

Washington State Ferries  
**2040 Long Range Plan**  
*Appendix C: Community  
Engagement Plan*



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## 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	<ul style="list-style-type: none"> <li>• Puget Sound residents, Washington State residents, visitors, local media.</li> </ul>	Cost, quantity, quality of services; access to services.	Media, website, open houses, Ferry Advisory Committees.
Ferry riders  Mobility-impaired riders	<ul style="list-style-type: none"> <li>• Commuters.</li> <li>• Choice riders (tourism, recreation).</li> <li>• Triangle Route Task Force.</li> <li>• Medical.</li> <li>• Businesses, freight and commerce.</li> <li>• People with low incomes.</li> <li>• Recipients of social services.</li> <li>• Youth and students.</li> <li>• Culturally diverse communities, including people with limited English proficiency.</li> <li>• Military and veterans.</li> <li>• 65 and older populations.</li> <li>• People with disabilities.</li> <li>• Organizations representing people with disabilities (e.g., Alliance of People with Disabilities; paratransit service providers; Hearing, Speech and Deaf Center).</li> </ul>	<p>Cost, quantity, quality of services; access to services; continuity of service; reliability.</p> <p>Accessibility to and within ferry facilities, amenities, all areas of interest included above (ferry riders).</p>	<p>Project website, information from service providers, outreach coordinated with partners, translated materials, open houses, media, email, Ferry Advisory Committees.</p> <p>Targeted outreach and briefings, open houses, project website, advisory groups, coordination with WSDOT Office of Equal Opportunity and ADA Compliance Manager, Larry Watkinson.</p>
Ferry-served communities	<ul style="list-style-type: none"> <li>• Residents of ferry-served communities.</li> <li>• Terminal neighbors.</li> </ul>	Traffic congestion and other impacts.	Open houses, project website, Ferry Advisory Committees.



<b>Advocacy groups</b>	<ul style="list-style-type: none"> <li>• Employers, businesses and business organizations (e.g., Puget Sound Naval Shipyard, Port Townsend Paper).</li> <li>• Community and social service organizations (e.g., United Way of Kitsap County).</li> <li>• Environmental groups (i.e., Puget Sound Restoration Fund, Washington Environmental Council, Puget Soundkeeper, Puget Sound Partnership).</li> <li>• Pedestrian, bicycle and transit advocacy groups (e.g., Cascade Bicycle Club, Squeaky Wheels, Transportation Choices).</li> <li>• Ferry Community Partnership.</li> <li>• Economic development organizations (e.g., Kitsap Economic Development Alliance, Coupeville/Central Whidbey Chamber of Commerce and Edmonds Economic Development Commission).</li> <li>• Local chambers of commerce and tourism agencies, (e.g., Bremerton, San Juan, Edmonds and Kingston chambers of commerce, AAA).</li> <li>• Freight, (e.g., Washington Ports, Washington Trucking Association).</li> <li>• Ride and bike share (e.g., Zipcar, Lyft, LimeBike).</li> </ul>	<p>Varies by group—all of the above plus environmental, social equity, economic development, accountability interests.</p>	<p>Policy Advisory Group participation, presentations to governing or advisory boards, project website, social media, email, open houses, Ferry Advisory Committees.</p>
<b>Governments and agencies</b>	<ul style="list-style-type: none"> <li>• WSDOT leadership and staff.</li> <li>• Regional transportation planning organizations (RTPOs) and metropolitan planning organizations (MPOs).</li> <li>• PSRC.</li> <li>• Peninsula RTPO.</li> <li>• Kitsap Regional Coordinating Council.</li> <li>• Tribal governments.</li> <li>• Local governments.</li> <li>• U.S. Coast Guard.</li> <li>• FTA/FHWA.</li> <li>• Emergency service providers.</li> <li>• Elected officials, including but not limited to state legislators, city and county officials.</li> <li>• Other state agencies.</li> </ul>	<p>Varies by group—all the above plus environmental, social equity, economic development, accountability interests.</p>	<p>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.</p>
<b>Washington State Transportation Commission</b>	<ul style="list-style-type: none"> <li>• Commissioners and staff.</li> </ul>	<p>Operational strategies.</p>	<p>Executive Advisory Group; update meetings to discuss operational strategies at key plan milestones.</p>

## *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 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%
Faultleroy	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 Faultleroy – Vashon route.

### Next Steps

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

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

- Provide information in multiple formats and offer translation services as needed.
- Include a language block on project materials and project website for all language groups that exceed 5 percent or 1,000 people in each census tract in ferry-served communities.

- Offer interpretation services as requested for all public meetings.
- Encourage broad participation in public meetings and outreach opportunities. Advertise public meetings in foreign-language publications and publications that serve minority populations.
- Hold public meetings in centrally located, ADA and transit accessible facilities.
- Distribute poster advertisements to public libraries, community centers, neighborhood service centers and other community gathering places.
- Disseminate meeting notifications to advocacy groups and other social service providers.
- Provide alternative opportunities to traditional open houses to encourage participation among historically underrepresented populations.
- Offer briefings to stakeholder organizations serving underrepresented populations or attend regularly scheduled community meetings to provide project information and encourage participation.

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

WSF will include the following language in key project materials.

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

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

## 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

The purpose of this document is to outline roles and responsibilities for the Washington State Ferries (WSF) Long Range Plan Policy 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, place 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 provides a framework to assure customers have a reliable, efficient ferry system through 2040.

## 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.

In addition to the Policy Advisory Group, WSF will consult with a Technical Advisory Group comprised of local, regional, state, and transit agency staff and an Executive Advisory Group comprised of elected and appointed officials.

### **Roles and Responsibilities**

WSF 2040 Long Range Plan Policy Advisory Group members will:

- Participate in approximately six meetings between July 2017 and December 2018. Meetings will be 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 Policy Advisory Group meetings to answer questions and inform the discussion.
- Consider and address Policy Advisory Group input when developing the Long Range Plan.
- Report back to Policy Advisory Group members on how the project team considered and addressed the group's input 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 Policy Advisory Group 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 Policy Advisory Group meetings and provide meeting 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, Policy 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.

**Decision-making**

The Policy 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.

# WSF Long Range Plan Progress Report



## Where we started...

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

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

## What we have accomplished...

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

### Studied and implemented vehicle reservation systems

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

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

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



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

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

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

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



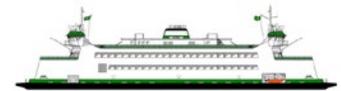
### Build ten new vessels by 2030

- Two new Olympic class vessels by 2014



(Samish, Tokitae)

- Three new Kwa-di Tabil class vessels by 2030



(Chetzemoka, Kennewick, Salish)

- Five additional Olympic class vessels by 2030



(Chimacum entered service 2017, Suquamish in 2018)

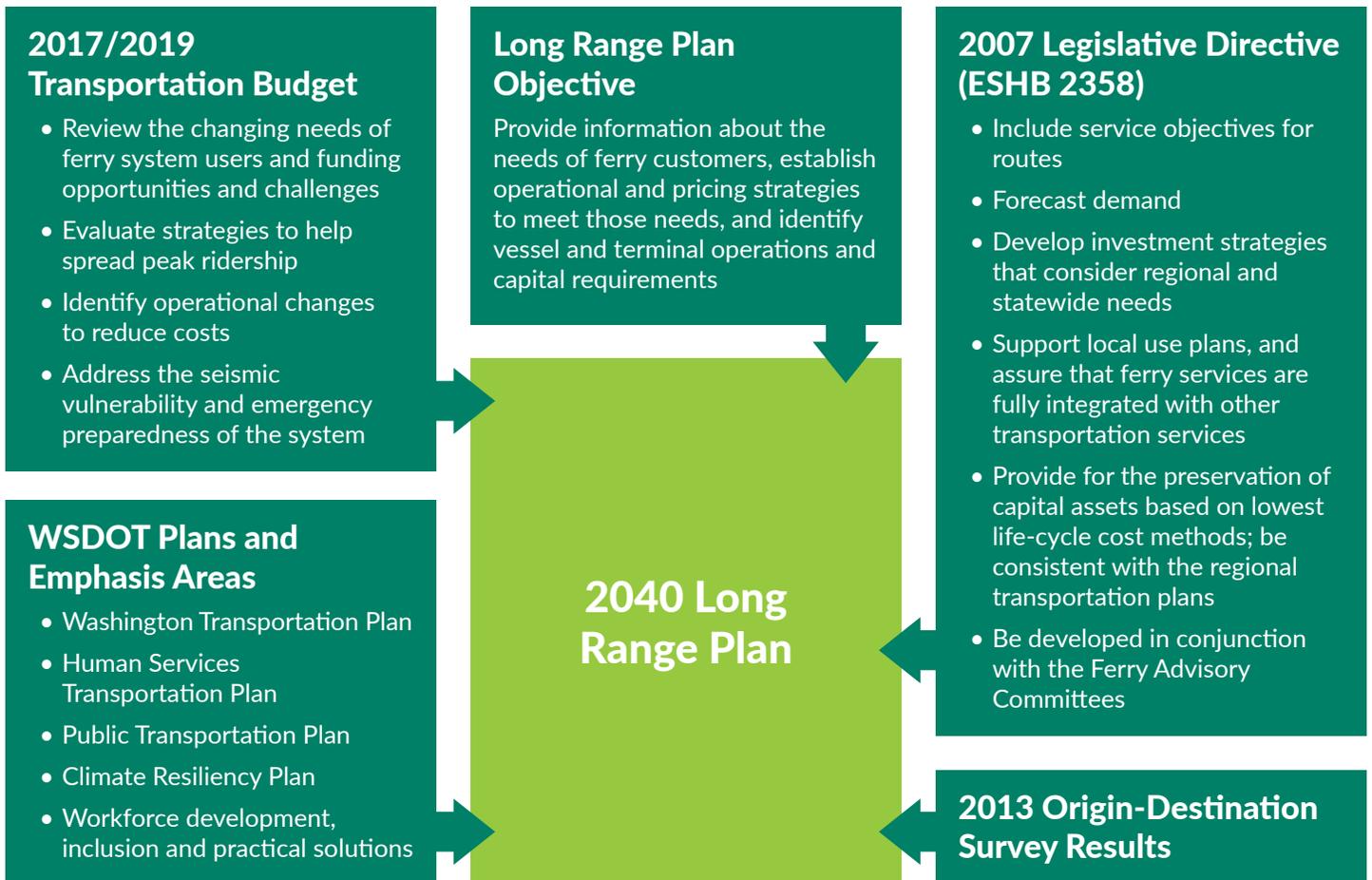
Funding for remaining three vessels not identified.

## Where we are going...

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



# How we will get there...



## Who will help shape the Long Range Plan?

