



Washington State Ferries 2017 Winter Performance Summary of Findings

Methodology



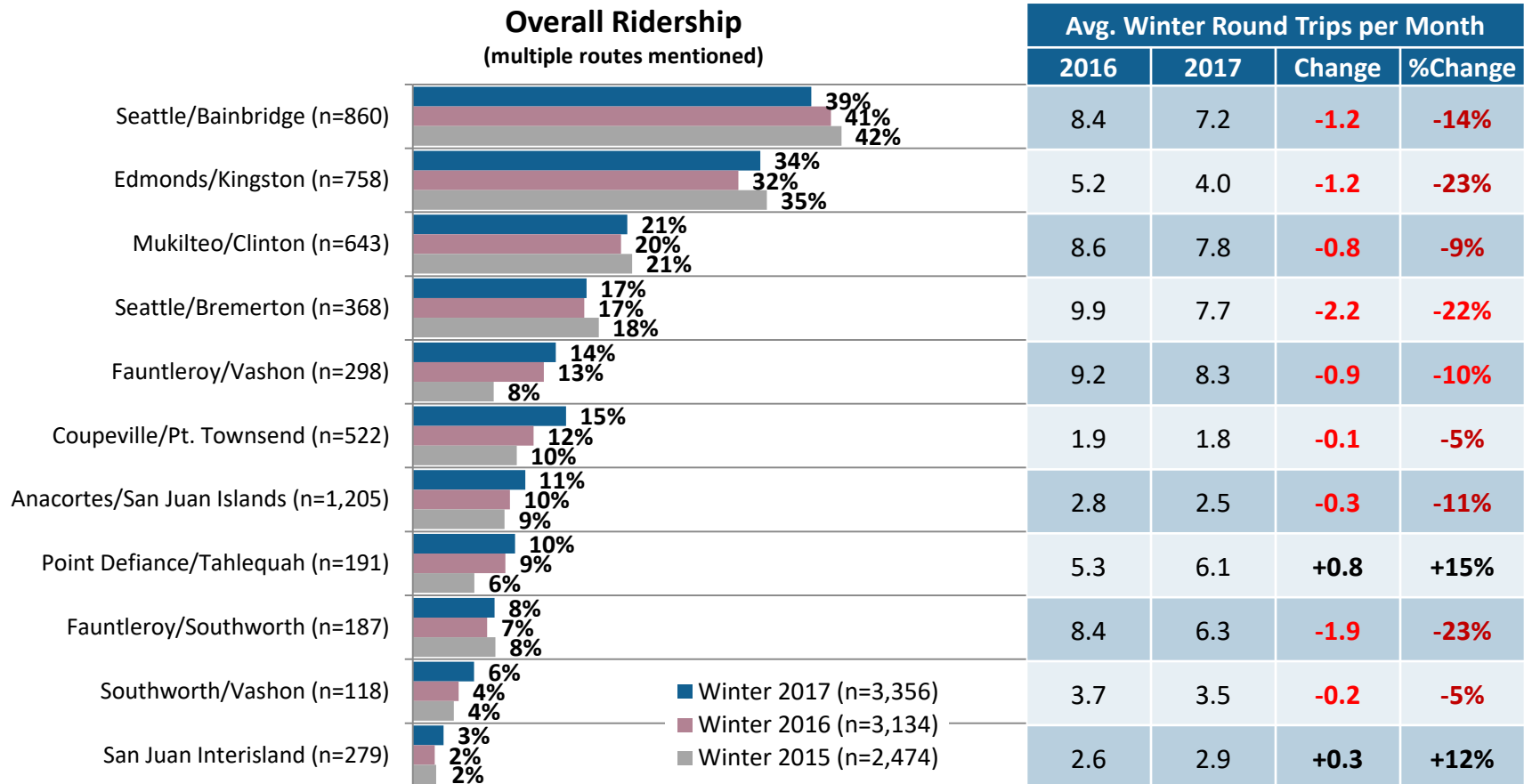
- ▶ Online Survey of Washington State Ferry Riders Opinion Group (FROG)
- ▶ Conducted April 28th – May 11th, 2017 regarding their personal experience riding Washington State Ferries during the recent winter travel period (January 8th through April 1st, 2017)
- ▶ A Total of 4,004 Interviews were completed
- ▶ Data was weighted to reflect WSF actual ridership during the 2017 winter period by route, boarding method and ticket type used based on the last trip taken

Please note that due to rounding, some percentages may not add up to exactly 100%.

Ridership



Compared to 2016, there is little difference in the routes people rode this winter - Seattle/Bainbridge (39%) and Edmonds/Kingston (34%) continue to top the list. However, average round trips per month this winter showed declines on all routes except Point Defiance/Tahlequah and San Juan Interisland.



Q2. Which of the following route(s) have you ridden during the Winter period (January 8th through April 1st 2017)? [CHECK ALL THAT APPLY]

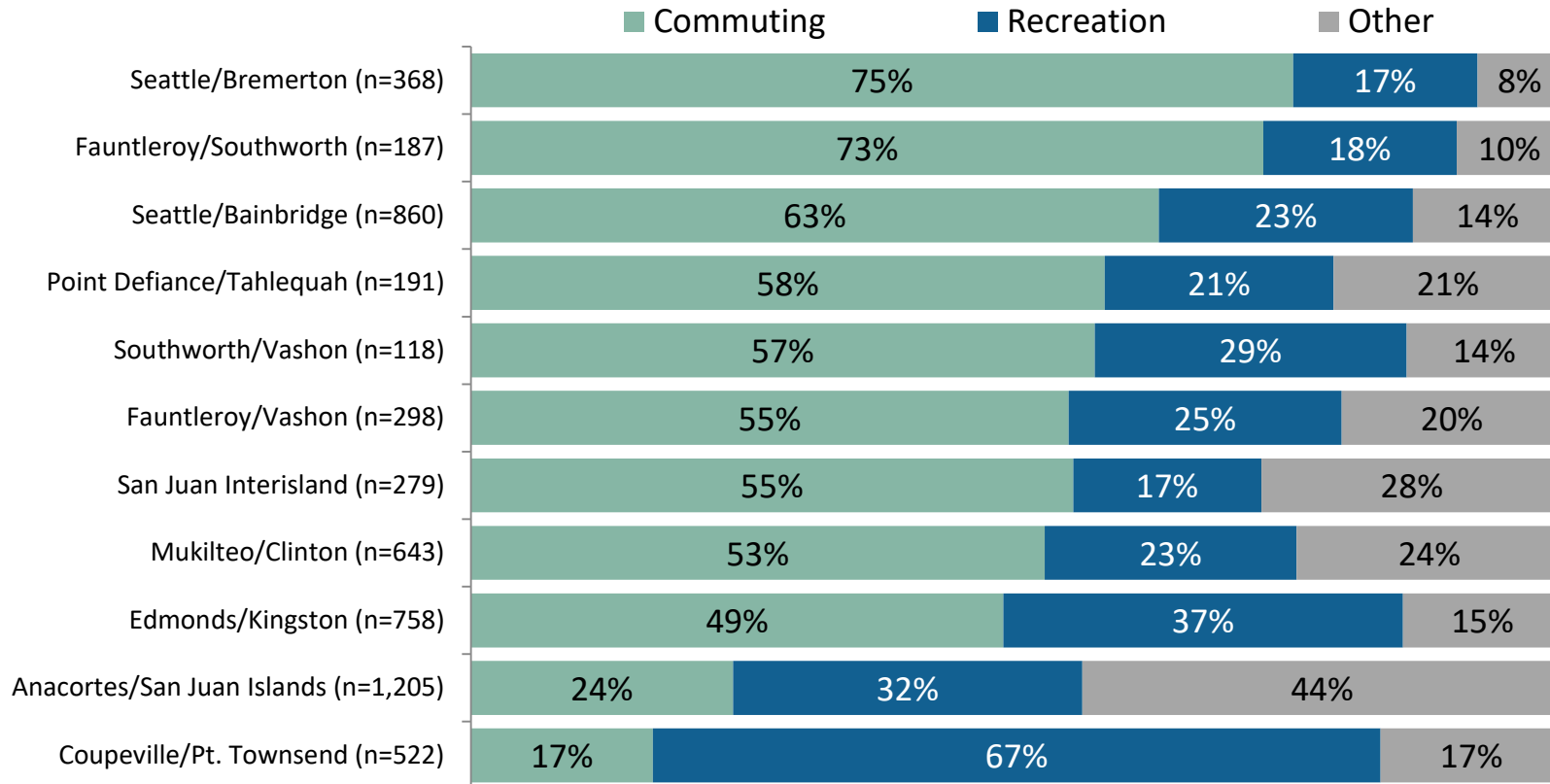
Q3. To get an idea of how people are using the ferry system in the winter months, could you please give us a guesstimate for the route(s) shown below - how many round trips (two one-way trips = one round trip) per month you take during the Winter period?

Trip Purpose



All routes except Coupeville/Pt. Townsend and Anacortes/San Juan Islands are primarily used for commuting. Anacortes/San Juan has a high percentage of “other” trips (shopping, medical appointments, etc.).

Trip Purpose by Route



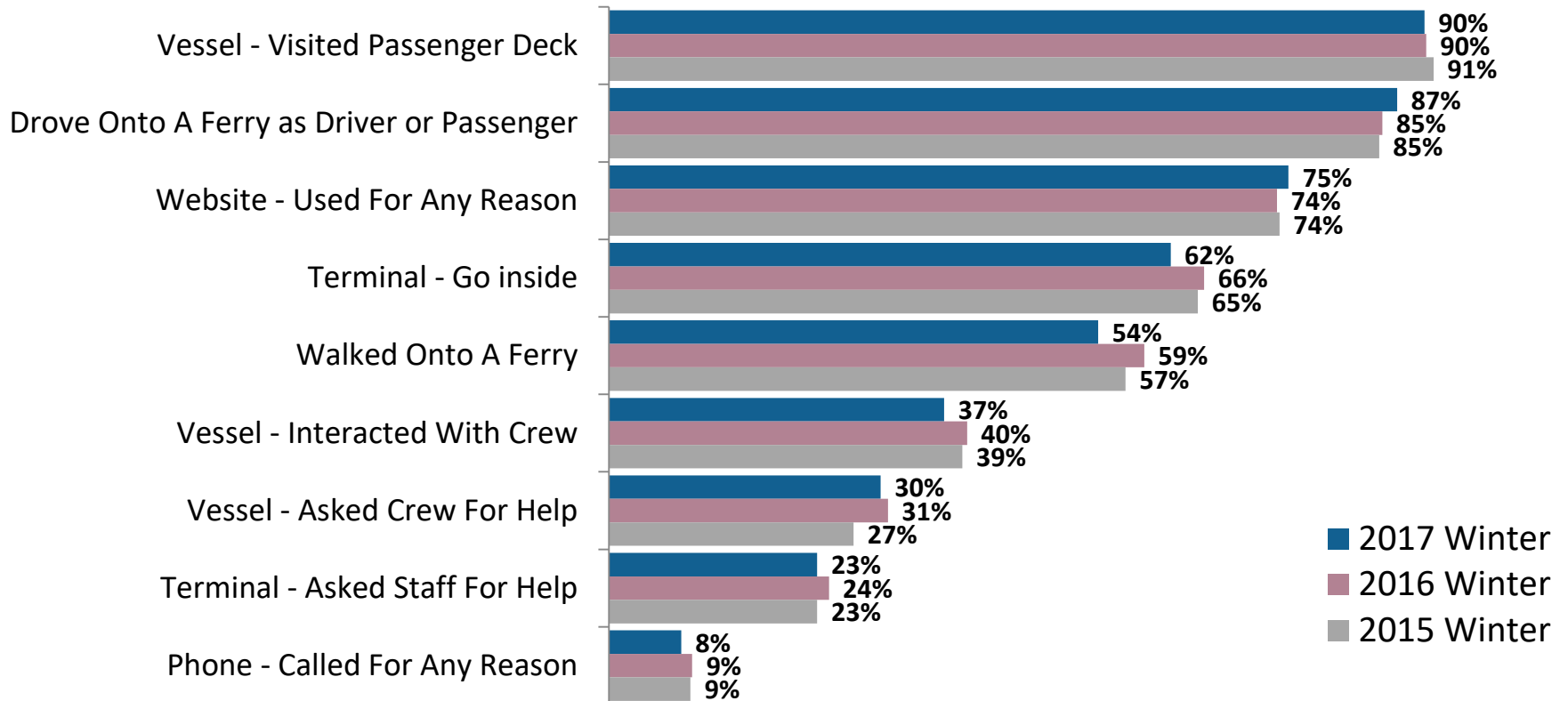
Q4. Approximately how many of those per month round trips, for each route, were for the primary purpose of commuting (getting to and from work/school), how many were primarily recreational/social purposes (seeing friends/going to events, etc.) and how many were for other purposes (shopping, medical appointments, etc.)?

Rider Interaction With WSF



Riders are most likely to visit the passenger vessel deck (90%) and drive onto the ferry (87%). Three quarters (75%) say they have used the WSF website. Riders are least likely to have called WSF customer service (8%).

WSF Touch Points With Winter Riders
(n=3,336 / 3,134 / 2,474)



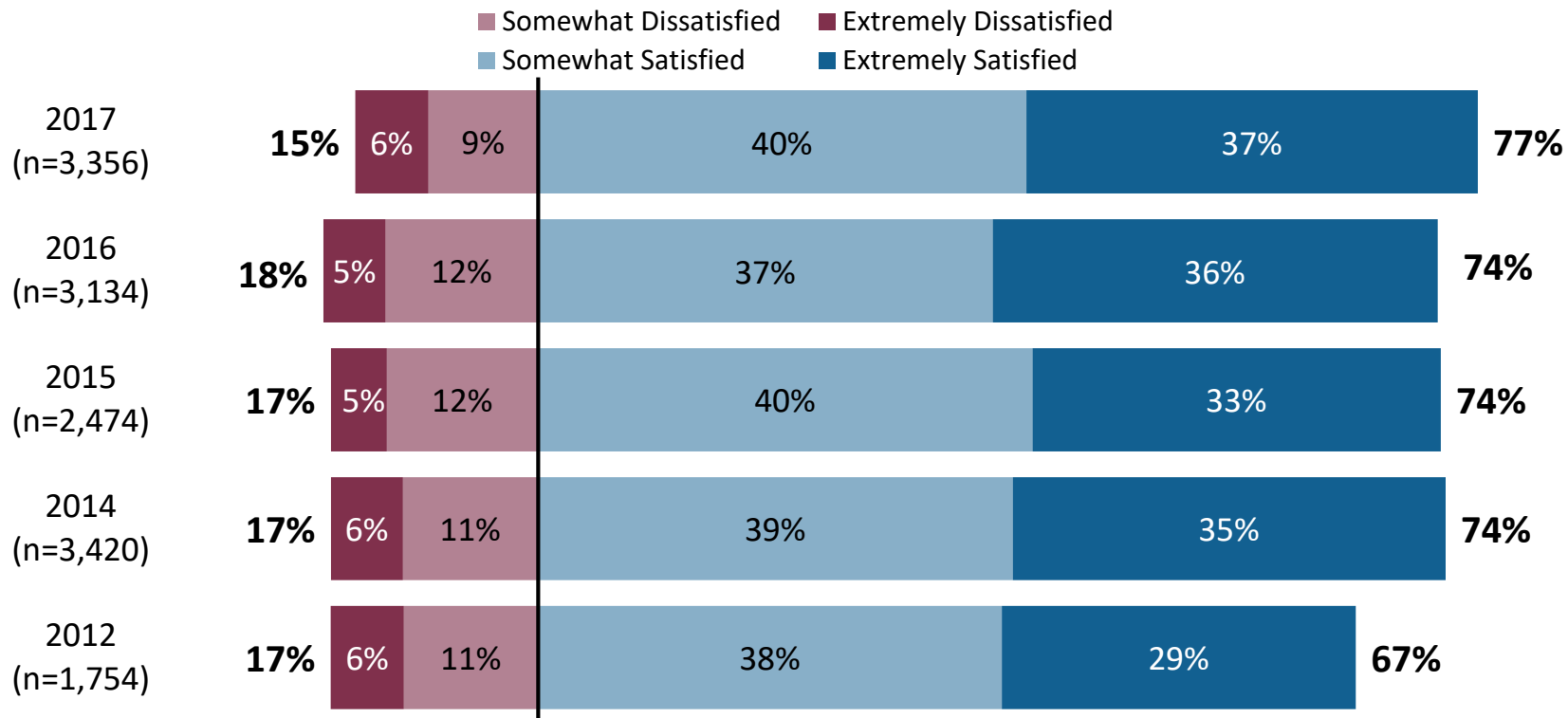
Q(s) During the winter period, did you ... Q20 Go inside a ferry terminal for any reason? Q100 Did you specifically ask a WSF terminal staff member for help/assistance? Q30 Did you walk onto a ferry? Q43 Did you either drive onto a ferry or board as a passenger in a vehicle? Q70 Did you use/visit the vessel passenger deck area? Q80 Did you have any interaction with any of the vessel crew? Q103 Did you specifically ask a WSF vessel staff member for help/assistance? Q90 Use the WSF website? Q93 Call WSF customer service by phone?

Overall Satisfaction



Overall satisfaction (77%) with the service provided by WSF is strong (40% Satisfied / 37% Extremely Satisfied). Dissatisfaction decreased 3 percentage points to 15%, but the extremely dissatisfied (6%) remains constant.

Overall Satisfaction with WSF



Only ratings of satisfaction (4-5) or dissatisfaction (1-2) are shown, Ratings of 3 or don't know are not shown. The **bold** percentages represent the corresponding total dissatisfaction/satisfaction

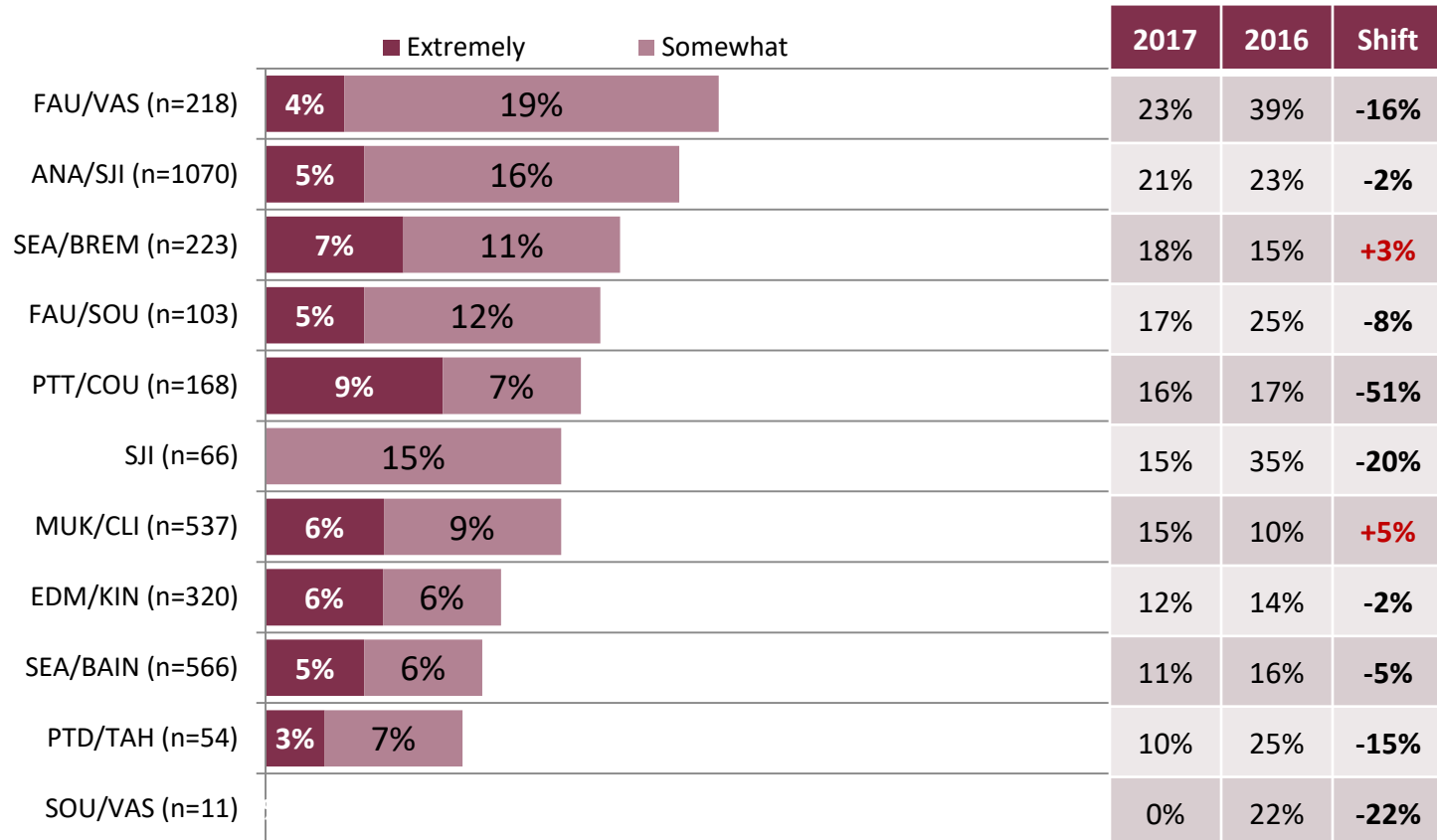
Q1. For this survey, we are interested in your experiences and opinions of Washington State Ferries during the Winter Schedule period, January 8th through April 1st 2017. All things considered, how satisfied are you with the service provided by Washington State Ferries?

Overall Dissatisfaction by Route



Riders on the Fauntleroy/Vashon (23%) and Anacortes/San Juan Island (21%) routes show much higher levels of dissatisfaction than other routes, however dissatisfaction has decreased compared to winter 2015 (-16%, -2% points). Only Seattle/Bremerton (+3% points) and Mukilteo/Clinton (+5% points) saw increases in dissatisfaction.

Overall Dissatisfaction by Route (Total Dissatisfied)



Q1. For this survey, we are interested in your experiences and opinions of Washington State Ferries during the Winter Schedule period, January 8th through April 1st 2017. All things considered, how satisfied are you with the service provided by Washington State Ferries?

All Riders – Dissatisfaction by Attribute



Dissatisfaction on all attributes is largely unchanged compared to 2016. The highest dissatisfaction is for “adequate parking near terminals” (35%), “terminal bathrooms are clean” and “terminals are comfortable” (17%).

| Attributes | Dissatisfaction (1-2) | | | |
|-----------------------------------------|-----------------------|------|--------|------|
| | 2017 | 2016 | Change | 2015 |
| Adequate parking near terminals | 30% | 31% | -1% | 25% |
| Terminal bathrooms are clean | 20% | 20% | -- | 21% |
| Terminals are comfortable | 17% | 17% | -- | 14% |
| WSF and transit schedules coordinated | 13% | 15% | -2% | 14% |
| Loading crews provide clear directions | 13% | 14% | -1% | 15% |
| Efficiently processes vehicles | 12% | 11% | +1% | 12% |
| Passenger loading efficient | 10% | 11% | -1% | 9% |
| Loading procedures efficient | 10% | 9% | +1% | 9% |
| Loads ferries to capacity | 10% | 9% | +1% | 9% |
| Easy loading/ unloading for walk-on | 9% | 11% | -2% | 9% |
| Passenger unloading efficient | 8% | 9% | -1% | 9% |
| Terminal staff is helpful | 8% | 8% | -- | 8% |
| Terminals are clean | 8% | 7% | +1% | 7% |
| Ferries bathrooms are clean | 7% | 8% | -1% | 10% |
| Vehicle loading crew is friendly | 7% | 6% | +1% | 6% |
| Unloading procedures efficient | 6% | 7% | -1% | 8% |
| Buying tickets easy and quick | 6% | 6% | -- | 6% |
| Vessels are well maintained | 5% | 8% | -3% | 11% |
| Unloading crews provide clear direction | 5% | 5% | -- | 5% |
| Passenger seating areas are clean | 4% | 5% | -1% | 5% |
| Vessel crew is helpful | 4% | 3% | +1% | 4% |
| Toll booth staff is friendly | 4% | 3% | +1% | 4% |
| Unloading crew is friendly | 4% | 3% | +1% | 3% |
| Vessel crew is friendly | 3% | 4% | -1% | 3% |

- ❖ This table gives an overview of the individual attribute quad charts that follow for Dissatisfaction
- ❖ For each attribute, the table shows:
 - Total dissatisfaction (score of 1 or 2) for **Winter 2017, Winter 2016** and **Winter 2015**
 - The **Change** in dissatisfaction from 2016 to 2017. **Red** indicates **greater dissatisfaction** in 2017 than in 2016.

Summary of Attribute Dissatisfaction by Route*



| | Dissatisfaction by Route | | | | | | | | | | | |
|---------------------------------------------------------------|--------------------------|----------|---------|---------|---------|---------|---------|---------|---------|---------|---------|-----------|
| | Dissat. (1-2) | SEA/BAIN | SEA/BRE | PTD/TAH | EDM/KIN | FAU/VAS | FAU/SOU | SOU/VAS | PTT/COU | MUK/CLI | ANA/SJI | INTER SJI |
| Number of Respondents Varies by Question (Max n Shown) | 3043 | 530 | 199 | 43 | 291 | 197 | 95 | 9 | 148 | 469 | 1002 | 60 |
| Adequate parking near the terminals | 30% | 19% | 24% | 34% | 25% | 45% | 17% | 46% | 43% | 58% | 20% | 10% |
| Bathrooms in the terminals are clean and well maintained | 20% | 30% | 35% | 20% | 13% | 7% | 6% | 0% | 5% | 8% | 15% | 12% |
| Terminals are comfortable | 17% | 22% | 26% | 18% | 16% | 11% | 7% | 0% | 2% | 8% | 18% | 10% |
| Sailing schedule is adequately coordinated w/transit services | 13% | 10% | 13% | 23% | 19% | 13% | 18% | 0% | 2% | 6% | 36% | 44% |
| Vehicle loading crews provide clear directions/hand signals | 13% | 10% | 9% | 14% | 7% | 22% | 17% | 12% | 11% | 16% | 15% | 8% |
| Efficiently processes vehicles through ticket lanes | 12% | 10% | 4% | 11% | 5% | 47% | 22% | 57% | 4% | 7% | 13% | 3% |
| Walk-on passenger loading procedures are efficient | 10% | 14% | 11% | 11% | 4% | 4% | 4% | 0% | 4% | 16% | 9% | 6% |
| Vehicle loading procedures are efficient | 10% | 8% | 9% | 11% | 7% | 24% | 10% | 2% | 6% | 9% | 14% | 12% |
| Loads ferries to capacity with little room between vehicles | 10% | 11% | 8% | 15% | 4% | 22% | 14% | 45% | 4% | 10% | 9% | 8% |
| Provides easy loading/unloading for walk-on passengers | 9% | 12% | 8% | 6% | 4% | 4% | 2% | 12% | 4% | 14% | 6% | 10% |
| Walk-on passenger unloading procedures are efficient | 8% | 12% | 7% | 8% | 1% | 4% | 1% | 0% | 3% | 10% | 13% | 6% |
| Terminal staff is helpful, competent and knowledgeable | 8% | 8% | 18% | 6% | 5% | 4% | 3% | 0% | 4% | 5% | 6% | 11% |
| Terminals are clean and well maintained | 8% | 13% | 13% | 2% | 2% | 2% | 0% | 0% | 1% | 3% | 8% | 7% |
| Bathrooms on the ferries are clean and well maintained | 7% | 9% | 16% | 1% | 7% | 3% | 4% | 0% | 2% | 4% | 7% | 5% |
| Vehicle loading crew is friendly, courteous and polite | 7% | 9% | 9% | 7% | 3% | 10% | 7% | 1% | 5% | 7% | 10% | 6% |
| Vehicle unloading procedures are efficient | 6% | 9% | 7% | 5% | 4% | 7% | 4% | 0% | 7% | 4% | 9% | 11% |
| WSF makes buying tickets easy and quick | 6% | 5% | 1% | 0% | 3% | 23% | 7% | 28% | 4% | 4% | 5% | 2% |
| Vessels are well maintained and safe | 5% | 6% | 8% | 1% | 6% | 5% | 3% | 0% | 6% | 2% | 9% | 3% |
| Vehicle unloading crew provide clear direction/hand signals | 5% | 5% | 6% | 3% | 2% | 7% | 2% | 1% | 6% | 5% | 6% | 7% |
| Ferry passenger seating areas are clean/comfortable | 4% | 3% | 15% | 1% | 3% | 2% | 1% | 0% | 2% | 1% | 6% | 7% |
| Vessel crew is helpful, competent, knowledgeable | 4% | 1% | 5% | 0% | 3% | 6% | 7% | 0% | 4% | 4% | 3% | 5% |
| Toll booth staff is friendly, courteous and polite | 4% | 5% | 6% | 2% | 2% | 4% | 4% | 0% | 4% | 3% | 4% | 2% |
| Vehicle unloading crew is friendly, courteous and polite | 4% | 4% | 4% | 3% | 1% | 6% | 3% | 0% | 3% | 4% | 4% | 3% |
| Vessel crew is friendly, courteous and polite | 3% | 3% | 2% | 4% | 3% | 4% | 9% | 0% | 3% | 4% | 4% | 5% |

* Color Code: Light (10-19%), Medium (20-29%), Heavy (>30%) Dissatisfaction

Dissatisfied Riders – Dissatisfaction by Attribute



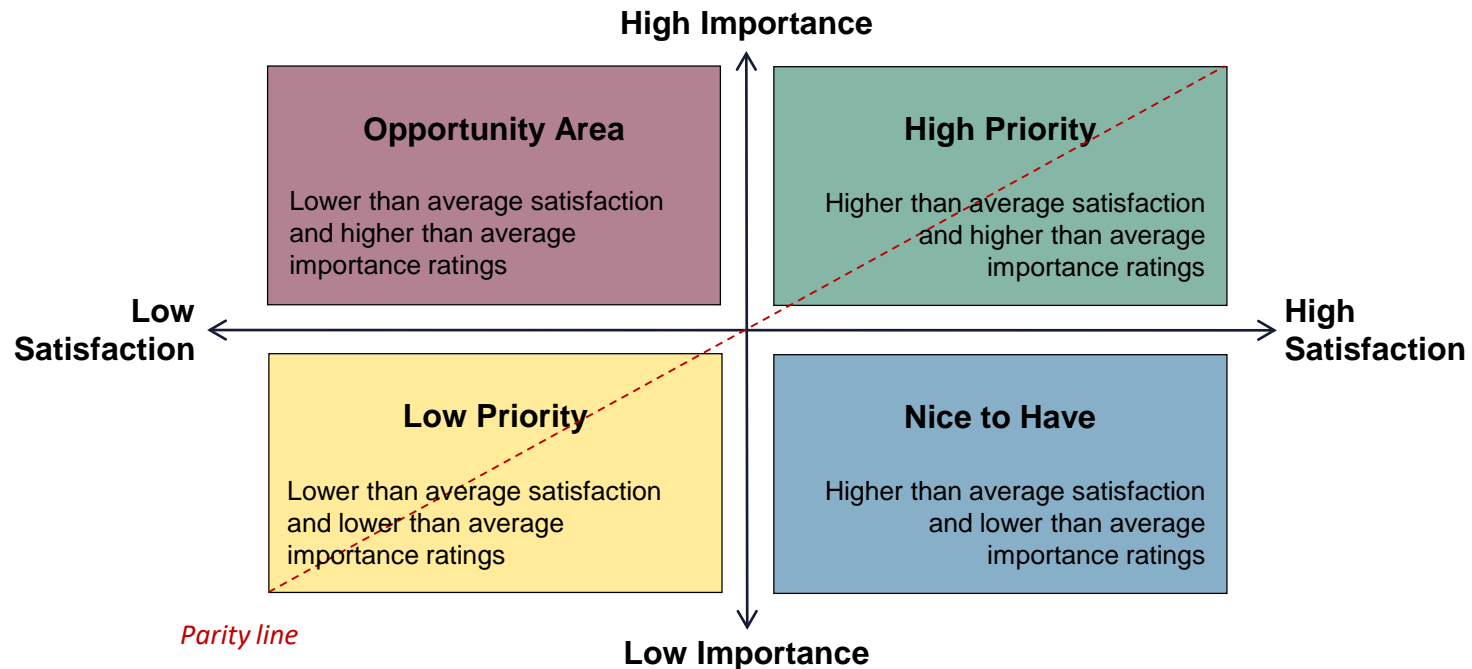
As expected, riders who are dissatisfied overall have higher dissatisfaction levels on every individual attribute. By far, dissatisfied riders are most unhappy with parking availability.

| | Dissatisfaction | | Dissat Riders | All Riders | Difference |
|-----------------------------------------------|-------------------|-----------------------|---------------|------------|------------|
| | Very Dissatisfied | Somewhat Dissatisfied | | | |
| Adequate parking near terminals (6) | 26% | 17% | 43% | 30% | +13 |
| Terminal bathrooms clean (4) | 16% | 15% | 31% | 20% | +11 |
| Efficiently processes vehicles (12) | 14% | 10% | 24% | 12% | +12 |
| Terminals are comfortable (2) | 8% | 17% | 25% | 17% | +8 |
| Loading procedures efficient (14) | 10% | 13% | 23% | 10% | +13 |
| Loading crews provide clear directions (16) | 10% | 12% | 22% | 13% | +9 |
| WSF and transit schedules coordinated (5) | 10% | 13% | 23% | 13% | +10 |
| Passenger loading efficient (8) | 8% | 13% | 21% | 10% | +11 |
| Loads ferries to capacity (15) | 11% | 9% | 20% | 10% | +11 |
| Easy loading/ unloading for walk-on (7) | 9% | 11% | 20% | 9% | +10 |
| Passenger unloading efficient (9) | 7% | 10% | 17% | 8% | +9 |
| Vehicle loading crew is friendly (13) | 6% | 10% | 16% | 7% | +9 |
| Terminal staff is helpful (3) | 8% | 8% | 16% | 8% | +8 |
| Ferry bathrooms are clean (21) | 5% | 9% | 14% | 7% | +7 |
| Buying tickets easy and quick (11) | 9% | 5% | 14% | 6% | +8 |
| Unloading procedures efficient (18) | 7% | 6% | 13% | 6% | +7 |
| Terminals are clean (1) | 5% | 8% | 13% | 8% | +5 |
| Unloading crews provide clear directions (19) | 6% | 5% | 11% | 5% | +6 |
| Passenger seating areas are clean (20) | 4% | 7% | 11% | 4% | +7 |
| Vessels are well maintained (22) | 4% | 6% | 10% | 5% | +5 |
| Vessel crew is helpful (24) | 4% | 6% | 10% | 4% | +6 |
| Toll booth staff is friendly (10) | 4% | 5% | 9% | 4% | +5 |
| Unloading crew is friendly (17) | 4% | 5% | 9% | 4% | +5 |
| Vessel crew is friendly (23) | 4% | 4% | 8% | 3% | +5 |

Gap Analysis



- ❖ The following slides present quadrant charts comparing the relative satisfaction for each ferry attribute to the relative importance of that attribute.
 - The two sample sizes shown on each chart represent the maximum and minimum number of riders rating any given attribute, due to embedded skip logic.
- ❖ Each quad chart consists of four quadrants:
 - Opportunity area (red) | High priority (green) | Nice to have (blue) | Low priority (yellow)
- ❖ Each quad chart is also overlaid with a parity line.
 - The parity line represents where importance and satisfaction are equal, and identifies the ferry attributes with the greatest disparity between satisfaction and importance.
- ❖ Attributes considered important, but with low satisfaction (performance), are opportunity areas for WSF. Increasing awareness of these important attributes may help promote more positive impressions of the ferry system, and boost overall satisfaction.



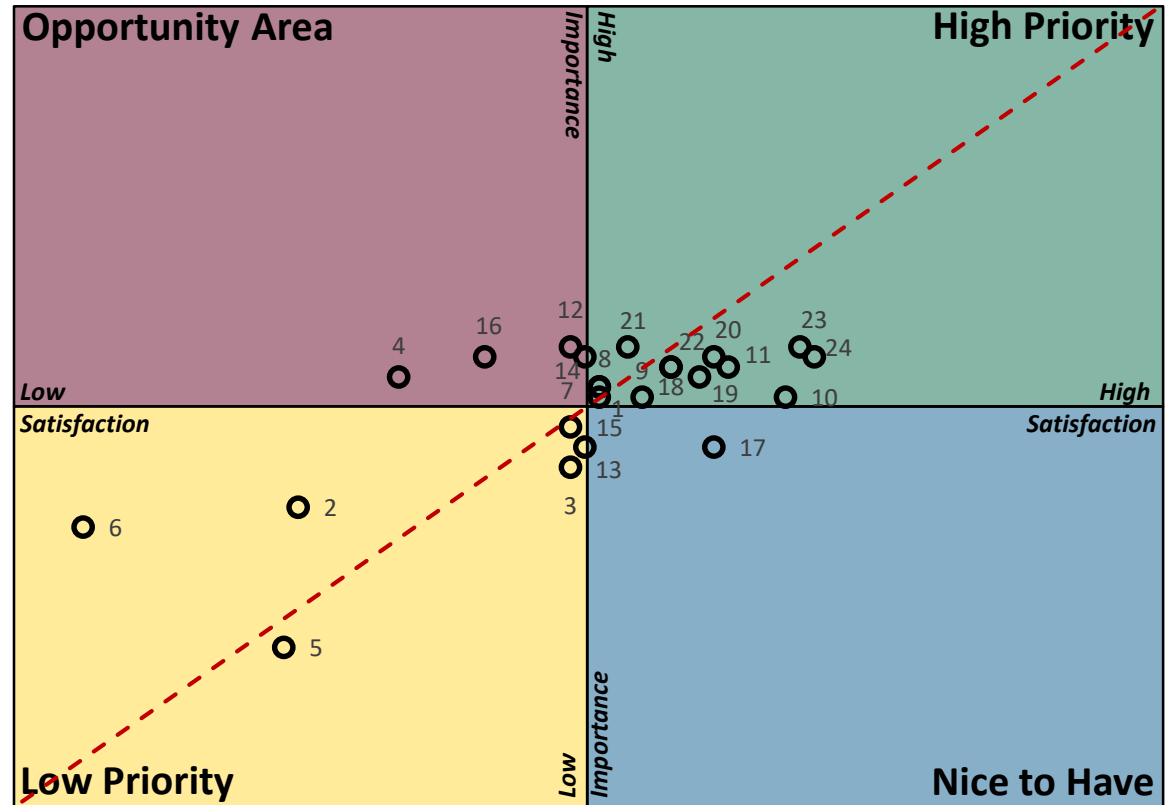
Gap Analysis: Overall - 2017



Opportunity Areas: Terminal bathroom cleanliness (4) and clear loading crew directions (16) are the key opportunity areas. While of lower priority to riders, the amount of parking near terminals (6) and terminals are comfortable (2) are underperforming by a wide margin.

| Attribute Key | |
|---------------|------------------------------------------|
| 1 | Terminals are clean |
| 2 | Terminals are comfortable |
| 3 | Terminal staff is helpful |
| 4 | Terminal bathrooms clean |
| 5 | WSF and transit schedules coordinated |
| 6 | Adequate parking near terminals |
| 7 | Easy loading/ unloading for walk-on |
| 8 | Passenger loading efficient |
| 9 | Passenger unloading efficient |
| 10 | Toll booth staff is friendly |
| 11 | Buying tickets easy and quick |
| 12 | Efficiently processes vehicles |
| 13 | Vehicle loading crew is friendly |
| 14 | Loading procedures efficient |
| 15 | Loads ferries to capacity |
| 16 | Loading crews provide clear directions |
| 17 | Unloading crew is friendly |
| 18 | Unloading procedures efficient |
| 19 | Unloading crews provide clear directions |
| 20 | Passenger seating areas are clean |
| 21 | Ferries bathrooms are clean |
| 22 | Vessels are well maintained |
| 23 | Vessel crew is friendly |
| 24 | Vessel crew is helpful |

Satisfaction vs. Importance Ratings (n=1,246-3,043)



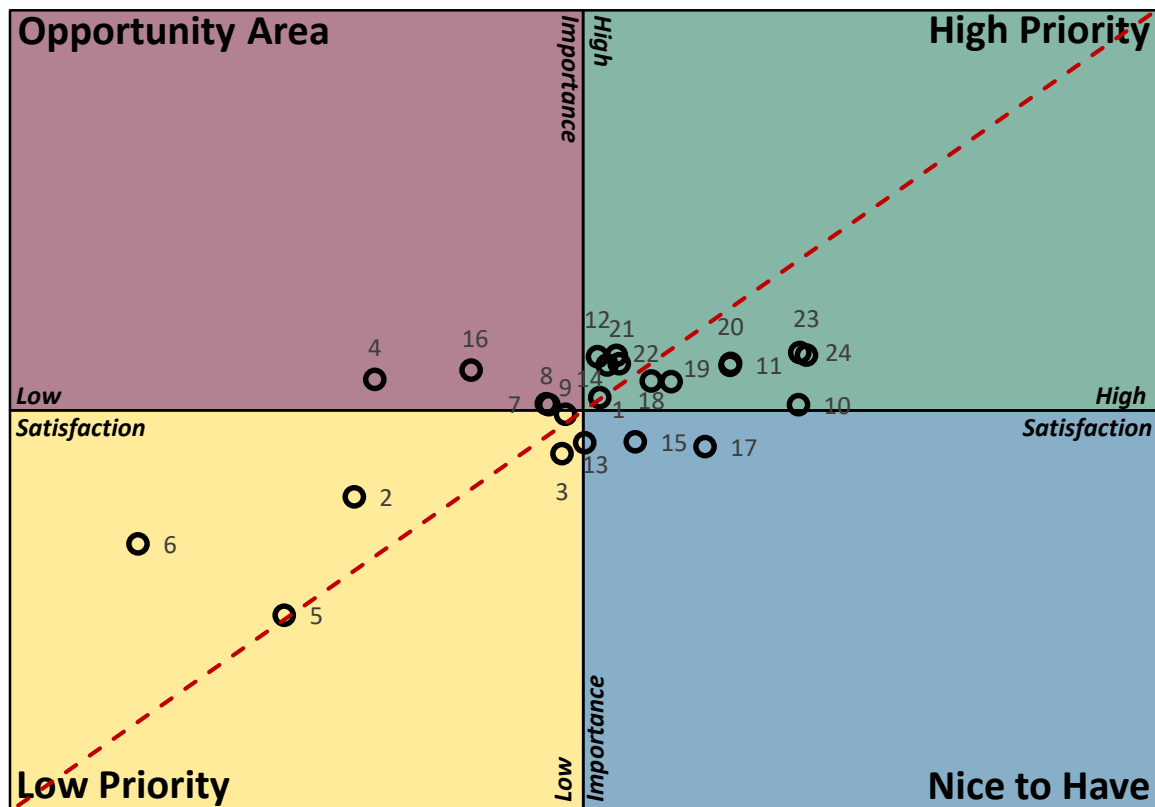
Gap Analysis: Overall - 2016



2016 Opportunity Areas: Terminal bathroom cleanliness and clear loading crew directions are the key opportunity areas. While a low priority to riders, the amount of parking near terminals is underperforming by a wide margin.

| Attribute Key | |
|---------------|------------------------------------------|
| 1 | Terminals are clean |
| 2 | Terminals are comfortable |
| 3 | Terminal staff is helpful |
| 4 | Terminal bathrooms clean |
| 5 | WSF and transit schedules coordinated |
| 6 | Adequate parking near terminals |
| 7 | Easy loading/ unloading for walk-on |
| 8 | Passenger loading efficient |
| 9 | Passenger unloading efficient |
| 10 | Toll booth staff is friendly |
| 11 | Buying tickets easy and quick |
| 12 | Efficiently processes vehicles |
| 13 | Vehicle loading crew is friendly |
| 14 | Loading procedures efficient |
| 15 | Loads ferries to capacity |
| 16 | Loading crews provide clear directions |
| 17 | Unloading crew is friendly |
| 18 | Unloading procedures efficient |
| 19 | Unloading crews provide clear directions |
| 20 | Passenger seating areas are clean |
| 21 | Ferries bathrooms are clean |
| 22 | Vessels are well maintained |
| 23 | Vessel crew is friendly |
| 24 | Vessel crew is helpful |

Satisfaction vs. Importance Ratings (n=1,263-2,856)



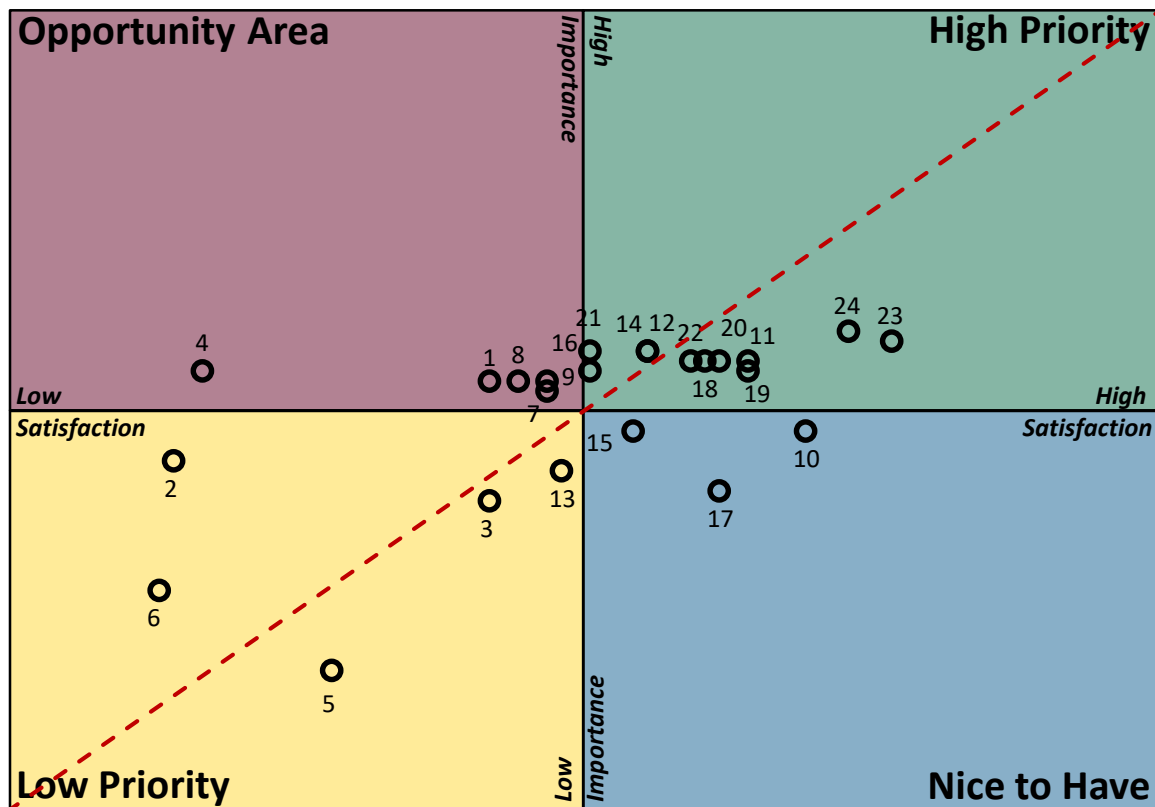
Gap Analysis: Seattle/Bainbridge - 2017



Seattle/Bainbridge Opportunity Areas: Terminal bathroom cleanliness (4) is the biggest opportunity area. Terminal comfort (2) and adequate parking near terminals (6) is a low priority, but still underperforming by a wide margin.

| Attribute Key | |
|---------------|------------------------------------------|
| 1 | Terminals are clean |
| 2 | Terminals are comfortable |
| 3 | Terminal staff is helpful |
| 4 | Terminal bathrooms clean |
| 5 | WSF and transit schedules coordinated |
| 6 | Adequate parking near terminals |
| 7 | Easy loading/ unloading for walk-on |
| 8 | Passenger loading efficient |
| 9 | Passenger unloading efficient |
| 10 | Toll booth staff is friendly |
| 11 | Buying tickets easy and quick |
| 12 | Efficiently processes vehicles |
| 13 | Vehicle loading crew is friendly |
| 14 | Loading procedures efficient |
| 15 | Loads ferries to capacity |
| 16 | Loading crews provide clear directions |
| 17 | Unloading crew is friendly |
| 18 | Unloading procedures efficient |
| 19 | Unloading crews provide clear directions |
| 20 | Passenger seating areas are clean |
| 21 | Ferries bathrooms are clean |
| 22 | Vessels are well maintained |
| 23 | Vessel crew is friendly |
| 24 | Vessel crew is helpful |

Satisfaction vs. Importance Ratings (n=195-530)



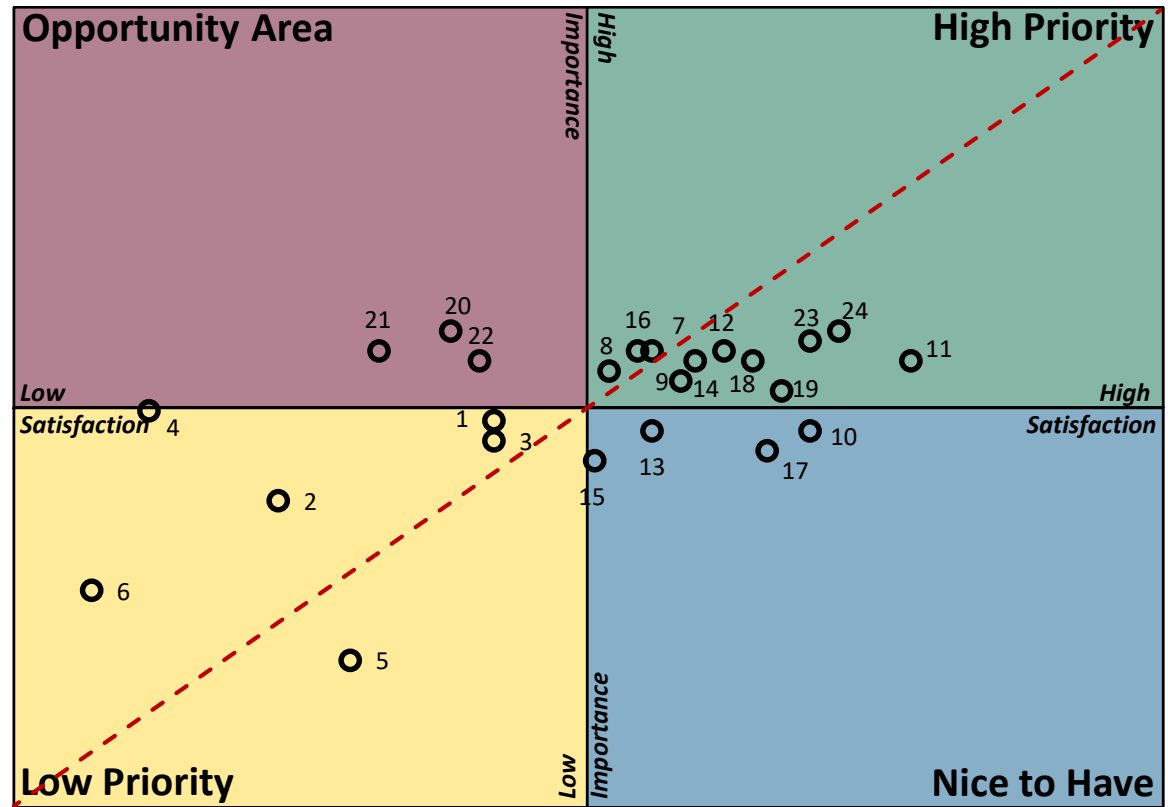
Gap Analysis: Seattle/Bremerton - 2017



Seattle/Bremerton Opportunity Areas: Terminal bathroom cleanliness (4) is by far the key opportunity area. Ferry bathrooms(21), vessel maintenance (22), and cleanliness of seating areas (20) are also opportunity areas to improve. Adequate parking near terminals (6) and terminal comfort (2) are lower priority, but still underperforming.

| Attribute Key | |
|---------------|------------------------------------------|
| 1 | Terminals are clean |
| 2 | Terminals are comfortable |
| 3 | Terminal staff is helpful |
| 4 | Terminal bathrooms clean |
| 5 | WSF and transit schedules coordinated |
| 6 | Adequate parking near terminals |
| 7 | Easy loading/ unloading for walk-on |
| 8 | Passenger loading efficient |
| 9 | Passenger unloading efficient |
| 10 | Toll booth staff is friendly |
| 11 | Buying tickets easy and quick |
| 12 | Efficiently processes vehicles |
| 13 | Vehicle loading crew is friendly |
| 14 | Loading procedures efficient |
| 15 | Loads ferries to capacity |
| 16 | Loading crews provide clear directions |
| 17 | Unloading crew is friendly |
| 18 | Unloading procedures efficient |
| 19 | Unloading crews provide clear directions |
| 20 | Passenger seating areas are clean |
| 21 | Ferries bathrooms are clean |
| 22 | Vessels are well maintained |
| 23 | Vessel crew is friendly |
| 24 | Vessel crew is helpful |

Satisfaction vs. Importance Ratings (n=98-199)



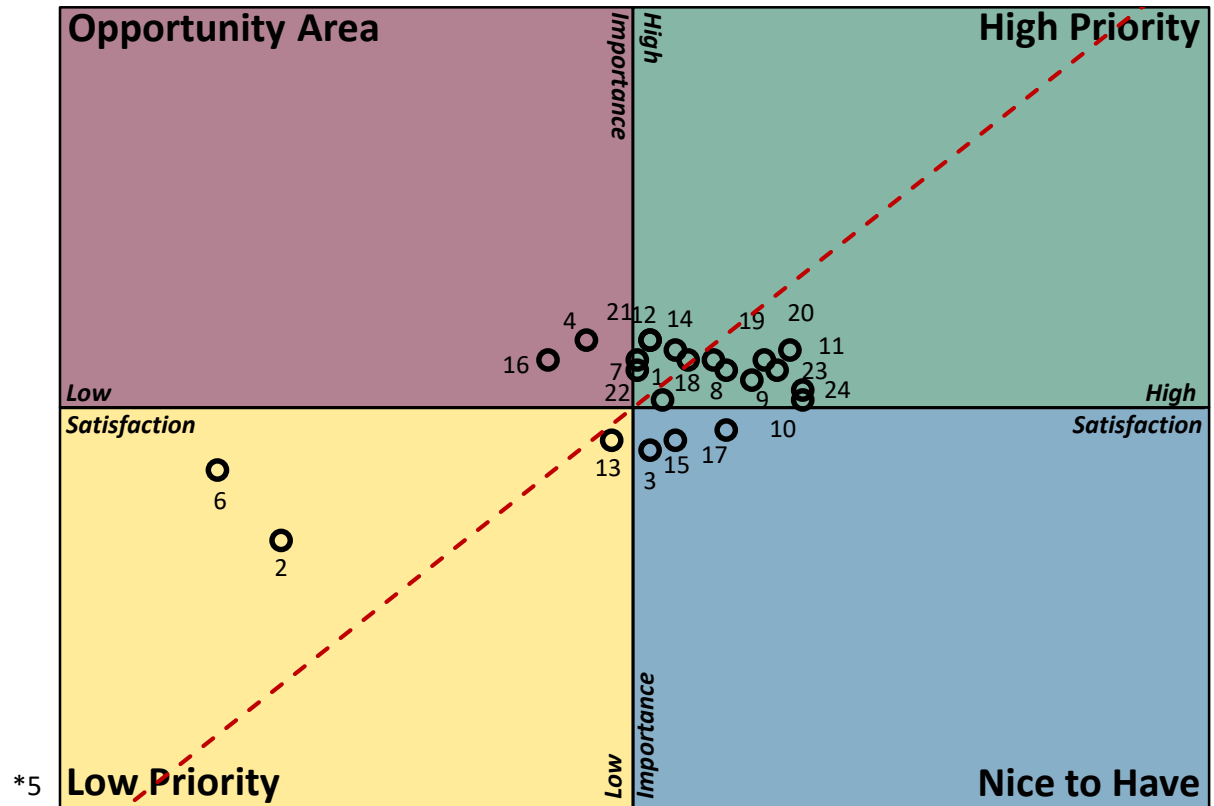
Gap Analysis: Edmonds/Kingston - 2017



Edmonds/Kingston Opportunity Areas: Parking availability (6) and terminals are comfortable (2) are not the highest priority to riders, but are underperforming by a large margin. Clarity of loading crew instructions (16) and cleanliness of terminal bathrooms (4) are an opportunity for improvement.

| Attribute Key | |
|---------------|------------------------------------------|
| 1 | Terminals are clean |
| 2 | Terminals are comfortable |
| 3 | Terminal staff is helpful |
| 4 | Terminal bathrooms clean |
| 5 | WSF and transit schedules coordinated* |
| 6 | Adequate parking near terminals |
| 7 | Easy loading/ unloading for walk-on |
| 8 | Passenger loading efficient |
| 9 | Passenger unloading efficient |
| 10 | Toll booth staff is friendly |
| 11 | Buying tickets easy and quick |
| 12 | Efficiently processes vehicles |
| 13 | Vehicle loading crew is friendly |
| 14 | Loading procedures efficient |
| 15 | Loads ferries to capacity |
| 16 | Loading crews provide clear directions |
| 17 | Unloading crew is friendly |
| 18 | Unloading procedures efficient |
| 19 | Unloading crews provide clear directions |
| 20 | Passenger seating areas are clean |
| 21 | Ferries bathrooms are clean |
| 22 | Vessels are well maintained |
| 23 | Vessel crew is friendly |
| 24 | Vessel crew is helpful |

Satisfaction vs. Importance Ratings (n=109-291)



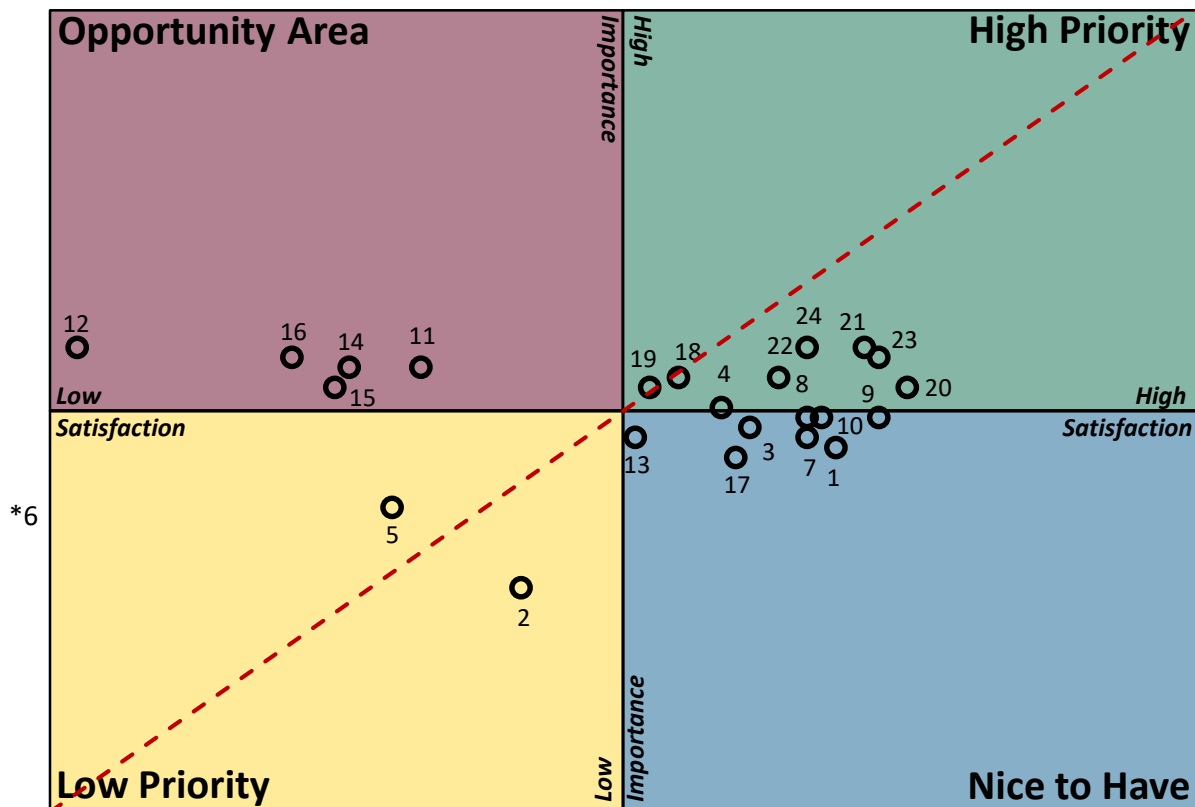
Gap Analysis: Fauntleroy/Vashon - 2017



Fauntleroy/Vashon Opportunity Areas: Efficiency of processing vehicles (12), loading crew's directions (16), loading ferries to capacity (15), loading procedures efficient (14), and buying tickets easy and quick (11) are the biggest opportunity areas. Adequate parking near terminal (6) and coordination with transit schedules (5) are underperforming.

| Attribute Key | |
|---------------|------------------------------------------|
| 1 | Terminals are clean |
| 2 | Terminals are comfortable |
| 3 | Terminal staff is helpful |
| 4 | Terminal bathrooms clean |
| 5 | WSF and transit schedules coordinated |
| 6 | Adequate parking near terminals* |
| 7 | Easy loading/ unloading for walk-on |
| 8 | Passenger loading efficient |
| 9 | Passenger unloading efficient |
| 10 | Toll booth staff is friendly |
| 11 | Buying tickets easy and quick |
| 12 | Efficiently processes vehicles |
| 13 | Vehicle loading crew is friendly |
| 14 | Loading procedures efficient |
| 15 | Loads ferries to capacity |
| 16 | Loading crews provide clear directions |
| 17 | Unloading crew is friendly |
| 18 | Unloading procedures efficient |
| 19 | Unloading crews provide clear directions |
| 20 | Passenger seating areas are clean |
| 21 | Ferries bathrooms are clean |
| 22 | Vessels are well maintained |
| 23 | Vessel crew is friendly |
| 24 | Vessel crew is helpful |

Satisfaction vs. Importance Ratings (n=98-197)



* 6 is outside of displayed graph area.

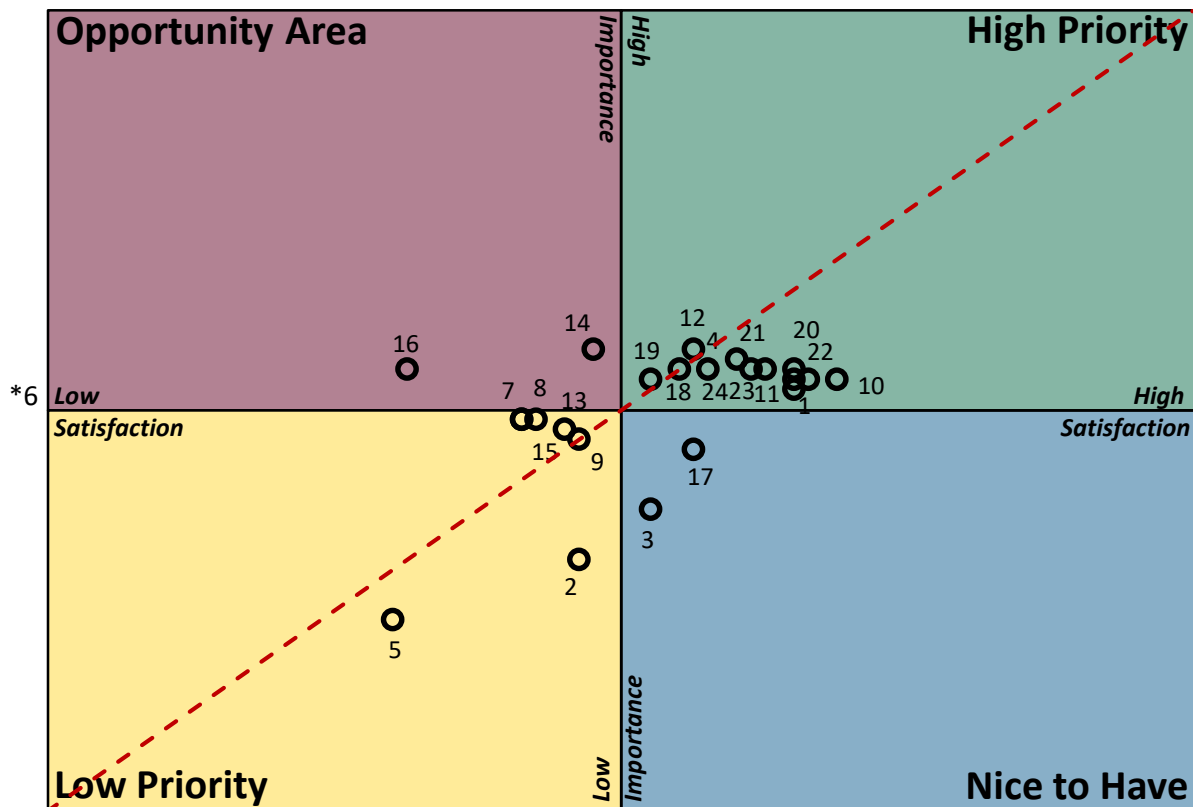
Gap Analysis: Mukilteo/Clinton - 2017



Mukilteo/Clinton Opportunity Areas: Adequate parking near terminals (6) and loading crews providing clear directions (16) are the key opportunity areas. While not considered as high of a priority, ease of loading and unloading (7) and passenger loading efficiency (8) are underperforming.

| Attribute Key | |
|---------------|------------------------------------------|
| 1 | Terminals are clean |
| 2 | Terminals are comfortable |
| 3 | Terminal staff is helpful |
| 4 | Terminal bathrooms clean |
| 5 | WSF and transit schedules coordinated |
| 6 | Adequate parking near terminals* |
| 7 | Easy loading/ unloading for walk-on |
| 8 | Passenger loading efficient |
| 9 | Passenger unloading efficient |
| 10 | Toll booth staff is friendly |
| 11 | Buying tickets easy and quick |
| 12 | Efficiently processes vehicles |
| 13 | Vehicle loading crew is friendly |
| 14 | Loading procedures efficient |
| 15 | Loads ferries to capacity |
| 16 | Loading crews provide clear directions |
| 17 | Unloading crew is friendly |
| 18 | Unloading procedures efficient |
| 19 | Unloading crews provide clear directions |
| 20 | Passenger seating areas are clean |
| 21 | Ferries bathrooms are clean |
| 22 | Vessels are well maintained |
| 23 | Vessel crew is friendly |
| 24 | Vessel crew is helpful |

Satisfaction vs. Importance Ratings (n=187-469)



* 6 is outside of displayed graph area.

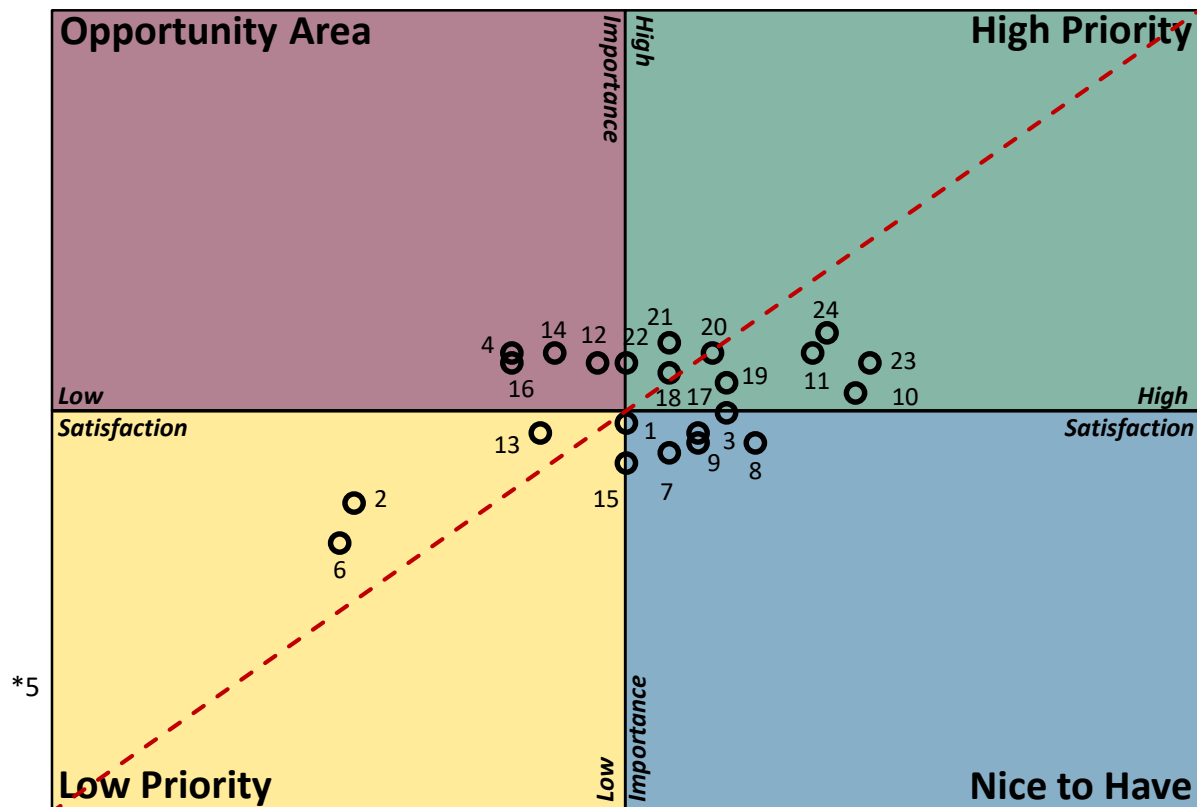
Gap Analysis: Anacortes/San Juan Islands - 2017



Anacortes/San Juan Islands Opportunity Areas: Terminal bathrooms clean (4) and loading crews provide clear directions (16) are the key opportunity area, followed by efficiency of loading procedures (14). Of lesser importance but still underperforming are transit schedule coordination (5), terminal comfortability (2) and adequate terminal parking (6).

| Attribute Key | |
|---------------|------------------------------------------|
| 1 | Terminals are clean |
| 2 | Terminals are comfortable |
| 3 | Terminal staff is helpful |
| 4 | Terminal bathrooms clean |
| 5 | WSF and transit schedules coordinated* |
| 6 | Adequate parking near terminals |
| 7 | Easy loading/ unloading for walk-on |
| 8 | Passenger loading efficient |
| 9 | Passenger unloading efficient |
| 10 | Toll booth staff is friendly |
| 11 | Buying tickets easy and quick |
| 12 | Efficiently processes vehicles |
| 13 | Vehicle loading crew is friendly |
| 14 | Loading procedures efficient |
| 15 | Loads ferries to capacity |
| 16 | Loading crews provide clear directions |
| 17 | Unloading crew is friendly |
| 18 | Unloading procedures efficient |
| 19 | Unloading crews provide clear directions |
| 20 | Passenger seating areas are clean |
| 21 | Ferries bathrooms are clean |
| 22 | Vessels are well maintained |
| 23 | Vessel crew is friendly |
| 24 | Vessel crew is helpful |

Satisfaction vs. Importance Ratings (n=389-1,002)



* 5 is outside of displayed graph area.

The Terminals are Comfortable



Dissatisfaction is highest for Seattle/Bremerton (26%) followed by Seattle/Bainbridge (22%) and Anacortes/San Juan Islands (18%).*

| Ratings on a 5 point scale (1=low, 5=high) | | TOTAL | SEA/BAIN | SEA/BRE | PTD/TAH | EDM/KIN | FAU/VAS | FAU/SOU | SOU/VAS | PTT/COU | MUK/CLI | ANA/SJI | INTER SJI |
|------------------------------------------------------------|---------------|-------|----------|---------|---------|---------|---------|---------|---------|---------|---------|---------|-----------|
| Respondents | | 1971 | 469 | 175 | 28 | 167 | 149 | 62 | 6 | 112 | 277 | 488 | 38 |
| The terminals are comfortable (seating, temperature, etc.) | Imp. (4-5) | 81% | 87% | 80% | 90% | 77% | 73% | 68% | 83% | 77% | 77% | 81% | 66% |
| | Sat. (4-5) | 52% | 42% | 47% | 52% | 49% | 61% | 67% | 83% | 66% | 72% | 51% | 47% |
| | Dissat. (1-2) | 17% | 22% | 26% | 18% | 16% | 11% | 7% | 0% | 2% | 8% | 18% | 10% |
| 2016 | Dissat. | 17% | 21% | 20% | 15% | 14% | 13% | 15% | 43% | 6% | 6% | 24% | 24% |
| Change | Dissat. | -- | +1 | +6 | +3 | +2 | -2 | -8 | -43 | -4 | +2 | -6 | -14 |

**Among those routes that have a substantial number of respondents.*

| Top 5 Unsatisfactory Terminals | | Example of Verbatim Complaints – (complete sorted verbatims in separate document) | |
|--------------------------------|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Seattle | 59% | Seattle - Inadequate seating. Poor temperature control. | |
| Bainbridge | 14% | Seattle - There's not enough seating and what is there are wooden benches for the most part. Also, there is no seating past the turnstiles. | |
| Kingston | 11% | Seattle - "Temperature varies wildly from day to day based on ambient temps. Lots of transients in and around terminal. New ad hoc 'ticketed passengers only' section is haphazard. Doors past the turnstiles continually open and close leading to confusion about when it's safe to board (those 'holding the line' between the turnstiles and the door can't see the electronic reader board)" | |
| Fauntleroy | 8% | Bainbridge - Both Seattle and Bainbridge are cold, unwelcoming and just all concrete. Blech. Very utilitarian without any visual or physical warmth. Also huge lack of seating primarily in Seattle. | |
| Vashon | 7% | Kingston - Kingston is horribly cold, seating is terrible while waiting, and the bathroom. Is distant shabby and cold. Edmonds is better but seating is uncomfortable and so much glass is broken. | |
| | | Fauntleroy - Fauntleroy is in need of a major upgrade. The waiting area is small, cramped and uncomfortable. When the ferries are late and you are standing outside in the sheltered area is cold and windy. | |
| | | Fauntleroy - Too small for the number of travelers waiting to board. When weather if rainy or cold, more than half of those walking on have to wait outside, no seating or very limited seating. | |
| | | Fauntleroy - There's nothing comfortable about these ferry terminals. All seating surfaces are hard and not even remotely ergonomic, the terminal buildings are small, and walk-ons have to use the car ramp to load/unload. | |

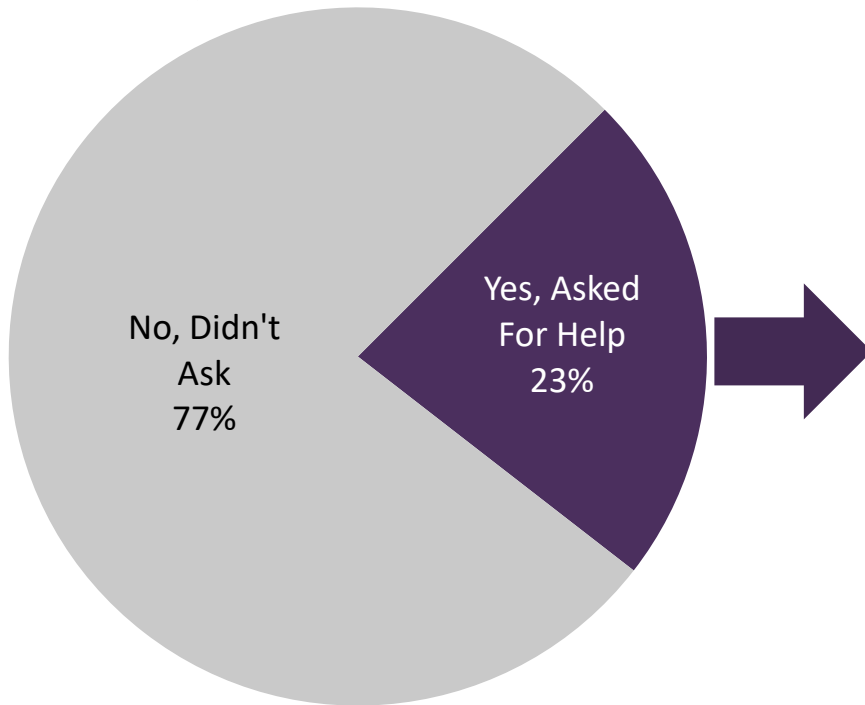
Attribute Key Code - 2
Overall Gap Analysis:
Low Priority Area

Help/Assistance From Terminal Staff

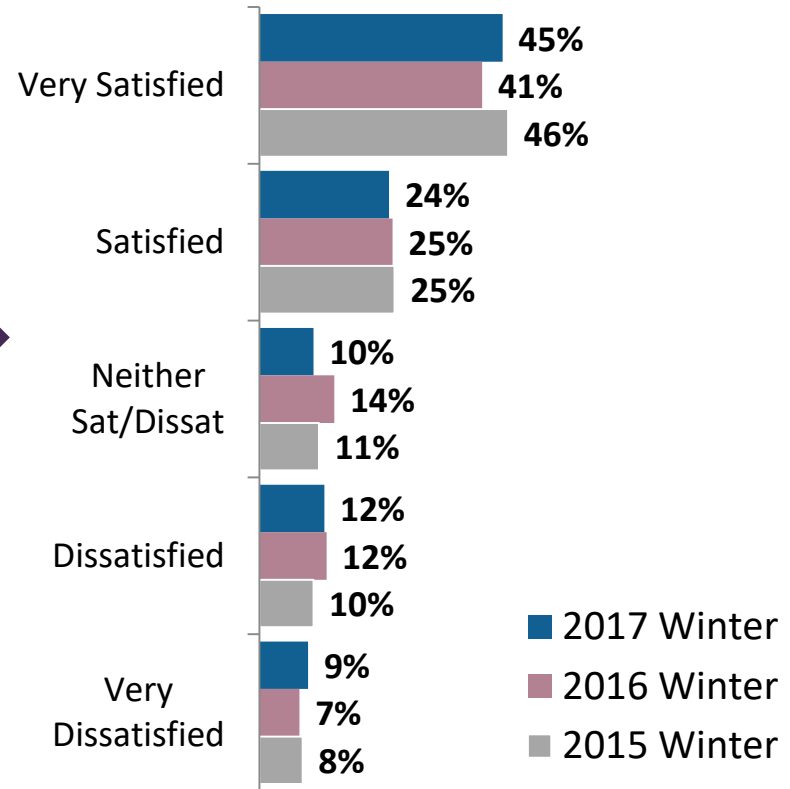


About one in four riders have asked the terminal staff for help (24%) and most (69%) say they are satisfied with the assistance they received. Just one in five (21%) were dissatisfied with the terminal staff performance.

Asked WSF Terminal Staff For Help/Assistance



Satisfaction With WSF Terminal Staff Help/Assistance (n=482 / 449 / 583)



Q100. Did you specifically ask a WSF terminal staff member for help/assistance during the Winter period (January 8th through April 1st 2017)?

Q101. How satisfied were you with the help/assistance the WSF terminal staff member gave you?

Terminal Bathrooms Clean & Well Maintained



Dissatisfaction is highest for Seattle/Bremerton (35%) followed by Seattle/Bainbridge (30%) and Point Defiance/Tahlequah (20%).*

| Ratings on a 5 point scale (1=low, 5=high) | | TOTAL | SEA/ BAIN | SEA/ BRE | PTD/ TAH | EDM/ KIN | FAU/ VAS | FAU/ SOU | SOU/ VAS | PTT/ COU | MUK/ CLI | ANA/ SJI | INTER SJI |
|-----------------------------------------------------------------|---------------|-------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| Respondents | | 1971 | 469 | 175 | 28 | 167 | 149 | 62 | 6 | 112 | 277 | 488 | 38 |
| The bathrooms in the terminals are clean and well maintained | Imp. (4-5) | 94% | 96% | 89% | 84% | 95% | 91% | 93% | 100% | 92% | 96% | 95% | 89% |
| | Sat. (4-5) | 59% | 44% | 38% | 63% | 70% | 75% | 73% | 83% | 74% | 81% | 62% | 67% |
| | Dissat. (1-2) | 20% | 30% | 35% | 20% | 13% | 7% | 6% | 0% | 5% | 8% | 15% | 12% |
| 2016 | Dissat. | 20% | 29% | 34% | 20% | 13% | 6% | 2% | 0% | 17% | 10% | 14% | 16% |
| Change | Dissat. | -- | +1 | +1 | -- | -- | +1 | +4 | -- | -12 | -2 | +1 | -4 |

**Among those routes that have a substantial number of respondents.*

| Top 5 Unsatisfactory Terminals | |
|-----------------------------------|-----|
| Seattle | 74% |
| Bremerton | 8% |
| Anacortes | 6% |
| Point Defiance | 5% |
| Bainbridge | 5% |

| Example of Verbatim Complaints – (complete sorted verbatims in separate document) |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Seattle - Actually the bathroom behind the ticket sellers is OK. The other bathroom on that level is scary as is the one on the auto level -- not well maintained and not clean. |
| Seattle - Bathrooms are disgusting. Always filthy. Homeless people hanging out. No paper towels, only air dryers. |
| Seattle - Bathrooms need to be updated/replaced and/or cleaned more regularly, and monitored for people camping out in there, especially the ones closer to the ticket lines. One night I observed what appeared to be blood/vomit on the floor leaking out from one of the stalls (the stall was vacant at the time). I don't use the restrooms in the terminal if possible. |
| Seattle - Homeless people keep making a mess of the bathrooms and everything feels grimy and dirty. I don't want to touch anything in there. |
| Anacortes - floors have dirt build up around the edges due to 'cleaning up the middle with a mop' and the middle was STICKY. I did not want to touch anything and would never have set anything on the floor but my feet. |
| Edmonds - This bathroom hasn't been updated in at least 10 years. It is dark, smelly, has no proper soap or mirrors, and the stalls are dismal. |
| Faultleroy - The bathrooms are danker and dirtier than most public restrooms in the Seattle area. |

Attribute Key Code - 4
Overall Gap Analysis:
Opportunity Area

Sailing Schedule Coordinated w/Transit



Dissatisfaction is highest for Anacortes/San Juan Island (36%) followed by Edmonds/Kingston (19%)*.

| Ratings on a 5 point scale (1=low, 5=high) | | TOTAL | SEA/ BAIN | SEA/ BRE | PTD/ TAH | EDM/ KIN | FAU/ VAS | FAU/ SOU | SOU/ VAS | PTT/ COU | MUK/ CLI | ANA/ SJI | INTER SJI |
|---------------------------------------------------------------------------------------------------------|---------------|-------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| Respondents | | 1573 | 446 | 163 | 24 | 152 | 131 | 49 | 6 | 55 | 236 | 274 | 37 |
| WSF sailing schedule is adequately coordinated with transit services available at the terminal | Imp. (4-5) | 67% | 66% | 64% | 72% | 49% | 81% | 81% | 88% | 71% | 71% | 68% | 76% |
| | Sat. (4-5) | 51% | 53% | 52% | 50% | 39% | 52% | 56% | 69% | 82% | 59% | 28% | 28% |
| | Dissat. (1-2) | 13% | 10% | 13% | 23% | 19% | 13% | 18% | 0% | 2% | 6% | 36% | 44% |
| 2016 | Dissat. | 15% | 14% | 17% | 19% | 13% | 19% | 21% | 27% | 2% | 12% | 35% | 23% |
| Change | Dissat. | -2 | -4 | -4 | +4 | +6 | -6 | -3 | -27 | -- | -6 | +1 | +21 |

*Among those routes that have a substantial number of respondents.

| Top 5 Unsatisfactory Terminals | | Example of Verbatim Complaints – (complete sorted verbatims in separate document) |
|--------------------------------|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Seattle | 32% | Seattle - Ferry frequently run very late and you have to wait for bus in cold and rain. There aren't enough buses or routes near the ferry without walking uphill, which I can't do anymore. The 62 at Marion and first is only bus near ferry where you don't have to climb steep hill |
| Edmonds | 14% | Seattle - Metro bus schedule is poorly matched up to the ferry schedule at stops within 5 blocks of the Seattle ferry terminal. |
| Anacortes | 13% | Seattle - The sailing times coming from Seattle back to Bremerton don't coordinate well for commuters many years ago the scheduling for commuters was much better that there was like 4:20, 5:10 and like a 6:25 pm sailings the schedule now in place especially the 6:45 run is just crazy. |
| Fauntleroy | 11% | Edmonds - "The community transit buses are often late arriving at the terminal for the commute back to Kitsap due to traffic issues in downtown Edmonds, especially in the Summer when people and tourist are out in mass. A few times, the ferry has arrived late to the Edmonds terminal in the morning and I have missed either the bus or worse yet the Sounder commuter train! There are not many Sounders scheduled" |
| Bremerton | 10% | Fauntleroy - The rapid ride is not in sync with the ferry schedule which makes it frustrating. The bus either comes to late or to early. |

Attribute Key Code - 5
Overall Gap Analysis:
Low Priority Area

Adequate Parking Near Terminals



Dissatisfaction is highest for Mukilteo/Clinton (58%) and Fauntleroy/Vashon (45%) followed by Edmond/Kingston (25%) and Seattle/Bremerton (24%).*

| Ratings on a 5 point scale (1=low, 5=high) | | TOTAL | SEA/ BAIN | SEA/ BRE | PTD/ TAH | EDM/ KIN | FAU/ VAS | FAU/ SOU | SOU/ VAS | PTT/ COU | MUK/ CLI | ANA/ SJI | INTER SJI |
|-------------------------------------------------|---------------|-------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| Respondents | | 1573 | 446 | 163 | 24 | 152 | 131 | 49 | 6 | 55 | 236 | 274 | 37 |
| There is adequate parking near the terminals | Imp. (4-5) | 79% | 74% | 71% | 90% | 84% | 81% | 79% | 52% | 94% | 93% | 77% | 76% |
| | Sat. (4-5) | 37% | 41% | 34% | 49% | 44% | 24% | 61% | 54% | 44% | 22% | 50% | 37% |
| | Dissat. (1-2) | 30% | 19% | 24% | 34% | 25% | 45% | 17% | 46% | 43% | 58% | 20% | 10% |
| 2016 | Dissat. | 31% | 21% | 25% | 40% | 31% | 45% | 33% | 27% | 17% | 58% | 15% | 18% |
| Change | Dissat. | -1 | -2 | -1 | -6 | -6 | -- | -16 | +19 | +26 | -- | +5 | -8 |

**Among those routes that have a substantial number of respondents.*

| Top 5 Unsatisfactory Terminals | |
|--------------------------------|-----|
| Mukilteo | 22% |
| Bainbridge | 21% |
| Seattle | 20% |
| Fauntleroy | 16% |
| Vashon | 11% |

Attribute Key Code - 6
Overall Gap Analysis:
Low Priority Area

| Example of Verbatim Complaints – (complete sorted verbatims in separate document) |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Clinton - I generally get lucky and grab one by the dock, however, when its filled, the alternative is a drive around through Clinton to a lot above the dock. The walk back up the hill an eighth of a mile followed by the equivalent of three flights of stairs is rough on older passengers. |
| Mukilteo - Parking in Mukilteo (so I can walk on boat, home) is almost non existent, City parking is \$\$\$\$ almost the cost of driving and located far from the boat, this will only get WORSE when the terminal moves, and I see NO plans to provide overnight parking in the plans. WSF has said repeatedly that they want people to WALK on the boat to reduce wear and extend life, however they are NOT providing anyway for the public to do that! |
| Seattle - There is NO affordable nor convenient parking on the Seattle side. This becomes a huge problem in summer and holidays as drive on traffic has long delays, walk-ons do not. |
| Vashon - Often people are parked illegally and nothing is done about it and very often if you want to walk on after 8am there is little to no parking available in the lots and you have to find a place in the neighborhood. |
| Bremerton - Parking is often full, requiring one to park 4 or 5 blocks away. |
| Bainbridge - Parking was full and had to wait for ferry arrival hope someone would pull out of a parking space and then run to catch ferry |

Efficiently Process Vehicles



Dissatisfaction is highest for Fauntleroy/Vashon (47%) followed by Anacortes/San Juan Islands (13%)*.

| Ratings on a 5 point scale (1=low, 5=high) | | TOTAL | SEA/BAIN | SEA/BRE | PTD/TAH | EDM/KIN | FAU/VAS | FAU/SOU | SOU/VAS | PTT/COU | MUK/CLI | ANA/SJI | INTER SJI |
|---------------------------------------------------------|---------------|-------|----------|---------|---------|---------|---------|---------|---------|---------|---------|---------|-----------|
| Respondents | | 2922 | 471 | 141 | 50 | 287 | 198 | 88 | 9 | 150 | 491 | 980 | 57 |
| WSF efficiently processes vehicles through ticket lanes | Imp. (4-5) | 97% | 98% | 95% | 96% | 97% | 97% | 98% | 100% | 93% | 98% | 95% | 93% |
| | Sat. (4-5) | 71% | 75% | 78% | 61% | 78% | 30% | 62% | 32% | 82% | 80% | 68% | 77% |
| | Dissat. (1-2) | 12% | 10% | 4% | 11% | 5% | 47% | 22% | 57% | 4% | 7% | 13% | 3% |
| 2016 | Dissat. | 11% | 10% | 5% | 17% | 6% | 31% | 18% | 41% | 5% | 6% | 18% | 13% |
| Change | Dissat. | +1 | -- | -1 | -6 | -1 | +16 | +4 | +16 | -1 | +1 | -5 | -10 |

*Among those routes that have a substantial number of respondents.

| Top 5 Unsatisfactory Terminals | Percentage | Example of Verbatim Complaints – (complete sorted verbatims in separate document) |
|--------------------------------|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Fauntleroy | 49% | Fauntleroy - Best case, more lanes should be added at the Fauntleroy dock. Barring that, the shoulder on Fauntleroy Way should have added ferry signage to direct traffic, and should be made into a no-parking anytime lane at least up until Trenton St. Police Officers truly help loading and unloading efforts, but a ferry coordinated signal at the end of the dock would work even better. |
| Seattle | 22% | Fauntleroy - Boats leave partially empty, even though there is a long time because you can't get people through the booths fast enough. You have to force people to buy tickets ahead of time! |
| Bainbridge | 11% | Fauntleroy - Cars that already had their tickets used to be able to go through the bypass lane. Now we have to wait for people buying their tickets before we can get in a lane. This is very inefficient and causes ferries to leave not fully loaded which starts the backup of vehicles trying to get on the ferry. |
| Mukilteo | 8% | Seattle - Some ticket sellers are so much slower or maybe they are talking to drivers too much. But it makes being in the 'wrong lane' frustrating |
| Anacortes | 8% | Seattle - Ticket taker was so slow that we missed the 9 p.m. ferry. We were close to the time of boarding but had time to get on. We watched as other cars in other lanes finished more quickly. We did not.. |
| | | Mukilteo - Should not shut down ticket lanes when there is still space in the staging area. Sitting in the backup lane wastes fuel and requires constant attention. Parked in the staging area allows trips to washroom or to lvars. |

Attribute Key Code - 12
Overall Gap Analysis:
Opportunity Area

Vehicle Loading Efficiency



Dissatisfaction is highest for Fauntleroy/Vashon (24%) followed by Anacortes/San Juan Islands (14%)*.

| Ratings on a 5 point scale (1=low, 5=high) | | TOTAL | SEA/ BAIN | SEA/ BRE | PTD/ TAH | EDM/ KIN | FAU/ VAS | FAU/ SOU | SOU/ VAS | PTT/ COU | MUK/ CLI | ANA/ SJI | INTER SJI |
|-------------------------------------------------|---------------|-------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| Respondents | | 2922 | 471 | 141 | 50 | 287 | 198 | 88 | 9 | 150 | 491 | 980 | 57 |
| WSF vehicle loading procedures are efficient | Imp. (4-5) | 96% | 98% | 94% | 98% | 96% | 95% | 90% | 100% | 93% | 98% | 96% | 91% |
| | Sat. (4-5) | 72% | 75% | 76% | 71% | 80% | 49% | 63% | 60% | 80% | 73% | 65% | 77% |
| | Dissat. (1-2) | 10% | 8% | 9% | 11% | 7% | 24% | 10% | 2% | 6% | 9% | 14% | 12% |
| 2016 | Dissat. | 9% | 6% | 3% | 16% | 6% | 14% | 18% | 29% | 6% | 9% | 15% | 12% |
| Change | Dissat. | +1 | +2 | +6 | -5 | +1 | +10 | -8 | -27 | -- | -- | -1 | -- |

*Among those routes that have a substantial number of respondents.

| Top 5 Unsatisfactory Terminals | |
|--------------------------------|-----|
| Fauntleroy | 29% |
| Seattle | 24% |
| Mukilteo | 15% |
| Bainbridge | 13% |
| Anacortes | 11% |

| Example of Verbatim Complaints – (complete sorted verbatims in separate document) |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Fauntleroy -"Ferry boat loading employees don't get out of the way when directing vehicles to another lane. They purposely want to get hit. Ferry boat loading employee, esp. one by the name of Joe on the 5pm to Vash/SW, holds grudges; he wants to talk to drivers regarding his directions - very defensive and he holds grudges. Ferry boat loaders, many don't work as a team you can tell they hate each other. So why do you hire employees like these and want their peers to get hurt. Quit having the Vashon people" |
| Seattle - Did not load in order of arrival. He let a whole lane that arrived after me load before my lane. Me along with 3 other vehicles had to back off the ramp. |
| Anacortes - All I can say is go to the Canadian ferry system and watch how they do it. So much more efficient. Efficiency is not anything that's WSF system seems to have it in mind. Everything seems to be slow and antiquated including your business systems. How long was it before you would take credit cards when they were the norm in all business transactions in the rest of the world? |
| Anacortes - The WASHINGTON STATE FERRY WORKERS ARE ARROGANT AND DON'T HAVE ANY GOOD COMMON SENSE OF HOW TO PLACE THE VEHICLES ON THE FERRIES. They are only parking attendants, but act as if they are God. |
| Bainbridge - I have too many times to count observed the ferry leave with plenty of room for the few cars left behind - that were held back at the ticket booth until the ferry whistle blew, There was plenty of time to load them before that. |
| Mukilteo - "One of the male loading employees, tends to scream all the time, seemingly at random times. At times, his hand signals are unclear, and he gets visibly frustrated when people are unable to read his mind. I've watched him yell at someone nearly every time he loads passengers - it's disturbing and unnecessary. Furthermore, when departing and seeing the ferry is NOT full, is very frustrating." |

Attribute Key Code - 14
Overall Gap Analysis:
Opportunity Area

Vehicle Loading Crews Provide Clear Directions



Dissatisfaction is highest for Fauntleroy/Vashon (22%) followed by Mukilteo/Clinton (16%) and Anacortes/San Juan Islands (15%)*.

| Ratings on a 5 point scale (1=low, 5=high) | | TOTAL | SEA/BAIN | SEA/BRE | PTD/TAH | EDM/KIN | FAU/VAS | FAU/SOU | SOU/VAS | PTT/COU | MUK/CLI | ANA/SJI | INTER SJI |
|-------------------------------------------------------------------|---------------|-------|----------|---------|---------|---------|---------|---------|---------|---------|---------|---------|-----------|
| Respondents | | 2922 | 471 | 141 | 50 | 287 | 198 | 88 | 9 | 150 | 491 | 980 | 57 |
| WSF vehicle loading crews provide clear directions / hand signals | Imp. (4-5) | 96% | 96% | 95% | 94% | 97% | 96% | 97% | 100% | 93% | 96% | 96% | 92% |
| | Sat. (4-5) | 65% | 71% | 72% | 54% | 73% | 45% | 64% | 88% | 73% | 60% | 62% | 65% |
| | Dissat. (1-2) | 13% | 10% | 9% | 14% | 7% | 22% | 17% | 12% | 11% | 16% | 15% | 8% |
| 2016 | Dissat. | 14% | 8% | 12% | 18% | 12% | 20% | 25% | 47% | 9% | 18% | 18% | 16% |
| Change | Dissat. | -1 | +2 | -3 | -4 | -5 | +2 | -8 | -35 | +2 | -2 | -3 | -8 |

*Among those routes that have a substantial number of respondents.

| Top 5 Unsatisfactory Terminals | |
|--------------------------------|-----|
| Seattle | 23% |
| Fauntleroy | 22% |
| Mukilteo | 22% |
| Clinton | 19% |
| Bainbridge | 16% |

Example of Verbatim Complaints – (complete sorted verbatims in separate document)

Seattle - Directions and signals seem to have no standard since everyone on the deck crew does some variation that's different from everyone else's. I've also seen the deck crew giving contradictory directions to a single vehicle and then yelling at the driver for being confused. Pathetic!

Seattle - Guys, I know it's cold sometimes, but that's why you wear gloves. When you stand there with your hands in your pockets and chatting to each other, and NOT giving signals to the vehicles loading, don't get mad because we didn't read your mind. On where you wanted us to go.

Fauntleroy Too lazy to move their hand. Then they prompt you forward then tell you to slow down. What do you want fast or slow jeez

Fauntleroy - Too often, ambiguous hand signals are given, like pointing one way & then changing his or her mind at the last second, & if the driver can't figure out which direction he or she REALLY means, the driver gets yelled at by that crew member, which I find extremely offensive!!

Mukilteo - There is one female who's hand signals are very weak and impact the time it takes for cars to leave the holding area and board the ferry.

Clinton - In training ferry personnel, you should make certain that hand signals are given absolutely the same among all the ferry loaders all the time. And the loaders could be more polite when drivers misinterpret the signals.

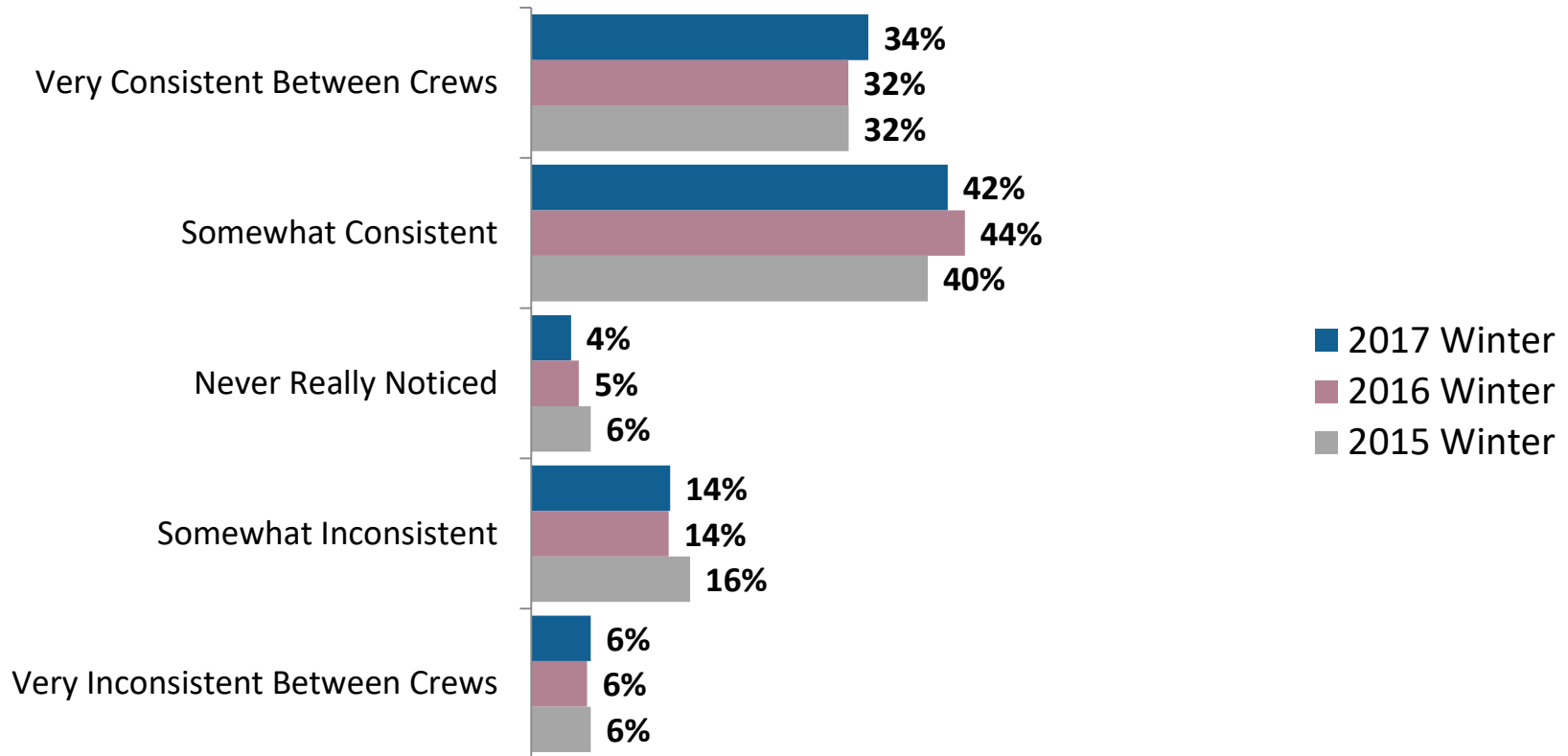
Attribute Key Code - 16
Overall Gap Analysis:
Opportunity Area

Consistent Hand Signals/Directions



Most riders (76%) say the loading/unloading crews hand signals/directions are consistent across crews. About one in five (20%) say they are not consistent.

**Consistency of Hand Signals Asked Of Vehicle Drivers Only
(n=2,922 / 2709 / 2130)**



Q97. (ASKED OF VEHICLE DRIVERS ONLY) How would you rate the consistency of the vehicle loading/unloading hand signals/directions you get from the different ferry/dock crews?

Passenger Seating Areas Clean and Comfortable



Dissatisfaction is highest for Seattle/Bremerton (15%)*.

| Ratings on a 5 point scale (1=low, 5=high) | | TOTAL | SEA/BAIN | SEA/BRE | PTD/TAH | EDM/KIN | FAU/VAS | FAU/SOU | SOU/VAS | PTT/COU | MUK/CLI | ANA/SJI | INTER SJI |
|------------------------------------------------------------------------------------------|---------------|-------|----------|---------|---------|---------|---------|---------|---------|---------|---------|---------|-----------|
| Respondents | | 3043 | 530 | 199 | 43 | 291 | 197 | 95 | 9 | 148 | 469 | 1002 | 60 |
| The ferry passenger seating areas are clean and comfortable (seating, temperature, etc.) | Imp. (4-5) | 95% | 97% | 97% | 92% | 95% | 93% | 88% | 100% | 89% | 95% | 96% | 94% |
| | Sat. (4-5) | 82% | 80% | 59% | 86% | 87% | 88% | 87% | 84% | 88% | 90% | 76% | 76% |
| | Dissat. (1-2) | 4% | 3% | 15% | 1% | 3% | 2% | 1% | 0% | 2% | 1% | 6% | 7% |
| 2016 | Dissat. | 5% | 6% | 17% | 2% | 3% | 2% | 4% | 0% | 4% | 2% | 6% | 2% |
| Change | Dissat. | -1 | -3 | -2 | -1 | -- | -- | -3 | -- | -2 | -1 | -- | +5 |

*Among those routes that have a substantial number of respondents.

| Top 5 Unsatisfactory Vessels | Example of Verbatim Complaints – (complete sorted verbatims in separate document) |
|------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Walla Walla 43% | Chelan, Hyak, Elwha, Yakima - Seating is a back pain. Seats are ugly. Boat looking like an old truck. Bubble gums stuck to the under side of tables. It is clean externally, but looks tired and not very nice. |
| Kaleetan 27% | Elwha, Yakima - Ferry seating and comfortable do NOT belong in the same sentence. Most seating in all ferries have NO LOWER BACK SUPPORT. The Samish DOES have some comfortable individual seats |
| Hyak 24% | Kaleetan, Hyak - Floors have stuff on them for days at a time the same tables can have sticky stuff on them never clean unless the passenger sitting there does it. But yet the crew has time to bs with certain passenger or hide in there room |
| Tacoma 22% | Salish - The seats are like rocks, and the heating ducts consistently blow cold air onto the seated passengers (winter and summer!) |
| Puyallup 21% | Tokitae - How sad that the glorious ferries of old have been turned into cattle cars as exhibited by the Tokitae. Rows of seats. No adequate armrests, no tables, few people. Complete lack of aesthetics... |
| | Puyallup, Samish - The crew doesn't waste a lot of time (or, in most cases, ANY time) cleaning tables between sailings. So it's highly likely that you'll sit in a booth only to find that the previous passenger there spilled something all over -- because everything you put on the table (including your shirt sleeves) STICK to the TABLE! |
| | Puyallup, Spokane - dust bunnies, dirty windows, full trash cans |

Attribute Key Code - 20
Overall Gap Analysis:
High Priority Area

Ferries Bathrooms are Clean/Maintained



Dissatisfaction is highest for Seattle/Bremerton (16%).

| Ratings on a 5 point scale (1=low, 5=high) | | TOTAL | SEA/ BAIN | SEA/ BRE | PTD/ TAH | EDM/ KIN | FAU/ VAS | FAU/ SOU | SOU/ VAS | PTT/ COU | MUK/ CLI | ANA/ SJI | INTER SJI |
|---------------------------------------------------------------|---------------|-------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| Respondents | | 3043 | 530 | 199 | 43 | 291 | 197 | 95 | 9 | 148 | 469 | 1002 | 60 |
| The bathrooms on the ferries are clean and well maintained | Imp. (4-5) | 97% | 98% | 95% | 96% | 97% | 97% | 99% | 100% | 94% | 97% | 97% | 96% |
| | Sat. (4-5) | 75% | 71% | 54% | 81% | 78% | 85% | 84% | 85% | 88% | 83% | 73% | 85% |
| | Dissat. (1-2) | 7% | 9% | 16% | 1% | 7% | 3% | 4% | 0% | 2% | 4% | 7% | 5% |
| 2016 | Dissat. | 8% | 9% | 16% | 7% | 9% | 1% | 5% | 11% | 12% | 4% | 8% | 4% |
| Change | Dissat. | -1 | -- | -- | -6 | -2 | +2 | -1 | -11 | -10 | -- | -1 | +1 |

**Among those routes that have a substantial number of respondents.*

| Top 5 Unsatisfactory Vessels | Example of Verbatim Complaints – (complete sorted verbatims in separate document) |
|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Walla Walla 46% | Chelan, Elwah, Yakima - Because, the floors, toilets and fixtures are incredibly filthy! |
| Puyallup 24% | Elwah, Yakima - men's restroom dirty, smelled of urine, I don't think the mop bucket had been cleaned out in a long time |
| Kaleetan 24% | Hyak - These bathrooms need to be steam cleaned. There is dirt in the corners that has been there for years. I have observed the same piece of debris in the same place for weeks on end. |
| Tacoma 24% | Kaleetan, Hyak - Bathroom smell like urine and toilets and counter area are fealty especially the first run in the morning and yet when you same something they just shrug there shoulders like oh well |
| Hyak 19% | Kaleetan, Walla Walla - My pet peeve. Cleaning crew leaves mops, pails and other gear in the bathrooms -- often leaning against a locker marked for equipment. provides very negative image for ferries. |
| | Puyallup - All I can say is I hope the mechanical systems are maintained better than the bathrooms! They are perpetually disgusting! The giant floor fans blowing the smells out to the surrounding seating area is a nice touch too. |
| | Wenatchee, Tacoma - The bathrooms are terribly disgusting. Finishes are difficult to clean, dirt smudged all over the stalls. Why can't the ferry workers clean bathrooms during the crossing instead of sitting around in the first mate's office? |

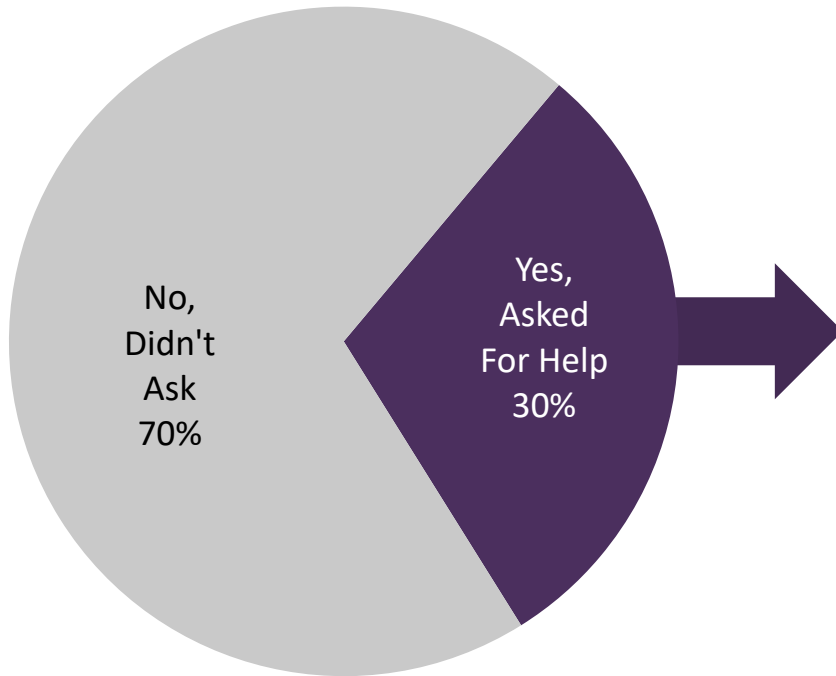
Attribute Key Code - 21
Overall Gap Analysis:
High Priority Area

Help/Assistance From Vessel Staff

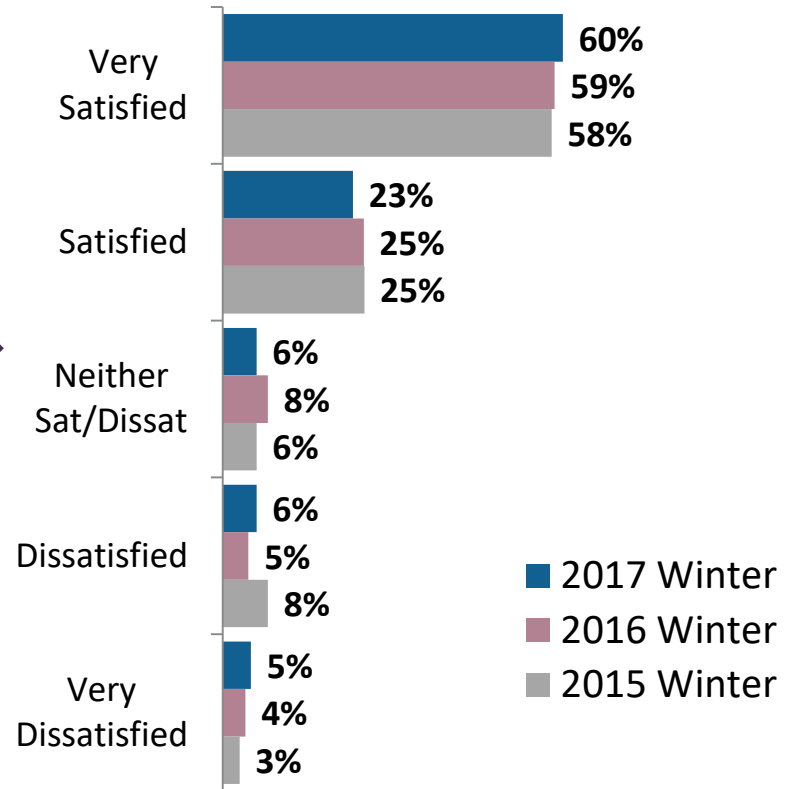


About three in ten riders have asked the vessel staff for help and most (83%) were satisfied with the assistance they received. About one in ten (11%) were not satisfied.

Asked WSF Vessel Staff For Help/Assistance



Satisfaction With WSF Vessel Staff Help/Assistance(n=377 / 379 / 274)



Q103. Did you specifically ask a WSF vessel staff member for help/assistance during the Winter period (January 8th through April 1st 2017)?

Q104. How satisfied were you with the help/assistance the WSF vessel staff member gave you?

On Time Departures



Dissatisfaction is highest for Fauntleroy/Vashon (24%) and Fauntleroy/Southworth (13%).*

| Ratings on a 5 point scale (1=low, 5=high) | | TOTAL | SEA/ BAIN | SEA/ BRE | PTD/ TAH | EDM/ KIN | FAU/ VAS | FAU/ SOU | SOU/ VAS | PTT/ COU | MUK/ CLI | ANA/ SJI | INTER SJI |
|-----------------------------------------------|----------------------|------------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| Respondents | | 3336 | 566 | 223 | 54 | 320 | 218 | 103 | 11 | 168 | 537 | 1070 | 66 |
| WSF has on-time/dependable departures | Imp. (4-5) | 96% | 97% | 99% | 93% | 95% | 91% | 95% | 78% | 95% | 95% | 96% | 96% |
| | Sat. (4-5) | 76% | 76% | 84% | 72% | 91% | 47% | 58% | 53% | 88% | 78% | 70% | 71% |
| | Dissat. (1-2) | 8% | 7% | 4% | 21% | 3% | 24% | 13% | 0% | 4% | 7% | 10% | 4% |
| 2016 | Dissat. | 10% | 9% | 6% | 12% | 4% | 32% | 24% | 38% | 3% | 3% | 9% | 12% |
| Change | Dissat. | -2 | -2 | -2 | +9 | -1 | -8 | -11 | -38 | +1 | +4 | +1 | -8 |

**Among those routes that have a substantial number of respondents.*

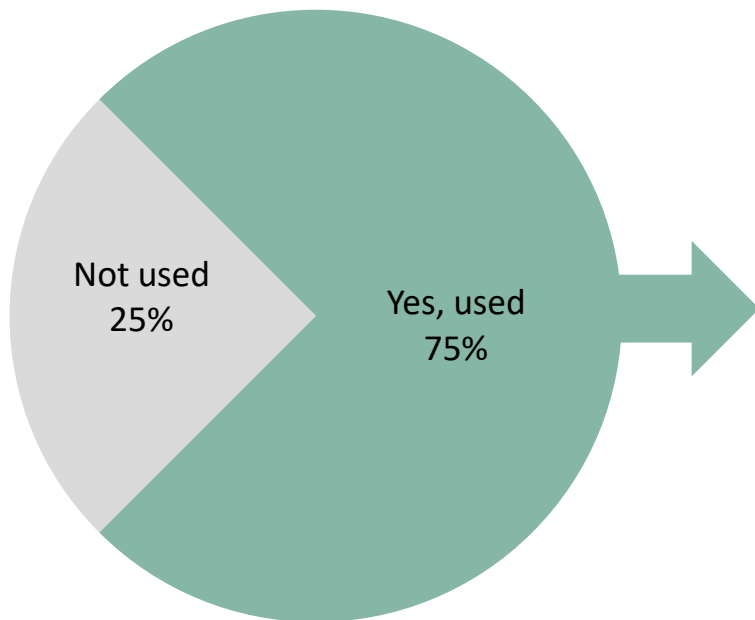
| Top 5 Unsatisfactory Routes | | Example of Verbatim Complaints (complete sorted verbatims in separate document) |
|-----------------------------|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| FAU/VASHON | 36% | Load cars more efficiently. Often the boats seem to get behind schedule as the day progresses and crew seems to just accept that boats will depart late. |
| SEA/BAINBRIDGE | 23% | Be honest in announcing delays. Sometimes there is no announcement and we just stand around waiting. |
| MUK/CLINTON | 17% | "start loading the ferry well before departure. Inconsistent each time" |
| ANA/SAN JUAN | 10% | It is hard to tell the reasons...which I am sure are many. Fauntleroy lines and booths are inefficient at getting cars through and boats get behind not waiting to leave unfilled which they sometimes do anyway. One slip on F side can cause waiting for an on time ferry to get in and unload. Allowing passengers to walk on before cars when the boat is late is a waste and should have to wait until the end. Etc. point defiance usually fine. The worst is canceled sailings and the need to drive around |
| STHWORTH/VASH | 9% | It is not uncommon for boats to wait for another boat to depart the Fauntleroy dock. That probably is the result of a mixed bag of vessels plying the route, but it also seems like inefficient scheduling. |
| | | Again hit or miss, but particularly bad when a slow boat like the Tilikum is put on the route. |
| | | Make sure crews are accountable for missing shifts. Not enough crew means the boat doesn't run. |

Using WSF Website

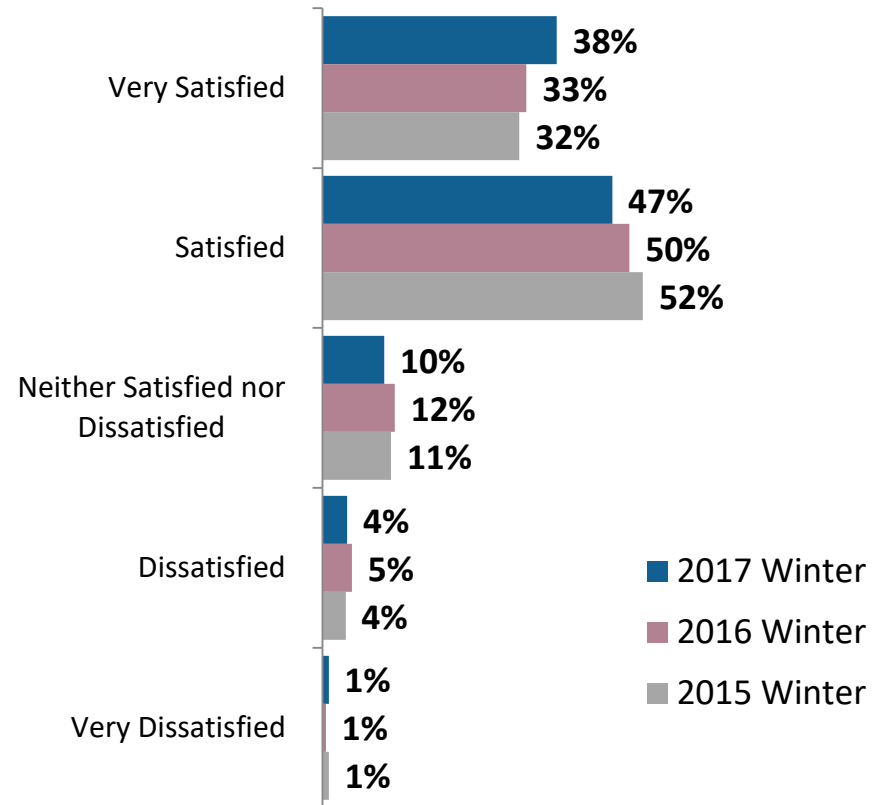


Three-fourths of riders (75%) have used the WSF website and most (85%) continue to say they are satisfied with their experience while 5% say they are dissatisfied.

Used WSF Website



Experience Using Website
(n=2,695 / 2,491 / 1,910)



Q90. During the Winter Schedule period (January 8th through April 1st 2017), have you for any reason used the WSF website?

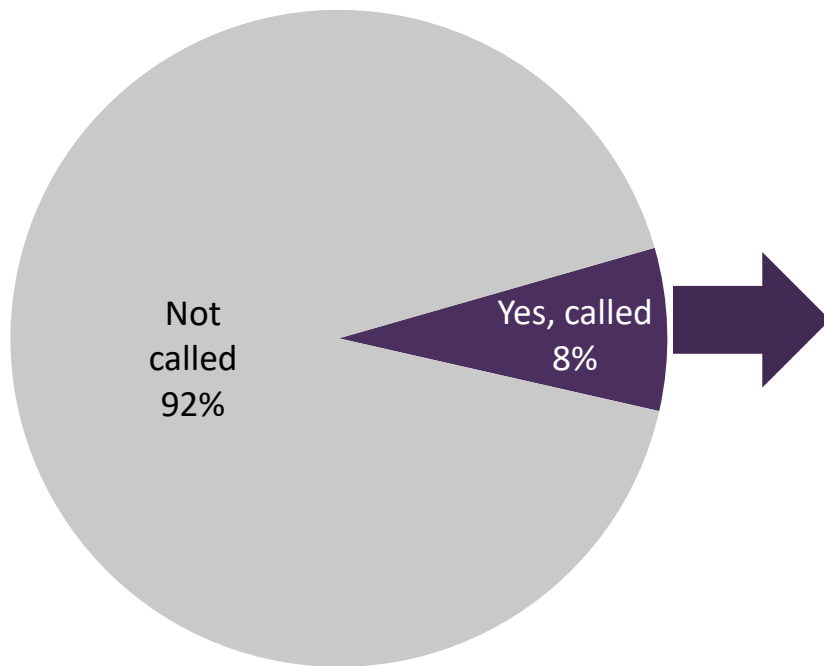
Q91. How satisfied were you with your experience using the WSF website?

Calling WSF Customer Service by Phone

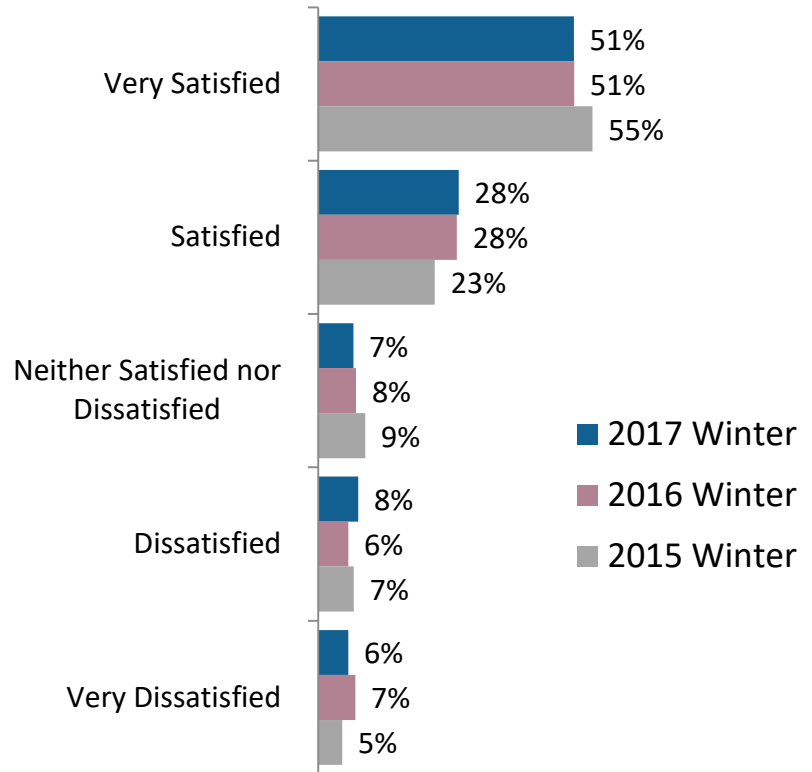


Only one-in-ten (8%) riders have contacted WSF customer service by phone and most (79%) are satisfied and 14% are dissatisfied with their experience.

Called WSF Customer Service



Experience Calling WSF
(n=397 / 412 / 332)



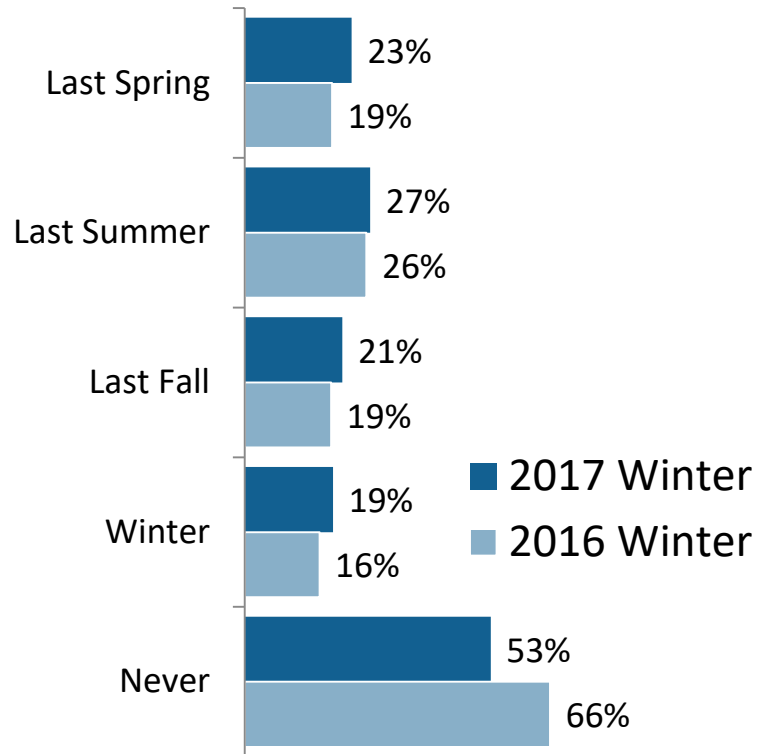
Q93. During the Winter Schedule period (January 8th through April 1st 2017), have you for any reason called WSF Customer Service by phone?
 Q94. How satisfied were you with your experience calling the WSF by phone?

Using WSF Reservation System

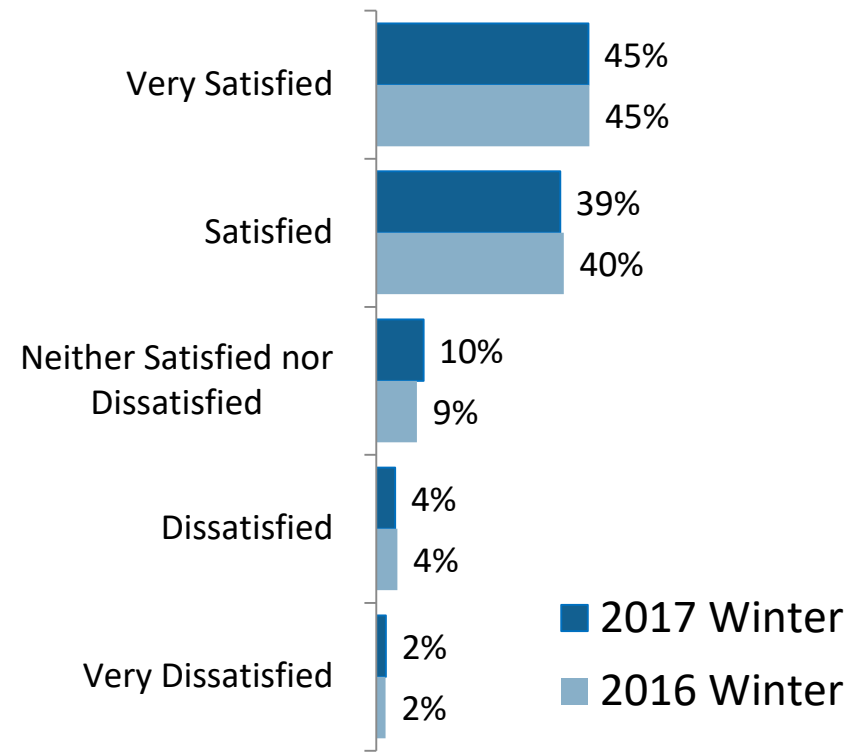


Among riders who used WSF reservation system, most (84%) say that they are satisfied with their experience. Only 6% of those that use the system are dissatisfied with it.

**Used WSF Reservation System
(Multiple Response - n= 4,004 / 3,134)**



**Experience with the WSF reservation system
(n=2,642 / 1654)**



Q113. Have you used WSF reservation system during ... (Circle all that apply)

Q114. How satisfied were you with your experience with WSF reservation system?

Executive Summary



OVERALL SATISFACTION

- ▶ Similar to 2016/2015, the major WSF customer service touch points with 2017 winter period (January 8th through April 1st 2017) riders are with: riders who visit the vessel passenger deck (90%), drove onto a ferry (87%), visited WSF's website (75%), went inside a terminal (62%), or walked onto a ferry (54%).
- ▶ Overall satisfaction with the service provided by WSF during the recent winter period continues to be strong (77% of all riders are satisfied, up from 74% in winter 2016).
- ▶ Overall dissatisfaction for the 2017 winter period is at 15%, down from 18% in winter 2016.
- ▶ Riders on the Fauntleroy/Vashon (23%) and Anacortes/San Juan Islands (21%) routes continue to have the highest overall dissatisfaction.
- ▶ Winter 2017 dissatisfaction for each individual attribute is largely unchanged (+/- 0-3 percentage point shift) when compared to 2016 and 2015.
- ▶ Overall dissatisfaction remains highest, by a wide margin, for "adequate parking near terminals" (30%), an increase of 1 percentage point from 2016.
- ▶ As in 2016, the greatest opportunity to improve rider satisfaction (that is the combination of highest importance for the service aspect with the lowest satisfaction with WSF performance) system wide are "terminal bathroom cleanliness" and "clear loading crew directions."
- ▶ One in five (20%) vehicle drivers say hand signals are somewhat (14%) or very (6%) inconsistent between crews.



THANK YOU!

For More Information Contact:

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