



Inter-Island Ferry Authority

Board of Directors

Regular Meeting Agenda

Date: September 24 2026

Time: 10 am

Location: Craig City Hall & By Teleconference

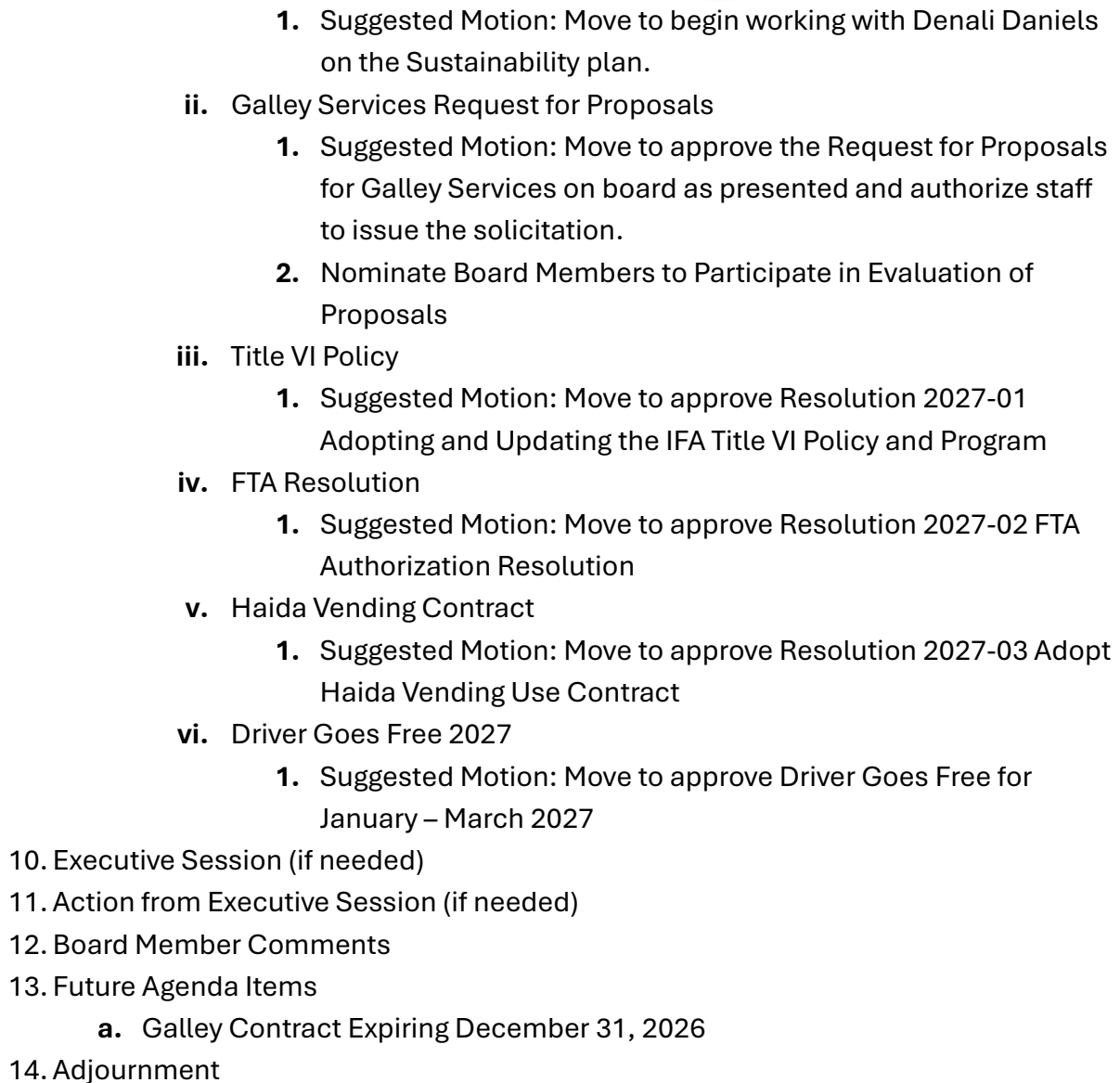
Microsoft Teams Information: Meeting ID: 262 384 378 334 263 Passcode: vi6PE9gm

Meeting Link:

<https://teams.microsoft.com/meet/262384378334263?p=WTd7U67QRc0ugCedKd>

AGENDA

1. Call to Order
2. Roll Call
 - Board Members, Staff, Public
3. Approval of Agenda
4. Approval of Minutes
 - a. June 24, 2026 Regular Meeting Minutes
5. Public Comment
6. Correspondence
7. Reports
 - a. General Manager
 - b. Finance/HR Manager
 - i. Membership Usage Update
 - ii. Employee Surveys
 1. Employee Satisfaction – August 2026
 2. Employee Wellbeing – September 2026
8. Unfinished Business
 - a. Curtis Brown Lifetime Travel
9. New Business
 - a. Discussion Items
 - i. Strategic Plan from Denali Daniels
 - ii. Reviewing Sustainability Plan proposal
 - b. Action Items
 - i. Sustainability Plan



To: Inter-Island Ferry Authority Board of Directors
From: Ron Curtis - General Manager
Subject: Q1 Update

1. Funding Status –
 - a. CDS (Congressional Designated Spending) – Our request for life saving equipment in the amount of 1.575M is in process.
 - b. STIP - Our STIP number for FY'27 - FY'30 is currently \$19,962,500. The Inter-Island Ferry is under STIP identifier number 30729 (Also Attached). This is the proposed number as the STIP is currently in the public comment period. If you wish to comment, you can do so at; <https://dot.alaska.gov/links/pdp/> or by email at; dot.stip@alaska.gov. We were also able to get an administrative increase to our current Federal project on the Prince of Wales.
 - c. We are going to use grant money the Denali Commission approved to purchase the life saving equipment for both boats.
 - d. We were given a 250K Grant during the Legislative special session. I want to thank Rep. Jeremy Bynum of Ketchikan and Bert Stedman for understanding the importance of our service and spearheading this effort.
 - e. Chrissy was also able to secure additional 5311 transportation funding.
2. SE Conference –SE conference Annual meeting is scheduled to take place September 29 – October 1, in Ketchikan. I am currently scheduled to attend.
3. Transportation committee and RPO (Regional Planning Organization). I attended the Transportation/RPO meeting on 8-19. Board members were elected at this meeting. This is a Federally recognized committee.
4. General Update – Calendar year 2026 until the end of August. Passenger ridership is 99% of 2025 numbers. Vehicle transport is 96% of 2025 numbers. Ticket Revenue is 97% of 2025 numbers. Ridership for July, August (Q1) was down 2% from 2025 numbers, Vehicles transported was down 7% and Ticket Revenue was down 4%.
5. Operating Status – We are currently running 7 days a week between HYL and KTN. We will be servicing Metlakatla for 15 days beginning 9-4 and ending 10-12. We will be running a total of 19 days.
6. M/V Stikine status – Currently in revenue service.
7. MV Prince of Wales Status – Currently on Federal project for Passenger accommodation refurbishment, Shafting, Pitch control and other upgrades. The POW should be available to enter back into revenue service at the end of November, 2026. See the attached detailed report.
8. Terminals – We had a new Starlink system installed at the Hollis Terminal to improve internet reliability for phone service and reservations. We are still experiencing technical difficulties in going live with the Starlink system. Kiya Cheney resigned.
9. Staffing –Andy Muers has been hired as an on-call relief deckhand. Brad Crayne has been re-hired as a relief Captain and Hank Rambosek re-hired as a relief Engineer/Deckhand.

10. Coffman Cove – We are continuing to pursue the Berthing of our layby ship in Coffman Cove. The State DOT has approved this, but we are still working through details. A formal proposal was sent to the City of Coffman Cove on 8-19. This will not save us any money, it is about break even. The primary advantage of this is having both boats and all employees on POW, accessible by road system. This was not A TOPIC AT THE LAST City Council meeting in Coffman Cove. They tabled it for a working group.
11. Fuel Expense/Revenue – Fuel expenses are at an all time high. In The difference in Fuel expense from Sept. 2025 to Sept. 2026 is \$2.46 per gallon. As a management team and a BOD, I believe we need to consider some service reductions this Fall and Winter. I also would like the BOD thoughts on continuing the Driver Rides Free promotion.
12. Title VI Plan – The IFA for years has been operating under the State of Alaska’s Title VI Plan. We were informed that we need to have our own plan go forward. The Title 6 plan resolution is on your agenda for a vote.

Respectfully Submitted,
Ron

Coffman Proposal;

August 19, 2026

Mayor Joel Buchanan
City of Coffman Cove

Subject: Former IFA Berth and Warehouse

Honorable Mayor Buchanan and City of Coffman Cove Council,

This letter is to update you, the Council and Community as to the IFA’s current request. I have detailed points we have discussed and documented our current positions. There is plenty of time to negotiate into a formal agreement. As I informed you earlier, the Inter-Island Ferry is desirous of relocating our layby ship and Port Engineering Operations to Coffman Cove. We have numerous upcoming upgrades and inspections on our vessels, that need to be performed in Ketchikan. We would like to take possession of the Shop beginning April 1, 2027 with the Ship arriving at the dock sometime thereafter (not detailed yet but sometime in April).

We are still waiting for a response from the State of Alaska DOT on our findings from the inspection we did on the dock. The findings were as follows;

- 1) All limit switches have been moved from their permanent locations and would need to be re-located.

- 2) Several of the anodes on the dock need to be replaced.
- 3) Four rub plates will need to be re-installed, and several others need new bolts.
- 4) The decking on the open water section of the float is severely rusted, should be blasted and painted.
- 5) We have requested a thorough inspection by the State.

We are interested in using the Berth and Shop/Warehouse. Here are the points pertaining to the City of Coffman Cove;

- 1) We are willing to pay rent in the sum of \$400 per month.
- 2) We would like exclusive use of the dock and shop/warehouse.
- 3) The IFA would assume the insurance on the Dock once it is moored there.
- 4) The IFA would assume insurance on the shop building.
- 5) The IFA would assume the electrical expense for the 2 meters that service the Dock and Shop.
 - a. The IFA understands that the current septic system is powered by the shop with no method to separate, we agree to pay the electrical associated with the septic system.
- 6) The IFA will assume the heating oil expenses for the tank located next to the shop.

Here are the points pertaining to the Arts in the Cove;

- 1) The IFA is willing to provide (1) 20' IFA owned container for storage free of charge for the first year. Arts in the Cove would be responsible for the moving costs of said container from Hollis to Coffman Cove. Thereafter the IFA would like rent in the sum of \$30 per month.
- 2) The IFA will provide access (with IFA staff present) to the Electrical in the shop for plugging in booths for the days of the festival. Access must be coordinated.
- 3) The IFA will donate the electrical that is used by the festival.
- 4) The IFA is okay with the continued use of the storage area located directly in front of the building.

Sincerely,

Ron Curtis
General Manager
Inter-Island Ferry Authority
907.401.3564



Program Deep-Dives

30729 Inter-Island Ferry Authority Ferry Refurbishments

Refurbish Inter-Island Ferry Authority ferries to ensure regulatory compliance and up-to-date ship systems such as hull, deck, machinery, electrical, security, navigation, and passenger accommodations. Projects may purchase, construct, replace, or rehabilitate ferry vessels that can be accommodated by existing facilities.

Place Name	FY27-FY30 Planned Obligations Including ACC	Strategic Investment Area	Work Type
Ketchikan Gateway Borough	\$19,962,500	State of Good Repair Landscape Waterways	Marine Vessel Rehabilitation

Program Obligations (incl. ACC) FY2027-FY2030			Programmed Funding (incl. ACC) FY2027-FY2030		
FY	Phase	Planned Obligation	FY	Fund Source	Programmed
FY27	P0	\$4,168,289	FY27	Ferry Boat Funds	\$2,373,208
FY28	P0	\$2,000,000	FY27	Ferry Boat Funds for Inter-Island Ferry Authority	\$961,423
FY28	ACC	\$4,803,586	FY27	State Match	\$833,658
FY29	P0	\$4,000,000	FY28	Ferry Boat Funds	\$5,413,321
FY30	P0	\$4,990,625	FY28	Ferry Boat Funds for Inter-Island Ferry Authority	\$990,265
			FY28	State Match	\$400,000
			FY29	Ferry Boat Funds	\$2,180,027
			FY29	Ferry Boat Funds for Inter-Island Ferry Authority	\$1,019,973
			FY29	State Match	\$800,000
			FY30	Ferry Boat Funds	\$3,322,186
			FY30	Ferry Boat Funds for Inter-Island Ferry Authority	\$990,553
			FY30	State Match	\$677,886

AC Financing Schedule

Documented Opening AC	AC Authorization FY27-30	ACC Conversion FY27-30	ACC Conversion FY31
\$4,803,586	\$0	\$4,803,586	\$0

AC authorization increases AC; ACC conversion reduces it. ACC is financing and adds no program cost.





IFA Prince of Wales Passenger
Accommodation Upgrades

SFHWY00544_A

M/V Prince of Wales

Weekly Construction Report – No.18

Week Ending: 09/11/2026



Deliverables / Submittals:

All submittals and deliverables are available in Submittal Exchange.

Activated Federal Pay Items:

Tech Section 1A: Administrative Services and Temporary Services: \$516,766.00 (Pay Item is 65% Complete)

- Weekly Progress Meetings – Fridays @ 0900
- The Shipyard is providing Temporary Services to the Vessel per the Contract. The vessel was successfully undocked on 08/12/26 and is now moored pier side at the north end of the JAG shipyard pier. Temporary services have been reconnected.

Tech Section 1B: Towing, Delivery/Redelivery: \$45,554.00 (Pay Item is 50% Complete)

- Vessel towed and drydocked at JAG Shipyard on 05/22/26.

Tech Section 1B: Delivery, Bonding, Insurance, Other Contracting Costs: \$141,262.00 (Pay Item is 83% Complete)

Tech Section 1D: Planning, Scheduling, & Technical Documentation: \$439,636.00 (Pay Item is 15% Complete)

- Technical documentation such as As-Built Plans will be collected at the end of the project.

Section 2: Bow Truster Screen Replacement: \$55,913.00 (Pay Item is 33% Complete)

Section 3: Steering Control: \$212,432.00 (Pay Item is 0% Complete)

Section 4: Fire Detection Control: \$185,801.00 (Pay Item is 0% Complete)

Section 7: Dry Stores Escape Scuttle Removal: \$47,883.00 (Pay Item is 70% Complete)

- The escape scuttle insert has been welded in place. Painting ongoing.

Section 8: Galley Refurbishment: \$333,303.00 (Pay Item is 10% Complete)

- Removals completed.
- OFE Appliances due to arrive in October.

Section 9: Retile Passenger Deck, Stairs, & Bathrooms: \$335,379.00 (Pay Item is 25% Complete)

- Roughly 3 pallets of materials have arrived.

Section 10: Recarpet and Reupholster Chairs in FWD/Reading Lounges: \$380,975.00 (Pay Item is 19% Complete)

- Removals completed. Samples selected and submitted to US Outfitters for order.

Section 11: Stairwell Safety Gate: \$91,518.00 (Pay Item is 8% Complete)

Section 12: Exterior Door Replacement: \$311,114.00 (Pay Item is 12% Complete)

- Removals and protections set-up ongoing. Replacements in production.

Section 14: Sewage Tank Exhaust Fan Installation: \$112,919.00 (Pay Item is 25% Complete)

- JAG is still waiting on working drawings from EBDG.
- Fans ordered.

Section 15: Propulsion Upgrade: \$1,240,443.00 (Pay Item is 20% Complete)

- Shaft repairs completed and shafts have been shipped back to Ketchikan.

Section 644A: Field Office: \$29,266.00 (Pay Item 65% Complete)

- Two offices on the 2nd floor of the assembly building have been assigned and outfitted for the project.

Section 644B: Court Reporter: \$2569.00 (Pay Item 100% Complete)

- Preconstruction Conference took place via Zoom on 06/16/26 from 0900-1000 AKST
- Transcript Delivered

CO-003 Hose McCann Service for PA/GA System: \$37,687.00 (Pay Item is 100% Complete)

CO-004 STBD Patterson Winch Removal & Replacement: \$11,612.00 (Pay Item is 0% Complete)

CO-005 Additional Crane Service for Life Saving Appliances: \$10,376.00 (Pay Item is 40% Complete)

CO-006 EBDG Engineering Solarium Deck Steel Inserts: \$8,050.00 (Pay Item is 100% Complete)

CO-007 Port and STBD Rudder Post Liner Replacement: \$87,048.00 (Pay Item is 100% Complete)

CO-008 Remove & Replace Solarium Lights & Heaters: \$38,540.00 (Pay Item is 50% Complete)

CO-009 Prep & Paint Underwater Hull from Keel to Waterline: \$593,245.00 (Pay Item is 77% Complete)

CO-010 Engineering Services for Sewage Pump Integration: \$7,360.00 (Pay Item is 50% Complete)

CO-011 Grid Cooler Zinc Replacement per CFR-019: \$5,879.19 (Pay Item is 40% Complete)

CO-012 Passenger Deck Bathroom Cladding – Section 9.6.5: \$44,012.00 (Pay Item is 0% Complete)

CO-013 Solarium Deck Inserts and Bulkhead Repairs: \$147,184.00 (Pay Item is 65% Complete)

CO-014 Prep & Paint Passenger Deck Bulkheads and Overheads, Passenger Deck, Boat Deck, Wheelhouse Deck and Forward Mast: \$701,264.00 (Pay Item is 10% Complete)

CO-015 Procurement and Installation of Hose McCann PA/GA Replacement Unit: \$15,411.20 (Pay Item is 50% Complete)

CO-016 Elevator Flooring Retile & Tile Sealant Application: \$17,550.00 (Pay Item is 0% Complete)

CO-017 Sec 4 Fire Control Detection Replacement of Incompatible Isolators and Installation of MX Loop Cards: \$7,460.25 (Pay Item is 0% Complete)

Request for Proposals (RFP) Active/Outstanding

- RFP-07A Sewage Pumps Revised
 - JAG is still waiting on EBDG deliverables prior to issuing CFR.

Condition Found Reports (CFR) – Pending:

- CFR 006 - Prep & Paint Exterior Vessel
 - Item 1 Executed under CO 009.
 - Items 4, 5, 6, 7, & 8 Activated under CO 014.
 - Items 2 & 3 are deferred until Spring 2027 during IFA Overhaul Work.

Change Orders (CO):

- None

AASTOWare Status: US Outfitters has been added to AASHTOWare.

Submittal Exchange: SubEx is active; all parties continue to process submittals through the assigned workflows.

Key Monitoring Items:

Exterior Paint & Nonskid Progress

Further protections have been installed on the vessel in preparation for exterior paint work on the bow and boat deck. JAG reports that the removal of existing nonskid has been more challenging than anticipated. During deck grinding efforts, a growler tooth broke off and struck a forward passenger lounge window, damaging the glass. JAG has coordinated removal of the window and will deliver the frame to Alaska Glass for replacement fabrication. Additional protective coverings to be installed around all windows to prevent recurrence.

During the weekly progress meeting, AMHS/IFA requested JAG's current read on the exterior paint scope and any forecasted risks to completion within the remaining schedule. JAG stated confidence in completing the bow, boat deck, and passenger deck top bulkheads, as well as the mast and pilothouse top. The nonskid on the passenger deck is the primary remaining uncertainty; JAG has assigned dedicated crew and is mobilizing all available efforts. They expect clearer insight by the end of the month. If nonskid removal and replacement must be deferred to

Spring 2027, JAG assured IFA/AMHS that the vessel would not leave the shipyard and return to service in a “rust blooming” condition. Continued monitoring is underway while the team evaluates whether the nonskid work should proceed during this shipyard period or be incorporated into the spring paint items.

Weight Estimate / Deadweight Survey

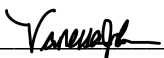
Work continues on reviewing and refining EBDG’s Initial Weight Estimate. The previously identified LCG concern has been resolved. However, the aggregate weight change percentage is still evolving as EBDG and JAG identify additional weighed items and confirm pre-2026 removals. Several variables remain in flux, and it is not yet a given that a deadweight survey will be required. More information will be forthcoming as JAG progresses with weighing efforts and EBDG finalizes the update. This item will continue to evolve as the project advances.

Outstanding Items

- **Communication with Mathews Marine (Section 3 – Steering Control):**
No meaningful communication or confirmed scheduling received. Vendor availability continues to be a risk factor.
- **Engineering Deliverables from EBDG (RFP 07A – Sewage Pump Integration):**
Required drawings remain outstanding, preventing JAG from completing and submitting the related CFR.
- **US Outfitters:**
Communication remains limited, and no clear work schedule has been provided. However, JAG reports no indication that USO cannot accomplish their subcontracted tasks within contract time.

Key Dates.

First Undocking Estimated Date	08-12-2026
Second Docking Estimated Date	09-28-2026
Second Undocking Estimated Date	10-26-2026
Work Completion Date:	11-03-2026
Vessel Departure Date:	11-10-2026

Signed  Date 09/11/26

Vanessa Johnson, Vessel Construction Manager I/II

Inter-Island Ferry Authority

Employee eNPS Scores

Prepared for the Board of Directors

8-1-2026

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Appendix A – August 2026 BambooHR Survey Report Attached	

EXECUTIVE SUMMARY

The Inter-Island Ferry Authority conducted its semiannual Employee Satisfaction survey in August 2026 through BambooHR. The survey uses the Employee Net Promoter Score (eNPS) to measure overall employee sentiment and provides employees with an opportunity to identify workplace strengths, concerns, and suggestions for improvement.

The August 2026 survey received responses from 12 of 37 employees, representing a 32% response rate, and resulted in an overall eNPS of -8. Results varied among reportable employee groups: Vessel employees reported an eNPS of +25, and Shoreside employees -15. These differences demonstrate the importance of considering workgroup results and employee feedback alongside the organization-wide score.

IFA has collected Employee Satisfaction data since June 2023. Historical eNPS scores ranged from -8 to +50, while participation has ranged from 13% to 60%. Because both participation and the composition of respondents vary between survey periods, individual scores should be interpreted with appropriate caution. Historical results are most useful for identifying recurring themes and monitoring changes in employee sentiment over time.

In August 2026, communication and respect were the most frequently identified areas of dissatisfaction. Workplace structure and leadership, training and personnel qualifications, and management and operational issues were also identified. Communication improvement was the most frequently identified employee suggestion.

Review of current and historical results shows several recurring themes involving communication, leadership and role clarity, compensation and benefits, workplace treatment, training, development, and operational concerns. The results provide management and the Board with a developing historical baseline for monitoring employee experience and identifying areas warranting continued attention.

1. About the Employee Satisfaction Survey

IFA periodically conducts an Employee Satisfaction survey through BambooHR to monitor employee sentiment and provide employees with an opportunity to share feedback regarding their workplace experience.

The survey provides two forms of information. First, eNPS provides a numerical measure that can be tracked over time. Second, employee comments provide additional context by identifying what employees value, where concerns exist, and what improvements employees would like IFA to consider.

IFA's available Employee Satisfaction survey history begins in June 2023. Surveys have generally been conducted approximately twice each year, providing IFA with a developing historical measure of employee sentiment.

Participation in the survey is voluntary. Response rates have varied considerably between survey periods, and BambooHR suppresses results for groups that are too small to report while protecting employee anonymity. These limitations should be considered when interpreting organization-wide and workgroup results. The August 2026 report, for example, suppresses several department and division results because the groups are too small to display.

2. Understanding eNPS

The Employee Net Promoter Score (eNPS) measures employee sentiment based on employees' likelihood of recommending their organization as a place to work.

Responses are divided into three categories:

- Promoters provide the highest ratings and are considered most likely to recommend the organization as a workplace.
- Passives provide middle-range ratings. Their responses count toward overall participation but do not directly increase or decrease the eNPS score.
- Detractors provide the lowest ratings and are considered less likely to recommend the organization as a workplace.

The score is calculated as:

$$eNPS = \% Promoters - \% Detractors$$

Scores can range from -100 to +100. A positive score means promoters outnumber detractors, a negative score means detractors outnumber promoters, and zero indicates equal percentages of promoters and detractors.

An eNPS score is not a percentage satisfaction score. IFA's August 2026 score of -8, for example, does not mean employee satisfaction is -8% or that 8% of employees are dissatisfied. It means the percentage of detractors among respondents exceeded the percentage of promoters by eight percentage points.

eNPS is most useful when considered over time and alongside participation levels and employee feedback, rather than as a standalone measure of organizational performance.

3. August 2026 Results

3.1 Participation

The August 2026 survey received 12 responses from 37 employees, for a response rate of 32%.

Participation increased from the previous two survey periods, when 21% of employees responded in August 2025 and 22% responded in February 2026. However, approximately two-thirds of IFA employees did not participate in the current survey.

The August results therefore provide useful information about participating employees but should not be assumed to represent the views of every IFA employee.

3.2 Overall eNPS

IFA received an overall **eNPS of -8** in August 2026. Among employees who responded, the percentage of detractors exceeded the percentage of promoters by eight percentage points.

3.3 Results by Employee Group

Reportable employee groups showed meaningful differences in sentiment.

Employee Group eNPS	
Vessel	+25
Shoreside	-15
IFA Overall	-8

Vessel respondents reported positive overall sentiment, while Shoreside respondents reported a negative score. The difference reinforces that an organization-wide eNPS may not fully describe the employee experience across IFA's different work environments.

Because participation within individual groups may be limited, workgroup scores should also be interpreted alongside response rates and qualitative employee feedback when available.

4. Historical eNPS Trends

4.1 Organization-Wide Trends

IFA's available survey history includes seven Employee Satisfaction surveys beginning in June 2023.

Survey Period	eNPS	Responses	Response Rate
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June 2023	+11	18 of 30	60%
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December 2023	+50	18 of 35	51%
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June 2024	+50	4 of 32	13%
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February 2025	-6	15 of 34	44%
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August 2025	+12	8 of 39	21%
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February 2026	0	8 of 37	22%
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August 2026	-8	12 of 37	32%
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The earliest available survey recorded an eNPS of +11 in June 2023 with 60% participation. The score increased to +50 in December 2023, when 18 of 35 employees participated.

IFA again recorded +50 in June 2024, but that result was based on only four responses, representing 13% of employees.

Beginning in February 2025, organization-wide scores have remained considerably closer to neutral: -6, +12, 0, and -8 across the four most recent surveys.

The historical data does not establish a continuous upward or downward trend. Instead, employee sentiment has fluctuated between survey periods.

4.2 Participation Over Time

Response rates have ranged from 13% to 60%, making participation an important part of interpreting historical eNPS.

For example, December 2023 and June 2024 both produced an eNPS of +50. However, December 2023 included responses from 18 of 35 employees, while June 2024 included only four of 32 employees.

Although the numerical scores are identical, the December 2023 survey reflects feedback from a substantially larger portion of the workforce.

For this reason, historical eNPS should always be considered together with participation.

4.3 Differences Across Workgroups

Historical results also show that employee sentiment has varied considerably between Vessel and Shoreside employees.

In December 2023, Shoreside employees reported an eNPS of **+60**, while Vessel employees reported **+28**.

By February 2025, Shoreside employees reported **+34**, while Vessel employees reported **-66**.

In August 2025, Shoreside employees reported **+50**, while Vessel employees reported **-25**.

The August 2026 results show a reversal of that recent pattern, with Vessel respondents reporting **+25** and Shoreside respondents **-15**.

These changes suggest that employee experience may be influenced by circumstances affecting particular workgroups and reinforce the importance of considering employee-group results when available.

5. Employee Feedback & Recurring Themes

5.1 August 2026 Feedback

The August survey identified several recurring categories within employee comments.

Areas of Dissatisfaction

Theme	Responses
Communication and Respect Issues	5
Workplace Structure and Leadership	4
Training and Personnel Qualifications	3
Management and Operational Issues	3

Communication and respect were the most frequently identified concerns among responding employees.

Employee Suggestions

Theme	Responses
Communication Improvement	6
Compensation, Hiring and Career-related Issues	4
Communication and Safety	3
Training and Operational Improvements	3
Respect and Professionalism	3
Workplace Structure and Employee-related Issues	2
Employee Involvement	1

Communication is particularly notable because it appears both as the most frequently identified current concern and the most frequently identified area for improvement.

Four positive responses were categorized by BambooHR as miscellaneous comments. The summary report does not contain sufficient detail to characterize those responses further.

5.2 Recurring Historical Themes

While the specific wording and frequency of employee comments have changed, several broad themes appear across multiple survey periods.

I. Communication, Leadership & Role Clarity

- Concerns involving communication, management, leadership, workplace treatment, and clarity have appeared repeatedly.
- The June 2023 survey included concerns regarding employee treatment, management conflict, and safety and operational matters, while communication improvement also appeared among employee suggestions.
- February 2026 identified role clarity and leadership among employee concerns and included suggestions involving management, communication, growth, performance, and workplace issues.
- Communication, respect, workplace structure, and leadership again appear prominently in August 2026.

II. Compensation & Benefits

- Compensation and benefits have appeared in both positive and negative employee feedback.
- December 2023 employees identified benefits and schedules among positive aspects of employment while also raising salary and fairness concerns.
- February 2025 similarly included positive comments concerning job satisfaction, benefits, pay, and work-life considerations while also identifying compensation and job-security concerns.
- In August 2026, compensation, hiring, and career-related issues again appear among employee suggestions.
- The historical results therefore suggest that compensation and benefits remain important components of employee experience, but the survey summaries do not support characterizing employee sentiment toward them as uniformly positive or negative.

III. Training, Development & Operations

- Training, employee development, qualifications, and operational concerns have also appeared across multiple survey periods.
- December 2023 included employee development and welfare among suggestions, while August 2026 identifies training and personnel qualifications among areas of dissatisfaction and training and operational improvements among employee suggestions.

IV. Workplace Relationships & Culture

- Historical surveys also identify recurring positive aspects of IFA's workplace.
- Previous responses have referenced workplace atmosphere, relationships, collaboration, benefits and opportunities, schedules, work-life considerations, team interaction, and a family-like atmosphere.
- These themes provide useful context alongside employee concerns and indicate that the historical employee experience includes identifiable organizational strengths as well as areas for improvement.

6. Key Findings

- Employee experience varies across IFA.

Historical results show substantial differences between Vessel and Shoreside sentiment, and those differences have changed over time. The August 2026 results continue this pattern, with Vessel respondents reporting +25 and Shoreside respondents -15.

- Communication is the clearest current theme.

Communication and respect were the most frequently identified areas of dissatisfaction in August 2026, while communication improvement was the most frequently identified employee suggestion.

-Several concerns have appeared across multiple survey periods.

Communication, leadership and management, role clarity, workplace treatment, compensation, training, development, and operational matters recur in various forms throughout IFA's historical survey results.

This does not necessarily mean that individual concerns have remained unchanged. It does indicate that these broader areas warrant continued attention when reviewing employee experience.

-Historical results also identify workplace strengths.

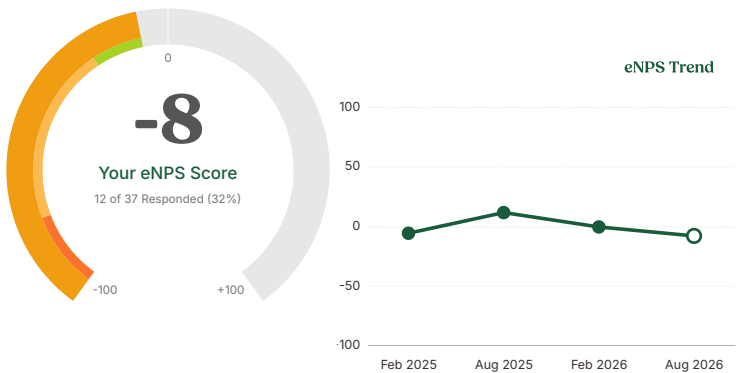
Employees have previously identified positive workplace relationships, collaboration, benefits, schedules, workplace atmosphere, work-life considerations, and team interaction.

Maintaining these strengths should remain part of IFA's approach to employee engagement rather than focusing exclusively on areas of dissatisfaction.

-Participation affects how survey results should be interpreted.

IFA's historical response rates have ranged from 13% to 60%. Changes in both participation and the composition of respondents mean individual eNPS scores should not be viewed as precise measurements of the entire workforce.

Continued surveys will provide a stronger historical baseline and make longer-term patterns easier to distinguish from short-term fluctuations.



Show Benchmark

People icon

Scores Across Company

Division	Company Score (-8)
Vessel	25
Shoreside	-15

1 Division is too small to show

Department	Company Score (-8)
Stikine	0

4 Departments are too small to show

Thumbs up icon

What People Like

Number of Responses

Miscellaneous Comments	4
------------------------	---

Thumbs down icon

What People Dislike

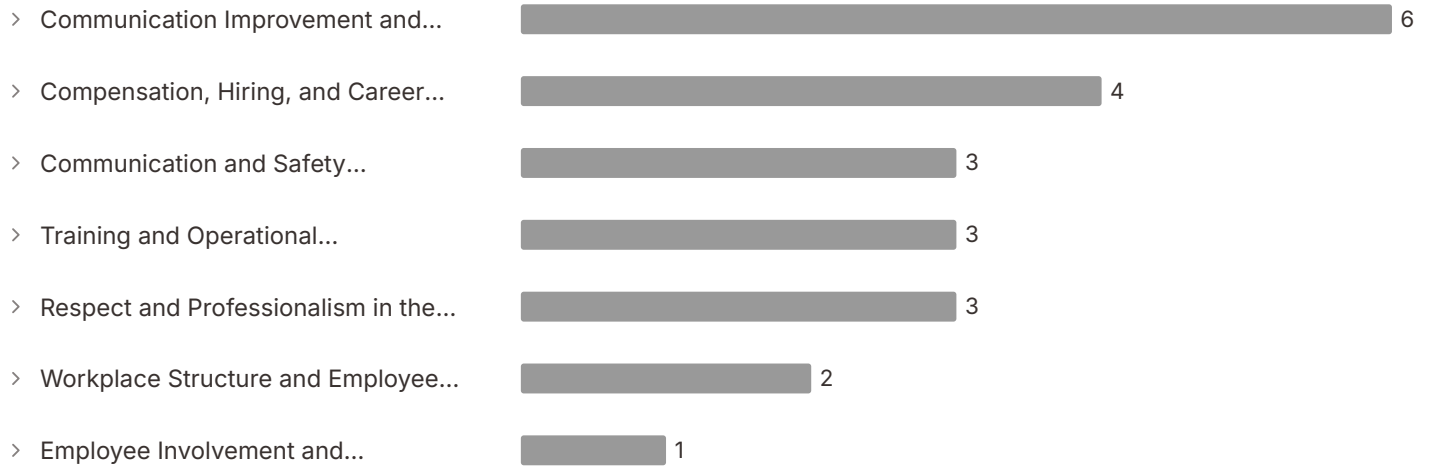
Number of Responses

Communication and Respect Issues	5
Workplace Structure and Leadershi...	4
Training and Personnel Qualification...	3
Management and Operational Issues	3



Employee Suggestions

Number of Responses



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Inter-Island Ferry Authority

Employee Wellbeing Scores

Prepared for the Board of Directors

8-1-2026

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EXECUTIVE SUMMARY

The Inter-Island Ferry Authority uses the BambooHR Employee Wellbeing survey to monitor several dimensions of employee workplace experience. The survey measures four broad areas: Happiness, Personal Motivators, Company Motivators, and Relationships. Unlike the Employee Satisfaction survey, which produces a single Employee Net Promoter Score, the Wellbeing survey provides separate scores for each of these dimensions.

The September 2026 survey received responses from 11 of 37 employees, representing a 30% response rate. Overall scores were 2.9 for Happiness, 3.5 for Personal Motivators, 2.8 for Company Motivators, and 3.8 for Relationships. Relationships were the strongest current measure, while Company Motivators received the lowest score.

IFA's available Wellbeing history extends to July 2023 and shows substantial variation over time. Importantly, BambooHR rotates the individual survey statements used within each wellbeing category. Historical scores therefore measure the same broad dimensions but are not always based on identical questions. Historical comparisons are most appropriately used to identify broad patterns rather than interpreted as precise question-to-question changes.

The historical results show several notable patterns. Personal Motivators have generally remained comparatively strong, indicating a recurring connection between employees and the work they perform. Happiness declined substantially in late 2025 and remained below earlier levels throughout 2026. Relationships also declined sharply in December 2025 but subsequently recovered, reaching 4.2 in March 2026 and 3.8 in September 2026.

Current results also identify clarity of expectations as an area warranting attention. The September Company Motivators question, *"I am given clear signals about what is expected of me,"* received an overall score of 2.8. Employees with approximately one year of service reported a score of 2.0 on this measure, although the small number of respondents requires cautious interpretation.

Taken together, the results suggest that participating employees continue to report meaningful strengths in workplace relationships and pride in their work while reporting lower enthusiasm about their jobs and less clarity regarding organizational expectations. Continued measurement will help determine whether recent improvements represent sustained recovery from the lower results observed in late 2025 and whether Happiness begins returning toward earlier levels.

SEPTEMBER 2026 AT A GLANCE

11 of 37 employees responded • 30% response rate

3.8 — Relationships

Highest overall measure

3.5 — Personal Motivators

Pride in the work employees perform

2.9 — Happiness

Excitement about the job

2.8 — Company Motivators

Clarity of expectations — lowest overall measure

1. About the Employee Satisfaction Survey

IFA periodically conducts the Employee Wellbeing survey through BambooHR to provide insight into employee workplace experience beyond overall job satisfaction.

The survey evaluates four broad dimensions of employee wellbeing:

- **Happiness** addresses employees' enthusiasm, optimism, inspiration, or passion regarding their work.
- **Personal Motivators** address employees' sense of achievement, pride, investment in their role, and connection between their work and the organization's success.
- **Company Motivators** address organizational factors affecting the employee experience, including supervisory support, recognition, communication, expectations, and access to assistance.
- **Relationships** address employees' workplace relationships, camaraderie, and access to trusted coworkers.

The individual statements used within these categories rotate between survey periods. For example, Company Motivators has been measured through questions addressing supervisory support, manager recognition, comfort providing feedback, clarity of expectations, and access to assistance.

This rotation provides insight into different aspects of each well-being dimension but also creates an important limitation when comparing results over time.

Historical Comparison Note: Historical scores within each category should be interpreted as indicators of the same broad wellbeing dimension rather than direct comparisons of identical survey questions. Changes between survey periods may reflect changes in employee experience, differences in the question asked, changes in survey participation, or a combination of these factors.

Participation is voluntary, and BambooHR does not report employee-group results when three or fewer employees are represented to maintain confidentiality.

2. Understanding Wellbeing Measure s

Unlike eNPS, the Employee Wellbeing survey does not combine responses into a single organization-wide score.

Each of the four well-being dimensions is reported separately on a **five-point scale**, allowing IFA to identify areas where employees report comparatively stronger or weaker workplace experiences.

The September 2026 survey used the following statements:

Dimension	September 2026 Survey Statement
Happiness	I am excited about my job.
Personal Motivators	I am proud of the work I do.
Company Motivators	I am given clear signals about what is expected of me.
Relationships	I have positive relationships at work.

The four measures should be considered individually. A comparatively strong score in one area does not necessarily indicate similarly strong results in another.

This distinction is particularly useful in the September 2026 results because employees report stronger relationships and pride in their work than enthusiasm about their jobs or clarity regarding expectations.

3. September 2026 Results

3.1 Participation

The September 2026 Employee Wellbeing survey received **11 responses from 37 employees, representing a 30% response rate.**

The results therefore represent the experiences reported by participating employees and should not be assumed to represent every employee within IFA.

Participation should also be considered when comparing results between employee groups and historical survey periods.

3.2 Overall Results

- Relationships: 3.8
- Personal Motivators: 3.5
- Happiness: 2.9
- Company Motivators: 2.8

The results show a separation between employees' connection to their work and coworkers and their experience with other aspects of their jobs.

Participating employees report comparatively strong Relationships (3.8) and Personal Motivators (3.5). At the same time, Happiness (2.9) and Company Motivators (2.8) are lower.

In practical terms, respondents report relatively positive workplace relationships and pride in their work while expressing less enthusiasm about their jobs and less agreement that expectations are clearly communicated.

The survey itself does not establish why these differences exist. However, the distinction identifies useful areas for continued monitoring and management attention.

4. Historical Wellbeing Trends

4.1 Organization-Wide Results

IFA's available Employee Wellbeing history extends to July 2023.

Survey	Happiness	Personal Motivators	Company Motivators	Relationships
July 2023	3.8	3.6	3.8	3.3
August 2023	3.8	4.1	3.9	3.1
January 2024	3.9	4.0	3.9	4.3
April 2024	2.4	3.3	3.4	3.7
July 2024	4.3	4.6	4.3	4.0
October 2024	3.6	3.7	3.7	3.8
March 2025	4.0	4.2	4.0	3.9
June 2025	4.0	4.8	3.4	3.9
September 2025	4.2	3.7	3.2	3.8
December 2025	2.5	3.1	2.5	2.1
March 2026	2.6	3.4	3.5	4.2
September 2026	2.9	3.5	2.8	3.8

The historical results show substantial variation rather than a uniform upward or downward movement.

4.2 Happiness

Happiness has been one of the more variable measures.

Scores were generally near or above 4.0 during several 2024 and 2025 survey periods, including **4.3 in July 2024, 4.0 in March 2025, 4.0 in June 2025, and 4.2 in September 2025.**

The score then declined to **2.5 in December 2025** and remained low at **2.6 in March 2026**. September 2026 shows an increase to **2.9**, but Happiness remains below the levels reported through much of 2024 and 2025.

Because the Happiness statement changes between survey periods, this should not be interpreted as a precise continuous measurement of the same question. Nevertheless, the persistence of lower scores across multiple recent surveys makes employee enthusiasm an important area to continue monitoring.

4.3 Personal Motivators

Personal Motivators have historically been one of IFA's stronger wellbeing dimensions.

The measure reached **4.6 in July 2024**, **4.2 in March 2025**, and **4.8 in June 2025**.

It declined to **3.1 in December 2025**, before increasing to **3.4 in March 2026** and **3.5 in September 2026**.

The current Personal Motivators question asks whether employees are proud of the work they do. The 3.5 result suggests that pride in the work remains a relative strength compared with current Happiness and Company Motivators.

4.4 Company Motivators

Company Motivators have also varied considerably, in part because this category encompasses several different aspects of the employee-organization relationship.

Historical questions have addressed supervisory support, recognition, comfort providing feedback, access to assistance, and clarity regarding expectations.

The measure was **4.3 in July 2024** and **4.0 in March 2025**, before declining to **3.4 in June 2025**, **3.2 in September 2025**, and **2.5 in December 2025**.

The measure increased to **3.5 in March 2026** when employees were asked about recognition from their manager.

In September 2026, the measure declined to **2.8**, with the current question specifically addressing whether employees receive clear signals about what is expected of them.

Because different organizational factors are measured within this category, the historical pattern should not be interpreted as a direct measure of one specific management practice. The current result does, however, specifically identify **clarity of expectations** as an area requiring attention.

4.5 Relationships

Relationships provide perhaps the clearest example of why individual survey periods require context.

Relationships scored **3.9 in March 2025**, **3.9 in June 2025**, and **3.8 in September 2025**, before falling sharply to **2.1 in December 2025**.

By March 2026, Relationships had increased to **4.2**, and the current September 2026 score is **3.8**.

The rapid decline and recovery indicate that the December 2025 result should not, by itself, be interpreted as establishing a sustained deterioration in workplace relationships.

Current results instead show Relationships once again as IFA's strongest overall wellbeing dimension

5. Key Findings

Employees continue to report stronger connections to their work and coworkers than to some aspects of employment experience.

September 2026 Relationships and Personal Motivators scores are 3.8 and 3.5, compared with Happiness at 2.9 and Company Motivators at 2.8.

The current results suggest that participating employees can simultaneously value their work and workplace relationships while experiencing lower enthusiasm or organizational clarity.

Happiness has not yet returned to earlier levels.

Happiness declined from 4.2 in September 2025 to 2.5 in December 2025. It increased modestly to 2.6 in March 2026 and 2.9 in September 2026.

Although recent movement is positive, the measure remains below much of its earlier history.

Workplace relationships appear to have recovered from the December 2025 low.

Relationships fell to 2.1 in December 2025, increased to 4.2 in March 2026, and currently stand at 3.8.

Current results support identifying workplace relationships as a relative organizational strength among participating employees.

Clarity of expectations is a specific current concern.

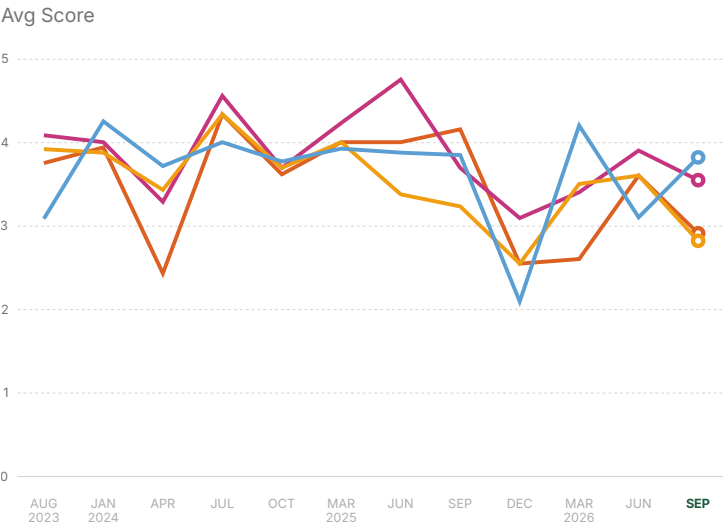
The current Company Motivators statement—“I am given clear signals about what is expected of me”—received the lowest organization-wide score at 2.8.

The 2.0 score among one-year employees makes this particularly relevant to onboarding, training, role development, and ongoing supervisory communication.

Historical comparisons require context.

The survey statements change over time, participation varies, and employee-group results may represent relatively small numbers of employees.

Historical results should therefore be used to identify broad patterns and areas warranting continued monitoring, rather than to attribute a numerical change to a specific organizational cause without additional information.



📌 September 2026

☐ Show Benchmark

Response Rate: 30% 11/37 Employees

- 2.9 Happiness**
I am excited about my job
- 3.5 Personal Motivators**
I am proud of the work I do
- 2.8 Company Motivators**
I am given clear signals about what is expected of me
- 3.8 Relationships**
I have positive relationships at work

😊 Highest Average Scores

Score	Company Segment	Survey Topic	Response Rate
4.0	Length of service: 1 yrs	Relationships	4/7 57%
3.8	Shoreside	Relationships	8/20 40%

Score	Company Segment	Survey Topic	Response Rate
3.6	Hollis	Relationships	8/28 28%
3.5	Terminal	Relationships	6/11 54%
3.5	Length of service: 1 yrs	Happiness	4/7 57%
3.5	Length of service: 1 yrs	Personal Motivators	4/7 57%
3.4	Shoreside	Personal Motivators	8/20 40%
3.3	Hollis	Personal Motivators	8/28 28%
3.0	Terminal	Personal Motivators	6/11 54%
3.0	Hollis	Company Motivators	8/28 28%

Lowest Average Scores

Score	Company Segment	Survey Topic	Response Rate
2.0	Length of service: 1 yrs	Company Motivators	4/7 57%
2.5	Shoreside	Happiness	8/20 40%
2.5	Terminal	Happiness	6/11 54%
2.8	Hollis	Happiness	8/28 28%
2.8	Shoreside	Company Motivators	8/20 40%
2.8	Terminal	Company Motivators	6/11 54%
3.0	Hollis	Company Motivators	8/28 28%
3.0	Terminal	Personal Motivators	6/11 54%
3.3	Hollis	Personal Motivators	8/28 28%
3.4	Shoreside	Personal Motivators	8/20 40%

Show less

Groups of 3 or fewer employees not included.

 Scores by Company Segments

Quickly compare average scores across demographics.

Avg Score

05.0

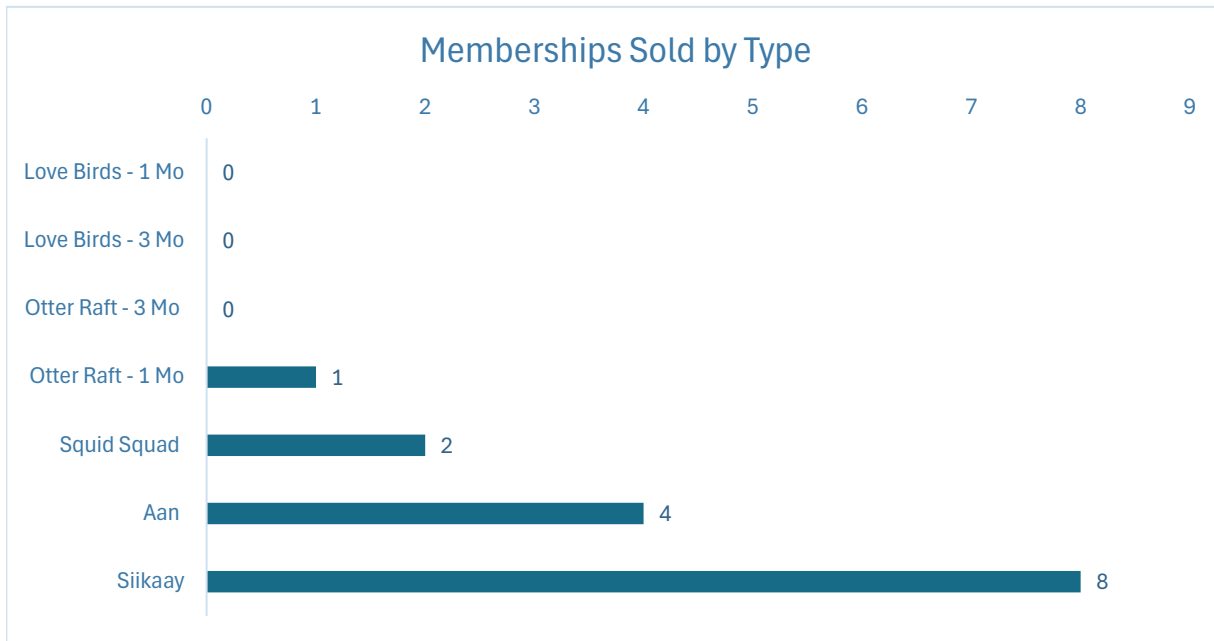


Segment	Response Rate	Happiness	Personal Motivators	Company Motivators	Relationships
🗳️ Age					
18 - 21	1/1 100%	🔒			
22 - 25	1/2 50%	🔒			
26 - 30	3/5 60%	🔒			
31 - 35	0/3 0%	🔒			
36 - 40	0/2 0%	🔒			
41 - 45	1/2 50%	🔒			
46 - 50	1/2 50%	🔒			
51 - 60	2/9 22%	🔒			
61 - 70	2/10 20%	🔒			
📅 Length of Service					
< 1	2/9 22%	🔒			
1	4/7 57%	3.5	3.5	2.0	4.0
2 - 3	3/9 33%	🔒			
4 - 5	1/5 20%	🔒			
6 - 10	0/3 0%	🔒			
11 - 15	0/1 0%	🔒			
16 - 25	1/3 33%	🔒			
🏢 Department					
Administration	1/4 25%	🔒			
Engineering	0/3 0%	🔒			
Finance	1/2 50%	🔒			
Stikine	3/17 18%	🔒			
Terminal	6/11 55%	2.5	3.0	2.8	3.5
🏠 Division					
Shoreside	8/20 40%	2.5	3.4	2.8	3.8
Vessel	3/14 21%	🔒			
Vessel/Shoreside	0/3 0%	🔒			
📍 Location					
Craig	2/3 67%	🔒			
Hollis	8/28 29%	2.8	3.3	3.0	3.6

Segment	Response Rate		Happiness	Personal Motivators	Company Motivators	Relationships
Ketchikan	1/6	17%				

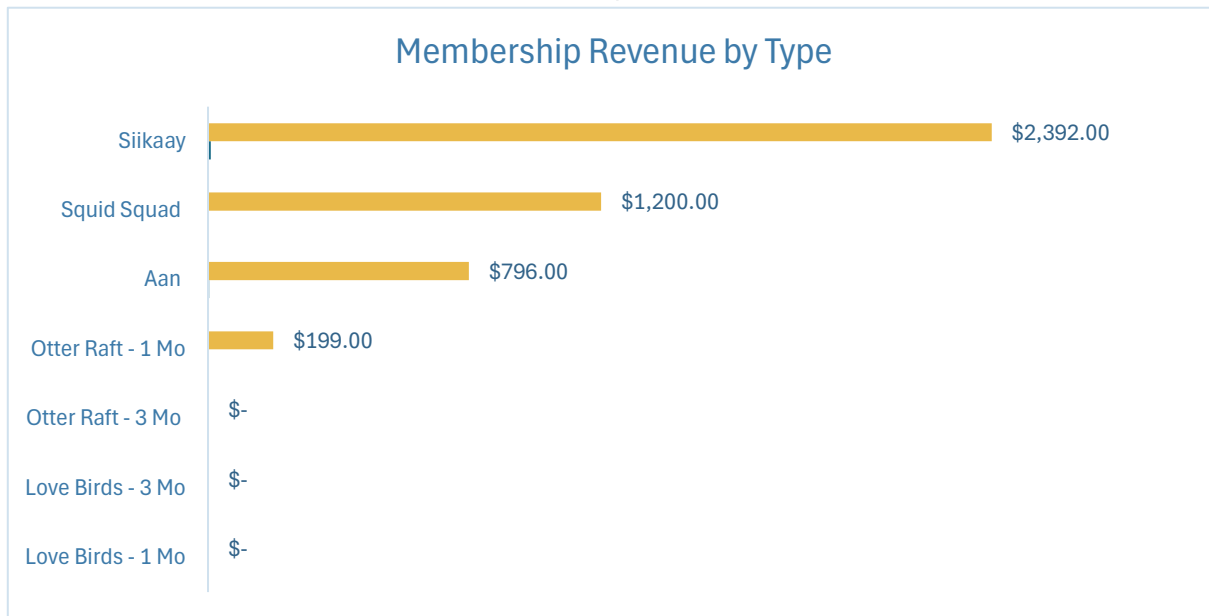
Membership Sales & Revenue

As of September 16, 2026



\$4,587

Membership Revenue



Membership Usage & Passenger Value

As of September 16, 2026

\$21,721

Member Travel Revenue

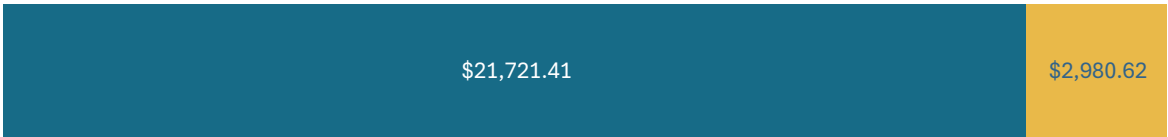
\$2,981

Passenger Savings

\$24,702

Standard Fare Value

Member Travel: Paid vs Saved



142

of Member Transactions

\$ 152.97

Average Fare Paid

\$ 20.99

Average Savings Per Transaction

\$26,308.00

Membership Program Revenue*

*Includes Membership Fees and fares paid on member transactions



PETRO MARINE SERVICES

A Petroleum Marketing and Distribution Company

1813 E. 1st Ave. Anchorage, AK 99501
Phone (907) 562-5000

WHOLESALE PRICE QUOTE

Quote prepared for:

**INTER-ISLAND FERRY AUTHORITY
KETCHIKAN SALES
KETCHIKAN, AK 99901**

Customer Number:

21550

Quote Date and Time

DATE/TIME: 09/07/2026 12:01 AM

PRODUCT DESCRIPTION

RACK 106 SOA MARINE CONTRACT,	EX-TAX\$
ULTRA LOW SULFUR DF2-MARINE	5.66710

PRICES EFFECTIVE MONDAY 9/7 THROUGH SUNDAY 9/13

Please note that the prices above include Superfund Tax, but do not include any other applicable taxes.



STRATEGIC PLAN

2027-2032

— INTER-ISLAND FERRY AUTHORITY

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Priority: Stabilization	4
Priority: Organization	4
Priority: Marketing	5
Priority: Expansion	5
Conclusion	6



INTRODUCTION

The Inter-Island Ferry Authority (IFA) provides reliable, safe, and affordable ferry service connecting Prince of Wales Island (POW) to Ketchikan and the surrounding region. As a primary mode of transportation to and from POW, the IFA supports residents, businesses, visitors, and essential services by providing a dependable daily service. Recognizing the importance of sustaining this service for future generations, the IFA engaged in a strategic planning process to establish a shared direction for the organization over the next five years.

The IFA FY 2027-2032 Strategic Plan outlines a roadmap for the IFA to maintain and enhance ferry service for the communities it serves. The plan was developed through a collaborative process involving the IFA Board of Directors and key staff. Between May and June 2026, participants engaged in a half-day pre-planning meeting, individual interviews, and a facilitated strategic planning session. There, they examined the organization's strengths, challenges, governance, operational sustainability, and future opportunities, resulting in four strategic priority areas:

- Stabilization
- Organization
- Marketing
- Expansion

These priorities provide the framework to ensure this vital service remains available to POW residents for years to come.



ABOUT

CONNECTING PRINCE OF WALES ISLAND TO SOUTHEAST ALASKA. RELIABLY, SAFELY, AND EVERY DAY.

For many communities on Prince of Wales Island, the ferry is the only dependable connection to essential services. The Inter-Island Ferry Authority (IFA) provides safe, reliable, and efficient ferry service connecting Prince of Wales Island with Ketchikan and the surrounding region.

For over two decades, the IFA has served as a vital link for Southeast Alaska, supporting daily travel, local businesses, and tourism. Whether you're a resident, a visitor, or traveling for work, our goal is simple: to make your journey dependable, comfortable, and seamless.

OUR COMMITMENT

As a community-owned public transportation system, the IFA is committed to:

- Providing safe and reliable service
- Supporting access to essential services
- Strengthening economic connections
- Serving the communities of Southeast Alaska

We're proud to be part of daily life on Prince of Wales Island—and to continue serving the region for generations to come.

WORKING TOGETHER

The IFA maintains a strong working relationship with the Alaska Marine Highway System (AMHS) to help ensure consistent service across the region.

- The IFA provides coverage for the Metlakatla–Ketchikan route when the M/V Lituya is unavailable
- When needed, AMHS has supported IFA operations to maintain service on the Southern Route

This partnership helps ensure reliable marine transportation throughout Southeast Alaska, even during maintenance periods or unexpected service interruptions.





PRIORITY: STABILIZATION

Goal 1:

Modernize internal human resource structures and improve role clarity.

Objective 1.1: Ensure job descriptions are accurate and updated.

Goal 2:

Recruit, develop, and retain a highly qualified maritime workforce.

Objective 2.1: Develop and expand opportunities for local residents to join the maritime workforce.

Objective 2.2: Improve the leadership pipeline through succession planning and employee development.



PRIORITY: ORGANIZATION

Goal 1:

Develop and improve governance documents to enable effective operations.

Objective 1.1: Ensure policies and procedures are updated and reflective of daily operations.

Goal 2:

Improve internal operating practices to enhance organizational efficiency.

Objective 2.1: Improve the booking system to reduce staff burden and increase operational efficiency.

Objective 2.2: Develop an asset management plan.



PRIORITY:
MARKETING

Goal 1:

Develop consistent processes and procedures for education and advocacy.

Objective 1.1: Build organizational capacity to effectively communicate and advocate for the IFA's mission and priorities.

Objective 1.2: Establish a coordinated approach to stakeholder education and outreach.



PRIORITY:
EXPANSION

Goal 1:

Expand ferry service to meet the transportation needs of POW and surrounding communities.

Objective 1.1: Assess the feasibility of expanding ferry service to Prince Rupert.

Objective 1.2: Partner with stakeholders to improve Southeast Alaska's access to the Cassiar Highway by evaluating the feasibility of ferry service through the Bradfield Canal.

Goal 2:

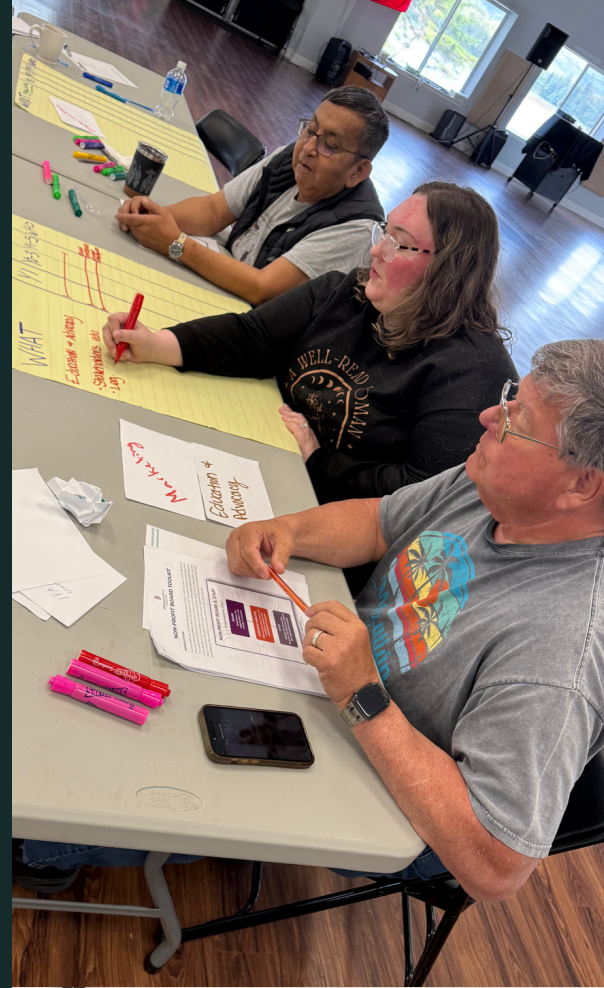
Strategically invest in infrastructure to support the growth of the IFA.

Objective 2.1: Evaluate opportunities to improve efficiency and increase revenue through IFA-owned facilities.



CONCLUSION

The Inter-Island Ferry Authority's 2027-2032 Strategic Plan reflects a collective commitment to ensuring the IFA continues to provide consistent ferry service that is safe and affordable. The plan provides a roadmap to guide the IFA's efforts over the next five years, anchored in its four priority areas: Stabilization, Organization, Marketing, and Expansion. By investing in its workforce, modernizing and strengthening operations and infrastructure, and expanding its services, the IFA will remain a primary transportation link connecting POW residents to the rest of Southeast Alaska.





DENALIDANIELS
+ ASSOCIATES

Prepared by Denali Daniels + Associates
July 2026



July 16, 2026

Cost Proposal: Inter-Island Ferry Authority
Attention: Johanna Thayer, Administrative Director

Service: Sustainability Needs Assessment
Service Date: Fall 2026

Scope of Work		Total
Sustainability	Sustainability Needs Assessment - Document review and analysis of sustainability needs across a range of operational, financial, and community-level domains - Develop a list of recommendations to inform programming goals and guide sustainability planning - Identifying areas for needs and goals Scope of work for strategic implementation of Sustainability Planning - Development and review of internal document to guide sustainability implementation	\$5,000

Denali Daniels

Denali Daniels, Principal
Denali Daniels + Associates



Inter-Island Ferry Authority

Galley Services Request for Proposals

Inter-Island Ferry Authority

Request for Proposals

1. INVITATION TO PROPOSE

The Inter-Island Ferry Authority (IFA) invites qualified individuals, businesses, and organizations to submit proposals to operate the onboard galley and provide food and beverage concession services aboard IFA vessels.

The IFA provides passenger and vehicle ferry service between Hollis, on Prince of Wales Island, and Ketchikan, Alaska. The selected concessionaire will operate as an independent contractor and will be responsible for providing reliable, professional, safe, sanitary, and customer-focused food and beverage service to IFA passengers and vessel employees.

The successful proposer will be granted the right to operate the onboard food service concession within designated galley, serving, storage, and dining areas aboard IFA vessels, subject to the terms of a final concession contract.

IFA intends to enter into a concession agreement beginning January 1, 2027, for a term of one year with any renewal or extension options to be established in the final agreement.

2. ABOUT THE INTER-ISLAND FERRY AUTHORITY

The Inter-Island Ferry Authority is a public ferry authority providing passenger and vehicle transportation services between Hollis and Ketchikan, Alaska.

The onboard galley is an important passenger amenity and supports IFA vessel operations through the provision of meals to eligible vessel employees. IFA is seeking a concessionaire capable of operating the galley as a dependable part of the passenger experience while working successfully within the unique operational, safety, security, and regulatory environment of a passenger vessel.

3. SCOPE OF SERVICE

The selected concessionaire will be expected to furnish all labor, supervision, food, beverages, supplies, operating inventory, and other items necessary to provide onboard



Inter-Island Ferry Authority

Galley Services Request for Proposals

food and beverage service, except for facilities and equipment specifically identified as being provided by IFA.

At a minimum, the concessionaire will be expected to:

1. Operate the onboard galley during IFA-approved service periods and in coordination with the vessel's operating schedule.
2. Provide a reasonably varied selection of food and non-alcoholic beverages appropriate for passengers traveling aboard the ferry.
3. Maintain sufficient staffing to provide timely and courteous customer service.
4. Maintain all concession areas in a clean, sanitary, orderly, and safe condition.
5. Obtain and maintain all licenses, permits, certifications, and approvals required for its operations.
6. Comply with applicable federal, state, and local laws and regulations and applicable IFA vessel safety, security, sanitation, and operational requirements.
7. Coordinate deliveries, stocking, loading, unloading, and other concession activities so they do not interfere with vessel or terminal operations.
8. Provide meals to eligible IFA vessel employees in accordance with the Employee Meal Program established in the final concession agreement.
9. Protect concessionaire-owned inventory, equipment, and other property.
10. Cooperate with IFA management, vessel Masters, Mates, Vessel Security Officers, and other authorized personnel regarding safety, security, emergency response, inspections, and vessel operations.

3.1 OPERATING SCHEDULE AND SCOPE OF SERVICE

The concessionaire shall provide food and beverage service during operating hours and at service levels approved by IFA.

IFA's vessel schedules may vary seasonally and may be modified because of weather, maintenance, vessel availability, operational needs, emergencies, or other circumstances.



Inter-Island Ferry Authority

Galley Services Request for Proposals

IFA does not guarantee any minimum number of sailings, passengers, transactions, or concession revenue.

The concessionaire shall maintain sufficient flexibility to accommodate reasonable changes in IFA's operating schedule.

The concessionaire may not materially reduce approved food-service hours or service levels without prior written approval from the IFA General Manager or designee.

3.2 PROPOSED GALLEY CONCEPT AND MENU

Each proposer shall describe the food and beverage service it proposes to provide aboard IFA vessels. The proposal should include:

- A description of the proposed galley concept and anticipated level of service;
- A sample or proposed menu, including anticipated pricing;
- Proposed hours of food and beverage service;
- Any anticipated seasonal or rotating menu offerings;
- The proposer's approach to maintaining adequate food, beverage, and supply inventory;
- Any additional services, products, or amenities the proposer believes would enhance the passenger experience; and
- Any special equipment, modifications, storage, or other operational accommodations the proposer anticipates requesting from IFA.

IFA does not prescribe a specific menu or food-service concept through this RFP.

Proposers are encouraged to propose an operation they believe is practical, sustainable, and appropriate for IFA passengers and vessel operations.

5. GALLEY FACILITIES AND IFA APPROVED EQUIPMENT

IFA will make designated onboard concession premises available to the successful proposer for the purpose of providing the food and beverage services contemplated by this RFP.



Inter-Island Ferry Authority

Galley Services Request for Proposals

The concession premises generally include galley and serving areas, associated storage areas, and passenger dining areas. The successful proposer's use of these areas will be subject to vessel operational, safety, security, and regulatory requirements.

5.1 IFA-PROVIDED EQUIPMENT

IFA will provide certain existing galley fixtures, appliances, furnishings, and equipment for use by the successful proposer. A list of IFA-provided equipment will be included as Attachment A to this RFP.

IFA-provided equipment shall remain the property of IFA.

The concessionaire will be responsible for routine care, cleaning, and general maintenance of IFA-provided equipment used in its operation. IFA will generally be responsible for repairs resulting from normal wear and tear. Repairs or replacement made necessary by negligence, misuse, or improper operation by the concessionaire, or its personnel will be the responsibility of the concessionaire.

5.2 CONCESSIONAIRE PROVIDED EQUIPMENT AND SUPPLIES

The concessionaire will be responsible for providing all food, beverages, consumable supplies, small wares, operating inventory, and other materials necessary for its proposed operation that are not specifically identified as being provided by IFA.

Proposers should identify in their proposal any additional equipment they intend to provide or believe will be necessary to implement their proposed galley concept.

Any installation, alteration, attachment, or modification to IFA property must receive prior written approval from IFA. Unless otherwise agreed in writing, equipment purchased and provided by the concessionaire will remain the property and responsibility of the concessionaire.

5.3 UTILITIES

IFA will provide the basic utilities available within the vessel galley, including water, electricity, and heating, subject to the capabilities and limitations of the vessel.



Inter-Island Ferry Authority

Galley Services Request for Proposals

IFA does not guarantee uninterrupted utility service and will not be responsible for business interruption resulting from a loss or limitation of utility service.

Any modification or additional utility requirement associated with a proposer's proposed operation must be identified in the proposal and will be subject to IFA review and approval.

5.4 INSPECTION OF FACILITIES

Prospective proposers are encouraged to inspect the galley facilities and IFA-provided equipment prior to submitting a proposal. Arrangements for a site visit may be made by contacting IFA at the contact information provided in this RFP.

It is the proposer's responsibility to become familiar with the physical and operational conditions that may affect its proposed concession operation. Failure to inspect the facilities will not relieve the successful proposer of its obligations under the resulting agreement.

6. PERSONNEL, SAFETY & SECURITY REQUIREMENTS

The successful proposer will be solely responsible for recruiting, hiring, supervising, scheduling, compensating, and managing all personnel necessary to operate the concession.

All concessionaire personnel working aboard IFA vessels must comply with applicable IFA policies and procedures and all applicable federal and state safety, security, and maritime requirements.

6.1 STAFFING AND PERSONNEL

The concessionaire shall provide sufficient qualified personnel to operate its proposed galley service in a safe, reliable, and efficient manner.

Concession personnel are expected to provide courteous and professional service to passengers and IFA employees and conduct themselves in a manner consistent with the safety, security, and professional operating environment of an IFA vessel.

All personnel assigned to the concession will remain employees or representatives of the concessionaire and will not be employees of IFA.



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6.2 TRANSPORTATION WORKER IDENTIFICATION CREDENTIAL (TWIC)

Personnel assigned to work aboard IFA vessels must obtain and maintain any Transportation Worker Identification Credential (TWIC) or other security credentials required for their assigned duties and access to regulated vessel or terminal areas.

The successful proposer will be responsible for ensuring its personnel satisfy applicable credentialing requirements and for providing documentation to IFA as required.

6.3 VESSEL SAFETY AND SECURITY

While aboard an IFA vessel or on IFA property, concessionaire personnel must comply with all applicable vessel safety and security requirements and follow lawful instructions issued by the vessel Master, Mate, Vessel Security Officer, or other authorized IFA personnel.

Because concession personnel work aboard an operating passenger vessel, they may be assigned limited shipboard emergency or passenger-assistance responsibilities as permitted or required by applicable regulations and IFA procedures.

Personnel may be required to participate in applicable vessel safety drills, emergency exercises, security training, or other training necessary to safely perform their duties aboard IFA vessels.

6.4 DRUG AND ALCOHOL REQUIREMENTS

The successful proposer and its personnel shall comply with applicable drug and alcohol testing requirements associated with their shipboard duties and with applicable IFA drug and alcohol policies.

Specific testing, documentation, removal-from-service, and related requirements will be established in the resulting concession agreement and applicable IFA policies.

6.5 REGULATORY COMPLIANCE

The concessionaire will be responsible for ensuring that its operation and personnel comply with all laws, regulations, permits, licenses, certifications, health requirements, and other governmental requirements applicable to the proposed concession service.



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The concessionaire will also be responsible for ensuring that personnel are appropriately trained and qualified for the work they perform.

7. CLEANING, SANITATION AND MAINTENANCE

The successful proposer will be responsible for maintaining the concession premises and its food service in a clean, sanitary, safe, and orderly condition at all times.

7.1 CLEANING AND SANITATION

The concessionaire shall be responsible for routine cleaning and sanitation of the galley, serving areas, food preparation areas, storage areas, equipment, fixtures, and other areas used in connection with the concession operation.

The concessionaire shall:

1. Maintain food preparation, serving, storage, and concession areas in accordance with applicable sanitation and food-service requirements.
2. Clean and sanitize galley equipment, work surfaces, fixtures, and other concession areas as necessary throughout each operating day.
3. Promptly clean spills, grease, food debris, or other conditions resulting from concession operations that may create a safety or sanitation hazard.
4. Maintain food and other concession inventory in a safe, sanitary, and orderly manner.
5. Maintain cleaning supplies and other materials necessary for the concessionaire's operation.
6. Promptly correct any safety or sanitation deficiency identified by IFA or an authorized regulatory agency.

7.2 WASTE REMOVAL

The concessionaire will be responsible for collecting, containing, and disposing of food waste, packaging, grease, trash, and other waste generated by its operation.



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Waste shall be stored and disposed of in a sanitary manner and in accordance with applicable laws, regulations, vessel procedures, and IFA requirements.

No waste, grease, food product, chemical, or other material may be discharged overboard or disposed of through vessel systems except as specifically authorized by IFA.

7.3 EQUIPMENT CARE AND MAINTENANCE

The concessionaire shall properly operate, clean, and provide routine care and general maintenance for equipment made available for concession use.

The concessionaire shall promptly notify IFA of equipment failures, damage, unsafe conditions, or needed repairs involving IFA-owned equipment.

Repairs resulting from normal wear and tear to IFA-owned equipment will generally be the responsibility of IFA. Damage or repairs resulting from negligence, misuse, improper operation, or unauthorized modification by the concessionaire or its personnel will be the responsibility of the concessionaire.

Prior IFA approval is required for any maintenance, repair, alteration, or installation involving IFA-owned equipment or vessel systems.

7.4 GALLEY EXHAUST AND FIRE-SUPPRESSION SYSTEMS

The concessionaire will be responsible for the routine operation and cleaning of galley exhaust equipment in accordance with manufacturer requirements and IFA procedures.

IFA will maintain vessel fire-suppression systems and fire extinguishing equipment for which IFA is responsible.

7.5 INSPECTIONS

The concession premises and concession operation will be subject to inspection by IFA and authorized federal, state, or local officials as applicable.

The concessionaire shall cooperate with inspections and promptly address deficiencies for which the concessionaire is responsible.



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8. IFA EMPLOYEE MEAL PROGRAM

The successful proposer will provide meal service for eligible IFA vessel employees as part of the onboard concession operation.

8.1 EMPLOYEE MEALS

IFA currently provides eligible vessel employees with up to **two meals during a 12-hour work shift**. The concessionaire will be responsible for preparing and providing these meals during normal galley operations.

Employee meals should be reasonably comparable in quality and portion of meals offered for passenger sale and should include a main course and beverage.

8.1 EMPLOYEE MEAL PRICING

Proposers shall state the proposed price to be charged to IFA for each employee meal.

The proposed employee meal price shall be included as part of the proposer's Financial Proposal and will be considered during IFA's evaluation of proposals.

8.3 MEAL TRACKING AND BILLING

The successful proposer will be required to maintain an accurate record of employee meals provided and submit documentation in a form acceptable to IFA.

The method for invoicing, crediting, or otherwise accounting for employee meals will be established in the final concession agreement.

8.4 ELIGIBILITY AND ADMINISTRATION

IFA will determine employee eligibility for the meal program and will provide the successful proposer with the information necessary to administer the program.

IFA reserves the right to modify the employee meal program during the term of the agreement following reasonable notice to the concessionaire.



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9. FINANCIAL PROPOSAL AND CONCESSION FEE

The successful proposer will operate the onboard galley as an independent concessionaire and will retain revenues generated through its approved concession operations, subject to the financial terms established in the resulting agreement.

IFA is seeking proposals that provide sustainable food service for passengers and employees while providing reasonable value to IFA for the use of publicly owned vessel facilities, utilities, and equipment.

9.1 PROPOSED CONCESSION FEE

Each proposer shall submit a proposed financial arrangement identifying the compensation it proposes to pay IFA for the right to operate the onboard concession.

Proposers may propose a fixed fee, fee per completed sailing or round trip, percentage of gross concession revenue, combination of payment methods, or another clearly defined financial arrangement.

The proposal must clearly explain how the proposed concession fee will be calculated, when payments will be made, and any assumptions upon which the proposal is based.

IFA reserves the right to negotiate the proposed financial arrangement with the selected proposer prior to execution of a final concession agreement. Selection of a proposer does not constitute IFA's acceptance of the proposed concession fee or other financial terms. Final financial terms will be subject to mutual agreement and incorporation into the executed concession agreement.

9.1 EMPLOYEE MEAL COST

The Financial Proposal shall separately identify the proposer's proposed charge per employee meal under Section 8.

Proposers should clearly state whether they propose that employee meal charges be:

- invoiced separately to IFA;
- credited against concession fees otherwise payable to IFA; or



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- accounted for through another proposed arrangement.

Any final payment and accounting method will be established through negotiations and incorporated into the concession agreement.

9.3 PASSENGER PRICING

Proposers shall provide anticipated passenger menu pricing as part of their proposal.

IFA recognizes that food costs and market conditions may change during the term of the concession agreement. Procedures governing future menu and pricing changes will therefore be established in the resulting agreement.

9.4 OTHER PROPOSED REVENUE OR SERVICES

Proposers may identify additional products, services, or revenue-generating activities they propose to offer as part of their concession concept.

Any activity beyond ordinary food and beverage service will be subject to IFA review and approval and must be compatible with vessel operations, available space, passenger needs, safety and security requirements, and applicable law.

9.5 FINANCIAL RESPONSIBILITY

The concessionaire will be responsible for all costs associated with operating the concession except for those items expressly identified as being provided by IFA.

The successful proposer will be responsible for its own payroll, taxes, insurance, licenses, permits, inventory, supplies, concessionaire-provided equipment, and other business expenses.

10. REQUIRED PROPOSAL CONTENTS

Proposals should provide sufficient information for IFA to understand the proposer's qualifications, proposed concession concept, operating plan, and financial proposal. At a minimum, proposals should include the following:

10.1 Proposer Information

Provide the legal name of the individual or business submitting the proposal, primary



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contact information, business address, and a brief description of the proposer's business structure and organization.

10.2 Qualifications & Experience

Describe the proposer's qualifications and experience relevant to the operation of the concession.

Proposers should identify experience in areas such as food service, restaurants, concessions, hospitality, customer service, maritime operations, remote or rural operations, or other experience relevant to the proposed service.

10.3 Proposed Galley Concept

Describe the food and beverage operation the proposer intends to provide aboard IFA vessels, including:

- Overall concept and anticipated level of service;
- Proposed or sample menu;
- Anticipated passenger pricing;
- Proposed hours of service;
- Any seasonal, rotating, or specialty offerings;
- Approach to inventory, stocking, and supply management; and
- Any additional products, services, or amenities proposed.

IFA encourages proposers to develop a concession concept they believe is practical, financially sustainable, and appropriate for IFA passengers and ferry operations.

10.4 Staffing & Operating Plan

Describe how the proposer intends to staff and manage the concession, including anticipated staffing levels, scheduling, supervision, employee training, and plans for maintaining reliable service.



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The proposal should also describe how the proposer intends to recruit and retain sufficient personnel and comply with the credentialing, safety, security, and training requirements described in this RFP.

10.5 Equipment and Facility Needs

Identify any equipment the proposer intends to provide and any modifications, installations, additional utilities, storage, or other accommodations the proposer anticipates requesting from IFA.

Proposers should clearly identify any aspect of their proposed concept that depends upon a modification to existing IFA facilities or equipment.

10.6 Cleaning, Sanitation and Maintenance Plan

Briefly describe the proposer's approach to maintaining the galley, equipment, food preparation areas, storage areas, and other concession premises in a clean, sanitary, safe, and orderly condition.

10.7 IFA Employee Meal Proposal

Provide the proposed price per employee meal and describe the meals the proposer anticipates providing under the IFA Employee Meal Program.

The proposer should also identify its preferred method for accounting for employee meal costs, as described in Section 9.

10.8 Financial Proposal

Provide the proposed concession fee or other financial arrangements offered to IFA.

The Financial Proposal must clearly identify:

- The amount or method of calculating the proposed concession fee;
- The proposed payment frequency;
- Any assumptions or conditions associated with the financial proposal; and
- Any other financial terms the proposer believes IFA should consider.



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Financial proposals are subject to negotiation as provided in Section 9.1.

10.9 References

Provide **three professional or business references** familiar with the proposer's experience, reliability, or ability to perform services similar or relevant to those described in this RFP.

For each reference, provide the name, organization, telephone number, email address, and relationship to the proposer.

10.10 Exception or Request Changes

Clearly identify any exceptions, requested modifications, conditions, or assumptions concerning the requirements of this RFP.

Failure to identify an exception in the proposal may be considered an indication that the proposer is prepared to comply with the requirement as stated.

10.11 Additional Information

Proposers may include additional information they believe will assist IFA in evaluating their proposal, including photographs, examples of prior work, proposed enhancements, or other supporting materials.

11 EVALUATION & SELECTION

IFA intends to select the proposal that, considering the proposal as a whole, best meets the operational needs of the IFA and its passengers.

Selection will not be based solely on the highest concession fee or lowest employee meal price. IFA will consider the quality, feasibility, sustainability, and overall value of the proposed concession operation in addition to its financial terms.



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11.1 EVALUATION CRITERIA

Proposals will be evaluated using the following criteria:

Evaluation Criterion	Points
Qualifications & Relevant Experience	15
Galley Concept, Menu & Passenger Value	25
Staffing & Operating Plan	20
Operational Feasibility & Ability to Meet IFA Requirements	15
Financial Proposal & Employee Meal Pricing	20
Overall Quality & Responsiveness of Proposal	5
Total	100

Qualifications & Relevant Experience – 15 points

Evaluation may consider the proposer's relevant business, food service, hospitality, concession, customer service, maritime, rural, or other applicable experience; demonstrated reliability; references; and ability to successfully operate the proposed concession.

Galley Concept, Menu & Passenger Value – 25 points

Evaluation may consider the quality and suitability of the proposed concession concept, proposed menu and passenger pricing, anticipated hours and level of service, variety of offerings, and the overall value and experience proposed for IFA passengers.

Staffing & Operating Plan – 20 points

Evaluation may consider proposed staffing levels, supervision, scheduling, recruitment and retention, employee training, supply and inventory management, and the proposer's plan for maintaining reliable service throughout IFA operations.

Operational Feasibility & Ability to Meet IFA Requirements – 15 points

Evaluation may consider the practicality of implementing the proposal within existing



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vessel facilities, proposed equipment or facility needs, sanitation and maintenance plans, and the proposer's ability to comply with applicable vessel safety, security, credentialing, and operational requirements.

Financial Proposal & Employee Meal Pricing – 20 points

Evaluation may consider the proposed concession fee or financial arrangement, employee meal pricing, financial assumptions, and the overall financial value and sustainability of the proposed arrangement.

Overall Quality & Responsiveness – 5 points

Evaluation may consider the completeness and clarity of the proposal, responsiveness to the RFP, identified exceptions or conditions, and other information relevant to IFA's evaluation.

11.2 EVALUATION PROCESS

Proposals will be reviewed and evaluated by an evaluation committee designated by IFA.

The evaluation committee may include members of the IFA Board of Directors, IFA staff, and other individuals designated by IFA as appropriate.

Committee members will evaluate proposals using the criteria established in Section 11.1.

Following the initial evaluation, IFA may request additional information or clarification from one or more proposers and may conduct interviews or presentations when determined useful to the evaluation process.

IFA may verify references and information provided in a proposal and may consider information reasonably obtained through the evaluation process.

Following completion of the evaluation, the committee will identify a preferred proposer for contract negotiations.

Selection as the preferred proposer does not constitute an award or create a contractual relationship between IFA and the proposer.

11.3 SELECTION AND NEGOTIATION



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Following the evaluation process, IFA will enter into negotiations with the preferred proposer for a final concession agreement.

IFA reserves the right to negotiate the scope of services, concession fee, employee meal pricing, operating requirements, contract term, and other terms and conditions.

If IFA and the preferred proposer are unable to reach an agreement acceptable to IFA, IFA may discontinue negotiations and enter into negotiations with another proposer.

The negotiated concession agreement will be presented to the IFA Board of Directors for consideration and approval at its December 2026 meeting.

No contractual obligation will exist unless and until the concession agreement has received all required IFA approvals and has been executed by the parties.

11.4 IFA RESERVATIONS

IFA reserves the right to:

- Reject any or all proposals;
- Waive minor informalities or irregularities in a proposal when determined to be in IFA's interest;
- Request clarification or additional information from any proposer;
- Conduct interviews, discussions, or negotiations with one or more proposers;
- Negotiate any aspect of a proposal or resulting concession agreement;
- Cancel, modify, or reissue this RFP;
- Accept a proposal in whole or in part when appropriate;
- Decline to make an award; and
- Take any other action permitted by the terms of this RFP and applicable law.

IFA will not be responsible for costs incurred by a proposer in preparing, submitting, presenting, or negotiating a proposal.



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12. RFP SCHEDULE QUESTIONS AND COMMUNICATIONS

IFA anticipates conducting this solicitation according to the following schedule. Dates may be modified by IFA as necessary. Any material change to the solicitation schedule will be communicated in writing.

Event	Anticipated Date
IFA Board Approval of RFP	September 24, 2026
RFP Issued	September 25, 2026
Deadline for Questions	October 9, 2026
IFA Responses to Questions	October 14, 2026
Proposals Due	October 23, 2026
Proposal Evaluation & Scoring	October 26 – November 4, 2026
Interviews/Clarifications, if needed	November 5 – 10, 2026
Preferred Proposer Selected	On or about November 13, 2026
Contract Negotiations & Finalization	November – December 2026
IFA Board Consideration of Concession Agreement	December 2026 Regular Meeting
Contract Execution	Following Board Approval
Anticipated Start of Service	January 1, 2027

IFA reserves the right to modify this schedule when determined necessary or appropriate. Modification of the schedule does not obligate IFA to extend any deadline unless IFA expressly does so in writing.



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12.1 QUESTIONS AND REQUESTS FOR CLARIFICATION

Questions, requests for clarification, or requests for interpretation concerning this RFP must be submitted in writing no later than **4:00 PM Alaska Time on October 9, 2026** to:

Chrissy Torsey-Lucero

Inter-Island Ferry Authority

Email: chrissy@interislandferry.com

Questions received after the deadline may not receive a response.

IFA may provide written responses to questions that it determines are relevant to the solicitation. When a question or response materially clarifies, interprets, or modifies the requirements of this RFP, the information will be made available to prospective proposers through a written response or addendum.

IFA may consolidate similar or related questions and may edit questions for clarity before issuing a response.

Proposers should rely only upon this RFP and written information formally issued by IFA in connection with this solicitation.

12.2 AMENDMENTS AND ADDENDA

IFA reserves the right to modify, clarify, correct, or amend this RFP at any time prior to the proposal deadline.

Any material modification to the requirements, schedule, submission instructions, or other terms of this solicitation will be issued in writing through an addendum.

IFA may extend the proposal deadline when it determines additional time is appropriate because of an amendment or other circumstances.

Proposers are responsible for ensuring they have received and considered all addenda issued by IFA prior to submitting a proposal.

Submission of a proposal constitutes acknowledgment that the proposer has reviewed the RFP and all addenda applicable to the solicitation.



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12.3 OFFICIAL COMMUNICATIONS AND DUE DILIGENCE

No member of the IFA Board of Directors, employee of the Inter-Island Ferry Authority, or other person acting on behalf of IFA is authorized to make verbal assurances, commitments, warranties, guarantees, or promises regarding this solicitation, the evaluation or selection process, or any resulting concession agreement.

Proposers shall not rely upon verbal statements or representations concerning this RFP. Any request for clarification or interpretation must be submitted in writing in accordance with Section 12.1.

Any clarification, interpretation, modification, or additional information that IFA determines materially affects the solicitation will be provided in writing through an official response or addendum.

Proposers are solely responsible for conducting any due diligence they deem necessary before submitting a proposal, including review of the concession facilities, IFA-provided equipment, vessel operating conditions, and the requirements of this RFP.

Prospective proposers are encouraged to inspect the concession facilities and equipment as provided in Section 5.4.

Failure to inspect the facilities or conduct other due diligence will not relieve the successful proposer of its obligations under the resulting concession agreement.

12.4 COMMUNICATIONS DURING EVALUATION

Following the proposal deadline, IFA may contact a proposer for clarification, additional information, an interview, presentation, or other information necessary to complete the evaluation process.

Proposers should not contact individual members of the IFA Board of Directors, evaluation committee members, or other IFA personnel regarding the status, scoring, evaluation, or selection of proposals.



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All communications regarding the solicitation during the evaluation period shall be directed through the IFA contact identified in Section 12.1 unless otherwise requested by IFA.

A request by IFA for clarification, additional information, an interview, or presentation does not constitute selection of a proposer or create any obligation on the part of IFA.

Title VI Program



Proposed 6/13/26

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The Inter-Island Ferry Authority is committed to ensuring that no person is excluded from the benefits, or from participating in the Inter-Island Ferry's transit services or programs on the basis of race, color, or origin as is described under the Title VI of the Civil Rights Act of 1964.

Statement of Policy

The Inter-Island Ferry Authority (IFA) is committed to ensuring that no person is excluded from participation in or denied the benefits of its services on the basis of race, color or national origin, as provided by Title VI of the Civil Rights Act of 1964, as amended.

Toward this end, it is the IFA's objective to:

- Ensure; that the level and quality of transportation service is provided without regard to race, color, or national origin;
- Identify and address; as appropriate, disproportionately high and adverse effects of IFA programs and activities on minority populations;
- Promote; the full and fair participation of all affected populations in transportation decision making;
- Prevent; the denial, reduction, or delay in benefits related to programs and activities that benefit minority populations;
- Ensure; meaningful access to programs and activities by persons with limited English proficiency
- Ensure; that its programs, policies and activities have no disproportionately high and adverse human health or environmental effects on minority and low income populations.

The General Manager, senior management and all supervisors and employees share the responsibility for carrying out the IFA's commitment to Title VI. Please contact IFA General Manager, for more information, including Title VI obligations and complaint procedures at rcurtis@interislandferry.com or (866) 308-4848.

A complainant may file a complaint directly with the Federal Transit Administration by filing a complaint with the office of Civil Rights, Attention: Title VI Program Coordinator, East Building, 5th Floor-TCR, and 1200 New Jersey Ave., SE, Washington, DC 20590.

This notice is posted at the IFA terminals in Hollis and Ketchikan and on the IFA website www.interislandferry.com. It is also posted annually in the Ketchikan Daily News and Island News. If information is needed in another language, contact (866) 308-4848.

First approved by the IFA Board of Directors on June 13, 2008.

Complaint Instructions

The General Manager's office is responsible for Title VI and ADA compliance and will receive and investigate complaints through the IFA's Title VI and ADA Complaint Procedures.

The IFA is committed to a policy of non-discrimination in the conduct of its business, including its Title VI and ADA responsibilities to the delivery of equitable and accessible transportation services. Any person who believes that he or she has been subjected to discrimination under Title VI on the basis of race, color or national origin; believes that he or she has been discriminated against because of a disability; or has a complaint about the accessibility of our ferry system or service may file a Title VI complaint with the IFA within 180 days from the date of the alleged discrimination.

Complaints may be filed with the IFA in writing and may be addressed to General Manager, Inter-Island Ferry Authority, PO Box 495, Craig, AK 99921. We encourage use of the Title VI/ADA Complaint Form, available at all terminals and vessels, or by calling (866) 308-4848 or online at www.interislandferry.com.

If the complainant has limited proficiency in English and needs information in another language, contact IFA Title VI/ADA Coordinator at (866) 308-4848 or by email at rcurtis@interislandferry.com or customerservice@interislandferry.com.

All complaints will be investigated within 30 business days of receipt. Once received, the complaint will be recorded and investigated. In instances where additional information is needed, the investigator will contact the complainant in writing. Complainant will be required to provide the additional information within 30 business days of the letter's postmark. Failure of the complainant to provide the requested information within this time frame may result in the administrative closure of the complaint or a delay in its resolution.

Based upon receipt of all information required, the investigation shall be completed within 30 business days of receipt of required information. Also within those 30 days the investigator will make a final determination and advise the complainant of one of the following: a Letter of Closure, determining that there was no Title VI or ADA violation and what actions will be taken to address it or a Letter of Finding, determining that there had been a Title VI or ADA violation and what actions will be taken to address it. If the complainant wishes to appeal the decision she/he has 30 business days from the postmark on the Letter of Determination to do so.

A person may also file a complaint directly with the Alaska Department of Transportation & Public Facilities (AKDOT&PF), at ADA Coordinator, 2200 E. 42nd Avenue, Anchorage AK 99519 or Federal Transit Administration, at FTA Office of Civil Rights, 1200 New Jersey Ave SW, Washington DC 20590.

Complaint Form

Section I:				
Name:				
Address:				
Telephone (Home):			Telephone (Work):	
Electronic Mail Address:				
Accessible Format Requirements?	Large Print		Audio Tape	
	TDD		Other	
Section II:				
Are you filing this complaint on your own behalf?		Yes*	No	
*If you answered "yes" to this question, go to Section III.				
If not, please supply the name and relationship of the person for whom you are complaining:				
Please explain why you have filed for a third party:				
Please confirm that you have obtained the permission of the aggrieved party if you are filing on behalf of a third party.		Yes	No	
Section III:				
I believe the discrimination I experienced was based on (check all that apply):				
☐ Race ☐ Color ☐ National Origin ☐ Disability ☐ Accessibility				
Date of Alleged Discrimination (Month, Day, Year): _____				
Explain as clearly as possible what happened and why you believe you were discriminated against. Describe all persons who were involved. Include the name and contact information of the person(s) who discriminated against you (if known) as well as names and contact information of any witnesses and please describe the accessibility issue. If more space is needed, please use the back of this form.				

Section IV				
Have you previously filed a Title VI or ADA complaint with this agency?		Yes	No	
Section V				
Have you filed this complaint with any other Federal, State, or local agency, or with any Federal or State court?				
☐ Yes ☐ No				
If yes, check all that apply:				
☐ Federal Agency: _____				
☐ Federal Court _____		☐ State Agency _____		
☐ State Court _____		☐ Local Agency _____		
Please provide information about a contact person at the agency/court where the complaint was filed.				

Contact Information

Name:
Title:
Agency:
Address:
Telephone:
Section VI
Name of agency complaint is against:
Contact person:
Title:
Telephone number:

You may attach any written materials or other information that you think is relevant to your complaint. Signature and date required below.

Signature Date

Please mail this form to:

Inter-Island Ferry Authority General Manager

PO Box 495

Craig, Alaska 99921

Or Email to: customerservice@interislandferry.com

For more information, please contact: IFA General Manager at 866-308-4848 or by email at rcurtis@interislandferry.com

List of Transit-Related Title VI Investigation, Complaints, and Lawsuits

In accordance with FTA Circular 4702.1B, “all recipients are required to prepare and maintain a list of any of the following that allege discrimination on the basis of race, color, or national origin”:

1. Active Investigations conducted by FTA and entities other than the FTA
2. Lawsuits; and
3. Complaints naming the recipients

All findings are final. The Inter-Island Ferry Authority has not received any Title VI Investigations, Complaints or Lawsuits. Below is the form that will be used for tracking these incidents:

Type	Date	Summary	Status	Action(s) Taken
Complaints				
Investigations				
Lawsuits				

Description of Services

The Inter-Island Ferry Authority operates two passenger ferries (M/V Prince of Wales and M/V Stikine) in S.E. Alaska. Our daily route is between Hollis, AK (Prince of Wales Island) and Ketchikan, AK. A second route operates between Ketchikan, AK and Metlakatla, AK on an as needed basis when the State (AMHS) cannot service the route. The Inter-Island Ferry Authority is a non-profit, Title 29 Port Authority that provides rural Alaskan residents on Prince of Wales Island and Metlakatla with transportation services to Ketchikan. This allows residents access to Ketchikan for medical facilities, Air Travel, shopping, interscholastic sports, job access or leisure.

Public Participation

The Inter-Island Ferry Authority welcomes citizen input in our Quarterly Board Meetings, where IFA Business and transit planning takes place. The Inter-Island Ferry Authority will strive for meetings where ideas and information can be discussed between the public and the Management and Board of Directors of Inter-Island Ferry Authority. Notice of these meetings are posted on flyers placed in the local area, at terminal locations and on the website, listing the time, location, and topic(s) to be discussed. The location of the meeting will be held in a place that is accessible to persons with disabilities. The Zoom link to the meetings is also published to increase accessibility. Staff often interact with passengers, and receive ideas from them. Comments can be submitted on the provided comment cards and placed in the locked drop box on the ships, also be emailed, mailed, phoned, submitted on the website or by stopping in the office. These ideas are then given to the office for evaluation on their workability.

Limited English Proficiency

The Inter-Island Ferry Authority provides transportation services daily between Hollis, AK (Prince of Wales Island) and Ketchikan, AK. A second route operates between Ketchikan, AK and Metlakatla, AK occasionally. The Inter-Island Ferry Authority has never had an issue with understanding passengers. Both tourists and Alaskan residents, that use our services, have an understanding of the English language, in fact the weighted average for English proficiency "Speak English Very Well" in our areas of service is 97.4%.

Listed below are the locations served by the Inter-Island Ferry and their LEP data, detailed data can be found in the Appendices.

Summary Data

Percent speak English only or speak English "very well" → Percent of specified language speakers

Geographic Area Name	Population 5 years and over
Coffman Cove city, Alaska	100.00%
Craig city, Alaska	99.30%
Hollis CDP, Alaska	100.00%
Hydaburg city, Alaska	99.70%
Kasaan city, Alaska	100.00%
Ketchikan city, Alaska	96.40%
Klawock city, Alaska	100.00%
Naukati Bay CDP, Alaska	100.00%
Thorne Bay city, Alaska	100.00%
Whale Pass city, Alaska	100.00%

Table 2 Frequency of Contact with LEP Persons		
Frequency	Number of LEP Persons	Languages Spoken by LEP Persons
Daily	0	
Weekly	0	
Monthly	0	
Less frequently than monthly	0	

Planning and Advisory Boards

The Inter-Island Ferry Authority does not have an advisory committee or transit board, but is governed by a board of directors that has representative for our areas of service including native villages. The Inter-Island Ferry Authority as a sub-recipient, has participated in the State of Alaska's Rural Transportation planning, and the State of Alaska's LRTP (Long Range Transportation Plan). We are also highly active in the SEC (South East Conference) Transportation Committee. Information and outcomes from these partnerships are shared with the IFA's BOD. Currently 3 board members are of Native Heritage.

Board of Directors	Minority Representation
Coffman Cove	
Thorne Bay	
Hydaburg	Hiada
Klawock	Tlingit
Craig	
At Large	Hiada

Sub recipients

The Inter-Island Ferry Authority does not provide any FTA funds to any sub-recipients, we are a sub-recipient of the State of Alaska.

Determination of Site or Location of Facilities

The Inter-Island Ferry Authority currently maintains a facility in Hollis, AK. The site was determined by it's ability to draft a ship of our size, available land and proximity to Ketchikan for the most economical route. The Inter-Island Ferry Authority also currently leases space in a State-owned facility in Ketchikan. We lease office space in Craig, AK where our administrative services are located. This location was chosen because of proximity to the highest population centers on our remote Island. Site was also chosen for proximity to administrative talent.

Fixed-Route System Wide Service Standards

The Inter-Island Ferry operates fixed route service between Hollis and Ketchikan R/T, 7 days a week. These ships are operated using the Coast Guard designated capacities for both Vehicles and Passengers. M/V Stikine - 600 lineal foot vehicle capacity and 190 passengers, M/V Prince of Wales 600 lineal foot vehicle capacity and 160 passengers. The ship in service begins its route at the scheduled times at its scheduled starting location. The route has one scheduled stop at each location. If a vessel is running behind schedule or must cancel the sailing (due to weather, road construction, etc.), the Captain and/or Operations Manager contacts the office and informs them how late the vessel is running. The office then contacts all ticketed passengers with the information. A large portion of these passengers are Medicaid clients requiring transportation to Ketchikan. Any vessel that is out of service (In Layby or Maintenance period), is stored in Ketchikan or Coffman Cove.

Appendices

LEP Detailed Census Data

	Coffman Cove city, Alaska					
	Total	Percent	Percent of specified language speakers			
			Speak English only or speak English "very well"	Percent speak English only or speak English "very well"	Speak English less than "very well"	Percent speak English less than "very well"
Label	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Population 5 years and over	236	(X)	236	100.0%	0	0.0%
Speak only English	231	97.9%	(X)	(X)	(X)	(X)
Speak a language other than English	5	2.1%	5	100.0%	0	0.0%
Spanish	3	1.3%	3	100.0%	0	0.0%
Other Indo-European languages	2	0.8%	2	100.0%	0	0.0%
Asian and Pacific Island languages	0	0.0%	0	-	0	-
Other languages	0	0.0%	0	-	0	-
	Craig city, Alaska					
	Total	Percent	Percent of specified language speakers			
			Speak English only or speak English "very well"	Percent speak English only or speak English "very well"	Speak English less than "very well"	Percent speak English less than "very well"
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate

Population 5 years and over	1,090	(X)	1,082	99.3%	8	0.7%
Speak only English	1,030	94.5%	(X)	(X)	(X)	(X)
Speak a language other than English	60	5.5%	52	86.7%	8	13.3%
Spanish	6	0.6%	6	100.0%	0	0.0%
Other Indo-European languages	3	0.3%	3	100.0%	0	0.0%
Asian and Pacific Island languages	43	3.9%	35	81.4%	8	18.6%
Other languages	8	0.7%	8	100.0%	0	0.0%
	Hollis CDP, Alaska					
	Total	Percent	Percent of specified language speakers			
			Speak English only or speak English "very well"	Percent speak English only or speak English "very well"	Speak English less than "very well"	Percent speak English less than "very well"
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Population 5 years and over	66	(X)	66	100.0%	0	0.0%
Speak only English	66	100.0%	(X)	(X)	(X)	(X)
Speak a language other than English	0	0.0%	0	-	0	-
Spanish	0	0.0%	0	-	0	-
Other Indo-European languages	0	0.0%	0	-	0	-
Asian and Pacific Island languages	0	0.0%	0	-	0	-
65 years old and over	0	0.0%	0	-	0	-

Other languages	0	0.0%	0	-	0	-
	Hydaburg city, Alaska					
	Total	Percent	Percent of specified language speakers			
			Speak English only or speak English "very well"	Percent speak English only or speak English "very well"	Speak English less than "very well"	Percent speak English less than "very well"
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Population 5 years and over	339	(X)	338	99.7%	1	0.3%
Speak only English	279	82.3%	(X)	(X)	(X)	(X)
Speak a language other than English	60	17.7%	59	98.3%	1	1.7%
Spanish	6	1.8%	6	100.0%	0	0.0%
Other Indo-European languages	0	0.0%	0	-	0	-
Asian and Pacific Island languages	18	5.3%	17	94.4%	1	5.6%
Other languages	36	10.6%	36	100.0%	0	0.0%
	Kasaan city, Alaska					
	Total	Percent	Percent of specified language speakers			
			Speak English only or speak English "very well"	Percent speak English only or speak English "very well"	Speak English less than "very well"	Percent speak English less than "very well"
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Population 5 years and over	51	(X)	51	100.0%	0	0.0%
Speak only English	51	100.0%	(X)	(X)	(X)	(X)

Speak a language other than English	0	0.0%	0	-	0	-
Spanish	0	0.0%	0	-	0	-
Other Indo-European languages	0	0.0%	0	-	0	-
Asian and Pacific Island languages	0	0.0%	0	-	0	-
Other languages	0	0.0%	0	-	0	-
	Ketchikan city, Alaska					
	Total	Percent	Percent of specified language speakers			
			Speak English only or speak English "very well"	Percent speak English only or speak English "very well"	Speak English less than "very well"	Percent speak English less than "very well"
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Population 5 years and over	7,745	(X)	7,468	96.4%	277	3.6%
Speak only English	6,637	85.7%	(X)	(X)	(X)	(X)
Speak a language other than English	1,108	14.3%	831	75.0%	277	25.0%
Spanish	210	2.7%	185	88.1%	25	11.9%
Other Indo-European languages	88	1.1%	53	60.2%	35	39.8%
Asian and Pacific Island languages	762	9.8%	560	73.5%	202	26.5%
Other languages	48	0.6%	33	68.8%	15	31.3%
	Klawock city, Alaska					
	Total	Percent	Percent of specified language speakers			

			Speak English only or speak English "very well"	Percent speak English only or speak English "very well"	Speak English less than "very well"	Percent speak English less than "very well"
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Population 5 years and over	719	(X)	719	100.0%	0	0.0%
Speak only English	672	93.5%	(X)	(X)	(X)	(X)
Speak a language other than English	47	6.5%	47	100.0%	0	0.0%
Spanish	17	2.4%	17	100.0%	0	0.0%
Other Indo-European languages	2	0.3%	2	100.0%	0	0.0%
Asian and Pacific Island languages	0	0.0%	0	-	0	-
Other languages	28	3.9%	28	100.0%	0	0.0%
	Naukati Bay CDP, Alaska					
	Total	Percent	Percent of specified language speakers			
			Speak English only or speak English "very well"	Percent speak English only or speak English "very well"	Speak English less than "very well"	Percent speak English less than "very well"
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Population 5 years and over	66	(X)	66	100.0%	0	0.0%
Speak only English	66	100.0%	(X)	(X)	(X)	(X)
Speak a language other than English	0	0.0%	0	-	0	-
Spanish	0	0.0%	0	-	0	-

Other Indo-European languages	0	0.0%	0	-	0	-
Asian and Pacific Island languages	0	0.0%	0	-	0	-
Other languages	0	0.0%	0	-	0	-
	Thorne Bay city, Alaska					
	Total	Percent	Percent of specified language speakers			
			Speak English only or speak English "very well"	Percent speak English only or speak English "very well"	Speak English less than "very well"	Percent speak English less than "very well"
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Population 5 years and over	481	(X)	481	100.0%	0	0.0%
Speak only English	456	94.8%	(X)	(X)	(X)	(X)
Speak a language other than English	25	5.2%	25	100.0%	0	0.0%
Spanish	5	1.0%	5	100.0%	0	0.0%
Other Indo-European languages	0	0.0%	0	-	0	-
Asian and Pacific Island languages	15	3.1%	15	100.0%	0	0.0%
Other languages	5	1.0%	5	100.0%	0	0.0%
	Whale Pass city, Alaska					
	Total	Percent	Percent of specified language speakers			
			Speak English only or speak English "very well"	Percent speak English only or speak English "very well"	Speak English less than "very well"	Percent speak English less than "very well"

	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Population 5 years and over	54	(X)	54	100.0%	0	0.0%
Speak only English	54	100.0%	(X)	(X)	(X)	(X)
Speak a language other than English	0	0.0%	0	-	0	-
Spanish	0	0.0%	0	-	0	-
Other Indo-European languages	0	0.0%	0	-	0	-
Asian and Pacific Island languages	0	0.0%	0	-	0	-
Other languages	0	0.0%	0	-	0	-



Resolution No. 2027-01 Title VI

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE INTER-ISLAND FERRY AUTHORITY ADOPTING AN UPDATED TITLE VI POLICY AND PROGRAM

WHEREAS, the Inter-Island Ferry Authority (“IFA”) is committed to providing its programs, services, and activities without discrimination on the basis of race, color, or national origin, in accordance with Title VI of the Civil Rights Act of 1964; AND

WHEREAS, the IFA Board of Directors originally approved a Title VI policy on June 13, 2008; AND

WHEREAS, IFA has prepared an updated Title VI Policy and Program to reflect current federal requirements and IFA practices and to ensure continued compliance with applicable Title VI requirements; AND

WHEREAS, the updated Title VI Policy and Program establishes IFA’s nondiscrimination policy and procedures, including procedures for notifying the public of Title VI protections, providing meaningful access to IFA programs and services, and receiving, investigating, and responding to Title VI complaints; AND

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE INTER-ISLAND FERRY AUTHORITY:

Section 1. Adoption

The Board of Directors hereby adopts the updated Inter-Island Ferry Authority Title VI Policy and Program, dated June 13, 2026, as the official Title VI Policy and Program of the Inter-Island Ferry Authority.

Section 2. Implementation

The General Manager, or designee, is authorized and directed to administer and implement the Title VI Policy and Program and to take such actions as are reasonably necessary to maintain IFA’s compliance with applicable Title VI requirements.

Section 3. Superseding Prior Policy.

The updated Title VI Policy and Program supersedes the Title VI policy previously adopted by the Board of Directors on June 13, 2008.

This resolution shall become effective immediately upon approval.

Approved this 24th day of September, 2026

Chair, Jeff Nickerson

ATTEST:

Secretary/Treasurer, Fred Hamilton



Resolution No. 2027-02 FTA Authorizing Resolution

Resolution authorizing the filing of applications with the Federal Transit Administration, an operating administration of the United States Department of Transportation, for federal transportation assistance authorized by 49 U.S.C. Chapter 53; title 23, United States Code, or other federal statutes administered by the Federal Transit Administration.

WHEREAS, the Federal Transit Administration has been delegated authority to award federal financial assistance for a transportation project;

WHEREAS, the grant or cooperative agreement for federal financial assistance will impose certain obligations upon the applicant, and may require the applicant to provide the local share of the project;

WHEREAS, the applicant has or will provide all annual certifications and assurances to the Federal Transit Administration;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE INTER-ISLAND FERRY AUTHORITY:

1. That the General Manager is authorized to execute and file an application for federal assistance on behalf of the Inter-Island Ferry Authority with the Federal Transit Administration for federal assistance authorized by 49 U.S.C. Chapter 53, title 23, United States Code, or other federal statutes authorizing a project administered by the Federal Transit Administration. (If the applicant is requesting Urbanized Area Formula Program assistance authorized by 49 U.S.C. 5307, either alone or in addition to other federal assistance administered by the Federal Transit Administration, the resolution should state whether the applicant is the designated recipient as defined by 49 U.S.C. 5307(a)(2), or whether the applicant has received authority from the designated recipient to apply for Urbanized Area Formula Program assistance.)
2. That the General Manager is authorized to execute and file with its applications the annual certifications and assurances and other documents the Federal Transportation Administration requires before awarding a federal assistance grant or cooperative agreement.
3. That the General Manager is authorized to execute grant and cooperative agreements with the Federal Transit Administration on behalf of the Inter-Island Ferry Authority.

The undersigned duly qualified the General Manager, acting on behalf of the Inter-Island Ferry Authority certifies that the foregoing is a true and correct copy of a resolution adopted at a legally convened meeting of the Inter-Island Ferry Authority held on September 24, 2026

Chair, Jeff Nickerson

ATTEST:

Secretary/Treasurer, Fred Hamilton



2027-2028

Haida Vending Use Permit

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This contract is made and entered into this 1st day of January 2027 between the Inter-Island Ferry Authority (hereinafter referred to as “IFA”) and Haida Vending, Samuel Mooney (Owner), an independent contractor (hereinafter referred to as “Concessionaire”).

Description and Use of Premises

IFA hereby allows Concessionaire to use IFA concession space in designated Hollis Terminal areas operated by the IFA as described below. The actual concession space approved by IFA are hereinafter referred to as the “Concession Premises.”

1. Hollis Terminal – The Concession Premises shall consist of space for two vending machines; approximately a 3’ x 3’ space inside the terminal for snacks and approximately a 4’ x 4’ space outside the terminal for beverages.

Upon Concessionaire’s request, IFA shall provide any necessary clarification regarding the extent of the Concession Premises.

The Concession Premises shall be used only for providing the concession services authorized herein. Other commercial or non-commercial activities, or use and occupancy by other parties of the Concession Premises, are prohibited unless approved in writing and in advance by IFA.

The Concession Premises will be outfitted with the equipment listed in Attachment B. The Concessionaire will be responsible for general maintenance of all equipment listed in Attachment B. The Concessionaire shall be wholly and fully responsible for the repair of all equipment which repairs are necessitated by the negligent acts, omission or misuse of equipment by Concessionaire.

Any equipment that is purchased or operated by Concessionaire and used on Concession Premises is the sole responsibility of the Concessionaire. IFA will not be responsible for any costs associated with the repair or replacement of any such equipment. The Concessionaire has sole responsibility to remove any and all equipment at the end of this Agreement at Concessionaire’s sole cost and expense in a timely manner, unless otherwise negotiated with the IFA.

All modifications to Concession Premises must be approved in writing, in advance by the IFA. Requests must be in writing to the IFA and the Concessionaire will be responsible to restore the Concession Premises to their original condition unless otherwise negotiated with the IFA. The cost of any modifications or restoration of Concession Premises shall be the responsibility of the Concessionaire.

The Concessionaire agrees that the use of Concession Premises is subject to all Federal and State laws and regulations, and Concessionaire shall comply with all Federal and State laws and regulations. The Concessionaire shall vacate the Concession Premises upon the directive of any Federal or State Agency, or in the case of emergency as determined by the IFA.

Term

Original: This Contract shall be valid for two (2) years, commencing at 12:00 a.m. on January 1, 2027 and expiring at 11:59 p.m. on December 31, 2028, and shall be renewable every two years if both Parties agree to the terms of this Use Permit.

Annual Renewal: At least thirty (30) calendar days prior to the Use Permit expiration, the Parties will meet to either renew existing terms, negotiate new terms or choose not to extend the Use Permit. If one of the Parties does not wish to continue the term of the Use Permit, such notice must be given in writing at least ten (10) days prior to the Use Agreement expiration. If renewal of existing terms or negotiations of new terms cannot be agreed upon, this Use Permit shall automatically expire on the (then) effective expiration date.

Damages: If this Use Permit is terminated, the IFA shall not be liable for any consequential damage, incidental damages, lost profits, loss of business, business interruption, or any other type of special or incidental damages under any circumstances.

Holding Over: If the IFA desires to maintain the concession services described herein following the expiration of this Use Permit, the IFA may make a good faith effort to seek proposals and select a successor for this Use Permit prior to its expiration. However, if the IFA does not execute a successor Use Permit and the Concessionaire continues in performance of the services described herein, with the IFA's written consent, the resulting tenancy shall be on a month-to-month basis unless the parties agree otherwise in writing. Such month-to-month tenancy shall be governed by the Use Permit terms and conditions in effect immediately prior to such expiration, unless the parties agree otherwise in writing.

Independent Contractor

The parties declare that the Concessionaire and its employees, while performing this Use Permit, are acting as independent contractors and not in any manner as officers or employees of the IFA. Any and all claims that might arise under any Alaska Worker's Compensation Act on behalf of such employees or other persons under the Concessionaire's direction or control, while performing any of the work or services described herein, shall be the sole obligation and responsibility of the Concessionaire. For purposes of this section and as applicable to the provisions of the Alaska Worker's Compensation Act, all of the Concessionaire's employees are acting as employees of the Concessionaire during any actions or circumstances resulting from the direction of any Federal or State representative or in compliance with Federal and State laws or regulations or resulting from the direction of the IFA due to an emergency.

Scope of Services

The Concessionaire shall:

1. Keep the vending machines stocked with snacks and cold beverages in accordance with the Concessionaire's proposal. Deviation from the proposal, in any manner, shall be permitted only with the express written consent of the General Manager, or designee.
2. Ensure that deliveries to and from the Concession Premises are done in a timely manner and at times that shall not interfere with the IFA vessel and terminal operations. The Concessionaire shall ensure that delivery vehicles do not part at terminals longer than the actual time required for pickup and delivery.
3. Comply with: (i) all applicable Federal, State and local statutes, ordinances, regulations, and rules pertaining to the Concessionaire's operations hereunder; and (ii) all proper orders of authorized Federal, State, and/or municipal officers.
4. Coordinate with the IFA's General Manager or designee(s): (i) Concession operational requirements; (ii) Use Permit compliance, (iii) other administrative requirements, as needed, to ensure smooth operation of the concession services and avoid any potential conflict with terminal or vessel operations.

Operating Schedules & Accessibility

The Concessionaire's inside vending machine shall be accessible during terminal operating hours and the outside vending machine shall be accessible at all times. The IFA reserves the right, without any liability whatsoever, to adjust the operating hours at any time.

Personnel

The Concessionaire shall:

1. Provide adequate personnel to maintain restocking of vending machines. Such personnel shall: (i) remain the employees of the Concessionaire only; and/or (ii) be subject to the Concessionaire's exclusive supervision, direction and control, except as otherwise required by any Federal or State agency.
2. Ensure that its concession personnel provide courteous and efficient service at all times. Such personnel shall conduct themselves in a proper manner at all times while on the Concession Premises or other IFA property, with a high regard for their own safety and for the comfort and safety of all others on such premises or property.
3. Require its employees working at the Hollis Terminal to abide by: (i) all rules and regulations of the State of Alaska and the United States Coast Guard governing the Concessionaire's employees while on duty on terminal grounds; and (ii) all proper orders by authorized personnel issued pursuant to such rules and regulations.
4. Ensure that its employees, while on duty, wear clean and neat clothing for the services provided

Maintenance & Repairs

The Concessionaire shall:

1. Maintain the Concession Premises in a clean and sanitary condition to the IFA's satisfaction.

2. Continuously pick up and dispose of all paper, trash, garbage, and other waste resulting from its operations, and make arrangements for proper sanitary disposal of all such waste. The Concessionaire shall not dump any waste into the water under any circumstances.
3. Maintain and repair all concession Premises in accordance with: (i) applicable building codes, Health Department and other applicable rules and regulations; and (ii) instructions issued by General Manager or designee.
4. Immediately carry out all written requests by authorized IFA personnel to correct Concessionaire deficiencies in safety or sanitation. Such deficiencies not immediately remedied may be corrected by the IFA at the expense of the Concessionaire.

The IFA will not tolerate any condition on the Concession Premises which could have an adverse effect on personal safety. Accordingly, the Concessionaire shall be solely responsible for the prompt maintenance and repair of everything on the Concession Premises to the satisfaction of the IFA.

Utilities

The IFA, at its expense, shall furnish electricity provided such utility is available, and provided further, the IFA shall not be liable whatsoever for any interruption of utility service to the Concession Premises.

At no time shall the Concessionaire use any water from any faucets on IFA terminal property. Any breach or violation of this provision constitutes a material breach of the Use Permit and the IFA may immediately terminate this Use Permit.

The Concessionaire's utility usage shall be limited to that necessary to perform the provisions of this Use Permit. Any changes that may be required in any utility system provided to the Concession Premises to fulfil the purpose of this Use Permit and provide the services required herein must be approved in advance in writing by General Manager or designee.

Signs & Advertising

No promotion or trad simulation materials of any kind, including but not limited to any brochure, map, flyer, sign or insignia, shall be displayed, distributed or placed upon the Concession Premises without the IFA's prior written approval.

Protection of Property & Safety

The Concessionaire shall:

1. At its sole expense, provide protection for its own property at all times, including inventory, fixtures, and equipment. IFA shall have no responsibility for protection of the Concessionaire's property, or for any loss or theft.
2. At no time permit any fire hazards to exist in regard to wiring of the concession facilities and equipment, or through the accumulation of waste of refuse on or adjacent to the Concession Premises; and immediately report to the IFA fire or unsafe conditions on the Concession Premises.

3. At no time permit liquids or other substances of a slippery or dangerous nature arising from its operations to accumulate anywhere such substances might result in accident or injury to the Concessionaire's or the IFA's patrons and/or employees.
4. Inspect and maintain the Concession Premises to prevent loss of damage to the IFA or other non-Concessionaire property, or accident or injury arising from the Concessionaire's operations. If any intentional or negligent defacement of damage of IFA property is caused by the Concessionaire or its employees, the cost of repair shall be the sole responsibility of the Concessionaire.

Damage to Premises

If, during the Use Permit term, the Concession Premises are damaged by fire or other casualty not occurring through the Concessionaire's negligence, and if such damage is repairable within a reasonable time and at a reasonable cost, the IFA and the Concessionaire shall repair such damage to their respective property, with due diligence, and this Use Permit shall not be affected thereby.

If, during the Use Permit term, the Concession Premises are damaged by fire or other casualty not occurring through the Concessionaire's negligence, and if such damage is so extensive that it cannot be repaired within a reasonable time and at a reasonable cost, the IFA shall have the option to terminate the Use Permit.

Changes to Premises

1. The IFA has a primary obligation to operate the IFA vessel for the benefit of its passengers and their vehicles. In order to accomplish this obligation, It may be necessary for the IFA, at some time or times during the term hereof, to make changes in the Concession Premises. If and when such changes become necessary, the Parties will mutually cooperate in implementing such changes in order to minimize any disruption in the IFA or Concessionaire operations.
2. The IFA shall not be liable for any Concessionaire loss, damage, inconvenience or interruption of business arising from: (i) changes to the Concession Premises as deemed necessary by the IFA; (ii) the remodel or refurbishment of any ferry terminal or vessel; and/or (iii) any other improvements/renovations whether or not they are associated with IFA actions.

Assignment Sub-Contract:

1. The Concessionaire shall not assign, delegate, or transfer this Use Permit, or the obligations incurred hereunder, in whole or in part, by operation of law or otherwise, or sub-contract for the management or operation of the Concession Premises authorized herein, or parts thereof, without the IFA's prior written approval, which approval may only be authorized by the IFA's General Manager. Such approval shall not operate to relieve the Concessionaire of any of its duties and obligations hereunder, unless specified by the IFA in writing, nor shall such approval affect any remedies available to the IFA that may arise from non-performance of the Use Permit. The IFA may in its sole discretion require the principals

of the Concessionaire to sign as Guarantors on any transfer or assignment of this Use Permit.

Taxes & Assessments

The Concessionaire shall be liable for, and shall pay throughout the term of this Use Permit, all taxes, assessments and license fees, if any, payable for one or on account of the Concessionaire's use and occupancy of the Concession Premises, and/or any taxes levied on, or measured by, the concession fees payable hereunder.

Indemnification

The Concessionaire hereby agrees to defend, indemnify and hold harmless the IFA, at the Concessionaire's own expense, from and against all claims, demands, losses, costs, penalties, damages, judgements, administrative proceedings, and suits at law or in equity, of any kind and any nature ("action"), brought against the IFA arising from, in connection with, or incident to the performance of, or failure to perform, the provisions of this Use Permit by the Concessionaire, its officers, agents, and employees, whether or not such action is based on a claim of misconduct or negligence of the IFA or defective IFA property.

If any such action shall be brought against the IFA, the Concessionaire shall, upon receipt of notice of any action, obtain the IFA-selected counsel to appear for, and defend the action on behalf of the IFA and shall pay all damages, costs, and expenses, including attorney's fees, incurring in connection with any action.

Payment

No monetary payment is exchanged for the use granted herein.

Non-Discrimination

Subject to applicable laws or regulations, the Concessionaire agrees that: (i) no person, on the grounds of race, color, creed, national origin, marital status, age, sex, or the presence of any sensory, mental, physical handicap or limited English proficiency shall be denied the benefits of, or be otherwise unlawfully subjected to discrimination in their access to and use of the public spaces on the Concession Premises; (ii) in providing the concession services authorized herein and the construction or installation of any improvements, no such discrimination shall be practiced in the selection of employees or contractors, or by contractors in the selection and retention of their subcontractors; and (iii) the Concessionaire shall use the Concession Premises in compliance with all other requirements imposed pursuant to any federal, state, or municipal laws or regulations on discrimination. The breach of any of the above non-discrimination covenants shall be a material act of default entitling the IFA to terminate this Use Permit in accordance with the procedures set forth herein.

Termination

Termination for Default:

1. Notice of Default: The IFA, by prior written notice, may terminate this Use Permit, in whole or in part, for failure of the Concessionaire to perform any provision of this Use Permit. Such notice shall specify the default(s) then outstanding, and shall provide advance notice of equal to or more of: (i) fourteen (14) calendar days; or (ii) a period of time determined by the IFA as reasonably necessary to remedy the default(s). The IFA's acceptance of the Concessionaire hereunder shall be deemed a waiver of such default unless the IFA shall so intend and shall so advise the Concessionaire in writing. No waiver by the IFA of any Concessionaire default hereunder shall be constructed to be or act as a waiver of any subsequent default by the Concessionaire.
2. Termination and Extension: After the expiration of the default notice period, if one or more of the defaults described in such notice then remains unremedied, this Use Permit shall terminate without further notice and all rights of the Concessionaire shall cease. The IFA may, in writing and at its own option, extend the above period if, in the sole judgement of the IFA, an extension is justified.
3. Performance by the IFA: If the Concessionaire defaults in the provisions of this Use Permit, and if the IFA deems that any emergency exists as a direct result of such default, the IFA may: (i) Immediately terminate this Use Permit, in whole or in part, effective upon the Concessionaire's receipt of the written notice; (ii) perform or cause to be performed such Use Permit provision(s). In such case, the IFA shall not be liable for damages by reason of such termination or entry onto the Concession Premises. The IFA may also avail itself of any other remedy provided by law. Emergencies hereunder include, but are not limited to: endangerment of life or property or failure to pay any taxes required by this Use Permit.

Redelivery of Premises

Upon the expiration or early termination of this Use Permit, the Concessionaire shall:

1. Immediately quit and surrender the Concession Premises in a systematic and orderly manner and redeliver such premises and property to the IFA in as good of a state and condition as they were at the commencement of the Concessionaire's operation under this Use Permit, except for (i) ordinary wear and tear; and (ii) damage not caused, in whole or in part, by the Concessionaire's operation under this Use Permit.
2. Remain fully liable for the cost of restoring the Concession Premises and any other IFA property to the condition specified above.

Notice & Approval

Whenever notice is required to be given under this Use Permit, it shall be sent, facsimiled, or hand delivered in writing to the following respective addresses.

IFA:

Inter-Island Ferry Authority
ATTN: General Manager
Po Box 495
Craig, Alaska 99921

Inter-Island Ferry Authority – Haida Vending Use Permit

Concessionaire:

Haida Vending
Sam Mooney
Po Box 338
Hydaburg, Alaska 99922

Or to such other respective address as either party may hereafter designate in writing. Notice sent by mail shall be deemed to have been given three (3) days after proper mailing, and the postmark affixed by the U.S. Postal Service shall be conclusive evidence of the date of mailing. Approvals, where required by this Use Permit, shall be effective in the same manner.

Severability

If any term or provision of this Use Permit or the application there to any person or circumstance shall, to any extent, be invalid or unenforceable, the remainder of this Use Permit, or the application of such term or provision to persons or circumstances other than those as to which it is held invalid or unenforceable, shall not be affected thereby and shall continue in full force and effect.

Governing Law

This Use Permit shall be deemed to be made in the State of Alaska, and the legal rights and obligations of the IFA and the Concessionaire shall be determined with the laws of the State of Alaska. The Superior Court for the First Judicial District at Klawock, Alaska shall be the exclusive jurisdiction and venue for any appeal or other action of any kind or nature arising from this Use Permit.

Entire Agreement

1. This Use Permit, together with all attachments hereto, constitutes the entire agreement between the Parties. There are no terms, obligations, covenants, or conditions other than those contained herein. No modification or amendment of this Use Permit shall be valid and effective unless evidenced by agreement in writing. The Concessionaire understands and agrees that no employee of the IFA, including no employee of the IFA, including the General Manager, and no individual Board Member nor the Chair of the Board, and no representative or consultant of the IFA, has any authority to orally or ver ally modify or change any provision, condition, or requirement in this Use Permit.
2. To the extent that there is conflict between this Use Permit, the Concessionaire’s Proposal, the provision of the respective documents shall govern in the following order:
 - a. This contract, together with any attachments;
 - b. The Concessionaire’s Proposal

Disclaimers

Concessionaire agrees and acknowledges the IFA has not made any promises or guarantees as to any possible income or revenue for the Concessionaire.

Concessionaire understands and acknowledges that the IFA may discontinue ferry service at any time for any reason and for any length of time, including discontinuation of all ferry service permanently, and that in the event of the discontinuation of ferry service Concessionaire is not entitled to any compensation or payment of any kind by the IFA.

Concessionaire agrees and acknowledges that they have had the opportunity to consult with counsel of their choice before entering this Use Permit.

Concessionaire agrees and acknowledges that they are not relying in any way on any representation or statements by the IFA, its employees, attorneys, and consultants in entering this agreement.

Concessionaire agrees and acknowledges that they have conducted whatever due diligence they believe necessary before entering into this Use Permit.

IN WITNESS WHEREOF, the Parties hereto have executed this Use Permit as of the day and year written above.

INTER-ISLAND FERRY AUTHORITY

Ron Curtis - General Manager

HAIDA VENDING

Samuel Mooney - Owner

Date

Date

Attachment A – Vending Concession Use Permit
Concessionaire Responsibilities

Maintenance

1. Keep vending machines clean and stocked
2. Do not obstruct access to and within terminal
3. Notify IFA personnel on shift of any safety issues

Attachment B – Vending Machine Concessions Use Permit

Haida Vending Equipment Inventory as of 11/23/202#

- | | |
|---------------------------------------|-----------------|
| 1. Pepsi Beverage Dispenser (outside) | Model: Vendo |
| 2. AutoMatic Snack Dispenser (inside) | Model: Studio 2 |



Resolution No. 2027-03

A RESOLUTION BY THE INTER-ISLAND FERRY AUTHORITY BOARD OF DIRECTORS TO ADOPT THE 2025-2026 USE PERMIT WITH HAIDA VENDING.

WHEREAS, this Use Permit is made and entered into on the 1st day of January 2026, between the Inter-Island Ferry Authority and Haida Vending, represented by Samuel Mooney, an independent contractor (hereinafter called the “Concessionaire”); and

WHEREAS, the Inter-Island Ferry Authority owns and operates a passenger/vehicle ferry service, providing daily transportation between Hollis and Ketchikan Ports; and

WHEREAS, the Inter-Island Ferry Authority desires to permit a qualified Concessionaire to utilize the designated space at the Hollis Terminal Facility for the operation of two vending machines; and

WHEREAS, the Inter-Island Ferry Authority has selected the Concessionaire’s proposal, and both parties have mutually agreed upon the terms outlined in this Use Permit; and

NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE INTER-ISLAND FERRY AUTHORITY, AS FOLLOWS:

The Inter-Island Ferry Authority’s Board of Directors that the attached 2027-2028 Use Permit with Haida Vending is hereby adopted and authorized for the period from January 1, 2027 through December 31, 2028.

This resolution shall become effective immediately upon approval.

Approved this 24th day of September 2026.

Chair, Jeff Nickerson

ATTEST:

Sec/Treasurer, Fred Hamilton

DRIVER FREE DISCOUNTS

		YEAR TOTALS	ALL TOTAL
Estimates Only....no stats were kept:			
2002	Oct-April	\$50,000.00	
2003	Oct-April	\$55,000.00	
2004	Oct-April	\$60,000.00	
2005	Oct-April	\$65,000.00	
2006	Oct-April	\$70,000.00	
2007	May-Sept	\$176,000.00	(the only summer the IFA ever offered Driver Free)
2007	Oct-Dec	\$45,189.00	
		YEAR TOTALS	ALL TOTAL
			\$521,189.00
2008			
January	\$12,869.00		
February	\$14,773.00		
March	\$26,793.00		
April	\$36,837.00	YEAR TOTAL	ALL TOTAL
		\$91,272.00	\$612,461.00
2009			
January	\$23,023.00		
February	\$25,232.00		
March	\$33,828.00		
April	\$31,516.00	YEAR TOTAL	ALL TOTAL
		\$114,599.00	\$727,060.00
2010			
January	\$22,856.00		
February	\$27,635.00		
March	\$31,517.00		
April	\$32,295.00	YEAR TOTAL	ALL TOTAL
		\$114,303.00	\$841,363.00
2011			
January	\$25,193.00		
February	\$24,602.00		
March	\$33,526.00		
April	\$29,461.00	YEAR TOTAL	ALL TOTAL
		\$112,782.00	\$954,145.00
2012			
January	\$20,179.00		
February	\$23,964.99		
March	\$28,590.00		
April	\$30,317.50		
May (error)	\$185.00	YEAR TOTAL	ALL TOTAL
		\$103,236.49	\$1,057,381.49
2013			
January	\$18,661.25		
February	\$20,742.50		
March	\$29,138.75		
April	\$28,061.25	YEAR TOTAL	ALL TOTAL
		\$96,603.75	\$1,153,985.24
2014			
January	\$24,311.25		
February	\$20,906.25		
March	\$27,921.25		
April	\$29,825.00	YEAR TOTAL	ALL TOTAL
		\$102,963.75	\$1,256,948.99
2015			
January	\$23,903.75		
February	\$25,203.75		
March	\$31,248.75		
April	\$28,876.25	YEAR TOTAL	ALL TOTAL
		\$109,232.50	\$1,366,181.49
2016			
January	\$23,140.00		
February	\$24,732.50		
March	\$29,266.25		
April	\$29,331.25	YEAR TOTAL	ALL TOTAL
		\$106,470.00	\$1,472,651.49
2017			
January	\$24,586.25		
February	\$26,795.00		
March	\$30,338.75		
April	\$35,534.40	YEAR TOTAL	ALL TOTAL
		\$117,254.40	\$1,589,905.89
2018			
January	\$23,302.50		
February	\$21,108.75		
March	\$28,502.50		
April	\$29,591.25	YEAR TOTAL	ALL TOTAL
		\$102,505.00	\$1,692,410.89
2019			
January	\$22,506.25		
February	\$24,700.00		
March	\$29,867.50		
April	\$34,531.25	YEAR TOTAL	ALL TOTAL
		\$111,605.00	\$1,804,015.89
2020			
January	\$20,296.25		
February	\$20,848.75		
March	\$23,107.50	YEAR TOTAL	ALL TOTAL
		\$64,252.50	\$1,868,268.39
2021			
January	\$19,223.75		
February	\$20,775.00		
March	\$30,468.75	YEAR TOTAL	ALL TOTAL
		\$70,467.50	\$1,938,735.89
2022			
January	\$22,719.50		
February	\$27,515.00		
March	\$35,165.00	YEAR TOTAL	ALL TOTAL
		\$85,399.50	\$2,024,135.39
2023			
January	\$28,283.00		
February	\$31,114.50		
March	\$40,170.00	YEAR TOTAL	ALL TOTAL
		\$99,567.50	\$2,123,702.89
2024			
January	\$30,708.50		
February	\$42,029.50		
March	\$43,405.50	YEAR TOTAL	ALL TOTAL
		\$116,143.50	\$2,239,846.39
2025			
January	\$37,850.00		
February	\$32,617.50		
March	\$46,335.00	YEAR TOTAL	ALL TOTAL
		\$116,802.50	\$2,356,648.89
2026			
January	\$31,522.50		
February	\$40,027.50		
March	\$41,105.00	YEAR TOTAL	ALL TOTAL
		\$112,655.00	\$2,469,303.89