

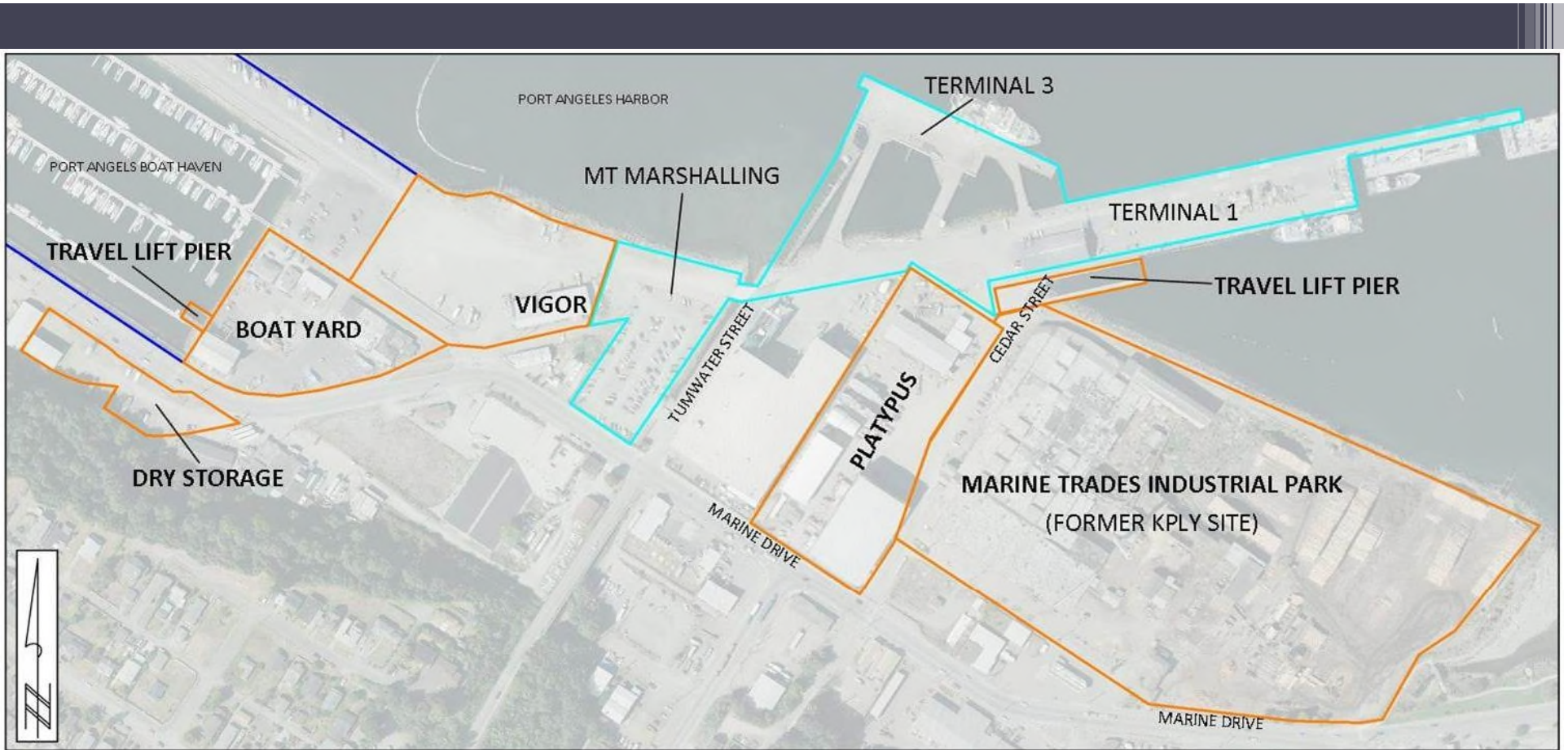
# Assessment of Boatyard/Shipyard options - DRAFT




Prepared by: BST Associates  
For: Port of Port Angeles

October 27, 2015

# Agenda

- Purpose of Study is to evaluate
  - Existing boatyard
  - Kply property
- Key Tasks:
  - Assess Industry Trends
  - Market Assessment
    - Stakeholder input
    - Evaluation of competitors
  - Development considerations
  - Implications for Port Angeles
    - Economic impacts
    - Revenues



SYMBOL	AREA DESCRIPTION
	MARINE TRADES AREA
	MARINE TERMINAL AREA
	PORT ANGELES BOAT HAVEN

# Industry Trends & Opportunities

- Industry Trends:
  - Ship/boat build/repair revenues grew 5%/year (1994-2014).
  - Markets:
    - Commercial market (fishing boats) is strong.
    - Recreation market starting to grow again.
    - Government sector under stress due to budget constraints but still an opportunity.
  - Repair firms beginning to leave Central Puget Sound.
- Port Angeles has opportunities to grow the marine trades:
  - Focus on existing PA firms:
    - PA has a good base of marine trades with expansion plans underway.
    - Consider attracting new firms as market conditions warrant.

# Existing Boatyard

## Findings

- 300 roundtrip lifts/year.
- Average boat is 34 feet.
- Only boatyard in county.
- Serves county residents and marine businesses.
- Do-it-yourself (DIY) is very important.
- The existing yard (1.6 acres) meets local boaters' needs.
  - “Make small yard as efficient as possible”
- Existing yard is properly sized.
  - No need to expand but expansion area (1.7 acres) can complement boatyard development.
- 75 ton lift is the right size
  - Needs replacement.
- TL pier in good shape (10-15 year life).
- Needs:
  - Building improvements.
  - Yard improvements.
  - Develop marine trades.
  - Best Management Practices.

# Kply Site Development

## Findings

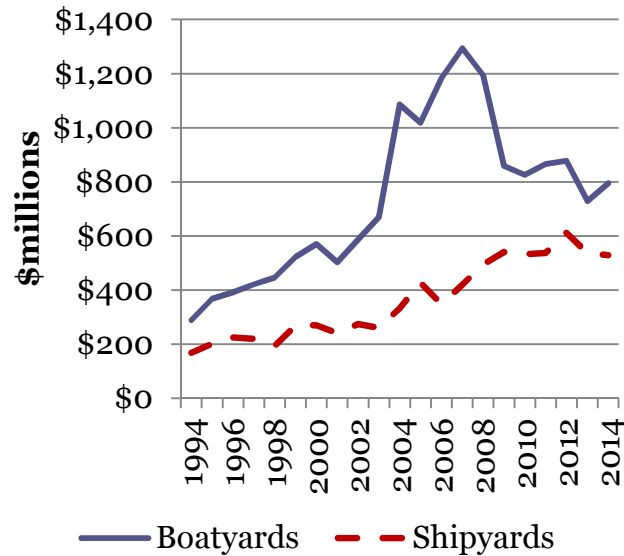
- 60 roundtrip lifts/year.
- Average boat is 64 feet.
- Serves broad market.
  - Recreational cruisers
  - Commercial boats
  - US Government vessels
- Westport and Platypus occupy nearly 7 acres.
- Kply site has ~19 acres of upland potential development.
- Clallam County marine firms have expansion plans.
- Lift capacity is strong (300 ton and 500 ton lifts).
- TL Pier in good shape (30+ years of life remaining).
- Port should consider Marine Industrial Park Development:
  - Port is landlord, builds washdown facility and other common areas.
  - Leases to anchor tenant(s) and other tenants
- Impacts at Full Build-out:
  - Economic Impact (est.):
    - ~250 direct jobs
    - ~461 total jobs
  - Revenues to Port (est.):
    - \$324,000 (low) to \$785,000 (high) annual gross revenues.



# Industry Trends

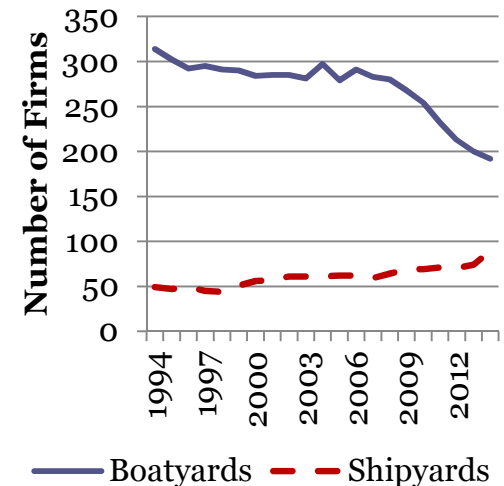
# Ship/Boatbuilding Sales & Firms

Source: Washington State Dept of Revenue



- Sales trends:
  - Ship/boat building/repair has exceeded \$1.2 billion in annual sales since 2004
  - Boat building impacted by recession
  - Sales down in 2013, climbing back up in 2014.

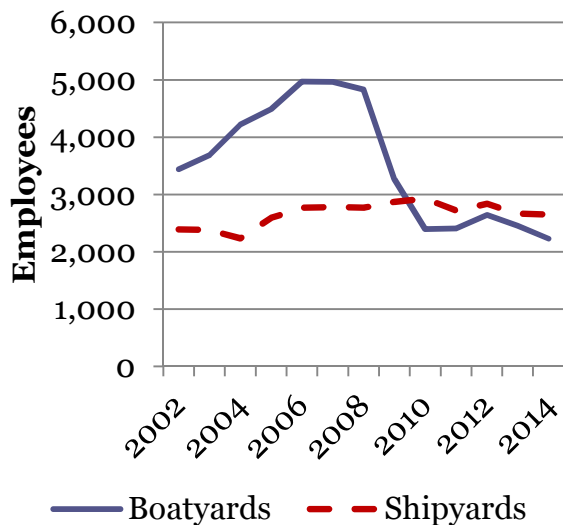
- Number of Firms:
  - Loss of 82 firms from 1994 to 2014.
- Industry is consolidating
  - Firms getting bigger.
  - Higher productivity.
  - Impact on size & utilization of facilities.





# Ship/Boatbuilding Employment and Income

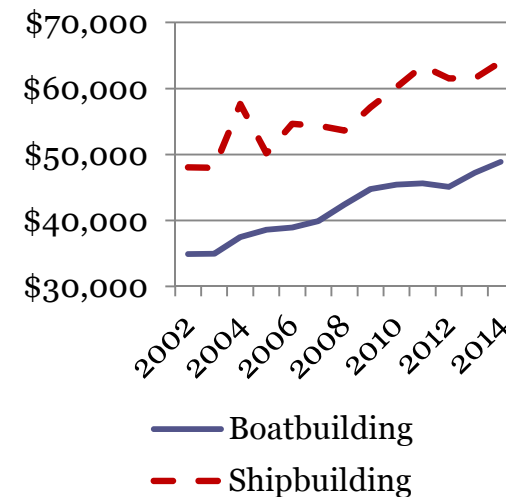
Source: Washington State Dept of Revenue



- Private sector employment trends:
  - Employment in boatbuilding peaked at 5,000 persons in 2006-2008 and has since fallen to 2,200 to 2,600 (2010-2014).
  - Employment in shipbuilding is up from ~2,400 in 2002 to ~2,650 in 2014.
  - Combined sectors averaged ~5,000 employees from 2010 to 2014.

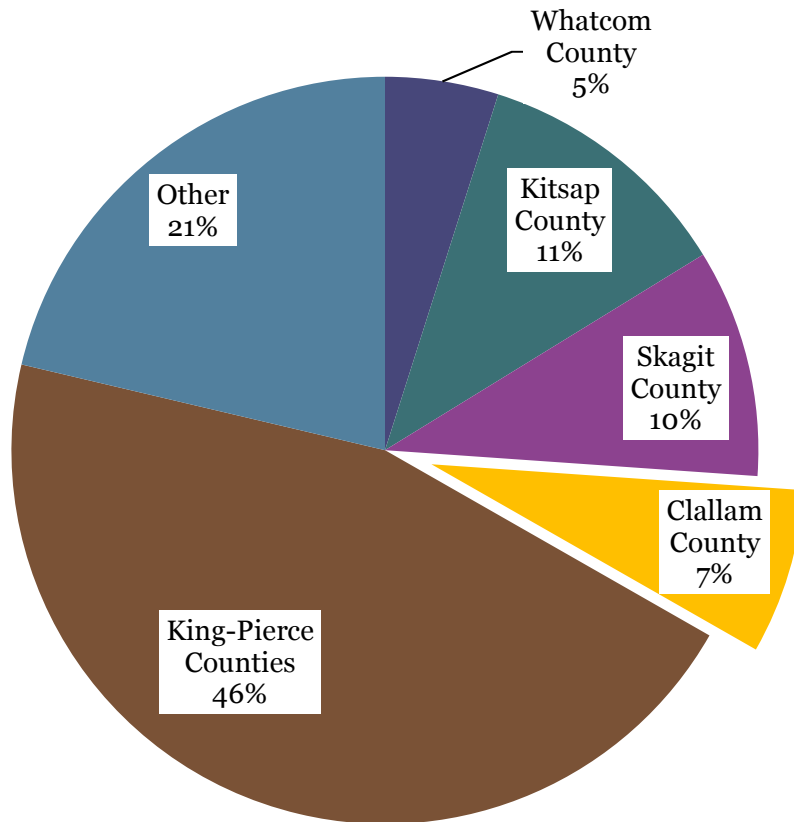
- Comparative wages

- **Shipbuilding: \$64k in 2014**, up 2.4%/year.
  - pays ~30%+ more than boatbuilding.
- **Boatbuilding: \$49k in 2014**, up 2.8%/year.



# Clallam County Marine Trades Employment

Source US Bureau of Labor Statistics



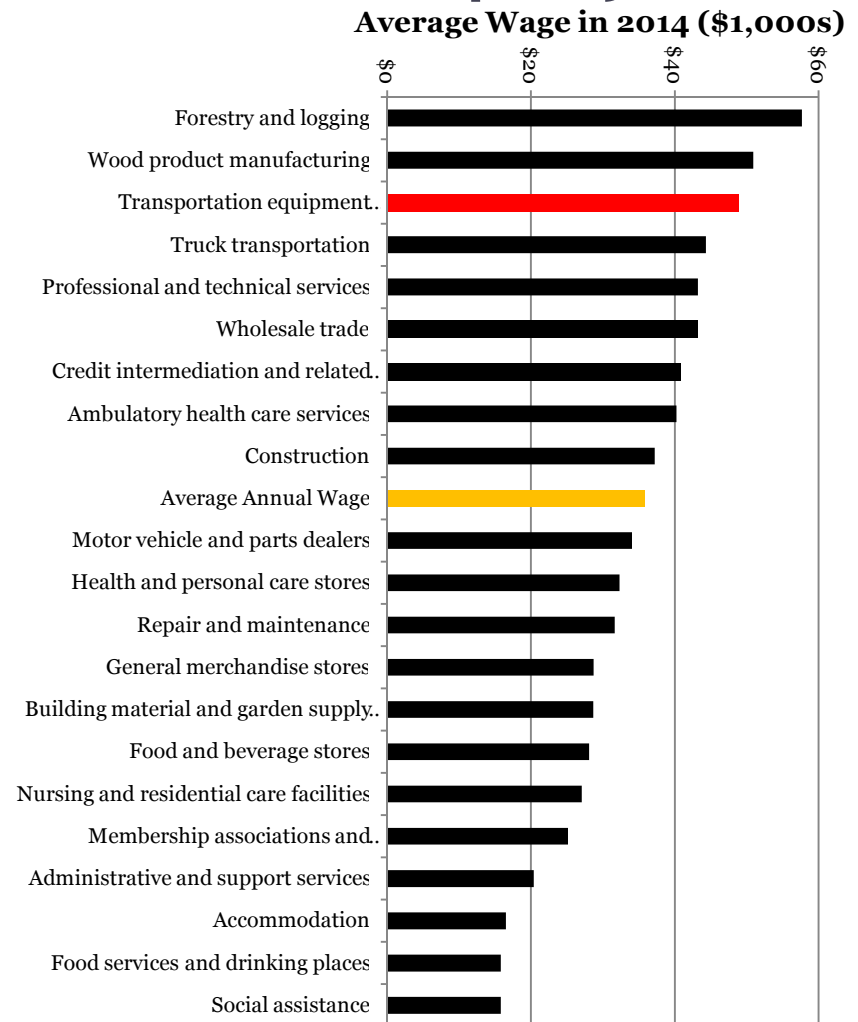
Data excludes self employed and other related fabricators; only includes private sector employment.

- ~360 employees engaged in boat and ship building and repair in Clallam County in 2013.
  - ~7% of state's marine trades.
- Other regions:
  - Sea-Tac area = 46% share
  - Kitsap county = 11% share
  - Skagit County = 10% share
  - Others = 21% share
- The Olympic Peninsula accounted for ~25% of the state's private employment base.
  - There are also ~11,000 employees at U.S Navy facilities (most are in Bremerton).

# Comparative Wages for Private Sector groups with more than 200 Employees

- The transportation equipment manufacturing sector (boat/ship building/repair) has an average wage of ~\$49,000 in 2014 (Source: Wa St Emp Sec Dept).
  - ~\$13,000 more than the average wage in Clallam County (~\$35,833).
  - ~\$9,000 more than the living wage for a family of four in Clallam County (\$40,166 as per Olympus Consulting citing MIT)

Source: Wash State Employment Security Department; includes data for private firms in sectors with 200 or more employees



# Findings - Trends

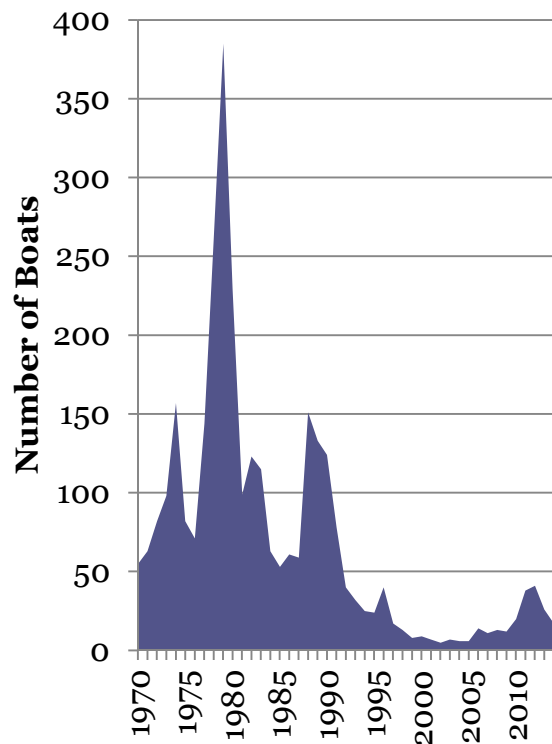
- **Industry Trends:**
  - **Substantial volatility in the past decade.**
    - Recession was disruptive but industry is recovering.
    - Ship building/repair fared better than boat building/repair.
  - **Industry is consolidating, with fewer firms.**
  - **Employment fell after the recession but has been steady since**
    - Productivity increases resulted in higher revenue per employee
    - Average wages have increased
    - Wages are higher in ship than boat building/repair
- **Port Angeles has opportunities to grow the marine trades:**
  - **Clallam County has a strong cluster of boat/ship building and repair that has weathered the last storm.**
  - **Firms have indicated expansion plans.**



# Markets - Vessels & Competition

# Commercial Fishing Boats Built in Washington State

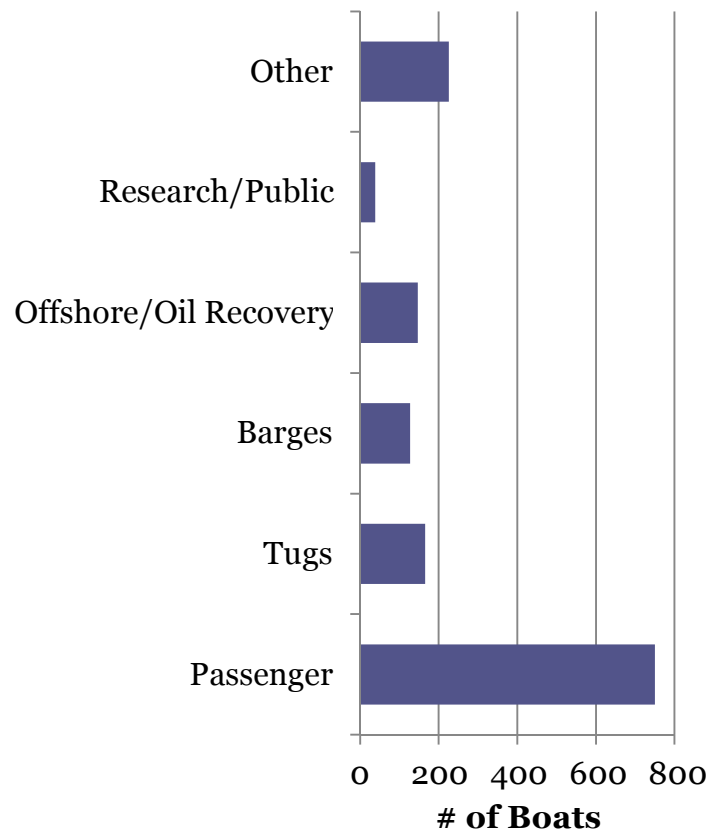
Source: USCG Database



- Washington State is a leader in construction and repair of commercial fishing boats.
- The number of boats built in Washington state yards peaked in 1979.
- Approximately 75% of active commercial boats built in Washington State are more than 30 yrs old.
- There is a building renaissance underway as vessels are replaced, particularly in the Alaska fisheries (~\$14 billion investment).
- Construction of a fishing vessel can employ ~100 shipyard workers and carry a price tag of ~\$25 million.
  - The value of the vessel and number of employees increase as the size increases.

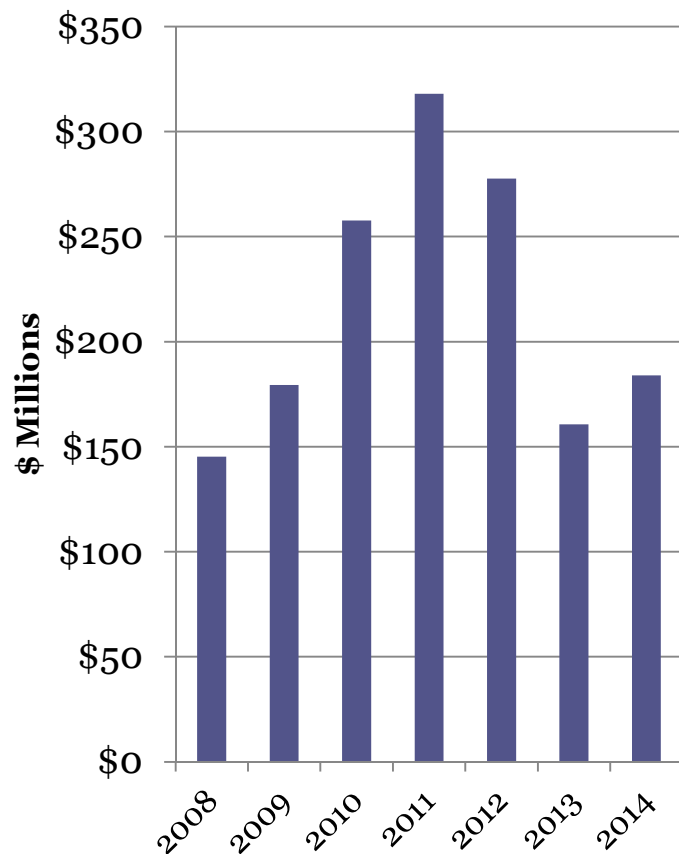
# Other Active Commercial Vessels Built in Washington State

Source: USCG Documented Vessels



- Washington state yards also excel in construction of other commercial vessels.
- Active boats built in Washington State yards include:
  - 750 Passenger vessels
  - 165 tugboats/towboats
  - 127 barges
  - 147 offshore and oil recovery vessels
  - 38 research and government vessels
  - 226 other vessels
- Opportunities continue to be favorable for construction and repair of these vessels.

# U.S. Government Contracts for Ship Repair in Washington State (Source US Spending)

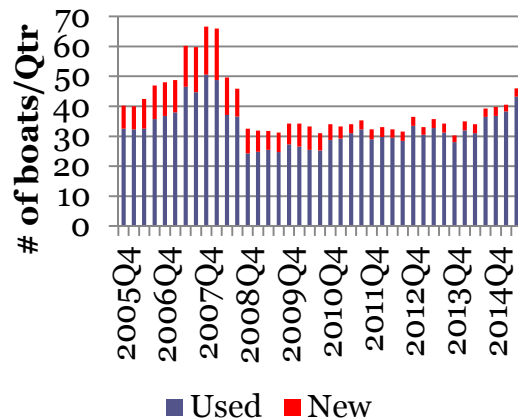
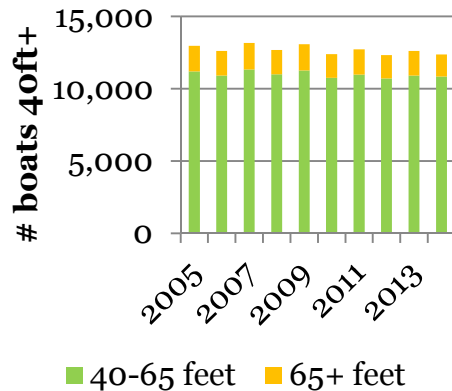


- U.S. Government contracts with firms in Washington State averaged \$217 million from 2008 to 2014.
- These contracts came from:
  - Navy 60%
  - Coast Guard 30%
  - All others 10%
- Funding levels are uncertain due to budgetary constraints.
- Opportunities for small businesses appear favorable, due to requirements for small business set-asides.
- Port Angeles firms provide repair services at Navy facilities as well as at PA yards.



# Recreational Boat Market

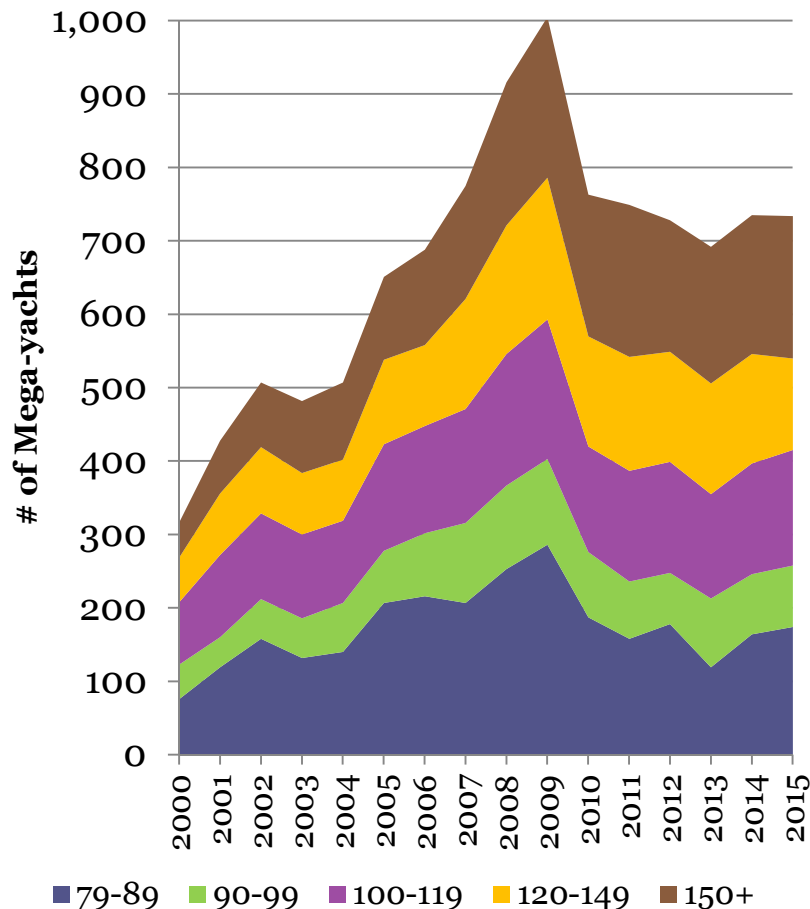
Sources: Washington State Dept of Licensing; U.S. Coast Guard



Sales of Boats over 50 ft in Washington State  
4 Quarter Moving Average

- There are ~12,600 registered recreational boats along the U.S. West Coast that are 40 ft and longer.
  - Washington & California have ~5,500 boats,
  - Oregon has ~1,000 boats and
  - Alaska has 230 boats.
- In Washington State, vessel sales of boats over 50 feet long have steadily increased since the recession.
- NMTA estimates that the average recreational vessel spends the following amounts on repair and maintenance :
  - 35 ft to 85 ft spends ~\$30,000/year
  - 85+ ft spends ~\$100,000/year

# Megayacht Market Trends



- Worldwide construction grew very rapidly from ~300 boats in 2000 to 1,000 boats in 2007.
- The recession slowed growth to ~700-750 units and has remained at this level since 2010.
- The rate of growth has been highest for boats over 150 feet.
- Westport LLC has consistently been a leader in U.S. construction of mega yachts.
- The annual repair cost for a 180 ft yacht is estimated at ~\$1 million. Conversions could run several million\$.

# Marine Trade Bill

- Allows non-resident entity-owned boats to come into the state for personal use without incurring the previously charged taxes and fees, provided the vessels are between 30 and 164 feet in length.
- Before the Bill, could be in Washington for only 60 days in any 365-day period without tax exposure. After 60 days, a tax on the value of their vessel was incurred (about 10% of vessel value).
- NMTA estimates this could lead to \$29 M in new spending per year by these large boats.
  - **Example: Vessel: Legacy (164') conversion work in Fall 2011**
    - Cost of Work: \$1.3 million
    - Workers Employed: 37
    - Sales Taxes Paid: \$121,600
    - Local Economic Impact: \$4.1m
    - Work Performed: Commissioning, customization, and provisioning of newly built 164' yacht.

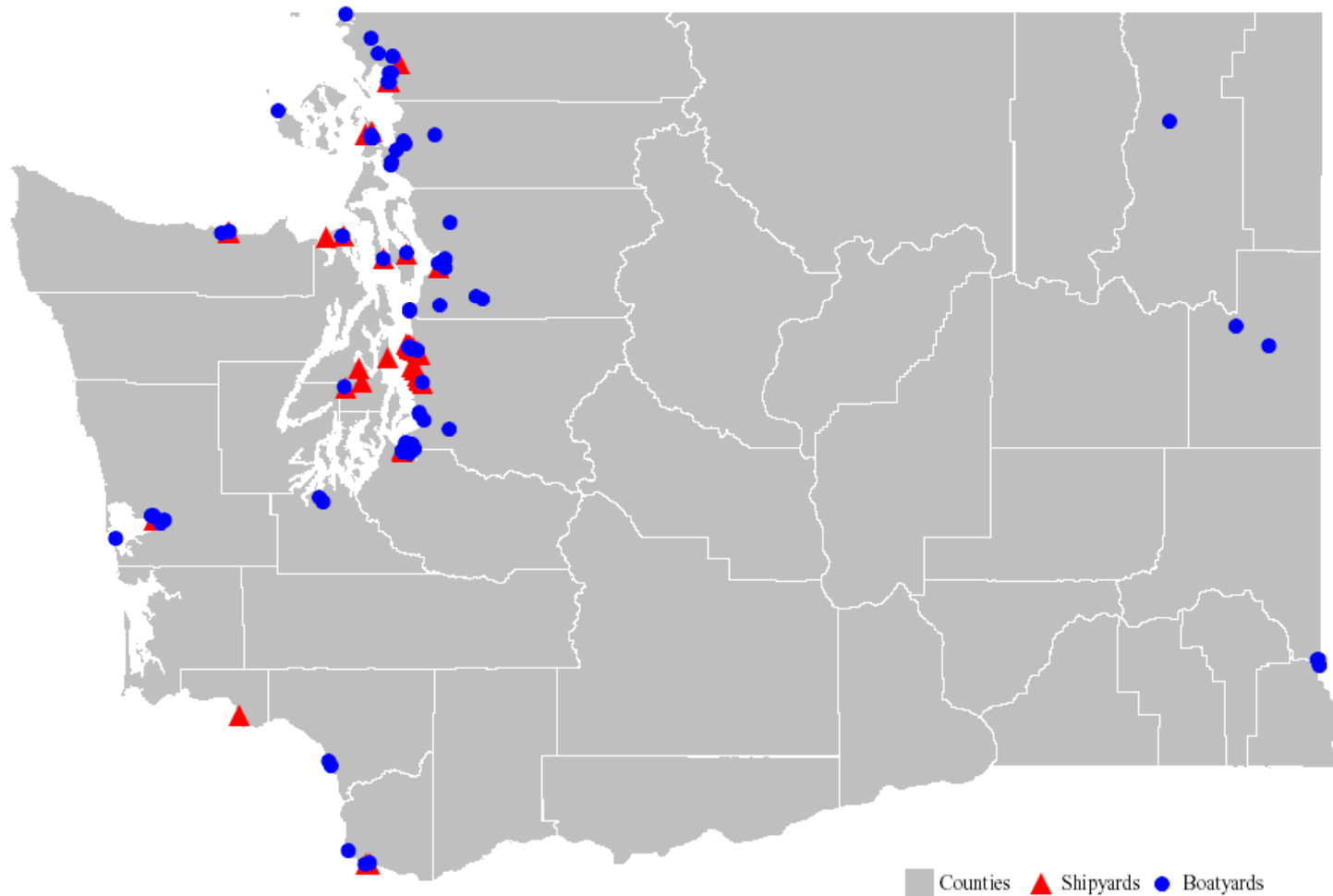
# Findings - Vessel Markets

- Commercial market is expected to be strong:
  - Replacement and repair of the commercial fishing fleet.
  - Continued market for other commercial vessels.
    - Passenger ferries,
    - Oil exploration and development support vessels, et al.
- Recreation market starting to grow:
  - Steady activity at PA BY during and after the recession.
  - Recreational boating is improving (new builds and used boat sales are up).
  - Megayachts experiencing recovery.
- Government business:
  - DOD budgets facing budget constraints, lingering effects of sequester.
    - New construction limited, more focus on repairs
    - PA firms are actively pursuing Govt. work.
  - Continued work for WSF and other public clients.

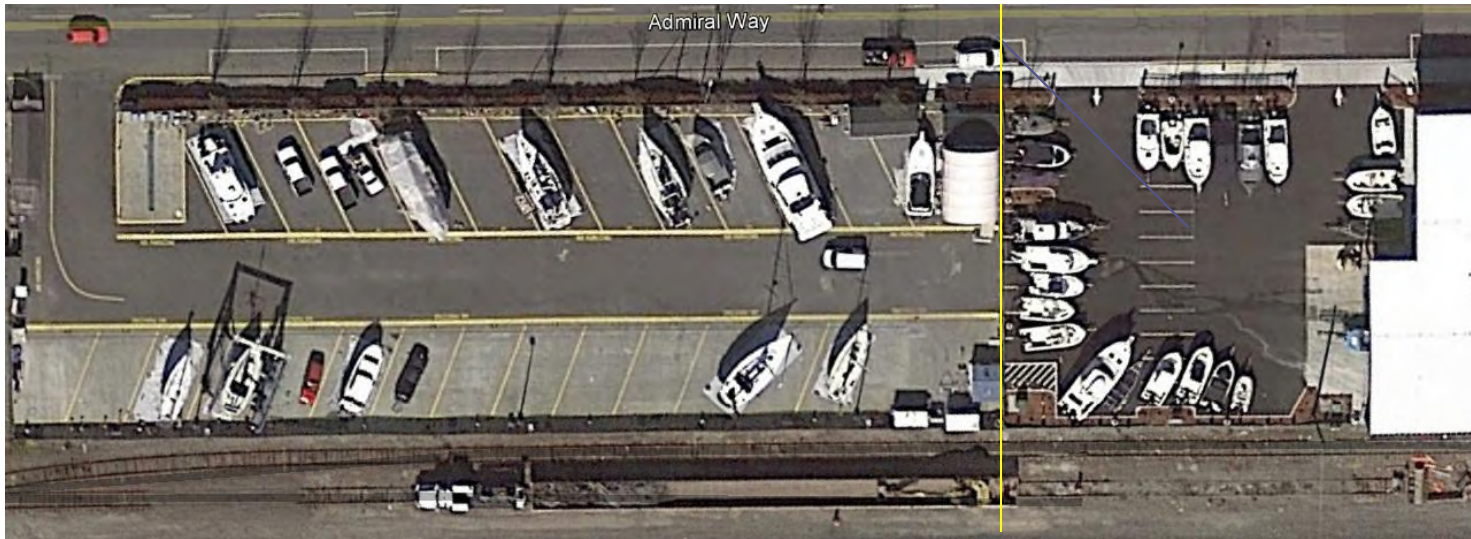


# Case Studies

# Map of Washington State Boatyards and Shipyards (Source DOE permits)



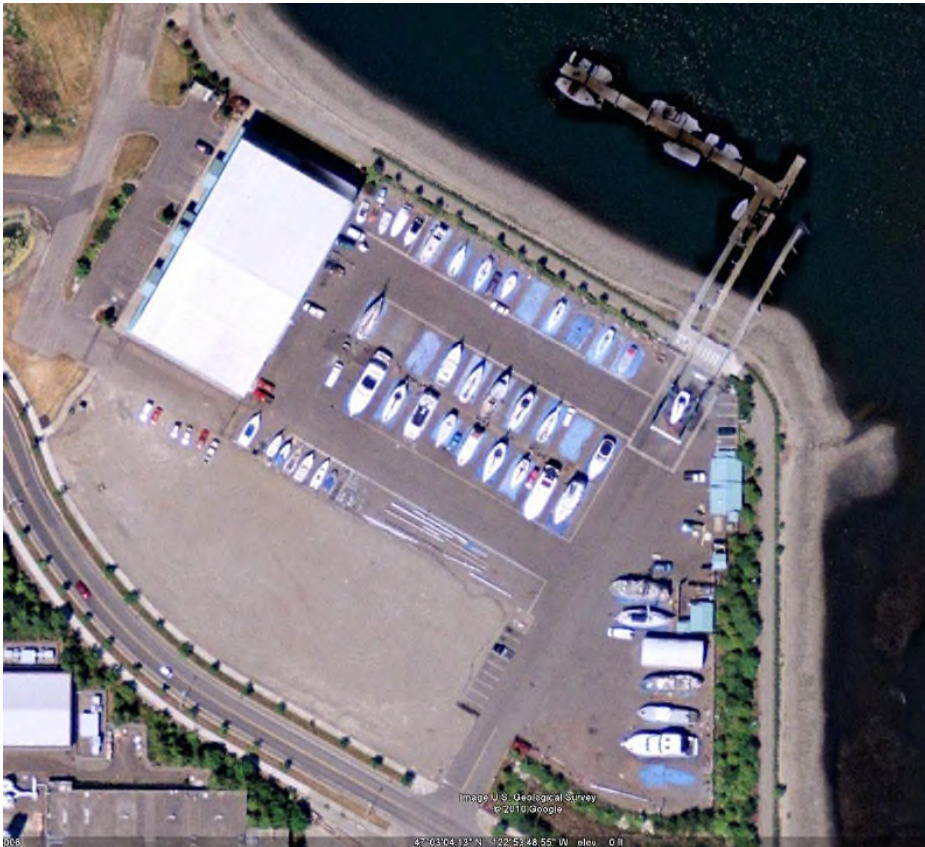
# Port of Edmonds Boatyard



- Features:
  - ~1-acre boatyard with capacity for 21 vessels
    - 16 pads are DIY; 5 pads leased by tenant
    - 80 vendors approved/certified
  - 50-ton Travel lift (vessels ~15.5 feet wide).
    - ~240 lifts per year to boatyard (round trip)
    - 180 lifts sling time repair (power wash and change zincs etc)

# Swantown Boatworks

Located at Port of Olympia



- Features:
  - 3-acre boatyard with capacity for 54 vessels
  - 18,000 sq ft building
  - 77-ton Travel lift for vessels up to 22 feet wide.
    - Average ~650 lifts per year (mostly round trip)
  - Marine-repair offered by Pettit Marine



# Port of Port Townsend Shipyard

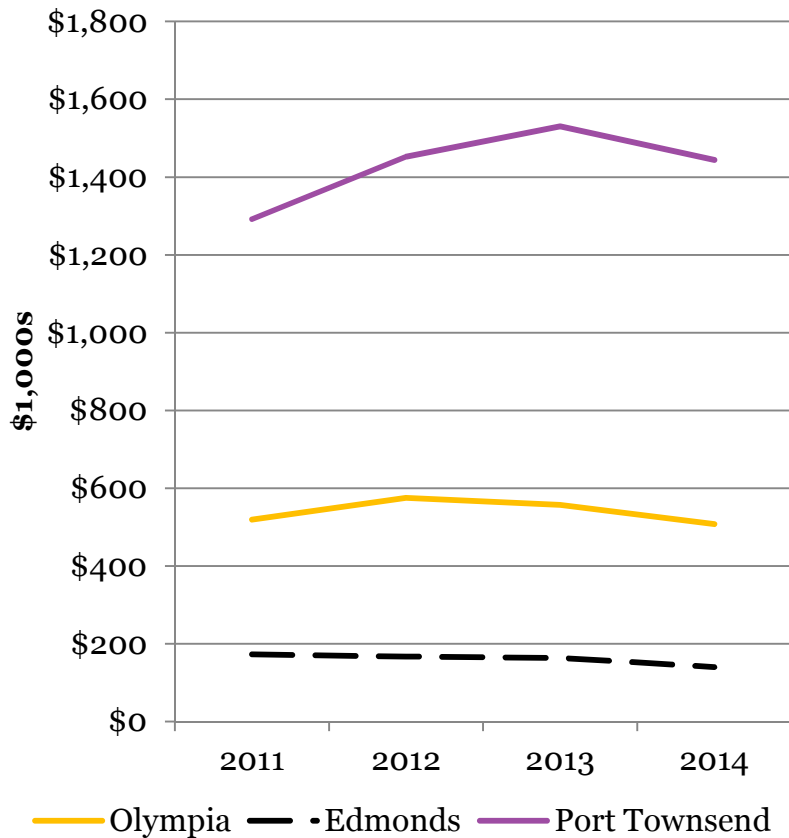


- Features:
  - The ship yard has ~10-acres of yard space with a capacity of ~200 vessels
  - There are 15 ground leases plus 21 leases for the rental of improved properties at the Ship Yard and Boat Haven
  - There are 70-ton, 75-ton and 330-ton Marine Travelifts
    - Activity (round trips):
      - 70/75 ton lifts ~ 730 lifts/year
      - 330 ton lift ~ 133 lifts/year
  - Est Employment 300 to 400 in marine trades jobs with ~100 vendors

# Financial Performance Port-owned BYs

Source: Individual Ports

**Port owned Boatyard  
Gross Revenues**



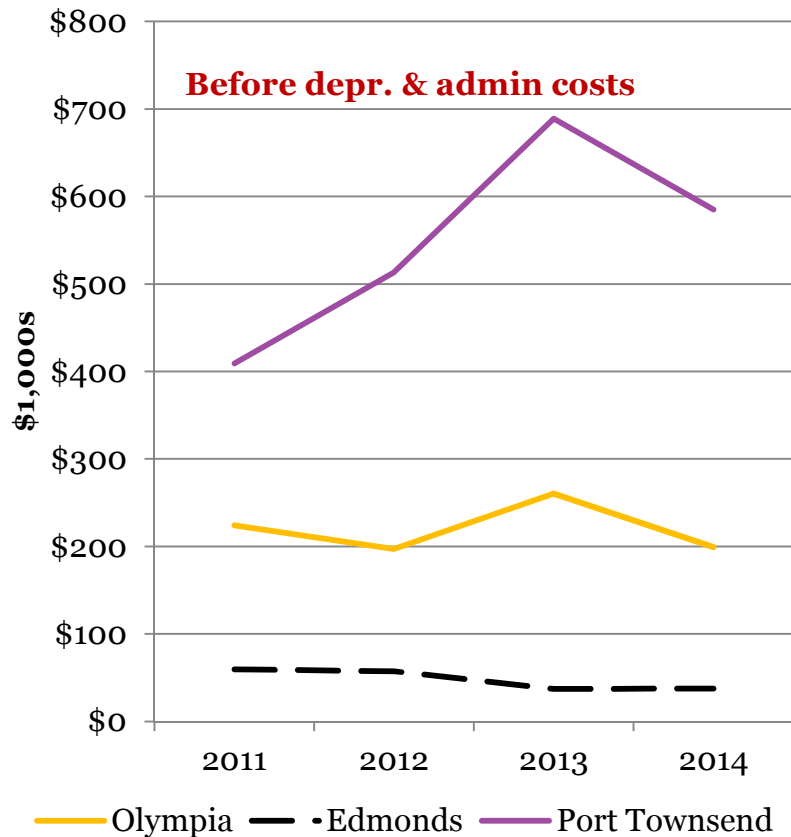
- Edmonds represents a small BY, similar in size to PA BY (Revs < \$200k).
- Olympia represents a mid-sized BY (Revs > \$500k).
- Port Townsend is a large yard, similar to the Kply site (Revs > \$1.4 million). Useful comp. See table below (used as a comp for PA).

Revenues	Avg 4 years (\$1,000s)	Percent
Electric	\$21	1.4%
Liveaboard Fee	\$2	0.1%
Miscellaneous Revenue	\$13	0.9%
300 Ton Hoist Revenue	\$118	8.2%
70/75 Ton Hoist Revenue	\$232	16.3%
Washdown Revenue	\$57	4.0%
Bilge Water Revenue	\$2	0.2%
Ship Yard Revenue	\$314	22.0%
Work Yard Revenue	\$521	36.5%
Blocking Rent (Off Port Property)	\$10	0.7%
Long Term Storage Yard	\$62	4.4%
Marine Trades Contribution	\$77	5.4%
<b>Total Revenues</b>	<b>\$1,430</b>	<b>100.0%</b>

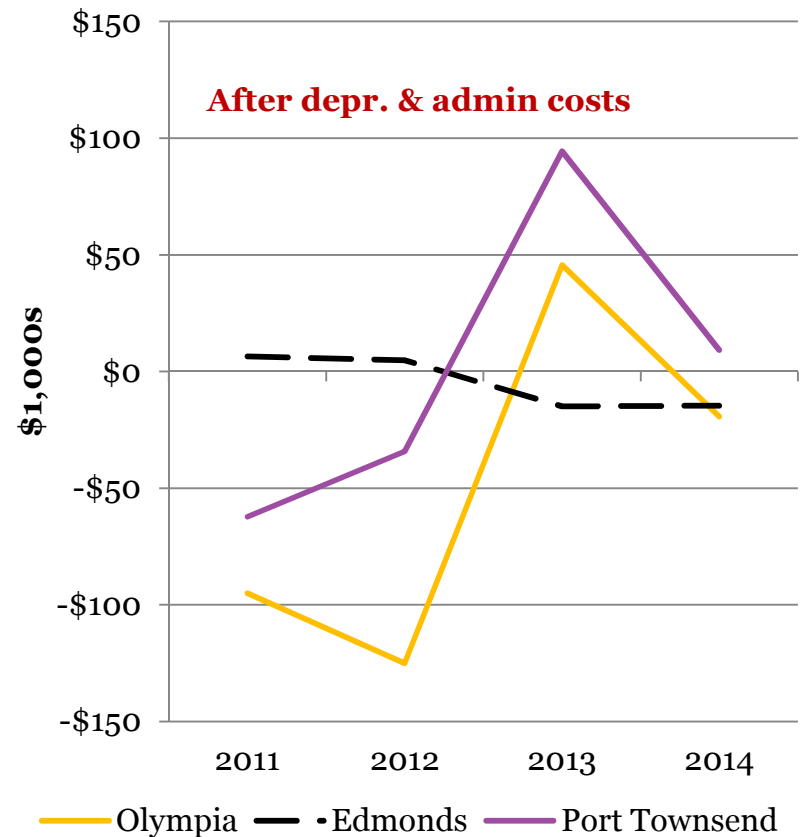
# Financial Performance Port-owned BYs

Source: Individual Ports

**Port run BYs have positive financial performance before depr. & admin costs**

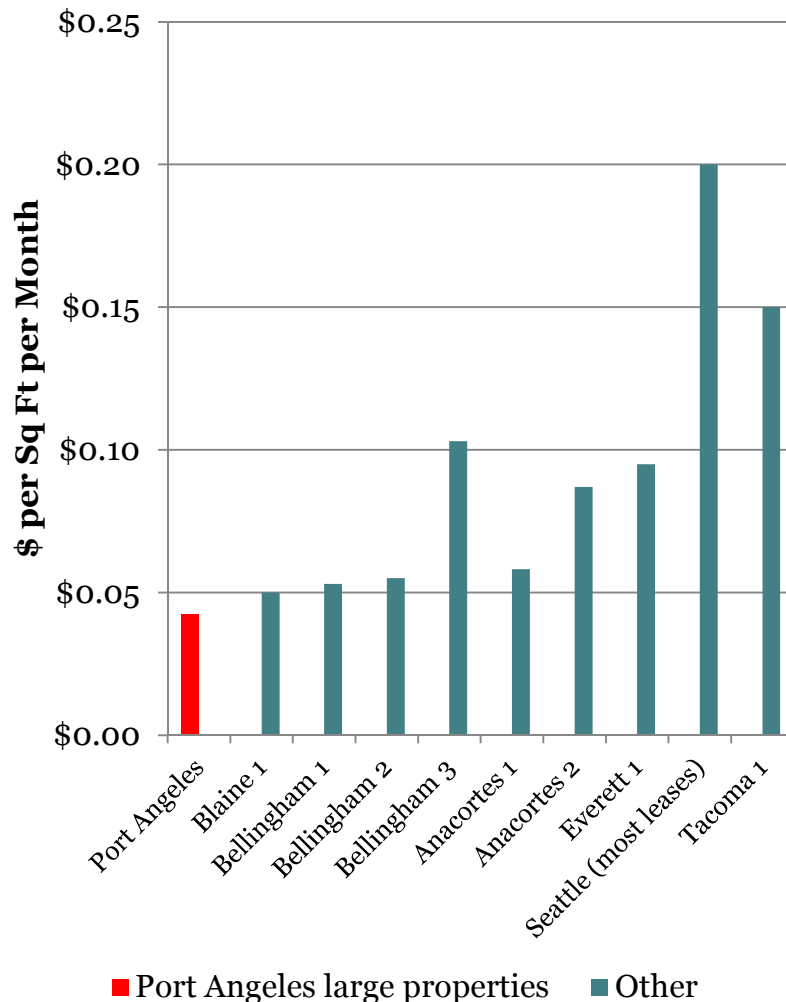


**Olympia and Edmonds BYs had negative financial performance on average after depr. & admin costs; PT slightly above breakeven**



# Waterfront Land Monthly Rates

Source: Individual ports

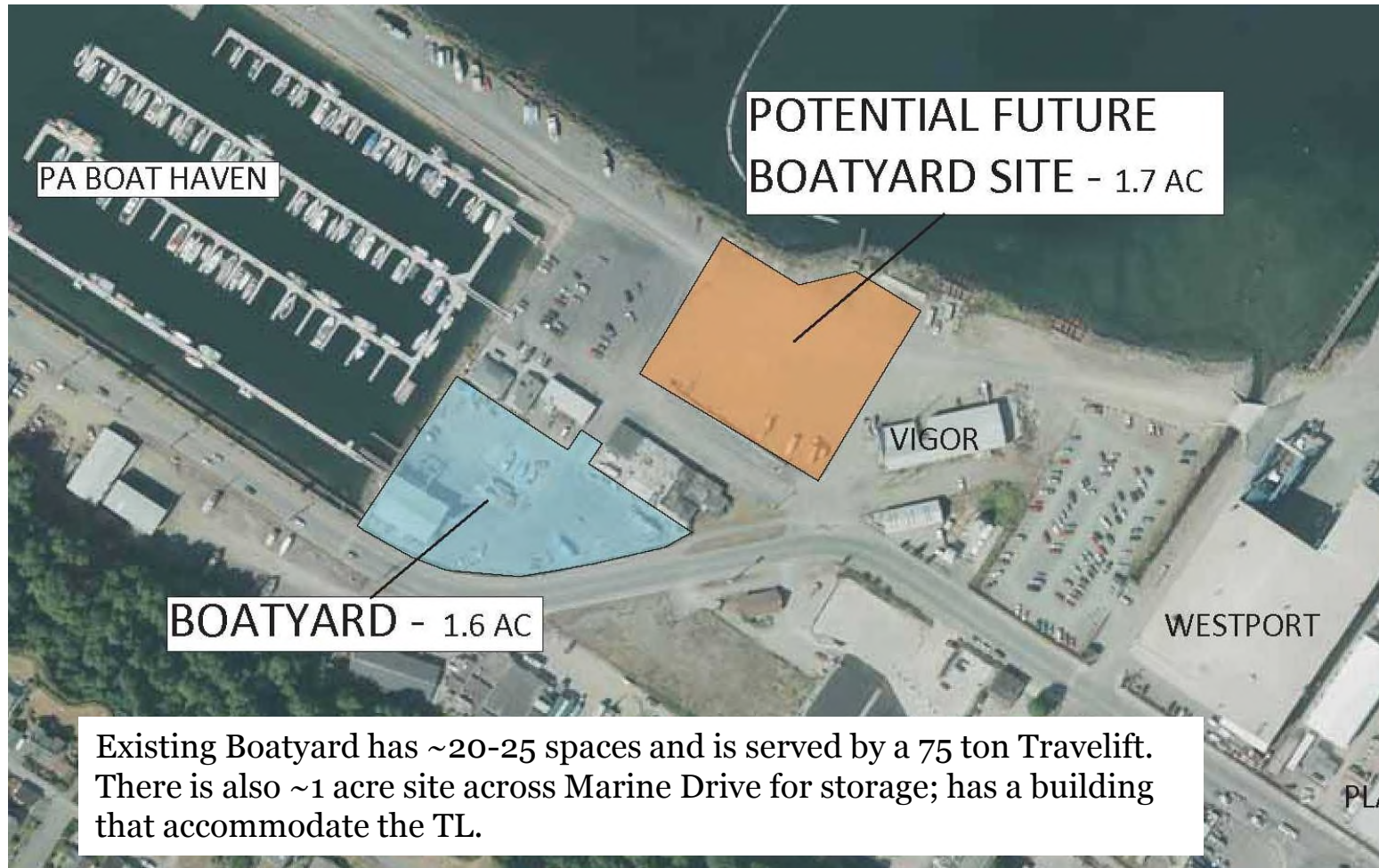


- Port of Port Angeles waterfront rates are currently ~\$0.042 for large parcels.
- From Everett to Blaine, waterfront land is generally leased between \$0.05 and \$0.10 psfmo, with an average of selected properties at \$0.067.
  - This includes incentive pricing for employment and tenant improvements.
- Seattle charges from \$0.13 to \$0.25 psfmo, with most leases at \$0.20.
- Tacoma charges \$0.15 psfmo



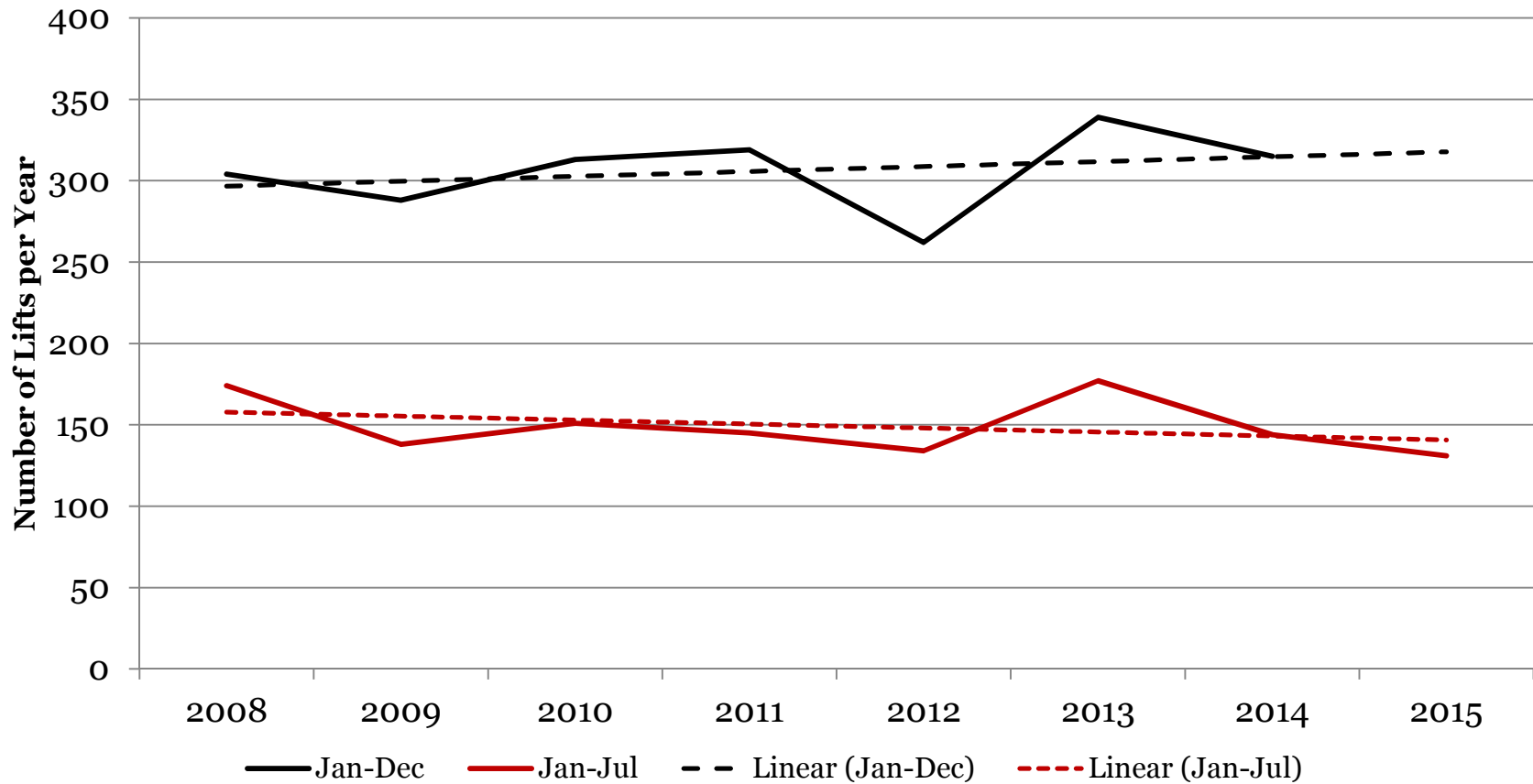
# Port Angeles Boatyard

# Port Angeles Boatyard



# PA Boatyard Activity Trends

Source: Port of Port Angeles, PA Marine

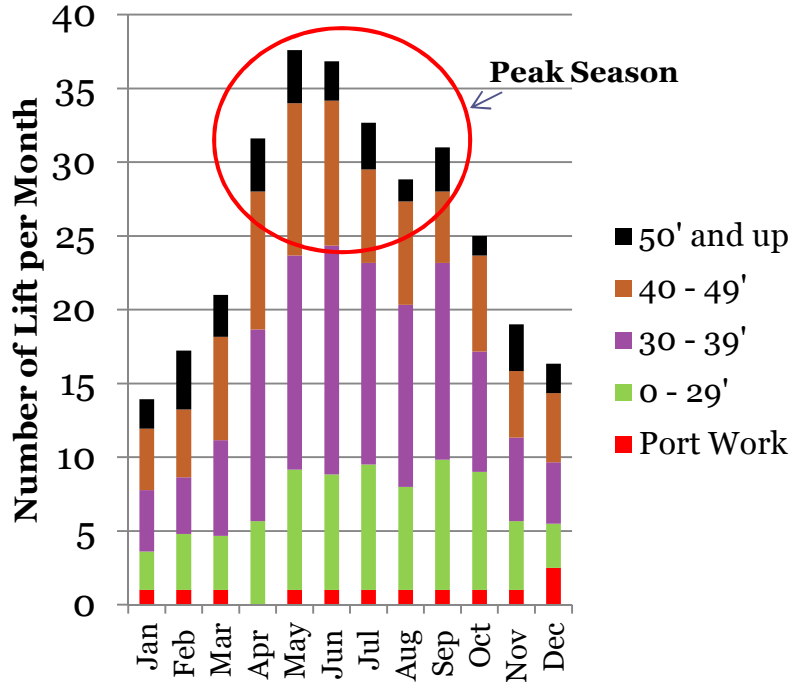


The number of lifts at PABY has remained relatively stable during the past 7 full years at 306 lifts per year. Approximately half of these lifts occur from January to July.

# PA Boatyard Activity Trends

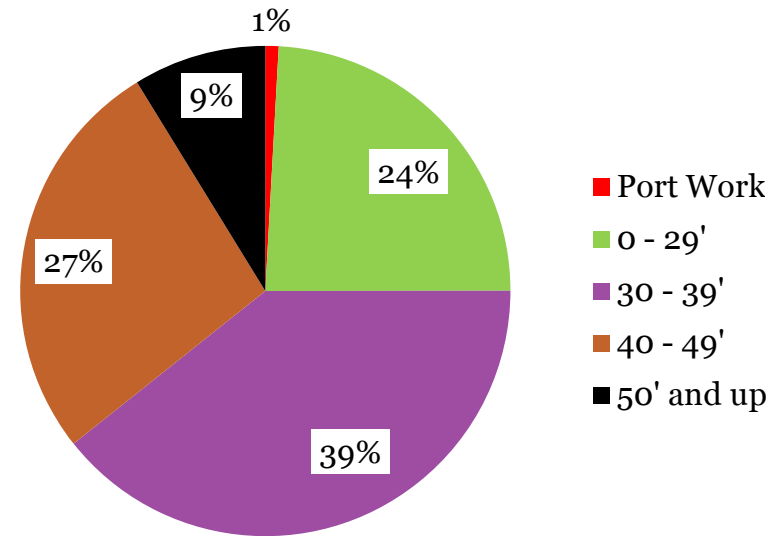
Source: Port of Port Angeles, PA Marine

## Average Monthly Lifts by Boat Length



Lifts peak in May and June at 12% of total;  
 averages 8%-11% during April and July –October;  
 Nov-Feb lifts average 4% to 6% of total.

## Average number of lifts by boat length for 2008-2014

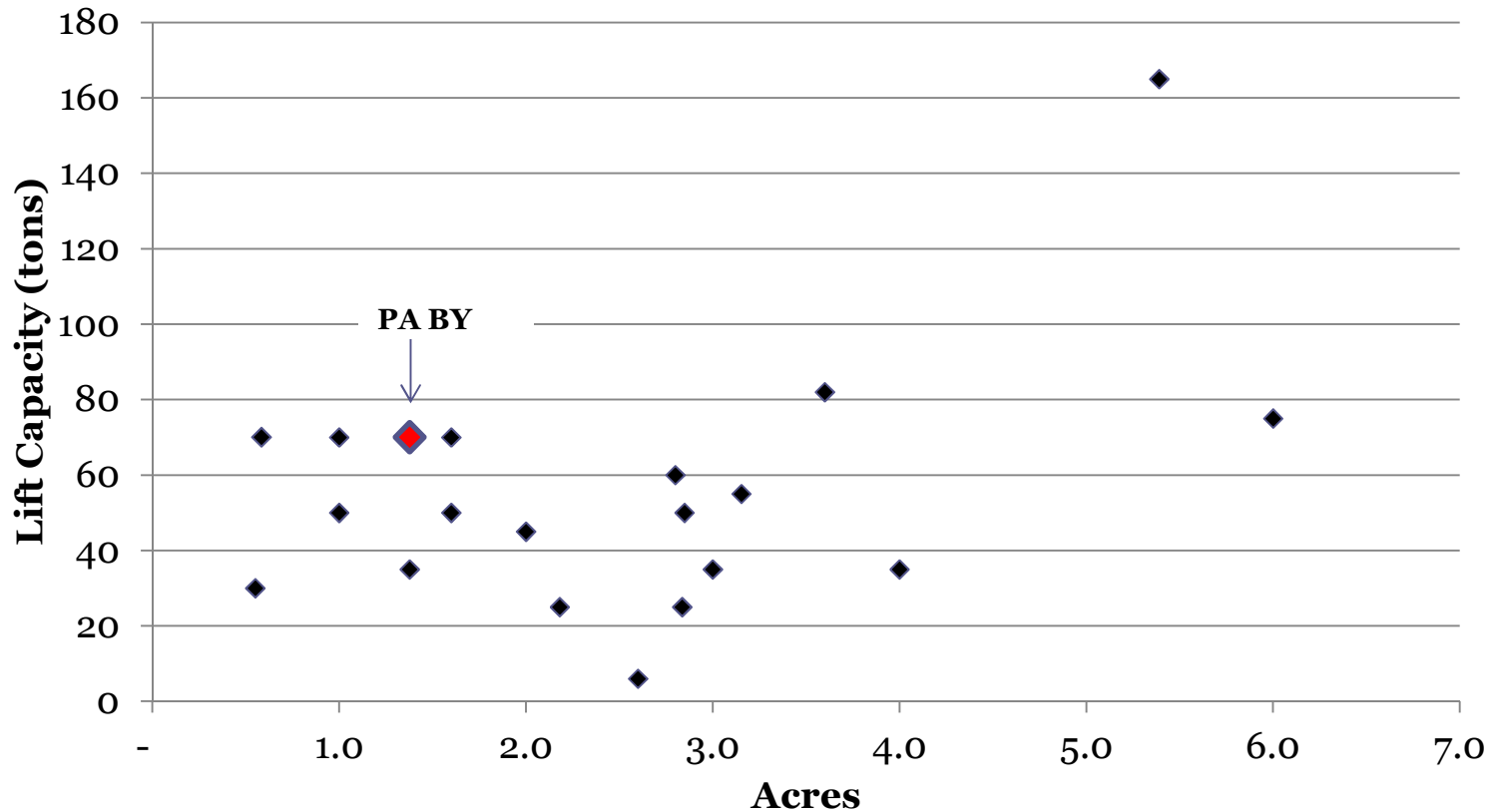


The average vessel lifted is approximately  
 ~34 feet long.



# Boatyards - Acres and Lift Capacity

Source: Boatyards



22 Boatyards in Puget Sound were evaluated. Acreage ranged from 0.6 acres to 6.0 acres with an average of 2.5 acres [2.3 acres if eliminate top and bottom 2 BYs]. All except two have lifts that are the size of the lift at PA or smaller. Larger yards also used for storage, which may compete with wet moorage.

# Survey Results (45 surveys: PABH-35/JWM-10)

- Where do you usually have your boat hauled out for repairs and maintenance?
  - **93% at Port Angeles**
  - 5% at Port Townsend (split evenly PABH and JWM)
  - 2% at Sequim (John Wayne)
- In terms of local capability, what share of your repair and maintenance needs can be performed in Port Angeles?
  - **80% - All**
  - 20% - About half
- How often do you haulout?
  - 56% annually
  - 26% every other year
  - 18% twice or more per year
  - **Average ~once per year**
- Do you use trailer or Travelift for haulout
  - 87% by Travelift
  - 13% by trailer (mainly 21-24 footers)
- Who performs work:
  - **53% - Perform yourself (DIY)**
  - 46% - Hire out the work
  - 1% - Other (friends, family)

# Findings - Boatyard

- Goal of Boatyard is to provide assets for the local boaters and to create jobs in marine trades.
  - PA BY is the only boatyard with a haulout in Clallam County.
- Boatyard Utilization Rates
  - Utilization Rates:
    - Average annual basis ~39%
    - Peak months (May/June) ~56%
  - BY has additional capacity as presently configured.
  - BY meets local boaters' needs but needs improvement.
  - No need for expansion of BY.

# Findings - Boatyard (continued)

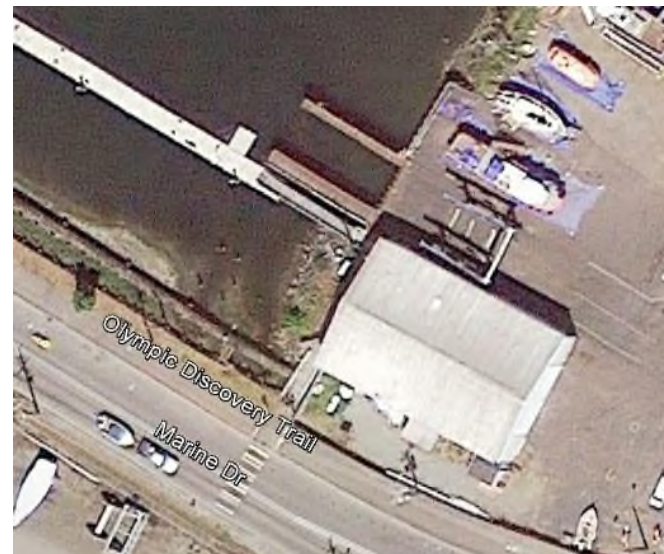
- Do-it-yourself (DIY) BY is very important to boaters
  - Port should make sure BMPs are posted and followed.
    - Requires careful monitoring of owner/vendor use.
  - Vendor certification/insurance
    - Some yards require insurance for vendors to cover mishaps; other yards are considering insurance.
    - Some yards exclude DIY from bottom prep work, sandblasting and spray painting.
  - High cost if BY does not meet permit requirements
    - BY is currently well within permit requirements.

## Findings - Boatyard (continued)

- Travelift size is appropriate for PA Boatyard
  - 75 ton TL can haul recreational boats up to ~60 feet as well as small commercial fishing boats.
    - Covers nearly all Port marina tenants as well as smaller tribal commercial fishing boats.
    - TL is nearing the end of its useful life and should be repaired or replaced in the near future.
  - The TL pier has an estimated life of 10-15 years.
    - Extend life of TL pier as long as possible.
    - Boats requiring a larger lift can utilize the 300/500 TLs.

# Findings - Boatyard (continued)

- Upgrade BY building
  - Activity could be stronger in shoulder/off seasons (October- March) but can't due to weather conditions (cold, wind, darkness and rain).
    - Improving building would enable additional work in off-peak season
  - Improvements needed
    - Better lighting,
    - More insulation/heating,
    - Improved power.



# Findings - Boatyard (continued)

- Yard Improvements
  - Movable vendor storage/work lockers
    - Need for work stations that could be moved (by forklift or on wheels) to the boat and then back to a secure location.
    - Sized larger than existing lockers.
  - Wind break anchors for tarp coverage
    - Wind is a major problem in the BY (especially for bottom prep, painting etc).
    - Eco blocks or tie-downs would help stabilize tarps during operations.
  - Improved security
    - Some users indicated need for improved security, while others said it was not a problem.
    - Monitor situation, evaluate options (cameras etc)

# Findings - Boatyard (continued)

- Expansion area
  - The existing yard meets local boaters' needs.
    - “Make small yard as efficient as possible”
  - The BY expansion area is currently vacant or used for storage
    - Acceptable in near-term until another use arises.
    - Develop site with RUBB-type buildings for use by boatyard tenants and local builders.





# Findings - Boatyard (continued)

- Develop Marine Trades
  - Develop list of trades people "certified" to work in yard,
  - Advertising/promotion of vendor services
    - Put profiles of vendors in port newsletter, send to tenants with bills and display in Marine Retail Store and other locations.
    - Names on signage kiosk.
  - Additional marine trades capability
    - Will develop as marine trades increase
      - Statewide growth is strongest for marine electronics and electrical system and aluminum welding.
    - Work with Peninsula College, Olympic College and Northwest Center of Excellence for Marine Manufacturing (in Anacortes), among others.

# Findings - Boatyard (continued)

- Marine Retail
  - Port Angeles has relatively frequent service:
    - Local hardware stores carry marine supplies,
    - Remote vendors provide service:
      - Fisheries Supply – 3x/wk,
      - SeaMar – 2x/week,
      - Redden – as requested,
    - Some tenants also drive to Port Townsend or Seattle for parts, as needed.
  - As boatyard activity increases on KPly site, a marine retail store could be attracted.
    - However, some marine retailers are shifting to larger stores to replace smaller ones and are focusing more on internet sales.
    - Improved advertisement/communication of marine retail orders would be helpful.

# Findings - Boatyard (continued)

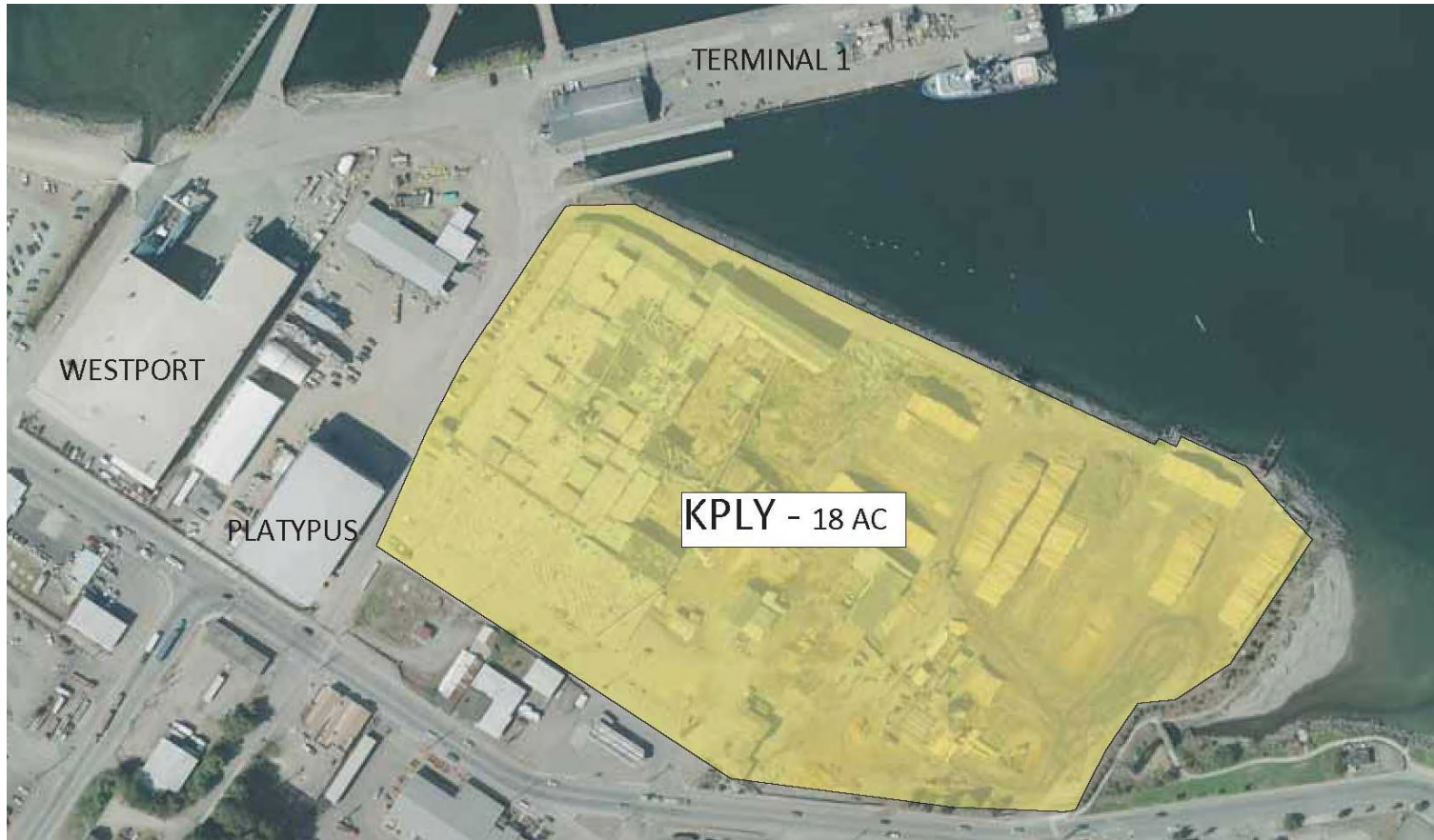
- 914 Marine Drive (Building across Marine Drive)
  - Could serve as backup for existing building, if needed but it is considered a lower priority
    - Consider other use for this site.
  - Improvements needed for BY use:
    - Access (TL access under wires),
    - Improve building (lighting, power, heat).





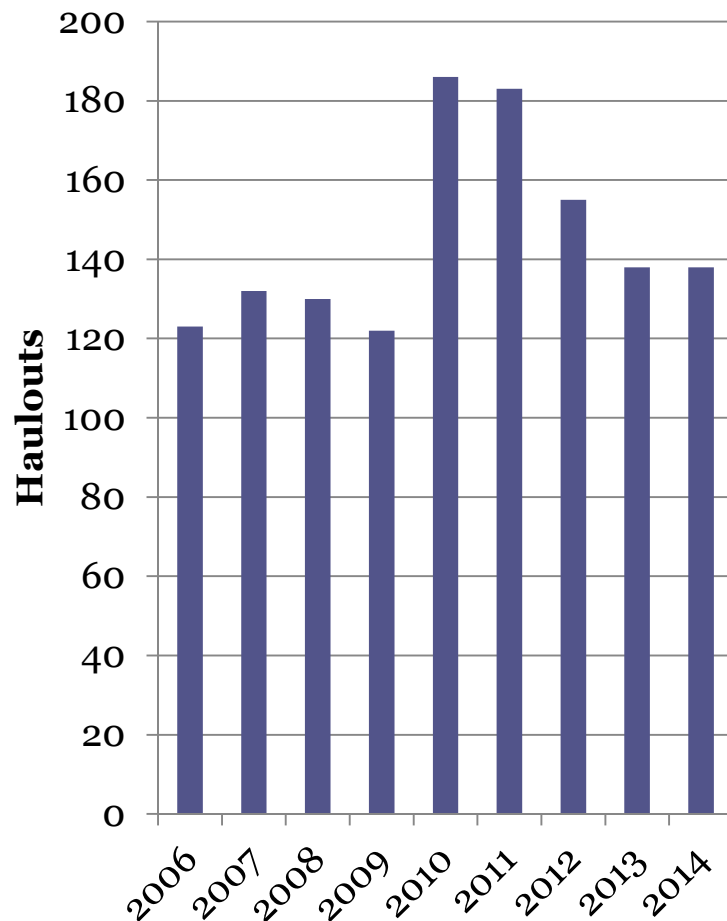
# Kply Site Development

# KPly Site



# Haulouts at Large TL Pier

Source: Port of Port Angeles

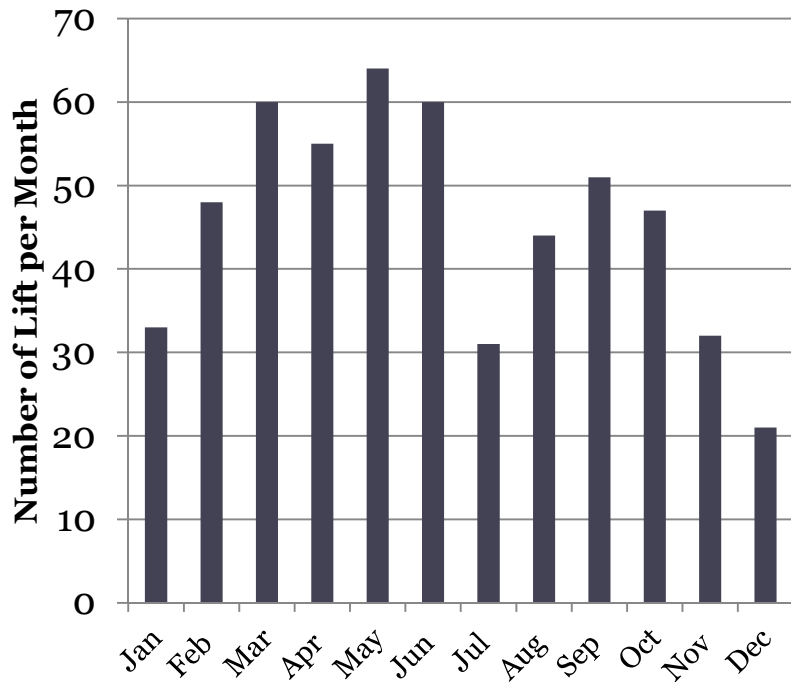


- The large Travelifts are used by both Platypus Marine and Westport LLC.
- The number of haulouts (counted separately as an in and an out) has remained above 120 from 2006 to 2013 or approximately 60+ round trips.
  - PT 133 RT lifts per year
- The number of haulouts peaked in 2010 at 186 and stood at ~138 in 2013 and 2014.

# Activity Trends at Large TL Pier

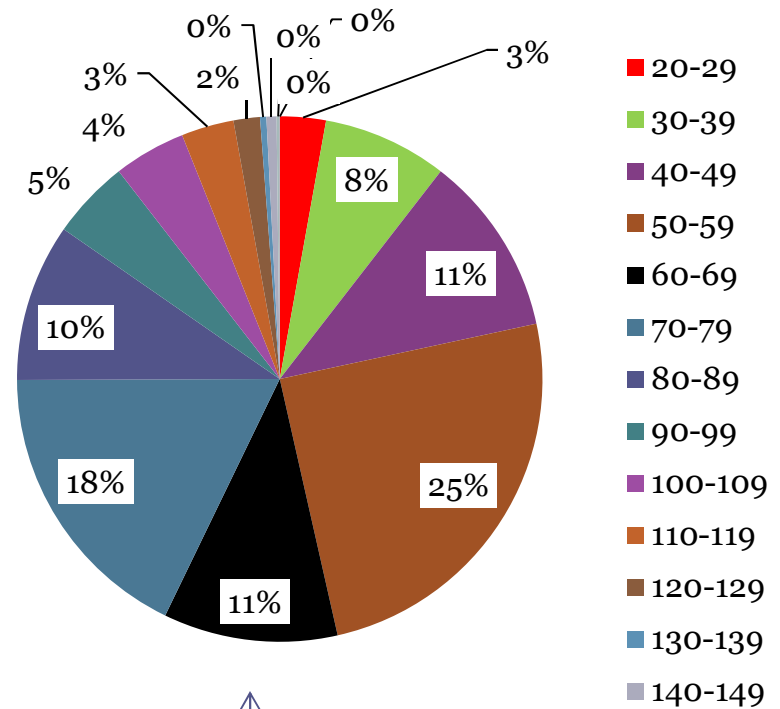
Source: Port of Port Angeles, Platypus Marine Inc.

## Average Monthly Lifts



Lifts peak in Mar-Jun at 10%-11% of total; Aug-Oct averages 8%-9%; Lifts lowest in Nov-Dec and Jul. Peak more spread out than 75-ton lift.

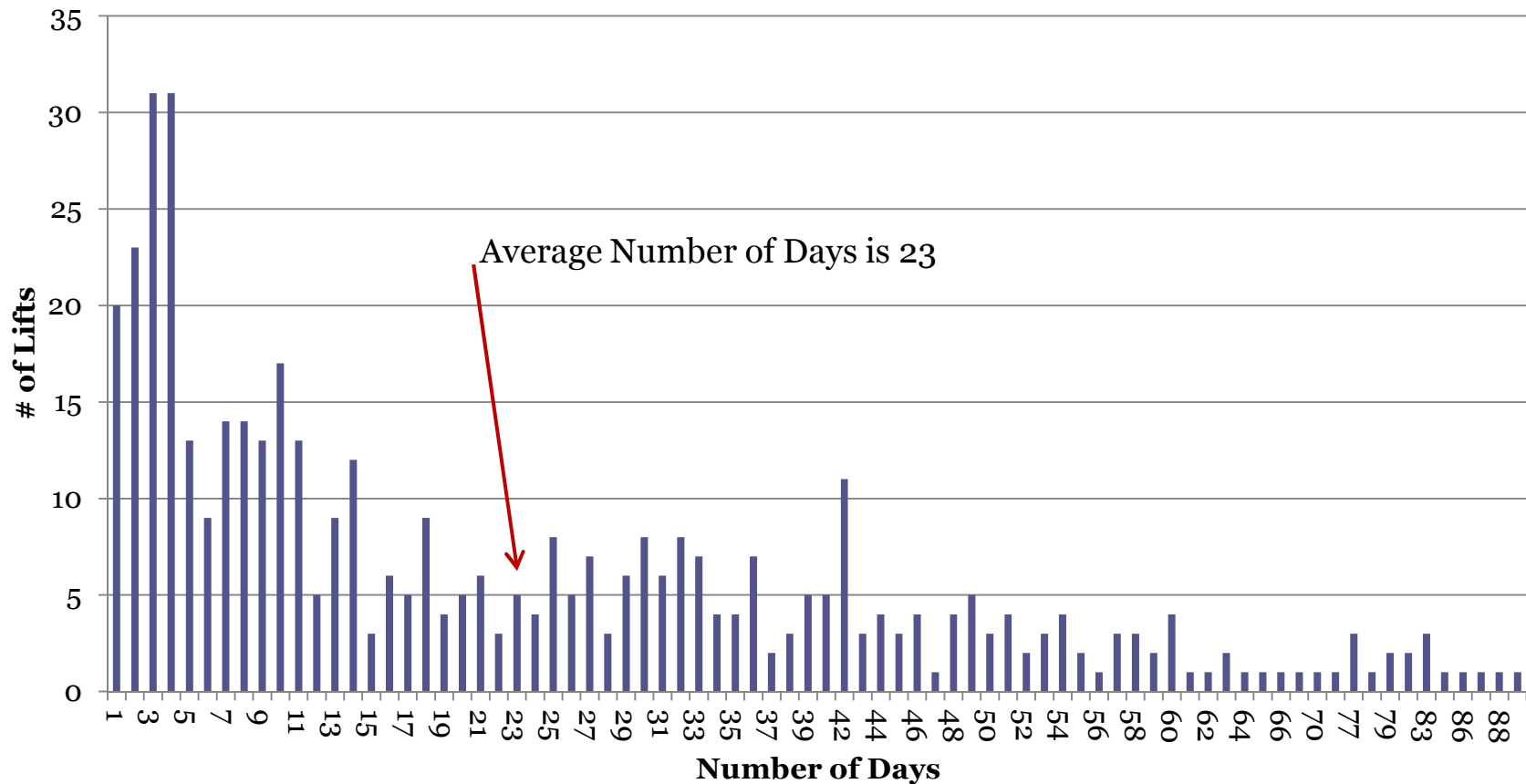
## Share of lifts by boat length for 2008-2014



The average vessel lifted is approximately ~64 feet long.

# Number of Days in Yard at PA Large Travelift (2008-2014)

Source: Port of PA, Platypus Marine Inc.

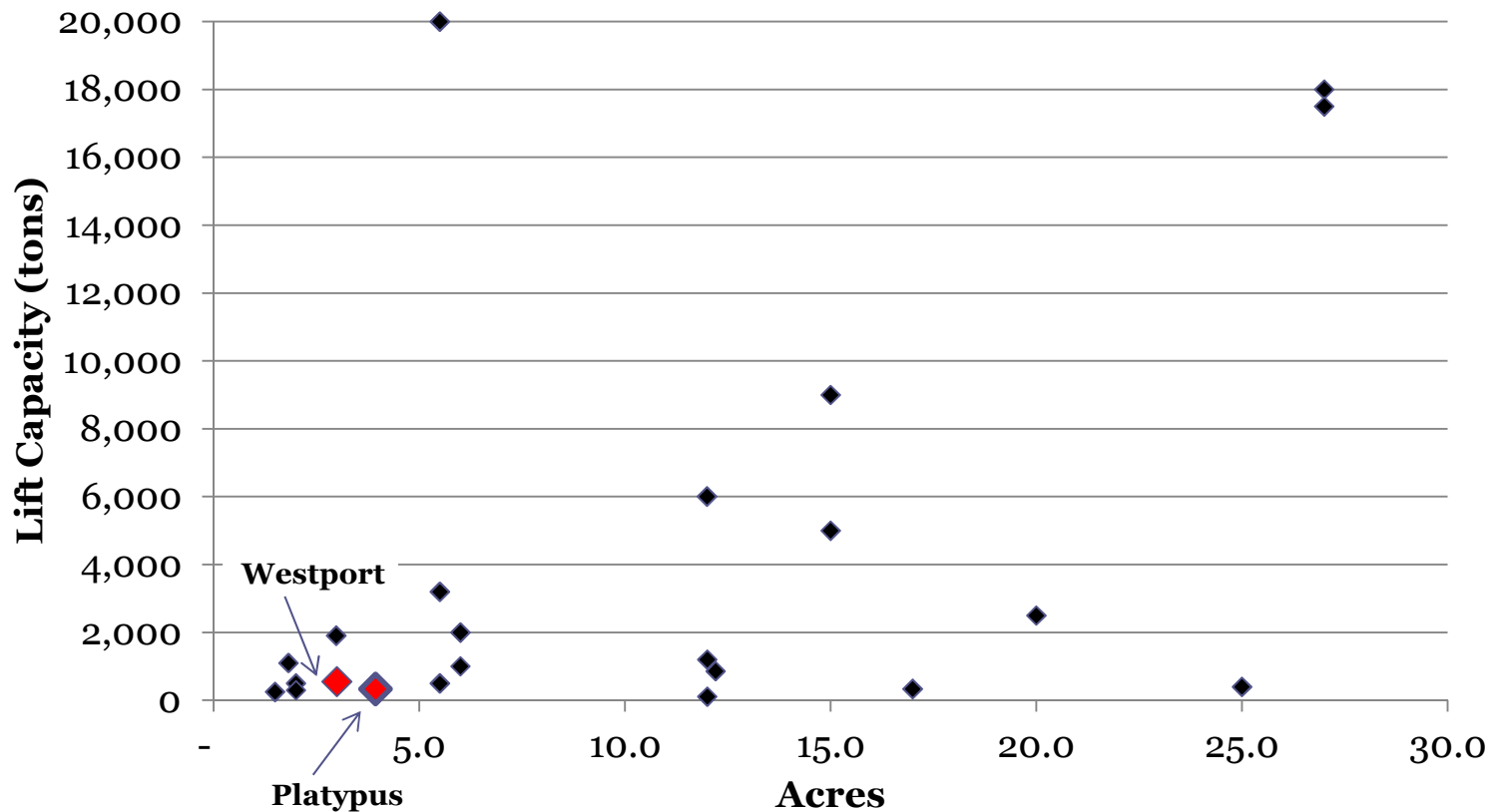


Average number of days in yard is 23 days. However, there are several shorter and longer stays.



# Larger Yards - Acres and Lift Capacity

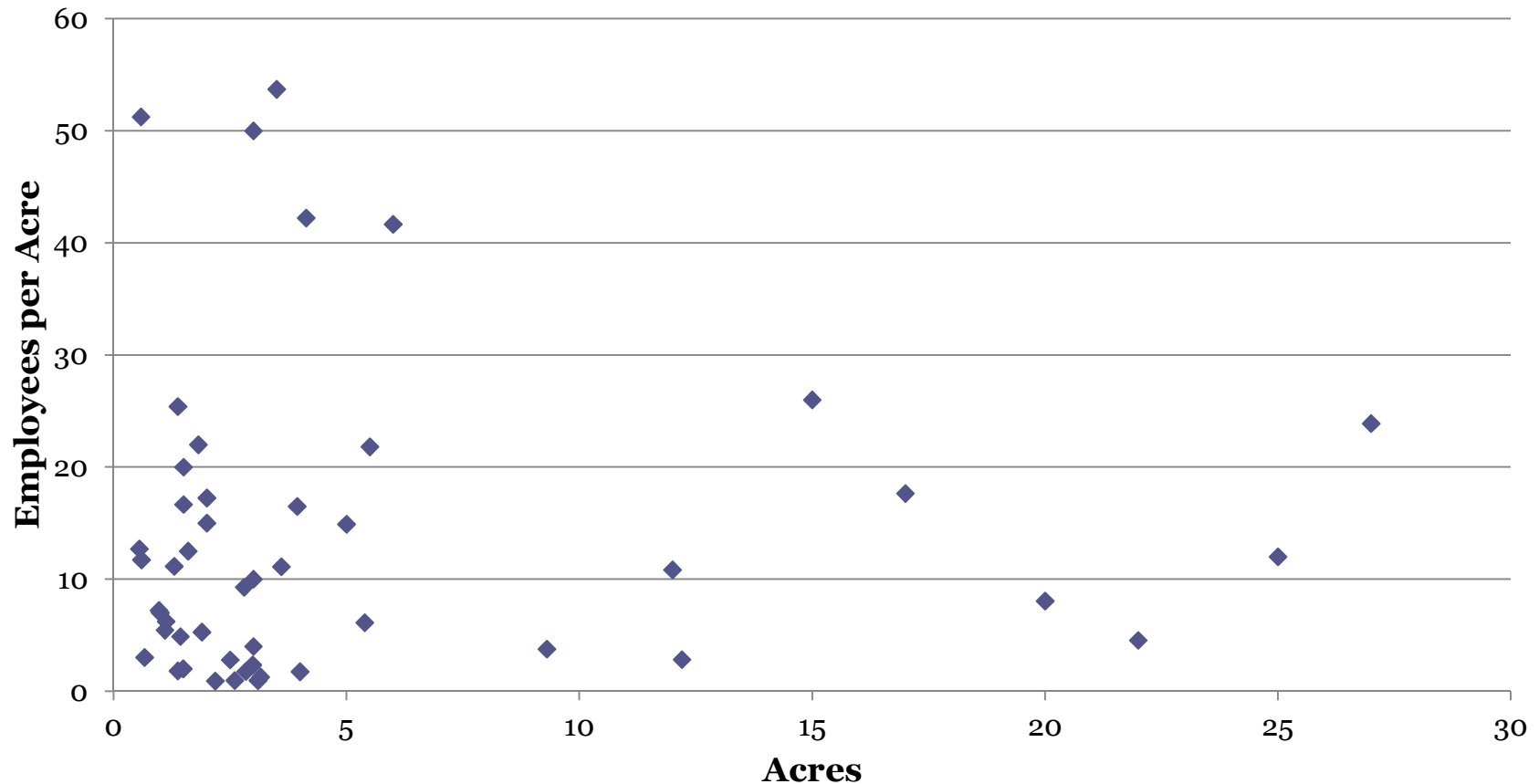
Source: Boatyards/Shipyards



16 larger boatyards and shipyards in Puget Sound were evaluated. Acreage ranged from 1.5 acres to 27.0 acres with an average of 9.7 acres. Port Angeles has ~7.9 acres currently; full build-out of Kply would be ~26 acres. Full development of the Kply site pushes the limits for the existing Travelift system. Port should consider another lift system in the east-end of the site, if/as markets warrant.

# Employees per Acre

Source: BST Associates, individual yards



50 boatyards and shipyards in Puget Sound were evaluated. On average, there were 14 employees per acre, with a range from 0.9 to 50. The 50<sup>th</sup> to 70<sup>th</sup> percentiles range from 9.6 to 15.5 employees per gross acre.

# Findings - Expansion by PA firms

- Focus on existing firms' needs.
  - Well developed marine industrial base.
- Interest expressed by several firms:
  - Westport LLC
  - Platypus Marine
  - Armstrong Marine
  - Arrow Marine Services
  - Lee Shore Boats
  - Vigor Marine
  - Crozier Craft
  - Boatyard vendors
  - Outreach to tribes

# Findings - Attracting New Firms

- Existing yards are reconsidering whether to recapitalize their Puget Sound Yards (especially in Seattle)
  - Land development costs, lease rates and property taxes are much higher than in other areas.
  - Encroachment by non-industrial uses creates conflicts and limits opportunities to expand.
    - There are opportunities for yards to redevelop their existing site to pay (partially or in full) for a new yard.
  - Decisions/events that negatively affect yard operations discourage firms from recapitalization.
- Opportunities for Port Angeles
  - Port Angeles could potentially attract new firms.
  - Care should be taken to assess the potential impacts (labor force, competition for contracts etc) on existing firms.

# Findings - Initial Steps

- Focus on existing PA firms:
  - PA has a good base of marine trades with expansion plans underway.
  - Consider attracting new firms as market conditions warrant.
- Modest first steps:
  - Prepare Site Plan
  - Initial Components:
    - Washdown facility
    - One or two work pads adjacent to washdown
    - One Rubb-type building (others follow depending on demand)
    - Dock space for outfitting; wave protection for TL pier
    - Leases with anchor tenants and other firms
      - Firms build buildings
    - Phased development

# Findings - Economic Impact

Category	Jobs	Labor Income (mils)
Direct	250	\$11.5
Total	461	\$17.6

- At full build-out, redevelopment of the Kply site would add ~**250 new direct jobs** in boat/ship building and repair.
  - Total employment is estimated at **461 jobs** (Source: Implan model for Clallam County, includes induced and indirect effects).
- Direct income is estimated at \$11.5 million
  - Average wage \$46,000/year.
  - Total income is estimated at \$17.6 million.
- State & local taxes estimated at ~\$1.3 million.

# Findings - Lease Rates

- Consider rates between \$0.05 and \$0.08/sqft/mo for developed land.
- Alternatively, set a minimum guarantee at \$0.05-\$0.06 per sq ft per mo and agree on a percentage of the on-premises gross revenues
  - BAE Systems at Port of San Francisco lease is based upon 3.3% of gross on-premises revenues with \$1,050,000 annual minimum.
  - Vigor Ketchikan lease is based on 1% of the on-site revenues with formula to increase if business is good on a five year rolling average.
  - Shared revenues provide protection for the tenant in bad years and Port shares in good years.
  - May be difficult to assess on-premises sales for firms with assembly from off-premises.

# Findings - Lease Terms

- With increased capital investment, Port/tenant may desire longer lease.
  - All American Marine (Bellingham) - 25-year lease.
  - Seaview North (Bellingham) - six (6) five (5) year periods.
  - Dakota Creek Industries (Anacortes) - 40 year lease
  - La Conner maritime firms have a ten year lease with optional ten year lease



# Findings - Potential Revenues

## Estimated Land Lease Revenues

Acres	8	10	12	14
<b>Rents/SqFt/Mo</b>	<b>Estimated Annual Revenues</b>			
<b>\$0.05</b>	\$209,000	\$261,000	\$314,000	\$366,000
<b>\$0.06</b>	\$251,000	\$314,000	\$376,000	\$439,000
<b>\$0.07</b>	\$293,000	\$366,000	\$439,000	\$512,000
<b>\$0.08</b>	\$335,000	\$418,000	\$502,000	\$585,000

- Estimated land lease revenues of \$209,000 (low) to \$585,000 (high) per year at full build-out.
- Other revenues (washdown, storage, etc.) estimated at \$115,000 (low) to \$300,000 (high) per year.
- Total (expected range):
  - Low = \$324,000
  - High = \$885,000