

**C-TRAN
2015-2020
Transit Development Plan**

Final
September 2015

The C-TRAN Transit Development Plan (TDP) is prepared annually for submittal to the Washington State Department of Transportation (WSDOT). The 2015-2020 TDP reviews 2014 operating performance and facilities development. It also outlines the policy and financial basis for system operations and facilities for 2015-2020.

The 2015-2020 TDP meets criteria specified in RCW Sec. 35.58.2795. A hearing regarding this plan was held November 5, 2015.

Questions or comments regarding this plan can be submitted to Director of Planning, Development, and Public Affairs (PIO) Scott Patterson, (360) 906-7306, or e-mail scottp@c-tran.org.

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ORGANIZATIONAL STRUCTURE

Board of Directors

C-TRAN assumed operation of the City of Vancouver Transit System in 1981 and was established as the Clark County Public Transportation Benefit Area Authority (C-TRAN) under the provisions of RCW 36.57A. Policy decisions are made by the C-TRAN Board of Directors which includes nine (9) elected officials representing jurisdictions within C-TRAN's service area and one (1) nonvoting member recommended by the labor organizations representing C-TRAN union employees. The board composition changed in 2014, elected Board members included the three (3) Clark County Commissioners, three (3) Vancouver City Council members, one (1) Camas or Washougal Council member, one (1) Ridgefield or La Center Council member, and one (1) Battle Ground or Town of Yacolt Council member. The Chair of the Board is elected by Board members annually.

C-TRAN's Executive Director is also the agency Chief Executive Officer, responsible for implementing Board policies, preparing budgets, and managing agency operations. Five (5) department Directors report to the Executive Director. Departments include Administration, Human Resources & Labor Relations, Planning & Development, Maintenance, and Operations.

Agency Staff

The following table presents the total agency position count as of the end of December 2014 based on the data reported to the National Transit Database. C-TRAN's Organizational Chart is included in Appendix A.

Service Mode	FTEs
Fixed Route*	300.9
Demand Response	100.4
Vanpool	0.7
Totals	402.0

*Includes 1 FTEs from Mode 5—HCT

C-TRAN Citizens Advisory Committee (CCAC)

Acting as a liaison between the community-at-large, the Board of Directors, and staff, the 15 member CCAC advises and assists in the development and application of transit programs, provides input and feedback on transit-related issues, represents diverse interests of the community, and makes recommendations to staff and the Board of Directors.

FACILITIES

C-TRAN has a single Administration/Operations/Maintenance (AOM) facility at 2425 NE 65th Avenue in Vancouver, Washington, and leases additional fleet parking at an adjoining property.

C-TRAN operates three (3) transit centers: 99th Street, Westfield Vancouver Mall, and Fisher's Landing. The following table describes the amenities associated with each transit center.

	Fisher's Landing	99th Street at Stockford Village	Vancouver Mall
Passenger Service Office	Yes	No	Yes
Security	Yes	Yes	Yes
Public Rest Room	Yes	Yes	No
Bicycle Locker/Rack	Yes	Yes	Yes
Operator Lounge	Yes	Yes	Yes
Administration Offices	Yes	Yes	Yes

Service connects to park and ride facilities at six (6) locations: Andresen Road (Living Hope Church lot), Evergreen, Fisher's Landing Transit Center, La Center, 99th Street Transit Center at Stockford Village, and Salmon Creek. Some of these facilities are operated by C-TRAN under a site-use lease agreement. The following table describes park and ride capacity and facilities.

Facility	Lot Capacity	Transit Service	Passenger Shelters	Public Rest Rooms	Bicycle Locker/Rack
Andresen	100	Express/Local	No	No	No
Evergreen	267	Express/Local	Yes	No	Yes
Fisher's Landing Transit Center	563	Express/Local	Yes	Yes	Yes
La Center	30	Connector	Yes	No	No
99th Street Transit Center at Stockford Village	609	Express/Local	Yes	Yes	Yes
Salmon Creek	477	Express/Local	Yes	No	Yes

C-TRAN provides bike lockers, bike banks, and bike rack parking facilities at major transit centers, park and ride facilities, and at the agency's Administrative Office. Additionally, each bus in the fixed route fleet is equipped with a bike rack capable of accommodating two (2) bikes.

Location	Bike Locker (each holds 2 bicycles)	Bike Bank (each holds 4 bicycles)	Bike Rack
Administrative Office	4	N/A	2
BPA Ross Complex	N/A	2	N/A
Evergreen	N/A	4	1
Fisher's Landing	10	N/A	8
99th Street	6	N/A	2
Salmon Creek	6	N/A	6
Vancouver Mall	6	N/A	N/A

As of September 2015, C-TRAN maintains approximately 1,040 bus stops throughout the fixed route system within Clark County. Various amenities spread among the routes include 216 passenger shelters, and 72 “Simme” seats (paired seats that mount on a bus stop pole). Appendix B provides C-TRAN’s Public Transportation Management System report, detailing facilities, equipment, and rolling stock as of December 31, 2014.

SERVICES

C-TRAN operates fixed route bus service and innovative transit service (Connector) which combines general purpose dial-a-ride with deviated fixed route service. Paratransit service is provided in accordance with the Americans with Disabilities Act (ADA).

C-TRAN's service boundary includes the City of Vancouver and its urban growth area from 2005 and the current city limits only of Battle Ground, Camas, La Center, Ridgefield, Washougal, and the Town of Yacolt.

Key characteristics of C-TRAN's existing services as of December 2014 are described below. Appendix C provides a summary of current service compliance with Title VI and Environmental Justice guidelines.

Fixed Route

Fixed route transit services are provided on 17 local urban, four (4) limited, and seven (7) premium commuter express routes. Operating hours are generally 4:30 a.m. to 12:30 a.m. on weekdays, 6:00 a.m. to 12:30 a.m. on Saturdays, and 6:00 a.m. to 12:30 a.m. on Sundays/holidays. C-TRAN operates a reduced schedule for special non-holiday service days when ridership is expected to be reduced (for example, the Friday following Thanksgiving). Appendix D provides service characteristics by route. Appendix E provides a map of the fixed route service area. All fixed route service utilizes buses that are lift-equipped for accessibility. All fixed route vehicles have bike racks to facilitate combined bike and bus travel.

Fares

C-TRAN is a pay-as-you-board system. To facilitate regional transit trips that continue on Portland's TriMet system, transfers are issued with an All-Zone or Express fare. Transfers are valid for one (1) hour on weekdays and two (2) hours on weekends.

Effective September 1, 2014

Cash Fares		FARE
Adult	C-Zone	\$1.75
	All-Zone	\$2.50
Honored	C-Zone	\$0.85
	All-Zone	\$1.25
Youth	C-Zone	\$0.85
	All-Zone	\$1.25
Special Event Cash		\$2.00
Day Passes and Punch Cards		FARE
C-Zone Day Pass		\$4.25
Adult Punch Card (10 Rides)	C-Zone	\$17.50
	All-Zone	N/A
Honored Punch Card (10 Rides)	C-Zone	\$8.50
	All-Zone	N/A
Monthly Passes		FARE
Adult	C-Zone	\$61.00
	All-Zone	\$100.00
Honored	C-Zone	\$30.00
	All-Zone	\$34.00

Youth	C-Zone	\$30.00
	All-Zone	\$34.00
Reduced	C-Zone	\$30.00
Premium Express Fares		FARE
Cash		\$3.75
Day Pass		\$7.50
Punch Card (10 Rides)		\$37.50
Monthly Pass		\$122.00
Honored	Peak Cash	\$3.75
	Off-Peak Cash	\$1.85

C-TRAN offers an Annual Express Pass program which allows individuals to purchase 12 months of passes for the price of 11. Similarly, an annual C-Zone pass called “ComPASS” is available with the same discount to attract local employees to use transit. During the three (3) months of summer, C-TRAN offers the Summer Blast Pass (C-Zone youth pass) to youth 18 and under for \$60.

Paratransit

ADA-compliant paratransit services are provided inside the Vancouver Urban Growth Boundary (UGB) of 2005 and within 3/4 of a mile of all C-TRAN fixed routes outside Vancouver’s UGB. Paratransit connections to TriMet’s LIFT service are made at the Parkrose and Jantzen Beach Transit Centers. Appendix E provides a map of the paratransit service area.

C-TRAN continues to utilize a functional assessment process to determine eligibility for paratransit services. A series of travel training classes are offered to assist customers in transitioning to the fixed route system. These classes provide essential information; an opportunity to practice skills, such as trip planning, paying fares, and boarding with mobility devices; and a free pass for caregivers to use while travel training.

Cash Fares – Paratransit (Effective September 1, 2014)		FARE
Cash	C-Zone	\$1.75
	All-Zone	\$2.50
Punch Card	C-Zone	\$17.50
	All-Zone	N/A
Monthly Pass	C-Zone	\$56.00

C-TRAN operates a Shopping Shuttle as an alternative to paratransit for some shopping trips. The shuttle operates on the first and third Tuesdays of each month, providing direct service between senior residential living facilities and local shopping destinations. The service is open to the public and takes standard fare instruments.

Innovative Transit Service

C-TRAN operates three (3) general purpose, equally accessible, dial-a-ride/point deviation routes, called Connectors. Connectors serve within the city limits of Camas, Ridgefield, and La Center. Connector service takes standing ride reservations, same day reservations as available, and boards customers at identified stop locations. Connector service hours are presented in the following table:

Connector	Weekday Hours
Camas	5:30 a.m. – 9:15 a.m.; 2:00 p.m. – 7:00 p.m.
La Center Peak	5:30 a.m. – 7:40 a.m. (three trips); 4:47 p.m. – 6:30 p.m. (two trips)
La Center/Ridgefield Midday	12:00 p.m. – 2:10 p.m. (two trips)
Ridgefield Peak	5:45 a.m. – 7:50 a.m. (three trips); 4:47 p.m. – 6:20 p.m. (two trips)

Vanpool

C-TRAN offers Vanpool service to commuters whose commute trips begin, end, or travel through the C-TRAN service area in Clark County. Vanpools are a transit option for commuters whose work sites are not served by fixed route or whose trips would require multiple transfers. The Vanpool program works closely with major employers in the metropolitan region as well as with ridesharing initiatives in Washington and Oregon. Vanpool fares are calculated based on the number of days per week the van operates and the round trip travel distance. C-TRAN ended 2014 with 31 vans in service.

Other Programs/Services

e-Pass

This program enables employers to subsidize a portion of their employees' monthly bus passes through a purchase agreement with C-TRAN. The e-Pass program allows the purchases to be made electronically, increasing the convenience for employers. Over 30 local companies currently utilized this service.

backPASS

Negotiated with Clark College and Washington State University Vancouver (WSUV), the backPASS program makes it easy for enrolled students as well as staff and faculty to ride transit. With a discounted sticker purchased for Clark College or WSUV identification cards, backPASS participants are allowed a C-Zone fare for the entire school term.

Travel Training

C-TRAN's travel training program provides customized training to seniors and individuals with disabilities so they can become comfortable riding fixed route buses. Participants learn the skills necessary to plan trips and travel throughout the C-TRAN system.

SERVICE CONNECTIONS

TriMet

To facilitate interstate transit travel between the Portland metropolitan area and Clark County, Washington, C-TRAN and TriMet have established a fare reciprocity agreement that allows transit riders to use fare instruments from either system for most regional transit trips by bus or light rail. As of December 2014, C-TRAN's Route #4 and limited Routes #44, #47, and #65 connect to TriMet's MAX light rail lines at the Delta Park/Vanport or Parkrose stations. From these locations, passengers can transfer to TriMet services for destinations beyond Downtown Portland. In addition, C-TRAN offers premium commuter routes that operate from park and ride locations in Clark County to destinations in downtown Portland.

Community Action Program (CAP)

CAP, a social service organization operating in Cowlitz County, provides a transit connection between Longview, Washington, and the 99th Street Transit Center at Stockford Village six (6) times daily on weekdays and twice on Saturdays. CAP service also stops at Interstate 5 junctions for the cities of Kalama, Woodland, La Center, and Ridgefield. C-TRAN's North County Connector schedules are coordinated to maximize access to transit.

Skamania County Public Transit

Skamania County Public Transit operates four weekday trips with two additional trips on Fridays between the cities of Carson, Stevenson, North Bonneville, and C-TRAN's Fisher's Landing Transit Center. This service provides a critical inter-county transit connection.

2014 ACTIVITIES

In 2014, C-TRAN continued its focus on efficiently providing reliable transit service with constrained revenues.

System Performance

The following section provides a brief overview of 2014 performance.

Fixed Route

	2014	2013
Ridership	6,061,350	6,193,249
Passengers per Revenue Hour	23.97	24.32
Farebox Recovery	22.7	24.4
Cost per Passenger Trip	\$5.69	\$5.13

Demand Response

	2014	2013
Ridership	235,508	231,021
Passengers per Revenue Hour	2.73	2.78
Percentage of On-Time Trips (paratransit)	98.4	98.4
Cost per Passenger Trip	\$42.06	\$38.95

Vanpool

	2014	2013
Ridership	68,420	67,031
Passengers per Revenue Hour	5.89	6.37
Cost per Passenger Trip	\$3.35	\$2.98

2014 Operating Statistics

Operating statistics by mode are presented in the following table.

2014	Fixed Route	Demand Response	Vanpool
Vehicle Hours (total)	279,840	93,675	11,613
Vehicle Revenue Hours	252,900	86,327	11,613
Vehicle Miles (total)	4,636,289	1,563,463	449,502
Vehicle Revenue Miles	3,871,089	1,333,555	449,502
Passenger Trips	6,061,350	235,508	68,420
Fatalities	0	0	0
Reportable Injuries	7	2	0
Collisions	5	2	0
Fuel Consumed (gallons)	959,080	175,477	21,651

Additional historical system performance data is available in Appendix F: Historical Operating Information.

C-TRAN 2030

C-TRAN continues to utilize the adopted 20-Year TDP, *C-TRAN 2030*, for service and facility planning guidance. This long-range plan outlines service and facility investments for the 20-Year period 2011-2030 and the funding strategies required to realize these plans. C-TRAN will be updating the 20-Year Plan in 2016.

Service Planning

During 2014, C-TRAN's Service Planning Committee continued to monitor system and route-level performance, discuss potential route changes, and consolidate bus stops system-wide. No major service changes took place in 2014 nor are planned for 2015. With the Bus Rapid Transit (BRT) Project "The Vine", expected to be completed in late 2016, however, many routes are being reviewed for possible changes to integrate with the BRT line.

Community Outreach

C-TRAN continued its practice of active community outreach and engagement on a range of topics including service and fare changes, transit projects, and improvements. A special emphasis has been placed on the upcoming BRT line.

C-TRAN continued to participate in various employer-directed fairs to promote transit as a mobility option. All outreach processes complied with FTA Title VI policies and followed Limited English Proficiency (LEP) guidelines.

Grants

C-TRAN received non-formula grant awards totaling \$848,000 in 2014. This includes two (2) Congestion Mitigation/Air Quality (CMAQ) grant awards one (1) for an Open Trip Planner and Services Alerts System and another for the purchase of hybrid diesel/electric buses.

Paratransit Innovation

During 2014, C-TRAN continued to implement a series of strategies to manage the growth and efficiency of paratransit service. C-TRAN continued to focus on paratransit programs such as Travel Training to encourage eligible passengers to use fixed-route service on occasion. The Shopping Shuttle service also continued to facilitate connections for seniors as an alternative to paratransit trips. The focus has been on C-VAN ridership growth and cost containment strategies.

Bus Rapid Transit – The Vine

In 2014, C-TRAN continued designing the (BRT) line and the name "The Vine" was selected for the new service. Matching local funds totaling \$6.7 million were dedicated by the C-TRAN Board as staff worked with FTA on completing the Full-Funding Grant Agreement for the \$53 million project. Construction is to occur in 2015/2016.

2015-2020 PROPOSED ACTION STRATEGIES

As mentioned earlier, C-TRAN staff will be updating the agency's 20-year TDP, currently entitled "C-TRAN 2030". The existing plan had identified a series of service and facility investments within Phase I which carries through 2019 but were contingent on a proposed funding measure which failed voter approval in 2012. Stoppage on the Columbia River Crossing Project also has impacted the long range plan as the new bridge would have brought a rail head into Vancouver, reducing the need for continued bus service into Portland, Oregon.

Despite the failure of these two (2) major elements, C-TRAN is able to move forward on the development of the BRT line, The Vine, in the Fourth Plain corridor, and a limited amount of additional service will be available to address passenger demand and on-time performance issues.

C-TRAN has continued to pursue Federal funding for the Fourth Plain BRT Project while focusing on the preservation of existing local/express bus service. Although the planned funding is not available to realize all components of the 20-Year Plan, C-TRAN is making every effort improve service and reallocate resources wherever possible. The following section outlines C-TRAN's action strategies related to capital and service improvements in the next five (5) years as they relate to the adopted 20-Year Plan.

2015-2020 Service Improvements

Year	Facility	Description
2015-2016	Bus Stop Replacement Program	Replacing and upgrading bus stops throughout the system.
2015-2018	Facility Capital Maintenance and Enhance Passenger Amenities	Maintain Existing Facilities and Installing additional passenger Amenities.
2015-2016	Bus Rapid Transit Capital Improvements	Construct boarding platforms, upgrade transit centers and maintenance facility to accommodate BRT vehicles, adjust street striping and design, install Transit Signal Priority (TSP), provide off-board Ticket Vending Machines (TVM).
2015-2016	Fisher's Landing Expansion	Expansion of park and ride parking capacity on undeveloped south side property.

2015-2020 Service Improvements

Year	Route	Change
2014	#164 Fisher's Landing Express	Add hours to maintain schedule
2015	#71 Highway 99	Increase weekday service
2015	#80 Van Mall/Fisher's	Increase weekday service
2016	#30 Burton	Add hours to maintain schedule
2016	#32 Evergreen/Andresen/Hazel Dell	Add hours to maintain schedule
2016	#72 Orchards	Restructure service in conjunction

		with BRT service implementation
2016-2017	#78 78th Street	Add hours to maintain schedule
2016-2017	#4 Fourth Plain	Delete route, replace with BRT
2016-2017	#44 Fourth Plain Limited	Delete route, replace with BRT
2016-2017	Fourth Plain BRT (NEW)	New BRT service from downtown Vancouver to Vancouver Mall, 8-minute peak/15-minute off-peak service
2018	#92 Camas/Washougal	Increase peak hour frequency from 30 to 15 minutes
2018	#304 Ridgefield/La Center Connector - Off-peak	Expand service with midday service every 2 hours
2018	#7 Battle Ground	Adjust frequency from 45-min to 30-minutes
2019	#199 99 th Street Express	Add trips
2019	#134 Salmon Creek Express	Add trips
2019	#177 Evergreen Express	Replace with new 118

Consistency with the Washington Transportation Plan

WSDOT requires C-TRAN to demonstrate consistency with the Washington Transportation Plan in its six-year TDP. The following sections highlight planned 2015-2020 initiatives and activities in six (6) key areas.

State of Good Repair

In order to preserve and extend prior investments in existing transportation facilities and the services they provide to people and commerce:

- C-TRAN will continue its vehicle replacement program to ensure vehicles are in good repair. C-TRAN will maintain its Facility Maintenance Program. In addition to ongoing maintenance and cleaning, C-TRAN installed new bus wash equipment and building rehabilitation in 2014. Future projects include rehabilitating the outdated paint booth, repairing pavement in the bus yard, and paving the south lot for parking and storage uses, including bringing storm water systems up to current standards.
- Service planning will continue to monitor and evaluate service performance, developing, and recommending changes to improve route performance. An update to the C-TRAN Service Standards was adopted in March 2013 to include strategies for resource allocation to highly performing services and a series of service warrants and design standards. These refined Service Standards promote agency financial sustainability and improve network service quality.
- C-TRAN will explore options to use technology to extend resources and implement these where feasible: Bus surveillance cameras, fixed-route scheduling software, and voice radio system are all expected to be replaced; the Advanced Traveler Information System (ATIS) Multi-modal Trip Planner and the Driver Management Solution are expected to be enhanced; real time Information to Mobile Devices and at certain bus stops is expected to be implemented; fleet-wide fareboxes will be replaced; and an upgrade to the CAD/AVL system is also anticipated.

Mobility

In order to facilitate movement of people and goods to contribute to a strong economy and a better quality of life for citizens:

- C-TRAN has implemented its first Transit Signal Priority (TSP) Pilot Project in the Mill Plain corridor. The Project is expected to improve transit reliability and schedule adherence in congested corridors as well as increase corridor speed. Other TSP corridors that have been identified:
 - Fourth Plain (being deployed as part of the BRT Project);
 - Highway 99; and
 - Expansion of the Mill Plain Project to include additional intersections and 164th Avenue.
- C-TRAN will continue to participate in development review processes with local jurisdictions, helping ensure access to transit as well as advocating for transit-supportive site location and design. Increasing transit ridership is one (1) way to make the most of existing roadway capacity while supporting economic activity and regional mobility.
- C-TRAN and its supporting consulting team has continued planning and design of the Fourth Plain BRT Project to include upgrades to the C-TRAN Maintenance Facility and south lot to accommodate larger BRT vehicles. BRT is expected to be fully built and operational by 2016.
- C-TRAN will complete the installation of new fareboxes in 2015 to improve customer convenience, reduce maintenance costs, and improve data collection. C-TRAN has partnered and is collaborating with TriMet to create an “eFare” system that creates a regional smart card to be used for both systems that should be operational in 2016.
- C-TRAN will continue to participate in the transit upgrades for Portland State University’s “PORTAL” system, which archives and manages regional transportation data to be used by various agencies in the region.

Safety

In order to target construction projects, enforcement, and education to save lives, reduce injuries, and protect property:

- C-TRAN will continue with its Safety Improvement Plan. As a result of a comprehensive safety review, a series of recommended findings and strategies are being planned for near-term, mid-term, and long-term implementation. The recommendations focus on implementing strategies over the next two (2) years to improve safety awareness through enhanced policies, procedures, and programs. C-TRAN has hired a Senior Safety Manager, who is in the process of updating our current Safety and Compliance Programs to meet FTA and State requirements and to improve the overall safety culture.

- C-TRAN is continuing emphasis on safety through semi-annual training sessions focused on the defensive driving techniques.
- C-TRAN will continue to provide security personnel in the field and field supervisors to provide incident response as well as a preventive presence.
- C-TRAN will continue to partner with the local jurisdictions to develop and implement solutions to improve pedestrian crossing safety at high-activity stops.
- C-TRAN will upgrade the facilities camera systems to match the improvement accomplished on revenue vehicles.
- C-TRAN will participate in a pilot program to test the effectiveness of a new Collision Avoidance System in reducing the number of pedestrian, cyclist, and rear-end vehicle accidents involving transit. This system also shows promise in improving the overall safe driving behavior of our operators.
- C-TRAN's Safety Committee will continue its work to ensure the safety of employees, riders, and the general public throughout the system.
- C-TRAN will continue to participate in a Clark Regional Emergency Services Agency Task Force, aimed at implementing the next generation of regional communication systems to improve emergency response in Clark County.
- C-TRAN is participating in the development of the Clark County Hazard Mitigation Plan to ensure that all stakeholders are more prepared for natural disasters, and can recover more quickly after they happen.

Economic Vitality

In order to improve freight movement and support economic sectors that rely on the transportation system, such as agriculture, tourism, and manufacturing:

- C-TRAN will continue providing service options that maximize existing roadway capacity and throughput along major corridors throughout the service area, helping to ensure freight and individual mobility.
- C-TRAN will continue its collaboration with and participation in the regional Commute Trip Reduction program.
- C-TRAN will continue to partner with the Regional Transportation Council, Clark County, and local cities to improve the management and utilization of existing roads through the Transportation System Management and Operations Project.

Environmental Quality and Health

In order to bring benefits to the environment and our citizens' health by improving the existing transportation infrastructure and attracting more riders:

- C-TRAN will make every effort to support greenhouse gas emissions reduction initiatives for operations, maintenance, and facility development practices.

- C-TRAN will continue to provide local urban, limited, and commuter bus service as an alternative to single-occupancy vehicle trips in an effort to reduce vehicle miles traveled and consequential reductions in congestion and vehicle emissions.
- C-TRAN will continue to expand the Vanpool program, serving Clark County residents with longer commutes.
- C-TRAN will continue to seek funding to add hybrid or all-electric buses to its fleet as part of the vehicle replacement program.
- C-TRAN will evaluate and, where appropriate, implement new technologies to reduce emissions and improve air quality.
- C-TRAN will evaluate and pursue opportunities to improve the efficiency and environmental sustainability of its current and future capital projects and facilities. In 2016, C-TRAN will rehabilitate its paint booth, improving air filtration and quality, as well as ensuring the booth is compliant with new EPA standards.
- C-TRAN will continue to recycle materials whenever possible, including waste oils and engine fluids, metals, paper, cardboard, glass, batteries, and plastic.
- For Phase I construction projects, C-TRAN will apply best management design and building practices to further protect the environment.

Service Equity

In order to maintain equitable service options, access, and quality for all current and future customers without regard to race, creed, color, national origin, or income status:

- C-TRAN will continue to maintain compliance with Title VI and Environmental Justice Policies.
- Service quality and access will be regularly monitored to avoid discrimination of any kind.
- C-TRAN will continue to develop and conduct inclusive, effective public outreach and information strategies for all transit service, fare, and facility decisions.
- C-TRAN will continue to follow the adopted Language Implementation Plan to provide LEP populations information and access to all services and public outreach processes. Appendix G contains the 2012 C-TRAN LEP Language Implementation Plan.
- C-TRAN has updated its Title VI Policy for 2015, and is going through the acceptance process as required by FTA regulations.

2014-2020 OPERATING DATA

In the following table all figures, except 2014, are presented in thousands.

Fixed Route	2014	2015	2016	2017	2018	2019	2020
Revenue Vehicle Hours	252,900	262	266	245	263	273	274
Total Vehicle Hours	279,840	287	291	271	291	303	304
Revenue Vehicle Miles	3,871,089	3,996	4,056	3780	4,054	4,218	4,232
Total Vehicle Miles	4,636,289	4,724	4,795	4,468	4,792	4,986	5,014
Passenger Trips	6,061,350	6,209	6,270	9,280	9,697	10,029	10,149
Fuel Consumed (gallons)	959,080	N/A	N/A	N/A	N/A	N/A	N/A
Fatalities	0	N/A	N/A	N/A	N/A	N/A	N/A
Reportable Injuries	7	N/A	N/A	N/A	N/A	N/A	N/A
Collisions	5	N/A	N/A	N/A	N/A	N/A	N/A

Demand Response	2014	2015	2016	2017	2018	2019	2020
Revenue Vehicle Hours	86,327	88	91	102	105	109	112
Total Vehicle Hours	93,675	96	99	110	114	118	122
Revenue Vehicle Miles	1,333,555	1,380	1,435	1,592	1,648	1,705	1,760
Total Vehicle Miles	1,563,463	1,582	1,645	1,825	1,890	1,955	2,018
Passenger Trips	235,508	242	252	275	285	295	304
Fuel Consumed (gallons)	175,477	N/A	N/A	N/A	N/A	N/A	N/A
Fatalities	0	N/A	N/A	N/A	N/A	N/A	N/A
Reportable Injuries	2	N/A	N/A	N/A	N/A	N/A	N/A
Collisions	2	N/A	N/A	N/A	N/A	N/A	N/A

Vanpool	2014	2015	2016	2017	2018	2019	2020
Revenue Vehicle Hours	11,613	15	17	N/A	N/A	N/A	N/A
Total Vehicle Hours	11,613	15	17	N/A	N/A	N/A	N/A
Revenue Vehicle Miles	449,502	522	592	N/A	N/A	N/A	N/A
Total Vehicle Miles	449,502	522	592	N/A	N/A	N/A	N/A
Passenger Trips	68,420	79	88	N/A	N/A	N/A	N/A
Fuel Consumed (gallons)	21,651	N/A	N/A	N/A	N/A	N/A	N/A
Fatalities	0	N/A	N/A	N/A	N/A	N/A	N/A
Reportable Injuries	0	N/A	N/A	N/A	N/A	N/A	N/A
Collisions	0	N/A	N/A	N/A	N/A	N/A	N/A

2015-2020 CAPITAL IMPROVEMENTS

Providing and maintaining quality services require a plan for capital improvements and investments in equipment and facilities. The following table details C-TRAN's capital projects for the next six (6) year period.

C-TRAN TRANSPORTATION IMPROVEMENT PROGRAM 2015-2020 CAPITAL PROJECTS

PROJECT	CATEGORY	GRANT \$	LOCAL \$	TOTAL \$
2015				
Replacement Rolling Stock	Local	\$ -	\$ 1,555,000	\$ 1,555,000
Replacement Service Vehicles	Local	-	107,525	107,525
Replacement Equipment	Sec. 5309	2,288,786	7,028,214	9,317,000
Replacement Subtotal		2,288,786	8,690,739	10,979,525
Additional Rolling Stock	Sec. 5310	60,000	119,605	179,605
New /Improved Facilities	Sec. 5309/CMAQ	2,562,400	4,474,807	7,037,207
High Capacity Transit	CMAQ/Regional Mobility	4,310,000	6,840,000	11,150,000
Improvement Subtotal		6,932,400	11,434,412	18,366,812
2015 Total		\$ 9,221,186	\$ 20,125,151	\$ 29,346,337
2016				
Replacement Rolling Stock	Sec. 5307/CMAQ	\$ 10,754,388	\$ 3,299,670	\$ 14,054,058
Replacement Service Vehicles	Local	-	240,847	240,847
Replacement Equipment	Sec. 5310/CMAQ	364,000	268,030	632,030
Replacement Subtotal		11,118,388	3,808,547	14,926,935
Additional Rolling Stock	Local	-	403,838	403,838
New /Improved Facilities	Local	-	3,741,104	3,741,104
Improvement Subtotal		-	4,144,942	4,144,942
2016 Total		\$ 11,118,388	\$ 7,953,489	\$ 19,071,877
2017				
Replacement Rolling Stock	Local	\$ -	\$ 1,702,938	\$ 1,702,938
Replacement Service Vehicles	Local	-	133,004	133,004
Replacement Facilities	Local	-	779,889	779,889
Replacement Equipment	Local	-	302,282	302,282
Replacement Subtotal		-	2,918,113	2,918,113
Additional Rolling Stock	Local	-	60,456	60,456
New /Improved Facilities	Local	-	1,360,271	1,360,271
Improvement Subtotal		-	1,420,727	1,420,727
2017 Total		\$ -	\$ 4,338,840	\$ 4,338,840
3 Year Total (2015-2017)		\$ 20,339,574	\$ 32,417,480	\$ 52,757,054

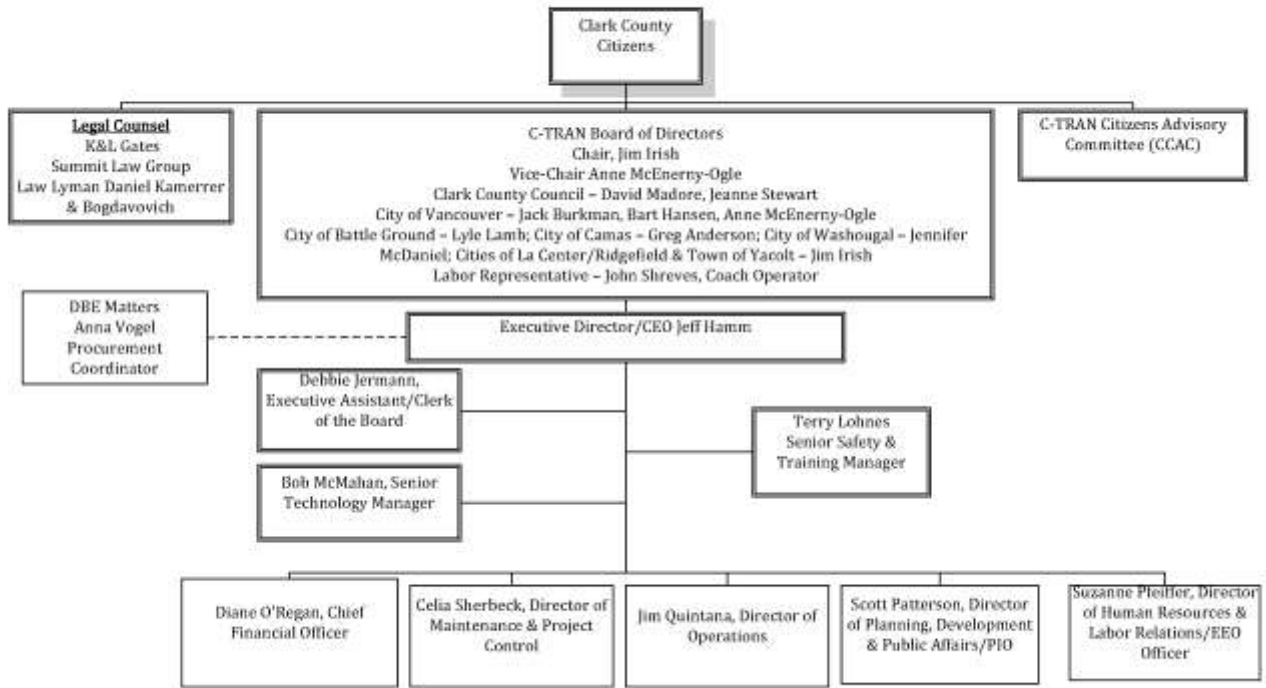
PROJECT	CATEGORY	GRANT \$	LOCAL \$	TOTAL \$
2018				
Replacement Rolling Stock	Local	\$ -	\$ 2,021,726	\$ 2,021,726
Replacement Service Vehicles	Local	-	136,662	136,662
Replacement Facilities	Local	-	801,335	801,335
Replacement Equipment	Local	-	310,595	310,595
Replacement Subtotal		-	3,270,318	3,270,318
New /Improved Facilities	Local	-	1,397,678	1,397,678
Improvement Subtotal		-	1,397,678	1,397,678
2018 Total		\$ -	\$ 4,667,996	\$ 4,667,996
2019				
Replacement Rolling Stock	Local	\$ -	\$ 1,956,051	\$ 1,956,051
Replacement Service Vehicles	Local	-	140,420	140,420
Replacement Facilities	Local	-	823,372	823,372
Replacement Equipment	Local	-	319,137	319,137
Replacement Subtotal		-	3,238,980	3,238,980
Improvement Equipment	Local	-	1,436,114	1,436,114
Improvement Subtotal		-	1,436,114	1,436,114
2019 Total		\$ -	\$ 4,675,094	\$ 4,675,094
2020				
Replacement Rolling Stock	Local	\$ -	\$ 2,259,057	\$ 2,259,057
Replacement Service Vehicles	Local	-	144,282	144,282
Replacement Facilities	Local	-	846,015	846,015
Replacement Equipment	Local	-	327,913	327,913
Replacement Subtotal		-	3,577,267	3,577,267
Improvement Equipment	Local	-	1,475,607	1,475,607
Improvement Subtotal		-	1,475,607	1,475,607
2020 Total		\$ -	\$ 5,052,874	\$ 5,052,874
3 Year Total (2018-2020)		\$ -	\$ 14,395,964	\$ 14,395,964
6 Year Total (2015-2020)		\$ 20,339,574	\$ 46,813,444	\$ 67,153,018

APPENDICES

APPENDIX A

C-TRAN Organization Chart

C-TRAN Organizational Chart
 Revised October 2015



APPENDIX B

Public Transportation Management System
Rolling Stock, Equipment, and Facilities

**Public Transportation Management System
Owned Rolling Stock Inventory & Verification of Continued Use**

I hereby certify that all information reported in the inventories reflects true, accurate and complete information for the agency/organization listed and that project equipment purchased through a state or federal grant agreement is still being used in accordance with the terms and conditions of the grant agreement.

Mike Smith 11/23/2015
Signature and Title Date
Dir. Maintenance

Agency/Organization: C-TRAN

Date: December 31, 2014

No.	Year	Make/Model	Vehicle Code	Vehicle Identification Number (VIN)	Agency Vehicle Number	Actual Life Odometer	Condition (points)	Age (years)	Remaining Useful Life (years)	Replacement Cost \$	ADA Access (yes/no)	Seating Capacity	Fuel Type	WSDOT Title (yes/no)
1	2008	Chevy Uplander	13	1GNDV23W48D210580	1001	53,232	40	6	0	\$21,405	No	7	G	No
2	2008	Chevy Uplander	13	1GNDV23W78D210623	1002	39,698	60	6	0	\$21,405	No	7	G	No
3	2008	Chevy Uplander	13	1GNDV23W28D210626	1003	65,224	20	6	0	\$21,405	No	7	G	No
4	2008	Chevy Uplander	13	1GNDV23WX8D210681	1004	87,150	10	6	0	\$21,405	No	7	G	No
5	2008	Chevy Uplander	13	1GNDV23W38D210683	1005	27,482	50	6	0	\$21,405	No	7	G	No
6	2008	Chevy Uplander	13	1GNDV23W68D210726	1006	22,382	50	6	0	\$21,405	No	7	G	No
7	2008	Chevy Uplander	13	1GNDV23198D210868	1007	61,273	30	6	0	\$21,405	No	7	G	No
8	2008	Chevy Uplander	13	1GNDV23178D210724	1008	75,008	10	6	0	\$21,405	No	7	G	No
9	2008	Chevy Uplander	13	1GNDV23W38D210795	1009	37,630	60	6	0	\$21,405	No	7	G	No
10	2008	Chevy Uplander	13	1GNDV23W98D210574	1010	38,347	60	6	0	\$21,405	No	7	G	No
11	2008	Chevy Uplander	13	1GNDV23W78D210721	1011	50,851	40	6	0	\$21,405	No	7	G	No
12	2008	Chevy Uplander	13	1GNDV23W78D210427	1012	48,783	50	6	0	\$21,405	No	7	G	No
13	2009	Chevy Express	13	1GAHG35K291149827	1013	47,148	40	6	0	\$28,922	No	12	G	No
14	2009	Chevy Express	13	1GAHG35K691149703	1014	79,811	20	6	0	\$28,922	No	12	G	No
15	2009	Chevy Express	13	1GAHG35K191150290	1015	22,131	60	6	0	\$28,922	No	12	G	No
16	2009	Chevy Express	13	1GAHG35K791149662	1016	10,505	60	6	0	\$28,922	No	12	G	No
17	2009	Chevy Express	13	1GAHG35K091149616	1017	43,745	65	6	0	\$28,922	No	12	G	No

18	2009	Chevy Express	13	1GAHG35K391149805	1018	55,380	40	6	0	\$28,922	No	12	G	No
19	2009	Chevy Express	13	1GAHG35K391150372	1019	33,395	60	6	0	\$28,922	No	12	G	No
20	2009	Chevy Express	13	1GAHG35K391149898	1020	42,362	60	6	0	\$28,922	No	12	G	No
21	2010	Toyota Sienna	13	5TDKK4CC1AS333015	1021	53,302	55	5	0	\$29,748	No	7	G	No
22	2010	Toyota Sienna	13	5TDKK4CC3AS327314	1022	98,634	35	5	0	\$29,748	No	7	G	No
23	2010	Toyota Sienna	13	5TDKK4CC8AS321413	1023	86,402	35	5	0	\$29,748	No	7	G	No
24	2010	Toyota Sienna	13	5TDKK4CC7AS333522	1024	57,202	50	5	0	\$29,748	No	7	G	No
25	2010	Toyota Sienna	13	5TDKK4CC6AS336587	1025	54,948	55	5	0	\$29,748	No	7	G	No
26	2012	Dodge Caravan	13	2C4RDGBG6CR366568	1026	55,382	40	3	2	\$22,957	No	7	G	Yes
27	2012	Dodge Caravan	13	2C4RDGBG8CR366569	1027	32,731	80	3	2	\$22,957	No	7	G	Yes
28	2012	Chevy Express	13	1GAZGYFA7C1183423	1028	42,832	70	3	2	\$25,114	No	12	G	Yes
29	2012	Chevy Express	13	1GAZGYFA6C1184062	1029	23,967	80	3	2	\$25,114	No	12	G	Yes
30	2013	Dodge Caravan	13	2C4RDGBG0DR694442	1030	38,451	85	2	3	\$22,154	No	7	G	Yes
31	2013	Dodge Caravan	13	2C4RDGBG9DR694441	1031	13,701	100	2	3	\$22,154	No	7	G	Yes
32	2013	Dodge Caravan	13	2C4RDGBG7DR694440	1032	22,150	100	2	3	\$22,154	No	7	G	Yes
33	2013	Dodge Caravan	13	2C4RDGBG0DR694439	1033	31,711	80	2	3	\$22,154	No	7	G	Yes
34	2013	Dodge Caravan	13	2C4RDGBG9DR694438	1034	40,081	70	2	3	\$22,154	No	7	G	Yes
35	2013	Dodge Caravan	13	2C4RDGBG2DR764023	1035	16,750	85	2	3	\$22,154	No	7	G	Yes
36	2013	Dodge Caravan	13	2C4RDGBG0DR764022	1036	11,936	100	2	3	\$22,154	No	7	G	Yes
37	2013	Dodge Caravan	13	2C4RDGBG4DR764024	1037	17,883	100	2	3	\$22,154	No	7	G	Yes
38	2013	Dodge Caravan	13	2C4RDGBG6DR764025	1038	11,976	85	2	3	\$22,154	No	7	G	Yes
39	2014	Nissan Quest	13	JN8AE2KP7E9104424	1039	2,059	100	1	4	\$25,627	No	7	G	Yes
40	2014	Nissan Quest	13	JN8AE2KP0E9105463	1040	5,233	100	1	4	\$25,627	No	7	G	Yes
41	2014	Nissan Quest	13	JN8AE2KP1E9104497	1041	2,532	100	1	4	\$25,627	No	7	G	Yes

42	2014	Nissan Quest	13	JN8AE2KP9E9106482	1042	8,306	100	1	4	\$25,627	No	7	G	Yes
43	2014	Nissan Quest	13	JN8AE2KP2E9102418	1043	2,422	100	1	4	\$25,627	No	7	G	Yes
44	2014	Nissan Quest	13	JN8AE2KP0E9106287	1044	2,471	100	1	4	\$25,627	No	7	G	Yes
45	2014	Nissan Quest	13	JN8AE2KP9E9107812	1045	7,543	100	1	4	\$25,627	No	7	G	Yes
46	2014	Nissan Quest	13	JN8AE2KP9E9102352	1046	2,259	100	1	4	\$25,627	No	7	G	Yes
47	2014	Nissan Quest	13	JN8AE2KP1E9103026	1047	2,793	100	1	4	\$25,627	No	7	G	Yes
48	2003	Gillig Phantom	01	15GCD271231111779	1776	447,010	35	12	0	\$488,583	Yes	45	D	No
49	1995	Gillig Phantom	03	15GCA211251085748	2037	740,964	10	19	0	\$469,782	Yes	30	D	No
50	1995	Gillig Phantom	03	15GCA211751085759	2048	789,554	10	19	0	\$469,782	Yes	30	D	No
51	1995	Gillig Phantom	02	15GCB211151085768	2066	912,688	10	19	0	\$501,945	Yes	37	D	No
52	1995	Gillig Phantom	02	15GCB211351085769	2067	781,810	10	19	0	\$501,945	Yes	37	D	No
53	1995	Gillig Phantom	02	15GCB211X51085770	2068	946,285	10	19	0	\$501,945	Yes	37	D	No
54	1995	Gillig Phantom	02	15GCB211151085771	2069	1,021,180	10	19	0	\$501,945	Yes	37	D	No
55	1995	Gillig Phantom	02	15GCB211351085772	2070	1,010,939	10	19	0	\$501,945	Yes	37	D	No
56	1995	Gillig Phantom	01	15GCD211X51085777	2091	512,089	10	19	0	\$538,062	Yes	45	D	No
57	1995	Gillig Phantom	01	15GCD211151085778	2092	513,910	10	19	0	\$538,062	Yes	45	D	No
58	1995	Gillig Phantom	01	15GCD211351085779	2093	577,962	10	19	0	\$538,062	Yes	45	D	No
59	1995	Gillig Phantom	01	15GCD211X51085780	2094	718,759	10	19	0	\$538,062	Yes	45	D	No
60	1995	Gillig Phantom	01	15GCD21151085781	2095	533,395	10	19	0	\$538,062	Yes	45	D	No
61	1995	Gillig Phantom	01	15GCD211351085782	2096	74,577	10	19	0	\$538,062	Yes	45	D	No
62	1995	Gillig Phantom	01	15GCD211651085783	2097	734,869	10	19	0	\$538,062	Yes	45	D	No
63	1995	Gillig Phantom	01	15GCD211951085785	2099	575,481	10	19	0	\$538,062	Yes	45	D	No
64	2004	Ford El Dorado	11	1FDWE45F03H887998	2101	329,197	35	10	0	\$111,994	Yes	16	D	No
65	2004	Ford El Dorado	11	1FDWE45F23H887999	2102	334,302	30	10	0	\$111,994	Yes	16	D	No

86	2004	Ford El Dorado	11	1FDWE45F33HB88000	2103	324,570
87	2004	Ford El Dorado	11	1FDWE45F53HB88001	2104	321,446
88	2004	Ford El Dorado	11	1FDWE45F73HB88002	2105	332,548
89	2004	Ford El Dorado	11	1FDXE45F13HB94608	2106	325,895
70	2004	Ford El Dorado	11	1FDXE45F33HB94609	2107	314,911
71	2004	Ford El Dorado	11	1FDXE45FK3HB94610	2108	320,954
72	2004	Ford El Dorado	11	1FDXE45F13HB94611	2109	329,978
73	2004	Ford El Dorado	11	1FDXE45F33HB94612	2110	311,805
74	2004	Ford El Dorado	11	1FDWE45F93HB88003	2111	317,031
75	2006	Ford El Dorado	11	1FDXE45P76DB10179	2112	231,376
76	2006	Ford El Dorado	11	1FDXE45P36DB10180	2113	233,817
77	2006	Ford El Dorado	11	1FDXE45P56DB10181	2114	240,874
78	2006	Ford El Dorado	11	1FDXE45P76DB10182	2115	238,419
79	2006	Ford El Dorado	11	1FDXE45P96DB10183	2116	234,585
80	2006	Ford El Dorado	11	FDXE45P06DB10184	2117	242,906
81	2006	Ford El Dorado	11	1FDXE45P26DB10185	2118	238,958
82	2007	Ford El Dorado	11	1FDXE45P27DA31990	2155	199,050
83	2007	Ford El Dorado	11	1FDXE45P47DA31991	2156	198,151
84	2007	Ford El Dorado	11	1FDXE45P67DA31992	2157	208,246
85	2007	Ford El Dorado	11	1FDXE45P87DA31993	2158	181,569
86	2007	Ford El Dorado	11	1FDXE45P97DA51427	2159	196,608
87	2007	Ford El Dorado	11	1FDXE45P07DA51428	2160	207,890
88	2007	Ford El Dorado	11	1FDXE45P27DA51429	2161	211,555
89	2007	Ford El Dorado	11	1FDXE45P97DA51430	2162	203,856

35	10	0	\$111,994	Yes	16	D	No
30	10	0	\$111,994	Yes	16	D	No
30	10	0	\$111,994	Yes	16	D	No
30	11	0	\$111,994	Yes	16	D	No
30	11	0	\$111,994	Yes	16	D	No
35	11	0	\$111,994	Yes	16	D	No
30	11	0	\$111,994	Yes	16	D	No
30	11	0	\$111,994	Yes	16	D	No
30	10	0	\$111,994	Yes	16	D	No
20	8	2	\$110,806	Yes	14	D	No
20	8	2	\$110,806	Yes	14	D	No
20	8	2	\$110,806	Yes	14	D	No
30	8	2	\$110,806	Yes	14	D	No
20	8	2	\$110,806	Yes	14	D	No
20	8	2	\$110,806	Yes	14	D	No
30	8	2	\$110,806	Yes	14	D	No
40	7	3	\$106,151	Yes	13	D	No
20	7	3	\$106,151	Yes	13	D	No
20	7	3	\$106,151	Yes	14	D	No
40	7	3	\$106,151	Yes	14	D	No
40	7	3	\$106,151	Yes	14	D	No
40	7	3	\$106,151	Yes	14	D	No
25	7	3	\$106,151	Yes	14	D	No
20	7	3	\$106,151	Yes	14	D	No

90	2007	Ford El Dorado	11	1FDXE45P07DA51431	2163	201,809	40	7	3	\$106,151	Yes	14	D	No
91	2007	Ford El Dorado	11	1FDXE45P97DA60984	2164	195,857	25	7	3	\$106,151	Yes	14	D	No
92	2007	Ford El Dorado	11	1FDXE45P27DA60986	2166	208,009	25	7	3	\$106,151	Yes	14	D	No
93	2007	Ford El Dorado	11	1FDXE45P47DA60987	2167	191,626	25	7	3	\$106,151	Yes	14	D	No
94	2007	Ford El Dorado	11	1FDXE45P67DA60988	2168	197,615	40	7	3	\$106,151	Yes	14	D	No
95	2008	Ford El Dorado	11	1FD4E45P88DB56657	2169	175,623	30	6	4	\$105,477	Yes	15	D	No
96	2008	Ford El Dorado	11	1FD4E45P88DB56658	2170	167,334	30	6	4	\$105,477	Yes	15	D	No
97	2008	Ford El Dorado	11	1FD4E45P48DA50755	2171	178,931	40	6	4	\$105,477	Yes	15	D	No
98	2008	Ford El Dorado	11	1FD4E45P88DB56660	2172	176,360	40	6	4	\$105,477	Yes	15	D	No
99	2008	Ford El Dorado	11	1FD4E45P18DB56659	2173	179,169	30	6	4	\$105,477	Yes	15	D	No
100	2008	Ford El Dorado	11	1FD4E45P68DB56656	2174	151,837	50	6	4	\$105,477	Yes	15	D	No
101	2010	Ford El Dorado	11	1FD4E45P6ADA24266	2175	137,319	70	5	2	\$108,226	Yes	14	D	No
102	2010	Ford El Dorado	11	1FD4E45P8ADA24267	2176	127,636	60	5	2	\$108,226	Yes	14	D	No
103	2010	Ford El Dorado	11	1FD4E45P8ADA24271	2177	127,854	60	5	2	\$108,226	Yes	14	D	No
104	2010	Ford El Dorado	11	1FD4E45P1ADA24269	2178	139,555	70	5	2	\$108,226	Yes	14	D	No
105	2010	Ford El Dorado	11	1FD4E45P8ADA24270	2179	141,472	70	5	2	\$108,226	Yes	14	D	No
106	2010	Ford El Dorado	11	1FD4E45P8ADA24268	2180	137,087	70	5	2	\$108,226	Yes	14	D	No
107	2010	Ford El Dorado	11	1FD4E45P1ADA24272	2181	137,049	70	6	1	\$108,226	Yes	14	D	No
108	2010	Ford El Dorado	11	1FD4E45P3ADA24273	2182	140,656	70	4	3	\$108,226	Yes	14	D	No
109	2010	Ford El Dorado	11	1FD4E45P5ADA24274	2183	132,849	40	5	2	\$108,226	Yes	14	D	No
110	1999	Gillig Phantom	01	15GCD1819X1089952	2201	584,699	10	15	0	\$533,490	Yes	45	D	No
111	1999	Gillig Phantom	01	15GCD1810X1089953	2202	590,437	10	15	0	\$533,490	Yes	45	D	No
112	1999	Gillig Phantom	01	15GCD1812X1089954	2203	536,134	10	15	0	\$533,490	Yes	45	D	No
113	1999	Gillig Phantom	01	15GCD1814X1089955	2204	564,099	10	15	0	\$533,490	Yes	45	D	No

114	1999	Gillig Phantom	01	15GCD1816X1089956	2205	566,365	10	15	0	\$533,490	Yes	45	D	No
115	1999	Gillig Phantom	01	15GCD1818X1089957	2206	543,223	10	15	0	\$533,490	Yes	45	D	No
116	1999	Gillig Phantom	01	15GCD181XX1089958	2207	548,483	10	15	0	\$533,490	Yes	45	D	No
117	1999	Gillig Phantom	01	15GCD1811X1089959	2208	554,316	10	15	0	\$533,490	Yes	45	D	No
118	1999	Gillig Phantom	01	15GCD1818X1089960	2209	564,045	10	15	0	\$533,490	Yes	45	D	No
119	1999	Gillig Phantom	01	15GCD181XX1089961	2210	571,615	10	15	0	\$533,490	Yes	45	D	No
120	1999	Gillig Phantom	01	15GCD1811X1089962	2211	576,851	10	15	0	\$533,490	Yes	45	D	No
121	1999	Gillig Phantom	01	15GCD1813X1089963	2212	590,661	10	15	0	\$533,490	Yes	45	D	No
122	1999	Gillig Phantom	01	15GCD1815X1089964	2213	576,169	10	15	0	\$533,490	Yes	45	D	No
123	1999	Gillig Phantom	01	15GCD1817X1089965	2214	557,320	10	15	0	\$533,490	Yes	45	D	No
124	2002	Gillig Phantom	01	15GCD271121111772	2215	449,544	30	12	0	\$502,737	Yes	45	D	No
125	2003	Gillig Phantom	01	15GCD271131111773	2216	469,863	35	12	0	\$502,737	Yes	45	D	No
126	2003	Gillig Phantom	01	15GCD271131111774	2217	453,469	35	12	0	\$502,737	Yes	45	D	No
127	2003	Gillig Phantom	01	15GCD271131111775	2218	471,366	30	12	0	\$502,737	Yes	45	D	No
128	2003	Gillig Phantom	01	15GCD271131111776	2219	444,778	10	12	0	\$502,737	Yes	45	D	No
129	2003	Gillig Phantom	01	15GCD271131111777	2220	453,341	35	12	0	\$502,737	Yes	45	D	No
130	2003	Gillig Phantom	01	15GCD271131111778	2221	456,516	30	12	0	\$502,737	Yes	45	D	No
131	2003	Gillig Phantom	01	15GCD271131111780	2223	446,884	35	12	0	\$502,737	Yes	45	D	No
132	2003	Gillig Phantom	01	15GCD271131111781	2224	449,889	30	12	0	\$502,737	Yes	45	D	No
133	2003	Gillig Phantom	01	15GCD271131111782	2225	474,169	20	12	0	\$502,737	Yes	45	D	No
134	2003	Gillig Phantom	01	15GCD271131111783	2226	467,952	35	12	0	\$502,737	Yes	45	D	No
135	2003	Gillig Phantom	01	15GCD271131111784	2227	462,980	35	12	0	\$502,737	Yes	45	D	No
136	2003	Gillig Phantom	01	15GCD271131111785	2228	444,160	40	12	0	\$502,737	Yes	45	D	No
137	2003	Gillig Phantom	01	15GCD271131111786	2229	459,484	35	12	0	\$502,737	Yes	45	D	No

138	2003	Gillig Phantom	01	15GCD271131111787	2230	456,584
139	2003	Gillig Phantom	01	15GCD271131111788	2231	468,119
140	2003	Gillig Phantom	01	15GCD271131111789	2232	451,744
141	2003	Gillig Phantom	01	15GCD271131111790	2233	464,989
142	2003	Gillig Phantom	01	15GCD271131111791	2234	445,926
143	2003	Gillig Phantom	01	15GCD271131111792	2235	413,991
144	2003	Gillig Phantom	01	15GCD271131111793	2236	471,671
145	2003	Gillig Phantom	01	15GCD271131111794	2237	471,440
146	2003	Gillig Phantom	01	15GCD271131111795	2238	446,516
147	2003	Gillig Phantom	01	15GCD271131111796	2239	463,803
148	2003	Gillig Phantom	01	15GCD271131111797	2240	475,969
149	2003	Gillig Phantom	01	15GCD271131111798	2241	443,577
150	2003	Gillig Phantom	01	15GCD271831111799	2242	448,647
151	2003	Gillig Phantom	01	15GCD271031111800	2243	476,728
152	2003	Gillig Phantom	01	15GCD271231111801	2244	453,900
153	2003	Gillig Phantom	01	15GCD271431111802	2245	447,429
154	2003	Gillig Phantom	01	15GCD271631111803	2246	432,636
155	2003	Gillig Phantom	01	15GCD271831111804	2247	459,833
156	2003	Gillig Phantom	01	15GCD271X31111805	2248	448,735
157	2003	Gillig Phantom	01	15GCD271131111806	2249	453,244
158	2003	Gillig Phantom	01	15GCD271331111807	2250	444,177
159	2003	Gillig Phantom	01	15GCD271531111808	2251	449,452
160	2004	Optima Opus	04	12985B5504W216238	2252	405,918
161	2004	Optima Opus	04	12985B5524W216239	2253	361,626

30	12	0	\$502,737	Yes	45	D	No
35	12	0	\$502,737	Yes	45	D	No
10	12	0	\$502,737	Yes	45	D	No
35	12	0	\$502,737	Yes	45	D	No
20	12	0	\$502,737	Yes	45	D	No
30	12	0	\$502,737	Yes	45	D	No
30	12	0	\$502,737	Yes	45	D	No
10	12	0	\$502,737	Yes	45	D	No
30	12	0	\$502,737	Yes	45	D	No
35	12	0	\$502,737	Yes	45	D	No
40	12	0	\$502,737	Yes	45	D	No
30	12	0	\$502,737	Yes	45	D	No
30	11	1	\$502,737	Yes	45	D	No
40	11	1	\$502,737	Yes	45	D	No
20	11	1	\$502,737	Yes	45	D	No
35	11	1	\$502,737	Yes	45	D	No
40	11	1	\$502,737	Yes	45	D	No
35	11	1	\$502,737	Yes	45	D	No
30	11	1	\$502,737	Yes	45	D	No
30	11	1	\$502,737	Yes	45	D	No
35	11	1	\$502,737	Yes	45	D	No
35	11	1	\$502,737	Yes	45	D	No
10	11	0	\$429,618	Yes	23	D	No
10	11	0	\$429,618	Yes	23	D	No

162	2004	Optima Opus	04	129B585594W216240	2254	399,514
163	2004	Optima Opus	04	129B585504W216241	2255	367,943
164	2004	Optima Opus	04	129B585524W216242	2256	370,464
165	2004	Optima Opus	04	129B585544W216243	2257	406,998
166	2004	Optima Opus	04	129B585564W216244	2258	368,503
167	2004	Optima Opus	04	129B585584W216245	2259	394,677
168	2004	Optima Opus	04	129B5855X4W216246	2260	381,603
169	2004	Optima Opus	04	129B585514W216247	2261	344,030
170	2008	Gillig Low Floor	04	15GGE271481091301	2262	317,999
171	2008	Gillig Low Floor	04	15GGE271681091302	2263	304,199
172	2008	Gillig Low Floor	04	15GGE271881091303	2264	308,271
173	2008	Gillig Low Floor	04	15GGE271X81091304	2265	320,770
174	2008	Gillig Low Floor	04	15GGE271181091305	2266	304,481
175	2008	Gillig Low Floor	02	15GG8271181078742	2267	361,745
176	2008	Gillig Low Floor	02	15GGD301081078743	2268	377,419
177	2008	Gillig Low Floor	02	15GGD301281078744	2269	372,719
178	2008	Gillig Low Floor	02	15GGD301481078745	2270	373,894
179	2008	Gillig Low Floor	02	15GGD301681078746	2271	379,169
180	2008	Gillig Low Floor	01	15GGD301781078769	2272	283,024
181	2008	Gillig Low Floor	01	15GGD301381078770	2273	270,261
182	2008	Gillig Low Floor	01	15GGD301581078771	2274	271,030
183	2008	Gillig Low Floor	01	15GGD301781078772	2275	277,321
184	2008	Gillig Low Floor	01	15GGD301981078773	2276	263,327
185	2008	Gillig Low Floor	01	15GGD301081078774	2277	262,022

10	11	0	\$429,618	Yes	23	D	No
10	11	0	\$429,618	Yes	23	D	No
10	11	0	\$429,618	Yes	23	D	No
10	11	0	\$429,618	Yes	23	D	No
10	11	0	\$429,618	Yes	23	D	No
10	11	0	\$429,618	Yes	23	D	No
10	11	0	\$429,618	Yes	23	D	No
10	11	0	\$429,618	Yes	23	D	No
65	7	3	\$482,815	Yes	29	D	No
65	7	3	\$482,815	Yes	29	D	No
65	7	3	\$482,815	Yes	29	D	No
70	7	3	\$482,815	Yes	29	D	No
65	7	3	\$482,815	Yes	29	D	No
30	7	5	\$508,578	Yes	30	D	No
30	7	5	\$508,578	Yes	30	D	No
65	7	5	\$508,578	Yes	30	D	No
30	7	5	\$508,578	Yes	30	D	No
40	7	5	\$508,578	Yes	30	D	No
55	7	5	\$776,168	Yes	36	D	No
60	7	5	\$776,168	Yes	36	D	No
55	7	5	\$776,168	Yes	36	D	No
60	7	5	\$776,168	Yes	36	D	No
50	7	5	\$776,168	Yes	36	D	No
55	7	5	\$776,168	Yes	36	D	No

188	2008	Gillig Low Floor	01	15GGD301281078875	2278	259,352
187	2008	Gillig Low Floor	01	15GGD301481078776	2279	271,467
188	2008	Gillig Low Floor	01	15GGD301681078777	2280	272,854
189	2008	Gillig Low Floor	01	15GGD301881078778	2281	246,869
190	2008	Gillig Low Floor	01	15GGD301X81078779	2282	280,645
191	2008	Gillig Low Floor	01	15GGD301681078780	2283	263,439
192	2009	Gillig Low Floor	02	15GGB271791176710	2284	349,374
193	2009	Gillig Low Floor	02	15GGB271791176711	2285	350,608
194	2009	Gillig Low Floor	02	15GGB271991176712	2286	337,417
195	2009	Gillig Low Floor	02	15GGB271091176713	2287	343,492
196	2009	Gillig Low Floor	02	15GGB271291176714	2288	336,192
197	2009	Gillig Low Floor	02	15GGB271491176715	2289	333,093
198	2009	Gillig Low Floor	02	15GGB271691176716	2290	336,136
199	2010	Gillig Low Floor	01	15GGD3010A1177066	2291	239,653
200	2010	Gillig Low Floor	01	15GGD3012A1177067	2292	245,800
201	2010	Gillig Low Floor	01	15GGF3014A1177068	2293	253,173
202	2010	Gillig Low Floor	01	15GGD3016A1177069	2294	242,852
203	2012	Ford El Dorado	11	1FDFF4F55CDB15875	2301	49,225
204	2012	Ford El Dorado	11	1FDFF4F57CDB15876	2302	48,554
205	2010	Gillig Low Floor	02	15GGB2715A1177070	2401	245,568
206	2010	Gillig Low Floor	02	15GGB2717A1177071	2402	236,366
207	2010	Gillig Low Floor	02	15GGB2719A1177072	2403	244,068
208	2010	Gillig Low Floor	02	15GGB2710A1177073	2404	233,258
209	2010	Toyota Sienna	14	5TDKK4CC2A5337414	3006	110,915

60	7	5	\$776,168	Yes	36	D	No
60	7	5	\$776,168	Yes	36	D	No
70	7	5	\$776,168	Yes	36	D	No
70	7	5	\$776,168	Yes	36	D	No
70	7	5	\$776,168	Yes	36	D	No
70	7	5	\$776,168	Yes	36	D	No
70	6	6	\$452,017	Yes	32	D	No
60	6	6	\$452,017	Yes	32	D	No
65	6	6	\$452,017	Yes	32	D	No
45	6	6	\$452,017	Yes	32	D	No
45	6	6	\$452,017	Yes	32	D	No
60	6	6	\$452,017	Yes	32	D	No
70	6	6	\$452,017	Yes	32	D	No
65	4	8	\$731,889	Yes	36	D	No
70	4	8	\$731,889	Yes	36	D	No
65	4	8	\$731,889	Yes	36	D	No
70	4	8	\$731,889	Yes	36	D	No
80	2	5	\$90,146	Yes	14	D	No
80	2	5	\$90,146	Yes	14	D	No
50	4	8	\$475,972	Yes	36	D	No
50	4	8	\$475,972	Yes	36	D	No
50	4	8	\$475,972	Yes	36	D	No
50	4	8	\$475,972	Yes	36	D	No
30	5	0	\$29,748	No	7	G	No

210	2010	Toyota Sienna	14	5TDKK4CCDAS338321	3007	108,529
211	2010	Toyota Sienna	14	5TDKK4CC1A5338635	3008	108,816
212	2010	Toyota Sienna	14	5TDKK4CC7AS339160	3009	108,358
213	2010	Toyota Sienna	14	5TDKK4CC7AS339806	3010	107,913
214	2010	Toyota Sienna	14	5TDKK4CC3AS340032	3011	97,665
215	2010	Toyota Sienna	14	5TDKK4CC1A5335718	3012	98,385

30	5	0	\$29,748	No	7	G	No
30	5	0	\$29,748	No	7	G	No
25	5	0	\$29,748	No	7	G	No
25	5	0	\$29,748	No	7	G	No
30	5	0	\$29,748	No	7	G	No
30	5	0	\$29,748	No	7	G	No

**Public Transportation Management System
Owned Facility Inventory**

Agency/Organization: C-TRAN

Date: December 31, 2014

	Facility Code	Facility Name	Condition (points)	Age (years)	Remaining Useful Life (years)	Replacement Cost (\$)	Comments <i>(if more than two lines, please attach a separate comment page)</i>
1	9	Evergreen Park & Ride	60	24	4	\$4,316,443	271 parking spaces
2	16	Evergreen Passenger Amenities	60	25	2	\$739,146	Lack of use, needs attention
3	10	Administration Building	50	23	11	\$3,466,546	New roof, 2006
4	23	Operations Center	50	8	32	\$2,362,335	
5	11	Maintenance Building	60	31	9	\$4,240,209	
6	6	Vancouver Mill Transit Center	60	30	7	\$2,032,166	
7	21	Bus Wash and Fuel Buildings	60	31	9	\$831,922	Minor and frequent repairs to both
8	23	Administration Operations Maintenance Site	50	20	10	\$3,336,915	Parking, fences, lighting, etc.
9	19	Bus Parking- Administration	40	31	9	\$1,354,525	Minor and frequent repairs to surfaces and repaving of parking lots
10	24	Central County Park & Ride	N/A	N/A	N/A	\$3,819,834	Future park and ride site
11	16	Route Shelters	70	14	2	\$762,875	Require frequent minor repairs due to vandalism
12	6	Fisher's Landing Transit Center	60	16	12	\$17,691,153	Repaving of parking lots needed
13	16	Fisher's Landing Passenger Amenities	70	15	5	\$2,384,922	
14	6	99th Street Transit Center at Stockford Village	60	8	19	\$22,261,604	Pavement damage, roof leak, drainage issues
15	6	7th Street Property (section of former transit center)	50	31	0	\$670,447	
16	6	Andresen Super Stop	100	1	10	\$214,959	
17	24	Administration Operations Maintenance Site Development	100	7	0	\$30,910	

Public Transportation Management System
Owned Equipment Inventory

Agency/Organization: C-TRAN

Date: December 31, 2014

Equipment Code and Description	Condition (points)	Age (years)	Remaining Useful Life (years)	Replacement Cost (\$)	Comments (if more than two lines, please attach a separate comment page)
1. 05 Support Vehicles	70	8	3	\$1,067,108	
2. 03 Security Cameras	30	9	1	\$813,148	
3. 02 Faribox Systems	30	24	0	\$341,718	Fariboxes and vaults.
4. 08 Radio Systems	30	32	0	\$70,450	Includes radios on vehicles, consoles, and repeaters.
5. 01 Paint Booth	10	31	0	\$125,810	Paint Booth replacement scheduled for 2013
6. 01 Bus Wash System	100	0	10	\$780,428	Bus Wash replacement scheduled for 2013
7. 02 Money System, Vaults, Receiver	30	22	0	\$133,140	
8. 16 VAST/ITS Equipment	50	3	3	\$7,105,536	
9. 09 Grounds Equipment	50	17	2	\$206,057	
10. 09 Shop Equipment	60	13	3	\$3,730,519	
11. 10 Systems Signage	70	23	0	\$401,233	
12. 13 Bike Lockers	70	17	0	\$142,579	
13. 04 Computer Systems	50	10	1	\$6,419,400	
14. 18 Office Equipment/Furniture	75	12	2	\$1,586,825	

APPENDIX C

Title VI/Environmental Justice Analysis Summary

Title VI/Environmental Justice Summary

Title VI of the Civil Rights Act of 1964 states: “No person in the United States shall, on the grounds of race, creed, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance.” C-TRAN operates its programs and services in compliance with Title VI as well as Executive Order 12898, “Federal Actions to address Environmental Justice in Minority Populations and Low Income Populations” and other applicable laws and guidance.

For purposes of Title VI and Environmental Justice analysis, C-TRAN used 2010 census data and the C-TRAN service boundary as of March 2013. Minority census tracts are identified as census tracts in which the minority population exceeds the average minority population within the C-TRAN service area. The average minority population for C-TRAN’s service area is 15.81 percent. Low income tracts are identified as census tracts in which the percentage of households below the poverty level exceeds the average percentage of households below the poverty level in C-TRAN’s service area. Low income households make up approximately 18.06 percent of the C-TRAN service area.

The following pages present more detail about C-TRAN’s service and the distribution of amenities along routes. C-TRAN’s services and amenities are generally equitably distributed with the current service plan as measured by service frequency, number of stops and shelters, and vehicle age. C-TRAN’s highest levels of service and amenities are focused in the urban/suburban areas inside the Vancouver UGB where minority and low income populations tend to be more concentrated.

APPENDIX D

Fixed Route Operating Characteristics by Route as of 2014

FIXED ROUTE SERVICE OPERATING CHARACTERISTICS (Effective September 2014)

Bus Route	Route Name	Weekday Service First Trip Begins	Weekday Service Last Trip Ends	Weekday Service Peak Frequency (minutes)	Saturday Service	Sunday/Holiday Service	Area Served (TC=Transit Center, P&R= Park & Ride)
LOCAL URBAN ROUTES							
2	Lincoln	6:30 AM	7:19 PM	60	Yes	Yes	Downtown Vancouver to 99th St P&R
3	City Center	5:25 AM	8:21 PM	45	Yes	Yes	Downtown Vancouver loop around city center area
4	Fourth Plain	4:47 AM	12:42 AM	15	Yes	Yes	Vancouver Mall TC to downtown Vancouver via Fourth Plain, continuing to Delta Park/Vanport MAX station
7	Battle Ground	6:00 AM	9:27 PM	45	Yes	Yes	Vancouver Mall TC to Battle Ground
9	Felida	6:27 AM	6:49 PM	60	Yes	No	99th St TC through Felida to Salmon Creek P&R
19	Salmon Creek	6:15 AM	9:45 PM	40	Yes	No	99th St TC to Legacy Hospital and WSU Vancouver via Highway 99
25	Fruit Valley & Saint Johns	5:25 AM	8:16 PM	35	Yes	Yes	Fruit Valley to 99th Street TC via Downtown Vancouver and St. Johns
30	Burton	5:22 AM	9:32 PM	30	Yes	Yes	Downtown Vancouver to Fisher's Landing via Burton Road
32	Hazel Dell & Evergreen/Andresen	5:30 AM	9:50 PM	30	Yes	Yes	99th St TC to Downtown Vancouver to Vancouver Mall TC via Hazel Dell, Evergreen and Andresen
37	Mill Plain/Fisher's	4:45 AM	12:44 AM	30	Yes	Yes	Downtown Vancouver to Fisher's Landing TC via Mill Plain and 164th Avenue

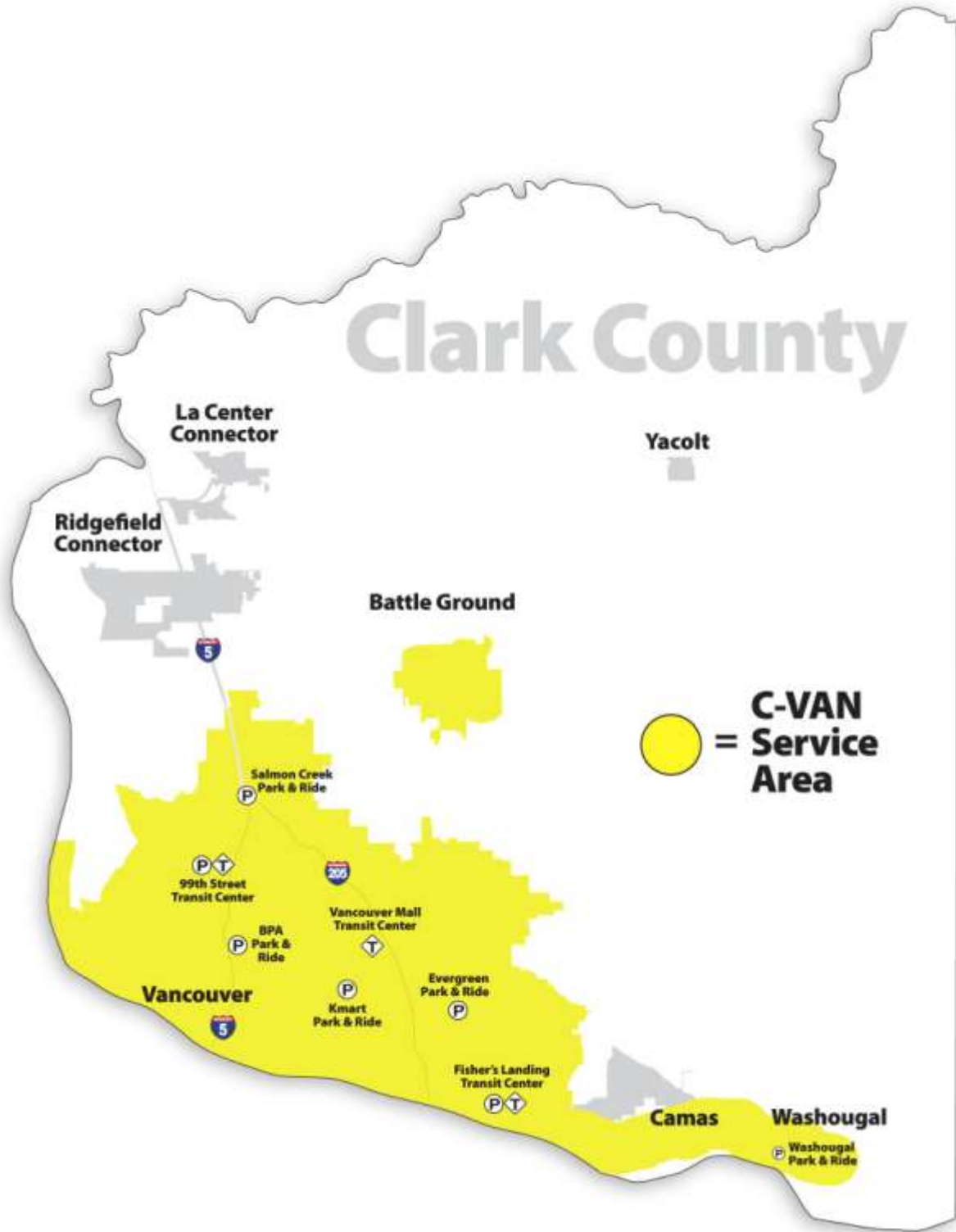
Bus Route	Route Name	Weekday Service First Trip Begins	Weekday Service Last Trip Ends	Weekday Service Peak Frequency (minutes)	Saturday Service	Sunday/Holiday Service	Area Served (TC=Transit Center, P&R=Park & Ride)
LOCAL URBAN ROUTES							
38	Mill Plain/192nd Avenue	7:00 AM	7:55 PM	30	No	No	Downtown Vancouver to 192nd Ave via Mill Plain
39	Clark College/ Medical Center	7:30 AM	7:19 PM	60	No	No	Downtown Vancouver to Clark College, VA complex, and Peace Health SW WA Medical Center
71	Highway 99	5:25 AM	12:20 AM	20	Yes	Yes	Downtown Vancouver to 99th Street TC via Hwy 99
72	Orchards	5:00 AM	9:47 PM	60	Yes	Yes	Vancouver Mall TC to Orchards area
78	78th Street	5:00 AM	9:23 PM	60	Yes	Yes	Vancouver Mall TC to 99th Street TC via 78th Street
80	Van Mall/ Fisher's Landing	5:23 AM	9:30 PM	30	Yes	Yes	Fisher's Landing TC to Vancouver Mall TC
92	Camas/ Washougal	5:36 AM	7:50 PM	30	Yes	Yes	Fisher's Landing TC to Camas & Washougal
LIMITED ROUTES							
41	Camas/ Washougal Limited	7:00 AM	6:03 PM	2 AM trips/ 2 PM trips	No	No	Fisher's Landing TC to Downtown Vancouver via SR-14
44	Fourth Plain Limited	5:11 AM	7:29 PM	30	No	No	Orchards to downtown Vancouver continuing to Delta Park/Vanport MAX station via Fourth Plain
47	Battle Ground Limited	5:57 AM	6:47 PM	1 AM Trip/ 1PM Trip	No	No	Yacolt & Battle ground to 99th Transit Center, and downtown Vancouver and Delta Park/Vanport MAX station
65	Park Rose Limited	5:45 AM	7:49 PM	15	Yes	Yes	Fisher's Landing TC to Parkrose TC

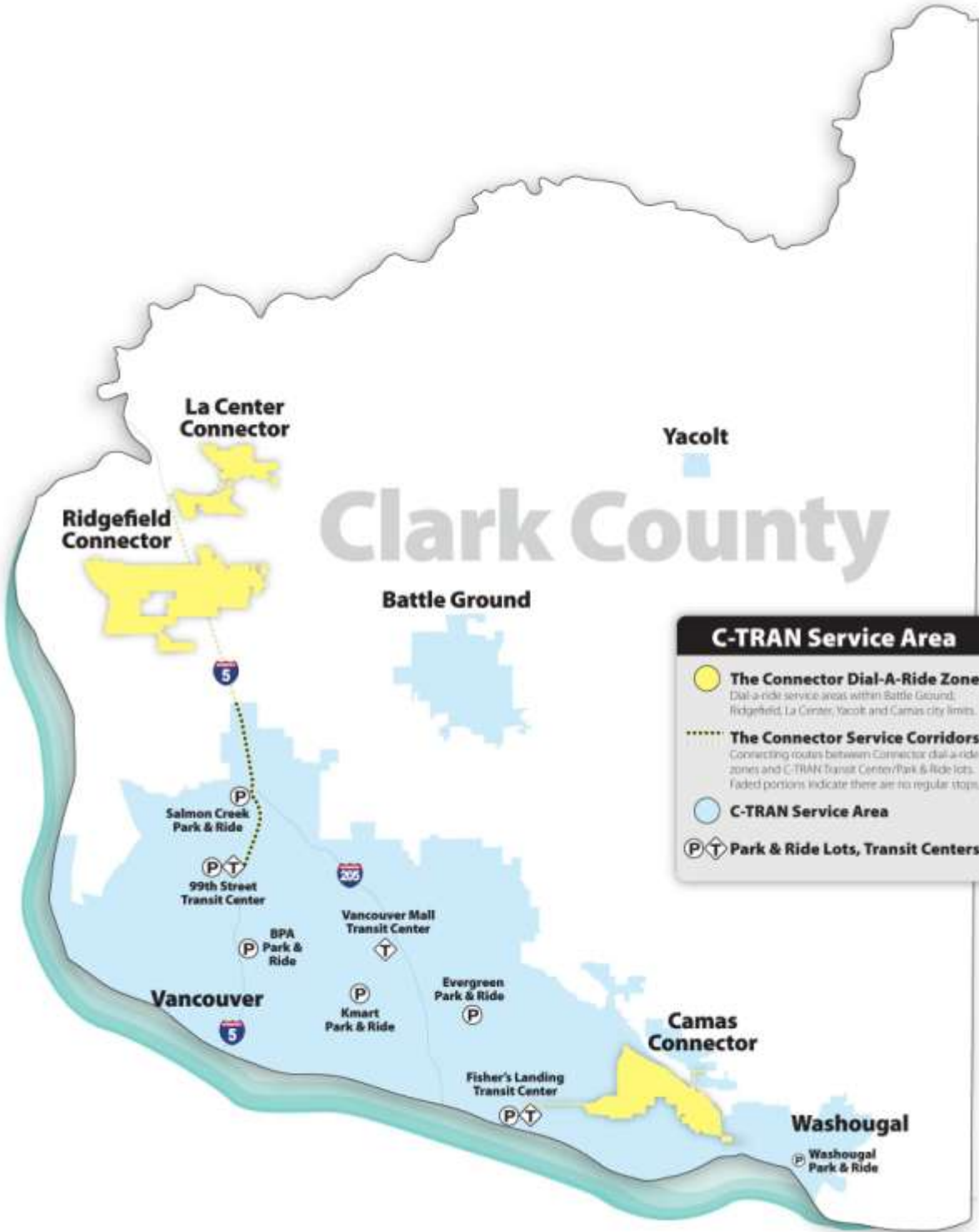
Bus Route	Route Name	Weekday Service First Trip Begins	Weekday Service Last Trip Ends	Weekday Service Peak Frequency (minutes)	Saturday Service	Sunday/Holiday Service	Area Served (TC=Transit Center, P&R=Park & Ride)
PREMIUM EXPRESS ROUTES							
105	I-5 Express	5:38 AM	8:06 PM	15	No	No	Express connecting Salmon Creek P&R, 99th St TC, downtown Vancouver and downtown Portland
134	Salmon Creek Express	5:20 AM	7:10 PM	10	No	No	Express from Salmon Creek PR to downtown Portland
157	Lloyd District Express	6:00 AM	5:53 PM	4 AM trips/ 6 PM trips	No	No	Express from BPA P&R to Lloyd Center (Portland)
164	Fisher's Landing Express	5:20 AM	7:49 PM	10	No	No	Express service from Fisher's Landing TC to downtown Portland
177	Evergreen Express	6:00 AM	5:59 PM	4 AM trips/ 4 PM trips	No	No	Express from Evergreen P&R via Rose Quarter to downtown Portland
190	Marquam Hill Express	6:00 AM	6:00 PM	5 AM trips/ 5 PM trips	No	No	Express from Andresen PR and BPA PR to Marquam Hill (Portland)
199	99th Street Express	5:20 AM	7:10 PM	15	No	No	Express from 99th Street TC to downtown Portland

APPENDIX E

Service Area Maps

Clark County





Clark County

C-TRAN Service Area

-  **The Connector Dial-A-Ride Zones**
Dial-a-ride service areas within Battle Ground, Ridgefield, La Center, Yacolt and Camas city limits.
-  **The Connector Service Corridors**
Connecting routes between Connector dial-a-ride zones and C-TRAN Transit Center/Park & Ride lots. Faded portions indicate there are no regular stops.
-  **C-TRAN Service Area**
-  **Park & Ride Lots, Transit Centers**

La Center Connector

Yacolt

Ridgefield Connector

Battle Ground

Salmon Creek Park & Ride

99th Street Transit Center

BPA Park & Ride

Vancouver Mall Transit Center

Vancouver

Kmart Park & Ride

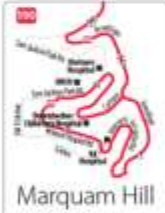
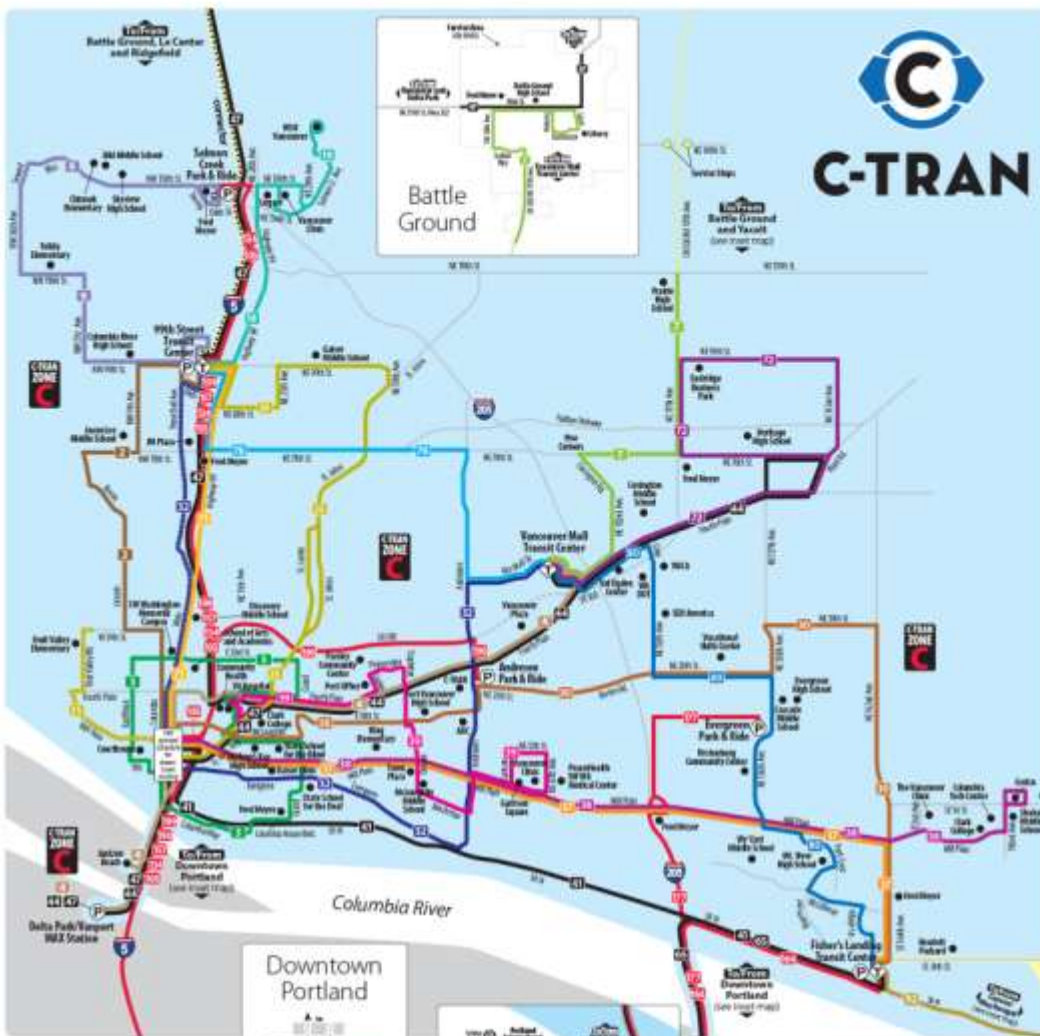
Evergreen Park & Ride

Camas Connector

Fisher's Landing Transit Center

Washougal

Washougal Park & Ride



- C-TRAN Routes**
- Lincoln
 - City Center
 - Fourth Plain
 - Battle Ground
 - Felida
 - Salmon Creek
 - Fruit Valley
 - St. John
 - Burton
 - Hager/Duff
 - Evergreen/Highland
 - WV/Rain/Fisher's
 - WV/Plaza/12th
 - WVNE/6th Avenue
 - Highway 99
 - Onwards
 - 78th Street
 - Van Mall/Fisher's
 - Camas/Washougal
 - The Connector
- Express Routes**
- US Express
 - Salmon Creek Express
 - Udall District Express
 - Fisher's Landing Express
 - Evergreen Express
 - Marquam Hill Express
 - 99th Street Express
- Limited Routes**
- SR 14 Limited
 - Fourth Plain Limited
 - Battle Ground Limited
 - Parkrose Limited
- Transit Center Locations**
- Fisher's Landing
 - Vancouver Mall
 - 99th Street
- Park & Ride Locations**
- WV (Barnes/Bike Power Access)
 - Salmon Creek
 - Ridgefield
 - Evergreen
 - Fisher's Landing
 - 68th Street
 - Anderson
- Symbols**
- Bike Locker Locations
 - Transit Center Locations
 - Park & Ride Locations
 - Zone Markers
- NOTE:** All C-TRAN buses are ITD equipped.

C-TRAN System Map

APPENDIX F

Historical Operating Information

2005-2014

CLARK COUNTY PTBA
OPERATING INFORMATION
2014-2005

	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005
PASSENGER BOARDINGS										
A. Fixed Route	6,061,350	6,193,249	6,614,724	6,723,798	6,317,040	6,201,190	6,984,933	5,506,506	5,436,018	5,614,951
B. Demand Response	235,508	231,021	217,468	206,596	218,104	215,357	245,684	230,409	211,818	196,478
C. Vanpool	68,420	67,031	56,758	28,210	17,426	14,086	0	0	0	988
PASSENGER MILES										
A. Fixed Route	36,193,395	38,399,963	32,408,972	33,748,700	31,773,904	34,730,798	36,883,205	25,849,236	29,268,989	29,694,702
B. Demand Response	1,703,745	1,671,950	1,542,584	1,468,523	1,528,543	1,295,897	1,409,969	1,300,870	1,203,188	1,139,924
C. Vanpool	2,014,887	1,996,671	1,570,340	756,260	461,647	379,442	0	0	0	2,580
OPERATING MILES										
A. Fixed Route	4,636,289	4,637,508	4,645,968	4,656,656	4,618,039	4,970,828	5,155,643	4,373,134	4,171,577	4,090,498
B. Demand Response	1,563,463	1,541,863	1,454,013	1,366,941	1,436,388	1,431,783	1,535,597	1,443,921	1,335,402	1,246,927
C. Vanpool	449,502	412,699	303,654	145,611	78,431	65,864	0	0	0	615
OPERATING HOURS										
A. Fixed Route	279,840	280,922	281,940	282,552	279,432	299,243	304,416	267,171	248,299	250,085
B. Demand Response	93,675	90,394	86,529	82,554	87,973	92,255	99,972	92,641	85,930	80,487
C. Vanpool	11,613	10,530	8,377	4,181	2,395	2,141	0	0	0	31
IN-SERVICE MILES										
A. Fixed Route	3,871,089	3,885,615	3,913,550	3,939,455	3,931,152	4,289,359	4,476,702	3,845,014	3,683,991	3,702,382
B. Demand Response	1,333,555	1,307,322	1,245,285	1,192,208	1,253,477	1,250,885	1,348,396	1,268,496	1,182,787	1,102,801
C. Vanpool	449,502	412,699	303,654	145,611	78,431	65,864	0	0	0	615
IN-SERVICE HOURS										
A. Fixed Route	252,900	254,632	256,684	258,137	256,428	275,743	280,211	247,323	230,657	231,191
B. Demand Response	86,327	83,040	79,515	75,949	80,555	81,064	88,258	81,773	77,010	72,004
C. Vanpool	11,613	10,530	8,377	4,181	2,395	2,141	0	0	0	31
NET OPERATING COST										
A. Fixed Route	\$34,483,217	\$31,781,431	\$31,063,712	\$29,935,491	\$28,219,249	\$28,689,099	\$28,283,504	\$23,970,530	\$21,255,407	\$19,864,065
B. Demand Response	9,905,245	8,999,356	8,554,901	7,771,570	7,775,082	7,816,398	8,791,796	7,753,950	6,787,272	5,122,262
C. Vanpool	229,465	189,693	172,019	128,488	219,071	281,796	0	0	0	26,687
OPERATING REVENUE										
A. Fixed Route	\$7,838,603	\$7,742,600	\$7,551,671	\$7,295,061	\$6,793,511	\$6,670,570	\$6,346,589	\$5,345,781	\$4,818,489	\$4,606,865
B. Demand Response	400,362	378,198	340,685	330,428	336,942	230,340	266,498	234,627	241,677	158,469
C. Vanpool	221,424	199,799	158,695	67,246	46,697	37,348	0	0	0	1,107
PASSENGERS PER IN-SERVICE HOUR										
A. Fixed Route	23.967	24.322	25.770	26.047	24.635	22.489	24.927	22.264	23.568	24.287
B. Demand Response	2.728	2.782	2.735	2.720	2.708	2.657	2.784	2.818	2.751	2.729
C. Vanpool	5.892	6.366	6.776	6.747	7.276	6.579	0.000	0.000	0.000	31.871

CLARK COUNTY PTBA
OPERATING INFORMATION
2014-2005

	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005
COST PER PASSENGER MILE										
A. Fixed Route	\$0.95	\$0.83	\$0.96	\$0.89	\$0.89	\$0.83	\$0.77	\$0.93	\$0.73	\$0.67
B. Demand Response	\$5.81	\$5.38	\$5.55	\$5.29	\$5.09	\$6.03	\$6.24	\$5.96	\$5.64	\$4.49
C. Vanpool	\$0.11	\$0.10	\$0.11	\$0.17	\$0.47	\$0.74	\$0.00	\$0.00	\$0.00	\$10.34
COST PER OPERATING MILE										
A. Fixed Route	\$7.44	\$6.85	\$6.69	\$6.43	\$6.11	\$5.77	\$5.49	\$5.48	\$5.10	\$4.86
B. Demand Response	\$6.34	\$5.84	\$5.88	\$5.69	\$5.41	\$5.46	\$5.73	\$5.37	\$5.08	\$4.11
C. Vanpool	\$0.51	\$0.46	\$0.57	\$0.88	\$2.79	\$4.28	\$0.00	\$0.00	\$0.00	\$43.39
COST PER PASSENGER BOARDING										
A. Fixed Route	\$5.69	\$5.13	\$4.70	\$4.45	\$4.47	\$4.63	\$4.05	\$4.35	\$3.91	\$3.54
B. Demand Response	\$42.06	\$38.95	\$39.34	\$37.62	\$35.65	\$36.30	\$35.78	\$33.65	\$32.04	\$26.07
C. Vanpool	\$3.35	\$2.83	\$3.03	\$4.55	\$12.57	\$20.01	\$0.00	\$0.00	\$0.00	\$27.01
COST PER OPERATING HOUR										
A. Fixed Route	\$123.22	\$113.13	\$110.18	\$105.95	\$100.99	\$95.87	\$92.91	\$89.72	\$85.60	\$79.43
B. Demand Response	\$105.74	\$99.56	\$98.87	\$94.14	\$88.38	\$84.73	\$87.94	\$83.70	\$78.99	\$63.64
C. Vanpool	\$19.76	\$18.01	\$20.54	\$30.73	\$91.47	\$131.62	\$0.00	\$0.00	\$0.00	\$860.87
OPERATING REVENUE PER PASSENGER										
A. Fixed Route	\$1.29	\$1.25	\$1.14	\$1.08	\$1.08	\$1.08	\$0.91	\$0.97	\$0.89	\$0.82
B. Demand Response	\$1.70	\$1.64	\$1.57	\$1.60	\$1.54	\$1.07	\$1.08	\$1.02	\$1.14	\$0.81

APPENDIX G

C-TRAN LEP Language Implementation Plan

Language Implementation Plan

2015

Introduction

C-TRAN is the regional public transportation provider for portions of Clark County, Washington. It offers local bus service within its Clark County service area, Limited bus service to the nearest MAX light rail station, and Express commuter service to downtown Portland, Lloyd District, and Marquam Hill in Oregon. It also provides Connector service within the city limits of Camas, La Center, and Ridgefield, Washington.

C-TRAN provides rider information in several languages through rider alerts, stop postings, posters on the fleet, Passenger Service offices, pass sales outlets, community centers and churches, neighborhood newsletters, Web sites, and local media. The agency also offers language interpretation services over the phone so LEP populations have access to person-to-person transit related information.

C-TRAN is a Title VI recipient, and as such, the Federal Transit Administration (FTA) requires that it develop a Language Implementation Plan (LIP) to help ensure Limited English Proficient (LEP) populations have meaningful access to information that may affect them. LEP persons are: *“Individuals who do not speak English as their primary language and who have a limited ability to read, write, speak, or understand English, can be limited English proficient and, therefore, are entitled to language assistance under Title VI of the Civil Rights Act of 1964 with respect to a particular type of service, benefit, or encounter.”*

Requirements for the Language Implementation Plan are determined by four identifying factors, which are established by the Department of Justice (DOJ); however each recipient has discretion as to how the four factors are applied when creating their individualized plans. The four identifying factors are:

1. *The proportion of LEP persons who are eligible to be served, or likely to be encountered by a program, activity, or service of the recipient or grantee;* For changes to transit service, and other programs and activities, C-TRAN uses a 5 percent threshold to determine proper communication strategies to LEP populations. This percentage is consistent with the average LEP population within our service area, and on which C-TRAN’s planning and outreach activities are formulated in tandem.
2. *The frequency with which LEP individuals come in contact with the program.* For those with language barriers, mobility would be an issue as public transit could be their only or primary source of transportation. In this case, their contact with our programs would be quite frequent and therefore communication of any changes is very important.
3. *The nature and importance of the program, activity, or service provided by the recipient to people’s lives;* Public transportation can be a lifeline for many with language barriers; providing access to schools, shopping, community gatherings, and jobs. The importance is great.

4. *The resources available to the recipient and the costs;* Resources available to C-TRAN are minimal but sufficient. Budgets are on two year cycles so needs must be anticipated and planned for.

Plan

Communication Requirements

In general, C-TRAN provides communication with its riders during the planning phases of service and fare changes as well as prior to implementation of such changes. Types of changes and services that may require communication include: detours, fares, service changes (both reductions and enhancements), safety/security updates, how-to-ride information, and various marketing promotions.

Required Languages

Based on the 2010 Census for Clark County, Washington, C-TRAN targets language populations that are more than five percent of those non-English languages spoken at home. The following languages are the primary targets for LEP communication with the C-TRAN service area:

Spanish	32.9%
Russian	18.5%
Ukrainian ¹	6.4%
Vietnamese	5.5%

While these languages represent high non-English languages spoken at home, the proportion of speakers represented in these four groups who speak English 'less than very well' as defined by the US Census is no more than two (2) percent of the total service area population. Therefore, with respect to the DOT's Safe Harbor Provision², printed materials will continue to be made available in English but will be available for translation in other languages per special request. Printed materials will include information on how to access translation services in the four above languages.

In addition to Census information, C-TRAN monitors each route for possible LEP populations, or shifts in known populations along each route. This helps determine the languages we must use to provide the most benefit in reaching those passengers when changes occur. C-TRAN also reviews language translation information from the telephone service in order to identify additional languages to include in communication materials.

¹ The 2010 Census recorded "Other Slavic Language" at 6.4% of the total non-English speaking languages, but based on knowledge of current C-TRAN rider demographics, it is assumed that this group is primarily Ukrainian speaking.

² The Safe Harbor Provision outlines circumstances that can provide a 'safe harbor' for recipients regarding translation of written materials for LEP populations.

Determining Factors and Limitations to LEP Outreach

- *What geographic area or percentage of riders is impacted?*
At least 3.2 percent of those affected must be LEP populations AND live within a 1/4 mile of the affected route, route segment, or service.
- *Will the impact be for a sustained period of time?*
The impact must be at least one week in duration in order for outreach or translation to be cost effective.
- *Is there sufficient time to produce needed materials in the appropriate languages?*
There must be at least three (3) weeks available, prior to the change or introduction of service, to create, translate, print, and coordinate the distribution of materials.
- *What are the budget impacts?*
There must be sufficient budget available to accommodate the translation and production of materials. C-TRAN Public Affairs will also look for interdepartmental partnerships, if needed that will allow a broader distribution of translated materials.

Tools Available

Phone Translators for Passenger Services
Rider Alerts
Automatic Website Translation
Brochures and posters
Channel Cards on-board buses
ESL publications
Community Partnerships

Consultation with Local Organizations

C-TRAN recognizes the benefits of forming working relationships with other organizations and local jurisdictions. The City of Vancouver encompasses the largest and most heavily populated section of C-TRAN's service area. We have formed a close working relationship with their Office of Neighborhoods and Community Outreach departments, both of whom work directly with LEP populations and minorities. The City's staff has made itself available as a key resource in reaching these audiences, and in doing so, has increased C-TRAN's effectiveness in communicating with these populations.

C-TRAN has also established a working relationship with Clark County community organizations that have the capability of reaching out to LEP residents within the C-TRAN service area. These organizations are always contacted during a major service or fare changes in addition to other major activities that may impact their access to transit.

APPENDIX H

Annual Cash Flow Statements

2015-2020 Estimated

C-TRAN

2015 CASHFLOW

	GENERAL FUND	WORKING CAPITAL	CAPITAL FUND	SELF INSURANCE	DEBT SERVICE	TOTAL
BEGINNING BALANCE 1/1/15	\$ 1,923,463	\$ 12,681,000	\$ 46,813,444	\$ 1,035,643	\$ 0	\$ 62,453,550
2015 REVENUES						
SALES TAX	40,550,500	0	0	0	0	40,550,500
FTA-OPERATING GRANTS	5,316,852	0	0	0	0	5,316,852
WSDOT-OPERATING GRANTS	1,146,000	0	0	0	0	1,146,000
FAREBOX (see below)	8,205,600	0	0	0	0	8,205,600
INTEREST	99,100	0	0	0	0	99,100
ADVERTISING REVENUE	342,500	0	0	0	0	342,500
OTHER INCOME (Rent and Miscellaneous)	70,500	0	0	0	0	70,500
CONTRIBUTIONS TO/FROM ACCOUNTS	0	0	0	0	0	0
TOTAL AVAILABLE	\$ 57,654,515	\$ 12,681,000	\$ 46,813,444	\$ 1,035,643	\$ 0	\$ 118,184,602
2015 OPERATING EXPENSES (EXCLUDES DEPRECIATION)						
FIXED ROUTE	\$ 38,583,656	\$ 0	\$ 0	\$ 0	\$ 0	\$ 38,583,656
DEMAND RESPONSE	11,441,063	0	0	0	0	11,441,063
VANPOOL	703,322	0	0	0	0	703,322
BUS RAPID TRANSIT	0	0	0	0	0	0
OTHER RECONCILING ITEMS	438,027	0	0	0	0	438,027
TOTAL OPERATING EXPENSES	\$ 51,166,068	\$ 0	\$ 0	\$ 0	\$ 0	\$ 51,166,068
NET CASH AVAILABLE	\$ 6,488,447	\$ 12,681,000	\$ 46,813,444	\$ 1,035,643	\$ 0	\$ 67,018,534
2015 CAPITAL OBLIGATIONS						
REVENUE						
STATE CAPITAL GRANTS	\$ 0	\$ 0	\$ 2,910,000	\$ 0	\$ 0	\$ 2,910,000
FEDERAL CAPITAL GRANTS	0	0	6,311,186	0	0	6,311,186
TOTAL AVAILABLE	\$ 0	\$ 0	\$ 9,221,186	\$ 0	\$ 0	\$ 9,221,186
EXPENSES						
SYSTEM P&M:						
REPLACEMENT COACHES	\$ 0	\$ 0	\$ 1,380,000	\$ 0	\$ 0	\$ 1,380,000
REPLACEMENT VANPOOL VEHICLES	\$ 0	\$ 0	\$ 175,000	\$ 0	\$ 0	\$ 175,000
REPLACEMENT SUPPORT VEHICLES	0	0	107,525	0	0	107,525
ITS/VAST	0	0	5,264,210	0	0	5,264,210
COMPUTER SYSTEM & EQUIPMENT	0	0	2,972,239	0	0	2,972,239
TOTAL SYSTEM P&M	\$ 0	\$ 0	\$ 9,898,974	\$ 0	\$ 0	\$ 9,898,974
INFRASTRUCTURE:						
UPGRADE FACILITIES	\$ 0	\$ 0	\$ 122,613	\$ 0	\$ 0	\$ 122,613
REPLACEMENT EQUIPMENT	0	0	583,343	0	0	583,343
TOTAL INFRASTRUCTURE	\$ 0	\$ 0	\$ 705,956	\$ 0	\$ 0	\$ 705,956
SYSTEM EXPANSION:						
EXPANSION VANPOOL VANS	\$ 0	\$ 0	\$ 104,605	\$ 0	\$ 0	\$ 104,605
EXPANSION DEMAND RESPONSE VEHICLES	0	0	75,000	0	0	75,000
BUS RAPID TRANSIT PROJECT	0	0	11,150,000	0	0	11,150,000
FISHER'S LANDING EXPANSION	0	0	1,697,164	0	0	1,697,164
AOM FACILITY IMPROVEMENTS	0	0	4,758,864	0	0	4,758,864
BUS STOP IMPROVEMENT PROGRAM	0	0	115,727	0	0	115,727
STATE OF GOOD REPAIR	0	0	840,047	0	0	840,047
TOTAL SYSTEM EXPANSION	\$ 0	\$ 0	\$ 18,741,407	\$ 0	\$ 0	\$ 18,741,407
TOTAL CAPITAL OBLIGATIONS	\$ 0	\$ 0	\$ 29,346,337	\$ 0	\$ 0	\$ 29,346,337
ENDING BALANCE 12/31/15	\$ 6,488,447	\$ 12,681,000	\$ 26,688,293	\$ 1,035,643	\$ 0	\$ 46,893,383

Notes:

Capital Obligations and Revenue are shown in the year encumbered.

Farebox revenues are estimated at: \$7,498,300 Fixed Route, \$423,500 Demand Response, and \$283,800 Vanpool.

**C-TRAN
2016 CASHFLOW**

	GENERAL FUND	WORKING CAPITAL	CAPITAL FUND	SELF INSURANCE	DEBT SERVICE	TOTAL
BEGINNING BALANCE 1/1/16	\$ 6,488,447	\$ 12,681,000	\$ 26,688,293	\$ 1,035,643	\$ 0	\$ 46,893,383
2016 REVENUES						
SALES TAX	42,172,500	0	0	0	0	42,172,500
FTA-OPERATING GRANTS	4,683,472	0	0	0	0	4,683,472
WSDOT-OPERATING GRANTS	0	0	0	0	0	0
FAREBOX (see below)	8,339,000	0	0	0	0	8,339,000
INTEREST	107,800	0	0	0	0	107,800
ADVERTISING REVENUE	350,000	0	0	0	0	350,000
OTHER INCOME (Rent and Miscellaneous)	70,500	0	0	0	0	70,500
CONTRIBUTIONS TO/FROM ACCOUNTS	(75,094)	75,094	0	0	0	0
TOTAL AVAILABLE	\$ 62,136,625	\$ 12,756,094	\$ 26,688,293	\$ 1,035,643	\$ 0	\$ 102,616,655
2016 OPERATING EXPENSES (EXCLUDES DEPRECIATION)						
FIXED ROUTE	\$ 39,401,360	\$ 0	\$ 0	\$ 0	\$ 0	\$ 39,401,360
DEMAND RESPONSE	11,580,669	0	0	0	0	11,580,669
VANPOOL	751,020	0	0	0	0	751,020
BUS RAPID TRANSIT	0	0	0	0	0	0
OTHER RECONCILING ITEMS	0	0	0	0	0	0
TOTAL OPERATING EXPENSES	\$ 51,733,049	\$ 0	\$ 0	\$ 0	\$ 0	\$ 51,733,049
NET CASH AVAILABLE	\$ 10,403,576	\$ 12,756,094	\$ 26,688,293	\$ 1,035,643	\$ 0	\$ 50,883,606
2016 CAPITAL OBLIGATIONS						
REVENUE						
STATE CAPITAL GRANTS	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
FEDERAL CAPITAL GRANTS	0	0	11,118,388	0	0	11,118,388
TOTAL AVAILABLE	\$ 0	\$ 0	\$ 11,118,388	\$ 0	\$ 0	\$ 11,118,388
EXPENSES						
SYSTEM P&M:						
REPLACEMENT COACHES	\$ 0	\$ 0	\$ 14,054,058	\$ 0	\$ 0	\$ 14,054,058
REPLACEMENT SUPPORT VEHICLES	0	0	240,847	0	0	240,847
ITS/VAST	0	0	335,000	0	0	335,000
COMPUTER SYSTEM & EQUIPMENT	0	0	143,848	0	0	143,848
TOTAL SYSTEM P&M	\$ 0	\$ 0	\$ 14,773,753	\$ 0	\$ 0	\$ 14,773,753
INFRASTRUCTURE:						
UPGRADE FACILITIES	\$ 0	\$ 0	\$ 139,016	\$ 0	\$ 0	\$ 139,016
REPLACEMENT EQUIPMENT	0	0	153,182	0	0	153,182
TOTAL INFRASTRUCTURE	\$ 0	\$ 0	\$ 292,198	\$ 0	\$ 0	\$ 292,198
SYSTEM EXPANSION:						
EXPANSION VANPOOL VANS	\$ 0	\$ 0	\$ 58,838	\$ 0	\$ 0	\$ 58,838
EXPANSION DEMAND RESPONSE VEHICLES	0	0	345,000	0	0	345,000
BUS RAPID TRANSIT PROJECT	0	0	0	0	0	0
FISHER'S LANDING EXPANSION	0	0	2,107,668	0	0	2,107,668
AOM FACILITY IMPROVEMENTS	0	0	226,556	0	0	226,556
BUS STOP IMPROVEMENT PROGRAM	0	0	1,267,864	0	0	1,267,864
STATE OF GOOD REPAIR	0	0	0	0	0	0
TOTAL SYSTEM EXPANSION	\$ 0	\$ 0	\$ 4,005,926	\$ 0	\$ 0	\$ 4,005,926
TOTAL CAPITAL OBLIGATIONS	\$ 0	\$ 0	\$ 19,071,877	\$ 0	\$ 0	\$ 19,071,877
ENDING BALANCE 12/31/16	\$ 10,403,576	\$ 12,756,094	\$ 18,734,804	\$ 1,035,643	\$ 0	\$ 42,930,117

Notes:

Capital Obligations and Revenue are shown in the year encumbered.

Farebox revenues are estimated at: \$7,571,400 Fixed Route, \$441,000 Demand Response, and \$326,600 Vanpool.

**C-TRAN
2017 CASHFLOW**

	GENERAL FUND	WORKING CAPITAL	CAPITAL FUND	SELF INSURANCE	DEBT SERVICE	TOTAL
BEGINNING BALANCE 1/1/17	\$ 10,403,576	\$ 12,756,094	\$ 18,734,804	\$ 1,035,643	\$ 0	\$ 42,930,117
2017 REVENUES						
SALES TAX	36,358,199	0	0	0	0	36,358,199
FTA-OPERATING GRANTS	4,565,971	0	0	0	0	4,565,971
WSDOT-OPERATING GRANTS	480,121	0	0	0	0	480,121
FAREBOX (see below)	10,674,748	0	0	0	0	10,674,748
INTEREST	158,841	0	0	0	0	158,841
ADVERTISING REVENUE	358,142	0	0	0	0	358,142
OTHER INCOME (Rent and Miscellaneous)	19,181	0	0	0	0	19,181
CONTRIBUTIONS TO/FROM ACCOUNTS	4,141,478	(4,141,478)	0	0	0	0
TOTAL AVAILABLE	\$ 67,160,257	\$ 8,614,616	\$ 18,734,804	\$ 1,035,643	\$ 0	\$ 95,545,320
2017 OPERATING EXPENSES (EXCLUDES DEPRECIATION)						
FIXED ROUTE	\$ 33,261,882	\$ 0	\$ 0	\$ 0	\$ 0	\$ 33,261,882
DEMAND RESPONSE	12,833,752	0	0	0	0	12,833,752
VANPOOL	336,398	0	0	0	0	336,398
BUS RAPID TRANSIT	4,096,144	0	0	0	0	4,096,144
OTHER RECONCILING ITEMS	146,036	0	0	0	0	146,036
TOTAL OPERATING EXPENSES	\$ 50,674,212	\$ 0	\$ 0	\$ 0	\$ 0	\$ 50,674,212
NET CASH AVAILABLE	\$ 16,486,045	\$ 8,614,616	\$ 18,734,804	\$ 1,035,643	\$ 0	\$ 44,871,108
2017 CAPITAL OBLIGATIONS						
REVENUE						
STATE CAPITAL GRANTS	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
FEDERAL CAPITAL GRANTS	0	0	0	0	0	0
TOTAL AVAILABLE	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
EXPENSES						
SYSTEM P&M:						
REPLACEMENT COACHES	\$ 0	\$ 0	\$ 1,702,938	\$ 0	\$ 0	\$ 1,702,938
REPLACEMENT SUPPORT VEHICLES	0	0	133,004	0	0	133,004
ITS/VAST	0	0	0	0	0	0
COMPUTER SYSTEM & EQUIPMENT	0	0	0	0	0	0
TOTAL SYSTEM P&M	\$ 0	\$ 0	\$ 1,835,942	\$ 0	\$ 0	\$ 1,835,942
INFRASTRUCTURE:						
UPGRADE FACILITIES	\$ 0	\$ 0	\$ 779,889	\$ 0	\$ 0	\$ 779,889
REPLACEMENT EQUIPMENT	0	0	302,282	0	0	302,282
TOTAL INFRASTRUCTURE	\$ 0	\$ 0	\$ 1,082,171	\$ 0	\$ 0	\$ 1,082,171
SYSTEM EXPANSION:						
EXPANSION VANPOOL VANS	\$ 0	\$ 0	\$ 60,456	\$ 0	\$ 0	\$ 60,456
EXPANSION DEMAND RESPONSE VEHICLES	0	0	0	0	0	0
BUS RAPID TRANSIT PROJECT	0	0	0	0	0	0
FISHER'S LANDING EXPANSION	0	0	0	0	0	0
AOM FACILITY IMPROVEMENTS	0	0	0	0	0	0
BUS STOP IMPROVEMENT PROGRAM	0	0	1,360,271	0	0	1,360,271
STATE OF GOOD REPAIR	0	0	0	0	0	0
TOTAL SYSTEM EXPANSION	\$ 0	\$ 0	\$ 1,420,727	\$ 0	\$ 0	\$ 1,420,727
TOTAL CAPITAL OBLIGATIONS	\$ 0	\$ 0	\$ 4,338,840	\$ 0	\$ 0	\$ 4,338,840
ENDING BALANCE 12/31/17	\$ 16,486,045	\$ 8,614,616	\$ 14,395,964	\$ 1,035,643	\$ 0	\$ 40,532,268

Notes:

Capital Obligations and Revenue are shown in the year encumbered.

Farebox revenues are estimated at: \$8,451,590 Fixed Route, \$535,389 Demand Response, \$336,398 Vanpool, and \$1,351,371 BRT.

**C-TRAN
2018 CASHFLOW**

	GENERAL FUND	WORKING CAPITAL	CAPITAL FUND	SELF INSURANCE	DEBT SERVICE	TOTAL
BEGINNING BALANCE 1/1/18	\$ 16,486,045	\$ 8,614,616	\$ 14,395,964	\$ 1,035,643	\$ 0	\$ 40,532,268
2018 REVENUES						
SALES TAX	37,812,527	0	0	0	0	37,812,527
FTA-OPERATING GRANTS	4,616,057	0	0	0	0	4,616,057
WSDOT-OPERATING GRANTS	493,325	0	0	0	0	493,325
FAREBOX (see below)	12,070,707	0	0	0	0	12,070,707
INTEREST	149,969	0	0	0	0	149,969
ADVERTISING REVENUE	394,276	0	0	0	0	394,276
OTHER INCOME (Rent and Miscellaneous)	19,709	0	0	0	0	19,709
CONTRIBUTIONS TO/FROM ACCOUNTS	(844,477)	844,477	0	0	0	0
TOTAL AVAILABLE	\$ 71,198,138	\$ 9,459,093	\$ 14,395,964	\$ 1,035,643	\$ 0	\$ 96,088,838
2018 OPERATING EXPENSES (EXCLUDES DEPRECIATION)						
FIXED ROUTE	\$ 36,994,801	\$ 0	\$ 0	\$ 0	\$ 0	\$ 36,994,801
DEMAND RESPONSE	13,794,137	0	0	0	0	13,794,137
VANPOOL	346,490	0	0	0	0	346,490
BUS RAPID TRANSIT	4,346,231	0	0	0	0	4,346,231
OTHER RECONCILING ITEMS	160,066	0	0	0	0	160,066
TOTAL OPERATING EXPENSES	\$ 55,641,725	\$ 0	\$ 0	\$ 0	\$ 0	\$ 55,641,725
NET CASH AVAILABLE	\$ 15,556,413	\$ 9,459,093	\$ 14,395,964	\$ 1,035,643	\$ 0	\$ 40,447,113
2018 CAPITAL OBLIGATIONS						
REVENUE						
STATE CAPITAL GRANTS	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
FEDERAL CAPITAL GRANTS	0	0	0	0	0	0
TOTAL AVAILABLE	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
EXPENSES						
SYSTEM P&M:						
REPLACEMENT COACHES	\$ 0	\$ 0	\$ 2,021,726	\$ 0	\$ 0	\$ 2,021,726
REPLACEMENT SUPPORT VEHICLES	0	0	136,662	0	0	136,662
ITS/VAST	0	0	0	0	0	0
COMPUTER SYSTEM & EQUIPMENT	0	0	0	0	0	0
TOTAL SYSTEM P&M	\$ 0	\$ 0	\$ 2,158,388	\$ 0	\$ 0	\$ 2,158,388
INFRASTRUCTURE:						
UPGRADE FACILITIES	\$ 0	\$ 0	\$ 801,335	\$ 0	\$ 0	\$ 801,335
REPLACEMENT EQUIPMENT	0	0	310,595	0	0	310,595
TOTAL INFRASTRUCTURE	\$ 0	\$ 0	\$ 1,111,930	\$ 0	\$ 0	\$ 1,111,930
SYSTEM EXPANSION:						
EXPANSION VANPOOL VANS	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
EXPANSION DEMAND RESPONSE VEHICLES	0	0	0	0	0	0
BUS RAPID TRANSIT PROJECT	0	0	0	0	0	0
FISHER'S LANDING EXPANSION	0	0	0	0	0	0
AOM FACILITY IMPROVEMENTS	0	0	0	0	0	0
BUS STOP IMPROVEMENT PROGRAM	0	0	1,397,678	0	0	1,397,678
STATE OF GOOD REPAIR	0	0	0	0	0	0
TOTAL SYSTEM EXPANSION	\$ 0	\$ 0	\$ 1,397,678	\$ 0	\$ 0	\$ 1,397,678
TOTAL CAPITAL OBLIGATIONS	\$ 0	\$ 0	\$ 4,667,996	\$ 0	\$ 0	\$ 4,667,996
ENDING BALANCE 12/31/18	\$ 15,556,413	\$ 9,459,093	\$ 9,727,968	\$ 1,035,643	\$ 0	\$ 35,779,117

Notes:

Capital Obligations and Revenue are shown in the year encumbered.

Farebox revenues are estimated at: \$9,708,158 Fixed Route, \$582,191 Demand Response, \$346,490 Vanpool, and \$1,433,868 BRT.

**C-TRAN
2019 CASHFLOW**

	GENERAL FUND	WORKING CAPITAL	CAPITAL FUND	SELF INSURANCE	DEBT SERVICE	TOTAL
BEGINNING BALANCE 1/1/19	\$ 15,556,413	\$ 9,459,093	\$ 9,727,968	\$ 1,035,643	\$ 0	\$ 35,779,117
2019 REVENUES						
SALES TAX	36,516,097	0	0	0	0	36,516,097
FTA-OPERATING GRANTS	4,666,766	0	0	0	0	4,666,766
WSDOT-OPERATING GRANTS	506,891	0	0	0	0	506,891
FAREBOX (see below)	13,211,517	0	0	0	0	13,211,517
INTEREST	132,383	0	0	0	0	132,383
ADVERTISING REVENUE	424,410	0	0	0	0	424,410
OTHER INCOME (Rent and Miscellaneous)	20,251	0	0	0	0	20,251
CONTRIBUTIONS TO/FROM ACCOUNTS	(1,269,023)	1,269,023	0	0	0	0
TOTAL AVAILABLE	\$ 69,765,705	\$ 10,728,116	\$ 9,727,968	\$ 1,035,643	\$ 0	\$ 91,257,432
2019 OPERATING EXPENSES (EXCLUDES DEPRECIATION)						
FIXED ROUTE	\$ 39,921,819	\$ 0	\$ 0	\$ 0	\$ 0	\$ 39,921,819
DEMAND RESPONSE	14,806,245	0	0	0	0	14,806,245
VANPOOL	356,885	0	0	0	0	356,885
BUS RAPID TRANSIT	4,607,623	0	0	0	0	4,607,623
OTHER RECONCILING ITEMS	174,999	0	0	0	0	174,999
TOTAL OPERATING EXPENSES	\$ 59,867,571	\$ 0	\$ 0	\$ 0	\$ 0	\$ 59,867,571
NET CASH AVAILABLE	\$ 9,898,134	\$ 10,728,116	\$ 9,727,968	\$ 1,035,643	\$ 0	\$ 31,389,861
2019 CAPITAL OBLIGATIONS						
REVENUE						
STATE CAPITAL GRANTS	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
FEDERAL CAPITAL GRANTS	0	0	0	0	0	0
TOTAL AVAILABLE	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
EXPENSES						
SYSTEM P&M:						
REPLACEMENT COACHES	\$ 0	\$ 0	\$ 1,956,051	\$ 0	\$ 0	\$ 1,956,051
REPLACEMENT SUPPORT VEHICLES	0	0	140,420	0	0	140,420
ITS/VAST	0	0	0	0	0	0
COMPUTER SYSTEM & EQUIPMENT	0	0	0	0	0	0
TOTAL SYSTEM P&M	\$ 0	\$ 0	\$ 2,096,471	\$ 0	\$ 0	\$ 2,096,471
INFRASTRUCTURE:						
UPGRADE FACILITIES	\$ 0	\$ 0	\$ 823,372	\$ 0	\$ 0	\$ 823,372
REPLACEMENT EQUIPMENT	0	0	319,137	0	0	319,137
TOTAL INFRASTRUCTURE	\$ 0	\$ 0	\$ 1,142,509	\$ 0	\$ 0	\$ 1,142,509
SYSTEM EXPANSION:						
EXPANSION VANPOOL VANS	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
EXPANSION DEMAND RESPONSE VEHICLES	0	0	0	0	0	0
BUS RAPID TRANSIT PROJECT	0	0	0	0	0	0
FISHER'S LANDING EXPANSION	0	0	0	0	0	0
AOM FACILITY IMPROVEMENTS	0	0	0	0	0	0
BUS STOP IMPROVEMENT PROGRAM	0	0	1,436,114	0	0	1,436,114
STATE OF GOOD REPAIR	0	0	0	0	0	0
TOTAL SYSTEM EXPANSION	\$ 0	\$ 0	\$ 1,436,114	\$ 0	\$ 0	\$ 1,436,114
TOTAL CAPITAL OBLIGATIONS	\$ 0	\$ 0	\$ 4,675,094	\$ 0	\$ 0	\$ 4,675,094
ENDING BALANCE 12/31/19	\$ 9,898,134	\$ 10,728,116	\$ 5,052,874	\$ 1,035,643	\$ 0	\$ 26,714,767

Notes:

Capital Obligations and Revenue are shown in the year encumbered.

Farebox revenues are estimated at: \$10,703,793 Fixed Route, \$630,746 Demand Response, \$356,885 Vanpool, and \$1,520,093 BRT.

**C-TRAN
2020 CASHFLOW**

	GENERAL FUND	WORKING CAPITAL	CAPITAL FUND	SELF INSURANCE	DEBT SERVICE	TOTAL
BEGINNING BALANCE 1/1/20	\$ 9,898,134	\$ 10,728,116	\$ 5,052,874	\$ 1,035,643	\$ 0	\$ 26,714,767
2020 REVENUES						
SALES TAX	37,976,741	0	0	0	0	37,976,741
FTA-OPERATING GRANTS	4,718,107	0	0	0	0	4,718,107
WSDOT-OPERATING GRANTS	520,831	0	0	0	0	520,831
FAREBOX (see below)	13,974,900	0	0	0	0	13,974,900
INTEREST	98,845	0	0	0	0	98,845
ADVERTISING REVENUE	436,081	0	0	0	0	436,081
OTHER INCOME (Rent and Miscellaneous)	20,808	0	0	0	0	20,808
CONTRIBUTIONS TO/FROM ACCOUNTS	(541,593)	541,593	0	0	0	0
TOTAL AVAILABLE	\$ 67,102,854	\$ 11,269,709	\$ 5,052,874	\$ 1,035,643	\$ 0	\$ 84,461,080
2020 OPERATING EXPENSES (EXCLUDES DEPRECIATION)						
FIXED ROUTE	\$ 41,475,597	\$ 0	\$ 0	\$ 0	\$ 0	\$ 41,475,597
DEMAND RESPONSE	15,842,918	0	0	0	0	15,842,918
VANPOOL	367,592	0	0	0	0	367,592
BUS RAPID TRANSIT	4,877,752	0	0	0	0	4,877,752
OTHER RECONCILING ITEMS	190,886	0	0	0	0	190,886
TOTAL OPERATING EXPENSES	\$ 62,754,745	\$ 0	\$ 0	\$ 0	\$ 0	\$ 62,754,745
NET CASH AVAILABLE	\$ 4,348,109	\$ 11,269,709	\$ 5,052,874	\$ 1,035,643	\$ 0	\$ 21,706,335
2020 CAPITAL OBLIGATIONS						
REVENUE						
STATE CAPITAL GRANTS	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
FEDERAL CAPITAL GRANTS	0	0	0	0	0	0
TOTAL AVAILABLE	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
EXPENSES						
SYSTEM P&M:						
REPLACEMENT COACHES	\$ 0	\$ 0	\$ 2,259,057	\$ 0	\$ 0	\$ 2,259,057
REPLACEMENT SUPPORT VEHICLES	0	0	144,282	0	0	144,282
ITS/VAST	0	0	0	0	0	0
COMPUTER SYSTEM & EQUIPMENT	0	0	0	0	0	0
TOTAL SYSTEM P&M	\$ 0	\$ 0	\$ 2,403,339	\$ 0	\$ 0	\$ 2,403,339
INFRASTRUCTURE:						
UPGRADE FACILITIES	\$ 0	\$ 0	\$ 846,015	\$ 0	\$ 0	\$ 846,015
REPLACEMENT EQUIPMENT	0	0	327,913	0	0	327,913
TOTAL INFRASTRUCTURE	\$ 0	\$ 0	\$ 1,173,928	\$ 0	\$ 0	\$ 1,173,928
SYSTEM EXPANSION:						
EXPANSION VANPOOL VANS	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
EXPANSION DEMAND RESPONSE VEHICLES	0	0	0	0	0	0
BUS RAPID TRANSIT PROJECT	0	0	0	0	0	0
FISHER'S LANDING EXPANSION	0	0	0	0	0	0
AOM FACILITY IMPROVEMENTS	0	0	0	0	0	0
BUS STOP IMPROVEMENT PROGRAM	0	0	1,475,607	0	0	1,475,607
STATE OF GOOD REPAIR	0	0	0	0	0	0
TOTAL SYSTEM EXPANSION	\$ 0	\$ 0	\$ 1,475,607	\$ 0	\$ 0	\$ 1,475,607
TOTAL CAPITAL OBLIGATIONS	\$ 0	\$ 0	\$ 5,052,874	\$ 0	\$ 0	\$ 5,052,874
ENDING BALANCE 12/31/20	\$ 4,348,109	\$ 11,269,709	\$ 0	\$ 1,035,643	\$ 0	\$ 16,653,461

Notes:

Capital Obligations and Revenue are shown in the year encumbered.

Farebox revenues are estimated at: \$11,317,117 Fixed Route, \$680,993 Demand Response, \$367,592 Vanpool, and \$1,609,198 BRT.

**C-TRAN
2015 THROUGH 2020 CASHFLOW**

	<u>GENERAL FUND</u>	<u>WORKING CAPITAL</u>	<u>CAPITAL FUND</u>	<u>SELF INSURANCE</u>	<u>DEBT SERVICE</u>	<u>TOTAL</u>
BEGINNING BALANCE 1/1/15	\$ 1,923,463	\$ 12,681,000	\$ 46,813,444	\$ 1,035,643	\$ 0	\$ 62,453,550
2015-2020 REVENUES						
SALES TAX	231,386,564	0	0	0	0	231,386,564
FTA-OPERATING GRANTS	28,567,225	0	0	0	0	28,567,225
WSDOT-OPERATING GRANTS	3,147,168	0	0	0	0	3,147,168
FAREBOX (see below)	66,476,472	0	0	0	0	66,476,472
INTEREST	746,938	0	0	0	0	746,938
ADVERTISING REVENUE	2,305,409	0	0	0	0	2,305,409
OTHER INCOME (Rent and Miscellaneous)	220,949	0	0	0	0	220,949
CONTRIBUTIONS TO/FROM ACCOUNTS	1,411,291	(1,411,291)	0	0	0	0
TOTAL AVAILABLE - 2015-2020	\$ 336,185,479	\$ 11,269,709	\$ 46,813,444	\$ 1,035,643	\$ 0	\$ 395,304,275
2015-2020 OPERATING EXPENSES (EXCLUDES DEPRECIATION)						
FIXED ROUTE	\$ 229,639,115	\$ 0	\$ 0	\$ 0	\$ 0	\$ 229,639,115
DEMAND RESPONSE	80,298,784	0	0	0	0	80,298,784
VANPOOL	2,861,707	0	0	0	0	2,861,707
BUS RAPID TRANSIT	17,927,750	0	0	0	0	17,927,750
OTHER RECONCILING ITEMS	1,110,014	0	0	0	0	1,110,014
TOTAL EXPENSES - 2015-2020	\$ 331,837,370	\$ 0	\$ 0	\$ 0	\$ 0	\$ 331,837,370
NET CASH AVAILABLE	\$ 4,348,109	\$ 11,269,709	\$ 46,813,444	\$ 1,035,643	\$ 0	\$ 63,466,905
2015-2020 CAPITAL REVENUE						
STATE CAPITAL GRANTS	\$ 0	\$ 0	\$ 2,910,000	\$ 0	\$ 0	\$ 2,910,000
FEDERAL CAPITAL GRANTS	0	0	17,429,574	0	0	17,429,574
TOTAL AVAILABLE	\$ 0	\$ 0	\$ 20,339,574	\$ 0	\$ 0	\$ 20,339,574
EXPENSES						
SYSTEM P&M:						
REPLACEMENT COACHES	\$ 0	\$ 0	\$ 23,373,830	\$ 0	\$ 0	\$ 23,373,830
REPLACEMENT COACHES	\$ 0	\$ 0	\$ 175,000	\$ 0	\$ 0	\$ 175,000
REPLACEMENT SUPPORT VEHICLES	0	0	902,740	0	0	902,740
ITS/VAST	0	0	5,599,210	0	0	5,599,210
COMPUTER SYSTEM & EQUIPMENT	0	0	3,116,087	0	0	3,116,087
TOTAL SYSTEM P&M	\$ 0	\$ 0	\$ 33,166,867	\$ 0	\$ 0	\$ 33,166,867
INFRASTRUCTURE:						
UPGRADE FACILITIES	\$ 0	\$ 0	\$ 3,512,240	\$ 0	\$ 0	\$ 3,512,240
REPLACEMENT EQUIPMENT	0	0	1,996,452	0	0	1,996,452
TOTAL INFRASTRUCTURE	\$ 0	\$ 0	\$ 5,508,692	\$ 0	\$ 0	\$ 5,508,692
SYSTEM EXPANSION:						
EXPANSION VANPOOL VANS	\$ 0	\$ 0	\$ 223,899	\$ 0	\$ 0	\$ 223,899
EXPANSION DEMAND RESPONSE VEHICLES	0	0	420,000	0	0	420,000
BUS RAPID TRANSIT PROJECT	0	0	11,150,000	0	0	11,150,000
FISHER'S LANDING EXPANSION	0	0	3,804,832	0	0	3,804,832
AOM FACILITY IMPROVEMENTS	0	0	4,985,420	0	0	4,985,420
BUS STOP IMPROVEMENT PROGRAM	0	0	7,053,261	0	0	7,053,261
STATE OF GOOD REPAIR	0	0	840,047	0	0	840,047
TOTAL SYSTEM EXPANSION	\$ 0	\$ 0	\$ 28,477,459	\$ 0	\$ 0	\$ 28,477,459
TOTAL CAPITAL OBLIGATIONS	\$ 0	\$ 0	\$ 67,153,018	\$ 0	\$ 0	\$ 67,153,018
ENDING BALANCE 12/31/20	\$ 4,348,109	\$ 11,269,709	\$ 0	\$ 1,035,643	\$ 0	\$ 16,653,461

Notes:

Capital Obligations and Revenue are shown in the year encumbered.

Farebox revenues are estimated at: \$55,250,358 Fixed Route, \$3,293,819 Demand Response, \$2,017,765 Vanpool, and \$5,914,530 BRT.