



# Fourteen-Year Ferry Program

2023-2036 Ferry Program

2023



## 2023-2036 FOURTEEN-YEAR FERRY PROGRAM

### OVERVIEW

The Fourteen-Year Ferry Program provides a blueprint for the effective, efficient, and continuing operation of the Pierce County Ferry System. The projects listed are the result of input from County departments, governmental agencies, business organizations, citizen groups, and individuals. Capital improvements are scheduled based on experience operating and maintaining the system, while complying with applicable regulations.

Priorities and available funds for the ferry system will change over the fourteen years projected in this program. Therefore, the intention of the program is to be a guide indicating long range improvements and anticipated revenues and expenditures. Strict adherence to this program is not required.

The program information is presented in three tables. State and Federal requirements were established to assure counties have current plans for comprehensive transportation improvement efforts. Statutory requirements and a brief explanation of the tables and how they meet the requirements follow.

Enacted in 1975, Revised Code of Washington (RCW) 36.54.015 states “The legislative authority of every county operating ferries shall prepare, with the advice and assistance of the county engineer, a fourteen-year long range capital improvement plan embracing all major elements of the ferry system. Such plan shall include a listing of each major element of the system showing its estimated current value, its estimated replacement cost, and its amortization period.”

TABLE 1: FERRY SYSTEM CURRENT AND REPLACEMENT VALUES – 2022 meets the requirements of Revised Code of Washington (RCW) 36.54.015, and shows the current value, replacement cost, and amortization periods for the vessels and facilities. The current value of the vessels is the insured value, this is the closest approximation of true worth. The facilities’ current value is book value, which is the original cost less depreciation.

Originally enacted in 1961, as amended, RCW 36.81.121 (1) states “...the legislative authority of each county, after one or more public hearings thereon, shall prepare and

adopt a comprehensive transportation program for the ensuing six calendar years....and, for those counties operating ferries, shall also include a separate section showing proposed capital expenditures for ferries, docks, and related facilities. Copies of the program shall be filed with the county road administration board and the secretary of transportation not more than thirty days after its adoption by the legislative authority...” Subsection (2) requires expanded information outlining estimated county expenditures for the various facets of the transportation program.

The capital expenditure portion of RCW 36.81.121 (1) is satisfied by TABLE 2: PROJECTED EXPENDITURES. TABLE 2 also includes all other expenditures on the system to meet RCW 36.81.121 (2) requirements. Operational expenditures are delineated between vessel and non-vessel costs. U.S. Coast Guard regulations currently require the M/V ferries to be dry docked every two years – unless eligible for and meeting the requirements of the Coast Guard’s UWILD program (Underwater Inspection in Lieu of Dry Docking) and is reflected in the table. The landings are inspected regularly as required by the National Bridge Inspection Standards administered through the Washington State Department of Transportation. The inspection reports help identify and time major maintenance and replacement of these facilities. The last section of TABLE 2 lists loan payments.

RCW 36.81.121 also specifies the reporting requirement and timing of program submission, as well as establishing the annual update requirement. Additionally, the Federal Highway Administration requires all agencies within a Metropolitan Planning Organization to develop and annually update the long-range Transportation Improvement Plans and their Biennial Element.

Inherently, the projects and operations in the preceding tables require funding. TABLE 3: PROJECTED REVENUES provides the sources, amounts, and timing of anticipated funding available for the ferry system.

## **MAJOR CAPITAL PROJECT ANALYSIS**

The projects listed below are the major capital improvements planned in the 2023-2036 Fourteen-Year Ferry Program. See page F-6 for the projected expenditures and page F-7 for the projected revenues.

### **Anderson Island Ferry Landing – Anderson Island Ferry Landing Apron (CRP #6931)**

The scope of this work will install a new non-skid surface on the apron, providing safer driving surface for all users.

### **Ketron Island Ferry Landing – Ketron Island Ferry Landing Apron (CRP #6932)**

The scope of this work will install a new non-skid surface on the apron, providing safer driving surface for all users.

### **Steilacoom Ferry Landing – Steilacoom Island Ferry Landing (CRP #6933):**

The scope of this work will install a new non-skid surface on the apron, providing safer driving surface for all users.

### **Anderson Island Ferry Landing – Parking and Loading Lanes (CRP #6936)**

The scope of this work resurfaces and restores the ferry terminal facilities, including vehicle loading lanes and parking. The work will involve planing, paving, slurry coat, striping, landscaping, and non-motorized facilities.

### **Anderson Island Ferry Landing Apron Hinge Rehabilitation (CRP #6937)**

The scope of this work replaces or rehabilitates the landing apron hinge assemblies.

### **Steilacoom Ferry Landing Transfer Span Bearing Rehab (CRP #6938)**

The scope of this work will replace or rehabilitate the three major bearings as the Steilacoom Ferry Transfer Span.

### **Anderson Island Ferry Landing Transfer Span Bearing Rehab (CRP #6941)**

The scope of this work will replace or rehabilitate the three major bearings at the Anderson Island Ferry Transfer Span.

## **MAJOR MAINTENANCE**

### **Vessel Dry Docking:**

US Coast Guard regulations require periodic inspections of all ferry vessels. In addition to quarterly inspections and yearly certifications, each vessel is required to be dry docked every two years – unless eligible for and meeting the requirements of the Coast Guard’s UWILD program (Underwater Inspection in Lieu of Dry Docking). The *Steilacoom II* and *Christine Anderson* have both been accepted into the UWILD program and are dry docked every fourth year unless the UWILD uncovers an issue requiring work in the shipyard. Engine overhaul, vessel painting, hull repairs, and other major and minor repairs occur during the dry docking. Dry docking for the *M/V Christine Anderson* and *M/V Steilacoom II* is planned in concurrent years and are scheduled based on the Certificate of Inspection (COI) dates for each vessel.

## **MINOR MAINTENANCE**

Minor maintenance is continual on the ferries, landings, aprons, and waiting facilities. The costs, frequency and extent of the work may be unpredictable and, emergency issues may need immediate resolution. Routine maintenance activities such as oil changes or engine overhauls are more predictable and scheduled in advance. The maintenance budget takes into consideration both preventative and emergent repair work.

## **OPERATIONS**

As of 2021, most of the 2016 Waterborne Transportation Study major recommended changes have been implemented, with some changes to the system still being considered. These changes have enhanced the economic vitality and livability of Anderson and Ketron islands, and better meet the needs of commuters and Steilacoom School District students. Ridership is growing and has met pre-pandemic levels in 2021, with growth expectations in the 5-7% range. County staff continue to work with riders and the AICAB to implement additional changes to improve the system as needed.

## HISTORY OF THE PIERCE COUNTY FERRY SYSTEM

The Steilacoom ferry service has a rich history among the long-standing social traditions of Pierce County. The first ferry to make the trip from Steilacoom to Anderson Island was the *Elk*, later renamed *Airline*. It made its maiden voyage April 1, 1922. The *Elk* was 67 feet long and had a capacity of 16 automobiles.

The Skansie Brothers were the sole operators of the ferry service until Pierce County resumed control of the system in 1938 and contracted the service to other operators. Olsen Ferries, Inc. won the initial contract that year, although Skansie vessels continued to be used for several years.

The Pierce County ferry system provides sole, essential public ferry transportation for Anderson and Ketron Island residents and visitors. Ridership has grown from about 136,000 in 1968 to 450,000 in 2021.

The following is a chronology of the Pierce County Ferry System.

### Year   Event

- 1922   Pierce County awards a ferry contract to Skansie Brothers of Gig Harbor for a Steilacoom-Anderson Island-McNeal Island-Longbranch route with their new 67-foot, 16 car motor ferry *Elk*.
- 1938   Olsen Ferries, Inc. wins the contract to provide a nine-car ferry, the *Tahoma*, and operate the system.
- 1959   Sam & John Tokarzyk, d.b.a. Steilacoom Ferry Service, wins the operation contract.
- 1961   The Steilacoom to Ketron Island route is added to the system.
- 1967   The ferry *M/V Islander* is purchased by the County from the State of Oregon. It was formerly known as the *Tourist 2* and operated across the Columbia River from Astoria, Oregon to Meglar, Washington until World War II when the Army used it to place mines across the mouth of the Columbia River. After the war, it returned to Oregon service until 1966. The *Islander* has a capacity for eighteen vehicles and 100 passengers.
- 1976   The County takes possession of its second ferry, a 1936 vintage Navy surplus

vessel, christened the *M/V Steilacoom*. With the addition of the 30 vehicle and 150 passenger *Steilacoom*, the long-served *Tahoma* is retired.

- 1978   Tom Palmer, d.b.a. Island Charter Services, wins the operations contract.
- 1980   The *Steilacoom* is repowered to a single diesel engine with reduction gearing.
- 1981   The McNeil Island route is terminated.
- 1983   The Anderson Island Ferry Landing is reconstructed.
- 1984   Alaska Marine Charters, Inc., wins the operations contract.
- 1986   The Steilacoom waiting facility and restaurant is reconstructed.
- 1987   A new waiting facility and a Park & Ride lot are constructed on Anderson Island.
- 1989   Island Charter Services wins the ferry operations contract.
- 1989   The first Waterborne Transportation Study is completed outlining the direction for ferry operations in ensuing years.
- 1994   The County puts the newly constructed ferry *M/V Christine Anderson* into service. The ferry has a capacity for 54 vehicles and 215 passengers. The ferry *Islander* is sold, refurbished as a passenger ferry and operated as the *Argosy* on Lake Washington. Alaska Marine Charters, Inc. wins the operations contract.
- 1997   Alaska Marine Charters, Inc. becomes Pacific Western Maritime, Inc.
- 1998   The Steilacoom and Ketron Island Landings are reconstructed.
- 1999   The ferry vehicle waiting lanes at Steilacoom are reconstructed. Pacific Western Maritime wins the operations contract.
- 2002   The Anderson Island Park & Ride lot and vehicle waiting lanes are reconstructed. Pacific Western Maritime, Inc. becomes Pacific Navigation Company.
- 2003   The 2003 Waterborne Transportation Study is completed outlining the direction for ferry operations in ensuing years.
- 2004   The design for a new 54-car ferry is completed.
- 2005   Pacific Navigation Company wins the ferry operations contract.
- 2005   Bids for the new 54-car ferry are received, the contract is awarded and

construction commences.

- 2006 New ferry *M/V Steilacoom II* is completed and placed in service with a capacity of 54 vehicles and 288 passengers.
- 2007 A new Ferry Ticket System is implemented. Tickets are available both online and from an Anderson Island kiosk.
- 2008 The *Steilacoom II* is loaned to Washington State Ferries to serve the Port Townsend-Keystone route.
- 2009 The Charter Agreement for the *Steilacoom II* is extended for one year with Washington State Ferries to end in September 2010.
- 2010 The *Christine Anderson* is placed into extensive dry dock and hydraulic lift systems are refurbished on all docks funded largely with American Recovery and Reinvestment Act of 2009 Stimulus grant monies. The *Steilacoom II* undergoes dry docking in late 2010 and is prepared for an in-water inspection in 2011 to get the vessels on alternate year certifications.
- 2011 The *Steilacoom II* is returned to service in Pierce County. Two boats are put into use on the Independence Day holiday for the first time in the system's history.
- 2012 The Steilacoom ferry terminal is remodeled and updated. A fuel catalyst system is added to the vessels to reduce fuel usage and emissions. Development of environmental and preliminary specifications commenced for refurbishment or replacement, as necessary, of the Steilacoom lay berth (idle ferry landing) wing-walls and dolphins, as well as for repair of the active berth dolphins.
- 2013 The U.S. Coast Guard accepted and approved Pierce County's UWILD application (Underwater Inspection in Lieu of Dry Docking) for the *Steilacoom II*. Since *Steilacoom II* is less than 15 years old and met the design requirements for this program, the UWILD – if successfully passed – allows the *Steilacoom II* to bypass alternating biennial dry dockings, a savings of approximately \$1.2 million every two years. Two-boat operations augmented service when required to meet demand during the Independence Day and Labor Day weekends.
- 2014 The *Christine Anderson* is placed into dry dock. The County requests entry of the *Christine Anderson* into the Coast Guard's Underwater Inspection In lieu of Dry Dock (UWILD) program. HMS Ferries, Inc. is awarded the ferry operations

contract.

- 2015 A Waterborne Transportation Study is completed outlining the direction for ferry operations in ensuing years. The *Steilacoom II* is placed into dry dock. A preservation project is completed at the Steilacoom Ferry Landing repairing one of four dolphins, replacing the main hydraulic cylinder used to raise and lower the transfer span, and installing an emergency power back-up system at the terminal. The U.S. Coast Guard accepted and approved Pierce County's UWILD application (Underwater Inspection in Lieu of Dry Docking) for the *Christine Anderson*.
- 2016 A new Ferry Ticketing System is implemented, adding mobile ticketing. Both boats operate on Fridays and Sundays in July and August to address increased summer demand. Service is expanded Monday through Friday in the mornings and evenings.
- 2017 Work is completed on the Anderson Island Dock to remove old pilings and replace the existing wing walls and dolphins.
- 2018 New wing walls and dolphins are installed in the lay berth at the Steilacoom dock. Additionally, the pier is extended 70 feet to accommodate access for maintenance and passenger-only loading in case of an emergency. The inactive vessel was moored temporarily at the Port of Olympia during this construction project. Additionally, the *Christine Anderson* underwent a dry dock at Fairhaven Shipyard in Bellingham, WA.
- 2019 Work was completed on the new wing walls and dolphins at the Steilacoom Dock. The *Steilacoom II* underwent a dry dock.
- 2020 A new asset management system was adopted to replace the existing one. A new schedule was implemented to streamline operations. The ferry operated at normal service levels during the pandemic.
- 2021 Work is completed on the Steilacoom Ferry Landing to replace the cylinder and bearings.
- 2022 HMS Ferries wins the ferry operations contract.

**Pierce County Fourteen-Year Ferry Program: 2023-2036**

<b>TABLE 1: FERRY SYSTEM CURRENT AND REPLACEMENT VALUES - 2023</b>				
<b>VESSELS</b>				
Current Statistics		M/V <i>Christine Anderson</i>	M/V <i>Steilacoom II</i>	
LENGTH (ft)		213	216	
BEAM (ft)		66	68	
DISPLACEMENT (tons)		881	999	
YEAR BUILT		1994	2006	
CAPACITY -- Passengers		250	300	
CAPACITY -- Cars		54	54	
CURRENT INSURED VALUE - 2022 <sup>(1)</sup>		\$4,700,000	\$11,200,000	
<b>TOTAL - INSURED VALUE - 2023</b>				<b>\$15,900,000</b>
Replacement Statistics				
YEAR		2044	2056	
CAPACITY -- Passengers		250	300	
CAPACITY -- Cars		54	54	
VALUE - 2022		\$15,450,000	\$16,950,000	
<b>TOTAL - REPLACEMENT VALUE - 2023</b>				<b>\$32,400,000</b>
<b>FACILITIES</b>				
LOCATION	YEAR BUILT	REPLACEMENT YEAR	CURRENT BOOK VALUE <sup>(2)</sup>	REPLACEMENT VALUE - 2023 <sup>(3)</sup>
<b>Steilacoom Landing</b>	1998	2038	3,206,270	9,537,138
Waiting Facility	1986 <sup>(4)</sup>	2036	857,670	3,141,328
<b>Subtotal - Steilacoom Landing</b>			<b>4,063,940</b>	<b>12,678,466</b>
<b>Anderson Island Landing</b>	1983	2030	2,650,560	10,941,381
Waiting Facility	1987	2030	138,360	1,635,079
Park and Ride	2002	2042	1,024,110	2,081,742
<b>Subtotal - Anderson Island Landing</b>			<b>3,813,030</b>	<b>14,658,203</b>
<b>Ketron Island Landing</b>	1998	2038	2,004,090	5,872,783
<b>Subtotal - Ketron Island Landing</b>			<b>2,004,090</b>	<b>5,872,783</b>
<b>TOTAL FACILITIES VALUE</b>			<b>9,881,060</b>	<b>33,209,451</b>
<b>TOTAL VESSELS &amp; FACILITIES VALUE</b>			<b>25,781,060</b>	<b>65,609,451</b>
NOTES:				
<sup>(1)</sup> Insured 2023 to be VERIFIED.		<sup>(4)</sup> Waiting Facility renovated in 2011		
<sup>(2)</sup> Estimated using a 40-year life and straight-line depreciation.				
<sup>(3)</sup> 2023 Replacement value based upon original cost plus yearly inflation (3.0%).				

Pierce County Fourteen-Year Ferry Program: 2023-2036

TABLE 2: PROJECTED EXPENDITURES

	(In 1,000's of Dollars)						
	2023	2024	2025	2026	2027	2028	2029
<b>Operations: Vessel <sup>(1)</sup></b>							
Fuel	650	670	690	711	732	754	777
Operating Contract	3,465	3,569	3,676	3,786	3,900	4,017	4,138
Other Professional Services	126	130	134	138	142	146	150
Supplies, Minor Equipment & Rentals	29	30	31	32	33	34	35
Vessel Repairs & Maintenance	689	709	730	752	775	798	822
<b>Operations: Non-Vessel <sup>(1)</sup></b>							
Administration & Overhead	1,069	1,101	1,134	1,168	1,203	1,239	1,276
Other Professional Services	32	32	33	34	35	36	37
Utilities, Permits, Fees	65	67	69	71	73	75	77
Supplies, Minor Equipment & Rentals	7	8	8	8	8	8	8
Non-Vessel Repairs & Maintenance	139	143	147	151	156	161	166
Insurance	38	39	40	41	42	43	44
Subtotal - Operations	\$ 6,309	\$ 6,498	\$ 6,692	\$ 6,892	\$ 7,099	\$ 7,311	\$ 7,530
<b>Vessel Dry-Dock:</b>							
Steilacoom II Dry-Dock/Maint. <sup>(3)</sup>	3,500		1,500		4,254		1,823
Christine Anderson Dry-Dock/Maint. <sup>(3)</sup>		1,500		4,254		1,823	
Subtotal - Dry-Dock/Maintenance	\$ 3,500	\$ 1,500	\$ 1,500	\$ 4,254	\$ 4,254	\$ 1,823	\$ 1,823
Total - All Maintenance and Operations	\$ 9,809	\$ 7,998	\$ 8,192	\$ 11,146	\$ 11,353	\$ 9,134	\$ 9,353
<b>Preservation: Non-Vessels</b>							
Anderson Is & Steilacoom Ferry Landings - Rehabilitation	1,211	4					
Anderson Island Ferry Landing - Apron Lips Rehabilitation				5			
Anderson Island Ferry Landing - Apron Non-Skid Surface	92	4					
Anderson Island Ferry Landing - Apron Painting					5		
Anderson Island Ferry Landing - Concrete Rehabilitation				5			
Anderson Island Ferry Landing - Parking Lot	4						
Ketron Island Ferry Landing - Hydraulics Systems Preservation <sup>(2)</sup>		1					
Ketron Island Ferry Landing - Apron Non-Skid Surface		15	65	4			
Ketron Island Ferry Landing - Dolphins		87	86	90	1,949		
Steilacoom Ferry Landing - Apron Hinge Rehabilitation				5			
Steilacoom Ferry Landing - Apron Lips Rehabilitation				5			
Steilacoom Ferry Landing - Apron Non-Skid Surface	85	4					
Steilacoom Ferry Landing - Apron Painting					5		
<b>Improvements: Vessels</b>							
MV Christine Anderson - Re-Power				1			
Subtotal - Capital	\$ 1,392	\$ 115	\$ 151	\$ 115	\$ 1,959	\$ -	\$ -
<b>Loan Payments:</b>							
Steilacoom II <sup>(4)</sup>	395	393	391	391			
Total - Capital	\$ 1,787	\$ 508	\$ 542	\$ 506	\$ 1,959	\$ -	\$ -
<b>TOTAL EXPENDITURES</b>	<b>\$ 11,596</b>	<b>\$ 8,506</b>	<b>\$ 8,734</b>	<b>\$ 11,652</b>	<b>\$ 13,312</b>	<b>\$ 9,134</b>	<b>\$ 9,353</b>

NOTES:  
<sup>(1)</sup> 2023-2036 operations expenses projected at an annual inflation rate of 3% (excluding depreciation)  
<sup>(2)</sup> Placeholder for overhaul of transfer span hydraulic lift system at Ketron Ferry Landing

Pierce County Fourteen-Year Ferry Program: 2023-2036

TABLE 2 (Continued): PROJECTED EXPENDITURES

	(In 1,000's of Dollars)						
	2030	2031	2032	2033	2034	2035	2036
<b>Operations: Vessel <sup>(1)</sup></b>							
Fuel	800	824	849	874	900	927	955
Operating Contract	4,262	4,390	4,522	4,658	4,798	4,942	5,090
Other Professional Services	155	160	165	170	175	180	185
Supplies, Minor Equipment & Rentals	36	37	38	39	40	41	42
Vessel Repairs & Maintenance	847	872	898	925	953	982	1,011
<b>Operations: Non-Vessel <sup>(1)</sup></b>							
Salaries, Benefits & Administration	1,314	1,353	1,394	1,436	1,479	1,523	1,569
Other Professional Services	38	39	40	41	42	43	44
Ferry System Operations	79	81	83	85	88	91	94
Supplies, Minor Equipment & Rentals	8	8	8	8	8	8	8
Non-Vessel Repairs & Maintenance	171	176	181	186	192	198	204
Insurance	45	46	47	48	49	50	52
Subtotal - Operations	\$ 7,755	\$ 7,986	\$ 8,225	\$ 8,470	\$ 8,724	\$ 8,985	\$ 9,254
<b>Vessel Dry-Dock:</b>							
Steilacoom II Dry-Dock/Maint. <sup>(3)</sup>		5,171		2,216		6,285	2,694
Christine Anderson Dry-Dock/Maint. <sup>(3)</sup>	5,171		2,216		6,285		2,694
Subtotal - Dry-Dock/Maintenance	\$ 5,171	\$ 5,171	\$ 2,216	\$ 2,216	\$ 6,285	\$ 6,285	\$ 2,694
Total - All Maintenance and Operations	\$ 12,926	\$ 13,157	\$ 10,441	\$ 10,686	\$ 15,009	\$ 15,270	\$ 11,948
<b>Preservation: Non-Vessels</b>							
<b>Improvements: Vessels</b>							
Subtotal - Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Loan Payments:</b>							
Steilacoom II <sup>(4)</sup>							
Total - Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL EXPENDITURES</b>	<b>\$ 12,926</b>	<b>\$ 13,157</b>	<b>\$ 10,441</b>	<b>\$ 10,686</b>	<b>\$ 15,009</b>	<b>\$ 15,270</b>	<b>\$ 11,948</b>

<sup>(3)</sup> Underwater Inspection may be done in lieu of Dry-Dock every fourth year if approved by USCG  
<sup>(4)</sup> Debt service on the MV Steilacoom II (through 2026)

**Pierce County Fourteen-Year Ferry Program: 2023-2036**

**TABLE 3: PROJECTED REVENUES**

(In 1,000's of Dollars)

CATEGORY	YEAR						
	2023	2024	2025	2026	2027	2028	2029
<b>Maintenance and Operations</b>							
Fares	3,141	3,267	3,398	3,534	3,675	3,822	3,975
Ferry Fund Balance	585	587	588	588	588	587	585
Steilacoom Landing Rent	195	201	207	213	219	226	233
Motor Vehicle Fuel Tax (MVFT)	124	128	131	135	139	144	148
MVFT Deficit Subsidy	495	510	525	541	557	574	591
FTA/Pierce Transit Funds	1,173	1,208	1,244	1,282	1,320	1,360	1,401
Other Sources (concessions, services, interest)	10	10	11	11	11	12	12
County Road Fund Subsidy - M & O	585	587	588	588	588	587	585
County Road Fund Drydock	3,500	1,500	1,500	4,254	4,254	1,823	1,823
Subtotal - Maintenance and Operations	9,809	7,998	8,192	11,146	11,353	9,134	9,353
<b>Capital</b>							
Ferry Fund Balance	46	44	38	39			
CRAB Capital Grant (Steilacoom II)	353	353	353	353			
County Road Fund Subsidy - Capital Improv.	177	111	151	114	1,959		
Ferry Boat Program Funds	261						
Misc. Other State	950						
Subtotal - Capital	1,787	508	542	506	1,959	0	0
<b>TOTAL REVENUES</b>	<b>\$11,596</b>	<b>\$8,506</b>	<b>\$8,734</b>	<b>\$11,652</b>	<b>\$13,312</b>	<b>\$9,134</b>	<b>\$9,353</b>
CATEGORY	YEAR						
	2030	2031	2032	2033	2034	2035	2036
<b>Maintenance and Operations</b>							
Fares	3,863	4,018	4,178	4,345	4,519	4,700	4,888
Ferry Fund Balance	894	294	0	0	0	0	0
Steilacoom Landing Rent	180	185	191	197	203	209	215
Motor Vehicle Fuel Tax (MVFT)	129	133	137	141	145	150	154
MVFT Deficit Subsidy	521	537	553	569	586	604	622
FTA/Pierce Transit Funds	1,265	1,303	1,342	1,382	1,424	1,466	1,510
Other Sources (concessions, services, interest)	10	10	11	11	11	12	12
County Road Fund Subsidy - M & O	894	1,506	1,814	1,824	1,836	1,845	1,853
County Road Fund Drydock	5,171	5,171	2,216	2,216	6,285	6,285	2,694
Subtotal - Maintenance and Operations	12,926	13,157	10,441	10,686	15,009	15,270	11,948
<b>Capital</b>							
Ferry Fund Balance							
CRAB Capital Grant (Steilacoom II)							
Other Sources (DOC, grants, trust fund loan)							
County Road Fund Subsidy - Capital Improv.							
Subtotal - Capital	0	0	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>\$12,926</b>	<b>\$13,157</b>	<b>\$10,441</b>	<b>\$10,686</b>	<b>\$15,009</b>	<b>\$15,270</b>	<b>\$11,948</b>