

Exhibit C

Fare Revenue Model for 2023 to achieve 55% Farebox Recovery (Using 2022 Ridership to model 2023 and 37% overall increase)

<i>Adjusted Total Operating Expense as defined in WCC</i>	<i>Green cells have data from PWA budget.</i>	Target Fare Revenue:	Result from Your Chosen Fares:
\$4,020,803	55.0%	portion \$2,211,442	Total Surplus (+) or Shortfall (-)
<i>2023 budget used</i>		Ticket Revenue: \$2,083,000	TARGET 55% (\$128,442)
<i>Est Ferry Deficit Reimbursement:</i>	\$320,000		ACTUAL 52%
<i>Interest:</i>	\$16,000	Total Fare Revenue: \$2,083,000	

No Change Revenue
1,517,000

Summary of Changes

Enter data yellow cells in this color. For ticket cost for other classes, either trip price OR discount can be entered)

Fare Class (does not include "free" ticket classes)	round trips/ticket	2022 tickets sold	projected change in sales	Estimated 2023 ticket sales	Inferred Estimate for 2023 Trips	Single Ride Fare (SRF)	Multiride as % of SRF	Fare per Round Trip	Total ticket or multiride price	2023 Projected Revenue	% of Ridership	% of Rev	Proposed Final Price	
													Ticket Price with Capital Surcharge	Ticket
Passenger / Pedestrian														
Passenger/Pedestrian Cash*	1	21,549	1.00%	21,764	21,764	\$ 7.00		\$ 7.00	\$ 7.00	\$ 152,351	13%	7%	\$ 8.00	Pedestrian
Passenger/Pedestrian Multiride	25	1,106	2.00%	1,128	28,203		80.00%	\$ 5.60	\$ 140.00	\$ 157,937	17%	8%	\$ 165.00	White
Needs Based Multiride (25->10)	10	168	2.00%	171	1,714		50.00%	\$ 3.50	\$ 35.00	\$ 5,998	1%	0%	\$ 35.00	Red
Post- HS full time student multiride	25	0		0	0		50.00%	\$ 3.50	\$ 87.50	\$ -	0%	0%	\$ 87.50	Green
Vehicle / Driver														
Bicycle w/Rider	1	900	1.00%	909	909	\$ 8.00		\$ 8.00	\$ 8.00	\$ 7,272	1%	0%	\$ 9.00	Bike
Motorcycle w/Driver	1	220	1.00%	222	222	\$ 10.00		\$ 10.00	\$ 10.00	\$ 2,222	0%	0%	\$ 11.00	Motorcycle
Motorcycle w/Driver Multiride	25	9	2.00%	9	230		80.00%	\$ 8.00	\$ 200.00	\$ 1,836	0%	0%	\$ 225.00	Yellow
Vehicle < 8k W/Driver Cash	1	30,665	1.00%	30,972	30,972	\$ 16.00		\$ 16.00	\$ 16.00	\$ 495,546	19%	24%	\$ 17.00	Vehicle
Vehicle < 8k W/Driver Multiride	10	199	2.00%	203	2,030		80.00%	\$ 12.80	\$ 128.00	\$ 25,981	1%	1%	\$ 138.00	Drk Blue
Vehicle < 8k W/Driver Multiride	25	2,704	2.00%	2,758	68,952		80.00%	\$ 12.80	\$ 320.00	\$ 882,586	42%	42%	\$ 345.00	Blue
Needs Based Vehicle W/Driver	10	486	2.00%	496	4,957		50.00%	\$ 8.00	\$ 80.00	\$ 39,658	3%	2%	\$ 80.00	Gold
Vehicle/Driver - small truck < 20,000	1	796	1.00%	804	804	\$ 38.00		\$ 38.00	\$ 38.00	\$ 30,550	0%	1%	\$ 39.00	Small Truck
Vehicle - small truck Multiride	10	76	2.00%	78	775		80.00%	\$ 30.40	\$ 304.00	\$ 23,566	0%	1%	\$ 314.00	Grey
Vehicle/Driver - med truck < 36,000	1	325	1.00%	328	328	\$ 90.00		\$ 90.00	\$ 90.00	\$ 29,543	0%	1%	\$ 91.00	Med Truck
Vehicle - med truck Multiride	10	44	2.00%	45	449		100.00%	\$ 90.00	\$ 900.00	\$ 40,392	0%	2%	\$ 910.00	Salmon
Vehicle/Driver - large truck < 50,000	1	292	1.00%	295	295	\$ 174.00		\$ 174.00	\$ 174.00	\$ 51,316	0%	2%	\$ 175.00	Large Truck
Vehicle - large truck Multiride	10	47	2.00%	48	479		100.00%	\$ 174.00	\$ 1,740.00	\$ 83,416	0%	4%	\$ 1,750.00	Purple
Trailer														
Trailer < 16 feet	1	1,010		1,010	1,010	\$ 24.00		\$ 24.00	\$ 24.00	\$ 24,240	1%	1%	\$ 25.00	
Trailer < 16 feet Multiride	10	0		0	0		100.00%	\$ 24.00	\$ 240.00	\$ -	0%	0%	\$ 250.00	
Trailer 16-30 feet	1	484		484	484	\$ 46.00		\$ 46.00	\$ 46.00	\$ 22,264	0%	1%	\$ 47.00	
Trailer 16-30 feet Multiride	10	0		0	0		100.00%	\$ 46.00	\$ 460.00	\$ -	0%	0%	\$ 470.00	
Trailer > 30 feet	1	17		17	17	\$ 84.00		\$ 84.00	\$ 84.00	\$ 1,428	0%	0%	\$ 85.00	
Special Trips after boat shut-down	1	7		7	7	\$ 720.00		\$ 720.00	\$ 720.00	\$ 5,040	0%	0%	\$ 721.00	
										\$2,083,000				

Proposed Final Price	
Ticket Price with Capital Surcharge	Ticket
\$ 8.00	Pedestrian
\$ 165.00	White
\$ 35.00	Red
\$ 87.50	Green

2011 Applied Pricing	2015 Applied Pricing	2023 Proposed Pricing	Rider Savings (Increase)	% Change	Per Ticket Rate Increase
\$ 7.00	\$ 7.00	\$ 7.00	\$ -	0.0%	\$ -
\$ 115.00	\$ 88.00	\$ 140.00	\$ (58,662)	46.0%	\$ 52.00
\$ 37.00	\$ 28.00	\$ 35.00	\$ (1,200)	25.0%	\$ 7.00
\$ 66.00	\$ 70.00	\$ 87.50	\$ -	25.0%	\$ 17.50

\$ 9.00	Bike
\$ 11.00	Motorcycle
\$ 225.00	Yellow
\$ 17.00	Vehicle
\$ 138.00	Drk Blue
\$ 345.00	Blue
\$ 80.00	Gold
\$ 39.00	Small Truck
\$ 314.00	Grey
\$ 91.00	Med Truck
\$ 910.00	Salmon
\$ 175.00	Large Truck
\$ 1,750.00	Purple

\$ 7.00	\$ 7.00	\$ 8.00	\$ (909)	12.5%	\$ 1.00
\$ 8.00	\$ 8.00	\$ 10.00	\$ (444)	22.2%	\$ 2.00
\$ 155.00	\$ 140.00	\$ 200.00	\$ (551)	36.4%	\$ 60.00
\$ 13.00	\$ 13.00	\$ 16.00	\$ (92,915)	21.4%	\$ 3.00
\$ 102.00	\$ 102.00	\$ 128.00	\$ (5,277)	23.2%	\$ 26.00
\$ 235.00	\$ 210.00	\$ 320.00	\$ (303,389)	46.8%	\$ 110.00
\$ 66.00	\$ 52.00	\$ 80.00	\$ (13,880)	53.8%	\$ 28.00
\$ 32.00	\$ 32.00	\$ 38.00	\$ (4,824)	18.2%	\$ 6.00
\$ 237.00	\$ 272.00	\$ 304.00	\$ (2,481)	11.3%	\$ 32.00
\$ 68.00	\$ 75.00	\$ 90.00	\$ (4,924)	19.7%	\$ 15.00
\$ 524.00	\$ 638.00	\$ 900.00	\$ (11,759)	40.4%	\$ 262.00
\$ 133.00	\$ 145.00	\$ 174.00	\$ (8,553)	19.9%	\$ 29.00
\$ 1,070.00	\$ 1,233.00	\$ 1,740.00	\$ (24,306)	40.8%	\$ 507.00

Rides	Overall Revenue Increase:	37%	Variable Controls	Blended Cost of Trips	2022	2023
164,601			Single Vehicle 1.0%	Passengers	\$ 4.92	\$ 6.12
			Single Ped 1.0%	Vehicles (no Trucks)	\$ 9.42	\$ 13.44
			Multi Vehicle 2.0%			
			Multi Ped 2.0%			
			Fare Increase: 20.0%	Difference Annual %		80%

Assumptions: Designed to maintain passenger fare at \$7 in an effort to get closer to the passenger-to-vehicle ratio used by WSF of 1:3.
Increased Single Ride fares 20% to provide revenue for larger multiride discount.
Not enough to arrest 2023, but may work alright in long run.
Dropped discount for multiride trucks.

\$ (543,000.00)