

Washington State Ferries: Challenges and Successes

Lynne Griffith
Assistant Secretary

Washington State Transportation Commission
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Introduction



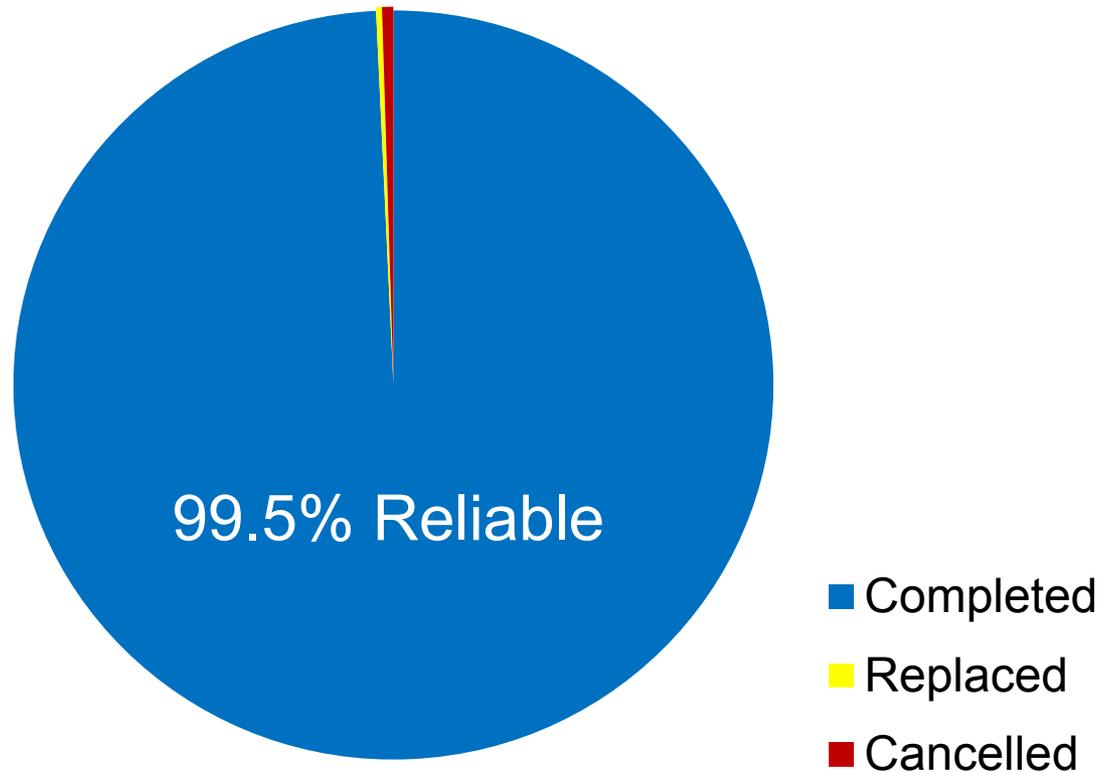
Current Performance

- System preservation
- Safety
- Mobility
- Stewardship



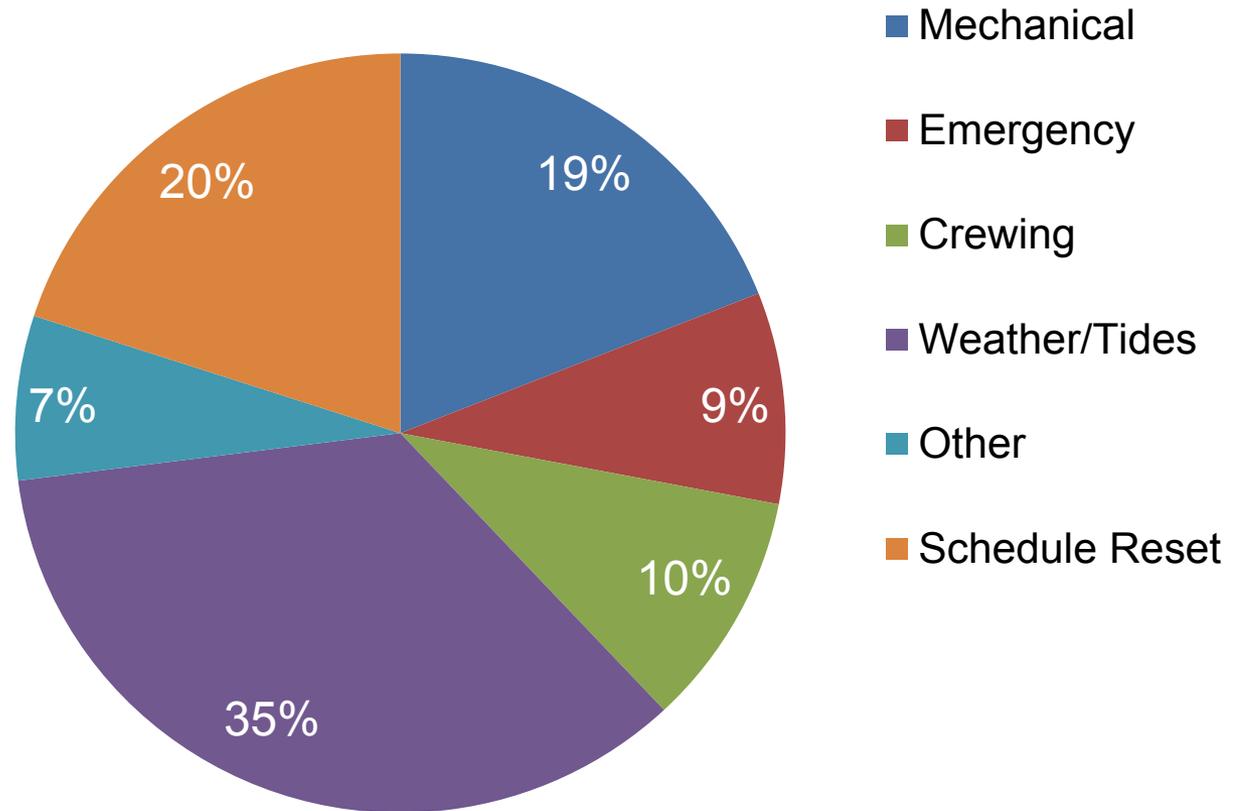
Current Performance

Reliability of Scheduled Sailings



Current Performance

FY2014 Cancelled Sailings = Less than 1%



Challenges

- Unifying WSF
- Creating a LEAN Culture
- Increasing Transparency
- Investing in People
- Focusing on Core Business
- Aligning WSF Leadership

Challenge: Unifying WSF



Working together



Recognizing employees



Challenge: Creating a LEAN Culture

Practical solutions and designs

- Mukilteo Multimodal Terminal Project
- Friday Harbor Trestle replacement
- Lopez wingwall replacement
- Purchasing Process
- Fuel consumption savings
- Demand Management



Challenge: Increasing Transparency



July 29, 2014 *Tacoma Casualty*

Image source: The Columbian

March 4, 2015 *Tacoma Sea Trials*



Challenge: Investing in People



Tenured, skilled mariners

Challenge: Focusing on Core Business



Customer Service

Service Reliability



Service Reliability: Efficient Operations



On-time performance



Safe vehicle off loading



Efficient vehicle loading

Service Reliability: Adequate Crewing

Eagle Harbor Maintenance



Engine Room



Deck



Terminals



Service Reliability: Vessel Maintenance

Fleet is aged

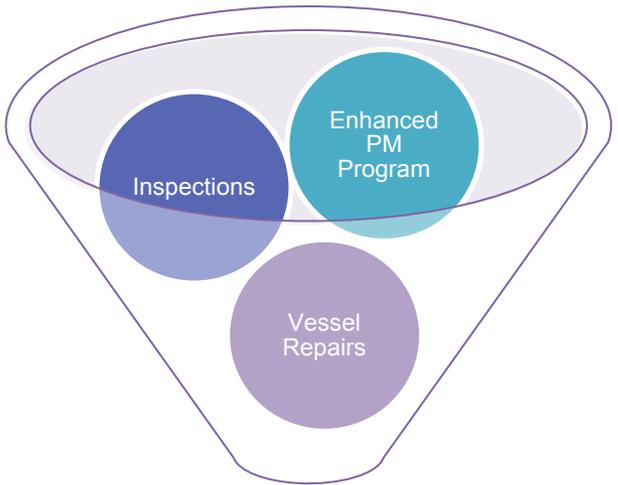
Requiring enhanced maintenance

But, access to vessels is a problem



Service Reliability: Vessel Maintenance

Increase Access to Vessels



Service Day Impacts

Increase Spare Vessels



Build New Vessels

Service Reliability: Terminal Maintenance

Seattle Terminal

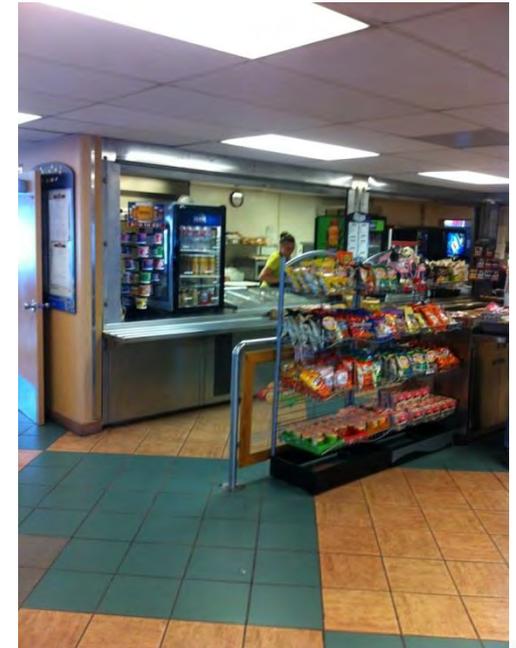


Anacortes Terminal

Mukilteo Terminal



Customer Service

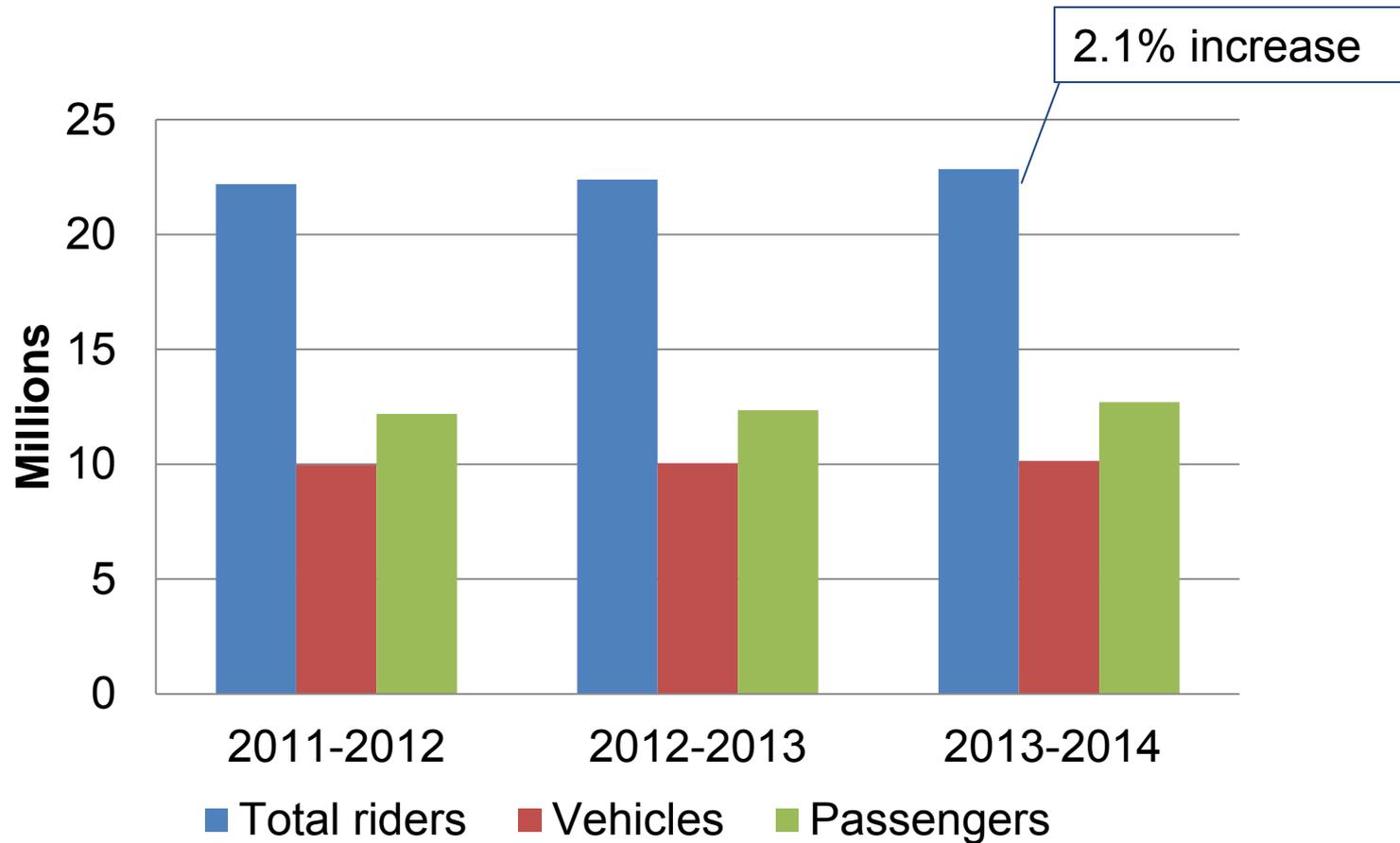


Successes

There is a lot working well...

- Ridership is Up
- Vehicle Reservations System
- Alternative Fuel Project
- Exceptional Safety and Security
- New Vessel Construction
- Analysis Complete or Underway
- Organizational Transformation

Success: Ridership is Up



Success: Vehicle Reservation System

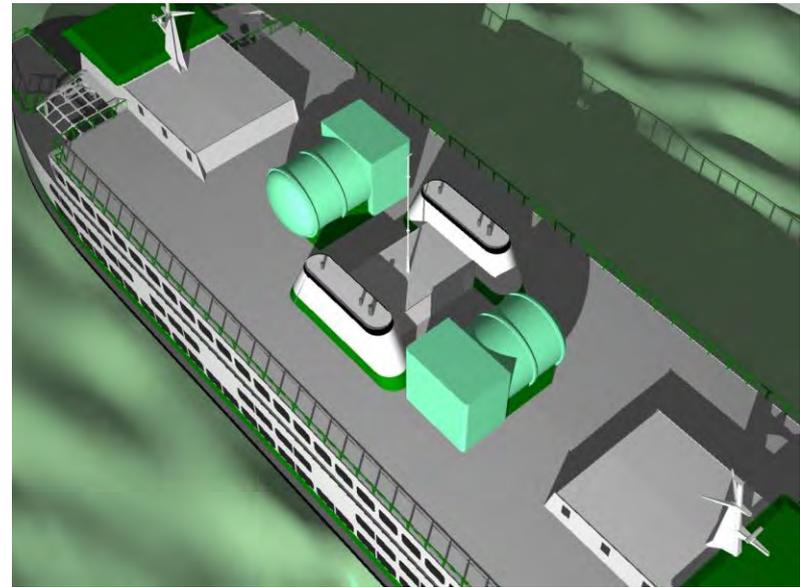
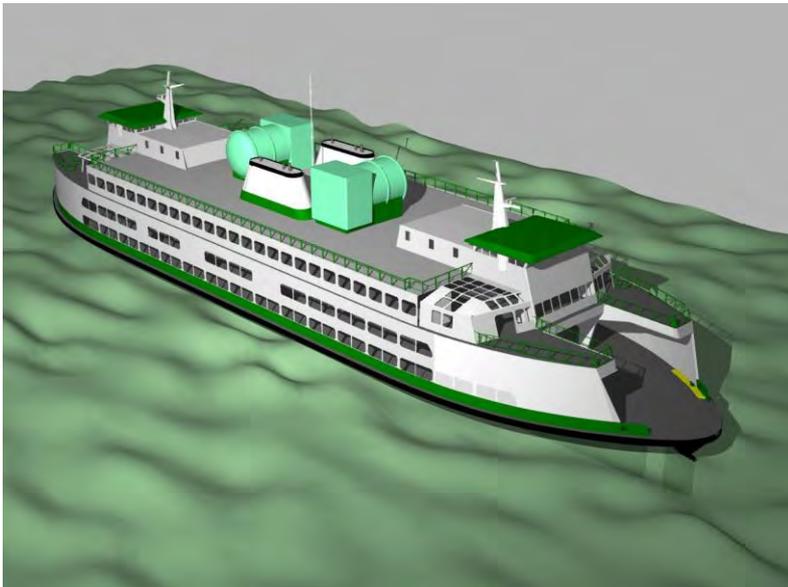
San Juan Islands

- San Juan Islands vehicle reservations launched Jan. 5
- 2,000+ spots reserved
 - 97% online



Success: Alternative Fuel Project

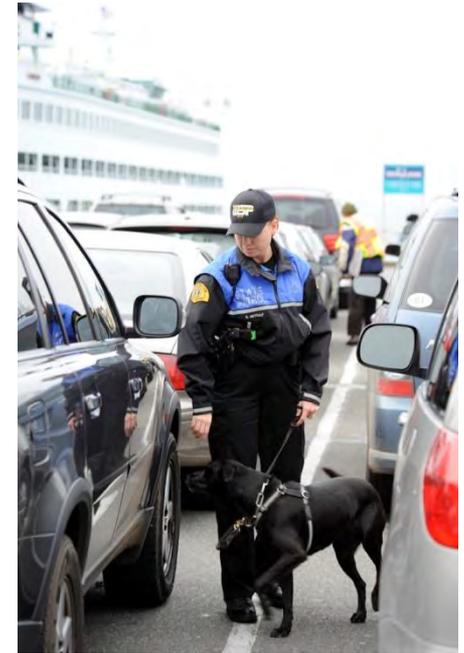
Liquefied Natural Gas



Success: Exceptional Safety & Security



Emergency rescues



Security Partners



Success: New Vessel Construction

New Olympic Class

- 2014 – *Tokitae*
- 2015 – *Samish*
- 2017 – *Chimacum*
- 2018 – 4th vessel



Success: Analysis Complete or Underway

- Communications Review
- Internal Reliability Task Team
- Passenger Vessel Association
 - *Dispatch*
 - *Passenger counting*
 - *Maintenance program*



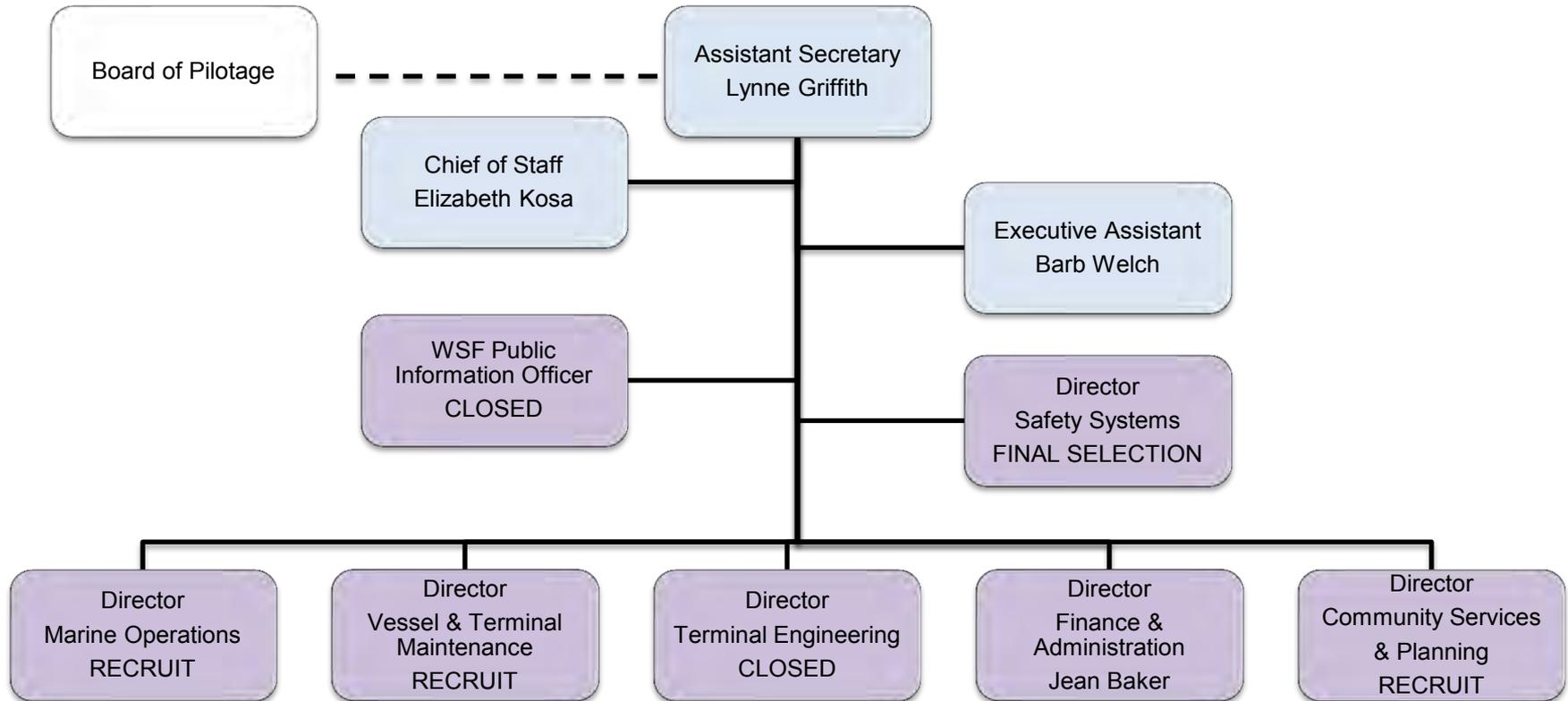
enviroissues



Washington State
Department of Transportation



Success: Organizational Transformation



Questions?

For more information please contact:

Assistant Secretary Lynne Griffith

206-515-3401

GriffiL@wsdot.wa.gov

Or

<http://www.wsdot.wa.gov/ferries/>