



Alaska Marine Highway System

ALASKA MARINE HIGHWAY OPERATIONS BOARD

GETTING TO WORK ON THE LONG-RANGE PLAN
WORKSHOP

APRIL 24, 2023

Agenda

- 10:15** Introducing Guests
- 10:30** Level of Service (Working Lunch)
- 12:10** AMHS Performance Metrics
- 1:45** Planning Deliverables and Schedule
- 2:30** Wrap Up and Next Steps



PROJECT TEAM



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Level of Service

Level of Service – Discussion Overview

- What do we mean by Level of Service (LOS) for AMHS?
 - Recap of LOS Discussion from March 17 AMHOB Meeting
 - “Minimum” Level of Service
 - “Target” Level of Service
- Historical Port Call Analysis
- Level of Service Examples from Other Systems
- Community Factors Impacting Level of Service
 - Including Title VI equity review
- Level of Service Snapshots
- Activity – Community Characteristics and Who Gets Service Next?



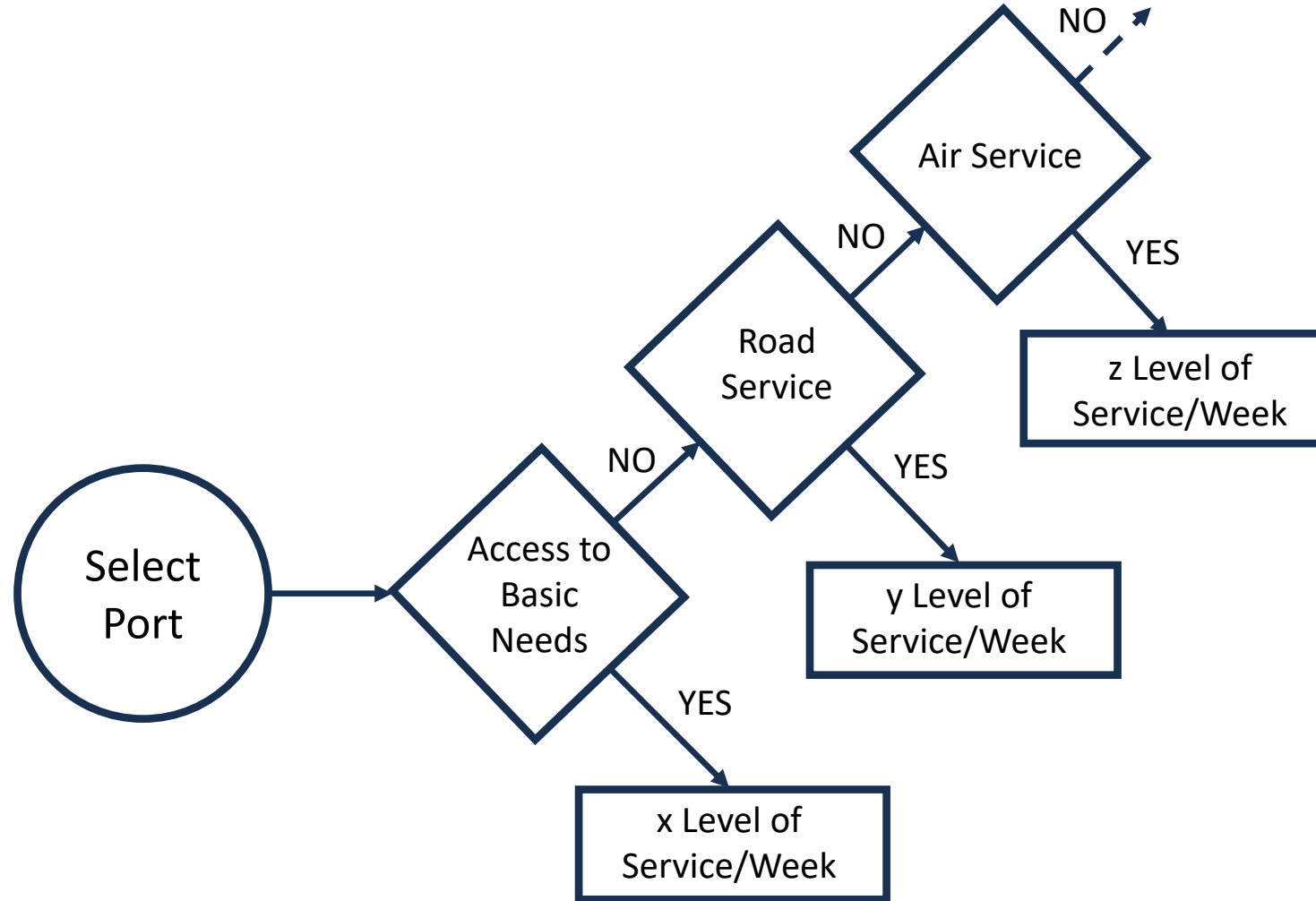
Level of Service – Recap of 3/17 Discussion

- What do we mean by “Minimum” Level of Service (LOS) for AMHS?
 - How does this impact Long-Range Plan decisions?
- What is meant by “Target” LOS?
 - How Area Plans will help derive/confirm Target Level of Service
 - Use of Comprehensive Long-Range Plan updates to adapt in an iterative way to level of service and multi-modal forecasts and goals created through Area Plan updates (South-East, South-West, Prince William Sound)
 - How does this impact Long-Range Plan decisions?
- How might we consider defining “Minimum” LOS for AMHS
 - Port Calls by Community
- What factors can we use to determine a Minimum Level of Service?
 - Historical service levels
 - 2015-2019 Service Level Data
 - Community access to basic needs



Level of Service Decision Tree (Example)

- Decision-making aid





Level of Service – Historical Port Call Analysis

		2023 Summer Published Schedule Without Supplemental Service			2023 Summer Published Schedule With Supplemental Service		
		Port Calls	% Baseline	%2021	Port Calls	% Baseline	%2021
NLC	SGY	145	55%	54%	165	62%	61%
	HNS	290	100%	100%	310	100%	100%
NIP	HNH	69	100%	79%	89	100%	100%
	TKE	33	95%	65%	73	100%	100%
	GUS	53	100%	50%	73	100%	70%
	ANG	33	89%	75%	53	100%	100%
	PEL	10	100%	50%	30	100%	100%
SIP	SIT	22	18%	27%	62	50%	75%
	KAE	19	16%	32%	39	34%	65%
	PSG	43	18%	30%	63	26%	43%
	WRG	43	18%	30%	63	26%	44%
MET	ANB	218	100%	100%	258	100%	100%
YPR	YPR	0	0%	0%	0	0%	0%
BEL	BEL	22	14%	13%	22	14%	13%

*Baseline value calculated as 75% of average of CY2017-2021 port call levels.

		2023 Summer Published Schedule Without Supplemental Service			2023 Summer Published Schedule With Supplemental Service		
		Port Calls	% Baseline	%2021	Port Calls	% Baseline	%2021
KI	SDV	52	84%	44%	92	100%	79%
	HOM	121	76%	54%	121	76%	54%
	ORI	64	100%	74%	84	100%	98%
	OUZ	64	100%	88%	84	100%	100%
	KOD	76	55%	40%	116	84%	61%
AC	CHG	12	37%	39%	32	98%	100%
	SDP	12	35%	40%	12	35%	40%
	KCV	12	35%	41%	12	35%	41%
	CBY	12	35%	41%	12	35%	41%
	FPS	6	21%	25%	6	21%	25%
	AKU	12	32%	38%	12	32%	38%
	UNA	6	16%	19%	6	16%	19%
	CHB	9	23%	21%	9	23%	21%
	WTR	147	100%	65%	147	100%	65%
PWS	VDZ	81	100%	66%	81	100%	66%
	TAT	20	100%	77%	20	100%	77%
	CDV	73	71%	48%	73	71%	48%
	YAK	0	0%	0%	0	0%	0%





Level of Service – Historical Port Call Analysis

	PORT CALLS BY OPERATING SCENARIO					
	Vessels in Layup					
	MAT	MAT, TAZ	MAT, TAZ, COL	MAT, TAZ, HUB	MAT, TAZ, KEN	
NLC	SGY	196	153	131	22	145
	HNS	349	306	262	44	290
	HNH	88	66	66	66	69
NIP	TKE	33	33	33	33	33
	GUS	65	43	43	43	53
	ANG	61	39	39	39	33
	PEL	11	11	11	11	10
SIP	SIT	28	28	6	28	22
	KAE	22	22	22	22	19
	PSG	54	54	11	54	43
	WRG	54	54	11	54	43
MET	ANB	198	198	198	198	218
	YPR	11	11	11	11	0
BEL	BEL	27	27	5	27	22

	PORT CALLS BY OPERATING SCENARIO					
	Vessels in Layup					
		MAT	MAT, TAZ	MAT, TAZ, COL	MAT, TAZ, HUB	MAT, TAZ, KEN
KI	SDV	58	58	58	58	52
	HOM	137	137	137	137	121
	ORI	64	64	64	64	64
	OUZ	64	64	64	64	64
	KOD	96	96	96	96	76
AC	CHG	12	12	12	12	12
	SDP	12	12	12	12	12
	KCV	12	12	12	12	12
	CBY	12	12	12	12	12
	FPS	6	6	6	6	6
	AKU	12	12	12	12	12
	UNA	6	6	6	6	6
PWS	CHB	10	10	10	10	9
	WTR	178	178	178	178	147
	VDZ	88	88	88	88	81
	TAT	22	22	22	22	20
	CDV	65	65	65	65	73
YAK	YAK	15	15	15	15	0



LOS Example: WSF

- WSF has used a LOS standard that calls for a 0 boat-wait for all pedestrians, bicyclists and registered HOV vehicles. Boat waits for general vehicle traffic are route dependent and are between 1 to 2 boat waits.¹
- WSF Tiers of LOS standards by route and by season that are based on notable percentages of total vehicle capacity over an entire month.²
- When a route reaches Tier 1, WSF explores adaptive management strategies to address congestion.²
- When a route reaches Tier 2, WSF looks to capital investments to increase capacity.²
- The 2040 LRP recommended setting a LOS for passengers with the Tier 1 based on seated capacity of the vessel and the Tier 2 based on the maximum passenger occupancy set by the USCG COI.²

¹Washington State Department of Transportation, "Washington State Ferries Vehicle Level-of-Service: Situation Assessment," 2007.

²WSDOT, "Washington State Ferries 2040 Long Range Plan," 2019.



LOS Example: BC Ferries

- On an annual basis, BC Ferries commits to the provincial government a level of service defined by number of routes completed between coastal communities¹
- Minimum hours of operation
- Capacity requirement – sufficient LOS to meet the previous years demand
- LOS defined in Coastal Ferry Services Consolidated Contract



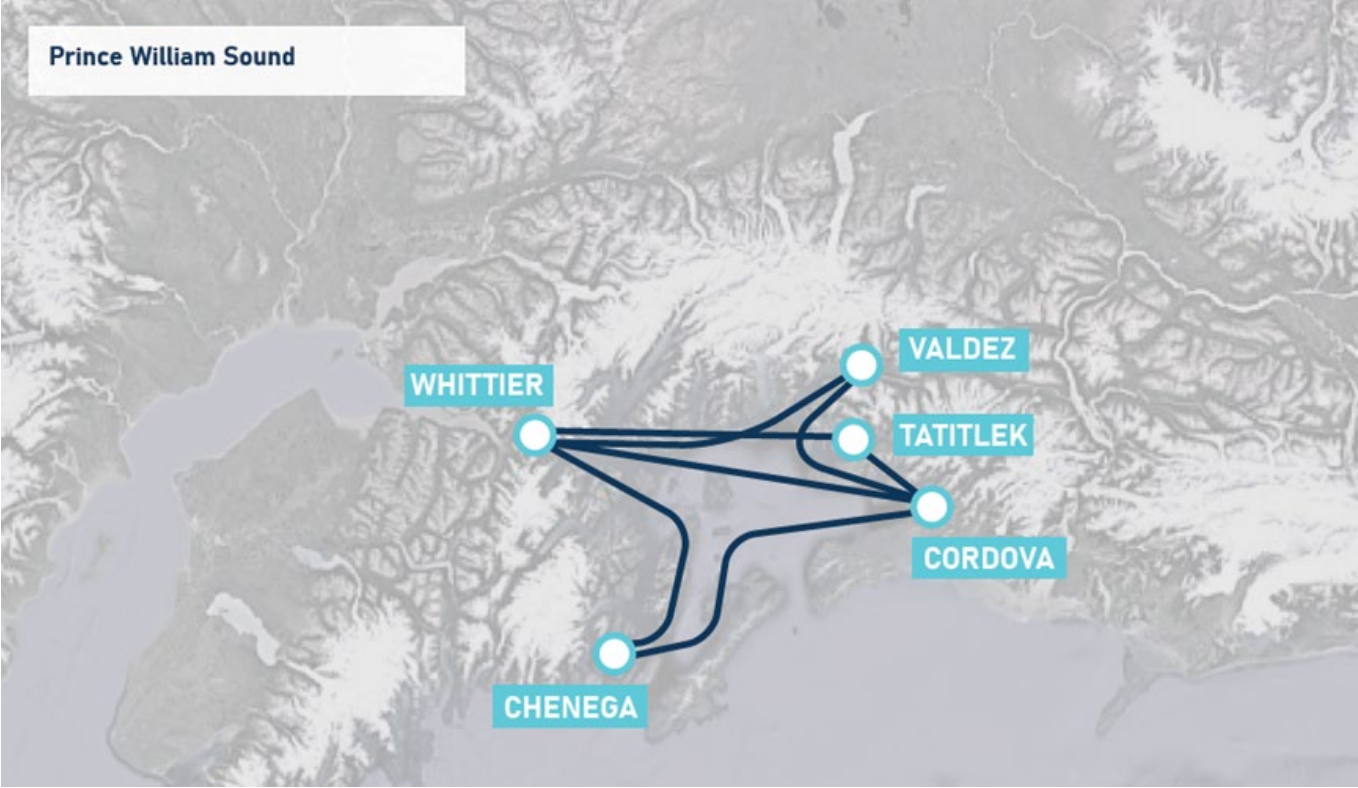
LOS Example: Shetland Island Ferries

- Transport Scotland's Routes & Services Methodology (RSM)
 - Designed to produce a consistent approach to ferry service transport provision across Scotland
 - Identifies the current level of service to an island
 - Establishes a 'model' level of service in terms of number of sailing days, number of connections per day, and the length of the operating day
 - Develops and appraises options to address any gaps between the 'current' and 'model' service provision
- An appraisal based on the Scottish Transport Appraisal Guidance (STAG) and Business Case Guidance
 - Provides a much more detailed analysis based on the local context and circumstances

Reference: Peter Brett Associates LLP, "Shetland Inter-Island Transport Study," 1 September 2016. [Online]. Available: <https://www.shetland.gov.uk/downloads/file/3340/bluemull-sound-public-engagement-information-1st-september-2016>. [Accessed 11 April 2023].



Prince William Sound Overview



Typical Vessels^{1,2}

Vessel	Aurora	Tustumena
Silhouette		
Passenger Capacity	250	160
Vehicle Capacity	33	34
Crew size	24	38
Year Built	1977	1964

Route Distances

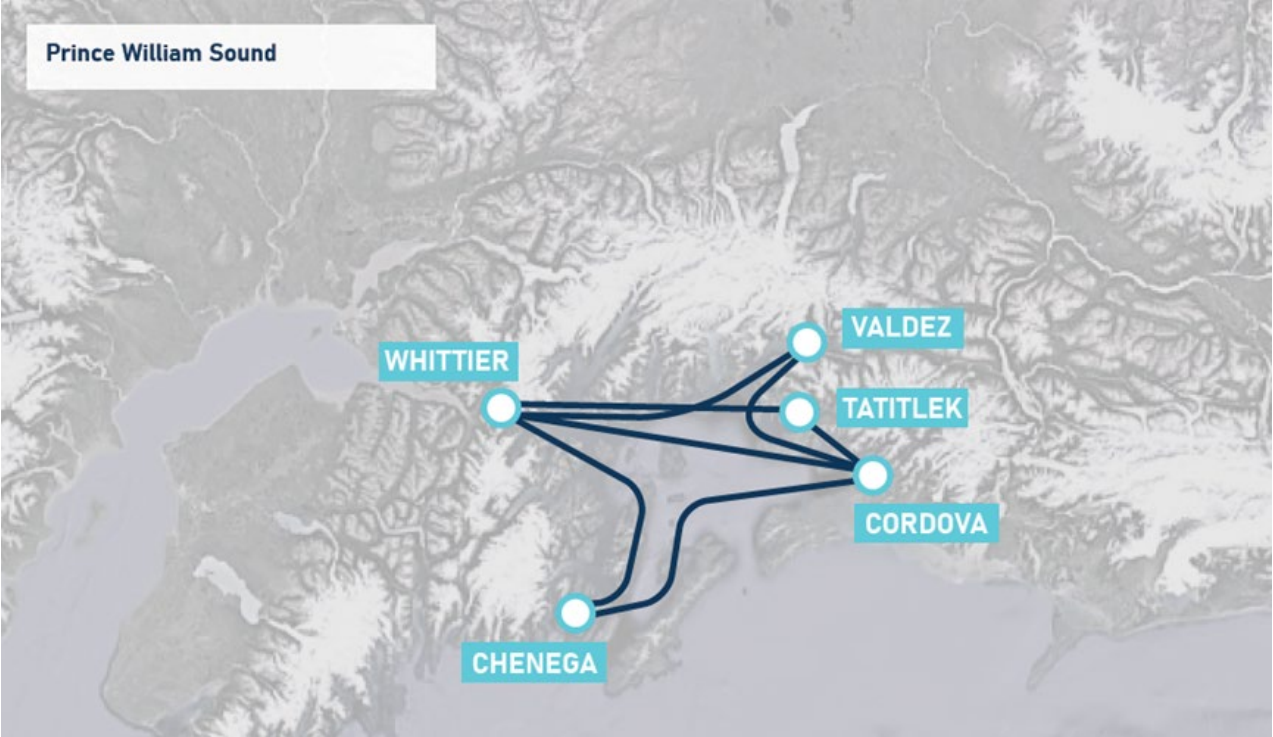
Cordova – Whittier	97 nautical miles
Whittier – Valdez	78 nautical miles
Valdez – Cordova	74 nautical miles
Cordova – Chenega	97 nautical miles
Chenega – Whittier	67 nautical miles
Whittier – Tatitlek	65 nautical miles
Tatitlek – Cordova	50 nautical miles

¹Reference: Alaska Marine Highway System, “Vessel Information Table,” [Online]. Available: https://dot.alaska.gov/amhs/doc/vess_info_table.pdf. [Accessed 16 April 2023].

²Kennicott will also serve Prince William Sound, but generally when on Cross Gulf route.



Prince William Sound Overview, Cont.



2017-2021 Port Call Averages

Terminal	Winter		Summer	
	Average	Per Capita	Average	Per Capita
Cordova	119	0.05	137	0.05
Whittier	121	0.44	195	0.72
Valdez	48	0.01	96	0.02
Tatitlek	9	0.17	27	0.52
Chenega	19	0.33	52	0.88

Minimum Service Levels (TBD)

Terminal	Total Port Calls		Weekly Port Calls	
	Winter	Summer	Winter	Summer
Cordova	#	#	#	#
Whittier	#	#	#	#
Valdez	#	#	#	#
Tatitlek	#	#	#	#
Chenega	#	#	#	#

Community Characteristics - Examples

Terminal	Population	Grocery	Medical	Road Access	Air Service	Barge Service	Fuel Cost/Gal	Half Gallon of Milk
Cordova	2,609	Yes	Yes	No	Jet	Regular	\$5.10	\$7.29
Whittier	272	Yes	Limited	Yes	No	Regular	-	-
Valdez	3,985	Yes	Yes	Yes	Sm/Med Plane	Regular	\$4.73	\$5.89
Tatitlek	90	No	Limited	No	Small Plane	None	-	-
Chenega	59	No	Limited	No	Small Plane	None	\$7.88	-

Kodiak Island & Aleutian Chain Overview



Typical Vessels^{1,2}

Vessel Silhouette	Kennicott	Tustumena
		
Passenger Capacity	450	160
Vehicle Capacity	67 (In SW)	34
Crew size	55	38
Year Built	1998	1964

Route Distances

Seldovia – Homer	17 nautical miles
Homer – Kodiak	136 nautical miles
Homer – Port Lions	134 nautical miles
Ouzinkie – Kodiak	14 nautical miles
Kodiak – Chignik	249 nautical miles
Chignik – Sand Point	138 nautical miles
Sand Point – King Cove	98 nautical miles
King Cove – Cold Bay	25 nautical miles
Cold Bay – False Pass	58 nautical miles
False Pass – Akutan	58 nautical miles
Akutan – Dutch Harbor	45 nautical miles

¹Reference: Alaska Marine Highway System, "Vessel Information Table," [Online]. Available: https://dot.alaska.gov/amhs/doc/vess_info_table.pdf. [Accessed 16 April 2023].

²Kennicott will also serve Prince William Sound, but generally when on Cross Gulf route.



Kodiak Island & Aleutian Chain Overview, Cont.



2017-2021 Port Call Averages²

Terminal	Winter		Summer	
	Average	Per Capita	Average	Per Capita
Homer	163	0.03	212	0.04
Seldovia	71	0.41	82	0.48
Port Lions	103	0.80	57	0.45
Ouzinkie	92	0.72	52	0.40
Kodiak	136	0.02	183	0.03
Old Harbor	0	0.00	5	0.02
Chignik	2	0.03	44	0.61
Sand Point	2	0.00	46	0.08
King Cove	2	0.00	45	0.06
Cold Bay	2	0.03	46	0.91
False Pass	1	0.00	38	0.10
Akutan	2	0.00	49	0.03
Dutch Harbor	2	0.00	51	0.01

Minimum Service Levels (TBD)

Terminal	Total Port Calls		Weekly Port Calls	
	Winter	Summer	Winter	Summer
Homer	#	#	#	#
Seldovia	#	#	#	#
Port Lions	#	#	#	#
Ouzinkie	#	#	#	#
Kodiak	#	#	#	#
Old Harbor	#	#	#	#
Chignik	#	#	#	#
Sand Point	#	#	#	#
King Cove	#	#	#	#
Cold Bay	#	#	#	#
False Pass	#	#	#	#
Akutan	#	#	#	#
Dutch Harbor	#	#	#	#

Community Characteristics - Examples

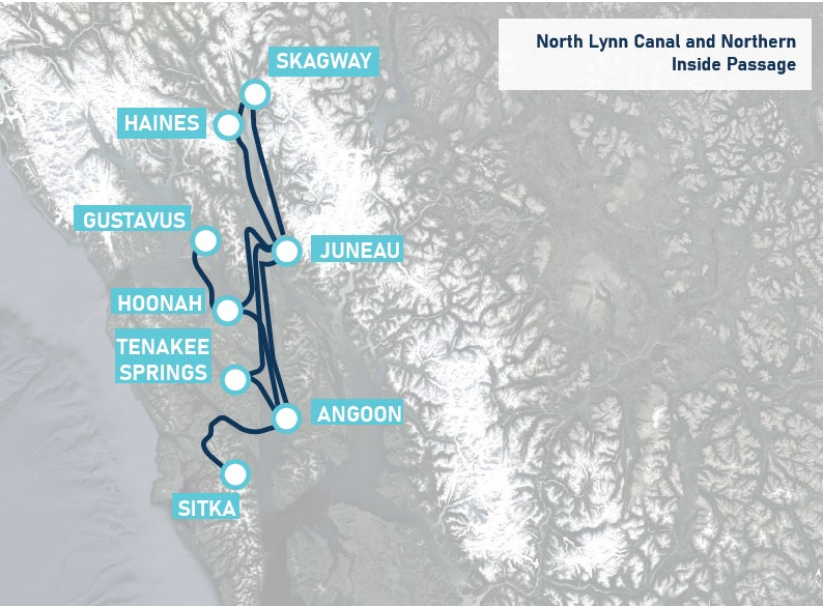
Terminal	Population	Grocery	Medical	Road Access	Air Service	Barge Service	Other Service	Fuel Cost/Gal	Half Gallon of Milk
Homer	5,522	Yes	Yes	Yes	Sm/Med Plane	None	Daily Pass. Ferry	\$3.90	\$5.29
Seldovia	199	Yes	Yes	No	Small Plane	None		\$6.39	-
Port Lions	170	Yes	Limited	No	Small Plane	None		\$6.10	
Ouzinkie	109	Yes	Limited	No	Small Plane	None		\$6.44	
Kodiak	5,581	Yes	Yes	No	Jet	Regular		\$5.68	\$5.79
Old Harbor	216	Yes	Limited	No	Small Plane	None		\$5.05	
Chignik	97	Yes	Limited	No	Small Plane	None		\$6.98	
Sand Point	578	Yes	Limited	No	Sm/Med Plane	Limited		\$5.36	\$7.89
King Cove	757	Yes	Limited	No	Small Plane	Regular		\$5.78	\$7.89
Cold Bay	50	Yes	Limited	No	Sm/Med Plane	Limited		-	-
False Pass	397	Yes	Limited	No	Small Plane	Limited		-	-
Akutan	1,589	Yes	Limited	No	Small Plane	Limited		\$5.60	-
Dutch Harbor	4,254	Yes	Yes	No	Jet	Regular		\$4.73	\$5.89

¹Reference: Alaska Marine Highway System, "Vessel Information Table," [Online]. Available: https://dot.alaska.gov/amhs/doc/vess_info_table.pdf. [Accessed 16 April 2023].

²Kennicott will also serve Prince William Sound, but generally when on Cross Gulf route.



Northern Inside Passage & North Lynn Canal Overview



Typical Vessels

Vessel	Kennicott	LeConte	Tazlina (Shown) & Hubbard	Matanuska	Columbia
Silhouette					
Passenger Capacity	450	225	280	450	499
Vehicle Capacity	78 (In SW)	33	40	83	133
Crew size	55	24	14	48	63
Year Built	1998	1974	2019	1963	1974

Route Distances

Skagway – Haines	13 nautical miles
Haines – Juneau	68 nautical miles
Juneau – Skagway	81 nautical miles
Juneau – Hoonah	48 nautical miles
Juneau – Tenakee Springs	63 nautical miles
Juneau – Angoon	78 nautical miles
Gustavus – Hoonah	23 nautical miles
Hoonah – Angoon	63 nautical miles
Angoon – Tenakee Springs	35 nautical miles
Angoon – Sitka	67 nautical miles



Northern Inside Passage & North Lynn Canal Overview, Cont.



2017-2021 Port Call Averages³

Terminal	Winter		Summer	
	Average	Per Capita	Average	Per Capita
Skagway	270	0.22	354	0.29
Haines	329	0.20	360	0.22
Gustavus	71	0.11	70	0.11
Hoonah	162	0.07	65	0.03
Tenakee	57	0.47	46	0.38
Angoon	69	0.19	51	0.14
Sitka	233	0.03	166	0.02

Minimum Service Levels (TBD)

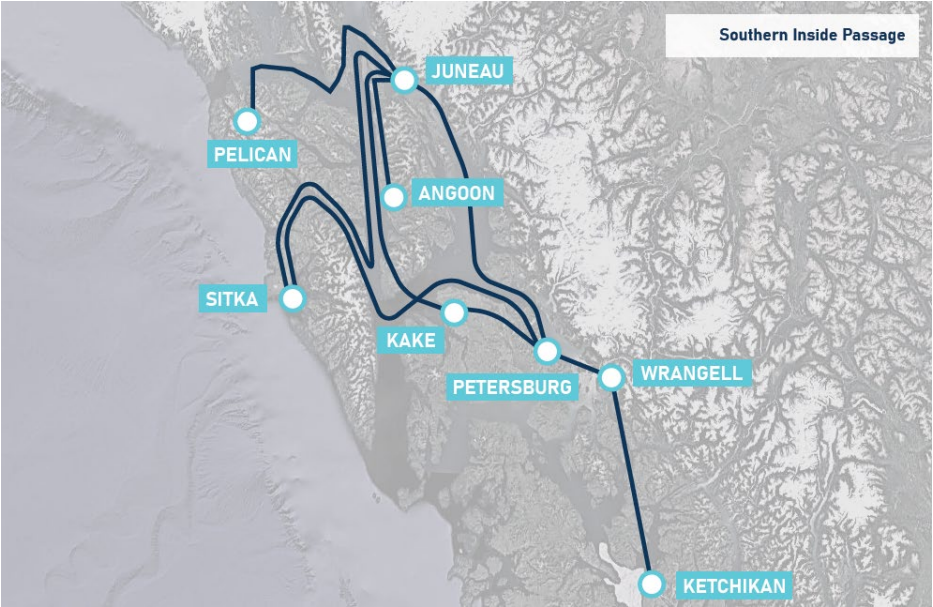
Terminal	Total Port Calls		Weekly Port Calls	
	Winter	Summer	Winter	Summer
Skagway	#	#	#	#
Haines	#	#	#	#
Gustavus	#	#	#	#
Hoonah	#	#	#	#
Tenakee	#	#	#	#
Angoon	#	#	#	#
Sitka	#	#	#	#

Community Characteristics - Examples

Terminal	Population	Grocery	Medical	Road Access	Air Service	Barge Service	Fuel Cost/Gal	Half Gallon of Milk
Skagway	1,164	Yes	Yes	Yes	Small Plane	Regular	-	\$4.49
Haines	2,080	Yes	Yes	Yes	Small Plane	Regular	-	-
Gustavus	655	Yes	Limited	No	Small Plane Jet (Summer)	None	\$5.79	-
Hoonah	921	Yes	Yes	No	Small Plane	Regular	\$5.60	-
Tenakee	116	Yes	Limited	No	Floatplane	None	-	-
Angoon	357	Yes	Limited	No	Floatplane	None	\$6.43	-
Sitka	8,458	Yes	Yes	No	Jet	Regular		\$4.49

³Historical Service Levels by Terminal (Northern Inside Passage & North Lynn Canal)

Southern Inside Passage Overview



Typical Vessels

Vessel	Kennicott	LeConte	Aurora	Matanuska	Columbia
Silhouette					
Passenger Capacity	225	225	250	450	499
Vehicle Capacity	33	33	33	83	133
Crew size	24	24	24	48	63
Year Built	1998	1974	1977	1963	1974

Route Distances

Juneau – Pelican	91 nautical miles
Juneau – Sitka	132 nautical miles
Juneau - Kake	114 nautical miles
Juneau – Angoon	78 nautical miles
Juneau – Petersburg	123 nautical miles
Kake – Petersburg	65 nautical miles
Sitka – Petersburg	156 nautical miles
Petersburg – Wrangell	41 nautical miles
Wrangell - Ketchikan	89 nautical miles



Southern Inside Passage Overview, Cont.



2017-2021 Port Call Averages⁴

Terminal	Winter		Summer	
	Average	Per Capita	Average	Per Capita
Pelican	7	0.12	14	0.25
Angoon	69	0.19	51	0.14
Sitka	233	0.03	166	0.02
Kake	108	0.22	155	0.31
Petersburg	305	0.10	318	0.10
Wrangell	313	0.15	318	0.15

Minimum Service Levels (TBD)

Terminal	Total Port Calls		Weekly Port Calls	
	Winter	Summer	Winter	Summer
Pelican	#	#	#	#
Angoon	#	#	#	#
Sitka	#	#	#	#
Kake	#	#	#	#
Petersburg	#	#	#	#
Wrangell	#	#	#	#

Community Characteristics - Examples

Terminal	Population	Grocery	Medical	Road Access	Air Service	Barge Service	Fuel Cost/Gal	Half Gallon of Milk
Pelican	98	No	Limited	No	Floatplane	None	\$7.09	-
Angoon	357	Yes	Limited	No	Floatplane	None	\$6.43	-
Sitka	8,458	Yes	Yes	No	Jet	Regular	-	\$4.49
Kake	543	Yes	Limited	No	Floatplane	Regular	\$7.09	-
Petersburg	3,398	Yes	Yes	No	Jet	Regular	\$5.28	-
Wrangell	2,127	Yes	Yes	No	Jet	Regular	\$5.45	-

⁴Historical Service Levels by Terminal (Southern Inside Passage)

Title VI Summary

- State programs that receive Federal funds cannot distinguish among individuals on the basis of race, color, or national origin, either directly or indirectly, in the type, quantity, quality or timeliness of program services, aids or benefits that they provide or the manner in which they provide them.
- The prohibition applies to intentional discrimination as well as to procedures, criteria or methods of administration that appear neutral but have a discriminatory effect.²
- The number of port calls scheduled for rural communities can't have a disparate impact on communities that are statistically defined as a majority Native Alaskan.
- The process and procedures used to determine port calls to rural communities can't create disparate treatment.

²USDHHS (n.d.). Civil Rights Requirements-A. Title VI of the Civil Rights Act of 1964, 42 U.S.C 2000 et seq. Civil Rights for Individuals and Advocates.
<https://www.hhs.gov/civil-rights/for-individuals/specialtopics/needy-families/civil-rights-requirements/index.html>



LOS Tabletop Exercise

Goal: To develop a draft list of community characteristics using AMHOB strategic input.

Process:

- (5 min) Using notes, each board member write as many ideas of “characteristics” that should be considered in considering level of service.
- (3 min) Reduce the list to your top 3 and write on another note.
- Pass the reduced list to the person on your left.
- (3 min) Build and expand upon the list of ideas received.
- Pass the expanded list to the person on your left.
- (3 min) Build and expand upon the list of ideas received.
- (15 min) Collect all lists, identify and group unique ideas on the white board.
- (15 min) Discuss decision tree concept and how it will aid in defining LOS.
- (30 min) Open discussion to select top ideas and develop priorities.

Deliverable: Draft list of prioritized community characteristics to AMHOB for review.





AMHS Performance Metrics

Overview of Performance Metrics

- There is a distinction between planning metrics and operations metrics
 - Operations metrics focus on the day-to-day operations of the system and are used to monitor performance, identify issues, and improve efficiency. They are typically measured over shorter time horizons, such as hours or days, and are used to make real-time decisions and adjustments
 - Planning metrics often focus on strategic goals and objectives, such as improving accessibility, maintaining a level of service, or increasing sustainability. They are typically measured over longer time horizons (such as several years or decades), and are used to track progress towards these goals and to evaluate the effectiveness of different policies and strategies
- AMHS regularly reports on several short and long-term metrics through the Charting the Course Program



AMHS Goals Identified by AMHOB¹

Fleet Modernization

- Fleet size and ability
- Alaska class ferries in operation
- Do our boats fit our routes
- IJA funding for new vessel construction
- 3 new ships in process
- Modern efficient fleet
- 3 replacement vessels
- Balanced sized fleet

Sales and Marketing

- Ridership incentives
- Forecast growth demands based on modernized fleet
- Reasonable fares
- Partner with communities on marketing

Service Level

- All ships in operation during summer
- Communities served
- Reliable service to all communities served
- Essential (minimum) service
- Service levels
- AMHS route analysis for service of contract
- Service vs. ridership
- Community economic impacts
- Community life, health, safety

Employee Support and Retention

- Address staffing shortages
- In-state recruitment
- Staff succession plan
- Full staffing in Ketchikan
- Management succession plan

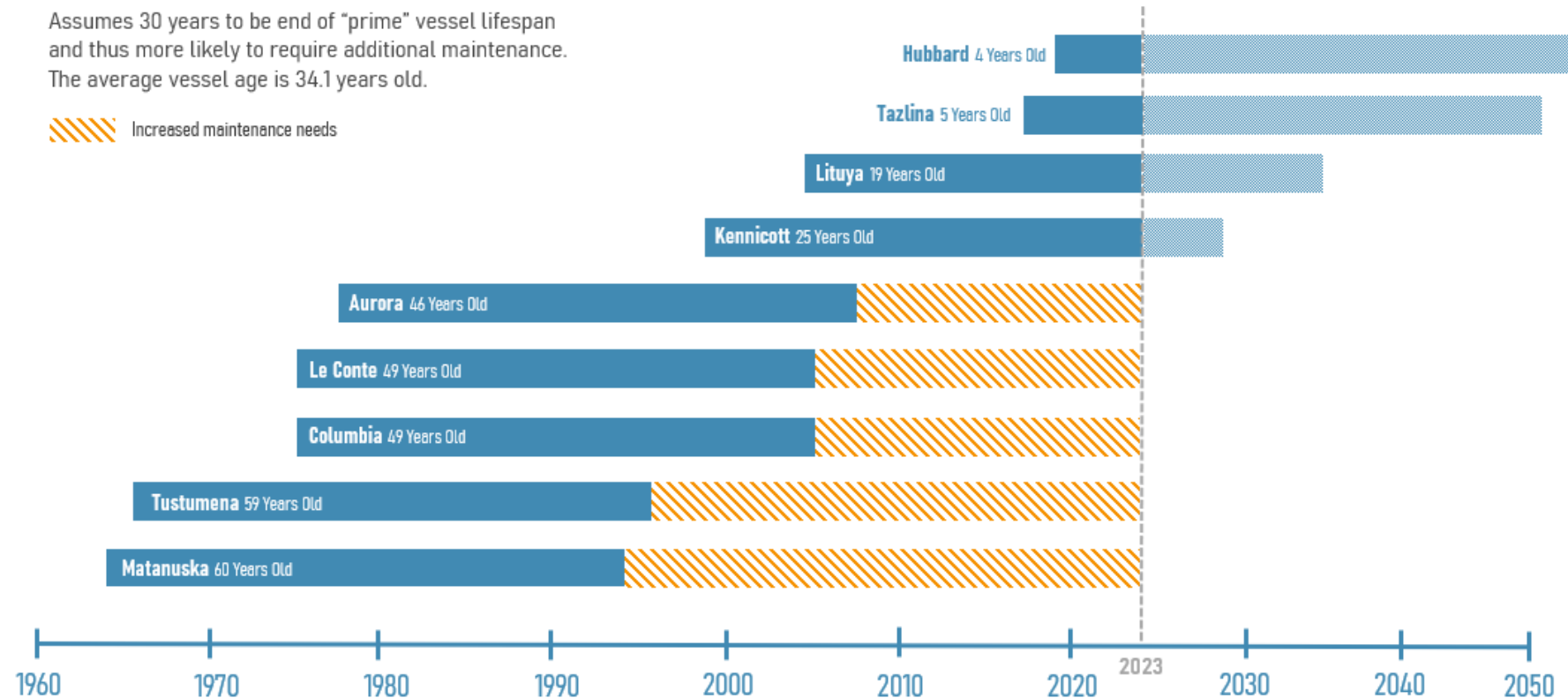
¹Denali Daniels + Associates, "Alaska Marine Highway Operations Board Facilitated Strategic Planning Session Meeting Recap," 2022.

Existing AMHS Metrics

- Fleet Modernization
 - Suggested by AMHOB in October 2022 visioning workshop

Assumes 30 years to be end of “prime” vessel lifespan and thus more likely to require additional maintenance. The average vessel age is 34.1 years old.

 Increased maintenance needs



Existing AMHS Metrics, Cont.

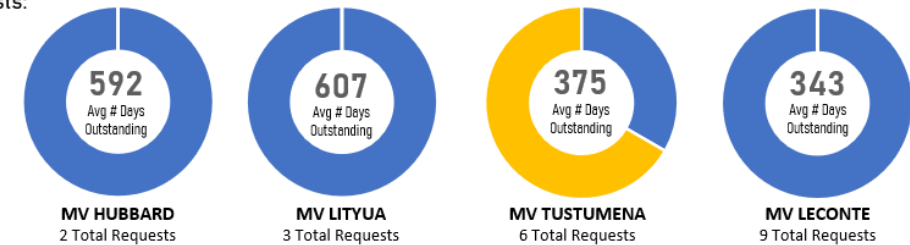
- Outstanding Maintenance Requests
 - Tracked for each vessel
 - Categorized by Priorities 1-5
 - 1 = highest priority, 5 = lowest

Outstanding Ship's Maintenance Requests

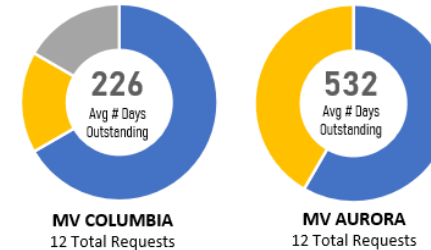
■ Priorities 1 and 2 ■ Priorities 3, 4, and 5 ■ Unassigned

Graphic Updated 10/27/22

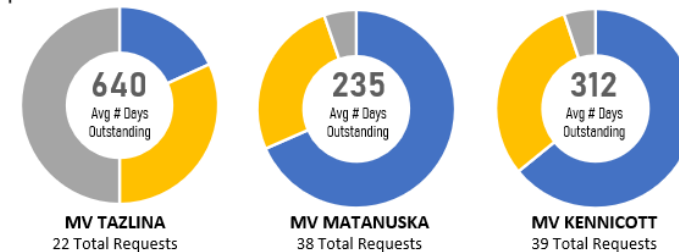
Less than 10 Requests:



10 - 20 Requests:

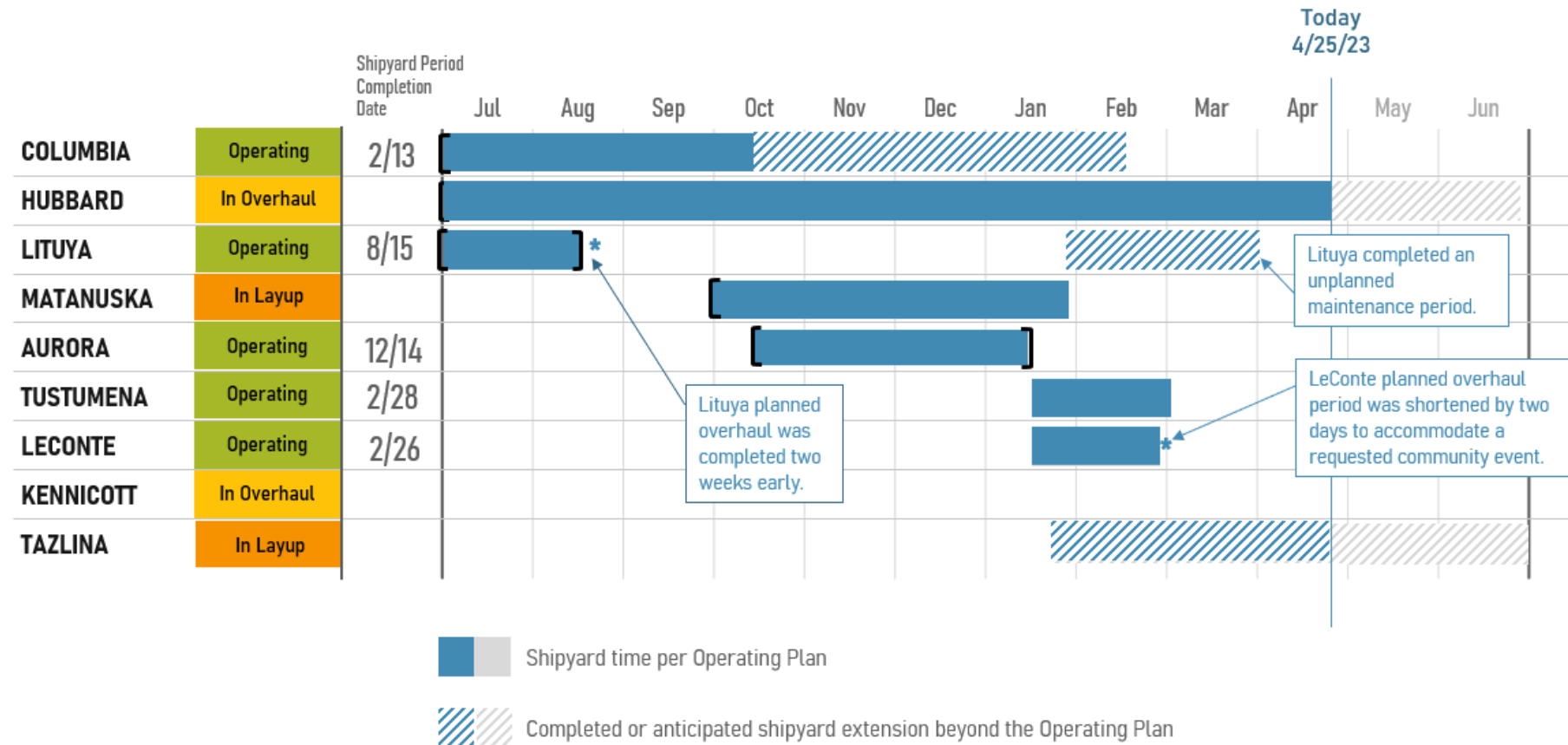


Greater than 20 Requests:



Existing AMHS Metrics, Cont.

- Shipyard Forecasting



Existing AMHS Metrics, Cont.

- Crewing Requirements
 - Graphics updated 3/2/23



2023 Summer Operating Staffing Levels
**Accounts for one full crew per vessel*

DECK

Licensed    [3 of 2]

Unlicensed   [1 of 2]

ENGINE

Licensed    [3 of 2]

Unlicensed  [1 of 1]

PASSENGER SERVICES

Steward     [4 of 0]

Cook 

Purser  [1 of 0]

KEY

-  Filled position
-  Unfilled position
-  Crew not needed for this operating condition
-  Qualified personnel available

Fleetwide Staffing Levels

2023 Winter Operating Schedule

The bars represent available crew of minimum crew required for service. Please note, required crew accounts for 2 full crews per vessel plus relief

DECK

Licensed  

Unlicensed  72 of 119

ENGINE

Licensed  67 of 72

Unlicensed  34 of 60

PASSENGER SERVICES

Steward  

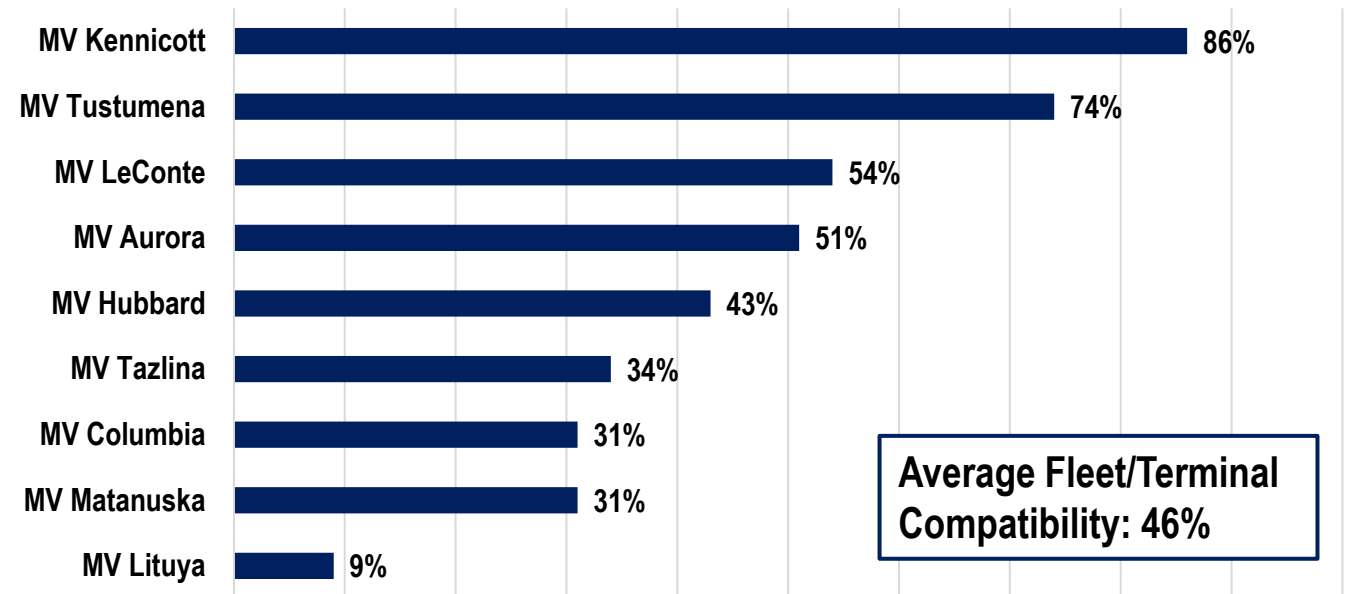
Cook  9 of 21

Purser  16 of 19

Potential AMHS Metrics

- Service Reliability
 - Scheduled vs. actual trips
 - Categorization of reasons for cancellations
- Fleet Standardization
 - Terminal and vessel compatibility
- Capacity Utilization
 - Percentage of passenger capacity and vehicle lane footage used per trip
- Safety
 - Crew and passenger
 - Environment

Percentage of Compatible Terminals by Vessel*



*Graphic developed for deliberative purposes. Data not finalized.

Case Study Examples – WSF¹

Theme	Goals
Sustainability & Resilience	1. Green the fleet and reduce WSF's environmental footprint through sustainable practices and environmental stewardship. 2. Plan for emergencies and climate change to sustain reliable service through 2040.
Manage Growth	1. Increase walk-on ridership. 2. Spread out demand.
Customer Experience	1. Provide better trip-planning information. 2. Reduce customer wait times. 3. Enhance multimodal connections and accessibility.
Reliable Service	1. Replace aging vessels and invest in new vessels to maintain reliable service. 2. Preserve and improve terminals to enhance safety and operations. 3. Invest in attracting, retaining, and strengthening the workforce. 4. Implement technology-based solutions that improve system-wide reliability.

¹WSDOT, "Washington State Ferries 2040 Long Range Plan," 2019.



WSF Performance Metrics¹

- Capital and Maintenance Effectiveness
 - Number of projects completed on time and within budget
 - Vessel and terminal design and engineering costs measured in terms of percentage of total capital program
 - Vessel out-of-service time due to capital projects and maintenance activities.
- Safety Performance
 - Passenger injuries per million passenger miles
 - OSHA recordable crew injuries per 10,000 revenue service hours
- Cost Containment: Budget and expense related measures
 - Operating cost per passenger mile
 - Operating cost per revenue service mile
 - Overtime as a percentage of straight time
 - Gallons of fuel consumed per revenue service mile
- Service Effectiveness
 - Service reliability
 - On-time performance
 - Passenger satisfaction
 - Interaction with ferry employees
 - Cleanliness and comfort of vessels and terminals
 - WSF response to requests for assistance

¹WSDOT, "FY 2021 WSDOT Ferries Division Performance Report," 2021.



Case Study Examples – BC Ferries¹

Theme	Goals
People	1. Ensure they have enough people for optimal service delivery and to have the right people in the right place at the right time. 2. Respond to increasing system demand/volume and meet current and forecasted vehicle demand.
Relations	1. Develop meaningful and relevant relations with Indigenous communities.
Emissions	1. Respond to climate change and strive to achieve a 27% reduction in greenhouse gas emissions by 2030. 2. Enhance service integration to forms of transportation with lower emissions.
Capital Plan	1. Deliver a capital plan that supports growth and addresses the needed capacity on constrained routes yet has the flexibility to reduce capital spend if travel patterns and demand change.

¹BC Ferries, "Performance & Sustainability Report Fiscal Year 2021-2022," 2022.

BC Ferries Performance Metrics²

- # of round trips delivered to each port vs # required by the contract.
- Vessel capacity vs capacity utilization for each Designated Route.
- Vehicle traffic and passenger traffic.
- On-time performance (percentage of sailings departing or arriving within 10 minutes of the scheduled time) for Designated Routes.
 - Reasons for delays – controllable, non-controllable, accumulated.
 - Duration of delays
- Cancelled Round Trips by Route
- Extra Round Trips by Route
- Service quality
 - Customer Experience
 - On-time performance
 - Fleet reliability
 - Percentage of positive comments
 - Customer Complaints
 - Customer satisfaction with Customer Service Center
 - Response Time Average
 - Average Speed of Call Answer
 - First Call Resolution

²British Columbia Ferry Services Inc., "Annual Report to the British Columbia Ferries Commissioner Year Ended March 31, 2022," 2022.



Performance Metrics Tabletop Exercise

Goal: To develop a draft list of short- and long-term performance metrics using AMHOB strategic input.

Process:

- (5 min) Using notes, each board member create two lists (one short-term and one-long term) with as many performance metrics that they can think of to measure against.
- (3 min) Reduce each list to your top 3 and write on another note.
- Pass the reduced lists to the person on your left.
- (3 min) Build and expand upon each list of metrics received.
- Pass the expanded lists to the person on your left.
- (3 min) Build and expand upon each list of metrics received.
- (15 min) Collect all lists and put unique metrics for both short-term and long-term on the white board.
- (30 min) Open discussion to select top metrics.

Deliverable: Draft lists of short and long-term performance metrics to AMHOB for review.





Planning Deliverables and Schedule

Short-Range Plan

- **January 1st, 2023 – December 31st, 2023**
- **2023 Management Plan**
 - 2023 Operating Budget
 - 2023 Recommended Capital Budget
 - AMHOB Membership and Competencies
- **2023 Operating Plan**
 - Vessels
 - Crew
 - Schedules
- **Next Steps**
 - Comprehensive Long-Range Plan Development
 - Future Short-Range Plan Updates



Comprehensive Long-Range Plan

- Confirming Vision, Goals, Objectives
- Getting to Level of Service
 - Communities Served/Equity Considerations
- Performance Metrics



Planned Schedule

Proposed Date	Plan Document
ASAP	Short-Range Plan
August 1, 2023	Draft Comprehensive Long-Range Plan





Wrap Up & Next Steps

Next Steps

- Short-Range Plan
- Level of Service Efforts
- Confirming Results of Tabletop Exercise
- Strategic Direction Survey – confirming goals and performance metrics
- Confirming Comprehensive Long-Range Plan Content



Wrap Up, Discussion

Thank You

