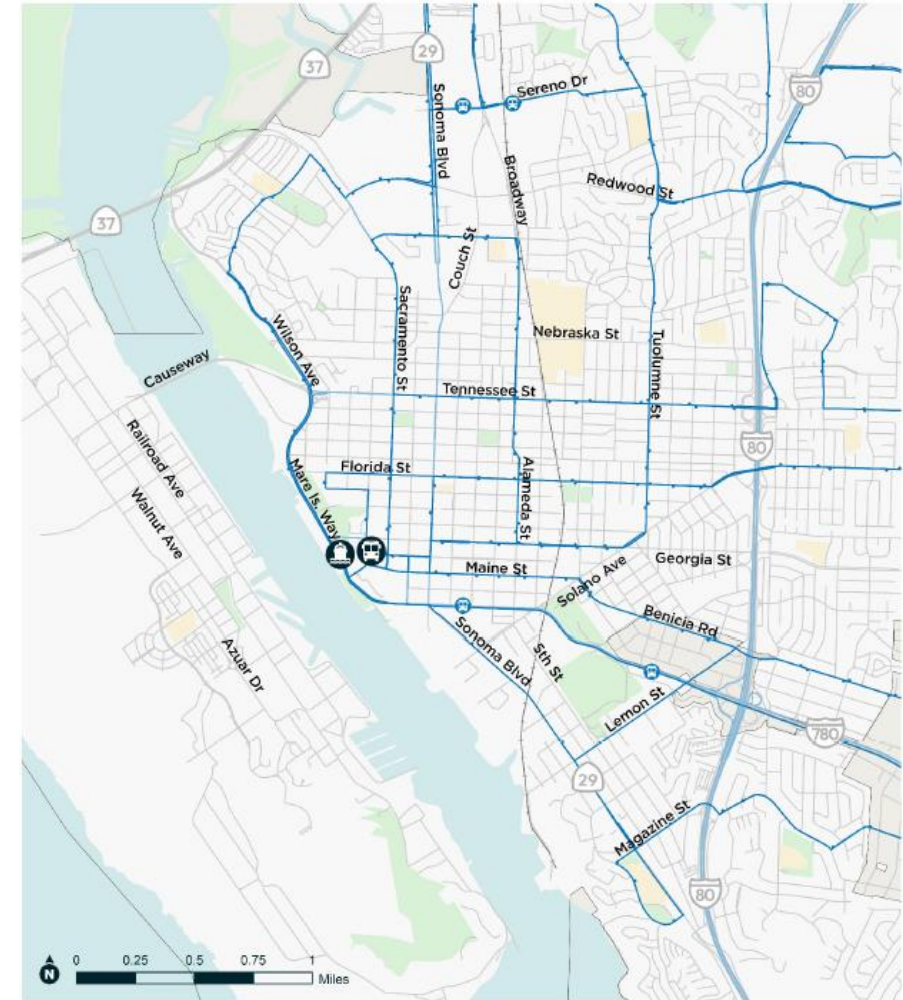


Figure 2.

TRANSIT SERVICE

- Transit Hub & Express bus stop
- Local bus stop
- Local bus service
- Express bus service (no stops)

EXISTING BIKE NETWORK

- Project team uses **Caltrans Design Information Bulletin (DIB) 94** for guidance of appropriate bike facilities based on roadway context
 - Class 1: Shared use paths
 - Class 2: Bike lanes
 - Class 2b: Buffered bike lanes
 - Class 3: Bike routes (sharrows)
 - Class 4: Cycle tracks or bikeways w/ physical separation
- Existing bike infrastructure in Vallejo is fragmented with facilities existing in isolation and not as a network
- Some bike facilities are mismatched to the operating speeds of the roadways they are located on
 - Ex: Class 2 bike lanes on Mare Island Way are insufficient given the road width and high vehicle speeds

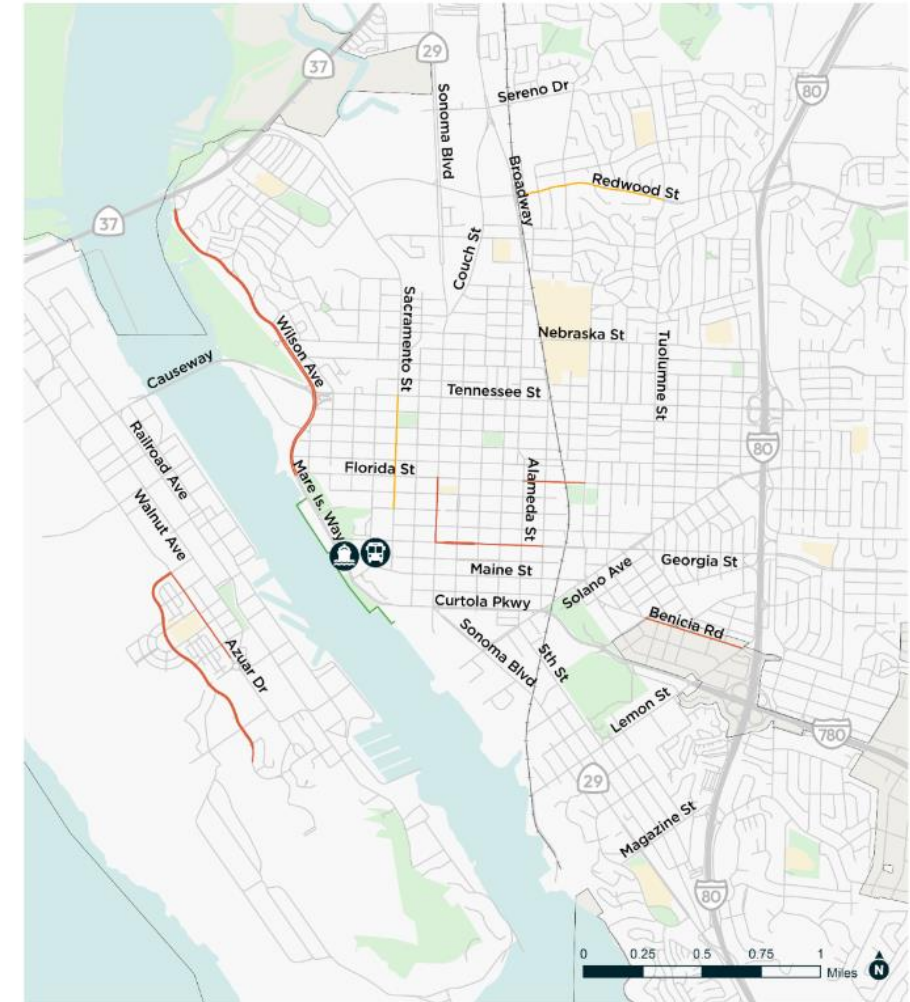


Figure 4.
EXISTING BICYCLE NETWORK

Class I — Green
Class IIb — Yellow
Class II — Orange

LEVEL OF TRAFFIC STRESS (LTS) ANALYSIS

- Level of Traffic Stress (LTS) is a way to evaluate the stress a bike rider experiences while riding on the road
 - LTS 1: feels safe to ride for all users, including most children
 - LTS 2: feels safe to ride for most users in mainstream adult population
 - LTS 3: feels acceptably safe to riders who are confident bikers, but would prefer safer facilities
 - LTS 4: high-stress, high-speed roadways with multiple travel lanes or limited/no bike facilities
- LTS categories are determined using factors like the number of travel lanes, vehicle speeds, traffic volume, presence of bike lanes with physical separation
- For this Study, the project team aims for proposed improvements to result in LTS 1 or 2 roadway conditions

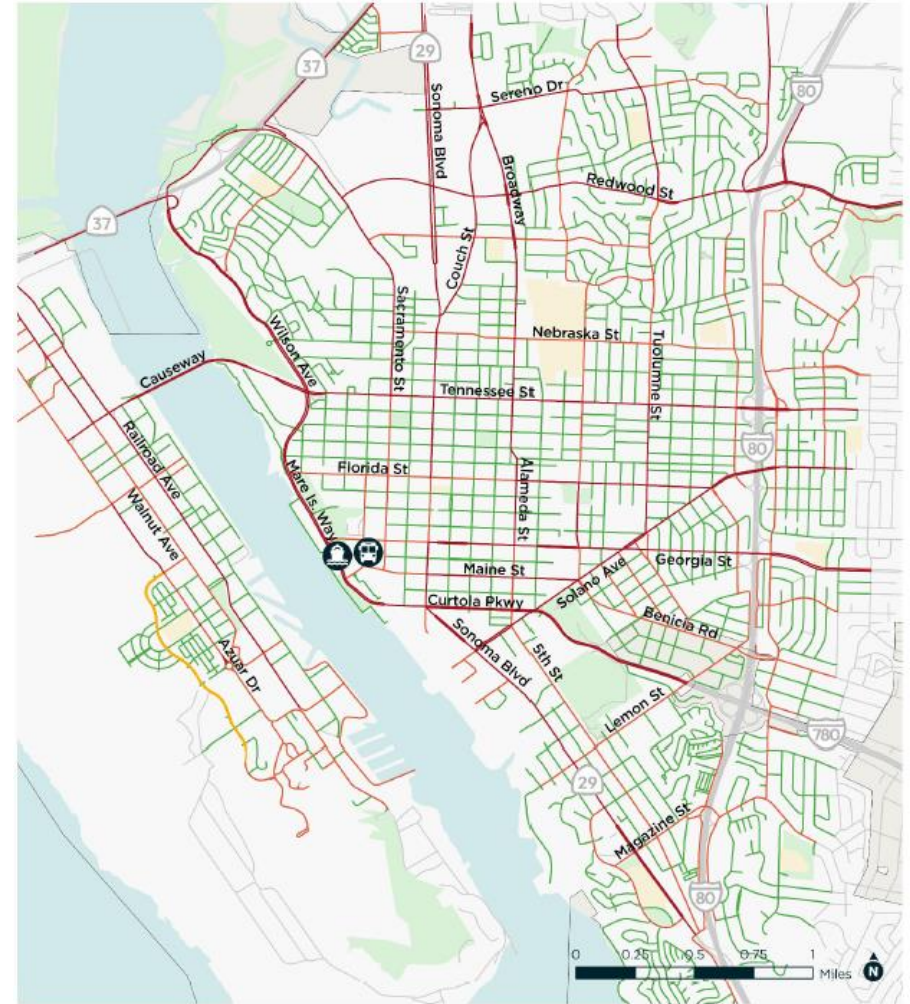


Figure 6.

**LEVEL OF TRAFFIC STRESS (LTS)
5 MPH ABOVE POSTED SPEED LIMIT**

LTS 1 — green
LTS 2 — yellow
LTS 3 — orange
LTS 4 — red

LTS AND TRAVEL SHED ANALYSIS

- LTS analysis used to create 2-mile bike travel sheds showing geographic areas where travel to and from the ferry terminal is most difficult on the existing street network
- **Yellow:** 2-mile bike ride to Vallejo Ferry on all roads—including roads that feel uncomfortable for most bike riders
- **Light Blue:** 2-mile bike ride to Vallejo Ferry on “comfortable” LTS 1 or 2 roads according to posted speed limits
- **Dark Blue:** 2-mile bike ride to Vallejo Ferry on “comfortable” LTS 1 or 2 roads according to 5mph over posted speed limits
- Major barriers to Ferry access include:
 - Area directly around the Ferry Terminal (Mare Island Way)
 - Areas southeast of the Ferry Terminal (Georgia St., Benicia Rd., Curtola Pkwy., Fifth St., and Sonoma Blvd.)

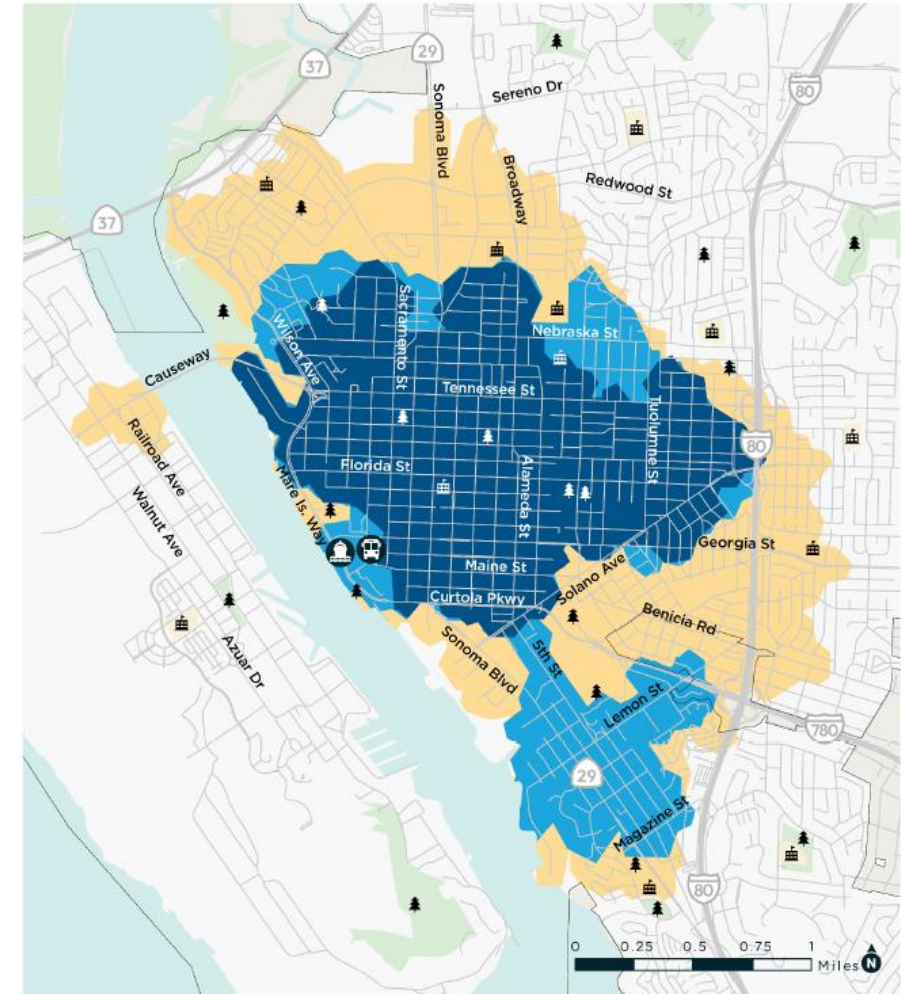





Figure 7.

**2-MILE
TRAVEL SHED**

all roadways 
only LTS 1 or 2 roadways (scored on posted speed limits) 
only LTS 1 or 2 roadways (scored using 5MPH above speed limits) 

EXISTING PLANNING WORK

- Study synthesizes and leverages existing planning work done to date and focuses narrowly on improvements that would be most beneficial for multimodal ferry access
- **Long-Range Foundational Planning**
 - Downtown Vallejo Specific Plan (Specific Plan)
 - Vallejo Waterfront Planned Development Master Plan (PDMP)
- **Countywide Planning**
 - Solano County Active Transportation Plan (ATP)
 - Solano Countywide Local Road Safety Plan (LRSP)
- **City of Vallejo Planning**
 - 5-Year Capital Improvement Program (CIP)

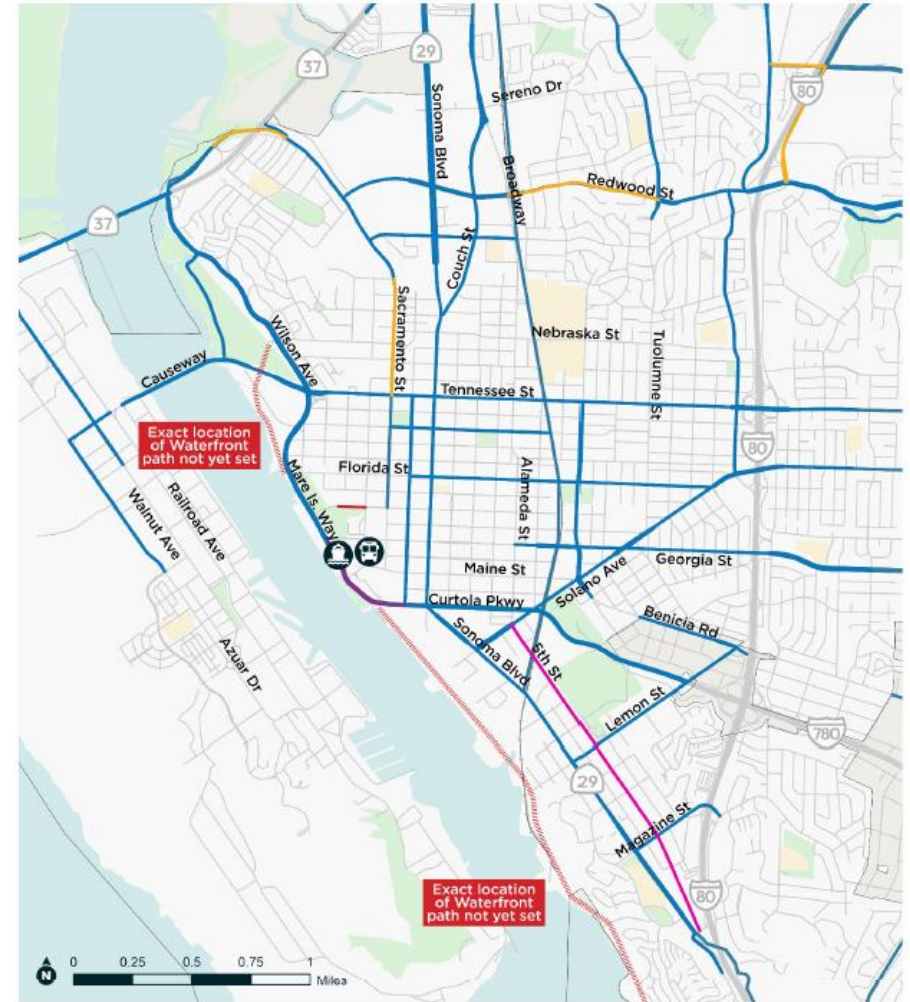


Figure 8.
**CURRENTLY PLANNED
PROJECTS BY SOURCE**

- CIP —
- ATP/CIP/PDMP —
- CIP/ATP —
- ATP —
- General Plan —

PROJECT LIST DEVELOPMENT

- Solano County has identified some **Transportation Fund for Clean Air (TFCA)** funds that are available to program to a project from this process
- Project team has identified a short-list of both highly beneficial and feasible projects using:
 - Existing planning documents and work in Vallejo and Solano County
 - Results of the outreach work done to date as part of this Study
 - City of Vallejo input regarding street paving schedules
 - Discussion from the stakeholder group made up of local transit operators, City of Vallejo, and Solano County staff

1 **Class II bike lanes on Marin St** *(from Tennessee St to Capitol St and from Maine St to Curtola Pkwy)*

2 **Class II bike lanes on Florida St** *(from Alameda St to Mare Island Way)*

3 **Improvements at Transit Center intersections** *(York St at Santa Clara St and Sacramento St)*

4 **Class IV separated bike lanes on Maine St** *(one block from Mare Island Way to Santa Clara St)*

5 **Class II bike lanes on Georgia St** *(one block from Mare Island Way to Santa Clara St)*

6 **Southern extension of Waterfront Path** *(from current terminus at Independence Park)*

7 **Northern extension of Waterfront Path** *(closing the gap in the Vine Trail to Hichborn St)*

8 **Class IV separated bike lanes on Mare Island Way** *(from Hichborn St to Sonoma Blvd)*

9 **Intersection improvements along Mare Island Way** *(improving crossings at the garage entrance and at Florida, Capitol, Georgia, and Maine Sts)*

NEXT STEPS

- Identification of a top priority project for Solano County TFCA funds after consideration of public input
- Drafting and development of Vallejo Access Study Final Report
 - Funding strategy
 - Implementation plan
- Vallejo Access Study Final Report presentation to the following bodies:
 - Vallejo Access Study stakeholder group (transit partners, local government partners)
 - City of Vallejo Planning Commission (July 20, 2026)
 - City of Vallejo City Council (August 11, 2026)
 - SFBF Board (August or September 2026)
- This Study represents SFBF's commitment to partnering with the City of Vallejo and Solano County to deliver projects identified as most beneficial to first/last mile ferry access including:
 - Technical expertise
 - Staff time and support
 - Support letters and advocacy

NEXT STEPS – RICHMOND FERRY ACCESS STUDY

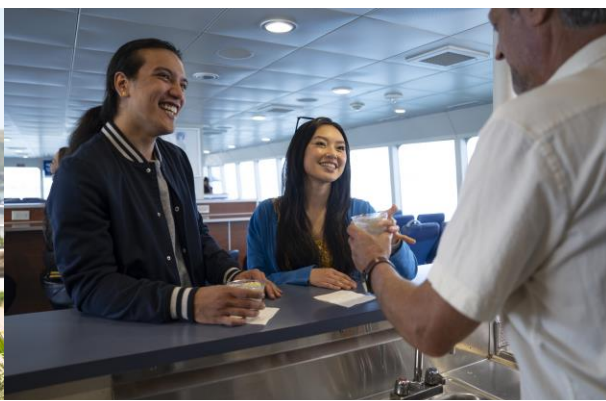
- Following completion of the Vallejo Access Study, a similar effort will start for Richmond in close coordination with City of Richmond staff
- Local and county-level partners and stakeholders will be involved
- Staff are currently developing a project scope, timeline, and budget with an estimated kickoff in fall 2026
 - Parking management has preliminarily been identified as a key focus of the Study



ITEM 11: SF BAY FERRY CUSTOMER EXPERIENCE PLAN

SF Bay Ferry Customer Experience Plan

June 2026



CUSTOMER EXPERIENCE DESERVES A GAME PLAN

- ✓ Establish a data-driven framework to measure and align programs with agency goals.
- ✓ Adopt a proactive strategy for CX decision-making and program planning.
- ✓ Evolve alongside best-in-practice transit agencies.
- ✓ Identify strengths, address gaps, and support program growth.



THE BUILDING BLOCKS FOR CX SUCCESS

The SF Bay Ferry Customer Experience (CX) Plan identifies three tools to understand, inform, and address programming needs.

1 DATA COLLECTION

Introduction of a standardized data collection process.

2 METRIC TRACKING

Key Performance Indicators (KPIs) are adopted for each program.

KPIs will be assessed on a recurring basis.

3 GOALS & GRADING




Data-first goals will be introduced for each program.

Adopted KPIs will assist in annual performance reporting.






FOCUS AREAS STEERING CX SUCCESS


Amenities & Comfort

-  Bikes & Scooters
-  Concessions
-  Vessel Appearance



Customer Service & Safety

-  Customer Relationship Management
-  Interactions
-  Passenger Service Center

Customer Communications

-  BayAlerts
-  Digital Onboard
-  Signage & Wayfinding
-  Ticketing System

System Performance & Satisfaction

-  Customer Satisfaction
-  On-Time Performance



AMENITIES & COMFORT



Bike & Scooter stowage & amenities across the system.



Concessions onboard all vessels provides snacks and drinks to passengers.



Vessel appearance both inside and out.

Key Performance Indicators (KPIs)



The number of vessel maintenance complaints from passengers



The number of torn or broken seats or trays



Vessel/terminal cleanliness violations



Missed concessions shifts



The number of bike complaints via Zendesk

CUSTOMER SERVICE & SAFETY



Customer Relationship Management System allowing direct communication with riders.



Interactions between individuals onboard the system.



Passenger Service Center is the frontline hub for customer support.

Key Performance Indicators (KPIs)



The number of email messages received



The number of phone calls received



The number of schedule-related complaints



The number of chat messages received



The number of Title VI & ADA formal complaints



The number of at-fault formal complaints



The number of complaints about negative interaction on the system



The number of commendations



Average first-reply time



Average Resolution Time

CUSTOMER COMMUNICATIONS



BayAlerts Messaging System sending real-time rider alerts to passengers.



Digital Onboard Programming for passengers at terminals and onboard vessels.



Signage & Wayfinding across the system creating a seamless terminal-to-vessel experience.



Ticketing and app programs allowing for a smooth user experience from origin to destination.

Key Performance Indicators (KPIs)



Wi-Fi uptime



Digital terminal sign up-time



BayAlerts reliability score



Accuracy of signage collateral at terminals.



The number of support tickets submitted by SF Bay Ferry



Resolution time

SYSTEM PERFORMANCE & SATISFACTION



Customer Satisfaction continuously allows riders to provide feedback.



On-Time Performance and reliability.

Key Performance Indicators (KPIs)



Monthly on-time performance



Monthly service reliability




Customer satisfaction surveys

TRACKING COURSE WITH DATA

CX DATA SOURCES



Zendesk analytics
Rider satisfaction surveys
Program reports
In-person walkthroughs
Rider & crew feedback
Maintenance reports
Occurrence reports



Measuring
programs with
KPIs.

KEY INSIGHTS

- 
- Identify areas of improvement
 - Highlight areas of success
 - Track patterns across programming
 - Standardize process for pulling data

FROM SCORING TO CLEAR AGENCY GUIDANCE

Customer Experience Score REPORTED YEARLY

- ✓ Agency CX score based on program performance
- ✓ Program performance summary

Customer Experience Progress Report REPORTED EVERY 2 YEARS

- ✓ Agency CX score based on program performance
- ✓ Program performance summary
- ✓ Recommended program action

SCORING BENEFITS

CX scores capture high performing efforts and assist in locking in what's working.

Scoring and analysis assists in program goal setting.

Standardized performance tracking highlights areas of need.

THANK YOU | QUESTIONS?



Thank you