

**RESOLUTION NO. 22-76**

A RESOLUTION OF KITSAP TRANSIT BOARD OF COMMISSIONERS APPROVING THE 2023 OPERATING AND CAPITAL BUDGETS FOR KITSAP TRANSIT

**WHEREAS**, Kitsap Transit is required to have an annual budget for its operating and capital expenditures; and

**WHEREAS**, Kitsap Transit staff prepared the proposed 2023 operating and capital budgets for the Transit Fund and the Ferry Fund, attached and incorporated by reference herein as Exhibits A and B; and

**WHEREAS**, staff also prepared the 2023 structure and staffing chart and the proposed non-represented salary schedule, which are attached and incorporated by reference herein as Exhibits C and D; and

**WHEREAS**, staff have either presented, or made available, the 2023 budgets and supporting materials to each member of the Board of Commissioners; and

**WHEREAS**, staff now recommend adoption of the attached 2023 Kitsap Transit operating and capital budgets and all supporting documents referenced herein as Exhibits A through D.

**NOW THEREFORE BE IT RESOLVED** the Board of Commissioners hereby approve the 2023 operating and capital budgets for the Transit Fund and the Ferry Fund, the structure and staffing chart, and the non-represented salary schedule for Kitsap Transit as presented in Exhibits A through D.

**ADOPTED** by the Board of Commissioners of Kitsap Transit at a regular meeting

held on the 1<sup>st</sup> day of November 2022.



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Edward Wolfe, Chairperson

ATTEST:



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Stephanie Milne-Lane  
Clerk of the Board

## 2023 Operating Budget - Consolidated

|  | 2023 Operating Budget |                   |                   | Five Year Outlook |                   |                   |                    |                    |
|--|-----------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|--------------------|
|  | Transit Fund          | Ferry Fund        | Consolidated      | 2024              | 2025              | 2026              | 2027               | 2028               |
| Routed Fare                              | 1,134,000             | -                 | 1,134,000         | 1,156,700         | 1,168,300         | 1,180,000         | 1,191,800          | 1,203,700          |
| Worker Driver Fare                       | 840,000               | -                 | 840,000           | 856,800           | 865,400           | 874,100           | 882,800            | 891,600            |
| Van Pool Fare                            | 168,000               | -                 | 168,000           | 171,400           | 173,100           | 174,800           | 176,500            | 178,300            |
| Ferry Fare                               | -                     | 2,880,000         | 2,880,000         | 2,981,000         | 3,105,000         | 3,235,000         | 3,372,000          | 3,515,000          |
| Access Fare                              | 156,000               | -                 | 156,000           | 159,100           | 160,700           | 162,300           | 163,900            | 165,500            |
| Parking                                  | 162,000               | -                 | 162,000           | 162,000           | 162,000           | 162,000           | 162,000            | 162,000            |
| Lease Income                             | 516,000               | -                 | 516,000           | 389,900           | 393,800           | 340,200           | 286,000            | 288,900            |
| Other Operating Income                   | 12,000                | -                 | 12,000            | 12,000            | 12,000            | 12,000            | 12,000             | 12,000             |
| <b>Operating Revenue</b>                 | <b>2,988,000</b>      | <b>2,880,000</b>  | <b>5,868,000</b>  | <b>5,888,900</b>  | <b>6,040,300</b>  | <b>6,140,400</b>  | <b>6,247,000</b>   | <b>6,417,000</b>   |
| General Administration                   | 5,790,861             | 2,916,379         | 8,707,240         | 9,069,000         | 9,522,000         | 9,998,000         | 10,498,000         | 11,023,000         |
| Capital Development                      | 770,883               | -                 | 770,883           | 809,000           | 849,000           | 891,000           | 936,000            | 983,000            |
| Customer Service                         | 1,036,787             | -                 | 1,036,787         | 1,089,000         | 1,143,000         | 1,200,000         | 1,260,000          | 1,323,000          |
| Routed Service                           | 15,816,100            | -                 | 15,816,100        | 16,607,000        | 17,437,000        | 18,309,000        | 19,224,000         | 20,185,000         |
| Worker Driver                            | 1,303,388             | -                 | 1,303,388         | 1,369,000         | 1,437,000         | 1,509,000         | 1,584,000          | 1,663,000          |
| Access                                   | 10,896,797            | -                 | 10,896,797        | 11,442,000        | 12,014,000        | 12,615,000        | 13,246,000         | 13,908,000         |
| Rideshare                                | 625,147               | -                 | 625,147           | 656,000           | 689,000           | 723,000           | 759,000            | 797,000            |
| Ferry Service (Local & Fast Ferry)       | -                     | 13,740,120        | 13,740,120        | 14,427,000        | 15,149,000        | 15,906,000        | 16,701,000         | 17,536,000         |
| Vehicle Maintenance                      | 12,039,289            | -                 | 12,039,289        | 12,641,000        | 13,273,000        | 13,937,000        | 14,634,000         | 15,366,000         |
| Vessel and Ferry Terminal Maintenance    | -                     | 4,852,585         | 4,852,585         | 5,095,000         | 5,350,000         | 5,618,000         | 5,899,000          | 6,194,000          |
| Transit Facility Maintenance             | 3,570,677             | -                 | 3,570,677         | 3,749,000         | 3,936,000         | 4,133,000         | 4,340,000          | 4,557,000          |
| Service Development                      | 3,441,190             | -                 | 3,441,190         | 3,613,000         | 3,794,000         | 3,984,000         | 4,183,000          | 4,392,000          |
| <b>Operating Expense</b>                 | <b>55,291,119</b>     | <b>21,509,084</b> | <b>76,800,203</b> | <b>80,566,000</b> | <b>84,593,000</b> | <b>88,823,000</b> | <b>93,264,000</b>  | <b>97,927,000</b>  |
| Sales Tax Revenue                        | 57,375,000            | 21,515,000        | 78,890,000        | 81,651,130        | 84,509,000        | 87,467,000        | 90,528,000         | 93,696,000         |
| State Operating Grant - CTR / SNPT       | 200,000               | -                 | 200,000           | 80,000            | 80,000            | 80,000            | 80,000             | 80,000             |
| State Transit Support Grant              | 2,466,000             | 1,056,000         | 3,522,000         | 4,710,000         | 4,710,000         | 4,710,000         | 4,710,000          | 4,710,000          |
| Other Operating Grant - PM               | -                     | 269,000           | 269,000           | 507,000           | 400,000           | 400,000           | 400,000            | 400,000            |
| Interest Income                          | 600,000               | 120,000           | 720,000           | 1,144,000         | 1,096,000         | 695,000           | 662,000            | 615,000            |
| Depreciation                             | (6,450,000)           | (3,450,000)       | (9,900,000)       | (9,900,000)       | (9,900,000)       | (9,900,000)       | (9,900,000)        | (9,900,000)        |
| Amortization                             | (66,300)              | (12,000)          | (78,300)          | (80,000)          | (80,000)          | (80,000)          | (80,000)           | (80,000)           |
| Interest Expense                         | (16,800)              | (888,000)         | (904,800)         | (799,000)         | (714,000)         | (628,000)         | (544,000)          | (459,000)          |
| Sales Tax Collection Fee                 | (573,750)             | (215,150)         | (788,900)         | (816,800)         | (844,600)         | (875,100)         | (905,400)          | (937,400)          |
| <b>NonOperating Revenue/Expense</b>      | <b>53,534,150</b>     | <b>18,394,850</b> | <b>71,929,000</b> | <b>76,496,330</b> | <b>79,256,400</b> | <b>81,868,900</b> | <b>84,950,600</b>  | <b>88,124,600</b>  |
| <b>Net Income (loss)</b>                 | <b>1,231,031</b>      | <b>(234,234)</b>  | <b>996,797</b>    | <b>1,819,230</b>  | <b>703,700</b>    | <b>(813,700)</b>  | <b>(2,066,400)</b> | <b>(3,385,400)</b> |
| <b>BEGINNING UNRESTRICTED RESERVE</b>    | <b>56,245,000</b>     | <b>13,027,000</b> | <b>69,272,000</b> | <b>55,407,446</b> | <b>52,722,800</b> | <b>46,123,193</b> | <b>42,209,493</b>  | <b>36,973,093</b>  |
| Cash Flow From Operations                | 7,747,331             | 3,227,766         | 10,975,097        | 11,799,230        | 10,683,700        | 9,166,300         | 7,913,600          | 6,594,600          |
| Debt Service (bond principal)            | (265,000)             | (2,870,000)       | (3,135,000)       | (3,206,000)       | (3,282,000)       | (3,080,000)       | (3,150,000)        | (3,225,000)        |
| Capital Program (net local contribution) | (42,249,625)          | (10,179,598)      | (52,429,223)      | (17,545,176)      | (17,545,176)      | (10,000,000)      | (10,000,000)       | (10,000,000)       |
| Reserve - Draw / (Deposit)               | 290,000               | 2,976,000         | 3,266,000         | -                 | -                 | -                 | -                  | -                  |
| Bremerton UZA Stimulus Funding           | 20,612,740            | 4,188,832         | 24,801,572        | 6,267,299         | 3,543,869         | -                 | -                  | -                  |
| Seattle UZA Stimulus Funding             | -                     | 2,657,000         | 2,657,000         | -                 | -                 | -                 | -                  | -                  |
| <b>ENDING UNRESTRICTED RESERVE</b>       | <b>42,380,446</b>     | <b>13,027,000</b> | <b>55,407,446</b> | <b>52,722,800</b> | <b>46,123,193</b> | <b>42,209,493</b> | <b>36,973,093</b>  | <b>30,342,693</b>  |
| Estimated Minimum Reserve                | 15,506,000            | 7,179,000         | 22,685,000        | 23,618,000        | 24,622,000        | 25,608,000        | 26,715,000         | 27,878,000         |
| Estimated Excess of Reserve              | 26,874,446            | 5,848,000         | 32,722,446        | 29,104,800        | 21,501,193        | 16,601,493        | 10,258,093         | 2,464,693          |

**Exhibit A**  
**2023 Operating Budget – Transit Fund**

|  | Current Year      | Prior Year        | Variance         |               | Five Year Outlook |                   |                   |                    |                    |
|--|-------------------|-------------------|------------------|---------------|-------------------|-------------------|-------------------|--------------------|--------------------|
|  | Budget (2023)     | Budget (2022)     | (\$)             | (%)           | 2024              | 2025              | 2026              | 2027               | 2028               |
| Routed Fare                              | 1,134,000         | 1,131,600         | 2,400            | 0.21%         | 1,156,700         | 1,168,300         | 1,180,000         | 1,191,800          | 1,203,700          |
| Worker Driver Fare                       | 840,000           | 878,400           | (38,400)         | -4.37%        | 856,800           | 865,400           | 874,100           | 882,800            | 891,600            |
| Van Pool Fare                            | 168,000           | 123,600           | 44,400           | 35.92%        | 171,400           | 173,100           | 174,800           | 176,500            | 178,300            |
| Access Fare                              | 156,000           | 196,200           | (40,200)         | -20.49%       | 159,100           | 160,700           | 162,300           | 163,900            | 165,500            |
| Parking                                  | 162,000           | 132,000           | 30,000           | 22.73%        | 162,000           | 162,000           | 162,000           | 162,000            | 162,000            |
| Lease Income                             | 516,000           | 516,000           | -                | 0.00%         | 389,900           | 393,800           | 340,200           | 286,000            | 288,900            |
| Other Operating Income                   | 12,000            | 12,000            | -                | 0.00%         | 12,000            | 12,000            | 12,000            | 12,000             | 12,000             |
| <b>Operating Revenue</b>                 | <b>2,988,000</b>  | <b>2,989,800</b>  | <b>(1,800)</b>   | <b>-0.06%</b> | <b>2,907,900</b>  | <b>2,935,300</b>  | <b>2,905,400</b>  | <b>2,875,000</b>   | <b>2,902,000</b>   |
| General Administration                   | 5,790,861         | 5,276,577         | 514,284          | 9.75%         | 6,007,000         | 6,307,000         | 6,622,000         | 6,953,000          | 7,301,000          |
| Capital Development                      | 770,883           | 927,119           | (156,236)        | -16.85%       | 809,000           | 849,000           | 891,000           | 936,000            | 983,000            |
| Customer Service                         | 1,036,787         | 930,483           | 106,304          | 11.42%        | 1,089,000         | 1,143,000         | 1,200,000         | 1,260,000          | 1,323,000          |
| Routed Service                           | 15,816,100        | 14,736,011        | 1,080,089        | 7.33%         | 16,607,000        | 17,437,000        | 18,309,000        | 19,224,000         | 20,185,000         |
| Worker Driver                            | 1,303,388         | 1,248,136         | 55,252           | 4.43%         | 1,369,000         | 1,437,000         | 1,509,000         | 1,584,000          | 1,663,000          |
| Access                                   | 10,896,797        | 9,457,427         | 1,439,370        | 15.22%        | 11,442,000        | 12,014,000        | 12,615,000        | 13,246,000         | 13,908,000         |
| Rideshare                                | 625,147           | 416,463           | 208,684          | 50.11%        | 656,000           | 689,000           | 723,000           | 759,000            | 797,000            |
| Vehicle Maintenance                      | 12,039,289        | 9,878,994         | 2,160,295        | 21.87%        | 12,641,000        | 13,273,000        | 13,937,000        | 14,634,000         | 15,366,000         |
| Facilities                               | 3,570,677         | 3,703,368         | (132,691)        | -3.58%        | 3,749,000         | 3,936,000         | 4,133,000         | 4,340,000          | 4,557,000          |
| Service Development                      | 3,441,190         | 2,943,876         | 497,314          | 16.89%        | 3,613,000         | 3,794,000         | 3,984,000         | 4,183,000          | 4,392,000          |
| <b>Operating Expense</b>                 | <b>55,291,119</b> | <b>49,518,454</b> | <b>5,772,665</b> | <b>11.66%</b> | <b>57,982,000</b> | <b>60,879,000</b> | <b>63,923,000</b> | <b>67,119,000</b>  | <b>70,475,000</b>  |
| Sales Tax Revenue                        | 57,375,000        | 54,636,000        | 2,739,000        | 5.01%         | 59,383,130        | 61,462,000        | 63,613,000        | 65,839,000         | 68,143,000         |
| State Operating Grant - CTR / SNPT       | 200,000           | 80,000            | 120,000          | 150.00%       | 80,000            | 80,000            | 80,000            | 80,000             | 80,000             |
| State Transit Support Grant              | 2,466,000         | -                 | 2,466,000        |               | 3,297,000         | 3,297,000         | 3,297,000         | 3,297,000          | 3,297,000          |
| Interest Income                          | 600,000           | 300,000           | 300,000          | 100.00%       | 949,000           | 910,000           | 587,000           | 575,000            | 552,000            |
| Depreciation                             | (6,450,000)       | (8,600,000)       | 2,150,000        | -25.00%       | (6,450,000)       | (6,450,000)       | (6,450,000)       | (6,450,000)        | (6,450,000)        |
| Amortization                             | (66,300)          | (66,324)          | 24               | -0.04%        | (68,000)          | (68,000)          | (68,000)          | (68,000)           | (68,000)           |
| Interest Expense                         | (16,800)          | (23,000)          | 6,200            | -26.96%       | (11,000)          | (5,000)           | -                 | -                  | -                  |
| Sales Tax Collection Fee                 | (573,750)         | (546,360)         | (27,390)         | 5.01%         | (593,800)         | (614,600)         | (636,100)         | (658,400)          | (681,400)          |
| <b>NonOperating Revenue/Expense</b>      | <b>53,534,150</b> | <b>45,780,316</b> | <b>7,753,834</b> | <b>16.94%</b> | <b>56,586,330</b> | <b>58,611,400</b> | <b>60,422,900</b> | <b>62,614,600</b>  | <b>64,872,600</b>  |
| <b>Net Income (loss)</b>                 | <b>1,231,031</b>  | <b>(748,338)</b>  | <b>1,979,369</b> |               | <b>1,512,230</b>  | <b>667,700</b>    | <b>(594,700)</b>  | <b>(1,629,400)</b> | <b>(2,700,400)</b> |
| <b>BEGINNING UNRESTRICTED RESERVE</b>    | <b>56,245,000</b> | <b>46,000,000</b> |                  |               | <b>42,380,446</b> | <b>39,695,800</b> | <b>36,160,623</b> | <b>35,083,923</b>  | <b>32,972,523</b>  |
| Cash Flow From Operations                | 7,747,331         | 7,917,986         |                  |               | 8,030,230         | 7,185,700         | 5,923,300         | 4,888,600          | 3,817,600          |
| Debt Service (principal)                 | (265,000)         | (1,073,000)       |                  |               | (271,000)         | (277,000)         | -                 | -                  | -                  |
| Capital Program (net local contribution) | (42,249,625)      | (15,897,000)      |                  |               | (10,443,877)      | (10,443,877)      | (7,000,000)       | (7,000,000)        | (7,000,000)        |
| Bremerton UZA Stimulus Funding           | 20,612,740        | 9,052,014         |                  |               | -                 | -                 | -                 | -                  | -                  |
| Fuel Reserve                             | 290,000           | -                 |                  |               | -                 | -                 | -                 | -                  | -                  |
| <b>ENDING UNRESTRICTED RESERVE</b>       | <b>42,380,446</b> | <b>46,000,000</b> |                  |               | <b>39,695,800</b> | <b>36,160,623</b> | <b>35,083,923</b> | <b>32,972,523</b>  | <b>29,790,123</b>  |
| Estimated Minimum Reserve                | 15,506,000        |                   |                  |               | 16,179,000        | 16,903,000        | 17,593,000        | 18,392,000         | 19,231,000         |
| Estimated Excess of Reserve              | 26,874,446        |                   |                  |               | 23,516,800        | 19,257,623        | 17,490,923        | 14,580,523         | 10,559,123         |



**Exhibit A**  
**2023 Capital Budget – Transit Fund (Cont.)**

|   | Funding Sources   |                   |          |          |                   |          |                  |                   | Total Funding      |
|---|-------------------|-------------------|----------|----------|-------------------|----------|------------------|-------------------|--------------------|
|   | Local Funding     | FTA 5307          | FTA 5337 | FTAPFG   | FTA 5339          | FHWA FBP | FHWA STP         | WSDOT             |                    |
| <b>Transit Centers / Park &amp; Ride</b>                                  | -                 |                   |          |          |                   |          |                  |                   | -                  |
| HWY 16 P & R PE/Design/ROW  | 588,790           |                   |          |          |                   |          | 2,589,285        |                   | 3,178,075          |
| HWY 16 P & R CN   | -                 |                   |          |          |                   |          |                  | 6,239,733         | 6,239,733          |
| Silverdale Transit Center   | 7,000,000         | 8,501,874         |          |          | 46,117            |          |                  | 1,548,196         | 17,096,187         |
| Ruth Haines Road (Design & CN)  | 1,217,831         |                   |          |          |                   |          |                  |                   | 1,217,831          |
| Rental Park and Ride Improvements   | 20,000            |                   |          |          |                   |          |                  |                   | 20,000             |
| Gateway Bus Storage Facility & P/R Alt Analysis TOD                       | 40,000            |                   |          |          |                   |          | 50,000           |                   | 90,000             |
| Gateway Bus Storage Facility & P/R PE/Design                              | 103,466           |                   |          |          |                   |          | 720,000          |                   | 823,466            |
| Gateway Center Rehabilitation - Environmental/Construction                | 2,500,000         |                   |          |          |                   |          |                  |                   | 2,500,000          |
| SR104 P&R PE/Design   | 78,035            |                   |          |          |                   |          | 500,000          |                   | 578,035            |
| Fred Meyer Stop Safety Improvements (Design Only)                         | 30,000            |                   |          |          |                   |          |                  |                   | 30,000             |
| Port Orchard Transit Center Planning                                      | 187,500           |                   |          |          |                   |          | 750,000          |                   | 937,500            |
| Bainbridge Monument Sign  | 15,000            |                   |          |          |                   |          |                  |                   | 15,000             |
| Bike Barn Lighting/Security Cameras                                       | 6,263             |                   |          |          |                   |          | 25,052           |                   | 31,315             |
| West Bremerton Hydrogen Fueling & P&R (PL)                                | 40,000            |                   |          |          |                   |          |                  | 160,000           | 200,000            |
| West Bremerton Hydrogen Fueling & P&R (Design & ROW)                      | 3,584,383         | 2,337,531         |          |          |                   |          | 1,800,000        |                   | 7,721,914          |
| Poulsbo Park & Ride (Right of Way Only)                                   | 1,500,000         |                   |          |          |                   |          |                  |                   | 1,500,000          |
| Inductive Charging (BTC, STC, WBTC & BITC)                                | 1,500,000         |                   |          |          |                   |          |                  |                   | 1,500,000          |
| Silverdale Park & Ride (Design & ROW)                                     | 1,650,000         |                   |          |          |                   |          |                  |                   | 1,650,000          |
| Day Road Park & Ride (Design & Construction) (Shaded-RMG Not Yet Awarded) | 1,663,420         |                   |          |          |                   |          |                  | 6,653,680         | 8,317,100          |
| Operator Training Facility  | 1,000,000         |                   |          |          |                   |          |                  |                   | 1,000,000          |
| <b>Equipment and Systems</b>  | -                 |                   |          |          |                   |          |                  |                   | -                  |
| Drive Cam System (AngelTrax) (40)   | 127,000           | 6,639             |          |          |                   |          |                  |                   | 133,639            |
| ORCA Cap Costs ngO & Equip  | 578,272           |                   |          |          |                   |          |                  |                   | 578,272            |
| Computer Infrastructure Improvements                                      | 200,000           |                   |          |          |                   |          |                  |                   | 200,000            |
| Servers and Capitalized Computer Equip.                                   | 100,000           |                   |          |          |                   |          |                  |                   | 100,000            |
| VEEM Backup and Recover Software/Server                                   | 100,000           |                   |          |          |                   |          |                  |                   | 100,000            |
| APC UPS for Servers   | 60,000            |                   |          |          |                   |          |                  |                   | 60,000             |
| IP Cameras (Bremerton, PO Dock, South Base, CII, Harper)                  | 250,000           |                   |          |          |                   |          |                  |                   | 250,000            |
| Misc. Tools and Equipment   | 15,000            |                   |          |          |                   |          |                  |                   | 15,000             |
| Scoot Reservation System  | 80,000            |                   |          |          |                   |          |                  |                   | 80,000             |
| Drive Simulators & Training Room Upgrades                                 | 900,000           |                   |          |          |                   |          |                  |                   | 900,000            |
| Pilot - Digital Bus Stop Panels   | 25,000            |                   |          |          |                   |          |                  |                   | 25,000             |
| Drone   | 5,000             |                   |          |          |                   |          |                  |                   | 5,000              |
| Schedule Racks  | 40,000            |                   |          |          |                   |          |                  |                   | 40,000             |
| Man Lift (Maintenance)  | 90,000            |                   |          |          |                   |          |                  |                   | 90,000             |
| Scaffold for EV Bus Maint   | 68,000            |                   |          |          |                   |          |                  |                   | 68,000             |
| TRANSTAC Software   | 25,000            |                   |          |          |                   |          |                  |                   | 25,000             |
| F150 Maint.   | 60,000            |                   |          |          |                   |          |                  |                   | 60,000             |
| Content Management System (assessment - implementation)                   | 350,000           |                   |          |          |                   |          |                  |                   | 350,000            |
| Vapor Door Replacements (37)  | 185,000           |                   |          |          |                   |          |                  |                   | 185,000            |
| Driver Mate (Access)  | 117,640           |                   |          |          |                   |          |                  |                   | 117,640            |
| Bus in Motion Alarms  | 18,000            |                   |          |          |                   |          |                  |                   | 18,000             |
| <b>Bus Fund Total</b>   | <b>63,137,378</b> | <b>24,176,949</b> | <b>-</b> | <b>-</b> | <b>17,564,709</b> | <b>-</b> | <b>6,434,337</b> | <b>16,564,636</b> | <b>127,878,009</b> |

**Exhibit B**  
**2023 Operating Budget – Ferry Fund**

|                                      | Current Year      | Prior Year        | Variance           |                | Five Year Outlook |                   |                   |                   |                   |
|--------------------------------------|-------------------|-------------------|--------------------|----------------|-------------------|-------------------|-------------------|-------------------|-------------------|
|                                      | Budget            | Budget            |                    |                | 2024              | 2025              | 2026              | 2027              | 2028              |
|                                      | (2023)            | (2022)            | (\$)               | (%)            |                   |                   |                   |                   |                   |
| Fast Ferry Fare Revenue - Bremerton  | 1,548,000         | 1,096,000         | 452,000            | 41.24%         | 1,625,000         | 1,706,000         | 1,791,000         | 1,881,000         | 1,975,000         |
| Fast Ferry Fare Revenue - Kingston   | 368,000           | 219,000           | 149,000            | 68.04%         | 386,000           | 405,000           | 425,000           | 446,000           | 468,000           |
| Fast Ferry Fare Revenue - Southworth | 364,000           | 348,000           | 16,000             | 4.60%          | 364,000           | 382,000           | 401,000           | 421,000           | 442,000           |
| Local Ferry Fare Revenue             | 600,000           | 593,000           | 7,000              | 1.18%          | 606,000           | 612,000           | 618,000           | 624,000           | 630,000           |
| <b>Operating Revenue</b>             | <b>2,880,000</b>  | <b>2,256,000</b>  | <b>624,000</b>     | <b>27.66%</b>  | <b>2,981,000</b>  | <b>3,105,000</b>  | <b>3,235,000</b>  | <b>3,372,000</b>  | <b>3,515,000</b>  |
| General Administration               | 2,916,379         | 2,135,615         | 780,764            | 36.56%         | 3,062,000         | 3,215,000         | 3,376,000         | 3,545,000         | 3,722,000         |
| Local Foot Ferry                     | 2,218,252         | 1,478,673         | 739,579            | 50.02%         | 2,329,000         | 2,445,000         | 2,567,000         | 2,695,000         | 2,830,000         |
| Bremerton Fast Ferry                 | 4,220,505         | 3,646,314         | 574,191            | 15.75%         | 4,432,000         | 4,654,000         | 4,887,000         | 5,131,000         | 5,388,000         |
| Kingston Fast Ferry                  | 3,955,347         | 2,515,412         | 1,439,935          | 57.24%         | 4,153,000         | 4,361,000         | 4,579,000         | 4,808,000         | 5,048,000         |
| Southworth Fast Ferry                | 3,346,016         | 2,431,092         | 914,924            | 37.63%         | 3,513,000         | 3,689,000         | 3,873,000         | 4,067,000         | 4,270,000         |
| Maintenance - Vessel and Terminal    | 4,852,585         | 4,198,113         | 654,472            | 15.59%         | 5,095,000         | 5,350,000         | 5,618,000         | 5,899,000         | 6,194,000         |
| <b>Operating Expense</b>             | <b>21,509,084</b> | <b>16,405,219</b> | <b>5,103,865</b>   | <b>31.11%</b>  | <b>22,584,000</b> | <b>23,714,000</b> | <b>24,900,000</b> | <b>26,145,000</b> | <b>27,452,000</b> |
| Sales Tax Revenue                    | 21,515,000        | 20,458,000        | 1,057,000          | 5.17%          | 22,268,000        | 23,047,000        | 23,854,000        | 24,689,000        | 25,553,000        |
| State Transit Support Grant          | 1,056,000         | -                 | 1,056,000          |                | 1,413,000         | 1,413,000         | 1,413,000         | 1,413,000         | 1,413,000         |
| Other Operating Grant - PM           | 269,000           | 417,000           | (148,000)          | -35.49%        | 507,000           | 400,000           | 400,000           | 400,000           | 400,000           |
| Interest Income                      | 120,000           | 60,000            | 60,000             | 100.00%        | 195,000           | 186,000           | 108,000           | 87,000            | 63,000            |
| Depreciation                         | (3,450,000)       | (3,200,000)       | (250,000)          | 7.81%          | (3,450,000)       | (3,450,000)       | (3,450,000)       | (3,450,000)       | (3,450,000)       |
| Amortization                         | (12,000)          | (12,156)          | 156                | -1.28%         | (12,000)          | (12,000)          | (12,000)          | (12,000)          | (12,000)          |
| Interest Expense - 2017 Bond         | (888,000)         | (942,000)         | 54,000             | -5.73%         | (788,000)         | (709,000)         | (628,000)         | (544,000)         | (459,000)         |
| Sales Tax Collection Fee             | (215,150)         | (204,580)         | (10,570)           | 5.17%          | (223,000)         | (230,000)         | (239,000)         | (247,000)         | (256,000)         |
| <b>NonOperating Revenue/Expense</b>  | <b>18,394,850</b> | <b>16,576,264</b> | <b>1,818,586</b>   | <b>10.97%</b>  | <b>19,910,000</b> | <b>20,645,000</b> | <b>21,446,000</b> | <b>22,336,000</b> | <b>23,252,000</b> |
| <b>Net Income (loss)</b>             | <b>(234,234)</b>  | <b>2,427,045</b>  | <b>(2,661,279)</b> | <b>-109.7%</b> | <b>307,000</b>    | <b>36,000</b>     | <b>(219,000)</b>  | <b>(437,000)</b>  | <b>(685,000)</b>  |
| <b>BEGINNING RESERVES</b>            | <b>13,027,000</b> | <b>15,000,000</b> |                    |                | <b>13,027,000</b> | <b>13,027,000</b> | <b>9,962,570</b>  | <b>7,125,570</b>  | <b>4,000,570</b>  |
| Cash Flow From Operations            | 3,227,766         | 5,639,201         |                    |                | 3,769,000         | 3,498,000         | 3,243,000         | 3,025,000         | 2,777,000         |
| 2017 Bond (principal)                | (2,870,000)       | (2,800,000)       |                    |                | (2,935,000)       | (3,005,000)       | (3,080,000)       | (3,150,000)       | (3,225,000)       |
| Capital Program Expenditures         | (10,179,598)      | (11,011,000)      |                    |                | (7,101,299)       | (7,101,299)       | (3,000,000)       | (3,000,000)       | (3,000,000)       |
| Capital Reserve - Draw / (Deposit)   | 1,000,000         | 1,000,000         |                    |                | -                 | -                 | -                 | -                 | -                 |
| Seattle UZA Stimulus Funding         | 2,657,000         | 2,406,000         |                    |                | -                 | -                 | -                 | -                 | -                 |
| Bremerton UZA Stimulus Funding       | 4,188,832         | 4,766,000         |                    |                | 6,267,299         | 3,543,869         | -                 | -                 | -                 |
| Fuel Reserve                         | 1,976,000         | -                 |                    |                | -                 | -                 | -                 | -                 | -                 |
| <b>ENDING RESERVES</b>               | <b>13,027,000</b> | <b>15,000,201</b> |                    |                | <b>13,027,000</b> | <b>9,962,570</b>  | <b>7,125,570</b>  | <b>4,000,570</b>  | <b>552,570</b>    |
| Estimated Minimum Reserve            | 7,179,000         |                   |                    |                | 7,439,000         | 7,720,000         | 8,015,000         | 8,322,000         | 8,647,000         |
| Estimated Excess of Reserve          | 5,848,000         |                   |                    |                | 5,588,000         | 2,242,570         | (889,430)         | (4,321,430)       | (8,094,430)       |

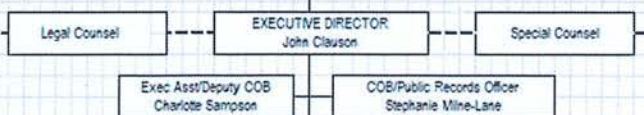
**Exhibit B**  
**2023 Capital Budget – Ferry Fund**

|   | Funding Sources   |                  |                  |                   |          |                  |                  |                  | Total Funding     |
|---|-------------------|------------------|------------------|-------------------|----------|------------------|------------------|------------------|-------------------|
|   | Local Funding     | FTA 5307         | FTA 5337         | FTAPFG            | FTA 5339 | FHWA FBP         | FHWA STP         | WSDOT            |                   |
| <b>Ferry Fund</b>   |                   |                  |                  |                   |          |                  |                  |                  |                   |
| <b>Vessels</b>  |                   |                  |                  |                   |          |                  |                  |                  |                   |
| Owner Representation (New Vessels)  | 86,105            |                  |                  |                   |          |                  |                  |                  | 86,105            |
| Electric Fast Foil Ferry Design & Prototype   | 1,123,933         |                  |                  | 2,622,511         |          |                  |                  |                  | 3,746,444         |
| Bow Loading Class (Retainage)   | 190,000           |                  |                  |                   |          |                  |                  |                  | 190,000           |
| MV Solano Purchase/PE/Rehabilitation  | 1,713,772         | 2,106,777        |                  |                   |          | 855,085          |                  |                  | 4,675,634         |
| Spare Jet Bow Loaders   | 700,000           |                  |                  |                   |          |                  |                  |                  | 700,000           |
| Genset Bow Loaders  | 50,000            |                  |                  |                   |          | 228,696          |                  |                  | 278,696           |
| Spare Engines Lady/Reliance   | 28,158            |                  |                  |                   |          | 181,842          |                  |                  | 210,000           |
| Workboat  | 70,000            |                  |                  |                   |          | 218,837          |                  |                  | 288,837           |
| Finest Jet Replacement (Hamilton)   | 953,348           |                  |                  |                   |          |                  |                  |                  | 953,348           |
| Vessel Engine Replacements (MTU)  | 1,800,000         |                  |                  |                   |          |                  |                  |                  | 1,800,000         |
| RP1 Foil Replacement(s)   | 901,000           |                  | 573,970          |                   |          |                  |                  |                  | 1,474,970         |
| Electric Foot Ferry & Infrastructure (Design & Construction) - Waterman II                | 2,500,000         |                  |                  | 7,700,000         |          |                  |                  | 6,500,000        | 16,700,000        |
| <b>Ferry Terminal &amp; Maintenance Facilities</b>  | -                 |                  |                  |                   |          |                  |                  |                  | -                 |
| Bremerton Dock Improvements/Rail Lift/Emerg. Intercom                                     | 70,241            |                  |                  | 280,964           |          |                  |                  |                  | 351,205           |
| Alt. Analysis for Seattle Terminal  | 92,000            |                  |                  |                   |          |                  |                  |                  | 92,000            |
| Seattle Terminal PE (environmental only likely)   | 1,075,000         | 2,500,000        |                  |                   |          |                  |                  |                  | 3,575,000         |
| Southworth Terminal Redevelopment (WSF Partner)   | 853,804           |                  |                  |                   |          |                  | 2,250,000        |                  | 3,103,804         |
| Southworth Parking Lot Changes  | 900,000           |                  |                  |                   |          |                  |                  |                  | 900,000           |
| POF System PM (Vessel & Terminal) -POIT Electrical, RP1 Impellers, Waterman Spare Props., | -                 |                  | 771,019          |                   |          |                  |                  |                  | 771,019           |
| Breakwater at Port Orchard Marina (Partnership)   | 1,000,000         |                  |                  |                   |          |                  |                  |                  | 1,000,000         |
| Annapolis Environmental Study   | 150,000           |                  |                  |                   |          |                  |                  |                  | 150,000           |
| Marine Wharehouse Updates   | 35,000            |                  |                  |                   |          |                  |                  |                  | 35,000            |
| Mooring Dock Alt. Analysis, Purchase & Improvements                                       | 4,999,835         |                  |                  |                   |          |                  |                  |                  | 4,999,835         |
| Marine Maintenance Fac. (Locate, ROW & Concept. Design)                                   | 1,500,000         |                  |                  |                   |          |                  |                  |                  | 1,500,000         |
| Marine Maintenance Fac. PE & Design (Grant Ask)   | -                 |                  |                  |                   |          | 3,000,000        |                  |                  | 3,000,000         |
| Seattle Docking Facility (Match Only)   | 3,500,000         |                  |                  |                   |          |                  |                  |                  | 3,500,000         |
| <b>Ferry Tools &amp; Equipment</b>  | -                 |                  |                  |                   |          |                  |                  |                  | -                 |
| Flatbed Truck   | 70,000            |                  |                  |                   |          |                  |                  |                  | 70,000            |
| Marine Specialty Tools  | 20,000            |                  |                  |                   |          |                  |                  |                  | 20,000            |
| <b>Ferry Fund Total</b>   | <b>24,382,196</b> | <b>4,606,777</b> | <b>1,344,989</b> | <b>10,603,475</b> | <b>-</b> | <b>4,484,460</b> | <b>2,250,000</b> | <b>6,500,000</b> | <b>54,171,897</b> |



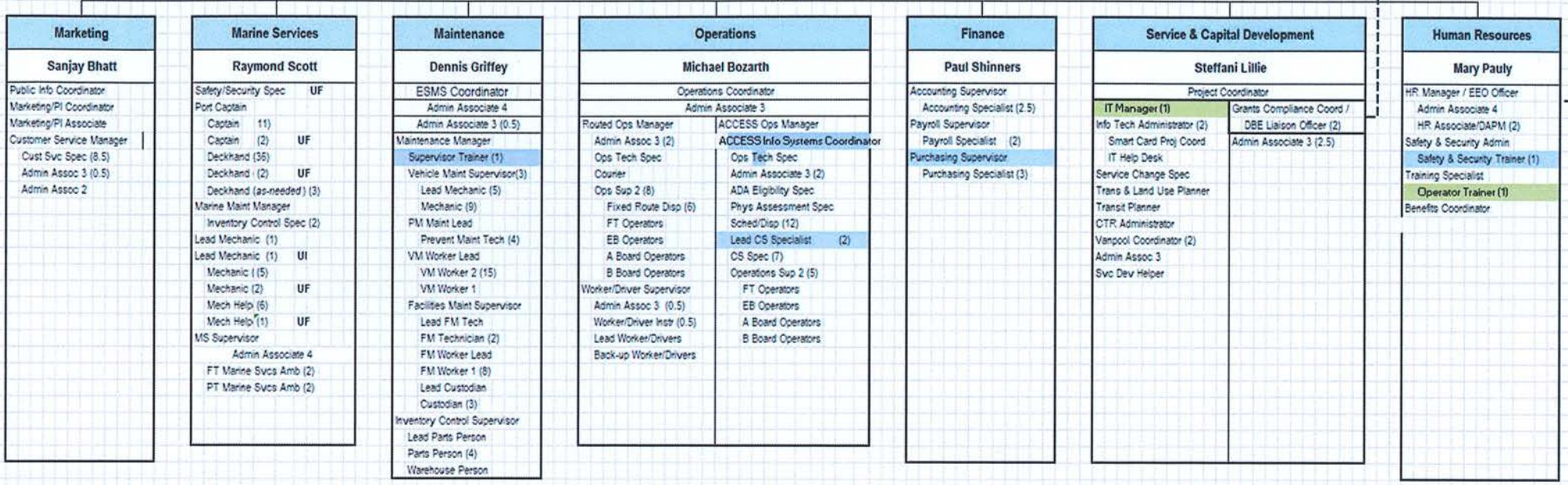
# Exhibit C Kitsap Transit Structure and Staffing Chart

**KITSAP TRANSIT BOARD OF COMMISSIONERS (Nine voting & 10 total)**  
 Three Kitsap County Commissioners, City of Bremerton Mayor and one Bremerton Council Member,  
 Mayors of Port Orchard, Poulsbo and Bainbridge Island and an at-large member from one of these cities, and  
 one non-voting labor unions' representative.



New Positions

Position Reclass



## Exhibit D

### Non-Represented Employee Group Salary Schedule – Effective January 1, 2023

| Occupational Job Classes   | Salary Range | Proposed 2023 Non-Rep Salary Schedule |          |          |          |          |          |          | Longevity Premium<br>(wage may vary based on employee's current step) |          |          |
|--|--------------|---------------------------------------|----------|----------|----------|----------|----------|----------|---|----------|----------|
|  |              | Step 1                                | Step 2   | Step 3   | Step 4   | Step 5   | Step 6   | Step 7   | 15 years  | 20 years | 25 years |
| Courier  |              | 38160.20                              | 40004.03 | 42034.57 | 44181.81 | 46492.43 | 48803.05 | 51300.38 |   |          |          |
|  | Monthly      | 3180.02                               | 3333.67  | 3502.88  | 3681.82  | 3874.37  | 4066.92  | 4275.03  | 52326.39  | 53352.40 | 55404.41 |
|  | Hourly       | 18.35                                 | 19.23    | 20.21    | 21.24    | 22.35    | 23.46    | 24.66    | 25.16   | 25.65    | 26.64    |
|  |              | 39117.13                              | 41054.31 | 43108.19 | 45302.11 | 47636.07 | 49993.37 | 52537.38 |   |          |          |
|  | Monthly      | 3259.76                               | 3421.19  | 3592.35  | 3775.18  | 3969.67  | 4166.11  | 4378.11  | 53588.13  | 54638.87 | 56740.37 |
|  | Hourly       | 18.81                                 | 19.74    | 20.73    | 21.78    | 22.90    | 24.04    | 25.26    | 25.76   | 26.27    | 27.28    |
|  |              | 40004.03                              | 42034.57 | 44181.81 | 46492.43 | 48803.05 | 51300.38 | 53821.06 |   |          |          |
|  | Monthly      | 3333.67                               | 3502.88  | 3681.82  | 3874.37  | 4066.92  | 4275.03  | 4485.09  | 54897.48  | 55973.90 | 58126.74 |
|  | Hourly       | 19.23                                 | 20.21    | 21.24    | 22.35    | 23.46    | 24.66    | 25.88    | 26.39   | 26.91    | 27.95    |
|  |              | 41054.31                              | 43108.19 | 45302.11 | 47636.07 | 49993.37 | 52537.38 | 55198.09 |   |          |          |
|  | Monthly      | 3421.19                               | 3592.35  | 3775.18  | 3969.67  | 4166.11  | 4378.11  | 4599.84  | 56302.05  | 57406.01 | 59613.94 |
|  | Hourly       | 19.74                                 | 20.73    | 21.78    | 22.90    | 24.04    | 25.26    | 26.54    | 27.07   | 27.60    | 28.66    |
|  |              | 0.00                                  | 0.00     | 0.00     | 0.00     | 0.00     | 0.00     | 0.00     |   |          |          |
|  | Monthly      | 42034.57                              | 44181.81 | 46492.43 | 48803.05 | 51300.38 | 53821.06 | 56598.47 | 57730.43  | 58862.40 | 61126.34 |
|  | Hourly       | 20.21                                 | 21.24    | 22.35    | 23.46    | 24.66    | 25.88    | 27.21    | 27.76   | 28.30    | 29.39    |
|  |              | 43108.19                              | 45302.11 | 47636.07 | 49993.37 | 52537.38 | 55198.09 | 57975.50 |   |          |          |
|  | Monthly      | 3592.35                               | 3775.18  | 3969.67  | 4166.11  | 4378.11  | 4599.84  | 4831.29  | 59135.01  | 60294.52 | 62613.54 |
|  | Hourly       | 20.73                                 | 21.78    | 22.90    | 24.04    | 25.26    | 26.54    | 27.87    | 28.43   | 28.99    | 30.10    |
|  |              | 44181.81                              | 46492.43 | 48803.05 | 51300.38 | 53821.06 | 56598.47 | 59422.55 |   |          |          |
|  | Monthly      | 3681.82                               | 3874.37  | 4066.92  | 4275.03  | 4485.09  | 4716.54  | 4951.88  | 60611.00  | 61799.46 | 64176.36 |
|  | Hourly       | 21.24                                 | 22.35    | 23.46    | 24.66    | 25.88    | 27.21    | 28.57    | 29.14   | 29.71    | 30.85    |
|  |              | 45302.11                              | 47636.07 | 49993.37 | 52537.38 | 55198.09 | 57975.50 | 60939.63 |   |          |          |
|  | Monthly      | 3775.18                               | 3969.67  | 4166.11  | 4378.11  | 4599.84  | 4831.29  | 5078.30  | 62158.42  | 63377.21 | 65814.80 |
|  | Hourly       | 21.78                                 | 22.90    | 24.04    | 25.26    | 26.54    | 27.87    | 29.30    | 29.88   | 30.47    | 31.64    |
|  |              | 46492.43                              | 48803.05 | 51300.38 | 53821.06 | 56598.47 | 59422.55 | 62503.38 |   |          |          |
|  | Monthly      | 3874.37                               | 4066.92  | 4275.03  | 4485.09  | 4716.54  | 4951.88  | 5208.61  | 63753.45  | 65003.51 | 67503.65 |
|  | Hourly       | 22.35                                 | 23.46    | 24.66    | 25.88    | 27.21    | 28.57    | 30.05    | 30.65   | 31.25    | 32.45    |
|  |              | 47636.07                              | 49993.37 | 52537.38 | 55198.09 | 57975.50 | 60939.63 | 64043.79 |   |          |          |
|  | Monthly      | 3969.67                               | 4166.11  | 4378.11  | 4599.84  | 4831.29  | 5078.30  | 5336.98  | 65324.67  | 66605.54 | 69167.29 |
|  | Hourly       | 22.90                                 | 24.04    | 25.26    | 26.54    | 27.87    | 29.30    | 30.79    | 31.41   | 32.02    | 33.25    |
| Administrative Associate 2<br>Customer Service Specialist                            |              | 48803.05                              | 51300.38 | 53821.06 | 56598.47 | 59422.55 | 62503.38 | 65654.22 |   |          |          |
|  | Monthly      | 4066.92                               | 4275.03  | 4485.09  | 4716.54  | 4951.88  | 5208.61  | 5471.18  | 66967.30  | 68280.39 | 70906.56 |
|  | Hourly       | 23.46                                 | 24.66    | 25.88    | 27.21    | 28.57    | 30.05    | 31.56    | 32.20   | 32.83    | 34.09    |
|  |              | 49993.37                              | 52537.38 | 55198.09 | 57975.50 | 60939.63 | 64043.79 | 67287.99 |   |          |          |
|  | Monthly      | 4166.11                               | 4378.11  | 4599.84  | 4831.29  | 5078.30  | 5336.98  | 5607.33  | 68633.75  | 69979.51 | 72671.03 |
|  | Hourly       | 24.04                                 | 25.26    | 26.54    | 27.87    | 29.30    | 30.79    | 32.35    | 33.00   | 33.64    | 34.94    |
|  |              | 51300.38                              | 53821.06 | 56598.47 | 59422.55 | 62503.38 | 65654.22 | 68898.42 |   |          |          |
|  | Monthly      | 4275.03                               | 4485.09  | 4716.54  | 4951.88  | 5208.61  | 5471.18  | 5741.54  | 70276.39  | 71654.36 | 74410.29 |
|  | Hourly       | 24.66                                 | 25.88    | 27.21    | 28.57    | 30.05    | 31.56    | 33.12    | 33.79   | 34.45    | 35.77    |
| Administrative Associate 3<br>Marine Services Ambassador<br>Worker Driver Instructor |              | 52537.38                              | 55198.09 | 57975.50 | 60939.63 | 64043.79 | 67287.99 | 70672.23 |   |          |          |
|  | Monthly      | 4378.11                               | 4599.84  | 4831.29  | 5078.30  | 5336.98  | 5607.33  | 5889.35  | 72085.67  | 73499.12 | 76326.01 |
|  | Hourly       | 25.26                                 | 26.54    | 27.87    | 29.30    | 30.79    | 32.35    | 33.98    | 34.66   | 35.34    | 36.70    |
| Lead Customer Service Specialist   |              | 53821.06                              | 56598.47 | 59422.55 | 62503.38 | 65654.22 | 68898.42 | 72422.70 |   |          |          |
|  | Monthly      | 4485.09                               | 4716.54  | 4951.88  | 5208.61  | 5471.18  | 5741.54  | 6035.22  | 73871.15  | 75319.60 | 78216.51 |
|  | Hourly       | 25.88                                 | 27.21    | 28.57    | 30.05    | 31.56    | 33.12    | 34.82    | 35.51   | 36.21    | 37.60    |
|  |              | 55198.09                              | 57975.50 | 60939.63 | 64043.79 | 67287.99 | 70672.23 | 74243.18 |   |          |          |
|  | Monthly      | 4599.84                               | 4831.29  | 5078.30  | 5336.98  | 5607.33  | 5889.35  | 6186.93  | 75728.05  | 77212.91 | 80182.64 |
|  | Hourly       | 26.54                                 | 27.87    | 29.30    | 30.79    | 32.35    | 33.98    | 35.69    | 36.41   | 37.12    | 38.55    |



## Exhibit D

### Non-Represented Employee Group Salary Schedule – Effective January 1, 2023 (Cont.)

| Occupational Job Classes  | Salary Range | Proposed 2023 Non-Rep Salary Schedule |           |           |           |           |           |           | Longevity Premium<br>(wage may vary based on employee's current step) |           |           |
|---|--------------|---------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|---|-----------|-----------|
|   |              | Step 1                                | Step 2    | Step 3    | Step 4    | Step 5    | Step 6    | Step 7    | 15 years  | 20 years  | 25 years  |
|   |              |                                       |           |           |           |           |           |           |   |           |           |
| ESMS Coordinator  | 32           | 81921.90                              | 86099.69  | 90440.85  | 95038.74  | 99846.70  | 104888.04 | 110232.81 | 112437.46   | 114642.12 | 119051.43 |
|   | Monthly      | 6826.83                               | 7174.97   | 7536.74   | 7919.90   | 8320.56   | 8740.67   | 9186.07   | 9369.79   | 9553.51   | 9920.95   |
|   | Hourly       | 39.39                                 | 41.39     | 43.48     | 45.69     | 48.00     | 50.43     | 53.00     | 54.06   | 55.12     | 57.24     |
| Purchasing Coordinator  | 33           | 83999.12                              | 88246.93  | 92704.79  | 97396.04  | 102344.03 | 107502.08 | 112963.54 | 115222.81   | 117482.08 | 122000.62 |
|   | Monthly      | 6999.93                               | 7353.91   | 7725.40   | 8116.34   | 8528.67   | 8958.51   | 9413.63   | 9601.90   | 9790.17   | 10166.72  |
|   | Hourly       | 40.38                                 | 42.43     | 44.57     | 46.83     | 49.20     | 51.68     | 54.31     | 55.40   | 56.48     | 58.65     |
| Inventory Control Supervisor<br>Worker Driver Supervisor  | 34           | 86099.69                              | 90440.85  | 95038.74  | 99846.70  | 104888.04 | 110232.81 | 115764.28 | 118079.57   | 120394.86 | 125025.43 |
|   | Monthly      | 7174.97                               | 7536.74   | 7919.90   | 8320.56   | 8740.67   | 9186.07   | 9647.02   | 9839.96   | 10032.90  | 10418.79  |
|   | Hourly       | 41.39                                 | 43.48     | 45.69     | 48.00     | 50.43     | 53.00     | 55.66     | 56.77   | 57.88     | 60.11     |
| Customer Service Manager<br>Grants & Compliance Coordinator<br>Transit Planner                              | 35           | 88246.93                              | 92704.79  | 97396.04  | 102344.03 | 107502.08 | 112963.54 | 118658.39 | 121031.56   | 123404.73 | 128151.06 |
|   | Monthly      | 7353.91                               | 7725.40   | 8116.34   | 8528.67   | 8958.51   | 9413.63   | 9888.20   | 10085.96  | 10283.73  | 10679.26  |
|   | Hourly       | 42.43                                 | 44.57     | 46.83     | 49.20     | 51.68     | 54.31     | 57.05     | 58.19   | 59.33     | 61.61     |
| Payroll Supervisor<br>Service Change Specialist<br>Purchasing Supervisor - Re-class                         | 36           | 90440.85                              | 95038.74  | 99846.70  | 104888.04 | 110232.81 | 115764.28 | 121645.86 | 124078.77   | 126511.69 | 131377.53 |
|   | Monthly      | 7536.74                               | 7919.90   | 8320.56   | 8740.67   | 9186.07   | 9647.02   | 10137.15  | 10339.90  | 10542.64  | 10948.13  |
|   | Hourly       | 43.48                                 | 45.69     | 48.00     | 50.43     | 53.00     | 55.66     | 58.48     | 59.65   | 60.82     | 63.16     |
| Info Technology Administrator<br>Safety & Security Training Admin<br>Transportation & Land Use Planner      | 37           | 92704.79                              | 97396.04  | 102344.03 | 107502.08 | 112963.54 | 118658.39 | 124680.00 | 127173.60   | 129667.20 | 134654.40 |
|   | Monthly      | 7725.40                               | 8116.34   | 8528.67   | 8958.51   | 9413.63   | 9888.20   | 10390.00  | 10597.80  | 10805.60  | 11221.20  |
|   | Hourly       | 44.57                                 | 46.83     | 49.20     | 51.68     | 54.31     | 57.05     | 59.94     | 61.14   | 62.34     | 64.74     |
| Vehicle Maintenance Supervisor Trainer  | 38           | 95038.74                              | 99846.70  | 104888.04 | 110232.81 | 115764.28 | 121645.86 | 127830.84 | 130387.46   | 132944.08 | 138057.31 |
|   | Monthly      | 7919.90                               | 8320.56   | 8740.67   | 9186.07   | 9647.02   | 10137.15  | 10652.57  | 10865.62  | 11078.67  | 11504.78  |
|   | Hourly       | 45.69                                 | 48.00     | 50.43     | 53.00     | 55.66     | 58.48     | 61.46     | 62.69   | 63.92     | 66.37     |
| Accounting Supervisor<br>Marine Mechanic<br>Human Resources Manager   | 39           | 97396.04                              | 102344.03 | 107502.08 | 112963.54 | 118658.39 | 124680.00 | 130981.69 | 133601.32   | 136220.95 | 141460.22 |
|   | Monthly      | 8116.34                               | 8528.67   | 8958.51   | 9413.63   | 9888.20   | 10390.00  | 10915.14  | 11133.44  | 11351.75  | 11788.35  |
|   | Hourly       | 46.83                                 | 49.20     | 51.68     | 54.31     | 57.05     | 59.94     | 62.97     | 64.23   | 65.49     | 68.01     |
|   | 40           | 99846.70                              | 104888.04 | 110232.81 | 115764.28 | 121645.86 | 127830.84 | 134272.57 | 136958.02   | 139643.47 | 145014.37 |
|   | Monthly      | 8320.56                               | 8740.67   | 9186.07   | 9647.02   | 10137.15  | 10652.57  | 11189.38  | 11413.17  | 11636.96  | 12084.53  |
|   | Hourly       | 48.00                                 | 50.43     | 53.00     | 55.66     | 58.48     | 61.46     | 64.55     | 65.85   | 67.14     | 69.72     |
| Lead Marine Mechanic  | 41           | 102344.03                             | 107502.08 | 112963.54 | 118658.39 | 124680.00 | 130981.69 | 137656.80 | 140409.94   | 143163.08 | 148669.35 |
|   | Monthly      | 8528.67                               | 8958.51   | 9413.63   | 9888.20   | 10390.00  | 10915.14  | 11471.40  | 11700.83  | 11930.26  | 12389.11  |
|   | Hourly       | 49.20                                 | 51.68     | 54.31     | 57.05     | 59.94     | 62.97     | 66.18     | 67.50   | 68.83     | 71.48     |
| Captain   | 42           | 104888.04                             | 110232.81 | 115764.28 | 121622.52 | 127854.18 | 134249.23 | 141041.04 | 143861.86   | 146682.68 | 152324.33 |
|   | Monthly      | 8740.67                               | 9186.07   | 9647.02   | 10135.21  | 10654.52  | 11187.44  | 11753.42  | 11988.49  | 12223.56  | 12693.69  |
|   | Hourly       | 50.43                                 | 53.00     | 55.66     | 58.47     | 61.47     | 64.54     | 67.81     | 69.16   | 70.52     | 73.23     |
|   | 43           | 107502.08                             | 112963.54 | 118658.39 | 124656.66 | 130981.69 | 137656.80 | 144588.66 | 147480.43   | 150372.20 | 156155.75 |
|   | Monthly      | 8958.51                               | 9413.63   | 9888.20   | 10388.06  | 10915.14  | 11471.40  | 12049.05  | 12290.04  | 12531.02  | 13012.98  |
|   | Hourly       | 51.68                                 | 54.31     | 57.05     | 59.93     | 62.97     | 66.18     | 69.51     | 70.90   | 72.29     | 75.07     |
| ACCESS Operations Manager<br>Maintenance Manager<br>Marine Maintenance Manager<br>Routed Operations Manager | 44           | 110232.81                             | 115764.28 | 121645.86 | 127830.84 | 134272.57 | 141041.04 | 148206.29 | 151170.42   | 154134.54 | 160062.79 |
|   | Monthly      | 9186.07                               | 9647.02   | 10137.15  | 10652.57  | 11189.38  | 11753.42  | 12350.52  | 12597.53  | 12844.55  | 13338.57  |
|   | Hourly       | 53.00                                 | 55.66     | 58.48     | 61.46     | 64.55     | 67.81     | 71.25     | 72.68   | 74.10     | 76.95     |
|   | 45           | 112963.54                             | 118658.39 | 124680.00 | 130981.69 | 137656.80 | 144565.32 | 151893.94 | 154931.82   | 157969.70 | 164045.46 |
|   | Monthly      | 9413.63                               | 9888.20   | 10390.00  | 10915.14  | 11471.40  | 12047.11  | 12657.83  | 12910.99  | 13164.14  | 13670.45  |
|   | Hourly       | 54.31                                 | 57.05     | 59.94     | 62.97     | 66.18     | 69.50     | 73.03     | 74.49   | 75.95     | 78.87     |
| Port Captain<br>IT Manager - New  | 46           | 115764.28                             | 121645.86 | 127830.84 | 134272.57 | 141041.04 | 148206.29 | 155698.29 | 158812.26   | 161926.23 | 168154.16 |
|   | Monthly      | 9647.02                               | 10137.15  | 10652.57  | 11189.38  | 11753.42  | 12350.52  | 12974.86  | 13234.36  | 13493.85  | 14012.85  |
|   | Hourly       | 55.66                                 | 58.48     | 61.46     | 64.55     | 67.81     | 71.25     | 74.85     | 76.35   | 77.85     | 80.84     |
|   | 47           | 118658.39                             | 124680.00 | 130981.69 | 137656.80 | 144565.32 | 151893.94 | 159572.66 | 162764.12   | 165955.57 | 172338.48 |
|   | Monthly      | 9888.20                               | 10390.00  | 10915.14  | 11471.40  | 12047.11  | 12657.83  | 13297.72  | 13563.68  | 13829.63  | 14361.54  |
|   | Hourly       | 57.05                                 | 59.94     | 62.97     | 66.18     | 69.50     | 73.03     | 76.72     | 78.25   | 79.79     | 82.86     |

## Exhibit D

### Non-Represented Employee Group Salary Schedule – Effective January 1, 2023 (Cont.)

| Occupational Job Classes            | Salary Range | Proposed 2023 Non-Rep Salary Schedule |           |           |           |           |           |           | Longevity Premium<br>(wage may vary based on employee's current step) |           |           |           |
|-------------------------------------|--------------|---------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|---|-----------|-----------|-----------|
|                                     |              | Step 1                                | Step 2    | Step 3    | Step 4    | Step 5    | Step 6    | Step 7    | 15 years  | 20 years  | 25 years  |           |
|                                     | <b>48</b>    | 121645.86                             | 127830.84 | 134272.57 | 141041.04 | 148206.29 | 155698.29 | 163563.73 | 166835.00   | 170106.28 | 176648.83 |           |
|                                     | Monthly      | 10137.15                              | 10652.57  | 11189.38  | 11753.42  | 12350.52  | 12974.86  | 13630.31  | 13902.92  | 14175.52  | 14720.74  |           |
|                                     | Hourly       | 58.48                                 | 61.46     | 64.55     | 67.81     | 71.25     | 74.85     | 78.64     | 80.21   | 81.78     | 84.93     |           |
|                                     | <b>49</b>    | 124680.00                             | 130981.69 | 137656.80 | 144565.32 | 151893.94 | 159572.66 | 167648.16 | 171001.12   | 174354.08 | 181060.01 |           |
|                                     | Monthly      | 10390.00                              | 10915.14  | 11471.40  | 12047.11  | 12657.83  | 13297.72  | 13970.68  | 14250.09  | 14529.51  | 15088.33  |           |
|                                     | Hourly       | 59.94                                 | 62.97     | 66.18     | 69.50     | 73.03     | 76.72     | 80.60     | 82.21   | 83.82     | 87.05     |           |
| Human Resources Director            | <b>50</b>    | 127830.84                             | 134272.57 | 141041.04 | 148206.29 | 155698.29 | 163563.73 | 171825.94 | 175262.46   | 178698.98 | 185572.01 |           |
| Marketing & Public Info Director    |              | Monthly                               | 10652.57  | 11189.38  | 11753.42  | 12350.52  | 12974.86  | 13630.31  | 14318.83  | 14605.20  | 14891.58  | 15464.33  |
| Serv & Cap Development Director     | Hourly       | 61.46                                 | 64.55     | 67.81     | 71.25     | 74.85     | 78.64     | 82.61     | 84.26   | 85.91     | 89.22     |           |
|                                     | <b>51</b>    | 130981.69                             | 137656.80 | 144565.32 | 151893.94 | 159572.66 | 167648.16 | 176167.10 | 179690.44   | 183213.78 | 190260.47 |           |
|                                     | Monthly      | 10915.14                              | 11471.40  | 12047.11  | 12657.83  | 13297.72  | 13970.68  | 14680.59  | 14974.20  | 15267.82  | 15855.04  |           |
|                                     | Hourly       | 62.97                                 | 66.18     | 69.50     | 73.03     | 76.72     | 80.60     | 84.70     | 86.39   | 88.08     | 91.47     |           |
| Finance Director                    | <b>52</b>    | 134272.57                             | 141041.04 | 148206.29 | 155698.29 | 163563.73 | 171825.94 | 180554.94 | 184166.04   | 187777.14 | 194999.34 |           |
| Marine Services Director            |              | Monthly                               | 11189.38  | 11753.42  | 12350.52  | 12974.86  | 13630.31  | 14318.83  | 15046.24  | 15347.17  | 15648.09  | 16249.94  |
| Operations Director                 | Hourly       | 64.55                                 | 67.81     | 71.25     | 74.85     | 78.64     | 82.61     | 86.81     | 88.54   | 90.28     | 93.75     |           |
| Vehicle & Facilities Maint Director |              | <b>53</b>                             | 137656.80 | 144588.66 | 151893.94 | 159572.66 | 167624.82 | 176143.76 | 185082.82   | 188784.47 | 192486.13 | 199889.44 |
| Monthly                             |              | 11471.40                              | 12049.05  | 12657.83  | 13297.72  | 13968.73  | 14678.65  | 15423.57  | 15732.04  | 16040.51  | 16657.45  |           |
| Hourly                              |              | 66.18                                 | 69.51     | 73.03     | 76.72     | 80.59     | 84.68     | 88.98     | 90.76   | 92.54     | 96.10     |           |
|                                     | <b>54</b>    | 141041.04                             | 148206.29 | 155698.29 | 163563.73 | 171825.94 | 180554.94 | 189704.05 | 193498.13   | 197292.21 | 204880.38 |           |
|                                     | Monthly      | 11753.42                              | 12350.52  | 12974.86  | 13630.31  | 14318.83  | 15046.24  | 15808.67  | 16124.84  | 16441.02  | 17073.36  |           |
|                                     | Hourly       | 67.81                                 | 71.25     | 74.85     | 78.64     | 82.61     | 86.81     | 91.20     | 93.03   | 94.85     | 98.50     |           |
|                                     | <b>55</b>    | 144565.32                             | 151893.94 | 159572.66 | 167648.16 | 176167.10 | 185059.48 | 194441.99 | 198330.83   | 202219.67 | 209997.34 |           |
|                                     | Monthly      | 12047.11                              | 12657.83  | 13297.72  | 13970.68  | 14680.59  | 15421.62  | 16203.50  | 16527.57  | 16851.64  | 17499.78  |           |
|                                     | Hourly       | 69.50                                 | 73.03     | 76.72     | 80.60     | 84.70     | 88.97     | 93.48     | 95.35   | 97.22     | 100.96    |           |
|                                     | <b>56</b>    | 148206.29                             | 155698.29 | 163563.73 | 171825.94 | 180554.94 | 189704.05 | 199296.62 | 203282.55   | 207268.48 | 215240.35 |           |
|                                     | Monthly      | 12350.52                              | 12974.86  | 13630.31  | 14318.83  | 15046.24  | 15808.67  | 16608.05  | 16940.21  | 17272.37  | 17936.70  |           |
|                                     | Hourly       | 71.25                                 | 74.85     | 78.64     | 82.61     | 86.81     | 91.20     | 95.82     | 97.73   | 99.65     | 103.48    |           |
|                                     | <b>57</b>    | 151893.94                             | 159572.66 | 167648.16 | 176167.10 | 185059.48 | 194441.99 | 204291.29 | 208377.11   | 212462.94 | 220634.59 |           |
|                                     | Monthly      | 12657.83                              | 13297.72  | 13970.68  | 14680.59  | 15421.62  | 16203.50  | 17024.27  | 17364.76  | 17705.24  | 18386.22  |           |
|                                     | Hourly       | 73.03                                 | 76.72     | 80.60     | 84.70     | 88.97     | 93.48     | 98.22     | 100.18  | 102.15    | 106.07    |           |
|                                     | <b>58</b>    | 155698.29                             | 163563.73 | 171825.94 | 180554.94 | 189704.05 | 199296.62 | 209262.62 | 213447.87   | 217633.12 | 226003.62 |           |
|                                     | Monthly      | 12974.86                              | 13630.31  | 14318.83  | 15046.24  | 15808.67  | 16608.05  | 17438.55  | 17787.32  | 18136.09  | 18833.64  |           |
|                                     | Hourly       | 74.85                                 | 78.64     | 82.61     | 86.81     | 91.20     | 95.82     | 100.61    | 102.62  | 104.63    | 108.66    |           |
|                                     | <b>59</b>    | 159572.66                             | 167648.16 | 176167.10 | 185059.48 | 194441.99 | 204291.29 | 214514.02 | 218804.30   | 223094.58 | 231675.14 |           |
|                                     | Monthly      | 13297.72                              | 13970.68  | 14680.59  | 15421.62  | 16203.50  | 17024.27  | 17876.17  | 18233.69  | 18591.21  | 19306.26  |           |
|                                     | Hourly       | 76.72                                 | 80.60     | 84.70     | 88.97     | 93.48     | 98.22     | 103.13    | 105.19  | 107.26    | 111.38    |           |
|                                     | <b>60</b>    | 163563.73                             | 171825.94 | 180554.94 | 189704.05 | 199296.62 | 209262.62 | 219695.40 | 224089.31   | 228483.22 | 237271.04 |           |
|                                     | Monthly      | 13630.31                              | 14318.83  | 15046.24  | 15808.67  | 16608.05  | 17438.55  | 18307.95  | 18674.11  | 19040.27  | 19772.59  |           |
|                                     | Hourly       | 78.64                                 | 82.61     | 86.81     | 91.20     | 95.82     | 100.61    | 105.62    | 107.74  | 109.85    | 114.07    |           |
|                                     | <b>61</b>    | 167652.82                             | 176121.59 | 185068.81 | 194446.65 | 204279.03 | 214494.18 | 225187.79 | 229691.55   | 234195.30 | 243202.81 |           |
|                                     | Monthly      | 13971.07                              | 14676.80  | 15422.40  | 16203.89  | 17023.25  | 17874.52  | 18765.65  | 19140.96  | 19516.28  | 20266.90  |           |
|                                     | Hourly       | 80.60                                 | 84.67     | 88.98     | 93.48     | 98.21     | 103.12    | 108.26    | 110.43  | 112.59    | 116.92    |           |
| Executive Director                  | <b>62</b>    | 171844.14                             | 180524.63 | 189695.53 | 199307.82 | 209386.01 | 219856.53 | 230817.48 | 235433.83   | 240050.18 | 249282.88 |           |
| Monthly                             |              | 14320.35                              | 15043.72  | 15807.96  | 16608.99  | 17448.83  | 18321.38  | 19234.79  | 19619.49  | 20004.18  | 20773.57  |           |
|                                     | Hourly       | 82.62                                 | 86.79     | 91.20     | 95.82     | 100.67    | 105.70    | 110.97    | 113.19  | 115.41    | 119.85    |           |