

GUEMES ISLAND FERRY

Expense to Revenue Analysis and Extended Service Schedule Proposal

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INTRODUCTION

This document provides a financial plan and analysis and a revised Extended Service Schedule including extended evening operation of the Guemes Island Ferry from 6:00 PM through 10:00 PM, Monday - Thursday [**Extended Evening Schedule**] The document includes the a full expense to revenue analysis including revenue neutral funding of extended operations; a revised and daily consistent ferry schedule; a revised crew schedule; and a comparison of **Baseline** [current], **Task Force**, and **Extended Service Schedule** proposed expenses.

In preparing this document, the following assumptions were validated and applied:

FARE RATE AND FARE CALENDAR

- The Guemes Island ferry will be operated by three crew members
- One ferry turn (Anacortes - Guemes - Anacortes) fuel and insurance is \$8.50
- Crew member cost is \$27.00/hour (this covers salary and all benefits)
- A "frequent user" car and driver fare (ranges from \$2.88 to \$3.65) will be \$3.00
- A "frequent user" passenger fare will be \$.75
- A "cash" car and driver fare will be \$5.75 winter and \$7.25 summer
- A "cash" fare passenger fare will be \$1.50
- Summer fares are in effect from May 1 through the first Tuesday after Labor Day. [approx. 18.2 weeks]
- Winter fares are in effect from the first Wednesday after Labor Day through April 30. [approx. 33.8 weeks]
- Gross Revenue figures refer to all revenue generated after 6:00 PM Monday - Thursday
- Net Revenue figures refer to all revenue generated by means of a surcharge, currently after 7:00 PM Monday - Thursday

EXPENSE ANALYSIS

Extended Hours of Operation: Monday - Thursday

Crew Expenses

Monday - Thursday (6:45 PM - 10:45 PM)	= 4:00 hours/day
(4:00 hours / day) X (4 days / week)	= 16 hours/week
(16 hours / week) X (52 weeks / year)	= 832 hours/year
(832 hours / year) X (3 crew members)	= 2,496 crew hours/year
(2,496 crew hours / year) X (\$27 / hour)	= \$67,392/year
X fare recovery factor of 88%	= \$59,305/year

Ferry Expenses

Monday - Thursday	= 6 extra turns / day
(6 turns / day X (4 days / week)	= 24 turns / week
(24 turns / week) X (52 weeks / year)	= 1,240 turns / year
(1,240 turns / year) X (\$8.50 / turn)	= \$10,540 / year
X recovery factor of 100%	= \$10,540 / year

Other Expenses

Monday - Thursday	
Overtime (crew and ferry)	= \$0
School and special (crew and ferry)	= \$0

<u>TOTAL EXPENSES</u>	= \$69,845 / year
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REVENUE ANALYSIS

Car and Driver Revenue

The extra car and driver revenue generated by this proposal requires operational experience: 1) no schedule has been operational after 6:00 PM Monday through Thursday and 2) without operational data it is difficult to estimate what will be “new” revenue and what will be revenue merely moved from the present 6:00 PM schedule to a later time. To keep these estimates conservative, this document assumes that any revenue generated on the 6:00 PM and 6:30 PM turns, will be considered “old” revenue and not used to offset any expenses incurred after 6:00 PM. Revenue generated on the 8:15 PM, 8:45 PM, 9:15 PM and 10:00 PM turns will be considered “new” and may be subject to a surcharge. This revenue will be used to offset any expenses incurred after 6:00 PM. The *10/7/2002 Discussion Draft (Berk & Associates, Inc.)* Provides a methodology (*Page 70*), for distributing evening revenue by using the percentage of respondents to the ferry survey, who favored the extension of evening service. Extrapolating the “*Guemes Island Ferry Schedule and Fare Policy Analysis Task Force Meeting Data*” (*9/19/2003*), data to 7:00 PM and applying *Discussion Draft* data percentages, results in an annual car and driver increase of about 8% (8,475 additional car and drivers). Once operational over time, adjustments to the schedule will balance additional revenue and service, and vice versa. An analysis of this additional usage number show that if only those ferry users (225) that responded to the survey cited in the Discussion Draft as ‘*in favor*’ of extending scheduled ferry hours beyond 6:00 PM Monday - Thursday, were to use a car and driver pass once a week during the extended hours period, they would themselves generate 11,700 trips and \$70,200 in additional revenue. This revenue alone would cover 100% of the \$69,855 extended hour operating expense.

EVENING FERRY REVENUE ANALYSIS (Summer Rates)

‘#’ indicates a surcharge will be applied to this sailing (double the normal fare)

<u>Departure</u>	<u>Frequent Users</u>	<u>Cash Users</u>	<u>Revenue</u>
6:30 PM	15@\$3.00	5@\$7.25	\$ 81.25
7:00 PM	15@\$3.00	5@\$7.25	\$ 81.25
8:15 PM#	9@\$6.00	3@\$14.50	\$ 97.50
8:45 PM#	10@\$6.00	4@\$14.50	\$118.00
9:15 PM#	10@\$6.00	3@\$14.50	\$103.50
10:00 PM#	8@\$6.00	1@\$14.50	\$ 62.50

TOTAL REVENUE / DAY = \$544.00

TOTAL REVENUE / DAY USING SURCHARGE = \$381.50

(\$521.00) X (4 days / week) X (18.2 summer weeks) **Gross = \$39,603 / year**

(\$358.50) X (4 days / week) X (18.2 summer weeks) **Net = \$27,773 / year**

EVENING FERRY REVENUE ANALYSIS (Winter Rates)

<u>Departure</u>	<u>Frequent Users</u>	<u>Cash Users</u>	<u>Revenue</u>
6:30 PM	15@\$3.00	5@\$5.75	\$73.75
7:00 PM	10@\$3.00	5@\$5.	\$58.75
8:15 PM#	10@\$6.00	2@\$11.50	\$83.00
8:45 PM#	10@\$6.00	2@\$11.50	\$83.00
9:15 PM#	10@\$6.00	3@\$11.50	\$94.50
10:00 PM#	5@\$6.00	1@\$11.50	\$41.50

TOTAL REVENUE / DAY = \$434.50

TOTAL REVENUE / DAY USING SURCHARGE = \$302.00

(\$393.50) X (4 days / week) X (33.8 winter weeks) Gross =\$58,744

(\$261.00) X (4 days / week) X (33.8 winter weeks) Net =\$40,830

TOTAL REVENUE (CAR AND DRIVER) GROSS = \$98,347 / year

If only 'new' Car and Drivers are counted, the **TOTAL NET = \$68,603 / year**

PASSENGER REVENUE ANALYSIS

The extra passenger revenue generated by this proposal makes the same assumptions as for care and driver from the *Discussion Draft*. An increase in passenger traffic of about 6% (5,220 additional passengers) is estimated.

Evening Ferry Revenue Analysis (Summer Rates)

<u>Departure</u>	<u>Frequent Users</u>	<u>Cash Users</u>	<u>Revenue</u>
6:30 PM	10@\$.75	4@\$1.50	\$13.50
7:00 PM	10@\$.75	4@\$1.50	\$13.50
8:15 PM#	10@\$1.50	3@\$3.00	\$24.00
8:45 PM#	5@\$1.50	2@\$3.00	\$13.50
9:15 PM#	4@\$1.50	1@\$3.00	\$9.00
10:00 PM#	3@\$1.50	1@\$3.00	\$7.50

TOTAL REVENUE / DAY = \$81.00

TOTAL REVENUE / DAY USING SURCHARGE = \$54.00

(\$81.00) X (4 days / week) X (18.2 weeks) Gross = \$5,896

(\$54.00) X (4 days / week) X (18.2 weeks) Net = \$3,931

EVENING FERRY (Winter Rate)

<u>Departure</u>	<u>Frequent Users</u>	<u>Cash Users</u>	<u>Revenue</u>
6:30 PM	8@\$.75	4@\$1.50	\$12.00
7:00 PM	8@\$.75	4@\$1.50	\$12.00
8:15 PM#	6@\$1.50	3@\$3.00	\$15.00
8:45 PM#	4@\$1.50	2@\$3.00	\$9.00
9:15 PM#	4@\$1.50	1@\$3.00	\$7.50
10:00 PM#	3@\$1.50	0	\$4.50

TOTAL REVENUE / DAY = \$60.00

TOTAL REVENUE / DAY USING SURCHARGE = \$36.00

(\$60.00) X (4 days / week) X (33.8 weeks) Gross = \$8,112

(\$36.00) X (4 days / week) X (33.8 weeks) Net = \$4,867

TOTAL REVENUE (PASSENGER) GROSS = \$14,008

If only 'new' passengers are counted and surcharged, the **TOTAL NET = \$8,798 / year**

TOTAL REVENUE (All sources) = \$112,355 / year

TOTAL REVENUE (Surcharge Only) = \$77,401 / year

EXTENDED EVENING SCHEDULE

The Monday - Thursday after 6:00 PM schedule is designed to be "revenue neutral" i.e., it would not cost Skagit County extra to implement. This is accomplished by the imposition of a double fare surcharge (schedule notation '#') on any ferry departing Anacortes after 7:00 PM Monday through Thursday. If you hold a frequent user, car and driver ticket book, it will cost you two tickets. If you are an adult walk on with a ticket book, it will be two tickets. If you are a cash customer the fare will be double the base cash fare. Children traveling home from school will still be free and children traveling for any other reason will be charged only a single fare.

The surcharge on the schedule after 7:00 PM is designed so as to allow the after 6:00 PM schedule to "standalone" as a revenue neutral schedule. This could be adjusted by the County if it was either gaining or losing revenue. This adjustment could be done to the car and driver fare or to the passenger fare or to both. It should be analyzed on an on going basis. A twelve month moving average could be used to smooth anomalies.

[E.g., in the ferry expense and revenue analysis data shown above the total expenses for operating the ferry after 6:00 PM equaled \$69,845 / year and total revenues (using the surcharge) equaled \$77,401 / year or +\$7,556 / year.]

The County could opt to apply such extra revenue in several ways, one being to eliminate the surcharge on evening passengers during both the summer and winter rate schedules. The resulting rate and revenue for such an application appears in Appendix-A. The reduction in total revenue by eliminating the surcharge on both summer and winter rate schedule passengers would be \$4,400 (it is still greater than Total Expenses). The new rate schedule would be unchanged for summer and winter car and driver and there would be no surcharge on passengers.

There are additional financial benefits to be gained in extending evening operations from 6:00 PM - 10:00 PM Monday - Thursday. The first is an improvement and cost reduction in emergency (fire, ambulance, police) services. An after hours emergency turn costs about \$250 in crew overtime and ferry time and if the ferry schedule is extended four hours each night it is more likely that some of those emergency turns [estimated at 30%], would occur during scheduled operations eliminating the extra call out cost. Also, many of these call outs are time critical and having the crew ready to go up to almost 11:00 each evening improves that factor. A second benefit addresses school and other special ferrys. The Anacortes School District spends about \$2,000 / year on extra turns for school functions. Although this is not a direct county responsibility, it is a taxpayer issue. With scheduled ferry runs up to 10:00 PM each night, it would eliminate the need for school ferrys, a savings to the taxpayer in the form of a school budget item, and zero cost impact to the County.

The Guemes Island ferry, as small as it is, is still a very dynamic operation. The balancing of schedule and load [demand] is key to efficient and safe operation, and ultimately customer satisfaction. Only operational experience will refine this balance, however statistical indicators derived from demand for multiple runs of the Monday through Thursday 6:00 PM ferry as well as usage of 'special' runs provide some initial insight. Comparing the number of car and driver

and walk-ons over an extended period will provide additional data, detailing patterns and volumes of use, and any pinch points that should be addressed. With a twelve month moving average, the July ferry that is always full would in effect be managed to subsidize the February ferry. This preserves schedule continuity as well as the standalone revenue neutrality of the extended hour operation

SUMMARY

This document has been intended to present a complete and structured proposal for the implementation and financing of the Guemes Island ferry including extended week day operating hours, Monday through Thursday. This subject was not addressed in the Guemes Island Ferry *Task Force Recommendations* report to the Skagit County Board of Commissioners, although it was one of the critical items requested by the Board to be addressed in chartering the Task Force. In structuring this proposal relevant data has been extracted from the following documents to assure the continuity of this proposal with previous reports.

Use of the quantitative and qualitative data developed by Berk & Associated, Inc. In the *Skagit County Guemes Island Ferry Operations Management Analysis* (10/7/2002), and subsequent contract work by that consultant.

The *Guemes Island Ferry 2004 Fare and Schedule Proposal Package - Final Task Force Recommendations*(12/17/2003)

The key features of this complete proposal are, revenue neutral financials, self regulating implementation, and assuring a safe and consistent schedules.

SUMMARY - TOTAL EXPENSES PAID FROM FARES [Appendix D]

Baseline Schedule = \$476,375
Extended Service Schedule = \$546,730 (+ \$70,355 over Baseline)
Ferry Task Force Schedule = \$552,796 (+ \$76,421 over Baseline)

SUMMARY - TOTAL EXPENSES PAID BY SKAGIT COUNTY [Appendix - D]

Baseline Schedule = \$54,714
Extended Service Schedule = \$62,801 (+ \$8,087 over Baseline)
Ferry Task Force Schedule = \$63,313 (+ \$8,599 over Baseline)

MAINTENANCE EXPENSE COMPARISON

Rather than using dollar amounts, maintenance expenses can probably best be allocated by using data indicating the amount of time logged on the ferry per year. A close approximation of the hours of ferry operation each year would be the number of turns. Using this method, a comparison of maintenance expenses for engines, transmissions, and other similar related systems works out to be:

Baseline Schedule	= 8,840 turns	= 100%
Extended Service Schedule	= 10,100 turns	= 114%
Task Force Schedule	= 10,436 turns	= 118%

Calendar related maintenance costs (hull) should show no significant difference between the Extended Service Schedule and the Ferry Task Force Schedule.

CONCLUSIONS

Compared to the Baseline Schedule, the Extended Service Schedule will cost an additional \$70,355 / year to the ferry users and \$8,087 plus a 14% increase in maintenance expenses to Skagit County. The Extended Service Schedule includes as a subset, the Extended Evening Schedule which by itself proposes a revenue increase of \$77,401 / year generated by a surcharge. This \$77,401 figure exceeds the \$70,355 additional revenue required to operate the Extended Service Schedule. The Extended Evening Schedule indicates the \$77,401 figure, (and therefore the \$70,355 figure) will be offset by a (double fare) surcharge on those who use the ferry after 7:00 PM Monday - Thursday (approximately 8% of the total ferry users). All other ferry users will continue to pay the fare that is in effect on June 1, 2004.

Compared to the Baseline Schedule, the Ferry Task Force Schedule will cost an additional \$76,421 / year to the ferry users and \$8,599 plus a 18% increase in maintenance expenses to Skagit County. The Task Force recommendation as adopted does not indicate how it proposes to pay for this additional cost. However, if it elects to use increased fares to pay for the additional ferry user cost, it will need to increase fares by about \$.70 for all car and driver tickets (about a 23% increase in fares). If Skagit County Public Works elects to use increased ridership to pay the additional ferry user cost, it will take about 25,500 / year additional car and driver tickets (about a 23% increase in ridership). Skagit County's policy of making additional turns after the 6:00 PM scheduled sailing to clean up any left over traffic means that there may be additional unscheduled turns. If these should occur, they will cost about \$45 / turn or, one turn per night for four nights a week will cost about \$9,000 / year.

APPENDIX - A Passenger Revenue Calculations - No Surcharge

EVENING FERRY (Summer Rates)

<u>Departure</u>	<u>Frequent Users</u>	<u>Cash Users</u>	<u>Revenue</u>
6:30 PM	10@\$.75	4@\$1.50	\$13.50
7:00 PM	10@\$.75	4@\$1.50	\$13.50
8:15 PM #	10@\$.75	3@\$1.50	\$12.00
8:45 PM #	5@\$.75	2@\$1.50	\$ 6.75
9:15 PM #	4@\$.75	1@\$1.50	\$ 4.50
10:00 PM #	3@\$.75	1@\$1.50	\$ 3.75

TOTAL REVENUE / DAY = \$54.00

TOTAL REVENUE / DAY w/o SURCHARGE ['#'] = \$27.00

(\$27.00) x (4 days / week) X (18.2 weeks) = \$1,966.

EVENING FERRY (Winter Rates)

<u>Departure</u>	<u>Frequent Users</u>	<u>Cash Users</u>	<u>Revenue</u>
6:30 PM	08@\$.75	4@\$1.50	\$12.00
7:00 PM	8@\$.75	4@\$1.50	\$12.00
8:15 PM #	6@\$.75	2@\$1.50	\$ 7.50
8:45 PM #	4@\$.75	1@\$1.50	\$ 4.50
9:15 PM #	3@\$.75	1@\$1.50	\$ 3.75
10:00 PM #	3@\$.75	0@\$1.50	\$ 2.25

TOTAL REVENUE / DAY = \$42.00

TOTAL REVENUE / DAY w/o SURCHARGE ['#'] = \$18.00

(\$18.00) X (4 days / week) X (33.8 weeks) = \$2,434.

TOTAL REVENUE PASSENGER w/o SURCHARGE = \$4,400.

APPENDIX - B Proposed Extended Service Schedule

Note: This schedule is the same for both summer and winter operations, including extended operating hours

<u>Trip</u>	<u>Mon - Thurs</u>	<u>Friday</u>	<u>Saturday</u>	<u>Sun. & Holidays</u>
1.0	6:30 AM	6:30 AM	6:30 AM	6:30 AM
2.0	7:00 AM	7:00 AM	7:00 AM	7:00 AM
3.0	7:30 AM	7:30 AM	7:30 AM	7:30 AM
4.0	8:00 AM	8:00 AM	8:00 AM	8:00 AM
5.0	8:30 AM	8:30 AM	8:30 AM	8:30 AM
Crew Break ----- 0:15 Minutes				
6.0	9:15 AM	9:15 AM	9:15 AM	9:15 AM
7.0	9:45 AM	9:45 AM	9:45 AM	9:45 AM
8.0	10:15 AM	10:15 AM	10:15 AM	10:15 AM
9.0	10:45 AM	10:45 AM	10:45 AM	10:45 AM
10.0	11:15 AM	11:15 AM	11:15 AM	11:15 AM
Crew Lunch Break ----- 0:45 Minutes				
11.0	12:30 PM	12:30 PM	12:30 PM	12:30 PM
12.0	1:00 PM	1:00 PM	1:00 PM	1:00 PM
Crew Break ----- 0:15 Minutes				
13.0	1:45 PM	1:45 PM	1:45 PM	1:45 PM
14.0	2:15 PM	2:15 PM	2:15 PM	2:15 PM
15.0	2:45 PM	2:45 PM	2:45 PM	2:45 PM
16.0	3:15 PM	3:15 PM	3:15 PM	3:15 PM
17.0	3:45 PM	3:45 PM	3:45 PM	3:45 PM
18.0	4:15 PM	4:15 PM	4:15 PM	4:15 PM
Crew Break ----- 0:15 Minutes				
19.0	5:00 PM	5:00 PM	5:00 PM	5:00 PM
20.0	5:30 PM	5:30 PM	5:30 PM	5:30 PM
21.0	6:00 PM	6:00 PM	6:00 PM	6:00 PM
22.0	6:30 PM	6:30 PM	6:30 PM	6:30 PM
23.0	7:00 PM	7:00 PM	7:00 PM	7:00 PM
Crew Dinner Break ----- 0:45 Minutes				
24.0	8:15 PM#	8:15 PM	8:15 PM	8:15 PM
25.0	8:45 PM#	8:45 PM	8:45 PM	8:45 PM
26.0	9:15 PM#	9:15 PM	9:15 PM	9:15 PM
Crew Break ----- 0:15 Minutes				
27.0	10:00 PM#	10:00 PM	10:00 PM	10:00 PM
28.0	XXXXX	11:00 PM	11:00 PM	XXXXX
29.0	XXXXX	12:00 AM	12:00 AM	XXXXX

APPENDIX - C PROPOSED CREW SCHEDULE

The following is an example of a possible 3 person crew schedule that could be used for the month of June, 2004. It includes "show" times of :30 minutes before first scheduled departure and "release" times of :30 minutes after last scheduled arrival. This crew schedule uses the Proposed Extended Service Schedule - Appendix B.

This schedule requires:

- ▲ Total crew hours = 556.00 / month
- ▲ Total crew member hours (556.00) X (3) =1,668
- ▲ Average duty days / crew member =20
- ▲ Average days off / crew member =10
- ▲ Average number of hours/crew member =185.33
- ▲ Minimum number of hours in current IBU contract =176
- ▲ Number of full time crew members =9 (+ what ever the County requires for vacation coverage, sick coverage, training, etc.)

<u>Sequence</u>	<u>Start</u>	<u>End</u>	<u>Hours</u>	<u>Turns</u>	<u>Description</u>
A	0600 -	1445	8.75	13	AM Monday - Thursday
B	0600 -	1615	10.25	16	AM Friday - Saturday
C	0600 -	1515	9.25	14	AM Sunday only
E	1345 -	2300	9.25	13	PM Monday - Thursday
F	1515 -	0100	9.75	10	PM Friday - Saturday
G	1415 -	2300	8.75	12	PM Sunday Only

PROPOSED GUEMES ISLAND FERRY CREW SCHEDULE JUNE 2004

<u>DATE/DAY</u>	<u>CREW 1</u>	<u>CREW 2</u>	<u>CREW 3</u>
1 / Tuesday	A 8.75/13	E 9.25/13	OFF
2 / Wednesday	A 8.75/13	E 9.25/13	OFF
3 / Thursday	OFF	E 9.25/13	A 8.75/13
4 / Friday	OFF	F 9.75/10	B 10.25/16

5 / Saturday	OFF	F 9.75/10	B 10.25/16
6 / Sunday	G 8.75/12	OFF	C 9.25/14

7 / Monday	E 9.25/13	OFF	A 8.75/13
8 / Tuesday	E 9.25/12	A 8.75/13	OFF
9 / Wednesday	E 9.25/13	A 8.75/13	OFF

DATE/DAY	CREW 1	CREW 2	CREW 3
10 /Thursday	E 9.25/13	A 8.75/13	OFF
11 / Friday	OFF	B 10.25/16	F 9.75/10

12 / Saturday	OFF	B 10.25/16	F 9.75/10
13 / Sunday	C 9.25/14	OFF	G 8.75/12

14 / Monday	A 8.75/13	OFF	E 9.25/13
15 / Tuesday	A 8.75/13	OFF	E 9.25/13
16 / Wednesday	A 8.75/13	E 9.25/13	OFF
17 / Thursday	A 8.75/13	E 9.25/13	OFF
18 / Friday	OFF	F 9.75/10	B 10.25/16

19 / Saturday	OFF	F 9.75/13	B 10.25/16
20 / Sunday	OFF	G 8.75/12	C 9.25/14

21 / Monday	E 9.25/13	OFF	A 8.75/13
22 / Tuesday	E 9.25/13	OFF	A 8.75/13
23/ Wednesday	E 9.25/13	A 8.75/13	OFF
24 / Thursday	E 9.25/13	A 8.75/13	OFF
25 / Friday	F 9.75/10	B 10.25/16	OFF

26 / Saturday	OFF	B 10.25/16	F 9.75/10
27 / Sunday	OFF	C 9.25/14	G 8.75/12

28 / Monday	A 8.75/13	OFF	E 9.25/13
29 / Tuesday	A 8.75/13	OFF	E 9.25/13
30 / Wednesday	A 8.75/13	OFF	E 9.25/13
<u>TOTALS</u>	180.50/257/10	188.00/263/10	187.50/260/10

[HOURS / TURNS / DAYS OFF]

APPENDIX - D Schedule Expense Comparison

This section provides a comparison of expenses incurred when operating the current (April, 2004) [Baseline] Guemes Island ferry schedule to the expenses incurred when operating the Proposed Ferry Schedule [Extended Service Schedule] (see Appendix B). In addition, expenses incurred when operating the schedule as proposed by the Guemes Island Ferry Task Force (December 17, 2003) [Task Force Schedule] are included to provide a side by side comparison.

BASELINE (Current) SCHEDULE

Crew Expenses:

Monday - Thursday	0600 - 1845 = (13.25 hours) X (4 days / week) = 53.00 hours
Friday	0600 - 0045 = (19.25 hours) X (1 day / week) = 19.25 hours
Saturday	0600 - 0045 = (19.25 hours) X (1 day / week) = 19.25 hours
Sunday	0630 - 2245 = (16.75 hours) X (1 day / week) = 16.75 hours
hours	
TOTAL	= 108.25 hours / week (crew hours)

(108.25 hours / week) X (52 weeks / year)	= 5,629 crew hours / year
(5,629 crew hours / year) X (3 crew members / crew)	= 16,887 crew member hours
(16,887 crew member hours / year) X (\$27 / hour)	= \$455,949 / year
(\$455,949 / year) X (88%) = Paid from fares	= \$401,235 / year
(\$455,949 / year) X (12%) = Paid by Skagit County	= \$ 54,714 / year

Ferry Expenses:

(sched. + extra) indicates the published schedule + the number of extra turns that typically occur in normal operations.

Monday - Thursday	(17 sched. + 6 extra) = (23) X (4 days / week) = 92 turns / week
Friday	(23 sched. + 7 extra) = (30) X (1 day / week) = 30 turns / week
Saturday	(18 sched. + 7 extra) = (25) X (1 day / week) = 25 turns / week
Sunday	(17 sched. + 6 extra) = (23) X (1 day / week) = 23 turns
/ week	
TOTAL	=170 turns / week

(170 turns / week) X (52 weeks / year)	= 8,840 turns / year
(8,840 turns / year) X (\$8.50 / turn)	= \$75,140 / year
(\$75,140 / year) X (100%) = Paid from fares	= \$75,140 / year

Crew Expenses / year	= \$401,235
Ferry Expenses / year	= \$ 75,140
TOTAL EXPENSES PAID FROM FARES	= \$476,375 / year
TOTAL EXPENSES PAID BY SKAGIT COUNTY	= \$ 54,714 / year

EXTENDED SERVICE SCHEDULE

(+) Crew Expenses [Extended Evening Schedule to 10:00 PM Monday - Thursday]:

Monday - Thursday 1845 - 22:45 = (4:00 hours) X (4 days / week) =16 hours / week
 (16 hours / week) X (52 weeks / year) = 832 crew hours / year
 (832 crew hours / year) X (3 crew members / crew) = 2,496 crew member hours
 (2,496 crew member hours / year) X (\$27 / hour) = \$67,392
 (\$67,392 / year) X (88%) Paid from fares = \$59,305
 (\$67,392 / year) X (12%) Paid by Skagit County = \$ 8,087

(+)Ferry Expenses:

[turns] indicates the number of turns on proposed schedule. (+ / day) indicates the number of turns over and above “Baseline” schedule.

Monday - Thursday [27 turns] (+4 / day) X (4 days / week) = 16
 Friday [29 turns] (+1 / day) X (1 day / week) = 1
 Saturday [29 turns] (+4 / day) X (1 day / week) = 4
 Sunday [27 turns] (+4 / day) X (1 day / week) = 4
 TOTAL =25 turns / week

(25 turns / week) X (52 weeks / year) = 1,300 turns / year
 (1,300 turns / year) X (\$8.50 / turn) = \$11,050 / year
 (\$11,050 / year) X (100%) = Paid from fares = \$11,050

Crew Expenses / year (\$401,235 + \$59,305) = \$460,540
Ferry Expenses / year (\$75,140 + \$11,050) = \$ 86,190
TOTAL EXPENSES PAID FROM FARES = \$546,730 / year
TOTAL EXPENSES PAID BY SKAGIT COUNTY = \$ 62,801 / year

TASK FORCE SCHEDULE

(+) Crew Expenses [4th crew member]

Summer Schedule

Monday - Thursday 10:15 - 18:50 = (8.6 hours) X (4 days / week) = 34.4 hours
 Friday 10:15 - 20:05 = (9.8 hours) X (1 day / week) = 9.8 hours
 Saturday 10:15 - 20:05 = (9.8 hours) X (1 day / week) = 9.8 hours
 Sunday 10:15 - 20:05 = (9.8 hours) X (1 day / week) = 9.8 hours
 TOTAL (63.8 hours / week) X (18.2 weeks) = 1,161 hours

Winter Schedule

Monday - Thursday 10:15 - 18:50 = (8.6 hours) X (4 days / week) = 34.4 hours
 Friday 10:15 - 20:05 = (9.8 hours) X (1 day / week) = 9.8 hours
 Saturday 0 = 0
 Sunday 0 = 0
 TOTAL (44.2 hours / week) X (33.8 weeks) = 1,493 hours

TOTAL (1,161 hours + 1,493 hours) X (\$27) = \$71,658 / year
 (\$71,658 / year) X (88%) = Paid from fares = \$63,059
 (\$71,658 / year) X (12%) = Paid by Skagit County = \$ 8,599

(+) Ferry Expenses [4th crew member]

[turns] indicates the number of turns on proposed schedule. (+ / day) indicates the number of turns over and above “Baseline” schedule.

Summer Schedule

Monday - Thursday [27 turns] (+4 / day) X (4 days / week) = 16
 Friday [37 turns] (+7 / day) X (1 day / week) = 7
 Saturday [37 turns} (+12 / day) X (1 day / week) = 12
 Sunday [33 turns] (+10 / day) X (1 day / week) = 10
 TOTAL = 45 turns / week

(45 turns / week) X (18.2 weeks / year) = 819 turns / year
 (819 turns / year) X (\$8.50 / turn) = \$6,961 / year

Winter Schedule

Monday - Thursday [27 turns] (+4 / day) X (4 days / week) = 16
 Friday [37 turns] (+7 / day) X (1 day / week) = 7
 Saturday 0 = 0

Sunday	0	= 0
TOTAL		= 23 turns / week
(23 turns / week) X (33.8 weeks / year)		= 777 turns / year
(777 turns / year) X (\$8.50 / turn)		= \$6,604 / year
Crew Expenses / year (\$401,235 + \$63,059)		= \$464,294
Ferry Expenses / year (\$75,140 + \$6,961 + \$6,604)		= \$ 88,502
TOTAL EXPENSES PAID FROM FARES		= \$552,796 / year
TOTAL EXPENSES PAID BY SKAGIT COUNTY		= \$ 63,313 / year