

Appendix G

Financial Plans

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Kitsap Passenger Only Ferry Financial Pro Forma
Consolidated - All Routes
2017-2036
(\$'s in thousands)

Operations	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Revenue																				
Fares	703	2,003	2,657	3,290	3,980	4,179	4,388	4,607	4,837	5,079	5,333	5,600	5,880	6,174	6,483	6,807	7,147	7,504	7,880	8,274
Miscellaneous Operating Revenue																				
Total Operating Revenue	703	2,003	2,657	3,290	3,980	4,179	4,388	4,607	4,837	5,079	5,333	5,600	5,880	6,174	6,483	6,807	7,147	7,504	7,880	8,274
Expenses																				
Direct Vessel Operating Expense																				
Operating Labor	503	1,379	1,744	2,402	2,815	2,956	3,104	3,259	3,422	3,593	3,773	3,961	4,159	4,367	4,586	4,815	5,056	5,309	5,574	5,853
Fuel	912	2,573	3,276	4,216	4,821	5,062	5,315	5,581	5,860	6,153	6,461	6,784	7,123	7,479	7,853	8,246	8,658	9,091	9,545	10,023
Other Operating Costs	50	135	170	233	272	286	300	315	331	347	364	383	402	422	443	465	488	513	538	565
Maintenance Labor	219	574	723	865	1,011	1,061	1,115	1,170	1,229	1,290	1,355	1,422	1,494	1,568	1,647	1,729	1,815	1,906	2,002	2,102
Maintenance Supplies and Materials	170	432	537	728	848	891	935	982	1,031	1,082	1,137	1,193	1,253	1,316	1,382	1,451	1,523	1,599	1,679	1,763
Vessel Insurance	79	242	305	447	528	554	582	611	642	674	708	743	780	819	860	903	948	996	1,045	1,098
Other Maintenance	43	115	144	200	236	248	260	273	287	301	316	332	348	366	384	403	424	445	467	490
Subtotal Vessel Operations	1,977	5,451	6,900	9,091	10,531	11,058	11,611	12,191	12,801	13,441	14,113	14,818	15,559	16,337	17,154	18,012	18,912	19,858	20,851	21,894
Direct Terminal Operating Expense																				
Labor	106	300	315	393	413	433	455	478	501	527	553	581	610	640	672	706	741	778	817	858
Maintenance	26	63	78	117	141	148	155	163	171	179	188	198	208	218	229	240	253	265	278	292
Terminal Lease Expense	18	47	59	83	98	103	108	114	119	125	132	138	145	152	160	168	176	185	194	204
Other	97	223	270	397	476	500	525	551	579	608	638	670	703	739	775	814	855	898	943	990
Subtotal Terminal Operations	247	634	722	990	1,127	1,184	1,243	1,305	1,370	1,439	1,511	1,586	1,666	1,749	1,837	1,928	2,025	2,126	2,232	2,344
Total Direct Expenses	2,224	6,085	7,622	10,081	11,659	12,242	12,854	13,496	14,171	14,880	15,624	16,405	17,225	18,086	18,991	19,940	20,937	21,984	23,083	24,237
Management and Support																				
KT POF Management and Support	235	329	345	362	380	399	419	440	462	485	510	535	562	590	620	651	683	717	753	791
Contractor Management and Support	886	1,358	1,426	2,070	2,174	2,283	2,397	2,517	2,642	2,775	2,913	3,059	3,212	3,372	3,541	3,718	3,904	4,099	4,304	4,519
Total Management and Support	1,120	1,686	1,771	2,433	2,554	2,682	2,816	2,957	3,105	3,260	3,423	3,594	3,774	3,962	4,161	4,369	4,587	4,816	5,057	5,310
Total Operating Expenses	3,344	7,771	9,393	12,513	14,213	14,924	15,670	16,453	17,276	18,140	19,047	19,999	20,999	22,049	23,151	24,309	25,524	26,801	28,141	29,548
Net Operating Operating Subsidy Required	2,641	5,768	6,736	9,223	10,233	10,745	11,282	11,846	12,438	13,060	13,713	14,399	15,119	15,875	16,669	17,502	18,377	19,296	20,261	21,274
Additional Service Subsidy Allotment					432	454	476	500	525	551	579	608	638	670	704	739	776	815	855	898
Subsidy per Rider	\$21	\$18	\$17	\$19	\$18	\$19	\$20	\$21	\$22	\$24	\$25	\$26	\$27	\$29	\$30	\$32	\$33	\$35	\$37	\$38
Farebox Recovery	21.0%	25.8%	28.3%	26.3%	28.0%	28.0%	28.0%	28.0%	28.0%	28.0%	28.0%	28.0%	28.0%	28.0%	28.0%	28.0%	28.0%	28.0%	28.0%	28.0%

Note: Numbers may no add up due to rounding.

Kitsap Passenger Only Ferry Financial Pro Forma
Consolidated - All Routes
2017-2036
(\$'s in thousands)

Capital	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
	Bremerton Service Introduced	Kingston Service Introduced		Southworth Service Introduced																
Revenue																				
State and Local Government Grant Funding								1,000			1,000			750			750			750
Federal Grants-Forecast			7,129	13,189	280	6,422	280	280	280	280	280	280	280	280	280	280	280	280	280	280
Total Capital Grant Revenue			7,129	13,189	280	6,422	280	1,280	280	280	1,280	280	280	1,030	280	280	1,030	280	280	1,030
Expenses																				
Vessels																				
Vessel Leases																				
Vessel Acquisitions	3,002	5,369	9,368	15,443		7,831														
Vessel Tie-up Facility Lease or Construction																				
Major Maintenance							1,000		1,000			1,000			1,000				1,000	
Rich Passage Monitoring	175	254	138	145	152	159														
Subtotal Vessels	3,176	5,624	9,506	15,588	152	7,990	1,000		1,000			1,000			1,000				1,000	
Terminals																				
Seattle Terminal	1,378	1,378		912																
Kitsap Terminals	684	510		638																
Terminal Preservation Reserve					150			200			200			200			200			200
Subtotal Terminals	2,062	1,889		1,550	150			200			200			200			200			200
Unforeseen Event Contingency	200			75	200	200	200	150	150	200	200	200	200	200	200	200	200	200	200	200
Capital Program Management & Support																				
Total Capital Expenditures	5,438	7,512	9,506	17,212	502	8,190	1,200	350	1,150	200	400	1,200	200	400	1,200	200	400	1,200	200	400
Net Capital Required	5,438	7,512	2,376	4,023	222	1,767	920	-930	870	-80	-880	920	-80	-630	920	-80	-630	920	-80	-630
Debt Repayment - Port of Bremerton		625	625	625	625															
Port Orchard Foot Ferry	1,654	1,736	1,823	1,914	2,010	2,111	2,216	2,327	2,443	2,566	2,694	2,828	2,970	3,118	3,274	3,438	3,610	3,790	3,980	4,179
Total Local Funding Required for Capital and Operating	9,733	15,641	11,560	15,785	13,522	15,076	14,894	13,743	16,277	16,097	16,106	18,755	18,647	19,033	21,567	21,599	22,133	24,821	25,016	25,721
Total POF Tax Funding at Three Tenths	12,588	13,028	13,484	13,956	14,445	14,950	15,474	16,015	16,576	17,156	17,756	18,378	19,021	19,687	20,376	21,089	21,827	22,591	23,382	24,200
Interest Revenue	10	2	15	3	9	8	12	29	31	38	50	48	51	56	48	45	43	28	16	6
Bond Funds																				
Debt Service																				
Projected Cash Balance	2,865	254	2,193	367	1,299	1,181	1,772	4,073	4,403	5,500	7,200	6,871	7,296	8,005	6,863	6,397	6,135	3,932	2,314	799

Note: Numbers may not add up due to rounding.

Kitsap Passenger Only Ferry Financial Pro Forma
 Bremerton - Seattle
 2017-2036
 (\$'s in thousands)

Operations	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Revenue	Bremerton Service Introduced																			
Fares	703	1,476	1,550	1,628	1,709	1,794	1,884	1,978	2,077	2,181	2,290	2,405	2,525	2,651	2,784	2,923	3,069	3,222	3,384	3,553
Miscellaneous Operating Revenue																				
Total Operating Revenue	703	1,476	1,550	1,628	1,709	1,794	1,884	1,978	2,077	2,181	2,290	2,405	2,525	2,651	2,784	2,923	3,069	3,222	3,384	3,553
Expenses																				
Direct Vessel Operating Expense																				
Operating Labor	503	793	832	874	918	964	1,012	1,062	1,116	1,171	1,230	1,291	1,356	1,424	1,495	1,570	1,648	1,731	1,817	1,908
Fuel	912	1,436	1,508	1,584	1,663	1,746	1,833	1,925	2,021	2,122	2,228	2,340	2,457	2,580	2,709	2,844	2,986	3,135	3,292	3,457
Other Operating Costs	50	79	83	88	92	96	101	106	112	117	123	129	136	143	150	157	165	173	182	191
Maintenance Labor	219	344	362	325	342	359	377	395	415	436	458	481	505	530	556	584	613	644	676	710
Maintenance Supplies and Materials	170	268	281	295	310	325	342	359	377	396	415	436	458	481	505	530	557	584	614	644
Vessel Insurance	79	145	153	168	176	185	194	204	214	225	236	248	260	273	287	301	316	332	348	366
Annual Maintenance	43	68	71	75	78	82	86	91	95	100	105	110	116	121	127	134	141	148	155	163
Subtotal Vessel Operations	1,977	3,134	3,290	3,408	3,578	3,757	3,945	4,142	4,349	4,567	4,795	5,035	5,287	5,551	5,829	6,120	6,426	6,747	7,085	7,439
Direct Terminal Operating Expense																				
Labor	106	153	161	132	139	146	153	161	169	177	186	196	205	216	226	238	250	262	275	289
Maintenance	26	41	43	45	47	49	52	55	57	60	63	66	70	73	77	81	85	89	93	98
Terminal Lease Expense	18	28	30	31	33	34	36	38	40	42	44	46	48	51	53	56	59	62	65	68
Other	97	153	160	168	177	185	195	204	215	225	237	248	261	274	288	302	317	333	350	367
Subtotal Terminal Operations	247	375	394	377	395	415	436	458	481	505	530	556	584	613	644	676	710	746	783	822
Total Direct Expenses	2,224	3,509	3,684	3,784	3,974	4,172	4,381	4,600	4,830	5,072	5,325	5,591	5,871	6,164	6,473	6,796	7,136	7,493	7,868	8,261
Management and Support																				
KT POF Management and Support	235	159	167	122	129	135	142	149	156	164	172	181	190	199	209	220	231	242	254	267
Contractor Management and Support	886	660	693	699	734	771	810	850	893	937	984	1,033	1,085	1,139	1,196	1,256	1,319	1,385	1,454	1,527
Total Management and Support	1,120	819	860	822	863	906	951	999	1,049	1,101	1,156	1,214	1,275	1,339	1,406	1,476	1,550	1,627	1,709	1,794
Total Operating Expenses	3,344	4,327	4,544	4,606	4,837	5,078	5,332	5,599	5,879	6,173	6,482	6,806	7,146	7,503	7,878	8,272	8,686	9,120	9,576	10,055
Net Operating Operating Subsidy Required	2,641	2,851	2,994	2,979	3,128	3,284	3,448	3,621	3,802	3,992	4,191	4,401	4,621	4,852	5,095	5,349	5,617	5,898	6,193	6,502
Subsidy per Rider	\$16	\$11	\$12	\$12	\$12	\$13	\$14	\$14	\$15	\$16	\$17	\$18	\$18	\$19	\$20	\$21	\$22	\$24	\$25	\$26
Farebox Recovery	21.0%	34.1%	34.1%	35.3%	35.3%	35.3%	35.3%	35.3%	35.3%	35.3%	35.3%	35.3%	35.3%	35.3%	35.3%	35.3%	35.3%	35.3%	35.3%	35.3%
Capital	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Expenses																				
Vessels																				
Vessel Leases																				
Vessel Acquisitions		1,776	5,327			7,831														
Vessel Tie-up Facility Lease or Construction																				
Major Engine Rebuild/Replacement																				
Rich Passage Monitoring	175	254	138	145	152	159														
Subtotal Vessels	175	2,030	5,465	145	152	7,990														
Terminals																				
Seattle Terminal			304																	
Bremerton Terminal	173																			
Terminal Preservation																				
Subtotal Terminals	173		304																	
Capital Program Management & Support																				
Total Capital Expenditures	348	2,030	5,768	145	152	7,990														
Total Operating and Capital Expenditures	3,692	6,357	10,312	4,751	4,988	13,068	5,332	5,599	5,879	6,173	6,482	6,806	7,146	7,503	7,878	8,272	8,686	9,120	9,576	10,055

Note: Numbers may not add up due to rounding

Kitsap Passenger Only Ferry Financial Pro Forma
Kingston - Seattle
2017-2036
(\$ in thousands)

Operations	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Revenue																				
Fares		527	1,107	1,163	1,221	1,282	1,346	1,413	1,484	1,558	1,636	1,718	1,803	1,894	1,988	2,088	2,192	2,302	2,417	2,538
Miscellaneous Operating Revenue																				
Total Operating Revenue		527	1,107	1,163	1,221	1,282	1,346	1,413	1,484	1,558	1,636	1,718	1,803	1,894	1,988	2,088	2,192	2,302	2,417	2,538
Expenses																				
Direct Vessel Operating Expense																				
Operating Labor		587	912	970	1,018	1,069	1,123	1,179	1,238	1,300	1,365	1,433	1,505	1,580	1,659	1,742	1,829	1,920	2,016	2,117
Fuel		1,137	1,768	1,880	1,974	2,073	2,176	2,285	2,399	2,519	2,645	2,778	2,916	3,062	3,215	3,376	3,545	3,722	3,908	4,104
Other Operating Costs		56	87	93	97	102	107	113	118	124	130	137	144	151	158	166	175	183	193	202
Maintenance Labor		230	362	344	362	380	399	419	439	461	485	509	534	561	589	618	649	682	716	752
Maintenance Supplies and Materials		165	256	272	286	300	315	331	347	365	383	402	422	443	466	489	513	539	566	594
Vessel Insurance		97	153	168	176	185	194	204	214	225	236	248	260	273	287	301	316	332	348	366
Other Maintenance		47	73	78	82	86	90	94	99	104	109	115	121	127	133	140	147	154	162	170
Subtotal Vessel Operations		2,317	3,610	3,804	3,995	4,194	4,404	4,624	4,855	5,098	5,353	5,621	5,902	6,197	6,507	6,832	7,174	7,532	7,909	8,304
Direct Terminal Operating Expense							582													
Labor		147	154	127	133	140	147	154	162	170	179	188	197	207	217	228	240	252	264	277
Maintenance		22	35	37	39	41	43	45	47	50	52	55	58	60	63	67	70	73	77	81
Terminal Lease Expense		19	29	31	33	34	36	38	40	42	44	46	48	51	53	56	59	62	65	68
Other		71	110	117	123	129	135	142	149	157	165	173	182	191	200	210	221	232	243	255
Subtotal Terminal Operations		259	329	312	328	344	362	380	399	419	439	461	485	509	534	561	589	618	649	682
Total Direct Expenses		2,576	3,938	4,117	4,323	4,539	4,766	5,004	5,254	5,517	5,793	6,082	6,386	6,706	7,041	7,393	7,763	8,151	8,558	8,986
Management and Support																				
KT POF Management and Support		169	178	130	136	143	150	157	165	174	182	191	201	211	222	233	244	256	269	283
Contractor Management and Support		698	733	740	777	816	857	900	945	992	1,042	1,094	1,149	1,206	1,266	1,330	1,396	1,466	1,539	1,616
Total Management and Support		868	911	870	913	959	1,007	1,057	1,110	1,166	1,224	1,285	1,350	1,417	1,488	1,562	1,641	1,723	1,809	1,899
Total Operating Expenses		3,444	4,849	4,987	5,236	5,498	5,773	6,061	6,364	6,683	7,017	7,368	7,736	8,123	8,529	8,955	9,403	9,873	10,367	10,885
Net Operating Operating Subsidy Required		2,917	3,742	3,824	4,015	4,216	4,427	4,648	4,881	5,125	5,381	5,650	5,933	6,229	6,541	6,868	7,211	7,572	7,950	8,348
Subsidy per Rider		\$39	\$25	\$26	\$27	\$28	\$30	\$31	\$33	\$34	\$36	\$38	\$40	\$42	\$44	\$46	\$48	\$50	\$53	\$56
Farebox Recovery		15.3%	22.8%	23.3%	23.3%	23.3%	23.3%	23.3%	23.3%	23.3%	23.3%	23.3%	23.3%	23.3%	23.3%	23.3%	23.3%	23.3%	23.3%	23.3%
Capital	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Expenses																				
Vessels																				
Vessel Leases																				
Vessel Acquisitions	3,002	3,002																		
Vessel Tie-up Facility Lease or Construction																				
Major Engine Rebuild/Replacement																				
Subtotal Vessels	3,002	3,002																		
Terminals																				
Seattle Terminal			304																	
Kingston Terminal	510	510																		
Terminal Preservation																				
Subtotal Terminals	510	510	304																	
Capital Program Management & Support																				
Total Capital Expenditures	3,512	3,512	304																	
Total Operating and Capital Expenditures	7,844	6,956	5,153	4,987	5,236	5,498	5,773	6,061	6,364	6,683	7,017	7,368	7,736	8,123	8,529	8,955	9,403	9,873	10,367	10,885

Note: Numbers may not add up due to rounding.

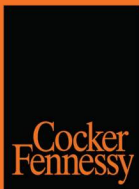
Kitsap Passenger Only Ferry Financial Pro Forma
 Southworth - Seattle
 2017-2036
 (\$ in thousands)

Operations	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	
Revenue																					
Fares				500	1,050	1,103	1,158	1,216	1,277	1,340	1,407	1,478	1,552	1,629	1,711	1,796	1,886	1,980	2,079	2,183	
Miscellaneous Operating Revenue																					
Total Operating Revenue				500	1,050	1,103	1,158	1,216	1,277	1,340	1,407	1,478	1,552	1,629	1,711	1,796	1,886	1,980	2,079	2,183	
Expenses																					
Direct Vessel Operating Expense																					
Operating Labor				558	879	923	969	1,017	1,068	1,122	1,178	1,237	1,299	1,364	1,432	1,503	1,578	1,657	1,740	1,827	
Fuel				752	1,184	1,244	1,306	1,371	1,440	1,512	1,587	1,667	1,750	1,837	1,929	2,026	2,127	2,233	2,345	2,462	
Other Operating Costs				53	83	87	91	96	101	106	111	117	122	128	135	142	149	156	164	172	
Maintenance Labor				195	308	323	339	356	374	393	413	433	455	478	501	526	553	580	609	640	
Maintenance Supplies and Materials				160	252	265	278	292	307	322	338	355	373	392	411	432	453	476	500	525	
Vessel Insurance				112	176	185	194	204	214	225	236	248	260	273	287	301	316	332	348	366	
Other Maintenance				48	76	80	84	88	92	97	102	107	112	118	124	130	137	143	151	158	
Subtotal Vessel Operations				1,878	2,958	3,106	3,262	3,425	3,596	3,776	3,965	4,163	4,371	4,589	4,819	5,060	5,313	5,578	5,857	6,150	
Direct Terminal Operating Expense																					
Labor				134	140	147	155	162	170	179	188	197	207	218	228	240	252	264	278	292	
Maintenance				35	55	57	60	63	66	70	73	77	81	85	89	93	98	103	108	113	
Terminal Lease Expense				21	33	34	36	38	40	42	44	46	48	51	53	56	59	62	65	68	
Other				112	177	185	195	204	215	225	237	248	261	274	288	302	317	333	350	367	
Subtotal Terminal Operations				301	404	424	445	468	491	516	542	569	597	627	658	691	726	762	800	840	
Total Direct Expenses				2,179	3,362	3,531	3,707	3,892	4,087	4,291	4,506	4,731	4,968	5,216	5,477	5,751	6,039	6,340	6,657	6,990	
Management and Support																					
KT POF Management and Support				110	116	122	128	134	141	148	155	163	171	180	189	198	208	218	229	241	
Contractor Management and Support				630	662	695	730	766	805	845	887	931	978	1,027	1,078	1,132	1,189	1,248	1,311	1,376	
Total Management and Support				741	778	817	858	900	945	993	1,042	1,094	1,149	1,207	1,267	1,330	1,397	1,467	1,540	1,617	
Total Operating Expenses				2,920	4,140	4,347	4,565	4,793	5,033	5,284	5,548	5,826	6,117	6,423	6,744	7,081	7,435	7,807	8,197	8,607	
Net Operating Operating Subsidy Required				2,420	3,090	3,245	3,407	3,577	3,756	3,944	4,141	4,348	4,565	4,794	5,033	5,285	5,549	5,827	6,118	6,424	
Subsidy per Rider				\$31	\$20	\$21	\$22	\$23	\$24	\$26	\$27	\$28	\$30	\$31	\$33	\$34	\$36	\$38	\$40	\$42	
Farebox Recovery				17.1%	25.4%	25.4%	25.4%	25.4%	25.4%	25.4%	25.4%	25.4%	25.4%	25.4%	25.4%	25.4%	25.4%	25.4%	25.4%	25.4%	
Capital																					
Expenses																					
Vessels																					
Vessel Leases																					
Vessel Acquisitions				4,633	15,443																
Vessel Tie-up Facility Lease or Construction																					
Major Engine Rebuild/Replacement																					
Subtotal Vessels				4,633	15,443																
Terminals																					
Seattle Terminal				304																	
Southworth Terminal					638																
Terminal Preservation																					
Subtotal Terminals				304	638																
Capital Program Management & Support																					
Total Capital Expenditures				4,937	16,081																
Total Operating and Capital Expenditures				8,773	19,001	4,140	4,347	4,565	4,793	5,033	5,284	5,548	5,826	6,117	6,423	6,744	7,081	7,435	7,807	8,197	8,607

Note: Numbers may not add up due to rounding.

kpff


Progressions
Sawyer & Associate


Cocker
Fennessy

 **steer davis gleave**


IBI
GROUP

 **Elliott Bay
Design Group**