Washington State Ferries

2040 Long Range Plan

Appendix A: Progress since the 2009 Plan

Progress since the 2009 Long Range Plan

The 2009 WSF Long Range Plan sought to strike a balance between a constrained service and capital investment strategy with long-term funding requirements. The 2009 Plan proposed capital investments in both vessels and terminals, as well as recommending new ways to manage increased demand, such as a vehicle reservations system.

Increasing efficiency through adaptive management strategies

The 2009 Plan identified tools for WSF to manage demand on the ferry system. Based on direction from the Legislature, WSF worked with the Washington State Transportation Commission to determine which strategies, known as adaptive management strategies, would be the most effective and feasible.

WSF has implemented four key adaptive management strategies from the 2009 Plan:

Vehicle reservation system

The 2009 Plan, along with a follow-up reservations study, resulted in Phase I of the reservations system being implemented on the Port Townsend-Coupeville route in 2012. Phase II was implemented in the San Juan Islands in 2015. The implementation of reservations has allowed for predictability on routes where customers could not previously be guaranteed a space on their desired sailing. The reservation system has also reduced the amount of ferry traffic waiting on local streets. Reservations have helped manage demand by incentivizing customers to choose sailings over the course of the entire day, rather than clustering demand only at peak periods.

Transit enhancements

Enhanced transit connections were provided to terminals through ongoing coordination with transit agencies. These improved connections will make ferry service more attractive for walk-on passengers and should encourage a shift away from commuting by single occupant vehicle.

Pricing strategies

WSF implemented two new pricing strategies designed to optimize the use of deck space on the vessels, including increasing the price differential between vehicle and passenger fares (2013), and discounting the fare for vehicles less than 14 feet long (2010). Additionally, WSF implemented a lower fare for youth ages 6 to 18.

Customer information improvements

WSF has implemented two types of improvements in customer information, aimed at encouraging customers to adjust their travel times and modes through better information and trip planning tools. WSF launched the "Best Travel Times" feature on their website, which shows the most congested sailing times for each route, along with the "Terminal Status" feature, which displays how many vehicle spaces are remaining on each upcoming sailing.

Capital program for preservation and improvement

The capital expenditures outlined in the 2009 Plan included investments for emergency repairs, preservation, and new construction of both vessels and terminals.

Vessel investment plan

The most significant capital funding expenditure in the 2009 Plan was for acquisition of 10 new vessels, which were intended to enable the retirement of several aging vessels. WSF had received three Kwa-di Tabil Class vessels as of 2012 and four Olympic Class vessels as of 2018. The 2009 Plan recommended building the three remaining vessels by 2030 to replace additional retiring vessels. The 2009 Plan's recommendations included only vessel acquisitions for one-to-one replacement of retiring vessels.

Terminal investment plan

WSF has also made investments in terminals based on the 2009 Plan recommendations. Preservation and seismic retrofit work has occurred at Vashon Island, Coupeville, Bainbridge Island and Friday Harbor. Two major construction projects are currently underway: a new multimodal terminal at Mukilteo, and reconstruction and preservation of Colman Dock in downtown Seattle.

WSF's capital investment plan continues to carry a budget allocation for recommended improvements at Edmonds to enhance multimodal connections in 2029. The Legislature did not fund the recommended replacement of the Anacortes terminal in 2011, so that major terminal project no longer appears in the WSF capital investment plan.

The 2009 Plan also led to the development of the Terminal Design Manual. This manual provides direction on the standard operational and design parameters for all terminal projects, with the goal of ensuring efficient operations and extending life expectancy of that infrastructure.

Focus on system utilization through new level of service standards

The Legislature directed WSF to revise its framework for deciding how to alleviate congestion; this framework is referred to as WSF's "level of service standards." The Legislature advised WSF to focus on overall system utilization across the service day rather than focus on demand only during peak travel periods. WSF's proposed, and later adopted, level of service standards measure vehicle demand only.

WSF analyzes its levels of service using a two-tiered approach that monitors only vehicle congestion levels. First, WSF looks at a route's total vehicle capacity on a route-by-route basis during low-, middle-, and high-ridership seasons. The congestion levels for Tier 1 and Tier 2 are based on a notable percentage of total vehicle capacity over the entire month. Once a route reaches the Tier 1 level of service standard, WSF explores adaptive management strategies to address congestion. If a route reaches the Tier 2 level of service standard, WSF looks to capital investments to increase capacity on the route.

The percentage of full sailings to reach Tier 1 differs for various routes; see the Managing Growth section for more details and analysis. Using 2016 ridership data, two routes have met or exceeded the first tier (Mukilteo-Clinton in May and Port Townsend-Coupeville in May and August). No routes have met the second-tier threshold.

Washington State Ferries

2040 Long Range Plan

Appendix B: Long Range Plan Scope of Work

Washington State Ferries - Long Range Plan Scope of Work

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

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

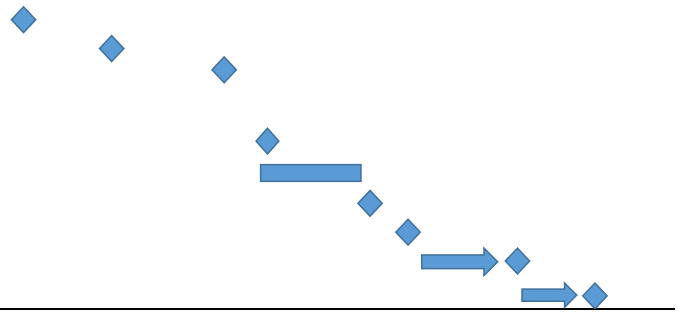
- Updating market understanding through the collection of data and analysis of demographics, travel patterns, population and employment growth patterns, and use of the WSF model to produce ridership forecasts;
- Analysis and documentation of vessel replacement needs and identifying the implications to 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

Task	Milestone Date
Scope Development	
Kickoff	17-Jul-17
Draft Scope	24-Aug-17
Final Scope	2-Oct-17
Constulant Selection	
RFP	9-Oct-17
Selection/Negotiation	October-early November
NTP	15-Nov-17
Project Kickoff	22-Nov-17
Status Report to Leg.	30-Jun-18
Final Report	1-Jan-19



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. 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 several components.

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

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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.

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).

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

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.

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.

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.

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.

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.

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).

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

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.

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.

Washington State Ferries

2040 Long Range Plan

Appendix C: Community Engagement Plan

Table of Contents

Section 1:

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.

Section 2:

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.

Section 3:

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:

- Promote public understanding of the purpose of and need for the plan and the challenges and tradeoffs facing the ferry system.
- Ensure inclusive engagement by stakeholders, especially those in diverse ferry-served communities, early and throughout the process.
- Deliver comprehensive, coordinated and consistent information through a variety of communication channels.
- 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.

Section 4:

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.

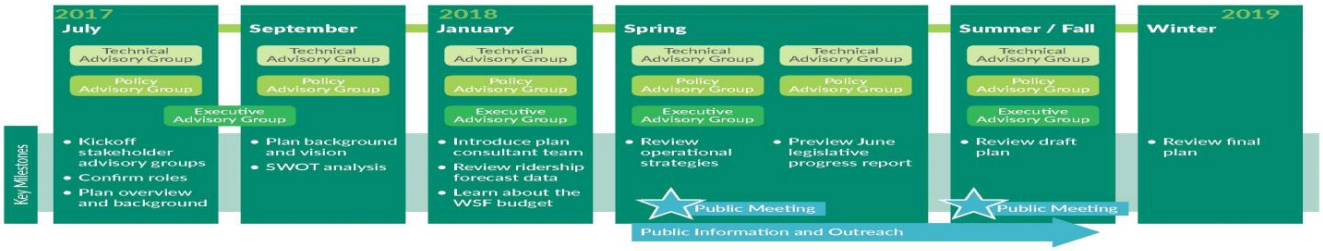
- WSF and our partners will engage a wide variety of stakeholders, including the public, to develop the plan, including underserved and underrepresented communities.
- WSF will engage local elected officials in ferry-served communities and their representative organizations.
- Suggestions, comments and 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.

Section 5:

Community engagement timeline



Section 6:

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.

Section 7:

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	• Puget Sound residents, Washington State residents, visitors, local media.	Cost, quantity, quality of services; access to services.	Media, website, open houses, Ferry Advisory Committees.
Ferry riders	• Commuters. • Choice riders (tourism, recreation). • Triangle Route Task Force. • Medical. • Businesses, freight and commerce. • People with low incomes. • Recipients of social services. • Youth and students. • Culturally diverse communities, including people with limited English proficiency. • Military and veterans.	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	• 65 and older populations. • People with disabilities. • Organizations representing people with disabilities (e.g., Alliance of People with disabilities; paratransit service providers; Hearing, Speech and Deaf Center).	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	• Residents of ferry-served communities. • Terminal neighbors.	Traffic congestion and other impacts.	Open houses, project website, Ferry Advisory Committees.

Ferry Advisory Committees and Executive Council	• FAC members: • Anacortes • Bainbridge • Bremerton • Clinton • Edmonds • Fauntleroy • Coupeville • Kingston • Mukilteo • Port Townsend • San Juan Islands • Southworth • Vashon Island	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	• Fleet and terminal staff. • Eagle Harbor Maintenance Facility. • WSF HQ staff. • WSDOT staff. • WSDOT Office of Equal Opportunity. • WSF and WSDOT leadership.	Quick Notice bulletins, internal briefings, emails, Asst. Secretary's Weekly Update, WSF and WSDOT working group meetings.	
Transportation service providers	• Human service transportation providers and agencies. • 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)	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	• Employers, businesses and business organizations (e.g., Puget Sound Naval Shipyard, Port Townsend Paper). • Community and social service organizations (e.g., United Way of Kitsap County). • Environmental groups (i.e., Puget Sound Restoration Fund, Washington Environmental Council, Puget Soundkeeper, Puget Sound Partnership). • Pedestrian, bicycle and transit advocacy groups (e.g., Cascade Bicycle Club, Squeaky Wheels, Transportation Choices). • Ferry Community Partnership. • Economic development organizations (e.g., Kitsap Economic Development Alliance, Coupeville/Central Whidbey Chamber of Commerce and Edmonds Economic Development Commission). • Local chambers of commerce and tourism agencies, (e.g., Bremerton, San Juan, Edmonds and Kingston chambers of commerce, AAA). • Freight, (e.g., Washington Ports, Washington Trucking Association). • Ride and bike share (e.g., Zipcar, Lyft, LimeBike).	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	• WSDOT leadership and staff. • Regional transportation planning organizations (RTPOs) and metropolitan planning organizations (MPOs). • PSRC. • Peninsula RTPO. • Kitsap Regional Coordinating Council. • Tribal governments. • Local governments. • U.S. Coast Guard. • FTA/FHWA. • Emergency service providers. • Elected officials, including but not limited to state legislators, city and county officials. • Other state agencies.	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 Advisory Committees.
Washington State Transportation Commission	• Commissioners and staff.	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.

Section 8:
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.

Section 9:

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.

Section 10:

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 to 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.

Section 11:

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:

- Anacortes
- Bainbridge
- Bremerton
- Clinton
- Coupeville
- Edmonds
- Fauntleroy
- Keystone
- Mukilteo
- Point Defiance
- Port Townsend
- San Juan Islands
- Seattle
- Southworth
- Tahlequah
- Vashon

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 shows 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 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.

Section 12:

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.**

Section 13:

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.

Section 14:

Attachments:

- A: Advisory Group roles and responsibilities
- B: Progress Report

Washington State Ferries 2040 Long Range Plan Technical Advisory Group

Roles and Responsibilities 7/26/17

The purpose of this document is to outline roles and responsibilities for the Washington State Ferries (WSF) Long Range Plan Technical Advisory Group.

About the WSF 2040 Long Range Plan

In 2009, WSF adopted its current Long Range Plan. Consistent with legislative direction, the plan maintains current levels of service with limited improvements. Significant progress has been made, such as replacing aging vessels, implementing vehicle reservations and advancing terminal improvement projects, but a number of strategic challenges remain. Two major sources of uncertainty remain as WSF begins the process of developing the 2040 Long Range Plan:

- Major demographic and economic shifts that continue to affect demand for ferry service.
- Long-term capital funding needs, particularly driven by impending vessel retirements, places enormous financial constraints on the system.

WSF will develop its Long Range Plan to address these challenges and extend its planning horizon to 2040. The plan will work in conjunction with broader plans (i.e. Washington Transportation Plan), other statewide modal plans (bicycle/pedestrian, freight, state highways) and regional, local and transit plans. The plan update provides a framework to assure customers have a reliable, efficient ferry system through 2040.

Purpose of Technical Advisory Group

The role of the WSF 2040 Long Range Plan Technical Advisory Group is to:

- Provide WSF with input and ensure that the plan is using the most up to date local, regional and state data.
- Review and provide feedback on draft plan elements, opportunities, and constraints and help to identify additional considerations.
- Represent local perspectives, interests, and concerns
- Help disseminate plan updates and public involvement opportunities within local jurisdictions.
- Collaboratively engage with other Technical Advisory Group members to build consensus with affected stakeholders on coordinated plan elements.
- Assist in building/maintaining local and regional support for the plan.

Membership

The Technical Advisory Group is comprised of local, regional, state, and transit agency staff. This membership reflects the geographic diversity of the ferry system and the needs of WSF customers, with an emphasis on ferry served communities, by including members with a range of applicable skills, experience and ideas. Members were selected by WSF leadership, in coordination with other WSDOT modal plans, the Ferry Advisory Committee Executive Council and WSF staff.

In addition to the Technical Advisory Group, WSF will consult with a Policy Advisory Group comprised of representatives from Ferry Advisory Committees, transportation and user groups, including bicyclists and pedestrians, mobility-impaired riders, tourism organizations, transit riders, and major employers and an Executive Advisory Group comprised of elected and appointed officials.

Roles and Responsibilities

WSF 2040 Long Range Plan Technical Advisory Group members will:

- Participate in approximately five meetings between July 2017 and December 2018, held at key milestones
- Exchange data and information related to challenges and opportunities throughout the ferry system.
- Find opportunities for agreement whenever possible.
- Support public outreach efforts and help share information within their groups and communities.

The WSF project team will:

- Provide background materials, data, and public input and respond to questions and information requests quickly and as thoroughly as possible.
- Be present and available at Technical Advisory Group meetings to answer questions and inform the discussion.
- Consider and address Technical Advisory Group input when developing the Long Range Plan.
- Report back to Long Range Plan Technical Advisory Group members on how the project team considered and addressed the group's input in the final plan.

The Facilitator will:

- Serve as an impartial guide to understanding and participating in the WSF 2040 Long Range Plan process.
- Ensure that each Technical Advisory Committee member has an opportunity to participate in discussions.
- Work with the project team to prepare meeting agendas.
- Keep meetings focused on the agenda.
- Start and end meetings on time.
- Summarize the outcomes of all Technical Advisory Group meetings and provide meetings notes.

Meeting Guidelines

- The facilitator will ensure that all participants have the opportunity to ask questions and provide comments. Discussions will allow for the development of a consensus, but consensus is not required.
- Meetings will begin and end on time. If agenda items cannot be completed on time, the group can decide by unanimous vote to extend the meeting

- At the meetings, Technical Advisory Group members will:
    - Share the available speaking time.
    - Focus on successfully completing the agenda.
    - Avoid side discussions when others are speaking.
    - Voice concerns and complaints at the meeting, not outside the meeting.
    - Put cell phones on silent.
- Persons (staff) who are not participants of the Ferries Long Range Plan Technical Advisory Group may attend meetings as observers but may not participate in group discussion and deliberations, unless called upon.

Decision-making

The Technical Advisory Group is encouraged to strive for group agreement in its recommendations. However, this may not always be possible. If it is not possible for the group to come to consensus on recommendations, the meeting summary will document minority and majority opinions.

Washington State Ferries 2040 Long Range Plan Policy Advisory Group

DRAFT Roles and Responsibilities 7/26/17

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Purpose of Policy Advisory Group

The role of the WSF 2040 Long Range Plan Policy Advisory Group is to:

- Provide WSF with strategic advice on how to prioritize needs to develop the Long Range Plan
- Represent their group's or communities' interests and concerns
- Help disseminate plan updates and public involvement opportunities to key audiences
- Review and provide feedback on draft plan elements, planning opportunities, and constraints and help to identify additional considerations
- Collaboratively engage with other Policy Advisory Group members to build consensus with affected stakeholders on coordinated plan elements
- Assist in building/maintaining local and regional support for the plan

Membership

The Policy Advisory Group is comprised of representatives from Ferry Advisory Committees, transportation and user groups, including bicyclists and pedestrians, mobility-impaired riders, tourism organizations, transit riders, major employers, and others. This membership reflects the geographic diversity of the ferry system and the needs of WSF customers, with an emphasis on ferry served communities, by including members with a range of applicable skills, experience and ideas. Members were selected by WSF leadership, in coordination with other WSDOT modal plans, the Ferry Advisory Committee Executive Council and WSF staff.

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WSDOT

January 2018

WSF Long Range Plan
Progress Report

Washington State Ferries

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)

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

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.

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

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

Where we are going...

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

2017

July
- Kickoff advisory groups
- Plan overview and background

September
- Plan background and vision

2018

January
- Review ridership forecast results

March
- Review operational strategies

May
- Gather community input to shape plan

Public Meeting

Summer / Fall
- Review draft plan

Public Meeting

2019

Winter
- Review final plan

Public Information and Outreach

How we will get there...

2017/2019 Transportation Budget

- Review the changing needs of ferry system users and funding opportunities and challenges
- Evaluate strategies to help spread peak ridership
- Identify operational changes to reduce costs
- Address the seismic vulnerability and emergency preparedness of the system

Long Range Plan Objective

Provide information about the needs of ferry customers, establish operational and pricing strategies to meet those needs, and identify vessel and terminal operations and capital requirements

2007 Legislative Directive (ESHB 2358)

- Include service objectives for routes
- Forecast demand
- Develop investment strategies that consider regional and statewide needs
- Support local use plans, and assure that ferry services are fully integrated with other transportation services
- Provide for the preservation of capital assets based on lowest life-cycle cost methods; be consistent with the regional transportation plans
- Be developed in conjunction with the Ferry Advisory Committees

WSDOT Plans and Emphasis Areas

- Washington Transportation Plan
- Human Services Transportation Plan
- Public Transportation Plan
- Climate Resiliency Plan
- Workforce development, inclusion and practical solutions

2040 Long Range Plan

2013 Origin-Destination Survey Results

Who will help shape the Long Range Plan?

Washington State Ferries

2040 Long Range Plan

Appendix D: Spring 2018 Community Engagement Summary

Washington State Ferries

2040 Long Range Plan

Spring 2018 Community Engagement Summary

WSDOT

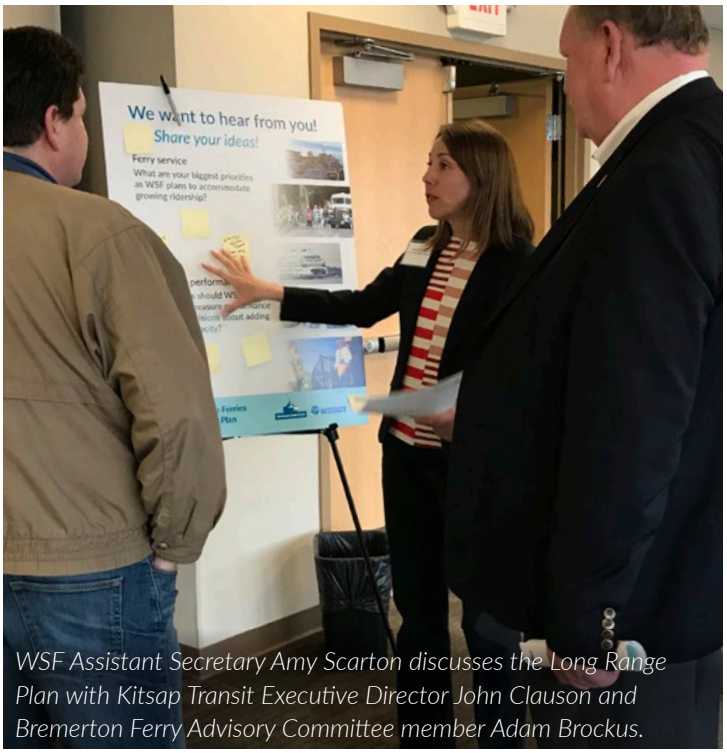
Washington State Ferries

June 2018

Table of Contents

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.

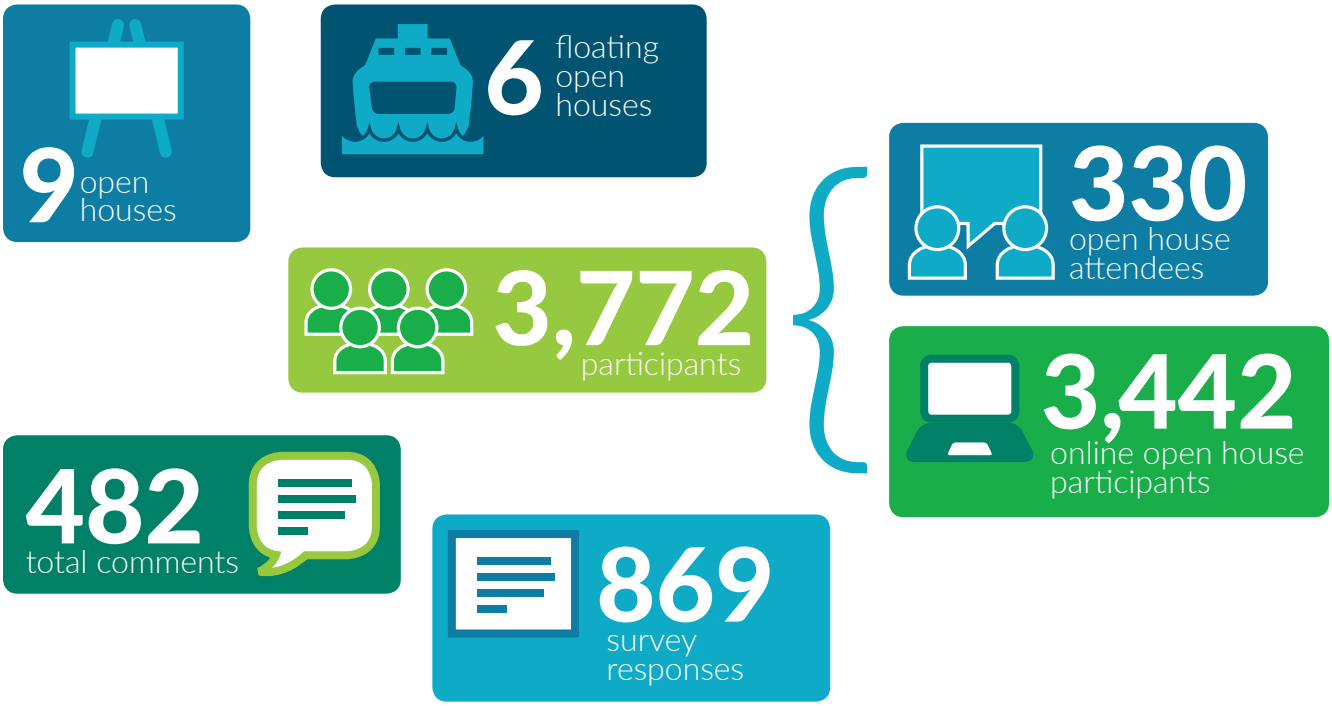
During the first round of public outreach, WSF hosted nine in-person open houses, six outreach sessions on the ferry during the afternoon commute, and a six-week online open house in spring 2018 to introduce the Long Range Plan and gather input on community priorities. The public was invited to meet 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*.

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.

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 listservs, elected officials, tribes, Ferry Advisory Committee (FAC) members, and PAG and TAG members.

Key themes

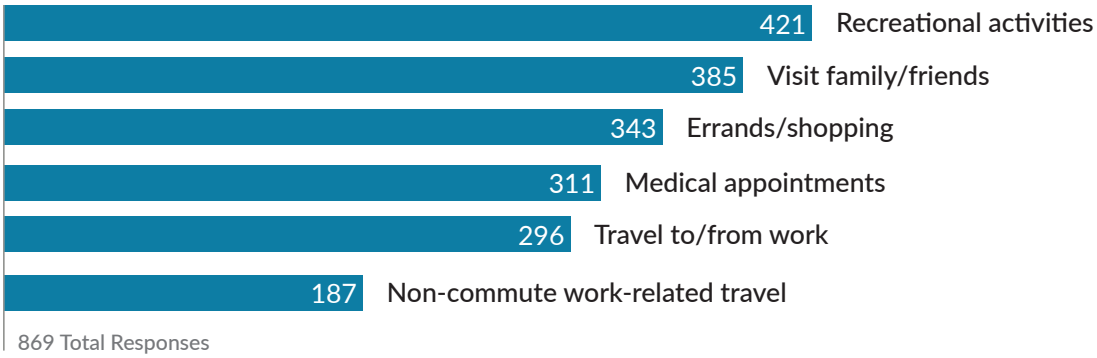
WSF received a total of 869 survey responses and 482 comments in person, by email, mail, and through the online open house between April 11 and May 24. The following key themes emerged in public comments and survey reponses, in order of frequency:

- **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:



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.

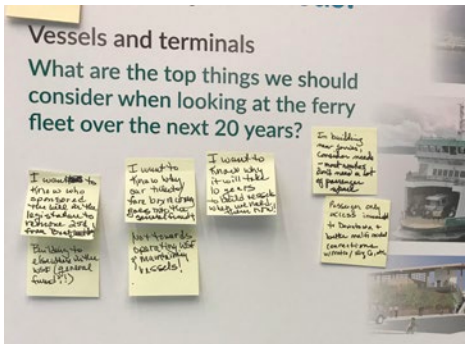
Comment summary

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

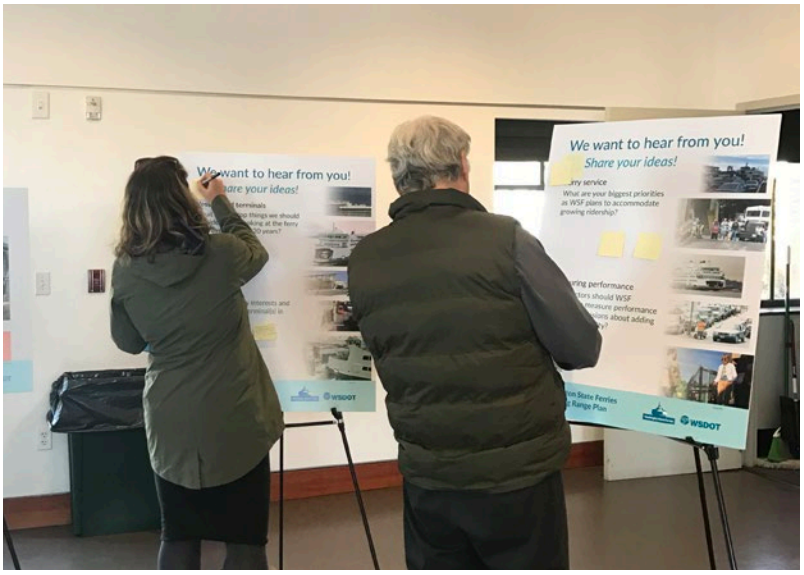
Many participants had comments about how WSF should accommodate ridership growth and increase service to meet future demand. Commenters also thought WSF should encourage or provide additional passenger-only ferry service in the region. Comments in this theme included:

- 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.*

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.*

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 accomodating 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 commenters suggested adding vehicle reservations to this route.

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.

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/Clinton 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.

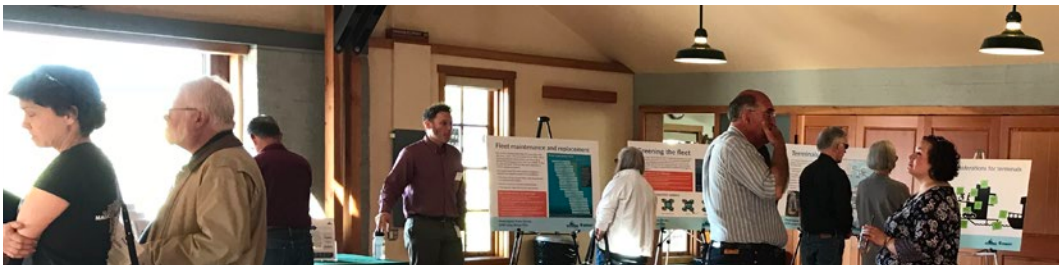
Kitsap County Commissioners: hosted five forums and summarized public suggestions in a 2014 report to WSF. The report included suggestions for consistent schedules, reliable service, stable fares, and parking and terminal improvements.

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.

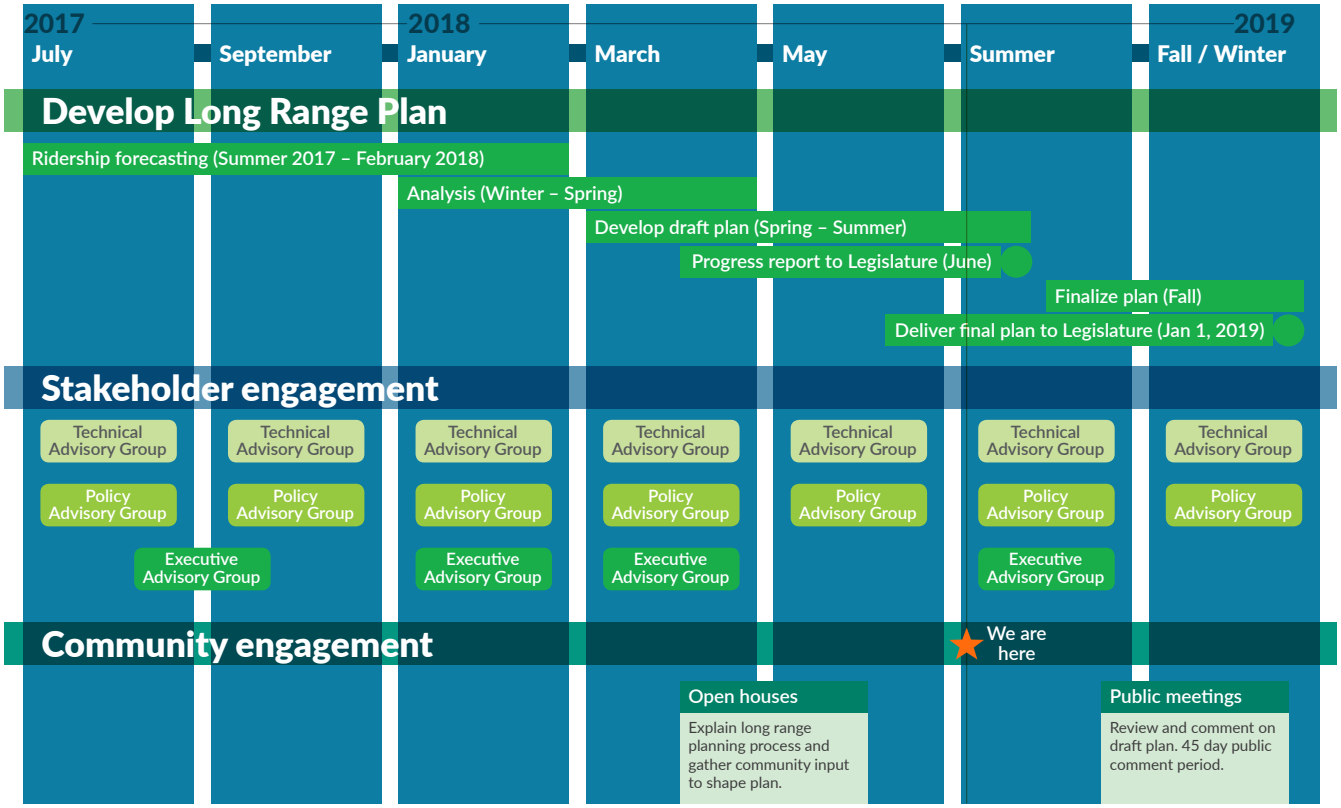
Kingston Ferry Advisory Committee: submitted a letter stating five principle interest areas, including: affordable fares, added capacity to reduce back-ups and to meet demand, reducing downtown ferry traffic congestion, sustaining reliable service, and improving business processes and cost reduction.

Ferry Advisory Committee Executive Council: provided a list of items to be included in the Long Range Plan. Key interest areas include strategies to implement WSDOT's "portal to portal" multimodal direction, redefining level of service, strategies to reduce system costs, affordable fares, coordinated strategies with local governments, addressing the funding needed, and future terminal and vessel capacity.



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.



WSDOT

Washington State Ferries

Washington State Ferries

2040 Long Range Plan

Appendix E: Fall 2018 Community Engagement Summary

Washington State Ferries

2040 Long Range Plan

Fall 2018 Community Engagement Summary

WSDOT

Washington State Ferries

November 2018

Table of Contents

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.

After completing two rounds of public engagement, Washington State Ferries (WSF) will finalize a Long Range Plan to better understand and prepare for the ferry system's changing needs through 2040. In Spring 2018, WSF held nine open houses and an online open house to gather input before creating the Draft Plan. WSF released a Draft Plan for public review and a 45-day comment period in September 2018, focused on recommendations around four key themes: reliable service, customer experience, manage growth, and sustainability and resilience. Comments received during fall 2018 outreach confirmed public interest and support for the four key themes.

WSF plans to deliver a final Long Range Plan to the Legislature in January 2019. This Plan will guide future service and investments in vessels, terminals, and technology.

Fall 2018 open houses

Wednesday, Sept. 12, 6-8 p.m.
Vashon Island High School
9600 SW 204th St., Vashon Island

Thursday, Sept. 13, 5:30-7:30 p.m.
Harper Church
10384 SE Sedgwick Rd., Port Orchard

Monday, Sept. 17, 5-7 p.m.
Fauntleroy Church
9140 California Ave. SW, Seattle

Thursday, Sept. 20, 5:30-7:30 p.m.
Kitsap Conference Center
100 Washington Ave., Bremerton

Tuesday, Sept. 25, 4-6 p.m.
Lopez Center for Community and the Arts, 204 Village Rd., Lopez Island

Wednesday, Sept. 26, 4-6 p.m.
Brickworks
150 Nichols St., Friday Harbor

Wednesday, Oct. 3, 5:30-7:30 p.m.
Freeland Hall
1515 Shoreview Dr., Freeland

Thursday, Oct. 4, 6-8 p.m.
Edmonds Senior Center
220 Railroad Ave., Edmonds

Tuesday, Oct. 9, 5:30-7:30 p.m.
Bainbridge Island Senior Center
370 Brien Drive SE, Bremerton

Wednesday, Oct. 10, 5-7 p.m.
Cotton Building
607 Water St., Port Townsend

Thursday, Oct. 11, 6-8 p.m.
Kingston Village Green Community Center, 26159 Dulay Road NE, Kingston

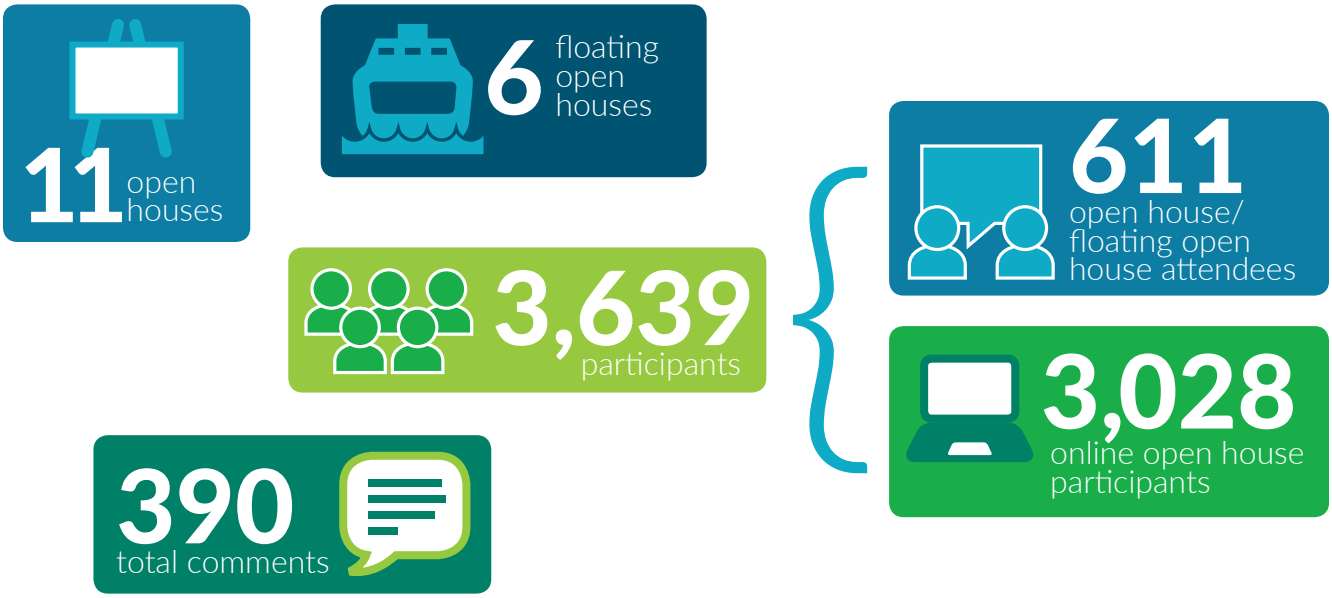
Overview

Washington State Ferries' goals for community engagement during the Long Range Plan development were 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.
- Deliver comprehensive and consistent information through a variety of communication methods.
- Encourage community engagement and provide opportunities for public input.

Community engagement

WSF offered multiple ways for people to learn about and provide feedback on the Draft Plan during a 45-day public comment period in Fall 2018. WSF hosted 11 in-person open houses, six outreach sessions on board ferries, and a seven-week online open house to gather feedback. At the in-person events, community members had the opportunity to meet with project staff, ask questions, and comment on the Draft Plan. Attendees were encouraged to drop in at any time during the in-person open houses to learn about the Draft Plan and provide input; there was no formal presentation.



Getting the word out

WSF notified the public about the 45-day comment period through various strategies, including: posters onboard ferries and at terminals, email alerts, social media posts, stories in the WSF Weekly Update, articles in WSDOT regional newsletters, a video on YouTube, and news media. Members of local Ferry Advisory Committees and Policy and Technical Advisory Group members advertised the comment period in their communities and within their networks.

70 posters displayed at terminals and aboard ferries

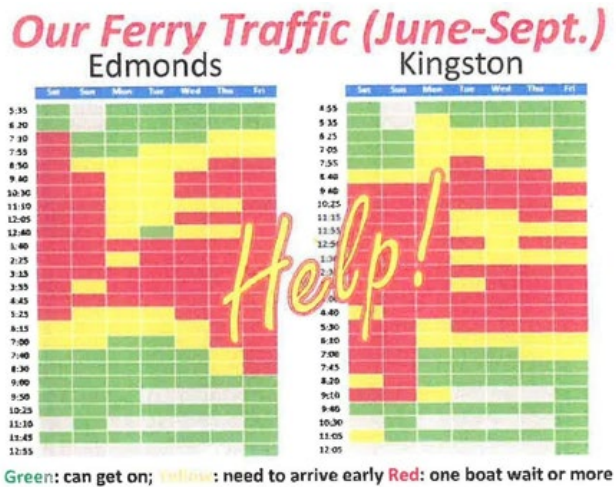
1,932 unique project website views

69 tweets **167,163** total impressions

14 emails

1 press release sent to statewide media

30 news articles

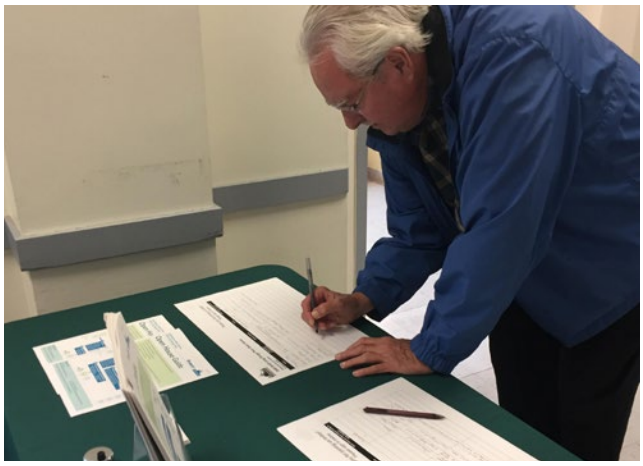


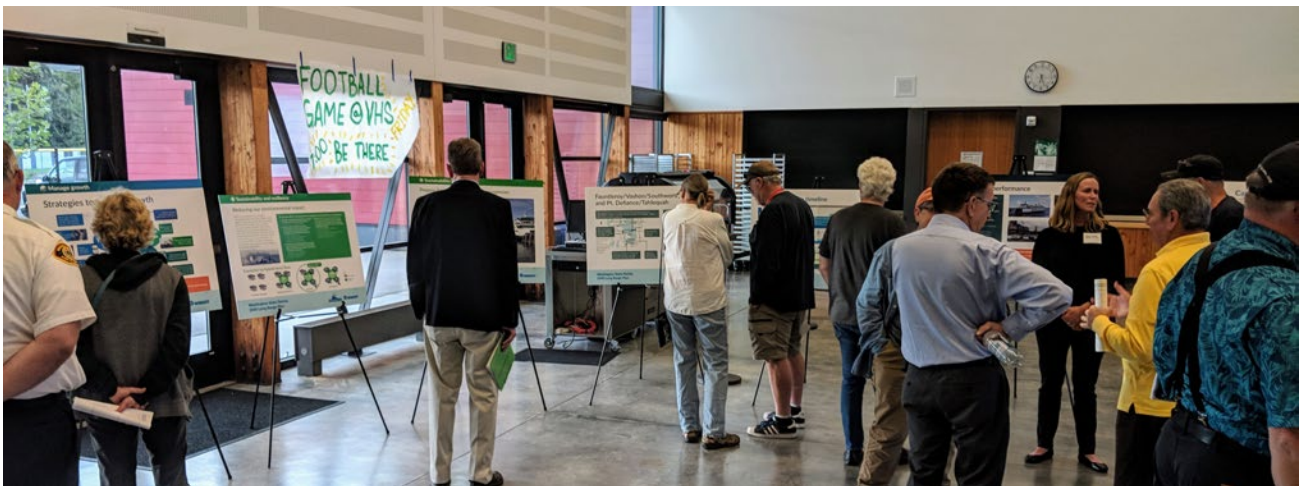
The Kingston Ferry Advisory Committee distributed flyers and encouraged community members to attend the open houses.

What we heard

WSF received a total of 390 comments in person, by email and postal mail, and through the online open house during the comment period, which ran from Sept. 10 to Oct. 25. The following list summarizes the top priorities that emerged from public comments:

- Prioritize reliable service through building new vessels.
- Use technology to improve operational efficiencies and accessibility.
- Encourage multimodal transportation through transit connections and improved amenities.
- Provide system capacity enhancements to meet growing ridership demands.
- Define new metrics and implement strategies to manage growth.
- Design resilient and environmentally friendly vessels and terminal areas.





Key themes

WSF asked participants to comment on the four key themes outlined in the Draft Plan. The following list summarizes the comments received about each key theme in the Draft Plan:

- **Reliable service:** The majority of participants said the Long Range Plan should focus on replacing aging vessels, ensuring enough service relief vessels, and decreasing wait times. Several participants also expressed concerns over the retiring WSF workforce.
- **Customer experience:** Participants expressed interest in improving connections to transit. Many participants requested better real-time schedule information and travel alerts, and improved Wi-Fi access, loading processes, and terminal and ferry amenities.
- **Manage growth:** Participants supported WSF's efforts to manage growth by advancing adaptive management strategies, such as shifting to other modes of travel, including transit, biking, walking, and carpools, adjusting fares, and expanding vehicle reservations. Many participants supported providing system capacity enhancements through improving terminal operational efficiencies, increasing service hours, adjusting schedules, and increasing capacity through vessel design. Some participants commented on refining existing metrics and defining new metrics.
- **Sustainability and resiliency:** Participants provided comments in support of reducing carbon emissions, building hybrid-electric ferries, limiting noise impacts to marine life, and preparing for climate change and emergencies. Several participants suggested creating a wildlife sanctuary on WSDOT-owned land near the Edmonds ferry terminal.

In addition, participants provided comments on the Draft Plan's implementation and investments, including expressing a sense of urgency in funding plan elements to ensure reliable service. Some participants encouraged policy changes, including changing the Legislature's requirement to build new vessels in Washington State. Many participants also commented about concerns over changes to near-term ferry schedules on the Triangle Route and demonstrated support for the Fauntleroy and Colman dock terminal improvement projects.

Public comment summary

Below is a summary of comments collected in person, by email, mail, and through the online open house during the 45-day public comment period. 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

Reliable service

Most participants supported WSF's recommendations to maintain and ensure reliable service through replacing aging vessels and building new vessels to decrease wait times and reduce service disruptions. Some participants provided comments in support of planned terminal maintenance and preservation projects. Comments also supported increasing the number of service relief vessels in the fleet.

- *Our aging fleet is unreliable, and any loss of service impacts all ferry riders and especially ferry-dependent communities.*
- *I support replacing your old vessels. That would help the problem of being down on boats during peak times. Until that happens I support having enough spare boats to cover breakdowns.*
- *We all understand that our aging ferry fleet needs more stand-by capacity for times when mechanical or structural problems arise. We islanders have learned to be patient but would appreciate thoughtful long-range planning and allocation of funds at the State level. The ferries are part of our state highway system.*
- *Vessel reliability has deteriorated seriously over the years. Adequate reliability requires more scheduled maintenance and hence additional ferries to take up the slack plus ferries designed for very low maintenance.*
- *Wait times have been terrible this summer.*
- *The biggest issue from my perspective is how you support expanding the dock at both Fauntleroy and Southworth to allow fully loaded boats and run as efficiently as possible.*
- *Our major concern is the terminal problems, which are very serious now and will get exponentially worse in the near future…..The pick-up/drop-off area is a logistical nightmare!*

Some participants noted that many WSF employees are eligible to retire in the near-term and supported WSF's plans to establish a workforce development plan.

- *Glad to see emphasis on recruiting workforce. Unlike cancelled sailings due to mechanical issues, which will happen even with regular maintenance, cancelled sailings due to crew shortage are very frustrating because they seem entirely preventable.*
- *Insure that WSF Workforce Planning is in-line with existing maritime workforce planning to reduce redundancy and leverage resources. I.e. Core Plus, Skills Center Development, Youth Maritime Collaborative, MJAC Proposal, Proposed WTB Incumbent Workforce Funding etc.*
- *Having worked with the ferries, I know that they are very short of personnel, and a lot of people are going to be retiring. The workforce development in the last half a dozen years has not gotten any better. We're just as short now as we were a half a dozen years ago. With all the people that are going to be retiring, that could be a very big problem just having enough qualified captains, mates and deckhands and engineers and such to run the vessels.*

Customer experience

Many participants supported WSF's plans to invest in technology to support improving customer information, such as terminal wait times and trip planning, and modernizing fare collection. Many participants also expressed frustration over current loading processes and recommended using technology to improve operational efficiencies. Some participants also recommended improving vessel and terminal amenities.

- *Absolutely must put money into plan to improve processing.*
- *The Plan should layout some specific improvements in service and efficiency using today's technology….*
- *Automated ticketing and ticket sales should be a high priority, in order to reduce operating costs and improve the experience of using the state ferries.*
- *Consider smart-pass or easy pass system for tollbooths to avoid giant queues of individuals getting credit cards processed etc.*
- *To support regional coordination, it is important to disseminate this information using standard formats that are consumable by third party application developers and commonly used ground-based transit operators.*
- *… any further ferries in the Olympic class must have better wi-fi and cellphone receptions.*
- *Bring more vendors on ferries.*
- *Galley: Could offer more nutritious foods. Art: I like the Native American, nature and old nautical depictions.*

Several participants supported improving connections to transit through partnerships and enhancing access for all passengers by improving bicycle, pedestrian, and ADA accessibility.

- *Really need efforts made to improve connectivity to land-based transit.*
- *Need close coordination with other transportation systems in order to attract more participants and to transport persons more seamlessly, more people will leave vehicles behind if they can get where they are going within a reasonable amount of time.*
- *Non-driving trips can be encouraged by offering safe and welcoming pedestrian and bicycle facilities at (near) both terminals. Partnering with local jurisdictions may make this possible.*
- *…What about ride-sharing locations for Uber and Lyft?*

Manage growth

Many participants supported increased service, including adding ferries, increasing service hours, adding new routes and improving terminals. Some participants recommended increasing capacity on new vessels to help manage growth. Some participants encouraged WSF to provide passenger-only ferry (POF) service or promote and build partnerships to encourage POF use throughout the region.

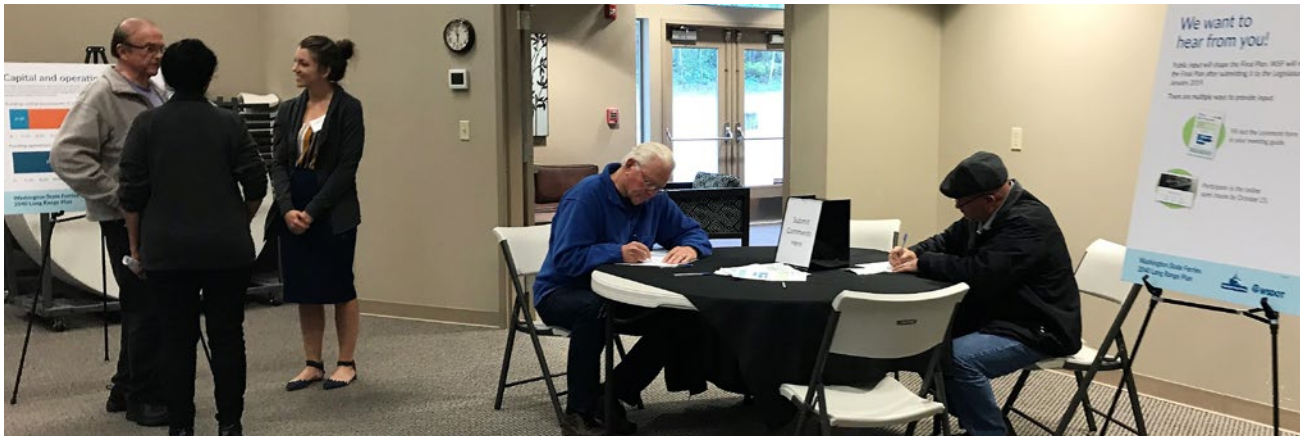
- *Adding more ferries to overcrowded runs is very preferable to creating larger holding lanes and/or creating more terminals.*
- *More boats more often is the easiest and cheapest cure to any over-water transit question.*
- *There needs to be another ferry loading point and more ferries during commuting times.*
- *The proposal in the LRP of just three small (144 car) ferries is not sufficient, and options to serve this route with larger capacity ferries, (Jumbo MKII), should be considered.*
- *I realize you (WSDOT) do car ferries only at this point, but I would encourage a strongly lobbying effort to expand your reach into the foot ferry side of the equation.*

Some participants supported advancing adaptive management strategies to accommodate growing ridership, such as fare adjustments, preference to local residents and encouraging shifting passengers to other modes of travel, including transit, biking, walking, and carpool. Some participants supported vehicle reservations, while other participants expressed concern over recommended vehicle reservations.

- *People carpool all the time, yet are punished by being charged for every person in the car...how is that acceptable? We should be getting a discount, not more fees!! I also think if you actually RESIDE on one of the island, you should receive a discounted ticket.*
- *I think you should charge significantly more for individual or round-trip car-and-driver tickets during peak periods.*
- *Please allot a number of spaces on ferries (participating in the reservation system) for local residents to use as needed.*
- *Interisland traffic is essential for the working residents of the San Juan Islands, yet the schedule favors tourists, not working people.*
- *It's also important for commuters, of which I am one, to have the ability to make reservations, or to have some type of resident only line EVEN IF this is a short ferry ride.*
- *I totally support the continued use of the reservation system. This system has given Island residents a reliable way to travel to and from the mainland on necessary trips.*
- *Please oh please no reservations east bound from Lopez.*

Some participants supported refining existing metrics and defining new metrics to improve data for future planning.

- *There should be a boat utilization (empty boat, full line) utilization metric reported for the triangle route, at least until you solve that problem.*
- *Level of Service standard. This metric should include Total Experienced Travel Time which includes wait time, boarding time, travel time, and disembarkation time.*



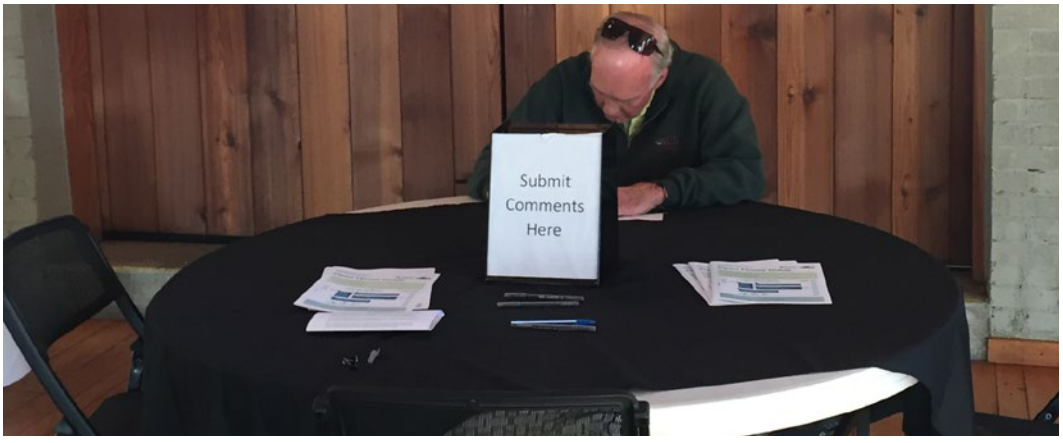
Sustainability and resiliency

Some participants expressed support for reducing carbon emissions and shifting the fleet to hybrid-electric and offered suggestions for making the ferry system more environmentally friendly. Several participants supported converting WSDOT-owned land in Edmonds to a wildlife sanctuary.

- *Would definitely like to see improvements that emphasize sustainability, minimize impacts to marine wildlife, and cut carbon emissions.*
- *Vessel noise from ferries impacts the critically endangered Southern Resident Killer Whales. Greenhouse gas emissions from ferries contribute to climate change.*
- *Because I'm excited about the hybrid ferries for environmental reasons, I want to really encourage the ferry system to continue to remove creosote pilings throughout Puget Sound because that's critical to protecting our waters.*
- *I like that you're going to be building new vessels with hybrid propulsion to reduce CO2 emissions and converting existing vessels to have hybrid propulsion.*
- *Many people in Edmonds would like to see the property, South of the Edmonds Marsh, that WSF is no longer considering using for a ferry terminal, turned into a natural wildlife area for the public and wildlife.*

A few participants expressed concern about the resiliency of the ferry system, including the ability to sustain service during an emergency event. Some participants recognized the need to assess seismic risk and prepare for climate change and sea level rise.

- *I think if we have a very catastrophic storm or large earthquake event that the ferries will be knocked out for some time and the traffic problems that will ensue after that will be horrific.*
- *We strongly support plans for improved resilience and disaster preparedness.*



Route-by-route comment summary

Seattle/Bainbridge Island

Seattle/Bainbridge Island community members supported improving the pick-up and drop-off areas and passenger loading at the Bainbridge terminal. They also encouraged WSF to use technology to improve customer information and travel alerts and to partner with agencies to improve access to transit.

Seattle/Bremerton

Several Seattle/Bremerton community members expressed frustration over the lack of reliable Wi-Fi and cell phone connectivity on this route. Some community members expressed an interest in more frequent service in the near-term.

Fauntleroy/Vashon/Southworth

Some Vashon and Southworth community members expressed an interest in expanding the Fauntleroy ferry terminal and providing additional service. Several community members expressed concerns over near-term schedule changes. In addition, several community members proposed operational efficiencies at Fauntleroy, such as improving ticketing with technology and improving loading processes.

Edmonds/Kingston

Many Edmonds/Kingston community members supported having three ferries on this route but encouraged WSF to continue using two Jumbo ferries with the addition of a mid-sized ferry. Some community members also commented on traffic congestion along SR 104. Many community members expressed a strong desire to see WSDOT-owned land near the Edmonds Ferry Terminal converted to a wildlife sanctuary. Commenters also support adding a performance metric of rider wait time.

Mukilteo/Clinton

Several Mukilteo/Clinton community members supported adding overhead loading at Clinton, adding parking spaces, and implementing vehicle reservations. Community members expressed concerns over wait times and stressed the importance of relief vessels. Some community members suggested that ridership growth projections for this route seem low.

Point Defiance/Tahlequah

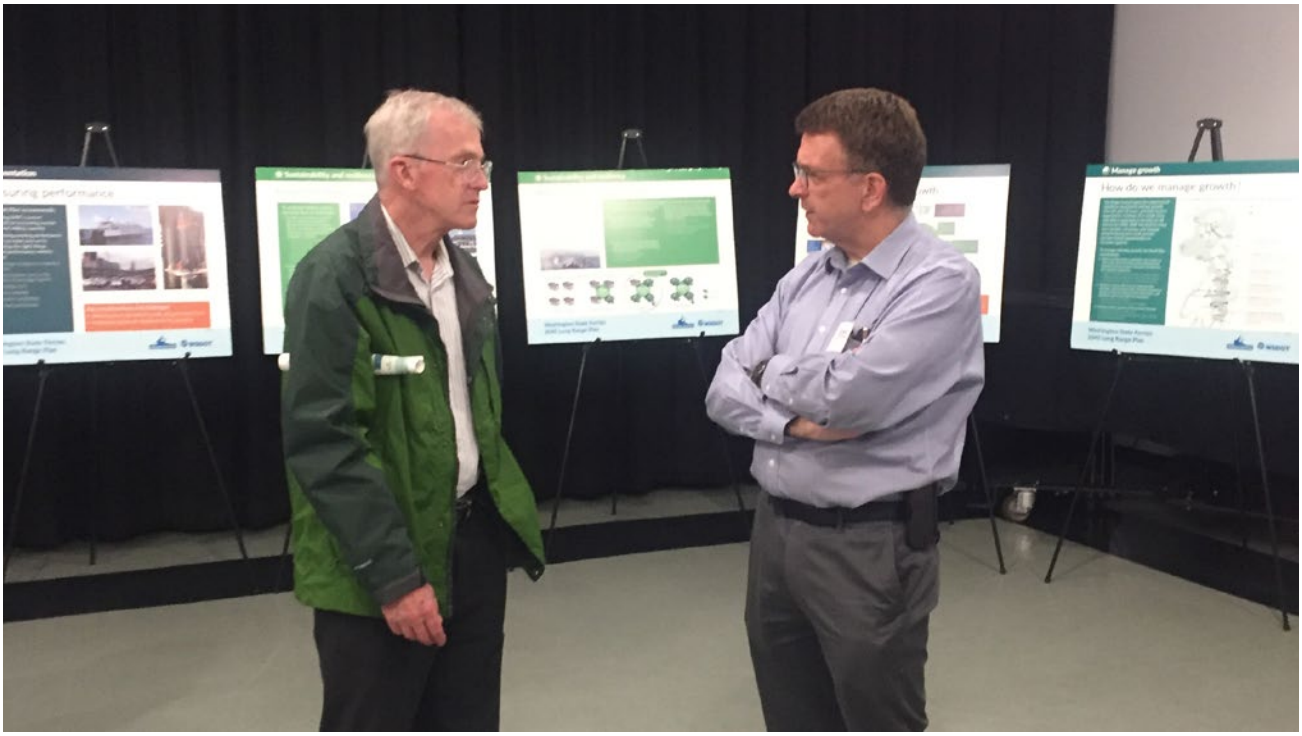
Only a few community members submitted comments about the Point Defiance/Tahlequah route. A few Point Defiance/Tahlequah community members supported the planned terminal electrification and conversion to hybrid-electric vessels and improving terminal restrooms.

Port Townsend/Coupeville

Port Townsend/Coupeville community members expressed support for increasing capacity through adding larger vessels and coordinating with other transportation agencies for improved access to transit. Some community members supported creating a longer two-boat season and increasing the service hours.

Anacortes/San Juan Islands

Several Anacortes/San Juan Islands community members expressed support for more frequent interisland service. Some community members expressed an interest in prioritizing island residents over visitors through reservations, fare adjustments and priority loading. Many community members supported adding reservations eastbound on Lopez Island, while others preferred no reservations.



Agency and organization comment summary

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

Comment summary from Ferry Advisory Committees

Bainbridge Island Ferry Advisory Committee (FAC)	Submitted a letter encouraging WSDOT to mitigate traffic concerns by improving the intersection of Winslow Way and State Route 305; replace the Bainbridge Island Terminal; shift to a three-boat schedule (with Olympic Class size vessels) between Seattle and Bainbridge Island; create a pedestrian crossing for SR 305; and add a summer route from Port Townsend to Friday Harbor. *"WSF should be planning for the [Bainbridge] terminal's replacement in the 2040 time horizon."*
Clinton FAC	Submitted a letter stating that the Draft Plan does not adequately accommodate the projected growth on the Mukilteo/Clinton route and suggested strategies including improving parking and increasing the number of walk-on passengers, as well as other specific recommendations. They encouraged adding a wait time performance metric; improving wi-fi and technology; making fare adjustments; prioritizing funding for maintenance; adding overhead loading sooner and acknowledging that this route is at capacity during off peak hours. *"The plan does not adequately accommodate the 20% projected growth on the Clinton-Mukilteo route."*
FAC Executive Council	Submitted a letter recommending that WSF address ferry traffic congestion, expand parking, and upgrade terminals to accommodate additional vessels. Additional priorities include: continue building five or more mid-sized ferries and encourage more shipyards to bid on new vessel construction. They also recommend WSF increase the size of the fleet to address current capacity shortfalls, projected rider increases, maintenance availability, and early retirement of the Super class ferries. The Executive Council's full letter is included in Appendix A. *"Include as a priority strategy the early implementation of commercial reservations on select routes."*

Jefferson County/ Port Townsend FAC	Submitted a letter recommending that WSF provide additional service to the Port Townsend/Coupeville route sooner than the Draft Plan outlines, integrate solar energy and local storage in the electrification plan, reduce and maintain a small number of vessel classes, and consider modifying or relocating Keystone Harbor to accommodate larger vessels. *"Solar energy and local storage should be an integral part of the electrification plan for the terminals, and even for the vessels themselves."*
Kingston FAC	Submitted two letters recommending that WSF implement three-boat operations during summer and overloaded shoulder season periods with two Jumbo class ferries and one mid-sized vessel. Other priorities included limiting fare increases, addressing ferry traffic congestion, ensuring conversion of the Jumbo Mark II class ferries to hybrid electric power does not reduce their current reliability, and early implementation of commercial reservations followed by non-commercial reservations. They also recommended that adaptive management strategies should assess the impact on affected customers and communities before implementation, and stressed the importance of continuing production of new mid-sized ferries. *"The plan should include a goal and paragraph describing plans for addressing ferry traffic congestion at terminals."*
Mukilteo FAC	Submitted a letter recommending that WSF expand the Plan's emphasis from primarily local terminal areas to include the "portal to portal" path taken by ferry commuters and its effects on communities. They endorsed a letter submitted by Councilmember Kneller, Mukilteo City Council, expressing concerns over parking and Park and Ride investments, transit coordination and connectivity, technology for better information and wayfinding, traffic mitigation, queuing system improvements, and emergency evacuation egress. *"Current technology can be embraced to identify and record ferry holding queue lengths/wait times that can then be incorporated into navigation systems to help drivers determine whether it's better to wait in line or drive around to their destination."*

San Juan County FAC	Submitted a letter listing their priorities: providing additional vessels as soon as possible, increasing and sustaining scheduled preventative maintenance, expediting the retirement of aging Super class vessels, and improving terminals. They listed detailed strategies for accomplishing these priorities. *"An overnight vessel must continue to be available for San Juan County emergency response."*

Comment summary from agencies and organizations

City of Port Townsend	Provided a letter supporting comments submitted by Jefferson County Commissioners (see summary below). They expressed concerns over the traffic effects caused by larger vessels and encouraged WSF to consider the City's Historic District when planning terminal electrification. *"What was true in 2008 and 2009 is still true: A smaller vessel with more runs, combined with a reservation system, is far more effective and efficient when considering the comprehensive impacts to the entire transportation system."*
City of Tacoma	Submitted a letter requesting that WSF include exploring partnership opportunities with passenger-only ferries for improvements at the Point Defiance Terminal, coordinating with fast ferry initiatives under the manage growth section of the Draft Plan, and adding language in support of specific proposals emerging from the Port of Tacoma/Seattle Fast Ferry Feasibility study in the Final Plan. *"…we ask that you consider having the WSF Plan include a broader discussion of partnership opportunities, a discussion that goes beyond existing proposals and brings WSF expertise to the emerging passenger-only ferry (POF) planning and programming on an ongoing basis."*
Community Transit	Provided a letter in support of WSF's outreach and planning efforts for the Draft Plan. They support WSF's plan for a new multimodal terminal in Mukilteo and look forward to continued coordination in Edmonds and Mukilteo. *"The draft plan focuses on the top issues impacting the ability to provide quality service, while looking for efficiencies and using new technology to keep the system current."*

Greater Kingston Chamber of Commerce	Submitted a letter stressing the critical role the Edmonds/Kingston route plays in the community and expressing concern over the traffic caused by loading and unloading Jumbo Class vessels. They endorsed recommendations submitted by the Kingston FAC and Kingston Community Council. *"Our community is affected by ferries in two principle ways: the two million vehicles that pass through our downtown annually and residents who depend on ferry service for work, family and for the movement of goods and services."*
Island County Board of Commissioners / Island Regional Transportation Planning Organization	Submitted a letter stating that the demand for the Port Townsend/ Coupeville route exceeds the supply. They requested adding two service hours daily during the peak season (May through October) and changing the Long Range Plan to extend the two-boat service during peak periods. *"Demand for the ferry service on the Coupeville to Port Townsend route exceeds supply and has not been restored to historic levels that existed prior to the advent of the Kwa-di Tabil class of boats which began to come into use in 2010."*
Island County Board of Commissioners / Island Regional Transportation Planning Organization	Submitted comments at the Washington State Transportation Commission meeting stating their support for studying reservation systems to ensure they meet the needs of communities. *"A reservation system does not need to follow a one-size fits all approach."*
Jefferson County Board of Commissioners	Submitted a letter urging WSF to provide additional service on the Port Townsend/Coupeville route sooner than the Draft Plan states, improve multimodal transportation options through coordination and technology, reduce carbon emissions through electrification and the installation of solar panels at terminals, and consider improving Keystone Harbor. *"Provide additional service to the Port Townsend-Coupeville route sooner than shown in the Draft LRP."*

King County Water Taxi	Provided a letter stating why they provided representation on WSF's Technical Advisory Group and providing kudos on Plan elements. They said they are disappointed in WSF's response to not participating in the ORCA interagency transfer program and not having King County Metro at the table, encouraged creating more bike storage in locations like the Vashon terminal, and recommended including industry experts when creating new schedules and concepts. They supported WSF's "door-to-door" concept, "well-thought out" sustainability recommendations, and emphasis on alerts and community engagement, and they applauded the new leadership at WSF. *"The work done on the long range project was impressive. Having the vision moved from a 'dock-to-dock' approach to more of a 'door-to-door' concept showed throughout presentations and material provided."*
Kingston Citizens Advisory Council	Endorsed the Kingston FAC's comments on the Draft Plan and expressed support for reducing congestion in Kingston, increasing vehicle capacity on the Edmonds/Kingston route, adopting an additional performance metric for "rider wait time" and "rider idling time," implementing a reservation system, and coordinating adaptive management strategies with local communities. They support adding cameras, improving customer information and travel alerts, enhancing ferry amenities, and improving transit connections. *"The WSF LRP should reflect adoption of 'rider wait time' and 'rider idling time' as key performance metrics."*
Kitsap County Department of Public Works	Supported congestion management in Kingston, Good to Go! technology for payment, a ferry holding area along SR 160 near the Southworth terminal, improved signage for drivers, and careful consideration of vehicle reservations. *"Mid-term plan must include: Congestion management projects in Kingston: Realignment of SR 104, Lindvog remote holding lot, and enhances the tally system."*

Kitsap Economic Development Alliance	Submitted a letter expressing support for the Draft Plan. They described the importance of a reliable ferry system to Kitsap County. *"Our economy and labor pool are diversifying and growing; and, it is critical that our WSF System grows to meet the demands of our citizen workforce and regional commerce—both public and private sector."*
Kitsap Regional Coordinating Council	Submitted meeting minutes from a Transportation Policy Committee meeting held on Sept. 20, 2018 to hear from WSF and discuss priorities, which include: adding information on vessel class, capacity, and age to the Final Plan; emphasizing the importance of the Edmonds/Kingston route and the maintenance of vessels and the Southworth terminal; prioritizing resiliency by coordinating with local and state entities; enhancing technology for improved customer experience and information; and improving utility infrastructure to electrify the fleet. One member did not support a three-vessel fleet (Scenario A) for the Edmonds/Kingston route.
Kitsap Transit	Submitted a letter supporting the Draft Plan's focus on reliable service and sustainability, including promoting mode shift through investments in technology, bike/pedestrian accessibility and multimodal connections. They said they appreciate their longstanding relationship with WSF and support implementation of the Long Range Plan. *"Kitsap Transit stands to support Washington State Ferries' implementation of the 2040 Long Range Plan."*
Management of Mobility, WSDOT	Provided a letter supporting the Draft Plan's "clear" themes, summary and creative approaches. They gave specific recommendations to highlight practical solutions and equity throughout the Plan and commended the Draft Plan's emphasis on multimodal transportation, including transit connections, improving bike and pedestrian infrastructure, and increasing accessibility and wayfinding. *"Improving access to terminals by looking for opportunities to incorporate improved bike and pedestrian infrastructure in terminal preservation and improvement projects through connecting to local trail and path systems."*

Pierce Transit	Submitted a letter asking WSF to consider including a broader discussion of ongoing partnership opportunities for passenger-only ferry planning and programming. They included specific input for the Final Plan, including: adding language in the manage growth section to include coordinating with passenger-only ferry operators for planning future growth at shared facilities, supporting first-mile/last-mile connections and expedited electrification at Point Defiance/Tahlequah, disseminating schedules that are compatible with application developers and transit operators, and coordinating with Pierce Transit for improved terminal operational efficiencies. *"Pierce Transit sees itself as a partner in providing the first-mile last-mile solution to ferry travelers and supports efforts to provide seamless connections. "*
Save Our Marsh (Edmonds based group)	Submitted comments recommending converting the former Unocal property to a wildlife reserve to augment the Edmonds Marsh Sanctuary and allow for salmon-bearing streams across the property. *"There is substantial support in the Edmonds community for the Edmonds Marsh and for a wildlife sanctuary."*
San Juan County Council	Voted unanimously to support the Long Range Plan. They supported immediate actions on constructing 16 new vessels, completing two SOLAS vessels, terminal improvements and seismic upgrades, improving Level of Service and expanded capacity in San Juan County, and transit connections. *"For the record, San Juan County Council voted unanimously to support the Long range plan and the comments presented by the San Juan County FAC."*
San Juan County Public Works	Submitted comments supporting a partnership between WSF and San Juan County Public Works. They supported building new vessels immediately, improved technology for customers, continued collaboration with Ferry Advisory Committees, and expanding the reservation system. *"Funding and implementing this plan will ensure WSF will be able to 'deliver the goods' will into the future."*

San Juan Islands Visitors Bureau	Provided a letter supporting recommendations submitted by the San Juan County Council and San Juan County FAC (see above). Their requests included building new boats to maintain reliable service, maintaining at least one service relief vessel at all times, gathering data to identify individuals who are using ferries (residents, seasonal residents or visitors) and coordinating vessel maintenance with large festivals and events. *"Build new vessels, but whether new or old, our ferries need to be reliable."*
Seattle Department of Transportation (SDOT)	Submitted a letter supporting Draft Plan elements including: implementing the accelerated vessel replacement and expansion plan, improving accessibility in and around the terminals, expanding onboard passenger capacity on the Bremerton and Bainbridge routes, improving overhead loading in Bainbridge Island, promoting shifting travel away from busy peak commute periods, and moving to new hybrid-electric technologies. They would like to partner with WSF to ensure traffic mitigation, planning and preservation work at the Fauntleroy terminal, expansion of vehicle reservations at Fauntleroy and Colman Dock, use of larger vessels at Fauntleroy, and the continued construction of Colman Dock. *"...continued encouragement of shifting travel away from busy peak commute periods to use available vehicle capacity on existing vessel sailings at other times of the day."*
Sound Transit	Submitted a letter identifying benefits of Scenario A for the Edmonds/Kingston route, expressing their willingness to maintain or improve Sounder transfers as improvements to the Edmonds terminal are evaluated, supporting promoting mode shift by aligning to transit schedules, adding overhead loading at the Clinton terminal, supporting transit integration improvements at the Fauntleroy terminal, and supporting the opening of the improved Mukilteo terminal. *"By increasing the frequency of service, Scenario A would provide the greatest benefit for our shared customers."*

Next steps

All comments received during the comment period will inform the Final Long Range Plan. WSF will submit the Final Plan to the Legislature in January 2019. The Community Engagement Summary will be included with the Long Range Plan and public comment will help inform and support decisions and actions to implement the plan.

Washington State Ferries

2040 Long Range Plan

Appendix F: Stage 1 Ridership Forecasting Analysis Results

This document provides summary results from the first stage (i.e., Stage 1) of the ferry ridership forecasting analysis in support of the Washington State Department of Transportation Ferries Division (WSF) Long Range Plan (LRP) update. Summary findings from Stage 1 forecasting analysis and supporting demographic forecasts are presented below followed by a sensitivity analysis of Stage 1 forecasting result using the latest (2017) population forecasts from the Office of Fiscal Management (OFM) for the Island and Jefferson counties.

Summary Findings

Stage 1 ridership forecasts are presented in Table 1. They are contrasted with change in the historical ferry ridership and demographic forecasts as well as implied change in annual ridership projected from the WSF econometric model. Key findings are as follows:

- Historical growth in ridership has varied between -1.5 and +2.0 percent over the past 24 years.
- Demographic annual growth between now and 2040 within the WSF service area is forecast to be about 1.0 percent for population, 1.2 percent for households, and 1.3 percent for employment.
- Consistent with this demographic growth, annual ferry ridership is expected to grow by about 1.2 percent annually, or about 30 percent overall between now and 2040.
- This ridership growth rate is consistent with the annual ridership growth projections from the WSF econometric model for 2029.

Table 1. Growth Comparison in Demographic and Ferry Ridership Forecasts

Description/Period	% Overall Growth	% Annual Growth
Historical Ferry Ridership Growth		
1993–2006	2.5%	0.2%
1999–2006	-10.2%	-1.5%
2006–2013	-6.1%	-0.9%
2013–2017	8.1%	2.0%
Demographic Forecasts		
Population (2017–2040)	25%	1.0%
Households (2017–2040)	32%	1.2%
Employment (2017–2040)	35%	1.3%
WSF Planning Model—Total PM Peak (3–7) Period Stage 1 Ferry Ridership Forecasts[1]		
2017–2040	30%	1.2%
WSF Econometric Model—Annual Ferry Ridership Forecasts		
Alternative 1 (2017–2029)[1]	10%	0.8%
Baseline (2017–2029)[2]	18%	1.4%

[1]Assumed 2.5% per year fare increase (constant real fares)
[2]Assumed no fare increase.

Ferry Ridership Forecasting Overview

The foundation of the LRP is a thorough understanding of present and future customers of the system. An understanding of current ridership was developed through a variety of research efforts, including focus groups and rider surveys. For an understanding of future customers, the WSF Travel Forecasting Model will be used to develop future ridership demand forecasts. The model was updated using new rider survey information expanded to reflect 2017 ferry ridership, as well as updated land-use forecasts and network assumptions from the Puget Sound Regional Council (PSRC) and outlying jurisdictions. The WSF ferry ridership forecasting involves a two-staged process:

- In the first stage of forecasting, base year PM peak period origin-destination ferry riders (collected in 2013) are grown using projected rate of growth exhibited in land-use forecasts for the WSF service areas.
- In the second stage of forecasting, the WSF planning model will be used to allocate total PM ferry riders estimated in Stage 1 of forecasting among ferry routes using route-specific service attributes as well as prevailing transit service and congestion levels on the land side.

Specific methodological descriptions for the WSF planning model are included in the *Ferry Travel Forecasting Methodology Report* (February 2015).

Demographic Forecast Inputs to Stage 1 Forecasting

This section describes the demographic inputs used to produce total PM peak ferry ridership forecasts for 2030 and 2040 ferry ridership.

Latest demographic forecasts were obtained from local jurisdictions. This included the four counties comprising the Puget Sound Regional Council (PSRC) forecast area. For the purpose of ridership forecasting analysis, the demographic forecasts were allocated into 57 districts. Of the 57 districts, 42 are within the PSRC forecast area.

Figure 1 shows the 57-district boundaries.

For other areas of Western Washington within the WSF service area, forecasts are from local sources when available. Available forecasts from local jurisdictions are compared to population forecasts from OFM and to employment forecasts from the Employment Security Department (ESD). The local forecasts are generally found to be consistent with OFM and ESD forecasts, with occasional missing data points, such as households, which must be estimated using available household size data.

For areas within Washington but external to the WSF service area, OFM and ESD forecasts are used directly, with households extrapolated from available household size data. For the three districts, external to Washington, complete and well-documented forecasts are readily available from the metropolitan planning organizations in those three areas. Of the 57 districts, 7 are external to the WSF service area, of which there are 4 in Washington, 2 in British Columbia, and 1 in Oregon. Table 2 provides a complete description of the sources for the demographic forecasts assembled to support the Stage forecasting analysis.

Table 3 summarizes the details of the demographic data from the above sources at county-level, as translated into growth factors for the WSF service area for 2017 to 2030 and for 2017 to 2040. Except for Island County, total growth projected for employment for the WSF service area counties varies between 12 to 27 percent in 2030 and 28 to 44 percent in 2040 as shown in Table 3. In general, higher overall growth in employment is projected for the four counties of the PSRC area, plus Thurston County, and somewhat lower for the remainder of the service area. Population growth forecasts are much more evenly spread over the service area, except for somewhat lower growth expected in Island and San Juan Counties.

Table 4 shows detailed breakdowns of population growth by three age groups for each county from OFM. The projected percent overall growth (and percent annual growth) in population within the WSF 12-county service area across the three age groups (0 to 17, 18 to 64, and 65 and over), respectively, are

- For 2030, 11 percent (0.8 percent), 7 percent (0.5 percent), and 55 percent (3.5 percent)
- For 2040, 16 percent (0.7 percent), 15 percent (0.6 percent), and 77 percent (2.5 percent)

Table 5 shows available total and retail employment for each county from ESD for 2015 and 2025. Additional demographic forecasts shown in Table 4 and Table 5 supplement the forecasts in Table 3. Demographic growth for the 18-to-64 population age group is more associated with employment and households growth, while the over-65 population age group is more associated with households and retail employment growth.

Stage 1 Ridership Forecasting Summary Results

This section describes the resulting ferry travel forecasts for 2030 and 2040 reflecting the effects of projected demographic growth. Table 6 shows resulting Stage 1 ferry travel demand for an average weekday PM peak period in 2030 and in 2040. Overall travel growth above the base year totals almost 14 percent for 2030 and over 30 percent for 2040. The ferry travel growth rates in Table 6 derive directly from the demographic forecasts highlighted in Table 3, Table 4, and Table 5 and are in close agreement with the demographic forecast growth. The resulting travel growth is also in line with overall growth forecasts for both highway demand and transit demand developed in planning studies by other agencies.

Table 6 also illustrates the effects of significant demographic shifts towards an older regional population base, especially between today and 2030. Current PM peak-period ferry demand incudes 18.1 percent riders in the 65-and-over category, but increasing to 20.8 percent in that category by 2030. Lack of additional growth beyond 2030 is primarily related to OFM demographic forecasts, which incorporate national trends tracking the post-war baby boom generation through its life cycle.

Summary Conclusion

These Stage 1 forecasts provide a solid basis for the travel pattern analysis and input into the route-level forecasting (Stage 2) using the WSF planning model. The resulting Stage 1 platform is accurately based on the best available demographic data and may be used for forecasting future ferry travel demand with high confidence.

Figure 1. 57-District Boundary Map

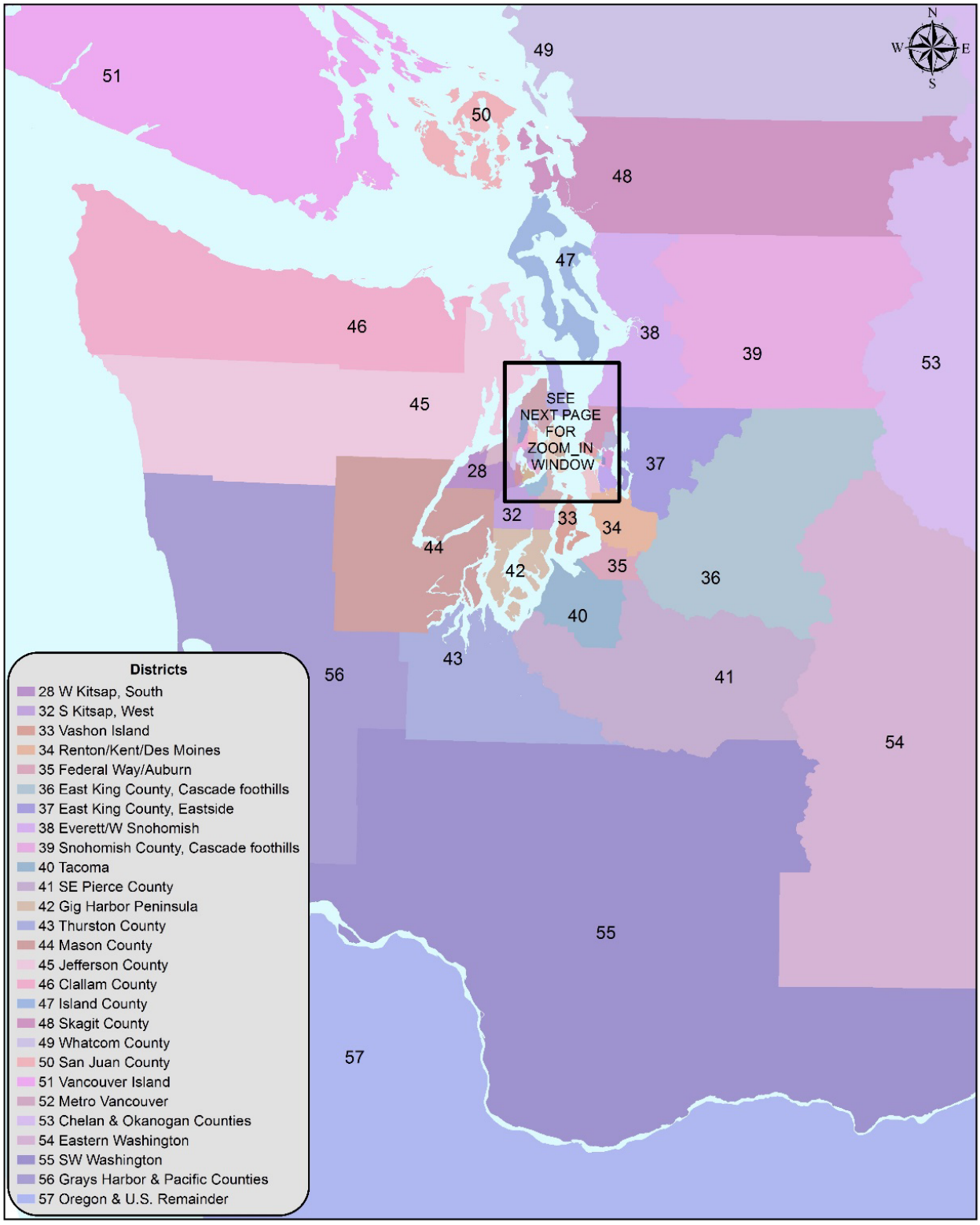


Figure 1. 57-District Boundary Map (continued)

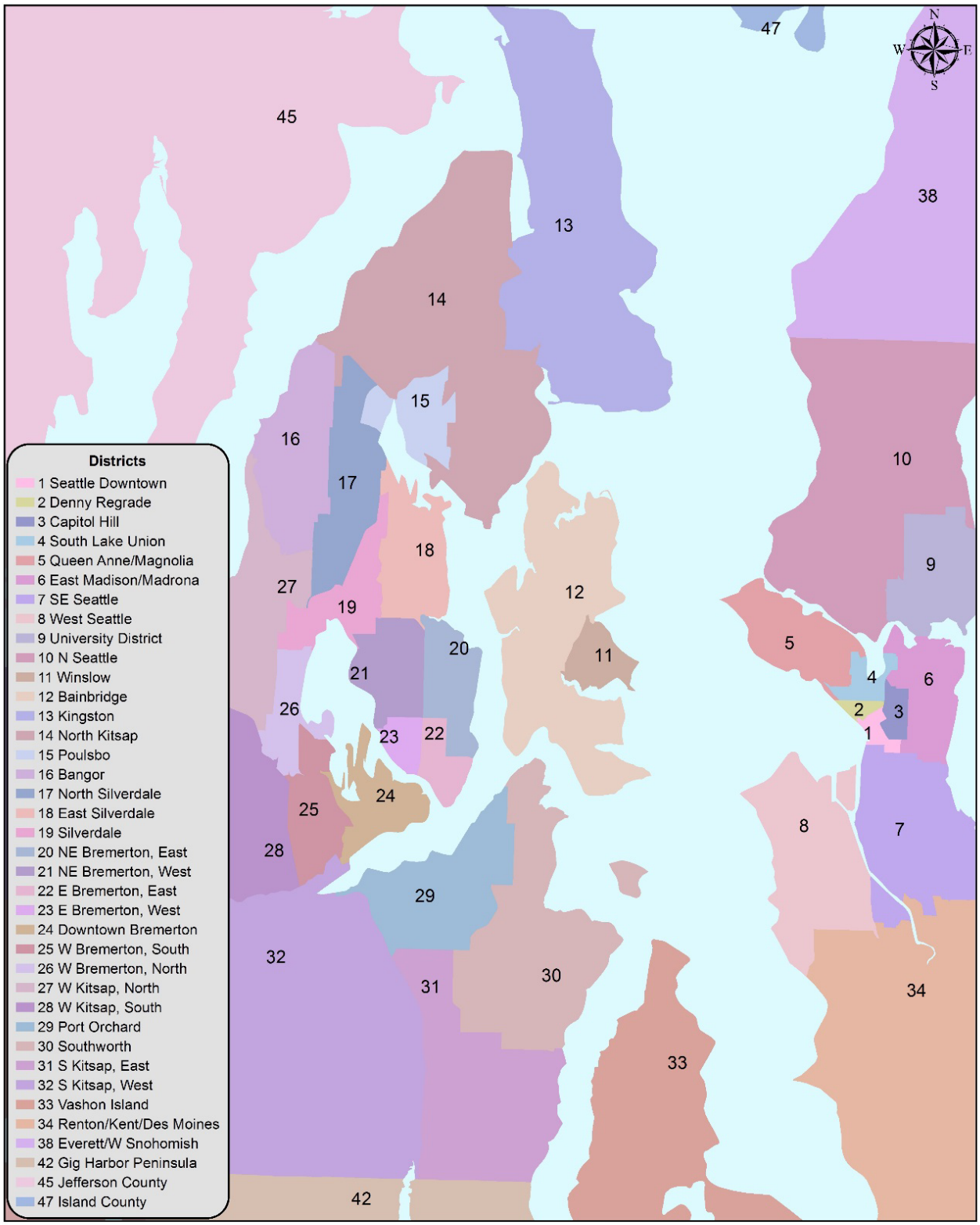


Table 2. Demographic Forecast Input Assumptions to Ferry Ridership Forecasting

WSF Service Area (County)	Demographic Forecasts Status
King Kitsap Snohomish Pierce	Latest 2030 & 2040 population, households and employment forecasts from Puget Sound Regional Council (PSRC) – August 2017 (population consistent with OFM's medium range forecasts)
Thurston	Latest 2030 & 2040 population, households and employment forecasts from Thurston Regional Planning Council (TRPC) – July 2017 (population consistent with OFM's medium/high range forecasts)
Mason	2030 & 2040 population and employment forecasts were not available. Instead, OFM medium population and ESD employment forecasts were used. Households are estimated using OFM's population in conjunction with Kitsap's household size.
Jefferson	2030 & 2040 population and employment forecasts were not available. Instead, OFM medium population and ESD employment forecasts were used. Households are estimated using OFM's population in conjunction with Kitsap's household size.
Clallam	2030 & 2040 population and employment forecasts were not available. Instead, OFM medium population and ESD employment forecasts were used. Households are estimated using OFM's population in conjunction with Kitsap's household size.
Island	Latest 2030 & 2040 population and employment forecasts from Island County's Comprehensive Plan – October 2016. Households are estimated using forecast population in conjunction with Kitsap's household size. (population consistent with OFM's medium range forecasts)
Skagit	Latest 2030 & 2040 population and employment forecasts from Skagit Council of Governments (SCOG) – March 2017. Households are estimated using forecast population in conjunction with Kitsap's household size. (population consistent with OFM's medium range forecasts)
Whatcom	Latest 2030 & 2040 population, households and employment forecasts from Whatcom Council of Governments – June 2017 (population consistent with OFM's medium range forecasts)
San Juan	Latest 2030 & 2040 population from San Juan County's adopted forecast for the ongoing Comprehensive Plan Update – July 2017. Households are estimated using population forecasts in conjunction with Kitsap's household size. Employment forecasts from Washington State's ESD. (population consistent with OFM's medium/high range forecasts)
External Geographic Areas	
Chelan/Okanogan Eastern Washington SW Washington Grays Harbor/Pacific	Latest OFM medium population and ESD employment forecasts were used. Households are estimated using OFM's population in conjunction with Kitsap's household size.
Portland/U.S.	Latest 2030 & 2040 population, households and employment forecasts from Portland Metro – 2015
Vancouver Island	Latest 2030 & 2040 population, households and employment forecasts from Capital Regional District, Victoria, BC – 2015
Metro Vancouver	Latest 2030 & 2040 population, households and employment forecasts from Metro Vancouver – 2015

Table 3. Total Households, Population, and Employment Forecasts for 2017, 2030, and 2040

WSF Service Area (County)	2017			2030			Growth Factors: 2030 over 2017		
	Households	Population	Employment	Households	Population	Employment	Households	Population	Employment
King	880,500	2,108,700	1,432,400	1,009,500	2,314,500	1,599,200	1.15	1.10	1.12
Kitsap	103,800	268,100	105,900	128,000	326,600	121,300	1.23	1.22	1.15
Snohomish	297,200	784,600	319,000	357,900	927,200	365,600	1.20	1.18	1.15
Pierce	328,500	855,800	357,400	410,700	983,100	405,500	1.25	1.15	1.13
Thurston	113,000	276,900	139,800	145,000	349,000	177,800	1.28	1.26	1.27
Mason	24,700	63,600	22,100	29,500	75,300	26,100	1.19	1.18	1.18
Jefferson	12,300	31,700	10,800	15,500	39,500	12,500	1.26	1.25	1.16
Clallam	29,000	74,900	25,700	35,700	91,000	29,700	1.23	1.21	1.16
Island	31,400	81,100	24,300	33,700	86,000	25,500	1.07	1.06	1.05
Skagit	48,700	125,600	51,200	57,200	145,900	62,100	1.17	1.16	1.21
Whatcom	87,000	213,900	89,700	104,300	250,500	110,600	1.20	1.17	1.23
San Juan	6,400	16,500	7,700	7,300	18,500	9,000	1.14	1.12	1.17

WSF Service Area (County)	2017			2040			Growth Factors: 2040 over 2017		
	Households	Population	Employment	Households	Population	Employment	Households	Population	Employment
King	880,500	2,108,700	1,432,400	1,085,800	2,451,000	1,875,100	1.23	1.16	1.31
Kitsap	103,800	268,100	105,900	156,500	376,800	149,400	1.51	1.41	1.41
Snohomish	297,200	784,600	319,000	399,400	1,045,000	458,900	1.34	1.33	1.44
Pierce	328,500	855,800	357,400	466,200	1,085,100	498,100	1.42	1.27	1.39
Thurston	113,000	276,900	139,800	164,000	394,000	199,700	1.45	1.42	1.43
Mason	24,700	63,600	22,100	34,000	82,100	29,200	1.38	1.29	1.32
Jefferson	12,300	31,700	10,800	18,000	43,500	13,900	1.46	1.37	1.29
Clallam	29,000	74,900	25,700	41,300	99,600	32,900	1.42	1.33	1.28
Island	31,400	81,100	24,300	37,100	89,400	26,500	1.18	1.10	1.09
Skagit	48,700	125,600	51,200	67,100	161,700	70,500	1.38	1.29	1.38
Whatcom	87,000	213,900	89,700	117,800	282,200	127,500	1.35	1.32	1.42
San Juan	6,400	16,500	7,700	8,000	19,400	10,100	1.25	1.18	1.31

Table 4. Total OFM Population Forecasts by Age Group for 2017, 2030, and 2040

WSF Service Area (County)	2017			2030			2040		
	0 to 17	18 to 64	65 & over	0 to 17	18 to 64	65 & over	0 to 17	18 to 64	65 & over
King	447,300	1,418,400	271,500	495,000	1,514,000	422,100	520,500	1,626,700	480,800
Kitsap	55,700	159,800	51,700	61,600	170,500	80,400	64,800	183,200	91,600
Snohomish	178,200	500,400	106,300	197,200	534,100	165,300	207,400	573,800	188,300
Pierce	206,500	531,700	119,600	228,600	567,500	185,900	240,300	609,800	211,800
Thurston	60,600	169,700	46,900	67,100	181,200	72,900	70,500	194,700	83,100
Mason	12,300	36,700	14,600	13,600	39,100	22,700	14,300	42,000	25,800
Jefferson	4,100	16,500	11,100	4,600	17,600	17,300	4,800	18,900	19,700
Clallam	12,900	40,400	21,600	14,300	43,100	33,500	15,000	46,400	38,200
Island	16,300	47,500	20,700	18,100	50,700	32,200	19,000	54,400	36,600
Skagit	27,700	71,800	24,900	30,700	76,600	38,700	32,300	82,300	44,100
Whatcom	43,900	134,900	37,300	48,600	144,100	58,000	51,100	154,800	66,100
San Juan	2,200	9,100	5,300	2,500	9,800	8,200	2,600	10,500	9,400

WSF Service Area (County)	% Distribution of Population (2017)			% Distribution of Population (2030)			% Distribution of Population (2040)		
	0 to 17	18 to 64	65 & over	0 to 17	18 to 64	65 & over	0 to 17	18 to 64	65 & over
King	21%	66%	13%	20%	62%	17%	20%	62%	18%
Kitsap	21%	60%	19%	20%	55%	26%	19%	54%	27%
Snohomish	23%	64%	14%	22%	60%	18%	21%	59%	19%
Pierce	24%	62%	14%	23%	58%	19%	23%	57%	20%
Thurston	22%	61%	17%	21%	56%	23%	20%	56%	24%
Mason	19%	58%	23%	18%	52%	30%	17%	51%	31%
Jefferson	13%	52%	35%	12%	45%	44%	11%	44%	45%
Clallam	17%	54%	29%	16%	47%	37%	15%	47%	38%
Island	19%	56%	24%	18%	50%	32%	17%	49%	33%
Skagit	22%	58%	20%	21%	52%	27%	20%	52%	28%
Whatcom	20%	62%	17%	19%	57%	23%	19%	57%	24%
San Juan	13%	55%	32%	12%	48%	40%	12%	47%	42%

Table 5. ESD Retail and Total Employment Estimates for 2017 and 2025

Workforce Development Area (WDA)	ESD Estimated Retail Employment		ESD Estimated Total Employment		% Retail Employment		Average Annual Growth Rate (%)	
							Total Employment	Retail Employment
	2017	2025	2017	2025	2017	2025	2017 to 2025	
Benton-Franklin	26,406	29,405	138,541	152,227	19.1%	19.3%	1.18%	1.35%
Eastern Washington	15,985	17,067	91,554	100,356	17.5%	17.0%	1.15%	0.82%
North Central Washington	26,814	28,559	144,157	156,720	18.6%	18.2%	1.05%	0.79%
Northwest	47,106	50,746	198,139	217,725	23.8%	23.3%	1.19%	0.93%
Olympic Consortium	34,688	37,656	143,991	157,014	24.1%	24.0%	1.09%	1.03%
Pacific Mountain	48,266	52,165	211,131	232,359	22.9%	22.5%	1.20%	0.98%
Pierce County	80,772	88,085	346,824	386,642	23.3%	22.8%	1.37%	1.09%
Seattle-King County	311,275	341,690	1,498,436	1,687,002	20.8%	20.3%	1.49%	1.17%
Snohomish County	74,443	81,745	334,287	361,629	22.3%	22.6%	0.99%	1.18%
South Central	29,176	31,056	161,187	171,270	18.1%	18.1%	0.76%	0.78%
Spokane	60,715	66,007	255,574	283,466	23.8%	23.3%	1.30%	1.05%
SW Washington	53,673	58,320	227,158	253,107	23.6%	23.0%	1.36%	1.04%
Washington State	814,569	888,335	3,772,380	4,185,022	21.6%	21.2%	1.31%	1.09%

Source: Employment and employment growth rates estimated by Washington State's Employment Security Department (ESD), released in 2017.
https://fortress.wa.gov/esd/employmentdata/reports-publications/industry-reports/employment-projections

Table 6. Summary of Stage 1 Forecasting Results for Years 2030 and 2040 by Age Group

	Age Group 1 (0 to 17 years)	Age Group 2 (18 to 64 years)	Age Group 3 (65 & over)	Total
Base Year (2017)				
PM peak (3 to 7) period ferry trips	1,312	19,532	4,595	25,439
% of total	5.2%	76.8%	18.1%	100.0%
Stage 1 Forecasts				
PM origins (HHs/EMP combination)	100% Households	20% Households + 80% Total Employment	50% Households + 50% Retail Employment	
PM destinations (HHs/EMP combination)	100% Households	80% Households + 20% Total Employment	50% Households + 50% Retail Employment	
Year 2030				
PM peak (3 to 7) period ferry trips	1,467	21,520	6,038	29,025
% of total	5.1%	74.1%	20.8%	100.0%
% change to Base Year (2017)	11.8%	10.2%	31.4%	14.1%
Year 2040				
PM peak (3 to 7) period ferry trips	1,607	24,605	6,918	33,130
% of total	4.9%	74.3%	20.9%	100.0%
% change to Base Year (2017)	22.5%	26.0%	50.6%	30.2%

Sensitivity Analysis of Stage 1 Ridership Forecasts

The Stage 1 forecasting analysis was performed using available demographic forecasts from local jurisdictions and other sources including OFM. Sources of demographic forecasts used in the Stage 1 forecasting analysis are highlighted in Table 2. OFM released their latest population forecasts in December 2017. A sensitivity test of Stage 1 ridership forecasting was performed using 2017 OFM population forecasts for the Island and Jefferson counties as shown in Table 7.

Table 7. Population Forecasts for Island and Jefferson Counties

County	Local Jurisdiction Forecasts			OFM Medium Forecasts (2016)			OFM Medium Forecasts (2017)		
	2017	2030	2040	2017	2030	2040	2017	2030	2040
Island	81,100	86,000	89,400	84,500	100,900	110,100	82,800	89,800	94,500
Jefferson	Not Available			31,700	39,500	43,500	31,400	36,300	39,900
	Growth Factors over 2017			Growth Factors over 2017			Growth Factors over 2017		
Island		1.06	1.10		1.19	1.30		1.08	1.14
Jefferson	Not Available				1.25	1.37		1.16	1.27

Using 2017 OFM population forecasts for the Island and Jefferson counties had an insignificant effect in Stage 1 forecasts presented in Table 6. Total PM peak Stage 1 forecast was changed only by:

- 16 trips for 2030 (from 29,025 to 29,009); and
- 12 trips for 2040 (from 33,130 to 33,142).

In light of this finding, the Stage 1 ridership forecasts shown in Table 6 didn't need to be altered.

However, given the relatively low population projections for Island County, by working with Island County staff and elected officials, WSF will utilize the slightly higher projections for the Mukilteo/Clinton route from the Snohomish County forecasting model.

Washington State Ferries

2040 Long Range Plan

Appendix G: Financial Overview and Assumptions

Biennial Financial Overview

This appendix presents a more detailed financial overview of the proposed Plan and the assumptions for its development. The approach to estimating and projecting revenues and expenditures is discussed immediately below followed by a biennial-based financial forecast for both system operations and capital investments.

Revenue Forecasts

Revenue projections were prepared for both the operating and capital programs. Although funding for the operating program subsidy and the capital program have come from a number of different transportation accounts in the past, only statutory and planned transfers are included in the Plan's financial forecast.

Operating Revenue

Operating revenue comes from fare revenue, federal formula funding, and other revenue such as vessel and terminal food and other concessions, advertising, sponsorships, and charters.

Fare Revenue

The fare revenue forecasts take into account both future changes in ridership and anticipated fare increases. The Transportation Revenue Forecast Council (TRFC) publishes the 10-year fare forecasts in two ways; the baseline that assumes Fiscal Year (FY) 2019 fare levels and the alternative that assumes annual fare increases of 2.5 percent. Fare revenue was forecast for the Plan in the following way:

- For the first 10 years of the planning horizon the TRFC baseline forecast, ridership growth only, was escalated for a fare increase equal to the published Implicit Price Deflator (IPD), a widely used measure of future inflation and the one used to escalate operating expenditures in the Plan.
- The TRFC does not project fare revenue beyond 2029. For the last 10 years the baseline revenue level was estimated by applying a projected ridership growth rate reflecting increased service levels derived from WSF's long range forecast model, and then escalated by the IPD as in previous years.

Other Operating Revenue

The TRFC other operating revenue forecast was used through 2029, the final year of the June 2018 Transportation Revenue Forecast. Other operating revenue beyond 2029 was estimated as a percent of fare revenue applying the FY 2029 percentage.

Federal, Local and Dedicated Revenue

Federal and Local Operations and Maintenance

The amounts forecasted by TRFC in the June 2018 publication were used through the 2027-29 biennium. The level of future federal revenues for the operating program will be directly related to eligible maintenance expenditures. It was not possible to project eligible maintenance expenditures within the scope of this planning effort. Federal revenue after FY 2029 was estimated by increasing the 2027-29 level at a rate equal to the average biennial increase from the previous five biennia.

Fuel Tax and License, Fees and Permits Distribution

The revenues forecast by TRFC in June 2018 were used through 2027-29. Biennial amounts after 2027-29 were estimated using the average biennial increase from the previous five biennia.

Treasury Deposit Earnings

Treasury earnings were taken from the 2018 Fund 109 business plan. The amount was the same for the five biennia and that same amount is forecast throughout the planning horizon.

Connecting Washington Account Transfers

Although Connecting Washington Account transfers have been made in the past to subsidize the cost of operations, such transfers are not mandated or statutorily allocated. They are determined by the legislature during the biennial budget process. No transfers from the Connecting Washington Account for operations are assumed in the Plan.

Capital Program Revenue

Federal and Local Revenue Sources

Federal

The amounts forecasted in the 2018 Puget Sound Capital Construction Account (Fund 99 financial plan) were used through 2027-29. Biennial amounts after 2027-29 were set at the 2027-29 level plus a growth factor equal to that experienced in the 2027-29 biennium.

Local

The amounts forecasted in the 2018 Puget Sound Capital Construction Account (Fund 99 financial plan) were used through 27-29. Biennial amounts after 2027- 29 were set at the 2027-29 level plus a growth factor equal to that experienced in the 2027-29 biennium.

Dedicated Tax Revenue Source

Fuel Tax Distribution

Fuel tax distributions forecast from the June 2018 TRFC publication were used through 2027-29. Biennial amounts after 2027-29 were estimated using the average biennial increase from the previous five biennia.

Capital Vessel Replacement Account

The Capital Vessel Replacement Account (CVRA) receives revenue through the vessel replacement surcharge of 25 cents on every one-way and round-trip fare sold. In recent years funds from this account have been transferred to the Connecting Washington Account (CWA) to repay appropriations made to the ferry capital program in the Connecting Washington funding package. Repayment will be completed in the 2027-2029 biennium. The LRP assumes that revenue from the CVRA in subsequent biennium is available to fund capital investments proposed in the LRP.

Treasury Deposit Earnings

Treasury earnings were taken from the 2018 Puget Sound Capital Construction Account (Fund 99) financial plan. The amount is the same for the five biennia and that same amount is forecast throughout the planning horizon.

Transportation Partnership

The amounts forecast in the 2018 Transportation Partnership Account (Fund 09H) were used through 2025-27 when the distributions to the WSF capital construction program are concluded.

Connecting Washington

Connecting Washington distributions to the WSF capital construction program were taken from the 2018 Puget Sound Capital Construction Account (Fund 99) financial plan through the 2027-29 biennium. The remainder of the designated Connecting Washington not reported in the capital construction business plan, or $17 million, has been was distributed evenly over the remaining five biennia.

Debt Service

Debt service payments projected in the 2018 Puget Sound Capital Construction Account (Fund 99) financial plan are reported through 2023-25. No further debt service obligation is forecast.

Expenditure Projections

Operating Program

Operating expenditures are grouped into three categories: labor, energy (fuel) and other. The approach to estimating and projecting expenditures is discussed below.

Expenditure Forecast Approach

The FY 2019 budget forms the baseline for all future Plan operating expenditures. Costs, or cost savings, associated with the proposed service scenarios and other changes to the method of operation are estimated using WSF models and studies and then added or subtracted from the FY 2019 baseline level of expenditure. For example, in FY 2020 two hours per day are added to the summer service schedule on the Port Townsend-Coupeville route for a total of 196 additional service hours. This additional service increases the expenditure level for deck crews, fuel and other miscellaneous direct operating expenses. The estimated cost of these additional 196 hours is added to the FY 2019 baseline to forecast FY 2020 operating expenses. In some cases service hours will remain the same but some aspect of operations will change. For example, in FY 2021 the M/V *Tacoma* is assumed to have been converted to electric propulsion resulting in a reduction in energy costs while operating at the same level of service. The cost savings associated with electric propulsion is estimated and FY 2019 baseline expenditures for energy/fuel are reduced accordingly.

Cost Escalation Price Adjustments

Labor

Labor expenditures are assumed to grow at the rate of change expressed by the IPD each year. Any labor expenditure increases associated with increased service hours or maintenance fleet growth are first estimated in FY 2019 dollars and then inflated to the year in which they are first incurred, forming the revised baseline for subsequent years.

Fuel/Energy

The Unadjusted B5 Price Forecast for bio diesel fuel is used to calculate annual diesel fuel expenditures each year in the planning horizon. WSF may switch to B10 diesel at some point during the planning horizon. The Plan's financial forecast assumes the per-gallon price of B10 is the same as B5. Energy costs for routes capable of supporting vessel operations in full electric propulsion mode are calculated using estimated energy saving ratios calculated in the Jumbo Mark II Class Hybrid System Integration Study. The ratios used in the study have been updated to reflect the June 2018 price forecast for diesel fuel. WSF has not conducted a study to estimate saving for vessels operating in hybrid rather than all-electric mode. Drawing on industry experience with hybrid operation energy consumption is projected at 75 percent of diesel fuel costs.

Other Operating Costs

All other operating costs are inflated annually using the IPD.

Capital Program

Capital program costs are categorized into six classifications: preservation and improvement, new construction, electrification, emergency repair, program support and administration, and information technology. The approach to projecting each of these expenditure types is discussed below.

Preservation and Improvement

Each biennium the legislature adopts a 16-year capital plan. Life Cycle Cost Models (LCCM) are the basis for developing both the terminal and vessel preservation and improvement project budgets that form the 16-year plan.

Preservation and improvement investments are inflated to the appropriate year of investment. Vessel investment inflation rates were calculated using the 20-year average price indices from the Bureau of Labor Statistic's Vessel Shipyard Building and Repair Index. WSDOT's June 2018 cost construction index was used to inflate terminal preservation and improvement investments.

- **Vessels:** The 16-year plan was used to identify proposed preservation and improvement investments through FY 2033 for existing vessels. WSF vessel engineering staff modified the 16-year plan to take into account vessel retirements and new vessels. Overall system vessel preservation and improvement needs subsequent to FY 2033 were estimated using a 14-year average (FY 2020 – FY 2033).
- **Terminals:** The 16-year plan was used to identify proposed terminal preservation and improvement investments through FY 2033. Terminal preservation needs beyond FY 2033 for all terminals were estimated by WSF terminal engineering staff. The cost of new improvements, identified as part of the Plan, were estimated by WSF terminal engineering staff using recently budgeted, awarded or completed projects with a similar scope of work.

New Construction

New vessel construction cost estimates were developed initially by the project team in FY 2019 level dollars and updated with input from WSF vessel engineering staff. The initial cost estimates were scaled from past actual WSF vessel construction costs using an industry accepted method of cubic numbers (product length, breadth and depth) and included estimated cost for hybridization and SOLAS modifications.

Planned investments were inflated to the appropriate year of investment using the 20-year average price indices from the Bureau of Labor Statistic's Vessel Shipyard Building and Repair Index. New terminal construction was classified as improvements.

Electrification

The estimated cost of electrification of new vessels was included in the new build estimate. The cost for electrification of existing vessels was estimated by the project team in FY 2019 dollars. WSF's terminal engineering group provided the cost estimates for electrification of terminals. Estimated electrification costs were escalated using either the 20-year average index from Bureau of Labor Statistic's Vessel Shipyard Building and Repair Index or the WSDOT cost construction index.

Emergency Repair

The 16-year plan allocated $5 million per biennium for emergency repairs. This same base year level of expenditure was carried to the end of the planning horizon. The 20-year average index from Bureau of Labor Statistic's Vessel Shipyard Building and Repair Index was used to escalate costs.

Program Support and Administration

The 16-year plan was used to identify capital program support and administration expenditures through FY 2033. The 10-year average level of expenditure was used for the remaining years in the planning horizon. All program support and administration expenditures were inflated to the appropriate year using the IPD.

Information Technology

The project team worked with WSF IT staff to develop a 20-year IT investment plan with investments programmed by project and by year in FY 2019 dollars. The IPD was used to escalate expenditures to the appropriate year.

Financial Overview (dollars in millions)

Operating Program	2017-19	2019-21	2021-23	2023-25	2025-27	2027-29	2029-31	2031-33	2033-35	2035-37	2037-39	20-Year Total
Operating Revenue	395.1	418.1	445.2	470.2	494.9	518.3	541.4	565.3	589.9	615.4	641.7	5,300.6
Percent change		*5.8%*	*6.5%*	*5.6%*	*5.3%*	*4.7%*	*4.5%*	*4.4%*	*4.4%*	*4.3%*	*4.3%*	
Operating Expenditures	518.8	528.6	547.7	575.2	605.1	658.9	687.1	718.1	749.2	779.8	812.0	6,661.5
Percent change		*1.9%*	*3.6%*	*5.0%*	*5.2%*	*8.9%*	*4.3%*	*4.5%*	*4.3%*	*4.1%*	*4.1%*	
Operating Revenue Recovery	76.2%	79.1%	81.3%	81.8%	81.8%	78.7%	78.8%	78.7%	78.7%	78.9%	79.0%	79.6%
Subsidy Required	-124	-111	-102	-105	-110	-141	-146	-153	-159	-164	-170	-1,361
Presumed Level of Subsidy Available	128.2	91	88	90	91	93	94	95	97	98	100	937
Biennial Shortfall		-19	-14	-15	-19	-48	-52	-57	-62	-66	-71	
Cumulative Funding Shortfall		**-19**	**-34**	**-49**	**-68**	**-116**	**-167**	**-225**	**-287**	**-354**	**-424**	**-424**
Capital Program												
Revenue *(Presumed Level)*	438	196	174	113	109	116	127	155	159	163	171	1,483
Expenditures												
Total Capital Program Investment	451	340	715	645	1,147	837	1,062	1,087	903	759	478	7,972
Biennial Shortfall		-143	-542	-532	-1,038	-721	-936	-932	-744	-596	-307	
Cumulative Funding Shortfall [1]	**-2**	**-145**	**-687**	**-1,219**	**-2,257**	**-2,978**	**-3,913**	**-4,846**	**-5,589**	**-6,185**	**-6,491**	**-6,491**
Total Plan Funding Needed	**-2**	**-165**	**-721**	**-1,268**	**-2,324**	**-3,093**	**-4,081**	**-5,071**	**-5,877**	**-6,538**	**-6,916**	**-6,916**

Based on 2018 Supplemental Budget and June 2018 Transportation Revenue Forecast

[1] Includes projected 2017 - 19 biennium $2 million capital program funding gap.

Washington State Ferries

2040 Long Range Plan

Appendix H: Vessel Assignments and Route Compatibility

Vessel Assignments

Routes	2020	2030	2040
Seattle / Bremerton			
Winter Only	144	144	144
Summer Only	144, 188	144, 188	144, 202
Seattle / Bainbridge			
	202, 202	202, 202	202, 202
Fauntleroy / Vashon / Southworth			
	124, 124, 124	124, 124, 124	124, 124, 124
Pt. Defiance / Tahlequah			
	64	64	64
Edmonds / Kingston			
	202, 188	202, 188	144, 144, 144
Mukilteo / Clinton			
Winter Only	144	144, 144	144, 144
Summer Only	124, 144		
Port Townsend / Coupville			
	64	64	64
Summer Only	64	64	64
Anacortes / San Juan Islands			
	144, 144, 90, 144	144, 144, 90, 144	144, 144, 144, 114
Summer Only	124	124	144
Total Service Vessels	19 Summer / 17 Winter	19 Summer / 17 Winter	20 Summer / 18 Winter
Relief Vessels			
	144, 124, 87	144, 144, 124, 124, 124	144, 144, 144, 144, 144, 124
Summer Only		144	
Winter Only	188, 64	188, 124, 64	202, 64
Total Relief	3 Summer / 5 Winter	6 Summer / 8 Winter	6 Summer / 8 Winter
Total Fleet Size	22	25	26

Diesel

Electric-hybrid

Vessel added in the summer or winter only

Vessel compatibility by route

Vessel Class	Vehicle Spaces	Vessel Name	Home Port	Point Defiance/ Tahlequah	Fauntleroy/ Vashon Island/ Southworth	Seattle/ Bremerton	Seattle/ Bainbridge Island	Edmonds/ Kingston	Mukilteo/ Clinton	Port Townsend/ Coupeville	Anacortes/ San Juan Island	San Juan Interisland	Anacortes/ Sidney
Jumbo Mark II	202	Tacoma	Seattle	Oversize for route	Oversize for route	More capacity than needed	Meets demand	Meets demand	Lengthy loading & off-loading	Will not fit in Keystone Harbor	Oversize for route	Oversize for route	No SOLAS
		Wenatchee	Seattle										
		Puyallup	Kingston										
Jumbo	188	Spokane	Edmonds	Oversize for route	Oversize for route	More capacity than needed	Meets auto demand; may not meet peak passenger demand	Meets demand	Lengthy loading & off-loading	Will not fit in Keystone Harbor	**Fall to Spring:** Oversize for route / **Summer:** Lengthy loading and off-loading	Oversize for route	No SOLAS
		Walla Walla	Seattle										
Super	144	Hyak	Seattle	More capacity than needed	More capacity than needed	Good fit for route	Moderate overloads; may not meet peak passenger demand	Moderate overloads	Poor fit to terminal. Lengthy loading & off-loading	Will not fit in Keystone Harbor	Good fit for route	More capacity than needed	Hyak, Kaleetan, Yakima: No SOLAS
		Kaleetan	Seattle										
		Yakima	Anacortes										
		Elwha	Anacortes										Elwha: SOLAS
Olympic	144	Tokitae	Mukilteo	More capacity than needed	More capacity than needed	Good fit for route	Moderate overloads; may not meet peak passenger demand	Moderate overloads	Good fit for route	Will not fit in Keystone Harbor	Good fit for route	More capacity than needed	No SOLAS
		Samish	Anacortes										
		Chimacum	Seattle										
Issaquah	124	Issaquah	Fauntleroy	More capacity than needed	Good fit for route	Good fit for route	Can't meet demand	Can't meet demand	Good fit for route	Will not fit in Keystone Harbor	Good fit for route	More capacity than needed	Issaquah, Kitsap, Kittitas, Cathlamet: No SOLAS
		Kitsap	Seattle										
		Kittitas	Mukilteo										
		Cathlamet	Fauntleroy										
		Chelan	Anacortes										Chelan: SOLAS
Issaquah	90	Sealth	Fauntleroy									Sealth: Good fit for route	Sealth: No SOLAS
Evergreen State	87	Tillikum	Anacortes	More capacity than needed	Replace faster Sealth	Too slow to keep schedule	Can't meet demand	Can't meet demand	Replace Issaquah Class if needed for capacity	Will not fit in Keystone Harbor	Too slow to keep schedule	Good fit for route	No SOLAS
Kwa-di Tabil	64	Chetzemoka	Pt Def	Good fit for route	Lengthy loading & off-loading	Too slow to keep schedule	Can't meet demand	Can't meet demand	Can't meet demand	Good fit for route	Can't meet demand	**Fall to Spring:** Good fit for route / **Summer:** Moderate overloads	No SOLAS
		Salish	Pt Town										
		Kennewick	Pt Town										

Washington State Ferries

2040 Long Range Plan

Appendix I: Parking Management Memo

Table of Contents

Section 1:

Introduction

Task Overview

The purpose of this task is to review and assess customer parking at Washington State Ferry (WSF) terminal facilities, including demand, land-use, and access. WSF operates ferry routes between 20 terminals. Each terminal has unique conditions which may include parking under the control of WSF as well as public parking provided by local jurisdictions and private property owners. This technical memorandum provides a summary for each terminal with an overview of existing conditions and site specific opportunities regarding parking strategies.

Approach

Ferry terminals were evaluated to assess existing parking conditions, including parking supply, utilization and current operations. A "toolbox" of potential parking management strategies was then used to identify opportunities for making more efficient use of the parking facilities at each of the terminals. Many of these strategies would require public engagement and coordination with local jurisdictions prior to implementation. The implementation timeframe noted in the column on the right is the same as that in the rest of the Plan: near term (0-2 years), medium term (3-7 years), and long term (10-20 years).

It should also be emphasized that because most of the parking used by WSF customers is provided by other agencies or private property owners WSF may not be in a position to implement all the potential strategies that have been identified in this Tech Memo.

Summary of Findings

While parking conditions vary throughout the system the following summary highlights overall conditions for the 20 ferry terminals:

- Available parking in reasonable proximity to most terminals is sufficient to accommodate existing commuter parking demand.
- Pricing strategies (including seasonal rates), are currently already in use at some locations. Priced parking is generally effective at balancing demand with capacity for terminals where parking supply is limited.
- At many WSF terminals there is little or no adjacent shore-side property available for expansion of commuter parking. This significantly limits options for WSF to expand customer parking at terminals, though WSF is coordinating with transit agencies and local jurisdictions to identify upstream commuter parking facilities.

- The ability to increase parking capacity is also limited and challenging due to factors such as site constraints, high property values, and local land use restrictions.
- Parking management strategies on property WSF does not control will involve cooperation with local jurisdictions, transit agencies or private establishments. In a number of locations parking for WSF customers is provided by private property owners. WSF is not typically involved in the operation of these lots.

Section 2:

Parking Management Strategies

A "toolbox" of potential parking management strategies was developed to help determine the potential applicability of individual strategies at each of the ferry terminals. Parking management strategies have been categorized into five basic types:

1. Pricing (i.e. charging for parking, reserved spaces)
2. Operations (i.e. valet parking, station amenities)
3. Technology (i.e. real-time parking information, electronic parking guidance)
4. Access Mode (i.e. shuttles, bike/pedestrian walkways)
5. Land Use (i.e. shared parking, parking districts)

A summary of the parking strategies and their concepts are shown in Table 1. Please also refer to section 1 for additional information.

Table 1: Parking Management Strategies

Strategy	Concept	Details	Pros	Cons
Pricing	Overnight, Monthly, Seasonal, Yearly Fee	• Advance reservations • Reserved spaces • Pre-tax commuter benefits	• Can generate revenue	• Fees may lower overall ridership or cause users to find other options
	Daily Fee	• Time of day charges • Need for private operation	• Revenue	• Users typically not in favor of introducing parking fees
Operations	Contracted operation	• Staffed facilities • Automated payment • Valet parking	• Staffing increases user perception of safety • Potential to offer more amenities through contracted operators	• Cost of operations impacts net revenue
	Enhancements	• Variable use spaces • Leased parking spaces • Carpooling/Vanpooling	• Allows user to ensure parking spot available	• Encourages use of private vehicles instead of transit
Technology	Web-based parking information	• Requires host site (WSF or partners) • Local city sensitivity to potential demand shifts	• Maximizes utilization of available parking • Provides public with reliable information about availability	• May require a third party application • Capital and maintenance costs can be high
	On-site parking guidance/availability data (static/digital)	• Static wayfinding • Dynamic, real-time signage at parking facility denoting spaces available	• Minimize driver confusion and congestion circulating the site	• Implementation, operations, and maintenance costs can be high
	Advanced reservations and payment	• Requires pricing structure • Payment processing	• Sense of ownership and ensures parking availability for certain users	• Users typically not in favor of parking fees

Strategy	Concept	Details	Pros	Cons
Mode of Access	Transit/shuttle service	• Timed shuttle service • Fare discounts	• Universal pass • Can utilize distant lots	• Operating costs can be significant
	Non-motorized	• Bike facilities/lockers • Pedestrian access improvements	• Encourages non-motorized users to the facility	• Safety and security considerations in high traffic and poorly-lit areas
	Rideshare/kiss and ride	• Pick-up/drop-off zones	• Assists in first and last mile connectivity	• Requires curbside space • Subject to local rideshare demand
Land Use	Shared Parking	• Utilize excess capacity at adjacent developments • Joint-use parking	• Potential revenue stream from non-transit users • Maximize utilization	• Potential overflow conditions, need for enforcement
	Parking Management District	• Requires city and property owner coordination	• Possible shared funding reduces WSF outlay	• Initial costs are high • Some key jurisdictions (Seattle) restrict parking

Section 3:

Terminal Review

Anacortes

The Anacortes ferry terminal is located at 2100 Ferry Terminal Road north-west of the Anacortes Airport. Access to the terminal is exclusively via State Route 20.

Existing Conditions

Parking at the terminal is served by 4 parking lots with a total of 1,248 spaces (18 ADA spaces). During the months of October through April the Lot D parking lot is closed which removes 775 spaces from the total count. Parking is managed by Diamond Parking Services and pricing is dependent upon the time of year, where parking is paid during the peak (May through September) season and free during the off-peak (October through April) season. Monthly and season parking permits are available at $115 (plus $55 processing fee) and $460 (plus $5 processing fee), respectively. Parking space reservations are not available and payment can be processed at pay stations in Lot A, B, or D. Additionally, Call To Park is available to process payment allowing users to pay via phone. Current rates for the peak season are:

- 1 day - $12
- 2 days - $24
- 3 days - $33
- 4 days - $40
- 7 days - $55
- 8 days - $60
- 9 days - $70
- 10 days - $80
- 14 days - $95
- 15 days - $110
- 16 days - $115
- 17 days - $125
- 21 days - $135
- ADA Parking – No Charge

In 2017 the off-peak season utilization was under 15 percent occupied and just under 51 percent occupied during the peak season; indicating adequate parking supply. However, occupancy is typically high during peak holiday weekends such as July 4th, Memorial Day, etc.; parking reached capacity for July 4th weekend in 2017.

Anacortes Parking Location

Parking Management Strategies

Strategy	Potential Actions	Implementation
Pricing		
Fee / Pricing Model Adjustment	As utilization increases an increase in the peak season parking fee may help manage demand and generate revenue.	When parking demand increases
Operations		
ADA Accessibility	Only 18 ADA spaces are available out of a total of 1,248 spaces. Based on utilization, existing spaces may need to be adjusted to provide additional ADA spaces.	When warranted
Technology		
On-Site Parking Guidance	Static and/or digital signage can enhance wayfinding for parking availability and lot locations. This is particularly useful for the remote lot.	Near term
Mode of Access		
Enhanced Bicycle Access	There is currently no bike lane on the major roadway leading to the terminal. Look to provide enhanced bicycle access to the terminal including racks and/or lockers.	Medium term
Land Use		
Shared/expand Parking	Based on parking utilization and proximity to neighboring land uses there are few opportunities for shared parking. It may be possible to use the gravel lot adjacent to the toll booths for additional peak season parking.	-

Bainbridge

The Bainbridge Island ferry terminal is located at 270 Olympic Drive SE at the southern terminus of State Route 305 on Bainbridge Island. Access to the terminal is provided through State Route 305, Winslow Way, and Ferncliff Avenue.

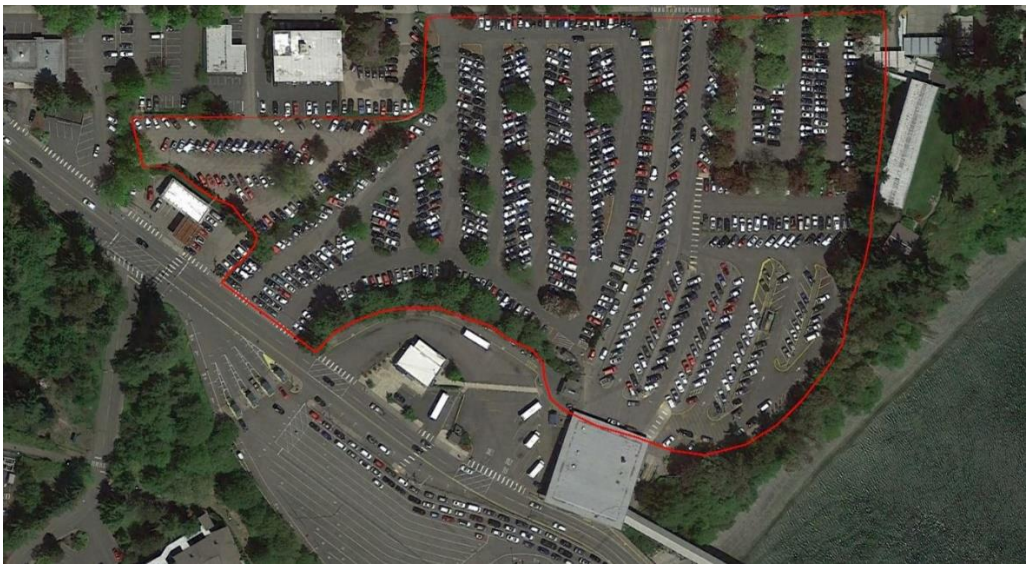
Existing Conditions

The terminal is served by three large parking lots one of which, with over 150 stalls, is owned by WSF. Parking is managed by U-Park Systems and a fee is charged for parking throughout the year. Daily and monthly parking rates are:

- All day (0-10 hours) - $11
- 24 Hours - $15
- Evenings (7 PM) - $7
- Motorcycles (24 hours) - $5
- ADA Parking – No Charge

Parking utilization is low during non-summer months at approximately 59 percent and high during summer months where parking is frequently at capacity during peak periods.

Bainbridge Parking Location



Parking Management Strategies

Strategy	Potential Actions	Implementation
Pricing		
Fee / Pricing Model Adjustment	Consider increasing prices during summer months when parking is frequently at capacity.	As demand increases (summer months)
Parking Reservations	Parking reservations have the benefit of providing an advance notice of parking availability. Availability of this information may help lower and/or distribute demand.	Medium term
Operations		
ADA Accessibility	Consider expansion of ADA spaces as only 11 spaces are currently provided.	When warranted
Valet Parking	Conduct study to determine demand and acceptability of service during summer months.	Depending on demand
Carpool/Vanpool Programs	In coordination with Kitsap Transit explore a carpool/vanpool program similar to the Metro VanShare program that uses preferential parking for carpool/vanpool vehicles. .	Near term
Technology		
On-Site Parking Guidance	Static and/or digital signage can enhance wayfinding for parking availability and lot locations. This can be particularly useful as defined lot boundaries are not easily identifiable.	Near term
Mode of Access		
Enhanced Pedestrian Access	There is currently no defined pedestrian routes leading to the station from parking lots. Examine options for improving pedestrian access.	Near term
Land Use		
Shared/expand Parking	Explore options for shared parking agreements for the summer period with nearby properties to optimize use of parking spaces in the area.	As demand increases (summer months)

Bremerton

The Bremerton ferry terminal is located at 211 1st Street along State Route 304 (Burwell Street) in the City of Bremerton. Access to the terminal is provided through Burwell Street from the west and Pacific Avenue from the north.

Existing Conditions

WSF does not provide commuter parking at the Bremerton terminal. Parking for ferry customers is available within three blocks of the terminal at various city-owned and operated garages. These lots include the Harborside Garage, Washington Garage, Park Plaza Garage, City Lot 95, and City Lot 98. These lots charge a fee. There is also an HOV (high occupancy vehicle) lot nearby that is shared with Kitsap Transit (the county-wide transit agency) which provides free parking for HOV vehicles. In addition, on-street paid parking is available within the adjacent area.

Parking supply is generally adequate for existing demand.

Bremerton Parking Location

Parking Management Strategies

Strategy	Potential Actions	Implementation
Pricing		
Fee / Pricing Model Adjustment	WSF does not control the commuter parking facilities in proximity to the terminal. The city and private lot operators may adjust prices as demand increases.	-
Reserved Parking Fee	If demand increases parking providers may consider implementing reserved parking for a fee.	Depends on demand
Operations		
Carpool/Vanpool Programs	In cooperation with Kitsap Transit examine carpool/vanpool incentives.	Medium term
Technology		
On-Site Parking Guidance	Work with the City of Bremerton to evaluate digital signage that improves wayfinding for parking availability and lot locations. This can be useful as the parking lots are located in a more urban (built-out) environment.	Near term
Mode of Access		
Enhanced Bicycle Access	Provide enhanced bicycle access to the terminal including racks or lockers at the terminal.	Near term
Land Use		
Shared Parking	Explore options for shared parking agreements with nearby land uses to optimize the use of parking spaces within the area.	Medium term

Clinton

The Clinton ferry terminal is located at 64 South Ferrydock Road on the southern end of Whidbey Island in the community of Clinton. Access to the terminal is provided through State Route 525 from the west and Columbia Beach Drive from the south.

Existing Conditions

WSF does not provide commuter parking at the Clinton terminal. Parking at the ferry terminal is primarily served by three lots which include two paid lots and a free lot. One small privately owned lot with about two dozen parking stalls is located just south the tollbooths. Another paid lot with approximately 200 stalls managed by the Port of South Whidbey Island is located approximately a ½ block west of the terminal and is available for daily and monthly parking. The price for daily parking is about $3 per day. Discounted monthly parking is also available. This lot is typically only half occupied. The free Park & Ride lot is located approximately a ½ mile from the terminal with free shuttle service operated by Island Transit. The Park & Ride lot typically experiences full utilization on weekdays.

Clinton Parking Location

Parking Management Strategies

Strategy	Potential Actions	Implementation
Pricing		
Fee / Pricing Model Adjustment	WSF does not control or manage commuter parking at the Clinton terminal. If demand increases the lot operators may adjust parking prices.	-
Reserved Parking Fee	The parking lot operators may wish to consider providing reserved parking if demand increases.	As demand increases
Technology		
On-Site Parking Guidance	Static and/or digital signage can enhance wayfinding for parking availability and lot locations. This can be useful as available parking lots are as far away as a 0.5 mile from the terminal.	Medium term
Mode of Access		
Enhanced Bicycle Access	Look to provide enhanced bicycle access to the terminal including racks or lockers at the terminal.	Near term
Land Use		
Shared Parking	Explore options for shared parking agreements with nearby land uses to optimize the use of parking spaces within the area.	Long term
Increase Parking Supply	The addition of off-site or remote parking may help manage demand.	Long term

Edmonds

The Edmonds ferry terminal is located at 119 Sunset Avenue in the City of Edmonds. Access to the terminal is provided via State Route 104/Main Street..

Existing Conditions

WSF provides commuter parking for ferry customers in a U-Park lot a block southeast of the terminal at the corner of Sunset Avenue and James Street. The lot has a total of 64 spaces (2 ADA spaces). Daily parking rates range from $5.00 - $15.00. Additionally, there are two nearby private paid commuter parking lots just off Main Street. Sound Transit provides parking for commuter rail customers at the Edmonds Station about two hundred yards south of the ferry terminal but signs at the lot indicate that ferry customer parking is not allowed.

Parking utilization is low during non-summer months at approximately 38 percent and higher during summer months at approximately 83 percent, indicating adequate supply for existing demand.

Edmonds Parking Location

Parking Management Strategies

Strategy	Potential Actions	Implementation
Pricing		
Overnight / Monthly Fees	Notes on the utilization of the parking facility indicate that many vehicles are being parked for several days. Implementing overnight and/or monthly fees could promote more efficient use of parking capacity.	Medium term
Operations		
Carpool / Vanpool Parking Spaces	A carpool and vanpool program which provides incentives such as reserved parking may help reduce demand.	Medium term
Parking Reservations	Parking reservations have the benefit of providing an advance notice of parking availability. Availability of this information may help lower and/or distribute demand.	Medium term
Mode of Access		
Enhance Bicycle Accessibility	Bicycle amenities (i.e. lockers, parking) near the terminal are not currently available. An expansion of active transportation facilities and amenities should be explored in partnership with the City and transit agencies.	Near term
Land Use		
Shared Parking	As parking demand increases and nears capacity, a shared parking agreement should be to provide additional peak period commuter parking.	Medium term

Fauntleroy

The Fauntleroy ferry terminal is located at 4829 SW Barton in West Seattle. Access to the terminal is provided exclusively through SW Barton Street via Fauntleroy Way SW.

Existing Conditions

WSF does not provide commuter parking at the Fauntleroy terminal. Parking at the ferry terminal is primarily served by limited on-street parking. There are two electric vehicle charging stations and small number of HOV parking stalls for vanpools.

Fauntleroy Parking Location

Parking Management Strategies

Strategy	Potential Actions	Implementation
Pricing		
N / A	Due to the absence of a formal parking facility, it is not viable to implement a fee system to help reduce and manage the parking demand.	-
Operations		
Carpool / Vanpool Parking Spaces	A carpool and vanpool program which provides incentives such as reserved parking may help reduce demand. Because there is so little parking capacity at the terminal this may necessitate use of city right of way and cooperation with SDOT.	-
Technology		
N / A	Due to the absence of a formal parking facility, it is not viable to apply technological improvements to help reduce and manage the parking demand.	-
Mode of Access		
Enhance Bicycle Accessibility	A northbound bike lane beginning at the terminal is present but its condition is not adequate; its width is affected by untrimmed vegetation. Additionally, bicycle amenities (i.e. lockers, parking) are not currently available. An expansion of active transportation facilities and amenities should be explored.	Medium term
Land Use		
Shared Parking	The residential character of Fauntleroy provides few opportunities for shared parking. However, the idea could be explored with churches that are on bus routes upstream from the terminal.	Medium term
Spillover Protection	In order to reduce the spillover of vehicle traffic into the neighborhood enforcement of resident-only parking zones may be an effective policy. This will require coordination with the City.	Medium term

Friday Harbor

The Friday Harbor terminal is located at 91 Front Street. Access to the terminal is provided along Front Street via Spring Street and East Street.

Existing Conditions

WSF provides parking for ferry customers in a lot with 57 stalls on Nichols Ave approximately three blocks south of the terminal. There is limited short-term parking available along Front Street and on-street parking farther from the terminal.

Friday Harbor Parking Location

Parking Management Strategies

Strategy	Potential Actions	Implementation
Pricing		
N/A	Due to the absence of a formal parking facility WSF has no parking to price.	-
Operations		
N/A	N/A	-
Technology		
N/A	Due to the absence of a formal parking facility technological improvements are not applicable at this site.	-
Mode of Access		
Enhance Bicycle Accessibility	Bicycle amenities (i.e. lockers, parking) at the terminal are not currently available. An expansion of active transportation facilities and amenities should be explored in partnership with the City.	Medium term
Land Use		
Establish a Parking Facility	The establishment of an off-site parking facility or shared parking agreement with adjacent properties may help manage demand.	Medium term

Keystone (Coupeville)

The Coupeville terminal is located at Keystone Harbor, 1400 South State Route 20, on the west side of Whidbey Island immediately south of Fort Casey State Park.

Existing Conditions

There is no designated commuter parking at the ferry terminal but parking along the east side of SR 20 is allowed. During summer months this road-side parking is often fully utilized. Note, commuter parking at Fort Casey Historical State Park adjacent to the terminal is not permitted.

Keystone Parking Location

Parking Management Strategies

Strategy	Potential Actions	Implementation
Pricing		
N/A	Due to make up of land use, it is not practical to implement pricing strategies as the adjacent State Park/National Historic District property will regard recreational users of the park as higher priority than commuter parking.	-
Operations		
N/A	Due to the absence of a formal parking facility, it is not practical to implement operational improvements to help reduce and manage the parking demand.	-
Technology		
N/A	Due to the absence of a formal parking facility, it is not viable to apply technological improvements to help reduce and manage the parking demand.	-
Mode of Access		
Enhance Bicycle Accessibility	There are currently no bike lanes on the major roadways serving the terminal. Additionally, bicycle amenities (i.e. lockers, parking) are not currently available. An expansion of active transportation facilities and amenities should be explored.	Medium term
Land Use		
Shared Parking	Many vehicles utilize the available street parking near the station, but at times when demand exceeds capacity the shared use parking with the adjacent State Park could be pursued.	Medium term

Kingston

The Kingston ferry terminal is located at 11264 State Route 104 on the north shore of Apple Tree Cove in unincorporated Kitsap County. Access to the terminal is provided via State Route 104.

Existing Conditions

WSF provides commuter parking for this terminal at 1st and Ohio Street in a lot operated by Diamond Parking. The lot has 73 spaces (3 ADA spaces). Parking fees for this lot are as follows:

- $5.00 for 0 – 12 hours
- $6.00 for 12 – 24 hours
- $11.00 for 48 hours
- $15.00 for 72 days
- $25.00 for 5 days
- $35.00 for 7 days
- $75.00 for monthly parking
- $50.00 for carpools

Parking utilization is generally low year-round, at approximately 35 percent utilization during the non-summer months and at approximately 56 percent during the summer months, indicating adequate supply for existing demand.

A free Park & Ride lot is available 2.7 miles west of the terminal adjacent to the Albertson's on Hansville Road and State Route 104 with Kitsap Transit providing connections to the terminal. WSF is working with Kitsap County to explore the possibility of providing additional commuter parking on property off Lindvog Road.

A third lot with 194 stalls for commuter parking is provided by the Port of Kingston immediately west of the terminal. Current rates are $6.00 per day. This lot is often full.

The initiation of passenger-only ferry service from Kingston to Seattle may generate additional demand for commuter parking near the terminal.

Kingston Parking Location

Parking Management Strategies

Strategy	Potential Actions	Implementation
Pricing		
N/A	The existing pricing model is observed to be fairly comprehensive, providing pricing for various time intervals – adjustments to the pricing is not needed.	-
Operations		
Park & Ride	In cooperation with Kitsap Transit and Kitsap County explore potential expansion of services from Park & Ride facilities to connect ferry users to and from those lots.	Medium term
Parking Reservations	If demand increases it may be useful to offer reserved parking.	Medium term
Technology		
Wayfinding	Electronic wayfinding which provides directions or parking availability information may help manage parking capacity.	Medium term
Mode of Access		
Enhance Bicycle Accessibility	Access to the terminal is provided on major streets. Additional bicycle amenities (i.e. lockers, parking) could be provided at the terminal.	Near term
Land Use		
Shared Parking	In the future if demand exceeds capacity it may be productive to explore shared use parking arrangements with other nearby properties.	Long term

Lopez

The Lopez ferry terminal is located at 1 Ferry Road. Access to the terminal is provided via Ferry Road.

Existing Conditions

There is limited free parking (50 spaces) available at the Lopez dock for up to 72 hours. Seventeen spaces are located directly adjacent to the dock, plus an additional four spaces for employees.

Lopez Parking Location

Parking Management Strategies

Strategy	Potential Actions	Implementation
Pricing		
Implement Paid Parking	Implementing paid parking may reduce demand.	Medium term
Operations		
Carpool / Vanpool Parking Spaces	The small volume of daily commuters may not be sufficient to support vanpools.	-
Parking Reservations	Parking reservations have the benefit of providing an advance notice of parking availability. Availability of this information may help lower and/or distribute demand.	Medium term
Mode of Access		
Enhance Bicycle Accessibility	Bicycle amenities (i.e. lockers, parking) are not currently available at the terminal. An expansion of active transportation facilities and amenities should be explored.	Medium term
Land Use		
Increase Parking Supply	The high rate of utilization during peak times suggests there is demand for additional parking. The possibility of using or sharing adjacent Land Trust property for parking should be explored.	Long term

Mukilteo

The Mukilteo ferry terminal is located at 614 Front Street on the Mukilteo City waterfront. Access to the terminal is provided through State Route 525 and Front Street.

Existing Conditions

WSF does not provide commuter parking at the Mukilteo terminal. Parking at the terminal is primarily served by City-owned facilities which generally have a 4 hour limit and cost $2 per hour. Sixty-three stalls of commuter parking are available at the Sound Transit station approximately a quarter mile east of the ferry terminal. Note, a new ferry terminal is under construction. Please also refer to the Mukilteo Downtown Waterfront Parking Study (2018) for a complete analysis of commuter parking demand, capacity, and usage in Downtown Mukilteo.

The Port of South Whidbey Island has begun discussions with the City of Mukilteo and stakeholders regarding construction of a commuter parking facility just west of the new ferry terminal.

Mukilteo Parking Location

Parking Management Strategies

Strategy	Potential Actions	Implementation
Pricing		
Implement Paid Parking	WSF does not control commuter parking facilities at the Mukilteo terminal.	-
Operations		
Carpool / Vanpool Parking Spaces	Explore the possibility of providing reserved carpool/vanpool parking and incentives with the City and transit agencies.	Medium term
Technology		
On-Site Parking Guidance	After the new terminal is complete WSF may coordinate with the City and transit agencies regarding signage and wayfinding for parking availability and lot locations.	Medium term
Mode of Access		
Enhance Bicycle / Pedestrian Accessibility	Enhanced bicycle facilities are included in the plan of the new terminal.	-
Land Use		
Increase Parking Supply	Increasing supply through new parking lots may be explored to provide additional parking as demand increases.	-

Orcas

The Orcas ferry terminal is located at 8368 Orcas Road on the southern side of Orcas Island in unincorporated San Juan County. Access to the terminal is provided via Orcas Road and Killebrew Lake Road.

Existing Conditions

Parking at the terminal is primarily served by a new lot with 100 spaces north of the holding area. Limited short-term parking is available on the County Road near the terminal. Demand for parking is typically high during the summer months.

Orcas Parking Location

Parking Management Strategies

Strategy	Potential Actions	Implementation
Pricing		
Implement Paid Parking	Since demand is highest during the summer, implementing paid parking on the weekends during this time may help to reduce demand.	Medium term
Operations		
Carpool / Vanpool Parking Spaces	A study should be undertaken to determine if the volume of daily commuters is sufficient to support a preferential parking program for vanpools/carpools.	Near term
Technology		
On-Site Parking Guidance	Signage can enhance wayfinding for parking availability and lot locations.	Near term
Mode of Access		
Enhance Bicycle / Pedestrian Accessibility	Bicycle and pedestrian amenities (i.e. lockers, parking, and wayfinding) at the terminal are not currently available. An expansion of active transportation facilities and amenities should be explored.	Medium term
Land Use		
Increase Parking Supply	Although the current parking supply is adequate for existing demand additional parking in the vicinity could be explored if demand increases.	As demand increases

Point Defiance

The Point Defiance terminal is located at 5810 North Pearl Street at the terminus of State Route 163 in the City of Tacoma. Access to the terminal is provided via State Route 163/North Pearl Street.

Existing Conditions

WSF does not provide commuter parking at the Point Defiance terminal. Parking at the terminal is primarily served by an adjacent lot operated by Tacoma Metropolitan Park Services. Parking is also "unofficially" available near the public park adjacent to the terminal.

Parking supply is generally adequate for the existing demand.

Point Defiance Parking Location

Parking Management Strategies

Strategy	Potential Actions	Implementation
Pricing		
N/A	Due to parking lot ownership, it is not currently viable to implement a fee system to help reduce and manage the parking demand.	-
Operations		
Carpool / Vanpool Parking Spaces	Study should be undertaken to assess demand for preferential carpool and vanpool parking and incentives.	Medium term
Technology		
N/A	Due to parking lot ownership, it is not viable to apply technological improvements to help reduce and manage the parking demand.	-
Mode of Access		
Enhance Bicycle / Pedestrian Accessibility	Current bike lanes on the major roadways leading to the terminal are limited. Additionally, bicycle and pedestrian amenities (i.e. lockers, parking, sidewalks, and wayfinding) are not currently available. An expansion of active transportation facilities and amenities should be explored.	Medium term
Land Use		
Shared Parking	Although the current parking supply is adequate for existing demand, shared parking agreements with other facilities in the immediate area, such as the adjacent public park lot, may be explored to provide additional parking.	As demand increases

Port Townsend

The Port Townsend terminal is located at 1301 Water Street in the City of Port Townsend. Access to the terminal is provided via State Route 163/Water Street.

Existing Conditions

WSF does not provide commuter parking at the Port Townsend terminal. Parking at the terminal is primarily served by limited short-term (two hours) parking. Parking is also available at the Haines Place Park & Ride Lot operated by Jefferson Transit located 1.2 miles west of the terminal; note, Jefferson Transit operates a paid circulator route that runs from Simms Road (approximately one block from the Park & Ride) along Water Street to the terminal. Long-term parking at the Park & Ride is available by request. On weekends, additional parking is available at the U.S. Bank adjacent to the terminal after 1 pm. In addition, non-motorized trails extend west from near the terminal.

Port Townsend Parking Location

Parking Management Strategies

Strategy	Action Plan	Implementation
Pricing		
N/A	WSF has no commuter parking at this facility.	-
Operations		
Shuttle Service	The existing shuttle service is observed to be fairly comprehensive, providing connection to the terminal from the nearby Park & Ride.	-
Technology		
On-Site Parking Guidance	Signage can enhance wayfinding for parking availability and lot location.	Near term
Mode of Access		
Enhance Bicycle / Pedestrian Accessibility	Bicycle and pedestrian amenities (i.e. lockers, parking and wayfinding) at the terminal are not currently available. Active transportation facilities and amenities should be explored.	Medium term
Land Use		
Shared Parking	Shared parking agreements with other facilities serving the immediate area, such as the adjacent US Bank, should be explored to provide additional parking to manage potential increased demand.	As demand increases

Seattle (Colman Dock)

The Colman Dock terminal is located at Pier 52, 801 Alaskan Way on the Seattle waterfront. Access to the terminal is provided via Madison Street, Marion Street, Columbia Street, and Alaskan Way. The Colman Dock terminal is currently being rebuilt. Conditions at the terminal will also be improved upon completion of the Alaskan Way project, which is currently underway.

Existing Conditions

WSF does not provide commuter parking at the Colman Dock terminal. Parking at the terminal is primarily served at the following locations:

- Commuter Center surface lot located across the street, available for $4.00/hour.
- First and Columbia Garage located two blocks east of the terminal, available for $3.00/hour up to 4 hours of $25.00 for 4 to 24 hours.
- Waterfront Place located two blocks north of the terminal, available for $6.00/hour, $10.00/2 hours, $14.00/3 hours, $16.00/4 hours, $18.00/6 hours, $21.00/10 hours, and $24.00/24 hours.
- Street parking available for $2.50/hour for two hours.

Additional waterfront and Pioneer Square garages are available, six of which offer $3.00/hour parking for up to four hours.

Seattle Parking Location

Parking Management Strategies

Strategy	Potential Actions	Implementation
Pricing		
N/A	Due to an existing pricing system, it is not currently necessary to implement a fee system.	-
Operations		
Carpool / Vanpool Parking Spaces	Existing vanpools serve Colman Dock, however, priority parking may further incentivize their use.	Near term
Parking Reservations	N/A	-
Shuttles	Several large employers already provide shuttle buses that serve their employees during peak hours. The possibility of expanding such services should be explored when the new terminal is complete.	Medium term
Technology		
On-Site Parking Guidance	The City of Seattle already provides real-time parking information using digital signage for a number of downtown lots. It may be useful to expand that capability, including through smartphone apps.	Near term
Mode of Access		
Enhance Bicycle / Pedestrian Accessibility	Enhanced bicycle and pedestrian amenities (i.e. lockers, parking, sidewalks, and wayfinding) are part of the Colman Dock reconstruction project that is currently underway. These will be further improved by the City as part of the Alaskan Way project.	-
Land Use		
Shared Parking	As parking demand increases and nears capacity, shared parking agreements with other facilities serving the immediate area should be explored.	As demand increases

Shaw Island

The Shaw Island ferry terminal is located at 12 Blind Bay Road. Access to the terminal is provided via Blind Bay Road.

Existing Conditions

A very limited amount of parking is available at the Shaw Island terminal. This parking is not provided by WSF. The current supply appears adequate for existing demand.

Shaw Parking Location

Parking Management Strategies

Strategy	Potential Actions	Implementation
Pricing		
N/A	N/A	-
Operations		
N/A	Due to the absence of a formal parking facility, it is not practical to implement operational improvements to help reduce and manage the parking demand.	-
Mode of Access		
Enhance Bicycle / Pedestrian Accessibility	Bicycle and pedestrian amenities (i.e. lockers, parking) are not provided at the terminal. An expansion of active transportation facilities and amenities should be explored.	Medium term
Land Use		
N/A	Due to adequacy of the current parking supply, it is not currently necessary to apply land use strategies to help reduce and manage demand.	-

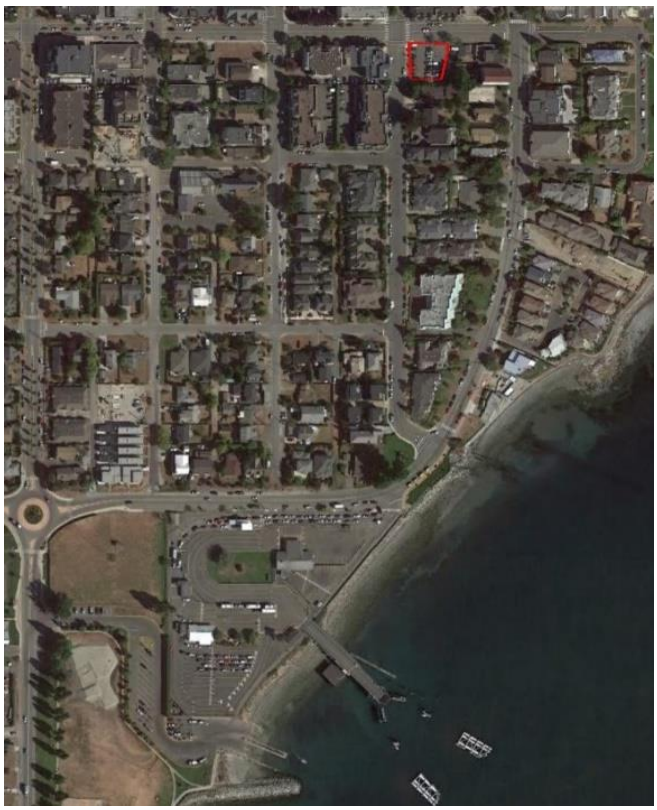
Sidney

The Sidney ferry terminal is located at 2499 Ocean Avenue in Sidney, B.C. Access to the terminal is provided through Ocean Avenue to the north.

Existing Conditions

WSF does not provide commuter parking at the Sidney terminal. Parking at the ferry terminal is primarily served by a paid lot operated by Robbins Parking located approximately one kilometer north of the terminal on the corner of Second Street and Bevan Avenue. Long-term parking is available by request.

Sidney Parking Location



Parking Management Strategies

Strategy	Potential Actions	Implementation
Pricing		
Fee / Pricing Model Adjustment	WSF does not provide parking at the terminal.	-
Operations		
Parking Reservations	N/A	-
Technology		
Automated Parking System	N/A	-
Mode of Access		
Enhance Bicycle Accessibility	Access to the station is provided on the major streets, but direct access to the terminal and bicycle amenities (i.e. lockers, parking) are not currently available to bicycles or other forms of active transportation.	Medium term
Land Use		
Increase Parking Supply	A study of additional off-site or remote parking in cooperation with the town of Sidney should be considered if warranted by increased demand.	Long term

Southworth

The Southworth terminal is located at 11700 SE Sedgwick Road at the eastern terminus of State Route 160 in unincorporated Kitsap County. Access to the terminal is provided via Sedgwick Road and SE Southworth Drive.

Existing Conditions

Parking at the terminal is primarily served by the adjacent parking lot owned by WSF and managed by U-Park, with a total of 340 spaces (10 ADA spaces). Rates are $5.00 per day or $101.01 for a monthly pass. Two Park & Ride lots with free parking managed and served by Kitsap Transit are also available 3-4 miles away, but the U-Park parking lot is under-utilized.

Southworth Parking Location

Parking Management Strategies

Strategy	Potential Actions	Implementation
Pricing		
N/A	Due to adequate supply for existing demand, it is not currently necessary to implement a fee system to help reduce and manage the parking demand.	-
Operations		
Subsidize Parking	Due to adequate supply for existing demand a fee system to help reduce and manage the parking demand is not currently needed.	-
Technology		
On-Site Parking Guidance	Signage can enhance wayfinding for parking availability and lot locations. This can be particularly useful for the remote lots.	Medium term
Mode of Access		
Enhance Bicycle / Pedestrian Accessibility	There are currently no bike lanes on the major roadways leading to the terminal. Additionally, bicycle and pedestrian amenities (i.e. lockers, parking, and wayfinding) are not currently available. An expansion of active transportation facilities and amenities should be explored.	Medium term
Land Use		
Replace Parking Supply	Parking supply is currently adequate. As the holding area may expand some of the surplus parking can be removed.	If the holding area is expanded

Tahlequah

The Tahlequah ferry terminal is located at Vashon Highway SW and SW Tahlequah Road at the Southern terminus of Vashon Highway SW. Access is provided via Vashon Highway SW and SW Tahlequah Road.

Existing Conditions

Parking at the terminal is served by a small Park & Ride lot across the road from the dock. It is operated by King County with 32 parking spaces available. Parking supply is generally adequate for current demand.

Tahlequah Parking Location

Parking Management Strategies

Strategy	Potential Actions	Implementation
Pricing		
N/A	Due to adequate supply a fee system to help manage parking demand is not currently needed.	-
Operations		
N/A	N/A	-
Technology		
N/A	Technological improvements to help reduce and manage the parking demand are not needed.	-
Mode of Access		
Enhance Bicycle / Pedestrian Accessibility	Bicycle and pedestrian amenities (i.e. lockers, parking, sidewalks, and wayfinding) are not currently available. An expansion of active transportation facilities and amenities should be explored.	Medium term
Land Use		
Increase Parking Supply	Although parking supply is currently adequate, the addition of off-site or remote parking may help manage demand..	As demand increases

Vashon

The Vashon ferry terminal is located at 10800 North Vashon Highway at the northern tip of Vashon Island in unincorporated King County. Access to the terminal is provided via Vashon Highway SW and 103rd Avenue.

Existing Conditions

WSF does not provide commuter parking at the Vashon terminal. Parking at the terminal is primarily served by the Vashon North End Park & Ride located one block away and owned by King County. Other Park & Ride lots in town include the Ober Park Park & Ride located 4.4 miles south, the Tahlequah Park & Ride located 13.7 miles south, and the Valley Center Park & Ride located 6.5 miles south, all operated by King County Metro. Roadside parking is also available, but usually full by 9 am. There are two ADA spaces at the dock with a time limit of six hours. Parking supply at this terminal is generally inadequate for existing demand.

Vashon Parking Location

Parking Management Strategies

Strategy	Potential Actions	Implementation
Pricing		
Implement Paid Parking	WSF does not control the commuter parking facilities serving the Vashon terminal.	-
Operations		
Carpool / Vanpool Parking Spaces	The possibility of initiating a carpool/vanpool program with incentives such as reserved parking could be explored with King County.	Medium term
Mode of Access		
Enhance Bicycle / Pedestrian Accessibility	Bicycle and pedestrian amenities (i.e. lockers, parking, and wayfinding) at the terminal are not currently available. Expansion of active transportation facilities should be explored in cooperation with King County.	Medium term
Land Use		
Increase Parking Supply	Additional remote parking served by transit may help manage demand near the terminal.	Long term

Conclusions

This task focused on reviewing and assessing customer parking at WSF terminals and provided a candidate set of parking management strategies for consideration by WSF and partner cities and local agencies when terminal improvements are being planned.

This memorandum presents a "toolbox" of parking management strategies to serve as a reference as WSF considers options to manage anticipated increases in parking demand. Terminal specific studies will still be needed along with extensive community outreach and engagement to evaluate potential strategies. It should be noted that parking raises a number of policy issues for WSF. For example:

- When does it make sense for WSF to provide additional commuter parking?
- What policies should guide pricing and incentives for use of state-provided parking?
- What are the legal limitations for implementing new parking management strategies?

Because most commuter parking is provided by local jurisdictions, transit agencies, or private parties, the question of how responsibility should be shared is another major policy issue which will need to be addressed outside of the WSF Long Range Plan process.

Further study is also needed to determine the extent to which parking management strategies can shift demand and increase efficient utilization of parking lots and deck-space on ferries (by shifting demand from single-occupant vehicle travel to walk-ons). Nor has this Tech Memo delved into the question of how or when on-demand services (Uber/Lyft) or autonomous vehicles may reduce parking demand in the future. Those important questions will need to be addressed in a future update of the Long Range Plan when reliable information about those technologies and services becomes available.

Washington State Ferries

2040 Long Range Plan

Appendix J: Reference List

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Washington State Ferries

2040 Long Range Plan

Appendix K: Legislative Requirements

Long Range Plan Legislative Requirements

This document outlines the legislative requirements of ESHB 2358, SSB 6932, RCW 47.60.375 and the 2017-2019 Budget Proviso as it relates to planning content. The full 2017-2019 Proviso language can be found at the end of this appendix, following the summary list below.

ESHB 2358

Customer Survey

Refer to 2040 Long Range Plan Section 1, Introduction

Commission must, with involvement of WSF, conduct a survey of users (ESHB 2358, section 3). Survey must:

- Include info on recreational users, walk-on and vehicle customers, freight, and reactions to possible operational strategies and pricing policies
- Commission must provide opportunity for FAC input
- Must be updated at least every two years

LOS Standard

Refer to 2040 Long Range Plan Section 5, Manage growth

When setting level of service standard, WSF may adjust for seasons (ESHB 2358, section 1).

Service Levels

Refer to 2040 Long Range Plan Section 5, Manage growth

- WSF must get public input and receive legislative approval before adding/deleting a route.
- WSF must get public input and consult with affected ferry users before making a substantial change to service levels.

Fares and Pricing Policies

Refer to 2040 Long Range Plan Section 5, Manage growth, Section 7, Implementation, investments and financial outlook

- WSF continues to review fares annually. Commission continues to approve fares by rule. Fare schedule adoption changed from April to September 1, effective 2008.
- Annual review must include pricing policies.

- Starting in 2008, reviews must:
    - Generate the amount of revenue required by the transportation budget.
    - Consider options for using pricing to increase off-peak ridership and level peak vehicle demand.
    - Recognize each travel shed is unique.
    - Consider impacts on users, capacity, and local communities.
    - Keep fares as simple as possible.
    - Use data from a current user survey.
    - Be developed with input from affected users by public hearing and by reviews with FACs.
- Fares may not be raised until the fare rules contain pricing policies, or September 1, 2009, whichever is later.
- WSF director continues to have authority to use promotional (discounted) fares.
- If operation revenues are used to support capital, must be specially identified in fares.

Operational Strategies

Refer to 2040 Long Range Plan Section 5, Manage growth

WSF must develop, and the Commission must review, operational strategies that (ESHB 2358, section 5):

- Use data from a current user survey.
- Recognize each travel shed is unique.
- Are consistent with the vehicle level of service standards.
- Use a life cycle cost analysis to find best balance between capital and operating investments.
- Use methods of collecting fares that maximize efficiency and achieve revenue control.
- Are re-valuated periodically, at least before a new capital plan is developed.
- Consider the following:
    - Options for leveling vehicle peak demand and increasing off-peak ridership.
    - Feasibility of reservation systems.
    - Ways to shift vehicle traffic to other modes.
    - Dock operation and queuing efficiencies.
    - Costs/benefits of remote holding versus over-water.
    - Methods of reorganizing holding areas to maximize space available for customer vehicles.
    - Schedule modifications.
    - Efficiencies in exit queuing and metering.
    - Interoperability with other transportation services.

Life Cycle Cost Model

Refer to 2040 Long Range Plan Section 3, Reliable Service, Section 7, Implementation, investments and financial outlook

WSF must maintain a life cycle cost model that (ESHB 2358, section 10):

- Is used in developing preservation funding requests.
- Uses available industry standards or department-adopted standards when standard life cycles are not available.
- Is updated when inspections are made to reflect asset condition.
- Does not include systems that aren't replaced on a standard life cycle or that are not yet built.
- Is updated at least every three years.

Terminal Design Standards

Refer to 2040 Long Range Plan Section 3, Reliable service, Section 6, Sustainability and resilience

WSF must develop terminal design standards (ESHB 2358, section 12) that:

- Adhere to vehicle level of service standards.
- Adhere to operational and pricing strategies.
- Find the most efficient balance between capital and operating.

Capital Expenditures

Refer to 2040 Long Range Plan Section 7, Implementation, investments and financial outlook

- Capital definitions must conform to OFM definitions (ESHB 2358, section 3).
- Systemwide costs to be allocated to projects (ESHB 2358, section 9).
- Preservation funding request may only be for items in the LCCM (ESHB 2358, section 11).
- JLARC to review implementation of cost allocation methodology, and assignment of preservation and improvement costs for FY 09 (ESHB 2358, section 15)

Pre-Design Study

Refer to 2040 Long Range Plan Section 7, Implementation, investments and financial outlook

Requests for preservation over $5 M must be submitted with a pre-design study (ESHB 2358, section 11).

- Requests for terminal improvement design or construction must be submitted with a pre-design study that (ESHB 2358, section 14):
    - Meets OFM requirements.
    - Identifies basic and ancillary elements and their costs.

- Identifies local requested and multimodal elements, their costs, and the proposed funding source.
- Identifies additional elements to provide ancillary revenue and customer comforts.
- Included construction phasing options consistent with forecasted ridership.
- Identifies all contingency amounts

Long Range Capital Planning

Refer to 2040 Long Range Plan Section 3, Reliable Service, Section 5, Manage growth, Section 7, Implementation, investments and financial outlook

Capital plan must adhere to (ESHB 2358, section 13):

- Current ridership demand forecast.
- Vehicle level of service standards.
- Operational strategies.
- Terminal design standards

SSB 6932

Life Cycle Cost Model

Refer to 2040 Long Range Plan Section 3, Reliable Service, Section 7, Implementation, investments and financial outlook

The life cycle cost model will (SSB 6932 section 4):

- Be used in estimating future terminal and vessel needs.
- Be the basis for developing the budget request for terminal and vessel preservation funding

Capital Expenditures

Refer to 2040 Long Range Plan, Section 7, Implementation, investments and financial outlook

(SSB 6932 section 7):

- Appropriations made for WSF capital program may not be used for maintenance.
- Appropriations made for preservation projects may only be spent on preservation
- Systemwide capital program costs will be allocated to specific capital projects.
- The vessel emergency repair budget may not be used for planned maintenance and inspection of inactive vessels.

Pre-Design Study

Refer to 2040 Long Range Plan Section 7, Implementation, investments and financial outlook

When planning for new vessel acquisitions the long-term vessel operating costs and related fuel efficiency and staffing (SSB 6932 section 6).

Long Range Capital Planning

Refer to 2040 Long Range Plan Section 3, Reliable Service, Section 5, Manage growth, Section 7, Implementation, investments and financial outlook

Capital plan must be reviewed by the commission, and reported to the transportation committees of the legislature (SSB 6932 section 1). Capital plan must include the following (SSB 6932 section 3):

- A current vessel preservation plan.
- A current systemwide vessel rebuild and replacement plan.
- A current vessel deployment plan.
- A current terminal preservation plan.

Vessel Rebuild and Replacement Plan

Refer to 2040 Long Range Plan Section 3, Reliable Service

WSF will develop and maintain a vessel rebuild and replacement plan, that includes (SSB 6932 section 2):

- Retirement dates for all vessels.
- Projected rebuild dates for all vessels.
- Vessel replacement timelines, including business decisions, design, procurements, and construction.
- Summary of the condition of all vessels, including active and inactive.

Vessel Maintenance and Preservation Plan

Refer to 2040 Long Range Plan Section 3, Reliable Service

WSF will develop and maintain a plan that (SSB 6932 section 5):

- Includes a bilge and void maintenance program.
- Includes a visual inspection/audio gauging steel preservation program
- Uses a lowest life-cycle cost method.
- Maximizes cost efficiency by:
    - Reducing planned out-of-service time.
    - Striving to eliminate planned peak season out-of-service periods.

2017-19 Budget Proviso

Ridership

Refer to 2040 Long Range Plan Section 1, Introduction

- Identify changes in the demographics of the users of the system.

Service Levels

Refer to 2040 Long Range Plan Section 5, Manage growth

- 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.

Operational Strategies

Refer to 2040 Long Range Plan Section 5, Manage growth

- 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.

Long Range Capital Planning

Refer to 2040 Long Range Plan Section 3, Reliable Service, Section 5, Manage growth, Section 7, Implementation, investments and financial outlook

- Evaluate leased and state-owned property locations for the ferry headquarters, to include an analysis of properties outside the downtown area of Seattle.

Vessel Rebuild and Replacement Plan

Refer to 2040 Long Range Plan Section 3, Reliable Service

- Review vessel needs by route and propose a vessel replacement schedule, vessel retirement schedule, and estimated number of vessels needed. This analysis should also articulate a reserve vessel strategy.
- Identify the characteristics most appropriate for replacement vessels, such as passenger and car-carrying capacity, while taking into consideration other cost-driving factors. These factors should include:
    - Anticipated crewing requirements;
    - Fuel type;
    - Other operating and maintenance costs

Vessel Maintenance and Preservation Plan

Refer to 2040 Long Range Plan Section 3, Reliable Service

- Review vessel dry dock needs, consider potential impacts of the United States navy, and propose strategies to meet these needs

Emergency Preparedness

Refer to 2040 Long Range Plan Section 6, Sustainability and resilience

- Address the seismic vulnerability of the system and articulate emergency preparedness plans.

RCW 47.60.375

Ridership

Refer to 2040 Long Range Plan Section 1, Introduction

- The plan must adhere to the current ridership demand forecast

LOS Standard

Refer to 2040 Long Range Plan Section 5, Manage growth

- The plan must adhere to vehicle level service standards as described in RCW 47.06.140 (When setting the level of service standards under this section for state ferry routes, the department may allow for a standard that is adjustable for seasonality.)

Operational Strategies

Refer to 2040 Long Range Plan Section 5, Manage growth

- The plan must adhere to operational strategies as described in RCW 47.60.327 (see criteria in ESHB 2358 column to the left)

Life Cycle Cost Model

Refer to 2040 Long Range Plan Section 3, Reliable Service, Section 7, Implementation, investments and financial outlook

- The plan must include a current terminal preservation plan that adheres to the life-cycle cost model on capital assets as described in RCW 47.60.345. [See below]
- The department shall maintain a life-cycle cost model on capital assets such that:
    - Available industry standards are used for estimating the life of an asset, and department-adopted standard life cycles derived from the experience of similar public and private entities are used when industry standards are not available;
    - Standard estimated life is adjusted for asset condition when inspections are made;
    - It does not include utilities or other systems that are not replaced on a standard life cycle; and It does not include assets not yet built.

- All assets in the life-cycle cost model must be inspected and updated in the life-cycle cost model for asset condition at least every three years.
- The life-cycle cost model shall be used when estimating future terminal and vessel preservation needs.
- The life-cycle cost model shall be the basis for developing the budget request for terminal and vessel preservation funding.

Terminal Design Standards

Refer to 2040 Long Range Plan Section 3, Reliable service, Section 6, Sustainability and resilience

- The plan must adhere to terminal design standards as described in RCW 47.60.365 (see criteria in ESHB 2358 column to the left).

Vessel Rebuild and Replacement Plan

Refer to 2040 Long Range Plan Section 3, Reliable Service

- The plan must include a current system-wide vessel rebuild and replacement plan as described in RCW 47.60.377. (Same as described for SSB 6932 column to the left)

Vessel Maintenance and Preservation Plan

Refer to 2040 Long Range Plan Section 3, Reliable Service

- The plan must include a current vessel preservation plan.

Vessel Design Standards

Refer to 2040 Long Range Plan Section 3, Reliable Service

- The plan must adhere to vessel design standards as described in RCW 47.60.365.

Vessel Deployment Plan

Refer to 2040 Long Range Plan Section 3, Reliable Service

- The plan must include a current vessel deployment plan.

Washington State Ferries

2040 Long Range Plan

Appendix L: Facilities Report

Executive Summary

Washington State Ferries (WSF) Headquarters currently occupies 86,510 square feet (SF) of space in a leased facility at 2901 Third Avenue in Seattle. This building houses all Headquarters staff including executive management, operations, communications, vessel maintenance and engineering, terminal engineering, planning, IT, HR finance and other staff components—a total of approximately 350 people. (WSF also provides office and meeting space to the Board of Pilotage, which is required to be housed in a WSDOT facility by RCW 88.16.020.) As recently as 2015, WSF occupied 124,700 SF at this location, and we have realized substantial cost savings by reducing the size of our footprint. This is in contrast with the latter part of the 1990s, where WSF HQ staff was divided among as many as four buildings. Additional savings and efficiencies were realized by co-housing all HQ staff under one roof at 2901, a process which was completed in 2005.

Space needs and available space are fairly well in balance, although certain inefficiencies at the 2901 building have resulted in a crowded workspace with no room for growth in the current configuration.

The building works well from a location perspective because it is in relatively close proximity to Colman Dock, the WSF warehouse, Coast Guard offices, and Vigor shipyards; in addition, it is a quick ferry ride to the Eagle Harbor maintenance facility from Colman Dock. To support optimal operational efficiencies by providing for quick access to these facilities, a new headquarters building would need to be located in an area of Seattle that is ideally no further north than the current address, but could be farther south. The headquarters building must have effective access to radio communications for fleet command and control functions through the 24 hour/day operations center. WSF believes a single building in which all departments can be co-housed is the only effective choice that should be considered for future facility planning purposes because of the frequent interactions between staff. Constant, in-person interaction between WSF headquarters staff is critical to effective and efficient management of the ferry system.

WSF is tied to its current lease through August 31, 2020. As previously communicated in the 2019-2025 six-year plan, WSF is anticipating the need to renew the lease in our current location. Based on current market information, WSF's existing lease rate is approximately 20% below market. Therefore, a new lease extension may come with increased cost. Despite this, our current location is still considered a viable option. We have also considered lease options in different Seattle sub-markets, some of which would likely be more expensive than our current location. Finally, although not ideal for operational considerations, we also assumed that a leased WSF Headquarters could be located outside of Seattle, where lease rates may be up to 30 percent lower.

Moving to a WSDOT-owned facility would seem to be a logical alternative to leasing, but currently WSDOT does not own a facility that would serve the needs of WSF. Construction of a new building on WSDOT-owned property is another possible option for ownership of WSF space.

Minimum requirements for any future WSF facility are:

- 80,000 SF, including circulation areas and common areas
- Watch center
- Emergency operations center
- Radar lab and specialized training facilities
- Line of sight radio communications
- Close proximity in driving time to key WSF facilities
- Co-housing of all departments in one building
- Sufficient parking for all-hours staff

WSF leadership supports alternative location options, but recognizes that approximately 24-36 months lead time is required to adequately develop detailed space programming to support any relocation once a new location has been determined.

Building Considerations

Radio Communications

Radio communications between the WSF HQ Building and the vessels in the fleet is ongoing 24/7. Within the 2901 building, WSF has an Operations Center, which is the key element in the Incident Command System (ICS) response to vessel and operational casualties. It is also the central point of contact to handle information on schedule disruptions and other factors significant to vessel safety and on-time performance. The 2901 emergency operations center monitors and participates in regular communication drills with the Department of Emergency Management and counties with line of site communications.

WSF uses radio wave communications, which requires line of sight access to remote transmission towers located at Cougar Mountain, Issaquah, and on Buck Mountain outside of Quilcene. The Cougar Mountain transmission station communicates with vessels operating out of Tahlequah, Vashon, Seattle, Edmonds, and Kingston. The Buck mountain station communicates with vessels operating out of Port Townsend, Anacortes/San Juan Islands, Edmonds/Kingston, and Clinton/Mukilteo. Both transmission tower locations act as back-up systems to one another should a failure be experienced at either location.

The infrastructure requirements for mounting antennas and connecting equipment at the HQ building are composed of five important elements:

- The location of the building must be such that there are not insurmountable physical barriers blocking the path of the radio signal between the HQ building and either Issaquah or Quilcene, such as larger, taller buildings surrounding the location or high hills that block transmissions.

- The wire run between radio receiver equipment and the antenna mounts cannot be more than 150 feet. More length impedes signal too much and creates unacceptable transmission/reception signal loss. In terms of location within the building, the Operations Center equipment can be located no more than two floors below the roofline level.
- There must be sufficient space on the roof of the building to mount several radio antennas with the proper separation between antennas to avoid interference.
- Cell phone towers in the vicinity of radio communication antennas are also disruptive and could disqualify particular locations.
- The WSF Radar Lab used to train vessel crews must be able to transmit to and receive signals from vessels on the marine frequency band. It must also be able to receive GPS signals from satellites.

To determine whether a reliable connection and communications can be made with our existing mountaintop sites at a given location, WSF must conduct a site radio coverage survey.

Frequent Travel Locations

WSF fleet and terminal operations managers and project engineers routinely travel between the HQ Building, the Warehouse, Vigor Marine (formerly Todd Shipyard) and the Seattle Colman Dock terminal (Pier 52). Colman Dock is the ferry run to the 100+ employee Eagle Harbor Repair facility. Vigor Marine handles a majority of vessel dry dockings, major repairs and refurbishments. The warehouse is the central receiving location and houses most vessel and terminal spare parts. WSF has frequent interactions with the US Coast Guard, Sector Puget Sound, at Pier 36 and District Headquarters in downtown Seattle at 915 Second Avenue. Travel to these locations is daily on the part of many employees.

In the interests of minimizing travel time among these facilities, it is important that the HQ building be located in reasonable proximity to these locations. Current travel times (which are driving estimates) are not excessive because the HQ building is centrally located:

- HQ Building to Seattle Colman Dock – 1 ½ miles, 10 minutes
- HQ Building to Vigor Seattle Shipyard – 3 miles, 15 minutes
- HQ Building to Warehouse – 6 miles, 20 minutes
- HQ Building to USCG, Sector Puget Sound – 2 miles, 15 minutes
- HQ Building to USCG District Headquarters, 1 mile, 10 minutes
- Colman Dock to Eagle Harbor maintenance facility , 10 minutes +30 minutes + wait time

Since the majority of frequently traveled locations are south of the 2901 building, a desired location would be no farther north. We estimate that on average, there are 36 trips per day from the 2901 Building to Colman Dock and destinations in or south of downtown Seattle, mostly in a relatively small area at and to the south of Colman Dock. On average, there are 55 trips per day by staff who work at HQ. Of these, 36, (65%) are to the south and 19 (35%) are to the north. We weighted importance/urgency of the trips according to a scale of high = 3, medium = 2, and low = 1. When

weighted by importance/urgency of trip, 70% of the trips rated “high” are to the south and 30% rated “high” are to the north.

Benefits of Co-Housing

There is a high degree of interaction between staff in all departments, and WSF believes it is essential to locate all departments in the same facility. This arrangement has provided greatly improved communications and effective business processes when compared to those times when departments were housed in separate facilities.

There is also almost daily face to face communication between WSF’s Assistant Secretary, its communications department, and department directors. In addition to the daily necessity for communication, there is constant interaction between departments, for example vessels with operations and customer service, vessels and Assistant Secretary with contracts and legal, planning with operations and vessels, buyers with Port Engineers, and communications and budget with all departments.

Most departments at Ferries have an “operating arm”: watch supervisors, terminal engineering staff, port engineers, IT, planning, customer service, security, safety, port captains, dispatch, communications, and human resources (labor). It is crucial for everyone to get together at the daily 8:35 a.m. operations meeting so that necessary communication and daily planning can take place. When WSF was in three different buildings there was a lack of timely coordination in emergencies and service disruptions. When part of the staff moved to 2911 (an interim WSF facility across the street from the current 2901 building) and part was still back at Colman Dock, emergencies were still difficult to handle because of the lack of quick coordination between multiple parties. It is critical for the Assistant Secretary, department directors, and the operational arms of WSF to be housed together. If not, there is unnecessary lag time when action is needed in an emergency, when there is an incapacitated vessel, boat moves are required, or a service disruption at a terminal.

Special Use Facility Specifications

Emergency Operations Center (EOC) – 1000 SF

Must be able to house up to 25 people with adequate work surface space for computers. Requires electronic control closet to accommodate equipment required to operate flat screen monitors, and radios. Adequate wall space to mount four 50” monitors, speakers, and associated controlling equipment.

Vessel and Terminal Security Surveillance Room

Must be able to accommodate up to eight personnel with adequate work surface for computers, plus an electronic controls closet for operating equipment. Adequate wall space to mount six 50” flat screen monitors and charts. Used by the Washington State Patrol.

IT Server Room

Requires 2000 SF to house 20 racks. Must have overhead wire conduit paths. Dedicated HVAC system,

minimum 20 Ton cooling capacity with overhead ductwork installation. Dedicated electrical service with provision for emergency generator switch installation. Adequate floor storage for miscellaneous equipment and work areas for technicians. Must meet Information Systems Board (ISB) minimum requirements for functionality.

Electronic Fare System Laboratory

Requires 500 SF for installation of equipment required to duplicate installations made at terminal locations. Used to test and reconfigure fare collection equipment and software.

IT Set-Up Room

Up to 900 SF as needed to mount five work benches and twenty equipment racks required to service, troubleshoot and configure computer equipment.

IT Secured Storage Room

2000 SF required to stage incoming computer equipment and accessories. FTA requires secured storage to safeguard security related components. Must meet Homeland Security FTA and US Coast Guard specifications for secured storage of sensitive equipment.

Facilities Management Storage

1000 SF required to store various facilities related equipment, tools and other items requiring secured storage and accountability for custody.

Vessel Engineering Storage Library

Required to store records and drawings related to maintenance, equipment, parts sources and other engineering features of WSF vessels.

Terminal Engineering Storage Library

Required for record keeping and reference to maintenance requirements and structural characteristics associated with terminal facilities repairs, upgrades and refurbishment activities.

Main Reception

Minimum twelve feet counter space to accommodate telephones, copy machines, parking validator and employee badge making equipment. Requires seating for six plus adequate space for up to ten. Overflows are common. Additional secure package storage area required for commercial package deliveries.

Sound Room

10 x 12 Hardwall, needed to produce training videos.

Radio Room

Must be located near Operations Center, Emergency Operations Center and VATS areas. This is required to house sensitive radio communications equipment such as receivers and amplifiers.

Vehicle Reservation System

Office space for the reservation system is needed in Operations, Customer Service, Accounting, and IT.

Summary of Program Needs

WSF currently houses 350 people in an 86,510 SF space for an average per work station of 247 SF. After netting out special use spaces, the average space per work station is roughly 220 SF. There are some minor inefficiencies with the current location, and in its current configuration the building is at maximum capacity with no room for growth. The primary problem with the building interior itself is a lack of right angles. The building is triangular which leads to many odd angles, and there are two odd meandering hallways which add to the problem. Should more space be needed these limitations could be overcome with more efficient use of available space and decreased reliance on paper document storage. The current space suffices for current and anticipated WSF operational and business needs. We estimate that an investment in detailed space planning and implementation would provide an opportunity to make more efficient use of space and reduce square footage by 5% to 10%.

Current Commercial Office Space Market

Class A, B and C space definitions

The Building and Office Management Association (BOMA) defines space in three categories that are used to market specific buildings by their physical and plant characteristics. The 2901 building is in Class A, so apparently there is a wide range of characteristics that comprise Class A space. Of these three, it is assumed that WSF would remain in Class A space based on the descriptions below.

Class A

These facilities have high quality standard finishes, modern construction techniques, current industry standard mechanical systems, above average access and market presence. Their rental ranges are above average for their geographical area.

Class B

This type of building is generally older, has dated construction techniques and adequate but dated mechanical systems. Finishes are fair to average for the area they are located. Access may range from good to marginal.

Class C

Class C buildings are older, and generally have small floor plate structures with dated mechanical systems and fair to poor finish standards.

WSF obtained market information from CoStar pertaining to the second quarter of calendar year 2018. The results shown below are fully serviced, thus including all applicable utilities maintenance and management. These reflect current asking prices, not negotiated rental rates. Rates near the extreme ends of the range are generally not representative of the building class of state leased buildings.

The current location is in the Seattle B submarket and the current lease amount is $25/SF fully serviced. This rate was set by a five year extension of the original lease which began on September 1,

of 2015 and extends through August 31, 2020.

Submarket Name	Submarket Boundary	Market Rate Mean Per SF	Market Rate Range Per SF	Available SF
Snohomish	Snohomish County Except Bothell	$25.39	$20.68-$29.50	918.929
King-North	Bothell, Kirkland and Redmond	33.56	$29.78-$39.16	853,291
King-East	Bellevue, Mercer Island and Issaquah	$35.06	$31.21-$40.00	1,763,132
Seattle A	Capitol Hill, Central District and Central Business District	$38.41	$33.92-$45.00	1,380,272
Seattle B	Ballard/U-District, Belltown/Denny Regrade, Lake Union, Pioneer Square, Queen Anne/Magnolia and South Seattle	$31.21	$26.15-$37.96	1,176,465
King South	Auburn, Burien, Covington, Des Moines, Enumclaw, Federal Way, Kent, Maple Valley, Renton, Sea-Tac, and Tukwila	$24.70	$21.78-$28.28	2,292,756
Thurston County	Lacey, Olympia and Tumwater	$21.08	$17.79-$23.47	466,820
Kitsap County	Kitsap County	$22.96	$18.09-$26.67	355,202

Moving Costs

Any consideration of moving to another facility must include costs associated with such a move and the necessity of avoiding disruptions to operations during the move. Costs will vary depending on the current condition of the new facility (suitability for office space and special use needs), accessibility, and distance from the 2901 building. Two items of special note are the fees charged by DES for their services and the probable need to pay duplicate rent during the build out phase. Neither of these costs would be incurred if WSF moved to an owned facility.

Moving to a new location would afford an opportunity to employ a more modern work environment, which would provide maximum flexibility and efficiency and comply with the Governor's Executive order 16-07 *Building a Modern Work Environment*. Purchase and installation of new furniture would likely be needed for an additional cost of approximately $2.1 million dollars.

All told, relocation would require up to $6.7 million to cover installation of appropriate infrastructure, new work stations computer services migration, moving costs, and payment of duplicate rent while a new facility is prepared. Attachment A contains an estimate of moving costs.

Lease Options

Attachment B summarizes the total NPV cost of occupancy for twenty years, assuming a 5% discount rate for each of the sub-markets in the greater Puget Sound region identified in the Costar market survey. This is a twenty-year projection, and although it is difficult to project cost increases, it is important to do so when working with such a long-term horizon. WSF used CPI increases as a proxy for rent increases. We are projecting twenty years forward, so we looked twenty years back and calculated the average year over year CPI increase to be 2.16%, which we used in our projections.

Of the eight sub-markets identified, relocating to four would most likely result in an overall increase in occupancy costs over twenty years. Occupancy cost savings may be achieved through a move to the other four sub-markets (Snohomish County, South King County, Thurston County and Kitsap County). The wisdom of such a move is debatable due to decreased operating efficiencies related to increased distances to frequently traveled locations such as Colman Dock, USCG and Vigor shipyard.

Ownership Options

There are no currently WSDOT-owned properties that would meet WSF's needs. An earlier analysis identified the NW Region HQ as a possible option, but it was rejected because it is a location that is too far north. That aside, WSDOT is working with the Department of Ecology on an agreement to fully utilize that building and it will not likely be available to WSF. In the unlikely event that the Department of Ecology deal falls through, we could revisit this option.

Build Options

The cost to construct and operate an 80,000 SF building is conservatively estimated to be at least $28 million dollars (Attachment C). This estimate does not included site acquisition and development costs. There are currently no WSDOT-owned properties outside of the City of Seattle that would be candidates for new construction. There are four sites within the city that are technically feasible. However, they present substantial challenges, not least of which is the proceeds from their sale are slated to help retire debt from the Seattle Tunnel project. Other problems include proximity to two large sporting venues, substantial needed site preparation including building demolition and in one case groundwater remediation. Finally, all of these sites would need to be evaluated for radio coverage. For these reasons, despite technical feasibility,

these sites are not considered to be practical alternatives.

Conclusions

Cost considerations aside, Seattle is the optimal location for WSF headquarters. It is centrally located to the entire ferry system and very close to the USCG, Vigor shipyard and Colman Dock. The importance of Colman dock should not be underestimated. In 2017, nearly half of all walk-on passengers, and 25% of vehicle/drivers passed over Colman Dock, and these percentages are expected to remain constant through 2040. Proximity to Colman Dock also facilitates access to the Eagle Harbor maintenance facility and the Bainbridge and Bremerton terminals. Modern technology provides remote meeting capabilities, reducing the importance of in person meetings. However, meetings are just a small part of WSF's need to travel. Most trips are to inspect or repair equipment, or in the case of Revenue Control, for example, to audit seller operations and conduct cash counts. All of these require an actual on-site visit, and in many cases time is of the essence in order to keep the boats running and on time.

Here is some discussion of the various options considered, starting with the four sub-market lease options that show a potential savings (See Attachment B).

- Of the four options, Thurston County offers the greatest occupancy cost savings (approximately 20% over 20 years). There is also some advantage in being close to the rest of state government. However, in our opinion, the distances to WSF facilities disqualify it as a viable option. It is nearly an hour's drive to WSF's southernmost facility at Pt Defiance and at least 90 minutes to the Seattle facilities, assuming good traffic.
- At 15% Kitsap County offers the second greatest savings opportunity. It also offers better access to west side terminals in Southworth, Bremerton, Bainbridge Island and Port Townsend and to the Eagle Harbor maintenance facility. Disadvantages include the same argument about the importance of quick access to Seattle and other eastside facilities apply. Also relocating to the west side of Puget Sound would cause a major workforce disruption. Finally, there is currently less than 400,000 square feet of space available in Kitsap County, which puts in question whether a suitable space including our need for line of sight radio communication is available.
- Snohomish County and South King County offer savings of 8% and 10% respectively. Of these two options South King County would be preferable due to its greater savings and because it would be most likely be closer to WSF facilities, especially if a facility in a relatively close in area such as Sea-Tac or Tukwila could be found.

- The build option is still viable, but is not considered a primary option due to the high initial outlay needed to acquire and develop a site and construct a building.

Although not the cheapest, an attractive option would be to invest in a modern office environment and reduce our current location, perhaps to 80,000 square feet. This option would

maintain all the current advantages, avoid moving disruption and expense, while saving over $900,000 dollars over a forty-year period.

Attachment A

WSF One Time Cost Estimate

	Units	Quantity per Unit	Unit cost	Unit Total	Group Total	Notes
Moving Expenses						
Moving Crate rental	1000			15,000		Moving crate rental for 6 month duration. On site delivery and pick up included in total cost.
Moving Services (Internal to building envelope)	350		500	175,000		$500 per person (assumes physical move out of the building and into new space).
Moving Services (external-State Archives, Dayton storage use, State Surplus, etc.)	20		1,000	20,000		Extensive archiving/surplus transport of existing furniture to Tumwater, etc.
General Content relocation (files, laterals, shelving, library goods, etc.)	100		75	7,500		Accounts for all non-workstation components
Dissassembly of current modular furniture	350		250	87,500		Demo and removal from the building
Board of Pilotage	1			3,500		Assumes relocation of current BOP contents
Radar Training Lab	1			10,000		TBD - Assumes relocation of current contents
Moving Subtotal					**308,500**	
IT Costs						
New LAN room equipment	1		1,200,000	1,200,000		Est. to be verified with WSF IT Dept.
NEW PBX phone room equipment	1		50,000	50,000		Est. to be verified with WSF Telecom
Voice and Data Wiring (workstation support for 350 staff)	350	3	250	262,500		Assumes 2 data lines and 1 voice line per typical wiring configuration/per cubicle. Estimate assumes Cat 6 cable installation.
Copy/print areas	30	6	250	45,000		
Training Lab (up to 60 per session)	60	1	250	15,000		
Point of Sale Testing space	25	1	250	6,250		
Leased equipment moving expense	24		450	10,800		Copiers/printers relocated by vendor per equipment contract.
IT Subtotal					**1,589,550**	
Project Management						
Dedicated Project Manager(s)	1000		100	150,000		Number and level of commitment TBD
PM Subtotal					**150,000**	
Misc.						
New workstation furniture (installation included)	350		5,000	1,750,000		Brand new required for all staff to meet intent of EO 16-07
Open office furnishings	40		5,000	200,000		Open collaboration areas, focus rooms and focus points
Electrical Modifications to support new workspace configurations	275		500	137,500		TBD
Monitors and mounts	40		3,000	120,000		To support open collaboration, focus rooms and focus point meeting areas
Radio Room duplication	1		60,000	60,000		TBD
WSP Homeland Security duplication	1		300,000	300,000		TBD
EOC duplication	1		50,000	50,000		TBD
Misc. Subtotal					**2,617,500**	
Project subtotal					**4,665,550**	
Tax (10.1%)					**471,221**	
30% contingency					**1,541,031.17**	
Total Estimated WSDOT One Time Relocation Cost Total					**6,677,802**	

Attachment B

	Current	2901 Renewal	2901 With Furn Upgrade	Snohomish	King North	King East	Seattle A	Seattle B	King South	Thurston	Kitsap
Assumed Rental rate Per SF	25.00	31.21	31.21	25.39	33.56	35.06	38.41	31.21	24.70	21.08	22.96
Estimated Sq Ft	86,510	86,510	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
Annual Lease Expense	2,162,750	2,699,977	2,496,800	2,031,200	2,684,800	2,804,800	3,072,800	2,496,800	1,976,000	1,686,400	1,836,800
Tenant Improvement Year 10	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Discount Rate	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%
Inflation Assumption	2.16%	2.16%	2.16%	2.16%	2.16%	2.16%	2.16%	2.16%	2.16%	2.16%	2.16%
NPV Rent	32,291,558	40,276,718	37,256,763	30,336,243	40,051,131	41,834,770	45,818,231	37,256,763	29,515,769	25,211,254	27,446,748
Moving/Furn Cost	-	-	2,100,000	6,700,000	6,700,000	6,700,000	6,700,000	6,700,000	6,700,000	6,700,000	6,700,000
Total 20 Yr NPV Cost	32,291,558	40,276,718	39,356,763	37,036,243	46,751,131	48,534,770	52,518,231	43,956,763	36,215,769	31,911,254	34,146,748
$ Inc/(Dec) Compared to 2901 Renewal			(919,955)	(3,240,475)	6,474,413	8,258,052	12,241,513	3,680,045	(4,060,949)	(8,365,465)	(6,129,971)
% Inc/(Dec) Compared to 2901 Renewal			-2.28%	-8.05%	16.07%	20.50%	30.39%	9.14%	-10.08%	-20.77%	-15.22%

Year 1	2,162,750	2,699,977	2,496,800	2,031,200	2,684,800	2,804,800	3,072,800	2,496,800	1,976,000	1,686,400	1,836,800
Year 2	2,209,465	2,758,297	2,550,731	2,075,074	2,742,792	2,865,384	3,139,172	2,550,731	2,018,682	1,722,826	1,876,475
Year 3	2,257,190	2,817,876	2,605,827	2,119,896	2,802,036	2,927,276	3,206,979	2,605,827	2,062,285	1,760,039	1,917,007
Year 4	2,305,945	2,878,742	2,662,113	2,165,685	2,862,560	2,990,505	3,276,249	2,662,113	2,106,830	1,798,056	1,958,414
Year 5	2,355,754	2,940,923	2,719,614	2,212,464	2,924,391	3,055,100	3,347,016	2,719,614	2,152,338	1,836,894	2,000,716
Year 6	2,406,638	3,004,447	2,778,358	2,260,253	2,987,558	3,121,090	3,419,312	2,778,358	2,198,829	1,876,571	2,043,931
Year 7	2,458,621	3,069,343	2,838,370	2,309,075	3,052,089	3,188,506	3,493,169	2,838,370	2,246,323	1,917,105	2,088,080
Year 8	2,511,727	3,135,641	2,899,679	2,358,951	3,118,014	3,257,377	3,568,621	2,899,679	2,294,844	1,958,514	2,133,183
Year 9	2,565,981	3,203,370	2,962,312	2,409,904	3,185,364	3,327,737	3,645,704	2,962,312	2,344,412	2,000,818	2,179,259
Year 10	2,821,406	3,472,563	3,226,298	2,661,958	3,454,167	3,599,616	3,924,451	3,226,298	2,595,052	2,244,036	2,426,331
Year 11	2,682,348	3,347,571	3,095,986	2,519,456	3,328,777	3,477,368	3,809,219	3,095,986	2,451,105	2,092,507	2,278,740
Year 12	2,740,287	3,419,878	3,162,860	2,573,877	3,400,679	3,552,479	3,891,498	3,162,860	2,504,049	2,137,705	2,327,961
Year 13	2,799,477	3,493,747	3,231,177	2,629,472	3,474,134	3,629,212	3,975,555	3,231,177	2,558,136	2,183,880	2,378,245
Year 14	2,859,946	3,569,212	3,300,971	2,686,269	3,549,175	3,707,603	4,061,427	3,300,971	2,613,392	2,231,052	2,429,615
Year 15	2,921,721	3,646,307	3,372,272	2,744,292	3,625,837	3,787,688	4,149,153	3,372,272	2,669,841	2,279,242	2,482,095
Year 16	2,984,830	3,725,068	3,445,113	2,803,569	3,704,155	3,869,502	4,238,775	3,445,113	2,727,510	2,328,474	2,535,708
Year 17	3,049,302	3,805,529	3,519,527	2,864,126	3,784,165	3,953,083	4,330,333	3,519,527	2,786,424	2,378,769	2,590,479
Year 18	3,115,167	3,887,728	3,595,549	2,925,991	3,865,903	4,038,469	4,423,868	3,595,549	2,846,611	2,430,150	2,646,434
Year 19	3,182,455	3,971,703	3,673,213	2,989,193	3,949,407	4,125,700	4,519,423	3,673,213	2,908,098	2,482,642	2,703,597
Year 20	3,251,196	4,057,492	3,752,554	3,053,759	4,034,714	4,214,815	4,617,043	3,752,554	2,970,912	2,536,267	2,761,994

Attachment C

Construction Cost Per Sq Ft	350
Square Feet	80,000
Initial Construction Costs	28,000,000
Discount Rate	5%
Tenant Improvemnr at Year 10	200,000
Residual Value at 30 Years	16,800,000
PV of Residual	6,331,743
Initial Value Less Residual PV	21,668,257
PV Operating Cost	11,679,378
Moving Cost	6,700,000
Total 20 Year Cost	40,047,635
Operating Cost/Sq Ft	9.70
Total Beginning Annual Operating Costs	776,000
Inflation Assumption	2.16%

Year 1	776,000	-
Year 2	792,762	-
Year 3	809,885	-
Year 4	827,379	-
Year 5	845,250	-
Year 6	863,508	-
Year 7	882,159	-
Year 8	901,214	-
Year 9	920,680	-
Year 10	1,140,567	-
Year 11	965,203	-
Year 12	986,052	-
Year 13	1,007,350	-
Year 14	1,029,109	-
Year 15	1,051,338	-
Year 16	1,074,047	-
Year 17	1,097,246	-
Year 18	1,120,947	-
Year 19	1,145,159	-
Year 20	1,169,894	16,800,000

Washington State Ferries

2040 Long Range Plan

Appendix M: List of Participants

List of Participants

The Final Long Range Plan reflects the technical knowledge and contributions of many organizations and individuals, listed below. The development of the Final Long Range Plan was a collaborative effort, and WSF is grateful for the time and input of all participants.

Executive Advisory Group

Name	Group/Organization
Leonard Forsman	Suquamish Tribe
Charlotte Garrido	Kitsap County
Curtis King	Washington State Legislature- Senate Committee on Transportation
Helen Price Johnson	Island County
Gael Tarleton	Washington State Legislature- House Committee on Transportation
Deborah Young	Washington State Transportation Commission

Policy Advisory Group

Name	Group/Organization
Demi Allen	Squeaky Wheels
Victoria Compton	San Juan Island Economic Development Council
Dan Coon	AAA Washington
Jim Corenman	San Juan Ferry Advisory Committee
Walt Elliott	Kingston Ferry Advisory Committee
Mike Ennis	Association of Washington Businesses
Eric Ffitch	Port of Seattle
Reema Griffith	Washington State Transportation Commission
Jacqueline Gruber	Downtown Seattle Association
Andrew Hamilton	Southworth Ferry Advisory Committee
Chris Herman	Washington Ports
Dave Hoogerwerf	Clinton Ferry Advisory Committee
Deborah Hopkins Buchanan	San Juan Island Visitor's Bureau
Josephine Jefferson	Swinomish Tribal Community
Tony Kurdy	Puget Sound Naval Shipyard
Jill Lazo	U.S. Coast Guard
David Miller	Lighthouse for the Blind
Rex Oliver	Bainbridge Chamber of Commerce
Paul Parker	Washington State Transportation Commission
Geri Poor	Port of Seattle
Ashley Probart	Transportation Improvement Board
Niles Seifert	U.S. Coast Guard
Nicole Summers	U.S. Coast Guard
Blake Trask	Cascade Bicycle Club
Bryce Yadon	Futurewise
Patrick Yearout	Ivar's

Technical Advisory Group

Name	Group/Organization
Nazmul Alam	WSDOT, Olympic Region
Bek Ashby	City of Port Orchard
Greg Beardsley	Vashon Island Ferry Advisory Committee
Jason Beloso	WSDOT, Freight Systems Division
Mike Bertrand	Town of Friday Harbor
Chelsea Buchanan	WSDOT, Budget Office
Todd Carlson	WSDOT, Northwest Region
Gil Cerise	Puget Sound Regional Council
Barb Chamberlain	WSDOT, Active Transportation
Wendy Clark-Getzin	Jefferson County
Charlotte Claybrooke	WSDOT, Active Transportation
Ken Clow	City of Port Townsend
Amber Coulson	WSDOT, Budget Office
Ed Coviello	Kitsap Transit
Lauren Craig	King County Metro Transit
Stephen Dickson	Snohomish County
Dennis Engel	WSDOT, Olympic Region
David Forte	Kitsap County Public Works, Peninsula Regional Transportation Planning Organization
Curt Gordon	Port of South Whidbey
Elise Greef	WSDOT, Budget Office
Stacey Halverstadt	WSDOT, Budget Office
Chris Hammer	City of Bainbridge Island
Shawn Harris	Island Transit
Russ Harvey	San Juan County
Max Henkle	Pierce Transit
Meg Heppner	Island Transit
Josephine Jefferson	Swinomish Tribal Community
Alex Krieg	Sound Transit
Greg Lanning	City of Port Townsend
Justin Leighton	Washington State Transit Association
Greg Lerner	King County Water Taxi
Steffani Lillie	Kitsap Transit
Patricia Love	City of Mukilteo
Chal Martin	City of Bremerton
Karen Mesko	Sound Transit
Ian Munce	City of Tacoma
Kathy Murray	WSDOT, Multimodal Planning Division
Andrew Nelson	Kitsap County
Frank Nelson	Bremerton Ferry Advisory Committee
Graydon Newman	King County Metro
Mike Nortier	Island Transit
Kris O'Brochta	Island Transit
Pavithra Parthasarathi	Puget Sound Regional Council
Nora Pederson	Samish Indian Nation
Tammi Rupert	Jefferson Transit

John Shambaugh	WSDOT, Northwest Region
Matt Shelden	Sound Transit
Benjamin Smith	City of Seattle Department of Transportation
Ed Spilker	WSDOT, Active Transportation
Peter Stackpole	Pierce Transit
Stan Suchan	WSDOT, Public Transportation
Steve Thomsen	Snohomish County
Kate Tourtellot	Community Transit
Richard Warren	WSDOT, Multimodal Planning Division
Larry Watkinson	WSDOT, Equal Opportunity Office
Phil Williams	City of Edmonds
Brian Wood	Island County, Island Regional Transportation Planning Organization

Washington State Ferries

Name	Group/Organization
Amy Scarton	Assistant Secretary
Stephanie Cirkovich	Director of Community Services and Planning
Ray Deardorf	Senior Planning Manager
Carmen Bendixen	Senior Planner
Charles Prestrud	Special Projects Manager
Hadley Rodero	Strategic Communications Manager

WSF Working Groups

Name	Department
Kevin Bartoy	Terminal Engineering
John Bernhard	Finance & Administration
Jeri Bernstein	Terminal Engineering
Lewis Bequette	Finance & Administration
Tim Browning	Vessel Engineering
Tom Castor	Terminal Engineering
Brian Churchwell	Director of Information Technology
Greg Faust	Director of Marine Operations
Cotty Fay	Vessel Engineering
Jared Fernley	Community Services & Planning
Ann Garman	Finance & Administration
Tyler Graham	Terminal Engineering
Roger Hair	Information Technology
Matt Hanbey	Finance & Administration
Linnaea Jablonski	Director of Human Resources
Elizabeth Kosa	Chief of Staff
Dale Lathan	Safety & Security
Brian Mannion	Operations
Nicole McIntosh	Terminal Engineering

Sarah Nagpal	Office of Equal Opportunity
Kynan Patterson	Terminal Engineering
Genevieve Rucki	Terminal Engineering
Shelley Sharp	Operations
Trevor Sharp	Operations
Rick Singer	Director of Finance & Administration
Leonard Smith	Terminal Engineering
Srikanth Sree Ramoju	Terminal Engineering
Chris Stearns	Terminal Engineering
Ian Sterling	Director of Communications
Wesley Sweet	Vessel Engineering
John Vezina	Director of Government Relations
Matt Von Ruden	Director of Vessel Engineering and Maintenance
Brett Wolfe	Operations

Consultant Team

Name	Group/Organization
Kristen Kissinger	KPFF Consulting Engineers
Mike Anderson	KPFF Consulting Engineers
Andrew Bennett	KPFF Consulting Engineers
Cassandra Durkin	KPFF Consulting Engineers
Kelly Lesoing	KPFF Consulting Engineers
Dan Alire	KPFF Consulting Engineers
Scott Davis	KPFF Consulting Engineers
Eileen Tausch	Elliott Bay Design Group
Rachel Walker	Elliott Bay Design Group
Matt Williamson	Elliott Bay Design Group
John Waterhouse	Elliott Bay Design Group
Jill MacKay	IBI Group
Paul Lavallee	IBI Group
Hayden Durand	IBI Group
Carla Sawyer	Progressions
Anindita Mitra	CREÄ Affiliates
Laura LaBissoniere Miller	PRR
Gracie Geremia	PRR
Samantha DeMars Hanson	PRR
Paul Arnold	WSP
Ryan Avery	WSP
Youssef Dehghani	WSP
Robert Hilton Harvey	WSP
Bhanu Yerra	WSP