



Board of Directors Meeting Agenda

DATE : Tuesday, May 21, 2013
TIME : 5:30 p.m.
PLACE : Vancouver Community Library, Columbia Room, 901 C. Street,
Vancouver WA (360-696-4494, e-mail: debbiej@c-tran.org; Web
site: www.c-tran.com)

Vancouver Community Library is accessible by C-TRAN Routes C-TRAN Routes #4,
#25, #37, and #30

The complete C-TRAN Board of Directors meeting packet is available on C-TRAN's
website at http://www.c-tran.com/board_meeting_minutes.html

AGENDA

PAGE #

5:30 PM – CALL TO ORDER

EXECUTIVE SESSION (*The Board will move to the Klickitat Room to conduct the Executive Session*)

1. RCW 42.30.110 LABOR NEGOTIATIONS (45 minutes)

ROLL CALL OF BOARD MEMBERS

PLEDGE OF ALLEGIANCE

CHANGES TO AND APPROVAL OF THE BOARD AGENDA

PUBLIC HEARING

1. FARE POLICY PROPOSAL, INFORMATION ONLY PAPER #13-01, Director of Administrative Services Diane O'Regan 3
 - a. Staff Introduction
 - b. Conduct Public Hearing and take citizen testimony

CITIZEN COMMUNICATION TO THE BOARD – (*Anyone requesting to speak to the Board of Directors, on issues other than the Fare Policy Proposal, may come forward at this time. Comments are limited to three minutes.*)

CONSENT ITEMS

- | | |
|---|-----|
| 1. <u>APPROVAL OF C-TRAN BOARD OF DIRECTORS APRIL 9, 2013 MEETING MINUTES</u> , Executive Assistant/Clerk of the Board Debbie Jermann | 16 |
| 2. <u>TRANSMITTAL OF CLAIM VOUCHERS NUMBERED 097824 THROUGH 098079 PLUS NET PAYROLL PAID IN APRIL 2013, IN THE TOTAL AMOUNT OF \$3,140,684.79</u> , Director of Administrative Services Diane O'Regan | 132 |
| 3. <u>WASHINGTON STATE CONTRACT AWARD: PC REFRESH, STAFF REPORT #13-021</u> , Senior Manager of Technology Bob McMahan | 146 |
| 4. <u>DRUG & ALCOHOL POLICY APPROVAL, STAFF REPORT #13-022</u> , Senior Human Resource Manager Julie DeBoever | 148 |

STAFF REPORTS

- | | |
|---|-----|
| 1. <u>C-TRAN'S ROLE IN THE COLUMBIA RIVER CROSSING (CRC) PROJECT, SPECIFICALLY LIGHT RAIL TRANSIT, STAFF REPORT #13-023</u> , Executive Director/CEO Jeff Hamm (10 minute staff presentation) | 169 |
| 2. <u>BOARD POLICY PBD-015 CRC PROJECT SPONSOR POLICY STATEMENT REVISION, STAFF REPORT #13-024</u> , Executive Director/CEO Jeff Hamm (10 minute staff presentation) | 237 |
| 3. <u>COMPENSATION STUDY PHILOSOPHY & STUDY RECOMMENDATIONS, STAFF REPORT #13-025</u> , Executive Director/CEO Jeff Hamm (30 minute staff presentation) | 239 |

ITEMS FROM THE CONSENT AGENDA**COMMUNICATIONS**From The ChairFrom The BoardFrom The Executive Director/CEO

- | | |
|---|-----|
| 1. <u>2013 Workplan 1st Quarter (January - March) Update</u> | 298 |
| 2. <u>2013 Executive Director/CEO Goals & Objectives, 1st Quarter (January - March) Update</u> | 305 |

ADJOURNMENT**UPCOMING C-TRAN BOARD OF DIRECTORS MEETING**

June 11, 2013 - Board Composition Review Committee Meeting - 5:00 P.M.

June 11, 2013 - Regular Board Meeting - 5:30 p.m.

July 9, 2013 - 5:30 p.m.

August 13, 2013 - 5:30 p.m.

All meetings are held at C-TRAN, 2425 NE 65th Avenue, Vancouver, WA unless advertised differently.



INFORMATION ONLY

No. 13-01

TO : Chair and Board of Directors
FROM : Diane O'Regan, Director of Administrative Services
VIA : Jeff Hamm, Executive Director/~~CEO~~
DATE : June 11, 2013
SUBJECT : Fare Proposal Public Hearing

work

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OBJECTIVE:

That the C-TRAN Board of Directors conduct a Public Hearing regarding a proposed increase in C-TRAN fares effective September 1, 2013 and take action at its June 11, 2013 meeting.

PRESENT SITUATION:

In recent years, C-TRAN has pursued a policy of making regular periodic increases to fares. The 2013-2014 Biennial Budget assumes additional fare revenues from a small annual fare increases in September 2013 and September 2014.

Attachment No. 1 details the proposed fare changes that were presented to the Board of Directors on March 19, 2013. C-TRAN provides half price discounted C-Zone monthly passes to seniors, disabled, youth, and low-income customers. A 66 percent discount off the All-Zone monthly pass is offered to seniors, disabled, and youth customers. Half price cash fare is also offered to these groups of customers on all C-TRAN routes (excluding Express routes during peak service).

At their monthly meeting on April 25, 2013, the C-TRAN Citizen Advisory Committee (CCAC) voted to recommend that the C-TRAN Board of Directors approve the proposed fare increase for September 1, 2013. Eight people attended three public meetings to discuss the fare proposal. Detailed customers' comments taken at the public meetings and comments received online are included in Attachment No. 2.

The following is a summary of the 21 fare related comments received:

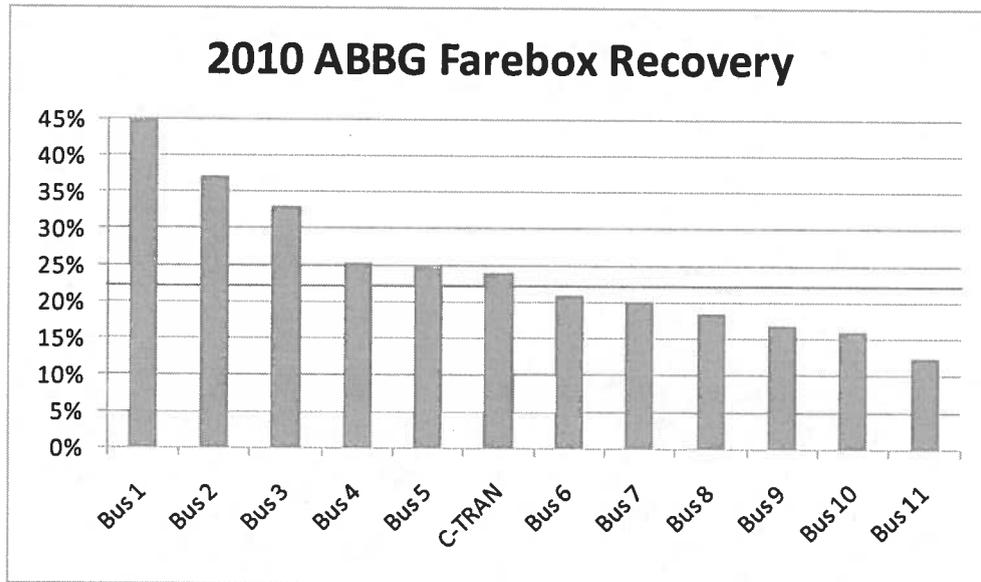
- 15 Comments – Not supportive of a fare increase
- 4 Comments – Supportive of a fare increase
- 2 Comments – C-TRAN & TriMet fares should be similar

BUDGET:

C-TRAN conducted a fare policy study in 2005 from which a major fare change was implemented. Two goals from that study were to:

1. Achieve the national farebox recovery ratio for similar-sized authorities in three years and exceed it in five years.
2. Compare favorably to benchmark data from similar-sized authorities.

Below is a comparison of farebox recovery ratios from the American Bus Benchmarking Group members. Excluding Bus Company 1 as an outlier due to their unique service qualities provides a group average in 2010 of 22.6 percent where C-TRAN's farebox recovery ratio was 24 percent.



The proposed increase to C-TRAN Fixed Route and Paratransit revenue is a key part of the agency's overall long-term budget strategy. The fare proposal will: 1) generate approximately \$202,000 additional fare revenue each year beginning in September 2013 (\$404,000 for the biennium); 2) maintain the percentage of operating costs paid for through the farebox for Fixed Route at about 24 percent; and 3) follows the Board of Directors' direction to have smaller frequent fare increases so that customers can plan for an increase and C-TRAN can avoid more substantial fare increases, which create a decline in ridership.

PROPOSAL:

There are four main issues in the fare proposal, which are listed below. For more details see Attachment No. 1 for the March 19, 2013 Fare Policy Proposal Discussion Paper.

1. **ADULT FARES**

- C-Zone: 5 cent increase on the cash fare to \$1.70 (3.0 percent increase), \$2 increase on the monthly pass to \$60.00 (3.4 percent increase).
- All-Zone: No increase for either the cash fare, or the monthly pass. This matches TriMet's proposal for their next fare change.

2. **DISCOUNTED FARES**

- C-Zone: 5 cent increase on the cash fare to \$0.85 (6.2 percent increase), \$1 increase on the monthly pass to \$30.00 (3.4 percent increase) for Senior, Disabled and Youth.
- All-Zone: No increase for the cash fare, \$1 increase on the monthly pass to \$34.00 (3.0 percent increase) for Senior, Disabled and Youth.

3. **EXPRESS FARES**

- 10 cent increase on the cash fare to \$3.60 (2.9 percent increase), \$3 increase on the monthly pass to \$119 (2.6 percent increase). Off peak discounted cash fare for Medicare cardholders is \$1.80 (2.9 percent increase).

4. **C-VAN FARES**

- 5 cent increase on the C-Zone cash fare to \$1.70 (3.0 percent increase), \$2 increase on the monthly pass to \$54.00 (3.8 percent increase).

ACTION:

That the C-TRAN Board of Directors conduct the Public Hearing and receive citizen input on the Fare Proposal. Staff will come back to the Board at the June 11, 2013 Board Meeting asking the Board to adopt and implement the March 19 fare proposal as described in Attachment No.1 for Fixed Route and Paratransit service effective September 1, 2013.

Attachments:

1. Fare Policy Proposal Discussion Paper from March 19, 2013
2. Customer Comments Regarding the Proposed Fare Change



FOR DISCUSSION ONLY

No. 13-002

TO : Chair and Board of Directors

FROM : Diane O'Regan, Director of Administrative Services

VIA : Jeff Hamm, Executive Director / CEO

DATE : March 19, 2013

SUBJECT : Fare Policy Proposal

INTRODUCTION:

This discussion paper includes information regarding a modest fare increase proposal for implementation September 1, 2013.

FARE INCREASE:

In recent years, C-TRAN has pursued a policy of making regular periodic increases and adjustments to fares. The adopted 2013-2014 Biennial Budget assumes additional fare revenue from a fare increase in September 2013. Attachment No. 1 details the proposed fare changes for September 2013.

The typical range for fare elasticity for bus services is -0.30 to -0.40. This means on the average, a ten percent increase in bus fares would result in a decrease in ridership between three and four percent. History from C-TRAN's last three increases have provided data that supports smaller incremental increases have positive impacts to revenue without impacting ridership to a noticeable degree. Our assessment of the proposed fare changes would increase revenue by about \$202,000 per year (2.8 percent). Because the fare increase is small and similar to what passengers experienced in the prior years, there is not expected to be a significant impact to ridership. However, other factors, such as growing fuel prices, changes in employment levels or parking costs, and an aging population may have an impact on ridership in 2013.

There are five main issues in the fare proposal, which are listed below.

1. ADULT FARES

- C-Zone: 5 cent increase on the cash fare to \$1.70 (3.0 percent increase), \$2 increase on the monthly pass to \$60 (3.4 percent increase).
- All-Zone: No increase for either the cash fare, or the monthly pass. This matches TriMet's preliminary proposal for their next fare change.

ATTACHMENT NO. 1

In an effort to follow the Board of Director's direction to have smaller frequent fare increases so passengers can plan for an increase and C-TRAN can avoid more substantial fare increases, staff is proposing the C-Zone cash fare to increase 5 cents from \$1.65 to \$1.70 and the C-Zone monthly pass to increase from \$58 to \$60. For the All-Zone cash fare and monthly pass, staff is proposing no increase for either fare instrument in order to be consistent with TriMet's preliminary proposal for their next fare change. C-TRAN's All-Zone monthly pass should always be equal to or slightly higher than TriMet's to encourage Oregon residents to purchase TriMet's fare instruments. The estimated impact to revenue from the proposed adult fare increase is \$79,000 (2.9 percent).

2. DISCOUNTED FARES

- C-Zone: 5 cent increase on the cash fare to \$0.85 (6.2 percent increase), \$1 increase on the monthly pass to \$30 (3.4 percent increase) for Senior, Disabled and Youth.
- All-Zone: No increase for the cash fare, \$1 increase on the monthly pass to \$34 (3.0 percent increase) for Senior, Disabled and Youth.

Staff is proposing the C-Zone cash fare to increase 5 cents from \$0.80 to \$0.85 and the C-Zone monthly pass to increase from \$29 to \$30. Staff is proposing no increase for the All-Zone cash fare, consistent with the proposal for the Adult Fare. This would allow the Discounted Fare to stay at half the cost of the Adult Fare. The All-Zone discounted monthly pass would increase from \$33 to \$34. The estimated impact to revenue from the proposed discounted fare increase is \$18,000 (2.6 percent).

3. EXPRESS FARES

- 10 cent increase on the cash fare to \$3.60 (2.9 percent increase), \$3 increase on the monthly pass to \$119 (2.6 percent increase). Off peak discounted cash fare for Medicare cardholders is \$1.80 (2.9 percent increase).

Staff is proposing the Express cash fare to increase 10 cents from \$3.50 to \$3.60 and the monthly pass would increase from \$116 to \$119. During off peak times a discounted cash fare would be offered to Medicare cardholders. This proposal increases their fare 5 cents from \$1.75 to \$1.80. The estimated impact to revenue from the proposed Express fare increase is \$94,000 (2.7 percent).

4. C-VAN FARES

- 5 cent increase on the C-Zone cash fare to \$1.70 (3.0 percent increase), \$2 increase on the monthly pass to \$54 (3.8 percent increase).

Staff is proposing the C-VAN cash fare to increase the same as C-Zone adult fixed route fare. This is an increase of 5 cents from \$1.65 to \$1.70 for cash fare and \$2 on the monthly pass from \$52 to \$54. The estimated impact to revenue from the proposed C-VAN fare increase is \$11,000 (3.2 percent).

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NEXT STEPS:

Title VI and Environmental Justice (EJ) require that C-TRAN analyze impacts of a fare change to minority and low income populations to ensure there will not be a disproportionate adverse impact to these groups. An important part in complying with Title VI/EJ guidelines is ensuring affected minority and low-income populations are notified and engaged in the development process prior to a final decision. After receiving comments, the C-TRAN Board of Directors will be asked to approve the final Fare Policy on May 14, 2013. Open Houses and a Public Hearing are scheduled as follows:

Open Houses

- April 2nd, 5:30 – 7:00 p.m. at Fisher’s Landing Transit Center, Rose Besserman Room
- April 4th, 11:30 a.m. – 1:00 p.m. at Vancouver Community Library
- April 25th, 6:30-7:00 p.m., CCAC Monthly Meeting at C-TRAN Administration Bldg.

Public Hearing

- May 14, 2013 Board Meeting

QUESTION:

1. Does the Board of Directors agree that the proposed fare changes should be provided to the public for review and comment?

Attachment:

1. Proposed Fare Changes for September 1, 2013

Proposed Fare Changes for September 1, 2013

	Adult			Senior & Disabled			Youth			Low Income			C-VAN		
	9/1/2012	% change	9/1/2013	9/1/2012	% change	9/1/2013	9/1/2012	% change	9/1/2013	9/1/2012	% change	9/1/2013	9/1/2012	% change	9/1/2013
Cash															
C-Zone	\$1.65	3.0%	\$1.70	\$0.80	6.2%	\$0.85	\$0.80	6.2%	\$0.85	n/a		n/a	\$1.65	3.0%	\$1.70
All-Zone	\$2.50	0.0%	\$2.50	\$1.25	0.0%	\$1.25	\$1.25	0.0%	\$1.25	n/a		n/a	\$2.50	0.0%	\$2.50
Express	\$3.50	2.9%	\$3.60	\$3.50 peak, \$1.75 non-peak	2.9%	\$3.60 peak, \$1.80 non-peak	n/a		n/a	n/a		n/a	n/a		n/a
Day Pass															
C-Zone	\$4.00	2.5%	\$4.10	n/a		n/a	n/a		n/a	n/a		n/a	Fixed Route Day Pass Valid		Fixed Route Day Pass Valid
All-Zone	Express Day Pass valid		Express Day Pass valid	n/a		n/a	n/a		n/a	n/a		n/a	n/a		n/a
Express (Go Anywhere)	\$7.00	2.9%	\$7.20	n/a		n/a	n/a		n/a	n/a		n/a	Fixed Route Day Pass Valid		Fixed Route Day Pass Valid
Monthly Pass															
C-Zone	\$58.00	3.4%	\$60.00	\$29.00	3.4%	\$30.00	\$29.00	3.4%	\$30.00	\$29.00	3.4%	\$30.00	\$52.00	3.8%	\$54.00
All-Zone	\$100.00	0.0%	\$100.00	\$33.00	3.0%	\$34.00	\$33.00	3.0%	\$34.00	n/a		n/a	n/a		n/a
Express	\$116.00	2.6%	\$119.00	n/a		n/a	n/a		n/a	n/a		n/a	n/a		n/a
Summer Blast Pass C-Zone	n/a		n/a	n/a		n/a	\$58.00	3.4%	\$60.00	n/a		n/a	n/a		n/a
Summer Blast Pass All-Zone	n/a		n/a	n/a		n/a	n/a		n/a	n/a		n/a	n/a		n/a
Annual - C-Zone	\$638.00	3.4%	\$660.00	\$319.00	3.4%	\$330.00	\$319.00	3.4%	\$330.00	n/a		n/a	\$572.00	3.8%	\$594.00
Annual - All Zone	\$1,100.00	0.0%	\$1,100.00	\$363.00	3.0%	\$374.00	\$363.00	3.0%	\$374.00	n/a		n/a	n/a		n/a
Annual - Express	\$1,276.00	2.6%	\$1,309.00	n/a		n/a	n/a		n/a	n/a		n/a	n/a		n/a
Transfers															
C-Zone	n/a		n/a	n/a		n/a	n/a		n/a	n/a		n/a	n/a		n/a
All-Zone	Issued		Issued	Issued		Issued	Issued		Issued	n/a		n/a	Issued for FR		Issued for FR
Express	Issued		Issued	Issued		Issued	Issued		Issued	n/a		n/a	n/a		n/a
Ticket Books															
C-Zone	\$16.50	3.0%	\$17.00	\$8.00	6.3%	\$8.50	n/a		n/a	n/a		n/a	n/a		n/a
Express	\$35.00	2.9%	\$36.00	n/a		n/a	n/a		n/a	n/a		n/a	n/a		n/a
C-VAN - C-Zone	n/a		n/a	n/a		n/a	n/a		n/a	n/a		n/a	\$16.50	3.0%	\$17.00

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September Fare Proposal, Outreach & Customer Comments April-May, 2013

Open Houses

Tuesday, April 2, 2013

5-6:30 p.m.

Fisher's Landing Transit Center, 2nd Floor

Number of Attendees: 0

Number of Comments: 0

Thursday, April 4, 2013

11:30 a.m. – 1:00 p.m.

Vancouver Community Library – Columbia Room

Number of Attendees: 8

Number of Comments: 3

It would be nice if C-TRAN and TriMet would work together to have similar fares. As things are currently, many of TriMet fares are much less than C-TRAN. For example, an adult All-Zone transfer is \$2.50 with TriMet and will be \$3.60 with C-TRAN – a \$1.10 difference. For those of us on a limited budget, that is too big of a difference. On another note, it would be helpful if there was good lighting at all the bus stops so passengers waiting for buses could be safe when it is dark out and drivers could better see those waiting for the bus. There have been a few times at night when I have taken Route #7 to the mall and the driver had difficulty seeing me because there wasn't enough light at the bus stop (73rd and Covington, stop ID #0905).

Sara Hitchcock

Sara.e.hitch@gmail.com

I would not object to a fare hike if funds used to upgrade to automatic digital fare system that passengers use for recording fare pay. Otherwise, C-TRAN needs to adjust or eliminate routes and buses that are used infrequently with low ridership.

Dick Carlisle

Dick.carlisle@gmail.com

My questions are three-fold:

1. Are you going to increase bus service for the rate increase (i.e., Route #25 routes stops at 6:30 p.m., Saturday and 4:18 p.m. Sunday, and on Sunday you can't get to Mass on time for St. James Catholic and the Lutheran church near St. James. The bus arrives at 11:02 a.m. at Evergreen and Broadway, but service starts at 11:00 a.m.
2. Increasing the 25 on the weekend will increase revenue for downtown businesses, like Stuart Andersons Cattle Co., Vinnie's Pizza, The House of Athens, etc.
3. Why aren't you coming out and saying the light rail will save 9 buses going on the freeway, but you let Madore, and his clan, keep missing on the true facts?

I'm for a rate increase if you give me more service. If not, I'll use my truck instead!!

Steven Fairchild

smepnfmsn@hotmail.com

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April 25

CCAC Monthly Meeting

7-7:30 p.m.

Number of Public Attendees: 0

Number of Comments: 0

Customer Comments

March 28, 2013

A C-Van rider called in to let us know that he strongly supports the fare increase. He is quoted as saying "Good Grief, it's just a nickel"! He thinks we are doing a great job and will gladly pay the extra nickel.

April 2, 2013

Hi,

My name is Shaun Tamblyn and I live in Vancouver and I would like to ask you to not hike fares this year. We are being hit with a higher sales tax to fund C-TRAN and it would be nice to not have to come up with more money for our bus passes. The price is so high already for a smaller city like Vancouver. If nothing else don't raise pass prices and raise single fares .05 cents.

Your rider,

Shaun Tamblyn

April 2, 2013

I just want to ask that you not raise the fee on reduced monthly passes. Three times last year I could not afford a monthly pass at the current rate and already in March of this year I could not. Another increase would make this continue to happen more often. Unless you are poor you have no idea how hard it is to pay rent, electric and phone and then try to scrape up for a bus pass. Please give the poor a break this time. Maybe just raise cash fares for once.

Thank you,

Eden Donnen

Vancouver, WA

April 5, 2013

C-TRAN,

I am a loyal rider who buys a reduced pass and want to ask that they not increase this in Sept. I've absorbed this increase for several years in a row and would hope to get a break this time. The poor like me can't afford another increase. I live on a small income and have no cable, cell phone, or buy fast foods or coffee. I use the library's internet and I freeze every winter to save and still can't make ends meet. There are times I can't get my bus pass as I am a dollar or so short. A dollar means a lot to me and I hope you will vote down an increase.

Your rider,

Michael Schimel

Vancouver, WA

April 9, 2013

C-TRAN,

My name is Matt Kerns and I live in West Vancouver and use a monthly pass to ride; I have for 30+ years. I thank C-TRAN for the great service they provide but these increases are killing me. Another one! Please realize there are people like me being out priced for these fees. I can't imagine how

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many people can't afford passes anymore. Please consider a no increase this time. You got a hike in local sales taxes, so why this increase too?

Matt Kerns

April 10, 2013

Passenger called but did not leave his name or working phone number (it turned out to be a fax). He indicated that he's in his 80s and is questioning why it is that he can purchase TriMet's Day Pass (equivalent to an All Zone) for just \$2, allowing for unlimited travel in 4 counties, but C-TRAN charges seniors a full \$4 for a Day Pass that only allows for travel in Clark County. He questions that philosophy.

April 16, 2013

C-TRAN,

I can't believe that you want to pass on another fare increase when you just gave employees a 5% raise. How dare you do this and try to pass on another fare hike. If you are in need of money don't hike pay. The last time I got a raise was 2006. I am not alone. In this new economy that's the norm. If you hike fares you are making a huge P.R. blunder. At least give a break to the poor and disabled (the people who need it the most). Please think hard about this.

Thanks,

Sandra Weston

April 17, 2013

It is disappointing that once again you wish to raise the Express Pass by \$3 per month. That may not seem like much in the grand scheme of things, but every year it is \$3/month and we already pay far and away the most for our service; a service that doesn't include the ability to check bus arrivals – since it's not provided for the Express buses; a service that regularly includes drivers who do not know the route or are unfamiliar with detours [especially at shift change time]; a service that is consistently late in the afternoons.

Please seriously consider skipping the fare increase this year for the Express riders and focus, instead, on better service and more consistent on-time arrivals before you once again raise our rates.

This morning for example, the 7am (164 at Fisher's Landing) didn't even show up until 701. It was only a few minutes late leaving, but considering there is a 705 and a 710, it really made for a clustered area and a lot of confused people. Some people thought the 705 left early. At that time of the morning, there is no reason why the buses should be running late.

Also, for the people that use daily tickets – the drivers aren't keen on the idea of punching them and would rather just give a torn off flimsy piece of paper. The drivers make it pretty clear that they do not want to take the time to punch the ticket. If it is such an issue for the drivers, why offer the tickets? I don't use the tickets – this is merely an observation.

Jamie L. MorrisPease

Paralegal

jmorrispease@dunncarney.com

April 19, 2013

Dear C-TRAN,

I just wanted to comment on how wrong I think it is to raise fares when you just gave your employees raises of 5%. your employees make great living wages with great benefits, the majority of

ATTACHMENT NO. 2

your riders do not. They are at or below poverty level. This can be seen by the number of reduced passes you issue. It would be so wrong to raise fares on these people when you raised pay like that. You shouldn't have given raises if you need extra fare box revenue. You just got money in a sales tax hike that these people have to deal with as well. Think strongly about keeping fares as is. It would be a shame to do this to your riders at this time.

Thanks for your time,
Ben M. Comal

April 24, 2013

C-Tran,

I would like to comment on your fare increase proposal. I think that it would be a shameful thing to do at this time to raise fares as we all just found out about your pay raises to c-tran employees. The right thing to do is either give smaller or no raises to your employees if you keep needing to raise fares for the lowest raise earners who are the majority of your riders (myself included) I make 9.55 an hr and have not had a raise since 2005. You are making it so hard to afford a bus pass anymore and judging by the way I am asked for a nickel or dime at a bus stop at least 3 times a week so a person can have enough to pay a single fare, many people are struggling to pay for a bus ride. Give us all a break for a year or two on fare hikes. If you can afford big raises to employees you can give us riders a break.

Thanks,
Kim Cronos

April 30, 2013

To whom it may concern,

I just wanted to give my comments on the proposed fare increases for this September. I feel it is so unreasonable of you to ask for yet another fare hike when C-TRAN just gave a five percent wage increase to its employees. If you need money so badly, then why increase wages? It would be the most ridiculous thing to do to raise fares at this time. We are all paying you every time we go to the store with the sales tax increase that was recently given to you. Your riders and most people in Clark County are not getting wage hikes like your employees. We have taken pay and/or hour cuts. I know I have a hard time paying for my monthly pass; so hard in fact, that I had to pass on buying a March bus pass as I could not afford it. This makes me walk 4 miles to work if I can't scrape up the single ride fare money. I beg of you to not raise fares. Don't do this to your riders. If you need money, do not raise wages. For God's sake, please give us poor people a break.

Marty Southwick
Vancouver, WA

April 30, 2013

You are yet again raising the price of the express bus, and yet our service is getting worse. The bus lately has been late almost every day; generally, 10 minutes or more, which I find very odd considering they run every 10 minutes. If you are late every day, it seems reasonable that you would leave 10 minutes sooner to make your stops correct. The 177 is a lot closer to my house, but that bus runs too few trips to fit my schedule. If my service does not get better, that is fine, but I don't see why we keep paying more every year if you are not providing better service. My bus pass is almost the same cost as parking, so if things don't get better I will be driving in the future. Most the people on the 164 feel the same way, if you don't believe me, go ahead and ask.

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May 2, 2013

I'm ok with the increase of 10 cent increase each way on the express tickets.

Best Regards,

Leiann Sandstrom

Accountant

lsandstrom@learning.com

O 503-517-4464

F 503-210-035

May 2, 2013

Wow! Open sessions are closed, and then I receive this email.

CTran fares are already higher than Trimet, OHSU route 190 riders pay more for our ride fares than Trimet. Washington residents who commute to Oregon for work also pay more in taxes, as we pay both sales and personnel Oregon income tax. CTran would also propose to increase our out of pocket expense even greater! Shame on you!

Over my last 10 years of commuting by CTran to Oregon ridership has increased and the amount of busses increased. All 5 morning busses and all 4 afternoon busses are full. Increased ridership should compute to less cost per rider, not more. I do not support any fare increase/s.

Glen Gipe

Construction Project Coordinator

Design & Construction

Oregon Health & Science University

T: 503-494-5298

C: 503-880-2193

e: gipeg@ohsu.edu

May 2, 2013

Please do not raise fares. What are you doing with the money you get from sales taxes? You should not have given employees of C-TRAN pay raises if you have to ask riders to pay up again. Please do not vote a fare increase in for September 2013. If anything, give a break to the Reduced/Honored pass holders who really are struggling. We are not getting pay raises.

Thank you,

Sue Hinton

Vancouver, WA

May 6, 2013

Please clarify my understanding. What happens to the money that was voted on by the sales tax increase a few years ago? We are all still paying for this sales tax and it must be going somewhere. Gas prices have remained pretty consistent over the last couple of years and we had an increase when the price started going up. I ride the 164 and I am sure our buses more than pay for themselves with ridership. The amount we pay monthly is more than Tri-met. There are empty large buses driving around town on weekends and evenings. Since you keep track of bus tickets used on the buses you must have over time, found a pattern that would tell you that a bus that holds 50 people is being used on a route at a time when one that holds less than 20 would suffice. Also, the sales tax went up and the customer service availability at Fishers landing went down. No longer can a person who needs a ticket on a bus before 10am have anyone to help them. All of the 164 buses are finished running their morning routes before that so the need is there when people

ATTACHMENT NO. 2

are actually using the facility. The customer service ends at 6pm. So you catch the last available 164 in the morning and have a bus on the way home that doesn't make it back to Fishers until 6:15 due to traffic, the commuter with a normal work schedule has lost his opportunity to have someone there to sell him a ticket. The answer given will be that we can always go to Safeway or Fred Meyers. After dragging yourself back and forth to Portland do you really think anyone wants to make an unnecessary stop on their way home?

If c-tran wants more money than it needs to show it uses what they have more efficiently. New ticketing machines over a million dollars is a waste. Perhaps you need to invest in debit card vending machines that sell tickets and passes. Those ways you can eliminate the human touch altogether. I am sure there is money in your reserves for that.

May 9, 2013

Please do not raise fares or at least delay it until sometime in 2013. You're so high on your fares already especially if you have to go to Portland.
Kim Kells of Vancouver

May 10, 2013

I just want to ask that the proposed fare increases not be approved since C-TRAN just gave employees a 5 percent wage hike. If you need money you should not have done this. Also you just got sales tax increases voted in for increased revenue.
Mike, Vancouver, WA

May 14, 2013

Mr. Hamm,

I cast one strong vote opposing any fare increase on C-TRAN public transit. No exception. Thank you for making the mailing address so visible. I noticed one poster regarding this on the Fourth Plain bus. Thank you for extending the deadline for writing in comments. Have a wonderful day.

Sincerely,
Gwendolyn J. Bogg



**C-TRAN BOARD OF DIRECTORS
MEETING MINUTES**

April 9, 2013

The C-TRAN Board of Directors meeting was held Tuesday, April 9, 2013 at the Vancouver Community Library, Columbia Room, 901 C. Street, Vancouver WA.

CALL TO ORDER

Chair Bill Ganley called the meeting to order at 5:31 p.m.

PLEDGE OF ALLEGIANCE

Chair Ganley led the Pledge of Allegiance.

ROLL CALL OF MEMBERS

PRESENT: Connie Jo Freeman, Bill Ganley, Bart Hansen, Roy Jennings, Jack Burkman (alternate for Tim Leavitt), David Madore, Tom Mielke, Ron Onslow (Alternate for Jim Irish), Larry Smith, Steve Stuart

ABSENT: None

STAFF PRESENT

Executive Director/CEO Jeff Hamm, Legal Counsel Tom Wolfendale, Director of Operations Lynn Halsey, Director of Development & Public Affairs Scott Patterson, Interim Director of Maintenance Paul Koleber, Director of Administrative Services Diane O'Regan, Operations Chief Debra Wright, Senior Manager of Development & Public Affairs Jim Quintana, Senior Human Resources Manager Julie DeBoever, Senior Manager of Information Technology Bob McMahan, Field Operations Manager Bob Medcraft, Passenger Service Manager Walt Gordon, Financial Manager Julie Syring, Senior Planner Tom Shook, Executive Assistant/Clerk of the Board Debbie Jermann

CHANGES TO AND APPROVAL OF THE BOARD AGENDA

LARRY SMITH MOTIONED, BART HANSEN SECONDED, AND MOTION CARRIED TO APPROVE THE AGENDA.

BOARD PRESENTATIONS

1. **PRESENTATION TO RETIRING PARATRANSIT OPERATOR LEE RAINS. RESOLUTION BR-13-006**

Chair Ganley read Board Resolution BR-13-006.

TOM MIELKE MOTIONED, RON ONSLOW SECONDED, AND MOTION CARRIED TO APPROVE BOARD RESOLUTION BR-13-006, RECOGNIZING THE RETIREMENT OF PARATRANSIT OPERATOR LEE RAINS.

CITIZEN COMMUNICATION TO THE BOARD

MARGARET TWEET, Washougal, WA stated that she opposes the CRC/Light Rail project, and reminded the Board that 66 percent of the voters voted against light rail at the November 2012 election. Ms. Tweet questioned if taxpayer funds are being used to lobby the Washington State Legislature for the CRC project, thereby ignoring the voting citizens. Ms. Tweet questioned if using taxpayer funds to lobby for the project is illegal given the November 2012 vote. Ms. Tweet advised that a bus service alternative was never considered as a locally preferred alternative and urged the Board to seek a cost benefit analysis of express bus service versus light rail. Ms. Tweet submitted Exhibit A, "Cascade in the Capitol: Light Rail to Vancouver vs. CTRAN Express Buses - Testimony on HB2800."

RICHARD SOHN stated the CRC project needs to be defined, and then the related employment benefit can be determined. The local unions are treating the CRC project as a jobs project, rather than a river crossing project. Mr. Sohn stated the Board is lacking a representative of the taxpayers.

SHARON NASSET, 1113 N. Baldwin St., Portland, OR thanked the Board for conducting their meeting at the Vancouver Community Library and for airing the meeting live on CVTV. Ms. Nasset said City of Vancouver staff have stated the CRC Project is a City of Vancouver project. Ms. Nasset stated the project is a regional transportation project and the City of Vancouver is not a project signator. Ms. Nasset said transit is about getting people to where they need to go from where they live. Ms. Nasset questioned if the CRC project would get the people to the employment centers.

JIM KARLOCK, Portland, OR submitted Exhibit B, the Executive Summary of a report prepared by Tiffany Couch, Acuity Forensics, which speaks for cost allocation discrepancies. Mr. Karlock also submitted Exhibit C, a letter dated April 8, 2013 to Washington State Senators and Representatives, Congresswoman Jaime Herrera Beutler, and Concerned Citizens, regarding Report #6, Columbia River Crossing - Cost Allocation Discrepancies. Mr. Karlock reiterated the information in the exhibits and asked the C-TRAN Board to withdraw their support of the CRC Locally Preferred Alternative (LPA) and the CRC project.

PAUL MONTAGUE, Identify Clark County stated for months, opponents of the CRC project have cited the results of the November 2012 ballot measure as a no vote for the project. A facilitator at the February 23, 2013 C-TRAN Board Workshop stated the results of the election could be interpreted differently, and his interpretation is it is not clear what the results mean. Mr. Montague stated The Columbian will be publishing the results of a poll on the CRC project and he is looking forward to those results. Mr. Montague stated there has been substantial misinformation concerning the CRC project over the past year or two. As a result, Identify Clark County, the CRC project, and other partners have created a CRC Fact Book (attached to these minutes as Exhibit D).

RON ROBBINS, 10507 SE Evergreen Hwy., Vancouver, WA stated he is a citizen of Vancouver, and has spent many hours stopped on I-5 due to traffic congestions. In the 1980's, downtown Vancouver fell into disrepair. The I-205 bridge was constructed to the East, and the Orchards/East Clark County area began to grow and expand. Funds were spent on the redevelopment of downtown Vancouver, which created jobs and was forward thinking. Mr. Robbins stated the I-5 bridge needs to be replaced, which will help expand Southwest Washington.

STEVE HERMAN, 1511 Harney St., Vancouver, WA stated the failure of Proposition 1 in November 2012 causes him to be concerned the City of Vancouver will push to take control of transit and urged the C-TRAN Board to retain control of C-TRAN. Mr. Herman said the C-TRAN Board answers to the taxpayers, not the CRC.

BOB CARROLL, 415 NW 49th St., Vancouver, WA stated three weeks ago, Clark County witnessed what happens when there is a wreck on the I-205 bridge and the traffic backup as a result. Mr. Carroll stated the CRC project is not about union or non-union jobs, but it is about what is good for the region. Mr. Carroll encouraged the C-TRAN Board to endorse the CRC project, as a delay will be a lost opportunity.

JACK DAVIS, 3807NE 80th St., Vancouver, WA said he has done the math and the light rail project with tolls is another political scam, and everyone affected will lose, except for those at the top of the food chain, such as David Evans & Associates. Mr. Davis said he does not feel light rail is the future, as the technology is already obsolete and will never surpass automobiles for future transportation choices. Mr. Davis questioned how much work can be expected by the unions as more money is made during planning than actual construction. Mr. Davis encouraged the board to support a new bridge without light rail or tolls that could be built by union workers.

MICHAEL A. BURCH, 6626 NE 23rd, Portland, OR said he is a citizen of the region, carpenter, and a member of the UBC Local 156. Mr. Burch said many hours have been spent on this project. The State of Oregon has passed legislature dedicating \$450 million to the project, and is waiting on the Washington State Legislature to dedicate funds. The project will create middle class well paying jobs and that will in turn benefit the local economy when that money is spent back in the community. Mr. Burch said as a carpenter, you always measure twice and cut once; the CRC project has been measured four times.

HENRY MROCZKOWSKI, United Brotherhood of Carpenters said he lives in Salem, OR and travels the I-5 corridor on a regular basis, and sees the need for the replacement bridge. Mr. Mroczkowski urged the Board to quit "kicking the can down the road" because delays will result in increased costs.

DOUGLAS BENSON, 4742 Westlawn Ct., SE, Salem, OR stated he is a carpenter, and travels from Eugene, OR to Vancouver, WA on a regular basis. Mr. Benson stated the time spent in traffic on the I-5 Bridge is time away from his family and other things that need to be done at home. Mr. Benson urged the Board to support replacing the failing, which will in turn address traffic congestion.

JACK GAMBOA, Vancouver, WA stated he represents the working families in the region. Mr. Gamboa said he is a resident and Union Carpenter, and is one of 59,000 residents that cross the Columbia River every day for work. Mr. Gamboa stated a new bridge will strengthen the economy, and no longer be considered the weak link but a strong viable part of the west coast. Mr. Gamboa said the CRC project will address safety issues, such as getting on and off I-5, and urged the Board to move the project forward.

DAVE RITCHEY, PO Box 623, Washougal, WA said he has spoke at numerous CRC meetings, and urged the Board to move the project forward. Mr. Ritchey stated that barges, not large ships, navigate the Columbia east of the bridge. Mr. Ritchey said the information that tolls are expected to be \$15 is a lie.

EDWARD L. BARNES, 4009 NE 50th Ave., Vancouver, WA submitted information on the timeline of the process to fund, plan, and construct the I-205 corridor, including the Glenn Jackson Bridge, attached to these minutes as Exhibit E.

JUDY TIFFANY, Vancouver, WA submitted information entitled "4th Plain Behind the Numbers", attached to these minutes as Exhibit F. Ms. Tiffany stated she is the Co-Chair of the Fourth Plain Neighborhood Association. Ms. Tiffany advised that people who ride the #4 Fourth Plain buses are aware of crowding on the route, and said she has had to wait for two buses because of full buses with standing room only on the route. Ms. Tiffany stated Bus Rapid Transit (BRT) would be an improvement for the community, and provide better lighting at bus stops, which would increase safety.

ION HUNT, VICE-PRESIDENT OF ATU 757 said transit jobs are good jobs and expressed support for the CRC project. Mr. Hunt encouraged the Board to move the project forward and retain control of the project.

HARRY KIICK, Vancouver, WA submitted information on the current load factors for the #4 buses, compared to 60-foot articulated buses proposed for BRT, attached to these Minutes as Exhibit G. Mr. Kiick said he believes the larger BRT buses will provide a better riding experience, thereby increasing ridership.

TYSON JONES stated he has been a resident of Clark County since 2000, originally from Portland, OR. Mr. Jones said he represents Generation X, who views transit differently. Mr. Jones said Clark County became a residential outlet when Oregon passed many of their land use laws. Mr. Jones said many of his friends do not own cars, and C-TRAN needs to consider what will be needed 50 to 100 years from now. The cost of the CRC project is high, but the longer it takes to do the project, the more it will cost.

CAROLYN CRAIN, 5917 NE 47th St., Vancouver, WA stated during recent trip to Olympia WA to testify before the legislature, she heard a 20 year old speak who is attending college and working full-time, but cannot afford a car. The young man asked the legislature to make sure he had transit options but not saddle his generation with debt.

Written Comments Entered Into the Record:

1. Tom Broadwater, Vancouver WA: "It would be very feasible to tap into the Max Light Rail, an already existing system. We not only need a new bridge, but we need the added lanes to help with traffic flow. The addition of light rail would help that greatly. I cannot believe we would not want to replace the old bridge that needs way too much work on it."
2. Steve Prastka: "The CRC w/light rail is a flawed design and must be stopped. The primary problem is not being addressed and continuing to fund the announced design as the only alternative is intellectually dishonest and in my view - professionally unethical. A viable solution should include more lanes for cars and freight. The CRC concept is flawed for multiple reasons: 1) will not reduce commuting times in a meaningful way; 2) will not offer a cost-effective or affordable alternative; 3) working families can't afford tolling (\$1200-\$3000 year); 4) light rail is a foiled solution everywhere it is tried; and 5) a viable bridge should cost no more than \$750 million - \$1.5 billion."
3. Frank Winbigler, 2512 NE Glisan St., Portland, OR: "I support the Columbia River Crossing."
4. Dusty Schuler, 510 Ravenwood Rd., Kelso, WA: "I support the bridge, I support mass transit/Max coming across the river. I would ride it daily if it was in Vancouver. We need a new bridge."
5. Sharon McCoy, PO Box 70, Dixie, WA: "This bridge is antiquated and unsafe in an earthquake. I would like to see a bridge built that includes carpool lanes, mass transit, and pedestrian lanes among regular traffic lanes. I believe a new bridge is vital, not just for immediate jobs, but for long-term mobility between states."
6. Jose C. Perry, 9702 NE 65th St., Vancouver, WA: "I am in favor of the building of the CRC. The bridge is old and needs replacing. The sooner the better. Oregon is already on board. Let's not let this opportunity pass. It will also create jobs & stimulate our economy."
7. Samuel Murillo, 1169 Chinookan Dr., Cascade Locks, OR: "I support the Columbia River Crossing project because it will bring many man hours of construction to the Vancouver area, will therefore bring money into the community, hotels, restaurants, and good livable wages for construction workers and family. That is why I show my support for the project."
8. Max Murphy, Carpenters Representative: "I grew up in Vancouver WA. All my family lives in Vancouver, WA. I have traveled across the I-5 Bridge for the last 20 years, fighting traffic both ways. If now is not the time to building, when is. We could debate this forever or we could get this job done. Now is the time."
9. Kadence Jimeuez, EIS Apprentice, 1822 SE 37th Ave., Portland, OR: "I support this project. I feel it will bring jobs for union carpenters and will help commuters go to and from Oregon & Washington more smoothly."
10. Renee Beandoin, EIS Carpenter Apprentice, 2333 NE 46th Ave., Portland, OR: "I support the bridge 100%. This will give many members of my carpenters union jobs, and not only that but it will help out greatly in traffic congestion."

CONSENT AGENDA

1. APPROVAL OF C-TRAN BOARD OF DIRECTORS MARCH 19, 2013 MEETING MINUTES
2. TRANSMITTAL OF CLAIM VOUCHERS NUMBERED 097178 THROUGH 097520 PLUS NET PAYROLL PAID IN MARCH 2013. IN THE TOTAL AMOUNT OF \$4,343,142.41

3. CONTRACT AWARD: CARPET REPLACEMENT FOR OPERATIONS BUILDING. STAFF REPORT #13-019

The Operations Modular Building was commissioned in 2006 and is heavily used every day of the year. The commercial low-cut nylon carpet in the building is worn in several areas. The main walkways have developed many lateral loose areas creating tripping hazards. The carpet in the two Dispatch Offices, Operator's common area, and the Customer Assistance Office is worn and torn, and requires replacement. The remaining carpet is intact and undamaged. This project will procure a contractor to provide and install replacement carpeting in the walkways, Dispatch Offices, Customer Service Office, and the Operator's common area. The undamaged carpeting throughout the building shall remain in an attempt to maximize resources. The total cost of this contract will not exceed \$38,188.04 (including \$34,716.40 for the base contract, plus \$3,471.64 for the addition of a 10 percent contingency allowance). The base contract price includes an assumption for Washington State Sales Tax. This project is covered under the adopted 2013-2014 Biennial Budget and is approximately 80 percent funded with Federal Transit Administration (FTA) grant funds. The total budgeted project cost equals \$38,952.

4. CONTRACT AWARD: LEGAL SERVICES. STAFF REPORT #13-020

C-TRAN's legal services contract will expire April 30, 2013. C-TRAN uses attorney services to serve as advisor to the C-TRAN Board of Directors and provide general legal advice to staff among many other services. Special legal skills may include but are not limited to:

- Environmental laws and issues;
- State and federal constitutional issues;
- Product liability;
- Tort defense;
- Land use issues;
- Public works, construction, prevailing wages;
- Public powers; and
- Land acquisition, purchase negotiation, zoning, permitting, joint use for private and public ventures.

The rate per hour for work completed by the Primary Attorney shall not exceed \$387 in the first year of the proposed contract term. The rate per hour for the Primary Attorney for all subsequent contract years will be adjusted based on the lesser of either the hourly rates referenced above, or the local consumer price index (CPI). The proposed rates include all incidental expenses. There will be no additional charges for computer research, photocopying, and faxing of documents. K&L Gates will assume all travel expenses from Seattle, or other non-Portland offices. The Primary Attorney is expected to provide adequate legal coverage on most general legal issues for the agency. However, should special legal skills be required of a different attorney, staff will negotiate the rate per hour for the special legal skills as needed. The adopted 2013-2014 Biennial Budget includes \$246,000 for general legal counsel services. With active oversight and monitoring of contract activity, staff does not anticipate exceeding this budget amount for the biennium.

LARRY SMITH MOTIONED, BART HANSEN SECONDED, AND MOTION CARRIED TO APPROVE THE CONSENT AGENDA.

PRESENTATIONS

1. 2013-2014 INFORMATION TECHNOLOGY ENHANCEMENTS

Senior Manager of Technology Bob McMahan, Field Operations Manager Bob Medcraft, and Paul Lavallee, IBI Group Director of Project gave the presentation as outlined in the PowerPoint presentation, attached to these minutes as Exhibit H.

Board Member Connie Jo Freeman asked what affect to farebox recovery is anticipated.

Mr. Lavallee stated in his experience working with similar projects, particularly electronic fare collection, there tends to be a reduction in payment avoidance, and underpayment of fares. A project in Vancouver, BC saw a 3 percent increase in fare collection.

Board Member Jack Burkman asked if there is a risk that the technology could be outdated right after implementation.

Manager McMahan stated staff is conducting peer reviews and participating in an E-Fare Consortium to gather information on challenges and benefits of E-Fare systems. Manager McMahan added that there is typically a 10-year lag in technology in the transit industry.

Executive Director/CEO Jeff Hamm added the E-Fare project is two phases, with the first phase being updating the fare boxes, and the second phase implementing the E-Fare technology.

2. DRAFT SEPTEMBER 2013 SERVICE CHANGES

Director of Development & Public Affairs Scott Patterson and Senior Planner Tom Shook gave the presentation, as outlined in the PowerPoint presentation attached to these minutes as Exhibit I.

Director Patterson noted that the proposed service changes are cost neutral, and staff is asking for Board direction to take the proposed changes out for public input.

Board Member Steve Stuart said a previous service change to the #2 Route increased the headways to 60 minutes, and stated if the service for the #2 will be further reduced, the route should simply be eliminated. Board Member Stuart stated the previous change to the route ensured its failure.

Senior Planner Shook stated the #65 Route is a very well performing route, which currently does not have Sunday service. Staff believes the addition of Sunday service will substantially increase ridership.

Chair Bill Ganley asked if staff could consider adding an early a.m. ride and late p.m. ride when the #47 is deadheading from/to the Town of Yacolt.

Board Member Stuart asked staff to provide the actual farebox recovery for the #134 Route. Any reduction in frequency will result in loss of ridership, and any shift of resources will affect traffic patterns, including the current major traffic project on 139th.

Executive Director/CEO Hamm stated staff would come back to the Board in June to share public feedback and conduct a public hearing.

COMMUNICATIONS

From the Chair:

None

From the Board:

Board Member Madore asked if the location for the May 14, 2013 meeting had been set.

Executive Director/CEO Hamm advised staff would try to schedule the Vancouver Community Library, with the Rose Besserman Room at Fisher's Landing Transit Center as the backup location.

From the Executive Director/CEO:

Executive Director/CEO Hamm shared photos showing daytime and nighttime lighting at the Evergreen Park bus stop, and the 24th & Broadway bus stop.

Executive Director/CEO Hamm introduced the Interim Director of Maintenance Paul Koleber.

ADJOURNMENT

Hearing no further business, the meeting was adjourned at 8:20 p.m.

Prepared By: Debbie Jermann

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Cascade in the Capitol: Light Rail to Vancouver vs. CTRAN Express Buses - Testimony on HB 2800

John Charles | February 11, 2013

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Cascade President John Charles testified today before the Joint Committee on Interstate-5 Bridge Replacement Project regarding [HB 2800](#). His testimony follows.

The CRC Plan for Light Rail:

A Step Backwards for Transit Customers

John A. Charles, Jr.

Cascade Policy Institute

February 2013

Metric	TriMet Yellow MAX Line to North Portland	CTRAM Express Buses Serving Downtown Portland
Capital cost of expanding light rail to Vancouver	\$932 million	\$0

Exhibit:

Meeting Date:

Received By:

A
4/9/13
D. Germain

4/9/2013 4:25

24

2011 annual operating cost	\$10.2 million	\$5.04 million
Operating cost/hour	\$270	\$110
Annual hours of service	40,492	45,996
Farebox recovery ratio for operations cost	47%	67%
Cost/new vehicle	\$4,200,000	\$458,333
Peak-hour frequency	Every 15 minutes	Every 10.3-15.5 minutes
Peak-hour travel speed	15 MPH	31-45 MPH
Travel time, Vancouver to Portland	36-38 minutes	16 -18 minutes
% of passenger seating capacity actually used at the peak period	34%	38%

Promises of Frequent Transit Services: Hope Over Experience

According to the most recent finance plan for this project, *“Light rail in the new guideway and in the existing Yellow line alignment would be planned to operate with 7.5 minute headways during the “peak of the peak” and with 15-minute headways at all other times. This compares to 12-minute headways in “peak of the peak” and 15-minute headways at all other times for the existing Yellow line.”*[1]

In fact, the Yellow Line runs at **15 minute headways** all day, with even less service at night. Yet according to the FTA Full Funding Grant Agreement for the Yellow Line, service is supposed to be operating at 10-minute headways at the peak, improving to 7.5 minute headways by 2020. TriMet is violating its FFGA contract, which could lead to a denial of funding for the \$850 million grant request that the CRC project plans to make.

The Green MAX line is also operating at service levels of at least 33% below those promised in the FFGA.

The legislature should not be expanding TriMet’s territory at this time – especially into another state that already has a transit district – because TriMet **cannot afford to operate the system it already has**. Despite a steady influx of general fund dollars, TriMet has been cutting service ever since the legislature approved a payroll tax rate increase in 2003, as shown below.

TriMet Financial Resources, 2004-2013 (000s)

	FY 04/05	FY 08/09	FY 10/11	FY 11/12 (est)	FY 12/13 (budget)	% Change 04/05-12/13
Passenger fares	\$ 59,487	\$ 90,016	\$ 96,889	\$ 104,032	\$117,166	+97%

Note: Pursuant to legislation adopted in 2003, the TriMet payroll tax rate was increased on January 1, 2005, will rise by .0001% annually until it reaches a rate of .007218% on January 1, 2014.

Annual Fixed Route Service Trends, 2004-2012

	FY 04	FY 06	FY 08	FY 10	FY 12	% Change
Veh. revenue hours	1,698,492	1,653,180	1,712,724	1,682,180	1,561,242	-8.1%
Vehicle revenue miles	27,548,927	26,830,124	26,448,873	25,781,480	23,625,960	-14.2
Average veh. speed – bus	15.8	15.8	14.9	14.7	14.6	-7.6%
Average veh. speed – L. Rail	20.1	19.4	19.3	19.4	18.4	-11.5%

Source: TriMet annual service and ridership report; TriMet budget documents and audited financial statements, various years.

[1] C-TRAN, *High Capacity Transit System and Finance Plan*, July 20, 2012, p. 4.

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One Response to “Cascade in the Capitol: Light Rail to Vancouver vs. CTRAN Express Buses – Testimony on HB 2800”

- 

Brian Weaver February 16, 2013 at 2:32 am #

Nice graphic, really says it all. I don't know what is is with these transit officials, they must have some kind of decease.

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Saving Transit by Shrinking TriMet

John Charles | April 3, 2013

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In the past eight years, the all-funds budget for TriMet has gone up by 125%, but transit service has dropped by 14%. This trend will only get worse. In what future historians likely will refer to as a suicide note, [TriMet recently predicted](#) that within seven years, much of its bus service will have to be cancelled due to the high costs of operation.

Several bills have been introduced in the legislature to address this problem. Rep. Chris Gorsek (D-Troutdale) is sponsoring [HB 3316](#) to expand the TriMet board and change the board composition. This bill is tentatively scheduled for a hearing on April 15.

Sen. Alan Olsen (R-Canby) has sponsored [SB 826](#), which would allow local jurisdictions to leave TriMet at any time, for any reason.

Both bills actually could be combined. A more diverse board could bring better oversight, and allowing cities or counties to leave the district (as Wilsonville, Sandy, and Canby already have) would encourage innovation and reduce TriMet's unsustainable operating costs.

After 44 years, it's time to admit that TriMet has failed. Its cost structure is too high and cannot be reformed. The policy objective from now on should be to serve *transit riders*, not the TriMet bureaucracy. Transit advocates should speak forcefully to these points at the April 15th hearing in Salem.

Cascade in the Capitol: Testimony in favor of deregulating the natural hair care industry

Steve Buckstein | March 27, 2013

The Oregonian published a great article about this hearing, pointing out Cascade's long-held position against what the reporter labels government overregulation. She links to the ... [read more](#)

Legislative Leadership Forum Series 2013

Cascade Policy Institute | March 25, 2013

Couldn't make it to our Legislative Leadership Forum Series in Salem? Watch the video recaps here! Columbia River Crossing Legislative Leadership Forum Cascade President and ... [read more](#)

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Indiana Court Upholds School Choice Program, Invites Hope for Oregon's Kids

by [Christina Martin](#) on April 9, 2013

On March 26, the Indiana Supreme Court issued a unanimous opinion holding that the state's Choice Scholarship Program is constitutional. Indiana's voucher program is one ... [Read More](#)

Coalition Releases New 'Facing Reality' Budget Report

by [Steve Buckstein](#) on April 8, 2013

For Immediate Release April 8, 2013

PORTLAND, Ore. – Americans for Prosperity-Oregon and Cascade Policy Institute have released a new report, Facing Reality 2013, ... [Read More](#)

Buying Off Discontent: The Economic Wreckage of Disability Benefits in America

by on April 4, 2013

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by [Kathryn Hickok](#) on 8 April 2013 | 3:00 pm

"We want a society where people are free to make choices, to make mistakes, to be generous and compassionate. This is what we mean by ... [Read More](#)

Freedom in Fiction: Ida Elisabeth

by [Kathryn Hickok](#) on 6 April 2013 | 6:00 am

Ida Elisabeth had every reason to leave her husband. He was foolish, immature, irresponsible, and unable to change. She couldn't respect him. She had never ... [Read More](#)

4/9/2013 4:25

Exhibit 28, 4/9/13

Excerpt from

http://www.acuityforensics.com/downloads/press/CRCA_Report_6.pdf

Re: Report #6 Columbia River Crossing – Cost Allocation Discrepancies

Executive Summary

Acuity Group was hired in April 2011 to analyze documents and compile data in an attempt to provide clarity related to the expenditures of the Columbia River Crossing project. Our previous five reports have documented questionable contracting practices, apparent contract overruns, potential violations of the Washington State Open Public Meetings act, proposed CRC expenditures outside the scope of the CRC “project area” costing tens of millions of dollars, an analysis of the funding plan for the project which identified funding shortfalls, and questionable subcontractor relationships which call into question the project office’s adherence to employment related regulations.

This report is a result of our analysis of the CRC project’s detailed budget (i.e. Base Cost Estimate) and the contradictions found between this document and the CRC’s public communication and published maps which purport to show legislators and public officials the cost of each component.

According to the CRC’s own detailed budgets, the costs to build the interchanges in Oregon and Washington are expected to cost **hundreds of millions more** than what is being reported to legislators, public officials, and the citizens of Oregon and Washington. Conversely, the CRC’s own detailed budget shows that the cost to tear down and rebuild the interstate bridge is **hundreds of millions less** than what is being reported.

It is the conclusion of this analysis that tolls, which are being reported to you as the revenue source for “the interstate bridge portion of the project”, will actually include a significant portion of each state’s interchange costs as well. In essence, anyone paying a toll will not only be paying for the cost of the bridge, but they will also be subsidizing the cost of the interchanges for each state¹.

Table 1 is a summary of the discrepancies discovered.

Table 1. Budget Discrepancy Summary

Project Component	Escalated Cost per CRC Published Map and Public Statements ^(a)	Escalated Cost per CRC Budget	Difference
Oregon Interchanges	\$ 595,000,000	\$ 796,473,365	\$ 201,473,365
Interstate Bridge	\$ 1,200,000,000	\$ 791,300,910	\$ (408,699,090)
Washington Interchanges	\$ 435,000,000	\$ 713,426,623	\$ 278,426,623
Transit (Light Rail)	\$ 830,000,000	\$ 824,799,102	\$ (5,200,898)
Totals	\$ 3,060,000,000	\$ 3,126,000,000	\$ 66,000,000

(a) - We are uncertain why the CRC’s map does not match their CEVP report for a \$3.126 Billion project - assume rounding

Exhibit: **B**

Meeting Date: **4/9/13**

Received By: **D. J. Mann**

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Closing Comments

Our analysis calls into question the CRC's public statements as they relate to the costs of the interchanges and interstate bridge. The CRC's own detailed budgets clearly show that interchange costs exceed what is being reported, before they are increased for risk and escalation. Once these interchange costs are appropriately escalated for risk and inflation, their expected costs increase even more and thus increase the disparity between what is communicated to the public and what their own budgets are reporting - by nearly one-half billion dollars.

By nearly the same margin of the underreporting of the interchange costs, the cost to tear down and build the new interstate bridge is being reported as far more than the CRC's own budgets report. The result is the apparent shift of funding burden away from the states and instead to those who will be paying the tolls.

Our methodology not only matches CRC statements and other published documentation, our methodology indicates that the shifting of costs between interchanges and the bridge directly relates to the cost of the overpasses on each interchange.

We cannot opine as to the reason for these contradictory statements or why these costs have apparently been shifted on the maps and communications to you, and thus no longer match the detailed budgets supporting them. We can only report to you the information provided to us by the CRC project office, and describe to you our methodology and resulting conclusions.

All information provided to you comes directly from the CRC project office or readily available public documents. This is the sixth in a series of reports published by our office since October 2012. These reports indicate a long history of questionable business practices, manipulation of public process, and an unwillingness to be forthcoming with information elected officials need to make informed decisions. These questionable business practices are sufficient enough to warrant an investigation by an appropriate agency and a halt to the spending of additional taxpayer dollars.

We would welcome the opportunity to provide additional documentation or answer any questions you may have as it relates to our analysis of the Columbia River Crossing.

If you have any questions or comments, please don't hesitate to call us at 360.573.5158.

Sincerely,



Tiffany R. Couch, CPA/CFF, CFE



April 8, 2013

Washington State Senators and Representatives
Congresswoman Jaime Herrera Beutler
Concerned Citizens

Dear Elected Officials and Fellow Citizens:

Re: Report #6 Columbia River Crossing – Cost Allocation Discrepancies

Thank you for the opportunity to communicate to you and your colleagues the results of our forensic accounting analysis of the Columbia River Crossing (CRC) project.

The CRC project is a bi-state highway and transit project along the Interstate 5 corridor between Oregon and Washington that proposes to rebuild interchanges in both states, build a new bridge across the Columbia River, and extend light rail transit from Portland, Oregon into Vancouver, Washington.

Executive Summary

Acuity Group was hired in April 2011 to analyze documents and compile data in an attempt to provide clarity related to the expenditures of the Columbia River Crossing project. Our previous five reports have documented questionable contracting practices, apparent contract overruns, potential violations of the Washington State Open Public Meetings act, proposed CRC expenditures outside the scope of the CRC "project area" costing tens of millions of dollars, an analysis of the funding plan for the project which identified funding shortfalls, and questionable subcontractor relationships which call into question the project office's adherence to employment related regulations.

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1603 Officers Row Vancouver, WA 98661
P : 360-573-5158 M : 360-601-4151 E : tcouch@acuityforensics.com
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Exhibit:

Meeting Date:

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It is the conclusion of this analysis that tolls, which are being reported to you as the revenue source for “the interstate bridge portion of the project”, will actually include a significant portion of each state’s interchange costs as well. In essence, anyone paying a toll will not only be paying for the cost of the bridge, but they will also be subsidizing the cost of the interchanges for each state¹.

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(a) - We are uncertain why the CRC’s map does not match their CEVP report for a \$3.126 Billion project - assume rounding

What’s more, based on our analysis of this budget we discovered that the CRC project is planning a “Phase 1” project. In short, the \$3.5 billion project being considered eliminates several northbound interchange fixes, including: “Victory Braid, Marine Drive East, I-5 North Flyover at Marine Drive, and the North Connections at SR 500” (See Exhibit A). We question whether the elimination of these I-5 northbound components will affect northbound commutes and freight mobility.

While we cannot opine as to why these discrepancies exist, we do believe we have found the methodology behind the discrepancies. In short, we found that when we allocated the cost of the overpasses associated with each interchange to the cost of the interstate bridge, we were able to reconcile to the CRC’s public communications and maps.

We question why the CRC’s source documents do not match statements made by project office representatives in public forums. We further question whether decision makers would have made alternative decisions had they known the true costs of the components of the project and how those costs were being shifted away from the each state’s transportation budget and instead to the cost of the bridge, where the costs will be covered by toll payers.

Over the course of more than a year, we have reported significant questionable transactions related to the Columbia River Crossing project. It is our opinion that these irregularities are sufficient enough to warrant a call by

¹ Toll collection will also “cover” interest on debt service, toll collection costs, and operation and maintenance of the bridge.

legislators and local leaders to halt this project and demand a full investigation into these matters prior to any additional expenditure of funds.

We reserve the right to amend our findings if new or additional information becomes available.

Background

In August 2012, we requested a detailed budget for the proposed CRC project via a Public Records Request. We received a response that our request was denied because we had not asked for a "specific identifiable record."² We provided a clarification to the CRC project office who then returned to us a Cost Estimate Validation Process (CEVP) report, dated August 2011. And thus closed our request for a detailed budget.

The CEVP report was not a budget, but rather a technical report. This 134 page report³ describes the CEVP process as follows:

- A base cost estimate was reviewed by project team members during a CEVP workshop in May 2011.
- Two projects were considered:
 - Full Build with a \$2.742 billion base cost
 - Phase 1 project with a \$2.578 billion base cost
- The base cost estimate for each option excluded risk, inflation, and opportunity costs.
- The base cost estimate for each option excluded estimated costs to date (e.g. planning and preliminary engineering costs) of \$205.5 million.

In essence, the CEVP process takes the base cost estimates, which are reported in current year (2011) dollars and then factors in risk, inflation, and opportunity costs to determine an estimate of the project's cost in terms of year of expenditure (YOE) dollars (2022).

Table 2 summarizes the results of the CEVP process and the results of escalating each base cost estimate to year of expenditure dollars.

Table 2. Summary of CEVP Results

Project Component	Base Cost Report	Estimated Planning and Engineering Costs To Date	Total Base Cost Estimate	60% Confidence Level	90% Confidence Level
Phase 1 Project	\$ 2,371,980,981	\$ 205,500,000	\$ 2,577,480,981	\$ 3,126,000,000	\$ 3,490,000,000
Full Build Project	\$ 2,536,809,000	\$ 205,500,000	\$ 2,742,309,000	\$ 3,365,000,000	\$ 3,746,000,000

² Email from CRC Project Office Representative Michael Williams, August 9, 2012

³ Full CEVP report available upon request

Immediately, one can see that the escalated costs for the Phase 1 project at \$3.1 billion and \$3.49 billion are the “common knowledge” costs reported by project office representatives to the public. The amounts escalated for a Full Build project have not been part of any of the numerous Transportation Oversight Committee meetings, City Council meetings, and other meetings in front of both Oregon and Washington Legislators. The CRC project office consistently reports a project that will cost “between” \$3.1 and \$3.5 billion.

The CEVP report Summary (**Exhibit B**) and key findings indicate that the project office decided on the Phase 1 project as a result of the CEVP process:

*“For the project as defined in this CEVP, results indicate that at a **60 percent confidence level**, the **Phase 1** FEIS alternative could be built at a cost of approximately **\$3,126M (YOE)** and could be completed by March 2022⁴” [Emphasis Added]*

No similar summary or “key findings” exist for a full build project in the CEVP report.

We specifically requested the Base Cost Estimate reports from the CRC project office. We received two separate reports, one entitled “Base Cost Estimate – Deck Truss Option Phase 1” and “Base Cost Estimate – Deck Truss Option Full Build.” These budgets were approximately 23 pages long and were segregated as follows:

- Marine Drive Interchange
- Hayden Island Interchange
- SR 14 Interchange
- Mill Plain Blvd Interchange
- Fourth Plain Blvd Interchange
- SR 500 Interchange
- Existing Columbia River Bridges
- New Columbia River Bridges
- Transit – Expo to State Line
- Transit – State Line to Clark College
- Park and Ride Structures
- Support Facilities and Vehicles

In addition to being segregated by project component, and further segregated by whether costs were related to “Highway” or “Transit”; we noted the significant level of detail included for each component. For example, the linear feet of pavement between “stations”, costs of barriers, costs of excavation and fill, construction staging and mitigation are represented in this report. See the Phase 1 Base Cost Estimate report at **Exhibit A**.

⁴ CEVP report, page ES-i

We question why these Base Costs Estimates or “budgets” were not provided to us upon our first and second requests for them in early August 2012.

We undertook an analysis of these Base Cost Estimate reports to understand how they reconciled not only to the CEVP report, but also the CRC “Costs by Component” Maps (**Exhibit C**) which were provided during nearly every public meeting we attended over the course of the last year.

We noted that each of these base cost estimate reports equaled to the CEVP report findings, but excluded the estimated costs to date of \$205.5 million; as the CEVP report indicated they would. However, we were able to easily reconcile these “costs to date” as seen in Table 2 above.

While we were able to reconcile the Base Cost Estimate reports to the CEVP Report, as one would expect; we were unable to reconcile the costs by component per these reports to the Cost by Component Maps (**Exhibit C**) as we expected to, given the notation on one of the maps which clearly indicates that it should reconcile to the CEVP report:

“Total costs based on 2011 CEVP and 95 foot bridge height = \$3.1 billion”

As will be reported below, we discovered that not only do the total costs per the maps not reconcile to the CEVP report; but that the costs of the individual components are apparently significantly misreported. This is important because the costs per the CRC maps are what are reported to the decision makers and the public by CRC project representatives. In fact, as recently as March 26, 2012, Nancy Boyd used the costs per the map in a communication to Congresswoman Jamie Herrera Beutler.

Detailed Findings and Observations

Before any real analysis could take place, it required a detailed reconciliation of the Base Cost Estimate reports to the CEVP report. We found, however that while the Base Cost Estimate provided costs at a component level, the CEVP report only provided escalated costs for the project as a whole. We had to calculate the escalated costs of the project components and test our calculation, as follows:

Step 1 - Summarize the total base costs of each component as per the Base Cost Estimate report, which totaled \$2,371,980,981 (**Exhibit D**).

Step 2 - Because the estimated costs-to-date of \$205.5 million were excluded in the Base Cost estimate, we had to allocate those costs among the cost of all components. We did this by allocating the \$205.5 million to each component, based on that component's % of cost of the total project (**Exhibit E**).

Step 3 – Add the results of Step 1 and Step 2 (**Exhibit E**). This result brought us to the base cost estimate of \$2,577,480,981 as per the CEVP report.

Step 4 – Determine the risk and escalation “factor” used to bring the Base Cost Estimate reported costs to the CEVP escalated costs. This was done simply by taking the difference between the two reports, and dividing the result by the Base Cost Estimate. It was determined that for a Phase 1 project, at a 60% confidence level, the project office increased the Base Cost Estimate by 21.281205% (**Exhibit F**).

Step 5 – Mark up all components by factor determined in Step 4 to calculate escalated cost of components (**Exhibit F**).

Step 6 – Compare totals calculated to CEVP Report, CRC Map, and other published documents to determine validity of calculation.

It is important to note that we tested our work and found that our calculations appear reasonable. For one, our calculation of escalated cost components shows a total transit cost of \$824 million – just 6 million (or less than 1%) different than the stated cost per the map and other documents submitted to the Federal Transit Administration of \$830 Million.

Our calculation of the escalated Ruby Junction facility indicates that the base cost of \$37.2 million is \$51.2 million in escalated dollars. The project office’s Ruby Junction escalated cost was reported to the FTA at \$50.68 million – a difference between our calculation and theirs of approximately \$500,000 or 1%.

Lastly, in a March 26, 2013 communication to Jamie Herrera Beutler, Nancy Boyd indicates that the cost of the Steel Bridge improvements will be \$300,000 and that a Tri-Met administrative facility will cost \$2.7 million. These items were listed separately in the base cost estimate at \$250,000 and \$2.0 million, respectively. Our calculations indicate that the escalated costs of these items will be \$343,000 and \$2.75 million respectively – indicating that the CRC’s internal costs of components as reported to Congresswoman Beutler closely resemble the same calculation we made.

Given that we were able to successfully reconcile the Base Cost Estimates to the escalated costs per the CEVP report and other published CRC documentation, we question why the information that CRC project office officials provide to elected officials and the public does not appear to match their own budgeted numbers.

The details of these discrepancies are defined below.

1. CRC Map Total Costs Do Not Reconcile to the CEVP Report

The CEVP report brings forward a Phase 1 project that started out at a cost of \$2.578 billion, but after risk and escalation, is expected to cost \$3.126 billion when it is completed in 2022. The \$3.126 billion cost is the stated cost at a 60% “confidence level”; which is described as the confidence level that the project could be built at that amount in Year of Expenditure (YOE) dollars. Conversely, the Phase 1 project is stated with a 90% confidence level that it can be built for \$3.490 billion dollars.

When the component costs on the CRC map (**Exhibit C**) are totaled, they sum to \$3,060 billion (**See Table 1 above**) and do not reconcile to either the \$3.126 billion, or the \$3.490 billion stated CEVP costs – even though the map clearly indicates that the costs are “as per the CEVP report”. The difference between the \$3.060 billion in costs on the map and the \$3,126 billion per the CEVP report is **\$66,000,000.**⁵

We question why the stated costs per the CRC project office’s map does not match to any amount reported on the CEVP report.

2. Base Costs for Interchanges Exceed Escalated Costs of Interchanges per CRC Map

We noted immediately that the base (non-escalated) costs for the Oregon and Washington interchanges exceeded the costs being reported on the CRC maps (which are reported at the higher, escalated YOE dollars). **See Exhibit D.**

This is highly questionable. How can the base costs, which are shown in 2011 year dollars and have not yet been increased for inflation and risk be *more* than what is being reported to decision makers and the public as the inflated/escalated YOE dollars?

3. Escalating Interchange Costs to Year of Expenditure dollars indicates they are hundreds of millions more costly than reported by the CRC Map

Once the calculation of risk and escalation was performed against all project components, it became evident that Oregon and Washington interchange costs were being significantly underreported to the public. Each state’s cost of interchanges is underreported by more than \$200 million – and the total underreport combined exceeds **\$479 million** (or one-third of the stated cost), as Table 3 represents:

Table 3. Washington and Oregon Interchange Cost Discrepancies

Project Component	Escalated Cost per CRC Published Map and Public Statements	Escalated Cost per CRC Budget	Difference
Oregon Interchanges	\$ 595,000,000	\$ 796,473,365	\$ (201,473,365)
Washington Interchanges	\$ 435,000,000	\$ 713,426,623	\$ (278,426,623)
(Under) Over Report of Costs	\$ 1,030,000,000	\$ 1,509,899,988	\$ (479,899,988)

4. Interstate Bridge costs appear to be hundreds of millions less than what is being reported.

The base costs of tearing down and rebuilding the interstate bridge was reported to cost \$600,432,090 (**See Exhibits A and D**). Escalating the costs to year of expenditure dollars equates to an escalated cost of \$791,300,910.

⁵ We recognize that one map indicates that Light Rail will cost \$830 M while another map indicates the cost will be \$850 M. This would change the overall cost per the map by only \$20M and would still not equate to the CEVP report. Further, reporting the Light Rail at \$830 appears to be accurate once the base costs are escalated to YOE expenditures (See Table 1).

We question why, given the costs per their own budget, the CRC continues to report the cost of building the bridge to be more than \$1.2 billion. When coupled with the omission of a full \$66 million from their reported maps, the total underreporting of the interchanges above equates to the total over-reporting of the cost of the interstate bridge.

This analysis leads us to the conclusion that there are more than \$475 million of interchange costs included in the “cost of the interstate bridge” as per the CRC maps. See Table 4.

Table 4. Interstate Bridge Cost Discrepancies

Project Component	Escalated Cost per CRC Published Map and Public Statements ^(a)	Escalated Cost per CRC Budget	Difference
Interstate Bridge	\$ 1,200,000,000	\$ 791,300,910	\$ 408,699,090
Unknown Difference between CEVP Report and CRC Map			\$ 66,000,000
(Under) Over Report of Costs	\$ 1,200,000,000	\$ 791,300,910	\$ 474,699,090

5. Toll payers will subsidize costs of interchanges

The CRC project office maps (**Exhibit C**) indicate that the funding source to pay for the interstate bridge will be from tolls. As a result of the analysis above, it appears that tolls will not only be used to pay for the cost of the interstate bridge, but will also be used to subsidize one-third of the cost of the interchanges. According to the CRC's FEIS, Washington State citizens comprise of more than 65% of all commute time trips in the morning and afternoons. As such, it appears that a portion of the tolls they pay will also pay for Oregon's interchanges. Given the disparity between the number of Oregon State citizens who commute each day (i.e. a “reverse commute”); the “subsidizing” of Washington's interchange costs by Oregon citizens does not appear to be equitable.

6. The project is not an even one-third split amongst funding sources

A large “selling point” of the CRC project has been a constant message that funding sources available to pay for the project are equitably split one-third each between: the two states, federal funds, and toll collection. However, this is only true using the CRC's map, which has proven to be incorrect.

If the CRC were to accurately report costs to legislators, and receive funds from each source “equitably”, it appears that each state's interchanges combine to nearly 50% of the project's costs, with 25% each for the cost of the interstate bridge and light rail. By shifting the costs of the interchanges away from each state and instead to the bridge, where the amount will be paid for with tolls, the CRC's current “selling point” inequitably shifts the burden of costs to those paying the tolls. See Table 5.

Table 5. Costs Reflected as a Percentage of Total Project

Project Component	Percentage of Costs per CRC Map and Public Statements	Percentage of Costs per CRC Escalated Budget	Difference
Oregon Interchanges	19.44%	25.48%	6.03%
Interstate Bridge	39.22%	25.31%	-13.90%
Washington Interchanges	14.22%	22.82%	8.61%
Transit (Light Rail)	27.12%	26.39%	-0.74%

7. Escalated Costs at 90% Confidence Level

For your information we have used the same scenarios as related above, to escalate the base cost report to the 90% confidence level of \$3.490 billion. The costs of the components of the project in that scenario are detailed at **Exhibit G** and summarized in Table 6.

Table 6. Costs of CRC Components at 90% Confidence Level

Project Component	Component Costs with \$3.490 Billion Project (90% Confidence Level)
Oregon Interchanges	\$ 889,216,907
Interstate Bridge	\$ 796,499,975
Washington Interchanges	\$ 883,442,157
Transit (Light Rail)	\$ 920,840,960
Totals	\$ 3,490,000,000

8. Eliminating costs of overpasses from each interchange appears to match the CRC's maps

We noted during our review of the Base Cost Estimate Report (**Exhibit A**), that under the headings of each interchange component, there was a subheading called "bridges." It appeared that these subheadings of "bridges" were actually the costs to build the overpasses on each interchange.

We theorized that the costs of the overpasses were the components that were being shifted to the costs of the bridge, and thus reallocated those costs away from the interchange they were associated with and instead allocated them to the Interstate Bridge line item. We then escalated the costs, as per the methodology described above. The results were that the costs of each component matched the CRC maps (**Exhibit H**). As such, it appears that the shifting of costs on this project directly relates to the overpasses for each interchange.

Closing Comments

Our analysis calls into question the CRC's public statements as they relate to the costs of the interchanges and interstate bridge. The CRC's own detailed budgets clearly show that interchange costs exceed what is being reported, before they are increased for risk and escalation. Once these interchange costs are appropriately escalated for risk and inflation, their expected costs increase even more and thus increase the disparity between what is communicated to the public and what their own budgets are reporting - by nearly one-half billion dollars.

By nearly the same margin of the underreporting of the interchange costs, the cost to tear down and build the new interstate bridge is being reported as far more than the CRC's own budgets report. The result is the apparent shift of funding burden away from the states and instead to those who will be paying the tolls.

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We cannot opine as to the reason for these contradictory statements or why these costs have apparently been shifted on the maps and communications to you, and thus no longer match the detailed budgets supporting them. We can only report to you the information provided to us by the CRC project office, and describe to you our methodology and resulting conclusions.

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We would welcome the opportunity to provide additional documentation or answer any questions you may have as it relates to our analysis of the Columbia River Crossing.

If you have any questions or comments, please don't hesitate to call us at 360.573.5158.

Sincerely,



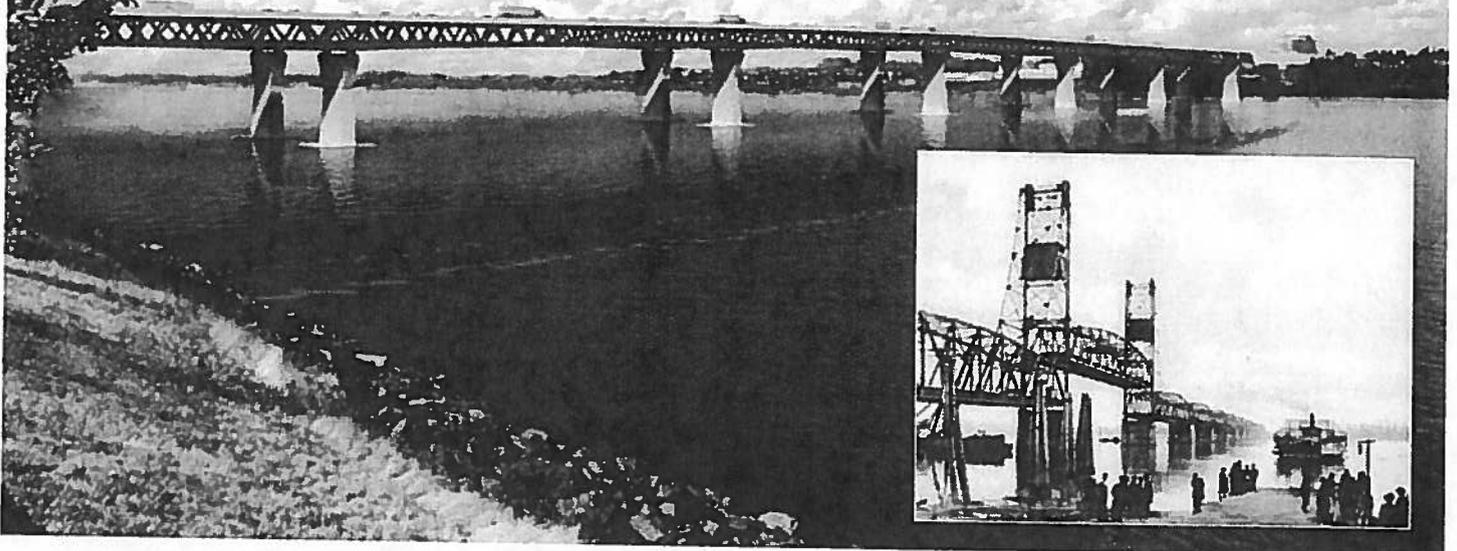
Tiffany R. Couch, CPA/CFF, CFE

LIST OF EXHIBITS

EXHIBIT A:	<i>Base Cost Estimate; Deck Truss Option – Phase 1</i>
EXHIBIT B:	<i>CEVP Report; Phase 1 Summary</i>
EXHIBIT C:	<i>CRC Cost by Component Maps</i>
EXHIBIT D:	<i>Base Cost Estimate Summary</i>
EXHIBIT E:	<i>CEVP to Base Cost Reconciliation & Allocation</i>
EXHIBIT F:	<i>Escalation of Base Costs to CEVP Report – 60% Confidence</i>
EXHIBIT G:	<i>Escalation of Base Costs to CEVP Report – 90% Confidence</i>
EXHIBIT H:	<i>Allocation of Overpass Costs to Interstate Bridge – 60% Confidence</i>

Columbia River Crossing

Modernizing a five-mile I-5 interstate span
created in 1917 and last updated in 1958.



Improving mobility, accessibility, prosperity and safety for generations

Project Highlights and Key Benefits:

- ✓ An investment of \$450 million from Washington will result in a \$3.1-3.5 billion infrastructure project
- ✓ Generates a regional economic benefit of \$5-8 billion
- ✓ More than a decade of input from citizens and local elected leaders
- ✓ Unanimous support for Locally Preferred Alternative
- ✓ Eliminates last national interstate bridge lift
- ✓ Improves crossing to modern seismic standards
- ✓ Improves commute time and reduces congestion
- ✓ Reduces accidents and emergency bottlenecks



COLUMBIA RIVER CROSSING COALITION

Exhibit: D

Meeting Date: 4/9/13

Received By: D Germann

April 10, 2013

cfm
strategic communications, inc.

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March 22, 2013

The Honorable Jay Inslee, Governor
State of Washington
P.O. Box 40929
Olympia, WA 98504-0929

Dear Governor Inslee:

On behalf of hundreds of businesses, community and elected leaders, and individuals we submit this letter and following information to demonstrate our strong and unequivocal support for the Columbia River Crossing (CRC) project.

We recognize that with a project of such unprecedented magnitude and complexity, it would be impossible to make 100% of people happy. Business, community and governmental leaders in the area also recognize the future of our region and its ability to compete in our state, nation, and world economies, is directly related to having a first class infrastructure system. Should the CRC project fail to move forward, congestion on the I-5 Bridge and its approaches is expected to increase from four-six hours each day, to as many as 15 hours each day. The resulting impact to our regional and national economy cannot be overstated. This will limit access to workforce and marketplace opportunities and will negatively impact our regional quality of life.

We believe the benefits of the CRC, as laid out in the Locally Preferred Alternative, could not be clearer. This project is crucial to our region's and state's future economic prosperity. The CRC will provide 1,900 jobs per year through design and construction. By 2030, it will create 4,200 regional and state jobs and add \$231 million in additional wages.

The return on our investment speaks for itself: **\$450 million from Washington will be leveraged in order to build a \$3.1-\$3.5 billion infrastructure project, which will in turn generate a regional economic benefit of \$5-8 billion.** With \$70 billion in freight projected to transit this project annually by 2030, and 40% of Washington jobs trade reliant, further studies or designs are not a practical option.

In addition to economic impact, the I-5 Bridge does not meet current safety and seismic standards. Not only does it lack safety shoulders, its pilings are in sandy soils. When we experience the next big earthquake the wood pilings currently holding up the bridge piers could fail.

After more than a decade of work, 7,521 public comments, 1,276 public and citizen advisory committee meetings and 32,070 public contacts to reach the Record of Decision, *the time to move forward and identify Washington's share of funding is now.* Thank you for your support and leadership on this very important project.

Sincerely,

Mayor Timothy D. Leavitt
City of Vancouver

Commissioner Steve Stuart
Clark County

Council Member Jack Burkman
City of Vancouver

Royce Pollard
Former Mayor, City of Vancouver

Council Member Larry Smith
City of Vancouver

Mayor Ron Onslow
City of Ridgefield

Ted Sprague, President
Cowlitz County Economic Development
Council

Former State Senator, Craig Pridemore

Jodi Guetzloe Parker, Exec. Sect'y
Treasurer
Columbia Pacific Building Trades Council

Lisa Lowe, Attorney
Schabe, Williamson & Wyatt

Jonathan Avery, Chief Admin. Officer
Legacy Salmon Creek Medical Center

Scot Walstra
Citizen

Joey Fuerstenberg, CM
Certified Memorialist
Vancouver Granite Works, Inc.

John D. White, Vice President
BergerABAM

Kim J. Capeloto, Executive Vice President
Riverview Community Bank

David Groth, Principal
Appraisal & Consulting Group, LLC

Lance Killian
Killian Pacific

Arch Miller
President & CEO
International Air Academy, Inc.

Tim Kraft, PE, Principle
OTAK, Inc.

Jane Jacobsen, Executive Director
Confluence Project

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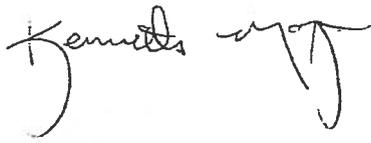
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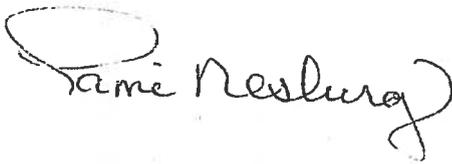
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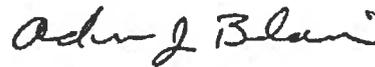
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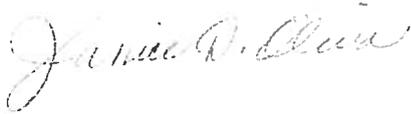
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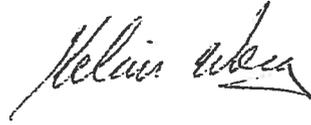
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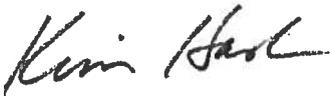
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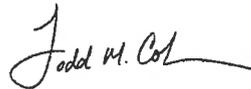
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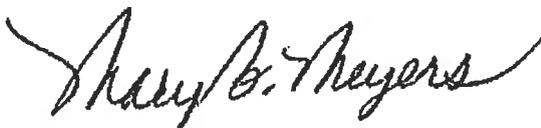
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PAC Paper, Incorporated
Pacific Die Casting
Plastics Northwest
Trimac Panel Products

Columbia River Crossing I-5 Bridge Replacement Project

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Columbia River Towboat Owners Association
Cowlitz County Economic Development
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Pacific Northwest Waterways Association
Southwest Washington Convention
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Vancouver's Downtown Association
West Vancouver Freight Alliance

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Auto Warehouse Corporation
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Executive Summary

The Columbia River Crossing I-5 bridge replacement and corridor replacement project is the most important economic development tool we have for the future prosperity of our region. It is a project fraught with untruths, rumors, and fear mongering, which makes it difficult to know what to believe and what not to believe.

When it comes to building a new I-5 bridge and the five miles of corridor improvements, the facts are:

- A light rail component is absolutely necessary to secure \$850 million in New Starts federal funding for this project,
- Local revenues and tolling will also be needed,
- Any further attempt to change the current bridge design will cause years, if not decades of delay.

Knowing these to be true, the rest is simple. We either move forward with the locally preferred alternative (LPA) as determined in 2008, with all its components or we put our region in economic peril and leave this to the next generation to solve.



Source: columbiarivercrossing.org

Background¹

A 39-member bi-state Task Force (list of members can be found at end document) of community members, stakeholder interests and local elected officials articulated community visions and values in 2005 for the project to uphold as concepts and alternatives were screened and evaluated. These vision and values were the foundation for development of the criteria that were used to screen out alternatives after the Purpose and Need statement was developed. The Purpose and Need Statement describes the transportation and infrastructure needs that must be addressed by the project and is required by National Environmental Policy Act (NEPA); the vision and values criteria, although not required, were critical because they provided a foundation for developing transportation and livability criteria and performance measures used to evaluate alternatives.

Vision

From the beginning, the project and Task Force made a commitment to the public and stakeholders to uphold the following vision:

The Columbia River Crossing project will be developed through an inclusive and collaborative process that considers and gives weight to the work of the I-5 Trade

¹ ColumbiaRiverCrossing.org

and Transportation Partnership and delivers a financially feasible solution that sustains and stimulates a healthy community by addressing its mobility and transportation needs, increasing its business success and family prosperity, protecting its natural resources, and enhancing its quality of life.

The adopted vision and values guided the evaluation of concepts and alternatives, with the objective of developing an alternative that would increase the following:

- Community livability and human resources
- Mobility, reliability, accessibility, congestion reduction, and efficiency
- Safety
- Regional economy, freight mobility
- Stewardship of natural resources
- Distribution of benefits and impacts

Purpose and Need

The project solution must address the needs identified in the Purpose and Need Statement. For CRC, the following transportation needs were defined in 2005 and finalized in early 2006 by the Task Force, with input from the public, federal partners, local agencies and Tribal governments:

- Improve travel safety and traffic operations on the I-5 bridges and associated interchanges
- Improve connectivity, reliability, travel times and operations of public transportation modal alternatives in the project area
- Improve highway freight mobility and address interstate travel and commerce needs in the project area
- Improve the I-5 structural integrity/seismic stability

After the corridor problems were identified, 70 concepts were suggested by the public, the Task Force and the project team. They were all discussed as potential solutions. The 70 ideas included 23 river crossing, (e.g., bridges in different locations, tunnels and ferries) and 14 transit (e.g. commuter rail, light rail, street car and bus rapid transit) ideas.

In July 2006, 12 representative alternative packages were evaluated and ultimately four (in addition to a no build option) moved forward for analysis in the Draft Environmental Impact Statement (EIS).

Based on public input and local agency consensus, the replacement bridge with light rail was identified as the locally preferred alternative in summer 2008 because it best met the vision and values and addressed the transportation needs. The locally preferred alternative was studied in the Final EIS, and the project received a federal Record of Decision from the Federal Transit Administration and Federal Highway Administration in December 2011, validating the process and confirming it met the Purpose and Need Statement.

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² Facts and data used in this document obtained from www.ColumbiaRiverCrossing.org

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Looking at the Facts

Fact: Long-term economic impacts will result in the creation of 4,200 jobs and \$231 million in additional wages in 2030 compared to the “no build” scenario.

Fact: A \$450 million investment from Washington will be leveraged to build a \$3.1-3.5 billion infrastructure project.

Fact: After studying the I-5 Bridge replacement for more than a decade, further delay will only result in greater negative impacts to our regional and national economy.

Fact: The \$850 million federal New Starts grant funds construction of light rail is an essential component to gain the overall project benefits. We will lose \$850 million from the federal government and \$450 million from Oregon if light rail is eliminated from the project.

Fact: If light rail is removed from the project, additional environmental review process will be required, which would delay the project for years if not decades.



Source: columbiarivercrossing.org

Fact: The I-5 Bridge does not meet current safety and seismic standards. Not only does it lack safety shoulders, its pilings are in sandy soils. When we experience the next big earthquake the wood pilings currently holding up the bridge piers could fail. Retrofitting existing bridge to meet seismic standards is not a feasible option.

Fact: The I-5 corridor connecting the entire west coast of the United States to Canada and Mexico is one of regional and national significance.

Fact: The I-5 Bridge and surrounding five-mile corridor connecting Washington to Oregon is the weak link in this crucial transportation and economic system.

Fact: Adding a lift span to the new bridge is not feasible. It would add at least \$250 million to the project and cause further delays.

Fact: The Washington State Legislature passed a law prohibiting the tolling of I-205 Bridge to help pay for the I-5 Bridge replacement.

Looking at the Numbers³

- * \$40 billion in freight crosses the I-5 bridge now
- * \$70 billion in freight projected by 2030
- * 20,000 total jobs supported through design and construction of the project
- * 12,421 direct jobs created or sustained by project during construction
- * 5,589 induced jobs created or sustained by project during construction
- * 2,965 indirect jobs created or sustained by project during construction
- * 40% of jobs in Washington are trade-related
- * 400 crashes per year currently
- * 750 crashes by 2030 if bridge is not replaced
- * 59,000 residents from Clark County cross over the Columbia River every week day to work in Oregon
- * 4-6 hours of congestion currently
- * 15 hours of congestion by 2030 if project is not constructed
- * 60-70 feet is depth of the current decades-old WOOD pilings supporting the bridges
- * 200 feet is the depth needed to ensure bridge pilings reach solid rock needed to avoid catastrophe when an earthquake hits
- * 7,521 public comments, 1,276 public and citizen advisory committee meetings and 32,070 public contacts to reach record of decision
- * 6.8 million hours travelers will save per year in reduced auto and truck delays once the project is built



³ Source: Columbia River Crossing Project
<http://www.columbiarivercrossing.org/FileLibrary/FactSheets/KeepingtheEconomyMoving.pdf>

Facts versus Fiction: Debunking the Myths

Myth: There is a “Common Sense Alternative” proposal to replace the current CRC plan, which is more effective and costs less than the current plan.

FALSE: The “Common Sense Alternative” (CSA) was studied and dismissed early in the process for a variety of reasons.

Facts: The CSA concept includes three new bridges plus structural improvements to two existing bridges. The five elements of this multiple bridge concept were considered by CRC during the component and alternative screening process. Findings for each element are summarized in the appendix on page 42.

“We can't ignore the negative impact the bridge has on the Northwest economy. This is not a local issue. Bridge replacement is a statewide, even national, priority because it affects freight traveling between Puget Sound and the Willamette Valley and points far beyond. With Pacific Rim ports in Oregon and Washington, the bridge is a critical link between businesses and farms and global customers.”

Former Governor Chris Gregoire

Myth: Light rail is not needed for the project. We can easily make the bridge “light rail ready” or use bus rapid transit instead. It is possible to add light rail to the project at a later point without impacting schedule and budget based on current project assumptions.

FALSE: Light rail is a component needed to obtain the federal share of the project (\$850 million in New Starts funds) and Oregon’s funding share (\$450 million). The CRC cannot be built without it.

Facts:

- Inclusion of a high capacity transit component is essential to address the transportation challenges on the I-5 corridor. Over a dozen different transit modes were considered.
- After a robust screening process, light rail was selected in July 2008 by all six local partners as the best transit option for the corridor, in combination with a replacement bridge and tolling.
- Adding light rail transit will double the number of river crossings made on transit by 2030 (compared to no build)—with an estimated **6 million annual trips made** on light rail. These riders reduce vehicles on the highway, helping to reduce emissions and congestion for freight and autos.
- Compared to bus rapid transit, light rail provides:
 - Better travel times [light rail averages 17 mph versus BRT’s 14.5 mph, including stops]
 - Greater reliability
 - Higher number of riders
 - An estimated 25 % lower operations and maintenance cost per rider

- Greater potential for nearby transit oriented development

The approved project design anticipates a significant mode shift from single-occupancy vehicles to transit. A delay in adding light rail would require additional modeling to understand the resulting effects on traffic. Building the project without light rail would likely not meet the project's stated purpose and need, as documented in the analysis performed under the National Environmental Policy Act (NEPA) and approved in the federal Record of Decision. Federal lead agencies would evaluate changes before making a determination about additional environmental review.

If a change to the preferred alternative results in new and significant impacts, a supplemental EIS is required. A supplemental EIS would likely require 12 to 24 months to complete. The cost of conducting a supplemental EIS would depend on the scope of analysis and the length of delay. Costs incurred would include technical analyses, documentation and public outreach and comment.

The project will not be as competitive for the New Starts federal transit funding if light rail is not included in the project. If a decision was made to select a mode other than light rail as approved in the Record of Decision and a supplemental EIS is required, FHWA and FTA would have to approve a new Record of Decision, and FTA would re-evaluate the project and assess its competitiveness compared to other projects.

Myth: For much less money we can build a third bridge at 192nd.

FALSE: A third bridge does not address the existing and future transportation problems. Most trips using I-5 have origins and/or destinations within the project area itself. AND, Oregon does not want a third bridge at 192nd. Period.

Facts: A third bridge would not address transportation problems in this corridor, including crashes, congestion, and risk of failure in an earthquake nor would it get people where they want to go. Most trips using I-5 within the five-mile project corridor have origins and/or destinations within the project area itself. Between 68 and 75 percent of all peak hour cross-river trips enter and/or exit I-5 near I-5 because it provides the most efficient route to key destinations including the ports of Portland and Vancouver and downtown Vancouver and downtown Portland. Traffic analysis found that most I-5 trips would not be diverted to a new upstream or downstream bridge and the existing safety issues on I-5 would remain.

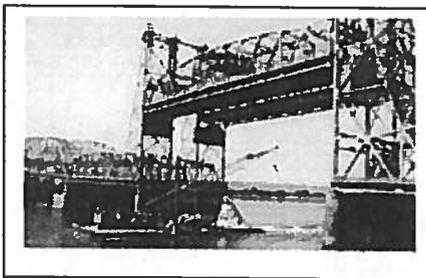
Early project studies looked at third river crossings west and east of I-5. These studies found that the third crossings would not adequately address the existing or future transportation problems on I-5 and would do little to reduce congestion on I-5.

Myth: We can easily add a lift span to the existing design, which would only be used 2-4 times per year for the businesses upstream.

FALSE: Too costly – adds \$250 million to the project and years of delay to redesign bridge.

Facts:

- Adding a lift span to the proposed deck truss bridge and alignment would result in a structure of unprecedented complexity with several technical challenges.
- A lift span that provides clearance of 125 feet would increase the capital



Source: columbiarivercrossing.org

construction cost of the project by approximately \$250 million; costs associated with a lift span providing clearances higher than 125 feet would be significantly more. A re-evaluation of the bridge type, configuration, and alignment related to addition of a lift span would require additional environmental reviews and increase costs due to delay.

- Bridge lifts (currently there are 400 bridge lifts per year) would continue to stop traffic, including for maintenance, which accounts for over half of the existing bridge lifts today.
- CRC has designed a bridge without a lift span for a number of reasons beyond its capital cost.
 - Regular lifts stop interstate traffic, causing congestion and delays that take hours to clear.
 - Data show that bridge lifts increase the likelihood of collision three to four times for drivers traveling toward the bridge.
 - Lift towers would penetrate into FAA regulated airspace.

Myth: We are spending \$3.5 billion and we are still just getting a 3-lane bridge?

FALSE: The locally preferred alternative has 5 lanes in each direction: two of which, will connect interchanges.

Fact: The CRC project will replace the I-5 bridge, improve closely-spaced interchanges, extend light rail to Vancouver, and enhance pedestrian and bicycle pathways. Highway lanes will be added in the five-mile CRC project area to better

connect interchanges, improve safety and reduce congestion. The current I-5 bridges have a total of 6 lanes of traffic and no safety shoulders. The replacement I-5 bridge is being designed to accommodate a total of 10 lanes of traffic and full safety shoulders. In each travel direction there will be three through lanes and two lanes to connect interchanges. The number of lanes will transition to the existing number of lanes at the northern and southern project boundaries.

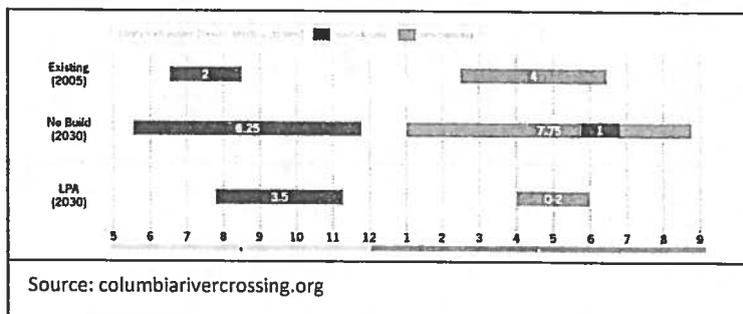
Myth: Washington law requires voter approval of high capacity transit.

FALSE: C-TRAN’s attorney determined voter approval is needed only if taxes or fees are raised.

Fact: The C-TRAN Board of Directors chose to pursue a sales tax funding option provided by the state’s HCT Act, RCW 81.104 in order to fund the **operations and maintenance costs** for the light rail component of the CRC project. Because the agency chose to use the 81.104 funding, all the requirements of the law took effect, including the development of the system and finance plan and the expert review panel. Voters rejected the sales tax increase; however, C-TRAN may consider other funding options for operations and maintenance that are not part of RCW 81.104 to fund the agency’s HCT projects, including CRC light rail transit. Should C-TRAN fund the operations and maintenance of light rail transit with funding that is not part of RCW 81.104, it is not bound by the other requirements contained in the Act. (NOTE: Clark County’s attorney does not agree with C-TRAN’s assessment. The question is before the Attorney General and pending a final decision.)

Myth: The improvements result in only 1 minute of time savings for commuters.

FALSE: Drivers heading northbound to Vancouver during the evening commute will save 20 minutes. The duration of congestion on the bridge is reduced from a predicted 15 hours a day in 2030 under the no-build scenario, to 5.5 hours when the locally preferred alternative is constructed.



Facts: The project will provide considerable benefits for travel time, reliability and duration of congestion for most bridge users. Bridge lifts will be eliminated, collisions significantly reduced and traffic will flow more smoothly to and from interchanges.

- Drivers heading north on I-5 from I-84 in Portland to 179th Street in Vancouver will save 20 minutes compared with the No Build Alternative.
- For drivers traveling southbound during the morning peak, the time savings will not be as significant, but the trip will be more reliable and safer.

Myth: Washington State legislature's prohibition of tolling on I-205 will result in increased traffic on that bridge from those trying to avoid the tolls on the CRC.

FALSE: Reports and studies indicate no significant long term diversion to I-205.

Fact: A preliminary tolling study completed in 2010 found that the majority of drivers would not change their travel pattern to avoid a toll. As a result, there would not be significant diversion to I-205 assuming toll rates in the range studied for the finance plan in the Final Environmental Impact Statement (FEIS). The range of one-way toll rates studied was between \$1 and \$3 (2006 dollars, see Exhibit 4.3-3 from the FEIS). This range in 2020 dollars (post construction) would be \$1.41 to \$4.24. An investment-grade tolling study is underway and it is anticipated to provide additional information about the effect of tolling on traffic diversion.

Myth: Because \$400 million of federal money was excluded from the most recent national highway bill, the CRC project will not receive the federal funds necessary.

FALSE: The project did not expect money out of the most recent national highway bill because it was only a two-year bill and does not line up with the timing of the project.

Fact: The most recent surface transportation reauthorization appropriated approximately \$500 million in 2013 for Projects of Regional and National Significance, which is less than previous years. Funding is awarded through a competitive process. The CRC project would be highly competitive for this funding when it becomes available. Both states are working with the Oregon and Washington federal delegation to support additional funding for the program. This funding is not needed until the later phases of construction.

Myth: CRC is hiding the true costs of tolls as evidenced by they fact it has yet to deliver an independent 'investment grade' toll revenue forecast that private investors and the federal government will insist on before lending a dime of the billions of dollars needed for this project.

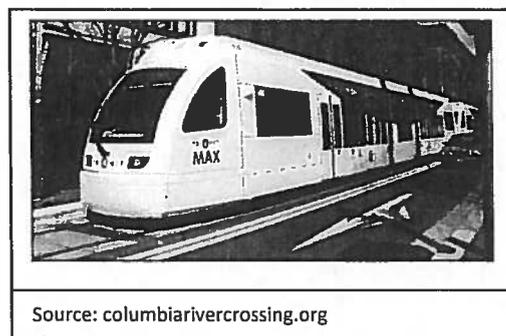
FALSE: The project has not released an investment-grade tolling analyses not because they are hiding the facts but because these analyses are typically completed just prior to issuance of bonds. The investment grade analysis is in process. The CRC project will have updated traffic and revenue information this June and will have a preliminary investment grade analysis report by December 2013.

Myth: The CRC proposal is full of pork. Included in cost estimates are modifications to the Steel Bridge, expansion of the Ruby Junction maintenance facility, and relocation of the existing Tri-Met operations center, which are well outside the project service area and not needed for the project.

FALSE: These improvements are not “pork”. They are necessary in order to handle the additional light rail trains needed as part of the CRC project.

Facts: Trains that travel from Vancouver to downtown Portland must cross the Steel Bridge across the Willamette River. Modifications to the Steel Bridge would improve the existing light rail transit track and electrical system allowing the Yellow Line trains to and from Vancouver, as well as all other MAX line trains that use these tracks, to increase their travel speed and avoid system delays. This provides more reliability for travelers from Clark County and North Portland. Specific improvements include grinding the transit rails within the track bed to remove the lift joint bumps, rail corrugation, and any rough field welds; installation of a vibration pad under the signal case to dissipate vibration; and stiffening of the overhead catenary system brackets to allow for greater impact as the catenary transfers from the fixed to movable span. The estimated Steel Bridge improvement cost is about \$300,000.

Expansion of the existing Ruby Junction Maintenance Facility in Gresham, Oregon is necessary to accommodate the additional light rail vehicles associated with the operations of the CRC project. Storage of train cars will be necessary during off-peak travel times and to conduct regular maintenance, cleaning and repair. Expanding an existing light rail facility rather than building a duplicate facility in Clark County with duplicate maintenance personnel provides a more cost effective solution. The preliminary estimate from 2011 to expand the existing Ruby Junction maintenance facility in Gresham to accommodate the 19 light rail vehicles needed for CRC is about \$50 million. This estimate is in addition to a recent estimate of about \$36 million to expand the Ruby Junction facility for the Portland to Milwaukie light rail project to accommodate a similar number of vehicles. Additional refinements of the CRC cost estimate related to Ruby Junction are in process and will reflect advancements and additional certainty in design.



Source: columbiarivercrossing.org

Similar to WSDOT’s traffic management centers, TriMet’s existing Operations Command and Control Center at Ruby Junction is the 24/7-command center for the entire MAX and bus system. The current center in Gresham cannot accommodate the addition of the Portland to Milwaukie and CRC project components without expansion that would consume valuable maintenance facility area and could

constrain future rail expansion options. Instead, the center will be relocated to existing facilities at TriMet's Center St. location, which is significantly less expensive than constructing a new facility at Ruby Junction. A reduced back-up operations command center will be retained at Ruby Junction. The Portland to Milwaukie light rail project will fund the cost of relocation. The CRC project will fund the cost of hardware and software upgrades necessary to tie into the central command center.

Myth: There are no protections in place to ensure Washington taxpayers don't bailout TriMet.

FALSE: Approval by the Washington State Legislature would be required before toll revenue could be used for any non-highway or non-tolling activity in Washington.

Fact: Operating costs for the light rail extension will be the subject of an agreement between TriMet and C-TRAN that will outline roles, responsibilities and cost sharing. Approval by the Washington State Legislature would be required before toll revenue could be used for any non-highway or non-tolling activity in Washington.

Myth: Why fix the CRC when congestion will just move to the Rose Quarter?

FALSE: Traffic analyses show congestion will not worsen at the Rose Quarter. However, no one can deny a bottle neck does exist there and the Oregon Department of Transportation and the City of Portland are currently working on a project related to Rose Quarter congestion.

Fact: The project reduces the total hours of congestion in the CRC project area and greatly improves the northbound afternoon commute from the Rose Quarter. Project traffic analyses show congestion will not worsen at the Rose Quarter as a result of the CRC project. In the vicinity of Going Street, for example, the forecast 4-hour AM peak period traffic volume for both the build and no-build scenarios is just under 23,000 vehicles.

Traffic data show that during the 4-hour AM peak period, for example, 35 percent of the southbound traffic coming from Washington exits I-5 within two miles of the bridge. However, traffic volumes increase as one continues south toward the Rose Quarter as traffic enters I-5 from north Portland. Other factors that help minimize traffic volumes on I-5 in the Rose Quarter from the CRC project area include tolls which will cause some traffic to shift to other destinations or other routes and the provision of light rail transit across the Columbia River.

The southbound traffic congestion that currently exists near the I-5/I-405 split will not be improved by the CRC project. The Oregon Department of Transportation and the City of Portland are currently working on a project that is reviewing this portion of I-5.

Answers to Common Questions

Mitigation

Who pays for the mitigation?

- Depending on the nature of specific impacts and mitigation needed, costs will be paid for by the funds used to pay for construction, including three sources: state funding, federal funding and tolls.
- The need for mitigation is directed by the National Environmental Policy Act and other state and federal laws such as the Clean Water Act, Section 106 of the National Historic Preservation Act, Washington Hydraulic Project Approval, etc. Commitments to mitigation are outlined in the project's record of decision.

How many businesses or vessels are affected at a bridge height of 116 feet? What height do those affected require?

The vessel and user impact analysis was conducted in three steps. First, each of the known existing and anticipated future vessels was evaluated against a conservative set of assumptions regarding river water level and safety air gap, to determine which vessels would be potentially impacted. The conservative assumptions assumed a vessel or user to be potentially impacted if, with a 10-foot safety air gap, their passage would be restricted more than 2 percent of the days per year. In other words, if a vessel could pass under the 116-foot vertical clearance bridge less than 98 percent of the days in a year, then it was considered potentially impacted. This initial evaluation identified 11 vessels or users that would be potentially impacted.

The second step in the analysis was to evaluate each of the potentially affected 11 vessels or users based on the specific vessel operating requirements, including air gap and time of year they travel. This analysis found that the operating requirements of seven of the 11 vessels and/or users could be readily served by a 116-foot vertical clearance bridge. The remaining four vessels and/or users were found to be too tall to pass under the 116-foot vertical clearance bridge at any time.

Their requested heights include:

- The tallest future shipments of Greenberry Industrial (a fabricator)—165 feet
- The tallest future shipment of Oregon Iron Works (a fabricator)—125 feet
- The tallest reported past shipment by Thompson Metal Fab (a fabricator)—141 feet

- A marine contractor vessel in its current configuration (J.T. Marine DB Taylor)—131 feet

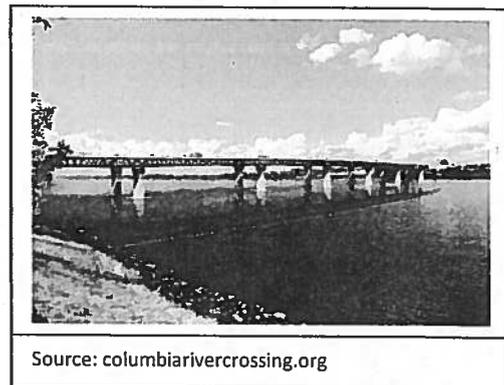
The third step in the analysis involves the detailed discussion with each of the four users to determine impacts and potential mitigation strategies.

Bridge and Corridor Design

Why not build 12 lanes for the future?

- In 2010, the Governors of Washington and Oregon agreed to move ahead with the recommendation to design a replacement bridge with three through lanes, two auxiliary lanes and standard safety shoulders in each direction, making a 10-lane bridge facility.
- These recommendations came as result of collaborative work completed by an integrated group of staff members from WA and OR agencies represented on the Project Sponsors Council, as well as the ports of Portland and Vancouver.
- The analysis found a 10-lane bridge performs similarly to a 12-lane crossing to address future traffic needs.

In the current design, how much space is there in the area under the bridge deck between the light rail portion and the bike/ped path portion and could that accommodate a lane of traffic? Is it possible to redesign the project to allow for traffic in the area under the bridge? Please explain how this redesign would impact schedule and budget based on current project assumptions.



Source: columbiarivercrossing.org

The concept of placing auto traffic in the area underneath the bridge deck is one the project has considered. It presents several design challenges for ingress/egress for either local or freeway traffic because traffic would be entering and exiting I-5 from below the current road deck. If this added lane of traffic were part of the highway system, it would likely require an increase in the project's footprint to provide ramps to and from the lower deck. For local traffic, this would require a looping ramp structure that ties into the existing street network.

Either of these changes would delay the project, add cost and likely require a new environmental review. Redesign would delay the project up to two years, depending on the extent of the redesign, the need to examine impacts of new alternatives against the CRC's stated purpose and need, and additional public process. The increase in cost to the project is unknown without a firm concept to evaluate.

How much steel will be needed to construct the new bridge?

The estimated fabricated structural steel quantity for the river crossing bridges is 35,000 tons.

Will the steel for the CRC be subject to the usual Buy America requirements?

Yes.

Funding

Will the CRC project compete against other Washington projects (e.g., SR 520 or North-South freeway in Spokane) for federal discretionary highway funds? Will CRC be successful in getting funds?

The CRC project is unique among the example projects because it is part of the interstate system, is an integrated multi-modal project and provides key access to two international ports. While it is impossible to know at this time whether CRC will be successful in receiving funds through competitive programs, these unique qualities and positive feedback received from federal agency and elected leadership suggest that the CRC project will be competitive against projects across the country. At this time, it is not known whether the CRC project may be in competition with other WSDOT projects for funding from a federal source.

“Congestion is a tax. If we do nothing, there will be a congestion tax. There’s a cost to doing nothing.”
Oregon Sen. Bruce Starr, R-Hillsboro

If we turned down the FTA grant, would the money go unspent or are there enough other projects ready and able that it would be spent elsewhere?

If for some reason the CRC project did not progress successfully to the Full Funding Grant Agreement Phase of the New Starts development cycle, the \$850 million that the project is requesting would be allocated to another project in the funding pipeline.

Why is it necessary to include Hood River channel restoration and a contribution to Fort Vancouver in the CRC project cost estimate? How much will these elements cost?

Replacing the I-5 Bridge over the Columbia River and installing two new ramps associated with I-5 and a local light rail/arterial bridge over North Portland Harbor requires several federal, state, and local permits and approvals that call for compensatory mitigation for unavoidable impacts to aquatic resources. Relevant permits include:

- Clean Water Act (CWA) Section 404 permit from the US Army Corps of Engineers
- Removal-fill permit from the Oregon Department of State Lands
- Hydraulic Project Approval (HPA) from Washington Department of Fish and Wildlife (WDFW).
- Clean Water Act Section (CWA) 401 certification from Oregon Department of Environmental Quality (DEQ) and Washington Department of Ecology (DOE)
- Environmental Zone (E-Zone) Overlay within the City of Portland, and Shoreline Management Areas and Critical Area Overlays within the City of Vancouver

State law requires compensatory mitigation sites for project impacts be located both in Oregon and Washington. Mitigation site selection was finalized in coordination

“This is more than Vancouver’s bridge or Clark County’s bridge. It affects countless stakeholders along the West Coast’s major transportation corridor stretching from Mexico to Canada. Therefore, no one will be blessedly content with the final product. But what is before us now is reasonable.”

--The Columbian Editorial Board, 2013

with federal, state, and local agencies to meet all regulatory requirements. The Columbia River has ESA-listed salmon species that pass through the project area. The resource agencies directed the CRC project team to select mitigation sites that would benefit the salmon runs most affected by the CRC project. The compensatory mitigation site identified for Washington is at the

confluence of the Lewis River and the Columbia River and is budgeted at \$10 million. The compensatory mitigation sites identified for Oregon are on the Sandy River and the Hood River and are budgeted at \$1.75 million and \$5 million, respectively. The ecosystem benefits provided by restoration activities at these sites are immediately available and are greater than could be reasonably achieved at sites near the project footprint because the potential to improve juvenile rearing habitat is greater in a less urban environment.

The Vancouver National Historic Reserve includes significant cultural resources and the entire property is a cultural resource and park resource, including individual archaeological sites. These resources mean that federal regulations require mitigation of impacts to the facility. The CRC Project will adversely affect the reserve through direct and indirect effects including a direct taking of land that will remove a portion of the Fort Vancouver Village from federal control and protection, resulting in a loss of visitor access, and direct physical damage and destruction of portions of the Village, as well as the introduction of visual and audible elements associated with project improvements.

Mitigation for these impacts includes the treatment of significant archaeological resources that will be impacted through collection and documentation as well as the rehabilitation of a building for a National Park Service museum/curation facility. Interpretive elements associated with the facility will include exhibits on the

historic properties that are destroyed or otherwise adversely affected and allow access to these collections by the public, consistent with federal and National Park Service guidelines and policy, particularly 36 CFR Part 79. The federal government and WSDOT will contribute \$16.9 million to NPS for construction of this facility.

Why does the Final EIS provide costs in 2006 dollars?

Final EIS toll rates are expressed in 2006 dollars to be consistent with previous studies, including the Draft EIS from 2008. The Final EIS provides full toll rate schedules in 2006 dollars and provides some rates in 2010 and 2018 dollars to demonstrate the effect of assumed increases at completion of construction. The project anticipates transitioning to “year of collection” dollars as the traffic and revenue analysis work progresses.

Light Rail

What happens if light rail ridership projections aren’t met? Will express bus service be cut?

Light rail ridership projections were developed as part of the travel market analyses conducted for the draft and final Environmental Impact Statements. Estimates from these analyses found that transit use increases substantially by 2030 for both the No-Build Alternative and the locally preferred alternative, over the current transit ridership.

Transit system agencies regularly review ridership projections and utilize a variety of tools to adjust operations, as needed, to balance the needs of their transit riders and agency budgets. Decisions to adjust system operations may include transit fares, route service and schedules, and other aspects of operations. Specific agency responses to a scenario of lower-than-expected ridership on light rail are contingent upon many factors. However, with respect to cuts to express bus service, models show that opening day express bus service serves a different transit market than light rail (north of the project area) and therefore would be unlikely to bolster light rail ridership.

What are the project elements to be paid for by the FTA New Starts grant?

The FTA New Starts grant will pay for the following transit-related costs:

- Final light rail system project design and procurement of light rail cars,
- 2.9 miles of light rail system and five stations (four in Vancouver),
- Three park and ride facilities in Vancouver located south of Fifth Street and east of Columbia Street (570 vehicle spaces); between 15th and 16th streets and Washington and Main streets (420 vehicle spaces); and just east of I-5 between the Veteran Affairs building and E. McLoughlin Boulevard (1,910 vehicle spaces),
- 19 Light rail vehicles plus expansion of the Ruby Junction maintenance facility to accommodate these vehicles,

- Modification of the Steel Bridge across the Willamette River to accommodate rail vehicles from Vancouver, and
- Hardware and software upgrades necessary to tie into the existing central command center.

Of the \$50 million for Ruby Junction, how is that being spent? Please provide a detailed list.

Expansion of the existing Ruby Junction Maintenance Facility in Gresham, Oregon is necessary to accommodate the additional light rail vehicles associated with the operations of the CRC project.

Storage of train cars will be necessary during off-peak travel times and to conduct regular maintenance, cleaning and repair. Expanding an existing light rail facility rather than building a duplicate facility in Clark County with duplicate maintenance personnel provides a more cost effective solution. The preliminary estimate from 2011 to expand the existing Ruby Junction maintenance facility in Gresham to accommodate the 19 light rail vehicles needed for CRC is about \$50 million. This estimate is in addition to a recent estimate of about \$36 million to expand the Ruby Junction facility for the Portland to Milwaukie light rail project to accommodate a similar number of vehicles. Additional refinements of the CRC cost estimate related to Ruby Junction are in process and will reflect advancements and additional certainty in design.

What is the configuration and capacity of a typical train?

Trains currently have two cars, but single car trains may be scheduled if passenger demand is lower. Two-car trains have a vehicle passenger capacity (seated and standing) of 266 and express buses between Portland and Vancouver have a vehicle passenger capacity (seated and standing) of 61.

What is the ridership of the trains anticipated to be during peak hours? What is the percent capacity?

Based on current modeling, in 2030 during the PM 2-hour peak, trains are operating at approximately 98 percent capacity with 7.5 minute headways, which equates to a two hour peak load of approximately 4,180 riders.

What is the projected daily ridership for light rail for the next 30 years in five year increments?

Based on the CRC's current travel demand model, on opening year (2019) approximately 13,650 light rail riders will cross the Columbia River daily and in 2030 approximately 18,700 light rail riders will cross the Columbia River daily. Forecasts are not typically made beyond 2030 for transportation projects at this time.

What is the projected cost per trip?

The operating cost per ride in FY2013 dollars is \$1.20 on the CRC extension (2030 operating costs in 2013 dollars).

How many stops will light rail have between Vancouver and the Rose Quarter?

The CRC Project includes a 2.9 mile extension of the existing MAX Yellow Line that includes five new stops, four in Vancouver and one on Hayden Island in Portland. There are eight stops (one new and seven existing) between 6th and Washington in Downtown Vancouver and the Rose Quarter.

What is the projected initial charge to ride light rail from Vancouver to the Rose Quarter?

The current fare on TriMet light rail is \$2.50, with \$5 all-day passes. Additional discussion and planning may lead to a different fare structure for the river crossing, but the current practice would result in a comparable charge simply adjusted for inflation between now and when the line opens.

C-TRAN/Tri-Met

Will C-TRAN be responsible for paying for TriMet debt?

The following is an excerpt from the agreement between C-TRAN and Tri-Met that is currently under development: "The Parties acknowledge that TriMet has unfunded pension and medical benefits legacy costs that it will have to fund in the future. Any payments of such legacy costs shall be excluded from any calculation of Mutual O & M costs as they relate to C-TRAN's cost sharing obligations."

Management/Transparency

Why have David Evans and Associates and its subconsultants been paid \$131 million for a contract that was originally valued at \$50 million?

When the project was initiated, the DOTs estimated that \$50 million was a reasonable budget for the initial level of effort to be conducted under this contract. The original budget amount was not intended to represent the total cost of the entire environmental and planning work effort leading to permitting and construction. The contract was established and managed on a task order basis. The CRC project team carefully managed the work effort to move through the federally mandated environmental process. As the environmental impact statement was developed, WSDOT and ODOT added work tasks and increased levels of technical analysis as the project evolved based on public input from more than 1,000 meetings and events, the guidance of 10 different project advisory committees, and recommendations from five expert review panels. Design refinements and analyses

defined the level of work elements necessary and contract estimates were updated accordingly. The level of expenditures is well within national norms for projects of this size and complexity.

Given the inherent variability (and uncertainty) of the project work effort, WSDOT and ODOT have utilized the appropriate contract approach to help closely manage the consultant team's scope of work and level of effort. This contract approach involves a master agreement that establishes the broad range of contract services, timelines and levels of effort, which is then supplemented with individual task orders for specific work efforts and deliverables. These task orders are closely monitored through the contract and invoice payment process. The contracting process included oversight by the project directors, WSDOT and ODOT headquarters, and legal counsel.

Tolls

What happens if expected toll revenues are not met to cover costs of debt service, toll collections, operations and maintenance? Are we going to raise toll rates?

Toll rates will be set to sufficiently cover operations and maintenance, debt service and required reserves. Traffic and revenue analysis work will support initial toll rate setting and annual (or as needed) review to ensure rates are producing sufficient revenue to address bond covenants. Initial funding capacity estimates inform decisions around total toll-backed borrowing and will be based on conservative assumptions to ensure repayment. The state transportation commissions anticipate an annual evaluation of rates. Tolls may need to be adjusted to address revenue shortfalls, however, analysis demonstrates that every corridor has revenue maximization point. As toll rates rise above this point, there are diminishing returns and total revenue declines while traffic effects associated with diversion increase. Washington state seeks to establish borrowing levels to provide sufficient project funding while maintaining a sufficient distance from forecasted revenue maximization to ensure there is the ability to adjust toll rates without exceeding this point. Toll rates cannot be adjusted upward without considering the effects to revenue generation and traffic diversion.

What are the projected toll rates when tolling starts in 2015?

Toll rates will be set by the Oregon and Washington State Transportation Commissions after the traffic and revenue projections are updated. This work is underway.

What are the projected toll rates once the bridge is built?

For the Final EIS, the range of one-way toll rates studied for the financial analysis was between \$1 and \$3 (2006 dollars, see Exhibit 4.3-3 from the FEIS). This range in 2020 dollars (post construction) would be \$1.41 to \$4.24.

How does the passage of I-1185 affect tolling?

I-1185, which was passed by voters last fall, does not affect the toll authorization that has already been granted for the CRC project. It does mean that the toll rates must be approved by the Legislature or the Legislature could re-delegate the toll rate setting authority to the Washington State Transportation Commission.

I've heard projections of funding from tolling are outdated and overestimate the actual resulting money from tolls.

In July 2011, the Oregon State Treasurer's office provided a report to Oregon Governor Kitzhaber that validated much of the CRC project's work and made recommendations to reduce and manage financial risk. CRC incorporated the recommendations into the finance plan in the FEIS, including:

1. Use conservative traffic numbers in tolling assumptions, to account for the economic recession
2. Include conservative bonding assumptions that do not rely on an escalating toll rate
3. Incorporate federal low interest loans in all funding scenarios
4. Incorporate pre-completion tolling into finance plan

An independent investment-grade traffic and toll revenue analysis is currently underway and will be completed by December 2013. This analysis will be used to refine traffic flow and expected toll revenue prior to toll rate setting and bonding.

“...the single biggest investment we can make in this region's economic future – building a new Columbia River Crossing.” U.S. Senator
Patty Murray

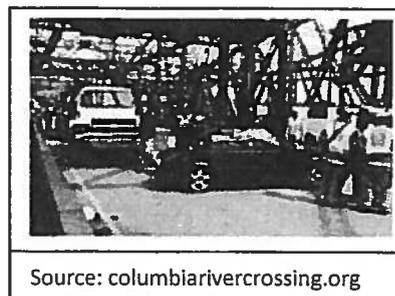
Economic Impact

Why does the Final EIS not provide information on the economic impact to the community? Is the economic impact known?

Economic impacts are one of several effects analyzed and considered during the environmental planning process. The analysis shows the CRC project will provide a large economic benefit to the states of Washington and Oregon. Several types of effects or impacts (these terms are used interchangeably) are included in the CRC environmental analyses presented in the Draft and Final EIS, and include direct, indirect, and cumulative effects. In all three areas, economic or associated benefits and impacts were included, as required by the National Environmental Policy Act. For example, long-term direct effects would include displacement of residents or businesses to accommodate a project's footprint. Indirect effects include those caused by an action at a later time or further removed in distance, such as changes in the pattern of land use. Cumulative effects can include minor effects with

cumulative significance, such as contributions to local and regional greenhouse gas emissions.

In 2012, CRC conducted a broader economic analysis than was required under NEPA which considered project-related benefits of landside traveler savings, marine navigation savings, and the economic effects of improved market access and connectivity. The analysis found that estimated traveler benefits and economic growth were well in excess of project costs.



Transportation

What is the current average daily traffic on the I-5 bridge both directions?

In 2011 (the most recent full year for which data is available), the annual average weekday traffic was 128,100.

What is the current average daily traffic on the I-205 bridge both directions?

In 2011 (the most recent full year for which data is available), the annual average weekday traffic was 145,100.

Articles

In Our View: Forward on the CRC

Washington legislators must follow example of counterparts in Oregon

The Columbian Editorial Board

March 5, 2013

Oregon state senators took a bold step Monday in approving \$450 million for the Columbia River Crossing. Packaged with robust support of the new-bridge project by federal officials, the pressure is growing on the Washington Legislature to follow suit. That is The Columbian's recommendation, for our state to extend this momentum by approving matching funds (which is a condition attached to Oregon's approved CRC funds).

Monday's vote in the Oregon Senate was 18-11, far from a heavy endorsement of the controversial project. But when coupled with last week's 45-11 vote in the Oregon House, that means almost three-fourths of the legislators (74.1 percent) in Salem gave thumbs up to the CRC. Whether the project draws that kind of support in Olympia remains to be seen, but whatever the magnitude of assent, it's the right thing to do. For the long-term future of Clark County, the CRC — microscopically analyzed, intricately studied and massively debated — must move forward.

This is more than Vancouver's bridge or Clark County's bridge. It affects countless stakeholders along the West Coast's major transportation corridor stretching from Mexico to Canada. Therefore, no one will be blessedly content with the final product. But what is before us now is reasonable.

CRC officials have made mistakes along the way, not the least of which has been confusion over bridge height, plus the difficulty in obtaining Coast Guard approval. Some — though not all — of the missteps can be attributed to the complexity of this bistate, multimodal, federal-state-local endeavor.

Emotions run high on both sides, but objective statistics also are instructive, and here are a couple of facts that add clarity to the debate: According to [Columbia River Crossing](#), in the past eight years the CRC has conducted more than 1,100 public events with more than "33,000 face-to-face interactions on project development and analysis."

Even with the fits and starts in the design of the new bridge and charting an extension of Portland's light rail system, six key agencies have endorsed the locally preferred alternative: Metro (Portland's regional government), the Southwest Washington Regional Transportation Council, TriMet, C-Tran and state transportation departments in Washington and Oregon. Both governors are outspoken advocates. As for local political clout, the closer one gets to the bridge, the stronger the support. All three legislators in the 49th District are backers of the CRC, plus the Greater Vancouver Chamber of Commerce and Identity Clark County.

Fueling this momentum requires more than just action by the Washington Legislature. Officials of the CRC and the Coast Guard must soon resolve the bridge-height issue. (The CRC website states that, in the decade ending in 2012, only 18 commercial-vessel passages would have been impacted by a 116-foot bridge. That softens the severity of the bridge-height predicament. It's hardly a deal breaker).

Despite all of the rancor and divisiveness, the extent of buy-in for this project — both in Clark County and in Oregon — cannot be denied.

Now, it's the Washington legislators' turn to do their part.

Bridge to the future

The Interstate 5 span across the Columbia simply must be replaced

By The (Bend) Bulletin
December 08, 2012 2:00 AM

Understanding all of Gov. John Kitzhaber's proposed state budget for the next two years cannot be accomplished overnight. At the same time, it is possible to pick out one thing that's easy to agree is necessary.

His inclusion of \$450 million in bonding authority for Oregon's share of the proposed Columbia River Crossing is one of those items.

“Transportation-intensive industries make up 54 percent of the states' two economies, compared to 29 percent nationally.”

--The Bend Bulletin Editorial Board, 2012

The new bridge, once it's built, will replace the current Interstate 5 bridge that joins Oregon and

Washington. That bridge was basically completed way back in 1958, when the combined population of Oregon and Washington was something shy of 4.7 million. The combined population of the two states in 2010, by the way, was more than double that, 10.6 million. Leaders of the two states have known for at least 10 years that something must be done about the aging bridge. An Oregon Department of Transportation report written at least that long ago projected 10-hour traffic jams on the bridge by 2020, just eight years from now.

Such delays would create a terrible financial burden. They would drive up the cost of shipping goods by truck. Meanwhile, the two states require much more shipping of goods than the national average:

Transportation-intensive industries make up 54 percent of the states' two economies, compared to 29 percent nationally.

The proposed bridge is not cheap, not by anyone's standards. Its current price tag is set at more than \$3 billion, most of which will come from the federal government. Oregon and Washington each will put up about \$450 million to get the job done.

Moreover, it has generated more than its share of controversy. Some worry that building it will encourage more people to hit the highways — a kind of "if we don't build it, they won't come"

attitude that is certainly misguided. Others worry there is not enough bike paths and the like. Still others are concerned about the design, which still is not final.

Kitzhaber, wisely, chose to ignore the negative chatter and include bonding for the bridge in his latest budget. It's a necessary recognition of a reality that we cannot afford to ignore.

Gregoire: New bridge is needed now

Governor worries about public safety, says state can't defer investment

By Gov. Chris Gregoire

As of Sunday, December 30, 2012

Our Interstate 5 Bridge across the Columbia River is an anachronism constructed in 1917. It's the finest antique technology money can buy. Built for horse and buggy, it sports the only stop light on I-5 between Canada and Mexico. It has to go, and its replacement, a modern multi-modal Columbia River Crossing, can't come soon enough.

I'm concerned for public safety. Wooden pilings that support the bridge piers do not extend to solid ground, just into the soils that could liquefy in an earthquake. It's a threat we've confronted in Seattle with the Alaskan Way Viaduct, where we're moving forward with our modern tunnel. We can no longer whistle past the graveyard as we cross the Columbia. Risks are real.

But it's not just catastrophic failure we need to fear. Accidents increase by three to four times during bridge lifts, which occur on average once a day and halt traffic up to 20 minutes. It can take several hours for traffic to recover from openings and accidents.

We can't ignore the negative impact the bridge has on the Northwest economy. This not a local issue. Bridge replacement is a statewide, even national, priority because it affects freight traveling between Puget Sound and the Willamette Valley and points far beyond. With Pacific Rim ports in Oregon and Washington, the bridge is a critical link between businesses and farms and global customers.

I hate to say it, but congestion on the current bridge is going to get worse. The 135,000 daily trips across the bridge are already delayed by congestion up to six hours a day. But with 1 million more people moving to the Portland-Vancouver area by 2030, our freeway is going to look like a parking lot.

I have pushed this project throughout my administration. Since 2006, we have worked with federal, state and local agencies to complete the environmental review and permitting process. In the budget I released this month, we identified solid funding to continue that preliminary work through 2014.

We must fund our share

We're also blessed to be collaborating with a federal government that remains a solid supporter of the Columbia River Crossing. The Federal Transit Administration is ready to provide \$850 million, but only if we fund our share in 2013. We expect the Federal Highway Administration to contribute another \$400 million. It would be incredibly short-sighted to leave that federal money on the table by failing to come up with state contributions from Washington and Oregon.

Unfortunately, we don't have Washington state's contribution to bridge construction costs (\$450 million) sitting in the bank. Legislators have not approved a major transportation package since 2005, my first year in office. While the Legislature has yet to reach a consensus on which transportation projects we build next and how we fund construction, we can't defer critical transportation investments any longer. I couldn't include all bridge construction costs in my budget before policymakers develop a comprehensive statewide transportation package, but I remain a strong supporter of fully funding our contribution to the Columbia River Crossing in the 2013 legislative session.

It's true that funding decisions about transportation projects are not made in a vacuum and not always decided on their own merits. Families still struggle to make ends meet as effects of the Great Recession linger. Washington voters have watched their government cut \$11 billion in state services since the start of the Great Recession. Many other priorities vie for scarce resources. But we must recognize that it's not a matter of "if" we build the Columbia River Crossing, but "when." The longer we wait, the more expensive it will be. The sooner we start, the sooner we create thousands of construction jobs and improve the flow of commerce.

There's no mystery on how we get there. We have limited options of how we pay for our vital transportation needs (fuel taxes, weight fees, vehicle excise taxes or tolls). The Legislature must step up and make this happen.

Sen. Murray: County commissioners 'turning their backs' on region's economic development

By Aaron Corvin

As of Thursday, February 21, 2013

Clark County Commissioners Tom Mielke, left, and David Madore voted to cut funding to the Columbia River Economic Development Council because it supports the Columbia River Crossing project.

U.S. Sen. Patty Murray on Thursday sharply criticized the decision by two Clark County commissioners to pull funding from the county's largest economic development group, saying "those who wield their influence by turning their backs on organizations that grow jobs in this community are turning their backs on the region itself."

Murray, D-Wash., did not call out Republican Commissioners David Madore and Tom Mielke by name. But she was unmistakably referring to their decision last month to halt county government's funding of the Columbia River Economic Development Council, unless it drops its support for the Columbia River Crossing project, a replacement Interstate 5 bridge that includes light rail.

Murray, who chairs the Senate Budget Committee, made her remarks during the CREDC's quarterly luncheon event, held at the Hilton Vancouver Washington and attended by an estimated 175 people. The event featured a keynote speech by Washington State University Vancouver Chancellor Mel Netzhammer.

Speaking before Netzhammer's presentation, Murray said the CRC is "the single biggest investment we can make in this region's economic future," a remark that prompted loud and lengthy applause from attendees. Attempts to reach Mielke were unsuccessful Thursday. In a phone interview, Madore fired back on several fronts, saying he would support the CREDC if it was actually carrying out its core mission instead of supporting the CRC, which "kills the economic development of the Columbia River freight corridor" by reducing the bridge's height, which he said destroys existing businesses and jobs.

Murray's remarks came amid a flurry of recent actions concerning the CRC, including state and local measures advanced by proponents and critics, in a community divided over the controversial \$3.5 billion, bi-state proposal to replace the I-5 bridge, extend light rail into Vancouver and rebuild the freeway on both sides of the Columbia River.

'No plan is perfect'

The hard truths, Murray said, are clear: "A light rail component is absolutely necessary to secure federal funding for this project," local revenues and tolling will be needed and "any further attempt to change the current bridge design will cause years, if not decades of delay."

The notion that light rail is required to build the CRC is "really a deception," Madore countered in a phone interview. "The bridge is the candy coating," he added. "Light rail is the poison they're trying to get us to swallow."

In an interview with *The Columbian* after the CREDC's event, Murray said "we will have a full funding grant agreement" to pay for light rail as part of the CRC. When asked later whether she thought that funding agreement would happen this year, Murray, in an emailed statement sent by her office, replied that landing the funding "this year is crucial to the future of the CRC project and our regional economy, but it requires a financial commitment from our partners in both (the Washington and Oregon) state legislatures. I am determined to move this project forward, but it won't happen without funding from both Salem and Olympia."

Legislatures in Washington and Oregon are grappling over proposals to chip in a combined \$900 million to help pay for the CRC project. The finance plan also calls for federal money and up to \$1.3 billion in tolling revenue. Last week, Madore and Mielke voted to officially position the county against the CRC, adopting a resolution to that end. Meanwhile, an anti-light rail group is pressing a case in court in hopes of putting to a vote a measure asking Vancouver residents to prohibit city resources from being used to extend TriMet's MAX line from Portland to Vancouver as part of the CRC project.

Stepping into the fray Thursday, Murray said "no plan is perfect" but the CRC plan "has been agreed upon and studied time and time again."

The era when the federal government could single-handedly build a project like the CRC is over, Murray added, so "what's needed today are rock-solid partnerships at the local level."

She went on, "And that is why I'm so disappointed in the recent action to defund the CREDC."

Madore said one reason he moved to halt the county's two-year, \$200,000 contract with the CREDC was because he didn't want taxpayer dollars going to an agency that has supported a

“light-rail tolling project” which voters rejected when they defeated, in November, a sales tax increase to help pay for light rail maintenance and operations. Others say the vote was about the funding mechanism to help pay for light rail, not about the larger merits of the CRC project. In her remarks Thursday, Murray said those who are choosing to ignore “the needs of this community” are putting the region “at real risk of being passed over for the critical investments it so desperately needs.”

Murray said other communities in Washington state and across the United States are taking a different path and “presenting unified support behind road and bridge projects.”

‘21st Century University’

Netzhammer, the WSUV chancellor, delivered the keynote address — “The 21st Century University and WSU Vancouver” — during the CREDC’s quarterly event.

Netzhammer, who’s six months into his first year at WSUV, said the university wants to increase degree attainment in Southwest Washington. To that end, he said, WSUV is in the early stages of a “needs assessment” that will examine student demand, employer needs and workforce trends to help officials decide where to expand program offerings and where to increase the capacity of current programs.

Netzhammer also spelled out five major issues in higher education: cost of attendance; quality and accountability; access; disruptive technology; and community engagement.

He said tuition, fees and costs of textbooks are all going up, noting that the decrease in state aid across the country is being compensated by increases in tuition. He displayed several data-filled charts, including one showing that student loan debt is now higher than credit card debt.

He spoke of the value of possessing a bachelor’s degree or higher, saying that “even during the worst of the recession” the number of jobs for those with baccalaureate degrees increased by roughly 3 percent a year.

Netzhammer said he hopes there’s no tuition increase this year. He said the cornerstone of the university’s \$20 million capital campaign — of which it’s raised \$13 million so far — is supporting scholarships. About \$4 million of the \$13 million raised so far is for scholarship support, he said.

Yes votes are needed, now, for a new I-5 bridge over the Columbia River

By The Oregonian Editorial Board The Oregonian

on February 21, 2013 at 5:08 PM, updated February 21, 2013 at 6:12 PM

It's impossible to hear objections to a plan to build a new bridge over the Columbia River and not pick up the distress signal that some folks feel they're being rushed, if not bamboozled. That Gov. John Kitzhaber is pushing the project upon the Legislature before it blows apart. That efforts to get new Washington Gov. Jay Inslee quickly up to speed are designed to gun the project forward in his state.

First, on the rushed part: The Columbia River Crossing is a \$3.4 billion idea that started more than a decade ago. It has undergone designs and redesigns, and multiple public reviews by state and federal agencies, all while sucking up an estimated \$160 million in the doing. Along the way there were several community meetings on both sides of the river, not to mention four governors before Inslee arrived. If rushed ever looked late, this is it.

Second, on the get-Inslee-up-to-speed part: Please let it be so. Three Vancouver-area legislators recently met with Inslee to urge his support of the CRC and to request that he direct the formation of a team that could fast-track all permitting for the project. That's called responsible advocacy, particularly in light of rising and late opposition from some Clark County folks who argue the bridge's light-rail component will import Portland's urban ills and its tolls will thwart economic development -- a form of opposition that resonates with anti-rail, reduce-government-spending sentiment in Clackamas County.

On Monday, legislation will go before the Oregon House to approve the CRC and to authorize \$450 million in long-term bonds to pay Oregon's share. The legislation won a joint committee's approval Monday by a decisive 14-2 vote, with only Sen. Chuck Thomsen, R-Hood River, and Sen. Fred Girod, R-Stayton, saying no. The House should say yes, resoundingly, and the Senate should follow with another yes the following Monday.

Separately, and encouragingly, Washington state House Democrats on Wednesday carved out a \$450 million CRC allocation within a proposed \$9.8 billion transportation package. But approval will need Inslee's advocacy in his state's near-panic climate of budget-making. Separately, too, Inslee pushed out of his administration a CRC advocate in Washington Transportation Secretary Paula Hammond but named as her replacement Oregonian Lynn Petersen, Kitzhaber's transportation adviser and former chairwoman of the Clackamas County Board of Commissioners.

There are indeed a lot of moving pieces as this megaproject comes to its do-or-die moment. One of them still hanging is the U.S. Coast Guard's approval or denial of a 116-foot bridge height that will accommodate most but not all of those riverfront industries occasionally shipping very tall parcels; mitigation for the aggrieved industries still must be parsed. And there will be doubters, always. Several have raised wise questions about the bridge's impact on travel habits, owing to tolls, and the long-term financial burden upon taxpayers.

But the CRC, an old idea, finally needs to be built. For Oregon and Washington to stand a chance of winning \$850 million in federal funds for its construction, the legislatures need to act this season. It's been well-documented that the current Interstate 5 span is seismically unfit, a chute for vehicle accidents, and a traffic bottleneck that impedes the flow of valuable freight that feeds busy ports on either side of the river. Its needs and threats grow with inaction.

As Oregon Sen. Bruce Starr, R-Hillsboro, told The Oregonian's Richard Read following Monday's hearing: "We have listened. This is the art of the possible. It ain't perfect."

He's right, of course. But a yes vote Monday and another the following Monday would, after all these years, be about perfect.

Cantwell on CRC: 'We have to get this done'

Senator says bridge project affects entire nation's economy

By Stevie Mathieu

As of Thursday, October 4, 2012

U.S. Sen. Maria Cantwell said lawmakers need to continue to press those involved with the Columbia River Crossing to make sure the Interstate 5 Bridge replacement gets done.

The Democratic congresswoman also noted the CRC's recent controversy in which the U.S. Coast Guard told CRC officials that the height of the proposed bridge is too low to meet the needs of numerous river users.

"We have got to come to terms, and if making (the CRC) a little taller within this framework can be met, we have to get to that decision and move forward," Cantwell said during a visit with the The Columbian's editorial board Thursday afternoon. "We've had two meetings with the Coast Guard over this unfortunate incident ... and we're going to keep pushing."

Cantwell described the bridge replacement as the final piece in the puzzle for improving the region's freight mobility and infrastructure. Without such improvements, the nation will struggle to compete in a global economy, she said.

The Coast Guard, which has permitting authority over the project, also has raised concerns about the timing of CRC permit applications. All parties involved in the project need strong leadership to make sure plans stay on track, Cantwell said.

"Otherwise," she said, "somebody just holds out because they can and because: 'Wait a minute, I've got the permits, and you've got to come to me for the permits, and you're not listening to what I'm saying about the height.' ... But if we stall it, if we don't get it done, if we continue to drag our feet, it's going to cost us jobs all across America, not just right here, but all across America. We have to get this done."

Cantwell also answered questions about coal trains, the nation's increasing deficit, and the frustrating amount of gridlock in Congress.

In Vancouver, some residents have raised concerns that moving more coal through the region to ultimately ship to China would cause environmental harm to the region, given the increase of coal dust coming from the trains.

On coal trains, Cantwell said she wants to make sure that communities facing an increased number of coal trains traveling through the state are able to voice their concerns.

"We need a lot of answers," Cantwell said. "What's the mitigation going to be? (Are communities) going to be able to have a say in this? We have to have a process that's going to allow people to have input."

Cantwell also said the nation is "not out of the woods" when it comes to the economy. She called for increasing small businesses' and consumers' access to capital.

On the growing deficit, she said she has a record of supporting higher taxes for the wealthy. Reforming Medicare is another part of the solution, she said, adding that "there could be huge savings in that."

Reforming the government and reducing the deficit will take bipartisanship, Cantwell said. She said she believes Congress has a better shot at working together following the 2012 election, but there are other problems causing the gridlock.

Cantwell said she hopes members of Congress can agree to change the rules regarding filibusters. Traditionally, federal lawmakers would have to filibuster the old-fashioned way -- by stalling the voting process with a long-winded speech. Today's rules allow members of Congress, through certain procedures, to have the same effect of a filibuster without all the work.

State Sen. Michael Baumgartner, R-Spokane, is running against Cantwell this fall. He met with The Columbian's editorial board Tuesday.

In the Aug. 7 primary election, Cantwell received more than 55 percent of the vote; Baumgartner received about 30 percent. Ballots for the Nov. 6 general election will be mailed to voters Oct. 15.

Willamette Week

December 3rd, 2012 By [NIGEL JAQUISS](#) | News | Posted In: [Politics](#), [Business](#), [Legislature](#), [Transportation](#)

Kitzhaber On the CRC: "It's Time to Build This Bridge"

At today's the 10th Oregon Leadership Summit today, Gov. **John Kitzhaber** did what he could to put the best face on the controversial **\$3.5 billion Columbia River Crossing project**.

"I met with legislative leadership last week and they agreed to prioritize this project in 2013," Kitzhaber told the assembled throng of business leaders and elected officials.

In the budget he released on Nov. 30, Kitzhaber anticipated lawmakers appropriating \$450 million next year for Oregon's contribution to the CRC. He said the Gov. Christine Gregoire and her successor Gov.-elect Jay Inslee of Washington, have pledged to include the project in their 2013 transportation budget.

"It's important to get this done by March 1," Kitzhaber said of Oregon's CRC appropriation.

Talking to reporters afterward, Kitzhaber said he expected to resolve the Coast Guard's concerns that the bridge designed will result in a bridge too low for marine traffic as soon as next month. He also downplayed the resounding defeat earlier this month in Clark County of a measure that would have provided operating funds for the light rail line to Vancouver included in the CRC plan.

"That was put on the ballot by people who don't support the bridge," Kitzhaber told reporters.

In the morning session of the summit, five Oregon lawmakers and U.S. Sen. Patty Murray (D-Wash.) took part in a panel discussion titled "Time to Build the Bridge!"

Portland economist **Joe Cortright**, a longtime critic of the project watched from the audience. He brought with him a handout that included four graphs. One that showed I-5 bridge traffic is 17,000 vehicles per day below Oregon Department of Transportation forecasts. Another showed gas consumption is about 30 percent behind ODOT's 2005 forecast, which means gas taxes, a

major source of ODOT funding and potential bridge funding source, are similarly lagging. A third showed truck traffic crossing the Columbia is down 23 percent since 2006. And the last showed that vehicle miles traveled per capita are also way behind forecast.

Cortright says he was not invited to join in the panel discussion. "I'm really surprised they processed my registration to come to this summit," he told *WW*.

John Laird: Transportation options - A lot has changed since 1995

By John Laird

As of Saturday, August 25, 2012

John Laird is The Columbian's editorial page editor. His column of personal opinion appears each Sunday. Reach him at john.laird@columbian.com.

Tuesday, Feb. 7, 1995, might not be memorable to you, but for light rail critics, it was the day Excalibur was pulled from the stone. And they have brandished their sword for 17 1/2 years since that fateful day when Clark County voters rejected light rail.

As the saber has acquired a bit of rust, it's instructive to review what has happened around here since 1995. Four years ago I wrote about those changes, and perhaps it's time for an update:

- In 1995, the local population was about 291,000. Now, it's 433,000-plus. Increases in bridge congestion and commute times might alter the light rail debate.
- In 1995, gas was about \$1.50 a gallon. Today, my app says it's four bucks. That, too, might change how people think about light rail.
- In 1995, the regional light rail proposal was a \$2.85 billion, 21-mile line from Clackamas to 99th Street in Hazel Dell. This year, the local plan is 2.6 miles from the Expo Center to Clark College.
- In 1995, no federal funding was specified on the ballot measure. Today, more than \$1 billion is expected to come from the feds for the Columbia River Crossing.
- In 1995, there was no MAX Yellow Line. Today, the Yellow Line is near our front porch. Vancouver can connect to a massive, 52-mile light rail system with 85 stations and 41 million rides a year, offering service to downtown Portland, Hillsboro, Gresham, Clackamas Town Center and Portland International Airport.
- In 1995, there were 141,269 registered voters locally. Today, there are more than 234,400. Voter turnout back then was 39 percent. This year, it's expected to top 80 percent. If we hit 85.3 percent like we did in 2008, almost 200,000 people will vote on the light rail measure, compared with only about 55,000 back then.
- In 1995, the light rail vote was countywide, including many areas not served by C-Tran. This year, the vote will be in the C-Tran service district, which makes sense because that's where the sales tax would increase.

- Here's the biggest difference between this year's vote and 1995: The Nov. 6 issue is not about light rail at all. It's about a funding mechanism for light rail operation and maintenance. Big difference.

Granted, light rail critics boast that the Nov. 6 issue could kill the Demon Loot Rail Crime Train. They've got a right to misrepresent the ballot measure in such a way, but anyone who believes light rail is not coming to Vancouver is living in a dream world. We just need to figure out how to pay for maintenance and operation.

Personally, I rather like the idea of the Columbia River Crossing luring more than a billion of our tax dollars from the federal government back into our community. About time, many would say.

And as for the funding mechanism, Vancouver Mayor Tim Leavitt aptly described the situation in a recent online comment: "The ballot question is one of financing. Do voters believe sales tax should be used to support the annual operations and maintenance costs? The ballot question is not about yes or no to the light rail. Much like a ballot measure for schools. Are you willing to support additional property tax to support schools? If the answer is no, schools still operate. If the answer is yes, schools still operate."

Why couldn't the Nov. 6 vote become a light rail killer? First, because we're not the only stakeholder in the CRC. Second, as Leavitt wrote, this question "was answered (after significant study of the pros/cons of the alternatives) by the citizens committees and the three local elected bodies on this side of the river (C-Tran, RTC, City of Vancouver) and the three elected/appointed bodies south of the river (Tri-Met, Metro, City of Portland) and endorsed by the Port of Vancouver, Port of Portland, Chamber of Commerce, Portland Business Alliance, Identity Clark County, numerous labor unions, etc., four years ago in 2008. The states of WA and OR and the Federal Transit Administration, the Federal Highway Administration and the White House have signaled approval."

None of that, however, will disrupt the reverie of the light rail critics. Dream on, friends, while the rust grows on Excalibur.

At Oregon Leadership Summit, Sen. Murray promotes I-5 bridge project - with light rail

Published: Monday, December 03, 2012, 11:19 AM Updated: Monday, December 03, 2012, 12:11 PM

By **Jeff Mapes**, **The Oregonian** OregonLive.com

At the Oregon Leadership Summit Monday morning, the state's business leaders are putting on the hard sell to move forward with construction of the \$3.5 billion Columbia River Crossing project.

And they got an interesting assist from Sen. Patty Murray, D-Wash., who made it clear that she doesn't hold any truck with Vancouver's congresswoman, Republican Jaime Herrera Beutler, and other critics who question whether the project should proceed in its current configuration.

"Now is the time to build the bridge, including the light rail component," said Murray in a video

speech played at the summit. "Let me be clear, without light rail, we all know this bridge will not be built."

Herrera Beutler and several other fellow Republicans stepped up their criticism of the project after Clark County voters rejected a sales tax increase to fund their share of light rail operations.

Supporters of the CRC say the voter rejection shouldn't derail the project because the local transit district has the money to fund light-rail operations. But Clark County voters have long been skittish about light rail and many also object to the bridge tolls envisioned by the project.

Murray's statement echoes that of Washington Gov.-elect Jay Inslee, who during his campaign against Republican Rob McKenna emphasized that the reality was that the project would not be built without light rail. Oregon leaders have from the start insisted on light rail as a key component of the project.

Murray told the summit that she would continue to push hard to win federal money to help pay for the project from her perch as chairwoman of the transportation appropriations subcommittee.

The summit also heard from a panel of Oregon legislators, including incoming House Speaker Tina Kotek, D-Portland, who expressed their support for the project.

In his proposed budget, Oregon Gov. John Kitzhaber included a provision calling for the state to raise vehicle taxes or fees to raise the \$450 million needed for Oregon's share of the project -- an action that was praised by summit leaders.

In his own address at the summit, Kitzhaber said he has support from legislative leaders to move forward with the bonding proposal. He said he wants the Legislature to complete work on it by March 1 so Washington's Legislature will also have time to act.

--**Jeff Mapes**

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Oregon governor recommends key CRC funding Kitzhaber unveils proposed state budget with \$450M for project

By **Eric Florip**, The Columbian

As of Friday, November 30, 2012

The Columbia River Crossing's financial prospects received a potential boost on Friday, as Oregon Gov. John Kitzhaber set aside key funding for the project in his recommended two-year budget.

The Democrat's proposed 2013-15 budget includes \$450 million for the CRC. That's roughly the share Oregon is expected to come up with as part of the project's \$3.5 billion price tag. CRC planners are banking on Washington lawmakers to commit about the same amount, though project leaders have suggested that may not have to come all at once.

Kitzhaber's budget outline doesn't guarantee funding for the CRC — far from it. That will ultimately be up to the Oregon Legislature, which convenes in January. Democrats will, however, control both the state Senate and House in the upcoming session.

Kitzhaber's budget recommends that Oregon invest \$450 million through "highway revenue bond proceeds." That means the state would borrow the money, then pay it back gradually through a transportation-related revenue source, said Kitzhaber spokesman Tim Raphael. That may include vehicle registration fees in Oregon, for example, but the governor hasn't specified where exactly that money should come from, Raphael said.

Outgoing Washington Gov. Chris Gregoire plans to release her budget proposal in mid-December, said spokesman Jason Kelly. He said she is weighing many competing priorities, but believes the CRC is critical to the entire state's economy.

"The budget is still in development," Kelly said. "(Gregoire) remains a strong supporter of the Columbia River Crossing."

Washington and Oregon are expected to jointly pay about a third of the CRC's total cost. Plans call for federal funding sources and tolling to cover the rest.

The project to replace the Interstate 5 Bridge, extend light rail into Vancouver and rebuild five miles of freeway still faces major financial questions. Earlier tolling and revenue projections were found to be unrealistically high. In November, Clark County voters rejected a sales tax measure that would have helped pay for the local operations cost of light rail — a crucial step in securing a key federal grant.

The CRC has spent more than \$160 million in planning. Project leaders hope to begin major construction in late 2014.

John Laird: We should all live as long as the Third Bridge Cockroach

As of Saturday, April 6, 2013: Much like the indefatigable insect that crawls out as the lone survivor of some nuclear holocaust, the Third Bridge Cockroach refuses to die.

This critter has been stomped, fumigated, shot, electrocuted and set ablaze for 13 years, ever since 1996 when a Columbian story reported: "Dozens of Oregon officials from three counties voted unanimously this morning to object to a study of a third bridge over the Columbia River."

Yet today, the Third Bridge Cockroach, or TBC, survives with help from Columbia River Crossing critics. Actually, these naysayers subscribe to the BANANA principle (Build Absolutely Nothing Anywhere Near Anything), but they make an exception and advocate building a third bridge because they so vehemently detest the Columbia River Crossing.

As the tenacity of the TBC transcends the decades, it steadfastly believes Clark County is the lone stakeholder in the new bridge project. No one else's opinion matters to the TBC, certainly not the views of anyone over in Pagan Portland.

And surely not the views of one Rod Monroe, currently a state senator in Portland. In 1996, Monroe was a council member with Metro, the Portland regional government, when he explained with no uncertainty: "If Washington builds (a third bridge), the residents there better get scuba gear for their cars because the bridge won't be built on the Oregon side and will end in the middle of the Columbia River." Oh, dear.

The TBC believes facts have a liberal bias. Thus, it rejects the fact that Southeast 192nd Avenue is 10 miles from the Interstate 5 Bridge, and building a third bridge there would require I-5 motorists to drive 20 miles out of their way to avoid the Interstate Bridge. The TBC also is not interested in learning that two-thirds or more of traffic on the Interstate Bridge gets onto the freeway, or leaves it (or both) within the five miles of the Columbia River Crossing. Port-to-port and downtown-to-downtown drivers don't care about third bridges.

The TBC would scoff at this excerpt from a November 1995 Columbian editorial: "While Portlanders say no to a third bridge, Clark County last February (1995) said no to light rail. The difference is that Oregon has already invested millions (today billions) in a metropolitan light rail system; Clark County hasn't spent a dime on a third bridge. Like it or not, light rail has the upper hand." The editorial continued, "That doesn't mean Clark County must accept light rail. It does mean that without realistic alternatives -- and a third bridge isn't one of them -- gridlock will get worse, air quality will decline and quality of life will suffer."

The hardy TBC will never be listed as an endangered species and, thus, has no use for environmental concerns. The facts that a third bridge near the Vancouver Lowlands or in Ridgefield would threaten fragile wildlife habitat, or that a westside bypass to U.S. 26 in Hillsboro would require paving portions of Portland's Forest Park -- are irrelevant to the TBC.

Who needs teamwork? The TBC would toss aside, unread, last week's 64-page Columbia River Crossing "factbook" published by the PR firm CFM Strategic Communications and available at <http://cfm-online.com/crc-factbook/>.

The one-sided factbook describes a coalition of CRC supporters. But the TBC skitters alone, unaffiliated and unimpressed by alliances. The list of bridge backers includes a dozen elected officials, 33 transportation companies, 27 other large businesses, 17 major manufacturers, 12 business organizations, nine construction companies, eight high-tech firms, five ports and more than 150 prominent leaders in the area, all vouching for the validity of the CRC.

I'm not saying the fancy folks on this list are more important than the rest of us, but they're not less important, either. And the fact that so many of them have united in endorsing the CRC is worth considering. Nope. Frilly facts and silly coalitions are immaterial to the TBC as it pursues its solitary goal: never going away.

Appendix

A. Task Force

The 39-member Task Force met 23 times between February 2005 and June 2008 to advise the Oregon Department of Transportation and the Washington State Department of Transportation on project related issues and concerns.

Recommending a Locally Preferred Alternative

The Task Force helped identify problems to be addressed by the CRC project and developed evaluation criteria for possible solutions. About 70 solutions were narrowed down to five alternatives analyzed in the Draft Environmental Impact Statement. Task Force considered findings in the document and public comments before making its final action of recommending a Locally Preferred Alternative: a replacement bridge with light rail as the preferred high capacity transit option.

Members

The Task Force was composed of 39 leaders from a broad cross section of Washington and Oregon communities. Public agencies, businesses, civic organizations, neighborhoods and freight, commuter and environmental groups were represented on the Task Force.

Co-Chairs

Hal Dengerink, Chancellor, Washington State University, Vancouver
Henry Hewitt, Past Chair, Oregon Transportation Commission

Public Agencies

Commissioner Sam Adams, City of Portland
Mike Bennett, City of Gresham
Councilor Rex Burkholder, Metro
Jeff Cogen, Multnomah County
Jeff Hamm, C-TRAN
Fred Hansen, TriMet
Dennis Osborn, City of Battle Ground
Dean Lookingbill, Southwest Regional Transportation Council
Larry Paulson, Port of Vancouver
Mayor Royce Pollard, City of Vancouver
Commissioner Steve Stuart, Clark County
Tom Imeson, Port of Portland
Environmental Organizations
Lora Caine, Friends of Clark County, Southwest Washington
Jill Fuglister, Coalition for a Livable Future, Oregon

Neighborhood Associations

Dave Frei, Arnada Neighborhood Association, Southwest Washington
Brad Halverson, Overlook Neighborhood Association, Portland
Dick Malin, Central Park Neighborhood Association, Southwest Washington
Walter Valenta, Bridgeton Neighborhood Association, Portland
Trucking Industry Organizations
Bob Russell, Oregon Trucking Association
Larry Pursley, Washington Trucking Association

Chambers of Commerce and Portland Business-Based Organizations

Rich Brown, Bank of America, Portland
Ed Lynch, Greater Vancouver Chamber of Commerce
Grant Armbruster, Portland Business Alliance
Scot Walstra, NW Natural Gas, Vancouver (appt. by Greater Vancouver Chamber)
Local Economic Organizations
Bob Byrd, Identity Clark County
Monica Isbell, Starboard Alliance Company, LLC, Portland
Bart Phillips, Columbia River Economic Development Council, Vancouver
Jonathan Schleuter, Westside Economic Alliance, Portland

Community Organizations

Dave Tischer, Columbia Pacific Building Trades
Elson Strahan, Vancouver National Historic Reserve Trust
Jeri Sundvall-Williams, Environmental Justice Action Group
Bob Knight, Clark College
Statewide Commuter/Travel Organizations
Marie Dodds, AAA Oregon/Idaho
Dave Overstreet, AAA Washington
Statewide Freight Organizations
Jerry Grossnickle, Columbia River Towboat Association
Karen Schmidt, Washington Freight Mobility Strategic Investment Board
Tom Zelenka, Oregon Freight Advisory Committee

B. Common Sense Alternative (CSA) Response

Below is more detail as to why the CSA options will not work.

The CSA concept includes three new bridges plus structural improvements to two existing bridges. The five elements of this multiple bridge concept were considered by CRC during the component and alternative screening process. Findings for each element are summarized below:

1. *Construct a lift span on the BNSF rail bridge to align with the high point of the existing I-5 bridges (leave the rail bridge's existing swing span in place near the Washington shoreline)*

This element, in combination with seismic upgrade of the I-5 bridges and a new multi-modal bridge between Hayden Island and Vancouver, was considered in 2007 and subsequently eliminated in favor of other options that better met the project's Purpose and Need.

- Relocating the privately owned BNSF railroad bridge swing span could reduce the number of times the I-5 bridges would need to lift, but it would not eliminate the need for bridge lifts. The I-5 bridges would still need to lift for occasional taller vessels, during high water and for regular monitoring and maintenance. Project analysis has found that half of Interstate Bridge lifts are required for maintenance and non-commercial marine traffic.
- Northbound collisions are three times more likely when the lift is raised than when it does not. Southbound collisions are four times more likely.
- The CSA would add a lift span to the BNSF rail bridge and would retain the existing swing span, increasing the operations and maintenance that would be necessary on the BNSF bridge.

2. *Construct a new local bridge across North Portland Harbor to/from Hayden Island*

This element is included in the CRC project. The CRC project worked with local stakeholders to develop a design for the interchange; which includes a local multimodal bridge to carry traffic to/from Hayden Island and Marine Drive. The interchange design allows all movements to and from the island and I-5, but also provides a local route to the island without accessing I-5. This design allows for the elimination of direct ramps between Hayden Island and the Marine Drive interchange, and improves traffic operations on the I-5 ramp terminals and reduces the Hayden Island interchange footprint.

3. *Construct a new rail and truck bridge near the BNSF rail bridge*
 Improvements to the rail bridge and truck-only access were considered early on, but did not advance through the early screening process.
 - A new rail and truck bridge would not provide sufficient benefits to the I-5 corridor to because it does not directly connect downtown Vancouver and downtown Portland.
 - Under existing conditions, trucks traveling between the Port of Vancouver and the Port of Portland make up less than 0.5 percent of freight traffic using the southbound I-5 bridge and less than 0.5 percent of freight traffic using the northbound I-5 bridge (based on the 2005 travel demand model). Truck traffic makes up over eight percent of daily I-5 bridge traffic. A new rail and truck bridge connecting the Port of Portland to the Port of Vancouver would serve very little of the I-5 freight traffic.
 - Commuter rail would have difficulty integrating with the existing bus and rail network; its location would miss some key I-5 transit markets; and it would be subject to the projected congestion of the existing freight rail system.

4. *Provide a seismic upgrade of I-5 bridges*
 A seismic upgrade of the existing I-5 bridges was studied through the Draft EIS. Ultimately a replacement bridge was found to better meet vehicular and marine travel and seismic needs.
 - The CRC will build new bridges to current highway geometric standards, which would substantially improve safety and traffic flow. Seismically upgrading the existing bridges would not address the majority of safety and traffic flow issues that currently exist, such as short spacing between on- and off-ramps, short substandard ramps, the lack of breakdown lanes or shoulders, and the vertical “hump” in the existing bridges, which all have been documented to increase the rate of crashes and congestion.
 - A seismic retrofit of the existing bridges would require widening of the existing piers in the river and would narrow the high-span and lift span navigation channels by 40 to 60 feet, decreasing the width of the main channels for commercial river users.

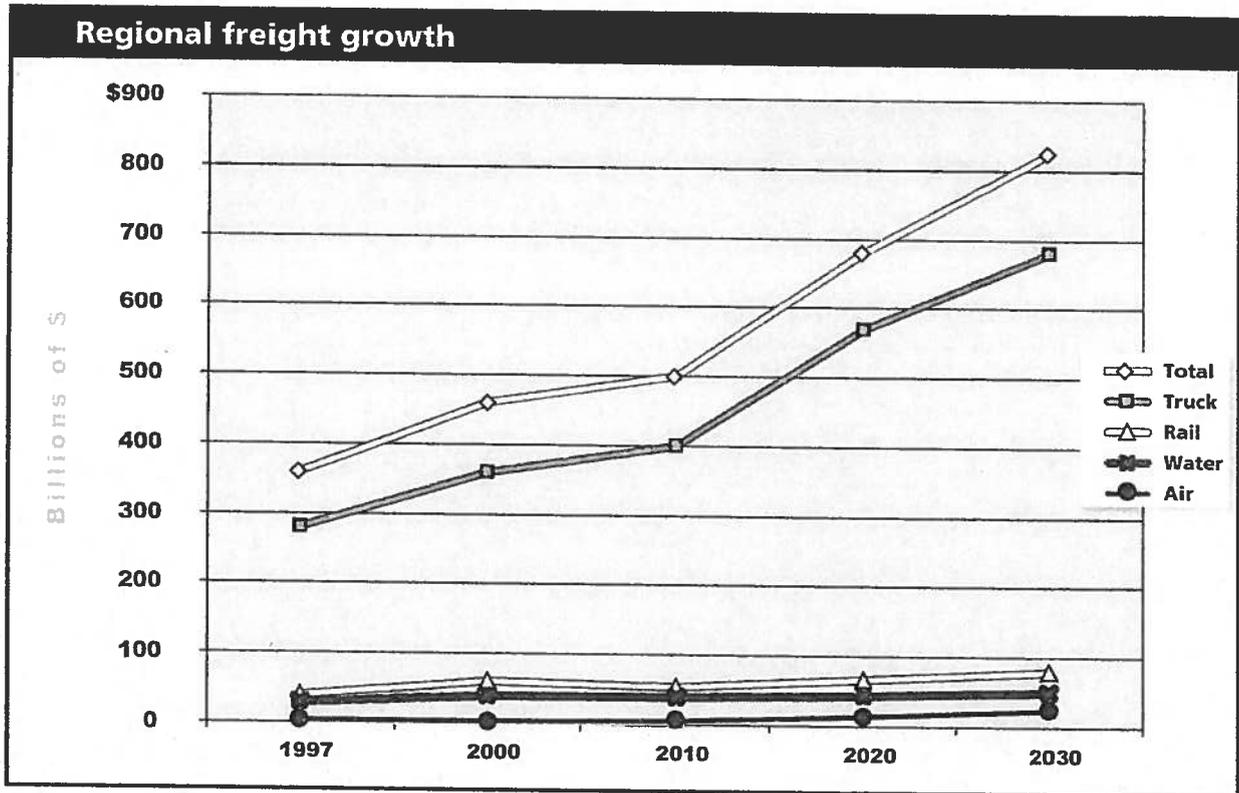
5. *Construct a new multi-modal bridge between Hayden Island and Vancouver between the existing I-5 bridges and the BNSF rail bridge*
 This element is similar to the “arterial crossing with I-5 improvements” that the CRC Task Force considered and dismissed in 2007.
 - Traffic analysis during the screening phase reported that an arterial bridge would not alleviate congestion on I-5 because it wouldn’t pull a significant amount of traffic off of the interstate.
 - The traffic analysis for the screening process indicates the CRC would reduce northbound I-5 travel times compared to the new arterial bridge alternatives by about 50% or more (e.g., I-84 to 179th Street travel time decreases by 22 to 26 minutes).
 - A new arterial bridge would reduce total daily hours of congestion by approximately 10 percent compared to no-build, while a replacement

bridge would reduce the total daily hours of congestion by approximately 60 percent compared to no-build.

- An arterial bridge would tie into local streets at the bridge touchdowns in Vancouver and on Hayden Island, thereby increasing congestion in downtown Vancouver, on Hayden Island and near Marine Drive.
- The CSA would not address safety and traffic flow issues of the existing I-5 bridges.

C. Freight Immobility

As the graph below illustrates, the value of freight traffic is expected to grow to over \$800 billion by 2030. While all modes show some growth, the value of cargo by truck more than doubles between 1997 and 2030.



Source: www.columbiarivercrossing.org

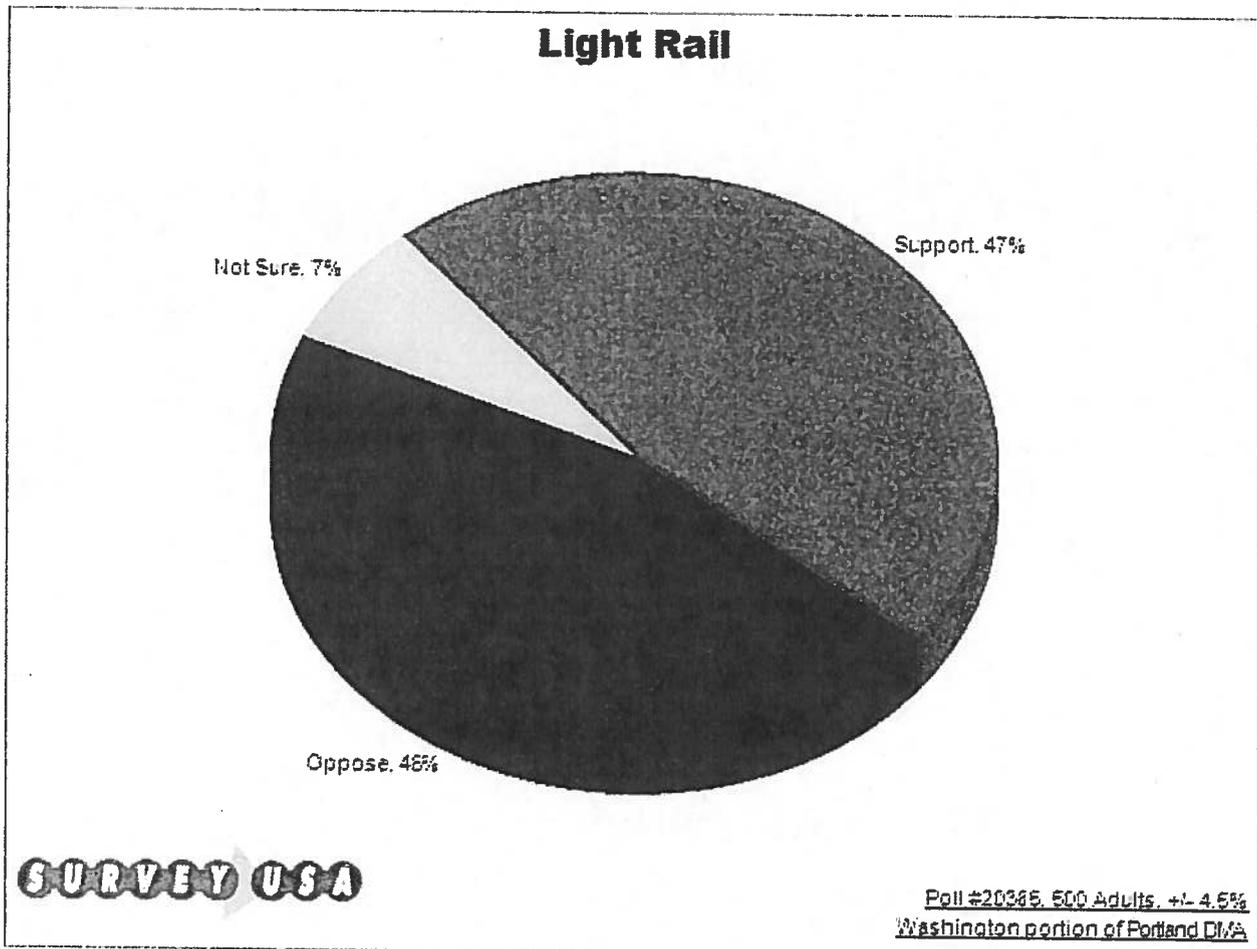
D. Recent Poll Shows Support for Light Rail

On March 20, 2013, KATU/SurveyUSA released the results of a poll it conducted measuring support for the CRC project and light rail.

It found of the 500 adults surveyed 47 percent support a new bridge with light rail, which is a controversial part of the current design, while 46 percent oppose it. About 7 percent weren't sure. There were indications that the issue is divided along party lines. About 71 percent of Republicans oppose putting light rail on the bridge while 71 percent of Democrats support it.

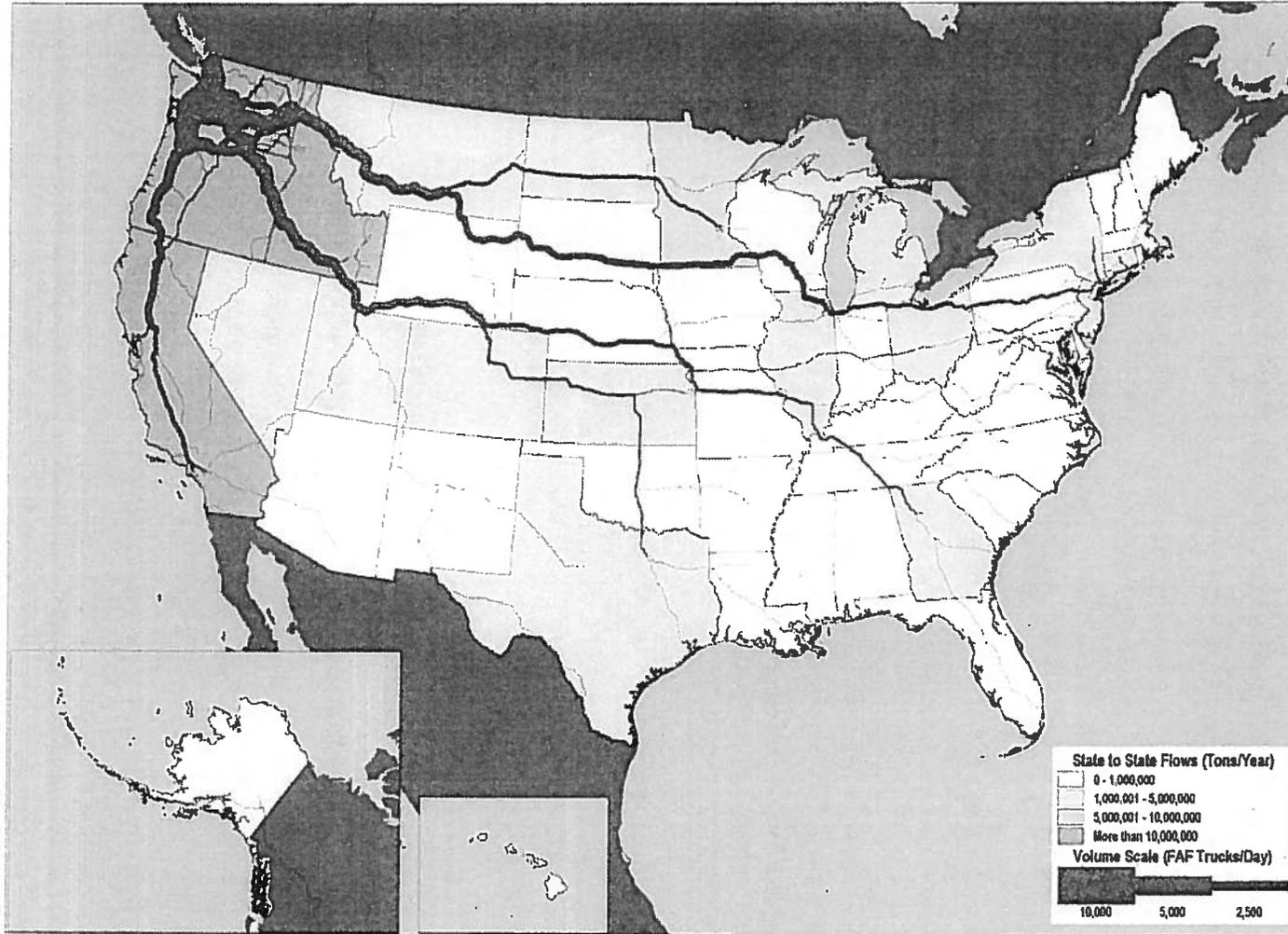
When light rail was taken off as a bridge option, about 60 percent then supported a new bridge as many Republicans moved into the support column.

The poll's margin of error ranged from +/- 4.1 percent to +/- 4.5 percent.



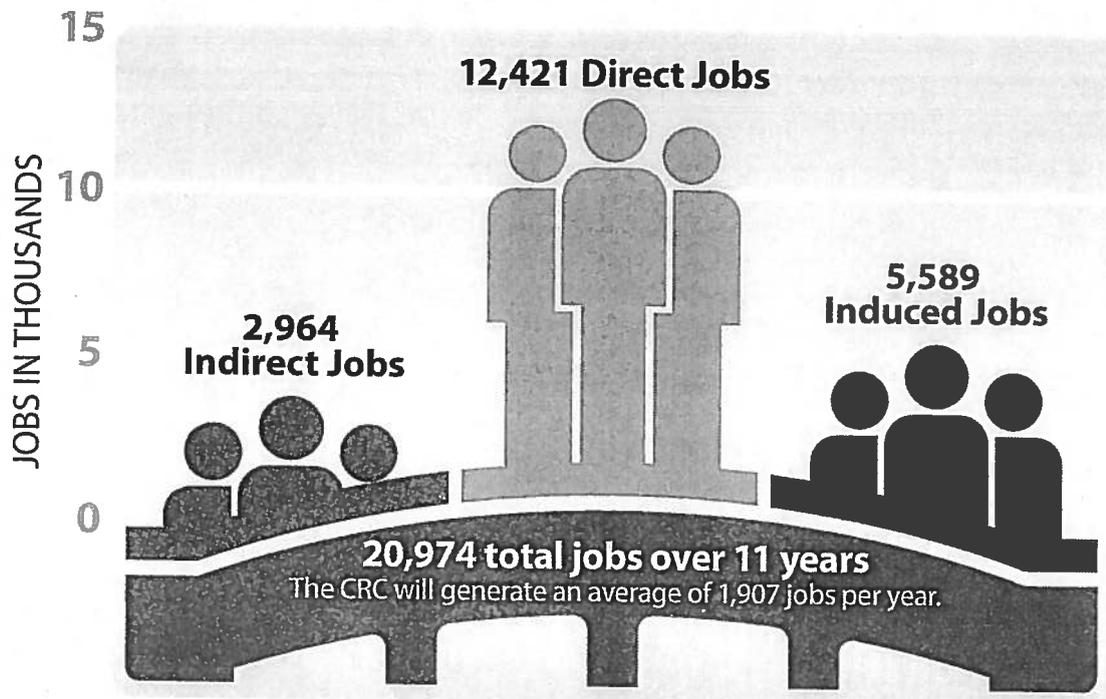
A project of national Significance

Major Flows by Truck To, From, and Within Washington: 2007



Note: Major flows include domestic and international freight moving by truck on highway segments with more than twenty five FAF trucks per day and between places typically more than fifty miles apart.
Source: U.S. Department of Transportation, Federal Highway Administration, Office of Freight Management and Operations, Freight Analysis Framework, version 3.1.2, 2011.

Columbia River Crossing | Projected Jobs



One job = one full-time equivalent position for one year.



Direct Jobs

Construction and skilled laborers employed to build the bridge will include carpenters, electricians, iron workers, equipment operators and cement masons.



Indirect Jobs

Firms in other industries will provide goods and services to the construction industry. Jobs will be created and sustained as a result of the increased business. Steel for light rail, cement and aggregate for roadways, and electrical cables for lighting are examples of some of the goods that will be needed.



Induced Jobs

With the increase in direct and indirect jobs, other sectors will benefit. Workers will spend wages on food, housing, health care and entertainment. These induced jobs will be created as a result of an infusion of new wages into our region.

Our methodology: In November 2009, the CRC Project used IMPLAN® to measure the economic impact of the project. IMPLAN is a widely respected economic impact modeling system that has been used by the federal government, academic institutions across the country and nearly every state in the nation.

FREIGHT AND THE COLUMBIA RIVER CROSSING

A Report to the Joint CRC Oversight Committees provided by the ports of Vancouver & Portland October 9, 2012



Port of Vancouver USA



PORT OF PORTLAND

This white paper outlines freight priorities and supporting information for the Columbia River Crossing (CRC) project.

FREIGHT PRIORITIES OF THE COLUMBIA RIVER CROSSING

The ports of Vancouver and Portland strongly urge the joint Columbia River Crossing oversight committees to move this essential project forward and advocate for state funding to support its construction in the 2013 legislative session.

There are five priorities for the freight industry that will be delivered with the completion of this project:

SAFETY

12 percent of crashes in the I-5 Bridge Influence Area (BIA) involve trucks. Trucks are involved in twice as many collisions on a per vehicle basis, yet make up only 8 percent of total daily traffic. The costs in personal injury and equipment are significant.

RELIABILITY

Drawbridge lifts and frequency of accidents make I-5 unreliable. The freight and goods movement industry requires predictable travel times to maintain delivery schedules and freight/goods supply chain flow.

EFFICIENT TRAVEL TIMES

Congestion in the BIA is expected to extend to up to 15 hours per day, eliminating mid-day relief when most freight currently travels, severely limiting freight transport. The freight industry needs reduced congestion delays to minimize labor, equipment and fuel costs.

COST EFFECTIVE TOLLS

The freight and goods movement industry is receptive to a business case that demonstrate savings in fuel, labor and other costs related to delay, compared to the benefits of a more efficient crossing that comes from paying tolls.

FIRST/LAST MILE CONNECTIONS

Several interchanges in the BIA are substandard, congested and unsafe. Arterials and interchanges must work effectively to access Interstate 5.



ECONOMIC IMPACT OF FREIGHT GENERATING INDUSTRIES

Congestion causes increased direct transportation costs to freight-dependent industries

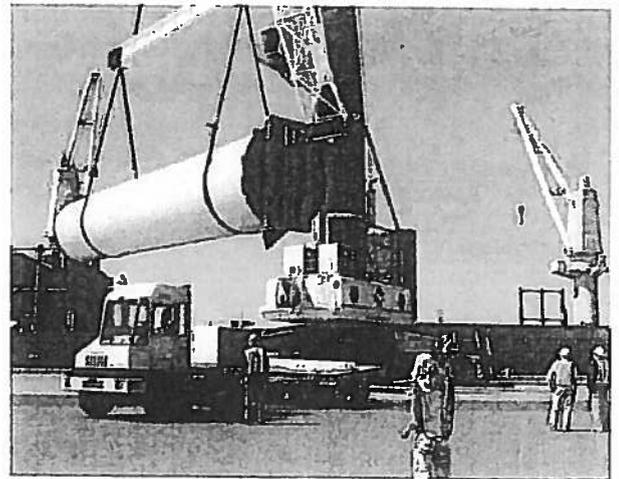
Volume & Value of Freight in the Region



- ◊ There are 43 terminals handling marine cargo in the Portland and Vancouver area.
- ◊ In 2005, 22.5 million tons of freight crossed the Interstate Bridge.
- ◊ This translates into an estimated \$1,800 per ton or \$30.6 billion in freight value crossing the Interstate Bridge.
- ◊ Combined exports for Washington and Oregon equal \$45 billion.
- ◊ Approximately \$30.5 billion worth in freight enters or exits using the seven CRC interchanges, each year.
- ◊ In a no-build scenario, I-5 truck route hours of delay are projected to increase 93 percent by 2030, as truck volumes increase by 77 percent – this will increase the cost of delay to these companies by 140 percent, or nearly \$34 million by 2020.
- ◊ With a 20 percent increase in congestion, Southwest Washington alone will lose \$266 million in output and 1,600 jobs.

Freight Job Generation

- ◊ 40 percent of Washington State jobs, and 1 in 5 Oregon jobs are dependent on transportation.
- ◊ Freight generators in Clark County alone employed 66,057 employees in 2007, or ~ 51 percent of the county's employment
- ◊ 80 percent of Oregon exports are goods: 20 percent are services.
- ◊ Oregon businesses export more than \$19.3 billion in goods annually.
- ◊ Oregon has a larger export-supported employment base than all but four other states.
- ◊ For every \$1 million in export sales lost, Oregon loses 10 jobs.



DATA SOURCES:

- ◊ *Clark County Freight Mobility Study, 2011*
- ◊ *The Cost of Congestion to the Economy of the Portland Region, 2006*
- ◊ *The Cost of Highway Limitations and Traffic Delay to Oregon's Economy, 2007*
- ◊ *Failure to Act: The Economic Impact of Current Investment Trends in Airports, Inland Waterways, and Marine Ports – 2012, American Society of Civil Engineers*
- ◊ *Portland/Vancouver International and Domestic Trade Capacity Analysis Study, 2006*
- ◊ *Portland/Vancouver Commodity Flow Forecast Update and Lower Columbia Cargo Forecast*
- ◊ *Portland Business Alliance International Trade Study, 2010*
- ◊ *Columbia River Crossing Freight Study, 2008*
- ◊ *The Impact of Truck Congestion on Washington State's Economy, WSDOT 2011*
- ◊ *International Competitiveness Strategy for Washington State, 2012*

COMMERCE ACROSS THE I-5 BRIDGE

Bi-state Freight Commerce

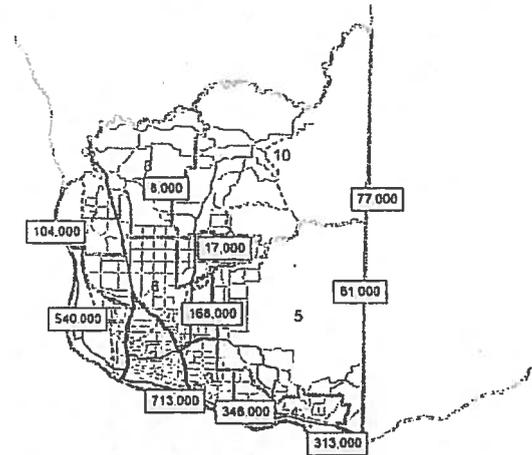
- 67 percent of all modes of freight at I-5 crossing travel by truck.
- The I-5 crossing functions as two types of bridges for freight – access to industrial areas within the BIA, and through trips to points outside the BIA.
- Roughly 75 percent of truck traffic crossing the Interstate Bridge enters/exits an interchange within the I-5 project area.
- In 2010 the Marine Drive Interchange was identified by INTRIX (a provider of traffic information nationwide) in their National Traffic Scorecard Annual Report as the #1 bottleneck in our region and the 214th ranked bottleneck in the country – up from the rank of 423rd in 2009.
- The Interstate Bridge carries 42 percent more trucks than the I-205 bridge.
- Trucks carry 67 percent of all freight in the region, and this is expected to grow to 73 percent by 2030, with regional truck traffic projected to double in less than 25 years.



- Congestion will spread into the midday period, which is the peak-travel period for trucks.
- Annual vehicle hours of delay on truck routes in the I-5 corridor will increase by 93 percent from 13,400 hours in 2000 to 25,800 hours by 2020 without improvements to the BIA.
- The cost of truck delays will increase by 140 percent to nearly \$34 million.

Southwest Washington Freight Commerce

45 percent of Clark County's industrial employment is concentrated in the southwest quadrant of the county and uses the I-5 highway.



Portland Area Freight Commerce

In the last couple years, the Port of Portland interviewed 39 companies across Oregon about the Oregon Transportation system. Of the 39 companies, 34 use the I-5 Interstate Bridge to move cargo to or from Washington State.

- Twenty-one companies stated that their businesses have been adversely affected by congestion at the crossing, forcing them to make changes to their production, pick-up and delivery schedules.
- These companies employ approximately 17,500 people in Oregon.



NATIONAL FREIGHT GROWTH AND INVESTMENT TRENDS

Investment in the Columbia River Crossing is a top priority for regional and national freight movement. Its importance marks it as a Project of National Significance. Below is a snapshot of the scale of freight infrastructure needs nationwide for inland ports.

- By 2020, traffic on inland waterways is expected to increase by 51 million tons of freight from 2012, an 11 percent increase, with an expected 118 million tons, an overall increase of 25 percent by 2040.
- Trade volume for marine ports is expected to double by 2021, and double again shortly after 2030.
- Unless infrastructure investments are made, a predicted 738,000 jobs will be lost by 2020.

LOCAL FREIGHT GROWTH AND INVESTMENTS

The ports of Vancouver and Portland are investing in expanding maritime, industrial and aviation facilities that will depend on improved highway performance at the Columbia River Crossing.

PORT OF VANCOUVER

- The Port of Vancouver is investing more than \$250 million in rail infrastructure, which has helped attract approximately \$400 million in private investment and generated hundreds of jobs due to multi-modal access, including Interstate 5.
- The port plans to develop an additional 550 acres of industrial land in the coming years that will be reliant on Interstate 5 and the Columbia River Crossing.

CONCLUSION

1. The ports of Vancouver and Portland support the Columbia River Crossing Project.
2. The Columbia River Crossing Project is a freight corridor of national significance, carrying the bulk of our region's trucks across the Columbia.
3. We urge the Washington and Oregon legislatures to fund this crucial freight infrastructure project.



- The most recent economic impact study (2011) shows that the port generates 2,337 direct jobs (16,996 total jobs), 80.8 million in state and local taxes and \$1.6 billion in regional economic activity.

PORT OF PORTLAND

- The Port of Portland is nearing the end of a nearly one half billion dollars in investments at our airports and marine terminals.
- These investments include rail improvements, crane and dock improvements, channel deepening, runway rehabilitation, and roadway improvements around marine terminals, industrial parks and aviation facilities.
- The most recent economic impact study (2011) shows that the Port of Portland generated more than 26,000 direct, indirect and induced jobs, nearly \$1.7 billion in personal income, nearly \$4.5 billion in business revenue and more than \$162 million in state and local taxes.



Port of Vancouver contact: Katy Brooks, 360-992-1128, kbrooks@portvanusa.com

Port of Portland contact: Kathryn Williams, 503-415-6018, kathryn.williams@portofportland.com

I-205 and CRC: Bridge-building controversy
March 7, 2013

Introduction

This is a timeline of the process to fund, plan and construct the Interstate 205 corridor, including the Glenn Jackson Bridge. Unlike the CRC project controversy, it was the I-205 corridor, not the I-205 bridge itself that was controversial. Still, comparing I-205 and I-5 is like comparing Granny Smith apples to Red Delicious apples: Though the I-5 corridor and bridge already exist, CRC is faced with the same kinds of trials and controversy that challenged Oregon and Washington during two decades of work on I-205.

- **June 29, 1956:** President Eisenhower signs Federal-Aid Highway Act, which funded construction of 41,000 miles of Interstate Highway System, including I-205. The funding was handled through a Highway Trust Fund that paid 90 percent of construction costs, with the remaining 10 percent funded by the states.
- **Mid-1960s:** I-205 corridor identification and planning.
- **1968:** City of Maywood Park, which incorporated in 1967 with the intent of halting construction of the freeway through its locale, files lawsuit against the Oregon State Highway Commission. The city lost the case and corridor design continued.
- **1969:** Oregon and Washington signed a design and construction pact.
- **May 1970:** I-205 George Abernathy Bridge, over the Willamette River in Oregon City, opened.
- **1971:** Maywood Park again attempted to halt construction, filing suit in federal court. The city lost the suit, but concessions were made by the state. Among those, it was agreed that I-205 would be built below grade, and a large sound berm would be constructed.
- **1973:** Groups opposed to the project filed petitions with the Department of Environmental Quality.
- **1974:** I-205 from I-5 northeast to West Linn and Oregon City opened in Clackamas County.
- **July 1974:** Multnomah County Board of Commissioners formally retracted an earlier approval of the I-205 route and required that ODOT redesign a nine-mile section of freeway.
- **December 1974:** ODOT stopped taking action on all pending right-of-way acquisitions with the I-205 corridor.

Exhibit:

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Meeting Date:

4/9/13

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D. Jermann
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- **April 1975:** The City of Portland suggested modification of the I-205 designs to include bus lanes and other mass transit improvements.
- **Summer 1975:** Tentative consensus was reached that would keep the right-of-way but allow some dedication for bus-only lanes while removing or redesigning several of the originally planned interchanges.
- **November 1975:** FHWA objected to portions of the compromise plan related to types of interchanges and busway design. A local group published a "Report to the People" that asked if I-205, as newly proposed and agreed to, would be functional and worth the cost.
- **December 1975:** Following changes to the interchanges and redesign of portions of the bus corridor, FHWA withdrew its opposition and so removed the major obstacle to construction of the segment between Foster Road and the Columbia River.
- **August 1977:** Construction began on the Glenn Jackson Bridge.
- **1978:** Maywood Park filed another lawsuit for alleged damage to properties along the west side of the city. The city again lost its lawsuit.
- **1978 – 1979:** Most controversial segment of I-205 in Multnomah County constructed as a six-lane facility with fewer interchanges and fewer lanes than originally proposed; rights of way reserved for a busway.
- **December 1982:** I-205 Glenn L. Jackson Bridge over the Columbia River opened, thus completing the Oregon section.
- **1983:** Washington section of I-205 completed, thus finishing the bypass route.

Funding

The entire I-205 corridor, including the Glenn Jackson Bridge, cost about \$480 million. Oregon's portion cost roughly \$230 million, the bridge cost \$170 million, and Washington spent roughly \$80 million.

It is unclear whether the \$53 million it cost to build the justice center to replace Rocky Butte Jail is included in these numbers.

4th Plain Behind the Numbers

We've been reading lately some claims that Fourth Plain buses aren't full, that there is plenty of room for more riders. Ask any Fourth Plain rider and they'll tell you the buses *are* full. From the Columbian's On-line comments: ***"As a rider of the 4 and 44 ... Those lines are packed and could use the help a BRT system (controlled lights and better buses) would bring."***

Let's look at and behind the numbers.



These are from C-TRAN. These buses had standees.

Also according to C-TRAN:

- Overcrowding can occur with less than 40 people on board.
- Wheelchair areas full, resulting in passing by disabled riders, *an average of 2-3 times per month.*
- Front bike racks are full, passing by waiting bike users, *an average of 1-2 times per month.*
- The most crowded times: regularly between 9 AM and 4 PM.



We did our own surveys. Guess what? All of these buses had every seat filled, some had standees, and most had 1-2 wheelchair areas full. **They all were filled up when 28-35 passengers were aboard.** All of these photos were taken during the day during "off-peak" periods; peak periods have even higher numbers of passengers and standees. **One Route 4 bus we surveyed was bunched up right behind another Route 4 bus which was delayed by 15 minutes by wheelchair, boarding and traffic delays.**

Exhibit: **F**

Meeting Date: **4/9/13**

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BRT Fixes 4th Plain's Transit Issues AND Has Community Support

Exhibit F
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Simply adding buses just adds cost and doesn't solve the problem:

- BRT **almost doubles per-bus capacity**, which resolves overcrowding and allows for long-term growth.
- Buses running every 10 minutes **increases wheelchair and bike capacity by two-thirds**.
- **Travel time delays are virtually eliminated** with transit signal priority and level boarding – wheelchairs and bikes roll right on and self-park.
- Plus, **there will be a substantial investment in local station areas**, encouraging economic development and improving safety and security for all.
- Prop 1 **passed** in the BRT project corridor with **52% YES votes**. **Over 250 people signed a petition** asking C-TRAN to move this project forward with existing reserves AND without raising taxes.

Quotes from Columbian's on-line comments:

- "The difference, Lew, is that this proposal uses C-Tran's existing reserves, not new tax dollars. Remember when they were trying to pass the levy and you talked of how much in reserves they had and there was no need to increase funds? **Well they listened, Lew. This uses existing reserves and reduces ongoing operating costs as well. This is what they should be doing. No reason to have our tax dollars sitting there doing nothing, invest them in something more efficient and effective, which this is...**" (from BF)
- "Mike D: I would encourage you to do a little research on this project. By just looking at the bottom line numbers, you miss the important benefits. **In addition to saving \$800k/yr., there are dramatic increases in capacity and reliability. There is also a notable decrease in traffic congestion for others because of buses stopping in thru lanes.**" (from MB)
- "I think the idea for BRT makes more sense at first glance than all of the reading I have done on the CRC and light rail (and I've done plenty). I think it's a darn shame that someone opted to bundle the tax increase vote for C-Tran with light rail when there were so many people for and against either party receiving the benefit of that tax increase..." (from MB)
- "This is a great idea and would make moving up and down 4th plain faster and more efficient and cost less." (from MY)
- "And since C-Tran indicates we have enough funds to make this happen I can't think of a single reason why this shouldn't happen. Clearly its the busiest section for buses and cars in the local area AND it can be funded without an added tax burden to make it happen. I'm sure the C-Tran leadership would have appreciated not having to use all of our reserves for this project, but its a good thing we have money to cover it regardless. **Let's hope this gets done!**" (From DA)
- "I don't see a problem with the BRT proposal; they say it would move quicker along 4th Plain and cost less to operate than the current routes." (from RN)

1:10



Source: Subchat.com

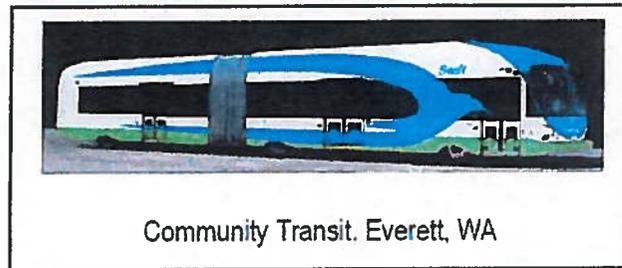


C-TRAN 40-foot bus, currently on Routes 4 and 44

- Total Capacity: 35-40 passengers (4th Plain observations)
- Current loading factor: full, 10 AM to 4 PM
- Capacity for future growth: none unless more buses are added
- Bike racks in front, stairs to board/off-board
- Pay fare as you enter, through front door only
- Wheelchairs secured by driver
- Changes since 1980s: not many
 - Some low-floor buses
 - No increases in per-bus capacity
 - Some diesel-electric hybrids



Received By: *D. Spanghan*
 Meeting Date: *4/9/13*
 Exhibit: *6*



Community Transit, Everett, WA

Source: 4th Plain 4 BRT Fact Sheet



Level boarding

BRT 60-Foot Articulated Bus, Proposed for Fourth Plain

- Total Capacity: 90-100 passengers (various case studies)
- Loading factor (today's ridership): 50-60% filled
- Capacity available for growth: 20+ years per bus
- Bike racks on board, level-boarding (no stairs)
- Pay fare off-board, at station, enter/leave through multiple doors
- Wheelchairs self-park (riders love unassisted mobility)
- Changes since 1980s conditions: substantial
 - All buses low-floor with level boarding
 - Almost doubles per-bus capacity
 - All are diesel-electric hybrids



C-TRAN Board Presentation: ITS Program Update

April 9, 2013



Paul P. Lavallee, PE
Director, IBI Group



Presentation Objective: To provide an informational overview of C-TRAN's 2013 – 2015 Intelligent Transportation Systems (ITS) Technology Management & Investment Plan.

AGENDA

1. Goal of ITS
2. Vancouver Area Smart Trek (VAST) ITS Architecture
3. Current Technology and Challenges
4. Key Future Technology Plan
5. Program Benefits
6. ITS Program Next Steps
7. Transit Signal Priority Update
8. Questions and Answers

Exhibit: **H**

Meeting Date: **4/9/13**

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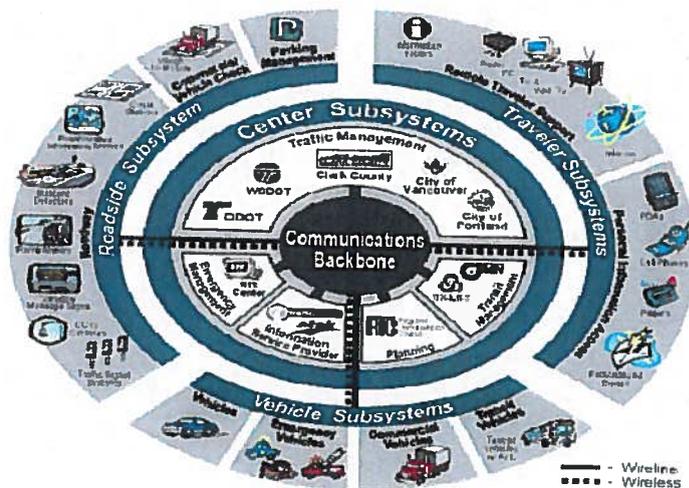


Goal of ITS is to improve the effectiveness, efficiency, and safety of transit management by –

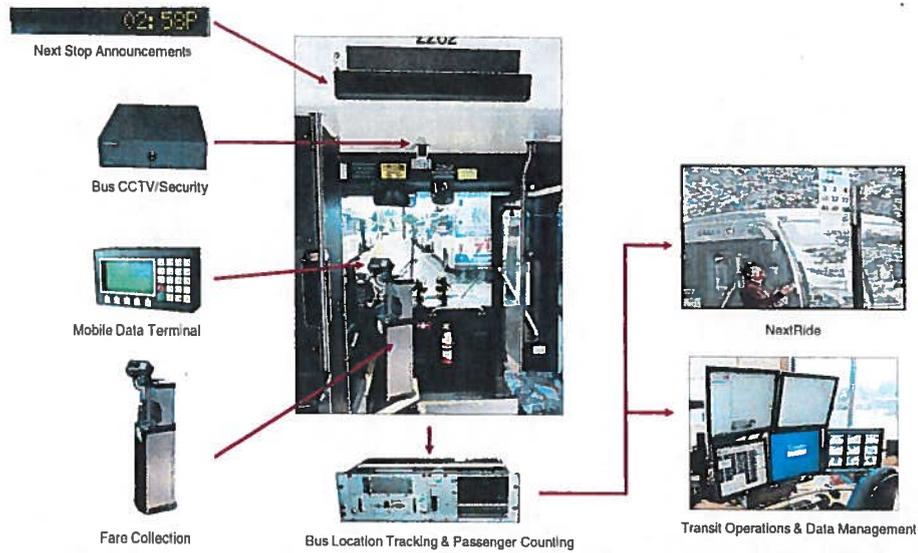
- Improving safety through technology
- Maintaining technology assets in a state of good repair
- Building on C-TRAN's current technology investments
- Providing continuous operational efficiencies
- Improving customer satisfaction, customer amenities and the delivery of services
- Providing a platform for technology growth and evolution
- Participating in the VAST 20 year plan



VAST Systems Architecture Concept



C-TRAN ITS Environment Today

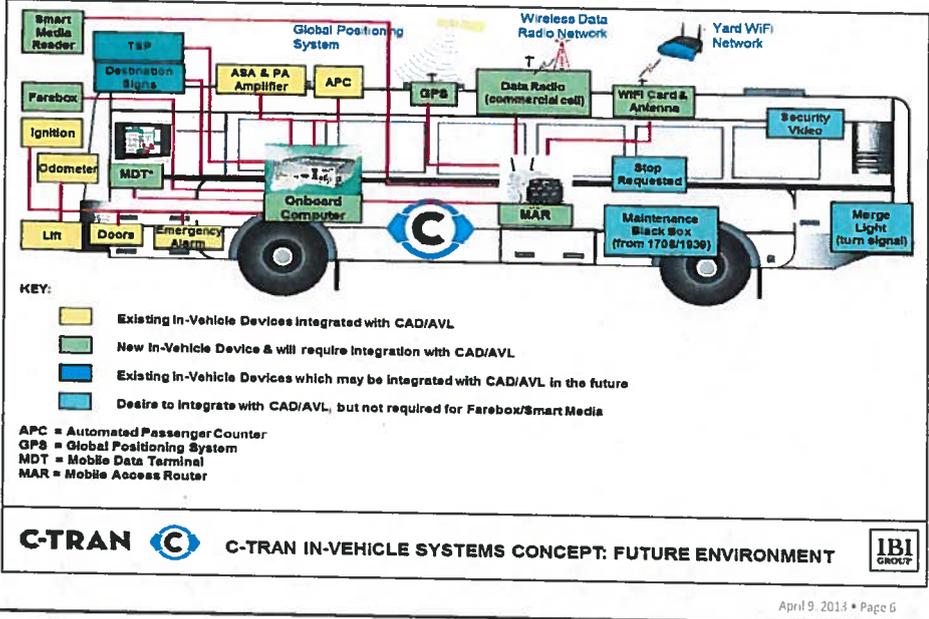


Current Challenges

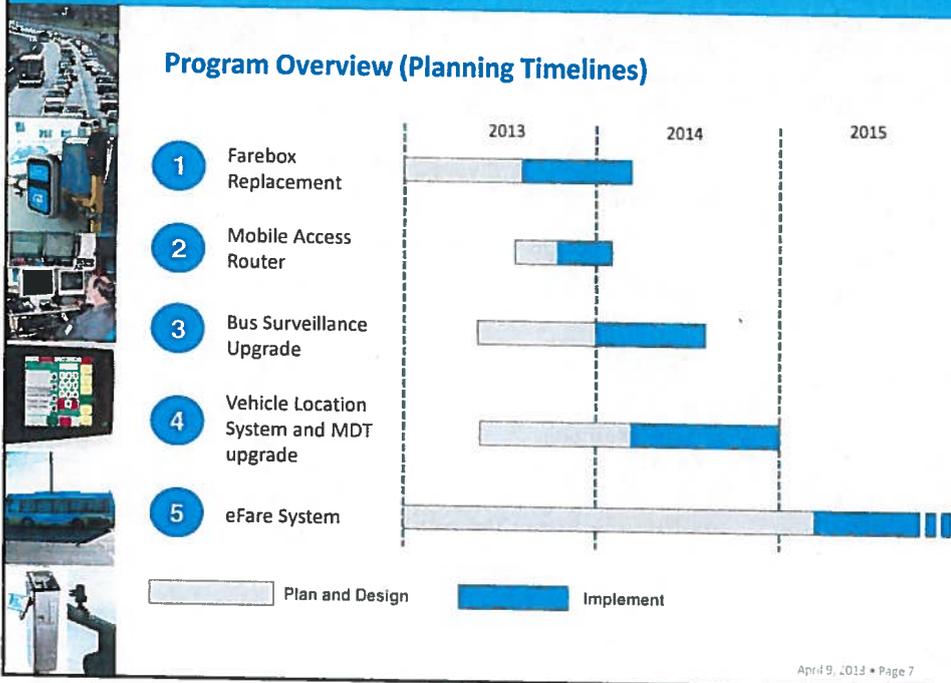
Aging existing infrastructure/equipment –

- Fareboxes
 - Obsolete hardware and software
 - Lack of data (running MS-DOS)
 - Service disruptions due to road calls for farebox malfunctions
 - Replacement parts are becoming more difficult to source
- Bus Surveillance security system in need of upgrade or replacement
 - Exposure to liability due to system failures
- The vehicle location system is at the end of its economic useful life and new technology is available
- Communications system limitations and gaps

Future In-Vehicle Environment



Program Overview (Planning Timelines)





Program Benefits

Customer Satisfaction

- Improved reliability with fewer equipment breakdowns and service interruptions. – **Farebox**
- Better sense of security. – **Bus Surveillance**
- Improved “Real-time” passenger information. Support mobile applications. Improve “On-time” performance and/or headway management. – **CAD/AVL upgrade**
- Simplification of local and regional transit fares. Seamless travel throughout Vancouver/Portland area. Provide customers with new and convenient fare payment options. – **Efare**



Program Benefits

Safety

- Reduces distractions by automating fare collection. – **Farebox**
- Improve quality and reliability of video with new technology, additional cameras and event capturing capabilities. – **Bus Surveillance**
- Improve quality of fleet information at dispatch. Improved driver interface (single point log-in). Include re-routing and possible navigation information. – **CAD/AVL upgrade**
- Simplifies fare payment reducing potential conflicts over fare payments – **Efare**



Program Benefits

Operational Efficiencies

- Minimize staff effort involved with the on-going maintenance of the fareboxes. Provide improved revenue control through better data collections and reporting. – **Farebox**
- Improved efficiency in collecting the processing video for security and liability claims. Improve value of information collected by adding “on-board” systems information. – **Bus Surveillance**
- Improve quality of information provided to dispatch and operations, including location of vehicle, performance, and incident response. – **CAD/AVL upgrade**
- Speed boarding time of customers. Fare simplification. Seamless transferring from C-TRAN to TriMet. Better customer experience. Reduce fraud through verification of fare. – **EFare**



ITS Program Capital Budget \$7,740,365

Fare Collection System Funding – Project total \$6,158,956

- Funding source
 - VAST Grant: \$1,185,185
 - State of Good Repair Grant: \$2,351,600
 - Required local match: \$1,773,085
 - Additional local funds: \$849,086

Bus Surveillance System Funding - Project total \$1,581,409

- Funding source
 - State of Good Repair Grant: \$1,080,000
 - Required local match: \$270,000
 - Additional local funds: \$231,409



Next Steps

- Continue planning and design work
- Come back to the Board with approval requests for all projects in 2013
- Continue to coordinate with regional partners on the eFare project

April 9, 2013 • Page 12





What is Transit Signal Priority?

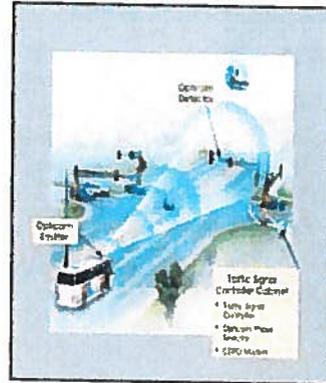
- Provides additional green time for bus service
- Reduces Travel Time
- Improves Service Reliability

Where will it Operate?

- Mill Plain Boulevard Corridor
- 22 Intersections

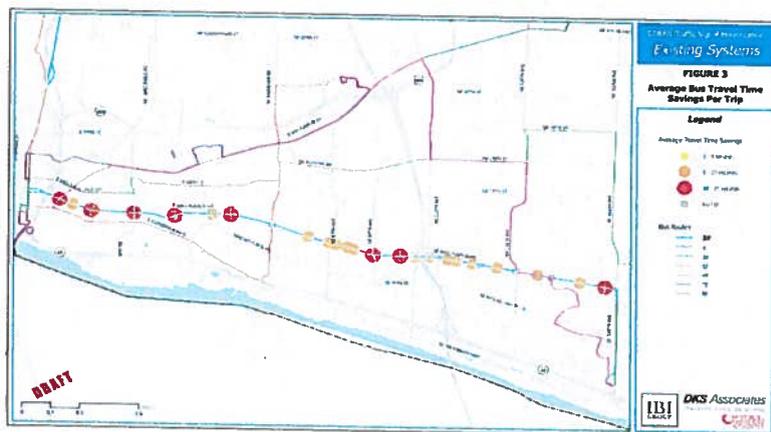
When will it Begin?

- Pilot Phase Begins in Early May
- Pilot will be evaluated in summer of 2013



Project Corridor

Mill Plain Boulevard between Fort Vancouver Way and 164th Avenue





Project Status and Next Steps

- Vehicle and Intersection Equipment Successfully Installed
- Draft Intergovernmental Agreement (IGA) with City of Vancouver being reviewed by City Attorney
- System Integration and Testing to begin in late April
- System evaluation during Pilot Phase



September 2013 Service Change Discussion

April 2013



G-TRAN 

Overview

- Service Standard Recap
- Local/Limited Service Changes
- Express Service Changes



Exhibit:

I

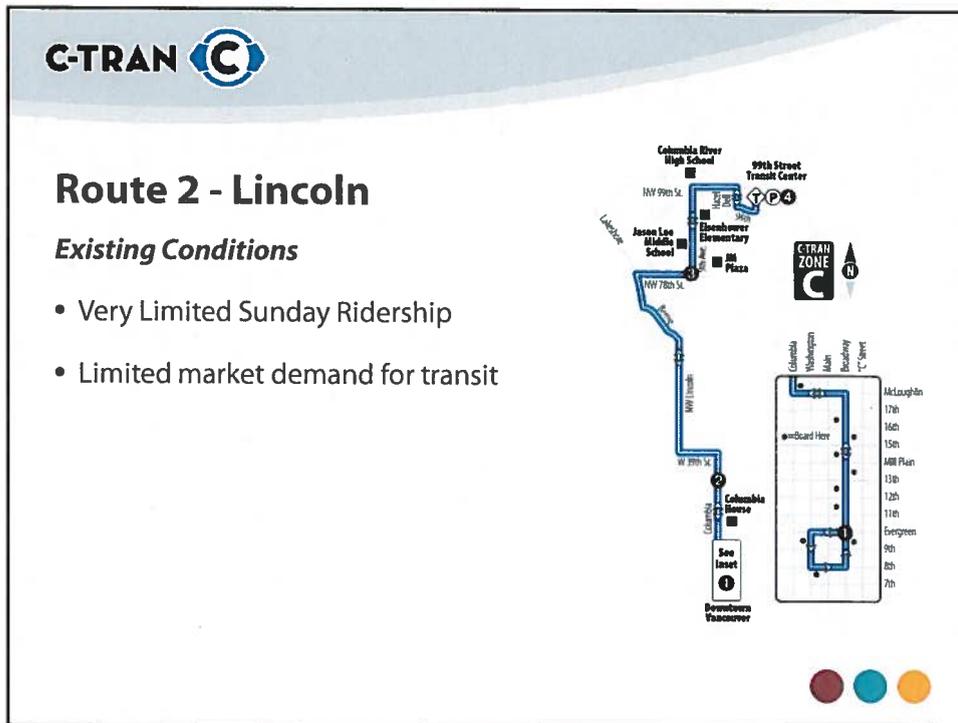
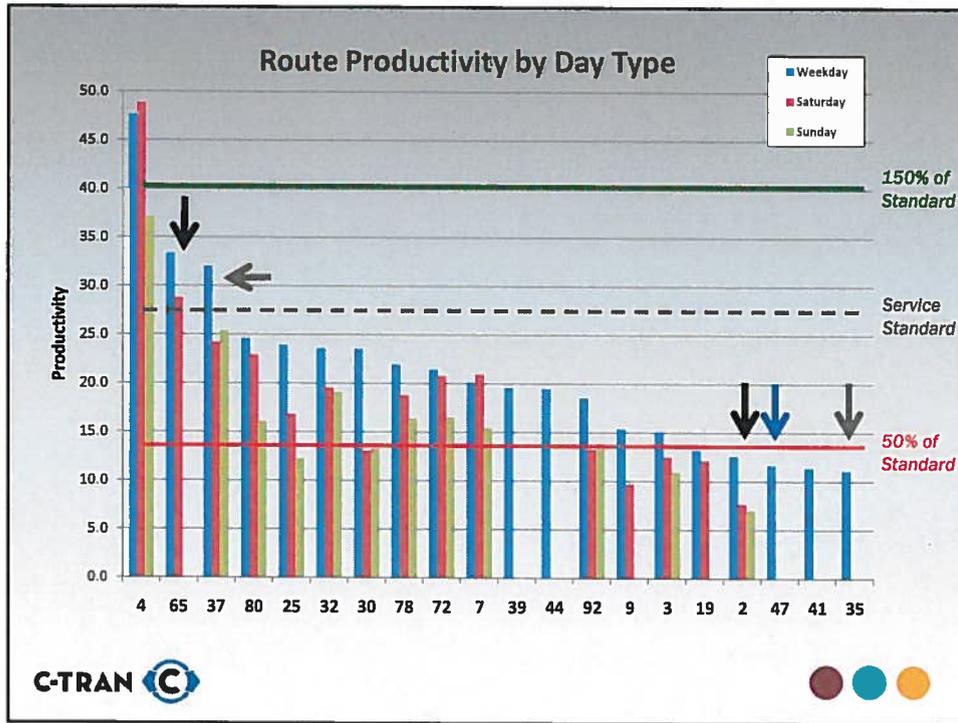
Meeting Date:

4/9/13

Received By:

D. Jermann

121



C-TRAN 

Route 2 - Lincoln

Proposal

- Discontinue Sunday Service
- Utilize current resource to operate new Route 65 Service

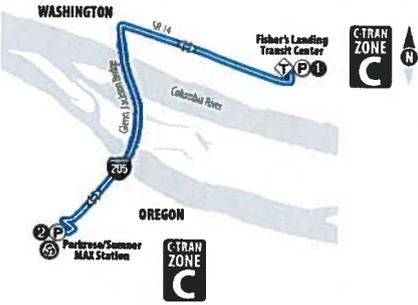


C-TRAN 

Route 65 – Parkrose Limited

Existing Conditions

- Top Performer
- Currently no Sunday service

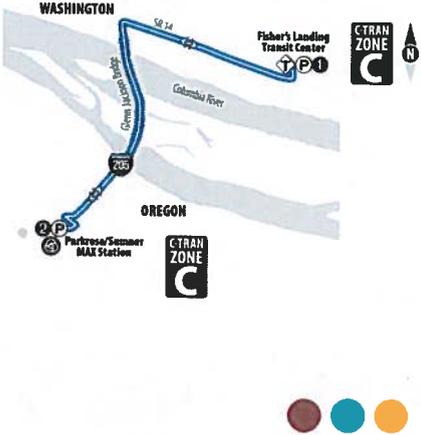


C-TRAN 

Route 65 – Parkrose Limited

Proposal

- Introduce Sunday Service using Route 2 resource
- Operate service from 8:30 AM to 6:50 PM



WASHINGTON

Fisher's Landing Transit Center

COLUMBIA RIVER

Open Jamboree Bridge

OREGON

Parkrose/Summer MAX Station

CTRAN ZONE C



C-TRAN 

Route 35 – Tech Center

Existing Conditions

- Least productive weekday service
- Duplicates two strong routes
- Service design limits ridership growth



Fisher's Landing Transit Center

Fred Meyer

The Vancouver Clinic

Clark College

Shabala Middle School

CTRAN ZONE C



C-TRAN 

Route 35 – Tech Center

Proposal

- Discontinue weekday service
- Utilize current resource to improve frequency on Route 37 service along Mill Plain
- Service to Tech Center area will remain with redesigned Route 37

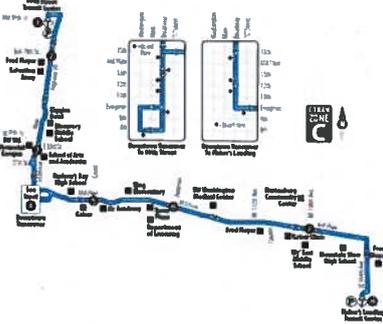


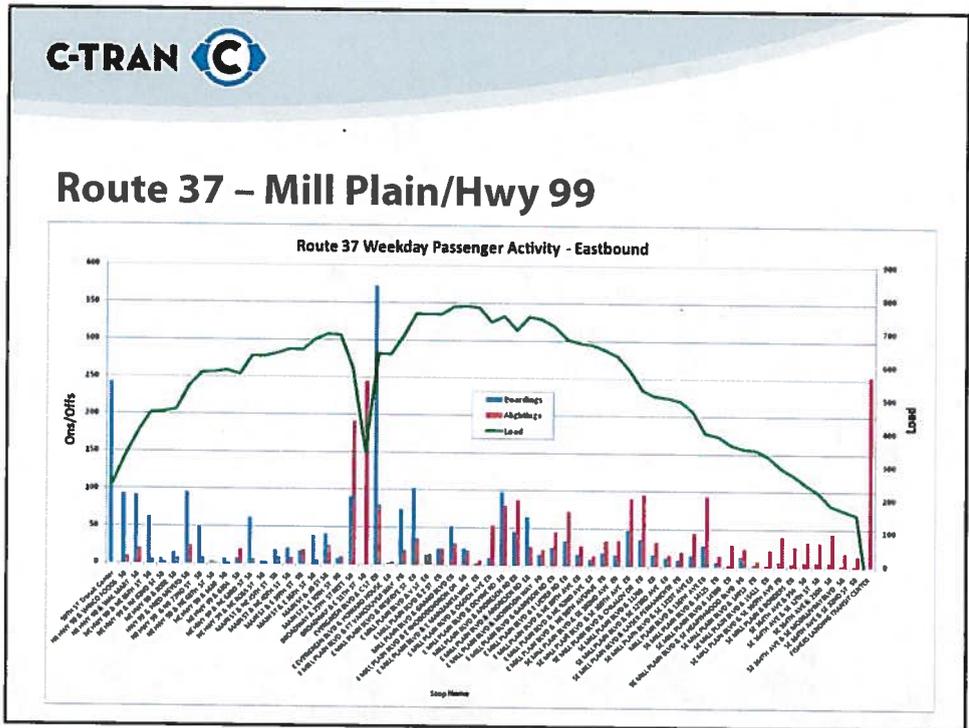

C-TRAN 

Route 37 – Mill Plain/Hwy 99

Existing Conditions

- Very productive Mill Plain segment
- Poor on-time performance
- High load turnover in Downtown



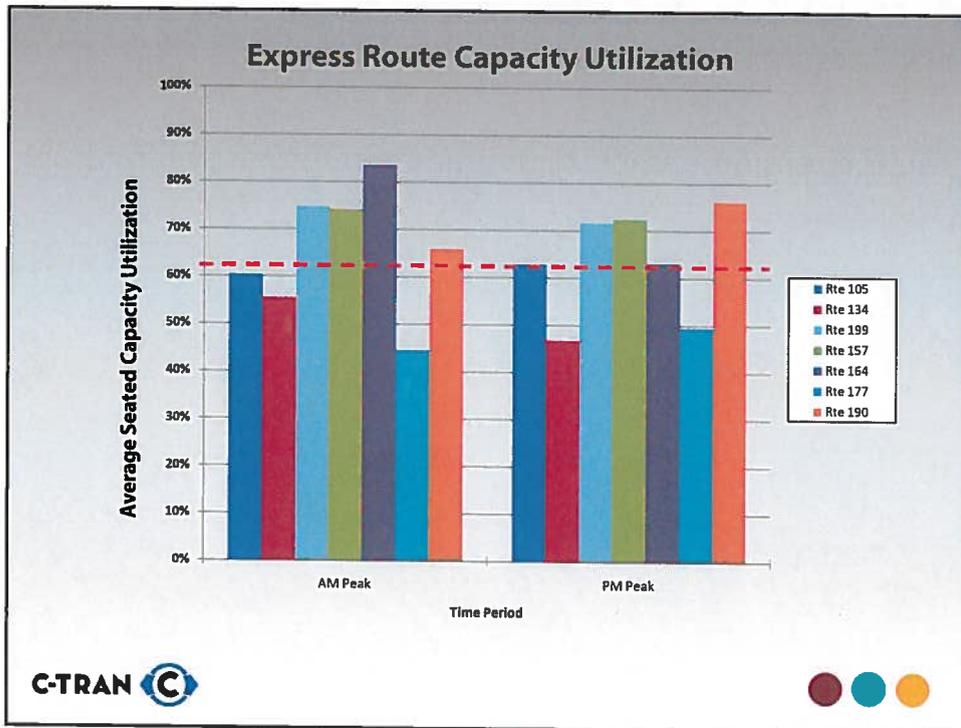
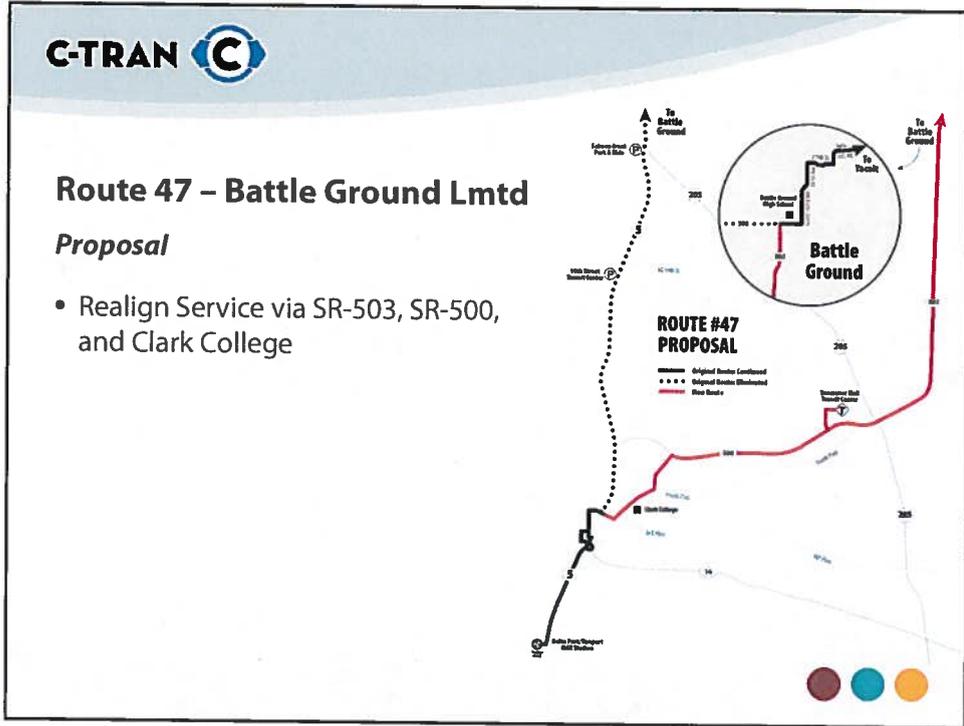



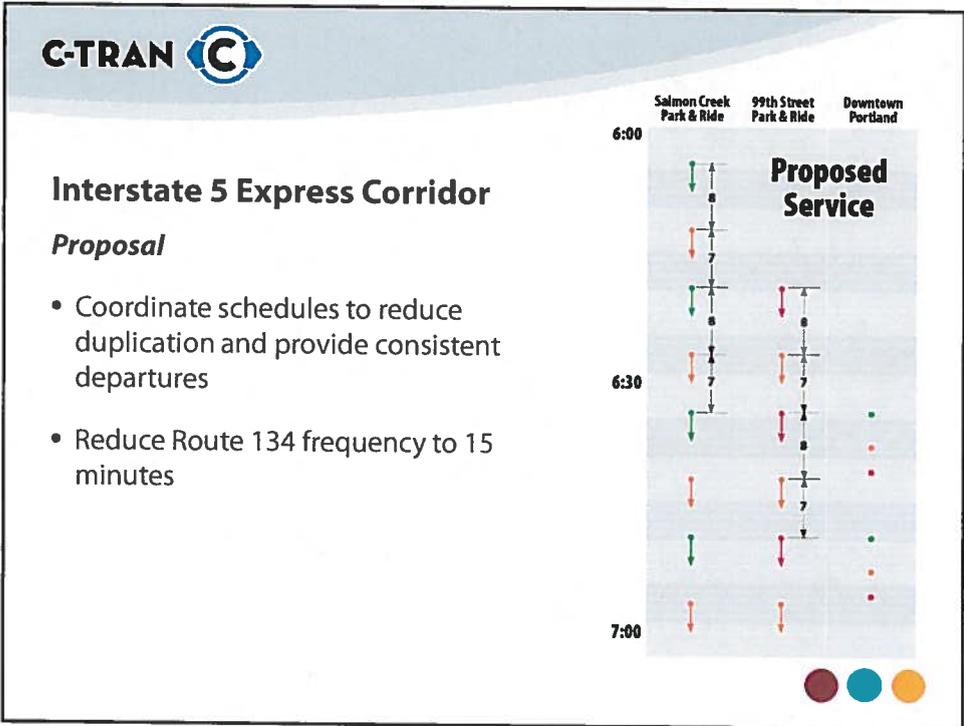
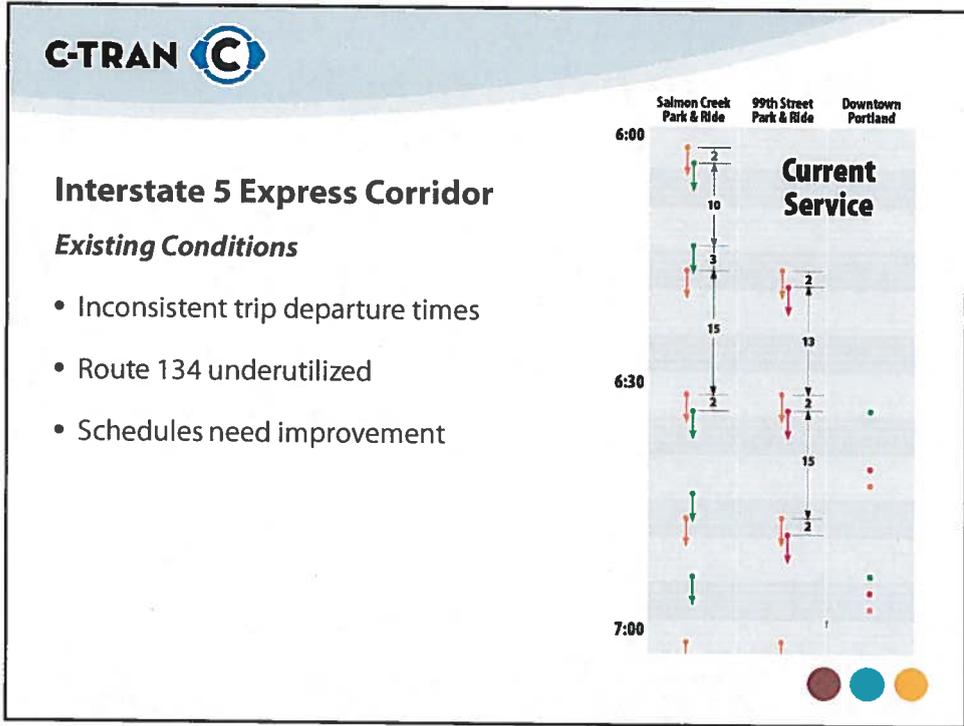
Route 37 - Mill Plain/Hwy 99

Proposal

- Break route into two in Downtown Vancouver
- Increase Mill Plain frequency to 15 minutes on weekdays only
- Operate two 30-minute branches at 164th

The map shows the route from 'Hwy 99 & Mill Plain' to '1st & 2nd' in Vancouver. It includes a detailed inset of the downtown Vancouver area with stops like '1st & 2nd', '3rd & 4th', '5th & 6th', '7th & 8th', '9th & 10th', '11th & 12th', '13th & 14th', '15th & 16th', '17th & 18th', '19th & 20th', '21st & 22nd', '23rd & 24th', '25th & 26th', '27th & 28th', '29th & 30th', '31st & 32nd', '33rd & 34th', '35th & 36th', '37th & 38th', '39th & 40th', '41st & 42nd', '43rd & 44th', '45th & 46th', '47th & 48th', '49th & 50th', '51st & 52nd', '53rd & 54th', '55th & 56th', '57th & 58th', '59th & 60th', '61st & 62nd', '63rd & 64th', '65th & 66th', '67th & 68th', '69th & 70th', '71st & 72nd', '73rd & 74th', '75th & 76th', '77th & 78th', '79th & 80th', '81st & 82nd', '83rd & 84th', '85th & 86th', '87th & 88th', '89th & 90th', '91st & 92nd', '93rd & 94th', '95th & 96th', '97th & 98th', '99th & 100th'. A legend at the bottom right shows three colored circles: red, blue, and orange.







Return on *RE*investment

Existing Service Productivity **26 Boardings per Bus Hour (2011)**

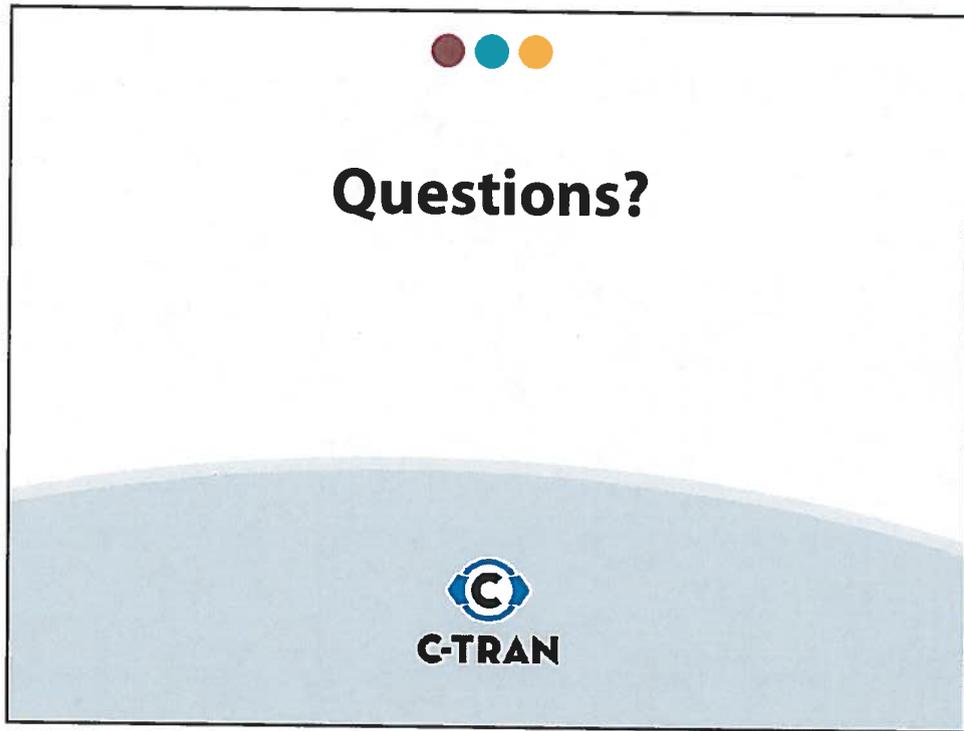
28 PPH System Average Generates an Additional	30 PPH System Average Generates an Additional	35 PPH System Average Generates an Additional
\$550,000 farebox revenue annually	\$1.1 million farebox revenue annually	\$2.5 million farebox revenue annually



Next Steps

- Proceed to Outreach
- Finalize Resource Requirements
- Develop Route Schedules
- Public Hearing and Board Decision in June







**Clark County P.T.B.A
Claim Vouchers Transmittal
Paid in April 2013**

<u>Voucher</u>	<u>Claimant</u>	<u>Posting</u> <u>Date</u>	<u>Purpose</u>	<u>Amount</u>
097825	ABM Janitorial Services	4/5/13	Custodial Services	8,978.36
ABM Janitorial Services				8,978.36
097916	Airgas NorPac Inc	4/12/13	Operating Supplies	56.45
Airgas NorPac Inc				56.45
097917	allMRO Products	4/12/13	Operating Supplies	35.19
097989	allMRO Products	4/18/13	Operating Supplies	135.48
098026	allMRO Products	4/26/13	Operating Supplies	381.48
allMRO Products				552.15
097826	Amalgamated Transit Union Division 757	4/5/13	Payroll Accounts Payable	120.09
097827	Amalgamated Transit Union Division 757	4/5/13	Payroll Accounts Payable	16,330.16
Amalgamated Transit Union Division 757				16,450.25
097828	Amalgamated Transit Union Retiree Health Welfare	4/5/13	Payroll Accounts Payable	10,960.00
Amalgamated Transit Union Retiree Health Welfare				10,960.00
097936	American Driving Records	4/12/13	Prof & Tech Services	11.68
American Driving Records				11.68
097829	AmSan	4/5/13	Inventory - Parts & Materials	2,672.82
097918	AmSan	4/12/13	Inventory - Parts & Materials	43.71
097990	AmSan	4/18/13	Inventory - Parts & Materials	275.12
098027	AmSan	4/26/13	Inventory - Parts & Materials	985.42
AmSan				3,977.07
097919	Aramark Uniform Services Inc	4/12/13	Uniforms	664.23
097991	Aramark Uniform Services Inc	4/18/13	Operating Supplies/Uniforms	457.70
Aramark Uniform Services Inc				1,121.93
097992	AT&T Business Services	4/18/13	Communications	72.64
AT&T Business Services				72.64

132^{72.64}_{72.64}

098065	Axel Tech International	4/26/13	Parts & Materials	587.50
Axel Tech International				587.50
097831	Bank of America	4/5/13	Training & Meetings/Operating Supplies	2,707.68
Bank of America				2,707.68
097940	Bart Hansen	4/12/13	Training & Meetings	24.68
Bart Hansen				24.68
097920	Benz Spring Co	4/12/13	Parts & Materials	767.60
Benz Spring Co				767.60
098029	Black River Computer	4/26/13	Contract Maint Serv	358.33
Black River Computer				358.33
097953	Bob McMahan	4/12/13	Training & Meetings	66.37
Bob McMahan				66.37
097859	Brenda Hamilton	4/5/13	Operating Supplies	43.87
Brenda Hamilton				43.87
097993	Central Station Monitoring	4/18/13	Contract Maint Serv	210.00
Central Station Monitoring				210.00
097890	CenturyLink	4/5/13	Communications	1,483.27
CenturyLink				1,483.27
097833	Christensen Group Inc	4/5/13	Lease - Storage Facilities	375.88
097994	Christensen Group Inc	4/18/13	Prepaid Expenses (Other Prepaids)	4,080.00
Christensen Group Inc				4,455.88
097834	CINTAS First Aid & Safety and Fire Protection	4/5/13	Inventory - Parts & Materials	522.32
098031	CINTAS First Aid & Safety and Fire Protection	4/26/13	Contract Maint Serv	718.77
CINTAS First Aid & Safety and Fire Protection				1,241.09
098025	City of Battle Ground	4/25/13	Other Services	78.00
City of Battle Ground				78.00
098069	City of Vancouver	4/26/13	Sewer/Water	5,064.39
City of Vancouver				5,064.39
097836	Clark County	4/5/13	Communications	9,356.99
098079	Clark County	4/26/13	Communications	9,356.99
Clark County				18,713.98
097835	Clark County Bar Association	4/5/13	Advertising	105.00
Clark County Bar Association				105.00

097837	Clark County Lawn & Tractor	4/5/13	Contract Maint Serv	178.25
Clark County Lawn & Tractor				178.25
097838	Clark County Treasurer	4/5/13	Other Taxes	3,507.08
Clark County Treasurer				3,507.08
097921	Clark Public Utilities	4/12/13	Electricity	9,772.40
Clark Public Utilities				9,772.40
097922	Clark Regional Wastewater District	4/12/13	Sewer	70.00
Clark Regional Wastewater District				70.00
097840	Columbia Credit Union Employees Coffee Fund	4/5/13	Payroll Accounts Payable	1,170.00
Columbia Credit Union Employees Coffee Fund				1,170.00
097923	Columbia Crossing, LLC	4/12/13	Transit Related Road Improvements	5,705.00
Columbia Crossing, LLC				5,705.00
097841	Comcast	4/5/13	Communications	252.49
Comcast				252.49
097925	Comdata Network Inc	4/12/13	Fuel	6,815.69
Comdata Network Inc				6,815.69
097842	Consolidated Electrical	4/5/13	Inventory - Parts & Materials	168.61
098034	Consolidated Electrical	4/26/13	Office Supplies (Allocated)	44.75
Consolidated Electrical				213.36
097981	Consolidated Technology Services (CTS)	4/12/13	Communications	436.46
Consolidated Technology Services (CTS)				436.46
097843	Cook Paging	4/5/13	Communications	3.17
Cook Paging				3.17
097926	CTS Language Link	4/12/13	Other Services	112.53
CTS Language Link				112.53
097844	Cummins Northwest	4/5/13	Contract Maint Serv/Inventory - Parts & Materials	72,445.45
097927	Cummins Northwest	4/12/13	Parts & Materials/Inventory - Parts & Materials	12,992.32
097996	Cummins Northwest	4/18/13	Parts & Materials/Inventory - Parts & Materials	33,874.42
098035	Cummins Northwest	4/26/13	Parts & Materials/Inventory - Parts & Materials	9,449.73
Cummins Northwest				128,761.92
098030	Cynthia Ceballos	4/26/13	Fuel	50.20
Cynthia Ceballos				50.20
097928	Daily Journal of Commerce	4/12/13	Advertising	69.00

Daily Journal of Commerce			69.00
097860	David M Howe, Trustee	4/5/13 Payroll Accounts Payable	600.00
David M Howe, Trustee			600.00
097845	Daywireless Systems	4/5/13 Operating Supplies	11,815.60
097929	Daywireless Systems	4/12/13 Prof & Tech Services	505.10
Daywireless Systems			12,320.70
097846	DCS Financial Inc	4/5/13 Payroll Accounts Payable	476.13
DCS Financial Inc			476.13
098042	Debbie Jermann	4/26/13 Training & Meetings	141.82
Debbie Jermann			141.82
097847	Dennis Uniform Mfg. Co	4/5/13 Uniforms	18,712.92
097930	Dennis Uniform Mfg. Co	4/12/13 Uniforms	11,362.61
Dennis Uniform Mfg. Co			30,075.53
097980	Department of Enterprise Services (DES)	4/12/13 Operating Supplies	4,317.48
Department of Enterprise Services (DES)			4,317.48
098073	Department of Retirement Systems	4/26/13 Other Taxes	142.25
Department of Retirement Systems			142.25
097931	Dick Hannah Chrysler Plymouth	4/12/13 Operating Supplies	26.88
Dick Hannah Chrysler Plymouth			26.88
097848	Direct TV	4/5/13 Communications	116.98
Direct TV			116.98
097932	Driver and Motor Vehicle Services	4/12/13 Other Services	3.00
Driver and Motor Vehicle Services			3.00
097933	DSU - GMC	4/12/13 Parts & Materials	253.91
DSU - GMC			253.91
097955	Earthlink Business	4/12/13 Communications	395.51
Earthlink Business			395.51
097850	Electronic Federal Tax Payment	4/5/13 Payroll Accounts Payable	440,902.15
Electronic Federal Tax Payment			440,902.15
097851	Emerald Petroleum Services	4/5/13 Inventory - Lubricants	739.83
097934	Emerald Petroleum Services	4/12/13 Inventory - Lubricants	655.28
Emerald Petroleum Services			1,395.11
098036	Employment Security Department	4/26/13 Payroll Accounts Payable	5,976.88

Employment Security Department				5,976.88
097852	ESRI	4/5/13	Contract Maint Serv	2,168.00
ESRI				2,168.00
097935	Exeltech Consulting, Inc	4/12/13	Prof & Tech Services	8,077.53
Exeltech Consulting, Inc				8,077.53
097853	Fred Pryor Seminars	4/5/13	Training & Meetings	159.00
Fred Pryor Seminars				159.00
097910	G4S Security Solutions (USA) Inc	4/5/13	Security-Private Services	5,311.92
097979	G4S Security Solutions (USA) Inc	4/12/13	Security-Private Services	4,769.92
098018	G4S Security Solutions (USA) Inc	4/18/13	Security-Private Services	4,749.36
098071	G4S Security Solutions (USA) Inc	4/26/13	Security-Private Services	4,817.98
G4S Security Solutions (USA) Inc				19,649.18
097854	GCR Tire Centers Inc	4/5/13	Inventory - Tires	3,504.92
GCR Tire Centers Inc				3,504.92
097855	Genuine Parts Co	4/5/13	Inventory - Parts & Materials	2,337.30
097985	Genuine Parts Co	4/12/13	Inventory - Parts & Materials	1,731.38
098022	Genuine Parts Co	4/18/13	Parts & Materials/Inventory - Parts & Materials	1,088.26
098076	Genuine Parts Co	4/26/13	Inventory - Parts & Materials	1,565.54
Genuine Parts Co				6,722.48
097856	Gillig LLC	4/5/13	Inventory - Parts & Materials	8,531.98
097937	Gillig LLC	4/12/13	Inventory - Parts & Materials	5,167.38
097998	Gillig LLC	4/18/13	Inventory - Parts & Materials	3,615.75
098037	Gillig LLC	4/26/13	Inventory - Parts & Materials	15,137.38
Gillig LLC				32,452.49
097857	Grainger Inc	4/5/13	Inventory - Parts & Materials	517.45
097938	Grainger Inc	4/12/13	Operating Supplies	1,650.10
098038	Grainger Inc	4/26/13	Operating Supplies	145.50
Grainger Inc				2,313.05
097858	Graphic Products Inc	4/5/13	Operating Supplies	1,107.25
Graphic Products Inc				1,107.25
097939	Guardian Life Insurance - Alternate Funding	4/12/13	Insurance Premiums Payable	14,520.04
Guardian Life Insurance - Alternate Funding				14,520.04
097941	Honey Bucket	4/12/13	Lease - Maintenance Equipment	178.00
098039	Honey Bucket	4/26/13	Lease - Operations Equip	413.20

Honey Bucket			769.20
097861	HRA VEBA Trust Contributions	4/5/13 Payroll Accounts Payable	25,814.93
HRA VEBA Trust Contributions			25,814.93
097986	Hydraulics Inc	4/12/13 Parts & Materials	863.78
098077	Hydraulics Inc	4/26/13 Parts & Materials	1,113.07
Hydraulics Inc			1,976.85
097862	IBI Group	4/5/13 Prof & Tech Services	4,765.00
097999	IBI Group	4/18/13 Work In Progress	3,700.00
IBI Group			8,465.00
098040	ID Wholesaler	4/26/13 Operating Supplies	449.04
ID Wholesaler			449.04
097863	Industrial Finishes	4/5/13 Inventory - Parts & Materials	814.86
097987	Industrial Finishes	4/12/13 Inventory - Parts & Materials	1,194.56
Industrial Finishes			2,009.42
097864	Integra Telecom	4/5/13 Communications	87.23
097942	Integra Telecom	4/12/13 Communications	2,111.91
098041	Integra Telecom	4/26/13 Communications	128.04
Integra Telecom			2,327.18
097865	International Association of Machinists	4/5/13 Payroll Accounts Payable	2,877.00
International Association of Machinists			2,877.00
097866	International Environmental Management	4/5/13 Prepaid Expenses (Other Prepaids)	62.40
International Environmental Management			62.40
097943	International Institute of Municipal Clerks	4/12/13 Prepaid Expenses (Other Prepaids)	185.00
International Institute of Municipal Clerks			185.00
097867	Interstate Batteries of Columbia River	4/5/13 Inventory - Parts & Materials	2,522.25
Interstate Batteries of Columbia River			2,522.25
097868	IQ Credit Union	4/5/13 Payroll Accounts Payable	164.00
097869	IQ Credit Union	4/5/13 Payroll Accounts Payable	125.00
097870	IQ Credit Union	4/5/13 Payroll Accounts Payable	380.00
IQ Credit Union			669.00
097944	Johnstone Supply	4/12/13 Inventory - Parts & Materials	77.78
Johnstone Supply			77.78
098043	Jorgensen Brooks Group	4/26/13 Prof & Tech Services	1,033.50

Jorgensen Brooks Group			1,033.50
097945	K&L Gates LLP	4/12/13 Prof & Tech Services	13,932.00
K&L Gates LLP			13,932.00
097871	Landa Inc	4/5/13 Inventory - Parts & Materials	383.73
097946	Landa Inc	4/12/13 Inventory - Parts & Materials	211.12
Landa Inc			594.85
097872	Landmark Ford	4/5/13 Parts & Materials/Inventory - Parts & Materials	8,782.04
097947	Landmark Ford	4/12/13 Inventory - Parts & Materials	2,485.97
098045	Landmark Ford	4/26/13 Parts & Materials/Inventory - Parts & Materials	3,503.91
Landmark Ford			14,771.92
097948	Law Lyman Daniel Kamerrer & Bogdavovich PS	4/12/13 Prof & Tech Services	799.30
Law Lyman Daniel Kamerrer & Bogdavovich PS			799.30
097949	Legacy Laboratory Services	4/12/13 Prof & Tech Services	123.00
Legacy Laboratory Services			123.00
097873	Les Schwab Tire Center	4/5/13 Contract Maint Serv	340.17
Les Schwab Tire Center			340.17
098000	Loomis	4/18/13 Other Services	6,102.86
Loomis			6,102.86
097950	Mariner Systems Inc	4/12/13 Contract Maint Serv	504.00
Mariner Systems Inc			504.00
098059	Mark Stephan	4/26/13 Prof & Tech Services	400.00
Mark Stephan			400.00
097951	Markon Signs	4/12/13 Operating Supplies	225.47
Markon Signs			225.47
097874	Mccoy Freightliner of Portland LLC	4/5/13 Inventory - Parts & Materials	1,467.00
097952	Mccoy Freightliner of Portland LLC	4/12/13 Inventory - Parts & Materials	607.00
Mccoy Freightliner of Portland LLC			2,074.00
097954	Michelin North America	4/12/13 Tires & Tubes/Inventory - Tires	10,344.07
098001	Michelin North America	4/18/13 Inventory - Tires	19,843.29
Michelin North America			30,187.36
097875	Minuteman Press	4/5/13 Printing (Direct Costs)	471.62
Minuteman Press			471.62
098002	MJB Consulting Inc	4/18/13 Prof & Tech Services	750.00

MJB Consulting Inc			3,750.00
097876	Motorola Inc	4/5/13 Communications	4,649.95
Motorola Inc			4,649.95
098021	MSI Merchant Services	4/18/13 Other Services	1,435.73
MSI Merchant Services			1,435.73
097877	Mt Hood Solutions	4/5/13 Inventory - Parts & Materials	4,574.05
098047	Mt Hood Solutions	4/26/13 Inventory - Parts & Materials	782.21
Mt Hood Solutions			5,356.26
097849	NexTraq	4/5/13 Communications	1,048.90
097997	NexTraq	4/18/13 Communications	75.00
NexTraq			1,123.90
097878	North America Bus Industries Inc	4/5/13 Inventory - Parts & Materials	4,278.33
097956	North America Bus Industries Inc	4/12/13 Inventory - Parts & Materials	1,073.85
098003	North America Bus Industries Inc	4/18/13 Inventory - Parts & Materials	401.99
098048	North America Bus Industries Inc	4/26/13 Inventory - Parts & Materials	442.71
North America Bus Industries Inc			6,196.88
098004	Northside Ford	4/18/13 Contract Maint Serv	204.82
098049	Northside Ford	4/26/13 Contract Maint Serv	179.19
Northside Ford			384.01
097879	Northwest Auto Paint	4/5/13 Inventory - Parts & Materials	59.42
Northwest Auto Paint			59.42
097957	Northwest Control Company Inc.	4/12/13 Contract Maint Serv	241.19
Northwest Control Company Inc.			241.19
097958	Northwest Occupational Medical Center	4/12/13 Prof & Tech Services	1,234.00
098050	Northwest Occupational Medical Center	4/26/13 Prof & Tech Services	2,289.00
Northwest Occupational Medical Center			3,523.00
098051	NW Natural Gas	4/26/13 Natural Gas	2,100.93
NW Natural Gas			2,100.93
097880	Office of Support Enforcement	4/5/13 Payroll Accounts Payable	7,208.75
Office of Support Enforcement			7,208.75
097881	Officemax Incorporated	4/5/13 Office Supplies (Allocated)	1,346.64
097959	Officemax Incorporated	4/12/13 Office Supplies (Direct Costs)	159.28
098052	Officemax Incorporated	4/26/13 Office Supplies (Allocated)	1,262.75
Officemax Incorporated			2,768.67

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2,768.67

097882	OR Dept of Justice	4/5/13	Payroll Accounts Payable	1,575.20
OR Dept of Justice				1,575.20
097883	Oregonian Publishing Co	4/5/13	Dues & Subscriptions	166.40
097960	Oregonian Publishing Co	4/12/13	Advertising	646.90
Oregonian Publishing Co				813.30
097884	Pacific Machine & Development	4/5/13	Contract Maint Serv	227.64
Pacific Machine & Development				227.64
097885	Pacific Power Products	4/5/13	Contract Maint Serv	2,593.94
097961	Pacific Power Products	4/12/13	Inventory - Lubricants	1,033.06
098005	Pacific Power Products	4/18/13	Inventory - Parts & Materials	507.08
Pacific Power Products				4,134.08
098044	Paul Koleber	4/26/13	Training & Meetings	20.82
Paul Koleber				20.82
097962	PC Connection Sales Corporation	4/12/13	Operating Supplies	502.10
PC Connection Sales Corporation				502.10
098053	Penntex Industries	4/26/13	Inventory - Parts & Materials	1,760.02
Penntex Industries				1,760.02
097886	Personnel Source	4/5/13	Temporary Help	1,548.00
097963	Personnel Source	4/12/13	Temporary Help	1,044.00
098006	Personnel Source	4/18/13	Temporary Help	348.00
Personnel Source				2,940.00
098054	Piedmont Plastics	4/26/13	Inventory - Parts & Materials	2,268.86
Piedmont Plastics				2,268.86
097887	Pinnacle Investigations Corp.	4/5/13	Prof & Tech Services	28.00
Pinnacle Investigations Corp.				28.00
097888	Pitney Bowes Supply	4/5/13	Office Supplies (Allocated)	260.12
Pitney Bowes Supply				260.12
097964	Portland Service Station Supply	4/12/13	Small Tools & Equip	1,243.36
Portland Service Station Supply				1,243.36
097889	Potter Webster Co	4/5/13	Operating Supplies	3,362.34
098007	Potter Webster Co	4/18/13	Parts & Materials	249.93
Potter Webster Co				3,612.27
098008	Proforma	4/18/13	Printing (Direct Costs)	91.49

Proforma			91.49
097965	Reflector	4/12/13 Advertising	353.33
098055	Reflector	4/26/13 Advertising	522.00
Reflector			875.33
097891	Research 13, LLC	4/5/13 Prof & Tech Services	14,650.00
Research 13, LLC			14,650.00
097896	Richard G. Spier, J.D.	4/5/13 Payouts Unins PI & Pd Stlm	1,560.00
Richard G. Spier, J.D.			1,560.00
097966	Right Systems	4/12/13 Prof & Tech Services	596.20
Right Systems			596.20
097892	Ron's Automotive	4/5/13 Contract Maint Serv	2,263.24
097967	Ron's Automotive	4/12/13 Contract Maint Serv	3,109.00
098056	Ron's Automotive	4/26/13 Contract Maint Serv	1,036.73
Ron's Automotive			6,408.97
097914	Sarbada Nand	4/8/13 Payroll Accounts Payable	1,004.05
Sarbada Nand			1,004.05
097893	Schetky NW Sales Inc	4/5/13 Parts & Materials/Inventory - Parts & Materials	104.42
097968	Schetky NW Sales Inc	4/12/13 Inventory - Parts & Materials	1,293.43
098009	Schetky NW Sales Inc	4/18/13 Inventory - Parts & Materials	27.70
098057	Schetky NW Sales Inc	4/26/13 Inventory - Parts & Materials	1,059.56
Schetky NW Sales Inc			2,485.11
097894	Scribe Software Corporation	4/5/13 Contract Maint Serv	1,571.80
Scribe Software Corporation			1,571.80
098046	Sherry Minnick	4/26/13 Uniforms	150.00
Sherry Minnick			150.00
097895	Silke Communications Inc.	4/5/13 Communications	1,792.50
Silke Communications Inc.			1,792.50
097969	Six Robbles Inc	4/12/13 Inventory - Parts & Materials	827.48
Six Robbles Inc			827.48
098010	SME Solutions LLC	4/18/13 Contract Maint Serv	728.19
SME Solutions LLC			728.19
097970	Sportworks Northwest Inc	4/12/13 Inventory - Parts & Materials	2,522.15
098011	Sportworks Northwest Inc	4/18/13 Inventory - Parts & Materials	58.84
098058	Sportworks Northwest Inc	4/26/13 Inventory - Parts & Materials	1,148.26

Sportworks Northwest Inc			3,729.25
097897	Stark Street Lawn & Garden Equipment	4/5/13 Parts & Materials	123.43
Stark Street Lawn & Garden Equipment			123.43
097898	Superior Tire Service Inc	4/5/13 Parts & Materials/Inventory - Parts & Materials	849.02
097971	Superior Tire Service Inc	4/12/13 Inventory - Parts & Materials	504.00
Superior Tire Service Inc			1,353.02
098060	Tectura	4/26/13 Contract Maint Serv	59,324.75
Tectura			59,324.75
097824	The Columbian	4/5/13 Advertising	41.78
097839	The Columbian	4/5/13 Advertising	46.18
097924	The Columbian	4/12/13 Advertising	109.95
097995	The Columbian	4/18/13 Advertising	46.18
098033	The Columbian	4/26/13 Advertising	37.38
The Columbian			281.47
097899	Thermo King Northwest Inc	4/5/13 Inventory - Parts & Materials	2,009.13
097972	Thermo King Northwest Inc	4/12/13 Inventory - Parts & Materials	378.54
098012	Thermo King Northwest Inc	4/18/13 Parts & Materials/Inventory - Parts & Materials	850.28
098061	Thermo King Northwest Inc	4/26/13 Inventory - Parts & Materials	157.99
Thermo King Northwest Inc			3,395.94
097900	Thomas Petroleum Inc	4/5/13 Inventory - Fuel	5,034.00
098062	Thomas Petroleum Inc	4/26/13 Inventory - Fuel	5,178.45
Thomas Petroleum Inc			10,212.45
097901	TIAA CREFF Individual & Institutional Services Inc	4/5/13 Payroll Accounts Payable	21,902.99
TIAA CREFF Individual & Institutional Services Inc			21,902.99
097973	TNCI	4/12/13 Communications	769.50
TNCI			769.50
098028	TouchPoint Networks	4/26/13 Contract Maint Serv	938.85
TouchPoint Networks			938.85
097902	Toyota of Vancouver	4/5/13 Parts & Materials	246.79
098013	Toyota of Vancouver	4/18/13 Parts & Materials	302.74
Toyota of Vancouver			549.53
098063	Trapeze Software Corporation	4/26/13 Contract Maint Serv	55,013.00

Trapeze Software Corporation

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55,013.00

098064	TriMet	4/26/13	Fare Reciprocity	56,960.96
TriMet				56,960.96
098014	Triple J Enterprises Inc	4/18/13	Prepaid Expenses (Other Prepaids)	1,947.00
Triple J Enterprises Inc				1,947.00
097903	Triple J Towing	4/5/13	Contract Maint Serv	613.55
097974	Triple J Towing	4/12/13	Contract Maint Serv - Part Rebuild	498.64
098015	Triple J Towing	4/18/13	Contract Maint Serv	180.49
Triple J Towing				1,292.68
097904	United Parcel Service	4/5/13	Postage/Delivery	40.93
097975	United Parcel Service	4/12/13	Postage/Delivery	61.22
098066	United Parcel Service	4/26/13	Postage/Delivery	30.78
United Parcel Service				132.93
097905	Unum Provident	4/5/13	Insurance Premiums	10,623.18
098067	Unum Provident	4/26/13	Insurance Premiums	1,344.75
Unum Provident				11,967.93
097906	Urban Solar Corp.	4/5/13	Small Tools & Equip	4,336.00
Urban Solar Corp.				4,336.00
097976	US Bank	4/12/13	Operating Supplies/Advertising/Uniforms/Parts & Materials/Small Tools/Other Services/Dues & Subscriptions	6,793.98
US Bank				6,793.98
097907	UTC Fire & Security Corporation Inc	4/5/13	Inventory - Parts & Materials	1,054.00
097977	UTC Fire & Security Corporation Inc	4/12/13	Inventory - Parts & Materials	360.00
098068	UTC Fire & Security Corporation Inc	4/26/13	Inventory - Parts & Materials	1,024.23
UTC Fire & Security Corporation Inc				2,438.23
097908	Van Scoyoc Associates	4/5/13	Prof & Tech Services	5,000.00
Van Scoyoc Associates				5,000.00
097909	Verizon Wireless	4/5/13	Communications	913.22
097978	Verizon Wireless	4/12/13	Communications	149.86
098070	Verizon Wireless	4/26/13	Communications	2,062.52
Verizon Wireless				3,125.60
098017	Von Schrader Co	4/18/13	Inventory - Parts & Materials	89.03
Von Schrader Co				89.03
098019	WA State Auditor's Office	4/18/13	Professional & Technical Services	2,745.60
WA State Auditor's Office				2,745.60

097982	WA State Transit Association	4/12/13	Training & Meetings	10.00
WA State Transit Association				10.00
098024	Washington State Department of Labor & Industries	4/24/13	Workers' Compensation	157,539.46
Washington State Department of Labor & Industries				157,539.46
097915	Washington State Department of Licensing	4/10/13	Other Taxes	178.75
Washington State Department of Licensing				178.75
098072	Washington State Department of Natural Resources	4/26/13	Communications	782.00
Washington State Department of Natural Resources				782.00
097911	Washington State Department of Retirement Systems	4/5/13	Payroll Accounts Payable	207,094.14
Washington State Department of Retirement Systems				207,094.14
098074	Washington State Department of Revenue	4/26/13	Use Tax Payables	944.44
Washington State Department of Revenue				944.44
097983	Waste Connections	4/12/13	Garbage	1,823.54
Waste Connections				1,823.54
098016	Westfield Vancouver Mall	4/18/13	Prepaid Expenses (Other Prepays)	6,743.14
Westfield Vancouver Mall				6,743.14
097912	Wilcox & Flegel	4/5/13	Inventory - Fuel	51,622.19
097988	Wilcox & Flegel	4/12/13	Inventory - Fuel	75,897.68
098023	Wilcox & Flegel	4/18/13	Inventory - Fuel	24,428.44
098078	Wilcox & Flegel	4/26/13	Inventory - Fuel	92,743.23
Wilcox & Flegel				244,691.54
098020	William Stanley and Sons Paving LLC	4/18/13	Contract Maint Serv	10,147.50
William Stanley and Sons Paving LLC				10,147.50
097984	Wilson Radiator Service	4/12/13	Inventory - Parts & Materials	650.40
098075	Wilson Radiator Service	4/26/13	Contract Maint Serv - Part Rebuild	1,578.64
Wilson Radiator Service				2,229.04
097913	Xerox Corporation	4/5/13	Lease - Other Admin Fac	1,247.25
Xerox Corporation				1,247.25
Grand Total				1,921,391.59

CERTIFICATION

I, the undersigned, do hereby certify under penalty of perjury that the materials have been furnished, the services rendered, or the labor performed as described herein, that any advance payment is due and payable pursuant to a contract or is available as an option for full or partial fulfillment of a contractual obligation, and that the claim is a just, due and unpaid obligation against C-TRAN and that I am authorized to authenticate and certify to said claim.

Auditor

Date

As of May 21, 2013, the board, by (unanimous/majority) vote, does approve for payment those claim vouchers included in the above list as follows: Voucher numbers 097824 through 098079 in the total amount of \$1,921,391.59 and net payroll paid in April 2013 in the amount of \$1,219,293.20 for a grand total of \$3,140,684.79.

Board Member

Clerk of the Board



STAFF REPORT
#13-021

TO : Chair and Board of Directors

FROM : Bob McMahan, Senior Technology Manager *BM*

VIA : Jeff Hamm, Executive Director/CEO *JH*

DATE : May 21, 2013

SUBJECT : Contract Award: Technology Lifecycle Program - PC Refresh

OBJECTIVE:

That the C-TRAN Board of Directors approves the purchase of replacement computer equipment through the Washington State Cooperative Purchasing Program during the 2013-2014 biennium.

PRESENT SITUATION:

Personal computers (PCs) are everyday tools for C-TRAN employees. The rate of technology change, however, has led to PCs becoming functionally obsolete after an increasingly short period. Over 50 percent of C-TRAN's staff is currently equipped with an obsolete 8 year old PC. As such, the older PC's become more prone to failures, use more energy, contain more security breaches, take longer to perform tasks, have higher support costs, and it becomes increasingly difficult to locate replacement parts.

The industry standard for PC life cycles is often used as a "rule of thumb" to justify purchases of desktop and laptop computers. The current industry standard for a desktop and laptop computer is 3 to 4 years. After these periods, technology has changed so much that the equipment is functionally obsolete. Investment in this type of technology is no longer a one-time expense; it is an ongoing operational expense that must be incorporated into yearly budget planning for the agency.

The Information Technology Department must ensure that all staff using technology resources in their positions has access to a computer of sufficient capability to support basic computing needs in fulfillment of their work responsibilities. In order to control costs and minimize disruption to the agency, only a portion of the computer inventory will be refreshed each year. Equipment will be replaced based on age and program needs.

The Washington State Cooperative Purchasing Program currently has computer equipment that meets C-TRAN specifications. This Agreement authorizes C-TRAN to purchase any products and services that are subject to this Agreement.

BUDGET:

The adopted 2013-2014 Biennial Budget includes \$173,712 (100 percent locally funded) for computer equipment replacement. C-TRAN has approximately 140 workstations that require computer equipment to be replaced during the 2013-2014 biennium. With active oversight and monitoring of the contract activity, staff does not anticipate exceeding this budget amount for the biennium.

PROPOSAL:

That the C-TRAN Board of Directors approves the purchase of replacement computer equipment through a Washington State Cooperative Purchasing Program at an amount not to exceed \$173,712 during the 2013-2014 biennium.

ACTION:

That the C-TRAN Board of Directors authorizes C-TRAN staff to purchase replacement computer equipment through the Washington State Cooperative Purchase Program at an amount not to exceed \$173,712 during the 2013-2014 biennium.



STAFF REPORT
#13-022

TO : Chair and Board of Directors

FROM : Julie DeBoever, Senior Human Resources Manager *Julie*

VIA : Jeff Hamm, Executive Director/CEO *JH*

DATE : May 21, 2013

SUBJECT : Revised C-TRAN Drug and Alcohol Program Policy

OBJECTIVE:

To certify and adopt the revised C-TRAN Drug and Alcohol Program (attached) as prescribed under the Federal Transportation Drug and Alcohol Testing Programs (49 CFR Part 40) and Prevention of Alcohol Misuse and Prohibited Drug Use in Transit Operations (49 CFR Part 655).

PRESENT SITUATION:

C-TRAN is required to comply with U.S. Department of Transportation (USDOT) regulations (published as 49 CFR Part 40 and Part 655) specific to the Prevention of Alcohol Misuse and Prohibited Drug Use in Transit Operations as well as Transportation Workplace Drug and Alcohol Testing. Compliance with these regulations is necessary for C-TRAN to continue to receive federal funds. C-TRAN implemented its Drug and Alcohol program in January 1995 and has periodically revised the program in accordance with USDOT and Federal Transit Administration (FTA) regulations. Under the FTA regulations, C-TRAN's Program and any subsequent revisions must be adopted by the C-TRAN governing Board.

On February 11-13, 2013, the FTA conducted a random audit of C-TRAN's Drug and Alcohol Program. The auditors indicated a number of minor revisions be made to C-TRAN's Drug and Alcohol Policy and those revisions have been completed as required. Some of the specific changes include:

- Add language to state that employees may be tested for prohibited drugs any time while on duty.
- State that the Medical Review Officer's verification of a test as adulterated or substituted constitutes a refusal to test.
- Ensure that all elements of C-TRAN's Drug and Alcohol Program that are not required by (49 CFR Part 655) are listed in bold print.

- Rephrase and/or modify text to ensure nothing prevents or poses an obstacle to the accomplishment and execution of the FTA anti-drug and/or alcohol misuse prevention regulation.
- Revise Job Titles of safety sensitive employees.

PROPOSAL:

That the C-TRAN Board of Directors approve the revision of C-TRAN's Drug and Alcohol Program.

ACTION:

That the C-TRAN Board of Directors authorize the Chair of the C-TRAN Board of Directors and Executive Director/CEO to sign the revised Drug and Alcohol Program.

Attachment:

1. C-TRAN Policy 300, Drug and Alcohol Program

Attachment No. 1

Effective Date: January 19, 1990

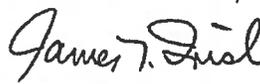
Issued: November 19, 1990

Revised: August 31, 2009,
2013 May 10, 2013

Reissued: October 16, 2009

Policy No.: 300

Approved By: 
Executive Director/CEO

Approved By: 
Governing Board Chair

PERSONNEL POLICY

SUBJECT: Drug and Alcohol Program

1 POLICY STATEMENT

Each C-TRAN employee is responsible for ensuring the delivery of transit services to the public in a safe and conscientious manner. In order to achieve as safe a job performance as possible, C-TRAN employees must be able to work in a drug-free workplace and themselves be free from the effects of alcohol and other job-impairing substances. C-TRAN takes its commitment to provide safe conditions to the public and its employees seriously. C-TRAN believes that the overall benefit to it and its employees in the establishment of a safe working environment and the provision of safe transportation services to the public necessitates the implementation of this policy. Recognizing this commitment, C-TRAN implements the following rules concerning drugs and alcohol in the workplace.

2 COVERED EMPLOYEES

This policy applies to all transit authority employees except where noted otherwise.

3 REFERENCE

Transportation Workplace Drug and Alcohol Testing Programs (49 CFR Part 40); published December 1, 2000 and as amended thereafter; Prevention of Alcohol Misuse and Prohibited Drug Use in Transit Operations (49 CFR Part 655) published August 9, 2001 and as amended thereafter; Drug-Free Workplace Act of 1988 (~~49 CFR Part 29~~).

4 PROVISIONS FOR A DRUG-FREE WORKPLACE

(This section is written in accordance with the 1988 Drug-Free Workplace Act (~~49 CFR Part 29~~))

All C-TRAN employees are prohibited from using alcohol or illegal drugs at all times during scheduled work hours or on C-TRAN property. Employees found to be in violation of this policy will be subject to disciplinary action, up to and including

discharge, and may face legal consequences.

Any employee engaging in the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance on transit authority premises, in transit vehicles or while on transit authority business will face disciplinary action, up to and including discharge, and may face legal consequences.

Any employee found in possession of or found using alcohol on transit authority premises or in transit authority vehicles is subject to disciplinary action up to and including discharge, and may face legal consequences.

Prescription drugs brought onto C-TRAN premises shall be used only in the manner, combination and quantity prescribed, by the person for whom they are prescribed.

Employees impaired in the performance of their work due to a legally obtained drug (prescription or non-prescription) cannot be allowed to perform their regular job in such a condition. It is the responsibility of the employee to advise his/her supervisor of the necessity to take any medication containing a cautionary label regarding the operation of machinery or vehicles, and of any resulting impairment. If necessary the Medical Review Officer (MRO) will be the final determiner if the person can continue to perform work duties while using such legal drugs.

C-TRAN recognizes drug and alcohol dependency as illnesses and major health problems. C-TRAN also recognizes drug and alcohol abuse as potential health, safety, and security problems. Employees needing help in dealing with such problems are encouraged to use C-TRAN's Employee Assistance Program (EAP) and health insurance plans, as appropriate. Conscientious efforts to seek such help will not jeopardize any employee's job, and will not be noted in any personnel record other than as provided in Section 5.9 Employee Assistance of this policy.

Each employee who observes or has knowledge of another employee in a condition which impairs his or her ability to perform job duties or poses a hazard to the safety and welfare of others shall promptly report the incident to any supervisor or manager.

Employees must, as a condition of employment, abide by the terms of the above policy and report any conviction under a criminal drug statute for violations occurring on or off C-TRAN premises while conducting C-TRAN business. A report of a conviction must be made in writing within five (5) calendar days after the conviction. (This requirement is mandated by the Drug-Free Workplace Act of 1988.)

5 DRUG/ALCOHOL TESTING

{This section is written in accordance with the following federal regulations: Transportation Workplace Drug and Alcohol Testing Programs (49 CFR Part 40 as amended) and Prevention of Alcohol Misuse and Prohibited Drug Use in Transit Operations (49 CFR Part 655.) **The statements in this section which are in bold print are C-TRAN policy and not a part of federal regulation.**}

To further ensure C-TRAN's commitment to maintain a safe and drug-free work environment, drug and alcohol testing will be conducted as described herein. The reasons for conducting drug testing are:

- To establish and maintain a safe, healthy, and drug free working environment for our employees;
- To ensure the good reputation of C-TRAN and its employees for the community and industry at large;
- To prevent accidents, injuries and fatalities resulting from the misuse of alcohol and use of prohibited drugs;
- To reduce absenteeism and tardiness and improve productivity;
- To provide rehabilitation assistance for any employee who seeks such help;
- To deliver transportation services to the public in a safe and conscientious manner; and
- To comply with the requirements set by the Federal Transit Administration (FTA) as a direct recipient of Section 3 and Section 9 federal grants funding.

5.1 Applicability

The testing for drugs and alcohol applies as a requirement under federal regulations to employees fitting the definition of “safety sensitive” and is therefore a condition of employment. Specific position titles are indicated on Attachment A. A “safety sensitive” employee is one whose duties include:

- The operation of a revenue service vehicle, regardless of whether the vehicle is in revenue service.
- The operation of a non-revenue service vehicle when required to be operated by the holder of a CDL.
- Controlling the movement or dispatch of a revenue service vehicle.
- The maintenance of a revenue service vehicle or equipment used in revenue service.
- Carrying a firearm for security purposes.

The law also applies to non-employees who perform safety sensitive functions for the transit system. This includes:

- Contractors: Service providers under contract performing safety sensitive functions for the transit system such as operators, contractors performing mechanical services to revenue service vehicles or equipment used in revenue service, or contractors performing armed security services. Contractors will be required to provide a certificate of compliance to C-TRAN. Contractors not in compliance will be in violation of their contract with the agency. Employees of affected contractors who are found in violation of this policy will not be allowed to continue to conduct business for C-TRAN and their supervisor, if appropriate, will be notified.

- Non-employees acting in C-TRAN's behalf and performing safety sensitive functions (such as local law enforcement providers) will certify that they are participating in a drug and alcohol program with their current employer which complies with FTA regulations. Until they can so comply, they will be suspended from conducting any business on behalf of the agency. Additionally, if found in violation of this policy they will be suspended from conducting C-TRAN business.
- Applicants for Safety Sensitive Positions: Applicants (both current employees and non-employees) for positions designated as safety sensitive are subject to pre-employment/~~transfer~~ drug testing and must test negative before assuming safety sensitive duties.

Not required under federal law but required by C-TRAN is drug and alcohol testing for non-safety sensitive employees under the reasonable suspicion and post accident categories. This testing will be completed under C-TRAN authority using non-DOT forms.

5.2 Drug/Alcohol Testing Processes and Confidentiality

Drug and alcohol testing shall be conducted in strict accordance with federal regulations to ensure accuracy, reliability, and confidentiality. All positive drug test results will be reviewed by C-TRAN's Medical Review Officer (MRO). Breath Alcohol Technicians (BATs) and the MRO will release results only to the C-TRAN Drug and Alcohol Designated Employer Representatives. **Should the results of the drug or alcohol test require some action on the employer's part, the results will be released to the employee=s department director and in cases of termination, the Executive Director/CEO.** Otherwise, testing records and results will be released only to those authorized by the federal drug and alcohol testing rules to receive such information unless specific written consent is given by the employee. (See Addendum B for "Release of Confidential Drug and Alcohol Testing Information.") C-TRAN will make every appropriate effort to protect the employee=s privacy and dignity during the sample collection, testing, and notification process.

5.2.1 Drug Testing

Under 49 CFR Part 40 as amended, specimen collection for drug testing will conform to controlled certified laboratory standards to maintain documented chain of custody and assure sample reliability. ~~Testing for drugs will be conducted either at the Medical Review Officer's office during normal business hours or Legacy Holiday Park after hours.~~ Safety sensitive employees are required to submit to drug testing in accordance with Part 655. Non-safety sensitive employees are required to comply with drug testing under C-TRAN authority. The specific procedure used for testing is as follows:

- The collection site personnel will obtain the proper DOT, or non-DOT, urine custody and control forms and inspect the collection room.
- The donor will be asked to present picture identification to the collection site person.

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- The donor will check belongings and remove unnecessary outer garments.
- The donor will be asked to empty pockets and display the items in them to the collector.
- Donor will wash hands, take the collection cup and enter the privacy enclosure to collect at least 45 milliliters of specimen unobserved.
- The collection site person verifies the temperature range of the specimen.
- The specimen will be split into two bottles.
- Both bottles will be labeled and sealed in front of the donor.
- The custody and control form will be completed, transferring custody from the donor to the collection site person.
- The split specimen will be placed in secure storage until shipped for analysis.

The integrity of the testing process is ensured through a variety of methods. The collection site is secured when not in use, access to the site is restricted during specimen collection, water sources are controlled to discourage specimen adulteration, trained site collection personnel carefully follow prescribed procedures, specimens are labeled and sealed in front of the donor, chain of custody forms are used, specimens are stored in a locked drawer until picked up by a lab courier, and the laboratories used for analysis must meet strict standards to be certified by the Department of Health and Human Services.

The initial inspection of picture identification, examination of the collection site and chain of custody procedures which monitor the specimen throughout the collection and analysis process all help to ensure the specimen results are attributed to the correct donor.

Collection site personnel are trained to be sensitive to preserving the dignity and privacy of the donor.

Specimen validity testing will be conducted on all urine specimens provided for testing under DOT authority. Specimen validity testing is the evaluation of the specimen to determine if it is consistent with normal human urine. The purpose of validity testing is to determine whether certain adulterants of foreign substances were added to the urine, if the urine was diluted, or if the specimen was substituted.

After validity testing is completed to detect adulterants, the following drugs shall be tested for: marijuana, cocaine, opiates, amphetamines, and phencyclidine (PCP). Tests will be considered positive if the amounts present are above the minimum thresholds established in 49 CFR Part 40 as amended. in the urine of applicants, employees, and non-employees who are subject to participation:

	<u>Initial</u>	<u>Confirmation</u>
• Marijuana and metabolites	50 ng/ml	15 ng/ml
• Cocaine and metabolites	300 ng/ml	150 ng/ml
• Amphetamines and metabolites	1000 ng/ml	500 ng/ml

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Opiates and metabolites	2000 ng/ml	Morphine
Codeine		
6-acetylmorphine-10		
PCP (Phencyclidine)	25 ng/ml	25 ng/ml

The initial drug screen shall use the Immunoassay process and the confirmatory test will be by gas chromatography/mass spectrometry. The drug testing results will be reviewed and positive tests interpreted by the MRO.

Observed Collections are required in the following circumstances:

1. All return to duty tests;
2. All follow-up tests;
3. Anytime the employee is directed to provide another specimen because the temperature on the original specimen was out of the accepted temperature range of 90°F-100°F;
4. Anytime the employee is directed to provide another specimen because the original specimen appeared to have been tampered with;
5. Anytime a collector observes materials brought to the collection site or the employee's conduct clearly indicates an attempt to tamper with a specimen;
6. Anytime the employee is directed to provide another specimen because the laboratory reported to the MRO that the original specimen was invalid and the MRO determined that there was not an adequate medical explanation for the result;
7. Anytime the employee is directed to provide another specimen because the MRO determined that the original specimen was positive, adulterated or substituted, but had to be cancelled because the test of the split specimen could not be performed.
8. Anytime the MRO directs a recollection for a negative, dilute test under the specific criteria of CFR 49, Section 40.197(b)-.

The employee who is being observed will be required to raise his or her shirt, blouse, or dress/skirt, as appropriate, above the waist; and lower clothing and underpants to show the collector, by turning around that they do not have a prosthetic device.

5.2.2 Alcohol Testing

Employees performing safety sensitive functions are required to submit to alcohol testing in accordance with Part 655. **Non-safety sensitive employees are required to comply with alcohol testing under C-TRAN authority.** Under 49 CFR Part 40 as amended, the alcohol test will be performed using an Evidential Breath Testing (EBT) device that is approved by the National Highway Traffic Safety Administration (NHTSA) and administered by a trained Breath Alcohol Technician (BAT). In accordance with federal rules, the BAT conducting the test will not be a direct supervisor of the employee being tested. Random and reasonable suspicion alcohol testing may only be conducted immediately before, during or immediately following the performance of safety sensitive duties.

The alcohol testing process will consist of the following steps:

- Upon arrival, the employee will be shown to the testing site. The site is in a location which will afford the employee privacy during the process.

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- The employee will provide picture identification to the BAT for inspection.
- The BAT will explain the test process and will, with the employee, complete the Alcohol Testing Form.
- The BAT will open a sealed disposable mouthpiece and attach it to the EBT device for a screening test.
- The employee will blow forcefully into the mouthpiece and be shown the result.
- If the test result is less than .02 the test will be recorded as negative.
- If the initial test indicates an alcohol concentration of .02 or greater, a second confirmatory test will be conducted ~~at least 15 minutes, but not more than 30 minutes, after the initial test~~ no less than 15 minutes after the initial test.
- Before the confirmatory test is conducted, the BAT shall conduct an airblank test which must read 0.00 to proceed.
- The confirmatory test will be conducted using the same screening procedures as the screening test with the exception of the post-test airblank.
- If the test results are not identical, the result of the confirmatory test is considered to be the final result.

Employees testing from .02 up to but not including .04 cannot be allowed to perform their job but the test is not considered a positive. Employees testing .04 and above are considered to be positive for alcohol.

The integrity of the alcohol testing process is ensured through the external calibration checks required on the EBT device, the security of the testing site and EBT device, and the strict testing procedures required to produce a valid test.

Inspection of picture identification, completion of the form by both the BAT and the employee, the affixing or printing of the results on that form, and the transmission of the results to the Drug and Alcohol Designated Employer Representatives by the BAT all help to ensure that the certification test results are attributed to the correct employee.

5.3 Drug and Alcohol Testing Categories

5.3.1 Pre-employment/Transfer Testing

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Safety Sensitive applicants selected for employment shall be scheduled for drug testing as a part of the initial employment medical evaluation. The employment offer extended will be contingent on a negative drug test. The candidate must produce a negative drug test result prior to performing a safety sensitive duty. Should a drug test be canceled, as described in 49 Part 40, as amended, the employee applicant must retake and pass the test before being hired.

Employees who transfer to safety sensitive positions will undergo drug testing and must test negative prior to assuming the duties of the position. Safety sensitive employees not actively working for 90 or more consecutive days will be removed from the random testing pool during their absence and be required to submit to a pre-employment drug test prior to resuming their job.

Specimen tampering during the pre-employment drug test, falsification of the substance use form, or refusal to submit a specimen is grounds for disqualification from employment. **Additionally, applicants who fail to pass the drug test will not be considered for an available position for at least six months** and will be referred to a Substance Abuse Professional (SAP). To be further considered, the applicant must follow the recommended drug treatment program and provide a verified negative test and certificate of completion for drug treatment **at their expense.**

5.3.2 Reasonable Suspicion Testing

An employee will be subject to reasonable suspicion testing when one or more trained supervisor(s) can articulate and substantiate that specific contemporaneous behavioral indicators characteristic of prohibited drug or alcohol use are present in the employee's appearance, behavior, speech, or body odor.

Refusal to submit a specimen for drug or alcohol testing or specimen tampering during specimen collection will be considered a positive test and may result in termination of employment. Employees may not operate an agency motor vehicle after being notified that a reasonable suspicion test is warranted. Additionally, employees selected for reasonable suspicion testing shall be transported to the testing site and then to their legal residence. Employees may not operate an agency motor vehicle after being notified that a reasonable suspicion test is warranted.

5.3.3 Post Accident Testing

Any employee on duty in a transit vehicle will be tested as soon as practicable following an accident involving the loss of human life. In all other cases, the employee will be tested unless their role can be completely discounted as a contributing factor to the accident involving any one or all of the following: an injury requiring immediate treatment at a medical facility medical treatment away from the scene; disabling damage to the vehicle which causes the vehicle or rail car to be towed from the scene or rail car removed from revenue service), shall be subject to drug and alcohol testing. After both fatal accidents and qualifying non-fatal accidents, all other safety-sensitive employees whose job performance could have contributed to the accident will also be tested. Any other employee will also be tested if his/her job performance could have contributed to the accident. To the extent possible, a A supervisor or other management representative designated by the employer will make an on-the-scene

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determination regarding whether an employee's performance can be completely discounted as a contributing factor to the accident.

The drug test is to occur as soon as possible but no later than 32 hours after the accident at the designated medical center. An alcohol test will be administered within two hours of the accident. If not completed within two hours a report must be filed explaining why and attempts to obtain a specimen will continue. If no specimen has been obtained within eight hours of the accident, ~~no test shall be given and the two-hour report will be updated with the reasons for the delay~~ cease attempts to administer the alcohol test and document the reason(s).

An employee who fails to remain readily available for testing or fails to notify the supervisor of his/her location may be deemed as refusing to test.

Nothing in this section shall delay medical attention for the injured following an accident or prohibit an employee from leaving the scene of an accident for the period necessary to obtain assistance in responding to the accident or to obtain necessary emergency medical care.

5.3.4 Random Testing

Only employees covered under the Federal Drug and Alcohol Rules are subject to random testing. Employees will be selected for testing on an unannounced, random basis reasonably spread throughout the year ~~and workday~~ on all days and hours when safety sensitive services are conducted. Employees ~~and~~ may be selected for either drug testing alone or both drug and alcohol testing. Selection will be done via a computer based random number generator and will be made at the annual rate of 25 percent of covered employees for drug testing and 10 percent of covered employees for alcohol testing. The random testing rate requirement percentage is subject to change at the discretion of the FTA. Every employee will have an equal chance of being selected every time a selection is made. Employees will be notified of their selection immediately before, during or immediately after their shift and will be expected to submit immediately at that time to drug testing or drug/alcohol testing. **Employees need not be escorted by supervisors to the testing site.**

5.3.5 Return to Duty Testing

Before returning to duty to perform a safety sensitive function **(or for non-safety sensitive employees before returning to duty)** all employees who have failed to pass a drug or alcohol test shall:

Be evaluated by a Substance Abuse Professional (SAP) with C-TRAN=s Employee Assistance Program.

Complete the SAP's recommended treatment program.

Pass a return-to-duty drug and/or alcohol test as determined by the SAP.

~~Complete the recommended treatment program.~~

Agree to a return-to-work last chance contract based upon the

recommendations of the ~~Substance Abuse Professional~~SAP.

The Union President or designee will be given an opportunity to review and sign the contract along with the returning employee.

5.3.6 Follow-up Testing

An employee who has had a positive drug or alcohol test and met the requirements to return to duty shall be subject to unannounced **employer-paid** follow-up testing. Under federal regulation the employee will be required to take at least six tests ~~every twelve-month period~~ during the first twelve-month period after returning to duty. Follow-up testing can be required for a period of up to 60 months based upon the recommendations of a ~~substance abuse professional~~SAP. Safety sensitive employees subject to follow up testing continue to also be subject to the random testing program.

5.4 Drug Testing Violations

5.4.1 Prohibited Behavior

Consumption of any prohibited drug at any time is considered prohibited behavior. A covered employee may be randomly tested for prohibited drug use anytime while on duty.

Consumption of alcohol is prohibited for covered employees while performing safety sensitive jobs, within four hours prior to duty, while on call, or eight hours following an accident (unless a breath alcohol test has been performed). Prohibited conduct also includes performing a safety-sensitive function with an alcohol concentration of .02 or greater.

Beyond the scope of the federal regulations, C-TRAN considers these prohibited behaviors violations of policy in the performance of non-safety sensitive functions as well.

5.4.2 Positive Test

The first time a non-probationary employee fails to pass a drug or alcohol test, he/she will be immediately removed from the performance of his/her safety-sensitive duties, ~~evaluated by~~ referred to a substance abuse professionalSAP, and expected to comply with treatment recommendations in order to return to work. Should the employee fail to pass a drug or alcohol test a second time he/she will be immediately removed from the performance of his/her safety-sensitive duties, ~~evaluated by~~ referred to a substance abuse professionalSAP, **and terminated from employment. A probationary employee who fails to pass a drug or alcohol test will be removed from safety sensitive duty, ~~evaluated by~~ referred to a substance abuse professionalSAP and terminated from employment.**

An employee who does not pass a drug test may request that the original sample (split specimen) be analyzed again. Such request must be made within 72 hours of when the Medical Review Officer made the employee aware of the original test results. ~~Such retest~~ The split specimen will be shipped to a second certified laboratory for analysis.

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Employees do not have access to a test of their split specimen following an invalid test result.

5.4.3 Refusal to Submit a Test

The following behaviors constitute a test refusal:

1. Refusal to submit to a drug or alcohol test;
2. Failure to appear for any test (except for pre-employment) within a reasonable time, as determined by the employer;
3. Failure to remain at the testing site until the testing process is complete;
4. ~~Failure to provide a urine specimen for any required drug test;~~ Failure to attempt to provide a breath or urine specimen for any required alcohol or drug test;
5. Failure to permit the observation or monitoring of the specimen collection when required to do so;
6. Failure to provide a sufficient amount of urine (45ml) when directed and there is no adequate medical explanation for the failure;
7. Failure to provide a sufficient amount of breath (1,200 cc) when directed and there is no adequate medical explanation for the failure;
8. Failure to take a second test when directed to do so by the employer or collector;
9. Failure to undergo a medical examination when directed to do so by the MRO or employer;
10. Failure to cooperate with any part of the testing process (e.g. refuse to empty pockets when directed by the collector, behave in a confrontational way that disrupts the collection process); ~~fail to wash hands after being directed to do so by the collector;~~
11. Refusal to sign the certification at Step 2 of the Alcohol Testing Form
12. Leaving the scene of an accident without a valid reason or permission before testing.
13. Failure to follow the observer's instructions during an observed collection including instructions to raise your clothing above the waist, lower clothing and underpants, and to turn around to permit the observer to determine if you have any type of prosthetic or other device that could be used to interfere with the collection process;
14. Possess or wear a prosthetic or other device that could be used to interfere with the collection process; ~~and~~
15. Admit to the collector or MRO that you adulterated or substituted the specimen; and-
- ~~15.~~ 16. MRO's verification of a test as adulterated or substituted.

Under C-TRAN policy, any employee refusing to submit to a drug and alcohol test shall be subject to discipline up to and including discharge. Refusal to test will be considered failing to pass the test and the employee will be referred to a Substance Abuse Professional (SAP), follow the recommended treatment plan and then again directed to take a drug and/or alcohol test as determined by the SAP. **Refusal to test a second time will result in termination of employment.**

5.4.4 Unprepared to Assume Duty

Safety sensitive employees submitting a breath alcohol test .02 or greater but less

than .04 will be removed from duty for a minimum of eight hours, or until a test result of less than .02, and, **under C-TRAN policy, receive disciplinary action for being unprepared to work.**

5.4.5 Dilute ~~Positive~~-Test

A test reported as a dilute positive will be treated as a verified positive test result. A test reported as a negative, dilute test with a creatinine concentration greater than or equal to 2 mg/dL but less than or equal to 5 mg/dL will require ~~a re-collection~~another collection immediately under direct observation if directed by the MRO. Should the second test result in a negative dilute result, the test will be considered negative and no additional testing will be required unless directed to do so by the MRO. Retests will not be required for tests reported as a negative dilute with a creatinine concentration greater than 5mg/dL.

5.4.6 Report to Washington State Department of Licensing (DOL)

Confirmed positive drug or alcohol results or a refusal to test shall be reported as a positive test to DOL for all Commercial Drivers License holders in accordance with RCW 46.25. Specifically, RCW 46.25.123 Section 2 (b) states, "An employer who is required to have a testing program under 49 CFR 655 must report a commercial motor vehicle driver's verified positive drug test or a positive alcohol confirmation test when: (i) the driver's employment has been terminated or the driver has resigned; (ii) any grievance process, up to but not including arbitration, has been concluded; and (iii) at the time of termination or resignation the driver has not been cleared to return to safety-sensitive functions."

~~5.5 Consequences of Substance Use/Abuse~~ (Moved to end of document)

Society

~~The cost of substance misuse/abuse is devastating to society, the workplace, the family, and individuals. Two thirds of all homicides are committed by people who used drugs or alcohol prior to the crime. Two thirds of all Americans will be involved in an alcohol-related accident during their lifetimes. The medical costs of illness related to substance misuse/abuse are staggering. Each year 30,000 people die due to alcohol caused liver disease. Another 10,000 die due to alcohol induced brain disease or suicide.~~

Employer

~~Substance abusing employees create business costs and legal liabilities for their employers:~~

- ~~• Direct and measurable costs, such as the additional health care benefits claimed by substance abusers;~~
- ~~• Less tangible and difficult to measure costs, such as the negative impact on employee morale or the diminished creativity of substance abusing individuals;~~

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- ~~Potential costs or "liabilities" such as a lawsuit filed by an injured party after an accident caused by the impaired employee.~~

~~These costs arise because of the effects of substance abuse in many areas: employee health, intoxication, employee morale, productivity, sensory alteration, fetal alcohol syndrome, decision making, anxiety reduction, dependence, security, toxic psychosis, safety, neurologic and liver damage, and the agency image and community relations.~~

Personal

~~Personal symptoms of substance abuse problems include: tardiness, alcohol odor on breath, overreaction to real or imagined criticism, subject of complaints from clients or co-workers, avoidance of associates, lowered job efficiency, confusion, difficulty in concentration, accidents on the job, absenteeism, leaving work early, excessive sick leave use, frequent unscheduled short-term absences, and higher absentee rate compared to other workers.~~

~~5.5.1 Alcohol Misuse Symptoms and Effects~~

~~Chronic alcohol consumption may result in alcohol dependency, both physical and mental, fatal liver diseases, increased cancers of the mouth, tongue, esophagus, rectum, breast, and malignant melanoma, kidney disease, pancreatitis, spontaneous abortion and neonatal mortality, ulcers, and birth defects. Furthermore, alcohol misuse can negatively affect relationships, result in job loss, and endanger the safety of the employee and others. The following are signs and symptoms of possible alcohol misuse: dulled mental processes, lack of coordination, odor of alcohol on the breath, possible constricted pupils, sleepy or stuporous condition, slowed reaction rate, and slurred speech.~~

5.65 **Employees Covered by Collective Bargaining Agreements**

Although the employer will keep confidential all testing results, employees covered under collective bargaining agreements are free to consult with their union representatives. Information will be released to the union upon authorization. Involvement of the union shall not, however, delay the administration of any test or mitigate any discipline administered for failure of a test or refusal to take a test.

5.65.1 **Grievance Procedure**

Any issues relating to the application, interpretation and enforcement of the substance abuse and Employee Assistance Program as set forth in this policy, including but not limited to any discipline imposed, shall be subject to the grievance and arbitration procedures outlined in the applicable collective bargaining agreement. Recommendations from the SAP are not subject to the grievance process.

5.65.2 **Review of Proposals**

The proposals received when selecting an Employee Assistance Program or a Medical Review Officer shall be reviewed by a subcommittee of the Safety

Committee comprised of equal numbers of union represented members and management members.

5.76 Drug and Alcohol Program Designated Employer Representatives
(DER)

The ~~Director of Administrative Services~~ Senior HR Manager has been designated the DER for any questions employees or other parties may have in connection with C-TRAN's Drug and Alcohol Program. The ~~Director of Administrative Services~~ Senior HR Manager is located in C-TRAN's Administration Office and can be reached by calling (360) 696-4494, ext. ~~7419740220~~. In the absence of the ~~Director of Administrative Services~~ Senior HR Manager, C-TRAN's Human Resources Manager or Training and Benefits Specialist may be contacted by calling (360) 696-4494 ext. ~~74027457, or (360) 696-4494 ext. 7457, respectively.~~

5.87 Records Retention

All drug and alcohol records associated with this program are retained for the periods specified by the Federal Transit Administration Drug and Alcohol Rules. These records include test results, employee notifications, education and training records, referral records and annual reports to the FTA.

5.98 Employee Assistance

This program has been established to aid employees to cope with the myriad of personal problems with which they may be confronted, including drug and alcohol abuse, which can affect their job performance. In addition to the "mandatory participation" required by this policy, the Employee Assistance Program is always open to all employees and their families who voluntarily seek its assistance.

Participants may use accumulated sick leave and, when exhausted, vacation and unpaid leave of absence. If applicable, any such leave shall be considered a leave under the Family and Medical Leave Act (FMLA) of 1993. During an FMLA leave, there shall be no loss of union seniority and fringe benefits shall be as provided in the prevailing labor agreement or C-TRAN policy. In all other cases, union seniority will be treated in the same manner as other leaves of absence in the applicable union contract.

The duration of the EAP involvement for both mandatory and voluntary participants shall be determined by the appropriate EAP personnel, in consultation with the SAP, after evaluation of the participant's drug and/or alcohol dependency and need for treatment.

Any employee voluntarily participating in and successfully completing the EAP and certified ready to return to duty by the SAP shall have the same right to return to work as other employees returning from an approved leave.

All participants are subject to unannounced alcohol and drug tests while in the EAP. Upon successful completion of the EAP's alcohol and drug abuse program, voluntary participants must produce a negative test result for drugs, and an alcohol test indicating an alcohol concentration of less than .02, before

returning to duty. Mandatory participants must produce a negative drug and/or alcohol test as determined by the SAP prior to returning to duty.

In the case of an intervention, confidentiality means only those in the chain of responsibility (~~Director of Administrative Services, Human Resources Specialist, Risk Specialist Sr. Human Resources Manager, Training & Benefits Specialist, Employee Assistance Substance Abuse Professional, SAP~~ and the Medical Review Officer) will be aware of the treatment request.

Under C-TRAN policy, if an employee is experiencing performance problems or disciplinary action is pending, a request for help will be treated as a separate but related issue. In no case will disciplinary amnesty be granted to employees asking for assistance and referral.

A request for assistance precipitated by a performance incident shall not be used as a shield from appropriate disciplinary action.

A direct request by the employee for assistance will not be made a part of the employee's personnel file. However, any related performance issues or disciplinary action cannot be held confidential. Employees will not have job security or promotional opportunities jeopardized solely because of a request for help.

5.89.1 Following Self Referral

Under C-TRAN policy, employees self referring to a substance abuse treatment program, with the prior knowledge of their supervisor or the Director of Administrative Services, must agree to a re-entry contract. The contract will include:

- 1. A release to work statement from the ~~Substance Abuse Professional~~ employee assistance counselor.**
- 2. An evaluation from an employee assistance counselor.**
- 3. A review and release to work by the ~~Director of Administrative Services and supervisor~~ Senior HR Manager or designee.**

5.9.2 Following Mandatory Referral

Employees re-entering the work-force after a mandatory referral for failing to pass a drug test will agree to a re-entry contract. That contract may include, but is not limited to:

- 1. A treatment release and follow-up statement from the ~~SAP. Substance Abuse Professional~~.**
- 2. A plan setting out after-care and follow-up treatment procedures with the Employee Assistance Counselor or ~~SAP. Substance Abuse Professional for a minimum of six months. Longer periods of follow-up may be specified by SAP or Employee Assistance Counselor.~~**

3. **A review and release to work by the ~~Director of Administrative Services~~ Senior HR Manager or designee and the Medical Review Officer.**
4. **Pass a Return to Duty drug and/or alcohol test as determined by the ~~SAP~~ Substance Abuse Professional.**
5. **An agreement to ~~random~~ follow-up drug and/or alcohol testing as determined by the SAP for up to 60 months.**
6. **Specific agreement by the employee that violation of the agreement will be grounds for termination.**

Failure to successfully complete a treatment process or to comply with a re-entry contract or a second violation shall be grounds for termination.

6 SUPERVISOR/MANAGER RESPONSIBILITY FOR DRUG-FREE WORK PLACE

Under C-TRAN policy, supervisors/managers who knowingly disregard the requirements of this policy will be subject to disciplinary action, up to and including termination of employment based on the severity of the situation.

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ADDENDUM A SAFETY-SENSITIVE EMPLOYEES BY JOB TITLE

1. Revenue Service Vehicle Operation

Personnel operating revenue service vehicles, regardless of whether the vehicle is in revenue service.

Covered Job Titles: Coach Operator (Regular); Coach Operator (Part-Time); Coach Operator Trainee; Paratransit Operator (Regular); Paratransit Operator (Part-Time); Paratransit Operator Trainee.

2. Operation of Non-Revenue Service Vehicle

Personnel operating non-revenue service vehicles which require the operator to hold a CDL.

Covered Job Titles: Facility Maintenance Manager; Lead Facility Maintenance Worker; Facility Service Worker; Facility Maintenance Worker.

3. Controlling the Movement of Revenue Service Vehicles

Personnel who control the movement or dispatch of a revenue service vehicle.

Covered Job Titles: Operations Chief; Field Operations Manager; Base Operations Manager; Fleet Maintenance Manager; Fleet Maintenance Supervisor; Passenger Service Manager; Paratransit Service Dispatcher; Operations Training Supervisor; Maintenance Training Supervisor; Operations Safety Coordinator; Operations Planning Supervisor; Paratransit Service Supervisor; Director of Operations; Dispatch Supervisor; Field Support Supervisor; Fixed Route Relief Supervisor; Passenger Service Supervisor; Scheduling/Payroll Supervisor; Service Planning Manager, Facility Supervisor, Inventory Supervisor, Director of Maintenance.

4. Revenue Vehicle Maintenance

Personnel performing maintenance on revenue vehicles or equipment used in revenue service.

Covered Job Titles: Vehicle Service Worker; Lead Vehicle Service Worker; Lead Vehicle Service Worker- Supported Employment; Mechanic; Preventative Maintenance Worker; Lead Mechanic; Coach Technician; Apprentice Mechanic; Coach Technician Apprentice.

5. Armed Security Officers

Personnel who carry firearms for security purposes.

No C-TRAN employees perform this function.

ADDENDUM B

RELEASE OF CONFIDENTIAL DRUG AND ALCOHOL TESTING INFORMATION

I _____, hereby authorize C-TRAN to release the drug and/or alcohol testing records specified below to the following individual(s).

Name _____ Name _____

Address _____ Address _____

Phone _____ Phone _____

Record(s) to be released _____

Employee Signature _____ Date _____

Employee Name Above (print)

5.5—ADDENDUM C

Consequences of Substance Use/Abuse

Society

The cost of substance misuse/abuse is devastating to society, the workplace, the family, and individuals. Two-thirds of all homicides are committed by people who used drugs or alcohol prior to the crime. Two-thirds of all Americans will be involved in an alcohol-related accident during their lifetimes. The medical costs of illness related to substance misuse/abuse are staggering. Each year 30,000 people die due to alcohol caused liver disease. Another 10,000 die due to alcohol induced brain disease or suicide.

Employer

Substance abusing employees create business costs and legal liabilities for their employers:

- Direct and measurable costs, such as the additional health care benefits claimed by substance abusers;
- Less tangible and difficult to measure costs, such as the negative impact on employee morale or the diminished creativity of substance abusing individuals;
- Potential costs or “liabilities” such as a lawsuit filed by an injured party after an accident caused by the impaired employee.

These costs arise because of the effects of substance abuse in many areas: employee health, intoxication, employee morale, productivity, sensory alteration, fetal alcohol syndrome, decision making, anxiety reduction, dependence, security, toxic psychosis, safety, neurologic and liver damage, and the agency image and community relations.

Personal

Personal symptoms of substance abuse problems include: tardiness, alcohol odor on breath, overreaction to real or imagined criticism, subject of complaints from clients or co-workers, avoidance of associates, lowered job efficiency, confusion, difficulty in concentration, accidents on the job, absenteeism, leaving work early, excessive sick leave use, frequent unscheduled short-term absences, and higher absentee rate compared to other workers.

5.5.1—Alcohol Misuse Symptoms and Effects

Chronic alcohol consumption may result in alcohol dependency, both physical and mental, fatal liver diseases, increased cancers of the mouth, tongue, esophagus, rectum, breast, and malignant melanoma, kidney disease, pancreatitis, spontaneous abortion and neonatal mortality, ulcers, and birth defects. Furthermore, alcohol misuse can negatively affect relationships, result in job loss, and endanger the safety of the employee and others. The following are signs and symptoms of possible alcohol misuse: dulled mental processes, lack of coordination, odor of alcohol on the breath, possible constricted pupils, sleepy or stuporous condition, slowed reaction rate, and slurred speech.



STAFF REPORT
#13-023

TO : Chair and Board of Directors
FROM : Jeff Hamm, Executive Director/CEO
DATE : May 21, 2013
SUBJECT : Columbia River Crossing (CRC) Decision

OBJECTIVE:

For the C-TRAN Board of Directors to take action outlining C-TRAN's involvement in the Columbia River Crossing (CRC) Project.

BACKGROUND:

Since 2005, C-TRAN has been one of eight "project sponsors" for the CRC Project. In 2008, C-TRAN and the other project sponsor agencies adopted the Locally Preferred Alternative (LPA) that defined the project as it is today: A replacement bridge with 10 travel lanes, reconstructed interchanges, and Light Rail Transit (LRT) in downtown Vancouver, to the stop near Clark College. C-TRAN's LPA resolution (Attachment No. 1) included some notable conditions, particularly concerning the financing for the LRT component of the project. In essence, the resolution states that no C-TRAN revenue will be used to help pay for the capital construction of LRT. This condition has been met as the project is well positioned to receive an \$850 million Federal Transit Administration (FTA) New Starts grant that will cover the entire capital construction for light rail. The other important condition in C-TRAN's LPA required a public vote for "any means chosen" to finance CRC LRT operations and maintenance costs on the Washington side of the project. In response, C-TRAN conducted a ballot measure to fund its share of the CRC LRT operations and maintenance costs in November 2012. The ballot measure did not pass, which has prompted the question of C-TRAN's participation in fulfilling its requirement as a project sponsor to fund CRC LRT operations and maintenance costs.

Earlier this year, the C-TRAN Board of Directors met in two CRC dedicated workshops, one on February 23 and the second on April 13, 2013. During the second workshop, staff presented a "decision tree" illustrating the options for C-TRAN's involvement in the CRC project and progression of decisions needed to meet the project's schedule. A picture of the decision tree is included as Attachment No. 2 to this staff report.

PRESENT SITUATION:

The C-TRAN Board of Directors held a special meeting on May 14, 2013, focused exclusively on the CRC project, including a public comment section followed by a two-way dialogue with leadership from the CRC project, including RTC Transportation Director Dean Lookingbill, CRC Co-Director Nancy Boyd, CRC Co-Director Kris Strickler, TriMet Director of Planning and Policy Alan Lehto, and FTA Region X Administrator Rick Krochalis. Prior to the meeting, C-TRAN Board member submitted a total of 93 questions and the CRC project provided written responses. This is included as Attachment No. 3 to this staff report.

Currently, as a CRC operating project sponsor agency, C-TRAN is required to 1) identify local funding for the CRC LRT operations and maintenance cost, and 2) Complete all relevant documents and agreements that need to be submitted to FTA for the Full Funding Grant Agreement (FFGA) that is scheduled to be submitted in the fall of 2013. There is a substantial level of effort needed in order to complete the documents and agreements needed to be a part of the FFGA application and C-TRAN staff needs the C-TRAN Board to provide clear direction on its level of commitment for the project and how it would like to pursue local CRC LRT funding should it choose to remain a project sponsor agency. As identified in the decision tree (Attachment No. 2), the following is a review of the options in front of C-TRAN:

Question: Should C-TRAN remain a CRC project sponsor and fulfill its remaining commitment that includes identifying local funding for CRC LRT and completing all necessary documentation and agreements needed to submit a FFGA to FTA?

Answer: If the answer is no, C-TRAN would have two options:

1. Formally withdraw support as a CRC project sponsor
2. Cede authority to another agency who is willing and able to take on all necessary obligations needed to support the LRT component of the CRC project

Answer: If the answer is yes, C-TRAN would then have clear direction to proceed with completing the necessary documentation and agreements but would need to identify a funding path to pursue that is summarized as follows:

1. C-TRAN funds the CRC LRT operations and maintenance:
 - a. This could include another local tax vote in either C-TRAN's full district or a smaller district (sub district) OR
 - b. C-TRAN uses existing revenue streams such as a fare surcharge, local fixed route savings from no longer providing service for the segments of three routes that today provide service across the bridge; sales tax windfall (sales tax C-TRAN collects from the construction of the bridge); a parking fee at the park and ride facilities or even leasing ground floor retail at the park and ride's in downtown Vancouver. Keep in mind much more analysis would be need in this area as it appear unlikely that these options in and of themselves would be sufficient to cover C-TRAN projected CRC LRT funding obligations.

2. Outside funds are provided to C-TRAN to fund CRC LRT operations and maintenance:
 - a. City of Vancouver
 - b. WSDOT
 - c. Tolls
 - d. STP – Local
 - e. Others?
3. A combination of both 1 and 2.

As you will note, there is no staff recommendation for this issue. However, the expectation, as discussed and agreed to by the Board in recent meetings, is for the Board to further discuss these options and take action at the May 21 meeting.

RECOMMENDATION:

That the C-TRAN Board provide direction to staff concerning the agency's role as CRC project sponsor and fulfillment of remaining commitments needed to submit a FFGA to FTA, including identifying local funding for CRC LRT operations and maintenance and completing all necessary documents and agreements.

Attachments:

1. C-TRAN LPA Resolution
2. Photo of Decision Tree
3. Questions and Answers Prepared for May 14, 2013 Special Meeting



BOARD RESOLUTION BR-08-019

A RESOLUTION OF THE CLARK COUNTY PUBLIC TRANSPORTATION BENEFIT AREA AUTHORITY (C-TRAN) BOARD OF DIRECTORS ENDORSING A LOCALLY PREFERRED ALTERNATIVE (LPA) FOR THE PROPOSED COLUMBIA RIVER CROSSING (CRC) PROJECT, ESTABLISHING POLICY FOR FUTURE CRC PROJECT DECISIONS, AND PROVIDING DIRECTION TO C-TRAN'S REPRESENTATIVE ON THE SOUTHWEST WASHINGTON REGIONAL TRANSPORTATION COUNCIL (RTC) BOARD OF DIRECTORS REGARDING THE CRC LPA.

RECITALS

WHEREAS, the Clark County Public Transportation Benefit Area Authority (dba C-TRAN), as a municipal corporation organized under Ch. 36.57A RCW, is empowered to provide public transportation services; and

WHEREAS, C-TRAN is authorized under Ch. 81.104 RCW, to plan, develop, and implement High Capacity Transit (HCT) services; and

WHEREAS, the I-5 Interstate Bridge is one of only two Columbia River crossings between Vancouver, WA and Portland, OR and approximately 150,000 people rely on crossing the I-5 Bridge daily by car, transit, bicycle and on foot; and

WHEREAS, the existing structures are aging and in need of seismic upgrade, and the closely-spaced interchanges are in need of safety improvements; and

WHEREAS, HCT does not currently connect Vancouver and Portland, and the bicycle and pedestrian paths do not meet current standards; and

WHEREAS, the I-5 Transportation and Trade Partnership Final Strategic Plan recommended congestion and mobility improvements within the I-5 Bridge Influence Area in 2002; and

WHEREAS, The CRC Task Force was established in February 2005 to advise the Oregon Department of Transportation and Washington State Department of Transportation on project related issues and concerns; and

WHEREAS, the CRC Task Force advised development of the project's Purpose and Need Statement, alternatives development, and narrowing of the alternatives to five that would be studied in a Draft Environmental Impact Statement (DEIS); and

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WHEREAS, the CRC project published a Draft DEIS on May 2, 2008 disclosing the environmental and community impacts and potential mitigation of the five alternatives; and

WHEREAS, the CRC project held two open houses and two public hearings during the DEIS comment period, and received over 700 comments within the DEIS comment period ending July 1, 2008; and

WHEREAS, the Oregon State Department of Transportation, Washington State Department of Transportation, Metro Council, Southwest Washington Regional Transportation Council, TriMet and C-TRAN, as sponsor agencies, are co-lead agencies in the issuance of the Draft Final Environmental Impact Statement ; and

WHEREAS, on June 24, 2008 the CRC Task Force adopted a resolution recommending a replacement bridge with three through lanes northbound and three through lanes southbound; light rail transit; and a high capacity transit alignment and terminus that is agreed to by the City of Vancouver and C-TRAN and meets technical and federal funding requirements; and

WHEREAS, the CRC project is committed to implementing the principles of sustainability into project planning, design and construction in order to improve the natural environmental and the regional economy whenever possible; and to minimize effects related to climate change; and

WHEREAS, endorsement of an LPA is one "narrowing" step in a multi-step process and an important opportunity for the C-TRAN Board of Directors to articulate both support for the project and concerns and consideration for future decision making, which will be weighed at this and subsequent steps; and

WHEREAS, the C-TRAN Board of Directors will vote directly on several subsequent steps in this multi-step process as the project proposal evolves.

NOW, THEREFORE, BE IT RESOLVED that the C-TRAN Board of Directors, incorporating by reference herein the above Recitals:

1. Endorses an LPA for the CRC Project as follows:
 - A. RIVER CROSSING: A replacement bridge on two structures of three through lanes in each direction with a minimum number of auxiliary lanes needed for functionality.
 - B. HIGH CAPACITY TRANSIT (HCT) MODE: Light rail transit between the Oregon side of the river and the northern HCT terminus in Clark County.
 - C. HCT TERMINUS: Clark College in Clark County without use of satellite park-and-ride lots.

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D. HCT ALIGNMENT:

1. The CRC HCT terminus, station placement, alignment and design must be flexible and allow for future HCT extensions and connections in Clark County.
2. The HCT alignment must permit local bus route access along the HCT alignment in downtown Vancouver.

E. HCT FINANCING:

1. Capital financing of the HCT component of the CRC Project shall be structured in such a way that C-TRAN is not required to ask voters for capital construction funding.
2. Any means chosen to finance operations of the HCT component of the CRC project shall be submitted to impacted C-TRAN voters for approval.
3. Initiation of HCT service in Clark County should provide a net service benefit to existing C-TRAN patrons, without diverting existing revenues from C-TRAN's current operating and capital costs.
4. CRC Project construction, operation and maintenance costs should be divided between Washington and Oregon according to the proportion of the project within each state. For HCT capital, operation and maintenance costs the proportions shall be calculated by dividing the length of the HCT corridor in Washington and the length of the HCT corridor in Oregon, as determined by the State DOT's acknowledged state line in the Columbia River, by the total length of the HCT corridor from the Expo Center Station to the terminus in Clark County.

F. SUSTAINABILITY: Highway, bridge and HCT design and construction should reflect principles of sustainability, cost efficiency, context sensitivity, and avoid and minimize adverse impacts.

2. We support creation of a formal oversight committee that strives for consensus and provides for a public process of review, deliberation and decision-making for outstanding major project issues and decisions; which committee shall be composed of one top level elected or appointed representative from the Washington State Department of Transportation, Oregon Department of Transportation, cities of Portland and Vancouver, Metro, Southwest Washington Regional Transportation Council, TriMet, C-TRAN, and two representatives of the public.
3. Directs its representative serving on the Southwest Washington Regional Transportation Council Advisory Board to support and advocate for the CRC LPA consistent with this resolution.

ADOPTED at the regular session of the Board of the Clark County Public Transportation Benefit Area Authority, this 8th day July of 2008.

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AYES: Marc Boldt, Linda Dietzman, Bill Ganley, Jim Irish, Betty Sue Morris Jeanne Stewart,
Steve Stuart, Chair Tim Leavitt

NAYS: Jeanne Harris

ABSENT:



Tim Leavitt, Chair

Attest:



Debbie Germann, Clerk of the Board

7/1/2008 dj
Board:BR CRC Endorcement.doc



CRC-LRT
 • OWN LRT ASSETS
 • Contract Ops TriMet

REVENUES CAN BE C-TRAN PARTNER
 TAX LEADS MAY BE IMPACTED BY AG'S DECISION

NO

WITHDRAW SUPPORT

CEDE AUTHORITY

City of Vancouver

?

C-TRAN FUNDS

New Revenue Stream

EXISTING Revenue Streams

TAX VOTE

Fare Surcharge

Savings 04 049 047

Sales or Employer or Car Rental

Sales Tax Windfall

Park & Ride parking fee

sub district

full district

Park & Ride Commercial Leases

YES

HYBRID

OUTSIDE FUNDS

City of Vancouver

WSDOT

Tolls

STP Local

C-TRAN BOARD YES-NO VOTE

TIME LINE

CRC Timeline

After AG

Election

April
May
June
July
August
Sept
Oct
Nov
Dec
2014
June

Board Action

IGA

AG opinion AG opinion

AG opinion

Application

Application

O&M Funding Commit

O&M Funding

Executed IGA to FTA Executed IGAs

FFGA

Ballot 8/6 8/15

Election Nov 5



ADDITIONAL QUESTIONS SUBMITTED BY DAVID MADORE ON MAY 13, 2013

- 1) Ask C-TRAN for a cost itemization – what line items are represented in the budgeted expenditures?

Cost Itemization of CRC O&M Costs

Mutual Operations Costs

Transportation / Rail Ops Training	28.6%
Train Control/Field Supervision	10.6%
Rail Equipment (LRV) Maintenance	24.8%
MOW (includes Systems Maintenance, excludes Stations, Park-Rides)	5.9%
LRT Information Technology	1.8%
Liability Insurance	1.5%
Security	5.7%
TVM Maintenance	4.8%
Non-Revenue Vehicles	0.3%

District Operations Costs

Propulsion	4.5%
Facilities Maintenance	4.0%
Contingency	5.6%

Total Capital and Operating Projects 1.9%

100.0%

- 2) What are the costs to deadhead the LRT trains each day?

(In process; TriMet researching)

- 3) Will C-TRAN own the LRT trains?

Current plans call for C-TRAN to own all the LRT related fixed assets in Vancouver (track, stations, park and rides, etc.) but not the trains.

- If no, what will the costs be to rent them for use?
They are included in the overall CRC LRT operations and maintenance costs that are included in C-TRAN's HCT System and Finance Plan.
- If no, why or why not?
The LRT trains acquired as a result of the CRC project will be used throughout the LRT system, as it would be inefficient to set aside a separate fleet of trains for a relatively short segment of just one of TriMet's light rail lines.

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- 4) What are C-Tran's plans to pay for the LRT costs if the projected revenue is not realized? E.g. what will the impacts to regular bus service be?
In general terms, should revenue shortfalls materialize for CRC LRT in Vancouver, C-TRAN could consider a number of options, as it has in the past with its core bus service. Examples of some of those options include:
- Consider fare increases;*
 - Consider charging (or charging more) for the LRT park and rides;*
 - Consider non-service related administrative costs;*
 - Consider reducing CRC LRT frequency;*
 - Consider reducing other services.*

It is impossible to say what the impacts to regular bus service could be given the options available and ultimately, any decision would be made by the C-TRAN Board of Directors.

5) LRT Maintenance Facility

- **What would it cost to build and maintain an LRT facility in Vancouver?**
There's no way to put a real number on a facility that is neither sited nor designed, but based on some previous analysis on for the Milwaukie line, capital costs might be in the \$60 to \$75 million range. By way of comparison, in the Puget Sound region, their cost estimate for their LRT maintenance facility for 96 trains is \$230 million and their express bus facility for 180 buses is \$170 million (both of these are in 2012 dollars).

A new facility would need a minimum of about 10 acres, though 15 or more acres is preferable for potential for expansion. Complications associated with placing an LRT facility in Vancouver include:

- ✓ *No obvious place to put a facility like this in downtown Vancouver. Where's the industrially-zoned land with 10+ acres available?*
 - ✓ *Additional costs for extending the rail line to get to the new facility.*
 - ✓ *Any property like this would come off the property tax rolls.*
- **Would it exceed the cost of the \$50 million Gresham upgrade?**
Yes - see answer above.
 - **How many jobs would an LRT facility provide here in Vancouver?**
(In process; TriMet researching)
- 6) **When you factor in the annual Deadhead costs with the \$50 million Gresham upgrade, does it make sense to build an LRT facility in Vancouver?**
No, as many of the trains "deadheading" to Gresham can be in service, providing additional service east/west along the existing line to the Gresham facility, thereby greatly reducing true "deadhead" costs.



STAFF REPORT
#13-024

TO : Chair and Board of Directors
FROM : Jeff Hamm, Executive Director/CEO
DATE : April 9, 2013
SUBJECT : Columbia River Crossing Project Sponsor Policy Statement

OBJECTIVE:

To revise C-TRAN's Columbia River Crossing Project (CRC) sponsor policy statement.

PRESENT SITUATION:

The C-TRAN Board of Directors adopted Board Policy PBD-015 on December 13, 2005. The purpose of the policy was to establish guidance for C-TRAN's participation in planning for the CRC project and to reassure voters that any voter approved sales tax revenue, including the successful September 2005 ballot measure, would not be used to fund the CRC project.

In accordance with PBD-015, C-TRAN executed an intergovernmental agreement (IGA) with WSDOT in April 2006 whereby the State agreed to reimburse C-TRAN for the cost of its technical staff working on the CRC project. This IGA remains in effect today.

At the October 12, 2010 meeting, the Board approved an amendment to Board Policy PBD-015, which allowed up to \$100,000 to be taken from C-TRAN's bus advertising program for the 2011/2012 biennium, to be spent on CRC related items. Staff estimates that approximately \$26,000 was spent on CRC/LRT related legal expenses in 2012.

It is anticipated that C-TRAN will continue to require some level of outside legal/consultant assistance to advance the agency's interests in the CRC project, regardless of C-TRAN's role as an operating agency for CRC or not. Accordingly, the proposed amendment would allow the same level of expenditure for the 2013/2014 biennium.

PROPOSAL:

To amend Board Policy PBD-015 to permit the expenditure of C-TRAN funds on identified CRC related tasks consistent with the C-TRAN biennial budget and without adverse impacts to system service levels.

ACTION:

To revise Board of Director Policy PBD-015 per Attachment No. 1.

Attachment:

1. REVISED Board Policy PBD-015

**C-TRAN
BOARD OF DIRECTORS POLICIES**

Effective Date: December 13, 2005

Issued: December 13, 2005

Revised: August 9, 2011 May 21, 2013

Policy No.: PBD-015

SUBJECT: Columbia River Crossing Project Sponsor Policy Statement

1. PURPOSE

To establish a policy regarding C-TRAN's role in the Columbia River Crossing Project.

2. POLICY STATEMENT

As Clark County's public transportation provider and designated recipient of Federal Transit Administration funding for Southwest Washington, C-TRAN is considered one of the project sponsors for the Columbia River Crossing (CRC). As such, the C-TRAN Board of Directors has established the following policies regarding C-TRAN's participation in the CRC Project:

- A. C-TRAN funding, including the current voter approved 0.5% sales tax revenue, and the proposed 0.2% sales tax revenue, should it be approved on the November 8, 2011 general election ballot, or capital reserves, will not be used to fund any aspect of the CRC Project. Expenses that may result from the CRC Project will be funded from advertising revenue and contained in C-TRAN's biennial budget and will not exceed \$100,000 per year for the ~~2011/2012~~2013/2014 biennium. In addition, no CRC related expenditure will materially result in a reduction to current transit service levels
- B. C-TRAN staff will participate in the CRC Project provided that process includes a thorough and fair analysis of all reasonable transit alternatives, including bus-only alternatives, reflects accurately C-TRAN data and policies, and reimburses C-TRAN for technical staff and other support costs pursuant to IGA's with WSDOT, FTA or other sponsor agencies.
- C. C-TRAN will encourage full public participation in the CRC Project throughout all phases of the project and expects all major decisions to include review and comment by the public and the C-TRAN Board of Directors.



STAFF REPORT
#13-025

TO : Chair and Board of Directors
FROM : Jeff Hamm, Executive Director/CEO
DATE : May 21, 2013
SUBJECT : Non-Represented Compensation Study

OBJECTIVE:

To adopt proposed changes to C-TRAN's non-represented employee wage ranges and pay practices.

PRESENT SITUATION:

The C-TRAN Non-Represented Employee Compensation Plan requires an external benchmark review every four years to ensure that positions are paid appropriately and C-TRAN maintains the ability to attract, retain, and motivate high performing employees in a competitive market. Due to funding constraints, this review has not been completed since 2006. Meanwhile, non-represented employee pay ranges and merit adjustments were frozen from January 2010 through June 2012. In addition, the functions and responsibilities of several non-represented staff positions have evolved in response to changed agency priorities and outside requirements.

In order to recalibrate C-TRAN's Non-Represented Employee Compensation Plan, The Waters Consulting Group, Inc. was engaged to undertake a total compensation study and complete an assessment of C-TRAN's pay philosophy, policies, and practices. This multi-phase project was structured to achieve the following objectives:

- Develop a compensation program that is externally competitive for all non-represented positions;
- Define compensation for positions which accurately reflect differences and similarities in levels of responsibility and accountability within C-TRAN and balance and support internal fairness;
- Collect market data and conduct a market review for all non-represented job classifications;
- Provide a system that meets the highest levels of accountability, is sustainable, performance based, and recognizes C-TRAN's responsibility as stewards of the taxpayers' dollars; and
- Identify effective salary administration guidelines for continued program maintenance.

On March 19, 2013, The Waters Consulting Group, Inc. presented the project elements, project methodology, and market survey findings on C-TRAN's pay structure, benefits, and pay practices. A proposed Compensation Philosophy was also provided to the Board for consideration. The attached report (Attachment No. 1) provides The Waters Consulting Group, Inc.'s findings, implementation plan, and recommendations, which they will be presenting at the May 21, 2013 Board Meeting. Also attached is the C-TRAN Non-Represented Employee Compensation Plan revised May 11, 2010 for reference (Attachment No. 2).

BUDGET:

The overall average increase received by non-represented employees in 2013 as a result of implementing The Waters Consulting Group, Inc.'s plan is 3.00%. In 2014, the average merit increase is projected to be 2.91%. Increases in both years are within the approved 2013-2014 Biennial Budget.

PROPOSAL:

That the C-TRAN Board of Directors approve the recommendations as proposed by The Waters Consulting Group, Inc.

ACTION:

That the C-TRAN Board of Directors authorize the Executive Director/CEO to implement The Waters Consulting Group, Inc. recommendations effective May 1, 2013.

Attachment:

1. The Waters Consulting Group, Inc. 2012 Compensation and Classification Study Final Report
2. C-TRAN Non-Represented Employee Compensation Plan - revised May 11, 2010



THE WATERS CONSULTING GROUP, INC.

INNOVATIVE HUMAN RESOURCE MANAGEMENT SOLUTIONS

Human Resource Management Consulting
Web Based HR Management Tools
Executive Recruitment



CLARK COUNTY PUBLIC TRANSPORTATION BENEFIT AREA FINAL REPORT May 21, 2013

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Serving

LOCAL GOVERNMENT



SECTION | A

EXECUTIVE SUMMARY

SECTION A | EXECUTIVE SUMMARY

BACKGROUND

The Waters Consulting Group, Inc. (WCG) was retained by Clark County Public Transportation Benefit Area (C-TRAN) to perform a comprehensive market review of its current total compensation system for non-represented classifications. C-TRAN has expressed an interest in maintaining a market-based, performance driven compensation program for these employees. This report presents the methodology, findings, and recommendations of our research and analysis.

PROJECT ELEMENTS

An organization's compensation plan is one of the most important elements of its human resources program. The compensation plan supports virtually every other component of the human resources functions including recruitment and retention, training, workforce planning and resource allocation, and performance management.

The compensation plan ensures the ability to:

- Attract and retain qualified, high-performing talent for all positions;
- Compete with employers that are hiring for similar skills and services;
- Effectively and efficiently manage financial resources; and
- Define compensation for positions which accurately reflect differences and similarities in levels of responsibility and accountability within the organization.

By choosing to review its current system, C-TRAN has made a commitment to update its classification and compensation programs. Based on the identified needs of the organization, this multi-phase project was structured to achieve the following objectives:

- Develop a compensation program that is externally competitive for all non-represented positions;
- Define compensation for positions which accurately reflect differences and similarities in levels of responsibility and accountability within C-TRAN and balance and support internal fairness;
- Collect market data and conduct a market review for non-represented job classifications;
- Provide a system that meets the highest levels of accountability, is sustainable, performance based, and recognizes C-TRAN's responsibility as stewards of the taxpayers' dollars; and
- Identify effective salary administration guidelines for continued program maintenance.

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The resulting tangible products are:

- A proposed Compensation Philosophy to guide decisions on employee total compensation elements.
- Updated salary structures that are performance based and improve internal equity while maintaining external competitiveness.
- An ongoing system for evaluating changes in position responsibility for non-represented employees.
- A review of current benefits and pay practices to determine the competitiveness of C-TRAN's total compensation for employees.
- Applicable policies, procedures and guidelines to provide for implementation, ongoing administration and maintenance.
- Assistance and support in implementing the new program.

IMPLEMENTATION PLAN AND RECOMMENDATIONS

All aspects of the proposed program implementation are outlined in **Section D | Implementation Plan and Recommendations**. The key elements are:

- a. Adopt Compensation Philosophy (see Appendix 1)
- b. Implement the proposed salary structure

Salary Structure Design

- i. Proposed salary structure increases number of pay grades from 8 to 14.
- ii. Modify range spreads from 35% to 42%.

Implementation of the Proposed Plan

An implementation plan is provided for determining initial adjustments for employees in the new pay structure. The projected cost is within C-TRAN's 2013-2014 Biennial Budget.

- i. Modify existing Merit Matrix to be based on Compa-Ratio instead of Position in Grade and remove merit increase eligibility for an evaluation score less than 200.
- ii. After merit increases are applied based on 2012 Performance Review Scores, adjustments are recommended for any employee whose current salary falls below the proposed pay range minimum to bring their pay up to the minimum of the new pay range. This will affect one employee.

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- iii. Implement Performance Review controls to ensure rationale and justification is provided for high performers receiving an evaluation score greater than 249.

c. Adopt Administrative Guidelines

Market Movement Range Adjustments

The market identified and established as part of this study should continue to be surveyed on an annual basis and used for future range movement. The following calculation for the Range Adjustment Factor is recommended:

1. Average Public Sector Transit Adjustments = 25%
2. Average Public Sector Non-Transit Adjustments = 25%
3. Local Private Sector Adjustments (use WorldatWork data) = 25%
4. Average C-TRAN Represented Adjustments = 25%

Individual Salary Adjustment Increases

It is recommended employees receive salary increases equal to the range adjustment in order to remain at their relative position within their pay range. However, it is recognized that actual range movement and employee pay movement may differ depending on organizational needs or fiscal constraints. Range adjustments received by employees should be managed to the budget and may not necessarily be equal to actual range movement.

Recommended Changes to C-TRAN Non-Represented Employee Compensation Plan

- i. Promotional Increases – Use the same guidelines for establishing a rate of pay for new hires, provided the pay results in a minimum of a five percent (5%) pay increase, or the entry of the pay range, whichever is greater.
- ii. Delete language providing for an employee to be allowed to progress beyond the maximum of the pay range.
- iii. Compression – Discontinue the current practice of ensuring a five percent (5%) differential between supervisors and the top regular rate of those they supervise. Evaluate on a case-by-case basis;

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adjustments may occur when a tenured individual is making the same or less than a less tenured person, performance being equal.

d. Benefits and Pay Practices

Maintain existing benefit levels pending salaries becoming more aligned with the market average salaries.

SECTION | B

PROJECT METHODOLOGY

SECTION B | PROJECT METHODOLOGY

INTRODUCTION

In order to update its overall compensation structure, C-TRAN has requested The Waters Consulting Group, Inc. review the compensation system for their non-represented employees. The system review and modifications, where necessary, were comprehensive in scope and encompassed the following phases:

1. ***Management Briefings and Project Planning***
2. ***Position Analysis and FLSA Reviews***
3. ***Job Evaluation***
4. ***Market Data Collection***
5. ***Review of Benefits and Pay Practices***
6. ***Salary Structure Design and Development***
7. ***Administration Guidelines***

WCG appreciates the participation and support from the Human Resources Division, the Job Evaluation Team members, and C-TRAN's Executive Team in their feedback and direction given on organizational issues and compensation policy. The devotion of time and exemplary cooperation by all were key elements of this project and greatly enhanced the overall quality. The success of the project hinged on the partnership developed between C-TRAN and The Waters Consulting Group staff.

MANAGEMENT AND PROJECT PLANNING

Communication and project planning were designed to explain the project scope, collect information from departments, outline the methodology behind the new system, and to obtain commitment and support from those working on the project. The following communication sessions were held throughout the project:

1. General meetings to provide an overview of the project and give direction on completion of job documentation;
2. Meetings with key managers to conduct job evaluations;
3. Meetings with Executive Management and C-TRAN Board member Larry Smith to develop a proposed compensation philosophy;
4. Presentations to provide briefings to Directors and Project Team Members; and

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5. Ongoing dialogue and feedback with the Executive Director/CEO and Project Team (consisting of the Director of Administrative Services, Senior Human Resources Manager, and Human Resources Contractor), and feedback from key departmental managers.

Development of a Proposed Compensation Philosophy

Compensation philosophies are typically adopted by organizations to provide direction during the decision-making process on employee compensation. C-TRAN's Board of Directors has previously approved the concept of a performance based compensation program rather than a structured step plan based solely on longevity. This decision, along with C-TRAN's desire to have a compensation plan that is internally equitable, externally competitive, and fiscally responsible have been key criteria for the development of a Compensation Philosophy. In the fall of 2012, C-TRAN's Executive Team, Project Team, and Board member met to develop a draft philosophy to present to the Board of Directors. The proposed philosophy is attached to this report and is being presented for Board approval.

Management Briefings

Periodically, the Project Team and Executive Director/CEO were provided with updates on the project, systems being recommended for implementation, and key results of the study. Ongoing communication allowed WCG to be responsive to C-TRAN's desired direction for its compensation program.

Pay systems in an organization are most effective when they support organizational change, not when they initiate change. The process of defining and evaluating culture and the current pay system provided an understanding of C-TRAN's critical needs. Effective communication throughout the project has served to enhance the formulation of pay strategies during this project to meet identified needs.

JOB ANALYSIS

All job descriptions were updated by C-TRAN and used to provide documentation on job classifications. Each department also completed a Job Evaluation Manual on every non-represented job title within their respective department. The Manual described key characteristics present in each job.

Our collective challenge during the job analysis phase of the project was to analyze each job description and Manual, identify the essential functions of each classification, and consider eliminating or combining current classifications to more accurately support C-TRAN's work environment. In addition to the descriptions and Manuals, other data collected through discussions with management was analyzed and compared with the data provided in position descriptions. Recommendations

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for changes to classifications were made based on feedback from managers and reviews completed by the Project Team and consultants from The Waters Consulting Group.

Reviews during the job analysis phase were limited to functions required by the positions. By not speculating on where classifications might fall in the new pay structure, the focus was placed on job functions. By keeping pay out of the equation until the very end of the study, far more objective and reliable information was provided during the position analysis phase. When questions arose regarding position duties, responsibilities, or scope of work, job descriptions and Job Evaluation Manuals were used to clarify issues.

JOB EVALUATION

In order to determine the internal worth of non-represented positions within C-TRAN, each position was evaluated utilizing a point factor job evaluation methodology. Point factor systems measure positions in terms of the degree to which several compensable factors are present in a given position. Compensable factors are paid-for, measurable qualities, features, requirements, or constructs that are common to many different kinds of jobs. Each factor is weighted and has defined levels. The levels provide a measurement scale for rating each factor, and make it possible to develop an orderly approach for measuring each job relative to every other job. The following list details the factors and provides a brief description of each factor:

Formal Education: This factor measures the minimum formalized training or education which is required for entry into the position.

Experience: This factor identifies the degree of relevant experience required for entry into the position.

Management and Supervision: This factor measures the managerial requirements for achieving results through people and the level of direction and/or supervision that a position provides to other employees.

Human Collaboration Skills: This factor measures the job's required personal interaction with other employees, customers, clients, and vendors outside direct reporting relationships as well as the impact the job has on organizational, departmental or unit objectives, the output of services, and customer satisfaction.

Freedom to Act: This two-dimensional factor first considers the extent the job incumbent is free to act in the absence of supervision, policy direction, or operating policies and procedures. It also assesses the degree to which achievements or the mishandling of a situation by the job incumbent could affect financial, public, or employee relations aspects of the organization.

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Knowledge and Skills: This factor measures the depth of knowledge or job difficulty in terms of the application of the technical skills required by the position. It measures job requirements of complex factors and issues, and the ability to conduct analysis and problem solving. Knowledge and skills may be learned either on the job or in an educational setting.

Working Conditions: This factor measures the environmental or physical conditions under which the work must be performed, and the extent to which they make the position disagreeable, physically demanding, or hazardous.

Fiscal Responsibility: This factor measures the accountability and participation, if any, as it relates to the fiscal accountability for one's department or assigned area(s) of responsibility.

Each of the factors was weighted based on organizational priorities. The following list provides the associated weights for each factor:

<u>Compensable Factors</u>	<u>Weights</u>
Formal Education	10%
Experience	10%
Management and Supervision	16%
Human Collaboration Skills	16%
Freedom to Act	16%
Knowledge and Skill Requirements	16%
Working Conditions	6%
Fiscal Responsibility	10%
Total	100%

During the job evaluation phase, WCG initially evaluated all positions. C-TRAN then established a Job Evaluation Team (JET) consisting of the Executive Team, key managers, and the Human Resources Contractor to assist in the job evaluation process based on their ability to understand institution-wide operations and view positions from an organizational perspective. The purpose of the team was to assist in reviewing the evaluations of all positions to establish their relative value within the C-TRAN. The Team conducted an extensive review of the job evaluation for each position and factor, and appropriate adjustments were made during this review. The result is the placement of each position in a hierarchy reflecting their relative worth to one another. Based on this hierarchy and market data, positions were then assigned to pay grades within the pay plan.

DATA COLLECTION AND MARKET REVIEW

If the salary structure is to meet C-TRAN's needs and be affordable, yet attract and retain certain types of talent, it is necessary to define the "competitive market" (the benchmark organizations) and to provide solid definitions of the positions (benchmark positions) for which valid salary data can be collected.

Selection of Benchmark Organizations

When selecting employers to be included in a salary survey, the goal is to include organizations or agencies that define C-TRAN's labor market. A labor market is generally that group of employers with which the organization most likely competes for qualified employees.

Three important criteria should be used in identifying benchmark organizations:

Employer Size and Complexity – As a rule, the more similar employers are in size and complexity, the greater the likelihood that comparable positions exist within both organizations. Specifically, organizations of a size and complexity similar to that of C-TRAN are more likely to have a departmental structure and an organization of positions similar to C-TRAN than are organizations significantly smaller or larger in size.

Geographic Proximity – The geographic proximity of potential survey employers should also be considered in identifying an organization's labor market. This factor is particularly important because it identifies those employers that directly compete with C-TRAN to recruit and retain personnel. Furthermore, by selecting employers within reasonably close geographic proximity, the resulting labor market is most likely to be reflective of the region's cost of living, growth rate, and other demographic characteristics.

Nature of Services Provided – The type and scope of services provided may also be used to set an organization's labor market. Logically, employers who provide similar products and services are more likely to compete with one another for talent and are most likely to have comparable positions and similar organizational structures. Based on the criteria cited above, WCG worked with C-TRAN's Project Team to determine the relevant benchmark organizations. The following employers were selected as benchmark organizations from which to collect data:

Benchmark Organizations

<p>Transit Agencies</p> <p><i>Ben Franklin Transit*</i> <i>Community Transit*</i> <i>Intercity Transit*</i> Kitsap Transit* Lane Transit District <i>Salem Area Transit</i> <i>Spokane Transit</i> <i>Tri-Met</i> Whatcom Transportation Authority*</p>	<p>Public Sector (Non-Transit)</p> <p><i>Clark County</i> City of Vancouver City of Camas <i>City of Washougal</i> <i>City of Battleground</i> Clark College Vancouver School District Washington State University (Vancouver) Port of Vancouver Clark Public Utilities</p>	<p>Private Sector</p> <p><i>NW Natural Gas</i> Peace Health Columbian Tidewater Barge Lines</p>
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*= Indicates benchmark comparable organizations as determined by arbitrator in 2012 for C-TRAN represented groups

BOLD/Italicized = Indicates benchmark comparable organizations that provided data for this study.

Published private sector data was also utilized in the market analysis. Data from Economic Research Institute was used in the analysis for those classifications that could be matched to private sector data.

Surveyed Positions

For the purpose of this study, all non-represented job classifications were benchmarked and included in the survey document. Job summaries for each job title were written and included in the survey document. Each responding organization was asked to match positions based on job summary rather than job title. Matches and data provided by benchmark organizations were reviewed to ensure appropriate matching and additional data, including job descriptions and organizational charts, were reviewed when questions arose regarding matches. Job matches required a 75% match of duties and responsibilities. At least three job matches were required for the analysis to be considered statistically significant.

Salary data was collected and aged to be effective April 1, 2013, using an annualized rate of 2.3%. The aging rate was established using the average budgeted 2013 salary movement in C-TRAN’s benchmark organizations. The majority of all of the non-represented classifications had valid data and provided statistically significant data for analysis. C-TRAN’s incumbent pay and pay ranges were then compared to salary survey information from the identified markets.

Pay Structure Comparison

Range analysis for all jobs was completed by comparing midpoints of C-TRAN's current ranges to the market, geographically adjusted, weighted average salaries for each benchmark job within their respective range. Average range spreads were also compared with C-TRAN's current range spreads. The analysis also included a comparison of C-TRAN's incumbent average salaries to the market averages.

COLLECTION AND ANALYSIS OF BENEFITS AND PAY PRACTICES

As part of the comprehensive market survey, benefit offerings and pay practice questions were included in the survey document. In general, C-TRAN is competitive with the pay practices and benefit offerings found in the benchmark organizations. The following covers the data reviewed and subsequent findings.

The Benefits Survey included the following areas for review:

- Holidays, vacation, sick, sick leave accumulation and payout, and other paid leave
- Health, dental, vision, and prescription benefits
- Medical insurance coverage and costs
- Short and long-term disability benefits
- Life insurance benefits
- Retirement and deferred compensation benefits
- Other benefits such as longevity, educational assistance, provision of employee assistance programs, voluntary benefits
- Pay Practices including longevity pay, bonus plans, certification pays, shift differentials, and on-call pay
- Pay structure designs utilized by other employers

SALARY STRUCTURE DEVELOPMENT

The salary structures define the pay opportunities for jobs in the organization. WCG is proposing revised structures to make the current system more competitive with the market. The following design issues were taken into account as the structures were updated:

1. The width of the pay grades.
2. The midpoint progression from one grade to the next.
3. The overlap of one grade with adjacent grades.
4. Management philosophy and organizational financial resources.

Attachment No. 1

Development of the Pay Structure: The pay structures were updated by placing jobs into grades based on the job evaluation hierarchy, plotting market data based on the proposed grade placements, and then drawing pay lines through the data that blended the market data to establish smooth progression between grades within the pay structure. The revised structures will be designed using salary survey data to develop ranges with the midpoint considered to be the market competitive point within each range. The proposed structure will be designed to achieve a competitive level compared to the market data collected from private sector data as well as public sector sources on C-TRAN's benchmark classifications.

Range spreads (the distance between the entry and the maximum of a pay grade) are typically recommended based on average range spreads in the market. Establishing range spreads consistent with the market provides a competitive entry rate for new employees that meet minimum qualifications and allows pay for high performing and experienced employees to match pay potentials in the market. Failure to provide competitive ranges of pay can result in either overpaying newly hired employees or under-compensating highly skilled performing employees. The proposed spreads are based on the average spreads in all benchmark organizations for each respective employee group.

Administration of Pay Within the Pay System: Recommendations for administration and maintenance of the pay system are key decisions relating to the use of the proposed pay system.

SECTION | C

FINDINGS

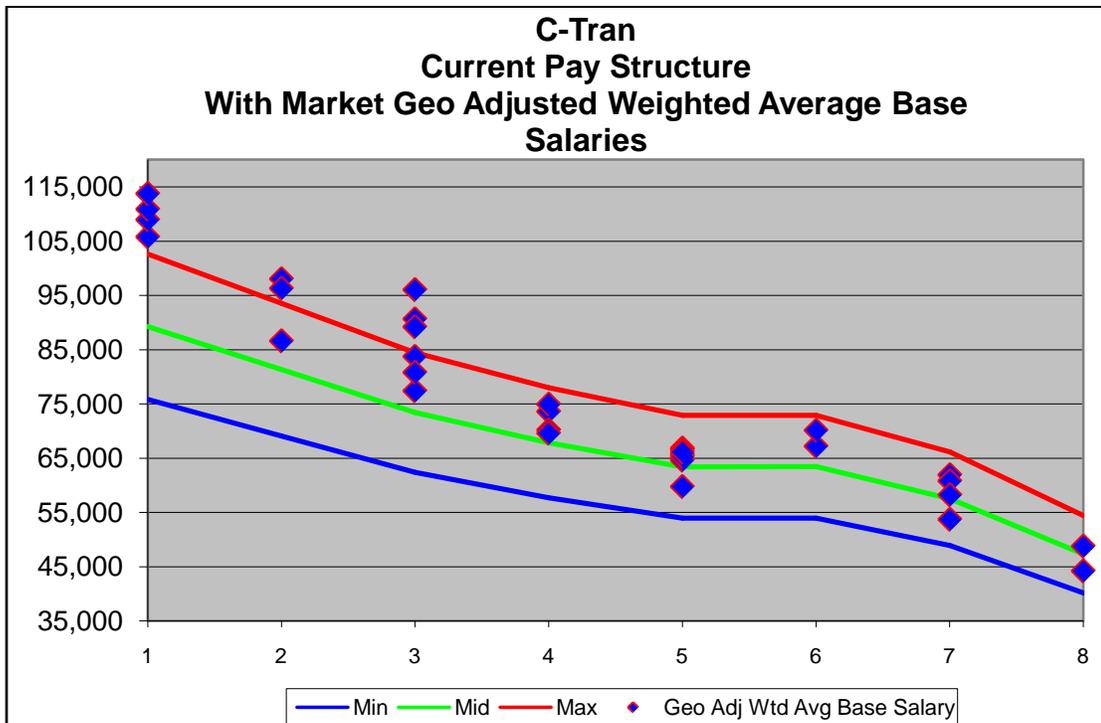
SECTION C | FINDINGS

DATA COLLECTION AND MARKET REVIEW

Survey data indicated that the midpoints within the current pay structure as well as incumbent salaries were, on average, lagging market averages and range spreads were more compressed than market average spreads:

Range Midpoints	- 8.2% below market average
Incumbent Average Salaries	- 6.4% below market average
Range Spreads	6.0% narrower than market average

The chart shown below illustrates the competitiveness of C-TRAN’s current pay structures by graphing the actual market data within the current pay ranges. The pay grades are shown numerically along the horizontal axis of the graph and the dollar value is the vertical axis of the graph. The blue line is the current range minimums plotted, the green line is the current range midpoints, and the red line is the current range maximums. The market data seen in the graph (as depicted by blue diamonds) is plotted based on the current range assignment of the benchmark position.



Attachment No. 1

Each diamond represents the average salary paid by survey participants for one of C-TRAN's positions in its current range. The external market values of all the surveyed positions are consistently plotting higher than the midpoint of C-TRAN's current structure and in many cases higher than the range maximum of the current grade. This graph is illustrating the "lagging" of current ranges in comparison to C-TRAN's comparators.

COLLECTION AND ANALYSIS OF BENEFITS AND PAY PRACTICES

The scope and coverage of C-TRAN's benefit offerings were found to be generally competitive with the benchmark organizations. There are, however, some areas where C-TRAN differs from the responses provided by the benchmark organizations. In general, C-TRAN has:

- Pay practices that are consistent with other respondents;
- Prescription drug coverage as well as dental and vision coverage that is competitive with benchmark organizations;
- Competitive life and disability insurance coverage as well as retirement benefits;
- Annual vacation leave accruals that are similar to benchmark organizations but sick leave accruals that are higher by approximately three days per year;
- Higher maximum levels of vacation leave hours that can be carried over from one year to the next. C-TRAN does not have an annual cap while respondents have an average annual cap of approximately 373 hours. However, C-TRAN does have a maximum lump sum payoff at retirement, resignation, or termination based on years of service;
- Maximum number of vacation leave hours that can be cashed out each year that are higher by approximately fifty hours; and
- Competitive health benefit offerings for employees. Employee cost sharing of 5% is comparable for employee only coverage but cost sharing for other employee insurance options is approximately 3% lower on average than comparator organizations. Out-of-pocket maximums and deductibles are significantly lower (C-TRAN's are approximately 1/3 the average out-of-pocket maximum and C-TRAN has no deductible) than benchmark organizations.

SECTION | D

IMPLEMENTATION PLAN AND RECOMMENDATIONS

SECTION D | IMPLEMENTATION PLAN AND RECOMMENDATIONS

INTRODUCTION

Each organization must determine how to respond to findings obtained through a classification and compensation study. Data gathered and analyzed throughout the study is a basis for determining actions that could position the organization to establish external competitiveness while maintaining a fiscally responsible approach to compensation management. The following are recommendations that will assist C-TRAN in balancing its efforts to be internally equitable, externally competitive, and fiscally responsible.

BASIC PHILOSOPHY AND OBJECTIVES

Compensation Philosophy

WCG recommends that C-TRAN adopts a compensation philosophy (see Appendix 1 – Compensation Philosophy) to establish and administer an equitable program that provides consistent treatment for all employees. WCG recognizes that C-TRAN is dedicated to providing an atmosphere that demonstrates a commitment to service, excellence, and customer satisfaction. WCG's challenge during this project has been to recommend a compensation strategy that constitutes a good "fit" to C-TRAN's management philosophy. The purpose of a compensation program is to attract, retain, and motivate employees by offering pay opportunities commensurate with their position's internal and external value.

Objectives

With the adoption of WCG's recommendations, objectives of C-TRAN's compensation program will be:

- To clearly define the essential functions of each position.
- To reinforce employee perception of fair compensation between classifications and with comparable classifications outside the organization.
- To establish a program that is understandable to employees, fiscally sound and cost effective, and easily administered and maintained.
- To establish a pay grade for each job classification that is based on a systematic blending of the position's internal worth to the organization and its external value in the market.
- To provide a methodology that allows C-TRAN to determine market-based adjustments consistent with C-TRAN's ability to pay.

IMPLEMENTATION OF PROPOSED SALARY STRUCTURES

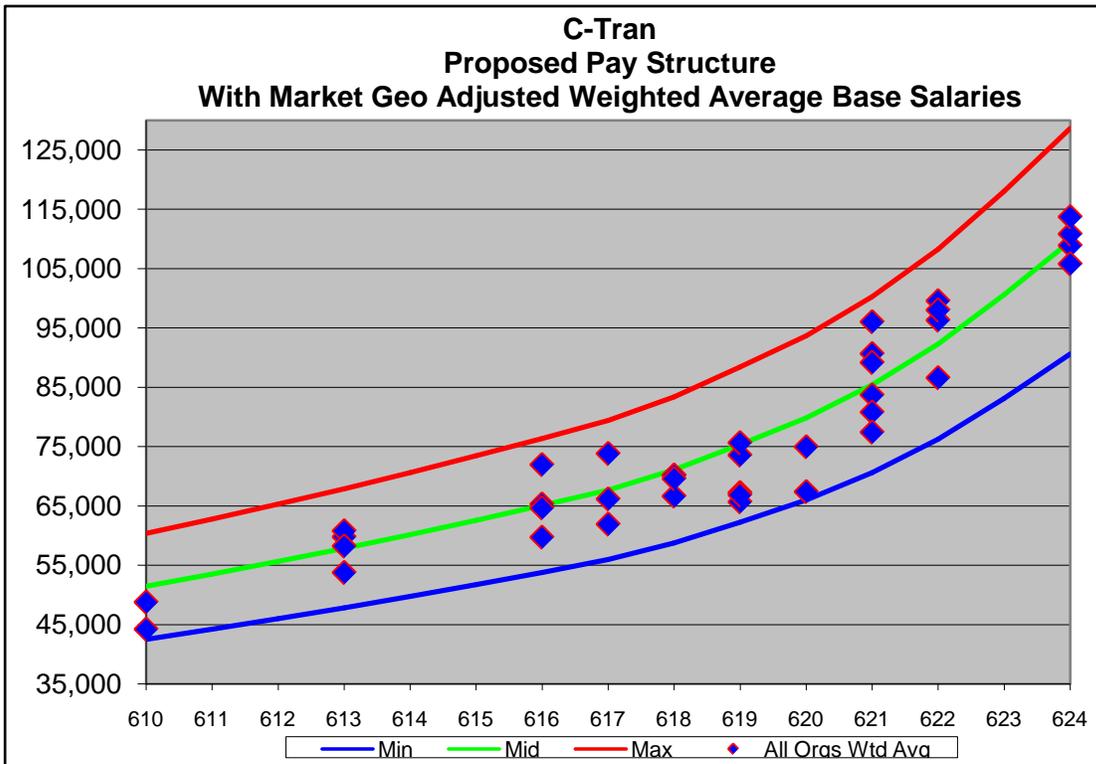
WCG recommends that C-TRAN implement the proposed salary structures (see Appendix 2 – C-TRAN Grade Comparison). Upon approval of the proposed compensation system, the new pay program should be applied to all current and new non-represented employees.

Salary Structure Design

In developing pay plans that align with the needs of an organization, several considerations should be addressed including the overall objectives and priorities of the compensation program, characteristics of the current workforce, the organization's target competitive position, the supply and demand of labor, the administrative capabilities of the organization for maintaining the program, financial resources, and the role of performance in the salary determination process. In response to C-TRAN's objective of building a compensation program that is internally equitable, externally competitive, sustainable, easy to understand and administer, and aligned with C-TRAN's strategies, the following blueprint was used to create the approved salary structure:

- One pay structure has been recommended for implementation. Currently C-TRAN has eight pay grades and fourteen are recommended. Additional levels will allow C-TRAN to more closely align individual positions with the market data and provide more levels for career growth within the organization. The proposed pay structure will realign the range midpoints so that the structure will be "at market".
- Spreads (minimum to maximum rates of pay) have been modified from 35% to 42% to reflect market average spreads for each pay structure.

The following graph illustrates WCG's approach to creating the proposed pay structure. Job titles are assigned to pay grades (shown along the bottom of the graphs from grades 610 to 624). A list of the grade placement for each job titles is in Appendix 2. Average market salaries for individual positions are plotted in the graph for jobs that are assigned to each grade (shown as blue diamonds). A regression line, shown in green, is drawn through the market data to create a midpoint line for each grade. Then the grade entry and maximum (shown as blue and red lines) are drawn to create the proposed range spread of 42% around the midpoint. As shown in the graph below, the proposed midpoints for each grade are now aligned with the market data so that the midpoint of the proposed grade is, on average, at market median.



Implementation of the Proposed Plan

Implementation of the new compensation program requires specific procedures for the placement of employees into the proposed salary structure. The approach selected must ensure all employees are treated fairly during transition and that recommended salaries are determined in a consistent and fair manner. Moreover, the implementation plan selected must be consistent with the organization’s ability to fund the program.

Listed below is the recommended implementation approach:

Step 1 – Adoption of the Pay Plan and implementation effective May 1, 2013.

Step 2 – Placement into new salary range. Effective with implementation of a pay structure, all employees should be placed at their current pay rate in the designated pay grade for their position as identified in the study results.

Step 3 – Salary Adjustments to the Range Minimum. After the application of regular merit increases, adjustments are recommended to bring any employee’s salary that falls below the entry of the pay grade designated for their job to the minimum of the proposed range. There is one employee who falls into this category. There are no employees whose pay is above their proposed range.

Attachment No. 1

Step 4 – Salary Adjustments within the Proposed Pay Range.

With the exception of market considerations, it is expected employees will move through their pay ranges over time. It is recommended that C-TRAN continue using performance as a basis for future movement through the pay range. This allows C-TRAN to provide incentives for employees to attain higher levels of performance versus a system based on tenure. Accordingly, it is recommended that the existing merit matrix continue to be used to determine salary adjustments within the proposed pay range subject to the following revisions:

- 1) The matrix should eliminate merit eligibility for anyone who receives a performance rating less than 200; and
- 2) The matrix should provide for merit increases based on compa-ratio (the relationship of pay to the midpoint of a range expressed as a percentage, with 100% being at midpoint) rather than position in grade. The revised matrix is designed to progress an employee's pay through the pay range so that midpoint is reached within five years. Five years is considered an appropriate length of time for a fully competent, performing employee to reach the market competitive point within the range.

It is also recommended that Performance Review Controls be implemented to prevent artificial inflation of scores and ensure that sufficient rationale and justification is provided to the Executive Team for all employees with performance evaluation scores greater than 249.

Attachment No. 1

Current and proposed matrices are shown below:

Performance Review Score - Current						
Position in Grade		100-149	150-174	175-249	250-274	275-300
	81-100	0	0	0	1	2
	61-80	0	0	1	2	3
	41-60	0	1	2	3	4
	21-40	0	2	3	4	5
	0-20	0	3	4	5	6

Performance Review Score - Proposed						
Compa-Ratio		100-149	150-199	200-249	250-274	275-300
	112% - Max	0	0	0	1	2
	105%-111%	0	0	1	2	3
	98%-104%	0	0	2	3	4
	91%-97%	0	0	3	4	5
	Min-90%	0	0	4	5	6

Using the proposed merit matrix above, it is recommended that the employee's compa-ratio be established. Once established, the employee's compa-ratio and annual performance rating for 2012 should be re-evaluated to determine if any additional adjustment is warranted. The following chart shows the number of non-represented employees and the merit increase that will be received based on the proposed merit matrix.

# Employees Receiving Merit Increase	Percent Merit Increase
0	0%
5	1%
4	2%
10	3%
13	4%
6	5%
0	6%

Attachment No. 1

The overall average increase received by non-represented employees in 2013 as a result of implementing Waters Consulting Group's plan is 3.00%. In 2014, the average merit increase is projected to be 2.91%. Increases in both years are within the approved 2013-2014 Biennial Budget.

ADMINISTRATIVE GUIDELINES

Market Movement Range Adjustments

C-TRAN has adopted a strategy of achieving and maintaining a market-competitive position of range midpoints at the median of the designated market's average. Therefore, the organization will need to allocate a certain amount in upcoming budget years to maintain this position in anticipation of market movement. Any changes to the definition of the organization's targeted competitive position will affect how much of the budget must be allocated to maintain a specific competitive position. The structures recommended in this report will help C-TRAN achieve a market position that is competitive with the market average as of the effective date of the market data.

Once a competitive position is achieved, C-TRAN should allocate funds sufficient to maintain that position. It is recommended that C-TRAN survey the changes in pay structures that are being provided in the region annually by surveying benchmark organizations to determine how much, if any, structures are anticipated to move in the proposed fiscal year. It is also recommended that C-TRAN provide an annual adjustment to their pay structures that is similar to average percent market movement in the market identified and established as part of this study. For example, if structure movement has increased on average by two percent, the salary structure would need to be adjusted upward by two percent to maintain the organization's position relative to the market. This would be accomplished by moving the entire structure (range minimums and maximums) by two percent. The annual adjustment to pay structures should be implemented regardless of availability of funds for individual pay changes, even if pay freezes are in place, to ensure C-TRAN's ranges maintain a competitive position within the market.

It is recommended that the market identified and established as part of this study should continue to be surveyed on an annual basis and used to determine future range movement. The following calculation for the Range Adjustment Factor is currently:

Average Public Sector Transit Adjustments	25%
Average Public Sector Non-Transit Adjustments	25%
Local Private Sector Adjustments	25%
Consumer Price Index (CPI)	25%

Attachment No. 1

Given the difficulty in obtaining private sector data, WCG recommends that C-TRAN use WorldAtWork data, compensation's professional organization that publishes market movement and pay change data for geographic areas across the country. WorldAtWork data can be obtained at no additional cost from WCG on an annual basis. Additionally, it is recommended that CPI no longer be used as a basis for range adjustments. CPI does not necessarily reflect the cost of labor that may be occurring in the organization's market. It is recommended that Average C-TRAN Represented Contract Adjustments be used in lieu of CPI. The proposed calculation for the Range Adjustment Factor is as follows:

Average Public Sector Transit Adjustments	25%
Average Public Sector Non-Transit Adjustments	25%
Private Sector Adjustments (WorldAtWork data)	25%
Average C-TRAN Represented Contract Adjustments	25%

During the normal budget process, the Senior Human Resources Manager and Director of Administrative Services are responsible for developing recommendations regarding range adjustments and employee salary increases. C-TRAN should consider the amount of adjustment appropriate to adjust the midpoint of general employee ranges to market. This decision should take into account available funds, current economic trends, and the relative position of C-TRAN to the market, etc. As these recommendations reflect the compensation philosophy of C-TRAN, the final budget allocations will rest with the Board of Directors, and should be made in the context of the total financial outlook for the organization.

It is recommended that each year C-TRAN budget range adjustments based on projected range movement forecasts and, prior to implementation, survey actual range movements to determine requirements each fiscal year. If the average increase required is less than budgeted, savings will be realized. If the actual average increase is higher than budgeted amounts, funding deficits can be addressed in future budget deliberations.

Every five to seven years, a full market review should be conducted and range adjustment recommendations should be made based on calculated weighted averages from its benchmark organizations. Currently C-TRAN's policy calls for a full market study every four years; however, a longer timeframe should be sufficient if annual market reviews are conducted.

Individual Salary Adjustment Increases

A policy on individual salary adjustments resulting from range adjustments is required. It is recommended employees receive salary increases equal to the range

Attachment No. 1

adjustment in order to remain at their relative position within their pay range. Failure to include this adjustment could lead to internal pay equity issues as new employees are hired in at varying rates that may result in pay compression between new hires and tenured employees. However, it is recognized that actual range movement and employee pay movement may differ depending on organizational needs or fiscal constraints.

As previously recommended in other sections of this report, when range adjustments are made, adjustments are recommended for all employees whose salaries fall below the proposed pay range minimum to bring their pay up to the entry of the new pay range. This action is recommended even if a salary freeze is in place. Additionally, no employee should have a change in pay that allows their pay to move above the maximum of the proposed range.

Recommended Changes to C-TRAN's Non-Represented Employee Compensation Plan

Upon review of C-TRAN's current Non-Represented Employee Compensation Plan, it is recommended that the guidelines continue to be used to manage pay within the updated pay structure subject to three revisions. The first is to the promotional guideline. A promoted employee shall be compensated within the new grade under the same guidelines as new employees. In all cases, the amount of a promotional increase should:

- Be determined using the same guidelines for establishing a rate of pay for a new hire; and
- The above calculation should always be an amount sufficient to reach the salary range minimum for the new classification or a minimum of a 5% increase, whichever is the greater of the two.

The second revision relates to movement of employee pay above the maximum of the pay range. The current plan under section 3.4.6 provides for increases that may be awarded above the maximum of the pay range. It is recommended that employee pay may no longer be allowed to progress above range maximum. This recommendation is based on the principle that a job is worth a range of pay established through market data and the maximum of the range is the maximum value that will be paid for the job.

The third recommendation relates to pay compression. C-TRAN's current compensation plan provides for a minimum 5% differential between supervisors and the top regular rate of those they supervise if the compression is due to differences not related to the supervisor's performance. It is recommended that future adjustments be evaluated on a case-by-case basis in situations where a tenured individual is making the same or less than a less tenured person, performance being

Attachment No. 1

equal. For purposes of evaluating compression, the following should be considered:

- Time in position should separate pay, all other things being equal.
- Typically, a supervisor is in a higher pay grade than their subordinates.
- It is acceptable for a long-tenured subordinate to earn more than a new supervisor, provided the supervisor has the potential to eventually earn more than their subordinate over time.

RECLASSIFICATIONS/NEW POSITIONS

It is recommended that C-TRAN continue to use the newly implemented Point Factor Job Evaluation System when re-evaluating current jobs or placing new positions into the pay structure. Job evaluation is a process of determining the relative worth of all positions in an organization.

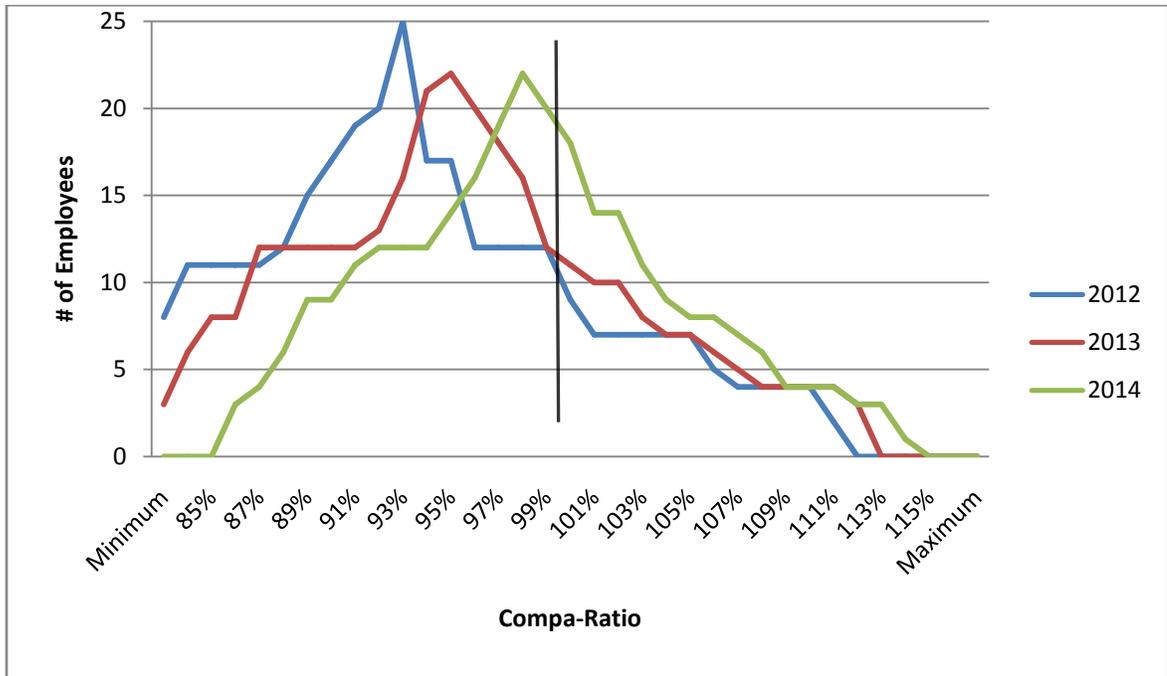
The evaluation will be based on the factors and levels defined in the applicable Job Evaluation System. Once all factors have been considered, a grade will be assigned using the Job Evaluation Point System. The Senior Human Resources Manager will ensure that any recommendations will be maintained as well as an updated Job Evaluation Summary showing all positions and grade assignments. Evaluation of any position more than once in any twelve-month period, will require the written approval of C-TRAN's Director of Administrative Services prior to initiating the job evaluation process.

BENEFITS AND PAY PRACTICES

It is important that benefit comparisons include an analysis of the business purpose for each approach or policy. Employers provide levels of benefits based on organizational needs and respondents may have different needs and varying objectives from C-TRAN that support the utilization of their benefits offerings. Benefits identified as "above market" or inconsistent with other comparator organizations should not be revised only due to the fact that C-TRAN is "different". Each offering that is considered "above market" should be re-evaluated to determine its business purpose and the rationale for being provided. C-TRAN should objectively review these benefits to determine if the original intent of their offering still supports its operational needs and are fiscally sustainable prior to changing benefits levels.

Attachment No. 1

The graph below illustrates the distribution of non-represented employees' pay relative to market based on salaries as of December 31, 2012, and projected salaries in 2013 and 2014. The vertical line is at 100% of compa-ratio which depicts the market wage for non-represented positions. Given that C-TRAN wages are lagging behind the market, benefits are a way to balance the difference. At this time, WCG is recommending that benefits be retained at their current level. As compensation is brought more in line with market, C-TRAN can evaluate benefit offerings for potential changes, evaluating the impact of any revised offerings on the total compensation package.



Conclusion

In reviewing its current market position and compensation philosophy, WCG supports C-TRAN's proposed compensation philosophy and associated pay plan elements presented in this report. The study methodology has included best practices approaches as well as those that meet standardized compensation principles. The recommended actions will move C-TRAN into a more comprehensive system that is market competitive, internally equitable, fiscally sound, and can continue to be updated as the market changes, organizational changes occur, and its Compensation Philosophy is revised. The proposed system retains effective systems and approaches already in place and updates those that will allow C-TRAN to continue to attract, retain and motivate high performing employees.

APPENDIX | 1

APPENDIX | 1

DRAFT COMPENSATION PHILOSOPHY FOR NON-REPRESENTED STAFF CLARK COUNTY PUBLIC TRANSPORTATION BENEFIT AREA *March 2013*

The Clark County Public Transportation Benefit Area (C-TRAN) is committed to providing a fair and balanced total compensation package for its employees. Our goal is to attract, motivate, and retain high performing employees that develop innovative approaches to serving our customers and community stakeholders. Our Total Compensation System will be one that is simple and easy to understand and can be clearly communicated to our employees.

C-TRAN recognizes that we are stewards of our customer and taxpayers' dollars and our Total Compensation is affected by the agency's ability to pay as determined by the Board of Directors and should reward well-qualified employees who are committed to delivering quality service to our customers.

Total Compensation is made up of the following components:

- Monetary compensation (direct compensation)—base pay, merit (based on performance) increases, and other rewards, variable pay, and pay at risk.
- Indirect compensation—employee benefits that have a monetary value, including health care coverage, pension/retirement plans, workers' compensation, and paid leave (e.g. vacation, sick, holidays, etc.)
- Non-monetary rewards and recognition—both tangible and intangible rewards, including recognition for achievements in the workplace, learning opportunities, flexible or alternative work schedules, a positive and appreciative work environment, and the opportunity to have a positive impact on the lives of others.

C-TRAN's Compensation Plan will include the following:

- A Total Compensation System that is generally competitive within our defined external market, consisting of similar public and private entities; and takes into consideration internal equity.
- A process for reviewing and adjusting our system as internal and external conditions change, providing the flexibility needed to respond to changing conditions.
- Employee benefits in areas such as health insurance, retirement, and paid leave that offer flexible options for meeting our employees' needs within our fiscal constraints.
- Recognition, career progression opportunities, and incentives for employee creativity, innovation, and excellence that benefit the public through improved efficiencies, productivity, and outstanding customer service.
- Support, such as training opportunities and formal education, to our employees in their efforts to develop new skills, achieve organizational goals, and enhance their professional development.
- A process for setting and awarding compensation that is fair, consistent, free of discrimination, and communicated clearly to employees.

Within our available resources, C-TRAN will use the compensation philosophy and plan to make recommendations to the Board of Directors regarding the funding of the individual components of the Compensation Plan during the budget process. This approach allows the organization to evaluate each component in relationship to the defined market and its individual needs so that the Total Compensation package is competitive for its employees.

APPENDIX | 2

APPENDIX | 2

C-TRAN GRADE COMPARISON									
Job Title	Proposed Title	Current Pay Structure				Proposed Pay Structure			
		Grade	Min	Mid	Max	Grade	Min	Mid	Max
Director of Administrative Services		MN1	\$75,816	\$89,208	\$102,600	624	\$90,594	\$109,619	\$128,644
Director of Development & Public Affairs		MN1	\$75,816	\$89,208	\$102,600	624	\$90,594	\$109,619	\$128,644
Director of Maintenance		MN1	\$75,816	\$89,208	\$102,600	624	\$90,594	\$109,619	\$128,644
Director of Operations		MN1	\$75,816	\$89,208	\$102,600	624	\$90,594	\$109,619	\$128,644
Operations Chief		MN2	\$69,084	\$81,294	\$93,504	622	\$76,252	\$92,264	\$108,277
Senior Development & Public Affairs Manager		MN2	\$69,084	\$81,294	\$93,504	622	\$76,252	\$92,264	\$108,277
Senior Human Resources Manager		MN2	\$69,084	\$81,294	\$93,504	622	\$76,252	\$92,264	\$108,277
Senior Technology Manager		MN2	\$69,084	\$81,294	\$93,504	622	\$76,252	\$92,264	\$108,277
Accounting Manager		MN3	\$62,376	\$73,398	\$84,420	621	\$70,603	\$85,430	\$100,257
Base Operations Manager		MN3	\$62,376	\$73,398	\$84,420	621	\$70,603	\$85,430	\$100,257
BRT Manager		MN2	\$69,084	\$81,294	\$93,504	621	\$70,603	\$85,430	\$100,257
Field Operations Manager		MN3	\$62,376	\$73,398	\$84,420	621	\$70,603	\$85,430	\$100,257
Financial Manager		MN3	\$62,376	\$73,398	\$84,420	621	\$70,603	\$85,430	\$100,257
Fleet & Facilities Maintenance Manager		MN3	\$62,376	\$73,398	\$84,420	621	\$70,603	\$85,430	\$100,257
Passenger Service Manager		MN3	\$62,376	\$73,398	\$84,420	621	\$70,603	\$85,430	\$100,257
Maintenance Training Supervisor		MN4	\$57,708	\$67,848	\$77,988	620	\$65,984	\$79,841	\$93,698
Operations Planning Supervisor		MN5	\$53,928	\$63,408	\$72,888	620	\$65,984	\$79,841	\$93,698
Senior HR Generalist						620	\$65,984	\$79,841	\$93,698
Executive Asst/Clerk of the Board		MN5	\$53,928	\$63,408	\$72,888	619	\$62,249	\$75,322	\$88,394
Fleet Maintenance Supervisor		MN4	\$57,708	\$67,848	\$77,988	619	\$62,249	\$75,322	\$88,394
ITS/VAST Coordinator		MN6	\$53,934	\$63,419	\$72,904	619	\$62,249	\$75,322	\$88,394
Senior Planner		MN5	\$53,928	\$63,408	\$72,888	619	\$62,249	\$75,322	\$88,394
Technology Manager	Sr. Infrastructure Systems Administrator	MN3	\$62,376	\$73,398	\$84,420	619	\$62,249	\$75,322	\$88,394
Business Systems Specialist		MN6	\$53,934	\$63,419	\$72,904	618	\$58,726	\$71,058	\$83,391
Capital Projects/Vanpool Coordinator		MN5	\$53,928	\$63,408	\$72,888	618	\$58,726	\$71,058	\$83,391
Facility Supervisor	Facilities Maintenance Supervisor	MN4	\$57,708	\$67,848	\$77,988	618	\$58,726	\$71,058	\$83,391
Inventory Supervisor		MN4	\$57,708	\$67,848	\$77,988	618	\$58,726	\$71,058	\$83,391
Info. Systems Hardware/Software Specialist	Infrastructure Systems Administrator	MN6	\$53,934	\$63,419	\$72,904	617	\$55,929	\$67,675	\$79,420
Procurement Coordinator		MN5	\$53,928	\$63,408	\$72,888	617	\$55,929	\$67,675	\$79,420
Risk Specialist		MN7	\$48,880	\$57,502	\$66,123	617	\$55,929	\$67,675	\$79,420
Community Involvement Coordinator		MN5	\$53,928	\$63,408	\$72,888	616	\$53,778	\$65,072	\$76,365
Graphics Coordinator/Web Design		MN5	\$53,928	\$63,408	\$72,888	616	\$53,778	\$65,072	\$76,365
Marketing/Community Outreach Administrator		MN5	\$53,928	\$63,408	\$72,888	616	\$53,778	\$65,072	\$76,365
Operations Planning and Scheduling Coordinator						616	\$53,778	\$65,072	\$76,365
Accounting Specialist		MN7	\$48,880	\$57,502	\$66,123	613	\$47,809	\$57,849	\$67,888
Human Resources Analyst		MN7	\$48,880	\$57,502	\$66,123	613	\$47,809	\$57,849	\$67,888
Human Resources Specialist	HR Generalist	MN7	\$48,880	\$57,502	\$66,123	613	\$47,809	\$57,849	\$67,888
Junior Financial Analyst	Financial Analyst	MN7	\$48,880	\$57,502	\$66,123	613	\$47,809	\$57,849	\$67,888
Confidential Technician	Deputy Clerk of the Board/Confidential Tech	MN8	\$40,186	\$47,310	\$54,434	610	\$42,502	\$51,427	\$60,352
Finance Technician		MN8	\$40,186	\$47,310	\$54,434	610	\$42,502	\$51,427	\$60,352



**C-TRAN
NON-REPRESENTED EMPLOYEE
COMPENSATION
PLAN**

May 11, 2010

PREFACE

The original C-TRAN Management Compensation Plan was developed based on portions of the “Boise Cascade Salary Administration Desk Reference” and was approved by the C-TRAN Board of Directors on March 6, 1984. In 1988, the Compensation Plan was re-titled “C-TRAN Salaried Compensation Plan” to include salaried non-management positions. On April 9, 2002, as a result of implementing a new performance planning and evaluation instrument, significant changes to the original plan were adopted by the C-TRAN Board. Most recently, late in 2009, an improved performance plan and a new review process have again been developed, necessitating a revision to the Plan and changing the name of the “C-TRAN Salaried Compensation Plan” to the “Non-Represented Employee Compensation Plan” covering both salaried and hourly employees.

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Additional information about C-TRAN's Non-Represented Employee Compensation Plan may be obtained by contacting:

*Human Resources
C-TRAN
PO Box 2529
Vancouver, WA 98668-2529*

1 INTRODUCTION TO C-TRAN'S NON-REPRESENTED EMPLOYEE COMPENSATION PLAN

The C-TRAN Non-Represented Employee Compensation Plan resulted from the Board of Directors desire to develop and implement a performance based compensation program rather than a structured step plan based solely on longevity. Two factors prompted the Board to make this decision:

1. There was little room for growth for employees who were viewing a long-term employment commitment at C-TRAN, and
2. There was progression inequity in the C-TRAN Management Compensation program in existence at the time.

In 1984, The Board of Directors approved the concept of a performance based compensation program, and a committee was formed to establish criteria to guide implementation of the plan. Research was conducted, and a decision was reached to include the following criteria determined to be basic to an effective compensation plan.

- The Plan must be equitable;
- The Plan must be competitive within the targeted job market for each position;
- The Plan must be responsive to performance, both weak and strong;
- The Plan must be responsive to the financial condition of the agency;
- The Plan must be responsive to the financial condition of the Portland/Vancouver area; and
- The Plan must be responsive to the value the agency places on each job and each function within that job while being flexible enough to respond to changing priorities.

The C-TRAN Non-Represented Employee Compensation Plan (Compensation Plan) is an agreement between the employee and the employer but is in no way intended as a contract of employment. It outlines what the expectations are on both sides. It gives the agency a position for competitive analysis and an internal way of relating performance to the position's pay. The employee performance reviews provide the opportunity to communicate expectations and judge progress.

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The Compensation Plan currently relies on the development of a specific Performance Plan based on extensive discussions between the employee and supervisor. These discussions are designed to eliminate any confusion over what is expected from all participants. The Performance Plan is updated six months into the performance period and it can serve as a basis to develop an accurate description of the position. It may be necessary from time to time to add or delete some tasks. If tasks are changed, the reasons for the change are noted in the Performance Plan. The Performance Plan should be used as a living document and considers personal career objectives as well as job objectives. The employee and supervisor will be required to plan the projects and duties to be accomplished over the next calendar year, listing the responsibilities and weight assigned to each project.

From this point, the employee is evaluated on his/her performance as it is specifically related to expectations for the position, as well as goal attainment and core competencies. The total points scored at the end of the period provide the basis for salary progression, utilizing a grid composed of predetermined percentage increases. The percentage increases are determined by position in grade, performance level, and the overall range movement determined by regional and job specific economic factors. The key components to implementing a system of this nature are accurate up-to-date job descriptions, a performance evaluation procedure that minimizes subjectivity, and a sound process for establishing salary ranges.

The annual Range Adjustment Factor (RAF) for the year is incorporated into the recommended salary schedule for that time frame. The RAF is calculated by using the following factors:

Average Public Sector Transit Adjustments	25%
Average Public Sector Non-Transit Adjustments	25%
Local Private Sector Adjustments	25%
CPI, All Urban Wage Earners, Portland, OR (December to December)	25%

The employee's progress within the range assigned shall be determined by his/her performance. The RAF will be calculated annually and will be included in the budget process. Every four years an external benchmark review will be conducted to ensure the various positions are placed appropriately and that the Compensation Plan continues to meet agency goals.

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During the four-year Compensation Plan and external benchmark review, approval from the Board of Directors is sought to enter into a contract with a consultant for the purpose of recommending Plan updates and proposing new salary ranges. Benchmark positions at C-TRAN are surveyed, and the resulting ranges should reflect compensation information obtained from employers within three major categories: public sector transit, public sector non-transit, and private sector local. Once the recommendations have been formed by the consultant, they will be presented to the Board of Directors for approval.

If an evaluation of ranges shows a particular position is not being compensated at the appropriate level, to be consistent with the Compensation Plan, corrective action should be taken. This may entail increasing or reducing the salary level and/or range. Positions that are altered as a result of updating the system must be reviewed by July 1 each year in order that any financial changes might be accommodated in the subsequent year budget.

Once the position review and the labor market review are completed and incorporated into a new budget, the performance review of the incumbent in each position should take place. This process should be completed by February 28 for the prior calendar year in time for a salary adjustment on April 1.

2 ESTABLISHING THE SALARY SCHEDULE

2.1 Position Evaluation and Pricing

The method C-TRAN uses to assign pay ranges to a position is called "Ranking to Market." Positions commonly found at other comparable agencies and at C-TRAN are called "benchmark" positions. These positions provide a guide to use for comparison. The majority of C-TRAN's non-represented employees work in benchmark positions. C-TRAN establishes the value of a benchmark position based on what other agencies pay and the relative worth of the position to C-TRAN. After the value of the position is established, it is assigned a pay range whose midpoint is closest to the pay ranges used elsewhere. For a non-benchmark position, value is based on comparisons with C-TRAN's benchmark positions already established.

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2.1.1 Position Evaluation within C-TRAN

The purpose of the position evaluation within C-TRAN is to determine each position's value as it relates to other positions within the agency. Once it has been established which positions are more valuable, they can be assigned greater salary opportunities than positions of lesser value.

2.1.2 Ranking to Market

Ranking to Market uses what other comparable agencies already pay for a position to define the position's value. Its philosophical basis is if other comparative agencies pay a certain amount for a position, the position is worth approximately that amount on the job market. Obviously, agencies pay more for some positions and less for others. By gathering information on what many other comparable agencies pay, we obtain a good picture of how C-TRAN's pay compares to the market for a variety of different positions. That is an indicator to the agency which positions have more "value" in the marketplace.

2.1.3 Identifying Benchmark Positions

The Job Descriptions for each non-represented employee position act as a guide to assist in identifying benchmark positions. The Job Descriptions define the significant elements of each position, its level of difficulty/complexity, and scope of responsibility. C-TRAN compares the Job Descriptions to other agencies' descriptions of the same or similar positions.

When C-TRAN finds positions at other comparable agencies that are the same or similar, information is gathered on the pay ranges. Pay ranges vary from agency to agency so they are reviewed to arrive at an average amount to affect a price tag for the position.

2.1.4 Pay Ranges for Benchmark Positions

C-TRAN establishes pay ranges for all benchmark positions. This allows the pay for a position to vary from the minimum to the maximum and provides the employee room for growth based on job performance.

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2.1.5 Non-Benchmark Positions

Some positions, however, are not benchmark positions. Similar positions do not exist elsewhere, so C-TRAN cannot make direct external pay comparisons. To establish pay for non-benchmark positions, C-TRAN analyzes the relative worth of the position to the agency compared to benchmark positions already assigned to pay ranges. C-TRAN reviews characteristics such as level of responsibility, level of difficulty, required qualifications, activities performed, etc., in comparison to benchmark positions within the agency.

2.1.6 Range Assignments

C-TRAN positions are assigned to pay ranges according to their value and importance. The most important or most valuable positions are assigned the highest pay ranges.

Before a position is assigned a pay range, its relationship to other positions is examined internally. A position may be more or less valuable to C-TRAN than the outside pay surveys have indicated. Or, outside information alone could result in a position having the same pay range as a position that reports to it. Based on such considerations, C-TRAN may be required to adjust certain pay range assignments.

2.2 Pay Range Structure

Pay ranges define the amount of pay possible for a position between a minimum and a maximum amount. These ranges generally have the same overlapping structure.

When C-TRAN applies a price tag to a position, it is tied to a pay range. A pay range is a spread of dollars from one amount to another. The middle of the range is called the “midpoint” and it represents the amount, based on an average, at which the position is valued.

C-TRAN positions are assigned to pay ranges with a spread designed to provide an employee the opportunity to grow. Where the individual actually stands in the pay range for his or her position depends his/her knowledge, skills and abilities coming into the position as well as job performance over time.

2.2.1 Structure of a Range

Each C-TRAN pay range has a minimum, a midpoint, and a maximum. The spread in dollars from the minimum to the maximum is roughly 35 percent (Minimum + 35 percent of Minimum = Maximum).

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2.2.2 Relationship of Ranges

Each pay range is separate. Some ranges may overlap each other from the midpoint of one pay range to the midpoint of the next.

2.2.3 Updating Amounts

Benchmark positions are used to monitor external pay trends and movements so C-TRAN can adjust ranges as necessary.

2.2.4 Pay Value of a Position

C-TRAN assigns a position to a pay range based on the range midpoint, which represents the “competitive” pay expected for the position. Assignment to a range is based primarily on survey data from other comparable agencies. Internal position alignment and other factors in matching the position to the pay range are also considered.

2.2.4.1 Meaning of Midpoint

The midpoint of C-TRAN’s pay ranges represents what a position is worth - its value. It is also used to establish the range of pay to be competitive with what other agencies pay for the position (Midpoint = Minimum + Maximum ÷ 2).

2.2.4.2 Responsibility to Assign Pay

With Board approval, the Executive Director/CEO is responsible to assign pay.

2.3 Adjusting Pay Ranges

C-TRAN will conduct a benchmark review on all pay ranges every four years.

2.3.1 Influences

Pay ranges move continually and are influenced by the supply and demand for a particular skill, labor market trends, availability and cost of money, unemployment rate, government controls, union settlements, and other economic conditions.

2.3.2 Pay Range Study

At the time of the benchmark review, a position's midpoint is compared to the average pay elsewhere for the same job. Also reviewed are published economic indices, consumer price index (CPI), job market salary trends, union settlements, outside consultant data, other compensation such as benefits and applicable government mandates such as wage controls.

2.3.3 Range Adjustment Recommendations

Based on C-TRAN's analysis of the information, a recommendation is made to the Board of Directors concerning the percentage by which ranges should be raised to be at a competitive level by mid-year. The adjusted ranges reflect the increasing value of comparable positions in the market place. Range adjustments are not a direct reflection of the cost of living; however, they reflect a combination of economic influences.

2.3.4 Adjustment Approvals

Any range adjustments are submitted for approval to the Board of Directors.

3 PAY ACTIONS

Directors and managers are responsible for managing the pay progress of their employees. Pay actions for an employee normally result from events such as performance appraisal and promotion.

3.1 Events Triggering Action

Because an employee may be paid any amount in the pay range for his/her position, it is up to the Department Directors and managers to manage their employees' pay progress. Events that normally trigger pay actions include new hire, promotion, performance appraisal, position re-evaluation and

reclassification, transfer, or demotion.

There are basically four pay actions which may be taken: set starting (hire) pay, increase pay, freeze pay, or lower pay.

3.2 New Hire Pay

New hires are generally paid the minimum of the pay range. A higher starting rate may be authorized if an employee has above average qualifications or the labor market is tight.

The minimum of the pay range represents the level of pay for an employee with minimum to average qualifications to perform in the position satisfactorily. Positions should be filled with employees whose qualifications at least meet the minimum.

3.2.1 Below Midpoint

A new hire receives pay at least equal to the minimum of the position's pay range. The exact amount depends on considerations such as the employee's qualifications, experience, pay rates of existing incumbents, and the labor market. A new employee may be paid above the minimum of the range if that employee has above average qualifications or a tight labor market requires higher pay to attract talent.

3.2.2 Approval

As long as a new hire is placed at a pay amount within the guideline above, the range set for the position and within budget, approvals will not be required. Exceptions must receive approval from the Executive Director/CEO.

3.3 Merit Increase for New Hires or Promotion

Employees hired or promoted between April 1 and December 31 of the plan year (April 1 through March 31) will receive the range adjustment factor increase only, if any, during their first year of employment. Upon completion of their first year of employment, the employee will receive any merit increase due, based on their rate at date of hire and as a result of their first annual performance evaluation. The employee and supervisor will jointly prepare a Performance Review Plan within the first 30 days to cover the period to the employee's first annual review. The next Performance Review Plan will cover the period between their first annual review and December 31 to bring him/her in line with the non-represented employees plan year through December 31.

Example

Pay Range \$4,206/month to \$5,685/month

Hired or promoted 5/1/2008 at \$4,206/month

Range Adjustment Factor 3% increase on 4/1/09

New Pay Range \$4,332/month to \$5,856/month

Effective 4/1/09, the employee would receive RAF to \$4,332/month and would remain at the same position in the range.

Effective 5/1/09, the employee would receive his/her first annual performance review and any merit increase due based on his/her pay at date of hire and performance rating. If the employee received a 2 percent merit increase effective 5/1/09, the 2 percent increase would be added to the 3 percent RAF to make a 5 percent increase. This increase would be applied to the employee's pre-RAF pay rate, and the entire merit increase with RAF would be effective 5/1/09.

$3\% \text{ RAF} + 2\% \text{ Merit} = 5\% \text{ increase} \times \$4,206 \text{ (pre-RAF pay rate)} = \$4,416$

The employee's next Performance Review Plan would be required for the period May 1, 2009 through December 31, 2009, and the employee would be in line with the established compensation schedule.

Employees hired or promoted between January 1 and March 31 would receive a range adjustment factor increase, if any, on April 1 of the same year. They would not receive a merit increase until April 1 of the following year. The

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employee and supervisor will jointly prepare a Performance Review Plan within the first 30 days of employment to cover the period to the employee's first annual review.

Example

Pay Range \$4,206/month to \$5,685/month
Hired or promoted 2/1/2009 at \$4,206/month
Range Adjustment Factor 3% increase on 4/1/09

New Pay Range \$4,332/month to \$5,856/month

Effective 4/1/09, the employee would receive RAF to \$4,332/month and would remain at the same position in the range through 3/31/10.

Effective 4/1/10, the employee would receive his/her first annual performance review and any merit increase due based on his/her 4/1/09 salary and the 4/1/10 RAF.

Since the employee's first Performance Review Plan year ended January 31, 2010, the employee's next Performance Review Plan would be required for period February 1, 2010 through December 31, 2010.

3.4 Annual Merit Increases

How an employee performs against goals and core competencies established in the Performance Review Plan determines the amount of pay increase he/she receives at the end of the plan year (or, if applicable, the end of his/her first year in the position). In general, merit increases are given which will move the employee over time into a position in the pay range that corresponds with his/her sustained level of performance.

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3.4.1 Performance Planning and Review

C-TRAN's performance planning and review process requires supervisors to help employees prepare annual goals against which their performance will be judged. Pay increases are based on the following three factors:

1. The employee's sustained level of performance against the job's key responsibilities, core competencies and the specific goals established in the Performance Plan for that year;
2. The employee's position within the job's pay range; and
3. Labor market movement translated into a Range Adjustment Factor.

3.4.2 Purposes of Merit Increases

A merit increase is granted at the end of the performance appraisal process to reward performance results. C-TRAN moves the employee into a position in the pay range based on the Management/Non-Represented Adjustment Grid that corresponds with the employee's performance.

3.4.3 Increase Frequency

The C-TRAN Non-Represented Employee Compensation Plan year runs from January 1 through December 31. Those employees who have completed 12 consecutive months or more in their position on December 31, receive a performance review based on his/her Performance Plan for that period. The results of this review will affect the amount of merit increase given on April 1. The new Performance Plan is prepared by the employee and supervisor by December 31 to cover the next Compensation Plan year. New or promoted employees receive merit increases as indicated in Section 3.3- Merit Increase for New Hires or Promotion.

3.4.4 Increase Amount

The amount of increase an employee receives depends on performance. The amount of increase may also be influenced by the employee's position in the pay range and the amount of pay range movement due to the Range Adjustment Factor that year.

Employees who are paid at the proper position in their pay range relative to his/her sustained level of performance should expect to receive annual increases that at least approximate the annual pay range movement. This assumes the employee is continuing to perform

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at consistent levels. An increase of this magnitude will enable an employee to maintain his/her proper range placement. A very poor performer should not receive a merit increase until performance improves. In fact, the supervisor should work within the Performance Review Plan to counsel the employee and encourage performance improvements. In general, the Management/Non-Represented Adjustment Grid percentage assigned to the performance rating attained will determine the employee's position in the pay range.

3.4.5 Effect of Time

The goal of the compensation plan is to have the employee's position in the pay range match the quality of sustained performance. An employee's pay progress is likely to be faster until he/she reaches the middle of the range. After approaching the top third, progress is likely to be slower. Employees normally should not be paid more than the maximum of their job's pay range as that is the maximum value of the job to the agency. Pay progresses more slowly as the maximum is approached.

3.4.6 Increase Over Range Maximum

There may be an outstanding employee, however, who is high in pay range yet still deserves to be rewarded for performance. In that case, conservative increases may be awarded (without escalating the frequency), even if the maximum of the pay range is exceeded. Approval of the Board of Directors is required to grant an increase that puts an employee's pay above the range maximum. At the same time, a longer-term solution should be considered, like a reclassification or a promotion.

3.4.7 Approvals

For all merit increases indicated by the Management/Non-Represented Adjustment Grid, approval of the employee's performance rating is required from the Division Manager, Department Director, and Executive Director/CEO. For merit increases that exceed the maximum of the range, additional approval must be obtained from the Board of Directors.

3.5 Promotional Increases

A promotion is defined as an advancement to a higher-level job with increased authority, responsibility and increased pay within the organization. At the time of promotion, the employee may receive a promotional increase. Moving from part-time to full-time in the same position is not a promotion.

3.5.1 Amount of Promotional Increase

Promotions within non-represented positions will require a minimum of a 5 percent pay increase or the bottom of the pay range, whichever is greater, provided that no employee will be paid above the top of the pay range for the non-represented position. Circumstances may occur which warrant placing the newly promoted employee at a higher position in the range. Such circumstances may include, but are not limited to: the employee's experience, formal education, training, proven performance, unique demands of the position, previous compensation history, difficulty in recruiting for the position based on labor market fluctuations, the needs of the agency for particular knowledge, skills and abilities, internal equity or other identified reasons. The Department Director may authorize the hiring of employees up to mid-range of the appropriate pay range. Placement above the mid-point is subject to the approval of the Executive Director/CEO.

3.6 Supervisory Pay Compression

Pay compression is the situation that occurs when there is only a small difference in pay between employees regardless of their position, skills or experience. While there may be cases of acceptable temporary pay compression (i.e., involving newly promoted supervisors managing employees with significant longevity or with highly valued professional or technical expertise), it is consistent with good management practices for compensation of supervisory employees to be higher than that of their direct subordinates. It is C-TRAN's goal to maintain a minimum five percent (5%) differential between supervisors and the top regular rate of those they supervise if the compression is due to differences not related to the supervisor's performance.

3.7 Lateral Transfers

A lateral transfer, the movement of an employee to another position in the same pay range, does not normally result in a pay increase.

A lateral transfer is defined as the reassignment of an employee to another position with the same pay range as the present position. Because the range remains the same, there is normally no reason to award an increase.

Lateral transfers between departments require approval from the sending and receiving supervisors, Department Directors, and Executive Director/CEO.

3.8 Demotions

A demotion is defined as the movement of the employee to a less responsible job in a lower pay range. It may be initiated by the agency if an employee is not performing satisfactorily, when a department or job is reorganized, or by an employee who wants a less demanding position.

The employee's pay may be adjusted to bring it down to the new range. However, normally the employee's pay is "frozen" until upward adjustments to the pay ranges bring the employee's pay into the proper range. Then, the employee will again be eligible for merit and range adjustment increases according to normal guidelines.

The Department Director and Executive Director/CEO must approve all demotions.

3.9 Position Restructuring

When a position is restructured, it will also be re-evaluated for proper classification. As a result, the position could be assigned to a higher or lower pay range than before. That action would affect the pay of any incumbents.

- Higher Range - If the position is assigned to a higher pay range, the employee may be eligible for a promotional increase.

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- Lower Range - If the position is assigned to a lower pay range but the employee's current pay is within that range, the employee will continue to be appraised and considered for merit increases in the normal time frame. But if the employee's pay is higher than the maximum of the new range, no increases will be given until annual pay range adjustments bring the range high enough to include the employee's pay.

Approval to restructure a position must be obtained from the Department Director, Executive Director/CEO, and, if not within the budget, the Board of Directors.

Employees who have been in a position one year or longer at the end of the plan year (December 31) will receive the range adjustment effective April 1 plus any increase due based on performance appraisal results.

Those employees who have not completed 12 consecutive months' service in his/her current position by the end of the plan year (December 31) will receive the range adjustment increase only, if any, on April 1. Any merit increase may be considered at his/her first annual review, depending on the date of hire or promotion. Refer to Section 3.3, Merit Increases for New Hires or Promotions.

4 THE PERFORMANCE REVIEW PLAN

4.1 Introduction to the Plan

The Performance Review Plan (Exhibit A) provides a process to direct employee performance toward the achievement of targeted job responsibilities, core competencies and goals. A Performance Review Plan is required for incumbents in every non-represented position, both exempt and non-exempt. The evaluation form consists of two sections:

SECTION 1: JOB RESPONSIBILITIES/PROJECTS

This section requires grouping key items in the employee's job description as well as duties or special projects not reflected in the job description. Each responsibility as grouped should take 5 percent or more of the employee's time and effort. No more than ten responsibilities are listed for the plan to be manageable. When possible, specific measures are used to describe outcomes expected.

SECTION 2: CORE COMPETENCIES

This section allows managers to communicate behavioral standards determined to be fundamental to the performance of the employee's position.

4.2 The Performance Review Process

The Performance Review consists of a cycle with four components.

- **PLANNING PERFORMANCE:** The supervisor and the employee review the key responsibilities, standards of the job, and goals for the period, and mutually document individual performance expectations. By December 31 the Performance Review Plan for the upcoming year must be completed and submitted to Human Resources. If priorities change within the review period, the Performance Review Plan may be modified accordingly.
- **COACHING PERFORMANCE:** The supervisor and employee mutually track performance for the purpose of gaining feedback. Six months into the Plan year (January 1-December 31), the supervisor formally coaches and communicates progress in meeting performance standards.
- **EVALUATING PERFORMANCE:** At the end of the performance cycle, the supervisor and employee mutually assess actual performance against the expectations set during the planning and coaching process.
- **DEVELOPING PERFORMANCE:** The supervisor and employee mutually identify development/career opportunities and plans for training. These plans are then incorporated, as appropriate, into the next year's performance expectations.

Performance management is an ongoing, cooperative process designed to promote continuous communication between managers and employees. The manager and employee both must play a role in order for the process to work.

4.2.1 Role of Management

- To take the lead in the Performance Review Plan process.
- To communicate overall organizational goals.
- To obtain the employee's input in the planning process.
- To ensure that goals are realistic, attainable, measurable and challenging.
- To provide continuous feedback.
- To work with the employee to set individual goals and establish development plans.
- To take the lead in bringing about continual improvements to processes, cost-effectiveness, performance and efficiency.

4.2.2 Role of the Employee

- To provide input into the Performance Review Plan process.
- To take an active role in his/her development.

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- To facilitate communications with the supervisor.
- To take an active role in bringing about continual improvements to processes.
- To understand the link between individual responsibilities and C-TRAN's goals.

4.3 Completing the Performance Review

The Performance Review form is used to plan goals for the upcoming year, provide feedback, record progress at 6-months, and evaluate performance at year-end. Informal coaching sessions may be recorded by the supervisor in the web-based Performance Review form throughout the review period. The annual evaluation that will be submitted to Human Resources is for the employee's permanent record and must be signed.

Employee Information

The Employee Information section is completed using data in the Human Resources database.

Section 1. Job Responsibilities/Projects

This section is used to rate employees on their performance of a maximum of ten regular job responsibilities and special projects. During the "Plan" phase of the Performance Review Plan, each major job responsibility and project requiring at least 5 percent of the employee's time or effort should be listed for the review period under "Responsibilities/Projects". The "Plan" area can be used to more specifically describe what will be done under each responsibility or indicate a change in the responsibility. Every grouping of job responsibilities/projects should be weighted in accordance with its importance to the individual's success in the job, but again, no responsibility should be weighted less than five. More weight may be placed on one job responsibility/project over another but the total of all weights must equal 100. Employees are rated using the three-point scale below:

- 1- Development Area: Employee has not met established performance standards.
- 2- Fully Competent: Employee has met established performance standards. Level of contribution to the organization is consistent with expectation.
- 3- Superior: Employee exceeded the established performance standards for the job. Level of contribution provided exceptional value to the organization.

Where an employee is rated with a 1 or a 3, a narrative explanation of the rating is required. Section 1 represents 60 percent of the overall performance rating.

Section 2. Core Competencies

This section is used to communicate and evaluate the behaviors and qualities required to successfully perform the position. Employees should have a clear understanding of their supervisor's expectations regarding how the Core Competencies relate to the day to day performance of their jobs.

The Core Competencies in Section 2 are scored with the same 1, 2, 3 ratings used in Section 1. Regardless of the number of Core Competencies that are required for the position the total value equals 100 points. Section 2 represents 40 percent of the overall performance rating.

Section 3. Career Plan

The supervisor and employee will use the Career Plan to detail the employee's professional goals, training needs and supervisor assistance required.

- Indicate skills to be developed to allow for increased contributions in a current job or to prepare for a higher level of responsibility.
- Identify specific activities to be performed to develop new skills.
- Identify training opportunities related to targeted career advancement.

Attachment No. 2

Weights and Points

Section 1 and Section 2 can each equal a maximum of 300 points if the employee scores "Superior" in all areas. Section 1 is worth 60 percent of the final score and Section 2 is worth 40 percent of the final score. The outcome of adding Section 1 points to Section 2 points determines the employee's merit increase percentage on the Management/Non-Represented Adjustment Grid.

Overall Performance Rating

An employee with an overall performance rating below 175 must be placed on an aggressive 90-day corrective Performance Improvement Plan specifying what the employee must do to improve to an acceptable level. The supervisor and employee will have an active role in the Performance Improvement Plan process; meeting at least weekly to discuss progress.

Employee Annual Accomplishments and Career Goals

A field for the employee to indicate annual accomplishments is provided on the electronic form for each Job Responsibility/Project planned in Section 1. In addition, the employee may indicate their goals in Section 3 Career Plan. This information is to be completed by the employee by December 31 so the supervisor can consider it in preparing the employee's Performance Review.

Probationary Evaluations

All new or promoted employees must receive a probationary evaluation at six months. The "Plan" portion of the Performance Review Plan should be completed with the employee within 30 days of his/her start in the new position. At six months, the supervisor must submit to Human Resources a memo stating the employee is adequately performing and has satisfactorily completed his/her probationary period or that the employee is not performing as needed and will either have the probationary period extended or not be retained. The supervisor must provide additional documentation for the permanent record if the decision is made to extend the probationary period or not to retain the employee in the position. For the employee's first year, the Performance Review will be submitted to Human Resources on the employee's position anniversary date.

Attachment No. 2

Annual Performance Reviews

The Annual Performance Review is completed and submitted to Human Resources by February 28th of each year. It is conducted as indicated previously in this section. The evaluation is scored and the employee's annual increase is based on the score and the employee's current position in the pay range. The amount of increase is shown on the Management/Non-Represented Adjustment Grid (Exhibit B) where the employee's performance score and Position in Grade intersect.

Approvals

Performance reviews are reviewed first with the Department Director, prior to meeting with the employee. The employee will be given an opportunity to add comments during the Performance Review meeting. The completed form will be printed out, routed for signatures as indicated, and submitted to Human Resources.

2013 Work Program Objectives

(Updated May 14, 2013)

Status Report

TASK/OBJECTIVE	LEAD	DELIVERY SCHEDULE	INDICATOR	1st Quarter Update January - March	2nd Quarter Update April - June	3rd Quarter Update July - September	4th Quarter Update October - December
LONG TERM COST CONTAINMENT STRATEGY							
C-VAN Demand Reduction Strategies	Walt Gordon	2013 - Q1 2013 - Q3 2013 - Q4	<ul style="list-style-type: none"> Reconvene ADA Cost Containment Task Force Develop Cost Containment Strategies Develop Recommendations 	Initiated Contact with Task Force			
FARE ISSUES <ul style="list-style-type: none"> Fare Increase Regional Fares (eFare with TriMet) 	Diane O'Regan	2013 - Q1 & Q2 2013 - Q3 2013 - Q3	<ul style="list-style-type: none"> Fare Policy Proposal to the Board Open Houses, Public Hearing, and Board Approval Implement Fare Change Develop draft agreements for Board approval early 2014 	Board approved Fare Proposal to be provided to the public for review and comment. Staff participated in three preliminary partnership discussions with TriMet.			
Open Labor Agreements	Julie DeBoever	On-going	<ul style="list-style-type: none"> Clerical Contract - sent to mediation April 2013 Maintenance Contract - in negotiations Operator Contract - in negotiations Supervisor/Analyst Contract - settled Q1 2013 Paratransit Dispatcher Contract - opens May 31, 2013 	Met once with Supervisors/Analysts and four times each with Operators and Machinist. Supervisor/Analyst Contract reached tentative agreement 1/22/13. Ratified by members 2/9/13. Ratified by Board 3/19/13			
EFFICIENCY, RELIABILITY, AND COMPLIANCE							
APC/FTA Ridership Project	Diane O'Regan	2013- Q1 2013- Q2	<ul style="list-style-type: none"> Documentation of Methodology and Process FTA Submission 	Finalized proposed calculation methodology. Discussed analysis with various stakeholders. Began development of documentation			
Community Van	Walt Gordon	2013- Q3 2013- Q3 2013- Q4 2013- Q4	<ul style="list-style-type: none"> Outreach Identify Needs Develop Program Concepts Finalize Recommendation 	No activity			
Traffic Signal Priority Project	Tom Shook	2013 - Q1 2103 - Q2 2013 - Q3 2013 - Q4	<ul style="list-style-type: none"> Equipment Installation. Bus and intersection installs complete. IGA with City of Vancouver in place. Pilot on Mill Plain operational. Evaluation complete Final Report Delivered 	Installation of on-board and intersection equipment near completion. Worked with the City of Vancouver on a draft Intergovernmental agreement.			

2013 Work Program Objectives

(Updated May 14, 2013)

Status Report

TASK/OBJECTIVE	LEAD	DELIVERY SCHEDULE	INDICATOR	1st Quarter Update January - March	2nd Quarter Update April - June	3rd Quarter Update July - September	4th Quarter Update October - December
Maintenance Facilities Master Plan (Maintenance Yard, South Lot)	Jim Quintana	2013 - Q2 2013 - Q4	<ul style="list-style-type: none"> • Award contract for BRT design. • Complete design of maintenance facilities master plan 	Conducting research on stormwater requirements; proposed BRT project still uncertain and facility improvements for BRT must be considered in final design of South Lot.			
Andresen Super Stop	Jim Quintana	2013 - Q1 2013 - Q2 2013 - Q3	<ul style="list-style-type: none"> • ROW purchase complete. • TOC Amendment executed. • Conduct procurement (Invitation to Bid) • Construction Complete 	Completed Right-of-Way acquisition; amended task order contract for Construction Management Services for project support and oversight .			
Fisher's Parking Lot Expansion	Jim Quintana	2013 - Q1 2013 - Q2 2013 - Q3 2013 - Q4	<ul style="list-style-type: none"> • Research • TOC Amendment • Prepare September staff report and evaluation criteria for Statement of Qualifications/Project Approach. • Award contract 	Preliminary planning activities included information gathering including meetings with capital projects/transit oriented development experts; reviewed documents in advance of developing C-TRAN Request for Statement of Qualifications and Project Approach later this year.			
Service Standards Revision and Update	Tom Shook	2013 - Q1	<ul style="list-style-type: none"> • Adopt 2013 Performance and Design Standards 	2013 Performance and Design Standards Adopted			
Performance Measures & Benchmarking - ABBG	Diane O'Regan	2013 - Q3 2013 - Q4	<ul style="list-style-type: none"> • Brief Board on staff proposed dashboard • Board approves dashboard 	No activity			
Electronic Fare Collection System (EFC); Farebox Replacement Project	Bob Medcraft	2013 - Q2 2013 - Q4	<ul style="list-style-type: none"> • Develop Technical Specifications • Contract Award 	Worked on Technical Specs			
Run Cuts/Service Changes/Minor schedule Adjustments	Larry Ham	2013 - Q1 2013 - Q2 2013 - Q3	<ul style="list-style-type: none"> • January - Run Cut/Service Change • May Run – Run Cut/Service Change • September – Run Cut/Service Change 	January Run Cut Completed			
Research Run Cut, Route Scheduling and Daily Operator Scheduling/Workforce Management Software for purchase in 2014	Lynn Halsey	2013 - Q2 2013 - Q4 2014 - Q1	<ul style="list-style-type: none"> • Schedule Presentations • Identify Needs • Prepare Scope of Work 	No activity			

2013 Work Program Objectives

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Status Report

TASK/OBJECTIVE	LEAD	DELIVERY SCHEDULE	INDICATOR	1st Quarter Update January - March	2nd Quarter Update April - June	3rd Quarter Update July - September	4th Quarter Update October - December
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2030 PLAN IMPLEMENTATION

Bus Rapid Transit Project	Chuck Green	2013 -Q1 2013 -Q2 2013 -Q3 2014	<ul style="list-style-type: none"> Issue RSOQ - Project Development Select consultant/seek board approval to award contract and enter project development. Begin Project Development 	RSOQ issued March 27, 2013			
CRC/FFGA Deliverables	Scott Patterson	Ongoing	<ul style="list-style-type: none"> Review and approve draft CRC term sheets for FD application to FTA ✓ TriMet 	Underway			

SAFETY & SECURITY

AOM Facility (Maintenance) Security	Paul Koleber	2013 - Q3 & Q4 2014 - Q1	<ul style="list-style-type: none"> Design, Stakeholder Involvement Award Contract; Site Development / Installation 	No progress this quarter			
Safety in the 21st Century	Jeff Hamm/Diane O'Regan	2013 - Q1 2013 - Q2 2013 - Q3 2013 - Q4	<ul style="list-style-type: none"> Consultant deliver safety assessment to Board & Internal Safety Stakeholders Substantial progress or completion of 50% of consultant's near term recommendations. Substantial progress or completion of 100% of consultant's near term recommendations. Begin Implementation Mid-Term Recommendations 	Safety Assessment was delivered to Board and Internal Safety Stakeholders on February 12, 2013. Developed contract amendment with Bickmore on near term recommendations.			
Bus Surveillance System Replacement Upgrade	Bob Medcraft	2013 - Q3 2014 - Q1	<ul style="list-style-type: none"> Develop Technical Specifications Award Contract 	No activity			
Board Policies - Facility Use and Rules of Conduct and Exclusion Policies	Lynn Halsey	2013 - Q3 2103 - Q3 2013 - Q4	<ul style="list-style-type: none"> Finalize Review of Facilities Plan Present Policy to Board for Approval Implement Policy 	No activity			
Drug & Alcohol Program Management	Julie DeBoever	2013 -Q2 2013 - Q4	<ul style="list-style-type: none"> Update Drug & Alcohol Policy and submit responses to FTA Audit findings. Conduct desk audit of Maintenance Contractors. 	FTA Audit completed February 2013, Triennial Review finding closed. List of Maintenance Contractors subject to FTA regulations reduced from 7 to 2.			
Phase III Bus Stop Safety, Streamline and Improvement project - #25, 80	Larry Ham	2012 - Q3 2013 - Q2 2013 - Q3 2013 - Q3	<ul style="list-style-type: none"> Identify Improvements Secure Permits Award Contract Project Completion 	Finalized standard drawings for permit applications			

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2013 Work Program Objectives

(Updated May 14, 2013)

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TASK/OBJECTIVE	LEAD	DELIVERY SCHEDULE	INDICATOR	1st Quarter Update January - March	2nd Quarter Update April - June	3rd Quarter Update July - September	4th Quarter Update October - December
Reinstatement of Maintenance Training & Safety	Tim Shellenberger	2013 - Q3 & Q4 2014 - Q1	<ul style="list-style-type: none"> Perform Safety and Training needs assessment / Evaluate available training and resources / Develop plan Implementation 	Tim re-assumed training responsibilities for the Maintenance Department.			
Hire Travel Trainer - Safety	Walt Gordon	2013 - Q1 2013 - Q2 2013 - Q2 2013 - Q2	<ul style="list-style-type: none"> Finalize Job Description Submit to Union for Review Finalize Job Description to include wage Recruit, hire and train 	Finalized Job Description			
Replace Operations Building Carpet	Paul Koleber	2013-Q1 2013-Q2 2013-Q3	<ul style="list-style-type: none"> Develop Specs Award Contract Site Development / Construction 	Specs developed / advertised			
Fall Protection Phase 2	Paul Koleber	2013-Q4 2014-Q1	<ul style="list-style-type: none"> Design; Stakeholder Involvement Award Contract; Site Development / Installation 	No progress this quarter			

TECHNOLOGY PLANNING & MANAGEMENT

CAD/AVL/MDT Upgrade	Bob McMahan	2013 - Q2 2013 - Q3 & Q4 2014 - Q1	<ul style="list-style-type: none"> Amend Technology Consultant Contract with IBI Plan & Design; Negotiate w/Vendor Award Contract 	No activity this quarter			
Website Redesign	Dean Horn	2013 - Q2 2013 - Q3 2013 - Q4	<ul style="list-style-type: none"> Complete Site development. Beta Site testing. Integrate Open Source Trip Planner; Complete full site testing; Launch fully functional site with new trip planner. 	Site development at 90%			
Computer Refresh Program	Bob McMahan	2013 - Q1 2013 - Q2 2013 - Q3 2013 - Q4	<ul style="list-style-type: none"> Plan & Design Purchase a minimum of 70 PC's Build and Deploy a minimum of 35 PC's Build and Deploy a minimum of 35 PC's 	Plan and Design presented to Executive Staff			

2013 Work Program Objectives

(Updated May 14, 2013)

Status Report

TASK/OBJECTIVE	LEAD	DELIVERY SCHEDULE	INDICATOR	1st Quarter Update January - March	2nd Quarter Update April - June	3rd Quarter Update July - September	4th Quarter Update October - December
Data Center Integrated w/Disaster Recovery	Bob McMahan	2013 - Q1 2013 - Q2 2013 - Q3 2013 - Q4	<ul style="list-style-type: none"> Implement recommendations to improve C-TRAN's data center reliability capabilities 	<ul style="list-style-type: none"> Order secondary Internet Service Provider. Plan data center improvements (relocate fire suppression system, install overhead wire/cable trays, relocate power outlets from floor level, reposition racks, and replace wiring/cabling) 			
CRESA Radio Replacement	Debra Wright	2013 - Q1 2013 - Q2 2013 - Q3 2013 - Q4	<ul style="list-style-type: none"> Site visit by consultant Vendor showcase Technical workshop Develop spec's 	CRESA consultant performed a site visit.			
Implement Recommendations of Network Assessment	Bob McMahan	2013 - Q1 2013 - Q2 2013 - Q3	<ul style="list-style-type: none"> Plan & Design Finalize Network Hardware Configuration Purchase and Implement Solution 	Draft plan presented to IT.			
IT Governance & Strategy	Bob McMahan	2013 - Q2 2013 - Q3 2013 - Q4	<ul style="list-style-type: none"> Plan & Design Finalize Process & Procedure Implement 	No activity this quarter			
System Upgrades	Bob McMahan	2013 - Q2	<ul style="list-style-type: none"> Trapeze Enterprise Asset Management & Fleet Management Microsoft Dynamics Great Plains 2010 	No activity this quarter			

TEND TO BASICS

Talent Management Strategy & Organizational Development	Diane O'Regan	2013 - Q2	<ul style="list-style-type: none"> Develop Scope of work and Timeline for 2013/2014 Biennium 	No activity			
Roadeo	Lynn Halsey	2013 - Q1 2013 - Q2 2013 - Q2	<ul style="list-style-type: none"> Plan Event Promote Event Set Up & Roadeo 	Planning Complete			
Operations Planning Reorganization	Lynn Halsey	2012 - Q4 2013 - Q2 2013 - Q3 2013 - Q3	<ul style="list-style-type: none"> Develop Job Descriptions Discuss with Union Finalize Job Descriptions Recruit, Hire and Train 	Job Descriptions Completed			
Ridgefield Park & Ride (if receive Regional Mobility Grant)	Tom Shook	2013 - Q2	<ul style="list-style-type: none"> Complete IGA 	IGA document review underway.			
Vehicle Wash Facility Replacement	Paul Koleber / Jim Quintana	2013 - Q2 2013 - Q3	<ul style="list-style-type: none"> Develop Specs Contract Award; Site Development/ Construction 	No progress this quarter			

2013 Work Program Objectives

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Status Report

TASK/OBJECTIVE	LEAD	DELIVERY SCHEDULE	INDICATOR	1st Quarter Update January - March	2nd Quarter Update April - June	3rd Quarter Update July - September	4th Quarter Update October - December
2014 Bus Replacement	Paul Koleber	2013-Q2 2013-Q3 2014-Q1 2015-Q1	<ul style="list-style-type: none"> Stakeholder Involvement; Research Joint Procurement, Piggy-Back or full procurement Options Develop Specs Award Contract Production / In-Service 	No progress this quarter			
Staff/Support Vehicle Replacement	Paul Koleber	2013-Q1 2013-Q2 2013-Q3 2013-Q4	<ul style="list-style-type: none"> Perform needs assessment Procure (State Contract) In-Service Out-Service/Surplus Depreciated Vehicles 	Performed needs assessment / vans ordered from State Contract			
Purchase Automotive Diagnostic Tool	Paul Koleber	2013-Q1	<ul style="list-style-type: none"> Purchase 	Tool purchased			
Office Chair Replacement Program	Paul Koleber	2013-Q3 2013-Q4	<ul style="list-style-type: none"> Inventory Existing Chairs; Evaluate Life-Cycle Develop Replacement Schedule; purchase 	No progress this quarter			
Conference Room Chair Replacement	Paul Koleber	2013-Q3 2013-Q4	<ul style="list-style-type: none"> Stakeholder Involvement; Select Replacement Model Purchase; Re-Purpose Existing Chairs to Training Room; Dispose/Surplus Chairs 	No progress this quarter			
Water Mitigation Site Landscape Maintenance	Gus Llano	2013-Q2	<ul style="list-style-type: none"> Develop Specs; Obtain Quotes; make selection 	No progress this quarter			
Wetland Mitigation Site Monitoring	Paul Koleber / Jim Quintana	Compliance Research Underway	<ul style="list-style-type: none"> Develop Specs; involve stakeholders Contract Award 	No progress this quarter			
Vanpool Vehicle Purchase	Jim Quintana	2013 - Q1 2013 - Q2 2013 - Q3	<ul style="list-style-type: none"> Develop Scope RFP Contract Award 	Scope of work completed.			
Policy Updates & Distribution	Julie DeBoever	2013-Q3	<ul style="list-style-type: none"> First batch of high priority policy updates distributed 	no activity			
Compensation Study	Julie DeBoever	2013 - Q2 2013 - Q2 2013 - Q3	<ul style="list-style-type: none"> Finalize recommendations/present to Board and conduct employee meetings. Implement adopted recommendations. Update Salary Comp Plan document. 	Survey analysis completed; recommendation options forwarded and discussed with Executive Staff. Waters Consulting Group presentation to employees and Board in February.			

2013 Work Program Objectives

(Updated May 14, 2013)

Status Report

TASK/OBJECTIVE	LEAD	DELIVERY SCHEDULE	INDICATOR	1st Quarter Update January - March	2nd Quarter Update April - June	3rd Quarter Update July - September	4th Quarter Update October - December
Update Operator Standard Operating Procedures (SOP)	Lynn Halsey	2013 - Q2 2013 - Q3 2013 - Q4 2013 - Q4	This is an on-going process: <ul style="list-style-type: none"> • Work with Safety Consultant to Identify Best Practices • Update/Develop Draft Policies • Review with Union • Distribute • Implement 	No Activity			
Special Events	Debbie Wright	2013 - Q1 & Q2 2013 - Q3 2013 - Q3 2013 - Q3 & Q4	<ul style="list-style-type: none"> • Develop Special Event Plan for the Year • Provide 4th of July Service • Provide Clark County Fair Service • Provide Amphitheater Service 	All major events identified and preliminary planning completed.			
General Legal Counsel RFP	Jeff Hamm	2013 - Q2	<ul style="list-style-type: none"> • Award Contract 	Released RFP document.			
Cut-A-Way Vehicle Replacement; 2 vehicles	Paul Koleber	2013-Q1 2013-Q1 2013-Q2	<ul style="list-style-type: none"> • In-Service Two New vans • Out-Service 2151 / 2154 • Surplus Depreciated Vans 	Received two new cut-away vans / in-serviced into Connector service / out-serviced 2151 & 2154			

EXECUTIVE DIRECTOR/CEO
2013 GOALS AND OBJECTIVES
(1st Quarter Update - January through March 2013)

Goal 1: Assist the Board in review of C-TRAN's 2030 Plan, planned High Capacity Transit projects, and Board composition. Provide research and strategic support as directed.

Helped secure services of a facilitator and supplied support for a February 23, 2013 Board Workshop on C-TRAN's strategic direction, the 2030 Plan, and high capacity transit.

Goal 2: Oversee communication and implementation of C-TRAN ST-21 "Safety Together in the 21st Century" initiative.

Helped introduce, to staff and the Board, the findings and recommendations of the Safety Consultant's assessment of C-TRAN; helped set and lead planning sessions for development of an implementation plan.

Goal 3: Advance development of cohesive set of C-TRAN performance measures that are consistent with the American Bus Benchmarking Group (ABBG), emerging requirements of MAP-21, C-TRAN's safety initiative, and new service standards.

Staff completed a proposed new set of service standards and guidelines, presented to and approved by the Board in the first quarter.

Goal 4: Maintain effective working relationships with staff and union representatives that involves frequent two-way communication and contributes to positive morale and productivity.

Met with ATU Leadership. Participated in safety consultant presentation to staff leadership. Attended Maintenance Core Group meetings in March.