

« OUR COMMUNITY, OUR PROMISE »



Clark County Public Transportation Benefit Area
Clark County, Washington

C-TRAN 2021–2026 Transit Development Plan



The C-TRAN Transit Development Plan (TDP) is prepared annually for submittal to the Washington State Department of Transportation (WSDOT). The 2021-2026 TDP reviews 2020 Operating Performance and Facilities Development. It also outlines the policy and financial basis for system operations and facilities for 2021-2026.

The 2021-2026 TDP meets criteria specified in RCW Section 35.58.2795. A public hearing for this Plan was held at the C-TRAN Citizen Advisory Committee meeting on September 30, 2021.

Questions or comments regarding this plan can be submitted to Chief Capital Projects and Planning Officer Scott Patterson, (360) 906-7306, or e-mail Scott.Patterson@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 elected officials representing jurisdictions within C-TRAN's service area and one nonvoting member recommended by the labor organizations representing C-TRAN union employees. The Board composition changed at the start of 2015 so that the elected officials include two Clark County Councilors, three (3) City of Vancouver Council members, and one (1) member each from the cities of Camas, Washougal, and Battle Ground, and one member representing Ridgefield, La Center, and Yacolt combined. The Chair of the Board is elected by Board members annually.

C-TRAN's Chief Executive Officer (CEO) is responsible for implementing Board policies, preparing budgets, and managing agency operations. Four Department Chief Officers report to the CEO:

- Deputy Chief Executive Officer;
- Chief Operations Officer;
- Chief Capital Projects & Planning Officer; and
- Chief Human Resources & Safety Officer

C-TRAN's Organizational Chart is included in Appendix A.

Agency Staff

The following table presents the total agency position count as of the end of December 2020, based on the data reported C-TRAN's Annual Comprehensive Financial Report.

Service Mode	FTEs
Fixed Route	338
Demand Response	82
Vanpool	2
Total	422

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

In 2019, C-TRAN moved Administrative staff to a newly renovated building at 10600 NE 51st Circle, Vancouver, Washington. Operations and Maintenance (O&M) remains at the existing facility at 2425 NE 65th Avenue, Vancouver, Washington.

C-TRAN operates three (3) Transit Centers (TC): 99th Street, Vancouver Mall, and Fisher's Landing. The following table outlines amenities associated with each TC.

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

Service connects to park and ride facilities at six (6) locations: Andresen Road (Living Hope Church lot), Evergreen, Fisher's Landing TC, La Center, 99th Street, 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 Restroom	Bicycle Parking
Andresen	100	Express/Local	Yes	No	No
Evergreen	267	Express/Local	Yes	No	Yes
Fisher's Landing	761	Express/Local	Yes	Yes	Yes
La Center	30	Connector	Yes	No	No
99th Street	609	Express/Local	Yes	No	Yes
Salmon Creek	472	Express/Local	Yes	No	Yes

C-TRAN provides both long term and short term bicycle parking at many transit centers, park and ride facilities, and at the Agency's Administration and O&M buildings. Additionally, each Fixed Route bus is equipped with a bike rack capable of accommodating two (2) or more bikes.

Location	Bike Locker (each holds 2 bicycles)	Bike Bank (each holds 4 bicycles)	Bike Rack
Administration Building	0	0	10
O&M Facility	4	0	2
Evergreen	0	4	1
Fisher's Landing	10	0	8
99th Street	6	0	2
Salmon Creek	6	0	6
Vancouver Mall	0	0	1

As of December 2020, C-TRAN maintains approximately 961 bus stops throughout the Fixed Route system within Clark County. Various amenities spread among the routes include 180 passenger shelters, and 83 “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 2020.

SERVICES

C-TRAN operates a variety of services to meet the needs of those living and working in and around Clark County. C-TRAN’s service boundary includes the City of Vancouver and its urban growth area from 2005, and the current city limits of Battle Ground, Camas, La Center, Ridgefield, Washougal, and the Town of Yacolt.

Fixed Route

In 2017, C-TRAN began operation of the first Bus Rapid Transit (BRT) corridor in the Portland/Vancouver region. Known as The Vine on Fourth Plain, this line anchors downtown Vancouver with Vancouver Mall TC. A total of 19 local routes operate within Clark County radiating out from downtown Vancouver and the three TC.

For service between Clark County and destinations in Oregon, C-TRAN offers two (2) different services. The first, Regional service, is made up of three (3) routes that connect to the TriMet light rail system. Route 60 travels between downtown Vancouver and the Delta Park MAX station crossing the Interstate Bridge that serves the I-5 corridor, while Routes 65 and 67 travel between Fisher’s Landing TC and the Parkrose/Sumner TC and Portland International Airport respectively, using I-205 and the Glenn Jackson Bridge. Routes 60 and 65 operate throughout the day with 15-minute peak weekday service as well as weekend service, while Route 67 makes select weekday trips. The second, Express service, is made up of seven (7) routes that provide direct access to employment centers within Portland. While Route 105 operates all day on weekdays, the other routes are limited to peak hours. No Express service operates on weekends or holidays. Due to impacts of the COVID-19 pandemic, Routes 177 and 199 were indefinitely suspended.

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, Sundays, and holidays. Appendix C provides service characteristics by route. Appendix D provides a map of the Fixed Route service area. All Fixed Route service utilizes buses that are either lift or ramp equipped for accessibility. All Fixed Route vehicles have bike racks to facilitate combined bike and bus travel.

Fares

C-TRAN is part of a regional fare system with TriMet and the Portland Streetcar. Using the Hop Fastpass reloadable card, passengers can transfer easily between systems. Fares do vary with C-TRAN offering a lower local fare for service within Clark County, a Regional fare (the same as TriMet's standard fare) for service that connects to TriMet's light rail system, and an Express fare for the direct service into the downtown Portland area. Both Regional and Express fares include transfers valid for 2.5 hours.

Effective September 10, 2018

Per Ride		Fare
Adult	Local	\$1.80
	Regional	\$2.50
Honored	Local	\$0.90
	Regional	\$1.25
Youth	Local	\$0.90
	Regional	\$1.25
Special Event		\$2.00
Per Day		Fare
Adult and C-VAN Day Pass	Local	\$4.25
	Regional	\$5.00
Honored and Youth Day Pass	Local	\$2.50
	Regional	\$2.50
Per Month		Fare
Adult	Local	\$62.00
	Regional	\$100.00
Honored	Local	\$28.00
	Regional	\$28.00
Youth	Local	\$28.00
	Regional	\$28.00
Reduced	Local	\$31.00
Express Fares		Fare
Per Ride		\$3.85
Per Day		\$7.70
Per Month		\$125.00
Honored	Peak Ride	\$3.85
	Off-Peak Ride	\$1.90

C-TRAN offers an Annual Express Pass Program which allows businesses to purchase 12 months of rides for the price of 11. Similarly, an annual local pass called "ComPASS" is available with the same discount to attract local employees to use transit. The Youth

Opportunity Pass (YOP) is offered free to all middle school and high school students enrolled in participating school districts in Clark County and is effective throughout the year. In response to the pandemic, C-TRAN suspended fare collection on Fixed Route and Paratransit from March until July of 2020. This action was taken to protect frontline employees while still providing essential service.

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 TC. Appendix D 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.

Per Ride		Fare
C-VAN	Local	\$1.80
	Regional	\$2.50
Per Day		Fare
C-VAN	Local	\$4.25
	Regional	\$5.00
Per Month		Fare
C-VAN	Local	\$59.00
	Regional	\$100.00

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 grocery shopping destinations. The service is open to the public and takes standard fare instruments.

Innovative Transit Service

C-TRAN operates four general purpose, equally accessible, dial-a-ride/point deviation routes, called Connectors. Connectors serve within the city limits of Camas, Ridgefield, and La Center with some scheduled trips to C-TRAN Transit Centers, and within the Rose Village neighborhood in the City of Vancouver. 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	5:30 a.m. – 7:40 a.m.; 3:37 p.m. – 6:55 p.m.
La Center/Ridgefield Midday	9:40 a.m. – 2:10 p.m.
Ridgefield	5:45 a.m. – 7:50 a.m.; 4:30 p.m. – 6:20 p.m.
Rose Village	7:30 a.m. – 10:50 a.m.; 2:30 p.m. – 5:50 p.m.

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. As of December 2020, C-TRAN has 22 vanpools, 16 of which are currently active and six (6) that will resume service once the COVID-19 restrictions are lifted.

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 100 local companies currently utilize this service.

Education Opportunity Pass

A partnership with Clark College and Washington State University Vancouver (WSUV), the Education Opportunity Pass is a free pass that makes it easy for enrolled students to ride transit. With a valid Clark College or WSUV identification card, Education Opportunity Pass holders have unlimited access to C-TRAN Local bus service, starting September 1 through the following August.

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 & Portland Streetcar

To facilitate interstate transit travel between the Portland metropolitan area and Clark County, Washington, C-TRAN, TriMet, and Portland Streetcar have established a fare reciprocity agreement that allows transit riders to use fare instruments from either system for most regional transit trips by bus, light rail, or streetcar. C-TRAN operates three (3) Regional routes connecting Clark County to TriMet's MAX light rail lines: Route 60 travels from downtown Vancouver to the Delta Park/Vanport station; Route 65 connects Fisher's Landing TC to the Parkrose station; Route 67 connects Fisher's Landing TC to the Portland International Airport station. From these locations, passengers can transfer to TriMet services for destinations throughout the metro area. In addition, C-TRAN Express routes operate from park and ride locations in Clark County to destinations in downtown Portland and transfers to TriMet and Portland Streetcar service.

Lower Columbia Community Action Program

Lower Columbia Community Action Program (CAP), a social service organization operating in Cowlitz County, provides a transit connection between Longview, Washington, and the 99th Street six (6) times daily on weekdays. CAP service also stops at Interstate 5 junctions for the cities of Kalama, Woodland, La Center, and Ridgefield.

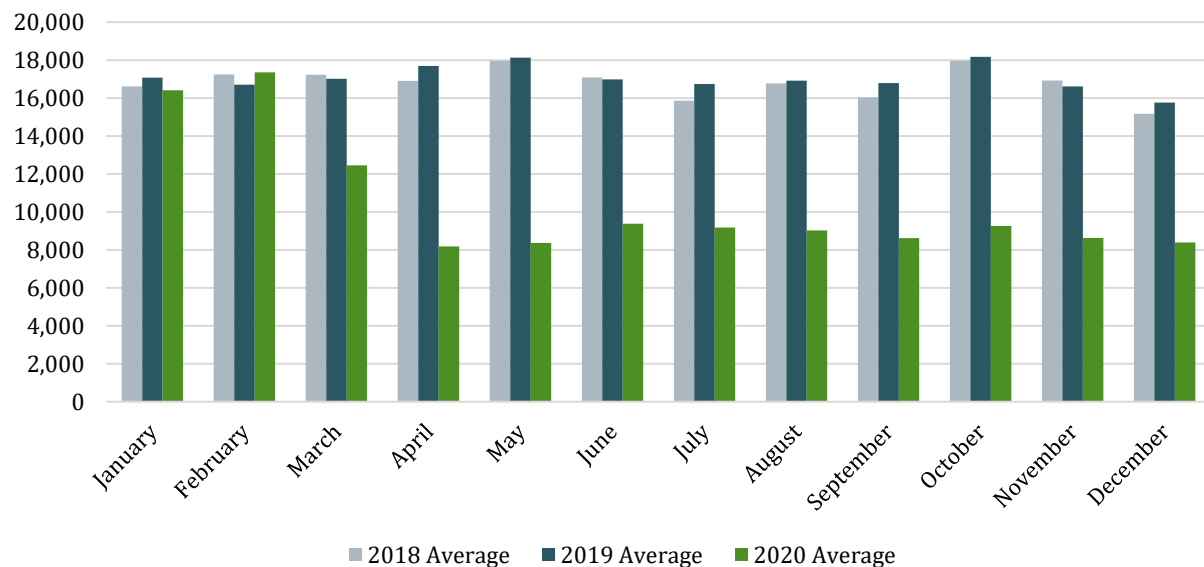
Skamania County Public Transit

Skamania County operates the Gorge West End Transit (WET). Service extends from Carson to C-TRAN's Fisher's Landing TC located at SE 164th Avenue and SE Cascade Park Drive, with stops in between including Stevenson, North Bonneville, Skamania, and Washougal. Year-round service is limited to three round trips on weekdays with one (1) in the morning, one (1) midday, and one (1) in the evening. Service will deviate up to 3/4 miles to accommodate persons with disabilities.

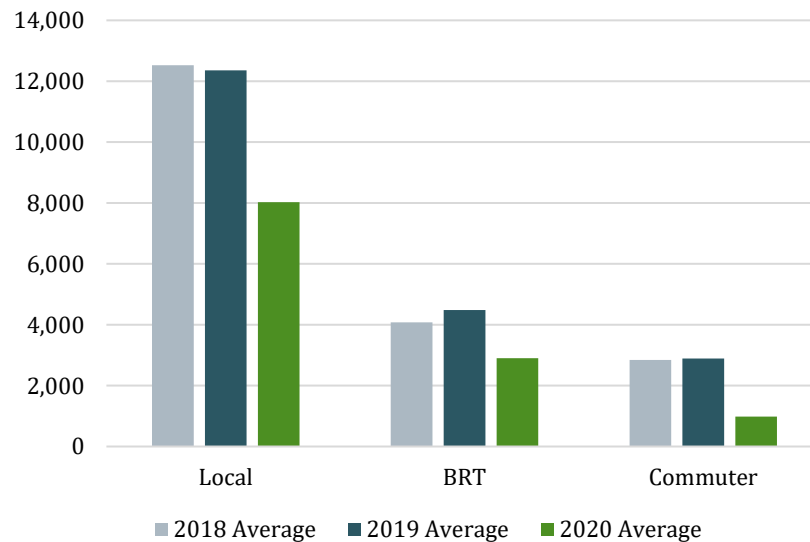
2020 ACTIVITIES

In 2020, C-TRAN shifted its focus to efficiently, effectively, and safely providing reliable transit service in response to the COVID-19 pandemic. Overall, C-TRAN experienced ridership declines and travel pattern shifts similar to other Washington area and peer transit agencies throughout 2020. C-TRAN observed most significant ridership reductions on Express routes, which were also impacted by service reduction, while local, regional, and Bus Rapid Transit (BRT) services maintained a higher percent of ridership through the year compared to pre-COVID conditions.

Average Daily Fixed-Route Ridership (2018-2020)



Average Daily Ridership by Service Type (2018-2020)



System Performance

The following section provides a brief overview of 2020 performance, which was significantly impacted by the COVID-19 State of Emergency:

Fixed Route		
Metric	2020	2019
Ridership	3,696,812	5,989,797
Passengers per Revenue Hour	13.6	21.6
Farebox Recovery	7.3%	14.2%
Cost per Passenger Trip	\$11.87	\$7.28

C-VAN		
Metric	2020	2019
Ridership	112,524	264,391
Passengers per Revenue Hour	2.5	2.7
Percentage of On-Time Trips (paratransit)		95.9%
Cost per Passenger Trip	\$98.54	\$54.33

Vanpool		
Metric	2020	2019
Ridership	23,146	40,874
Passengers per Revenue Hour	4.0	4.8
Cost per Passenger Trip	\$17.41	\$10.96

2020 Operating Statistics by Service Type

2020	Fixed Route	C-VAN	Vanpool
Vehicle Hours (total)	298,286	50,388	5,848
Vehicle Revenue Hours	271,331	44,898	5,848
Vehicle Miles (total)	4,449,652	882,777	173,362
Vehicle Revenue Miles	3,786,537	787,584	173,362
Passenger Trips	3,696,812	112,524	23,146
Fatalities	0	0	0
Reportable Injuries	5	0	0
Collisions	11	2	0
Fuel Consumed (gallons)	829,224	94,602	8,659

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

C-TRAN 2030

In 2016, C-TRAN updated the Agency's 20-year TDP, *C-TRAN 2030*, which is used for service and facility planning guidance. The update maintains the 2010 plan, but reflect changes that have occurred since the plan was first adopted, as well as input from many of the jurisdictions served by C-TRAN as they look towards their long term transit needs.

Key elements of the update included:

- Increase service by up to 10% in the next two (2) years;
- Maintain the current target of service designed with 80% toward productivity and 20% toward coverage;
- Identify/prioritize the next BRT corridors;
- Look to innovative coverage – Mobility on Demand;
- Consider additional Park and Rides;
- Increase base capacity to accommodate more buses;
- New Administration/Operations facility; and
- Stay on top of Paratransit needs.

Mill Plain Bus Rapid Transit Project

The Mill Plain BRT Project is making significant progress as it advances through the environmental, engineering, and design work. The project is also working through the Federal Transit Administration (FTA) Small Starts program, which will make it eligible to receive substantial federal funding to help pay for construction, which is expected to begin in late 2021. The project design includes 37 new station platforms, a modification to an existing BRT station (Turtle Place), a new eight (8) bay transit center at the eastern terminus adjacent to Clark College, operational improvements throughout the corridor and eight (8) new 60-foot articulated buses. The project will operate primarily in mixed traffic with right-side boarding in curbside lanes.

Bus on Shoulder

A permanent Bus on Shoulder (BOS) project on I-5 and two (2) year pilot BOS project on I-205 went into effect in September 2020. With service on the inside shoulder on I-5, commuter route service will need to be redesigned to take advantage of the improved movement but the project will also make merging on and off the interstate more difficult in this section of the freeway. A partnership with the Oregon Department of Transportation, the two (2) year pilot BOS project on I-205 across the Glenn Jackson Bridge operates in the outside shoulder, similarly to the SR-14 BOS.

Service Planning

In 2017, C-TRAN developed an approach to improve service and connectivity by evaluating service in Quadrants. This technique looks at service centered off of the three (3) heaviest ridership corridors that have long been identified for possible High Capacity Transit (HCT)

but incorporates performance by nearby routes in considering possible improvements. The fourth quadrant looks at service to and within the external cities beyond Vancouver that are in the PTBA. Appendix D includes a map showing the area of each quadrant.

The Quadrant approach has moved the agency towards raising service levels in the HCT corridors to grow ridership. As this occurs, these core routes will be converted into BRT. In the Mill Plain corridor, C-TRAN has been advancing the Mill Plain BRT project within the federal Small Starts process. In the Highway 99 corridor, C-TRAN has increased the span of 15-minute service in the Highway 99 corridor and provided new service to the rapidly developing Vancouver Waterfront. Other local crosstown routes including the 7, 19, 25, 78, and 80 have been adjusted to improve connections and frequency across the quadrants to allow for riders to make connections without having to pass through downtown Vancouver.

Community Outreach

In 2020, C-TRAN shifted its outreach efforts to focus mainly on direct mail and digital communications, including online ads, videos, open houses, virtual meetings and a heightened social media presence. Below is a summary of that activity:

Onboard Initiatives: In 2020, C-TRAN continued its partnership with ARTSTRA on “Poetry Moves,” in which poems by children and adults are featured on our buses.

Community Bus Wraps: Starting in 2019 and concluding in early 2020, C-TRAN undertook a project in which the agency celebrated the communities it serves by dedicating a fully wrapped bus to each city, featuring photos taken of their communities by C-TRAN staff.

Free Fare Days: In 2020, C-TRAN continued its valuable partnership with the Port of Vancouver USA and People’s Community Credit Union to offer free service to community-wide events to help mitigate traffic and provide an accessible alternative to driving. While these events were paused in 2020, C-TRAN’s New Year’s Eve campaign in 2019 continued to provide a safe alternative to drinking and driving by offering free service throughout our system with extended hours beyond the regular scheduled service.

Social Media Metrics: C-TRAN has put a premium on boosting the agency’s social media presence over the last four (4) years. In January 2016, C-TRAN began with 1,113 Facebook page likes, 437 Twitter followers and 49 Instagram followers. By December 2019, C-TRAN had 2,440 Facebook page likes, 1,893 Twitter followers and 1,052 Instagram followers.

Agency Blog: Staff has continued to add material to the agency blog, “Transit Matters”, which launched in 2017. Its purpose is to provide a window into how and why some decisions are made. The blog features a range of topics, from the favorite music playlists in the Maintenance department to a look at how dispatchers orchestrate the afternoon commute.

Video: Over the past five (5) years, C-TRAN increased the use of in-house video production to educate the public about our system: BRT 101, Travel Training, and how the Bus on Shoulder pilot program works are some of the videos developed. Staff also uses video to

show the lighter side of C-TRAN, including “A Day in the Life of an Operator” and a choreographed lip-sync challenge that garnered 22,000 views. In 2019, a YouTube-based hiring ad campaign that was created in house tallied more than 44,000 views and led to a 25% increase in applications.

Major Initiatives: Building on the success of The Vine BRT along Fourth Plain, C-TRAN started planning and designing the Mill Plain BRT in 2018. Since then, staff has conducted dozens of community meetings to collect public comment and discuss the progress of the project, including walking the 10-mile alignment to connect with more than 400 business owners. Additionally, in 2019 and 2020 with greater reliance on technology, integrated online open house forums and produced direct mail pieces were sent to every property owner along the alignment, providing project updates and invitations to comment virtually.

Community Events: Portland Pride and Vancouver USA Pride, festivals that celebrate the LGBTQ community; Earth Day Fest, where C-TRAN leads a team of volunteers to plant trees, and is one (1) of many organizations that participate in an sustainability-focused fair; Fourth Plain Multicultural Festival; and the annual Clark County Fair, where C-TRAN employees volunteer to staff our “bus booth” and talk one-on-one with the public during the 10-day duration of the event each August. C-TRAN is also involved in many other smaller community events throughout the year.

In 2021, it’s anticipated that conditions will be such that we can once again focus our attention on live, in-person community outreach activities to support our public awareness efforts.

Grants

In 2020, C-TRAN received three new grant awards that were outside of the standard formula apportionments that the agency receives from both the Washington State Department of Transportation (WSDOT) and the Federal Transit Administration (FTA). These awards included the following:

- FTA awarded C-TRAN approximately \$15.8 million under the FY2020 Coronavirus Aid, Relief and Economic Security (CARES) Act which supports public transportation during the COVID-19 public health emergency.
- WSDOT awarded C-TRAN approximately \$1.3 million in funding under its Green Transportation Capital Grant program which will assist in the upgrade of C-TRAN facilities to provide battery-electric vehicle infrastructure.
- The Regional Transportation Council (RTC) Board awarded C-TRAN a Congestion Mitigation and Air Quality Program grant for approximately of \$3.3 million to help fund the construction of C-TRAN’s Mill Plain Bus Rapid Transit Project.

Paratransit Innovation

During 2020, C-VAN saw a significant decline in ridership due to the COVID-19 pandemic, from 264,391 riders in 2019 to 112,524 riders in 2020. As a result of reduced trip reservations and ridership, C-TRAN transitioned 11 C-VAN Operators to the C-TRAN Maintenance Team, to support enhanced vehicle and facility cleaning protocols. In order to maintain personal and staff safety, C-TRAN suspended in person paratransit eligibility assessments through early 2021.

C-TRAN's Travel Training program was temporarily suspended in 2020 with the onset of the COVID-19 pandemic. During that period, C-TRAN Travel Trainers contributed significantly to agency knowledge of bus stop accessibility and improvement assessment, including visiting every C-TRAN bus stop and cataloging ADA compliance.

Facility Master Plan

In 2020, C-TRAN continued implementation of the Agency's Facility Master Plan. In August 2019, C-TRAN administrative staff relocated to an existing building at 10600 NE 51st Circle. Additional changes are planned for the NE 65th Avenue O&M Facility including improvements to prepare for establishing an electric bus sub-fleet and to replace aging diesel tanks. The agency has continued to transition operations dispatch and support staff to the new 51st Circle location.

2021-2026 PROPOSED ACTION STRATEGIES

The updated *C-TRAN 2030* calls for a 10% increase in service, and identifies a number of capital needs necessary to prepare for long-term growth.

2021-2026 Capital Improvements

Year	Project	Description
2021-2023	Mill Plain BRT	Construction of C-TRAN's second Vine BRT Corridor on Mill Plain Boulevard.
2021-2026	Bus Stop Replacement Program	Ongoing process of streamlining stops and improving amenities at bus stops throughout the system, including replacement of aging bus shelters.
2021-2022	Microtransit	Implement app-based Microtransit program using a 3rd party technology provider.
2022-2026	Rolling Stock Replacement	Replace aging high-floor diesel vehicles beyond useable life with low-floor efficient vehicles.
2021-2022	Electric charging infrastructure/Fuel Tank Replacement	O&M Facility improvements to prepare for establishing an electric bus sub-fleet and to replace aging diesel tanks.
2021-2025	Update O&M facility	Update NE 65th Avenue Operations/Maintenance facility to accommodate future growth and service changes.
2022-2025	Fisher's Landing Transit Oriented Development (TOD)	Continue exploring development options for implementation of Fisher's Landing TOD Master Plan
2022-2027	Highway 99 BRT	Planning, design, and construction of C-TRAN's third Vine BRT corridor on Highway 99.
2026	East Fourth Plain BRT Extension	Planning, design, and construction of East Fourth Plain BRT Extension between Vancouver Mall Transit Center and Mill Plain Transit Center

2021-2026 Service Improvements

Year	Goal	Change
2021-2022	Express Corridor restructure	Restructure express corridor services, providing more flexible, all-day services, by discontinuing inefficient routes and adjusting schedules to match changes in demand.
2021-2023	Improve span of service for all days	As resources allow, expand span of service on local routes, on weekdays and weekends

Year	Goal	Change
2022	Convert deviated Fixed-Route Connector to fully on-demand microtransit	Replace flex route and scheduled trip Connector services with a flexible on-demand service. Explore new and expanded service areas.
2022	Restructure Express Services	Restructure I-5 and I-205 corridor Express services to operate as all-day regional express routes.
2022-2025	Look at restructuring service to feed three (3) main trunk lines.	Reallocate hours to look at more crosstown service to take advantage of existing and future BRT line development.
2023	Implement BRT in the Mill Plain corridor	Replace Route 37 with new BRT service from downtown Vancouver to Mill Plain Transit Center, 15-minute peak.
2023	Adjust routes to accommodate the start of Mill Plain BRT	Many route adjustments to serve new Mill Plain Transit Center.
2026-2027	Implement BRT in the Highway 99 corridor	Replace Route 71 with new BRT from the Vancouver Waterfront to Salmon Creek, 15-minute peak.

CONSISTENCY WITH THE WASHINGTON TRANSPORTATION PLAN

WSDOT requires C-TRAN to demonstrate consistency with the Washington Transportation Plan in its six (6) year TDP. The following sections highlight planned 2021-2026 initiatives and activities in six (6) key areas.

Economic Vitality

To promote and develop transportation systems that stimulate, support, and enhance the movement of people and goods to ensure a prosperous economy

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 aim to enter revenue service for the Mill Plain BRT Project by 2023 and continue providing additional service options that maximize existing roadway capacity and 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 Southwest Washington 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.
- C-TRAN will continue to partner with the Interstate Bridge Replacement Program and other Project partners to identify a sustainable and prosperous solution to the Interstate Bridge replacement.

Preservation

To maintain, preserve, and extend the life and utility of prior investments in transportation systems and services

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

- C-TRAN will modernize its innovative Connector service, extending the life and useability of the service by making operations more efficient and providing easier access for riders.
- In addition to ongoing maintenance and cleaning, future projects include installation of electric charging infrastructure at the O&M facility, paving repair and LED lighting upgrade at park and rides, upgrading the CCTV system, upgraded bus stop shelters, and improvements to stop accessibility.
- 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.

Safety

To provide for and improve the safety and security of transportation customers and the transportation system.

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

- C-TRAN has placed high definition security cameras with audio on all of its Fixed Route and Paratransit buses. C-TRAN also has high definition security cameras at all of the Vine BRT stops and at the 99th Street Transit Center, Van Mall Transit Center, and the Fisher's Landing Transit Center. This will be extended with the Mill Plain BRT Project.

- The C-TRAN Board of Directors adopted the Agency's Public Transportation Agency Safety Plan (PTASP) as mandated by the Federal Transit Administration (FTA). This plan will adopt the Safety Management Systems (SMS) approach to safety throughout the entire Agency. Accountability for safety will start at the top and move through the entire Agency. C-TRAN will utilize data as part of this plan to monitor the effectiveness of safety initiatives and adjust plans as needed to improve the overall safety of employees, passengers, and C-TRAN equipment.
- C-TRAN is updating its Bus Stop Guidelines. This update is an effort to modernize and enhance safety and accessibility at the agency's existing and future Fixed Route stops and adjacent infrastructure. C-TRAN will use best practices, local knowledge, and data to craft guidelines that will improve user safety and security.
- C-TRAN has enhanced safety at a number of stops in the fixed route system, including development of stops that will promote travel training access. C-TRAN continues to improve stop ADA accessibility and safety system wide in order to facilitate safe access to transit and promote reliance on the Fixed Route system.
- C-TRAN has increased security with the addition of the Vine. C-TRAN continues to provide security personnel in the field and Field Support Supervisors providing incident response, along with a preventative presence on the bus, at bus stops, and at TCs. Adjustments continue to be made to staffing based upon incidents and collected data throughout the Agency.
- C-TRAN continues to participate with local agencies to improve safety and emergency services throughout Clark County and the Portland Metro Area.
- C-TRAN continues to train Operators and staff as appropriate on safety issues. The agency teaches defensive driving techniques to reduce the risk of accidents and injuries on both Fixed Route and Paratransit operations.
- C-TRAN encourages Operators to report near miss incidents that may go unnoticed otherwise. Programs like "Plan Ahead for Red" encourage Operators to come forward and avoid disciplinary issues in exchange for self-reporting. Operators are given an opportunity to retrain safe driving techniques based upon a review of the incident and a reward system has been created during months where members of the public do not report incidents of operators running red lights.

Mobility

To improve the predictable movement of goods and people throughout Washington State, including congestion relief and improved freight mobility.

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

- C-TRAN continues to pursue opportunities for Transit Signal Priority (TSP) which should improve transit reliability and schedule adherence in congested corridors as well as increase corridor speed. Existing and future corridors include:
 - Mill Plain Boulevard (Existing and planned expansion);
 - Fourth Plain Boulevard (Existing); and
 - Highway 99 (Under development).
- 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 will continue to be a strong partner to regional mobility planning including involvement with RTC's Regional Active Transportation plan, transportation system plan updates for both the City of Vancouver and Clark County, and other planning efforts region-wide.
- 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. As well as supporting educational development by working with current students system analysis tools.

Environment

To enhance Washington's quality of life through transportation investments that promote energy conservation, enhance healthy communities, and protect the environment.

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 is piloting automatic electric power on hybrid vehicles in partnership with New Flyer, and will deploy the Agency's first full-electric GILLIG buses in 2022.
- C-TRAN will continue to seek funding to add hybrid, electric, and alternative fuel buses to its fleet, replacing aging diesel vehicles with more fuel efficient as part of the Vehicle Replacement Program, through opportunities such as FTA's No/Low Emission Vehicle and Bus and Bus Facilities grant programs.
- C-TRAN will continue to provide local urban, regional, 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 look to bring back riders and new vans to the Vanpool Program, serving Clark County residents with longer commutes.

Stewardship

To continuously improve the quality, effectiveness, and efficiency of the transportation system.

In 2013, C-TRAN developed standards for service performance and design. This effort was done to provide effective public transit options while maintaining the agency's financial integrity. The standards provide a framework to monitor existing and future transit service performance, guide service improvement strategies, establish warrants for new service, and build upon the existing ridership base.

The adopted standards are broken down into four categories:

1. Service Performance Standards – Standards to monitor service ridership per any given unit of investment. A series of performance metrics are selected and used to evaluate the relative performance of C-TRAN routes within each designated service class.
2. Service Performance Management – Strategies intended to manage underperforming services or enhance higher performing services. Service candidates for remedial action or increased service levels must undergo additional analysis as necessary to ensure informed decision making.
3. Service Warrants – Criteria to identify unmet service needs or customer requests. The warrants discussed in this document are intended to provide service to the C-TRAN service area in the best way possible. Upon receipt of service requests, new development proposals, or changes to service area demographics, a rigorous analysis process must be conducted to ensure proper placement of agency resources.
4. Service Design Standards – Specific service guidelines intended to maintain existing service and develop new service. The standards will incorporate geography, vehicle capacity, route structure, schedule development, and the built environment into a set of standards to assist in the development of efficient and effective service design.

C-TRAN regularly monitors agency activities and system performance with respect to low-income and minority populations as part of the Title VI Program Update, required by FTA every three (3) years.

2020-2026 OPERATING DATA

Fixed Route	2020	2021	2022	2023	2024	2025	2026
Revenue Vehicle Hours	271,331	270,371	258,957	262,828	268,228	271,829	276,329
Total Vehicle Hours	298,286	294,168	287,700	292,000	298,000	302,000	307,000
Revenue Vehicle Miles	3,696,783	3,727,195	3,695,435	3,750,668	3,827,736	3,879,115	3,943,339
Total Vehicle Miles	4,449,652	4,349,519	4,433,726	4,499,993	4,592,459	4,654,103	4,731,157
Passenger Trips	3,786,542	3,258,507	5,583,739	5,667,194	5,783,643	5,861,276	5,958,317
Fuel Consumed (gallons)	829,224	N/A	N/A	N/A	N/A	N/A	N/A
Fatalities	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Reportable Injuries	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Collisions	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Demand Response	2020	2021	2022	2023	2024	2025	2026
Revenue Vehicle Hours	44,898	47,863	85,610	87,899	90,646	93,393	96,140
Total Vehicle Hours	50,388	53,148	93,500	96,000	99,000	102,000	105,000
Revenue Vehicle Miles	787,854	865,236	1,462,850	1,501,964	1,548,900	1,595,837	1,642,773
Total Vehicle Miles	882,777	960,476	1,609,882	1,652,927	1,704,581	1,756,235	1,807,889
Passenger Trips	112,524	112,887	233,676	239,924	247,421	254,919	262,417
Fuel Consumed (gallons)	94,602	N/A	N/A	N/A	N/A	N/A	N/A
Fatalities	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Reportable Injuries	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Collisions	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Vanpool	2020	2021	2022	2023	2024	2025	2026
Revenue Vehicle Hours	5,844	4,605	6,000	6,200	6,400	6,700	7,000
Total Vehicle Hours	5,844	4,605	6,000	6,200	6,400	6,700	7,000
Revenue Vehicle Miles	173,191	155,334	194,378	200,857	207,336	217,055	226,774
Total Vehicle Miles	173,191	155,334	194,378	200,857	207,336	217,055	226,774
Passenger Trips	23,142	21,795	28,828	29,789	30,750	32,192	33,633
Fuel Consumed (gallons)	8,659	N/A	N/A	N/A	N/A	N/A	N/A
Fatalities	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Reportable Injuries	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Collisions	N/A	N/A	N/A	N/A	N/A	N/A	N/A

2021-2026 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 2021-2026 CAPITAL PROJECTS						
PROJECT	CATEGORY	GRANT \$		LOCAL \$		TOTAL \$
2021						
Replacement Rolling Stock	Local	\$	-	\$	159,000	159,000
Replacement Computer Systems & Equipment	Local		-		492,000	492,000
Replacement/Upgrade Facilities	Local		-		-	-
Replacement Equipment	Local		-		606,000	606,000
Replacement Subtotal			-		1,257,000	1,257,000
Mill Plain Bus Rapid Transit	Federal/State		2,000,000		1,000,000	3,000,000
New Operations & Maintenance Facility	Local		-		1,200,000	1,200,000
Other Improvements	Local		-		1,703,000	1,703,000
Improvement Subtotal			2,000,000		3,903,000	5,903,000
2022 Total		\$	2,000,000	\$	5,160,000	7,160,000
2022						
Replacement Rolling Stock	Federal/State	\$	8,479,000	\$	5,501,000	13,980,000
Replacement Computer Systems & Equipment	Local		-		844,000	844,000
Replacement/Upgrade Facilities	Local		-		1,891,000	1,891,000
Replacement Equipment	Local		-		945,000	945,000
Replacement Subtotal			8,479,000		9,181,000	17,660,000
Mill Plain Bus Rapid Transit	Federal/State		31,000,000		3,330,000	34,330,000
Highway 99 Bus Rapid Transit	Local		-		2,000,000	2,000,000
New Operations & Maintenance Facility	Local		-		19,250,000	19,250,000
Other Improvements	Local		-		2,448,000	2,448,000
Improvement Subtotal			31,000,000		27,028,000	58,028,000
2022 Total		\$	39,479,000	\$	36,209,000	75,688,000
2023						
Replacement Service Vehicles	Local	\$	-	\$	100,000	100,000
Replacement Computer Systems & Equipment	Local		-		1,368,000	1,368,000
Replacement/Upgrade Facilities	Local		-		250,000	250,000
Replacement Equipment	Local		-		250,000	250,000
Replacement Subtotal			-		1,968,000	1,968,000
Mill Plain Bus Rapid Transit	Federal/State		5,100,000		-	5,100,000
Highway 99 Bus Rapid Transit	Local		-		2,500,000	2,500,000
New Operations & Maintenance Facility	Local		-		-	-
Improvement Subtotal			5,100,000		2,500,000	7,600,000
2023 Total		\$	5,100,000	\$	4,468,000	9,568,000
3 Year Total (2021-2023)		\$	46,579,000	\$	45,837,000	92,416,000

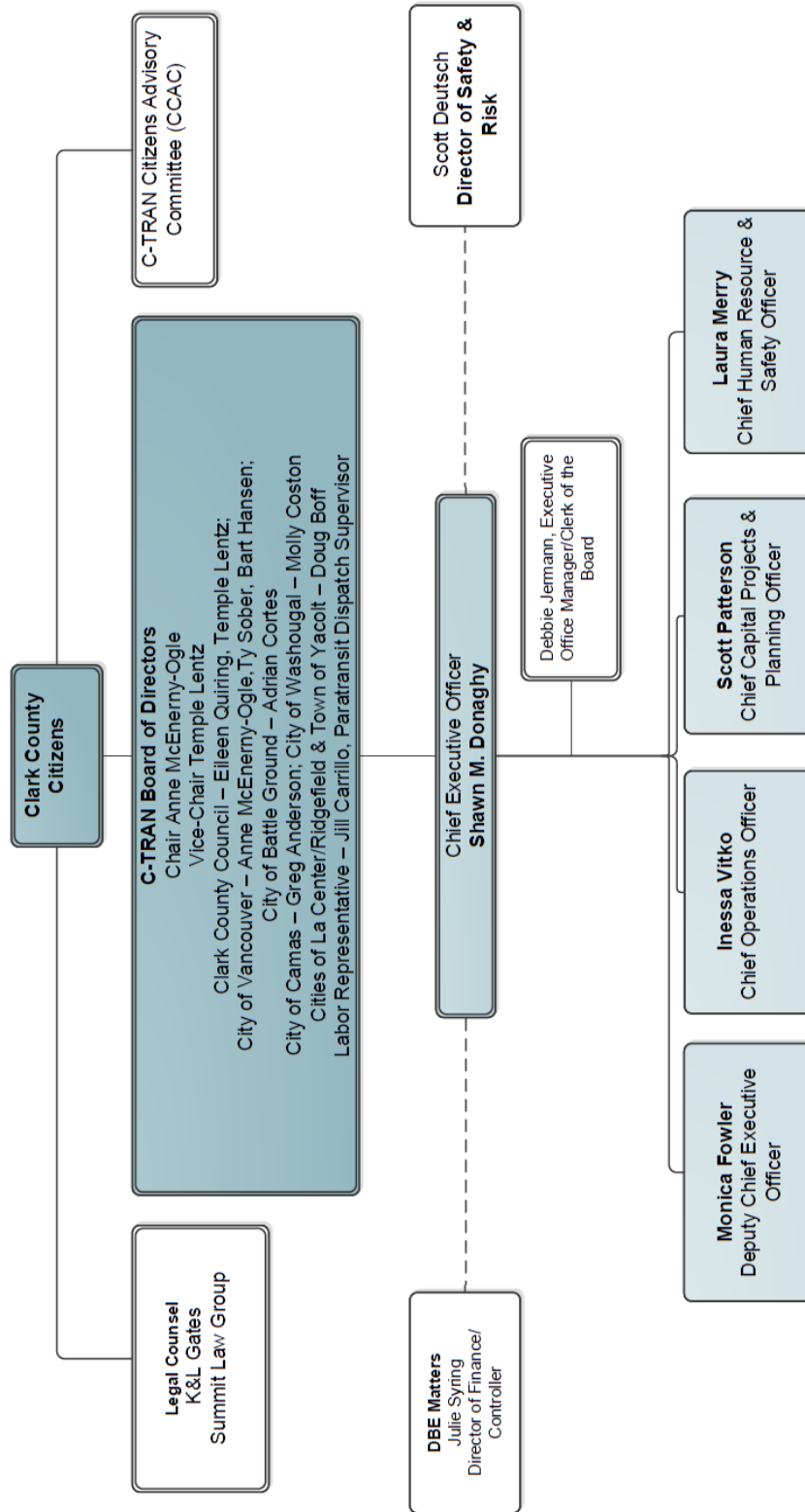
2024				
Replacement Rolling Stock	Local	\$	-	\$ 1,000,000 \$ 1,000,000
Replacement Service Vehicles	Local		-	100,000 100,000
Replacement Computer Systems & Equipment	Local		-	397,000 397,000
Replacement/Upgrade Facilities	Local		-	250,000 250,000
Replacement Equipment	Local		-	250,000 250,000
Replacement Subtotal			-	1,997,000 1,997,000
Highway 99 Bus Rapid Transit Improvement Subtotal	Local		-	2,500,000 2,500,000
2024 Total		\$	-	\$ 4,497,000 \$ 4,497,000
2025				
Replacement Rolling Stock	Federal	\$	4,256,000	\$ 1,500,000 \$ 5,756,000
Replacement Service Vehicles	Local		-	100,000 100,000
Replacement Computer Systems & Equipment	Local		-	250,000 250,000
Replacement/Upgrade Facilities	Local		-	250,000 250,000
Replacement Equipment	Local		-	250,000 250,000
Replacement Subtotal			4,256,000	2,350,000 6,606,000
Highway 99 Bus Rapid Transit Improvement Subtotal	Federal		2,500,000	20,000,000 22,500,000
2025 Total		\$	6,756,000	\$ 22,350,000 \$ 29,106,000
2026				
Replacement Rolling Stock	Local	\$	-	\$ 1,000,000 \$ 1,000,000
Replacement Service Vehicles	Local		-	100,000 100,000
Replacement Computer Systems & Equipment	Local		-	250,000 250,000
Replacement/Upgrade Facilities	Local		-	250,000 250,000
Replacement Equipment	Local		-	250,000 250,000
Replacement Subtotal			-	1,850,000 1,850,000
Highway 99 Bus Rapid Transit	Federal		2,500,000	20,000,000 22,500,000
Fourth Plain Bus Rapid Transit Extension	Local		-	15,000,000 15,000,000
Improvement Subtotal			2,500,000	35,000,000 37,500,000
2026 Total		\$	2,500,000	\$ 36,850,000 \$ 39,350,000
3 Year Total (2024-2026)		\$	9,256,000	\$ 63,697,000 \$ 72,953,000
6 Year Total (2021-2026)		\$	55,835,000	\$ 109,534,000 \$ 165,369,000

APPENDICES

APPENDIX A

C-TRAN Organization Chart

C-TRAN Organizational Chart
Revised January 2021



APPENDIX B

Public Transportation Management System Rolling Stock, Equipment, and Facilities

C-TRAN Public Transportation Management System: Rolling Stock - February 2020

No.	Year	Make/Model	Vehicle Code	Vehicle Id Number (VIN)	Agency Vehicle Number	Agency's ULB (Year)	Agency's ULB (Miles)	Maintenance Current?	Replacement Cost \$	ADA Access Yes/No	Seating Capacity	Fuel Type	WSDOT Title Yes/No
1	2003	2003 GILLIG PHANTOM HIGH FLOOR	1	15GCD27112111779	1776	612.435	14	500,000	Yes	Yes	43+2	D	No
2	2003	2003 GILLIG PHANTOM HIGH FLOOR	1	15GCD27112111772	2215	640.315	14	500,000	Yes	Yes	43+2	D	No
3	2003	2003 GILLIG PHANTOM HIGH FLOOR	1	15GCD27112111775	2218	617.176	14	500,000	Yes	Yes	43+2	D	No
4	2003	2003 GILLIG PHANTOM HIGH FLOOR	1	15GCD27112111777	2220	619.238	14	500,000	Yes	Yes	43+2	D	No
5	2003	2003 GILLIG PHANTOM HIGH FLOOR	1	15GCD27112111780	2223	593.563	14	500,000	Yes	Yes	43+2	D	No
6	2003	2003 GILLIG PHANTOM HIGH FLOOR	1	15GCD27112111781	2224	597.349	14	500,000	Yes	Yes	43+2	D	No
7	2003	2003 GILLIG PHANTOM HIGH FLOOR	1	15GCD27112111783	2226	634.200	14	500,000	Yes	Yes	43+2	D	No
8	2003	2003 GILLIG PHANTOM HIGH FLOOR	1	15GCD27112111784	2227	635.141	14	500,000	Yes	Yes	43+2	D	No
9	2003	2003 GILLIG PHANTOM HIGH FLOOR	1	15GCD27112111785	2228	609.491	14	500,000	Yes	Yes	43+2	D	No
10	2003	2003 GILLIG PHANTOM HIGH FLOOR	1	15GCD27112111786	2231	622.336	14	500,000	Yes	Yes	43+2	D	No
11	2003	2003 GILLIG PHANTOM HIGH FLOOR	1	15GCD27112111789	2232	633.323	14	500,000	Yes	Yes	43+2	D	No
12	2003	2003 GILLIG PHANTOM HIGH FLOOR	1	15GCD27112111790	2233	638.000	14	500,000	Yes	Yes	43+2	D	No
13	2003	2003 GILLIG PHANTOM HIGH FLOOR	1	15GCD27112111792	2235	593.395	14	500,000	Yes	Yes	43+2	D	No
14	2003	2003 GILLIG PHANTOM HIGH FLOOR	1	15GCD27112111794	2237	645.493	14	500,000	Yes	Yes	43+2	D	No
15	2003	2003 GILLIG PHANTOM HIGH FLOOR	1	15GCD27112111795	2238	622.917	14	500,000	Yes	Yes	43+2	D	No
16	2003	2003 GILLIG PHANTOM HIGH FLOOR	1	15GCD27112111796	2239	633.917	14	500,000	Yes	Yes	43+2	D	No
17	2003	2003 GILLIG PHANTOM HIGH FLOOR	1	15GCD27112111797	2240	655.634	14	500,000	Yes	Yes	43+2	D	No
18	2003	2003 GILLIG PHANTOM HIGH FLOOR	1	15GCD27113111798	2241	617.124	14	500,000	Yes	Yes	43+2	D	No
19	2003	2003 GILLIG PHANTOM HIGH FLOOR	1	15GCD27183111799	2242	633.146	14	500,000	Yes	Yes	43+2	D	No
20	2003	2003 GILLIG PHANTOM HIGH FLOOR	1	15GCD27103111800	2243	678.362	14	500,000	Yes	Yes	43+2	D	No
21	2003	2003 GILLIG PHANTOM HIGH FLOOR	1	15GCD27123111801	2244	617.141	14	500,000	Yes	Yes	43+2	D	No
22	2003	2003 GILLIG PHANTOM HIGH FLOOR	1	15GCD27143111802	2245	625.649	14	500,000	Yes	Yes	43+2	D	No
23	2003	2003 GILLIG PHANTOM HIGH FLOOR	1	15GCD27163111803	2246	608.228	14	500,000	Yes	Yes	43+2	D	No
24	2003	2003 GILLIG PHANTOM HIGH FLOOR	1	15GCD27183111804	2247	638.200	14	500,000	Yes	Yes	43+2	D	No
25	2003	2003 GILLIG PHANTOM HIGH FLOOR	1	15GCD271X3111805	2248	627.156	14	500,000	Yes	Yes	43+2	D	No
26	2003	2003 GILLIG PHANTOM HIGH FLOOR	1	15GCD27113111806	2249	620.821	14	500,000	Yes	Yes	43+2	D	No
27	2003	2003 GILLIG PHANTOM HIGH FLOOR	1	15GCD27133111807	2250	628.524	14	500,000	Yes	Yes	43+2	D	No
28	2003	2003 GILLIG PHANTOM HIGH FLOOR	1	15GCD27153111808	2251	630.171	14	500,000	Yes	Yes	43+2	D	No
29	2008	2008 GILLIG LOW FLOOR	4	15GGE271481091301	2262	537.437	14	500,000	Yes	Yes	26+2	D	No
30	2008	2008 GILLIG LOW FLOOR	4	15GGE271681091302	2263	522.440	14	500,000	Yes	Yes	26+2	D	No
31	2008	2008 GILLIG LOW FLOOR	4	15GGE271881091303	2264	518.567	14	500,000	Yes	Yes	26+2	D	No
32	2008	2008 GILLIG LOW FLOOR	4	15GGE271X18091304	2265	542.259	14	500,000	Yes	Yes	26+2	D	No
33	2008	2008 GILLIG LOW FLOOR	4	15GGE271181091305	2266	511.674	14	500,000	Yes	Yes	26+2	D	No
34	2008	2008 GILLIG LOW FLOOR	2	15GBG271181078742	2267	594.426	14	500,000	Yes	Yes	32+2	D	No
35	2008	2008 GILLIG LOW FLOOR	2	15GBG271381078743	2268	638.986	14	500,000	Yes	Yes	32+2	D	No
36	2008	2008 GILLIG LOW FLOOR	2	15GBG271581078744	2269	633.844	14	500,000	Yes	Yes	32+2	D	No

C-TRAN Public Transportation Management System: Rolling Stock - February 2020

No.	Year	Make/Model	Vehicle Code	Vehicle Id Number (VIN)	Agency Vehicle Number	Actual Life Odometer	Agency's ULB (Year)	Agency's ULB (Miles)	Maintenance Current? Yes/No	Replacement Cost \$	ADA Access Yes/No	Seating Capacity	Fuel Type	WSDOT Title Yes/No
37	2008	2008 GILLIG LOW FLOOR	2	15GGB271781078745	2270	642,129	14	500,000	Yes	\$797,000	Yes	32+2	D	No
38	2008	2008 GILLIG LOW FLOOR	2	15GGB271981078746	2271	647,300	14	500,000	Yes	\$797,000	Yes	32+2	D	No
39	2008	2008 GILLIG LOW FLOOR HYBRID	1	15GGD301781078769	2272	470,359	14	500,000	Yes	\$797,000	Yes	36+2	DE	No
40	2008	2008 GILLIG LOW FLOOR HYBRID	1	15GGD301381078770	2273	464,431	14	500,000	Yes	\$797,000	Yes	36+2	DE	No
41	2008	2008 GILLIG LOW FLOOR HYBRID	1	15GGD301581078771	2274	469,816	14	500,000	Yes	\$797,000	Yes	36+2	DE	No
42	2008	2008 GILLIG LOW FLOOR HYBRID	1	15GGD301781078772	2275	460,560	14	500,000	Yes	\$797,000	Yes	36+2	DE	No
43	2008	2008 GILLIG LOW FLOOR HYBRID	1	15GGD30181078773	2276	459,265	14	500,000	Yes	\$797,000	Yes	36+2	DE	No
44	2008	2008 GILLIG LOW FLOOR HYBRID	1	15GGD301081078774	2277	468,430	14	500,000	Yes	\$797,000	Yes	36+2	DE	No
45	2008	2008 GILLIG LOW FLOOR HYBRID	1	15GGF301281078775	2278	458,507	14	500,000	Yes	\$797,000	Yes	36+2	DE	No
46	2008	2008 GILLIG LOW FLOOR HYBRID	1	15GGD301481078776	2279	474,117	14	500,000	Yes	\$797,000	Yes	36+2	DE	No
47	2008	2008 GILLIG LOW FLOOR HYBRID	1	15GGD301681078777	2280	467,009	14	500,000	Yes	\$797,000	Yes	36+2	DE	No
48	2008	2008 GILLIG LOW FLOOR HYBRID	1	15GGD301881078778	2281	438,053	14	500,000	Yes	\$797,000	Yes	36+2	DE	No
49	2008	2008 GILLIG LOW FLOOR HYBRID	1	15GGD301X81078779	2282	457,778	14	500,000	Yes	\$797,000	Yes	36+2	DE	No
50	2008	2008 GILLIG LOW FLOOR HYBRID	1	15GGD301681078780	2283	466,032	14	500,000	Yes	\$797,000	Yes	36+2	DE	No
51	2008	2008 GILLIG LOW FLOOR	2	15GGB271581178710	2284	614,892	14	500,000	Yes	\$797,000	Yes	32+2	D	No
52	2009	2009 GILLIG LOW FLOOR	2	15GGB271781178711	2285	608,276	14	500,000	Yes	\$797,000	Yes	32+2	D	No
53	2009	2009 GILLIG LOW FLOOR	2	15GGB271981178712	2286	602,329	14	500,000	Yes	\$797,000	Yes	32+2	D	No
54	2009	2009 GILLIG LOW FLOOR	2	15GGB271081178713	2287	606,240	14	500,000	Yes	\$797,000	Yes	32+2	D	No
55	2009	2009 GILLIG LOW FLOOR	2	15GGB271281178714	2288	586,927	14	500,000	Yes	\$797,000	Yes	32+2	D	No
56	2009	2009 GILLIG LOW FLOOR	2	15GGB271481178715	2289	597,865	14	500,000	Yes	\$797,000	Yes	32+2	D	No
57	2009	2009 GILLIG LOW FLOOR	2	15GGB271681178716	2290	594,552	14	500,000	Yes	\$797,000	Yes	32+2	D	No
58	2010	2010 GILLIG LOW FLOOR HYBRID	1	15GGD3010A1177066	2291	480,422	14	500,000	Yes	\$797,000	Yes	39+2	DE	No
59	2010	2010 GILLIG LOW FLOOR HYBRID	1	15GGD3012A1177067	2292	498,126	14	500,000	Yes	\$797,000	Yes	39+2	DE	No
60	2010	2010 GILLIG LOW FLOOR HYBRID	1	15GGD3014A1177068	2293	517,215	14	500,000	Yes	\$797,000	Yes	39+2	DE	No
61	2010	2010 GILLIG LOW FLOOR HYBRID	1	15GGD3016A1177069	2294	486,461	14	500,000	Yes	\$797,000	Yes	39+2	DE	No
62	2010	2010 GILLIG LOW FLOOR	2	15GGB2715A1177070	2401	485,584	14	500,000	Yes	\$797,000	Yes	32+2	D	No
63	2010	2010 GILLIG LOW FLOOR	2	15GGB2717A1177071	2402	486,165	14	500,000	Yes	\$797,000	Yes	32+2	D	No
64	2010	2010 GILLIG LOW FLOOR	2	15GGD3019A1177072	2403	500,453	14	500,000	Yes	\$797,000	Yes	32+2	D	No
65	2010	2010 GILLIG LOW FLOOR	2	15GGB2710A1177073	2404	483,246	14	500,000	Yes	\$797,000	Yes	32+2	D	No
66	2015	2015 GILLIG LOW FLOOR	4	15GGE2713F1093019	2901	158,587	14	500,000	Yes	\$797,000	Yes	26+2	D	No
67	2015	2015 GILLIG LOW FLOOR	4	15GGE271XF1093020	2902	184,634	14	500,000	Yes	\$797,000	Yes	26+2	D	No
68	2015	2015 GILLIG LOW FLOOR HYBRID	1	15GGD3016F1187057	4001	208,066	14	500,000	Yes	\$797,000	Yes	39+2	DE	No
69	2015	2015 GILLIG LOW FLOOR HYBRID	1	15GGD3018F1187058	4002	191,072	14	500,000	Yes	\$797,000	Yes	39+2	DE	No
70	2015	2015 GILLIG LOW FLOOR HYBRID	1	15GGD301XF1187059	4003	214,622	14	500,000	Yes	\$797,000	Yes	39+2	DE	No
71	2015	2015 GILLIG LOW FLOOR HYBRID	1	15GGD3016F1187060	4004	189,205	14	500,000	Yes	\$797,000	Yes	39+2	DE	No
72	2015	2015 GILLIG LOW FLOOR HYBRID	1	15GGD3018F1187061	4005	184,436	14	500,000	Yes	\$797,000	Yes	39+2	DE	No

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73	2015	2015 GILLIG LOW FLOOR HYBRID	1	15GGD301XF1187082	4006	198,753	14	500,000	Yes	\$797,000	Yes	39+2	DE	No
74	2015	2015 GILLIG LOW FLOOR HYBRID	1	15GGD3011F1187083	4007	209,544	14	500,000	Yes	\$797,000	Yes	39+2	DE	No
75	2015	2015 GILLIG LOW FLOOR HYBRID	1	15GGD3013F1187084	4008	194,799	14	500,000	Yes	\$797,000	Yes	39+2	DE	No
76	2015	2015 GILLIG LOW FLOOR HYBRID	1	15GGD3015F1187085	4009	181,236	14	500,000	Yes	\$797,000	Yes	39+2	DE	No
77	2015	2015 GILLIG LOW FLOOR HYBRID	1	15GGD3017F1187086	4010	185,392	14	500,000	Yes	\$797,000	Yes	39+2	DE	No
78	2015	2015 GILLIG LOW FLOOR HYBRID	1	15GGD3019F1187087	4011	201,986	14	500,000	Yes	\$797,000	Yes	39+2	DE	No
79	2015	2015 GILLIG LOW FLOOR HYBRID	1	15GGD3010F1187088	4012	203,697	14	500,000	Yes	\$797,000	Yes	39+2	DE	No
80	2015	2015 GILLIG LOW FLOOR HYBRID	1	15GGD3012F1187089	4013	204,463	14	500,000	Yes	\$797,000	Yes	39+2	DE	No
81	2015	2015 GILLIG LOW FLOOR HYBRID	1	15GGD3019F1187070	4014	196,918	14	500,000	Yes	\$797,000	Yes	39+2	DE	No
82	2015	2015 GILLIG LOW FLOOR HYBRID	1	15GGD3010F1187071	4015	201,627	14	500,000	Yes	\$797,000	Yes	39+2	DE	No
83	2015	2015 GILLIG LOW FLOOR HYBRID	1	15GGD3012F1187072	4016	191,053	14	500,000	Yes	\$797,000	Yes	39+2	DE	No
84	2016	2016 GILLIG LOW FLOOR HYBRID	1	15GGD3010G1185600	4017	156,949	14	500,000	Yes	\$797,000	Yes	39+2	DE	No
85	2016	2016 GILLIG LOW FLOOR HYBRID	1	15GGD3012G1185601	4018	156,672	14	500,000	Yes	\$797,000	Yes	39+2	DE	No
86	2016	2016 GILLIG LOW FLOOR HYBRID	1	15GGD3014G1185602	4019	156,488	14	500,000	Yes	\$797,000	Yes	39+2	DE	No
87	2016	2016 GILLIG LOW FLOOR HYBRID	1	15GGD3016G1185603	4020	147,637	14	500,000	Yes	\$797,000	Yes	39+2	DE	No
88	2018	2018 GILLIG LOW FLOOR HYBRID	1	15GGD3016J190568	4021	60,095	14	500,000	Yes	\$797,000	Yes	37+2	DE	No
89	2018	2018 GILLIG LOW FLOOR HYBRID	1	15GGD3018J190569	4022	61,556	14	500,000	Yes	\$797,000	Yes	37+2	DE	No
90	2018	2018 GILLIG LOW FLOOR HYBRID	1	15GGD3014J190570	4023	56,483	14	500,000	Yes	\$797,000	Yes	37+2	DE	No
91	2018	2018 GILLIG LOW FLOOR HYBRID	1	15GGD3016J190571	4024	58,651	14	500,000	Yes	\$797,000	Yes	37+2	DE	No
92	2018	2018 GILLIG LOW FLOOR HYBRID	1	15GGD3018J190572	4025	61,718	14	500,000	Yes	\$797,000	Yes	37+2	DE	No
93	2018	2018 GILLIG LOW FLOOR HYBRID	1	15GGD301XJ190573	4026	62,884	14	500,000	Yes	\$797,000	Yes	37+2	DE	No
94	2018	2018 GILLIG LOW FLOOR HYBRID	1	15GGD3011J190574	4027	50,207	14	500,000	Yes	\$797,000	Yes	37+2	DE	No
95	2018	2018 GILLIG LOW FLOOR HYBRID	1	15GGD3013J190575	4028	60,607	14	500,000	Yes	\$797,000	Yes	37+2	DE	No
96	2018	2018 GILLIG LOW FLOOR HYBRID	1	15GGD30015J190576	4029	56,863	14	500,000	Yes	\$797,000	Yes	37+2	DE	No
97	2018	2018 GILLIG LOW FLOOR HYBRID	1	15GGD3017J190577	4030	59,022	14	500,000	Yes	\$797,000	Yes	37+2	DE	No
98	2018	2018 GILLIG LOW FLOOR HYBRID	1	15GGD3014J189533	4031	69,410	14	500,000	Yes	\$797,000	Yes	37+2	DE	No
99	2018	2018 GILLIG LOW FLOOR HYBRID	1	15GGD3016J189534	4032	64,425	14	500,000	Yes	\$797,000	Yes	37+2	DE	No
100	2018	2018 GILLIG LOW FLOOR HYBRID	1	15GGD3018J189535	4033	67,710	14	500,000	Yes	\$797,000	Yes	37+2	DE	No
101	2018	2018 GILLIG LOW FLOOR HYBRID	1	15GGD301XJ189536	4034	66,508	14	500,000	Yes	\$797,000	Yes	37+2	DE	No
102	2019	2019 GILLIG LOW FLOOR HYBRID	1	15GGD3015K3193222	4035	16,567	14	500,000	Yes	\$797,000	Yes	37+2	DE	No
103	2019	2019 GILLIG LOW FLOOR HYBRID	1	15GGD3015K3193223	4036	16,705	14	500,000	Yes	\$797,000	Yes	37+2	DE	No
104	2019	2019 GILLIG LOW FLOOR HYBRID	1	15GGD3015K3193224	4037	15,554	14	500,000	Yes	\$797,000	Yes	37+2	DE	No
105	2019	2019 GILLIG LOW FLOOR HYBRID	1	15GGD3015K3193225	4038	13,387	14	500,000	Yes	\$797,000	Yes	37+2	DE	No
106	2016	2016 NEW FLYER 60FOOT HYBRID	5	5FYH8YU19GB048642	6001	112,958	14	500,000	Yes	\$1,214,000	Yes	47+2	DE	No
107	2016	2016 NEW FLYER 60FOOT HYBRID	5	5FYH8YU10CB048643	6002	115,843	14	500,000	Yes	\$1,214,000	Yes	47+2	DE	No
108	2016	2016 NEW FLYER 60FOOT HYBRID	5	5FYH8YU12SB048644	6003	122,443	14	500,000	Yes	\$1,214,000	Yes	47+2	DE	No

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109	2016	2016 NEW FLYER 80FOOT HYBRID	5	5FYH8YU14CB048645	6004	125,710	14	500,000	Yes	\$1,214,000	Yes	47+2	DE	No
110	2016	2016 NEW FLYER 80FOOT HYBRID	5	5FYH8YU16CB048646	6005	118,441	14	500,000	Yes	\$1,214,000	Yes	47+2	DE	No
111	2016	2016 NEW FLYER 80FOOT HYBRID	5	5FYH8YU18CB048647	6006	118,459	14	500,000	Yes	\$1,214,000	Yes	47+2	DE	No
112	2016	2016 NEW FLYER 80FOOT HYBRID	5	5FYH8YU1XCB048648	6007	108,249	14	500,000	Yes	\$1,214,000	Yes	47+2	DE	No
113	2016	2016 NEW FLYER 80FOOT HYBRID	5	5FYH8YU11CB048649	6008	117,121	14	500,000	Yes	\$1,214,000	Yes	47+2	DE	No
114	2016	2016 NEW FLYER 80FOOT HYBRID	5	5FYH8YU18CB048650	6009	121,059	14	500,000	Yes	\$1,214,000	Yes	47+2	DE	No
115	2016	2016 NEW FLYER 80FOOT HYBRID	5	5FYH8YU1XCB048651	6010	119,364	14	500,000	Yes	\$1,214,000	Yes	47+2	DE	No
116	2018	2018 NEW FLYER 80FOOT HYBRID	5	5FYH8YU14KC055503	6011	39,825	14	500,000	Yes	\$1,214,000	Yes	54+2	DE	No
117	2018	2018 NEW FLYER 80FOOT HYBRID	5	5FYH8YU16KC055504	6012	41,322	14	500,000	Yes	\$1,214,000	Yes	54+2	DE	No
118	2008	2008 ELDORADO AEROTECH	11	1FD4E45F8DB56656	2174	282,564	10	300,000	Yes	\$96,280	Yes	15	D	No
119	2012	2012 ELDORADO AEROTECH	11	1FDFE4F5CDB15875	2301	184,947	10	300,000	Yes	\$96,280	Yes	15	G	No
120	2012	2012 ELDORADO AEROTECH	11	1FDFE4F57CDB15876	2302	185,383	10	300,000	Yes	\$96,280	Yes	15	G	No
121	2015	2015 ELDORADO AEROTECH	11	1GB8G8BL2F121806	2303	120,787	10	300,000	Yes	\$96,280	Yes	16	D	No
122	2015	2015 ELDORADO AEROTECH	11	1GB8G8BL6F1212621	2304	119,126	10	300,000	Yes	\$96,280	Yes	16	D	No
123	2019	FORD STARTRANS	11	1FDES8P0VKKA80824	2305	0	10	300,000	Yes	\$96,280	Yes	11	D	No
124	2008	2008 ELDORADO AEROTECH	11	1FD4E45F8DB56657	2169	347,828	10	300,000	Yes	\$96,280	Yes	15	D	No
125	2008	2008 ELDORADO AEROTECH	11	1FD4E45F8DB56658	2170	324,318	10	300,000	Yes	\$96,280	Yes	15	D	No
126	2008	2008 ELDORADO AEROTECH	11	1FD4E45F48DA50755	2171	341,600	10	300,000	Yes	\$96,280	Yes	15	D	No
127	2008	2008 ELDORADO AEROTECH	11	1FD4E45F8DB56660	2172	339,680	10	300,000	Yes	\$96,280	Yes	15	D	No
128	2008	2008 ELDORADO AEROTECH	11	1FD4E45F18DB56659	2173	317,693	10	300,000	Yes	\$96,280	Yes	15	D	No
129	2010	2010 ELDORADO AEROTECH	11	1FDFE4F8ADA24286	2175	311,825	10	300,000	Yes	\$96,280	Yes	14	D	No
130	2010	2010 ELDORADO AEROTECH	11	1FDFE4F8ADA24287	2176	299,628	10	300,000	Yes	\$96,280	Yes	14	D	No
131	2010	2010 ELDORADO AEROTECH	11	1FDFE4F8ADA24288	2177	289,977	10	300,000	Yes	\$96,280	Yes	14	D	No
132	2010	2010 ELDORADO AEROTECH	11	1FDFE4F8ADA24289	2178	302,685	10	300,000	Yes	\$96,280	Yes	14	D	No
133	2010	2010 ELDORADO AEROTECH	11	1FDFE4F8ADA24270	2179	315,883	10	300,000	Yes	\$96,280	Yes	14	D	No
134	2010	2010 ELDORADO AEROTECH	11	1FDFE4F8ADA24271	2180	312,748	10	300,000	Yes	\$96,280	Yes	14	D	No
135	2010	2010 ELDORADO AEROTECH	11	1FDFE4F8ADA24272	2181	303,957	10	300,000	Yes	\$96,280	Yes	14	D	No
136	2010	2010 ELDORADO AEROTECH	11	1FDFE4F8ADA24273	2182	302,688	10	300,000	Yes	\$96,280	Yes	14	D	No
137	2010	2010 ELDORADO AEROTECH	11	1FDFE4F8ADA24274	2183	302,483	10	300,000	Yes	\$96,280	Yes	14	D	No
138	2015	2015 ELDORADO AEROTECH	11	1GB8GVBL2G1164093	2501	132,233	10	300,000	Yes	\$96,280	Yes	14	D	No
139	2015	2015 ELDORADO AEROTECH	11	1GB8GVBL5G1163489	2502	124,790	10	300,000	Yes	\$96,280	Yes	14	D	No
140	2015	2015 ELDORADO AEROTECH	11	1GB8GVBL4G1165441	2503	128,965	10	300,000	Yes	\$96,280	Yes	14	D	No
141	2015	2015 ELDORADO AEROTECH	11	1GB8GVBL6G1165098	2504	126,478	10	300,000	Yes	\$96,280	Yes	14	D	No
142	2015	2015 ELDORADO AEROTECH	11	1GB8GVBL9G1164351	2505	131,018	10	300,000	Yes	\$96,280	Yes	14	D	No
143	2015	2015 ELDORADO AEROTECH	11	1GB8GVBL8G1164230	2506	119,276	10	300,000	Yes	\$96,280	Yes	14	D	No
144	2015	2015 ELDORADO AEROTECH	11	1GB8GVBL4G1168184	2507	119,608	10	300,000	Yes	\$96,280	Yes	14	D	No

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145	2015 EL DORADO AEROTECH	11	1GB6GVBL6G1164971	2508	120,065	10	300,000	Yes	\$96,280	Yes	14	D	No
146	2015 EL DORADO AEROTECH	11	1GB6GVBLXG1167551	2509	111,051	10	300,000	Yes	\$96,280	Yes	14	D	No
147	2015 EL DORADO AEROTECH	11	1GB6GVBL4G1167304	2510	118,782	10	300,000	Yes	\$96,280	Yes	14	D	No
148	2015 EL DORADO AEROTECH	11	1GB6GVBL4G1167027	2511	113,512	10	300,000	Yes	\$96,280	Yes	14	D	No
149	2015 EL DORADO AEROTECH	11	1GB6GVBL4G1163740	2512	103,359	10	300,000	Yes	\$96,280	Yes	14	D	No
150	2017 EL DORADO AEROTECH	11	1GB6GSBL8F1166287	2513	67,313	10	300,000	Yes	\$96,280	Yes	14	D	No
151	2016 TOYOTA SIENNA VAN	14	5TDKK3DC0G5738855	3013	72,704	7	100,000	Yes	\$96,280	No	7	G	No
152	FORD TRANSIT	14	1FBVU4XXV7HKA19555	5001	70,821	10	300,000	Yes	\$96,280	Yes	6	D	No
153	FORD TRANSIT	14	1FBVU4XXV5HKA19554	5002	73,886	10	300,000	Yes	\$96,280	Yes	6	D	No
154	FORD TRANSIT	14	1FBVU4XXV9JKA70383	5003	36,558	10	300,000	Yes	\$96,280	Yes	6	D	No
155	FORD TRANSIT	14	1FBVU4XXV4JKA70389	5004	23,826	10	300,000	Yes	\$96,280	Yes	6	D	No
156	FORD TRANSIT	14	1FBVU4XXV6JKA70390	5005	31,463	10	300,000	Yes	\$96,280	Yes	6	D	No
157	FORD TRANSIT	14	1FBVU4XXV6JKA70387	5006	33,670	10	300,000	Yes	\$96,280	Yes	6	D	No
158	FORD TRANSIT	14	1FBVU4XXV8JKA70388	5007	32,885	10	300,000	Yes	\$96,280	Yes	6	D	No
159	FORD TRANSIT	14	1FBVU4XXV8JKA70391	5008	23,733	10	300,000	Yes	\$96,280	Yes	6	D	No
160	FORD TRANSIT	14	1FBVU4XXV2JKA70384	5009	33,537	10	300,000	Yes	\$96,280	Yes	6	D	No
161	FORD TRANSIT	14	1FBVU4XXV2JKA70385	5010	30,155	10	300,000	Yes	\$96,280	Yes	6	D	No
162	FORD TRANSIT	14	1FBVU4XXV4JKA70386	5011	29,093	10	300,000	Yes	\$96,280	Yes	6	D	No
163	FORD TRANSIT	14	1FBVU4XXV4JKA70392	5012	27,810	10	300,000	Yes	\$96,280	Yes	6	D	No
164	FORD STARTRANS	11	1FDES8PV4JK831904	5101	34,514	10	300,000	Yes	\$96,280	Yes	8	D	No
165	FORD STARTRANS	11	1FDES8PV9JK831915	5102	31,139	10	300,000	Yes	\$96,280	Yes	8	D	No
166	FORD STARTRANS	11	1FDES8PV3JK831912	5103	22,997	10	300,000	Yes	\$96,280	Yes	8	D	No
167	FORD STARTRANS	11	1FDES8PV0JK83467	5104	25,512	10	300,000	Yes	\$96,280	Yes	8	D	No
168	FORD STARTRANS	11	1FDES8PV0JK83470	5105	29,118	10	300,000	Yes	\$96,280	Yes	8	D	No
169	FORD STARTRANS	11	1FDES8PV6JK83473	5106	26,503	10	300,000	Yes	\$96,280	Yes	8	D	No
170	FORD STARTRANS	11	1FDES8PV3JK831909	5107	27,369	10	300,000	Yes	\$96,280	Yes	8	D	No
171	FORD STARTRANS	11	1FDES8PV7JK83465	5108	26,375	10	300,000	Yes	\$96,280	Yes	8	D	No
172	FORD STARTRANS	11	1FDES8PV3JK83463	5109	29,580	10	300,000	Yes	\$96,280	Yes	8	D	No
173	FORD STARTRANS	11	1FDES8PV6JK831905	5110	30,552	10	300,000	Yes	\$96,280	Yes	8	D	No
174	FORD STARTRANS	11	1FDES8PV2JK831917	5111	26,338	10	300,000	Yes	\$96,280	Yes	8	D	No
175	FORD STARTRANS	11	1FDES8PV5JK831913	5112	25,233	10	300,000	Yes	\$96,280	Yes	8	D	No
176	FORD STARTRANS	11	1FDES8PV5JK83464	5113	23,802	10	300,000	Yes	\$96,280	Yes	8	D	No
177	FORD STARTRANS	11	1FDES8PV4JK83469	5114	23,219	10	300,000	Yes	\$96,280	Yes	8	D	No
178	FORD STARTRANS	11	1FDES8PV5JK83465	5115	23,939	10	300,000	Yes	\$96,280	Yes	8	D	No
179	FORD STARTRANS	11	1FDES8PV7JK831914	5116	19,522	10	300,000	Yes	\$96,280	Yes	8	D	No
180	FORD STARTRANS	11	1FDES8PV2JK83471	5117	21,565	10	300,000	Yes	\$96,280	Yes	8	D	No

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181	2018 FORD STARTRANS	11	1FDES8PVXJK31907	5118	23,079	10	300,000	Yes	\$96,280	Yes	8	D	No
182	2018 FORD STARTRANS	11	1FDES8PV1JK33482	5119	19,157	10	300,000	Yes	\$96,280	Yes	8	D	No
183	2018 FORD STARTRANS	11	1FDES8PV3JK33468	5120	18,316	10	300,000	Yes	\$96,280	Yes	8	D	No
184	2018 FORD STARTRANS	11	1FDES8PV4JK33472	5121	20,033	10	300,000	Yes	\$96,280	Yes	8	D	No
185	2018 FORD STARTRANS	11	1FDES8PV0JK31916	5122	21,419	10	300,000	Yes	\$96,280	Yes	8	D	No
186	2018 FORD STARTRANS	11	1FDES8PV2JK33461	5123	19,880	10	300,000	Yes	\$96,280	Yes	8	D	No
187	2018 FORD STARTRANS	11	1FDES8PV2JK33468	5124	13,025	10	300,000	Yes	\$96,280	Yes	8	D	No
188	2009 CHEVY EXPRESS VAN	13	1GAHG35K791145662	1016	27,030	7	75,000	Yes	\$34,240	No	12	G	No
189	2010 TOYOTA SIENNA	13	5TDK4KCC1A533015	1021	71,933	7	75,000	Yes	\$34,240	No	7	G	No
190	2010 TOYOTA SIENNA	13	5TDK4KCC7A533522	1024	71,337	7	75,000	Yes	\$34,240	No	7	G	No
191	2010 TOYOTA SIENNA	13	5TDK4KCC6A533587	1025	74,353	7	75,000	Yes	\$34,240	No	7	G	No
192	2012 DODGE CARAVAN	13	2C4RDGBG8CR365669	1027	66,185	7	75,000	Yes	\$34,240	No	7	G	Yes
193	2012 CHEVY EXPRESS VAN	13	1GAZGYFA6C1184062	1029	66,745	7	75,000	Yes	\$34,240	No	12	G	Yes
194	2013 DODGE CARAVAN	13	2C4RDGBG0DR694442	1030	102,849	7	75,000	Yes	\$34,240	No	7	G	Yes
195	2013 DODGE CARAVAN	13	2C4RDGBG0DR694441	1031	49,509	7	75,000	Yes	\$34,240	No	7	G	Yes
196	2013 DODGE CARAVAN	13	2C4RDGBG7DR694440	1032	69,534	7	75,000	Yes	\$34,240	No	7	G	Yes
197	2013 DODGE CARAVAN	13	2C4RDGBG0DR694439	1033	47,958	7	75,000	Yes	\$34,240	No	7	G	Yes
198	2013 DODGE CARAVAN	13	2C4RDGBG2DR764023	1035	41,248	7	75,000	Yes	\$34,240	No	7	G	Yes
199	2013 DODGE CARAVAN	13	2C4RDGBG0DR764022	1036	40,276	7	75,000	Yes	\$34,240	No	7	G	Yes
200	2013 DODGE CARAVAN	13	2C4RDGBG4DR764024	1037	64,178	7	75,000	Yes	\$34,240	No	7	G	Yes
201	2013 DODGE CARAVAN	13	2C4RDGBG6DR764025	1038	86,465	7	75,000	Yes	\$34,240	No	7	G	Yes
202	2014 NISSAN QUEST	13	JN8AEZKP7E9104424	1039	30,598	7	75,000	Yes	\$34,240	No	7	G	Yes
203	2014 NISSAN QUEST	13	JN8AEZKP0E9105463	1040	7,2821	7	75,000	Yes	\$34,240	No	7	G	Yes
204	2014 NISSAN QUEST	13	JN8AEZKP1E9104487	1041	69,492	7	75,000	Yes	\$34,240	No	7	G	Yes
205	2014 NISSAN QUEST	13	JN8AEZKP9E9106482	1042	109,533	7	75,000	Yes	\$34,240	No	7	G	Yes
206	2014 NISSAN QUEST	13	JN8AEZKP2E9102418	1043	36,980	7	75,000	Yes	\$34,240	No	7	G	Yes
207	2014 NISSAN QUEST	13	JN8AEZKP0E9106287	1044	40,892	7	75,000	Yes	\$34,240	No	7	G	Yes
208	2014 NISSAN QUEST	13	JN8AEZKP9E9107812	1045	45,464	7	75,000	Yes	\$34,240	No	7	G	Yes
209	2014 NISSAN QUEST	13	JN8AEZKP9E9102352	1046	40,930	7	75,000	Yes	\$34,240	No	7	G	Yes
210	2014 NISSAN QUEST	13	JN8AEZKP1E9103026	1047	64,029	7	75,000	Yes	\$34,240	No	7	G	Yes
211	2015 DODGE CARAVAN	13	2C4RDGBG8GR152494	1049	66,838	7	75,000	Yes	\$34,240	No	7	G	Yes
212	2015 DODGE CARAVAN	13	2C4RDGBG8GR139840	1050	18,096	7	75,000	Yes	\$34,240	No	7	G	Yes
213	2015 DODGE CARAVAN	13	2C4RDGBG1GR152495	1051	51,413	7	75,000	Yes	\$34,240	No	7	G	Yes
214	2015 DODGE CARAVAN	13	2C4RDGBG3GR152496	1052	62,901	7	75,000	Yes	\$34,240	No	7	G	Yes
215	2015 DODGE CARAVAN	13	2C4RDGBG8GR143866	1053	12,235	7	75,000	Yes	\$34,240	No	7	G	Yes
216	2018 FORD TRANSIT	13	1FBZV2ZG0JKA52897	1054	12,742	7	75,000	Yes	\$34,240	No	12	G	0

C-TRAN Public Transportation Management System: Rolling Stock - February 2020

No.	Year	Make/Model	Vehicle Code	Vehicle Id Number (VIN)	Agency Vehicle Number	Actual Life Odometer	Agency's ULB (Year)	Agency's ULB (Miles)	Maintenance Current? Yes/No	Replacement Cost \$	ADA Access Yes/No	Seating Capacity	Fuel Type	WSDOT Title Yes/No
217	2018	FORD TRANSIT	13	1FBZXXZG2JKA52898	1055	6744	7	75,000	Yes	\$34,240	No	12	G	0
218	2018	FORD TRANSIT	13	1FBZXXZG7JKA52900	1056	10870	7	75,000	Yes	\$34,240	No	12	G	0
219	2018	FORD TRANSIT	13	1FBZXXZG4JKA52899	1057	13104	7	75,000	Yes	\$34,240	No	12	G	0
220	2018	FORD TRANSIT CONNECT	13	NM0GE9F70J1369765	1058	14376	7	75,000	Yes	\$34,240	No	7	G	0
221	2018	FORD TRANSIT CONNECT	13	NM0GE9F76J1369768	1059	2688	7	75,000	Yes	\$34,240	No	7	G	0
222	2018	FORD TRANSIT CONNECT	13	NM0GE9F78J1369769	1060	1807	7	75,000	Yes	\$34,240	No	7	G	0
223	2018	FORD TRANSIT CONNECT	13	NM0GE9F77J1369763	1061	11939	7	75,000	Yes	\$34,240	No	7	G	0
224	2018	FORD TRANSIT CONNECT	13	NM0GE9F72J1369766	1062	98	7	75,000	Yes	\$34,240	No	7	G	0
225	2018	FORD TRANSIT CONNECT	13	NM0GE9F79J1369764	1063	86	7	75,000	Yes	\$34,240	No	7	G	0
226	2018	FORD TRANSIT CONNECT	13	NM0GE9F74J1369767	1064	14746	7	75,000	Yes	\$34,240	No	7	G	0
227	2019	TOYOTA SIENNA	13	5TDKZ3DC7KS975082	1065	205	7	75,000	Yes	\$34,240	No	7	G	0

C-TRAN Public Transportation Management System: Equipment - February 2020

No.	Code	Equipment Description	Condition (points)	Age (years)	Replacement Cost (\$)	Comments (If more than two lines, attach a separate comment page)
1	5	1993 DODGE W350-4X4	2.8	26	\$73,319.00	
2	5	2000 FORD F550-4X4	2.8	19	\$73,319.00	Repurposed to Facilities in 2020
3	5	2019 FORD F550 4WD 18,000 GWR	5.0	0	\$73,319.00	
4	5	2006 FORD F550-4X4-2DR CAB	4.0	13	\$73,319.00	
5	5	2007 FORD F550-4X4-4DR CAB	3.8	12	\$73,319.00	
6	5	2008 FORD F350-4X4-CREW CAB	3.8	11	\$73,319.00	
7	5	2008 FREIGHTLINER V42	3.8	11	\$115,932.22	
8	5	2008-CHEVROLET-UPLANDER	2.8	11	\$37,730.00	
9	5	2009 CHEVY EXPRESS VAN	2.8	10	\$37,730.00	Repurposed to Maintenance for service vehicles
10	5	2009 CHEVY EXPRESS VAN	2.8	10	\$37,730.00	Repurposed to Maintenance for service vehicles
11	5	2009 CHEVY EXPRESS VAN	2.8	10	\$37,730.00	Repurposed
12	5	2009 CHEVY EXPRESS VAN	2.8	10	\$37,730.00	Repurposed
13	5	2009 DODGE GRAND CARAVAN	2.8	10	\$37,730.00	To be replaced by vehicle 207 in 2020, will then be repurposed for Ops
14	5	2013 DODGE GRAND CARAVAN	3.0	6	\$37,730.00	
15	5	2013 DODGE GRAND CARAVAN	3.0	6	\$37,730.00	Repurposed to travel trainer
16	5	2013 DODGE GRAND CARAVAN	3.0	6	\$37,730.00	This vehicle has surpassed its ULB millage of 100,000 and was repurposed for passenger services
17	5	2013 DODGE GRAND CARAVAN	3.0	6	\$37,730.00	
18	5	2013-FORD-FOCUS SE	3.0	6	\$37,730.00	
19	5	2014 DODGE GRAND CARAVAN	3.0	5	\$37,730.00	
20	5	2014 DODGE GRAND CARAVAN	3.0	5	\$37,730.00	
21	5	2014 DODGE GRAND CARAVAN	3.0	5	\$37,730.00	Repurposed to Security
22	5	2015 DODGE RAM 3500-4X4	4.0	4	\$73,319.00	
23	5	2015 DODGE RAM 3500-4X4	4.0	4	\$73,319.00	
24	5	2016 ISUZU SWEEPER TRUCK	4.0	2	\$156,270.00	
25	5	2015 DODGE GRAND CARAVAN	3.4	4	\$37,730.00	Repurposed to Security
26	5	2016 DODGE GRAND CARAVAN	3.4	3	\$37,730.00	Repurpose to Security in 2019
27	5	2016 DODGE GRAND CARAVAN	3.4	3	\$37,730.00	Repurposed to Security in 2020
28	5	2017 NISSAN LEAF	3.4	2	\$30,300.00	
29	5	2017 EAGLE TUG	4.0	2	\$80,350.00	
30	5	FORD EXPLORER FWD	5.0	1	\$37,730.00	
31	5	FORD EXPLORER FWD	5.0	1	\$37,730.00	
32	5	FORD EXPLORER FWD	5.0	1	\$37,730.00	
33	5	FORD EXPLORER AWD	5.0	0	\$37,730.00	
34	5	BUZZ LANDSCAPING-TRAILER	2.8	27	\$12,680.00	
35	5	TAYLOR-DUNN CART	2.8	13	\$13,000.00	
36	9	GENIE SCISSOR LIFT	5.0	0	\$13,930.00	
37	9	GENIE SCISSOR LIFT	5.0	0	\$13,930.00	
38	5	ROADKING TRAILER	4.0	16	\$12,680.00	
39	5	NORTHSTAR TRAILER/PRESSURE WASHER	4.0	2	\$13,700.00	
40	5	HYSTER FORKLIFT	4.0	3	\$38,380.00	
41	5	YALE FORKLIFT	3.0	20	\$38,380.00	
42	5	BROSSARD TRAILER/WATERING TANK	2.8	26	\$12,680.00	
43	5	TOYOTA FORKLIFT	5.0	3	\$38,380.00	

C-TRAN Public Transportation Management System: Equipment - February 2020

No.	Code	Equipment Description	Condition (points)	Age (years)	Replacement Cost (\$)	Comments <i>(If more than two lines, attach a separate comment page)</i>
44	5	KBAR TRAILER/PRESSURE WASHER	5.0	0	\$13,700.00	
45	5	KBAR TRAILER/PRESSURE WASHER	5.0	0	\$13,700.00	
46	5	TOYOTA FORKLIFT	5.0	0	\$38,380.00	
47	5	CUMMIN GENERATOR FISHERS LANDING	4.0	2	\$141,071.12	
48	5	KOHLER GENERATOR AOM	3.8	6	\$68,427.10	
49	8	RADIO SYSTEM	3.0	4	\$959,265.81	New radio system placed in service in 2015 for paratransit and support vehicles. New systems placed in service in 2016 for fixed route vehicles and portables/hand helds.
50	3	SECURITY CAMERAS	2.8	2	\$1,769,931.36	
51	4	VAST / ITS EQUIPMENT (CAD / AVL)	3.8	3	\$3,141,571.59	CAD/AVL system replaced in 2016
52	2	FAREBOX SYSTEMS	3.8	3	\$2,722,106.82	Additional fareboxes acquired in 2019
53	4	COMPUTER SYSTEMS	2.8	15	\$7,225,091.25	Systems are scheduled for replacement in 2018.

C-TRAN Public Transportation Management System: Facilities - February 2020

Facility No.	Code	Facility Name	Condition (points)	Age (Year)	Remaining Useful Life	Replacement Cost (\$)	Comments (If more than two lines, attach a separate comment page)
1	11	North Maintenance Building	2.9	1982	2	\$4,785,341	Maintenance facility Remodel placed into service in 2016 (expenses throu 12/17) and original asset 1982. Deemed to be safe.
2	11	South Maintenance Building	5.0	2016	26	\$13,646,576	Maintenance facility expansion placed into service in 2016 (expenses throu 12/17). New Paint Booth placed in service in 2016. 2 (3 post ECO90), 4-individual vehicle exhaust systems, AOM lighting, Frame straightener, lube matrix system, tire storage rack
3	21	Bus Wash	4.0	1983	3	\$1,233,676	Org Bus Wash building. 1983; Bus Wash Retrofit completed in 2015.
4	21	Fuel Island, AOM	3.0	1983	3	\$396,613	Deemed to be safe.
5	10	Administration	3.0	1982	2	\$3,809,843	New roof. 2006
6	23	Operations	2.5	2006	26	\$2,581,387	Deemed to be safe.
7	9	Evergreen Park & Ride	3.0	1990	-1	\$4,716,694	271 parking spaces. Deemed to be safe.
8	6	Vancouver Mall Transit Center	5.0	2017	28	\$9,209,777	Facility construction completed in 2017
9	6	Fisher's Landing Transit Center	4.0	1998	6	\$19,331,601	Parking lot expansion 2016, Parking lot lighting upgrade, Parking lot seal coat and restripe
10	6	99th Street Transit Center	3.8	2006	13	\$24,325,856	Parking lot relamp
11	6	Salmon Creek Park & Ride	4.0	2011	1	\$232,571	-
12	10	Administrative Building 51st Circle	4.0	1996	24	\$6,800,000	New Flooring. Interior, exterior lighting and office space was built out in 2019.
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APPENDIX C

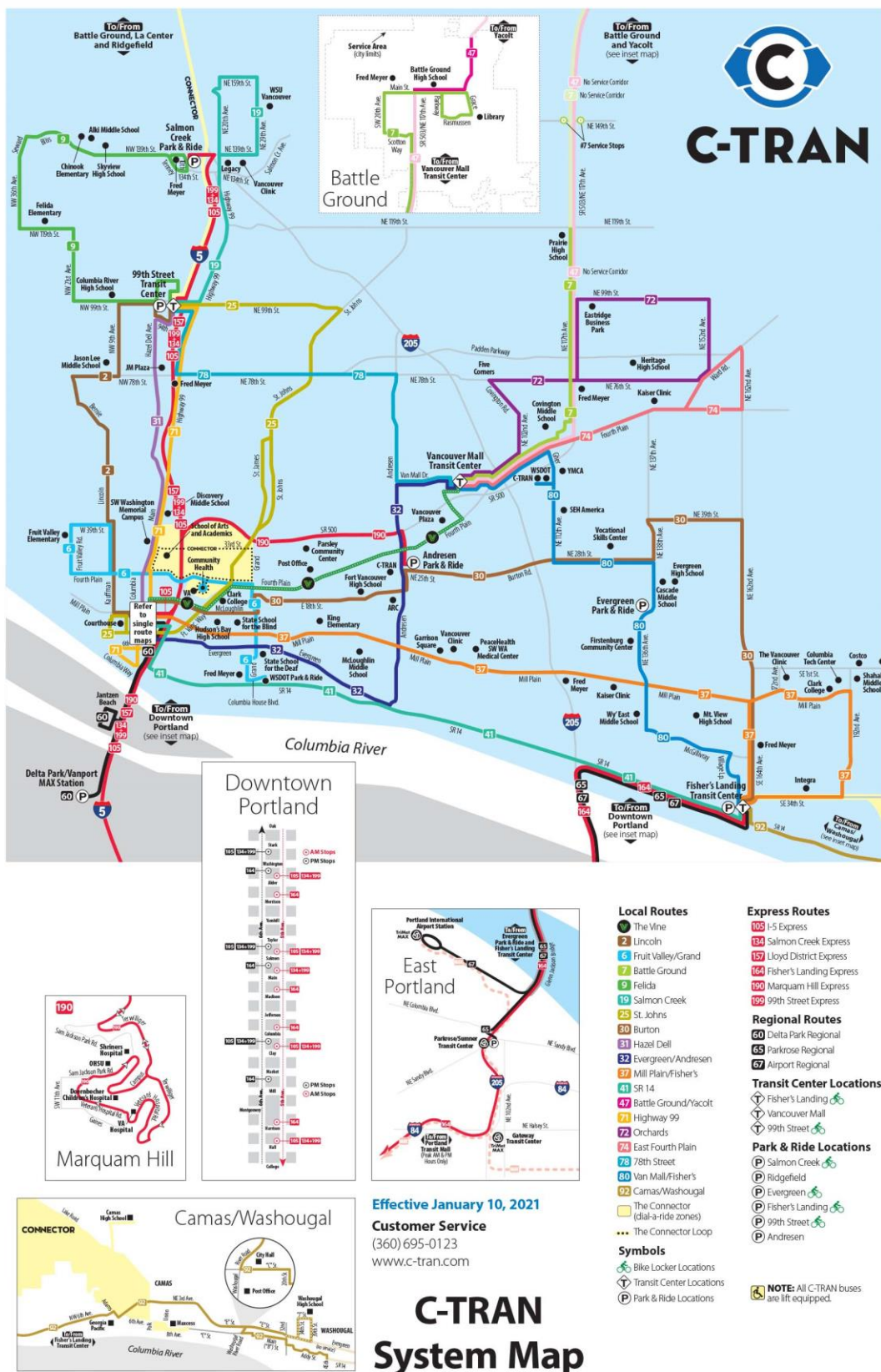
Fixed Route Operating Characteristics by Route as of January 2021

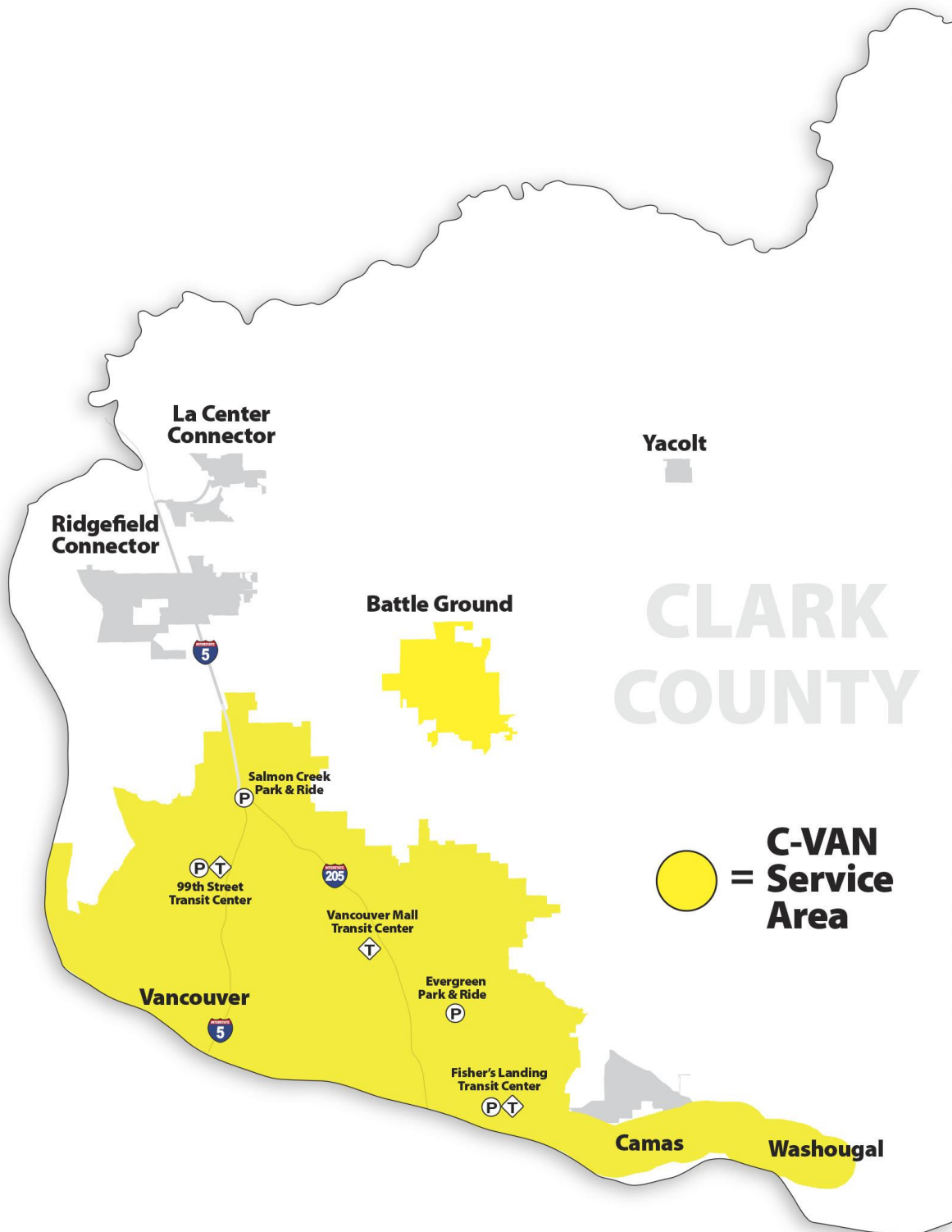
FIXED ROUTE SERVICE OPERATING CHARACTERISTICS (Effective January 2021)							
Bus Route	Route Name	Weekday Service First Trip Begins	Weekday Service Last Trip Ends	Weekday Service Peak Frequency (minutes)	Saturday Service	Sunday/Holiday Service	Area Served (TC=Transit Center, P&R= Park & Ride)
LOCAL ROUTES							
Vine	Vine BRT	4:25 a.m.	1:06 a.m.	12	Yes	Yes	Vancouver Mall TC to downtown Vancouver via Fourth Plain
2	Lincoln	6:30 a.m.	7:19 p.m.	60	Yes	No	Downtown Vancouver to 99th St. P&R
6	Fruit Valley /Grand	5:41 a.m.	8:21 p.m.	30	Yes	Yes	Fruit Valley, VA Hospital, Grand Central
7	Battle Ground	5:45 a.m.	9:26 p.m.	30	Yes	Yes	Vancouver Mall TC to Battle Ground
9	Felida	6:27 a.m.	6:49 p.m.	60	Yes	No	99th St. TC through Felida to Salmon Creek P&R
19	Salmon Creek	6:00 a.m.	9:32 p.m.	30	Yes	No	99th St. TC to Legacy Hospital and WSU Vancouver via Highway 99
25	Saint Johns	5:25 a.m.	9:11 p.m.	30	Yes	Yes	Downtown Vancouver to 99th St. TC via St. Johns
30	Burton	6:00 a.m.	9:52 p.m.	30	Yes	Yes	Downtown Vancouver to Fisher's Landing via Burton Road
31	Hazel Dell	5:30 a.m.	9:42 p.m.	30	Yes	Yes	99th St. TC to Downtown Vancouver
32	Evergreen/Andresen	5:50 a.m.	9:50 p.m.	30	Yes	Yes	Downtown Vancouver to Vancouver Mall TC
37	Mill Plain/Fisher's	4:47 a.m.	1:10 a.m.	15	Yes	Yes	Downtown Vancouver to Fisher's Landing TC via Mill Plain and branching to 164th Ave. or 192nd Ave.
41	SR 14	7:00 a.m.	6:05 p.m.	3 a.m. trips/3 p.m. trips	No	No	Fisher's Landing TC to Downtown Vancouver via SR-14
47	Battle Ground / Yacolt	5:12 a.m.	7:58 p.m.	1 a.m. trip/ 1p.m. rip	No	No	Yacolt and Battle Ground to 99th St. TC, and downtown Vancouver
71	Highway 99	5:20 a.m.	12:06 a.m.	15	Yes	Yes	Downtown Vancouver to 99th St. TC via Hwy 99
72	Orchards	5:00 a.m.	9:42 p.m.	30	Yes	Yes	Vancouver Mall TC to Orchards area
74	East Fourth Plain	5:00 a.m.	9:38 p.m.	60	Yes	Yes	Vancouver Mall TC to 162nd Ave. along Fourth Plain
78	78th Street	4:45 a.m.	10:07 p.m.	30	Yes	Yes	Vancouver Mall TC to 99th St. TC via 78th St.

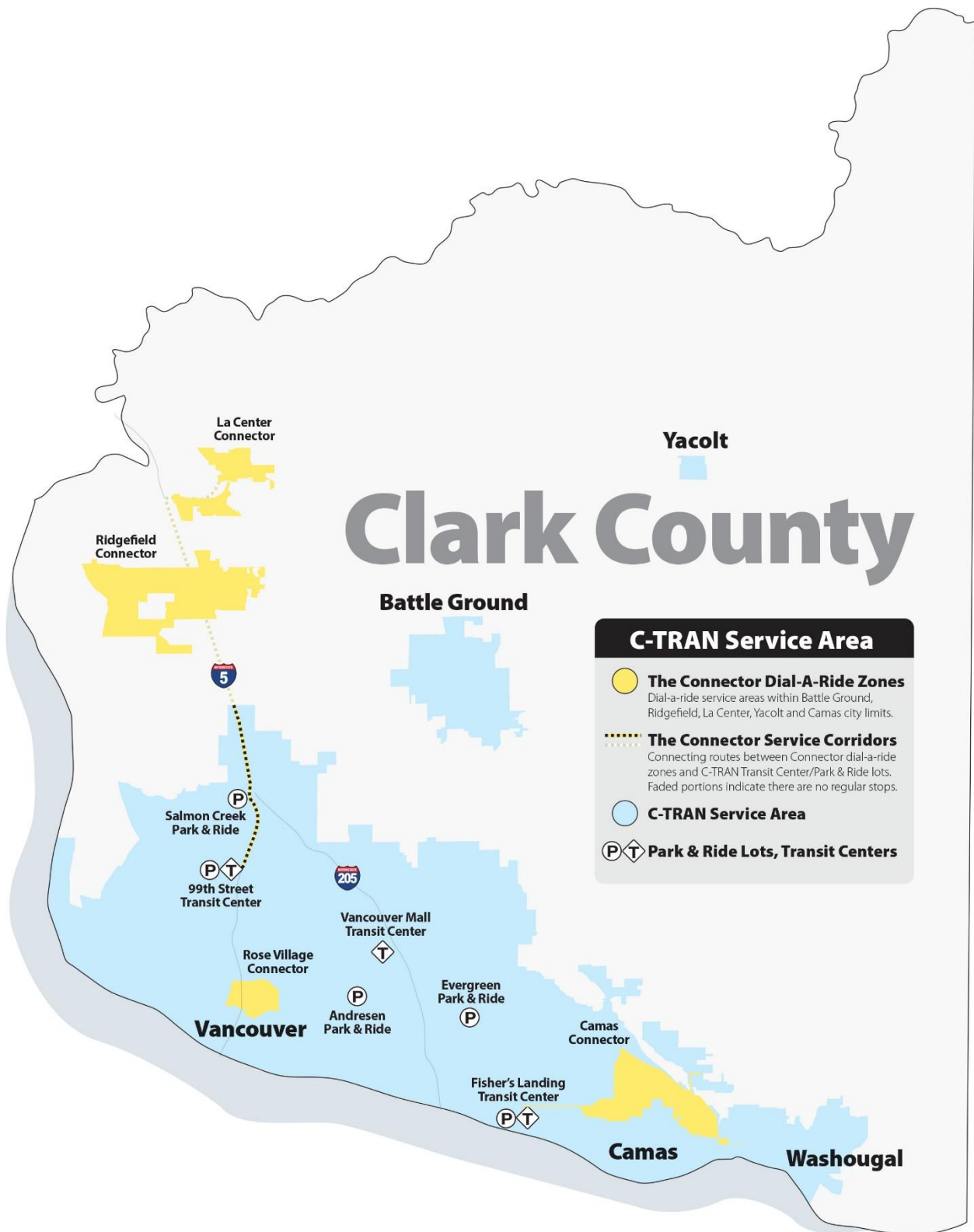
Bus Route	Route Name	Weekday Service First Trip Begins	Weekday Service Last Trip Ends	Weekday Service Peak Frequency (minutes)	Saturday Service	Sunday/Holiday Service	Area Served (TC=Transit Center, P&R=Park & Ride)
LOCAL ROUTES (CONTINUED)							
80	Van Mall/Fisher's Landing	5:20 a.m.	9:32 p.m.	30	Yes	Yes	Fisher's Landing TC to Vancouver Mall TC
92	Camas/Washougal	5:36 a.m.	7:50 p.m.	30	Yes	Yes	Fisher's Landing TC to Camas and Washougal
REGIONAL ROUTES							
60	Delta Park Regional	4:50 a.m.	12:42 a.m.	15	Yes	Yes	Downtown Vancouver and Delta Park/Vanport MAX station
65	Park Rose Regional	5:00 a.m.	8:41 p.m.	15	Yes	Yes	Fisher's Landing TC to TriMet's Parkrose TC
67	Airport Regional	2:15 p.m.	12:15 a.m.	30	No	No	Fisher's Landing TC to Portland International Airport
EXPRESS ROUTES							
105	I-5 Express	5:38 a.m.	8:07 p.m.	20	No	No	Salmon Creek P&R, 99th St. TC, downtown Vancouver and downtown Portland
134	Salmon Creek Express	5:20 a.m.	7:10 p.m.	15	No	No	Salmon Creek P&R to downtown Portland
157	Lloyd District Express	6:00 a.m.	5:53 p.m.	6 a.m. trips/ 4 p.m. trips	No	No	99th St. TC to Lloyd Center (Portland)
164	Fisher's Landing Express	5:20 a.m.	7:53 p.m.	10	No	No	Fisher's Landing TC to downtown Portland
177	Evergreen Express	Temporarily suspended	-	-	No	No	Evergreen P&R to downtown Portland
190	Marquam Hill Express	6:00 a.m.	5:57 p.m.	5 a.m. trips/ 5 p.m. trips	No	No	Andresen P&R and BPA P&R to Marquam Hill (Portland)
199	99th Street Express	Temporarily suspended	-	-	No	No	99th St. TC to downtown Portland

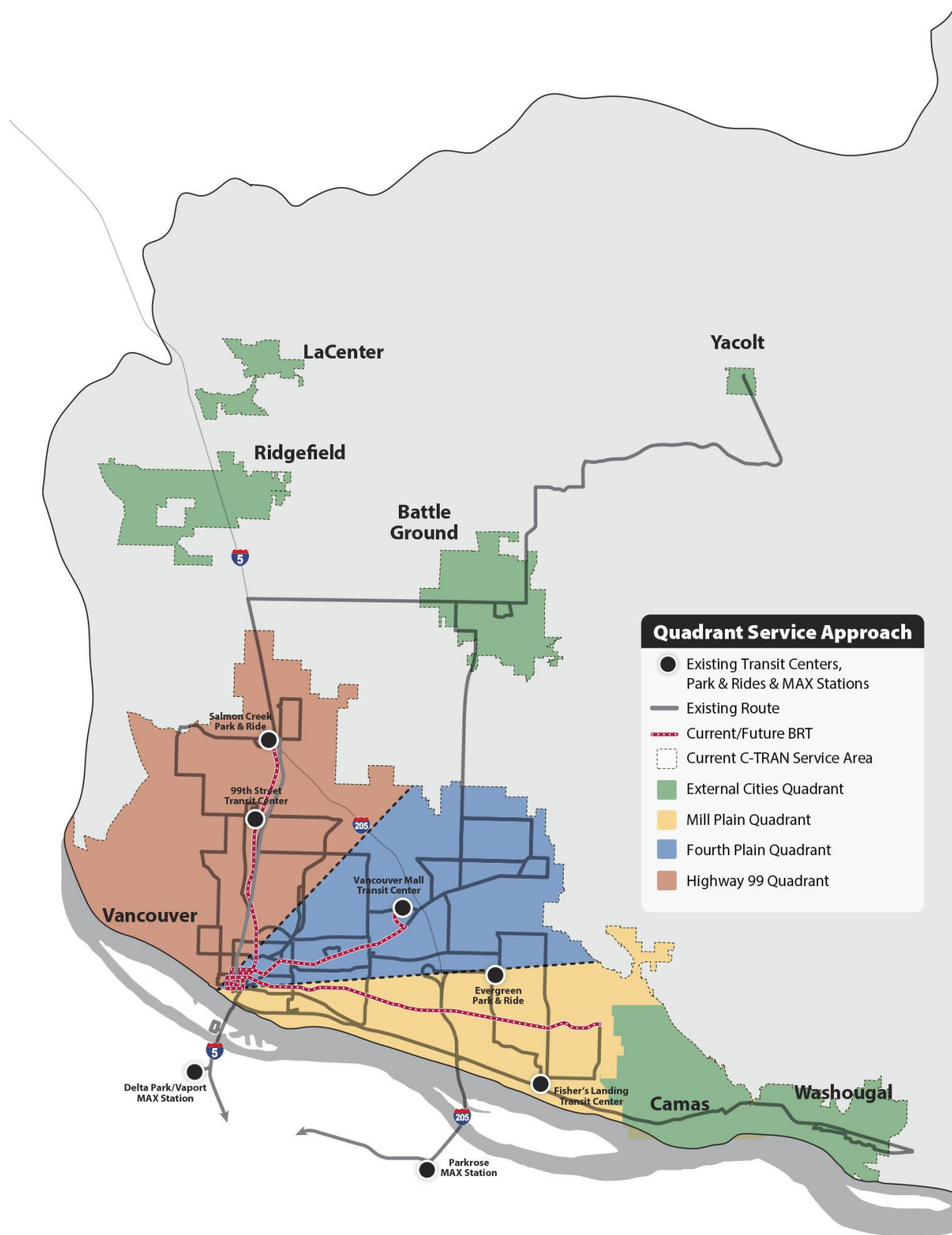
APPENDIX D

Service Area Maps









APPENDIX E

Historical Operating Information 2011-2020

CLARK COUNTY PTBA
OPERATING INFORMATION

	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011
PASSENGER BOARDINGS										
A. Fixed Route	3,696,812	5,989,797	5,918,875	5,726,870	5,622,099	5,856,838	6,061,350	6,193,249	6,614,724	6,723,798
B. Demand Response	112,524	264,391	257,655	245,919	249,532	248,788	235,508	231,021	217,468	206,596
C. Vanpool	23,146	40,874	44,222	54,894	68,864	68,880	68,420	67,031	56,758	28,210
PASSENGER MILES										
A. Fixed Route	18,361,933	29,567,198	26,211,237	24,429,193	30,940,572	34,671,520	36,035,215	38,399,963	32,408,972	33,748,700
B. Demand Response	800,411	1,948,246	1,863,845	1,792,498	1,825,707	1,662,815	1,703,745	1,671,950	1,542,584	1,468,523
C. Vanpool	593,870	1,112,113	1,115,534	1,433,406	1,858,333	1,956,221	2,014,887	1,996,671	1,570,340	756,260
OPERATING MILES										
A. Fixed Route	4,449,652	4,756,154	4,679,699	4,662,823	4,617,988	4,629,044	4,636,289	4,637,508	4,645,968	4,656,656
B. Demand Response	882,777	1,821,491	1,716,798	1,594,330	1,658,508	1,542,545	1,563,463	1,541,863	1,454,013	1,366,941
C. Vanpool	173,362	275,580	249,138	313,630	388,685	399,061	449,502	412,699	303,654	145,611
OPERATING HOURS										
A. Fixed Route	298,286	308,622	302,330	298,529	287,171	280,710	279,840	280,922	281,940	282,552
B. Demand Response	50,388	105,790	102,181	95,126	102,960	100,791	93,675	90,394	86,529	82,554
C. Vanpool	5,848	8,507	7,690	9,260	11,250	10,784	11,613	10,530	8,377	4,181
IN-SERVICE MILES										
A. Fixed Route	3,786,537	3,964,173	3,895,673	3,894,861	3,853,285	3,864,255	3,871,089	3,885,615	3,913,550	3,939,455
B. Demand Response	787,854	1,655,133	1,551,236	1,436,474	1,418,913	1,308,293	1,333,555	1,307,322	1,245,285	1,192,208
C. Vanpool	173,362	275,580	249,138	313,630	388,685	399,061	449,502	412,699	303,654	145,611
IN-SERVICE HOURS										
A. Fixed Route	271,331	277,789	273,632	270,430	259,434	253,300	252,900	254,632	256,684	258,137
B. Demand Response	44,898	96,863	93,645	87,175	94,736	92,548	86,327	83,040	79,515	75,949
C. Vanpool	5,848	8,507	7,690	9,260	11,250	10,784	11,613	10,530	8,377	4,181
NET OPERATING COST										
A. Fixed Route	\$43,894,025	\$43,607,149	\$41,334,575	\$38,749,748	\$35,905,043	\$35,067,226	\$34,525,032	\$31,782,774	\$31,056,732	\$29,950,728
B. Demand Response	11,088,523	14,364,989	13,476,709	12,079,991	11,654,619	11,009,898	9,908,729	8,999,439	8,524,114	7,771,570
C. Vanpool	403,057	448,150	452,220	477,595	491,405	452,514	229,465	189,693	172,019	102,203
OPERATING REVENUE										
A. Fixed Route	\$3,194,906	\$6,200,072	\$5,908,805	\$6,663,484	\$7,318,713	\$7,568,954	\$7,838,603	\$7,742,600	\$7,551,671	\$7,295,061
B. Demand Response	244,100	496,917	507,281	432,468	398,374	399,531	400,362	378,198	340,685	330,428
C. Vanpool	113,967	158,168	156,858	187,394	221,495	209,957	221,424	199,799	158,695	67,246
PASSENGERS PER IN-SERVICE HOUR										
A. Fixed Route	13.6	21.6	21.6	21.2	21.7	23.1	24.0	24.3	25.8	26.0
B. Demand Response	2.5	2.7	2.8	2.8	2.6	2.7	2.7	2.8	2.7	2.7
C. Vanpool	4.0	4.8	5.8	5.9	6.1	6.4	5.9	6.4	6.8	6.7

CLARK COUNTY PTBA OPERATING INFORMATION

	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011
COST PER PASSENGER MILE										
A. Fixed Route	\$2.39	\$1.47	\$1.58	\$1.59	\$1.16	\$1.01	\$0.96	\$0.83	\$0.96	\$0.89
B. Demand Response	\$13.85	\$7.37	\$7.23	\$6.74	\$6.38	\$6.62	\$5.82	\$5.38	\$5.53	\$5.29
C. Vanpool	\$0.68	\$0.40	\$0.41	\$0.33	\$0.26	\$0.23	\$0.11	\$0.10	\$0.11	\$0.14
COST PER OPERATING MILE										
A. Fixed Route	\$9.86	\$9.17	\$8.83	\$8.31	\$7.78	\$7.58	\$7.45	\$6.85	\$6.68	\$6.43
B. Demand Response	\$12.56	\$7.89	\$7.85	\$7.58	\$7.03	\$7.14	\$6.34	\$5.84	\$5.86	\$5.69
C. Vanpool	\$2.32	\$1.63	\$1.82	\$1.52	\$1.26	\$1.13	\$0.51	\$0.46	\$0.57	\$0.70
COST PER PASSENGER BOARDING										
A. Fixed Route	\$11.87	\$7.28	\$6.98	\$6.77	\$6.39	\$5.99	\$5.70	\$5.13	\$4.70	\$4.45
B. Demand Response	\$98.54	\$54.33	\$52.31	\$49.12	\$46.71	\$44.25	\$42.07	\$38.96	\$39.20	\$37.62
C. Vanpool	\$17.41	\$10.96	\$10.23	\$8.70	\$7.14	\$6.57	\$3.35	\$2.83	\$3.03	\$3.62
COST PER OPERATING HOUR										
A. Fixed Route	\$147.15	\$141.30	\$136.72	\$129.80	\$125.03	\$124.92	\$123.37	\$113.14	\$110.15	\$106.00
B. Demand Response	\$220.06	\$135.79	\$131.89	\$126.99	\$113.20	\$109.23	\$105.78	\$99.56	\$98.51	\$94.14
C. Vanpool	\$68.93	\$52.68	\$58.81	\$51.58	\$43.68	\$41.96	\$19.76	\$18.01	\$20.54	\$24.44
OPERATING REVENUE PER PASSENGER										
A. Fixed Route	\$0.86	\$1.04	\$1.00	\$1.16	\$1.30	\$1.29	\$1.29	\$1.25	\$1.14	\$1.08
B. Demand Response	\$2.17	\$1.88	\$1.97	\$1.76	\$1.60	\$1.61	\$1.70	\$1.64	\$1.57	\$1.60
C. Vanpool	\$4.92	\$3.87	\$3.55	\$3.41	\$3.22	\$3.05	\$3.24	\$2.98	\$2.80	\$2.38
PERCENT OF OPERATING REVENUE TO OPERATING COSTS										
A. Fixed Route	7.3	14.2	14.3	17.2	20.4	21.6	22.7	24.4	24.3	24.4
B. Demand Response	2.2	3.5	3.8	3.6	3.4	3.6	4.0	4.2	4.0	4.3
C. Vanpool	28.3	35.3	34.7	39.2	45.1	46.4	96.5	105.3	92.3	65.8
FULL-TIME EQUIVALENT EMPLOYEES										
Total	422	464	450	433	422	411	400	394	393	384
CAPITAL ASSETS - FLEET VEHICLES										
A. Fixed Route	123	122	120	118	111	108	108	108	108	108
B. Demand Response	63	64	60	60	56	52	52	52	52	58
C. Vanpool	39	40	40	45	47	51	47	38	29	20

Notes:

* Data for passenger boardings and passenger miles reflect the National Transit Database (NTD) data and are computed on a statistically sampled basis, and subject to statistical variations from year to year.

* Data for operating and in-service miles and hours match the NTD reported data.

* Net operating cost excludes cost of service contracted to the Tri-County Metropolitan Transit District, Portland, Oregon (TriMet), depreciation and leases and includes the off-book entry in 2018 and 2019.

* Operating revenue includes passenger revenue, the sale of maps and rider's digests, revenue from contracts to provide additional service, advertising revenue, and room rental for use of the Rose F. Besseman Community Room at Fisher's Landing Transit Center.

APPENDIX F

C-TRAN LEP Language Implementation Plan

Language Implementation Plan

2020

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, Customer 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 FTA requires that it develop a LIP to help ensure 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 LIP are determined by four (4) identifying factors, which are established by the Department of Justice; however, each recipient has discretion as to how the four (4) factors are applied when creating their individualized plans. The four (4) 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 five 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 (2) 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 U.S. Census is no more than two 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 (4) 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.

Determining Factors and Limitations to LEP Outreach

- *What geographic area or percentage of riders is impacted?*

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.

At least 3.2% 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 (1) 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 Customer Services;
- Rider Alerts;
- Automatic Web site Translation;
- Brochures and Posters;
- Channel Cards On-Board Buses;
- ESL Publications; and
- 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 G

Annual Cash Flow Statements

2021-2026 Estimated

C-TRAN
2021 CASHFLOW

	GENERAL FUND	WORKING CAPITAL	CAPITAL FUND	SELF INSURANCE	DEBT SERVICE	TOTAL
BEGINNING BALANCE 1/1/21	\$ 0	\$ 17,420,830	\$ 85,455,617	\$ 1,388,436	\$ 0	\$ 104,264,883
2021 REVENUES						
SALES TAX	76,132,700	0	0	0	0	76,132,700
FTA-OPERATING GRANTS	30,403,300	0	0	0	0	30,403,300
WSDOT-OPERATING GRANTS	700,100	0	0	0	0	700,100
FAREBOX (see below)	2,705,700	0	0	0	0	2,705,700
INTEREST	163,500	0	0	0	0	163,500
OTHER INCOME (Rent and Miscellaneous)	66,400	0	0	0	0	66,400
CONTRIBUTIONS TO/FROM ACCOUNTS	(50,609,700)	0	50,609,700	0	0	0
TOTAL AVAILABLE	\$ 59,562,000	\$ 17,420,830	\$ 136,065,317	\$ 1,388,436	\$ 0	\$ 214,436,583
2021 OPERATING EXPENSES (EXCLUDES DEPRECIATION)						
FIXED ROUTE	\$ 49,310,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 49,310,000
DEMAND RESPONSE	10,192,000	0	0	0	0	10,192,000
VANPOOL	305,000	0	0	0	0	305,000
OTHER RECONCILING ITEMS	(245,000)	0	0	0	0	(245,000)
TOTAL OPERATING EXPENSES	\$ 59,562,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 59,562,000
NET CASH AVAILABLE	\$ 0	\$ 17,420,830	\$ 136,065,317	\$ 1,388,436	\$ 0	\$ 154,874,583
2021 CAPITAL OBLIGATIONS						
REVENUE						
STATE CAPITAL GRANTS	\$ 0	\$ 0	\$ 1,500,000	\$ 0	\$ 0	\$ 1,500,000
FEDERAL CAPITAL GRANTS	0	0	500,000	0	0	500,000
TOTAL AVAILABLE	\$ 0	\$ 0	\$ 2,000,000	\$ 0	\$ 0	\$ 2,000,000
EXPENSES						
SYSTEM P&M:						
REPLACEMENT COACHES	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
REPLACEMENT DEMAND RESPONSE	0	0	159,000	0	0	159,000
REPLACEMENT VANPOOL	0	0	0	0	0	0
REPLACEMENT SUPPORT VEHICLES	0	0	0	0	0	0
COMPUTER SYSTEMS & EQUIPMENT	0	0	492,000	0	0	492,000
TOTAL SYSTEM P&M	\$ 0	\$ 0	\$ 651,000	\$ 0	\$ 0	\$ 651,000
INFRASTRUCTURE:						
UPGRADE FACILITIES	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
REPLACEMENT EQUIPMENT	0	0	606,000	0	0	606,000
TOTAL INFRASTRUCTURE	\$ 0	\$ 0	\$ 606,000	\$ 0	\$ 0	\$ 606,000
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	3,000,000	0	0	3,000,000
O&M FACILITY IMPROVEMENTS	0	0	1,200,000	0	0	1,200,000
C-TRAN 2030 CAPITAL IMPROVEMENTS	0	0	1,703,000	0	0	1,703,000
TOTAL SYSTEM EXPANSION	\$ 0	\$ 0	\$ 5,903,000	\$ 0	\$ 0	\$ 5,903,000
TOTAL CAPITAL OBLIGATIONS	\$ 0	\$ 0	\$ 7,160,000	\$ 0	\$ 0	\$ 7,160,000
ENDING BALANCE 12/31/21	\$ 0	\$ 17,420,830	\$ 130,905,317	\$ 1,388,436	\$ 0	\$ 149,714,583

Notes:

Capital Obligations and Revenue are shown in the year encumbered.

Farebox revenues are estimated at: \$2,473,700 Fixed Route, \$126,200 Demand Response, and \$105,800 Vanpool.

C-TRAN
2022 CASHFLOW

	GENERAL FUND	WORKING CAPITAL	CAPITAL FUND	SELF INSURANCE	DEBT SERVICE	TOTAL
BEGINNING BALANCE 1/1/22	\$ 0	\$ 17,420,830	\$ 130,905,317	\$ 1,388,436	\$ 0	\$ 149,714,583
2022 REVENUES						
SALES TAX	79,256,000	0	0	0	0	79,256,000
FTA-OPERATING GRANTS	30,899,200	0	0	0	0	30,899,200
WSDOT-OPERATING GRANTS	1,661,760	0	0	0	0	1,661,760
FAREBOX (see below)	3,057,000	0	0	0	0	3,057,000
INTEREST	204,000	0	0	0	0	204,000
OTHER INCOME (Rent and Miscellaneous)	28,500	0	0	0	0	28,500
CONTRIBUTIONS TO/FROM ACCOUNTS	(41,996,000)	856,725	41,139,275	0	0	0
TOTAL AVAILABLE	\$ 73,110,460	\$ 18,277,555	\$ 172,044,592	\$ 1,388,436	\$ 0	\$ 264,821,043
2022 OPERATING EXPENSES (EXCLUDES DEPRECIATION)						
FIXED ROUTE	\$ 53,934,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 53,934,000
DEMAND RESPONSE	17,789,000	0	0	0	0	17,789,000
VANPOOL	486,000	0	0	0	0	486,000
OTHER RECONCILING ITEMS	901,460	0	0	0	0	901,460
TOTAL OPERATING EXPENSES	\$ 73,110,460	\$ 0	\$ 0	\$ 0	\$ 0	\$ 73,110,460
NET CASH AVAILABLE	\$ 0	\$ 18,277,555	\$ 172,044,592	\$ 1,388,436	\$ 0	\$ 191,710,583
2022 CAPITAL OBLIGATIONS						
REVENUE						
STATE CAPITAL GRANTS	\$ 0	\$ 0	\$ 7,500,000	\$ 0	\$ 0	\$ 7,500,000
FEDERAL CAPITAL GRANTS	0	0	31,979,000	0	0	31,979,000
TOTAL AVAILABLE	\$ 0	\$ 0	\$ 39,479,000	\$ 0	\$ 0	\$ 39,479,000
EXPENSES						
SYSTEM P&M:						
REPLACEMENT COACHES	\$ 0	\$ 0	\$ 11,350,000	\$ 0	\$ 0	\$ 11,350,000
REPLACEMENT DEMAND RESPONSE	0	0	2,630,000	0	0	2,630,000
REPLACEMENT VANPOOL	0	0	0	0	0	0
REPLACEMENT SUPPORT VEHICLES	0	0	0	0	0	0
COMPUTER SYSTEMS & EQUIPMENT	0	0	844,000	0	0	844,000
TOTAL SYSTEM P&M	\$ 0	\$ 0	\$ 14,824,000	\$ 0	\$ 0	\$ 14,824,000
INFRASTRUCTURE:						
UPGRADE FACILITIES	\$ 0	\$ 0	\$ 1,891,000	\$ 0	\$ 0	\$ 1,891,000
REPLACEMENT EQUIPMENT	0	0	945,000	0	0	945,000
TOTAL INFRASTRUCTURE	\$ 0	\$ 0	\$ 2,836,000	\$ 0	\$ 0	\$ 2,836,000
SYSTEM EXPANSION:						
EXPANSION VANPOOL VANS	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
EXPANSION DEMAND RESPONSE VEHICLES	0	0	0	0	0	0
BUS RAPID TRANSIT PROJECTS	0	0	36,330,000	0	0	36,330,000
O&M FACILITY IMPROVEMENTS	0	0	19,250,000	0	0	19,250,000
C-TRAN 2030 CAPITAL IMPROVEMENTS	0	0	2,448,000	0	0	2,448,000
TOTAL SYSTEM EXPANSION	\$ 0	\$ 0	\$ 58,028,000	\$ 0	\$ 0	\$ 58,028,000
TOTAL CAPITAL OBLIGATIONS	\$ 0	\$ 0	\$ 75,688,000	\$ 0	\$ 0	\$ 75,688,000
ENDING BALANCE 12/31/22	\$ 0	\$ 18,277,555	\$ 135,835,592	\$ 1,388,436	\$ 0	\$ 155,501,583

Notes:

Capital Obligations and Revenue are shown in the year encumbered.

Farebox revenues are estimated at: \$2,695,000 Fixed Route, \$270,000 Demand Response, and \$92,000 Vanpool.

C-TRAN**2023 CASHFLOW**

	GENERAL FUND	WORKING CAPITAL	CAPITAL FUND	SELF INSURANCE	DEBT SERVICE	TOTAL
BEGINNING BALANCE 1/1/23	\$ 0	\$ 18,277,555	\$ 135,835,592	\$ 1,388,436	\$ 0	\$ 155,501,583
2023 REVENUES						
SALES TAX	83,446,000	0	0	0	0	83,446,000
FTA-OPERATING GRANTS	5,750,000	0	0	0	0	5,750,000
WSDOT-OPERATING GRANTS	1,703,000	0	0	0	0	1,703,000
FAREBOX (see below)	3,105,067	0	0	0	0	3,105,067
INTEREST	209,000	0	0	0	0	209,000
OTHER INCOME (Rent and Miscellaneous)	28,500	0	0	0	0	28,500
CONTRIBUTIONS TO/FROM ACCOUNTS	(18,491,567)	659,970	17,831,597	0	0	0
TOTAL AVAILABLE	\$ 75,750,000	\$ 18,937,525	\$ 153,667,189	\$ 1,388,436	\$ 0	\$ 249,743,150
2023 OPERATING EXPENSES (EXCLUDES DEPRECIATION)						
FIXED ROUTE	\$ 56,477,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 56,477,000
DEMAND RESPONSE	18,764,000	0	0	0	0	18,764,000
VANPOOL	509,000	0	0	0	0	509,000
OTHER RECONCILING ITEMS	0	0	0	0	0	0
TOTAL OPERATING EXPENSES	\$ 75,750,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 75,750,000
NET CASH AVAILABLE	\$ 0	\$ 18,937,525	\$ 153,667,189	\$ 1,388,436	\$ 0	\$ 173,993,150
2023 CAPITAL OBLIGATIONS						
REVENUE						
STATE CAPITAL GRANTS	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
FEDERAL CAPITAL GRANTS	0	0	5,100,000	0	0	5,100,000
TOTAL AVAILABLE	\$ 0	\$ 0	\$ 5,100,000	\$ 0	\$ 0	\$ 5,100,000
EXPENSES						
SYSTEM P&M:						
REPLACEMENT COACHES	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
REPLACEMENT DEMAND RESPONSE	0	0	0	0	0	0
REPLACEMENT VANPOOL	0	0	0	0	0	0
REPLACEMENT SUPPORT VEHICLES	0	0	100,000	0	0	100,000
COMPUTER SYSTEMS & EQUIPMENT	0	0	1,368,000	0	0	1,368,000
TOTAL SYSTEM P&M	\$ 0	\$ 0	\$ 1,468,000	\$ 0	\$ 0	\$ 1,468,000
INFRASTRUCTURE:						
UPGRADE FACILITIES	\$ 0	\$ 0	\$ 250,000	\$ 0	\$ 0	\$ 250,000
REPLACEMENT EQUIPMENT	0	0	250,000	0	0	250,000
TOTAL INFRASTRUCTURE	\$ 0	\$ 0	\$ 500,000	\$ 0	\$ 0	\$ 500,000
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	7,600,000	0	0	7,600,000
O&M FACILITY IMPROVEMENTS	0	0	0	0	0	0
C-TRAN 2030 CAPITAL IMPROVEMENTS	0	0	0	0	0	0
TOTAL SYSTEM EXPANSION	\$ 0	\$ 0	\$ 7,600,000	\$ 0	\$ 0	\$ 7,600,000
TOTAL CAPITAL OBLIGATIONS	\$ 0	\$ 0	\$ 9,568,000	\$ 0	\$ 0	\$ 9,568,000
ENDING BALANCE 12/31/23	\$ 0	\$ 18,937,525	\$ 149,199,189	\$ 1,388,436	\$ 0	\$ 169,525,150

Notes:

Capital Obligations and Revenue are shown in the year encumbered.

Farebox revenues are estimated at: \$2,732,000 Fixed Route, \$278,000 Demand Response, and \$95,067 Vanpool.

C-TRAN
2024 CASHFLOW

	GENERAL FUND	WORKING CAPITAL	CAPITAL FUND	SELF INSURANCE	DEBT SERVICE	TOTAL
BEGINNING BALANCE 1/1/24	\$ 0	\$ 18,937,525	\$ 149,199,189	\$ 1,388,436	\$ 0	\$ 169,525,150
2024 REVENUES						
SALES TAX	88,052,000	0	0	0	0	88,052,000
FTA-OPERATING GRANTS	5,750,000	0	0	0	0	5,750,000
WSDOT-OPERATING GRANTS	1,746,000	0	0	0	0	1,746,000
FAREBOX (see below)	3,171,133	0	0	0	0	3,171,133
INTEREST	205,000	0	0	0	0	205,000
OTHER INCOME (Rent and Miscellaneous)	28,500	0	0	0	0	28,500
CONTRIBUTIONS TO/FROM ACCOUNTS	(19,230,633)	992,925	18,237,708	0	0	0
TOTAL AVAILABLE	\$ 79,722,000	\$ 19,930,450	\$ 167,436,897	\$ 1,388,436	\$ 0	\$ 268,477,783
2024 OPERATING EXPENSES (EXCLUDES DEPRECIATION)						
FIXED ROUTE	\$ 59,388,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 59,388,000
DEMAND RESPONSE	19,800,000	0	0	0	0	19,800,000
VANPOOL	534,000	0	0	0	0	534,000
OTHER RECONCILING ITEMS	0	0	0	0	0	0
TOTAL EXPENSES	\$ 79,722,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 79,722,000
NET CASH AVAILABLE	\$ 0	\$ 19,930,450	\$ 167,436,897	\$ 1,388,436	\$ 0	\$ 188,755,783
2024 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	\$ 0	\$ 0	\$ 0	\$ 0
REPLACEMENT DEMAND RESPONSE	0	0	1,000,000	0	0	1,000,000
REPLACEMENT VANPOOL	0	0	0	0	0	0
REPLACEMENT SUPPORT VEHICLES	0	0	100,000	0	0	100,000
COMPUTER SYSTEMS & EQUIPMENT	0	0	397,000	0	0	397,000
TOTAL SYSTEM P&M	\$ 0	\$ 0	\$ 1,497,000	\$ 0	\$ 0	\$ 1,497,000
INFRASTRUCTURE:						
UPGRADE FACILITIES	\$ 0	\$ 250,000	\$ 250,000	\$ 0	\$ 0	\$ 250,000
REPLACEMENT EQUIPMENT	0	250,000	250,000	0	0	250,000
TOTAL INFRASTRUCTURE	\$ 0	\$ 500,000	\$ 500,000	\$ 0	\$ 0	\$ 500,000
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	2,500,000	0	0	2,500,000
O&M FACILITY IMPROVEMENTS	0	0	0	0	0	0
C-TRAN 2030 CAPITAL IMPROVEMENTS	0	0	0	0	0	0
TOTAL SYSTEM EXPANSION	\$ 0	\$ 0	\$ 2,500,000	\$ 0	\$ 0	\$ 2,500,000
TOTAL CAPITAL OBLIGATIONS	\$ 0	\$ 0	\$ 4,497,000	\$ 0	\$ 0	\$ 4,497,000
ENDING BALANCE 12/31/24	\$ 0	\$ 19,930,450	\$ 162,939,897	\$ 1,388,436	\$ 0	\$ 184,258,783

Notes:

Capital Obligations and Revenue are shown in the year encumbered.

Farebox revenues are estimated at: \$2,787,000 Fixed Route, \$286,000 Demand Response, and \$98,133 Vanpool.

C-TRAN
2025 CASHFLOW

	GENERAL FUND	WORKING CAPITAL	CAPITAL FUND	SELF INSURANCE	DEBT SERVICE	TOTAL
BEGINNING BALANCE 1/1/25	\$ 0	\$ 19,930,450	\$ 162,939,897	\$ 1,388,436	\$ 0	\$ 184,258,783
2025 REVENUES						
SALES TAX	92,807,000	0	0	0	0	92,807,000
FTA-OPERATING GRANTS	5,750,000	0	0	0	0	5,750,000
WSDOT-OPERATING GRANTS	1,790,000	0	0	0	0	1,790,000
FAREBOX (see below)	3,229,733	0	0	0	0	3,229,733
INTEREST	201,000	0	0	0	0	201,000
OTHER INCOME (Rent and Miscellaneous)	28,500	0	0	0	0	28,500
CONTRIBUTIONS TO/FROM ACCOUNTS	(19,995,233)	1,022,425	18,972,808	0	0	0
TOTAL AVAILABLE	\$ 83,811,000	\$ 20,952,875	\$ 181,912,705	\$ 1,388,436	\$ 0	\$ 288,065,016
2025 OPERATING EXPENSES (EXCLUDES DEPRECIATION)						
FIXED ROUTE	\$ 62,355,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 62,355,000
DEMAND RESPONSE	20,893,000	0	0	0	0	20,893,000
VANPOOL	563,000	0	0	0	0	563,000
OTHER RECONCILING ITEMS	0	0	0	0	0	0
TOTAL EXPENSES	\$ 83,811,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 83,811,000
NET CASH AVAILABLE	\$ 0	\$ 20,952,875	\$ 181,912,705	\$ 1,388,436	\$ 0	\$ 204,254,016
2025 CAPITAL OBLIGATIONS						
REVENUE						
STATE CAPITAL GRANTS	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
FEDERAL CAPITAL GRANTS	0	0	6,756,000	0	0	6,756,000
TOTAL AVAILABLE	\$ 0	\$ 0	\$ 6,756,000	\$ 0	\$ 0	\$ 6,756,000
EXPENSES						
SYSTEM P&M:						
REPLACEMENT COACHES	\$ 0	\$ 0	\$ 5,756,000	\$ 0	\$ 0	\$ 5,756,000
REPLACEMENT DEMAND RESPONSE	0	0	0	0	0	0
REPLACEMENT VANPOOL	0	0	0	0	0	0
REPLACEMENT SUPPORT VEHICLES	0	0	100,000	0	0	100,000
COMPUTER SYSTEMS & EQUIPMENT	0	0	250,000	0	0	250,000
TOTAL SYSTEM P&M	\$ 0	\$ 0	\$ 6,106,000	\$ 0	\$ 0	\$ 6,106,000
INFRASTRUCTURE:						
UPGRADE FACILITIES	\$ 0	\$ 0	\$ 250,000	\$ 0	\$ 0	\$ 250,000
REPLACEMENT EQUIPMENT	0	0	250,000	0	0	250,000
TOTAL INFRASTRUCTURE	\$ 0	\$ 0	\$ 500,000	\$ 0	\$ 0	\$ 500,000
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	22,500,000	0	0	22,500,000
O&M FACILITY IMPROVEMENTS	0	0	0	0	0	0
C-TRAN 2030 CAPITAL IMPROVEMENTS	0	0	0	0	0	0
TOTAL SYSTEM EXPANSION	\$ 0	\$ 0	\$ 22,500,000	\$ 0	\$ 0	\$ 22,500,000
TOTAL CAPITAL OBLIGATIONS	\$ 0	\$ 0	\$ 29,106,000	\$ 0	\$ 0	\$ 29,106,000
ENDING BALANCE 12/31/25	\$ 0	\$ 20,952,875	\$ 159,562,705	\$ 1,388,436	\$ 0	\$ 181,904,016

Notes:

Capital Obligations and Revenue are shown in the year encumbered.

Farebox revenues are estimated at: \$2,833,000 Fixed Route, \$294,000 Demand Response, and \$102,733 Vanpool.

C-TRAN
2026 CASHFLOW

	GENERAL FUND	WORKING CAPITAL	CAPITAL FUND	SELF INSURANCE	DEBT SERVICE	TOTAL
BEGINNING BALANCE 1/1/26	\$ 0	\$ 20,952,875	\$ 159,562,705	\$ 1,388,436	\$ 0	\$ 181,904,016
2026 REVENUES						
SALES TAX	97,480,000	0	0	0	0	97,480,000
FTA-OPERATING GRANTS	5,750,000	0	0	0	0	5,750,000
WSDOT-OPERATING GRANTS	1,835,000	0	0	0	0	1,835,000
FAREBOX (see below)	3,288,333	0	0	0	0	3,288,333
INTEREST	197,000	0	0	0	0	197,000
OTHER INCOME (Rent and Miscellaneous)	28,500	0	0	0	0	28,500
CONTRIBUTIONS TO/FROM ACCOUNTS	(20,454,833)	1,078,050	19,376,783	0	0	0
TOTAL AVAILABLE	\$ 88,124,000	\$ 22,030,925	\$ 178,939,488	\$ 1,388,436	\$ 0	\$ 290,482,849
2026 OPERATING EXPENSES (EXCLUDES DEPRECIATION)						
FIXED ROUTE	\$ 65,481,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 65,481,000
DEMAND RESPONSE	22,049,000	0	0	0	0	22,049,000
VANPOOL	594,000	0	0	0	0	594,000
OTHER RECONCILING ITEMS	0	0	0	0	0	0
TOTAL EXPENSES	\$ 88,124,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 88,124,000
NET CASH AVAILABLE	\$ 0	\$ 22,030,925	\$ 178,939,488	\$ 1,388,436	\$ 0	\$ 202,358,849
2026 CAPITAL OBLIGATIONS						
REVENUE						
STATE CAPITAL GRANTS	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
FEDERAL CAPITAL GRANTS	0	0	2,500,000	0	0	2,500,000
TOTAL AVAILABLE	\$ 0	\$ 0	\$ 2,500,000	\$ 0	\$ 0	\$ 2,500,000
EXPENSES						
SYSTEM P&M:						
REPLACEMENT COACHES	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
REPLACEMENT DEMAND RESPONSE	0	0	1,000,000	0	0	1,000,000
REPLACEMENT VANPOOL	0	0	0	0	0	0
REPLACEMENT SUPPORT VEHICLES	0	0	100,000	0	0	100,000
COMPUTER SYSTEMS & EQUIPMENT	0	0	250,000	0	0	250,000
TOTAL SYSTEM P&M	\$ 0	\$ 0	\$ 1,350,000	\$ 0	\$ 0	\$ 1,350,000
INFRASTRUCTURE:						
UPGRADE FACILITIES	\$ 0	\$ 0	\$ 250,000	\$ 0	\$ 0	\$ 250,000
REPLACEMENT EQUIPMENT	0	0	250,000	0	0	250,000
TOTAL INFRASTRUCTURE	\$ 0	\$ 0	\$ 500,000	\$ 0	\$ 0	\$ 500,000
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	37,500,000	0	0	37,500,000
O&M FACILITY IMPROVEMENTS	0	0	0	0	0	0
C-TRAN 2030 CAPITAL IMPROVEMENTS	0	0	0	0	0	0
TOTAL SYSTEM EXPANSION	\$ 0	\$ 0	\$ 37,500,000	\$ 0	\$ 0	\$ 37,500,000
TOTAL CAPITAL OBLIGATIONS	\$ 0	\$ 0	\$ 39,350,000	\$ 0	\$ 0	\$ 39,350,000
ENDING BALANCE 12/31/26	\$ 0	\$ 22,030,925	\$ 142,089,487	\$ 1,388,436	\$ 0	\$ 165,508,849

Notes:

Capital Obligations and Revenue are shown in the year encumbered.

Farebox revenues are estimated at: \$2,879,000 Fixed Route, \$302,000 Demand Response, and \$107,333 Vanpool.

C-TRAN
2021 THROUGH 2026 CASHFLOW

	GENERAL FUND	WORKING CAPITAL	CAPITAL FUND	SELF INSURANCE	DEBT SERVICE	TOTAL
BEGINNING BALANCE 1/1/21	\$ 0	\$ 17,420,830	\$ 85,455,617	\$ 1,388,436	\$ 0	\$ 104,264,883
2021-2026 REVENUES						
SALES TAX	517,173,700	0	0	0	0	517,173,700
FTA-OPERATING GRANTS	84,302,500	0	0	0	0	84,302,500
WSDOT-OPERATING GRANTS	9,435,860	0	0	0	0	9,435,860
FAREBOX (see below)	18,556,966	0	0	0	0	18,556,966
INTEREST	1,179,500	0	0	0	0	1,179,500
OTHER INCOME (Rent and Miscellaneous)	208,900	0	0	0	0	208,900
CONTRIBUTIONS TO/FROM ACCOUNTS	(170,777,966)	4,610,095	166,167,871	0	0	0
TOTAL AVAILABLE - 2020-2025	\$ 460,079,460	\$ 22,030,925	\$ 251,623,488	\$ 1,388,436	\$ 0	\$ 735,122,309
2021-2026 OPERATING EXPENSES (EXCLUDES DEPRECIATION)						
FIXED ROUTE	\$ 346,945,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 346,945,000
DEMAND RESPONSE	109,487,000	0	0	0	0	109,487,000
VANPOOL	2,991,000	0	0	0	0	2,991,000
OTHER RECONCILING ITEMS	656,460	0	0	0	0	656,460
TOTAL EXPENSES - 2021-2026	\$ 460,079,460	\$ 0	\$ 0	\$ 0	\$ 0	\$ 460,079,460
NET CASH AVAILABLE	\$ 0	\$ 22,030,925	\$ 251,623,488	\$ 1,388,436	\$ 0	\$ 275,042,849
2021-2026 CAPITAL OBLIGATIONS						
REVENUE						
STATE CAPITAL GRANTS	\$ 0	\$ 0	\$ 9,000,000	\$ 0	\$ 0	\$ 9,000,000
FEDERAL CAPITAL GRANTS	0	0	46,835,000	0	0	46,835,000
TOTAL AVAILABLE	\$ 0	\$ 0	\$ 55,835,000	\$ 0	\$ 0	\$ 55,835,000
EXPENSES						
SYSTEM P&M:						
REPLACEMENT COACHES	\$ 0	\$ 0	\$ 17,106,000	\$ 0	\$ 0	\$ 17,106,000
REPLACEMENT DEMAND RESPONSE	0	0	4,789,000	0	0	4,789,000
REPLACEMENT VANPOOL	0	0	0	0	0	0
REPLACEMENT SUPPORT VEHICLES	0	0	400,000	0	0	400,000
COMPUTER SYSTEMS & EQUIPMENT	0	0	3,601,000	0	0	3,601,000
TOTAL SYSTEM P&M	\$ 0	\$ 0	\$ 25,896,000	\$ 0	\$ 0	\$ 25,896,000
INFRASTRUCTURE:						
UPGRADE FACILITIES	\$ 0	\$ 0	\$ 2,891,000	\$ 0	\$ 0	\$ 2,891,000
REPLACEMENT EQUIPMENT	0	0	2,551,000	0	0	2,551,000
TOTAL INFRASTRUCTURE	\$ 0	\$ 0	\$ 5,442,000	\$ 0	\$ 0	\$ 5,442,000
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	109,430,000	0	0	109,430,000
AOM FACILITY IMPROVEMENTS	0	0	20,450,000	0	0	20,450,000
C-TRAN 2030 CAPITAL IMPROVEMENTS	0	0	4,151,000	0	0	4,151,000
TOTAL SYSTEM EXPANSION	\$ 0	\$ 0	\$ 134,031,000	\$ 0	\$ 0	\$ 134,031,000
TOTAL CAPITAL OBLIGATIONS	\$ 0	\$ 0	\$ 165,369,000	\$ 0	\$ 0	\$ 165,369,000
ENDING BALANCE 12/31/26	\$ 0	\$ 22,030,925	\$ 142,089,487	\$ 1,388,436	\$ 0	\$ 165,508,849

Notes:

Capital Obligations and Revenue are shown in the year encumbered.

Farebox revenues are estimated at: \$16,399,700 Fixed Route, \$1,556,200 Demand Response, and \$601,067 Vanpool.