San Francisco Bay Ferry

CUSTOMER EXPERIENCE TRAINING



IMPACTS FOR FRONT-LINE CREW

California Transit Association
Annual Fall Conference & Expo 2026

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About San Francisco Bay Ferry

Routes

- 7 regular commute and daily routes
- 2 special event routes to Oracle Park and Chase Center
- 1 free water shuttle

Ridership

- More than 3 millon annually
- More than 100% of pre-pandemic ridership since December 2025
- Carried more than 308,000 passengers in September 2026, an all-time agency record for September.



2026 Passenger Survey



Methodology

- Conducted by Corey, Canapary and Galanis
- April 2026
- 1,905 riders across a variety of routes and times
- Conducted in English, Spanish and Chinese



Customer Satisfaction

- 99% overal satisfaction
  - 75% “Very satisfied”
  - 24% “Satisfied”



Reasons

- Relaxing atmosphere
- Reliability
- Crew interaction

San Francisco Bay Ferry Crews



Contracted Operator: Blue & Gold Fleet

- 120 Captains and Deckhands
- 10 Gate Assistance Representatives

Roles

- Safety
- Customer Experience

Crew customer experience challenges

- No previous formal CX training
- Needed guidance on high-pressure scenarios:
  - Conflict resolution
  - ADA communication
  - Policy enforcement:
    - Line-cutting
    - Fare evasion

Customer Experience Training

1. Focus groups to develop priorities

2. Consultation with ELEV8TN to develop curriculum:

   NEXT LEVEL NAVIGATION:
   Raising the Bar in Service Excellence

3. 4-hour training sessions delivered in March 2026

   Key topics:
   - Consistency in service standards
   - Professional communication and interaction
   - Brand ambassadors

   Approach:
   - Interactive
   - Collaborative
   - Crew-example led



Results

Crew appreciation

- Operator management reported the highest levels of crew satisfaction with the course they had ever experienced

Customer satisfaction

- Record-high satisfaction scores

Next Steps

- Continued programming for new crew members or those that could benefit from reminders
- Maintain high satisfaction scores
- Monitor crew retention rates over time



THANK YOU!

KEEP IN TOUCH

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