

SKAGIT COUNTY
PUBLIC WORKS DEPARTMENT
Ferry Operations Division

2021 Ferry Fare Revenue Target Report
30APR2021



Skagit County Public Works Department
2021 Ferry Fare Revenue Target Report

The following report is prepared annually for submittal to the Board of Skagit County Commissioners pursuant to Resolution R20100050, amended by Resolution R20110382, which establishes the Guemes Island Ferry fare revenue target methodology.

Resolution R20110382 states that, “It is the desire of the Board that the County’s ferry fare revenue target be calculated as a percentage of the overall system operating and maintenance costs as computed in the annual deficit reimbursement report provided to the state less revenues from the motor vehicle fuel tax and state ferry deficit reimbursement. In order to balance and mitigate potential large variations in year-to-year maintenance costs and revenues from the motor vehicle fuel tax and state deficit reimbursement, these costs and revenues will be averaged over the previous five county calendar fiscal year periods.”

The ferry fare revenue target shall be calculated, using data from January 1 through December 31 of each calendar year, as follows:

“The five (5) calendar year average of ferry operating and maintenance costs as computed in the prior annual deficit reimbursement reports submitted to the State. For purposes of this resolution, capital expenditures are not included in the ferry operating and maintenance costs and shall be defined as all capital expenditures defined in WAC 136-400-030 and other capital costs including financing and depreciation expenses applied to the replacement, expansion, or creation of ferry system physical elements, less the five (5) year average of the state motor vehicle fuel tax received by the County for operation and maintenance of the ferry system, less the five (5) year average of the State Ferry Deficit Reimbursement received by the County, the total of the above multiplied by 65%.”

Table 1 states the 2021 ferry fare revenue target utilizing figures from 2016 through 2020.

TABLE 1: 2021 REVENUE TARGET CALCULATION						
FARE REVENUE TARGET METHODOLOGY: R20100050, amended by R20110382						
Fiscal Year	2016	2017	2018	2019	2020	5-Year Ave
Operation & Maintenance Expenditures	\$1,942,226	\$2,863,906	\$1,995,242	\$3,103,772	\$1,886,139 ⁽¹⁾	\$2,358,257
Attributable State Motor Vehicle Fuel Tax (MVFT)	(\$149,293)	(\$168,399)	(\$84,683)	(\$102,636)	(\$141,089) ⁽¹⁾	(\$129,220)
WSDOT Ferry Deficit Reimbursement Payment	(\$215,862)	(\$159,051)	(\$390,074)	(\$102,603)	(\$272,798) ⁽¹⁾	(\$228,078)
Adjusted O&M Expenditure	\$1,577,071	\$2,536,456	\$1,520,485	\$2,898,533	\$1,472,252	\$2,000,959
Fare Recovery Requirement						65%
2021 Ferry Fare Revenue Target						\$1,300,624

⁽¹⁾ Source: Skagit County Cayenta Financial System Report – April 2, 2021

In 2017 and 2019, increased expenditures were due to maintenance performed during the annual haul-out each of those years. There were no haul-out and maintenance periods in 2016, 2018 or 2020. The next scheduled haul-out will take place May 14 through June 12, 2021.

Skagit County Public Works Department
2021 Ferry Fare Revenue Target Report

Table 2 shows the 2020 fare box revenue and the shortfall from the revenue target that occurred utilizing the current fare recovery methodology. The 2020 fare box revenue fell short of the revenue target by \$296,847. This was due to the COVID-19 pandemic and the fact that no fare increase was implemented in 2020.

TABLE 2: 2020 REVENUE TARGET	
Ferry Fare Revenue Target	\$ 1,386,935
Fare Box Revenue ⁽¹⁾	\$ 1,090,088
Surplus/(Shortfall) From Revenue Target	\$ (296,847)

⁽¹⁾Fare box revenue does not include vessel replacement surcharge revenue.

Summarized in Table 3 is the total road fund subsidy for 2020. The road fund subsidy is calculated utilizing 2020 O&M expenditures, less the motor vehicle fuel tax (MVFT), less the WSDOT deficit reimbursement, less the fare box revenue. The total road fund subsidy for 2020 was \$382,164.

TABLE 3: 2020 ROAD FUND SUBSIDY	
O&M Expenditures	\$ 1,886,139
WSDOT Deficit Reimbursement	\$ (272,798)
Motor Vehicle Fuel Tax (MVFT)	\$ (141,089)
Subtotal (Adjusted O&M Expenditures)	\$ 1,472,252
Fare Box Revenue	\$ (1,090,088)
Road Fund Subsidy	\$ 382,164

Table 4 shows fare box revenue for the years 2016 through 2020.

TABLE 4: FARE BOX REVENUE 2016 – 2020	
2016	\$ 1,189,654
2017	\$ 1,160,205
2018	\$ 1,232,411
2019	\$ 1,172,643
2020	\$ 1,090,088

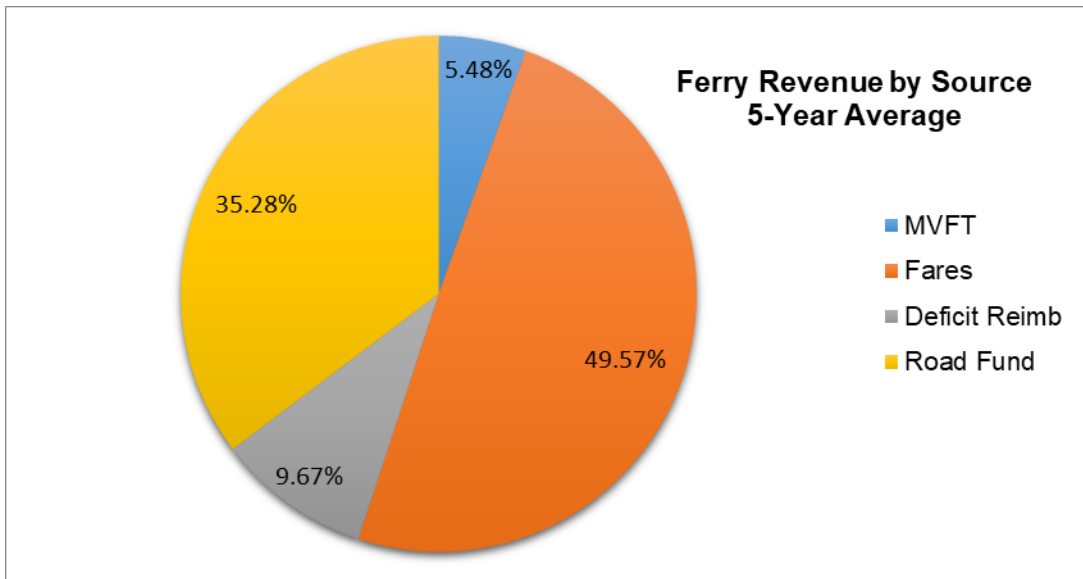
A vessel replacement surcharge was implemented Aug. 1, 2018; surcharge revenue is shown separately in Table 9.

Table 5 contains total revenue and the road fund subsidy for the years 2016 through 2020. Revenue sources include fares, the state motor vehicle fuel tax, the WSDOT ferry deficit reimbursement and the road fund.

TABLE 5: TOTAL REVENUE 2016 – 2020						
	2016	2017	2018	2019	2020	5-Year Average
Fares	\$ 1,189,654	\$ 1,160,205	\$ 1,232,411	\$ 1,172,643	\$ 1,090,088	\$ 1,169,000
MVFT	\$ 149,293	\$ 168,399	\$ 84,683	\$ 102,636	\$ 141,089	\$ 129,220
WSDOT Deficit Reimbursement	\$ 215,862	\$ 159,051	\$ 390,074	\$ 102,603	\$ 272,798	\$ 228,078
Road Fund	\$ 387,417	\$ 1,376,251	\$ 288,074	\$ 1,725,890	\$ 382,164	\$ 831,959
Total	\$ 1,942,226	\$ 2,863,906	\$1,995,242	\$ 3,103,772	\$ 1,886,139	\$ 2,358,257

The road fund subsidy in 2017 and 2019 was significantly higher due to haul-out costs.

As shown in the chart below, over a five-year average (2016-2020), fare box revenue, motor vehicle fuel tax and the WSDOT ferry deficit reimbursement collectively contributed an average of 65 percent of total revenue, while the road fund contributed 35 percent.



There is a 65 percent fare recovery requirement, per Resolution R20100050, amended by R20110382. The current 65 percent methodology states that fare box revenue must equal 65 percent of the five-year average of the adjusted O&M expenditures (refer to Table 1, page 1).

The following chart shows total revenue, by source, for 2020. As shown below, in 2020, fare box revenue, motor vehicle fuel tax and the deficit reimbursement collectively contributed 80 percent of total revenue, while the road fund contributed 20 percent.

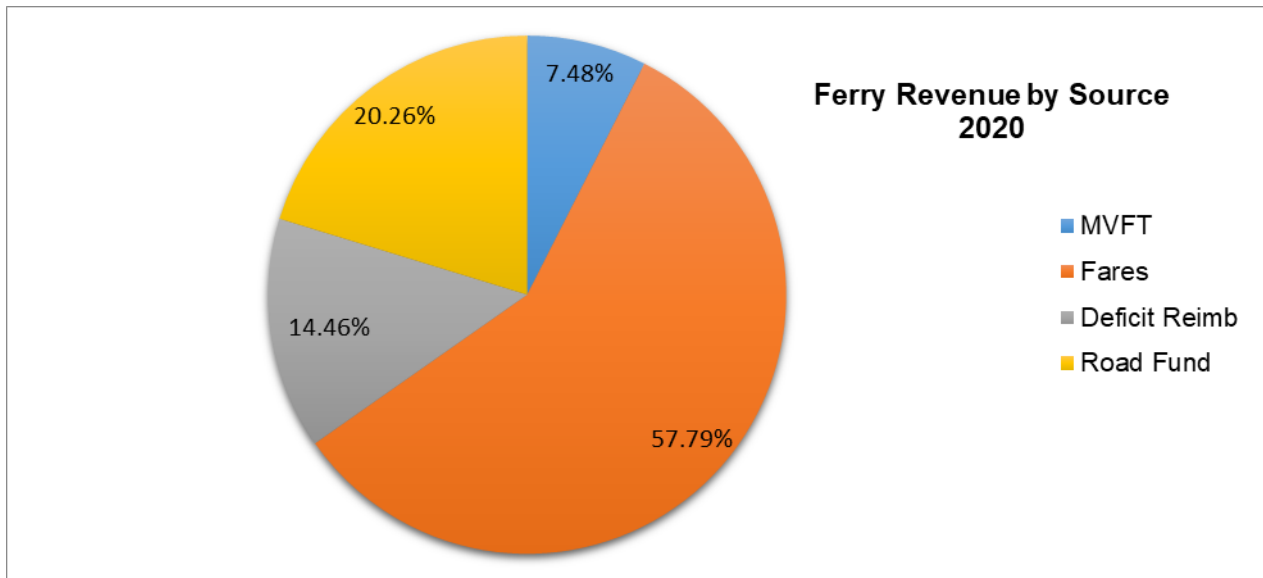
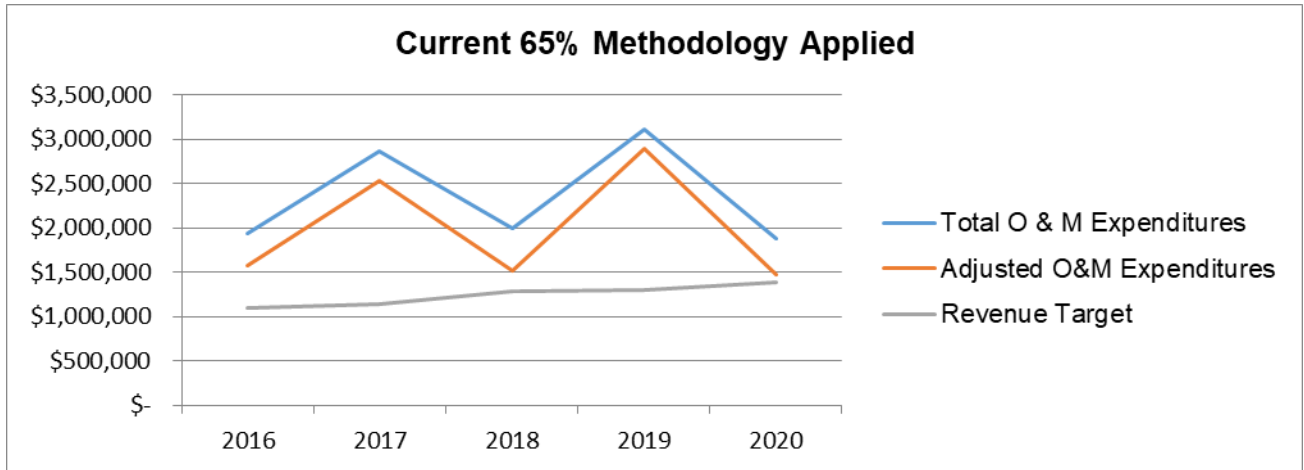


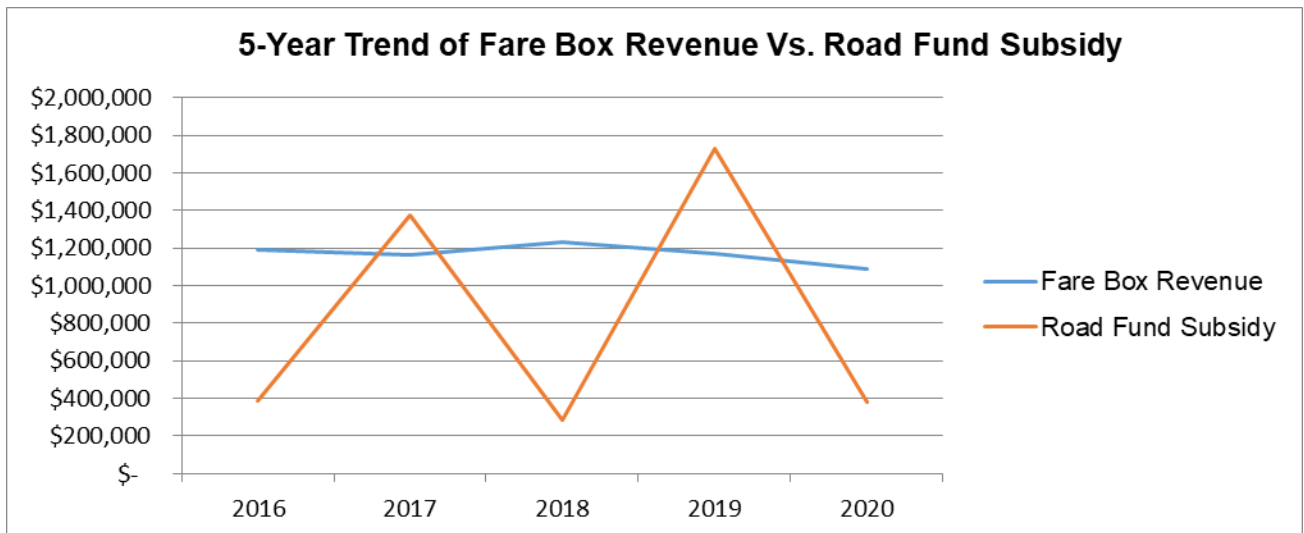
Table 6 shows the total O&M expenditures and the adjusted O&M expenditures from 2016 through 2020. The adjusted O&M expenditures represent total O&M expenditures, less MVFT, less the WSDOT deficit reimbursement. The five-year average of the adjusted O&M expenditures is then multiplied by 65 percent to determine the revenue target.

	2016	2017	2018	2019	2020	5-Year Avg.
Total O & M Exp.	\$ 1,942,226	\$ 2,863,906	\$ 1,995,242	\$ 3,103,772	\$ 1,886,139	\$ 2,358,257
Adjusted O&M Exp.	\$ 1,577,071	\$ 2,536,456	\$ 1,520,485	\$ 2,898,533	\$ 1,472,252	\$ 2,000,959
Revenue Target	\$ 1,095,557	\$ 1,144,694	\$ 1,282,491	\$ 1,302,372	\$ 1,386,935	\$ 1,242,410



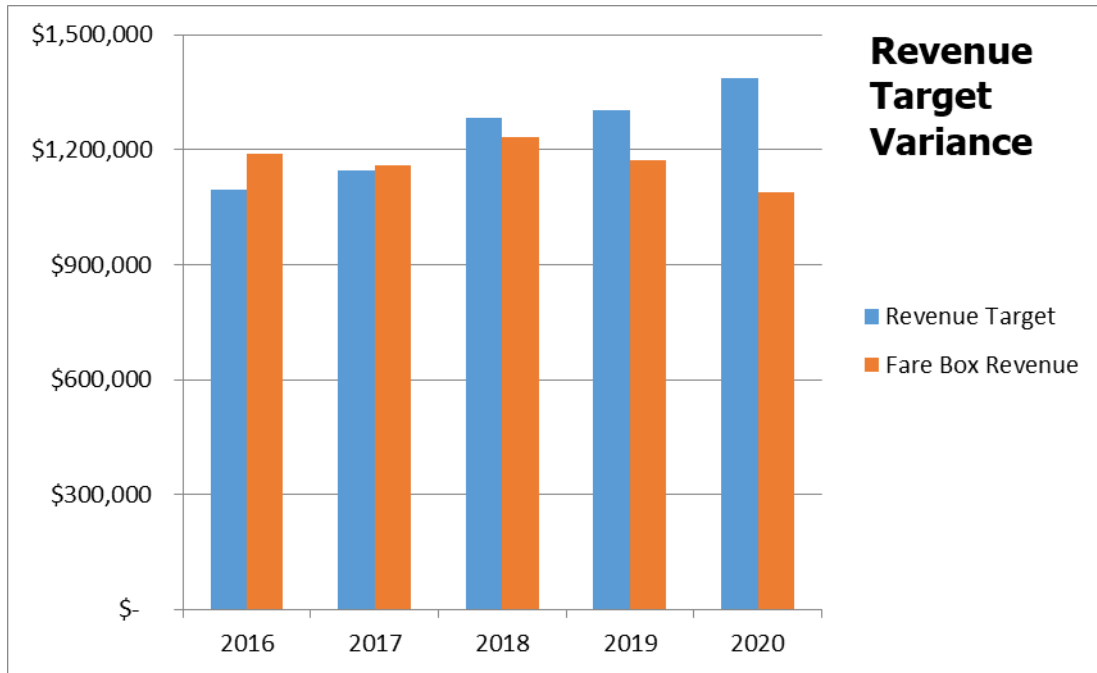
The current, five-year average methodology allows the revenue target to remain relatively stable regardless of whether O&M expenditures increase or decrease in any given year. Therefore, years with higher O&M expenditures result in increased subsidy from the road fund.

	2016	2017	2018	2019	2020
Fare Box Revenue	\$ 1,189,654	\$ 1,160,205	\$ 1,232,411	\$ 1,172,643	\$ 1,090,088
Road Fund Subsidy	\$ 387,417	\$ 1,376,251	\$ 288,074	\$ 1,725,890	\$ 382,164



As shown in Table 8, in 2016 and 2017, fare box revenue exceeded the revenue target by \$94,097 and \$15,511 respectively. In fact, the shortfall in 2018 represents the first time annual fare box revenue has not met the revenue target since 2012.

	2016	2017	2018	2019	2020
Revenue Target	\$ 1,095,557	\$ 1,144,694	\$ 1,282,491	\$ 1,302,372	\$ 1,386,935
Fare Box Revenue	\$ 1,189,654	\$ 1,160,205	\$ 1,232,411	\$ 1,172,643	\$ 1,090,088
Variance	\$ 94,097	\$ 15,511	\$ (50,080)	\$ (129,729)	\$ (296,847)



On June 18, 2018, the Board of Skagit County Commissioners passed Resolution R20180123, establishing a vessel replacement surcharge. The surcharge, imposed on every fare sold, was implemented August 1, 2018. Table 9 shows the surcharge revenue from 2019 and budgeted surcharge revenue for 2020.

2020 Actual	\$ 217,445
2021 Budgeted	\$ 225,000

In accordance with RCW 36.54.200, resulting revenue can only be used for the construction or purchase of ferry vessels, and to pay the principal and interest on bond authorized for the construction or purchase of ferry vessels. This revenue is accounted for separately and is not included in the fare box revenue figures included in this report.

Summary:

The year 2020 was a not a typical year for ferry operations due to the COVID-19 pandemic. Operations and maintenance (O&M) expenditures were under budget by 43 percent. This was due to no haul-out taking place during the pandemic. More detailed 2020 O&M expenditures are included in Appendix D.

2020 Budget	\$ 3,315,285
<u>2020 O&M Expenditures</u>	<u>\$ 1,886,139</u>
Difference	\$ 1,429,146

Capital expenditures are not included in this report or in the O&M expenditures shown. However, 2020 capital expenditures for the purchase of a new generator for the ferry were \$40,956. These expenditures are not reported to the state per [Contract C20170245 between WSDOT and Skagit County](#) for the deficit reimbursement. Section 1.3 of the contract defines allowable reportable O&M expenditures as:

- Routine cost of operating and maintaining the ferry, including salaries, benefits, fuel, supplies, utilities, repairs, inspection, advertising, taxes, small tools, land leases, rentals, postage, printing, etc.
- Routine anticipated replacement of piling, wing-wall facing, repairing docks, etc. which does not extend the useful life, nor increase the efficiency or capacity of an asset.
- Routine dry-docking and associated repairs to maintain the vessel's certification.
- Routine engine repair or rebuilding.
- Other work not defined as capital and agreed to in writing by WSDOT.

Section 1.4 excludes the following from O&M expenditures:

- Depreciation
- Interest
- Other work or repairs that are considered capital in nature.

These contractual definitions are what Skagit County uses to differentiate capital and O&M expenditures.

In 2020, fare box revenue fell short of the revenue target by \$296,847.

2020 Revenue Target	\$ 1,386,935
<u>2020 Fare Box Revenue</u>	<u>\$ 1,090,088</u>
Shortfall	\$ (296,847)

There was lost fare box revenue of approximately \$114,106 to the system in 2020 due to the COVID-19 pandemic and the elimination of fare collection from March 23 to May 5. A punch card promotion offered in April and May generated \$175,586. For safety of crew and passengers, the 2020 haul-out was postponed, resulting in more than \$1M savings in operational expenditures.

During the evaluation period of this report (2016 through 2020), O&M expenditures averaged \$2.4 million and the road fund subsidy averaged \$831,959. Expenditures were consistently \$500,000 to \$1M higher in years with haul-outs.

Despite variations in expenditures from year to year, the revenue target has remained relatively stable over the five-year evaluation period. The reason for this stability is the utilization of a five-year average when calculating the revenue target.

The road fund subsidy ranged between \$288,000 and \$1.7 million; this is due to variations from year to year in expenditures and the relative stability of the revenue target. When expenditures increased to over \$2.5 million in 2017 and 2019, the road fund subsidy was over \$1 million each year. In contrast, in 2016, 2018 and 2020, expenditures averaged \$1.9 million, and the road fund subsidy was less than \$400,000 each year.

Budgeted expenditures for 2021 are \$3,300,237. A 28-day haul-out is budgeted in 2021; it is scheduled for May 14 through June 12.

Fare box revenue is not projected to meet the 2021 revenue target. However, it is too early to tell if the projected shortfall will be accurate.

2021 Fare Revenue Target	\$ 1,300,624
<u>2021 Projected Fare Box Revenue</u>	<u>\$ 1,195,328</u>
Projected Shortfall	\$ (105,296)

In the last 10 years, there have been two general fare increases on October 1, 2015 and June 1, 2011. It should be noted that fares increased in 2018 for the addition of a vessel replacement surcharge. However, this was not a general fare increase attributable to fare box revenue; therefore, revenue generated from the surcharge is accounted for separately outside of the fare increase conversation.

Public Works remains committed to implementing electronic fare collection. During the pandemic, the acceptance of cash was completely eliminated. Accepted forms of payment are credit/debit and punch card. In June, 2020, Skagit County implemented the online purchase of punch cards. Although highly requested, the online system is rarely used with only 10-15 percent of all punch card purchase transactions conducted outside the ferry terminal office. Customers currently have the option of purchasing punch cards at the ferry terminal office, online, and by phone or mail.

Recommendations:

Since 2018, fare box revenue has not met the revenue target. In 2020, the shortfall was not entirely related to the pandemic. The Public Works Department recommended a fare increase in the 2020 Ferry Fare Revenue Target Report. However, no proposal was brought forth for consideration by the Board of Skagit County Commissioners due to the COVID-19 pandemic. The Ferry Division shifted its focus to providing reliable service and completed 99% of its scheduled runs in 2020.

The Public Works Department is recommending a fare increase, other fare changes, and revisions to the revenue target methodology following an evaluation of the current rate structure, fare recovery methodology, and fare policy resolutions.

Public Works is also recommending streamlining fare categories and eliminating categories that represent less than 1 percent of total ticket sales. More information about ticket types as a percentage of overall sales can be found in Appendix E.

Public Outreach:

The draft report was available at www.skagitcounty.net/ferry from Thursday, April 15 through Thursday, April 29. A public comment period was open for the same time, with written comments due to ferrycomments@co.skagit.wa.us, subject line "2021 Draft Ferry Fare Revenue Target Report" by 4:00 p.m. Thursday, April 29.

Skagit County Public Works Department
2021 Ferry Fare Revenue Target Report

The draft report was presented to the Board of Skagit County Commissioners on Monday, April 19, at 2:30 p.m.

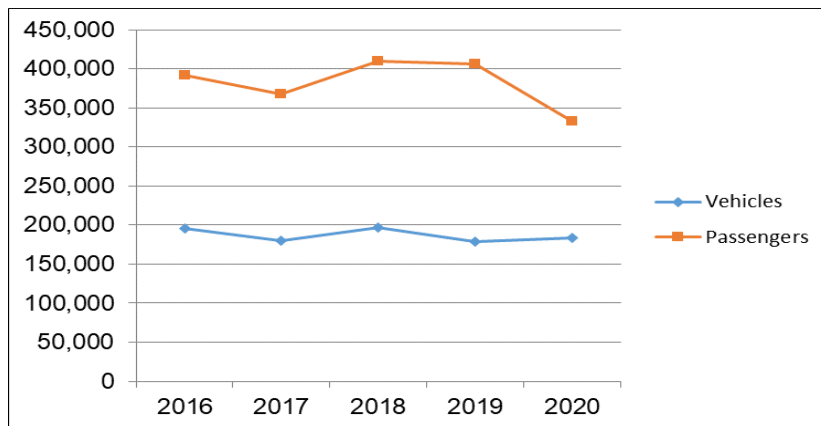
The Public Works Department plans to hold a future public comment period for any recommended fare changes, revisions to the fare recovery methodology, and proposed fare structures. The Board of Skagit County Commissioners will not make any decisions about fare increases or new fare structures based solely upon recommendations in this report.

APPENDIX A

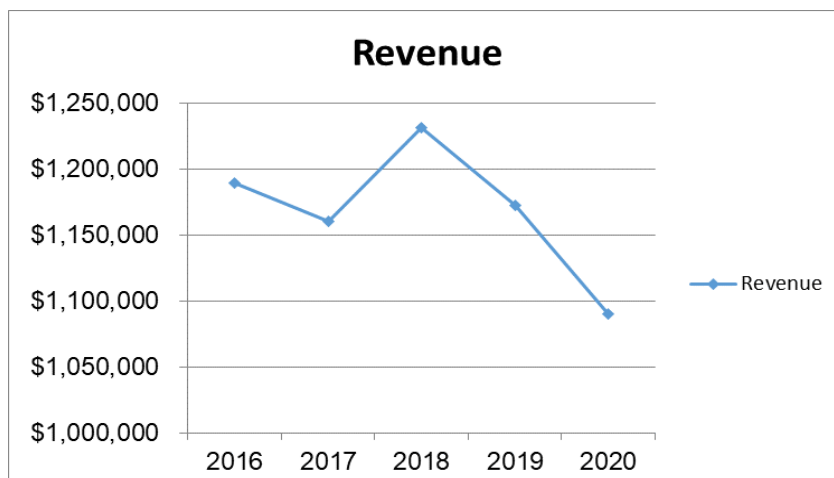
RIDERSHIP & REVENUE STATISTICS

2016 - 2020

Ridership 2016-2020					
	2016	2017	2018	2019	2020
Vehicles	195,257	179,642	196,383	179,301	183,852
Passengers	392,441	368,212	410,177	405,887	332,360



Fare Box Revenue 2016-2020					
	2016	2017	2018	2019	2020
Revenue	\$ 1,189,654	\$ 1,160,205	\$ 1,231,829	\$ 1,172,643	\$ 1,090,088



APPENDIX B

RESOLUTION REFERENCES

R20100050	<u>Resolution rescinding R20040393 & 20080018, directing the formation of a Guemes Island Ferry Operations Public Forum, and reestablishing a Guemes Island Ferry Ticket Fare Methodology</u>
R20110382	<u>Resolution amending R20100050 (At Attachment "A" & "B") and also establishing the administration and Public Works calendar of events for the public forum, and reporting requirements for the Guemes Island Ferry Fare Revenue Target Report</u>
R20150261	<u>Resolution revising the Skagit County Ferry Fare structure and rescinding Resolutions R20110099, R20120139 & R20130190</u>
R20180123	<u>Resolution rescinding R20150261, establishing a vessel replacement surcharge & establishing the Skagit County Ferry fare schedule</u>

APPENDIX C

2020 COUNTY FERRY SYSTEM OPERATION REPORT

COUNTY FERRY SYSTEM OPERATIONS REPORT

Submitting County: Skagit Pertaining to Calendar Year: 2020

Expenditures	
	(*) (1) Operation and Maintenance
	Capital
	Other Work and Repairs considered Capital
	Interest
	Depreciation
Total Expenditures	

\$1,886,929.00
\$40,956.00
\$0.00
\$0.00
\$0.00
\$1,927,885.00

Revenues	
	(*) (2) Ferry Toll Receipts
	Ferry Deficit Reimbursement (334.03 or 336.00)
	Other Revenues
Total Revenues	

\$1,090,088.00
\$272,798.00
\$1,362,886.00

(*) WSDOT / Ferry Deficit Reimbursement - Net Amount Claimed	
(1) O&M(+)	\$1,886,929.00
(2) Tolls(-)	\$1,090,088.00
(3) MVFT(-)	\$141,088.78
Net Claimed	\$655,752.22

MVFT General Distribution	(**) CRAB Calculated MVFT Distribution Factor	2.2166
	Total MVFT - County Roads (336.00.89)	\$2,817,454.00
MVFT Attributable to the Ferry System	(**) CRAB Calculated MVFT Distribution Factor w/o Ferry System	2.1056
	(*) (3) Calculated MVFT Attributable to the Ferry System	\$141,088.78

(*) Utilized by WSDOT to calculate the Pierce, Skagit, and Whatcom County Deficit Reimbursement payments for: 2021

(**) CRAB provided data

Ferry System - Current and Replacement Values

	Year Built	Current Value	Replacement Value	Year Replacement Value Established	IPD Adjusted Replacement Value for Report Year
M/V Guemes	0	\$2,188,000.00	\$13,557,000.00	2021	\$13,258,746.00
FACILITIES					
Dock (Guemes Island)	2011	\$1,424,008.00	\$1,566,409.00	2021	\$1,531,948.00
Transfer Span (Guemes)	1979	\$1,317,000.00	\$2,000,000.00	2021	\$1,956,000.00
Dolphins/Wingwalls	2010	\$954,736.00	\$1,069,304.00	2021	\$1,045,779.31
Head Frame / Towers	1979	\$100,000.00	\$350,000.00	2021	\$342,300.00
Passenger Shelter	1979	\$1,000.00	\$10,000.00	2021	\$9,780.00
Parking Lot	1979	\$150,000.00	\$250,000.00	2021	\$244,500.00
Dock (Anacortes)	2011	\$1,368,182.00	\$1,505,000.00	2021	\$1,471,890.00
Transfer Span (Anacortes)	1979	\$1,317,000.00	\$2,000,000.00	2021	\$1,956,000.00
Breakwater	2016	\$200,000.00	\$462,000.00	2021	\$451,836.00
Dolphins/Wingwalls	2014	\$1,100,000.00	\$1,144,000.00	2021	\$1,118,832.00
Head Frame / Towers	1979	\$100,000.00	\$350,000.00	2021	\$342,300.00
Terminal Building(s)	2010	\$778,316.00	\$871,714.00	2021	\$852,536.29
Parking Lots	2004	\$1,067,948.00	\$1,324,256.00	2021	\$1,295,122.37
Walkway	2010	\$68,481.00	\$76,699.00	2021	\$75,011.62
Ferry System Total Current Value:					\$12,134,671.00
Ferry System Total Replacement Value:					\$25,952,581.60

I hereby certify that the above County Ferry Operations Report is true and accurate and that I have reviewed and approved the report for submission to the County Road Administration Board (CRAB) and the Washington State Department of Transportation - Highways & Local Programs (WSDOT). I hereby acknowledge and accept the Motor Vehicle Fuel Tax (MVFT) Distribution Factors determined by CRAB to calculate the MVFT attributable to the ferry system, and the application of the Implicit Price Deflator for Washington to determine the adjusted system replacement values for the report year.

Consistent with RCW 47.56.725, I certify that the receipts and costs shown in this voucher are true and correct; that the ferry tolls are at least equal to the tolls in place on January 1, 2015, excluding surcharges; that the net amount claimed is due and payable from the County share of the gas tax

under the terms of the State/County Interagency Agreement and all applicable laws, rules, and regulations; and, that I am authorized to sign for the claimant.

I hereby certify that the above County Ferry Operations Report is true and accurate and that I have reviewed and approved the report for submission to the County Road Administration Board (CRAB) I hereby acknowledge and accept the Motor Vehicle Fuel Tax (MVFT) Distribution Factors determined by CRAB to calculate the MFVT attributable to the ferry system, and the application of the Implicit Price Deflator for Washington to determine the adjusted system replacement values for the report year.

Signed:  Date: 3.29.21
County's Interagency Agreement Program Manager

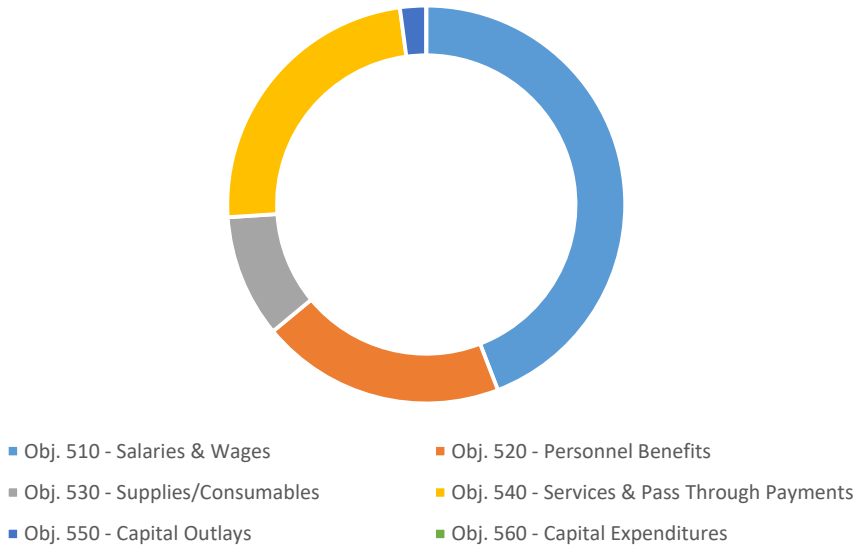
Signed:  Date: 3.30.21
County Engineer

APPENDIX D

2020 FERRY DIVISION EXPENDITURES

Dept. 0053 - County Roads			
Div. 004 - Ferry			
Expenditures			2020 Actual
		Obj. 510 - Salaries & Wages	\$ 850,544.65
		Obj. 520 - Personnel Benefits	\$ 382,808.91
		Obj. 530 - Supplies/Consumables	\$ 192,333.96
		3120 - Operating Supplies	\$ 90,143.22
		3200 - Fuel	\$ 95,997.70
		3412 - Interfund Parts & Materials	\$ 1,675.67
		3510 - Small Tools & Minor Equipment	\$ 4,517.37
		Obj. 540 - Services & Pass Through Payments	\$ 460,451.51
		4110 - Professional Services	\$ 114,105.52
		4153 - Intergovernmental Professional Services	\$ -
		4155 - External Taxes & Ops Assessment	\$ 32,129.58
		4190 - Interfund Information Services	\$ 44,218.92
		4230 - Communications	\$ 8,431.23
		4310 - Travel	\$ 859.23
		4361 - Meals	\$ -
		4410 - Advertising	\$ -
		4510 - Rentals	\$ 7,377.79
		4511 - Interfund Equipment Rental	\$ 10,655.56
		4610 - Insurance	\$ 122,832.00
		4700 - Utilities	\$ 27,800.44
		4810 - Repairs & Maintenance	\$ 32,075.62
		4811 - Interfund Shop Labor	\$ 9,635.50
		4910 - Miscellaneous	\$ 50,330.12
		Obj. 550 - Capital Outlays	\$ 40,956.13
		6110 - Land Acquisitions	\$ -
		6210 - Buildings and Structures	\$ -
		6310 - Other Improvements	\$ -
		6411 - Equipment > \$5,000	\$ 40,956.13
		Obj. 560 - Capital Expenditures	
		Total ⁽¹⁾	\$ 1,927,095.16

2020 O&M Expenditures



Source: Skagit County Cayenta Financial System Reports - April 2, 2021

⁽¹⁾Total expenditures differ from the County Ferry Operations Report due to timing between when financial reports were pulled. The O&M figures used to calculate the ferry fare revenue target are from the Skagit County Cayenta Financial System Reports - April 2, 2021 and included in this Appendix.

Cell: F7

Comment: 3120 - Operating Supplies:

Office supplies, construction materials & supplies, publications, electrical supplies, paints, lubricants, cleaning supplies, chemicals, filters, etc.

Cell: F8

Comment: 3200 - Fuel:

Diesel fuel for the vessel & standby spill response

Cell: F9

Comment: 3412 - Interfund Parts & Materials:

Parts & materials purchased from ER&R

Cell: F10

Comment: 3510 - Small Tools & Minor Equipment:

Office furniture, tools, shop equipment, wheelhouse electronics & safety supplies

Cell: F12

Comment: 4110 - Professional Services:

Professional services provided by outside consultants

Cell: F13

Comment: 4153 - Intergovernmental Professional Services:

Professional services provided by other government agencies

Cell: F14

Comment: 4155 - External Taxes & Ops Assessment:

DNR lease and excise taxes

Cell: F15

Comment: 4190 - Interfund Information Services:

Skagit County IT Department support & equipment

Cell: F16

Comment: 4230 - Communications:

Telephones; specifically: terminal land lines, fax line, manager/staff cell phones, iPhones for credit card processing

Cell: F17

Comment: 4310 - Travel:

Lodging, mileage, per diem for employee travel/training/haul-out

Cell: F18

Comment: 4361 - Meals:

Refreshments for public meetings

Cell: F19

Comment: 4410 - Advertising:

Legal notices for projects or advertising for hiring

Cell: F20

Comment: 4510 - Rentals:

Passenger-only service & other rentals

Cell: F21

Comment: 4511 - Interfund Equipment Rental:

Vehicle & equipment rentals

Cell: F23

Comment: 4700 - Utilities:

Water, sewer, garbage, electricity for Anacortes ferry terminal building, docks & facilities

Cell: F24

Comment: 4810 - Repairs & Maintenance:

Contracted labor for the repair & maintenance of the vessel, buildings, structures & equipment

Cell: F25

Comment: 4811 - Interfund Shop Labor:

ER&R shop mechanic's labor for vessel & equipment repairs & maintenance

Cell: F26

Comment: 4910 - Miscellaneous:

Services & supplies for ticketing, uniforms, armored car services, pest control, printing & mailing, laundry, locksmith, conference/training registration fees, USCG documentation fees, association membership fees, merchant services fees, credit card transaction fees, etc.

Cell: F28

Comment: 6110 - Land Acquisitions: Costs incurred in the purchase of Land, Easements, Rights of Way. Includes incidental costs such as legal, appraisal, brokerage fees, title fees, land preparation costs, etc.

Cell: F29

Comment: 6210 - Buildings and Structures: Costs incurred in the acquisition, construction and improvements of Buildings and Structures that are purchased by the County or constructed using contracted (external) labor and supplies. Includes incidental costs of same.

Cell: F30

Comment: 6310 - Other Improvements: Costs incurred in the acquisition, construction or improvement of Bridges, Culverts, Water/Sewer Systems, Fuel Depots, Parking Areas, Roadways, Storm Drains, Lighting Systems, Sidewalks etc. that are purchased by the County or constructed using contracted (external) labor and supplies. Includes incidental costs of same.

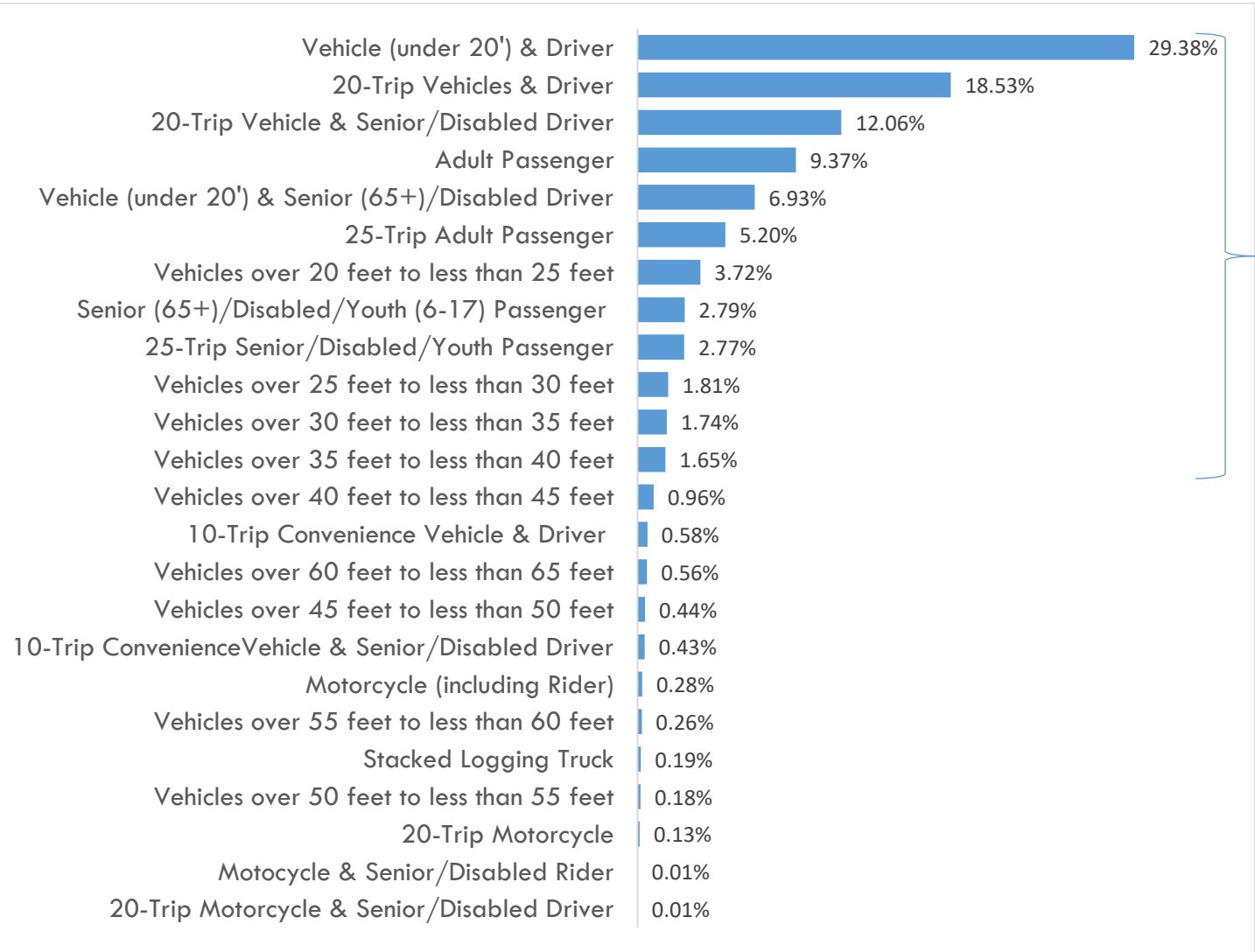
Cell: F31

Comment: 6411 - Equipment > \$5,000: Purchase of Ferry Machinery and Equipment over \$5,000 including shipping, tax, and any other costs to place equipment in service

APPENDIX E

**TICKET TYPES AS A
PERCENTAGE OF OVERALL SALES**

Ticket Types by % of Total Sales



Top 12 types make up 96% of sales

Source: BERK – Guemes Ferry Operations & Service Analysis, Stakeholder Meeting #1 slide deck, June 13, 2019