

**WASHINGTON STATE FERRIES 2019-2040 LONG-RANGE PLAN  
STATUS REPORT TO LEGISLATURE  
JUNE 29, 2018**

## **Introduction**

In April 2017, the Legislature directed the Washington State Department of Transportation’s Ferries Division, Washington State Ferries (WSF), to update its 2009 Long-Range Plan—taking into consideration the changing needs of ferry system users and associated funding opportunities and challenges. (*See Appendix A: Engrossed S.B. 5096 § 309(6).*) WSF updates its long-range plans every decade, using a 20-year planning horizon; this update to the 2009 plan will look ahead to the year 2040.

What follows is WSF’s status report to the Governor and the Transportation Committees of the Legislature as prescribed by subsection (6)(c) of the legislative proviso. This report:

- outlines WSF’s long-range planning process;
- summarizes community outreach efforts and early public feedback; and
- offers some preliminary findings and possible strategies to stabilize WSF’s fleet of vessels, manage growth, and shore up its workforce.

### **I. Progress on the 2009 Plan, and the 2040 Plan Scope**

Before embarking on the 2040 plan, WSF reviewed the 2009-2030 plan and assessed its progress on that plan to date. (*See Appendix B: 2009 Plan Progress Report.*) While the agency has made significant headway in the areas of implementing reservation systems, improving its customers’ online experience, designing and constructing the new Colman Dock and Mukilteo ferry terminals, and building new Olympic-class vessels, some projects have been impacted by funding gaps and past practices that prioritized maintaining service levels over capital preservation and maintenance.

While the 2009 plan and review provided a basic framework for the scope of the 2040 plan, the legislature also directed WSF to seek further assistance with the plan’s scope from an independent planning consultant experienced in planning for other ferry systems. To that end WSF engaged the services of WSP, a transportation planning consultant with extensive ferry system experience domestically and abroad.

WSP produced a scope of work comprised of 22 distinct tasks, incorporating the plan components specifically enumerated by the Legislature under subsection (6)(b) of the proviso – for example, vessel dry dock needs, seismic vulnerability of the ferry system, and transportation demand management strategies. (*See Appendix C: Scope of Work.*) In addition, the plan’s scope was heavily influenced by the

input of WSF planning staff and several high-level advisory groups assembled to help guide the long-range planning process, discussed in Section III below.

Although the scope touches on a wide variety of topics including vessels, emergency preparedness, technology, and operations, the key theme that emerged from the scope is one of *sustainability*—not only the broad concept of environmental sustainability, but also the sustainability of the complex components that make up the ferry system/ferry service itself. (For example, vessels, the workforce, and terminals, among others.)

## II. Selection of KPFF as Primary Consultant

Once a scope was developed, WSF sought to engage a primary consultant to help guide the planning process and prepare the 2040 long-range plan. WSF selected consulting firm KPFF for its tremendous depth of experience with ferry systems locally and around the world; KPFF’s clients have included the New York City Economic Development Corporation, Staten Island Ferries, the Alaska Marine Highway System, Casco Bay Lines, and more locally, Kitsap Transit. Moreover, several of KPFF’s team of consultants and sub-consultants have direct experience working in some of WSF’s more complex lines of business, such as vessel design, terminal operations, technology and fare collection. (**See Appendix D: KPFF Qualifications.**)

In addition to meeting biweekly with WSF executive leadership and participating in WSF’s community engagement activities described below, the KPFF team has been meeting regularly with internal WSF working groups to closely examine each scope element; gain a deeper understanding of the existing opportunities, challenges, and interconnectedness of capital and operating decisions; and assess the unique operating environments and customer needs within the system. The team has then synthesized the information gathered with its own expertise and best practices from ferry systems around the world to produce technical memoranda and preliminary recommendations that will form the backbone of the 2040 long-range plan.

## III. Public and Community Engagement

Under WSDOT’s guiding principles of Inclusion and Practical Solutions in planning, WSF has employed a wide-reaching Community Engagement Plan to guide public outreach throughout the long-range planning process and ensure that WSF’s diverse ridership and community partners are involved in meaningful ways at the earliest stages of planning. (**See Appendix E: Community Engagement Plan.**)

In addition to outlining WSF’s goals for communication, its audiences, and numerous strategies for engaging the public with the long-range plan, the Community Engagement Plan established three high-level advisory groups that have been counseling WSF on the long-range plan for the past year:

1. *Policy Advisory Group (PAG)*: Representing various ferry rider groups and other community interests. Includes Ferry Advisory Committee (FAC) members, people with disabilities, active transportation (bicycles, pedestrians) advocates, US Coast Guard, Chambers of Commerce/business interests, government agencies.
2. *Technical Advisory Group (TAG)*: Representing transit partners, public works departments, city and regional planners, FAC members, government agencies, and other partners who can help focus on the technical aspects of the long-range plan.

3. *Executive Advisory Group (EAG):* Elected and appointed officials, including tribal representatives, who serve as a sounding board to WSF Assistant Secretary Amy Scarton and keep checks and balances on the plan as it develops.

The PAG and TAG have been meeting bimonthly since July 2017, and the EAG has been meeting approximately quarterly since September 2017, to help shape the scope and focus of the plan. These advisory groups will continue to meet until the final plan is delivered to Legislature in January 2019. (*See Appendix F: Advisory Group Meeting Schedule.*)

Central to the success of the Community Engagement Plan are two sustained rounds of public outreach, the first round completed in the spring of 2018 and the second round forthcoming in the fall, after the draft plan has been released. During the first round of outreach, WSF planning staff and consultants organized nine in-person open houses across Puget Sound – one in each of the system’s ten routes – and six “pop-up” open houses onboard the vessels going to and from the open houses. (*See Appendix G: Open House Schedule.*) In addition, WSF organized a concurrent “online open house” with content that mirrored the in-person events. (*See Appendix H: Open House Content.*)

The goals of the initial round of outreach were to inform people about the long-range plan, educate them about future projected ridership growth, explain the ferry system’s current constraints and future opportunities, and understand what the public’s priorities are for the future of the ferry system. All open house participants were given ample opportunity to provide feedback to WSF via written or in-person comments, completion of a survey that was made available in print and online, or WSF’s regular channels of communication (phone, email, social media, etc.). (*See Appendix I: Open House Guide.*)

Nearly 4,000 people participated in the spring outreach session by attending an in-person or online open house; in addition, WSF received approximately 500 total comments and close to 900 survey responses at this early planning stage.

#### **IV. Initial Feedback**

By far the strongest theme that emerged from both the public feedback and the three advisory groups was **SERVICE RELIABILITY**. The community would like the 2040 long-range plan to focus on ensuring that WSF has enough vessels in its fleet so that the impact of service disruptions are minimized—in other words, WSF must stabilize its fleet so that customers have a measure of predictability and confidence in their ferry system.

The second most prevalent theme involved **MANAGING GROWTH**. Phenomenal growth in the Puget Sound region has sent demand for ferry services soaring, and riders would like to see WSF tackle issues such as congestion and long wait times for ferries. In addition to expanding service by increasing capacity, riders have expressed a desire for more demand management strategies—expanded reservations and revised schedules, for example.

A number of responders emphasized the need for more **ACCESSIBILITY AND MULTIMODAL CONNECTIONS**, particularly better transit, walking, biking, parking, and carpool amenities at ferry terminals.

The **CUSTOMER EXPERIENCE AND TECHNOLOGY** were high on riders' list of priorities, especially as they relate to increasing service reliability and managing growth and congestion. Easier ticketing, real-time schedule information, and better access to wi-fi were some of the most common suggestions.

**SUSTAINABILITY AND RESILIENCY** were important concepts to many WSF customers, and particularly important to WSF's advisory groups. While some customers expressly prioritized reliable service over green technology or a reduced carbon footprint, there was fundamental agreement that WSF should seek opportunities for operational and environmental efficiencies. Some participants expressed concern about the resiliency of the ferry system, including the ability to not only sustain core service but also to replace damaged highways or bridges during an emergency event such as an earthquake.

For a more comprehensive look at customer responses, please *see Appendix J: Community Engagement Summary*.

## V. Preliminary Findings and Potential Strategies

While the final draft plan will contain a detailed list of findings and recommendations, the planning efforts undertaken thus far have revealed several early considerations. Some of the most compelling suggestions are that WSF should immediately act to stabilize its fleet with the construction of additional vessels; it should implement demand strategies where possible to encourage shifts in transportation habits and ease congestion; and it must invest in workforce development strategies to maintain service.

### A. STABILIZE THE FLEET WITH THE ADDITION OF FIVE VESSELS

The sentiment that service reliability should be paramount is consistent with the work that WSF and KPFF have done to date. An examination of WSF's current conditions, best practices among other ferry systems, and risk factors demonstrates that:

- WSF has an insufficient fleet size and composition to minimize service disruptions for both emergency repairs of aging vessels or to allow enough time out-of-service for the maintenance needed to preserve the 60-year life expectancy of a vessel.
- As a result, many of the vessels in the existing fleet are not projected to reach their 60-year life expectancy—and without sufficient investment in this aging fleet, service reliability will markedly decline and continue to degrade throughout the 2040 planning horizon. (*See Appendix K: Vessel Retirement Chart.*)

Therefore, a preliminary recommendation put forward for consideration is to *implement a vessel replacement strategy that constructs a minimum of five additional Olympic class vessels as soon as possible under the existing contract with Vigor Shipyard.*

Two of the new vessels would restore WSF's ability to maintain its existing fleet, and the remaining three would replace the aging Super Class vessels. These new vessels would have hybrid diesel-electric propulsion, moving forward WSF's goal of having a zero-emissions fleet in the future while bringing operating costs down. Moreover, this would allow WSF the ability to replace retiring vessels while building up the fleet with enough vessels to ensure preservation of existing assets—enhancing system reliability and sustainability.

The recommendation to build new vessels under the current contract is supported by the long-range plan policy and technical advisory groups and WSF leadership. The Olympic vessel class is versatile and well-suited to serve as a reserve vessel for many routes in the system. By piggybacking onto the existing contract with Vigor, WSF would be able to add vessel assets in a shorter amount of time than the seven years it would take to deliver a new vessel under the typical contracting mechanisms that are currently in place.

*B. IMPLEMENT TECHNOLOGY AND ADAPTIVE MANAGEMENT STRATEGIES TO EASE CONGESTION*

Another priority for WSF will be to manage the increased demand for its services with limited resources and a constrained ability to add capacity. Demand on the system will continue to rise, and riders on a majority of the routes are already feeling the impacts of congestion through the wait times and late departures they experience. Findings include:

- Peak ridership is expanding beyond the summer months of June, July, and August and spreading into May and October. Accordingly, customers are experiencing longer wait times at terminals, particularly on weekends.
- WSF's current performance measures do not convey the full customer experience, and metrics such as queue lengths, vehicle wait times, or the number of customers who could not obtain a reservation for a given sailing might be more useful to WSF.

The KPFF team and WSF have identified potential traffic demand strategies for several routes, along with opportunities for additional capacity where existing levels of service are currently or projected to require attention through adaptive management strategies or capital investments. Some of these strategies include:

**Expanding the reservation program to other routes.** While a robust reservations program would require significant investment in terminal facilities and technology, there are several routes that may be candidates for either full reservations or a scaled-down reservations program (e.g., reservations on weekends, commercial reservations).

**Leverage vessel replacements to increase carrying capacity.** When replacing vessels, build in the flexibility to add passenger capacity if needed at a later time and marginally improve vehicle carrying capacity where appropriate.

**Investing in real-time technology that enhances the customer experience.** Queue detection software, an integrated ticketing and reservation system, and accurate terminal conditions will allow customers to make well-informed choices about their travel and speed throughput at the terminals and help WSF more effectively plan for and operate its business.

### C. INVEST IN WORKFORCE DEVELOPMENT TO ENSURE SYSTEM RELIABILITY FOR FUTURE GENERATIONS

Like most U.S. employers, WSF finds itself with an aging workforce that is reaching retirement age at an accelerated pace; this trend is expected to continue until 2030. This is particularly challenging for WSF because of its numerous skilled and licensed positions. For example:

- WSF is entering the 2018 summer season with four open Mate positions and two Masters (Captains) set to retire—this creates two new Mate vacancies and leaves WSF short six Mates. As a result, some shifts must be filled on overtime, and additional dispatch time will be required to cover these unfilled Mate positions.
- The Pacific Northwest’s economic boom is creating wage pressure in many industries. As a result, WSF faces a chronically high turnover in many areas and has difficulty competing to hire and retain skilled workers.

To address these challenges, possible strategies include *establishing enhanced training opportunities and a mentorship program for skilled and licensed positions*. While these investments may increase labor and other operating costs in the short-term, the benefits inure not only to the ferry-riding public, but also to the region and local economy.

## VI. Looking Ahead

Although much progress on the long-range plan has made, there is much more work ahead. The findings and potential strategies listed above are preliminary and will be further refined as WSF continues to meet with its advisory groups, internal working groups, and the community to get feedback on the long-range plan. A preliminary draft of the plan will be ready in early fall, at which time a second round of public outreach will be conducted to receive comments. All comments will be incorporated into the final plan presented to the Legislature in January 2019. (*See Appendix L: Project Timeline.*)

## Attachments/Appendices

- A. Legislative Proviso
- B. 2009 Plan Progress Report
- C. Scope of Work
- D. KPFF Qualifications
- E. Community Engagement Plan
- F. Advisory Group Meeting Schedule
- G. Open House Schedule (poster)
- H. Open House Content (boards)
- I. Open House Guide (with survey)
- J. Community Engagement Summary
- K. Vessel Retirement Timeline
- L. Project Timeline



# **Appendix A:**

# **Senate Bill 5096**

CERTIFICATION OF ENROLLMENT

**ENGROSSED SENATE BILL 5096**

Chapter 313, Laws of 2017

(partial veto)

65th Legislature  
2017 Regular Session

TRANSPORTATION BUDGET

EFFECTIVE DATE: 5/16/2017 -- Except for section 706, which becomes effective July 1, 2017.

Passed by the Senate April 21, 2017  
Yeas 48 Nays 0

CYRUS HABIB

**President of the Senate**

Passed by the House April 20, 2017  
Yeas 82 Nays 14

FRANK CHOPP

**Speaker of the House of Representatives**

Approved May 16, 2017 11:08 AM with the exception of Sections 209(9), 215(6), 306(17), 702, 705, and 1303 which are vetoed.

JAY INSLEE

**Governor of the State of Washington**

CERTIFICATE

I, Hunter G. Goodman, Secretary of the Senate of the State of Washington, do hereby certify that the attached is **ENGROSSED SENATE BILL 5096** as passed by Senate and the House of Representatives on the dates hereon set forth.

HUNTER G. GOODMAN

**Secretary**

FILED

May 16, 2017

**Secretary of State  
State of Washington**

1 (14) For projects funded as part of the 2015 connecting  
 2 Washington transportation package listed on the LEAP transportation  
 3 document identified in subsection (1) of this section, if the  
 4 department expects to have substantial reappropriations for the  
 5 2019-2021 fiscal biennium, the department may, on a pilot basis,  
 6 apply funding from a project with an appropriation that cannot be  
 7 used for the current fiscal biennium to advance the US 12/Wildcat  
 8 Bridge Replacement project (L2000075). At least ten business days  
 9 before advancing the project pursuant to this subsection, the  
 10 department must notify the office of financial management and the  
 11 transportation committees of the legislature. The advancement of the  
 12 project may not hinder the delivery of the projects for which the  
 13 reappropriations are necessary for the 2019-2021 fiscal biennium.

14 NEW SECTION. **Sec. 308. FOR THE DEPARTMENT OF TRANSPORTATION—**  
 15 **TRAFFIC OPERATIONS—PROGRAM Q—CAPITAL**

16	Motor Vehicle Account—State Appropriation . . . . .	\$4,913,000
17	Motor Vehicle Account—Federal Appropriation . . . . .	\$5,106,000
18	Motor Vehicle Account—Private/Local Appropriation . . . . .	\$500,000
19	TOTAL APPROPRIATION. . . . .	\$10,519,000

20 The appropriations in this section are subject to the following  
 21 conditions and limitations: The department shall set aside a  
 22 sufficient portion of the motor vehicle account—state appropriation  
 23 for federally selected competitive grants or congressional earmark  
 24 projects that require matching state funds. State funds set aside as  
 25 matching funds for federal projects must be accounted for in project  
 26 000005Q and remain in unallotted status until needed for those  
 27 federal projects.

28 NEW SECTION. **Sec. 309. FOR THE DEPARTMENT OF TRANSPORTATION—**  
 29 **WASHINGTON STATE FERRIES CONSTRUCTION—PROGRAM W**

30	Puget Sound Capital Construction Account—State	
31	Appropriation . . . . .	\$59,924,000
32	Puget Sound Capital Construction Account—Federal	
33	Appropriation . . . . .	\$152,838,000
34	Puget Sound Capital Construction Account—Private/Local	
35	Appropriation . . . . .	\$15,654,000
36	Transportation Partnership Account—State	
37	Appropriation . . . . .	\$2,923,000

1 Connecting Washington Account—State Appropriation . . . \$142,837,000  
2 TOTAL APPROPRIATION. . . . . \$374,176,000

3 The appropriations in this section are subject to the following  
4 conditions and limitations:

5 (1) Except as provided otherwise in this section, the entire  
6 appropriations in this section are provided solely for the projects  
7 and activities as listed in LEAP Transportation Document 2017-2 ALL  
8 PROJECTS as developed April 20, 2017, Program - Washington State  
9 Ferries Capital Program (W) and is contingent upon the enactment of  
10 subsection (6) of this section.

11 (2) \$26,252,000 of the Puget Sound capital construction account—  
12 federal appropriation and \$63,804,000 of the connecting Washington  
13 account—state appropriation are provided solely for the Mukilteo  
14 ferry terminal (952515P). To the greatest extent practicable and  
15 within available resources, the department shall design the new  
16 terminal to be a net-zero energy building. To achieve this goal, the  
17 department shall evaluate using highly energy efficient equipment and  
18 systems, and the most appropriate renewable energy systems for the  
19 needs and location of the terminal. To the extent practicable, the  
20 department shall avoid the closure of, or disruption to, any existing  
21 public access walkways in the vicinity of the terminal project during  
22 construction.

23 (3) \$61,729,000 of the Puget Sound capital construction account—  
24 federal appropriation, \$36,529,000 of the connecting Washington  
25 account—state appropriation, and \$15,554,000 of the Puget Sound  
26 capital construction account—private/local appropriation are provided  
27 solely for the Seattle Terminal Replacement project (900010L).

28 (4) \$5,000,000 of the Puget Sound capital construction account—  
29 state appropriation is provided solely for emergency capital repair  
30 costs (999910K). Funds may only be spent after approval by the office  
31 of financial management.

32 (5) \$775,000 of the Puget Sound capital construction account—  
33 state appropriation is provided solely for life extension of the  
34 existing ticketing system and ORCA acceptance (998521A and 998521B).  
35 The ferry system shall work with Washington technology solutions and  
36 the tolling division on the development of a new, interoperable  
37 ticketing system.

38 (6)(a) The department shall, in consultation with the office of  
39 financial management, hire an independent planning consultant to

1 assist with overall scope development of a new ferry system long-  
2 range plan, including incorporating the items listed in (b) of this  
3 subsection. The independent planning consultant must have experience  
4 in planning for other ferry systems.

5 (b) The department shall update the ferries division long-range  
6 plan by January 1, 2019. In reviewing the changing needs of the users  
7 of the ferry system and the associated funding opportunities and  
8 challenges, the department must include, but is not limited to, the  
9 following elements in the new long-range plan:

10 (i) Identify changes in the demographics of users of the system;

11 (ii) Review route timetables and propose adjustments that take  
12 into consideration ridership volume, vessel load times, proposed and  
13 current passenger-only ferry system ridership, and other operational  
14 needs;

15 (iii) Review vessel needs by route and propose a vessel  
16 replacement schedule, vessel retirement schedule, and estimated  
17 number of vessels needed. This analysis should also articulate a  
18 reserve vessel strategy;

19 (iv) Identify the characteristics most appropriate for  
20 replacement vessels, such as passenger and car-carrying capacity,  
21 while taking into consideration other cost-driving factors. These  
22 factors should include:

23 (A) Anticipated crewing requirements;

24 (B) Fuel type;

25 (C) Other operating and maintenance costs;

26 (v) Review vessel dry dock needs, consider potential impacts of  
27 the United States navy, and propose strategies to meet these needs;

28 (vi) Address the seismic vulnerability of the system and  
29 articulate emergency preparedness plans;

30 (vii) Evaluate leased and state-owned property locations for the  
31 ferry headquarters, to include an analysis of properties outside the  
32 downtown area of Seattle;

33 (viii) Evaluate strategies that may help spread peak ridership,  
34 such as time-of-day ticket pricing and expanding the reservation  
35 system; and

36 (ix) Identify operational changes that may reduce costs, such as  
37 nighttime tie-up locations.

38 (c) The department shall submit a status report on the long-range  
39 plan update to the governor and the transportation committees of the  
40 legislature by June 30, 2018, and a final report by January 1, 2019.



# **Appendix B: 2009 Plan Progress Report**

# WSF Long Range Plan Progress Report



## Where we started...

In 2007, the Legislature directed Washington State Ferries (WSF) to develop a Long Range Plan. The emphasis was to maximize use of existing resources by:

- Identifying adaptive management strategies
- Proposing a capital program for vessel replacement
- Adopting new level of service standards

## What we have accomplished...

In 2009, WSF released the Long Range Plan. The plan presented a vision for the future of the ferry system.

### Studied and implemented vehicle reservation systems

- Feasibility study delivered to legislature in 2010
- Phase I at Port Townsend/ Coupeville launched in 2012
- Phase II at San Juan Islands launched in 2015
- Phase III Central Sound (currently not funded)

### Improve customer web experience to allow for easier trip planning

- Added **Best Times to Travel** feature
- Updated terminal conditions
- WSDOT app launched in 2010. In 2016, WSF tab had 9.7 million hits



### Design and construct Colman Dock and Mukilteo ferry terminals

- Colman Dock 90% design completed spring 2017, construction began summer 2017, planned completion 2023
- Mukilteo ferry terminal 90% design completed spring 2017, construction began summer 2017, scheduled to open in 2019

### Implement pricing strategies to maximize use of vehicle space

- Increased passenger fares at lower rate than vehicle fares
- Added small car discounted fare
- Lowered the youth fare



### Build ten new vessels by 2030

- Two new Olympic class vessels by 2014



(Samish, Tokitae)

- Three new Kwa-di Tabil class vessels by 2030



(Chetzemoka, Kennewick, Salish)

- Five additional Olympic class vessels by 2030



(Chimacum entered service 2017, Suquamish in 2018)

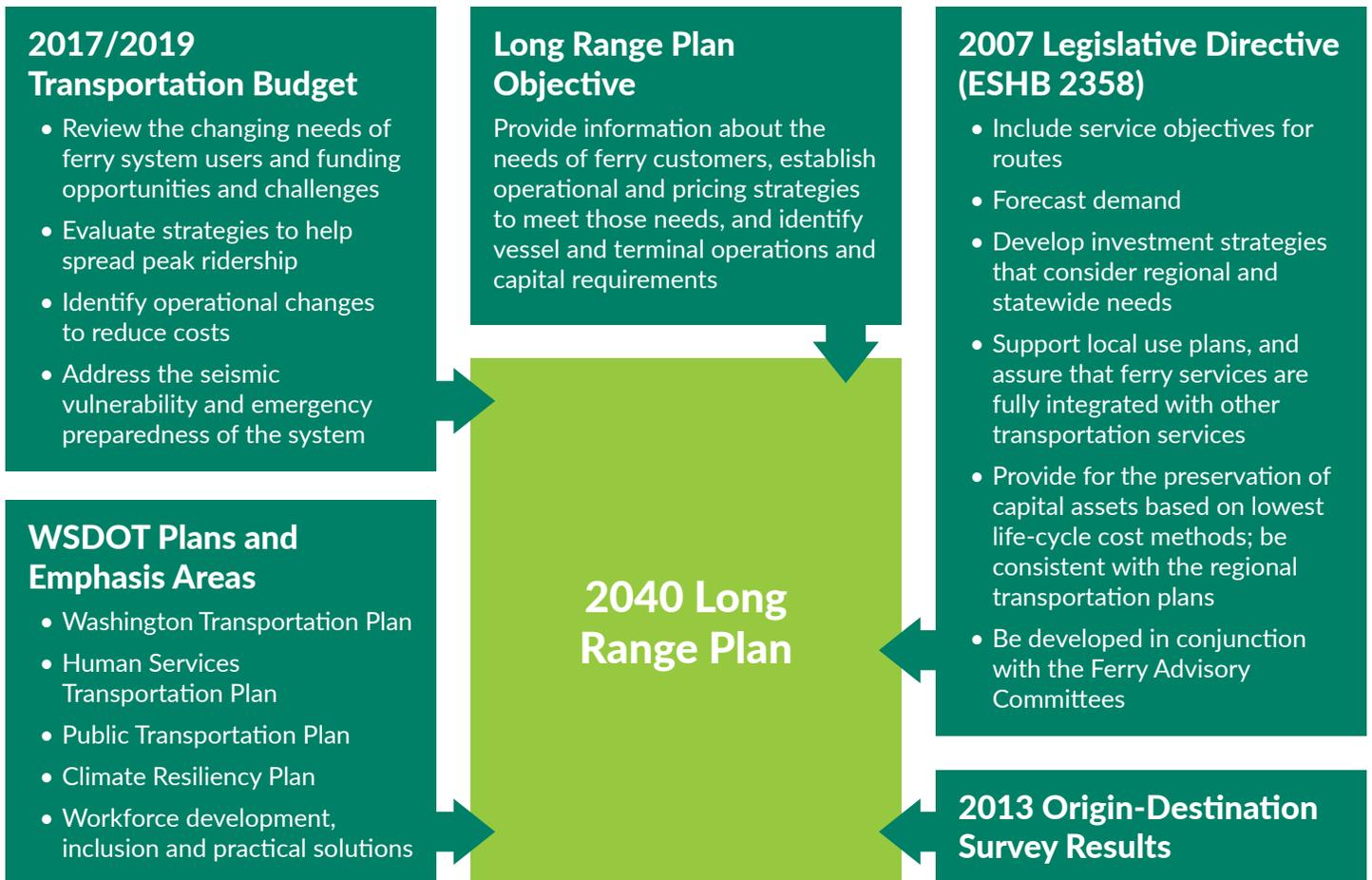
Funding for remaining three vessels not identified.

## Where we are going...

WSF is developing a Long Range Plan to plan for the future of the ferry system through 2040.



# How we will get there...



## Who will help shape the Long Range Plan?





# **Appendix C: Scope of Work**

# Washington State Ferries - Long Range Plan Scope of Work

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## Introduction and Objectives

The purpose of the project is to prepare an update to the Washington State Ferries (WSF) Long Range Plan (LRP) in accordance with direction from the Washington State Legislature. Selected key legislative directives specifically related to this LRP update include ESHB 2358 addressing level-of-service standards, operational strategies and fares, and RCW 47.60.237 addressing operational strategies for asset utilization. The last update to the WSF LRP was conducted in 2009. Since that time, WSF has implemented many of the recommended adaptive management strategies outlined in the plan such as a vehicle reservation system on selected routes, and modified pricing strategies and has continued to address its aging fleet through the construction of four new Olympic class vessels two of which are now in service.

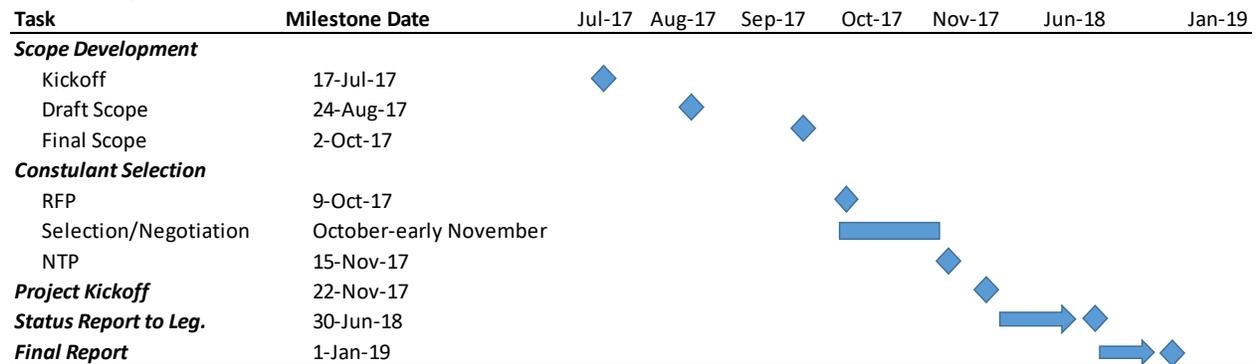
This update to the WSF LRP will consider the future of the system between 2017 and 2040 and will include the following major activities:

- Updating market understanding through the collection of data and analysis of demographics, travel patterns, population and employment growth patterns, and use of the WSF model to produce ridership forecasts;
- Analysis and documentation of vessel replacement needs and identifying the implications to maintenance and reliability of operating vessels beyond typical retirement age;
- Development and evaluation of alternative operating plans and supporting technologies to determine the most effective and cost-efficient way to meet current and future demands;
- Review and update of adaptive management practices identifying lessons learned and opportunities for expanded implementation;
- Assessment of recent changes in technology for potential to improve delivery of capital projects and service;
- Review and assessment of technology trends to identify the potential for disruptive technologies to change travel patterns, modes use or access to terminals, or WSF operations;
- Development of key performance metrics that will help document WSF's progress towards meeting their vision and goals;
- Analysis of the long-term financial outlook for the system identifying critical gaps and issues;
- Development of a capital plan for the agency;
- Assessment of the current state of the agency's resiliency plans and development of proposed modifications;
- Assessment of the current state of the agency's sustainability and climate change adaptation plans and development of proposed modifications;
- Assessment of the ability of the maritime industry to support construction and maintenance of the WSF existing and potential future fleet;
- Assessment of any major workforce development issues;
- Assessment of the regulatory outlook and identify the implication for WSF operations; and,
- Assessment of intermodal operations at WSF terminals and recommend modifications.

## Project Schedule

WSF has been directed by the Legislature to complete the update to the LRP by January 2019 with an interim status report in June 2018. The following schedule provides a very high-level outline of the major elements of the project schedule with the bulk of the work being completed in the 2018 timeframe.

### Long-Range Plan Update Timeline



## General Assumptions

The following are general project assumptions for the Scope of Work; other assumptions are found within the project tasks.

1. This Scope of Work is premised on an approximately 14-month project duration for deliverables preparation. The CONSULTANT's ability to meet this schedule is contingent upon timely receipt of information and/or comments from the STATE and/or third parties.
2. Work performed will be in accordance with STATE standards.
3. Deliverables will be provided electronically by email in PDF, PPT, MDB, or MS Office compatible format.
4. Task numbers presented in this scope of work are not intended to imply a specific order of completion. The CONSULTANT will work with WSF when developing the project schedule to identify the timing of individual tasks to meet the needs of the project and reporting requirements to the legislature.

## Proposed Work Program by Task

The following provides a detailed description of the tasks to be completed by the CONSULTANT during the course of the WSF LRP update.

### Task 1.0 Project Organization, Control, and Strategic Management

This task includes the work necessary to set up and plan the project and establish project-specific procedures, including communications, quality control (QC), overall project coordination, and project closeout. This task will be continual throughout the project duration.

The CONSULTANT will provide overall project administration and management for the duration of the project. For budgeting purposes, the duration assumed for this Scope of Work will be approximately 14 months.

The CONSULTANT will develop a project baseline that includes scope, schedule, and budget information for review and approval by the STATE. Schedule information for the project baseline will include project milestones. Effort associated with this work will be included in the associated management tasks.

#### 1.1 Prepare Project Management/Quality Control Plan

The CONSULTANT will prepare a Project Management/Quality Control Plan that will include the following components:

- Project scope of work
- Project schedule
- Team roles, work assignments and organization
- Team meetings and coordination
- Communication protocols
- Report templates
- Monthly progress and performance reporting
- Records management
- Change control procedures
- Diversity and small business program management
- Quality assurance and control
- Closeout of the project

#### 1.2 Prepare and Update Schedule

The project schedule will detail the critical path elements of this scope of services and will include known constraints, linkages, WSF reviews, QA/QC reviews and applicable deliverables and milestones. The schedule will be updated on a regular basis as necessary and made available to WSF upon request.

#### 1.3 Consultant and Subconsultant Team Management

The CONSULTANT will manage the study scope, schedule, and budget. Monthly schedule updates and budget analysis will be conducted and made available to STATE upon request and summarized in the monthly progress reports. Changes in scope, schedule, and/or budget, if any, will be tracked and discussed with STATE as they arise for immediate resolution.

#### *Assumptions:*

- Contract management activities and this study are expected to conclude in January 2019.

#### **1.4 Contract Administration/Progress Reports**

Monthly invoices and back-up will be prepared in accordance with the format agreed upon by the STATE.

Progress reports will describe the work accomplished during the billing period, including the status of individual tasks, meetings attended, and action or information needed from the STATE. Progress reports will also indicate work to be accomplished during the next billing period and issues that have arisen, if any. Progress reports will be submitted to the STATE with the monthly invoice.

The CONSULTANT will manage subconsultants with the same approach and objectives as indicated for the prime's project team. In addition, this Task will include reviews of the subconsultant's progress, invoices, and work completion on various project elements.

##### ***Assumptions:***

- Up to fourteen progress reports and invoices will be provided

##### **Deliverables:**

- Draft and Final Project Management/Quality Control Plan
- Project Schedule, updated monthly as needed
- Monthly Invoices and Progress Reports and Quarterly Cost-at-Completion estimates
- Project Meeting Summaries

#### **Task 2.0 - Review 2009 LRP and Summarize Implementation Progress**

The CONSULTANT will review action items included in the 2009 plan and document progress to-date for each of the major categories such as:

- Capital investments (vessels, terminals, maintenance facilities, etc.)
- Level-of-Service (LOS) standards
- Adaptive management strategies (pricing, reservation, etc.)

The CONSULTANT will interview WSF management representatives and members of stakeholder advisory groups to assess effectiveness of action items included in the 2009 LRP and identify lessons learned and future opportunities for improvement.

**Deliverables:** Draft and Final Technical Memorandum – Review of 2009 LRP Implementation

#### **Task 3.0 Adaptive Management Operational Strategy Update**

The CONSULTANT will prepare an assessment of strategies undertaken to date and conduct an assessment of potential new adaptive management strategies based the review of the implementation of the 2009 LRP from Task 2.0, updated market knowledge generated from Tasks 6.0, and information from the technology assessment completed in Task 12.0. Topics to be addressed include:

- Identification of potential new adaptive management strategies and pricing mechanisms
- Evaluation of new strategies in concert with operational solutions

- Recommendation of potential additions or changes to the list of strategies contained in the 2009 Joint WSF/WSTC Recommendation on Adaptive Management Strategies

This task assumes regular coordination with the WSTC throughout the course of the analysis.

**Deliverables:** Draft and Final Technical memo – Adaptive Management Strategies Update

#### **Task 4.0 – Emergency Preparedness and Seismic Vulnerability**

The CONSULTANT will review existing information on the seismic vulnerability of WSF facilities and operations and preparedness for a response to a major seismic event. The CONSULTANT will review findings of the 2016 Cascadia Rising Exercise and document WSF's role in providing marine transportation in the wake of a major disruptive event (e.g. earthquake) and, in particular, its impact to cross-sound bridges. The CONSULTANT will identify key organizational partners and make recommendations to improve the agency's emergency preparedness, resiliency, and ability to maintain operations in the case of a major disruptive event.

**Deliverables:** Draft and Final Technical Memorandum – Emergency Preparedness and Seismic Vulnerability Analysis

#### **Task 5.0 – Resiliency, Climate Adaptation and Sustainability Analysis**

The CONSULTANT will assess the magnitude of forecasted climate change impacts that will be experienced by the WSF system during the study period, including potential for increased frequency of severe weather incidents, rising sea levels, etc. The CONSULTANT will make recommendations to improve the resiliency of the agency and its ability to maintain operations. The CONSULTANT will also assess potential impacts of state policy emphasis on carbon reductions on WSF operations and investments and perform a high-level sustainability assessment as an input to the major draft plan elements.

**Deliverables:** Draft and Final Technical Memorandum – Resiliency, Climate Change and Sustainability Analysis

#### **Task 6.0 - Market and Demographic Analysis**

The CONSULTANT will refresh existing data sources such as the 2013 O-D survey with supplemental research and summarize historical, current and future year characteristics of WSF customer base by route and terminal. The following activities will be conducted as part of this task:

- Review of Census data to identify key shifts in demographics and travel behavior over time (journey to work) by WSF Route
- Evaluate the potential implications of aging populations on the frequency of medical emergency transportation needs and WSF policies
- Implementation of an on-line survey with WSF customers leveraging the Ferry Riders Opinion Group (FROG), email list of participants from the 2013 O-D Survey, or other avenues to identify ferry users. (This task should be scheduled for early execution to take advantage of the opportunity to coordinate with a planned 2018 FROG survey.)
- Analysis of the 2013 O-D survey and supplemental survey results to better understand historical, current and future characteristics of WSF ridership

- Review and analysis of key demographic forecasts for ferry communities from the Office of Financial Management and local Metropolitan Planning Organizations
- Review of employment and housing trends (especially costs) within the primary frequent user market sheds by route
- Review and documentation of the characteristics of freight movements by route.

**Deliverables:** Draft and Final Technical Memorandum - Market and Demographic Analysis

### **Task 7.0 – Summarize Related Plans and Projects**

The CONSULTANT will review planning documents from relevant agencies (regional and local transit, WSDOT, relevant counties and cities) to identify key planned projects (e.g. roadway or transit projects) that could affect WSF customers by hampering or improving access to terminals or by providing new travel options to WSF customers.

**Deliverables:** Draft and Final Technical Memorandum – Summary of Related Plans

### **Task 8.0 – WSF Long-Range Strategic Management Workshop**

The CONSULTANT will facilitate a WSF management exercise to refine the core agency strategic management direction within the context of legislative directives going forward that will inform and guide the elements included in the Long-Range Plan update. The CONSULTANT will facilitate two ½ day workshops with WSF management staff to generate, refine and finalize a selected vision for WSF going forward over the next 20 years.

**Deliverables:** Draft and Final Technical Memorandum – Summary of Strategic Management Workshop

### **Task 9.0 – WSF Workforce Assessment**

The CONSULTANT will review the current state of the WSF workforce identifying potential key issues related to the characteristics of the existing workforce that pose risks for the implementation of the long-range plan. In particular, retirement eligibility will be assessed by job category and an assessment will be made regarding the risk to WSF operations. The CONSULTANT will identify barriers and opportunities for hiring new fleet employees.

**Deliverables:** Draft and Final Technical Memorandum – Workforce Assessment

### **Task 10.0 - Review and Update Performance Measures**

The CONSULTANT will review and document the current WSF performance measurement program and standards identifying gaps, additions or changes to key metrics that would guide LRP implementation. The CONSULTANT will evaluate the methodology, current and expected levels-of-service on each route against the adopted standards and identify deficiencies. This task will be conducted early on in the project timeline to allow for input from key legislative stakeholders.

**Deliverables:** Draft and Final Technical Memorandum - Level-of-Service Assessment, Performance Standards and Measures

## **Task 11.0 – Evaluation of Vessel Lifespan, Maintenance, Preservation and Reliability Trends and Requirements**

Coordinating with ongoing WSF asset management work, the CONSULTANT will review and analyze historical maintenance and preservation data for the existing fleet to document patterns in regular and unplanned maintenance activities and cost with respect to vessel lifespan and level of historical maintenance activities. Current assumptions of a 60-year lifespan will also be compared against other vessel operators. The CONSULTANT will discuss the implications of the analysis results for WSF future vessel maintenance and preservation costs and reliability based on vessel age, type and history of maintenance activity. The CONSULTANT will also identify the implications to fleet size requirements to accommodate planned and unplanned maintenance while meeting scheduled sailings.

**Deliverables:** Draft and Final Technical Memorandum – Evaluation of Vessel Lifespan, Maintenance, Preservation and Reliability

## **Task 12.0 - Technology Assessment**

The CONSULTANT will identify and evaluate opportunities to use technology to improve cost efficiencies in the following areas:

- Terminal investments which would improve throughput and/or labor efficiency
- Vessel investments which would increase labor and/or non-labor efficiency within Coast Guard regulatory constraints, such as new vessels technologies and other design improvements to speed load and unload, automation of functions and alternative fuel options such as LNG, diesel/electric hybrid, full electric, or other emerging fuel/propulsion systems
- Information Technology investments which would improve efficiency and/or customer experience in areas such as customer service, vessel scheduling, the selling and collection of fares, an integrated fare/reservation system that could potentially be used for all routes, vehicle measurement systems for fare determination, loyalty programs and real-time travel information sharing including the potential to coordinate with transit partners, their systems and mobile apps
- Review state of the practice from other systems in North America
- Look for opportunities to integrate with ORCA fare payment system
- Identify communities within WSF market sheds that have limited access to wireless technologies and evaluate the implications for WSF technology strategy

The CONSULTANT will also conduct a broad technology review and assessment to identify the potential for disruptive technologies to change WSF customer travel patterns, travel modes or impact operations (e.g. the potential impact of autonomous vehicles and transportation network companies such as Uber and Lyft on walk-on pick-up/drop off demand and space requirements at terminals or mode share on vessels).

**Deliverables:**

- Draft and Final Technical Memorandum - Technology Assessment
- Interim Report to assist WSF in 2019-2021 Biennial Budget Request

### **Task 13.0 – Strategies to Improve Cost Efficiencies**

The CONSULTANT will explore strategies to improve WSF efficiencies by reducing costs or constraining cost growth in key WSF cost centers in both the operating and capital programs. This task will be informed by work completed for Task 12.0 - Technology Assessment and will include the following:

- Identification of the key cost drivers for WSF in both the capital and operating programs
- Determination of the degree to which the key cost drivers are affected by policy, regulatory, and management decisions
- Identification of potential strategies and/or reforms that could either reduce costs or reduce the rate of growth in key cost centers
- Identification of opportunities for public private partnerships

**Deliverables:** Draft and Final Technical Memorandum - Cost Efficiency Opportunities

### **Task 14.0 – Coordinate with WSF Ridership Forecasting Model Update**

The CONSULTANT will coordinate with the team updating the WSF long-range ridership forecasting model and utilize model results in the LRP to inform Tasks 15.0, 16.0 and 17.0.

**Deliverable:** none

### **Task 15.0 – Evaluation of Terminal Conditions and Maintenance/Preservation Requirements**

The CONSULTANT will review and assess WSF terminal facilities, parking, land-use, and access (roadway, electrical, sidewalk, trails, transit facilities, etc.) for their current condition including age, state of repair, time since last major project, and any existing plans for major changes or improvements. Historical maintenance and preservation data will be reviewed to document patterns in regular and unplanned maintenance activities and cost with respect age of the facility and level of historical maintenance activities. The CONSULTANT will discuss the implications of the analysis results for WSF future terminal maintenance and preservation costs and operational reliability. This task will inform Task 16.0. The CONSULTANT will also address parking demand and management strategies by terminal.

**Deliverables:**

- Draft and Final Technical Memorandum – Evaluation of Terminal Conditions and Maintenance/Preservation Requirements
- Draft and Final Technical Memorandum – Assessment of Parking Needs and Parking Management Opportunities at WSF Terminals

### **Task 16.0 - Route-by-Route Operational Analysis**

The CONSULTANT will develop alternative operating scenarios for how best to meet future demands (based on ridership forecasts from Task 14.0) on a corridor, route and travel shed basis. The task will include the following:

- Assessment of optimal vessel and service configurations for each route/corridor
- Review and integration with applicable WSDOT Corridor Sketch plans

- Identification of available opportunities to improve integration with landside facilities and services
- Analysis of fleet deployment and service optimization
- Assessment of the flexibility of existing loading rules/policies and procedures
- Consideration of options that make the best use of existing terminal assets.

The analysis of each route in isolation is intended to serve as an input and reference point for the development and assessment of WSF service scenarios that will be prepared under Task 17.0.

**Deliverables:** Draft and Final Technical Memorandum - Corridor Options Analysis

### **Task 17.0 - Develop and Assess WSF service scenarios**

The CONSULTANT will develop and assess different system-wide operational configurations by mixing and matching the best options from the corridor analysis performed in Task 16.0. The result of this effort will be the identification of a short-list of potential long-term operational scenarios. The description of each scenario will include several components, such as:

- Ridership projections
- Operational plans
- Cost of operations
- Vessel deployment plan by route, season (including retirement/replacement schedule)
- Capital program implications
- Funding implications including alternative fare policy scenarios
- Major modifications required for WSF terminals.

**Deliverables:** Draft and Final Technical Memorandum – System-Wide Service Scenarios

### **Task 18.0 – Vessel Functional Requirements**

Informed by the tasks addressing technology evaluation (Task 12.0), route-by-route operational analysis (Task 16.0) and service scenarios (Task 17.0), the CONSULTANT will work with WSF to develop a set of functional requirements for any recommended new vessels. The CONSULTANT will work with WSF departments to define a level of specificity for the vessel functional requirements consistent with the level of detail appropriate for a long-range planning effort, but will include at a minimum:

- Vehicle carrying capacity (by vehicle class)
- Passenger carrying capacity
- Propulsion system (if different from current fleet e.g. LNG, hybrid or all electric)
- Service Speed
- Ability to serve as an emergency replacement vessel
- Crew levels

This set of capacity and performance requirements will form the basis from which WSF can initiate detailed vessel design and procurement activities in subsequent projects.

**Deliverables:**

- Draft and Final Technical Memorandum: - Vessel Functional Requirements
- Interim Report to assist WSF in 2019-2021 Biennial Budget Request

## Task 19.0 - Baseline Capital and Operating Financial Model

The CONSULTANT will prepare a detailed capital and operating plan based on identified annual service levels, costs of operations and a capital plan describing annual investment needs for preservation and improvements through 2040. The program will include baseline capital needs for terminals, vessels and technology investments (new systems and replacement of existing systems).

### Deliverables:

- Draft and Final Technical Memorandum – Capital and Financial Modeling
- Updated Financial Model

## Task 20.0 - Develop Draft Plan

The CONSULTANT will screen the draft service scenarios identified in Task 17.0 down to a preferred option. The Draft Plan could include one or more variations on the preferred option for public and stakeholder review. Elements of the plan will include:

- A financially unconstrained vision section that serves as means to document aspirational plan elements put forth by WSF staff or project stakeholders. (The remainder of the plan will be developed under a financially constrained set of assumptions.)
- Balancing system-wide and travel shed needs with individual route solutions
- Ridership projections from the WSF model, by season, mode and route
- The preferred operational plan showing vessel hours by route and by season, including a phasing plan for changes in service over time
- Identification of recommended operational and cost efficiency strategies
- Cost of operations, including integration of potential cost savings from efficiency measures
- Vessel plan identifying the sizing and timing of vessel acquisition related to pending vessel retirements and/or capacity needs. Functional requirements of vessels (speed and capacity attributes) will be identified.
- Capital investment plan integrating the base preservation program, an updated vessel acquisition plan, terminal improvements and major technology investments. The scope of large-scale projects identified in the capital plan will be reviewed as to their consistency with WSDOT's Practical Design framework.
- Funding implications including proposed fare policy assumptions to identify subsidy needs for operations and identification of long-term capital funding needs.
- Identification of near-term actions that can be implemented within the first three years of the LRP.
- Integrate with the WSF headquarters location study

### Deliverables:

- Draft and Final Interim Report to Legislature (due June 30, 2018)
- Draft Long Range Plan with Technical Appendices

### **Task 21.0 - Develop Final Plan**

The CONSULTANT will develop a final plan based on public and stakeholder comment on the draft, including any direction from the legislature. The Final Plan will include a discussion of the public outreach process, a summary of the feedback that was gathered, and provide a justification for changes made to the Draft Plan.

**Deliverables:** Final Long Range Plan with Technical Appendices (due January 1<sup>st</sup>, 2019)

### **Task 22.0 - Stakeholder and Community Involvement.**

The CONSULTANT will coordinate with and support on-going WSF community outreach efforts providing technical support in the form of summary materials suitable for stakeholder and community groups involved with the LRP update process. The CONSULTANT should assume required attendance at up to 24 stakeholder meetings during the course of the project.



# **Appendix D: KPFQ Qualifications**

# 1. QUALIFICATIONS / EXPERTISE OF FIRMS ON TEAM

## KPFF History with Proposed Subconsultants (1C)

Our team is not only experienced in our fields, but is experienced working together on projects that heeded results, implemented change, and offered recommendations for efficiency, reliability, and resiliency.

Project Name	Firms/Roles	LRP Proposed Staff
<b>NYC EDC Citywide Ferry Study, New York, NY</b> 2013 – 2015	<b>Steer Davies Gleave:</b> Prime Consultant, Project Management, Ridership, Demographics, Route Assessment <b>KPFF:</b> Subconsultant: Capital Costs, Operations Analysis, Route Assessment	<b>Steer Davies Gleave:</b> » Pierre Vilain <b>KPFF:</b> » Mike Anderson » Andy Bennett » Kristen Kissinger » Cassandra Schoenmakers
<b>Kitsap Transit Long Range Passenger-Only Business Plan and Implementation Strategy, Kitsap County, WA</b> 2014 – Ongoing	<b>KPFF:</b> Prime Consultant, Project Management, Operations Analysis, Governance, Business Plan Development <b>Progressions:</b> Subconsultant: Financial Modeling, Business Plan Development <b>Steer Davies Gleave:</b> Subconsultant: Ridership Forecasts, Economic Dev. Analysis <b>Elliott Bay Design Group:</b> Subconsultant: Vessel Analysis <b>IBI Group:</b> Subconsultant: Fare Collection	<b>KPFF:</b> » Mike Anderson » Kristen Kissinger » Cassandra Schoenmakers » Andy Bennett » Scott Davis <b>Progressions:</b> » Carla Sawyer <b>Steer Davies Gleave:</b> » Pierre Vilain <b>Elliott Bay Design Group:</b> » John Waterhouse <b>IBI Group:</b> » Paul Lavallee » Jill McKay
<b>Alaska Marine Highway System Reform Study, Juneau, AK</b> May 2017 – December 2017	<b>Elliott Bay Design Group:</b> Prime Consultant, Project Management, Governance <b>KPFF:</b> Subconsultant: Capital Costs, Governance Review	<b>Elliott Bay Design Group:</b> » John Waterhouse <b>KPFF:</b> » Mike Anderson » Cassandra Schoenmakers
<b>Comprehensive Boston Harbor Water Transport Study and Business Plans, Boston, MA</b> May 2017 – Present	<b>Steer Davies Gleave:</b> Prime Consultant, Project Management, Ridership, Demographics, Business Plan Development, O&D Survey <b>KPFF:</b> Subconsultant: Operations Analysis, Governance Review, Best Practices, Business Plan Development <b>Progressions:</b> Subconsultant: Financial Modeling, Business Plan Development <b>Elliott Bay Design Group:</b> Subconsultant: Fleet Assessment, Green Vessel Infrastructure	<b>Steer Davies Gleave:</b> » Pierre Vilain <b>KPFF:</b> » Mike Anderson » Andy Bennett » Kristen Kissinger
<b>Casco Bay Lines Schedule Renovation, Portland, ME</b> July 2017 – February 2018	<b>KPFF:</b> Prime Consultant, Project Management, Operations Analysis <b>Elliott Bay Design Group:</b> Subconsultant: Fleet Assessment <b>Progressions:</b> Subconsultant: Financial Modeling <b>Steer Davies Gleave:</b> Subconsultant: Ridership Forecasts	<b>KPFF:</b> » Mike Anderson » Kristen Kissinger » Cassandra Schoenmakers » Scott Davis » Andy Bennett <b>Progressions:</b> » Carla Sawyer <b>Steer Davies Gleave:</b> » Pierre Vilain <b>Elliott Bay Design Group:</b> » John Waterhouse



# 1. QUALIFICATIONS / EXPERTISE OF FIRMS ON TEAM

Our highly seasoned team has the qualifications, experience, and commitment necessary to effectively deliver the WSF 2040 Long Range Plan project.

## SCORING CRITERIA 1E: PROJECT TEAM EXPERIENCE

**KPFF CONSULTING ENGINEERS:** Prime Consultant/Project Management/Operations/Programmatic Efficiencies/System Resiliency/Stakeholder Involvement

The Marine Transportation Consulting Group (MTCG) was formed in 2008 as a specialty practice within KPFF Consulting Engineers. The group is an outcome of KPFF's longstanding relationships with ferry operators, who pointed out a gap in the engineering industry—the lack of a single point of contact for each of the components of operating a marine transportation system—terminals, vessels, and operations. In this environment, most projects were either done in a silo, or by teams cobbled together from various firms. KPFF responded by establishing the MTCG, which brings together experts and resources in transportation and land use planning, naval architecture, and ferry system operations. The MTCG works hand in hand with the strong civil and structural engineering groups at KPFF to offer a full range of services and respond to any size project, big or small.

The MTCG has worked for a variety of ferry systems and major waterborne transit operators on both coasts of the United States, including the King County Ferry District (now the King County Marine Division), Washington State Ferries, Kitsap Transit, Staten Island Ferry, New York City Economic Development Corporation, Fisher Island Community Association, Port Authority of New York and New Jersey, Casco Bay Lines, Boston Harbor, BC Ferries, and WETA/SF Bay Ferry. Projects have included operations consulting; asset management; vessel design, selection, and acquisition support; safety, security, and emergency management; strategic system and route planning; program management; public outreach; terminal design; and construction management. Our goal is to deliver planning, engineering, and operations consulting services that are second to none in quality and directly responsive to client needs.



KITSAP TRANSIT FAST FERRY

### **Kitsap Transit Long Range Passenger-Only Business Plan and Implementation Strategy, Kitsap County, WA**

2014-Current • Amount Received: \$495,000 to date  
Proposed Staff Who Worked on Project:

- » Mike Anderson, Project Director, KPFF
  - » Kristen Kissinger, Project Manager, KPFF
  - » Cassandra Schoenmakers, Transportation Planner, KPFF
  - » Andy Bennett, System Integration Lead, KPFF
  - » Scott Davis, Technical Specialist, KPFF
  - » Carla Sawyer, Financial Modeling & Program Development, Progressions
  - » Pierre Vilain, Ridership & Economic Analysis, SDG
  - » John Waterhouse, Vessel Analysis, EBDG
  - » Paul Lavalley and Jill McKay, Fare Collection, IBI
- **Business Plan:** KPFF assisted Kitsap Transit and Progressions with development of a comprehensive business plan and long range strategy for implementing a sustainable passenger-only ferry program with three routes between Kitsap County and King County. This business plan and long range strategy proposed options and recommendations for governance and organizational structure; funding opportunities; route selection; economic development analysis; ridership; sensitivity analysis; fleet assessment; terminal and vessel infrastructure and maintenance requirements; and operating costs and revenue forecasts. The project included public involvement elements

# 1. QUALIFICATIONS / EXPERTISE OF FIRMS ON TEAM

including surveys, community outreach, and web-based updates.

- **Implementation Support:** KPFF assisted Progressions in continuing to support Kitsap Transit during implementation of the new fast ferry service, including interagency agreements, schedule refinements, vessel procurement, public outreach, implementation strategy, and schedule, as well as supporting grant funding applications.

## Program Management Support – King County Department of Transportation Marine Division, King County, WA

2008-Current • Amount Received: \$2.15M to date  
Proposed Staff Who Worked on Project:

- » Mike Anderson, Project Director, KPFF
- » Kristen Kissinger, Project Manager, KPFF
- » Cassandra Schoenmakers, Assistant PM, KPFF
- » Andy Bennett, Naval Architecture Support, KPFF
- » Scott Davis, Technical Specialist, KPFF
- » Carla Sawyer, Financial Specialist, Progressions

Since June 2008, KPFF has been assisting the King County Department of Transportation in establishing its Marine Division, created to operate two existing state passenger-only ferry routes and review implementation of demonstration service on up to five new routes. The effort encompasses service planning, terminal design and construction; grant management; vessel acquisition; vessel maintenance; system operations; public outreach; and development of an administrative structure in which to manage all aspects of a waterborne transit system. Specific projects have included:

- **Demonstration Project:** Reviewed environmental and land use issues, ridership and community support for 20 potential routes, assessed four risk profiles based on these three factors, and conducted a second analysis resulting in seven potential demonstration routes.
- **Grant Analysis and Grant Application Assistance:** Maintained records of federal grants and capital for Marine Division and assisted with grant applications.
- **Siting Studies:** Reviewed potential terminal locations for King County through terminal siting studies in West Seattle and along the Seattle Waterfront. These studies included infrastructure analysis, accessibility, and regulatory considerations required.
- **Ridership Analysis:** KPFF managed ridership analyses prepared for different routes and

schedule scenarios that informed route assessments.

- **Vessel Selection:** Provided technical assistance in determining vessel specifications and contracting method for vessel procurement.
- **Parking Analysis:** Prepared conceptual layouts and entitlement analysis of each option and metrics to assess the optimal location for supplying a parking area to the West Seattle terminal.
- **Service Expansion Options Report:** Identified market areas, conducted route analyses and service planning, coordinated with agency partners, and outlined terminal design and construction of potential new passenger ferry routes. KPFF assisted the Marine Division in presenting findings throughout the project to the Executive team as well as King County Council.
- **Capital Program Development and Oversight:**
  - Seattle Passenger Ferry Terminal Replacement at Colman Dock
  - Maintenance Barge
  - Seacrest Float
- **Financial/Budget Assistance:** Assisted Marine Division with operating and capital budget analysis for budget requests. KPFF teamed with Progressions to develop an operating cost model that included route-based, variable service level financial model to support ongoing financial planning, and prepare cost management and new route evaluation criteria for the Marine Division to quickly and comprehensively evaluate ferry service and funding options.

## Staten Island Ferry Comprehensive Analysis of Economic Feasibility, Staten Island, NY

2014 • Amount Received: \$246,000

Proposed Staff Who Worked on Project:

- » Mike Anderson, Project Director, KPFF
- » Kristen Kissinger, Project Manager, KPFF
- » Cassandra Schoenmakers, Assistant PM
- » Andy Bennett, Technical Specialist, KPFF
- » Scott Davis, Technical Specialist, KPFF
- » Pierre Vilain, Ridership Forecasting, SDG

KPFF led the team reviewing the cost-benefit analysis conducted for Staten Island Ferries to determine cost-effective options for delivering increased ferry service overnight. The study included a survey of other operators and operating cost per passenger to compare to Staten Island, demand forecasting ridership in overnight hours, and assessment of vessel fleet requirements to accommodate demand in overnight service hours.

# 1. QUALIFICATIONS / EXPERTISE OF FIRMS ON TEAM

## **ELLIOTT BAY DESIGN GROUP: Fleet Assessment/ Vessel Technology Review**

EBDG is a full-service naval architecture and marine engineering firm, with a team of 49 designers, engineers, and analysts. Over the past 29 years, EBDG has been providing its clients with a wide-range of analysis services. These include ferry and waterborne transportation studies, operational and capital cost analysis, functional analysis of vessel maintenance and operation, price elasticity analysis, and market research. To support these efforts, EBDG has created ShipCalc, a proprietary modeling software which assesses the capital and operational costs of different vessel scenarios identified by service and implementation strategies.

As naval architects and marine engineers, EBDG performs all aspects of vessel design and engineering. They also have extensive experience with shipyard level engineering, production planning, and quality control. Their passenger vessel design experience translates to a thorough understanding of the operational issues involved in a ferry service.

## **Alaska Marine Highway System Reform Study, Juneau, AK (KPFF on team)**

**2016-Current • Amount Received: \$207,000  
Proposed Staff Who Worked on Project:**

- » John Waterhouse, Principal-in-Charge, EBDG
- » Michael Johnson, Marine Engineer, EBDG
- » Mike Anderson, Technical Specialist, KPFF
- » Cassandra Schoenmakers, Planner, KPFF

EBDG is serving as Prime on a governance and reform study of Alaska Marine Highway System. The study is a two phase project, the first completed at the end of 2016, and the second still in progress. Phase One identified alternative governance structures that could help the Alaska Marine Highway System achieve financial sustainability. The statewide effort was managed by Southeast Conference and guided by a 12-member steering committee of stakeholders from across Alaska. Project tasks included a high-level examination of six basic ferry governance models to assess their suitability for Alaska's unique geography, markets, and transportation needs. Phase Two is the development of strategic business and operational plans based on the governance structure changes identified in Phase One. Phase Two includes a thorough financial review and assessment of funding sources and cost-saving measures, and optimization of potential fleet standardization, ferry schedule, and management processes.



FISHER ISLAND FERRY

## **Fisher Island Fleet Renewal Study, Fisher Island, FL (KPFF on team)**

**2015-2016 • Amount Received: \$279,410  
Proposed Staff Who Worked on Project:**

- » John Waterhouse, Supervising PM, EBDG
- » Michael Johnson, Marine Engineer, EBDG
- » Mike Anderson, Operations Specialist, KPFF
- » Cassandra Schoenmakers, Planner, KPFF
- » Kristen Kissinger, Strategic Planner, KPFF

EBDG was selected by Fisher Island Community Association to provide a complete review and recommendation for overhaul of the Fisher Island's transportation system. Within the fleet renewal study, EBDG identified factors that affect transportation demand and required level of service, highlighted the condition of the ferry fleet, identified planned changes to routes and terminals, and presented a basic operating model to estimate operating and capital costs for the next 20 years.



KITSAP TRANSIT FAST FERRY

## **Kitsap Transit Long Range Passenger-Only Business Plan and Implementation Strategy, Kitsap County, WA (KPFF Project)**

**2015-2015 • Amount Received: \$37,500 to date  
Proposed Staff Who Worked on Project: See KPFF  
firm description on page 5**

EBDG teamed with KPFF to assist with preparation of a Passenger-Only Ferry Technical Feasibility Study task, as part of this KPFF-led project. The study examined various options for passenger-only ferry service between Southworth and downtown Seattle. Specifically, EBDG determined the feasibility of using a bow loading catamaran at the established Washington State Ferry Southworth terminal.

# 1. QUALIFICATIONS / EXPERTISE OF FIRMS ON TEAM

## IBI GROUP: Fare Analysis and Integration/ System Technology Review

Founded in 1974, IBI Group is a multi-disciplinary professional services firm specializing in Infrastructure, Buildings, and Intelligence. IBI's Seattle office opened to deliver a WSF fare collection project in 1994, and they have continued to work with the agency throughout on the ORCA regional smart card system. IBI has continued to work with WSDOT for nearly as long on projects ranging from the Good To Go! electronic toll collection system to roadside ITS design. IBI most recently worked with KPFF on the Implementation Plan for the Kitsap Transit Passenger-Only Ferry, in which we provided technical systems consulting in a similar role. In addition fare collection, IBI develops parking management strategies that forecast impacts of autonomous vehicles integration with existing transit infrastructure.

## Washington State Ferries Fare System Consulting, Seattle, WA

2013-2017, multiple assignments • Amount Received: \$105,000 to date

Proposed Staff Who Worked on Project:

» Jill McKay and Paul Lavallee, IBI

As an assignment through the Transportation Studies On-Call, IBI Group worked with WSF to identify key system functionality and integration steps ("roadmap") for a new ticketing, reservations, and customer service system (Wave2Go replacement) that can support payment integration with the state tolling system and regional transit smart card. Work resumed in 2017 with the development of a detailed Concept of Operations for the new system that incorporated business needs from across the organization to describe a concept for a customer-focused, fully-integrated system. Work is expected to continue in 2019 with the development of a request for proposals for the new system, assuming that the system is funded.

## Los Angeles Metro Bus and Rail Strategic Plan, Los Angeles, CA

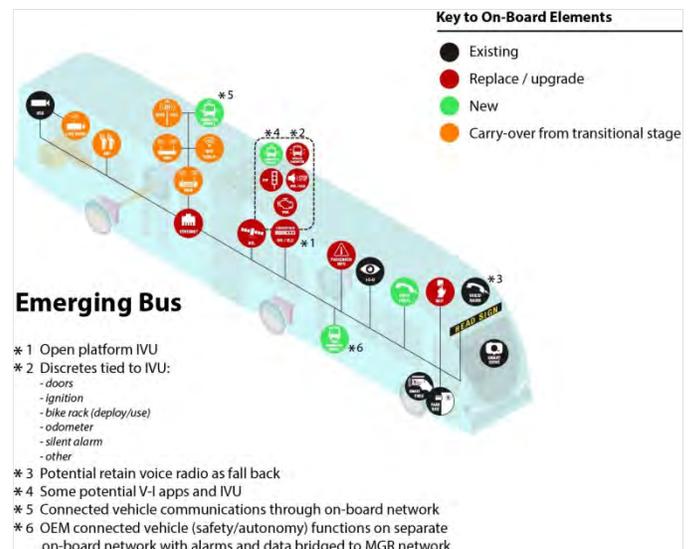
2015-2016 • Amount Received: \$300,000

Proposed Staff Who Worked on Project:

» Jill McKay and Paul Lavallee, IBI

IBI Group, as a lead subconsultant under the LA Metro SBE prime program, provided extensive technical and program assistance in the development of the LA Metro Fleet Systems and Communications Strategic Plan. This Plan focused on assessing Metro needs for bus, rail, and customer information systems, as well as reviewing a wide range of communications options (e.g.

commercial cellular data, land mobile radio, LA-RICS data, etc). This conducted alternatives analyses for comparison of transit technology and systems options, developed implementation relationships and Rough-Order-Magnitude costs, defined a new on-board architecture with synergies between bus and rail systems, and identified potential connected and autonomous vehicle applications and timing consistent with the proposed on-board architecture. During development of the strategic plan, the opportunity for an early and visible win for improvements to offer customers an improved mobile alerts systems was identified, defined, and a pilot project initiated within weeks, highlighting IBI Group's ability to be agile and responsive to the business needs and goals of their clients.



LOS ANGELES METRO BUS AND RAIL STRATEGIC PLAN

## Santa Ana Regional Transportation Center Parking Management Plan, Santa Ana, CA

2013-2015 • Amount Received: \$60,000

Proposed Staff Who Worked on Project:

» Paul Lavallee, IBI

The City of Santa Ana selected IBI Group to prepare a parking management plan for the Santa Ana Regional Transportation Center (SARTC), focusing on the implementation of a parking fee at the station to offset the city's ongoing maintenance and operation costs. SARTC serves Metrolink commuter rail, Amtrak, and intercity and local bus lines. The station has been experiencing recent increases in transit ridership and parking demand. The facility is also home to office and restaurant uses, creating a dynamic parking demand condition. Elements of the study included identification and evaluation of parking pricing strategies, a public workshop, and surveys of station users to gauge acceptance levels for a parking fee program.

# 1. QUALIFICATIONS / EXPERTISE OF FIRMS ON TEAM

## **PROGRESSIONS (W/DBE): Financial Modeling and Assessment**

Progressions was founded in 1996 to provide financial analysis, project management, interagency facilitation, and public process expertise to the transportation industry. The firm has provided financial expertise to ferry systems across the United States in developing financial models to predict operating and capital costs and identify fare, grant, and local tax revenues for policy making and implementation planning. Progressions has also supported ferry operators in the development of fare policies and design of fare collection systems that balance revenue control, revenue maximization, and rider convenience. Progressions has worked effectively with state and local governments, relying upon a collaborative approach that is responsive to each client's unique needs.

### **Kitsap Transit Long Range Passenger-Only Business Plan and Implementation Strategy, Kitsap County, WA (KPFF Project)**

2014-Ongoing • Amount Received: \$378,000 (Combination of received on closed contracts and value of current contract)

**Proposed Staff Who Worked on Project:** See KPFF firm description on page 5

Progressions was project manager for development of a business plan for a new three-route fast passenger-only ferry service connecting ports in Kitsap County to downtown Seattle. This was a comprehensive study of all elements of the proposed service, including terminal and dock facilities, appropriate vessels, program governance, intermodal connections, ridership demand and fare revenue, service operation, fare structure, and a balanced 20-year financial plan for capital investment and ongoing operations supported through a local tax measure. Progressions was directly responsible for development of an operating cost model to project costs at varying levels of service and preparation of the long range financial plan.

Following voter approval of the local tax measure, the consulting team led by Progressions provided support to all aspects of the program start-up, including the vessel capital acquisition and the terminal facility development program, environmental review, operations planning, service and crew scheduling, maintenance program development, fare structure and collection, development of a rider reservation system, interagency coordination for shared facility use, and organizational developing and staffing.

### **Casco Bay Lines Schedule Renovation Project, Portland, ME (KPFF Project)**

2017-Ongoing • Amount Received: \$21,600 (Contract Amount)

**Proposed Staff Who Worked on Project:**

- » Carla Sawyer, Cost Projection Analysis, Progressions
- » Mike Anderson, Project Director, KPFF
- » Kristen Kissinger, Project Manager, KPFF
- » Scott Davis, Technical Specialist, KPFF
- » Pierre Vilain, Demand Forecasting, SDG
- » John Waterhouse, Vessel Considerations, EBDG

Progressions is developing a cost model to project base case and alternative schedule route operating costs. They will use the results of the cost model and predicted fare revenue to create alternative scenario route statements to support decision making about proposed schedule changes.

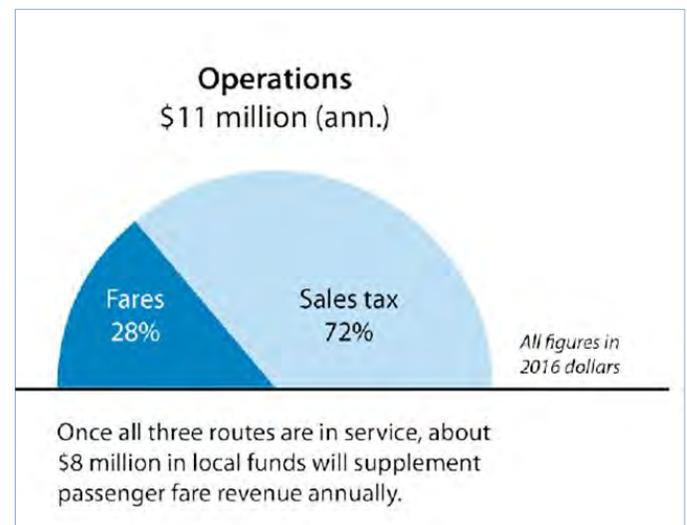
### **Comprehensive Boston Harbor Water Transport Study and Business Plans, Boston, MA (SDG/KPFF on team)**

2017-Ongoing • Amount Received: \$20,000 (Contract Amount)

**Proposed Staff Who Worked on Project:**

- » Carla Sawyer, Financial Analysis, Progressions
- » Pierre Vilain, Project Manager, SDG
- » Mike Anderson, Technical Specialist, KPFF
- » Kristen Kissinger, Planner, KPFF
- » John Waterhouse, Fleet Assessment, EBDG

Progressions is developing a cost model to project route operating and capital costs for proposed new routes in Boston Harbor. They will use the results of the cost model and predicted fare and grant revenue to create long range financial plans for the proposed routes. Progressions has also developed an inventory of local, state, and federal grant opportunities to help fund capital acquisitions.



SUMMARIZED OPERATING COST MODEL RESULTS

# 1. QUALIFICATIONS / EXPERTISE OF FIRMS ON TEAM

## **STEER DAVIES GLEAVE: Market and Demographic Analysis**

SDG's Regional Economic practice is well known by clients for producing rigorous and insightful analyses of regional economic and demographic growth. The firm is a leader in transportation modeling and stated preference survey development and implementation. The firm has a record of extensive successful collaboration with KPFF on numerous passenger ferry studies.

## **NYC EDC, Citywide Ferry Study, New York City, NY (KPFF on team)**

2013-2017 • Amount Received: \$500,000  
Proposed Staff Who Worked on Project:

- » Pierre Vilain, SDG
- » Mike Anderson, Andy Bennett, Kristen Kissinger, and Cassandra Schoenmakers, KPFF

SDG led a team of consultants to conduct a comprehensive analysis of existing and potential ferry service in the New York Harbor. The analysis included ridership and revenue forecasting at route level, under various scenarios; operating and capital costs; real estate impacts; financial and business case for each proposed route.

SDG's recommendations have been the basis for the ongoing expansion of ferry service in New York City, which led to a more than doubling of the successful East River Ferry Service and recent launch of NYC Ferry on May 1, 2017.

## **Kitsap Transit Long Range Passenger-Only Business Plan and Implementation Strategy, Kitsap County, WA (KPFF Project)**

2014-2017 • Amount Received: \$60,000  
Proposed Staff Who Worked on Project: See KPFF firm description on page 5

SDG completed ridership and revenue analysis in multiple phases to produce ridership and revenue estimates for each route under varying fare and service assumptions. In addition, a spreadsheet-based forecasting tool was developed and delivered to the client for their ongoing development of scenarios and subsequent analysis.

## **NYC Department of Transportation, Staten Island Ferry: St. George to Midtown – Ferry Study, New York City, NY (KPFF Project)**

2017-Current • Amount Received: \$185,000  
Proposed Staff Who Worked on Project:

- » Pierre Vilain, SDG
- » Mike Anderson and Cassandra Schoenmakers, KPFF

SDG produced ridership and revenue estimates for two proposed routes from Staten Island to Midtown Manhattan. This required travel behavior tabulation using both census Journey-to-Work data and the NYC Metropolitan Network Model trip tables. A Staten Island and Midtown Manhattan zone system was produced to provide direct Origin-Destination existing trip characteristics. With design and implementation of a Stated Preference Survey with on-board surveys and distribution, SDG produced ridership and revenue forecasting models used to test parameters of various vessel characteristics and fares, and was adjustable for different operation schemes.

## **CREÄ AFFILIATES, LLC (M/W/DBE): Sustainability Analysis**

CREÄ Affiliates is a leader in propagating sustainable planning and transportation. From developing the state's first municipal level energy plan, setting off APTA's sustainability practice, and training Utah Transit Agency's staff in sustainable transportation planning metrics, CREÄ has been defining much of the science behind this work.

## **Recyclables Technical Research and Information Gathering, Seattle, WA**

2012-2014 • Amount Received: \$60,000  
CREÄ led a team of researchers in exploring opportunities for market expansion and green product purchasing in support of SPU's commodity recovery and recycling market development projects, consistent with a City Council Resolution for waste reduction and SPU's Solid Waste Plan.

## **Comprehensive Plan, Long Beach, WA**

2006-2009 • Amount Received: \$185,000  
CREÄ led a multidisciplinary team in a complete rewrite of a municipal comprehensive plan, including its transportation infrastructure. Integrating principles of sustainability, energy efficiency, and climate resiliency, this plan established clear goals, actions, and performance measures for tracking change.

## **Energy Plan, Lynnwood, WA**

2007-2017 • Amount Received: \$25,000  
CREÄ and the Institute for Environmental Research and Education (IERE) assisted in the development of Washington State's first municipal-level energy plan. This report approaches the issue of energy from two outcomes: overall usage patterns (efficiency, cost, renewability, life cycle analysis, and net energy) and its impact on carbon emissions.



# **Appendix E: Community Engagement Plan**



Washington State Ferries



# **Washington State Ferries Long Range Plan Community Engagement Plan**

**Last Updated: 1/2/18**

# Table of Contents

Introduction .....	3
Overview.....	3
Community engagement goals and strategies.....	3
Guiding principles.....	4
Community engagement timeline.....	5
Background.....	6
Audiences.....	6
Key messages.....	9
Outreach and engagement activities	
Community outreach.....	9
Advisory groups.....	10
Engaging underrepresented communities.....	11
Demographic analysis.....	11
Communications tools.....	14
Success measures.....	14
Attachments.....	14

## Introduction

*NOTE: This is a living document that will continue to be updated.*

Communities of the Puget Sound region benefit in many ways from a coordinated, comprehensive and integrated ferry system. More than 24 million people traveled aboard a Washington State Ferry in 2016, making it the largest ferry system in the United States. As the region continues to grow, we need a ferry system that promotes mobility and allows people to thrive and participate as active members of their community, while supporting our natural environment. Washington State Ferries (WSF) is currently developing its 2040 Long Range Plan. This plan will serve as the framework to plan for future growth and identify system priorities.

While the issues that will be addressed by the plan are important to WSF's customers, ferry-served communities, elected officials and taxpayers, the audiences are likely to have different levels of interest and understanding of the key issues. The Long Range Plan's community engagement program is therefore designed to provide information that is easily accessible by the general public while providing opportunities for target audiences to get a deeper level of information.

## Overview

The WSF Long Range Plan will plan through 2040 to work in conjunction with broader WSDOT plans (Washington Transportation Plan 2035), other statewide modal plans (active, freight, public transportation plan, state highways) and regional, local and transit plans. As such, the plan aims to support and inform the actions of public transportation strategies, such as first and last mile connections. The goals and strategies to be developed in the plan will be shared among WSDOT, including WSF, transportation providers, ferry riders and local communities, tribes, advocates, other stakeholders and the public.

Key areas of focus for the plan include:

- Market understanding.
- Adaptive management practices.
- Operational models.
- Innovative investments.
- Key cost drivers and best practices.
- Financial sustainability.
- Seismic resiliency and emergency preparedness.

## Community engagement goals and strategies

WSF is committed to providing an open community engagement process with opportunities to inform and engage the public and stakeholder groups in the plan updates. The community engagement plan supports the following goals:

1. Promote public understanding of the purpose of and need for the plan and the challenges and tradeoffs facing the ferry system.
2. Ensure inclusive engagement by stakeholders, especially those in diverse ferry-served communities, early and throughout the process.
3. Deliver comprehensive, coordinated and consistent information through a variety of communication channels.
4. Raise awareness and understanding of the community engagement process and the opportunities for public input to the WSF Long Range Plan.

### How these goals will be achieved:

- Use outreach tools to support open lines of communication among diverse stakeholders and the public.

- Conduct targeted outreach to engage people who may otherwise be underrepresented in the planning process.
- Share fact-based, reader-friendly, easy to understand information and visuals that clearly explain the purpose of the plan and provide direction for stakeholders to provide feedback.
- Encourage the public and stakeholders to engage and provide feedback on the plan through in-person events and other forms of direct contact.
- Ensure feedback from stakeholders and the general public influences the final plan.
- Use a variety of tools and tactics including briefings, direct outreach, tabling events and open houses to engage individuals and organizations, focusing on going to the communities rather than expecting them to attend our public meetings.
- Emphasize outreach to people most likely to be directly affected by the plan (i.e., primary users of the ferry system and organizations impacted by ferry operations).
- Work with the appropriate WSDOT staff to comply with state and federal requirements as applicable.
- Evaluate and update the Community Engagement Plan at key milestones based on public and stakeholder input to the Community Engagement Plan.

## Guiding principles

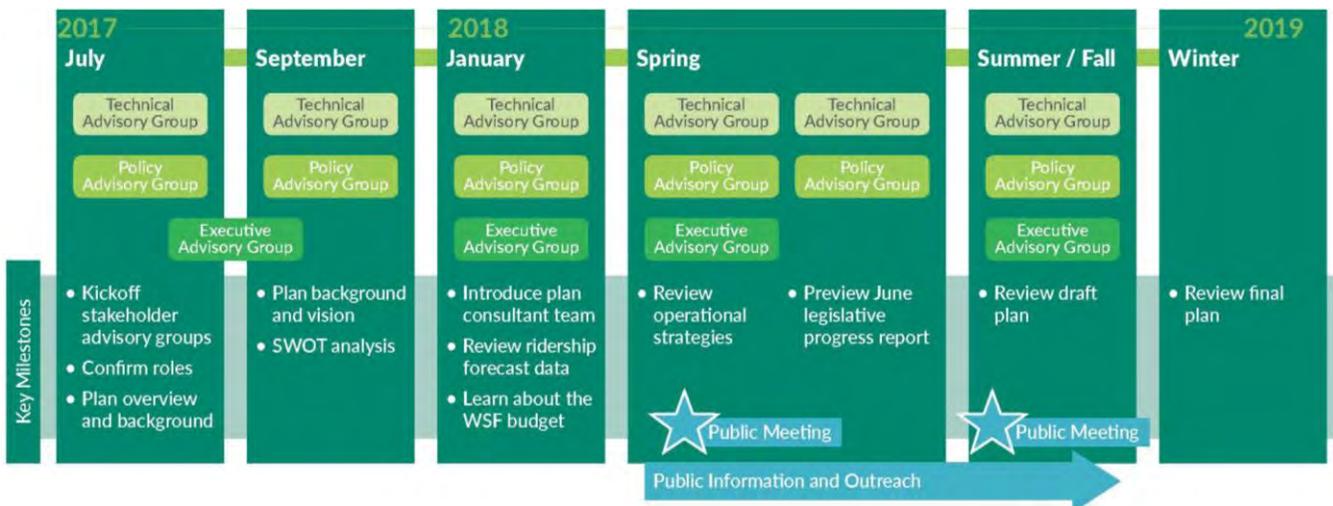
The following principles will guide WSF’s community engagement activities throughout the plan development. The process follows WSDOT’s community engagement guiding principles, including (but not limited) to tribal consultation, limited English proficient populations, ongoing consultation, partnerships and more.

- WSF and our partners will engage a wide variety of stakeholders, including the public, to develop the plan, including underserved and underrepresented communities.
- WSF will engage local elected officials in ferry-served communities and their representative organizations.
- Suggestions, comments and questions from the public and stakeholders will shape the plan throughout its development.
- We will track public and stakeholder comments and questions and report back on how input helps shape the plan development.
- We will lead with the web, keeping the project page updated with the most current information and materials
- We will test some key concepts encouraged by WSDOT’s Goal 5: Community Engagement work team:
  - Enlist and equip staff throughout WSF to present the plan at meetings they already attend.
  - Partner with stakeholders to expand the reach of public engagement via their outreach networks and systems.

The following diagram highlights key stakeholders in the decision making process. Descriptions of each group are included later in this Community Engagement Plan.



### Community engagement timeline



## Background

In 2009, WSF adopted its current Long Range Plan. Based on legislative direction from the 2007 session, the goal of the 2009 plan was to maximize existing resources before taking steps to accommodate growth. Specifically, WSF was charged to:

- Develop operation and pricing strategies to improve cost effectiveness and increase overall vessel utilization.
- Redesign level-of-service standards to manage demand and meet the needs of future growth.
- Adopt terminal design standards that ensure WSF's facilities are developed in a cost-effective way and support demand management strategies.
- Improve the quality of information to better inform decision makers and customers.
- Revalue operational strategies when a new capital plan is developed.

The plan outlined ways to increase efficiency by moving vehicle growth into non-peak travel periods and encouraging more walk-on riders and passengers in vehicles.

While significant progress has been made, such as implementing vehicle reservations and advancing terminal improvement projects, several strategic challenges remain. WSF's 2040 Long Range Plan will address the changing needs of ferry users and associated funding opportunities and challenges. The 2017/2109 legislative proviso calls for the Long Range Plan to:

- Identify demographic changes in the system's users.
- Review route timetables and propose adjustments that take into consideration ridership volume, vessel load times, proposed and current passenger-only ferry system ridership, and other operational needs.
- Review vessel needs by route and propose a vessel replacement schedule, vessel retirement schedule, and estimated number of vessels needed.
- Identify the characteristics most appropriate for replacement vessels, such as passenger and car-carrying capacity, while taking into consideration other cost-driving factors.
- Review vessel dry dock needs, consider potential impacts of the United States navy, and propose strategies to meet these needs.
- Address the seismic vulnerability of the system and articulate emergency preparedness plans.
- Evaluate strategies that may help spread peak ridership, such as time-of-day ticket pricing and expanding the reservation system.
- Identify operational changes that may reduce costs, such as nighttime tie-up locations.

## Audiences

WSF will continue to actively engage stakeholders including ferry-served communities, community groups, agencies, tribes, elected officials, businesses and interested individuals. Below is a matrix that outlines key audience categories, key areas of interest and proposed communication strategies.

Audience category	Detailed list of user categories	Key areas of interest	Communications strategies
Taxpayers and general public	<ul style="list-style-type: none"> <li>• Puget Sound residents, Washington State residents, visitors, local media.</li> </ul>	Cost, quantity, quality of services; access to services.	Media, website, open houses, Ferry Advisory Committees.
Ferry riders	<ul style="list-style-type: none"> <li>• Commuters.</li> <li>• Choice riders (tourism, recreation).</li> <li>• Triangle Route Task Force.</li> <li>• Medical.</li> <li>• Businesses, freight and commerce.</li> <li>• People with low incomes.</li> <li>• Recipients of social services.</li> <li>• Youth and students.</li> <li>• Culturally diverse communities, including people with limited English proficiency.</li> <li>• Military and veterans.</li> </ul>	Cost, quantity, quality of services; access to services; continuity of service; reliability.	Project website, information from service providers, outreach coordinated with partners, translated materials, open houses, media, email, Ferry Advisory Committees.
Mobility-impaired riders	<ul style="list-style-type: none"> <li>• 65 and older populations.</li> <li>• People with disabilities.</li> <li>• Organizations representing people with disabilities (e.g., Alliance of People with disabilities; paratransit service providers; Hearing, Speech and Deaf Center).</li> </ul>	Accessibility to and within ferry facilities, amenities, all areas of interest included above (ferry riders).	Targeted outreach and briefings, open houses, project website, advisory groups, coordination with WSDOT Office of Equal Opportunity and ADA Compliance Manager, Larry Watkinson.
Ferry-served communities	<ul style="list-style-type: none"> <li>• Residents of ferry-served communities.</li> <li>• Terminal neighbors.</li> </ul>	Traffic congestion and other impacts.	Open houses, project website, Ferry Advisory Committees.
Ferry Advisory Committees and Executive Council	<ul style="list-style-type: none"> <li>• FAC members: <ul style="list-style-type: none"> <li>- Anacortes</li> <li>- Bainbridge</li> <li>- Bremerton</li> <li>- Clinton</li> <li>- Edmonds</li> <li>- Fauntleroy</li> <li>- Coupeville</li> <li>- Kingston</li> <li>- Mukilteo</li> <li>- Port Townsend</li> <li>- San Juan Islands</li> <li>- Southworth</li> <li>- Vashon Island</li> </ul> </li> </ul>	Ferry schedules, customer service, cost, quality of services, continuity of services, reliability.	Technical and Policy Advisory Group participation, community meetings, open houses, email, project website, Presentations to Ferry Advisory Executive Committee.
WSF employees	<ul style="list-style-type: none"> <li>• Fleet and terminal staff.</li> <li>• Eagle Harbor Maintenance Facility.</li> <li>• WSF HQ staff.</li> <li>• WSDOT staff.</li> <li>• WSDOT Office of Equal Opportunity.</li> </ul>	Quick Notice bulletins, internal briefings, emails, Asst. Secretary's Weekly Update,	

	<ul style="list-style-type: none"> <li>• WSF and WSDOT leadership.</li> </ul>	WSF and WSDOT working group meetings.	
Transportation service providers	<ul style="list-style-type: none"> <li>• Human service transportation providers and agencies.</li> <li>• Transit agencies (Kitsap Transit, King County Metro, Pierce Transit, Sound Transit, Olympic Bus Lines, Mason Transit, Community Transit, Intercity Transit, Island Transit, Everett Transit, Jefferson Transit)</li> </ul>	Connections with other services, continuity of funding, emerging technologies, customer service, transparency of decision-making, local authority.	Policy and Technical Advisory Group participation, project website, presentations to governing or advisory boards, social media, email, Ferry Advisory Committees.
Advocacy groups	<ul style="list-style-type: none"> <li>• Employers, businesses and business organizations (e.g., Puget Sound Naval Shipyard, Port Townsend Paper).</li> <li>• Community and social service organizations (e.g., United Way of Kitsap County).</li> <li>• Environmental groups (i.e., Puget Sound Restoration Fund, Washington Environmental Council, Puget Soundkeeper, Puget Sound Partnership).</li> <li>• Pedestrian, bicycle and transit advocacy groups (e.g., Cascade Bicycle Club, Squeaky Wheels, Transportation Choices).</li> <li>• Ferry Community Partnership.</li> <li>• Economic development organizations (e.g., Kitsap Economic Development Alliance, Coupeville/Central Whidbey Chamber of Commerce and Edmonds Economic Development Commission).</li> <li>• Local chambers of commerce and tourism agencies, (e.g., Bremerton, San Juan, Edmonds and Kingston chambers of commerce, AAA).</li> <li>• Freight, (e.g., Washington Ports, Washington Trucking Association).</li> <li>• Ride and bike share (e.g., Zipcar, Lyft, LimeBike).</li> </ul>	Varies by group—all of the above plus environmental, social equity, economic development, accountability interests.	Policy Advisory Group participation, presentations to governing or advisory boards, project website, social media, email, open houses, Ferry Advisory Committees.
Governments and agencies	<ul style="list-style-type: none"> <li>• WSDOT leadership and staff.</li> <li>• Regional transportation planning organizations (RTPOs) and metropolitan planning organizations (MPOs). <ul style="list-style-type: none"> <li>○ PSRC.</li> <li>○ Peninsula RTPO.</li> <li>○ Kitsap Regional Coordinating Council.</li> </ul> </li> <li>• Tribal governments.</li> <li>• Local governments.</li> <li>• U.S. Coast Guard.</li> <li>• FTA/FHWA.</li> </ul>	Varies by group—all the above plus environmental, social equity, economic development, accountability interests.	Executive, Policy and Technical Advisory Group, and Working Group participation, presentations to governing or advisory boards, project website, social media, issue papers, Ferry

	<ul style="list-style-type: none"> <li>• Emergency service providers.</li> <li>• Elected officials, including but not limited to state legislators, city and county officials.</li> <li>• Other state agencies.</li> </ul>		Advisory Committees.
Washington State Transportation Commission	<ul style="list-style-type: none"> <li>• Commissioners and staff.</li> </ul>	Operational strategies.	Executive Advisory Group; update meetings to discuss operational strategies at key plan milestones.

**Ferry Advisory Committees**

Ferry Advisory Committees represent local communities on ferry related issues. FAC members serve as ambassadors for their communities and will play a key role in disseminating information and representing ferry-served communities in the plan. FAC members will serve on the Technical and Policy Advisory Groups. In addition, WSF will engage FAC members in planning open houses and events to encourage participation.

**Tribal Consultation**

The project team will work with WSDOT Tribal Liaisons to ensure tribal leaders are included in the plan’s development and review process. WSF has a government-to-government relationship with all federally recognized tribes who may express an interest in any project. Ten tribes have treaty adjudicated rights in the WSF service area and three additional tribes have cultural resource concerns that require consultation. This consultation occurs independent of the community engagement process. Tribal leaders and staff will be invited to participate in the Executive, Policy and Technical advisory groups. WSF will consult tribal leaders and staff early in the plan development process on issues that affect their interests.

**Key Messages**

- The WSF Long Range Plan provides a framework to ensure customers have a reliable, efficient ferry system through 2040.
- The plan brings state, regional and local organizations together to develop and support strategies that will enhance the ability of WSF to respond to customer needs while maintaining financial sustainability.
- Successfully integrated multimodal solutions can improve access and the overall efficiency and effectiveness of our ferry system.
- We must look to practical solutions to preserve and maintain our ferry infrastructure to support the changing and growing needs of our communities.
- We want to hear from you. Your comments, suggestions and questions will help shape this plan.

**Outreach and engagement activities**

The WSF Long Range Plan will benefit from broad public participation. Outreach activities will engage community members on their terms, in a setting that is convenient and accessible to them.

**Community outreach**

**Briefings/presentation roadshow**

WSF staff and/or community liaisons will present the plan and seek input at planned community meetings in

ferry-served communities. Briefings and presentations to community organizations help reach people where they are, and empower community leaders to inform and engage community members in the plan development.

### **Direct outreach and events**

Outreach events aboard WSF vessels, in terminals, and at community events or gathering places provides an opportunity to reach ferry riders who may not attend a traditional open house. WSF will host informal outreach events to inform and engage ferry-served communities in the plan development.

### **Community open houses**

WSF will conduct two series of open houses in various locations to support key decision points in the planning process. The first series will introduce the plan to ferry-served communities, outline the plan development process and provide an opportunity for early public input about issues to be addressed in the Long Range Plan.

The second round of open houses will provide an opportunity for the public to review and comment on the draft plan. They will be designed to inform participants, facilitate discussion, gather feedback and answer questions in an informal, comfortable setting. Public comments will be summarized after each open house for consideration by the project team. From there, the project team will present key opportunities and issues to the EAG, PAG and TAG groups and report on how public input was incorporated into the plan.

### **Online open houses**

Online open houses expand public participation opportunities for those who may not be able to attend in-person community meetings due to their schedule, location or other factors. Two rounds of online open houses, timed in conjunction with the community open houses, will provide graphical and user-friendly information about the plan, and include tools for participants to provide feedback about the plan.

## **Advisory groups**

WSF is convening three groups to help steer the development of the Long Range Plan. Each of the groups will serve in an advisory role; WSF will make all final decisions about the Long Range Plan. Specific roles of each group are included in Appendix A. The end goal will be to have broad support for the plan from all advisory group members before it is finalized and sent to the legislature for adoption.

### **Executive Advisory Group**

- The Executive Advisory Group (EAG) will be charged with providing WSF strategic advice on how to prioritize needs in the development of the plan, represent their constituents' interests, review and provide feedback on key policy elements, and support the successful delivery of the plan.
- The EAG will be comprised of the Assistant Secretary of WSF, a mayor from a ferry-served community, a member of the Washington State Transportation Commission, a county commissioner and two legislators.
- The EAG will advise on the scope of work for the Long Range Plan consultant.
- The EAG will hold approximately four meetings, held at key milestones, between now and the end of 2018.

### **Technical Advisory Group**

- The Technical Advisory Group (TAG) will be charged with review of the plan's progress. Their primary role will be to ensure the plan is using the most up-to-date local, regional and state data. This includes keeping agency partners informed about technical and policy work and helping WSF understand local, regional, state and tribal needs. Issues and options will be analyzed through a transportation integration/multimodal lens.
- It will be comprised of FAC members and local, regional, state, and transit agencies and WSDOT staff.
- The TAG will hold approximately six meetings, held at key milestones, between now and the end of 2018.

### **Policy Advisory Group**

- The Policy Advisory Group (PAG) will be charged with reviewing plan elements and representing local ferry riders' interests.
- The PAG will be comprised of four Ferry Advisory Committee members, Washington State Transportation Commission representatives, transportation and user group organizations including bicyclists and pedestrians, community service providers, mobility-impaired riders, tourism, transit riders, business organizations and freight representatives.
- The PAG will advise on the scope of work for the Long Range Plan.
- This PAG will hold approximately six meetings, held at key milestones, between now and the end of 2018.

## Engaging Underrepresented Communities

### Demographic analysis

WSF is the largest ferry system in the United States, serving eight counties within Washington. The existing system has 10 routes and 20 terminals, serving 23 million passengers last year. To ensure the ferry system continues to be accessible to all, WSF conducted a demographic analysis to better understand the communities it serves and how to reach them during the planning process.

This analysis aligns with WSDOT's Community Engagement Plan, Human Services Transportation Plan, and Practical Solutions approach. A key component of Practical Solutions is consulting with all potentially affected community members, including historically-underserved community members such as minority, limited-English proficient, and low-income community members. There may be multiple barriers to participation for these populations, including:

- Language.
- Homelessness.
- Mobility challenges.
- Past negative experiences with government.

To understand the demographic characteristics of people in ferry-served communities, WSF evaluated data from the 2010 U.S. Census, American Community Survey five-year estimates, and WSF's 2013 Language, Race and Ethnicity Summary. The communities and cities evaluated included:

1. Anacortes
2. Bainbridge
3. Bremerton
4. Clinton
5. Coupeville
6. Edmonds
7. Fauntleroy
8. Keystone
9. Mukilteo
10. Point Defiance
11. Port Townsend
12. San Juan Islands
13. Seattle
14. Southworth
15. Tahlequah

## **Definitions of Terminology**

A minority is an individual who defines himself as Black (a person having origins in any of the black racial groups of Africa), Hispanic (a person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race), Asian American (a person having origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent or the Pacific Islands), American Indian/Alaskan Native (a person having origins in any of the original people of North America and who maintains cultural identification through tribal affiliation or community recognition), or some other race.

The Department of Justice recommends that if an activity will have an impact on an area in which 5 percent or more residents speak a language other than English, project materials, notifications, and meetings should be translated into that language. Individuals who do not speak English as their primary language and who have a limited ability to read, speak, write or understand English can be limited English proficient, or "LEP."

Low-income, for the purposes of this analysis, was defined as households living below the 2009 Federal Poverty line (family of four earning less than \$22,000).

## **Key Findings**

Key findings from the 2010 U.S. Census and American Community Survey include:

- Three ferry-served communities have more than 5 percent of residents who speak English less than well, meaning they are linguistically isolated. As U.S. Census data does not provide a breakdown of languages spoken, additional follow-up with key community stakeholders (e.g., community service providers, elected officials) will need to be conducted to determine if there are translation needs.
- Twelve ferry-served communities have populations with at least 15 percent of people over the age of 64, compared to a state average of 14 percent. Keystone, Clinton, Port Townsend and the San Juan Islands have more than a quarter of populations over the age of 64.
- Fauntleroy, Mukilteo and Seattle have the largest minority populations.

Low-income areas are primarily centered around Anacortes, Bremerton, Edmonds, Mukilteo, and Fauntleroy. We also consulted WSF's 2013 Washington State Ferries 2013 Origin-Destination Travel Survey Report, which was conducted to obtain more precise information than what the Census provides. Key findings from the survey include:

- A significant majority of survey respondents are white; all routes are over 80 percent except Edmonds – Kingston and Seattle – Bremerton.
- The Seattle – Bremerton route exhibits the highest overall diversity with over 15 percent of respondents identifying as non-white and another 5 percent identifying as multiracial or belonging to a category not listed.
- The Seattle – Bremerton route also shows the highest share for African American/Black respondents and Asian/Pacific Islander respondents, both of which are significantly higher than the next highest route.
- The share of Native American/Alaskan Native respondents was highest on the Southworth – Vashon and Edmonds – Kingston routes.
- The majority of respondents, 90 percent, speak English as their primary language. Close to 3 percent of respondents speak Spanish as their primary language. Several other languages each account for 1 percent or less of riders system-wide.

The following table show the results from the U.S. Census demographic analysis:

Ferry-Served Community	Minority Population >5%	Hispanic Population >5%	Asian Population >5%	Low-Income Populations >13%	Speaks English Less Than Well >5%	People Over the age of 64 >14%
Anacortes	11%	6%		19%		24%
Bainbridge	13%	5%				20%
Bremerton	28%	10%	5%	27%		
Clinton	9%			16%		25%
Coupeville						
Edmonds	25%	5%	11%	15%		20%
Fauntleroy	46%	13%	13%	20%	7%	
Keystone	8%					35%
Kingston	20%					16%
Mukilteo	38%	13%	14%		6%	
Point Defiance	16%	5%				16%
Port Townsend	11%					30%
San Juan Islands	11%	7%				27%
Seattle	36%	8%	14%		5%	
Southworth	18%	7%				16%
Tahlequah	10%	9%				19%
Vashon	8%					21%

- Hispanic respondents were highest on the Anacortes/San Juan Islands – Sidney B.C. route, though the Hispanic share for Seattle – Bremerton route was only slightly lower.
- Overall minority respondent shares were lowest for the Point Defiance – Tahlequah route.
- The largest share of riders not indicating race or ethnicity was found on the Fauntleroy – Vashon route.

### Next Steps

WSF will first develop a list of social service and community-based agencies that serve low-income, minority and limited-English proficient populations in the project study area. WSF will schedule and hold interviews with representatives of each of these agencies. During the interviews, WSF will share information about the plan and gather feedback about how to best reach underrepresented communities and if there are translation needs.

We will also implement a range of the following outreach tactics during public involvement periods.

- Provide information in multiple formats and offer translation services as needed.
  - Include a language block on project materials and project website for all language groups that exceed 5 percent or 1,000 people in each census tract in ferry-served communities.
  - Offer interpretation services as requested for all public meetings.
  - Encourage broad participation in public meetings and outreach opportunities. Advertise public meetings in foreign-language publications and publications that serve minority populations.
  - Hold public meetings in centrally located, ADA and transit accessible facilities.
  - Distribute poster advertisements to public libraries, community centers, neighborhood service centers and other community gathering places.
  - Disseminate meeting notifications to advocacy groups and other social service providers.
- Provide alternative opportunities to traditional open houses to encourage participation among historically underrepresented populations.
  - Offer briefings to stakeholder organizations serving underrepresented populations or attend regularly scheduled community meetings to provide project information and encourage participation.

All federal agencies and institutions that receive federal funding are required to make their website and online materials 508 compliant. WSF will ensure all versions of the plan, and its supplemental materials, can be read through various forms of technology and are 508 compliant. This means that “all users, regardless of disability status, can access technology. It’s a way to break down barriers and provide new opportunities for all Internet users. Compliance standards are set by Section 508 of the Rehabilitation Act of 1973 that requires federal agencies to provide software and website accessibility to people with disabilities. When websites are 508 Compliant, they are accessible to all users. This can mean that they are compatible with assistive technology, such as screen readers.”

WSF will include the following language in key project materials.

**Title VI Notice to Public:** It is the Washington State Department of Transportation’s (WSDOT) policy to assure that no person shall, on the grounds of race, color, national origin or sex, as provided by Title VI of the Civil Rights Act of 1964, be excluded from participation in, be denied the benefits of, or be otherwise discriminated against under any of its federally funded programs and activities. Any person who believes his/her Title VI protection has been violated, may file a complaint with WSDOT’s Office of Equal Opportunity (OEO). For additional information regarding Title VI complaint procedures and/or information regarding our non-discrimination obligations, please contact OEO’s Title VI Coordinator at (360) 705-7082.

**Americans with Disabilities Act (ADA) Information:** This material can be made available in an alternate format by emailing the Office of Equal Opportunity at [wsdotada@wsdot.wa.gov](mailto:wsdotada@wsdot.wa.gov) or by calling toll free at 855-362-4ADA(4232). Persons who are deaf or hard of hearing may make a request by calling the Washington State Relay at 711.

## Communications tools

In addition to public meetings, online open houses and advisory group meetings, WSF will use the following communication tools to involve the public and key stakeholders in the planning process. Offering a wide variety of communications tools and opportunities encourages groups and individuals with varying levels of interest and diverse objectives to understand the significant issues and participate in the development of the plan.

- **Project website.** The project website will be refreshed to make it more readily accessible to all members of the public, with an architecture that allows people to easily learn about the plan, view technical documents, meeting materials and the project timeline. It will also link to the online survey and open houses discussed in the previous section of this plan. The website will document outreach conducted to date, publicize upcoming public participation opportunities and will include a way for the public to provide comments. All materials developed for the website, including the plan, will be 508 compliant to ensure those with limited or no vision can stay informed and provide comments.
- **Road show.** Develop presentations and materials for WSDOT community liaisons to present and use at existing agency and public meetings in ferry-served communities to provide information and seek feedback on the plan.
- **Handouts.** Fact sheets and FAQs will be developed to provide more details on issues and specific concerns, such as a plan overview that outlines goals and strategies.
- **Media.** A multimedia program will be developed using press releases, paid online and paper advertisements to reach LEP populations, and other processes to provide open house details, project milestones and additional information about the plan.
- **Social media.** WSF Twitter, WSDOT blog and Facebook.
- **Email alerts and customer information.**

## Success measures

- Feedback from the general public that indicates understanding of the plan and its goals along with the desire for furthering these goals within their communities.

- Support for the Long Range Plan by local and state elected officials.
- Support for more collaborative and integrated transportation planning, development and operations from state agencies, transportation agencies, local jurisdictions, tribes, nonprofits, planning organizations, employers and others.
- Documentation of public engagement efforts and comments received, details about what questions and issues were raised and evidence that public comments influenced the plan.
- Documented outreach to underserved audiences and stakeholders with clear metrics and comments from this engagement.

## **Attachments:**

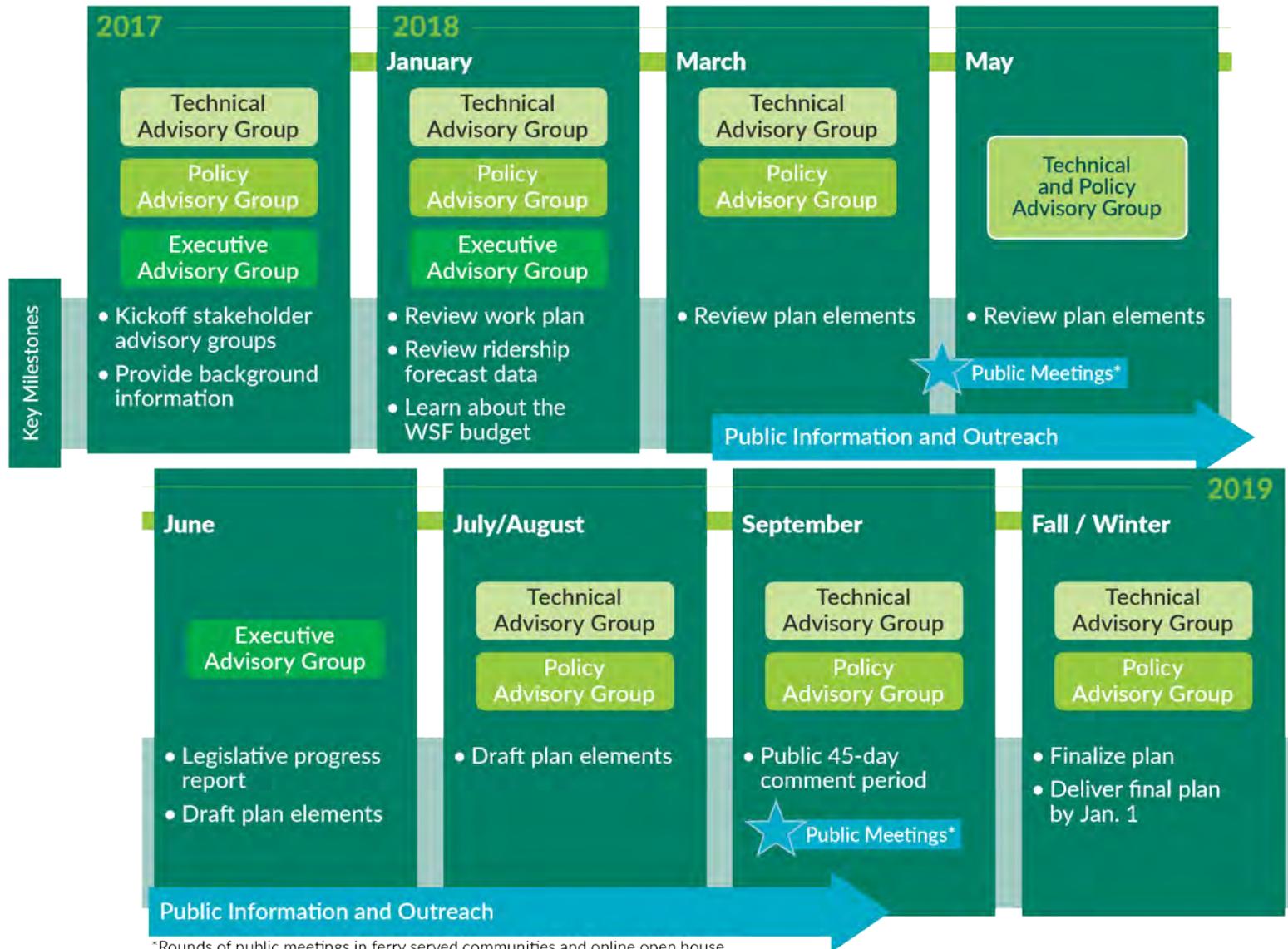
- A: Advisory Group roles and responsibilities
- B: Progress Report
- C: Work Plan



# **Appendix F:**

## **Advisory Group Meeting Schedule**

# Timeline



\*Rounds of public meetings in ferry served communities and online open house.



# **Appendix G: Open House Schedule**

# Help shape the future of Washington State Ferries

Ferry ridership is expected to grow 30 percent by 2040. Washington State Ferries (WSF) is developing a Long Range Plan to better understand and plan for the changing needs of the system through 2040.

Photo by ferry rider  
©Garth Henson,  
used with permission

## Attend an open house

### Bainbridge Island

Tuesday, April 17  
5:30 – 7:30 p.m.  
Bainbridge Island Senior Center, 370 Brien Drive SE, Bainbridge Island

### Port Townsend

Thursday, April 19  
5 – 7 p.m.  
Cotton Building, 607 Water Street, Port Townsend

### Vashon Island

Tuesday, April 24  
6 – 8 p.m.  
Vashon Island High School, 9600 SW 204th Street, Vashon

### Bremerton

Wednesday, April 25  
5:30 – 7:30 p.m.  
Kitsap Conference Center, 100 Washington Avenue, Bremerton

### Southworth

Thursday, April 26  
6 – 8 p.m.  
John Sedgwick Jr. High, 8995 SE Sedgwick Road, Port Orchard

### Clinton

Tuesday, May 1  
5:30 – 7:30 p.m.  
Clinton Community Hall, 6411 South Central Avenue, Clinton

### San Juan Islands

Wednesday, May 2  
3:30 – 6 p.m.  
Brickworks, 150 Nichols Street, Friday Harbor

### Kingston

Tuesday, May 8  
6 – 8 p.m.  
Kingston Village Green Community Center, 26159 Dulay Road NE, Kingston

### Fauntleroy

Thursday, May 17  
6 – 8 p.m.  
Fauntleroy Church, 9140 California Avenue SW, Seattle

*Stop by anytime to learn about the plan and share your ideas. There will not be a formal presentation.*



## Join us at an open house to:

- Learn more about the WSF 2040 Long Range Plan
- Share your ideas and help WSF identify priorities and considerations that should be included in the Long Range Plan
- Meet the project team to ask questions

## Participate online:

View open house materials and provide comments at our online open house from April 10 – May 24 at:  
[WSFLongRangePlan.com](http://WSFLongRangePlan.com)

## Questions?

Contact us:  
[WSFLongRangePlan@WSDOT.wa.gov](mailto:WSFLongRangePlan@WSDOT.wa.gov)

## Washington State Ferries 2040 Long Range Plan



WSDOT keeps people, businesses and the economy moving by operating and improving the state's transportation systems. To learn more about what we're doing, go to [wsdot.wa.gov/news](http://wsdot.wa.gov/news) for pictures, videos, news and blogs. Real time traffic information is available at [wsdot.com/traffic](http://wsdot.com/traffic) or by dialing 511.

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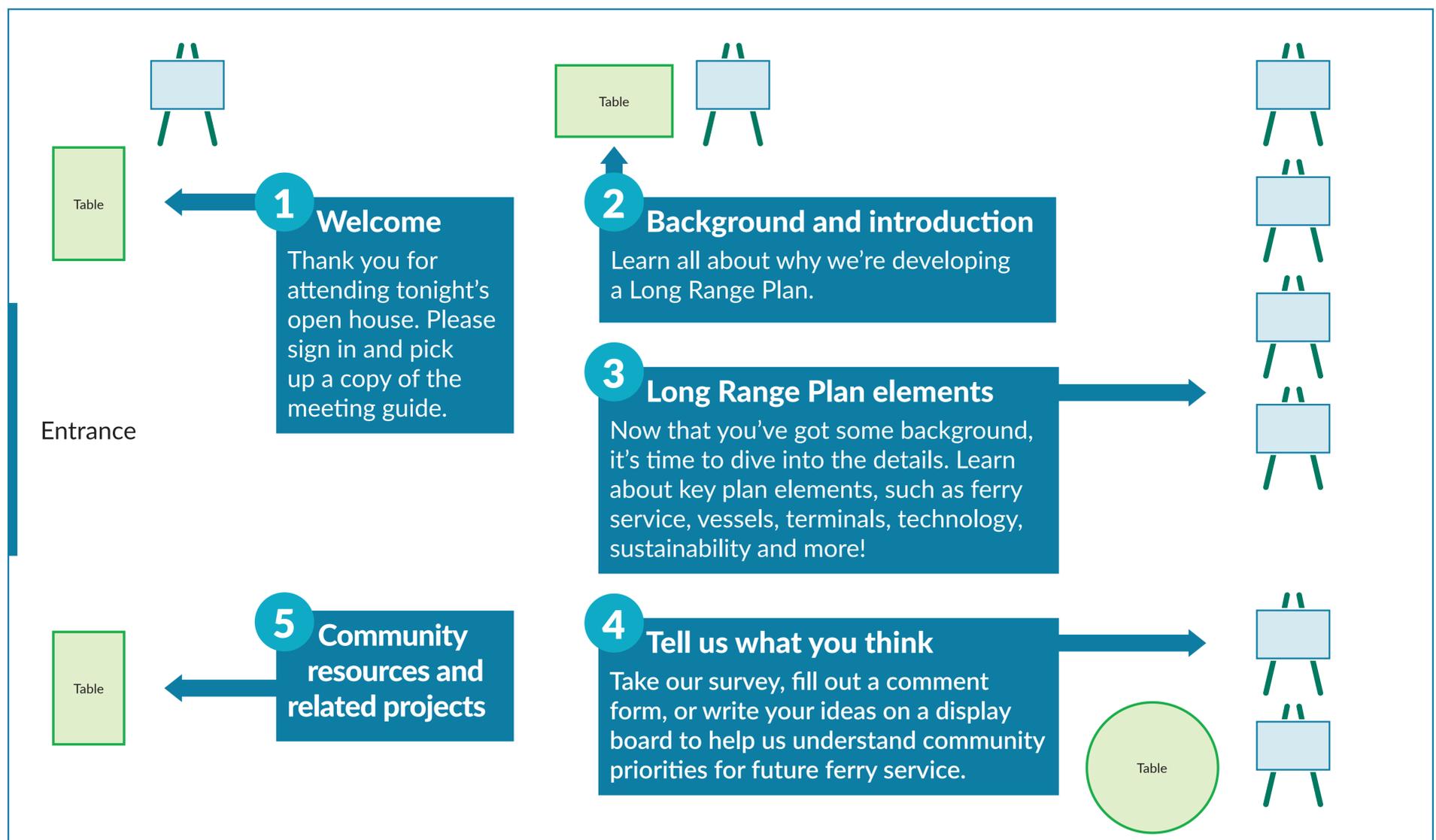


# **Appendix H: Open House Content**

# Welcome

The purpose of tonight's open house is to:

- Learn about Washington State Ferries' 2040 Long Range Plan.
- Meet the project team and ask questions.
- Share your ideas and help WSF identify priorities and considerations that should be included in the Long Range Plan.



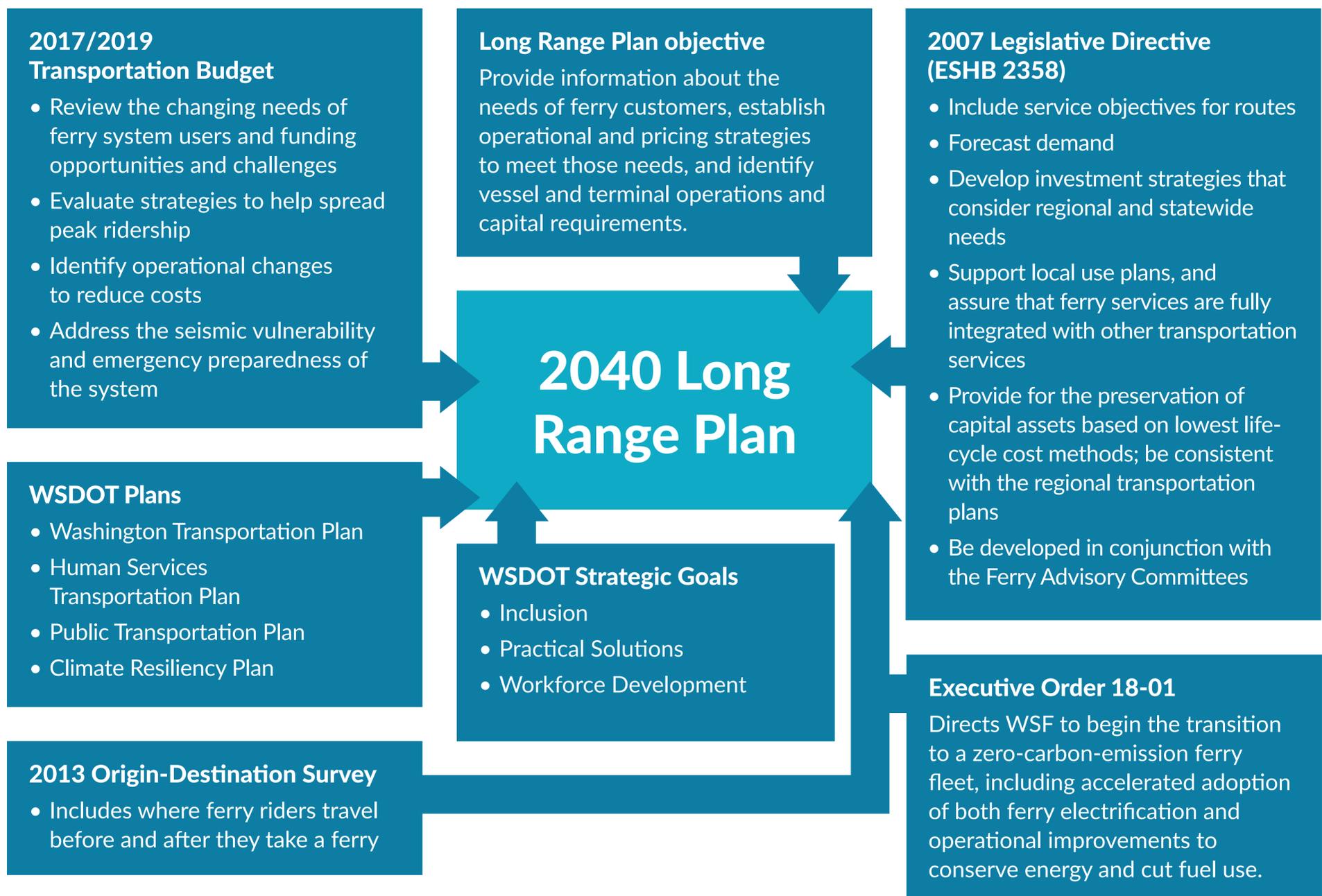
Spring 2018

# What is the Long Range Plan?

WSF is developing a Long Range Plan to better understand and plan for the ferry system's changing needs through 2040.

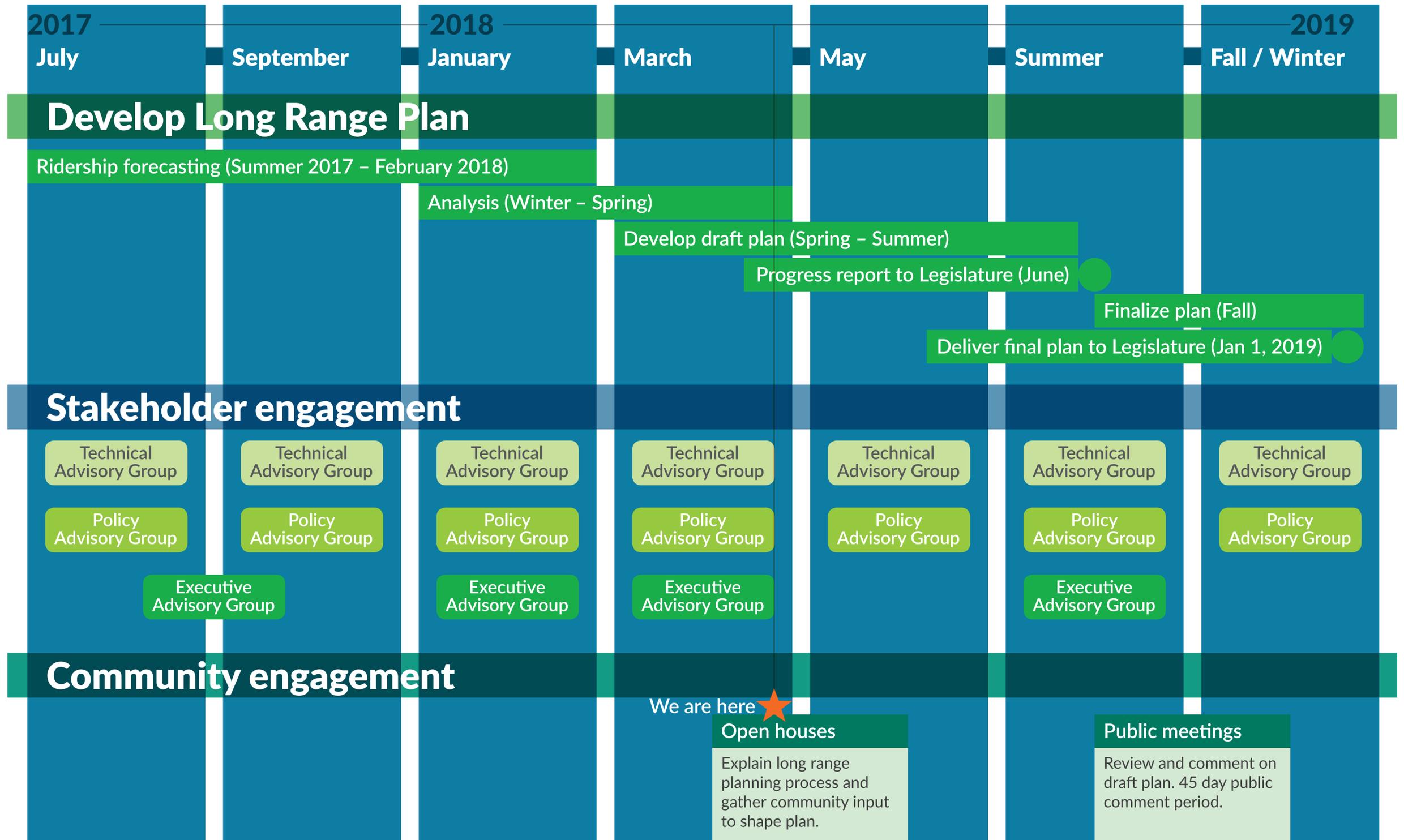
The plan will guide future service and investments in vessels and terminals.

In addition to community input, several legislative directives and policies will help shape the Long Range Plan.



Spring 2018

# Timeline



Spring 2018

# What will the ferry system look like in 2040?

Systemwide ridership is projected to increase 30 percent by 2040. The Long Range Plan will help WSF determine how to accommodate future growth. Ridership forecasts are based on rider survey results and local and regional forecast data from the Puget Sound Regional Council and local jurisdictions.

## Port Townsend/Coupeville

2017 796,400    2040 1,220,000

**53%** increase in total annual riders

## Edmonds/Kingston

2017 3,982,900    2040 5,874,400

**47%** increase in total annual riders

## Southworth/Vashon

2017 198,800    2040 311,900

**57%** increase in total annual riders

## Vashon/Fauntleroy

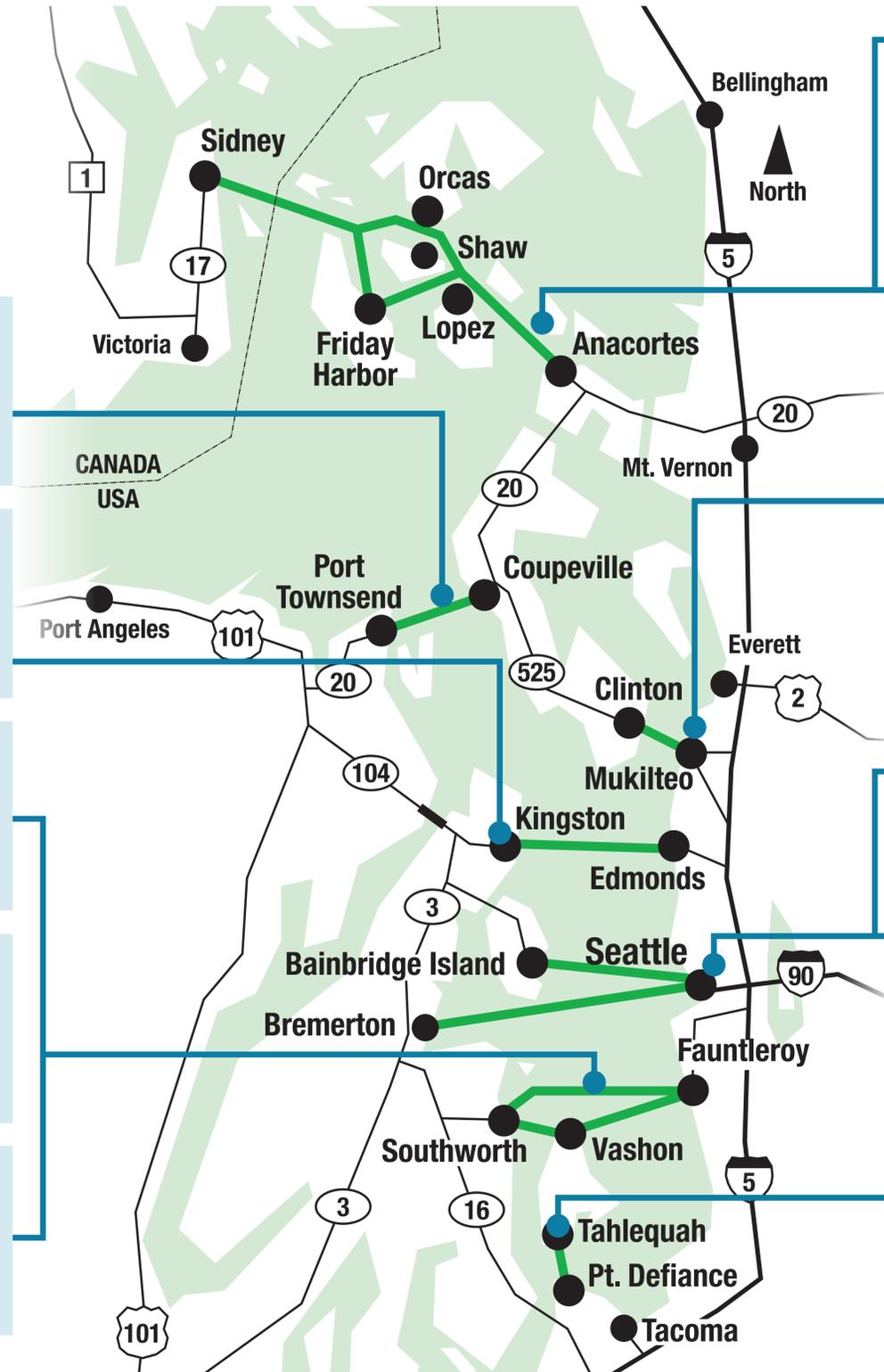
2017 1,985,200    2040 2,353,600

**19%** increase in total annual riders

## Fauntleroy/Southworth

2017 912,800    2040 1,252,700

**37%** increase in total annual riders



## Anacortes/San Juan Islands

2017 2,151,900    2040 2,951,500

**37%** increase in total annual riders

## Anacortes/Sidney, B.C.

2017 141,700    2040 207,600

**47%** increase in total annual riders

## Mukilteo/Clinton

2017 4,032,600    2040 4,677,500

**16%** increase in total annual riders

## Seattle/Bainbridge Island

2017 6,545,900    2040 8,766,700

**34%** increase in total annual riders

## Seattle/Bremerton

2017 2,814,700    2040 3,948,500

**40%** increase in total annual riders

## Point Defiance/Tahlequah

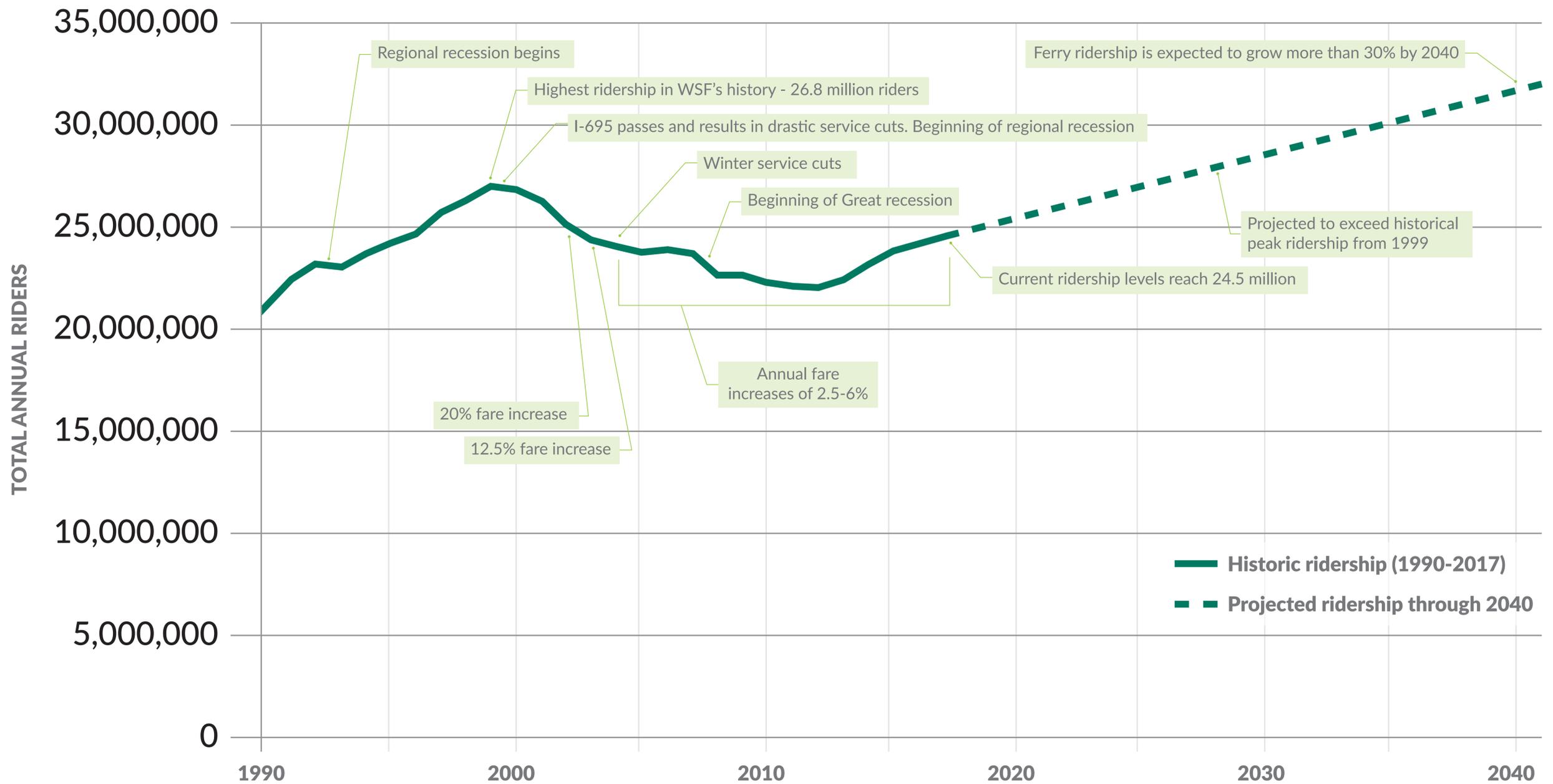
2017 778,700    2040 1,146,700

**47%** increase in total annual riders

Spring 2018

# Historic and anticipated ridership

Historically, ridership is impacted by fare increases and economic conditions. Projected ridership forecasts do not reflect variations between now and 2040.

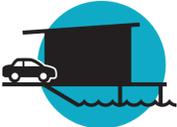


# What will the 2040 Long Range Plan include?

## Key themes:



## Plan elements:

-  **Ferry fleet**  
A strategy to maintain and replace ferries.
-  **Terminals**  
Actions to preserve and upgrade terminals.
-  **Demand management strategies**  
Strategies to spread peak ridership and improve operational efficiency.
-  **Route analysis and service scenarios**  
A profile of the unique needs and characteristics of each route.
-  **Workforce assessment**  
Opportunities to recruit and retain the workforce needed to keep the system running.
-  **Capital investments and funding**  
Recommendations to guide future investments and outline strategies for funding.

The final plan will outline strategies to implement service changes and investments to support resilient, efficient and sustainable ferry service through 2040.

# Fleet maintenance and replacement

Our ferries operate more than 20 hours each day, 365 days a year. This puts stress on our fleet, which is complicated by other factors, including aging ferries, limited spare ferries, and the number of slips at each terminal. WSF has also been directed to reduce carbon emissions.

The Long Range Plan will outline a strategy to maintain and replace vessels, by considering:

- The state of the current fleet, with an emphasis on maintenance needs.
- Opportunities for electric/hybrid ferries.
- The number, type and size of new vessels.

## Key considerations and challenges

- New technologies could improve efficiency and reduce the cost of operating ferries.
- Each route has specific needs, and not all ferries can serve all routes.
- Local shipyards have limited capacity to build and maintain the number of ferries WSF needs.
- The current assumption that a ferry will last 60 years needs to be re-evaluated.

## Vessel replacement chart



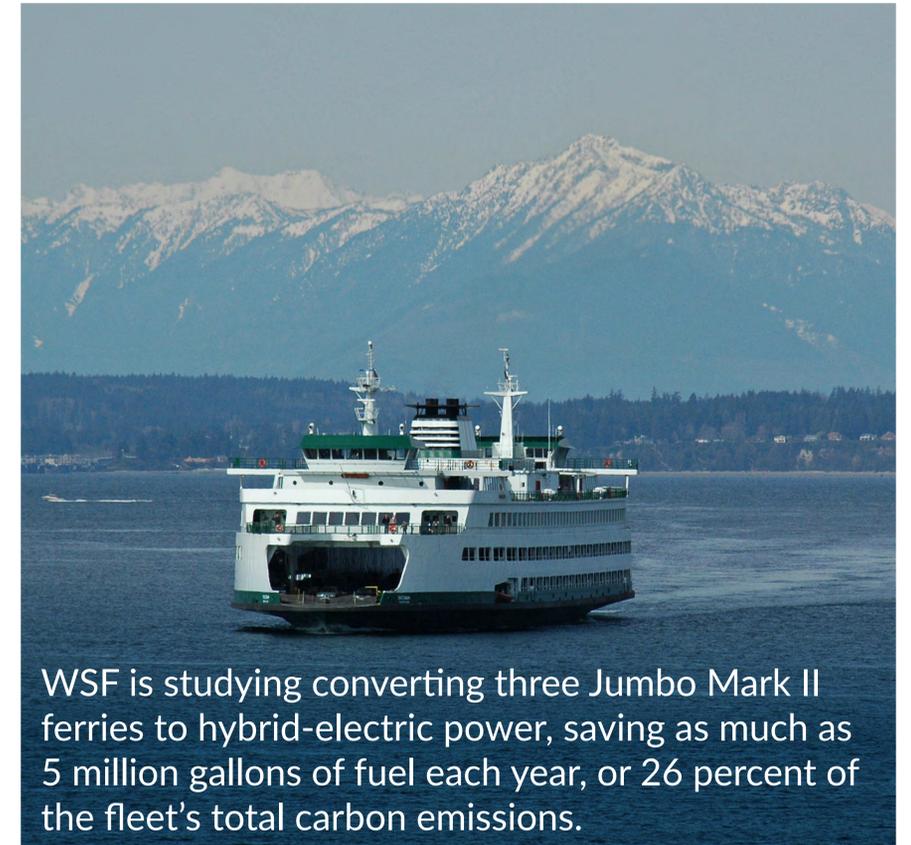
Spring 2018

# Greening the fleet

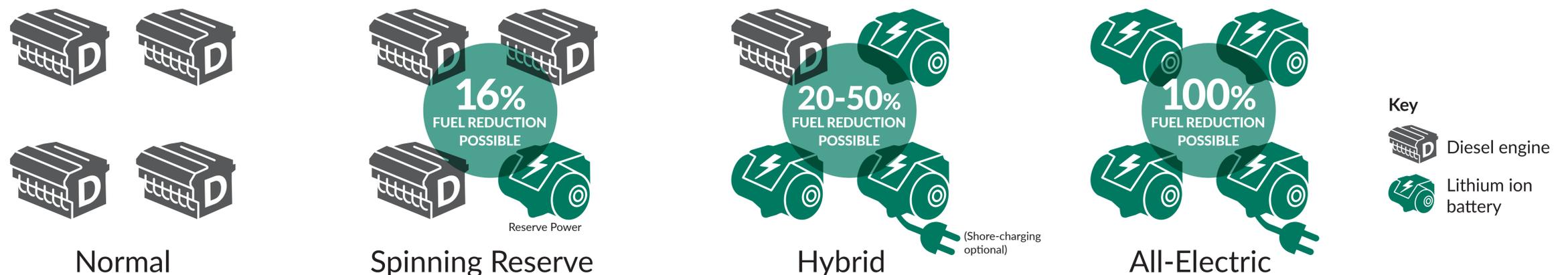
Executive Order 18-01 directs WSF to begin the transition to a zero-carbon-emission ferry fleet, including the accelerated adoption of both ferry electrification and operational improvements that will conserve energy and cut fuel use. Executive Order 18-02 requires WSF to explore strategies to quiet ferries to protect the struggling orca population.

## Key considerations and challenges

- WSDOT is behind in meeting state-mandated greenhouse gas reductions.
- WSF must weigh opportunities to build new hybrid ferries and convert existing vessels to hybrid-electric power.
- The Pacific Northwest has plentiful hydroelectric power, which makes it an attractive option for powering ferries.
- Space and infrastructure at terminals for charging, and utility connections to terminals.



## Alternative propulsion systems



Spring 2018

# Terminals

Our system includes unique terminal configurations and aging infrastructure such as creosote-treated timber piling. The plan will:

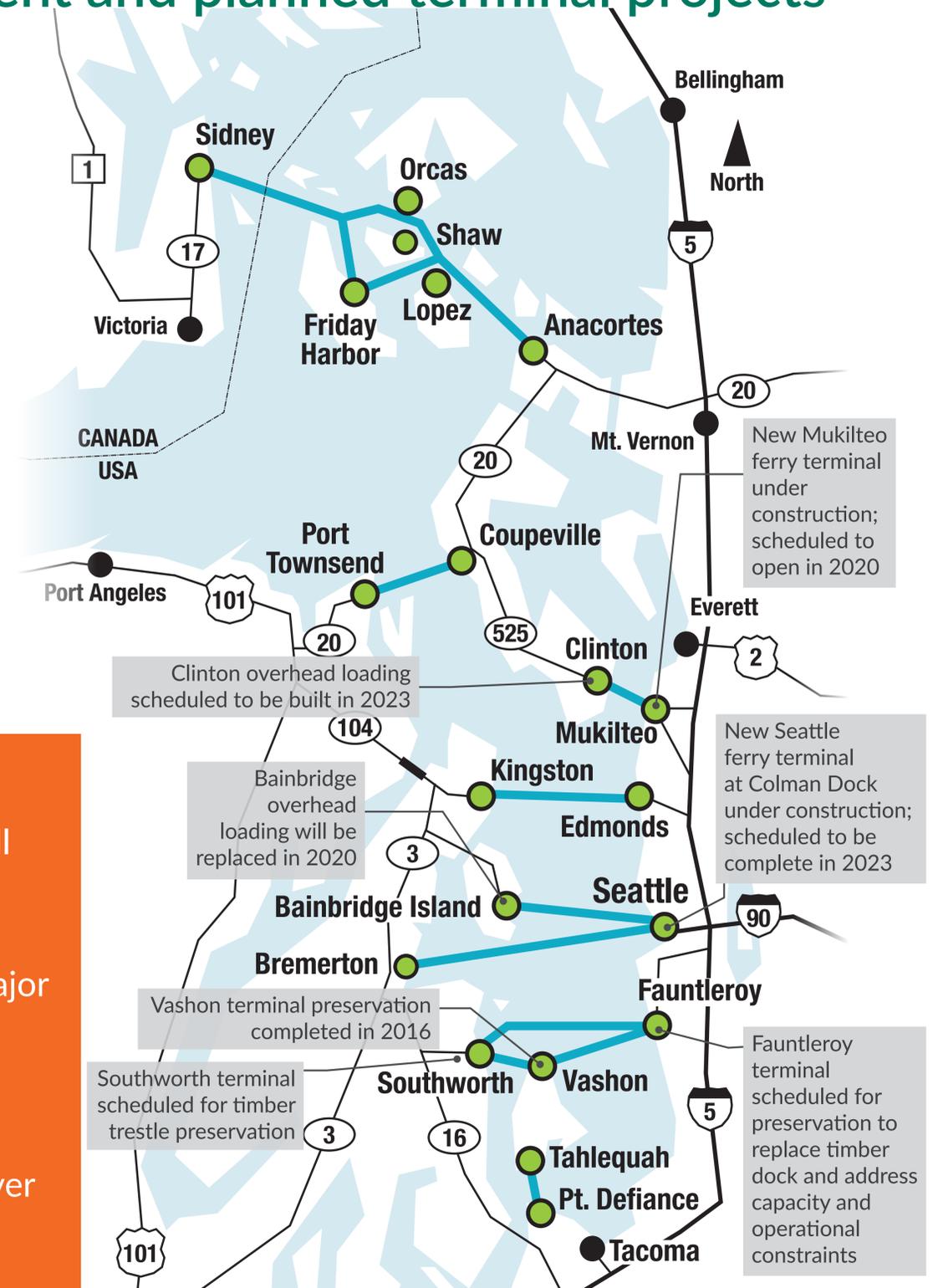
- Look at ways to improve access to terminals and integrate with local roads and transit.
- Consider opportunities to bring terminals up to current seismic standards to continue safe and reliable service.
- Outline steps to improve resiliency and maintain terminal operations during an emergency event.
- Assess the impacts of climate change, including severe weather and rising sea levels.



## Key considerations and challenges

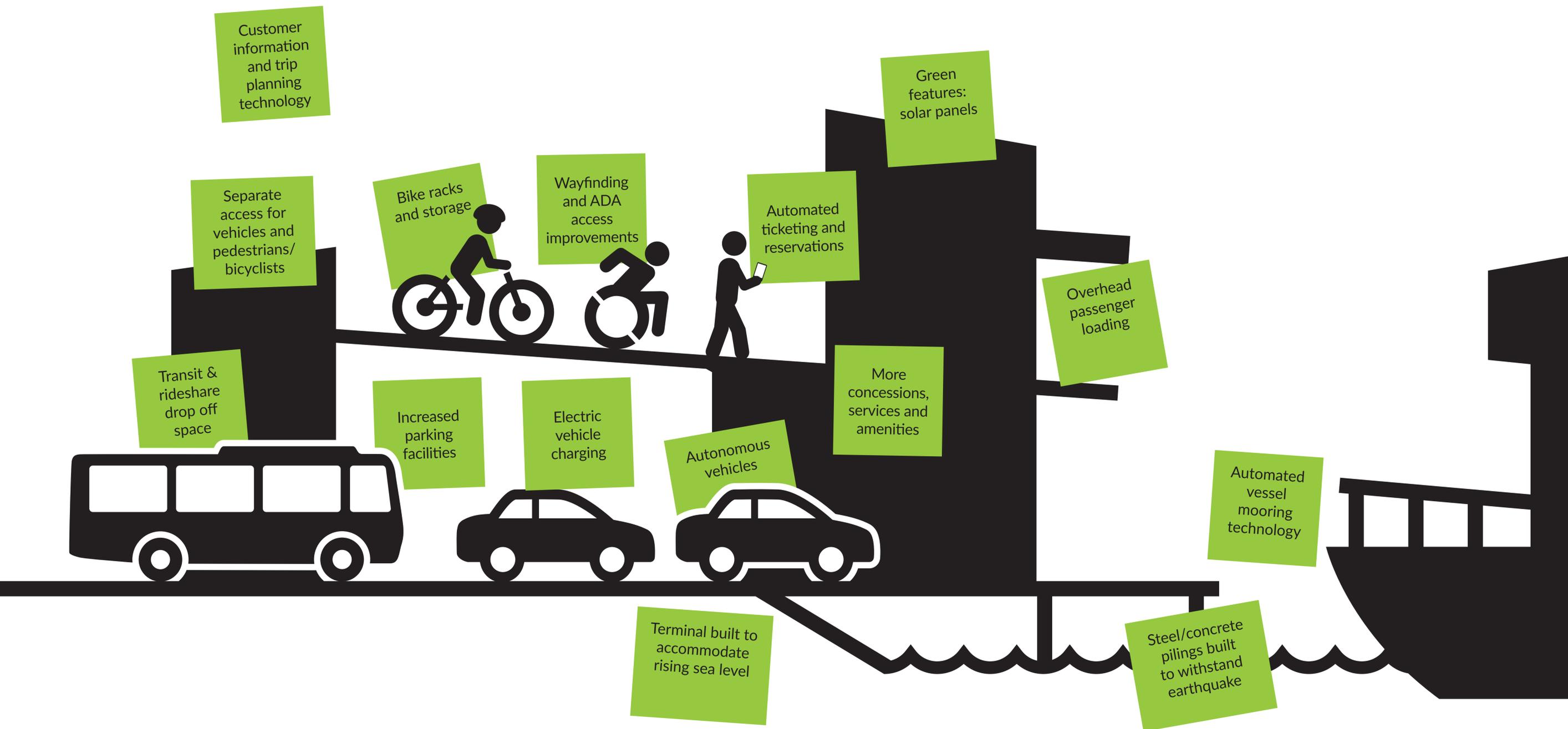
- Asset management model and seismic assessment will help determine preservation priorities and needs.
- Travel patterns, ridership forecasts, and operational constraints will determine where we need to make major improvements to our terminals.
- Aging timber pilings at many terminals make them vulnerable to earthquakes and other seismic events.
- The challenges of building within the shoreline and over water make terminal projects costly and complicated.

## Current and planned terminal projects



Spring 2018

# Future considerations for terminals



Spring 2018

# Ferry service

Potential strategies to accommodate growth and help spread ridership to less busy times



## Key considerations and challenges

- Coordination with other agencies is necessary to provide seamless door-to-door trips.
- Changes to ferry service are constrained by technology, infrastructure and funding.

# Measuring performance

## The plan will:

- Evaluate WSF's current standards for increasing service levels and adding capacity.
- Consider existing performance metrics to make sure we're measuring the right things. Current performance metrics include:
  - Percentage of projects completed on time.
  - Safety measures such as the number of passenger injuries.
  - Operating costs.
  - Service reliability.
  - Customer satisfaction.
  - On-time performance.



## Key considerations and challenges

- Balancing day-to-day customer needs and peak season travel.
- Performance metrics are established by the legislature.

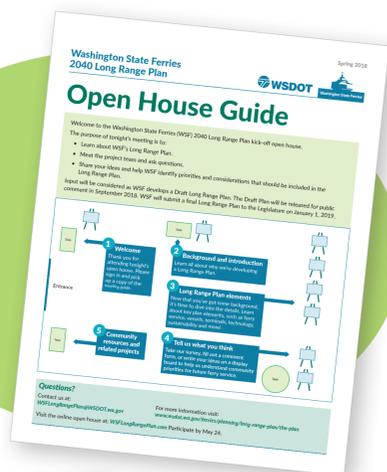
Spring 2018

# We want to hear from you!

We need your help to identify issues and priorities that should be addressed in the Long Range Plan.

WSF will consider input as we develop a Draft Plan. The Draft Plan will be available for review and comment in Fall 2018.

There are multiple ways to provide input:



Take the survey in your meeting guide



Submit a comment form



Participate in the online open house by May 24

# We want to hear from you!

Post-it  
note  
stack

## *Share your ideas!*

### Vessels and terminals

What are the top things we should consider when looking at the ferry fleet over the next 20 years?



What are your key interests and concerns for the terminal(s) in your community?



Spring 2018

## Washington State Ferries 2040 Long Range Plan



# We want to hear from you!

Post-it  
note  
stack

## *Share your ideas!*

### Ferry service

What are your biggest priorities as WSF plans to accommodate growing ridership?



### Measuring performance

What factors should WSF consider to measure performance and make decisions about adding service or capacity?



Spring 2018

Washington State Ferries  
2040 Long Range Plan





# **Appendix I: Open House Guide**

3. Please share any additional comments or questions below:

If you would like to be added to the project email listserv, please provide the following:

Name: \_\_\_\_\_

Organization: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Phone number: \_\_\_\_\_

E-mail address: \_\_\_\_\_

Comment form and/or survey can be mailed to:

Washington State Ferries  
Attention: Ray Deardorf  
2901 Third Avenue Suite 500  
Seattle WA 98121

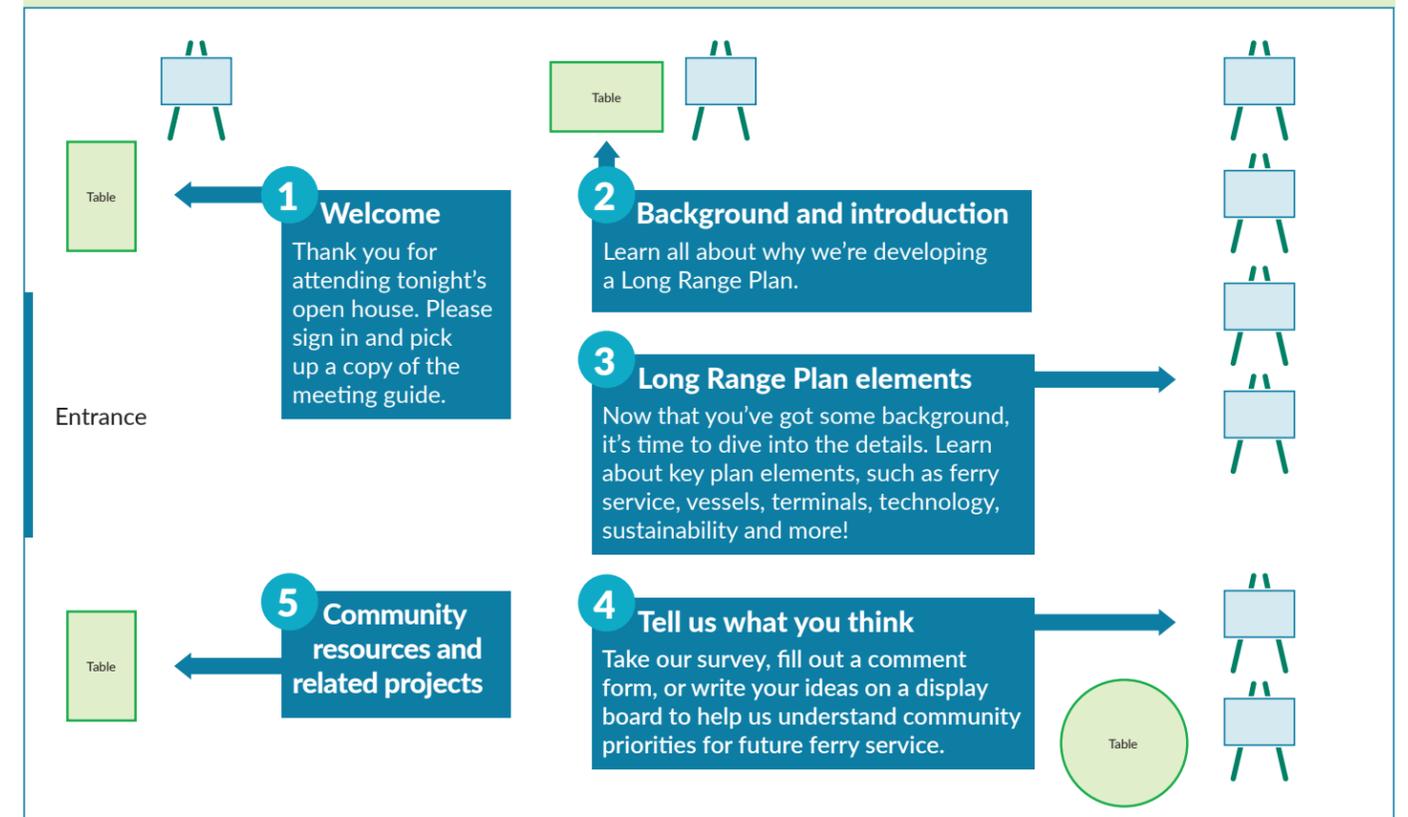
# Open House Guide

Welcome to the Washington State Ferries (WSF) 2040 Long Range Plan kick-off open house.

The purpose of tonight's meeting is to:

- Learn about WSF's Long Range Plan.
- Meet the project team and ask questions.
- Share your ideas and help WSF identify priorities and considerations that should be included in the Long Range Plan.

Input will be considered as WSF develops a Draft Long Range Plan. The Draft Plan will be released for public comment in September 2018. WSF will submit a final Long Range Plan to the Legislature on January 1, 2019.



## Questions?

Contact us at:  
[WSFLongRangePlan@WSDOT.wa.gov](mailto:WSFLongRangePlan@WSDOT.wa.gov)

For more information visit:  
[www.wsdot.wa.gov/ferries/planning/long-range-plan/the-plan](http://www.wsdot.wa.gov/ferries/planning/long-range-plan/the-plan)

Visit the online open house at: [WSFLongRangePlan.com](http://WSFLongRangePlan.com) Participate by May 24.

# What will the Long Range Plan include?

## Key themes:



## Plan elements:

-  **Ferry fleet**  
A strategy to maintain and replace ferries.
-  **Terminals**  
Actions to preserve and upgrade terminals.
-  **Demand management strategies**  
Strategies to spread peak ridership and improve operational efficiency.
-  **Route analysis and service scenarios**  
A profile of the unique needs and characteristics of each route.
-  **Workforce assessment**  
Opportunities to recruit and retain the workforce needed to keep the system running.
-  **Capital investments and funding**  
Recommendations to guide future investments and outline strategies for funding.

The final plan will outline strategies to implement service changes and investments to support resilient, efficient and sustainable ferry service through 2040.

# Comment Form

Thank you for attending tonight's open house. Please share your comments or questions in the space below and on the next page.

1. What is your biggest priority for your route or community?

2. What other issues should the Long Range Plan consider?

tear here to separate comment form

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# We want to hear from you!

The 2040 Long Range Plan will consider many challenging issues as we map out a plan to accommodate more riders with limited financial resources and an aging fleet and terminals. We want your input based on how you use the ferry system today and your ideas for the future.

1. How frequently do you use the ferry?

- Not at all (skip to Q4)
- Less than 1 day a month
- 1 to 4 days a month
- 1 to 2 days a week
- 3 to 4 days a week
- 5 or more days a week

2. For what trip purposes do you typically use the ferry? (choose all that apply)

- Travel to or from work
- Travel to or from school
- Errands/shopping
- Non-commute work-related travel
- Recreational activities
- Visit family or friends
- Medical appointments
- Other: \_\_\_\_\_ (specify)

3. Which route(s) do you use most often? (choose all that apply)

- Anacortes/ San Juan Islands / Sidney B.C.
- Port Townsend / Coupeville
- Mukilteo / Clinton
- Edmonds / Kingston
- Seattle / Bainbridge Island
- Seattle / Bremerton
- Fauntleroy / Vashon
- Fauntleroy / Southworth
- Southworth / Vashon
- Point Defiance / Tahlequah

4. What are the top three incentives you think would encourage people to **walk onto the ferry** rather than drive onto the ferry with their vehicle?

- a. \_\_\_\_\_
- b. \_\_\_\_\_
- c. \_\_\_\_\_

5. What are the top three incentives you think would encourage people to **ride a bike** rather than drive onto the ferry with their vehicle?

- a. \_\_\_\_\_
- b. \_\_\_\_\_
- c. \_\_\_\_\_

6. If you had to assign all the available space on a ferry to each of the following rider groups, what percentage would you allocate to each? (total must equal 100%)

- |                    |       |                   |       |
|--------------------|-------|-------------------|-------|
| Passenger vehicles | _____ | Commercial trucks | _____ |
| Carpools/vanpools  | _____ | Walk-on customers | _____ |
| Bicycles           | _____ | Motorcycles       | _____ |

7. Which of the following would you rather have? (choose just one)

- A guaranteed, reserved spot on the ferry that requires you to arrive at the terminal at a specific time
- Just show up at the terminal and wait for the next boat (as long as the wait was not too long)

8. What technologies would you **most** like to see Washington State Ferries implement to make your travel easier (for example mobile ticketing, real-time schedule information, etc.)? List your top three.
- a. \_\_\_\_\_
- b. \_\_\_\_\_
- c. \_\_\_\_\_
9. If resources were available to add additional ferry service, which of the following options should Washington State Ferries prioritize? (choose just one)
- Add service to popular destinations during **peak** (busy) times
- Add service to popular destinations at **off-peak** (less busy) times to encourage customers to travel when more space is available
10. How important is it to you that your mode of transportation be carbon-neutral/emit zero greenhouse gases?
- Very unimportant  Somewhat important
- Somewhat unimportant  Very important
- Neither important nor unimportant
11. Is it acceptable to you to have fewer sailings available at **non-peak** (less busy) times of day **if it means that the ferry system is operating more efficiently, using less fuel, and saving money?**
- No  Yes  Don't know
12. Is it acceptable to have fewer sailings available at **non-peak** (less busy) times of day **if it means that there is more time to maintain our ferries and make them more reliable?**
- No  Yes  Don't know
13. Please select the top three amenities that are most important to you to have at the ferry terminal. (choose just three)
- Concessions and retail  Pick-up/drop-off space
- Parking  Bicycle racks
- Technology for easy fare collection  Open space/community event space
- Transit connections  Travel information
- Bikeshare  Other: \_\_\_\_\_ (specify)
- Rideshare providers
14. If riding the ferry is not your only option – for example, you aren't traveling to and from an island – how long on average are you willing to wait in line before taking an alternate route?
- Less than 30 minutes  90 minutes
- 30 minutes  120 minutes
- 60 minutes  More than 120 minutes
15. As Washington State Ferries makes changes to the sailing schedule, which option is most important to you? (choose just one)
- Having the ferry leave at the scheduled time
- Keeping the same number of departures throughout the day
16. Washington State Ferries is part of the state highway system and most of its funding comes from fares and state taxpayer dollars. Given financial constraints, if it were up to you, what percentage of WSF's budget would you allocate to each of the following? (total must equal 100 percent).
- Vessel maintenance \_\_\_\_\_ Customer service \_\_\_\_\_
- Management/Administration \_\_\_\_\_ Technology \_\_\_\_\_
- Building new ferries \_\_\_\_\_ Ferry operations (labor, fuel, etc) \_\_\_\_\_
- Building/upgrading terminals \_\_\_\_\_



# **Appendix J: Public Involvement Report**



# Washington State Ferries 2040 Long Range Plan

*Spring 2018 Community Engagement Summary*



Washington State Ferries

June 2018

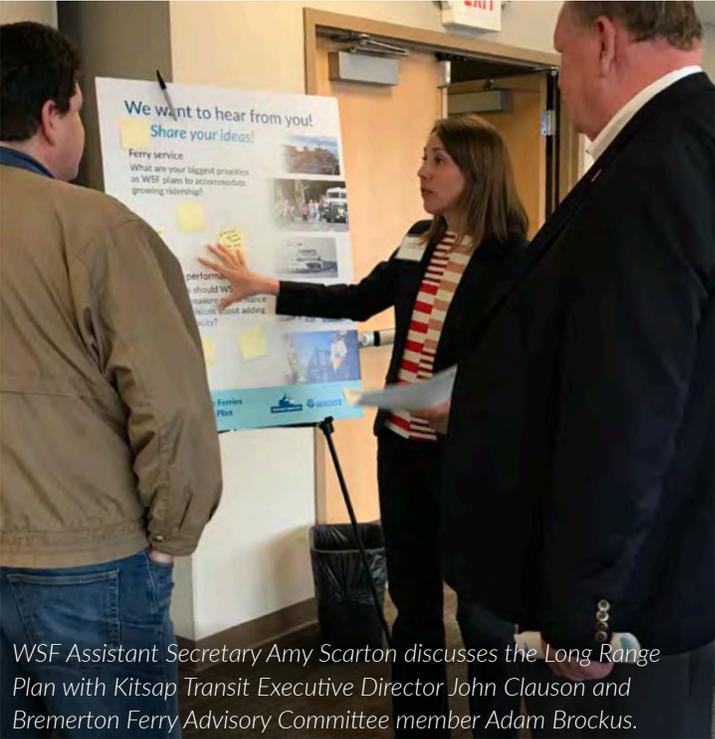
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# Table of Contents

Background .....	1
Overview .....	2
Community engagement .....	3
Key themes .....	4
Survey results .....	5
Key findings	
Comment summary .....	7
Key themes	
Route-by-route comment summary .....	14
Agency and organization comments .....	15
Next steps .....	17
Appendix A: Comments .....	18
Appendix B: Notification .....	172
Appendix C: Survey instrument and summary .....	181
Appendix D: Public involvement materials .....	193

# Background

Washington State benefits in many ways from a coordinated, comprehensive, and integrated ferry system. In 2017, the nation’s largest ferry system carried nearly 24.5 million people, enough to fill CenturyLink Field every day of the year. As the region continues to grow, we need a ferry system that promotes mobility and allows people to thrive and participate as active members of their community, while supporting our natural environment. Washington State Ferries (WSF) is developing a Long Range Plan to better understand and prepare for the ferry system’s changing needs through 2040. The process includes robust community engagement centered around two milestones: identification of issues and priorities in spring 2018 and review of a Draft Long Range Plan in fall 2018. The final Long Range Plan is due to the Legislature on Jan. 1, 2019 and will guide future service and investments in vessels, terminals, and technology.



*WSF Assistant Secretary Amy Scarton discusses the Long Range Plan with Kitsap Transit Executive Director John Clauson and Bremerton Ferry Advisory Committee member Adam Brockus.*

- Spring 2018 open houses**
- Tuesday, April 17, 5:30-7:30 p.m.**  
Bainbridge Island Senior Center  
370 Brien Drive SE, Bremerton
- Thursday, April 19, 5-7 p.m.**  
Cotton Building  
607 Water St., Port Townsend
- Tuesday, April 24, 6-8 p.m.**  
Vashon Island High School  
9600 SW 204th St., Vashon Island
- Wednesday, April 25, 5:30-7:30 p.m.**  
Kitsap Conference Center  
100 Washington Ave., Bremerton
- Thursday, April 26, 6-8 p.m.**  
John Sedgwick Jr. High  
8995 SE Sedgwick Road, Port Orchard
- Tuesday, May 1, 5:30-7:30 p.m.**  
Clinton Community Hall  
6411 South Central Ave., Clinton
- Wednesday, May 2, 3:30-6 p.m.**  
Brickworks  
150 Nichols St. Friday Harbor
- Tuesday, May 8, 6-8 p.m.**  
Kingston Village Green  
Community Center  
26159 Dulay Road NE, Kingston
- Thursday, May 17, 6-8 p.m.**  
Fauntleroy Church  
9140 California Ave. SW, Seattle

# Overview

WSF's goals for community engagement during the Long Range Plan development are to:

- Promote public understanding of the purpose of and need for the plan and the challenges facing the ferry system.
- Ensure inclusive engagement early and throughout the process, and robust Ferry Advisory Committee involvement.
- Deliver comprehensive and consistent information through a variety of communication methods.
- Encourage community engagement and provide opportunities for public input.

During the first round of public outreach, WSF hosted nine in-person open houses, six outreach sessions on the ferry during the afternoon commute, and a six-week online open house in spring 2018 to introduce the Long Range Plan and gather input on community priorities. The public was invited to meet with project staff, ask questions, and provide early input about priorities and issues to be addressed in the plan. Attendees were encouraged to drop in at any time during the in-person open houses to learn about the plan and provide input; there were no formal presentations.

WSF is meeting regularly with Policy and Technical (PAG and TAG) Advisory Groups to gather input from key stakeholders. The PAG and TAG provided input to help inform the spring 2018 public outreach and their input is also helping to guide development of a Draft Long Range Plan. All advisory group meeting summaries are available on the project website: [wsdot.wa.gov/ferries/planning/long-range-plan](http://wsdot.wa.gov/ferries/planning/long-range-plan).

Throughout the planning process, an Executive Advisory Group made up of local and state elected and appointed officials is also meeting to provide policy guidance and input to WSF.

**Help shape the future of Washington State Ferries**

Ferry ridership is expected to grow 30 percent by 2040. Washington State Ferries (WSF) is developing a Long Range Plan to better understand and plan for the changing needs of the system through 2040.

**Attend an open house**

<b>Bainbridge Island</b> Sunday, April 15 10:00 a.m. - 2:00 p.m. Bainbridge Island Senior Center, 200 1st Street NW Bainbridge Island	<b>Chelan</b> Tuesday, May 1 6:30 a.m. - 7:30 p.m. Chelan Community Hall, 641 E. South Central Avenue Chelan	<b>San Juan Islands</b> Wednesday, May 2 9:00 a.m. - 2:00 p.m. Strawberry Hill, 100 Main St. Shaw Island Harbor	<b>Kittitas</b> Monday, May 8 6 a.m. - 8 p.m. Kittitas Senior Center, Community Center, 20129 E. Lake Road NW Wenatchee	<b>Highland</b> Thursday, May 17 6 a.m. - 8 p.m. Highland Church, 1400 Columbia Avenue SW Highland
<b>Port Townsend</b> Thu - Fri, April 19 10:00 a.m. - 2:00 p.m. Central Library, 407 Water Street, Port Townsend	<b>Yakima</b> Fri - Sat, April 20 Yakima Senior Center, 1000 N. 1st Street, Yakima	<b>Spokane</b> Wednesday, April 25 6:30 a.m. - 2:00 p.m. Spokane Conference Center, 100 Washington Avenue, Spokane	<b>Southworth</b> Thursday, April 26 6 a.m. - 8 p.m. 1800 Southworth St. High School, 1800 S. Southworth St., Southworth	

**Join us at an open house to:**

- Learn more about the WSP 2040 Long Range Plan
- Share your ideas and help identify priorities and considerations that should be included in the Long Range Plan
- Meet the project team to ask questions

**Participate online:**  
View open house materials and provide comments on our online open house from April 10 - May 24 at [WSFLongRangePlan.com](http://WSFLongRangePlan.com)

**Questions?**  
Contact us: [WSFLongRangePlan@WSDOT.wa.gov](http://WSFLongRangePlan@WSDOT.wa.gov)

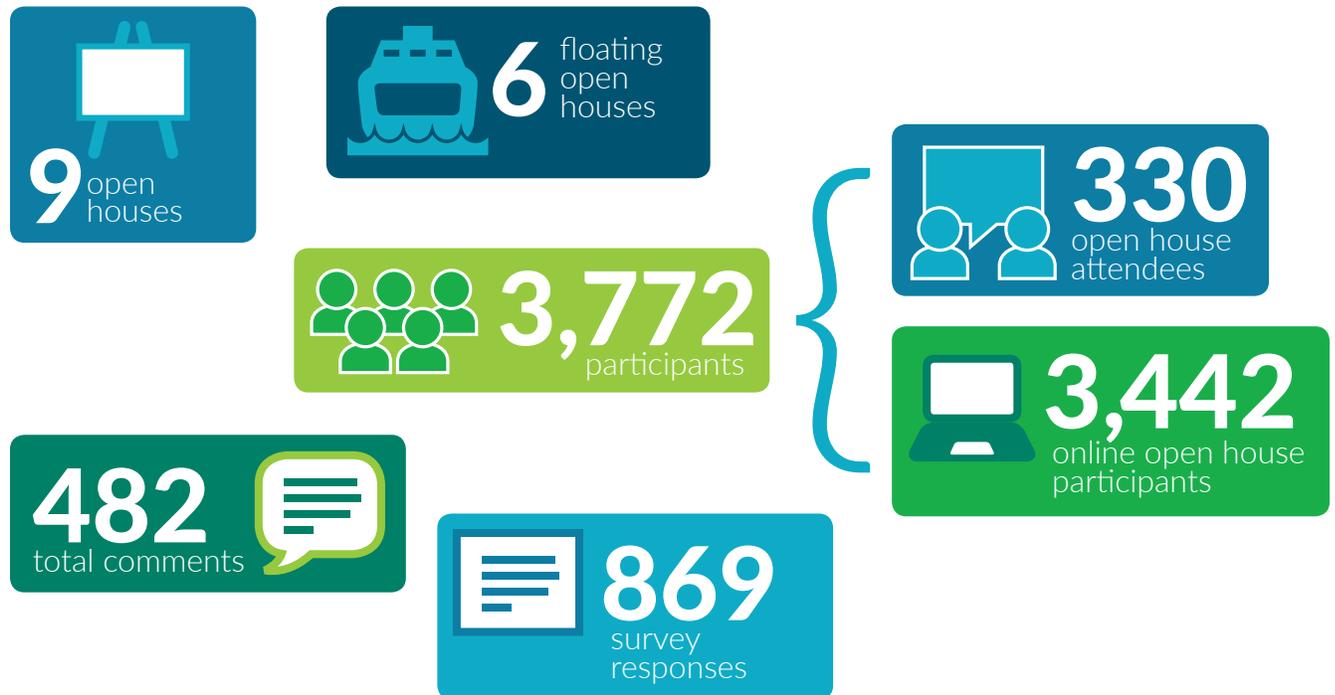
**Washington State Ferries 2040 Long Range Plan**

WSDOT Region 10, Southshore and the various routes to Seattle and Tacoma are also being reviewed. Riders who also wish to attend an open house are invited to attend the event. Riders who also wish to attend an open house are invited to attend the event.

**WSP 2040 Statement on Public:** It is WSDOT's policy to ensure that the public has the opportunity to participate in the development of the Long Range Plan. The public is invited to provide input on the Long Range Plan through the online open house and at the open houses. The public is invited to provide input on the Long Range Plan through the online open house and at the open houses. The public is invited to provide input on the Long Range Plan through the online open house and at the open houses.

# Community engagement

WSF offered multiple ways for people to learn about and provide early input on the Long Range Plan.



## Getting the word out

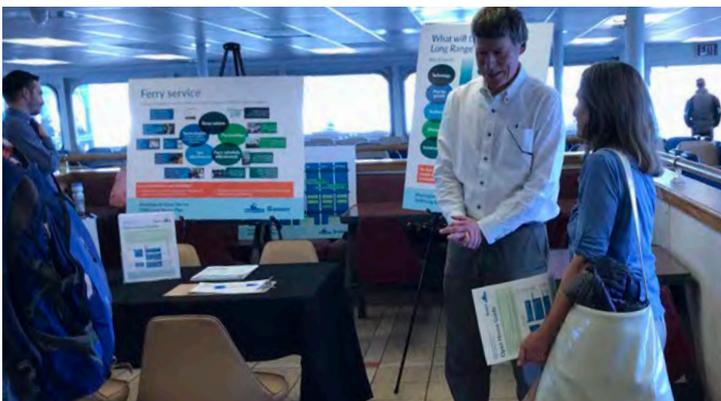


\*Email announcements to: Subscribers of the project listerv, WSF weekly updates, ferry route alerts, WSDOT regional and project listervs, elected officials, tribes, Ferry Advisory Committee (FAC) members, and PAG and TAG members.

# Key themes

WSF received a total of 869 survey responses and 482 comments in person, by email, mail, and through the online open house between April 11 and May 24. The following key themes emerged in public comments and survey responses, in order of frequency:

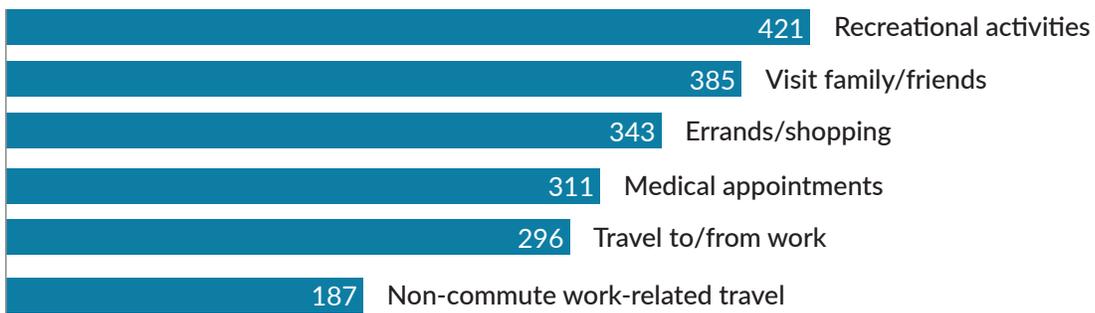
- **Service reliability:** The majority of participants said the Long Range Plan needs to focus on ensuring WSF is able to provide reliable service and making sure there are enough standby vessels in the fleet to minimize service disruptions. Many comments emphasized the need to build new vessels and to continue to adequately maintain an aging fleet. This was the strongest theme among all public comments and in all communities.
- **Managing growth:** Many participants provided input on how WSF should accommodate and manage ridership growth, including an interest in increased ferry service, expanding vehicle reservations, adjusting ferry schedules, providing more frequent service, considering new routes, and improving terminals to handle more customers and reduce wait time.
- **Multimodal connections and accessibility:** Several comments suggested ways to improve access to transit, walking, biking, parking, and carpool amenities. Participants also encouraged WSF to ensure access for people with disabilities or financial constraints.
- **Customer experience and technology:** Participants mentioned multiple ways for WSF to improve the customer experience such as real-time schedule information, advanced ticket technology, better access to Wi-Fi, parking, and additional amenities, including having healthful food onboard and more places for relaxing and leisure activities.
- **Sustainability and resiliency:** Participants provided mixed comments on reducing carbon emissions, greening the fleet, and preparing for climate change and emergencies. While some comments identified sustainability initiatives as key priorities for the plan, others asked WSF to prioritize providing reliable service over reducing carbon emissions.



# Survey results

WSF encouraged in-person open house attendees, online open house participants, and ferry users to complete either a paper or online version of the survey. The purpose of the survey was to gather input on priorities to be addressed in the Long Range Plan. See Appendix C for the survey instrument and a full summary of responses.

A total of 869 people completed the survey. Respondents are almost equally split between infrequent ferry riders (45%) and frequent ferry riders (54%). Almost a quarter of respondents (23%) said they ride the ferries five or more days a week. When asked why they ride the ferry, respondents mentioned the following trip purposes most frequently:



869 Total Responses



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## Survey results

Overall, survey participants expressed support for maintaining reliable, convenient, and frequent ferry service. The following is a summary of key themes. Please see Appendix C for the survey instrument and a full summary of responses.

### Service reliability

- More than half of survey respondents (54%) accept fewer sailings at non-peak times of the day if it would mean there is more time to maintain ferries and make them more reliable. The survey results indicated people are more willing to accept less frequent service if it means boats are better maintained, and therefore more reliable, than less frequent service to save fuel and operate more efficiently.
- When asked to rank priorities for budget purposes, respondents allocated the most funding to ferry operations (28%), vessel maintenance (25%), and building new ferries (21%).

### Managing growth

- Participants are evenly split between preferring a guaranteed, reserved spot at a scheduled time, and showing up at the terminal for the next available ferry. Frequent ferry users and Central and South region users are more likely to prefer showing up at the terminal and waiting for the next ferry.
- Respondents said WSF should allocate almost half of the space on ferries for passenger vehicles. Frequent users and North and South region users allocated more space for passenger vehicles while Central region users allocated more space for walk-on passengers.
- Respondents, especially frequent ferry users, prefer adding service during peak times over encouraging customers to travel when more space is available.
- Survey respondents strongly prefer a sailing schedule where ferries leave at scheduled times (i.e. schedule reliability) over keeping the same number of departures throughout the day.
- When asked what incentives would be most likely to encourage ferry customers to walk on a ferry rather than drive, the top three responses included better access to public transportation near the ferry terminal; free, affordable, and available parking near the terminal; and free or discounted fares for walk-on passengers.

### Customer experience and technology

- When asked about investment in technology, respondents prioritized real-time schedule information, mobile ticketing, and improved Wi-Fi connections.
- Parking, transit connections, and ticket technology are the most important terminal amenities to survey participants.

### Sustainability

- Slightly more than half of respondents think ferries operating carbon-neutral/ emitting zero greenhouse gases is important.
- 40 percent of respondents said it was acceptable to reduce service at non-peak times if it means the ferry system operates more efficiently, uses less fuel, and saves money.

# Comment summary

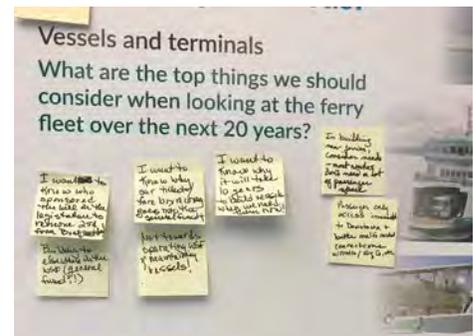
Below is a summary of comments collected in person, by email, mail, and through the online open house between April 11 and May 24. Quotes from sample comments are included in *italics* to highlight the tone of public feedback. Please see Appendix A for a complete record of all comments received.

## Key themes

### Service reliability

Commenters overwhelmingly said the Long Range Plan needs to focus on ensuring reliable service and making sure there are enough standby vessels to avoid service disruptions. Comments referred to prioritizing vessel maintenance and preservation, replacing aging ferries, and building additional vessels to expand the fleet.

- *Poor vessel reliability hurts everyone: residents, businesses, visitors, and WSF. Preservation and maintenance must be adequately funded. Additional spare/relief vessels are required to allow that maintenance.*
- *Frequent, reliable service is more important than occasional, really fast service.*
- *What is WSF doing to ensure that new ferries built today will last 60 years? In terms of procurement, ship yard selection, condition-based maintenance, cybersecurity, etc.*
- *Aging vessels must be replaced on a schedule that makes sense, 60 years is likely too long.*
- *Fund & build vessels before 50% of the fleet ages!*
- *Ferries that don't break down all the time in the San Juans. And/or enough backup capacity to handle them.*
- *The biggest priority for WSF should be replacing old, aging, unreliable vessels like the Super Class. These already have many reliability issues and seem to require a disproportionate amount of maintenance and repairs compared to other vessels in the fleet.*
- *Vessel maintenance, replacement and additions. Need more service and maintenance relief vessels, at least 2 as the fleet is experiencing more problems more frequently endangering people and economies.*
- *Standardize ferries, so they can serve all routes.*



- *Whidbey SeaTac Shuttle travels across the Mukilteo-Clinton ferry route a minimum of 18 times a day, 7 days a week...the biggest priority would be to have enough reserve ferries in the fleet to maintain the scheduled service. Our second priority would be to operate the ferries on-time, on schedule.*
- *Maybe make the ferry routes immune to tidal variances by having different docks, or adjustable docks that can work at different tidal heights.*
- *Prioritize building 3 more Olympic class now and develop the hybrid electric parallel, but not exclusively.*
- *Build new boats quickly.*
- *Dependable service without long waits in line to catch a ferry.*

## Managing growth

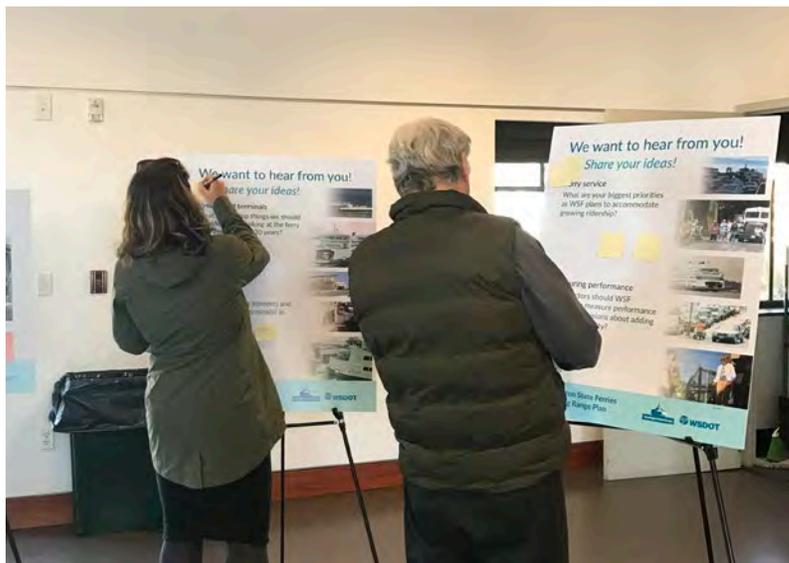
Many participants had comments about how WSF should accommodate ridership growth and increase service to meet future demand. Commenters also thought WSF should encourage or provide additional passenger-only ferry service in the region. Comments in this theme included:

- Interest in adding ferry service, providing more frequent service, considering new routes, and improving terminals.
  - *Prioritize additional boats. Expand the system - additional routes would relieve road traffic in certain areas... Plan for more growth than projected.*
  - *Increase the number of passenger-only ferries.*
  - *Be a supportive partner to the new fast ferry routes (Kitsap Transit) since these could help reduce the impacts immensely.*
  - *[Provide] faster passenger only ferries, like Bremerton Fast Ferry and West Seattle Ferry.*
  - *At least some year-round evening connections between the islands, so that county residents can attend evening events on other islands without requiring evening lodging (at tourist rates).*
  - *The plan does not include any assessment of new or potential routes.*
  - *I think it would be very realistic for WSF to look into launching new southern auto ferry routes to ease congestion on I-5.*
  - *Terminal expansion needed to accommodate growth without backing up local roads.*
  - *Bigger dock at Fauntleroy.*
  - *The drop off/pick up area at the Bainbridge terminal needs to be redesigned for safety.*
  - *Increase capacity to meet demand both for ferries and terminals.*

- Adding summer boats for tourist season, better vehicle maintenance schedules and standards.
- I think Mukilteo/Clinton stats will increase faster than your projections!
- The ridership forecast is based upon GMA numbers for growth. Does not include the growing level of tourist/recreational component of the ferry traffic model.
- There must be separate growth calculations for the growth of vehicle traffic on the vessels vs growth of passenger traffic.

Comments about strategies to accommodate growth, such as expanding vehicle reservations and adjusting schedules. Several participants conveyed support for providing discounts or preferences to local residents.

- Definitely expand the reservation system. It has been a huge success on the San Juan's routes, dramatically reducing traffic backups while rider numbers are increasing.
- Add reservations and measure service by spaces sold.
- ...reservations!! Or better management of peak usage by using queuing theory, line or regression, or any better way of handling traffic!
- I wish a reservation system for commuters could be put into place to make the system more time reliable.



- Better night schedules so we don't have to wait 1+ hour in cold & dark.
- [The Long Range Plan Should consider] fast commutes -with schedules that match the typical island workday (10-5 for businesses, 8:30 to 3:30 for schools).
- Schedule should cater to residents, rather than tourists.
- Prioritize local/island residents who depend on ferry for errands/shopping/services/ etc.
- Discounts for island residents.
- Having a flexible system that can easily add boats to congested runs on heavy demand days.

## Multimodal connections and accessibility

Many participants expressed interest in better connections to transit.

- *Connection with transit systems - coordinated schedules.*
- *Current bus connections are poor in timing, route options, and weekend/off hours service.*
- *Work with other DOT departments (e.g. highways, rail) to develop transit plans that consider the big picture for transit.*
- *Better public transportation - better connection between ferries pedestrian/transit connection throughout system.*
- *Connection with public transit at the terminals should be better - the terminals really need to be multi-modal and have various destinations.*
- *Ensure strong partnerships with other transit providers in order to increase route options and accessibility for walk-on traffic.*

Participants encouraged WSF to prioritize accessibility to terminals and ferries for all users, including accommodating people with disabilities. Some participants expressed support for reduced passenger fares.

- *ADA parking so I can walk on the ferry or pick up a walk on passenger in a wheelchair.*
- *Access (car, walk on) to ferry docks. Getting flow in & out of the ferry loading area.*
- *Safe separated pedestrian access.*
- *ADA parking for wheelchair.*
- *Safe access for all, bikes, wheelchairs, [stroller], luggage, motorcycles, [pedestrians].*
- *ADA Parking without stairs. Accommodate wheelchair users for pick up & drop off loading.*
- *Safe, convenient, affordable transportation between Whidbey Island and mainland destinations.*



- 
- *Households with kids should not be priced out of using the ferry system to access medical care, education, etc. on the other side of the sound.*
  - *Why do we have to pay per person when we already pay for a car? This is hard for families with kids.*
  - *The cost of leaving the San Juan Islands and returning home has become an economic burden for many, many islanders.*

Several participants suggested improving walking, biking, carpooling, and parking amenities and terminal accommodations.

- *Walking and biking access are usually after thoughts or not thought of well at all. Please work with WSDOT to rethink the car focus and prioritize mass transit, biking, and walking. Make those three \*easy\*.*
- *Decreasing the cost for walk-on passengers.*
- *Improve sidewalk/pedestrian facilities near terminals.*
- *Overhead loading in Clinton to match new terminal in Mukilteo.*
- *Overhead passenger loading in Friday Harbor [and] overhead passenger loading in Orcas.*
- *Passenger and bicycle riders should be prioritized. The sidewalks and pedestrian/bicyclist facilities extending from the terminals should be high quality to encourage walking/biking.*
- *Work with local municipalities to improve housing and non-motorized access to ferries.*
- *Secure bike parking at ferry terminals would be hugely helpful. When biking to the ferry terminal to walk on for a work commute and leave your bike for hours you need a place that it will be safe, even though it is left there regularly for long periods of time.*
- *If WSDOT wants to encourage multimodal [connections]...developing safe bicycle exiting procedures will encourage more people to adopt cycling as a viable and comfortable commuting mode.*
- *Integrate vanpool grouping on the ferry, so passengers can switch to another vanpool (closer to work/home) once they are on the ferry.*
- *Ensure sufficient and affordable parking on both ends of ferry routes-- both long term (for airport bound riders) and short term (for commuters).*
- *Overnight parking for commuters.*
- *Better parking to encourage walk-ons.*
- *Parking will be an issue in the years to come and should be addressed in the long range plan.*

## Technology and customer experience

Several participants gave recommendations for technology to improve operational efficiency and amenities improve customer service and make their ferry trip more comfortable.

- *Attention to the latest trends in technology such as mobile ticketing, text alerts.*
- *The vehicle ticketing process from highway to holding needs more automation.*
- *Real-time announcements [and] signage for modified schedules.*
- *Ticketing system must be integrated with reservations and allow more flexible pricing and integrate tickets with reservations.*
- *Utilize technology (e.g. Good to Go lanes) to expedite fee collection as cashiers sitting in booths are too costly and inefficient.*
- *Better orca card integration and the ability to add multi use passes to an orca card online would be helpful. The current fare system is rather confusing.*
- *Data collection (and access to data) is critical for planning by communities as well as ferries, including ridership and schedule (on-time) measures, reservations statistics including unmet demand, location data (e.g. zip codes) for travelers, etc.*
- *Create a smartphone app that is simple to collect quick feedback. It shouldn't take more than a minute to use for me to provide performance feedback on any given day.*
- *Add free Wi-Fi on the ferries. Have cell phone reception so I can connect to the internet and work....it is vital that we can stay productive.*
- *Place to relax at terminals - sports bar/gym or internet available (for charging or using computers).*
- *Have healthier items available in the galley.*
- *Add a kids sitting play area to the new Colman terminal since residents have to wait awhile.*
- *Lockers to put your stuff [in] while walking around the boat.*



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## Sustainability and resiliency

Some participants expressed support for reducing carbon emissions and offered suggestions for making the ferry system more environmentally friendly.

- *WSF needs to plan for conversion of the current fleet of ferries to lighter, smaller ferries using less polluting propulsion systems.*
- *Carbon-emissions reduction, increase in non-car ridership.*
- *Reduce carbon with electric fleet.*
- *Incentivize and provide amenities for electric and low to zero emission travel options.*
- *Please consider ways to mitigate in-water noise disturbance to whales and other marine life from ferry engines.*
- *Electric vehicle charging at terminals.*
- *Attention to “future-proofing” against imminent and long-term regulations and requirements for emissions, sustainability, etc.*

A few participants expressed concern about the resiliency of the ferry system, including the ability to sustain service during an emergency event.

- *Ferries remain an option in case of a natural disaster.*
- *Glad you are aware of and planning for rising sea levels. All infrastructure needs to be designed around that reality.*
- *Update all island terminals to at least 100-year survivability.*
- *Increasing earthquake resiliency at Friday Harbor.*
- *With the Cascadia subduction earthquake imminent and Mt Rainier’s Lahar zones threatening to block key portions of I-5 in the event of an eruption; Washington State may need the ferries during a statewide emergency.*



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## Route-by-route comment summary

### Seattle/Bainbridge Island

Seattle/Bainbridge Island community members commented on improving infrastructure, access to terminals, and improving scheduling. Many community members stressed the importance of prioritizing on-time ferries and accommodating walk-on and bicycle riders. In addition, community members want improved terminal and ferry amenities, including: healthful food options and designated passenger pick-up and drop-off areas.

### Seattle/Bremerton

Seattle/Bremerton community members expressed an interest in parking near the Bremerton ferry terminal and better amenities onboard and at the Seattle ferry terminal at Colman Dock. Many community members expressed frustration over the lack of reliable Wi-Fi and cell phone connectivity. Additionally, community members suggested focusing on reliable service, including: increasing the number of ferries, adding passenger capacity by placing larger ferries on the route, and ensuring that ferries depart on-time.

### Fauntleroy/Vashon/Southworth

Many Fauntleroy/Vashon/Southworth community members shared interest in expanding the Fauntleroy ferry terminal and providing additional service. Many commentors expressed concern over increased traffic and congestion near Fauntleroy dock. In addition, several community members want improved technology for ferry loading, using mobile ticketing, so ferries leave full. Many participants want better connections to public transportation.

### Edmonds/Kingston

Edmonds/Kingston community members had concerns about transit connections, State Highway 104 traffic, and an interest in adjusting ferry schedules. Many community members expressed concern the impact of increased traffic congestion caused by long queues of waiting ferry vehicles, especially during summer months and weekends. Community members also shared concerns over increasing ridership. Many participants suggested increasing the number of boats, while others suggested increasing the frequency of trips. Some commentors suggested adding vehicle reservations to this route.

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## Mukilteo/Clinton

Mukilteo/Clinton community members expressed support for increased parking, overhead loading at Clinton, and strategies to accommodate growth including vehicle reservations. Many participants suggested creating long-term and overnight parking at Mukilteo and improving loading processes at Clinton. In addition community members want reliable connections to public transportation.

## Port Townsend/Coupeville

Port Townsend/Coupeville community members expressed support for increasing capacity, improving terminal amenities, and coordinating with other transportation agencies to improve access to transit. Several community members suggested creating a longer 2-boat season and increasing the hours of route operation.

## Anacortes/San Juan Islands

Several community members in Anacortes and the San Juan Islands expressed interest in expanding the reservation system, terminal and ferry improvements, and increased bus service. Specifically, comments suggest terminal improvements such as adding a second slip and overhead loading at Friday Harbor and expanding vehicle holding and parking at Lopez. Many community members said their biggest priority was reliable service and expressed frustration over delayed and cancelled trips due to aging vessels. Community members also expressed interest in prioritizing residents over tourists, through reservations, fare pricing, and priority loading.

## Agency and organization comments

The following agencies and organizations submitted comments. Please see Appendix A for copies of all comments received.

**Cascade Bike Club:** provided a letter in support of making the future ferry fleet more bike friendly by adding bike capacity and parking, signage, and electric bike charging; preserving and upgrading terminals to better serve surrounding communities and planned growth in walk-on ferry riders; and implementing demand management strategies such as dynamic pricing and reservations. They encouraged WSF to partner with transportation agencies, tourism groups, and jurisdictions to promote active transportation to and from ferry terminals.

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**City of Bainbridge Island Public Works Department:** shared comments in support of replacing vessels to provide reliable service, securing adequate funding to modernize the fleet, and adding and modifying potential strategies for service to Bainbridge Island including adding bicycle capacity, increasing vessel capacity, promoting mode shift from vehicles to walk-on passengers, and improving terminal operations.

**Island Regional Transportation Planning Organization:** submitted a letter encouraging WSF to reevaluate Mukilteo/Canton ridership forecasts. They encouraged WSF to consider additional data sources such as Puget Sound Regional Council planning activities and current investments and to conduct more focused planning studies.

**Kitsap County Commissioners:** hosted five forums and summarized public suggestions in a 2014 report to WSF. The report included suggestions for consistent schedules, reliable service, stable fares, and parking and terminal improvements.

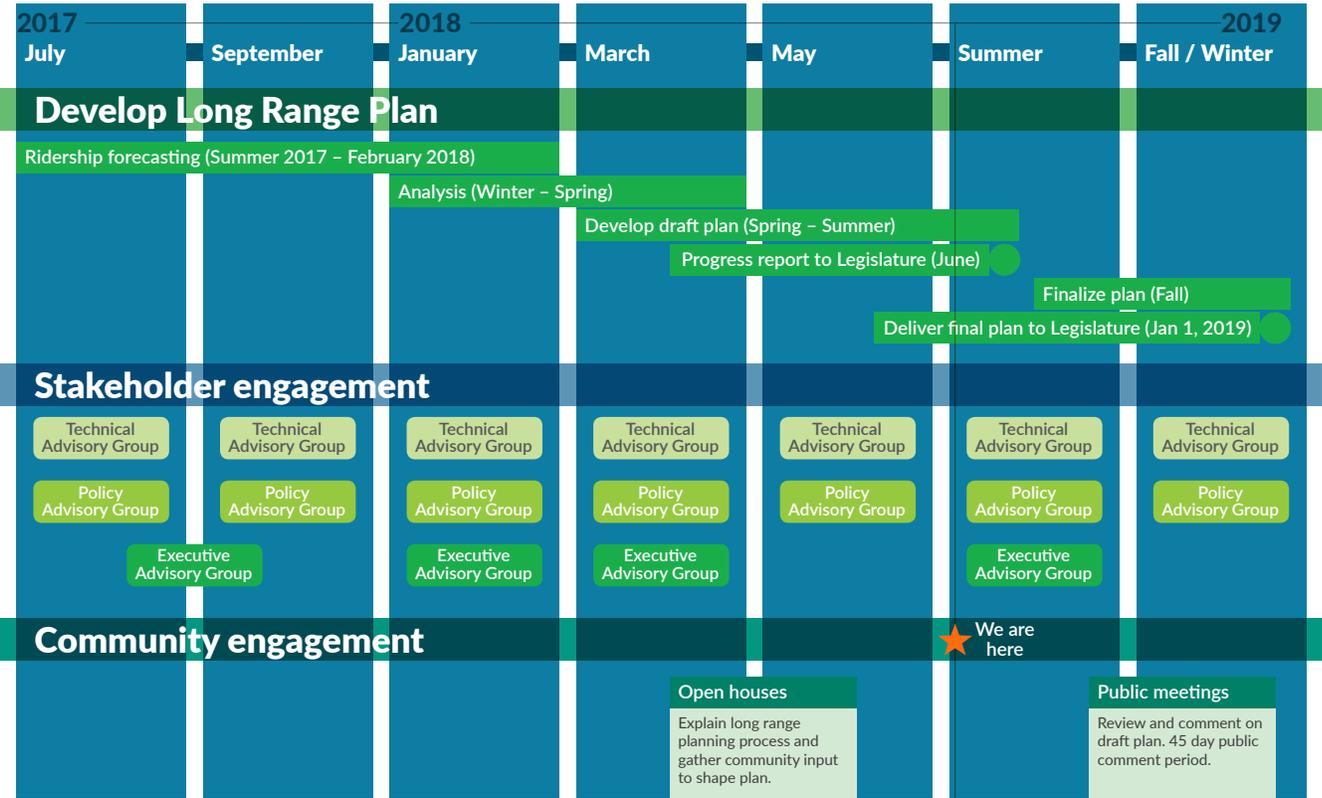
**San Juan Islands Ferry Advisory Committee (to San Juan County Council):** submitted a letter emphasizing vessel reliability and replacement needs; terminal preservation and improvements; reservation system updates; integrated ticketing; data collection; multimodal integrated transportation systems; and emergency preparedness.

**San Juan Islands Visitors Bureau:** provided two requests for the 2040 Long Range Plan, ensuring that ferries are reliable, whether old or new, and ensuring that WSF has one spare ferry available at all times to eliminate service disruptions.



# Next steps

The public comments outlined in this summary will help WSF better understand and prioritize issues to be addressed in the Draft Long Range Plan. Over the next few months we will continue assessing system needs and potential service scenarios and investments. We will consider our customers' priorities, along with technical analysis, as we develop the draft plan. WSF will release the draft plan for a 45-day public comment period and hold a second round of community meetings in Fall 2018. The final plan is due to the Legislature on Jan. 1, 2019.



# Appendix A: Comments

The comments below represent transcribed comments, collected in-person at open houses, by mail, online, and email between April 9 and May 24.

Part 1: Comment forms..... 18  
 Part 2: Open house comments..... 85  
 Part 3: Email comments..... 93  
 Part 4: Letters from agencies, organizations, and other comments..... 98

## Part 1: Comment forms (paper and online)

What is your biggest priority for your route or community?	
<p><b>Anacortes/ San Juan Islands</b></p>	<ul style="list-style-type: none"> <li>• Improve Lopez Terminal. Overflow parking on west side of [county] road is a mess. Needs to be a shoulder on the road - not a creek bed. [Unreadable] (EB) would probably be accepted on Lopez. Need to move terminal up the hill - to be at other end of [J line]. Need more parking at terminal. Terminal [unreadable] dangerous in summer - Bikers debarking ferry mixing with cars going to drop off/pick up area. Cars should not be allowed on steep hill shore dock.</li> <li>• Adequate reserve boats in case of break downs.</li> <li>• A thriving community needs reliable transport. Boats need to be maintained and replaced with dedicated long range revenue sources and capital budget that prevent waste from political short term thinking. Waste from all sources needs laser focus (including labor agreements) to earn additional resources.</li> <li>• I realize having ferries is not like a bridge but services in San Juan County are quite limited and we are dependent on ferries for nearly all food, materials, supplies and more, not to mention most medical.</li> <li>• Coordinating 8:05 ferry from Friday Harbor to Anacortes with departure of Bellaire Shuttle from ferry landing. Right now ferry arrives 5 minutes after the shuttle has departed for SeaTac meaning that ferry users must wait 2 hours for next shuttle.</li> <li>• Efficiency of travel time, congestion.</li> <li>• At least some year-round evening connections between the islands, so that county residents can attend evening events on other islands without requiring evening lodging (at tourist rates).</li> <li>• Satellite bus and rail lines with parking at remote stations.</li> <li>• Consistency. No break downs.</li> <li>• 1) A new terminal building at Anacortes. The current building is old, undersized, and ADA incompatible. This was voted in and funded under the nickel gas tax package, but never has been completed. Only design work has been done. 2) Overhead passenger loading in Friday Harbor.</li> </ul>

<p><b>Anacortes/ San Juan Islands</b> <i>(continued)</i></p>	<p>3) Overhead passenger loading in Orcas. 4) Second auto slip in Friday Harbor.</p> <ul style="list-style-type: none"> <li>• Vessel reliability. The San Juan's - the route I ride most - are plagued with aging, rusty, rattling, shuddering vessels that are frequently behind schedule, or out of service, because of equipment issues. Have you ridden on the Yakima lately? The vibrations are so bad in the upper cabin that it is difficult to read or write while underway.</li> <li>• Dependable, on-time departure schedule with backup ferry for coverage of mechanical failures.</li> <li>• Reliable and affordable transportation to Anacortes and other San Juan Islands.</li> <li>• Biggest priority for me is to have better integration between all forms of public transportation. I would like to be able to travel between my home on Orcas Island and Seattle without putting my car on the ferry. This would require better bus service between Anacortes and Mount Vernon. There is good Amtrak service between Mount Vernon and Seattle, but the Skagit County bus connections between Anacortes and Mount Vernon need to be better coordinated with ferry schedules in order to make connections with Amtrak trains.</li> <li>• (Orcas Island) 1.Schedules 2.Being on time 3.Reliable boats</li> <li>• San Juan's - reliability. I understand you cannot have standby ferries on every route in the event of a breakdown however the summer of 2017 was a zoo. Don't plan major maintenance in the summer months. When the Yakima went down last month it was a mess for a week. The islands are growing and as such boats are full at times even in the winter months. We don't have the option to drive the longer way around.</li> <li>• More vessel/schedule dependability. Seems there should be a back-up ferry. We are so dependent on the ferry system here in the San Juan's. We can't choose to drive around.</li> <li>• The cost of leaving the San Juan Islands and returning home has become an economic burden for many, many islanders. It is too expensive to get to medical appointments, training opportunities, educational opportunities and forget about leisure. There needs to be some system of reducing or at least not raising the cost for residents.</li> <li>• Accessibility I have lived in Friday Harbor for forty years. I worked and retired here. I am a disabled veteran with only one leg. I have had problems on the ferries and hope that in the future you will try to make it easier for handicapped people to access the ferries. It also would be nice for increased service maybe start the summer season earlier as it gets harder to go to the mainland for doctor's appointments. I know people that have had to leave their long time homes on the island for this reason. It is sad that a person needs to leave their home and relatives because the ferry schedule doesn't allow them to make their appointments.</li> <li>• Reliable service from Anacortes to Friday Harbor; including new boats or backup boats when the old ones fail. On time service is also important; I don't understand why the boats are regularly late due to heavy traffic, even during the weekdays in the shoulder seasons. Can the loading process be better managed by the crew?</li> <li>• It is very common for the ferries in the Anacortes/San Juan's route to end up running behind schedule "due to heavy vehicle traffic boarding the vessel". (That's the excuse given time and time again in the ferry alert emails). This has not been going on for weeks or months - it's been going on for years. YEARS! I think your people who plan our ferry schedules need to be aware that HEAVY VEHICLE TRAFFIC WILL</li> </ul>
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**Anacortes/  
San Juan Islands**  
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BE BOARDING THE VESSEL, and plan the schedule accordingly. If I lived in North Bend and commuted to work in downtown Seattle, and was 30 minutes late to work as often as these ferries are late, and all I could say was “geez I’m sorry boss - there was heavy traffic on my way in this morning”, how long do you think I would be employed? (as a side note - I’ve now just received a ferry alert even as I’m filling out this form and guess what it says... “The Hayek and Yakima are running approx. 20 - 30 min. behind schedule due to heavy vehicle traffic creating loading/unloading delay. These delays impact the 9:30..... blah blah blah”. This alert was sent on 5/9/18 at 10:05AM to subscribers of the Anacortes / San Juan Islands route)

- I provided this at the open house.
- Dependable service and frequent sailings Anacortes-Lopez. I live on Lopez Island, but often must get to the mainland for work and personal reasons. It is nearly impossible (and hugely frustrating) with the current system, which includes infrequent sailings, and constant delays and service disruptions due to aging fleet, deferred maintenance, inadequate # of ferries and other such barriers to transit. All of these must be improved.
- 1. On Lopez, there is no reservation system for getting off the island. This is a serious disadvantage compared to Orcas and San Juan Island especially during the summer months or weekends during the other seasons. Residents sometimes need to have their cars in the line 2 or 3 ferry arrivals in advance to make sure they can get off the island for appointments. 2. During the spring/summer often visitors are waiting hours in line with no restrooms or water sources because they are so far from the terminal. 3. Also, there is no way to communicate with the terminal as Cell service is pretty much nonexistent and announcements cannot be heard once you are outside of the area with marked lanes. Often cars are waiting in line off the road all the way to Odlin Park, almost a mile away. You can’t leave your car because you don’t know how soon a ferry might be coming, if you opt to drive to the terminal, you lose your place in the line!!!
- My biggest priority is to be able to conduct government business in San Juan County.
- Being a resident of the San Juan Islands (Orcas) the dependability of the WSF Fleet is vital to our economy, and my ability to work and access mainland for medical appointments. Breakdowns and cancellations seem to be on the rise - this is a major priority for me. As prices continue to rise, we will reach a point where access to the ferries will be out of reach for some of the residents of the San Juan Islands where “driving around” is not an option. For a long range plan, this should be explored/ discussed.
- A schedule that serves residential ferry users rather than tourists. Shaw Island gets short shifted every season.
- Judging by the number of ferry alerts recently (in April) affecting the San Juan Islands route, a major problem is maintaining the printed schedule during busy times. And it isn’t even summer season yet!!
- Access for residents to ferries (priority over tourists!) and access to public transportation to reduce car travel. I know funding is tough thanks to some idiots in previous and current administrations, but I hope!! that WA will get smart about funding public transportation in the future... having easy access to good public transit on both sides of the water, but particularly the mainland side will be nice now and vital in the future as more and more people move to WA and traffic continues to worsen dramatically. I’m not sure how you can make it easier for island residents to get priority boarding but anything you can do in that regard would be great. Getting

**Anacortes/  
San Juan Islands**  
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to dr. appointments and shopping and services while fighting tourists for spots on the ferries can be so frustrating. Also keeping it affordable for residents! I know we want tourism to some degree on the ferries, but we shouldn't punish residents with costs and access to support increased tourism. It's a balance... and too many tourists will ruin the very places they are coming to see anyway. Work with ferry landing municipalities to make sure we have walking/biking/transit access to services. E.g. in Anacortes, it's possible to take the bus from the terminal, but not easy to walk or bike into downtown because the shoreline path is not complete. Can you work with Anacortes (and likewise with other towns) to publish better descriptions and information about connecting to mass transit? On making it safe and easy to walk or bike to downtown from the terminal? E.g. if I want to go to Burlington or Bellingham from the Anacortes ferry terminal, how would I do that easily? Which ferries / buses / other work best for a shopping trip or a trip to the hospitals or clinics in the area? Perhaps incentivizing businesses that will benefit residents near the terminal. E.g. there are at least two empty business-zoned buildings near the Anacortes terminal (I think they used to be restaurants). Why not a grocery store? Work with WSDOT so we do better about putting bike lanes and walking paths next to all roads, preferably separated from the main road. E.g. from Lopez to Orcas, it's very difficult for me to not drive on to the ferry even when I'd rather walk or bike. I can't walk to Eastsound and the road is not good for bikes - no shoulder at all.

- Lopez Island has a large Spanish speaking community who has no representation within the ferry system. There have been no efforts by WSF to put out information about the reservation system in Spanish or to provide translation at meetings. Everyone on the FAC is old and white but our Lopez representative talked to one Spanish speaking guy one time who told him things were fine so I guess it doesn't matter. Our Spanish speaking community continues to grow with new families joining the island every year, but they are invisible to ferries. If something goes wrong for them with a service disruption or a reservation problem, many are unable to advocate for themselves. Also, Lopez Island residents are discriminated against by the reservation system. We cannot make reservations leaving Lopez and thus have no way to guarantee a spot off the island. The ideal ferry for many families who want to make a day trip to America in the fall and the spring is the 9:30am boat. But our quota is small and this boat overloads almost every day. The next boat is not until 1:30pm, which is really too late for a day trip. For many people, the ideal boat coming back is the 6:00pm boat, but this boat is also often full, so getting a reservation is best. Except if forces outside your control cause you to be overloaded on the 9:30, you are probably going to cancel your trip. But then it is too late to cancel your return reservation and avoid the no show fee. There are no policies that protect us in this scenario. Even though it is EASY for customer service to just call the Lopez terminal and confirm there was an overload, they are not interested in this. They think we might be lying about having been in that line. They somehow believe that LOPEZ residents are going to game the system!! So we are unfairly charged \$10 for circumstances we have no control over! Just don't make a reservation? Sure. That's all fun and games until there is a service disruption, and they turn you away at the booth in Anacortes and tell you have to spend the night on the mainland. More on that below. Also, the Lopez terminal has no running water and no food vendor, just unreliable vending machines, and no other access to food or water within a reasonable walking distance. Summer Sunday wait times at the terminal often hit 12+ hours, especially during service disruptions. The local grocery store will often donate bottled water to stranded tourists who are stuck in line.

**Anacortes/  
San Juan Islands**  
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This wasn't such a problem when we had a great food vendor at the site. But now they are gone and WSF has done nothing to try and remedy that problem, preferring to use that spot as a bike staging area and allowing the terminal to deteriorate to primitive conditions that are inconsistent with the other terminals on the route and tourists are often unprepared for.

- Aging vessels and infrastructure.
- This is so ridiculous for your time and efforts when the San Juan Ferry route is broken NOW and has been for the past 2-3 years.  
What is needed is a 1-2 year plan to address current pressing issues, service disruptions, and current peak season capacity demands. Please wake up and smell the odoriferous roses!
- Accessibility. Affordability.
- Replacement of ferries->virtually ALL the old ships are on the San Juan Islands routes and break down all the time.
- More ferries, more available arrivals/departures.
- Ferries that don't break down all the time in the San Juans. And/or enough backup capacity to handle them. Can WSDOT lease emergency backup boats from BC Ferries? Speaking of which, what's the plan for fixing the Yakima's propeller right now???
- Reservations on Lopez Island, Eastbound.. My sense is that Lopez residents are more amenable to eastbound reservations now than they were earlier, particularly in the morning during spring and fall. Currently, the Lopez terminal is at the wrong end of the traffic line to manage reservations. I know that WSF owns property to the west of the current terminal. I don't know if that property could be used as a terminal/ staging area or if the terminal could be moved to the south, up the hill.
- A new ferry to serve the San Juan Islands.
- Newer vessels running more efficiently with less O+M costs (hopefully on alternative fuel or hybrid vessels). We need to have a pipeline for consistent fleet upgrades. Investment in newer vessels should help lower O+M costs. The San Juan Islands ferries is our life blood- carries freight + critical connection for residents. Tourism is important to WA State as well as for island residents' economy. We subsidize state roads and transportation infrastructure through the state too!! A carbon tax maybe the most appropriate funding source for alternative fueled vessels and service sustainability.
- **DEPENDABLE, ON TIME** service year round for Orcas residents. **PRIORITY** reservations for medical needs not qualifying for medical passes **YEAR ROUND** for Orcas residents. (See following example.)  
My partner and I, both senior citizens, group medical appointments on the mainland whenever possible to minimize trips. As a typical example, I booked a reservation for 5/24, returning 5/25, Orcas to Anacortes. No return space was or is available for that date. I will camp on line at 6:30 am for the release of final space on 5/23. Failing that, we will be forced to stay two overnights in a hotel on the mainland. **THIS IS A RECURRING PROBLEM DURING TOURIST SEASON.**
- The reservation system makes it very difficult for full time residents to make vital medical appointments especially in the summer time.

**Anacortes/  
San Juan Islands**  
(continued)

- Reliable, consistent service is necessary for those of us who rely totally on ferry service. Example: San Juan Islands route: I had a dr appointment at 3:30 on the mainland. I arrived at the Lopez Ferry terminal at 7:45 for the 9:30 ferry (The next ferry was at 1:30 ferry -- too late for me to make my appointment on time.) The ferry arrived at around 10:00. This means that to make a 3:30 appointment, I had to leave my house 8 hours in advance. We need more ferries on the SJI route!
- The Anacortes/San Juan/Sidney Route needs to accommodate the needs of Island residents. Specific issues include:
  - 1) Insufficient mid-day schedules and capacity:
    - a) Requires essentially a full day to travel to either the mainland or another island, even though a medical appointment, civil need or other activity might require an hour or less.
    - b) It is extremely difficult to get access to the ferry on short notice (especially during peak season when all of the reservations are sold out well in advance) for support or medical services only available on the mainland. As a resident it is frequently not possible to schedule equipment failures and medical needs.
  - 2) Inter-island schedule Inter-Island service does not facilitate commerce, recreation, or civil needs.
    - a) Given that Friday Harbor is the County Seat, it should be possible for residents of the county to travel to/from Friday Harbor without having to dedicate an entire day to the venture.
    - b) The evening service terminates early, especially during peak season making it not possible to attend any evening events on another island without requiring an overnight stay.
    - 3) Ferries are unable to maintain schedules.
      - a) The routes are currently assigned in a manner such that a delay in any ferry necessarily delays other ferries due to dock conflicts.
      - b) There is insufficient time in the schedule to accommodate loading and unloading. This is especially true during peak season when there are many traveling for which this is a new process and it will necessarily take longer - plan for it!
      - c) Essentially every summer there is an extended period during which at least one of the ferries is either down or only able to provide degraded service. The impact of these delays - which are essentially unavoidable - can and should be mitigated with other strategies for providing the necessary capacity.
- Operational reliability of ferries (vessels) to stay reasonable close to their planned seasonal schedules.
- This includes mechanical reliability as well as crew reliability (minimal Coast Guard and Boatmen's union personnel and backups) available for all sailings.
- The traffic impact to Fidalgo Island is already substantial - how is the WSDOT working with local entities to offset what will happen with that projected 37% growth in ridership for the Anacortes/San Juan routes?
- Consistent and reliable service between Anacortes and the San Juan Islands! Schedules need to realize when the passengers can get to and from a specific island. Right now to travel westbound and get to Friday Harbor, there is a gap from 9:00 am until 2:40 pm...nearly 5-3/4 hours. The Washington State ferries are not just a compilation of "boats" travelling between the mainland and the islands, it is an extension of the Washington state highways system, and has been since, I think, the late 1940's or early '50's. When a boat goes "down" for one reason or another, the service goes down also, and with ageing boats we seem to have no replacements. And when one gets a ding in its propeller, like the Yakima currently, the boat goes out to repairs, and this one is now travelling at half-speed because the "repair" was just

<p><b>Anacortes/ San Juan Islands</b> <i>(continued)</i></p>	<p>a temporary...and when does the repair take place? In the middle of the summer, of course, when the Islanders need the tourist trade to make a living. And certainly it's not just the tourist trade, but getting the tradespeople (groceries, hardware, lumber, drugs, etc) to the islands so people can live. These Islands are not like down south where the boats go every half hour or so.</p> <ul style="list-style-type: none"> <li>• Reliable boats and or priority for when there is a broken boat to the islands, because it is the only way to on or off.</li> <li>• Scheduling. Having no ferry between 12:30 and 4:30 departing Anacortes is hard to accept.</li> <li>• The biggest priority for our route/community is some sort of "local system" where the people who actually live here, use the ferry system year round and rely on it for our main highway to get to medical appointments, work needs, etc. would get a larger number of available spaces than the tourists who are just visiting for vacation. This "local system" is already needed now, and will be almost a requirement with the growth forecast for the future.</li> <li>• Efficiency. It is my understanding that part of the reason for the implementation of the reservation system was to avoid the necessity of creating more holding space at the terminals for cars (resulting from long wait times-especially so during high tourist traffic on the San Juan/Sydney routes). The 30 minute requirement for being in line before scheduled departure becomes self-defeating when there are delays (SJ/ Sydney probably has the worst "on time" performance of any route in the system) to say nothing of hugely inconvenient and unnecessary. I propose that reservations should be valid as long as the car is in line up to the minute the boat begins loading, after which the holder is considered late and put in the standby lane.</li> <li>• San Juan Islands - boats that don't break down so often!</li> </ul>
<p><b>Fauntleroy/ Vashon/ Southworth</b></p>	<ul style="list-style-type: none"> <li>• Time of sailing</li> <li>• Reliable ferry service. Not being left at the Vashon Terminal on the weekends because the boat is full of Southworth cars.</li> <li>• Change ticketing at Fauntleroy - Preferably to mobile ticketing and put cars on Orca</li> <li>• Vashon - Fauntleroy route: Bigger dock at Fauntleroy. 2 slips 180 spaces for vehicles. Short term - take over the lower parking lot at Lincoln Park and build a replacement lot further up the road. Much faster and cheaper than extending the Fauntleroy dock. This extends the dock onto land - toll booths move to the lower lot. The dock and line from the park and holding area at the lot are filled with the right mix of destinations for the next boat. Have tickets issued at the lot and checked at the end of the dock. Seattle gets all the traffic off the street.</li> <li>• Make a realistic solution for the Fauntleroy Ferry Dock. Holding capacity of dock beyond ticket booth. New ticketing system eliminating the ticket booth (like Tacoma narrows bridge). Organize the local traffic pattern in Fauntleroy: Suggest the "Fauntleroy 100P" - One way street arrangement near the dock.</li> <li>• Direct route to downtown Seattle</li> <li>• More routes, cost effective for families, and commuters, and more parking spaces.</li> <li>• To be able to get around Puget Sound by avoiding I5 and I405 and thus making commuting easier from home to work.</li> </ul>

<p><b>Fauntleroy/ Vashon/ Southworth</b> <i>(continued)</i></p>	<ul style="list-style-type: none"> <li>• Increasing auto loading capability for Southworth to Fauntleroy runs during morning commute hours.</li> <li>• The Southworth dock needs 2 bays so there can be 2 ferries: a direct route with large boat to Fauntleroy; and a second direct route at ALL times to Vashon using a smaller boat. Children attend the excellent schools on Vashon and are disadvantaged by having to sometimes sail via Fauntleroy.</li> <li>• My biggest priority is streamlined travel between Southworth and Seattle. The current trip to Fauntleroy is well out of the way from where my final destination on the Seattle side and is a lengthy detour. I would prefer if the auto ferry ended in Seattle rather than Fauntleroy. I am hopeful the Kitsap Transit passenger only ferry will provide improved service. However, evenings and weekends we will likely still need to rely on WSF service.</li> <li>• Ferry's that go where people live ... and transit that connects to the Ferry's. I live on the north end of the Kitsap Peninsula and could work in Seattle if the Ferry system was viable. It is too slow, and just way to inconvenient to be realistic. I'd have a 2 hour commute each way, and that would be unreliable. To go about 12-15 miles. Yet I see that a good portion of the State's transportation budget is going to support this white elephant system that benefits a few, and benefits tourism, but really not that many residents. SO the top things to DO (not just consider) - 1) Connections to and from the terminals that actually get people off the roadway.</li> <li>• Participate in ORCA Business Passport! WSDOT is the only transit agency that does not participate in this employer-paid transit pass program run in King, Snohomish and Pierce counties. Please sign-on! This would further encourage your riders to be walk-ons and covers transit to-from the ferry.</li> <li>• Ease of transfer from ferry to other form of transportation (bus, bike, car/ride-share, etc.)</li> <li>• Having the ferries be on-time (problem during summer months, during Fridays, and when on Triangle two-boat schedule). Also maintaining some direct routes between Fauntleroy and Southworth, both directions, in both AM and PM.</li> <li>• My biggest priority is connecting transit and pedestrian service. Please make terminals accessible to people not cars.</li> <li>• Working with nearby municipalities near docks in order to improve housing and non-motorized access to the ferries. I would love it I could have apartments and condos near ferry dock terminals in Bainbridge, Bremerton, and other lines that end near transportation or employment centers.</li> <li>• Continue to provide affordable, regular transportation for all routes.</li> <li>• I think the discussion around the Fauntleroy-Vashon-Southworth route is too heavily centered on cars. Many riders are able to use motorcycles or transit in combination to reach their destination, and the number and types of alternative services - ride-hailing, car-share, bike-share, etc. - seem to be increasing by the month. For me driving on in a passenger vehicle is the exception for ferry use, and I think that will be more and more common as people learn about different options and traffic in the region only continues to become more congested. The much-lauded rise of autonomous cars will change things even further (if it ever happens). When approached from this perspective, I think more weight should be put on having ferries run on schedule, coordinating the sailing schedules with transit agencies, and increasing space at terminals for alternative transportation mode parking &amp; pickup/</li> </ul>
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<p><b>Fauntleroy/ Vashon/ Southworth</b> <i>(continued)</i></p>	<p>drop-off. The focus on getting as much passenger vehicle capacity out of each sailing, which dominates the discussion around the Fauntleroy-Vashon-Southworth route, feels like a hold-over from a more car-centric, older generation.</p> <ul style="list-style-type: none"> <li>• The Fauntleroy dock is an awful mess. This would be a great trial to switch to 100% Good2Go and ORCA. The operator at the toll booth could simply ask how many passengers, and charge the correct amount to the Good2Go account or the send the bill to the address that the car is licensed to. Simple. ORCA card readers could be located the second (unmanned) tollbooth as well, so any car that has both Good2Go accounts and passengers with ORCA cards could pass through onto the dock using the aforementioned automated system. Additionally, each sailing from Fauntleroy should go to both stops, meaning a boat would depart every 30 minutes. This would not only make the Fauntleroy dock operate more smoothly, but it would address the absolutely insane sailing gaps between the fast growing connections from Vashon to Southworth. There is a midday gap of about 6 hours where the only connection between Vashon and Southworth is via Fauntleroy. This must be changed. Finally, transit connections must improve. On-island connections need to be subsidized by WSDOT, for no other reason that encouraging more islanders to take transit to the ferry, thus freeing up space on ferries to reduce congestion, idling, and wait time at the dock, and increase the available space for cars on a new, always 2-stop, Southworth-Vashon-Fauntleroy route. Additionally, better Sound Transit connections to SeaTac and Tukwila Amtrak from Fauntleroy should be a priority for both WSDOT and the Port of Seattle, to reduce freeway and airport congestion related to long range trips. Southworth to Port Orchard and Gig Harbor connections should also be funded to broaden the pool of potential walk-on customers heading to or from the Southworth area.</li> <li>• I think that only if the ferry system can operate free of micromanagement by the legislature will WSDOT be able to address current problems. For instance, instituting Wave-to-Go at Fauntleroy would speed loading and help address the problem with ferries leaving only partially full, but it is my understanding that ferry fee collections can't be changed except by legislative action. My biggest priority would be to address efficient loading/travel at Fauntleroy.</li> <li>• A safe and timely journey.</li> <li>• Making it easier to travel on ferries with large bikes. When loading on the Vashon ferry toward Fauntleroy it is often difficult to get past the cars to a safe area to park the bikes, especially with a bike carrying children. On the newer Bremerton ferry a curb makes it very difficult to get bikes with children or trailers into the bike parking area. These are just a few examples of ways in which boarding the ferry with a bike is unnecessarily difficult. Thinking more about bikes during loading and ferry design could fix these issues at minimal cost.</li> <li>• We have been commuting Vashon to Fauntleroy - 2 cars /5 days a week for full time jobs for 30 plus years. Our biggest priority would be the need for increased service and capacity as your data demonstrates we will need for this route both now and in the future.</li> <li>• Insufficient parking on Vashon to support walk-on passengers and the lack of passenger drop-off and pick-up on the dock. Insufficient passenger drop-off and pick-up space at Fauntleroy. Public Transit on the Fauntleroy side is organized to go downtown. A large percentage of commuters go south form the dock to Tukwila, Renton, etc. To get to Renton for example, would require 3 different buses and the cost is so close to a &lt;14' car and driver it is not worth the extra 2+ hours of commute time a day.</li> </ul>
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<p><b>Fauntleroy/ Vashon/ Southworth</b> <i>(continued)</i></p>	<ul style="list-style-type: none"> <li>• I live on Vashon and work in Seattle so that's my main focus. I'm taking the foot ferry more often since it gets me into downtown the worst part of my commute by car or bus is traffic in Seattle. That said, my primary comment is a big shout out to the designers of this digital presentation of this plan-- great job, very accessible, w engaging graphics.</li> <li>• Improving shoreline access and removing creosote piling and bulkhead at the Tahlequah dock.</li> <li>• Improve Fauntleroy's dock - it is hugely deficient from a car's point of view. Add a second berth, increase the dock size so during peak times we aren't lining up way down the street. We have a much better terminal in tiny little Southworth. If the Fauntleroy community continues to be a road block, consider moving the terminal/ route elsewhere.</li> <li>• Getting a ferry route direct from Southworth to downtown Seattle that has multiple sailings daily, but especially during commute hours.</li> <li>• Fauntleroy to Vashon and Southworth. This is a huge issue for island and peninsula residents as well as those who live near the dock and must use Fauntleroy to access communities to the south. Issue #1: Congestion on Fauntleroy along the park. Remove all parking between 1:00 PM and 7:00 PM weekdays. Ferry cars must move around parked cars which causes long traffic backups on Fauntleroy with no alternative route. I have seen accidents and a few fights because of this easily remedied situation. Issue #2: Lack of dock capacity and ferries leaving the dock only partially full when the backup is over a mile long. Ferries are part of the state highway system. When the state wants to improve the highways is uses eminent domain to purchase needed property. Purchase five homes to the north of the ferry dock so that you can increase dock capacity by 300 to 400%. This is the best solution as you can construct the added space without impacting ferry service. You can build over the drainage line. The sewage pump station does not need to be impacted. You would have the ability to add another slip if needed in the future. You do not need to go through significant environmental issues associated with the small stream to the south. While a few home owners will be upset but handsomely rewarded financial, thousands of Fauntleroy, Vashon and Southworth residents will be delight not mentioning thousands of tourists. This is a highway. Please consider it as such.</li> <li>• Fauntleroy/Vashon needs to get rid of toll booth and only scan tickets. All must be pre-purchased. Vashon/Point Defiance needs a bigger boat. Vashon/Fauntleroy Route Simple solution to the long lines and slow loading and un-filled boats from Fauntleroy. These boats can leave full and on-time. Eliminate the drive-through window toll-both and require that all of us have pre-paid tickets before we board. Al you need are scanners to scan our tickets or re-direct us out of the line to go buy our tickets in advance and return to the line. We can buy and print them online, or we can go to an outlet such as the West Seattle Thriftway. You can pay Thriftway and others some of the proceeds, and they will benefit from more in store traffic that leads to more business for them. We must get rid of the drive-through booth completely. We must have tickets in hand to be scanned. The walk-on booth at Fauntleroy can remain open, and so can the kiosk in the waiting area.</li> <li>• Not to waste energy by sailing boats that are not full.</li> <li>• Smoothing out queue flow. Providing WSF park &amp; ride &amp; shuttles to offsite. Creating a queue line on sidewalk edge of worth Lincoln Park. Creating a direct ferry route Southworth to downtown.</li> </ul>
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<p><b>Fauntleroy/ Vashon/ Southworth</b> <i>(continued)</i></p>	<ul style="list-style-type: none"> <li>• Efficient use of the service- filling the boats as close to capacity as possible and not leaving dozens of cars at the dock, especially when they were there well in advance of the sailing time (just couldn't be processed quickly enough and/or not enough space at the dock).</li> <li>• Living in Fauntleroy, our/my concern is traffic. What is WSF doing to encourage more walk-on traffic? Can WSF partner with Metro transit to provide transit service to destinations other than Downtown Seattle, i.e. Renton, Kent, Bellevue, Redmond, UW, Northgate, and Bothell?</li> <li>• 1) less vehicle congestion 2) easier transit connections 3) ferry user parking restrictions.</li> <li>• No terminal expansion.</li> <li>• Long lines at Fauntleroy. These can be reduced through higher prices for passenger cars, reduced rates for walk-ons and cyclists, more coordination with buses and ride shares.</li> <li>• Increasing the number of vehicles taken from and to Southworth we are forced to travel around through Tacoma due to the lack of available room on the ferries. The Vashon stops should be eliminated during peak hours and another direct route should be added in the evening as well as increased capacity and direct routes in the mornings.</li> <li>• Larger Ferries to accommodate more cars during peak hour to assure people can make the Ferries they want on time.</li> <li>• I travel the Vashon Island &lt;-&gt; Fauntleroy ferry route daily, and the single biggest issue I can see with that route is the capacity for loading vessels on the Fauntleroy side. Traffic frequently backs up past the North end of Lincoln Park. The route is barely functional currently, and if ridership is expected to increase by over 50% I think a disaster is on the horizon if nothing proactive is done to optimize loading. Some ideas:       <ol style="list-style-type: none"> <li>1. Larger dock - more capacity to hold cars in the loading lanes so they don't have to queue up Fauntleroy. This has worked well on the Vashon side</li> <li>2. Dedicated lanes to differentiate Vashon/Southworth up Fauntleroy - Vashon traffic is frequently blocked by those loading the small Southworth lane. If there were a way to better differentiate the destinations earlier (before the toll booths), loading would not be blocked.</li> <li>3. A fast lane for prepaid tickets/passes - a lot of time is wasted in loading due to lack of preparation on the part of casual travelers. IMO daily commuters should not be held up waiting for this traffic to drum up exact change. I've missed a few boats because of this, and it should be easy to avoid.</li> </ol> </li> <li>• Fill boats to capacity at Fauntleroy, even if it means slight schedule delays.</li> <li>• Better service for Southworth commuters. More direct routes during commuting hours one real direct route for Southworth commuters which is taken by those who have the luxury to carpool and work hours that accommodate a 4:20 sailing. This is not sufficient. Finding a better way to separate or identify Southworth riders so we are having to wait over an hour to load while we watch Vashon riders load Vashon/Southworth run with another Vashon only boat waiting to dock. A Larger vessels to accommodate increased ridership. Service has improved slightly for Southworth commuters however there is still an equity issue.</li> <li>• Adapting to rising sea-levels.</li> <li>• Vashon is my community. Everyday there is at least an hour wait "due to heavy traffic". I believe the problem stems from your "on time performance" verses filling</li> </ul>
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<p><b>Fauntleroy/ Vashon/ Southworth</b> <i>(continued)</i></p>	<p>the boats. We need separate lines for Vashon and Southworth. We need those who have tickets to be able to drive around the toll booth and have the employees use hand held machines to scan the tickets. You are talking about new technology. Get machines that work in the rain. This frees up the booths for those buying tickets. This allows for quicker filling the dock.</p> <p>Biggest priority is filling the boat to capacity before the boat leaves the dock when there are cars that have been lined up on Fauntleroy.</p> <ul style="list-style-type: none"> <li>• Cleaning up the mess at Fauntleroy. Ferries leaving for on-time performance while not full when there is a 1/2 mile line up Fauntleroy Way is not working out. We also need overhead passenger loading and unloading, which would save a lot of time during the school year when over 100 people walk off the car deck. They don't hurry, they don't get out of the way and it slows down vehicle offloading.</li> <li>• My biggest priority is to make sure boats are filled on the Triangle Route during peak commute times. Boats OFTEN leave with many spaces open, while the line stretches a mile or more up the road. Cars with prepaid tickets should NOT have to stop at the toll booth. If the scanners don't work - get new ones!!!!</li> <li>• Fauntleroy-Vashon, Pd-Tlh.</li> <li>• Minimize the impact on the Fauntleroy neighborhood when it comes to the increased future demand for ferry service to Vashon and Southworth -- in other words, determine other ways to transfer passengers from Vashon and Southworth to the Seattle mainland, other than using the Fauntleroy terminal.</li> <li>• The Fauntleroy dock needs to be enlarged to afford more holding space for vehicles and 2 more slots for ferries to dock.</li> <li>• More sailing times for Southworth. More help getting on term area from street parking</li> <li>• Put Southworth cars on the 3:00pm Fauntleroy run.</li> <li>• Schedule and dependency of the boat. Why currently is there passenger only boats during peak travel times?</li> <li>• (Daily commuter from Southworth to Fauntleroy) Efficiency is my biggest priority. Getting riders through as quick as possible. But communication is up there as well.</li> <li>• Congestion related to vehicle traffic traveling to/from the Fauntleroy ferry dock was gotten way out of control. It has never made sense to force people to drive several miles through residential neighborhood streets and further clogging the West Seattle Bridge, just to get commuters to downtown Seattle. West Seattle traffic is already reaching a critical breaking point with numerous major apartment complexes going up. It is crazy to think WSDOT would choose to compound the problem by creating yet more ferry capacity!</li> <li>• Reliability, ease of commute (wait times, toll booth, ferries filling up and sailing half full etc), cost of commute, schedule of sail times.</li> <li>• Fauntleroy to Southworth/Southworth to Fauntleroy. Having commuted to and from Port Orchard to SeaTac almost every day for the past 20 years, it is clear that this route does not serve the customer well. Lately, increased traffic has made catching the ferry and getting home an ordeal. Something must be done to increase dock capacity and flow through along with major improvements on Fauntleroy Ave. to enable Vashon / Southworth traffic to flow more smoothly. Ferries are frequently not full because Southworth cars are blocked by a long line of Vashon cars. The car line up Fauntleroy is frequently over a mile long, way past Lincoln Park, the Shell gas station and even past the retirement home. Also the ticketing is slow and inefficient. Really, there is no technology that can speed this up? I have to hand</li> </ul>
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**Fauntleroy/  
Vashon/  
Southworth**  
*(continued)*

my monthly pass to someone and have them scan it? Really? Also, monthly pass commuter traffic should be given a priority lane especially in summer, a lane that allows self-scanning. Lastly, the fact that the traffic on the Fauntleroy/Southworth/Vashon runs are projected to increase by 57% , more than any other route, tells me that this route needs to be priority number one for improvements. Thank You.

- Size of Fauntleroy dock.
- Larger dock at Fauntleroy to alleviate the bottleneck. We understand that larger ferries will be put on this route but it was noted that summer of 2017 the Sealth could not be loaded full during a two boat schedule when one boat was down.
- Improved throughput at Fauntleroy and maximum loading/unloading of ferries.
- Larger dock at Fauntleroy/upgrades to roads to keep through traffic flowing and provide a place for cars to wait safely for the ferry.
- Better/faster/more-complete-loading-for-fuller-boats on the triangle route of Fauntleroy/Vashon/Southworth
- Vashon Island—Efficiency.
- Expand the Fauntleroy dock to accommodate two slips. Drop the antiquated Spring/Fall boat schedule. The regional population has grown and continues to do so with more people living on the islands and Bremerton and Southworth in order to afford property and rents. May service is backing up too frequently due to less service, especially on weekends. Save money by electrifying boats and put that into more new boats.
- Water taxis should run on the week-ends!
- Reliable ferry service that is committed to moving passengers in an efficient manner.
- Develop a plan so the ferry follows the schedule, but doesn't leave the slip with lots of space when there are still cars needing to load.
- We need a bigger dock (2 slips) at the Fauntleroy ferry terminal. The lines and wait are horrible, especially for residents who have to commute every day. Worst commute in Seattle in terms of time spent.
- Growing population and easier logistics on the Fauntleroy side. The lines in the summer is crazy and only will get worse as the population grows. A better more optimized loading from a multiple slip and/or adding a parking lot allowing for more walk ons, especially for residents on Vashon side. While I understand likely Fauntleroy side homeowners not liking parking or a 2 slip dock, the community as a whole will benefit beyond any number of complaining Fauntleroy side residents.
- Fauntleroy needs a larger dock.
- A bigger dock at Fauntleroy. The main thing I would recommend is having a longer dock that is wider at the end to allow for two boats to dock at once and have more space for lining up cars waiting to board.
- The VERY INADEQUATE dock at Fauntleroy.
- Bigger dock at Fauntleroy!
- To increase bussing from the ferry to popular points of destination, in order to decrease cars lining up and impacting traffic in a neighborhood that was not built for a ferry line.  
Traffic direction during the summer months to support the normal traffic flow of the neighborhood being impacted...ie Fauntleroy dock.
- Less wait time, bigger boats, more schedule options.

<p><b>Mukilteo/Clinton</b></p>	<ul style="list-style-type: none"> <li>• Relieve peak traffic on Clinton/Mukilteo. Please consider: Additional boat - at least at peak periods. Local residents should get some sort of priority access - we need to get to mainland for services/appointments.</li> <li>• 1. Ferries run on time - most 1/2 late during peak times. 2 Parking available (24 hr.+) at Mukilteo. 3. Overhead loading at both Mukilteo &amp; Clinton to speed loading/on loading process.</li> <li>• Cutting down the wait times during peak time.</li> <li>• ADA Parking so I can walk on the ferry or pick up a walk on passenger in a wheelchair.</li> <li>• Parking + connection to transit - both on + off peak travel times.</li> <li>• Safe and reliable transportation - overhead loading in Clinton to match Mukilteo.</li> <li>• Predictability. I think reservations could help with this.</li> <li>• Access (car, walk on) to ferry docks. Getting flow in &amp; out of the ferry loading area.</li> <li>• Reducing wait time, esp. during peak season.</li> <li>• Reducing wait times for cars during peak ridership.</li> <li>• Recognition of the importance of this route &amp; the corresponding improvements to capacity &amp; runs. Island County provides tourism (\$\$) &amp; housing opportunities to residents &amp; visitors. Access (efficient) is critical to relieving the housing pressure in Snohomish County continued convenient access for tourists which benefit not only Island but also Washington State.</li> <li>• Reducing summertime waits.</li> <li>• I'm retired and have a lot of flexibility.</li> <li>• That I don't have to wait to get on the ferry. Waiting in line is stressful and at times causing me to be late for apts. : - (</li> <li>• Having a system that promotes to the health of our Island at Whidbey, tourism, living, and economy. By having a welcoming and safe terminal we better represent our island home and state. We should be leaders in the Ferry system and stand out to the nation and our Canadian friends.</li> <li>• There is inadequate capacity.</li> <li>• Shorter lines, more parking.</li> <li>• More transit connections into Seattle.</li> <li>• I'm a physician that needs to access the mainland from Whidbey for patient access at Harborview at varying hours. There needs to be accommodations for overnight parking beyond the 100 spaces currently available. I've been in the waiting list for 8 months and I'm still listed as 93 in the cue.</li> <li>• Mukilteo-Clinton: parking in Mukilteo (overnight) is badly needed; line cutting continues to be a huge problem, especially in summers; long ferry lines are awful for those of us who live here and depend on the ferry to get to medical appointments, work, and the like. Greater capacity is needed in heavy times. No one should have to wait 3 hours every Thursday afternoon to Monday am during summers.</li> <li>• Maintaining/keeping to publish sailing schedules between Mukilteo and Clinton. It takes longer to load and unload onto the 144-car ferries than it does for the lower capacity/older ferries. However, nobody seemed to have thought of that and the ferries are constantly behind schedule and wait times are often unacceptably long, creating uncertainty for the users of the ferry system. We often must plan on leaving</li> </ul>
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<b>Mukilteo/Clinton</b> <i>(continued)</i>	<p>Whidbey Island/Clinton at least two hours earlier than we used to, so that we can get to our medical appointments on time in Everett. This has become worse since the addition of the Tokitae.</p> <ul style="list-style-type: none"> <li>• Safe, convenient, affordable transportation between Whidbey Island and mainland destinations.</li> <li>• Availability. I want the ferry there whenever I need one. Affordability is the second consideration.</li> <li>• On the Clinton/Mukilteo route, implement a reservation program and/or incentives and pricing strategies. The summertime impact of tourists on this route adversely affects the residents of Whidbey Island. A WSF reservation system is already in place and can be adopted for this route. The pricing strategies to implement may include allowing 40 spaces per sailing at a premium price, via a reservation system, similar to seating pricing on airlines. Some ferry users will pay the premium for a guaranteed spot on a sailing. WSF will increase its operating income from such a program.</li> <li>• CLINTON - MUKILTEO: Thank you for planning a foot passenger on-ramp for the new Mukilteo dock. Please note, however, that one is also needed on the Clinton side!        Also, the second ferry slip at Whidbey Island landing currently is seldom used. It is a given that the demand for ferry service will increase by 2020 and beyond, therefore it seems reasonable that the two-boat schedule now in use will be inadequate. (The addition of the second larger vessel was an improvement, but just barely at the present rate of ridership.) It seems reasonable to conclude that a four-boat schedule will soon be needed, not just desirable, and Clinton apparently would be able to accommodate that. However on the diagram for the new Mukilteo landing there appears to be only one ferry slip. Should we conclude that the second pier at Clinton will still be a waste? If so, WHY?</li> <li>• Seamless/easy transition from public transport to ferry and vice versa. Wait times.       <ol style="list-style-type: none"> <li>1. Not having any parking available in Mukilteo - need overnight capabilities too</li> <li>2. Having larger boats taken out of service for maintenance during high travel months</li> <li>3. Having consistent training for all ferry workers who do the same job.</li> </ol> </li> <li>• Add parking near terminals to the list of items needing attention. Perhaps through partnering with other agencies. More walk-on boarding is definitely encouraged if parking near a ferry terminal is available.</li> <li>• I live on Whidbey. Parking in Mukilteo has diminished to a crazy extent. And if available, some parking is only for a maximum of 4 hours. Overnight guests can't walk-on even if they'd prefer to do so.</li> <li>• Making the Mukilteo-Clinton route more efficient, and taking into account real growth, and not the incorrect growth numbers predicted by Island County.</li> <li>• Increasing connections to transit beyond the existing commuter routes. Our community is a popular weekend destination and there is currently very limited transit on weekends on either side of the Mukilteo-Clinton route. Amtrak Cascades needs to stop at Mukilteo once the new terminal is complete. State investments in the multi-modal hub make no sense if both WSDOT services don't connect to each other. This would allow weekend transit service without much additional funding required AND it would allow for non-commuter and reverse peak transit during the week. If better transit connections are made in Mukilteo, Langley and South Whidbey will work to improve connections on our end. We already have ample parking and easy drop-off/pickup even without additional transit. With weekend</li> </ul>
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<p><b>Mukilteo/Clinton</b> (continued)</p>	<p>ferry service near or at capacity, we have to make it easier for walk-on passengers to access this route on the weekends.</p> <ul style="list-style-type: none"> <li>• I'd like to see an overhead boarding platform for Clinton please.</li> <li>• Parking in Mukilteo. I am a daily commuter to work and have limited parking options in Mukilteo. Having a park and ride to service the ferry landing in Mukilteo is required. If the goal is to increase walk-ons and decrease the number of cars driving on the ferry, a park and ride is needed.</li> <li>• I'm a physician that needs to access the mainland from Whidbey for patient access at Harborview at varying hours. There needs to be accommodations for overnight parking beyond the 100 spaces currently available. I've been in the waiting list for 8 months and I'm still listed as 93 in the cue.</li> <li>• Passenger only route Seattle to Clinton.....Clinton to Seattle.</li> <li>• Anticipation of an enormous influx of vehicle traffic outpacing and overwhelming the arterial system. Already the Seattle Times editorial board wrote that in 15 years the final expansion of SeaTac will be done and full, leading them to write that Paine Field will be targeted for a second runway. With light rail and the new ferry terminal all converging to likely lead to exponential growth coupled with the Port of Everett and Marysville river front park development.</li> <li>• Clinton-Mukilteo. Reliable departure times and the ability to make an online reservation and print-out a ticket.</li> <li>• Parking in Mukilteo- Your representatives stated that "we are not in the parking business." That, by default, puts you in the car transport business. Without parking in Mukilteo, there is no way to encourage people to walk onto the ferry (Question 4). There has been a huge increase in tourists coming to Whidbey over the past 15 years. They all drive as there is no parking in Mukilteo. Commuting used to leave a car on each side and walk across no more as no parking in Mukilteo. Add to that the state's failure to provide effective mass transit unlike Portland or Europe.</li> <li>• Ferry efficiency and cost to residents.</li> <li>• Accurate ridership projections, overnight Mukilteo parking, and seismic/preparedness reliability.</li> <li>• Please institute a system where by ferry pass holders have a dedicated lane. It is frustrating to be in line in time to catch the ferry yet held up because someone who wants to pay with pennies delays your lane so that you miss the ferry. As just happened to me today. Cars I was in front of while inching down the hill loaded the ferry while I am at the very end of lane one, waiting for the next one.</li> <li>• Maintaining affordable ferry service.</li> <li>• On time arrival/departure to prevent long wait times.</li> <li>• Future plans for reservations are not practical for people who live on the island and need to commute for work to the mainland.</li> <li>• Huge traffic backups on Mukilteo-Clinton run starting April thru October. I simply do NOT understand why you did not take the opportunity, while planning the Mukilteo upgrade, to add a second dock and be able to increase the number of boats operating during this critical time. Since Clinton already has 2 docks, it would have been fairly easy to set up a second one on the Mukilteo side and to take advantage of running staggered runs. Another option would be to put bigger boats, like those for Bainbridge, online during these periods to handle the increased traffic. Our little island depends on the tourist</li> </ul>
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<p><b>Mukilteo/Clinton</b> <i>(continued)</i></p>	<p>traffic that comes during the summer. Having to wait up to 3 hours in order to get here, does nothing to help out with the perception of a nice leisurely, relaxing trip to Whidbey.</p> <ul style="list-style-type: none"> <li>• 2 - 145 car ferries plus a better walk on terminal. Self-serve ticket purchases. Hybrid or electronic ferries.</li> <li>• Lack of parking at the Mukilteo terminal. Automobile back-ups could be reduced significantly if there was a plan to have a multi-level parking garage at Mukilteo. People are willing to pay for parking and I am sure there could be a business plan that supports but politics has prevented parking for the new Mukilteo terminal. People wanting to visit Whidbey must take a car to the island because there is no parking in Mukilteo. This is a bad plan for the community.</li> <li>• We have had a home on Whidbey Island since 2005. We have noticed a tremendous increase in ferry wait times over the past five years in the summer season. It has caused a huge burden on our ability to be with our family -- either it takes all day to go see them in the Seattle area, or they do not want to sit in a 3 hour ferry line to come see us.</li> </ul>
<p><b>Seattle/ Bainbridge Island</b></p>	<ul style="list-style-type: none"> <li>• Working in the Galley. We have recycling bins for customers but do not have dumpsters off the ferry. All garbage, cardboard, and recyclables go into the trash. Which upsets me greatly. This is on all routes.</li> <li>• More frequent ferries on Sea-BI route, esp. commuting hours + peak times.</li> <li>• Not biggest (which would be continued, dependable service for a Bainbridge resident) but very important. I bike commute throughout the year. The BI arrival and mixed vehicles off-load is very dangerous for bikes. We riders have been told that the dynamics of the road beyond the boat ramp are not the purview of WSDOT but are CoBI concerns. Really?! If WSDOT wants to encourage multi-modal and reduce car loads (particularly single occupancy vehicles) then developing safe bicycle exiting procedures (up to several hundred yards beyond the boat) will encourage more people to adopt cycling as a viable and comfortable commuting mode.</li> <li>• Seattle/Bainbridge: Highest priority is on-time service followed by decreased crossing time.</li> <li>• Reduce the volume of cars entering/exiting from other regions to the Bainbridge Island ferry terminal. Perhaps build a park and ride off the island and convenient transit to get them on the ferry. Be a supportive partner to the new fast ferry routes (Kitsap Transit) since these could help reduce the impacts immensely. Green construction is a priority. I appreciate the goals to include electric boats and environmentally friendly facility improvements. Passenger and bicycle riders should be prioritized. The sidewalks and pedestrian/bicyclist facilities extending from the terminals should be high quality to encourage walking/biking. Services such as food, bathroom, etc. at the terminals and on the ferries should be prioritized. These amenities are appreciated. Need better Wi-Fi on the ferries - it does not work most of the time even if you have Verizon, ATT, etc.</li> <li>• Fewer single rider cars coming across Bainbridge to take the ferry. We need better methods to get people to take transit to the BI ferry terminal. Alternatively, other routes, such as from Suquamish to Seattle could reduce the endless traffic lines on SR 305 on Bainbridge.</li> <li>• I use the BI-SEA route most of the time. The highest priority for me is to have ferries consistently run on time.</li> </ul>

<p><b>Seattle/ Bainbridge Island</b> <i>(continued)</i></p>	<ul style="list-style-type: none"> <li>• I take both the BI/Seattle and Edmonds/Kingston routes almost daily. The aging ticketing systems are the biggest hassle for me. This is especially true of the pass readers in the Seattle terminal, which are confusing to new riders and fail to read my monthly Revalue pass about 20% of the time.</li> <li>• The drop off/pick up area at the Bainbridge terminal needs to be redesigned for safety, efficiency and increased capacity.</li> <li>• Bainbridge has a terrible loading dock for walk-ons. Can't it be upgraded??</li> </ul>
<p><b>Seattle/ Bremerton</b></p>	<ul style="list-style-type: none"> <li>• Enough boats, steady, reliable service.</li> <li>• Bigger boats, more peak service, increase speed/lower crossing time, vehicle maintenance.</li> <li>• I have lost the ability to work using my Wi-Fi card on the Chimacum. I have lost hours of work in commute and with my family because I now have to go home and finish work. This needs to be fixed!!!</li> <li>• Boat at Peak hours be on time! No slowing of the ferries due to budget constraints. Bremerton has the longest ride.</li> <li>• Timely convenient service.</li> <li>• Ferries remain an option in case of a natural disaster.</li> <li>• 1) Recently your new ferries seem geared to tourists, not commuters. That's ridiculous - commuters consistently pay the fares, and taxes that support this. We rely on the ferry to get to/from work. We do not take the ferry for fun. We don't need sundecks, we need Wi-Fi and less restrictive seating. What a waste! Previously, I could at least utilize my travel time doing work 2 hours a day - now, I have established a second residence in Seattle because basically I basically lost 10 hours of productivity because somebody decided to treat the windows, and won't put in repeaters so we can use our hotspots (which once repeaters are installed would not be a cost to the ferry system), Think about who regularly uses and supports these things!!</li> <li>• New boats should have connectivity for web and cell. Other boats should be retrofitted. Bremerton boats need to accommodate the demand for walk-on passenger seats; the Chimacum is inadequate. Quality of construction should be emphasized as new boats are built; again, the Chimacum has been a bit nightmare-ish, from a rider perspective.</li> <li>• Have cell phone reception so I can connect to the Internet and work. The Chimacum has no reception. Considering that the Seattle-Bremerton route takes the longest, it is vital that we can stay productive.</li> <li>• I am interested to know how the separate foot-only ferries are integrated into the plan (I know that they are legally separate) and how much passenger traffic the expanding foot-only ferry routes take from your growth projections. I wonder how much the foot-only ferry is impacting the Bremerton route. There must be separate growth calculations for the growth of vehicle traffic on the vessels vs the growth of passenger traffic.</li> <li>• Reliable and fast commuting options from Kitsap (Bremerton) to Seattle, coordinated with the continued expansion of Kitsap fast ferry routes from Southworth, Bremerton, etc.</li> <li>• Reliable schedule, on-time departures. This requires better coordination at Colman Dock for off-loading of vehicles into traffic. Too often, especially in summer, there is gridlock, causing lengthy delays in evening departures.</li> </ul>

<p><b>Seattle/ Bremerton</b> <i>(continued)</i></p>	<ul style="list-style-type: none"> <li>• Increase frequency and speed of Bremerton to Seattle service.</li> <li>• I am on the Bremerton route, the biggest priority for our community is the infrequent number of sailings during peak hours. It is impractical to have only one sailing every 1hr15min - a third ferry used during peak morning and afternoon commute times would help alleviate overcrowded boats and greatly increase the convenience of the route for commuters/regular riders.</li> <li>• Design boats like the Kaleetan that have ample indoor seating for high growth / high volume commuter routes (e.g. Bremerton / Seattle, Bainbridge / Seattle, Edmonds / Kingston, Vashon / West Seattle). Very disappointing that new ferries like the Chimacum only have one deck of interior seating. While sun decks are nice in the summer, they are very cold and damp at 6:30 in the morning most times of the year around here. As an additional point, please replace outdoor metal benches, which are very cold to sit on, with wooden benches which are more comfortable to sit on.</li> <li>• My primary daily route is Bremerton-Seattle, and I commute on foot from my house to my job using Kitsap Transit buses, the ferries, and Seattle light rail. That one hour each way on the ferry is a very key part of having a productive day. The dramatic downgrade we experienced going from having a Super Class ferry (Kaleetan or Hyak) to an Olympic Class vessel (Chimacum) has been discouraging on many levels. The lost worker hours due to the lack of internet coverage and far-from-optimal seating design, the reduction in interior heated seating, and many other elements lead many who ride the vessel to be concerned about how our tax payer dollars and ferry fares were spent. We are hopeful that the lessons learned from these non-passenger optimized vessels will help guide the 40 year plan; so they can be reassigned to more logical routes that are less walk-on-commuter dependent (such as the San Juans, etc.).</li> <li>• To ensure the consistent and timely availability of the Bremerton to Seattle run. Boat maintenance and replacement are a huge concern. While the Chimacum is a welcome addition to the fleet, losing the Hyak will mean having to use the Kitsap or Chelan when the Chimacum or Kaleetan is offline. The Kitsap and Chelan are too small for peak hour traffic.</li> <li>• Ensure there is reliable and continuing service.</li> <li>• Size of Boats. Bremerton will be increasing!</li> </ul>
<p><b>Port Townsend/ Coupeville</b></p>	<ul style="list-style-type: none"> <li>• Manageable peak hours - long waits during high commute hours make island county undesirable for those either seeking employment or those seeking an island housing option</li> <li>• Starting a second ferry much earlier in the year (April) for the Port Townsend - Coupeville run - people are turned away in April a lot.</li> <li>• Increase runs on PT ferry</li> <li>• Commercial capacity. Why force commercial traffic to “go around” when shortest route results in less environmental stress, less foreign fuel dependency and less highway wear and tear. Many routes have commercial capacity off peak. Fare incentives could result in better utilization. It seems counterproductive that freight coming off the I-82/I-90 corridor must travel south to Tacoma then cross the Narrows Bridge to continue west to Port Townsend, Port Angeles and Vancouver Island.</li> <li>• I ride the Pt. Townsend ferry multiple times a year, and the Clinton ferry every now and then. Ferry operations that coincide with my travel plans and steady, reliable schedules count a lot.</li> </ul>

<p><b>Port Townsend/ Coupeville</b> <i>(continued)</i></p>	<ul style="list-style-type: none"> <li>• Funding the construction of hybrid, fast passenger ferries</li> <li>• Assess the viability of a ferry from Port Townsend directly to Seattle. Also, is there potential for a ferry from the peninsula to the airport? Seems like there could be a public transit option to get to the airport.</li> <li>• Maintenance of the ferry services: Bainbridge-Seattle ,Port Townsend-Coupeville , Kingston-Edmonds, Port Angeles-Victoria</li> <li>• Port Townsend is growing and we need access to Seattle. Our population is becoming older (57.5 years) probably because retired people have time to drive back and forth whenever they want and can choose a remote location. However young families who would like to live and raise children in a town like this need to have access to a city. If we don't solve this problem soon PT will be dead in 30 years. A ferry schedule that would cover at least 3 days and twice per day would be fine. Perhaps uniting Jefferson with Kitsap would be a solution. We really are excited to have the Kingston pedestrian only ferry starting in June this year. That alone is going to take a tremendous strain off of the Bainbridge road traffic. It will cut 1 full hour off of our commute to Seattle. Thank you for that!</li> <li>• I would like a boat on the PT/Coupeville route that holds more cars and less wasted space for bicycles. The Port Townsend ferry has very limited space for cars and even with a reservation we have been left on the dock at Coupeville for lack of space. Very frustrating!! We have been in PT for over 20 years and there is no way the bicycle level on the new ferries is ever used to anywhere near its capacity.</li> <li>• Port Townsend. Convert the wasted deck between the vehicle deck and the passenger deck into car lanes.</li> <li>• Ferry cancellations Pt. Townsend/Coupeville Route because of Tides and Winds. KEEP the ferry ticket people, do not automate.</li> <li>• Port Townsend - Coupeville (Keystone) Extend the 2-boat service season to go from April 1 through October 31. Add more sailings so that we have full 2-boat service for the entire 16-hour day. All the sailings are full -- what more evidence do you need to prove that the supply is NOT meeting the current demand, much less the "50%" growth that you are projecting?</li> <li>• Expand hours for CV-PT 2 hours per day now. Begin 2 boat service in the Spring by Easter. Extend 2 boat service in the Fall and Winter to include Thanksgiving and at least some 2 boat service around Christmas, weather dependent.</li> <li>• Port Townsend Improved terminal staging area.</li> <li>• I would like to see WSF invest more into the southern region of the Puget Sound. Oddly, in the last few decades, new ferry routes haven't been expanded south beyond Pt. Defiance. Tacoma, Olympia, Lacey and the greater Pierce County region have grown in population substantially in recent years but currently still have limited options for traveling across/around the Puget Sound. As a resident in southern Pierce County, it would be nice if one could catch a ferry from Tacoma and head south to Olympia or north to Seattle.</li> </ul>
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<p><b>Edmonds/ Kingston</b></p>	<ul style="list-style-type: none"> <li>• I live near the Kingston/Edmonds route. I'm concerned about the summer back up that happens along SR 104 and the impacts to the local community from this back up. Issuing boarding passes before the passengers travel through the town is not an effective measure. Working in that area, people are blocking local traffic, cutting others off, and driving the wrong way down one-way streets all summer long. Enforcement by the State Patrol is sporadic.</li> <li>• A reliable (safe and timely) system that enables me to get to/from home and my destination without lengthy delays during routine travel periods (increased ferry traffic is expected during peak weekend and holiday travel times).</li> <li>• Accommodating volumes on Kingston/Edmonds route on weekends and in the summer. Kingston comes to a halt when there is a ferry line backup. A reservation system on this route would probably help to solve this problem.</li> <li>• Reduce interval between sailings, do not revert to one boat service at night; consider 3 boat service at peak times.</li> <li>• The summer season on the Edmonds/Kingston route is horrendous - please consider adding a vessel to this route. It is severely impacted by tourists visiting our area as visitors that are visiting the Olympic Peninsula are directed to take this route.</li> <li>• For Kingston: Address and eliminate congestion in Kingston- (Hwy 104 both approaching toll booths and departing terminal heading west on 104). In short term, change procedures for use of holding lot to maximize use of available space. Eliminate practice of "spacer lanes", reduce space for tall and big rigs.</li> <li>• Hwy 104 accommodation of traffic back + restrictions. Parking. Commercial traffic accommodations</li> <li>• That the population growth does not exceed the infrastructure in place to handle all these new residents who want to use the ferry for work, please or visiting friends/ family. Everything is intertwined. So my interest is how road construction on 104 would help keep traffic flowing, but also keep intact a sense of community in our Downtown area.</li> <li>• Kingston -&gt; Reservations!! Or better management of peak usage by using queuing theory, line or regression or any better way of handling traffic!</li> <li>• Reliable service. Attention to latest trends in technology such as mobile ticketing, text alerts.</li> </ul>
<p><b>Online comments</b></p>	<ul style="list-style-type: none"> <li>• Demand management which affects livability. The fare increases you note are deceiving. Some ticket categories, like the youth fare and the multi-ride passenger pass got even bigger increases in the late 90's than the base car did. By targeting high volume passenger households with the biggest fare increases, you dramatically raised the cost of living in ferry dependent communities for those sorts of households - while keeping fares affordable for seniors and other low volume households - changing the demographics of these communities. You restored the youth discount to 50% off around 2013 - around the time your ridership started rising. Coincidence? Or maybe reducing the cost of family travel increased family travel - and the appeal of ferry dependent communities. Restoring the 40% discount for the multi-ride passenger pass would encourage more passenger trips and get some frequent riders to switch from driving on for every trip, reducing your overloads. And stop raising passenger fares altogether! The base vehicle/driver fare should be at LEAST 4 times the base passenger fare. There's excess capacity on the passenger deck and too many cars trying to ride - use higher vehicle prices to manage demand. Currently, the multi-ride vehicle pass stays the same price all year, while other vehicle fares go up</li> </ul>

<p><b>Online comments</b> (continued)</p>	<p>during peak season. ALL vehicle fares should rise in peak season and fall in winter. On some routes, more than half the vehicles are getting the multi-ride discount, even in peak season! Make the multi-ride vehicle pass discount 30% off the seasonal fare to encourage more drivers to walk on in summer but drive on in winter.</p> <ul style="list-style-type: none"> <li>• Add free Wi-Fi on the ferries, as has been done in almost all major airports around the USA and overseas.</li> <li>• Getting to and from work in Seattle.</li> <li>• Doesn't break down and enough space for everyone.</li> <li>• How the 2040 Long Range Plan will impact Point Defiance Park, Point Defiance Marina and the surrounding area.</li> <li>• Accessibility, meaning proximity to home, work &amp; leisure locations. Frequency, how often service is available and how dependable it is. Price, is it employee subsidized? Travel time, does it make my end to end commute the same or shorter. Overall, is it convenient and reasonably priced?</li> <li>• Improve transit connections!</li> <li>• Expanding small ferry service both number of runs and times, including expanding shoulder season.</li> <li>• Faster service.</li> <li>• Align landside facilities with the boats using them. For example, now that Issaquah class boats are operating on FVS, the staging area cannot accommodate a boat's worth of vehicles. A boat has to either have longer dwell time to fill it up or it has to leave empty.</li> </ul> <p>You need to provide incentives to get people to do what you want them to. Presently, no incentive for people to purchase tickets in advance. Everyone, prepaid or not, still has to wait in the same line. Design a system that favors prepaid customers at the expense of people who have to buy a ticket.</p> <ul style="list-style-type: none"> <li>• Dependable service without long waits in line to catch a ferry.</li> <li>• decrease wait times, make additional noncar routes available i.e. I don't see any passenger only boats on your list running between Vashon and Seattle, Edmonds and Bainbridge, Winslow and Seattle allowing people who commute to get on a cross sound passenger only vessel linking Vashon directly to downtown Seattle; to get on in Winslow and go directly to Seattle without waiting for cars to load, to get on in Kingston, or Edmonds and go directly to Seattle....why can't there be a fleet of cross sound vessels at rush hour, all electric, using the sound as another form of commuter transport.....removing all those people from their cars. In the original life of Puget Sound there were docks all over the area and a mosquito fleet picking up people and goods....perhaps it's time to go back to something like that...</li> <li>• Efficiency in the fuel economy of the big picture. Including Ferries, buses, cars, other. So reducing the number of drive-on passengers would be great.</li> <li>• The ability to commute on weekdays efficiently and on time, and the ability to sneak in a nap or finish up some work or phone calls while on the ferry. Reduced wait time and to stay on schedule. Cost/time effective way to commute. When traveling recreationally with family, the features that make it relaxing and fun for kids. Being able to explore the ferry as part of the recreation. Reduce stress that is caused by traffic and waiting in line trying to get somewhere but can't.</li> </ul>
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<p><b>Online comments</b> (continued)</p>	<ul style="list-style-type: none"> <li>• Well maintained boats that are able to reliably depart on schedule. Proper maintained routines so that breakdowns don't occur during scheduled runs. Multi stop runs should include an entire lane in the boat so that the first stop can still continue to load up to a few minutes prior to sailing... I have seen cars pull through the gate twenty minutes past my arrival and they get on because they are going to second stop. This is even prior to boat loading.</li> <li>• On-time travel.</li> <li>• My primary use of ferries is on a bicycle, to connect routes together.</li> <li>• Population explosion and hence more ridership for the ferry system.</li> <li>• Population increase hence increased traffic and congestion.</li> <li>• Spreading out peak hour use. Suggest differential fares to motivate drivers to use ferries @ off-peak times.</li> <li>• Green Fleet and accessibility/Ease of use. I firmly believe that the WSF should invest in a fleet of green passenger ferries that utilize our water highways. These new green routes would include runs for commuters and perhaps connecting points of interest. We could reduce traffic easily with a commuter run from Bellevue/Kirkland to Madrona or another point that would connect people to the Westside with ease. There could be another from Tacoma to Seattle and Renton to Seattle. I have lived here my entire life, part of it spent on Whidbey, and I know the ferries are a part of the landscape, but we should begin to look to a future with that resembles the culture and love for the Earth that exists in Seattle. Turn the fleet green. Create routes that connect people to jobs without beating the dead horse that is I-5. Let's set an example we can be proud of.</li> <li>• The schedule and on-time nature of the boats is number one.</li> <li>• Better accessibility. All new terminals should have overhead loading; all new ferries should have easily accessible restrooms on the car deck as well as the passenger deck.</li> <li>• Having reliable service that leaves when it says it's going to, gets me to where I'm going when it says it's going to, and is easy to use.</li> <li>• As a regular auto commuter, what is challenging is when special events overload the system, resulting in unexpected delays. I wish a reservation system for commuters could be put in place to make the system more time reliable.</li> <li>• My first and biggest concern, one that I've been writing about for many years now is Coleman Dock. There was a golden opportunity years back when the federal government was surplusizing out Pier 91 and the State could have purchased it for next to nothing and had a huge area that could have sustained the Seattle/Winslow run for the next 100 years. I know that the major "driver" of the current location are the Bainbridge walk-on passengers but the early and primary tenet of the WSFS is to be an extension of the Washington State Highway System, not the "sidewalk" system. Now more than ever Coleman Dock is very poorly located for auto traffic. Seattle still doesn't have a solid plan for the street area along Alaskan Way other than they want it to be a "park or park like area". The way Seattle is currently operating there may be very little hope for auto traffic to access Coleman Dock. Now you're investing a huge amount of money in the Coleman Dock facility and most of it's going for administration and the walk-on passengers with a much lower percentage going to what should be the major concern of the department, the auto traffic. There hasn't been any inspired innovation coming from WSDOT/WSFS regarding the practical long-term usage the Coleman Dock facility where the auto traffic is concerned.</li> </ul>
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<p><b>Online comments</b> (continued)</p>	<p>In ways I'm one of the lucky ferry system riders in that since I live on Queen Anne Hill and my destination is almost the same distance whether I ride the Seattle/Winslow route or the Edmonds/Kingston route but now I almost always use the Edmonds/Kingston route because it such a mess at Coleman Dock and it really doesn't matter whether it's coming or going it's all bad. Trying to get to the terminal is bad and then trying to get out of the terminal is most often even worse and you always have to check far ahead to be sure that there isn't any kind of event going on in either of the stadiums because if there is you can count on at least a couple of hours to get from the terminal to some where that the streets are even reasonably moving. It's a mess and it's only going to get worse.</p> <ul style="list-style-type: none"> <li>• Right-sized ferries (KWA DITABL) running at 45-min. intervals continue reservation system. Add electrical ferries to the fleet; no lng.</li> <li>• Fixing the peak hours backup at the Pier 52 terminal.</li> <li>• The biggest priority for WSF should be replacing old, aging, unreliable vessels like the Super Class. These already have many reliability issues and seem to require a disproportionate amount of maintenance and repairs compared to other vessels in the fleet. You really should not wait till 2027 to retire the remaining Super class ferries Kaleetan, Yakima and Elwha. They need to be replaced by 2025 at the latest. Just build four more Olympic class vessels (perhaps you can modify them to expand the passenger cabin so that it holds 2000 passengers like the Supers currently do) and you can easily have the Supers replaced by then with minimal additional design costs.</li> </ul> <p>Also, when it comes to the Tillikum, what vessel is going to replace it when it hits the 60-year mark and needs to be retired in 2019? You really can't just retire it without a replacement as you will be left without a backup ferry once again. Part of the intent of the Olympic class' construction was to allow WSF to have a reasonably sized backup ferry, which the Tillikum serves well as. Let's wait on replacing the Tillikum until we can build a replacement for her.</p> <ul style="list-style-type: none"> <li>• Washington State resident discount during peak season.</li> <li>• Safe and easily accessible bike routes, especially protected bike lanes. This includes around and on the ferry routes.</li> <li>• Safety, preventative maintenance and repairs completed on time and not deferred.</li> <li>• Reliability, schedules that can be counted on and functional assets to support, Plan "B" Consistency in the loading and unloading procedures and policies.</li> <li>• Getting to and from work on-time!</li> <li>• 24/7 running ferries.</li> <li>• I don't see a benefit to the traveler to purchase tickets ahead of time, online. Including a discount would increase online ticket purchases.</li> </ul>
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**What other issues should the Long Range Plan consider?**

<p><b>Anacortes/ San Juan Islands</b></p>	<ul style="list-style-type: none"> <li>• Suggest expanding summer schedule &amp; eliminating winter schedule.</li> <li>• Increasing terminal capacity (2 vehicle docks) and earthquake resiliency at Friday Harbor.</li> <li>• How can you forecast 37% percent growth in ridership with no (zero) increase in terminal capacity either in FAR or ANA? (40% growth to Sidney).</li> </ul>
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**Anacortes/  
San Juan Islands**  
(continued)

- Making 2nd slip for ferry in Friday Harbor operational. It seems a waste of fuel to make the Interisland wait to use other slip.
- Fast commutes -with schedules that match the typical island workday (10-5 for businesses, 8:30 to 3:30 for schools). Current scheduling costs island businesses + their employees vast amounts of time and money waiting for hours for ferries.
- Move to hybrid ferry propulsion - LNG generators and electric drive lines/propulsion, then look to electric only in the distant future. Smaller ferries for passenger only travel. Smaller ferries for vehicle only travel at lower frequency. High frequency passenger only sailing, particularly at peak hours.
- A transportation district should be designated for island properties that use ferries as their primary access. I.e. San Juan, Orcas, Shaw, Lopez, Hiemes island property owners should pay a real estate tax that helps support the ferry system
- 1) Parking in Anacortes has reached its max during peak times. As traffic is projected to increase, vehicle space will be even more limited, and foot passenger levels will increase. Parking will be an issue in the years to come and should be addressed in the long range plan.
- Definitely expand the reservation system. It has been a huge success on the San Juan's routes, dramatically reducing traffic backups while rider numbers are increasing.
- Projections for growth on the San Juan Island runs seem optimistically low if you increase sailings but could be even lower if it remains so difficult to get here between May and October.
- Scheduling - why in the San Juan spring schedule is there 5 hours between boats in the middle of the day to Orcas? It makes the 3:40 a mess and even in slow season you have empty boats when there isn't demand and over full boats due to scheduling.
- More dependable vessels--avoid breakdowns and service disruptions.
- Mostly I am very impressed with the system. The quality of customer service is really high. The staff is very efficient and clear with loading and unloading. It's great. I'd like to see the reservation system expanded. Particularly to the Kingston Edmonds run.
- San Juan Inter island ferry commuters get totally screwed when a ferry breaks down. It happens every year. Replacing a ferry that is being repaired needs to happen in a timely manner.
- Great plan for ten new vessels by 2030, but how will they be paid for? Need a plan for a stable funding source. Can a second loading ramp be installed in Friday Harbor to avoid delays due to a vessel waiting when another is at the dock?
- I love that you're planning for reduced carbon emissions and quieter running for the Orca population. Kudos!
- In looking over the handouts given at the open house, one in particular stood out - Level of Service (LOS) Standards. I note that the current standard is based on how many sailings are completely full. This is an absolutely absurd measure, particularly as more reservations are implemented. Does the fact that there were spaces left for two or three cars on a sailing mean it didn't meet the standard? Particularly with reservations in the San Juan's, the ferry system has gone out of its way to discourage standby vehicles. But without standby vehicles it is almost impossible for the sailing to leave 100% full. And with 90% of the spaces reserved, there is little if any assurance that a standby can get on the next boat or even the one after that. With many hours between sailings, it takes a very hearty person to try standby. This means

<p><b>Anacortes/ San Juan Islands</b> <i>(continued)</i></p>	<p>that there is every likelihood that the boat won't leave 100% full. A more realistic measure would be to calculate the actual percentage filled for each sailing and then average those for that route. Using other examples of utilization, neither hotels nor airlines assume that only 100% full is meeting the standard.</p> <ul style="list-style-type: none"> <li>• WSF needs to form a partnership with all electric transportation to provide value for using that option. For ferry terminals with long waiting times (the future loads may even increase the wait time), plan for quick charging stations for electric bicycles, electric road bikes, EV autos and trucks.</li> <li>• Better alert system when there is a ferry breakdown and an alternate schedule is put into affect. During the last disruption of services, an alternate ferry service plan was implemented the different departure times but it was not indicated on the alert for the first 2 days! It would be nice if residents had some sort of priority within the reservation system, especially in the summer. Sometimes it's almost impossible to get on and off the island, especially from Lopez for a last minute appointments which are often medical. Recently I had a Doctor form for a medical priority. For some reason the terminal on Lopez didn't receive the fax from the Dr and they would not honor my physical copy! I was very lucky that I had come very early to the terminal and was within the quota for that ferry as they would not give me any priority.</li> <li>• Affordable transportation.</li> <li>• Negotiate reduced staffing on low-passenger volume trips. Charge higher fares at most popular travel times and lower fares for less popular times. Negotiate assigned compartment cleaning duties to all hands on every sailing. Eliminate idle travel time.</li> <li>• None of the policies matter if the terminals don't implement them. The Anacortes terminal has refused year after year to implement the service disruption policies, and turns away people at the booth, stranding them on the mainland, while boats sail away not full. I finally wrote to the governor last year and he forced WSF to write an apology letter, but I am skeptical it will result in any change, as the leadership in Anacortes has previously ignored all other directives on this issue.</li> <li>• If there is an emergency--an earthquake, a terrorist strike, a bad storm, etc.--how will the ferries support people who may be cut off from services on the islands? Can you provide details about emergency plans? More backup ferries. (Yes, I know funding... Believe me, I'd much rather fund the ferries (and public transit) than half the stuff we fund instead...) Our public access ways are very car centric. Walking and biking access are usually after thoughts or not thought of well at all. Please work with WSDOT to rethink the car focus and prioritize mass transit, biking, and walking. Make those three *easy*. (I know, funding!! argh Can I just say how much I despise Tim Eyman?!).</li> <li>• The runs in the San Juan's are longer - I've always dreamed of (and would happily pay for) access to exercise equipment since this is my commute. Imagine the interisland and San Juan ferry having a few treadmills, elliptical, exercise bikes... or an open area where we could put out a yoga mat and do some stretches. It would be a dream come true. Also more healthy items in the galley. Local vendors would also be appreciated.</li> <li>• Getting the legislature to understand the ferries are our roads. Do they close down 405 and say, "Sorry, you have to have a reservation to drive 405" or "We apologize for any inconvenience, but only so many vehicles can drive 405 in a day, and you lost out".</li> <li>• Discounts for full time island residents. An annual pass for twelve trips.</li> <li>• Smaller walk-on-passenger-only boats to provide more frequent and efficient service.</li> </ul>
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**Anacortes/  
San Juan Islands**  
(continued)

- Fare structuring for the San Juan islands to accommodate passenger vehicles with trailers.
- Reconnect funding to highways as the costs have soared.
- Resident Population versus Tourist Population.
- Reservations going off-island on Lopez. I know half the island will want to beat me up over that, and there's the issue of how to pull it off without a ferry parking lot, but I'd suggest doing a "hackathon" project with a bunch of smart people to solve the problem of how to efficiently have reservations without a toll booth and parking lot. It's definitely possible. Think of how Southwest Airlines manages their board process.
- The Lopez terminal is highly constrained, space-wise; at present, eastbound reservations are not possible. Safety and Congestion. The removal of the restaurant at the ferry dock has provided space for staging the hordes of bicyclists that come/go, particularly in the summer. The newly created passenger drop-off/pick-up turn around has created a convenient way for cars to access the ferry dock. Unfortunately, the cars and the bikes are all using the same small space—to and from the staging area and the vehicle turn around. This space is at the bottom of a steep hill, which, in my view, increases the danger and likelihood of an accident. One solution would be to move the vehicle turn around to the top of the hill, and allow only walkers and bikers on the hill and at the bottom.
- Having fresh made, healthy, tasty foods available at the San Juan Islands ferries cafeterias!
- - Economic sustainability of WSF services
  - Economic contribution (benefit) WSF service provides WA economy
  - Benefits of investment in newer alternative fuel/hybrid vessels.
- Deferred maintenance has a price, and I think we are suffering the consequences. It appears that both funding amounts and priority for ferries should be elevated. Has contracting the fleet ownership and/or operations been considered and evaluated?
- The system is so unreliable that full time resident cannot make medical appointments with any assurance the ferries will arrive on scheduled time. If it is not maintenance issues it is crew issues. As a full time resident we understand weather related issues but as the only residents in Washington who have no choice other than ferry to get us to the mainland, it is very discomfoting to see the Seattle area receive priority support while we remain step children. For example, why do Bremerton passengers have a cheaper far than San Juan passengers even though the ferry travels the same distance? Yet you propose to charge San Juan residents even more during the summer.
- Adding additional ferries... keeping in mind that our fleet is already way behind on maintenance and the vessels are very old.
- Given the scope of the plan (through 2040), this plan needs to account for not only increases in capacity, but also a significant change in ridership needs. With the approaching advent of self-driving vehicles, it is quite possible that the needs for vehicle traffic to/from the islands could be significantly reduced even with significant increases in ridership.  
A part of this planning should consider perhaps a larger fleet of smaller boats, which also include passenger or passenger/bicycle only ferries. This could result in increased capacity and with more frequent service it could spread the peak demands.
- With regard to the WSF Reservation System, there are two changes that should be considered.
  1. Apportion a larger percentage of the available spaces at the two week and two day

<p><b>Anacortes/ San Juan Islands</b> <i>(continued)</i></p>	<p>releases. Instead of 30/30/30 consider a 20/35/35. As a frequent user, most trips are planned within two weeks of needed sailings.</p> <p>2. Increase reservation holding amount from \$10 to \$25. This would be an incentive for those who are “no shows” (which is a significant number) to cancel and release their places ensuring that each sailing is a full as possible. This may also may generate more revenue that could be directed to more frequent maintenance of existing boats on those runs where reservations are needed.</p> <ul style="list-style-type: none"> <li>• It is absolutely incredulous that there are no boats in the construction pipeline. It seems like perhaps the members of the legislature who are “drylanders” and do not approve the funds to build new boats, should all have to live on one of our island for a month or so and see how they like the commute. Not quite as quick as bopping down I-5. And to make matters worse it looks like there is one boat (the Hyak) that is going to be taken out of service next year due its age and there is no replacement. And there won't be a replacement for several years as if I remember correctly from the last few that were built, it takes about 3 years to build one.</li> <li>• Replace those who are currently in management and operations. They have done a horrible job at the present time.</li> <li>• Obviously, the aging ferries need to be addressed. They are becoming more and more unreliable as the fleet ages and as there aren't enough back ups this causes delays and cancellations of runs. With the forecast ridership increase at those numbers, the current status will not be able to be maintained. Currently, during peak times it is almost impossible to get on/off from the San Juan Islands. Perhaps there should be more ferry runs during the day and night from and to the islands. Extend the operating hours to accommodate the masses. With the projected crowds, shouldn't the Anacortes ferry landing also get redesigned to accommodate the influx of people. Currently, during peak times, all of the available parking is already full. How will this be addressed in the future? And lastly, cost. It is becoming increasingly expensive to make the commute as a local from the islands to Anacortes for needed reasons. We understand the need for a summer surcharge, but feel that this shouldn't be forwarded onto the people who reside in this county. We contribute to the ferry system and support it by regularly using it year round. Instead “charge” the infrequent or single time ridership the extra “tax” to make up the needed revenue.</li> <li>• A HUGE HUGE HUGE increase in the summer surcharge. Locals either buy multi-ride tickets or purchase a single use from a friend/acquaintance. Tourists are not going to base a decision upon where to vacation on the cost of a ferry ticket being \$80 vs. \$40.</li> </ul>
<p><b>Fauntleroy/ Vashon/ Southworth</b></p>	<ul style="list-style-type: none"> <li>• Run the ferries w/out politics. Ignore “stakeholders” and move people efficiently.</li> <li>• Adding summer boats for tourist season, better vehicle maintenance schedules and standards. Connections in Seattle, construction is a mess, not just the dock but everywhere - hard to be a pedestrian or bicyclist or even a transit user in Seattle. Signal time at dock and nearby Wi-Fi on Ferries. Back up boats that aren't ancient relics.</li> <li>• Lockers to put your stuff while walking around the boat.</li> <li>• Jet back packs.</li> <li>• Other adversities.</li> <li>• Looking at expanding the Pt. Defiance ferry terminal as another major hub between the South Sound and Seattle.</li> </ul>

**Fauntleroy/  
Vashon/  
Southworth**  
*(continued)*

- Parking & waiting at Fauntleroy.
- Breaking apart the Vashon/Southworth/Fauntleroy route. Peak hour's boats to Southworth or Vashon but not both. Also poll the riders to determine if they go North or South when they leave Fauntleroy. If Southworth-ingtons go north then have their run go Southworth Coleman dock. Or [vice versa] depending on riders answers. Breaking them apart would solve Fauntleroy dock problem. Still have runs between Vashon & Southworth.
- Suit the ferries to the needs of routes. Engine size relative to route length, ratio of passenger to vehicle space. Wonder about all the people from WSF at this meeting. Is staffing causing things to be done just to keep people busy.
- How long can a vessel live? Realistic age (see European system). How many spare vessels do you need to cover maintenance and vessels in repair? Then build those vessels.
- Use/fight for sound and practical solution. Allowing anything short of that causes distrust in WSF.
- I think that separate loading for passengers is important, and a safety issue. Cars often start their engines when walk-offs are standing right in front of the cars...at some point someone may have a heart attack or become incapacitated and run over the pedestrians that are waiting to walk off. Until separate loading is established, it would be helpful if the ferry workers would enforce the signs that say "do not start engines until ferry workers direct you to do so." Currently, cars often start their engines and ferry workers just look at them and then look away.  
Another issue is the dangerous intersection where the Fauntleroy traffic exits onto Fauntleroy Avenue. A simple street light would help driver safety (I've seen many near misses), and an overhead walkway would help pedestrian safety (again, many near misses).
- Freeze fare increases for walk-ons and make bikes free. I have never ridden a ferry that has been at capacity due to walk-ons or due to bicycles and these riders are making the environmentally-friendly choice. Fares for cars should reflect filling ferries to 70-85% capacity, just as on-street parking is priced in major cities. If you are reaching 100% capacity for your ferries, your prices for vehicles are too low.
- Coordinate with local municipalities to encourage and facilitate mixed-use housing development at and near ferry terminals.
- The plan is long range. Please consider where people will be and how they will be moving in 2040, not current patterns. Please consider:
  - Ending diesel use. WA State Ferries are the #2 public user of diesel in the state and move a tiny fraction of people. Electric options are cleaner and by 2040 will be vastly less expensive.
  - Connecting communities not roads. Service to places such as Clinton, Keystone, Fauntleroy, and Southworth work well in making short routes, not connecting people and places. Service should be connecting urban hubs not highway ends; a 2040 timeframe makes this possible.
  - Phasing out carrying cars. Vehicle transportation is insanely expensive, inefficient, and designed for the 20th century. Half way through the 21st century, people and freight will not be traveling in cars and trucks. If you do not plan for this, service and finances will take irrevocable hits. Please transition to passenger and freight only ships.
  - Pollution reduction. Regulations in the Puget Sound around physical and sound pollution in the water will be increasing dramatically over the next 25 years. Be prepared for low sound, no pollution vehicles options.

<p><b>Fauntleroy/ Vashon/ Southworth</b> <i>(continued)</i></p>	<ul style="list-style-type: none"> <li>• Fare differentials for walk-ons vs vehicles. Passengers are paying way too much compared to vehicular access. It would encourage more green transportation methods and land use policies if fares were reduced for walk-ons and increased for vehicles.</li> <li>• Consider how road congestion might impact ridership as users look for other options and continue to move out of the downtown cores of Seattle and Tacoma.</li> <li>• I believe that any Long Range Plan involving citizens should include a discussion and reminder that our civil rights are not something we were born with and they can easily be taken away. This is especially true of transportation planning, particularly when federal jurisdiction is involved. I would like to remind everyone that, according to a news story broadcast on King 5 Television roughly 10 to 15 years ago, federal agents boarded at least one, possibly more, of the ferries sometime after 9/11 and randomly (if I'm remembering correctly) approached passengers and asked to look inside their bags. The fact that this story made it to the news makes me hopeful that my fellow citizens will not just roll over and "play dead" when their Fourth Amendment rights are being shredded. I'm all for state security and law enforcement checking passengers' belongings if there is probable cause or reasonable suspicion to do so. And if there is probable cause or reasonable suspicion for conducting searches which requires federal involvement that is fine with me as long as the searches involve only those passengers who are suspected of something. I hope to see the day when all ferry signs say, "All Passengers and Their Belongings Are Subject to Inspection If There Is Probable Cause or Reasonable Suspicion." I would also like to continue to see security on the ferries run by state security and law enforcement as it seems to have since that news story ran, from what I can tell anyway. I would be more than happy to speak at any and all open houses for one minute or two about this topic. Thank you very much.</li> <li>• Please focus on transit as a priority. This not only includes transit connections, but things like covered walkways connection terminal from transit stops, coordinated schedules, and WSDOT subsidization for routes that connect to EVERY ferry sailing. This must also include honoring transfers from other transit systems to encourage walk-ons.</li> <li>• Simple solution to the long lines and slow loading and un-filled boats from Fauntleroy. These boats can leave full and on-time. Eliminate the drive-through window toll-both and require that all of us have pre-paid tickets before we board. All you need are scanners to scan our tickets or re-direct us out of the line to go buy our tickets in advance and return to the line. We can buy and print them online, or we can go to an outlet such as the West Seattle Thriftway. You can pay Thriftway and others some of the proceeds, and they will benefit from more in store traffic that leads to more business for them. We must get rid of the drive-through booth completely. We must have tickets in hand to be scanned. The walk-on booth at Fauntleroy can remain open, and so can the kiosk in the waiting area.</li> <li>• The Fauntleroy ferry needs quite a bit of attention. Please make Fauntleroy Blvd. ferry line a no parking zone at all times. It is so dangerous and disruptive when cars are parked there during the allotted time. It causes mass confusion, cars moving around parked cars into the southbound traffic which have a cascading effect on boarding the ferry and leaving on time.</li> <li>• Secure bike parking at ferry terminals would be hugely helpful. When biking to the ferry terminal to walk on for a work commute and leave your bike for hours you need a place that it will be safe, even though it is left there regularly for long periods of time. Bremerton and downtown Seattle especially need this.</li> </ul>
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<p><b>Fauntleroy/ Vashon/ Southworth</b> <i>(continued)</i></p>	<ul style="list-style-type: none"> <li>• Listen to the commuters as to ideas for loading solutions at Fauntleroy - the bypass lane and increased police/traffic assistance at that terminal can be beneficial as demonstrated from the past use of these tools.</li> <li>• Why do the 118 and 119 buses STILL go on the ferry? It was long ago determined that this was cost ineffective and that the 118 and 119 unload/reload on Fauntleroy and Vashon sides.</li> <li>• The Fauntleroy dock is TOO SMALL! The local community wants it gone and complains about the traffic. With a larger holding capacity on the dock this could be greatly reduced. Besides, the dock was there first! Consider splitting the Fauntleroy-Vashon Southworth route into two routes: 1) Fauntleroy-Vashon-Southworth 2) Southworth-Vashon-Downtown (Colman dock) This would reduce the traffic at Fauntleroy and would likely eliminate the need to expand the Fauntleroy dock.</li> <li>• Coordination with bus transit at all terminals. Even more energy fuel conservation.</li> <li>• It is time (due to cost of housing) to allow for ferry travel between Tacoma and Seattle.</li> <li>• Building ferries outside of Washington, and making ferries last as long or longer than the Steel-Electrics.</li> <li>• The Southworth route is more profitable and popular now that the boarding at Fauntleroy has become more efficient and reliable. A direct route for Fauntleroy/Southworth would increase ridership as the shortened route would be more enjoyable.</li> <li>• I think there should be adequate parking and staging areas at Fauntleroy, and separate loading slips there for Vashon and for Southworth. There should be more available back-up ferries, and a system to assure that adequate numbers of trained personnel are always available. I also think that a way must be found to guarantee that the ferry system has enough money to provide adequate service.</li> <li>• Connection with public transit at the terminals should be better - the terminals really need to be multi-modal and have various destinations. The rapid ride bus from Fauntleroy to Seattle stops way too many times to be considered an express bus, and there doesn't appear to be an efficient way to get from Fauntleroy to SeaTac.</li> <li>• Coordination with regional foot ferry development to allow mutual cost savings for planning, construction and access. Foot ferry increases can greatly reduce the walk on demand for the ferry system slowing the need for auto system capacity expansion.</li> <li>• I wish the ferries would do more to encourage passengers to walk onto the boats and utilize public transportation. This could include decreased parking costs at underutilized ferry terminal parking lots, transfer agreements so passengers could save money on a trip incorporating buses and ferries, improved coordination between buses and ferries, or installing ORCA vending machines at ferry terminals.</li> <li>• Traffic speed should be reduced from the Harper fishing pier south past the Harper park. The view is gorgeous. So Many people walk, jog, and bicycle alongside the road in that area. Also children ride their bikes and skateboard on the path on the side of the road. There is no room to park by the fishing pier so everyone Parks alongside the road. This speed should be reduced from 35 miles per hour to 25 miles per hour. People also drive way over the speed limit racing to the ferry and I believe a lower speed limit and bold signage would slow them down.</li> </ul>
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<p><b>Fautleroy/ Vashon/ Southworth</b> <i>(continued)</i></p>	<ul style="list-style-type: none"> <li>• Privatization of the ferry fleet and/or formation of smaller independent transit authorities. I have nothing against public employees, but the WSF system is notoriously inefficient with pretty outlandish pay and benefits for what the employees are actually doing. Couple that with old, inefficient ferries and you can plan all you like but if you don't look at the cost benefit side of the equation, this will just be yet another expensive planning exercise that yields little.</li> <li>• How to be good stewards for our Puget Sound ecosystem- allow for natural processes along the nearshore- large wood/sediment transport has the ability to move along drift {unreadable] creek and pockets [unreadable- estuaries] available for fish, birds, and wildlife.</li> <li>• No terminal expansion</li> <li>• *Environmentally sound travel *Coordinated service with other transit providers</li> <li>• No terminal expansion.</li> <li>• There is a physical limit to cars and ferries, but your growth chart does not take this into consideration.</li> <li>• "Quick wins" at Fautleroy now are imperceptible. Think outside the box and be willing to make radical changes! I really like the idea of the battery-powered ferries.</li> <li>• The population increase in Kitsap County commuting to south Seattle. Improving the staging area at Fautleroy to separate the Southworth and Vashon commuters better like maybe signals along Fautleroy to move the cars forward for the boat that is currently loading or a separate dock for each destination.</li> <li>• Reliability of boats is also a big concern. As we get closer to capacity, having one boat out of service can cause devastating delays.</li> <li>• More recognition for staff doing a great job (you have a few at Fautleroy and Southworth and you need to keep them) as well as accountability for those who are not invested. Ongoing training opportunities on how to engage riders and handle difficult people.</li> <li>• Reduced emissions.</li> <li>• When the meeting came to Vashon for all to talk (not the open house) but the public meeting. Notes were carefully taken and then a very long list of why each and every suggestion could not be implemented. It is very hard to believe that you really want public comment. Or are you just checking the box that you asked. Then threw ll our suggestions in the garbage can, Where is the customer service.</li> <li>• Triangle route is going to become more crowded with people moving to the Peninsula to escape the high housing costs in the Seattle area. Consider moving the Southworth - bound boats to downtown Seattle.</li> <li>• - Standby/Replacement boat for the future (running a no-slack schedule with 50+ year old boats in not realistic) - Less focus on hybrid/electric boats until the overall boat fleet is more reliable - Independent review of Triangle route for the future -</li> <li>• Use of unused Terminal 5 in Harbor Island.</li> <li>• Utilize technology (e.g. Good to Go lanes) to expedite fee collection as cashiers sitting in booths are too costly and inefficient.</li> <li>• Move Vashon term to the south on the east side.</li> <li>• Adding slips at Fautleroy terminal, better vehicle staging peak travel reservation system for daily commuters.</li> </ul>
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**Fauntleroy/  
Vashon/  
Southworth**  
*(continued)*

- - Equality among riders. There are some that can't carpool due to several factors as well as alternative routes for riders. To put one above that of another is selective and not fair to those that have to lose hours of work just to make a certain ferry.
- Moving Fauntleroy ferry service to downtown Seattle -- where people WANT to go!
- Implementing technology and specific lanes to accommodate local and commuter traffic. Having overnight parking and shuttles if parking is satellite so there is more use of walk on's or bike use.
- Just build a bigger dock at Fauntleroy.
- Unloading the boat into traffic at Fauntleroy decreases the amount of time the boat has to load. Perhaps having a full time officer there during peak times directing traffic can help minimize delays.  
Also, there has not been one safety related issue during the ferry bypass lane for pre-ticketed passengers at Fauntleroy. A quick solution would be to bring it back.
- A car-mounted transponder system for paying car ferry fares, such as Good2Go or New York's EZ Pass. Also, selling car and passenger tickets online or through an app, as can currently be done for meter taxi tickets.
- Making ferry service affordable for residents of island communities.
- Bigger dock at Fauntleroy, which would help separate and stage the cars for Southworth vs Vashon. Don't send half empty boats from Southworth when there are huge lines of cars waiting. Or just build a floating toll bridge ;)
- Dock size at Fauntleroy, possibility of elevated passenger loading at Fauntleroy to allow for passenger load/unload without slowing car load/unload, faster ticketing options (tap-and-go? Good-to-Go?)
- Match size of dock, schedule, loading and waiting process (including super clear and prominent signage) to the demand. Measure a combination of performance data points—truck drivers must get all their load someplace in a timely manner and safely. They don't get to pick just one measure to focus on.
- Expediting loading at the Fauntleroy dock so that boats are not leaving partially filled when there is a long line of cars up past Lincoln Park. The system needs to have a spare boat. Too frequently older boats are breaking down with no backup.
- Bigger dock at Fauntleroy (maybe a double decker?)
- Efficient loading flow on Fauntleroy Avenue and responsible sorting of vehicles for destination which allows a smooth transition to the dock.
- Have the ferry and dock employees send people that cut into the ferry holding line to the back of the line. Telling people to call the report line is ineffective and helps no one. It's extremely frustrating and the number of people cutting the line is steadily increasing.
- Cost increases over time. Think of long term impact to residents.
- Priority or summer discount for residents over tourists. Possible priority boarding for residents. Multiple passengers in a single car gaining or paying less to encourage personal car pooling. Possible summer time weekend limited water taxi services into Seattle would likely lower weekend waiting lines.
- chairs in the women's restrooms on the docks, for breastfeeding mothers.
- Related to the small dock - ferries leaving partially or all the way EMPTY.
- EZ Pass for frequent riders to speed ticket processing.

<p><b>Fautleroy/ Vashon/ Southworth</b> <i>(continued)</i></p>	<ul style="list-style-type: none"> <li>• Create foot ferry from Southworth to Downtown Seattle.</li> <li>• If I drive around from Seattle to Port Orchard-it takes two hours or longer from my office. The ferry is really the only viable option but the wait times are sometimes almost as long.</li> </ul>
<p><b>Mukilteo/Clinton</b></p>	<ul style="list-style-type: none"> <li>• Prioritize additional boats. Expand the system - Additional routes would relieve road traffic in certain areas, Stop spending so much time/energy/money for carbon impact - fix the immediate problems. Plan for more growth than projected.</li> <li>• Mukilteo/Clinton reservation system priority for residents.</li> <li>• Coming from BC the ferries are very low. Raise fees.</li> <li>• Having a flexible system that can easily add boats to congested runs on heavy demand days.</li> <li>• Integration with business &amp; communities near the ferry, Integration with bus/train/transit services.</li> <li>• Regional connectivity. Destination/route planning - from point A to point B, not just ferry.</li> <li>• Population projects cannot be the only or most important metric. If the correlation was direct we would not see the ridership we see. Clearly there are local conditions affecting ridership. Any modeling should incorporate more localized data. Keep studying this issue before you make any long-term capital improvements.</li> <li>• Go electric!!</li> <li>• I think Mukilteo/Clinton stats will increase faster than your projections!</li> <li>• If drop off &amp; pick up has to be so far away - at least put the wall from the ferry to the area under roof &amp; blocked walls on the sides, to make it more comfortable &amp; easier to walk. Put it the complete distance between the ferry to the Pick Up/Drop off area : - )</li> <li>• Get ahead of demand instead of behind.</li> <li>• Tourism-growth not accurate.</li> <li>• The ridership forecast is based upon GMA numbers for growth. Does not include the growing level of tourist/recreational component of the ferry traffic model.</li> <li>• Passenger only ferry from Whidbey into Seattle (Pioneer Square) and return.</li> <li>• Overnight parking for commuters. Reservations for commuters on the Mukilteo-Clinton routes and vice versa.</li> <li>• Zero emissions is a lofty goal. However, have you considered the environmental impact of using lithium batteries -- from the first creation of the batteries to their ultimate disposal hazards? See the following article, which primarily focuses on cars, but the information about “green” energy is applicable to “green ferry systems” as well (very long but worth the time to read): <a href="https://spectrum.ieee.org/energy/renewables/unclean-at-any-speed">https://spectrum.ieee.org/energy/renewables/unclean-at-any-speed</a> “Plugging in” to charge batteries saves nothing except your conscience. The energy that is down the line from that charge isn’t created by magical fairy dust. It’s created by coal, natural gas, nuclear power -- something besides wishful thinking.</li> <li>• Realistic growth projections, impacts of delayed improvements, better use of available assets within modernization, expanding reservation system.</li> <li>• Please also consider whether it might be possible to offer a dedicated service for Whidbey Island residents/commuters. Please note that there is a dire need for parking for foot passengers here. Not everyone on Whidbey Island has easy access to public transportation.</li> </ul>

<b>Mukilteo/Clinton</b> <i>(continued)</i>	<ul style="list-style-type: none"> <li>• As tourism increases how to balance tourist transportation needs with those who rely on the ferries to get to/from jobs.</li> <li>• Preservation of the charming waterfront and reasonable parking, accessibility with identification of who is parking for what purpose from Whidbey Island commuters to new Paine Field passengers for vacation and business. We need parking and expansion of some reserved land or parking towers to have capacity.</li> <li>• Maybe make the ferry routes immune to tidal variances by having different docks, or adjustable docks that can work at different tidal heights. This would allow for rising water levels now, and when they go back down in the future. Global weather patterns are cyclic, so plan WAY ahead. Maybe have the ferries float into a coffer dam type of lock or something that could be adjustable as they dock.</li> <li>• Overnight parking for commuters. Reservations for commuters on the Mukilteo-Clinton routes and vice versa.</li> <li>• Electric or hybrid ferries. Also all-year sundeck access to all ferries. Finally, keep refreshing the ferry fleet as long as you limit wake wash. Wake wash issues have hampered Washington State Ferries since the Jumbo Mk Is in the 1970s, were horrendous with the Passenger Only Fast Ferries and wake wash needs to be kept to a minimum.</li> <li>• Electrification of ferries is a nice idea, but wouldn't it be much simpler and cheaper to switch to renewable biofuels?</li> <li>• WSF's failure to provide parking in Mukilteo demands people drive-on. Traffic calming in Clinton, including using the stop light at the ferry so people in the Clinton area can get on the road without a 10-min wait at 525. Cars race down to the Jery and fly up the hill because it looks wide open. Citizens have been asking for traffic calming on 525 for at least a decade. WSF has ignored us. Get rid of those plastic tickets. They generate a huge un-recyclable waste each year. Paper or electronic.</li> <li>• Eliminate line cutters- place state patrol doing some patrolling at parking and lanes like Mukilteo speedway. Ticket people that are locals.</li> <li>• Environmentally friendly bathrooms and dining.</li> <li>• Options for long term parking near terminals.</li> <li>• I would like to see that people living on the island could get special boarding. ( own waiting line). Mukilteo line needs an extra vessel on Friday and Saturday when many people visit their second homes on the island and tourists come for a weekend.</li> <li>• Always consider how to handle seasonal disparities with ridership.</li> <li>• Operating more than two ferries during peak ferry traffic times. The wait times and lines for the Mukilteo and Clinton ferries is a significant inconvenience for travelers. Summertime and Holiday traffic is really high.</li> <li>• Price. The price is rather high now, and people choose to drive off Whidbey Island and travel all the way around to go to Seattle, just because of the price. Please keep the price the same. Any higher, and I am afraid there might be less people taking the ferry, which equates to huge traffic jams.</li> <li>• What if the ferry terminal next to Ivar's were to stay open during the summer months once the new terminal is complete and the second dock in Clinton utilized more during peak times. By doing this, there could be a dedicated boat for homeowners on the island and non-residents could use the other terminal. You could have a special sticker that homeowners could purchase for this privilege. Homeowners would then have the same ferry wait times that are available during the winter months. It would be wonderful to be able to make reservations. This would take care of long ferry lines!</li> </ul>
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<p><b>Mukilteo/Clinton</b> <i>(continued)</i></p>	<ul style="list-style-type: none"> <li>• The loading and unloading of passengers is ridiculous. The whole concept of “everyone gets off at once” is just a disaster. Theme park engineers have solved these problems. The information is out there, if anyone cares to make it better. Designing the terminals to offload from one side of the boat is wasteful.</li> <li>• We should look to have a 24 boat fleet. If done right this gets old boats 1.75 years out of service every 10 years and newer boats 1.5 years out of service every 10 years (that includes every boat of a route 4 weeks a year) We should look at the next boats being Olympic II. Length and width the same but have potential of eliminating the second car deck on some of them to be better utilized for triangle route and islands when we do not need the larger vehicle capacity and keep from being able to use vessel for the route infrastructure. This will help as the Issaquah class reaches 60 years. Also the propulsion system should be both diesel and hybrid so it can charge up no matter where used.</li> <li>• Vessel maintenance, replacement and additions. Need more service and maintenance relief vessels, at least 2 as the fleet is experiencing more problems more frequently endangering people and economies.</li> <li>• Major concern over the gov’s executive order giving priority to conversion of the jumbos to hybrid electric. Believe there is too much risk associated with this technology particularly during a time when the fleet is aging and failing. Prioritize building 3 more Olympic class now and develop the hybrid electric parallel, but not exclusively. Prepare a visual of the maintenance backlog by boat and projected retirement dates based on their condition rather than 60 years, i.e., such as the Issaquah class at 45 years. This is in order to help legislators and the like understand the need.</li> </ul>
<p><b>Seattle/ Bainbridge Island</b></p>	<ul style="list-style-type: none"> <li>• Is there a way to distinguish between resident ferry users and visitors/vacation users? Congestion is a given on our regional transportation corridors. But the ferries are of fixed capacity. Might a reservation system that partially favors residents help assure they can get around during peak summer travel periods? We have been using the National Parks wilderness permits system for decades. Reservations lock in our plans, but there are also a certain number of daily walk-in permits for those people who are traveling on a whim, and perhaps have more schedule flexibility.</li> <li>• The reconstitution of the passenger-only fast ferries on non-environmentally sensitive routes. The operation of lighter (aluminum) passenger-only ferries could provide several advantages. They are less expensive to construct and operate, provide resiliency and allow for increased asset maintenance and repair with additional vessels. They can be used during non-peak times to supplement the larger more costly vessel operations. The lighter weight conjoins well with a 100% electric power initiative.</li> <li>• Reduce the noise, air quality, traffic, and community impacts on the routes to the Bainbridge Island terminal and other terminals impacting residents. Incentivize electric and low to zero emission travel options since they are quieter and have lower air quality impacts. I can hear the zooming of cars from Highway 305 even though I live almost 1 mile away.</li> <li>• Glad you are aware of and planning for rising sea levels. All infrastructure needs to be designed around that reality.</li> <li>• The parking / drop-off &amp; pick-up area for walk-on passengers is dismal. It isn’t designed to accommodate today’s level of walk-on passengers and will only get worse.</li> </ul>

<p><b>Seattle/ Bainbridge Island</b> <i>(continued)</i></p>	<ul style="list-style-type: none"> <li>• 1) There are a lot of people standing around waiting, why not provide more amenities such as healthy food (e.g., from Town &amp; Country Market in Winslow) , locally made crafts or reading material to purchase at all of the terminals? This would be sort of a mini airport terminal idea.</li> <li>• 2) It's a looong walk from the ferry to the terminal at Bainbridge, often up a steep hill depending on the tide. Pulling heavy suitcases when returning from SeaTac airport is very taxing and nearly impossible for seniors. Could there be electric carts, human services (e.g., Boy Scouts for hire with reservation), conveyor belt or some other way to help with this?</li> <li>• I'm also very concerned about the prospects of a system-wide reservation system being implemented. That would become a tragic boondoggle for both the user public and for the administration. As a very long term (65 years) automobile driving customer using the system at least two times a week year around ferry user I can tell rider I can tell you that reservations will not work for me or the vast majority of the system customers. You, the State does have to remember that we the people that use the system are really "customers" not people that should be discounted as just "users" of a service that the State allows us to use. There are so many restrictions to a reservation system that it would make the system totally impractical for most riders. I for one never look at the schedule because I know that if I miss one boat there will always be another one and there is no complications because it's always been "first come, first served" as it should be.</li> </ul>
<p><b>Seattle/ Bremerton</b></p>	<ul style="list-style-type: none"> <li>• Twice in the last few months (again, I have quit riding on a regular basis, so I travel twice a week typically) the ferry has been delayed because a crew member has been missing. The first time, I understand somebody failed to schedule a backfill for an employee on vacation, the second time I have no idea what caused the situation. I can tell you I had to be at the airport for an international flight, and was about 35 minutes late in my arrival, having relied on public transportation to get to the airport (Ferry/Orca). The first time, I was merely late to work by 1/2 hour or so. Multiply that by however many people are on the 6:20 AM ferry, and you have a bit of a wake created by that one incident. Imagine how many other people and companies were impacted, and what the state's position is when their employees are late. How does that go over? I did write a letter, requesting a reply, and of course never received one. However, it does appear that there needs to be a better back-up plan? Or maybe a better prevention plan? Like the scheduling issue? Does somebody need to double check things going forward? If it were the case of illness, maybe there should be an additional employee aboard? What happened if an employee were injured or ill during the trip and you are now short a crew member? Does that work with the coast guard? Is there a better way to approach? Some kind of consideration for the regular commuters versus the exodus to the beach on Friday/Sunday people. Maybe there is a lower fare for the regulars if they buy a book of tickets or something.</li> <li>• Excellent emphasis on the green aspects of operation and push by the Legislature to become carbon-neutral. Coordination with the Coast Guard on the required number of on-board staffing and their plan for safety runs, looking for operational efficiencies while maintaining safety standards.</li> <li>• Seattle-Bremerton route has a big hole in the evening between 10:30pm and 12:50am. For people working a 2nd shift, they usually miss the 10:30pm and have to wait a long time.</li> <li>• Revisit ridership increase. I think Bremerton will increase more than 40%.</li> </ul>

<p><b>Seattle/ Bremerton</b> <i>(continued)</i></p>	<ul style="list-style-type: none"> <li>• I would be interested to read the long range plan on line when it is available. What was in the Plan was extremely high level and does not leave much to comment on. It should look at the potential that van Pool vehicles would stay at the ferry terminals and the van pool passengers could use the ferry ride to change from one grouping (according to where they are picked up) and change to a different grouping (depending on where they are going). That way the same people don't need to come from the same area and go to the same work locations in a dedicated vehicle. This could open more van pool ridership and allow more other vehicles on the ferry.</li> <li>• Speed up vehicle access to Bremerton Ferry via the 303 and ensure adequate parking exists at all times at Bremerton Terminal. Ensure all Bremerton ferries have enough life vests for full capacity of ferry. Consider a Silverdale to Seattle ferry service if possible. "Mosquito fleet" concept. Consider building a tunnel under Puget Sound. In the long run it will be much cheaper than running a ferry service.</li> <li>• Balancing outdoor against indoor seating - sun decks are nice, but only for 4 or 5 months of the year. Otherwise, the seats are sparsely populated, if not empty. While I understand the appeal of deck seating for visitors, regular riders would doubtless appreciate a larger number of indoor seats during the crowded winter commuting months.</li> <li>• How will boats fit the large number of passengers as the demand for commuting continues to grow. Make sure that ship computer systems don't interfere with Wi-Fi connections. One of the reasons people choose to walk on and ride the ferry is the ability to do work on their commute and extremely poor Wi-Fi signals inhibit the ability to do that.</li> <li>• I think the plan covers a good range of issues, several which I had not thought of like the greening effort. I do hope the plan has more details for recruitment of a qualified workforce and more involvement with the cities with ferry terminals like Seattle and Bremerton. I'm concerned that some of the boat captains can't seem to park a boat and that lack of sufficient crew continues to cause some delays. Both Bremerton and Seattle could do more to help with traffic issues when boats are unloading and making affordable parking available for walk-on traffic.</li> <li>• WIFI and Cell connectivity.</li> <li>• Changes come down the pipe line with SOLAS and STCW standards with implementation of new technologies that could be good for the ferry system.</li> <li>• Potentially greater growth in Kitsap than the current projections predict. Seattle didn't expect to grow nearly as much as it has recently (10% in one year). Those people are already starting to "spill over" into Bremerton and other Kitsap communities. There will likely be a need for vessels more in the Jumbo Mark II class for Bremerton soon (at least for passengers, but not necessarily cars); I personally don't think the Olympic Class will not be able to handle the passenger load on the Bremerton route in the next 5-10 years, but more data will need to be collected and evaluated by WADOT on this topic. I also think WA Ferries should consider strategic partnerships with other emerging transportation providers, such as the Kitsap Transit Fast Ferries. Perhaps schedule planning can be a joint effort to help you both serve as many passengers as possible in the most efficient ways. The new King County funded passenger only facility being built in Seattle at the main terminal is a great example of such a partnership.</li> <li>• How will boats fit the large number of passengers as the demand for commuting continues to grow. Make sure that ship computer systems don't interfere with Wi-Fi connections. One of the reasons people choose to walk on and ride the ferry is the ability to do work on their commute and extremely poor Wi-Fi signals inhibit the ability to do that.</li> </ul>
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<p><b>Port Townsend/ Coupeville</b></p>	<ul style="list-style-type: none"> <li>• It would be nice to have a few more runs on the PT/ Coupeville route throughout the day/year, later at night and less cancellations for staff not showing up to work.</li> <li>• Replace all old ferries with new ferries that are less polluting.</li> <li>• The plan does not include any assessment of new or potential new routes. For example, where are the Port Townsend riders going when they use the Clinton ferry, or the Kingston or Bainbridge ferries? If many are heading to Seattle, would a direct ferry to Seattle possibly be viable? How about seasonal ferries between Port Townsend and Seattle? Would help the tourism in Port Townsend as well.</li> <li>• Please consider ways to mitigate in-water noise disturbance to whales and other marine life from ferry engines (see documentary, Sonic Sea). Research findings show that marine transportation is already disrupting whales. Increase ferry traffic will only exacerbate that if ferries are not designed to better mitigate the noise and frequencies they generate in the water.</li> <li>• Dock modifications compatible with these vessels.</li> <li>• Improve Hwy 19/20 out of Port Townsend without going to 4 lanes, stable funding, Transit interface, reservation system working well on PT/Coupeville.</li> <li>• city side - make some effort to unload in the order of loading (getting in line early for an appointment and ending up being unloaded near last is not reasonable) peninsula side - they often unload a bunch of heavy trucks and RV's early that cause delays all the way to Port Angeles because passing them is unsafe.</li> <li>• Fast ferries from other routes. Like Port Townsend to Seattle.</li> <li>• Nothing fancy, just clean bathrooms and space on the ferry without waiting. I don't care if there's no food, no WiFi, etc. Just a safe working ferry.</li> <li>• Cover the entire 1/2 acre of the new Colman dock roof with solar panels. A 300+ kW system should be easy to install if you PLAN for it up-front. Use that energy to charge a large bank of batteries on shore which will then recharge the batteries on the hybrid ferries. ZERO CARBON. Covers over the large parking lots at Bainbridge can provide space for solar panels on that side of the route.</li> <li>• Walk on commuter from Southworth and downtown Seattle and back to Southworth. Also have walk on ferries on weekend between Southworth and Seattle (Downtown)! And the reverse back to Southworth from Seattle.</li> </ul>
<p><b>Edmonds/ Kingston</b></p>	<ul style="list-style-type: none"> <li>• 1) Please do not reduce car capacity in order to force an increase in foot traffic ridership/alternative modes of transportation. Ferry routes are state highways. Reducing car capacity on these routes would be like reducing lanes on I-5 in order to allow for bike and ped lanes. It makes no sense and creates a bottleneck.</li> <li>• 2) Ferries are romantic icons of the Northwest, but they are utilitarian first-- they enable residents to access important land routes for long-distance travel, and for shopping, medical and other time-sensitive priority destinations. In that vein, please maintain sensitivity to island and peninsula travelers-- not all travelers are on vacation. Many require the ferry system in order to access essential services.</li> <li>• 3) Discourage construction of bridges as an alternative to increasing ferry routes and departures unless absolutely necessary. This would fundamentally change the character of the region.</li> <li>• 4) I support providing the option of ferry reservations on Sundays and holiday times, but not during other normal travel periods because this would constrain worker-commuter flexibility (i.e., Kingston/Edmonds route)</li> <li>• 5) Ensure strong partnerships with other transit providers in order to increase route</li> </ul>

<p><b>Edmonds/ Kingston</b> <i>(continued)</i></p>	<p>options and accessibility for walk-on traffic. Look to decrease gaps in routes where pedestrians have to take multiple modes (and time) to get to their destinations.</p> <p>6) Ensure sufficient and affordable parking on both ends of ferry routes-- both long term (for airport bound riders) and short term (for commuters).</p> <p>7) Extend the 90-day expiration date for Wave-2-Go to 120 days or even 6 months. This restriction prohibits individuals who make fewer trips on the ferry to miss out on savings. This savings options is important to all travelers, including lower income and older travelers.</p> <p>8) Dry dock/shipyard issues: consider developing partnerships with the Navy to utilize facilities in the event of an emergency. Similarly, what plans are in the works to seek alternative sites for dry-docking?</p> <p>9) Consider creating advertising to help offset WSF costs. The ferries should remain their traditional white/green/black, but why not find a way to introduce (selective and appropriate) advertising on the inside? I do not prefer doing this to the ferries, but it is worth considering. Might also consider corporate naming of ferries... (ugh)</p> <ul style="list-style-type: none"> <li>• Connecting public transportation options to ferry terminals. If I could easily take a bus to/from a ferry terminal I'd almost never drive on. Currently the bus connections for Kingston/Edmonds route are poor in timing, route options, and weekend/off-hours service.</li> <li>• Charge higher rates for out of state passengers and/or vehicles? Similar to how residents of Tacoma pay less to visit Point Defiance Zoo than visitors from out of Tacoma. Also, the legislature should consider allowing for ferries to be purchased out of state. Seeing as they're okay with the galley vendors being from out of state, they should open up competition for building the boats. It could save the state a lot of money. The state-owned trains aren't built in Washington. I know there are jobs associated with in-state boat builders, but very few of us have our jobs protected to the degree boat builders do. Ideally the boats would still be built in state, but it's worth evaluating other options.</li> <li>• Increase capacity for auto traffic to meet demand. If projection is 47% increase by 2040, then how many vessels, and what size; and how many daily crossings will be required? This planning meeting did not present options to meet the projected demand.</li> <li>• Fares, appropriately accommodate fare increases not just "assume" - families are being "priced out" from traveling on Ferries.</li> <li>• How are we affecting the orca population by riding back and forth? I'm glad to see they are trying to use green energy and that technology is growing. However, I'm still worried about our impact on the environment because our orcas population is getting so low.</li> <li>• Flex scheduling - find a way to run boats more often during peak - more efficient loading and offloading, etc.</li> <li>• What are other Ferry systems around the world doing to meet their own challenges for expansion, maintenance, funding, and environmental?</li> </ul>
<p><b>Other online comments</b></p>	<ul style="list-style-type: none"> <li>• If ridership is going to increase as projected, ferry waiting areas will have to be enlarged.</li> <li>• Livability in ferry dependent communities - for ALL ages. Households with kids should not be priced out of using the ferry system to access medical care, education, etc. on the other side of the Sound.</li> <li>• Ways to maintain low fares, including surge pricing during the summer.</li> </ul>

**Other online comments**  
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- To keep costs reasonable, the plan should consider a tourist tax or surcharge for those just visiting or just passing through the area. The people who rely on the ferries for daily commuting or local use should not bear the burden of the summer season.
- Please recognize in vessel planning that ridership extends beyond daily commuters but cross state travelers use personal vehicles, campers, or whom are pulling trailers rely on car ferry access. For these travelers--many from out of State-- off peak fare specials would contribute to system efficiency, maximize capacity and increase revenue.
- Provide adequate staffing especially for SMS (Safety Management System.) After 9/11 their duties quadrupled with more responsibility and the same 4-man/woman staff. Funding should include providing adequate staffing for our internal operations.
- cost to ride.....least polluting
- Coordination with other transit such as buses at Colman Dock. Easier/faster loading and unloading. More frequent announcements when unloading will occur at different dock than usual to allow passengers rushing for buses to exit ferry ahead of the not-in-a-hurry passengers.  
The galley in the older boats gets crowded immediately during rush hour runs; most galley staff are helpful but sometimes they aren't even at the register when we get in line to purchase food or drink.
- Continuous service free of mechanical breakdowns.
- Increasing advertising sales and space agreements with vendors aboard Ferries as a source of revenue, installing amazon lockers, bike lockers and other modern efficiencies for commuters at ferry end points. Prioritize greening the fleet (100% electric) to reduce future costs.
- I cannot think of anything else at this time.
- There was no backup ferry to cover for ferries down with maintenance issues. Also, apparently some ferries were affected by staffing issues.
- Faster passenger only ferries, like Bremerton Fast Ferry and West Seattle Ferry.
- Make terminals more pedestrian friendly - currently they're buried behind seas of parking/car holding areas, outdoor waiting space is limited, and they don't have the best connections to transit. Plan to have most riders be walk-ons or bicyclists, and then go from there in terms of planning space allocation, potential for development around the terminal, and other issues.
- Sustainability- reducing carbon emissions. Connecting with regional transit and trails and other non-motorized.
- Being able to reserve a space on auto ferries on all routes.
- Internet and affordable healthy food options.
- Building ferries outside of Washington State to achieve lower costs through increased competition and potentially qualifying for Federal grant funding.
- That our freeway is over capacity and our waterway isn't, and instead of thinking so small and constraining ourselves to the current routes we should look at expanding, at the least during high density hours, and include other connections.
- Getting people from one place to another in a reliably timely manner. So reducing wait times and accurately reporting the current schedule and length of line.
- When I commute to Seattle, I look at three options - Kingston Ferry, Bainbridge ferry or taking the bridge via Tacoma. I look at traffic times for all of them and direction of

**Other online  
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travel can be a factor. For instance, going East, I either pay for Bridge or Ferry, so the ferry makes sense if traffic at that end of town is reasonable. But going home, I will lean towards going thru Tacoma as there is no bridge fees, and it is harder to be able to catch a ferry without having to wait an hour due to traffic getting there and ferry wait times in the afternoon are greater. With traffic getting even worse in Seattle, the alternate of driving around is becoming less and less attractive. But it also makes it harder to get to the ferries. How will traffic in the region affect the ferry system in the future? Over the last several years of commuting, how I get where I want to go has changed over time as I adjusting to other changes. I used to ride a motorcycle and it was quite a treat to be able to get on the ferry. Made it worthwhile.

- Please consider, with the cost of gas and the cost of bringing a car, driver and passenger on the ferry, it is almost 100\$ every time you come to the San Juan's from the Seattle area. This is a huge burden on families who love the islands . We pay a lot of taxes to keep our roads, buses and ferries running smoothly. Please use caution when allocating funds, spending money. Do your best to cut government waste and help keep our ferries reasonably priced. We live in an area where the ferry system should be revered and a well oiled machine. Don't just add more loaders who stand around and wave their arms. Teach efficiency!
- The Long Range Plan should include an alignment of how bicycles should act on each ferry and terminal - it varies widely between terminals, ranging from "walk on/off only" to "ride on, ride off," to "ride on/walk off," etc. Some of this may come down to crew training, but ideally each terminal should be aligned for consistency - hopefully allowing riding off. Each terminal exit should have a clearly marked bike lane (or even sharrows) to indicate where bikes should go to avoid mixing with cars as much as possible. Terminal fare booths should also have clear markings (and consistency) about how cyclists are to pay - certain terminals want cyclists to act like cars, while others want them to pay at the pedestrian booth.
- See previous comments regarding fares and staffing.
- Strongly urge conversion of as many ferries as possible to hybrid or all-electric power.
- Suggest that new & rehabbed ferries have two single user (plus attendant if applicable) bathrooms on vehicle level for disabled and for folks who prefer gender neutral facilities.
- A partnership with community colleges to provide apprenticeship opportunities. Fluid transition from ferry, to train, to bus.
- Better integration with other forms of mass transit. Bus stops and, where available, rail stops, should be easy to get to from the dock, express access to local transit centers considered, and the ORCA card should be more integrated - e.g. for motorcycle or car trips as well as walk-on fares.
- Technology -- better ways to buy tickets, get real time info, etc.
- The pier 52 terminal, during peak hours, backs up all the way to the north end of the waterfront. It can take over an hour to go from the north end to Pier 52. You have to wait for one ferry to arrive, unload all its vehicles, and then load vehicles to make room for more cars in the terminal for Alaska way to move. This problem happened before the terminal started construction (and removed lanes) and before the viaduct was taken down. You will have 30% more vehicles trying to cram into the same space. More storage for vehicles waiting on boats needs to be built into the pier 52 terminal. The idea of overflowing it onto the street is not enough, it cannot handle the capacity. Add more holding lanes on the pier 52 terminal, or another level of holding lanes to make up for the demand. The lack of vehicle storage space gridlocks

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the waterfront. ALSO why are we getting rid of slip #1 at Bainbridge? All it takes is one issue and suddenly we are down to one slip. If a boat crashes the dock then it could take MONTHS to repair one slip. We should be expanding or maintaining our capacity, not reducing it.

- Do a cost-benefit analysis with regards to replacing the remaining three Super class vessels prior to 2027. Preferably, they should be replaced between 2023 and 2025.
- A north-south route. Clinton to Seattle.
- Washington State Ferries (WSF) has bled “RED” - lost money - for 43 straight years (soon to be 44 years). That’s a pretty pathetic history. Isn’t it about time something was done about it? Recommendations have been made in the past. Shortly after the voter rejection of the MVET a Joint Legislative Task Force on Ferries (JTFF) was formed. It recommended that WSF’s farebox recovery rate be improved to 80%. Simultaneously with that the Governor’s Blue Ribbon Commission on Transportation (BRCT) recommended that the farebox recovery rate strive for 90%. Both can be found on pg.12 of WSF’s 2009 Long-Range Plan. More recently the Washington State Transportation Commission (WSTC) recommended that WSF “Increase Ferry Fares... to Close Operating Funding Gap” stating that by increasing fares its farebox recovery ratio could get as high as 97 to 99 percent (pg.ES-4 and ES-5, February 2009 Ferry Funding Recommendations report). Despite these recommendations WSF’s farebox recovery rate over the last seven years has been 65.6%, 66.2%, 69.7%, 69.2%, 72.9%, 73.2%, and 75.8%. Recent improvements are nothing to really get very excited about. They are largely the result of lower fuel costs. WSF has lost money for two simple reasons. Its fares are too low and costs too high.WSF tracks a Level of Service (LOS) standard for each of its routes: Level 1, 25-35% of sailings filled to capacity; Level 2, 50-85% of sailings full. The metric is derived from the volume-to-capacity data it collects for each route’s boats (volume - actual vehicle traffic carried; & capacity - how many vehicles it’s possible to carry on the vehicle deck of a boat). Based on the recently disseminated Summer Service Contingency Plan a Jumbo II can hold 197 vehicles; a Jumbo, 186; Super, 139; Olympic, 141; Issaquah, 120; Evergreen State, 81; and a Kwa-di-Tabil, 62. At LOS 30% (MAY) & 35% (AUG) the Port Townsend/Coupeville route’s Level 1 standard is set higher than any other WSF route save the San Juan’s. In 2016 it exceeded those standards, recording a 38.4% LOS in May and a 47.03% in August. No other route even came close (Mukilteo/Clinton, only other route to exceed Level 1 with 25.33% in May). As it has in other years Port Townsend had the highest volume-to-capacity in 2017 of any other WSF route at 66.1%. You would think, then, that a route with almost every sailing filled to capacity would have no trouble being in the “black,” that its farebox recovery rate would be at 100% or better. Not the case.Port Townsend/Coupeville’s farebox recovery rate for 2017 was 50.8%, up from 48.6% in 2016. That makes no sense unless its fares are too low or its costs too high. It’s both, but fares first. The Port Townsend ferry is a 30 minute crossing of the Sound just like Kingston, Bainbridge, and Southworth are, yet its and Southworth’s fares are 22.7% less than those other two Central Sound routes. A long standing fare policy for WSF is “Tariff Route Equity” which means that a fare to cross in 30 minutes in one place should be the same as it is to cross in 30 minutes at another. Fares should be raised 29% for the Port Townsend ferry to match the Central Sound fares. Doing so would have raised its 2017 revenues to \$8.5 million, enough to at least exceed its direct vessel operating expenses of \$7.3 million. A route’s revenues should at the very minimum cover its “operating” expenses. At roughly 800,000 riders each, the Port Townsend and Point Defiance routes have close to the same ridership with Point Defiance carrying more vehicles at 466,000 to Port Townsend’s 374,000. They also both use the Kwa-di-Tabil class ferry. Point Defiance’s volume-to-capacity is lower at 54.2%

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but its farebox recovery rate higher at 53%. If its standard vehicle fare was \$10 and every one of its sailings were full it would be just shy of making enough revenue to cover its total expenses (its costs per sailing is \$626; and a 62 vehicle capacity times \$10 = \$620). As its current fare is \$9.575 (\$19.15 round trip) it has no hope of ever having a 100% recovery rate. For Point Defiance to even have a chance at a break-even recovery rate its passenger ridership has to be thrown into the mix hoping that it will make enough of a difference. In 2017 it had 339,000 passengers. Passenger fares are set at a little less than one-third of vehicle fares which means Point Defiance's 339,000 passengers equates to about 113,000 standard vehicles. Add those to its actual number of vehicles and its effective volume-to-capacity becomes 67.3%. That's about the same as Port Townsend's actual but doing the same with its passenger ridership makes its effective volume-to-capacity climb to 92.4%. Inclusion of passenger revenue for Point Defiance will not enhance its recovery rate enough. Like Port Townsend, Point Defiance's fares also need to be raised to the minimum necessary to cover its direct vessel operating expenses; they need to be raised 20%. Mukilteo/Clinton has a similar situation to Port Townsend. Its 63% volume-to-capacity is WSF's 2nd highest. Its farebox recovery ratio, though – 91% in 2016 & 87.5% in 2017. Like Port Townsend & Point Defiance, its fares are also too low. Mukilteo/Clinton is a 20 minute ferry ride with an \$8.95 non-peak season standard vehicle fare. Also a 20 minute ride is Fauntleroy/Vashon that is priced at \$9.575 (\$19.15 round trip) - same as the 15 minute Point Defiance and 10 minute Southworth/Vashon ferries. It does not make sense under "Tariff Route Equity" that a 20 minute Mukilteo/Clinton ferry ride should be priced lower than a 10/15 minute ride much less a similar 20 minute crossing. If it was instead also brought to the same increase needed for Point Defiance (approx. \$11.50), the roughly 27% increase in fares & revenue would be more than sufficient to put it well into the "black." At that point, three routes - Bainbridge, Kingston, & Mukilteo - solidly account for over 60% of both WSF's ridership and revenues. That's one-third of WSF's routes producing close to two-thirds of its riders and fare revenues. And all are in the "black." Raising fares predictably gives rise to concerns about how well WSF's customers might tolerate them. Are they affordable? This apprehension appears to have been codified in statute: "desirability of reasonable rates for persons using the ferry system to commute daily to work and (for) other frequent users who live in ferry-dependent communities" (pg.10 WSF 2009 Long-Range Plan (RCW 47.60.326?)). Two things say the concern over the affordability of fares was - and is - overwrought. In 1999 the real world intruded upon the RCW as Washington's voters rejected the MVET. Reality caused the RCW to contradict itself. "Reasonable (fare) rates" were no longer defined by reference to WSF's customers as fares were doubled over the years 2001-2016 in an attempt to resurrect WSF's farebox recovery rate. During the MVET years the recovery rate was around 65%. With the loss of the MVET it fell below 60%. Without a funding source fares had to be raised. In 2001 they were raised 20% and in 2002 another 12.5%. By 2004 the compounded increase was roughly 50%. The recovery rate responded, getting as high as 78.5%. The effort, though, was for naught. Costs more than matched fare increases and in short order the recovery rate again settled into the 65-70% range. Fares continued to increase. It was only at this point, as the fare increase rose above 50%, that WSF's ridership began to drop. They did not, however, 'crater.' The drop in ridership bottomed out at an eventual 15% loss when the fare increase reached a cumulative 75% increase and then they began to climb to their present number of 24 million riders even as fares kept right on rising to be double in 2016 what they once were in 2001. It may not be what one wants to see happen but for fares to double and only have a 15% loss in ridership is just not that bad. A little more perspective; some may think 15% is 'that bad.' WSF's ridership is roughly 24,000,000 but the actual number of customers who

**Other online  
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chalk up those rides is 300,000 (see pg. i & 1, January 2012 Joint Transportation Committee (JTC)/Cedar River Group Fare Media Study, Final Report). Of the 24,000,000 who ride WSF half are commuters and the other half are infrequent/one-time users (see FROG survey, "Trip Purpose" page; WSF Traffic Statistics Riders Segment report also useful). Fare increases are much more likely to have an impact on commuters than the other half. The maximum number of 'daily' commuters there can possibly be is around 25,000. The 15% loss in ridership is applied to them. That works out to be a loss of 3750 customers or just 1.25% of the total 300,000 customers the JTC report identifies. A 1.25% loss in customers on a doubling of fares is amazingly sedate. Just not that bad! There's an underlying reason as to why this 15% loss in ridership isn't more dramatic. Those who ride WSF can well afford the fare. Two different sources tell us that. WSF provides the first: "Regular ferry customers are somewhat older and more affluent than state residents overall or average residents in ferry communities (west side of Puget Sound)" (WSDOT Ferries Long-Range Plan: 2009-2030, section 6.1, pg.31). "More affluent." The second comes from Exhibit 7 of the January 2012 JTC/Cedar River Group Fare Media Study, Final Report (pg.10); it found:

Regular Commuters - 30% of WSF riders / middle to high income / 21 or more trips a month.

Regular Non-Commuters - 35% of WSF riders / middle to upper-middle income / 5 or less trips/mos.

Tourist/Recreation Riders - 25% of WSF riders / middle to high income / 3 or less trips/mos.

That's 90% of WSF's ridership trending upper-middle income to high income. A statute codifying a concern for those who "daily commute" or live in "ferry-dependent communities" tends over time to lead to artificially low fares. For the "more affluent." The "more affluent" than state residents overall. Let's tell that to the thousands upon thousands slugging it out day after day on the I-5 commute and ask them what they think about having to "subsidize" the fare of the "more affluent" enjoying a relaxed ferry ride to work? The concern is overwrought; the statute misguided. What is a "reasonable rate" for WSF to charge? One that pays for the costs of the service provided. To charge a reasonable rate like this WSF must know what the average cost per sailing on each of its routes are. An example of this has already been given: Point Defiance-Tahlequah. In 2017 its total expenses of \$8,685,000 divided by total sailings in the year of 13870 (38 daily sailings X 365 days) equaled an average cost per sailing of \$626. With 2017 fare revenues of \$4,670,000 its average of \$337 collected per sailing was not enough to cover its operating costs per sailing of \$404 (2017 operating costs of \$5,604,000 divided by 13870 yearly sailings). The following table presents costs/revenue per sailing information for WSF's eight domestic routes using their FY2017 data. The Anacortes-Sydney route is not presented as it should be obvious that its yearly ridership of 140,000 (48,000 vehicles) is hardly worth the effort; it's not worth the \$6 million in expenses to only get back \$4 million in revenue. Sydney is not worth the extra \$100 million+ in capital expenses for the boat to serve it. The routes in the table are presented in descending order of their volume-to-capacity; their farebox recovery rate also presented for comparative value. Two values are given for each route under 'Costs per Sailing;' the first for total expenses, the second for the route's direct vessel operating expenses.

Other online comments (continued)	Route	Volume/ Capacity	Farebox RcvryRate	Sailings/Yr	Costs per Sailing	Revenue per Sailing
	Port Townsend/ Coupeville	66.1%	50.8%	9124	Total \$1407	\$715
Mukilteo/ Clinton	62.8%	87.5%	27375	Operating Total \$944	\$797 \$826	
Edmonds/ Kingston	62.4%	114%	18250	Operating Total \$1853	\$556 \$2114	
Bainbridge Island	59.4%	108.1%	16425	Operating Total \$2358	\$1382 \$2550	
Point Defiance/ Tahlequah	54.2%	53%	13870	Operating Total \$626	\$337 \$404	
San Juan Islands (minus InterIsland)	50.7%	57.7%	12045	Operating Total \$4020	\$2650 \$2321	
Bremerton	48.5%	50.8%	10950	Operating Total \$3077	\$1885 \$1563	
F-V-S (Triangle)	39%	58.1%	40150	Operating Total \$833	\$512 \$484	

The important thing to be derived from the table is that the average cost per sailing and revenue per sailing can now be compared directly to the fare revenue produced on individual sailings. A sailing whose revenue/ridership graphically degrades the daily revenue needing to be collected on a route is easily identifiable as a candidate for removal from the route's schedule. Trends can be determined and fares set to keep the WSF system farebox recovery rate at 100% or better based on how much a route's fare revenue is weighted to be the result of either vehicle or passenger traffic. As an example of the last point, Bremerton's volume-to-capacity goes from 48.5% to an effective volume-to-capacity of 98% when its passengers are figured into the equation while the Triangle's only goes from 39% to 48.6% when the same is done for it.

Other things can be observed as noteworthy in the table. For instance, is there a correlation between volume-to-capacity and total/operating expenses in the bottom three routes of the San Juan Islands, Bremerton, and the Triangle? Would their total costs drop dramatically and farebox recovery rates improve markedly if an adjustment of some kind were made to how those routes operated?

WSF does appear to have some sense of individual route operating parameters/values. Scenario B to its 2009 Long-Range Plan recommended cuts in service on certain routes. The routes selected for cuts were termed "relatively poor financial performers or the proposed service reductions are during low productivity periods." The cuts identified were: Sidney terminated; San Juan Islands - 2 Supers & MV Sealth on InterIsland; Point Defiance downsized; Port Townsend, a 1-boat operation; Bremerton, 1 boat; and Triangle (F-V-S), a 2-boat operation. Much the same was also recommended in a July 13 2016 internal memo detailing the services needing to be curtailed in the face of an impending budget shortfall: late night service at Mukilteo (4-hour reduction); Point Defiance (18-hour boat reduced to a 16-hour); Mid-day tie up at Bremerton (2-hour reduction); Fauntleroy reduced to a 2-boat service; MV Sealth de-crewed; and Port Townsend, 1-boat Spring shoulder. The problem is these determinations seem to have been made more as a "sense of things" than the result of informed data analysis. In January of this year I asked WSF for information on specific sailings. After two months of waiting and a notification of a need for an extension to "put the records together" WSDOT/WSF Information Technology (IT) provided me with a response. Information was missing and they had not collated fares with ridership. Upon pointing the latter out I was informed that "(a)n agency is not obligated to create a new record to satisfy a records request (WAC 44-14-

**Other online comments**  
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04003(5)." The information requested had been for fare revenues, vehicles, and passengers for individual late night sailings on the Point Defiance, 'Triangle,' and Bremerton routes. If this information could not be readily provided to me then it clearly is not a matter routinely and normally examined by WSF. Sailings are made with car decks empty. There are a good number of Bremerton sailings that record less than \$20, less than \$10, of fare revenues - grossly insufficient to offset against its average costs per sailing of \$3077. Is it any wonder WSF is insolvent? You can't know what fare to charge if you don't know the what's of your costs. Of the two, fares and costs, the biggest problem for WSF is its costs. Its cost problem gets down to this: too much service with too few people interested in it. That's too many boats, too many sailings.

The following is a table of route costs in descending order from highest cost route to lowest:

Route	Costs	Ratio of Total Expenses to Operating Expenses	Farebox Recovery Rate
San Juan	Total \$48,424,000		
Islands	Operating \$31,919,000	1.52	57.7%
Bainbridge	Total \$38,733,000		
Island	Operating \$22,702,000	1.71	108.1%
Edmonds/	Total \$33,803,000		
Kingston	Operating \$20,588,000	1.64	114%
Bremerton	Total \$33,694,000		
	Operating \$20,645,000	1.63	50.8%
F-V-S	Total \$33,459,000		
(Triangle)	Operating \$20,549,000	1.63	58.1%
Mukilteo/	Total \$25,851,000		
Clinton	Operating \$15,211,000	1.70	87.5%
Port Twnsnd/	Total \$12,835,000		
Coupeville	Operating \$7,276,000	1.76	50.8%
Point D'fnce/	Total \$8,685,000		
Tahlequah	Operating \$5,604,000	1.55	53%

Where to begin in order to improve a particular route's recovery rate? It isn't just the disparities in the ratio of total to operating expenses on these routes; the San Juan's apparently having the least non-operational expenses and Port Townsend having the most (that's odd, isn't it?). From top to bottom, then, the routes with cost problems and the correction needed. San Juan Islands - operates with too many boats; current total of four, three out of Anacortes and one for the Interisland. Eliminate Shaw Island as a to/from destination out of Anacortes; move its service to the Interisland route. The 2017 vehicle volume for Anacortes-Shaw was only 15,175 or roughly 7 cars per each of its 6 daily stops. Use only 2 Super or Olympic class boats to Friday Harbor & Orcas with stops at Lopez metered in. The object here is to get the San Juan's to their Level 1 LOS. Bremerton - Its 75% passenger to total riders ratio (84% of that, foot) is the highest in WSF system; it's principally a commuter route with AM to Seattle and PM back to Bremerton. Its 21 hour sailing day is greatly underutilized, cut it back. Eliminate last sailing of day: 11:40 Bremerton & 12:50 Seattle. Eliminate midday sailings: 12:20 & 1:30 Bremerton & 1:30 & 2:50 Seattle; except restore them on the weekend while at same time eliminating the first two sailings of the day from both Seattle and Bremerton. Vehicle traffic warrants nothing larger than Issaquah class on route. F-V-S ('Triangle') - operates with too many boats; currently three. At 39% has the worst volume to capacity of any WSF route. The Southworth-Vashon route is grossly underutilized. Reduce F-V-S to two boats; it already has a published "2-boat schedule." Its 24/7 service is extravagant. Eliminate first sailings of the day and drop all late night F-V-S sailings that depart after Southworth's 12:25 AM. The

**Other online  
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object, again, is to get the F-V-S route to its Level 1 LOS. Port Townsend/Coupeville - Its costs go up when it goes from a 1-boat schedule to a 2-boat. Lose the 2nd boat. If route capacity needs to be increased then deepen Keystone channel and put an Issaquah class boat like the MV Sealth on the route. Drop 10:00 PM & 10:40 PM sailings. Point Defiance/Tahlequah - Eliminating the first sailing of the day as well as the last three could help improve its farebox recovery rate. However, what really needs to be considered is scrapping the route altogether. Southworth/Vashon is a grossly underutilized route that is part of the 2-boat F-V-S route; transferring Point Defiance's 844,000 ridership to Southworth/Vashon's 190,000 makes sense. In 2009 WSF was in a financial crisis. The WSTC described it as follows: "Washington State Ferries (WSF) is facing a funding crisis that extends beyond the current dilemma of how to close the gap between operating income and rapidly rising operating costs. More dramatic and more threatening to the system's existence is (its) large unmet capital funding..." (Executive Summary, pg.ES-1, February 2009 Ferry Funding Recommendations). WSF acknowledged this in Appendix M of its 2009 Long-Range Plan: "Considering the current condition of the asset base and looking at the magnitude of WSF's future capital needs... it is clear that significantly reducing capital expenditures over the next 22 years will require reducing the size of the fleet." The solution, then, limit capital expenditures. Considering the "in extremis" nature of WSF's operating and capital expenses its fleet disposition should be downsized to look like the following:

Bainbridge:	2 Jumbo II class boats
Edmonds/Kingston:	2 Jumbo class boats
Mukilteo/Clinton:	2 Olympic class boats
San Juan's:	2 Olympic boats
InterIsland:	1 Kwa-di-Tabil class boat - Winter // "MV Sealth" - Summer
F-V-S:	1 Super class boat & 1 Issaquah class boat
Bremerton:	1 Super class boat & 1 Issaquah class boat
Pt. Townsend/Coupeville:	1 Kwa-di-Tabil class - Winter// 1 Issaquah class - Summer
spare:	1 Jumbo; 1 Super (Olympic); 4(2) Issaquah; 1(3) Kwa-di-Tabil

That's a total of 14 boats winter & summer compared to the 19 in the summer and 17 in the winter that WSF currently operates. This kind of downsized fleet plan is WSF's Scenario B taken one step further. It is at the opposite end of the fleet envisioned by Scenario A in WSF's 2009 Long-Range Plan that sought to increase the size of WSF's fleet. Scenario A was banking on WSF's ridership increasing. It appears the 2040 plan is adopting the same strategy projecting an impressive "straight-line" increase in ridership - "ferry ridership growing more than 30% by 2040." Good plan? The 2009 Long-Range Plan said it projected a 37% ridership growth between 2006 and 2030 and that getting just 13% growth would get it back to its 1999 "historical high" of 26.8 million, adding that, "From a system planning perspective it is important to note that at this rate of growth it will take until the middle of the next decade (approximately 2015) for ridership to return to its previous (FY 1999) peak level of 26.8 million (pg.39, 2009 Long-Range Plan)." Got it now. Both plans say it's going to happen: the 2009, a 37% growth; 2040, a 30% growth. And the gauge of it all will be the historic peak level of 26.8 million regained by 2015. Just one problem. Didn't happen. Not in 2015, not in 2017, not in 2018. Not even close. WSF's current ridership - just over 24 million. The 2040 plan, just like the 2009, a "bust" before it even gets going.

By its own admission the State acknowledges that something different must be done. From page 4 of the 2009 Long-Range Plan: "Given the economic conditions... it was necessary to consider the implications of a future where state funding could not realistically keep up with the needs of the ferry system." In other words, the money to do things like they've always been done isn't there anymore. What's it going to be? More "red?" Or are we going to turn this thing around?

<p><b>Other online comments</b> (continued)</p>	<ul style="list-style-type: none"> <li>• I think it would be very realistic for WSF to look into launching new southern auto ferry routes to ease traffic congestion on I-5. While a passenger only option has been proposed, a vehicle auto ferry route running between Seattle, Tacoma and Olympia is also needed and may be more realistic to ease growing traffic congestion. An Olympia to Seattle/Tacoma auto routes would also be vital in the event of an emergency. For example, in the event of the tragic DuPont Train Derailment, I-5 was totally blocked southbound. An Auto ferry running up and down the Puget Sound would have been ideal during this incident. With the Cascadia subduction earthquake imminent and Mt Rainier’s Lahar zones threatening to block key portions of I-5 in the event of an eruption; Washington State may need the ferries during a statewide emergency. The results could be catastrophic. A northbound/southbound auto ferry route would be vital to allow traffic &amp; evacuations to continue to flow between Seattle &amp; Olympia. Regardless, with the ever growing population commuting between Seattle, Olympia and Tacoma every day, there really needs to be vehicle ferry terminals &amp; routes in Olympia that runs to Seattle, via Tacoma. This new scenic Northbound/Southbound route would ease traffic congestion and give everyone more options for travel between Seattle, Tacoma &amp; Olympia. Meanwhile, this northbound/southbound route would also be a key vital route for tourism. Tourists would be able to hop on a ferry right at Colman dock in downtown Seattle and head south to explore our state and bring in much needed tourist revenue. Northbound/Southbound auto ferry routes might be a needed &amp; realistic option for Washington 2040.</li> <li>• Communicate with King County buses- the bus comes when it does. Ferry riders can’t control that! I get very tired of literally running for a ferry and hoping I get on. I already have a 2.5 hour commute EACH way- don’t want to wait an extra hour plus because I missed a boat due to a bus!</li> <li>• Please, allow running ferries late into the night, at least till past 2am when bars close. It incentives people to visit areas and hinders people from attempting drunk driving. Having 24/7 public transit, ferry included, would immensely improve my want to travel and the safety of roads, and reduce traffic law violations, like drunk driving.</li> </ul>
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**Do you have any other questions or comments?**

<p><b>Anacortes/ San Juan Islands</b></p>	<ul style="list-style-type: none"> <li>• Can the costs of building &amp; maintaining critical urban infrastructure in Seattle and Tacoma (e.g. I-5, US 99) be a reference for ferry capital &amp; operations subsidies out of road funds?</li> <li>• We pay high gas taxes but have no state roads. That money should go to ferry ops &amp; growth. Even ferries that travel nearly empty at off hours are vital to those who use them. How about small ferries for off hours use?</li> <li>• More efficient hull designs/superstructure designs. Lower maintenance design of superstructures/external bulkheads/companionways/decking/ more efficient and effecting anti-fouling coatings. Consider preparing docks for autonomous vessels. Consider preparing docks for autonomous vehicles. Decouple funding from WA State Highway Budget. Establish marine transportation budget just for WSF.</li> <li>• Good service is a must. Ferry ridership can increase if there is a good food vendor. Tourists will ride for the fun of it.</li> <li>• Perhaps a wider sailing window year-round. I take the Friday Harbor to Anacortes and then Coupeville to PT to get to Bremerton. And it’s tough to make it one way and do my mom’s appointment in either direction. I mostly end up spending two overnights because of this. If there were a wider operating window I could probably do one.</li> </ul>
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**Anacortes/  
San Juan Islands**  
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- Off-loading during the summer is a major issue in Friday Harbor. While this is a joint problem with the Town and County, can the WSF staff help move this issue up the priority list?
- There was a time when WSF was very concerned with the safety of toll booth personnel, and was taking steps to mitigate driver and passenger frustration - I don't remember all the details. But I do know that if WSF is truly concerned with mitigating driver frustration, you could very easily solve one big cause of stress and frustration with a simple white strip on the approach lane and a sign that says "STOP here and wait for next available toll booth".  
Have you ever heard Murphy's Law "The other line always moves faster"? Well it's true and if you're trying to get through the toll booth and have to choose a line, only to end up stuck behind someone who's taking forever, and people who arrived AFTER you end up getting through the toll booth BEFORE you, it can be extremely frustrating. It happened to me once soon after the reservation system went into effect, and caused me to get to the booth less than 30 minutes before sailing time (which is the cutoff for keeping a reservation). Luckily the ticket seller was aware of that and let me keep my reservation - however, I have a friend who missed her ferry for this very reason. She arrived about 35 minutes before scheduled sailing time, but got behind someone who took forever... she watched as a number of cars who arrived after her, got through the other booth and by the time she got to her ticket seller it was past the 30 minute mark. The ferry was overloaded and she did not get on that ferry. Even though she had a reservation. Cars that arrived AFTER her did get on.
- I don't know who the subcontractor is for the bench seats on the Samish (and maybe the other new ones) but they are horribly uncomfortable -- especially to be on the longest route. There is a board running down the middle of the whole bench cushion which is as hard as a rock, while the front portion and the back portion have adequate padding. Since everything else on the Samish is so good (like enough width in the car lanes to get out of a car), it is a shame to have this blight. I guess it does get us up and walking around to ease our discomfort, so we do end up getting some exercise as a result!
- WSF needs to inform us of what the WA State DOT long range plans are for 2040 Western WA and how that fits into the WSF plans. One such plan would be a bridge to Vashon Island that would reduce the ferry service to the just Vashon/Fauntleroy run. Vashon is highest percentage (57%) of growth in your plan. I have traveled a lot in this area and used to live in Kitsap. It would be nice to see the overall big picture for 2040. (I may be alive at 92).
- Please take in account that other people in other counties have free roads and San Juan county islanders pay high fees for transportation.
- I have participated in FAC meetings, WSTC meetings, community meetings, etc. None of it matters. Ferries does what they want to do. I've never felt like anyone at Ferries Headquarters actually cared what people on the SJI route think, they just make a token effort to try to quell unrest.  
I've asked for years for improved communication during service disruptions. Vessel Watch becomes unusable when the boats are hours off schedule or on a new schedule. If it is the weekend? Forget about it. There is no leadership and no one knows what is going on.  
My son's first grade class had to cancel a rare field trip to the mainland when the Yakima went down. Not because of the schedule change. The schedule change would have allowed the field trip. But because the new schedule was not communicated until 10:43pm the night before. I was up late checking it because my husband relies on an early ferry to commute to work and one of us needed to know what was

**Anacortes/  
San Juan Islands**  
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happening in the morning, so I was the one staying up late checking my email every five minutes and scouring Facebook to see if anyone else had heard anything. In conclusion, I wish you wouldn't waste money pretending to care what we think, I'd rather the money go toward hiring enough coast guard documented crew to reliably operate the boats on our route.

- I love that you are trying to figure out how to make the ferries less energy intensive. I worry a bit about our assumption that we'll have plenty of hydro power; as rainfall patterns change, potentially dams come down, this may or may not always been the case. I'd love to see you utilize solar as much as possible on rooftops, parking lots, etc. Solar "roadways" are showing potential for gathering energy and charging electric cars. Also love that you mention quieting the ferries - anything we can do to make our soundscape less noisy is a good thing, especially for wildlife, but man-made noise is stressful on humans too, so that's fantastic. Thanks for everything - I love the ferries! :-)
- What is the plan for the San Juan inter-island ferry once Tillikum is retired? The Evergreen States were perfect for this route. Issaquah's are too big and Kwa-di-Tabils don't work with their weird car deck.
- Definitely, money is needed to build more ferries especially since some current ferries are reaching their predicted end of service.
- The lack of ability to have reservations at Lopez for off-island trips is a handicap, but I don't know how to solve the problem of space for holding vehicles.
- All new and modified ferries should be using a power source with the least harm to our environment.
- Sell the Yakima, Hyak and Chelan for scrap.
- I hear over and over again that little attention is paid to the Ferry Advisory Committees. They feel that the decisions have already been made and that WSDOT just pretends they are taking recommendations seriously.
- Status quo is not an option. Many changes are already long overdue.
- I feel that a multi ride pass to the San Juan's should be able to be used incrementally if the overall vehicle length falls within a multiple of under 22 feet. The fee to take an SUV with a small trailer to pick up a new appliance on the mainland is exorbitant, particularly with the Summer surcharge. I.E.; an under 22 vehicle with an under 22 trailer attached should be able to use 2 wave to go rides.
- Why is British Columbia ferries so much better? Nicer, larger, great amenities, beautiful ferry landings, informative while on board, cater to both residents and tourists. Even 15 years ago taking the WA Ferry for the first time... I was so disappointed after being on a BC Ferry days earlier.  
I actually am curious... how are the BC Ferry's run? Are they provincial? Or private?
- In my view, it would be worthwhile to commission a new "master plan" for the Lopez terminal area that would deal with all of these issues: parking, safety and congestion, and reservations. As our ferry use increases, these problems are likely to get worse.
- Immediately address the parking on island ferries so that all the large bodied SUVs, Minivans and wide pickups are not all parked side by side. Not being able to get out of one's vehicle by means of the door one is sitting by is atrocious and abusive! Most elderly people cannot climb over gear boxes, seats or squeeze through barely open car doors to get out and go to the bathroom.
- We are putting our Orcas place up for sale because my wife medical needs aren't compatible with an unreliable, over capacity ferry system. The Seattle Cancer Care

<p><b>Anacortes/ San Juan Islands</b> <i>(continued)</i></p>	<p>facility also runs at capacity and has to adhere to rigid scheduling if they hope to meet the needs of their patients. One of their patients is YOUR patient and you are failing her. Yes, we have a medical pass, but what good is it if she's an hour late for an appointment? They can't shuffle schedules of a hundred patients just to accommodate her. We're sad to leave but the situation is untenable.</p> <ul style="list-style-type: none"> <li>• This survey was just short of a joke. Operations and management should be in the same category as labor.</li> <li>• How can we create a grassroots citizen campaign to advocate for more funding to create a sustainable ferry service for the future? ?? Under "Operational changes to reduce costs..." I believe it is imperative that budgeting supports more Maintenance, both in personnel and in time allotted. Under "Technologies," do please remember that not all passengers have mobile technology capability and thus keep older means of action available. Also, Self Service sounds great. But please keep a human back-up for when the system doesn't work. Under "Measuring Performance," and somewhere between Operating costs and Reliability, manufacturers should be held financially responsible when their new ferries break down upon being put into service.</li> <li>• Can someone acquire most or all reservations to/from Orcas at (or before) time of release during tourist season? My experience is that it's necessary to call precisely at 7am on day of release to have any chance of obtaining a reservation for high traffic dates. Is one or a few parties (agents?) booking large numbers of reservations for high traffic periods?</li> <li>• At recent meeting in the San Juan's a WSDOT Ferry rep suggested residents travel on the red eyes or very late ferries. Obviously that person did not know we already do that but still cannot arrive at Anacortes or home on scheduled times. As a resident of the San Juans, it appears WSDOT is only interested in making money every the oldest fleet of tourism at the expense of residents. We have the oldest fleet in the system. Why not swap some of the ferries in Seattle area with some of our old boats?</li> <li>• Please keep in mind the ferry only destinations and the people who rely totally on WSF for medical needs.</li> <li>• The current 30-minute policy for reservations needs reconsideration. This is especially true right now as we are looking at boats for the islands being delayed frequently by well over an hour behind the scheduled departure. This means that reservation holders are required to wait in excess of 90 minutes, even though it is frequently known well in advance that the ferry is late, and exactly (or very close) how late the ferry will be. A much more appropriate policy would be to make the cutoff 30 minutes prior to the ferry arrival at the dock. This provides sufficient time for loading and does not unnecessarily burden the ferry rider due to ferry performance issues. The carbon-neutral requirement appears to only be considering the burning of fossil fuels in the ferries, and not the total carbon footprint for the various power options. Additionally, this power review, if considering batteries, needs to consider the costs and availability of the materials required for energy storage for the lifetime of the boat. While technology can enhance certain features, it is also very capable of impeding activities related to loading and unloading so do not use technology, just because it is available. Make sure to run a real cost benefit analysis with pilot deployments prior to fully embracing new technology.</li> </ul>
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<p><b>Anacortes/ San Juan Islands</b> <i>(continued)</i></p>	<ul style="list-style-type: none"> <li>• Ferries are not just a convenience on the San Juan Islands route. There is no alternative way of getting to appointments, conducting business or commuting to work from the mainland to the islands or vice versa. We have no state roads that be used as an 'alternative route'.</li> <li>• The past two summers have taken a toll on the economy of island communities that are entirely dependent on reliable ferry service. Reliable service is available on the Seattle routes and it's possible to be reliable in the San Juan's. Thanks so much for letting us have the time for thoughtful input into our WA State Transportation System. I look forward to more opportunities to participate in our transportation system.</li> <li>• Many of us who use the Anacortes-San Juan run wonder whatever happened to "first come-first served"? We have actually been the 5th car in line in Friday Harbor and instead of being the 5th off the boat, get shuffled off to the side areas and get off the boat at the very end of the unloading process. One thing that has helped decrease the old "wait in line forever", has been the reservations system...except when there is a last minute change in an islander's plans and they need off the island earlier. Then they must wait in line with those without reservations and hope they can get off. It's time for our Legislature to step up and improve "our state road"...the ferry system with new, energy efficient boats right now.</li> <li>• This survey was just short of a joke. Operations and management should be in the same category as labor.</li> <li>• I hope you will consider the BIG picture when making long term plans. We are all in this together for the long haul.</li> <li>• These suggestions are easy to implement and cost nothing to TRY. I fail to see any downside in seeing whether or not they might work, increasing efficiency, convenience and income.</li> </ul>
<p><b>Fauntleroy/ Vashon/ Southworth</b></p>	<ul style="list-style-type: none"> <li>• Been emailing back and forth with the Ferry Community Partnership members, and Adam Brockus' (FCP -Bremerton) point of view on the status of boat building in Washington I found to be insightful - thus, sharing: Vigor and the State Legislature had a chance to keep building Olympic-class Ferries at a rate of one every 24 months and replace all the Supers, Jumbos,, and Issaquah-class Vessels before just about all of them turned 60-years old and build them in Washington. Frank Nelson, Greg Beardsley, Rex Nelson and I made a very good spreadsheet on how it would be done. Vigor said that they could only reserve their Dry-dock and Shops if they were given word by the end of Session 2018. We told the State Legislators that. [The] Legislature did not respond. Vigor has now signed a multi-year contract to build Aluminum boats for the Army. Vigor no longer has the Dry-dock to build ferries in Washington (and Vigor is now owned by people in Oregon). Martinec has sworn never to work again with WSF. Dakota Creek refuses to conform to the States' Apprenticeship's Requirements. Nichols Brothers declared bankruptcy and can only build the superstructure. And the Governor has declared that the next boats will be hybrid. The State had a chance to keep it "Build it in Washington" but they chose not to act in time, and so now that can't happen before the boats turn 60 years old. I hate to use the cliché: "That ship has sailed" but the legislature didn't reserve the berth, didn't pay for the tickets, and didn't make it to the dock when they were told they had to. We can't "Build in Washington" before our boats must be decommissioned because of age. The good news is that we will now have a New House Transportation Chair and probably a new Senate Transportation Chair to begin the path of designing and building the next vessel-class to replace the 13 boats that will turn 60 before 2040. Per the Governor's Mandate, they will be Hybrid Vessels. So here's a few points to make. 1) Start immediately on research and design of the hybrid-class Vessel. At best,</li> </ul>

Fautleroy/  
Vashon/  
Southworth  
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the first ones will come on-line no less than 10 years from now. 2) FULLY fund the maintenance of all remaining vessels, as they will all have to last those 10 years and beyond. 3) Prepare a funding mechanism to pay for the building of these 13 vessels and even beyond that. Funding can no longer be individually budgeted like before as Legislatures find gridlock. 3) Don't forget the Mid-Life Rehab of existing vessels like the Jumbo Mark IIs. They missed it for the Hayek and it's now the worst vessel in the fleet. 5) Also fully fund facility improvements to get the electrical power to the docks. Hybrid is not going to save anything if they don't get the Power Lines out to them. 6) By the way, ridership numbers are increasing. Plan for bigger docks, bigger boats, and more busses to the boats for each and every route. On the other hand, Ferries pay for 74% of their operations through maintenance (unlike 15% for busses), and the Washington boat builders are now fully employed. "Build in Washington" is now moot and I personally would not even mention it. We should act now on the building of new boats before the old ones grow inoperative and we are caught in a crisis much worse than when we had to take 4 Steel Electrics out in 2007.

- Run vehicle handling and ticketing reforms by terminal staff. Ask for their suggestions and take them seriously. Cut back on planners in administration building. Terminals are the least important part of the system. All people really want in a terminal is shelter and even that can be optional. People are concerned about getting to where they are going and are not interested in fancy terminals. Look at the Vashon PO boat!
- As a Vashon rider not able to get on the boat from Vashon during the day often I would appreciate cars being counted in SW and leaving space for allocated Vashon cars.
- WSF needs to project a vision of the Fautleroy terminal in terms of capability to properly service current and future boats. The dock was originally sized to easily service the Evergreen and Steel Electric class boats. The arrival of the Issaquah class boats demonstrated over 20 years ago the dock is too small and requires a lot of human intervention to fully load the boats. Dwell time is important, but has been demonstrated to not be the root cause of failure to fully load the boats as seen when the route is on a two boat schedule. In spite of hemorrhaging with daily failures to fully load boats, WSF has not said a word about how to properly set up the right facilities at the Fautleroy terminal. There is a long line of excuses and inaction hiding behind excuse emails. WSF is critical of the public talking to the lawmakers in Olympia about the issues at Fautleroy, but also fails miserably at accurately representing the issues and any viable solutions. WSF does not listen to the FAC's and has demonstrated they only serve themselves, not the customers. A viable dock would hold up to 200 vehicles (make it longer and wider), have two boat slips, and a dedicated lane on Fautleroy Way. Figure it out WSG. Whatever happened to "just do it"?
- Thank you for your time and effort in putting this open house event on in our community.
- As our region grows the ferries need to keep up the pace. Southworth needs more ferry capacity. There are times when the boat leaves behind cars at Southworth because there are cars waiting at Vashon.
- I actually really love the ferries I always have, I wish they were a viable form of transit for myself, my family and my neighbors ... and though I live about three miles from the nearest terminal (Southworth) I use the system perhaps twice a year. Please don't just do another planning exercise that regurgitates census data and economic projections, extrapolating projected ridership. Focus on who could be using the system, but aren't and why not and then build that into the plan. Get people off the roadways and into mass transit .

**Fauntleroy/  
Vashon/  
Southworth**  
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- Will getting fares back to a reasonable level, especially for walk on passengers, ever be in the cards for WSDOT? It seems as if there are many environmental goals in place, but none would be more effective than encouraging more people to fill seats on the boats inside spaces on the car deck. It currently costs \$11.10 to walk on a ferry and catch the bus both ways from Fauntleroy, on \$12.00 for a short car and driver. For only saving 90 cents a day, of course I will drive. ORCA transfers must be accepted, along with monthly Puget Pass transit passes, if WSDOT ever wants to encourage more walk-on ferry users.
- Fauntleroy to Vashon and Southworth. This is a huge issue for island and peninsula residents as well as those who live near the dock and must use Fauntleroy to access communities to the south.  
Issue #1: Congestion on Fauntleroy along the park. Remove all parking between 1:00 PM and 7:00 PM weekdays. Ferry cars must move around parked cars which causes long traffic backups on Fauntleroy with no alternative route. I have seen accidents and a few fights because of this easily remedied situation.  
Issue #2: Lack of dock capacity and ferries leaving the dock only partially full when the back up is over a mile long. Ferries are part of the state highway system. When the state wants to improve the highways it uses eminent domain to purchase needed property. Purchase five homes to the north of the ferry dock so that you can increase dock capacity by 300 to 400%. This is the best solution as you can construct the added space without impacting ferry service. You can build over the drainage line. The sewage pump station does not need to be impacted. You would have the ability to add another slip if needed in the future. You do not need to go through significant environmental issues associated with the small stream to the south.  
While a few home owners will be upset but handsomely rewarded financial, thousands of Fauntleroy, Vashon and Southworth residents will be delight not mentioning thousands of tourists.  
This is a highway. Please consider it as such.
- Simple solution to the long lines and slow loading and un-filled boats from Fauntleroy. These boats can leave full and on-time. Eliminate the drive-through window toll-both and require that all of us have pre-paid tickets before we board. All you need are scanners to scan our tickets or re-direct us out of the line to go buy our tickets in advance and return to the line. We can buy and print them online, or we can go to an outlet such as the West Seattle Thriftway. You can pay Thriftway and others some of the proceeds, and they will benefit from more in store traffic that leads to more business for them. We must get rid of the drive-through booth completely. We must have tickets in hand to be scanned. The walk-on booth at Fauntleroy can remain open, and so can the kiosk in the waiting area.
- A number of viable solutions to the triangle route (Fauntleroy-Vashon-Southworth) have been proposed, but WSDOT has not completely addressed why these are not being implemented.
- Please fix Fauntleroy!
- I suggest that in lieu of a dock expansion at Fauntleroy, the upper parking lot at Lincoln Park should become the holding area for cars waiting for ferries. People using the park would park along the street with no restrictions. This plan could work with some creative thinking using cameras, remotely operated gates, and perhaps a toll booth in that lot. Do not let a few selfish residents on the east side of the street kill this idea.
- Better Orca card integration and the ability to add multi use passes to an orca card online would be helpful. The current fare system is rather confusing.

<p><b>Fautleroy/ Vashon/ Southworth</b> (continued)</p>	<ul style="list-style-type: none"> <li>• Hire pleasant smiling staff who remember we are the customer!</li> <li>• The Fautleroy-Vashon-Southworth route consistently gets the oldest boats that fail more frequently than boats on other routes, seem to have deck crews that are new and/or being trained and don't know what they are doing, deck crews that all use different hand signals, and differently crews load and unload the boats differently. These should be standardized! This has been a complaint by many people for years but has never been addressed. I do not support reservations or changing fares based on the departure times for the Fautleroy-Vashon-Southworth routes. This is mostly a commuter route, not a tourist route, and changing the fares for different times of day to even-out loading by reducing peak traffic only penalizes people who do not have flexible work hours. The way to achieve this is by partnering with major employers, not forcing on the employees. There is no place in any Washington State Agency for discrimination, be it race, age, sex/orientation, income, or working hours!</li> <li>• * Reduce # of sailings on Fautleroy ferries to immediately eliminate [idcinc] boats * Create immediate for non-vehicle traffic *Create immediate dis-incentives for vehicle traffic. *Long-term consolidate all terminal operations downtown, utilize terminal 5 which has no hope of even being commercially viable. Provide, light rail &amp; bus access &amp; bike trail access.</li> <li>• Traffic mitigation.</li> <li>• No ferry terminal expansion.</li> <li>• Greening the Fleet: what about greening our behavior as riders? If more of us switch to buses, electric-assist bikes, and car-pooling, it will keep the lines shorter, and parking will be less of an issue as well. How can WSF encourage that? High prices for gasoline-powered passenger cars - they should pay the most, per weight or per volume. Much lower rates for walk-ons and bicycles. I support this part of the plan: Implement incentives or pricing strategies to encourage walk-on, carpool or non-peak period travel - if bicycles are added. No automated vessel mooring. We are losing too many good paying jobs to automation the way it is. I ride my bike to the Vashon terminal, and would love to leave it there for more than 24 hours, so I can go somewhere for the weekend. Need bike lockers! Partnerships - YES! Add car sharing facilities at ferry terminals. Partner with local transit agencies to improve transit connections.</li> <li>• I love the ferries and when I can catch them it keeps me from having to be involved in the 15 commute.</li> <li>• If not able to provide larger Ferries maybe consider more Ferries per port.</li> <li>• On a positive note, I'd like to commend the current group for coming up with some clever loading policies to temporarily reduce strain in peak hours. Having officers direct traffic up Fautleroy to pull Vashon traffic out of line to fill boats is a great move.</li> <li>• Just would love not waiting an hour or more for a ferry. Something needs to change when you spend more time waiting for a ferry to Southworth than it takes you to get there. This is not unusual this is the norm. Heavy traffic really everyday then adjust.</li> <li>• Vashon needs to have 2/3 of the spaces on the ferry that is shared with Southworth. And that includes the weekends. So many times the ferry is mostly filled on weekends when it arrives on Vashon leaving few spaces for us.</li> <li>• I often observe ferry workers moving at a snail's pace and spending a fare amount of time socializing when they could be more focused on facilitating faster and safer loading/unloading, painting and cleaning the boats during sailings. Otherwise, cut the number of workers to help lower the cost for commuters.</li> </ul>
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**Fauntleroy/  
Vashon/  
Southworth  
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- Give Southworth bigger share of sailings times.
- Why is there no current capacity adjustments planned for Fauntleroy terminal?
- - The concepts are nice to update terminals to meet the growing needs. But with limited space at each terminal, how can one plan for proper growth and meet the needs of the riders?
  - Adjusting the schedule will impact many commuters, how will it ease or r
- WSDOT needs to understand West Seattle residential neighborhoods have become fed up with how this service is being delivered and the burden (both transportation and noise) you have placed on us. You didn't even bother to contact neighborhoods located just a couple blocks away from the dock regarding this long range planning process. (A friend forwarded info to us.)
- With the infrastructure improvements in Tacoma, right off the ferry, it would be nice to have a few departures later in the evening to be able to accommodate jobs and later use of the restaurants, park, movies etc.
- See above. It's nuts putting larger ferries on the routes with not enough capacity on the dock to fill them.
- Food for thought: Why is it that as a pre-ticketed passenger one must wait in line behind people making transactions instead of boarding? If one has a paid for ticket they should board while others are purchasing their ticket.
- Prices in the galley are out of control!
- Failure is political. Good performance is not. Handle the job at hand, good people!
- PLEASE don't subject the Vashon and Southworth runs to the horrible bottlenecks experienced last summer at the ticket booths. Go back to hand scanners if necessary or paper ticketing, but do something to prevent the enormous backups experienced last summer.
- Hire more repair people so ferries aren't out of service as long. Thank you for all you do!
- In my opinion traffic flow would be improved if ticket sales were reversed. Free travel to Vashon, Southworth and Tahlequah, paid travel to leave those locations. It would reduce bottleneck sales to 1/3 at Fauntleroy and improve traffic flow.
- Why do we have to pay per person when we already pay for a car? This is hard for families with kids. It can cost 15-25 dollars every time you go off island.
- When will a new dock at Fauntleroy be built? Why is it not in the plan NOW?
- Could federal or state taxes offset more of cost of ridership- seems riders pay larger proportion of operating fees than drivers on highways etc.
- I would like to see a bigger boat assigned to the 6:40 Southworth-Fauntleroy run. It's a limited load for Southworth so why not have a bigger boat to accommodate more Southworth riders? I have to get to the terminal at 6:00 just after the other ferry leaves to ensure I get on the 6:40.
- The ferries are supposed to be convenient for the people riding them, not inconvenient. The ferries are a huge part of Washington State - Seattle transportation.

<p><b>Mukilteo/Clinton</b></p>	<ul style="list-style-type: none"> <li>• Find a way to track lost ridership - on Clinton/Mukilteo - many give up rather than wait. Your projections don't consider tourist/vacation travel adequately. Prioritize local/island residents who depend on ferry for errands/shopping/services/etc. Tourists should get less immediate access.</li> <li>• Population projections do not consider the # people who visit + have 2nd homes on WI. In South Whidbey 28% of dwelling units are 'vacant' so are 2nd homes. The state average is approx. 9%. This should be factored into the projections + allocations. WSF should be at the table at the Port Mukilteo + Tribes discussing parking in Mukilteo. Having good parking and reliable public transit connections will change the nature of ferry travel.</li> <li>• The "new schedule" for Mukilteo - Clinton is not working.</li> <li>• First boat from Clinton should be Tokitae sized for weekday commute. Vehicles are routinely left @ dock. 2nd boat tends to not be filled &amp; can be smaller size.</li> <li>• Please continue to allow motorcycle to "cut" line during peak ridership. I live on WI &amp; ride a motorcycle during spring/summer. If I could not do that, I would sell my house. Consider priority boarding lanes for residents of WI. Not just people who have summer homes.</li> <li>• If I could have a wish, it would be to build a floating bridge &amp; do away with the ferry between Clinton and Mukilteo</li> <li>• Open houses should have been better tailored to Whidbey-Mukilteo Route. Info about new Mukilteo terminal etc. Timeline for Kittitas replacement with Samish or other large capacity boats.</li> <li>• The attempt to go "green" is very much appreciated. Also appreciated is the current accelerated service for medical transportation.</li> <li>• Thank you for putting this detailed presentation together for all of us that are affected. It is very helpful.</li> <li>• Many ferries in the fleet are already diesel-electric (just like trains) and it seems like it would be incredibly easy to add batteries to these systems to increase their efficiency. Additionally, we don't have many long ferry runs (basically only the San Juan's), so plugging in the ferries to charge or using induction charging from the docks might help to reduce fuel requirements. The system needs to "retire" some ferries (like the Hayek) in name only, and keep them in reserve until such time as we have at least one additional boat we can use, year-round, that will not cause massive traffic disruptions to any route. The Chetzemoka should also be outfitted with a variable-pitch propeller, so it can actually be useful elsewhere in the system. We also need to talk about ensuring that the ferries have some personality and are not just utilitarian devices. Some people spend an inordinate amount of time onboard, and deserve to have a place that feels like home.</li> <li>• We are quite concerned about the retiring skilled ferry staff and captains. What is the plan to actively recruit and train journeymen ferry crew and our future captains? It sure won't do any good to build those better boats if you didn't invest the time, money and energy to create new workers -- which is what you should be doing right now.</li> <li>• Clinton - Mukilteo usage forecast seems to predict no growth. Currently the route usage is limited by lack of reliable schedule and ability to wait for hours to ride. Sizing the future based upon no growth when significant capacity improvements are way overdue creates a self-fulfilling prophesy. Adjusting planned completion dates to accept previous failures to complete on time covers the failures. New Mukilteo terminal had been planned to open in 2019 as of the beginning of 2018. Now this plan says 2020.</li> </ul>
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<p><b>Mukilteo/Clinton</b> (continued)</p>	<p>Improvements to ferry loading would greatly improve capacity &amp; schedule performance. Shore &amp; ship crews both lack consistent processes and neither ensures available space is used (except first vehicle &amp; last vehicles). Docking automation needs to be provided &amp; ability to hold the boat in place without running the props would save fuel &amp; decrease pollution.</p> <ul style="list-style-type: none"> <li>• Build a small marina with daily slip rentals, and a kayak dock, plus the boat ramps.</li> <li>• Yeah I got two questions:       <ol style="list-style-type: none"> <li>1) Why wasn't an open house held in Mukilteo or Anacortes?</li> <li>2) Will I see please a response to my request the Long Range Plan consider refreshing the ferry fleet with minimal wake wash? Thanks.</li> </ol> </li> <li>• I like the idea of adding electric or hybrid systems to newer ferry power options. I am surprised that Mukilteo-Clinton ferry increase is purported to be of such a small amount - seems to be busier every year from my vantage point!</li> <li>• Reduction of the Clinton-Mukilteo fare, which I believe is the highest per-capita per-mile rate in the whole ferry system. Fares should be relatively equalized, so all passengers pay the same per-capita rate. Sell discount tickets in bulk, e.g., buy 10 trips at once with no expiration date. Relocate and add some ferry cams, so parking lot are fully visible. E.g., the ferry booth structure in Clinton blocks the view of large stretches of the lanes.</li> <li>• DOT should charge more tolls on the highways, so ferry riders don't have to carry a disproportionate share of the transportation construction and maintenance costs of the overall system.</li> <li>• As a Langley resident, it's impossible to come and go from Whidbey Island on busy holiday or summer weekends. Typical wait times of 2-3 hours make it unrealistic to travel off island. Further, normal weekday morning wait times have also increased beyond what might be considered appropriate. On a typical Tuesday or Wednesday, when people schedule off-island medical and business trips (because Fridays and Mondays are too busy with the weekenders) we often find wait times exceeding one hour for a 9 or 10 am crossing. This is really not appropriate. We hope something can be done to increase capacity.</li> <li>• What happened to the law the legislature passed probably 20+ years ago, which specifies that Island County must stop issuing building permits if ferry wait times become excessive?</li> <li>• I took your survey. I'm sorry, but I don't believe it will provide much useful information to you. Some of the questions (e.g., how much of the budget should be applied to maintenance?) are totally out of the realm of what a normal person could answer. I hope you didn't pay too much for the survey and I hope you don't put too much stock in the results.</li> <li>• After maybe 50 years as a Whidbey ferry rider, I have become bitter and angry. The ferry system is inefficient, expensive and cars not a what for concerns of riders. - Parking in Mukilteo, - inefficient ticketing resulting in huge gas usage by stalled/ waiting vehicles in lines, -miserable passenger loading through rat maze in Mukilteo, - terrible traffic issues in Clinton as a result of failure to calm traffic from ferry by WSF. As a result our family (kids, grandkids) brave a long wait coming to visit the family farm--1+ hour from Seattle; 1 1/2 + hour wait at Mukilteo- and with small children it is very difficult. No place to park, no mass transit that works from Seattle- so we are selling our house and moving. I am bitter.</li> <li>• Need to train and hire more people so call-in's do not disrupt service.</li> </ul>
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<p><b>Mukilteo/Clinton</b> <i>(continued)</i></p>	<ul style="list-style-type: none"> <li>• Please do focus on seismic security and disaster preparedness in the Long Range Plan. Especially for Whidbey and other islands, this is our only way on or off the island in an emergency. We need boats available, too. I've heard that the boats will be diverted to other uses. Just don't forget us!</li> <li>• I think the ridership growth projections for Clinton-Mukilteo are way too low. The Navy is planning a huge influx of people, the tourists just keep coming, and Seattle prices are too high. So people come! I like the idea of incorporating car sharing options at terminals. I would use that for going to Seattle or elsewhere. If we had it on the Clinton side, tourists could use it too, IF there is sufficient overnight parking in Mukilteo. We need that parking ability! Do work with other transit agencies to preserve schedule awareness to make connections. I finally am using ferry and transit to get to and from the airport. Fantastic! I don't go at commuter times, though, so the 113-512-417 buses are very important to me. Service to the new Paine Field airport will be very important starting this fall, too. Again, not just at 8-5 commuter times.</li> <li>• This was a good overview and I feel that most things have been carefully thought through.</li> <li>• I live in South Whidbey. I depend on the boats. I would love more options to use them without my car. In particular, I'd like to see better 24/7 access to trains from the Mukilteo station. Anytime I don't take my car on the boat there is room for someone else.</li> <li>• Train the crew to load and unload the vessel always in the same pattern. It is frustrating to board as one of the first and get off the vessel as one of the last. Seeing cars who came in at the last minute, leave the vessel first.</li> <li>• More options for travel into city for walk on passengers.</li> <li>• I can only speak about the Pt. Townsend and Mukilteo ferries. Perhaps a third outlet off of Whidbey Island would help, let's say from Greenbank to Camano Island, therefore boosting both economies, and allowing traffic to flow southward towards Everett to ease tension on the Mukilteo ferry. This would be half way between Burlington and Everett, which will help out Deception Pass Bridge (less traffic). Perhaps Oak Harbor to Camano. I know I would definitely take that line. For Pt. Townsend, I think doubling up on the ferries might help (one every 1/2 hour), or add another ferry route off the island southward, but I am sure it costs a lot to build a new ferry terminal.</li> </ul>
<p><b>Seattle/ Bainbridge Island</b></p>	<ul style="list-style-type: none"> <li>• Better [efficiency] when something needs to be fixed and/or upgrade in the galley when it is the responsibility of the state</li> <li>• From Hadley, Contact about attending a meeting in September</li> <li>• Make sure the terminals have healthy food and dining options particularly on the Seattle side since walk-on people often have to wait for extended periods of time and can't leave easily. Perhaps add a kids sitting and play area in the new Colman terminal since residents might have to wait for a while. Thanks much for this excellent information! Great presentation of the information. Well done.</li> <li>• There used to be two Seattle bus lines that operated from in front of the ferry terminal (Colman Dock). These were removed several years ago and the service has not been as convenient nor integrated with the ferries as in the past. When all of the work is done (viaduct, new terminal, Alaskan Way), I hope the buses can be returned to the front of the ferry terminal. That was real integrated transportation!</li> </ul>

<p><b>Seattle/ Bainbridge Island</b> <i>(continued)</i></p>	<ul style="list-style-type: none"> <li>• I have ridden the ferry from Bainbridge to Seattle for 19 years and for the most part appreciate the experience. The ferry staff and management do a very good job getting us to and fro.</li> <li>• Remove the ability of walk-on passengers to cut in line at the Bainbridge terminal by walking around the outside and up the ramp.</li> <li>• Some ferry employees at Colman Dock are very rude and unhelpful. Maybe this is the culture of the organization but after a long day - usually 12 hours with the commute included - it's just another frustration to try and not react to while trying to get on the ferry and get home.</li> <li>• Convert the Kwa-di-Tabil class wasted space between the vehicle deck and the passenger deck into car lanes.</li> </ul>
<p><b>Seattle/ Bremerton</b></p>	<ul style="list-style-type: none"> <li>• Think outside the box. Experiment with allowing a private "mosquito fleet" to move people when WSF can't serve them. Think "Uber Ferry"</li> <li>• Overall, I like the ferry, but it has been very unreliable on the Bremerton route in the last year - boats break, run at half power or smaller boats are subbed in and the communication about that has not been good enough. I have even been on boats that were turned back to port. It's very frustrating. We rely on the ferry to keep our jobs. Our community needs the ferry to thrive. And frankly, Seattle and the region need the housing in Kitsap. Ferries should be a much bigger priority of WSDOT. The technology needed is in the engine room. Not an app. We don't need faster ticketing when the boats are too old to make the trip.</li> <li>• When an old ferry is deactivated it could be commissioned as a floating refuge for lower income and others having a hard time in life and allow fishing off the docks and deck.</li> <li>• The Bremerton run has been a problem for the system since I can remember, back to the days of the Kalakala. It is long and ridership is relatively low. Now there is competing service from an unreliable fast ferry that is supported entirely by taxes. In 1967, the HYAK class ferries provided hourly service between Bremerton and Seattle that lasted all day long. For a number of reasons (vibration, bad propulsion motor design, blunt stern frames, and loss of subsidy) the ferries had to slow down. The important lesson from this experiment was that frequent, reliable service is more important than occasional, really fast service. To that end, WSF should consider changing the structure of the Bremerton run to have more, smaller ferries that can supplant the Kitsap Transit fast ferry and provide all-day frequent service at 50 minute intervals. Consider using two 72 car ferries instead of one 144 car ferry on the run. Terminal time can be cut in half because of fewer cars. If the ferries are as long, or longer, than the HYAK, they will not need upper car decks and the crew that goes with them. With length there is less wash and less power required to make speed. Consider also not carrying vehicles over 10 feet tall on the 72 car ferries; is there much truck traffic on the Bremerton run with the Narrows Bridge so close? Continue to have one 144 car ferry on the run, operating at a lower speed, to carry trucks and tall vehicles.</li> <li>• In the interim, would you please put the darn repeaters on the ferries so we can use our Wi-Fi and do our work? I understand people have written in, but nobody seems to care? The option is to start a campaign through our representatives and regulatory bodies - that seems extreme to have to do something as common sense as this? If you really care, which is in question by most of your regular riders at this point, you would do something about it so we can use our hotspots and do our work. Again.... forget the stupid sun decks and give us Wi-Fi and better seating to use it.</li> </ul>

<p><b>Seattle/ Bremerton</b> <i>(continued)</i></p>	<ul style="list-style-type: none"> <li>• I would like to see adequate parking for ferry passengers who live in Bremerton and travel to Seattle aboard the Seattle-to-Bremerton run. Eventually I will be moving to Bremerton to buy a home. I currently live in Seattle.</li> <li>• Rework the fare system. If the ferries were passenger only, the ships could be much smaller, faster, and more efficient (e.g. the Kitsap fast ferry). Despite that, it costs about the same to bring a car on board as it does to bring a friend (\$16.70 for two people, \$18.70 for a car and driver). Drivers also have an outsized portion of the terminal space dedicated to them, and are diminishing the potential for the new Seattle waterfront to be a people-centered place by having two lanes on the new Alaskan Way for ferry queuing. It's time to put the actual costs of driving onto drivers instead of having everyone else subsidize them!</li> <li>• Better boats for Bremerton. Bremerton needs expanded food service. How is it that an hour long route has less options than the Bainbridge ferry?</li> <li>• Stop worrying so much about environmental impacts and focus more on quality and speed of service please. DO NOT lower ferry speed to keep them quieter. Going slower to not disturb orcas is stupid. Improve engines if need be but don't go slower. Build a tunnel under the Sound. Other countries have longer, deeper tunnels in more seismically active areas. Why are we stuck in the stone age with only ferries?</li> <li>• The ferry has been an excellent and invaluable service, allowing my wife and I to move to the peninsula and buy a house. Thanks to WSDOT, we're out of Seattle's vicious rent market. I would like to see a broader and more aggressive campaign to increase the total number of ferries running at any given moment, as well as an accompanying public relations campaign to draw more young families out of Seattle in into the peninsula. With WSDOT's help, Seattle's housing crisis could be an opportunity for peninsula communities to grow.</li> <li>• Find a more efficient system to load passengers on to the boat. Funneling passengers down into a narrow section so that someone can manually count the number of people is not an acceptable process when technologies exist that could easily automate this.</li> <li>• The survey questions were good, but it is also a little challenging to answer for all ferry routes I take. For example, I think the heavy daily commuter routes like Bremerton and Seattle should be more optimized for walk on passengers from a vessel design perspective. However, a vessel serving the San Juan Islands probably needs to be more optimized for vehicles. For me, the "percentage of vessel" allotment question in the survey would be different for those two scenarios. From a vessel planning perspective, it would be nice to see annual passengers per sailing, rather than passengers total per route. Bainbridge Island has many more sailings than Bremerton; so it would be interesting to see how full each vessel is on average. It is a tough balancing act, I know.</li> <li>• How can we depend on the gridlocked legislature to pay attention to building bigger boats. A directed fund should be made just for building new and bigger boats. Also increased transparency with WSF Management. You guys keep doing things that screw up the system and there's no warning or even an explanation. What about Fautleroy? The people helped make up a plan and WSF ditched it before it was even tried. The person who decided that should be identified and removed from office!</li> <li>• The work the wartsila has been doing with wireless charging and automation of docking and mooring is very impressive. Has there been any attempt to see if future Washington State ferries could be used as test beds to help integrate this technology into the US merchant marine fleet?</li> <li>• Thanks for the opportunity to review and comment!</li> </ul>
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<p><b>Port Townsend/ Coupeville</b></p>	<ul style="list-style-type: none"> <li>• Getting cars off the road is the goal. Incentives like discounted fares and healthcare discounts for bikes, pedestrians, ride share etc. The money saved from road maintenance can go to rebuilding the great ferry highway system that we once had years ago.</li> <li>• Funding: I wish to integrate with another company in town. They are at work on a larger scale; 200pass. Mine's 69.</li> <li>• Better parking on Mukilteo side encourages walk-ons</li> <li>• Larger waiting area for the Coupeville terminal, more capacity for the Port Townsend-Coupeville run.</li> <li>• Please investigate a Seattle-Port Townsend route. This is a major market and, without a personal vehicle, a nearly impossible trip to take. Consider running this as a summer route only and building out from there.</li> <li>• Run more ferries to British Columbia from the islands/Anacortes or adjust the schedule to be useful for a Friday-Sunday trip. Mid-day trips are not useful for most travelers.</li> </ul>
<p><b>Edmonds/ Kingston</b></p>	<ul style="list-style-type: none"> <li>• 1) Federal Highways Administration funds-- There is no mention of WSF receiving funding from FHWA. Why not? As part of the state highway system, seems like WSF routes (ferries) would receive some of this funding. Doesn't the aging ferry system qualify for funding under the President's infrastructure redevelopment plans?</li> <li>• 2) There are obviously multiple competing priorities when it comes to funding the ferry system-- maintenance, new ferries, terminals, safety, admin, fuel, etc... As a former emergency manager, I wonder how security (terrorism) and disaster retrofit work into these priorities. For the terminals and docks-- if there were a significant seismic event, the ferry system would become crucial in supporting access routes to/from peninsulas and islands when other main arterials may be inaccessible. Have the aging terminals and docks been retrofitted to account for seismic events? Does WSF work with FEMA's Mitigation program to seek funds for this or would this come through FHWA, as WSF/DOT should be under the federal highways program?</li> <li>• 3) WSF work with the Legislature to develop a creative taxing strategy. Example: this may be a bit off-base, but there is a current issue in Western Washington-- and has also adversely impacted BC-- where Chinese residents are coming in an buying up real estate, yet not residing in homes. This has driven up real estate costs without enhancing the community fabric of our neighborhoods (vacant houses with no families). Why doesn't the Legislature work on identifying vacant properties and institute a tax for such homes that are purchased and left vacant? These funds could be distributed to various programs, including WSF.</li> <li>• Yes, we take the Bainbridge and Edmonds route twice a month and often rely on it for dinner. I would like you to bring back the romaine, onions and pickles that have always made the burger fell fairly substantial. The burgers are pitiful without them and expensive. Please bring back the fresh items for patrons who rely on you for dinner. Thank you.</li> <li>• I would have liked a discussion rather than a survey. It feels so exclusive. I feel we needed a more robust discussion, rather than looking at billboards that don't really carry much weight. It's a complicated process. The 3billboards are pretty, but I think what the public cares about isn't even being addressed on there. I thought we'd have talks about schedules, fares, and how traffic flows in and off the dock. This process keeps us all locked up in our heads and collectively I think the public feels more heard when we can have group discussions.</li> </ul>

<p><b>Edmonds/ Kingston</b> <i>(continued)</i></p>	<ul style="list-style-type: none"> <li>• What is WSF doing to ensure that new Ferries built today will last 60 years? In terms of procurement, ship yard selection, condition-based maintenance, cybersecurity, etc.</li> <li>• Improve comfort and service on ships and in terminals; learn from BC ferry system.</li> <li>• The survey is a waste of time. How can you possibly allocate space between vehicles and pedestrians; they occupy different space? Could you put cars or the passenger deck or add additional walk-ons on the car deck? How many fewer runs to save fuel - get rid of all ferries and save all the fuel. The mission is to move passengers. Saving fuel is great but at what cost? Driving around (from Kingston) vs taking the ferry depends on whether I'm going to Everett or the airport - there is no proper answer. With all the possible starting and ending points there is no way to (changing the schedule). What is important to me is arriving on time so I can catch land transportation; leaving on time doesn't matter as long as the ferry doesn't leave early. Finally, how can anyone allocate funds between functions without knowing various parameters; it's like asking which gear in a clock would you most be willing to remove. It is a system and needs to be analyzed a such, not as a bunch of independent parts. As a retired data/management analyst this survey looks to me like something from which to cherry pick statistics in order to do whatever you want.</li> <li>• Why is it that the Edmonds/Kingston route always loses their "big boat" when a Bainbridge boat has to be serviced? I guess my perspective is that all routes basically should be "sharing the pain" where maintenance is concerned. While I realize Bainbridge has a lot of walk-on customers, I'd like to see stats on how the number of cars between the two routes compares.</li> </ul>
<p><b>Other online comments</b></p>	<ul style="list-style-type: none"> <li>• Ferry names should reflect the entire state --its been decades since a ferry was named after tribal references found east of the mountains. Half of Seattle's power is generated in Pend Oreille County, WA, home of the Kalispel Tribe of Indians-- shouldn't this impoverished part of the state, located in the Selkiek/Kootenai Rockies be reflected in the states ferry fleet?</li> <li>• Thanks for the opportunity to spout off!</li> <li>• Thanks for seeking our input!</li> <li>• Thank you!</li> <li>• Thank you for putting the plan into a digestible format for ferry riders. Much appreciated.</li> <li>• I think the plan is considering the appropriate issues and problems that will be faced by WSF.</li> <li>• This is the WSF goes out of business long term plan. Ferries can't be carbon free. Ferries need replacement. It's cheaper to replace a ferry than to do huge remodel jobs like replace the entire mechanical system. The Fauntleroy dock is a problem that must be addressed. You received an executive order from the Governor that in effect puts you out of business. You'll have to soon start shutting down routes starting with the Sidney route. It's a job though for all of you till it ends. Luckily our public transit systems are not subject to our Governor's executive orders.</li> <li>• Please make sure Metro Parks Tacoma is included in any open house invitations, etc. as I am the Regional Parks Manager for the District and oversee Point Defiance Park and Ruston Way waterfront parks.</li> <li>• Thank you for putting this detailed presentation together for all of us that are affected. It is very helpful.</li> </ul>

<p><b>Other online comments</b> (continued)</p>	<ul style="list-style-type: none"> <li>• Standardize ferries so ferries can serve all routes (or get close to this). Would it help in multiple ways? Lower production cost, ferry downtime, maintenance, etc.? Alan Mullaly did this with Ford to turn around the fledgling company, as detailed in the book 'American Icon'.</li> <li>• Educating new riders about ferry etiquette somehow would be nice. They need to know to tuck in tightly, turn off headlights, and get back to their cars in a timely fashion.</li> <li>• Technology is making it harder to keep ferries for 60 years. For example, today's complex propulsion control systems become unsupported after about 10 years and replacing them is expensive with installation taking a ferry out of service for a long time. When things were simpler (more mechanical with fewer computer based systems) it was easier to keep things running over time. That is not the case any longer. A 60 year lifespan is not realistic. If we need up to 13 ferries in the next 22 years, WSF will have to build a new ferry every 2 years from now until 2040. The shipyards are not as proficient today and as a result, it takes longer and costs more to get things done. To compound the problem, one of the best shipyards in Puget Sound is limited to contracts of less than \$3 million due to RCW 39.04.320(1)(b)(iv). On 7/1/2020 this drops to \$2 million. Most preservation contracts are in excess of \$2 million which will eliminate this shipyard and reduce competition. This artificial limit needs to be removed or at least increased. The technology for all electric ferries is in the infancy stage. All electric ferries for short routes like Pt. Defiance/Tahlequah or Clinton/Mukilteo are possible now (check out the AMPERE which operates in Norway) but for the longer routes, the shore side charging technology still isn't there yet.</li> <li>• We're always about 30 years behind in instituting what we actually need for the city to function-thus the gridlock on the roads, the rising population of homeless and severe lack of affordable housing OR ability to deal with them (Finland has it mastered as do other cities where they house first) the racial insensitivity in the police department...</li> <li>• I don't believe improving the amenities on the ferry needs to be a priority. If the bathrooms are operable and there's clean water to drink then more amenities aren't as necessary as improving the function of the ferries as reliable transportation.</li> <li>• The last question in the survey is a ridiculous question to ask the average customer. We don't know the costs of operating this transportation service. ***it would be AWESOME IF YOU COULD HAVE FERRY ALERTS ONLY GO TO SPECIFIC RUNS CHOSEN BY CUSTOMER**** way to many emails for ferry alerts!!!!</li> <li>• If you switch to all electric are you putting those wires in at the Coleman dock (and other docks) so you don't have to do that later?</li> <li>• This type of comment form masks the true nature of customer attitudes and opinions. The WSF organization suffers from systemic incompetence. Most individual employees are acceptable, but in the aggregate, the org as a whole is really poorly performing. You might have the best record on safety, or that fake on-time departure stat, but from the outside looking in, it's fairly easy to see the way inertia, habit, and leadership have held WSF in stagnation for at least 20 years (probably longer.) Also, you have a customer relations problem. The fact that this comment will get read, filed, and then ignored is an extension of this problem.</li> <li>• Triangle Route. Eliminate walk-on fares with an established maximum number of riders per run. Go to a fare structure that hits the good to go system as you drive</li> </ul>
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<p><b>Other online comments</b> (continued)</p>	<p>under camera system. Consider eliminating passenger fares at Edmonds/Kingston, Muklteo/Clinton, PT/Coupeville, Pt Def/Tah, Vashon Triangle as a cost savings to staff collecting the fare what is the business case for our cost to do this for the revenue we generate. This helps the use to move people out of cars and into carpools or walkons.</p> <p>Terminals We need to think about making the Edmonds Ferry Terminal the seismic hub for operations with two slips. This facility is the best facility (if moved to our acquired property south of current location) to serve Muklteo outages (only one slip which requires crossing over a timber trestle over the railroad tracks) and Seattle which will have much limitations getting out of the city core with the liquefaction of the area. This facility must be a two slip facility. From Edmonds to I-5 is better than other route. Plus the ability to go to Kingston, Bainbridge, Clinton is the best location. By providing this as a two slip facility it could move to a three boat route for capacity.</p> <ul style="list-style-type: none"> <li>• Please work hard on reducing carbon emissions through any means available - it may well be one of the most globally important things we can do.</li> <li>• I certainly don't envy you in developing this plan. As a resident of Kitsap County I have witnessed a large increase in growth, and hence ridership, over the last 10 years due, in my estimation, the influx of commuters moving to the County because they can no longer afford to live in the greater Seattle/King County region. Secondly, you seem to be facing a shortage of qualified workers/operators. Understandably as your current staff ages and you increase service you will need more people. At present it doesn't sound like they're lining up at the hiring door. I hope I'm wrong. Third, you will have to increase fares substantially in order to properly service your fleet and compensate your staff. I certainly do understand your situation. Unless you receive a substantial increase in State funding, which I don't foresee, riders will simply have to "suck it up" if they want the service. Good luck with the Plan. I sincerely hope you are successful.</li> <li>• Keep up the great work. Operating a system as large and technically challenging as WSF is no easy task.</li> <li>• I'm glad WSF is taking on this strategic planning. Boats are very large and very expensive and you can't just snap your fingers and make one appear when you need it. There is also a lot of support needed from the cities to keep terminals safe and usable. I also don't want the state to just throw money at WSF since those are tax dollars I paid and I want it spent wisely. Good luck and I look forward to seeing the plan.</li> <li>• Why are there no ferries south of Point Defiance?</li> <li>• Thank you for the opportunity to voice my ideas.</li> <li>• Why have you not created a 24/7 ferry schedule?</li> <li>• Tonight's meeting was a waste of time! There were no questions answered OR options presented! The ferry people were just standing there!</li> <li>• Reevaluating the 60 year life, compared to possibly a 50 year life span of a ferry appears to be a critical key in a cost-benefit analysis of increasing maintenance costs in the final 10 years of a ferry's life. As is already known, 60 years is the longest life projection of any fleet afloat. Naval craft and the BC ferry systems have much shorter life projections. But even more critical is the safety factor involved of having a major mechanical or hull failure occur when a ferry is loaded and enroute. It is a travesty that preventative and required maintenance has recently sidelined another vessel for</li> </ul>
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**Other online comments**  
(continued)

an estimated \$11 million dollar repair due to lack of maintenance. The current state of delays, is reminiscent of the pre-reservation days. When people had to arrive hours early and wait and hope to get a spot. Currently people with reservations still have to arrive at least 30 minutes before departure time to hold their reservation spot and yet have to wait an unknown amount of time (possibly 30-60 minutes, later as the day progresses) due to the current vessel status. I find it almost humorous when clicking on the “Copy notes into form” button, attempting to bring my notes forward into the comments form, NOTHING HAPPENS!

- Reservations are not necessarily a good thing. I would not expand this program. Very good idea to add solar panels and allow terminals to create their own power for the facilities. Overhead loading replacement at Colman’s Slip 3, I have heard that has been removed from the plan. I don’t believe this plank is very safe. I think removing it’s replacement to save money is a huge mistake. The fact that no catastrophic event has yet occurred, is NOT indicative of a lack of safety concern. That plank can easily slip off the dock side, potentially dumping passengers in to the water below. Though it is carefully watched, a failure could occur especially in high winds and rough seas. Slip 1 is so much safer.
- It would be nice to see an official WSF smartphone/ iPhone app to bring the ferry system into the 21st century to connect better with modern ferry riders and taxpayers. A new interactive & engaging WSF website would also engage educational interests and support from taxpayers as a whole. There are so many things an official app & redesigned website could bring to ferry riders; from interactive deck plans for the boats to route information & reservation options, there is so much an official app & updated/modernized website could offer to the ferry system.
- Another thing that I’d like to comment on is the idea of you coming up with a new payment system. First whatever happened to the “Wave & Go” system that was proposed so many years ago and the card readers that hung on the side of the ticket booths for so many years. It never was able to work so it was finally totally given up. Now you’re proposing that it might come back in a new format. The biggest fault with that is that you’re most likely going to hire the same people that you’ve hired to toll the 520 Bridge and now the new mess of a Highway 99 Tunnel at a huge monetary cost all of which will be covered by big increases in the cost of fares and all of it going to a company that really isn’t contributing anything at all to the ferry system’s actual operation and core mission moving autos, goods and people. Don’t do it.
- It seems like variable pricing to incentivize non - peak travel is a good idea as long as it’s not too punitive. Some people have no flexibility - especially many service jobs filled by low income workers. If they have no choice but to take a peak hour ferry, demand pricing shouldn’t be too high. Making multi-modal travel as easy as possible would help. It helps a lot that Kitsap Transit schedules their busses to meet the ferries (Jefferson Transit does not). But what about an app that seamlessly puts trips together - bus, ferry, Lyft, etc? Electrification excites me. Batteries could be charged in the early mornings, when demand/rates are lower. It would be a good match for wind power, using that power to recharge when other demand is lower. I also wonder if electric propulsion would be significantly quieter for the sake of whales. If hybrid, use electric motor drive and use sound isolated fuel engines to generate electricity to drive the motors.
- I very much appreciate the level of detail provided in this virtual open house and the fact that WSDOT made it available publicly and virtually. I am a relatively new rider on the ferry fleet, and I love the experience. I am excited to see how it is modernized over the next decades.

<p><b>Other online comments</b> (continued)</p>	<ul style="list-style-type: none"> <li>• I am excited to experience an all-electric ferry! The noise of diesel is bothersome, I can't imagine how hard it must be for the orcas and other marine life.</li> <li>• For Kingston- information on advisory radio (1610 AM) does not provide info on wait times, or options such as Bainbridge or Bremerton. Traffic cameras do not provide view of vehicles waiting between toll booth and Lindvog ave. Traffic waiting on shoulders of Hwy 104 need access to bathrooms and services. Fares should be same in both directions and should be payable with good-to-go system and automated license plate reading system. Speed of vehicle loading and density of cars should be improved. (Need more personnel on the auto deck to improve loading process. Passenger loading at Bainbridge and Seattle needs improvement. Suggest using both sides like Hong Kong.</li> <li>• For the most part I feel WSF is doing a very good job. The ferry system is much appreciated. Thank you!</li> <li>• At recent meeting in the San Juan's a WSDOT Ferry rep suggested residents travel on the red eyes or very late ferries. Obviously that person did not know we already do that but still cannot arrive at Anacortes or home on scheduled times. As a resident of the San Juans, it appears WSDOT is only interested in making money every the oldest fleet of tourism at the expense of residents. We have the oldest fleet in the system. Why not swap some of the ferries in Seattle area with some of our old boats?</li> <li>• Gradually raise car/truck prices enough to pay for reliable boats, and keep walk-ons/ bikes cheap. I say this as someone who lives in San Juan County and invariably drives my car onto the ferry. My assessment is that the service and personnel are good. The boats are in poor condition. I will pay what it costs for reliable boats.</li> </ul>
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## Part 2: Open house comments provided on post-it notes

<b>What are your biggest priorities as WSF plans to accommodate growing ridership?</b>	
<p><b>Anacortes/ San Juan Islands</b></p>	<ul style="list-style-type: none"> <li>• Adequate parking to encourage walk-ons.</li> <li>• Early ferries &amp; late ferries.</li> <li>• Amenities, food, water, aesthetics, to enjoy the trip.</li> <li>• Reserve boat for breakdowns and regular rotation maintenance.</li> <li>• Absolute need to keep 30/30/30 phased reservation system for local businesses and individuals with mainland appointments.</li> </ul>
<p><b>Fauntleroy/ Vashon/ Southworth</b></p>	<ul style="list-style-type: none"> <li>• Fund &amp; build vessels before 50% of the fleet ages!</li> <li>• Passenger &amp;/or vehicle access to downtown terminal from Vashon 7 days/week.</li> <li>• Stop paper receipts at Fauntleroy.</li> <li>• Good to go! No passenger fees if in a vehicle. Route Fauntleroy to Colman. Expand parking over Viaduct.</li> <li>• Be realistic. Stand up for real solutions. WSF are the experts - behave like you think so yourself. Make your solutions known,</li> </ul>

<p><b>Fauntleroy/ Vashon/ Southworth</b> <i>(continued)</i></p>	<ul style="list-style-type: none"> <li>• We need to work to educate Legislators not to keep kicking the can down the road! How will aging vessels affect the economy?</li> <li>• Actually listen to the riders.</li> <li>• Expanded dock at Fauntleroy! Accelerated movement of cars onto Fauntleroy dock through good to go or other automatic scanning of pre-ticketed vehicles.</li> <li>• Fix Fauntleroy! Bigger dock. Two slips. Dedicated street lane. Traffic light control.</li> <li>• Enlarge Fauntleroy dock.</li> <li>• Backed up wait traffic at Fauntleroy: 1. off dock staging area. Possible 2-level garage type to save space, purchase \$, 3. Overhead passenger spans. 3. Larger dock.</li> <li>• Short term to create incentives for walk-on and bike-on, disincentives cars on. Long-term: consul, date terminal operations downtown with light rail links.</li> <li>• Roll back 695—get more Washington State ferries money.</li> </ul>
<p><b>Mukilteo/Clinton</b></p>	<ul style="list-style-type: none"> <li>• Public parking.</li> <li>• Overnight parking Mukilteo overhead loading Clinton.</li> <li>• Safe separated pedestrian access.</li> <li>• Safe, walkable sidewalks from/to Clinton ferry dock and park/ride. Crosswalk across high way.</li> <li>• Get people out of cars by providing parking in Mukilteo - Otherwise it will not work</li> <li>• Separated safe bike lanes on both sides.</li> <li>• Simple deck boats - C/M more trips does not equal smaller boats.</li> <li>• Public parking in Mukilteo. In the short term having 2 spots by terminal be 15 min pick up/drop off only spots.</li> <li>• Priority boarding for residents during summer.</li> <li>• Add reservations and measure service by spaces sold.</li> <li>• Safer way for residents in Clinton-Humphrey to turn into the ferry line when line is up the hill and we have to turn left to get in it. - Larger holding area in Clinton.</li> <li>• Parking on both sides. Connections to transit.</li> <li>• Pedestrian improvements to SR 525.</li> <li>• Frontage + channelization improvements to SR 525.</li> <li>• Fast Ferry service to Everett.</li> <li>• Passenger/Bike Ferry or Keystone -&gt; Seattle, Local Bus Support.</li> <li>• Reservations + Parking.</li> <li>• Overhead passenger loading Clinton - Mukilteo.</li> <li>• Public parking @ Mukilteo terminal.</li> <li>• Electrify reduce dependence on fossil fuel.</li> <li>• ADA parking for wheelchair.</li> <li>• Well trained... Deck hands, holding/parking staff. Consistency in the training &amp; how well the employee executes this training.</li> <li>• Overhead loading in Clinton to match new terminal in Mukilteo.</li> <li>• Overhead loading in Clinton. Coordination w/ Island Transit, improve offloading experience for walks &amp; riders.</li> </ul>

<b>Mukilteo/Clinton</b> <i>(continued)</i>	<ul style="list-style-type: none"> <li>• Coordinate possible transit to Everett on Weekends.</li> <li>• Overnight parking in Mukilteo.</li> </ul>
<b>Seattle/ Bainbridge Island</b>	<ul style="list-style-type: none"> <li>• Traffic &amp; parking impacts in Winslow and on SR 305.</li> <li>• Ridership Growth: 2009 LRP said 37% growth through 2030. Sec 18.2 (pg. 109) of 2009 LRP said “considerable risk in Plan’s assumed growth in ridership.” This 2040 LRP similar growth despite Vashon, Coupeville, Friday Harbor &amp; Sydney all down in C4’17 from C4’16.</li> <li>• Fare box recovery &gt; 100%, eliminate Sydney route, put into effect Scenario B (’09 LRP) to reduce sailings.</li> <li>• Connections with busses - for every ferry: and making it easy to find.</li> <li>• Please remove the 1 drink limit on the Bainbridge run. It’s rather obnoxious and imposed by one bad egg. Don’t let it affect everybody!</li> <li>• Currently ridership 24 million on 300,000 customers. Does Ridership Growth projection come as a result in number of customers?</li> </ul>
<b>Seattle/ Bremerton</b>	<ul style="list-style-type: none"> <li>• Stable funding source for 13 boats.</li> <li>• Advertise “Hold your company meetings on WSF” any [effent] meetings.</li> <li>• Better communication to all ferry riders &amp; ask questions.</li> <li>• Partnerships w/ public transit. People out of cars!</li> </ul>
<b>Port Townsend/ Coupeville</b>	<ul style="list-style-type: none"> <li>• Longer two boat season here.</li> <li>• Yes!!! Coupe &lt;-&gt; PT, Longer 2 Boat Season, Long Hours/Runs, Helpful for Commuters.</li> <li>• PT -&gt; Keystone, Longer 2 boat season, longer hours for 2nd boat.</li> <li>• Connecting with regional transit and trails ( x2 Ditto)</li> <li>• Add a full time second Ferry to Port Townsend/Coupeville</li> </ul>
<b>Edmonds/ Kingston</b>	<ul style="list-style-type: none"> <li>• On-time arrivals/departures.</li> <li>• Coordinated schedules w/ train/bus on each end please.</li> <li>• Holding lanes. Traffic concerns.</li> <li>• 1. Operate 3 boats for continuous services at Kingston/Edmonds &amp; B.I./Seattle in Peak seasons/days. 2. Own &amp; correct the long lines created in Kingston, Edmonds, BI, etc.</li> <li>• Being able to accommodate the increased ridership.</li> <li>• Additional funding for maintenance.</li> <li>• Travelers w/ Luggage. Imagine a mother w/ 2 small children &amp; 2 suitcases at Colman dock... no carts, no way to get all onboard and off in Winslow.</li> </ul>

## What factors should WSF consider to measure performance and make decisions about adding service or capacity?

<b>Anacortes/ San Juan Islands</b>	<ul style="list-style-type: none"> <li>• Provide adequate reserve service for boats under repairs, last summer's debacle in SJIs.</li> <li>• Systematize better parking (i.e. closer, more guided) on ferries.</li> </ul>
<b>Fauntleroy/ Vashon/ Southworth</b>	<ul style="list-style-type: none"> <li>• Create a smartphone app that is simple to collect quick feedback. It shouldn't take more than a minute to use for me to provide Performance Feedback on any given day.</li> <li>• Fauntleroy/Southworth keep running the bigger boats and preserve the 3-boat schedule. Keep a couple back vessels in service.</li> <li>• 1. Fill peak hour boats to capacity at Fauntleroy. Police bypass seems to be helping. 2. Better integration with bus route schedules. (Fauntleroy).</li> <li>• Southworth loading overwhelmed by Vashon traffic.</li> <li>• I agree. Do not leave vehicles sitting on the dock just to leave "on time"</li> <li>• Protect our natural habitat. Puget Sound Shoreline process. Drift cell and sediment and wood transport. Healthy creeks and pocket estuaries for fish</li> </ul>
<b>Mukilteo/Clinton</b>	<ul style="list-style-type: none"> <li>• Overhead loading in Clinton.</li> <li>• Reduce car trips - provide parking in Mukilteo.</li> <li>• Big Seattle event weekends - ex: weekend pro games, husky football, big concerts at the Key/Century Link. Big weekends of events on Island like the Fair.</li> </ul>
<b>Seattle/ Bainbridge Island</b>	<ul style="list-style-type: none"> <li>• Do you know what the costs per sailing are? Ex. Bremerton &gt; \$3000, Pt. Defiance/Tahlequah &gt; \$600. What's it take to break even at the end of each &amp; every day?</li> <li>• Scheduling- having sailings leave at "even" time intervals such as every 50 minutes or every 55 minutes on B.I. routes.</li> <li>• Have paper surveys available on each boat.</li> <li>• Get rid of the clicker. SAVE THE THUMBS of [WSDOT] workers. *Give [them] a better working environment. Get rid of the Clicker.</li> </ul>
<b>Seattle/ Bremerton</b>	<ul style="list-style-type: none"> <li>• Build new boats quickly.</li> <li>• Good Wi-Fi.</li> <li>• More bosses are west sound terminals to work.</li> </ul>
<b>Port Townsend/ Coupeville</b>	<ul style="list-style-type: none"> <li>• Carbon emissions reduction, Increase in non-car ridership, also connect to transit.</li> </ul>
<b>Edmonds/ Kingston</b>	<ul style="list-style-type: none"> <li>• Accurate time, not departing time.</li> <li>• 1. Focus maintenance during winter. 2. Add extra service in summer</li> <li>• Work with other DOT departments (e.g. highways, rail) to develop transit plans that consider the big picture for transit.</li> <li>• Terminal expansion needed to accommodate growth without backing up local roads.</li> </ul>

## What are the top things we should consider when looking at the ferry fleet over the next 20 years?

<p><b>Anacortes/ San Juan Islands</b></p>	<ul style="list-style-type: none"> <li>• Ferry terminal in Bellingham &lt;-&gt; San Juan's (close enough for walk-ons to Bellingham - relieve some stress in Anacortes).</li> <li>• At least get bus service from Anacortes terminal to Bellingham.</li> <li>• No expiration date on Wave 2 Go at least for locals.</li> <li>• No expiration or 6 month 5 cards. Earlier [Friday Harbor] departure i.e. 5:20 Am to allow folks to go to Baker in winter. Better routing off ferry one way street.</li> <li>• Safe covered parking for bicycle Orcas + FH.</li> <li>• EV vehicle charging at terminals.</li> <li>• Interisland commuting boat needs.</li> <li>• Eastbound Lopez Reservation, Lopez bathrooms.</li> </ul>
<p><b>Fautleroy/ Vashon/ Southworth</b></p>	<ul style="list-style-type: none"> <li>• I want to know who sponsored the bill in the legislature to remove 25 cent from Boat Building to elsewhere in the WSF (general fund?!)</li> <li>• I want to know why our tickets/fare box recovery goes into the general fund + not towards operating WSF &amp; maintaining vessels!</li> <li>• I want to know why it will take 10 years to build vessels when we need them now!</li> <li>• In building new Ferries, consider needs - most routes don't need a lot of passenger space.</li> <li>• Passenger only access increased to Downtown + better multimodal connections w/ metro/King County, etc.</li> <li>• Create leisure activities at terminal: restaurants, viewing platforms, etc.</li> <li>• Do not leave vehicles sitting on the dock just to leave "on time."</li> <li>• Protect our natural habitat. Puget Sound Shoreline process. Drift cell and sediment and wood transport. Healthy creeks and pocket estranges for fish.</li> <li>• Maximize vessel load. Don't run at less capacity 3) incentivize off-hours by offering discounts</li> </ul>
<p><b>Mukilteo/Clinton</b></p>	<ul style="list-style-type: none"> <li>• O/H loading in Clinton is essential to turn the boat trips around faster.</li> <li>• Create an accurate growth forecast.</li> <li>• Parking - you are just encouraging more car traffic without it.</li> <li>• Population projection cannot be the determining factor in ridership or Clinton - Mukilteo route would be one of the lowest utilized routes. Rerun the model - use local data.</li> <li>• ADA Parking without stairs. Accommodate wheelchair users for pick up &amp; drop off loading.</li> <li>• Overhead loading Mukilteo + Clinton.</li> <li>• Single deck car deck.</li> <li>• Hydrofoils?? Please - an environmentalist.</li> <li>• Making sure boats are leaving at FULL capacity even if it throws off the schedule. Having all crews load to the same tight standards and not have cars leave massive gaps.</li> </ul>

<b>Mukilteo/Clinton</b> <i>(continued)</i>	<ul style="list-style-type: none"> <li>• O/H loading in Clinton is essential to turn the boat trips around faster.</li> <li>• Create an accurate growth forecast.</li> <li>• Parking - you are just encouraging more car traffic without it.</li> <li>• Population projection cannot be the determining factor in ridership or Clinton - Mukilteo route would be one of the lowest utilized routes. Rerun the model - use local data.</li> <li>• ADA Parking without stairs. Accommodate wheelchair users for pick up &amp; drop off loading.</li> <li>• Overhead loading Mukilteo + Clinton.</li> <li>• Single deck car deck.</li> <li>• Hydrofoils?? Please - an environmentalist.</li> <li>• Making sure boats are leaving at FULL capacity even if it throws off the schedule. Having all crews load to the same tight standards and not have cars leave massive gaps.</li> </ul>
<b>Seattle/ Bainbridge Island</b>	<ul style="list-style-type: none"> <li>• Resiliency: sea level rise, natural disaster, man-made disaster.</li> <li>• Greening of the fleet, coordination with public land transportation.</li> <li>• Having had a bike stolen from the Seattle terminal (which would otherwise be great) have 1. a camera, 2. Opened via orca card. We'll know who did what &amp; when.</li> <li>• More routine times to make them easier to remember- on the hour from BI, on the half hour from Seattle.</li> </ul>
<b>Seattle/ Bremerton</b>	<ul style="list-style-type: none"> <li>• Wi-Fi free on fleets, Ditto free for walk-on.</li> <li>• Technology fuel efficiency service areas.</li> </ul>
<b>Port Townsend/ Coupeville</b>	<ul style="list-style-type: none"> <li>• Reduce Carbon w/ electric fleet.</li> <li>• Connection with transit systems - coordinated schedules.</li> <li>• Better [unreadable] - Better connection between ferries pedestrian/transit connection throughout system.</li> <li>• Earlier and later runs to diffuse peak time's esp. for commuters.</li> <li>• Projected population increase cannot be the only metric for determining demand. Whidbey/Clinton can continue to grow ridership if convenient access is available during peak times. Housing on the island will continue to be attractive to communities.</li> <li>• Reduced fare incentives - length for Coupe - PT? Electrical Cars? Expand/Deepen Multi-Ride?</li> </ul>
<b>Edmonds/ Kingston</b>	<ul style="list-style-type: none"> <li>• 184 &amp; Bond road need 2x lanes. Please coordinate with State Highways.</li> <li>• Increase capacity to meet demand both for Ferries and Terminals.</li> <li>• Attention to "future-proofing" against imminent and long-term regulations and requirements for emissions, sustainability etc.</li> <li>• Numbers related to ridership in 2040 seem low?</li> <li>• Better night schedules so we don't have to wait 1+ hour in cold &amp; dark.</li> <li>• Toilet seat covers. Excuse that dispenses used as sharps container is the excuse to take down! Foolish think.</li> </ul>

## What are your key interests and concerns for the terminal(s) in your community?

<p><b>Anacortes/ San Juan Islands</b></p>	<ul style="list-style-type: none"> <li>• Parking for walk-ons in FH.</li> <li>• Ferry loading/unloading traffic impacts to county/town roads/ business.</li> <li>• Warning them fine for idling in parking lot then boat.</li> </ul>
<p><b>Fautleroy/ Vashon/ Southworth</b></p>	<ul style="list-style-type: none"> <li>• Holding Lanes to keep traffic from backing up onto Sedgwick Rd. Hwy 160.</li> <li>• More efficient process at Fautleroy for waiting vehicles so that more make it onto each ferry instead of the ferries leaving half-full with dozens of cars left waiting at the dock.</li> <li>• Maximize vessel load. Don't run at less capacity and incentivize off-hours by offering discounts.</li> <li>• Southworth loading overwhelmed by Vashon traffic</li> </ul>
<p><b>Mukilteo/Clinton</b></p>	<ul style="list-style-type: none"> <li>• Have an option during PEAK times to have a tollbooth just for people that already have a ticket so I don't end up late to work being in a slow lane with 4 cars ahead of me paying cash.</li> <li>• Consistently load all the walk-ons at the end of the cars being loaded (maybe do it the current way during Peak Walk-on commuter times).</li> <li>• Harsher punishment - higher fines for cutters with the violation # it is easy to call and report without needing to confront the person.</li> <li>• 1. Consider priority boarding for WF residents during peak ridership. 2. Continue to allow motorcycle riders to board &amp; cut line as they do.</li> <li>• Ivars in Mukilteo - need the access!</li> <li>• Earthquake preparedness</li> <li>• Public parking Mukilteo</li> <li>• Allow regular - full time commuters to be able to board &amp; not have to wait for 2-3 boats. Get that other 144 car boat on the route. When it was on the run for a few weeks, what a difference.</li> <li>• Have an option during PEAK times to have a tollbooth just for people that already have a ticket so I don't end up late to work being in a slow lane with 4 cars ahead of me paying cash.</li> <li>• Consistently load all the walk ons at the end of the cars being loaded (maybe do it the current way during Peak Walk-on commuter times)</li> <li>• Harsher punishment - higher fines for cutters with the violation # it is easy to call and report without needing to confront the person.</li> <li>• 1. Consider priority boarding for WF residents during peak ridership. 2. Continue to allow motorcycle riders to board &amp; cut line as they do.</li> </ul>
<p><b>Seattle/ Bainbridge Island</b></p>	<ul style="list-style-type: none"> <li>• Coordination with Ferry District Urban Design Plan completed by City in 2006?</li> <li>• Access/egress at Colman Dock.</li> <li>• Safe access for all, bikes, wheelchairs, [stroller], luggage, motorcycles, [pedestrians]</li> <li>• Are your travelers happy using the ferry &amp; terminal? Reduction in terminal amenities with the new terminal is a shock.</li> <li>• Place to relax at terminals - sports bar/gym or internet available (for charging or using computers).</li> </ul>

<b>Seattle/ Bainbridge Island</b> <i>(continued)</i>	<ul style="list-style-type: none"> <li>• Connections from downtown Seattle terminal to other transit (especially light rail).</li> <li>• Infrastructure needs on impacts on B.I. related to Greening the Fleet (i.e. charging/ electric needs).</li> <li>• Transportation oriented development near terminal.</li> </ul>
<b>Seattle/ Bremerton</b>	
<b>Port Townsend/ Coupeville</b>	<ul style="list-style-type: none"> <li>• Begin planning to move the ferry terminal further south.</li> <li>• How about a ferry route direct to Seattle?</li> <li>• More infrastructure for pedestrians &amp; cyclists - not just car-holding lots.</li> </ul>
<b>Edmonds/ Kingston</b>	<ul style="list-style-type: none"> <li>• What accommodations are being considered for expansion of Bond road for Ferry road access?</li> <li>• Fill the [L + t] before booking up cars on the street. More cameras.</li> <li>• Extra parking for Kingston foot ferry?</li> <li>• Real-time announcements/ signage for modified schedules. "Departs 5 mins."</li> </ul>

### Part 3: Email comments

Date	Email
4/9/2018	Why are all of your meetings on the West side of the Sound?
4/9/2018	I have been asked why Mukilteo and Edmonds were not scheduled for WSF long range plan open houses. Could you please provide some background on that question? thanks
4/12/2018	<p>Looking through the 15 pages of the boards for the open houses (thanks for sending those ahead of time!), I'm seeing only brief mention of Reservations.</p> <p>WSF has very limited ways to gather input from customers about their experiences with the Reservations system; even the most recent FROG survey barely touched on the subject.</p> <p>I think WSF may be missing out on a rare opportunity to more thoroughly survey actual users of the Reservations system.</p> <p>Questions like:</p> <ul style="list-style-type: none"> <li>* Have you ever used the WSF Reservations System?</li> <li>n About how often do you use the Reservations System?</li> <li>n Do you use the WSF website?</li> <li>n Do you call WSF Customer Service?</li> <li>* Have you tried to make a Reservation and could not because the sailing(s) you wanted were already full?</li> <li>n About how often has this happened?</li> <li>n When you can't make a Reservation, do you try to travel "stand-by"?</li> <li>n What do you do instead of taking the ferry (change plans, cancel trip, drive around, ...)?</li> <li>* Overall, how satisfied are you with the Reservation System?</li> <li>* What would you like to see changed in the Reservation System?</li> </ul> <p>A short survey of this kind at the Open Houses in both Port Townsend and Friday Harbor - the only two routes that have Reservations - would cost almost nothing but could tell us a lot.</p> <p>There are probably other questions about Reservations that WSF would like to ask, so please consider this suggestion and let me know if you can put something together for April 19.</p>
4/22/2018	<p>Hi Hadley,</p> <p>I am curious, other than the Suquamish which I understand may be in service in the fall of 2018, are there any other plans for new vessels? I use the ferry system in the San Juan Islands with some regularity and many of the boats up there are not only looking a little rough but it feels like there are more instances where boats are out of service due to maintenance issues than there used to be; as I remember, last summer it seems there were quite a few instances where sailing were cancelled due to boat maintenance.</p> <p>Your insight would be great.</p> <p>Thanks - Trevor</p>

4/30/2018

4/30/18

To: Wash. State Ferry System Comp

subject: 2018 Long Range Plan comments

As a 30 years frequent user of the ferries, a 7 year member of the Clinton Ferry Advisory Board and a concerned user of this essential mode of transportation, I had a few thoughts on your 2018 comprehensive plan update. I was unable to make the recent public hearing in Clinton, hence this letter.

1st, I'd like to commend the many impressive qualities including dedicated and knowledgeable staff within WSF. Your on-time performance is outstanding, the character and friendliness of your ferry workers is commendable, and your ability to keep on keeping on despite a perennial uncertain budget is laudable. All this in spite of the multiple layers of government and related 'agencies' that have a say in your funding and operation.

As for the Comp Plan:

1st - its way overdue. I just went through your 2009 comp plan and basically found it to be totally without a vision or concrete measures for how to respond to the challenges you will face in coming years. Your ridership is supposedly going up 30% in the next 20 years and this 2009 plan had virtually no goals or visions how to handle such increases. It seemed a continuation of existing operational modes with little thought about more substantive initiatives to deal with the future.

Your challenges are just like the State DOT, which faces a situation where the traffic in the Puget Sound Area continues to deteriorate (as it has for the last 40 years) and now has reached a point just short of a panic. What's DOT's answer? - per their website it's basically to GET CARS OFF THE ROAD - or in their words ' a shift in the way we do business to get the most capacity of the entire multimodal transportation system, leverage our limited funding and engage with communities and partners.'. This approach is actually on target and insightful. Although this goal is certainly difficult, they at least have a vision and are trying to implement it.

WSF on the other hand, has exactly the same problem - to lessen cars on the boats. Your 2009 comp plan states this goal but is woefully inadequate in doing anything which might actually move WSF in that direction. Where are the concrete steps, the responsive measures to deal with our ever changing communities?

I was on the FAC-T committee for 2 years where we debated fare increases for both vehicles and passengers. Said FAC-T was stretched to it's limit even granting a smaller increase in passenger fees (compared to vehicles) - as I recall we came up with a measly .5% less increase for the passengers. What kind of incentive is this? It's inadequate and it's no wonder it's effect is so minor. Bodies such as this seem to be so intent on preserving some vintage idealism from the 50's rather than facing the larger challenges and long range effectiveness of the ferry system. I'd recommend that WSF firmly embed their more comprehensive goals into the objectives of such working advisory groups.

In the old days the ferries were viewed as floating bridges to move cars across those bodies of water WSF now serves. But it's now 2018 and WSF should be concerned about providing transportation to those of us living in ferry served communities to get from our homes to where we need to go on the mainlands. Not just getting us into a line at the boat and ferrying our cars to said mainland where there are already so many cars on the road that we just sit in another bottleneck. Times have changed!

<p>(continued)</p>	<p>I watched for years now DOT just widened and improved one stretch of road thereby to push the bottleneck downstream a few miles. This is exactly what WSF is doing. Broaden your objectives, create the demand for transit agencies to respond by bringing passengers to your ferry docks. Be progressive, get cars off the boats AND the roads.</p> <p>How will this save you money? Well, you have a lot of boats to replace in the coming years – perhaps you should strive for replacement boats which might even have less car capacity. These would certainly lessen your capital burdens. This will also make ferry communities happy, to be rid of that endless string of cars that sit idling and waiting on those arterioles leading to the ferry docks.</p> <p>As for the fares you charge. How can WSF persist in charging a flat fee for all cars from 14-22 feet in length? What kind of incentive is that? Is not the main commodity that you sell simply space on the boat? ALL shipping companies (i.e. UPS, FedEx, trucking companies, etc.) base fees on the weight and volume of the package. Your package is automobiles but all with 4 wheels and 14-22 feet in length pays the same. I’ve brought this up at numerous WSF sessions and the reply is ‘well it’s just too expensive to implement a system to measure car length at the toll booths’. I find it strange that by years end we’ll be seeing driverless cars on the roads and yet WSF can’t efficiently measure the length of a stopped car that pulls up to a toll booth. This is very discouraging.</p> <p>Car fees could go in 2 foot increments and that extra revenue resulting from higher fees to the larger ones would offset a needed reduction in passenger fares. This should be a primary objective within your 2018 comp plan and concrete steps could stimulate that goal mentioned above, – get cars off the boats.</p> <p>IF WSF, as a subset of the DOT, could come up with a vision and implementation plan that coincides and supports those challenges recognized by that same DOT – you might just find a more favorable response to your budget requests when they go before both the DOT and the Wash. State Legislature. WSF has the perfect arena and data tracking mechanisms to take bold steps and be able to show their effectiveness in dealing with more comprehensive goals than just ferrying cars across Puget Sound waterways. Get cars off the boats, and the roads!</p> <p>Lastly, a consideration that is extensive and only going to become more urgent is climate change. WSF goes through an enormous amount of diesel (hence green-house gases) as we know. I’m discouraged that LPG options have been shelved but encouraged that, with the Volkswagen grant, WSF will equip 3 hybrid ferries. The equivalent miles per gallon you burn, ferrying cars across your routes is pretty huge (you might look at an interesting 1996 study which computed the miles per gallon achieved by ferry boats for passengers and for cars at: (<a href="http://www.mdpi.com/1996-1073/4/2/239/pdf">www.mdpi.com/1996-1073/4/2/239/pdf</a>&lt;<a href="http://www.mdpi.com/1996-1073/4/2/239/pdf">http://www.mdpi.com/1996-1073/4/2/239/pdf</a>&gt;). Such figures lend credence to an effort to move people across the waters as opposed to cars fore climate considerations.</p> <p>thanks for your consideration and looking forward to your new comp plan,</p>
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<p><b>5/4/2018</b></p>	<p>What is your biggest priority for your route or community?  I'd like to see an overhead boarding platform for Clinton please.  What other issues should the Long Range Plan consider?  Electric or hybrid ferries.  Also all-year sundeck access to all ferries.  Finally, keep refreshing the ferry fleet as long as you limit wake wash. Wake wash issues have hampered Washington State Ferries since the Jumbo Mk Is in the 1970s, were horrendous with the Passenger Only Fast Ferries and wake wash needs to be kept to a minimum.  Do you have any other questions or comments?  Yeah I got two questions:  1) Why wasn't an open house held in Mukilteo or Anacortes?  2) Will I see please a response to my request the Long Range Plan consider refreshing the ferry fleet with minimal wake wash?  Thanks.</p>
<p><b>5/4/2018</b></p>	<p>Hi Ray,  Thank you for a really nice open house in Clinton last Tuesday. The Clinton Community can be a tough crowd, but they are a great group that always keeps us on our toes here at the County. I know everyone appreciated your efforts to show them how WSF is developing this plan.  I wanted to let you know that the IRTPO Members decided to send a letter of input regarding the WSF Long Range Plan. I believe the letter went out today to Assistant Secretary Scarton and was cc'd to Secretary Millar. I am attaching a scan of that letter for your review.  Good luck with the remaining open houses and I will see you at the next TAG meeting!  Thanks,  Brian</p>
<p><b>5/15/2018</b></p>	<p>Jamie:  Rep. Jeff Morris's Session Report, which arrived in the mail yesterday, states that one of his accomplishments in the 2018 legislative session was to secure money "to invest in upgrading San Juan Islands and Anacortes ferry terminals over the next four years and beyond."  I don't know what specific projects Rep. Morris has in mind, but I would like to point out that the Lopez ferry terminal needs some help.  Specifically:  1. Parking. Overflow parking is currently on the west side of the County Road south of Penny Lane. That parking area is a ditch and, in the winter, a muddy ditch. If there were a culvert in the ditch, the ditch could be filled with a hard-surface material, and parking would be easier and more convenient.  2. Safety and Congestion. The removal of the restaurant at the ferry dock has provided space for staging the hordes of bicyclists that come/go, particularly in the summer. The newly created passenger drop-off/pick-up turn around has created a convenient way for cars to access the ferry dock. Unfortunately, the cars and the bikes are all using the same small space—to and from the staging area and the vehicle turn around. This space</p>

<p>(continued)</p>	<p>is at the bottom of a steep hill, which, in my view, increases the danger and likelihood of an accident. One solution would be to move the vehicle turn around to the top of the hill, and allow only walkers and bikers on the hill and at the bottom.</p> <p>3. Reservations. My sense is that Lopez residents are more amenable to eastbound reservations now than they were earlier, particularly in the morning during Spring and Fall. Currently, the Lopez terminal is at the wrong end of the traffic line to manage reservations. I know that WSF owns property to the west of the current terminal. I don't know if that property could be used as a terminal/staging area or if the terminal could be moved to the south, up the hill.</p> <p>In my view, it would be worthwhile to commission a new "master plan" for the Lopez terminal area that would deal with all of these issues: parking, safety and congestion, and reservations. As our ferry use increases, these problems are likely to get worse.</p> <p>—John</p>
<p>5/24/2018</p>	<p>Two comments from the combined TAG &amp; PAG eating.</p> <p>First is the load factor and how it is calculated. I believe that for Vashon specifically it misses a significant fact. Measuring the westbound traffic gives a false impression of the load. It neglects the fact that the Southworth traffic is one direction, primarily, during the day. Vashon's traffic is constantly bi-directional. A significant amount of traffic is being missed. Yes the cars do return to Vashon but the load factor is tremendously undervalued. The capacity off Vashon is just as important as that to Vashon. The nearly, or over, full boats are not being considered. This is especially true on weekends.</p> <p>MY second comment is related to the vessel spreadsheets that Elliot bay did. This is a great start. However i believe the risk categories are being generous. After this last week of broken boats that is proven. The Issaquah class is nearing catastrophic failure, at least from the user point of view. I believe that the risk starts much sooner than illustrated. The charts are a tremendous step forward. The need for continuous construction is evident.</p> <p>The wrong impression has been given in the past that there are enough active boats to cover breakdowns, or even do sufficient maintenance. The users are getting hosed by the breakdowns. For that after so is WSF with the costs to shuffle the fleet and lost revenue. Though the island communities have o go, they cut back their travel. The revenue is only guaranteed for the end of the day return home.</p> <p>Greg</p>

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## Part 4: letters from agencies, organizations, and other comments



May 14, 2018

Washington State Ferries  
Attention Ray Deardorf  
2901 Third Ave. Suite 500  
Seattle, WA 98121

### Comments for Washington State Ferries on Long Range Plans

Whidbey SeaTac Shuttle travels across the Mukilteo – Clinton ferry route a minimum of 18 times a day, 7 days a week, and plans to increase our daily ridership later this year. We will occasionally cross using the Coupeville – Port Townsend, Edmonds- Kingston and out to the San Juan Islands.

Before I discuss the long range plans, I would like to make two comments: first regarding the low tide issue with the current Mukilteo transfer span, There are multiple times a year the tides force us to limit the size of vehicles or cancel trips due to the high center “hump” that is present at low tide. I would like to express our hope that engineers have taken this issue in to account with the new dock and transfer span at Mukilteo.

Secondly I would like to request that walk-on’s to the ferry at Mukilteo-Clinton be limited to boarding after the vehicles load. With walk-on boarding taking place before and after vehicles load it adds to the delays in sailing. This simple procedural change would yield great benefits. I would like to express my desire to see a much early completion date for overhead passenger loading bridge at Clinton to coincide with the opening of the new Mukilteo ferry terminal. The sooner this bridge is integrated into the system the quicker the ferry boarding process will be expedited.

Our comments for the long range plan are:

1. For us the biggest priority for any route would be to have enough reserve ferries in the fleet to maintain the scheduled service and we fully support your efforts to increase the fleet size. However, with more boats come the need for adequate crewing; let’s not be held hostage again by union contrived staffing shortfalls resulting in sailing cancelations.
2. Our second priority would be to operate the ferries on-time, on schedule. Our comments to aid in this factor for the Mukilteo – Clinton route would be use both Clinton transfer spans, remove the Olympic class boats returning to the Issaquah class boats. I would supplement the peak times and evenings with a smaller boat that would be faster to load and operate. With a clean slate under the 18-01 executive order for zero emissions you could design the all-electric, single car deck boat for this.

P.O. Box 2895  
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james@seatacshuttle.com

---

I would like to add that we very seldom see more than a quarter of the passenger cabin in use and many riders who drive-on never leave their car during the 15 minute crossing. We don't need Olympic class boats on this route. As you are aware the crossing times on the Mukilteo – Clinton route were thrown off when the Tokitae came on line and the time adjustment trials implemented last year did nothing but make matters worse.

3. Long Range planning considerations would be to see crossings 24 hours a day on the Mukilteo – Clinton route. If you had the 2:00 am departure from Mukilteo run year round and ran a 3:30 am sailing from Clinton you would have a daily customer on those crossings. We know this would be utilized from when you ran overnight sailings back in 2015 for the week the Deception Pass Bridge was closed overnight and your staff was surprised by the vehicle traffic. Additional justification can be found in your data about forecast ridership and population growth. There are no plans or thoughts about replacing the Deception Pass Bridge according state officials and legislators when we asked this question last year, as population grows this will become a bottle neck that will force an increase in ridership on the ferries.
4. I do take a little issue with your Level of Service measurements that were presented at the open house. A full vehicle deck should not be the only consideration in your measurements, you should also include the wait times and vehicle traffic back-up. With the Mukilteo – Clinton route travelers do have the option to drive around to access the island and you do lose customers when the wait time get over an hour. It is also not reasonable planning to permit three and four boat wait times for customers to be deemed acceptable.
5. Finally we strongly belief there should be a second transfer span design in the books for Mukilteo so if funding became available it can be implemented with the least possible delay.



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To view the current LRP go here: <<https://wsflongrangeplan.com/>>.  
To comment on it go to the comments page here: <<https://wsflongrangeplan.com/comment/>>  
or send them directly to WSF via the e-mail here: <[WSFLongRangePlan@WSDOT.wa.gov](mailto:WSFLongRangePlan@WSDOT.wa.gov)>.  
Additionally, they have a survey here: <<http://sgiz.mobi/s3/WSF-Long-Range-Plan-Survey>>

---

**Doug Rauh**

**Bainbridge Island, WA**

**comments on Washington State Ferries (WSF) 2040 Long Range Plan** as of 2018 05 23.

WSF needs to plan for conversion of the current fleet of ferries to lighter, smaller ferries using less polluting propulsion systems, lower operating cost, lower Life-Cycle Cost ferries and increase utilization of technology.

---

### **Ferries Classes:**

One class for routes with **large walk-on** demand and little capacity on the land side transportation system for vehicles. The other class would be for routes with smaller walk-on demand and **large requirement for vehicles capacity**. These routes have little land side restriction for additional vehicle demand. The ferry and terminal design should go back to basics of just moving people and vehicles across salt water. WSF primary goal should be transportation and everything else is optional.

---

### **Routes:**

The (Bainbridge to Seattle) and (Bremerton to Seattle) routes are **vehicle limited** at the Seattle terminal. Both of these routes should have three smaller ferries with small vehicle decks and extra walk-on capacity. All other routes need larger vehicle space and smaller walk-on capacity. The Bainbridge to Seattle and the Bremerton to Seattle should have 3+ smaller ferries. The more frequent service would reduce the ferry traffic impact on the land side infrastructure like SR-305. This would also align the route capacity to the highway capacity and/or local policy on congestion.

---

### **Ferry Weight:**

Any new WSF ferry should have a weight similar to the Norwegian "**Ampere**" ferry. Aluminum and **light weight material** should be used in construction in order to reduce the energy needed to move the ferry between terminals.

---

### **Ferry Propulsion Energy Type:**

The current **Diesel** option creates a large amount of **Green House Gas**. The other available options are **Electric, LNG and Hybrid-Electric**. **Norway and Finland** have moved toward **Electric** because they have hydroelectric power similar to Washington State.

---

### **Technology:**

**Autonomous** software for ferry routes, auto-**docking** software, automatic **mooring** and auto **electrical connection**.

---

### **Ferry Propulsion System:**

Current WSF ferries do not use azimuth drive systems. Ferries using **azimuth propulsion** have better handling in current, wind and much **shorter turning radius**. During collision avoidance an azimuth system could turn the ferry faster.

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### **Ferry Maintenance:**

An aluminum hull does not require painting like steel and is lighter.

---

### **Ferry Operational Life:**

The current design life of a ferry is **60 years WSF** policy.

The long life requires a mid-life upgrade.

Mid-life upgrades are expensive and takes the ferry out of service.

A shorter life that does not require a mid-life upgrade would be in line with what other ferry systems are doing.

Replacement ferry could be built while the ferry to be replaced continued service.

---

### **Ferry Life Cycle Cost:**

The **Initial Cost** of a ferry has resulted in ferries that have **higher fuel costs** thus **higher Life Cycle Cost**.

**Higher operating costs** result in **higher fares** due to high fare-box recovery rate which reduces demand for the service.

---

### **Ferry Price:**

Past ferry prices have been 2+ times the price paid by other ferry systems for similar boats.

**Construction and Financing Costs** need to be reduced.

---

### **Ferry Fares:**

Ferry **deck space** needs to be charged by **actual space used**.

---

### **Ferry Financial Model:**

Current WSF financial model is based on shifting a larger percentage of fare increases from people to vehicles.

**Will this vehicle biased revenue model be sustainable as autonomous vehicles replace privately owned vehicles?**

---

### **Ferry System Demographics:**

As **Baby Boomer ferry users age out** of the work force will peak demand for service shift to mid-day?

---

### **Terminal Automation:**

The **Vehicle Ticketing process from highway to holding** needs more automation.

All passenger **turnstiles need to accommodate commuters with computer roller cases** and travelers with luggage.

---

### **Terminal to Ferry Loading:**

Needs to be **more efficient** and **safer** for both passengers and vehicles.

---

### **Online Ticket sales**

**Seniors are not allowed to buy discounted senior ticket online per WSF policy.**

WSF ticket process should validate the **right to use** a particular ticket **at time of use NOT** at the **time of purchase**.

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## Everything below this point is Reference Material

In the same order as the comments points above

Comment Points are in bold and gray background

Doug Rauh's comments or emphasis in references are in yellow and/or bold.

---

### Ferries Classes:

One class for routes with **large walk-on** demand and little capacity on the land side transportation system for vehicles.

The other class would be for routes with smaller walk-on demand and **large requirement for vehicles capacity**.

These routes have little land side restriction for additional vehicle demand.

The ferry and terminal design should go back to basics of just moving people and vehicles across salt water.

WSF primary goal should be transportation and everything else is optional.

---

Both the **Bainbridge to Seattle** and **Bremerton to Seattle** would function more efficiently with three **smaller** ferries on each route.

These ferries should carry fewer vehicles (60-120?) and (1,000-2,000?) passengers.

Assume slower crossing speed with more frequent sailings.

Mid-day each ferries could skip a run and be fully recharged.

This would reduce large pulse of vehicles into the Seattle street system and its related congestion.

All other routes would use a ferry with a large vehicle deck and a smaller passenger space in order to match demand while keeping the ferry light and the crew size small.

The aluminum hull design for both ferries could be the same or similar.

<https://hiveminer.com/Tags/electricferry,ferry> pictures of Norway's Ampere all electric ferry



<https://www.siemens.com/innovation/en/home/pictures-of-the-future/mobility-and-motors/electromobility-electric-ferries.html>

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Saturday, April 28, 2018

Doug Rauh's Bainbridge Island comments on WSF 2040 Long Range Plan

Page 3 of 43

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### Routes:

The (Bainbridge to Seattle) and (Bremerton to Seattle) routes are **vehicle limited** at the Seattle terminal. Both of these routes should have three smaller ferries with small vehicle decks and extra walk-on capacity. All other routes need larger vehicle space and smaller walk-on capacity. The Bainbridge to Seattle and the Bremerton to Seattle should have **3+** smaller ferries. The more frequent service would reduce the ferry traffic impact on the land side infrastructure like SR-305. This would also align the route capacity to the highway capacity and Seattle's proposed congestion toll.

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<https://www.seattletimes.com/seattle-news/transportation/seattle-mayor-wants-a-tolling-plan-to-reduce-traffic-congestion-greenhouse-gases/>

### Tolls on downtown streets? Seattle mayor pushes for plan to cut traffic, greenhouse gases

Originally published **April 4, 2018** at 6:00 am Updated April 4, 2018 at 11:06 am

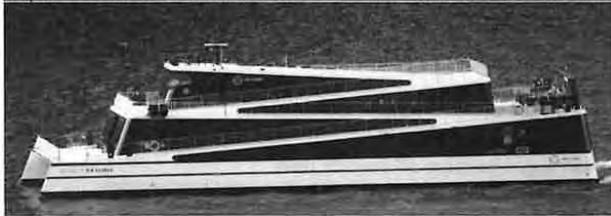
**If Mayor Jenny Durkan implements widespread tolling of city roadways, Seattle would be the nation's first city to establish such systemwide tolling.**

---

### WSF could supplement a car ferry with an all electric passenger ferry similar to the Norwegian "Future of the Fjords" on the Bainbridge to Seattle route.

An all-electric ferry on the Bainbridge route would allow WSF to slow down the larger heavier vehicle ferries thus saving fuel and reducing Green House Gas.

<https://worldmaritimeneews.com/archives/250388/zero-emission-passenger-ship-joins-the-fjords/>



### Zero Emission Passenger Ship Joins The Fjords

[zoom](#)Image Courtesy: The Fjords

Norwegian transportation company The Fjords has taken delivery of its zero emission passenger vessel, **Future of The Fjords.**

Featuring a length of 42 meters, the **all-electric catamaran** will begin operation in mid-May, making around 700 yearly round trips along the UNESCO World Heritage-listed fjord route between Flåm and Gudvangen. The Fjords said that this is the first vessel of its kind to offer **completely emission free** transport through the Western Norwegian landscape.

**Future of The Fjords** is the **sister ship** to **Vision of The Fjords**, a **diesel electric hybrid** launched in 2016. Although both ships are designed and constructed by Norwegian shipyard Brødrene Aa, they are very different.

"Vision of The Fjords was an important development for us, but we had the ambition to take it one step further and **replace the diesel electric propulsion with all-electric** – thus **eradicating all noise and emissions to air for the entire route**. Future of The Fjords does just that, minimising its impact on the environment while maximising the experience of passengers," Rolf Sandvik, The Fjords CEO, said.

The NOK 144 million vessel is propelled by **two 450kW electric motors**, enabling **cruising speeds of 16 knots**. Additionally, The Fjords has, in partnership with Brødrene Aa, developed a unique charging solution called the Power Dock.

With a length of 40 meters and a width of 5 meters, the floating glass fibre dock will sit in the water at Gudvangen, housing a 2.4 MWh battery pack. This charges steadily throughout the day via connection to the local grid network, which does not have the capacity to charge the Future of The Fjords directly.

The solution **allows the vessel to 'refill' in just 20 minutes.**

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Saturday, April 28, 2018    Doug Rauh's Bainbridge Island comments on WSF 2040 Long Range Plan    Page 4 of 43

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### Ferry Weight:

Any new WSF ferry should have a weight similar to the Norwegian “Ampere” ferry.

Aluminum and **light weight material** should be used in construction in order to reduce the energy needed to move the ferry between terminals.

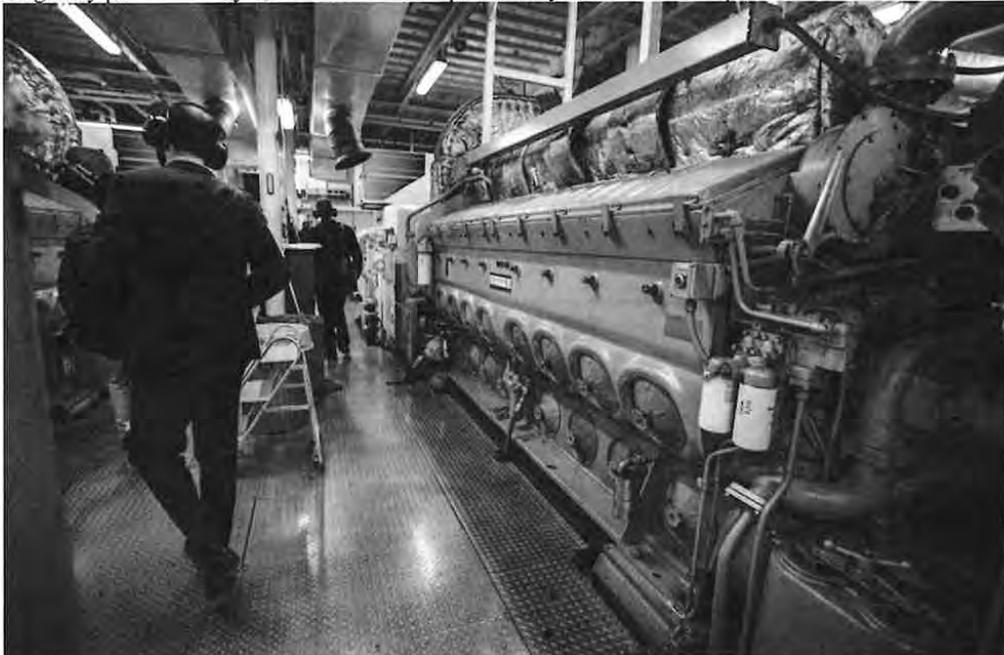
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**A WSF Jumbo Mark-II class ferry is ten times the weight of Finland’s (electric) Elektra ferry and Norway’s Ampere.**

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<https://www.seattletimes.com/seattle-news/transportation/washington-state-ferries-plans-to-convert-its-biggest-vessels-to-electric-power/>  
**Washington State Ferries plans to convert its biggest vessels to electric power**

Originally published May 4, 2018 at 6:00 am Updated May 4, 2018 at 12:42 pm



**This is one of the four main engines that help propel the MV Tacoma ferry. When converted to a hybrid system two of the four engines would be taken out of service and 100 tons of batteries would be added.**  
**Steve Ringman/The Seattle Times)**

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[https://en.wikipedia.org/wiki/Jumbo\\_Mark-II-class\\_ferry](https://en.wikipedia.org/wiki/Jumbo_Mark-II-class_ferry)

General characteristics

Type: auto/passenger ferry

Tonnage: 4936 tons

Displacement: 5398 tons ← estimated to need 100+ tons of Lithium batteries with a 4 year limited life

Length: 460 ft 2 in (140.3 m)

Beam: 90 ft (27.4 m)

Draft: 17 ft 3 in (5.3 m)

Decks: 2 auto decks/1 passenger deck/1 sun deck w/"quiet room" at each end

Deck clearance: 15 ft 4 in (4.7 m)

Installed power: Total of 13,200 hp from 4 x EMD 16-710 Diesel-Electric engines

Speed: 18-knot (33 km/h; 21 mph)

Capacity: 2500 passengers 202 vehicles (max 60 commercial)

Saturday, April 28, 2018

Doug Rauh’s Bainbridge Island comments on WSF 2040 Long Range Plan

Page 5 of 43

<http://www.finferries.fi/media/elektra-technical-data.pdf>

Length over all 97,92 m

Breadth moulded 15,20 m

Draught 3,55 m 5 lanes,

length of lanes 450 m

Passenger + crew 375 persons

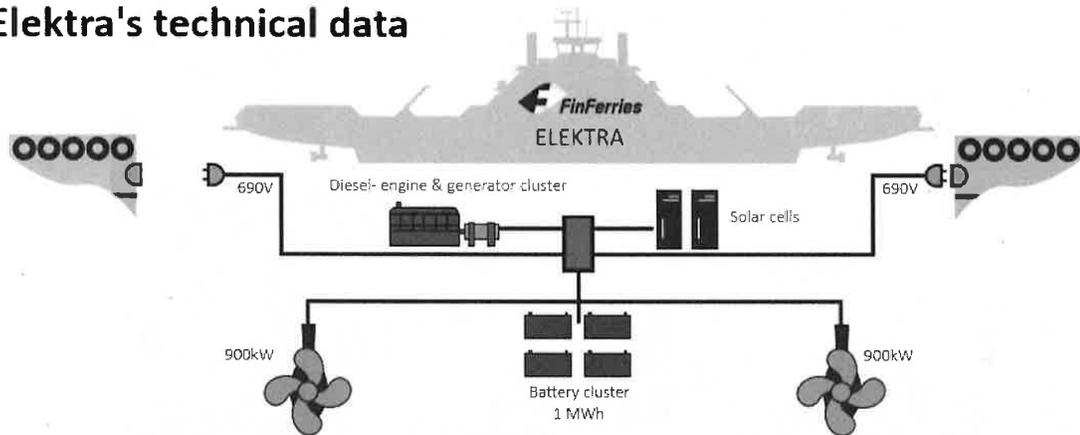
**DWT 525 t** Cars 90 ← uses about **10 tons** of batteries

Propulsion power 2 x 900 kW

**Batteries** all together **1 MWh**

Diesel generators 3 x 420 kW

## Elektra's technical data



[https://www.google.com/search?q=finferry+elektra&source=Inms&tbn=isch&sa=X&ved=0ahUKEwjiipdW63JfbAhVsyIQKHc7KCD0Q\\_AUICygC&biw=1536&bih=898#imgrc=VYpMHRHBcXDYJM](https://www.google.com/search?q=finferry+elektra&source=Inms&tbn=isch&sa=X&ved=0ahUKEwjiipdW63JfbAhVsyIQKHc7KCD0Q_AUICygC&biw=1536&bih=898#imgrc=VYpMHRHBcXDYJM): Finland Elektra electric ferry



**Ferry Propulsion Energy Type:**

The current **Diesel** option creates a large amount of **Green House Gas**.

The other available options are **Electric, LNG and Hybrid-Electric**.

**Norway and Finland** have moved toward **Electric** because they have hydroelectric power similar to Washington State.

[https://www.psrc.org/sites/default/files/tip2018-fhwa-wsdot\\_wsf-hybrid-electric-ferry-conversion\\_web.pdf](https://www.psrc.org/sites/default/files/tip2018-fhwa-wsdot_wsf-hybrid-electric-ferry-conversion_web.pdf)

**Phase 1**, the subject of this CMAQ funding request, is the vessel conversion component of the program. Construction entails purchase of equipment needed for the conversion of the two JMII (Jumbo Mark II class) vessels to hybrid electric propulsion( the third Jumbo Mark II on the Edmonds-Kingston route would be converted after wards) and integration of battery storage technology into the existing diesel electric propulsion systems. Specifically, the project scope includes the following elements:

- Installation of **lithium-ion battery banks totaling 6.3 MWh** in the existing shaft alley compartments on both ends of each of two vessels;

**Why does Finland’s 10 tons of Lithium store 1.0 MWh while WSF’s 100 tons of Lithium stores 6.3 MWh?**

**Shouldn’t WSF be getting 10.0 MWh’s of storage from 100 toons of lithium-ion battery banks?**

<https://www.wsdot.wa.gov/NR/rdonlyres/6C78A08B-19A1-4919-86E6-E9EF83E6376D/123052/HybridSystemIntegrationStudy.pdf>

**JUMBO MARK II CLASS**

Hybrid System Integration Study

Prepared for: Washington State Ferries

Seattle, WA

Ref: 17102-070-0 Rev. - February 8, 2018

**The fuel consumption was designed into the Jumbo Mark II and should emphasize the importance of designing for goals not initial price.**

**The Life Cycle Cost of the Jumbo Mark II’s is a disgrace due to the fuel consumption.**

Page 31

*Table 12: Jumbo Mark II Fuel Consumption*

Route	Gallons/ Hour	Hours of Operation	Gallons/ Day	Gallons/ Month
Seattle-Bainbridge	275	20	5,500	167,500
Edmonds-Kingston	225	20	4,500	137,000

MARK II VESSEL CLASS CONSUMPTION BY VESSEL, BY MONTH - LAST 12 MONTHS THRU OCTOBER 2017

	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	TOTALS
TACOMA	157,225	166,109	163,189	50,663	164,206	160,071	163,249	160,005	165,507	166,974	162,372	49,034	1,728,604
WENATCHEE	160,100	63,467	60,451	140,884	177,128	164,273	169,175	169,440	173,172	173,339	165,648	175,039	1,792,116
PUYALLUP	88,069	107,266	145,234	131,439	136,732	131,454	137,284	132,932	141,712	135,060	135,298	158,231	1,580,711
JUMBO MARK II FUEL	405,394	336,842	368,874	322,986	478,066	435,798	469,708	462,377	480,391	475,373	463,318	382,304	5,101,431

*Partial consumption month - vessel was undergoing maintenance at least part of the month*

*Figure 19: Jumbo Mark II Monthly Diesel Consumption, Last 12 Months*

Information from WSF indicates that a **Jumbo Mark II** will typically be **out of service an average of seven and a half weeks per year**. When the TACOMA or WENATCHEE is out of service on the Seattle-Bainbridge run, the PUYALLUP shifts to this route. Jumbo Mark IIs will be on the Seattle-Bainbridge run 365 days per year and 208 days per year on Edmonds-Kingston.

As a result, the **life cycle cost analysis** will estimate

**Jumbo Mark IIs annually consuming about 4,015,000 gallons at Seattle-Bainbridge (two vessels on run) and 935,100 gallons at Edmonds- Kingston.**

The vessels are assumed to operate with periodic usage of the onboard diesels **to avoid oversizing** the hybrid power system. **A necessary departure from the dock prior to a full recharge of the battery system might require a diesel generator to come online prior to docking at the other side.**

If the captain required accelerating above a certain threshold assumed in this...

**Norway added more batteries after running operationally because of a need for additional margin.**

**Does “to avoid oversizing” mean the Jumbo Mark II’s should have more than 100 tons of Lithium-ion batteries in order to provide enough margin for continuous operation?**

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Page 35

### 9.3 Lithium-Ion Batteries

The TACOMA and WENATCHEE will each make about 7,200 crossings per year while the PUYALLUP will make about 7,800. Due to the PUYALLUP's larger amount of time on the Edmonds-Kingston route, the battery pack would incur a lower average DOD and support a higher projected cycle life. As a result, the TACOMA and WENATCHEE serve as the worst case for this report. With selected **target battery life duration of four years**, the batteries will need to supply 28,800 cycles at the previously discussed DOD for the more demanding Seattle to Bainbridge crossing. Clearly, this will be a high cycle count application.

**Does “target battery life duration of four years” mean during the 40 years of remaining life 10 sets of Lithium-ion batteries will have to be purchased?**

**How much will that cost?**

**Is battery replacement cost included in the life time savings being projected by WSF?**

Page 41

**Since new battery banks are planned every four years,**

**the variable costs will be left out of the LCCA as representing a replacement rate over a longer period....**

**How does the above statement build trust in the economic analysis of this proposed conversion?**

Page 45

*Table 18: Emissions from Electrical Usage – Puget Sound Energy w/o Green Energy Program*

Route	Energy per Trip	Annual Crossings (One-way) <sup>1</sup>	Annual Energy	Annual CO <sub>2</sub> Emissions
Seattle – Bainbridge	2200 kWh	8,395	18,470 MWh	8,630 MT
Edmonds – Kingston	1700 kWh	2,702	4,590 MWh	2,140 MT
		<b>Total</b>	23,060 MWh	10,770 MT

<sup>1</sup> Only Kingston and Bainbridge with PSE sourced charging

---

While **WSF would not include the emissions from the sourced electricity in their GHG emissions inventories**, it is still important to consider. ...

**It looks to me like WSF is just buying a transfer of pollution from ferries generation to utility generation. No actual pollution reduction is actually occurring only how the pollutions source is attributed.**

Page 53

While the propellers and electric motors will still cause some noise and vibrations, the noise levels will be significantly reduced **without the use of the diesel generators.**

**There won't be any shore power for years so won't the diesel generators on the ferries still be running?**

Page 54

WSF produces **67% of WSDOT's total emissions and the three Jumbo Mark II vessels emit 26% of WSF's share of carbon emissions.** Given the late 1990's emissions standards that the Jumbo Mark II diesel engines were required to meet, the emissions savings is likely even greater in regard to NOx, SOx, and diesel particulate matter.

**This project would have enormous impact in meeting the 2020 emissions targets.**

**The utilities pollution increase due to WSF buying electricity will reduce this "enormous impact" which to me appears to be BS.**

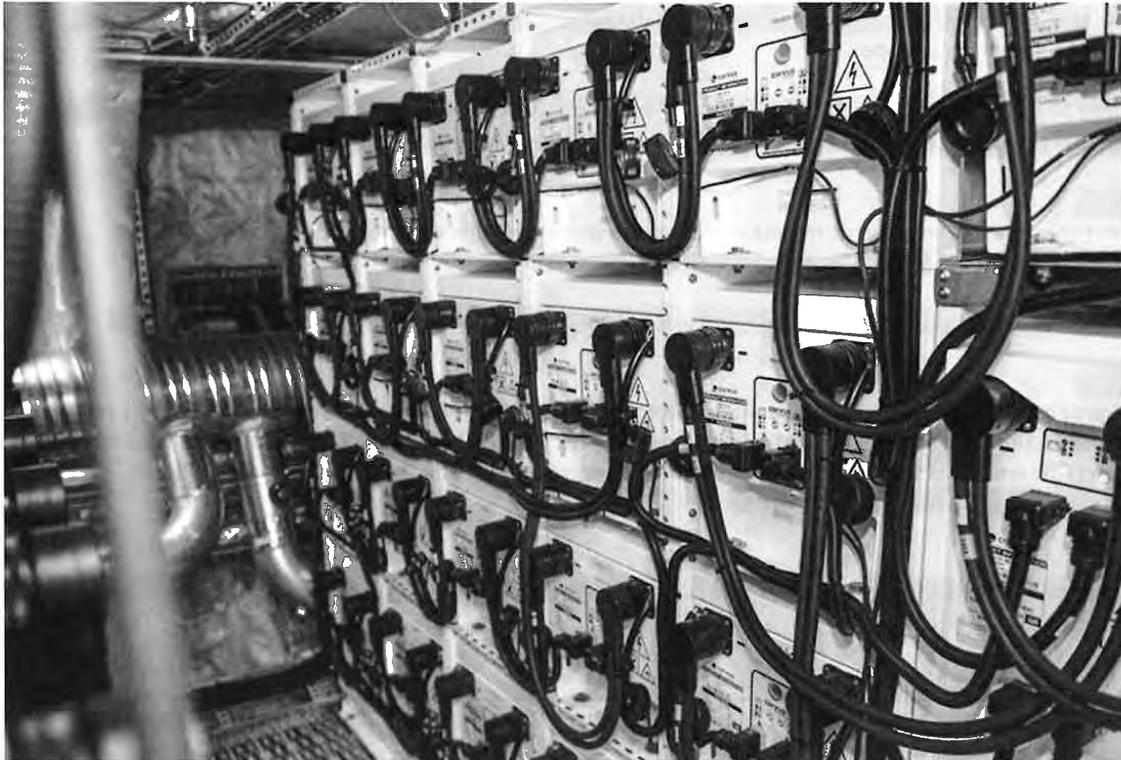
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<https://www.bloomberg.com/news/features/2018-03-13/the-next-ship-you-board-might-run-on-batteries>

The **first zero-emissions ferry**, called the **MF Ampere**, started sailing between the villages of Oppedal and Lavik along the Sognefjord in 2015. Operated by Norled AS, it's made of light **aluminium**, **runs on 10 tons of lithium-ion batteries** and carries up to **350 passengers** and **120 cars**. After each 20-minute journey, it **recharges for 10 minutes**. The ride is both **smoother** and **quieter** than on diesel-powered ferries.



The **MF Ampere**. Photographer: Carina Johansen



Cables connect to batteries in the battery room of the MF Ampere.

<https://fortress.wa.gov/ecy/publications/documents/1402030.pdf>

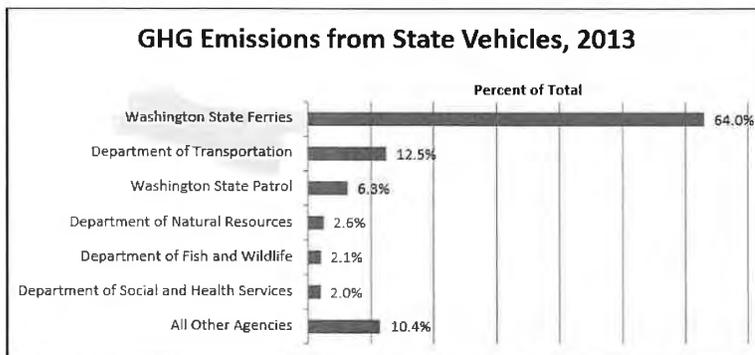
Reducing Greenhouse Gas Emissions in Washington State Government Third Biennial Progress Report

**December 2014** Publication no. 14-02-030

Page 12 State vehicle fleet

State agencies emitted about 268,445 MTCO<sub>2</sub>e from state-owned motor vehicles in 2013.

**About 64 percent of the 2013 transportation-related total is from the Washington State ferry system.**



**Figure 6:** GHG Emissions from State Vehicles, 2013

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## Technology:

**Autonomous** software for ferry routes, **auto-docking** software, automatic **mooring** and auto **electrical connection**.

<https://www.youtube.com/watch?v=epOAE8pudsg> ← 2 minutes video showing **automatic mooring** and **electrical** to Norway's electric ferry **Ampere**.

**Watch video to see how the mooring and electrical connection works.**



Automatic electrical connection **green arrow**.

Automatic mooring **red arrow**.

### MoorMaster™ automated mooring and Automatic Plug-in System

Discover how our combined automated mooring and **Automatic Plug-in System** **moors and charges** the world's first fully battery-powered catamaran ferry.

The system enables vessel operator **Norled** to **bring down operating costs**, improve safety, and decrease emissions.

<https://globenewswire.com/news-release/2018/04/20/1482333/0/en/Cavotec-signs-breakthrough-EUR-9m-orders-for-unmanned-mooring-of-electric-ferries.html>

### Cavotec signs breakthrough EUR 9m orders for unmanned mooring of electric ferries

April 20, 2018 03:30 ET | Source: Cavotec SA

Cavotec is set to revolutionise the operation of e-vessels by delivering and maintaining its automated, unmanned, mooring system MoorMaster™ for e-ferry ports across Norway. With these orders, **MoorMaster™** is now the leading technology to safely and efficiently moor e-vessels, a segment set for rapid growth.

The orders are worth approximately EUR 9m, of which EUR 4m was booked in the fourth quarter of 2017.

On completion of these projects, Cavotec will have equipped more than **40 e-ferry ports** in Scandinavia with MoorMaster™, thereby delivering substantial operational and safety benefits for ferry operators.

“These projects demonstrate the **unrivalled suitability of MoorMaster™ for e-ferry applications**, and the importance of the technology for this rapidly growing segment in Norway and beyond,” says Gustavo Miller, President Ports and Maritime Division at Cavotec.

MoorMaster™ is ideal for e-ferry applications because the units keep vessels in pre-programmed positions to maximise the amount of time available to charge ship battery units. The technology also reduces overall CAPEX for operators, and delivers substantial operational and safety benefits,” says Sofus Gedde-Dahl, Sales Director E-Ferries at Cavotec. Following its stated aim of reducing carbon dioxide emissions by 40 per cent, Norway has led the introduction of electrically powered and hybrid vessels. Cavotec has become a crucial partner in this effort through its development of innovative automated charging interface and mooring technologies.

Saturday, April 28, 2018

Doug Rauh's Bainbridge Island comments on WSF 2040 Long Range Plan

Page **11** of **43**

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Cavotec systems have moored and charged the world's first fully **electric car ferry**, the **MF Ampere**, since it entered service in **2015**. Following the success of the MF Ampere application, Cavotec mooring and charging technologies have been introduced at a growing number of e-ferry berths in Norway, Finland, and Sweden.

To date, more than **260 MoorMaster™ units worldwide** have performed some 330,000 moorings at ferry, bulk and container handling, as well as lock and ship-to-ship applications worldwide.

"The rapid introduction of e-ferries in Norway has been the dominant driver for the wider adoption of MoorMaster™ in recent years, a development that we see being replicated in neighbouring markets such as Finland and Denmark," says Gedde-Dahl.

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**Doug Rauh Bainbridge Island comments on new technology in the 2040 WSF Long Range Plan. The WSF presentation to the WSTC on the next 20 year plan should include technology at least as advanced as what the Norwegians are installing on their ferries today.**

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[https://www.marinelink.com/news/autocrossing-rollsroyces436449?utm\\_source=MT-ENews-2018-04-17&utm\\_medium=email&utm\\_campaign=MT-ENews](https://www.marinelink.com/news/autocrossing-rollsroyces436449?utm_source=MT-ENews-2018-04-17&utm_medium=email&utm_campaign=MT-ENews)

### **Rolls-Royce's Autocrossing System for 13 New Ferries**

Posted by Michelle Howard April 17, 2018



Photo: Rolls-Royce

Rolls-Royce Marine has signed a deal to supply its **Autocrossing system** to a total of **13 new environmentally friendly ferries** for the Norwegian company Fjord1. The vessels are currently being built by three yards in Turkey and two yards in Norway. All contracts also include two azipull propellers for each vessel with accompanying propeller control system from Rolls-Royce.

With this contract, Rolls-Royce has sold autocrossing to a total of 18 new ferries to operate along the coast of Norway, of which **16 have been ordered by Fjord1** and **two** by another Norwegian ferry company, **FosenNamsos Sjø**.

Dagfinn Neteland, CEO of Fjord1, said, "Our passengers will be part of the most environmentally friendly and modern transportation concept ever seen in Norwegian fjords. The technology from Rolls-Royce enables us to deliver this promise."

Andreas Seth, Rolls-Royce, SVP Electro, Automation and Control, said, "We are proud to take part in the ongoing renewal program for ferries that connects communities along the long Norwegian coastline. The Government deserves praise for opting for both innovative and environmentally friendly solutions. It makes it possible for the maritime industry to deliver our latest technology."

The new generation of environmentally friendly ferries have strict yearly limits on energy consumption as part of the commercial agreement between the ferry operator and the

Saturday, April 28, 2018 Doug Rauh's Bainbridge Island comments on WSF 2040 Long Range Plan Page 12 of 43

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Government. **The automatic crossing system provides safe, predictable and energy-efficient transit back and forth by automatically controlling the vessel's acceleration, deceleration, speed and track.**

The **two energy-efficient Rolls-Royce Azipull thrusters** respond adaptively to environmental conditions to ensure optimal behaviour and maximise efficiency.

The **vessel's captain will supervise the automatic system and intervene using traditional maneuvering systems if needed.**

If the captain is not, for some reason, able to take manual control, the system stops the vessel at a safe distance from the quayside and keeps it safely positioned automatically until further action can be taken.

Seth said, "Five of the new vessels will operate in one of Norway's two designated test areas for autonomous ship technology. This is a perfect location as the Autocrossing system from Rolls-Royce is indeed **a step on the journey towards increased autonomous and remote navigation.**

The **Automatic Crossing System** can today be installed as an **add-on** to any standard **Rolls-Royce azimuthing thruster.**

This means the system can be retrofitted to the existing fleet of ferries around the world.

Overview of shipyards building the 13 new ferries for Fjord1:

- Havyard Ship Technology, Norway = 5 ferries
- Fjellstrand, Norway = 1 ferry
- Tersan Shipyard, Turkey = 2 ferries
- Sefine Shipyard, Turkey = 3 ferries
- Cemre Shipyard, Turkey = 2 ferries

Earlier this year Fjord1 took delivery of three new ferries from Tersan, with Autocrossing installed, while the two ferries for FosenNamsos Sjø are under construction at Kleven's Myklebust shipyard in Norway.

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Doug Rauh's comments on **autodocking** system for ferries: WSF's should include in 2040 Long Range Plan.

[https://www.marinelink.com/news/autodocking-norwegian436844?utm\\_source=MT-ENews-2018-04-26&utm\\_medium=email&utm\\_campaign=MT-ENews](https://www.marinelink.com/news/autodocking-norwegian436844?utm_source=MT-ENews-2018-04-26&utm_medium=email&utm_campaign=MT-ENews)

### Norwegian Ferry Tests Autodocking System

**Eric Haun**, Editor web editor of MarineLink.com and contributor to Maritime Reporter...

April 26, 2018



(Photo: Wärtsilä)

A ferry owned by Norwegian operator **Norled** is the first in the world to experiment with autodocking technology.

Saturday, April 28, 2018

Doug Rauh's Bainbridge Island comments on WSF 2040 Long Range Plan

Page 13 of 43

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Equipped with **Wärtsilä's** innovative **autodocking system**, the 83-meter ferry Folgefonn concluded three months of testing with harbor docking trials in April.

The autodocking system **activates some 2,000 meters from the berth** and keeps the vessel transiting at its normal transit speed until it gradually slows down to activate the line-up and docking maneuver.

**The vessel operates completely automatically until secured at the berth.**

Full maneuvering of the vessel, including the steering and propulsion, is automatically controlled by the software, with manual intervention and control possible at any moment if need be. At no time during the tests did Folgefonn's captain need to take manual control of the vessel.

When the ship is ready to sail again, **the system may be used for the departure** procedure in an identical but reverse manner.

**Wärtsilä**, who received support for the autodocking pilot project from the Norwegian state-owned Innovasjon Norge (Innovation Norway), said developing intelligent vessels is central to its [smart marine ecosystem vision](#). In 2017, the same Wärtsilä team [tested remote controlling of a ship sailing in the North Sea from](#) its San Diego location.

The company believes autodocking technology delivers significant benefits to operators, including improved safety since there is less likelihood of human error and ship's officers can focus on situational awareness outside the wheelhouse. In addition, **greater efficiency in docking allows more time at berth**, and there is **less wear and tear on the vessel** since the thrusters are utilized more efficiently.

Norled has made the **Folgefonn** available for further development of a number of Wärtsilä's products and systems. Among the Wärtsilä technologies already installed and tested are its energy optimization system, the hybrid propulsion system, [wireless inductive battery charging](#) and [energy storage](#). The ferry can now be operated with automatic wireless charging, automatic vacuum mooring and automated docking.

"We [thank Norled](#) for their valued cooperation in this project. These tests represent an important element within Wärtsilä's overall smart marine vision. Autodocking can become a vital part of our offering to the ferry and other shipping markets, and will further promote our activities in leading the transformation into a new era of high efficiency and profitability for our customers," says Roger Holm, President, Wärtsilä Marine Solutions.

"We are pleased to support Wärtsilä's efforts for creating greater efficiencies for marine operators. Technologies that improve safety, reduce operating costs, and lower the environmental impact can only be good for our industry," says Sigvald Breivik, Technical director, Norled.

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### Ferry Propulsion System:

Current WSF ferries do not use azimuth drive systems.

Ferries using **azimuth thruster** have better handling in current, wind and much **shorter turning radius**.

During collision avoidance an azimuth system could turn the ferry faster.

<https://youtu.be/L6CIXYhYdrE> <-- minute video **Azimuth thruster in action**

<https://www.youtube.com/watch?v=pBbWBSu0Qc0> ← 2 minute video on permanent magnet thruster

WSF could improve maneuverability by using azimuth thrusters allowing safer docking during times of strong wind and/or current.

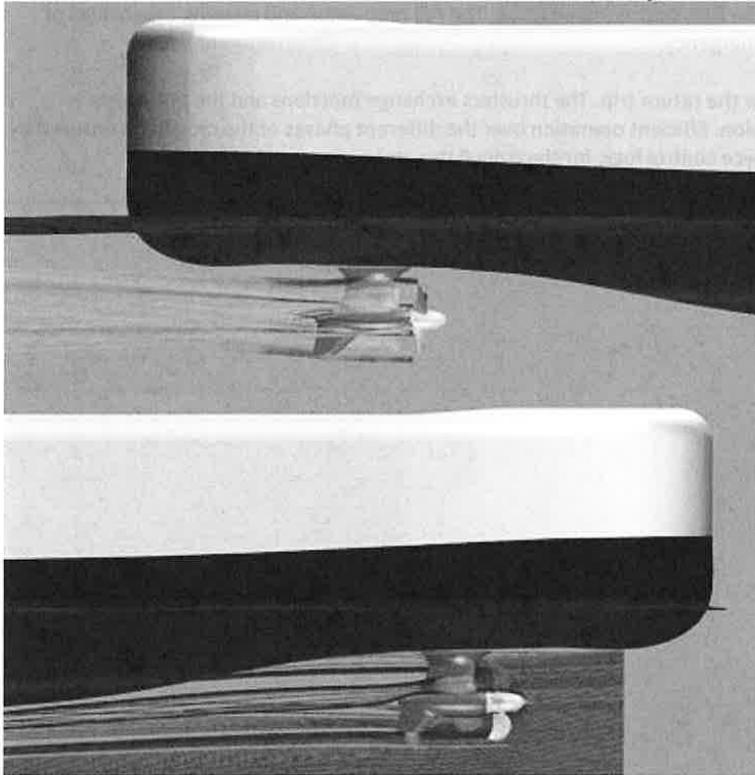
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<https://www.maritimepropulsion.com/blogs/post/optimizing-ferries-for-electric-power-52>

### Optimizing Ferries for Electric Power

Posted to Propulsion (by Eric Haun ) on May 5, 2017

**Two new zero-emissions ferries will enter service in Norway in 2018, both optimized for electric power.**



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CFD illustrates the **very low drag of the fully feathered bow thruster** and the efficient stern Azipull  
(Image: Rolls-Royce)

Batteries will be the sole power source for two new double-ended ferries being built for operations on Norway's west coast. The ferries, now under construction at the Tersan shipyard in Turkey and to be operated by Fjord1 and the Norwegian public roads authority Statens Veivesen, will produce zero emissions when they enter service in January 2018.

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Each ferry will carry up to **120 cars, 12 trailers and 349 passengers** on the crossing of approximately two kilometers between Anda and Lote, Norway. The battery vessels will replace diesel power, and the **lithium ion batteries** will be charged at each side of the crossing.

Rolls-Royce said it has been working closely with designer Multi Maritime to ensure that the Azipull thruster propulsion system and hull form minimize energy requirements and deliver sufficient low-speed thrust during bad weather, so minimizing battery size.

A single **Azipull AZP 85CP-F thruster** from Rolls-Royce will be located at each end of a ferry. The pulling propeller and the streamlined lower gear housing provide increased thrust through energy recovery, the manufacturer said. These also provide high efficiency with **low vibration**, making them attractive for a wide variety of vessel types. And for the new ferries in particular, the Azipull's controllable pitch and feathering propeller were deciding factors.

Studies carried out by Rolls-Royce for the ferry design indicated that in transit the lowest power requirement is when the aft thruster provides all the propulsion thrust and steering.

In this mode the forward thruster only represents drag, and the design enables this to be cut to a few percent of the total thrust by setting the CP propeller to the **fully feathered position**. The full propulsion and steering capabilities of both are available for maneuvering or in emergency.

This type of vessel does not turn around for the return trip. The thrusters exchange functions and the previously feathered idle unit provides transit propulsion. Efficient operation over the different phases of the crossing is ensured by combinatorics that form part of the Rolls-Royce control logic for the Azipull thrusters.

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## Ferry Maintenance:

An aluminum hull does not require painting like steel and is lighter.

<https://electrek.co/2018/02/03/all-electric-ferry-cuts-emission-cost/>

All-electric ferry cuts emission by 95% and costs by 80%, brings in 53 additional orders

Fred Lambert - Feb. 3rd 2018 1:57 pm ET @FredericLambert



The operators of the first all-electric ferry in Norway are starting to get some good data on the vehicle and it's nothing short of impressive.

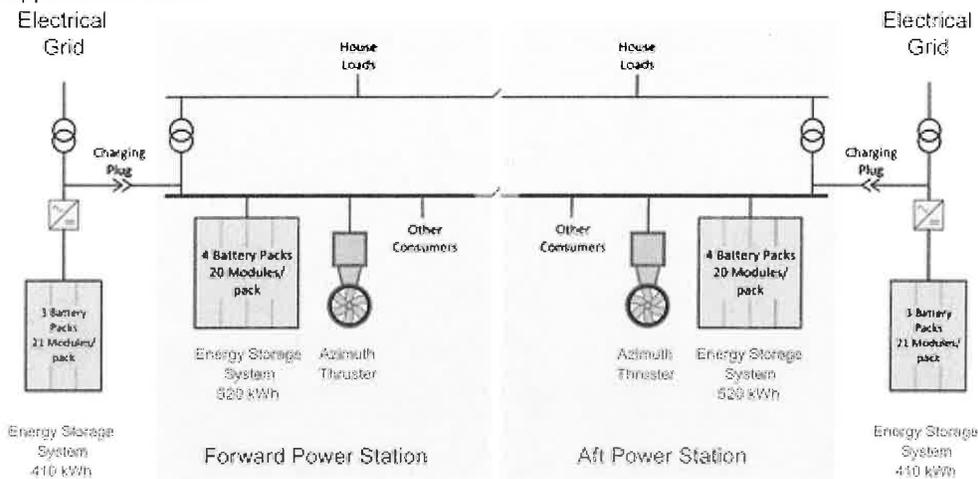
They claim that the **all-electric ferry cuts** emission by 95% and **costs by 80%** compared to fuel-powered counterparts and the results are attracting customers.

The ferry in question is called "**Ampere**" and it was put into operation back in May 2015 with the aim to reduce NOx and CO2 emissions, as well as **noise pollution** on the water.

It was the result of an extensive partnership between Norled AS, a shipping company and ferry operator, Fjellstrand Shipyard, Siemens AS, and Corvus Energy.

The last two developed the electric powertrain and battery system powering the ferry with **over 1 MWh of battery capacity** on board.

Here's a diagram of the system – including the two charging stations with battery packs installed in Oppedal and Lavik:



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It was already clear that the deployment of the all-electric ship was a success since they quickly commissioned another one, called "Elektra", that went into operation last summer.

But they announced at the Nordic EV summit in Oslo this week that the numbers are even more impressive than anticipated with CO2 emissions reduced by 95% and **operating cost by 80%**:

With those numbers, you would think that every ferry operators on the planet would be looking to update their fleet with those all-electric alternatives.

Sure enough, **they are seeing a lot of order with a reported backlog of 53 additional ferries.** Here's a video of the Ampere from when it was launched back in 2015:

#### **Electrek's Take**

As we have often discussed in the past, all modes of transportation are gradually being converted to electric propulsion and that includes maritime transport.

Ferries are a perfect place to start since they often travel only short distances and stay for relatively long periods of time at the same ports, where they can be charged.

That's exactly what they took advantage of and interestingly, they are charging the ferries through battery packs at each port, which helps maintain a high charge rate while reducing peak demand costs.

Now we are seeing more and more companies going electric for maritime transport.

Last year, Two massive ferries (even bigger than the Ampere) being converted to battery-electric – becoming the biggest all-electric ships in the world in the process.

New large all-electric container barges dubbed 'Tesla ships' are also launching this autumn and an new all-electric cargo ship with a **massive 2.4 MWh battery pack** recently launched in China.

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### Ferry Operational Life:

The current design life of a ferry is **60 years per WSF** policy.

The long life requires a mid-life upgrade.

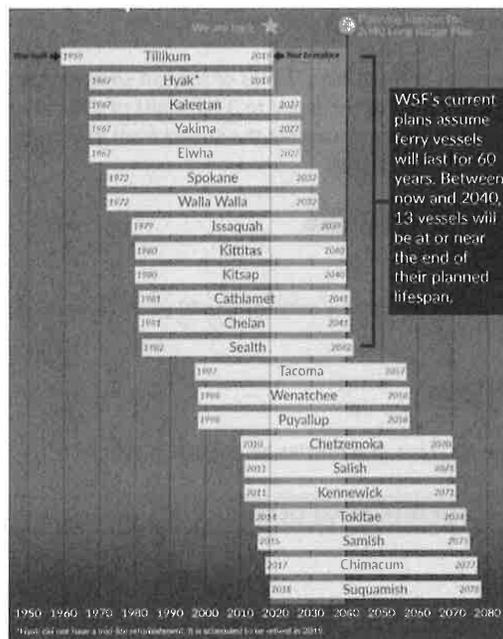
Mid-life upgrades are expensive and takes the ferry out of service.

A shorter life that does not require a mid-life upgrade would be in line with what other ferry systems are doing.

Replacement ferry could be built while the ferry to be replaced continued service.

<http://wstc.wa.gov/Meetings/AgendasMinutes/agendas/2018/April17/documents/0417-BP1-WSF2040LongRangePlan.pdf>

## Vessel Replacement



**Doug Rauh's comments:** If vessel life is reduced to a more realistic 40 year life then 16 ferries need to be replaced. If the Bainbridge and Bremerton routes were to convert to 3 smaller electric ferries on each route than another 6 ferries would need to be built.

If looks like one new small all electric ferries would need to be built every year forever.

WSF would need a \$1,000,000 a week for capital replace for at least the next 20 years.

The construction costs will have to come down to a more realistic \$50,000,000-\$60,000,000 per ferry.

It would be cost effective for WSF to replace one ferry every year with smaller aluminum electric/LNG ferries.

A smaller ferry would allow other ship yards beside Vigor to bid on the contracts.

By removing the current midlife overhaul the ferry would spend more time in service and less time in dry dock.

Changing the number of ferries on some routes from 2 to 3+ ferries would provide better service while maintaining the same capacity.

This would also reduce the peak traffic demand on the land side infrastructure due to the ferry loading and unloading.

A steady ferry construction process would reduce the cost of construction.

On a 3 boat route if one ferry is down the capacity is only reduced by 30% compared 50% loss of capacity with the current 2 boat route configuration.

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### **Ferry Life Cycle Cost:**

Using **Initial Cost** when purchasing ferries has resulted in **higher fuel costs** thus **higher Life Cycle Cost**. **Higher operating costs** resulting in **higher fares** due to high fare-box recovery rate which reduces demand for the service.

**Washington State requires Life Cycle Cost** be used for **long life Capital Equipment** like ferries.

Operational Costs are determined in the design and  
WSF should not be placed in the position of trying to save money after the design.

With all the noise today about conversion of the Jumbo Mark II's it should be remembered that when Representative Karen Schmitt (Ferry God Mother) forced low cost to be used instead of Life Cycle Cost thus the Operational Cost went up Forcing riders to pay higher fares while creating a lot of air pollution.

The Ferry God Mother didn't like the ceiling noise in the Jumbo ferries or the salt spray on the car deck. The design called for an increase in weight of 900 tons or the equal to 3 full loads of 200 cars weighing 3000 pounds. For almost 20 years WSF has been pushing that extra weight across the Sound from Bainbridge Island to Seattle. **Trades offs and goals are achieved in design not afterwards.**

**Converting the Jumbo Mark II's to hybrid electric is a bad idea, these ferries are too heavy for electric batteries.**

**If a Lithium battery set last 4 years WSF will need 10 battery sets for the 40 years remaining in the life of these ferries. That is 4,000 tons of Lithium per boat.**

**12,000 tons of lithium for the Jumbo Mark II class.**

Lithium batteries degrade over time, will the 100 tons of batteries be enough in year 4?

**Reassigning pollution generation from ferries to utilities does not reduce air pollution.**

### Ferry Price:

Past ferry prices have been 2+ times the price paid by other ferry systems for similar boats.

**Construction and Financing Costs need to be reduced.**

How come the world's largest containership costs \$150,000,000 and a 144 car WSF ferry costs \$144,000,000 or **\$1,000,000 per car**?

### How can B.C. Ferries buy 3 ferries for \$165,000,000 while WSF buy 1 for \$144,000,000?



<https://www.bcferrys.com/about/projects/bc-ferrys-newest-class-of-vessels.html>

BC Ferries has commenced work for the design and build of two new ferries to serve the Northern Gulf Islands. The first of the new vessels will be deployed on the Powell River – Texada Island route, replacing the 59-year old *North Island Princess*, which will be retired from the BC Ferries fleet. The second vessel will replace the *Quadra Queen II* on the Port McNeill – Alert Bay – Sointula route. The *Quadra Queen II* will become a relief vessel, allowing for fleet redeployments and the retirement of the 53-year old *Howe Sound Queen*.

These two new vessels are planned to enter the fleet by 2020.

Both vessels will be the same build to achieve optimal procurement, **low operating cost and interoperability.**

**Standardized vessels help ensure consistent service across many routes.**

### Vessel Class Overview

The two minor class vessels will have the capacity to carry at least 44 vehicles and up to 300 passengers and crew. They will have a number of key features that support BC Ferries' goal to be efficient and environmentally responsible throughout its system. Highlights include:

- A **hybrid diesel electric** - battery power generation and propulsion system that uses on board electric battery power for operation of the vessel. Electric propulsion is quiet, smooth and efficient compared to traditional diesel propulsion.
- Engines which operate on ultra-low sulphur diesel fuel, which has lower environmental impact than regular marine diesel oil.
- **Hull, propeller and thruster design that minimizes underwater radiated noise.**
- Arrangements to minimize shipboard vibration and airborne noise to improve conditions for communities, passengers and crew.
- A fully contained waste water handling system which eliminates discharges to the sea.



Artist rendering images

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## Concept Features

### Function & Design

- A double-ended hull with single vehicle deck, high bulwarks and enclosed ends.
- Proposed capacity of 300 (passengers and crew) maximum, 150 on a normal license.
- Roll-on/roll-off vehicle deck with minimum 44 automobile equivalents (AEQ\*) (approximately 270 meters of vehicle lanes) with either end capable of loading/unloading.
- **Standardized design for fleet interoperability and efficient training.**
- **Service life of minimum 40 years;** emphasis on sound structural design and effective coatings.
- Suitable for year-round service in coastal British Columbia on Near Coastal Voyages, Class 2 (NC2), and Sheltered Waters routes.
- Passenger lounge accessible from vehicle deck, meets accessibility requirements without elevators.
- Lounge outfitted with mix of tables, study carrels, comfortable seats, community bulletin board, tourism space and **charging stations for personal electronic devices.**
- Overhead sun deck with a **mix of tables and individual seats** protected by a transparent wind break.
- Sufficient speed to maintain and recover schedule when required.
- 

### Environment

- Overall design optimized for low noise, low vibration and minimal wake wash.
- Sea keeping suitable for winter transit in coastal British Columbia without excessive motion or spray.
- All systems designed for low energy consumption and clean environmental performance.
- 

### Safety

- Mechanical and electrical systems designed for simplicity, efficient performance and ease of maintenance.
- Propulsion to provide efficient transit and sufficient manoeuvrability for reliable docking in expected environmental conditions.
- Redundant systems for reliable performance.
- Modern safety and control systems.

**Doug Rauh's comment: WSF seats should vary in height to match the various heights of their customers who vary in height from kids to tall adults?**

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<http://www.timescolonist.com/business/second-lng-ferry-underway-in-poland-1.1822577>



An artist's rendering of the **intermediate-class vessels** being built in **Gdansk, Poland**.  
Photograph By Joanne Whittier, B.C. Ferries

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**Second LNG ferry underway in Poland**

Carla Wilson Times Colonist April 14, 2015 06:00 AM

Polish shipyard workers have started building the second of **three new intermediate-class vessels for B.C. Ferries**. The three ferries will operate on **liquefied natural gas**, considered a **lower-cost and cleaner-burning fuel**, but will also have the ability to use **low-sulphur diesel fuel**.

B.C. Ferries has contracted with the Polish shipyard to **build, design and deliver the three intermediate-class vessels at a cost of \$165 million**. Each will be **351 feet long** with capacity for **145 vehicles** and **600 passengers**.

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<http://www.seattletimes.com/seattle-news/transportation/a-parking-headache-whats-the-fix-for-crowded-park-and-ride-lots/>

**Q:** According to **state law, Washington State Ferries must be built in Washington**.

How much more does it cost to build the ferries here than it would other places?

— Christopher Hodgkin, Friday Harbor

**A.**

**It costs millions of dollars more on average to build a ferryboat in Washington than at an out-of-state shipyard.**

But according to a recent study by the Washington State Institute for Public Policy (WSIPP), if you weigh that cost against the loss of shipyard jobs and consumer spending by building elsewhere, the math isn't that definitive.

We'll break it down.

The study is split into two parts: a benefit-cost analysis that addresses how an out-of-state builder would directly impact specific groups, and an economic-impact analysis that assesses indirect and long-term effects.

The benefit-cost analysis found Washington taxpayers could save \$10.5 million to build a 1,500-passenger, **144-car ferry** — like the Washington State Ferries (WSF) vessel called Tokitae — in another state. But that would mean losing \$7.25 million in shipyard-employee income for that project, the study says.

That pencils out to a benefit of \$3.25 million. For perspective, the **Tokitae cost \$144 million**.

The economic-impact analysis predicts that building elsewhere would have a more negative effect, including an average two-year loss of about 659 jobs and about \$68 million in consumer spending.

"Neither analysis predicts a substantial impact on Washington's economy (either positively or negatively) from keeping ferry construction in state or moving construction to out-of-state shipyards," the study says.

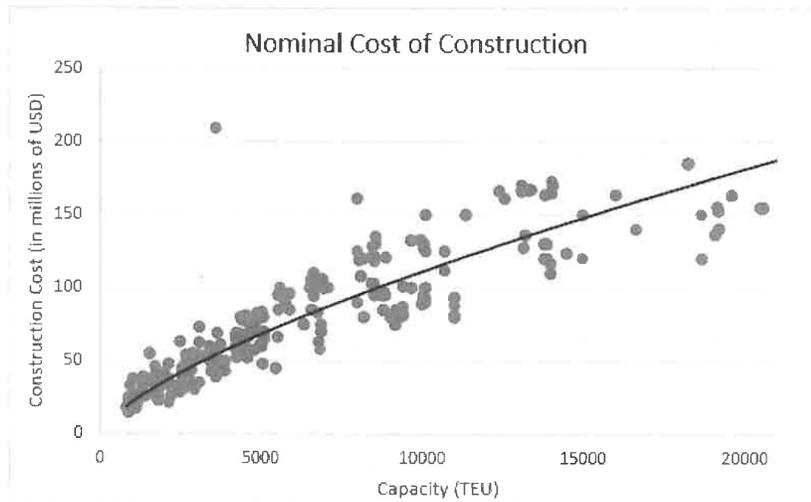
The Olympic-class Tokitae entered service in mid-2014 as part of a three-vessel deal with Vigor Shipyards in Seattle that totaled \$388 million.

Vigor has led WSF construction for the past 20 years, as the only company that meets all the state's building requirements, the study says.

This summer, a new Olympic-class ferry will launch on the Seattle-Bremerton route, and another new vessel will go into service next year.

WSF spokesman Ian Sterling said the agency has no official position on the out-of-state vs. in-state issue. The Legislature directed WSIPP, a nonpartisan think tank, to do the analysis in 2015. WSIPP is governed by a board of directors that represents the governor, legislators and public universities.

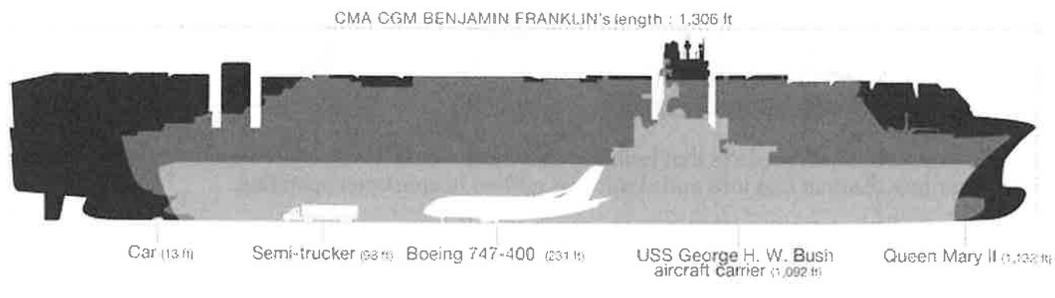
Material from The Seattle Times archives was included in this report. Jessica Lee: 206-464-2532 or [jlee@seattletimes.com](mailto:jlee@seattletimes.com). On Twitter: @jessleeST.



<sup>7</sup> Cost per TEU was calculated by simply dividing the construction cost by the TEU capacity; this does not consider the utilization of the vessel's capacity.

The **CMA CGM Benjamin Franklin** at **18,000 TEUs** would be about **\$150,000,000** compared to a **144 WSF ferry** at **\$144,000,000**

<https://www.porttechnology.org/news/inside-the-cma-cgm-benjamin-franklin>



Tonnage: **178,228 GT** 116,356 NT 185,000 DWT  
 Length: 399.2 m (1,310 ft)  
 Beam: 54 m (177 ft)  
 Height: 60 m (197 ft), 70 m (230 ft) over antennae.[2]  
 Draft: 16 m (52 ft)  
 Depth: 30.2 m (99 ft)  
 Installed power: MAN B&W diesel engine, (63,910 kW)  
 Propulsion: Single shaft; screw propeller Solid  
 Speed: 22.9 knots (42.4 km/h; 26.4 mph)  
**Capacity: 18,000 TEU**, Refrigerated connections 1,500 [2]  
 Crew: 27[3]

<http://media.gettyimages.com/photos/the-cma-cgm-benjamin-franklin-the-largest-container-ship-to-ever-call-picture-id502542222>

Saturday, April 28, 2018 Doug Rauh's Bainbridge Island comments on WSF 2040 Long Range Plan Page 24 of 43



The **CMA CGM Benjamin Franklin**, the **largest container ship to ever call at a North America port**, is docked at the Port of Los Angeles in San Pedro, California, after arriving before dawn on Dec. 26, 2015.

[http://i139.photobucket.com/albums/q309/ferrynutseattle/ferrynutseattle3/002\\_zps935fbb49.jpg](http://i139.photobucket.com/albums/q309/ferrynutseattle/ferrynutseattle3/002_zps935fbb49.jpg)



Vigor Industrial, Seattle, Washington

Operators: 2014–present: Washington State Ferries

Built: 2012–2018 (planned)

In service: 2014–present

Building: 1

Planned: 4

Completed: 2

Active: 2

General characteristics

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Type: auto/passenger ferry

**Displacement: 4320 long tons at design load waterline**

Length: 362 ft (110.3 m)

Beam: 83 ft 4 in (25.4 m)

Draft: 16 ft 6 in (5.0 m)

Depth: 24 ft 6 in (7.5 m)

Decks: 2 vehicle

1 passenger / 1 sun deck

Deck clearance: 15 ft 6 in (4.7 m)

Installed power: Total 6,000 hp (4,500 kW) from 2 x Diesel engines

Speed: 17-knot (31 km/h)

Capacity: 1500 passengers

**144 vehicles** (max 30 commercial)

Notes: All specifications are subject to change. Vessels in design and construction phase.[1]

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<file:///C:/Users/Doug/Documents/WSF/Triple-E%20class%20container/MSO%20OSCAR%20140%20million.htm>  
07.03.2015 - Wilhelmshaven. **MSC OSCAR world's largest Container ship**  
makes maiden call at EUROGATE Container Terminal Wilhelmshaven.

MSC Mediterranean Shipping Company's largest container ship ever built, the MSC Oscar, makes her maiden call at Port of Wilhelmshaven today. Since its inauguration in January at Daewoo's Shipbuilding and Maritime Engineering (DSME) Shipyard in South Korea, record-breaking MSC Oscar represents the first in its class and will be followed by additional vessels in the same class during 2015-2016.

In true MSC family tradition the vessel was named after Oscar, the son of Diego Aponte, MSC's President and CEO.

The **45,300 ton steel MSC Oscar, which cost US\$140 mio to build**, is 395 metres long, 59 metres wide with a draught of 16 metres.

The super-size MSC Oscar **is equivalent to the size of four combined football fields** and is now servicing the Albatross string on the new East-West trade routes between Asia and Europe.

History

**Name: MSC Oscar**

Owner: Mediterranean Shipping Company

Operator: Mediterranean Shipping Company

Port of registry: Panama[1]

Builder: Daewoo Shipbuilding & Marine Engineering (DSME)

**Cost: \$140m**

Completed: 2015

Identification: IMO number: 9703291[1]

General characteristics

Type: Container ship

**Tonnage: 197,362 DWT**

**Length: 395.4 m (1,297 ft)**

**Beam: 59 m ( 194 ft)**

Draught: 16m

Ice class: none

Installed power: MAN B&W 11S90ME-C two-stroke diesel engine; output: 62.5 MW (83,800 hp)[2]

Propulsion: Single five-blade propeller; blade length: 10.5 m (34 ft)[2]

Speed: 22.8 kn (42.2 km/h; 26.2 mph)[3][4]

**Capacity: 19,224 TEU**

Crew: Max 35[3]

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Saturday, April 28, 2018

Doug Rauh's Bainbridge Island comments on WSF 2040 Long Range Plan

Page 26 of 43

[https://youtu.be/Yfq\\_hDYW\\_6Y](https://youtu.be/Yfq_hDYW_6Y) ← 1 minute video of TESO new ferry (2016) with solar panels on the roof.

C-Job | New TESO double-ended ferry arrives in Holland for testing

C-Job Naval Architects Published on May 4, 2016

C-Job was responsible for the initial, concept & basic design for this double-ended ferry which will sail in spring 2016 between the beautiful Dutch island of Texel and Den Helder.

The ferry will be operated by locally owned organization TESO.

The challenge was to achieve an increase in 10% more cars without increasing the length (due to less maneuverability) and less wind pressure.

Due to the T-shaped design, the car capacity increased with 18% and although the lateral surface increased marginally, the **wind pressure was reduced** compared to the Dr. Wagemaker.

More info: <http://www.c-job.eu/en-GB/88/teso-tex...>

Drone video by Videolux Productions Texel <http://www.videolux.nl>

42 millones para financiar el nuevo ferry de La Naval . El ...

[www.elcorreo.com](http://www.elcorreo.com)

La construcción del ferry 'Texelstroom' por parte de La Naval para la compañía holandesa TESO recibió ayer el espaldarazo definitivo de financiación, que supone un total de 42 millones de euros, de los cuales 15 millones corresponden al Banco Sabadell Guipuzcoano.

La construcción del ferry 'Texelstroom' por parte de **La Naval** para la compañía **holandesa** TESO recibió ayer el espaldarazo definitivo con la firma del contrato de financiación,

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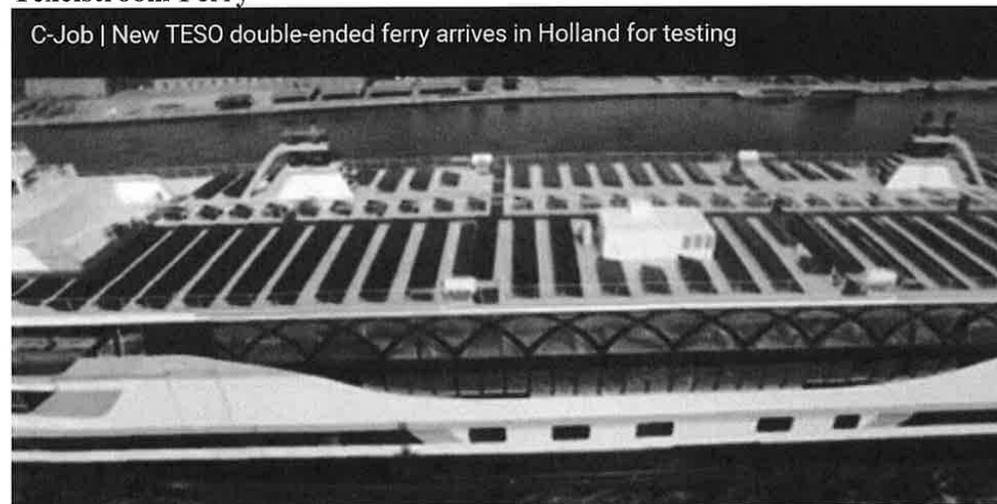
### Translation

The construction of the ferry 'Texelstroom' by **The Navy** for the company **Dutch** TESO yesterday received the ultimate accolade with the signing of the financing agreement.

that is **a total of 42 million euros**, of which 15 million correspond to the Sabadell Banco Guipuzcoano, which directs the operation.

42,000,000 Euro's equals **\$57,540,000 U.S. Dollars**

**Plus solar panels on the roof for about \$100,000,000 less than WSF pays for a 144 ferry. Texelstroom Ferry**





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## Texelstroom Ferry

PROJECT TYPE Dual-fuel ferry

OWNER AND OPERATOR Texels Eigen Stoomboot Onderneming (TESO)

BUILDER LaNaval Shipyard

KEEL LAID December 2014

Texelstroom is a sustainable, new-generation ferry built at LaNaval Shipyard, Spain, for its operator and owner Texels Eigen Stoomboot Onderneming (TESO). The ferry will operate between the islands of Texel and Den Helder, Netherlands.

The eco-friendly vessel is fuelled primarily by a **hybrid diesel oil or compressed natural gas (CNG)**, complemented by electric batteries and solar power. It is also capable of operating solely on diesel.

The ferry project was conceptualised in 2010, the design works were initiated in October 2012, the vessel's keel was laid in December 2014, and delivered occurred in June 2016. The ferry will start operations following the completion of commissioning.

The design phase of the ferry project formed part of the larger European Union's I. Transfer Program, which aims to make ferry transport more accessible and sustainable.

The [hybrid diesel electric-fuelled vessel](#) is classed by Lloyd's Register.

Texelstroom Ferry design details

The ferry is 135m-long and 28m-wide, and has the capacity to carry **1,750 passengers** and **350 vehicles**. It incorporates a 4,000m<sup>2</sup> main hall on the passenger deck, buffet areas, weather decks, service areas, two bridges, offices, a dining area, and other crew areas.

The most prominent area within the ferry is the crèche area, whose design is inspired by a sandy beach. The area features backlit decorative panels and a large artificial tree in one of the galleries.

Engines and propulsion machinery for TESO's new ferry

The double-ended ferry is equipped with two independent engine rooms. One engine room is fitted with Anglo Belgian Corporation's (ABC) two ABC 12DZC diesel engines, whereas the other engine room is equipped with two ABC 12DZD dual-fuel (diesel-electric (CNG)) engines. All the four engines have a rated capacity of 2,000kW.

The vessel is propelled by two Rolls Royce **azimuth propellers** each fitted at the two ends. It is capable of sailing at an average working speed of 10k and a maximum speed of **15k**.

Fuel supply for the Dutch hybrid ferry

The CNG fuel for the vessel is supplied by PitPoint and conveyed to the bunkering station at the island of Texel via a 7km-long pipeline. The fuel is then stored in two containers installed on the vessel's top deck.

Sustainability and safety features

Texelstroom is equipped with a heat recovery system, which recovers the heat from the engines' cooling liquid to boil a 90m<sup>3</sup> water tank to approximately 85°C. The recovered heat is then used to heat the vessel while at dock.

**"The eco-friendly vessel is fuelled primarily by a hybrid diesel oil or compressed natural gas (CNG), complemented by electric batteries and solar power."**

The vessel is also equipped with **700m<sup>2</sup> of photovoltaic (PV) solar panels on the rooftop**, with an installed capacity of **approximately 150kWh**, which is used to charge the electric batteries.

Other sustainable design features include the use of an **optimised hull design** to reduce water resistance and optimised ventilation system on the car decks, while smaller chimneys have been chosen and the wheel houses are arranged to be located in a lower position to improve the vessel's stability and wind sensitivity.

The saloon-deck onboard the vessel is equipped with two fire curtains measuring 2.5m-high and 8m-long. The vessel is equipped with foam fire-fighting systems and fibre-optic-based fire-detection systems.

#### Contractors involved

The initial concept and basic design of the vessel was provided by C-Job, whereas the interior and exterior design was performed by Vripack, who further subcontracted Oliver Design to perform the fitting out works. The solar panels for the vessel were supplied and installed by Alusin Solar in collaboration with Bikote Solar. The foam fire-fighting systems and fibre-optic-based fire-detection systems for the ferry's car decks were supplied by InnoVfoam, and the sliding doors for the public areas were supplied by Aluflam Marine. Bolidt supplied its proprietary flooring and decking components for the vessel. Natural gas supplier PinPoint was also involved in the engineering, procurement and construction (EPC) works for the bunker station at the island.

<http://www.marinelink.com/news/capability-managing-ferry413117.aspx>

### Ferry Capability is More Than Managing an Asset

By Trevor Dove

Wednesday, July 27, 2016



Fig 1 Capability Inputs (Source: BMT Design & Technology)

Ferry operations are extremely complex with a combination of inputs that will all impact the ferry's ability to deliver effective operational capability – the asset itself forms only a small part of a system for transporting people and vehicles between two points. All inputs to the ferry transportation system need to be considered to deliver the system's capability and ensure the service is successful.

**Too much emphasis is often placed on the acquisition of a ferry, rather than on the remaining operational inputs, resulting in an ineffective, inefficient and unsuccessful operation.** Only by robust management of all of the capability inputs can an operation be effectively maintained.

To develop a better understanding of the inputs to capability, lessons can be taken from organizations which operate complex systems, such as the defense forces. There are a range of available frameworks that define inputs to maritime system capability which may include the following elements: **personnel, logistics, equipment, infrastructure, policies and procedures, organization and training.**

Each of these elements forms part of a capability. The physical asset, in this case a **ferry, is just one of the seven inputs that needs to be considered.**

Although significant investment is made in equipment, **when considering the through life costs of vessel ownership, the remaining capability elements, as shown in Figure 1, represent a large portion of the overall investment.**

As such, **greater emphasis should be placed on this.**

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Beyond equipment, the operational coverage of capability elements includes issues relating to recruitment, retention, training and development of people; spares, administrative and training supplies; systems and infrastructure put in place to support an operation, such as transport; procedures and processes, security, command and responsibilities; those parts of the organizational structure which undertake critical tasks, other than operation and maintenance of the asset; buildings, docks, maintenance facilities, training facilities and wharves; and the maintenance of competency of the organization.

**Throughout the lifecycle of a ferry, a comprehensive understanding of associated costs is crucial for business planning and reporting.** For this reason, it's important for stakeholders to duly consider the capability elements aforementioned at all stages of the ferry's lifecycle. **Taking the time to understand these elements at the beginning of a project will allow organizations to manage the costs effectively throughout.** However, if there are major changes in capability this may trigger the need for a review.

A capability upgrade can not only trigger substantial, physical modifications to a ferry, it can mean additional, hidden costs related to the other capability elements, which in turn can become significant if not addressed and managed accordingly.

As an example, consider a ferry modification which has resulted in an additional five meters being added to its length to allow an extra 20 passengers to be transported. The costs associated with such a modification should not just centre on the physical asset itself – organizations must look at all of the capability elements and the impact of such a modification.

Considerations of associated cost issues could include crew numbers and ensuring competencies are sufficient in light of the upgrade; making sure adequate spares are available; other systems which may be affected by the upgrade (i.e. portable water capacity); whether sufficient wharf space is available; if there will be an increase in berthing fees; ensuring the maintenance facilities being used have capacity to deal with a larger vessel.

In addition to a capability upgrade, an assessment of capability elements is also critical when investigating the potential to extend the life of an asset. Although there may not be a change in the ferry's capability, **understanding the costs for a life extension period is important, given that any business case made at project inception has been made with an assumption of ferry life.**

If this assumption changes, **it is then necessary to assess the capability elements to help validate whether or not there is a strong business case for life extension and identify the costs of doing so.**

**Life extension studies are best used as part of the decision making process when considering a vessel's future, as it nears the end of its service life.** Organizations will be looking at two options: to dispose of a vessel at its designated end of service date and replace with a new capability or, extend the life of the current vessel and delay the purchase of a new capability.

In most cases, this decision will simply be down to whether or not it is more cost effective to carry out a replacement project or invest resources into a heightened maintenance regime or major upgrade – **it will not remove the need for eventual replacement.**

**Regardless of the decision, consideration of all capability elements is crucial in developing an accurate picture of costs.**

There are a range of similar approaches used by organizations around the world which could be considered suitable depending on the operation in question. Whether it is in consideration of capability upgrade, life extension or in gaining an initial understanding of the cost of ownership of a ferry, it is recommended that a holistic approach is taken to defining the operation, extending well beyond the acquisition of the asset.

BMT Design & Technology Pty Ltd (BMT) has recently completed a design project for the South Australian Government's Department of Planning, Transport and Infrastructure (DPTI). Working in partnership with the

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DPTI, BMT has developed a replacement design for ferries that operate on the River Murray, the third longest navigable river in the world, after the Amazon and Nile.

The steel hull, built by local firm Bowhill Engineering, was fit out by the Departments Morgan dockyard. The first ferry has now gone into service in Lyrup with another three scheduled for completion by July 2016, 2017 and 2018 respectively. **These ferries are heavily relied upon by the local communities** for safe passage across the River Murray. BMT delivered a robust design, a critical factor for a service that operates 24 hours a day, 365 days a year.

The team at BMT provided structural engineering and naval architecture services to deliver a detailed design which aligned with the customer requirements. BMT also carried out condition surveys on a further four timber hulled ferries which were nearing end of life. Following the surveys, the Department applied weight restrictions to help maintain the longevity of these ferries for safe operation until they are replaced. Constructed of steel and 22m long, these cable driven ferries can take two lanes of cars or trucks of up to 50 metric tons, or a maximum of 70 passengers.

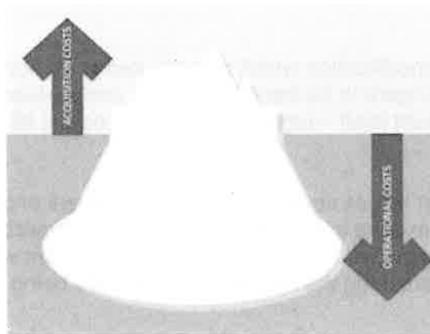


Fig 2. Iceberg Analogy for Vessel Operating Costs (Source: BMT Design & Technology)

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### Ferry Fares:

Ferry deck space needs to be charged by actual space used.

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With technology vehicles can be measured as they enter the ticketing area.

Charging by the foot is more equitable due to the various lengths of vehicles.

This would encourage ferry users to use shorter vehicles.

<https://bctrucking.com/bulletin/2015/02/06/horseshoe-bay-terminal-new-vehicle-classification-system-pilot>

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### Horseshoe Bay Terminal: New Vehicle Classification System Pilot

Posted on Fri, 2015-02-06 15:19

A six-month Vehicle Classification System pilot is in place at the Horseshoe Bay terminal until July 31, 2015. The VCS uses lasers and radar measurement sensors to measure the length, height, ground clearance, and classification of vehicles, including commercial trucks, buses, other over length vehicles (RVs) and trailers. The VCS is intended to speed up the ticketing process and provide consistent results. The system is installed just before the commercial vehicle ticket booths between lanes 1 and 2, and automatically measures approaching vehicles over 20 feet in length. BC Ferries says that all components are CSA approved and safe for people.

If you have comments about the VCS pilot, please contact BCTA's Policy Director, Greg Kolesniak, by e-mail at [gregk@bctrucking.com](mailto:gregk@bctrucking.com). There is information about this pilot on the BC Ferries project site.



Site of VCS Pilot at Horseshoe Bay

<http://www.nsnews.com/news/scanners-installed-for-oversize-vehicles-at-horseshoe-bay-ferry-terminal-1.1752862>

## **Radar and laser sensors measure oversize vehicles at ferry terminal**

Jane Seyd / North Shore News FEBRUARY 4, 2015 03:53 PM



Photo supplied B.C. FERRIES

Anyone driving a commercial truck, bus, oversize camper or towing a boat trailer departing from the Horseshoe Bay ferry terminal will now have their vehicles automatically scanned and measured before they get to the toll booth.

The move is part of a pilot project that starts Wednesday (Feb. 4) at the Horseshoe Bay ferry terminal and runs six months, until the end of July.

**A new scanner — which uses radar and laser sensors — will automatically measure vehicle length, height and ground clearance and provide an electronic display to ticket agents of vehicles over 20 feet in length.**

The scanner will be placed to measure vehicles on the approach to the commercial ticket booth between lanes 1 and 2 at the terminal.

The pilot project is intended to **speed up the process of ticketing for plus-size vehicles and trailers**. It is also meant to ensure consistent measurements and fares for those vehicles, according to B.C. Ferries spokeswoman Deborah Marshall. Currently, ticket agents either rely on the driver's word about their vehicle length or get out of their booths to manually measure the vehicles.

Marshall said there has been some suggestion in the past that some over-length vehicles may have been under-measured or reported and therefore under-charged. The ferry corporation is hoping the scanners will result in an increase in revenue, as well as faster service. Marshall refused to divulge the cost of the scanner, describing it as "commercially sensitive." If the pilot project works as anticipated, the ferry corporation will look to installing the measuring scanners at all of its terminals serving major ferry routes, said Marshall.

Marshall added the ferry corporation has no plans to start charging vehicles under 20 feet in length by measurement. According to the ferry corporation, the scanners have been CSA approved as safe for people. Marshall said if any driver has strong objections to the scanner, they can choose to go through a different toll booth and be manually measured.

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<http://www.sanjuanjournal.com/news/144057656.html#>

### Locked and loaded: Ferries now laser-equipped



A state ferry worker measures vehicle length using **WSF's new laser-equipped measuring device**.  
— image credit: *Courtesy of Washington State Ferries*

by SCOTT RASMUSSEN, Journal of the San Juans Editor Mar 24, **2012** at 12:00PM updated Mar 27, 2012 at 4:39PM

Have no fear. The lasers are here.

Washington State Ferries is going high-tech, swapping **measuring tape** for laser-equipped devices, as it embarks on a new era of ticket pricing.

WSF Director of Operations Steve Rogers acknowledges that Ferries found a few flies in the ointment when tickets began to be bought and sold for the new 14-foot-and-under category of vehicles. The 14-foot-or-less category became effective in October, along with a 2.5 percent fare increase, as did an extension of two feet on the standard vehicle category, which now measures up to 22 feet.

"I have to admit in the beginning we had a few difficulties to work out," he said. "I think we have things moving pretty smoothly now."

Saturday, April 28, 2018     Doug Rauh's Bainbridge Island comments on WSF 2040 Long Range Plan     Page 35 of 43

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Rogers said that tape measures could prove imprecise in cases where it came down to inches, and the length of different auto models and brands may change from year to year. He added that owners' manuals generally measure a vehicle's length in inches while Ferries calculates its ticket prices in feet.

What Ferries found, Rogers said, was it needed more precision pumped into the system in order to clear up some of the confusion.

According to Customer Service Manager Susan Harris, WSF has refunded roughly 400 tickets to people — systemwide — who bought a 14-foot or under fare and then later found out that their vehicle failed to measure up. About 25 to 30 of those refunds went to those who bought a ticket for a San Juan sailing, Harris said.

"We're talking about vehicles under 168 inches," Harris said. "When you say 14 feet that sounds pretty big. But when you say it as 168 inches, it doesn't sound quite as large. I think that's one of the reasons that people initially were confused." The solution? Apparently two-fold.

Rogers said a portable **"laser-measuring device" was designed in-house by WSF engineers at the agency's maintenance facility in Eagle Harbor.** The devices have been deployed to "measuring stations" throughout the system, including the Anacortes terminal, and he expects that the measuring process, if needed, will be more efficient and precise. Then, there's also a 14-foot-or-under sticker for your windshield. Have your vehicle measured by WSF and then receive a decal signifying which category your car belongs in and that can be displayed on the interior of your windshield. Rogers said Ferries "encourages" use of the sticker as a way to avoid delay or confusion at the ticket booth.

Harris encourages early arrival at the ferry terminal for those thinking or needing to have a vehicle measured, or schedule an appointment. In Anacortes, notify a ticket booth operator if you wish to have your vehicle measured.

A list of pre-approved 14-foot makes and models also can be found on Washington State Ferries website. Ferries spring sailing schedule goes into (went into) effect Sunday, March 25. It marks the third change in the Anacortes/San Juan sailing schedule with the 14-foot category in place. The cost of a car-and-driver 14-foot fare, from Anacortes to Friday Harbor, is \$41.25. The price of 14-foot or less is \$37.15. For more info about fares; visit, [www.wsdot.wa.gov/ferries/fares/](http://www.wsdot.wa.gov/ferries/fares/)

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### Ferry Financial Model:

Current WSF financial model is based on shifting a larger percentage of fare increases from people to vehicles.  
Will this vehicle biased revenue model be sustainable as **autonomous vehicles** replace privately owned vehicles?

Where one autonomous vehicle drops off a passenger at a ferry terminal and another autonomous vehicle picks that passenger up at the other ferry terminal.

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The introduction of autonomous cars and electric bikes/motorcycles will change **the space utilized on the ferry vehicle deck.**

Autonomous vehicles could deliver passengers directly to the ferry terminal and pick them up at the other terminal. Thus removing the need to take a vehicle onto a ferry deck.

Tourist going from Anacortes to Friday Harbor may prefer to use a shared autonomous vehicle compared to the hassle and expense of taking their own private vehicle.

<https://electrek.co/2018/04/27/harley-davidson-electric-motorcycles-younger/>

Micah Toll

Harley Davidson's upcoming electric motorcycles seek to expand to younger, urban riders

- Apr. 27th 2018 8:48 am ET



Harley Davidson's CEO Matt Levatich just confirmed that **the company is on track to meet its goal of releasing a fully electric motorcycle in 2019.**

According to Levatich, Harley Davidson wants to use the new line of electric motorcycles to help reach a younger audience focused more on utilitarian, urban transportation.

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Doug Rauh's comment as of 2018 05 01:

**“How would a 20% reduction in vehicles due to Congestion Pricing affect WSF financial model?”.**

<https://www.seattletimes.com/opinion/give-congestion-pricing-a-test-drive/>

**Seattle, give congestion pricing a test drive**

Originally published April 30, 2018 at 4:06 pm Updated April 30, 2018 at 4:19 pm

Saturday, April 28, 2018

Doug Rauh's Bainbridge Island comments on WSF 2040 Long Range Plan

Page 37 of 43

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**Once people figure out how to take the bus or ride a bike, many find they actually enjoy leaving their car at home.**

By [Sharon Shewmake](#), *Special to The Times*

SEATTLE would likely benefit from congestion pricing, which charges fees to drivers entering downtown areas at peak periods, especially if the city uses the revenues to fund public transportation. But before the city is asked to vote on any congestion-pricing plan, residents should be allowed to experience congestion pricing through a seven-month trial period.

Building more roads, tunnels and bridges, widening lanes, adding HOV lanes, or even expanding light rail does not relieve congestion in the long run. In the short term, there might be more space on the road and fewer delays, but multiple studies have shown that eventually drivers find reasons to take trips and traffic congestion returns.

**The only way to relieve congestion long term is to make driving costly.** Transportation economists advocate for congestion pricing because the revenues can be used to fund transit and provide an alternative to driving.

Stockholm dealt with this opposition by holding a seven-month trial where revenues from congestion pricing were invested into improved transit service. Before the trial, support for congestion pricing in the city was as low as 36 percent, but after the trial, the referendum passed with 53 percent of the vote.

Twelve years later, congestion pricing has become an accepted part of life in Stockholm.

[Traffic has decreased by more than 20 percent](#), air quality has improved, and greater numbers of residents use well-funded public transit subsidized by those who still drive through central Stockholm. The charge was so popular in Stockholm that nearby Gothenburg emulated Stockholm's model despite being a smaller, less-congested city.

Seattle could benefit from congestion pricing too, but voters will have a hard time valuing congestion pricing without a direct experience. Psychology and behavioral economics research shows that humans are loss averse — overestimating the costs of a change in policy and discounting any benefits. This likely explains the change in sentiment cities like Stockholm have seen.

Another reason public opinion changed in Stockholm is that driving in traffic is more stressful than we realize. Directly after Stockholm's trial, traffic was still down 5 to 10 percent despite there no longer being a fee. Once people figure out how to take the bus or ride a bike, many find they actually enjoy leaving their car at home. The city benefits from fewer hours wasted in traffic, better access for emergency vehicles, improved reliability of travel, better air quality, quieter and safer streets and more money invested in the transit system.

Democracy only works if voters understand what they are voting for, and in today's political climate it is hard to know whom to trust. Seattle should run a seven-month congestion-price trial before having a referendum so voters can trust their own experiences. This will help answer many questions about congestion pricing and residents will see what reducing traffic congestion looks like.

Drivers will see exactly how easy or difficult it is for some to give up driving (meaning less stress and wasted time for those still in their cars). The city will have a chance to better understand how congestion pricing with improved transit will impact all residents.

Most important, at the end of the seven-month trial, residents will be able to have an informed vote on whether to keep congestion pricing.

**Sharon Shewmake**, an associate professor of economics and faculty member of the Institute for Energy Studies at Western Washington University, studies how housing and transportation policies impact our environment. London, Stockholm, Singapore, Milan, Gothenburg and other cities all have successful congestion-pricing programs, most of which faced fierce initial political opposition but have now become an accepted part of city life.

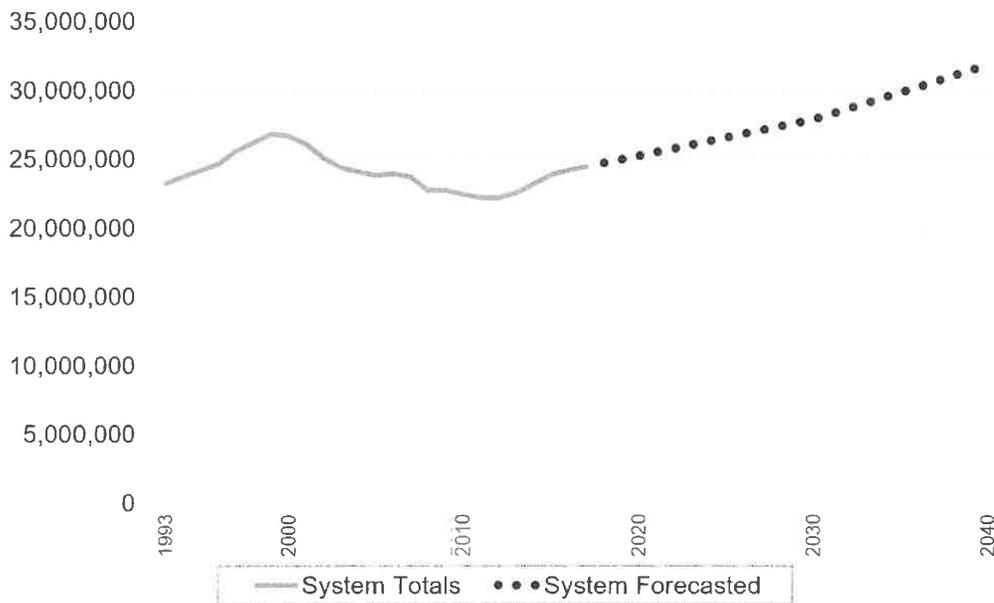
**Ferry System Demographics:**

As Baby Boomer ferry users age out of the work force will peak demand for service shift to mid-day?

<http://wstc.wa.gov/Meetings/AgendasMinutes/agendas/2018/April17/documents/0417-BP1-WSF2040LongRangePlan.pdf>



**WSF Ridership History (1993-2017) and Preliminary Forecast (2018-2040)**



Sources: WSF Traffic History and WSF Baseline Ridership Forecasts



Doug Rauh's comments on WSF Ridership:

**Why does WSF future ridership predictions only go up** when in the recent past WSF ridership went down for years?

**To me this graph is not realistic.**

There will be a recession in the next 20 years plus many of today's "Baby Boomers" won't be riding the ferry in 20 years.

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### **Terminal Automation:**

**The Vehicle Ticketing process from highway to holding needs more automation.**

All passenger turnstiles need to accommodate commuters with computer roller cases and travelers with luggage.

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**Old Coleman Dock turnstiles did not allow wheeled computer cases or luggage to go thru all but one special turnstile.**

Software Developer is the largest job title in Seattle.

**WSF needs to match their equipment to their customers.**

**The turnstiles may have been great for Disneyland but WSF Bainbridge route is the mass transit from the West Sound to the East Sound for Software Developers and other office workers.**

Many WSF customers (commuters, students, consultants, other) haul their computer in a roller case between home and office.

**WSF design of turnstile layout did not allow for ticketed passengers to pass thru the turnstile until the ferry was unloaded.**

**This only allowed 10 minutes for the loading passengers to pass thru the turnstiles.**

On the Bainbridge route peak period there could be 1,500 passengers waiting to load.

Any little glitch becomes a major problem and unnecessary stress for WSF customers.

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### **Terminal to Ferry Loading:**

Needs to be **more efficient** and **safer** for both passengers and vehicles.

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WSF passenger gangway at the BI terminal needs to **allow unload/offload** to both the North/South sides of Olympic Drive (SR-305) in order to **eliminated the need for pedestrians to cross** at traffic signal next to the toll booths. This is both a safety problem and an efficiency problem.

Sync the traffic signal next to the toll booths to the SR-305/Winslow Way traffic signal and disable the pedestrian override.

Convert the traffic signals from time of day (old) to the newer Adaptive Control which are capable of changing the signal timing based on demand.

Ferry traffic peaks just before and after a ferry arrives but the old style traffic signal do not adjust for the change in traffic demand thus making the highway infrastructure less efficient causing unnecessary congestion.

Change both lights to **Adaptive Control Traffic Signals** and **increase the green time** during the ferry unload. This could be funded under a Federal Highway Administration **Accelerated Innovation Deployment (AID)** Demonstration and/or Tiger Grant of the interface between marine/land transportation systems. <https://www.fhwa.dot.gov/innovation/grants/>

It appears as if WSF terminal operations designs inefficiencies into the process.

At Texel, Netherlands the TESO ferry loading process uses **automatic gates** and **traffic signals** to manage the vehicle loading and unloading.

This is all done from a single control building.

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<https://www.youtube.com/watch?v=s9U7UalARxA>

Veerboot Ferry Boat Fähre Den Helder ~ Texel TESO Bootdienst 06 **2017**

**Unload reload 350 cars in 10 minutes** by loading both upper and lower decks simultaneously  
**WSF unload reload 202 cars in 20 minutes.**

Time efficiency is all in the design.

Teso is a private company while WSF is a government service subsidized thru tax revenue.



<https://www.youtube.com/watch?v=sOKZ2NLFvQQ>

**Texel Island dual vehicle loading ramps allows 350 cars to be unloaded and reloaded in less than 10 minutes.**

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Saturday, April 28, 2018

Doug Rauh's Bainbridge Island comments on WSF 2040 Long Range Plan

Page 41 of 43

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## Online Ticket sales

**Seniors are not allowed to buy discounted senior ticket online per WSF policy.**

WSF ticket process should validate the **right to use** a particular ticket **at time of use NOT** at the **time of purchase**.

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Using virtual ticket agents at the terminals would allow better coverage thus spreading the demand for tickets. At night a couple of ticket agents would be able to cover all the WSF terminals during times of low demand. Using remote audio/video WSF could provide language translation for those customers who do not speak and/or read English.

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<http://www.railwaygazette.com/news/technology/single-view/view/virtual-ticket-agents-aim-to-boost-ticket-machine-use.html>

### Virtual ticket agents aim to boost ticket machine use

22 Dec 2017



UK: Greater Anglia says it is the first train operator in England to roll out **Scheidt & Bachmann's FareGo ViTA 'virtual ticket agents'** across its ticket machines, **enabling passengers who have a query to press a button to contact staff via a two-way audio link.**

The 196 Scheidt & Bachmann ticket machines on the Greater Anglia network have been upgraded with a speaker, microphone, software updates and a connection to the **in-house call centre** in Essex which is **staffed by 13 ticket sellers and operates 24/7**. The ticket agent can give advice and information, and they can also **remotely control the machine on behalf of the customer**, with the exception of the card payment screen.

During the pilot phase from September 8 to October 29 the centre received an average of 250 calls per day, of which 30% came from London Liverpool Street station.

'We know that customers sometimes feel apprehensive about buying tickets from a machine as they are unsure of how it works or which is the best ticket for their journey, so being able to connect straight to a friendly voice who can help will really improve the service we offer', said Customer Service Director Andrew Goodrum. **'We hope it will result in ticket machines being used more, helping to reduce queuing time at ticket offices** and offering customers a better level of customer service, enabling them to buy with ease and confidence.'

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Saturday, April 28, 2018

Doug Rauh's Bainbridge Island comments on WSF 2040 Long Range Plan

Page 42 of 43

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<http://www.masstransitmag.com/article/12011573/cubic-displays-number-of-customer-ticketing-solutions>

## **Cubic Displays Number of Customer Ticketing Solutions**

ARTICLE OCT 20, 2014



The **Cubic NextAgent Video Ticket Office** can provide **out-of-hours ticketing** and **pool specialists skills such as foreign languages** or unusual ticketing requirements, **allowing customers to interact with a real ticketing agent remotely.**

**Photo credit:** Mass Transit

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<https://vimeo.com/112308494> 6 minute video showing how Next Agent works

### **Next Agent: The Next-gen Ticket Office, Call Center & Ticket Vending Machine**

**Cubic Transportation SystemsPRO** Published on Feb 5, 2014

Introducing the next generation of ticket vending machine: NextAgent by Cubic. Transport operators are continuously faced with pressure to reduce costs, to maintain excellent customer service and to look after staff...as well as deliver their regular travel services. At the same time, travelers want to know that they are buying the right ticket at the right price, and they want real-time, reliable information to help with their journeys whenever they need it.

**NextAgent by Cubic** is a blend of **traveler information center, call center and ticket vending machine,** designed to complement existing ticketing facilities.

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**Part 4: The comments below were submitted by agencies and organizations.**

**Griffith, Lynne**

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**From:** Charlotte Garrido <cgarrido@co.kitsap.wa.us>  
**Sent:** Thursday, February 05, 2015 3:26 PM  
**To:** Charlotte Garrido  
**Cc:** Robert Gelder; Edward E. Wolfe  
**Subject:** Kitsap Community Ferry Forum Report – December 2014  
**Attachments:** 2014 Ferry Report REV 020215.pdf

Hello,

Kitsap County commissioners often hear from ferry riders, so when Washington State Ferries (WSF) announced plans to update their Long-Range Plan late last year, we invited local participation on this issue. Kitsap County hosted five forums -- in Southworth, Bremerton, Silverdale, Kingston and Bainbridge Island; and invited opinions regarding ferry operations and future planning. As expected, Kitsap residents brought valuable insights to this planning effort. You will find a report of the meetings attached.

The perspectives from these sessions maintain that ferries are marine highways and plans for the future must include this method of travel as part of the Washington State transportation system. A great ferry system will certainly benefit communities east and west of Puget Sound.

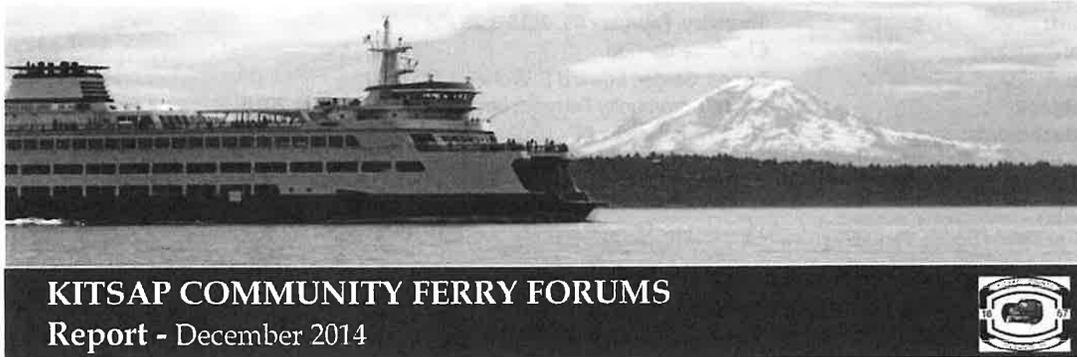
Kitsap residents stress that current runs must be sustained. Because ferry routes are tolled, riders desire stable fares along with information about how fare box recovery is reinvested within the ferry system. They recommend the WSF Long Range Plan update address issues relative to services and service delivery, communications, capital facilities, and more. I believe you will appreciate the suggestions made by customers of the Washington State Ferries.

Four Washington Department of Transportation highways end at the water's edge in Kitsap County and continue across Puget Sound via Washington Ferries. Incorporating professional and ferry riders' expertise can serve the public well and ensure the sustainability of this iconic transportation system into the future.

The Board of Kitsap County Commissioners shares your interest in a reliable Washington State Ferries system. We will continue to advocate for vital transportation corridors – including marine highways. Feel free to contact our office about this issue at any time.

*Charlotte Garrido*

Commissioner  
(360) 337-7080



## EXECUTIVE SUMMARY

Kitsap County held five public meetings to generate local discourse about the Washington State Ferries (WSF) Long-Range Plan Update. The forums took place in Southworth, Bremerton, Silverdale, Kingston and Bainbridge Island; and invited residents' opinions regarding the ferry system operations and future planning. As ferry riders, Kitsap residents offer valuable insights for this planning effort.

The ideas from these sessions assert that ferries are marine highways and part of the Washington State transportation system. Further, that a great ferry system will benefit communities east and west of Puget Sound. All modes of transportation depend on safety and reliability, and alternative vessels must be available to serve when needed.

Kitsap residents emphasize that ferries are marine highways and vital within a multi-modal transportation system for the Puget Sound region and Washington State; and current service levels must be sustained. They also desire predictable and stable ferry fares – including information about how fare box recovery is reinvested within the ferry system. Their recommendations for the WSF Long Range Plan update include:

- Develop a communication plan for travelers across jurisdictions and transportation modes.
- Coordinate with regional and local land use plans and multiple transportation systems.
- Organize more like a business, and manage the assets accordingly – while considering WSF's role in the overall transportation system.
- Embrace management tools within the agency. Suggestions include Lean process improvement, pertinent demographic data, useful public engagement methods, and third-party value stream mapping.

Understanding ferry riders' experiences and needs will help Washington Ferries serve the public well while ensuring the sustainability of this iconic transportation system into the future.

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## CONTENTS

<b>Executive Summary</b>	
<b>Contents</b>	1
<b>Introduction</b>	2
<b>Public Suggestions for the Long Range Plan:</b>	
<b>Communications and Public Involvement</b>	3
Suggested Communication Methods	
WSF Surveys	
<b>Vessels</b>	4
Suggested Design Considerations	
<b>Fares</b>	4
Suggested Funding Structure	
Comments on Fairness/Access	
<b>Schedules</b>	5
Trip Duration Perspectives	
Schedule Priorities	
<b>Service</b>	6
Staffing	
Amenities	
<b>Parking</b>	6
<b>Terminals</b>	7
General Suggestions	
Safety	
Reservations	
Tourism	
<b>WSF Planning</b>	8
Levels of Service Standards	
Coordinate with Local and Regional Planning	
<b>Conclusions</b>	9
<b>Appendices</b>	
1. Washington State Ferries Builds a Fleet	11
2. History of WSF Ferry Fare Increases	12
3. Historic WSF Recovery Rate	13

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## INTRODUCTION

Four Washington State Ferries (WSF) water routes serve the Kitsap Peninsula. Each extends from a Washington state highway and crosses Puget Sound via WSF services.

Washington State Ferries has begun initial steps to update their Long Range Plan during 2015. The purpose is to extend the planning horizon to 2040 and align with the PSRC Regional Transportation Plan. Operational and pricing strategies implemented since 2009 will also be incorporated. WSF indicates the major focus areas for the revision include:

- Market understanding. Revise ridership forecasts with new demographic information about riders.
- Adaptive management practices. Integrate lessons learned and identify new strategies.
- Operational paradigms. Explore ways to meet current and future demands for new vessels.
- Technology assessment. Consider innovative vessel, terminal and other operational investments to extend limited state resources.
- Key cost drivers and best practices. Review cost drivers for capital and operating programs and identify strategies (affected by policy, regulatory and management decisions) to reduce costs.
- Financial sustainability. Update the long-term financial outlook for the system.

Origin-destination surveys conducted by WSF provide data about passenger travel patterns. The 2013 Origin-Destination Travel Survey observes that ridership throughout the WSF system has decreased and that riders make less frequent trips than in the past – including the Central Puget Sound routes, which are the highest traveled. Yet there is no reference to how factors such as the economic downturn may have influenced this phenomenon.

Because Kitsap County is served by four ferry routes, our experiences as riders are fundamental to informing the long term plan. A Ferry Community Partnership (FCP) made up of interested citizens and some elected representatives meets regularly in Kitsap County to review issues of interest to ferry-served communities. In addition, Ferry Advisory Committees (FACs) exist for each WSF route in the system. For Kitsap County, these are Bainbridge, Bremerton, Kingston, and Southworth.

Issues of interest expressed by ferry-served communities relate to the values of 1) including rider and community experiences in WSF plans, and 2) quality service. Meetings in October 2014 with each of the local communities served by WSF sought the riders' perspectives to inform the Long Range Plan Update. A fifth forum in Silverdale is also included. The conversations addressed issues of communications and public involvement, vessels, fares and tariffs, schedules, and more. This document summarizes what was recorded at those meetings. The message in bold that opens each section captures the key statement for that topic.

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## PUBLIC SUGGESTIONS FOR THE WSF LONG- RANGE PLAN

### COMMUNICATIONS AND PUBLIC INVOLVEMENT

**Ferries are marine highways – and a part of the Washington State transportation system. A great ferry system will benefit communities east and west of Puget Sound.**

“Waterway Communities” must unite and speak out about the value this transportation mode offers in Washington.

We seek good working relationships and information sharing between ferry-served communities, Washington transportation leaders, and WSF. WSF needs to enhance public relations and plan for travelers across the jurisdictions served. For example,

- Inform riders and communities who to speak to on ferry issues
- Provide training for WSF employees (customer skills and the value of *good* public relations)
- A WSF marketing initiative is recommended

Current Condition: Communication is poor.

#### Suggested Communication Methods

**Notices** Post notices about community ferry meetings in terminals and on ferries

**Meetings** Convene aboard ferries; with legislators, Ferry Advisory Committees, and the Ferry Community Partnership

**Use Technology** Assure accurate and timely information, and improve the use of technology (website, phone apps, early alert systems, “Good to Go” and more. Note: highway message board for ferry delays “is not realistic”). Put passenger counts on the website (daily, weekly, monthly and annual).

#### WSF Surveys

**Questions** WSF surveys are perceived to have predetermined answers to the questions. Perhaps open-ended questions would result in more useful outcomes.

**Data** Use accurate metrics for ridership and vehicles; and present information in ways that lay persons can understand.

- Concerns about data for the 2015 plan, e.g., using 2013 survey, respondents to recent survey on social/recreational trips.
- 2006-7 WSF survey was at the height of the economic boom. More recent data as a baseline.
- Critique why ridership numbers are decreasing, impacts on system sustainability (e.g., effects of higher fares and economic downturn).
- Profile ferry commuters as a marketing tool.

---

## VESSELS

**Ferry routes are marine highways as well as public transit. We request that Washington State buy more boats to improve safety and reliability.** (Breakdowns cost money and lose fares.)

For safety, carry more lifejackets to add passenger capacity, & accurately count rider numbers. Set up a budget to follow critical maintenance needs. Also, schedule maintenance according to ridership (not chiefly in the summer).

Current Condition: The aging fleet has insufficient vessels to provide back-up service.  
[See Appendix 1: "Washington State Ferries Builds a Fleet"]

### Suggested Design Considerations

Service	Build vessels that provide consistent and reliable service (& can carry lots of people)
Speed	Consider speed and savings as well as low wake features in new ferries. Use vessel technologies that increase speeds where appropriate.
Longevity	Could improvements feasibly extend 60-year life on jumbos? In Europe, life span is 30 years for a vessel; rather than 60 years like here. Single deck, more and smaller boats, will offer smoother transitions on loading and off-loading.
Efficiency	Vessels should be built with natural gas.

### Suggested Maintenance Considerations

Complete maintenance in the off season.  
Set up budget to follow critical needs.

## FARES

**Fares need to be predictable and stable. Fare increases have reduced ridership, especially commuters.**

***When runs are cut or fares increase, it limits travel alternatives for ferry riders.*** (some feel that fare rates are a reasonable value, and many say that fares are high, The point is that local wages are not sustainable to support fares – especially for the younger generation.)

- There seems to be no ingenuity in operations, the focus is jabout money and fares.
- Consider demographics when setting vessel fares.
- Where is fare box income reinvested?

Current Conditions: Ferry fares have increased significantly in recent years.  
[See Appendix 2: "History of WSF Ferry Fare Increases"]  
WSF has a 70% fare box recovery rate of expenditures. ***No other transportation mode has as high a recovery rate as the ferries.***  
[See Appendix 3: "Historic WSF Recovery Rate"]

---

#### Suggested Funding Structure

- Sources** Ferry funding sources should be more sustainable.
- Treat ferries as a “floating highway” and allocate funds accordingly
- WSF represents less than 3% of transportation budget, yet Central Puget Sound routes have a 70% fare box recovery. Where is it spent (see above)?
- Where do the savings go when costs decrease for fuel and other cyclical expenses?
- Explore other funding opportunities, e.g., first responders, enterprise fund structures, etc.
- Would like to see more Federal funds allocated to assist WSF’s efforts.
  - Inform legislators and hold them accountable for fares, increases, new vessels.
- Decrease fares to encourage ridership in off-peak times.

#### Comments on Fairness and Access

**The ferry system is broken. Low income cannot afford the fares.** *Discussions of fairness at all community meetings were held regarding fares for seniors, families, students, varied size vehicles.*

## SCHEDULES

**More runs are needed. There is a desire for consistency in service and schedules across the routes.** Determining which route to take depends on factors such as number of sailings, waiting times, and traffic.

**Current Condition:** Concerns are expressed with parity across the system as well as with the reported on-time rates, which do not report “total passengers served” (e.g., the number of people waiting and the number of crossings).

#### Trip Duration Perspectives

**Reliability is key.** It takes 3 ½ - 4 hours a day to commute to the Eastside. Not a preferred transportation method.

**On-time performance measures departure times, but the need to arrive on time is the best performance measure.**

**Service is not dependable in summer –on-time watch changes are often the problem.**

Bremerton sailings used to be 55 minutes. Routes are longer today and alternates are available.

PM runs need additional vessels to address demand, as there are more backups than AM.

#### Schedule Priorities

**Where should added runs be? Can smaller vessels suffice at some times, such as at night?**

**Is there an equity issue for the various runs?**

People going to work should be considered high priority and schedule changes to accommodate sporting events, a lower priority.

Add extra runs for special events routinely and not a last minute announcement.

One person suggests a Bainbridge-Bremerton-Seattle triangle route.

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## SERVICE

**Sustainability and reliability should be top priorities. Welcome people riding on ferries and make it a positive experience.**

Riders on ferry routes should not be competing with other ferry runs for service (galleys, crews, vessels, security). Riders/communities must present preferences in a unified voice regarding service.

Current Condition: Customer service is terrible. Cleanliness on some runs is unacceptable.

### Staffing

**Seek quality and friendliness as well as reliability. Provide adequate staffing, training for employees.**

Offer training opportunities for staff e.g., public service, traffic control for loading/unloading protocols, cross training, work ethic, employee relations, crew changes (this is where disruptions/delays are likely to occur).

Riders “want efficient service – do not need flight attendant service levels, just competent individuals to make things operate smoothly.”

**Amenities** Add some amenities to enhance the ferry trip for travelers.

Update the galley as well as service worker uniforms; provide quality food options on board – or at least assure that there are vendors near where one boards the vessel. Consider musicians or other unique experiences such as acupuncture, meals, or nature talks during ferry crossings. *Perhaps this could be a revenue source for WSF.*

## PARKING

**Parking is a critical component when deciding to ride the ferries. Questions like “How much is available? How much does it cost? How does it relate to ferry fares?” are factors in deciding how to travel. If too expensive, people will drive.**

- When there is no parking, people are forced to drive onto the boat or miss a ferry run.
- The Sounder Train allows free parking for users. This is a good example of inter-governmental use agreements.

Current Condition: Parking availability impacts travel choices.

### Parking Recommendation

Parking must be considered in planning.

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## TERMINALS

As gateways to “the natural side of Puget Sound,” the Puget Sound terminals offer real estate that provides excellent potential for natural views, and each could entice locals as well as tourists. Some design suggestions to enjoy the vistas at each terminal include:

- **Balconies**
- **Windows along the walkways from terminal to ferries**
- **A destination restaurant, which has the potential to generate revenue for WSF**

Current Condition: The terminals are functional, yet could be more inviting and informative.

### General Suggestions

Upgrade toll lines and signage, and provide a multi-ride toll booth for quicker entry.

Improve coordination between personnel at the ports and WSF, and between the ferry terminals.

### Traffic

Reduce traffic congestion -- Improve traffic flow into and from terminals by using a cadet police officer to assist access to the street.

### Technology

Improve WSF IT services

*Best Times to Travel* app has real time information and terminal conditions.

Motorcycle and automobile passes do not work at all terminals. One account for such items would be helpful.

### Safety

Drop-off near ferries is difficult if one has disabilities. (Bainbridge allows you to drop someone off at the entrance).

During the Seattle terminal construction and all other downtown construction activities, people with disabilities will need a safe passage. It's a long distance to the terminal and temporary construction entrance.

### Reservations

The reservation system is not perceived to be a solution to planning system issues for most users of Kitsap terminals at this time. Commercial reservations, however, would be considered an economic benefit.

### Amenities

Communication and information materials are needed at terminals. Tourists and occasional riders, in particular, would benefit from their availability.

Provide Smart Car at terminals.

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## WSF PLANNING

***Ferries are marine highways. They are a vital element of a multi-modal transportation system for the Puget Sound region and Washington State.***

**WSF personnel should organize more like a business, and manage the assets accordingly – while considering their role in the overall transportation system. Issues to consider include:**

- Coordinate within WSF, with Ferry Advisory Committees and ferry riders, and with local/regional/state /transportation agencies and plans. For example, ferries reduce traffic on roadways
- Management tools such as Lean Process Improvement, demographic data, useful public engagement methods, and third-party value stream mapping.
- *Funding options*
- *Vessels*

Current Condition: WSF Long Range Plan emphasis is on updating existing metrics. Riders suggest the system planning would benefit from incorporating user experiences.

*Engage Broad Public Participation from Ferry-Served Communities*

Include rider and community experiences and recommendations for quality service in WSF planning processes and documents.

Develop a communication plan for travelers across jurisdictions and transportation modes.

Provide written “travel tips” recommendations for tourists, seniors, and people who are not regular users.

*Level of Service Standards*

Reset Level of Service standards -- perhaps include diverse routes, passenger ferries, and connections with other transportation modes.

- Use “total passengers served” rather than simply on-time (arrival) performance metric. Also consider measures like the number of people waiting/crossings. Focus on the lost opportunities from capacity of holding areas for cars and passenger capacity on vessels.
- Review lost capacity opportunities for car holding areas and passenger capacity on vessels.

Lean Process improvement should occur at WSF to improve efficiencies.

Recommend value-streamed mapping through a third party.

*Coordinate with Local and Regional Planning (and scheduling)*

**Inter-modal transportation planning is needed in Washington State.** Collaborate with regional and local long range land use plans, and multiple transportation systems (local public transit systems, as well as state and federal highway systems).

Revisit multi-jurisdictional travel, and consider a transportation “hub”.

Provide better circulation for vehicles and bicycles on local and state roadways.

---

#### Evaluate Economic Development Impacts

Ferries are an economic driver. They attract tourists to this area and are also a barrier to Kitsap tourism. It is also a paradox when all issues are included – like parking, waiting time, experience and fares. A distinction must be made between WSF as a tourist attraction and accommodating daily commuters.

## CONCLUSIONS

Discussions with Kitsap ferry riders near the four terminals (and Silverdale) in Kitsap County indicate that local residents are aware of constraints and opportunities. The forums were attended by individuals who commute to employment as well as to professional, academic and personal appointments. Some are occasional riders, like the mother who home schools and travels on educational excursions via ferry, and the many who attend recreational and cultural events. The ages of those at the meetings ranged from teens to seniors.

Issues of interest expressed by people in ferry-served communities relate to the values of including rider and community experiences in WSF plans, and quality service. All expressed a keen interest in the value of marine highways and transit to the Kitsap Peninsula. Attendees at each forum cited benefits of the ferry system to the entire Puget Sound region, and are proud to help reduce congestion on the I-5 corridor with this form of transportation. And the absolute need to depend on reliable schedules is as critical to their own responsibilities as travelers who drive or ride on asphalt highways. These riders acknowledge that circumstances such as weather events can impact movement on both land and marine routes, yet compare vessel maintenance to road maintenance.

The Washington State Ferry system is important to Kitsap riders. We care about the success of the system, observe benefits and problems, and want to contribute common sense solutions. The riders recommend broadening the scope of the Long Range Plan by including agency issues and data along with solutions from riders' perspectives. These insights can be applied to topics that include:

- *Communications and Public Involvement:* Ferry-served communities seek good working relationships with Washington transportation leaders and with WSF. Ferries are marine highways – and a part of the Washington State transportation system. A great ferry system will benefit communities east and west of Puget Sound.
- *Vessels:* Ferry routes are marine highways as well as public transit. We request that Washington State buy more boats to improve safety and reliability.
- *Fares:* The riders of Washington State Ferries provide an impressive fare box recovery rate. Fares need to be predictable and stable. Fare increases have reduced ridership, especially commuters.
- *Schedules:* More runs are needed. There is a desire for consistency in service and schedules across the routes.

- 
- *Service:* Sustainability and reliability should be top priority. Welcome people riding on ferries and make it a positive experience.
  - *Parking:* Parking is a critical component when deciding to ride the ferries. Questions like “How much is available? How much does it cost? How does it relate to ferry fares?” are factors in deciding how to travel. If too expensive, people will drive.
  - *Terminals:* As gateways to “the natural side of Puget Sound,” the Puget Sound terminals offer real estate that provides excellent potential for natural views, and each could entice locals as well as tourists. Some design suggestions to enjoy the vistas at each terminal include balconies, windows along the walkways from terminal to ferries, a destination restaurant (which could generate revenue for WSF).

Again, ferry routes are marine highways. They are a vital element of a multi-modal transportation system for the Puget Sound region and Washington State. An update to the Washington State Ferries Long Range Plan will benefit from expanding the scope to include issues of interest and perspectives from their customer base of riders. This is sure to enhance the delivery of marine highway transportation and the overall transportation system.

**APPENDIX 1**

**WASHINGTON STATE BUILDS A FLEET**

Class	Ferry	Year Built	Age
<b>Evergreen State Class</b> (87 cars, 983 passengers)	Evergreen State	1954	60
	Tillikum	1959	55
	Klahowya	1958	54
<b>Super Class</b> (144 cars, 2,000 passengers)	Elwha	1967	47
	Hyak	1967	47
	Yakima	1967	47
	Kaleetan	1967	47
<b>Jumbo Class</b> (188 cars, 2,000 passengers)	Spokane	1972	42
	Walla Walla	1972	42
<b>Issaquah Class</b> (124 cars, 1,200 passengers)	Issaquah	1979	35
	Kittitas	1980	34
	Kitsap	1980	34
	Chelan	1981	33
	Cathlamet	1981	33
	Sealth	1982	32
<b>Jumbo Mark II Class</b> (202 cars, 2,500 passengers)	Tacoma	1997	27
	Wenatchee	1998	26
	Puyallup	1999	25
<b>Kwa-di Tabil Class</b> (64 cars, 750 passengers)	Chetzemoka	2010	4
	Salish	2011	3
	Kennewick	2012	2
<b>Olympic Class</b> (144 cars, 1,500 passengers)	Tokitae	2014	0
	Samish	2015	NA
	Third Ferry	2016	NA

Source: WA State Ferries

**APPENDIX 2**

**HISTORY OF WSF FERRY FARE INCREASES**

1984 – 2014

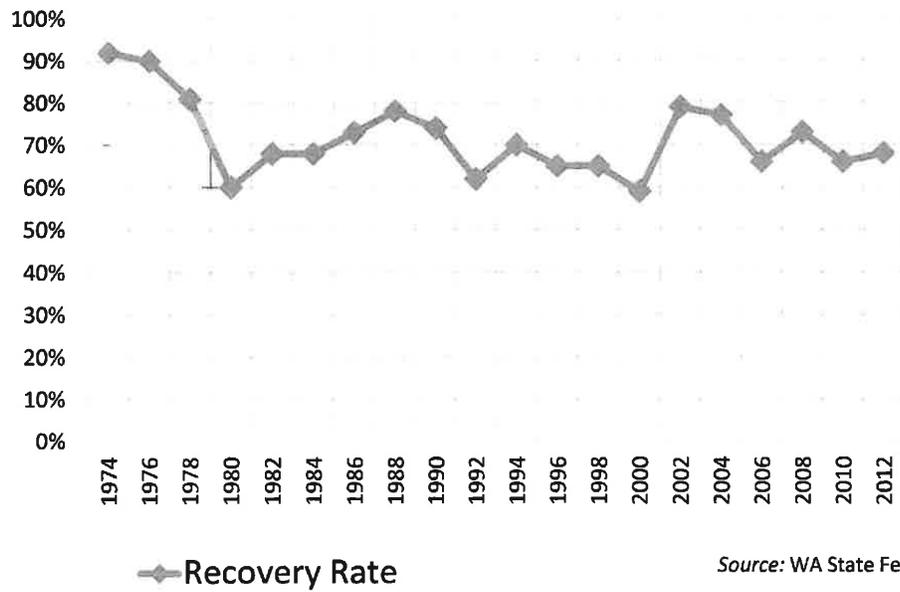
<u>Year</u>	<u>Percent</u>	<u>Comments</u>
1984	4.75%	
1987	3.0%	
1994	6.0%	First general fare increase in 7 years
1998	2.3%	
1999	4.4%	
2001	20.0%	First fare increase after MVET loss; TRE* begins
2002	12.5%	
2003	5.0%	
2004	5.0%	
2005	6.0%	
2006	6.0%	
2007	2.5%	
2009	2.5%	
2011	2.5%	January 1
2011	2.5%	October 1 - Includes vehicle category size changes, plus 25 cent per fare capital surcharge
2012	3.0%	May 1
2013	3.0% for vehicles 2.5% for passengers	October 1 - includes increasing the discount for youth fare from 20% to 50%
2014	2.5% for vehicles 2.0% for passengers	May 1

\*Tariff Route Equity, or distance based fares

*Source: Washington State Ferries*

APPENDIX 3

HISTORIC WSF RECOVERY RATES



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## THANK YOU

**Thank you to all who attended the public forums.**

*The conversations were spirited and offer up thoughtful guidance for this update.*

Thank you, too, to WSF staffers who attended each meeting.

*You participated in the conversations and answered numerous questions.*

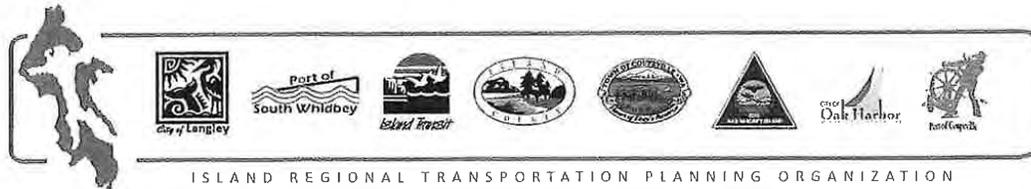
Thank you to those who provided meeting spaces

*so forums could be convenient for ferry riders near each ferry terminal.*

Kudos to Kitsap County staffers

*Your notes captured many valuable perspectives.*

For additional information regarding these public forums and responses, please contact  
Commissioner Charlotte Garrido at [cgarrido@co.kitsap.wa.us](mailto:cgarrido@co.kitsap.wa.us) or (360) 337-7080



May 4, 2018

Amy Scarton,  
Assistant Secretary  
Washington State Ferries  
2901 Third Avenue Suite 500  
Seattle WA 98121-3014

RE: IRTPO Input to the Washington State Ferries Long Range Plan

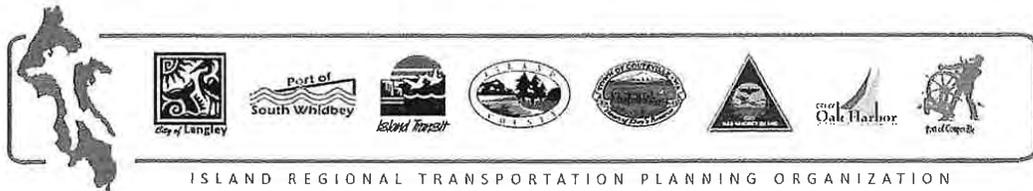
Dear Ms. Scarton:

Thank you for your extensive public outreach to local communities regarding the Washington State Ferries (WSF) Long Range Plan. The Island Regional Transportation Planning Organization (IRTPO) would like to provide the following input.

When reviewing your demand forecast for the Clinton-Mukilteo route we were surprised to find expected growth at only 16% by 2040. This number represents the lowest demand increase of all routes in the Washington State Ferries system, which is inconsistent with our observations and future expectations for this route. While the IRTPO understands the relevance of population projections in modeling, we are concerned that overreliance on these projections may fail to incorporate the full range of existing conditions and the impacts of a rapidly changing transportation context in the Puget Sound area.

When developing this long range plan, it is critical that WSFs closely considers trends, planning activities and current investments within the Puget Sound Regional Council (PSRC), given the significant influence the PSRC has on neighboring communities such as Island County. Some of the more proximate impacts include:

- Significant growth in Snohomish County
- Anticipated growth for the City of Everett resulting from:
  - It's designation as a PSRC "center" that receives a large portion of the future jobs and population
  - New commercial flight activity for Paine Field
  - Substantial marine port investments supporting business and tourism and connecting these to the central business district
  - Link Light Rail service during the WSF planning horizon
- Increased accessibility to Seattle and the Eastside via future Link Light Rail access, SWIFT Bus Rapid Transit, and potential service increases for Sounder commuter rail
- Proliferation of innovative, private transportation options such as car sharing, Transportation Network Companies (Uber), and bike share
- Longer-term parking options being developed in Mukilteo
- Increased efficiency of the Mukilteo ferry terminal
- Improvements to the Mukilteo waterfront



It is also important to consider developments in Island County that will increase rider demand, including:

- Recent improvements in Island Transit scheduling to coordinate with Ferry sailings including providing Saturday service and the potential for future Sunday service.
- Discussions regarding new, growth supportive, sewage management options for the communities of Clinton and Freeland
- City of Langley, Port of South Whidbey, Island County and Hat Island Ferry discussions aimed at establishing passenger ferry connections between Langley and the Everett waterfront

Collectively, the considerations noted above will drive demand for Island County’s lower-cost single family housing options and serve to increase the attractiveness of this route for visitors, commuters, and commercial travelers alike.

The most practical solutions will come as result of more focused planning studies. The IRTPO recommends that the WSF Long Range plan conditions large capital investments with requirements that local conditions are studied more closely. For the Clinton-Mukilteo route, studies should focus on:

- Understanding why travelers choose to use State Route 20 and Interstate 5 versus the ferry, and how the most sustainable option can be incentivized—such a study might be a joint undertaking between WSDOT and WSF to encourage better use of the system as a whole
- Looking at new models for Level of Service that better reflect excessively long delays for many runs due to conflicts between commercial traffic, commuters, and tourists
  - While LOS based on peak of the peak demand would be inefficient, current LOS calculations do not account for travelers who give up on the ferry option to drive around
  - LOS tied to a reservation system, coupled with a more nimble fleet that allocates vessels where demand is high, should be explored
- How creative reservation systems could provide more trip certainty as well as better use of service hours, such as incentivizing tourists to choose non-commute hour runs
- How off-system non-motorized access improvements would encourage more walk-on and bike-on travel
- How efficiency improvements such as overhead passenger loading in Clinton, might allow for increased vessel frequency
- Investigating ways that WSFs can support passenger-only ferry developments that establish important new connections (example would be connecting Whidbey Island directly to Downtown Everett)

These are both exciting and challenging times for transportation. More than ever we are seeing the links between land use and transportation planning, and to that we are adding a changing modal landscape that promises new options and efficiencies. Taken together, we must make careful, researched-based transportation investments that promote economic vitality and equity throughout the Puget Sound region and the whole of Washington State.

Sincerely,  
  
 Helen Price Johnson, Chair  
 Island Regional Transportation Planning Organization

Cc: Roger Millar, Secretary WSDOT

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### FAC Notes from Kingston Public Meeting 5/8/2018

Washington State Ferries held a public meeting in Kingston on May 8, 2018, to collect public input for development of a Long Range Plan. This occasion was also used by WSF to collect input on a proposed Kingston-Edmonds schedule revision and by the Kingston FAC to collect input from the community on problems being experienced with ferries per RCW 47.60.310. FAC members circulated among attendees asking what ferry related matters concerned them. Below is a summary of the public input that our FAC received as well as comments made by attendees on “sticky notes” in response to WSF questions. This does not include information collected by State Ferries on questionnaires filled out at the meeting.

#### Meeting Conduct

Attendees in general were appreciative of the information provided and opportunity to give written input. A significant portion thought that an interactive dialog with WSF was needed to discuss problems being experienced with the system, including ferry traffic issues, and any upcoming changes planned by WSF. The expectation was that this could be done in the fall.

#### Ferry Traffic.

This is the highest concern and priority and was universal to all attendees. The current overloading and backups on local streets is already a significant problem which has been left unaddressed in prior planning. With a projected 47% growth over the LRP plan period it is critical for the Kingston community that this be addressed, both on a long-term and near-term basis.

In the near term the following is needed:

- A public meeting for dialog with WSF and WSP on traffic handling procedures, including boarding pass systems.

- Better controls over the signage and notifications to drivers when the boarding pass system is and is not in effect.

- A review of holding lot procedures and utilization to reduce the number of times that traffic is backed up into town when the holding lot has available space.

- Installation of video monitoring from Lindvog Rd. to the terminal toll booths

In the long term.

- Continuation of the long-standing project to add a holding lot at Lindvog Rd. This will be essential to address the projected ridership growth.

- Initiation of a review to identify and address ferry-related traffic issues on the SR 104 corridor between Lindvog Rd. and the Bond Rd. intersection (Streibel's Corner).

#### Boats and capacity

Addressing the lack of capacity is a high priority as during the summer and holidays the route is already heavily overloaded. Recommendations include:

- Operating three boats for continuous service at Kingston and Bainbridge during peak seasons and holidays.

- When the Jumbos are due for retirement, replace them with three boats that together have greater capacity than the two boats that were replaced.

- Three-boat operations have the advantage of more frequent sailings to reduce traffic peaks.

- They also have the capability of shifting to smaller boats during low-demand periods.

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Concerns were expressed of what happens when fleet size is effectively reduced when Hyak and Tillikum are retired without a building program that will replace them. A reserve fleet of adequate size is needed to maintain uninterrupted service when boats are down or in for maintenance

Several comments were received on the lack of evidence of a plan to replace aged-out ferries. It appears that boats should be under construction now if vessels are to be replaced within their planned lifespan.

Comments were made that WSF should be considering both LNG and hybrid fuels, Not either/or as LNG will be able to be used on all the legacy vessels to eliminate emissions regardless of what type of propulsion is used in next-generation ferries.

#### Ferry maintenance and reliability

This was a high level of concern among attendees talked to. There is a concern that a degrading material condition of vessels will cause increased service reliability problems. While Jumbo reliability has been good, attendees were well aware of significant issues with other vessel classes. This situation appears due to a lack of funding for required maintenance and lack of boat availability. There was also concern over the scheduling of major maintenance which reduced route capacity during high-demand periods such as the Christmas and Thanksgiving holidays. Recommendations included:

Having a larger fleet size to allow greater availability for maintenance, and to provide uninterrupted service when boats are taken off-line for unplanned repairs. To do this WSF should delay retirement of current ferries Tillikum and Hyak.

Budget funding to stop or at least reduce the growth of overdue maintenance such that the thresholds are not reached where breakdowns are likely to occur over the planning period. Look into alternatives for maintenance including the maintenance of vessels in service by contractors working on board and at night, utilization of yards such as Dakota Creek for smaller ferries, and the utilization of the dry dock recently moved to Elliott Bay.

To increase the number of vessels available to meet peak demand on summer weekends. For dockside maintenance work at the WSF Eagle Harbor facility, schedule work in increments (i.e. phases) that would allow a ferry in maintenance to be returned to service on all, or part of, the weekends.

Comments were made that there was a need to develop personnel for high-skilled maintenance jobs (i.e. electrical engineers) to keep boats running

#### Reservations

Attendees considered implementing reservations for commercial traffic was important to West Sound communities and should have a high priority. Non-commercial reservations were also considered to be highly desirable especially during overload periods in the summer and during holidays. Reservation business rules, e.g. percent of boat for standbys, time windows for various rider groups, and the like, should be developed with community input to meet the needs and constraints of our specific route.

#### On time performance

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In addition to collecting on-time departure data, arrival data should also be collected. This is important to assess impact of vessel speed reduction strategies and the ability of the ferry system to interface with local transit system service.

#### Proposed Schedule

Overall attendees found the proposed schedule to be desirable. There were no negative comments on the earlier start times. There was considerable support for the late night Sat/Sun sailing. There were still some concerns with the larger asymmetric gaps on some sailings however we understand that these have been addressed to as is feasible.

With respect to the loss of the Saturday early sailing there were some for whom this would present a difficulty as they start work at 6:00 AM. This would not be a problem if the 5:30 sailing could be moved up to 5:15.

#### Terminal facilities

While the terminal seismic upgrading was understood the question was asked whether WSF had a plan for how they would operate in event an earthquake did occur that disabled some terminals. Closely allied with the above was a question of how and when terminal staff did training and testing of back-up systems in the event of a power loss. This includes both back up generators and manual ramp operation. On Bainbridge Island, there was a situation where the back-up generator failed and the crew was also unable to manually operate the ramp.

A comment was made regarding the lack of information and way finding signs on how to bypass toll booth queues for vehicles with priority loading e.g. those with me

There were comments that the restroom in the Edmonds main terminal is not kept open through the last sailing. This is a considerable inconvenience to late-night riders.

Comments were received that Pine St. in Edmonds is not routinely marked off with cones when there are overloads. This results in line cutting.

Comments were received that WSF planning should consider carts or similar services being made available to travelers with luggage as there are at airport terminals.

#### Transit and rail

Concerns were expressed by several that while rail schedules are reasonably well coordinated with ferry schedules, bus transit on the Kingston-Edmonds route, and perhaps other routes, is not.

Coordination is also needed between buses and ferries when either is off schedule. These issues need to be addressed if planning is to meet goals to increase multimodal walk-on passengers.

Presently this situation is a significant impediment.

Examples of significant schedule mismatches are being collected and will be provided separately

At the Kingston terminal action should be taken to allow buses to pick up and drop off passengers at the ferry dock. The terminal's layout would allow this.

#### Customer service

There were several comments that the removal of toilet-seat cover dispensers was unnecessary as they continue to be used elsewhere at WSF and that crews should have the equipment and training to handle needles wherever they may be found.

There was one comment that the Sharps containers could be located in a less obtrusive location to encourage use.

#### Foot ferry

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Comments were made that WSF and Kitsap Transit should coordinate bus access to the terminal when the passenger ferry service is established.

Other

A comment was made for WSF to look for ways to better use digitization and technology with respect to fare collection.

A comment was made that when electronic information signs are installed (George's Corner and West Kingston Rd.) they should be able to include revised schedule information when the boats are off-schedule.



To: Amy Scarton, Assistant Secretary, WSDOT/Ferries Division  
Hadley Rodero, WSF Strategic Communications Manager

From: Deborah Hopkins Buchanan, Executive Director, San Juan Islands Visitors Bureau

Date: May 16, 2018

Re: WSF 2040 Long Range Plan Comments

The Board of Directors of the San Juan Islands Visitors Bureau represents 300+ tourism-related businesses on the four, ferry-served islands of Lopez, Orcas, Shaw and San Juan.

The Washington State Ferries are critical to the success of these businesses and non-profit organizations (community theaters, museums, parks, etc.) year-round, and most importantly from Memorial Day through September during your Summer Schedule. August, July, September and June – in that order – are our four busiest months according to lodging tax data.

The Board makes two simple, yet extremely important, requests for the 2040 long range plan:

1. Whether old or new, our ferries need to be reliable
2. We need at least one spare ferry available at all times

We know that WSF realizes how important these requests are to us, and that Washington State Ferries' budgets are limited by the Washington State Legislature.

We implore the Legislature to provide adequate funding to our 'marine highways' in order to support our requests and the 2040 long range plan.

Thank you.

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To: San Juan County Council  
From: Jim Corenman, Chair, SJC Ferry Advisory Committee  
Subject: WSF Long Range Plan Priorities  
Date: May 21, 2018 8pm

Council members,

This outline was prepared by the SJC Ferry Advisory Committee for submission to WSF as part of the current public input period for the WSF 2018-2040 Long Range Plan.

1) Vessels:

- a) Poor vessel reliability hurts everyone: residents, businesses, visitors, and WSF.
- b) Preservation and maintenance must be adequately funded.
- c) Additional spare/relief vessels are required to allow that maintenance.
  - i) A fleet size of 21 vessels with 19 in service has proven to be inadequate.
  - ii) The fleet was 24 vessels prior to the retirement of the Steel Electrics in 2007.
  - iii) Spare vessels must be able to operate anywhere, E-state and Kwa-di Tabil are limited.
  - iv) Our interisland and international runs have special requirements (single car-deck and SOLAS, respectively), for which appropriate spares must be available.
- d) Aging vessels must be replaced on a schedule that makes sense, 60 years is likely too long.
- e) Reservations system must be able to accommodate service disruptions

2) Terminals:

- a) Seismic updates are needed for the four island terminals (see also 4a).
- b) Anacortes:
  - i) Terminal building should be replaced or remodeled to increase size and improve comfort
  - ii) Customs pre-clearance in Sidney would greatly streamline operations
  - iii) Provide one additional vehicle slip: Three vehicle slips plus two tie-ups would facilitate operations and provide a spare slip for a relief vessel or transfers to/from DCI
- c) Friday Harbor:
  - i) A second vehicle slip is needed to facilitate interisland traffic (including crew transfers)
  - ii) Provide better separation of walkons and vehicles, consider overhead loading
- d) Orcas:
  - i) Improve traffic flow and pedestrian/vehicle separation
  - ii) Consider overhead access for walkons to parking area
- e) Lopez terminal needs significant improvement for safety, comfort and efficiency:

Revised 2018-05-21 Jim Corenman

- 
- i) Absent eastbound reservations, queues can be very long with no practical access to bathrooms, food or water.
  - ii) Consider eastbound reservations with associated parking/queueing improvements.
  - iii) Separation must be provided for vehicles, bicycles and pedestrians, and for drop-off and pickup.
  - iv) Make food service available at the terminal parking/queueing improvements.
- f) Shaw:
- i) Consider eastbound reservations and associated parking/queueing improvements.
  - ii) Install back-up generator.
- g) Sidney:
- i) Customs preclearance to streamline operations and allow mixed domestic traffic on Sidney vessels as well as traffic between Sidney and other islands.
- 3) Systems:
- a) Reservations system must be able to accommodate disruptions and contingency schedules.
  - b) Ticketing system must be integrated with reservations and allow more flexible pricing and integrate tickets with reservations.
  - c) Data collection (and access to data) is critical for planning by communities as well as ferries, including ridership and schedule (on-time) measures, reservations statistics including unmet demand, location data (e.g. zip codes) for travelers, etc.
  - d) A multimodal integrated transportation system is critical to making better use of limited ferries resources. While challenging in rural areas, WSF will work with local and regional transit authorities to develop transportation connections including integrated payment options.
- 4) Emergency management:
- a) Update all island terminals to at least 100-year survivability (see also 2a).
  - b) Continue to berth at least one vessel overnight in Friday Harbor (with an available crew) to be able to respond to emergencies within the county.

Revised 2018-05-21 Jim Corenman



Improving Lives Through Bicycling

7787 62nd Avenue NE Seattle, WA 98115-8155

P (206) 224-9252 • www.cascade.org • info@cascade.org

[f /CascadeBicycleClub](#) [t @cascadebicycle](#) [i @cascadebicycle](#)

To: Washington State Ferries  
Date: May 24, 2018  
Re: Issues identification and priorities for WSF Long Range Plan

Cascade Bicycle Club (Cascade) appreciates the opportunity to identify issues and priorities to incorporate in the Washington State Ferries (WSF) 2040 Long Range Plan. Cascade has approximately 15,000 members around the Puget Sound and statewide, many of whom look forward to having easier access to use the state ferry system for commuting, just getting around, as well as for recreation and tourism.

As a member of the Policy Advisory Group and a stakeholder that sees the opportunity for making a more multimodal WSF, Cascade offers the following comments and suggestions:

As the **Ferry Fleet expands** and updates, make the fleet more bike friendly:

- Ensure that the ferry fleet can adapt to allow more bicycles onboard, that components allow for adding additional bike parking capacity, and that signage is intuitive for bike users.
- If electric vehicle charging is added to ferry boats, ensure its adaptability to support e-bike charging, as well.
- On some runs, it will likely be necessary in the future to allocate some of the space currently devoted to cars to accommodate bike parking. Plan to determine the most space-efficient way to store large numbers of bikes on the boats. Encourage continued growth in bike-on passengers due to the public health benefits and reduction in demand for drive-on space, by implementing enhanced accommodations over time.

Take actions to preserve and upgrade **terminals** so that they integrate with the surrounding communities, and support staging for bicycles and new modes of travel:

- Coordinate with local transportation departments to ensure that more all ages and abilities bikeways allow for easy access for all people who choose to ride a bike.
- Align active transportation needs for ferries with WSDOT-owned and -managed facilities that feed into terminals, so that people regardless of their age or abilities feel safe and comfortable accessing WSF terminals by bike.
- Coordinate with adjacent jurisdictions through their planning processes so that more ferry-oriented development (upzoning, and other land use policies that encourage dense

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living near transportation) can be built to make it easier to use the ferry system by walking and biking.

- Build terminals that have easy and comfortable (e.g., covered) waiting for people biking.
- Expand short- and medium-term bicycle parking options at or near terminals so that bicycle commuters can store their bikes safely and securely at ferry terminals.
- Plan for additional space allocation on the dock for people on bikes in future years. WSF planning period projections show a significant increase in the number of passengers biking, particularly on the Seattle-Bainbridge run and less so on the Seattle-Bremerton and Fauntleroy-Vashon-Southworth routes. Especially due to the volume of passengers on the Seattle-Bainbridge run, WSF needs to prepare to accommodate this growing group of bike-on passengers for this run, both on the boats and at Colman Dock. The proposed configuration changes at Colman Dock begin to address this issue, but WSF needs to continue to expand this planning work
- Explore and implement demand management strategies, as well as other approaches before adding additional vehicle parking at terminals. Adding more parking should be seen a last-resort strategy as it is costly and space inefficient.
- Improve wayfinding and clarity for how bicycles should stage at terminals should be explored.
- If electric vehicle charging is added to terminals, ensure its adaptability to support e-bike charging, as well.
- For adjacent parking at terminals (for walk-ons or otherwise), WSF should explore partnerships for more dynamic parking management to encourage parking turnover and the efficient use of valuable parking facilities near terminals.

**Demand management strategies** - if planned and executed correctly - have great potential to create a smarter and more sustainable ferry system for Washington state:

- Cascade encourages WSF through the Long-Range Plan to explore dynamic pricing to manage demand and soften the peak periods. This strategy will provide the added benefit of providing more predictability for ferry users.
- System-wide reservations have the potential to reduce the amount of valuable space needed for car storage at and surrounding terminals. We encourage the expeditious adoption of this at most, if not all terminals, but particularly at Colman Dock where vehicle storage is now project to intrude into the public space of the Seattle waterfront.

Additionally, the WSF Long-Range Plan offers great opportunities to:

- Foster new partnerships with partner transportation entities to facilitate more active transportation to and from terminals and ferries
- Support new tourism opportunities by making it safer, easier and more comfortable to arrive at terminals.
- Work with surrounding jurisdictions, as well as state agencies, to find new grant and investment opportunities to build trails and bikeways between terminals and employment and residential centers. Two notable opportunities include the Guemes Channel Trail, which links the Anacortes Ferry Terminal to Anacortes, and the Sound to Olympics Trail,

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which will begin to provide more active transportation opportunities to the Bainbridge Ferry Terminal.

- Incorporate health impact assessments in the planning that WSF does as it evaluates competing investment and policy decisions. For example, will certain investment and policy decisions encourage less healthier forms of travel at the expense of active transportation and transit use? Tools exist to quantify these benefits and impacts and Cascade encourages WSF to begin using this lens.
- Incorporate a planning a lens to support improving equity, diversity, and inclusion in its practices, planning, and decision-making.

Cascade looks forward to continuing its partnership with WSF as a member of the Policy Advisory Group, as a partner on signature events like Chilly Hilly, and as a community stakeholder that sees the incredible potential of an increasingly multimodal ferry system for travel and tourism in Washington state.

Please feel free to contact me with questions.

Sincerely,



Blake Trask  
Senior Policy Director  
Cascade Bicycle Club

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**Subject:** COBI comments

Carmen,

Following up from yesterday's WSDOT/WSF Long Range Plan Policy and Technical Advisory Group meeting with comments from the workgroup sessions

**Vessels:**

- 1) COBI Public Works supports the modified plus alternative. This alternative is the only alternative that provides the number of reliable vessels necessary to ensure reliable service at all routes. It also allows the most flexibility to accommodate unforeseen delays scheduled maintenance and/or delivery of new vessels. Note that "Funding vessel maintenance and replacement reserves" are identified issues on page 7-3 of the City's Island-wide Transportation Plan that was recently adopted with the Comprehensive Plan.
- 2) The failure of the Legislature to provide adequate funding to ensure that the necessary maintenance was provided for the Issaquah class and other vessels has resulted in reduced reliable service life for vessels. While regrettable, with changing technology this may be for the best. There is an opportunity to build new vessels that will reduce carbon emissions and more specifically harmful diesel particulates significantly improving air quality in Puget Sound region. Now is the time for the legislature to modernize the fleet.

**Operational Service:**

- 3) Potential strategies; For the "Increase Vessel Capacity" icon please include the language "Add foot and bicycle passenger capacity". Note that bicycle parking accommodation on vessels is an important issue for our community.
- 4) Potential strategies; Please include "Three mid-size vessels". Note that this is identified in on page 7-4 the City's Island-wide Transportation Plan that was recently adopted with the Comprehensive Plan.
- 5) Potential strategies; Please include promote mode shift. Both WSF and COBI are making substantial capital investments in non-motorized facilities that are integrated with the co-located ferry terminal and Kitsap Transit Bus Station. This includes the upcoming Overhead Loading reconstruction and Olympic Drive Projects, and a future Olympic Drive Phase 2 project that fronts the Bus Station and Bike Barn.
- 6) Potential strategies; Please include traffic/ terminal operations management. Signal improvements are needed at Harbor drive to sync ped crossing and the signal at Winslow Way. Also, an auxiliary signal is needed to manage reserve shoulder parking along SR305 north of the Winslow Way intersection and prohibit right and left turns from Winslow Way onto Olympic Drive. These functions currently require State Patrol officers to manage and should be automated.
- 7) Planned Near Term Improvements: Please include the OHL replacement.

The format for the meeting worked very well. Appreciate the opportunity to be informed and participate.

Many thanks,



K. Chris Hammer, PE, PMP  
Engineering Manager- Capital Projects, System Planning, and Right-of-Way Permitting  
Designated Traffic Engineer  
Public Works Department  
206.780.3740 (office)

# Appendix B: Notification

## Notification table

Item	Reach
Announcement on project website	2,550 unique page views
Spotlight Announcement on WSF Home Page	132 clicks to the WSF Long Range Plan page
Poster at ferry terminals and aboard ferries	68 posters distributed to terminals
Email to elected officials	Sent to 34 ferry legislators
Email to tribes	Sent to 13 tribal contacts
Email to FAC members	Sent to 50 FAC members
Email to PAG/TAG	Sent to 56 TAG members and 43 PAG members
Social media	69 tweets; 215,612 total impressions
Announcements in Amy Scarton's Weekly Update	4 emails sent out: <ul style="list-style-type: none"> <li>• March 16: sent to 5,527; 2,488 opens; 42 clicks on LRP links</li> <li>• April 20: sent to 5,786; 2,536 opens; 42 clicks on LRP links</li> <li>• April 27: sent to 5,890; 2,643 opens; 22 clicks on LRP links</li> <li>• May 4: sent to 5,901; 2,674 opens; 11 clicks on LRP links</li> </ul>
Route alert emails round one	<ul style="list-style-type: none"> <li>• "All routes" alert sent to 22,195</li> <li>• Bainbridge Island – 7,616</li> <li>• Port Townsend – 2,917</li> <li>• Vashon Island – 4,870</li> <li>• Bremerton – 4,567</li> <li>• Southworth – 4,870</li> <li>• Clinton – 3,647</li> <li>• San Juan Islands – 4,171</li> <li>• Kingston – 4,654</li> <li>• Fauntleroy – 4,870</li> </ul>
WSDOT regional listservs	NWR listserv sent to 5,000+ contacts
2 listserv notices to project email list	<ul style="list-style-type: none"> <li>• First email sent to 150 contacts</li> <li>• Reminder email sent to 350 contacts</li> </ul>
Press release	1
News articles	26
Seattle Multimodal Terminal at Colman Dock Project Update Email	Sent to 1,802 subscribers
Seattle Mukilteo Multimodal Terminal Project Update Email	Sent to 527 subscribers

*Table with the methods used to notify the public of public involvement activities*

Poster



# Help shape the future of Washington State Ferries

Ferry ridership is expected to grow 30 percent by 2040. Washington State Ferries (WSF) is developing a Long Range Plan to better understand and plan for the changing needs of the system through 2040.

Photo by ferry rider ©Garth Henson, used with permission

## Attend an open house

- Bainbridge Island**  
Tuesday, April 17  
5:30 – 7:30 p.m.  
Bainbridge Island Senior Center, 370 Brien Drive SE, Bainbridge Island
  - Port Townsend**  
Thursday, April 19  
5 – 7 p.m.  
Cotton Building, 607 Water Street, Port Townsend
  - Vashon Island**  
Tuesday, April 24  
6 – 8 p.m.  
Vashon Island High School, 9600 SW 204th Street, Vashon
  - Bremerton**  
Wednesday, April 25  
5:30 – 7:30 p.m.  
Kitsap Conference Center, 100 Washington Avenue, Bremerton
  - Southworth**  
Thursday, April 26  
6 – 8 p.m.  
John Sedgewick Jr. High, 8995 SE Sedgewick Road, Port Orchard
  - Clinton**  
Tuesday, May 1  
5:30 – 7:30 p.m.  
Clinton Community Hall, 6411 South Central Avenue, Clinton
  - San Juan Islands**  
Wednesday, May 2  
5:30 – 6 p.m.  
Brickworks, 150 Nichols Street, Friday Harbor
  - Kingston**  
Tuesday, May 8  
6 – 8 p.m.  
Kingston Village Green Community Center, 26159 Dulay Road NE, Kingston
  - Fauntleroy**  
Thursday, May 17  
6 – 8 p.m.  
Fauntleroy Church, 9140 California Avenue SW, Seattle
- Stop by anytime to learn about the plan and share your ideas. There will not be a formal presentation.**



## Join us at an open house to:

- Learn more about the WSF 2040 Long Range Plan
- Share your ideas and help WSF identify priorities and considerations that should be included in the Long Range Plan
- Meet the project team to ask questions

## Participate online:

View open house materials and provide comments at our online open house from April 10 – May 24 at: [WSFLongRangePlan.com](http://WSFLongRangePlan.com)

## Questions?

Contact us: [WSFLongRangePlan@WSDOT.wa.gov](mailto:WSFLongRangePlan@WSDOT.wa.gov)

## Washington State Ferries 2040 Long Range Plan



WSDOT keeps people, businesses and the economy moving by operating and improving the state's transportation systems. To learn more about what we're doing, go to [wsdot.wa.gov/news](http://wsdot.wa.gov/news) for pictures, videos, news and blogs. Real time traffic information is available at [wsdot.com/traffic](http://wsdot.com/traffic) or by dialing 511.

**Americans with Disabilities Act (ADA) Information:** Accommodation requests for people with disabilities can be made by contacting the WSDOT Diversity/ADA Affairs team at [wsdotada@wsdot.wa.gov](mailto:wsdotada@wsdot.wa.gov) or by calling toll-free, 855-362-4AJA (4232). Persons who are deaf or hard of hearing may make a request by calling the Washington State Relay at 711.

**Title VI Statement to Public:** It is WSDOT's policy to assure that no person shall, on the grounds of race, color, national origin or sex, as provided by Title VI of the Civil Rights Act of 1964, be excluded from participation in, be denied the benefits of, or be otherwise discriminated against under any of its federally funded programs and activities. Any person who believes his or her Title VI protection has been violated may file a complaint with WSDOT's Office of Equal Opportunity. For additional information regarding Title VI complaint procedures and/or information regarding our non-discrimination obligations, please contact OEO's Title VI Coordinator at 360-705-7090.

Poster with open house schedule and link to online open house



## Amy Scarton's weekly update emails



**2040 Long Range Plan update**

We kicked off our first round of [Long Range Plan](#) meetings this week on Bainbridge Island and in Port Townsend. At the meetings we shared our process for developing the 2040 plan and collected comments on issues and priorities we should consider. Attendees rotated through a series of stations to better understand the focus areas of the plan and filled out our survey and comment form. Next week, we continue with three more meetings in Vashon, Bremerton, and Southworth:

**Vashon Island**  
Tuesday, April 24  
6 – 8 p.m.  
Vashon Island High School, 9600 SW 204th Street, Vashon

**Bremerton**  
Wednesday, April 25  
5:30 – 7:30 p.m.  
Kitsap Conference Center, 100 Washington Avenue, Bremerton

**Southworth**  
Thursday, April 26  
6 – 8 p.m.  
John Sedgwick Jr. High, 8995 SE Sedgwick Road  
Port Orchard

Please visit the [project page](#) for the full list of meetings or view open house materials and provide comments through our [online open house](#) now until May 24.

**April 20, 2018**

**Northbound I-5 reduced to two lanes April 20-23**

Customers who frequent Colman Dock and the Fauntleroy ferry terminal should be aware of I-5 closures this weekend. On April 20-23, WSDOT will reduce northbound I-5 to two lanes between the West Seattle Bridge and Olive Way to replace expansion joints and concrete panels. Drivers should expect big delays on the interstate.

This is the first of at least six weekends when you may see major delays on I-5 in Seattle as WSDOT either reduces lanes or closes all lanes to [#ReviveI5](#). The latest [#ReviveI5 blog](#) has all the weekend lane reduction and closure details.

**Summer reservations available Tuesday, April 24**

Mark your calendar! The first tier of Summer Schedule reservations will be available beginning next week on Tuesday, April 24. Reservations for Anacortes/San Juan Island

Amy Scarton's Weekly Update email from April 20, 2018

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## Press release

### Washington State Department of Transportation - NEWS

Ferries Division – 2901 3rd Ave., Suite 500 – Seattle, WA 98121-3024 – 206-515-3400

#### FOR IMMEDIATE RELEASE

April 12, 2018

Contact: [Hadley Rodero](#), communications, 206-475-3430  
On-call media hotline, 206-402-8070

### Washington State Ferries seeking input on Long Range Plan

*Attend an open house or comment online through May 24*

SEATTLE – Ferry ridership is expected to surge 30 percent by 2040. Washington State Ferries (WSF) is developing a Long Range Plan to better understand and plan for the changing needs of the system through 2040.

“The plan will serve as our blueprint for the next 20 years. It will outline service changes and recommend investments in vessels and terminals for resilient, efficient, and sustainable ferry service for years to come,” said Assistant Secretary Amy Scarton.

WSF is hosting nine open houses to share information about the Long Range Plan and gather input on community priorities. Attendees will have the opportunity to meet project staff, ask questions, and provide early input about issues to be addressed in the plan.

An online open house will run from April 10 - May 24. It includes the same information that will be shared at the in-person meetings and an online comment form.

#### Open houses

##### Tuesday, April 17, 5:30 - 7:30 p.m.

- Bainbridge Island Senior Center, 370 Brien Drive SE., Bremerton

##### Thursday, April 19, 5 - 7 p.m.

- Cotton Building, 607 Water St., Port Townsend

##### Tuesday, April 24, 6 - 8 p.m.

- Vashon Island High School, 9600 SW 204th St., Vashon Island

##### Wednesday, April 25, 5:30 - 7:30 p.m.

- Kitsap Conference Center, 100 Washington Ave., Bremerton

##### Thursday, April 26, 6:00 - 8:00 p.m.

- John Sedgwick Jr. High, 8995 SE Sedgwick Road, Port Orchard

##### Tuesday, May 1, 5:30 - 7:30 p.m.

- Clinton Community Hall, 6411 South Central Ave., Clinton

##### Wednesday, May 2, 3:30 – 6 p.m.

- Brickworks, 150 Nichols St., Friday Harbor

##### Tuesday, May 8, 6 – 8 p.m.

- Kingston Village Green Community Center, 26159 Dulay Road NE, Kingston

##### Thursday, May 17, 6 – 8 p.m.

- Fauntleroy Church, 9140 California Ave. SW, Seattle

**Details:** The open houses will feature displays boards that explain the planning process and highlight key plan elements. Staff will be available to answer questions and attendees will be encouraged to provide input on issues to be addressed in the plan. Drop by anytime during the open house – there will not be a formal presentation.

Washington State Ferries, a division of the Washington State Department of Transportation, is the largest ferry system in the U.S. and safely and efficiently carries 24.5 million people a year through some of the most majestic scenery in the world. For breaking news and the latest information, follow WSF on [Twitter](#).

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*Press release with open house schedule and online open house information*

## News clips

News Outlet	Title	Link
Peninsula Daily News	Washington State Ferries seeks input on long-range plan	<a href="https://www.peninsuladailynews.com/news/washington-state-ferries-seeks-input-on-long-range-plan/">https://www.peninsuladailynews.com/news/washington-state-ferries-seeks-input-on-long-range-plan/</a>
Peninsula Daily News	State Ferries open house in Port Townsend to field input for long-range plan	<a href="https://www.peninsuladailynews.com/news/state-ferries-open-house-in-port-townsend-to-field-input-for-long-range-plan/">https://www.peninsuladailynews.com/news/state-ferries-open-house-in-port-townsend-to-field-input-for-long-range-plan/</a>
Bainbridge Island Review	Meetings announced for ferry system's long range plan	<a href="http://www.bainbridgereview.com/news/meetings-announced-for-ferry-systems-long-range-plan/">http://www.bainbridgereview.com/news/meetings-announced-for-ferry-systems-long-range-plan/</a>
PT Leader.com	State ferries solicit input from PT riders	<a href="http://www.ptleader.com/news/state-ferries-solicit-input-from-pt-riders/article_51b60b20-481d-11e8-933a-771882f16158.html">http://www.ptleader.com/news/state-ferries-solicit-input-from-pt-riders/article_51b60b20-481d-11e8-933a-771882f16158.html</a>
PTLeader.com	Washington State Ferries seeks input on long-range plan	<a href="http://www.ptleader.com/news/washington-state-ferries-seeks-input-on-long-range-plan/article_32ea1daa-4294-11e8-bbc7-43881c117436.html">http://www.ptleader.com/news/washington-state-ferries-seeks-input-on-long-range-plan/article_32ea1daa-4294-11e8-bbc7-43881c117436.html</a>
The Snohomish Times	Washington State Ferries seeking input	<a href="http://www.snohomishtimes.com/snohomishNEWS.cfm?inc=story&amp;newsID=4447&amp;title=Washington%20State%20Ferries%20seeking%20input">http://www.snohomishtimes.com/snohomishNEWS.cfm?inc=story&amp;newsID=4447&amp;title=Washington%20State%20Ferries%20seeking%20input</a>
South Sound Business	Washington State Ferries seeks input on long-term plan	<a href="https://southsoundbiz.com/washington-state-ferries-seeks-input-on-long-term-plan/">https://southsoundbiz.com/washington-state-ferries-seeks-input-on-long-term-plan/</a>
Vashon-Maury Island Beachcomber	WSF to host open house for long-range plan	<a href="https://www.vashonbeachcomber.com/news/wsf-to-host-open-house-for-long-range-plan/">https://www.vashonbeachcomber.com/news/wsf-to-host-open-house-for-long-range-plan/</a>
Vashon-Maury Island Beachcomber	WSF seeks public input for long-range plan	<a href="https://www.vashonbeachcomber.com/news/wsf-seeks-public-input-for-long-range-plan/">https://www.vashonbeachcomber.com/news/wsf-seeks-public-input-for-long-range-plan/</a>
Vashon-Maury Island Beachcomber	COMMENTARY: Islanders will need to lobby legislators in Olympia to stave off extreme ferry trouble	<a href="https://www.vashonbeachcomber.com/opinion/commentary-islanders-will-need-to-lobby-legislators-in-olympia-to-stave-off-extreme-ferry-trouble/">https://www.vashonbeachcomber.com/opinion/commentary-islanders-will-need-to-lobby-legislators-in-olympia-to-stave-off-extreme-ferry-trouble/</a>
The Urbanist	Washington State Ferries Looks Ahead to 2040	<a href="https://www.theurbanist.org/2018/04/25/washington-state-ferries-looks-ahead-2040/">https://www.theurbanist.org/2018/04/25/washington-state-ferries-looks-ahead-2040/</a>

## News clips, continued

Kitsap Sun	Half of Washington State Ferries vessels slated for retirement by 2042	<a href="https://www.kitsapsun.com/story/news/2018/04/24/washington-state-ferries-retirement-booked/544137002/">https://www.kitsapsun.com/story/news/2018/04/24/washington-state-ferries-retirement-booked/544137002/</a>
Kitsap Daily News	Ferries seeking input on long range planning	<a href="https://www.kitsapdailynews.com/news/ferries-seeking-input-on-long-range-planning/">https://www.kitsapdailynews.com/news/ferries-seeking-input-on-long-range-planning/</a>
Kitsap Daily News	WSF seeking long-range plan input	<a href="https://www.kitsapdailynews.com/news/wsf-seeking-long-range-plan-input/">https://www.kitsapdailynews.com/news/wsf-seeking-long-range-plan-input/</a>
Kitsap Daily News	WSF seeking input for long range plans, open houses scheduled for Kitsap County	<a href="https://www.kitsapdailynews.com/news/wsf-seeking-input-for-long-range-plans-open-houses-scheduled-for-kitsap-county/">https://www.kitsapdailynews.com/news/wsf-seeking-input-for-long-range-plans-open-houses-scheduled-for-kitsap-county/</a>
Kitsap Daily News	Long Range Planning session on ferries planned for May 8, Village Green Center	<a href="https://www.kitsapdailynews.com/news/long-range-planning-session-on-ferries-planned-for-may-8-village-green-center/">https://www.kitsapdailynews.com/news/long-range-planning-session-on-ferries-planned-for-may-8-village-green-center/</a>
The Journal of the San Juan Islands	Help Washington State Ferries create long-term plan at Friday Harbor open house   Update	<a href="http://www.sanjuanjournal.com/news/help-washington-state-ferries-create-longterm-plan-at-friday-harbor-open-house/">http://www.sanjuanjournal.com/news/help-washington-state-ferries-create-longterm-plan-at-friday-harbor-open-house/</a>
The Journal of the San Juan Islands	Locals advise Washington State Ferries on long-term plan	<a href="http://www.sanjuanjournal.com/news/locals-advise-washington-state-ferries-on-long-term-plan/">http://www.sanjuanjournal.com/news/locals-advise-washington-state-ferries-on-long-term-plan/</a>
Islands' Sounder	Share ideas at Washington State Ferries local open houses May 2	<a href="https://www.islandssounder.com/news/share-ideas-at-washington-state-ferries-local-open-houses-may-2/">https://www.islandssounder.com/news/share-ideas-at-washington-state-ferries-local-open-houses-may-2/</a>
Islands' Sounder	Locals advise Washington State Ferries on long-term plan	<a href="http://www.islandssounder.com/news/locals-advise-washington-state-ferries-on-long-term-plan/">http://www.islandssounder.com/news/locals-advise-washington-state-ferries-on-long-term-plan/</a>
San Juan Islander	May 2: Help shape the future of Washington State Ferries - Open House in Friday Harbor	<a href="http://sanjuanislander.com/news-articles/ferries/27026/may-2-help-shape-the-future-of-washington-state-ferries-open-house-in-friday-harbor">http://sanjuanislander.com/news-articles/ferries/27026/may-2-help-shape-the-future-of-washington-state-ferries-open-house-in-friday-harbor</a>
San Juan Islander	Share Your Ideas at WA State Ferries Local Open Houses May 2	<a href="http://sanjuanislander.com/news-articles/ferries/27109/share-your-ideas-at-wa-state-ferries-local-open-houses-may-2">http://sanjuanislander.com/news-articles/ferries/27109/share-your-ideas-at-wa-state-ferries-local-open-houses-may-2</a>
South Whidbey Record	Officials question ferry ridership projection	<a href="http://www.southwhidbeyrecord.com/news/officials-question-ferry-ridership-projection/">http://www.southwhidbeyrecord.com/news/officials-question-ferry-ridership-projection/</a>
West Seattle Blog	Washington State Ferries long-range plan community meeting	<a href="http://westseattleblog.com/event/washington-state-ferries-long-range-plan-community-meeting/">http://westseattleblog.com/event/washington-state-ferries-long-range-plan-community-meeting/</a>
West Seattle Blog	HAPPENING NOW: What do you see in Washington State Ferries'	<a href="http://westseattleblog.com/2018/05/happening-now-what-do-you-see-in-washington-">http://westseattleblog.com/2018/05/happening-now-what-do-you-see-in-washington-</a>

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## News clips, continued

	future? Long-Range Plan open house	<a href="#">state-ferries-future-long-range-plan-open-house/</a>
KIRO7	State ferries wants public's help in planning future of service	<a href="https://www.kiro7.com/news/local/state-ferries-wants-publics-help-in-planning-future-of-service/751043864">https://www.kiro7.com/news/local/state-ferries-wants-publics-help-in-planning-future-of-service/751043864</a>

*Table of news clips related to LRP public involvement*

## News clips examples

**BEACHCOMBER**  
News Sports Life Business Opinion Calendar Letters to the Editor

**WSF seeks public input for long-range plan**  
Tuesday, May 1, 2018 11:04am

Washington State Ferries hosted an open house last week on Vashon, where the information provided showed that some of the largest challenges in the next 20 years include managing increased demand, contending with a high number of aging vessels that will need to be replaced and "greening" the fleet.

About 25 people attended the event, which met at Vashon High School. Rather than deliver a presentation, ferry officials had set up several information boards and solicited public comment regarding what islanders feel is important for Ferries to consider as it drafts its long-range plan.

Article from the Vashon-Maury Island Beachcomber

**BAINBRIDGE ISLAND REVIEW**  
News Sports Life Business Opinion Letters to the Editor

**Meetings announced for ferry system's long range plan**  
Monday, April 9, 2018 10:30am

According to WSF, ferry ridership is expected to grow 30 percent by 2040. Riders who want to weigh in on the future of state ferries can share their opinions and suggested priorities at an upcoming open house or online.

The first open house is on Bainbridge Island. It will be held from 5:30 to 7:30 p.m. Tuesday, April 17 at Waterfront Park Community Center.

Other open houses will be held in Port Townsend (April 19), Vashon Island (April 24), Bremerton (April 25), Southworth (April 26) and Kingston (May 8).

People can also view open house materials and provide feedback at an online open house from April 10 through May 24 at [www.WSFLongRangePlan.com](http://www.WSFLongRangePlan.com) (the link will be live when the open house begins).

Visit [www.wsdot.wa.gov/ferries/planning/long-range-plan/the-plan](http://www.wsdot.wa.gov/ferries/planning/long-range-plan/the-plan) for more information.

Article from the Bainbridge Island Review

**The Snohomish Times**

**Washington State Ferries seeking input**

ferry ridership is expected to surge 30 percent by 2040, Washington State Ferries (WSF) is developing a long range plan to better understand and plan for the changing needs of the system through 2040.

The plan will serve as our blueprint for the next 20 years. It will outline service changes and recommended investments in vessels and operating for modern, sound, and sustainable ferry service for users to come. WSF is holding nine open houses to share information about the Long Range Plan and gather input on community priorities. Attendees will have the opportunity to meet project staff, ask questions, and provide their input about needs to be addressed in the plan.

An online open house will run from April 10 - May 24, includes the same information that will be shared at in-person meetings and an online comment form.

**Open Houses**

- Friday, April 27, 9:30 - 11:30 a.m. Bainbridge Island Senior Center, 370 Drive Drive N., Bainbridge
- Monday, April 30, 9:30 a.m. Colfax Building, 507 Market St., Port Townsend
- Monday, April 24, 8 - 8:30 a.m. Vashon Island High School, 1920 SW 258th St., Vashon Island
- Wednesday, April 25, 6:30 - 7:30 p.m. Ruben Conference Center, 100 Washington Ave., Bremerton
- Monday, April 26, 8:00 - 8:00 a.m. John Sandberg Sr. High, 8955 SE Sandberg Road, Tumacacum
- Friday, May 1, 8:30 - 7:30 p.m. Otisville Community Park, 9413 South Centre Hwy., Otisville
- Wednesday, May 2, 8:30 - 8 p.m.

Article from the Snohomish Times

**SOUTH SOUND BUSINESS**

**Washington State Ferries seeks input on long-term plan**

Washington State Ferries is seeking public input on the Long Range Plan, a strategy for adapting the ferry system to meet the needs of its customers through 2040.

The new plan will take into account demographic and operating demands, the conditions the ferry and ferries will face in the future, and the impact of climate change, all of which will be addressed. WSF expects ferry ridership to increase by 30 percent over the next two decades.

"The plan will serve as our blueprint for the next 20 years. It will outline service changes and recommended investments in vessels and operating for modern, sound, and sustainable ferry service for users to come," said Amy Scarata, WSF executive secretary.

Site [www.wsdot.wa.gov](http://www.wsdot.wa.gov) to learn more about the plan, including details on the South Sound area.

**April 24, 8 p.m.**  
Vashon Island High School, 1920 SW 258th St., Vashon Island

**April 25, 5:30-7:30 p.m.**  
Ruben Conference Center, 100 Washington Ave., Bremerton

Article from South Sound Business magazine

# Appendix C: Survey instrument and summary

## Survey instrument

### We want to hear from you!

The 2040 Long Range Plan will consider many challenging issues as we map out a plan to accommodate more riders with limited financial resources and an aging fleet and terminals. We want your input based on how you use the ferry system today and your ideas for the future.

1. How frequently do you use the ferry?

- Not at all (skip to Q4)
- Less than 1 day a month
- 1 to 4 days a month
- 1 to 2 days a week
- 3 to 4 days a week
- 5 or more days a week

2. For what trip purposes do you typically use the ferry? (choose all that apply)

- Travel to or from work
- Travel to or from school
- Errands/shopping
- Non-commute work-related travel
- Recreational activities
- Visit family or friends
- Medical appointments
- Other: \_\_\_\_\_ (specify)

3. Which route(s) do you use most often? (choose all that apply)

- Anacortes/ San Juan Islands / Sidney B.C.
- Port Townsend / Coupeville
- Mukilteo / Clinton
- Edmonds / Kingston
- Seattle / Bainbridge Island
- Seattle / Bremerton
- Fautleroy / Vashon
- Fautleroy / Southworth
- Southworth / Vashon
- Point Defiance / Tahlequah

4. What are the top three incentives you think would encourage people to **walk onto the ferry** rather than drive onto the ferry with their vehicle?

- a. \_\_\_\_\_
- b. \_\_\_\_\_
- c. \_\_\_\_\_

5. What are the top three incentives you think would encourage people to **ride a bike** rather than drive onto the ferry with their vehicle?

- a. \_\_\_\_\_
- b. \_\_\_\_\_
- c. \_\_\_\_\_

6. If you had to assign all the available space on a ferry to each of the following rider groups, what percentage would you allocate to each? (total must equal 100%)

- |                    |       |                   |       |
|--------------------|-------|-------------------|-------|
| Passenger vehicles | _____ | Commercial trucks | _____ |
| Carpools/vanpools  | _____ | Walk-on customers | _____ |
| Bicycles           | _____ | Motorcycles       | _____ |

7. Which of the following would you rather have? (choose just one)

- A guaranteed, reserved spot on the ferry that requires you to arrive at the terminal at a specific time
- Just show up at the terminal and wait for the next boat (as long as the wait was not too long)

Washington State Ferries  
2040 Long Range Plan



8. What technologies would you **most** like to see Washington State Ferries implement to make your travel easier (for example mobile ticketing, real-time schedule information, etc.)? List your top three.
- a. \_\_\_\_\_
- b. \_\_\_\_\_
- c. \_\_\_\_\_
9. If resources were available to add additional ferry service, which of the following options should Washington State Ferries prioritize? (choose just one)
- Add service to popular destinations during **peak** (busy) times
- Add service to popular destinations at **off-peak** (less busy) times to encourage customers to travel when more space is available
10. How important is it to you that your mode of transportation be carbon-neutral/emit zero greenhouse gases?
- Very unimportant  Somewhat important
- Somewhat unimportant  Very important
- Neither important nor unimportant
11. Is it acceptable to you to have fewer sailings available at **non-peak** (less busy) times of day **if it means that the ferry system is operating more efficiently, using less fuel, and saving money?**
- No  Yes  Don't know
12. Is it acceptable to have fewer sailings available at **non-peak** (less busy) times of day **if it means that there is more time to maintain our ferries and make them more reliable?**
- No  Yes  Don't know
13. Please select the top three amenities that are most important to you to have at the ferry terminal. (choose just three)
- |   |  |
|---|--|
| <input type="radio"/> Concessions and retail              | <input type="radio"/> Pick-up/drop-off space           |
| <input type="radio"/> Parking                             | <input type="radio"/> Bicycle racks                    |
| <input type="radio"/> Technology for easy fare collection | <input type="radio"/> Open space/community event space |
| <input type="radio"/> Transit connections                 | <input type="radio"/> Travel information               |
| <input type="radio"/> Bikeshare                           | <input type="radio"/> Other: _____ (specify)           |
| <input type="radio"/> Rideshare providers                 |  |
14. If riding the ferry is not your only option – for example, you aren't traveling to and from an island – how long on average are you willing to wait in line before taking an alternate route?
- |  |   |
|--|---|
| <input type="radio"/> Less than 30 minutes | <input type="radio"/> 90 minutes            |
| <input type="radio"/> 30 minutes           | <input type="radio"/> 120 minutes           |
| <input type="radio"/> 60 minutes           | <input type="radio"/> More than 120 minutes |
15. As Washington State Ferries makes changes to the sailing schedule, which option is most important to you? (choose just one)
- Having the ferry leave at the scheduled time
- Keeping the same number of departures throughout the day
16. Washington State Ferries is part of the state highway system and most of its funding comes from fares and state taxpayer dollars. Given financial constraints, if it were up to you, what percentage of WSF's budget would you allocate to each of the following? (total must equal 100 percent).
- |                                    |   |
|------------------------------------|---|
| Vessel maintenance _____           | Customer service _____                    |
| Management/Administration _____    | Technology _____                          |
| Building new ferries _____         | Ferry operations (labor, fuel, etc) _____ |
| Building/upgrading terminals _____ |   |

## Washington State Ferries 2040 Long Range Plan



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## Survey summary



# Washington State Ferries 2040 Long Range Plan

## Spring 2018 survey results

June 2018

### Purpose and Methods

Washington State Ferries (WSF) hosted nine in-person open houses, outreach sessions on the ferry, and an online open house in spring 2018 to introduce the Long Range Plan and gather input on community priorities. Attendees were invited to meet with project staff, ask questions, and provide early input about priorities and issues to be addressed in the plan. Participants were encouraged to drop-in at any time during the open house to learn about the plan and provide input; there was no formal presentation.

Participants received a paper version of the survey when they arrived at the open house and copies of the survey were available at the comment table. The online version of the survey was available via computers at the comment table, as well as on the online open house webpage from April 11 to May 24.

A total of **869** people completed the survey.



## Key Findings

Overall, survey participants expressed support for maintaining reliable, convenient, and frequent ferry service.

### Service reliability

- More than half of survey respondents (54%) accept fewer sailings at non-peak times of the day if it means there is more time to maintain ferries and make them more reliable. The survey results indicated people are more willing to accept less frequent service if it means boats are better maintained, and therefore more reliable, than less frequent service to save fuel and operate more efficiently.
- When asked to rank priorities for budget purposes, respondents allocated the most funding to ferry operations (28%), vessel maintenance (25%), and building new ferries (21%).

### Planning for growth

- Participants are evenly split between preferring a guaranteed, reserved spot at a scheduled time, and showing up at the terminal for the next available ferry. Frequent ferry users and Central and South region users are more likely to prefer showing up at the terminal and waiting for the next boat.
- Respondents said WSF should allocate almost half of the space on ferries for passenger vehicles. Frequent users and North and South region users allocated more space for passenger vehicles while Central region users allocated more space for walk-on passengers.
- Respondents, especially frequent ferry users, prefer adding service during peak times over encouraging customers to travel when more space is available.
- Survey respondents strongly prefer a sailing schedule where ferries leave at scheduled times (i.e. schedule reliability) over keeping the same number of departures throughout the day.
- When asked what incentives would be most likely to encourage ferry customers to walk on a ferry rather than drive, the top three responses included better access to public transportation near the ferry terminal; free, affordable and available parking near the terminal; and free or discounted fares for walk-on passengers.

### Customer experience and technology

- When asked about investment in technology, respondents prioritized real-time schedule information, mobile ticketing, and improved wi-fi connections.
- Parking, transit connections, and ticket technology are the most important terminal amenities to survey participants.

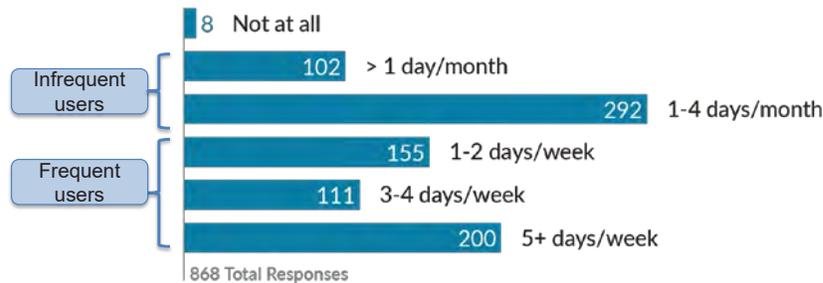
### Sustainability

- Slightly more than half of respondents think ferries operating carbon-neutral/ emitting zero greenhouse gases is important.
- 40 percent of respondents said it was acceptable to reduce service at non-peak times even if it means the ferry system operates more efficiently, uses less fuel, and saves money.



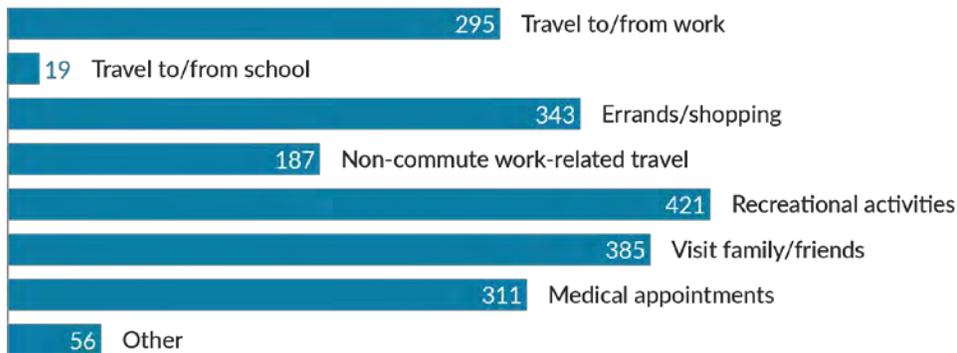
## 1. How frequently do you use the ferry?

- Respondents are almost equally split between infrequent users (45%) and frequent users (54%).
- Almost a quarter of respondents (23%) use the ferries five or more days a week.



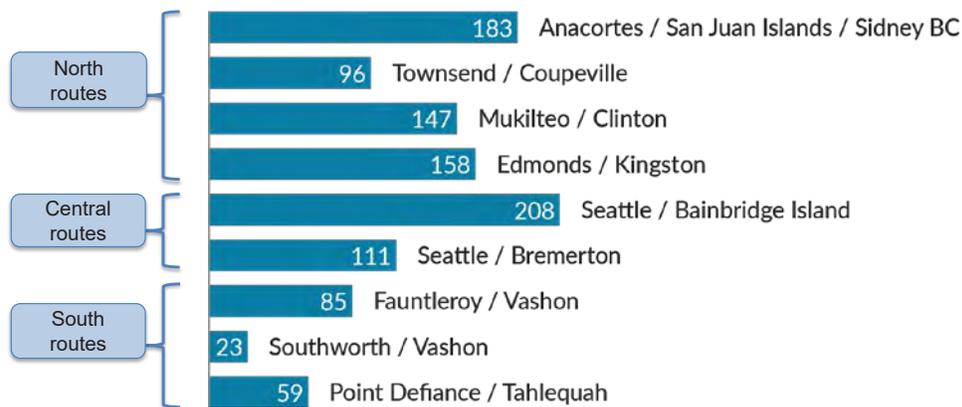
## 2. For what trip purposes do you typically use the ferry? (choose all that apply)

- Respondents mentioned the following trip purposes most:
  - Recreational activities – 58%
  - Visit family and friends – 53%
  - Errands/shopping – 47%
  - Medical appointments – 43%
  - Travel to or from work – 40%



## 3. Which route(s) do you use most often? (choose all that apply)

- Respondents use the following routes most often:
  - Seattle/Bainbridge island – 29%
  - Anacortes/San Juan Islands/Sidney B.C. – 25%
  - Edmonds/Kingston – 22%
  - Mukilteo/Clinton – 20%



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#### **4. What are the top three incentives you think would encourage people to walk onto the ferry rather than drive onto the ferry with their vehicle?**

- The top three responses for this open-ended question include:
  1. Access to public transportation near the ferry terminal.
  2. Free, affordable, and available parking near ferry terminal (or shuttles to park and rides).
  3. Free or discounted fares for walk-on passengers.



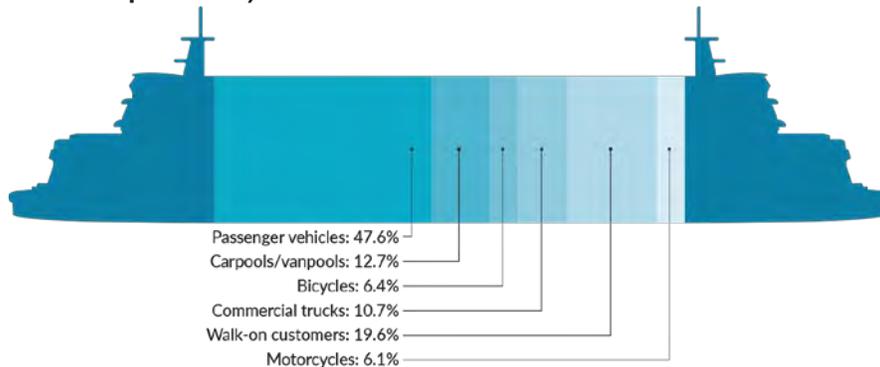
#### **5. What are the top three incentives you think would encourage people to ride a bike rather than drive onto the ferry with their vehicle?**

- The top three responses for this open-ended question include:
  1. Lower fares for bicycle passengers and increased costs for car drivers.
  2. Bike lanes near ferry terminals.
  3. Secure parking on ferries and bike parking near ferry terminals.

\*A large portion of people indicated that they did not care about increasing bike usage and do not regularly bike.



6. If you had to assign all the available space on a ferry to each of the following rider groups, what percentage would you allocate to each? (total must equal 100%)



- The largest recommended ferry space allocations are:
  - Passenger vehicles – 48%
  - Walk-on customers – 20%
- Frequent users and North and South region users allocated more space for passenger vehicles.
- Central region users allocated more space for walk-on customers.

Averages = more than 100% due to rounding



## 7. Which of the following would you rather have?

- Preferences are equally split between:
  - Guaranteed, reserved spots that require showing up at a specific time – 51%
  - Showing up at the terminal and waiting for the next available boat – 49%
- Frequent ferry users and Central and South region users are more likely to prefer to show up at the terminal and wait for the next boat (as long as the wait is not too long).



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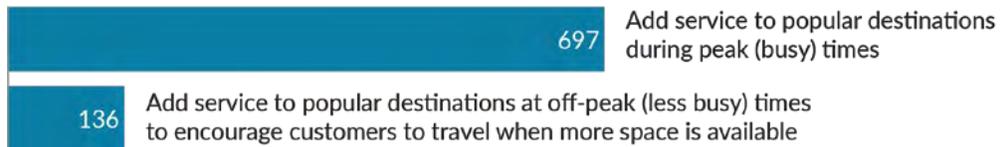
**8. What technologies would you most like to see WSF implement to make your travel easier (for example mobile ticketing, real-time schedule information, etc.)? (List your top three.)**

- The top three responses for this open-ended question include:
  1. Real-time schedules updated and available online, at the terminal, and via text message.
  2. Mobile ticketing and *Good To Go!* passes.
  3. Improved wi-fi on ferries.



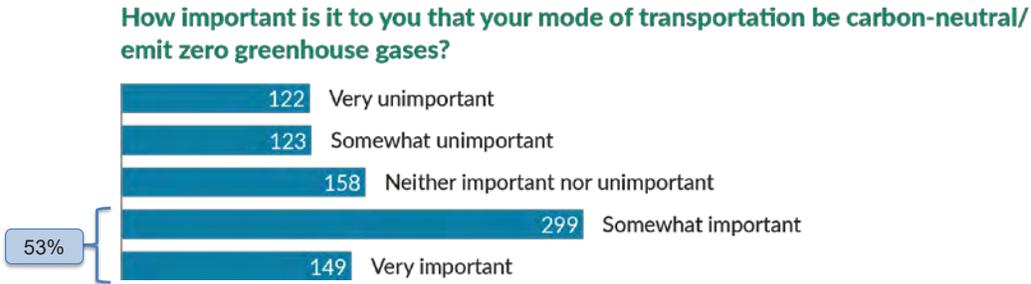
**9. If resources were available to add additional ferry service, which of the following options should Washington State Ferries prioritize?**

- Respondents strongly prefer adding service to popular destinations during peak times – 84%.



## 10. How important is it to you that your mode of transportation be carbon-neutral/emit zero greenhouse gases?

- More than half of respondents (53%) think that their mode of transportation being carbon-neutral/emit zero greenhouse gases is either *somewhat important* (35%) or *very important* (18%).



## 11. Is it acceptable to you to have fewer sailings available at non-peak (less busy) times of day if it means that the ferry system is operating more efficiently, using less fuel, and saving money?

- Opinions are almost equally split between:
  - Not accepting fewer sailings at non-peak times if it means the ferry system operates more efficiently, uses less fuel, and saves money – 45%.
  - Accepting fewer sailings at non-peak times if it means the ferry system operates more efficiently, uses less fuel, and saves money – 40%.
- Infrequent ferry users are more likely to feel it is acceptable to have fewer sailings at non-peak times if it means the ferry system operates more efficiently, uses less fuel, and saves money.



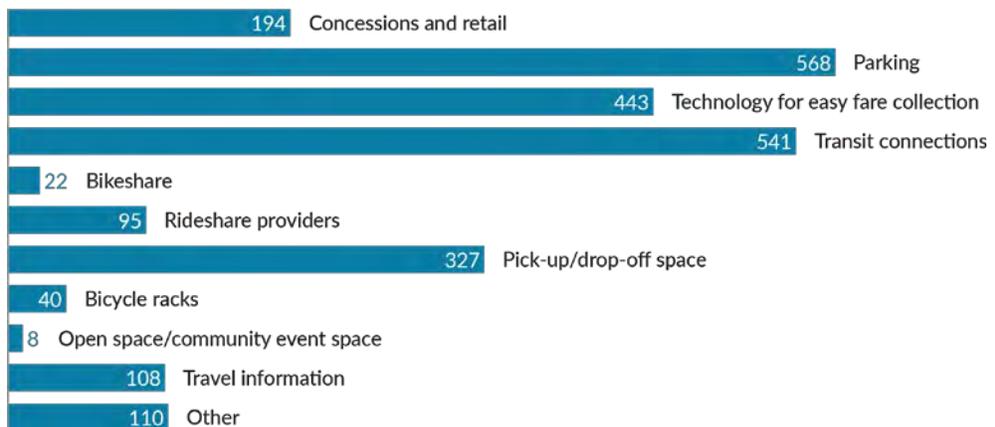
**12. Is it acceptable to have fewer sailings available at non-peak (less busy) times of day if it means that there is more time to maintain our ferries and make them more reliable?**

- More than half of respondents (54%) would accept fewer sailings at non-peak times of the day if it means there is more time to maintain ferry vessels and make them more reliable.
- Infrequent ferry users are more likely to feel it is acceptable to have fewer sailings at non-peak times if it means that there is more time to maintain the ferries and make them more reliable.



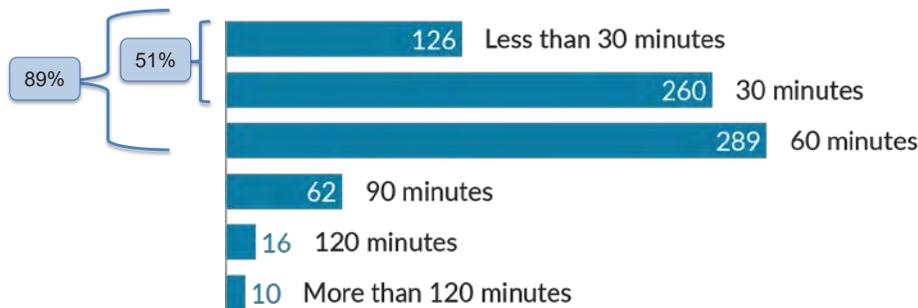
**13. Please select the top three amenities that are most important to you to have at the ferry terminal. (choose just three)**

- The top three preferred ferry terminal amenities are:
  - Parking – 67%
  - Transit connections – 64%
  - Technology for easy fare collection – 52%
- Concessions and retail are more important to North and Central region users.
- Parking is more important to North and South region users.
- Technology for easy fare collection is more important to Central and South region users.
- Travel information is more important to South region users.



**14. If riding the ferry is not your only option – for example, you aren’t traveling to and from an island – how long, on average, are you willing to wait in line before taking an alternate route?**

- The vast majority (89%) are willing to wait one hour or less for the next ferry, with half (51%) willing to wait only a half hour or less before taking an alternate route.



- North region users are more likely to be willing to wait in line longer before taking an alternate route.



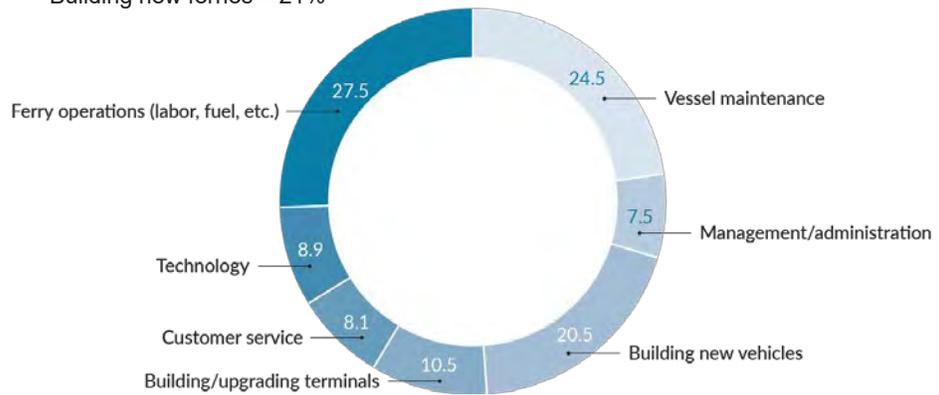
**15. As Washington State Ferries makes changes to the sailing schedule, which option is most important to you?**

- Respondents prefer (60%) having ferries leave at scheduled times over keeping the same number of departures throughout the day.
- Infrequent users and North and Central region users are more likely to prefer having ferries leave at scheduled times than South region users.



**16. Washington State Ferries is part of the state highway system and most of its funding comes from fares and state taxpayer dollars. Given financial constraints, if it were up to you, what percentage of WSF's budget would you allocate to each of the following? (total must equal 100 percent)**

- The largest recommended budget allocations are:
  - Ferry operations – 28%
  - Vessel maintenance – 25%
  - Building new ferries – 21%



Averages = more than 100% due to rounding



# Appendix D: Public Involvement materials

## Open house boards

### Welcome

The purpose of tonight's open house is to:

- Learn about Washington State Ferries' 2040 Long Range Plan.
- Meet the project team and ask questions.
- Share your ideas and help WSF identify priorities and considerations that should be included in the Long Range Plan.

Washington State Ferries  
2040 Long Range Plan

Washington State Ferries WSDOT

### Timeline

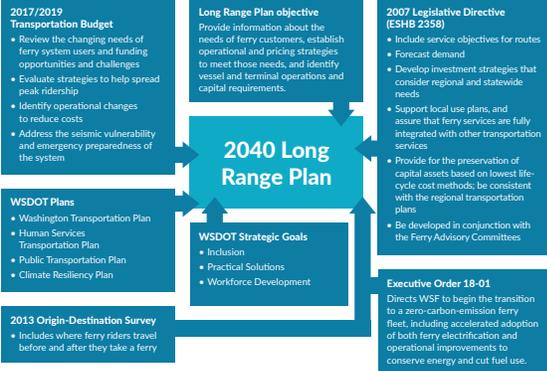
2017	2018	2019
July	September	January
March	May	Summer
Fall / Winter		
<b>Develop Long Range Plan</b>		
Ridership forecasting (Summer 2017 – February 2018)		
Analysis (Winter – Spring)		
Develop draft plan (Spring – Summer)		
Progress report to Legislature (June)		
Finalize plan (Fall)		
Deliver final plan to Legislature (Jan 1, 2019)		
<b>Stakeholder engagement</b>		
Technical Advisory Group	Technical Advisory Group	Technical Advisory Group
Policy Advisory Group	Policy Advisory Group	Policy Advisory Group
Executive Advisory Group	Executive Advisory Group	Executive Advisory Group
<b>Community engagement</b>		
We are here		
Open houses Explain long range planning process and gather community input to shape plan.		Public meetings Review and comment on draft plan. 45 day public comment period.

Washington State Ferries  
2040 Long Range Plan

Washington State Ferries WSDOT

## What is the Long Range Plan?

WSF is developing a Long Range Plan to better understand and plan for the ferry system's changing needs through 2040. The plan will guide future service and investments in vessels and terminals. In addition to community input, several legislative directives and policies will help shape the Long Range Plan.



Washington State Ferries  
2040 Long Range Plan



## What will the 2040 Long Range Plan include?

Key themes:



Plan elements:

- Ferry fleet**  
A strategy to maintain and replace ferries.
- Terminals**  
Actions to preserve and upgrade terminals.
- Demand management strategies**  
Strategies to spread peak ridership and improve operational efficiency.
- Route analysis and service scenarios**  
A profile of the unique needs and characteristics of each route.
- Workforce assessment**  
Opportunities to recruit and retain the workforce needed to keep the system running.
- Capital investments and funding**  
Recommendations to guide future investments and outline strategies for funding.

The final plan will outline strategies to implement service changes and investments to support resilient, efficient and sustainable ferry service through 2040.

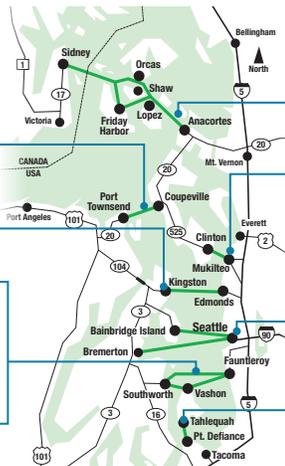
Washington State Ferries  
2040 Long Range Plan



## What will the ferry system look like in 2040?

Systemwide ridership is projected to increase 30 percent by 2040. The Long Range Plan will help WSF determine how to accommodate future growth. Ridership forecasts are based on rider survey results and local and regional forecast data from the Puget Sound Regional Council and local jurisdictions.

<b>Port Townsend/Coupeville</b>	2017 796,400	2040 1,220,000	<b>53%</b> increase in total annual riders
<b>Edmonds/Kingston</b>	2017 3,982,900	2040 5,874,400	<b>47%</b> increase in total annual riders
<b>Southworth/Vashon</b>	2017 198,800	2040 311,900	<b>57%</b> increase in total annual riders
<b>Vashon/Fauntleroy</b>	2017 1,985,200	2040 2,353,600	<b>19%</b> increase in total annual riders
<b>Fauntleroy/Southworth</b>	2017 912,800	2040 1,252,700	<b>37%</b> increase in total annual riders



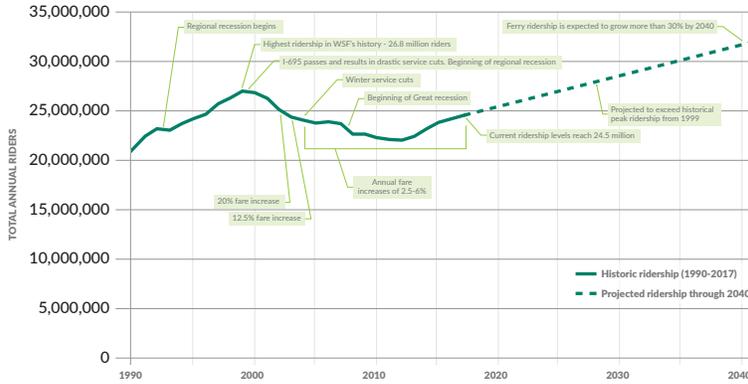
<b>Anacortes/San Juan Islands</b>	2017 2,151,900	2040 2,951,500	<b>37%</b> increase in total annual riders
<b>Anacortes/Sidney, B.C.</b>	2017 141,700	2040 207,600	<b>47%</b> increase in total annual riders
<b>Mukilteo/Clinton</b>	2017 4,032,600	2040 4,677,500	<b>16%</b> increase in total annual riders
<b>Seattle/Bainbridge Island</b>	2017 6,545,900	2040 8,766,700	<b>34%</b> increase in total annual riders
<b>Seattle/Bremerton</b>	2017 2,814,700	2040 3,948,500	<b>40%</b> increase in total annual riders
<b>Point Defiance/Tahlequah</b>	2017 778,700	2040 1,146,700	<b>47%</b> increase in total annual riders

Washington State Ferries  
2040 Long Range Plan



# Historic and anticipated ridership

Historically, ridership is impacted by fare increases and economic conditions. Projected ridership forecasts do not reflect variations between now and 2040.



Washington State Ferries  
2040 Long Range Plan



# Fleet maintenance and replacement

Our ferries operate more than 20 hours each day, 365 days a year. This puts stress on our fleet, which is complicated by other factors, including aging ferries, limited spare ferries, and the number of slips at each terminal. WSP has also been directed to reduce carbon emissions.

The Long Range Plan will outline a strategy to maintain and replace vessels, by considering:

- The state of the current fleet, with an emphasis on maintenance needs.
- Opportunities for electric/hybrid ferries.
- The number, type and size of new vessels.

### Key considerations and challenges

- New technologies could improve efficiency and reduce the cost of operating ferries.
- Each route has specific needs, and not all ferries can serve all routes.
- Local shipyards have limited capacity to build and maintain the number of ferries WSP needs.
- The current assumption that a ferry will last 60 years needs to be re-evaluated.

### Vessel replacement chart



Washington State Ferries  
2040 Long Range Plan



# Greening the fleet

Executive Order 18-01 directs WSF to begin the transition to a zero-carbon-emission ferry fleet, including the accelerated adoption of both ferry electrification and operational improvements that will conserve energy and cut fuel use. Executive Order 18-02 requires WSF to explore strategies to quiet ferries to protect the struggling orca population.

### Key considerations and challenges

- WSDOT is behind in meeting state-mandated greenhouse gas reductions.
- WSF must weigh opportunities to build new hybrid ferries and convert existing vessels to hybrid-electric power.
- The Pacific Northwest has plentiful hydroelectric power, which makes it an attractive option for powering ferries.
- Space and infrastructure at terminals for charging, and utility connections to terminals.



WSF is studying converting three Jumbo Mark II ferries to hybrid-electric power, saving as much as 5 million gallons of fuel each year, or 26 percent of the fleet's total carbon emissions.

### Alternative propulsion systems



Washington State Ferries  
2040 Long Range Plan



# Terminals

Our system includes unique terminal configurations and aging infrastructure such as creosote-treated timber piling. The plan will:

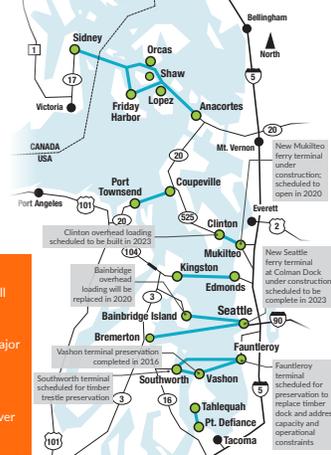
- Look at ways to improve access to terminals and integrate with local roads and transit.
- Consider opportunities to bring terminals up to current seismic standards to continue safe and reliable service.
- Outline steps to improve resiliency and maintain terminal operations during an emergency event.
- Assess the impacts of climate change, including severe weather and rising sea levels.



### Key considerations and challenges

- Asset management model and seismic assessment will help determine preservation priorities and needs.
- Travel patterns, ridership forecasts, and operational constraints will determine where we need to make major improvements to our terminals.
- Aging timber pilings at many terminals make them vulnerable to earthquakes and other seismic events.
- The challenges of building within the shoreline and over water make terminal projects costly and complicated.

### Current and planned terminal projects



Washington State Ferries  
2040 Long Range Plan



# Future considerations for terminals



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2040 Long Range Plan



# Ferry service

Potential strategies to accommodate growth and help spread ridership to less busy times



### Key considerations and challenges

- Coordination with other agencies is necessary to provide seamless door-to-door trips.
- Changes to ferry service are constrained by technology, infrastructure and funding.

Washington State Ferries  
2040 Long Range Plan



# Measuring performance

## The plan will:

- Evaluate WSF's current standards for increasing service levels and adding capacity.
- Consider existing performance metrics to make sure we're measuring the right things. Current performance metrics include:
  - Percentage of projects completed on time.
  - Safety measures such as the number of passenger injuries.
  - Operating costs.
  - Service reliability.
  - Customer satisfaction.
  - On-time performance.



## Key considerations and challenges

- Balancing day-to-day customer needs and peak season travel.
- Performance metrics are established by the legislature.

Washington State Ferries  
2040 Long Range Plan



Spring 2018

# We want to hear from you!

We need your help to identify issues and priorities that should be addressed in the Long Range Plan.

WSF will consider input as we develop a Draft Plan. The Draft Plan will be available for review and comment in Fall 2018.

## There are multiple ways to provide input:



Take the survey in your meeting guide



Submit a comment form



Participate in the online open house by May 24

Washington State Ferries  
2040 Long Range Plan



Spring 2018

## We want to hear from you!

Project  
note  
stack

### Share your ideas!

#### Ferry service

What are your biggest priorities as WSF plans to accommodate growing ridership?



#### Measuring performance

What factors should WSF consider to measure performance and make decisions about adding service or capacity?

Washington State Ferries  
2040 Long Range Plan



## We want to hear from you!

Project  
note  
stack

### Share your ideas!

#### Vessels and terminals

What are the top things we should consider when looking at the ferry fleet over the next 20 years?



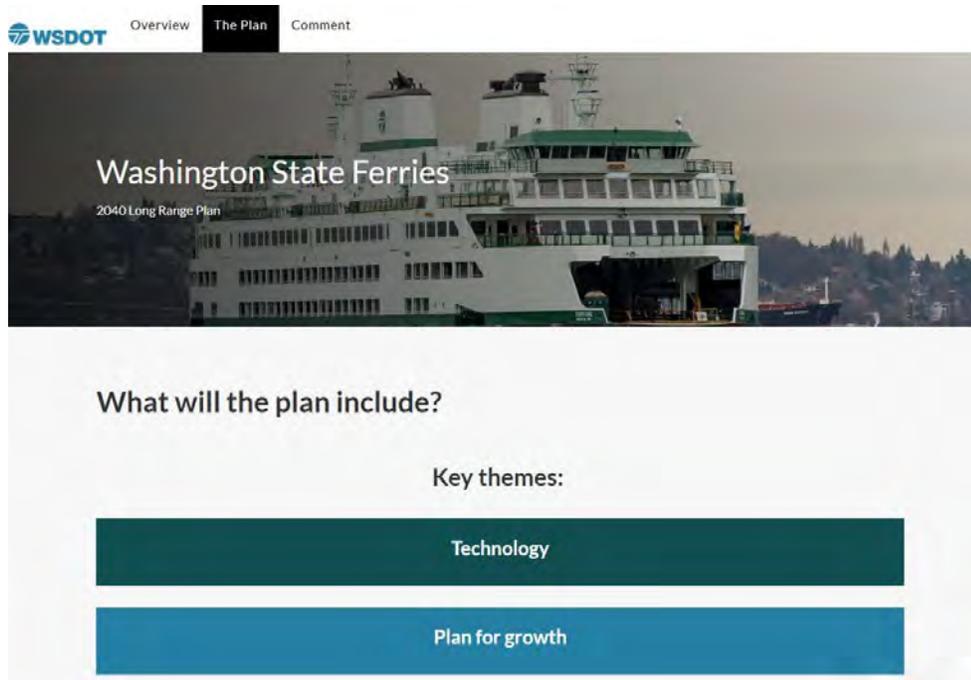
What are your key interests and concerns for the terminal(s) in your community?



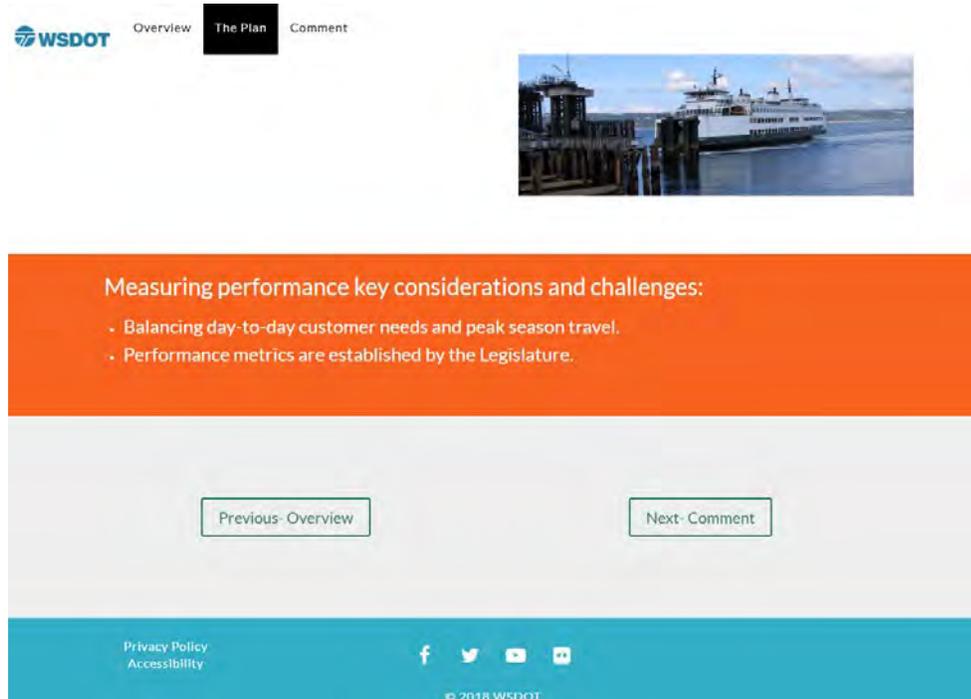
Washington State Ferries  
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## Online open house



Screenshot of the key themes section of the online open house



Screenshot of the measuring performance section of the online open house

### Plan elements:



#### Ferry fleet

A strategy to maintain and replace ferries



#### Terminals

Actions to preserve and upgrade terminals



#### Demand management strategies

Strategies to spread peak ridership and improve operational efficiency



#### Route analysis and service scenarios

A profile of the unique needs and characteristics of each route



#### Workforce assessment

Opportunities to recruit and retain the workforce needed to keep the system running

Screenshot of the plan elements section of the online open house

#### General Comment Form

##### Name

First

Last

##### Address

Street Address

Address Line 2

City

State / Province / Region

ZIP / Postal Code

Country

##### Phone

##### Email

Submit a question or comment

Screenshot of the online open house comment form

# Open house guide and survey

**Washington State Ferries  
2040 Long Range Plan**

3. Please share any additional comments or questions below:

---

If you would like to be added to the project email listserv, please provide the following:

Name: \_\_\_\_\_  
 Organization: \_\_\_\_\_  
 Address: \_\_\_\_\_  
 City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_  
 Phone number: \_\_\_\_\_  
 E-mail address: \_\_\_\_\_

Comment form and/or survey can be mailed to:

Washington State Ferries  
 Attention: Ray Deardorf  
 2901 Third Avenue, Suite 500  
 Seattle, WA 98121

**Washington State Ferries  
2040 Long Range Plan**

Spring 2018

## Open House Guide

Welcome to the Washington State Ferries (WSF) 2040 Long Range Plan kick-off open house.

The purpose of tonight's meeting is to:

- Learn about WSF's Long Range Plan.
- Meet the project team and ask questions.
- Share your ideas and help WSF identify priorities and considerations that should be included in the Long Range Plan.

Input will be considered as WSF develops a Draft Long Range Plan. The Draft Plan will be released for public comment in September 2018. WSF will submit a final Long Range Plan to the Legislature on January 1, 2019.

**1 Welcome**  
Thank you for attending tonight's open house. Please sign in and pick up a copy of the meeting guide.

**2 Background and introduction**  
Learn all about why we're developing a Long Range Plan.

**3 Long Range Plan elements**  
Now that you've got some background, it's time to dive into the details. Learn about key plan elements, such as ferry service, vessels, terminals, technology, sustainability and more!

**4 Tell us what you think**  
Take our survey, fill out a comment form, or write your ideas on a display board to help us understand community priorities for future ferry service.

**5 Community resources and related projects**

**Questions?**

Contact us at:  
[WSFLongRangePlan@WSDOT.wa.gov](mailto:WSFLongRangePlan@WSDOT.wa.gov)

For more information visit:  
[www.wsdot.wa.gov/ferries/planning/long-range-plan/the-plan](http://www.wsdot.wa.gov/ferries/planning/long-range-plan/the-plan)

Visit the online open house at: [WSFLongRangePlan.com](http://WSFLongRangePlan.com) Participate by May 24.

**Washington State Ferries 2040 Long Range Plan**

### What will the Long Range Plan include?

**Key themes:**

- Technology
- Plan for growth
- Resiliency
- Efficiency
- Sustainability

**Plan elements:**

- Ferry fleet**  
A strategy to maintain and replace ferries.
- Terminals**  
Actions to preserve and upgrade terminals.
- Demand management strategies**  
Strategies to spread peak ridership and improve operational efficiency.
- Route analysis and service scenarios**  
A profile of the unique needs and characteristics of each route.
- Workforce assessment**  
Opportunities to recruit and retain the workforce needed to keep the system running.
- Capital investments and funding**  
Recommendations to guide future investments and outline strategies for funding.

The final plan will outline strategies to implement service changes and investments to support resilient, efficient and sustainable ferry service through 2040.

**Title VI Statement to Public:** WSDOT ensures full compliance with Title VI of the Civil Rights Act of 1964 by prohibiting discrimination against any person on the basis of race, color, national origin or sex in the provision of benefits and services resulting from its federally assisted programs and activities. For additional information regarding WSDOT's Title VI Program, contact the Department's Title VI Coordinator at 360-705-7096. Americans with Disabilities Act (ADA) Information: This material can be made available in an alternate format by emailing the Office of Equal Opportunity at [woe@wsdot.wa.gov](mailto:woe@wsdot.wa.gov) or by calling toll free, 855-362-4ADA (4232). Persons who are deaf or hard of hearing may make a request by calling the Washington State Relay at 711.

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**Comment Form**

Thank you for attending tonight's open house. Please share your comments or questions in the space below and on the next page.

- What is your biggest priority for your route or community?
- What other issues should the Long Range Plan consider?

Start here to separate comment form

## We want to hear from you!

The 2040 Long Range Plan will consider many challenging issues as we map out a plan to accommodate more riders with limited financial resources and an aging fleet and terminals. We want your input based on how you use the ferry system today and your ideas for the future.

- How frequently do you use the ferry?
 

<input type="radio"/> Not at all (skip to Q4)	<input type="radio"/> 1 to 2 days a week
<input type="radio"/> Less than 1 day a month	<input type="radio"/> 3 to 4 days a week
<input type="radio"/> 1 to 4 days a month	<input type="radio"/> 5 or more days a week
- For what trip purposes do you typically use the ferry? (choose all that apply)
 

<input type="radio"/> Travel to or from work	<input type="radio"/> Recreational activities
<input type="radio"/> Travel to or from school	<input type="radio"/> Visit family or friends
<input type="radio"/> Errands/shopping	<input type="radio"/> Medical appointments
<input type="radio"/> Non-commute work-related travel	<input type="radio"/> Other: _____ (specify)
- Which route(s) do you use most often? (choose all that apply)
 

<input type="radio"/> Anacortes/ San Juan Islands / Sidney B.C.	<input type="radio"/> Seattle / Bremerton
<input type="radio"/> Port Townsend / Coupeville	<input type="radio"/> Fauntleroy / Vashon
<input type="radio"/> Mukilteo / Clinton	<input type="radio"/> Fauntleroy / Southworth
<input type="radio"/> Edmonds / Kingston	<input type="radio"/> Southworth / Vashon
<input type="radio"/> Seattle / Bainbridge Island	<input type="radio"/> Point Defiance / Tahlequah
- What are the top three incentives you think would encourage people to **walk onto the ferry** rather than drive onto the ferry with their vehicle?
  - \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_
- What are the top three incentives you think would encourage people to **ride a bike** rather than drive onto the ferry with their vehicle?
  - \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_
- If you had to assign all the available space on a ferry to each of the following rider groups, what percentage would you allocate to each? (total must equal 100%)
 

Passenger vehicles _____	Commercial trucks _____
Carpools/vanpools _____	Walk-on customers _____
Bicycles _____	Motorcycles _____
- Which of the following would you rather have? (choose just one)
 

<input type="radio"/> A guaranteed, reserved spot on the ferry that requires you to arrive at the terminal at a specific time
<input type="radio"/> Just show up at the terminal and wait for the next boat (as long as the wait was not too long)

Washington State Ferries  
2040 Long Range Plan



- What technologies would you **most** like to see Washington State Ferries implement to make your travel easier (for example mobile ticketing, real-time schedule information, etc.)? List your top three.
  - \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_
- If resources were available to add additional ferry service, which of the following options should Washington State Ferries prioritize? (choose just one)
 

<input type="radio"/> Add service to popular destinations during <b>peak</b> (busy) times
<input type="radio"/> Add service to popular destinations at <b>off-peak</b> (less busy) times to encourage customers to travel when more space is available
- How important is it to you that your mode of transportation be carbon-neutral/emit zero greenhouse gases?
 

<input type="radio"/> Very unimportant	<input type="radio"/> Somewhat important
<input type="radio"/> Somewhat unimportant	<input type="radio"/> Very important
<input type="radio"/> Neither important nor unimportant	
- Is it acceptable to you to have fewer sailings available at **non-peak** (less busy) times of day **if it means that the ferry system is operating more efficiently, using less fuel, and saving money?**

<input type="radio"/> No	<input type="radio"/> Yes	<input type="radio"/> Don't know
--------------------------	---------------------------	----------------------------------
- Is it acceptable to have fewer sailings available at **non-peak** (less busy) times of day **if it means that there is more time to maintain our ferries and make them more reliable?**

<input type="radio"/> No	<input type="radio"/> Yes	<input type="radio"/> Don't know
--------------------------	---------------------------	----------------------------------
- Please select the top three amenities that are most important to you to have at the ferry terminal. (choose just three)
 

<input type="checkbox"/> Concessions and retail	<input type="checkbox"/> Pick-up/drop-off space
<input type="checkbox"/> Parking	<input type="checkbox"/> Bicycle racks
<input type="checkbox"/> Technology for easy fare collection	<input type="checkbox"/> Open space/community event space
<input type="checkbox"/> Transit connections	<input type="checkbox"/> Travel information
<input type="checkbox"/> Bikeshare	<input type="checkbox"/> Other: _____ (specify)
<input type="checkbox"/> Rideshare providers	
- If riding the ferry is not your only option – for example, you aren't traveling to and from an island – how long on average are you willing to wait in line before taking an alternate route?
 

<input type="radio"/> Less than 30 minutes	<input type="radio"/> 90 minutes
<input type="radio"/> 30 minutes	<input type="radio"/> 120 minutes
<input type="radio"/> 60 minutes	<input type="radio"/> More than 120 minutes
- As Washington State Ferries makes changes to the sailing schedule, which option is most important to you? (choose just one)
 

<input type="radio"/> Having the ferry leave at the scheduled time
<input type="radio"/> Keeping the same number of departures throughout the day
- Washington State Ferries is part of the state highway system and most of its funding comes from fares and state taxpayer dollars. Given financial constraints, if it were up to you, what percentage of WSF's budget would you allocate to each of the following? (total must equal 100 percent).
 

Vessel maintenance _____	Customer service _____
Management/Administration _____	Technology _____
Building new ferries _____	Ferry operations (labor, fuel, etc.) _____
Building/upgrading terminals _____	

Washington State Ferries  
2040 Long Range Plan



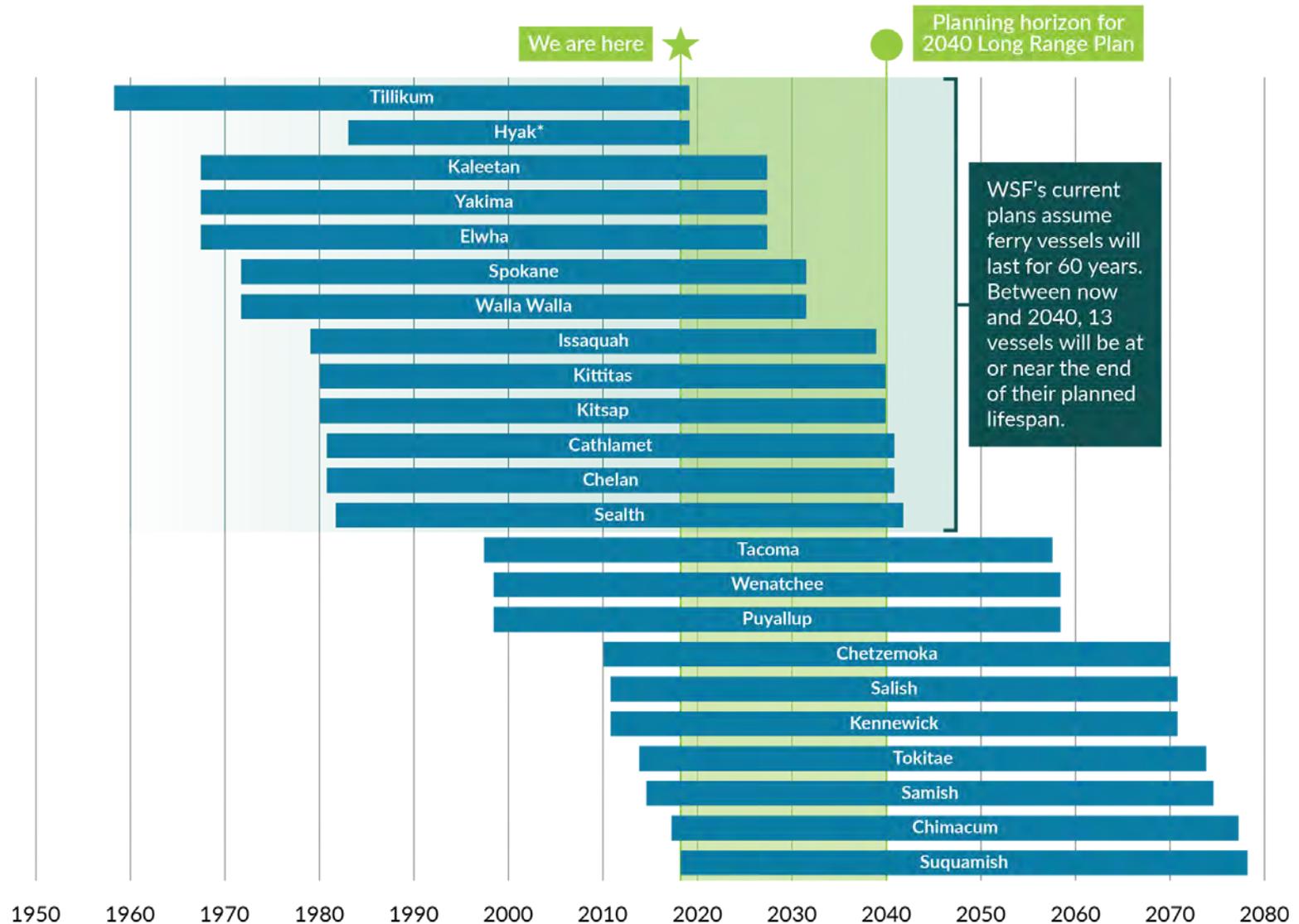


Washington State Ferries



# **Appendix K: Vessel Retirement Schedule**

# Current vessel retirement schedule



\*Hyak did not have a mid-life refurbishment. It is scheduled to be retired in 2019.



# Appendix L: Timeline

# Timeline

