Washington State Ferries: Challenges and Successes

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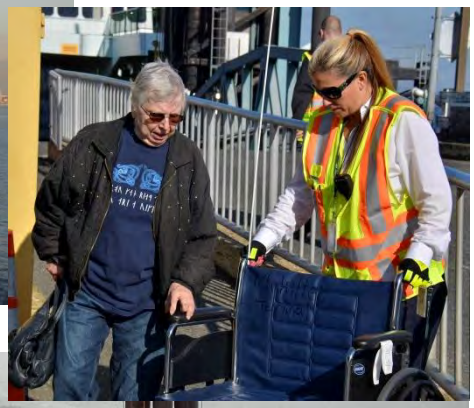
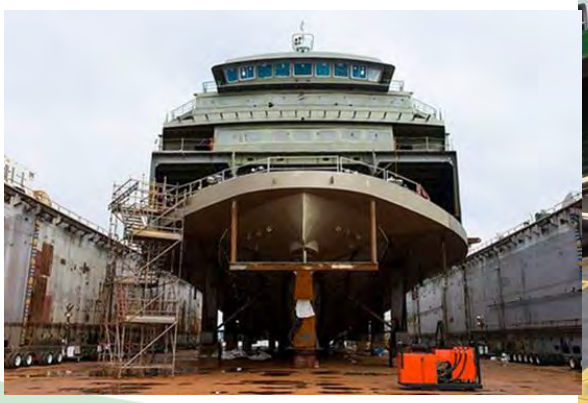
Washington State Transportation Commission
March 17, 2015

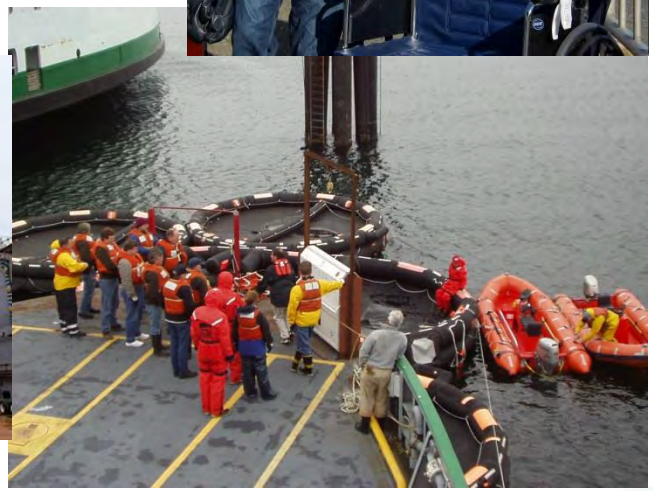
Introduction

Current Performance

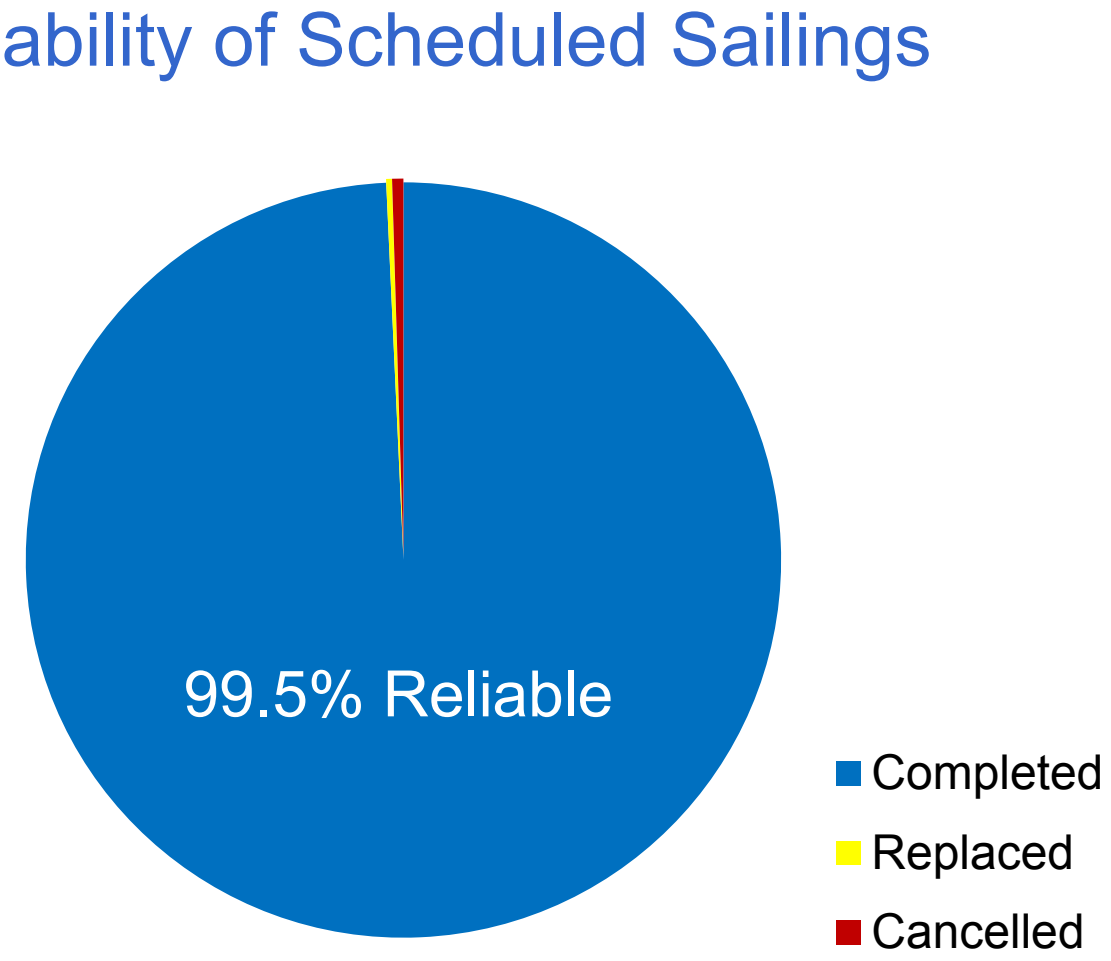
- System preservation
- Safety
- Mobility
- Stewardship





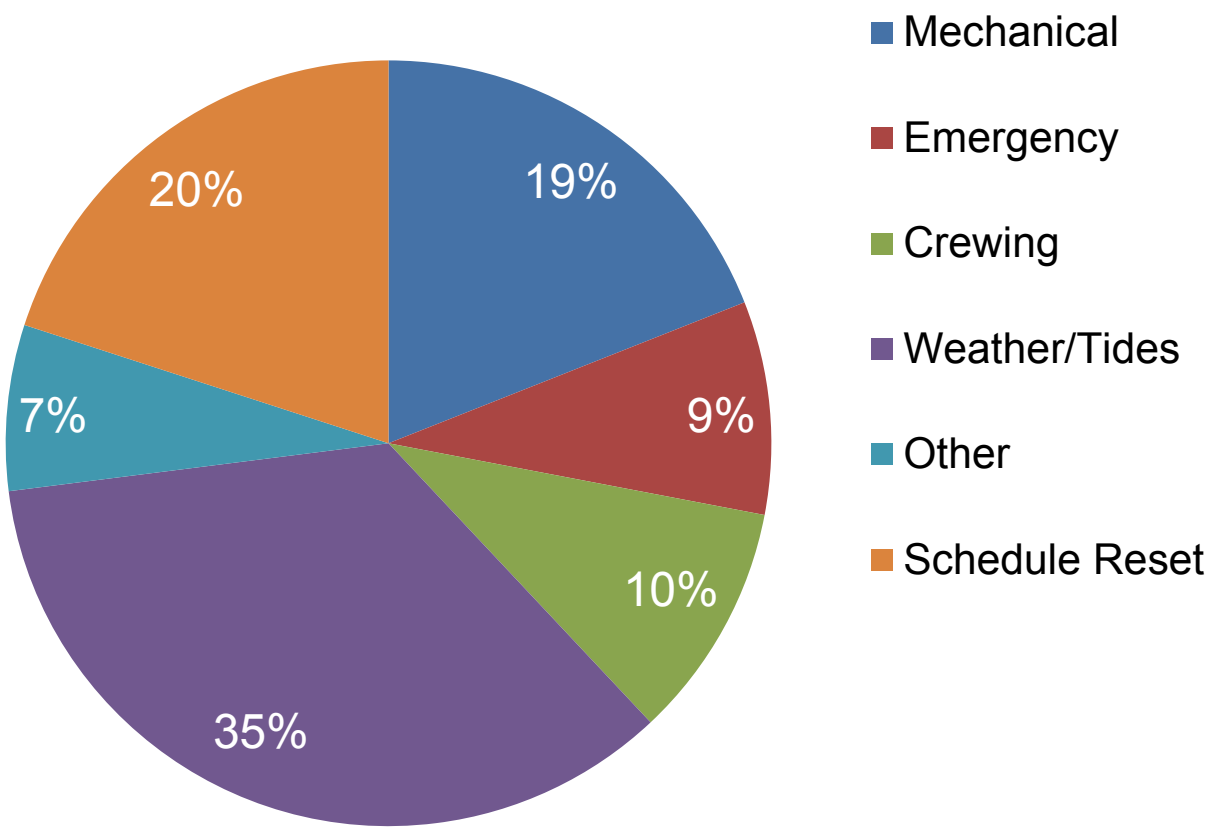


Current Performance



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

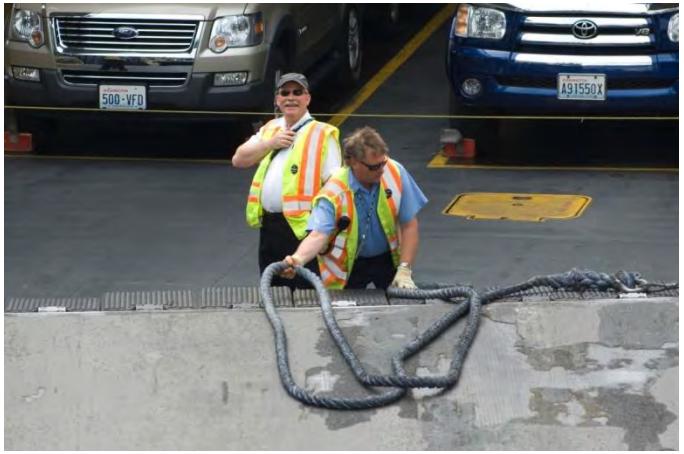
Challenge: Focusing on Core Business

Customer Service

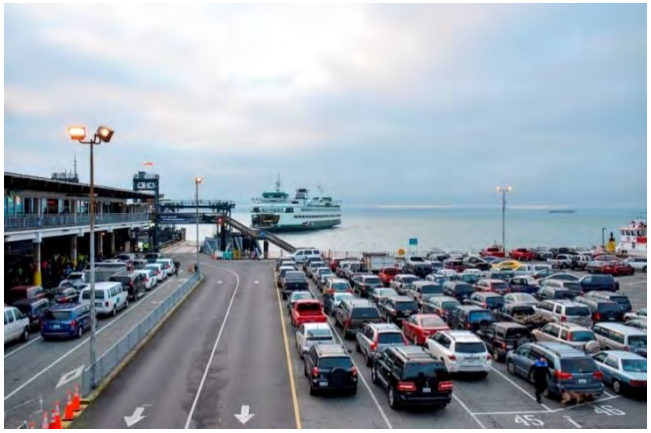
Service Reliability

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

Washington State Department of Transportation

Service Reliability: Vessel Maintenance

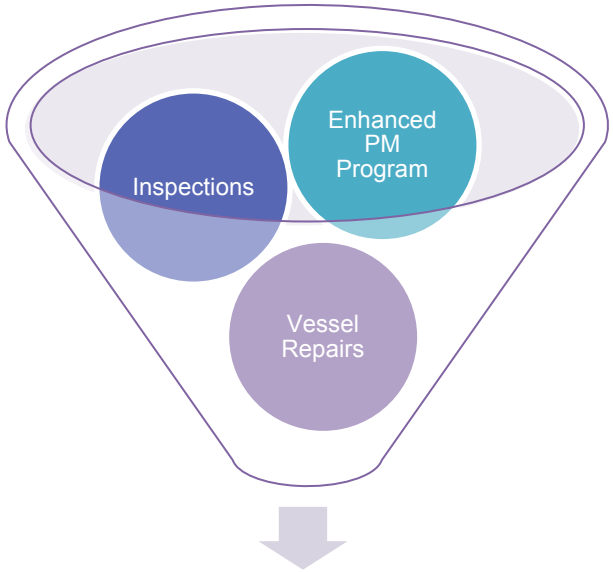
Fleet is aged

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

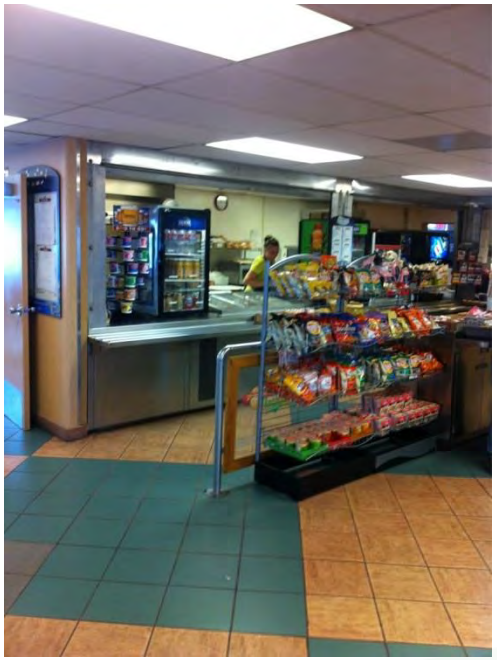
Service Reliability: Terminal Maintenance

Seattle Terminal

Anacortes Terminal

Mukilteo Terminal

Customer Service

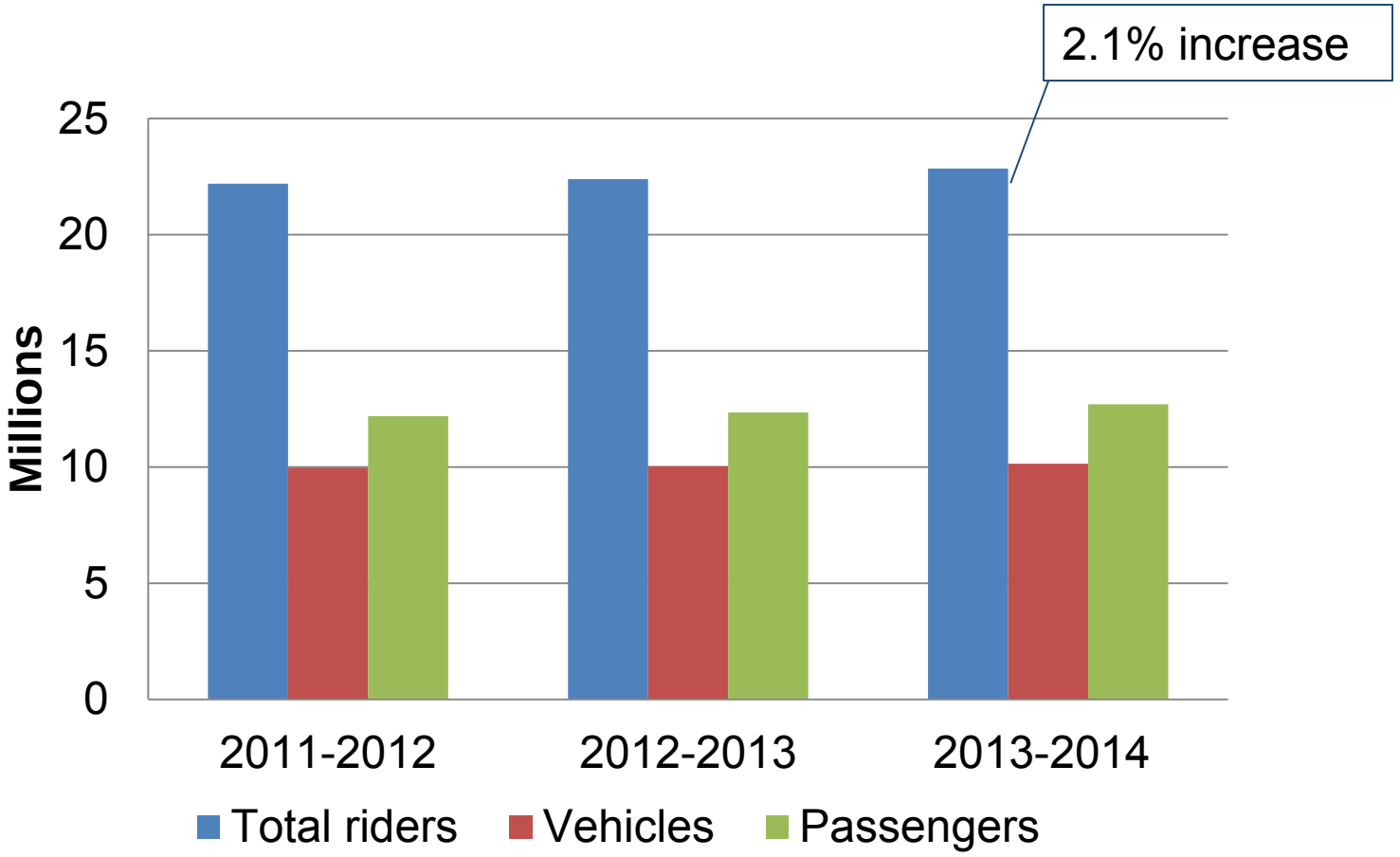


Successes

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



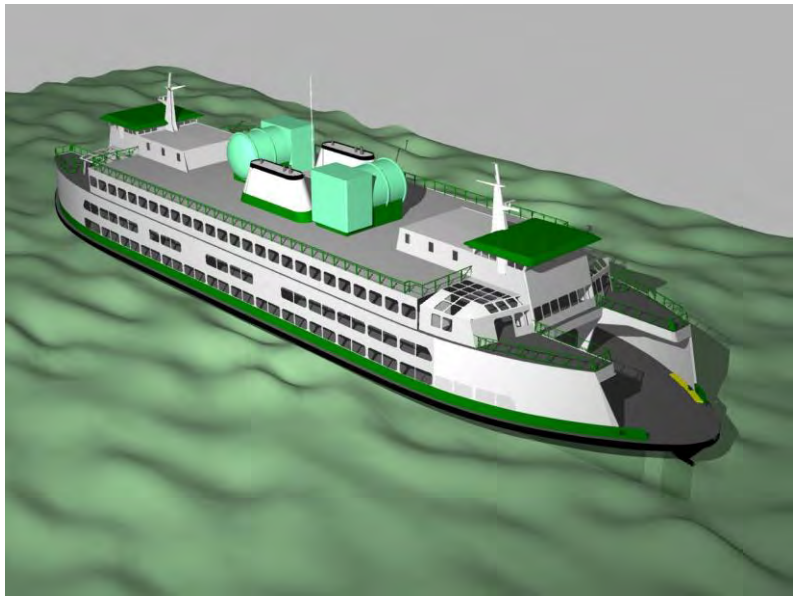
Success: Vehicle Reservation System

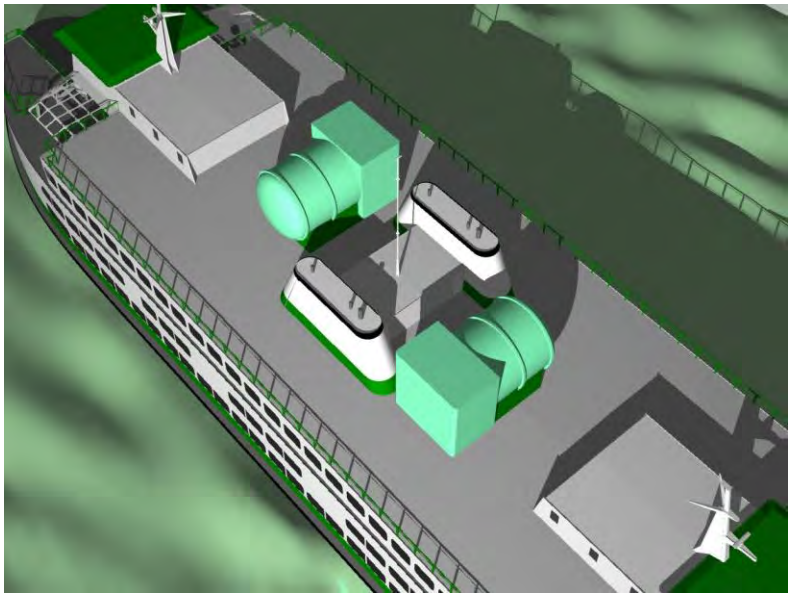
San Juan Islands

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

Success: Alternative Fuel Project

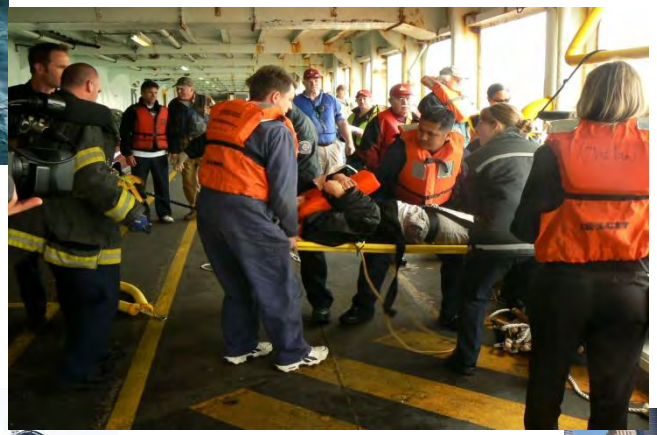
Liquefied Natural Gas



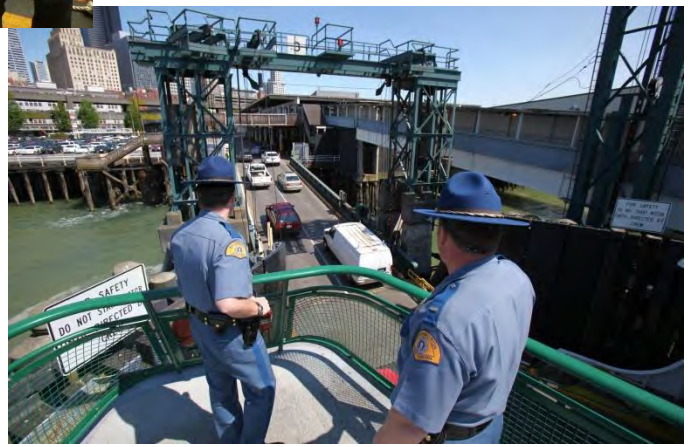


Success: Exceptional Safety & Security

Emergency rescues



Security Partners



Success: New Vessel Construction

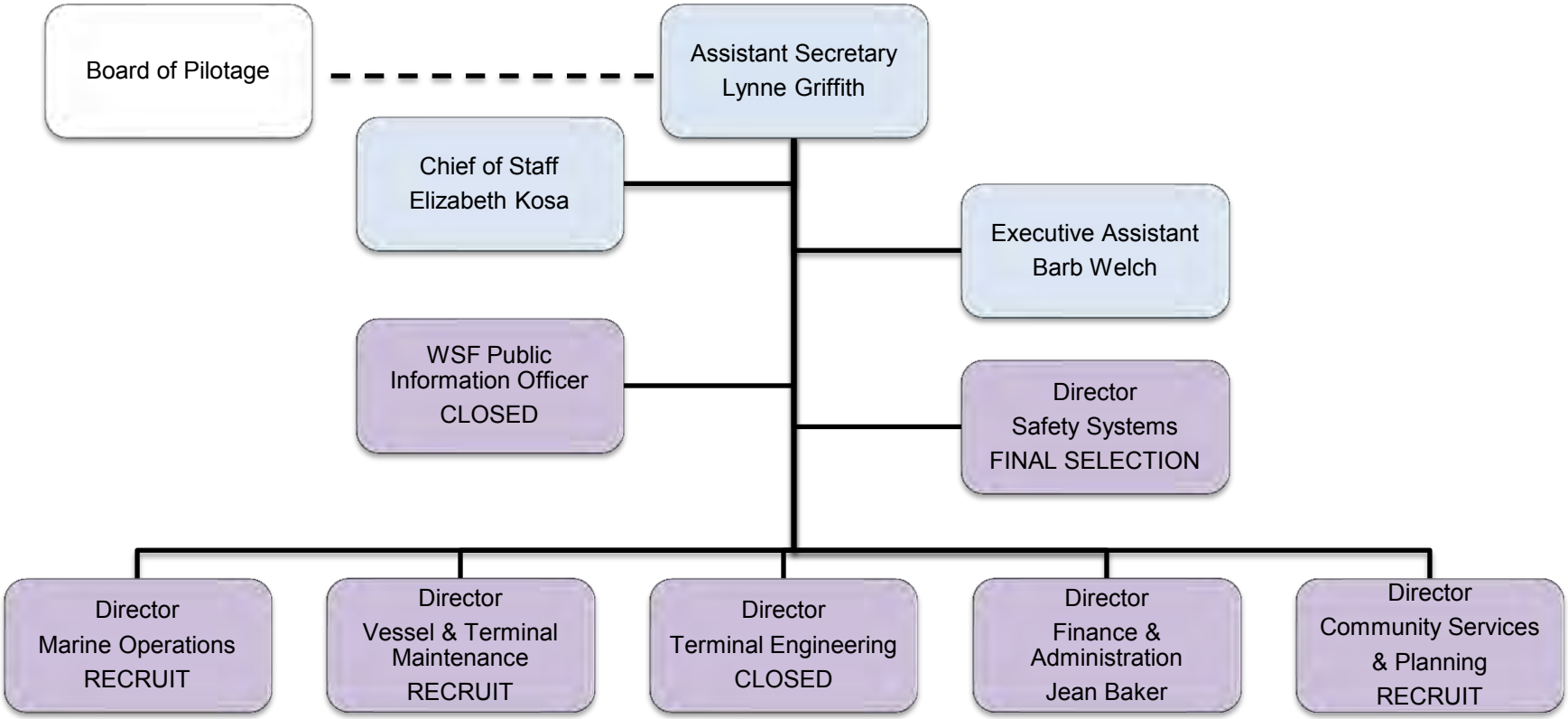
New Olympic Class

- 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*

Success: Organizational Transformation



Questions?

For more information please contact:

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Or

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