AMHS STRATEGIC BUSINESS AND OPERATIONAL PLAN

Phase Two Final Report

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EXECUTIVE SUMMARY

Alaska's marine transportation linkages are critical to communities and the state's economy. The Alaska Marine Highway System (AMHS), which provides many of those critical linkages, is at a critical juncture. With declining state funding support the ferry system must find a way to sustain essential services with its limited resources. In May 2016, Governor Bill Walker signed a Memorandum of Understanding with Southeast Conference to undertake a statewide planning process aimed at improving the long-term viability of AMHS. Southeast Conference is completing a two-phase approach that will identify structural changes to improve the operability and financial health of the state ferry system. Oversight for the project is provided by a 12-person steering committee representing businesses, tribes, industry, and trade associations across the State.

Southeast Conference contracted with Elliott Bay Design Group (EBDG) and McDowell Group (McDowell), supported also by KPFF Consulting Engineers, to prepare a strategic business plan for AMHS as Phase Two of a comprehensive reform study. The project was financed by a broad spectrum of Alaskan organizations and communities. The objective for Phase Two was to create "a clear description of how the Alaska Marine Highway could better serve Alaskans' transportation needs as a public corporation and why it is imperative to do so."

The scope of work had five basic tasks:

- Revenue Analysis
- Operations Analysis
- Operations Financial Model
- Structure and Benefits of Public Corporation Governance
- Public Process and Stakeholder Engagement

The EBDG and McDowell team interviewed key stakeholders within AMHS to better understand the breadth and scope of the operation. Linkages to other parts of the Alaska State government were identified and were also interviewed by the team including the following:

- Department of Administration
- Department of Transportation and Public Facilities
- Attorney General's Office
- Alaska Railroad Corporation, Alaska Permanent Fund Corporations, and other public entities

In addition to the interviews, the team assembled and reviewed a comprehensive list of prior studies, documents, and records for the system including:

- Revenue Data
- Operational Cost Data
- Maintenance Cost Data
- Collective Bargaining Agreements
- Terminal Condition Reports
- Vessel Condition Reports
- State Budget reports

The team began the project with a listening session in Anchorage and outreach to the general public, ferry system users, and key associations. A project website was created with information on the project, a roster of public comments, and selected background information such as the Phase One report and the Phase Two scope of work.

Following the data review and interviews the project team created a simplified, but not simple, operational model for the system. Cost and revenue data from 2015/2016 were used to validate the model. Once the team had confidence in the inputs and outputs of the model a baseline, a scenario was created using the current fleet of nine vessels and a service level of 350 vessel weeks of operation (in 2017 the system planned to provide 335 weeks of service). This same level of service was then modelled with a future fleet of standardized vessels: three Dayboats, two 24/7 feeder vessels, one ocean capable vessel, and three mainline vessels. The same future fleet vessels were applied to a minimum service model with only seven vessels that provided 282 vessel weeks of service.

The study team also investigated the challenges, benefits, and costs of changing the system governance from a line agency of the Department of Transportation and Public Facilities to a Public Corporation. Background information is given on other entities within Alaska that have some independence from State government as well as other ferry systems such as BC Ferries that have transitioned to become more nimble and business-like.

The findings of the study are as follows:

Task 1 – Revenue Analysis

- There are no operating scenarios where AMHS can recover its operating costs through the fare box and still fulfill its critical public service mission. Given the small markets served, long distances between ports, and often extreme weather operating environment, AMHS will always be dependent on public support to provide safe and reliable transportation.
- Bellingham service is an essential source of AMHS operating revenue. Almost half (44 percent) of system operating revenues are tied to Bellingham embarkations or disembarkations. Maintaining that service is critical.
- Non-resident travel accounts for 42 percent of AMHS operating revenues. These revenues make it possible to offer a level of service to Alaskans that would not be possible in the absence of those revenues.
- Price elasticity modelling suggests that cutting fares will NOT produce enough additional ridership to compensate for the loss of revenue.
- Increasing fares could result in an overall increase in operating revenue, though with the result of reduced traffic.
- Passenger services generate approximately $5.5 million annually or about 10% of the total revenue before discounts. This revenue stream currently requires additional crew members to deliver the services. Recognizing that passenger services are an important part of the customer experience, a careful review of how best to provide those services (contracted or otherwise) should be a priority for ferry system management.

- AMHS can use demand management strategies to increase revenue from freight, currently about $2 million annually. AMHS should look for opportunities to partner with private freight carriers to maximize revenue and community service.
- Forward funding, which allows developing operating schedules up to 18 to 24 months in advance, would enhance revenue generation, especially in the non–resident tourism market where there is significant potential for growth. This growth would bring economic benefits to the many Alaskan communities that depend on the visitor industry.
- Forward funding would have a range of other system management and traveller benefits starting with service stability and predictability.
- Forward funding is essential for the system to take full advantage of its revenue opportunities.
- An Alaska Marine Highway System Public Corporation would be most empowered to manage efficiently and enhance revenues if it is able to draw on the Alaska Marine Highway System Fund (where all operating revenues are deposited) as needed without the approval of the legislature.
- Transition to a Public Corporation will not inhibit AMHS access to the essential federal capital funds needed to sustain the system.

Task 2 – Operations Analysis

- The primary performance goal of the system is to provide reliable, consistent service to the residents and communities of Alaska.
- The future system in Southeast Alaska will continue to consist of a combination of long runs and intermediate stops with short connector routes. AMHS cannot and should not design a system that relies on extensive road construction because that is unlikely given fiscal constraints at the state and federal levels.
- The future system will require a mix of ocean-going vessels capable of serving Southwest Alaska, smaller feeder vessels suitable for serving communities in South-Central and Southeast Alaska, and large mainline ferries that can connect to Bellingham, with feeder vessels in Southeast Alaska, and across the Gulf of Alaska.
- Restructuring of AMHS will result in a much needed opportunity to renegotiate labor contracts for tangible benefits such as less overhead intensive dispatching procedures, and more efficient dispute settlements.

Task 3 – Operations Financial Model

- The Bellingham run with an overnight vessel is critical to revenue and attracting non-Alaska riders.
- Fleet and terminal standardization will improve operational flexibility and reliability.
- Modern, automated ferries can reduce crew requirements by 10% from current vessels.
- Standardizing the fleet and replacement of "expensive to operate" vessels will significantly reduce overall operating costs for the system.
- There are no reasonable scenarios for AMHS to recover all expenses through revenue.

Task 4 – Structure and Benefits of Public Corporation Governance

- An empowered board of directors should be created to set policies and to manage the hiring and benefits for the chief executive office.

- The legislature should forward fund AMHS for a minimum of two years and should set performance goals for ferry system management.
- Improved management of the labor force can reduce personnel costs.
- A shift to Public Corporation will allow a reset of labor relations. Ideally there would be a single collective bargaining unit representing all ferry system employees.
- An independent governance board would have administrative costs of $25,000 to $30,000 per annum.
- The legislature would continue to hold the power of the purse through the annual budget process and approval of the contribution from the Unrestricted General Fund.

Task 5 - Public Process and Stakeholder Engagement

- The project team solicited public input through numerous avenues including the Steering Committee, a project-specific website, solicitation of comments from employees and passengers, and in public meetings and presentations.
- Community meetings were held in several locations including Juneau, Cordova, Petersburg, Ketchikan, Sitka, Haines, Valdez, Whittier, Kodiak, and Anchorage. Project presentations were also given at Southeast Conference Annual Meeting and other forums including the Alaska Travel Industry Association Annual Convention, Alaska Tribal Transportation Symposium, and Alaska House Transportation Committee.
- The public directly served by the system confirmed it is vital to community economic well-being.
- Suggestions for generating additional operating revenue and controlling costs are summarized in the report.
- A frequently cited suggestion was that a reduction in fares would produce sufficient additional ridership to more than compensate for the loss in revenue. This belief is contradicted by the price elasticity data.

Next Steps

The AMHS Reform recognizes a change in governance for the ferry system is critical and has identified some of the challenges to overcome and benefits that can be achieved. Areas where operations, revenue, and planning could be improved are identified along with suggested changes to the current system. The greatest opportunity is to change the relationship between ferry system management and labor. This will involve new labor contracts, more direct involvement by management over the labor negotiations, and a labor representative seat on the board of directors to ensure labor has a voice in setting policies and selecting senior management.

The next step will be to create a transition plan with distinct roles and responsibilities as well as clear milestones. The transition will require the support of the legislature both in funding and in new legislation. The AMHS management team is fully occupied with running a ferry system so they must be assigned additional resources during the transition period to handle the transition workload. The future of AMHS will require new vessels so a capital plan is another key element of the transition effort. Finally, the legislature must commit to forward fund the current operation. This will enable AMHS and its potential partners and customers to plan with confidence and focus on growing revenues.

Maintaining the long-term viability of the essential transportation services that AMHS provides is critical not only to the coastal communities but to the overall state economy. While this study has identified "opportunities for transformational change to ensure the system's long-term viability" [1]the system will require continuing financial support from the State. An improved AMHS with a more nimble and business like operation will not only enhance the customer experience, but will contribute to Alaska's tourism, economy, and vitality.

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PURPOSE

The Alaska Marine Highway System (AMHS) is an integral part of Alaska's statewide transportation system and provides vital transportation services to connect areas of coastal Alaska where highways and bridges do not connect communities. These services benefit Alaska residents, businesses, and visitors. The purpose of this study is twofold: 1) model a future ferry operation (service levels, routes, and vessels) to identify changes that will reduce the gap between revenues and expenses, and 2) demonstrate that a change in governance structure will provide sufficient benefits to improve the status quo.

PROJECT BACKGROUND

The unrestricted general fund (UGF) revenues for the state of Alaska peaked in 2012 at $10 billion and have declined precipitously due to the drop in oil production from the North Slope and the sharp decrease in global oil prices. The UGF revenue was forecasted to be $1.6 billion in fiscal year 2017. Every aspect of Alaska State government is under intense scrutiny as to the benefits being provided versus the costs of the service. The AMHS is no exception and has seen a decline in UGF support since fiscal year 2012

In 2012 AMHS provided 412.5 operating weeks of service with 11 vessels at an operating cost of $168.7 million. The 2017 plan is to provide 335 weeks of service with nine vessels at a cost of $144.2 million, an 18.8% reduction in service weeks and a 14.5% reduction in operating cost. To further complicate issues, there has been unplanned downtime on two vessels, COLUMBIA and TUSTUMENA, in part due to the structural repairs necessitated by the age of the vessels (43 years and 53 years respectively). Two ferries have been removed from service as a result of the decreased budget. One of the oldest vessels at 54 years, TAKU, is up for disposal while one of the newest vessels at 12 years, CHENEGA, is in long-term lay-up due to the expense of repairs and operation. Users of AMHS see the future of the system as they look at this combination of reduced service, a fleet of vessels that may not match the future needs, and a management team that is scrambling to deal with this rapid downsizing.

Southeast Conference has organized an independent look at the future of AMHS. This statewide project has been guided by a steering committee of marine transportation professionals, public officials, user groups, and governance experts. Southeast Conference contracted with Elliott Bay Design Group (EBDG) and McDowell Group (McDowell) to examine the mission and core values of AMHS and to examine different forms of governance that might offer an improved ability to manage the current operation and plan for the future. A report was published on December 31, 2016 that recommended improvements to AMHS with the following key recommendations:

- Provide forward funding to allow better planning and promotion of the service
- Transition AMHS from a line agency of the Department of Transportation to a Public Corporation
- Enable direct control over labor negotiations to improve alignment between management and labor
- Continue State ownership of assets including terminals, vessels, and support facilities

The proposed mission statement was:

"Deliver safe, reliable, and sustainable marine transportation for Alaska residents, visitors, and our commercial customers."

Southeast Conference subsequently initiated a Phase Two to create a Strategic Operational and Business Plan. EBDG and McDowell were again retained for the effort. The scope of work for the second phase included the following, described in detail in this report:

- Task 1 - Revenue Analysis
- Task 2 - Operations Analysis
- Task 3 - Operations Financial Model
- Task 4 - Structure and Benefits of Public Corporation Governance
- Task 5 - Public Process and Stakeholder Engagement

The schedule interruptions in the summer of 2017 highlight the critical role that AMHS provides to industries and communities in coastal Alaska. Without service, Alaskans and visitors were unable to travel for healthcare, efficiently move fish, meet with family members, spend tourism dollars, or move personal goods. The system merits a well thought out plan to carry AMHS forward for the next 60 years for the benefit of all Alaska. This plan is a step in that direction.

TASK 1. REVENUE ANALYSIS

1.1 AMHS Operating Revenue Sources and Trends

1.1.1 Overview

It is important that proposed changes to AMHS governance and/or operations be considered with clear understanding of the markets served by the ferry system. Market and revenue data are needed to consider system efficiency (along with cost data), how best to grow revenues, price AMHS services, and assess the system's success in meeting its basic public service mission.

In general, the market served by AMHS is a $50 million-plus market. In FY2016, AMHS earned $47.2 million from operations, including vehicle fares of $22.2 million (47 percent of total operations revenue). Passenger fares generated $16.4 million in revenue (35 percent of operations revenue), and stateroom sales and passenger services sales account for the balance.

Revenues in FY2016 were 13 percent below the FY2015 total of $53.9 million (the highest in system history) and 11 percent below the previous four-year (FY2012-15) average of $52.9 million. The revenue decline in FY2016 is attributable to a decrease in vessel service weeks. AMHS provided 356 weeks of service in FY2016, 6 percent below the FY2015 total of 378 weeks, and 10 percent below the previous 4-year average of 393 weeks.

Table 1. AMHS Annual Operating Revenue by Source, SFY 2012 - 2016

	2012	2013	2014	2015	2016
Passengers	$17,888,544	$17,466,710	$17,029,816	$18,349,255	$16,404,486
Vehicles	$27,315,678	$26,786,302	$25,761,463	$25,975,979	$22,172,699
Staterooms	$5,935,636	$6,136,062	$5,339,942	$5,783,322	$4,094,001
Passenger Services	$4,660,808	$4,797,491	$4,378,251	$5,460,703	$5,634,220
Discounts	-$2,116,472	-$1,953,331	-$1,639,149	-$1,673,140	-$1,147,976
Total	**$53,684,194**	**$53,233,234**	**$50,877,405**	**$53,896,118**	**$47,157,431**

Source: AMHS, compiled by McDowell Group.

Revenue from vehicle fares was down 15 percent in FY2016 compared to FY2015's total of $26.0 million. Passenger fare revenue was down 11 percent from the FY2015 total of $18.3 million.

Table 2. AMHS Annual Passenger and Vehicle Traffic, CY2011 - 2015

	2011	2012	2013	2014	2015
Passengers	334,778	337,774	313,311	319,004	288,113
Vehicles	114,100	115,448	108,797	108,478	100,547

Source: AMHS, Annual Traffic Volume Reports

Over the past 30 years, the largest number of passengers served in any single year was 420,000 in 1992. Southeast region passenger traffic also peaked that year, at 373,000. Peak Southwest region traffic was much more recently, in 2011, at 81,000. The 30-year peak for vehicle traffic was in 2012, when 115,000 vehicles were served by AMHS. The peak vehicle year in Southeast was back in 1992, at 97,000, however this includes Ketchikan – Hollis traffic, which is now served by the Inter-Island Ferry Authority. Southwest vehicle traffic peaked at 33,000 in 2011.

1.1.2 Revenue by Port of Embarkation

AMHS serves many different markets over a broad geographic area that includes 34 ports of call. Operating revenue based on port of embarkation clearly illustrates the importance of Bellingham service. Traffic embarking in Bellingham accounted for $11.4 million in revenue in 2015 (23 percent of total system operating revenues). Typically disembarking traffic and revenues are about equal to embarking traffic, for any given port. In 2015, revenue associated with Bellingham arrivals totaled $10.1 million. This means that 44 percent ($21.5 million) of AMHS operating revenue was connected with service to and from Bellingham in 2015. That year, embarking Bellingham traffic included 13,128 passengers and 5,689 vehicles. Disembarking traffic in 2015 included 10,891 passengers and 5,152 vehicles. The COLUMBIA, KENNICOTT, and MALASPINA all served Bellingham in 2015.

Juneau, Haines, Whittier, and Ketchikan round out the top five ports in terms of embarkation, disembarkation, and total revenue in 2015.

Table 3. AMHS Revenue by Port of Embarkation, CY2015

Port	Cabin	Car Deck	Passage	Total
Bellingham	$1,853,780	$6,116,100	$3,424,412	$11,394,292
Juneau	754,460	4,033,356	3,074,586	7,862,402
Haines	642,159	2,729,199	1,700,508	5,071,866
Whittier	374,307	2,237,143	1,602,974	4,214,424
Ketchikan	506,114	1,935,700	1,498,490	3,940,304
Kodiak	308,365	1,278,242	692,279	2,278,886
Homer	279,412	1,205,174	702,809	2,187,395
Skagway	241,630	873,245	1,017,934	2,132,809
Prince Rupert	212,286	930,056	558,193	1,700,535
Sitka	164,519	678,503	540,992	1,384,014
Cordova		684,281	627,037	1,311,318
Valdez		461,729	712,934	1,174,663
Petersburg	138,256	514,674	376,053	1,028,983
Wrangell	96,096	370,011	313,325	779,432
Metlakatla (ANB)		193,564	245,797	439,361
Hoonah	3,021	164,530	115,046	282,597
Dutch Harbor (UNA)	49,693	68,011	88,771	206,475
Gustavus	241	108,441	87,379	196,061
Angoon		77,444	92,694	170,138
Kake	24,658	57,822	67,246	149,726
Seldovia	3,853	79,084	57,824	140,761
Port Lions	13,247	58,345	36,979	108,571
Sand Point	7,612	32,923	24,863	65,398
King Cove	6,900	26,269	30,593	63,762
Yakutat	3,828	35,179	9,844	48,851
Ouzinkie	1,684	19,145	27,318	48,147
Tenakee		5,451	39,768	45,219
Chignik	6,027	14,921	20,866	41,814
Cold Bay	3,227	25,217	9,181	37,625
Pelican		17,397	14,495	31,892
Chenega Bay	537	16,550	9,852	26,939
Akutan	4,384	310	12,161	16,855
False Pass	984	3,683	2,950	7,617
Tatitlek		2,473	3,629	6,102
Old Harbor	713	2,849	1,835	5,397
Total	**$5,701,993**	**$25,057,021**	**$17,841,617**	**$48,600,631**

Source: AMHS, compiled by McDowell Group.

Table 4. AMHS Revenue by Port of Disembarkation, CY 2015

Port	Cabin	Car Deck	Passage	Total
Bellingham	$1,769,282	$5,391,420	$2,962,685	$10,123,387
Juneau	783,236	4,445,154	3,246,799	8,475,189
Haines	621,179	2,870,279	1,701,536	5,192,994
Whittier	339,755	2,232,653	1,860,029	4,432,437
Ketchikan	519,571	2,240,293	1,613,553	4,373,417
Skagway	319,851	1,128,437	1,162,843	2,611,131
Kodiak	282,433	1,253,022	667,455	2,202,910
Homer	270,913	1,116,080	669,848	2,056,841
Prince Rupert	264,084	806,963	570,687	1,641,734
Cordova		698,852	597,842	1,296,694
Sitka	118,996	483,424	462,928	1,065,348
Petersburg	154,140	499,447	410,853	1,064,440
Valdez		356,809	486,361	843,170
Wrangell	111,054	369,981	323,922	804,957
Metlakatla (ANB)		198,883	268,585	467,468
Hoonah	3,746	161,330	129,625	294,701
Gustavus	385	133,267	102,063	235,715
Dutch Harbor (UNA)	63,294	51,088	112,560	226,942
Angoon		105,807	106,728	212,535
Kake	26,735	64,246	69,552	160,533
Seldovia	1,196	85,362	61,703	148,261
Port Lions	14,458	59,445	37,076	110,979
Yakutat	8,769	72,886	16,430	98,085
King Cove	6,876	43,252	30,135	80,263
Sand Point	5,879	41,280	26,929	74,088
Cold Bay	2,980	45,815	10,278	59,073
Ouzinkie	2,614	19,707	28,355	50,676
Tenakee		9,835	35,317	45,152
Chignik	5,611	15,882	20,560	42,053
Pelican		18,417	15,198	33,615
Chenega Bay	435	18,690	10,678	29,803
Akutan	3,108	3,730	14,699	21,537
False Pass	1,144	10,516	5,616	17,276
Old Harbor	269	2,817	938	4,024
Tatitlek		1,952	1,251	3,203
Total	**$5,701,993**	**$25,057,021**	**$17,841,617**	**$48,600,631**

Source: AMHS, compiled by McDowell Group.

1.1.3 Revenue by Origin/Destination Pair

Analysis of annual revenue of origin/destination port pair tells much the same story as revenue based on embarkation and disembarkation. The origin/destination pair that accounts for more revenue than any other port pair is Bellingham-Haines, which in 2015 accounted for just under $3 million in revenue. Bellingham is either the port of embarkation or disembarkation in the top seven origin/destination port pairs.

This data, along with data in the preceding tables, illustrates the importance of Bellingham service in generating revenue and meeting market demand. Additional analysis for residents and non-residents is described below.

Table 5. Top 25 AMHS Revenue Port Pairs, FY2015(peak values italicized)

Port	Cabin	Car Deck	Passage	Total
BEL-HNS	$503,822	***$1,710,775***	$748,164	***$2,962,761***
BEL-JNU	386,607	1,663,483	733,271	2,783,361
HNS-BEL	***505,924***	1,496,045	717,534	2,719,503
BEL-KTN	336,421	1,150,323	***772,450***	2,259,194
JNU-BEL	317,626	1,149,467	587,088	2,054,181
WTR-BEL	293,135	879,647	488,423	1,661,205
KTN-BEL	268,739	865,438	503,494	1,637,671
HOM-KOD	197,025	890,161	466,091	1,553,277
BEL-WTR	253,496	755,676	485,994	1,495,166
KOD-HOM	181,831	852,678	451,686	1,486,195
JNU-HNS	34,667	655,309	603,225	1,293,201
HNS-JNU	36,649	650,584	605,661	1,292,894
WTR-CDV		619,545	537,190	1,156,735
CDV-WTR		595,173	556,858	1,152,031
VDZ-WTR		381,773	653,044	1,034,817
BEL-SGY	209,809	425,136	348,193	983,138
SGY-JNU	36,772	378,514	469,746	885,032
JNU-SGY	38,195	364,262	449,380	851,837
WTR-VDZ		266,666	416,360	683,026
KTN-JNU	79,110	297,079	281,479	657,668
JNU-SIT	43,072	280,456	327,906	651,434
SIT-JNU	35,704	284,622	324,532	644,858
YPR-JNU	75,574	377,993	178,508	632,075
JNU-YPR	96,014	313,238	205,412	614,664
SGY-BEL	125,281	194,126	222,694	542,101

Source: AMHS, compiled by McDowell Group.

1.1.4 Revenue by Passenger Place of Residence

Non-Alaska residents accounted for 42 percent of AMHS operating revenue in 2015. Non-resident share of operating revenue has been consistent at about that level since 2010. Non-residents travel to, from, or within Alaska on the AMHS for a variety of reasons, mainly as part of vacation/pleasure travel, but also to pursue employment opportunities (including military deployments), or to relocate and establish residence in Alaska for other reasons. In any case, revenue generate by non-residents is a critical aspect of AMHS finances.

While non-residents account for about 40 percent of AMHS operating revenue, they only account for 30 percent of passenger traffic and a quarter of vehicle traffic. This means non-residents are more likely to be using AMHS for longer, more costly trips, such as voyages to and from Bellingham (residents and non-residents pay the same fares everywhere on the system).

Table 6. AMHS Annual Operating Revenue by Place of Passenger Residence, CY2010-2015

	2010	2011	2012	2013	2014	2015
Alaska Resident	$26,882,221	$28,241,827	$29,177,565	$27,282,810	$29,062,987	$27,980,446
Non-Alaska Resident	$18,648,892	$19,994,311	$20,369,155	$19,925,114	$20,808,138	$20,434,104
Unknown	$275,353	$262,467	$278,372	$224,507	$169,728	$186,081
Total	**$45,806,466**	**$48,498,605**	**$49,825,092**	**$47,432,431**	**$50,040,853**	**$48,600,631**
% Non-resident	**41%**	**41%**	**41%**	**42%**	**42%**	**42%**

Source: AMHS, compiled by McDowell Group.

Table 7. AMHS Annual Passenger Traffic by Place of Passenger Residence, CY2010 -2015

	2010	2011	2012	2013	2014	2015
Alaska Resident	227,068	233,469	237,302	217,234	219,372	198,580
Non-Alaska resident	96,215	98,216	97,421	93,914	97,637	87,621
Unknown	2,823	2,844	2,650	2,139	2,038	2,028
Total	**326,106**	**334,529**	**337,373**	**313,287**	**319,047**	**288,229**
% Non-resident	**29.5%**	**29.4%**	**28.9%**	**30.0%**	**30.6%**	**30.4%**

Source: AMHS, compiled by McDowell Group.

Table 8. AMHS Annual Vehicle Traffic by Place of Residence, CY2010 - 2015

	2010	2011	2012	2013	2014	2015
Alaska Resident	82,974	87,722	88,635	83,376	82,802	76,857
Non-Alaska resident	28,391	28,239	28,583	27,396	27,888	25,206
Unknown	915	892	861	824	589	693
Total	**112,280**	**116,853**	**118,079**	**111,596**	**111,279**	**102,756**
% Non-resident	**25.3%**	**24.2%**	**24.2%**	**24.5%**	**25.1%**	**24.5%**

Source: AMHS, compiled by McDowell Group.

1.1.5 Revenues from Local Residents

It is also useful to consider the role of local residents in generating AMHS operating revenue. Tables 9 and 10 split revenue in local resident (resident of the AMHS port-of-call community), non-Alaska residents, and other Alaska residents. In Cordova, for example, local residents accounted for $593,000 in AMHS operating revenue in 2015, 45 percent of total operating revenue associated with embarkations in Cordova. Other Alaskans accounted for 39 percent of revenue, and non-Alaskans account for 15 percent of revenue. In Prince William Sound, sister community Valdez (which has highway access), local residents accounted for $55,000 in AMHS operating revenue in 2015, 5 percent of total operating revenue associated with embarkations in Cordova, while "Other" Alaskans accounted for 33 percent of revenue, and non-Alaskans account for 62 percent of revenue.

1.1.6 Per Capita Revenue

Table 11 provides a measure of annual per capita spending on AMHS travel. The communities of Seldovia ($290), Port Lions ($273), Angoon ($264), Cordova ($254), Haines ($234), Skagway ($229), and Metlakatla ($225), all had per capita spending on AMHS travel of more than $200 in 2015.

Measures of total embarkation-related revenue per capita, including residents, other Alaska residents, and non-residents provide an indication of overall economic dependence on AMHS service. The resident component of revenue reflects reliance on AMHS as a basic provider of transportation for local households and businesses. The non-resident component of revenue reflects, to some degree, the role of AMHS in bringing visitors to each community, with attendant economic benefits associated with that visitation. Skagway ($2,053) and Haines ($2,035) are among the top ports in terms of total per capita AMHS revenue. Both are relatively small communities that serve as connections between AMHS and the continental highway system and both have economies dependent on the visitor industry. The small community of Whittier (population 252) is the outlier/exception to this analysis. Its total per capita revenue of over $16,000 reflects the community's role as gateway to Anchorage from the Prince William Sound communities of Cordova and Valdez.

1.1.7 Seasonality of Operating Revenue

An additional aspect of AMHS operating revenue is its seasonality. As presented in Table 12, overall, 66 percent of operating revenue is generated in the five-month summer period of May through September. Revenue seasonality is a function of service availability (including no winter service to western ports or Yakutat) and scaled-back service through most of the rest of the system. More granular analysis of revenue seasonality would show peaks in June, July, and August.

Table 9. AMHS Revenue by Port of Embarkation by Passenger Residency, CY2015

Port	Local	Non-Ak Resident	Other AK Resident	Unknown	Total
Bellingham	-	$7,544,680	$3,825,671	$23,941	$11,394,292
Juneau	$2,567,186	$2,598,886	$2,671,993	$24,337	$7,862,402
Haines	$582,746	$2,053,127	$2,375,828	$60,165	$5,071,866
Whittier	$7,006	$1,403,215	$2,793,717	$10,486	$4,214,424
Ketchikan	$1,146,108	$1,356,289	$1,431,292	$6,615	$3,940,304
Kodiak	$983,931	$316,651	$975,438	$2,866	$2,278,886
Homer	$142,260	$477,228	$1,563,531	$4,376	$2,187,395
Skagway	$237,922	$1,259,793	$615,779	$19,315	$2,132,809
Prince Rupert	-	$1,252,061	$448,083	$391	$1,700,535
Sitka	$644,705	$382,890	$353,179	$3,240	$1,384,014
Cordova	$593,073	$202,363	$512,952	$2,930	$1,311,318
Valdez	$55,497	$721,856	$383,802	$13,508	$1,174,663
Petersburg	$450,466	$354,652	$222,655	$1,210	$1,028,983
Wrangell	$310,615	$270,675	$195,050	$3,092	$779,432
Metlakatla	$331,649	$25,474	$80,561	$1,677	$439,361
Hoonah	$133,454	$22,109	$126,731	$303	$282,597
Dutch Harbor)	$47,985	$87,077	$69,413	$2,000	$206,475
Gustavus	$91,852	$39,398	$64,063	$748	$196,061
Angoon	$112,261	$9,080	$48,399	$398	$170,138
Kake	$89,134	$7,406	$52,416	$770	$149,726
Seldovia	$64,976	$13,864	$61,700	$221	$140,761
Port Lions	$48,383	$3,509	$56,679	-	$108,571
Sand Point	$27,908	$3,198	$33,582	$710	$65,398
King Cove	$30,456	$3,348	$28,593	$1,365	$63,762
Yakutat	$25,733	$6,170	$16,948	-	$48,851
Ouzinkie	$31,277	$583	$16,229	$58	$48,147
Tenakee	$12,274	$4,874	$27,519	$552	$45,219
Chignik	$17,859	$2,062	$21,395	$498	$41,814
Cold Bay	$9,526	$747	$27,009	$343	$37,625
Pelican	$5,399	$7,029	$18,974	$490	$31,892
Chenega Bay	$5,196	$379	$20,996	$368	$26,939
Akutan	$6,398	$612	$9,282	$563	$16,855

False Pass	$1,883	$1,049	$4,628	$57	$7,617
Tatitlek	$1,138	$88	$4,876	-	$6,102
Old Harbor	$3,293	$46	$1,934	$124	$5,397
Total	**$8,819,549**	**$20,432,468**	**$19,160,897**	**$187,717**	**$48,600,631**

Source: AMHS, compiled by McDowell Group.

Table 10. AMHS Revenue Shares by Port of Embarkation by Passenger Residency, CY2015

Port	Local	Non-Ak Resident	Other AK Resident	Unknown	Total
Bellingham	-	66.2%	33.6%	0.2%	100.0%
Juneau	32.7%	33.1%	34.0%	0.3%	100.0%
Haines	11.5%	40.5%	46.8%	1.2%	100.0%
Whittier	0.2%	33.3%	66.3%	0.2%	100.0%
Ketchikan	29.1%	34.4%	36.3%	0.2%	100.0%
Kodiak	43.2%	13.9%	42.8%	0.1%	100.0%
Homer	6.5%	21.8%	71.5%	0.2%	100.0%
Skagway	11.2%	59.1%	28.9%	0.9%	100.0%
Prince Rupert	-	73.6%	26.3%	0.0%	100.0%
Sitka	46.6%	27.7%	25.5%	0.2%	100.0%
Cordova	45.2%	15.4%	39.1%	0.2%	100.0%
Valdez	4.7%	61.5%	32.7%	1.1%	100.0%
Petersburg	43.8%	34.5%	21.6%	0.1%	100.0%
Wrangell	39.9%	34.7%	25.0%	0.4%	100.0%
Metlakatla	75.5%	5.8%	18.3%	0.4%	100.0%
Hoonah	47.2%	7.8%	44.8%	0.1%	100.0%
Dutch Harbor)	23.2%	42.2%	33.6%	1.0%	100.0%
Gustavus	46.8%	20.1%	32.7%	0.4%	100.0%
Angoon	66.0%	5.3%	28.4%	0.2%	100.0%
Kake	59.5%	4.9%	35.0%	0.5%	100.0%
Seldovia	46.2%	9.8%	43.8%	0.2%	100.0%
Port Lions	44.6%	3.2%	52.2%	-	100.0%
Sand Point	42.7%	4.9%	51.4%	1.1%	100.0%
King Cove	47.8%	5.3%	44.8%	2.1%	100.0%
Yakutat	52.7%	12.6%	34.7%	-	100.0%
Ouzinkie	65.0%	1.2%	33.7%	0.1%	100.0%
Tenakee	27.1%	10.8%	60.9%	1.2%	100.0%
Chignik	42.7%	4.9%	51.2%	1.2%	100.0%
Cold Bay	25.3%	2.0%	71.8%	0.9%	100.0%

Pelican	16.9%	22.0%	59.5%	1.5%	100.0%
Chenega Bay	19.3%	1.4%	77.9%	1.4%	100.0%
Akutan	38.0%	3.6%	55.1%	3.3%	100.0%
False Pass	24.7%	13.8%	60.8%	0.7%	100.0%
Tatitlek	18.6%	1.4%	79.9%	-	100.0%
Old Harbor	61.0%	0.9%	35.8%	2.3%	100.0%

Source: AMHS, compiled by McDowell Group.

Table 11. Local Per Capita AMHS Revenue by Port of Embarkation, CY2015

Port	Revenue from Local Residents	Total Revenue	Local Population 2015	Local Rev. Per Capita	Total Rev Per Capita
Bellingham		$11,394,292	--	--	--
Juneau	$2,567,186	$7,862,402	33,137	$77	$237
Haines	$582,746	$5,071,866	2,492	$234	$2,035
Whittier	$7,006	$4,214,424	252	$28	$16,724
Ketchikan	$1,146,108	$3,940,304	13,810	$83	$285
Kodiak	$983,931	$2,278,886	13,790	$71	$165
Homer	$142,260	$2,187,395	5,141	$28	$425
Skagway	$237,922	$2,132,809	1,039	$229	$2,053
Prince Rupert		$1,700,535	--	--	--
Sitka	$644,705	$1,384,014	8,920	$72	$155
Cordova	$593,073	$1,311,318	2,339	$254	$561
Valdez	$55,497	$1,174,663	4,007	$14	$293
Petersburg	$450,466	$1,028,983	3,185	$141	$323
Wrangell	$310,615	$779,432	2,443	$127	$319
Metlakatla	$331,649	$439,361	1,471	$225	$299
Hoonah	$133,454	$282,597	782	$171	$361
Dutch Harbor	$47,985	$206,475	4,440	$11	$47
Gustavus	$91,852	$196,061	533	$172	$368
Angoon	$112,261	$170,138	425	$264	$400
Kake	$89,134	$149,726	620	$144	$241
Seldovia	$64,976	$140,761	224	$290	$628
Port Lions	$48,383	$108,571	177	$273	$613
Sand Point	$27,908	$65,398	950	$29	$69
King Cove	$30,456	$63,762	925	$33	$69
Yakutat	$25,733	$48,851	610	$42	$80
Ouzinkie	$31,277	$48,147	174	$180	$277
Tenakee	$12,274	$45,219	139	$88	$325
Chignik	$17,859	$41,814	95	$188	$440
Cold Bay	$9,526	$37,625	78	$122	$482

Pelican	$5,399	$31,892	79	$68	$404
Chenega Bay	$5,196	$26,939	60	$87	$449
Akutan	$6,398	$16,855	1,011	$6	$17
False Pass	$1,883	$7,617	44	$43	$173
Tatitlek	$1,138	$6,102	98	$12	$62
Old Harbor	$3,293	$5,397	229	$14	$24
Total	**$8,819,549**	**$48,600,631**	**na**	**na**	**na**

Source: AMHS, compiled by McDowell Group. Na: not applicable.

Table 12. AMHS Revenue by Port of Embarkation by Season, CY2015

Port	Summer Total	Winter Total	Grand Total	% Summer	% Winter
Bellingham	$7,112,359	$4,281,933	$11,394,292	62%	38%
Juneau	$5,078,071	$2,784,331	$7,862,402	65%	35%
Haines	$3,328,147	$1,743,719	$5,071,866	66%	34%
Whittier	$3,147,573	$1,066,851	$4,214,424	75%	25%
Ketchikan	$2,309,349	$1,630,955	$3,940,304	59%	41%
Kodiak	$1,543,774	$735,112	$2,278,886	68%	32%
Homer	$1,466,122	$721,273	$2,187,395	67%	33%
Skagway	$1,621,291	$511,518	$2,132,809	76%	24%
Prince Rupert	$1,339,225	$361,310	$1,700,535	79%	21%
Sitka	$909,682	$474,332	$1,384,014	66%	34%
Cordova	$857,863	$453,455	$1,311,318	65%	35%
Valdez	$1,098,539	$76,124	$1,174,663	94%	6%
Petersburg	$633,964	$395,019	$1,028,983	62%	38%
Wrangell	$472,422	$307,010	$779,432	61%	39%
Metlakatla	$210,041	$229,320	$439,361	48%	52%
Hoonah	$107,543	$175,054	$282,597	38%	62%
Dutch Harbor	$206,475	-	$206,475	100%	0%
Gustavus	$120,127	$75,934	$196,061	61%	39%
Angoon	$75,368	$94,770	$170,138	44%	56%
Kake	$53,073	$96,653	$149,726	35%	65%
Seldovia	$89,522	$51,239	$140,761	64%	36%
Port Lions	$44,323	$64,248	$108,571	41%	59%
Sand Point	$65,398	-	$65,398	100%	0%
King Cove	$63,762	-	$63,762	100%	0%
Yakutat	$36,951	$11,900	$48,851	76%	24%
Ouzinkie	$20,644	$27,503	$48,147	43%	57%
Tenakee	$20,389	$24,830	$45,219	45%	55%
Chignik	$41,814	-	$41,814	100%	0%
Cold Bay	$37,625	-	$37,625	100%	0%
Pelican	$19,525	$12,367	$31,892	61%	39%
Chenega Bay	$18,947	$7,992	$26,939	70%	30%

Akutan	$16,855	-	$16,855	100%	0%
False Pass	$7,617	-	$7,617	100%	0%
Tatitlek	$3,489	$2,613	$6,102	57%	43%
Old Harbor	$5,397	-	$5,397	100%	0%
Total	**$32,183,266**	**$16,417,365**	**$48,600,631**	**66%**	**34%**

Source: AMHS, compiled by McDowell Group. Summer is defined as May 1 through September 30.

1.1.8 Freight Revenue

In 2015, freight van traffic accounted for approximately $1.8 million in revenue, about 4 percent of total AMHS operating revenue. Top port pairs for van revenue include Bellingham – Juneau (the top port pair by a significant margin in the 2013 to 2015 period). While no specific information is available, it is assumed that Bellingham – Juneau traffic is primarily perishable groceries. Seafood is likely to account for a significant share of van revenue for port pairs such as Kodiak – Homer, Petersburg – Bellingham, and other port pairs where fresh fish is being moved from plant to market via truck.

Though not among the top port pairs in terms of van revenue, AMHS service between regional hub communities and outlying communities is an important aspect of regional freight transportation infrastructure. For example, van traffic from Juneau to the northern Southeast communities of Haines, Skagway, Angoon, Hoonah, and Gustavus generated a total of $95,000 in revenue in 2015. That revenue may not be critical to AMHS but the service it provides to the communities can be a critical aspect of local economic well-being.

Table 13. Top 10 Van Revenue Port Pairs, CY2013 - 2015

2013		2014		2015	
Port Pair	**Revenue**	**Port Pair**	**Revenue**	**Port Pair**	**Revenue**
BEL-JNU	$380,196	**BEL-JNU**	$373,113	**BEL-JNU**	$324,218
JNU-BEL	160,035	**HOM-KOD**	207,328	**KOD-HOM**	217,302
YPR-JNU	157,360	**KOD-HOM**	203,428	**HOM-KOD**	204,354
KOD-HOM	132,761	**YPR-JNU**	144,575	**YPR-JNU**	169,094
HOM-KOD	124,938	**HNS-KTN**	72,004	**JNU-WTR**	81,302
JNU-YPR	101,583	**JNU-WTR**	61,195	**WTR-KOD**	62,114
HNS-KTN	80,229	**JNU-YPR**	58,603	**JNU-YPR**	57,154
JNU-WTR	76,543	**CDV-WTR**	49,292	**PSG-BEL**	48,010
PSG-BEL	66,568	**PSG-BEL**	41,939	**HNS-KTN**	47,606
WTR-KOD	59,306	**HNS-JNU**	40,455	**KOD-WTR**	32,930
System Van Rev. Total	**$1,942,410**		**$1,814,057**		**$1,763,038**

Source: AMHS, compiled by McDowell Group.

It is important to recognize that not all commercial revenue is captured in this accounting of van revenue. Retail businesses located in outlying communities often use smaller vehicles to transport inventory from regional hubs. Further, construction companies occasionally use AMHS to reposition supplies and equipment.

1.1.9 Potential to Increase Operating Revenue

1.1.9.1 Fare Increase

Just how much operating additional revenue the system could generate through fare increases is unclear, as is the travelling public's sensitivity to fare increases. Public input received over the course of the AMHS Reform stakeholder engagement process generally reflects the opinion that rates are high now (if not too high) and that lower rates would stimulate traffic. Regardless of public perception, the task of optimally pricing AMHS service is very complex. AMHS serves many diverse markets, and each of those markets has different sensitivity to the cost of AMHS travel.

Over the past couple years; AMHS has been taking steps to standardize its rate structure, based on a more formulaic route-distance approach. A 2015 study of AMHS tariffs recommended the following [2]:

- Bring in outlying [relatively high or low] tariffs so that the average tariff per nautical mile is within 25 percent of the average tariff per nautical mile for the route distance and region.
- Adopt a two-tiered tariff structure that accommodates the difference in demand during the summer and winter seasons, with higher tariffs in the summer season.
- Set a target farebox recovery rate, and review and update tariffs annually to adjust for changes in capital and operating cost.
- Differentiate between commercial and passenger vehicle tariffs, with commercial vehicle tariffs 60–120 percent higher than passenger vehicle tariffs.
- Adopt premium tariffs for dedicated and express route types.

The study notes an overall goal of "creating a fair and equitable tariff structure." These recommendations point AMHS in a more strategic direction in terms of pricing, but other approaches might be employed to create a fare structure that maximizes revenue while providing essential levels of service.

Regular increases in fares will be required just to keep pace with inflation. Over the past 20 years, inflation in Alaska has averaged about 2 percent annually, based on the Anchorage Consumer Price Index. To the extent that future rates of inflation are consistent with past rates, periodic fare adjustments will required to avoid declining cost recovery.

In considering the broader question of the travelling public's response to fare increases, it is useful to review the available previous research on the subject, described below.

1.1.9.2 Price Elasticity of Demand

Economists attempt to understand customer's sensitivity to changes in prices using a concept called "price elasticity of demand." This measurement considers the direct relationship between the price of a good or service and how much customers will choose to purchase.

Price elasticity of demand is calculated by dividing the percent change in quantity of a good or service purchased resulting from a specific percent change in price:

$$\textbf{\textit{Price Elasticity of Demand}} = \frac{\%\ \textbf{\textit{Change in Quantity Demanded}}}{\%\ \textbf{\textit{Change in Price}}}$$

Consistent with the law of demand which holds that customers will demand less of a good or service when prices rise, this elasticity formula produces a negative coefficient. For example, if the price of a fare increased by 10 percent and ridership fell by 5 percent, measured elasticity would equal -0.5. The converse of this is a 10 percent decrease in fares would result in only a 5 percent increase in traffic.

Coefficients between 0.0 and -1.0 indicate demand for the associated good or service is inelastic, meaning total revenue will rise due to a price increase, even with customers purchasing less. Coefficients more negative than -1.0 describe elastic demand, meaning an increase in prices will reduce total revenue.

Research has generally found ferry service to be inelastic, with some exceptions. Analysis conducted on the British Columbia ferry system found price elasticity measurements between -0.12 to -0.85 depending on the route [3] [4]. Routes with more non-resident travel were found to be more price sensitive, while smaller-volume and rural routes show lower elasticity. A survey of 13,000 Washington ferry passengers found a system-wide elasticity of -0.4 [5]. Analysis conducted on the AMHS shows similar inelastic demand for service. In 1993, Erickson & Associates identified system-wide elasticities of -0.56 for passengers and -0.69 for vehicles [6].

Table 14. Estimated Price Elasticity of Demand by System

Author	Year of Research	System/Route	Ferry System	Passenger	Car	RV	Vans
Larose Research and Strategy	2014	Total System	BC Ferries	-0.3 to -0.85	-	-	-
InterVISTAS Consulting Inc	2011	Total System	BC Ferries	-0.12 to -0.56	-	-	-
Opinion Research Corporation	2008	Total System	WA Ferries	-0.40	-	-	-
Erickson & Associates	1993	Total System	AMHS	-0.56	-0.69	-	-

Price elasticity of demand is affected by many factors, including:

- **Transportation alternatives**: If a customer has a reasonable alternative to AMHS service they are likely to be more price sensitive. The increased reliability of (instrument-supported) air service in Southeast Alaska may be a contributing factor for the long-term decline in AMHS ridership. While vehicle embarkations in the region have been flat for more than 30 years (averaging about 80,000 annually), passenger embarkations have declined from 313,000 in 1985 to 223,000 in 2015.
- **Time:** A customer making a last-minute reservation may be more or less price sensitive, depending on trip purpose, than someone making a reservation months in advance.
- **Trip purpose:** Price elasticity of demand also depends on the purpose of a trip. A customer traveling for recreation or entertainment purposes will typically be more price sensitive than a business traveler or customers traveling for medical purposes.

- **Consumer preferences:** Customers consider a variety of attributes when deciding on a transportation option. Customers who prefer the experience of ferry service against alternatives such as driving or flying would be relatively less price sensitive to fare increases.
- **Income:** The ability for a customer to pay for fares will impact their price sensitivity. Lower income individuals will tend to be more price sensitive while higher income individuals will be less price sensitive.

In summary, most research suggests that modest fare increases would result in net revenue increase for AMHS, recognizing that the response would vary from route to route, and that some routes may already be priced at levels that some residents might perceive as prohibitive. With a current operating cost recovery rate of around 37 percent, regardless of potential changes to governance structure, higher fares on some routes may be required to sustain the system at or near its current service levels.

1.1.9.3 The Role of Governance in Establishing Fares

AMHS management faces the very substantial challenge of establishing fares that maximize revenue while still fulfilling its public service mission. If AMHS could increase its total operating revenue with a 10 percent fare increase, for example, which is met with a 7 percent reduction in traffic, is the system still fulfilling its public service obligation? Is it in the best interest of system sustainability, system users, and the state of Alaska, to maximize total operating revenue, even if affordability for some travelers is diminished?

One potential advantage of the public corporation form of governance for AMHS is the greater independence from political influence that might otherwise constrain management decisions in this regard. A public corporation would not be free of political influence, while remaining heavily dependent on State General Fund support, but it would be better insulated. A public corporation may have more freedom than a line agency to optimize its fare structure, meaning rates and cost of service are aligned to generate the most possible operating revenue and highest cost recovery.

The AMHS currently has full authority to set fares, offer promotional discounts and programs, engage in demand management pricing, and take other steps that might generate more ridership and operating revenue. It too has full authority to manage its assets in a way that is most cost-effective. However, while operating in a business-like fashion, AMHS management is also expected to ensure that the system is fulfilling its basic public service mission of providing affordable and reliable marine transportation services. The challenge for AMHS, within its current line agency status or under a new public corporation form of governance, is how to define basic need and affordability. To address this particular challenge, other ferry operators, including BC Ferries ad Washington State Ferries, have been freed to focus on operational efficiencies while rate setting has been delegated to independent authorities.

1.1.9.3.1 BC Ferries

BC Ferries, which was transferred from a Crown corporation to a commercial entity in 2003, is governed by an independent Board of Directors appointed by the B.C. Ferry Authority. B.C. Ferry Authority is the sole owner of British Columbia Ferry Services, Inc. (BC Ferries) whose

primary responsibility it to appoint the Board of Directors for BC Ferries and establish compensation for directors and key executives. In 2003, the Coastal Ferry Act established the BC Ferries Commissioner as an independent commercial regulator. The commissioner regulates BC Ferries on 24 routes and is independent of provincial government and BC Ferries.

The primary responsibility of the commissioner is to regulate ferry fares with a goal of balancing "the interests of ferry users with the interests of taxpayers while protecting the financial sustainability of the ferry operator" [7]. The commissioner is required to regulate ferry operators in accordance with the following principles:

> a) the primary role of the commissioner is to balance, in the manner the commissioner considers appropriate, the interests of ferry users, taxpayers and the financial sustainability of ferry operators;
>
> b) ferry operators are to be encouraged to adopt a commercial approach to ferry service delivery;
>
> c) ferry operators are to be encouraged to seek additional or alternative service providers on designated ferry routes through fair and open competitive processes; and
>
> d) ferry operators are to be encouraged to be innovative and to minimize expenses without adversely affecting their safe compliance with core ferry services [8].

How the BC Ferries "commissioner" model might fit within the AMHS context is unclear, given the substantially different operating environments and markets served by the two ferry systems. BC Ferries is charged with operating on a "commercial basis," subject to regulatory oversight by the BC Ferries Commissioner. Key to the functionality of the BC Ferries operations, management, and government oversight model is its mix of self-supporting, high volume routes, and heavily subsidized low-volume routes.

Overall, BC Ferries generated $870 million in revenue in FY2016, including $692 million in "direct route [operating] revenue," $147 million in "Ferry transportation fees" (from Provincial government) and $29 million in Federal-Provincial subsidy. In total, in FY 2016, BC Ferries carried 21 million passengers and 8 million vehicles [9].

BC Ferries routes are classified as Major, Northern, or Other routes. The four Major routes accounted for 65 percent of passenger traffic, 60 percent of vehicle traffic, and 83 percent of operating revenue, in FY2016. The major routes are profitable and require no government support. Traffic on the Northern routes in FY 2016 totaled 29,000 vehicles and 81,000 passengers. Operating revenue totaled $19.4 million while government subsidies totaled $62 million (suggesting farebox recovery of approximately 24 percent). BC Ferries' Northern routes include 18 regulated routes and eight unregulated routes – two of which operate on the British Columbia coast north of Port Hardy on Vancouver Island. One of the regulated routes and all the unregulated routes are served by contract operators. These Other routes had total traffic of 3.2 million vehicles and 7.2 million passengers in FY 2016 [9]. Operating revenue totaled $96 million and government support totaled $113 million (farebox recovery of approximately 46 percent).

The Northern and Other routes together resemble AMHS's service environment, with a combination of long-haul routes and shorter routes serviceable with Dayboats, though AMHS has none of the high-volume, short-crossing routes similar to some of those in BC Ferries Northern routes.

An AMHS arrangement analogous to the BC Ferries model would have the public corporation serving as the ferry system operator. The Governor would appoint a commissioner or commissioners to serve as a regulatory authority separate from the AMHS public corporation. Those commissioners would establish minimum service levels and fare caps for each route. The legislature would provide the funds, either with annual appropriations, forward funding, or through long-term contract needed to fill the gap between operating revenues and operating costs. (Forward funding and contract-for-service funding concepts are described elsewhere in this report.)

1.1.9.3.2 Washington State Ferries

Washington State Ferries (WSF) carried 10.6 million vehicles and 24.1 million passengers in FY2016, with total operating revenue of $182 million and total operating expense: $242 million. WSF had an overall cost recovery rate of 75 percent in FY2016 [10]. Farebox recovery varies widely among routes, ranging from 120 percent on the Edmonds – Kingston route (4.2 million riders) to 49 percent on the Port Townsend – Coupeville route (800,000 riders). The lowest volume route (Anacortes – Sidney, with 140,000 riders) had 68 percent farebox recovery in FY2016.

WSF fares are established by the Washington State Transportation Commission (WSTC). WSTC is Washington's State Tolling Authority, with responsibility for setting tolls for state highways, bridges, and ferries. WSTC is a seven-member body appointed to six-year terms by the Governor. Described as "a public forum for transportation policy development," WSTC is tasked with developing a 20-year transportation plan for the state, including every four years recommending to the legislature "a comprehensive and balanced statewide transportation plan" [11]. Along with its highway and bridge tolling authority, the WTSC:

- reviews and adjusts ferry fares and adopts fare and pricing policies.
- reviews the long-range ferry system capital plan and operational strategies.

The WSTC is required to conduct surveys of ferry customers at least every two years to help inform level of service, pricing, and other state ferry system operational and management decisions.

WSF fares are adjusted to meet an overall revenue target established by the legislature. Most recently (July 26, 2017) the WSTC established a plan to increase fares over the FY2018 and FY2019 period to meet a two-year operating revenue requirement of $381 million [12]. Since 2009, WSF fare increases have averaged 2.9 percent annually.

The WSF model is similar to the BC Ferries model in that ferry system management is removed from direct responsibility for establishing fares. This approach may have merit for Alaska. There is no way to objectively define a "fair" rate structure, or optimal cost recovery, or "essential" service levels for the widely diverse communities and markets served by AMHS.

Perhaps those policy questions would be best left to an authority whose sole responsibility is to serve as a link between AMHS management and the legislature. This would free system management to focus on its core competency (providing efficient, cost-effective, reliable ferry service) and keep the legislature out of the details of rate setting and mandating service levels. The independent authority would have the resources to work with communities, management, and the legislature to balance the interests of ferry users, taxpayers, and the financial sustainability of the ferry system. Conversely, taking pricing authority away from AMHS could impede management's ability to work independently, in a business-like fashion, as it seeks to optimize service levels and revenues.

1.1.9.4 Potential Additional Revenue from Contracted Passenger Services

AMHS provided net passenger services sales data for the four-year period from July 1, 2012 to June 30, 2016 (FY2013 to FY2016), including revenue from food service, bar, gift shop, and vending revenue (Table 15). Food and beverage sales account for more three-quarters of sales. Bar and gift shop sales were recently discontinued.

One concept for generating additional operating revenue is to contract with a private firm to provide certain passenger services. Presumably lower-cost labor would improve the bottom line potentially making passenger services a net revenue generator for AMHS. With regard to bar sales, there is only modest potential for a meaningful financial benefit from contracted operations, given that gross sales have averaged less than half a million annually. After accounting for cost of goods sold and paying a contractor for its management, labor, and other costs, and its profit, the amount flowing to AMHS would be small. The benefits of reopening the bars may primarily be related to improving the customer experience, which can have indirect revenue benefits.

Table 15. AMHS Passenger Services Sales, FY2012 to FY2016

Category	4 Year Total	Annual Average
Food & Beverage	$12,766,830	$3,191,707
Beer, Wine & Liquor	$1,748,932	$437,233
Vending	$870,053	$217,513
Retail	$729,499	$182,375

Source: AMHS

Evaluating the financial and administrative feasibility of contracting to a private entity any or all of these passenger services (and potentially stateroom services as well) is beyond the scope of this study. Labor union agreements, USCG Certificate of Inspection crewing requirements, and other administrative issues would have bearing on the possibility of shifting to a service contract model.

1.2 State and Federal Funding

1.2.1 State of Alaska General Fund Support

1.2.1.1 Operating Budget

In FY2017, $88.7 million in Undesignated General Funds (UGF) were allocated to AMHS operations, 62 percent of the total funding required to operate the system (excluding capital funding). UGF support for AMHS operations declined by 28 percent between FY2013 and FY2017, a loss of $35 million.

Table 16. AMHS Annual Revenue by Primary Source, by State Fiscal Year ($000), FY2012 to 2017

	2012	2013	2014	2015	2016	2017 Management Plan
Operations	$53,684	$53,234	$50,877	$53,896	$47,158	$50,345
Gen. Fund Allocation	116,773	123,760	116,830	112,590	94,958	88,717
CIP Receipts	969.	1,047	892	897	603	1,835
Transfers	(4,057)	(2,490)				
Total	**$167,369**	**$175,551**	**$168,599**	**$174,562**	**$142,719**	**$140,897**

Source: AMHS, compiled by McDowell Group.

All AMHS operating revenue is deposited in the Alaska Marine Highway System Fund, as required by AS 19.65.070. The end of FY2016 balances included $2,630,000 in the Capitalization fund and $18,439,000 in the AMHS fund for a total of $21,069,000. The Marine Highway Capitalization Account, created in 2009, is an account within the Alaska Marine Highway System Fund containing funds that are restricted and only available with approval of the Legislative Budget and Audit Committee [13]. The Alaska Marine High System Vessel Replacement Fund (Fund 11137 – AS 37.05.550) is managed by the Department of Revenue and consists of money appropriated to it by the legislature, which "may appropriate money from the fund for refurbishment of existing state ferry vessels, acquisition of additional state ferry vessels, or replacement of retired or outmoded state ferry vessels."

The FY2017 budget also included $50.3 million from the Alaska Marine Highway System Fund and $1.8 million CIP receipts. Distribution of UGF and DGF among categories is provided in the following table.

The FY2018 budget includes $42 million in UGF and $93 million from the AMHS Fund. Use of the AMHS Fund to replace a portion of UGF support will not be an option for the FY2019 budget, adding uncertainty to the AMHS budget picture.

Table 17. AMHS FY2017 Management Plan Budget ($000)

Funding Source	General Fund (UGF)	Marine Highway (DGF)	CIP Receipts (other)	Motor Fuel (DGF)	Totals
Vessel Operations	$72,636.5	$28,688.9			$101,325.4
Marine Vessel Fuel	$15,862.1	$4,844.0			$20,706.1

Marine Engineering	$53.1	$1,506.6	$1,698.9	$3,258.6
Overhaul		$1,647.8		$1,647.8
Reservations & Marketing	$56.3	$1,982.0		$2,038.3
Marine Shore Operations	$108.7	$7,717.9		$7,826.6
Vessel Operations Management		$3,958.2	$136.2	$4,094.4
Totals	**$88,716.7**	**$50,345.4**	**$1,835.1**	**$140,897.2**

Source: State of Alaska OMB

Table 18. AMHS F&2018 Enacted Budget ($000)

Funding Source	General Fund (UGF)	Marine Highway (DGF)	CIP Receipts (other)	Motor Fuel (DGF)	Totals
Vessel Operations	$26,407.6	$71,263.6		$3,552.4	**$101,223.6**
Marine Vessel Fuel	$15,379.6	$4,844.0			**$20,223.6**
Marine Engineering	$53.1	$1,514.0	$1,711.9		**$3,279.0**
Overhaul		$1,647.8			**$1,647.8**
Reservations & Marketing	$56.3	$2,003.0			**$2,059.3**
Marine Shore Operations	$108.9	$7,768.3			**$7,877.2**
Vessel Operations Management		$4,005.4	$138.1		**$4,143.5**
Totals	**$42,005.5**	**$93,046.1**	**$1,850.0**	**$3,552.4**	**$140,454.0**

Source: State of Alaska OMB

1.2.1.2 Capital Budget

State General Funds are also used to support AMHS capital projects, including direct allocation for vessel overall and maintenance, matching funds to secure federal dollars, and other project-specific needs. The $11 million in the enacted FY2018 budget is described as funding for "vessel overhaul, annual certification, and shoreside facilities rehabilitation" [14]. Other state and federal capital project funding is described in some detail below.

Table 19. AMHS Annual General Fund Capital Expenditures ($000), FY2012-2018

	2012	2013	2014	2015	2016	2017 Authorized	2018 Enacted*
GF Capital Expenditures	$13,517	$15,036	$14,863	$14,584	$5,999	$12,480	$11,000

Note: Overhaul and maintenance, including deferred maintenance. Source: AMHS and OMB. 2018 enacted is funds UGF from the Statutory Budget Reserve (SBR).

1.2.1.3 Stability and Predictability of State Funding for AMHS

Today there is little certainty in any aspect of State government operations and program funding, presenting significant challenges for all organizations that depend on that funding, whether a school district or the ferry system. The unpredictable and sometimes last-minute nature of State General Fund budgeting for AMHS is often noted as a particular management challenge for the system. It is generally believed that with greater predictability and/or advance funding AMHS could publish schedules with greater lead times and offer more consistent service year-to-year. In fact, the importance of stable service levels underlies the creation of the Alaska Marine Highway System Fund, as described by the legislation and legislative intent language:

AS 19.65.060. Alaska Marine Highway System Fund

> **(a)** There is created, as a special account in the general fund, the Alaska Marine Highway System Fund, into which shall be deposited
>
> > **(1)** the gross revenue of the Alaska Marine Highway System;

(2) money that is appropriated to the Alaska Marine Highway System Fund by the legislature in an amount that is consistent from year to year and is the amount necessary, after consideration of gross revenue, to provide stable services to the public consistent with the provisions of AS 19.65.050 (b)(4), which appropriations are not one-year appropriations and the balances of which do not lapse under AS 37.25.010; and

(3) any other money that is appropriated to the Alaska Marine Highway System Fund by the legislature, which appropriations are not one-year appropriations and the balances of which do not lapse under AS 37.25.010.

(b) Nothing in this chapter exempts money deposited into the Alaska Marine Highway System Fund from the requirements of AS 37.07 (Executive Budget Act) or dedicates that money for a specific purpose.

AS 19.65.050. Legislative Findings, Purpose, and Intent

(a) The legislature finds that

(1) the Alaska Marine Highway System is an essential part of the state transportation system, and that it warrants continued and predictable state support;

(2) many communities' economies are dependent on a steady and stable marine highway system service level;

(3) the state's tourism industry is greatly enhanced by a dependable marine highway transportation network; and

(4) efficient and prudent management of the system will benefit the state's economy and foster economic development.

(b) It is the purpose of AS 19.65.050 - 19.65.100 to

(1) enable the Alaska Marine Highway System to manage and operate in a manner that will enhance performance and accountability by allowing the system to account for and spend its generated revenue;

(2) provide the management tools necessary to efficiently operate the Alaska Marine Highway System;

(3) within constitutional constraints, provide for a predictable funding base for system operations; and

(4) provide for predictability and stability in the service level furnished to communities served by the system.

(c) It is the intent of AS 19.65.050 - 19.65.100 to

> **(1)** encourage prudent administration through cost management and accurate budgeting by managers of the Alaska Marine Highway System;
>
> **(2)** increase revenue from the operation of the system consistent with the public interest, increase service consistent with sound fiscal policy, and assist the prudent management and operation of the system; and
>
> **(3)** achieve stability in the level of service communities can anticipate through accurate planning and scheduling.

Over the past few years as Alaska has struggled to adjust to sharply declining oil revenues, through budget cuts and expenditure of savings. Clearly, existence of the AMHS Fund has not been sufficient to "provide for a predictable funding base for system operations."

1.2.2 Governance and State General Fund Support

With regard to AMHS Reform, the question is, "how might a change in system governance enhance the predictability and stability of General Fund support?"

One potential remedy, forward funding, is independent of governance model. While there would be benefits associated with forward funding (discussed below), whether there is political will to restore the AMHS Fund with an amount sufficient for AMHS managers to plan with confidence a year in advance is unclear. The related but unanswerable questions are whether the legislature will continue to provide in the near term $85 million to $90 million in the General Fund for support of AMHS operations and in the longer-term, an annual amount sufficient to keep pace with inflation.

Forward funding could come in the form of a one-time capital or operating appropriation to substantially reconstitute the Alaska Marine Highway System Fund, or a larger capital appropriation that serves as a multi-year source of AMHS operating funds. Similar benefits could be realized by giving AMHS direct spending authority over its own operating revenues.

Greater political support for forward funding might be generated with clearer goals. For example, coupled with forward funding, annual General Fund support could be capped at its current level (with future adjustment for inflation only), which is already down by more than a quarter over the past five years. This would mitigate the concern that AMHS might require an ever-increasing amount of General Fund support, and provide some certainty to system management about future General Fund support. An overall farebox cost recovery goal could be established to guide the budgeting process, along with a stable funding amount. Great care would be required to develop a mechanism that incentivizes system management to enhance revenue (perhaps by allowing AMHS to use its own revenues without legislative appropriation) and carefully control costs so that such bottom-line improvements would not be meet with an equal decline in General Fund support.

Another potential remedy would be better facilitated through the public corporation model. A multi-year fee-for-service (or contract for service) model might provide more state funding certainty for AMHS. The key assumption is that a multi-year contract between the state of Alaska and an AMHS public corporation would provide a higher level of certainty (though still

subject to annual legislative appropriation) than the current appropriation mechanism for providing AMHS with necessary General Fund support.

Such a contract might be structured to support some minimum level of service each year, with additional General Fund support provided annually, to fully fund the system, via customary legislative appropriation. Whether a contract for service framework would provide greater funding certainty for AMHS or not, would depend on the terms of the contract. A key question regarding the utility of the contract-for-service concept is whether it is legally practicable for the state to contract with itself, which would be the case with the state of Alaska contracting with an AMHS public corporation.

The contract for service concept is akin to the BC Ferries contract with the provincial government. The Coastal Services Contract is a binding 60-year agreement (signed in 2003) that defines BC Ferries routes and service levels. The contract is reviewed and updated at regular intervals [15].

1.2.2.1 Benefits of State of Alaska Forward Funding for AMHS

Whether via long-term contract or other mechanism through the traditional legislative appropriation process, it is important to recognize the benefits of forward funding. While difficult to forecast, it is certain that for the same level of service, scheduling consistency from one year to next, and scheduling well in advance, would support more AMHS traffic and result in more revenue. Other systems recognize the importance of scheduling predictability. BC Ferries is required by its Coastal Ferry Services Contract to publish its schedule two years in advance.

As outlined below, better advance scheduling would have a variety of traveler and industry benefits.

1.2.2.1.1 Additional Revenue from Alaska Visitors

The Alaska visitor industry and Alaska visitors in general would be the AMHS markets most likely to respond to earlier publication of schedules and more consistent schedules over time. Non-residents represent a large share of AMHS travelers, and a larger share of revenues, accounting for 42 percent of AMHS operating revenue from passenger, vehicle, and stateroom sales in FY2015. A large portion of non-resident revenue is from visitors traveling to Alaska for vacation/pleasure purposes (other non-resident AMHS travelers include seasonal workers, military transferees, students, and others relocating to Alaska for employment or other reasons). According to the Alaska Visitors Statistics Program (AVSP) VII, 44,000 visitors entered or exited Alaska via ferry, or used the ferry to travel between Alaska communities [16].

Many Alaska visitors make trip decisions well in advance of their travel. For example, more than a third (37 percent) of visitors that traveled on AMHS during the summer of 2016 made their trip decision more than eight months in advance [16]. It is clear that earlier booking opportunities would stimulate traffic among the independent travelers who prefer to plan and book well in advance.

Most Alaska visitors prefer to purchase travel as part of package, including transportation, lodging, and often excursions and tours. However, it is now virtually impossible to include the

marine highway in a package. Tour companies print brochures 18 months in advance and need pricing, routing and scheduling information a few months in advance before printing. With prices and schedules available two years in advance, AMHS would once again position itself as an attractive, high-value component in Alaska travel packages. AMHS could leverage the national marketing campaigns conducted by cruise lines, which highlight the appeal of coastal Alaska.

More non-resident AMHS riders would mean more revenue for the system and greater economic benefit to the state and communities from that travel. In 2016, visitors travelling by ferry stayed in the state an average of 13.9 nights, longer than the other markets and they spent an average of $1,914 per person while in Alaska (almost twice the all-visitor average of $1,057). Non-resident visitors using AMHS traveled (and spent money) throughout the state. More than half (51 percent) visited Anchorage and a quarter (25 percent) visited Fairbanks.

1.2.2.1.2 Other Business and Economic Development Benefits

During the public outreach process conducted for purposes of the AMHS Reform project, it was often noted how important AMHS is to the economies of communities served by AMHS, particularly communities without connection to road networks or regional service and supply hubs. The visitor and seafood industries, as well as transportation or basic consumer goods, were noted as areas where more predictable, reliable service could better sustain local economies or support economic development.

No data is available on the volume or value of seafood shipped by AMHS, however it is evident that the system serves an important role in filling the service gap between barge and airfreight. The primary ports where AMHS supports seafood shipping are Kodiak, Cordova, Petersburg, Wrangell, and Juneau. From these ports seafood is shipped to AMHS ports with road access like Homer, Whittier, Skagway, Prince Rupert, and Bellingham [17]. More predictable service year-to-year could facilitate market development and spur additional shipment of seafood on AMHS.

1.2.3 Federal Funds

The federal government is an important source of capital funds for AMHS. Federal-aid funding is not available for operation and routine maintenance of ferries.

1.2.3.1 Ferry Boat Program

The Ferry Boat Program (FBP) provides federal funding for the construction of ferries and ferry terminal facilities. Projects that extend the useful life of ferry facilities are also eligible. The FBP requires a 20 percent match. The program has provided a steady and generally predictable annual source of funds for AMHS-related vessel and terminal improvements.

Under MAP-21 (Moving Ahead for Progress in the 21st Century), program funds were distributed to eligible entities based on the number of passengers carried (20 percent), vehicles carried (45 percent), and total route miles (35 percent). The December 2015 Fixing America's Surface Transportation (FAST) Act changed the funding formula to 35 percent based on the number of ferry passengers (including passengers in vehicles, carried by each ferry system); 35 percent based on the number of vehicles carried by each ferry system; and 30 percent based on the total route nautical miles serviced by each ferry system. The FAST Act continues total

authorized national Ferry Boat Program funding at $80 million annually from 2016 through 2020 [18]. The total annual authorized funding for the program was $67 million in FY2013 and FY2014.

Alaska's share of FBP funds totaled $17.7 million in FY2016, about half a million dollars less than in FFY2015.

Table 20. Federal Ferry Boat Program Formula Funds for Alaska FFY2013 to 2016

	2013	2014	2015	2016
AMHS	$18,010,175	$17,858,090	$17,745,183	$17,277,114
Ketchikan Gateway Borough (airport ferry)	$143,613	$142,401	$141,500	$268,271
Inter-Island Ferry Authority	$185,402	$183,837	$182,674	$147,057
Halibut Cove Ferry Narrows Company, Inc.	$22,856	$22,663	$22,520	-
Alaska Total	**$18,362,046**	**$18,206,991**	**$18,091,877**	**$17,692,442**

With respect to public corporation access to FBP funds, the following eligibility requirements are pertinent (from 23 U.S.C. 129(c) and 147(g)):

- "The ferry boat or ferry terminal facility shall be publicly owned or operated or majority publicly owned if the Secretary determines with respect to a majority publicly owned ferry or ferry terminal facility that such ferry boat or ferry terminal facility provides substantial public benefits. Any Federal participation shall not involve the construction or purchase, for private ownership, of a ferry boat, ferry terminal facility, or other eligible project under this section."
- The operating authority and the amount of fares charged for passage on such ferry shall be under the control of the State or other public entity, and all revenues derived therefrom shall be applied to actual and necessary costs of operation, maintenance, repair, debt service, negotiated management fees, and, in the case of a privately-operated toll ferry, for a reasonable rate of return (23 U.S.C. 129(c)(4)). [19]

For purposes of the FBP, a public entity "includes Federal, State, or local governmental agencies, Tribal governments, and organizations established by Federal, State, or local law with control of ferry boat services, including routes and fares. A public entity does not include any other "not for profit organization."

1.2.3.2 Other Federal Funds

Under the same basic eligibility criteria as FBP funds, ferry boats and terminal facilities may also be eligible for federal Surface Transportation Program (STP) funds and National Highway Performance Program (NHPP) funds. Funding from these sources for ferries in Alaska is variable year-to-year and is project specific. Ferry projects "compete" with highway projects for funding from Alaska's share of national STP and NHPP funding.

Access to federal funds for transportation projects is through ADOT&PF. Any transportation project, including ferry boat and ferry terminal projects, requiring federal funding must be included in the state's current four-year Statewide Transportation Improvement Program (STIP). Projects nominated for the STIP are first reviewed and scored by regional ADOTPF planning offices, with the highest-ranking projects from each region forwarded to the Project Evaluation Board (PEB) for its review and priority ranking. Ranking and selection is based on consistency with the Alaska's Statewide Long Range Transportation Plan, as well as administrative and legislative priorities.

The 2016-2019 STIP includes an assortment of AMHS-related projects. The following list of AMHS projects included in the STIP is provided to illustrate the range of capital projects supported by federal funding, and the specific funding mechanisms (the list does not include all AMHS-related projects in the 2016-19 STIP). Several of the listed projects have been completed; the status of other projects has not been determined for purposes of this report.

The tables include abbreviations for several funding designations, including:

- FBF: Ferry Boat Formula funds
- SM: State Match
- AC: Advance Construction (an FHWA-approved financing tool that allows the state to begin a project using state funds prior to availability of federal funds)
- ACC: Advance Construction Conversion (an accounting of repayment of state funds spent to begin a project prior to availability of federal funds)
- EMRK: Earmarked funds
- NHPP: National Highway Performance Program funds

All STIP projects are divided into phases. The phases noted in the following tables include Phase 2, which is Design (preliminary engineering); Phase 4, which is construction; and Phase 9 designates projects that do not involve physical construction, such as fleet condition surveys.

Table 21. AMHS Related Projects in the 2016-2019 STIP

Project	Fund	2017	2018	2019	After FFY19
Kodiak Ferry Terminal and Dock Improvements	ACC - Ph 4	-$2,642,779			
	STP - Ph 4	$2,642,779			
	Total	$0			
Shoreside Facilities Condition Survey	FBF - Ph 9	$120,000	$120,000	$120,000	
	SM - Ph 9	$30,000	$30,000	$30,000	
	Total	$150,000	$150,000	$150,000	
Fleet Condition Survey Update	FBF - Ph 9	$400,000		$400,000	
	SM - Ph 9	$100,000		$100,000	
	Total	$500,000		$500,000	
Skagway Terminal Modifications	AC - Ph 4	$4,400,000			
	ACC- Ph 4		-$4,400,000		
	FBF- Ph 4		$4,400,000		
	SM- Ph 4	$1,100,000			
	Total	$5,500,000			
Ferry Refurbishment	FBF -Ph 2	$1,500,000	$1,600,000	$1,500,000	
	SM - Ph 2	$375,000	$400,000	$375,000	
	ACC - Ph 4	-$3,615,515			
	FBF - Ph 4	$6,915,515	$4,800,000	$14,400,000	
	SM - Ph 4	$825,000	$1,500,000	$3,600,000	
	Total	$6,000,000	$8,300,000	$19,875,000	$20,000,000
Homer Ferry Terminal Improvements	ACC - Ph 4	-$148,315			
	FBF - Ph 4	$148,315			
	Total	$0			
Design Construct Lease Purchase Ferryboats and Terminals	FBF -Ph 2			$400,000	
	SM - Ph 2			$100,000	
	FBF - Ph 4			$1,000,000	
	SM - Ph 4			$200,000	
	Total			$1,700,000	$3,400,000
Haines Ferry Terminal End Berth Facility	ACC - Ph 2	-$1,137,125			
	FBF -Ph 2	$1,737,125			
	SM - Ph 2	$150,000			
	FBF - Ph 4	$20,000,000			
	SM - Ph 4	$5,000,000			
	Total	$25,750,000			

Table 21. AMHS-Related Projects in the 2016-2019 STIP (continued)

Project	Fund	2017	2018	2019	After FFY19
AMHS Tenakee Ferry Terminal Improvements	AC - Ph 4	$8,000,000			
	ACC - Ph 4		-$8,000,000		
	FBF - Ph 4		$8,000,000		
	SM - Ph 4	$2,000,000			
	Total	$10,000,000	$0		
AMHS Wastewater Treatment System Upgrades	FBF - Ph 4	$1,600,000			
	SM - Ph 4	$400,000			
	Total	$2,000,000			
AMHS M/V Matanuska Repower and Ship Systems Upgrade	ACC - Ph 4	-$19,078,557			
	FBF - Ph 4	$19,078,557			
	Total	$0			
Auke Bay Ferry Terminal Modification and Improvements	ACC - Ph 2	-$60,000			
	FBF -Ph 2	$60,000			
	FBF - Ph 4	$2,400,000			
	SM - Ph 4	$600,000			
	Total	$3,000,000			
AMHS Tustumena Replacement Vessel	AC - Ph 4	$214,306,544			
	ACC - Ph 4		-$52,198,004	-$54,036,180	
	EMRK - Ph 4	$1,838,176			
	NHPP - Ph 4		$52,198,004	$54,036,180	
	SM - Ph 4	$19,358,881			
	Total	$235,503,601	$0	$0	$108,072,360
AMHS Ferry Terminal Storage Tank Removal	FBF - Ph 2	$160,000			
	SM - Ph 2	$40,000			
	FBF - Ph 4	$640,000			
	SM - Ph 4	$160,000			
	Total	$1,000,000			
Ketchikan Ferry Terminal Improvements Stage II	FBF - Ph 4		$3,200,000		
	SM - Ph 4		$400,000		
	Total		$3,600,000		

1.3 **Potential for New Sources of Non-Operating Revenue**

Throughout the scoping and public involvement process, varieties of concepts were suggested for generating additional funding to support AMHS. Several concepts are described below. An issue common to new revenue concepts is that currently there is no mechanism for AMHS to take in revenues without subjecting those revenues to the Executive Budget Act, meaning that though those funds would be deposited in the AMHS Fund, they would still require legislative appropriation before being spent by AMHS.

1.3.1 Tribal Transportation Program Funding

Though Tribal governments have never played a role in funding AMHS operations or facilities, tribes in communities served by AHMS clearly have an interest in the cost and quality of ferry service to their respective communities. Recognizing that there may be little if any readily available tribal government funding to support AMHS service, it is worth considering the benefits of some type of formal connection with a new AMHS public corporation.

Alaska receives approximately $50 million annually in Tribal Transportation Program (TTP) funding (approximately 11 percent of the national total). The program received $465 million in FY2016, with increases of $10 million per year to $505 million in FY2020, as established in Public Law 114-94, Fixing America's Surface Transportation Act (the FAST Act). The 37 Tribal entities with membership in communities or regions served by AMHS combined take in about $12 million annually, ranging from $23,000 to $1.2 million (based on FY2016 data). The federal share of TTP is 100 percent (no match is required).

Nationally, Tribal shares of TTP funding are determined by the following factors [20]:

- 20% of funds distributed based on Tribal shares in FY2011. The remaining 80 percent is distributed according to the following:
    - 27% on eligible road miles
    - 39% on tribal population
    - 34% divided equally among the 12 Bureau of Indian Affairs (BIA) regions and then distributed among Tribes in that region based on each Tribe's average FY2005-FY2011 formula distribution compared to that region's total FY2005-FY2011 distribution.

Among other transportation related projects, TTP funds can be used for:

- Operation and maintenance of transit programs and facilities that are (1) located on, or provide access to, Tribal land, or are (2) administered by a tribal government.
- Any transportation project eligible for assistance under 23 U.S.C. that is (1) located within, or that provides access to, Tribal land, or is (2) associated with a Tribal government.

An eligible tribal transportation facility includes a "public highway, road, bridge, trail, or transit system that is located on or provides access to tribal land and appears on the national tribal

transportation facility inventory …" The tribal transportation facility inventory includes, among other things, "primary access routes proposed by tribal governments, including roads between villages, roads to landfills, roads to drinking water sources, roads to natural resources identified for economic development, and roads that provide access to intermodal terminals, such as airports, harbors, or boat landings." Up to 25 percent of a tribe's TTP allocation (or $500,000, whichever is greater) can be used for maintenance of tribal transportation facilities.

Determining how Alaska TTP funds might be supplemented to support AMHS operations is beyond the scope of this study. However, it is evident that the overall revenue impact on AMHS would be quite small (relative to its overall operating budget). All TTP money that now flows to tribes is, in general, fully programmed (meaning that few if any surplus dollars exist to provide some type of support for AMHS service). It is also important to note that the amount of TTP funds available nationally is fixed, so an increasing share for Alaska tribes in the AMHS service area would come at the expense of tribes elsewhere.

Nevertheless, in theory portions of AMHS routes within tribal transportation service area might qualify for TTP funding. Even small amounts of annual funding could have a meaningful impact on the cost of tribal member use of AMHS, depending on how supplemental funds were used. Further, formal tribal support of AMHS operations, even in small measure, could send an important signal about the importance of maintaining sustainable and predictable levels of AMHS service.

1.3.2 Bonding

1.3.2.1 Revenue Bonds

An AMHS public corporation with bonding authority could examine the viability of revenue bonding or other bonding tools to generate up-front funds for capital projects or to capitalize an operating account. Most of Alaska's public corporations have some degree of bonding authority defined in their statutes.

Revenue streams, whether from operations or from federal government sources, can sometimes be used as leverageable assets. AMHS's annual operating revenue of $50 million and annual federal Ferry Boat Program funds of about $17 million might be considered in this regard.

A few transit authorities elsewhere the U.S. have issued debt secured by farebox revenue. As authorized by the Transportation Equity Act for the 21st Century (TEA-21) farebox revenue can back revenue bonds, though only to the extent that there is an accompanying increase in state or local support and another source of funding is identified to cover operating expenses. Because most transit authorities operate at a deficit, farebox revenue bonds are not common. In any case, gross revenues are pledged, with substantial coverage requirements (three to four times debt service). AMHS's present low cost recovery rate would likely constrain opportunities for revenue bonding in the near term.

Revenues from programmed (on-going and predictable) grants can be used to back Grant Anticipation Notes (GANs), for short-term (1 to 2 years) financing needs. The interest and principal of GANs are eligible to be repaid by FTA capital funding. (Source: https://www.transit.dot.gov) FTA GANs are similar to the Federal Highway Administration

(FHWA) Grant Anticipation Revenue Vehicles (GARVEE) Bond Program, which is based on a pledge of future Title 23 Federal aid funding (and different than FTA GANs which are based on a pledge of future Title 49 grants). GARVEES can be used for any Federal-aid project. With a GARVEE debt instrument, future Federal aid funding can be used to cover interest payments, retirement of principal, and other costs associated with bond issuance. States, political subdivisions, and public authorities may issue GARVEE debt instruments. State law may also specify entities authorized to issues GARVEE debt. (Source: https://www.fhwa.dot.gov)

Regardless of the bonding tool used, the benefits of upfront capital must be weighed against consuming a portion of future years' revenue (whether from operations or from the State General Fund) to pay debt service.

1.3.2.2 General Obligation Bonds

The State of Alaska periodically issues general obligation (GO) bonds for purposes of paying for a suite of transportation projects. State general obligation bonds must be authorized by law and ratified by voters. In 2012, Alaska voters approved $453 million in general obligation bonds for the purpose of design and construction of transportation projects. A total of about 35 transportation infrastructure projects were listed in the Act, the largest being $50 million for Port of Anchorage expansion. The transportation bond package passed by voters in 2008 totaled $315 million and included 28 highway, port, and harbor projects.

Looking ahead, a statewide GO bond package could be used as a vehicle to secure funding for AMHS, assuming sufficient legislative support exists. GO bonding could be used to pay for capital expenditures or to provide working capital to support operations (providing, in effect, the equivalent of forward funding for operations, though of course with repayment requirements). In the recent past, transportation infrastructure-related GO bond measures have been authorized by law and ratified by voters every five or so years, however, the timeframe for the next such bonding proposal is unclear. Historically, state of Alaska policy has been to limit GO debt service to no more than 5 percent of unrestricted revenue. As of FY 2016, the ratio of GO bond debt service to unrestricted revenue was 5.5 percent. Annual GO debt service has been fairly steady at between $80 million and $90 million since FY 2012, however, unrestricted revenue dropped from $9.5 billion to $1.5 billion over the same period.

1.3.2.3 Public Corporation Bonding

State of Alaska public corporations have varying levels of bonding authority. Alaska Aerospace Development Corporation, Alaska Housing Finance Corporation, Alaska Industrial Development and Export Authority, Alaska Student Loan Corporation, Alaska Municipal Bond Bank, & Alaska Energy Authority are all State corporations with some level of authority to issue moral obligation bonds. Moral obligation bonds are secured, in part, by a reserve fund with replenishment provisions.

Alaska Railroad Corporation has the power to issue bonds if approved by state law. Though ARR is not authorized to issue state moral obligation bonds, it has issued revenue bonds. In 2015, for example, ARR issued $37 million in FTA capital grant receipt bonds to finance the federally mandated positive train control system. As of June 30, 2016 ARR had $147.9 million in revenue bonds outstanding.

Over the past 20-plus years ARR has been given authorization by the legislature to issue revenue bonds for a variety of specific purposes, including $55 million in 1994 for Ship Creek Alaska Discovery Center, $17 billion in 2003 for gas line construction, $500 million in 2004 for rail line extension to Fort Greely, and $2.9 billion in 2007 for a Kenai gasification plant and Port MacKenzie rail spur. All of these authorizations are contingent upon agreement with a third party to pay the debt service, and no bonds have yet been issued for these projects.

As another example of Alaska public corporation bonding capacity, Alaska Aerospace Development Corporation (AADC) has authority to issue moral obligation bonds and otherwise incur indebtedness, though original bond issues in excess of $1,000,000 must have legislative approval. In addition, legislative approval is required if the annual debt service on all outstanding bonds issued and bonds proposed to be issued exceeds $1,000,000 in a fiscal year. AADC has not issued any bonds. (Source: Alaska Public Debt, 2016-2017, Alaska Department of Revenue, January 2017)

1.3.3 Endowment/Land Grant

Several Alaska political subdivisions hold capital or land endowments which contribute to the organizations' financial independence from state General Funds. This section outlines both forms of endowment and their use in Alaska. Of course, the challenge for establishing an AMHS endowment would be securing the political will to provide initial capital or land.

1.3.3.1 Capital Endowments

Capital endowments appropriated to an organization are invested in a mix of assets managed by either a third-party investor or the organization. The investment portfolios generate income for the organization based on earnings of fund investments such as dividends, interest, and realized appreciation in value. All or part of the earnings may be reinvested in the fund's investment portfolio to increase the principal of the fund. Earnings reinvested as principal are generally restricted and cannot be used to fund ongoing operations of the organization. Often, all or part of yearly fund earnings are transferred to the organization to fund ongoing operations and are considered revenues.

Alaska Statute 13.65 directs institutional investors to consider the potential effects of inflation on the future purchasing power of a fund. This legislation is informed by recommendations from the National Conference of Commissioners on Uniform State Laws, which encourages states to include language compelling institutional investors to cap yearly fund withdrawals at 7 percent of a fund's average market value in their own legislation [21]. This "presumption of imprudence" language encourages organizations to retain a portion of earnings in the fund's principal to ensure that the fund "remains as valuable to the beneficiary organization in the future as it was on the date of the initial gift" [22]. The Alaska Uniform Prudent Management statute does not include language specifying a cap on the percent of earnings withdrawn from funds.

Organizations often adopt a Percent of Market Value (POMV) rule limiting spending of fund earnings to a specified percent of the fund's average market value over a number of preceding years. This ensures appropriate protection from inflation and stabilizes the yearly income transferred to the organization for ongoing operations.

1.3.3.1.1 Alaska Permanent Fund Corporation (APFC)

The Alaska Permanent Fund was originally capitalized with $900 million in surplus oil revenue in 1980, to which is added 25-50 percent of mineral lease rents, royalties, royalty sale proceeds, net profit shares, and federal mineral revenue sharing payments yearly [23].

Fund income is deposited into the earnings reserve account, from which 21 percent of yearly earnings are eligible for distribution. Of the distributable amount, 50 percent is transferred to the dividend fund. The remaining realized earnings are subject to appropriation by the legislature. A portion of earnings may be transferred to the principal of the Permanent Fund to preserve the purchasing power of the fund from inflation. While inflation proofing is required by statute, the transfer of these funds to the principal of the Permanent Fund is subject to legislative approval.

The Permanent Fund is invested in a mix of foreign and domestic bonds and securities, real estate, and other investments.

While APFC's long-term return goal is a five percent return in excess of inflation, yearly returns have been volatile over the last decade, ranging from a low of negative 18 percent in FY2008 to a high of 15.52 percent in FY2014. From FY2007 to FY2016, annual returns averaged 5.41 percent and yearly transfers to the state of Alaska averaged $957 million, including dividend transfers [24]. Over the same period, annual earnings retained in the fund's principal for inflation-proofing average $795 million, although no amount was retained in FY2016 due to a lack of legislative appropriation for this purpose.

1.3.3.1.2 Alaska Mental Health Trust Authority (AMHTA)

The AMHTA earns income from an endowment fund, which was capitalized with $200 million in 1994. Trust assets are managed by the APFC and an additional Reserve Fund is managed by the Treasury Division of the Alaska Department of Revenue.

Fund earnings are used to fund ongoing operations and inflation-proof the principal of the Trust. Each year, 4.25 percent of the fund's market value is transferred to the Authority to fund programs [25]. Spending a fixed percent of the fund gives the Authority a more stable revenue stream compared to income based on volatile yearly earnings. For example, APFC-managed investment income totaled $3.4 million in FY2016, a decrease from $21.4 million in FY2015 [26]. However, the Authority withdrew $20 million from the spendable portion of the fund based on total market value, which was equal to the yearly average withdrawal from FY2013 to FY2016.

A portion of earnings may also be allocated to inflation proofing of the fund's principal. To the principal is also added yearly land rent and royalty revenues generated by the Authority's land assets, managed by the Trust Land Office. No inflation-proofing transfers from the spendable to non-spendable portion of the fund were made in FY2016.

1.3.3.1.3 AMHS Capital Endowment

Like AMHTA's endowment funds, capital funds endowed to the AMHS would likely be invested through the APFC. The AMHS would likely also adopt a standard withdrawal percentage each year to stabilize yearly investment income and re-invest excess returns as inflation proofing to

preserve the fund's value. The expected inflation rate over the next 10 years implied by current US Treasury security spreads of 1.7 percent and the APFC's 5 percent long-term return goal imply that the AMHS may set a 3.3 percent withdrawal percent based on the average market value of endowed funds [27].

Calculations based on this rate of return and withdrawal percentage indicate that the newly created corporation would require a large capital endowment to generate investment income to fund operations. By withdrawing 3.3 percent of the fund's market value per year, the corporation would require an initial capital endowment of $210 million to make an average of $5 million in investment income available as revenue each year and an endowment of $295 million for an average income of $10 million.

Table 22. Capital Endowment Requirements

	$5 million Yearly Investment Income	$10 million Yearly Investment Income
Expected average yearly return	5.0%	5.0%
Yearly withdrawal percent	3.3%	3.3%
Implied inflation-proofing rate	1.7%	1.7%
Required initial capital endowment	**$210 million**	**$295 million**

Source: McDowell Group calculations, Alaska Permanent Fund Corporation, St. Louis Federal Reserve.

1.3.3.2 Land Endowments

Land endowments are an important component of the endowment structure of three state entities: the Alaska Railroad Corporation, the Alaska Mental Health Trust Authority, and the University of Alaska. This section describes the land endowments of each entity.

1.3.3.2.1 Alaska Railroad Corporation (ARRC)

The ARRC is endowed with approximately 36,000 acres of land in Alaska, which are managed internally by the Corporation's Real Estate and Facilities Department [28]. Of the total holdings:

- 13,700 acres (38 percent) comprise the track bed and railroad right-of-way.
- 4,500 acres (12 percent) are used for railroad operations, including rail yards and depots.
- 17,900 acres (50 percent) are available for long-term lease or permit.

Revenue generated from lands available for lease is an important component of the Railroad's total revenue generation, contributing to the Railroad's self-sufficiency. Between 2012 and 2016, real estate accounted for an average of 10 percent of total revenue generation [29]. Revenues are considered non-operating and proceeds are used for operating expenses, capital improvements, and federal grant matches.

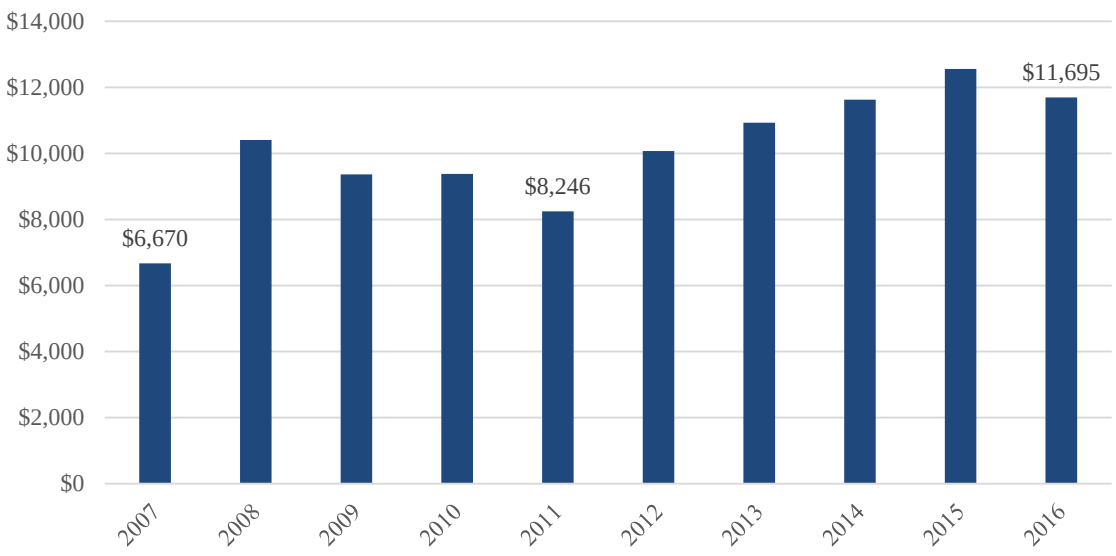

Figure 1. AARC Net Real Estate Income, 2007-2016 (in thousands)
Source: Alaska Railroad Corporation.

Railroad real estate leases fall into three primary categories:

- Commercial-Industrial activities: Land is leased by commercial businesses located next to the rail corridor that benefit from transportation infrastructure.
- Passenger-related and tourism uses: Tourism businesses benefit from tourist transportation to land leased for retail or resort purposes.
- Commercial mix/redevelopment: ARRC partners with developers to plan for redevelopment in "highly visible" land such as Anchorage's Ship Creek and Fairbanks' Chena Landings area [30].

1.3.3.2.2 Alaska Mental Health Trust Authority (AMHTA)

The AMHTA was re-endowed with 1 million acres of land following a 1994 settlement with the state of Alaska. Trust land is managed by the Trust Land Office, an office within the Alaska Department of Natural Resources, to which the Authority Board of Trustees provides direction and oversight.

Yearly revenue from endowment land averaged $12 million from 2013 to 2016 and earned through the following assets classes:

- Land leasing and sales and mitigation marketing,
- Minerals and energy exploration and development,
- Commercial timber sales, and
- Real estate investment and development [26].

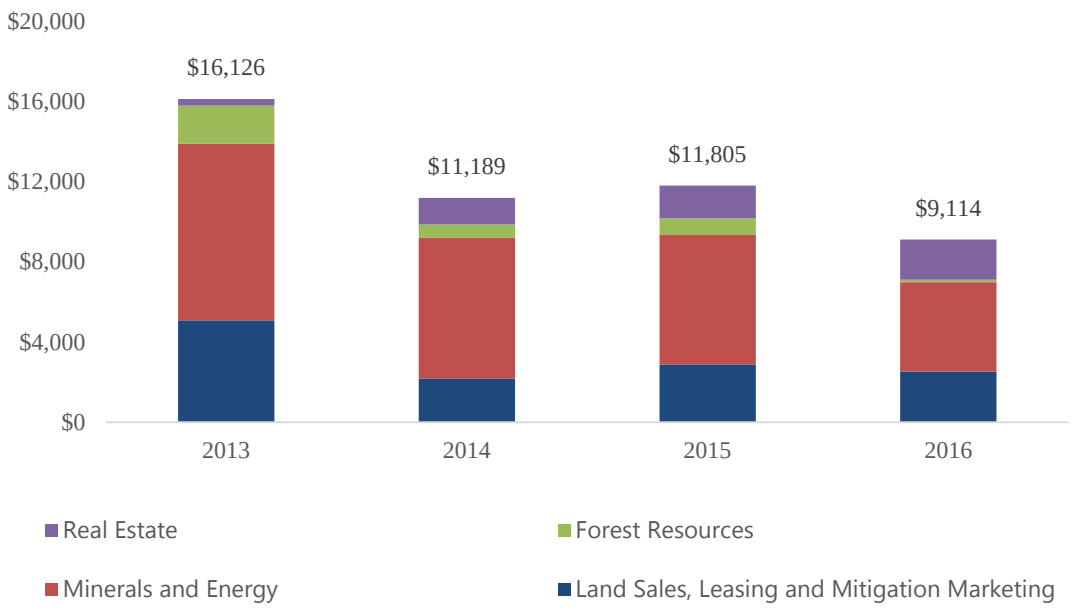

Figure 2. AMHTA Land Endowment Revenue, 2013-2016 (in thousands)
Source: Trust Land Office.

Revenue from these asset classes are divided between income used for ongoing operations and revenue added to the principal of the Alaska Mental Health Trust fund. Allocated to the principal are land sale revenues, royalties from minerals, materials, coal, oil and gas, perpetual easement revenues, and 85 percent of timber sales. Income is generated through rents, land sale interest, bonus bids, and 15 percent of timber sales [31]. Between FY2012 and FY2016, income revenue averaged $4 million per year.

1.3.3.2.3 University of Alaska (UA)

The University of Alaska (UA) holds approximately 150,700 acres in land, including 110,000 acres originally transferred to the state by the federal government to be managed for the benefit of the University [32]. The land was subsequently transferred to UA in 1987 to be managed by the University Board of Trustees. Of total holdings, 12,200 acres are used for education purposes, including the three major campuses in Anchorage, Fairbanks, and Juneau. The remaining land is considered investment property and generates income through land sales and lease, lease of space in owned commercial property, and natural resource exploration, extraction, and sales [33].

Revenue generated by endowment land is deposited into the Land Grant Endowment Trust fund. The fund is invested along with other University endowments in the Consolidated Endowment fund, from which UA annually spends 4.5 percent of average fund market value. In FY2016, Consolidated Endowment fund investments reached a market value of $130 million, of which $128 million was attributed to Land Grant Endowment Trust funds [34].

Between FY2007 and FY2016, Consolidated Endowment fund revenue averaged $8 million per year, which accounted for an average of 1 percent of total revenue. Earnings of the Land Grant

Endowment Trust fund are used to fund the UA Scholars Program and natural resource-related education and research projects.

1.3.4 Local Option Fuel Sales Tax

This funding option might allow communities to support ferry service, either individually or collectively, by raising local fuel tax rates. Currently, the federal government levies a tax of $0.184 per gallon on gas and $0.244 per gallon of diesel [35]. The state of Alaska levies a highway fuel tax of $0.08 and a marine fuel tax of $0.05 (as well as taxes on Av gas and jet fuel) [36]. In FY2016, the state highway tax generated $31.8 million in revenue while the marine tax accounted for $5.9 million [37].

While a sales tax levied exclusively on communities served by AMHS could generate revenue to support the system, it would place the burden squarely on local residents. A fare increase would be a simpler way to generate an equivalent amount of revenue, with the cost burden shared by resident and non-resident travelers alike.

An increase in the statewide highway and marine fuel tax is one option being considered to address the state's budget gap. To gain access to those new funds, AMHS would be in line with the many other interests that depend on State General Fund support.

1.3.5 Lottery/Gaming

Alaska is one of only seven states without a statewide lottery. Currently Alaska's gaming laws allow no more than $2 million in annual prizes from any particular gaming licensee or permittee. A statewide lottery has also been noted as one tool (with a change in state law) to address Alaska's budget situation. Proposed legislation to create a lottery is intended to generate funds for public education [38]. Lotteries are used widely nationally to support education. Lotteries across the nation generate from just a few dollars to $300 per capita in funds for their intended public purpose. Montana, for example, generated $13 in net per-capita lottery revenue in FY2016. At that rate, an Alaska lottery could generate approximately $10 million in annual revenue to support public services. How a lottery might be developed to help fund AMHS is unclear, as is legislative support for the concept, as many other public interests would have interest in that same funding mechanism.

On-board gaming has also been noted as a potential source of revenue for AMHS, though a change in state law would be required for a public corporation to conduct gaming. Currently, organizations permitted to conduct gaming (primarily sale of pull-tabs, bingo and raffles) are limited to civic or service organizations; religious, charitable, fraternal, veterans, labor, political, or educational organizations; police or fire departments and companies; dog mushers' associations, outboard motor associations, fishing derby and nonprofit trade associations, and various specific non-profit events. In any case, with a cap of $2 million in annual prizes, net revenue potential from on-board gaming would be low relative to the AMHS General Fund needs.

1.3.6 Transportation Improvement District

With change in state law, a Transportation Improvement District (TID) could be created, somewhat akin to Alaska Travel Industry Association's proposed Tourism Improvement District [39]. In an AMHS model, communities served by AMHS would assess themselves an annual fee that would vary depending on community size, AMHS traffic volume, or some other appropriately scaled metric. The TID would be governed by the communities served. Funds could be collected by state government and distributed to AMHS, whether line agency or public corporation. Members of the TID would have the collective authority to set assessment rates or discontinue the program at any time. Specifically how an AMHS-related TID might be structured and managed is beyond the scope of this analysis.

TASK 2. OPERATIONS ANALYSIS

The objective of the operations analysis is to identify the basic transportation and shipping needs of Alaskans and to better match vessels to specific routes, both to inform the transition plan and to enable development of different operational scenario options. This was accomplished through direct interviews with key program management and stakeholders and public outreach with direct and indirect two-way communication. The resounding basic transportation need was regular, reliable service.

The deliverable for Task 2 is the vessel and terminals operations report contained herein with strategic operational goals and identification of supporting process foundational principles.

2.1 Assessment of Current Strengths and Weaknesses

The state of the current system was gathered through a series of interviews with key stakeholders, 8-9 May 2017, with follow-on interactions and public outreach as described in Task 5 – Public Outreach. As might be expected in a system as complex as the AMHS and with the many different priorities and perspectives of the broad stakeholder base, there was a wide array of opinions on what was good and what could be better in the current state of the system.

2.1.1 AMHS Managers (May 8-9, 2017, Ketchikan)

The team held three meetings on May 8th with the senior AMHS representatives in Ketchikan. The first was with the Vessel and Terminal Operations, Port Captains, Terminal Manager, Scheduler, Business Development, and Port Steward. Key issues and points discussed, not all-inclusive, are:

- Lack of forward funding limits operational flexibility and ability to plan properly.
- All the many support services need to be considered under a Public Corporation: Finance, Human Resources, IT, Legal, Labor, Payroll, etc.
- There is a large training department supporting requirements from state/federal agencies, USCG, Standards of Training for Certification and Watchstanding (STCW), etc. Employees are ultimately responsible for their training, but need help in monitoring currency and obtaining the necessary courses. High-speed craft add additional requirements with area familiarization and maintenance.
- Procurements are processed through a new state system, IRIS, and processes are generally onerous and the new system increased labor requirements. All procurements over $1000 must be approved by the General Manager.
- Discipline process is outlined in labor contracts, and with the significant formality even small items regularly rise to high AMHS levels, which impacts the effectiveness of the discipline itself and the broader AMHS system.
- Dispatching is extremely complex with multiple contracts covering different crew levels and variable requirements by vessel, region, and crew component, and regular service versus community event support. With multiple crews, training requirements, vacation, etc., there are frequently 2-3 people per vessel position. Unscheduled vessel downtime impacts schedule reliability and flexibility.
- Vessel staffing minimum is the USCG assigned COI level, but typically AMHS operates higher: contract requires 2 crew per mooring line, egress safety, elevator operations, hotel

services requirements, Chief Mates typically too busy with other tasks (loading, security, maintenance, drills, etc.) to stand watch. Reduction of bar and gift shop services shifted emergency duties to the remainder of the crew.
- Onboard services have been curtailed as the cost of labor to staff those services exceeded the revenue.
- Opportunities for terminal collaboration with local businesses is limited by current state regulations, but future expansion may be limited by small terminal sizes and limited dwell time of passengers.
- AMHS works collaboratively with, and supports, the Inter-Island Ferry Authority.

The team also met separately with the Data & Marketing staff. Key issues and points discussed, not all-inclusive, are:

- A comprehensive marketing plan and emphasis is needed to increase revenue, and recover travelers lost due to the recent scheduling and performance issues.
- AMHS has survey data documenting impact of loss of service and reliability. The number one complaint is schedule, with number two complaint being cost.
- COLUMBIA and KENNICOTT reportedly pay for themselves in the summer, and receive generally rave review by passengers.
- Commercial traffic is consistent, even in reduced service.
- Dynamic pricing has been considered, but it has political implications.
- Vessels restricted to regions by labor contract clauses.
- Improving marketing must start with reliable schedules forecast well in advance. Options in consideration are bundling travel, special passes, etc.
- Cutting ports does not save much except terminal costs, as the vessels are still travelling by ports. Bellingham provides approximately 40% of system revenue, and feeds local routes.
- New procurement processes have increased staff processing time by 10%-15%.

On the afternoon of May 8th, 2017 the team met with the Engineering Manager, staff of Port Engineers, and shoreside maintenance management. Key issues and points discussed, not all-inclusive, are:

- Conducting regular fleet condition surveys since 1999, shifted from internal to contracted support in 2015, conduct meetings and ship check when vessels are in Ketchikan for layup periods.
- Conduct nine overhauls per year, varying from weeks to months depending on the maintenance requirements and regulatory inspections. Operating on a six month planning horizon and driven heavily by immediate needs. Currently averaging $10-12M per year total for the fleet.
- A key issue is staying ahead of steel wastage in the aging vessels.
- Conducting maintenance during shipyard periods has many considerations: time and capability, contract limitations, liability issues, no warranty for in-house work, training value in manufacturer technical representative support, etc. Senior talent is retiring and experience is waning.
- Difficult prioritization of limited funding.
- Completing some capital investment, i.e. davits and vessel refurbishment and repowering.

- New vessel construction in progress for Dayboats.
- Planning for TUSTUMENA replacement in progress.
- Excessive vessel hull and system failures in the aging fleet reduce the staff's ability to complete required maintenance within the limited funding available and increases the deferred maintenance backlog.
- Improving fleet standardization by system until new vessel classes are developed, but a long-term process.
- Support by the state HR system is good, but often marine issues require additional discussion.
- AMHS needs a new maintenance management system, but the state's information technology requirements make it a difficult process.
- Federal fund helps, but still requires state match.
- Terminals also require predictable funding for efficient maintenance and operations.
- The TUSTUMENA Replacement Vessel (TRV) project is in progress. The design is configurable with modifications for future service as a mainliner or for some SE Alaska communities.
- Buy America requirements complicate vessel design and standardization, and ultimately many waivers are required due to limited marine suppliers.
- Major planning efforts need master plans that are fixed with reliable future year funding.

On May 9th, 2017, the team also met with the Deputy Commissioner for the AMHS. Key issues and points discussed, not all-inclusive, are:

- Scheduling is difficult, with labor and fuel being the two significant operating cost drivers.
- Increase in holding over crew members is a result of a reluctance to hire new employees in light of the uncertain budget future. Also seeing reduced applications for ferry system positions.
- Difficult prioritization of limited funding.
- Strained management-labor relations. Contract simplification needed.
- Political environment constraints.
- Limited opportunity for significant revenue increases due to the costs of providing those revenue sources.

Generally, the staff and leadership are balancing (as best they can) the many conflicting demands within the limited budget available and regulatory/contractual constraints.

2.1.2 ADOT&PF Planning Staff (May 9, 2017, Juneau)

On May 9th, an additional state government staff meeting was held with the ADOT&PF Planning staff. Key issues and points discussed, not all-inclusive, are:

- Multiple iterations over the years of modeling and studying system alternatives, some completed efforts and some not for political reasons.
- Overarching strategies of vessel passenger-only service vs. increased road network have been evaluated. Also have considered alternatives, i.e. flying and renting vehicles instead

of ferry transit or barge service, particularly in light of improving air reliability with community facility improvements.
- DOT has studied route usage, with information generally indicating excess capacity, and therefore possibility to reduce vessel size (and costs) for equivalent service.
- Complicated prioritization of statewide transportation needs, with philosophical and political constraints. Current STIP insufficient for system needs.

2.1.3 Labor Leaders (May 9, 2017, Juneau)

Also in the afternoon of May 9th, the team met with representatives from the Marine Engineers Beneficial Association (MEBA) and the Inland Boatman's Union (IBU). The International Organization of Masters, Mates, and Pilots (MMP) representative was unavailable at that time, but was met on June 6, 2017 with MEBA again as well. Key issues and points discussed, not all-inclusive, are:

- Grievances are too common and take an inordinate amount of time to resolve, with a high percentage due to dispatching out of seniority or contract requirements. Clarity of contracts and pay policies would clear a large percentage.
- Strained relationship between management and labor impacts the ability to resolve issues.
- Wages and benefits are non-negotiable.
- Labor contracts for each seagoing union are independent and vessel specific with multiple addendums.
- Procedural changes have impacted crews' ability to obtain vendor support during shipyard maintenance.
- Retention and recruitment are issues for vessel crewing, with approximately 30% turnover rate. 2016 hiring freeze and gaps have resulted in high leave balances and excessive overtime (where members do not receive benefits or pension credit).
- Collaborative scheduling with MMP/MEBA has been a success, particularly with the complicated vessel, route, and contract requirements.
- Travel expenses paid by members for assigned routes, but paid by state for changes.

Vessel crews are committed to providing the best service possible to the travelling public.

2.2 **Vessel Crewing and Terminal Staffing Analysis**

As a large percentage (60%) of the total AMHS expenses, and with the magnitude of the budget shortfall, vessel and terminal crewing and travel cost reductions will have to be a factor in the future success of the system. Within this category, there are several sub factors which drive the overall staffing costs: vessel and terminal staffing requirements, wages and benefits, and operational and contractual requirements. Each can be addressed in different ways, and have variable impact to the overall system financial picture.

The current state of the collective bargaining agreements were reviewed and discussed with representatives of the IBU, MEBA, and MMP, and AMHS management, to gather their insights on vessel manning, dispatching procedures, scheduling, and overtime compensation. The contracts and letters of agreement between the state of Alaska, AMHS and each union are a complex network, negotiated every three years. Amendments to the agreement, when proposed and agreed upon by both parties, are incorporated with amendments limited in duration to one

year. There is consensus that these arrangements could be more efficient and better serve both the system and the personnel.

2.2.1 Vessel Crewing and Maintenance

Vessel staffing is a function of both USCG requirements for safe operation of the vessel and AMHS needs to provide safe and comfortable service to the traveling public. The design of the vessel, passenger traffic load, and federal regulations define the constraints under which staffing levels are determined. Apart from nominal increase in tourist and resident traffic with reliable scheduling, the community populations are fairly stable, so no significant changes are expected in traffic levels. The federal regulations are fixed, minimum standards, with no opportunity for reductions in regulatory requirements.

As noted in the interview with AMHS managers, current vessel staffing is in excess of the USCG and COI dictated minimums to provide personnel for additional passenger services. There may be opportunities for crew reduction; however, the IBU contract currently forbids reducing crew numbers by automation in passenger services. Without renegotiating labor contracts, this leaves new vessel design as the single controllable factor for vessel staffing. Modern vessels with automated systems, and arrangements and machinery that enable reduced staffing, typically have a reduced crew complement over older vessels with less technologically advanced systems. The Fast Vehicle Ferries additionally have more stringent regulations governing their operation and crew training levels that increase the cost per crew position over the more "traditional" vessels.

The AMHS fleet is both aging and has vessels that are expensive to operate and maintain. At 36.18 years for the average service age, the fleet is already experience increased maintenance costs and significant service disruptions from hull, mechanical, and electrical systems that are approaching or beyond their useful service lives. Specifically, the TUSTUMENA and COLUMBIA have been major contributors to these problems. The KENNICOTT, COLUMBIA, and Fast Vehicle Ferries all have higher operational and maintenance cost levels per passenger mile.

The increased costs for operating the Fast Vehicle Ferries are primarily driven by the High Speed Craft (HSC) Code which outlines additional training requirements. There is additional overhead cost to maintaining the required number of qualified crew members and more limited options for dispatching. The average total cost per position for the Fast Vehicle Ferries versus more traditional vessels in the AMHS fleet are tabulated below. In general, Fast Vehicle Ferry crew positions, which earn only slightly higher per hour rates, required more than double the total crew costs than other vessels.

Table 23. Average Crew Cost Per Position (FY15 values)

Vessel Type	FVF		Dayboat	Mainliner	Ocean
Vessel Name	CHENEGA	FAIRWEATHER	AURORA	MATANUSKA	KENNICOTT
Total Crew Cost	$ 3,393,421	$ 3,954,739	$ 3,698,410	$ 7,502,290	$ 9,217,110
Positions	10	10	24	48	55
Cost/Position	$ 339,342	$ 395,474	$ 154,100	$ 156,298	$ 167,584

2.2.2 Terminal Crewing and Maintenance

The current level of expenses in staffing and maintaining the many terminals were reviewed. The terminals have a wide range of operating arrangements with both state owned and leased real estate, and staffing by shoreside state employees, vessel crew, and contracted services. The variations represent the various levels of service required at each location. Additionally, the capabilities of each terminal to support various vessels and route flexibility was investigated.

In general, there is certainly an opportunity for cost savings in right-sizing staff and installation of more automated self-service kiosks, however the magnitude of these improvements will not, in themselves, result in a large reduction in General Fund requirements. Introduction of automated services will also require a transitional learning period for all parties involved.

The AMHS conducted a comprehensive facility study in 2015. Generally, the maintenance needed at each terminal is the result of normal wear and tear with some incremental capability improvements. The backlog is variable by terminal, but includes everything from steel preservation to major structural repairs. There are several places where new docks are required, primarily in Kodiak and the Aleutian Peninsula. The rough order of magnitude estimate for the construction of new docks is $18M for a stern loading facility and $24M for a side loading facility [40].

2.2.3 Wages and Benefits

Wages and benefits are comparable to those elsewhere in the marine industry. The average age of mariners is increasing, and reducing numbers of the workforce are interested in pursuing sea-going careers, for a number of factors. With the added factor of difficulties enticing new employees to move to Alaska, and the need for skilled and experienced crews on the AMHS fleet, there is little room for savings in wages and benefits.

2.2.4 Operational and Contractual Requirements

Operational and contractual requirements, particularly in the context of a new public corporation management structure provide the area of most possibility for future efficiencies in personnel costs. No changes can be made during the duration of the existing contracts, as they are not to be impaired, but there are opportunities for the future to reduce overhead, increase understanding and compliance with simplified policies, and improve dispatch procedures which would both reduce incidental system costs and decrease the number of grievances that strain the relationship between management and labor. Some examples include:

- Simplify and harmonize contracts with various unions (BC Ferries has gone the extreme of one union).
- Reduce the number of variations within individual contracts, such as pay schedules specific to vessels and other addendums, that complicate the document.
- Simplify grievance procedures. For example, allow for tiered grievance procedures so that smaller grievances may be resolved more efficiently with less time consuming formality and reserve arbitration for major irreconcilable disputes.
- Simplify the seniority based dispatch system. Consider moving to an online bid platform or similar where dispatchers are not required to dial individual phone numbers.

2.3 **Fleet Standardization/Vessel Class Suitability**

The team performed a vessel class suitability analysis through reviewing past studies on AMHS ferry designs [41] [42] [43] and by creating a series of matrices. The existing and future standardized fleet was compared to the existing routes and infrastructure using a combination of a terminal-vessel matrix, a route segment matrix, and a traffic matrix.

The terminal-vessel matrix summarizes information from a Port Accessibility chart [44] and input from crews, the public, and the MMP union, to identify which vessels have the ability to berth at which terminals. The matrix creates a visual representation that highlights certain trends, strengths and weaknesses of the fleet. For example, it clearly demonstrates that the existing Dayboats were designed to be compatible with every terminal in the South East, and that only the TUSTUMENA and the KENNICOTT can safely berth at the majority of terminals in the South West. It also shows which terminals are the most versatile and compatible with all vessel types, such as Juneau (with vessels calling in Auke Bay), Ketchikan, Valdez, and Whittier.

The route-segment matrix identifies whether the vessel is appropriately sized for each travel region. It is important to remember that the TUSTUMENA underwent a lengthening from 240 ft to the current 296 ft to improve her sea keeping characteristics. Sometimes vessel size is driven more by the requirement that vessels be able to operate with 99% reliability without causing seasickness, rather than expected traffic demand [45]. This matrix takes segment lengths from previous AMHS studies [46], input from the TUSTUMENA crew, and estimates from navigational charts. In the matrix, incompatible vessel and terminal combinations that were previously identified are shown in olive fill. The MMP provided recommendations on suitability for vessels on routes based on sea conditions.

The traffic matrix then attempts to answer the question "are the vessels adequately sized for the terminals they can serve?" Traffic demand was compiled by sorting through 2015 Annual Traffic Volume Report (ATVR) data and the maximum passenger, vehicle, and van traffic for each port of call was extracted. When sorting through the traffic data, it was noted that certain events created unrealistic maximum traffic demands for some ports and consequently the extracted maximum values were corrected to a more representative maximum value where appropriate. Outliers were defined as a number greater than 10 that deviates more than 20% from the second highest value. The matrix compares the traffic demand at each port to the design capacity of each vessel and shows the following:

- Any terminal-vessel combination identified as incompatible in the terminal-vessel matrix is identified by olive fill.
- When a vessel cannot serve at least 80% of the maximum passenger, vehicle or van traffic, the cell returns "LIM" for limited service. Otherwise the cell returns "YES" to indicate that the vessel is adequately sized for the terminal demand.
- To make visualizations easier, any terminal-vessel combinations that are permitted, but result in limited service, are colored blue.

The 80% of maximum traffic criteria was taken from a previous study [45] based on the logic that a vessel that can accommodate 100% of traffic demand is not cost efficient. That being said, this specific matrix does not consider that the vessel makes multiple ports of calls on any given

route, so aggregate loading from portcalls on a route must be considered by the schedule developer.

It is important to note that notation of limited service can be triggered by inadequate vehicle and/or van capacity as opposed to passenger capacity. As an example the FAIRWEATHER and CHENEGA have more than enough passenger and vehicle space to serve Angoon, but lack the appropriate van capacity and are consequently shown as only being capable of limited service.

The representative 'standardized fleet' was sized using the outputs of the above three matrices. Four notional future classes were identified as Ocean Class, represented by the TUSTUMENA Replacement Vessel (TRV), Dayboat Class represented by the Alaska Class Ferries (ACF) currently under construction, 24/7 Feeder Class represented by an ACF upgraded to include crew only accommodations, and Mainliner Class which replaces the existing MALASPINA, MATANUSKA, COLUMBIA, and KENNICOTT, and may be a lengthened version of the TRV.

TASK 3. OPERATIONS FINANCIAL MODEL

Task 3 combines information from the other tasks and stakeholder and public input to identify representative routing structures that bracket the range of operations for AMHS and provide a foundation for discussion of system trade-offs and initiatives. Opportunities for contracting for concessions, routes, or other aspects of operations as a benefit from Public Corporation or general efficiencies are included.

The deliverable for this task is a long-range financial strategy report with the following three generic cost models.

- Cost model for each current vessel for a week of operation, calibrated to actual cost data.
- Cost model for three classes of terminals (small, medium, and major), calibrated to actual cost data.
- Cost model for overhead functions that support the fleet and terminals, calibrated to actual cost data.

The above individual cost models were combined to an overall system model to simulate the entire AMHS operations and financial picture, Appendix B. This model was then duplicated three times to create the following scenarios which bracket a range of potential future AMHS service. Detailed tabulations and calculations are shown in the additional listed Appendices.

a) Baseline scenario with existing 10 vessels and standard 350 ship weeks of service, Appendix C
b) Standardized fleet scenario with nine vessels, Appendix D
    a. Three mainline vessels
    b. Three Dayboat feeder vessels
    c. Two 24/7 feeder vessels
    d. One ocean going vessel
c) Minimized service scenario with seven vessels, Appendix E
    a. Two mainline vessels
    b. Two Dayboat feeder vessels
    c. Two 24/7 feeder vessels
    d. One ocean going vessel

3.1 **Operations Financial Model**

The operations financial model is an MS Excel spreadsheet composed of five data tabs that feed information into the overall summary tab. To describe the development, use, and validation of the model, a top-down approach will be used, describing the high-level analysis and then discussing the development of supporting data.

3.1.1 Overall Program Tab

The overall program tab presents the results of the analysis in a format that resembles the normal AMHS annual report documentation [47] to allow for easy comparison of results to past performance information and familiarity for future users. The marine and shoreside operations and support service expenses are summed to calculate a total AMHS expense. Revenue includes passenger, vehicle, van, and cabin tariffs in addition to onboard sales and advertising (future

option). Existing funding sources are listed as potential sources, but values are not included in any of the three comparison scenarios except for the capital investment plan (CIP).

Of note is the final calculation which identifies the level of funding support required from the State General Fund. This value includes both Operational Expenses and Capital Improvement Funds, and enables bottom line comparison of the various scenarios.

3.1.2 Overhead Tab

The overhead tab lists known overhead costs, and allows users to adjust the cost for potential cost savings or increases in the future. Overhead costs may vary with changes in governance structure depending on how those services are obtained. This tab allows broad stroke assumptions to be made in each overhead cost category to try and capture these changes.

3.1.3 Vessels Tab

The bulk of the analysis is performed in the vessels tab which is a spreadsheet that performs vessel specific cost and revenue analysis depending on user defined route scenarios and service weeks. The spreadsheet is organized such that all user inputs are blue text and all non-inputs are black text. Vessel/route information is organized vertically, and then vessels/routes can be compared to each other horizontally.

Going down through a column for a particular vessel, the upper section identifies the vessel and user defined associated characteristics and operating parameters. Next, a specific route structure for the vessel is identified. Rows 1-10 are used for one-way or a loop service and rows 11-20 define the return of an out and back route. The vessel tab uses look up functions to automatically find route segment lengths and terminal costs from the terminals tab and revenue data from the fare info tab to match the selected route scenario. Manual discretion must be used to ensure that the vessel is compatible with selected terminals and route segments by referring to the matrices produced in Task 2. When the lookup functions are unable to find matching data, cells will turn orange. This is not necessarily an indication of error. As an obvious example, Dayboats should not be able to find any cabin revenue data. The data in the lookup table can then be expanded appropriately for the discrepancy.

One key user-defined value is the "Trips per week." To assist in determining an acceptable value, the model also calculates a Utilization factor which represents the amount of available operating time during the week (168 hrs. for a 24/7 vessel and 84 hrs. for a Dayboat) that a vessel is either underway, calculated from total distance travelled and ship transit speed, plus 2 hours for each port of call. This is a conservative value as there is currently no integral logic to identify overlap with a beginning/end portcall or on the turn of a round trip.

Weekly crew cost information is linked directly from the crew costs tab in the model. To account for the total ownership costs of a particular vessel providing service to the system, the crew costs in the overhaul/layup status are pro-rated and recouped as additional expenses in the vessel's operating periods.

The vessels tab includes annual expense data for annual overhaul and maintenance, marine engineering, services, and commodities. Overhaul represents maintenance and capital improvements that are conducted in dedicated shipyard repair periods. Marine engineering

represents the labor of engineering management, travel costs, and miscellaneous maintenance costs for vessels and terminals not included in overhaul periods. Services and commodities represent procurements for the vessels for upkeep/maintenance services and consumable material, respectively. Similar to overhaul/layup crew costs, these annual engineering costs are pro-rated and recouped as additional expenses in the vessel's operating periods.

Annual onboard sales are included in the analysis as a summary revenue item.

Several manual entry factors are provided to tailor the model to future conditions. These include:

- Fuel price per gallon
- Advertising and other various sources of revenue
- Manual adjustment factor for variable future revenue and crew costs

For route specific analysis, the vessels tab includes summation of costs and revenue, with and without terminals, for the assigned vessel/route combination. Of particular note, the route specific analysis does not recognize multiple vessels using the same terminal, however this is accounted for in the system-wide cost summation. Also included are Revenue Per Mile and Cost Per Mile metrics. This enables a comparison of vessels running similar routes, and provides more detailed information for identification of cost drivers to the overall system performance.

3.1.4 Crew Costs Tab

The crew costs tab analyzes weekly crew costs for each vessel in two modes, Operating and Overhaul/Layup, where there are differing levels of crew assigned. All direct crew costs are included: Straight Time, Over Time, Leave, Benefits, and personnel management overhead.

3.1.5 Terminals Tab

The terminals tab lists major terminals, their shorthand name, major characteristics and annual operating costs. It also calculates the total number of times the terminal is called upon in a year with the routes as defined in the vessels tab. There are no user-inputs for the terminals; they are currently considered fixed values.

3.1.6 Fare Information Tab

The fare information tab is a fixed table that provides port pair revenue lookup data for the vessels tab. Values are sorted by vessel class, summer/winter season, and category (Passenger, Vehicle, Van, and Cabin). The revenue information was provided from the analysis in Task 1. There are no normal user inputs on the fare tab, however, it is possible to manually change information for specific port pairs, or add port-pairs, in the future. As noted above, general fare revenue modifications can be made through the factor on the vessels tab.

3.1.7 Financial Model Validation

The first model developed for validation purposes simulated the revenue and expenses for composite FY-16 (Jul '15 to Jun '16) financial data and CY-15 (Jan '15 to Dec '15) traffic data. The two bodies of data are tracked on separate schedules with the financial year running from July through June and the calendar year running from January through December. Although

there is not a one for one correlation, they are both annual values, and overlapping by six months, so in the aggregate they provide a reasonable baseline for validation of the model to AMHS operations. Additionally, the value for the general fund capital expenditures uses the 2015 value as that is more representative of the historical level than 2016. The validation model produced a general fund requirement (including both operating and capital expense funding) only 7% different, slightly under predicting, the actual general funding level, but within the level of accuracy required for this general model which will be used for relative comparison of different scenarios. The specific data sources are as described in the following paragraphs.

The annual overhaul and maintenance costs were averaged from the 2012-2016 fiscal years as provided by AMHS [47]. For purposes of model validation, the costs are assumed consistent with current values. These costs were apportioned to each vessel based on a percentage of the individual vessel displacement to total fleet displacement. Marine engineering is estimated at 18% of the overhaul and maintenance cost (based on the same historical data). The services and commodities costs were provided by ADOT [48], with the annual value divided by the number of service weeks to get a weekly expense rate. Annual onboard sales were provided by AMHS [49] as a total cost from FY2013-FY2016. The values for Food & Beverage, Beer, Wine & Liquor, Retail, Rental, and Vending were summed and then divided by four to give an average value for the vessel's annual operation, and subsequently divided by the number of service weeks to get a weekly revenue rate.

The crew costs are based on the actual annual cost data for FY2015 as provided by AMHS [50]. To arrive at a weekly crewing cost, annual costs in service week and layup overhaul categories were divided by the respective weeks the vessel spent in that condition. These service weeks were identified by a routine which identified service gaps in the 2014 and 2015 Annual Traffic Volume Report (ATVR) Data. If the vessel recorded a port departure in a week it was counted as a week of service. If there were no recorded departures then the week was counted as a week in overhaul/layup. The summer period is defined as May through September, with the winter being October through April.

The terminals information was collated by KPFF [51] from the AMHS provided 2015 historical data [52].

The Overall Program summary of the validation model is shown here, with the full model information enclosed in Appendix B.

Validation Model Overall Summary

Description	Validation Model FY/CY 15-16	FY 16 Reference Numbers (in thousands)	FY 17 Authorized	FY 18 Gov. Proposed
Weeks of Service	362			
Total # Port Calls	7891			
Vessel Operations				
Personnel	$ 89,639,519	$ 84,388	$ 82,174	$ 79,656
Travel	$ 1,792,790	$ 1,384	$ 1,367	$ 836
Services	$ 12,875,200	$ 11,098	$ 11,068	$ 11,509
Fuel	$ 17,847,930	$ 16,648	$ 20,706	$ 20,224
Commodities	$ 7,761,600	$ 9,782	$ 6,716	$ 6,879
Subtotal Marine Operations	**$129,917,039**	**$ 123,300**	**$ 122,032**	**$ 119,105**
Shoreside				
Marine Shore Operations	$ 8,101,828	$ 8,152	$ 7,827	$ 7,877
Vessel OPS Mgmt	$ 4,001,000	$ 4,001	$ 4,094	$ 4,144
Reservations/Marketing	$ 1,534,000	$ 1,534	$ 2,038	$ 2,059
Marine Engineering	$ 2,602,494	$ 3,073	$ 3,259	$ 3,279
Overhaul	$ 14,458,300	$ 1,847	$ 1,648	$ 1,648
Subtotal Shoreside	**$ 30,697,622**	**$ 18,607**	**$ 18,866**	**$ 19,007**
Subtotal AMHS Expenses	**$160,614,661**	**$ 141,907**	**$ 140,897**	**$ 138,111**
Support Services				
SE Support	$ 45,000	$ 45		
Admin	$ 1,832,500	$ 1,833		
HR	$ 270,700	$ 271		
ISSD	$ 810,100	$ 810		
Commissioner's Office	$ 322,600	$ 323		
Legal	$ -			
Payroll	$ -			
Procurement	$ -			
Subtotal Support Services	**$ 3,280,900**	**$ 3,281**		
Revenue				
Passenger Tariffs	$ 14,474,375			
Vehicle Tariffs	$ 18,216,468			
Van Tariffs	$ 2,228,800			
Cabin Tariffs	$ 5,074,103			
Sales	$ 4,884,641			
Advertising	$ -			

Description	Validation Model FY/CY 15-16	FY 16 Reference Numbers	FY 17 Authorized	FY 18 Gov. Proposed
Subtotal Revenue	**$ 44,878,387**	$ 47,158	$ 53,626	$ 51,759
Funding Sources				
Beginning Fund Balance	$ 20,909,000	$ 20,909		
Marine Highway Fund Veh Rent Tax		$ -		$ -
Gen Fund Allocation - AMHS		$ 94,958	$ 88,717	$ 85,435
Reserves & Adjustments		$ -	$ -	$ -
Transfer to Capitalization		$ -	$ -	$ -
AK Transportation Maint. Fund		$ -	$ -	$ 2,355
Add'l Fuel Trigger App'n		$ -	$ -	$ -
Restricted Funds (CIP Receipts)	$ 603,000	$ 603	$ 1,835	$ 1,850
Subtotal Funding	**$ 21,512,000**			
General Fund Reqd	$ 97,505,175			
GF Operational Expend.		$ 85,000	$ -	$ -
GF Capital Expend. FY15		$ 14,600	$ -	$ -

3.1.8 Financial Model Sensitivity Analysis

A sensitivity analysis was performed to gauge the impact of changing assumptions for fuel, labor, and shipyard costs using the validation model.

The cost of fuel per gallon was varied from the baseline 1.95$/gal as summarized below in Table 24. The results show that the ten cent cost change in fuel price per gallon affects the AMHS bottom line by approximately $915,000 in the current system operation, this reflects a 0.7% increase in system-wide vessel operating costs per ten cent change in fuel price per gallon.

Table 24. Fuel Cost Sensitivity Analysis

Fuel $/Gallon	Vessel Operations Fuel Cost
1.65	$ 15,102,095
1.85	$ 16,932,652
1.95	**$ 17,847,930**
2.05	$ 18,763,209
2.25	$ 20,593,766

Labor costs were varied with benefits, leave and other miscellaneous personnel costs held constant. Weekly labor costs were increased and decreased in five percent increments as shown in Table 25. Currently, each five percent change in labor cost results in a $2.5 million change to AMHS's bottom line. This corresponds to a two percent change in overall vessel operating cost.

Table 25. Labor Cost Sensitivity Analysis

% Change	Personnel Costs	Travel Costs	Total
-10%	$ 84,915,587.36	$ 1,698,311.75	$ 86,613,899.11
-5%	$ 87,277,553.12	$ 1,745,551.06	$ 89,023,104.18
0%	**$** 89,639,518.88	**$** 1,792,790.38	**$** 91,432,309.26
5%	$ 92,001,484.64	$ 1,840,029.69	$ 93,841,514.33
10%	$ 94,363,450.40	$ 1,887,269.01	$ 96,250,719.41

Shipyard costs (aka Overhaul costs) were increased and decreased in five percent increments as shown in Table 26. Currently, each five percent change in overhaul cost results in a $723,000 change to AMHS's bottom line. This corresponds to a 0.5% percent change in total system expenses.

Table 26.

% Change	Vessel Overhaul Cost
-10%	$13,012,470
-5%	$13,735,385
0%	**$14,458,300**
5%	$15,181,215
10%	$15,904,130

3.2 **Operations Cost and Earned Income Enhancement Analysis**

With a validated model, the three scenarios for evaluating potential system changes were created.

3.2.1 Baseline Model

This model translates the previous validation model to a standard 350 weeks of service, under current operating and maintenance norms, for comparison to future fleet and management structure changes. The TAKU and CHENEGA were removed from the fleet mix, routes were modified to accommodate the changed fleet availability, and service weeks were adjusted to achieve a total of 350. No changes were made to vessel or port-pair specific revenue or cost data. The other noteworthy change is that the historical annual carry-over from the AMHS Fund, $20.9 million in 2016, is no longer available.

Compared to the validation model, this scenario represents a 3% reduction in weeks of service, however, due to the loss of AMHS fund carry-over, the overall result is a 9% increase in general fund requirement, including both operational and capital expense funding.

From a strength/weakness perspective, continuing to operate the status-quo in the baseline model approach is not sustainable. Although all stakeholders know the system, riders have favorite vessels, and the known is always more comfortable than the unknown, the collective weaknesses of the system and resulting unaffordable costs more than overshadow the strength of familiarity.

The Overall Program summary of the baseline model is shown here, with the full model information enclosed in Appendix C.

Baseline Model Overall Summary

Description	Baseline 350wk Model
Weeks of Service	350
Total # Port Calls	7502
Vessel Operations	
Personnel	$ 82,661,290
Travel	$ 1,653,226
Services	$ 10,842,000
Fuel	$ 16,099,199
Commodities	$ 5,677,600
Subtotal Marine Operations	$ 116,933,315
Shoreside	
Marine Shore Operations	$ 8,101,828
Vessel OPS Mgmt	$ 4,001,000
Reservations/Marketing	$ 1,534,000
Marine Engineering	$ 2,275,485
Overhaul	$ 12,641,584
Subtotal Shoreside	$ 28,553,897
Subtotal AMHS Expenses	**$145,487,212**
Support Services	
SE Support	$ 45,000
Admin	$ 1,832,500
HR	$ 270,700
ISSD	$ 810,100
Commissioner's Office	$ 322,600
Legal	$ -
Payroll	$ -
Procurement	$ -
Subtotal Support Services	**$ 3,280,900**
Revenue	
Passenger Tariffs	$ 13,396,003
Vehicle Tariffs	$ 17,204,508
Van Tariffs	$ 2,196,680
Cabin Tariffs	$ 4,633,940
Sales	$ 4,287,405
Advertising	$ -

Description	Baseline 350wk Model
Subtotal Revenue	**$ 41,718,537**
Funding Sources	
Beginning Fund Balance	
Marine Highway Fund	
Veh Rent Tax	
Gen Fund Allocation - AMHS	
Reserves & Adjustments	
Transfer to Capitalization	
AK Transportation Maint. Fund	
Add'l Fuel Trigger App'n	
Restricted Funds (CIP Receipts)	$ 600,000
Subtotal Funding	**$ 600,000**
General Fund Reqd	$ 106,449,575

3.2.2 Standardized Model

The Standardized Model makes two distinct changes, with corresponding adjustments in the vessel specific data. First, it replaces the existing fleet of vessels with new standardized vessels. Second, impacts of a change in governance structure are applied. The level of service from the system remains at 350 weeks of service. Routes include:

- Juneau-Haines, Dayboat
- Haines-Skagway, Dayboat
- Ketchikan-Metlakatla, Dayboat
- Prince William Sound , 24/7 Feeder
- Southeast Loop, 24/7 Feeder
- Southwest Route, Ocean
- Bellingham – SE, Mainliner
- Bellingham – Cross Gulf, Mainliner
- Prince Rupert – SE, Mainliner

A simplified future vessel capital cost analysis was conducted to enable estimating the future fleet overhaul and maintenance costs. The construction cost estimate for the future Dayboat and the almost identical 24/7 feeder vessels were referenced from the Alaska Class Ferry Design Study Report [43] at $53.3 million. The future ocean vessel cost was referenced from the TUSTUMENA Replacement Vessel (TRV) Design Study Report [53] at $177 million. The future mainliner cost was scaled from the future ocean vessel by cubic number (product of principal dimension) at $200 million; however the $15 million vehicle elevator and $2 million stabilizer fins were not included in the scaled value. AMHS is already including future design

compatibility to upgrade the TRV for mainliner service. The annual overhaul and maintenance costs for the future vessels were then estimated at 1.5% of the assumed construction cost, an industry standard in the early planning stages for vessel design. Marine engineering is still calculated at 18% of the overhaul and maintenance costs. The services and commodities expenses and annual onboard sales were roughly estimated using the existing vessels as a baseline.

The crew cost adjustment was set to 95% of the baseline value, assuming a more efficient operating system and streamlined contractual requirements with the public corporation. Additionally, reductions in crew size are made for the future vessels to account for more efficient design and support services. The future ocean, mainliner, and 24/7 feeder vessels assume a 10% reduction from the reference vessels (TUSTUMENA, MALASPINA and AURORA respectively). A manning study was completed by EBDG for the Alaska Class Ferry [43], which identified staffing at a 10-person crew, and was assumed the minimum practicable for the Dayboat. The crew costs were then scaled from the reference vessel (AURORA) and account for a slightly higher average pay with a smaller crew.

From a revenue perspective, it is important to observe that with a standardized fleet, and new representative route structures, there are gaps in available revenue data for port pairs that were not previously served or were served by different classes of vessels. This has the effect of under-reporting potential revenue data, which is a conservative aspect to the model.

Compared to the baseline 350 week model, this scenario provides the same level of fleet wide service yet results in a 25% reduction in general fund requirement, including both operational and capital expense funding. The primary drivers to this savings are reduced personnel costs on vessels with reduced crew size (most notably the expensive KENNICOTT and COLUMBIA) and reduction in fleet size by one. Engineering costs are approximately 24% higher with new vessel systems and automation.

This scenario also provides other, less quantifiable, benefits. Standardizing the operating platforms will result in fewer differenced for the operating crews when changing routes, improving their familiarity and therefore operational safety. From a supportability perspective, the logistics effort to maintain spare parts and technical information, and develop repair specifications, is reduced. In both cases, increased familiarity results in more efficient operations and maintenance, which reduces errors.

The Overall Program summary of the standardized model is shown here, with the full model information enclosed in Appendix D.

Standardized Model Overall Summary

Description	Standardized Fleet 350wk Model under Public Corp
Weeks of Service	350
Total # Port Calls	8196

Vessel Operations	
Personnel	$ 52,340,562
Travel	$ 1,046,811
Services	$ 8,500,000
Fuel	$ 15,125,050
Commodities	$ 5,250,000
Subtotal Marine Operations	$ 82,262,423
Shoreside	
Marine Shore Operations	$ 8,101,828
Vessel OPS Mgmt	$ 3,600,900
Reservations/Marketing	$ 2,301,000
Marine Engineering	$ 2,817,450
Overhaul	$ 15,652,500
Subtotal Shoreside	$ 32,473,678
Subtotal AMHS Expenses	**$114,736,101**
Support Services	
SE Support	$ 40,500
Admin	$ 1,649,250
HR	$ 243,630
ISSD	$ 810,100
Commissioner's Office	$ 322,600
Legal	$ 100,000
Payroll	$ -
Procurement	$ -
Subtotal Support Services	**$ 3,166,080**
Revenue	
Passenger Tariffs	$ 11,743,482
Vehicle Tariffs	$ 14,710,674
Van Tariffs	$ 2,149,932
Cabin Tariffs	$ 3,783,104
Sales	$ 3,360,000
Advertising	$ 201,000
Subtotal Revenue	**$ 35,948,192**
Funding Sources	
Beginning Fund Balance	$ -
Marine Highway Fund	$ -
Veh Rent Tax	$ -
Gen Fund Allocation - AMHS	$ -
Reserves & Adjustments	$ -

Transfer to Capitalization	$	-
AK Transportation Maint. Fund	$	-
Add'l Fuel Trigger App'n	$	-
Restricted Funds (CIP Receipts)	$	600,000
Subtotal Funding	**$**	**600,000**

General Fund Reqd	$	81,353,989

3.2.3 Minimized Service Model

The purpose of the Minimized Service Model is to provide an extreme example of how reduced service may impact the total system cost-revenue picture. It is specifically not a recommendation, but helps to bracket a range of operating scenarios. This model reduces the number of vessels available and removes the Prince Rupert connection. Routes include:

- Juneau-Haines, Juneau-Skagway, Dayboat
- Ketchikan-Metlakatla, Dayboat
- Prince William Sound, 24/7 Feeder
- Southeast Loop, 24/7 Feeder
- Southwest Route, Ocean
- Bellingham-SE, Mainliner
- Bellingham-Cross Gulf, Mainliner

The minimized route further combines the Juneau, Haines, and Skagway routes and eliminates the second SE mainliner, resulting in a model with three fewer vessels, 284 service weeks, and a 28% reduction in port calls from the baseline scenario. There is a 44% reduction in general fund requirement, including both operational and capital expense funding, from the baseline scenario, but the resulting service is below the minimum service levels needed by community residents. The full model information is enclosed in Appendix E

3.2.4 Eliminated Southern Terminus Option

One question that was asked by both steering committee members and the general public concerns the value of the service connection to outside the state of Alaska, and if should it be eliminated in favor of service to Alaskan communities. To answer this question, a final variation, not required in the scope of work but easily produced by the model was to further reduce the Minimized Model and eliminate the route to Bellingham. With all other factors the same, and only removing Bellingham from the two Mainliner routes, the result was an increase of the General Fund Requirement from $59.6 million to $73.8, an increase of 24%. Note that this only includes direct AMHS system impact and not collateral community benefits from the increased tourism and traffic. Potential revenue impact to Prince Rupert if only the portcall to Bellingham is eliminated is not accounted for in this variation.

3.2.5 Comparison of Results

The results of the financial model are compared and contrasted in Table 27 below. The analysis shows broad stroke impacts that can be expected in AMHS's financial picture based on large assumption changes. The validation model is compared to real numbers from FY16, the baseline model is compared to the validation model. The derivative scenario for the Standardized Fleet is also compared to the baseline model.

In general terms, the comparisons first show that while the financial model is able to accurately model the overall financial picture of the AMHS, it slightly over estimates travel pay and personnel service costs and underestimates marine engineering and overhaul costs when compared to FY16.

When compared to the baseline model, the Standard Fleet shows a 21% reduction in AMHS expenses with most of the cost savings coming from decreased personnel costs. Some of these cost savings are offset by a 14% reduction in revenue, despite the inclusion of Advertising Revenue, and 24% increase in engineering and overhaul costs. The reduction in revenue can largely be attributed to missing data to support the selected new route structures and should be interpreted as a conservative scenario forecast. Standardizing the fleet decreases the general fund requirement by almost 33% (when compared to the baseline model).

The bottom line impacts to the general fund requirements for each scenario must be compared to the service weeks provided to the communities. The service levels provided are a system-wide total, with approximated values applied to each vessel in the respective models. Individual community levels of service will be determined through detailed scheduling efforts outside the scope of this project, but regional service levels can be compared by reviewing the representative vessel routes in the model details. It is important to remember that these routes reflect a necessary simplification of AMHS operations for modeling purposes, and the actual service to individual communities will vary.

Wide sweeping changes such as a new organizational structure and a new fleet of vessels will also have non-financial impacts. Standardizing to a modern fleet with fewer vessels will necessarily result in fewer overall crew positions. Automating terminal kiosks reduces terminal positions. Simplifying dispatch procedures may result in less overhead positions. However, restructuring to a public organization and renegotiating and simplifying labor contracts presents an opportunity to improve labor relations by decreasing grievances and misunderstandings. Introducing new revenue streams through marketing and other services may create new and different jobs within AMHS. But most importantly, decreasing operating costs of the AMHS and enabling more efficient long term planning through reorganization will help improve the financial sustainability of the system to continue to operate in the long term future.

It is clear that making the AMHS more efficient to run and operate will have positive financial benefits. However, these changes, and therefore the benefits, will take considerable time to implement and realize.

Table 27. Comparison of Financial Model Results

Description	FY 16 Reference	Validation Model FY/CY 15-16	% of Reference	Baseline Model	% of Validation Model	Standard Fleet & Public Corp	% of Baseline Model
Weeks of Service		362		350	97%	350	100%
Total # Port Calls		7891		6899	87%	8196	119%
Vessel Operations							
Personnel	$ 84,388,100	$ 89,639,519	106%	$ 82,661,290	92%	$ 52,340,562	63%
Travel	$ 1,384,300	$ 1,792,790	130%	$ 1,653,226	92%	$ 1,046,811	63%
Services	$ 11,097,600	$ 12,875,200	116%	$ 10,842,000	84%	$ 8,500,000	78%
Fuel	$ 16,647,900	$ 17,847,930	107%	$ 16,099,199	90%	$ 15,125,050	94%
Commodities	$ 9,782,300	$ 7,761,600	79%	$ 5,677,600	73%	$ 5,250,000	92%
Subtotal Marine Operations	$ 123,300,200	$ 129,917,039	105%	$ 116,933,315	90%	$ 82,262,423	70%
Shoreside							
Marine Shore Operations	$ 8,152,000	$ 8,101,828	99%	$ 8,101,828	100%	$ 8,101,828	100%
Vessel OPS Mgmt	$ 4,001,000	$ 4,001,000	100%	$ 4,001,000	100%	$ 3,600,900	90%
Reservations/Marketing	$ 1,534,000	$ 1,534,000	100%	$ 1,534,000	100%	$ 2,301,000	150%
Marine Engineering	$ 3,073,000	$ 2,602,494	85%	$ 2,275,485	87%	$ 2,817,450	124%
Overhaul (w/ '15 GF Cap Exp)	$ 16,431,000	$ 14,458,300	88%	$ 12,641,584	87%	$ 15,652,500	124%
Subtotal Shoreside	$ 33,191,000	$ 30,697,622	92%	$ 28,553,897	93%	$ 32,473,678	114%
Subtotal AMHS Expenses	$ 156,491,200	$ 160,614,661	103%	$ 145,487,212	91%	$ 114,736,101	79%
Support Services							
SE Support	$ 45,000	$ 45,000	100%	$ 45,000	100%	$ 40,500	90%
Admin	$ 1,832,500	$ 1,832,500	100%	$ 1,832,500	100%	$ 1,649,250	90%
HR	$ 270,700	$ 270,700	100%	$ 270,700	100%	$ 243,630	90%
ISSD	$ 810,100	$ 810,100	100%	$ 810,100	100%	$ 810,100	100%
Commissioner's Office	$ 322,600	$ 322,600	100%	$ 322,600	100%	$ 322,600	100%
Legal		$ -		$ -		$ 100,000	
Payroll		$ -		$ -		$ -	
Procurement		$ -		$ -		$ -	
Subtotal Support Services	$ 3,280,900	$ 3,280,900	100%	$ 3,280,900	100%	$ 3,166,080	97%
Revenue							
Passenger Tariffs		$ 14,474,375		$ 13,396,003	93%	$ 11,743,482	88%
Vehicle Tariffs		$ 18,216,468		$ 17,204,508	94%	$ 14,710,674	86%
Van Tariffs		$ 2,228,800		$ 2,196,680	99%	$ 2,149,932	98%
Cabin Tariffs		$ 5,074,103		$ 4,633,940	91%	$ 3,783,104	82%
Sales		$ 4,884,641		$ 4,287,405	88%	$ 3,360,000	78%
Advertising		$ -		$ -		$ 201,000	
Subtotal Revenue	$ 47,158,000	$ 44,878,387	95%	$ 41,718,537	93%	$ 35,948,192	86%
Funding Sources							
Beginning Fund Balance	$ 20,909,000	$ 20,909,000	100%	$ -		$ -	
Marine Highway Fund		$ -		$ -		$ -	
Veh Rent Tax		$ -		$ -		$ -	
Gen Fund Allocation - AMHS		$ -		$ -		$ -	
Reserves & Adjustments		$ -		$ -		$ -	
Transfer to Capitalization		$ -		$ -		$ -	
AK Transportation Maint. Fund		$ -		$ -		$ -	
Add'l Fuel Trigger App'n		$ -		$ -		$ -	
Restricted Funds (CIP Receipts	$ 603,000	$ 603,000	100%	$ 600,000		$ 600,000	
Subtotal Funding	$ 21,512,000	$ 21,512,000	100%	$ 600,000		$ 600,000	
General Fund Reqd	$ 91,102,100	$ 97,505,175	107%	$ 106,449,575	109%	$ 81,353,989	76%
GF Operational Expenditures	$ 85,000,000						
GF Capital Expenditures	$ 14,600,000						

TASK 4. STRUCTURE AND BENEFITS OF PUBLIC CORPORATION GOVERNANCE

This section provides a detailed discussion of AMHS governance and structure considerations under the public corporation model. A high-level analysis of several existing state of Alaska public corporations including implications for AMHS governance options, is included in Appendix A. Additional governance examples are also included in the discussion below to illustrate key points.

AMHS is operated as a line agency in the Alaska Department Transportation and Public Facilities (ADOTPF). A General Manager directs day-to-day operations and a Deputy Commissioner serves as a liaison with the legislature, the public, and other transportation modes within the department. Both positions are appointed and serve at the pleasure of the Governor (the Deputy Commissioner's position was vacant and responsibilities were being restructured at the time of this report). Labor relations are led by the Department of Administration.

The existing governance model has several strengths including intradepartmental coordination with other public transportation modes and a commitment to safe and affordable transportation.

Limitations include funding uncertainty and resulting schedule instability, lack of a unified management authority, frequent turnover in senior leadership positions, indirect labor negotiations, short-term planning horizon, cumbersome procurement processes, and exposure to political influence over operational decisions.

Phase I work included an examination of governance models used by other ferry systems in North America and Europe. Models included a line agency of state government, private corporation, public-private corporation, public authority, public corporation, and transportation district. Each model was examined for potential advantages and disadvantages with respect to Alaska’s unique needs.

The result of Phase I was a recommendation for further examination of the public corporation model. Advantages of this model include infusion of private sector expertise and leadership through a Board of Directors, consistent leadership, greater alignment between management and labor, and less exposure to political influence. Recognizing that Alaska's small population and large service area necessitate continued public funding for the ferry system, this model also preserves the financial advantages of government ownership and operation.

4.1 Board of Directors Profile

While public corporations can vary widely in their purpose, structure, and powers – a common element is a board of directors who contribute expertise and leadership to the organization. Board composition and terms are defined in statute including the number of seats, length of service, and special requirements or provisions. Members are appointed by the Governor, and in some instances, subject to confirmation by the legislature. Compensation is defined in statute, typically covering standard travel costs and fees ranging from $100 to $400 per day for board service.

As an example, the Alaska Railroad board consists of seven members, including the Commissioners of the Departments of Commerce and Transportation and five other members

appointed by the Governor. Statutes specify that the Railroad board must include at least one person with each of the following characteristics: 10 years in railroad management, executive experience in a federally regulated railroad, Alaska business ownership or management, and a member from the employee bargaining unit.

Seven-members boards are common for public corporations with similar responsibilities and assets as AMHS. The legislature recently changed the Alaska Industrial Development and Export Authority (AIDEA) board from five to seven members, increasing the number of private sector representatives from two to five and eliminating one Commissioner-held seat.

Other examples include the Alaska Gasline Development Corporation, Alaska Mental Health Trust Authority, and the Knik Arm Bridge and Toll Authority. The Alaska Permanent Fund Corporation has six Trustees, unusual because of the smaller size and even number of seats.

There are several examples of larger boards. The Alaska Aerospace Corporation board consists of 11 members, including at least two members with experience in the aerospace industry, the University of Alaska President, the University Geophysical Institute Director, at least three Alaska residents with private sector expertise in finance or economic development, and two members of the legislature. The University of Alaska Board of Regents also consists of 11 members.

Case studies conducted in Phase I also provided insights on board structure. For example, CalMac Ferries, owned by the Scottish government, has a five-member board. BC Ferries transformed recently from a Crown corporation to an independent commercial organization governed by a nine-member board.

Recommended board structure and cost implications are outlined below.

4.1.1 Purpose of the Corporation

- Manage the Alaska Marine Transportation Corporation and its assets in a safe and efficient manner.
- Provide marine transportation services, connecting coastal communities with economic and service hubs and supporting the overall transportation needs of the state.
- Provide for continuity of operations and public accountability.

4.1.2 Duties of the Board

- Maintain responsibility for the financial and legal obligations of the corporation, including labor contracts, leases, issuance of bonds, and other transactions.
- Appoint a Chief Executive Officer who will have responsibility for corporation management.
- Establish corporate objectives and policies to ensure optimal use of resources.
- Monitor and enhance the corporation's financial performance, safety, customer service, and public image.
- Secure sustainable funding from earned income, legislative appropriations, and other revenue sources.

4.1.3 Board Composition

- A seven-member board to include:
  - Five members with significant experience in business operations, transportation, finance, or economic development.
  - One member, employed or retired, of a union representing employees.
  - Commissioner of DOTPF
- Board members will be appointed with consideration of expertise relevant to the purpose and duties of the corporation.

4.1.4 Terms and Appointment Process

- Appointed by the Governor.
- Three-year terms.
- Initial appointments will be staggered, with two members serving one-year terms and two members serving two-year terms.

4.1.5 Meeting Frequency and Compensation

- The board will conduct at least six meetings annually, lasting one to two days as needed. (Typically, several brief meetings are also conducted by teleconference for actions requiring board approval.)
- Board fees will be $200 per day and will be pro-rated for half-day meetings.
- Public board members receive fees and state-paid travel.
- Travel costs for state employees are covered by their respective agencies. They do not receive board fees, as this service is a regular part of their responsibilities.

4.1.6 Estimated Board Cost

- Board expenses are likely to be $25,000 annually, depending on meeting location, frequency, and residency of board members.
- This estimate includes estimated travel, public member compensation, and meeting-related expenses.
- Costs may be offset by the elimination of 12-member Marine Transportation Advisory Board (annual costs averaged $30,000 over the past five years, with costs peaking at $38,700 in 2016).

4.2 **Organization and Management Structure**

The organizational structure and management would initially remain similar under a public corporation, ensuring continuity of service.

- The agency would have greater latitude to create and fill key positions at market rates, although checks and balances remain in place. For example, approval from the Chief of Staff and Commissioner may be required for all exempt positions.
- Board approval is required for annual budgets and when filling senior management positions.
- Administrative support will be needed for board meeting coordination, travel, and support.

- The corporation can continue to access shared services and support from the Departments of Transportation, Law, and Administration. Approximately $5 million is reflected in the FY2017 Marine Vessel Operations budget for interagency services, as costs for some shared support services are recovered through cost allocation and fees.
- Public corporations submit proposals for budgets and legislation through the same departmental processes and timelines as line agencies.
- Departmental proposals are typically submitted mid to late summer for review by the Governor, Office of Management and Budget Director, and Legislative Director. Considerable internal review and refinement is needed before submitting the Governor's operating budget by the statutory mid-December deadline.
- Legislative proposals follow a similar timeline as the budget, as they reflect the Governor's priorities and legislation may have budgetary impacts.
- The legislature controls the number of staff positions and size of the personal services budget through the operating budget, even for corporations exempt from the State Personnel Act.
- Corporations commonly exercise more latitude than line agencies concerning standardized systems such as website development, travel policies, use of external legal counsel, and other professional services.

4.2.1 Operating Structural Changes

- The principal differences will be establishment and support of the board and direct negotiation of labor contracts.
- External legal support is anticipated during the initial development of contracts between the new corporation and represented employees.
- One new full-time staff member would be responsible for ongoing labor negotiations and relations. Technical support would be provided by Marine Highway management, as is the case with Department of Administration-led negotiations.
- The public corporation is an instrumentality of the state within DOTPF.
- Assets would be owned by the corporation, which has a legal existence independent of and separate from the state.

4.3 **Labor Relations**

The most significant benefit of transitioning to a public corporation is the opportunity to align labor and management interests and reduce labor costs strategically – goals articulated by both management and labor.

Personal Services (labor) represents approximately 80 percent of recent marine vessel operations budgets ($81.6 million in FY2017 Governor's Operating Budget). Savings are anticipated through development of new contracts, although specific terms are subject to negotiations. Additionally, efficiencies are anticipated from operational changes and, over the long term, fleet standardization. Reducing labor costs by 5 to 10 percent results in $4 million to $10 million in annual savings, based on recent budget levels.

Department of Administration (DOA) assigns one chief negotiator to AMHS negotiations now. Contracts are negotiated concurrently for all three maritime unions: Masters, Mates, and Pilots;

Marine Engineer's Beneficial Union; and Inlandboatman's Union (unlicensed marine unit). The state is currently negotiating three-year contacts. Once established, these contracts cannot be impaired.

In recent negotiations, DOA and DOTPF's Deputy Commissioner worked together throughout negotiations so that the administration speaks with one voice. This approach helped to ensure that operational needs and impacts are reflected in negotiations. Additional technical expertise may be solicited, such as from engineers, captains, or dispatchers.

Depending on the contract issues being addressed, national or regional union representatives may participate in the discussions.

Considerable effort is invested by DOA and DOTPF in the current approach. However, people in lead positions are appointed by each administration. Strategy and communications are affected by turnover in both departments. The issue is further compounded by the size and complexity of current contracts.

Additionally, labor contracts and disputes affect other aspects of state government. The AMHS General Manager spends as much as half of his time on labor disputes. AMHS payroll, which is administered by DOA, requires five people because of the complexity of the contracts. Payroll and leave cannot currently be automated, although the DOA system is designed for this efficiency.

4.3.1 Supporting Information

- The Alaska Railroad and University of Alaska are the two state of Alaska entities that negotiate directly with their respective unions.
- Alaska Railroad, with approximately 700 employees, has five employee unions.
- Labor negotiations at the Alaska Railroad are led by one full-time Director of Labor Relations who handles negotiations, disputes, and discipline.

4.4 **Ensuring Public Accountability**

The following section includes an overview of several Acts that help ensure public accountability in state government. Although public corporations may be exempted from specific Acts, their processes must preserve transparency and allow for public input.

4.4.1 Alaska Executive Branch Ethics Act

The Ethics Act outlines expectations that public officers demonstrate high moral and ethical standards. The Code of Ethics outlines expectations on topics including misuse of official position; gifts; disclosure of information; improper influence in state grants, leases, or loans; outside employment; and employment after leaving state service [54].

4.4.2 State Personnel Act

Under the State Personnel Act, the DOA Division of Personnel and Labor Relations provides human resources services to state agencies, including public corporations whose employees are members of the classified or partially exempt service. This includes administration of personnel and hiring systems and an "integrated salary program" based on the type of work performed [55].

The Division also acts as the executive branch representative in negotiations of collective bargaining agreements between state agencies and organizations representing state employees.

Several public corporations are exempt from the State Personnel Act including the Alaska Permanent Fund Corporation, AIDEA, Alaska Aerospace Corporation, and Alaska Gasline Development Corporation.

- Benefits of participating in the Act include consistent application of personnel policies and salary structure with other state entities.
- While exemption from the Act allows greater latitude, personnel-related actions are still subject to numerous levels of oversight and approvals by the board, corporate leadership, and legislative budget processes.

4.4.3 Executive Budget Act

The Executive Budget Act governs the budget process used by the state of Alaska. Agencies submit a proposed budget to the Governor detailing their expected revenues and expenses each fiscal year. Proposals are considered for inclusion in the budget presented by the Governor. Agencies are authorized to incur expenses and receive receipts only after legislative approval [56].

Public corporations subject to the Act must receive this budget approval regardless of the Corporation's funding sources, including cases in which no state general funds are appropriated to the organization.

The only public corporation currently exempt from the Executive Budget Act is the Alaska Railroad Corporation. This exemption allows the board to approve annual operating and capital budgets without additional authorization by the legislature. This flexibility is valuable when capital-intensive expenditures, such as railcars or bridge and track repairs, do not align with budget cycles.

4.4.4 State Procurement Act

The State Procurement Act creates a centralized procurement procedure for all state agencies. DOA is empowered to provide procurement service for supplies, services, and professional services. DOTPF is authorized to procure materials and services supporting the state equipment fleet and manages the construction of state facilities. State procurement adheres to competitive bidding practices and gives preference to resident bidders to promote the state's economic stability [57].

Several public corporations are exempt from the State Procurement Act including the Alaska Railroad Corporation, AIDEA, and Alaska Aerospace Corporation.

- Statutes require that boards of directors for public corporations exempted from the Act adopt procedures that are substantially equivalent to the procedures and regulations in the Act, ensuring an open and transparent process.
- The advantage of this exemption is the ability to operate in a more nimble and timely manner than that available through standard procurement.

4.4.5 Open Meetings Act

The Open Meetings Act ensures the public can observe and participate in meetings conducted by governmental units and agencies. The Act outlines expectations for public notice, access, and what topics may be addressed in an executive session. All state agencies, including public corporations, are subject to the Act [58].

4.4.6 Recommended Exemptions

- The corporation should be exempt from the State Personnel Act.
- The corporation should eventually be exempted from the State Procurement Act. In the interim, the corporation can continue to utilize DOPTF procurement support and adhere to the Act.

4.5 **Protection of Public Interests**

The transition to a public corporation preserves the marine transportation system's public purpose. Current service levels have declined due to budget reductions, an aging fleet, and an outdated approach to staffing and labor contracts.

As a public corporation, the agency has an opportunity to restructure service levels, rates, and labor costs to reflect true transportation needs. Over time, the fleet and shore side infrastructure can be standardized as well. The corporation will be better poised to capture efficiencies and opportunities resulting from technology and public-private partnerships. Without significant change, the system is at risk of becoming balkanized into a suite of small, independently run authorities that will serve the most profitable routes and disconnect many Alaskans from transportation linkages, service centers, and economic opportunity.

Establishing a corporation opens a new avenue of public input through the board members and publicly noticed board meetings. The public retains formal and informal opportunities to provide input regarding annual budgets and legislation. The public also retains access to the Governor, Legislature, Commissioner, marine highway management, and other public officials for input concerning schedule, leadership, service, rates, and other aspects of the system.

4.6 **Governance Transition and Cost**

Drawing on information cited in the Phase I case studies, restructuring CalMac Ferries into an operations and holding company had no significant legal or legislative barriers because the change was driven by the government. The restructure took approximately two years and management noted that another two years was required to overcome the learning curve of a new organizational structure.

BC Ferries restructure required significant legislative and legal effort to draft the coastal ferry services contract. Being isolated from government has significantly helped the planning process and funding of capital project – especially following the failure of the fast ferries. The system has two boards: the authority board and the services board; the latter runs the company. BC Ferries has a 60-year contract to provide ferry services. The contract is reviewed every four years. All BC Ferry employees are represented by one union. Labor contracts are set every five years.

4.6.1 Transition Process

- Passage of legislation requires a minimum of one session, although bills commonly require two. (The Railroad transition required four years to accomplish, as changes were at the federal and state level.)
- The bill sponsor, whether the administration or the legislature, will incur legal costs when drafting legislation.
- A critical component of the legislation is the effective date, which can be strategically selected to allow planning and coordination.
- As envisioned, the two significant structure changes are appointment of the board and negotiation of new labor contracts for the corporation, plus forward funding.
- Although labor contracts cannot be impaired, the interim can be used to structure contracts for the new corporation.

4.6.2 Anticipated Transition Time and Cost

- Time and cost needed for drafting legislation is contingent on clarity of needed statutory changes. Drafting will be conducted by Dept. of Law or Legislative Legal Services and costs will be incurred by the sponsor.
- Annual board expenses are estimated at $25,000.
- A new Director of Labor Relations for the corporation will increase personal services by an estimated $190,000, including salary and benefits.
- Transition costs, including legal support for labor negotiations and development of corporate policies and bylaws are estimated at $250,000.
- Within 24 months, the corporation will demonstrate influence over annual labor costs, fares and other rates, and service levels.
- Longer-term efficiencies will be reflected in management continuity, greater labor and management alignment, standardized fleet and shore-side operations, and system sustainability.

To accelerate progress towards operational efficiencies, and to support the newly established board, recommended legislative changes include annual financial and performance audits. The Alaska Railroad Corporation is required by statute to conduct both audits annually. The board selects the auditor and performance aspect, such as safety, maintenance, or service. Costs for the Railroad's performance audit range from $10,000 to $200,000, depending on the scope of work.

4.6.3 Measuring Progress Towards Sustainability

- Key performance measures should be developed by the corporation's board and management to measure progress towards sustainability.
- Measures could include the following:
    - Safety performance, as measured by passenger injuries per 100,000-passenger mile and injuries per 10,000 revenue service hours.
    - Service measures including passenger satisfaction with customer service, vessel comfort, and cleanliness.
    - Cost containment measures including operating cost per passenger mile, operating cost per revenue service mile, and discretionary overtime as a percentage of straight time.

    - Maintenance and capital program effectiveness measures including total vessel out-of-service time and project completion time/cost compared to budget/plan.
- This topic could be among the initial performance audits for the board.

4.7 **Legislative Path**

The narrative in the Board of Directors Profile section of this task contains a more detailed discussion of the structure, duties, and compensation of the board. Legislative drafting should reflect recommendations in this report and best practices of other public corporations.

4.7.1 Required Legislative Changes

- Establishment of a public corporation with a seven-member board with the structure, duties, and compensation as described in the previous Board Profile section.
- Exemption from State Personnel Act and State Procurement Act.
- As with other public corporations, outline its powers including:
    - Make and alter bylaws
    - Adopt regulations
    - Issue bonds
    - Negotiate leases
    - Enter into loan agreements
    - Accept grants, loans, or gifts from a federal agency, from an instrumentality of the state or a municipality, or from another source
    - Enter into contracts or other transactions with a federal agency, an instrumentality of the state, or municipality
    - Sue and be sued.
- Confirm, if currently addressed in statute, the corporation will conduct labor negotiations directly.
- Assets will be owned by the corporation, ensuring continued access to public funds, including federal transportation fund
- Shall conduct annual financial and performance audit
- Shall submit an annual report to the Governor and Legislatur
- Legislative approval required prior to issuing bond

4.7.2 Alaska Public Corporation Statutes

Statutory references are provided below for the public corporations cited as examples in this report. Particularly relevant sections are noted, including corporation purpose, powers, board structure and terms, and provisions concerning bonds and other financial transactions.

- AS 42.40 Alaska Railroad Corporation
    - AS 42.40.020 Board structure and terms
    - AS 42.40.100 Board responsibilities
    - AS 42.40.250 Powers and duties of the corporation
    - AS 42.40.600 Provisions concerning bonds
    - AS 42.40.710 Corporation employees
- AS 26.27 Alaska Aerospace Corporation
    - AS 26.27.020 Board structure and terms

  - AS 26.27.090 Purpose of the corporation
  - AS 26.27.100 Powers and duties of the corporation
  - AS 26.27.150 Provisions concerning bonds
- AS 44.88 Alaska Industrial Development and Export Authority
  - AS 44.88.030 Board structure and terms
  - AS 44.88.070 Purpose and powers
  - AS 44.88.090 Provisions concerning bonds
- AS 44.83 Alaska Energy Authority
  - AS 44.83.040 Directors are AIDEA board
  - AS 44.83.080 Powers and duties of the corporation
  - AS 44.83.100 Provisions concerning bonds
- AS 31.25 Alaska Gasline Development Corporation
  - AS 31.25.020 Board structure and terms
  - AS 31.25.080 Powers and duties of the corporation
  - AS 31.25.160 Provisions concerning bonds
- AS 18.56 Alaska Housing Finance Corporation
  - AS 18.56.030 Board structure and terms
  - AS 18.56.090 Powers and duties of the corporation
  - AS 18.56.110 Provisions concerning bonds
- AS 47.30.011 Alaska Mental Health Trust Authority
  - AS 47.30.011 Purpose of the authority
  - AS 47.30.016 Board structure and terms
  - AS 47.30.036 Duties of the board
- AS 37.13 Alaska Permanent Fund
  - AS 37.13.040 Alaska Permanent Fund Corporation
  - AS 37.13.050 Board structure and terms

4.7.3 Ferry System Statutes and Legislation

References for Alaska Marine Highway System, Washington State Ferries, and BC Ferries are provided below. Relevant sections are noted, including governance, employee relations, and financial provisions. Alaska and Washington State information cited below is drawn from current Alaska Statutes (AS) and the Revised Code of Washington (RCW). The BC Coastal Ferry Act is the legislation that converted the ferry system to a Crown Corporation.

- AS 19.65 Alaska Marine Highway System
  - AS 19.65.060 Alaska Marine Highway System Fund
  - AS 19.65.110 Marine Transportation Advisory Board
- RCW 47.60 Puget Sound Ferry and Toll Bridge System [59]
  - RCW 47.60.015 Department authorized to use Washington State Ferries name
  - RCW 47.60.017 State ferry system is public mass transportation
  - RCW 47.60.060 – 47.60.115 Provisions concerning bonds
  - RCW 47.60.290 Review of fares and pricing policies
  - RCW 47.60.530 Puget Sound ferry operations account
- RCW 47.64 Marine Employees – Public Employment Relations [60]
  - RCW 47.64.006 Public policy statement
  - RCW 47.64.120 Scope of negotiations

- RCW 47.64.140 Strikes, work stoppages, and lockouts prohibited
- RCW 47.64.170 Collective bargaining procedures
- RCW 47.64.355 Ferry system performance measures and targets
- RCW 47.64.360 Reporting ferry system performance measures

- British Columbia Coastal Ferry Act (2003) [61]
  - Part 1 – Interpretation
  - Part 2 – Corporation Restructuring
    - Division 1 – B.C. Ferry Authority
      - 2 Corporation established
      - 4-14 Appointment and role of directors
    - Division 2 – British Columbia Ferry Corporation
    - Division 3 – Employees
      - 22 Transfer of employees
  - Part 3 – Establishment of Ferry System
  - Part 4 – Regulation of Ferry Operators
  - Part 5 – General Provisions

TASK 5. PUBLIC PROCESS AND STAKEHOLDER ENGAGEMENT

This section provides an overview of how the public was informed and engaged throughout the AMHS Reform project. The project team developed an initial Public Involvement Plan, which was refined with input from Steering Committee and Public Outreach Subcommittee members.

A project contact list was developed to utilize existing networks to provide project updates, solicit feedback, and leverage their respective communication efforts. The initial contact list (more than 230 individuals) included members of the AMHS Reform Steering Committee and Marine Transportation Advisory Board, AMHS management and labor unions, Alaska Travel Industry Association and other industry trade organizations, Alaska Municipal League, communities directly served by AMHS and linked to AMHS via the road system, Southeast Conference and other regional economic development organizations, and Alaska media.

5.1 Project Oversight

Monthly Steering Committee meetings were held via teleconference to provide project progress reports and solicit input. Meeting agendas, toll-free teleconference numbers, and documents were published on the AMHS Reform website.

Subcommittees were formed around project tasks including Revenue Analysis, Operations Analysis, Operations Financial Model, Structure and Benefits of Public Corporation Governance, and Public Process and Stakeholder Engagement. Subcommittees included a mix of Steering Committee members and other interested parties. Meetings were conducted by teleconference, with meeting notices, toll-free teleconference numbers, and materials published on the AMHS Reform website.

Combined, more than a dozen Steering Committee and subcommittee meetings were conducted between April and October. In recognition of MTAB's statutory role in AMHS planning, the full board was invited to be involved throughout the nearly two-year process.

PowerPoint presentations were updated at key points during the project, posted on the website, and made available for Steering Committee and Subcommittee member use. The draft plan was released in mid-September. Public feedback was solicited via the project website and a press release distributed to media and project contacts.

Project findings were a focus of the Southeast Conference Annual Meeting, held September 19-21 in Haines. Project information was also shared at several other forums including the Alaska Travel Industry Association Annual Convention, Alaska Tribal Transportation Symposium, and Alaska House Transportation Committee.

5.2 Public Outreach

A new project website was established (www.amhsreform.com) to reach a statewide audience, publish meeting notices and project documents, and capture feedback and suggestions. Through the end of October, the project website had hosted 1,977 sessions, 1,079 unique users, and 5,153 page views.

The website encouraged people to subscribe to project updates by email; 150 people received regular meeting notices and project alerts.

The website "Feedback" page included the questions below to stimulate ideas.

- Why is the ferry important to you?
- What can be done to generate more operating revenue while still providing affordable service?
- How can Alaska provide a more predictable and sustainable flow of necessary public funding to support the AMHS?
- What operating efficiencies could be implemented to reduce or control costs while still providing essential levels of service?
- In planning for the long-term sustainability of AMHS, how do we define "essential service" for the widely varying needs of the 33 communities served directly by the system?
- Individuals that commented via the project website were asked if their comments could be published on the website. Through October more than 100 written comments were submitted, primarily through the website. All comments were reviewed regularly by project staff and contractors.
- Website comments illustrated strong support for AMHS. Frequent comparisons were drawn between AMHS, highways, and other publicly funded transportation. Many of the comments addressed essential service levels, stating that weekly or bi-weekly service is needed. More general suggestions were made regarding aligning service and traffic loads, especially when traffic is light. A summary of suggestions to enhance AMHS sustainability is provided below.

Summary of Public Suggestions

Revenue Source	Frequency
Raise revenue through more passenger services, including bars	16
Increase state funding for AMHS	12
Align sailings and traffic loads more closely, especially in winter	12
Stable schedule needed	11
Lower prices to increase traffic	10
Get politics out of AHMS operations	9
Higher rates for tourists	7
Reduce labor costs	7
Increase prices	7
Hire additional qualified managers	5
Frequent traveler program would increase traffic	5
More of a vending machine model onboard to save money	4
Change AMHS leadership	4
Talk to AMHS officers and crew and get their candid feedback	4
Rent out space in terminals and on ships for vendors and advertisers	4
Slower operating speeds to save money	3
More economic impact information will increase support for AMHS	3

Make road users pay tolls	3
Advertise ferry to tourists as a more authentic alternative to cruises	3
Community connections with Sitka	2
Get rid of Columbia	2
Give each ship their own budget to manage	2
Reduce rates in winter to fill vessels	2
Utilize shorter ferry routes and smaller ships	2
Raise marine fuel tax to fund AMHS	2
Reduce service to roaded communities since they have alternatives	2
Add “wifi” for a fee	2
Charge to reserve tables	1
Get rid of old boats	1
Increase walk-ons since rarely full	1
Install touch screens to allow for ticket purchases when terminals unmanned	1
Overnight in Pelican	1
Roll-On/Roll-Off dock needed in Kodiak	1
Coordinate ferry and rail system in Southwest Alaska	1
Switch to flex fuels such as LNG-diesel or CNG-diesel	1
Align crew changes with flight schedules to reduce travel costs	1
Align vessels and shoreside facilities/docks	1

Source: www.AMHSreform.com.

Comments were also solicited from AMHS passengers and employees. Brightly colored postcards were distributed on AMHS vessels during the project asking for feedback, including the set of questions posed on the website. AMHS management and unions assisted with employee feedback by emailing questions and ensuring postcards were displayed on the vessels at the Purser’s Desk and other public areas. Media outreach was conducted at key points including project launch, website launch, solicitation of feedback on key project questions, and release of the draft report. Articles about the project were posted on the website.

Project staff and contractors also held community meetings in several locations including Juneau, Cordova, Petersburg, Ketchikan, Sitka, Haines, Valdez, Whittier, Kodiak, and Anchorage. Residents and community leaders were invited to address the Steering Committee and contractors at all meetings.

Meeting coordination and public outreach assistance was provided by several entities including Prince William Sound Economic Development District, Southwest Alaska Municipal Conference, and Southeast Conference. Outreach to communities in the Aleutian Pribilof region was coordinated with the Aleutian Pribilof Islands Association (APIA), with some community leaders gathering in person at APIA’s Anchorage office and others participating telephonically.

CONCLUSIONS

From the above analysis, the team makes the following primary observations:

- The system model is validated within a reasonable margin of error to determine overall system financial performance.
- The linkage to a southern terminus in Bellingham is critical to revenue and the financial bottom line for the system.
- Standardizing the fleet with newer, more efficient vessels will have a significant positive affect on the level of general fund requirements for the system.
- Regardless of the fleet size and mix or governance structure, the AMHS will always require some level of general fund support.

RECOMMENDATIONS

From the above observations, critical review of available information, and comprehensive interaction with stakeholders and the traveling public, the team makes the following recommendations:

- The future system in Southeast Alaska should consist of a combination of long runs and intermediate stops with short connector routes, served by vessels with common design characteristics. AMHS cannot and should not design a system that relies on extensive road construction because that is unlikely given fiscal constraints at the state and federal levels.
- Passenger services generate approximately $5.5 million annually or about 10% of the total revenue before discounts. This revenue stream currently requires additional crew members to deliver the service. A careful review of the costs and benefits of this revenue stream should be a priority for ferry system management.
- AMHS can use demand management strategies to increase revenue from freight, currently about $2 million annually. AMHS will look for opportunities to partner with private freight carriers to maximize revenue and community service
- The legislature should forward fund AMHS for a minimum of two years and set performance goals to ferry system management.
- A shift to Public Corporation governance will allow a reset of the labor relations. Ideally there would be a single collective bargaining unit representing all ferry system employees.
- An empowered Board of Directors should be created to set policies and to manage the hiring and benefits for the chief executive office.

Collectively, these recommendations define a desired end-state for the Alaska Marine Highway. Some changes, such as fleet standardization, will take decades to fully implement. Other changes can be realized sooner, at the pace of regulatory or State policy changes, as applicable. Where possible they should be implemented as soon as possible, to realize savings as soon as possible in the constrained fiscal climate.

PROPOSED ACTION ITEMS

The following are the proposed next step action items to continue the process for enhancing the efficiency of the AMHS.

- Identify/decide final objectives and develop a Transition Plan.
- Implement interim changes where possible under existing structure, legislative, and contractual requirements.
- Initiate the legislative change process.
- Continue to leverage the Statewide Transportation and Improvement Program (STIP) and Southeast Alaska Transportation Plan (SATP) processes for necessary AMHS sustainment and capital improvements.

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Appendix A

Examples of Alaska Public Corporations and Governance

EXAMPLES OF ALASKA PUBLIC CORPORATIONS AND GOVERNANCE

The state of Alaska has established numerous public corporations. To help inform an analysis of how this governance model might benefit AMHS, information about selected state of Alaska public corporations is provided below for corporations with significant assets and operational responsibilities.

Alaska Railroad Corporation (ARRC)

Founded in 1914 as a federally owned railroad, the Alaska Railroad was transferred to the state of Alaska in 1983 before becoming a public corporation in 1984. The Railroad, which provides freight and passenger services between the Interior and Southcentral, is currently a subdivision of the Department of Commerce, Community, and Economic Development.

The seven-member board includes the Commissioners of Commerce, Community, and Economic Development and Transportation and Public Facilities. By statute, public membership must include individuals from each of the districts directly served by the Railroad and a member of a Collective Bargaining Unit representing corporation employees. Public members are appointed for five-year terms and receive $400 per day spent on Railroad business.

Railroad employees are not part of the state personnel system. Collective bargaining agreements are negotiated between the corporation and organizations representing train and engine service employees.

The corporation also earns non-operating revenue from real estate activities, including rental income from land leases. Total real estate revenue was $12 million in 2016. Operating expenses totaled $161 million [29].

The Railroad utilizes Urbanized Area Grants and State of Good Repair Grants from the Federal Transit Administration (FTA). Funding from these sources averaged $30 million in recent years. The corporation has also received grant funds from the Federal Railroad Administration (FRA) and is eligible to issue FTA bonds.

The Railroad's land endowment is approximately 36,000 acres and is managed by the corporation's Real Estate and Facilities Department. Approximately 12 percent is used for operations, including rail yards and depots; 38 percent comprise the track bed and Railroad right-of-way, and the remaining 50 percent is available for lease or permit.

The Railroad is exempt from the Executive Budget Act, with the Board of Directors empowered to approve annual budgets. Procurement activities are also performed by the corporation due to its exemption from the State Procurement Code.

<u>Implications for AMHS Governance</u>

- Considerable land endowment provides operating income.
- Directly negotiates labor contracts.
- Exempt from Executive Budget Act, unique among state agencies.
- Established in statute, the board includes an employee represented by a union.

- The corporation has direct access to federal funds.

Alaska Aerospace Corporation (AAC)

Created in 1991, the Alaska Aerospace Corporation (AAC) was tasked with the development of a high technology aerospace industry in Alaska. AAC's core business area is commercial and government space launch from the Pacific Spaceport Complex on Kodiak Island, which was developed by the Corporation.

An 11-member Board of Directors governs the corporation and includes six public members. The Board also includes two members from the University of Alaska, a representative from the Department of Military and Veterans Affairs, and two members of the Legislature. Public members receive compensation of $100 per day for each day spent on corporation business. Board terms are four years. Staff of the corporation is exempt from the State Personnel Act.

Total operating revenues and expenses of $2 million and $12 million were reported in FY2016, respectively. Significant damage to buildings and equipment caused by a 2014 launch failure contributed to higher capital expenses in both FY2015 and FY2016 and impacted AAC's ability to generate revenue. State funding of AAC operations ended in FY2015, however the state contributed $750,000 to capital projects in FY2016 [62].

Implications for AMHS Governance

- AAC recently transitioned from the Department of Commerce to the Department of Veterans and Military Affairs, in recognition of the importance of the military to their operations and market.
- State funding has been considerable as the corporation evolved.

Alaska Industrial Development and Export Authority (AIDEA)

The Alaska Industrial Development and Export Authority (AIDEA) is an independent subdivision of the Department of Commerce, Community, and Economic Development tasked with developing economic growth and diversification in Alaska by providing financing and investment to businesses.

The agency has a seven-member board, which includes the Commissioners of Revenue and Commerce, Community, and Economic Development [63]. Public members receive compensation of $100 per day spent on Authority business. Board members are appointed for two-year terms.

AIDEA was originally created to provide tax-exempt financing through bond issues. In the early 1980s, the state legislature transferred an existing loan portfolio of $166 million and $15 million in cash to AIDEA, which launched the Loan Participation Program.

In 1987, AIDEA received $144 million, including a $128 million existing loan portfolio from the state to capitalize the DeLong Mountain Transportation System (DMTS), which provides transportation infrastructure to the Red Dog Mine [64]. The Authority issued $103 million in bonds for system construction and another $150 million in bonds to fund expansion of the

system in 1997, which includes a 52-mile haul road, a dock, offshore conveyor system, fuel distribution and storage facilities.

The DMTS became the first project in the Development Finance Program. Additional assets owned by AIDEA and leased to private operators include the Ketchikan Shipyard, Skagway Ore Terminal, Federal Express Maintenance Facility, and the Mustang Road and Pad. AIDEA also constructed an expansion of the Camp Denali Readiness Center, which is leased to the US Coast Guard on Joint Base Elmendorf and Richardson (JBER).

AIDEA pays a yearly dividend to the state of Alaska based on net income. Between 1997 and 2016, the Authority paid $373 million to the state in dividends, including $17.7 million in FY2016.

Implications for AMHS Governance

- AIDEA contracts out management of its assets, typically with private sector operators.
- The agency maintains liquidity by investing a considerable portion of its assets.

Alaska Energy Authority (AEA)

The Alaska Energy Authority (AEA) was created in 1976 to reduce the cost of energy in Alaska [65]. To achieve this mission, the AEA operates and invests in energy infrastructure and programs to create alternative energy and increase energy efficiency, assist rural communities in project funding and implementation, and provide assistance to rural customers.

AEA shares a seven-member board with the Alaska Industrial Development and Export Authority. Public members receive compensation of $100 per day spent on Authority business.

Operations include a mix of governmental and business activities. Governmental activities are financed by intergovernmental revenues, and include revenue from several funds capitalized by the state of Alaska [66]. Revenue from business activities comes from customer fees charged for energy use from Authority-owned assets such as the Bradley Lake Hydroelectric Project.

In FY2016, AEA had $62 million in earned income and $94 million in expenses. Additional revenue sources included $18 million from the Bradley Lake Hydroelectric Project operations and $19 million in appropriations from the state of Alaska. An additional $11 million in investment income was generated by AEA's funds, including income generated by the Power Cost Equalization (PCE) fund, which had a value of $947 million at the end of FY2016.

By statute, AEA has no employees and annually reimburses AIDEA for personnel services, which totaled $7.3 million in service expenses in FY2016. The Authority also has an arrangement with AIDEA to borrow up to $7.5 million in short-term working capital and in FY2016 recognized $3.3 million payable to AIDEA.

Implications for AMHS Governance

- Although AEA generates revenue from projects and PCE fund earnings, considerable general funds are needed to cover annual operations (20 percent).

- While AEA has its own executive director, all employees are technically AIDEA employees. The two agencies are collocated, have one board, and share many administrative support functions.

Alaska Gasline Development Corporation (AGDC)

In 2010, the Alaska Legislature created the Alaska Gasline Development Corporation (AGDC) as a subdivision of the Department of Commerce, Community, and Economic Development to develop transportation infrastructure to move natural gas to local and international markets.

A seven-member board governs the corporation and includes five governor-appointed public members who are subject to legislative confirmation. Appointed members are considered for their expertise in natural gas pipeline construction, operations, and marketing; finance; large project management; and other expertise relevant to the purpose and duties of the corporation. Board members are appointed for five-year terms.

The governor designates two heads of principal state departments to serve on the board, but is precluded from selecting the Commissioners of Revenue or Natural Resources. Public members receive $400 per day spent on Corporation business. AGDC staff are exempt from the State Personnel Act.

AGDC primarily manages the Alaska Liquified Natural Gas Project, a project to plan and develop natural gas transportation from the North Slope to market. The project includes plans for an 800-mile pipeline, gas treatment plant, and a liquification facility. In FY2016, the Alaska Legislature appropriated funds to purchase TransCanada's share of the LNG Project, making the effort state-led. The LNG Project fund received $4 million in legislative appropriations and another $26 million transferred from the In-State Natural Gas Pipeline fund in FY2016 [67].

In FY2016, AGDC reported $149 million in revenue, including $145 million from the state of Alaska. Total expenses were $295 million. While the corporation is subject to the Executive Budget Act, it is exempt from the State Procurement Code.

<u>Implications for AMHS Governance</u>

- The corporation recently transferred from the Department of Revenue, where it was a subsidiary of the Alaska Housing Finance Corporation, to a public corporation in Commerce.
- The corporation was granted $300 million in capital funds at start-up to ensure development work continued seamlessly between fiscal years.

Alaska Housing Finance Corporation (AHFC)

The original mission of the Alaska Housing Finance Corporation (AHFC), created in 1971, was to provide affordable loans to public housing programs. Since then, the Alaska Legislature broadened AHFC's objectives to include development and operations of the state's public housing program, provide home loans to low-and moderate-income residents, and administer energy efficiency programs.

A seven-member Board governs the corporation and includes the State Commissioners of Revenue, Commerce, and Health and Social Services. By law, the four governor-appointed public members include a rural resident with regional housing authority experience and a member with experience in senior or low-income housing [68]. Public members receive $100 per day spent on corporation business. Appointments are for two-year terms. AHFC is a subdivision of the Department of Revenue; staff are exempt from the State Personnel Act.

The corporation uses the proceeds of bond sales to purchase existing real estate loans originated by financial institutions, the proceeds of which fund loan programs. Current loan programs include the First-Time Homebuyer, Rural Owner-Occupied Loan, and Veterans Mortgage programs. Other programs are financed through grants and partnership with federal departments such as Housing and Urban Development, the state of Alaska, and other corporation funds.

Implications for AMHS Governance

- AHFC has unique flexibility to acquire and dispose of assets. As an example, AHFC purchased the Atwood Building in Anchorage which houses most state agencies.

Alaska Mental Health Trust Authority (AMHTA)

The State of Alaska created the Alaska Mental Health Trust Authority (AMHTA) to administer the Mental Health Trust, which was re-capitalized in 1994 with $200 million and 1 million acres of land.

As a subdivision of the Department of Revenue, the Authority develops, implements, and funds a comprehensive integrated mental health program to benefit Alaskans with a mental illness, developmental disability, chronic alcoholism and/or substance abuse disorder, Alzheimer's disease and related dementia, or a traumatic brain injury. This includes funding of services supporting Trust focus areas, programs, and grants. Program spending is subject to legislative approval as a component of the Mental Health Budget Bill. This budget may include the use of Trust funds by state agencies for specific capital and operating projects.

All seven members of the Authority Board must be confirmed by the legislature. Members receive compensation of $200 per day spent on Authority business. Board members serve five-year terms. Trust employees are exempt from the State Personnel Act.

A mix of fund principal, income from land-use, and interest income from investments fund AMHTA operations [69]. Revenue generated from use of land endowed to the Trust is divided between income used to fund operations and revenue reinvested in the Trust Fund. In FY2016, land use generated $9 million, with $4 million transferred to the Trust as income [26].

Implications for AMHS

- Earnings from the Trust's land endowment are critical to fund operations.

Alaska Permanent Fund Corporation (APFC)

Created in 1980, the Alaska Permanent Fund Corporation (APFC) manages the assets of the Alaska Permanent Fund and other funds such as the Alaska Mental Health Trust Fund. The corporation is a subdivision of the Department of Revenue.

A six-member Board of Trustees is appointed by the Governor including the Commissioner of Revenue and one other head of a principal state department. Four public members receive $400 per day spent on corporation business. Board members serve four-year terms. Corporation employees are exempt from the State Personnel Act.

The APFC primarily manages the Alaska Permanent Fund, with at least 25 percent of state revenue from mineral leases, royalties, and royalty sales and federal mineral revenue sharing payments deposited as principal. Income generated from Fund investments are deposited in the state;s General Fund, with the majority paid to Alaska residents through the Permanent Fund Dividend.

Originally capitalized with $900 million in oil revenue in 1980, the Fund reached a value of $53 billion in 2016. That year, $714 million was distributed from the Fund to the state of Alaska. The corporation reported $512 million in total revenue and $114 million in total expenditures in FY2016 [24].

Implications for AMHS

- Original capitalization was robust.
- The corpus of the fund is protected and enhanced by annual legislative actions.

Appendix B

Validation Model

	Vessel			COL	MAT	MAL	TAK	AUR	LEC	TUS	LIT	FWX	CHE	KEN	Small Day Boat	Small Overnight Boat	Ocean Class	Mainliner
	Class			Mainline	Mainline	Mainline	Small Overnight	Small Overnight	Small Overnight	Mainline	Dayboat(Shuttle)	Dayboat(Shuttle)	Dayboat(Shuttle)	Mainline	ACF	"Aurora"	"Tustemena"	"Mat/Mal/Tak"
	Draft			17.5	17.0	16.8	17.0	13.7	13.7	14.4	12.0	8.5	8.5	17.5				
	LEGEND																	
	Stern Loading Only																	
	* = Not Tested																	
	** = Gustavus: Fair weather and no current due to poor line leads																	
		Stern	Side															
	Angoon	1						X	X		X*	X	X		x	x		
	Auke Bay	1	2	X	X	X	X	X	X	X	X*	X	X	X	x	x	x	x
	Bellingham	1		X	X	X	X	X	X		X*			X		x	x	x
S	Gustavus		1	X*	X	X*	X	X	X		X*	X*	X*	X**	x	x	x	x
O	Haines		1	X	X	X	X	X	X		X*	X	X	X	x	x	x	x
U	Hoonah		1		X	X	X	X	X		X*				x	x		x
T	Kake		1		X	X	X	X	X		X*					x		x
H	Ketchikan	1	2	X	X	X	X	X	X	X	X	X	X	X	x	x	x	x
	Metlakatla		1					x	x		x				x	x		
E	Pelican	1						X	X		X*					x		
A	Petersburg		1	X	X	X	X	X	X		X*	x	X	X	x	x	x	x
S	Prince Rupert	1			X	X	X	X	X		X*			X	x	x	x	x
T	Sitka		1	X	X	X	X	X	X		X*	X	X	X	x	x	x	x
	Skagway		1	X	X	X	X	X	X		X*	X	X	X	x	x	x	x
	Tenakee		1				X	X	X						x	x		
	Wrangell		1	x	x	x	x	x	x		x*			x		x	x	x
	Yakutat		1							Restrictions				X			x	x
	Chenega	1	1					X	X*	X				X		x	x	
	Cordova	1	1	X*	X*	X*	X*	X	X		X*	X	X	X	x	x	x	
	Homer		2							X				X			x	x
	Seldovia		1							X				X			x	
S	Tatitlek	1						X	X	X				X		x	x	
O	Valdez		1	X*	X*	X*	X*	X	X	City Dock	X*	X	X	X	x	x	x	x
U	Whittier	1		X*	X*	X*	X*	X	X	CruiseShip Dock	X*	X	X	X	x	x	x	x
T	Akutan		1							Restrictions				X			x	
H	Chignik		1							Restrictions							x	
	Cold Bay		1							X				X			x	
W	False Pass		1							X							x	
E	King Cove		1							X				X			x	
S	Kodiak		1							X				X			x	
T	Kodiak		2							X				X			x	
	Old Harbor		1							X				X#			x	
	Ouzinkie		1							X				X	x		x	
	Port Lions		1							X				X	x		x	
	Sand Point		1							X				X			x	
	Unalaska (Dutch Harbor)		1							X				X			x	

SOURCE: 2016 Port Accessibility Study

The following matrix attempts to identify vessels that are well-suited for a given ports demand.
When a vessel cannot fit in a port, the cell is filled with brown.
When a vessel cannot carry atleast 85% of the maximum demand passenger/vehicle/van from a port, the cell is filled in blue.

Data below shows the maximum number of passengers/vehicles/vans that departed from each port for the year 2015

Outliers in the data were corrected by taking the second maximum value , such instances are shown in lavender. For this purpose an outlier is a data point greater than 10 that deviates by more than 20% from the second highest value.

		Passenger	Vehicle	Van	COL	MAT	MAL	TAK	AUR	LEC	TUS	LIT	FWX	CHE	KEN	Small Day Boat	Small Overnight Boat	Ocean Class	Mainliner
	M/D ->				Mainline	Mainline	Mainline	Mainline	Dayboat	Dayboat	Ocean	Dayboat	Dayboat	Dayboat	Mainline	ACF	"Aurora"	"Tustemena"	"Mat/Mal/Tak"
	Passenger C				499	450	450	350	250	225	160	125	210	210	450	300	275	250	450
	Total Berths				292	243	234	92	0	0	60	0	0	0	320	0	0	104	234
	Vehicle Lan				2660	1675	1675	1000	660	660	680	300	620	620	1560	1060	1140	1080	1614
	20' Vehicle				133	83	83	50	33	33	34	15	31	31	78	53	57	54	80
	Van Cap.				16	10	10	10	5	7	8	6	2	3	3	17	8	9	10
SOUTH EAST	Angoon	113	19	7	YES	YES	YES	YES	LIM	YES	YES	LIM	LIM	LIM	LIM	YES	YES	YES	YES
	Auke Bay	278	62	6	YES	YES	YES	LIM	LIM	LIM	LIM	LIM	LIM	LIM	LIM	YES	YES	YES	YES
	Bellingham	214	63	5	YES	YES	YES	LIM	LIM	LIM	LIM	LIM	LIM	LIM	LIM	LIM	YES	YES	YES
	Gustavus	112	35	7	YES	YES	YES	YES	LIM	YES	YES	LIM	LIM	LIM	LIM	YES	YES	YES	YES
	Haines	207	66	5	YES	YES	YES	LIM	LIM	LIM	LIM	LIM	LIM	LIM	LIM	LIM	YES	LIM	YES
	Hoonah	108	36	8	YES	YES	YES	YES	LIM	YES	YES	LIM	LIM	LIM	LIM	YES	YES	YES	YES
	Kake	57	11	1	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
	Ketchikan	125	40	4	YES	YES	YES	YES	LIM	LIM	YES	LIM	LIM	LIM	LIM	YES	YES	YES	YES
	Metlakatla	111	22	1	YES	YES	YES	YES	YES	YES	YES	LIM	YES	YES	YES	YES	YES	YES	YES
	Pelican	28	8	0	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
	Petersburg	95	18	4	YES	YES	YES	YES	YES	YES	YES	LIM	LIM	LIM	LIM	YES	YES	YES	YES
	Prince Rupert	109	41	6	YES	YES	YES	YES	LIM	LIM	LIM	LIM	LIM	LIM	LIM	YES	YES	YES	YES
	Sitka	167	35	2	YES	YES	YES	YES	YES	YES	YES	LIM	YES	YES	YES	YES	YES	YES	YES
	Skagway	231	52	4	YES	YES	YES	YES	LIM	LIM	LIM	LIM	LIM	LIM	LIM	YES	YES	YES	YES
	Tenakee	74	4	0	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
	Wrangell	68	14	2	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
SOUTH WEST	Yakutat	14	6	1	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
	Chenega	14	8	0	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
	Cordova	140	36	5	YES	YES	YES	YES	YES	YES	YES	LIM	LIM	LIM	LIM	YES	YES	YES	YES
	Homer	153	63	57	LIM	LIM	LIM	LIM	LIM	LIM	LIM	LIM	LIM	LIM	LIM	LIM	LIM	LIM	LIM
	Seldovia	54	26	3	YES	YES	YES	YES	YES	YES	YES	LIM	LIM	YES	YES	YES	YES	YES	YES
	Tatitlek	22	3	0	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
	Valdez	161	43	1	YES	YES	YES	YES	LIM	LIM	LIM	LIM	LIM	LIM	YES	YES	YES	YES	YES
	Whittier	150	46	9	YES	YES	YES	YES	LIM	LIM	LIM	LIM	LIM	LIM	LIM	YES	YES	YES	YES
	Akutan	46	1	0	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
	Chignik	22	8	0	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
	Cold Bay	23	10	1	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
	False Pass	8	5	0	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
	King Cove	57	11	0	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
	Kodiak	180	59	13	YES	LIM	LIM	LIM	LIM	LIM	LIM	LIM	LIM	LIM	LIM	YES	LIM	LIM	LIM
	Old Harbor	8	4	0	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
	Ouzinkie	57	10	0	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
	Port Lions	30	14	1	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
	Sand Point	57	6	1	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
	Unalaska (Dutch Harbo	44	6	1	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES

Non-compatible with port
Comptaible with Route
Non-compatible with Rout

			COLUMBIA	MATANUSKA	MALASPINA	TAKU	AURORA	LECONTE	TUSTUMENA	LITUYA	FAIRWEATHER	CHENEGA	KENNICOTT	Small Day Boat	all Overnight B	Ocean Class	Mainliner
		Length->	418	408	408	352	235	235	296	181	235	235	382	280	269	339	393
		Beam ->	85	74	74	74	57	57	59	50	60	60	85	67	57	72	74
		Draft ->	17.5	17.0	16.8	17.0	13.7	13.7	14.4	12.0	8.5	8.5	17.5	20	13.7	15.9	17.0
		Weight->	7684	5569	5994	4319	2132	2132	3081	647	787	787	7504				
		COI	LB&S	LB&S	LB&S	LB&S	LB&S	LB&S	Oceans	LB&S	LB&S	LB&S	Oceans	LB&S	LB&S	Ocean	LB&S
South West		Distance (nm)															
Unalaska (Dutch H	Akutan	44															
Akutan	False Pass	137															
False Pass	Cold Bay	58.8															
Cold Bay	King Cove	22															
King Cove	Sand Point	86															
Sand Point	Chignik	119.6															
Chignik	Kodiak	246															
Kodiak	Ouzinkie	13.5															
Ouzinkie	Port Lions	13.7															
Kodiak	Old Harbor	99.1															
Kodiak	Homer	125.7															
Kodiak	Seldovia	116.2															
Kodiak	Chenega	197															
Chenega	Whittier	67.2															
Chenega	Valdez	93															
Whittier	Valdez	78.8															
Valdez	Tatitlek	38.9															
Valdez	Cordova	71.4															
Tatitlek	Cordova	45.4															
Cross Gulf																	
Whittier	Yakutat	302															
Yakutat	Pelican	135															
South East																	
Pelican	Gustavus	29															
Gustavus	Hoonah	20															
Gustavus	Auke Bay	62															
Hoonah	Tenakee	49															
Hoonah	Sitka	118															
Tenakee	Angoon	35															
Angoon	Sitka	27															
Sitka	Kake	115															
Kake	Auke Bay	114															
Auke Bay	Skagway	81															
Auke Bay	Haines	68															
Petersburg	Auke Bay	123															
Sitka	Auke Bay	132															
Haines	Skagway	26															
Skagway	Hoonah	100															
Haines	Hoonah	85															
Kake	Petersburg	65															
Petersburg	Wrangell	41															
Wrangell	Ketchikan	89															
Ketchikan	Metlakatla	16															
Ketchikan	Prince Rupert	91															
Metlakatla	Prince Rupert																
Prince Rupert	Bellingham	504															

ROUTE SEGMENTS

Description	Validation Model FY/CY 15-16	FY 16 Reference Numbers (in thousands)	FY 17 Authorized (in thousands)	FY 18 Gov. Proposed (in thousands)
Weeks of Service	362			
Total # Port Calls	7891			
Vessel Operations				
Personnel	$ 89,639,519	$ 84,388	$ 82,174	$ 79,656
Travel	$ 1,792,790	$ 1,384	$ 1,367	$ 836
Services	$ 12,875,200	$ 11,098	$ 11,068	$ 11,509
Fuel	$ 17,847,930	$ 16,648	$ 20,706	$ 20,224
Commodities	$ 7,761,600	$ 9,782	$ 6,716	$ 6,879
Subtotal Marine Operations	**$ 129,917,039**	**$ 123,300**	**$ 122,032**	**$ 119,105**
Shoreside				
Marine Shore Operations	$ 8,101,828	$ 8,152	$ 7,827	$ 7,877
Vessel OPS Mgmt	$ 4,001,000	$ 4,001	$ 4,094	$ 4,144
Reservations/Marketing	$ 1,534,000	$ 1,534	$ 2,038	$ 2,059
Marine Engineering	$ 2,602,494	$ 3,073	$ 3,259	$ 3,279
Overhaul	$ 14,458,300	$ 1,847	$ 1,648	$ 1,648
Subtotal Shoreside	**$ 30,697,622**	**$ 18,607**	**$ 18,866**	**$ 19,007**
Subtotal AMHS Expenses	**$ 160,614,661**	**$ 141,907**	**$ 140,897**	**$ 138,111**
Support Services				
SE Support	$ 45,000	$ 45		
Admin	$ 1,832,500	$ 1,833		
HR	$ 270,700	$ 271		
ISSD	$ 810,100	$ 810		
Commissioner's Office	$ 322,600	$ 323		
Legal	$ -			
Payroll	$ -			
Procurement	$ -			
Subtotal Support Services	**$ 3,280,900**	**$ 3,281**		
Revenue				
Passenger Tariffs	$ 14,474,375			
Vehicle Tariffs	$ 18,216,468			
Van Tariffs	$ 2,228,800			
Cabin Tariffs	$ 5,074,103			
Sales	$ 4,884,641			
Advertising	$ -			
Subtotal Revenue	**$ 44,878,387**	$ 47,158	$ 53,626	$ 51,759
Funding Sources				
Beginning Fund Balance	$ 20,909,000	$ 20,909		
Marine Highway Fund				
Veh Rent Tax		$ -		$ -
Gen Fund Allocation - AMHS		$ 94,958	$ 88,717	$ 85,435
Reserves & Adjustments		$ -	$ -	$ -
Transfer to Capitalization		$ -	$ -	$ -
AK Transportation Maint. Fund		$ -	$ -	$ 2,355
Add'l Fuel Trigger App'n		$ -	$ -	$ -
Restricted Funds (CIP Receipts	$ 603,000	$ 603	$ 1,835	$ 1,850
Subtotal Funding	**$ 21,512,000**			
General Fund Reqd	$ 97,505,175			

AMHS Historical Annual Costs			Adjustments	Assumption	Updated Cost	
Vessel Ops Management	$	4,001,000	100%	*State Reason for Adjustments For Different Scenarios Here*	$	4,001,000
Reservations & Marketing	$	1,534,000	100%		$	1,534,000
SE Support Services	$	45,000	100%		$	45,000
Admin Service	$	1,832,500	100%		$	1,832,500
Human Resources	$	270,700	100%		$	270,700
ISSD	$	810,100	100%		$	810,100
Commissioner's Office	$	322,600	100%		$	322,600
Legal	$	-	100%		$	-
Payroll	$	-	100%		$	-
Procurement	$	-	100%		$	-
Subtotal	**$**	**8,815,900**			**$**	**8,815,900**

Vessel Name	General Vessel Info COLUMBIA			General Vessel Info MATANUSKA			General Vessel Info MALASPINA			General Vessel Info TAKU			General Vessel Info AURORA			General Vessel Info LECONTE		
	Vessel Particulars			**Vessel Particulars**			**Vessel Particulars**			**Vessel Particulars**			**Vessel Particulars**			**Vessel Particulars**		
Revenue Shorthand	ML			ML			ML			SO			SO			SO		
Vessel Class	Mainline			Mainline			Mainline			24/7 Feeder			24/7 Feeder			24/7 Feeder		
Service Speed (kts)	17.3			16.5			16.5			16.5			14.5			14.5		
Power at Speed (hp)	10800			7200			8000			8000			4300			4300		
Fuel Consumption (gal/hr)	397			234			270			253			190			188		
Passenger Capacity	499			450			450			350			250			225		
Total Berths	292			243			234			92			0			0		
Vehicle Lanes (ft)	2660			1675			1675			1000			660			660		
20' Vehicle Capacity	133			83			83			50			33			33		
Commercial Van Capacity	16			10			10			5			7			8		
Normal Crew Count	63			48			47			44			24			24		
Year Built	1974			1963			1963			1963			1977			1974		
Length Overall (ft)	418			408			408			352			235			235		
Beam(ft)	85			74			74			74			57			57		
Displacement (LT)	7684			5664			5994			4319			2132			2132		
Draft (ft)	17.5			17.2			16.8			17.0			13.7			13.7		
Fuel Price per Gallon	1.95			1.95			1.95			1.95			1.95			1.95		
Service Variables																		
Route Assigned	**Summer**	**Winter**		**Summer**	**Winter**		**Summer**	**Winter**		**Summer**	**Winter**		**Summer**	**Winter**		**Summer**	**Winter**	
Port 1	BEL	KTN		YPR	JNU		BEL	BEL		WRG	KTN		WTR	JNU		JNU	JNU	
Port 2	KTN	BEL		KTN	HNS		KTN	KTN		KTN	WRG		VDZ	ANG		TKE	TKE	
Port 3	WRG			WRG	SGY		WRG	WRG		YPR	PSG		TAT	HNH		ANG	ANG	
Port 4	PSG			PSG	HNS		PSG	PSG		KTN	KAE		CDV	TKE		JNU	JNU	
Port 5	JNU			KAE	JNU		JNU	JNU		WRG	JNU			JNU		HNS	HNS	
Port 6	HNS			SIT	KTN		HNS	HNS			HNS			SGY		SGY	SGY	
Port 7	SGY			JNU	BEL		SGY	SGY			SGY			HNS				
Port 8				HNS										JNU				
Port 9				SGY										GUS				
Port 10														JNU				
Port 11	SGY	BEL		SGY	BEL		SGY	SGY		WRG	SGY		CDV	JNU		SGY	SGY	
Port 12	HNS	KTN		HNS	KTN		HNS	HNS		PSG	HNS		TAT	GUS		HNS	HNS	
Port 13	JNU			JNU	JNU		JNU	JNU		KAE	JNU		VDZ	JNU		JNU	JNU	
Port 14	SIT			SIT	HNS		PSG	PSG		SIT	KAE		WTR	HNS		HNH	HNH	
Port 15	PSG			KAE	SGY		WRG	WRG		JNU	PSG			SGY		JNU	JNU	
Port 16	WRG			PSG	HNS		KTN	KTN		HNS	WRG			JNU		ANG	ANG	
Port 17	KTN			WRG	JNU		BEL	BEL		SGY	KTN			TKE		JNU	JNU	
Port 18	BEL			KTN						JNU				HNH				
Port 19				YPR						PSG				ANG				
Port 20										WRG				JNU				
	Orange cells indicate that route segment length is not available.			*Orange cells indicate that route segment length is not available.*			*Orange cells indicate that route segment length is not available.*			*Orange cells indicate that route segment length is not available.*			*Orange cells indicate that route segment length is not available.*			*Orange cells indicate that route segment length is not available.*		
Port Pair 1-2 Mileage	595	595		91	68		595	595		89	89		79	78		63	63	
Port Pair 2-3 Mileage	89	0		89	26		89	89		91	41		39	60		35	35	
Port Pair 3-4 Mileage	41	0		41	26		41	41		91	65		45	49		78	78	
Port Pair 4-5 Mileage	123	0		65	68		123	123		89	114		0	63		68	68	
Port Pair 5-6 Mileage	68	0		115	234		68	68		0	68		0	81		26	26	
Port Pair 6-7 Mileage	26	0		132	595		26	26		0	26		0	26		0	0	
Port Pair 7-8 Mileage	0	0		68	0		0	0		0	0		0	68		0	0	
Port Pair 8-9 Mileage	0	0		26	0		0	0		0	0		0	62		0	0	
Port Pair 9-10 Mileage	0	0		0	0		0	0		0	0		0	62		0	0	
Port Pair 10-11 Mileage	0	0		0	0		0	0		0	0		0	0		0	0	
Port Pair 11-12 Mileage	26	595		26	595		26	26		41	26		45	62		26	26	
Port Pair 12-13 Mileage	68	0		68	234		68	68		65	68		39	62		68	68	
Port Pair 13-14 Mileage	132	0		132	68		123	123		115	114		79	68		48	48	
Port Pair 14-15 Mileage	156	0		115	26		41	41		132	65		0	26		48	48	
Port Pair 15-16 Mileage	41	0		65	26		89	89		68	41		0	81		78	78	
Port Pair 16-17 Mileage	89	0		41	68		595	595		26	89		0	63		78	78	
Port Pair 17-18 Mileage	595	0		89	0		0	0		81	0		0	49		0	0	
Port Pair 18-19 Mileage	0	0		91	0		0	0		123	0		0	60		0	0	
Port Pair 19-20 Mileage	0	0		0	0		0	0		41	0		0	78		0	0	
Trips per week on route	1.0	1.0		1.0	1.0		1.0	1.0		2.0	1.0		3.0	1.5		3.0	2.0	
Nautical Miles per week on route	2049	1190		1254	2034		1884	1860		2104	806		979	1647		1848	1232	
Weeks of Service	20	0	32	24	9	19	20	24	8	8	18	26	16	24	12	20	10	22
Utilization	86%	43%		64%	88%		82%	81%		91%	43%		47%	89%		89%	64%	

Vessel Name	General Vessel Info COLUMBIA			General Vessel Info MATANUSKA			General Vessel Info MALASPINA			General Vessel Info TAKU			General Vessel Info AURORA			General Vessel Info LECONTE		
	Annual Data			Annual Data			Annual Data			Annual Data			Annual Data			Annual Data		
Annual Ovhl Maint Cost	$ 2,733,969			$ 1,981,452			$ 2,132,667			$ 1,536,701			$ 758,566			$ 758,566		
Annual Marine Engineering Cost	$ 492,114			$ 356,661			$ 383,880			$ 276,606			$ 136,542			$ 136,542		
Annual Commodities	$ 1,133,600			$ 759,200			$ 514,800			$ 1,523,600			$ 232,000			$ 197,600		
Annual Services	$ 2,990,000			$ 1,580,800			$ 1,383,200			$ 1,497,600			$ 566,800			$ 738,400		
Annual Fuel Cost	$ 2,017,175			$ 1,472,389			$ 2,889,302			$ 1,030,773			$ 1,551,096			$ 1,370,528		
Terminal 1 Annual Cost	$ 1,194,127	$ 711,419		$ 331,418	$ 1,244,767		$ 1,194,127	$ 1,194,127		$ 261,153	$ 711,419		$ 426,106	$ 1,244,767		$ 1,244,767	$ 1,244,767	
Terminal 2 Annual Cost	$ 711,419	$ 1,194,127		$ 711,419	$ 622,125		$ 711,419	$ 711,419		$ 711,419	$ 261,153		$ 415,598	$ 8,377		$ 3,000	$ 3,000	
Terminal 3 Annual Cost	$ 261,153	$ -		$ 261,153	$ 577,410		$ 261,153	$ 261,153		$ 331,418	$ 329,661		$ 3,000	$ 262,425		$ 8,377	$ 8,377	
Terminal 4 Annual Cost	$ 329,661	$ -		$ 329,661	$ -		$ 329,661	$ 329,661		$ -	$ 3,512		$ 429,081	$ 3,000		$ -	$ -	
Terminal 5 Annual Cost	$ 1,244,767	$ -		$ 3,512	$ -		$ 1,244,767	$ 1,244,767		$ -	$ 1,244,767		$ -	$ -		$ 622,125	$ 622,125	
Terminal 6 Annual Cost	$ 622,125	$ -		$ 332,639	$ 711,419		$ 622,125	$ 622,125		$ -	$ 622,125		$ -	$ 577,410		$ 577,410	$ 577,410	
Terminal 7 Annual Cost	$ 577,410	$ -		$ 1,244,767	$ 1,194,127		$ 577,410	$ 577,410		$ -	$ 577,410		$ -	$ 622,125		$ -	$ -	
Terminal 8 Annual Cost	$ -	$ -		$ 622,125	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Terminal 9 Annual Cost	$ -	$ -		$ 577,410	$ -		$ -	$ -		$ -	$ -		$ -	$ 40,419		$ -	$ -	
Terminal 10 Annual Cost	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Terminal 11 Annual Cost	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Terminal 12 Annual Cost	$ -	$ -		$ -	$ -		$ -	$ -		$ 329,661	$ -		$ -	$ -		$ -	$ -	
Terminal 13 Annual Cost	$ -	$ -		$ -	$ -		$ -	$ -		$ 3,512	$ -		$ -	$ -		$ -	$ -	
Terminal 14 Annual Cost	$ 332,639	$ -		$ -	$ -		$ -	$ -		$ 332,639	$ -		$ -	$ -		$ 262,425	$ 262,425	
Terminal 15 Annual Cost	$ -	$ -		$ -	$ -		$ -	$ -		$ 1,244,767	$ -		$ -	$ -		$ -	$ -	
Terminal 16 Annual Cost	$ -	$ -		$ -	$ -		$ -	$ -		$ 622,125	$ -		$ -	$ -		$ -	$ -	
Terminal 17 Annual Cost	$ -	$ -		$ -	$ -		$ -	$ -		$ 577,410	$ -		$ -	$ -		$ -	$ -	
Terminal 18 Annual Cost	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Terminal 19 Annual Cost	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Terminal 20 Annual Cost	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Annual Onboard Sales			$ 833,875			$ 770,831			$ 931,543			$ 520,534			$ 301,259			$ 345,439
Total Annual Values	**Summer Route**	**Winter Route**	**Revenue**	**Summer Route**	**Winter Route**	**Revenue**	**Summer Route**	**Winter Route**	**Revenue**	**Summer Route**	**Winter Route**	**Revenue**	**Summer Route**	**Winter Route**	**Revenue**	**Summer Route**	**Winter Route**	**Revenue**
	$ 14,640,160	**$ 11,272,405**	$ 833,875	**$ 10,564,606**	**$ 10,500,350**	$ 770,831	**$ 12,244,511**	**$ 12,244,511**	$ 931,543	**$ 10,279,384**	**$ 9,615,327**	$ 520,534	**$ 4,518,789**	**$ 6,003,527**	$ 301,259	**$ 5,919,740**	**$ 5,919,740**	$ 345,439

	Weekly Cost Analysis			Weekly Cost Analysis			Weekly Cost Analysis			Weekly Cost Analysis			Weekly Cost Analysis			Weekly Cost Analysis		
	Summer	Winter	Overhaul/Layup	Summer	Winter	Overhaul/Layup	Summer	Winter	Overhaul/Layup	Summer	Winter	Overhaul/Layup	Summer	Winter	Overhaul/Layup	Summer	Winter	Overhaul/Layup
Ovhl Maint Cost Per Week	$ 136,698	$ 136,698	$ -	$ 60,044	$ 60,044	$ -	$ 48,470	$ 48,470	$ -	$ 59,104	$ 59,104	$ -	$ 18,964	$ 18,964	$ -	$ 25,286	$ 25,286	$ -
Marine Eng'g Cost Per Week	$ 24,606	$ 24,606	$ -	$ 10,808	$ 10,808	$ -	$ 8,725	$ 8,725	$ -	$ 10,639	$ 10,639	$ -	$ 3,414	$ 3,414	$ -	$ 4,551	$ 4,551	$ -
Operating Cost Per Week	$ 56,680	$ 56,680	$ 34,008	$ 23,006	$ 23,006	$ 13,804	$ 11,700	$ 11,700	$ 7,020	$ 58,600	$ 58,600	$ 35,160	$ 5,800	$ 5,800	$ 3,480	$ 6,587	$ 6,587	$ 3,952
Crew Cost Per Week (Std+OT)	$ 196,325	$ 196,325	$ 88,004	$ 119,583	$ 119,583	$ 80,132	$ 134,000	$ 134,000	$ 146,725	$ 150,093	$ 150,093	$ 400	$ 52,323	$ 52,323	$ 28,900	$ 158,789	$ 158,789	$ 18,023
Crew Cost Per Week (Other+Benefits)	$ 211,292	$ 211,292	$ 53,207	$ 127,882	$ 127,882	$ 48,072	$ 152,328	$ 152,328	$ 81,475	$ 93,341	$ 93,341	$ 400	$ 53,833	$ 53,833	$ 19,775	$ 170,247	$ 170,247	$ 9,737
Recoup of Ovhl Crew/Op Cost	$ 280,350	$ 280,350		$ 81,762	$ 81,762		$ 42,767	$ 42,767		$ 35,960	$ 35,960		$ 15,647	$ 15,647		$ 23,255	$ 23,255	
Fuel Cost Per Week	$ 100,859	$ 58,576		$ 38,147	$ 61,874		$ 66,128	$ 65,281		$ 69,201	$ 26,509		$ 27,505	$ 46,292		$ 51,395	$ 34,263	
Vessel Expenses Per Week	**$ 788,826**	**$ 746,543**	**$ 141,211**	**$ 367,373**	**$ 391,101**	**$ 128,204**	**$ 395,224**	**$ 394,376**	**$ 228,200**	**$ 348,595**	**$ 305,904**	**$ 800**	**$ 149,308**	**$ 168,095**	**$ 48,675**	**$ 403,686**	**$ 386,554**	**$ 27,760**
Terminal 1 Cost Per Week	$ 59,706	$ 35,571		$ 10,043	$ 37,720		$ 27,139	$ 27,139		$ 10,044	$ 27,362		$ 10,653	$ 31,119		$ 41,492	$ 41,492	
Terminal 2 Cost Per Week	$ 35,571	$ 59,706		$ 21,558	$ 18,852		$ 16,169	$ 16,169		$ 27,362	$ 10,044		$ 10,390	$ 209		$ 100	$ 100	
Terminal 3 Cost Per Week	$ 13,058	$ -		$ 7,914	$ 17,497		$ 5,935	$ 5,935		$ 12,747	$ 12,679		$ 75	$ 6,561		$ 279	$ 279	
Terminal 4 Cost Per Week	$ 16,483	$ -		$ 9,990	$ -		$ 7,492	$ 7,492		$ -	$ 135		$ 10,727	$ 75		$ -	$ -	
Terminal 5 Cost Per Week	$ 62,238	$ -		$ 106	$ -		$ 28,290	$ 28,290		$ -	$ 47,876		$ -	$ -		$ 20,738	$ 20,738	
Terminal 6 Cost Per Week	$ 31,106	$ -		$ 10,080	$ 21,558		$ 14,139	$ 14,139		$ -	$ 23,928		$ -	$ 14,435		$ 19,247	$ 19,247	
Terminal 7 Cost Per Week	$ 28,871	$ -		$ 37,720	$ 36,186		$ 13,123	$ 13,123		$ -	$ 22,208		$ -	$ 15,553		$ -	$ -	
Terminal 8 Cost Per Week	$ -	$ -		$ 18,852	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Terminal 9 Cost Per Week	$ -	$ -		$ 17,497	$ -		$ -	$ -		$ -	$ -		$ -	$ 1,010		$ -	$ -	
Terminal 10 Cost Per Week	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Terminal 11 Cost Per Week	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Terminal 12 Cost Per Week	$ -	$ -		$ -	$ -		$ -	$ -		$ 12,679	$ -		$ -	$ -		$ -	$ -	
Terminal 13 Cost Per Week	$ -	$ -		$ -	$ -		$ -	$ -		$ 135	$ -		$ -	$ -		$ -	$ -	
Terminal 14 Cost Per Week	$ 16,632	$ -		$ -	$ -		$ -	$ -		$ 12,794	$ -		$ -	$ -		$ 8,748	$ 8,748	
Terminal 15 Cost Per Week	$ -	$ -		$ -	$ -		$ -	$ -		$ 47,876	$ -		$ -	$ -		$ -	$ -	
Terminal 16 Cost Per Week	$ -	$ -		$ -	$ -		$ -	$ -		$ 23,928	$ -		$ -	$ -		$ -	$ -	
Terminal 17 Cost Per Week	$ -	$ -		$ -	$ -		$ -	$ -		$ 22,208	$ -		$ -	$ -		$ -	$ -	
Terminal 18 Cost Per Week	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Terminal 19 Cost Per Week	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Terminal 20 Cost Per Week	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Total Terminal Cost Per Week	**$ 263,665**	**$ 95,277**		**$ 133,761**	**$ 131,814**		**$ 112,288**	**$ 112,288**		**$ 169,773**	**$ 144,233**		**$ 31,845**	**$ 68,963**		**$ 90,603**	**$ 90,603**	

Orange cells indicate that revenue information is not available. (repeated for each vessel)

Passengers	Weekly Revenue Streams		Weekly Revenue Streams		Weekly Revenue Streams		Weekly Revenue Streams		Weekly Revenue Streams		Weekly Revenue Streams	
	Summer Wk Avg	Winter Wk Avg	Summer Wk Avg	Winter Wk Avg	Summer Wk Avg	Winter Wk Avg	Summer Wk Avg	Winter Wk Avg	Summer Wk Avg	Winter Wk Avg	Summer Wk Avg	Winter Wk Avg
Port Pair 1-2 Pax	**$ 17,137**	**$ 5,452**	**$ 5,318**	**$ 1,857**	**$ 17,137**	**$ 15,582**	**$ 429**	**$ 666**	**$ 18,838**	**$ 1,730**	**$ 1,123**	**$ 468**
Port Pair 1-3 Pax	$ 3,424	$ -	$ 981	$ 2,001	$ 3,424	$ 1,360	$ 82	$ 414	$ -	$ 727	$ 2,034	$ 1,730
Port Pair 1-4 Pax	$ 5,125	$ -	$ 860	$ -	$ 5,125	$ 3,428	$ -	$ 378	$ 11,725	$ 468	$ -	$ -
Port Pair 1-5 Pax	$ 21,101	$ -	$ 285	$ -	$ 21,101	$ 16,106	$ -	$ 1,815	$ -	$ -	$ 2,083	$ 3,499
Port Pair 1-6 Pax	$ 26,258	$ -	$ 1,116	$ 672	$ 26,258	$ 29,127	$ -	$ 107	$ -	$ 2,004	$ 1,936	$ 2,004
Port Pair 1-7 Pax	$ 14,990	$ -	$ 7,652	$ 4,751	$ 14,990	$ 7,741	$ -	$ 391	$ -	$ 3,499	$ -	$ -
Port Pair 1-8 Pax	$ -	$ -	$ 2,513	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-9 Pax	$ -	$ -	$ 4,656	$ -	$ -	$ -	$ -	$ -	$ -	$ 721	$ -	$ -
Port Pair 2-3 Pax	**$ 528**	**$ -**	**$ 528**	**$ 909**	**$ 528**	**$ 618**	**$ 456**	**$ 195**	**$ 94**	**$ 86**	**$ 220**	**$ 146**
Port Pair 2-4 Pax	$ 589	$ -	$ 589	$ -	$ 589	$ 2,464	$ -	$ 32	$ 1,457	$ 13	$ 910	$ 420

Vessel Name	General Vessel Info COLUMBIA		General Vessel Info MATANUSKA		General Vessel Info MALASPINA		General Vessel Info TAKU		General Vessel Info AURORA		General Vessel Info LECONTE	
Port Pair 2-5 Pax	$ 2,805	$ -	$ 234	$ 1,682	$ 2,805	$ 2,940	$ 333	$ 373	$ -	$ 1,291	$ -	$ -
Port Pair 2-6 Pax	$ 1,153	$ -	$ 932	$ 987	$ 1,153	$ 1,199	$ -	$ 154	$ -	$ -	$ -	$ -
Port Pair 2-7 Pax	$ 919	$ -	$ 2,805	$ 16,061	$ 919	$ 1,125	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-8 Pax	$ -	$ -	$ 1,153	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-9 Pax	$ -	$ -	$ 919	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-10 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-4 Pax	**$ 322**	**$ -**	**$ 322**	**$ 240**	**$ 322**	**$ 124**	**$ 5,331**	**$ 80**	**$ -**	**$ -**	**$ 1,269**	**$ 1,291**
Port Pair 3-5 Pax	$ 856	$ -	$ 231	$ 1,433	$ 856	$ 1,182	$ -	$ 582	$ -	$ 873	$ -	$ -
Port Pair 3-6 Pax	$ 500	$ -	$ 334	$ 423	$ 500	$ 303	$ -	$ 30	$ -	$ -	$ -	$ -
Port Pair 3-7 Pax	$ 611	$ -	$ 856	$ 380	$ 611	$ 613	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-8 Pax	$ -	$ -	$ 500	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-9 Pax	$ -	$ -	$ 611	$ -	$ -	$ -	$ -	$ -	$ -	$ 771	$ -	$ -
Port Pair 3-10 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-5 Pax	**$ 1,476**	**$ -**	**$ 84**	**$ 1,682**	**$ 1,476**	**$ 276**	**$ 333**	**$ 821**	**$ -**	**$ 420**	**$ 2,083**	**$ 3,499**
Port Pair 4-6 Pax	$ 351	$ -	$ 386	$ 987	$ 351	$ 94	$ -	$ -	$ -	$ -	$ 1,936	$ 2,004
Port Pair 4-7 Pax	$ 416	$ -	$ 1,476	$ 16,061	$ 416	$ 498	$ -	$ 901	$ -	$ -	$ -	$ -
Port Pair 4-8 Pax	$ -	$ -	$ 351	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-9 Pax	$ -	$ -	$ 416	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-10 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-6 Pax	**$ 2,078**	**$ -**	**$ 208**	**$ 672**	**$ 2,078**	**$ 1,857**	**$ -**	**$ 3,499**	**$ -**	**$ 2,004**	**$ 882**	**$ 334**
Port Pair 5-7 Pax	$ 2,379	$ -	$ 764	$ 4,751	$ 2,379	$ 2,001	$ -	$ 2,004	$ -	$ 3,499	$ -	$ -
Port Pair 5-8 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-9 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 721	$ -	$ -
Port Pair 5-10 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-7 Pax	**$ 1,714**	**$ -**	**$ 1,124**	**$ 5,452**	**$ 1,714**	**$ 909**	**$ -**	**$ 334**	**$ -**	**$ 420**	**$ -**	**$ -**
Port Pair 6-8 Pax	$ -	$ -	$ 414	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,760	$ -	$ -
Port Pair 6-9 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-10 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 7-8 Pax	**$ -**	**$ -**	**$ 2,078**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 3,650**	**$ -**	**$ -**
Port Pair 7-9 Pax	$ -	$ -	$ 2,379	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 7-10 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 8-9 Pax	**$ -**	**$ -**	**$ 1,714**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 721**	**$ -**	**$ -**
Port Pair 8-10 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 9-10 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 565	$ -	$ -
Port Pair 10-11 Pax	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Port Pair 10-12 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 721	$ -	$ -
Port Pair 10-13 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-14 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,499	$ -	$ -
Port Pair 10-15 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,004	$ -	$ -
Port Pair 10-16 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-17 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 468	$ -	$ -
Port Pair 10-18 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 727	$ -	$ -
Port Pair 10-19 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,730	$ -	$ -
Port Pair 10-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-12 Pax	**$ 1,395**	**$ 15,582**	**$ 1,395**	**$ 15,582**	**$ 1,395**	**$ 240**	**$ -**	**$ 420**	**$ -**	**$ 721**	**$ 479**	**$ 420**
Port Pair 11-13 Pax	$ 2,398	$ -	$ 2,398	$ 16,106	$ 2,398	$ 1,433	$ -	$ 1,760	$ 1,851	$ -	$ 716	$ 1,760
Port Pair 11-14 Pax	$ 405	$ -	$ 405	$ 29,127	$ 145	$ 84	$ -	$ -	$ 11,226	$ 3,499	$ -	$ -
Port Pair 11-15 Pax	$ 145	$ -	$ 53	$ 7,741	$ 278	$ 256	$ -	$ 162	$ -	$ 2,004	$ -	$ -
Port Pair 11-16 Pax	$ 278	$ -	$ 145	$ -	$ 773	$ 423	$ -	$ 272	$ -	$ -	$ -	$ -
Port Pair 11-17 Pax	$ 773	$ -	$ 278	$ -	$ 8,420	$ 380	$ -	$ 349	$ -	$ 468	$ -	$ -
Port Pair 11-18 Pax	$ 8,420	$ -	$ 773	$ -	$ -	$ -	$ -	$ -	$ -	$ 727	$ -	$ -
Port Pair 11-19 Pax	$ -	$ -	$ 4,421	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,730	$ -	$ -
Port Pair 11-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-13 Pax	**$ 2,296**	**$ -**	**$ 2,296**	**$ 2,940**	**$ 2,296**	**$ 1,682**	**$ -**	**$ 3,650**	**$ 238**	**$ 565**	**$ 1,772**	**$ 3,650**
Port Pair 12-14 Pax	$ 717	$ -	$ 717	$ 1,199	$ 242	$ 376	$ -	$ -	$ 1,883	$ -	$ -	$ -
Port Pair 12-15 Pax	$ 242	$ -	$ 176	$ 1,125	$ 196	$ 336	$ 138	$ -	$ -	$ -	$ -	$ -
Port Pair 12-16 Pax	$ 196	$ -	$ 242	$ -	$ 775	$ 987	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-17 Pax	$ 775	$ -	$ 196	$ -	$ 25,526	$ 16,061	$ -	$ 235	$ -	$ -	$ -	$ -
Port Pair 12-18 Pax	$ 25,526	$ -	$ 775	$ -	$ -	$ -	$ -	$ -	$ -	$ 16	$ -	$ -
Port Pair 12-19 Pax	$ -	$ -	$ 3,871	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ 35	$ -	$ -	$ -	$ -	$ -
Port Pair 13-14 Pax	**$ 1,398**	**$ -**	**$ 1,398**	**$ 1,857**	**$ 343**	**$ 207**	**$ -**	**$ 657**	**$ 31,334**	**$ 3,499**	**$ 993**	**$ 727**
Port Pair 13-15 Pax	$ 343	$ -	$ 1,402	$ 2,001	$ 268	$ 281	$ -	$ 1,043	$ -	$ 2,004	$ -	$ -
Port Pair 13-16 Pax	$ 268	$ -	$ 343	$ -	$ 889	$ 672	$ -	$ 504	$ -	$ -	$ 2,034	$ 1,730
Port Pair 13-17 Pax	$ 889	$ -	$ 268	$ -	$ 15,010	$ 4,751	$ -	$ 2,136	$ -	$ 468	$ -	$ -
Port Pair 13-18 Pax	$ 15,010	$ -	$ 889	$ -	$ -	$ -	$ -	$ -	$ -	$ 727	$ -	$ -
Port Pair 13-19 Pax	$ -	$ -	$ 9,045	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,730	$ -	$ -
Port Pair 13-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-15 Pax	**$ 327**	**$ -**	**$ -**	**$ 909**	**$ 118**	**$ 105**	**$ -**	**$ 67**	**$ -**	**$ 334**	**$ 673**	**$ 873**
Port Pair 14-16 Pax	$ 295	$ -	$ 327	$ -	$ 374	$ 63	$ -	$ 27	$ -	$ 3,650	$ 70	$ 138
Port Pair 14-17 Pax	$ 1,068	$ -	$ 295	$ 1,682	$ 3,542	$ 2,598	$ -	$ 280	$ -	$ -	$ -	$ -
Port Pair 14-18 Pax	$ 6,081	$ -	$ 1,068	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-19 Pax	$ -	$ -	$ 1,087	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-16 Pax	**$ 118**	**$ -**	**$ 93**	**$ 240**	**$ 412**	**$ 255**	**$ 2,083**	**$ 307**	**$ -**	**$ 1,760**	**$ 2,034**	**$ 1,730**
Port Pair 15-17 Pax	$ 374	$ -	$ 182	$ 1,433	$ 2,460	$ 272	$ 1,936	$ 796	$ -	$ -	$ -	$ -
Port Pair 15-18 Pax	$ 3,542	$ -	$ 257	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-19 Pax	$ -	$ -	$ 322	$ -	$ -	$ -	$ 2,967	$ -	$ -	$ -	$ -	$ -
Port Pair 15-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ 213	$ -	$ -	$ -	$ -	$ -
Port Pair 16-17 Pax	**$ 412**	**$ -**	**$ 118**	**$ 1,682**	**$ 12,630**	**$ 5,452**	**$ 882**	**$ 618**	**$ -**	**$ 468**	**$ 1,269**	**$ 1,291**

Vessel Name	General Vessel Info COLUMBIA		General Vessel Info MATANUSKA		General Vessel Info MALASPINA		General Vessel Info TAKU		General Vessel Info AURORA		General Vessel Info LECONTE	
Port Pair 16-18 Pax	$ 2,460	$ -	$ 374	$ -	$ -	$ -	$ 1,772	$ -	$ -	$ 727	$ -	$ -
Port Pair 16-19 Pax	$ -	$ -	$ 829	$ -	$ -	$ -	$	$ -	$ -	$ 1,730	$ -	$ -
Port Pair 16-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ 336	$ -	$ -	$ -	$ -	$ -
Port Pair 17-18 Pax	**$ 12,630**	**$ -**	**$ 412**	**$ -**	**$ -**	**$ -**	**$ 716**	**$ -**	**$ -**	**$ 28**	**$ -**	**$ -**
Port Pair 17-19 Pax	$ -	$ -	$ 1,426	$ -	$ -	$ -	$ -	$ -	$ -	$ 146	$ -	$ -
Port Pair 17-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 420	$ -	$ -
Port Pair 18-19 Pax	**$ -**	**$ -**	**$ 4,949**	**$ -**	**$ -**	**$ -**	**$ 2,967**	**$ -**	**$ -**	**$ 138**	**$ -**	**$ -**
Port Pair 18-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ 213	$ -	$ -	$ 873	$ -	$ -
Port Pair 19-20 Pax	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 35**	**$ -**	**$ -**	**$ 1,291**	**$ -**	**$ -**
Passenger Tariffs Per Week	**$ 104,731**	**$ 5,452**	**$ 40,698**	**$ 61,001**	**$ 104,731**	**$ 89,547**	**$ 6,964**	**$ 12,775**	**$ 32,113**	**$ 24,658**	**$ 14,476**	**$ 15,395**
Vehicles	*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*	
Port Pair 1-2 Vehicle	$ 20,650	$ 15,320	$ 6,788	$ 4,086	$ 20,650	$ 17,607	$ 394	$ 724	$ 12,113	$ 1,523	$ 653	$ 146
Port Pair 1-3 Vehicle	$ 2,151	$ -	$ 1,351	$ 2,474	$ 2,151	$ 5,146	$ -	$ 476	$ -	$ 1,327	$ 3,614	$ 1,523
Port Pair 1-4 Vehicle	$ 4,442	$ -	$ 1,300	$ -	$ 4,442	$ 3,917	$ -	$ 249	$ 12,798	$ 146	$ -	$ -
Port Pair 1-5 Vehicle	$ 22,486	$ -	$ 313	$ -	$ 22,486	$ 22,656	$ -	$ 2,629	$ -	$ -	$ 2,143	$ 4,211
Port Pair 1-6 Vehicle	$ 46,830	$ -	$ 1,730	$ 3,563	$ 46,830	$ 61,256	$ -	$ 769	$ -	$ 2,397	$ 1,946	$ 2,397
Port Pair 1-7 Vehicle	$ 13,407	$ -	$ 7,787	$ 11,677	$ 13,407	$ 9,737	$ -	$ 955	$ -	$ 4,211	$ -	$ -
Port Pair 1-8 Vehicle	$ -	$ -	$ 3,938	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-9 Vehicle	$ -	$ -	$ 4,402	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,633	$ -	$ -
Port Pair 1-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-3 Vehicle	$ 489	$ -	$ 489	$ 839	$ 489	$ 586	$ 639	$ 290	$ 413	$ 38	$ 30	$ 39
Port Pair 2-4 Vehicle	$ 520	$ -	$ 520	$ -	$ 520	$ 1,679	$ -	$ 110	$ 2,133	$ 4	$ 202	$ 63
Port Pair 2-5 Vehicle	$ 1,718	$ -	$ 448	$ 2,972	$ 1,718	$ 2,117	$ 642	$ 544	$ -	$ 1,128	$ -	$ -
Port Pair 2-6 Vehicle	$ 2,530	$ -	$ 1,103	$ 1,504	$ 2,530	$ 1,556	$ -	$ 373	$ -	$ -	$ -	$ -
Port Pair 2-7 Vehicle	$ 719	$ -	$ 1,718	$ 26,381	$ 719	$ 342	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-8 Vehicle	$ -	$ -	$ 2,530	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-9 Vehicle	$ -	$ -	$ 719	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-4 Vehicle	$ 277	$ -	$ 277	$ 214	$ 277	$ 124	$ 4,442	$ 200	$ -	$ 63	$ 1,847	$ 1,128
Port Pair 3-5 Vehicle	$ 640	$ -	$ 197	$ 2,430	$ 640	$ 448	$ -	$ 1,057	$ -	$ 1,640	$ -	$ -
Port Pair 3-6 Vehicle	$ 506	$ -	$ 386	$ 396	$ 506	$ 731	$ -	$ 214	$ -	$ -	$ -	$ -
Port Pair 3-7 Vehicle	$ 870	$ -	$ 640	$ 2,031	$ 870	$ 322	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-8 Vehicle	$ -	$ -	$ 506	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-9 Vehicle	$ -	$ -	$ 870	$ -	$ -	$ -	$ -	$ -	$ -	$ 711	$ -	$ -
Port Pair 3-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-5 Vehicle	$ 1,032	$ -	$ 167	$ 2,972	$ 1,032	$ 331	$ 642	$ 859	$ -	$ 63	$ 2,143	$ 4,211
Port Pair 4-6 Vehicle	$ 919	$ -	$ 617	$ 1,504	$ 919	$ 483	$ -	$ 214	$ -	$ -	$ 1,946	$ 2,397
Port Pair 4-7 Vehicle	$ 646	$ -	$ 1,032	$ 26,381	$ 646	$ 491	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-8 Vehicle	$ -	$ -	$ 919	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-9 Vehicle	$ -	$ -	$ 646	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-6 Vehicle	$ 2,344	$ -	$ 156	$ 3,563	$ 2,344	$ 4,086	$ -	$ 4,211	$ -	$ 2,397	$ 692	$ 407
Port Pair 5-7 Vehicle	$ 1,716	$ -	$ 572	$ 11,677	$ 1,716	$ 2,474	$ -	$ 2,397	$ -	$ 4,211	$ -	$ -
Port Pair 5-8 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-9 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,633	$ -	$ -
Port Pair 5-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-7 Vehicle	$ 1,823	$ -	$ 1,397	$ 15,320	$ 1,823	$ 839	$ -	$ 407	$ -	$ 525	$ -	$ -
Port Pair 6-8 Vehicle	$ -	$ -	$ 1,356	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,853	$ -	$ -
Port Pair 6-9 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 7-8 Vehicle	$ -	$ -	$ 2,344	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,112	$ -	$ -
Port Pair 7-9 Vehicle	$ -	$ -	$ 1,716	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 7-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 8-9 Vehicle	$ -	$ -	$ 1,823	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,633	$ -	$ -
Port Pair 8-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 9-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,359	$ -	$ -
Port Pair 10-11 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-12 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,633	$ -	$ -
Port Pair 10-13 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-14 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,211	$ -	$ -
Port Pair 10-15 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,397	$ -	$ -
Port Pair 10-16 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-17 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 146	$ -	$ -
Port Pair 10-18 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,327	$ -	$ -
Port Pair 10-19 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,523	$ -	$ -
Port Pair 10-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-12 Vehicle	$ 1,497	$ 17,607	$ 1,497	$ 17,607	$ 1,497	$ 214	$ -	$ 525	$ -	$ 1,633	$ 437	$ 525
Port Pair 11-13 Vehicle	$ 1,678	$ -	$ 1,678	$ 22,656	$ 1,678	$ 2,430	$ -	$ 1,853	$ 2,275	$ -	$ 1,051	$ 1,853
Port Pair 11-14 Vehicle	$ 302	$ -	$ 302	$ 61,256	$ 346	$ 725	$ -	$ -	$ 11,434	$ 4,211	$ -	$ -
Port Pair 11-15 Vehicle	$ 346	$ -	$ 37	$ 9,737	$ 400	$ -	$ -	$ 639	$ -	$ 2,397	$ -	$ -
Port Pair 11-16 Vehicle	$ 400	$ -	$ 346	$ -	$ 525	$ 396	$ -	$ 296	$ -	$ -	$ -	$ -
Port Pair 11-17 Vehicle	$ 525	$ -	$ 400	$ -	$ 6,943	$ 2,031	$ -	$ 973	$ -	$ 146	$ -	$ -
Port Pair 11-18 Vehicle	$ 6,943	$ -	$ 525	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,327	$ -	$ -
Port Pair 11-19 Vehicle	$ -	$ -	$ 3,570	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,523	$ -	$ -
Port Pair 11-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-13 Vehicle	$ 2,507	$ -	$ 2,507	$ 2,117	$ 2,507	$ 2,972	$ -	$ 5,112	$ 518	$ 1,359	$ 1,965	$ 5,112
Port Pair 12-14 Vehicle	$ 1,058	$ -	$ 1,058	$ 1,556	$ 674	$ 866	$ -	$ -	$ 333	$ -	$ -	$ -
Port Pair 12-15 Vehicle	$ 674	$ -	$ 328	$ 342	$ 586	$ 1,191	$ 283	$ -	$ -	$ -	$ -	$ -

Vessel Name	General Vessel Info COLUMBIA		General Vessel Info MATANUSKA		General Vessel Info MALASPINA		General Vessel Info TAKU		General Vessel Info AURORA		General Vessel Info LECONTE	
Port Pair 12-16 Vehicle	$ 586	$ -	$ 674	$ -	$ 1,617	$ 1,504	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-17 Vehicle	$ 1,617	$ -	$ 586	$ -	$ 41,431	$ 26,381	$ -	$ 294	$ -	$ -	$ -	$ -
Port Pair 12-18 Vehicle	$ 41,431	$ -	$ 1,617	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-19 Vehicle	$ -	$ -	$ 5,628	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-14 Vehicle	$ 1,440	$ -	$ 1,440	$ 4,086	$ 422	$ 643	$ -	$ 898	$ 18,446	$ 4,211	$ 1,807	$ 1,327
Port Pair 13-15 Vehicle	$ 422	$ -	$ 996	$ 2,474	$ 737	$ 415	$ -	$ 1,849	$ -	$ 2,397	$ -	$ -
Port Pair 13-16 Vehicle	$ 737	$ -	$ 422	$ -	$ 1,422	$ 3,563	$ -	$ 1,080	$ -	$ -	$ 3,614	$ 1,523
Port Pair 13-17 Vehicle	$ 1,422	$ -	$ 737	$ -	$ 20,812	$ 11,677	$ -	$ 3,161	$ -	$ 146	$ -	$ -
Port Pair 13-18 Vehicle	$ 20,812	$ -	$ 1,422	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,327	$ -	$ -
Port Pair 13-19 Vehicle	$ -	$ -	$ 10,382	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,523	$ -	$ -
Port Pair 13-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-15 Vehicle	$ 339	$ -	$ -	$ 839	$ 133	$ 151	$ -	$ 158	$ -	$ 407	$ 928	$ 1,640
Port Pair 14-16 Vehicle	$ 609	$ -	$ 339	$ -	$ 344	$ 121	$ -	$ 115	$ -	$ 5,112	$ 667	$ 368
Port Pair 14-17 Vehicle	$ 1,402	$ -	$ 609	$ 2,972	$ 3,270	$ 1,306	$ -	$ 294	$ -	$ -	$ -	$ -
Port Pair 14-18 Vehicle	$ 10,176	$ -	$ 1,402	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-19 Vehicle	$ -	$ -	$ 1,954	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-16 Vehicle	$ 133	$ -	$ 134	$ 214	$ 403	$ 343	$ 2,143	$ 287	$ -	$ 1,853	$ 3,614	$ 1,523
Port Pair 15-17 Vehicle	$ 344	$ -	$ 174	$ 2,430	$ 3,016	$ 1,843	$ 1,946	$ 552	$ -	$ -	$ -	$ -
Port Pair 15-18 Vehicle	$ 3,270	$ -	$ 234	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-19 Vehicle	$ -	$ -	$ 395	$ -	$ -	$ -	$ 399	$ -	$ -	$ -	$ -	$ -
Port Pair 15-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ 448	$ -	$ -	$ -	$ -	$ -
Port Pair 16-17 Vehicle	$ 403	$ -	$ 133	$ 2,972	$ 17,805	$ 15,320	$ 692	$ 709	$ -	$ 146	$ 1,847	$ 1,128
Port Pair 16-18 Vehicle	$ 3,016	$ -	$ 344	$ -	$ -	$ -	$ 1,965	$ -	$ -	$ 1,327	$ -	$ -
Port Pair 16-19 Vehicle	$ -	$ -	$ 1,230	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,523	$ -	$ -
Port Pair 16-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ 293	$ -	$ -	$ -	$ -	$ -
Port Pair 17-18 Vehicle	$ 17,805	$ -	$ 403	$ -	$ -	$ -	$ 1,051	$ -	$ -	$ 94	$ -	$ -
Port Pair 17-19 Vehicle	$ -	$ -	$ 1,172	$ -	$ -	$ -	$ -	$ -	$ -	$ 39	$ -	$ -
Port Pair 17-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 63	$ -	$ -
Port Pair 18-19 Vehicle	$ -	$ -	$ 6,687	$ -	$ -	$ -	$ 399	$ -	$ -	$ 368	$ -	$ -
Port Pair 18-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ 448	$ -	$ -	$ 1,640	$ -	$ -
Port Pair 19-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,128	$ -	$ -
Vehicle Tariffs Per Week	**$ 126,714**	**$ 15,320**	**$ 47,217**	**$ 119,983**	**$ 126,714**	**$ 136,928**	**$ 6,759**	**$ 16,678**	**$ 27,457**	**$ 30,613**	**$ 15,216**	**$ 16,522**
Cabins	*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*	
Port Pair 1-2 Cabin	$ 6,689	$ 4,903	$ 633	$ 177	$ 6,689	$ 5,241	$ -	$ 180	$ -	$ -	$ -	$ -
Port Pair 1-3 Cabin	$ 1,182	$ -	$ 325	$ 152	$ 1,182	$ 294	$ -	$ 224	$ -	$ 82	$ -	$ -
Port Pair 1-4 Cabin	$ 1,879	$ -	$ 360	$ -	$ 1,879	$ 2,218	$ -	$ 146	$ -	$ -	$ -	$ -
Port Pair 1-5 Cabin	$ 8,221	$ -	$ 147	$ -	$ 8,221	$ 6,960	$ -	$ 474	$ -	$ -	$ 703	$ 388
Port Pair 1-6 Cabin	$ 13,120	$ -	$ 527	$ 109	$ 13,120	$ 17,529	$ -	$ 244	$ -	$ 335	$ 508	$ 335
Port Pair 1-7 Cabin	$ 8,133	$ -	$ 3,101	$ 1,794	$ 8,133	$ 4,779	$ -	$ 204	$ -	$ 388	$ -	$ -
Port Pair 1-8 Cabin	$ -	$ -	$ 1,232	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-9 Cabin	$ -	$ -	$ 2,213	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-3 Cabin	$ 98	$ -	$ 98	$ 50	$ 98	$ 119	$ 69	$ 69	$ -	$ -	$ -	$ -
Port Pair 2-4 Cabin	$ 107	$ -	$ 107	$ -	$ 107	$ 263	$ -	$ 57	$ -	$ -	$ -	$ -
Port Pair 2-5 Cabin	$ 630	$ -	$ 90	$ 254	$ 630	$ 540	$ 61	$ 228	$ -	$ -	$ -	$ -
Port Pair 2-6 Cabin	$ 522	$ -	$ 298	$ 355	$ 522	$ 487	$ -	$ 106	$ -	$ -	$ -	$ -
Port Pair 2-7 Cabin	$ 459	$ -	$ 630	$ 9,271	$ 459	$ 174	$ -	$ 100	$ -	$ -	$ -	$ -
Port Pair 2-8 Cabin	$ -	$ -	$ 522	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-9 Cabin	$ -	$ -	$ 459	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-4 Cabin	$ 90	$ -	$ 90	$ -	$ 90	$ 58	$ 979	$ 80	$ -	$ -	$ -	$ -
Port Pair 3-5 Cabin	$ 239	$ -	$ 70	$ 356	$ 239	$ 669	$ -	$ 296	$ -	$ 128	$ -	$ -
Port Pair 3-6 Cabin	$ 205	$ -	$ 173	$ 142	$ 205	$ 219	$ -	$ 100	$ -	$ -	$ -	$ -
Port Pair 3-7 Cabin	$ 282	$ -	$ 239	$ 1,629	$ 282	$ 108	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-8 Cabin	$ -	$ -	$ 205	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-9 Cabin	$ -	$ -	$ 282	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-5 Cabin	$ 503	$ -	$ 54	$ 254	$ 503	$ 80	$ 61	$ 290	$ -	$ -	$ 703	$ 388
Port Pair 4-6 Cabin	$ 247	$ -	$ 236	$ 355	$ 247	$ 141	$ -	$ 98	$ -	$ -	$ 508	$ 335
Port Pair 4-7 Cabin	$ 230	$ -	$ 503	$ 9,271	$ 230	$ 191	$ -	$ 92	$ -	$ -	$ -	$ -
Port Pair 4-8 Cabin	$ -	$ -	$ 247	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-9 Cabin	$ -	$ -	$ 230	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-6 Cabin	$ 163	$ -	$ 84	$ 109	$ 163	$ 177	$ -	$ 388	$ -	$ 335	$ 138	$ 88
Port Pair 5-7 Cabin	$ 226	$ -	$ 414	$ 1,794	$ 226	$ 152	$ -	$ 335	$ -	$ 388	$ -	$ -
Port Pair 5-8 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-9 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-7 Cabin	$ 54	$ -	$ 497	$ 4,903	$ 54	$ 50	$ -	$ 88	$ -	$ -	$ -	$ -
Port Pair 6-8 Cabin	$ -	$ -	$ 603	$ -	$ -	$ -	$ -	$ -	$ -	$ 413	$ -	$ -
Port Pair 6-9 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 7-8 Cabin	$ -	$ -	$ 163	$ -	$ -	$ -	$ -	$ -	$ -	$ 472	$ -	$ -
Port Pair 7-9 Cabin	$ -	$ -	$ 226	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 7-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 8-9 Cabin	$ -	$ -	$ 54	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 8-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Vessel Name	General Vessel Info COLUMBIA		General Vessel Info MATANUSKA		General Vessel Info MALASPINA		General Vessel Info TAKU		General Vessel Info AURORA		General Vessel Info LECONTE	
Port Pair 9-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-11 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-12 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-13 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-14 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 388	$ -	$ -
Port Pair 10-15 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 335	$ -	$ -
Port Pair 10-16 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-17 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-18 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 82	$ -	$ -
Port Pair 10-19 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-12 Cabin	$ 53	$ 5,241	$ 53	$ 5,241	$ 53	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-13 Cabin	$ 590	$ -	$ 590	$ 6,960	$ 590	$ 356	$ -	$ 413	$ -	$ -	$ 481	$ 413
Port Pair 11-14 Cabin	$ 572	$ -	$ 572	$ 17,529	$ 138	$ 99	$ -	$ -	$ -	$ 388	$ -	$ -
Port Pair 11-15 Cabin	$ 138	$ -	$ -	$ 4,779	$ 168	$ -	$ -	$ 143	$ -	$ 335	$ -	$ -
Port Pair 11-16 Cabin	$ 168	$ -	$ 138	$ -	$ 486	$ 142	$ -	$ 189	$ -	$ -	$ -	$ -
Port Pair 11-17 Cabin	$ 486	$ -	$ 168	$ -	$ 4,299	$ 1,629	$ -	$ 231	$ -	$ -	$ -	$ -
Port Pair 11-18 Cabin	$ 4,299	$ -	$ 486	$ -	$ -	$ -	$ -	$ -	$ -	$ 82	$ -	$ -
Port Pair 11-19 Cabin	$ -	$ -	$ 2,274	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-13 Cabin	$ 489	$ -	$ 489	$ 540	$ 489	$ 254	$ -	$ 472	$ -	$ -	$ 403	$ 472
Port Pair 12-14 Cabin	$ 508	$ -	$ 508	$ 487	$ 142	$ 105	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-15 Cabin	$ 142	$ -	$ 110	$ 174	$ 156	$ 105	$ 104	$ -	$ -	$ -	$ -	$ -
Port Pair 12-16 Cabin	$ 156	$ -	$ 142	$ -	$ 440	$ 355	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-17 Cabin	$ 440	$ -	$ 156	$ -	$ 14,424	$ 9,271	$ -	$ 135	$ -	$ -	$ -	$ -
Port Pair 12-18 Cabin	$ 14,424	$ -	$ 440	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-19 Cabin	$ -	$ -	$ 1,975	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-14 Cabin	$ 552	$ -	$ 552	$ 177	$ 182	$ 69	$ -	$ 351	$ -	$ 388	$ 167	$ 82
Port Pair 13-15 Cabin	$ 182	$ -	$ 404	$ 152	$ 149	$ 185	$ -	$ 627	$ -	$ 335	$ -	$ -
Port Pair 13-16 Cabin	$ 149	$ -	$ 182	$ -	$ 385	$ 109	$ -	$ 296	$ -	$ -	$ -	$ -
Port Pair 13-17 Cabin	$ 385	$ -	$ 149	$ -	$ 6,770	$ 1,794	$ -	$ 587	$ -	$ -	$ -	$ -
Port Pair 13-18 Cabin	$ 6,770	$ -	$ 385	$ -	$ -	$ -	$ -	$ -	$ -	$ 82	$ -	$ -
Port Pair 13-19 Cabin	$ -	$ -	$ 4,132	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-15 Cabin	$ 160	$ -	$ -	$ 50	$ 39	$ 50	$ -	$ 51	$ -	$ 88	$ -	$ 128
Port Pair 14-16 Cabin	$ 176	$ -	$ 160	$ -	$ 109	$ 65	$ -	$ 120	$ -	$ 472	$ -	$ -
Port Pair 14-17 Cabin	$ 394	$ -	$ 176	$ 254	$ 1,526	$ 1,017	$ -	$ 152	$ -	$ -	$ -	$ -
Port Pair 14-18 Cabin	$ 3,309	$ -	$ 394	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-19 Cabin	$ -	$ -	$ 514	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-16 Cabin	$ 39	$ -	$ 52	$ -	$ 107	$ 139	$ 703	$ 95	$ -	$ 413	$ -	$ -
Port Pair 15-17 Cabin	$ 109	$ -	$ 57	$ 356	$ 983	$ 294	$ 508	$ 229	$ -	$ -	$ -	$ -
Port Pair 15-18 Cabin	$ 1,526	$ -	$ 88	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-19 Cabin	$ -	$ -	$ 154	$ -	$ -	$ -	$ 1,080	$ -	$ -	$ -	$ -	$ -
Port Pair 15-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ 90	$ -	$ -	$ -	$ -	$ -
Port Pair 16-17 Cabin	$ 107	$ -	$ 39	$ 254	$ 5,911	$ 4,903	$ 138	$ 152	$ -	$ -	$ -	$ -
Port Pair 16-18 Cabin	$ 983	$ -	$ 109	$ -	$ -	$ -	$ 403	$ -	$ -	$ 82	$ -	$ -
Port Pair 16-19 Cabin	$ -	$ -	$ 382	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 16-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ 221	$ -	$ -	$ -	$ -	$ -
Port Pair 17-18 Cabin	$ 5,911	$ -	$ 107	$ -	$ -	$ -	$ 481	$ -	$ -	$ -	$ -	$ -
Port Pair 17-19 Cabin	$ -	$ -	$ 688	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 17-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 18-19 Cabin	$ -	$ -	$ 1,632	$ -	$ -	$ -	$ 1,080	$ -	$ -	$ -	$ -	$ -
Port Pair 18-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ 90	$ -	$ -	$ 128	$ -	$ -
Port Pair 19-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Cabin Tariffs Per Week	**$ 43,277**	**$ 4,903**	**$ 14,829**	**$ 30,975**	**$ 43,277**	**$ 40,449**	**$ 1,170**	**$ 3,798**	**$ -**	**$ 2,540**	**$ 2,560**	**$ 1,534**
Vans	*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*	
Port Pair 1-2 Van	$ 3,379	$ 1,689	$ 1,151	$ 435	$ 3,379	$ 3,379	$ -	$ 228	$ -	$ 270	$ -	$ -
Port Pair 1-3 Van	$ -	$ -	$ 419	$ 265	$ -	$ -	$ 387	$ -	$ -	$ 241	$ 270	$ 270
Port Pair 1-4 Van	$ -	$ -	$ 730	$ -	$ -	$ -	$ -	$ -	$ 1,160	$ -	$ -	$ -
Port Pair 1-5 Van	$ 6,818	$ -	$ -	$ -	$ 6,818	$ 6,818	$ -	$ -	$ -	$ -	$ 619	$ -
Port Pair 1-6 Van	$ -	$ -	$ 611	$ 592	$ -	$ -	$ -	$ -	$ -	$ 344	$ 344	$ 344
Port Pair 1-7 Van	$ -	$ -	$ 3,671	$ 1,906	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-8 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-9 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 746	$ -	$ -
Port Pair 1-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-3 Van	$ 272	$ -	$ 272	$ 105	$ 272	$ 272	$ -	$ 130	$ -	$ -	$ -	$ -
Port Pair 2-4 Van	$ 293	$ -	$ 293	$ -	$ 293	$ -	$ -	$ 567	$ -	$ -	$ -	$ -
Port Pair 2-5 Van	$ 1,008	$ -	$ -	$ 534	$ 1,008	$ 1,008	$ -	$ 1,574	$ -	$ -	$ -	$ -
Port Pair 2-6 Van	$ -	$ -	$ -	$ 861	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-7 Van	$ -	$ -	$ 1,008	$ 1,758	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-8 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-9 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-4 Van	$ 130	$ -	$ 130	$ 105	$ 130	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-5 Van	$ 1,574	$ -	$ 567	$ 274	$ 1,574	$ -	$ -	$ 441	$ -	$ 164	$ -	$ -
Port Pair 3-6 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-7 Van	$ -	$ -	$ 1,574	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Vessel Name	General Vessel Info COLUMBIA		General Vessel Info MATANUSKA		General Vessel Info MALASPINA		General Vessel Info TAKU		General Vessel Info AURORA		General Vessel Info LECONTE	
Port Pair 3-8 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-9 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7	$ -	$ -
Port Pair 3-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-5 Van	$ 441	$ -	$ -	$ 534	$ 441	$ 441	$ -	$ -	$ -	$ -	$ 619	$ -
Port Pair 4-6 Van	$ -	$ -	$ -	$ 861	$ -	$ -	$ -	$ -	$ -	$ -	$ 344	$ 344
Port Pair 4-7 Van	$ -	$ -	$ 441	$ 1,758	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-8 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-9 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-6 Van	$ 435	$ -	$ -	$ 592	$ 435	$ 435	$ -	$ -	$ -	$ 344	$ 105	$ 105
Port Pair 5-7 Van	$ 265	$ -	$ -	$ 1,906	$ 265	$ 265	$ -	$ 344	$ -	$ -	$ -	$ -
Port Pair 5-8 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-9 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 746	$ -	$ -
Port Pair 5-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-7 Van	$ 105	$ -	$ 175	$ 1,689	$ 105	$ 105	$ -	$ 105	$ -	$ -	$ -	$ -
Port Pair 6-8 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 285	$ -	$ -
Port Pair 6-9 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 7-8 Van	$ -	$ -	$ 435	$ -	$ -	$ -	$ -	$ -	$ -	$ 814	$ -	$ -
Port Pair 7-9 Van	$ -	$ -	$ 265	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 7-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 8-9 Van	$ -	$ -	$ 105	$ -	$ -	$ -	$ -	$ -	$ -	$ 746	$ -	$ -
Port Pair 8-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 9-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 628	$ -	$ -
Port Pair 10-11 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-12 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 746	$ -	$ -
Port Pair 10-13 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-14 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-15 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 344	$ -	$ -
Port Pair 10-16 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-17 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-18 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 241	$ -	$ -
Port Pair 10-19 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 270	$ -	$ -
Port Pair 10-20 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-12 Van	$ 105	$ 3,379	$ 105	$ 3,379	$ 105	$ 105	$ -	$ -	$ -	$ 746	$ 105	$ -
Port Pair 11-13 Van	$ 274	$ -	$ 274	$ 6,818	$ 274	$ 274	$ -	$ 285	$ -	$ -	$ 338	$ 285
Port Pair 11-14 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,624	$ -	$ -	$ -
Port Pair 11-15 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 344	$ -	$ -
Port Pair 11-16 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-17 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-18 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 241	$ -	$ -
Port Pair 11-19 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 270	$ -	$ -
Port Pair 11-20 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-13 Van	$ 534	$ -	$ 534	$ 1,008	$ 534	$ 534	$ -	$ 814	$ -	$ 628	$ 814	$ 814
Port Pair 12-14 Van	$ 350	$ -	$ 350	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-15 Van	$ -	$ -	$ -	$ -	$ 587	$ 587	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-16 Van	$ 587	$ -	$ -	$ -	$ 861	$ 861	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-17 Van	$ 861	$ -	$ 587	$ -	$ 1,758	$ 1,758	$ -	$ 894	$ -	$ -	$ -	$ -
Port Pair 12-18 Van	$ 1,758	$ -	$ 861	$ -	$ -	$ -	$ -	$ -	$ -	$ 62	$ -	$ -
Port Pair 12-19 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-20 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-14 Van	$ 229	$ -	$ 229	$ 435	$ 383	$ 383	$ -	$ -	$ -	$ -	$ 241	$ 241
Port Pair 13-15 Van	$ 383	$ -	$ -	$ 265	$ 675	$ 675	$ -	$ -	$ -	$ 344	$ -	$ -
Port Pair 13-16 Van	$ 675	$ -	$ 383	$ -	$ 592	$ 592	$ -	$ -	$ -	$ -	$ 270	$ 270
Port Pair 13-17 Van	$ 592	$ -	$ 675	$ -	$ 1,906	$ 1,906	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-18 Van	$ 1,906	$ -	$ 592	$ -	$ -	$ -	$ -	$ -	$ -	$ 241	$ -	$ -
Port Pair 13-19 Van	$ -	$ -	$ 1,370	$ -	$ -	$ -	$ -	$ -	$ -	$ 270	$ -	$ -

Vessel Name	General Vessel Info COLUMBIA			General Vessel Info MATANUSKA			General Vessel Info MALASPINA			General Vessel Info TAKU			General Vessel Info AURORA			General Vessel Info LECONTE		
Port Pair 13-20 Van	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Port Pair 14-15 Van	$ -	$ -		$ -	$ 105		$ -	$ -		$ -	$ -		$ -	$ 105		$ 164	$ 164	
Port Pair 14-16 Van	$ -	$ -		$ -	$ -		$ 424	$ -		$ -	$ -		$ -	$ 814		$ -	$ -	
Port Pair 14-17 Van	$ 610	$ -		$ -	$ 534		$ 4,209	$ 4,209		$ -	$ -		$ -	$ -		$ -	$ -	
Port Pair 14-18 Van	$ -	$ -		$ 610	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Port Pair 14-19 Van	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Port Pair 14-20 Van	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Port Pair 15-16 Van	$ -	$ -		$ -	$ 105		$ -	$ -		$ 619	$ -		$ -	$ 285		$ 270	$ 270	
Port Pair 15-17 Van	$ 424	$ -		$ 567	$ 274		$ 1,615	$ 1,615		$ 344	$ 424		$ -	$ -		$ -	$ -	
Port Pair 15-18 Van	$ 4,209	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Port Pair 15-19 Van	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Port Pair 15-20 Van	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Port Pair 16-17 Van	$ -	$ -		$ -	$ 534		$ 1,689	$ 1,689		$ 105	$ -		$ -	$ -		$ -	$ -	
Port Pair 16-18 Van	$ 1,615	$ -		$ 424	$ -		$ -	$ -		$ 814	$ -		$ -	$ 241		$ -	$ -	
Port Pair 16-19 Van	$ -	$ -		$ 1,360	$ -		$ -	$ -		$ -	$ -		$ -	$ 270		$ -	$ -	
Port Pair 16-20 Van	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Port Pair 17-18 Van	$ 1,689	$ -		$ -	$ -		$ -	$ -		$ 338	$ -		$ -	$ -		$ -	$ -	
Port Pair 17-19 Van	$ -	$ -		$ 562	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Port Pair 17-20 Van	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Port Pair 18-19 Van	$ -	$ -		$ 1,204	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Port Pair 18-20 Van	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ 164		$ -	$ -	
Port Pair 19-20 Van	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Van Tariffs Per Week	**$ 14,720**	**$ 1,689**		**$ 11,477**	**$ 14,175**		**$ 14,720**	**$ 12,723**		**$ 387**	**$ 3,388**		**$ 1,160**	**$ 3,959**		**$ 2,301**	**$ 1,062**	
Onboard Sales	$ 41,694	$ 41,694		$ 23,359	$ 23,359		$ 21,171	$ 21,171		$ 20,021	$ 20,021		$ 7,531	$ 7,531		$ 11,515	$ 11,515	
Advertising & Other	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Revenue Per Mile	$ 162	$ 58		$ 110	$ 123		$ 165	$ 162		$ 17	$ 70		$ 70	$ 42		$ 25	$ 37	
Cost Per Mile	$ 385	$ 627		$ 293	$ 192		$ 210	$ 212		$ 166	$ 380		$ 153	$ 102		$ 218	$ 314	
Weekly Analysis for Route																		
Ovhl Maint Cost Per Week	$ 136,698	$ 136,698		$ 60,044	$ 60,044		$ 48,470	$ 48,470		$ 59,104	$ 59,104		$ 18,964	$ 18,964		$ 25,286	$ 25,286	
Marine Eng'g Cost Per Week	$ 24,606	$ 24,606		$ 10,808	$ 10,808		$ 8,725	$ 8,725		$ 10,639	$ 10,639		$ 3,414	$ 3,414		$ 4,551	$ 4,551	
Operating Cost Per Week	$ 56,680	$ 56,680	$ 34,008	$ 23,006	$ 23,006	$ 13,804	$ 11,700	$ 11,700	$ 7,020	$ 58,600	$ 58,600	$ 35,160	$ 5,800	$ 5,800	$ 3,480	$ 6,587	$ 6,587	$ 3,952
Crew Cost Per Week (Std+OT)	$ 196,325	$ 196,325	$ 88,004	$ 119,583	$ 119,583	$ 80,132	$ 134,000	$ 134,000	$ 146,725	$ 150,093	$ 150,093	$ 400	$ 52,323	$ 52,323	$ 28,900	$ 158,789	$ 158,789	$ 18,023
Crew Cost Per Week (Other+Benefits)	$ 211,292	$ 211,292	$ 53,207	$ 127,882	$ 127,882	$ 48,072	$ 152,328	$ 152,328	$ 81,475	$ 93,341	$ 93,341	$ 400	$ 53,833	$ 53,833	$ 19,775	$ 170,247	$ 170,247	$ 9,737
Recoup of Ovhl Crew/Op Cost	$ 280,350	$ 280,350		$ 81,762	$ 81,762		$ 42,767	$ 42,767		$ 35,960	$ 35,960		$ 15,647	$ 15,647		$ 23,255	$ 23,255	
Fuel Cost Per Week	$ 100,859	$ 58,576		$ 38,147	$ 61,874		$ 66,128	$ 65,281		$ 69,201	$ 26,509		$ 27,505	$ 46,292		$ 51,395	$ 34,263	
Terminal Cost per Week	$ 263,665	$ 95,277		$ 133,761	$ 131,814		$ 112,288	$ 112,288		$ 169,773	$ 144,233		$ 31,845	$ 68,963		$ 90,603	$ 90,603	
Weekly Expenses	**$ 1,270,475**	**$ 1,059,805**		**$ 594,992**	**$ 616,773**		**$ 576,406**	**$ 575,558**		**$ 646,711**	**$ 578,479**		**$ 209,330**	**$ 265,235**		**$ 530,713**	**$ 513,581**	
Weekly Expenses (w/o Terminals)	**$ 1,006,810**	**$ 964,527**		**$ 461,231**	**$ 484,959**		**$ 464,118**	**$ 463,270**		**$ 476,938**	**$ 434,247**		**$ 177,486**	**$ 196,272**		**$ 440,110**	**$ 422,978**	
Future Revenue Adjustment	100%			100%			100%			100%			100%			100%		
Passenger Tariffs	$ 104,731	$ 5,452		$ 40,698	$ 61,001		$ 104,731	$ 89,547		$ 6,964	$ 12,775		$ 32,113	$ 24,658		$ 14,476	$ 15,395	
Vehicle Tariffs	$ 126,714	$ 15,320		$ 47,217	$ 119,983		$ 126,714	$ 136,928		$ 6,759	$ 16,678		$ 27,457	$ 30,613		$ 15,216	$ 16,522	
Cabin Tariffs	$ 43,277	$ 4,903		$ 14,829	$ 30,975		$ 43,277	$ 40,449		$ 1,170	$ 3,798		$ -	$ 2,540		$ 2,560	$ 1,534	
Van Tariffs	$ 14,720	$ 1,689		$ 11,477	$ 14,175		$ 14,720	$ 12,723		$ 387	$ 3,388		$ 1,160	$ 3,959		$ 2,301	$ 1,062	
Onboard Sales	$ 41,694	$ 41,694		$ 23,359	$ 23,359		$ 21,171	$ 21,171		$ 20,021	$ 20,021		$ 7,531	$ 7,531		$ 11,515	$ 11,515	
Advertising	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Weekly Revenue	**$ 331,136**	**$ 69,056**		**$ 137,579**	**$ 249,492**		**$ 310,614**	**$ 300,818**		**$ 35,301**	**$ 56,661**		**$ 68,261**	**$ 69,301**		**$ 46,067**	**$ 46,028**	
External Funding Required (w/o Terminals)	**$ 675,674**	**$ 895,471**		**$ 323,653**	**$ 235,467**		**$ 153,504**	**$ 162,452**		**$ 441,637**	**$ 377,586**		**$ 109,224**	**$ 126,971**		**$ 394,042**	**$ 376,950**	
Annual Analysis																		
Passenger Tariffs	$ 2,094,627			$ 1,525,749			$ 4,243,757			$ 285,669			$ 1,105,603			$ 443,470		
Vehicle Tariffs	$ 2,534,274			$ 2,213,046			$ 5,820,536			$ 354,282			$ 1,174,022			$ 469,542		
Cabin Tariffs	$ 865,539			$ 634,676			$ 1,836,319			$ 77,733			$ 60,963			$ 66,548		
Van Tariffs	$ 294,403			$ 403,018			$ 599,758			$ 64,080			$ 113,569			$ 56,630		
Onboard Sales	$ 833,875			$ 770,831			$ 931,543			$ 520,534			$ 301,259			$ 345,439		
Advertising	$ -			$ -			$ -			$ -			$ -			$ -		
Annual Revenue	**$ 6,622,719**			**$ 5,547,320**			**$ 13,431,913**			**$ 1,302,298**			**$ 2,755,416**			**$ 1,381,628**		
Annual Ovhl Maint Cost	$ 2,733,969			$ 1,981,452			$ 2,132,667			$ 1,536,701			$ 758,566			$ 758,566		
Annual Marine Engineering Cost	$ 492,114			$ 356,661			$ 383,880			$ 276,606			$ 136,542			$ 136,542		
Annual Weekly Services Cost	$ 2,990,000			$ 1,580,800			$ 1,383,200			$ 1,497,600			$ 566,800			$ 738,400		
Annual Commodities Cost	$ 1,133,600			$ 759,200			$ 514,800			$ 1,523,600			$ 232,000			$ 197,600		
Annual Crew Cost Per (Std+OT)	$ 6,742,614			$ 5,468,734			$ 7,069,800			$ 3,912,830			$ 2,439,709			$ 5,160,180		
Annual Crew Cost (Other)	$ 5,928,476			$ 5,133,481			$ 7,354,239			$ 2,437,274			$ 2,390,630			$ 5,321,612		
Annual Fuel Cost	$ 2,017,175			$ 1,472,389			$ 2,889,302			$ 1,030,773			$ 1,551,096			$ 1,370,528		
Annual Terminals Cost	$ 5,273,301			$ 4,396,580			$ 4,940,662			$ 3,954,372			$ 2,164,628			$ 2,718,104		

Vessel Name	General Vessel Info COLUMBIA	General Vessel Info MATANUSKA	General Vessel Info MALASPINA	General Vessel Info TAKU	General Vessel Info AURORA	General Vessel Info LECONTE
Annual Expenses	$ 27,311,250	$ 21,149,297	$ 26,668,551	$ 16,169,756	$ 10,239,971	$ 16,401,531
External Funding Required (with Terminals)	$ 20,688,531	$ 15,601,977	$ 13,236,637	$ 14,867,459	$ 7,484,555	$ 15,019,903
External Funding Required (w/o Terminals)	$ 15,415,230	$ 11,205,397	$ 8,295,975	$ 10,913,086	$ 5,319,927	$ 12,301,799

Vessel Name	General Vessel Info TUSTUMENA	General Vessel Info LITUYA	General Vessel Info FAIRWEATHER	General Vessel Info CHENEGA	General Vessel Info KENNICOTT
	Vessel Particulars	**Vessel Particulars**	**Vessel Particulars**	**Vessel Particulars**	**Vessel Particulars**
Revenue Shorthand	OC	DB	DB	DB	ML
Vessel Class	Ocean	Day Boat	Fast Ferry	Fast Ferry	Mainline
Service Speed (kts)	13.3	11.5	32.0	32.0	16.8
Power at Speed (hp)	5100	2000	19310	19310	13200
Fuel Consumption (gal/hr)	151	55	600	600	354
Passenger Capacity	160	125	210	210	450
Total Berths	60	0	0	0	320
Vehicle Lanes (ft)	680	300	620	620	1560SE/1340SW
20' Vehicle Capacity	34	15	31	31	78SE/67SW
Commercial Van Capacity	6	2	3	3	17
Normal Crew Count	38	5	10	10	55
Year Built	1964	2004	2004	2005	1998
Length Overall (ft)	296	181	235	235	382
Beam(ft)	59	50	60	60	85
Displacement (LT)	3081	647	787	787	7504
Draft (ft)	14.4	12	8.5	8.5	18
Fuel Price per Gallon	1.95	1.95	1.95	1.95	1.95
Service Variables					
Route Assigned	**Summer** / **Winter**	**Summer** / **Winter**	**Summer** / **Winter**	**Summer** / **Winter**	**Summer** / **Winter**
Port 1	KOD / SDV	KTN / KTN	SIT / CDV	JNU	BEL / BEL
Port 2	CHG / HOM	ANB / ANB	JNU / WTR	ANG	KTN / KTN
Port 3	SDP / ORI		HNS / CDV	SIT	JNU / JNU
Port 4	KCV / OUZ		SGY	JNU	YAK / YAK
Port 5	CBY / KOD			PSG	WTR / WTR
Port 6	FPS				CHB / CHB
Port 7	AKU				KOD / KOD
Port 8	UNA				SDV / SDV
Port 9					HOM / HOM
Port 10					
Port 11	UNA / KOD	ANB / ANB	SGY / CDV	PSG	HOM / HOM
Port 12	AKU / OUZ	KTN / KTN	HNS / VDZ	JNU	SDV / SDV
Port 13	FPS / ORI		JNU / CDV	SIT	KOD / KOD
Port 14	CBY / HOM		SIT	ANG	CHB / CHB
Port 15	KCV / SDV			JNU	WTR / WTR
Port 16	SDP				YAK / YAK
Port 17	CHG				JNU / JNU
Port 18	KOD				KTN / KTN
Port 19					BEL / BEL
Port 20					
	Orange cells indicate that route segment length is not available.	*Orange cells indicate that route segment length is not available.*	*Orange cells indicate that route segment length is not available.*	*Orange cells indicate that route segment length is not available.*	*Orange cells indicate that route segment length is not available.*
Port Pair 1-2 Mileage	246 / 15	16 / 16	132 / 95	78 / 0	595 / 595
Port Pair 2-3 Mileage	120 / 125	0 / 0	68 / 95	27 / 0	234 / 234
Port Pair 3-4 Mileage	86 / 14	0 / 0	26 / 0	132 / 0	226 / 226
Port Pair 4-5 Mileage	22 / 14	0 / 0	0 / 0	123 / 0	302 / 302
Port Pair 5-6 Mileage	59 / 0	0 / 0	0 / 0	0 / 0	67 / 67
Port Pair 6-7 Mileage	137 / 0	0 / 0	0 / 0	0 / 0	197 / 197
Port Pair 7-8 Mileage	44 / 0	0 / 0	0 / 0	0 / 0	116 / 116
Port Pair 8-9 Mileage	0 / 0	0 / 0	0 / 0	0 / 0	15 / 15
Port Pair 9-10 Mileage	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0
Port Pair 10-11 Mileage	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0
Port Pair 11-12 Mileage	44 / 14	16 / 16	26 / 71	123 / 0	15 / 15
Port Pair 12-13 Mileage	137 / 14	0 / 0	68 / 71	132 / 0	116 / 116
Port Pair 13-14 Mileage	59 / 125	0 / 0	132 / 0	27 / 0	197 / 197
Port Pair 14-15 Mileage	22 / 15	0 / 0	0 / 0	78 / 0	67 / 67
Port Pair 15-16 Mileage	86 / 0	0 / 0	0 / 0	0 / 0	302 / 302
Port Pair 16-17 Mileage	120 / 0	0 / 0	0 / 0	0 / 0	226 / 226
Port Pair 17-18 Mileage	246 / 0	0 / 0	0 / 0	0 / 0	234 / 234
Port Pair 18-19 Mileage	0 / 0	0 / 0	0 / 0	0 / 0	595 / 595
Port Pair 19-20 Mileage	0 / 0	0 / 0	0 / 0	0 / 0	0 / 0
Trips per week on route	1.0 / 1.0	7.0 / 7.0	4.0 / 4.0	4.0 / 0.0	0.5 / 0.5
Nautical Miles per week on route	1427 / 334	224 / 224	1808 / 1331	2880 / 0	1752 / 1752
Weeks of Service	10 / 28 / 14	24 / 20 / 8	24 / 19 / 9	16 / 0 / 36	22 / 6 / 24
Utilization	81% / 24%	14% / 14%	41% / 30%	63% / -2%	81% / 81%

Vessel Name	General Vessel Info TUSTUMENA			General Vessel Info LITUYA			General Vessel Info FAIRWEATHER			General Vessel Info CHENEGA			General Vessel Info KENNICOTT		
	Annual Data			Annual Data			Annual Data			Annual Data			Annual Data		
Annual Ovhl Maint Cost	$ 1,096,221			$ 230,203			$ 280,015			$ 280,015			$ 2,669,925		
Annual Marine Engineering Cost	$ 197,320			$ 41,437			$ 50,403			$ 50,403			$ 480,587		
Annual Commodities	$ 962,000			$ 78,000			$ 1,097,200			$ 572,000			$ 691,600		
Annual Services	$ 806,000			$ 41,600			$ 982,800			$ 535,600			$ 1,752,400		
Annual Fuel Cost	$ 575,491			$ 101,110			$ 2,762,417			$ 1,853,280			$ 2,224,370		
Terminal 1 Annual Cost	$ 384,058	$ 19,845		$ 711,419	$ 711,419		$ 332,639	$ 429,081		$ 1,244,767	$ -		$ 1,194,127	$ 1,194,127	
Terminal 2 Annual Cost	$ 3,000	$ 400,038		$ 3,000	$ 3,000		$ 1,244,767	$ 426,106		$ 8,377	$ -		$ 711,419	$ 711,419	
Terminal 3 Annual Cost	$ 3,000	$ 19,050		$ -	$ -		$ 622,125	$ -		$ 332,639	$ -		$ 1,244,767	$ 1,244,767	
Terminal 4 Annual Cost	$ 3,000	$ 3,000		$ -	$ -		$ 577,410	$ -		$ -	$ -		$ 3,000	$ 3,000	
Terminal 5 Annual Cost	$ 43,600	$ 384,058		$ -	$ -		$ -	$ -		$ 329,661	$ -		$ 426,106	$ 426,106	
Terminal 6 Annual Cost	$ 3,000	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ 3,000	$ 3,000	
Terminal 7 Annual Cost	$ 3,000	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ 384,058	$ 384,058	
Terminal 8 Annual Cost	$ 3,000	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ 19,845	$ 19,845	
Terminal 9 Annual Cost	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ 400,038	$ 400,038	
Terminal 10 Annual Cost	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Terminal 11 Annual Cost	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Terminal 12 Annual Cost	$ -	$ -		$ -	$ -		$ -	$ 415,598		$ -	$ -		$ -	$ -	
Terminal 13 Annual Cost	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Terminal 14 Annual Cost	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Terminal 15 Annual Cost	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Terminal 16 Annual Cost	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Terminal 17 Annual Cost	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Terminal 18 Annual Cost	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Terminal 19 Annual Cost	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Terminal 20 Annual Cost	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Annual Onboard Sales			$ 270,675						$ 106,136			$ 76,702			$ 727,647
Total Annual Values	**Summer Route**	**Winter Route**	**Revenue**	**Summer Route**	**Winter Route**	**Revenue**	**Summer Route**	**Winter Route**	**Revenue**	**Summer Route**	**Winter Route**	**Revenue**	**Summer Route**	**Winter Route**	**Revenue**
	$ 4,082,690	**$ 4,463,023**	$ 270,675	**$ 1,206,768**	**$ 1,206,768**	$ -	**$ 7,949,776**	**$ 6,443,620**	$ 106,136	**$ 5,206,742**	**$ 3,291,298**	$ 76,702	**$ 12,205,241**	**$ 12,205,241**	$ 727,647

	Weekly Cost Analysis TUSTUMENA			Weekly Cost Analysis LITUYA			Weekly Cost Analysis FAIRWEATHER			Weekly Cost Analysis CHENEGA			Weekly Cost Analysis KENNICOTT		
	Summer	Winter	Overhaul/Layup	Summer	Winter	Overhaul/Layup	Summer	Winter	Overhaul/Layup	Summer	Winter	Overhaul/Layup	Summer	Winter	Overhaul/Layup
Ovhl Maint Cost Per Week	$ 28,848	$ 28,848	$ -	$ 5,232	$ 5,232	$ -	$ 6,512	$ 6,512	$ -	$ 17,501	$ 17,501	$ -	$ 95,354	$ 95,354	$ -
Marine Eng'g Cost Per Week	$ 5,193	$ 5,193	$ -	$ 942	$ 942	$ -	$ 1,172	$ 1,172	$ -	$ 3,150	$ 3,150	$ -	$ 17,164	$ 17,164	$ -
Operating Cost Per Week	$ 25,316	$ 25,316	$ 15,189	$ 1,773	$ 1,773	$ 1,064	$ 25,516	$ 25,516	$ 15,310	$ 35,750	$ 35,750	$ 21,450	$ 24,700	$ 24,700	$ 14,820
Crew Cost Per Week (Std+OT)	$ 100,889	$ 100,889	$ 64,240	$ 11,245	$ 11,245	$ 5,383	$ 64,112	$ 64,112	$ 27,450	$ 73,140	$ 73,140	$ 25,864	$ 162,411	$ 162,411	$ 63,405
Crew Cost Per Week (Other+Benefits)	$ 55,661	$ 55,661	$ 36,870	$ 11,987	$ 11,987	$ 3,500	$ 67,383	$ 67,383	$ 14,629	$ 76,880	$ 76,880	$ 14,657	$ 176,349	$ 176,349	$ 38,465
Recoup of Ovhl Crew/Op Cost	$ 42,847	$ 42,847		$ 1,809	$ 1,809		$ 12,012	$ 12,012		$ 139,436	$ 139,436		$ 100,020	$ 100,020	
Fuel Cost Per Week	$ 34,747	$ 8,144		$ 2,298	$ 2,298		$ 72,716	$ 53,539		$ 115,830	$ -		$ 79,442	$ 79,442	
Vessel Expenses Per Week	**$ 234,144**	**$ 207,541**	**$ 101,110**	**$ 27,339**	**$ 27,339**	**$ 8,883**	**$ 216,221**	**$ 197,045**	**$ 42,079**	**$ 405,286**	**$ 289,456**	**$ 40,521**	**$ 518,222**	**$ 518,222**	**$ 101,870**
Terminal 1 Cost Per Week	$ 10,107	$ 522		$ 16,169	$ 16,169		$ 7,736	$ 9,979		$ 77,798	$ -		$ 42,647	$ 42,647	
Terminal 2 Cost Per Week	$ 79	$ 10,527		$ 68	$ 68		$ 28,948	$ 9,909		$ 524	$ -		$ 25,408	$ 25,408	
Terminal 3 Cost Per Week	$ 79	$ 501		$ -	$ -		$ 14,468	$ -		$ 20,790	$ -		$ 44,456	$ 44,456	
Terminal 4 Cost Per Week	$ 79	$ 79		$ -	$ -		$ 13,428	$ -		$ -	$ -		$ 107	$ 107	
Terminal 5 Cost Per Week	$ 1,147	$ 10,107		$ -	$ -		$ -	$ -		$ 20,604	$ -		$ 15,218	$ 15,218	
Terminal 6 Cost Per Week	$ 79	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ 107	$ 107	
Terminal 7 Cost Per Week	$ 79	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ 13,716	$ 13,716	
Terminal 8 Cost Per Week	$ 79	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ 709	$ 709	
Terminal 9 Cost Per Week	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ 14,287	$ 14,287	
Terminal 10 Cost Per Week	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Terminal 11 Cost Per Week	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Terminal 12 Cost Per Week	$ -	$ -		$ -	$ -		$ -	$ 9,665		$ -	$ -		$ -	$ -	
Terminal 13 Cost Per Week	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Terminal 14 Cost Per Week	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Terminal 15 Cost Per Week	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Terminal 16 Cost Per Week	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Terminal 17 Cost Per Week	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Terminal 18 Cost Per Week	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Terminal 19 Cost Per Week	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Terminal 20 Cost Per Week	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Total Terminal Cost Per Week	**$ 11,728**	**$ 21,737**		**$ 16,237**	**$ 16,237**		**$ 64,580**	**$ 29,553**		**$ 119,715**	**$ -**		**$ 156,656**	**$ 156,656**	

Orange cells indicate that revenue information is not available.

Passengers	Weekly Revenue Streams TUSTUMENA		Weekly Revenue Streams LITUYA		Weekly Revenue Streams FAIRWEATHER		Weekly Revenue Streams CHENEGA		Weekly Revenue Streams KENNICOTT	
	Summer Wk Avg	Winter Wk Avg	Summer Wk Avg	Winter Wk Avg	Summer Wk Avg	Winter Wk Avg	Summer Wk Avg	Winter Wk Avg	Summer Wk Avg	Winter Wk Avg
Port Pair 1-2 Pax	**$ 827**	**$ 685**	**$ 6,250**	**$ 4,682**	**$ 13,773**	**$ 4,118**	**$ 1,153**	**$ -**	**$ 17,137**	**$ 15,582**
Port Pair 1-3 Pax	$ 427	$ 60	$ -	$ -	$ -	$ -	$ 13,476	$ -	$ 21,101	$ 16,106
Port Pair 1-4 Pax	$ 497	$ 120	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,252	$ 822
Port Pair 1-5 Pax	$ 267	$ 219	$ -	$ -	$ -	$ -	$ 2,488	$ -	$ 42,339	$ 12,521
Port Pair 1-6 Pax	$ 248	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-7 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,428	$ 1,241
Port Pair 1-8 Pax	$ 2,610	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-9 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,105	$ 2,592
Port Pair 2-3 Pax	**$ -**	**$ 553**	**$ -**	**$ -**	**$ -**	**$ 4,472**	**$ 628**	**$ -**	**$ 2,805**	**$ 2,940**
Port Pair 2-4 Pax	$ 102	$ 127	$ -	$ -	$ 9,454	$ -	$ 1,066	$ -	$ 293	$ -

Vessel Name	General Vessel Info TUSTUMENA		General Vessel Info LITUYA		General Vessel Info FAIRWEATHER		General Vessel Info CHENEGA		General Vessel Info KENNICOTT	
Port Pair 2-5 Pax	$ -	$ 5,482	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,758	$ 324
Port Pair 2-6 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-7 Pax	$ 541	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,003	$ -
Port Pair 2-8 Pax	$ 259	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-9 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-10 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-4 Pax	**$ 1,009**	**$ 54**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 13,773**	**$ -**	**$ 631**	**$ 252**
Port Pair 3-5 Pax	$ 248	$ 440	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,605	$ 1,727
Port Pair 3-6 Pax	$ 157	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-7 Pax	$ 411	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,486	$ 550
Port Pair 3-8 Pax	$ 231	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-9 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,299	$ 380
Port Pair 3-10 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-5 Pax	**$ 580**	**$ 765**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,488**	**$ -**	**$ 407**	**$ 54**
Port Pair 4-6 Pax	$ 147	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-7 Pax	$ 243	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 532	$ -
Port Pair 4-8 Pax	$ 168	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-9 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-10 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-6 Pax	**$ 67**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 957**	**$ 183**
Port Pair 5-7 Pax	$ 82	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,300	$ 2,016
Port Pair 5-8 Pax	$ 231	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-9 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 602	$ -
Port Pair 5-10 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-7 Pax	**$ 114**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Port Pair 6-8 Pax	$ 355	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-9 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 334	$ -
Port Pair 6-10 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 7-8 Pax	**$ 692**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 100**	**$ 117**
Port Pair 7-9 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,275	$ 6,376
Port Pair 7-10 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 8-9 Pax	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 514**	**$ 155**
Port Pair 8-10 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 9-10 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-11 Pax	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Port Pair 10-12 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-13 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-14 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-15 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-16 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-17 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-18 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-19 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-12 Pax	**$ 790**	**$ 758**	**$ 5,767**	**$ 4,405**	**$ -**	**$ 511**	**$ 2,016**	**$ -**	**$ 598**	**$ 231**
Port Pair 11-13 Pax	$ -	$ 542	$ -	$ -	$ 11,265	$ -	$ -	$ -	$ 13,775	$ 4,847
Port Pair 11-14 Pax	$ 290	$ 5,972	$ -	$ -	$ -	$ -	$ -	$ -	$ 501	$ -
Port Pair 11-15 Pax	$ 252	$ 619	$ -	$ -	$ -	$ -	$ -	$ -	$ 227	$ -
Port Pair 11-16 Pax	$ 351	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-17 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 874	$ -
Port Pair 11-18 Pax	$ 1,913	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 684	$ 479
Port Pair 11-19 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,275	$ 795
Port Pair 11-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-13 Pax	**$ -**	**$ 64**	**$ -**	**$ -**	**$ -**	**$ 601**	**$ 13,476**	**$ -**	**$ -**	**$ -**
Port Pair 12-14 Pax	$ 160	$ 127	$ -	$ -	$ -	$ -	$ 1,153	$ -	$ 171	$ -
Port Pair 12-15 Pax	$ 264	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-16 Pax	$ 306	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-17 Pax	$ 717	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-18 Pax	$ 294	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 966
Port Pair 12-19 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-14 Pax	**$ -**	**$ 638**	**$ -**	**$ -**	**$ 13,476**	**$ -**	**$ 199**	**$ -**	**$ -**	**$ -**
Port Pair 13-15 Pax	$ -	$ 80	$ -	$ -	$ -	$ -	$ 13,773	$ -	$ 3,247	$ 546
Port Pair 13-16 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-17 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,169	$ -
Port Pair 13-18 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,122	$ -
Port Pair 13-19 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 12,128	$ 319
Port Pair 13-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-15 Pax	**$ 357**	**$ 859**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,066**	**$ -**	**$ 688**	**$ 348**
Port Pair 14-16 Pax	$ 221	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-17 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-18 Pax	$ 675	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-19 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-16 Pax	**$ 969**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 509**	**$ 387**
Port Pair 15-17 Pax	$ 102	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,919	$ 967
Port Pair 15-18 Pax	$ 627	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,587	$ 2,773
Port Pair 15-19 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 40,288	$ 11,313
Port Pair 15-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 16-17 Pax	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 648**	**$ 239**

Vessel Name	General Vessel Info TUSTUMENA		General Vessel Info LITUYA		General Vessel Info FAIRWEATHER		General Vessel Info CHENEGA		General Vessel Info KENNICOTT	
Port Pair 16-18 Pax	$ 337	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 195	$ 372
Port Pair 16-19 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 16-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 17-18 Pax	**$ 927**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 889**	**$ 672**
Port Pair 17-19 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 15,010	$ 4,751
Port Pair 17-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 18-19 Pax	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 12,630**	**$ 5,452**
Port Pair 18-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 19-20 Pax	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Passenger Tariffs Per Week	**$ 10,510**	**$ 8,504**	**$ 6,250**	**$ 4,682**	**$ 23,227**	**$ 8,590**	**$ 35,072**	**$ -**	**$ 116,473**	**$ 57,407**
Vehicles	*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*	
Port Pair 1-2 Vehicle	$ 885	$ 1,071	$ 4,029	$ 3,932	$ 9,793	$ 7,776	$ 924	$ -	$ 20,650	$ 17,607
Port Pair 1-3 Vehicle	$ 2,178	$ -	$ -	$ -	$ -	$ -	$ 8,663	$ -	$ 22,486	$ 22,656
Port Pair 1-4 Vehicle	$ 1,012	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,525	$ 4,221
Port Pair 1-5 Vehicle	$ 781	$ 256	$ -	$ -	$ -	$ -	$ 1,847	$ -	$ 53,334	$ 44,467
Port Pair 1-6 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-7 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,335	$ 2,190
Port Pair 1-8 Vehicle	$ 743	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-9 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,517	$ 5,618
Port Pair 1-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-3 Vehicle	$ -	$ 999	$ -	$ -	$ -	$ 9,314	$ 412	$ -	$ 1,718	$ 2,117
Port Pair 2-4 Vehicle	$ -	$ 268	$ -	$ -	$ 4,958	$ -	$ 914	$ -	$ 958	$ -
Port Pair 2-5 Vehicle	$ -	$ 9,542	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,712	$ 2,039
Port Pair 2-6 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-7 Vehicle	$ 251	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,489	$ -
Port Pair 2-8 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-9 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-4 Vehicle	$ 321	$ 68	$ -	$ -	$ -	$ -	$ 9,793	$ -	$ 1,253	$ 959
Port Pair 3-5 Vehicle	$ 291	$ 634	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,516	$ 13,772
Port Pair 3-6 Vehicle	$ 219	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-7 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,245	$ 1,616
Port Pair 3-8 Vehicle	$ 363	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-9 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 690	$ -
Port Pair 3-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-5 Vehicle	$ 255	$ 358	$ -	$ -	$ -	$ -	$ 1,847	$ -	$ 1,408	$ 1,017
Port Pair 4-6 Vehicle	$ 160	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-7 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 705	$ -
Port Pair 4-8 Vehicle	$ 223	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-9 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-6 Vehicle	$ 82	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,323	$ 860
Port Pair 5-7 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,443	$ 5,872
Port Pair 5-8 Vehicle	$ 523	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-9 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 40	$ -
Port Pair 5-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-7 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-8 Vehicle	$ 460	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-9 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 40	$ -
Port Pair 6-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 7-8 Vehicle	$ 88	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 7-9 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 14,936	$ 16,565
Port Pair 7-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 8-9 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 788	$ 729
Port Pair 8-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 9-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-11 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-12 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-13 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-14 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-15 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-16 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-17 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-18 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-19 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-12 Vehicle	$ 88	$ 388	$ 3,930	$ 3,954	$ -	$ 832	$ 1,624	$ -	$ 1,054	$ 1,148
Port Pair 11-13 Vehicle	$ -	$ 757	$ -	$ -	$ 4,797	$ -	$ -	$ -	$ 19,500	$ 18,164
Port Pair 11-14 Vehicle	$ 209	$ 9,701	$ -	$ -	$ -	$ -	$ -	$ -	$ 40	$ -
Port Pair 11-15 Vehicle	$ 140	$ 212	$ -	$ -	$ -	$ -	$ -	$ -	$ 273	$ -
Port Pair 11-16 Vehicle	$ 258	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-17 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 631	$ -
Port Pair 11-18 Vehicle	$ 2,752	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 647
Port Pair 11-19 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,831	$ 2,743
Port Pair 11-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-13 Vehicle	$ -	$ 97	$ -	$ -	$ -	$ 1,066	$ 8,663	$ -	$ -	$ -
Port Pair 12-14 Vehicle	$ -	$ 284	$ -	$ -	$ -	$ -	$ 924	$ -	$ -	$ -
Port Pair 12-15 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Vessel Name	General Vessel Info TUSTUMENA		General Vessel Info LITUYA		General Vessel Info FAIRWEATHER		General Vessel Info CHENEGA		General Vessel Info KENNICOTT	
Port Pair 12-16 Vehicle	$ 46	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-17 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-18 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-19 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-14 Vehicle	$ -	$ 1,316	$ -	$ -	$ 8,663	$ -	$ 64	$ -	$ -	$ -
Port Pair 13-15 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,793	$ -	$ 5,766	$ 6,953
Port Pair 13-16 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-17 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,589	$ 829
Port Pair 13-18 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,511	$ 924
Port Pair 13-19 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 17,475	$ 5,160
Port Pair 13-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-15 Vehicle	$ 299	$ 1,086	$ -	$ -	$ -	$ -	$ 914	$ -	$ 1,116	$ 776
Port Pair 14-16 Vehicle	$ 263	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-17 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-18 Vehicle	$ 780	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-19 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-16 Vehicle	$ 436	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,184	$ 3,029
Port Pair 15-17 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,903	$ 5,839
Port Pair 15-18 Vehicle	$ 558	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,980	$ 11,369
Port Pair 15-19 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 59,838	$ 55,357
Port Pair 15-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 16-17 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,065	$ 936
Port Pair 16-18 Vehicle	$ 2,234	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 16-19 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,044
Port Pair 16-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 17-18 Vehicle	$ 1,170	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,422	$ 3,563
Port Pair 17-19 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 20,812	$ 11,677
Port Pair 17-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 18-19 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 17,805	$ 15,320
Port Pair 18-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 19-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Vehicle Tariffs Per Week	**$ 8,834**	**$ 13,195**	**$ 4,029**	**$ 3,932**	**$ 14,751**	**$ 17,090**	**$ 24,399**	**$ -**	**$ 145,386**	**$ 125,008**
Cabins	*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*	
Port Pair 1-2 Cabin	$ 334	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,689	$ 5,241
Port Pair 1-3 Cabin	$ 240	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 8,221	$ 6,960
Port Pair 1-4 Cabin	$ 248	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 623	$ 387
Port Pair 1-5 Cabin	$ 305	$ 134	$ -	$ -	$ -	$ -	$ -	$ -	$ 20,024	$ 10,652
Port Pair 1-6 Cabin	$ 240	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-7 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,014	$ 1,209
Port Pair 1-8 Cabin	$ 1,828	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-9 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,372	$ 2,150
Port Pair 1-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-3 Cabin	$ 69	$ 367	$ -	$ -	$ -	$ -	$ -	$ -	$ 630	$ 540
Port Pair 2-4 Cabin	$ 103	$ 112	$ -	$ -	$ -	$ -	$ -	$ -	$ 286	$ -
Port Pair 2-5 Cabin	$ -	$ 3,414	$ -	$ -	$ -	$ -	$ -	$ -	$ 995	$ 448
Port Pair 2-6 Cabin	$ 149	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-7 Cabin	$ 197	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 657	$ 105
Port Pair 2-8 Cabin	$ 197	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-9 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 385	$ -
Port Pair 2-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-4 Cabin	$ 177	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 233	$ 183
Port Pair 3-5 Cabin	$ 125	$ 60	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,219	$ 1,324
Port Pair 3-6 Cabin	$ 132	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-7 Cabin	$ 357	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,034	$ 139
Port Pair 3-8 Cabin	$ 172	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-9 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 848	$ -
Port Pair 3-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-5 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 123	$ 63
Port Pair 4-6 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-7 Cabin	$ 124	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 439	$ -
Port Pair 4-8 Cabin	$ 175	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-9 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-6 Cabin	$ 40	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 114	$ -
Port Pair 5-7 Cabin	$ 83	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,313	$ 865
Port Pair 5-8 Cabin	$ 199	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-9 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 969	$ -
Port Pair 5-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-7 Cabin	$ 56	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-8 Cabin	$ 155	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-9 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 261	$ -
Port Pair 6-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 7-8 Cabin	$ 68	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 87	$ 143
Port Pair 7-9 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,691	$ 2,442
Port Pair 7-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 8-9 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 43	$ -
Port Pair 8-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Vessel Name	General Vessel Info TUSTUMENA		General Vessel Info LITUYA		General Vessel Info FAIRWEATHER		General Vessel Info CHENEGA		General Vessel Info KENNICOTT	
Port Pair 9-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-11 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-12 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-13 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-14 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-15 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-16 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-17 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-18 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-19 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-12 Cabin	$ 84	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 19	$ -
Port Pair 11-13 Cabin	$ -	$ 164	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,233	$ 3,285
Port Pair 11-14 Cabin	$ 315	$ 3,537	$ -	$ -	$ -	$ -	$ -	$ -	$ 43	$ -
Port Pair 11-15 Cabin	$ 184	$ 143	$ -	$ -	$ -	$ -	$ -	$ -	$ 155	$ -
Port Pair 11-16 Cabin	$ 361	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-17 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 389	$ -
Port Pair 11-18 Cabin	$ 1,215	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 507	$ 736
Port Pair 11-19 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,804	$ 488
Port Pair 11-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-13 Cabin	$ -	$ 66	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-14 Cabin	$ 216	$ 125	$ -	$ -	$ -	$ -	$ -	$ -	$ 49	$ -
Port Pair 12-15 Cabin	$ 207	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-16 Cabin	$ 266	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-17 Cabin	$ 394	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-18 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 749
Port Pair 12-19 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-14 Cabin	$ -	$ 425	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-15 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,519	$ 840
Port Pair 13-16 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-17 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 575	$ 86
Port Pair 13-18 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 675	$ 345
Port Pair 13-19 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,214	$ 1,508
Port Pair 13-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-15 Cabin	$ -	$ 92	$ -	$ -	$ -	$ -	$ -	$ -	$ 92	$ -
Port Pair 14-16 Cabin	$ 82	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-17 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-18 Cabin	$ 532	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-19 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-16 Cabin	$ 195	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 338	$ 335
Port Pair 15-17 Cabin	$ 140	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,722	$ 923
Port Pair 15-18 Cabin	$ 198	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 863	$ 1,722
Port Pair 15-19 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 20,750	$ 16,223
Port Pair 15-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 16-17 Cabin	$ 69	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 169	$ 58
Port Pair 16-18 Cabin	$ 338	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 16-19 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 149	$ 183
Port Pair 16-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 17-18 Cabin	$ 384	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 385	$ 109
Port Pair 17-19 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,770	$ 1,794
Port Pair 17-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 18-19 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,911	$ 4,903
Port Pair 18-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 19-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Cabin Tariffs Per Week	**$ 5,772**	**$ 4,086**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 53,534**	**$ 30,409**
Vans	*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*	
Port Pair 1-2 Van	$ -	$ -	$ 164	$ -	$ 220	$ -	$ -	$ -	$ 3,379	$ 3,379
Port Pair 1-3 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ 296	$ -	$ 6,818	$ 6,818
Port Pair 1-4 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-5 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-6 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-7 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-8 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-9 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-3 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ 166	$ -	$ 1,008	$ 1,008
Port Pair 2-4 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ 169	$ -	$ -	$ -
Port Pair 2-5 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-6 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-7 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-8 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-9 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-4 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ 220	$ -	$ 418	$ 418
Port Pair 3-5 Van	$ 442	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,410	$ 6,410
Port Pair 3-6 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-7 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,718	$ 1,718

Vessel Name	General Vessel Info TUSTUMENA		General Vessel Info LITUYA		General Vessel Info FAIRWEATHER		General Vessel Info CHENEGA		General Vessel Info KENNICOTT	
Port Pair 3-8 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-9 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-5 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-6 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-7 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-8 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-9 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-6 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-7 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,182	$ 4,182
Port Pair 5-8 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-9 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-7 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-8 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-9 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 7-8 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 7-9 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,502	$ 6,502
Port Pair 7-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 8-9 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 234	$ 234
Port Pair 8-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 9-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-11 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-12 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-13 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-14 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-15 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-16 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-17 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-18 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-19 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-20 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-12 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 323	$ 323
Port Pair 11-13 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,017	$ 4,017
Port Pair 11-14 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-15 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-16 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-17 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-18 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-19 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-20 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-13 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ 296	$ -	$ -	$ -
Port Pair 12-14 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-15 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-16 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-17 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-18 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-19 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-20 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-14 Van	$ -	$ -	$ -	$ -	$ 296	$ -	$ -	$ -	$ -	$ -
Port Pair 13-15 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ 220	$ -	$ 2,365	$ 2,365
Port Pair 13-16 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-17 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-18 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-19 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Vessel Name	General Vessel Info TUSTUMENA			General Vessel Info LITUYA			General Vessel Info FAIRWEATHER			General Vessel Info CHENEGA			General Vessel Info KENNICOTT		
Port Pair 13-20 Van	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Port Pair 14-15 Van	$ 168	$ -		$ -	$ -		$ -	$ -		$ 169	$ -		$ -	$ -	
Port Pair 14-16 Van	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Port Pair 14-17 Van	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Port Pair 14-18 Van	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Port Pair 14-19 Van	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Port Pair 14-20 Van	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Port Pair 15-16 Van	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Port Pair 15-17 Van	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ 2,231	$ 2,231	
Port Pair 15-18 Van	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ 3,154	$ 3,154	
Port Pair 15-19 Van	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Port Pair 15-20 Van	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Port Pair 16-17 Van	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ 415	$ 415	
Port Pair 16-18 Van	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Port Pair 16-19 Van	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Port Pair 16-20 Van	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Port Pair 17-18 Van	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ 592	$ 592	
Port Pair 17-19 Van	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ 1,906	$ 1,906	
Port Pair 17-20 Van	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Port Pair 18-19 Van	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ 1,689	$ 1,689	
Port Pair 18-20 Van	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Port Pair 19-20 Van	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Van Tariffs Per Week	**$ 442**	**$ -**		**$ 164**	**$ -**		**$ 220**	**$ -**		**$ 850**	**$ -**		**$ 23,932**	**$ 23,932**	
Onboard Sales	$ 7,123	$ 7,123		$ -	$ -		$ 2,468	$ 2,468		$ 4,794	$ 4,794		$ 25,987	$ 25,987	
Advertising & Other	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Revenue Per Mile	$ 23	$ 98		$ 47	$ 38		$ 22	$ 21		$ 23	$ -		$ 208	$ 150	
Cost Per Mile	$ 164	$ 621		$ 122	$ 122		$ 120	$ 148		$ 141	$ -		$ 296	$ 296	
Weekly Analysis for Route															
Ovhl Maint Cost Per Week	$ 28,848	$ 28,848		$ 5,232	$ 5,232		$ 6,512	$ 6,512		$ 17,501	$ 17,501		$ 95,354	$ 95,354	
Marine Eng'g Cost Per Week	$ 5,193	$ 5,193		$ 942	$ 942		$ 1,172	$ 1,172		$ 3,150	$ 3,150		$ 17,164	$ 17,164	
Operating Cost Per Week	$ 25,316	$ 25,316	$ 15,189	$ 1,773	$ 1,773	$ 1,064	$ 25,516	$ 25,516	$ 15,310	$ 35,750	$ 35,750	$ 21,450	$ 24,700	$ 24,700	$ 14,820
Crew Cost Per Week (Std+OT)	$ 100,889	$ 100,889	$ 64,240	$ 11,245	$ 11,245	$ 5,383	$ 64,112	$ 64,112	$ 27,450	$ 73,140	$ 73,140	$ 25,864	$ 162,411	$ 162,411	$ 63,405
Crew Cost Per Week (Other+Benefits)	$ 55,661	$ 55,661	$ 36,870	$ 11,987	$ 11,987	$ 3,500	$ 67,383	$ 67,383	$ 14,629	$ 76,880	$ 76,880	$ 14,657	$ 176,349	$ 176,349	$ 38,465
Recoup of Ovhl Crew/Op Cost	$ 42,847	$ 42,847		$ 1,809	$ 1,809		$ 12,012	$ 12,012		$ 139,436	$ 139,436		$ 100,020	$ 100,020	
Fuel Cost Per Week	$ 34,747	$ 8,144		$ 2,298	$ 2,298		$ 72,716	$ 53,539		$ 115,830	$ -		$ 79,442	$ 79,442	
Terminal Cost per Week	$ 11,728	$ 21,737		$ 16,237	$ 16,237		$ 64,580	$ 29,553		$ 119,715	$ -		$ 156,656	$ 156,656	
Weekly Expenses	**$ 305,228**	**$ 288,634**		**$ 51,522**	**$ 51,522**		**$ 314,002**	**$ 259,799**		**$ 581,402**	**$ 345,857**		**$ 812,096**	**$ 812,096**	
Weekly Expenses (w/o Terminals)	**$ 293,500**	**$ 266,897**		**$ 35,285**	**$ 35,285**		**$ 249,422**	**$ 230,246**		**$ 461,687**	**$ 345,857**		**$ 655,440**	**$ 655,440**	
Future Revenue Adjustment	100%			100%			100%			100%			100%		
Passenger Tariffs	$ 10,510	$ 8,504		$ 6,250	$ 4,682		$ 23,227	$ 8,590		$ 35,072	$ -		$ 116,473	$ 57,407	
Vehicle Tariffs	$ 8,834	$ 13,195		$ 4,029	$ 3,932		$ 14,751	$ 17,090		$ 24,399	$ -		$ 145,386	$ 125,008	
Cabin Tariffs	$ 5,772	$ 4,086		$ -	$ -		$ -	$ -		$ -	$ -		$ 53,534	$ 30,409	
Van Tariffs	$ 442	$ -		$ 164	$ -		$ 220	$ -		$ 850	$ -		$ 23,932	$ 23,932	
Onboard Sales	$ 7,123	$ 7,123		$ -	$ -		$ 2,468	$ 2,468		$ 4,794	$ 4,794		$ 25,987	$ 25,987	
Advertising	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Weekly Revenue	**$ 32,682**	**$ 32,908**		**$ 10,443**	**$ 8,613**		**$ 40,666**	**$ 28,149**		**$ 65,115**	**$ 4,794**		**$ 365,312**	**$ 262,744**	
External Funding Required (w/o Terminals)	**$ 260,819**	**$ 233,989**		**$ 24,842**	**$ 26,671**		**$ 208,756**	**$ 202,097**		**$ 396,572**	**$ 341,063**		**$ 290,128**	**$ 392,697**	
Annual Analysis															
Passenger Tariffs	$ 343,218			$ 243,630			$ 720,663			$ 561,148			$ 2,906,840		
Vehicle Tariffs	$ 457,793			$ 175,325			$ 678,731			$ 390,382			$ 3,948,534		
Cabin Tariffs	$ 172,131			$ -			$ -			$ -			$ 1,360,195		
Van Tariffs	$ 4,420			$ 3,936			$ 5,280			$ 13,603			$ 670,103		
Onboard Sales	$ 270,675			$ -			$ 106,136			$ 76,702			$ 727,647		
Advertising	$ -			$ -			$ -			$ -			$ -		
Annual Revenue	**$ 1,248,238**			**$ 422,890**			**$ 1,510,811**			**$ 1,041,835**			**$ 9,613,319**		
Annual Ovhl Maint Cost	$ 1,096,221			$ 230,203			$ 280,015			$ 280,015			$ 2,669,925		
Annual Marine Engineering Cost	$ 197,320			$ 41,437			$ 50,403			$ 50,403			$ 480,587		
Annual Weekly Services Cost	$ 806,000			$ 41,600			$ 982,800			$ 535,600			$ 1,752,400		
Annual Commodities Cost	$ 962,000			$ 78,000			$ 1,097,200			$ 572,000			$ 691,600		
Annual Crew Cost Per (Std+OT)	$ 4,733,160			$ 537,857			$ 3,003,856			$ 2,101,354			$ 6,069,220		
Annual Crew Cost (Other)	$ 2,631,280			$ 555,419			$ 3,029,110			$ 1,757,742			$ 5,860,940		
Annual Fuel Cost	$ 575,491			$ 101,110			$ 2,762,417			$ 1,853,280			$ 2,224,370		
Annual Terminals Cost	$ 725,903			$ 714,419			$ 2,111,430			$ 1,915,444			$ 4,386,360		

Vessel Name	General Vessel Info TUSTUMENA	General Vessel Info LITUYA	General Vessel Info FAIRWEATHER	General Vessel Info CHENEGA	General Vessel Info KENNICOTT
Annual Expenses	$ 11,727,375	$ 2,300,044	$ 13,317,231	$ 9,065,838	$ 24,135,402
External Funding Required (with Terminals)	$ 10,479,137	$ 1,877,154	$ 11,806,420	$ 8,024,004	$ 14,522,083
External Funding Required (w/o Terminals)	$ 9,753,234	$ 1,162,735	$ 9,694,990	$ 6,108,560	$ 10,135,723

									SOUTHEAST	
Terminal	**Angoon**	**Auke Bay**	**Bellingham**	**Gustavus**	**Haines**	**Hoonah**	**Kake**	**Ketchikan**	**Annette Bay(MET)**	**Pelican**
Owner	State	State	Port Authority	State	State	State	State	State	State	City of Pelican
Construction Year	1976/2011	1982	1989	2011	1980	1974	1974	1988	2013	1976/2012
Berths	1	3	1	1	2	1	1	3	1	1
Loading Ramp	1	One for each berth	1	1	One for each berth	1	1	One for Each	1	2?
Side Loading (both port and stbd compatible)	n/a	2	n/a	1	1	1	1	2	1	0
Stern Loading	1	1	1	n/a	1	n/a	n/a	1	0	1
Terminal Building (yes/no)	No	Yes	Yes	Yes	Yes	Yes	No	YES	Shelter	No
Short-Term Parking	10 Cars	151 cars, 6HCP	12 Cars, 1 HCP	14 cars	12 cars, 1 HCP	22 cars	8 cars	20 cars, 1 HCP	15 cars	No
Long-Term Parking	10 Cars	30 Cars	80 Cars	n/a	80 Cars	n/a	n/a	n/a	24 cars	No
Staing Area (Linear Feet)	65	3770	3200 cars + 800 Truck	240	3200 cars + 800 Truck	610	200	2200	450	No
Driving Surface	Asphalt	Asphalt	Asphalt	Gravel	Asphalt	Asphalt	Asphalt	Asphalt	Asphalt Concrete	No
Terminal Shorthand Name	ANG	JNU	BEL	GUS	HNS	HNH	KAE	KTN	ANB	PEL
Annual Maintenance/Overhaul Cost	$ 1,015.68	$ 82,575.36	$ 144,782.75	$ 4,900.63	$ 58,438.91	$ 43,267.79	$ 425.81	$ 62,971.47	$ 360.00	$ 360.00
Annual Personnel Cost	$ 7,361.32	$ 1,162,191.64	$ 1,049,344.25	$ 35,518.37	$ 563,686.09	$ 219,157.21	$ 3,086.19	$ 648,447.53	$ 2,640.00	$ 2,640.00
Total Annual Cost	$ 8,377.00	$ 1,244,767.00	$ 1,194,127.00	$ 40,419.00	$ 622,125.00	$ 262,425.00	$ 3,512.00	$ 711,419.00	$ 3,000.00	$ 3,000.00
Terminal Class (KPFF)	Small	Major	Major	Small	Major	Small	Small	Major	Small	Small
Personnel/Total Ratio Finder	88%	93%			91%	84%		91%		
	156	157	158	159	160	161	162	163	164	165
	C156:AU156	C157:AU157	C158:AU158	C159:AU159	C160:AU160	C161:AU161	C162:AU162	C163:AU163	C164:AU164	C165:AU165
Port Calls per Year	360	1443	173	72	687	152	100	905	616	0

Terminal	Petersburg	Prince Rupert	Sitka	Skagway	Tenakee	Wrangell	Yakutat	Chenega	Cordova	Homer
Owner	State	Port Authority	State	State/City of Skagway	State	State	City of Yakutat	NPR Housing Authority	State	City of Homer
Construction Year	1982/2000	1992	1983	1982	1978	1984	1984	1995	1998	1991/2001
Berths	1	1	1	1	1	1	1	2	2	3*
Loading Ramp	0	1/timber	1	separate vehicle and pass	fixed approach structure	transfer bridge and syncrl	No	2	2	2
Side Loading (both port and stbd compatible)	1	0	1	1	1	1	1	1	1	2
Stern Loading	0	1	0	0	0	0	0	1	1	1
Terminal Building (yes/no)	Yes	Yes	Yes	Yes	No	Yes	No	No	Yes	Yes
Short-Term Parking	15 cars	5 cars	33 cars, 2 HCP	40 cars, 1 HCP	n/a	5 cars	n/a	n/a	18 cars, 5 trucks, 4HCP	5 cars, 2 HCP
Long-Term Parking	n/a	n/a	6 cars	n/a	n/a	15 cars	n/a	n/a	15 cars	n/a
Staing Area (Linear Feet)	1375	1000 + 10,000 prestaging	1875, 360 for buses and t	2400	n/a	640, +60 for buses and tru	n/a	n/a	1150, 230 buses and trucl	200, 250 buses and trucks
Driving Surface	Asphalt	Asphalt	Asphalt	Asphalt	n/a	Asphalt	n/a	Gravel	Asphalt	Asphalt
Terminal Shorthand Name	PSG	YPR	SIT	SGY	TKE	WRG	YAK	CHB	CDV	HOM
Annual Maintenance/Overhaul Cost	$ 36,262.10	$ 40,183.00	$ 32,687.53	$ 49,448.75	$ 360.00	$ 24,944.51	$ 360.00	$ 360.00	$ 67,273.40	$ 42,475.94
Annual Personnel Cost	$ 293,398.90	$ 291,235.00	$ 299,951.47	$ 527,961.25	$ 2,640.00	$ 236,208.49	$ 2,640.00	$ 2,640.00	$ 361,807.60	$ 357,562.06
Total Annual Cost	$ 329,661.00	$ 331,418.00	$ 332,639.00	$ 577,410.00	$ 3,000.00	$ 261,153.00	$ 3,000.00	$ 3,000.00	$ 429,081.00	$ 400,038.00
Terminal Class (KPFF)	Medium	Medium	Medium	Medium	Small	Small	Small	Small	Medium	Medium
Personnel/Total Ratio Finder	89%		90%	91%		90%			84%	89%
	166	167	168	169	170	171	172	173	174	175
	C166:AU166	C167:AU167	C168:AU168	C169:AU169	C170:AU170	C171:AU171	C172:AU172	C173:AU173	C174:AU174	C175:AU175
Port Calls per Year	371	64	404	669	152	275	28	28	400	84

	SOUTH CENTRAL										SOUTH
Terminal	**Seldovia**	**Tatitlek/Ellamar**	**Valdez**	**Whittier**	**Akutan**	**Chignik**	**Cold Bay**	**False Pass**	**King Cove**	**Kodiak (Pier 1)**	
Owner	City of Seldovia	NPR Housing Authority	State	State	City of Akutan	Trident Seafoods	City of Cold Bay	City of False Pass	City of King Cove	City of Kodiak	
Construction Year	1967	1995	2006	1988/2005	1982/2005	1960	1978/1993	1993	1993	1960	
Berths	1	1	1	1	1	2	1	1	1	1	
Loading Ramp	1	2	1	1	1	0	0	0	0	0	
Side Loading (both port and stbd compatible)	1	0	1	0	1	1	1	1	1	1	
Stern Loading	0	1	0	1	0	0	0	0	0	0	
Terminal Building (yes/no)	No	No	Yes	Yes	No	No	No	No	No	No	
Short-Term Parking	10 cars	n/a	6 cars, 2 HCP	3 cars	n/a	n/a	n/a	n/a	n/a	10 cars	
Long-Term Parking	10 cars	n/a	38 cars	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
Staing Area (Linear Feet)	420	n/a	1500, 250 buses and trucl	1200, 125 buses and trucl	n/a	n/a	n/a	n/a	900	150	
Driving Surface	Asphalt/Gravel	Gravel	Asphalt	Asphalt	Asphalt/Gravel	Gravel/Timber	n/a	n/a	n/a	n/a	
Terminal Shorthand Name	SDV	TAT	VDZ	WTR	AKU	CHG	CBY	FPS	KCV		KC
Annual Maintenance/Overhaul Cost	$ 2,406.12	$ 360.00	$ 52,270.75	$ 64,154.54	$ 360.00	$ 360.00	$ 5,286.31	$ 360.00	$ 360.00	$	
Annual Personnel Cost	$ 17,438.88	$ 2,640.00	$ 363,327.25	$ 361,951.46	$ 2,640.00	$ 2,640.00	$ 38,313.69	$ 2,640.00	$ 2,640.00	$	
Total Annual Cost	$ 19,845.00	$ 3,000.00	$ 415,598.00	$ 426,106.00	$ 3,000.00	$ 3,000.00	$ 43,600.00	$ 3,000.00	$ 3,000.00	$	
Terminal Class (KPFF)	Small	Small	Medium	Medium	Small	Small	Small	Small	Small		Mec
Personnel/Total Ratio Finder				87%	85%						77
	176	177	178	179	180	181	182	183	184		18
	C176:AU176	C177:AU177	C178:AU178	C179:AU179	C180:AU180	C181:AU181	C182:AU182	C183:AU183	C184:AU184		C185:A
Port Calls per Year	84	96	172	200	20	20	20	20	20		10

	WEST					
Terminal	**Kodiak (Pier 2)**	**Old Harbor**	**Ouzinkie**	**Port Lions**	**Sand Point**	**Unalaska (Dutch Harbor)**
Owner	City of Kodiak	City of Old Harbor	Citty of Ouzinkie	City of Port Lions	City of Sand Point	City of Unalaska
Construction Year	1988West/2006East	2012	2012	2014	1983	
Berths	2	1	1	1	1	1
Loading Ramp	0	0	0	0	0	0
Side Loading (both port and stbd compatible)	2	1	1	1	1	1
Stern Loading	0	0	0	0	0	0
Terminal Building (yes/no)	No	No	No	No	No	No
Short-Term Parking	0	0	n/a	n/a	n/a	n/a
Long-Term Parking	0	0	n/a	n/a	n/a	n/a
Staing Area (Linear Feet)	1600	50'x70' area	n/a	n/a	250	n/a
Driving Surface	n/a	gravel	n/a	n/a	n/a	n/a
Terminal Shorthand Name	DD	OLD	OUZ	ORI	SDP	UNA
Annual Maintenance/Overhaul Cost	89,797.08	$ 360.00	$ 360.00	$ 2,309.73	$ 360.00	$ 360.00
Annual Personnel Cost	294,260.92	$ 2,640.00	$ 2,640.00	$ 16,740.27	$ 2,640.00	$ 2,640.00
Total Annual Cost	384,058.00	$ 3,000.00	$ 3,000.00	$ 19,050.00	$ 3,000.00	$ 3,000.00
Terminal Class (KPFF)	ium	Small	Small	Small	Small	Small
Personnel/Total Ratio Finder	'%					
	35	186	187	188	189	190
	AU185	C186:AU186	C187:AU187	C188:AU188	C189:AU189	C190:AU190
Port Calls per Year	04	0	56	56	20	20

Cost Data from FY15 Wages Paid By Bargaining Unit and Vessel Status - YTD Thru 6-30-15, Raw cost data are in thousands.

	AURORA			CHENEGA		
	Operating	Overhaul	Layup	Operating	Overhaul	Layup
Straight Time	1720.5	102.9	0	1093.1	149.5	480.9
Over Time	581.7	12.7	0	369.7	23.9	69.9
Leave	0	0	0	0	0	0
Other	60.9	4.1	0	47.7	10	36.8
Misc	17.9	0.4	0	9.4	0.8	2.9
Benefits	1122.7	74.6	0	738.9	87.2	272.7

Annual Costs Grouped and Adjusted to Real Values

	Operating	Overhaul/Layup		
ST+OT	$ 2,302,200.00	$ 115,600.00	$ 1,462,800.00	$ 724,200.00
OTHER+BENEFITS	$ 1,201,500.00	$ 79,100.00	$ 796,000.00	$ 410,400.00
ST+OT Percentage Breakdown	6%		4%	
Allocated Overhead Costs	$ 1,167,163.53		$ 741,606.64	

Annual Costs Converted to Weekly Costs

Weeks of Service	44	4	20	28
ST+OT	$ 52,322.73	$ 28,900.00	$ 73,140.00	$ 25,864.29
OTHER+BENEFITS+OVERHEAD	$ 53,833.26	$ 19,775.00	$ 76,880.33	$ 14,657.14

COLUMBIA			FAIRWEATHER			KENNICOTT		
Operating	Overhaul	Layup	Operating	Overhaul	Layup	Operating	Overhaul	Layup
3036.9	455.7	1680.3	1733	307.8	0.7	3691.9	451.3	580.4
889.6	69.6	258.3	447.5	74.2	1.6	855.6	109.8	126.6
0	0	0.2	-0.7	0	0	0	0	0
54.5	16.9	54.4	69.4	15.7	0	77.4	9.6	38.5
29.2	4.1	11.4	15.8	1.7	0	30.8	3.3	4.5
2151.5	318.2	1084.8	1100.7	186.5	0.9	2524.1	346.2	367.2

$	3,926,500.00	$	2,464,100.00	$	2,179,800.00	$	384,300.00	$	4,547,500.00	$	1,268,100.00
$	2,235,200.00	$	1,489,800.00	$	1,185,900.00	$	204,800.00	$	2,632,300.00	$	769,300.00
	11%				6%				12%		
$	1,990,647.04			$	1,105,109.49			$	2,305,480.05		
	20		28		34		14		28		20
$	196,325.00	$	88,003.57	$	64,111.76	$	27,450.00	$	162,410.71	$	63,405.00
$	211,292.35	$	53,207.14	$	67,382.63	$	14,628.57	$	176,349.29	$	38,465.00

LECONTE			LITUYA			MALASPINA		
Operating	Overhaul	Layup	Operating	Overhaul	Layup	Operating	Overhaul	Layup
2239	423.7	0	346.1	30.2	0	4805.4	524.4	0
619.2	117	0	126.2	2.1	0	1090.6	62.5	0
0	0	0	0	0	0	0	0	0
49.4	23.6	0	8.2	0.4	0	109.7	25	0
16.7	2.5	0	2.7	0.3	0	43.9	3.5	0
1549.3	266	0	253.1	20.3	0	3559.7	297.4	0

$	2,858,200.00	$ 540,700.00	$	472,300.00	$ 32,300.00	$	5,896,000.00	$ 586,900.00
$	1,615,400.00	$ 292,100.00	$	264,000.00	$ 21,000.00	$	3,713,300.00	$ 325,900.00
	8%			1%			16%	
$	1,449,043.01		$	239,445.46		$	2,989,139.17	
	18	30		42	6		44	4
$	158,788.89	$ 18,023.33	$	11,245.24	$ 5,383.33	$	134,000.00	$ 146,725.00
$	170,246.83	$ 9,736.67	$	11,986.80	$ 3,500.00	$	152,328.16	$ 81,475.00

MATANUSKA			TAKU			TUSTEMENA		
Operating	Overhaul	Layup	Operating	Overhaul	Layup	Operating	Overhaul	Layup
2151.8	785.2	847	5476	-0.1	0	2806.8	528	0
598.6	236.4	134.7	1428.3	0.9	0	1027	114.4	0
0	0	0	0	0	0	0	0	0
39.9	39.2	38.7	250.8	0	0	41.6	28.9	0
18.8	6.3	6.3	49.9	0	0	31.7	4.9	0
1488.2	526.6	584.7	3993	0.8	0	2041.8	334.9	0

$	2,750,400.00	$	2,003,300.00	$	6,904,300.00	$	800.00	$	3,833,800.00	$	642,400.00
$	1,546,900.00	$	1,201,800.00	$	4,293,700.00	$	800.00	$	2,115,100.00	$	368,700.00
	7%				19%				10%		
$	1,394,390.84			$	3,500,324.55			$	1,943,650.23		
	23		25		46		2		38		10
$	119,582.61	$	80,132.00	$	150,093.48	$	400.00	$	100,889.47	$	64,240.00
$	127,882.21	$	48,072.00	$	93,341.30	$	400.00	$	55,660.53	$	36,870.00

Appendix C

Baseline Fleet 350 Week Model

Description	Baseline 350wk Model
Weeks of Service	350
Total # Port Calls	6899
Vessel Operations	
Personnel	$ 82,661,290
Travel	$ 1,653,226
Services	$ 10,842,000
Fuel	$ 16,099,199
Commodities	$ 5,677,600
Subtotal Marine Operations	$ 116,933,315
Shoreside	
Marine Shore Operations	$ 8,101,828
Vessel OPS Mgmt	$ 4,001,000
Reservations/Marketing	$ 1,534,000
Marine Engineering	$ 2,275,485
Overhaul	$ 12,641,584
Subtotal Shoreside	$ 28,553,897
Subtotal AMHS Expenses	**$ 145,487,212**
Support Services	
SE Support	$ 45,000
Admin	$ 1,832,500
HR	$ 270,700
ISSD	$ 810,100
Commissioner's Office	$ 322,600
Legal	$ -
Payroll	$ -
Procurement	$ -
Subtotal Support Services	**$ 3,280,900**
Revenue	
Passenger Tariffs	$ 13,396,003
Vehicle Tariffs	$ 17,204,508
Van Tariffs	$ 2,196,680
Cabin Tariffs	$ 4,633,940
Sales	$ 4,287,405
Advertising	$ -
Subtotal Revenue	**$ 41,718,537**
Funding Sources	
Beginning Fund Balance	
Marine Highway Fund	
Veh Rent Tax	
Gen Fund Allocation - AMHS	
Reserves & Adjustments	
Transfer to Capitalization	
AK Transportation Maint. Fund	
Add'l Fuel Trigger App'n	
Restricted Funds (CIP Receipts	$ 600,000
Subtotal Funding	**$ 600,000**
General Fund Reqd	$ 106,449,575

AMHS Historical Annual Costs			Adjustments	Assumption	Updated Cost	
Vessel Ops Management	$	4,001,000	100%	*State Reason for Adjustments For Different Scenarios Here*	$	4,001,000
Reservations & Marketing	$	1,534,000	100%		$	1,534,000
SE Support Services	$	45,000	100%		$	45,000
Admin Service	$	1,832,500	100%		$	1,832,500
Human Resources	$	270,700	100%		$	270,700
ISSD	$	810,100	100%		$	810,100
Commissioner's Office	$	322,600	100%		$	322,600
Legal	$	-	100%	Remain w/ State for now	$	-
Payroll	$	-	100%	Remain w/ State for now	$	-
Procurement	$	-	100%	Remain w/ State for now	$	-
Subtotal	**$**	**8,815,900**			**$**	**8,815,900**

Vessel Name	General Vessel Info COLUMBIA	General Vessel Info MATANUSKA	General Vessel Info MALASPINA	General Vessel Info AURORA	General Vessel Info LECONTE	General Vessel Info TUSTUMENA	General Vessel Info LITUYA
	Vessel Particulars	**Vessel Particulars**	**Vessel Particulars**	**Vessel Particulars**	**Vessel Particulars**	**Vessel Particulars**	**Vessel Particulars**
Revenue Shorthand	ML	ML	ML	SO	SO	OC	DB
Vessel Class	Mainline	Mainline	Mainline	Small Overnight	Small Overnight	Ocean	Day Boat
Service Speed (kts)	17.3	16.5	16.5	14.5	14.5	13.3	11.5
Power at Speed (hp)	10800	7200	8000	4300	4300	5100	2000
Fuel Consumption (gal/hr)	397	234	270	190	188	151	55
Passenger Capacity	499	450	450	250	225	160	125
Total Berths	292	243	234	0	0	60	0
Vehicle Lanes (ft)	2660	1675	1675	660	660	680	300
20' Vehicle Capacity	133	83	83	33	33	34	15
Commercial Van Capacity	16	10	10	7	8	6	2
Normal Crew Count	63	48	47	24	24	38	5
Year Built	1974	1963	1963	1977	1974	1964	2004
Length Overall (ft)	418	408	408	235	235	296	181
Beam(ft)	85	74	74	57	57	59	50
Displacement (LT)	7684	5664	5994	2132	2132	3081	647
Draft (ft)	17.5	17.2	16.8	13.7	13.7	14.4	12
Fuel Price per Gallon	1.95	1.95	1.95	1.95	1.95	1.95	1.95
Service Variables	*When reassigning routes, do not copy and paste to move ports. If cell references become 'broken', re-autofill logic in row 47 to remaining port pairs to fix.*		*When reassigning routes, do not copy and paste to move ports. If cell references bec*	*When reassigning routes, do not copy and paste to move ports. If cell references become 'broken', re-autofill logic in row 47 to remaining port pairs to fix.*		*When reassigning routes, do not copy and paste to move ports. If cell references become 'broken', re-autofill logic in row 47 to remaining por*	
Route Assigned	**Summer** **Winter**	**Summer** **Winter**	**Summer** **Winter**	**Summer** **Winter**	**Summer** **Winter**	**Summer** **Winter**	**Summer** **Winter**
Port 1	BEL BEL	YPR JNU	BEL BEL	CHB CHB	ANG JNU	KOD SDV	KTN KTN
Port 2	KTN KTN	KTN HNS	KTN KTN	VDZ VDZ	TKE TKE	CHG HOM	ANB ANB
Port 3	WRG WRG	WRG SGY	WRG WRG	TAT TAT	HNH ANG	SDP ORI	
Port 4	PSG PSG	PSG HNS	PSG PSG	VDZ VDZ	TKE JNU	KCV OUZ	
Port 5	JNU JNU	KAE JNU	JNU JNU	WTR WTR	JNU HNS	CBY KOD	
Port 6	HNS HNS	SIT KTN	HNS HNS	CHB CHB	GUS SGY	FPS	
Port 7	SGY SGY	JNU BEL	SGY SGY		ANG	AKU	
Port 8		HNS				UNA	
Port 9		SGY					
Port 10							
Port 11	SGY SGY	SGY BEL	SGY SGY		SGY	UNA KOD	ANB ANB
Port 12	HNS HNS	HNS KTN	HNS HNS		HNS	AKU OUZ	KTN KTN
Port 13	JNU JNU	JNU JNU	JNU JNU		JNU	FPS ORI	
Port 14	SIT SIT	SIT HNS	PSG PSG		HNH	CBY HOM	
Port 15	PSG PSG	KAE SGY	WRG WRG		JNU	KCV SDV	
Port 16	WRG WRG	PSG HNS	KTN KTN		ANG	SDP	
Port 17	KTN KTN	WRG JNU	BEL BEL		JNU	CHG	
Port 18	BEL BEL	KTN				KOD	
Port 19		YPR					
Port 20							
	Orange cells indicate that route segment length is not available.	*Orange cells indicate that route segment length is not available.*	*Orange cells indicate that route segment length is not available.*	*Orange cells indicate that route segment length is not available.*	*Orange cells indicate that route segment length is not available.*	*Orange cells indicate that route segment length is not available.*	*Orange cells indicate that route segment length is no*
Port Pair 1-2 Mileage	595 595	91 68	595 595	93 93	35 63	246 15	16 16
Port Pair 2-3 Mileage	89 89	89 26	89 89	39 39	49 35	120 125	0 0
Port Pair 3-4 Mileage	41 41	41 26	41 41	39 39	49 78	86 14	0 0
Port Pair 4-5 Mileage	123 123	65 68	123 123	79 79	63 68	22 14	0 0
Port Pair 5-6 Mileage	68 68	115 234	68 68	67 67	62 26	59 0	0 0
Port Pair 6-7 Mileage	26 26	132 595	26 26	0 0	0 0	137 0	0 0
Port Pair 7-8 Mileage	0 0	68 0	0 0	0 0	0 0	44 0	0 0
Port Pair 8-9 Mileage	0 0	26 0	0 0	0 0	0 0	0 0	0 0
Port Pair 9-10 Mileage	0 0	0 0	0 0	0 0	0 0	0 0	0 0
Port Pair 10-11 Mileage	0 0	0 0	0 0	0 0	0 0	0 0	0 0
Port Pair 11-12 Mileage	26 26	26 595	26 26	0 0	0 26	44 14	16 16
Port Pair 12-13 Mileage	68 68	68 234	68 68	0 0	0 68	137 14	0 0
Port Pair 13-14 Mileage	132 132	132 68	123 123	0 0	0 48	59 125	0 0
Port Pair 14-15 Mileage	156 156	115 26	41 41	0 0	0 48	22 15	0 0
Port Pair 15-16 Mileage	41 41	65 26	89 89	0 0	0 78	86 0	0 0
Port Pair 16-17 Mileage	89 89	41 68	595 595	0 0	0 78	120 0	0 0
Port Pair 17-18 Mileage	595 595	89 0	0 0	0 0	0 0	246 0	0 0
Port Pair 18-19 Mileage	0 0	91 0	0 0	0 0	0 0	0 0	0 0
Port Pair 19-20 Mileage	0 0	0 0	0 0	0 0	0 0	0 0	0 0
Trips per week on route	1.0 1.0	1.0 1.0	1.0 1.0	2.0 3.0	2.0 2.0	1.0 1.0	10.0 10.0
Nautical Miles per week on route	2049 2049	1254 2034	1884 1860	634 950	516 1232	1427 334	320 320
Weeks of Service	22 12 18	22 20 10	22 20 10	20 22 10	20 22 10	10 28 14	22 20
Utilization	70% 70%	45% 73%	68% 67%	52% 39%	21% 51%	64% 15%	17% 17%

	Annual Data	Annual Data	Annual Data	Annual Data	Annual Data	Annual Data	Annual Data
Annual Ovhl Maint Cost	$ 2,733,969	$ 1,981,452	$ 2,132,667	$ 758,566	$ 758,566	$ 1,096,221	$ 230,203
Annual Marine Engineering Cost	$ 492,114	$ 356,661	$ 383,880	$ 136,542	$ 136,542	$ 197,320	$ 41,437
Annual Commodities	$ 1,133,600	$ 759,200	$ 514,800	$ 243,600	$ 197,600	$ 962,000	$ 78,000
Annual Services	$ 2,990,000	$ 1,580,800	$ 1,383,200	$ 566,800	$ 738,400	$ 806,000	$ 41,600
Annual Fuel Cost	$ 3,429,198	$ 2,076,713	$ 2,760,437	$ 943,852	$ 1,040,800	$ 575,491	$ 137,877
Terminal 1 Annual Cost	$ 1,194,127 $ 1,194,127	$ 331,418 $ 1,244,767	$ 1,194,127 $ 1,194,127	$ 3,000 $ 3,000	$ 8,377 $ 1,244,767	$ 384,058 $ 19,845	$ 711,419 $ 711,419
Terminal 2 Annual Cost	$ 711,419 $ 711,419	$ 711,419 $ 622,125	$ 711,419 $ 711,419	$ 415,598 $ 415,598	$ 3,000 $ 3,000	$ 3,000 $ 400,038	$ 3,000 $ 3,000
Terminal 3 Annual Cost	$ 261,153 $ 261,153	$ 261,153 $ 577,410	$ 261,153 $ 261,153	$ 3,000 $ 3,000	$ 262,425 $ 8,377	$ 3,000 $ 19,050	$ - $ -

Vessel Name	General Vessel Info COLUMBIA			General Vessel Info MATANUSKA			General Vessel Info MALASPINA			General Vessel Info AURORA			General Vessel Info LECONTE			General Vessel Info TUSTUMENA			General Vessel Info LITUYA	
Terminal 4 Annual Cost	$ 329,661	$ 329,661		$ 329,661	$ -		$ 329,661	$ 329,661		$ -	$ -		$ -	$ -		$ 3,000	$ 3,000		$ -	$ -	
Terminal 5 Annual Cost	$ 1,244,767	$ 1,244,767		$ 3,512	$ -		$ 1,244,767	$ 1,244,767		$ 426,106	$ 426,106		$ 1,244,767	$ 622,125		$ 43,600	$ 384,058		$ -	$ -	
Terminal 6 Annual Cost	$ 622,125	$ 622,125		$ 332,639	$ 711,419		$ 622,125	$ 622,125		$ -	$ -		$ 40,419	$ 577,410		$ 3,000	$ -		$ -	$ -	
Terminal 7 Annual Cost	$ 577,410	$ 577,410		$ 1,244,767	$ 1,194,127		$ 577,410	$ 577,410		$ -	$ -		$ -	$ -		$ 3,000	$ -		$ -	$ -	
Terminal 8 Annual Cost	$ -	$ -		$ 622,125	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ 3,000	$ -		$ -	$ -	
Terminal 9 Annual Cost	$ -	$ -		$ 577,410	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Terminal 10 Annual Cost	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Terminal 11 Annual Cost	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Terminal 12 Annual Cost	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Terminal 13 Annual Cost	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Terminal 14 Annual Cost	$ 332,639	$ 332,639		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ 262,425		$ -	$ -		$ -	$ -	
Terminal 15 Annual Cost	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Terminal 16 Annual Cost	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Terminal 17 Annual Cost	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Terminal 18 Annual Cost	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Terminal 19 Annual Cost	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Terminal 20 Annual Cost	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -	
Annual Onboard Sales			$ 833,875			$ 770,831			$ 931,543			$ 301,259			$ 345,439			$ 270,675		
Total Annual Values	**Summer Route**	**Winter Route**	**Revenue**	**Summer Route**	**Winter Route**	**Revenue**	**Summer Route**	**Winter Route**	**Revenue**	**Summer Route**	**Winter Route**	**Revenue**	**Summer Route**	**Winter Route**	**Revenue**	**Summer Route**	**Winter Route**	**Revenue**	**Summer Route**	**Winter Route**
	$ 16,052,183	**$ 16,052,183**	$ 833,875	**$ 11,168,930**	**$ 11,104,674**	$ 770,831	**$ 12,115,646**	**$ 12,115,646**	$ 931,543	**$ 3,497,064**	**$ 3,497,064**	$ 301,259	**$ 4,430,896**	**$ 5,590,012**	$ 345,439	**$ 4,082,690**	**$ 4,463,023**	$ 270,675	**$ 1,243,535**	**$ 1,243,535**

	Weekly Cost Analysis COLUMBIA			Weekly Cost Analysis MATANUSKA			Weekly Cost Analysis MALASPINA			Weekly Cost Analysis AURORA			Weekly Cost Analysis LECONTE			Weekly Cost Analysis TUSTUMENA			Weekly Cost Analysis LITUYA	
	Summer	**Winter**	**Overhaul/Layup**	**Summer**	**Winter**	**Overhaul/Layup**	**Summer**	**Winter**	**Overhaul/Layup**	**Summer**	**Winter**	**Overhaul/Layup**	**Summer**	**Winter**	**Overhaul/Layup**	**Summer**	**Winter**	**Overhaul/Layup**	**Summer**	**Winter**
Ovhl Maint Cost Per Week	$ 80,411	$ 80,411	$ -	$ 47,177	$ 47,177	$ -	$ 50,778	$ 50,778	$ -	$ 18,061	$ 18,061	$ -	$ 18,061	$ 18,061	$ -	$ 28,848	$ 28,848	$ -	$ 5,481	$ 5,481
Marine Eng'g Cost Per Week	$ 14,474	$ 14,474	$ -	$ 8,492	$ 8,492	$ -	$ 9,140	$ 9,140	$ -	$ 3,251	$ 3,251	$ -	$ 3,251	$ 3,251	$ -	$ 5,193	$ 5,193	$ -	$ 987	$ 987
Operating Cost Per Week	$ 33,341	$ 33,341	$ 20,005	$ 18,076	$ 18,076	$ 10,846	$ 12,257	$ 12,257	$ 7,354	$ 5,800	$ 5,800	$ 3,480	$ 4,705	$ 4,705	$ 2,823	$ 25,316	$ 25,316	$ 15,189	$ 1,857	$ 1,857
Future Crew Cost Adjustment	100%			100%			100%			100%			100%			100%			100%	
Crew Cost Per Week (Std+OT)	$ 196,325	$ 196,325	$ 88,004	$ 119,583	$ 119,583	$ 80,132	$ 134,000	$ 134,000	$ 146,725	$ 52,323	$ 52,323	$ 28,900	$ 59,546	$ 59,546	$ 135,175	$ 100,889	$ 100,889	$ 64,240	$ 11,245	$ 11,245
Crew Cost Per Week (Other+Benefits)	$ 211,292	$ 211,292	$ 53,207	$ 127,882	$ 127,882	$ 48,072	$ 152,328	$ 152,328	$ 81,475	$ 53,833	$ 53,833	$ 19,775	$ 63,843	$ 63,843	$ 73,025	$ 106,809	$ 106,809	$ 36,870	$ 11,987	$ 11,987
Recoup of Ovhl Crew/Op Cost	$ 85,349	$ 85,349		$ 33,107	$ 33,107		$ 56,084	$ 56,084		$ 12,418	$ 12,418		$ 50,244	$ 50,244		$ 42,847	$ 42,847		$ 2,380	$ 2,380
Fuel Cost Per Week	$ 100,859	$ 100,859		$ 38,147	$ 61,874		$ 66,128	$ 65,281		$ 17,809	$ 26,713		$ 14,350	$ 34,263		$ 34,747	$ 8,144		$ 3,283	$ 3,283
Vessel Expenses Per Week	**$ 593,825**	**$ 593,825**	**$ 141,211**	**$ 318,719**	**$ 342,446**	**$ 128,204**	**$ 408,541**	**$ 407,693**	**$ 228,200**	**$ 136,382**	**$ 145,287**	**$ 48,675**	**$ 187,982**	**$ 207,895**	**$ 208,200**	**$ 285,293**	**$ 258,690**	**$ 101,110**	**$ 28,895**	**$ 28,895**
Terminal 1 Cost Per Week	$ 35,121	$ 35,121		$ 7,891	$ 29,637		$ 28,432	$ 28,432		$ 71	$ 71		$ 199	$ 29,637		$ 10,107	$ 522		$ 16,939	$ 16,939
Terminal 2 Cost Per Week	$ 20,924	$ 20,924		$ 16,939	$ 14,813		$ 16,939	$ 16,939		$ 9,895	$ 9,895		$ 71	$ 71		$ 79	$ 10,527		$ 71	$ 71
Terminal 3 Cost Per Week	$ 7,681	$ 7,681		$ 6,218	$ 13,748		$ 6,218	$ 6,218		$ 71	$ 71		$ 6,248	$ 199		$ 79	$ 501		$ -	$ -
Terminal 4 Cost Per Week	$ 9,696	$ 9,696		$ 7,849	$ -		$ 7,849	$ 7,849		$ -	$ -		$ -	$ -		$ 79	$ 79		$ -	$ -
Terminal 5 Cost Per Week	$ 36,611	$ 36,611		$ 84	$ -		$ 29,637	$ 29,637		$ 10,145	$ 10,145		$ 29,637	$ 14,813		$ 1,147	$ 10,107		$ -	$ -
Terminal 6 Cost Per Week	$ 18,298	$ 18,298		$ 7,920	$ 16,939		$ 14,813	$ 14,813		$ -	$ -		$ 962	$ 13,748		$ 79	$ -		$ -	$ -
Terminal 7 Cost Per Week	$ 16,983	$ 16,983		$ 29,637	$ 28,432		$ 13,748	$ 13,748		$ -	$ -		$ -	$ -		$ 79	$ -		$ -	$ -
Terminal 8 Cost Per Week	$ -	$ -		$ 14,813	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ 79	$ -		$ -	$ -
Terminal 9 Cost Per Week	$ -	$ -		$ 13,748	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -
Terminal 10 Cost Per Week	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -
Terminal 11 Cost Per Week	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -
Terminal 12 Cost Per Week	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -
Terminal 13 Cost Per Week	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -
Terminal 14 Cost Per Week	$ 9,784	$ 9,784		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ 6,248		$ -	$ -		$ -	$ -
Terminal 15 Cost Per Week	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -
Terminal 16 Cost Per Week	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -
Terminal 17 Cost Per Week	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -
Terminal 18 Cost Per Week	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -
Terminal 19 Cost Per Week	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -
Terminal 20 Cost Per Week	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -
Total Terminal Cost Per Week	**$ 155,097**	**$ 155,097**		**$ 105,098**	**$ 103,568**		**$ 117,635**	**$ 117,635**		**$ 20,183**	**$ 20,183**		**$ 37,119**	**$ 64,717**		**$ 11,728**	**$ 21,737**		**$ 17,010**	**$ 17,010**

Orange cells indicate that revenue information is not available. (COLUMBIA)

Passengers	Weekly Revenue Streams COLUMBIA		Weekly Revenue Streams MATANUSKA		Weekly Revenue Streams MALASPINA		Weekly Revenue Streams AURORA		Weekly Revenue Streams LECONTE		Weekly Revenue Streams TUSTUMENA		Weekly Revenue Streams LITUYA	
	Summer Wk Avg	**Winter Wk Avg**	**Summer Wk Avg**	**Winter Wk Avg**	**Summer Wk Avg**	**Winter Wk Avg**	**Summer Wk Avg**	**Winter Wk Avg**	**Summer Wk Avg**	**Winter Wk Avg**	**Summer Wk Avg**	**Winter Wk Avg**	**Summer Wk Avg**	**Winter Wk Avg**
Port Pair 1-2 Pax	**$ 17,137**	**$ 15,582**	**$ 5,318**	**$ 1,857**	**$ 17,137**	**$ 15,582**	$ -	$ -	$ -	**$ 468**	**$ 827**	**$ 685**	**$ 6,250**	**$ 4,682**
Port Pair 1-3 Pax	$ 3,424	$ 1,360	$ 981	$ 2,001	$ 3,424	$ 1,360	$ -	$ -	$ 35	$ 1,730	$ 427	$ 60	$ -	$ -
Port Pair 1-4 Pax	$ 5,125	$ 3,428	$ 860	$ -	$ 5,125	$ 3,428	$ -	$ -	$ -	$ -	$ 497	$ 120	$ -	$ -
Port Pair 1-5 Pax	$ 21,101	$ 16,106	$ 285	$ -	$ 21,101	$ 16,106	$ 555	$ 347	$ 1,269	$ 3,499	$ 267	$ 219	$ -	$ -
Port Pair 1-6 Pax	$ 26,258	$ 29,127	$ 1,116	$ 672	$ 26,258	$ 29,127	$ -	$ -	$ -	$ 2,004	$ 248	$ -	$ -	$ -
Port Pair 1-7 Pax	$ 14,990	$ 7,741	$ 7,652	$ 4,751	$ 14,990	$ 7,741	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-8 Pax	$ -	$ -	$ 2,513	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,610	$ -	$ -	$ -
Port Pair 1-9 Pax	$ -	$ -	$ 4,656	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-3 Pax	**$ 528**	**$ 618**	**$ 528**	**$ 909**	**$ 528**	**$ 618**	**$ 94**	**$ 69**	**$ 61**	**$ 146**	$ -	**$ 553**	**$ -**	**$ -**
Port Pair 2-4 Pax	$ 589	$ 2,464	$ 589	$ -	$ 589	$ 2,464	$ -	$ -	$ -	$ 420	$ 102	$ 127	$ -	$ -
Port Pair 2-5 Pax	$ 2,805	$ 2,940	$ 234	$ 1,682	$ 2,805	$ 2,940	$ 31,334	$ 1,057	$ 910	$ -	$ -	$ 5,482	$ -	$ -
Port Pair 2-6 Pax	$ 1,153	$ 1,199	$ 932	$ 987	$ 1,153	$ 1,199	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-7 Pax	$ 919	$ 1,125	$ 2,805	$ 16,061	$ 919	$ 1,125	$ -	$ -	$ 220	$ -	$ 541	$ -	$ -	$ -
Port Pair 2-8 Pax	$ -	$ -	$ 1,153	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 259	$ -	$ -	$ -
Port Pair 2-9 Pax	$ -	$ -	$ 919	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-10 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-4 Pax	**$ 322**	**$ 124**	**$ 322**	**$ 240**	**$ 322**	**$ 124**	**$ 238**	**$ 96**	**$ 21**	**$ 1,291**	**$ 1,009**	**$ 54**	$ -	$ -
Port Pair 3-5 Pax	$ 856	$ 1,182	$ 231	$ 1,433	$ 856	$ 1,182	$ 1,883	$ 132	$ 673	$ -	$ 248	$ 440	$ -	$ -
Port Pair 3-6 Pax	$ 500	$ 303	$ 334	$ 423	$ 500	$ 303	$ -	$ -	$ 244	$ -	$ 157	$ -	$ -	$ -
Port Pair 3-7 Pax	$ 611	$ 613	$ 856	$ 380	$ 611	$ 613	$ -	$ -	$ 70	$ -	$ 411	$ -	$ -	$ -

Vessel Name	General Vessel Info COLUMBIA		General Vessel Info MATANUSKA		General Vessel Info MALASPINA		General Vessel Info AURORA		General Vessel Info LECONTE		General Vessel Info TUSTUMENA		General Vessel Info LITUYA	
Port Pair 3-8 Pax	$ -	$ -	$ 500	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 231	$ -	$ -	$ -
Port Pair 3-9 Pax	$ -	$ -	$ 611	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-10 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-5 Pax	**$ 1,476**	**$ 276**	**$ 84**	**$ 1,682**	**$ 1,476**	**$ 276**	**$ 31,334**	**$ 1,057**	**$ 910**	**$ 3,499**	**$ 580**	**$ 765**	**$ -**	**$ -**
Port Pair 4-6 Pax	$ 351	$ 94	$ 386	$ 987	$ 351	$ 94	$ -	$ -	$ -	$ 2,004	$ 147	$ -	$ -	$ -
Port Pair 4-7 Pax	$ 416	$ 498	$ 1,476	$ 16,061	$ 416	$ 498	$ -	$ -	$ 220	$ -	$ 243	$ -	$ -	$ -
Port Pair 4-8 Pax	$ -	$ -	$ 351	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 168	$ -	$ -	$ -
Port Pair 4-9 Pax	$ -	$ -	$ 416	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-10 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-6 Pax	**$ 2,078**	**$ 1,857**	**$ 208**	**$ 672**	**$ 2,078**	**$ 1,857**	**$ -**	**$ 221**	**$ 3,109**	**$ 334**	**$ 67**	**$ -**	**$ -**	**$ -**
Port Pair 5-7 Pax	$ 2,379	$ 2,001	$ 764	$ 4,751	$ 2,379	$ 2,001	$ -	$ -	$ 2,034	$ -	$ 82	$ -	$ -	$ -
Port Pair 5-8 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 231	$ -	$ -	$ -
Port Pair 5-9 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-10 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-7 Pax	**$ 1,714**	**$ 909**	**$ 1,124**	**$ 5,452**	**$ 1,714**	**$ 909**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 114**	**$ -**	**$ -**	**$ -**
Port Pair 6-8 Pax	$ -	$ -	$ 414	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 355	$ -	$ -	$ -
Port Pair 6-9 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-10 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 7-8 Pax	**$ -**	**$ -**	**$ 2,078**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 692**	**$ -**	**$ -**	**$ -**
Port Pair 7-9 Pax	$ -	$ -	$ 2,379	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 7-10 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 8-9 Pax	**$ -**	**$ -**	**$ 1,714**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Port Pair 8-10 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 9-10 Pax	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Port Pair 10-11 Pax	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Port Pair 10-12 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-13 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-14 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-15 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-16 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-17 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-18 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-19 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-12 Pax	**$ 1,395**	**$ 240**	**$ 1,395**	**$ 15,582**	**$ 1,395**	**$ 240**	**$ -**	**$ -**	**$ -**	**$ 420**	**$ 790**	**$ 758**	**$ 5,767**	**$ 4,405**
Port Pair 11-13 Pax	$ 2,398	$ 1,433	$ 2,398	$ 16,106	$ 2,398	$ 1,433	$ -	$ -	$ -	$ 1,760	$ -	$ 542	$ -	$ -
Port Pair 11-14 Pax	$ 405	$ 120	$ 405	$ 29,127	$ 145	$ 84	$ -	$ -	$ -	$ -	$ 290	$ 5,972	$ -	$ -
Port Pair 11-15 Pax	$ 145	$ 84	$ 53	$ 7,741	$ 278	$ 256	$ -	$ -	$ -	$ -	$ 252	$ 619	$ -	$ -
Port Pair 11-16 Pax	$ 278	$ 256	$ 145	$ -	$ 773	$ 423	$ -	$ -	$ -	$ -	$ 351	$ -	$ -	$ -
Port Pair 11-17 Pax	$ 773	$ 423	$ 278	$ -	$ 8,420	$ 380	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-18 Pax	$ 8,420	$ 380	$ 773	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,913	$ -	$ -	$ -
Port Pair 11-19 Pax	$ -	$ -	$ 4,421	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-13 Pax	**$ 2,296**	**$ 1,682**	**$ 2,296**	**$ 2,940**	**$ 2,296**	**$ 1,682**	**$ -**	**$ -**	**$ -**	**$ 3,650**	**$ -**	**$ 64**	**$ -**	**$ -**
Port Pair 12-14 Pax	$ 717	$ 1,458	$ 717	$ 1,199	$ 242	$ 376	$ -	$ -	$ -	$ -	$ 160	$ 127	$ -	$ -
Port Pair 12-15 Pax	$ 242	$ 376	$ 176	$ 1,125	$ 196	$ 336	$ -	$ -	$ -	$ -	$ 264	$ -	$ -	$ -
Port Pair 12-16 Pax	$ 196	$ 336	$ 242	$ -	$ 775	$ 987	$ -	$ -	$ -	$ -	$ 306	$ -	$ -	$ -
Port Pair 12-17 Pax	$ 775	$ 987	$ 196	$ -	$ 25,526	$ 16,061	$ -	$ -	$ -	$ -	$ 717	$ -	$ -	$ -
Port Pair 12-18 Pax	$ 25,526	$ 16,061	$ 775	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 294	$ -	$ -	$ -
Port Pair 12-19 Pax	$ -	$ -	$ 3,871	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-14 Pax	**$ 1,398**	**$ 1,717**	**$ 1,398**	**$ 1,857**	**$ 343**	**$ 207**	**$ -**	**$ -**	**$ -**	**$ 727**	**$ -**	**$ 638**	**$ -**	**$ -**
Port Pair 13-15 Pax	$ 343	$ 207	$ 1,402	$ 2,001	$ 268	$ 281	$ -	$ -	$ -	$ -	$ -	$ 80	$ -	$ -
Port Pair 13-16 Pax	$ 268	$ 281	$ 343	$ -	$ 889	$ 672	$ -	$ -	$ -	$ 1,730	$ -	$ -	$ -	$ -
Port Pair 13-17 Pax	$ 889	$ 672	$ 268	$ -	$ 15,010	$ 4,751	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-18 Pax	$ 15,010	$ 4,751	$ 889	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-19 Pax	$ -	$ -	$ 9,045	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-15 Pax	**$ 327**	**$ 192**	**$ -**	**$ 909**	**$ 118**	**$ 105**	**$ -**	**$ -**	**$ -**	**$ 873**	**$ 357**	**$ 859**	**$ -**	**$ -**
Port Pair 14-16 Pax	$ 295	$ 189	$ 327	$ -	$ 374	$ 63	$ -	$ -	$ -	$ 138	$ 221	$ -	$ -	$ -
Port Pair 14-17 Pax	$ 1,068	$ 261	$ 295	$ 1,682	$ 3,542	$ 2,598	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-18 Pax	$ 6,081	$ 1,858	$ 1,068	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 675	$ -	$ -	$ -
Port Pair 14-19 Pax	$ -	$ -	$ 1,087	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-16 Pax	**$ 118**	**$ 105**	**$ 93**	**$ 240**	**$ 412**	**$ 255**	**$ -**	**$ -**	**$ -**	**$ 1,730**	**$ 969**	**$ -**	**$ -**	**$ -**
Port Pair 15-17 Pax	$ 374	$ 63	$ 182	$ 1,433	$ 2,460	$ 272	$ -	$ -	$ -	$ -	$ 102	$ -	$ -	$ -
Port Pair 15-18 Pax	$ 3,542	$ 2,598	$ 257	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 627	$ -	$ -	$ -
Port Pair 15-19 Pax	$ -	$ -	$ 322	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 16-17 Pax	**$ 412**	**$ 255**	**$ 118**	**$ 1,682**	**$ 12,630**	**$ 5,452**	**$ -**	**$ -**	**$ -**	**$ 1,291**	**$ -**	**$ -**	**$ -**	**$ -**
Port Pair 16-18 Pax	$ 2,460	$ 272	$ 374	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 337	$ -	$ -	$ -
Port Pair 16-19 Pax	$ -	$ -	$ 829	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 16-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 17-18 Pax	**$ 12,630**	**$ 5,452**	**$ 412**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 927**	**$ -**	**$ -**	**$ -**
Port Pair 17-19 Pax	$ -	$ -	$ 1,426	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 17-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 18-19 Pax	**$ -**	**$ -**	**$ 4,949**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Port Pair 18-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 19-20 Pax	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Passenger Tariffs Per Week	**$ 104,731**	**$ 89,547**	**$ 40,698**	**$ 61,001**	**$ 104,731**	**$ 89,547**	**$ 65,439**	**$ 2,978**	**$ 9,775**	**$ 15,395**	**$ 10,510**	**$ 8,504**	**$ 6,250**	**$ 4,682**

Vessel Name	General Vessel Info COLUMBIA		General Vessel Info MATANUSKA		General Vessel Info MALASPINA		General Vessel Info AURORA		General Vessel Info LECONTE		General Vessel Info TUSTUMENA		General Vessel Info LITUYA	
Vehicles	*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is no*	
Port Pair 1-2 Vehicle	$ 20,650	$ 17,607	$ 6,788	$ 4,086	$ 20,650	$ 17,607	$ -	$ -	$ 47	$ 146	$ 885	$ 1,071	$ 4,029	$ 3,932
Port Pair 1-3 Vehicle	$ 2,151	$ 5,146	$ 1,351	$ 2,474	$ 2,151	$ 5,146	$ -	$ -	$ 10	$ 1,523	$ 2,178	$ -	$ -	$ -
Port Pair 1-4 Vehicle	$ 4,442	$ 3,917	$ 1,300	$ -	$ 4,442	$ 3,917	$ -	$ -	$ -	$ -	$ 1,012	$ -	$ -	$ -
Port Pair 1-5 Vehicle	$ 22,486	$ 22,656	$ 313	$ -	$ 22,486	$ 22,656	$ 792	$ 486	$ 1,847	$ 4,211	$ 781	$ 256	$ -	$ -
Port Pair 1-6 Vehicle	$ 46,830	$ 61,256	$ 1,730	$ 3,563	$ 46,830	$ 61,256	$ -	$ -	$ -	$ 2,397	$ -	$ -	$ -	$ -
Port Pair 1-7 Vehicle	$ 13,407	$ 9,737	$ 7,787	$ 11,677	$ 13,407	$ 9,737	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-8 Vehicle	$ -	$ -	$ 3,938	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 743	$ -	$ -	$ -
Port Pair 1-9 Vehicle	$ -	$ -	$ 4,402	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-3 Vehicle	$ 489	$ 586	$ 489	$ 839	$ 489	$ 586	$ 413	$ 120	$ 28	$ 39	$ -	$ 999	$ -	$ -
Port Pair 2-4 Vehicle	$ 520	$ 1,679	$ 520	$ -	$ 520	$ 1,679	$ -	$ -	$ -	$ 63	$ -	$ 268	$ -	$ -
Port Pair 2-5 Vehicle	$ 1,718	$ 2,117	$ 448	$ 2,972	$ 1,718	$ 2,117	$ 18,446	$ 703	$ 202	$ -	$ -	$ 9,542	$ -	$ -
Port Pair 2-6 Vehicle	$ 2,530	$ 1,556	$ 1,103	$ 1,504	$ 2,530	$ 1,556	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-7 Vehicle	$ 719	$ 342	$ 1,718	$ 26,381	$ 719	$ 342	$ -	$ -	$ 30	$ -	$ 251	$ -	$ -	$ -
Port Pair 2-8 Vehicle	$ -	$ -	$ 2,530	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-9 Vehicle	$ -	$ -	$ 719	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-4 Vehicle	$ 277	$ 124	$ 277	$ 214	$ 277	$ 124	$ 518	$ -	$ 61	$ 1,128	$ 321	$ 68	$ -	$ -
Port Pair 3-5 Vehicle	$ 640	$ 448	$ 197	$ 2,430	$ 640	$ 448	$ 333	$ 809	$ 928	$ -	$ 291	$ 634	$ -	$ -
Port Pair 3-6 Vehicle	$ 506	$ 731	$ 386	$ 396	$ 506	$ 731	$ -	$ -	$ 380	$ -	$ 219	$ -	$ -	$ -
Port Pair 3-7 Vehicle	$ 870	$ 322	$ 640	$ 2,031	$ 870	$ 322	$ -	$ -	$ 667	$ -	$ -	$ -	$ -	$ -
Port Pair 3-8 Vehicle	$ -	$ -	$ 506	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 363	$ -	$ -	$ -
Port Pair 3-9 Vehicle	$ -	$ -	$ 870	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-5 Vehicle	$ 1,032	$ 331	$ 167	$ 2,972	$ 1,032	$ 331	$ 18,446	$ 703	$ 202	$ 4,211	$ 255	$ 358	$ -	$ -
Port Pair 4-6 Vehicle	$ 919	$ 483	$ 617	$ 1,504	$ 919	$ 483	$ -	$ -	$ -	$ 2,397	$ 160	$ -	$ -	$ -
Port Pair 4-7 Vehicle	$ 646	$ 491	$ 1,032	$ 26,381	$ 646	$ 491	$ -	$ -	$ 30	$ -	$ -	$ -	$ -	$ -
Port Pair 4-8 Vehicle	$ -	$ -	$ 919	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 223	$ -	$ -	$ -
Port Pair 4-9 Vehicle	$ -	$ -	$ 646	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-6 Vehicle	$ 2,344	$ 4,086	$ 156	$ 3,563	$ 2,344	$ 4,086	$ -	$ 1,102	$ 2,133	$ 407	$ 82	$ -	$ -	$ -
Port Pair 5-7 Vehicle	$ 1,716	$ 2,474	$ 572	$ 11,677	$ 1,716	$ 2,474	$ -	$ -	$ 3,614	$ -	$ -	$ -	$ -	$ -
Port Pair 5-8 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 523	$ -	$ -	$ -
Port Pair 5-9 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-7 Vehicle	$ 1,823	$ 839	$ 1,397	$ 15,320	$ 1,823	$ 839	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-8 Vehicle	$ -	$ -	$ 1,356	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 460	$ -	$ -	$ -
Port Pair 6-9 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 7-8 Vehicle	$ -	$ -	$ 2,344	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 88	$ -	$ -	$ -
Port Pair 7-9 Vehicle	$ -	$ -	$ 1,716	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 7-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 8-9 Vehicle	$ -	$ -	$ 1,823	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 8-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 9-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-11 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-12 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-13 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-14 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-15 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-16 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-17 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-18 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-19 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-12 Vehicle	$ 1,497	$ 214	$ 1,497	$ 17,607	$ 1,497	$ 214	$ -	$ -	$ -	$ 525	$ 88	$ 388	$ 3,930	$ 3,954
Port Pair 11-13 Vehicle	$ 1,678	$ 2,430	$ 1,678	$ 22,656	$ 1,678	$ 2,430	$ -	$ -	$ -	$ 1,853	$ -	$ 757	$ -	$ -
Port Pair 11-14 Vehicle	$ 302	$ 849	$ 302	$ 61,256	$ 346	$ 725	$ -	$ -	$ -	$ -	$ 209	$ 9,701	$ -	$ -
Port Pair 11-15 Vehicle	$ 346	$ 725	$ 37	$ 9,737	$ 400	$ -	$ -	$ -	$ -	$ -	$ 140	$ 212	$ -	$ -
Port Pair 11-16 Vehicle	$ 400	$ -	$ 346	$ -	$ 525	$ 396	$ -	$ -	$ -	$ -	$ 258	$ -	$ -	$ -
Port Pair 11-17 Vehicle	$ 525	$ 396	$ 400	$ -	$ 6,943	$ 2,031	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-18 Vehicle	$ 6,943	$ 2,031	$ 525	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,752	$ -	$ -	$ -
Port Pair 11-19 Vehicle	$ -	$ -	$ 3,570	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-13 Vehicle	$ 2,507	$ 2,972	$ 2,507	$ 2,117	$ 2,507	$ 2,972	$ -	$ -	$ -	$ 5,112	$ -	$ 97	$ -	$ -
Port Pair 12-14 Vehicle	$ 1,058	$ 2,387	$ 1,058	$ 1,556	$ 674	$ 866	$ -	$ -	$ -	$ -	$ -	$ 284	$ -	$ -
Port Pair 12-15 Vehicle	$ 674	$ 866	$ 328	$ 342	$ 586	$ 1,191	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-16 Vehicle	$ 586	$ 1,191	$ 674	$ -	$ 1,617	$ 1,504	$ -	$ -	$ -	$ -	$ 46	$ -	$ -	$ -
Port Pair 12-17 Vehicle	$ 1,617	$ 1,504	$ 586	$ -	$ 41,431	$ 26,381	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-18 Vehicle	$ 41,431	$ 26,381	$ 1,617	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-19 Vehicle	$ -	$ -	$ 5,628	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-14 Vehicle	$ 1,440	$ 2,534	$ 1,440	$ 4,086	$ 422	$ 643	$ -	$ -	$ -	$ 1,327	$ -	$ 1,316	$ -	$ -
Port Pair 13-15 Vehicle	$ 422	$ 643	$ 996	$ 2,474	$ 737	$ 415	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-16 Vehicle	$ 737	$ 415	$ 422	$ -	$ 1,422	$ 3,563	$ -	$ -	$ -	$ 1,523	$ -	$ -	$ -	$ -
Port Pair 13-17 Vehicle	$ 1,422	$ 3,563	$ 737	$ -	$ 20,812	$ 11,677	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-18 Vehicle	$ 20,812	$ 11,677	$ 1,422	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Vessel Name	General Vessel Info COLUMBIA		General Vessel Info MATANUSKA		General Vessel Info MALASPINA		General Vessel Info AURORA		General Vessel Info LECONTE		General Vessel Info TUSTUMENA		General Vessel Info LITUYA	
Port Pair 13-19 Vehicle	$ -	$ -	$ 10,382	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-15 Vehicle	$ 339	$ 108	$ -	$ 839	$ 133	$ 151	$ -	$ -	$ -	$ 1,640	$ 299	$ 1,086	$ -	$ -
Port Pair 14-16 Vehicle	$ 609	$ 760	$ 339	$ -	$ 344	$ 121	$ -	$ -	$ -	$ 368	$ 263	$ -	$ -	$ -
Port Pair 14-17 Vehicle	$ 1,402	$ 420	$ 609	$ 2,972	$ 3,270	$ 1,306	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-18 Vehicle	$ 10,176	$ 5,394	$ 1,402	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 780	$ -	$ -	$ -
Port Pair 14-19 Vehicle	$ -	$ -	$ 1,954	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-16 Vehicle	$ 133	$ 151	$ 134	$ 214	$ 403	$ 343	$ -	$ -	$ -	$ 1,523	$ 436	$ -	$ -	$ -
Port Pair 15-17 Vehicle	$ 344	$ 121	$ 174	$ 2,430	$ 3,016	$ 1,843	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-18 Vehicle	$ 3,270	$ 1,306	$ 234	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 558	$ -	$ -	$ -
Port Pair 15-19 Vehicle	$ -	$ -	$ 395	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 16-17 Vehicle	$ 403	$ 343	$ 133	$ 2,972	$ 17,805	$ 15,320	$ -	$ -	$ -	$ 1,128	$ -	$ -	$ -	$ -
Port Pair 16-18 Vehicle	$ 3,016	$ 1,843	$ 344	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,234	$ -	$ -	$ -
Port Pair 16-19 Vehicle	$ -	$ -	$ 1,230	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 16-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 17-18 Vehicle	$ 17,805	$ 15,320	$ 403	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,170	$ -	$ -	$ -
Port Pair 17-19 Vehicle	$ -	$ -	$ 1,172	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 17-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 18-19 Vehicle	$ -	$ -	$ 6,687	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 18-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 19-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Vehicle Tariffs Per Week	**$ 126,714**	**$ 136,928**	**$ 47,217**	**$ 119,983**	**$ 126,714**	**$ 136,928**	**$ 38,947**	**$ 3,923**	**$ 10,179**	**$ 16,522**	**$ 8,834**	**$ 13,195**	**$ 4,029**	**$ 3,932**
Cabins	*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is no*	
Port Pair 1-2 Cabin	$ 6,689	$ 5,241	$ 633	$ 177	$ 6,689	$ 5,241	$ -	$ -	$ -	$ -	$ 334	$ -	$ -	$ -
Port Pair 1-3 Cabin	$ 1,182	$ 294	$ 325	$ 152	$ 1,182	$ 294	$ -	$ -	$ -	$ -	$ 240	$ -	$ -	$ -
Port Pair 1-4 Cabin	$ 1,879	$ 2,218	$ 360	$ -	$ 1,879	$ 2,218	$ -	$ -	$ -	$ -	$ 248	$ -	$ -	$ -
Port Pair 1-5 Cabin	$ 8,221	$ 6,960	$ 147	$ -	$ 8,221	$ 6,960	$ -	$ -	$ -	$ 388	$ 305	$ 134	$ -	$ -
Port Pair 1-6 Cabin	$ 13,120	$ 17,529	$ 527	$ 109	$ 13,120	$ 17,529	$ -	$ -	$ -	$ 335	$ 240	$ -	$ -	$ -
Port Pair 1-7 Cabin	$ 8,133	$ 4,779	$ 3,101	$ 1,794	$ 8,133	$ 4,779	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-8 Cabin	$ -	$ -	$ 1,232	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,828	$ -	$ -	$ -
Port Pair 1-9 Cabin	$ -	$ -	$ 2,213	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-3 Cabin	$ 98	$ 119	$ 98	$ 50	$ 98	$ 119	$ -	$ -	$ -	$ -	$ 69	$ 367	$ -	$ -
Port Pair 2-4 Cabin	$ 107	$ 263	$ 107	$ -	$ 107	$ 263	$ -	$ -	$ -	$ -	$ 103	$ 112	$ -	$ -
Port Pair 2-5 Cabin	$ 630	$ 540	$ 90	$ 254	$ 630	$ 540	$ -	$ -	$ -	$ -	$ -	$ 3,414	$ -	$ -
Port Pair 2-6 Cabin	$ 522	$ 487	$ 298	$ 355	$ 522	$ 487	$ -	$ -	$ -	$ -	$ 149	$ -	$ -	$ -
Port Pair 2-7 Cabin	$ 459	$ 174	$ 630	$ 9,271	$ 459	$ 174	$ -	$ -	$ -	$ -	$ 197	$ -	$ -	$ -
Port Pair 2-8 Cabin	$ -	$ -	$ 522	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 197	$ -	$ -	$ -
Port Pair 2-9 Cabin	$ -	$ -	$ 459	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-4 Cabin	$ 90	$ 58	$ 90	$ -	$ 90	$ 58	$ -	$ -	$ -	$ -	$ 177	$ -	$ -	$ -
Port Pair 3-5 Cabin	$ 239	$ 669	$ 70	$ 356	$ 239	$ 669	$ -	$ -	$ -	$ -	$ 125	$ 60	$ -	$ -
Port Pair 3-6 Cabin	$ 205	$ 219	$ 173	$ 142	$ 205	$ 219	$ -	$ -	$ 1	$ -	$ 132	$ -	$ -	$ -
Port Pair 3-7 Cabin	$ 282	$ 108	$ 239	$ 1,629	$ 282	$ 108	$ -	$ -	$ -	$ -	$ 357	$ -	$ -	$ -
Port Pair 3-8 Cabin	$ -	$ -	$ 205	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 172	$ -	$ -	$ -
Port Pair 3-9 Cabin	$ -	$ -	$ 282	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-5 Cabin	$ 503	$ 80	$ 54	$ 254	$ 503	$ 80	$ -	$ -	$ -	$ 388	$ -	$ -	$ -	$ -
Port Pair 4-6 Cabin	$ 247	$ 141	$ 236	$ 355	$ 247	$ 141	$ -	$ -	$ -	$ 335	$ -	$ -	$ -	$ -
Port Pair 4-7 Cabin	$ 230	$ 191	$ 503	$ 9,271	$ 230	$ 191	$ -	$ -	$ -	$ -	$ 124	$ -	$ -	$ -
Port Pair 4-8 Cabin	$ -	$ -	$ 247	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 175	$ -	$ -	$ -
Port Pair 4-9 Cabin	$ -	$ -	$ 230	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-6 Cabin	$ 163	$ 177	$ 84	$ 109	$ 163	$ 177	$ -	$ -	$ 128	$ 88	$ 40	$ -	$ -	$ -
Port Pair 5-7 Cabin	$ 226	$ 152	$ 414	$ 1,794	$ 226	$ 152	$ -	$ -	$ -	$ -	$ 83	$ -	$ -	$ -
Port Pair 5-8 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 199	$ -	$ -	$ -
Port Pair 5-9 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-7 Cabin	$ 54	$ 50	$ 497	$ 4,903	$ 54	$ 50	$ -	$ -	$ -	$ -	$ 56	$ -	$ -	$ -
Port Pair 6-8 Cabin	$ -	$ -	$ 603	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 155	$ -	$ -	$ -
Port Pair 6-9 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 7-8 Cabin	$ -	$ -	$ 163	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 68	$ -	$ -	$ -
Port Pair 7-9 Cabin	$ -	$ -	$ 226	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 7-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 8-9 Cabin	$ -	$ -	$ 54	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 8-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 9-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-11 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-12 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-13 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-14 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-15 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-16 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-17 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-18 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-19 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Vessel Name	General Vessel Info COLUMBIA		General Vessel Info MATANUSKA		General Vessel Info MALASPINA		General Vessel Info AURORA		General Vessel Info LECONTE		General Vessel Info TUSTUMENA		General Vessel Info LITUYA	
Port Pair 10-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-12 Cabin	$ 53	$ -	$ 53	$ 5,241	$ 53	$ -	$ -	$ -	$ -	$ -	$ 84	$ -	$ -	$ -
Port Pair 11-13 Cabin	$ 590	$ 356	$ 590	$ 6,960	$ 590	$ 356	$ -	$ -	$ -	$ 413	$ -	$ 164	$ -	$ -
Port Pair 11-14 Cabin	$ 572	$ 338	$ 572	$ 17,529	$ 138	$ 99	$ -	$ -	$ -	$ -	$ 315	$ 3,537	$ -	$ -
Port Pair 11-15 Cabin	$ 138	$ 99	$ -	$ 4,779	$ 168	$ -	$ -	$ -	$ -	$ -	$ 184	$ 143	$ -	$ -
Port Pair 11-16 Cabin	$ 168	$ -	$ 138	$ -	$ 486	$ 142	$ -	$ -	$ -	$ -	$ 361	$ -	$ -	$ -
Port Pair 11-17 Cabin	$ 486	$ 142	$ 168	$ -	$ 4,299	$ 1,629	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-18 Cabin	$ 4,299	$ 1,629	$ 486	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,215	$ -	$ -	$ -
Port Pair 11-19 Cabin	$ -	$ -	$ 2,274	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-13 Cabin	$ 489	$ 254	$ 489	$ 540	$ 489	$ 254	$ -	$ -	$ -	$ 472	$ -	$ 66	$ -	$ -
Port Pair 12-14 Cabin	$ 508	$ 816	$ 508	$ 487	$ 142	$ 105	$ -	$ -	$ -	$ -	$ 216	$ 125	$ -	$ -
Port Pair 12-15 Cabin	$ 142	$ 105	$ 110	$ 174	$ 156	$ 105	$ -	$ -	$ -	$ -	$ 207	$ -	$ -	$ -
Port Pair 12-16 Cabin	$ 156	$ 105	$ 142	$ -	$ 440	$ 355	$ -	$ -	$ -	$ -	$ 266	$ -	$ -	$ -
Port Pair 12-17 Cabin	$ 440	$ 355	$ 156	$ -	$ 14,424	$ 9,271	$ -	$ -	$ -	$ -	$ 394	$ -	$ -	$ -
Port Pair 12-18 Cabin	$ 14,424	$ 9,271	$ 440	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-19 Cabin	$ -	$ -	$ 1,975	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-14 Cabin	$ 552	$ 483	$ 552	$ 177	$ 182	$ 69	$ -	$ -	$ -	$ 82	$ -	$ 425	$ -	$ -
Port Pair 13-15 Cabin	$ 182	$ 69	$ 404	$ 152	$ 149	$ 185	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-16 Cabin	$ 149	$ 185	$ 182	$ -	$ 385	$ 109	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-17 Cabin	$ 385	$ 109	$ 149	$ -	$ 6,770	$ 1,794	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-18 Cabin	$ 6,770	$ 1,794	$ 385	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-19 Cabin	$ -	$ -	$ 4,132	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-15 Cabin	$ 160	$ 108	$ -	$ 50	$ 39	$ 50	$ -	$ -	$ -	$ 128	$ -	$ 92	$ -	$ -
Port Pair 14-16 Cabin	$ 176	$ 174	$ 160	$ -	$ 109	$ 65	$ -	$ -	$ -	$ -	$ 82	$ -	$ -	$ -
Port Pair 14-17 Cabin	$ 394	$ 94	$ 176	$ 254	$ 1,526	$ 1,017	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-18 Cabin	$ 3,309	$ 1,514	$ 394	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 532	$ -	$ -	$ -
Port Pair 14-19 Cabin	$ -	$ -	$ 514	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-16 Cabin	$ 39	$ 50	$ 52	$ -	$ 107	$ 139	$ -	$ -	$ -	$ -	$ 195	$ -	$ -	$ -
Port Pair 15-17 Cabin	$ 109	$ 65	$ 57	$ 356	$ 983	$ 294	$ -	$ -	$ -	$ -	$ 140	$ -	$ -	$ -
Port Pair 15-18 Cabin	$ 1,526	$ 1,017	$ 88	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 198	$ -	$ -	$ -
Port Pair 15-19 Cabin	$ -	$ -	$ 154	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 16-17 Cabin	$ 107	$ 139	$ 39	$ 254	$ 5,911	$ 4,903	$ -	$ -	$ -	$ -	$ 69	$ -	$ -	$ -
Port Pair 16-18 Cabin	$ 983	$ 294	$ 109	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 338	$ -	$ -	$ -
Port Pair 16-19 Cabin	$ -	$ -	$ 382	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 16-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 17-18 Cabin	$ 5,911	$ 4,903	$ 107	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 384	$ -	$ -	$ -
Port Pair 17-19 Cabin	$ -	$ -	$ 688	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 17-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 18-19 Cabin	$ -	$ -	$ 1,632	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 18-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 19-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Cabin Tariffs Per Week	**$ 43,277**	**$ 40,449**	**$ 14,829**	**$ 30,975**	**$ 43,277**	**$ 40,449**	**$ -**	**$ -**	**$ 129**	**$ 1,534**	**$ 5,772**	**$ 4,086**	**$ -**	**$ -**
Vans	*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is no*	
Port Pair 1-2 Van	$ 3,379	$ 3,379	$ 1,151	$ 435	$ 3,379	$ 3,379	$ -	$ -	$ -	$ -	$ -	$ -	$ 164	$ -
Port Pair 1-3 Van	$ -	$ -	$ 419	$ 265	$ -	$ -	$ -	$ -	$ -	$ 270	$ -	$ -	$ -	$ -
Port Pair 1-4 Van	$ -	$ -	$ 730	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-5 Van	$ 6,818	$ 6,818	$ -	$ -	$ 6,818	$ 6,818	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-6 Van	$ -	$ -	$ 611	$ 592	$ -	$ -	$ -	$ -	$ -	$ 344	$ -	$ -	$ -	$ -
Port Pair 1-7 Van	$ -	$ -	$ 3,671	$ 1,906	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-8 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-9 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-3 Van	$ 272	$ 272	$ 272	$ 105	$ 272	$ 272	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-4 Van	$ 293	$ -	$ 293	$ -	$ 293	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-5 Van	$ 1,008	$ 1,008	$ -	$ 534	$ 1,008	$ 1,008	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-6 Van	$ -	$ -	$ -	$ 861	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-7 Van	$ -	$ -	$ 1,008	$ 1,758	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-8 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-9 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-4 Van	$ 130	$ -	$ 130	$ 105	$ 130	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-5 Van	$ 1,574	$ -	$ 567	$ 274	$ 1,574	$ -	$ -	$ -	$ 164	$ -	$ 442	$ -	$ -	$ -
Port Pair 3-6 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7	$ -	$ -	$ -	$ -	$ -
Port Pair 3-7 Van	$ -	$ -	$ 1,574	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-8 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-9 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-5 Van	$ 441	$ 441	$ -	$ 534	$ 441	$ 441	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-6 Van	$ -	$ -	$ -	$ 861	$ -	$ -	$ -	$ -	$ -	$ 344	$ -	$ -	$ -	$ -
Port Pair 4-7 Van	$ -	$ -	$ 441	$ 1,758	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-8 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-9 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-6 Van	$ 435	$ 435	$ -	$ 592	$ 435	$ 435	$ -	$ -	$ 746	$ 105	$ -	$ -	$ -	$ -

Vessel Name	General Vessel Info COLUMBIA		General Vessel Info MATANUSKA		General Vessel Info MALASPINA		General Vessel Info AURORA		General Vessel Info LECONTE		General Vessel Info TUSTUMENA		General Vessel Info LITUYA	
Port Pair 5-7 Van	$ 265	$ 265	$ -	$ 1,906	$ 265	$ 265	$ -	$ -	$ 270	$ -	$ -	$ -	$ -	$ -
Port Pair 5-8 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-9 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-7 Van	$ 105	$ 105	$ 175	$ 1,689	$ 105	$ 105	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-8 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-9 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 7-8 Van	$ -	$ -	$ 435	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 7-9 Van	$ -	$ -	$ 265	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 7-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 8-9 Van	$ -	$ -	$ 105	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 8-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 9-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-11 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-12 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-13 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-14 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-15 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-16 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-17 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-18 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-19 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-20 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-12 Van	$ 105	$ 105	$ 105	$ 3,379	$ 105	$ 105	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-13 Van	$ 274	$ 274	$ 274	$ 6,818	$ 274	$ 274	$ -	$ -	$ -	285	$ -	$ -	$ -	$ -
Port Pair 11-14 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-15 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-16 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-17 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-18 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-19 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-20 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-13 Van	$ 534	$ 534	$ 534	$ 1,008	$ 534	$ 534	$ -	$ -	$ -	$ 814	$ -	$ -	$ -	$ -
Port Pair 12-14 Van	$ 350	$ 350	$ 350	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-15 Van	$ -	$ -	$ -	$ -	$ 587	$ 587	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-16 Van	$ 587	$ 587	$ -	$ -	$ 861	$ 861	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-17 Van	$ 861	$ 861	$ 587	$ -	$ 1,758	$ 1,758	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-18 Van	$ 1,758	$ 1,758	$ 861	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-19 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-20 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-14 Van	$ 229	$ 229	$ 229	$ 435	$ 383	$ 383	$ -	$ -	$ -	$ 241	$ -	$ -	$ -	$ -
Port Pair 13-15 Van	$ 383	$ 383	$ -	$ 265	$ 675	$ 675	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-16 Van	$ 675	$ 675	$ 383	$ -	$ 592	$ 592	$ -	$ -	$ -	$ 270	$ -	$ -	$ -	$ -
Port Pair 13-17 Van	$ 592	$ 592	$ 675	$ -	$ 1,906	$ 1,906	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-18 Van	$ 1,906	$ 1,906	$ 592	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-19 Van	$ -	$ -	$ 1,370	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-20 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-15 Van	$ -	$ -	$ -	$ 105	$ -	$ -	$ -	$ -	$ -	$ 164	$ 168	$ -	$ -	$ -
Port Pair 14-16 Van	$ -	$ -	$ -	$ -	$ 424	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-17 Van	$ 610	$ 610	$ -	$ 534	$ 4,209	$ 4,209	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-18 Van	$ -	$ -	$ 610	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-19 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-20 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-16 Van	$ -	$ -	$ -	$ 105	$ -	$ -	$ -	$ -	$ -	$ 270	$ -	$ -	$ -	$ -
Port Pair 15-17 Van	$ 424	$ -	$ 567	$ 274	$ 1,615	$ 1,615	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-18 Van	$ 4,209	$ 4,209	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-19 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-20 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 16-17 Van	$ -	$ -	$ -	$ 534	$ 1,689	$ 1,689	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 16-18 Van	$ 1,615	$ 1,615	$ 424	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 16-19 Van	$ -	$ -	$ 1,360	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 16-20 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 17-18 Van	$ 1,689	$ 1,689	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 17-19 Van	$ -	$ -	$ 562	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 17-20 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 18-19 Van	$ -	$ -	$ 1,204	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 18-20 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 19-20 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Van Tariffs Per Week	**$ 14,720**	**$ 12,723**	**$ 11,477**	**$ 14,175**	**$ 14,720**	**$ 12,723**	**$ -**	**$ -**	**$ 1,186**	**$ 1,062**	**$ 442**	**$ -**	**$ 164**	**$ -**
Onboard Sales	$ 24,526	$ 24,526	$ 18,353	$ 18,353	$ 22,180	$ 22,180	$ 7,173	$ 7,173	$ 8,225	$ 8,225	$ 7,123	$ 7,123	$ -	$ -
Advertising & Other	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Revenue Per Mile	$ 153	$ 148	$ 106	$ 120	$ 165	$ 162	$ 176	$ 15	$ 57	$ 35	$ 23	$ 98	$ 33	$ 27
Cost Per Mile	$ 290	$ 290	$ 254	$ 168	$ 217	$ 219	$ 215	$ 153	$ 364	$ 169	$ 200	$ 774	$ 90	$ 90
Weekly Analysis for Route														

Vessel Name	General Vessel Info COLUMBIA			General Vessel Info MATANUSKA			General Vessel Info MALASPINA			General Vessel Info AURORA			General Vessel Info LECONTE			General Vessel Info TUSTUMENA			General Vessel Info LITUYA	
Ovhl Maint Cost Per Week	$ 80,411	$ 80,411		$ 47,177	$ 47,177		$ 50,778	$ 50,778		$ 18,061	$ 18,061		$ 18,061	$ 18,061		$ 28,848	$ 28,848		$ 5,481	$ 5,481
Marine Eng'g Cost Per Week	$ 14,474	$ 14,474		$ 8,492	$ 8,492		$ 9,140	$ 9,140		$ 3,251	$ 3,251		$ 3,251	$ 3,251		$ 5,193	$ 5,193		$ 987	$ 987
Operating Cost Per Week	$ 33,341	$ 33,341	$ 20,005	$ 18,076	$ 18,076	$ 10,846	$ 12,257	$ 12,257	$ 7,354	$ 5,800	$ 5,800	$ 3,480	$ 4,705	$ 4,705	$ 2,823	$ 25,316	$ 25,316	$ 15,189	$ 1,857	$ 1,857
Crew Cost Per Week (Std+OT)	$ 196,325	$ 196,325	$ 88,004	$ 119,583	$ 119,583	$ 80,132	$ 134,000	$ 134,000	$ 146,725	$ 52,323	$ 52,323	$ 28,900	$ 59,546	$ 59,546	$ 135,175	$ 100,889	$ 100,889	$ 64,240	$ 11,245	$ 11,245
Crew Cost Per Week (Other+Benefits)	$ 211,292	$ 211,292	$ 53,207	$ 127,882	$ 127,882	$ 48,072	$ 152,328	$ 152,328	$ 81,475	$ 53,833	$ 53,833	$ 19,775	$ 63,843	$ 63,843	$ 73,025	$ 106,809	$ 106,809	$ 36,870	$ 11,987	$ 11,987
Recoup of Ovhl Crew/Op Cost	$ 85,349	$ 85,349		$ 33,107	$ 33,107		$ 56,084	$ 56,084		$ 12,418	$ 12,418		$ 50,244	$ 50,244		$ 42,847	$ 42,847		$ 2,380	$ 2,380
Fuel Cost Per Week	$ 100,859	$ 100,859		$ 38,147	$ 61,874		$ 66,128	$ 65,281		$ 17,809	$ 26,713		$ 14,350	$ 34,263		$ 34,747	$ 8,144		$ 3,283	$ 3,283
Terminal Cost per Week	$ 155,097	$ 155,097		$ 105,098	$ 103,568		$ 117,635	$ 117,635		$ 20,183	$ 20,183		$ 37,119	$ 64,717		$ 11,728	$ 21,737		$ 17,010	$ 17,010
Weekly Expenses	**$ 877,149**	**$ 877,149**		**$ 497,562**	**$ 519,760**		**$ 598,351**	**$ 597,503**		**$ 183,678**	**$ 192,582**		**$ 251,118**	**$ 298,629**		**$ 356,377**	**$ 339,782**		**$ 54,230**	**$ 54,230**
Weekly Expenses (w/o Terminals)	**$ 722,051**	**$ 722,051**		**$ 392,464**	**$ 416,192**		**$ 480,716**	**$ 479,868**		**$ 163,494**	**$ 172,399**		**$ 213,999**	**$ 233,912**		**$ 344,649**	**$ 318,046**		**$ 37,220**	**$ 37,220**
Future Revenue Adjustment	100%			100%			100%			100%			100%			100%			100%	
Passenger Tariffs	$ 104,731	$ 89,547		$ 40,698	$ 61,001		$ 104,731	$ 89,547		$ 65,439	$ 2,978		$ 9,775	$ 15,395		$ 10,510	$ 8,504		$ 6,250	$ 4,682
Vehicle Tariffs	$ 126,714	$ 136,928		$ 47,217	$ 119,983		$ 126,714	$ 136,928		$ 38,947	$ 3,923		$ 10,179	$ 16,522		$ 8,834	$ 13,195		$ 4,029	$ 3,932
Cabin Tariffs	$ 43,277	$ 40,449		$ 14,829	$ 30,975		$ 43,277	$ 40,449		$ -	$ -		$ 129	$ 1,534		$ 5,772	$ 4,086		$ -	$ -
Van Tariffs	$ 14,720	$ 12,723		$ 11,477	$ 14,175		$ 14,720	$ 12,723		$ -	$ -		$ 1,186	$ 1,062		$ 442	$ -		$ 164	$ -
Onboard Sales	$ 24,526	$ 24,526		$ 18,353	$ 18,353		$ 22,180	$ 22,180		$ 7,173	$ 7,173		$ 8,225	$ 8,225		$ 7,123	$ 7,123		$ -	$ -
Advertising	$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -		$ -	$ -
Weekly Revenue	**$ 313,968**	**$ 304,173**		**$ 132,573**	**$ 244,487**		**$ 311,622**	**$ 301,827**		**$ 111,558**	**$ 14,073**		**$ 29,494**	**$ 42,738**		**$ 32,682**	**$ 32,908**		**$ 10,443**	**$ 8,613**
External Funding Required (w/o Terminals)	**$ 408,084**	**$ 417,879**		**$ 259,891**	**$ 171,705**		**$ 169,094**	**$ 178,042**		**$ 51,936**	**$ 158,326**		**$ 184,505**	**$ 191,174**		**$ 311,967**	**$ 285,138**		**$ 26,777**	**$ 28,607**
Annual Analysis																				
Passenger Tariffs	$ 3,378,655			$ 2,115,359			$ 4,095,032			$ 1,374,283			$ 534,199			$ 343,218			$ 231,130	
Vehicle Tariffs	$ 4,430,833			$ 3,438,426			$ 5,526,253			$ 865,230			$ 567,058			$ 457,793			$ 167,267	
Cabin Tariffs	$ 1,437,483			$ 945,741			$ 1,761,076			$ -			$ 36,332			$ 172,131			$ -	
Van Tariffs	$ 476,521			$ 535,992			$ 578,306			$ -			$ 47,091			$ 4,420			$ 3,608	
Onboard Sales	$ 833,875			$ 770,831			$ 931,543			$ 301,259			$ 345,439			$ 270,675			$ -	
Advertising	$ -			$ -			$ -			$ -			$ -			$ -			$ -	
Annual Revenue	**$ 10,557,367**			**$ 7,806,348**			**$ 12,892,210**			**$ 2,540,772**			**$ 1,530,119**			**$ 1,248,238**			**$ 402,005**	
Annual Ovhl Maint Cost	$ 2,733,969			$ 1,981,452			$ 2,132,667			$ 758,566			$ 758,566			$ 1,096,221			$ 230,203	
Annual Marine Engineering Cost	$ 492,114			$ 356,661			$ 383,880			$ 136,542			$ 136,542			$ 197,320			$ 41,437	
Annual Weekly Services Cost	$ 2,990,000			$ 1,580,800			$ 1,383,200			$ 566,800			$ 738,400			$ 806,000			$ 41,600	
Annual Commodities Cost	$ 1,133,600			$ 759,200			$ 514,800			$ 243,600			$ 197,600			$ 962,000			$ 78,000	
Annual Crew Cost Per (Std+OT)	$ 8,259,114			$ 5,823,790			$ 7,095,250			$ 2,486,555			$ 3,852,675			$ 4,733,160			$ 526,133	
Annual Crew Cost (Other)	$ 8,141,669			$ 5,851,773			$ 7,212,533			$ 2,458,747			$ 3,411,638			$ 4,574,930			$ 538,445	
Annual Fuel Cost	$ 3,429,198			$ 2,076,713			$ 2,760,437			$ 943,852			$ 1,040,800			$ 575,491			$ 137,877	
Annual Terminals Cost	$ 5,273,301			$ 4,383,506			$ 4,940,662			$ 847,704			$ 2,166,144			$ 725,903			$ 714,419	
Annual Expenses	**$ 32,452,965**			**$ 22,813,894**			**$ 26,423,429**			**$ 8,442,366**			**$ 12,302,365**			**$ 13,671,025**			**$ 2,308,114**	
External Funding Required (with Terminals)	**$ 21,895,599**			**$ 15,007,546**			**$ 13,531,219**			**$ 5,901,593**			**$ 10,772,246**			**$ 12,422,788**			**$ 1,906,109**	

Vessel Name		General Vessel Info FAIRWEATHER			General Vessel Info CHENEGA			General Vessel Info KENNICOTT		
		Vessel Particulars			**Vessel Particulars**			**Vessel Particulars**		
Revenue Shorthand		DB			DB			ML		
Vessel Class		Fast Ferry			Fast Ferry			Mainline		
Service Speed (kts)		32.0			32.0			16.8		
Power at Speed (hp)		19310			19310			13200		
Fuel Consumption (gal/hr)		600			600			354		
Passenger Capacity		210			210			450		
Total Berths		0			0			320		
Vehicle Lanes (ft)		620			620			1560SE/1340SW		
20' Vehicle Capacity		31			31			78SE/67SW		
Commercial Van Capacity		3			3			17		
Normal Crew Count		10			10			55		
Year Built		2004			2005			1998		
Length Overall (ft)		235			235			382		
Beam(ft)		60			60			85		
Displacement (LT)		787			787			7504		
Draft (ft)		8.5			8.5			18		
Fuel Price per Gallon		1.95			1.95			1.95		
Service Variables	*rt pairs to fix*	*When reassigning routes, do not copy and paste to move ports. If cell references become 'broken', re-autofill logic in row 47 to remaining port pairs to fix.*						*When reassigning routes, do not copy and paste to move ports. If cell references bec*		
Route Assigned		**Summer**	**Winter**		**Summer**	**Winter**		**Summer**	**Winter**	
Port 1		SIT	CDV					JNU	JNU	
Port 2		JNU	WTR					YAK	YAK	
Port 3		HNS	CDV					WTR	WTR	
Port 4		SGY						VDZ	VDZ	
Port 5								CHB	CHB	
Port 6								KOD	KOD	
Port 7								SDV	SDV	
Port 8								HOM	HOM	
Port 9										
Port 10										
Port 11		SGY	CDV					HOM	HOM	
Port 12		HNS	VDZ					SDV	SDV	
Port 13		JNU	CDV					KOD	KOD	
Port 14		SIT						CHB	CHB	
Port 15								VDZ	VDZ	
Port 16								WTR	WTR	
Port 17								YAK	YAK	
Port 18								JNU	JNU	
Port 19										
Port 20										
	t available.	*Orange cells indicate that route segment length is not available.*			*Orange cells indicate that route segment length is not available.*			*Orange cells indicate that route segment length is not available.*		
Port Pair 1-2 Mileage		132	95		0	0		226	226	
Port Pair 2-3 Mileage		68	95		0	0		302	302	
Port Pair 3-4 Mileage		26	0		0	0		79	79	
Port Pair 4-5 Mileage		0	0		0	0		93	93	
Port Pair 5-6 Mileage		0	0		0	0		197	197	
Port Pair 6-7 Mileage		0	0		0	0		116	116	
Port Pair 7-8 Mileage		0	0		0	0		15	15	
Port Pair 8-9 Mileage		0	0		0	0		0	0	
Port Pair 9-10 Mileage		0	0		0	0		0	0	
Port Pair 10-11 Mileage		0	0		0	0		0	0	
Port Pair 11-12 Mileage		26	71		0	0		15	15	
Port Pair 12-13 Mileage		68	71		0	0		116	116	
Port Pair 13-14 Mileage		132	0		0	0		197	197	
Port Pair 14-15 Mileage		0	0		0	0		93	93	
Port Pair 15-16 Mileage		0	0		0	0		79	79	
Port Pair 16-17 Mileage		0	0		0	0		302	302	
Port Pair 17-18 Mileage		0	0		0	0		226	226	
Port Pair 18-19 Mileage		0	0		0	0		0	0	
Port Pair 19-20 Mileage		0	0		0	0		0	0	
Trips per week on route		4.0	4.0		0.0	0.0		1.0	1.0	
Nautical Miles per week on route		1808	1331		0	0		2056	2056	
Weeks of Service	10	20	20	12	0	0	52	22	6	24
Utilization		34%	25%		0%	0%		73%	73%	

		Annual Data		Annual Data		Annual Data	
Annual Ovhl Maint Cost		$ 280,015		$ -		$ 2,669,925	
Annual Marine Engineering Cost		$ 50,403		$ -		$ 480,587	
Annual Commodities		$ 1,097,200		$ -		$ 691,600	
Annual Services		$ 982,800		$ -		$ 1,752,400	
Annual Fuel Cost		$ 2,525,094		$ -		$ 2,609,738	
Terminal 1 Annual Cost		$ 332,639	$ 429,081	$ -	$ -	$ 1,244,767	$ 1,244,767
Terminal 2 Annual Cost		$ 1,244,767	$ 426,106	$ -	$ -	$ 3,000	$ 3,000
Terminal 3 Annual Cost		$ 622,125	$ -	$ -	$ -	$ 426,106	$ 426,106

Vessel Name		General Vessel Info FAIRWEATHER		General Vessel Info CHENEGA		General Vessel Info KENNICOTT	
Terminal 4 Annual Cost		$ 577,410	$ -	$ -	$ -	$ 415,598	$ 415,598
Terminal 5 Annual Cost		$ -	$ -	$ -	$ -	$ 3,000	$ 3,000
Terminal 6 Annual Cost		$ -	$ -	$ -	$ -	$ 384,058	$ 384,058
Terminal 7 Annual Cost		$ -	$ -	$ -	$ -	$ 19,845	$ 19,845
Terminal 8 Annual Cost		$ -	$ -	$ -	$ -	$ 400,038	$ 400,038
Terminal 9 Annual Cost		$ -	$ -	$ -	$ -	$ -	$ -
Terminal 10 Annual Cost		$ -	$ -	$ -	$ -	$ -	$ -
Terminal 11 Annual Cost		$ -	$ -	$ -	$ -	$ -	$ -
Terminal 12 Annual Cost		$ -	$ 415,598	$ -	$ -	$ -	$ -
Terminal 13 Annual Cost		$ -	$ -	$ -	$ -	$ -	$ -
Terminal 14 Annual Cost		$ -	$ -	$ -	$ -	$ -	$ -
Terminal 15 Annual Cost		$ -	$ -	$ -	$ -	$ -	$ -
Terminal 16 Annual Cost		$ -	$ -	$ -	$ -	$ -	$ -
Terminal 17 Annual Cost		$ -	$ -	$ -	$ -	$ -	$ -
Terminal 18 Annual Cost		$ -	$ -	$ -	$ -	$ -	$ -
Terminal 19 Annual Cost		$ -	$ -	$ -	$ -	$ -	$ -
Terminal 20 Annual Cost		$ -	$ -	$ -	$ -	$ -	$ -
Annual Onboard Sales			$ 106,136		$ -		$ 727,647
Total Annual Values	**Revenue**	**Summer Route**	**Winter Route**	**Summer Route**	**Winter Route**	**Summer Route**	**Winter Route**
	$ -	**$ 7,712,453**	**$ 6,206,297**	**$ -**	**$ -**	**$ 11,100,661**	**$ 11,100,661**
			Revenue		**Revenue**		**Revenue**
			$ 106,136		$ -		$ 727,647

		Weekly Cost Analysis			Weekly Cost Analysis			Weekly Cost Analysis		
	Overhaul/Layup	**Summer**	**Winter**	**Overhaul/Layup**	**Summer**	**Winter**	**Overhaul/Layup**	**Summer**	**Winter**	**Overhaul/Layup**
Ovhl Maint Cost Per Week	$ -	$ 7,000	$ 7,000	$ -	$ -	$ -	$ -	$ 95,354	$ 95,354	$ -
Marine Eng'g Cost Per Week	$ -	$ 1,260	$ 1,260	$ -	$ -	$ -	$ -	$ 17,164	$ 17,164	$ -
Operating Cost Per Week	$ 1,114	$ 27,430	$ 27,430	$ 16,458	$ -	$ -	$ -	$ 24,700	$ 24,700	$ 14,820
Future Crew Cost Adjustment		100%			100%			100%		
Crew Cost Per Week (Std+OT)	$ 5,383	$ 64,112	$ 64,112	$ 27,450				$ 162,411	$ 162,411	$ 63,405
Crew Cost Per Week (Other+Benefits)	$ 3,500	$ 67,383	$ 67,383	$ 14,629				$ 176,349	$ 176,349	$ 38,465
Recoup of Ovhl Crew/Op Cost		$ 17,561	$ 17,561		$ -	$ -		$ 100,020	$ 100,020	
Fuel Cost Per Week		$ 72,716	$ 53,539		$ -	$ -		$ 93,205	$ 93,205	
Vessel Expenses Per Week	**$ 8,883**	**$ 221,771**	**$ 202,595**	**$ 42,079**	**$ -**	**$ -**	**$ -**	**$ 531,985**	**$ 531,985**	**$ 101,870**
Terminal 1 Cost Per Week		$ 8,316	$ 10,727		#DIV/0!	#DIV/0!		$ 44,456	$ 44,456	
Terminal 2 Cost Per Week		$ 31,119	$ 10,653		#DIV/0!	#DIV/0!		$ 107	$ 107	
Terminal 3 Cost Per Week		$ 15,553	$ -		#DIV/0!	#DIV/0!		$ 15,218	$ 15,218	
Terminal 4 Cost Per Week		$ 14,435	$ -		#DIV/0!	#DIV/0!		$ 14,843	$ 14,843	
Terminal 5 Cost Per Week		$ -	$ -		#DIV/0!	#DIV/0!		$ 107	$ 107	
Terminal 6 Cost Per Week		$ -	$ -		#DIV/0!	#DIV/0!		$ 13,716	$ 13,716	
Terminal 7 Cost Per Week		$ -	$ -		#DIV/0!	#DIV/0!		$ 709	$ 709	
Terminal 8 Cost Per Week		$ -	$ -		#DIV/0!	#DIV/0!		$ 14,287	$ 14,287	
Terminal 9 Cost Per Week		$ -	$ -		#DIV/0!	#DIV/0!		$ -	$ -	
Terminal 10 Cost Per Week		$ -	$ -		#DIV/0!	#DIV/0!		$ -	$ -	
Terminal 11 Cost Per Week		$ -	$ -		#DIV/0!	#DIV/0!		$ -	$ -	
Terminal 12 Cost Per Week		$ -	$ 10,390		#DIV/0!	#DIV/0!		$ -	$ -	
Terminal 13 Cost Per Week		$ -	$ -		#DIV/0!	#DIV/0!		$ -	$ -	
Terminal 14 Cost Per Week		$ -	$ -		#DIV/0!	#DIV/0!		$ -	$ -	
Terminal 15 Cost Per Week		$ -	$ -		#DIV/0!	#DIV/0!		$ -	$ -	
Terminal 16 Cost Per Week		$ -	$ -		#DIV/0!	#DIV/0!		$ -	$ -	
Terminal 17 Cost Per Week		$ -	$ -		#DIV/0!	#DIV/0!		$ -	$ -	
Terminal 18 Cost Per Week		$ -	$ -		#DIV/0!	#DIV/0!		$ -	$ -	
Terminal 19 Cost Per Week		$ -	$ -		#DIV/0!	#DIV/0!		$ -	$ -	
Terminal 20 Cost Per Week		$ -	$ -		#DIV/0!	#DIV/0!		$ -	$ -	
Total Terminal Cost Per Week		**$ 69,424**	**$ 31,770**		**$ -**	**$ -**		**$ 103,443**	**$ 103,443**	

t available. *Orange cells indicate that revenue information is not available.* *Orange cells indicate that revenue information is not available.* *Orange cells indicate that revenue information is not available.*

	ns	Weekly Revenue Streams		Weekly Revenue Streams		Weekly Revenue Streams	
Passengers		**Summer Wk Avg**	**Winter Wk Avg**	**Summer Wk Avg**	**Winter Wk Avg**	**Summer Wk Avg**	**Winter Wk Avg**
Port Pair 1-2 Pax		**$ 13,773**	**$ 4,118**	**$ -**	**$ -**	**$ 631**	**$ 252**
Port Pair 1-3 Pax		$ -	$ -	$ -	$ -	$ 7,605	$ 1,727
Port Pair 1-4 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-5 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-6 Pax		$ -	$ -	$ -	$ -	$ 1,486	$ 550
Port Pair 1-7 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-8 Pax		$ -	$ -	$ -	$ -	$ 1,299	$ 380
Port Pair 1-9 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-3 Pax		**$ -**	**$ 4,472**	**$ -**	**$ -**	**$ 407**	**$ 54**
Port Pair 2-4 Pax		$ 9,454	$ -	$ -	$ -	$ -	$ -
Port Pair 2-5 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-6 Pax		$ -	$ -	$ -	$ -	$ 532	$ -
Port Pair 2-7 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-8 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-9 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-10 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-4 Pax		**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Port Pair 3-5 Pax		$ -	$ -	$ -	$ -	$ 957	$ 183
Port Pair 3-6 Pax		$ -	$ -	$ -	$ -	$ 3,300	$ 2,016
Port Pair 3-7 Pax		$ -	$ -	$ -	$ -	$ -	$ -

Vessel Name		General Vessel Info FAIRWEATHER		General Vessel Info CHENEGA		General Vessel Info KENNICOTT	
Port Pair 3-8 Pax		$ -	$ -	$ -	$ -	$ 602	$ -
Port Pair 3-9 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-10 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-5 Pax		**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Port Pair 4-6 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-7 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-8 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-9 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-10 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-6 Pax		**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Port Pair 5-7 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-8 Pax		$ -	$ -	$ -	$ -	$ 334	$ -
Port Pair 5-9 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-10 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-7 Pax		**$ -**	**$ -**	**$ -**	**$ -**	**$ 100**	**$ 117**
Port Pair 6-8 Pax		$ -	$ -	$ -	$ -	$ 10,275	$ 6,376
Port Pair 6-9 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-10 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 7-8 Pax		**$ -**	**$ -**	**$ -**	**$ -**	**$ 514**	**$ 155**
Port Pair 7-9 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 7-10 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 8-9 Pax		**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Port Pair 8-10 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 9-10 Pax		**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Port Pair 10-11 Pax		**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Port Pair 10-12 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-13 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-14 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-15 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-16 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-17 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-18 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-19 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-20 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-12 Pax		**$ -**	**$ 511**	**$ -**	**$ -**	**$ 598**	**$ 231**
Port Pair 11-13 Pax		$ 11,265	$ -	$ -	$ -	$ 13,775	$ 4,847
Port Pair 11-14 Pax		$ -	$ -	$ -	$ -	$ 501	$ -
Port Pair 11-15 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-16 Pax		$ -	$ -	$ -	$ -	$ 227	$ -
Port Pair 11-17 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-18 Pax		$ -	$ -	$ -	$ -	$ 874	$ -
Port Pair 11-19 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-20 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-13 Pax		**$ -**	**$ 601**	**$ -**	**$ -**	**$ -**	**$ -**
Port Pair 12-14 Pax		$ -	$ -	$ -	$ -	$ 171	$ -
Port Pair 12-15 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-16 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-17 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-18 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-19 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-20 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-14 Pax		**$ 13,476**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Port Pair 13-15 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-16 Pax		$ -	$ -	$ -	$ -	$ 3,247	$ 546
Port Pair 13-17 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-18 Pax		$ -	$ -	$ -	$ -	$ 1,169	$ -
Port Pair 13-19 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-20 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-15 Pax		**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Port Pair 14-16 Pax		$ -	$ -	$ -	$ -	$ 688	$ 348
Port Pair 14-17 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-18 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-19 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-20 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-16 Pax		**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Port Pair 15-17 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-18 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-19 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-20 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 16-17 Pax		**$ -**	**$ -**	**$ -**	**$ -**	**$ 509**	**$ 387**
Port Pair 16-18 Pax		$ -	$ -	$ -	$ -	$ 5,919	$ 967
Port Pair 16-19 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 16-20 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 17-18 Pax		**$ -**	**$ -**	**$ -**	**$ -**	**$ 648**	**$ 239**
Port Pair 17-19 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 17-20 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 18-19 Pax		**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Port Pair 18-20 Pax		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 19-20 Pax		**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Passenger Tariffs Per Week		**$ 23,227**	**$ 8,590**	**$ -**	**$ -**	**$ 28,042**	**$ 11,810**

Vessel Name		General Vessel Info FAIRWEATHER		General Vessel Info CHENEGA		General Vessel Info KENNICOTT	
Vehicles	*t available.*	*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*	
Port Pair 1-2 Vehicle		$ 9,793	$ 7,776	$ -	$ -	$ 1,253	$ 959
Port Pair 1-3 Vehicle		$ -	$ -	$ -	$ -	$ 9,516	$ 13,772
Port Pair 1-4 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-5 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-6 Vehicle		$ -	$ -	$ -	$ -	$ 1,245	$ 1,616
Port Pair 1-7 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-8 Vehicle		$ -	$ -	$ -	$ -	$ 690	$ -
Port Pair 1-9 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-10 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-3 Vehicle		$ -	$ 9,314	$ -	$ -	$ 1,408	$ 1,017
Port Pair 2-4 Vehicle		$ 4,958	$ -	$ -	$ -	$ -	$ -
Port Pair 2-5 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-6 Vehicle		$ -	$ -	$ -	$ -	$ 705	$ -
Port Pair 2-7 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-8 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-9 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-10 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-4 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-5 Vehicle		$ -	$ -	$ -	$ -	$ 1,323	$ 860
Port Pair 3-6 Vehicle		$ -	$ -	$ -	$ -	$ 7,443	$ 5,872
Port Pair 3-7 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-8 Vehicle		$ -	$ -	$ -	$ -	$ 40	$ -
Port Pair 3-9 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-10 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-5 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-6 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-7 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-8 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-9 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-10 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-6 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-7 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-8 Vehicle		$ -	$ -	$ -	$ -	$ 40	$ -
Port Pair 5-9 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-10 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-7 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-8 Vehicle		$ -	$ -	$ -	$ -	$ 14,936	$ 16,565
Port Pair 6-9 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-10 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 7-8 Vehicle		$ -	$ -	$ -	$ -	$ 788	$ 729
Port Pair 7-9 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 7-10 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 8-9 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 8-10 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 9-10 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-11 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-12 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-13 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-14 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-15 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-16 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-17 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-18 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-19 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-20 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-12 Vehicle		$ -	$ 832	$ -	$ -	$ 1,054	$ 1,148
Port Pair 11-13 Vehicle		$ 4,797	$ -	$ -	$ -	$ 19,500	$ 18,164
Port Pair 11-14 Vehicle		$ -	$ -	$ -	$ -	$ 40	$ -
Port Pair 11-15 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-16 Vehicle		$ -	$ -	$ -	$ -	$ 273	$ -
Port Pair 11-17 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-18 Vehicle		$ -	$ -	$ -	$ -	$ 631	$ -
Port Pair 11-19 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-20 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-13 Vehicle		$ -	$ 1,066	$ -	$ -	$ -	$ -
Port Pair 12-14 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-15 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-16 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-17 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-18 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-19 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-20 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-14 Vehicle		$ 8,663	$ -	$ -	$ -	$ -	$ -
Port Pair 13-15 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-16 Vehicle		$ -	$ -	$ -	$ -	$ 5,766	$ 6,953
Port Pair 13-17 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-18 Vehicle		$ -	$ -	$ -	$ -	$ 1,589	$ 829

Vessel Name		General Vessel Info FAIRWEATHER		General Vessel Info CHENEGA		General Vessel Info KENNICOTT	
Port Pair 13-19 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-20 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-15 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-16 Vehicle		$ -	$ -	$ -	$ -	$ 1,116	$ 776
Port Pair 14-17 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-18 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-19 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-20 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-16 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-17 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-18 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-19 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-20 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 16-17 Vehicle		$ -	$ -	$ -	$ -	$ 2,184	$ 3,029
Port Pair 16-18 Vehicle		$ -	$ -	$ -	$ -	$ 6,903	$ 5,839
Port Pair 16-19 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 16-20 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 17-18 Vehicle		$ -	$ -	$ -	$ -	$ 1,065	$ 936
Port Pair 17-19 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 17-20 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 18-19 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 18-20 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 19-20 Vehicle		$ -	$ -	$ -	$ -	$ -	$ -
Vehicle Tariffs Per Week		**$ 14,751**	**$ 17,090**	**$ -**	**$ -**	**$ 39,386**	**$ 41,389**
Cabins	t available.	*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*	
Port Pair 1-2 Cabin		$ -	$ -	$ -	$ -	$ 233	$ 183
Port Pair 1-3 Cabin		$ -	$ -	$ -	$ -	$ 3,219	$ 1,324
Port Pair 1-4 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-5 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-6 Cabin		$ -	$ -	$ -	$ -	$ 1,034	$ 139
Port Pair 1-7 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-8 Cabin		$ -	$ -	$ -	$ -	$ 848	$ -
Port Pair 1-9 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-10 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-3 Cabin		$ -	$ -	$ -	$ -	$ 123	$ 63
Port Pair 2-4 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-5 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-6 Cabin		$ -	$ -	$ -	$ -	$ 439	$ -
Port Pair 2-7 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-8 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-9 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-10 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-4 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-5 Cabin		$ -	$ -	$ -	$ -	$ 114	$ -
Port Pair 3-6 Cabin		$ -	$ -	$ -	$ -	$ 1,313	$ 865
Port Pair 3-7 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-8 Cabin		$ -	$ -	$ -	$ -	$ 969	$ -
Port Pair 3-9 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-10 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-5 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-6 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-7 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-8 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-9 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-10 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-6 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-7 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-8 Cabin		$ -	$ -	$ -	$ -	$ 261	$ -
Port Pair 5-9 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-10 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-7 Cabin		$ -	$ -	$ -	$ -	$ 87	$ 143
Port Pair 6-8 Cabin		$ -	$ -	$ -	$ -	$ 2,691	$ 2,442
Port Pair 6-9 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-10 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 7-8 Cabin		$ -	$ -	$ -	$ -	$ 43	$ -
Port Pair 7-9 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 7-10 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 8-9 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 8-10 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 9-10 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-11 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-12 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-13 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-14 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-15 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-16 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-17 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-18 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-19 Cabin		$ -	$ -	$ -	$ -	$ -	$ -

Vessel Name		General Vessel Info FAIRWEATHER		General Vessel Info CHENEGA		General Vessel Info KENNICOTT	
Port Pair 10-20 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-12 Cabin		$ -	$ -	$ -	$ -	$ 19	$ -
Port Pair 11-13 Cabin		$ -	$ -	$ -	$ -	$ 4,233	$ 3,285
Port Pair 11-14 Cabin		$ -	$ -	$ -	$ -	$ 43	$ -
Port Pair 11-15 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-16 Cabin		$ -	$ -	$ -	$ -	$ 155	$ -
Port Pair 11-17 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-18 Cabin		$ -	$ -	$ -	$ -	$ 389	$ -
Port Pair 11-19 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-20 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-13 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-14 Cabin		$ -	$ -	$ -	$ -	$ 49	$ -
Port Pair 12-15 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-16 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-17 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-18 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-19 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-20 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-14 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-15 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-16 Cabin		$ -	$ -	$ -	$ -	$ 1,519	$ 840
Port Pair 13-17 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-18 Cabin		$ -	$ -	$ -	$ -	$ 575	$ 86
Port Pair 13-19 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-20 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-15 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-16 Cabin		$ -	$ -	$ -	$ -	$ 92	$ -
Port Pair 14-17 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-18 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-19 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-20 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-16 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-17 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-18 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-19 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-20 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 16-17 Cabin		$ -	$ -	$ -	$ -	$ 338	$ 335
Port Pair 16-18 Cabin		$ -	$ -	$ -	$ -	$ 2,722	$ 923
Port Pair 16-19 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 16-20 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 17-18 Cabin		$ -	$ -	$ -	$ -	$ 169	$ 58
Port Pair 17-19 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 17-20 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 18-19 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 18-20 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 19-20 Cabin		$ -	$ -	$ -	$ -	$ -	$ -
Cabin Tariffs Per Week		**$ -**	**$ -**	**$ -**	**$ -**	**$ 11,374**	**$ 5,159**
Vans	*t available.*	*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*	
Port Pair 1-2 Van		$ 220	$ -	$ -	$ -	$ 418	$ 418
Port Pair 1-3 Van		$ -	$ -	$ -	$ -	$ 6,410	$ 6,410
Port Pair 1-4 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-5 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-6 Van		$ -	$ -	$ -	$ -	$ 1,718	$ 1,718
Port Pair 1-7 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-8 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-9 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-10 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-3 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-4 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-5 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-6 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-7 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-8 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-9 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-10 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-4 Van		$ -	$ -	$ -	$ -	$ -	$ 232
Port Pair 3-5 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-6 Van		$ -	$ -	$ -	$ -	$ 4,182	$ 4,182
Port Pair 3-7 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-8 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-9 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-10 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-5 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-6 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-7 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-8 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-9 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-10 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-6 Van		$ -	$ -	$ -	$ -	$ -	$ -

Vessel Name		General Vessel Info FAIRWEATHER		General Vessel Info CHENEGA		General Vessel Info KENNICOTT	
Port Pair 5-7 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-8 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-9 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-10 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-7 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-8 Van		$ -	$ -	$ -	$ -	$ 6,502	$ 6,502
Port Pair 6-9 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-10 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 7-8 Van		$ -	$ -	$ -	$ -	$ 234	$ 234
Port Pair 7-9 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 7-10 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 8-9 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 8-10 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 9-10 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-11 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-12 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-13 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-14 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-15 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-16 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-17 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-18 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-19 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-20 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-12 Van		$ -	$ -	$ -	$ -	$ 323	$ 323
Port Pair 11-13 Van		$ -	$ -	$ -	$ -	$ 4,017	$ 4,017
Port Pair 11-14 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-15 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-16 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-17 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-18 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-19 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-20 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-13 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-14 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-15 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-16 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-17 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-18 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-19 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-20 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-14 Van		$ 296	$ -	$ -	$ -	$ -	$ -
Port Pair 13-15 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-16 Van		$ -	$ -	$ -	$ -	$ 2,365	$ 2,365
Port Pair 13-17 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-18 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-19 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-20 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-15 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-16 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-17 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-18 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-19 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-20 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-16 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-17 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-18 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-19 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-20 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 16-17 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 16-18 Van		$ -	$ -	$ -	$ -	$ 2,231	$ 2,231
Port Pair 16-19 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 16-20 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 17-18 Van		$ -	$ -	$ -	$ -	$ 415	$ 415
Port Pair 17-19 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 17-20 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 18-19 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 18-20 Van		$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 19-20 Van		$ -	$ -	$ -	$ -	$ -	$ -
Van Tariffs Per Week		**$ 220**	**$ -**	**$ -**	**$ -**	**$ 19,463**	**$ 19,695**
Onboard Sales		$ 2,653	$ 2,653	$ -	$ -	$ 25,987	$ 25,987
Advertising & Other		$ -	$ -	$ -	$ -	$ -	$ -
Revenue Per Mile		$ 23	$ 21	$ -	$ -	$ 60	$ 51
Cost Per Mile		$ 123	$ 152	$ -	$ -	$ 259	$ 259
Weekly Analysis for Route							

Vessel Name		General Vessel Info FAIRWEATHER			General Vessel Info CHENEGA			General Vessel Info KENNICOTT		
Ovhl Maint Cost Per Week		$ 7,000	$ 7,000		$ -	$ -		$ 95,354	$ 95,354	
Marine Eng'g Cost Per Week		$ 1,260	$ 1,260		$ -	$ -		$ 17,164	$ 17,164	
Operating Cost Per Week	$ 1,114	$ 27,430	$ 27,430	$ 16,458	$ -	$ -	$ -	$ 24,700	$ 24,700	$ 14,820
Crew Cost Per Week (Std+OT)	$ 5,383	$ 64,112	$ 64,112	$ 27,450	$ -	$ -	$ -	$ 162,411	$ 162,411	$ 63,405
Crew Cost Per Week (Other+Benefits)	$ 3,500	$ 67,383	$ 67,383	$ 14,629	$ -	$ -	$ -	$ 176,349	$ 176,349	$ 38,465
Recoup of Ovhl Crew/Op Cost		$ 17,561	$ 17,561		$ -	$ -		$ 100,020	$ 100,020	
Fuel Cost Per Week		$ 72,716	$ 53,539		$ -	$ -		$ 93,205	$ 93,205	
Terminal Cost per Week		$ 69,424	$ 31,770		$ -	$ -		$ 103,443	$ 103,443	
Weekly Expenses		**$ 326,885**	**$ 270,055**		**$ -**	**$ -**		**$ 772,646**	**$ 772,646**	
Weekly Expenses (w/o Terminals)		**$ 257,461**	**$ 238,285**		**$ -**	**$ -**		**$ 669,203**	**$ 669,203**	
Future Revenue Adjustment		100%			100%			100%		
Passenger Tariffs		$ 23,227	$ 8,590		$ -	$ -		$ 28,042	$ 11,810	
Vehicle Tariffs		$ 14,751	$ 17,090		$ -	$ -		$ 39,386	$ 41,389	
Cabin Tariffs		$ -	$ -		$ -	$ -		$ 11,374	$ 5,159	
Van Tariffs		$ 220	$ -		$ -	$ -		$ 19,463	$ 19,695	
Onboard Sales		$ 2,653	$ 2,653		$ -	$ -		$ 25,987	$ 25,987	
Advertising		$ -	$ -		$ -	$ -		$ -	$ -	
Weekly Revenue		**$ 40,851**	**$ 28,334**		**$ -**	**$ -**		**$ 124,252**	**$ 104,040**	
External Funding Required (w/o Terminals)		**$ 216,610**	**$ 209,951**		**$ -**	**$ -**		**$ 544,951**	**$ 565,164**	
Annual Analysis										
Passenger Tariffs		$ 636,346			$ -			$ 687,782		
Vehicle Tariffs		$ 636,818			$ -			$ 1,114,831		
Cabin Tariffs		$ -			$ -			$ 281,178		
Van Tariffs		$ 4,400			$ -			$ 546,342		
Onboard Sales		$ 106,136			$ -			$ 727,647		
Advertising		$ -			$ -			$ -		
Annual Revenue		**$ 1,383,700**			**$ -**			**$ 3,357,779**		
Annual Ovhl Maint Cost		$ 280,015			$ -			$ 2,669,925		
Annual Marine Engineering Cost		$ 50,403			$ -			$ 480,587		
Annual Weekly Services Cost		$ 982,800			$ -			$ 1,752,400		
Annual Commodities Cost		$ 1,097,200			$ -			$ 691,600		
Annual Crew Cost Per (Std+OT)		$ 2,893,871			$ -			$ 6,069,220		
Annual Crew Cost (Other)		$ 2,870,848			$ -			$ 5,860,940		
Annual Fuel Cost		$ 2,525,094			$ -			$ 2,609,738		
Annual Terminals Cost		$ 2,023,863			$ -			$ 2,896,412		
Annual Expenses		**$ 12,724,093**			**$ -**			**$ 23,030,821**		
External Funding Required (with Terminals)		**$ 11,340,394**			**$ -**			**$ 19,673,042**		

									SOUTHEAST	
Terminal	**Angoon**	**Auke Bay**	**Bellingham**	**Gustavus**	**Haines**	**Hoonah**	**Kake**	**Ketchikan**	**Annette Bay(MET)**	**Pelican**
Owner	State	State	Port Authority	State	State	State	State	State	State	City of Pelican
Construction Year	1976/2011	1982	1989	2011	1980	1974	1974	1988	2013	1976/2012
Berths	1	3	1	1	2	1	1	3	1	1
Loading Ramp	1	One for each berth	1	1	One for each berth	1	1	One for Each	1	2?
Side Loading (both port and stbd compatible)	n/a	2	n/a	1	1	1	1	2	1	0
Stern Loading	1	1	1	n/a	1	n/a	n/a	1	0	1
Terminal Building (yes/no)	No	Yes	Yes	Yes	Yes	Yes	No	YES	Shelter	No
Short-Term Parking	10 Cars	151 cars, 6HCP	12 Cars, 1 HCP	14 cars	12 cars, 1 HCP	22 cars	8 cars	20 cars, 1 HCP	15 cars	No
Long-Term Parking	10 Cars	30 Cars	80 Cars	n/a	80 Cars	n/a	n/a	n/a	24 cars	No
Staing Area (Linear Feet)	65	3770	3200 cars + 800 Truck	240	3200 cars + 800 Truck	610	200	2200	450	No
Driving Surface	Asphalt	Asphalt	Asphalt	Gravel	Asphalt	Asphalt	Asphalt	Asphalt	Asphalt Concrete	No
Terminal Shorthand Name	ANG	JNU	BEL	GUS	HNS	HNH	KAE	KTN	ANB	PEL
Annual Maintenance/Overhaul Cost	$ 1,015.68	$ 82,575.36	$ 144,782.75	$ 4,900.63	$ 58,438.91	$ 43,267.79	$ 425.81	$ 62,971.47	$ 360.00	$ 360.00
Annual Personnel Cost	$ 7,361.32	$ 1,162,191.64	$ 1,049,344.25	$ 35,518.37	$ 563,686.09	$ 219,157.21	$ 3,086.19	$ 648,447.53	$ 2,640.00	$ 2,640.00
Total Annual Cost	$ 8,377.00	$ 1,244,767.00	$ 1,194,127.00	$ 40,419.00	$ 622,125.00	$ 262,425.00	$ 3,512.00	$ 711,419.00	$ 3,000.00	$ 3,000.00
Terminal Class	Small	Major	Major	Small	Major	Small	Small	Major	Small	Small
Personnel/Total Ratio Finder	88%	93%			91%	84%		91%		
	166	167	168	169	170	171	172	173	174	175
	C166:AU166	C167:AU167	C168:AU168	C169:AU169	C170:AU170	C171:AU171	C172:AU172	C173:AU173	C174:AU174	C175:AU175
Port Calls per Year	168	751	147	40	523	84	44	1075	840	0

Terminal	Petersburg	Prince Rupert	Sitka	Skagway	Tenakee	Wrangell	Yakutat	Chenega	Cordova	Homer
Owner	State	Port Authority	State	State/City of Skagway	State	State	City of Yakutat	NPR Housing Authority	State	City of Homer
Construction Year	1982/2000	1992	1983	1982	1978	1984	1984	1995	1998	1991/2001
Berths	1	1	1	1	1	1	1	2	2	3*
Loading Ramp	0	1/timber	1	separate vehicle and pass	fixed approach structure	transfer bridge and syncrl	No	2	2	2
Side Loading (both port and stbd compatible)	1	0	1	1	1	1	1	1	1	2
Stern Loading	0	1	0	0	0	0	0	1	1	1
Terminal Building (yes/no)	Yes	Yes	Yes	Yes	No	Yes	No	No	Yes	Yes
Short-Term Parking	15 cars	5 cars	33 cars, 2 HCP	40 cars, 1 HCP	n/a	5 cars	n/a	n/a	18 cars, 5 trucks, 4HCP	5 cars, 2 HCP
Long-Term Parking	n/a	n/a	6 cars	n/a	n/a	15 cars	n/a	n/a	15 cars	n/a
Staing Area (Linear Feet)	1375	1000 + 10,000 prestaging	1875, 360 for buses and t	2400	n/a	640, +60 for buses and tru	n/a	n/a	1150, 230 buses and trucl	200, 250 buses and trucks
Driving Surface	Asphalt	Asphalt	Asphalt	Asphalt	n/a	Asphalt	n/a	Gravel	Asphalt	Asphalt
Terminal Shorthand Name	PSG	YPR	SIT	SGY	TKE	WRG	YAK	CHB	CDV	HOM
Annual Maintenance/Overhaul Cost	$ 36,262.10	$ 40,183.00	$ 32,687.53	$ 49,448.75	$ 360.00	$ 24,944.51	$ 360.00	$ 360.00	$ 67,273.40	$ 42,475.94
Annual Personnel Cost	$ 293,398.90	$ 291,235.00	$ 299,951.47	$ 527,961.25	$ 2,640.00	$ 236,208.49	$ 2,640.00	$ 2,640.00	$ 361,807.60	$ 357,562.06
Total Annual Cost	$ 329,661.00	$ 331,418.00	$ 332,639.00	$ 577,410.00	$ 3,000.00	$ 261,153.00	$ 3,000.00	$ 3,000.00	$ 429,081.00	$ 400,038.00
Terminal Class	Medium	Medium	Medium	Medium	Small	Small	Small	Small	Medium	Medium
Personnel/Total Ratio Finder	89%	90%	91%		90%			84%		89%
	176	177	178	179	180	181	182	183	184	185
	C176:AU176	C177:AU177	C178:AU178	C179:AU179	C180:AU180	C181:AU181	C182:AU182	C183:AU183	C184:AU184	C185:AU185
Port Calls per Year	195	44	238	483	124	195	56	268	320	112

	SOUTH CENTRAL										SOUTH
Terminal	**Seldovia**	**Tatitlek/Ellamar**	**Valdez**	**Whittier**	**Akutan**	**Chignik**	**Cold Bay**	**False Pass**	**King Cove**	**Kodiak (Pier 1)**	
Owner	City of Seldovia	NPR Housing Authority	State	State	City of Akutan	Trident Seafoods	City of Cold Bay	City of False Pass	City of King Cove	City of Kodiak	
Construction Year	1967	1995	2006	1988/2005	1982/2005	1960	1978/1993	1993	1993	1960	
Berths	1	1	1	1	1	2	1	1	1	1	
Loading Ramp	1	2	1	1	1	0	0	0	0	0	
Side Loading (both port and stbd compatible)	1	0	1	0	1	1	1	1	1	1	
Stern Loading	0	1	0	1	0	0	0	0	0	0	
Terminal Building (yes/no)	No	No	Yes	Yes	No	No	No	No	No	No	
Short-Term Parking	10 cars	n/a	6 cars, 2 HCP	3 cars	n/a	n/a	n/a	n/a	n/a	10 cars	
Long-Term Parking	10 cars	n/a	38 cars	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
Staing Area (Linear Feet)	420	n/a	1500, 250 buses and trucl	1200, 125 buses and trucl	n/a	n/a	n/a	n/a	900	150	
Driving Surface	Asphalt/Gravel	Gravel	Asphalt	Asphalt	Asphalt/Gravel	Gravel/Timber	n/a	n/a	n/a	n/a	
Terminal Shorthand Name	SDV	TAT	VDZ	WTR	AKU	CHG	CBY	FPS	KCV		KC
Annual Maintenance/Overhaul Cost	$ 2,406.12	$ 360.00	$ 52,270.75	$ 64,154.54	$ 360.00	$ 360.00	$ 5,286.31	$ 360.00	$ 360.00	$	
Annual Personnel Cost	$ 17,438.88	$ 2,640.00	$ 363,327.25	$ 361,951.46	$ 2,640.00	$ 2,640.00	$ 38,313.69	$ 2,640.00	$ 2,640.00	$	
Total Annual Cost	$ 19,845.00	$ 3,000.00	$ 415,598.00	$ 426,106.00	$ 3,000.00	$ 3,000.00	$ 43,600.00	$ 3,000.00	$ 3,000.00	$	
Terminal Class	Small	Small	Medium	Medium	Small	Small	Small	Small	Small		Mec
Personnel/Total Ratio Finder				87%	85%						77
	186	187	188	189	190	191	192	193	194		19
	C186:AU186	C187:AU187	C188:AU188	C189:AU189	C190:AU190	C191:AU191	C192:AU192	C193:AU193	C194:AU194		C195:A
Port Calls per Year	112	106	348	242	20	20	20	20	20		13

	WEST					
Terminal	**Kodiak (Pier 2)**	**Old Harbor**	**Ouzinkie**	**Port Lions**	**Sand Point**	**Unalaska (Dutch Harbor)**
Owner	City of Kodiak	City of Old Harbor	Citty of Ouzinkie	City of Port Lions	City of Sand Point	City of Unalaska
Construction Year	1988West/2006East	2012	2012	2014	1983	
Berths	2	1	1	1	1	1
Loading Ramp	0	0	0	0	0	0
Side Loading (both port and stbd compatible)	2	1	1	1	1	1
Stern Loading	0	0	0	0	0	0
Terminal Building (yes/no)	No	No	No	No	No	No
Short-Term Parking	0	0	n/a	n/a	n/a	n/a
Long-Term Parking	0	0	n/a	n/a	n/a	n/a
Staing Area (Linear Feet)	1600	50'x70' area	n/a	n/a	250	n/a
Driving Surface	n/a	gravel	n/a	n/a	n/a	n/a
Terminal Shorthand Name	)D	OLD	OUZ	ORI	SDP	UNA
Annual Maintenance/Overhaul Cost	89,797.08	$ 360.00	$ 360.00	$ 2,309.73	$ 360.00	$ 360.00
Annual Personnel Cost	294,260.92	$ 2,640.00	$ 2,640.00	$ 16,740.27	$ 2,640.00	$ 2,640.00
Total Annual Cost	384,058.00	$ 3,000.00	$ 3,000.00	$ 19,050.00	$ 3,000.00	$ 3,000.00
Terminal Class	ium	Small	Small	Small	Small	Small
Personnel/Total Ratio Finder	'%					
	)5	196	197	198	199	200
	AU195	C196:AU196	C197:AU197	C198:AU198	C199:AU199	C200:AU200
Port Calls per Year	52	0	56	56	20	20

Cost Data from FY15 Wages Paid By Bargaining Unit and Vessel Status - YTD Thru 6-30-15, Raw cost data are in thousands.

	AURORA			CHENEGA		
	Operating	Overhaul	Layup	Operating	Overhaul	Layup
Straight Time	1720.5	102.9	0	1093.1	149.5	480.9
Over Time	581.7	12.7	0	369.7	23.9	69.9
Leave	0	0	0	0	0	0
Other	60.9	4.1	0	47.7	10	36.8
Misc	17.9	0.4	0	9.4	0.8	2.9
Benefits	1122.7	74.6	0	738.9	87.2	272.7

Annual Costs Grouped and Adjusted to Real Values

	Operating	Overhaul/Layup		
ST+OT	$ 2,302,200.00	$ 115,600.00	$ 1,462,800.00	$ 724,200.00
OTHER+BENEFITS	$ 1,201,500.00	$ 79,100.00	$ 796,000.00	$ 410,400.00
ST+OT Percentage Breakdo	6%		4%	
Allocated Overhead Costs	$ 1,167,163.53		$ 741,606.64	

Annual Costs Converted to Weekly Costs

Weeks of Service	44	4	20	28
ST+OT	$ 52,322.73	$ 28,900.00	$ 73,140.00	$ 25,864.29
OTHER+BENEFITS	$ 53,833.26	$ 19,775.00	$ 76,880.33	$ 14,657.14

COLUMBIA			FAIRWEATHER			KENNICOTT		
Operating	Overhaul	Layup	Operating	Overhaul	Layup	Operating	Overhaul	Layup
3036.9	455.7	1680.3	1733	307.8	0.7	3691.9	451.3	580.4
889.6	69.6	258.3	447.5	74.2	1.6	855.6	109.8	126.6
0	0	0.2	-0.7	0	0	0	0	0
54.5	16.9	54.4	69.4	15.7	0	77.4	9.6	38.5
29.2	4.1	11.4	15.8	1.7	0	30.8	3.3	4.5
2151.5	318.2	1084.8	1100.7	186.5	0.9	2524.1	346.2	367.2

$	3,926,500.00	$	2,464,100.00	$	2,179,800.00	$	384,300.00	$	4,547,500.00	$	1,268,100.00
$	2,235,200.00	$	1,489,800.00	$	1,185,900.00	$	204,800.00	$	2,632,300.00	$	769,300.00
	11%				6%				12%		
$	1,990,647.04			$	1,105,109.49			$	2,305,480.05		
	20		28		34		14		28		20
$	196,325.00	$	88,003.57	$	64,111.76	$	27,450.00	$	162,410.71	$	63,405.00
$	211,292.35	$	53,207.14	$	67,382.63	$	14,628.57	$	176,349.29	$	38,465.00

LECONTE			LITUYA			MALASPINA		
Operating	Overhaul	Layup	Operating	Overhaul	Layup	Operating	Overhaul	Layup
2239	423.7	0	346.1	30.2	0	4805.4	524.4	0
619.2	117	0	126.2	2.1	0	1090.6	62.5	0
0	0	0	0	0	0	0	0	0
49.4	23.6	0	8.2	0.4	0	109.7	25	0
16.7	2.5	0	2.7	0.3	0	43.9	3.5	0
1549.3	266	0	253.1	20.3	0	3559.7	297.4	0

$	2,858,200.00	$ 540,700.00	$	472,300.00	$ 32,300.00	$	5,896,000.00	$ 586,900.00
$	1,615,400.00	$ 292,100.00	$	264,000.00	$ 21,000.00	$	3,713,300.00	$ 325,900.00
	8%			1%			16%	
$	1,449,043.01		$	239,445.46		$	2,989,139.17	
	48	4		42	6		44	4
$	59,545.83	$ 135,175.00	$	11,245.24	$ 5,383.33	$	134,000.00	$ 146,725.00
$	63,842.56	$ 73,025.00	$	11,986.80	$ 3,500.00	$	152,328.16	$ 81,475.00

MATANUSKA			TAKU			TUSTEMENA		
Operating	Overhaul	Layup	Operating	Overhaul	Layup	Operating	Overhaul	Layup
2151.8	785.2	847	5476	-0.1	0	2806.8	528	0
598.6	236.4	134.7	1428.3	0.9	0	1027	114.4	0
0	0	0	0	0	0	0	0	0
39.9	39.2	38.7	250.8	0	0	41.6	28.9	0
18.8	6.3	6.3	49.9	0	0	31.7	4.9	0
1488.2	526.6	584.7	3993	0.8	0	2041.8	334.9	0

$	2,750,400.00	$	2,003,300.00	$	6,904,300.00	$	800.00	$	3,833,800.00	$	642,400.00
$	1,546,900.00	$	1,201,800.00	$	4,293,700.00	$	800.00	$	2,115,100.00	$	368,700.00
	7%				19%				10%		
$	1,394,390.84			$	3,500,324.55			$	1,943,650.23		
	23		25		46		2		38		10
$	119,582.61	$	80,132.00	$	150,093.48	$	400.00	$	100,889.47	$	64,240.00
$	127,882.21	$	48,072.00	$	93,341.30	$	400.00	$	106,809.22	$	36,870.00

Appendix D

Standardized Fleet 350 Week Model

Description	Standardized Fleet 350wk Model under Public Corp
Weeks of Service	350
Total # Port Calls	8196
Vessel Operations	
Personnel	$ 52,340,562
Travel	$ 1,046,811
Services	$ 8,500,000
Fuel	$ 15,125,050
Commodities	$ 5,250,000
Subtotal Marine Operations	$ 82,262,423
Shoreside	
Marine Shore Operations	$ 8,101,828
Vessel OPS Mgmt	$ 3,600,900
Reservations/Marketing	$ 2,301,000
Marine Engineering	$ 2,817,450
Overhaul	$ 15,652,500
Subtotal Shoreside	$ 32,473,678
Subtotal AMHS Expenses	**$ 114,736,101**
Support Services	
SE Support	$ 40,500
Admin	$ 1,649,250
HR	$ 243,630
ISSD	$ 810,100
Commissioner's Office	$ 322,600
Legal	$ 100,000
Payroll	$ -
Procurement	$ -
Subtotal Support Services	**$ 3,166,080**
Revenue	
Passenger Tariffs	$ 11,743,482
Vehicle Tariffs	$ 14,710,674
Van Tariffs	$ 2,149,932
Cabin Tariffs	$ 3,783,104
Sales	$ 3,360,000
Advertising	$ 201,000
Subtotal Revenue	**$ 35,948,192**
Funding Sources	
Beginning Fund Balance	$ -
Marine Highway Fund	$ -
Veh Rent Tax	$ -
Gen Fund Allocation - AMHS	$ -
Reserves & Adjustments	$ -
Transfer to Capitalization	$ -
AK Transportation Maint. Func	$ -
Add'l Fuel Trigger App'n	$ -
Restricted Funds (CIP Receipts	$ 600,000
Subtotal Funding	**$ 600,000**
General Fund Reqd	$ 81,353,989

AMHS Historical Annual Costs			Adjustments	Assumption	Updated Cost	
Vessel Ops Management	$	4,001,000	90%	Simplified fleet & labor contracts	$	3,600,900
Reservations & Marketing	$	1,534,000	150%	Rebuilding required	$	2,301,000
SE Support Services	$	45,000	90%	Simplified fleet & labor contracts	$	40,500
Admin Service	$	1,832,500	90%	Simplified fleet & labor contracts	$	1,649,250
Human Resources	$	270,700	90%	Simplified labor contracts	$	243,630
ISSD	$	810,100	100%		$	810,100
Commissioner's Office	$	322,600	100%	Now includes Public Corp, w/ Board costs, Advisory Boards, etc	$	322,600
Legal	$	100,000	100%	Public Corp specific legal interests	$	100,000
Payroll	$	-	100%	Remain w/ State for now	$	-
Procurement	$	-	100%	Remain w/ State for now	$	-
Subtotal	**$**	**8,915,900**			**$**	**8,967,980**

Vessel Name	General Vessel Info Day Boat 1	General Vessel Info Day Boat 2	General Vessel Info 24/7 Feeder 1	General Vessel Info 24/7 Feeder 2	General Vessel Info Ocean	General Vessel Info Mainliner 1	General Vessel Info Mainliner 2
	Vessel Particulars	Vessel Particulars	Vessel Particulars	Vessel Particulars	Vessel Particulars	Vessel Particulars	Vessel Particulars
Revenue Shorthand	DB	DB	SO	SO	OC	ML	ML
Vessel Class	Day Boat	Day Boat	24/7 Feeder	24/7 Feeder	Ocean	Mainliner	Mainliner
Service Speed (kts)	16.0	16.0	16.0	16.0	15.0	16.5	16.5
Power at Speed (hp)	6000	6000	6000	6000	10000	8000	8000
Fuel Consumption (gal/hr)	355	355	355	355	151	270	270
Passenger Capacity	300	300	300	300	250	450	450
Total Berths	0	0	0	0	104	234	234
Vehicle Lanes (ft)	1060	1060	1060	1060	1080	1614	1614
20' Vehicle Capacity	53	53	53	53	54	80	80
Commercial Van Capacity	17	17	17	17	9	10	10
Normal Crew Count	10	10	21	21	27	31	31
Year Built							
Length Overall (ft)	280	280	280	280	339	393	393
Beam(ft)	67	67	67	67	72	74	74
Displacement (LT)	2105	2105	2105	2105	3240	6000	6000
Draft (ft)	17.0	17.0	17.0	17.0	15.9	17	17
Fuel Price per Gallon	1.95	1.95	1.95	1.95	1.95	1.95	1.95
Service Variables	*When reassigning routes, do not copy and paste to move ports. If cell references become 'broken', re-autofill logic in row 47 to remaining port pairs to fix.*		*When reassigning routes, do not copy and paste to move ports. If cell references become 'broken', re-autofill logic in row 47 to remaining port pairs to fix.*	*When reassigning routes, do not copy and paste to move ports. If cell references become 'broken', re-autofill logic in row 47 to remaining port pairs to fix.*	*When reassigning routes, do not copy and paste to move ports. If cell references become 'broken', re-autofill logic in row 47 to remaining port pairs to fix.*	*When reassigning routes, do not copy and paste to move ports. If cell references become 'broken', re-autofill logic in row 47 to remaining port pairs to fix.*	*When reassigning routes, do not copy and paste to move ports. If cell references becom*
Route Assigned	Summer / Winter	Summer / Winter	Summer / Winter	Summer / Winter	Summer / Winter	Summer / Winter	Summer / Winter
Port 1	JNU / JNU	KTN / KTN	WTR / WTR	JNU / JNU	HOM / SDV	BEL / BEL	BEL / BEL
Port 2	HNS / HNS	ANB / ANB	VDZ / VDZ	GUS / GUS	KOD / HOM	KTN / KTN	KTN / KTN
Port 3	JNU / JNU		TAT / TAT	PEL / PEL	OUZ / ORI	WRG / WRG	JNU / WRG
Port 4	SGY / SGY		CDV / CDV	HNH / HNH	ORI / OUZ	PSG / PSG	YAK / PSG
Port 5	JNU / JNU		CHB / CHB	SIT / SIT	CHG / KOD	SIT / SIT	WTR / SIT
Port 6			WTR / WTR	TKE / TKE	SDP	JNU / JNU	HOM / JNU
Port 7				ANG / ANG	KCV	HNS	SDV
Port 8				KAE / KAE	CBY	SGY	KOD
Port 9				JNU / JNU	FPS		
Port 10					AKU		
Port 11		ANB / ANB			UNA / KOD	SGY / JNU	KOD / JNU
Port 12		KTN / KTN			FPS / OUZ	HNS / SIT	SDV / SIT
Port 13					CBY / ORI	JNU / PSG	HOM / PSG
Port 14					KCV / HOM	SIT / WRG	WTR / WRG
Port 15					SDP / SDV	PSG / KTN	YAK / KTN
Port 16					CHG	WRG / BEL	JNU / BEL
Port 17					ORI	KTN	KTN
Port 18					OUZ	BEL	BEL
Port 19					KOD		
Port 20					HOM		
	Orange cells indicate that route segment length is not available.	*Orange cells indicate that route segment length is not available.*	*Orange cells indicate that route segment length is not available.*	*Orange cells indicate that route segment length is not available.*	*Orange cells indicate that route segment length is not available.*	*Orange cells indicate that route segment length is not available.*	*Orange cells indicate that route segment length is not available.*
Port Pair 1-2 Mileage	68 / 68	16 / 16	79 / 79	62 / 62	126 / 15	595 / 595	595 / 595
Port Pair 2-3 Mileage	68 / 68	0 / 0	39 / 39	29 / 29	14 / 125	89 / 89	234 / 89
Port Pair 3-4 Mileage	81 / 81	0 / 0	45 / 45	40 / 40	14 / 14	41 / 41	226 / 41
Port Pair 4-5 Mileage	81 / 81	0 / 0	95 / 95	118 / 118	215 / 14	156 / 156	302 / 156
Port Pair 5-6 Mileage	0 / 0	0 / 0	67 / 67	27 / 27	120 / 0	132 / 132	300 / 132
Port Pair 6-7 Mileage	0 / 0	0 / 0	0 / 0	35 / 35	86 / 0	68 / 0	15 / 0
Port Pair 7-8 Mileage	0 / 0	0 / 0	0 / 0	30 / 30	22 / 0	26 / 0	116 / 0
Port Pair 8-9 Mileage	0 / 0	0 / 0	0 / 0	114 / 114	59 / 0	0 / 0	0 / 0
Port Pair 9-10 Mileage	0 / 0	0 / 0	0 / 0	0 / 0	137 / 0	0 / 0	0 / 0
Port Pair 10-11 Mileage	0 / 0	0 / 0	0 / 0	0 / 0	44 / 0	0 / 0	0 / 0
Port Pair 11-12 Mileage	0 / 0	16 / 16	0 / 0	0 / 0	181 / 14	26 / 132	116 / 132
Port Pair 12-13 Mileage	0 / 0	0 / 0	0 / 0	0 / 0	59 / 14	68 / 156	15 / 156
Port Pair 13-14 Mileage	0 / 0	0 / 0	0 / 0	0 / 0	22 / 125	132 / 41	300 / 41
Port Pair 14-15 Mileage	0 / 0	0 / 0	0 / 0	0 / 0	86 / 15	156 / 89	302 / 89
Port Pair 15-16 Mileage	0 / 0	0 / 0	0 / 0	0 / 0	120 / 0	41 / 595	226 / 595
Port Pair 16-17 Mileage	0 / 0	0 / 0	0 / 0	0 / 0	215 / 0	89 / 0	234 / 0
Port Pair 17-18 Mileage	0 / 0	0 / 0	0 / 0	0 / 0	14 / 0	595 / 0	595 / 0
Port Pair 18-19 Mileage	0 / 0	0 / 0	0 / 0	0 / 0	14 / 0	0 / 0	0 / 0
Port Pair 19-20 Mileage	0 / 0	0 / 0	0 / 0	0 / 0	126 / 0	0 / 0	0 / 0
Trips per week on route	3.5 / 3.5	8.0 / 8.0	4.0 / 2.0	2.0 / 2.0	1.0 / 3.0	1.0 / 1.0	0.5 / 0.5
Nautical Miles per week on route	1043 / 1043	256 / 256	1301 / 651	910 / 910	1671 / 1003	2214 / 2026	1788 / 1013
Weeks of Service	22 / 20 / 10	22 / 20 / 10	22 / 20 / 10	22 / 20 / 10	8 / 26 / 18	24 / 16 / 12	24 / 16 / 12
Utilization	85% / 85%	24% / 24%	53% / 29%	42% / 42%	88% / 49%	97% / 85%	81% / 48%

Vessel Name	General Vessel Info **Day Boat 1**	General Vessel Info **Day Boat 2**	General Vessel Info **24/7 Feeder 1**	General Vessel Info **24/7 Feeder 2**	General Vessel Info **Ocean**	General Vessel Info **Mainliner 1**	General Vessel Info **Mainliner 2**
	Annual Data	**Annual Data**	**Annual Data**	**Annual Data**	**Annual Data**	**Annual Data**	**Annual Data**
Annual Ovhl Maint Cost	$ 799,500	$ 799,500	$ 799,500	$ 799,500	$ 2,655,000	$ 3,000,000	$ 3,000,000
Annual Marine Engineering Cost	$ 143,910	$ 143,910	$ 143,910	$ 143,910	$ 477,900	$ 540,000	$ 540,000
Annual Commodities	$ 400,000	$ 400,000	$ 400,000	$ 400,000	$ 1,000,000	$ 750,000	$ 750,000
Annual Services	$ 600,000	$ 600,000	$ 650,000	$ 650,000	$ 1,000,000	$ 1,500,000	$ 1,500,000
Annual Fuel Cost	$ 2,084,823	$ 511,711	$ 1,981,663	$ 1,818,973	$ 851,801	$ 3,002,875	$ 2,075,280
Terminal 1 Annual Cost	$ 1,244,767 $ 1,244,767	$ 711,419 $ 711,419	$ 426,106 $ 426,106	$ 1,244,767 $ 1,244,767	$ 400,038 $ 19,845	$ 1,194,127 $ 1,194,127	$ 1,194,127 $ 1,194,127
Terminal 2 Annual Cost	$ 622,125 $ 622,125	$ 3,000 $ 3,000	$ 415,598 $ 415,598	$ 40,419 $ 40,419	$ 384,058 $ 400,038	$ 711,419 $ 711,419	$ 711,419 $ 711,419
Terminal 3 Annual Cost	$ - $ -	$ - $ -	$ 3,000 $ 3,000	$ 3,000 $ 3,000	$ 3,000 $ 19,050	$ 261,153 $ 261,153	$ 1,244,767 $ 261,153
Terminal 4 Annual Cost	$ 577,410 $ 577,410	$ - $ -	$ 429,081 $ 429,081	$ 262,425 $ 262,425	$ 19,050 $ 3,000	$ 329,661 $ 329,661	$ 3,000 $ 329,661
Terminal 5 Annual Cost	$ - $ -	$ - $ -	$ 3,000 $ 3,000	$ 332,639 $ 332,639	$ 3,000 $ 384,058	$ 332,639 $ 332,639	$ 426,106 $ 332,639
Terminal 6 Annual Cost	$ - $ -	$ - $ -	$ - $ -	$ 3,000 $ 3,000	$ 3,000 $ -	$ 1,244,767 $ 1,244,767	$ 400,038 $ 1,244,767
Terminal 7 Annual Cost	$ - $ -	$ - $ -	$ - $ -	$ 8,377 $ 8,377	$ 3,000 $ -	$ 622,125 $ -	$ 19,845 $ -
Terminal 8 Annual Cost	$ - $ -	$ - $ -	$ - $ -	$ 3,512 $ 3,512	$ 43,600 $ -	$ 577,410 $ -	$ 384,058 $ -
Terminal 9 Annual Cost	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ 3,000 $ -	$ - $ -	$ - $ -
Terminal 10 Annual Cost	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ 3,000 $ -	$ - $ -	$ - $ -
Terminal 11 Annual Cost	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ 3,000 $ -	$ - $ -	$ - $ -
Terminal 12 Annual Cost	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -
Terminal 13 Annual Cost	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -
Terminal 14 Annual Cost	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -
Terminal 15 Annual Cost	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -
Terminal 16 Annual Cost	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -
Terminal 17 Annual Cost	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -
Terminal 18 Annual Cost	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -
Terminal 19 Annual Cost	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -
Terminal 20 Annual Cost	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -
Annual Onboard Sales	$ 150,000	$ 50,000	$ 175,000	$ 175,000	$ 300,000	$ 750,000	$ 750,000
Total Annual Values	**Summer Route / Winter Route / Revenue**	**Summer Route / Winter Route / Revenue**	**Summer Route / Winter Route / Revenue**	**Summer Route / Winter Route / Revenue**	**Summer Route / Winter Route / Revenue**	**Summer Route / Winter Route / Revenue**	**Summer Route / Winter Route / Revenue**
	$ 6,472,535 $ 6,472,535 $ 150,000	**$ 3,169,540 $ 3,169,540 $** 50,000	**$ 5,251,858 $ 5,251,858 $** 175,000	**$ 5,710,522 $ 5,710,522 $** 175,000	**$ 6,852,447 $ 6,810,692 $** 300,000	**$ 14,066,176 $ 12,866,641 $** 750,000	**$ 12,248,640 $ 11,939,046 $** 750,000

	Weekly Cost Analysis Summer / Winter / Overhaul/Layup	**Weekly Cost Analysis** Summer / Winter / Overhaul/Layup	**Weekly Cost Analysis** Summer / Winter / Overhaul/Layup	**Weekly Cost Analysis** Summer / Winter / Overhaul/Layup	**Weekly Cost Analysis** Summer / Winter / Overhaul/Layup	**Weekly Cost Analysis** Summer / Winter / Overhaul/Layup	**Weekly Cost Analysis** Summer / Winter / Overhaul/Layup
Ovhl Maint Cost Per Week	$ 19,036 $ 19,036 $ -	$ 19,036 $ 19,036 $ -	$ 19,036 $ 19,036 $ -	$ 19,036 $ 19,036 $ -	$ 78,088 $ 78,088 $ -	$ 75,000 $ 75,000 $ -	$ 75,000 $ 75,000 $ -
Marine Eng'g Cost Per Week	$ 3,426 $ 3,426 $ -	$ 3,426 $ 3,426 $ -	$ 3,426 $ 3,426 $ -	$ 3,426 $ 3,426 $ -	$ 14,056 $ 14,056 $ -	$ 13,500 $ 13,500 $ -	$ 13,500 $ 13,500 $ -
Operating Cost Per Week	$ 9,524 $ 9,524 $ 5,714	$ 9,524 $ 9,524 $ 5,714	$ 9,524 $ 9,524 $ 5,714	$ 9,524 $ 9,524 $ 5,714	$ 29,412 $ 29,412 $ 17,647	$ 18,750 $ 18,750 $ 11,250	$ 18,750 $ 18,750 $ 11,250
Future Crew Cost Adjustment	95%	95%	95%	95%	95%	95%	95%
Crew Cost Per Week (Std+OT)	$ 24,853 $ 24,853 $ 13,728	$ 24,853 $ 24,853 $ 13,728	$ 43,493 $ 43,493 $ 24,023	$ 43,493 $ 43,493 $ 24,023	$ 85,756 $ 85,756 $ 54,604	$ 101,770 $ 101,770 $ 68,196	$ 101,770 $ 101,770 $ 68,196
Crew Cost Per Week (Other+Benefits)	$ 25,571 $ 25,571 $ 9,393	$ 25,571 $ 25,571 $ 9,393	$ 44,749 $ 44,749 $ 16,438	$ 44,749 $ 44,749 $ 16,438	$ 90,788 $ 90,788 $ 31,340	$ 108,833 $ 108,833 $ 40,911	$ 108,833 $ 108,833 $ 40,911
Recoup of Ovhl Crew/Op Cost	$ 6,865 $ 6,865	$ 6,865 $ 6,865	$ 10,994 $ 10,994	$ 10,994 $ 10,994	$ 54,842 $ 54,842	$ 36,107 $ 36,107	$ 36,107 $ 36,107
Fuel Cost Per Week	$ 49,639 $ 49,639	$ 12,184 $ 12,184	$ 61,927 $ 30,963	$ 43,309 $ 43,309	$ 36,073 $ 21,662	$ 77,711 $ 71,113	$ 62,766 $ 35,556
Vessel Expenses Per Week	**$ 106,928 $ 106,928 $ 23,121**	**$ 69,473 $ 69,473 $ 23,121**	**$ 161,163 $ 130,200 $ 40,461**	**$ 142,545 $ 142,545 $ 40,461**	**$ 267,459 $ 253,048 $ 85,944**	**$ 324,421 $ 317,823 $ 109,107**	**$ 309,476 $ 282,266 $ 109,107**
Terminal 1 Cost Per Week	$ 29,637 $ 29,637	$ 16,939 $ 16,939	$ 10,145 $ 10,145	$ 29,637 $ 29,637	$ 11,766 $ 584	$ 29,853 $ 29,853	$ 29,853 $ 29,853
Terminal 2 Cost Per Week	$ 14,813 $ 14,813	$ 71 $ 71	$ 9,895 $ 9,895	$ 962 $ 962	$ 11,296 $ 11,766	$ 17,785 $ 17,785	$ 17,785 $ 17,785
Terminal 3 Cost Per Week	$ - $ -	$ - $ -	$ 71 $ 71	$ 71 $ 71	$ 88 $ 560	$ 6,529 $ 6,529	$ 31,119 $ 6,529
Terminal 4 Cost Per Week	$ 13,748 $ 13,748	$ - $ -	$ 10,216 $ 10,216	$ 6,248 $ 6,248	$ 560 $ 88	$ 8,242 $ 8,242	$ 75 $ 8,242
Terminal 5 Cost Per Week	$ - $ -	$ - $ -	$ 71 $ 71	$ 7,920 $ 7,920	$ 88 $ 11,296	$ 8,316 $ 8,316	$ 10,653 $ 8,316
Terminal 6 Cost Per Week	$ - $ -	$ - $ -	$ - $ -	$ 71 $ 71	$ 88 $ -	$ 31,119 $ 31,119	$ 10,001 $ 31,119
Terminal 7 Cost Per Week	$ - $ -	$ - $ -	$ - $ -	$ 199 $ 199	$ 88 $ -	$ 15,553 $ -	$ 496 $ -
Terminal 8 Cost Per Week	$ - $ -	$ - $ -	$ - $ -	$ 84 $ 84	$ 1,282 $ -	$ 14,435 $ -	$ 9,601 $ -
Terminal 9 Cost Per Week	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ 88 $ -	$ - $ -	$ - $ -
Terminal 10 Cost Per Week	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ 88 $ -	$ - $ -	$ - $ -
Terminal 11 Cost Per Week	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ 88 $ -	$ - $ -	$ - $ -
Terminal 12 Cost Per Week	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -
Terminal 13 Cost Per Week	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -
Terminal 14 Cost Per Week	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -
Terminal 15 Cost Per Week	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -
Terminal 16 Cost Per Week	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -
Terminal 17 Cost Per Week	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -
Terminal 18 Cost Per Week	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -
Terminal 19 Cost Per Week	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -
Terminal 20 Cost Per Week	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -
Total Terminal Cost Per Week	**$ 58,198 $ 58,198**	**$ 17,010 $ 17,010**	**$ 30,400 $ 30,400**	**$ 45,194 $ 45,194**	**$ 25,522 $ 24,294**	**$ 131,833 $ 101,844**	**$ 109,584 $ 101,844**

Orange cells indicate that revenue information is not available.

Passengers	**Weekly Revenue Streams** Summer Wk Avg / Winter Wk Avg	**Weekly Revenue Streams** Summer Wk Avg / Winter Wk Avg	**Weekly Revenue Streams** Summer Wk Avg / Winter Wk Avg	**Weekly Revenue Streams** Summer Wk Avg / Winter Wk Avg	**Weekly Revenue Streams** Summer Wk Avg / Winter Wk Avg	**Weekly Revenue Streams** Summer Wk Avg / Winter Wk Avg	**Weekly Revenue Streams** Summer Wk Avg / Winter Wk Avg
Port Pair 1-2 Pax	**$ - $ -**	**$ 6,250 $ 4,682**	**$ 18,838 $ 648**	**$ 3,109 $ 721**	**$ 9,491 $ 685**	**$ 17,137 $ 15,582**	**$ 17,137 $ 15,582**
Port Pair 1-3 Pax	$ - $ -	$ - $ -	$ - $ 221	$ 1,012 $ 764	$ 395 $ 60	$ 3,424 $ 1,360	$ 21,101 $ 1,360
Port Pair 1-4 Pax	$ 9,454 $ -	$ - $ -	$ 11,725 $ 6,075	$ 993 $ 727	$ 512 $ 120	$ 5,125 $ 3,428	$ 1,252 $ 3,428
Port Pair 1-5 Pax	$ - $ -	$ - $ -	$ - $ 221	$ - $ 1,347	$ 1,891 $ 219	$ - $ 587	$ 42,339 $ 587
Port Pair 1-6 Pax	$ - $ -	$ - $ -	$ - $ -	$ 1,123 $ 468	$ 986 $ -	$ 21,101 $ 16,106	$ 4,105 $ 16,106
Port Pair 1-7 Pax	$ - $ -	$ - $ -	$ - $ -	$ 2,034 $ 1,730	$ 1,367 $ -	$ 26,258 $ -	$ - $ -
Port Pair 1-8 Pax	$ - $ -	$ - $ -	$ - $ -	$ - $ 657	$ 325 $ -	$ 14,990 $ -	$ 7,428 $ -
Port Pair 1-9 Pax	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ 1,201 $ -	$ - $ -	$ - $ -
Port Pair 2-3 Pax	**$ - $ -**	**$ - $ -**	**$ 94 $ 69**	**$ 305 $ 33**	**$ 711 $ 553**	**$ 528 $ 618**	**$ 2,805 $ 618**
Port Pair 2-4 Pax	$ - $ -	$ - $ -	$ 1,457 $ 380	$ 75 $ 16	$ 244 $ 127	$ 589 $ 2,464	$ 293 $ 2,464
Port Pair 2-5 Pax	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ 827 $ 5,482	$ 932 $ 3,797	$ 1,758 $ 3,797
Port Pair 2-6 Pax	$ - $ -	$ - $ -	$ 31,334 $ 1,057	$ - $ -	$ 427 $ -	$ 2,805 $ 2,940	$ - $ 2,940
Port Pair 2-7 Pax	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ 497 $ -	$ 1,153 $ -	$ - $ -
Port Pair 2-8 Pax	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ 267 $ -	$ 919 $ -	$ 1,003 $ -
Port Pair 2-9 Pax	$ - $ -	$ - $ -	$ - $ -	$ 3,132 $ 565	$ 248 $ -	$ - $ -	$ - $ -

Vessel Name	General Vessel Info Day Boat 1		General Vessel Info Day Boat 2		General Vessel Info 24/7 Feeder 1		General Vessel Info 24/7 Feeder 2		General Vessel Info Ocean		General Vessel Info Mainliner 1		General Vessel Info Mainliner 2	
Port Pair 2-10 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-4 Pax	**$ 9,454**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 544**	**$ 37**	**$ -**	**$ 33**	**$ 54**	**$ 322**	**$ 124**	**$ 631**	**$ 124**
Port Pair 3-5 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 440	$ 334	$ 60	$ 7,605	$ 60
Port Pair 3-6 Pax	$ -	$ -	$ -	$ -	$ 1,883	$ 132	$ -	$ -	$ -	$ -	$ 856	$ 1,182	$ 1,299	$ 1,182
Port Pair 3-7 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 500	$ -	$ -	$ -
Port Pair 3-8 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 611	$ -	$ 1,486	$ -
Port Pair 3-9 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,172	$ 524	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-10 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-5 Pax	**$ 11,265**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 94**	**$ -**	**$ 765**	**$ 386**	**$ 227**	**$ 407**	**$ 227**
Port Pair 4-6 Pax	$ -	$ -	$ -	$ -	$ 11,226	$ 6,095	$ 21	$ -	$ -	$ -	$ 1,476	$ 276	$ -	$ 276
Port Pair 4-7 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ 70	$ 138	$ -	$ -	$ 351	$ -	$ -	$ -
Port Pair 4-8 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 255	$ -	$ -	$ 416	$ -	$ 532	$ -
Port Pair 4-9 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ 673	$ 873	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-10 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-6 Pax	**$ -**	**$ -**	**$ -**	**$ -**	**$ 555**	**$ 347**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,124**	**$ 2,402**	**$ 602**	**$ 2,402**
Port Pair 5-7 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 102	$ -	$ 414	$ -	$ -	$ -
Port Pair 5-8 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 276	$ -	$ -	$ -	$ -	$ 3,300	$ -
Port Pair 5-9 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,751	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-10 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 541	$ -	$ -	$ -	$ -	$ -
Port Pair 6-7 Pax	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 220**	**$ 146**	**$ 1,009**	**$ -**	**$ 2,078**	**$ -**	**$ 598**	**$ -**
Port Pair 6-8 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 248	$ -	$ 2,379	$ -	$ 13,775	$ -
Port Pair 6-9 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ 910	$ 420	$ 157	$ -	$ -	$ -	$ -	$ -
Port Pair 6-10 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 411	$ -	$ -	$ -	$ -	$ -
Port Pair 7-8 Pax	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 580**	**$ -**	**$ 1,714**	**$ -**	**$ -**	**$ -**
Port Pair 7-9 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,269	$ 1,291	$ 147	$ -	$ -	$ -	$ -	$ -
Port Pair 7-10 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 243	$ -	$ -	$ -	$ -	$ -
Port Pair 8-9 Pax	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 821**	**$ 67**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Port Pair 8-10 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 82	$ -	$ -	$ -	$ -	$ -
Port Pair 9-10 Pax	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 114**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Port Pair 10-11 Pax	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 692**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Port Pair 10-12 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-13 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 160	$ -	$ -	$ -	$ -	$ -
Port Pair 10-14 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 264	$ -	$ -	$ -	$ -	$ -
Port Pair 10-15 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 306	$ -	$ -	$ -	$ -	$ -
Port Pair 10-16 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 717	$ -	$ -	$ -	$ -	$ -
Port Pair 10-17 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-18 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-19 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 294	$ -	$ -	$ -	$ -	$ -
Port Pair 10-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,257	$ -	$ -	$ -	$ -	$ -
Port Pair 11-12 Pax	**$ -**	**$ -**	**$ 5,767**	**$ 4,405**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 758**	**$ 1,395**	**$ 1,717**	**$ 100**	**$ 1,717**
Port Pair 11-13 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 290	$ 542	$ 2,398	$ 207	$ 10,275	$ 207
Port Pair 11-14 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 252	$ 5,972	$ 405	$ 281	$ 3,247	$ 281
Port Pair 11-15 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 351	$ 619	$ 145	$ 672	$ -	$ 672
Port Pair 11-16 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 278	$ 4,751	$ 1,169	$ 4,751
Port Pair 11-17 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 773	$ -	$ 1,122	$ -
Port Pair 11-18 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 8,420	$ -	$ 12,128	$ -
Port Pair 11-19 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,913	$ -	$ -	$ -	$ -	$ -
Port Pair 11-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,661	$ -	$ -	$ -	$ -	$ -
Port Pair 12-13 Pax	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 64**	**$ 2,296**	**$ 192**	**$ 514**	**$ 192**
Port Pair 12-14 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 127	$ 717	$ 189	$ -	$ 189
Port Pair 12-15 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 242	$ 261	$ -	$ 261
Port Pair 12-16 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 196	$ 1,858	$ -	$ 1,858
Port Pair 12-17 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 775	$ -	$ -	$ -
Port Pair 12-18 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 25,526	$ -	$ -	$ -
Port Pair 12-19 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-14 Pax	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 357**	**$ 638**	**$ 1,398**	**$ 105**	**$ 227**	**$ 105**
Port Pair 13-15 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 221	$ 80	$ 343	$ 63	$ -	$ 63
Port Pair 13-16 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 268	$ 2,598	$ 874	$ 2,598
Port Pair 13-17 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 889	$ -	$ 684	$ -
Port Pair 13-18 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 15,010	$ -	$ 3,275	$ -
Port Pair 13-19 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 675	$ -	$ -	$ -	$ -	$ -
Port Pair 13-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 618	$ -	$ -	$ -	$ -	$ -
Port Pair 14-15 Pax	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 969**	**$ 859**	**$ 327**	**$ 255**	**$ 509**	**$ 255**
Port Pair 14-16 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 102	$ -	$ 295	$ 272	$ 5,919	$ 272
Port Pair 14-17 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,068	$ -	$ 1,587	$ -
Port Pair 14-18 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,081	$ -	$ 40,288	$ -
Port Pair 14-19 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 627	$ -	$ -	$ -	$ -	$ -
Port Pair 14-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,280	$ -	$ -	$ -	$ -	$ -
Port Pair 15-16 Pax	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 118**	**$ 5,452**	**$ 648**	**$ 5,452**
Port Pair 15-17 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 374	$ -	$ 195	$ -
Port Pair 15-18 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,542	$ -	$ -	$ -
Port Pair 15-19 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 337	$ -	$ -	$ -	$ -	$ -
Port Pair 15-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 874	$ -	$ -	$ -	$ -	$ -
Port Pair 16-17 Pax	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 412**	**$ -**	**$ 889**	**$ -**
Port Pair 16-18 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,460	$ -	$ 15,010	$ -
Port Pair 16-19 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 927	$ -	$ -	$ -	$ -	$ -
Port Pair 16-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,146	$ -	$ -	$ -	$ -	$ -
Port Pair 17-18 Pax	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 66**	**$ -**	**$ 12,630**	**$ -**	**$ 12,630**	**$ -**
Port Pair 17-19 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 262	$ -	$ -	$ -	$ -	$ -
Port Pair 17-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 608	$ -	$ -	$ -	$ -	$ -
Port Pair 18-19 Pax	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 750**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Port Pair 18-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 288	$ -	$ -	$ -	$ -	$ -
Port Pair 19-20 Pax	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 9,793**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Passenger Tariffs Per Week	**$ 30,173**	**$ -**	**$ 6,250**	**$ 4,682**	**$ 77,112**	**$ 15,788**	**$ 14,886**	**$ 11,505**	**$ 22,470**	**$ 8,504**	**$ 107,921**	**$ 51,153**	**$ 129,454**	**$ 51,153**

Vessel Name	General Vessel Info Day Boat 1		General Vessel Info Day Boat 2		General Vessel Info 24/7 Feeder 1		General Vessel Info 24/7 Feeder 2		General Vessel Info Ocean		General Vessel Info Mainliner 1		General Vessel Info Mainliner 2	
Vehicles	*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*	
Port Pair 1-2 Vehicle	$ -	$ -	$ 4,029	$ 3,932	$ 12,113	$ 642	$ 2,133	$ 1,633	$ 10,825	$ 1,071	$ 20,650	$ 17,607	$ 20,650	$ 17,607
Port Pair 1-3 Vehicle	$ -	$ -	$ -	$ -	$ -	$ 1,007	$ 1,211	$ 1,373	$ 538	$ -	$ 2,151	$ 5,146	$ 22,486	$ 5,146
Port Pair 1-4 Vehicle	$ 4,958	$ -	$ -	$ -	$ 12,798	$ 8,141	$ 1,807	$ 1,327	$ 873	$ -	$ 4,442	$ 3,917	$ 2,525	$ 3,917
Port Pair 1-5 Vehicle	$ -	$ -	$ -	$ -	$ -	$ 1,102	$ -	$ 1,729	$ 1,762	$ 256	$ -	$ 4,580	$ 53,334	$ 4,580
Port Pair 1-6 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ 653	$ 146	$ 1,893	$ -	$ 22,486	$ 22,656	$ 4,517	$ 22,656
Port Pair 1-7 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,614	$ 1,523	$ 3,183	$ -	$ 46,830	$ -	$ -	$ -
Port Pair 1-8 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 898	$ 3,811	$ -	$ 13,407	$ -	$ 9,335	$ -
Port Pair 1-9 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,460	$ -	$ -	$ -	$ -	$ -
Port Pair 1-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,072	$ -	$ -	$ -	$ -	$ -
Port Pair 2-3 Vehicle	$ -	$ -	$ -	$ -	$ 413	$ 120	$ 60	$ -	$ 418	$ 999	$ 489	$ 586	$ 1,718	$ 586
Port Pair 2-4 Vehicle	$ -	$ -	$ -	$ -	$ 2,133	$ 534	$ 137	$ -	$ 431	$ 268	$ 520	$ 1,679	$ 958	$ 1,679
Port Pair 2-5 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 885	$ 9,542	$ 1,103	$ 1,549	$ 3,712	$ 1,549
Port Pair 2-6 Vehicle	$ -	$ -	$ -	$ -	$ 18,446	$ 703	$ -	$ -	$ 2,178	$ -	$ 1,718	$ 2,117	$ -	$ 2,117
Port Pair 2-7 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,012	$ -	$ 2,530	$ -	$ -	$ -
Port Pair 2-8 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 781	$ -	$ 719	$ -	$ 2,489	$ -
Port Pair 2-9 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,305	$ 1,359	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-4 Vehicle	$ 4,958	$ -	$ -	$ -	$ -	$ 296	$ 143	$ -	$ -	$ 68	$ 277	$ 124	$ 1,253	$ 124
Port Pair 3-5 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 634	$ 386	$ 243	$ 9,516	$ 243
Port Pair 3-6 Vehicle	$ -	$ -	$ -	$ -	$ 333	$ 809	$ -	$ -	$ -	$ -	$ 640	$ 448	$ 690	$ 448
Port Pair 3-7 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 506	$ -	$ -	$ -
Port Pair 3-8 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 870	$ -	$ 1,245	$ -
Port Pair 3-9 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,072	$ 1,046	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-5 Vehicle	$ 4,797	$ -	$ -	$ -	$ -	$ -	$ -	$ 170	$ -	$ 358	$ 617	$ 344	$ 1,408	$ 344
Port Pair 4-6 Vehicle	$ -	$ -	$ -	$ -	$ 11,434	$ 8,071	$ 61	$ 63	$ -	$ -	$ 1,032	$ 331	$ -	$ 331
Port Pair 4-7 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ 667	$ 368	$ -	$ -	$ 919	$ -	$ -	$ -
Port Pair 4-8 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 766	$ -	$ -	$ 646	$ -	$ 705	$ -
Port Pair 4-9 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ 928	$ 1,640	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-6 Vehicle	$ -	$ -	$ -	$ -	$ 792	$ 486	$ -	$ -	$ -	$ -	$ 1,397	$ 2,352	$ 40	$ 2,352
Port Pair 5-7 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,356	$ -	$ -	$ -
Port Pair 5-8 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 281	$ -	$ -	$ -	$ -	$ 7,443	$ -
Port Pair 5-9 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,642	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 251	$ -	$ -	$ -	$ -	$ -
Port Pair 6-7 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ 30	$ 39	$ 321	$ -	$ 2,344	$ -	$ 1,054	$ -
Port Pair 6-8 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 291	$ -	$ 1,716	$ -	$ 19,500	$ -
Port Pair 6-9 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ 202	$ 63	$ 219	$ -	$ -	$ -	$ -	$ -
Port Pair 6-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 7-8 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 255	$ -	$ 1,823	$ -	$ -	$ -
Port Pair 7-9 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,847	$ 1,128	$ 160	$ -	$ -	$ -	$ -	$ -
Port Pair 7-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 8-9 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 859	$ 82	$ -	$ -	$ -	$ -	$ -
Port Pair 8-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 9-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-11 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 88	$ -	$ -	$ -	$ -	$ -
Port Pair 10-12 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-13 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-14 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-15 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 46	$ -	$ -	$ -	$ -	$ -
Port Pair 10-16 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-17 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-18 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-19 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-12 Vehicle	$ -	$ -	$ 3,930	$ 3,954	$ -	$ -	$ -	$ -	$ -	$ 388	$ 1,497	$ 2,534	$ -	$ 2,534
Port Pair 11-13 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 209	$ 757	$ 1,678	$ 643	$ 14,936	$ 643
Port Pair 11-14 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 140	$ 9,701	$ 302	$ 415	$ 5,766	$ 415
Port Pair 11-15 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 258	$ 212	$ 346	$ 3,563	$ -	$ 3,563
Port Pair 11-16 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 400	$ 11,677	$ 1,589	$ 11,677
Port Pair 11-17 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 525	$ -	$ 5,511	$ -
Port Pair 11-18 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,943	$ -	$ 17,475	$ -
Port Pair 11-19 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,752	$ -	$ -	$ -	$ -	$ -
Port Pair 11-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,845	$ -	$ -	$ -	$ -	$ -
Port Pair 12-13 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 97	$ 2,507	$ 108	$ 788	$ 108
Port Pair 12-14 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 284	$ 1,058	$ 760	$ -	$ 760
Port Pair 12-15 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 674	$ 420	$ -	$ 420
Port Pair 12-16 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 586	$ 5,394	$ -	$ 5,394
Port Pair 12-17 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,617	$ -	$ -	$ -
Port Pair 12-18 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 41,431	$ -	$ -	$ -
Port Pair 12-19 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-14 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 299	$ 1,316	$ 1,440	$ 151	$ 273	$ 151
Port Pair 13-15 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 263	$ -	$ 422	$ 121	$ -	$ 121
Port Pair 13-16 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 737	$ 1,306	$ 631	$ 1,306
Port Pair 13-17 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,422	$ -	$ -	$ -
Port Pair 13-18 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 20,812	$ -	$ 2,831	$ -
Port Pair 13-19 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 780	$ -	$ -	$ -	$ -	$ -
Port Pair 13-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,288	$ -	$ -	$ -	$ -	$ -
Port Pair 14-15 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 436	$ 1,086	$ 339	$ 343	$ 2,184	$ 343
Port Pair 14-16 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 609	$ 1,843	$ 6,903	$ 1,843
Port Pair 14-17 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,402	$ -	$ 1,980	$ -

Vessel Name	General Vessel Info Day Boat 1		General Vessel Info Day Boat 2		General Vessel Info 24/7 Feeder 1		General Vessel Info 24/7 Feeder 2		General Vessel Info Ocean		General Vessel Info Mainliner 1		General Vessel Info Mainliner 2	
Port Pair 14-18 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,176	$ -	$ 59,838	$ -
Port Pair 14-19 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 558	$ -	$ -	$ -	$ -	$ -
Port Pair 14-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,621	$ -	$ -	$ -	$ -	$ -
Port Pair 15-16 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 133	$ 15,320	$ 1,065	$ 15,320
Port Pair 15-17 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 344	$ -	$ -	$ -
Port Pair 15-18 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,270	$ -	$ -	$ -
Port Pair 15-19 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,234	$ -	$ -	$ -	$ -	$ -
Port Pair 15-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,154	$ -	$ -	$ -	$ -	$ -
Port Pair 16-17 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 403	$ -	$ 1,422	$ -
Port Pair 16-18 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,016	$ -	$ 20,812	$ -
Port Pair 16-19 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,170	$ -	$ -	$ -	$ -	$ -
Port Pair 16-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,860	$ -	$ -	$ -	$ -	$ -
Port Pair 17-18 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 68	$ -	$ 17,805	$ -	$ 17,805	$ -
Port Pair 17-19 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 368	$ -	$ -	$ -	$ -	$ -
Port Pair 17-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 860	$ -	$ -	$ -	$ -	$ -
Port Pair 18-19 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 350	$ -	$ -	$ -	$ -	$ -
Port Pair 18-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 891	$ -	$ -	$ -	$ -	$ -
Port Pair 19-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,962	$ -	$ -	$ -	$ -	$ -
Vehicle Tariffs Per Week	**$ 14,713**	**$ -**	**$ 4,029**	**$ 3,932**	**$ 58,462**	**$ 21,910**	**$ 15,024**	**$ 17,066**	**$ 32,457**	**$ 13,195**	**$ 131,573**	**$ 63,679**	**$ 164,577**	**$ 63,679**
Cabins	*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*	
Port Pair 1-2 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ 128	$ -	$ 3,490	$ -	$ 6,689	$ 5,241	$ 6,689	$ 5,241
Port Pair 1-3 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 217	$ -	$ 1,182	$ 294	$ 8,221	$ 294
Port Pair 1-4 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ 167	$ 82	$ 270	$ -	$ 1,879	$ 2,218	$ 623	$ 2,218
Port Pair 1-5 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 671	$ 494	$ 134	$ -	$ 794	$ 20,024	$ 794
Port Pair 1-6 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 208	$ -	$ 8,221	$ 6,960	$ 2,372	$ 6,960
Port Pair 1-7 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 350	$ -	$ 13,120	$ -	$ -	$ -
Port Pair 1-8 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 351	$ 314	$ -	$ 8,133	$ -	$ 4,014	$ -
Port Pair 1-9 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 411	$ -	$ -	$ -	$ -	$ -
Port Pair 1-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 335	$ -	$ -	$ -	$ -	$ -
Port Pair 2-3 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 367	$ 98	$ 119	$ 630	$ 119
Port Pair 2-4 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ 33	$ -	$ 61	$ 112	$ 107	$ 263	$ 286	$ 263
Port Pair 2-5 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 334	$ 3,414	$ 298	$ 1,233	$ 995	$ 1,233
Port Pair 2-6 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 240	$ -	$ 630	$ 540	$ 385	$ 540
Port Pair 2-7 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 248	$ -	$ 522	$ -	$ -	$ -
Port Pair 2-8 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 305	$ -	$ 459	$ -	$ 657	$ -
Port Pair 2-9 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ 88	$ -	$ 240	$ -	$ -	$ -	$ -	$ -
Port Pair 2-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-4 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 90	$ 58	$ 233	$ 58
Port Pair 3-5 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 60	$ 173	$ 130	$ 3,219	$ 130
Port Pair 3-6 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 239	$ 669	$ 848	$ 669
Port Pair 3-7 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 205	$ -	$ -	$ -
Port Pair 3-8 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 282	$ -	$ 1,034	$ -
Port Pair 3-9 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-5 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 110	$ -	$ -	$ 236	$ 140	$ 123	$ 140
Port Pair 4-6 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 503	$ 80	$ -	$ 80
Port Pair 4-7 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 247	$ -	$ -	$ -
Port Pair 4-8 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 58	$ -	$ -	$ 230	$ -	$ 439	$ -
Port Pair 4-9 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 128	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-6 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 69	$ -	$ 497	$ 901	$ 969	$ 901
Port Pair 5-7 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 103	$ -	$ 603	$ -	$ -	$ -
Port Pair 5-8 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 169	$ -	$ -	$ -	$ -	$ 1,313	$ -
Port Pair 5-9 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 727	$ 149	$ -	$ -	$ -	$ -	$ -
Port Pair 5-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 197	$ -	$ -	$ -	$ -	$ -
Port Pair 6-7 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 177	$ -	$ 163	$ -	$ 19	$ -
Port Pair 6-8 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 125	$ -	$ 226	$ -	$ 4,233	$ -
Port Pair 6-9 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 132	$ -	$ -	$ -	$ -	$ -
Port Pair 6-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 357	$ -	$ -	$ -	$ -	$ -
Port Pair 7-8 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 54	$ -	$ -	$ -
Port Pair 7-9 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 7-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 124	$ -	$ -	$ -	$ -	$ -
Port Pair 8-9 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 290	$ 40	$ -	$ -	$ -	$ -	$ -
Port Pair 8-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 83	$ -	$ -	$ -	$ -	$ -
Port Pair 9-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 56	$ -	$ -	$ -	$ -	$ -
Port Pair 10-11 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 68	$ -	$ -	$ -	$ -	$ -
Port Pair 10-12 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-13 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 216	$ -	$ -	$ -	$ -	$ -
Port Pair 10-14 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 207	$ -	$ -	$ -	$ -	$ -
Port Pair 10-15 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 266	$ -	$ -	$ -	$ -	$ -
Port Pair 10-16 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 394	$ -	$ -	$ -	$ -	$ -
Port Pair 10-17 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-18 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-19 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 335	$ -	$ -	$ -	$ -	$ -
Port Pair 11-12 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 53	$ 483	$ 87	$ 483
Port Pair 11-13 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 315	$ 164	$ 590	$ 69	$ 2,691	$ 69
Port Pair 11-14 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 184	$ 3,537	$ 572	$ 185	$ 1,519	$ 185
Port Pair 11-15 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 361	$ 143	$ 138	$ 109	$ -	$ 109
Port Pair 11-16 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 168	$ 1,794	$ 575	$ 1,794
Port Pair 11-17 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 486	$ -	$ 675	$ -
Port Pair 11-18 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,299	$ -	$ 7,214	$ -
Port Pair 11-19 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,215	$ -	$ -	$ -	$ -	$ -
Port Pair 11-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,463	$ -	$ -	$ -	$ -	$ -

Vessel Name	General Vessel Info Day Boat 1		General Vessel Info Day Boat 2		General Vessel Info 24/7 Feeder 1		General Vessel Info 24/7 Feeder 2		General Vessel Info Ocean		General Vessel Info Mainliner 1		General Vessel Info Mainliner 2	
Port Pair 12-13 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 66	$ 489	$ 108	$ 43	$ 108
Port Pair 12-14 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 125	$ 508	$ 174	$ -	$ 174
Port Pair 12-15 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 142	$ 94	$ -	$ 94
Port Pair 12-16 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 156	$ 1,514	$ -	$ 1,514
Port Pair 12-17 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 440	$ -	$ -	$ -
Port Pair 12-18 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 14,424	$ -	$ -	$ -
Port Pair 12-19 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-14 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 425	$ 552	$ 50	$ 155	$ 50
Port Pair 13-15 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 82	$ -	$ 182	$ 65	$ -	$ 65
Port Pair 13-16 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 149	$ 1,017	$ 389	$ 1,017
Port Pair 13-17 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 385	$ -	$ 507	$ -
Port Pair 13-18 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,770	$ -	$ 1,804	$ -
Port Pair 13-19 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 532	$ -	$ -	$ -	$ -	$ -
Port Pair 13-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 403	$ -	$ -	$ -	$ -	$ -
Port Pair 14-15 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 195	$ 92	$ 160	$ 139	$ 338	$ 139
Port Pair 14-16 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 140	$ -	$ 176	$ 294	$ 2,722	$ 294
Port Pair 14-17 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 394	$ -	$ 863	$ -
Port Pair 14-18 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,309	$ -	$ 20,750	$ -
Port Pair 14-19 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 198	$ -	$ -	$ -	$ -	$ -
Port Pair 14-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 526	$ -	$ -	$ -	$ -	$ -
Port Pair 15-16 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 69	$ -	$ 39	$ 4,903	$ 169	$ 4,903
Port Pair 15-17 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 109	$ -	$ -	$ -
Port Pair 15-18 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,526	$ -	$ 149	$ -
Port Pair 15-19 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 338	$ -	$ -	$ -	$ -	$ -
Port Pair 15-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 358	$ -	$ -	$ -	$ -	$ -
Port Pair 16-17 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 107	$ -	$ 385	$ -
Port Pair 16-18 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 983	$ -	$ 6,770	$ -
Port Pair 16-19 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 384	$ -	$ -	$ -	$ -	$ -
Port Pair 16-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 548	$ -	$ -	$ -	$ -	$ -
Port Pair 17-18 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,911	$ -	$ 5,911	$ -
Port Pair 17-19 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 53	$ -	$ -	$ -	$ -	$ -
Port Pair 17-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 306	$ -	$ -	$ -	$ -	$ -
Port Pair 18-19 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 18-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 140	$ -	$ -	$ -	$ -	$ -
Port Pair 19-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,880	$ -	$ -	$ -	$ -	$ -
Cabin Tariffs Per Week	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 415**	**$ 2,295**	**$ 8,824**	**$ 4,086**	**$ 45,084**	**$ 19,640**	**$ 57,323**	**$ 19,640**
Vans	*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*	
Port Pair 1-2 Van	$ -	$ -	$ 164	$ -	$ -	$ -	$ 746	$ 746	$ 2,556	$ -	$ 3,379	$ 3,379	$ 3,379	$ 3,379
Port Pair 1-3 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,818	$ -
Port Pair 1-4 Van	$ -	$ -	$ -	$ -	$ 1,160	$ 1,160	$ 241	$ 241	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-5 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-6 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,818	$ 6,818	$ -	$ 6,818
Port Pair 1-7 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ 270	$ 270	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-8 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-9 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-3 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 272	$ 272	$ 1,008	$ 272
Port Pair 2-4 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ 62	$ 62	$ -	$ -	$ 293	$ -	$ -	$ -
Port Pair 2-5 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-6 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,008	$ 1,008	$ -	$ 1,008
Port Pair 2-7 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-8 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-9 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ 628	$ 628	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-4 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 130	$ -	$ 418	$ -
Port Pair 3-5 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,410	$ -
Port Pair 3-6 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,574	$ -	$ -	$ -
Port Pair 3-7 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-8 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,718	$ -
Port Pair 3-9 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-5 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-6 Van	$ -	$ -	$ -	$ -	$ 1,624	$ 1,624	$ -	$ -	$ -	$ -	$ 441	$ 441	$ -	$ 441
Port Pair 4-7 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-8 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-9 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ 164	$ 164	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-6 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 175	$ -	$ -	$ -
Port Pair 5-7 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-8 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,182	$ -
Port Pair 5-9 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 175	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-7 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 435	$ -	$ 323	$ -
Port Pair 6-8 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 442	$ -	$ 265	$ -	$ 4,017	$ -
Port Pair 6-9 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 7-8 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 105	$ -	$ -	$ -
Port Pair 7-9 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 7-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 8-9 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 8-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 9-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-11 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Vessel Name	General Vessel Info Day Boat 1		General Vessel Info Day Boat 2		General Vessel Info 24/7 Feeder 1		General Vessel Info 24/7 Feeder 2		General Vessel Info Ocean		General Vessel Info Mainliner 1		General Vessel Info Mainliner 2	
Port Pair 10-12 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-13 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-14 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-15 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-16 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-17 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-18 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-19 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-20 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-12 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 105	$ 229	$ -	$ 229
Port Pair 11-13 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 274	$ 383	$ 6,502	$ 383
Port Pair 11-14 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 675	$ 2,365	$ 675
Port Pair 11-15 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 592	$ -	$ 592
Port Pair 11-16 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,906	$ -	$ 1,906
Port Pair 11-17 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-18 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-19 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-20 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,342	$ -	$ -	$ -	$ -	$ -
Port Pair 12-13 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 534	$ -	$ 234	$ -
Port Pair 12-14 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 350	$ -	$ -	$ -
Port Pair 12-15 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 610	$ -	$ 610
Port Pair 12-16 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 587	$ -	$ -	$ -
Port Pair 12-17 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 861	$ -	$ -	$ -
Port Pair 12-18 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,758	$ -	$ -	$ -
Port Pair 12-19 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-20 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-14 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 168	$ -	$ 229	$ -	$ -	$ -
Port Pair 13-15 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 383	$ -	$ -	$ -
Port Pair 13-16 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 675	$ 4,209	$ -	$ 4,209
Port Pair 13-17 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 592	$ -	$ -	$ -
Port Pair 13-18 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,906	$ -	$ -	$ -
Port Pair 13-19 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-20 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-15 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-16 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,615	$ 2,231	$ 1,615
Port Pair 14-17 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 610	$ -	$ 3,154	$ -
Port Pair 14-18 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-19 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-20 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-16 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,689	$ 415	$ 1,689
Port Pair 15-17 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 424	$ -	$ -	$ -
Port Pair 15-18 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,209	$ -	$ -	$ -
Port Pair 15-19 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-20 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 16-17 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 592	$ -
Port Pair 16-18 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,615	$ -	$ 1,906	$ -
Port Pair 16-19 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 16-20 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 17-18 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,689	$ -	$ 1,689	$ -
Port Pair 17-19 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 17-20 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 18-19 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 18-20 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 19-20 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,244	$ -	$ -	$ -	$ -	$ -
Van Tariffs Per Week	**$ -**	**$ -**	**$ 164**	**$ -**	**$ 2,783**	**$ 2,783**	**$ 2,110**	**$ 2,285**	**$ 2,998**	**$ -**	**$ 14,895**	**$ 11,918**	**$ 28,272**	**$ 11,918**
Onboard Sales	$ 3,571	$ 3,571	$ 1,190	$ 1,190	$ 4,167	$ 4,167	$ 4,167	$ 4,167	$ 8,824	$ 8,824	$ 18,750	$ 18,750	$ 18,750	$ 18,750
Advertising & Other	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Revenue Per Mile	$ 49	$ 4	$ 50	$ 41	$ 116	$ 73	$ 43	$ 43	$ 48	$ 37	$ 151	$ 86	$ 234	$ 172
Cost Per Mile	$ 103	$ 103	$ 271	$ 271	$ 124	$ 200	$ 157	$ 157	$ 160	$ 252	$ 147	$ 157	$ 173	$ 279
Weekly Analysis for Route														
Ovhl Maint Cost Per Week	$ 19,036	$ 19,036	$ 19,036	$ 19,036	$ 19,036	$ 19,036	$ 19,036	$ 19,036	$ 78,088	$ 78,088	$ 75,000	$ 75,000	$ 75,000	$ 75,000
Marine Eng'g Cost Per Week	$ 3,426	$ 3,426	$ 3,426	$ 3,426	$ 3,426	$ 3,426	$ 3,426	$ 3,426	$ 14,056	$ 14,056	$ 13,500	$ 13,500	$ 13,500	$ 13,500
Operating Cost Per Week	$ 9,524	$ 9,524 $ 5,714	$ 9,524	$ 9,524 $ 5,714	$ 9,524	$ 9,524 $ 5,714	$ 9,524	$ 9,524 $ 5,714	$ 29,412	$ 29,412 $ 17,647	$ 18,750	$ 18,750 $ 11,250	$ 18,750	$ 18,750 $ 11,250
Crew Cost Per Week (Std+OT)	$ 24,853	$ 24,853 $ 13,728	$ 24,853	$ 24,853 $ 13,728	$ 43,493	$ 43,493 $ 24,023	$ 43,493	$ 43,493 $ 24,023	$ 85,756	$ 85,756 $ 54,604	$ 101,770	$ 101,770 $ 68,196	$ 101,770	$ 101,770 $ 68,196
Crew Cost Per Week (Other+Benefits)	$ 25,571	$ 25,571 $ 9,393	$ 25,571	$ 25,571 $ 9,393	$ 44,749	$ 44,749 $ 16,438	$ 44,749	$ 44,749 $ 16,438	$ 90,788	$ 90,788 $ 31,340	$ 108,833	$ 108,833 $ 40,911	$ 108,833	$ 108,833 $ 40,911
Recoup of Ovhl Crew/Op Cost	$ 6,865	$ 6,865	$ 6,865	$ 6,865	$ 10,994	$ 10,994	$ 10,994	$ 10,994	$ 54,842	$ 54,842	$ 36,107	$ 36,107	$ 36,107	$ 36,107
Fuel Cost Per Week	$ 49,639	$ 49,639	$ 12,184	$ 12,184	$ 61,927	$ 30,963	$ 43,309	$ 43,309	$ 36,073	$ 21,662	$ 77,711	$ 71,113	$ 62,766	$ 35,556
Terminal Cost per Week	$ 58,198	$ 58,198	$ 17,010	$ 17,010	$ 30,400	$ 30,400	$ 45,194	$ 45,194	$ 25,522	$ 24,294	$ 131,833	$ 101,844	$ 109,584	$ 101,844
Weekly Expenses	**$ 197,112**	**$ 197,112**	**$ 118,469**	**$ 118,469**	**$ 223,549**	**$ 192,585**	**$ 219,725**	**$ 219,725**	**$ 414,537**	**$ 398,898**	**$ 563,504**	**$ 526,917**	**$ 526,310**	**$ 491,360**
Weekly Expenses (w/o Terminals)	**$ 138,914**	**$ 138,914**	**$ 101,459**	**$ 101,459**	**$ 193,149**	**$ 162,186**	**$ 174,531**	**$ 174,531**	**$ 389,015**	**$ 374,604**	**$ 431,671**	**$ 425,073**	**$ 416,726**	**$ 389,516**
Future Revenue Adjustment	105%		105%		105%		105%		105%		105%		105%	
Passenger Tariffs	$ 31,682	$ -	$ 6,562	$ 4,916	$ 80,968	$ 16,577	$ 15,630	$ 12,080	$ 23,593	$ 8,929	$ 113,317	$ 53,711	$ 135,927	$ 53,711
Vehicle Tariffs	$ 15,449	$ -	$ 4,230	$ 4,128	$ 61,385	$ 23,005	$ 15,775	$ 17,920	$ 34,080	$ 13,854	$ 138,152	$ 66,863	$ 172,806	$ 66,863
Cabin Tariffs	$ -	$ -	$ -	$ -	$ -	$ -	$ 436	$ 2,410	$ 9,265	$ 4,290	$ 47,338	$ 20,621	$ 60,190	$ 20,621
Van Tariffs	$ -	$ -	$ 172	$ -	$ 2,923	$ 2,923	$ 2,216	$ 2,399	$ 3,148	$ -	$ 15,640	$ 12,514	$ 29,685	$ 12,514
Onboard Sales	$ 3,750	$ 3,750	$ 1,250	$ 1,250	$ 4,375	$ 4,375	$ 4,375	$ 4,375	$ 9,265	$ 9,265	$ 19,688	$ 19,688	$ 19,688	$ 19,688
Advertising	$ 500	$ 250	$ 500	$ 250	$ 750	$ 400	$ 750	$ 400	$ 500	$ 500	$ 1,000	$ 500	$ 1,000	$ 500

Vessel Name	General Vessel Info Day Boat 1		General Vessel Info Day Boat 2		General Vessel Info 24/7 Feeder 1		General Vessel Info 24/7 Feeder 2		General Vessel Info Ocean		General Vessel Info Mainliner 1		General Vessel Info Mainliner 2	
Weekly Revenue	**$ 51,380**	**$ 4,000**	**$ 12,715**	**$ 10,544**	**$ 150,400**	**$ 47,280**	**$ 39,181**	**$ 39,584**	**$ 79,851**	**$ 36,839**	**$ 335,135**	**$ 173,897**	**$ 419,296**	**$ 173,897**
External Funding Required (w/o Terminals)	**$ 87,534**	**$ 134,914**	**$ 105,754**	**$ 107,925**	**$ 73,149**	**$ 145,305**	**$ 180,543**	**$ 180,141**	**$ 334,686**	**$ 362,059**	**$ 228,369**	**$ 353,020**	**$ 107,014**	**$ 317,464**
Annual Analysis														
Passenger Tariffs	$ 696,996		$ 242,687		$ 2,112,826		$ 585,465		$ 420,906		$ 3,578,977		$ 4,121,623	
Vehicle Tariffs	$ 339,870		$ 175,630		$ 1,810,580		$ 705,439		$ 632,856		$ 4,385,457		$ 5,217,156	
Cabin Tariffs	$ -		$ -		$ -		$ 57,787		$ 185,673		$ 1,466,065		$ 1,774,494	
Van Tariffs	$ -		$ 3,788		$ 122,746		$ 96,733		$ 25,180		$ 575,581		$ 912,670	
Onboard Sales	$ 157,500		$ 52,500		$ 183,750		$ 183,750		$ 315,000		$ 787,500		$ 787,500	
Advertising	$ 16,000		$ 16,000		$ 24,500		$ 24,500		$ 17,000		$ 32,000		$ 32,000	
Annual Revenue	**$ 1,210,367**		**$ 490,605**		**$ 4,254,402**		**$ 1,653,673**		**$ 1,596,616**		**$ 10,825,581**		**$ 12,845,443**	
Annual Ovhl Maint Cost	$ 799,500		$ 799,500		$ 799,500		$ 799,500		$ 2,655,000		$ 3,000,000		$ 3,000,000	
Annual Marine Engineering Cost	$ 143,910		$ 143,910		$ 143,910		$ 143,910		$ 477,900		$ 540,000		$ 540,000	
Annual Weekly Services	$ 600,000		$ 600,000		$ 650,000		$ 650,000		$ 1,000,000		$ 1,500,000		$ 1,500,000	
Annual Commodities Cost	$ 400,000		$ 400,000		$ 400,000		$ 400,000		$ 1,000,000		$ 750,000		$ 750,000	
Annual Crew Cost Per (Std+OT)	$ 1,181,113		$ 1,181,113		$ 2,066,948		$ 2,066,948		$ 3,898,578		$ 4,889,139		$ 4,889,139	
Annual Crew Cost (Other)	$ 1,167,905		$ 1,167,905		$ 2,043,833		$ 2,043,833		$ 3,650,897		$ 4,844,259		$ 4,844,259	
Annual Fuel Cost	$ 2,084,823		$ 511,711		$ 1,981,663		$ 1,818,973		$ 851,801		$ 3,002,875		$ 2,075,280	
Annual Terminals Cost	$ 2,444,302		$ 714,419		$ 1,276,785		$ 1,898,139		$ 835,816		$ 4,793,487		$ 4,259,522	
Annual Expenses	**$ 8,821,554**		**$ 5,518,558**		**$ 9,362,639**		**$ 9,821,304**		**$ 14,369,992**		**$ 23,319,760**		**$ 21,858,201**	
External Funding Required (with Terminals)	**$ 7,611,187**		**$ 5,027,953**		**$ 5,108,237**		**$ 8,167,632**		**$ 12,773,376**		**$ 12,494,180**		**$ 9,012,758**	
External Funding Required (w/o Terminals)	**$ 5,166,885**		**$ 4,313,534**		**$ 3,831,452**		**$ 6,269,493**		**$ 11,937,560**		**$ 7,700,693**		**$ 4,753,236**	

									SOUTHEAST	
Terminal	**Angoon**	**Auke Bay**	**Bellingham**	**Gustavus**	**Haines**	**Hoonah**	**Kake**	**Ketchikan**	**Annette Bay(MET)**	**Pelican**
Owner	State	State	Port Authority	State	State	State	State	State	State	City of Pelican
Construction Year	1976/2011	1982	1989	2011	1980	1974	1974	1988	2013	1976/2012
Berths	1	3	1	1	2	1	1	3	1	1
Loading Ramp	1	One for each berth	1	1	One for each berth	1	1	One for Each	1	2?
Side Loading (both port and stbd compatible)	n/a	2	n/a	1	1	1	1	2	1	0
Stern Loading	1	1	1	n/a	1	n/a	n/a	1	0	1
Terminal Building (yes/no)	No	Yes	Yes	Yes	Yes	Yes	No	YES	Shelter	No
Short-Term Parking	10 Cars	151 cars, 6HCP	12 Cars, 1 HCP	14 cars	12 cars, 1 HCP	22 cars	8 cars	20 cars, 1 HCP	15 cars	No
Long-Term Parking	10 Cars	30 Cars	80 Cars	n/a	80 Cars	n/a	n/a	n/a	24 cars	No
Staing Area (Linear Feet)	65	3770	3200 cars + 800 Truck	240	3200 cars + 800 Truck	610	200	2200	450	No
Driving Surface	Asphalt	Asphalt	Asphalt	Gravel	Asphalt	Asphalt	Asphalt	Asphalt	Asphalt Concrete	No
Terminal Shorthand Name	ANG	JNU	BEL	GUS	HNS	HNH	KAE	KTN	ANB	PEL
Annual Maintenance/Overhaul Cost	$ 1,015.68	$ 82,575.36	$ 144,782.75	$ 4,900.63	$ 58,438.91	$ 43,267.79	$ 425.81	$ 62,971.47	$ 360.00	$ 360.00
Annual Personnel Cost	$ 7,361.32	$ 1,162,191.64	$ 1,049,344.25	$ 35,518.37	$ 563,686.09	$ 219,157.21	$ 3,086.19	$ 648,447.53	$ 2,640.00	$ 2,640.00
Total Annual Cost	$ 8,377.00	$ 1,244,767.00	$ 1,194,127.00	$ 40,419.00	$ 622,125.00	$ 262,425.00	$ 3,512.00	$ 711,419.00	$ 3,000.00	$ 3,000.00
Terminal Class (KPFF)	Small	Major	Major	Small	Major	Small	Small	Major	Small	Small
Port Calls per Year	84	729	120	84	195	84	84	792	672	84

Terminal	Petersburg	Prince Rupert	Sitka	Skagway	Tenakee	Wrangell	Yakutat	Chenega	Cordova	Homer
Owner	State	Port Authority	State	State/City of Skagway	State	State	City of Yakutat	NPR Housing Authority	State	City of Homer
Construction Year	1982/2000	1992	1983	1982	1978	1984	1984	1995	1998	1991/2001
Berths	1	1	1	1	1	1	1	2	2	3*
Loading Ramp	0	1/timber	1	separate vehicle and pass	fixed approach structure	transfer bridge and syncrl	No	2	2	2
Side Loading (both port and stbd compatible)	1	0	1	1	1	1	1	1	1	2
Stern Loading	0	1	0	0	0	0	0	1	1	1
Terminal Building (yes/no)	Yes	Yes	Yes	Yes	No	Yes	No	No	Yes	Yes
Short-Term Parking	15 cars	5 cars	33 cars, 2 HCP	40 cars, 1 HCP	n/a	5 cars	n/a	n/a	18 cars, 5 trucks, 4HCP	5 cars, 2 HCP
Long-Term Parking	n/a	n/a	6 cars	n/a	n/a	15 cars	n/a	n/a	15 cars	n/a
Staing Area (Linear Feet)	1375	1000 + 10,000 prestaging	1875, 360 for buses and t	2400	n/a	640, +60 for buses and tru	n/a	n/a	1150, 230 buses and trucl	200, 250 buses and trucks
Driving Surface	Asphalt	Asphalt	Asphalt	Asphalt	n/a	Asphalt	n/a	Gravel	Asphalt	Asphalt
Terminal Shorthand Name	PSG	YPR	SIT	SGY	TKE	WRG	YAK	CHB	CDV	HOM
Annual Maintenance/Overhaul Cost	$ 36,262.10	$ 40,183.00	$ 32,687.53	$ 49,448.75	$ 360.00	$ 24,944.51	$ 360.00	$ 360.00	$ 67,273.40	$ 42,475.94
Annual Personnel Cost	$ 293,398.90	$ 291,235.00	$ 299,951.47	$ 527,961.25	$ 2,640.00	$ 236,208.49	$ 2,640.00	$ 2,640.00	$ 361,807.60	$ 357,562.06
Total Annual Cost	$ 329,661.00	$ 331,418.00	$ 332,639.00	$ 577,410.00	$ 3,000.00	$ 261,153.00	$ 3,000.00	$ 3,000.00	$ 429,081.00	$ 400,038.00
Terminal Class (KPFF)	Medium	Medium	Medium	Medium	Small	Small	Small	Small	Medium	Medium
Port Calls per Year	96	0	180	195	84	96	24	128	128	196

	SOUTH CENTRAL										SOUTH
Terminal	**Seldovia**	**Tatitlek/Ellamar**	**Valdez**	**Whittier**	**Akutan**	**Chignik**	**Cold Bay**	**False Pass**	**King Cove**	**Kodiak (Pier 1)**	
Owner	City of Seldovia	NPR Housing Authority	State	State	City of Akutan	Trident Seafoods	City of Cold Bay	City of False Pass	City of King Cove	City of Kodiak	
Construction Year	1967	1995	2006	1988/2005	1982/2005	1960	1978/1993	1993	1993	1960	
Berths	1	1	1	1	1	2	1	1	1	1	
Loading Ramp	1	2	1	1	1	0	0	0	0	0	
Side Loading (both port and stbd compatible)	1	0	1	0	1	1	1	1	1	1	
Stern Loading	0	1	0	1	0	0	0	0	0	0	
Terminal Building (yes/no)	No	No	Yes	Yes	No	No	No	No	No	No	
Short-Term Parking	10 cars	n/a	6 cars, 2 HCP	3 cars	n/a	n/a	n/a	n/a	n/a	10 cars	
Long-Term Parking	10 cars	n/a	38 cars	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
Staing Area (Linear Feet)	420	n/a	1500, 250 buses and trucl	1200, 125 buses and trucl	n/a	n/a	n/a	n/a	900	150	
Driving Surface	Asphalt/Gravel	Gravel	Asphalt	Asphalt	Asphalt/Gravel	Gravel/Timber	n/a	n/a	n/a	n/a	
Terminal Shorthand Name	SDV	TAT	VDZ	WTR	AKU	CHG	CBY	FPS	KCV		KC
Annual Maintenance/Overhaul Cost	$ 2,406.12	$ 360.00	$ 52,270.75	$ 64,154.54	$ 360.00	$ 360.00	$ 5,286.31	$ 360.00	$ 360.00	$	
Annual Personnel Cost	$ 17,438.88	$ 2,640.00	$ 363,327.25	$ 361,951.46	$ 2,640.00	$ 2,640.00	$ 38,313.69	$ 2,640.00	$ 2,640.00	$	
Total Annual Cost	$ 19,845.00	$ 3,000.00	$ 415,598.00	$ 426,106.00	$ 3,000.00	$ 3,000.00	$ 43,600.00	$ 3,000.00	$ 3,000.00	$	
Terminal Class (KPFF)	Small	Small	Medium	Medium	Small	Small	Small	Small	Small		Mec
Port Calls per Year	180	128	128	280	8	16	16	16	16		19

	WEST					
Terminal	**Kodiak (Pier 2)**	**Old Harbor**	**Ouzinkie**	**Port Lions**	**Sand Point**	**Unalaska (Dutch Harbor)**
Owner	City of Kodiak	City of Old Harbor	Citty of Ouzinkie	City of Port Lions	City of Sand Point	City of Unalaska
Construction Year	1988West/2006East	2012	2012	2014	1983	
Berths	2	1	1	1	1	1
Loading Ramp	0	0	0	0	0	0
Side Loading (both port and stbd compatible)	2	1	1	1	1	1
Stern Loading	0	0	0	0	0	0
Terminal Building (yes/no)	No	No	No	No	No	No
Short-Term Parking	0	0	n/a	n/a	n/a	n/a
Long-Term Parking	0	0	n/a	n/a	n/a	n/a
Staing Area (Linear Feet)	1600	50'x70' area	n/a	n/a	250	n/a
Driving Surface	n/a	gravel	n/a	n/a	n/a	n/a
Terminal Shorthand Name	)D	OLD	OUZ	ORI	SDP	UNA
Annual Maintenance/Overhaul Cost	89,797.08	$ 360.00	$ 360.00	$ 2,309.73	$ 360.00	$ 360.00
Annual Personnel Cost	294,260.92	$ 2,640.00	$ 2,640.00	$ 16,740.27	$ 2,640.00	$ 2,640.00
Total Annual Cost	384,058.00	$ 3,000.00	$ 3,000.00	$ 19,050.00	$ 3,000.00	$ 3,000.00
Terminal Class (KPFF)	ium	Small	Small	Small	Small	Small
Port Calls per Year	)6	0	172	172	16	8

Cost Data from FY15 Wages Paid By Bargaining Unit and Vessel Status - YTD Thru 6-30-15, Raw cost data are in thousands.

	DAY BOAT			24/7 FEEDER			OCEAN			MAINLINER		
	Operating	Overhaul	Layup	Operating	Overhaul	Layup	Operating	Overhaul	Layup	Operating	Overhaul	Layup
ST+OT	$ 26,161.36	$ 14,450.00		$ 45,782.39	$ 25,287.50		$ 90,269.53	$ 57,477.89		$ 107,126.09	$ 71,784.92	
OTHER+BENEFITS+OVERHI	$ 26,916.63	$ 9,887.50		$ 47,104.10	$ 17,303.13		$ 95,566.14	$ 32,988.95		$ 114,561.15	$ 43,064.50	

TOTAL Operating ST+OT C Calculated weekly pay based on 10 crew (estimated).
TOTAL Overhead Costs FY1
TOTAL FY15 CHECK

Scaled Crew: 12

* Prototype Manning from 04035 - 21 crew compared to Aurora 24

Total Crew: 21

10% Reduction in Crew Size from Tustemena, assumes automated food service.

Total Crew: 34

10% Reduction in Crew Size from Malaspina, assumes automated food service.

Total Crew: 43

Appendix E

Minimized Fleet Model

Description	Reduced Fleet Model
Weeks of Service	282
Total # Port Calls	5407
Vessel Operations	
Personnel	$ 39,935,872
Travel	$ 798,717
Services	$ 6,500,000
Fuel	$ 12,327,127
Commodities	$ 4,100,000
Subtotal Marine Operations	$ 63,661,716
Shoreside	
Marine Shore Operations	$ 8,101,828
Vessel OPS Mgmt	$ 3,200,800
Reservations/Marketing	$ 2,301,000
Marine Engineering	$ 2,133,540
Overhaul	$ 11,853,000
Subtotal Shoreside	$ 27,590,168
Subtotal AMHS Expenses	**$ 91,251,884**
Support Services	
SE Support	$ 36,000
Admin	$ 1,466,000
HR	$ 216,560
ISSD	$ 729,090
Commissioner's Office	$ 354,860
Legal	$ 100,000
Payroll	$ -
Procurement	$ -
Subtotal Support Services	**$ 2,902,510**
Revenue	
Passenger Tariffs	$ 11,759,480
Vehicle Tariffs	$ 13,266,988
Van Tariffs	$ 1,736,698
Cabin Tariffs	$ 3,484,019
Sales	$ 2,467,500
Advertising	$ 162,000
Subtotal Revenue	**$ 32,876,686**
Funding Sources	
Beginning Fund Balance	$ -
Marine Highway Fund	$ -
Veh Rent Tax	$ -
Gen Fund Allocation - AMHS	$ -
Reserves & Adjustments	$ -
Transfer to Capitalization	$ -
AK Transportation Maint. Func	$ -
Add'l Fuel Trigger App'n	$ -
Restricted Funds (CIP Receipts	$ 600,000
Subtotal Funding	**$ 600,000**
General Fund Reqd	$ 60,677,708

AMHS Historical Annual Costs			Adjustments	Assumption	Updated Cost	
Vessel Ops Management	$	4,001,000	80%	Simplified fleet & labor contracts; 80% service wks	$	3,200,800
Reservations & Marketing	$	1,534,000	150%	Rebuilding required and maintaining revenue	$	2,301,000
SE Support Services	$	45,000	80%	Simplified fleet & labor contracts; 80% service wks	$	36,000
Admin Service	$	1,832,500	80%	Simplified fleet & labor contracts; 80% service wks	$	1,466,000
Human Resources	$	270,700	80%	Simplified fleet & labor contracts; 80% service wks	$	216,560
ISSD	$	810,100	90%	80% service wks	$	729,090
Commissioner's Office	$	322,600	110%	Now includes Public Corp, w/ Board costs, Advisory Boards, etc. Added public liaison	$	354,860
Legal	$	100,000	100%	Public Corp specific legal interests	$	100,000
Payroll	$	-	100%	Remain w/ State for now	$	-
Procurement	$	-	100%	Remain w/ State for now	$	-
Subtotal	**$**	**8,915,900**			**$**	**8,304,310**

AMHS Historical Annual Costs			Adjustments	Assumption	Updated Cost	
Vessel Ops Management	$	4,001,000	80%	Simplified fleet & labor contracts; 80% service wks	$	3,200,800
Reservations & Marketing	$	1,534,000	150%	Rebuilding required and maintaining revenue	$	2,301,000
SE Support Services	$	45,000	80%	Simplified fleet & labor contracts; 80% service wks	$	36,000
Admin Service	$	1,832,500	80%	Simplified fleet & labor contracts; 80% service wks	$	1,466,000
Human Resources	$	270,700	80%	Simplified fleet & labor contracts; 80% service wks	$	216,560
ISSD	$	810,100	90%	80% service wks	$	729,090
Commissioner's Office	$	322,600	110%	Now includes Public Corp, w/ Board costs, Advisory Boards, etc. Added public liaison	$	354,860
Legal	$	100,000	100%	Public Corp specific legal interests	$	100,000
Payroll	$	-	100%	Remain w/ State for now	$	-
Procurement	$	-	100%	Remain w/ State for now	$	-
Subtotal	**$**	**8,915,900**			**$**	**8,304,310**

Vessel Name	General Vessel Info Day Boat 1	General Vessel Info Day Boat 2	General Vessel Info 24/7 Feeder 1	General Vessel Info 24/7 Feeder 2	General Vessel Info Ocean	General Vessel Info Mainliner 1	General Vessel Info Mainliner 2
	Vessel Particulars	Vessel Particulars	Vessel Particulars	Vessel Particulars	Vessel Particulars	Vessel Particulars	Vessel Particulars
Revenue Shorthand	DB	DB	SO	SO	OC	ML	ML
Vessel Class	Day Boat	Day Boat	24/7 Feeder	24/7 Feeder	Ocean	Mainliner	Mainliner
Service Speed (kts)	16.0	16.0	16.0	16.0	15.0	16.5	16.5
Power at Speed (hp)	6000	6000	6000	6000	10000	8000	8000
Fuel Consumption (gal/hr)	355	355	355	355	151	270	270
Passenger Capacity	300	300	300	300	250	450	450
Total Berths	0	0	0	0	104	234	234
Vehicle Lanes (ft)	1060	1060	1060	1060	1080	1614	1614
20' Vehicle Capacity	53	53	53	53	54	80	80
Commercial Van Capacity	17	17	17	17	9	10	10
Normal Crew Count	10	10	21	21	27	31	31
Year Built							
Length Overall (ft)	280	280	280	280	339	393	393
Beam(ft)	67	67	67	67	72	74	74
Displacement (LT)	2105	2105	2105	2105	3240	6000	6000
Draft (ft)	17.0	17.0	17.0	17.0	15.9	17	17
Fuel Price per Gallon	1.95	1.95	1.95	1.95	1.95	1.95	1.95
Service Variables	*When reassigning routes, do not copy and paste to move ports. If cell references become 'broken', re-autofill logic in row 47 to remaining port pairs to fix.*		*When reassigning routes, do not copy and paste to move ports. If cell references become 'broken', re-autofill logic in row 47 to remaining port pairs to fix.*	*When reassigning routes, do not copy and paste to move ports. If cell references become 'broken', re-autofill logic in row 47 to remaining port pairs to fix.*	*When reassigning routes, do not copy and paste to move ports. If cell references become 'broken', re-autofill logic in row 47 to remaining port pairs to fix.*	*When reassigning routes, do not copy and paste to move ports. If cell references become 'broken', re-autofill logic in row 47 to remaining port pairs to fix.*	*When reassigning routes, do not copy and paste to move ports. If cell references becom*
Route Assigned	Summer / Winter	Summer / Winter	Summer / Winter	Summer / Winter	Summer / Winter	Summer / Winter	Summer / Winter
Port 1	JNU / JNU	KTN / KTN	WTR / WTR	JNU / JNU	HOM / SDV	BEL / BEL	BEL / BEL
Port 2	HNS / HNS	ANB / ANB	VDZ / VDZ	GUS / GUS	KOD / HOM	KTN / KTN	KTN / KTN
Port 3	JNU / JNU		TAT / TAT	PEL / PEL	OUZ / ORI	WRG / WRG	JNU / WRG
Port 4	SGY / SGY		CDV / CDV	HNH / HNH	ORI / OUZ	PSG / PSG	YAK / PSG
Port 5	JNU / JNU		CHB / CHB	SIT / SIT	CHG / KOD	SIT / SIT	WTR / SIT
Port 6			WTR / WTR	TKE / TKE	SDP	JNU / JNU	HOM / JNU
Port 7				ANG / ANG	KCV	HNS	SDV
Port 8				KAE / KAE	CBY	SGY	KOD
Port 9				JNU / JNU	FPS		
Port 10					AKU		
Port 11		ANB / ANB			UNA / KOD	SGY / JNU	KOD / JNU
Port 12		KTN / KTN			FPS / OUZ	HNS / SIT	SDV / SIT
Port 13					CBY / ORI	JNU / PSG	HOM / PSG
Port 14					KCV / HOM	SIT / WRG	WTR / WRG
Port 15					SDP / SDV	PSG / KTN	YAK / KTN
Port 16					CHG	WRG / BEL	JNU / BEL
Port 17					ORI	KTN	KTN
Port 18					OUZ	BEL	BEL
Port 19					KOD		
Port 20					HOM		
	Orange cells indicate that route segment length is not available.	*Orange cells indicate that route segment length is not available.*	*Orange cells indicate that route segment length is not available.*	*Orange cells indicate that route segment length is not available.*	*Orange cells indicate that route segment length is not available.*	*Orange cells indicate that route segment length is not available.*	*Orange cells indicate that route segment length is not available.*
Port Pair 1-2 Mileage	68 / 68	16 / 16	79 / 79	62 / 62	126 / 15	595 / 595	595 / 595
Port Pair 2-3 Mileage	68 / 68	0 / 0	39 / 39	29 / 29	14 / 125	89 / 89	234 / 89
Port Pair 3-4 Mileage	81 / 81	0 / 0	45 / 45	40 / 40	14 / 14	41 / 41	226 / 41
Port Pair 4-5 Mileage	81 / 81	0 / 0	95 / 95	118 / 118	215 / 14	156 / 156	302 / 156
Port Pair 5-6 Mileage	0 / 0	0 / 0	67 / 67	27 / 27	120 / 0	132 / 132	300 / 132
Port Pair 6-7 Mileage	0 / 0	0 / 0	0 / 0	35 / 35	86 / 0	68 / 0	15 / 0
Port Pair 7-8 Mileage	0 / 0	0 / 0	0 / 0	30 / 30	22 / 0	26 / 0	116 / 0
Port Pair 8-9 Mileage	0 / 0	0 / 0	0 / 0	114 / 114	59 / 0	0 / 0	0 / 0
Port Pair 9-10 Mileage	0 / 0	0 / 0	0 / 0	0 / 0	137 / 0	0 / 0	0 / 0
Port Pair 10-11 Mileage	0 / 0	0 / 0	0 / 0	0 / 0	44 / 0	0 / 0	0 / 0
Port Pair 11-12 Mileage	0 / 0	16 / 16	0 / 0	0 / 0	181 / 14	26 / 132	116 / 132
Port Pair 12-13 Mileage	0 / 0	0 / 0	0 / 0	0 / 0	59 / 14	68 / 156	15 / 156
Port Pair 13-14 Mileage	0 / 0	0 / 0	0 / 0	0 / 0	22 / 125	132 / 41	300 / 41
Port Pair 14-15 Mileage	0 / 0	0 / 0	0 / 0	0 / 0	86 / 15	156 / 89	302 / 89
Port Pair 15-16 Mileage	0 / 0	0 / 0	0 / 0	0 / 0	120 / 0	41 / 595	226 / 595
Port Pair 16-17 Mileage	0 / 0	0 / 0	0 / 0	0 / 0	215 / 0	89 / 0	234 / 0
Port Pair 17-18 Mileage	0 / 0	0 / 0	0 / 0	0 / 0	14 / 0	595 / 0	595 / 0
Port Pair 18-19 Mileage	0 / 0	0 / 0	0 / 0	0 / 0	14 / 0	0 / 0	0 / 0
Port Pair 19-20 Mileage	0 / 0	0 / 0	0 / 0	0 / 0	126 / 0	0 / 0	0 / 0
Trips per week on route	3.5 / 3.5	8.0 / 8.0	4.0 / 2.0	2.0 / 2.0	1.0 / 3.0	1.0 / 1.0	0.5 / 0.5
Nautical Miles per week on route	1043 / 1043	256 / 256	1301 / 651	910 / 910	1671 / 1003	2214 / 2026	1788 / 1013
Weeks of Service	22 / 20 / 10	22 / 20 / 10	22 / 20 / 10	22 / 20 / 10	8 / 26 / 18	24 / 16 / 12	24 / 16 / 12
Utilization	85% / 85%	24% / 24%	53% / 29%	42% / 42%	88% / 49%	97% / 85%	81% / 48%

Vessel Name	General Vessel Info **Day Boat 1**	General Vessel Info **Day Boat 2**	General Vessel Info **24/7 Feeder 1**	General Vessel Info **24/7 Feeder 2**	General Vessel Info **Ocean**	General Vessel Info **Mainliner 1**	General Vessel Info **Mainliner 2**
	Annual Data	**Annual Data**	**Annual Data**	**Annual Data**	**Annual Data**	**Annual Data**	**Annual Data**
Annual Ovhl Maint Cost	$ 799,500	$ 799,500	$ 799,500	$ 799,500	$ 2,655,000	$ 3,000,000	$ 3,000,000
Annual Marine Engineering Cost	$ 143,910	$ 143,910	$ 143,910	$ 143,910	$ 477,900	$ 540,000	$ 540,000
Annual Commodities	$ 400,000	$ 400,000	$ 400,000	$ 400,000	$ 1,000,000	$ 750,000	$ 750,000
Annual Services	$ 600,000	$ 600,000	$ 650,000	$ 650,000	$ 1,000,000	$ 1,500,000	$ 1,500,000
Annual Fuel Cost	$ 2,084,823	$ 511,711	$ 1,981,663	$ 1,818,973	$ 851,801	$ 3,002,875	$ 2,075,280
Terminal 1 Annual Cost	$ 1,244,767 $ 1,244,767	$ 711,419 $ 711,419	$ 426,106 $ 426,106	$ 1,244,767 $ 1,244,767	$ 400,038 $ 19,845	$ 1,194,127 $ 1,194,127	$ 1,194,127 $ 1,194,127
Terminal 2 Annual Cost	$ 622,125 $ 622,125	$ 3,000 $ 3,000	$ 415,598 $ 415,598	$ 40,419 $ 40,419	$ 384,058 $ 400,038	$ 711,419 $ 711,419	$ 711,419 $ 711,419
Terminal 3 Annual Cost	$ - $ -	$ - $ -	$ 3,000 $ 3,000	$ 3,000 $ 3,000	$ 3,000 $ 19,050	$ 261,153 $ 261,153	$ 1,244,767 $ 261,153
Terminal 4 Annual Cost	$ 577,410 $ 577,410	$ - $ -	$ 429,081 $ 429,081	$ 262,425 $ 262,425	$ 19,050 $ 3,000	$ 329,661 $ 329,661	$ 3,000 $ 329,661
Terminal 5 Annual Cost	$ - $ -	$ - $ -	$ 3,000 $ 3,000	$ 332,639 $ 332,639	$ 3,000 $ 384,058	$ 332,639 $ 332,639	$ 426,106 $ 332,639
Terminal 6 Annual Cost	$ - $ -	$ - $ -	$ - $ -	$ 3,000 $ 3,000	$ 3,000 $ -	$ 1,244,767 $ 1,244,767	$ 400,038 $ 1,244,767
Terminal 7 Annual Cost	$ - $ -	$ - $ -	$ - $ -	$ 8,377 $ 8,377	$ 3,000 $ -	$ 622,125 $ -	$ 19,845 $ -
Terminal 8 Annual Cost	$ - $ -	$ - $ -	$ - $ -	$ 3,512 $ 3,512	$ 43,600 $ -	$ 577,410 $ -	$ 384,058 $ -
Terminal 9 Annual Cost	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ 3,000 $ -	$ - $ -	$ - $ -
Terminal 10 Annual Cost	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ 3,000 $ -	$ - $ -	$ - $ -
Terminal 11 Annual Cost	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ 3,000 $ -	$ - $ -	$ - $ -
Terminal 12 Annual Cost	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -
Terminal 13 Annual Cost	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -
Terminal 14 Annual Cost	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -
Terminal 15 Annual Cost	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -
Terminal 16 Annual Cost	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -
Terminal 17 Annual Cost	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -
Terminal 18 Annual Cost	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -
Terminal 19 Annual Cost	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -
Terminal 20 Annual Cost	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -
Annual Onboard Sales	$ 150,000	$ 50,000	$ 175,000	$ 175,000	$ 300,000	$ 750,000	$ 750,000
Total Annual Values	**Summer Route / Winter Route / Revenue**	**Summer Route / Winter Route / Revenue**	**Summer Route / Winter Route / Revenue**	**Summer Route / Winter Route / Revenue**	**Summer Route / Winter Route / Revenue**	**Summer Route / Winter Route / Revenue**	**Summer Route / Winter Route / Revenue**
	$ 6,472,535 $ 6,472,535 $ 150,000	**$ 3,169,540 $ 3,169,540 $** 50,000	**$ 5,251,858 $ 5,251,858 $** 175,000	**$ 5,710,522 $ 5,710,522 $** 175,000	**$ 6,852,447 $ 6,810,692 $** 300,000	**$ 14,066,176 $ 12,866,641 $** 750,000	**$ 12,248,640 $ 11,939,046 $** 750,000

	Weekly Cost Analysis Summer / Winter / Overhaul/Layup	**Weekly Cost Analysis** Summer / Winter / Overhaul/Layup	**Weekly Cost Analysis** Summer / Winter / Overhaul/Layup	**Weekly Cost Analysis** Summer / Winter / Overhaul/Layup	**Weekly Cost Analysis** Summer / Winter / Overhaul/Layup	**Weekly Cost Analysis** Summer / Winter / Overhaul/Layup	**Weekly Cost Analysis** Summer / Winter / Overhaul/Layup
Ovhl Maint Cost Per Week	$ 19,036 $ 19,036 $ -	$ 19,036 $ 19,036 $ -	$ 19,036 $ 19,036 $ -	$ 19,036 $ 19,036 $ -	$ 78,088 $ 78,088 $ -	$ 75,000 $ 75,000 $ -	$ 75,000 $ 75,000 $ -
Marine Eng'g Cost Per Week	$ 3,426 $ 3,426 $ -	$ 3,426 $ 3,426 $ -	$ 3,426 $ 3,426 $ -	$ 3,426 $ 3,426 $ -	$ 14,056 $ 14,056 $ -	$ 13,500 $ 13,500 $ -	$ 13,500 $ 13,500 $ -
Operating Cost Per Week	$ 9,524 $ 9,524 $ 5,714	$ 9,524 $ 9,524 $ 5,714	$ 9,524 $ 9,524 $ 5,714	$ 9,524 $ 9,524 $ 5,714	$ 29,412 $ 29,412 $ 17,647	$ 18,750 $ 18,750 $ 11,250	$ 18,750 $ 18,750 $ 11,250
Future Crew Cost Adjustment	95%	95%	95%	95%	95%	95%	95%
Crew Cost Per Week (Std+OT)	$ 24,853 $ 24,853 $ 13,728	$ 24,853 $ 24,853 $ 13,728	$ 43,493 $ 43,493 $ 24,023	$ 43,493 $ 43,493 $ 24,023	$ 85,756 $ 85,756 $ 54,604	$ 101,770 $ 101,770 $ 68,196	$ 101,770 $ 101,770 $ 68,196
Crew Cost Per Week (Other+Benefits)	$ 25,571 $ 25,571 $ 9,393	$ 25,571 $ 25,571 $ 9,393	$ 44,749 $ 44,749 $ 16,438	$ 44,749 $ 44,749 $ 16,438	$ 90,788 $ 90,788 $ 31,340	$ 108,833 $ 108,833 $ 40,911	$ 108,833 $ 108,833 $ 40,911
Recoup of Ovhl Crew/Op Cost	$ 6,865 $ 6,865	$ 6,865 $ 6,865	$ 10,994 $ 10,994	$ 10,994 $ 10,994	$ 54,842 $ 54,842	$ 36,107 $ 36,107	$ 36,107 $ 36,107
Fuel Cost Per Week	$ 49,639 $ 49,639	$ 12,184 $ 12,184	$ 61,927 $ 30,963	$ 43,309 $ 43,309	$ 36,073 $ 21,662	$ 77,711 $ 71,113	$ 62,766 $ 35,556
Vessel Expenses Per Week	**$ 106,928 $ 106,928 $ 23,121**	**$ 69,473 $ 69,473 $ 23,121**	**$ 161,163 $ 130,200 $ 40,461**	**$ 142,545 $ 142,545 $ 40,461**	**$ 267,459 $ 253,048 $ 85,944**	**$ 324,421 $ 317,823 $ 109,107**	**$ 309,476 $ 282,266 $ 109,107**
Terminal 1 Cost Per Week	$ 29,637 $ 29,637	$ 16,939 $ 16,939	$ 10,145 $ 10,145	$ 29,637 $ 29,637	$ 11,766 $ 584	$ 29,853 $ 29,853	$ 29,853 $ 29,853
Terminal 2 Cost Per Week	$ 14,813 $ 14,813	$ 71 $ 71	$ 9,895 $ 9,895	$ 962 $ 962	$ 11,296 $ 11,766	$ 17,785 $ 17,785	$ 17,785 $ 17,785
Terminal 3 Cost Per Week	$ - $ -	$ - $ -	$ 71 $ 71	$ 71 $ 71	$ 88 $ 560	$ 6,529 $ 6,529	$ 31,119 $ 6,529
Terminal 4 Cost Per Week	$ 13,748 $ 13,748	$ - $ -	$ 10,216 $ 10,216	$ 6,248 $ 6,248	$ 560 $ 88	$ 8,242 $ 8,242	$ 75 $ 8,242
Terminal 5 Cost Per Week	$ - $ -	$ - $ -	$ 71 $ 71	$ 7,920 $ 7,920	$ 88 $ 11,296	$ 8,316 $ 8,316	$ 10,653 $ 8,316
Terminal 6 Cost Per Week	$ - $ -	$ - $ -	$ - $ -	$ 71 $ 71	$ 88 $ -	$ 31,119 $ 31,119	$ 10,001 $ 31,119
Terminal 7 Cost Per Week	$ - $ -	$ - $ -	$ - $ -	$ 199 $ 199	$ 88 $ -	$ 15,553 $ -	$ 496 $ -
Terminal 8 Cost Per Week	$ - $ -	$ - $ -	$ - $ -	$ 84 $ 84	$ 1,282 $ -	$ 14,435 $ -	$ 9,601 $ -
Terminal 9 Cost Per Week	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ 88 $ -	$ - $ -	$ - $ -
Terminal 10 Cost Per Week	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ 88 $ -	$ - $ -	$ - $ -
Terminal 11 Cost Per Week	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ 88 $ -	$ - $ -	$ - $ -
Terminal 12 Cost Per Week	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -
Terminal 13 Cost Per Week	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -
Terminal 14 Cost Per Week	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -
Terminal 15 Cost Per Week	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -
Terminal 16 Cost Per Week	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -
Terminal 17 Cost Per Week	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -
Terminal 18 Cost Per Week	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -
Terminal 19 Cost Per Week	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -
Terminal 20 Cost Per Week	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ - $ -
Total Terminal Cost Per Week	**$ 58,198 $ 58,198**	**$ 17,010 $ 17,010**	**$ 30,400 $ 30,400**	**$ 45,194 $ 45,194**	**$ 25,522 $ 24,294**	**$ 131,833 $ 101,844**	**$ 109,584 $ 101,844**

Orange cells indicate that revenue information is not available.

Passengers	**Weekly Revenue Streams** Summer Wk Avg / Winter Wk Avg	**Weekly Revenue Streams** Summer Wk Avg / Winter Wk Avg	**Weekly Revenue Streams** Summer Wk Avg / Winter Wk Avg	**Weekly Revenue Streams** Summer Wk Avg / Winter Wk Avg	**Weekly Revenue Streams** Summer Wk Avg / Winter Wk Avg	**Weekly Revenue Streams** Summer Wk Avg / Winter Wk Avg	**Weekly Revenue Streams** Summer Wk Avg / Winter Wk Avg
Port Pair 1-2 Pax	**$ - $ -**	**$ 6,250 $ 4,682**	**$ 18,838 $ 648**	**$ 3,109 $ 721**	**$ 9,491 $ 685**	**$ 17,137 $ 15,582**	**$ 17,137 $ 15,582**
Port Pair 1-3 Pax	$ - $ -	$ - $ -	$ - $ 221	$ 1,012 $ 764	$ 395 $ 60	$ 3,424 $ 1,360	$ 21,101 $ 1,360
Port Pair 1-4 Pax	$ 9,454 $ -	$ - $ -	$ 11,725 $ 6,075	$ 993 $ 727	$ 512 $ 120	$ 5,125 $ 3,428	$ 1,252 $ 3,428
Port Pair 1-5 Pax	$ - $ -	$ - $ -	$ - $ 221	$ - $ 1,347	$ 1,891 $ 219	$ - $ 587	$ 42,339 $ 587
Port Pair 1-6 Pax	$ - $ -	$ - $ -	$ - $ -	$ 1,123 $ 468	$ 986 $ -	$ 21,101 $ 16,106	$ 4,105 $ 16,106
Port Pair 1-7 Pax	$ - $ -	$ - $ -	$ - $ -	$ 2,034 $ 1,730	$ 1,367 $ -	$ 26,258 $ -	$ - $ -
Port Pair 1-8 Pax	$ - $ -	$ - $ -	$ - $ -	$ - $ 657	$ 325 $ -	$ 14,990 $ -	$ 7,428 $ -
Port Pair 1-9 Pax	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ 1,201 $ -	$ - $ -	$ - $ -
Port Pair 2-3 Pax	**$ - $ -**	**$ - $ -**	**$ 94 $ 69**	**$ 305 $ 33**	**$ 711 $ 553**	**$ 528 $ 618**	**$ 2,805 $ 618**
Port Pair 2-4 Pax	$ - $ -	$ - $ -	$ 1,457 $ 380	$ 75 $ 16	$ 244 $ 127	$ 589 $ 2,464	$ 293 $ 2,464
Port Pair 2-5 Pax	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ 827 $ 5,482	$ 932 $ 3,797	$ 1,758 $ 3,797
Port Pair 2-6 Pax	$ - $ -	$ - $ -	$ 31,334 $ 1,057	$ - $ -	$ 427 $ -	$ 2,805 $ 2,940	$ - $ 2,940
Port Pair 2-7 Pax	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ 497 $ -	$ 1,153 $ -	$ - $ -
Port Pair 2-8 Pax	$ - $ -	$ - $ -	$ - $ -	$ - $ -	$ 267 $ -	$ 919 $ -	$ 1,003 $ -
Port Pair 2-9 Pax	$ - $ -	$ - $ -	$ - $ -	$ 3,132 $ 565	$ 248 $ -	$ - $ -	$ - $ -

Vessel Name	General Vessel Info Day Boat 1		General Vessel Info Day Boat 2		General Vessel Info 24/7 Feeder 1		General Vessel Info 24/7 Feeder 2		General Vessel Info Ocean		General Vessel Info Mainliner 1		General Vessel Info Mainliner 2	
Port Pair 2-10 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-4 Pax	**$ 9,454**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 544**	**$ 37**	**$ -**	**$ 33**	**$ 54**	**$ 322**	**$ 124**	**$ 631**	**$ 124**
Port Pair 3-5 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 440	$ 334	$ 60	$ 7,605	$ 60
Port Pair 3-6 Pax	$ -	$ -	$ -	$ -	$ 1,883	$ 132	$ -	$ -	$ -	$ -	$ 856	$ 1,182	$ 1,299	$ 1,182
Port Pair 3-7 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 500	$ -	$ -	$ -
Port Pair 3-8 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 611	$ -	$ 1,486	$ -
Port Pair 3-9 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,172	$ 524	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-10 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-5 Pax	**$ 11,265**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 94**	**$ -**	**$ 765**	**$ 386**	**$ 227**	**$ 407**	**$ 227**
Port Pair 4-6 Pax	$ -	$ -	$ -	$ -	$ 11,226	$ 6,095	$ 21	$ -	$ -	$ -	$ 1,476	$ 276	$ -	$ 276
Port Pair 4-7 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ 70	$ 138	$ -	$ -	$ 351	$ -	$ -	$ -
Port Pair 4-8 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 255	$ -	$ -	$ 416	$ -	$ 532	$ -
Port Pair 4-9 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ 673	$ 873	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-10 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-6 Pax	**$ -**	**$ -**	**$ -**	**$ -**	**$ 555**	**$ 347**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,124**	**$ 2,402**	**$ 602**	**$ 2,402**
Port Pair 5-7 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 102	$ -	$ 414	$ -	$ -	$ -
Port Pair 5-8 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 276	$ -	$ -	$ -	$ -	$ 3,300	$ -
Port Pair 5-9 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,751	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-10 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 541	$ -	$ -	$ -	$ -	$ -
Port Pair 6-7 Pax	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 220**	**$ 146**	**$ 1,009**	**$ -**	**$ 2,078**	**$ -**	**$ 598**	**$ -**
Port Pair 6-8 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 248	$ -	$ 2,379	$ -	$ 13,775	$ -
Port Pair 6-9 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ 910	$ 420	$ 157	$ -	$ -	$ -	$ -	$ -
Port Pair 6-10 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 411	$ -	$ -	$ -	$ -	$ -
Port Pair 7-8 Pax	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 580**	**$ -**	**$ 1,714**	**$ -**	**$ -**	**$ -**
Port Pair 7-9 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,269	$ 1,291	$ 147	$ -	$ -	$ -	$ -	$ -
Port Pair 7-10 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 243	$ -	$ -	$ -	$ -	$ -
Port Pair 8-9 Pax	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 821**	**$ 67**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Port Pair 8-10 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 82	$ -	$ -	$ -	$ -	$ -
Port Pair 9-10 Pax	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 114**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Port Pair 10-11 Pax	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 692**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Port Pair 10-12 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-13 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 160	$ -	$ -	$ -	$ -	$ -
Port Pair 10-14 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 264	$ -	$ -	$ -	$ -	$ -
Port Pair 10-15 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 306	$ -	$ -	$ -	$ -	$ -
Port Pair 10-16 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 717	$ -	$ -	$ -	$ -	$ -
Port Pair 10-17 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-18 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-19 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 294	$ -	$ -	$ -	$ -	$ -
Port Pair 10-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,257	$ -	$ -	$ -	$ -	$ -
Port Pair 11-12 Pax	**$ -**	**$ -**	**$ 5,767**	**$ 4,405**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 758**	**$ 1,395**	**$ 1,717**	**$ 100**	**$ 1,717**
Port Pair 11-13 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 290	$ 542	$ 2,398	$ 207	$ 10,275	$ 207
Port Pair 11-14 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 252	$ 5,972	$ 405	$ 281	$ 3,247	$ 281
Port Pair 11-15 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 351	$ 619	$ 145	$ 672	$ -	$ 672
Port Pair 11-16 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 278	$ 4,751	$ 1,169	$ 4,751
Port Pair 11-17 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 773	$ -	$ 1,122	$ -
Port Pair 11-18 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 8,420	$ -	$ 12,128	$ -
Port Pair 11-19 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,913	$ -	$ -	$ -	$ -	$ -
Port Pair 11-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,661	$ -	$ -	$ -	$ -	$ -
Port Pair 12-13 Pax	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 64**	**$ 2,296**	**$ 192**	**$ 514**	**$ 192**
Port Pair 12-14 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 127	$ 717	$ 189	$ -	$ 189
Port Pair 12-15 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 242	$ 261	$ -	$ 261
Port Pair 12-16 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 196	$ 1,858	$ -	$ 1,858
Port Pair 12-17 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 775	$ -	$ -	$ -
Port Pair 12-18 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 25,526	$ -	$ -	$ -
Port Pair 12-19 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-14 Pax	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 357**	**$ 638**	**$ 1,398**	**$ 105**	**$ 227**	**$ 105**
Port Pair 13-15 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 221	$ 80	$ 343	$ 63	$ -	$ 63
Port Pair 13-16 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 268	$ 2,598	$ 874	$ 2,598
Port Pair 13-17 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 889	$ -	$ 684	$ -
Port Pair 13-18 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 15,010	$ -	$ 3,275	$ -
Port Pair 13-19 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 675	$ -	$ -	$ -	$ -	$ -
Port Pair 13-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 618	$ -	$ -	$ -	$ -	$ -
Port Pair 14-15 Pax	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 969**	**$ 859**	**$ 327**	**$ 255**	**$ 509**	**$ 255**
Port Pair 14-16 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 102	$ -	$ 295	$ 272	$ 5,919	$ 272
Port Pair 14-17 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,068	$ -	$ 1,587	$ -
Port Pair 14-18 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,081	$ -	$ 40,288	$ -
Port Pair 14-19 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 627	$ -	$ -	$ -	$ -	$ -
Port Pair 14-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,280	$ -	$ -	$ -	$ -	$ -
Port Pair 15-16 Pax	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 118**	**$ 5,452**	**$ 648**	**$ 5,452**
Port Pair 15-17 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 374	$ -	$ 195	$ -
Port Pair 15-18 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,542	$ -	$ -	$ -
Port Pair 15-19 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 337	$ -	$ -	$ -	$ -	$ -
Port Pair 15-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 874	$ -	$ -	$ -	$ -	$ -
Port Pair 16-17 Pax	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 412**	**$ -**	**$ 889**	**$ -**
Port Pair 16-18 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,460	$ -	$ 15,010	$ -
Port Pair 16-19 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 927	$ -	$ -	$ -	$ -	$ -
Port Pair 16-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,146	$ -	$ -	$ -	$ -	$ -
Port Pair 17-18 Pax	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 66**	**$ -**	**$ 12,630**	**$ -**	**$ 12,630**	**$ -**
Port Pair 17-19 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 262	$ -	$ -	$ -	$ -	$ -
Port Pair 17-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 608	$ -	$ -	$ -	$ -	$ -
Port Pair 18-19 Pax	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 750**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Port Pair 18-20 Pax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 288	$ -	$ -	$ -	$ -	$ -
Port Pair 19-20 Pax	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 9,793**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Passenger Tariffs Per Week	**$ 30,173**	**$ -**	**$ 6,250**	**$ 4,682**	**$ 77,112**	**$ 15,788**	**$ 14,886**	**$ 11,505**	**$ 22,470**	**$ 8,504**	**$ 107,921**	**$ 51,153**	**$ 129,454**	**$ 51,153**

Vessel Name	General Vessel Info Day Boat 1		General Vessel Info Day Boat 2		General Vessel Info 24/7 Feeder 1		General Vessel Info 24/7 Feeder 2		General Vessel Info Ocean		General Vessel Info Mainliner 1		General Vessel Info Mainliner 2	
Vehicles	*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*	
Port Pair 1-2 Vehicle	$ -	$ -	$ 4,029	$ 3,932	$ 12,113	$ 642	$ 2,133	$ 1,633	$ 10,825	$ 1,071	$ 20,650	$ 17,607	$ 20,650	$ 17,607
Port Pair 1-3 Vehicle	$ -	$ -	$ -	$ -	$ -	$ 1,007	$ 1,211	$ 1,373	$ 538	$ -	$ 2,151	$ 5,146	$ 22,486	$ 5,146
Port Pair 1-4 Vehicle	$ 4,958	$ -	$ -	$ -	$ 12,798	$ 8,141	$ 1,807	$ 1,327	$ 873	$ -	$ 4,442	$ 3,917	$ 2,525	$ 3,917
Port Pair 1-5 Vehicle	$ -	$ -	$ -	$ -	$ -	$ 1,102	$ -	$ 1,729	$ 1,762	$ 256	$ -	$ 4,580	$ 53,334	$ 4,580
Port Pair 1-6 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ 653	$ 146	$ 1,893	$ -	$ 22,486	$ 22,656	$ 4,517	$ 22,656
Port Pair 1-7 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,614	$ 1,523	$ 3,183	$ -	$ 46,830	$ -	$ -	$ -
Port Pair 1-8 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 898	$ 3,811	$ -	$ 13,407	$ -	$ 9,335	$ -
Port Pair 1-9 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,460	$ -	$ -	$ -	$ -	$ -
Port Pair 1-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,072	$ -	$ -	$ -	$ -	$ -
Port Pair 2-3 Vehicle	$ -	$ -	$ -	$ -	$ 413	$ 120	$ 60	$ -	$ 418	$ 999	$ 489	$ 586	$ 1,718	$ 586
Port Pair 2-4 Vehicle	$ -	$ -	$ -	$ -	$ 2,133	$ 534	$ 137	$ -	$ 431	$ 268	$ 520	$ 1,679	$ 958	$ 1,679
Port Pair 2-5 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 885	$ 9,542	$ 1,103	$ 1,549	$ 3,712	$ 1,549
Port Pair 2-6 Vehicle	$ -	$ -	$ -	$ -	$ 18,446	$ 703	$ -	$ -	$ 2,178	$ -	$ 1,718	$ 2,117	$ -	$ 2,117
Port Pair 2-7 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,012	$ -	$ 2,530	$ -	$ -	$ -
Port Pair 2-8 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 781	$ -	$ 719	$ -	$ 2,489	$ -
Port Pair 2-9 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,305	$ 1,359	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-4 Vehicle	$ 4,958	$ -	$ -	$ -	$ -	$ 296	$ 143	$ -	$ -	$ 68	$ 277	$ 124	$ 1,253	$ 124
Port Pair 3-5 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 634	$ 386	$ 243	$ 9,516	$ 243
Port Pair 3-6 Vehicle	$ -	$ -	$ -	$ -	$ 333	$ 809	$ -	$ -	$ -	$ -	$ 640	$ 448	$ 690	$ 448
Port Pair 3-7 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 506	$ -	$ -	$ -
Port Pair 3-8 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 870	$ -	$ 1,245	$ -
Port Pair 3-9 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,072	$ 1,046	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-5 Vehicle	$ 4,797	$ -	$ -	$ -	$ -	$ -	$ -	$ 170	$ -	$ 358	$ 617	$ 344	$ 1,408	$ 344
Port Pair 4-6 Vehicle	$ -	$ -	$ -	$ -	$ 11,434	$ 8,071	$ 61	$ 63	$ -	$ -	$ 1,032	$ 331	$ -	$ 331
Port Pair 4-7 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ 667	$ 368	$ -	$ -	$ 919	$ -	$ -	$ -
Port Pair 4-8 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 766	$ -	$ -	$ 646	$ -	$ 705	$ -
Port Pair 4-9 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ 928	$ 1,640	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-6 Vehicle	$ -	$ -	$ -	$ -	$ 792	$ 486	$ -	$ -	$ -	$ -	$ 1,397	$ 2,352	$ 40	$ 2,352
Port Pair 5-7 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,356	$ -	$ -	$ -
Port Pair 5-8 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 281	$ -	$ -	$ -	$ -	$ 7,443	$ -
Port Pair 5-9 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,642	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 251	$ -	$ -	$ -	$ -	$ -
Port Pair 6-7 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ 30	$ 39	$ 321	$ -	$ 2,344	$ -	$ 1,054	$ -
Port Pair 6-8 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 291	$ -	$ 1,716	$ -	$ 19,500	$ -
Port Pair 6-9 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ 202	$ 63	$ 219	$ -	$ -	$ -	$ -	$ -
Port Pair 6-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 7-8 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 255	$ -	$ 1,823	$ -	$ -	$ -
Port Pair 7-9 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,847	$ 1,128	$ 160	$ -	$ -	$ -	$ -	$ -
Port Pair 7-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 8-9 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 859	$ 82	$ -	$ -	$ -	$ -	$ -
Port Pair 8-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 9-10 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-11 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 88	$ -	$ -	$ -	$ -	$ -
Port Pair 10-12 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-13 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-14 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-15 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 46	$ -	$ -	$ -	$ -	$ -
Port Pair 10-16 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-17 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-18 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-19 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-12 Vehicle	$ -	$ -	$ 3,930	$ 3,954	$ -	$ -	$ -	$ -	$ -	$ 388	$ 1,497	$ 2,534	$ -	$ 2,534
Port Pair 11-13 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 209	$ 757	$ 1,678	$ 643	$ 14,936	$ 643
Port Pair 11-14 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 140	$ 9,701	$ 302	$ 415	$ 5,766	$ 415
Port Pair 11-15 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 258	$ 212	$ 346	$ 3,563	$ -	$ 3,563
Port Pair 11-16 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 400	$ 11,677	$ 1,589	$ 11,677
Port Pair 11-17 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 525	$ -	$ 5,511	$ -
Port Pair 11-18 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,943	$ -	$ 17,475	$ -
Port Pair 11-19 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,752	$ -	$ -	$ -	$ -	$ -
Port Pair 11-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,845	$ -	$ -	$ -	$ -	$ -
Port Pair 12-13 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 97	$ 2,507	$ 108	$ 788	$ 108
Port Pair 12-14 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 284	$ 1,058	$ 760	$ -	$ 760
Port Pair 12-15 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 674	$ 420	$ -	$ 420
Port Pair 12-16 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 586	$ 5,394	$ -	$ 5,394
Port Pair 12-17 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,617	$ -	$ -	$ -
Port Pair 12-18 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 41,431	$ -	$ -	$ -
Port Pair 12-19 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-14 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 299	$ 1,316	$ 1,440	$ 151	$ 273	$ 151
Port Pair 13-15 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 263	$ -	$ 422	$ 121	$ -	$ 121
Port Pair 13-16 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 737	$ 1,306	$ 631	$ 1,306
Port Pair 13-17 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,422	$ -	$ -	$ -
Port Pair 13-18 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 20,812	$ -	$ 2,831	$ -
Port Pair 13-19 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 780	$ -	$ -	$ -	$ -	$ -
Port Pair 13-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,288	$ -	$ -	$ -	$ -	$ -
Port Pair 14-15 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 436	$ 1,086	$ 339	$ 343	$ 2,184	$ 343
Port Pair 14-16 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 609	$ 1,843	$ 6,903	$ 1,843
Port Pair 14-17 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,402	$ -	$ 1,980	$ -

Vessel Name	General Vessel Info Day Boat 1		General Vessel Info Day Boat 2		General Vessel Info 24/7 Feeder 1		General Vessel Info 24/7 Feeder 2		General Vessel Info Ocean		General Vessel Info Mainliner 1		General Vessel Info Mainliner 2	
Port Pair 14-18 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,176	$ -	$ 59,838	$ -
Port Pair 14-19 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 558	$ -	$ -	$ -	$ -	$ -
Port Pair 14-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,621	$ -	$ -	$ -	$ -	$ -
Port Pair 15-16 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 133	$ 15,320	$ 1,065	$ 15,320
Port Pair 15-17 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 344	$ -	$ -	$ -
Port Pair 15-18 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,270	$ -	$ -	$ -
Port Pair 15-19 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,234	$ -	$ -	$ -	$ -	$ -
Port Pair 15-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,154	$ -	$ -	$ -	$ -	$ -
Port Pair 16-17 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 403	$ -	$ 1,422	$ -
Port Pair 16-18 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,016	$ -	$ 20,812	$ -
Port Pair 16-19 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,170	$ -	$ -	$ -	$ -	$ -
Port Pair 16-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,860	$ -	$ -	$ -	$ -	$ -
Port Pair 17-18 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 68	$ -	$ 17,805	$ -	$ 17,805	$ -
Port Pair 17-19 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 368	$ -	$ -	$ -	$ -	$ -
Port Pair 17-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 860	$ -	$ -	$ -	$ -	$ -
Port Pair 18-19 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 350	$ -	$ -	$ -	$ -	$ -
Port Pair 18-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 891	$ -	$ -	$ -	$ -	$ -
Port Pair 19-20 Vehicle	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,962	$ -	$ -	$ -	$ -	$ -
Vehicle Tariffs Per Week	**$ 14,713**	**$ -**	**$ 4,029**	**$ 3,932**	**$ 58,462**	**$ 21,910**	**$ 15,024**	**$ 17,066**	**$ 32,457**	**$ 13,195**	**$ 131,573**	**$ 63,679**	**$ 164,577**	**$ 63,679**
Cabins	*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*	
Port Pair 1-2 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ 128	$ -	$ 3,490	$ -	$ 6,689	$ 5,241	$ 6,689	$ 5,241
Port Pair 1-3 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 217	$ -	$ 1,182	$ 294	$ 8,221	$ 294
Port Pair 1-4 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ 167	$ 82	$ 270	$ -	$ 1,879	$ 2,218	$ 623	$ 2,218
Port Pair 1-5 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 671	$ 494	$ 134	$ -	$ 794	$ 20,024	$ 794
Port Pair 1-6 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 208	$ -	$ 8,221	$ 6,960	$ 2,372	$ 6,960
Port Pair 1-7 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 350	$ -	$ 13,120	$ -	$ -	$ -
Port Pair 1-8 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 351	$ 314	$ -	$ 8,133	$ -	$ 4,014	$ -
Port Pair 1-9 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 411	$ -	$ -	$ -	$ -	$ -
Port Pair 1-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 335	$ -	$ -	$ -	$ -	$ -
Port Pair 2-3 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 367	$ 98	$ 119	$ 630	$ 119
Port Pair 2-4 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ 33	$ -	$ 61	$ 112	$ 107	$ 263	$ 286	$ 263
Port Pair 2-5 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 334	$ 3,414	$ 298	$ 1,233	$ 995	$ 1,233
Port Pair 2-6 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 240	$ -	$ 630	$ 540	$ 385	$ 540
Port Pair 2-7 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 248	$ -	$ 522	$ -	$ -	$ -
Port Pair 2-8 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 305	$ -	$ 459	$ -	$ 657	$ -
Port Pair 2-9 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ 88	$ -	$ 240	$ -	$ -	$ -	$ -	$ -
Port Pair 2-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-4 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 90	$ 58	$ 233	$ 58
Port Pair 3-5 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 60	$ 173	$ 130	$ 3,219	$ 130
Port Pair 3-6 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 239	$ 669	$ 848	$ 669
Port Pair 3-7 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 205	$ -	$ -	$ -
Port Pair 3-8 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 282	$ -	$ 1,034	$ -
Port Pair 3-9 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-5 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 110	$ -	$ -	$ 236	$ 140	$ 123	$ 140
Port Pair 4-6 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 503	$ 80	$ -	$ 80
Port Pair 4-7 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 247	$ -	$ -	$ -
Port Pair 4-8 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 58	$ -	$ -	$ 230	$ -	$ 439	$ -
Port Pair 4-9 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 128	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-6 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 69	$ -	$ 497	$ 901	$ 969	$ 901
Port Pair 5-7 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 103	$ -	$ 603	$ -	$ -	$ -
Port Pair 5-8 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 169	$ -	$ -	$ -	$ -	$ 1,313	$ -
Port Pair 5-9 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 727	$ 149	$ -	$ -	$ -	$ -	$ -
Port Pair 5-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 197	$ -	$ -	$ -	$ -	$ -
Port Pair 6-7 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 177	$ -	$ 163	$ -	$ 19	$ -
Port Pair 6-8 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 125	$ -	$ 226	$ -	$ 4,233	$ -
Port Pair 6-9 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 132	$ -	$ -	$ -	$ -	$ -
Port Pair 6-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 357	$ -	$ -	$ -	$ -	$ -
Port Pair 7-8 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 54	$ -	$ -	$ -
Port Pair 7-9 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 7-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 124	$ -	$ -	$ -	$ -	$ -
Port Pair 8-9 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 290	$ 40	$ -	$ -	$ -	$ -	$ -
Port Pair 8-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 83	$ -	$ -	$ -	$ -	$ -
Port Pair 9-10 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 56	$ -	$ -	$ -	$ -	$ -
Port Pair 10-11 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 68	$ -	$ -	$ -	$ -	$ -
Port Pair 10-12 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-13 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 216	$ -	$ -	$ -	$ -	$ -
Port Pair 10-14 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 207	$ -	$ -	$ -	$ -	$ -
Port Pair 10-15 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 266	$ -	$ -	$ -	$ -	$ -
Port Pair 10-16 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 394	$ -	$ -	$ -	$ -	$ -
Port Pair 10-17 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-18 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-19 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 335	$ -	$ -	$ -	$ -	$ -
Port Pair 11-12 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 53	$ 483	$ 87	$ 483
Port Pair 11-13 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 315	$ 164	$ 590	$ 69	$ 2,691	$ 69
Port Pair 11-14 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 184	$ 3,537	$ 572	$ 185	$ 1,519	$ 185
Port Pair 11-15 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 361	$ 143	$ 138	$ 109	$ -	$ 109
Port Pair 11-16 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 168	$ 1,794	$ 575	$ 1,794
Port Pair 11-17 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 486	$ -	$ 675	$ -
Port Pair 11-18 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,299	$ -	$ 7,214	$ -
Port Pair 11-19 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,215	$ -	$ -	$ -	$ -	$ -
Port Pair 11-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,463	$ -	$ -	$ -	$ -	$ -

Vessel Name	General Vessel Info Day Boat 1		General Vessel Info Day Boat 2		General Vessel Info 24/7 Feeder 1		General Vessel Info 24/7 Feeder 2		General Vessel Info Ocean		General Vessel Info Mainliner 1		General Vessel Info Mainliner 2	
Port Pair 12-13 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 66	$ 489	$ 108	$ 43	$ 108
Port Pair 12-14 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 125	$ 508	$ 174	$ -	$ 174
Port Pair 12-15 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 142	$ 94	$ -	$ 94
Port Pair 12-16 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 156	$ 1,514	$ -	$ 1,514
Port Pair 12-17 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 440	$ -	$ -	$ -
Port Pair 12-18 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 14,424	$ -	$ -	$ -
Port Pair 12-19 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-14 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 425	$ 552	$ 50	$ 155	$ 50
Port Pair 13-15 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 82	$ -	$ 182	$ 65	$ -	$ 65
Port Pair 13-16 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 149	$ 1,017	$ 389	$ 1,017
Port Pair 13-17 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 385	$ -	$ 507	$ -
Port Pair 13-18 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,770	$ -	$ 1,804	$ -
Port Pair 13-19 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 532	$ -	$ -	$ -	$ -	$ -
Port Pair 13-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 403	$ -	$ -	$ -	$ -	$ -
Port Pair 14-15 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 195	$ 92	$ 160	$ 139	$ 338	$ 139
Port Pair 14-16 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 140	$ -	$ 176	$ 294	$ 2,722	$ 294
Port Pair 14-17 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 394	$ -	$ 863	$ -
Port Pair 14-18 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,309	$ -	$ 20,750	$ -
Port Pair 14-19 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 198	$ -	$ -	$ -	$ -	$ -
Port Pair 14-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 526	$ -	$ -	$ -	$ -	$ -
Port Pair 15-16 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 69	$ -	$ 39	$ 4,903	$ 169	$ 4,903
Port Pair 15-17 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 109	$ -	$ -	$ -
Port Pair 15-18 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,526	$ -	$ 149	$ -
Port Pair 15-19 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 338	$ -	$ -	$ -	$ -	$ -
Port Pair 15-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 358	$ -	$ -	$ -	$ -	$ -
Port Pair 16-17 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 107	$ -	$ 385	$ -
Port Pair 16-18 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 983	$ -	$ 6,770	$ -
Port Pair 16-19 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 384	$ -	$ -	$ -	$ -	$ -
Port Pair 16-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 548	$ -	$ -	$ -	$ -	$ -
Port Pair 17-18 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,911	$ -	$ 5,911	$ -
Port Pair 17-19 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 53	$ -	$ -	$ -	$ -	$ -
Port Pair 17-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 306	$ -	$ -	$ -	$ -	$ -
Port Pair 18-19 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 18-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 140	$ -	$ -	$ -	$ -	$ -
Port Pair 19-20 Cabin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,880	$ -	$ -	$ -	$ -	$ -
Cabin Tariffs Per Week	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 415**	**$ 2,295**	**$ 8,824**	**$ 4,086**	**$ 45,084**	**$ 19,640**	**$ 57,323**	**$ 19,640**
Vans	*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*		*Orange cells indicate that revenue information is not available.*	
Port Pair 1-2 Van	$ -	$ -	$ 164	$ -	$ -	$ -	$ 746	$ 746	$ 2,556	$ -	$ 3,379	$ 3,379	$ 3,379	$ 3,379
Port Pair 1-3 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,818	$ -
Port Pair 1-4 Van	$ -	$ -	$ -	$ -	$ 1,160	$ 1,160	$ 241	$ 241	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-5 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-6 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,818	$ 6,818	$ -	$ 6,818
Port Pair 1-7 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ 270	$ 270	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-8 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-9 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 1-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-3 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 272	$ 272	$ 1,008	$ 272
Port Pair 2-4 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ 62	$ 62	$ -	$ -	$ 293	$ -	$ -	$ -
Port Pair 2-5 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-6 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,008	$ 1,008	$ -	$ 1,008
Port Pair 2-7 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-8 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-9 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ 628	$ 628	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 2-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-4 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 130	$ -	$ 418	$ -
Port Pair 3-5 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,410	$ -
Port Pair 3-6 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,574	$ -	$ -	$ -
Port Pair 3-7 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-8 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,718	$ -
Port Pair 3-9 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 3-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-5 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-6 Van	$ -	$ -	$ -	$ -	$ 1,624	$ 1,624	$ -	$ -	$ -	$ -	$ 441	$ 441	$ -	$ 441
Port Pair 4-7 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-8 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-9 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ 164	$ 164	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 4-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-6 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 175	$ -	$ -	$ -
Port Pair 5-7 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-8 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,182	$ -
Port Pair 5-9 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 175	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 5-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-7 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 435	$ -	$ 323	$ -
Port Pair 6-8 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 442	$ -	$ 265	$ -	$ 4,017	$ -
Port Pair 6-9 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 6-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 7-8 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 105	$ -	$ -	$ -
Port Pair 7-9 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 7-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 8-9 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 8-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 9-10 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-11 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Vessel Name	General Vessel Info Day Boat 1		General Vessel Info Day Boat 2		General Vessel Info 24/7 Feeder 1		General Vessel Info 24/7 Feeder 2		General Vessel Info Ocean		General Vessel Info Mainliner 1		General Vessel Info Mainliner 2	
Port Pair 10-12 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-13 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-14 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-15 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-16 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-17 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-18 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-19 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 10-20 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-12 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 105	$ 229	$ -	$ 229
Port Pair 11-13 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 274	$ 383	$ 6,502	$ 383
Port Pair 11-14 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 675	$ 2,365	$ 675
Port Pair 11-15 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 592	$ -	$ 592
Port Pair 11-16 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,906	$ -	$ 1,906
Port Pair 11-17 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-18 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-19 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 11-20 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,342	$ -	$ -	$ -	$ -	$ -
Port Pair 12-13 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 534	$ -	$ 234	$ -
Port Pair 12-14 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 350	$ -	$ -	$ -
Port Pair 12-15 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 610	$ -	$ 610
Port Pair 12-16 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 587	$ -	$ -	$ -
Port Pair 12-17 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 861	$ -	$ -	$ -
Port Pair 12-18 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,758	$ -	$ -	$ -
Port Pair 12-19 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 12-20 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-14 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 168	$ -	$ 229	$ -	$ -	$ -
Port Pair 13-15 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 383	$ -	$ -	$ -
Port Pair 13-16 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 675	$ 4,209	$ -	$ 4,209
Port Pair 13-17 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 592	$ -	$ -	$ -
Port Pair 13-18 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,906	$ -	$ -	$ -
Port Pair 13-19 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 13-20 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-15 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-16 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,615	$ 2,231	$ 1,615
Port Pair 14-17 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 610	$ -	$ 3,154	$ -
Port Pair 14-18 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-19 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 14-20 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-16 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,689	$ 415	$ 1,689
Port Pair 15-17 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 424	$ -	$ -	$ -
Port Pair 15-18 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,209	$ -	$ -	$ -
Port Pair 15-19 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 15-20 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 16-17 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 592	$ -
Port Pair 16-18 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,615	$ -	$ 1,906	$ -
Port Pair 16-19 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 16-20 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 17-18 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,689	$ -	$ 1,689	$ -
Port Pair 17-19 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 17-20 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 18-19 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 18-20 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Port Pair 19-20 Van	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,244	$ -	$ -	$ -	$ -	$ -
Van Tariffs Per Week	**$ -**	**$ -**	**$ 164**	**$ -**	**$ 2,783**	**$ 2,783**	**$ 2,110**	**$ 2,285**	**$ 2,998**	**$ -**	**$ 14,895**	**$ 11,918**	**$ 28,272**	**$ 11,918**
Onboard Sales	$ 3,571	$ 3,571	$ 1,190	$ 1,190	$ 4,167	$ 4,167	$ 4,167	$ 4,167	$ 8,824	$ 8,824	$ 18,750	$ 18,750	$ 18,750	$ 18,750
Advertising & Other	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Revenue Per Mile	$ 49	$ 4	$ 50	$ 41	$ 116	$ 73	$ 43	$ 43	$ 48	$ 37	$ 151	$ 86	$ 234	$ 172
Cost Per Mile	$ 103	$ 103	$ 271	$ 271	$ 124	$ 200	$ 157	$ 157	$ 160	$ 252	$ 147	$ 157	$ 173	$ 279
Weekly Analysis for Route														
Ovhl Maint Cost Per Week	$ 19,036	$ 19,036	$ 19,036	$ 19,036	$ 19,036	$ 19,036	$ 19,036	$ 19,036	$ 78,088	$ 78,088	$ 75,000	$ 75,000	$ 75,000	$ 75,000
Marine Eng'g Cost Per Week	$ 3,426	$ 3,426	$ 3,426	$ 3,426	$ 3,426	$ 3,426	$ 3,426	$ 3,426	$ 14,056	$ 14,056	$ 13,500	$ 13,500	$ 13,500	$ 13,500
Operating Cost Per Week	$ 9,524	$ 9,524 $ 5,714	$ 9,524	$ 9,524 $ 5,714	$ 9,524	$ 9,524 $ 5,714	$ 9,524	$ 9,524 $ 5,714	$ 29,412	$ 29,412 $ 17,647	$ 18,750	$ 18,750 $ 11,250	$ 18,750	$ 18,750 $ 11,250
Crew Cost Per Week (Std+OT)	$ 24,853	$ 24,853 $ 13,728	$ 24,853	$ 24,853 $ 13,728	$ 43,493	$ 43,493 $ 24,023	$ 43,493	$ 43,493 $ 24,023	$ 85,756	$ 85,756 $ 54,604	$ 101,770	$ 101,770 $ 68,196	$ 101,770	$ 101,770 $ 68,196
Crew Cost Per Week (Other+Benefits)	$ 25,571	$ 25,571 $ 9,393	$ 25,571	$ 25,571 $ 9,393	$ 44,749	$ 44,749 $ 16,438	$ 44,749	$ 44,749 $ 16,438	$ 90,788	$ 90,788 $ 31,340	$ 108,833	$ 108,833 $ 40,911	$ 108,833	$ 108,833 $ 40,911
Recoup of Ovhl Crew/Op Cost	$ 6,865	$ 6,865	$ 6,865	$ 6,865	$ 10,994	$ 10,994	$ 10,994	$ 10,994	$ 54,842	$ 54,842	$ 36,107	$ 36,107	$ 36,107	$ 36,107
Fuel Cost Per Week	$ 49,639	$ 49,639	$ 12,184	$ 12,184	$ 61,927	$ 30,963	$ 43,309	$ 43,309	$ 36,073	$ 21,662	$ 77,711	$ 71,113	$ 62,766	$ 35,556
Terminal Cost per Week	$ 58,198	$ 58,198	$ 17,010	$ 17,010	$ 30,400	$ 30,400	$ 45,194	$ 45,194	$ 25,522	$ 24,294	$ 131,833	$ 101,844	$ 109,584	$ 101,844
Weekly Expenses	**$ 197,112**	**$ 197,112**	**$ 118,469**	**$ 118,469**	**$ 223,549**	**$ 192,585**	**$ 219,725**	**$ 219,725**	**$ 414,537**	**$ 398,898**	**$ 563,504**	**$ 526,917**	**$ 526,310**	**$ 491,360**
Weekly Expenses (w/o Terminals)	**$ 138,914**	**$ 138,914**	**$ 101,459**	**$ 101,459**	**$ 193,149**	**$ 162,186**	**$ 174,531**	**$ 174,531**	**$ 389,015**	**$ 374,604**	**$ 431,671**	**$ 425,073**	**$ 416,726**	**$ 389,516**
Future Revenue Adjustment	105%		105%		105%		105%		105%		105%		105%	
Passenger Tariffs	$ 31,682	$ -	$ 6,562	$ 4,916	$ 80,968	$ 16,577	$ 15,630	$ 12,080	$ 23,593	$ 8,929	$ 113,317	$ 53,711	$ 135,927	$ 53,711
Vehicle Tariffs	$ 15,449	$ -	$ 4,230	$ 4,128	$ 61,385	$ 23,005	$ 15,775	$ 17,920	$ 34,080	$ 13,854	$ 138,152	$ 66,863	$ 172,806	$ 66,863
Cabin Tariffs	$ -	$ -	$ -	$ -	$ -	$ -	$ 436	$ 2,410	$ 9,265	$ 4,290	$ 47,338	$ 20,621	$ 60,190	$ 20,621
Van Tariffs	$ -	$ -	$ 172	$ -	$ 2,923	$ 2,923	$ 2,216	$ 2,399	$ 3,148	$ -	$ 15,640	$ 12,514	$ 29,685	$ 12,514
Onboard Sales	$ 3,750	$ 3,750	$ 1,250	$ 1,250	$ 4,375	$ 4,375	$ 4,375	$ 4,375	$ 9,265	$ 9,265	$ 19,688	$ 19,688	$ 19,688	$ 19,688
Advertising	$ 500	$ 250	$ 500	$ 250	$ 750	$ 400	$ 750	$ 400	$ 500	$ 500	$ 1,000	$ 500	$ 1,000	$ 500

Vessel Name	General Vessel Info Day Boat 1		General Vessel Info Day Boat 2		General Vessel Info 24/7 Feeder 1		General Vessel Info 24/7 Feeder 2		General Vessel Info Ocean		General Vessel Info Mainliner 1		General Vessel Info Mainliner 2	
Weekly Revenue	**$ 51,380**	**$ 4,000**	**$ 12,715**	**$ 10,544**	**$ 150,400**	**$ 47,280**	**$ 39,181**	**$ 39,584**	**$ 79,851**	**$ 36,839**	**$ 335,135**	**$ 173,897**	**$ 419,296**	**$ 173,897**
External Funding Required (w/o Terminals)	**$ 87,534**	**$ 134,914**	**$ 105,754**	**$ 107,925**	**$ 73,149**	**$ 145,305**	**$ 180,543**	**$ 180,141**	**$ 334,686**	**$ 362,059**	**$ 228,369**	**$ 353,020**	**$ 107,014**	**$ 317,464**
Annual Analysis														
Passenger Tariffs	$ 696,996		$ 242,687		$ 2,112,826		$ 585,465		$ 420,906		$ 3,578,977		$ 4,121,623	
Vehicle Tariffs	$ 339,870		$ 175,630		$ 1,810,580		$ 705,439		$ 632,856		$ 4,385,457		$ 5,217,156	
Cabin Tariffs	$ -		$ -		$ -		$ 57,787		$ 185,673		$ 1,466,065		$ 1,774,494	
Van Tariffs	$ -		$ 3,788		$ 122,746		$ 96,733		$ 25,180		$ 575,581		$ 912,670	
Onboard Sales	$ 157,500		$ 52,500		$ 183,750		$ 183,750		$ 315,000		$ 787,500		$ 787,500	
Advertising	$ 16,000		$ 16,000		$ 24,500		$ 24,500		$ 17,000		$ 32,000		$ 32,000	
Annual Revenue	**$ 1,210,367**		**$ 490,605**		**$ 4,254,402**		**$ 1,653,673**		**$ 1,596,616**		**$ 10,825,581**		**$ 12,845,443**	
Annual Ovhl Maint Cost	$ 799,500		$ 799,500		$ 799,500		$ 799,500		$ 2,655,000		$ 3,000,000		$ 3,000,000	
Annual Marine Engineering Cost	$ 143,910		$ 143,910		$ 143,910		$ 143,910		$ 477,900		$ 540,000		$ 540,000	
Annual Weekly Services	$ 600,000		$ 600,000		$ 650,000		$ 650,000		$ 1,000,000		$ 1,500,000		$ 1,500,000	
Annual Commodities Cost	$ 400,000		$ 400,000		$ 400,000		$ 400,000		$ 1,000,000		$ 750,000		$ 750,000	
Annual Crew Cost Per (Std+OT)	$ 1,181,113		$ 1,181,113		$ 2,066,948		$ 2,066,948		$ 3,898,578		$ 4,889,139		$ 4,889,139	
Annual Crew Cost (Other)	$ 1,167,905		$ 1,167,905		$ 2,043,833		$ 2,043,833		$ 3,650,897		$ 4,844,259		$ 4,844,259	
Annual Fuel Cost	$ 2,084,823		$ 511,711		$ 1,981,663		$ 1,818,973		$ 851,801		$ 3,002,875		$ 2,075,280	
Annual Terminals Cost	$ 2,444,302		$ 714,419		$ 1,276,785		$ 1,898,139		$ 835,816		$ 4,793,487		$ 4,259,522	
Annual Expenses	**$ 8,821,554**		**$ 5,518,558**		**$ 9,362,639**		**$ 9,821,304**		**$ 14,369,992**		**$ 23,319,760**		**$ 21,858,201**	
External Funding Required (with Terminals)	**$ 7,611,187**		**$ 5,027,953**		**$ 5,108,237**		**$ 8,167,632**		**$ 12,773,376**		**$ 12,494,180**		**$ 9,012,758**	
External Funding Required (w/o Terminals)	**$ 5,166,885**		**$ 4,313,534**		**$ 3,831,452**		**$ 6,269,493**		**$ 11,937,560**		**$ 7,700,693**		**$ 4,753,236**	

									SOUTHEAST	
Terminal	**Angoon**	**Auke Bay**	**Bellingham**	**Gustavus**	**Haines**	**Hoonah**	**Kake**	**Ketchikan**	**Annette Bay(MET)**	**Pelican**
Owner	State	State	Port Authority	State	State	State	State	State	State	City of Pelican
Construction Year	1976/2011	1982	1989	2011	1980	1974	1974	1988	2013	1976/2012
Berths	1	3	1	1	2	1	1	3	1	1
Loading Ramp	1	One for each berth	1	1	One for each berth	1	1	One for Each	1	2?
Side Loading (both port and stbd compatible)	n/a	2	n/a	1	1	1	1	2	1	0
Stern Loading	1	1	1	n/a	1	n/a	n/a	1	0	1
Terminal Building (yes/no)	No	Yes	Yes	Yes	Yes	Yes	No	YES	Shelter	No
Short-Term Parking	10 Cars	151 cars, 6HCP	12 Cars, 1 HCP	14 cars	12 cars, 1 HCP	22 cars	8 cars	20 cars, 1 HCP	15 cars	No
Long-Term Parking	10 Cars	30 Cars	80 Cars	n/a	80 Cars	n/a	n/a	n/a	24 cars	No
Staing Area (Linear Feet)	65	3770	3200 cars + 800 Truck	240	3200 cars + 800 Truck	610	200	2200	450	No
Driving Surface	Asphalt	Asphalt	Asphalt	Gravel	Asphalt	Asphalt	Asphalt	Asphalt	Asphalt Concrete	No
Terminal Shorthand Name	ANG	JNU	BEL	GUS	HNS	HNH	KAE	KTN	ANB	PEL
Annual Maintenance/Overhaul Cost	$ 1,015.68	$ 82,575.36	$ 144,782.75	$ 4,900.63	$ 58,438.91	$ 43,267.79	$ 425.81	$ 62,971.47	$ 360.00	$ 360.00
Annual Personnel Cost	$ 7,361.32	$ 1,162,191.64	$ 1,049,344.25	$ 35,518.37	$ 563,686.09	$ 219,157.21	$ 3,086.19	$ 648,447.53	$ 2,640.00	$ 2,640.00
Total Annual Cost	$ 8,377.00	$ 1,244,767.00	$ 1,194,127.00	$ 40,419.00	$ 622,125.00	$ 262,425.00	$ 3,512.00	$ 711,419.00	$ 3,000.00	$ 3,000.00
Terminal Class (KPFF)	Small	Major	Major	Small	Major	Small	Small	Major	Small	Small
Port Calls per Year	84	729	120	84	195	84	84	792	672	84

Terminal	Petersburg	Prince Rupert	Sitka	Skagway	Tenakee	Wrangell	Yakutat	Chenega	Cordova	Homer
Owner	State	Port Authority	State	State/City of Skagway	State	State	City of Yakutat	NPR Housing Authority	State	City of Homer
Construction Year	1982/2000	1992	1983	1982	1978	1984	1984	1995	1998	1991/2001
Berths	1	1	1	1	1	1	1	2	2	3*
Loading Ramp	0	1/timber	1	separate vehicle and pass	fixed approach structure	transfer bridge and syncrl	No	2	2	2
Side Loading (both port and stbd compatible)	1	0	1	1	1	1	1	1	1	2
Stern Loading	0	1	0	0	0	0	0	1	1	1
Terminal Building (yes/no)	Yes	Yes	Yes	Yes	No	Yes	No	No	Yes	Yes
Short-Term Parking	15 cars	5 cars	33 cars, 2 HCP	40 cars, 1 HCP	n/a	5 cars	n/a	n/a	18 cars, 5 trucks, 4HCP	5 cars, 2 HCP
Long-Term Parking	n/a	n/a	6 cars	n/a	n/a	15 cars	n/a	n/a	15 cars	n/a
Staing Area (Linear Feet)	1375	1000 + 10,000 prestaging	1875, 360 for buses and t	2400	n/a	640, +60 for buses and tru	n/a	n/a	1150, 230 buses and trucl	200, 250 buses and trucks
Driving Surface	Asphalt	Asphalt	Asphalt	Asphalt	n/a	Asphalt	n/a	Gravel	Asphalt	Asphalt
Terminal Shorthand Name	PSG	YPR	SIT	SGY	TKE	WRG	YAK	CHB	CDV	HOM
Annual Maintenance/Overhaul Cost	$ 36,262.10	$ 40,183.00	$ 32,687.53	$ 49,448.75	$ 360.00	$ 24,944.51	$ 360.00	$ 360.00	$ 67,273.40	$ 42,475.94
Annual Personnel Cost	$ 293,398.90	$ 291,235.00	$ 299,951.47	$ 527,961.25	$ 2,640.00	$ 236,208.49	$ 2,640.00	$ 2,640.00	$ 361,807.60	$ 357,562.06
Total Annual Cost	$ 329,661.00	$ 331,418.00	$ 332,639.00	$ 577,410.00	$ 3,000.00	$ 261,153.00	$ 3,000.00	$ 3,000.00	$ 429,081.00	$ 400,038.00
Terminal Class (KPFF)	Medium	Medium	Medium	Medium	Small	Small	Small	Small	Medium	Medium
Port Calls per Year	96	0	180	195	84	96	24	128	128	196

	SOUTH CENTRAL										SOUTH
Terminal	**Seldovia**	**Tatitlek/Ellamar**	**Valdez**	**Whittier**	**Akutan**	**Chignik**	**Cold Bay**	**False Pass**	**King Cove**	**Kodiak (Pier 1)**	
Owner	City of Seldovia	NPR Housing Authority	State	State	City of Akutan	Trident Seafoods	City of Cold Bay	City of False Pass	City of King Cove	City of Kodiak	
Construction Year	1967	1995	2006	1988/2005	1982/2005	1960	1978/1993	1993	1993	1960	
Berths	1	1	1	1	1	2	1	1	1	1	
Loading Ramp	1	2	1	1	1	0	0	0	0	0	
Side Loading (both port and stbd compatible)	1	0	1	0	1	1	1	1	1	1	
Stern Loading	0	1	0	1	0	0	0	0	0	0	
Terminal Building (yes/no)	No	No	Yes	Yes	No	No	No	No	No	No	
Short-Term Parking	10 cars	n/a	6 cars, 2 HCP	3 cars	n/a	n/a	n/a	n/a	n/a	10 cars	
Long-Term Parking	10 cars	n/a	38 cars	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
Staing Area (Linear Feet)	420	n/a	1500, 250 buses and trucl	1200, 125 buses and trucl	n/a	n/a	n/a	n/a	900	150	
Driving Surface	Asphalt/Gravel	Gravel	Asphalt	Asphalt	Asphalt/Gravel	Gravel/Timber	n/a	n/a	n/a	n/a	
Terminal Shorthand Name	SDV	TAT	VDZ	WTR	AKU	CHG	CBY	FPS	KCV		KC
Annual Maintenance/Overhaul Cost	$ 2,406.12	$ 360.00	$ 52,270.75	$ 64,154.54	$ 360.00	$ 360.00	$ 5,286.31	$ 360.00	$ 360.00	$	
Annual Personnel Cost	$ 17,438.88	$ 2,640.00	$ 363,327.25	$ 361,951.46	$ 2,640.00	$ 2,640.00	$ 38,313.69	$ 2,640.00	$ 2,640.00	$	
Total Annual Cost	$ 19,845.00	$ 3,000.00	$ 415,598.00	$ 426,106.00	$ 3,000.00	$ 3,000.00	$ 43,600.00	$ 3,000.00	$ 3,000.00	$	
Terminal Class (KPFF)	Small	Small	Medium	Medium	Small	Small	Small	Small	Small		Mec
Port Calls per Year	180	128	128	280	8	16	16	16	16		19

	WEST					
Terminal	**Kodiak (Pier 2)**	**Old Harbor**	**Ouzinkie**	**Port Lions**	**Sand Point**	**Unalaska (Dutch Harbor)**
Owner	City of Kodiak	City of Old Harbor	Citty of Ouzinkie	City of Port Lions	City of Sand Point	City of Unalaska
Construction Year	1988West/2006East	2012	2012	2014	1983	
Berths	2	1	1	1	1	1
Loading Ramp	0	0	0	0	0	0
Side Loading (both port and stbd compatible)	2	1	1	1	1	1
Stern Loading	0	0	0	0	0	0
Terminal Building (yes/no)	No	No	No	No	No	No
Short-Term Parking	0	0	n/a	n/a	n/a	n/a
Long-Term Parking	0	0	n/a	n/a	n/a	n/a
Staing Area (Linear Feet)	1600	50'x70' area	n/a	n/a	250	n/a
Driving Surface	n/a	gravel	n/a	n/a	n/a	n/a
Terminal Shorthand Name	)D	OLD	OUZ	ORI	SDP	UNA
Annual Maintenance/Overhaul Cost	89,797.08	$ 360.00	$ 360.00	$ 2,309.73	$ 360.00	$ 360.00
Annual Personnel Cost	294,260.92	$ 2,640.00	$ 2,640.00	$ 16,740.27	$ 2,640.00	$ 2,640.00
Total Annual Cost	384,058.00	$ 3,000.00	$ 3,000.00	$ 19,050.00	$ 3,000.00	$ 3,000.00
Terminal Class (KPFF)	ium	Small	Small	Small	Small	Small
Port Calls per Year	)6	0	172	172	16	8

Cost Data from FY15 Wages Paid By Bargaining Unit and Vessel Status - YTD Thru 6-30-15, Raw cost data are in thousands.

	DAY BOAT			24/7 FEEDER			OCEAN			MAINLINER		
	Operating	Overhaul	Layup	Operating	Overhaul	Layup	Operating	Overhaul	Layup	Operating	Overhaul	Layup
ST+OT	$ 26,161.36	$ 14,450.00		$ 45,782.39	$ 25,287.50		$ 90,269.53	$ 57,477.89		$ 107,126.09	$ 71,784.92	
OTHER+BENEFITS+OVERHI	$ 26,916.63	$ 9,887.50		$ 47,104.10	$ 17,303.13		$ 95,566.14	$ 32,988.95		$ 114,561.15	$ 43,064.50	

TOTAL Operating ST+OT C Calculated weekly pay based on 10 crew (estimated).
TOTAL Overhead Costs FY1
TOTAL FY15 CHECK

Scaled Crew: 12

* Prototype Manning from 04035 - 21 crew compared to Aurora 24

Total Crew: 21

10% Reduction in Crew Size from Tustemena, assumes automated food service.

Total Crew: 34

10% Reduction in Crew Size from Malaspina, assumes automated food service.

Total Crew: 43