



*This special edition of the WSF Weekly Update looks back at our 2018 accomplishments and provides a glimpse of where we're heading in 2019.*

## Message from Amy

In 2018, we carried [nearly 25 million riders](#) and made significant progress on construction of new ferries and terminals and plans for the future of Washington State Ferries.

Our fleet of 23 ferries serves as a critical part of Washington's state highway system and demand for ferry service is increasing. From Friday Harbor to Point Defiance, systemwide ridership is up 10 percent from five years ago and forecasts predict it'll grow another 30 percent by 2040. To continue to provide reliable service, we need to make significant investments in our workforce, vessels, terminals and technology.

## 2018 accomplishments

### Building new vessels

Welcome *Suquamish*! Our newest ferry entered service in September; it is the fourth [Olympic Class vessel](#) to join the fleet. The *Suquamish* holds 144 cars and has eco-friendly engines that meet the U.S. Environmental Protection Agency's Tier 4 emissions standards, making it the cleanest in Puget Sound.

To keep up with growing ridership and meet the demands on ferry service, we need to build 16 new ferries in the next 20 years, replacing aging vessels and helping to stabilize the

**2018**  
BY THE  
**NUMBERS**

**24.7**  
**MILLION**  
— TOTAL RIDERS —  
TRAVELED WITH US



We completed 161,339 trips, for an average of 442 departures a day. That means a vessel left a terminal every three minutes, 15 seconds.



1 new [Olympic Class ferry](#) joined the fleet. The *Suquamish* serves the Mukilteo/Clinnton route in the summer months and

fleet. By 2040, 13 vessels are due for retirement and replacement.



*Christening our fourth Olympic Class ferry, Suquamish, in a traditional bottle breaking ceremony. Gov. Jay Inslee, Chairman of the Suquamish Tribe Leonard Forsman, Sen. Sharon Nelson, Secretary of Transportation Roger Millar and Vigor CEO Frank Foti joined me in marking this special occasion.*



*Last fall, we held a community celebration officially welcoming Suquamish to the fleet! More than 1,500 people attended for a day of fun aboard our new ferry.*



fills in for other vessels in the winter.



186 new deck, terminal, engine room and Eagle Harbor Maintenance Facility employees joined our team.



By reducing speed by just one knot, our vessel masters and chief engineers reduced fuel consumption by 3 percent, or 540,000 gallons.



We increased our social media outreach to 7,918 total tweets sent to our 28,577 followers. [Our tweets](#) gathered more than 19 million total impressions.



Our ferries traveled a combined distance of 901,288 miles. That's more than 36 times around the

*We marked this important addition to the state ferry fleet with a celebration that included Chairman Leonard Forsman and members of the Suquamish Tribe. Suquamish means "people of the clear salt water."*

### **Maintaining the fleet**

We made significant progress this year on asset management, as we work to chip away our \$209 million preservation backlog. Of the \$68 million allocated for vessel maintenance in the 2017-2019 biennium, \$25 million went to replace the corroding steel passenger deck on the 51-year-old Elwha last year at Vigor.

In addition to the work done at commercial shipyards, more than 100 employees at our Eagle Harbor Maintenance Facility kept the ferry system functioning by repairing and maintaining our fleet and facilities. Highlights from 2018 include several engine overhauls, steering system replacements and technology upgrades.



*The Elwha, one of our oldest vessels, underwent extensive steel replacement on its sundeck and passenger decks.*

Earth.



63,620 vehicle reservations were made over the phone or online, a 10 percent increase from 2017.



Our Eagle Harbor Maintenance Facility team completed 242 emergency repairs and nearly 500 other urgent repairs.



Our employees completed 29,070 total hours of training. Nearly 3,800 of those hours were in First Aid/CPR.



Our customer service team answered 152,321 calls in our call center.



*In a joint effort between Information Technology, Terminal Engineering, Operations and the Eagle Harbor Maintenance Facility, our teams worked together to remove an old, outdated sign at the Anacortes terminal and replace it with this state-of-the-art one.*

#### **Major terminal construction milestones**

##### Mukilteo Multimodal Terminal Project

The [future Mukilteo terminal building](#) came into view in early fall 2018 as crews laid the foundation of the new passenger building. Other highlights of the year include boring a 650-foot-long storm water utility system, continuing work with tribal partners to advance the cultural design of the new terminal, and awarding the next phase of construction to IMCO Construction, whose crews have already begun mobilizing onsite.

This exciting phase includes construction of the passenger building, expanded holding lanes, a toll plaza, waterfront promenade and landscaping elements. The new terminal is expected to open in fall 2020.



We responded to over 12,000 email and written comments and questions.



We had 99.2 percent trip reliability, with the top reason for cancellations being weather or tides.



#### **Community engagement**

With so many major projects and planning efforts underway, 2018 was a big year for community outreach! I want to thank all our Ferry Advisory Committees for engaging their communities and for working closely with us on issues important to ferry riders.



*Schedule planners talk with customers at an open house on Vashon Island about schedule changes.*



*Foundation of the new Mukilteo terminal building with a view of the current terminal in the background.*

#### Seattle Multimodal Terminal at Colman Dock Project



*Colman Dock's historic clock was moved during construction. Don't worry, it'll be back in the new facility when construction is complete in 2023!*

Construction to rebuild our flagship ferry terminal at Colman Dock picked up momentum in 2018. Throughout this [complex project](#), we have continued to serve its 10 million customers a year without any reductions in service. This year, crews have installed more than 180 new steel piles and have made good progress building a strong, seismically-sound foundation for the new dock.

In order to minimize traffic impacts on the busy Seattle waterfront, crews worked from barges, and we moved our overflow vehicle holding area to a neighboring pier. Even though the project won't be fully completed until 2023, customers will be able to start using the new passenger-only facility and the first section of the new terminal building this summer!



*Our [Long Range Plan](#) outreach team getting ready for an onboard open house in the San Juan Islands.*



*The first section of the new terminal building and passenger-only facility are already taking shape.*

**Prioritizing passenger safety**

It's truly an honor to serve as head of such a great workforce, especially one that's ready to go above and beyond to keep our customer safe. In 2018, we awarded seven employees with a WSF Life Ring Award for their heroic efforts in saving a person's life.



*Chief of Staff Elizabeth Kosa presents crewmembers with a WSF Life Ring Award on the deck of the Walla Walla.*



**Community  
Engagement  
by the  
NUMBERS**

**54**

*in person & online public*  
**MEETINGS**

**7,711**

**PARTICIPANTS**



**1,842**

**COMMENTS**



**Celebrating our  
customers**

Whether it's riding to work, to school, for vacation, or to visit family, life happens on our ferries. To show our appreciation for our loyal customers, we held a

WSF takes medical emergencies very seriously. Every one of our employees aboard a ferry is required to be trained in CPR and basic first aid. Our deck officers are required to renew their Advanced First Aid regularly, which means their life-saving knowledge is always up to current best practices.

In 2018, we had 100 lifesaving events occur on a state ferry, including overdoses, heart attacks and passenger overboard events.

### **Developing a new schedule for the Fauntleroy/Vashon Island/Southworth route**

After a two year process, we released a new Triangle Route sailing schedule in December. After 15 years, the route is getting a new weekday schedule starting March 31. While we know the constraints of the Fauntleroy terminal are a major limitation for operations, we hope the [new schedule](#) will allow us to better fill the ferries and maintain our schedule on this extremely complex route.

I appreciate the hard work of the Triangle Task Force and the route's Ferry Advisory Committees over the last two years to develop ways to improve service. We received more than 1,000 comments as we developed the new schedule, and I appreciate the input. Looking ahead, in 2019 we will start planning and design for a new Fauntleroy terminal.

### **Workforce development**

One of our top priorities is to continue developing our workforce. Slightly more than 30 percent of vessel employees, 37 percent of terminal employees, and 24 percent of staff at our Eagle Harbor Maintenance Facility are eligible for retirement within the next five years.

number of fun events onboard our vessels last year.

In support of our awesome local sports teams, we flew the Sounders flag, held a floating pep rally before a Seahawks home game, and partnered with our onboard galley vendor, [Centerplate](#), to promote team spirit!



*Seahawks fans aboard the Wenatchee get ready to unload at Colman Dock and head to a Thursday Night Football game in November!*



*In June, we awarded walk-ons aboard a Bremerton commute sailing with [Ride Transit Month](#) prizes, courtesy of Challenge Seattle, [Commute Seattle](#) and Centerplate.*



*WSF employees volunteer their time to host the annual AFFECT Holiday Cruise for*



*This was definitely a year for WSF employee service milestones! We recognized a number of employees who have served WSF for more than a quarter of a century, including an unprecedented 50-year service award that Director of Operations Greg Faust and I had the pleasure of presenting to Ticket Seller Steve Jackson at the Edmonds terminal.*

Our employees are our most valuable assets, and we rely on a number of specialized positions to transport people and goods in a marine environment nearly 24 hours a day, 365 days a year. Earning a Master's license requires many years of training, testing and preparation, including piloting 16 round trips on each of WSF's 10 routes and successfully drawing pilotage maps during testing. Approximately 75 percent of WSF's masters and staff masters and 53 percent of chief engineers will be eligible for retirement in the next five years.



*WSF recruiters talking with job seekers at the "Hire G.I." military hiring event in Silverdale.*

In the past year, we celebrated a number of bittersweet

*people with disabilities in December.*



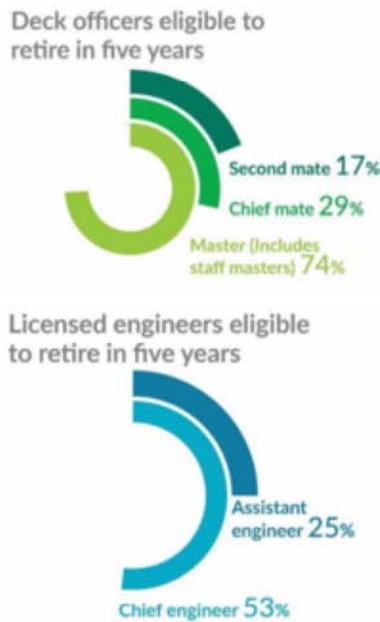
*In October, we held a [#FerryFotoContest](#) on Twitter to select a cover photo for our Winter 2019 Sailing Schedule. The contest won 3rd Place for 'Best Use of Crowdsourcing' at the 2018 Government Social Media Conference.*

#### **Our fleet by the numbers**

WSF plans for our ferries to last 60 years. Over the next 20 years, 13 of our ferries will need to be replaced and we need an additional three vessels to stabilize the fleet.

retirements of several of our most experienced captains. Their retirements are a reminder that we have a looming deadline and must continue hiring and training for these highly skilled positions in the coming year.

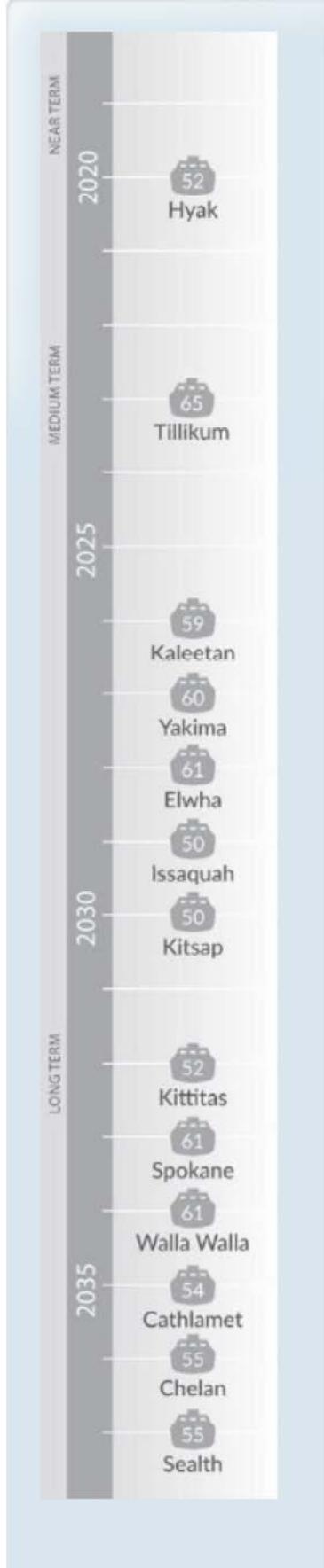
In 2018, 72 employees retired from WSF. More than 90 percent of those retirements were in our vessel and terminal workforce, which is expected to lose several more to retirement over the next five years. Twelve of the 72 were captains in the fleet.



In 2018, we trained 13 new mates and 7 new terminal supervisors. WSF also had the chance to participate in the Washington Women in Trades 39th Annual Career Fair at Seattle Center in addition to a number of other career fairs and recruitment opportunities.

**Greening the fleet**

WSF is the largest consumer of diesel fuel in Washington State at over 18 million gallons each year. Prompted by the need to retrofit the propulsion controls on our three Jumbo Mark II ferries, we are making great progress on converting these ferries to hybrid-electric propulsion. As the three largest vessels in the fleet, the Jumbo Mark IIs account for 26 percent of total fuel consumption (or 5 million gallons of fuel/year). In 2018, we selected a firm to guide the design and installation of the hybrid systems and battery purchase,



and construction could begin as early as June 2019.

Looking ahead, Gov. Inslee's 19-21 budget includes \$64.3 million to begin building two new electric-hybrid ferries and \$53.2 million to start work on converting two of our current vessels to electric-hybrid, which will bring us closer to operating a hybrid-electric fleet by 2021.

### Sharing the water with Washington's whales

In March 2018, Governor Inslee signed [Executive Order 18-02](#) calling for a coordinated effort to protect and support our Southern Resident Killer Whales. The executive order directed WSF to explore strategies to quiet our ferries to help protect orca whales. I had the chance to serve on the Governor's task force and work with our environmental team who focus on all the ways we're working to help our marine wildlife.



*An orca swimming near one of our vessels out in Puget Sound.*

### Planning for the next 20 years

Wondering what's in store for the future of WSF? For the first time in a decade, we released the [WSF 2040 Long Range Plan](#), a blueprint for how to provide reliable service, enhance the customer experience and accommodate an expected 30 percent growth in ferry ridership by 2040.

*Discussing the Long Range Plan with Kitsap Transit Executive Director John Clauson and Bremerton Ferry*

*Year when our 13 oldest ferries are scheduled for retirement. Hyak never received its midlife refurbishment, so it's scheduled for retirement in 2020.*

### WSDOT emphasis areas

As part of WSDOT, the Ferries Division works closely with the rest of the state's multimodal transportation system. Here's how we did on WSDOT's three agency emphasis areas:

#### Workforce development

We are renewing our focus on internal communications and working on ways to bring together our remote workforce such as developing a marine learning system that will be accessible to our employees in the fleet.

#### Inclusion

We seek to understand, be sensitive to, and employ a workforce that reflects the many diverse communities we serve. All businesses desiring to work with us will have fair and equal access to contracting opportunities. At WSF, we are involving our customers and communities in our projects and plans. We embrace the diversity of the communities and customers that we serve.



Advisory Committee member Adam Brockus.

## Looking ahead to 2019

Executing the Long Range Plan will be our main focus in the year ahead. We need to be innovative by focusing on new technology and practices to better serve our customers and manage growth. As we head in to the 2019 legislative session, Gov. Inslee’s budget provides strong support for WSF. It includes funding for two new vessels, converting two existing vessels to hybrid-electric power, fully funding the Colman Dock and Mukilteo terminal projects, as well as increasing funding for operations. I look forward to working with the legislature as they consider our budget and the recommendations in the Long Range Plan.

***If you want to receive updates about WSF throughout the year, be sure to subscribe to our Weekly Update.***

**Amy Scarton**

Assistant Secretary, WSDOT/Ferries Division

### Practical Solutions

WSF uses a practical solutions lens by broadening our scope to consider a complete door-to-door trip rather than simply dock-to-dock.



*Last year, I joined other WSDOT executives on a visit with the highway workers who keep Snoqualmie Pass open and well maintained. Across the state, our employees, whether they work on ferries, highways or elsewhere in the system, are dedicated, innovative, and always put safety first.*



WSF Weekly Updates are available on our website at [www.wsdot.wa.gov/ferries/weekly](http://www.wsdot.wa.gov/ferries/weekly)

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