

EXHIBIT TO TESTIMONY OF
BRIAN TRACEY
FOR RIDE THE DUCKS OF SEATTLE, L.L.C.

Declaration

BEFORE THE
WASHINGTON UTILITIES AND TRANSPORTATION COMMISSION

WASHINGTON UTILITIES AND
TRANSPORTATION COMMISSION,

Complainant,

v.

RIDE THE DUCKS OF SEATTLE, L.L.C.
d/b/a SEATTLE DUCK TOURS,

Respondent.

DOCKET TE-151906

DECLARATION OF BRIAN TRACEY

1 I am the owner of Ride the Ducks of Seattle, L.L.C. ("RTDS"). I am over the age of 18,
competent to be a witness, have personal knowledge of the matters set forth herein, and am
prepared to testify to the same.

I. RTDS AND THE SEATTLE COMMUNITY

2 RTDS is a family-run business that employs 130 workers in the city of Seattle.

3 RTDS has been a top Seattle attraction for 19 years.

4 RTDS has been named Seattle's "Best City Tour" seven years in a row by King 5's Best
Northwest Escapes.

5 RTDS is committed to philanthropy and has donated over \$100,000's worth of tickets in the
past four years alone.

II. COMMITMENT TO SAFETY

A. RTDS Daily Duck Inspections

6 RTDS requires mechanics to check every Duck every day before it is allowed to operate.

7 RTDS executes a “two sets of eyes” policy for its daily Duck inspections. Each Duck that
has ever and will ever be sent out on Seattle’s streets, whether for tours or training, is
inspected thoroughly by a maintenance technician and the Captain.

B. Ongoing Commitment to Improving Safety

8 RTDS has welcomed and cooperated fully with the investigation, opening its practices, fleet
and facilities to scrutiny, and making team members available to answer questions and assist
with the effort.

9 RTSD will add a second staff member (“Deckhand”) to every tour, and make ongoing
modifications to the fleet, including additional video cameras and GPS tracking.

10 RTDS has changed its randomized drug and alcohol testing contractor.

III. SAFETY TEAM AND TRAINING

A. Maintenance Team

11 All maintenance team members have completed requirements to qualify as a United States
Inspector of a Commercial Vehicle and Inspector of Commercial Vehicle Brakes.

12 All maintenance team members complete a 90-day training course.

B. Captains/Drivers

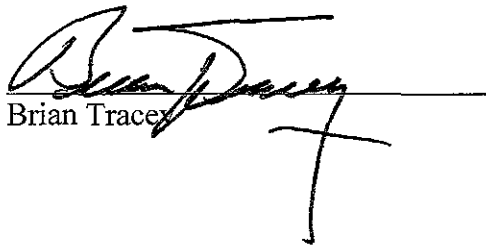
13 RTDS’s team of Captains includes former commercial airline pilots, helicopter pilots,
commercial fishing boat Captains, cruise ship Captains, engineers, and military personnel.

14 All Captains hold a Washington State Commercial Driver’s License and, at a minimum, a
25-ton Limited Local Merchant Marine Credential.

- 15 All Captains have undergone 240 hours of training and hold a minimum of 120 hours of operational sea time.
- 16 In addition to the initial training requirements, RTDS mandates ongoing training for Captains, and conducts regular safety briefings.
- 17 Trainers drill Captains on a regular basis. Emergency drills include, but are not limited to, man overboard, fire on board, flooding, collision on land/water, grounding, medical emergency, abandon ship, loss of steering on water, and loss of propulsion.
- 18 RTDS also requires Captains to participate in quarterly continuing education.
- 19 Upon returning to operations, RTDS will also added second crew member to each tour.

I declare under the penalty of perjury under the laws of the State of Washington that the foregoing is true and correct.

DATED this 17th day of December, 2015.


Brian Tracey