

San Juan Islands Partnership Group

Tuesday, June 17, 2014 | 11:30 a.m. – 2:00 p.m.*
San Juan Island Yacht Club | 273 Front Street, Friday Harbor

DRAFT AGENDA

| Time | Topic | Lead |
|------------|---|---|
| 11:30 a.m. | Welcome <ul style="list-style-type: none"> Review agenda and meeting objectives | George Capacci, WSF Fauna Larkin, Facilitator (BERK) |
| 11:45 a.m. | Tiered Release | Fauna Larkin |
| 12:20 p.m. | WAC Changes | Brian Churchwell, WSF |
| 12:35 p.m. | Communication Plan <ul style="list-style-type: none"> Review Phase 1 Summer Outreach | Fauna Larkin |
| 1:05 p.m. | Anacortes Operating Plan for 4 th of July Holiday Travel | Dwight Hutchinson |
| 1:35 p.m. | Summary & Next Steps <ul style="list-style-type: none"> September meeting | Fauna Larkin |
| 1:45 p.m. | Public Comments | Fauna Larkin |
| 2:00 p.m. | Meeting adjourned | |

Meeting Materials:

- Tiered Release Discussion Guide (Email packet #1)
- Summary of WAC Changes (Email packet #1)
- Communication Plan (Email packet #1)
- Anacortes Operating Plan for 4th of July Holiday Travel (Email packet #2)

* Coincides with sailing schedule; **Departure** - 9:00am from Anacortes or interisland sailing (depart Lopez 10:00am, Shaw 10:20am, Orcas 10:40am) **Return** – 3:45pm to Anacortes or interisland sailing departing Friday Harbor at 2:15pm

For more information, please contact:

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SAN JUAN ISLANDS PARTNERSHIP GROUP Release of Reservation Space Discussion Document

Overview:

WSF appreciates the partnership’s review and feedback of our document of tiered release of space. We tried to find a solution that would meet the needs of all our customers while having minimum impact on WSF operating costs. We have heard that the partnership felt we missed the mark on our initial recommendation. Therefore, we would like to better understand the preferred approach by the partnership at our June 17th partnership. In addition, we are going to look at system statistics for our existing routes and survey customers during our summer outreach to help us develop a program that meets the needs of all our customers.

What do you consider success for the availability of reservation space?

The legislature wrote that the success of a reservation system meets the needs of WSF customers. The purpose of the system is to ensure all customers are able to access space equally.

Here is what we have heard...

| Customer | Success Criteria |
|-----------------------|---|
| Tourists | A customer is able to make a reservation for a sailing on a preferred day when making their travel plans. May not be their preferred sailing. |
| Locals/ Commercial | A customer is able to make a reservation for their preferred sailing on their preferred day. |

Discussion: What are the success criteria that meet the needs of all our customers, rather than customer specific?

What percentage should be made available for each release?

Regular Space Reservations

On average, customers make a decision of their travel plans 7.5 days prior to their planned travel day for our existing routes, excluding commercial reservations in the San Juan Islands.

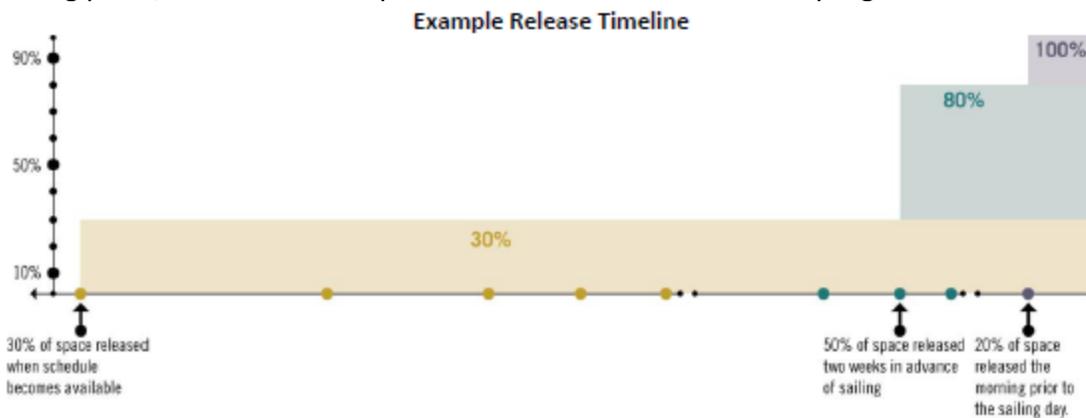
Port Townsend-Coupeville and Anacortes-Sidney Reservation Patterns, Summer 2013

| Route | No. | Avg Days | Share of Reservations | | | |
|---------------|----------------|------------|-----------------------|------------|------------|------------|
| | | | 31+ Days | 8-30 Days | Week-of | Day-of |
| International | 33,369 | 15.6 | 16% | 30% | 50% | 4% |
| PT-Coupeville | 89,324 | 4.5 | 2% | 12% | 64% | 21% |
| TOTAL | 122,693 | 7.5 | 6% | 17% | 60% | 17% |

Below are the # of spaces for the actual summer 2014 schedule to help the partnership get a better sense of the number of spaces associated with the percentages.

| | 10% | 20% | 30% | 50% | 65% |
|------------------------------|-----|-----|-----|-----|-------|
| # of Regular Spaces on Super | 10 | 20 | 34 | 51 | 66 |
| Westbound | | | | | |
| # of Sailings Per Day | 19 | | | | |
| Total # of Spaces Per Day | 197 | 393 | 590 | 984 | 1,279 |
| Eastbound | | | | | |
| Friday Harbor to Anacortes | | | | | |
| # of Sailings Per Day | 8 | | | | |
| # of Spaces Per Day | 71 | 143 | 214 | 357 | 464 |
| Avg Spaces Per Sailing | 9 | 18 | 27 | 45 | 58 |
| Orcas to Anacortes | | | | | |
| # of Sailings Per Day | 7 | | | | |
| # of Spaces Per Day | 63 | 127 | 209 | 317 | 411 |
| Avg Spaces Per Sailing | 9 | 18 | 30 | 45 | 59 |

At the November 2013 SJI Partnership, the partnership agreed that the example release plan seemed like a good starting point, and then once operational we would monitor the program to find the best fit.



Based on the summer 2014 schedule, the above sample release plan would equate to the following # of spaces on average per sailing and total spaces per day.

| | | % | Avg Spaces/Sailing | Total Spaces/Day |
|---------------------------|--|-----|--------------------|------------------|
| Release 1 | 2 months prior to the start of the season for all sailings | 30% | 31 | 590 |
| Release 2 | 1-2 weeks before a sailing | 50% | 52 | 984 |
| Release 3 | 2 days before a sailing | 15% | 15 | 295 |
| Emergency Vehicles | Day of Sailing | 5% | 5 | 97 |

Discussion: For regular space, what percentage of space should be released with each tier and at what timeframe?

Risks of a large release 2 days prior to the reserved sailing date:

- Unable to effectively staff for large influxes that occur an hour or two after space is made available; staff shifts are 8 or 10 hours.
- Longer wait time and increase in dropped calls creating unequal access to reservation space by those making reservations by phone.
- Increase in changed reservations as customer may make a reservation for a less desired sailing and then changing their reservation 2 days prior to get their preferred sailing. Impacts those customers whose preferred sailing was that customer's "less desired sailing".
- Loss of tourism dollars for people not wanting to wait 2 days prior to sailing to know if they will be able to get to the San Juan Islands in the timeframe that works for them. In addition, for a Friday to Sunday trip, they may not know about their return trip until they have already committed to their outgoing trip.

Tall Space Reservations

Tall space is most critical to our commercial customers to provide goods/service. Since they are the lifeline of the San Juan Islands, WSF has always made a large percentage of the tall space available two months prior to each season.

Our commercial accounts have been able to make reservations for almost two month for this summer 2014. We make 80% of each sailing available for reservations. Therefore, when 77% of the allotment is reserved, that means only 3% is available for new reservations, which is not even a single space.

| Route | Sailing Day/Time | % Reserved |
|---|-------------------|------------|
| Anacortes – Friday Harbor | Tuesday 4:15am | 55% |
| | Thursday 4:15am | 52% |
| Anacortes – Orcas/Shaw | Wednesday 6:00am | 56% |
| Friday Harbor – Anacortes (Allotment = 22 tall spaces per sailing) | Thursday 1:50pm | 73% |
| Orcas – Anacortes (Allotment = 26 tall spaces per sailing) | Monday 7:15am | 54% |
| | Tuesday 7:15am | 77% |
| | Wednesday 7:15am | 65% |
| | Thursday 7:15am | 77% |
| | Friday 7:15am | 54% |
| Orcas – Anacortes (Allotment = 29 tall spaces per sailing) | Wednesday 12:05pm | 52% |

Note: Spring, Fall, and Winter sailings typically are more full by commercial accounts due to reduced capacity.

WSF recommends making at least 80% of tall space for each sailing available to meet the existing needs of our commercial vehicles. Any unused tall space will be available for non-commercial tall vehicles to reserve. The remaining amount can be made available closer to the sailing date for those last minute travel needs.

| | | % | Avg Spaces/Sailing | Total Spaces/Day |
|---------------------------|--|-----|--------------------|------------------|
| Release 1 | 2 months prior to the start of the season for all sailings | 80% | 26 | 494 |
| Release 2 | 2 days to 2 weeks before a sailing | 15% | 5 | 95 |
| Emergency Vehicles | Day of Sailing | 5% | 2 | 38 |

Discussion: For tall space, what percentage of space should be released with each tier and at what timeframe?

What triggers a modification to the release plan – release date and/or percentage?

WSF plans to monitor when space is reserved to ensure that it is meeting the success criteria identified for our customers, and when possible reduce the impact the release plan has on WSF staffing.

Discussion:

- a) When would we modify the percentage of space made available in each release?***
- b) When would we modify the timing of each release?***

SAN JUAN ISLANDS PARTNERSHIP GROUP

Summary of Changes to Washington Administrative Code (WAC) Meeting Materials -- DRAFT

The Washington Administrative Code (WAC) contains rules and regulations adopted by Washington State agencies to enact legislation. Each agency regularly updates their relevant sections of the WAC to reflect the changes they make to those rules or regulations.

Washington State Ferries (WSF) will request the following changes to the WAC section that governs preferential loading (WAC 468-300-700). These changes are designed to streamline and clarify the code, and give WSF administrative flexibility for the implementation of reservations in the San Juan Islands, which have unique needs and characteristics.

Streamline and Clarify

- A Premier account was initially established with the idea of better serving frequent travelers. WSF has eliminated this type of account as it was not seen as meeting those needs. WSF will remove all references to a “Premier” account from the preferential loading WAC.
- WSF will change the definition of an “oversized vehicle” from 20 feet to 22 feet. This definition will now match those used in other WSF WACs.

Provide Administrative Flexibility

- Not all departure terminals offer reservations to all customers. WSF will change the WAC to reflect that vehicle preferential load status will depend on whether reservations are available from a destination terminal for all customers.
- In the San Juan Islands, WSF does not charge fares in the eastbound direction. Fare deposits on reservations were the previously existing method of reducing no-shows, but deposits are not feasible on routes that do not collect fares. WSF decided instead on a no-show fee for all routes with reservations.
 - WAC language will now be expanded to include no-show fees.
 - WSF will keep the deposit language in the WAC in case future routes require deposits.

Existing Order of Preference

On routes with reservations for all customers, the existing WAC language provides the following order of preference for loading for the San Juan Islands:

1. An emergency medical vehicle, medical unit, aid unit, or ambulance, public police or fire vehicle when responding to an emergency or returning from either an emergency or nonemergency.
2. A public utility or public utility support vehicle only when responding to an emergency call
3. Vehicles carrying passengers needing to accompany a family member who is being transported by an emergency vehicle.
4. A vehicle with an occupant who provides a medical form certified by a physician that the occupant is returning from a medical appointment or has been discharged from the hospital and that an extended wait would cause detrimental health risks
5. Vehicle with reservations
6. Vehicles without reservations

Note: If the route does not offer reservations to all customers, the existing preferential load order remains.

Vehicle Reservation System
Phase 2 Preferential Load

WAC 468-300-700
Preferential loading.

[Agency filings affecting this section](#)

In order to protect public health, safety and commerce; to encourage more efficient use of the ferry system; and to reduce dependency on single occupant private automobiles:

(1) Preferential loading privileges on vessels operated by Washington state ferries (WSF), exempting vehicles from the standard first-come first-served rule, shall be granted in the order set forth below:

(a) An emergency medical vehicle, medical unit, aid unit, or ambulance dispatched to and returning from an emergency or nonemergency call while in service. Up to one additional vehicle may accompany a qualifying emergency medical vehicle or authorized med-evac when going to, but not when returning from, an emergency.

(b) A public police or fire vehicle only when responding to an emergency call, but not when returning from either an emergency or a nonemergency call. However, these vehicles will receive priority loading when they are returning from either an emergency or nonemergency call to Vashon Island or the San Juan Islands.

(c) A public utility or public utility support vehicle only when responding to an emergency call, but not when returning from either an emergency or a nonemergency call.

(d) Preferential loading may be granted for vehicles carrying passengers needing to accompany a family member who is being transported by an emergency vehicle, which requires the customer's timely access to the vessel's destination.

(e) Specific to routes without reservations where a vehicle occupant states that an extended wait would cause detrimental health risks to a vehicle occupant, that vehicle will be allowed preferential loading whenever the afflicted occupant has provided a medical form certified by a physician that such preferential loading is required.

However, when that vehicle occupant has not submitted the proper medical form, preferential loading will be permissible based upon appropriate terminal staff determination.

(f) Specific to routes with reservations, where a vehicle occupant provides a medical form certified by a physician that the occupant is returning from a medical appointment or has been discharged from the hospital and that an extended wait would cause detrimental health risks, that vehicle will be allowed preferential ~~loading treatment~~.

(g) Specific to routes with reservations (defined in subsections (4) through (10) of this section), a vehicle with a reservation, presenting proof of that reservation.

(h) Specific to routes with reservations, ~~where reservations are available to all vehicles from a terminal available to all vehicles~~, vehicles identified in subsection (4)(a), (i) through (v) of this section receive preferential loading only if they have a reservation.

(i) A visibly marked school vehicle owned, operated, or sponsored by a school** when operating on regular schedules preapproved by the WSF or when advance notice is provided to each affected WSF terminal (**as defined in RCW [28A.150.010](#) (K-12), RCW [28A.150.020](#) (public schools), RCW [28A.195.010](#) (K-12 private schools), and RCW [28B.195.070](#) (secondary schools)).

(j) A visibly marked, preapproved or regularly scheduled publicly or privately owned public transportation vehicle** operating under a Washington state utilities and transportation commission certificate for public convenience and necessity (**as defined in RCW [81.68.010](#) (regular route/fixed termini), RCW [81.70.010](#) (charter and excursion)).

(k) A visibly marked nonprofit or publicly supported transportation vehicle** having provided each affected WSF terminal with advance notice and presenting a WSF permit making it readily identifiable as a public transportation vehicle (**as defined in chapter [81.66](#) RCW (private, nonprofit special needs)).

(l) A visibly marked and randomly scheduled private for profit transportation vehicle** operating under a Washington state utilities and transportation commission certificate for public convenience and necessity traveling on routes where WSF is the only major access for land-based traffic only when that private for profit transportation vehicle has provided each affected WSF terminal with a preapproved schedule and/or advance notice of its proposed sailing(s), (**as defined in chapter [81.68](#) RCW (regular route/fixed termini), chapter [81.70](#) RCW (charter and excursion), chapter [81.66](#) RCW (private nonprofit special needs), chapter [46.72](#) RCW (private, for hire)).

Comment [BC1]: Change from "treatment" to "loading".

Comment [BC2]: This speaks to all vehicles on a route being able to make reservations. It should be specific to all vehicles able to make reservations from a terminal since Shaw won't have eastbound reservations, and Lopez will only take commercial reservations.

Comment [BC3]: There is a comma missing.

(m) A ride-sharing vehicle for persons with special transportation needs** transporting a minimum of three elderly and/or disabled riders or two elderly and/or disabled riders and an attendant presenting WSF ride-share registration program permit only when the operator of that vehicle has provided each affected WSF terminal with advance notice of its proposed sailing(s) (**as defined in RCW [46.74.010](#) (ride sharing for persons with special transportation needs)).

(n) A visibly marked, public ride-share vehicle** owned by a transit agency and leased out to members of the public through the transit agency's registration program only when the operator of that vehicle has provided each affected WSF terminal with advance notice of its proposed sailing(s) (**as defined in RCW [46.74.010](#) (commuter ride sharing)).

(o) A privately owned commuter ride-share vehicle** that visibly presents WSF approved identification markings readily identifiable by the public. There must be a minimum of three occupants in any such vehicle to receive preferential loading. Any such ride-share vehicle must be registered and in good standing in the WSF ride-share registration program (**as defined by RCW [46.74.010](#) (commuter ride sharing)).

(p) Specific to the Anacortes-San Juan Islands routes, a vehicle carrying livestock and traveling on routes where Washington state ferries is the only major access for land-based traffic, where such livestock (i) is raised for commercial purposes and is recognized by the department of agriculture, county agriculture soil and conservation service, as raised on a farm; or (ii) is traveling to participate in a 4H event sanctioned by a county extension agent.

(q) Specific to the Anacortes-San Juan Islands routes and until reservations are available for general purpose traffic to and from the San Juan Islands, home health care workers engaged in travel to and from patient visits.

(r) Specific to the Seattle-Bainbridge and Edmonds-Kingston ferry routes, where a vehicle occupant claims that an extended wait would cause detrimental health risks to their livestock en route to veterinarian services not available in the local community, that vehicle will be allowed preferential loading whenever the vehicle occupant has provided a medical form certified by a veterinarian that such preferential loading is required.

(s) Specific to the Fauntleroy-Vashon, Seattle-Bainbridge, Mukilteo-Clinton, and Anacortes-San Juan ferry routes, any mail delivery vehicle with proper documentation from the U.S. Postal Service showing that such vehicle is in the actual process of delivering mail.

(t) Vehicles ~~20-22~~ feet and over in length engaged in the conduct of commerce and/or transportation of passengers where and when WSF management has determined that the sale of vehicle space may promote higher utilization of available route capacity and an increase in revenues.

(u) An oversized or overweight vehicle (~~20-22~~ ft. and over in length, and/or over 8 1/2 ft. in width, and 80,000 lbs. or greater in weight) requiring transport at special times due to tidal conditions, vessel assignments, or availability of space.

(v) A scheduled bicycle group as determined by WSF only when a representative of that group has provided WSF with advance notice of the proposed travel schedule.

(2) Preferential loading privileges shall be subject to the following conditions:

(a) Privileges shall be granted only where physical facilities are deemed by WSF management to be adequate to allow granting the privilege and achieving an efficient operation.

(b) Subject to specified exceptions, documentation outlining qualifications for preferential loading and details of travel will be required in advance from all agencies, companies, or individuals requesting such privileges.

(c) Privileges may be limited to specified time periods as determined by WSF management.

(d) Privileges may require a minimum frequency of travel, as determined by WSF management.

(e) Privileges may be limited to a specific number of vehicle deck spaces and passenger capacity for any one sailing.

(f) Privileges may require arriving at the ferry terminal at a specified time prior to the scheduled sailing.

(3) To obtain more information about the documentation required and conditions imposed under subsection (2) of this section, call WSF's general information number, [206-464-6400](#), or a terminal on a route for which the preferential boarding right is requested.

Comment [BC4]: Need to clean this up to make it 22 feet to match current tariff.

Comment [BC5]: Need to clean this up to make it 22 feet to match current tariff.

THE REMAINING SUBSECTIONS PROVIDE ADDITIONAL DETAILS ON VEHICLE RESERVATIONS, REFERENCED UNDER SUBSECTION (1) OF THIS SECTION.

(4) Vehicle reservation system intent.

(a) The intent of the vehicle reservation system is:

(i) To reduce queuing and congestion outside of ferry terminals;

(ii) To maximize the use of existing assets;

(iii) To provide enhanced customer service and travel predictability, spontaneity, and flexibility;

(iv) To manage demand by shifting discretionary trips from peak to off-peak sailings;

(v) To recognize the uniqueness of each different route;

(vi) To allow WSF flexibility to manage the system to best balance the needs of customers, communities, and WSF.

(b) Ferry customers are not required to make a reservation in order to travel on a Washington state ferry.

(5) Definitions.

(a) "Business account program" is a reservations program for customers who have an active business account with WSF.

(b) "Business account program member" is an individual or business who has an active business account with WSF.

(c) "Business reservation" is a vehicle reservation made by a business account program member.

(d) "General customer" is an individual or business that has purchased or is planning to purchase a reservation on a Washington state ferry and does not participate in WSF's business, premier, carpool, or vanpool reservations account programs.

(e) "General reservation" is a vehicle reservation made by a general customer.

(f) "Operational day" begins at 3:00 a.m. and ends at 2:59 a.m.

~~(g) "Premier account program" is a reservations program for customers who travel frequently on the route for which they are seeking a reservation.~~

~~(h) "Premier account program member" is an individual who is currently enrolled in the premier account program.~~

~~(i) "Premier reservation" is a vehicle reservation made by a premier account program member.~~

(j) "Reservation holder" is a ferry customer who has acquired a vehicle reservation.

(k) "Reserved space" is space within the vehicle deck space available for vehicle reservations that has been secured by a customer by making a business, ~~premier,~~ or general reservation on that sailing.

(l) "Service interruption" is an event that causes WSF to not be able to run according to the published schedule.

(m) "Terms of use" refers to the agreement customers must read and agree to before their transaction to make a reservation is complete.

(n) "Unreservable space" is all space on a vessel that has not been reserved, or is not available to be reserved.

(o) "Vehicle deck space available for vehicle reservations" is the amount of vehicle deck space on a given vessel that WSF will allow to be reserved. All other space on the vessel is unreservable space.

(6) Modification of these regulations. WSF management reserves the right to add, delete, or modify portions of these regulations including the schedule of reservations charges and the terms of use in accordance with its regulations and applicable laws.

(7) Properties of a vehicle reservation.

(a) A vehicle reservation gives a ferry customer the right to travel at a specific date and time on a specific route with a vehicle of a specific size, as declared at the time of booking, subject to the priority loading conditions set forth in subsections (1) and (2) of this section. This right may be withdrawn at WSF's discretion due to service interruptions; or customer behavior that is inappropriate or dangerous.

(b) A vehicle reservation is not a ticket. Customers with reservations must purchase a ticket at the tollbooth of their departure terminal or online in order to travel on their reserved sailing.

(c) A vehicle reservation is not resalable to third parties.

(8) Vehicle reservation deposits and no-show fees.

(a) Vehicle reservation deposits may be collected or no-show fees may be assessed at levels set by WSF management according to the rules set in WAC [468-300-020](#) (vehicle under 22', motorcycle, and stowage ferry tolls), and WAC [468-300-040](#) (oversize vehicle ferry tolls).

Comment [BC6]: Premier account has been eliminated and needs to be removed from the WAC.

Comment [BC7]: Premier account has been eliminated and needs to be removed from the WAC.

Comment [BC8]: Without an upfront deposit, customers may now purchase tickets online.

Comment [BC9]: Need to include no-show fees.

Comment [BC10]: Need to include no-show fees.

(b) Reservation deposits paid in advance will be applied toward the actual ticket cost for the reserved sailing at the departure terminal tollbooth. However, if a customer who has paid a reservation deposit is denied the ability to purchase a ticket for that reserved sailing due to priority loading conditions identified in subsections (1) and (2) of this section, then the customer may either seek a refund of the deposit, apply the deposit towards a ticket on the next scheduled sailing on the same route, or apply the deposit in accordance with (c) of this subsection. These are the sole and exclusive remedies available to a customer in these situations.

(c) Reservation deposits paid in advance may be applied toward the actual ticket cost of other, nonreserved sailings on the same route, as defined in the terms of use.

(9) Vessel space available for reservations.

(a) WSF has the authority to set the amount of tall and standard height vehicle deck space available for vehicle reservations on each sailing in order to achieve the intentions of the vehicle reservation system.

(b) For any given sailing, WSF may vary the amount of tall and standard height vehicle deck space available for vehicle reservations, depending on factors including, but not limited to:

- (i) Time of day;
- (ii) Day of week;
- (iii) Season of year;
- (iv) Direction of travel;
- (v) Route;
- (vi) Vessel size;
- (vii) Level of demand; or
- (viii) Level of congestion.

(c) For any given sailing, WSF may vary the distribution of tall and standard height vehicle deck space dedicated for business, premier, carpool or vanpool reservations; and dedicated to general reservations, depending on factors including, but not limited to:

- (i) Time of day;
- (ii) Day of week;
- (iii) Season of year;
- (iv) Direction of travel;
- (v) Route;
- (vi) Vessel size;
- (vii) Level of demand; or
- (viii) Level of congestion.

(d) WSF may change the distribution of unreservable space up until sailing departure.

(e) WSF may release vehicle deck space available for vehicle reservations up to one year in advance of a sailing. WSF may choose to phase the release of space on a particular sailing over time, as WSF management deems necessary to achieve the intent of the vehicle reservation system listed.

(f) Space may be made available for vehicle reservations for only certain reservation types (business account, ~~premier account~~, carpool, vanpool, or general reservations).

(g) Space may be made available for a tentative sailing schedule if the final sailing schedule is not available.

(i) If departure times on the final sailing schedule are different than those on the tentative schedule, WSF will notify all affected reservation holders.

(ii) If the reserved sailing is canceled, WSF will notify the customer and refund any deposit paid. ~~If no deposit was paid, the customer will not be charged a no-show fee.~~

(iii) All sailing schedules will be finalized at least six weeks before the schedule would take effect, and customers with affected reservations will be notified as soon as the schedule is final.

(h) Space allocations for specific reservation types (business account, ~~premier account~~, carpool, vanpool, or general reservations) may be changed by WSF at any point in time up until sailing departure.

(10) Reservation system during service interruptions.

Comment [BC11]: Premier account has been eliminated and needs to be removed from the WAC.

Comment [BC12]: Add language around no-show fee.

Comment [BC13]: Premier account has been eliminated and needs to be removed from the WAC.

(a) During a ferry service interruption, WSF management may temporarily adjust business and operational rules to address the issue until normal service is restored. This may include, but is not limited to:

- (i) Canceling existing reservations;
- (ii) Not allowing new reservations; or
- (iii) Changing existing reservations to other sailings.

(b) Upon canceling or moving a reservation, WSF will notify the affected customers via e-mail or phone.

(c) Customers will not be charged for any changes or cancellations resulting from service interruptions.

(d) If a customer's reserved sailing has been canceled or significantly delayed and the customer can no longer travel that operational day, any deposit paid will be refunded, which shall be the sole and exclusive remedy available to the customer in such situations.

(e) During service interruptions, WSF may turn customers without reservations away from the terminal.

(f) During service interruptions, WSF may not be able to guarantee travel for reservation holders.

DRAFT COMMUNICATIONS PLAN

Anacortes/San Juan Islands Vehicle Reservations System Launch

Last update: June 3, 2014

OVERVIEW

Following the successful implementation of Save A Spot, WSF's new vehicle reservations system (SAVE A SPOT) on the Port Townsend/Coupeville and Anacortes/Sidney B.C. routes and commercial customers in the San Juan Islands, WSF is implementing vehicle reservations for all travelers on the Anacortes/San Juan Islands route.

The following communications plan addresses external¹ communication strategies in support of two key dates:

- Beginning Nov. 28, 2014, WSF will accept online reservations for customers traveling between Anacortes and the San Juan Islands for travel on Dec. 28 or after.
- Beginning Dec. 28, 2014, vehicle reservations will be redeemed on the Anacortes/San Juan Islands route.

This plan is a living document and will be reviewed and updated routinely. It covers the following areas: objective, key messages, audiences, communication tools, phases of communication, and implementation timeline.

OBJECTIVE

Promote vehicle reservations as a useful and important travel planning tool for the diverse customer base of Anacortes and the San Juan Islands, including residents, businesses, and tourists.

KEY MESSAGES

Anacortes/San Juan Islands customer-specific messages:

- Customers will be able to make vehicle reservations for all westbound sailings from Anacortes to:
 - San Juan Island (Friday Harbor).
 - Orcas Island.
 - Shaw Island.
 - Lopez Island.
- Customers will be able to make vehicle reservations for eastbound sailings² to Anacortes from:
 - Friday Harbor.
 - Orcas Island.
- The new reservations system offers many customer conveniences:

¹ A parallel communications plan will be developed to address internal audiences

² Commercial reservations will be taken eastbound from all islands with the exception of Shaw Island. There are no reservations for the interisland ferry.

- Customers may reserve sailings 3-6 months in advance based on schedule availability. Additional vehicle space will be made available closer to sailing dates to meet the needs of short-term planners.
- Customers can change or cancel a reservation online.
- Customers are not charged a reservation fee or upfront deposit. (Customers are required to provide a credit card in order to secure a vehicle reservation. A no-show fee will be charged to the credit card if they do not travel on their reserved sailing or anytime from the same terminal on the same day.)
- Customers can change or cancel a reservation with no penalty up until 5:00 p.m. on the prior day.
- Customers can make one change after 5:00 p.m. of the prior day with no penalty.
- Customer account profiles may be saved in the system, providing the option for speedier transactions.
- Barcoded confirmations will make transactions at the terminal fast.

General messages for vehicle reservations system-wide:

- The system must work for WSF customers, being easy to use and offering an adequate degree of predictability, spontaneity, and flexibility.
- WSF aims to provide exceptional customer service with the implementation of a SAVE A SPOT.
- We have heard from approximately 2,600 users³ of the existing SAVE A SPOT (Port Townsend/Coupeville and Anacortes/Sidney B.C. routes, and commercial customers in the San Juan Islands) that their experiences have been positive.
 - Nearly 85% of fall survey respondents found the Web site easy to use..
 - About 92% of survey respondents rated the check-in experience as good or excellent.
- A total of 245,648 vehicle reservations were made in 2013 with 82 percent of those made online.
- A SAVE A SPOT is one way to effectively manage demand and ease congestion at WSF terminals.
- Customers, community members, and the ferry system all benefit from a SAVE A SPOT in the following ways:
 - Reduce or eliminate traffic congestion on roads leading to terminals.
 - Provide predictable and convenient travel.
 - Increase business in ferry-served communities.
 - Reduce air pollution from idling vehicles.
 - Save money by mitigating the need for terminal expansion and/or added service.
 - Reduce traffic control costs and holding area maintenance costs.

AUDIENCES

³ July and November 2012 survey respondents

- San Juan Islands customers/residents (both year-round and seasonal)
- Hospitality/tourism industry in the San Juan Islands, Anacortes and greater Puget Sound region, Washington State
- Real estate in the San Juan Islands
- Businesses in downtown Anacortes
- News media
- Greater Puget Sound region

COMMUNICATION TOOLS

Below is a list of tools that WSF will use to communicate with our audiences.

Traditional Media: Traditional Media encompasses press releases, earned media and media availability. Both general and targeted press releases will be used during key milestones. WSF will also advertise a media availability to demonstrate the utility of bringing vehicle reservations to the San Juan Islands, targeting both the local papers and travel sections of larger, regional publications.

Social media: WSF will communicate using available social media tools, including the [Go Somewhere](#) Facebook page, twitter feeds via the e-mail alert system, and [blog](#). WSF will also leverage the Anacortes blog. (Please note that WSF is in the process of developing a social media plan and will employ new social media tools in support of reservations as they become available.)

Assistant weekly report: Interim Secretary George Capacci reports on WSF activities each week in a Friday e-mail that is distributed to more than 3,000 customers, elected officials and employees. George has regularly reported on the progress of the new SAVE A SPOT and will continue to do so as it relates to the project milestones.

E-mail alerts: Customers sign up for route e-mail alerts to stay apprised of WSF operations. Pertinent information relating to the new SAVE A SPOT will be distributed, using the e-mail alert system, to customers of the Port Townsend/Coupeville and Anacortes/Sidney B.C. routes. Note that this information is automatically tweeted to followers of the WSDOT twitter account.

Web site: There are several places on the WSF Web site to feature the new SAVE A SPOT, including a new Anacortes/San Juan Island reservations page, the existing [project page](#), spotlight on the WSF homepage, and the existing [reservations Web page](#). The above-mentioned areas will be utilized to publicize the new SAVE A SPOT.

Paid advertising: The banner ads on the WSF Anacortes/San Juan Islands online schedule pages will be used to inform customers of the upcoming availability of the SAVE A SPOT. WSF will pursue a media buy for fall 2014 with the assistance of the community marketing group.

Direct mail: WSF may reach residents by doing a direct mailing to island post office boxes.

Survey Monkey: This online resource will be used to monitor the success of vehicle reservations. Customers of the SAVE A SPOT will be notified of its availability post-launch.

Electronic reader boards/HARs/TARs: Where available, electronic reader boards, highway advisory radio (HAR) and Terminal Advisory Radio (TAR) will be used to notify customers of pending changes. WSF will work with WSDOT headquarters to utilize reader boards managed by other regions.

Marketing materials: Handouts, posters, signage, notices for visual paging screens, and collateral marketing materials will be developed and deployed at vessels, terminal, area businesses, visitor centers, rest areas, etc. to inform customers of the pending changes. Materials should include QR code(s) to enhance accessibility of online information. WSF will also ask that local and regional resources (e.g., hospitality industry, visitor bureaus, and real estate offices) link to these materials from their respective Web pages.

Community and hospitality outreach events: Community events will be identified in key locations in Anacortes, Friday Harbor, and Orcas Island where residents and visitors can go to meet with WSF staff and learn more about SAVE A SPOT, including how to make a reservation online and set up an account. Additionally WSF will host an open house for hospitality and tourism businesses.

San Juan Islands Vehicle Reservations Community Partnership: In fall 2012, WSF convened the San Juan Islands Vehicle Reservations Community Partnership to discuss the possibility of expanding vehicle reservations to the San Juan Islands. The partnership is composed of various customer groups and representatives from each island. It was modeled after the successful partnership with the Port Townsend/Coupeville communities and has met on the following dates: Oct. 24, 2012, Dec. 6, 2012, Jan. 31, 2013, March 13, 2013, June 12, 2013, Sept. 11, 2013, and Nov. 14, 2013 (next meeting scheduled for Feb. 12, 2014). All agendas and materials are available on the SAVE A SPOT Web page at www.wsdot.wa.gov/Ferries/Planning/VehicleReservations.htm

WSF community marketing group: WSF has worked with a community marketing group since 2011, to promote ferry travel to communities served by the system, through the development and implementation of campaign strategies. WSF can use this group, specifically the representatives from the Anacortes Chamber of Commerce and San Juan Islands Visitors Bureau, to garner support and communicate about the expansion of SAVE A SPOT to the San Juan Islands.

Ferry Advisory Committees: Representatives from Anacortes and San Juan Islands Ferry Advisory Committees (FACs) participate on the above-mentioned partnership. WSF also meets with the FAC executive council regularly to apprise them of WSF issues, including vehicle reservations.

Community meetings: WSF holds public meetings in ferry-served communities every fall and spring. The expansion of the SAVE A SPOT has been a topic of discussion at recent meetings in Anacortes and the San Juan Island communities. The next series of meetings will take place in May or June, 2014.

Branding: In 2012, WSF developed a logo to brand the new SAVE A SPOT. This logo will continue to be used to identify SAVE A SPOT and will appear on all related communications (note that logo appears on header of this communications plan).

PHASES OF COMMUNICATION

The plan has been divided into three, distinct outreach efforts (phases) as outlined below. Various communication tools, as described above, will be deployed during each phase of communication.

Three phases:

- **Phase 1:** Summer 2014 (June – September)
 - Overall goal: Create a buzz, get attention, visitors know to make reservations in summer of 2015.
 - Messages: Reservations coming to the San Juan Islands, next summer you will be able to make a reservation.
 - Tag line “The end of the line begins December 28.”
 - Audiences:
 - Primary Audiences—Visitors to the San Juan Islands, San Juan Island Residents.
 - Secondary Audiences—San Juan Island Businesses, WSF ferry customers.

- **Phase 2:** Fall 2014 (October - December)
 - Overall goal:
 - Tourism/hospitality businesses know about reservations, feel comfortable helping customers make reservations (at least directing them to website).
 - Residents know about reservations, feel comfortable creating accounts, and making reservations online, can go someplace in the community for help.
 - Messages: Starting November 28, you can make a reservation.
 - Tag line “Go Somewhere...why wait?”
 - Audiences:
 - Primary Audiences—San Juan Island Businesses (particularly tourism and hospitality), San Juan Island Residents.
 - Secondary Audiences—WSF ferry customers.

- **Phase 3:** Winter 2015 (January – March)
 - Overall goal: Visitors and residents are making reservations, particularly during busy travel periods.
 - Messages: Reservations highly recommended.
 - Tag line “Go Somewhere...don’t wait.”
 - Audiences:
 - Primary Audiences—Visitors to the San Juan Islands, San Juan Island Businesses (particularly tourism and hospitality).
 - Secondary Audiences—WSF ferry customers, San Juan Island Residents.

Phase 1: Initiation of Program Awareness, June-September 2014: The goal of this phase is to raise awareness and create a buzz among the San Juan Islands and Anacortes communities and visitors to the islands about SAVE A SPOT.

Audiences: Visitors to the San Juan Islands, San Juan Island residents, hospitality/tourism industry in San Juan Islands, WSF customers system wide.

Messages: Reservations coming to the San Juan Islands, next summer you will be able to make a reservation.

Tag line: "The end of the line begins December 28."

Phase 1 Outreach Activities:

| Tool | Message | Audience (s) | Delivery Method | Date(s) |
|---|---|--|--|----------------------|
| San Juan Island Partnership Group Meeting | Meeting to share information about outreach activities and materials | San Juan Island Partnership Group | Group meeting between WSF staff and SJI Partnership Group members, invited attendees | June 17 |
| Website updates and changes | Detailed information about San Juan Island reservations and supporting changes to other WSF web pages | <ul style="list-style-type: none"> • San Juan Island customers & residents • All ferry customers | Online | "Go live" on June 12 |
| Printed Receipt Announcement | Short message on back of receipt announcing that customers will be able to travel with reservations on the San Juan Islands route starting December 28. | San Juan Island customers & residents, WSF customers. | Include the announcement on all printed receipts at Anacortes Terminal, and all other terminals in the WSF system. | TBD |

| Tool | Message | Audience (s) | Delivery Method | Date(s) |
|------------------------|--|--|---|---|
| Posters | Announcement that customers will be able to travel with reservations on the San Juan Islands route starting December 28. | <ul style="list-style-type: none"> San Juan Island customers & residents | <ul style="list-style-type: none"> Hang posters on vessels and at terminals Hang posters in SJI community gathering places (i.e. coffee shops, library, businesses) | TBD |
| Informational Brochure | <ul style="list-style-type: none"> Relevant through 2015. Address goals of the reservation system, including benefits to customers and residents Instructions for making an account and making, changing, and canceling a reservation Show routes on which you can make a reservation Other FAQs Where to go for additional information (website, QR code) | <ul style="list-style-type: none"> San Juan Island customers, residents, San Juan Island hospitality & tourism industry All ferry customers | <ul style="list-style-type: none"> Hand out brochure to customers from the tollbooths at the San Juan Island terminals Place brochures in kiosks on all WSF vessels Place brochures in kiosks at terminals Distribute brochures to hospitality & tourism industry organizations & businesses Ask Partnership to pass out brochures | <ul style="list-style-type: none"> Community Events: July through August Ferry kiosks and vessels July 2014 through December 2015 |

| Tool | Message | Audience (s) | Delivery Method | Date(s) |
|--|--|--|---|---------|
| Anacortes Terminal Large Screen Announcement | Short message announcing customers will be able to travel with reservations on the San Juan Islands route starting December 28. | San Juan Island customers | Posted on the large screen at Anacortes Terminal | TBD |
| Anacortes Terminal Banner Announcement | Catchy and fun phrase announcing that customers will be able to travel with reservations on the San Juan Islands route starting December 28. | <ul style="list-style-type: none"> San Juan Island customers | Banner location TBD | TBD |
| City of Anacortes Banner | Catchy and fun phrase announcing that customers will be able to travel with reservations on the San Juan Islands route starting December 28. | <ul style="list-style-type: none"> Anacortes visitors and residents | Banner hung across Anacortes main street | TBD |
| Visual Paging Announcement | Short message announcing customers will be able to travel with reservations on the San Juan Islands route starting December 28. | <ul style="list-style-type: none"> San Juan Island customers & residents All ferry customers | All WSF vessels and terminals with visual paging capability | TBD |

| | | | | |
|----------------------------------|---|--|--|---|
| Traditional Media | <ul style="list-style-type: none"> Announcing reservations coming to San Juan Islands Sharing WSF outreach efforts in the San Juan Islands including different ways people can learn more | <ul style="list-style-type: none"> San Juan Island customers & residents General public | Emailed to media contacts | TBD |
| Certified folder screens | Short message announcing customers will be able to travel with reservations on the San Juan Islands route starting December 28. | <ul style="list-style-type: none"> San Juan Island customers & residents All ferry customers | All WSF vessels and terminals with visual paging capability | TBD |
| WSF Director weekly email report | Short write-up about reservations coming to the San Juan Islands and upcoming outreach activities | <ul style="list-style-type: none"> San Juan Island customers & residents All ferry customers | Email to contact list | At major milestones June-September |
| Social Media | <p>Topic ideas include:</p> <ul style="list-style-type: none"> Outreach activities Reservation features and benefits | <ul style="list-style-type: none"> San Juan Island customers & residents All ferry customers | <ul style="list-style-type: none"> WSF and WSDOT Facebook and Twitter, WSF blog | Regular posts and tweets June through September |
| Community Events | <ul style="list-style-type: none"> Informational tables to raise awareness on upcoming reservations at local SJI community events | <ul style="list-style-type: none"> San Juan Island residents and customers | <ul style="list-style-type: none"> See outreach events calendar | See outreach events calendar |
| WSF sponsored events | <ul style="list-style-type: none"> Informational tables geared towards account creation | <ul style="list-style-type: none"> San Juan Island residents and customers | <ul style="list-style-type: none"> See outreach events calendar | See outreach events calendar |

PHASE 1: Events Calendar

WSF outreach staff will be attending the following community events and will be present at community locations and WSF terminals in the San Juan Island between June and September 2014. Staff will promote reservations coming to the San Juan Islands and answer people's questions about how Save A Spot will work.

(Note: Some dates/events have not been finalized.)

| Anacortes | |
|----------------------------------|--------------------|
| Event | Date(s) |
| Anacortes Terminal | July 11 & August 8 |
| Anacortes Farmers Market | July 12 |
| Anacortes Walgreens | August 23 |
| Friday Harbor | |
| Event | Date(s) |
| Friday Harbor Summer Arts Fair | July 19 & 20 |
| Friday Harbor Art Market | July 25 |
| Friday Harbor Terminal | August 3 |
| San Juan County Fair | August 13-16 |
| Lopez | |
| Event | Date(s) |
| Village Market | July 27 |
| Lopez Farmers Market | August 2 |
| Lopez Terminal | August 24 |
| Orcas | |
| Event | Date(s) |
| Orcas Terminal | July 13 |
| Orcas Farmers Market | July 26 |
| Orcas Island Public Library Fair | August 9 |
| Shaw | |
| Event | Date(s) |
| None | N/A |

SAN JUAN ISLANDS PARTNERSHIP GROUP

Holiday Communications and Vehicle Throughput on the ANA/SJI Route: 4th of July Holiday Travel Period (Westbound July 2 & 3)

Introduction

At the May 28th SJI Partnership, members voiced their concern with the heavy vehicle traffic on Memorial Day Weekend, specifically, long lines prior to the tollbooth, terminal staffing at both the tollbooth and staging booth, and communications. WSF has identified improvements relevant to the reservations project that can be tested during the 4th of July travel period.

Our goal is to test communications and vehicle throughput improvements during the 4th of July week, and also give customers the best travel experience possible despite the volume of traffic.

Two items to consider:

- The communications and throughput process tests are support features for the future reservations system and will not by themselves mitigate the effects of heavy traffic. Vehicle reservations will provide the biggest improvement to busy holiday travel periods by spreading the demand across all sailings.
- A major difference between Memorial Day travel and 4th of July travel is that the 4th of July schedule has more sailings with larger vessels, which makes accommodating customer demand easier.

Expediting Vehicle Traffic Departing Anacortes July 2 & 3

During holiday travel periods, traffic can be so heavy that it is difficult to process and stage all of the vehicles attempting to go to the San Juan Islands for the weekend. Back-ups occur at the tollbooth and the staging booth. Customers often try to travel on the same sailings, not realizing that many sailings at the beginning and end of the day are much less full.

Communicating best times to travel and spreading demand:

- WSF is creating day specific Best Times To Travel graphs for July 2-3 westbound (plus July 5-7 eastbound)
- Starting a week in advance of the 4th of July Holiday, the WSF website, email alerts, and Highway Advisory Radio (HAR) will inform customers of the best times to travel westbound and eastbound. Travelers heading to the San Juan Islands will be encouraged to avoid lines by traveling early in the morning or late in the evening on July 2nd and 3rd.
 - On its home page, WSF will “spotlight” best times to travel to the San Juan Islands over the holiday weekend.
 - Several email alerts will be sent to customers reminding them to consider best times to travel when making their holiday plans.
 - The HAR on I-5 prior to the exit to Anacortes and the HAR on the 520 Spur (at Sharps Corner) will be programed to inform people about the best times to travel that weekend.
- On July 2-4, email alerts sent as wait times at Anacortes are known
- On July 5-7, email alerts will be sent as wait times departing island terminals are known
- Terminal Conditions will be operational throughout the holiday travel period. Note that the five westbound supervisor discretionary sailings will not report correctly on Terminal Conditions as they are not known in advance. These sailings occur 6:45 p.m. or later. Turning off Terminal conditions at this point in the day should not be a big impact.

Improving tollbooth and staging booth throughput:

Traffic can be slow processing through the tollbooths, creating a long line of vehicles. Throughput will be partially improved by communicating best times to travel (see section above).

4th Tollbooth:

- 4 tollbooths will be operational during the busiest traffic times from 7:00am to 5:00pm.
- This will allow operations to validate staging booth capacity while operating 4 tollbooths.

Staging Booth:

- 2 employees at the Staging Booth during busy times

Information Agent:

- On July 2 & 3 we will have an information agent available in the vehicle holding area to answer travel questions that are usually asked at the staging booth which slows down the process.
- We will also be providing information on the upcoming reservation system.

Oversight:

- Anacortes Reservation Supervisor onsite to coordinate and document

Success Criteria:

- Early morning sailings are fuller than past years.
- Tollbooths are not a traffic choke point.
- Staging booth is not a traffic choke point.
- Lines and waits are due to limited vessel and/or holding area capacities.