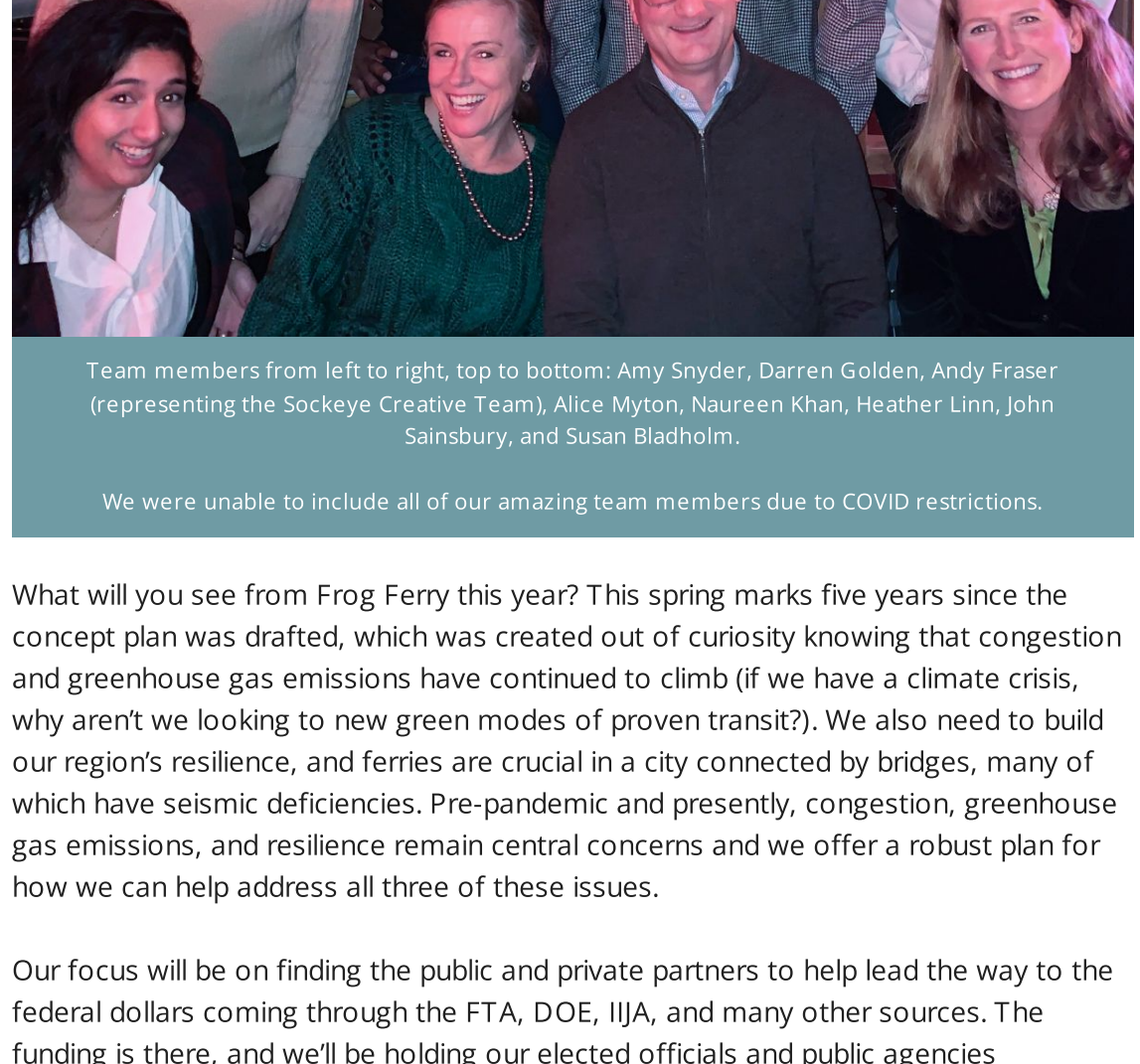


Welcome 2022!



Board members from left to right, top to bottom: James Paulson, Dan Bower, Nina Byrd, Paul Brodeur, Allison Tivnon, Scott South, Charlene Zidell, and Susan Bladholm. Not pictured: Sue Van Brocklin and Nyah Zarate.



Team members from left to right, top to bottom: Amy Snyder, Darren Golden, Andy Fraser (representing the Sockeye Creative Team), Alice Myton, Naureen Khan, Heather Linn, John Sainsbury, and Susan Bladholm.

We were unable to include all of our amazing team members due to COVID restrictions.

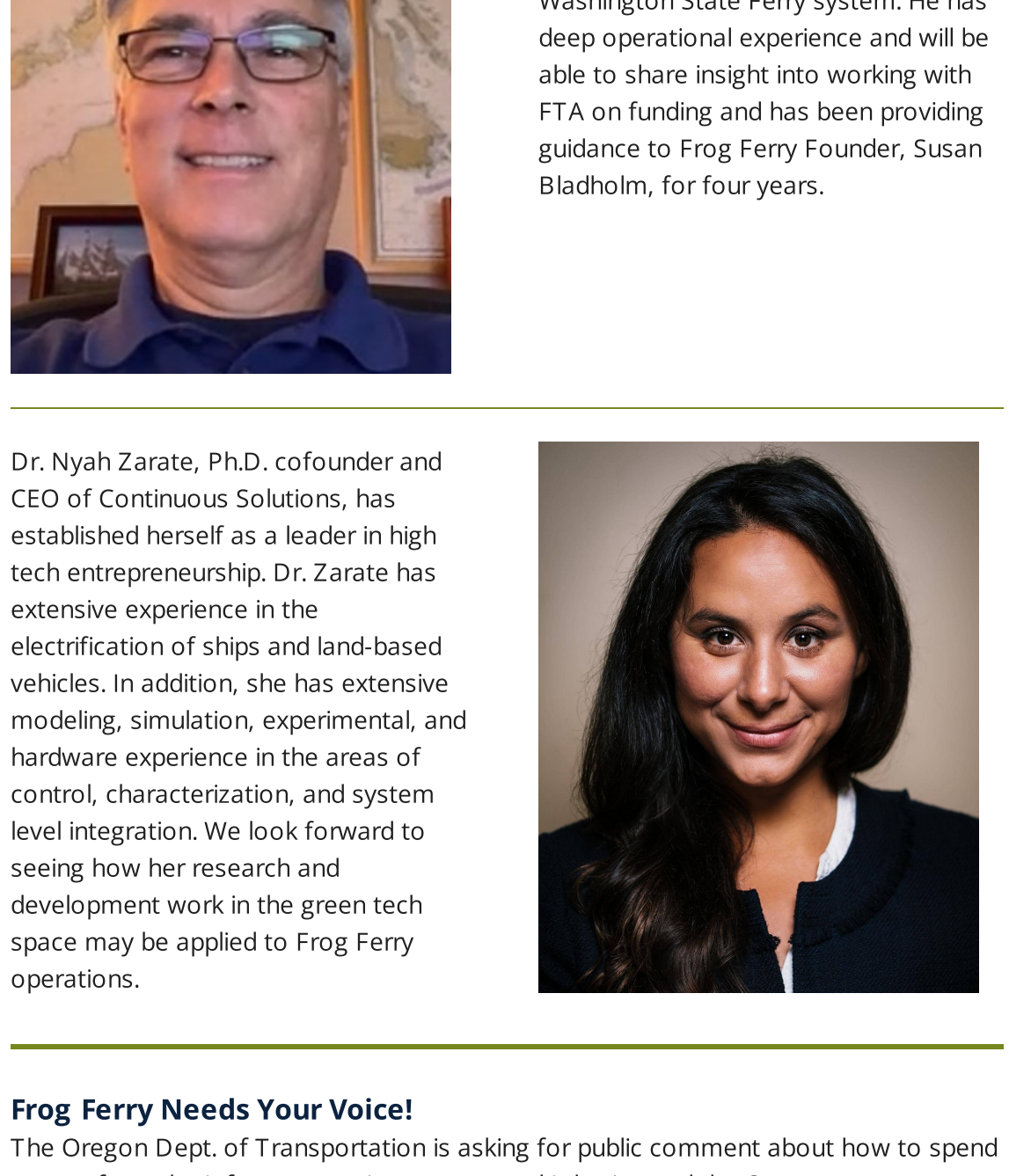
What will you see from Frog Ferry this year? This spring marks five years since the concept plan was drafted, which was consisted out of curiosity knowing that congestion and greenhouse gas emissions have continued to climb (if we have a climate crisis, why aren't we looking to new green modes of proven transit?). We also need to build our region's resilience, and ferries are crucial in a city connected by bridges, many of which have seismic deficiencies. Pre-pandemic and presently, congestion, greenhouse gas emissions, and resilience remain central concerns and we offer a robust plan for how we can help address all three of these issues.

Our focus will be on finding the public and private partners to help lead the way to the federal dollars coming through the FTA, DOE, IJJA, and many other sources. The funding is there, and we'll be holding our elected officials and public agencies accountable for whether or not they will help us pursue the funding available—especially since we cannot apply directly as a nonprofit. For those of you who have been tracking our FTA grant application (which the City of Portland sponsored for us), we should learn whether we have been awarded funding by early March 2022.

Looking Ahead to 2022: Key Goals

1. Clarify our status as a public/private partnership. Do we have a public agency champion?
2. Secure funding for Pilot Project from federal, state, and local sources, foundations, sponsors, and benefactors.
3. Prepare to apply for the Bipartisan Infrastructure Bill Law funding (via ODOT) \$1.2B for Oregon this year.
4. Complete Operations Plan (part of the STIF).
5. Further develop our brand: marketing, boat colors/design, swag, partnerships.
6. Establish Regulatory/Permitting: superfund, leases for docks.

On January 26th, we held a brainstorming session for business and public agency leaders across our region to find the path forward. Which elected officials will step up to lead and champion and which agency will help us make progress? There is a broad continuum for what "support" looks like and we need individuals, companies, and agencies to help carry the torch.



Over 20 business and community leaders came together to brainstorm innovative financing solutions.

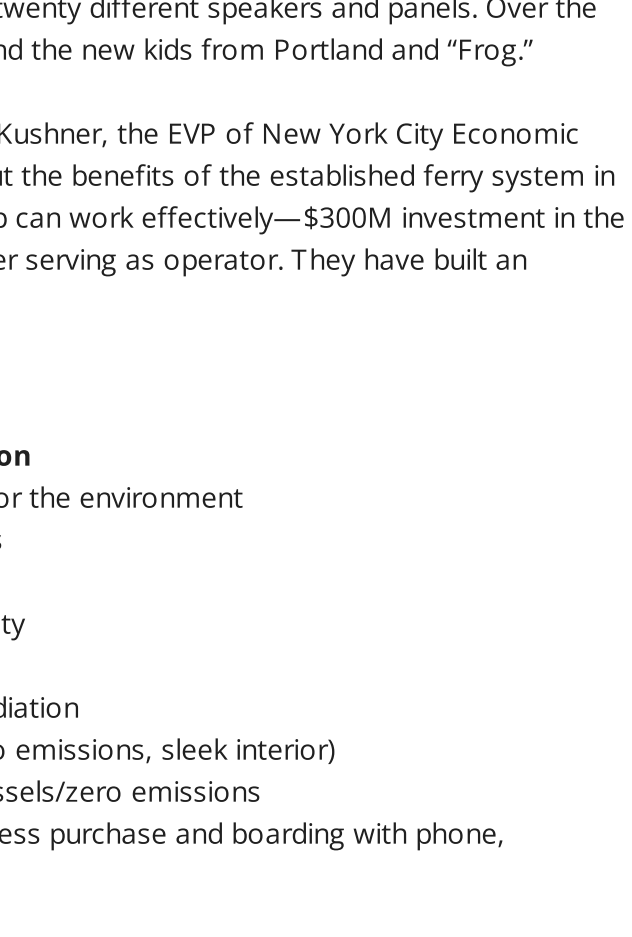
Meet Our New Board Members

The board unanimously voted to induct Paul Brodeur as a new board member in December and Dr. Nyah Zarate as a new board member in January.



Paul Brodeur is the Director of King County Ferry System for over 10 years and previously served with the Washington State Ferry system. He has deep operational experience and will be able to share insight into working with FTA on funding and has been providing guidance to Frog Ferry Founder, Susan Bladholm, for four years.

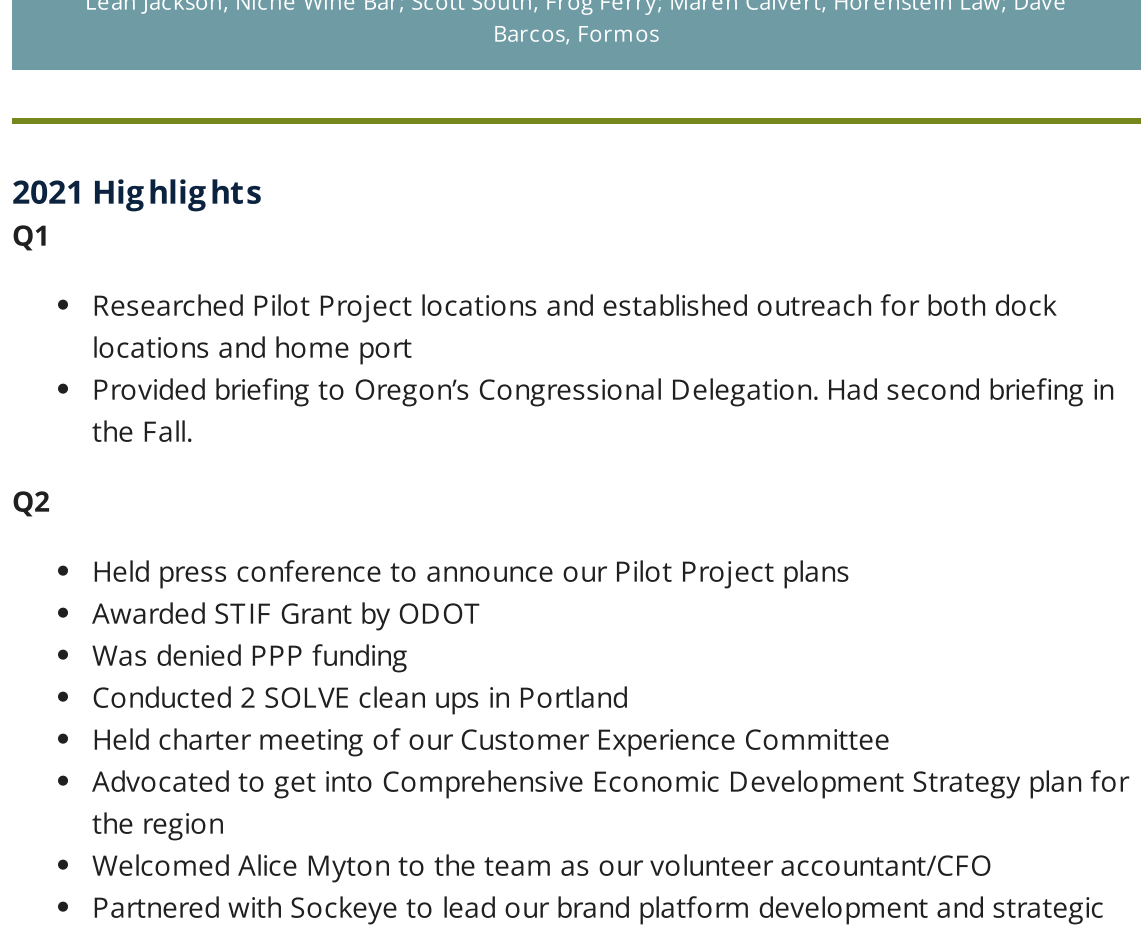
Dr. Nyah Zarate, Ph.D. cofounder and CEO of Continuous Solutions, has established herself as a leader in high tech entrepreneurship. Dr. Zarate has extensive experience in the electrification of ships and land-based vehicles. In addition, she has extensive modeling, simulation, experimental, and hardware characterization, and system level integration. We look forward to seeing how her research and development work in the green tech space may be applied to Frog Ferry operations.



Frog Ferry Needs Your Voice!

The Oregon Dept. of Transportation is asking for public comment about how to spend money from the Infrastructure Investment and Jobs Act and the Oregon Transportation Plan.

You can learn more here at the [project video](#). We ask our ferry supporters to provide written public testimony about how a ferry service can help improve our region's livability. Please go to <https://www.oregon.gov/odot/Get-Involved/Pages/OTC-Comments.aspx> and tell them you want to see a ferry service be included in the budget as a new investment to help reduce greenhouse gas emissions, minimize congestion, build our region's resilience, and to help connect people with jobs and the river. Please provide your testimony by Oregon's Birthday on Monday, February 14th.



Frog Ferry Leadership Team from left to right: Susan Bladholm, Amy Snyder, Heather Linn.

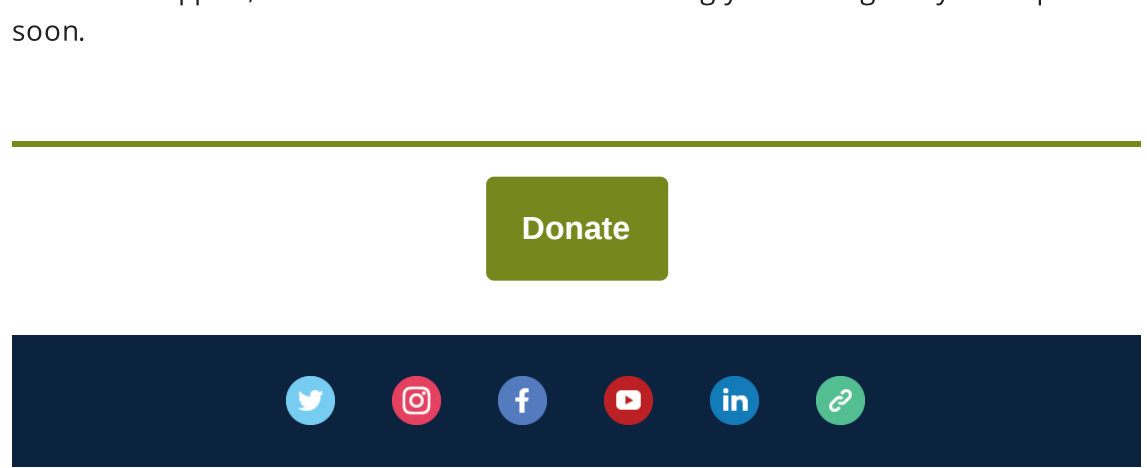
Ferry Conference Highlights

We wish we could have taken all of you with us to New Jersey for the annual ferry conference, attended by 200 ferry leaders from across the country. Amy, Heather, and Susan were avid students, listening to twenty different speakers and panels. Over the two days, there was quite a buzz around the new kids from Portland and "Frog."

The conference kicked off with Cecilia Kushner, the EVP of New York City Economic Development Corporation talking about the benefits of the established ferry system in NYC and how public/private partnership can work effectively—\$300M investment in the ferry system from NYC with Hornblower serving as operator. They have built an operation of 38 boats over four years.

The top two themes included:

- **Electrification/decarbonization**
 - Reduced/zero emissions for the environment
 - Reduced operational costs
 - Improved uptime
 - Improved operational safety
- **Design innovation**
 - Sound and vibration remediation
 - Hydrofoil design (fast, zero emissions, sleek interior)
 - Electrification – quieter vessels/zero emissions
 - Digital experience – seamless purchase and boarding with phone, contactless



Vancouver and Frog Ferry leaders held a strategy meeting over coffee in a supporter's garage. Pictured from left to right: Susan Bladholm, Frog Ferry; Capt. Peter Wilcox, Inside Passage Decarbonization Project; Commissioner Don Orange, Port of Vancouver; Amy Snyder, Frog Ferry; Leah Jackson, Niche Wine Bar; Scott South, Frog Ferry; Maren Calvert, Horenstein Law; Dave Barcos, Formos

2021 Highlights

Q1

- Researched Pilot Project locations and established outreach for both dock locations and home port
- Provided briefing to Oregon's Congressional Delegation. Had second briefing in the Fall.

Q2

- Held press conference to announce our Pilot Project plans
- Awarded STIF Grant by ODOT
- Was denied PPP funding
- Conducted 2 SOLVE clean ups in Portland
- Held charter meeting of our Customer Experience Committee
- Advocated to get into Comprehensive Economic Development Strategy plan for the region
- Welcomed Alice Myton to the team as our volunteer accountant/CFO
- Partnered with Sockeye to lead our brand platform development and strategic marketing plan
- Held Kaizen session with 10 regulatory agencies (with Jacobs)
- Organized consultants in place for Pilot Project Plan (and five sub plans)
- Launched updated website on June 8th

Q3

- Acquired City Council votes to sponsor FTA Grant
- Completed Pilot Project Plan (including Marketing, CX, Regulatory, Finance, and Community Benefits Plans)
- Conducted Cathedral Park clean up
- Completed SOLVE clean up
- Welcomed Darren Golden to the team as our lead on Government Affairs
- Conducted sponsor strategy session and created sponsor deck with Sockeye. Made outreach to initial sponsor prospects
- Developed partnership with Photon Marine in effort to get funding/plan for shoreside charging infrastructure with PGE

Q4

- Submitted FTA Grant application
- Held FTA presentation re: grant application and categorical exclusion/NEPA
- Conducted DC Ferry meetings
- Hosted River Run Event
- Visited Seattle and Bellingham for ferry fact-finding
- Secured TriMet documentation for STIF Grant
- Attended NY Ferry Conference with Leadership Team
- Held Frog Ferry Virtual Open House
- Welcomed Paul Brodeur to the Frog Ferry Board
- Outlined Operations Plan scope of work as part of STIF grant
- Conducted Frog Ferry team building at NY Ferry Conference and in virtual collaboration with Deb Weekley to "create our culture"

New Office Space

Frog Ferry is on the move! With the generosity and support of Jim Mark at Melvin Mark, Frog Ferry has a new office downtown in Columbia Square. We are so grateful for space for our growing team to meet and collaborate. Now, all we need is to furnish it. We are looking for desks, chairs, a conference room table, relevant artwork, and small kitchen appliances. Please contact Amy Snyder at amys@frogferry.com, and she will be happy to discuss, and possibly arrange for pick-up/transport. Thanks for your continued support, and we look forward to welcoming you to Frog Ferry Headquarters soon.

