

KINGSTON

Ferry
Connections

Kitsap's Fast Ferries Future



BREMERTON

SEATTLE

SOUTHWORTH

ATTACHMENTS



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Appendix A

Phase Two Outreach and Public Engagement Final Summary

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Phase Two Outreach & Public Engagement Final Summary

December 2015



COCKER FENNESSY
Seattle, Washington

Phase Two Outreach & Communications Final Summary



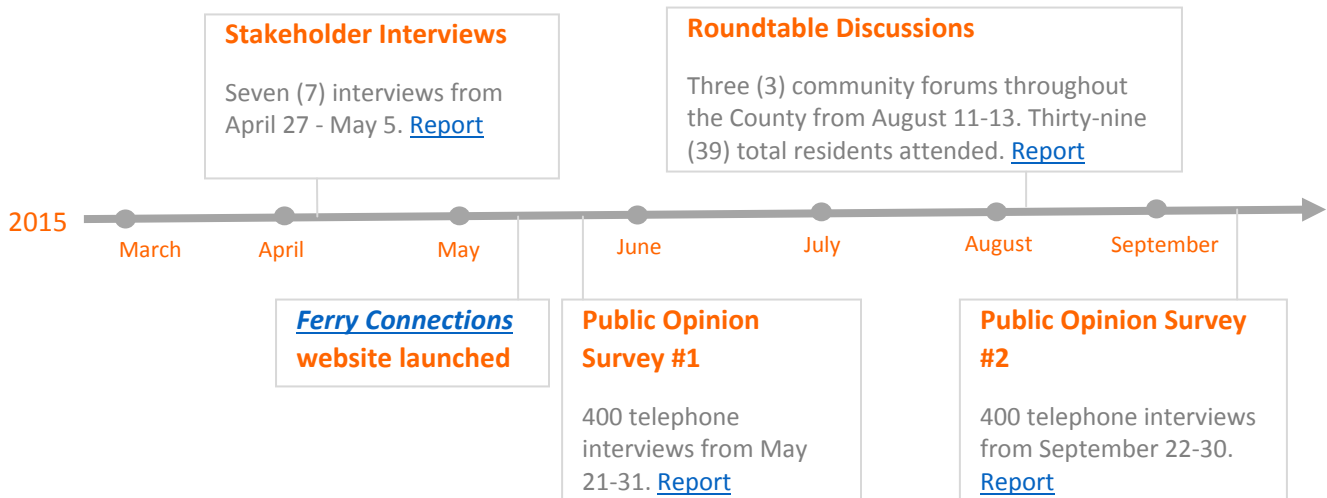
December 2015

OVERVIEW

Kitsap Transit retained Cocker Fennessy, a regional public affairs and research firm, to provide Phase Two outreach and public engagement support for a passenger-only ferry service (POF) business plan. Where outreach tactics in Phase I focused more broadly in scope, Phase Two efforts sought more detailed feedback on specific components of the POF business plan and reached out to more diverse communities. Phase II outreach goals included:

- Educating and engaging the community about the POF plan;
- Including a range of diverse perspectives;
- Listening to, and more deeply understanding, community concerns and potential drawbacks of the POF service proposal;
- Providing information and opportunities for input in a user-friendly manner;
- Leveraging existing communication networks to efficiently communicate valued information about the POF service;
- Positioning Kitsap Transit as a credible and trusted source for information; and
- Providing Kitsap Transit with information necessary to refine the plan and make a decision about placing the POF issue on the ballot.

Phase Two activities took place from March to December 2015.



Phase Two activities built upon and complemented activities completed in Phase I. Outreach assessed interest and attitudes related to POF service, as well as feedback on elements of the current plan, funding, implementation, and service. In addition, an independent, informal, Task Force formed during Phase Two and provided additional input.

Individual summary reports were developed following each activity (stakeholder interviews, public opinion surveys, roundtable discussions) and are included in the appendix. All reports have previously been submitted to the Kitsap Transit Passenger-Only Ferry Sub-Committee and Board.

This document captures themes consistently heard across the Phase Two activities. It also provides recommendations for additional outreach and education around potential POF service if Kitsap Transit pursues proposing the service to Kitsap County residents.

OVERALL THEMES

Several consistent themes emerge when comparing all Phase Two outreach activities – stakeholder interviews with civic, community, business and labor leaders; telephone surveys with county residents; and roundtable discussions with county leaders, citizens and stakeholders. The table below provides a summary of the most commonly reported key findings with activity-specific insights. Additional detail for each theme is provided on pages 4-5 and specific outreach reports are available in the report appendix.

	Stakeholders (7 civic, community, business and labor leaders)	Public Opinion Surveys (Two surveys of 400 Kitsap County residents)	Roundtables (3 community meetings with county leaders, citizens and stakeholders)
Many see POF service as a benefit to Kitsap County and the Puget Sound region.	✓ Stakeholders say POF service would improve the economy, offer reliable commutes, and open access to economic hubs.	✓ 86 percent say that POF would help the local economy.	✓ Roundtable participants say POF service is an economic driver that addresses regional issues like congestion and growth.
The cost of implementation is the most common concern.	✓ Stakeholders question whether costs outweigh benefits.	✓ Survey respondents say a top reason for opposition to the proposal is taxpayer cost.	✓ Roundtable participants support POF service measure but think costs may result in an unsuccessful measure.
There is a strong preference for additional service beyond commute hours, but not all are willing to pay more for additional service.	✓ Ability to use service for special events, personal activities, appointments, and to promote tourism is a priority.	<ul style="list-style-type: none"> ✓ Survey respondents' top priority is service for special events, personal activities, and tourism promotion. ✓ Support for funding additional service (special events, non-commute sailings) drops nearly 20% in public opinion surveys. 	✓ Roundtable participants reinforce need to support tourism with additional capacity and sailings.
Participants want service to be reliable, efficient, and rider-friendly.	✓ All groups agree that POF service has to be frequent, easy to use, and integrated with existing transit modes		
Proposed fare rates for POF service does not cause concern.	✓ Stakeholders did not raise this as an issue.	✓ 69 percent of survey respondents disagree that POF service would cost riders too much.	✓ Almost all roundtable participants say proposed fares are reasonable.
People stress that POF service must be guided by a sound business plan. When surveyed, most are not aware of the POF plan.	✓ Stakeholders say Kitsap Transit must communicate the work completed in the plan.	✓ Four in ten survey respondents know about POF plans.	✓ Roundtable participants say Kitsap Transit must communicate the work completed in the plan.
There is strong support for Kitsap Transit pursuing POF service.	✓ Most stakeholders support Kitsap Transit revisiting POF service.	✓ Nearly three in four survey respondents support Kitsap Transit pursuing service.	✓ Most participants support placing a measure before voters.

Many see POF service as a benefit to Kitsap County and the Puget Sound region.

- Stakeholders, roundtable participants and survey respondents see benefits to potential POF service.
- Stakeholder interviewees feel POF service would benefit the County overall by improving the economy, providing reliability to commuters, increasing growth, and providing access to the economic hub of Seattle.
- Of survey respondents, 86 percent say that POF would help the local economy.
- Nearly all roundtable participants understand and value POF service as an economic development driver that connects Kitsap and King Counties, improves the traffic congestion issues in the region, expands job markets, and creates a better way to cross the sound. Because of POF service's regional benefit, roundtable participants feel that King County stakeholders should be engaged in funding service.

The cost of service is the most common concern.

- Several stakeholder interviewees question whether the cost to operate the service outweighs the benefits, even if they are supportive of the service. The biggest perceived challenge is the cost of operations and opposition to tax subsidies.
- Survey respondents say a top reason for opposition to the proposal is taxpayer cost.
- While roundtable participants are largely supportive of Kitsap Transit proposing a POF measure to voters, they also say the costs of service may result in an unsuccessful measure.

There is a strong preference for additional service beyond commute hours, but not all are willing to pay more for additional service.

- For all groups, a top priority of POF service was the ability to use it for special events, personal activities, appointments, and to promote tourism.
- A majority of survey respondents say they are most interested in service that allows travel to Seattle in the evenings, on Saturdays, and to special events.
- Roundtable participants reinforce that service beyond commute hours is needed to appeal to more residents and promote tourism. Roundtable participants add that there should be additional vessel capacity in Kingston and Southworth and increased sailings in Bremerton.
- Despite the desire for more service, survey respondents are less supportive of paying more in taxes for additional service. Support for the service decreases to 66 percent when asked if respondents support a measure averaging \$38 annually for commute-based service. Support drops to 47 percent when asked if they would support a measure averaging \$57 per year.

Participants want service to be reliable, efficient, and rider-friendly.

- Across all groups, participants agree that proposed POF service must be frequent, easy to use, reliable, and connected to other existing transit systems.
- Roundtable participants say service reliability depends on backup vessels to keep service running smoothly and efficiently. (This is especially true for Kingston roundtable participants who associate the failure of past POF service with its unreliability.)

Proposed fare rates for POF service does not cause concern.

- Nearly all roundtable participants and stakeholders feel that proposed fare rates are reasonable for riders. However, they recognize that some may perceive the fares as a barrier to support.
- Additionally, 69 percent of survey respondents say that they disagree POF service would cost riders too much.

People stress that POF service must be guided by a sound business plan. When surveyed, most are not aware of the POF plan.

- Roundtable participants and stakeholders stress the importance of communicating to the public that Kitsap Transit has extensively researched, analyzed, and compiled a robust POF plan. Roundtable participants say it is important that Kitsap Transit shows it has “done its homework” to demonstrate the service’s feasibility. Some say this may set the current effort apart from previous POF attempts.
- While the POF service plan has been publicized and has some awareness in stakeholder groups, public opinion surveys show that over half of respondents don’t know about the plan. In one survey, four in ten have heard of POF plans and, of those who have heard, their knowledge tends to be vague.

There is strong support for Kitsap Transit pursuing POF service.

- Nearly three in four survey respondents say that Kitsap Transit should pursue the proposal.
- A majority of roundtable participants say they support Kitsap Transit placing a measure before voters.

RECOMMENDATIONS

If Kitsap Transit moves forward with proposing passenger-only ferry service, the following recommendations will help the agency continue a successful public education program.

Engage audiences that would be most interested in, and benefit from, potential service.

A POF public education effort should prioritize communication with individuals and groups that will use and benefit from potential service. While a public education program will communicate the plan and service benefits to all, Phase Two outreach found that *commuters* and *younger residents* are most excited about and interested in using the potential POF service.

Existing and potential commuters will be most directly impacted by proposed service, so ensuring these audiences are aware of potential POF service is important. Younger audiences are increasingly relying on alternative modes of transportation and, according to surveys, are the most interested in transit options like POF for special events and activities.

Increase awareness through a combination of traditional and grassroots outreach tactics.

There is a strong interest in POF service and most Phase Two outreach participants saw value in the service for their local community and the region. But research also shows a significant lack of awareness about proposed POF service. To increase awareness with interested audiences, an effective public education program should incorporate multiple components, including:

- **Providing opportunities for community leaders and residents to experience the service.**
Showing people what proposed POF service could offer provides a unique opportunity for them to experience the service. Learning about POF service, Rich Passage 1, and efforts to mitigate environmental impacts makes the service *real* and will excite potential riders. Additionally, it creates an opportunity for social media sharing and digital content creation for the website. Examples of events include:
 - Vessel open houses
 - Rich Passage 1 test rides
- **Building a speakers' bureau with diverse speakers and broad audiences.**
Phase Two research shows that while stakeholders and community leaders share some knowledge about POF service, the average resident does not know about POF service. In addition to education efforts to community and civic groups, Kitsap Transit should reach out to a broad range of audiences including faith organizations, business associations, recreation groups, parents, etc. Training speakers representing various perspectives (age, commuter type, racial/ethnic) would enhance the effort.
- **Paid media.**

Promoting the *Ferry Connections* website in online and print platforms will help increase awareness broadly. This includes advertisements on Facebook, digital ads in Kitsap Sun, and posters.

- **Direct mail.**
Mailing residents basic information of the proposed service and a link to the *Ferry Connections* website will enhance opportunities for residents to learn about the service.
- **Digital content.**
Produce compelling and shareable media such as videos to post on the website.
- **Grassroots outreach.**
Continue attending community events, setting up informational booths, and distributing educational materials to commuters at ferry terminals on buses, etc.

Inform community about the business plan guiding the service.

A robust and viable business plan will guide the service. Phase Two outreach participants confirm that it is important that Kitsap Transit communicate with residents the unprecedented, extensive research and analysis that has informed the business plan.

Kitsap Transit spent several years researching and analyzing issues such as the environmental impacts of faster ferries in Rich Passage and the timing and financing of terminal construction. Potential service does not duplicate – it complements – existing WSF service and will not impact Kitsap Transit bus service. Additionally, thousands of residents have been able to contribute directly to the creation of the current plan.

Phase Two outreach participants emphasize the need for reliable, sustainable, and easy to use service – all elements that the business plan addresses through research and input. Communicating this will be key.

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Passenger-only Ferry Service Stakeholder Interview Findings

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Kitsap Transit Passenger-only Ferry Service

Stakeholder Interview Findings

I. INTRODUCTION AND METHODOLOGY

Kitsap Transit retained Cocker Fennessy, a public affairs and research firm, to provide outreach and public engagement support for a passenger-only ferry service business plan. A key component of that effort was to conduct stakeholder interviews with a range of individuals familiar with passenger-only ferry service and community opinions.

Cocker Fennessy worked with Kitsap Transit staff and others to identify a mix of civic, community, business and labor leaders to interview. Kitsap Transit invited potential participants via email and Cocker Fennessy followed up to schedule the interviews. Participation was voluntary and all interviewees agreed to participate. Seven telephone interviews were completed via phone between April 27 and May 5. Each interview took approximately 45 minutes to complete.

The purpose of conducting a limited number of stakeholder interviews was to 1) supplement previous stakeholder interviews with a small number of additional subjects, representing diverse perspectives; 2) gather feedback to inform the development of a public opinion survey and 3) seek suggestions on additional community outreach. Interviewees were asked their opinions but also what they thought others felt about passenger-only ferry service. This report summarizes Cocker Fennessy's findings

Interviewees included:

FIRST	LAST	TITLE	ORGANIZATION/COMPANY
Adam	Brockus	Former City Councilmember	Bremerton City Council
Josh	Brown	Executive Director	Puget Sound Regional Council
Sharon	Gilpin	Principal	The Gilpin Group
Jack	Hamilton	Past President	Kitsap County Republican Party
Christine	Rolfes	Senator 23 rd District (D)	Washington State Legislature
Jon	Rose	Vice President	Olympic Property Group
Tim	Saffle	Regional Representative	Masters, Mates, and Pilots

II. ABOUT QUALITATIVE RESEARCH

Qualitative research is useful because it allows for study of complex topics and interactions that may not be easily studied and explained through quantitative techniques (e.g. surveys). It is also flexible, allowing for timely revisions as new information emerges. Ultimately,

qualitative research can provide trustworthy, more naturalistic data, and rich insights that are more reflective of the setting in which decisions occur.

Some criticize qualitative research as being biased, small scale, or anecdotal. However, when properly conducted, qualitative study involves the same level of scientific rigor as a quantitative research. This rigor increases the objectivity and credibility of the research.

Qualitative research does have limitations. For example, it is highly dependent upon individual skill, which can create biases. For this study, multiple Cocker Fennessy staff participated in research design, facilitation, and analysis to minimize the possibility of bias. Another important limitation is that data cannot be scientifically generalized to a larger population, though findings may be transferable. However, multiple tools of inquiry (interviews, polling, listening sessions, etc.) are being used for this project to capture a broad range of feedback regarding passenger-only ferry service.

III. SUMMARY OF KEY FINDINGS

- Participants feel that passenger-only ferry service would benefit Kitsap County, although some questioned whether the cost to implement the service outweighs the benefits.
- Faster service and travel options top the list of perceived benefits, followed by access to special events and Seattle, economic development, tourism, livability and traffic relief.
- The biggest perceived challenge is the cost of implementing service and opposition to tax subsidies. Additional challenges voiced include:
 - ✓ The desire to keep Kitsap County rural
 - ✓ Ferry service at the expense of bus service
 - ✓ Existing WSF service (duplication)
 - ✓ Time needed for service to mature
 - ✓ Environmental concerns (Rich Passage)
 - ✓ Service disruptions due to weather
- Most participants are supportive of revisiting passenger-only ferry service, but most also believe it would be challenging to successfully implement the service in Kitsap County.
- Recommendations from participants for successful implementation include:
 - ✓ Develop a strong business plan and engage broadly on it
 - ✓ Ensure service is reliable, frequent and easy to use
 - ✓ Provide incentives for a broad ranges of riders
 - ✓ Offer opportunities to experience the service (in advance of measure)

- ✓ Highlight WSF is no longer providing service and currently has no plans for improving existing service
 - ✓ Explore incremental phasing of funding and service with a second tax measure after the first phase is implemented
 - ✓ Consider partnerships for funding and operations
- Most participants said there are Kitsap County residents' who consistently oppose tax increases and participants perceive there would be continued opposition to passenger-only ferry service.
 - While most participants feel a countywide measure would be necessary, many declined advising a countywide versus special district approach, citing the need for more analysis.
 - There was emphasis on communicating that the current effort regarding passenger-only ferry service is undergoing an unprecedented level of planning, research and community involvement, and that if this level of effort is unsuccessful, it is unlikely to be repeated.

IV. DETAILED FINDINGS

The following findings are organized related to the discussion guide (Appendix) that was utilized for each interview. *Italicized* comments are verbatim quotes from interviewees.

A. Relationships

Participants were asked to describe their relationships with Kitsap Transit and/or Kitsap County passenger-only ferry service.

1. All but one interviewee currently lives in Kitsap County. All are active in community and civic affairs.
 - *I've lived in Kitsap County since 1980 on and off – full-time for the last number of years.*
 - *Lived in Kitsap County for 20 years.*
 - *I live on Bainbridge Island.*
2. Some participants utilize ferry service, including passenger-only service.
 - *I worked on the eastside and was a ferry commuter for many years.*
 - *Have used the Kitsap Transit foot ferry here several times.*
 - *I worked with WSF and ride ferries often. Am very familiar with passenger-only service.*

3. All participants have followed the history of passenger-only ferry service in the area.
 - *I also tracked the experience of the Port of Kingston effort. There just wasn't the financial base to provide service long enough to get people to change habits.*
 - *I've followed the issue for years.*
4. Some participants have a relationship with Kitsap Transit, some as board members, others utilize bus or foot ferry service.
 - *I was on the Kitsap Transit board, which consists of elected officials.*
 - *I started using bus service in 2004 because the line went practically from my doorstep to the office and I would take it every day. KT also had a scooter that you could use if you needed to run an errand. It was very handy and I used it often.*

B. Top-of-mind associations

Participants were asked to share thoughts that immediately come to mind when hearing passenger-only ferry service and fast-ferry service.

1. Expense is strongly associated with passenger-only ferry service.
 - *Expensive – for people who pay. For the district. The operating costs are what drive the expense.*
 - *The reality is the ticket price is expensive and people don't want to pay.*
 - *Expensive, because knowing the numbers, knowing the capital planning that is needed. Significant investments for both operations and capital outlay.*
2. Faster and more frequent service was top-of-mind, although some felt the time saved was not substantial.
 - *More frequent trips.*
 - *Service is quicker; better mode of transportation versus car ferry or driving. Cut travel time in half. As a Kitsap County resident who still commutes, reducing your commute in half is enormous.*
 - *A POF fast ferry that goes from Bremerton to Seattle in only 30 minutes.*
 - *Ferries that go about 30 knots.*
 - *It's about a 30-40 minute trip, which really doesn't make a difference to most people.*
 - *The time difference just isn't that great. 20 minutes doesn't make a difference to me.*
3. Many, including supporters of passenger-only ferry service, feel service is challenging to successfully implement.
 - *Not sure a small agency can ever make it work. The reality is transit and transportation is more expensive than ever before.*
 - *Hard one to solve, hard to make work.*

- *It's an expensive operation. Not cost-effective for an agency to fund it.*
 - *It's not so much the POF concept. I just don't see how we are going to pay for it, implement it, and get it done.*
4. Seattle was raised by some due to the association of the goal of connecting Seattle to Kitsap County.
- *Seattle, because the notion behind passenger-only service was how do we create a faster, more reliable trip primarily for commuters going to Seattle.*
 - *Bremerton / Seattle – because traditionally that been where we've had service.*
5. The terms “passenger-only” and “foot ferry” raise similar visions.
- *Nothing different. I don't distinguish between the two.*
 - *POF vs. fast ferry – never distinguished.*

C. Would passenger-only ferry service make a difference

Participants were asked whether passenger-only ferry service would make a difference in their community, county and region.

1. Most participants feel passenger-only ferry service could improve their local community and Kitsap County in a number of ways.
- *It would be great for the economy of Bremerton.*
 - *Having reliable and sufficient service for commuters is a must!*
 - *It would increase growth in Kitsap County, which is positive.*
 - *Providing access to Seattle is good for our community and for the economy.*
 - *Lots of people commute from my community. Having a POF option would be very positive for my neighbors.*
2. Some think passenger-only ferry service is inevitable due to the growing population in the Puget Sound region, and necessary for the health and sustainability of the region.
- *I think that the trend of increased growth and congestion is just going to choke the life and vitality out of the greater Seattle area. It's a regional issue – Seattle drives the Northwest. When you are wrapping a noose around its neck, it's not healthy.*
 - *POF should be a regionally supported asset as there are just not options for adding more asphalt.*
 - *All our economies depend on the greater Seattle area being successful. POF would make a difference for the entire region.*

D. Benefits

Participants were asked to describe perceived benefits of having passenger-only ferry service.

1. Fast service and travel options are seen as key benefits by most.
 - *Ease of transportation is one of the most important qualities of life.*
 - *If done correctly, it makes people's lives better, shaving time off their commute.*
 - *You could use the medical emergency card. Tell naysayers that if you have a heart attack, we'll get you to Seattle quicker.*
 - *More time to focus on family and community participation.*
2. A few participants perceive economic benefits.
 - *Access to Seattle would increase growth, jobs and opportunities for Kitsap residents.*
 - *I've noticed both times when POF has been offered, our property values go up. Our taxes don't go up a whole lot.*
 - *Everyone says it will bring economic development. I don't believe it'll bring one more business to Kitsap County.*
 - *I do not perceive 1,000 people moving to Kitsap solely because we get POF service.*
3. Access to special events is perceived as an additional benefit by many.
 - *Allow people to stay out later for events, and they don't need cars for games, theater, etc. Often they have to rush out before the event is over to make the boat.*
 - *There are a lot of Seahawks fans over here – they can overload a WSF boat. They'd love another option – especially if there was a POF run that was guaranteed 20 minutes after the game ended. Same with Mariners.*
 - *Lots of people could access special events that they might not otherwise attend.*
 - *Seattle offers so many cultural events. Providing additional service back and forth will open up opportunities for many.*
 - *The sports event benefit isn't convincing to me, but it is too many. Nobody ever didn't go to a sporting event because of transportation. But, there are huge benefits to getting in and out of your central cultural district.*
4. Some perceive less tangible benefits such as decreased stress and improved attitudes.
 - *Decrease stress. The level of drama for drivers versus walk-ons is completely different. You never have stress or the wait with POF that you have with your car.*
 - *Bainbridge Island won't have a POF terminal but they also realize there might be less people wanting to come to the island. Less talk about bridge between Bainbridge Island and Bremerton.*

5. Opinions vary regarding tourism benefits. Some feel only certain communities would benefit in this way.
 - *More tourism in Kingston and Bremerton because it would be a fun day trip. WSF ferry ride is the cheapest cruise anywhere on the planet.*
 - *I don't see a regular basis of POF use for tourists.*
 - *Tourists need their cars so I don't think it would mean more tourists out of Kitsap.*
 - *Southworth area wouldn't draw tourism but it could be a draw for their real estate values.*

6. Traffic relief may occur, but is not perceived as a primary benefit.
 - *You could say that POF might get more people out of their vehicles and off the road. That will reduce traffic for everyone.*
 - *Bainbridge Islanders have a keen interest in getting traffic off 305. That might be seen as a direct, visible benefit, although WSF service is really good now so POF might not seem necessary.*
 - *Some people will always want their cars; they are never going to use POF. You won't be able to sway them over, even if you improve transit connections.*

7. Commuters are seen as key beneficiaries as well as Seattle/King County employers and residents.
 - *We are generally talking about commuters, commuters that live in Kitsap County and work in Seattle. They've made that choice and they are on board with ferry service. That's who would ride but I'm not sure that's Kitsap Transit's mission.*
 - *POF service would allow people to choose an amazing quality of life over on this side of the pond.*
 - *There are mutual benefits on both sides of the water. It's a benefit for people who can't afford homes on the Seattle side, as well as employers who want to keep them in their jobs.*
 - *I think current residents of King County would be gain because there would be more affordable housing opportunities available to them.*

8. While some agree that passenger-only ferry service could bring benefits, some question the cost.
 - *It's just not worth the money. You can't charge a reasonable price.*
 - *POF puts convenience at a significant cost ahead of realistic economic support.*
 - *Do not see another duplicate way of moving people from Seattle to Bremerton as an economic benefit – that is convenience.*
 - *Bremerton would likely get economic benefits, but it should be paid via fares, not by taxpayers.*
 - *I have heard the trip will be faster. OK, but how much money will we spend to do this? Doesn't seem like it's worth it.*

E. Challenges

Participants were asked to describe perceived challenges to offering passenger-only ferry service.

1. The cost to build and operate the service is perceived as a major challenge.
 - *People can't afford the fares – or they don't want to pay more when they can ride WSF.*
 - *It's expensive to run the service.*
 - *State of Washington is a KMART; Kitsap is a thrift store as far as public investment goes.*
2. Many participants perceive that many residents do not support the service.
 - *The number who are opposed. I don't think there is a close second in terms of challenges.*
 - *We find the farther you are from the ferry terminal, the less excited folks are about POF service. Less they feel it affects them but they have to pay for it.*
 - *There is a silent opposition – an element of folks that just don't get over to Seattle. Retired, on fixed incomes. They don't want to pay more.*
 - *You may be able to pass it by the skin of its teeth but you will always have almost half of the people opposed. It's hard to succeed with something visionary like POF, especially with half being hostile.*
 - *There are people who don't mind the long ride on WSF. They use Wi-Fi on the boat, they relax. It's fine.*
3. Some participants stated that time and consistency of service is needed to grow the service.
 - *You need the financial base to run enough service and for long enough for people to change their habits.*
 - *You need to have sufficient, reliable service. Get people to migrate and then stay.*
 - *It'll depend on the size of boat and regularity of service. If there aren't enough options, people won't migrate to the service.*
4. A few raised the perception that passenger-only ferry service would be provided at the expense of bus service.
 - *You get ferry service and it impacts bus service.*
 - *Why are you spending money for luxury rides when seniors need to ride buses?*
 - *Bus interests, ATU, Transit Union will care. Losing Sunday service.*
 - *Keep in mind we're in an area that doesn't have Sunday bus service. I find it irritating that the agency wants to provide POF and they aren't providing Sunday service.*

5. There are differing perceptions about Rich Passage wake issues.
 - *Another challenge is politics or litigation between property owners, bike riders, etc.*
 - *An example is Rich Passage. They spent a lot of money doing a study and they think they can run a ferry through there. They are wrong. You could put a rowboat with a WSF sticker out there and you'd get sued.*
 - *Property owners and environmental groups will use it whether it is true or not as a way to object to something they don't want. Even if it can be done in an environmentally sound manner, it will be used to stop service. They'll make it too expensive (legal battle).*
 - *Two words – environmental impact!*
 - *I think since the boat was tested and passed, it's not such an issue. And there aren't many complaints from the locals.*
 - *Apparently the new model doesn't disturb the beaches the way it did before.*
 - *Now you have a boat that can get folks to Seattle within half the time, without destroying beaches.*

6. Conflicting perceptions of local growth complicate arguments around need.
 - *Even though we are the second densest county in Washington, there are still people that believe Kitsap is a rural Shangri-La away from the hustle bustle congestion, and that needs to be protected.*
 - *When we look regionally, lots of new population and job growth, but that is not happening in Kitsap. Instead, there is a shrinking labor pool and population. Part of that is the lack of accessibility to Seattle.*
 - *Have to be careful when talking about growth – some want it but some don't.*
 - *The county comp plan was just released. We're not growing as expected.*
 - *Kitsap County is growing and POF will have to happen eventually to meet that demand. WSF boats are just too full.*

7. A few said the weather also creates challenges for consistent, reliable service.
 - *Past service attempts had to cancel runs whenever there was a windy day. Just can't do that and expect people to ride regularly.*
 - *Can't control the weather.*
 - *Weather cancellations contributed to the failure of Kingston service.*

8. Some feel passenger-only ferry service duplicates existing WSF service.
 - *WSF service is really good now so POF might not seem as necessary.*
 - *Duplicating a route to save only 15 minutes probably isn't the best use of public money. Kingston has no ferry so that makes more sense, but Bremerton has a way.*
 - *Why would or should people pay more when WSF already exists?*

9. Some participants feel total travel time from door-to-door is a challenge. This was related to the Bremerton route.
- *The combination of driving, or more likely bussing to the terminal and then the ferry time is too long.*
 - *The time and effort for most people to get to the terminal and then the time to get to Seattle and their destination on that side just doesn't make it worth it.*

F. Overcoming challenges

Participants were asked to suggest ways of overcoming challenges to offering passenger-only ferry service.

1. Ensure service is reliable, frequent and easy.
 - *What you can't do is promise people service and then not make the schedule.*
 - *Make sure the service is included in ORCA program etc.*
 - *Ensure bus service and other modes connect so it is seamless and easy for riders.*
 - *Align with bus hours.*
 - *Getting from house to boat, parked and on the boat. Those steps have to be easy and convenient for people.*
 - *One of the great things that KT offers is the foot ferry "take-home" buses. They are there when you get off the ferry and take you to the closest stop by wherever you are going – home, shopping, etc.*
2. Provide incentives for different populations.
 - *Bring back Sunday bus service along with POF service.*
 - *Propose that part of the tax go to water taxi service and part goes to restoring bus service to gain broader support.*
 - *The business plan has to have carrots for those who aren't commuters to Seattle. Have weekend service or special event service.*
 - *Choices – that how you broaden support.*
 - *Serve special events along with commute hours. It'll be more attractive to more people.*
 - *I would look at every idea related to transit.*
 - *Seabeck will be opposed. I wish there was a way to give them something. They want their marina fixed.*
3. Some recommend phased service and funding, though specifics differ.
 - *I think there has to be a phased in approach. Get funding to start Bremerton/Seattle and show that it works. Kingston next, and show ridership there. Then Southworth last because there isn't a dock.*
 - *Go for all the funding with a full layout of the plan with phased service.*
 - *Do it like King County. Get funding first for a first leg and show that it works. Then build out the system.*

- *Take incremental steps. If service is good, people will support growth. It's a bombshell if you ask for the cost of the full build out.*
 - *Slowly but surely, bring in the service. That's going to have the most success.*
4. Start with a strong plan and market it broadly.
- *KT is being more methodical this time, which is good.*
 - *Compliment WSF schedules and prices.*
 - *Get the information out and make sure it credible and people believe it. Convince those who would make noise that it is solid and can work.*
 - *State very clearly that what is in the plan is definitely going to happen the way we say it is. Can't be wishy washy.*
 - *Now you have a really tight business plan. That's critical.*
 - *A strong business plan really makes the case that the service can work.*
5. Provide people with opportunities to experience the service.
- *It's critical to give people the opportunity to experience the quality of the service. Make sure they touch and feel the experience. I think they'd be supportive if they did.*
 - *They should get a boat out there for people to test out. Try to get funding to run a boat for six months prior to asking people to support service. Show people what it's like to have the service. Show them that Kitsap Transit knows that they are doing.*
6. Emphasize there are no plans to improve WSF service.
- *There is also an argument to be made that WSF has no plan to improve service to Kitsap County. WSF is only going to cut service.*
 - *Bremerton/Southworth has always been on the chopping block. Once the run is gone, it's gone.*
 - *We've gone a number of years with the state being out of POF business. WSF service will only get cut.*
7. Participants voiced mixed feelings about partnering to provide service.
- *It would really help if there was someone else's money in – like the King County Water Taxi. Just the idea that it isn't all on us.*
 - *Is there state money included? That would help.*
 - *Maybe somehow tie in the Kitsap plan with the King County plan. Sharing resources or possibly personal.*
 - *Folks like to talk about partnerships. It sounds good.*
 - *Partnering with King County? I don't think much of this. People operate locally. King County has its own challenges and issues.*
 - *Partner with King County. We aren't in the business but they are. That would be convincing.*
 - *Now there is the King County model to hit a stick at. It's not perfect, but it's working.*

- *We have a workable example with King County to show that it could work in Kitsap County.*
8. Highlight local control, although some feel this could backfire.
- *If we want to improve service, this is the one way we have control.*
 - *The State won't bail out Kitsap. We are on our own.*
 - *This is local. If it's done poorly, we can vote them out.*
 - *This would have a better chance of passing if a local agency weren't leading it. We have a sense of not believing in ourselves. There are sometimes issues of self-doubt.*

G. Past efforts

Participants were asked to share perceptions about why past attempts at passenger-only ferry service have not been successful.

1. Some people feel the service benefitted just a few.
 - *That means approximately 1% would benefit and the other 99% don't want to pay for the subsidy.*
 - *The people who are excited about POF are those who get one hour of their lives back. The 200 or so people who would ride it.*
2. A number of participants felt benefits were not valued or perceived as worth the cost.
 - *The difference in transit times. I don't think it is a big enough deal to most people.*
 - *Ticket costs were too high for what people thought they were getting.*
 - *I know people who share tickets. People are conscious of how much it costs to live across the pond here.*
 - *If you tell people about the service, in their hearts, it sounds great and they think they'll do it. In the end they will just go back to WSF because they don't want to pay so much.*
3. Most participants raised that Kitsap County residents are not generally supportive of tax increases.
 - *Kitsap is notorious for not passing anything.*
 - *Levy failures are due to cheapskates.*
 - *Kitsap communities don't support much of anything. Different mindset.*
4. A few doubted ridership numbers.
 - *I think people think there aren't enough riders, especially when there is another option siting right next to them (WSF).*

5. Many shared perceptions that previous efforts lacked a strong product and plan.

- *Criticism that previous plans were written on the back of a cocktail napkin.*
- *They underestimated the degree of effort to make service work.*
- *There were unrealistic expectations regarding the financial burden.*
- *They didn't take into consideration that WSF passengers only pay Seattle to Bremerton direction.*
- *Neither vote was sold very well to the people.*

H. Perceptions over time

Participants were asked whether perceptions (or others' perceptions) about passenger-only ferry service had changed over the last decade.

1. Support or opposition has not changed over the years for all the participants.

- *I still believe in the service, even with the lack of success.*
- *I would oppose it again – and for the most part for the same reasons.*
- *I think people are just as tax averse and more cynical than before.*

2. It's not clear to most participants whether others' perceptions have changed over time.

- *I would think that people are somewhat entrenched in their positions. If they supported it before, they will again, and vice versa for opposition.*
- *Service tries have failed so many times – public votes, private service and WSF failure. I don't think a majority of people think it could work.*
- *It's hard to say, maybe some will be compelled by a stronger plan and research that has been conducted.*

I. Business plan

Participants were asked about their familiarity and opinions about the recently completed business plan and long-range strategy for passenger-only ferry service between Kitsap and King Counties.

1. Most participants are unaware of the current business plan.

- *I go frequently to the Kitsap Transit website but haven't seen or heard about it.*
- *I'm not really familiar with it and don't think others know about it.*
- *I did know a plan has been developed but I haven't seen it.*

2. Those few familiar with the plan shared mixed opinions.

- *I think they've done a better job this time. But the costs can't be controlled.*
- *They're trying to do the same thing as before, but I'm not sure they can make the numbers work.*
- *The current business plan and presentation need to get a lot tighter.*

- *The information in the plan wasn't perfect. Numbers weren't always making sense. That's fodder for anyone opposed.*
3. Most participants recommend continued input and feedback on the plan.
 - *Don't sell it as a done deal.*
 - *Promote it and allow people to react and feel like they are bought in.*
 - *As you are developing the plan, get people's opinions and get their buy-in. Allow them to react to the plan.*
 4. A number of participants stressed that clear, consistent and credible elements are imperative.
 - *There can't be ambiguity or questioning of the numbers or methodology.*
 - *Key is to have a solid business plan that is well laid out and easy to understand.*

J. Revisit service

Participants were asked whether they felt passenger-only ferry service should be revisited, and whether others would be supportive of service.

1. Most interviewees feel service should be revisited because it would be beneficial.
 - *I'd like to see the service, but it won't be easy and I don't know if it would be successful.*
 - *I believe POF would be good for Kitsap County. I always have.*
 - *I'd like to see it happen – it would be good for the County.*
2. Some participants feel the issue should not be revisited.
 - *I think Kingston gave it the best shot, the fair shot.*
 - *It's not a lack of good wishes for speeding people across the water. People mean well.*
 - *You can do it over and over again but that doesn't mean it will work any better.*
 - *Kingston didn't even work for 10 seconds.*
3. Many shared concerns about opposition to another attempt at passenger-only ferry service.
 - *There are just too many people who don't want to pay taxes to subsidize commuters.*
 - *Rich Passage property owners sunk it last time. Their pockets are deep. I think they would oppose it again, just to be right.*
 - *There are going to be lots of people who won't want to pay for it no matter what lucid arguments are made.*

4. Some emphasized the urgency and finality this time, no matter what the outcome.
 - *This has to be the last time. We now have the boat, there aren't wake issues, the state isn't getting back in. This is it, this is the one.*
 - *We have the boat, we have the dock, we can do this now.*
 - *It's kind of a now or never thing. At some point you just shelve it and be done with it. You need to get feedback, and then get a thumbs up or thumbs down and move on.*
 - *People have been strung along on this issue for a long time. There is no sense of urgency or finality.*

K. Tax support

Participants were asked to share their opinions about tax subsidies for passenger-only ferry services.

1. Some interviewees feel fares should pay entirely for service.
 - *The solution is to charge what it costs to ride. Make it a private operation.*
 - *I'm not a big fan of a transit system that relies mainly on grants and taxes. Grants to pay for capital improvements is fine, but not okay to subsidize operations.*
 - *It should be a private business model. If the objective is to provide service commuters want, then commuters should pay for it.*
2. There is no consensus regarding specific tax revenues.
 - *Assessing a parking tax would be great because people who pay it now are commuters. You could have a straight face when asking commuters to pay for better commuting options.*
 - *Sales tax must be part of the package.*
 - *Not sure what the package should look like. That's a tough call. None will be liked.*
3. Some voiced concerns that residents will not support subsidizing service.
 - *Asking people to tax themselves when they don't get a benefit? They'll jump on any excuse or reason to vote no.*
 - *I hear regularly that WSF shouldn't be subsidized. They believe riders should pay 100% on their own. And that is from a county dependent on ferry service.*
 - *People are very aware of sales tax, including relative to other locales. If we were to jump that tax even a little, people would be very opposed.*
 - *If people had to vote for a tax increase, it'll never happen. There will be pages and pages of letters in the Kitsap Sun if it is subsidized.*

L. Size of district

Participants were asked about perceptions of a countywide versus special district for passenger-only ferry service.

1. Many participants could not recommend a countywide or district approach, with some stating they would need more information.
 - *Some may feel you can't pass countywide, but how would you carve it up. I would need more analysis.*
 - *That's a tough one. There are pluses and minuses with both approaches. Have to look more carefully at both ways.*
 - *More analysis and work is needed and should be done.*
2. Some participants lean toward countywide, even though they are not confident a countywide measure would pass.
 - *County residents have made it very clear, they don't want to KT to gerrymander the county and leave the rest out. That's not going to fly.*
 - *I think it would have to be countywide. I don't know how you could niche it out. Hard geography-wise.*

M. Outreach

Participants were asked for recommendations about conducting additional outreach to communities regarding passenger-only ferry service.

1. Engage diverse and hard to reach populations.
 - *Talk to the people who like to stay under the radar. I know it's hard to reach them, but they can't believe it's happening again.*
 - *The biggest challenge with the POF program through the years is the fact they they've talked to the same insular people. Only talk to themselves.*
 - *Perpetual challenge is getting to those folks who are too busy making a living. It's tough to get that broad, diverse, reflective input.*
 - *There needs to be dialogue with the tribe. They could value direct service to their casino during the middle of the day when the commuter routes aren't running.*
 - *Be inclusive, be available, and be willing to talk to anyone.*
2. Use a wide-range of tools.
 - *Start with presentations to councils to each of the cities but then go to community groups, etc.*
 - *To reach so many individuals you'll need to use a bunch of different approaches. Just a couple won't work, and I don't envy the task.*
 - *It's going to be tough to reach so many different populations.*
3. Be authentic in what you are asking from people.
 - *It must be true that you are getting their feedback versus selling the product.*
 - *Can't be or feel fully baked.*

4. Be open and transparent and give them accurate and pertinent facts.
 - *Talk to them about the true costs – for fares and subsidies. That’ll get their attention.*
 - *Tell them straight out, “we are thinking about this, and it’ll cost this...”*

5. A strong, credible spokesperson is imperative.
 - *Make sure you’ve got someone who engenders trust and credibility.*

N. Statements

Participants were asked to fill in the blanks for two statements.

	Passenger-only ferry service would be great for Kitsap County because...	Passenger-only ferry service would be bad for Kitsap County because...
Participant #1	<ul style="list-style-type: none"> • I can go to the Mariners game in only 30 minutes. 	<ul style="list-style-type: none"> • I would be taxed more for something I don’t use.
Participant #2	<ul style="list-style-type: none"> • it would be great for Bremerton. 	<ul style="list-style-type: none"> • it would raise our taxes, but I don’t think that’s bad (because the service is worthwhile).
Participant #3	<ul style="list-style-type: none"> • that’s never gonna happen. 	<ul style="list-style-type: none"> • it’s probably not self-supporting.
Participant #4	<ul style="list-style-type: none"> • I’ve got 20 reasons to go to Seattle every week and I want it to be as easy as possible. 	<ul style="list-style-type: none"> • it will raise my taxes and it will change our culture and it will raise my property taxes because housing won’t be affordable.
Participant #5	<ul style="list-style-type: none"> • it will enhance our quality of life. 	<ul style="list-style-type: none"> • we can’t afford it.
Participant #6	<ul style="list-style-type: none"> • the only thing that travels over water is boats. 	<ul style="list-style-type: none"> • it’s unaffordable.
Participant #7	<ul style="list-style-type: none"> • it would get people moving to their jobs and to other activities in the greater Seattle area. 	<ul style="list-style-type: none"> • I don’t think it would be bad for Kitsap.

V. APPENDIX

A. Discussion Guide

KITSAP TRANSIT STAKEHOLDER INTERVIEW GUIDE

Date	
CoFen Interviewer	
Interviewee (Name, Title, Contact info)	

Questions for Stakeholder Interviews

Thank you for participating in this confidential interview. We are working with Kitsap Transit to understand better how Kitsap County residents feel about passenger-only ferry service.

We are conducting a small number of interviews with civic and community leaders to better understand opinions regarding perceived benefits and challenges of POF service and recommendations regarding additional engagement around potential service. The interview should take approximately 45 minutes.

I want to assure you that what you say during this call is confidential. When we report findings to Kitsap Transit, we will report them in aggregate and will not attribute comments to individuals. The feedback will help Kitsap Transit make decisions about the future of passenger-only service.

Any questions before we get started?

1. Could you tell me a little about yourself and your relationship with Kitsap Transit and/or Kitsap County passenger-only ferry service (if any)?
2. When I say passenger-only ferry service, what immediately comes to mind?
 - a. (Probe: Tell me about this and why)
 - b. If I say “fast-ferry” – what comes to mind?
3. Would having passenger-only ferry service make any difference in your community? How? To the county? To the region? To you?
(Capture “how” and “to whom”)
4. What are the key benefits of having passenger-only ferry service?
5. What are the key challenges to offering successful passenger-only ferry service? What do you hear others say are challenges?

6. Looking back at what you identified as challenges, do you see any ways of overcoming or mitigating these? Which do you think are most important to address and why?
7. Why do you think past passenger-only ferry service attempts have been unsuccessful in the past?
 - a. (Record unprompted)
 - b. Prompts – What do you know about the Rich Passage issue and has it been resolved? What about costs of fares? (If they bring up fares, ask if they think people will pay a “premium” fare for the service?) Service routes, hours, etc.?
 - c. What could be done better/differently this time?
8. Has your perception about passenger-only ferry service changed at all over the last decade? How?
9. Kitsap Transit recently completed the development of a business plan and long-range strategy for cross-sound passenger only ferry service between Kitsap County and downtown Seattle – are you familiar with this plan?
 - a. If so, what do you think about it? What do you like, dislike?
 - b. If not, what do you think is most important for the plan to address? Fares, routes, etc.
 - c. Do you think others know about the plan? If so, what have you heard?
10. Do you think passenger-only ferry service should be revisited?
 - a. (Record unprompted)
 - b. Do you think communities would be supportive of passenger-only ferry service? Why, why not?
 - c. Do you think people see this the same as past efforts or different? What is the same; what is different?
11. Like other transportation modes, passenger-only ferry service is not self-sustaining and will require local tax support. Do you think communities would support local tax increases?
 - a. [Test sales tax, MVET, parking, other ideas/thoughts?]
12. Do you think a special passenger-only ferry district should be created within Kitsap County or that a county-wide district is preferable?
 - a. (Probes: Would you be more supportive of one approach over the other (county-wide or district)? What are the pros / cons of either option? What have you heard others say about either option?)
13. What advice to you have about conducting outreach to communities about passenger-only ferry service?
 - a. What are the most important issue to cover?
 - b. Who is it important we reach out to?

- c. Are there specific tools you'd recommend we use (locations for groups, ways to engage people, etc.)
14. I'm going to read you two statements and I'd like you to fill in the blanks for each statement.
- a. Passenger-only ferry service would be great for Kitsap County because _____.
 - b. Passenger-only ferry service would be bad for Kitsap County because _____.
15. Is there anything else you think is important for us to know about passenger-only ferry service?

On behalf of Kitsap Transit, thank you so much for sharing your insights, suggestions and time with us.

Public Opinion Poll

Key Findings Summary

June 16, 2015

Cocker
Fennessy



Overview

Context

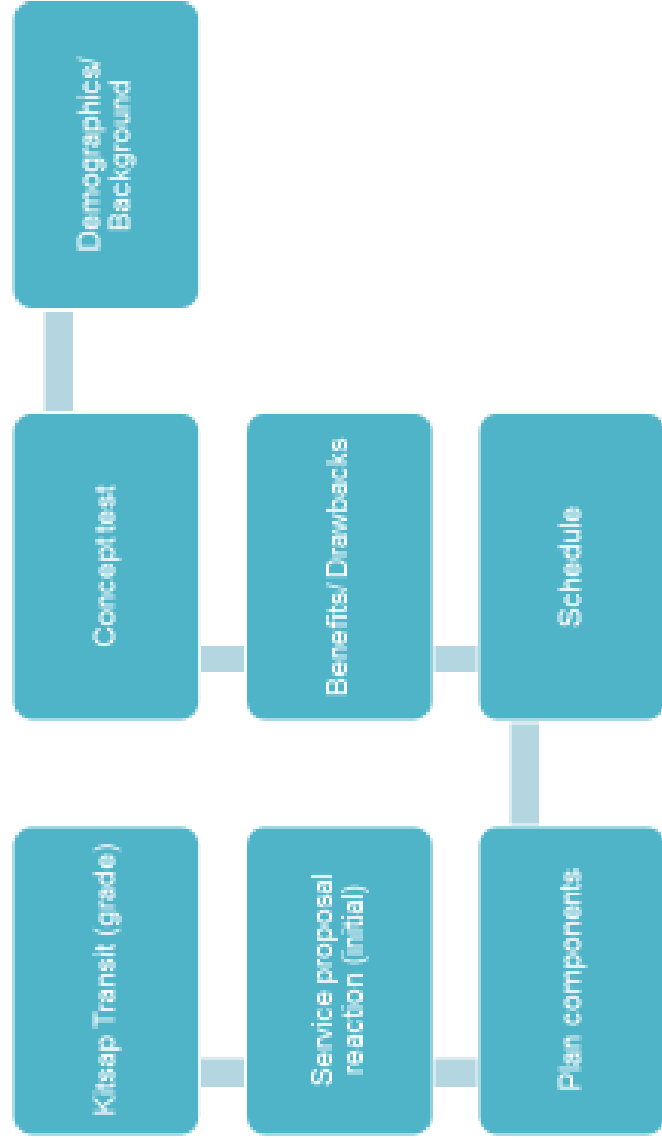
- Addresses need for scientific and current benchmarking data
- Part of broader education/outreach effort

17-minute phone survey of Kitsap County residents

- 400 interviews (cell and landline), voter sample
- +/-4.9% margin of error at 95% confidence interval
- Representative of regional demographics
- Interviews conducted by professional staff at Renton-based call center
- Fielded May 21-31, 2015
- Explored public attitudes about proposed passenger-only ferry (P.O.F.) service



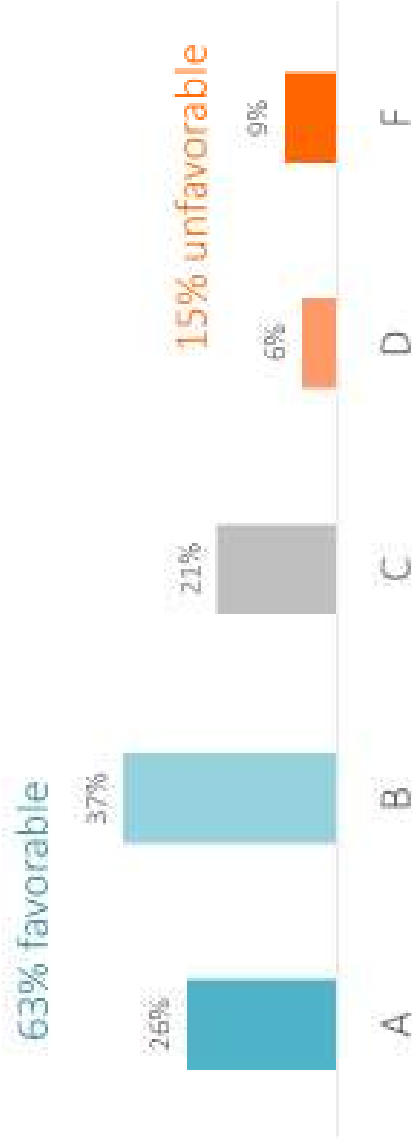
Issues Explored



Key Findings

Of those who rated Kitsap Transit, most (63%) gave it an A or B

If you were to give Kitsap Transit a letter grade for providing transportation services in the county, what grade would you give them? (Of those who graded the agency, n=262)



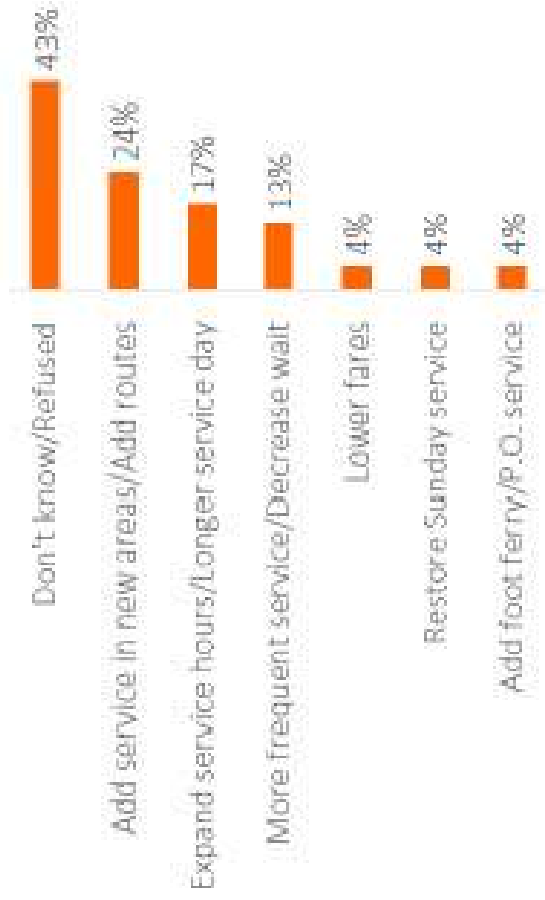
A large minority said they didn't know, and opted not to grade the agency.

If you were to give Kitsap Transit a letter grade for providing transportation services in the county, what grade would you give them? (n=400)



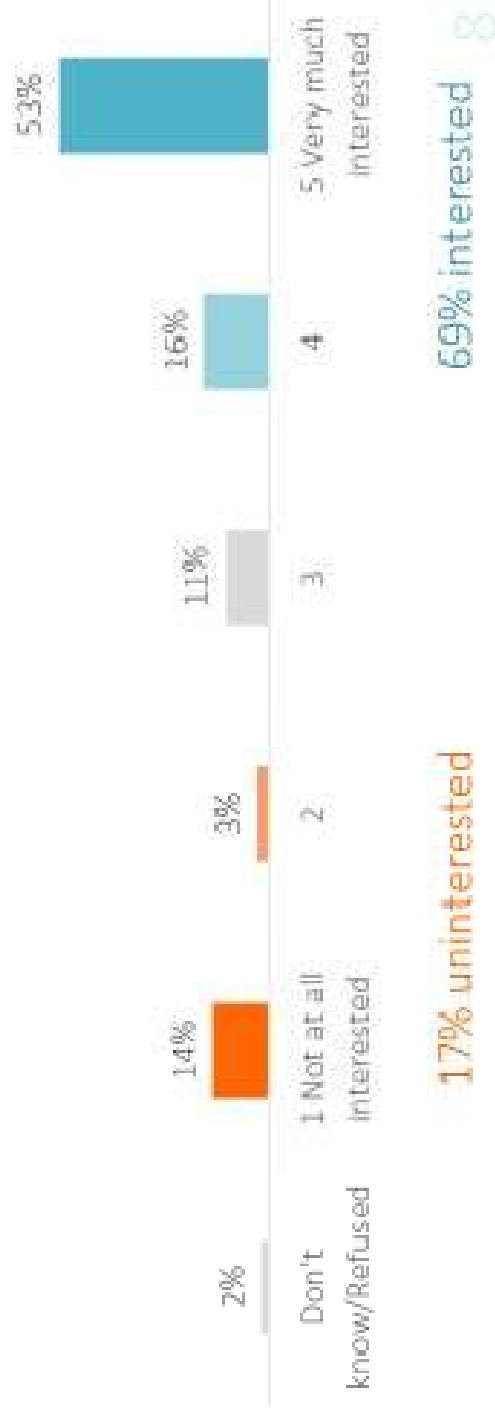
Many (43%) are not able to identify an area for improvement

What, if anything, should Kitsap Transit do to improve?
(open-ended, top responses, n=400)



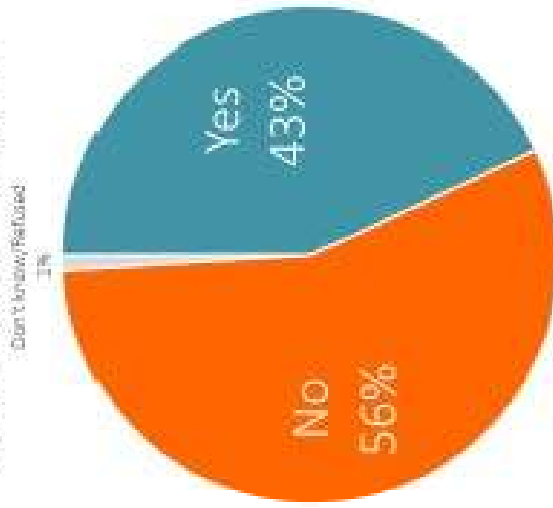
Initial test: 69% are interested in P.O.F. service

On a scale of 1 to 5, where 1 is not at all interested and 5 is very much interested, how would you describe your level of interest in passenger-only ferry service between Kitsap County and downtown Seattle that takes about 30 minutes each way? (n=400)

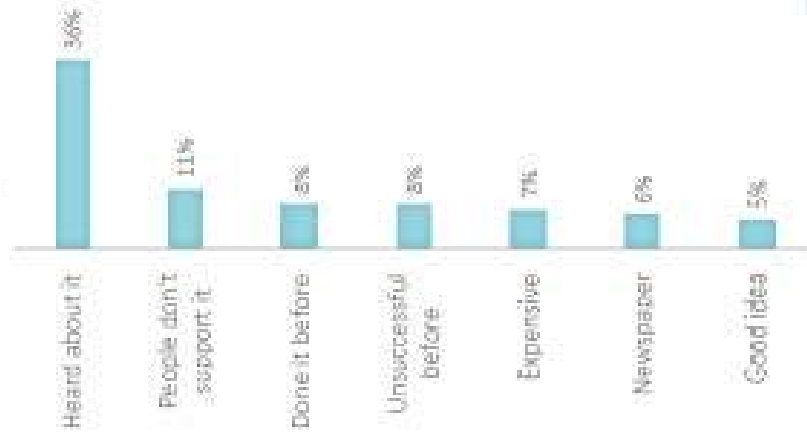


Most (56%) are unaware of P.O.F. plans

Have you heard anything about plans to provide passenger-only ferry service between Kitsap County and downtown Seattle?



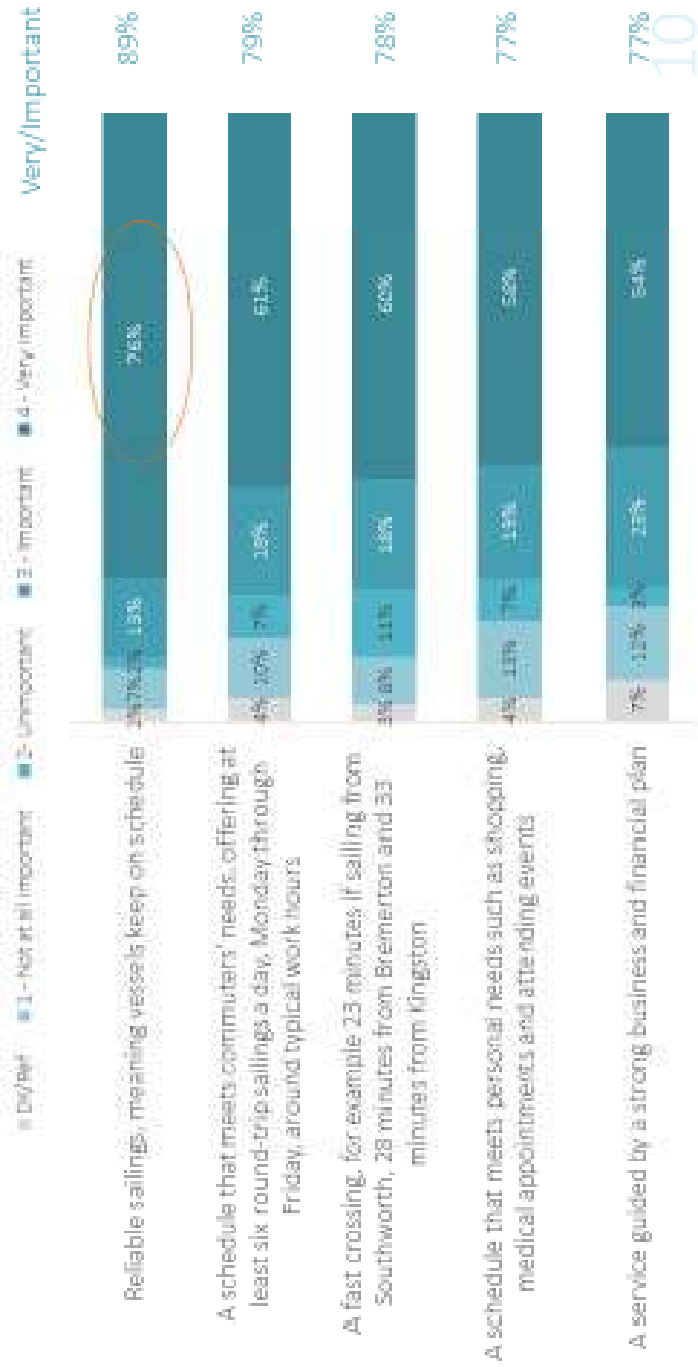
WHAT HAVE YOU HEARD ABOUT THE PLAN?
(OPEN-ENDED, TOP RESPONSES, N=173)



Many components are important, but reliability is intensely valued

In thinking about passenger-only ferry service between Kitsap County and downtown Seattle, if I like you to rate the importance of several components using any number on a scale from 1 to 4.

(Top Responses, n=400)



Opinions are more varied regarding costs

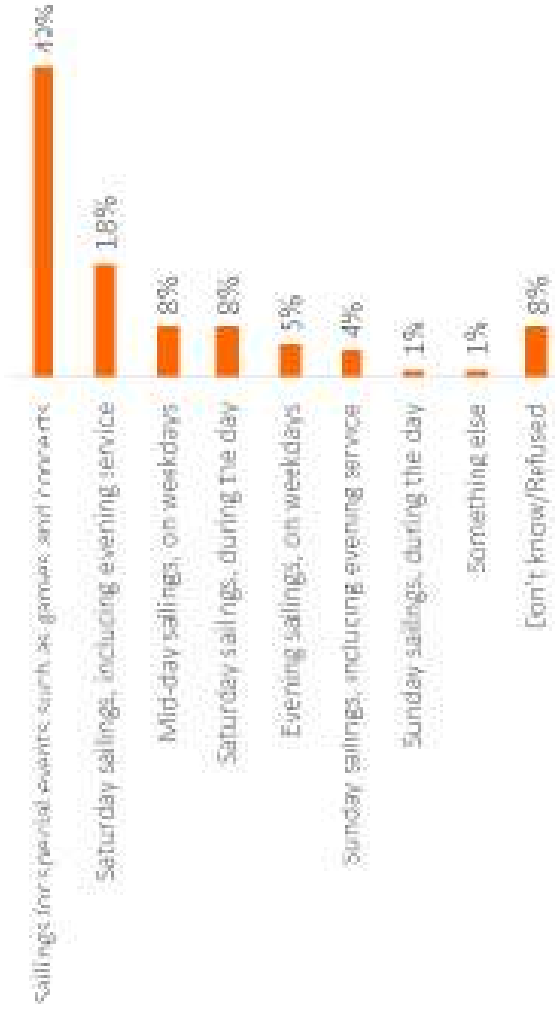
In thinking about passenger-only ferry service between Kitsap County and downtown Seattle, I'd like you to rate the importance of several components using any number on a scale from 1 to 4. (Bottom Responses, n=400)

1 - Not at all important 2 - Unimportant 3 - Important 4 - Very important



Respondents are most interested in additional sailings for events (49%)

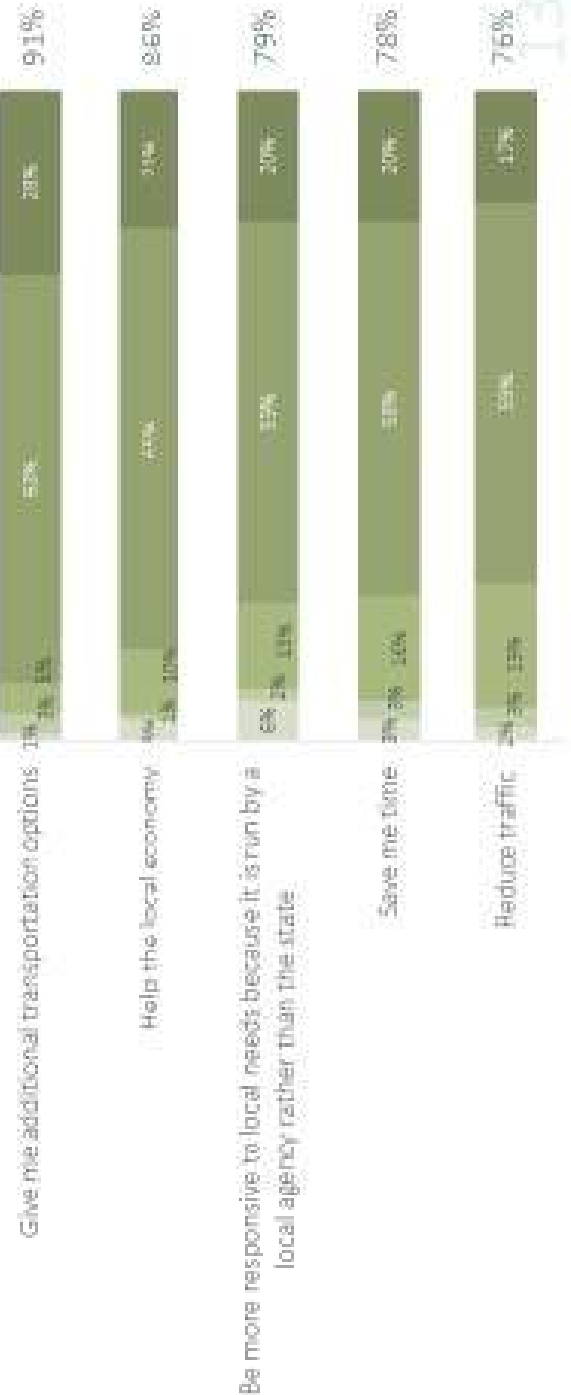
If Kitsap Transit were able to offer only one additional sailing time, which would be your top choice? Would it be ... (n=400)



Top benefits: transportation options and helping the local economy

I'm going to read some statements that proponents of passenger-only ferry service between Seattle and Kitsap County might make. For each, tell me if you strongly disagree, disagree, agree or strongly agree. (n=400)

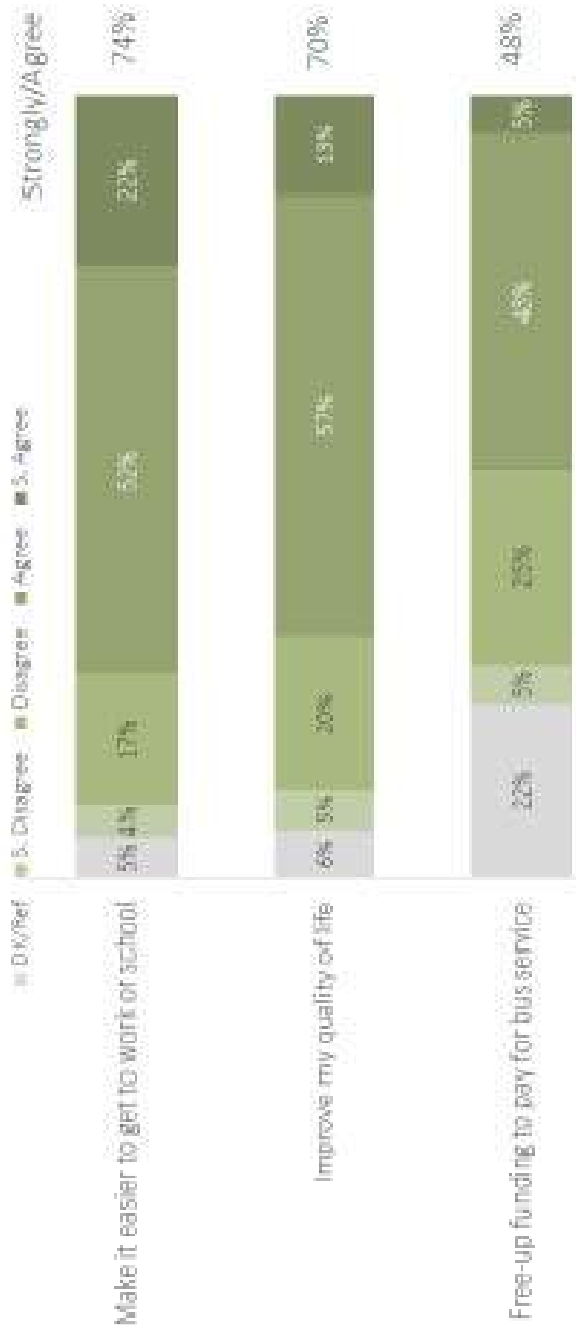
DK/Ref S. Disagree Disagree Agree Strongly/Agree



13

Freeing up funding has the weakest support (48%)

I'm going to read some statements that proponents of passenger-only ferry service between Seattle and Kitsap County, might make. For each, tell me if you strongly disagree, disagree, agree or strongly agree. (n=400)



A minority agree with the drawbacks. Taxpayer cost is the strongest concern

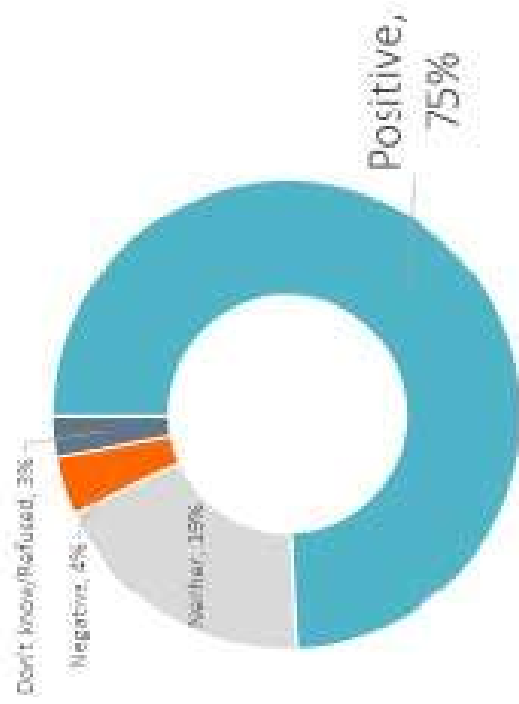
Now I'm going to read some statements that opponents of providing passenger-only ferry service between Seattle and Kitsap County might make. (n=400)



15

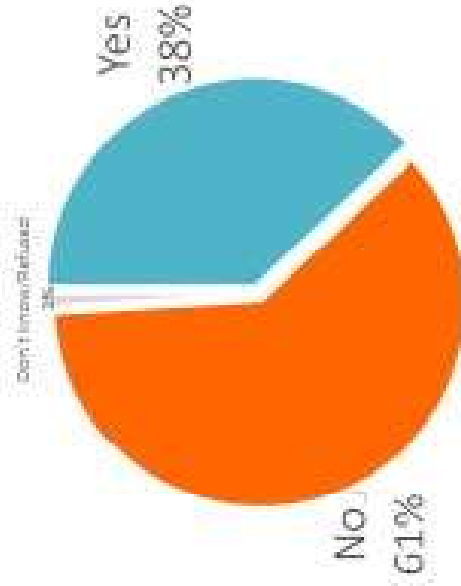
3 in 4 say P.O.F. ferry service would have a positive impact on the local economy

What, if any, impact do you think passenger-only ferry service would have on the local economy? (n=400)

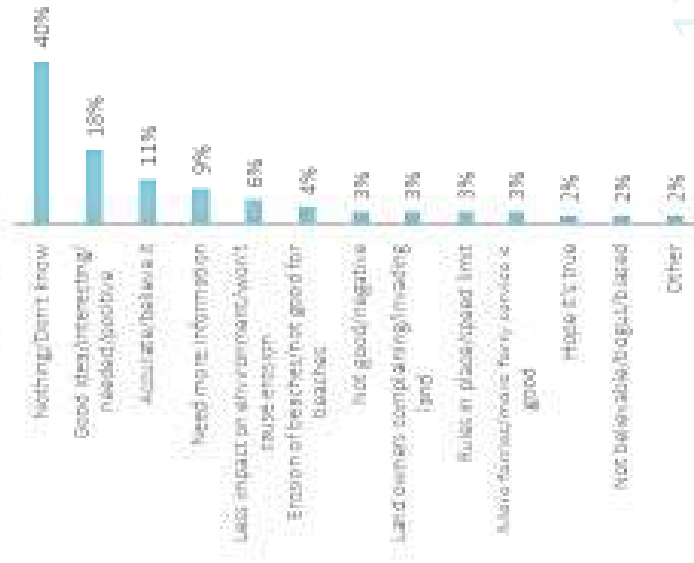


Most (61%) are unaware of the Rich Passage wake research

In 2012, Missip Transit released a research study that demonstrated that a low-wake ferry can be operated in Rich Passage without a negative effect on the beaches. Have you heard of this research finding? (n=400)



WHAT DO YOU THINK ABOUT THIS FINDING OR STUDY? (N=400)



Concept Test

Kitsap Transit developed a business plan to explore the best way to provide fast and reliable passenger-only ferry service connecting communities in Kitsap and King Counties.

The service would be managed by Kitsap Transit and would connect downtown Seattle at Pier 50 with Bremerton, Kingston and Southworth.

The fast ferries would offer travel times that are about half that of current Washington State Ferries service – getting people across the Sound in about 30 minutes.

Fares would be \$1.50 more, each way, than current walk-on fares.

Sailing times would focus on serving commuters.

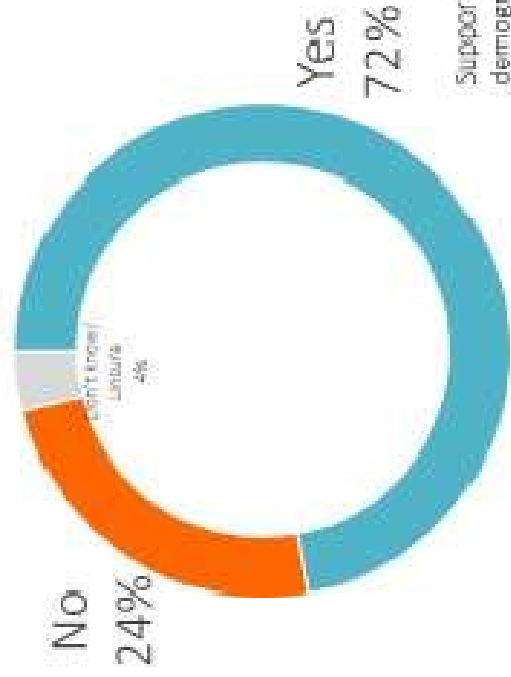
The costs of providing the program would come from a combination of sources: ticket sales, grants, bonds and local tax revenue.

The local tax revenue would likely come from a small increase to the sales tax of about two tenths of one percent or an additional two cents on a ten-dollar purchase.

Based on the proposal I just described, do you think this is a service that Kitsap Transit should pursue?

There's strong support (72%) for pursuing the P.O.F. proposal

Based on the proposal I just described, do you think this is a service that Kitsap Transit should pursue? (n=400)

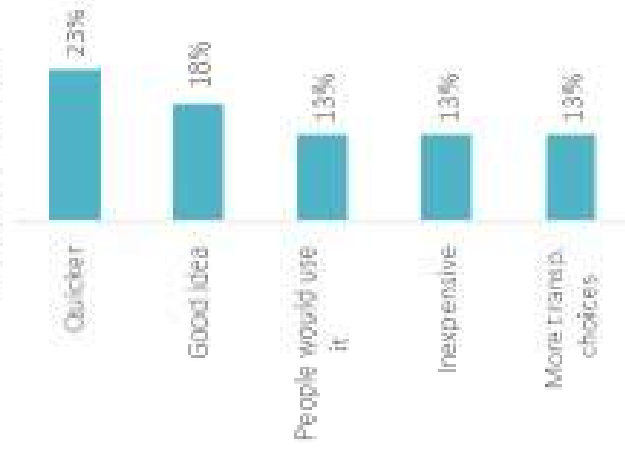


Support is high among all demographic and geographic groups

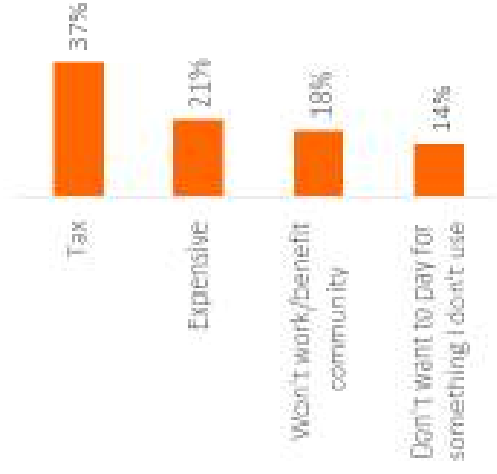
Top reasons for support: speed/good idea

Top reasons for opposition: tax/cost

Tell me why you said yes/leaning yes? (open-ended, top responses, n=287)



Tell me why you said no/leaning no? (open-ended, top responses, n=99)



Discussion & Questions

Cocker
Fennessy

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Community Roundtables Report August 2015



Community Roundtables Report

August 2015

INTRODUCTION

In August 2015, Kitsap Transit (KT) conducted a series of community roundtable meetings to better understand opinions regarding perceived benefits and challenges of proposed passenger-only ferry (POF) service between Kitsap and King counties. The small, facilitated discussions gave community leaders, citizens, and key stakeholders' an opportunity to share ideas, comments, and concerns.

Meeting Objectives

- Educating key stakeholders about potential POF service and the proposed business plan;
- Gaining information and feedback (benefits, challenges, concerns, etc.) related to the proposed service and plan;
- Building upon previously completed outreach efforts.

Locations and Participants

Roundtables were held near each of the proposed terminal locations in the following order:

1. Central Kitsap -- Bremerton
2. North Kitsap -- Kingston
3. South Kitsap -- Southworth

KT selected facilities that are common community gathering places -- a city hall, a fire station and a church.

Cocker Fennessy worked with KT staff, board members and community members to invite community leaders, citizens and stakeholders representing diverse perspectives and backgrounds (see report appendix). Opinions toward POF service were not used to screen invitees or participants. KT sent an email invitation to all invitees and follow-up calls were made to encourage attendance. Between 11 and 15 participants attended each session.

Format

Each meeting was approximately 1.5 hours, opening with a welcome and introduction from KT's Executive Director John Clauson and a KT Board member. KT consultants then made a brief overview presentation about the proposed service plan. The majority of the meeting was dedicated to listening to participant feedback on plan components. Cocker Fennessy staff facilitated the discussion.

KT distributed information materials, including printed copies of the overview presentation slides, Frequently Asked Questions (FAQ), and a comment form. A copy of all materials for the Central Kitsap roundtable is included in the report appendix, however each roundtable group received customized, region-specific materials.

During the sessions, Cocker Fennessy and KT consultants took notes to document feedback. The following report summarizes what participants shared at the meetings. The first section identifies overall themes followed by themes from each community, which are summarized in a matrix. For the individual

communities, sample statements (italicized) by the meeting participants are included to reflect the range of opinions.

OVERALL THEMES

The following themes are consistent across all three groups:

- ✓ Nearly all participants believe service beyond commute hours is needed to appeal to more residents.
 - People understand commute service generates higher revenue, but service for special events, appointments, recreation, etc. is needed to offer service that works for a greater number of county residents.
 - Participants frequently mention service to/from special events in Seattle, primarily Seahawks games.
 - Those representing the economic development and tourism communities recommend mid-day, evening and weekend service.
 - All groups suggest additional service during the summer months.
- ✓ Very few are concerned about the proposed fare levels.
- ✓ Ease of payment (including use of the regional monthly card [ORCA]), consistency across transit modes and ensuring employer subsidy programs are high-priority features.
- ✓ It is important that the system is rider-friendly and trips are as seamless as possible.
- ✓ There is a strong desire for additional vessel capacity for the Kingston and Southworth routes. Given the vessel size constraints in Bremerton, most expressed a need for increased sailings.
- ✓ People want KT to place a tax measure regarding passenger-only ferry service on the ballot. However, there are also strong concerns that such a measure might not be successful.
 - KT must show benefits to all residents including:
 - Additional service beyond commute service, to provide access to education, medical/dental, sports, recreation, arts/culture, shopping, dining, etc.
 - Economic development
 - Tourism
 - Increased property values
 - Additional transportation option
- ✓ Many suggest a 3/10 of 1 percent increase in the sales tax (versus 2/10) in order to provide service beyond commute hours.
- ✓ People feel the service has regional benefits and would like to see King County/Seattle businesses engaged in the POF service discussion.

ROUNDTABLE FEEDBACK

<i>Issue</i>	Bremerton	Kingston	Southworth
Schedule	<ul style="list-style-type: none"> • Need additional trips outside commute periods • POF service must accommodate tourism 	<ul style="list-style-type: none"> • Need additional trips outside commute periods • POF service must accommodate tourism 	<ul style="list-style-type: none"> • Need additional trips outside commute periods
Fares	<ul style="list-style-type: none"> • Fare rates are appropriate, could even be increased 	<ul style="list-style-type: none"> • Most agreed with fare rates, some affordability concerns for lower-income workers 	<ul style="list-style-type: none"> • Fare rates are appropriate
Vessels	<ul style="list-style-type: none"> • Some mentioned need to increase vessel capacity, but constraints are understood 	<ul style="list-style-type: none"> • Increase vessel capacity 	<ul style="list-style-type: none"> • Increase vessel capacity and speed
Routes	<ul style="list-style-type: none"> • Routes are appropriate 	<ul style="list-style-type: none"> • Routes are appropriate 	<ul style="list-style-type: none"> • Southworth should be moved ahead of Kingston
Funding	<ul style="list-style-type: none"> • All support creation of a ferry district over countywide vote • Some concern about county sales tax nearing 9% • King County business community should help fund 	<ul style="list-style-type: none"> • Split on countywide vote or creation of ferry district • Ask for 3/10 of a percent sales tax increase • King County business community should help fund 	<ul style="list-style-type: none"> • Most support creation of ferry district over countwide vote • Slightly more than half of participants favored 3/10 of a percent sales tax increase • Service would take too long to implement • King County business community should help fund
Support POF Initiative	<ul style="list-style-type: none"> • All support 	<ul style="list-style-type: none"> • Most support, but still an expressed need for additional refinement of the business plan 	<ul style="list-style-type: none"> • Most support
Benefits	<ul style="list-style-type: none"> • Economic benefits are generally understood and are a strong focus • POF would open access to job markets and increase tourism • Solves broader regional issues, including congestion and affordability 	<ul style="list-style-type: none"> • Economic benefits are generally understood, • More reliable service is necessary (referencing previous POF failures) 	<ul style="list-style-type: none"> • Economic benefits are generally understood, however some criticism of their relevance to Southworth given the protracted phasing timeline • Provides a needed, direct, faster route to Seattle

CENTRAL KITSAP - BREMERTON

August 11, 2015

Summary

Central Kitsap roundtable participants are strongly focused on economic development and the value of POF service as an economic development driver is widely understood. POF service is seen as an important asset for recruiting new workers and residents to the area, and there is interest in POF service as a tool to expand access to new and current job markets in Kitsap and Seattle.

People recognize that POF service represents an effective solution to larger issues facing the Puget Sound region (housing affordability, increased congestion, livability, etc.). Central Kitsap participants strongly believe Seattle businesses should be engaged in the effort and provide financial support for the service.

Roundtable members are generally satisfied with the routes and phasing of service, but recommend additional service beyond commute hours. Additional sailings for sporting events, arts/culture, dining, shopping, education, medical and dental appointments, and other activities are seen as critical to appeal to a broader range of residents. Some also feel additional service would help increase tourism and support the economy. If additional service is not an initial option, the timeline for service expansions needs to be widely communicated.

In addition to more service, participants are concerned about vessel capacity and suggest increasing vessel size. Participants believe the proposed vessels will not move enough riders across the Sound, especially given the limited sailings.

Proposed fares are seen as reasonable and many agree riders would likely pay a premium for a faster trip. Some participants feel certain groups are willing to pay more, i.e. tourists, special event riders, etc.

All participants are supportive of KT proposing the service to voters, and all eventually agreed that a ferry district approach would be preferable to a countywide vote. There is little confidence that residents outside of the terminal locations will see the value of POF service. If the ferry district approach is implemented, participants recommend focusing on the local benefits; if a countywide measure is chosen, the service should be described as a county and regional asset.

Some are concerned about a tax increase. One participant explained it would raise the county's sales tax to nine percent, which could be challenging for many residents. Another suggested monitoring other entities that may be proposing levy increases in the future (schools, libraries, etc.).

Sample statements

- *POF will be the economic development push that the region needs. It will be essential to the revitalization of Bremerton.*
- *With rents and the issues of affordability and congestion increasing in Seattle, POF could open up solutions in Bremerton to solve current Puget Sound regional growth.*

- *Kitsap County is not solely responsible for solving the issue of transit alternatives and congestion since it affects the entire Puget Sound region. We need more public-private partnerships with Kitsap, other counties and the business community.*
- *KT needs to sell this service to the broader population that could see that POF service is a convenience that makes travel—commuter, personal, etc.—between Kitsap and Seattle easier and faster. Showing the senior population how they could benefit—to medical appointments, etc. would be huge.*
- *It is critical to appeal to a broader number of residents if you are going to be successful. Just having commuters excited about the service is not going to be enough. There has to be more service.*
- *If you do not have more service (beyond commuters), you cannot really say POF is a “true connector”.*
- *The routes are good; however, the bigger issue is reliability and having larger boats.*
- *It might be effective if a tax initiative is first launched in Bremerton and service is launched on day one. Then others would have a chance to see how great the service is and they would be more likely to pass initiatives to implement POF service in their area.*
- *POF is an easy sell in Bremerton, but not elsewhere in the county because they are not as likely to benefit from the service.*
- *Stay away from a county vote; the message has to be focused on specific benefits. Focus on waterside communities.*
- *Emphasize “why it is important” to have POF service. Answer what the problem is that POF is solving.*
- *Moving Bremerton half as close to Seattle is a big selling point.*
- *If it is a countywide vote, then talk about the service as a county asset, if it is a ferry district, then focus on local and commuter issues, issues specific to Bremerton, Kingston and Southworth.*

NORTH KITSAP - KINGSTON

August 12, 2015

Summary

Consistent with both other roundtables, North Kitsap participants feel service beyond commuter hours is important. Weekend service is viewed as a way to increase tourism and marketing opportunities for Kitsap County, especially during the summer months. Participants are eager to provide a transit option that would bring more people from Seattle to local Kitsap attractions and see an opportunity for the service itself to be a tourism activity.

POF service must be reliable. Unreliable service was a major problem with past POF service attempts. Back-up vessels are also seen as critical to successful service.

More so than at the other roundtables, participants discussed past POF failures and concerns about repeating mistakes. While supportive of POF service, a few identified shortcomings with the current plan.

Some participants mention that POF service should not compete or duplicate WSF service, but should instead complement WSF service.

Most agree with the proposed fares. However, one person thought fares may be too high for workers travelling to Seattle with lower paying jobs. Good communication and outreach regarding special and discounted rates is recommended to encourage ridership. There is some skepticism about paying fares in both directions, with two participants citing Washington State Ferries' experiences with fare collection.

Transit connectivity and park and ride options are an important part of the service that will make commutes easier and less expensive for riders.

Some think Kitsap County "territorialism" may make passage of a countywide vote challenging. Some recommend targeted messaging for specific communities rather than blanket statements about service benefits for all of Kitsap County.

Most participants feel that KT should ask for 3/10 of one percent sales tax increase in order to provide more service, but members were split on whether to pursue county vote or ferry districts.

Some suggest expanding the tax measure beyond Kitsap County, and potentially including King, Jefferson, and Clallam counties.

Sample statements

- *I do not think voters outside the terminal locations would pass an initiative to tax themselves on a service they do not benefit from. You need more service.*
- *Kitsap is becoming more of a tourist destination so this system should accommodate special events and weekend trips in addition to commuters.*
- *Needs to be more than just commuter-focused from the get go.*
- *Additional summer trips to complement WSF service. Flexible sailing times that work with sporting events.*

- *If there are accessible park and ride options, this would eliminate the cost of parking at the terminals, and it would ensure that transit connections are seamless.*
- *The reason Bainbridge Island ferry service works well is because Kitsap Transit has coordinated bus service with ferry service.*
- *Biggest priority is seamless operations, timing and connections.*
- *The plan needs to incorporate a large swath of taxpayers. Kitsap cannot afford to be so insular.*
- *There are a significant number of people commuting from Jefferson County to Seattle, which became apparent when the Hood Canal Bridge closed.*
- *Countywide could be hard because of territorialism in Kitsap County. Southworth does not care about Kingston and vice versa.*
- *Proposed fares are too high for most of the workers travelling to downtown Seattle who may not have high-paying jobs.*
- *Even for non-commuters, there's still a lot of people in West Kitsap that have to go to Seattle for medical services because of how Kitsap county delivers medical services. For example, Seabeck residents (historically opposed to tax increases and theoretically have less to gain from commuter ferries).*
- *Ask for 3/10. 2/10 and 3/10 will not make a big difference to voters. Voters will vote for either or not at all.*
- *The opposition will focus on the fact the POF service will push the county sales tax up to 9% and will not focus on the 2/10 or 3/10 increase.*
- *Going for 3/10 is a 50% increase in revenue, which sets KT up for more success.*
- *The biggest obstacle is selling the service to all Kitsap residents.*
- *I am not sure the proposed plan is ready. There are a number of issues still unresolved that sunk past attempts.*

SOUTH KITSAP – SOUTHWORTH

August 13, 2015

Summary

When compared to the North and Central Kitsap roundtable participants, those in South Kitsap county are more critical of the proposed service plan. Criticism, in large part, is due to the timing of proposed services to Southworth. There is a strong feeling that South Kitsap is always last to receive services.

Some question the timing and ridership forecasting for the Kingston route, and feel that Southworth's phasing should be moved ahead of Kingston. Many think there is a more established need for POF service in Bremerton and Southworth. Some suggest starting in Bremerton, demonstrating success with a model program, then moving to other communities.

Most participants agree that POF service will provide value for South Kitsap residents because it creates a direct transit option to Seattle. The current commute takes at least 1.5 hours and POF service would cut travel time significantly.

POF service is seen as a boost to economic development and quality of life; however, they think this message is not appealing to many South Kitsap residents.

As with other roundtable participants, those in South Kitsap are concerned with vessel capacity and seamless transit connections. Some feel that since Southworth is not constrained by wake issues it should be served by a faster and larger vessel.

Consistent with other groups, many feel the Seattle business community has an interest in potential POF service and might consider subsidizing service.

All but two participants want KT to present the proposal to residents. Slightly more than half of the participants feel KT should ask for a 3/10 of one percent sales tax increase, which is fewer people than in the other groups. Those opposing a tax increase feel it will make the county's sales tax too high.

South Kitsap participants do not favor a special ferry district over a countywide vote. While there is skepticism about the ability to gain support for the service countywide, there is also a belief that a special district may not be able to generate enough funding to support service in Southworth.

Some suggest distinguishing POF service from WSF and making sure POF service complements WSF service gaps. Some want KT to provide a service that is not only faster, but also more enjoyable – has more amenities, etc. to attract riders and justify a premium fare.

Sample statements

- *South Kitsap residents often feel like they are last in the county to get funding for programs and services – or it seems like we get the leftovers after central and north get done.*
- *Start in Bremerton where you would have extra vessels. People will be more persuaded with implementing service in the other locations after they have experienced it.*

- *Kitsap residents like feeling as if they live on an island. I am not sure all would like the idea of more people coming here.*
- *Regarding ridership numbers, I am curious how the numbers were obtained, given there is not a current transit option directly to Seattle.*
- *Are we overestimating demand out of Kingston?*
- *POF create new economic development opportunities and improve quality of life. An easier transit alternative would incentivize more warehouses and a labor force to locate in South Kitsap where it is much cheaper than in Seattle or Bellevue.*
- *There is a capacity issue. POF service must accommodate more passengers.*
- *If anything, Southworth vessels should be larger and faster. There are not the same wake and other issues you have with the other locations.*
- *The proposed fare is too low; I think KT could charge more.*
- *Need to make clear that POF service provides something that WSF does not. Kitsap voters will have a knee jerk reaction to a tax increase so they need to understand what they get.*
- *The plan seems overly focused on getting people to Seattle; need to also show how it would open up a link for people to get to Kitsap.*
- *I think the community will be better off with POF service but I think implementation will be a challenge.*

INVITATION LISTS

Central Kitsap - Bremerton

- Aaron Leavell, Bremerton School District
- Beverly Kincaid, Marine Transportation Association of Kitsap
- Bob Potter, Olympic Workforce Development Council
- Christopher Quarles, Naval Hospital Bremerton
- Dale Holdren, Bremerton Rotary Foundation
- David Foote, United Way of Kitsap County
- David McVicker, Central Kitsap School District
- David Mitchell, Olympic College
- Doug Newell, Central Kitsap School District
- Doug Stuts, Naval Hospital Bremerton
- Ed Hamilton, Silverdale Rotary
- Gena Wales, Bremerton Chamber
- Greg Wheeler, City of Bremerton
- Jaime Forsyth, Kitsap Regional Library Foundation
- Jay Lovato, Rotary Club of East Bremerton
- Jill Jean, Kitsap Regional Library
- John Powers, Kitsap Economic Development Alliance
- Kathleen Knuckey, Silverdale Chamber of Commerce
- Katie Walters, Leadership Kitsap
- Martha Dalbeck, Kitsap Ferry Advisory Committee
- Mary Dorsey, Resident
- Natalie Bryson, Central Kitsap Community Council
- Patricia Graf-Hoke, Visit Kitsap
- Paul Pazooki, The Pazooki Group
- Richard Tift, Puget Sound Naval Shipyard
- Roger Zabinski, Port of Bremerton
- Ron Perkerewicz, Ron Perkerewicz Inspections
- Scott Rahm, Bremerton School Board
- Teresa Osinski, Home Builders Association of Kitsap County

North Kitsap – Kingston

- Alice Tawresey, Kitsap Community Foundation
- Ann Smith, League of Women Voters of Kitsap
- Arthur Wesley “Wes” Larson, Sound West Group
- Bim Prince, Ameriprise Financial
- Chad Solvie, Martha & Mary Health Services
- Clint Boxman, Ameriprise Financial
- Colleen Carey, Kingston Chamber
- Craig Freeman, Northwest College of Art & Design
- David Malone, Port of Kingston
- Dennis Hedlund, Kingston Citizens Advisory Council

- Emily Hardingham, North Kitsap Tourism Coalition
- Heather Adams, Suquamish Citizens Advisory Committee
- Helen Ralph, Kingston-North Kitsap Rotary Club
- Henning Larsen, Kitsap County Democratic Central Committee
- Isaac Anderson, Resident
- Jeromy Sullivan, Port Gamble S'Klallam Tribe
- Jerry Kirschner, Kingston Citizens Advisory Council
- Jim Nall, Paladin Data Systems
- John Armstrong, Kitsap PUD
- Kim Perigard, Northwest College of Art & Design
- Leonard Forsman, Suquamish Tribe
- Mark Danielsen, Windermere Kitsap Commercial
- Mary McClure, Kingston Farmer's Market
- Nancy Langwith, Kingston Citizens Advisory Council
- Pete DeBoer, Port of Kingston
- Phyllis Mann, League of Women Voters of Kitsap
- Renee Overath, Washington State University Extension
- Russell Steele, Port Madison Enterprises
- Sonny Woodward, John L Scott Real Estate
- Susan Rodgers, Cleo's Landing
- Thorn Percival, Suquamish Tribe
- Tom Curley, Suquamish Tribe
- Walt Elliott, Port of Kingston
- Wendy Miles, Naval Base Kitsap

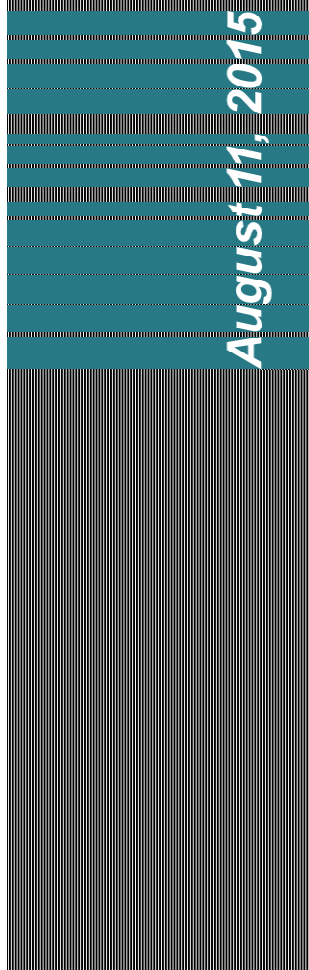
South Kitsap – Southworth

- Bek Ashby, Port Orchard City Council
- Carolyn Powers, Port Orchard City Council (former) & resident
- Chris Tibbs, Kitsap County Republican Party
- Don Demers, Port Orchard Rotary
- Doug Miller, John L. Scott Real Estate
- Emily Olson, Resident
- Guy Cook, Resident
- Jay Seaton, Edward Jones Financial Advisors
- Jenny Brisbon, Burley Glenwood Elementary
- Jim Civilla, Kitsap PUD
- Julie and Chris Coyle, Resident
- Kayla Diaz, Resident
- Kristy Ewing, Port Orchard Rotary
- Lionel Collins, NAACP
- Lloyd Berg, Kitsap PUD
- Lynn Williams, Resident
- Margee Weaver, Resident

- Marka Steadman, Kitsap County Council
- Matt Murphy, Port Orchard Chamber
- Michael Schwartz, Kitsap County Ferry Advisory Committee
- Michelle Reid, South Kitsap School District
- Michelle Robertson, Resident
- Morgan Hanley, Resident
- Oliver Hanley, Resident
- Paul Olson, Paul Olson Appraisals
- Robert McGee, Fox Fire Prevention, Inc.
- Roger Gay, Resident
- Scott and Andrea Paine, Residents
- Tom O'Brien, South Kitsap School District
- Trish Tierney, Kitsap Community Resources

Passenger-Only Ferry Service Roundtable

Bremerton

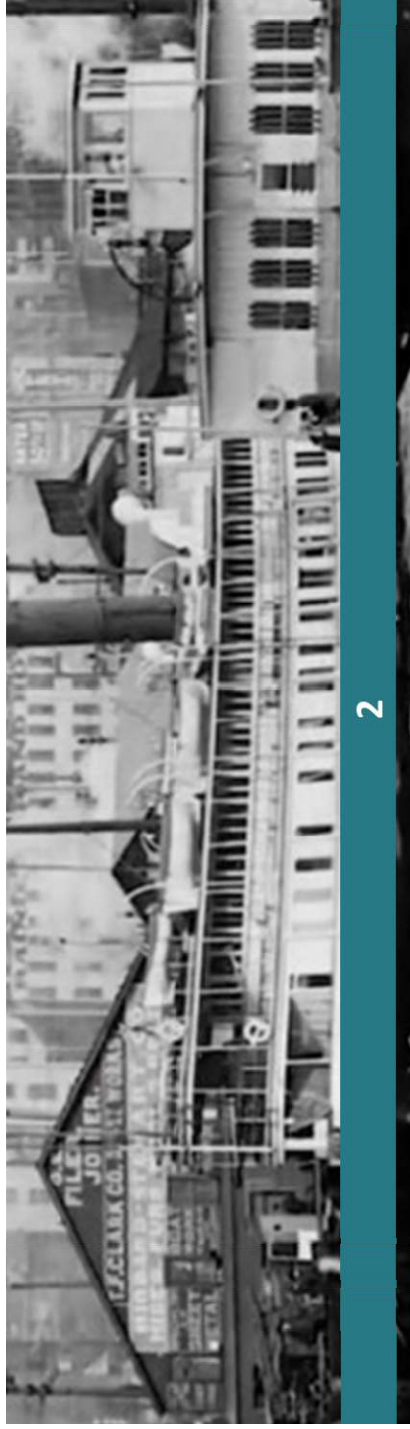


August 11, 2015

Background



- Rich history of cross-sound waterborne transit in Kitsap
- Kitsap Transit undertakes POF Business Plan
- Initial analysis and outreach demonstrated:
 - Need for POF service in Kitsap County
 - Importance of sustainable funding and robust business plan

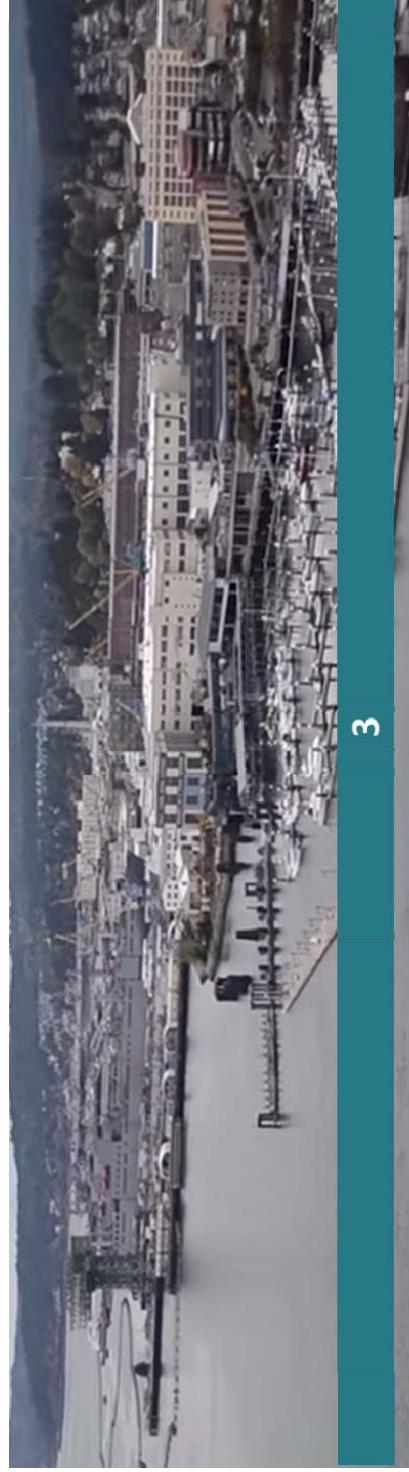


POF Business Plan



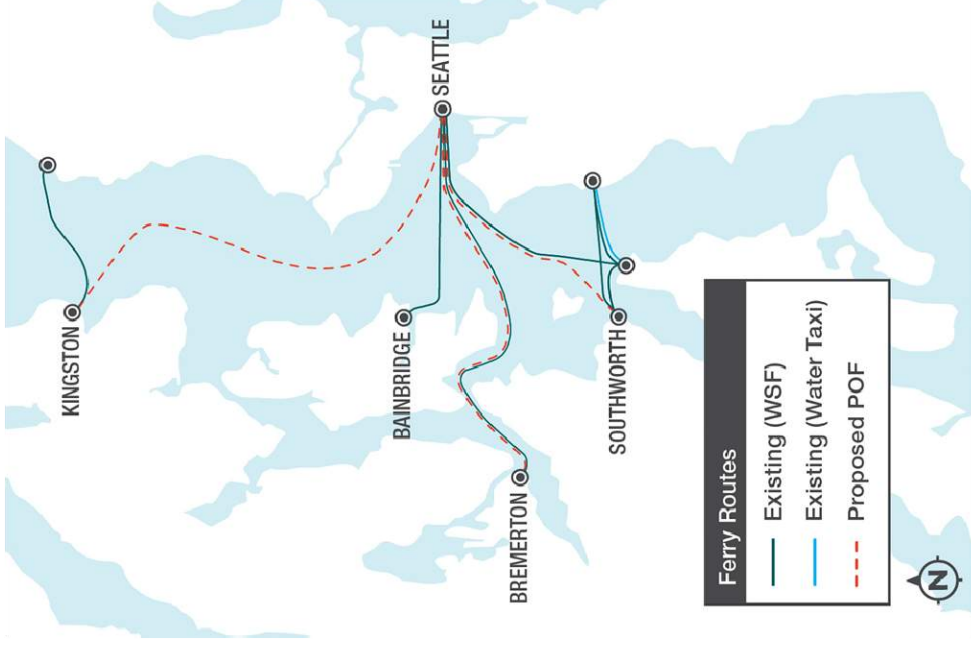
The plan provides a blueprint for implementation of sustainable POF service.

- Proposed Routes
- Terminals and vessels needs
- Example Service Schedule and Fare levels
- Ridership Demand
- Fare Levels
- Implementation Timeframe
- Funding



Routes

- Three proposed routes:
 - Bremerton
 - Kingston
 - Southworth
- Seattle's Pier 50 is the eastern terminal
- Routes will be phased



Terminals



Kingston

Some infrastructure and aesthetic improvements, estimated 18 months of work.

Bremerton

No major improvements, minor aesthetic enhancements.

Pier 50 (Seattle)

Improvements currently in design.

Southworth

New terminal facilities, requires several years to design, permit, and construct.



Vessels

- Each route will have *at least one* dedicated vessel with one back-up vessel serving all routes
- Bremerton – Kitsap Transit owns 118-passenger Rich Passage 1
- Kingston – To build 150-passenger
- Southworth – To acquire 150-passenger

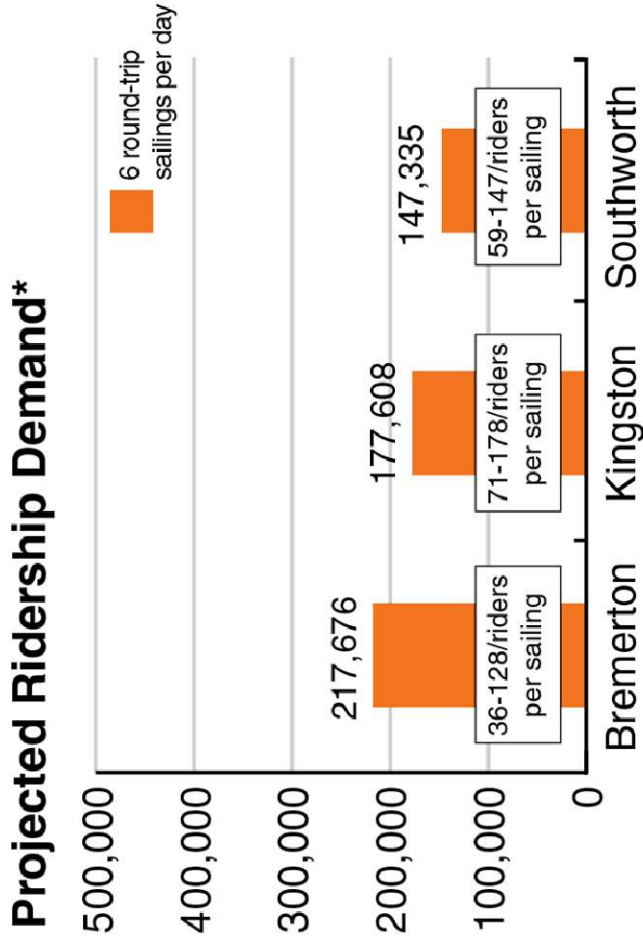


Example Service Schedule

Bremerton (28 Min Crossing)		Kingston (33 Min Crossing)		Southworth (23 Minute Crossing)	
Depart Bremerton	Depart Seattle	Depart Kingston	Depart Seattle	Depart Southworth	Depart Seattle
5:45	6:20	5:40	6:20	6:00	6:30
6:55	7:30	7:00	7:40	7:00	7:30
8:05	8:40	8:20	9:00*	8:00	8:30
3:25	4:00	3:20	4:00	3:05*	4:20
4:35	5:10	4:40	5:20	4:50	5:20
5:45	6:20	6:00	6:40	5:50	6:20

Bold times indicate PM. Asterisk () indicates a crossing without passengers for fueling

Riders



*Based on 2014 population and demographic information

Fares



Current WSF fare from Bremerton compared to proposed POF fare

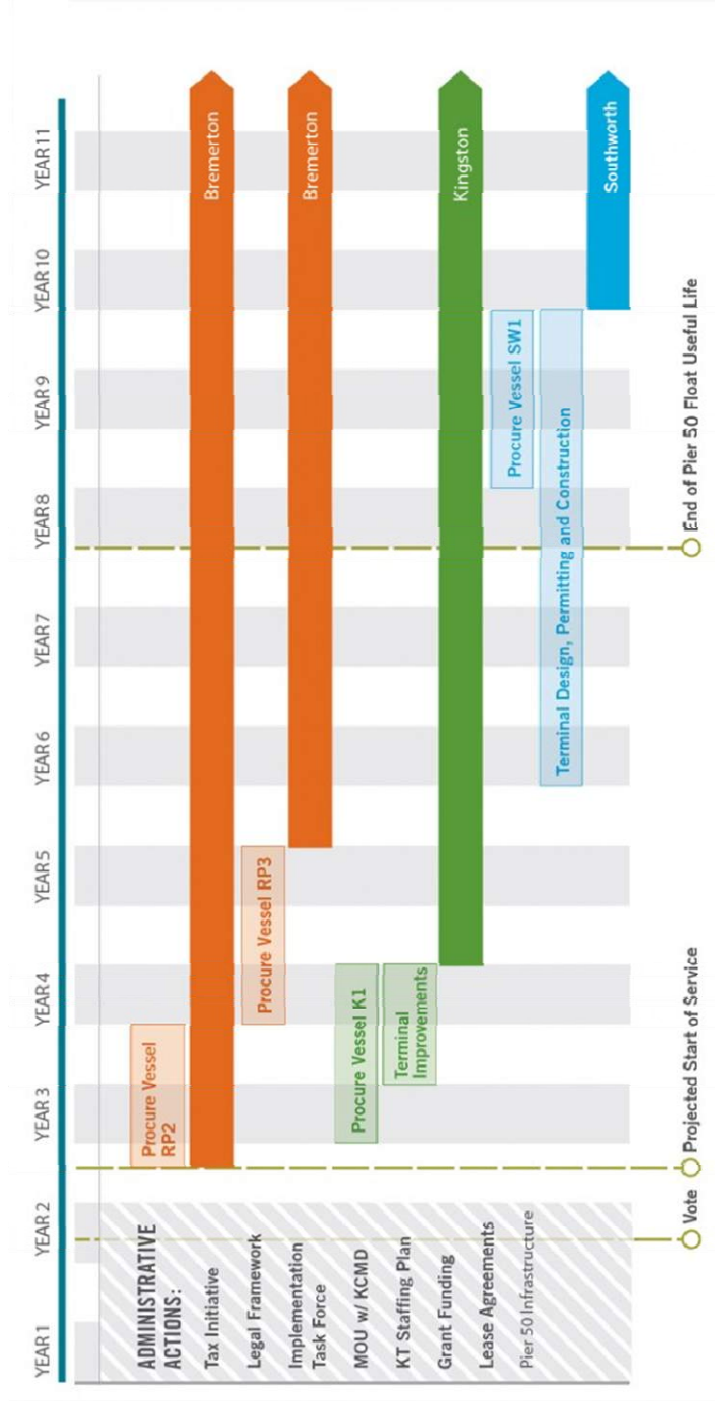
Cash Full Fare	
Current	8.00
Proposed POF	11.00

Discount Fare	
Current	4.69
Proposed POF	7.69

- Collect in each direction
- People are willing to pay more for faster service
- Price at current lowest cost alternative plus **\$3 per roundtrip**
- Compatible with ORCA and other transit programs



Implementation Timeline



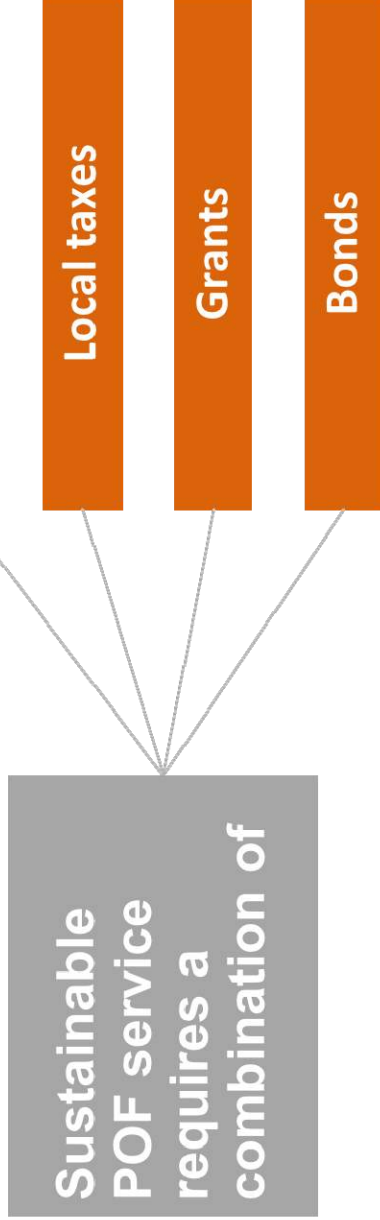
* Actual start-up date dependent on successful ballot measure



Funding



The financial plan must address ongoing operating cost subsidies and capital investment requirements.



Funding



- Launching three proposed routes requires approximately **\$45 million in capital investment** over eight years
- Subsidy requirements grow as each route is added

Annual Subsidy	Farebox Recovery	Service Level
\$2.0M	29%	Bremerton
\$5.5M	33%	Kingston Bremerton
\$8.1M	34%	Southworth Kingston Bremerton

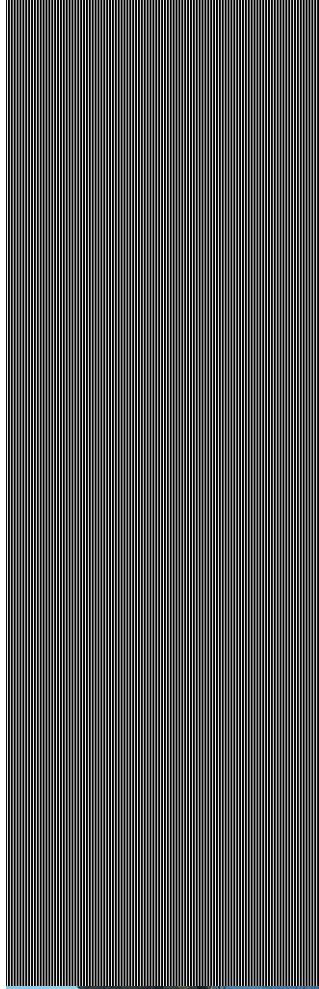
Next Steps



Thank you!

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Kitsapferries.com

Mike Anderson, Director of Marine Transportation
KPF Consulting Engineers





FREQUENTLY ASKED QUESTIONS (FAQ)

Kitsap Transit is exploring passenger-only ferry service as a transit option that would give people faster travel between Kitsap County and downtown Seattle. The following provides basic information about the proposed service. For additional details, please visit kitsapferries.com.

ROUTES AND SCHEDULE

What routes are proposed?

The three routes selected for potential passenger-only ferry service between Kitsap County and downtown Seattle are Bremerton, Kingston, and Southworth. These sites were chosen because of their proximity to population centers and to other modes of transportation, and existing infrastructure.

What is the proposed initial service plan?

The three routes would be phased, starting with Bremerton, then Kingston and Southworth. Phasing of passenger-only ferry service relies on available tax revenues and grant and bond funding for capital improvements. Six roundtrips are proposed for each route – three trips in the morning and three trips during the afternoon commute periods. This initial operating schedule was designed to meet peak commute travel demand, and takes into account Washington State Ferries schedules and fueling requirements. Expanded service options, including mid-day, evenings, and weekend days are being evaluated.

Could the second and third routes be implemented sooner?

There are numerous factors that drive the sequencing and timing of routes, including funding, terminal improvements, vessel acquisition, etc. Currently, there are no passenger-only ferry facilities at Southworth, and design, permitting and construction of facilities takes significant time and investment. Kitsap Transit is currently evaluating opportunities to start service at Southworth earlier.

Will there be additional special event service?

Additional service for special events is not included in the initial proposed service plan. Kitsap Transit is currently evaluating special events service as an option.

RIDERSHIP

How many people are projected to ride the proposed passenger-only ferries?

Projected annual ridership demand was analyzed for each of the three proposed routes using a data intensive, quantitative method specifically for passenger-only ferry service. These projections take into account actual ridership data from Washington State Ferries, population, employment, and travel statistics.

Bremerton: 217,700 projected riders at 6 roundtrip sailings per day

Kingston: 177,600 projected riders at 6 roundtrip sailings per day

Southworth: 147,300 projected riders at 6 roundtrip sailings per day

FARES

How much will it cost to ride the passenger-only ferries?

Based on current ferry and transit fares, proposed full fare rates for passenger-only ferry roundtrip service would cost \$11 for the Bremerton and Southworth routes and \$15 for Kingston. Service is priced at a level that reflects the additional benefit of a fast, direct crossing. Based on community input, the fares were projected at \$3 more round trip than the cost of current travel alternatives.

How will fares be collected?

Fares will be priced and collected in each direction. ORCA and all currently-accepted passes will be valid for passenger-only ferry travel. New monthly passes could include a passenger-only pass, as well as a new monthly pass that combines Kitsap Transit bus, foot ferry, and passenger-only ferry travel.

IMPLEMENTATION AND OPERATIONS

When would the proposed passenger-only ferry service start?

Passenger-only ferry service could begin six to nine months after a successful tax measure.

How would the service be managed and operated?

Under the proposed plan, passenger-only ferry service would be managed by Kitsap Transit and operated by the King County Marine Division. Kitsap Transit would make service and fare policy decisions and provide oversight of terminals and vessel construction.

What kind of vessels would be used?

A 150-passenger vessel will be acquired for the Southworth route, a high-speed, 150-passenger vessel will be acquired for Kingston, and Rich Passage 1 will be used in Bremerton. The Rich Passage 1, a specially designed vessel for Kitsap Transit, [minimizes wake wash along the Bremerton route](#).

Does this proposed service reduce funding for Kitsap Transit bus service?

No, the proposed passenger-only ferry service would not reduce funding for Kitsap Transit bus service. This proposed service would be paid for with separate funds, so no money would be diverted from bus operations. In fact, additional funds for bus service would be made available if existing Port Orchard foot ferry service between Bremerton and Port Orchard is folded into passenger-only ferry operations as envisioned by the plan. Kitsap Transit would also coordinate passenger-only ferry operations with bus service, similar to current coordination with WSF.

COSTS AND FUNDING

How will the service be funded?

Sustainable and efficient passenger-only ferry service requires funding from multiple sources: fare revenue, grant funding, short-term bond funding, and local taxes that Kitsap residents would vote on. While a portion of operating costs will be covered through fare revenue, capital costs will be covered through other funding sources.

How much will the proposed vessels and terminals cost?

Costs for acquisition or construction of both vessels and terminals have been estimated and inflated over a 20-year period. To launch all three routes, \$45 million in capital investments is required in the first eight years. About half (\$26 million) of that amount will be needed in the first four years to launch Bremerton and Kingston services. Estimated capital costs for the proposed terminals and vessels by route are below.

Terminal	Improvements Proposed	Cost (2015 \$)
Bremerton	Signage	\$20,000
Kingston	Aesthetic improvements, decking inspections, and repair (no in-water work)	\$900,000
Southworth	New terminal (in-water work)	\$8,300,000

Route	Vessel Proposed	Cost (2015 \$)
Bremerton	RP2 and RP3*	\$5,800,000 each
Kingston	150 passenger (T-Boat)	\$5,800,000
Southworth	150 passenger (T-Boat)	\$4,900,000

**Kitsap Transit currently owns Rich Passage 1 (RP1)*

How much will it cost to operate the proposed service?

Operation of the service would be funded through the fare box with a subsidy from local tax revenues. The table below shows subsidy projections based on a 2016 start-up date.

Annual Subsidy	Farebox Recovery	Service Level
\$2.0M	29%	Bremerton
\$5.5M	33%	Kingston Bremerton
\$8.1M	34%	Southworth Kingston Bremerton

What is the process and timing for a vote to fund passenger-only ferry service?

Kitsap Transit is conducting additional analysis and extensive public involvement to refine the proposed business plan and service. Following this process, Kitsap Transit will decide whether or not to offer a local funding measure to Kitsap voters in 2016.

BENEFITS

How will passenger-only ferry service benefit Kitsap County?

Faster connections between Kitsap and King counties will offer economic and quality of life benefits to both riders and the community at-large. Proposed passenger-only service would save a total of \$7.5 million annually in travel time savings for riders across all three proposed routes. Based on results from other similar services across the U.S., total real estate values could increase by nearly \$10 million within a half-mile of the new services.

Passenger-only ferry service could also support faster and more convenient business interactions and open up access to labor forces in Kitsap and King county, contributing nearly \$2 million annually back into the Kitsap County economy. Visit the [Benefits page of the Ferry Connections website](#) for more information.

Kitsap Transit

Passenger-Only Ferry Service
August 11, 2015 – Bremerton



Name _____

We welcome your feedback regarding proposed passenger-only ferry service.

Are there others (individuals or groups) in your community that we should be talking to?

Are there existing meetings or forums you think would be best to present information?

Please provide any additional comments regarding proposed passenger-only ferry service.

Would you like to receive project updates by email? *(Write email address below)*

To submit comments on this proposed service, return this completed comment sheet to a Roundtable staff member or email your responses to Meghan@cofen.com.

*Thank you for participating in the Ferry Connections Roundtable!
Your input is greatly appreciated.*

Public Opinion Poll

Key Findings Summary

November 3, 2015

Cocker
Fennessy



Overview

Context

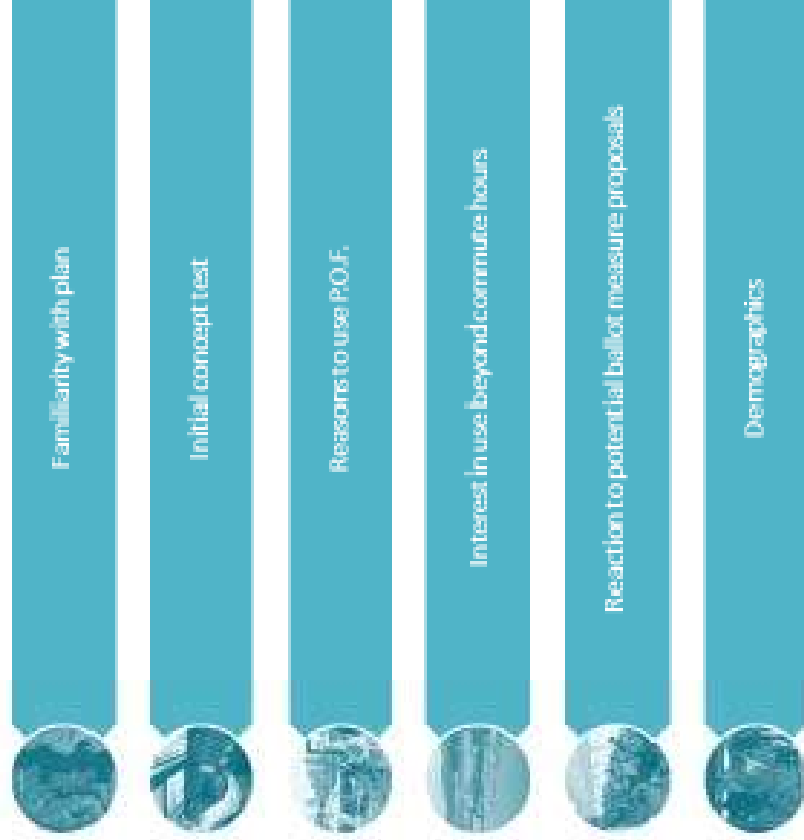
- Addresses need for scientific and current benchmarking data
- Part of broader education/outreach effort
- Follow up to May 2015 survey

10-minute phone survey of Kitsap County residents

- 400 interviews (cell and landline), voter sample
- +/-4.9% margin of error at 95% confidence interval
- Representative of regional demographics
- Interviews conducted by professional staff at Renton-based call center
- Fielded September 22-30, 2015
- Explored public attitudes about proposed passenger-only ferry (P.O.F.) service



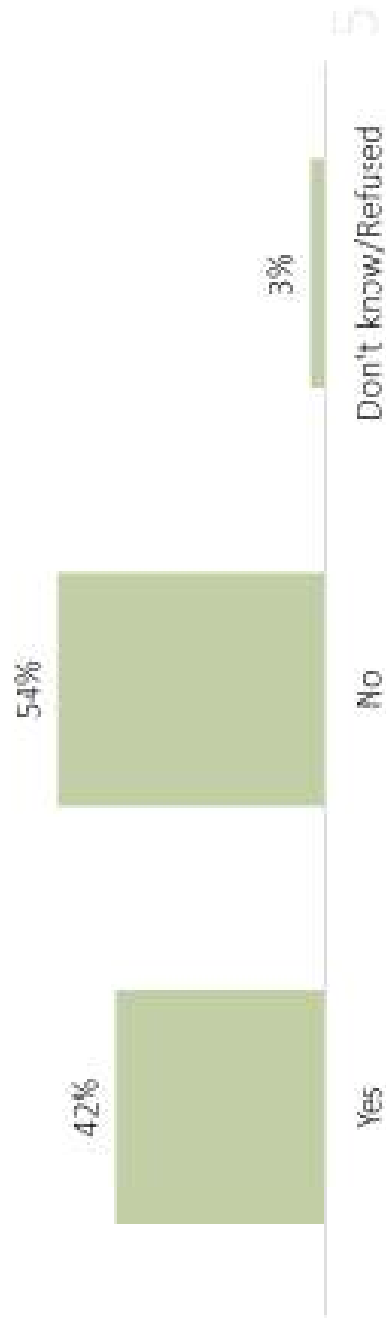
Issues Explored



Key Findings

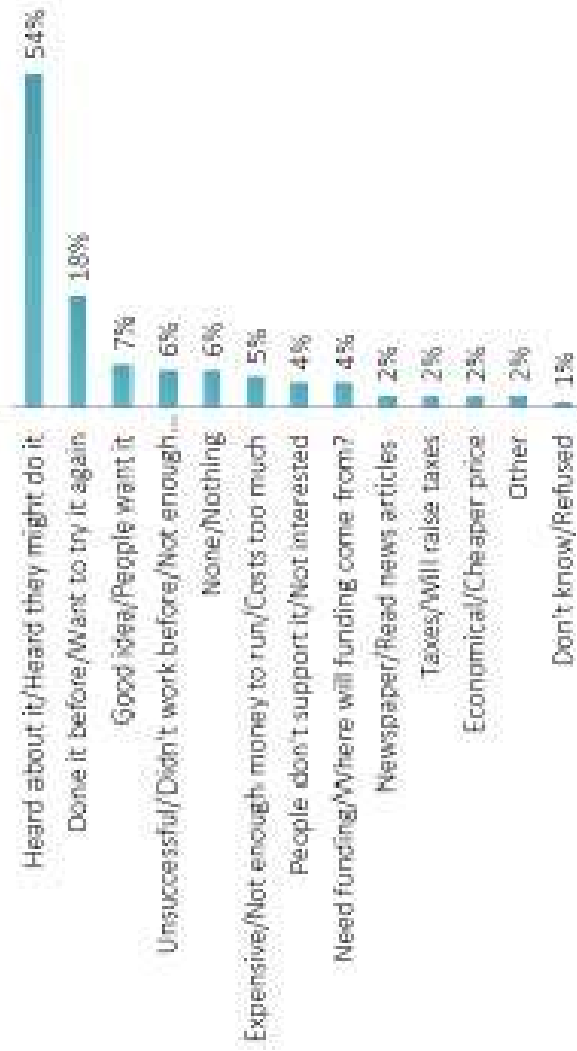
Only 4 in 10 Kitsap residents have heard of P.O.F. plans

Have you heard anything about plans to provide passenger-only ferry service between Kitsap County and downtown Seattle? (September results)



Of those who heard of plans, knowledge tends to be vague

[IF YES TO Q1] What have you heard about the plan? (open-ended)



Initial Concept Test

The following statement was read to survey participants...

Kitsap Transit developed a business plan and has been conducting community outreach to explore the best way to provide fast and reliable passenger-only ferry service connecting communities in Kitsap and King Counties.

The service would be managed by Kitsap Transit and would connect downtown Seattle at Pier 50 next to the Washington State Ferries terminal with Bremerton, Kingston and Southworth.

The fast ferries would offer travel times that are about half that of current Washington State Ferries service – getting people across the Sound in about 30 minutes.

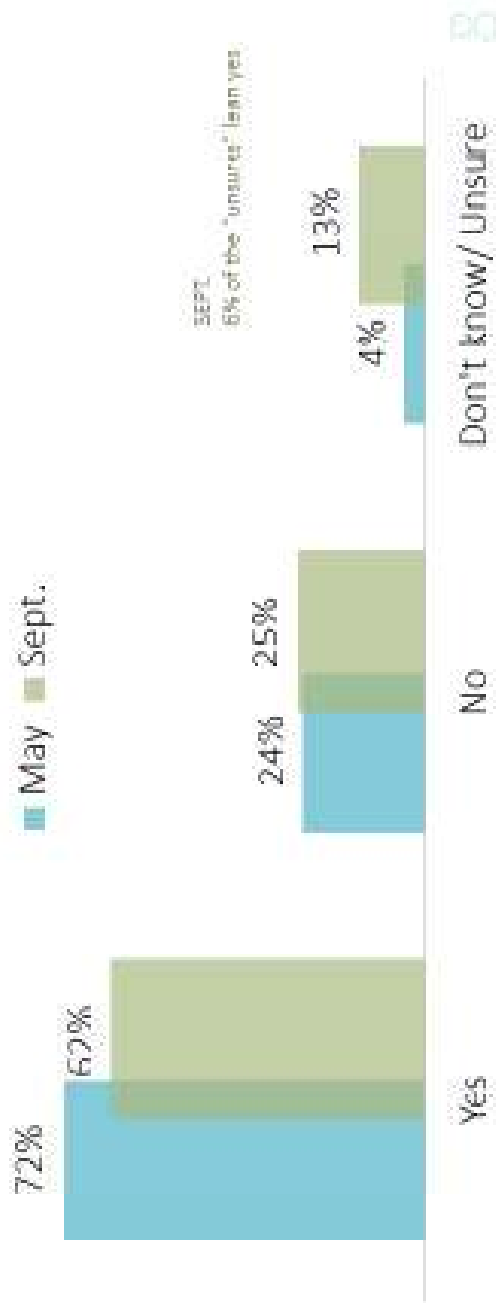
Fares would be \$1.50 more, each way, than current walk-on fares. Sailing times would primarily focus on serving commuters.

The costs of providing the program would come from a combination of sources: ticket sales, grants, bonds and local tax revenue.

The local tax revenue would likely come from an increase to the sales tax of about two tenths of one percent or an additional two cents on a ten-dollar purchase.

A majority (62%) support the P.O.F. concept, though there's been a significant increase in "unsure" responses

Based on the proposal I just described, do you think this is a service that Kitsap Transit should pursue?



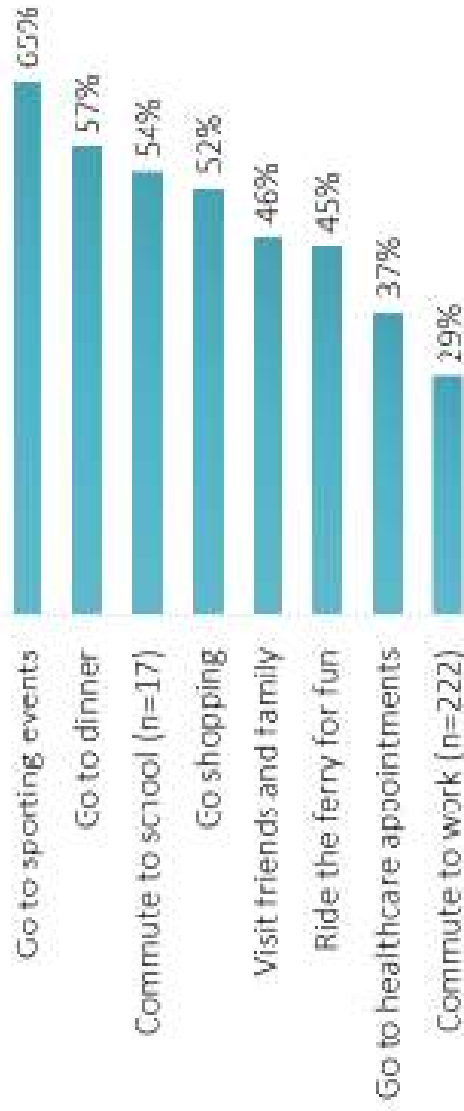
Top reason to support: fast/speed
Top thing to change: cost/price

Summary of Open-Ended Responses

Top Reasons to Support	Top Things to Change
➤ Faster commute/quicker/speed (50%)	➤ Nothing/fine how it is (24%)
➤ Nothing/dislike it (12%)	➤ Cost/price/lower the price (22%)
➤ Connectivity to Seattle (11%)	➤ Tax/sales tax/who is taxed (19%)
➤ Passenger-only/no cars (9%)	➤ Travel times/schedule (12%)
➤ Price/affordable (9%)	
➤ Convenient (8%)	

The top reasons for potentially using P.O.F. service is sporting events and going out to dinner

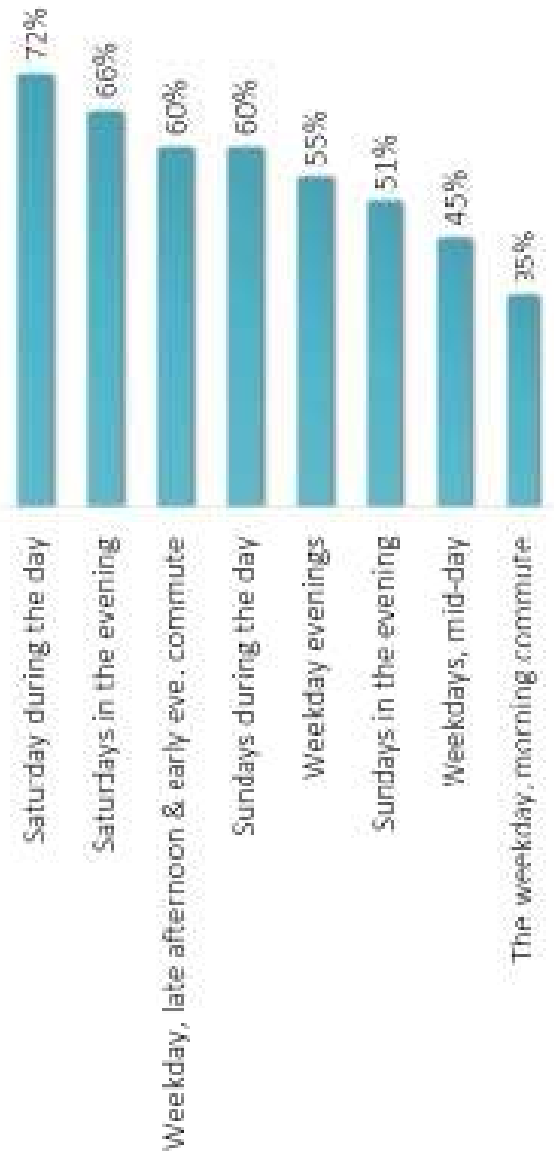
Next I'm going to read some potential reasons why you might want to use passenger-only ferry service from Kitsap County to downtown Seattle and you'll tell me whether it applies to you or not.



Other reasons people say they'd use the service:
Events/Entertainment, concerts, theater, museums, airport

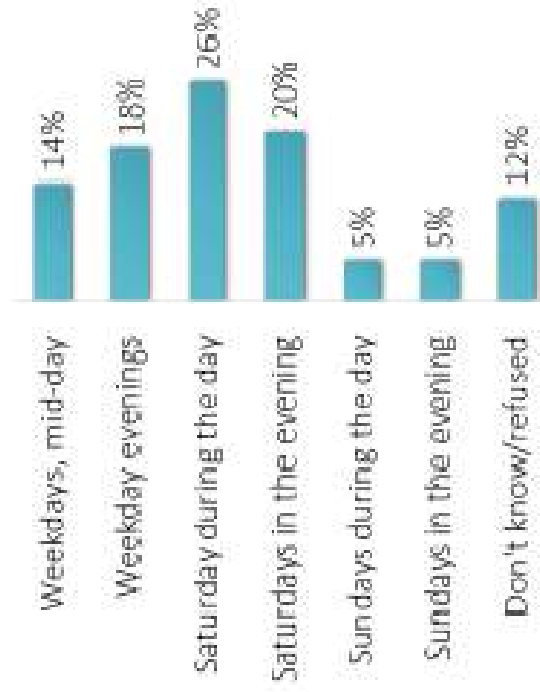
Most say they would want to use Saturday (day and evening) P.O.F. service

When might you use the Passenger-Only Ferry service? Would you want to use it during...



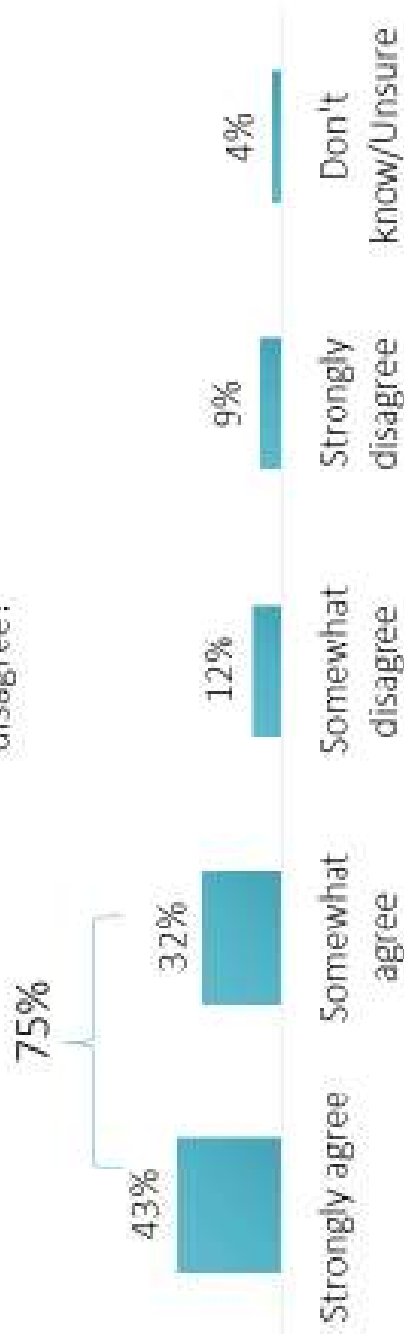
Saturday sailings are the most desired additional sailing time

If Kitsap Transit could only offer one additional sailing beyond commute hours, when would you want this sailing to be?

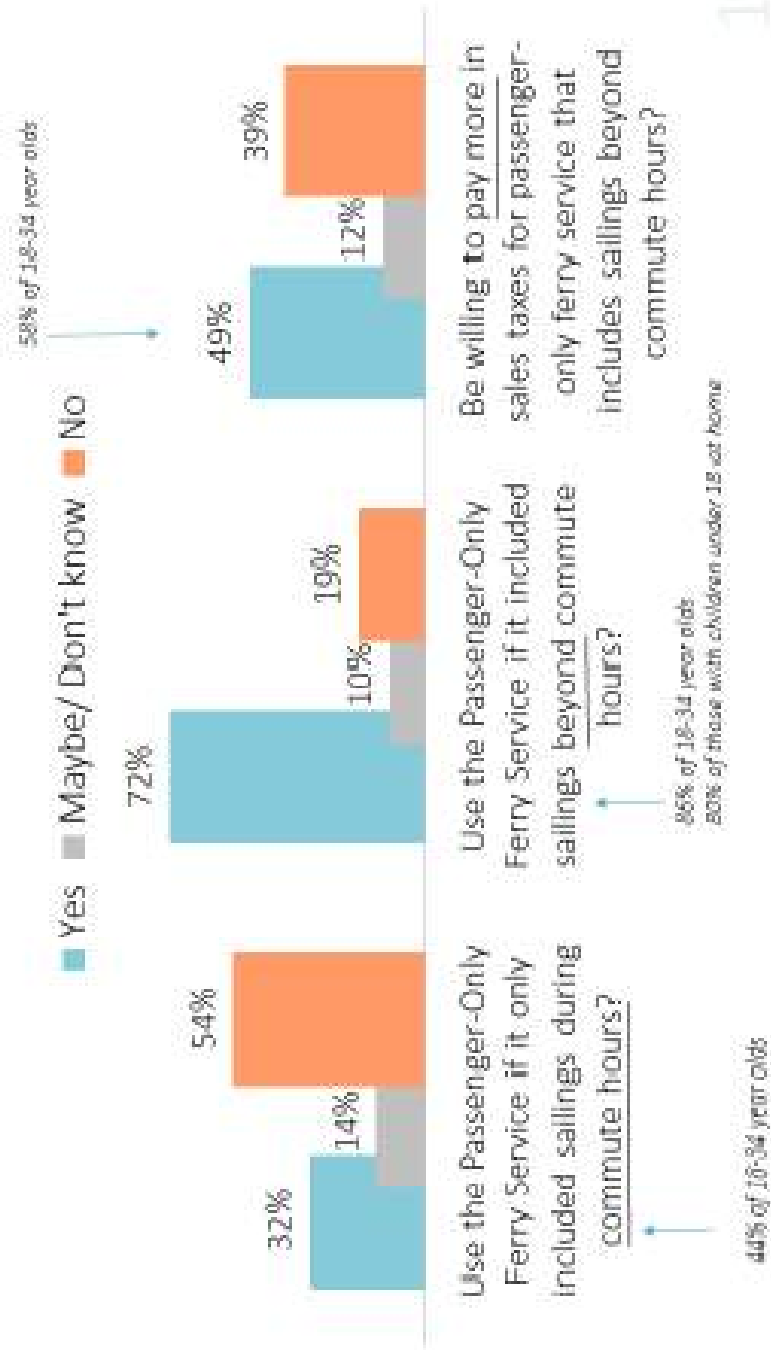


3 out of 4 respondents say they want the ferry schedule to serve more than just commuters

When conducting outreach about the proposed Passenger-Only Ferry Service, some people told Kitsap Transit they'd wanted the ferry schedule to serve more than just commuters and urged consideration of additional sailing times. Do you agree or disagree?

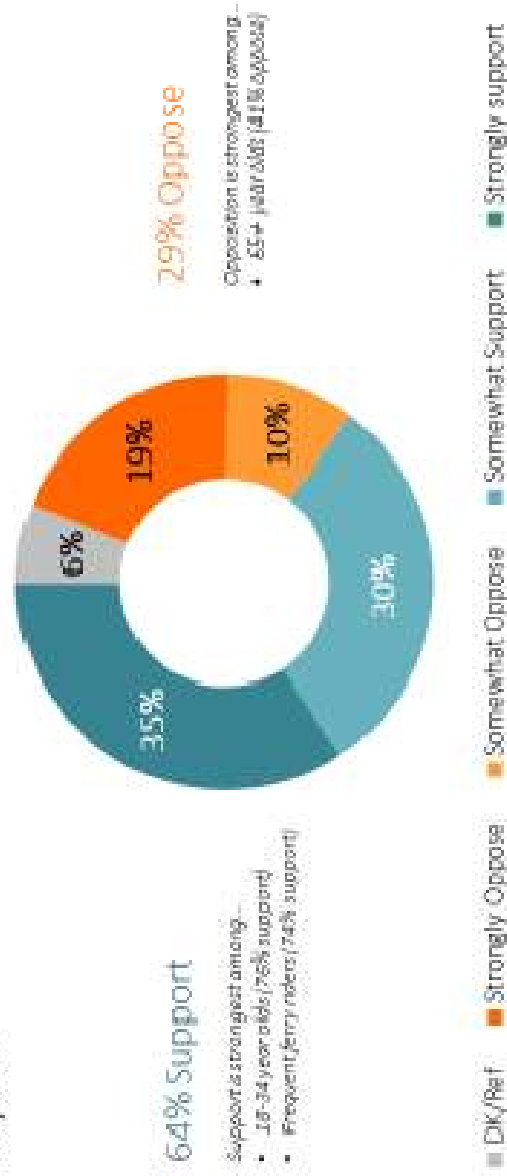


72% would use service with additional sailings but only 49% are willing to pay more



64% support a measure to provide P.O.F. service (cost estimate not provided)

This measure could authorize the collection of additional sales taxes to pay for passenger-only fast ferry service in Kitsap County. The service would be managed by Kitsap Transit and would connect downtown Seattle at Pier 50 next to the Washington State Ferries Terminal with Bremerton, Kingston and Southworth. Would you...



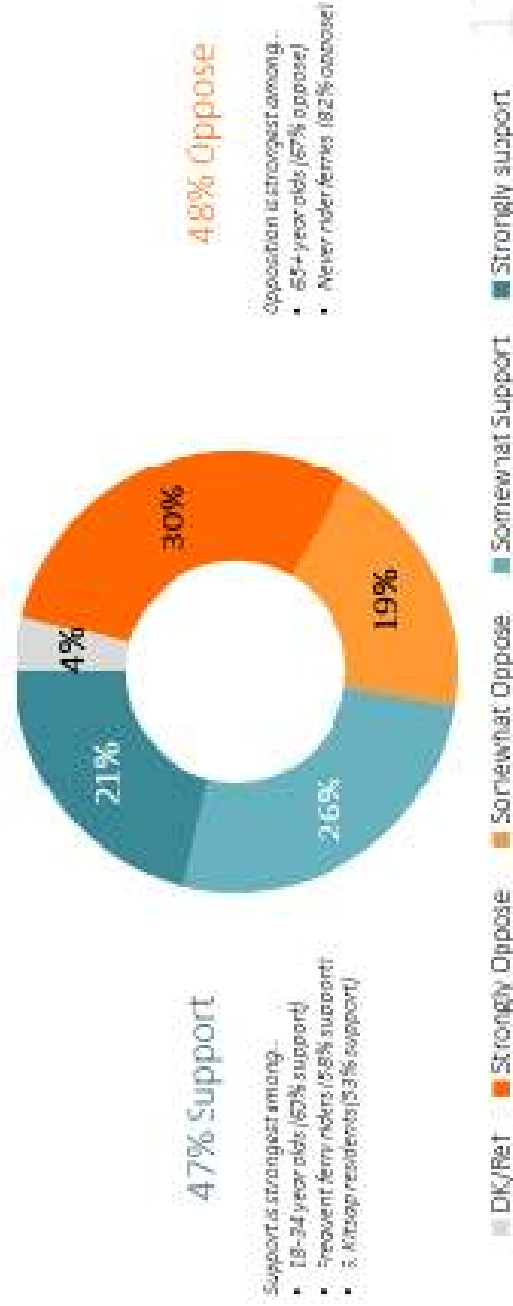
66% support a measure averaging \$38/year for commute-based service

If the average additional cost for each adult in the Kitsap Transit service area would be about \$38 per year for a commute-based service, would you...



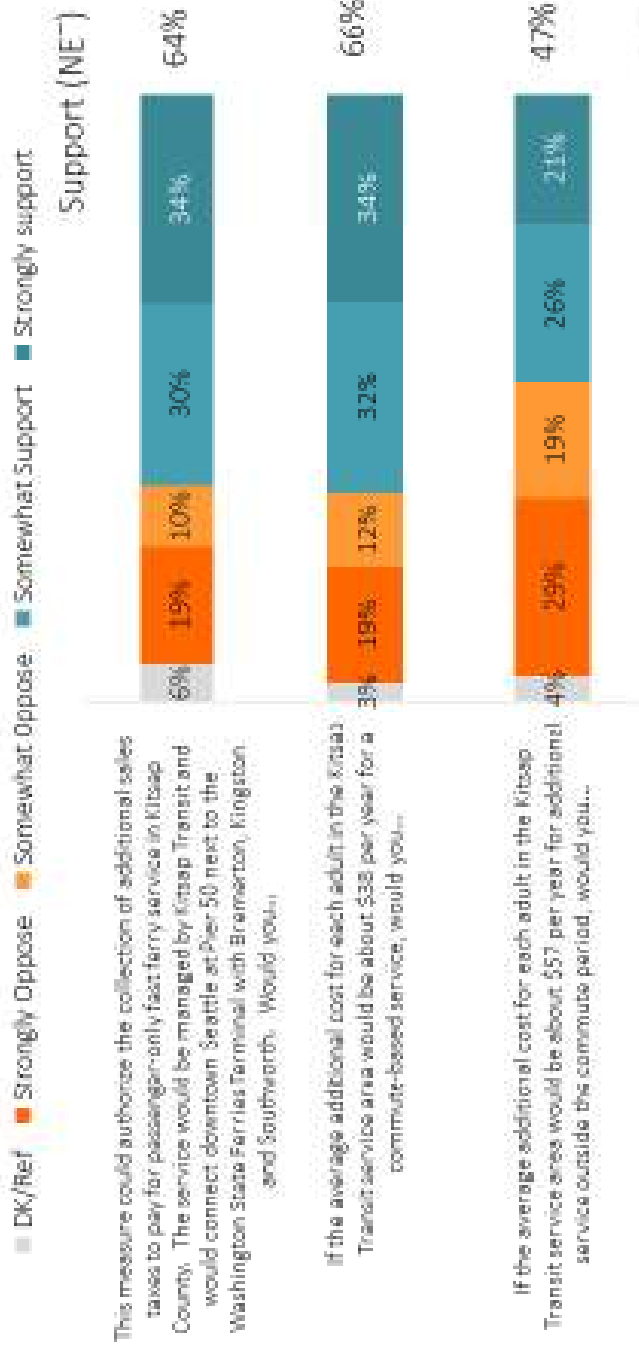
47% support a measure averaging \$57/year for service outside the commute period

If the average additional cost for each adult in the Kitsap Transit service area would be about \$57 per year for additional service outside the commute period, would you...

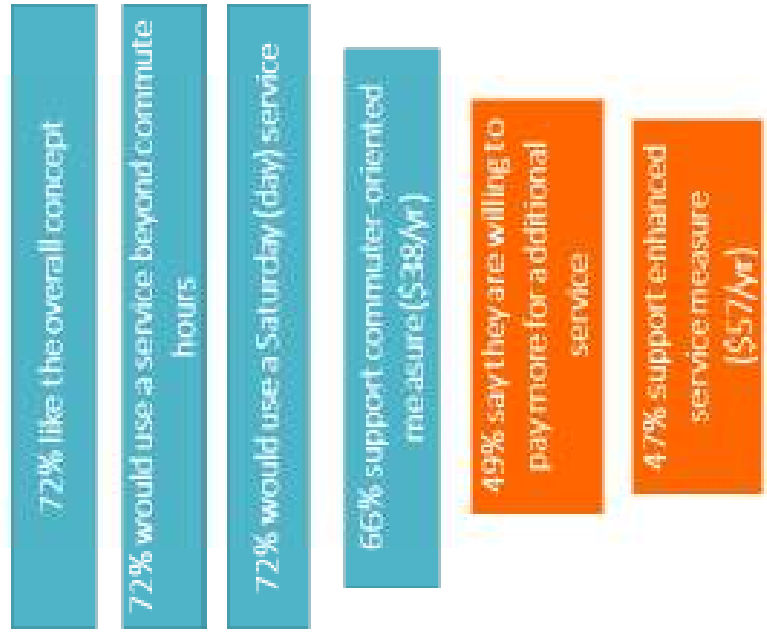


Summary of Responses

Support/Opposition Testing



Although additional services are desired, most don't want to pay more for this benefit

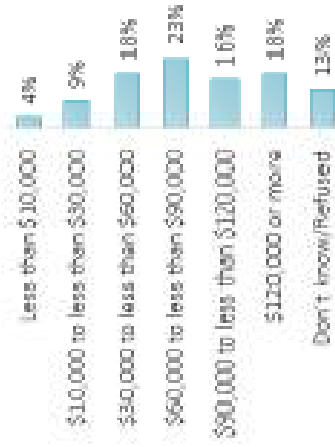


Demographics/Background

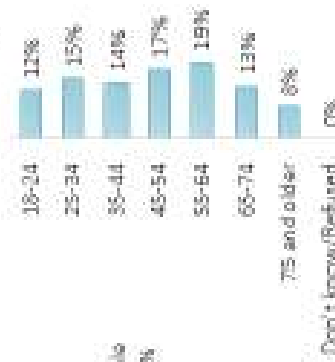
Gender



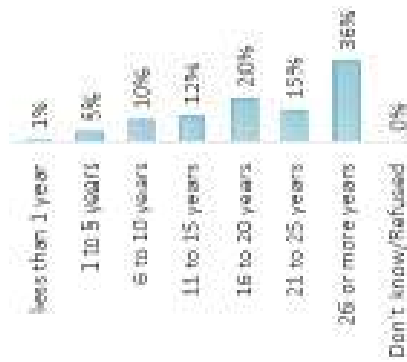
Annual Household Income



Age



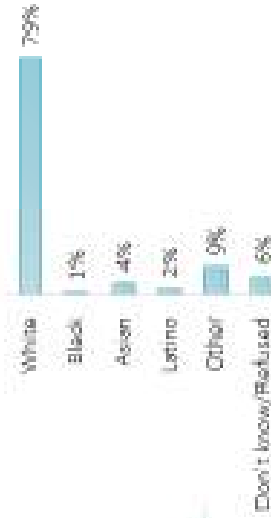
Length of time living in Kitsap County



Children under 18 living in the household

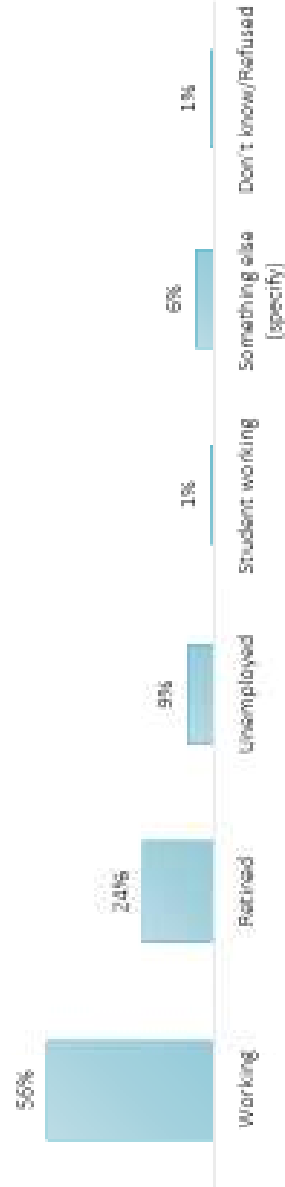


Race/Ethnicity

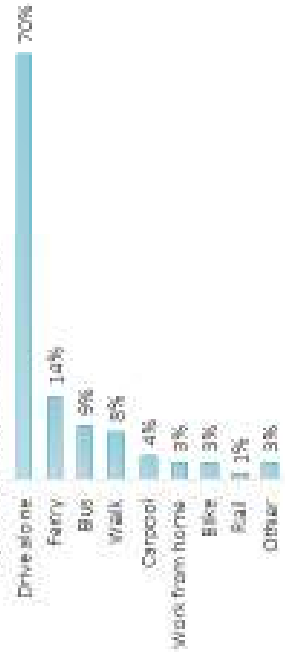


Employment/Commute

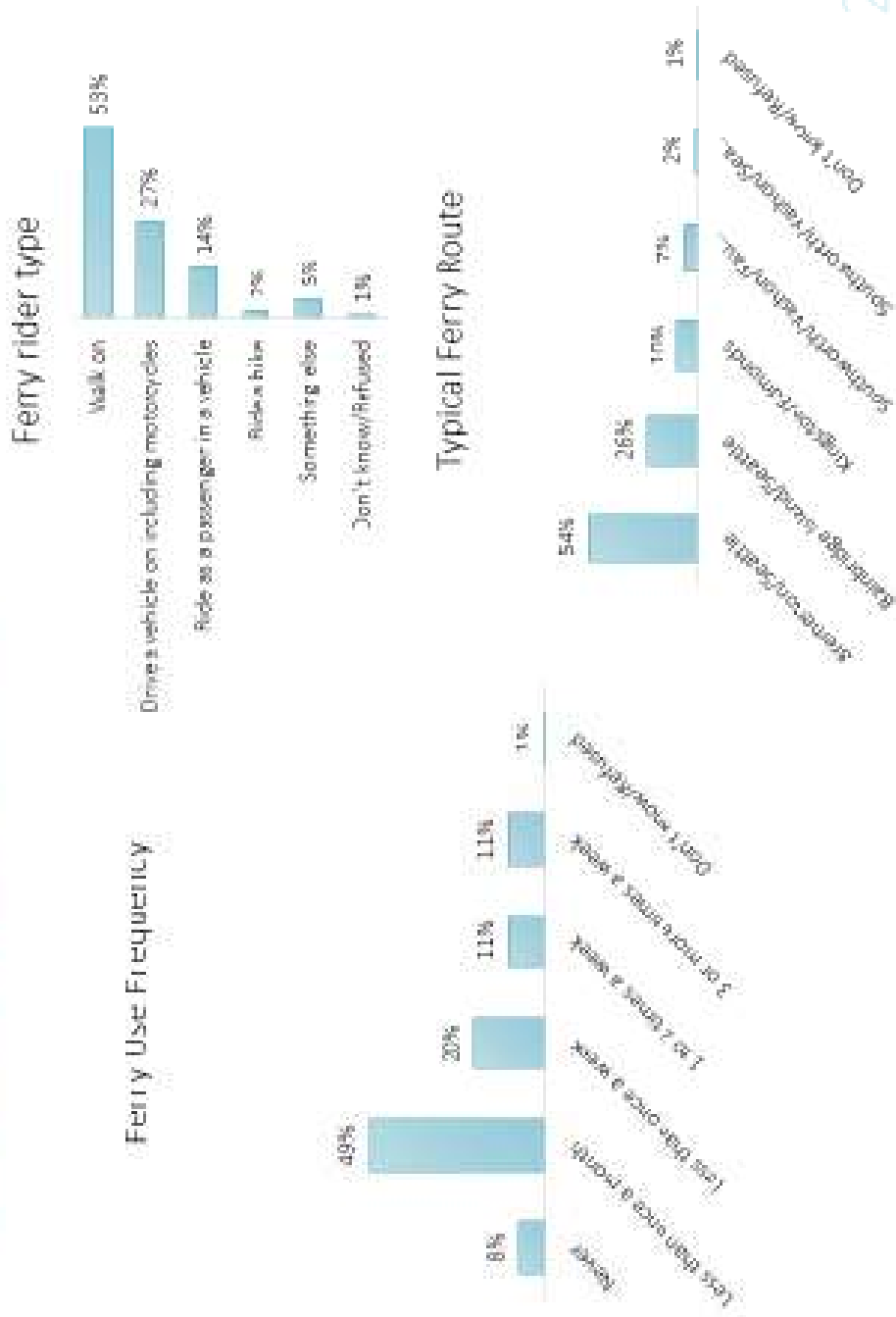
Employment



[Commuters] Transportation to work or school



Ferry use, type and route



Discussion & Questions



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Kristin Faucett, Principal | kris@cofen.com

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Appendix B

WSF Southworth, WA Kitsap Transit POF Technical Feasibility Study

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WSF SOUTHWORTH, WA TERMINAL

Kitsap Transit Passenger-Only Ferry Technical Feasibility Study

Prepared for: KPFF Consulting Engineers • Seattle, WA

Ref: 15091-001-070-0

Rev. A

November 12, 2015



PURPOSE

The purpose of this document is to answer key questions in support of Kitsap Transit's examination of various options for passenger-only ferry service between Southworth and downtown Seattle.

One concept would be to design and build a bow loading passenger-only ferry that could operate out of a Washington State Ferries (WSF) auto-slip. In this case the intent is to operate as a bow loading ferry at WSF's Southworth Dock, a single slip facility used for vehicle ferries, and transit to Pier 50 in Seattle where it would be used as a side-loading vessel with two loading stations at the Pier 50 float. The vessel needs to achieve about a 28-knot cruising speed and be able to unload and then load 150 passengers in seven minutes or less. The vessel would also need to have the capability of carrying 10% or more of its passenger capacity in bicycles. In other words, a bicycle rack to accommodate at least 15 bicycles would be required if the vessel was certified to carry 150 passengers.

WORK PERFORMED

In analyzing the seven questions posed, EBDG has utilized both in-house data and published information on existing passenger-only ferries that have all been built in the Puget Sound. These vessels are either currently working in Elliott Bay or in San Francisco Bay in California. Photographs and principal dimensions of these four ferries and the Southworth terminal are shown in Appendices A and B respectively. The technical details of the Southworth terminal were provided by WSF in References [1] and [2].

ANALYSIS AND RESULTS

The questions posed by KPF, their analyses, and results are following:

QUESTION 1

Could a passenger-only ferry with bow loading configuration to fit within the WSF vehicle slip be of the traditional size of a 150-passenger-only ferry or would it need to be a bigger platform?

NO, AN EXISTING TRADITIONAL SIZE 150-PASSENGER FERRY WOULD HAVE DIFFICULTY UNLESS MODIFIED BY BOW EXTENSIONS.

The M/V SPIRIT OF KINGSTON, currently operated by King County in Puget Sound, represents a traditional size 150-passenger-only ferry with an overall length of 71.7 ft and a 2.8 length-to-breadth ratio. EBDG drew to scale the Southworth terminal and the M/V SPIRIT OF KINGSTON attempting a docking there in Figure 1.

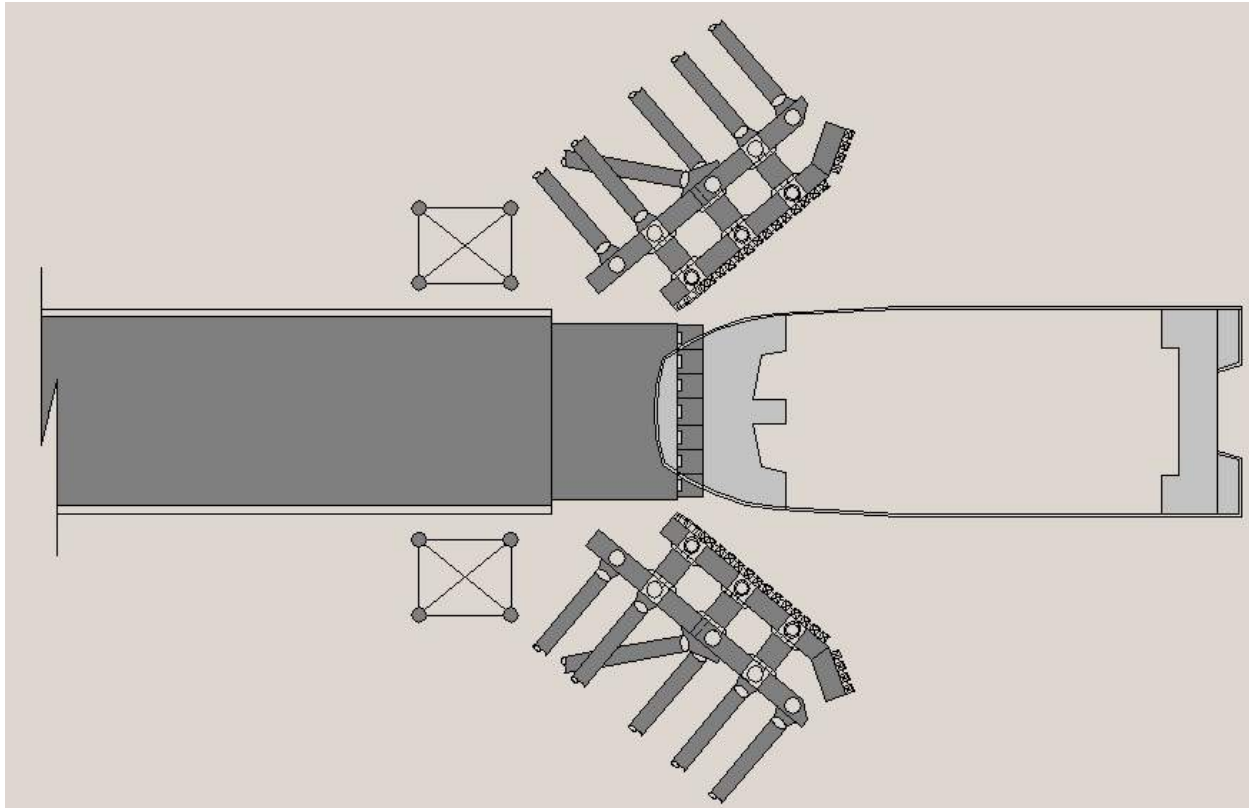


Figure 1 – The 150-passenger ferry M/V SPIRIT OF KINGSTON with a beam of 25.6 ft

As can be seen in Figure 1, the breadth of a traditional sized 150-passenger ferry is not wide enough to come into contact with the wingwalls before the apron's lip would strike the forward cabin superstructure. The distance between the port and starboard wingwall batter boards adjacent to the terminal's apron lip is approximately 24.5 ft, while the maximum breadth of the ferry is 25.6 ft. The ferry, *M/V RICH PASSAGE I*, would have the same problems with its beam of 28.2 ft.

QUESTION 2

If it can be of the typical 150-passenger vessel size, what elements would need to be incorporated into the design to make that work, especially relevant to bow loading out of the vehicle slip.

FOR AN EXISTING 150-PASSENGER-ONLY FERRY:

CONSTRUCT A MODIFICATION TO THE VESSEL'S BOW SUCH THAT IT WOULD ADEQUATELY MAKE CONTACT WITH THE WINGWALLS.

The main deck and guard plating of an existing ferry would need to be modified with wing extensions, port and starboard, in a shape similar to that of a hammerhead shark in plan view, see Figure 2. These extensions would complicate the ferry side-docking in downtown Seattle as they would extend beyond the maximum breadth of the vessel.

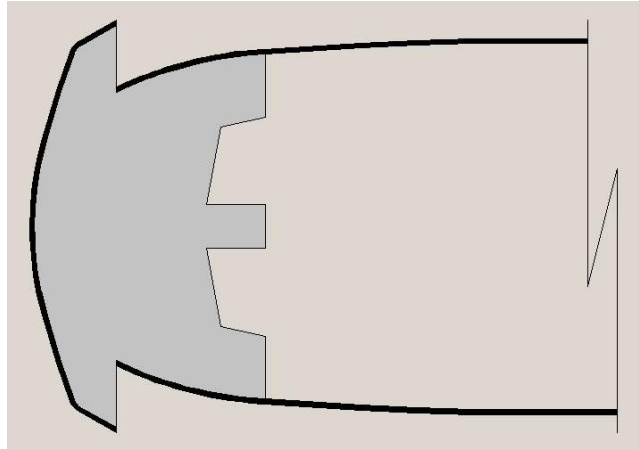


Figure 2 – 'Hammerhead' bow extension

Note that in the early 2000's, the main deck and guard plating of WSF passenger-only ferry *M/V SNOHOMISH* was lengthened out over the bow longitudinally in a modification in order to dock at WSF auto-slips, as shown in Figure 3. Compare Figure 3 to original bow configuration the photo in Figure 13. A bow extension kit was made for her sistership, the *M/V CHINOOK*, but never installed.



Figure 3 – M/V SNOHOMISH bow extension for auto-slip docking

Other bow modifications options would be:

- Modification of the bow railing – cutaway and setback
- Incorporating a gate into the modified bow railing
- Flattening the deck camber, if highly pronounced
- Cutback of the sloping aesthetic side fascia plating, if present
- Placement of two cleats, port and starboard, for tying off mooring lines
- Relocating the anchor, if normally stowed on or near the bow railing
- Relocation of towing bits and clears, if present at the bow
- Relocating and/or partially eliminating some bow bicycle racks
- Wrapping a rubberized bumper around the new bow guard plate for contact with the wingwall batter boards.

Some of the above modifications can be seen on the bow of the *M/V SNOHOMISH* from her services at the Port Townsend terminal in December 2007 as shown in Figure 4.



Figure 4 – Bow modifications to an existing ferry

FOR A NEWLY DESIGNED 150-PASSENGER FERRY:

CUSTOM DESIGN THE FERRY WITH A WIDE BEAM TO FIT THE TERMINAL'S WINGWALL INNER WIDTH AND THE DIHEDRAL ANGLE OF ITS BATTER BOARDS.

Increasing the beam, by widening the wet deck between two demi hulls of a catamaran ferry, and shaping the bow curvature in plan view to more suitably meet the width and dihedral angle of the terminal's batter boards, are design elements that could be incorporated into a new construction. An excellent example of widening the width of the wet deck, and thus the overall beam, is the *M/V SHANE GOULD*, a 230-passenger ferry operating in the harbor of Sydney, Australia, and shown in Figure 5. Deck camber should be minimized for terminal's apron to thoroughly rest upon. Note that a wider beam also allows for a single deck level with a raised wheelhouse.

However, the ride quality for passengers decreases with increased beam. The demihulls of a catamaran encounter oblique waves at slightly different times inducing a combination of pitch and yaw motions. Increased beam also creates a larger wet deck (plating between demihulls) which is exposed to slamming forces in higher waves. Therefore, catamarans with wider beams are usually only put into service on rivers and harbors where the water conditions are calmer than in sounds.



Figure 5 – Australian 230-passenger ferry M/V SHANE GOULD with a wide wet deck and beam

QUESTION 3

If a bigger platform is needed, how much bigger? Would that then be more in line with the typical 200, 250, or more passenger-only boat?

THE GEOMETRY OF THE SOUTHWORTH VEHICLE SLIP REQUIRES A BIGGER PLATFORM THAN A TYPICAL TWO-DECK 150-PASSENGER FERRY. HOWEVER, IT COULD BE SATISFIED BY A WIDE-BEAMED 150-PASSENGER VESSEL, OR A FERRY ANYWHERE WITHIN THE RANGE OF 200 TO 300 PASSENGERS WITH A BEAM OF AROUND 35 FT.

The 350-passenger *M/V SNOHOMISH* successfully operated in WSF's auto-slips on the Port Townsend-Keystone route from the early 2000's until its sale to San Francisco's Golden Gate Bridge Highway and Transportation District in 2009. Therefore, it is known that a beam of 37 ft is workable at WSF auto-slips. A scaled drawing of this operation in Southworth's auto-slip is illustrated in Figure 6.

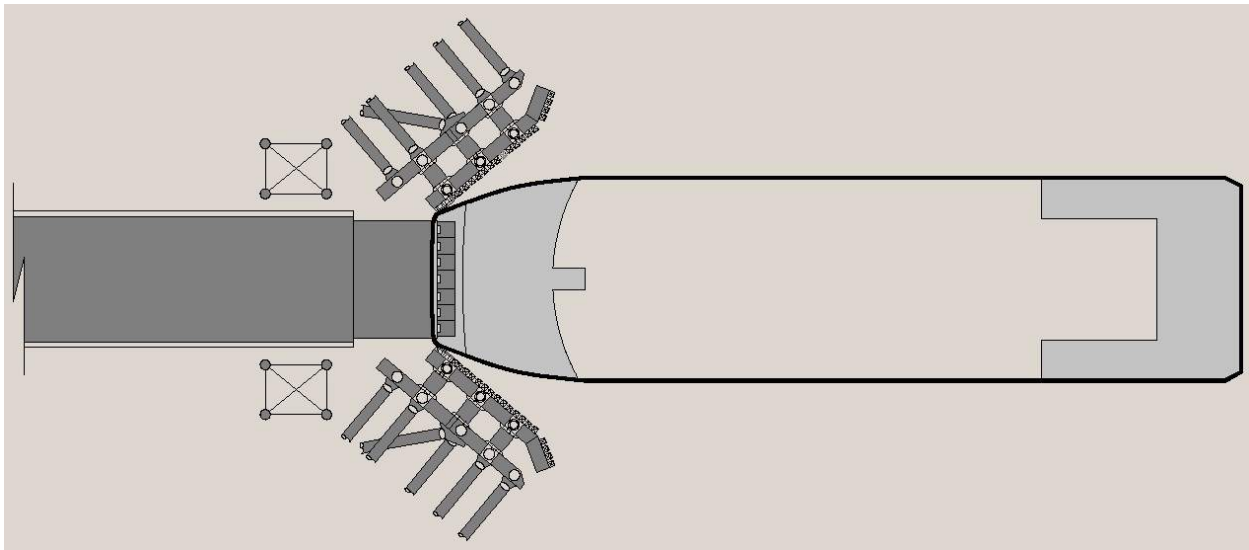


Figure 6 – The 350-passenger M/V SNOHOMISH with a beam of 37 ft

The bow extension added to the *M/V SNOHOMISH* permitted it to snugly contact the batter boards of the wingwalls. The landing of the apron however may not have been an ideal distance from the tip of the vessel's bow. A bit lesser beam would have allowed the apron to land a bit further aft on the foredeck for greater safety.

At the time of the vessel design and its sister ship, the *M/V CHINOOK*, wake wash was not especially emphasized and thus its demi hulls are of fairly typical catamaran proportions.

An example of a 200-passenger ferry is *M/V SCORPIO*, constructed on Whidbey Island and operating in San Francisco Bay for the Waterborne Emergency Transportation Authority (WETA). The design of this class of ferries, of which four have been constructed, emphasized a low degree of wake wash, and thus its demihulls are long and narrow. If it were to dock at the Southworth auto-slip, the geometry would look like the scaled drawing in Figure 7.

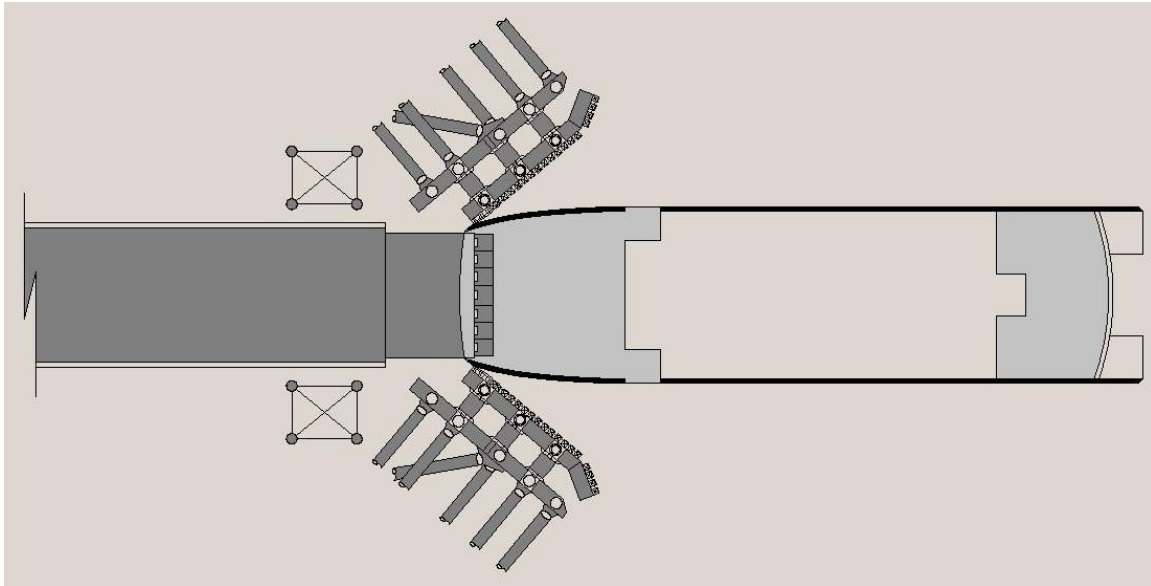


Figure 7 – The 200-passenger M/V SCORPIO with a beam of 37 ft

With an overall beam of 30.4 ft, the terminal's apron rests on the ferry's foredeck an adequate distance from the tip of the bow but the width of the apron is at the limit of the sloping aesthetic fascia plating at the sides, requiring some cutback of these.

An example of a 250-passenger ferry is M/V SALLY FOX operated by King County. A scaled drawing of a possible docking of this vessel at Southworth's auto-slip is illustrated in Figure 8.

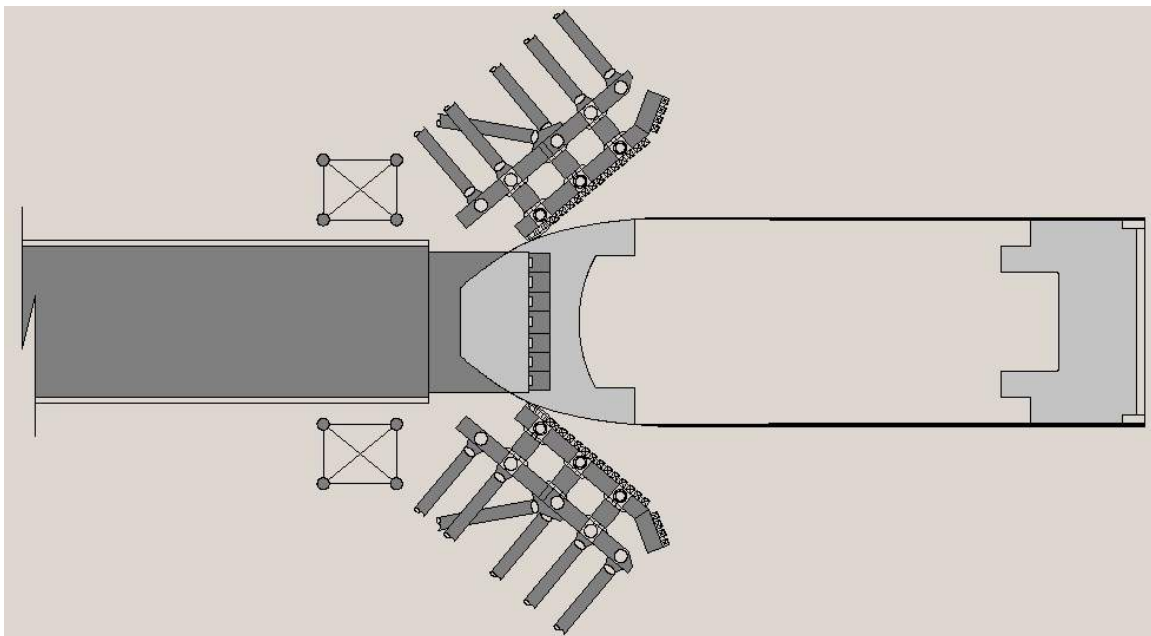


Figure 8 – The 250-passenger M/V SALLY FOX with a beam of 33 ft

As noted in Figure 8, the M/V SALLY FOX, and its sister ship, the M/V DOC MAYNARD with an overall beam of 33 ft, would snugly contact the wingwall batter boards, however the apron would land quite far aft on the foredeck. This two-deck class of ferry was not designed

especially for low wake wash (not having to traverse Rich Passage), and the demi hulls are somewhat beamy to provide the displacement for a maximum capacity of up to 278 passengers and 3 crewmembers plus a significant amount of fuel.

From Figure 7 and Figure 8, it can be deduced that the optimal beam for a two-deck passenger-only ferry is 35 ft and the capacity should be in the range of 200 to 250 passengers. This amount of beam would ensure good contact with the wingwall batter boards

A custom designed single deck 150-passenger ferry would also require a beam of 35 ft.

In all instances the weight of the apron on the foredeck results in a small amount of forward trim of the vessel. Generally, this trim will not be noticeable. The movement of passengers to the forward end of the vessel during docking will have a larger impact on vessel trim. This can be addressed either through vessel design or operational procedures to limit the movement of people during docking.

The continued population growth in the Puget Sound region will drive increased ridership on its passenger-only ferries, especially with commuters. This same growth phenomenon is present in San Francisco and is best illustrated by the two-deck *M/V Scorpio* class of dimensionally identical ferries shown in Figure 9.



Figure 9 – Three of the four ferries of the M/V Scorpio class

The first two ferries of this class were built around 2009 with a capacity of 150 passengers. Two years later in 2011 however, the final two ferries of the class were built for 200 passengers. Now in 2015, the first two ferries of the class are being renovated to now carry 225 passengers instead of the original 150. It is predicted that in the future, a similar upgrade will be made to the final two vessels of this class.

Thus, the focus of new designs these days seems to be in passenger capacities well above 150, especially where sensitivity to wake wash is not of a critical concern (as it is in Rich Passage).

Note that in all four of the above vessel and auto-slip examples, the wingwalls and dolphins of the slip do not provide surfaces for the ferry to rest against and resist winds, especially from

abeam. For passenger-only ferries, keeping a slight ahead-thrust while at the dock will keep the bow against the inner batter boards of the wingwalls. The two mooring ropes on the foredeck further secure the vessel. To mitigate strong winds, in lieu of support by the wingwalls and dolphins, the demihulls can be fitted with transom mounted electric thrusters to prevent the stern from slewing.

QUESTION 4

In this type of vessel, what are the pros and cons of two engines versus four engines?

A ferry is normally designed for a specific route's distance and the desired schedule headways determine its design service speed. The efficiency of propulsors (propellers versus waterjets) greatly dictates whether two or four engines are employed. Propellers have the best efficiencies up to about 29 knots. Speeds in that regime are considered conventional for passenger-only ferries and two engines driving propellers are sufficient. If route distances and schedule headways demand high speeds (30 knots and higher), then waterjets are more efficient as propulsors. Two or four engines coupled to two or four waterjets at the transom are typical arrangements. The propulsive arrangement is dependent on the total power needed to overcome the ferry's total resistance through the water, waves, and wind to achieve its desired service speed. The relationship between speed and power is a cubic function, meaning that each one-knot increase in speed requires a tremendous increase in power, especially if the vessel is not fully planing.

A Southworth-to-Seattle run is of a short-to-medium length route at a proposed 30 minutes, and thus a conventional speed of 28 knots with two engines driving propellers would be sufficient.

A Kingston-to-Seattle run is of a medium-to-long length route, and thus a high speed of 35 knots with four engines driving four waterjets propellers would probably be necessary to provide reasonable commute times for passengers. Economics of the run, however, when fuel costs are factored in may point to a more conventional speed and a two engine arrangement.

The Bremerton-to-Seattle route is a highly specialized case due to the wake wash requirements through Rich Passage, which have been extensively researched. Here, using the foil-assisted M/V RICH PASSAGE 1 as an example, a high speed of 37 knots is most optimal for reducing the wake wash energy. Out in Puget Sound a speed of 32 knots provides optimal fuel efficiency while still maintaining a 35 minute crossing.

The cons of four engine designs are numerous, including the following:

- Increased capital costs
- Increased fuel costs
- Increased maintenance costs
- Increased emissions
- Increased costs of mitigating emissions
- Increased vessel displacement
- Cramped engine rooms making access for maintenance more problematic

The pros of four engine designs are few, and include primarily the following:

- The ability to attain higher design service speeds
- The ability to lower wake wash energy at high speed by incorporating a foil assist

- Redundancy in that the ferry can still operate on two or three engines if there is a malfunction

QUESTION 5

In this type of vessel, what are the pros and cons of a single deck versus two decks?

The vast majority of the world's passenger-only catamaran ferries have two decks, as a single deck arrangement would necessitate having a much wider beam for the same total passenger capacity.

A wider beam single deck ferry would be more problematic in highly congested boat traffic areas, such as at side loading ferry terminals, with its wider beam requiring a greater turning radius.

Loading and exiting times are not normally a factor in the decision process but are similar between the two arrangements.

Single deck ferries are often employed where a route has a very low air clearance under some obstruction such as a highway or railroad bridge.

Passengers enjoy the views from the upper decks of two deck ferries and this space is usually quieter than the main deck as it is further from the machinery spaces. However, the main deck typically has more seats, restrooms, and possibly a food service counter.

Persons with disabilities in mobility such as wheelchairs, do not have access to the upper deck of two deck ferries as elevators are not normally installed on these relatively small and weight sensitive vessels. However, wheelchair tie-downs are provided on the main deck for the safety of such passengers.

Stability is not an issue in the decision process between single and two deck arrangements. All catamarans have more than adequate transverse stability due to the spacing of their demi hulls as opposed to monohulls. In fact, the U.S.C.G. does not require a stability test on a catamaran for this very reason – only a deadweight survey.

QUESTION 6

How much more will it cost to construct this vessel as compared to a similar size vessel that only operates out of passenger only floats?

For newly designed ferries, there would be virtually no cost difference for incorporating features which would allow docking at standard WSF auto-slips. Designers would take into account the geometry of the auto-slip from the very start of the design process resulting in a negligible cost differential between a conventional design and an auto-slip capable design.

Washington State Ferries has cost data on the modifications that were made to the *M/V SNOHOMISH*, which may be used for scaling and comparison purposes. Unfortunately, due to the move of the WSF offices at the time this document was being written, that cost data was not available to EBDG.

QUESTION 7

What are the next steps and recommendations needed after this technical document is finalized to provide adequate information for the decision makers to determine whether to move forward or not?

With the finalization of this document, EBDG believes that the decision makers have the majority of information to move forward. The successful operation of the *M/V SNOHOMISH* in various WSF auto-slips a decade ago proved the feasibility of passenger-only ferry service, utilizing embarkation and disembarkation over the bow of the vessel, to the terminal's apron and transfer span.

This document has shown that modern ferries will best fit the auto-slip at Southworth if designed with a beam of around 35 ft. Ferries with this breadth typically accommodate passenger capacities from 200 to 300.

This document has further shown that a conventional speed, utilizing two engines and two propellers, is appropriate for the distance to downtown Seattle. In this service such a machinery arrangement will be more economical than a four engine arrangement.

Finally, this document has shown the relative impracticality of continuing to focus on 150-passenger catamarans operating out of Southworth, or other standard WSF auto-slips, either by means of modifying an existing one, or designing a new beamier one at around 35 ft in breadth.

Recommended next steps are the following:

1. Issue an RFP for a concept design of a conventional speed catamaran to confirm these findings
2. Evaluate route options to determine whether conventional speed or a high speed service provides the most value to a passenger-only network.
3. Once a vessel concept and procurement method have been chosen, issue an RFP for a contract design to build a vessel for this service
4. Issue a RFP to shipyards for construction of the vessel

REFERENCES

[1] Washington State Ferries, "Southworth Ferry Terminal Wingwall Replacement," Seattle, WA, 5/11/2000.

[2] Washington State Ferries, "Apron," STD Drawing 3-A-100, Seattle, WA, 5/1/2001.

Appendix A

Vessel Data



Figure 10 – 150-passenger ferry M/V SPIRIT OF KINGSTON

Length Overall.....	71.7 Ft.	Power	4 x 740 HP
Beam Overall	25.6 Ft.	Propulsors.....	4 x Waterjets
Crew.....	3	Speed.....	25 – 42 knots



Figure 11 – 200-passenger ferry M/V TAURUS

Length Overall.....	118 Ft.	Power	2 x 740 HP
Beam Overall	30.4 Ft.	Propulsors.....	2 x Propellers
Crew.....	4	Speed.....	28 knots



Figure 12 – 250-passenger ferry M/V DOC MAYNARD

Length Overall.....	105 Ft.	Power.....	2 x 1,800 HP
Beam Overall	33 Ft.	Propulsors.....	2 x Propellers
Crew.....	3	Speed.....	28 knots



Figure 13 – 350-passenger ferry ex-M/V SNOHOMISH, presently M/V NAPA

Length Overall.....	143 Ft.	Power.....	4 x 1,777 HP
Beam Overall	37.7 Ft.	Propulsors.....	4 x Waterjets
Crew.....	4	Speed.....	34 knots

Appendix B

Terminal Data



Figure 14 – Aerial view of the WSF ferry terminal at Southworth, WA

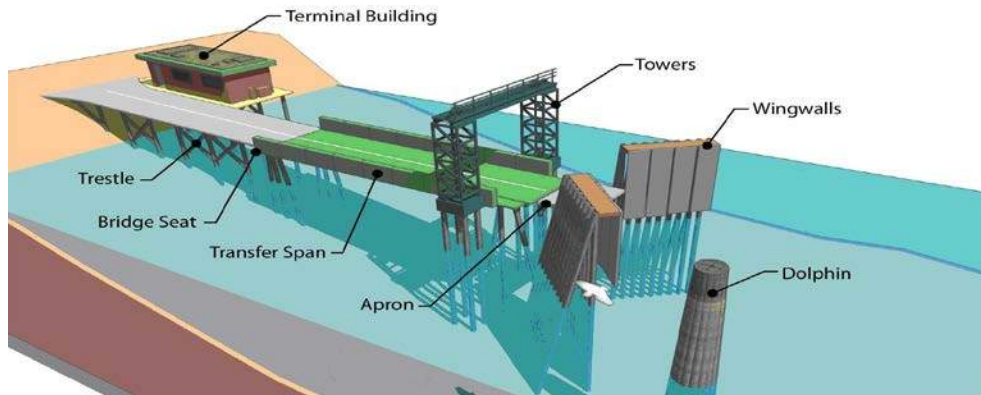


Figure 15 – The structural composition of a WSF auto-slip



Figure 16 – Separation distance of the wingwall batter boards (apron width: 21.5 ft.)

Appendix C

Vessel Maintenance Staffing Memo

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MEMO

Date: October 19, 2015
To: Kitsap Transit
From: KPFF Project Team
Subject: Vessel Maintenance Staffing

This memo is intended to capture the rationale employed, including the assumptions made, in evaluating proposed maintenance staffing needs to support proposed Kitsap Transit passenger-only ferry service levels.

Assumptions: The following assumptions were made in formulating the necessary level of maintenance staffing to appropriately maintain the vessels providing the Kitsap Transit passenger-only ferry service.

- The maintenance staffing identified in the memo will be largely dedicated to vessel maintenance, with facility/infrastructure maintenance being conducted by other staff or contractor.
- While the exact details are not known, the level of service will include both commuter and expanded seasonal service. This service will be provided between downtown Seattle and some, or all, of the three terminals located at Southworth, Bremerton and Kingston in Kitsap County.
- Although the exact design of the vessels to be employed in this service is not known, the assumption is that they will be small passenger vessels, with systems typical of high or medium speed passenger ferry vessels.
- Typically, small passenger vessels are not required to operate with, or be maintained by, either a Coast Guard-licensed or unlicensed engineer onboard. However, King County currently maintains their vessels with a mix of license/unlicensed engineers, and this analysis assumes the Kitsap vessels will be maintained using some mix of these engineers as well.
- The mix of maintenance staff allows for varying expertise levels necessary to perform the necessary maintenance functions, as well as provides a supervisory-staff oversight relationship supportive of a successful workplace.
- The ratio of licensed engineer to unlicensed oiler, and the level of work oversight provided by engineers, may become a topic of discussion with the union. However, there is a practical need/desire to have more working level staff, with engineers providing more oversight/guidance and less actual work.
- There is no assumption that the maintenance staff will be available during all hours of operation. Indeed, it is assumed that some portion of the maintenance staff work hours

will be purposefully scheduled when the vessels are out of passenger service for routine preventative maintenance.

- The maintenance staff is assumed to be year round staff. While some form of expanded service would result in differing hours of vessel operations, with more service or operating hours in the peak season, the maintenance staffing level would remain constant. This would afford the staff the added time needed to conduct “heavier” vessel maintenance during the “off-season” when vessel availability is increased due to reduced vessel operations. Specifically this could include deferred maintenance or repair of those things that would not interrupt service during the peak season, maintenance that needs additional time to complete, and staff participation in vessel availability and shipyard periods.
- King County Marine Division is assumed to be the operators of this service through an interagency agreement. Accordingly, both the operating and maintenance crews will be employees of King County.

Rationale: Fundamentally, there are two approaches that might be employed to maintain the vessels used for the Kitsap ferry service. Perhaps not surprisingly, neither of the options is without benefits and challenges. Although not discussed in this memorandum, some hybrid of the two approaches might also be conceived. These two approaches are defined by the location where the maintenance functions are performed and are summarized as follows:

1. The first approach is to have the vessels based out of, and be maintained at, locations on the west side of Puget Sound (in Kitsap County). This approach has the advantage of commencing service from the western terminal, where the morning commute begins and terminating at the “home” location where the vessel ties up for the evening.
2. The second option is to have the vessels based out of, and maintained at, a centralized hub location on the eastern bank of Puget Sound (similar to other King County operated vessels). This approach would provide the most efficient approach to maintaining the vessels and have the highest level of staffing flexibility, with the added benefit of the potential to promptly use other available, and co-located, vessels in an emergent situation should the necessity arise.

A summary of the advantages and disadvantages of these two approaches is itemized in the following table:

Advantages	Disadvantages
Option 1	
<ul style="list-style-type: none"> • Starts and stops service on west side; where daily service would begin and end • Draws employees from Kitsap County • Vessels will be moored at their “home” port 	<ul style="list-style-type: none"> • Limited, if any, on-site maintenance facilities, representing challenges in conducting even the most routine of maintenance functions • No central maintenance facilities with infrastructure to house employee • Inefficient staffing use, since staff is essentially dedicated to the one vessel, which can't be maintained while in service • Remote location and associated distance to any maintenance supplies • Maintenance staff would not be available during much of the operating period, as more of their time would have to be schedule when maintenance

Advantages	Disadvantages
	functions can be performed
Option 2	
<ul style="list-style-type: none"> • There is a dedicated maintenance facility with all of the equipment and infrastructure needed to safely and efficiently conduct routine preventative maintenance • Employee management and oversight is more efficient and effective • Proximity to maintenance part/supplies and area shipyards • Vessels not otherwise in service could be readily pressed into service in some instances to facilitate maintenance and help with service delivery in the event of emergent situations • Time when maintenance staff is available during operating hours is increased, with a pool of maintenance employees 	<ul style="list-style-type: none"> • Likely draw employees from King versus Kitsap County • Start and stop service in Seattle, with first and last commuter trips of the day likely having very few passengers onboard • As number of vessels increase the availability of moorage space on Seattle waterfront may/will become an issue

Proposal: The rationale employed in assigning staff can be summarized by the following:

- A mix of engineers and oilers is preferable as a means to have some expertise and managerial oversight on staff to supervise the work being performed by nonsupervisory staff.
- Because of the geographic dispersion of the west terminals, only limited sharing of staff between locations might be feasible and assignment of staff at each location was incorporated into the proposed first alternatives staffing levels.
- Efficiencies could be realized by placing staff at a centralized hub, and this was incorporated into the proposed second alternative.

Accordingly, the proposed staffing levels for the two approaches considered and the number of vessels to be operated, are summarized in the following table:

No. of King Co. Vessels	No. of Kitsap Co. Vessels	Total No. of Vessels in Fleet	Option #1			Option #2		
			Licensed Engineers	Unlicensed Oiler	Total Staff	Licensed Engineers	Unlicensed Oiler	Total Staff
3	0	3	2	2	4	2	2	4
3	1	4	3	3	6	2	3	5
3	2	5	4	4	8	2	4	6
3	3	6	5	5	10	2	4	6
3	4	7	5	6	11	3	5	8
3	5	8	5	7	12	3	5	8

From this table and the list of advantages and disadvantage, it appears clear that vessel maintenance at a centralized hub is the most efficient approach to staffing the maintenance function. Plus this approach has some added operational benefits.

Accordingly, based solely on maintenance efficiency and practicality, the preferred option for maintenance staffing is option 2 as shown in the following table. However, a detailed cost-benefit analysis of these two options has not been completed.

No. of King Co. Vessels	No. of Kitsap Co. Vessels	Total No. of Vessels in Fleet	Option #1			Option #2				
			King Co. Staff	Kitsap Co. Staff	Total Staff	King Co. Staff	Kitsap Co. Staff	Total Staff	Kitsap Co. Portion of FTE's	Kitsap Co. FTE Savings vs. Opt. #1
3	0	3	4	0	4	4	0	4	-	-
3	1	4	4	2	6	4	1	5	25%	0.75 FTE
3	2	5	4	4	8	4	2	6	40%	1.60 FTE
3	3	6	4	6	10	4	2	6	50%	3.0 FTE
3	4	7	4	7	11	4	4	8	57%	2.44 FTE
3	5	8	4	8	12	4	4	8	62.5%	3.0 FTE

Appendix D

Fare Strategy and Structure Recommendations

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Appendix D

Kitsap Transit Passenger Only Ferry Business Plan – Fare Strategy and Structure Recommendations

Submitted to KPFF and Kitsap Transit
by IBI Group

March 9, 2016

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1 Background and Purpose

The Kitsap Transit Passenger-Only Business Plan and Long Range Strategy dated December, 2014 includes a proposed approach and concept of operations¹ for the sale and collection of passenger ferry fares. That concept outlined five primary objectives:

- Provide an efficient and cost effective fare collection system.
- Provide fare products and pricing to serve all customer markets
- Provide fast and efficient boarding
- Integrate as appropriate with other modes, technologies and agencies
- Provide appropriate infrastructure

To support these objectives, the concept proposed that three key products be sold in order to meet the needs of different rider markets including:

- Single ride fares for infrequent users and tourists
- Passes and other discounted products for frequent users

It further recommended that a variety of fare media be used, again to meet the needs of different customer markets including:

- Cash and credit/debit cards (primarily for single ride fares)
- ORCA for discounted fare products
- Mobile (smart phone) ticketing as a future enhancement

From all of this information a generalized fare product and pricing model was established. The purpose of this memorandum is to expand upon that model and present specific recommendations for a fare strategy, structure, products and pricing to support startup of a new passenger only service.

2 Proposed Fare Strategy and Structure

In the context of this document, *fare strategy* refers to the fundamental principles behind the fare system, who it is intending to serve, and ultimately what it is trying to achieve. This sets the overall philosophy for the fare system and provides a point of reference for both establishing initial fares and also future fare changes as they should always support the overall strategy.

Fare structure refers to the specific logic used to create fare categories and derive prices for the different rider categories and fare products used. An example of this is any discount structure used to support the needs of different rider types such as frequent users, special programs, disadvantaged populations, etc.

The fare collection concept of operations set out a basic fare strategy and structure that included:

1. Directional pricing where the rider pays a different amount depending on whether the trip is in the eastbound or westbound direction.

¹ Operations Appendix Dated July 2014, section 7, Fare Collection Plan

2. A base price for each fare reflective of the cost to the rider of utilizing other services crossing central Puget Sound.
3. A \$1-\$3 (per direction) premium service price that a customer would be willing to pay for faster, high quality passenger-only ferry service over and above the base price.
4. Inter- and intra-service transfers based on current ORCA and Puget Pass privileges and rules.

2.1 Proposed Fare Strategy

Although a Kitsap Transit passenger-only ferry service would serve a variety of rider markets, the “bread and butter” of the operation is expected to be the frequent user market, defined as riders making 16 round trips/32 one way trips or more in a month². The proposed fare strategy therefore focuses first on establishing applicable fare categories and prices for that group, and from there establishing the logic and pricing structure for other rider groups and markets.

The proposed fare strategy is based on the assumption that the vast majority of the frequent user market (80%+) will use some form of ORCA product to pay for their fare. As of April 2014, approximately 75% of all of Kitsap Transit’s bus and foot ferry riders use ORCA, so a target of 80%+ penetration for the frequent user market is not unreasonable, and is consistent with what other services such as Sound Transit’s commuter rail system experience.

One of the nuances of current ferry operations in the Central Puget Sound region is that the transfer rules between transit and ferry services differ depending on if the waterborne portion of the trip is provided by the King County Water Taxi or Washington State Ferries. In the case of the King County Water Taxi, ORCA riders are provided with transfer privileges as follows:

- Stored value transfers from a higher priced service (e.g. ferry) to a lower priced one (e.g. bus) are at no additional cost to the rider.
- Stored value transfers from a lower priced service to a higher priced one using stored value require only the payment of the difference in fare.
- Puget Passes are good up to the face value for any service boarded, with the customer only paying extra if the fare is higher than the face value of the particular pass they use.

In the case of Washington State Ferries, separate fare products are required for both the bus and ferry portions of the trip as WSF does not accept Puget Passes or transfers from connecting bus services. This means that ORCA customers using both bus and WSF services must purchase two products; one to board the bus and the other to board the ferry (westbound direction only).

2.2 Current Travel Costs

The proposed pricing strategy is based on what it costs today for a typical frequent user crossing the Sound. Focusing on this rider market, an estimate was made on “total monthly cost” to commute on a regular basis to/from Kitsap County and Seattle, considering the three proposed passenger-only ferry routes of Bremerton-Seattle, Southworth-Seattle, and Kingston-Seattle.

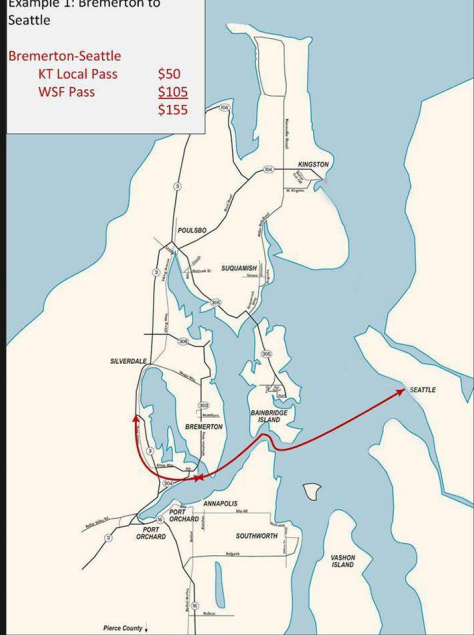
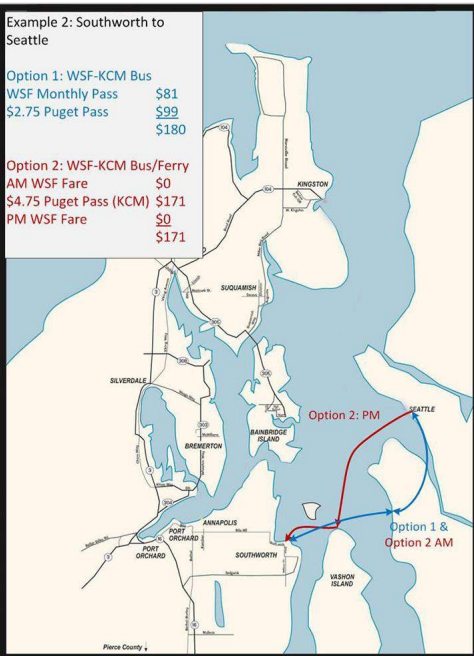
In each case, it was assumed that the rider would make the trip solely using public transit and ferry service³, choosing the best value fare products which were typically:

² WSF prices its pass based on approximately 16 round trips/32 one-way trips per month. For the purpose of this document, that same assumption is retained for the purpose of pricing Kitsap Transit ferry products.

³ Riders driving to either end of the trip would likely incur as much, if not more, costs than bus riders if parking payment, fuel, etc. was included.

- A Kitsap Transit ORCA pass or Puget Pass for bus and rail connections; and
- A Washington State Ferry multi-ride discounted ticket or pass for crossing the Sound.

The following charts summarize what the “best value” options are today for a frequent user regularly traveling to or from Kitsap County and King County. All examples assume that the rider would walk to and from his or her destination in Seattle⁴.

<p>Example 1: For the Bremerton-Seattle route, a frequent user using Kitsap Transit bus and WSF ferry services would need to purchase:</p> <ol style="list-style-type: none"> 1. A Kitsap Transit local pass to use Kitsap Transit bus services⁵ 2. A WSF cross-sound pass to use Washington State Ferries services <p>The best value total monthly travel cost in this example is \$155.</p>	<p>Example 1: Bremerton to Seattle</p> <table border="1"> <tr> <td>Bremerton-Seattle</td> <td></td> </tr> <tr> <td>KT Local Pass</td> <td>\$50</td> </tr> <tr> <td>WSF Pass</td> <td>\$105</td> </tr> <tr> <td></td> <td>\$155</td> </tr> </table> 	Bremerton-Seattle		KT Local Pass	\$50	WSF Pass	\$105		\$155										
Bremerton-Seattle																			
KT Local Pass	\$50																		
WSF Pass	\$105																		
	\$155																		
<p>Example 2: Frequent users using the Southworth-Seattle route have two options available for a trip.</p> <p>Option 1:</p> <ol style="list-style-type: none"> 1. Travel on WSF between Southworth and Fauntleroy using a WSF pass 2. Connect to and from Seattle using King County Metro bus service using a \$2.75 (one zone peak) Puget Pass <p>Option 2:</p> <ol style="list-style-type: none"> 1. Use WSF auto ferry traveling to Vashon Island (free travel both ways) 2. Connect to Seattle using the King County Water Taxi using a \$4.75 Puget Pass <p>Option 2 provides the best value at a monthly cost of \$171. Note that in both cases a rider accessing Southworth by bus would not have any additional cost as either of the two Puget Passes noted above</p>	<p>Example 2: Southworth to Seattle</p> <table border="1"> <tr> <td>Option 1: WSF-KCM Bus</td> <td></td> </tr> <tr> <td>WSF Monthly Pass</td> <td>\$81</td> </tr> <tr> <td>\$2.75 Puget Pass</td> <td>\$99</td> </tr> <tr> <td></td> <td>\$180</td> </tr> <tr> <td>Option 2: WSF-KCM Bus/Ferry</td> <td></td> </tr> <tr> <td>AM WSF Fare</td> <td>\$0</td> </tr> <tr> <td>\$4.75 Puget Pass (KCM)</td> <td>\$171</td> </tr> <tr> <td>PM WSF Fare</td> <td>\$0</td> </tr> <tr> <td></td> <td>\$171</td> </tr> </table> 	Option 1: WSF-KCM Bus		WSF Monthly Pass	\$81	\$2.75 Puget Pass	\$99		\$180	Option 2: WSF-KCM Bus/Ferry		AM WSF Fare	\$0	\$4.75 Puget Pass (KCM)	\$171	PM WSF Fare	\$0		\$171
Option 1: WSF-KCM Bus																			
WSF Monthly Pass	\$81																		
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\$4.75 Puget Pass (KCM)	\$171																		
PM WSF Fare	\$0																		
	\$171																		

⁴ The data also suggested that most Bremerton-Seattle riders are not transferring to King County Metro so it was assumed that they would walk when arriving in Seattle

⁵ From a review of April, 2014 ORCA product data, it appears that the best value for most Kitsap Transit bus riders is to purchase a Kitsap Transit bus pass versus a Puget Pass.

would cover the Kitsap Transit fare.

Example 3: Riders using the Kingston-Seattle route also have two options available for a trip:

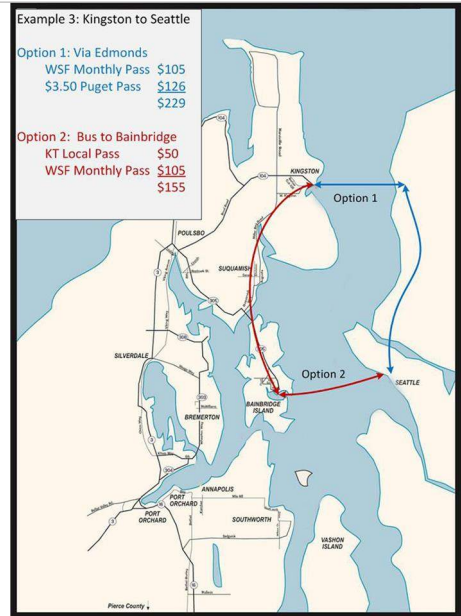
Option 1:

1. Travel on the WSF auto ferry between Kingston and Edmonds using a WSF pass
2. Connect to and from Seattle using a Sound Transit commuter rail service using a \$3.50 Puget Pass

Option 2:

1. Use a Kitsap Transit local pass to travel to and from Bainbridge.
2. Travel between Bainbridge and Seattle on WSF using a WSF pass.

In this example, the lowest cost for the rider is option 2 with a total monthly cost of \$155.



Assuming that a frequent user makes 32 one-way trips per month translates into a current per ride cost of:

ROUTE	MONTHLY COST (ROUNDED TO NEAREST \$1)	ONE-WAY COSTS (32 TRIPS/MONTH)	ROUND TRIP EQUIVALENT COSTS
Bremerton-Seattle	\$155/month	\$4.84	\$9.68
Southworth-Seattle	\$171/month	\$5.34	\$10.68
Kingston-Seattle	\$155/month	\$4.84	\$9.68

2.3 Proposed Fare Structure

The proposed fare structure is based on the following principles:

1. Base fares are set based on the frequent user fare which represent the majority of the expected rider market. Frequent user fares are discounted over full cash fares, and would be restricted to ORCA products.
2. Consistent with how WSF prices its passenger fares, the base cash fare price is established at approximately 125% of the frequent user fare⁶.
3. Base reduced cash fares for Medicare card holders and qualified seniors, disabled, youth and low income riders paying with an ORCA card would be set at 50% of the cash fare price, consistent with current discount levels provided for Kitsap Transit bus services. Pass fares for riders qualifying for discount fares would be set at 50% of the current full-fare pass.

⁶ This equates to the commuter fare being approximately 80% of the cash fare equivalent structurally to how WSF prices its frequent user fares.

4. Fares would be rounded and priced in \$0.25 increments. Although rounding is not essential, establishing a policy up front that future fare increases will be in \$0.25 increments avoids situations where simply applying the percent discounts result in odd fares for reduced fare categories.
5. Any discounts would be applied only to the base fare; not to the premium service charge. Reasons for this are as follows:
 - a. The base part of the fare is associated most closely with what would be considered the transit fare on other services which is normally where discounts are applied.
 - b. As fuel prices and other costs change, it may be necessary to modify the premium amount to reflect cost or market variations.
 - c. It allows a consistent premium to be applied to all ferry travel markets regardless of how the base fare is set for that market.

With respect to Point 5, customers currently eligible for discounted fares (Medicare card holders and qualified seniors, disabled, youth and low income riders) may have concerns about paying the premium service charge. There is precedence for charging a premium fee (currently an additional \$1.00 is charged for customers using ACCESS transit services and traveling to or from outlying regions of the county), however to minimize impacts on eligible customer groups Kitsap Transit could consider offering a discount (e.g. 50%) on the premium service charge specifically for those customer groups or building the discount into a combined bus and ferry pass for those customers.

2.4 Proposed Fares

With respect to pricing fares on the three ferry routes, the concept of operations noted that Kitsap Transit could adopt a common fare across all routes, or could choose to charge fares by route. The issue is that the highest fare cost route (Southworth-Seattle) is also the shortest, at least with respect to the waterborne portion of the route. Pricing that route higher than the other two, while reflective of current costs, would likely raise questions of fairness and equity amongst the riders using that route.

For planning purposes, it is proposed that Kitsap Transit initially set a common fare across all routes based on current travel costs for the Bremerton and Kingston runs, coupled with a \$2.00 per one-way trip premium service surcharge (\$4.00 round trip). Following the concept of operations, it is also proposed that the base fare be directional in nature, and be charged only in the westbound direction like WSF fares are charged today. Rounded to the nearest \$0.25, the “frequent user fare” for the ferry service would be:

	EASTBOUND	WESTBOUND
Base Fare	\$0.00	\$6.50
Premium Service Charge	\$2.00	\$2.00
Total Proposed Price	\$2.00	\$8.50

In this model, the premium service charge is charged and collected in each direction versus being aggregated as a \$4.00 charge and collected in the westbound direction. This is to avoid ridership imbalances caused by riders taking a “free” Kitsap Transit ferry eastbound, and returning using WSF services because the Kitsap Transit ferry service is “too expensive in that direction”.

Applying the pricing structure described previously would yield proposed fare prices for each of the different rider categories as follows:

	CASH FARE	FEQUENT USER MONTHLY PASS EFFECTIVE FARE	REDUCED FARE
EASTBOUND DIRECTION (ROUNDED TO NEAREST \$0.25)			
Base Fare	\$0.00	\$0.00	\$0.00
Premium Service Charge	\$2.00	\$2.00	\$2.00
Total One-Way Price	\$2.00	\$2.00	\$2.00
WESTBOUND DIRECTION (ROUNDED TO NEAREST \$0.25)			
Base Fare	\$8.00	\$6.50	\$4.00
Premium Service Charge	\$2.00	\$2.00	\$2.00
Total One-Way Price	\$10.00	\$8.50	\$6.00
Total Round Trip Price	\$12.00	\$10.50	\$8.00
Monthly Pass Cost		\$168.00	

Assuming a rider makes 32 one-way/16 round trips per month, the total monthly cost would be \$168.00 as noted above which is commensurate with current monthly costs discussed at the beginning of this section.

2.5 Fare Products

The fare collection concept of operations identified two fundamental concepts for non-cash fares:

1. Using existing ORCA fare products including passes and stored value. In this model, the face value of the pass (Kitsap Transit pass or Puget Pass) is applied as a “credit” towards the fare, with the remaining amount deducted from stored value.
2. Deploy new fare products including an ORCA multi-ride ticket product (similar to WSF’s current multi-ride card), a ferry pass, a joint Kitsap Transit – ferry pass, and mobile ticketing.

With respect to existing ORCA products, a rider using a Kitsap Transit pass would receive a \$2.00 credit towards the total cost of the fare⁷, paying \$0.00 in the eastbound direction (the pass covers the cost of the premium fare charge), and \$6.50 from stored value for the westbound trip. A Puget Pass rider with at least a \$2.00 face value pass would similarly pay \$0.00 in the eastbound direction and whatever the difference is between the pass value and \$6.50 from stored value⁸. One item of note is that consideration will need to be given as to how to allocate pass revenue between Kitsap Transit bus and ferry services since the same pass will be valid on both.

The advantage of this approach is that, other than adding a new operator type to ORCA (“KT Ferry”), all of the logic exists in ORCA to compute and charge the correct fare – no major system modifications are needed. The challenge here however is that riders will need to be educated to either buy a higher value Puget Pass or always maintain adequate stored value on their card to pay for the westbound fare.

⁷ The proposal would be that the current Kitsap Transit pass provide a full fare credit (\$2.00) towards the cost of the trip.

⁸ Because of this, there may be no merit in considering a ferry-only pass (versus a joint Kitsap Transit bus and ferry pass) as both would likely be priced the same. Under these rules transfers to and from the bus would essentially be “free”, so a joint pass would have no premium over the cost of a ferry-only pass.

With respect to introducing three new ORCA products (multi-ride ticket product, Kitsap transit ferry pass, and/or Kitsap Transit combined bus/ferry pass), the challenge at this point relates to the cost and effort of adding those products to ORCA, and also establishing transfer rules to connecting King County, Sound Transit, or Community Transit bus services. Although these products offer some promise, as the service does not exist today it is unknown whether these products will fully align with the needs of the rider market. As an initial startup strategy, it may be best to begin with the existing ORCA products and inter/intra-service transfer rules and then add new products as the true needs of the ferry rider market become apparent.

Mobile ticketing has not yet been deployed in the Central Puget Sound region, though King County and Sound Transit are involved in an active implementation that is expected to be in operation by the end of 2016. To avoid bearing the full cost of implementing a mobile ticketing system, the best strategy for Kitsap Transit would be to watch how this technology develops in the region and then participate as appropriate.

2.6 Federal Benefits Programs

Kitsap Transit is a participant in the TRANserve Federal transportation benefits program that distributes up to \$130 in monthly transit benefits through pre-paid VISA "credit" cards. Customers can use the funds provided to purchase public transit fare products at any sales location that accepts VISA credit cards including customer service offices, the Internet, retail locations, etc.

While the benefits can be redeemed by any qualified participant for the purpose of purchasing general public fare media, they are currently primarily used by participants in Kitsap Transit's worker-driver program that operates special routes to and from the Puget Sound Naval Shipyards and Bangor submarine base. Participants in the worker-driver program either purchase a monthly pass at a premium (over the regular Kitsap Transit bus pass) price of \$75.00, or pay the \$2.00 cash fare. Effective February 1, 2016 those prices will be increasing to \$97.00 for the pass and \$3.00 for cash fares.

A key restriction of the Federal benefits program is that the funds can only be used for passenger transit services; they cannot be used to pay for automobile-related charges such as driving onto a Washington State ferry. This presents a challenge in the fare product model noted above in that if a customer simply loads their benefit into their ORCA stored value purse, there is no easy way to restrict stored value use only to bus, rail and walk-on ferry services (ORCA stored value is valid on all services, including WSF auto-based services). The only practical way to guarantee that the funds are only used for transit is to purchase a pass.

For riders using the worker-driver bus services, Kitsap Transit could consider introducing a special combined worker-driver ferry and bus pass. The pass price would need to be determined by Kitsap Transit, but as a starting point based on the 2016 fares could be priced at \$200 equivalent to the cost of a \$97 Kitsap Transit worker-driver pass and \$103 WSF pass.

Given the limits of the monthly benefit distribution, customers would need to come into a staffed customer service location in order to pay for part of the pass with the benefits card, and part with other funding as Federal government rules preclude individuals from adding their own money to the TRANserve card. This in turn precludes purchasing high value products (over \$130) on the ORCA website since only one form of payment is accepted. There is a workaround for this for Washington State Ferries as documented in TRANserve Bulletin No. TSB 2014-10⁹ that involves the use of ORCA e-vouchers to supplement the TRANserve benefits. This same approach could be considered by Kitsap Transit.

⁹ http://transerve.dot.gov/docs/TSB_2014-10_ORCA_ALERT.pdf

Note that consideration could also be given to introducing 10-ride electronic tickets on ORCA that would be eligible for purchase under the TRANserve program, however unless unused tickets expired at the end of the month, this approach would be inconsistent with the way the program is intended to operate which is on a monthly benefit, only purchase what you use in that month, basis. WSF expires tickets within 90 days, however that has been a source of significant frustration for customers and attempts over the years to reduce that to 30 days have met with significant resistance and have not been successful. At this time, IBI Group continues to recommend that consideration of 10-ride tickets be deferred until the system is in operation and a better understanding of impacts and customer needs is obtained.

2.7 Title VI Considerations

Section 601 of Title VI of the Civil Rights Act of 1964 states the following:

“No person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance.”

Kitsap Transit maintains on file with the Federal Transit Administration an accepted¹⁰ Title VI plan in accordance with the guidelines described in FTA circular C 4702.1B¹¹. An assessment of Title VI implications for the passenger-only ferry system is beyond the scope of this document, however in any Title VI review it is suggested that Kitsap Transit confirm that the current discounting and eligibility structure for bus services will be retained, and that the proposed directional pricing structure and the pricing of any new fare products does not create Title VI issues. If monthly pass pricing is an issue, options for shorter duration passes (e.g. weekly) could be considered versus 10 ride tickets due to the complexities of expiration and potential implications for Federal benefits programs as noted above.

3 Summary of Recommendations

Key recommendations for establishing a fare strategy, structure, pricing and products for Kitsap Transit passenger-only ferry services are as follows:

1. Adopt, as recommended in the concept of operations, a directional fare concept to avoid ridership imbalances.
2. Base any fare structures on frequent user fares (versus cash fares) as this is expected to be the largest rider segment using the service. Calculate cash fares based on the frequent user fares, not the other way around.
3. Like the King County Water Taxi, fully adopt ORCA as the preferred fare medium supporting inter and intra-service transfers. Start with the existing ORCA fare products and rules and add new products once experience is gained with ferry operations.
4. Start the service by adopting a common fare across all three routes (Kingston, Bremerton and Southworth).
5. Apply any discounts only against the “base fare” – not against the premium fare charge.
6. Develop and finalize an approach for accommodating the TRANserve Federal transportation benefits program.

¹⁰ <http://www.kitsaptransit.com/static/62/privacy-policy#title%20vi>

¹¹ www.fta.dot.gov/documents/FTA_Title_VI_FINAL.pdf

7. Review Kitsap Transit's current Title VI compliance plan and identify follow-on actions if needed.

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Appendix E

Detailed Ridership Analysis Memorandum

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Kitsap Transit Passenger-
Only Ferry Business Plan
and Long Range
Strategy: Detailed
Ridership Analysis

Report
December 2015

KPFF Consulting Engineers

Our ref: 22691102
Client ref: 115050



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Kitsap Transit Passenger-
Only Ferry Business Plan
and Long Range
Strategy: Detailed
Ridership Analysis

Report
December 2015

KPFF Consulting Engineers

Our ref: 22691102
Client ref: 115050

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1 Introduction and Project Purpose

Steer Davies Gleave (SDG) is part of a team led by KPFF Consulting Engineers tasked to develop the Passenger-Only Ferry (POF) Business Plan and Long-Range Strategy (the Project). The Project is seen as providing a plan to develop POF service between Seattle and three locations in Kitsap County: Bremerton, Kingston and Southworth.

SDG has been tasked with developing projections of ridership and revenue for the proposed services. In this phase of work SDG provided detailed hourly ridership forecasts under multiple operating scenarios. This allows for the identification of service levels that best serve the needs of users while remaining within the limits of resource constraints. The Puget Sound is home to the nation's largest passenger ferry network, and the existence of passenger services that have been operating for years, sometimes decades, provides a rich basis for developing the ridership projections for the Project. In preparing its ridership projections, SDG explicitly made full use of this history both in developing its modeling tools as well as in ensuring that projections fit past trends and observed behavior.

2 Ridership Modeling and Results

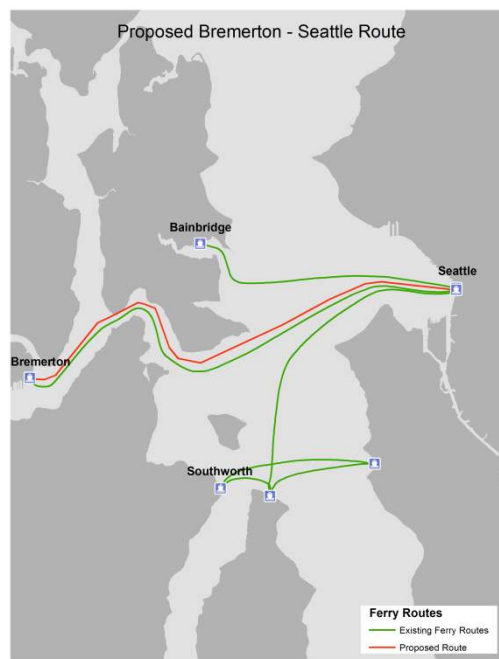
Outputs of the ridership model were produced for the entire system under various operating scenarios. All results were produced for the base year 2015. All revenue estimates are capacity constrained, in current 2015 dollars and are based on the full \$12 fare. Detailed ridership methodology can be found in Appendix F of the previously-submitted *Passenger-Only Ferry Business Plan and Long Range Strategy Final Report*.

Alternative Routes and Levels of Service

Bremerton to Seattle

The proposed Bremerton to Seattle is similar to the previous POF services that operated on the same route between Bremerton and Seattle. Bremerton currently has ferry service to downtown Seattle operated by WSF. However there is no POF option and the existing Vehicle Ferry makes the crossing in 60 minutes. The proposed service will utilize a high speed vessel that produces little wake, enabling it to operate at high speeds through Rich Passage without harming the coastline and complete the crossing in around 28 minutes.

Figure 2.1: Proposed Bremerton to Seattle POF Route



Ridership forecasts are produced using the existing ridership model developed by SDG. The model predicts the ridership for the POF Service by comparing its characteristics (in particular travel time, frequency and fare) to the existing alternative mode or modes. The level of service characteristics of the following routes were used to produce ridership forecasts for the Bremerton to Seattle POF service:

- Proposed POF Service
- Existing WSF Vehicle Ferry

Table 2.1: Bremerton – Seattle Alternative Routes Level of Services

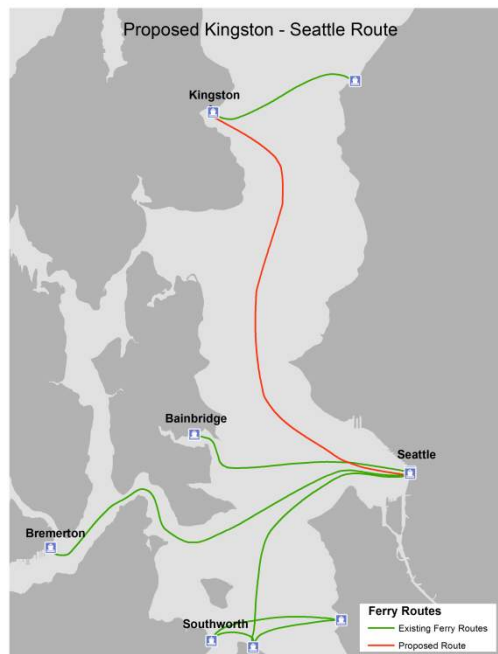
Alternative Routes LOS	Proposed POF Service	Existing WSF Bremerton Ferry
Travel time	28 minute crossing	60 minute crossing
Round trip cost	\$12	\$8
Frequency	6-9 round trips/weekday 6-8 round trips/weekend	15 round trips/day

Ridership forecasts for the Bremerton to Seattle POF route were developed using the existing WSF Vehicle Ferry foot passenger ridership and applying the existing ridership model developed by SDG to estimate the capture of this existing, observed market. There is therefore no need to model ridership from the base of households and associated commutation as is done with the ridership forecasting for the other proposed routes.

Kingston to Seattle

The proposed Kingston to Seattle POF route would be similar to past POF services that operated on the same route. The area currently has ferry service to Edmonds operated by WSF. The proposed route to downtown Seattle will have a crossing time of 33 minutes and will be operated by a vessel with a 150 passenger capacity.

Figure 2.2: Proposed Kingston to Seattle POF Route



The level of service characteristics of the following routes were used to produce ridership forecasts for the Kingston to Seattle POF service:

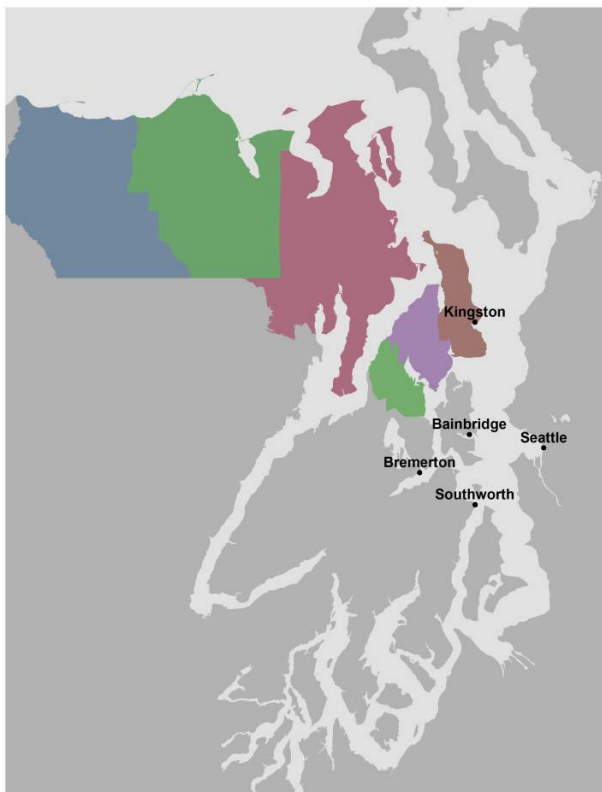
- Proposed POF Service
- Existing Kingston Ferry and auto
- Existing Kingston Ferry and transit
- Drive and Existing Bainbridge Ferry

Table 2.2: Kingston - Seattle Alternative Routes Levels of Service

Alternative Routes LOS	Proposed POF Service	Existing WSF Vehicle Ferry King - Edmonds + Drive to Sea	Existing WSF Vehicle Ferry King - Edmonds + Transit to Sea	Drive + Existing WSF Vehicle Ferry Bainbridge - Sea
Travel time	33 minute crossing	60 minutes	80 minutes	35 minutes
Round trip cost	\$12	\$47.80	\$15	\$17.95
Frequency	6-8 round trips/weekday 5-6 round trips/weekend	15 round trips/day	4 round trips/day	21 round trips/day

Ridership forecasts for the Kingston to Seattle POF service were estimated using journey-to-work (JTW) data for defined catchment areas. The number of commuters within the catchment area was then used to estimate the potential demand. Figure 2.3 shows the catchment area used for the Kingston to Seattle POF route.

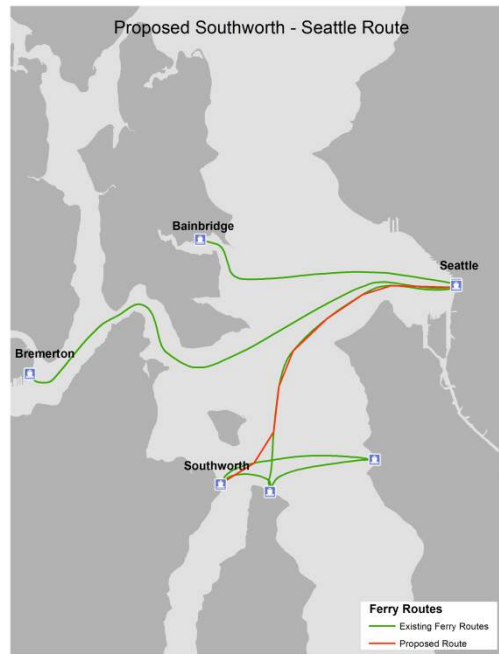
Figure 2.3: Kingston - Seattle Catchment Area



Southworth to Seattle

The proposed Southworth to Seattle POF route would be a completely new service for the area. While the area does have ferry service to Vashon Island and West Seattle, it does not have any service that goes directly to downtown Seattle. The proposed route to downtown Seattle will have a crossing time of 23 minutes and will be operated by a vessel with a 150 passenger capacity.

Figure 2.4: Proposed Southworth to Seattle POF Route



Ridership forecasts for the Southworth to Seattle POF service were estimated using JTW data and defined catchment areas. The number of commuters within the catchment area was then used to estimate the potential demand. The level of service characteristics of the following routes were used to produce the ridership forecasts:

- Proposed POF Service
- Existing Southworth Ferry and auto
- Existing Southworth Ferry and transit
- Drive and Existing Bremerton Ferry
- Drive all the way to Seattle

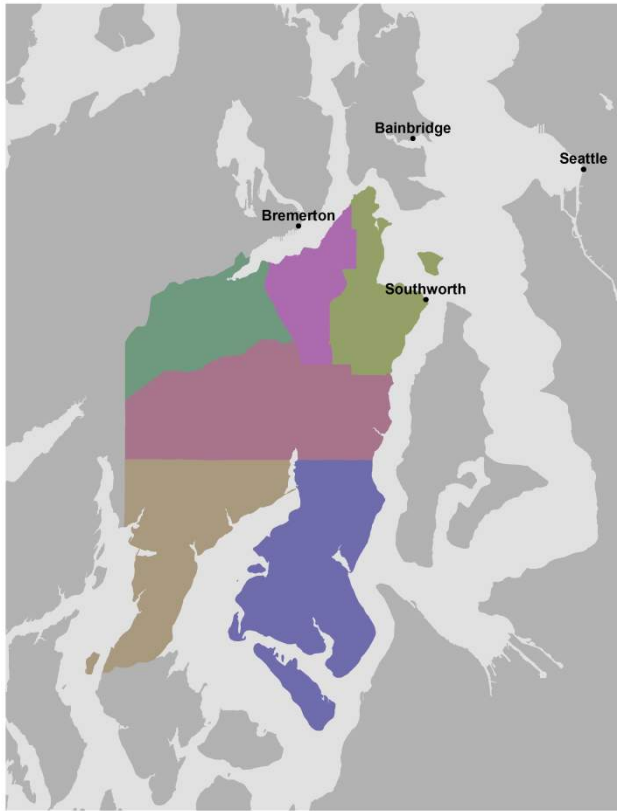
Table 2.3: Southworth - Seattle Alternative Routes Levels of Service

Alternative Routes LOS	Proposed POF Service	Existing WSF Vehicle Ferry Southworth - Fautleroy + Drive to Sea	Existing WSF Vehicle Ferry Southworth - Fautleroy + Transit to Sea	Existing WSF vehicle Ferry Southworth-Fautleroy + Water Taxi to Sea	Drive + Existing WSF Vehicle Ferry Bremerton - Sea	Drive all the way to Seattle
Travel time	23 minutes	60 minutes	80 minutes	50 minutes	60 minutes	70-90 minutes
Round trip cost	\$12	\$55.40	\$11.25	\$11.00	\$17.95	\$30-35
Frequency	6-9 round trips/weekday 6-8 round trips/weekend	24 round trips/day	24 round trips/day	6 round trips/day	15 round trips/day	N/A

In this market area, the optimal route to Seattle involves a combination of the above alternatives. The optimal route involves taking the existing WSF Vehicle Ferry from Southworth to Fautleroy and utilizing transit from Fautleroy to Seattle, then returning using the King County Water Taxi from Seattle to Vashon Island and taking the exist WSF Vehicle Ferry from Vashon Island to Southworth. The optimal route would take 50 minutes and have a round trip cost of \$7.25 with only 6 round trips per day. This optimal route was incorporated into the model as the existing alternative to the proposed POF Service for Southworth.

As previously mentioned, catchment areas were used to generate ridership. The number of commuters within the catchment area was then used to estimate the total potential demand. Figure 2.5 shows the catchment area used for Southworth to Seattle POF route.

Figure 2.5: Southworth - Seattle Catchment Area



Results: Basic Weekday Schedule

Table 2.4 lists the service characteristics and ridership forecasts for all three routes using the basic weekday schedule. This scenario provides peak 6 round trips for each of the three services, split between morning and evening. As mentioned, all forecasts are capacity constrained. In the event of forecasted capacity issues, overflow trips are noted.

Table 2.4: Basic Weekday Ridership Estimates

		Bremerton	Kingston	Southworth
Service Characteristics	Travel Time	28	33	23
	Round Trips/Day	6	6	6
	Round Trip Cost	\$12.00	\$12.00	\$12.00
Ridership and Revenue Summary	Total Market Demand	1.6M	1.1M	0.7M
	Annual POF Ridership	232,221	205,381	139,248
	Annual Revenue	\$1,181,540	\$1,044,977	\$708,493
	Avg Riders/Day	929	822	557
	Avg Riders/Sail	77	68	46
	Annual Overflow Trips	0	6,581	0

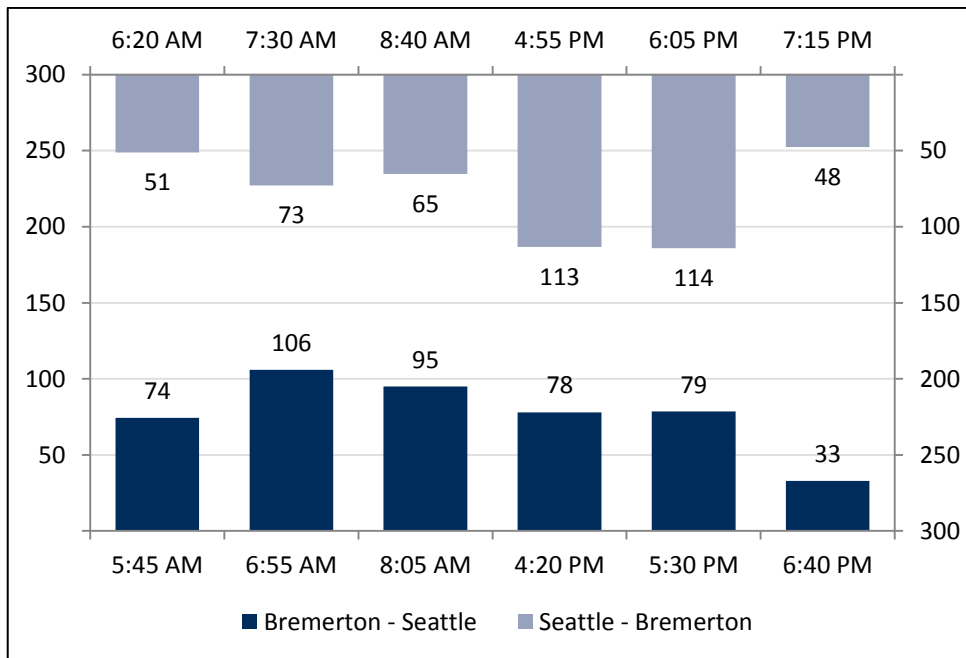
The daily ridership for 6 round trips between Bremerton and Seattle is estimated to be 929 trips. Kingston to Seattle daily ridership is estimated to be slightly less, at 822 trips. Southworth to Seattle daily ridership is estimated to be 557 trips.

Daily Ridership by Sailing

Ridership by sailing was estimated by applying the observed hourly distribution of foot passengers on existing WSF services. For the proposed Bremerton to Seattle POF service, the directionality of the passenger flow was estimated by applying the observed directionality split on the previous POF service operated by Kitsap Ferry Co. Since there is no previous service to help estimate the directionality for the other two routes, we assume that riders travel to Seattle in the morning and return in the evening. This assumption is made to illustrate the most extreme case of crowding.

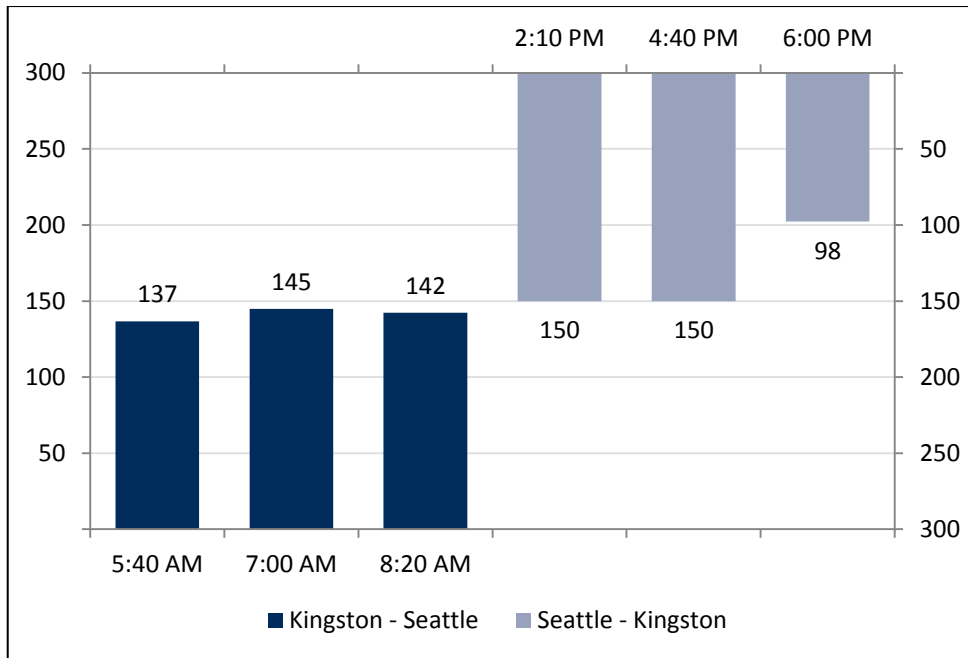
Figures 2.6, 2.7, and 2.8 show the forecasted passenger flow in each direction for all routes under the basic weekday schedule.

Figure 2.6: Bremerton - Seattle Ridership by Sailing, 6 Round Trips/Day



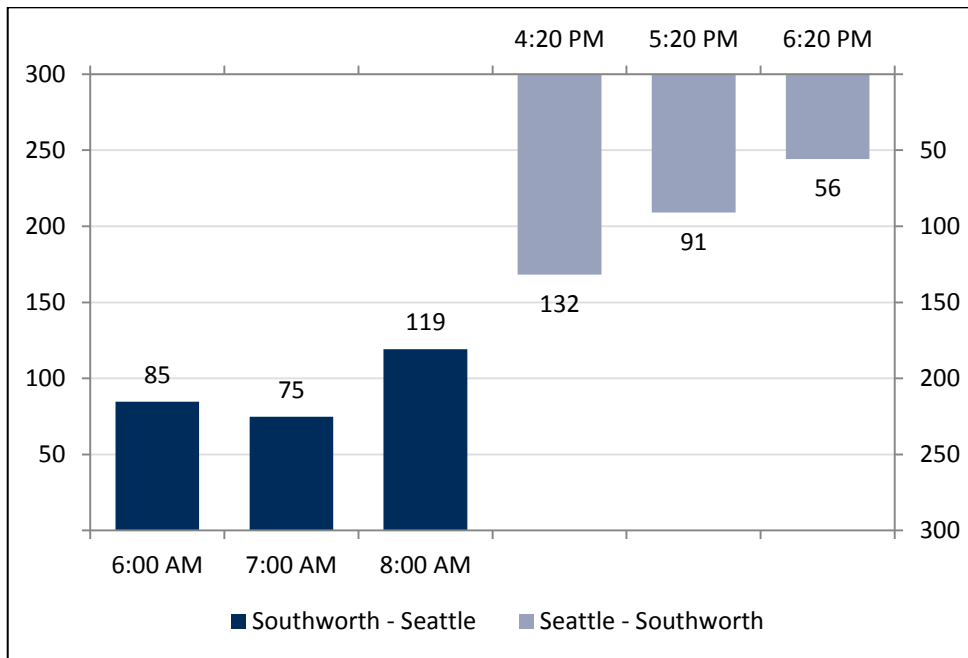
With a \$12 fare and vessel capacity of 118, the Bremerton route is not expected to face capacity issues. The Kingston – Seattle service is forecasted to experience some capacity issues for PM trips with a proposed vessel capacity of 150.

Figure 2.7: Kingston - Seattle Ridership by Sailing, 6 Round Trips/Day



The proposed Southworth to Seattle POF service faces no capacity constraints with a vessel capacity of 150.

Figure 2.8: Southworth - Seattle Ridership by Sailing, 6 Round Trips/Day



Results: Basic Weekday and Evening Schedule

Table 2.5 lists the service characteristics and ridership forecasts for all three routes using the basic weekday plus evening schedule. This scenario provides peak 8-9 round trips for each of the three services, with three round trips in each of the peak periods and an additional 2-3 trips in the evening. Service is covered between 5:40am and 10:00pm. Bremerton has a late-night trip leaving Seattle at 10:50pm. As mentioned, all forecasts are capacity constrained. In the event of forecasted capacity issues, overflow trips are noted.

Table 2.5: Basic Weekday + Evening Ridership Estimates

		Bremerton	Kingston	Southworth
Service Characteristics	Travel Time	28	33	23
	Round Trips/Day	6 peak + 3 off peak	6 peak + 2 off peak	6 peak + 3 off peak
	Round Trip Cost	\$12.00	\$12.00	\$12.00
Ridership and Revenue Summary	Total Market Demand	1.6M	1.1M	0.7M
	Annual POF Ridership	376,550	241,728	217,350
	Annual Revenue	\$1,915,885	\$1,229,913	\$1,105,876
	Avg Riders/Day	1,506	967	869
	Avg Riders/Sail	84	60	48
	Annual Overflow Trips	51,605	68,477	19,627

The daily ridership for 9 round trips between Bremerton and Seattle is estimated to be 1,506 trips. Kingston to Seattle daily ridership is estimated to be less, at 967 trips. Southworth to Seattle daily ridership is estimated to be 869 trips.

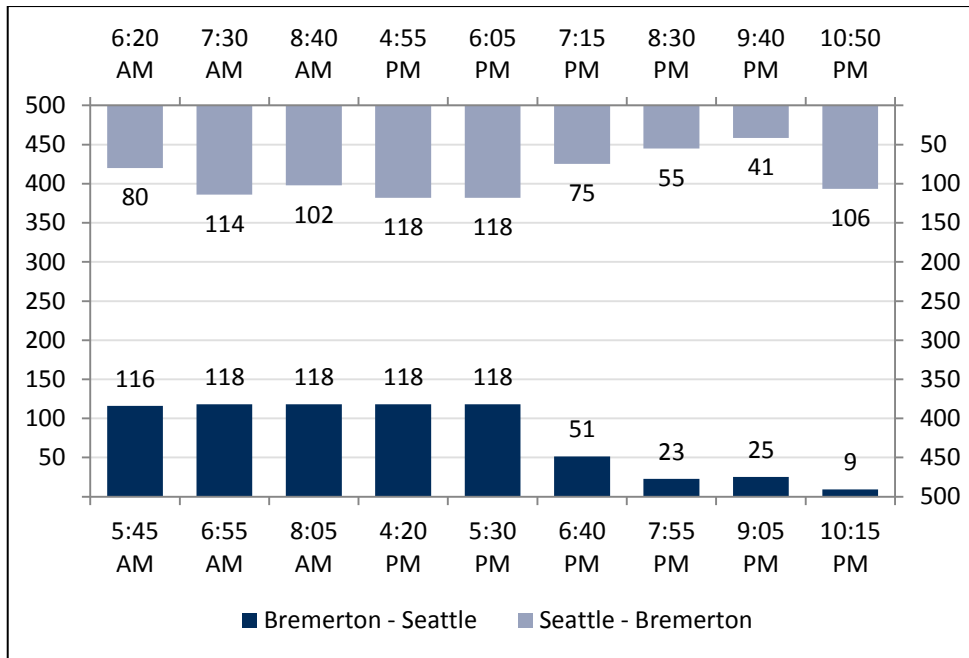
Note that the additional evening service has a significant effect on ridership. This result echoes trends seen in transit service with frequency levels such as the Basic Weekday schedule: Additional sailings provide convenience and options for sailing times that encourages additional ridership even during the periods already served by the POF.

Daily Ridership by Sailing

Daily ridership for the peak weekday trips were estimated using the same method as described above. Off-peak trips for the proposed Bremerton to Seattle POF service are distributed using the existing WSF service by direction. Since there is no previous service to help estimate the directionality for the other two routes, we again assume that riders travel to Seattle in the morning and return in the evening for peak trips. We further assume an even split in directionality for the evening off-peak trips.

Figures 2.9, 2.10, and 2.11 show the forecasted passenger flow in each direction for all routes under the basic weekday plus evenings schedule. Bremerton experiences capacity constraints during AM and PM peak hours.

Figure 2.9: Bremerton – Seattle Ridership by Sailing; 6 Peak Round Trips/Day + 3 Off-Peak Round Trips/Day



Kingston morning and peak trips are capacity constrained, while Southworth only faces capacity constraints for one hour during each peak period.

Figure 2.10: Kingston - Seattle Ridership by Sailing; 6 Peak Round Trips/Day + 2 Off-Peak Round Trips/Day

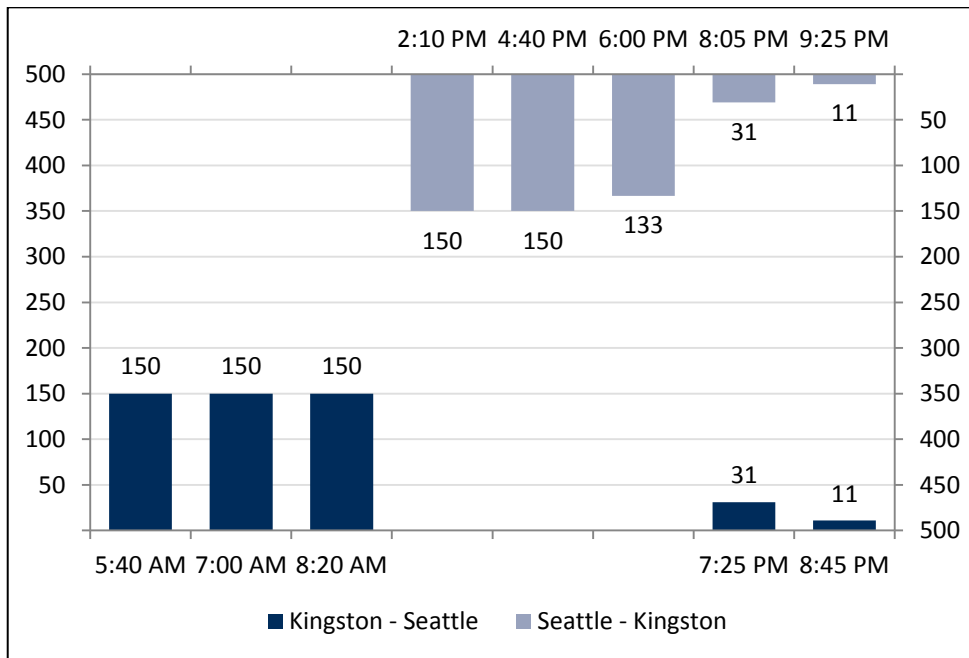
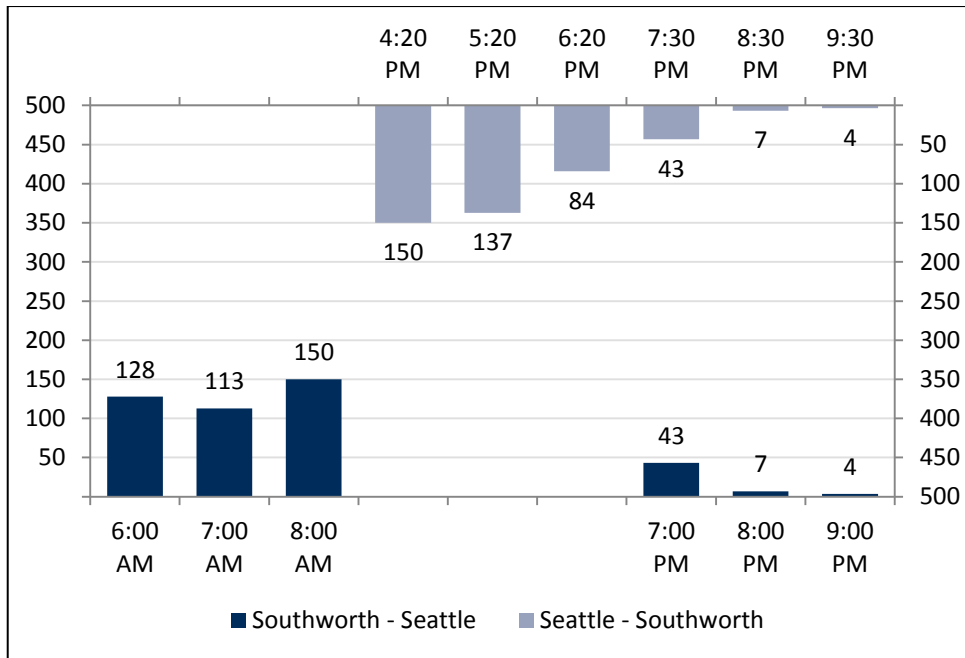


Figure 2.11: Southworth - Seattle Ridership by Sailings; 6 Peak Round Trips/Day + 3 Off-Peak Round Trips/Day



Results: Saturday Schedule - Option 1

Two sets of schedules are proposed for Saturday service; this section documents forecasts for the lower frequency option. Six round trips are offered between 9:30am and 4:00pm. Table 2.6 lists the service characteristics and ridership forecasts for all three routes using the basic weekday plus evening schedule. As mentioned, all forecasts are capacity constrained.

Table 2.6: Saturday Option 1 Ridership Estimates

		Bremerton	Kingston	Southworth
Service Characteristics	Travel Time	28	33	23
	Round Trips/Day	6	6	6
	Round Trip Cost	\$12.00	\$12.00	\$12.00
Ridership and Revenue Summary	Total Market Demand	1.6M	1.1M	0.7M
	Annual POF Ridership	28,008	17,871	9,294
	Annual Revenue	\$142,503	\$90,927	\$47,286
	Avg Riders/Day	560	357	186
	Avg Riders/Sail	47	30	15
	Annual Overflow Trips	0	0	0

The daily ridership for 6 Saturday round trips between Bremerton and Seattle is estimated to be 560 trips. Kingston to Seattle Saturday ridership is estimated to be less, at 357 trips. Southworth to Seattle daily ridership is estimated to be 186 trips.

Ridership by Sailing

Saturday sailings for the proposed services are estimated using the same method as the Bremerton off-peak sailings. We use the off-peak Saturday distribution of existing WSF services to get the hourly distribution.

Figures 2.12, 2.13, and 2.14 show the forecasted passenger flow in each direction for all routes under the Saturday Option 1 schedule. None of the routes experience capacity constraints.

Figure 2.12: Bremerton - Seattle Ridership by Sailings; 6 Round Trips/Saturday

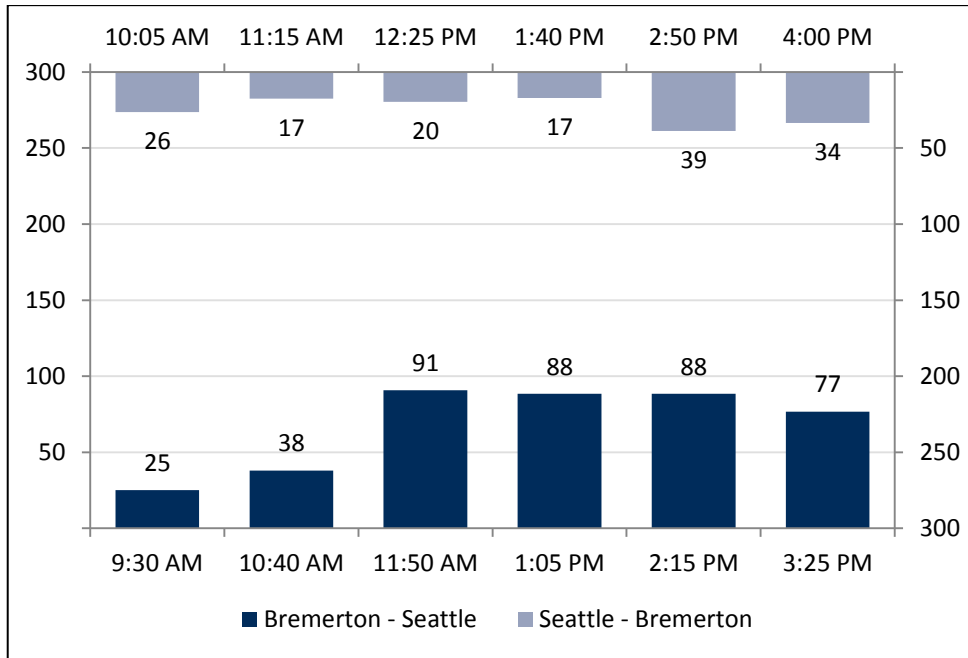


Figure 2.13: Kingston - Seattle Ridership by Sailings; 5 Round Trips/Saturday

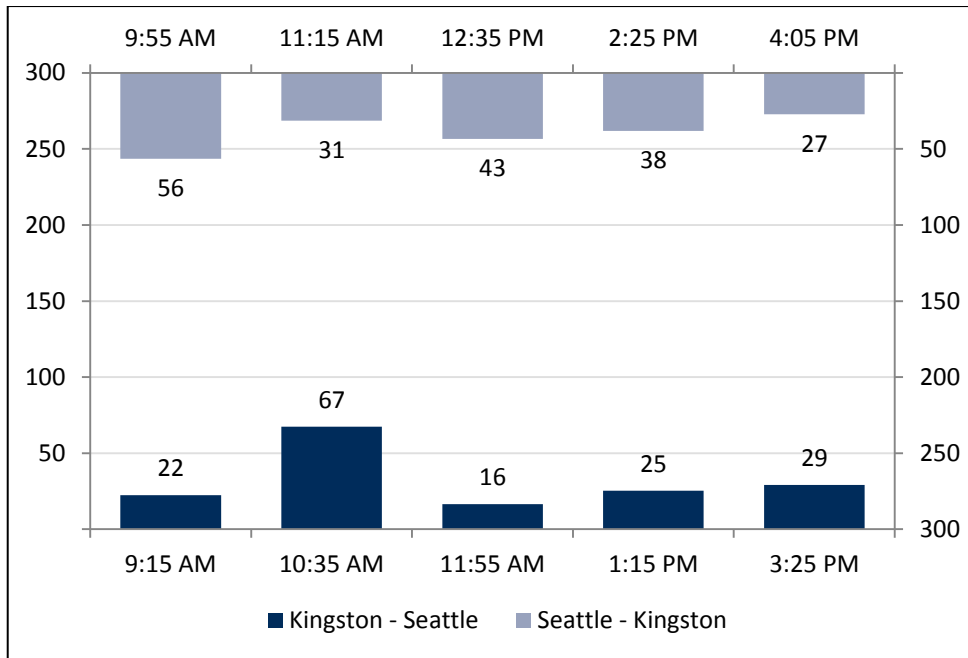
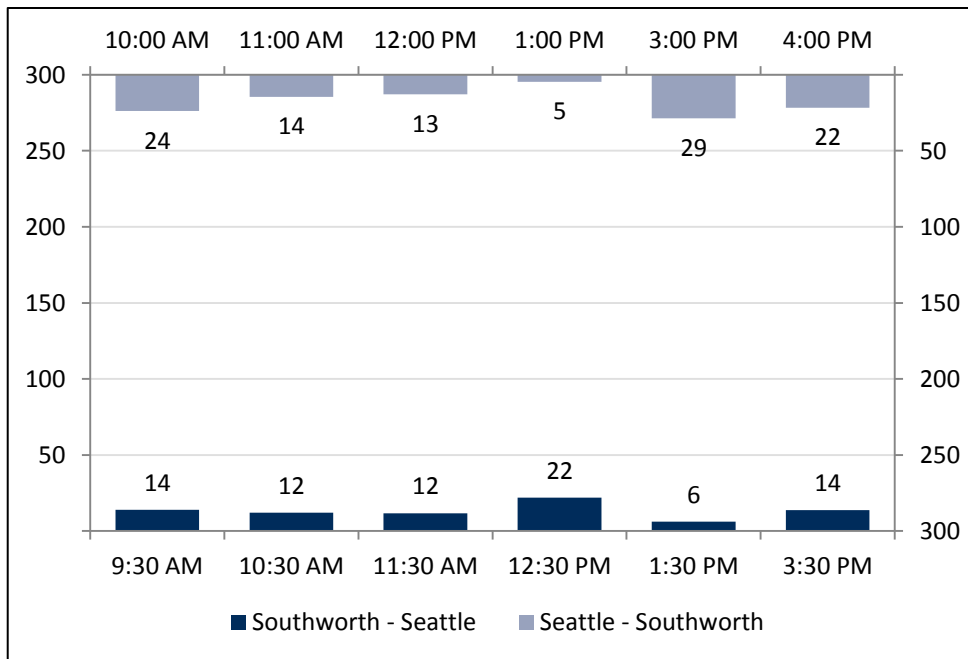


Figure 2.14: Southworth - Seattle Ridership by Sailings; 6 Round Trips/Saturday



Results: Saturday Schedule - Option 2

Two sets of schedules are proposed for Saturday service; this section documents forecasts for the higher frequency option. Six to eight round trips are offered between the hours of 9:00am and 6:00pm. Table 2.7 lists the service characteristics and ridership forecasts for all three routes using the basic weekday plus evening schedule.

Table 2.7: Saturday Option 2 Ridership Estimates

		Bremerton	Kingston	Southworth
Service Characteristics	Travel Time	28	33	23
	Round Trips/Day	8	6	8
	Round Trip Cost	\$12.00	\$12.00	\$12.00
Ridership and Revenue Summary	Total Market Demand	1.6M	1.1M	0.7M
	Annual POF Ridership	33,959	23,320	12,042
	Annual Revenue	\$172,782	\$118,654	\$61,269
	Avg Riders/Day	679	466	241
	Avg Riders/Sail	42	39	15
	Annual Overflow Trips	0	0	0

The daily ridership for 8 Saturday round trips between Bremerton and Seattle is estimated to be 679 trips. Kingston to Seattle Saturday ridership is estimated to be less, at 466 trips. Southworth to Seattle daily ridership is estimated to be 241 trips.

Ridership by Sailing

Saturday sailings for the proposed services are estimated using the same method as the Bremerton off-peak sailings. We use the off-peak Saturday distribution of existing WSF services to get the hourly distribution.

Figures 2.15, 2.16, and 2.17 show the forecasted passenger flow in each direction for all routes under the Saturday Option 2 schedule. None of the routes experience capacity constraints.

Figure 2.15: Bremerton - Seattle Ridership by Sailing; 8 Round Trips/Saturday

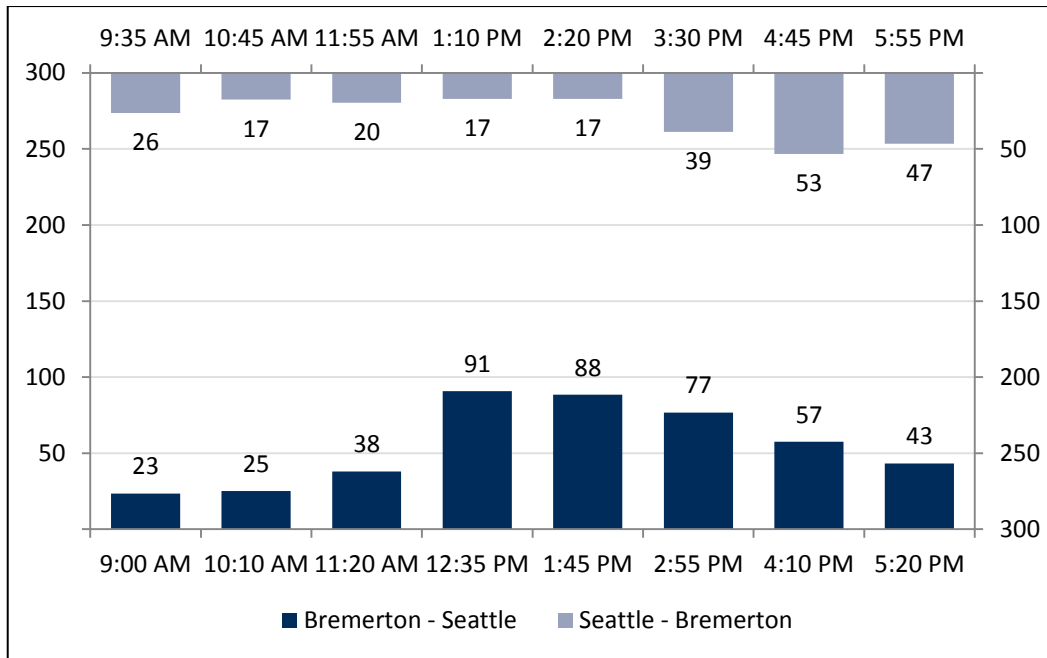


Figure 2.16: Kingston - Seattle Ridership by Sailing; 6 Round Trips/Saturday

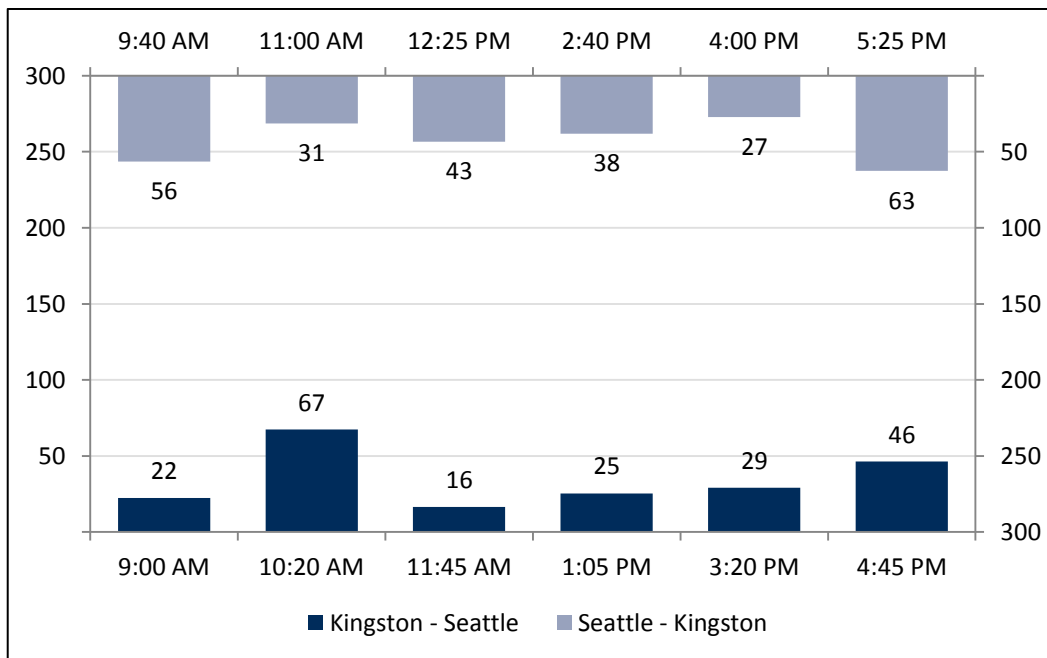
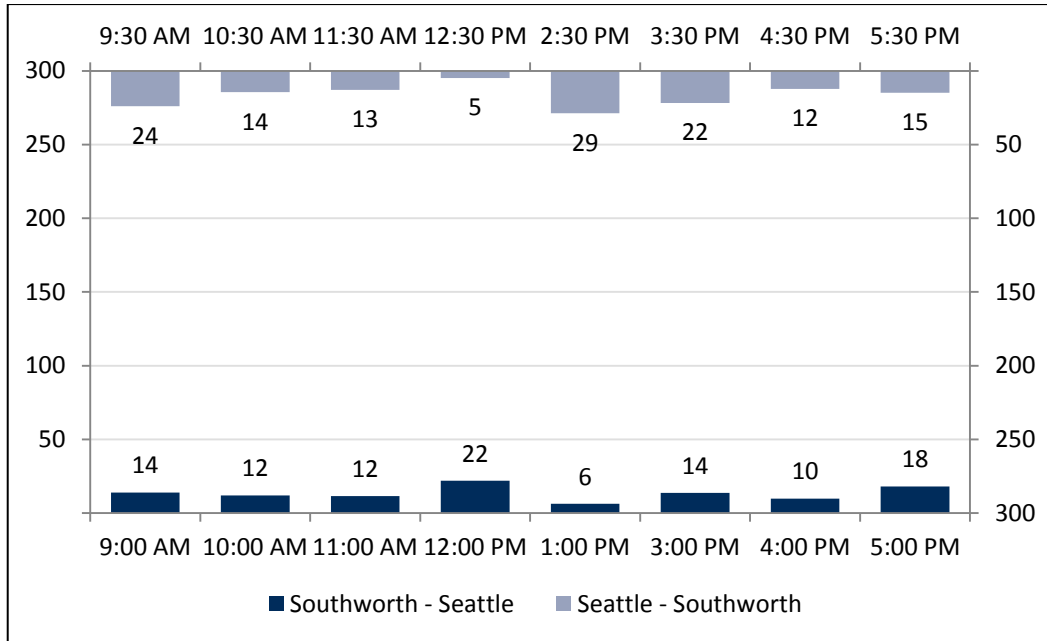


Figure 2.17: Southworth - Seattle Ridership by Sailing: 8 Round Trips/Sailing



3 Hourly Forecast Tool

Methodology

Steer Davies Gleave developed an hourly forecast tool to help Kitsap Transit with their scheduling efforts for three new proposed services – Bremerton, Kingston, and Southworth. These forecasts were prepared using the same fare and vessel capacity assumptions as in the aforementioned results.

The tool utilizes full day hourly distributions from existing WSF services to provide an hourly breakdown of the forecasted ridership for each route. The user can select the hours served in each direction under each of the service configurations to develop daily forecasts. The total number of hours selected should match the frequency suggested by the service levels. Daily forecasts are factored to get the annual ridership and revenue projections.

Results

Table 3.1 outlines the frequencies run for each service level. These are fed into the model, the results of which are used in the hourly tool.

Table 3.1: Hourly Forecast Tool Service Levels - Frequency

	Bremerton				Kingston				Southworth			
	Oct-Apr	Full	Level 1	Level 2	Oct-Apr	Full	Level 1	Level 2	Oct-Apr	Full	Level 1	Level 2
	October - April											
Monday - Friday	6				6				6			
	May - September											
Monday - Thursday		12	9	7		10	9	7		13	9	7
Friday		15	12	10		12	11	9		17	13	11
Saturday		12	10	10		10	8	10		13	11	10
Avg Weekday		12.6	9.6	7.6		10.4	9.4	7.4		13.8	9.8	7.8

The provided tool is only applicable for the above-listed frequencies at the \$12 fare.

4 POF Ridership within Proposed District

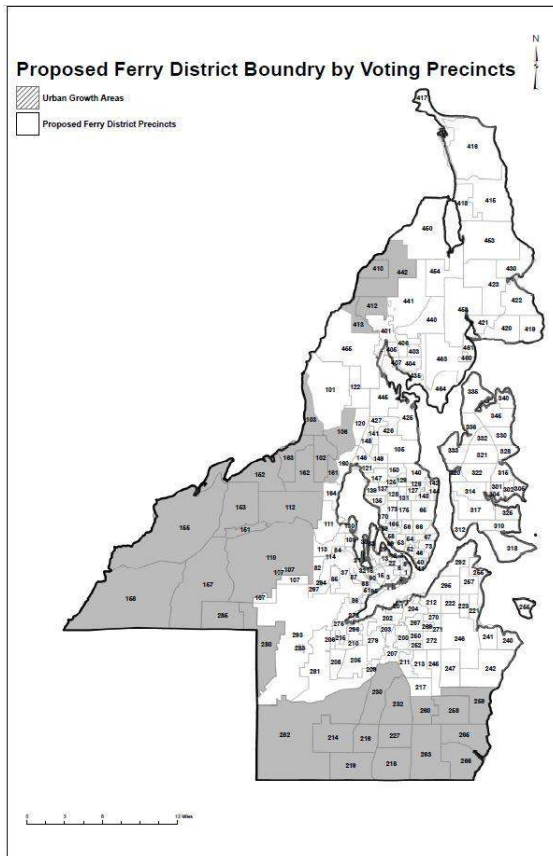
Methodology

Steer Davies Gleave has evaluated the percent of ferry ridership that would originate from within the proposed ferry district. In order to complete this analysis, we looked at each catchment area individually and identified what proportion of the population in each catchment area was also within the proposed district. These proportions were applied to the final forecasts to determine the proportion of ridership that is expected to be generated from within the ferry district.

Results

The proposed ferry district, is shown in Figure 4.1.

Figure 4.1: Proposed Ferry District Boundary



Source: Carla Sawyer, Progressions

Results for our analysis are shown in Table 4.1. Seventy-seven percent of system wide ridership is expected to originate from within in the ferry district. Bremerton has the highest proportion of riders from within the proposed district with riders from within the district making up 86% of the forecasted ridership.

Table 4.1: Percent of Ridership within Proposed Ferry District

Route	% of Ridership within Proposed Ferry District
Bremerton	86%
Kingston	78%
Southworth	61%
Overall	77%

5 Conclusions

This report contains a comprehensive analysis of three proposed POF services between Bremerton, Kingston, Southworth and Seattle under multiple service configurations. SDG has developed detailed hourly ridership and revenue forecasts.

As detailed in the previous sections, the POF services provide considerable travel cost benefits to a significant number of potential users. The ridership forecasts show that a relatively buoyant demand can be expected for the services.

The ridership forecasting exercise was greatly helped by the fact that several past POF services have been operated from Bremerton. These services generated ridership outcomes that were used by SDG in the development of the forecasting models used for the current analysis.

CONTROL INFORMATION

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Appendix F

Grant Opportunity Matrix

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Kitsap Transit POF Business Plan and Long Range Strategy POF Grant Program Inventory

	Grant Program	Eligibility	Allowable Expenditures	Potential Yield	Assessment	Submit Date	Award Date	Cycle
FHWA	<p>Surface Transportation Program (STP)</p> <p>Reoccurring Revenue Source: NO. Dedicated POF Revenue: YES, based on needs of specific project.</p>	Awarded for projects that meet the federal definition of a transit project. ¹⁾	<p>Capital and cost-effective preventative maintenance.</p> <p>Ideal for terminals</p>	<p>Variable; allocated locally and regionally by statutory formula. Funds awarded on a competitive regional and county basis.</p> <p>Estimated Yield: \$1M Every 3 years Larger awards possible if partner with King County</p>	<p>Overall Assessment High probability for receiving a grant of \$1M or less</p> <p>Opportunities:</p> <ul style="list-style-type: none"> Approach roadways for ferry terminals are eligible. <p>Challenges:</p> <ul style="list-style-type: none"> Allocated by population-based statutory formula. Does not fund operating expenses. May compete with other regional transportation or Kitsap Transit projects. Historically, smaller portions of STP funds have been allocated for ferry projects. 	2016	2018	Every three years
FHWA	<p>Construction of Ferry Boat and Ferry Terminal Facilities Program</p> <p>Reoccurring Revenue Source: YES. Dedicated POF Revenue: YES.</p>	Requires POF service be included in biennial National Census of Ferry Operators. ²⁾	Design and construction of POF ferry vessels; design and acquisition of right-of-way, and construction of POF terminal facilities.	<p>Variable; funds allocated by statutory formula based on service and operating variables</p> <p>Estimated Yield: \$3M every 3 years</p>	<p>Overall Assessment Not eligible until 2020 due to need to establish NTD qualification.</p> <p>Opportunities</p> <ul style="list-style-type: none"> <p>Challenges:</p> <ul style="list-style-type: none"> Service must be operational and included in National Census of Ferry Operators to be eligible for funding. Approach roadways for ferry terminals are not eligible. Does not fund operating expenses. 	2017	2020	

¹ As defined in Chapter 53 Title 49 U.S.C.

² 23 U.S.C. 147(d).

Kitsap Transit POF Business Plan and Long Range Strategy POF Grant Program Inventory

Grant Program		Eligibility	Allowable Expenditures	Potential Yield	Assessment	Submit Date	Award Date	Cycle
FHWA	<p>Congestion Mitigation and Air Quality (CMAQ) Program</p> <p>Reoccurring Revenue Source: NO.. Dedicated POF Revenue: NO.</p>	<p>Kitsap Transit is not eligible due to boundaries of regional non-attainment area.³</p> <p>Kitsap could become eligible if they partner with a King County agency</p>	<p>Transportation projects and programs that serve to reduce traffic congestion and improve air quality.</p>	<p>Variable, funds allocated by statutory formula and awarded on a competitive basis in King, Snohomish and Pierce Counties.</p>	<p>Opportunities:</p> <ul style="list-style-type: none"> • Can be used to fund both capital costs and limited operating costs for eligible new or expanded transit service. • Does not require any special legislative authority or public vote. <p>Challenges:</p> <ul style="list-style-type: none"> • Kitsap Transit not eligible for CMAQ funds at this time. 			
FTA	<p>Section 5307, Urbanized Area Formula Grant Program</p> <p>Reoccurring Revenue Source: YES. Dedicated POF Revenue: Yes if dedicated Ferry District</p>	<p>Designated small and large urbanized areas.⁴</p>	<p>Capital; limited operating allowed for small urbanized areas or for large urbanized areas operating less than 100 peak fixed-route vehicles.</p>	<p>Low; funds likely dedicated to addressing needs for existing services.</p> <p>Estimated Yield: Unknown</p>	<p>Overall Assessment</p> <p>These grant funds are traditionally reserved for bus transit.</p> <p>Opportunities:</p> <ul style="list-style-type: none"> • May be used to offset operating costs. • Impending reclassification to a large urbanized area likely to increase available funds. <p>Challenges:</p> <ul style="list-style-type: none"> • As a currently designated small urbanized area, new POF service will not increase funds distributed based on population-based formula. • Will directly compete with other Kitsap Transit projects and identified needs. 			

³ 2014 Policy Framework for PSRC's Federal Funds.

⁴ 49 U.S.C. 5307.

Kitsap Transit POF Business Plan and Long Range Strategy POF Grant Program Inventory

	Grant Program	Eligibility	Allowable Expenditures	Potential Yield	Assessment	Submit Date	Award Date	Cycle
FTA	<p>Capital Investments Grant Program - Small Starts (also Very Small Starts)</p> <p>Reoccurring Revenue Source: NO. Dedicated POF Revenue: Yes, based on needs for specific project.</p> <p>Very Small Starts for awards up to \$25M</p>	<p>Funds awarded on a competitive basis to local governments and public agencies.⁵</p> <p>POF qualifies as a fixed guideway system</p>	Capital costs of providing new or expanded rail, bus rapid transit, and ferry systems	<p>High; funding for small starts projects may reach \$75 million.</p> <p>Estimated Yield: \$60M</p>	<p>Overall Assessment High probability with support of Federal elected leaders</p> <p>Opportunities:</p> <ul style="list-style-type: none"> • Potential to yield high revenue in compressed period • Simple alternatives analysis process. • Preliminary engineering and final design work is combined into one project development phase. <p>Challenges:</p> <ul style="list-style-type: none"> • May compete with other regional transit needs. • Local match is higher than other federal programs. (60%) • Does not fund operating expenses. • Project must be in PSRC's adopted long range transportation plan. 	August	Oct. following year	Annual
FTA	<p>Passenger Ferry Boat Discretionary Program</p> <p>For 2014 \$60M was distributed nation wide to 26 projects in 13 states.</p> <p>Reoccurring Revenue Source: NO. Dedicated POF Revenue: YES.</p>	Direct recipients of Section 5307 funds. ⁶	Capital expansion replacement, or rehabilitation of ferries, terminals, and related infrastructure; related equipment.	<p>Variable, funds awarded on a competitive basis.</p> <p>Estimated Yield: \$100k annually after</p>	<p>Overall Assessment Not eligible until 2020 due to need to establish NTD qualification.</p> <p>Opportunities:</p> <ul style="list-style-type: none"> • Does not require any special legislative authority or public vote. <p>Challenges:</p> <ul style="list-style-type: none"> • Does not fund operating expenses, planning studies, or preventative maintenance. 	2019	2021	

⁵ 49 U.S.C 5309.

⁶ 49 U.S.C. 5307; FTA Passenger Ferry Grant Program webinar, September 11, 2013.

**Kitsap Transit POF Business Plan and Long Range Strategy
POF Grant Program Inventory**

Grant Program		Eligibility	Allowable Expenditures	Potential Yield	Assessment	Submit Date	Award Date	Cycle
WSDOT	<p>Regional Mobility Grant Program</p> <p>Reoccurring Revenue Source: NO. Dedicated POF Revenue: YES, based on needs for specific regional mobility project.</p>	Awarded to local agencies on a competitive basis for projects that improve transit mobility and reduce congestions	Transit service, park and ride, equipment, some transit service to reduce congestion	Variable, funds awarded on a competitive basis. Estimated Yield: \$2.5 M for two biennium cycles	<p>Overall Assessment With the connection to Seattle, there is a high probability of investment for terminals as long as a good traffic reduction case is made.</p> <p>Opportunities:</p> <ul style="list-style-type: none"> Targeted to new transit services that connect urban centers <p>Challenges:</p> <ul style="list-style-type: none"> May directly compete with other Kitsap Transit projects and identified needs. (Ferry District might make the application more competitive?) 	Nov 2016 2018 2020	July 2017 2019 2021	Bi-ennial
WSDOT	<p>Consolidated Grant Program</p> <p>Competitive grant program for FTA sections 5310, 5311, 5316 and 5317 grants and State Rural Mobility grants administered by WSDOT.</p> <p>Reoccurring Revenue Source: NO. Dedicated POF Revenue: YES, based on needs for specific regional mobility project.</p>	Awarded to local agencies on a competitive basis	Capital, operating, and administrative expenses	Variable, funds awarded on a competitive basis Estimated Yield: \$2M each biennium	<p>Overall Assessment: Strong likelihood of award for 5311 funds if partner with the others on the Olympic Peninsula</p> <p>Opportunities:</p> <ul style="list-style-type: none"> For public transportation projects that meet the needs of rural communities. <p>Challenges:</p> <ul style="list-style-type: none"> May compete with other regional transit needs. 	Nov 2016 2019 2021	July 2018 2021 2023	Bi-ennial

**Kitsap Transit POF Business Plan and Long Range Strategy
POF Grant Program Inventory**

	Grant Program	Eligibility	Allowable Expenditures	Potential Yield	Assessment	Submit Date	Award Date	Cycle
U.S. DOT	<p>Transportation Investment Generating Economic Recovery (TIGER) Discretionary Grant Program</p> <p>Reoccurring Revenue Source: NO. Dedicated POF Revenue: YES, based on needs for specific project.</p>	Direct funding to any public entity. ⁷	Road, rail, transit, and port capital projects that promise to achieve critical national objectives.	<p>High; intended to fund larger scale capital projects between \$10 and \$200 million.</p> <p>Estimated Yield: \$12-36 M</p>	<p>Overall Assessment High probability with support of Federal elected leaders and the FTA regional office. A good case could be made for economic development and coordination with King County on air quality impacts.</p> <p>Opportunities:</p> <ul style="list-style-type: none"> • Potential to yield high revenue. • Does not require any special legislative authority or public vote. • U.S. DOT is expanding the TIGER grant program budget significantly over the next four years. <p>Challenges:</p> <ul style="list-style-type: none"> • Does not fund operating expenses. • Annual funding maximums per state; must compete with other regional and state projects. • Highly competitive program with historical grant requests far exceeding allotted budget. 	<p>Pre May 1</p> <p>Final June 1</p>	???	Annual

⁷ U.S. DOT

**Kitsap Transit POF Business Plan and Long Range Strategy
POF Grant Program Inventory**

Grant Program		Eligibility	Allowable Expenditures	Potential Yield	Assessment	Submit Date	Award Date	Cycle
Wa DOE	<p>Clean Diesel Grants Reoccurring Revenue Source: NO. Dedicated POF Revenue: YES, based on needs for specific project.</p>	Local governments, tribes, non-profits, private diesel powered fleets operating in Washington and local clean air agencies	Purchase and installation of clean diesel technology on heavy duty vehicles and equipment	Variable, funds awarded on a competitive basis Estimated Yield: \$10k per vessel	<p>Overall Assessment Relatively high probability but low yield</p> <p>Opportunities:</p> <ul style="list-style-type: none"> • Have competed successfully in the past • Collaborate with Puget Sound Clean Air Agency <p>Challenges:</p> <ul style="list-style-type: none"> • Statewide competition • Small grant awards 	When funding becomes released at Federal Level	Usually 8 months after the call.	Bi-ennial

Appendix G

Financial Plans

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Kitsap Passenger Only Ferry Financial Pro Forma
Consolidated - All Routes
2017-2036
(\$'s in thousands)

Operations	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Revenue																				
Fares	703	2,003	2,657	3,290	3,980	4,179	4,388	4,607	4,837	5,079	5,333	5,600	5,880	6,174	6,483	6,807	7,147	7,504	7,880	8,274
Miscellaneous Operating Revenue																				
Total Operating Revenue	703	2,003	2,657	3,290	3,980	4,179	4,388	4,607	4,837	5,079	5,333	5,600	5,880	6,174	6,483	6,807	7,147	7,504	7,880	8,274
Expenses																				
Direct Vessel Operating Expense																				
Operating Labor	503	1,379	1,744	2,402	2,815	2,956	3,104	3,259	3,422	3,593	3,773	3,961	4,159	4,367	4,586	4,815	5,056	5,309	5,574	5,853
Fuel	912	2,573	3,276	4,216	4,821	5,062	5,315	5,581	5,860	6,153	6,461	6,784	7,123	7,479	7,853	8,246	8,658	9,091	9,545	10,023
Other Operating Costs	50	135	170	233	272	286	300	315	331	347	364	383	402	422	443	465	488	513	538	565
Maintenance Labor	219	574	723	865	1,011	1,061	1,115	1,170	1,229	1,290	1,355	1,422	1,494	1,568	1,647	1,729	1,815	1,906	2,002	2,102
Maintenance Supplies and Materials	170	432	537	728	848	891	935	982	1,031	1,082	1,137	1,193	1,253	1,316	1,382	1,451	1,523	1,599	1,679	1,763
Vessel Insurance	79	242	305	447	528	554	582	611	642	674	708	743	780	819	860	903	948	996	1,045	1,098
Other Maintenance	43	115	144	200	236	248	260	273	287	301	316	332	348	366	384	403	424	445	467	490
Subtotal Vessel Operations	1,977	5,451	6,900	9,091	10,531	11,058	11,611	12,191	12,801	13,441	14,113	14,818	15,559	16,337	17,154	18,012	18,912	19,858	20,851	21,894
Direct Terminal Operating Expense																				
Labor	106	300	315	393	413	433	455	478	501	527	553	581	610	640	672	706	741	778	817	858
Maintenance	26	63	78	117	141	148	155	163	171	179	188	198	208	218	229	240	253	265	278	292
Terminal Lease Expense	18	47	59	83	98	103	108	114	119	125	132	138	145	152	160	168	176	185	194	204
Other	97	223	270	397	476	500	525	551	579	608	638	670	703	739	775	814	855	898	943	990
Subtotal Terminal Operations	247	634	722	990	1,127	1,184	1,243	1,305	1,370	1,439	1,511	1,586	1,666	1,749	1,837	1,928	2,025	2,126	2,232	2,344
Total Direct Expenses	2,224	6,085	7,622	10,081	11,659	12,242	12,854	13,496	14,171	14,880	15,624	16,405	17,225	18,086	18,991	19,940	20,937	21,984	23,083	24,237
Management and Support																				
KT POF Management and Support	235	329	345	362	380	399	419	440	462	485	510	535	562	590	620	651	683	717	753	791
Contractor Management and Support	886	1,358	1,426	2,070	2,174	2,283	2,397	2,517	2,642	2,775	2,913	3,059	3,212	3,372	3,541	3,718	3,904	4,099	4,304	4,519
Total Management and Support	1,120	1,686	1,771	2,433	2,554	2,682	2,816	2,957	3,105	3,260	3,423	3,594	3,774	3,962	4,161	4,369	4,587	4,816	5,057	5,310
Total Operating Expenses	3,344	7,771	9,393	12,513	14,213	14,924	15,670	16,453	17,276	18,140	19,047	19,999	20,999	22,049	23,151	24,309	25,524	26,801	28,141	29,548
Net Operating Operating Subsidy Required	2,641	5,768	6,736	9,223	10,233	10,745	11,282	11,846	12,438	13,060	13,713	14,399	15,119	15,875	16,669	17,502	18,377	19,296	20,261	21,274
Additional Service Subsidy Allotment					432	454	476	500	525	551	579	608	638	670	704	739	776	815	855	898
Subsidy per Rider	\$21	\$18	\$17	\$19	\$18	\$19	\$20	\$21	\$22	\$24	\$25	\$26	\$27	\$29	\$30	\$32	\$33	\$35	\$37	\$38
Farebox Recovery	21.0%	25.8%	28.3%	26.3%	28.0%	28.0%	28.0%	28.0%	28.0%	28.0%	28.0%	28.0%	28.0%	28.0%	28.0%	28.0%	28.0%	28.0%	28.0%	28.0%

Note: Numbers may no add up due to rounding.

Kitsap Passenger Only Ferry Financial Pro Forma
Consolidated - All Routes
2017-2036
(\$'s in thousands)

Capital	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	Bremerton Service Introduced	Kingston Service Introduced		Southworth Service Introduced																
Revenue																				
State and Local Government Grant Funding								1,000			1,000			750			750			750
Federal Grants-Forecast			7,129	13,189	280	6,422	280	280	280	280	280	280	280	280	280	280	280	280	280	280
Total Capital Grant Revenue			7,129	13,189	280	6,422	280	1,280	280	280	1,280	280	280	1,030	280	280	1,030	280	280	1,030
Expenses																				
Vessels																				
Vessel Leases																				
Vessel Acquisitions	3,002	5,369	9,368	15,443		7,831														
Vessel Tie-up Facility Lease or Construction																				
Major Maintenance							1,000		1,000			1,000			1,000			1,000		
Rich Passage Monitoring	175	254	138	145	152	159														
Subtotal Vessels	3,176	5,624	9,506	15,588	152	7,990	1,000		1,000			1,000			1,000			1,000		
Terminals																				
Seattle Terminal	1,378	1,378		912																
Kitsap Terminals	684	510		638																
Terminal Preservation Reserve					150			200			200			200			200			200
Subtotal Terminals	2,062	1,889		1,550	150			200			200			200			200			200
Unforeseen Event Contingency	200			75	200	200	200	150	150	200	200	200	200	200	200	200	200	200	200	200
Capital Program Management & Support																				
Total Capital Expenditures	5,438	7,512	9,506	17,212	502	8,190	1,200	350	1,150	200	400	1,200	200	400	1,200	200	400	1,200	200	400
Net Capital Required	5,438	7,512	2,376	4,023	222	1,767	920	-930	870	-80	-880	920	-80	-630	920	-80	-630	920	-80	-630
Debt Repayment - Port of Bremerton		625	625	625	625															
Port Orchard Foot Ferry	1,654	1,736	1,823	1,914	2,010	2,111	2,216	2,327	2,443	2,566	2,694	2,828	2,970	3,118	3,274	3,438	3,610	3,790	3,980	4,179
Total Local Funding Required for Capital and Operating	9,733	15,641	11,560	15,785	13,522	15,076	14,894	13,743	16,277	16,097	16,106	18,755	18,647	19,033	21,567	21,599	22,133	24,821	25,016	25,721
Total POF Tax Funding at Three Tenths	12,588	13,028	13,484	13,956	14,445	14,950	15,474	16,015	16,576	17,156	17,756	18,378	19,021	19,687	20,376	21,089	21,827	22,591	23,382	24,200
Interest Revenue	10	2	15	3	9	8	12	29	31	38	50	48	51	56	48	45	43	28	16	6
Bond Funds																				
Debt Service																				
Projected Cash Balance	2,865	254	2,193	367	1,299	1,181	1,772	4,073	4,403	5,500	7,200	6,871	7,296	8,005	6,863	6,397	6,135	3,932	2,314	799

Note: Numbers may not add up due to rounding.

Kitsap Passenger Only Ferry Financial Pro Forma
 Bremerton - Seattle
 2017-2036
 (\$'s in thousands)

Operations	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Revenue	Bremerton Service Introduced																			
Fares	703	1,476	1,550	1,628	1,709	1,794	1,884	1,978	2,077	2,181	2,290	2,405	2,525	2,651	2,784	2,923	3,069	3,222	3,384	3,553
Miscellaneous Operating Revenue																				
Total Operating Revenue	703	1,476	1,550	1,628	1,709	1,794	1,884	1,978	2,077	2,181	2,290	2,405	2,525	2,651	2,784	2,923	3,069	3,222	3,384	3,553
Expenses																				
Direct Vessel Operating Expense																				
Operating Labor	503	793	832	874	918	964	1,012	1,062	1,116	1,171	1,230	1,291	1,356	1,424	1,495	1,570	1,648	1,731	1,817	1,908
Fuel	912	1,436	1,508	1,584	1,663	1,746	1,833	1,925	2,021	2,122	2,228	2,340	2,457	2,580	2,709	2,844	2,986	3,135	3,292	3,457
Other Operating Costs	50	79	83	88	92	96	101	106	112	117	123	129	136	143	150	157	165	173	182	191
Maintenance Labor	219	344	362	325	342	359	377	395	415	436	458	481	505	530	556	584	613	644	676	710
Maintenance Supplies and Materials	170	268	281	295	310	325	342	359	377	396	415	436	458	481	505	530	557	584	614	644
Vessel Insurance	79	145	153	168	176	185	194	204	214	225	236	248	260	273	287	301	316	332	348	366
Annual Maintenance	43	68	71	75	78	82	86	91	95	100	105	110	116	121	127	134	141	148	155	163
Subtotal Vessel Operations	1,977	3,134	3,290	3,408	3,578	3,757	3,945	4,142	4,349	4,567	4,795	5,035	5,287	5,551	5,829	6,120	6,426	6,747	7,085	7,439
Direct Terminal Operating Expense																				
Labor	106	153	161	132	139	146	153	161	169	177	186	196	205	216	226	238	250	262	275	289
Maintenance	26	41	43	45	47	49	52	55	57	60	63	66	70	73	77	81	85	89	93	98
Terminal Lease Expense	18	28	30	31	33	34	36	38	40	42	44	46	48	51	53	56	59	62	65	68
Other	97	153	160	168	177	185	195	204	215	225	237	248	261	274	288	302	317	333	350	367
Subtotal Terminal Operations	247	375	394	377	395	415	436	458	481	505	530	556	584	613	644	676	710	746	783	822
Total Direct Expenses	2,224	3,509	3,684	3,784	3,974	4,172	4,381	4,600	4,830	5,072	5,325	5,591	5,871	6,164	6,473	6,796	7,136	7,493	7,868	8,261
Management and Support																				
KT POF Management and Support	235	159	167	122	129	135	142	149	156	164	172	181	190	199	209	220	231	242	254	267
Contractor Management and Support	886	660	693	699	734	771	810	850	893	937	984	1,033	1,085	1,139	1,196	1,256	1,319	1,385	1,454	1,527
Total Management and Support	1,120	819	860	822	863	906	951	999	1,049	1,101	1,156	1,214	1,275	1,339	1,406	1,476	1,550	1,627	1,709	1,794
Total Operating Expenses	3,344	4,327	4,544	4,606	4,837	5,078	5,332	5,599	5,879	6,173	6,482	6,806	7,146	7,503	7,878	8,272	8,686	9,120	9,576	10,055
Net Operating Operating Subsidy Required	2,641	2,851	2,994	2,979	3,128	3,284	3,448	3,621	3,802	3,992	4,191	4,401	4,621	4,852	5,095	5,349	5,617	5,898	6,193	6,502
Subsidy per Rider	\$16	\$11	\$12	\$12	\$12	\$13	\$14	\$14	\$15	\$16	\$17	\$18	\$18	\$19	\$20	\$21	\$22	\$24	\$25	\$26
Farebox Recovery	21.0%	34.1%	34.1%	35.3%	35.3%	35.3%	35.3%	35.3%	35.3%	35.3%	35.3%	35.3%	35.3%	35.3%	35.3%	35.3%	35.3%	35.3%	35.3%	35.3%
Capital	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Expenses																				
Vessels																				
Vessel Leases																				
Vessel Acquisitions		1,776	5,327			7,831														
Vessel Tie-up Facility Lease or Construction																				
Major Engine Rebuild/Replacement																				
Rich Passage Monitoring	175	254	138	145	152	159														
Subtotal Vessels	175	2,030	5,465	145	152	7,990														
Terminals																				
Seattle Terminal			304																	
Bremerton Terminal	173																			
Terminal Preservation																				
Subtotal Terminals	173		304																	
Capital Program Management & Support																				
Total Capital Expenditures	348	2,030	5,768	145	152	7,990														
Total Operating and Capital Expenditures	3,692	6,357	10,312	4,751	4,988	13,068	5,332	5,599	5,879	6,173	6,482	6,806	7,146	7,503	7,878	8,272	8,686	9,120	9,576	10,055

Note: Numbers may not add up due to rounding

Kitsap Passenger Only Ferry Financial Pro Forma
Kingston - Seattle
2017-2036
(\$ in thousands)

Operations	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Revenue																				
Fares		527	1,107	1,163	1,221	1,282	1,346	1,413	1,484	1,558	1,636	1,718	1,803	1,894	1,988	2,088	2,192	2,302	2,417	2,538
Miscellaneous Operating Revenue																				
Total Operating Revenue		527	1,107	1,163	1,221	1,282	1,346	1,413	1,484	1,558	1,636	1,718	1,803	1,894	1,988	2,088	2,192	2,302	2,417	2,538
Expenses																				
Direct Vessel Operating Expense																				
Operating Labor		587	912	970	1,018	1,069	1,123	1,179	1,238	1,300	1,365	1,433	1,505	1,580	1,659	1,742	1,829	1,920	2,016	2,117
Fuel		1,137	1,768	1,880	1,974	2,073	2,176	2,285	2,399	2,519	2,645	2,778	2,916	3,062	3,215	3,376	3,545	3,722	3,908	4,104
Other Operating Costs		56	87	93	97	102	107	113	118	124	130	137	144	151	158	166	175	183	193	202
Maintenance Labor		230	362	344	362	380	399	419	439	461	485	509	534	561	589	618	649	682	716	752
Maintenance Supplies and Materials		165	256	272	286	300	315	331	347	365	383	402	422	443	466	489	513	539	566	594
Vessel Insurance		97	153	168	176	185	194	204	214	225	236	248	260	273	287	301	316	332	348	366
Other Maintenance		47	73	78	82	86	90	94	99	104	109	115	121	127	133	140	147	154	162	170
Subtotal Vessel Operations		2,317	3,610	3,804	3,995	4,194	4,404	4,624	4,855	5,098	5,353	5,621	5,902	6,197	6,507	6,832	7,174	7,532	7,909	8,304
Direct Terminal Operating Expense							582													
Labor		147	154	127	133	140	147	154	162	170	179	188	197	207	217	228	240	252	264	277
Maintenance		22	35	37	39	41	43	45	47	50	52	55	58	60	63	67	70	73	77	81
Terminal Lease Expense		19	29	31	33	34	36	38	40	42	44	46	48	51	53	56	59	62	65	68
Other		71	110	117	123	129	135	142	149	157	165	173	182	191	200	210	221	232	243	255
Subtotal Terminal Operations		259	329	312	328	344	362	380	399	419	439	461	485	509	534	561	589	618	649	682
Total Direct Expenses		2,576	3,938	4,117	4,323	4,539	4,766	5,004	5,254	5,517	5,793	6,082	6,386	6,706	7,041	7,393	7,763	8,151	8,558	8,986
Management and Support																				
KT POF Management and Support		169	178	130	136	143	150	157	165	174	182	191	201	211	222	233	244	256	269	283
Contractor Management and Support		698	733	740	777	816	857	900	945	992	1,042	1,094	1,149	1,206	1,266	1,330	1,396	1,466	1,539	1,616
Total Management and Support		868	911	870	913	959	1,007	1,057	1,110	1,166	1,224	1,285	1,350	1,417	1,488	1,562	1,641	1,723	1,809	1,899
Total Operating Expenses		3,444	4,849	4,987	5,236	5,498	5,773	6,061	6,364	6,683	7,017	7,368	7,736	8,123	8,529	8,955	9,403	9,873	10,367	10,885
Net Operating Operating Subsidy Required		2,917	3,742	3,824	4,015	4,216	4,427	4,648	4,881	5,125	5,381	5,650	5,933	6,229	6,541	6,868	7,211	7,572	7,950	8,348
Subsidy per Rider		\$39	\$25	\$26	\$27	\$28	\$30	\$31	\$33	\$34	\$36	\$38	\$40	\$42	\$44	\$46	\$48	\$50	\$53	\$56
Farebox Recovery		15.3%	22.8%	23.3%	23.3%	23.3%	23.3%	23.3%	23.3%	23.3%	23.3%	23.3%	23.3%	23.3%	23.3%	23.3%	23.3%	23.3%	23.3%	23.3%
Capital	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Expenses																				
Vessels																				
Vessel Leases																				
Vessel Acquisitions	3,002	3,002																		
Vessel Tie-up Facility Lease or Construction																				
Major Engine Rebuild/Replacement																				
Subtotal Vessels	3,002	3,002																		
Terminals																				
Seattle Terminal			304																	
Kingston Terminal	510	510																		
Terminal Preservation																				
Subtotal Terminals	510	510	304																	
Capital Program Management & Support																				
Total Capital Expenditures	3,512	3,512	304																	
Total Operating and Capital Expenditures	7,844	6,956	5,153	4,987	5,236	5,498	5,773	6,061	6,364	6,683	7,017	7,368	7,736	8,123	8,529	8,955	9,403	9,873	10,367	10,885

Note: Numbers may not add up due to rounding.


Kitsap Passenger Only Ferry Financial Pro Forma
Southworth - Seattle
2017-2036
(\$ in thousands)

Operations	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	
				Southworth Service Introduced																	
Revenue																					
Fares				500	1,050	1,103	1,158	1,216	1,277	1,340	1,407	1,478	1,552	1,629	1,711	1,796	1,886	1,980	2,079	2,183	
Miscellaneous Operating Revenue																					
Total Operating Revenue				500	1,050	1,103	1,158	1,216	1,277	1,340	1,407	1,478	1,552	1,629	1,711	1,796	1,886	1,980	2,079	2,183	
Expenses																					
Direct Vessel Operating Expense																					
Operating Labor				558	879	923	969	1,017	1,068	1,122	1,178	1,237	1,299	1,364	1,432	1,503	1,578	1,657	1,740	1,827	
Fuel				752	1,184	1,244	1,306	1,371	1,440	1,512	1,587	1,667	1,750	1,837	1,929	2,026	2,127	2,233	2,345	2,462	
Other Operating Costs				53	83	87	91	96	101	106	111	117	122	128	135	142	149	156	164	172	
Maintenance Labor				195	308	323	339	356	374	393	413	433	455	478	501	526	553	580	609	640	
Maintenance Supplies and Materials				160	252	265	278	292	307	322	338	355	373	392	411	432	453	476	500	525	
Vessel Insurance				112	176	185	194	204	214	225	236	248	260	273	287	301	316	332	348	366	
Other Maintenance				48	76	80	84	88	92	97	102	107	112	118	124	130	137	143	151	158	
Subtotal Vessel Operations				1,878	2,958	3,106	3,262	3,425	3,596	3,776	3,965	4,163	4,371	4,589	4,819	5,060	5,313	5,578	5,857	6,150	
Direct Terminal Operating Expense																					
Labor				134	140	147	155	162	170	179	188	197	207	218	228	240	252	264	278	292	
Maintenance				35	55	57	60	63	66	70	73	77	81	85	89	93	98	103	108	113	
Terminal Lease Expense				21	33	34	36	38	40	42	44	46	48	51	53	56	59	62	65	68	
Other				112	177	185	195	204	215	225	237	248	261	274	288	302	317	333	350	367	
Subtotal Terminal Operations				301	404	424	445	468	491	516	542	569	597	627	658	691	726	762	800	840	
Total Direct Expenses				2,179	3,362	3,531	3,707	3,892	4,087	4,291	4,506	4,731	4,968	5,216	5,477	5,751	6,039	6,340	6,657	6,990	
Management and Support																					
KT POF Management and Support				110	116	122	128	134	141	148	155	163	171	180	189	198	208	218	229	241	
Contractor Management and Support				630	662	695	730	766	805	845	887	931	978	1,027	1,078	1,132	1,189	1,248	1,311	1,376	
Total Management and Support				741	778	817	858	900	945	993	1,042	1,094	1,149	1,207	1,267	1,330	1,397	1,467	1,540	1,617	
Total Operating Expenses				2,920	4,140	4,347	4,565	4,793	5,033	5,284	5,548	5,826	6,117	6,423	6,744	7,081	7,435	7,807	8,197	8,607	
Net Operating Operating Subsidy Required				2,420	3,090	3,245	3,407	3,577	3,756	3,944	4,141	4,348	4,565	4,794	5,033	5,285	5,549	5,827	6,118	6,424	
Subsidy per Rider				\$31	\$20	\$21	\$22	\$23	\$24	\$26	\$27	\$28	\$30	\$31	\$33	\$34	\$36	\$38	\$40	\$42	
Farebox Recovery				17.1%	25.4%	25.4%	25.4%	25.4%	25.4%	25.4%	25.4%	25.4%	25.4%	25.4%	25.4%	25.4%	25.4%	25.4%	25.4%	25.4%	
Capital																					
Expenses																					
Vessels																					
Vessel Leases																					
Vessel Acquisitions				4,633	15,443																
Vessel Tie-up Facility Lease or Construction																					
Major Engine Rebuild/Replacement																					
Subtotal Vessels				4,633	15,443																
Terminals																					
Seattle Terminal				304																	
Southworth Terminal					638																
Terminal Preservation																					
Subtotal Terminals				304	638																
Capital Program Management & Support																					
Total Capital Expenditures				4,937	16,081																
Total Operating and Capital Expenditures				8,773	19,001	4,140	4,347	4,565	4,793	5,033	5,284	5,548	5,826	6,117	6,423	6,744	7,081	7,435	7,807	8,197	8,607

Note: Numbers may not add up due to rounding.

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Progressions
Sawyer & Associate


Cocker
Fennessy

 **steer davis gleave**


IBI
GROUP

 **Elliott Bay
Design Group**