## INTERCITY TRANSIT

## CITIZEN ADVISORY COMMITTEE

AGENDA
August 25, 2014
5:30 PM

## CALL TO ORDER

I. APPROVE AGENDA 1 min .II. INTRODUCTIONS1 min.
A. Debbie Sullivan, Intercity Transit Authority Representative (Michael Van Gelder) 1 min.
III. MEETING ATTENDANCE ..... 3 min.A. September 3, 2014, Regular Meeting (Quinn Johnson)B. September 17, 2014, Joint Meeting of ITA/CACC. October 1, 2014, Regular Meeting (Kahlil Sibree)
IV. APPROVAL OF MINUTES - July 21, 2014 1 min .
V. CONSUMER ISSUES CHECK-IN ..... 3 min.
(This is to identify what issues you wish to discuss later on the agenda in order to allocate time).
VI. NEW BUSINESS
A. TRANSIT DEVELOPMENT PLAN (Steve Swan) ..... 15 min .
B. CAC RECRUITMENT (Nancy Trail) ..... 10 min .
C. COMMUNITY PRESENTATIONS (Ann Freeman-Manzanares) ..... 20 min .D. STRATEGIC PLAN (Ann Freeman-Manzanares)20 min .
VII. CONSUMER ISSUES - All ..... 20 min.
VIII. REPORTSA. August 6, 2014, ITA Regular Meeting (Julie Hustoft)B. August 20, 2014, ITA Work Session (Faith Hagenhofer)C. General Manager's Report (Ann Freeman-Manzanares)D. WSDOT Wall of Fame Conference (Ann Freeman-Manzanares/Valerie Elliott)E. September meeting cancelled - joint ITA/CAC meeting (Ann Freeman-Manzanares)
IX. NEXT MEETING - September 17, 2014 - JOINT ITA/CAC MEETING.

## X. ADJOURNMENT

Attendance report is attached.

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# Minutes <br> INTERCITY TRANSIT CITIZEN ADVISORY COMMITTEE <br> July 21, 2014 

## CALL TO ORDER

Chair Van Gelder called the July 21, 2014, meeting of the Citizen Advisory Committee (CAC) to order at 5:34 p.m. at the administrative offices of Intercity Transit.

Members Present: Chair Michael Van Gelder; Vice Chair Carl See; Leah Bradley; Valerie Elliott; Joan O'Connell; Kahlil Sibree; Victor VanderDoes; Sue Pierce; Faith Hagenhofer; Charles Richardson; Dale Vincent and Julie Hustoft.

Absent: Quinn Johnson; and Mitchell Chong.
Staff Present: Erin Scheel; Carolyn Newsome; Emily Bergkamp; and Nancy Trail.
Others Present: Authority member, Ed Bricker, Intercity Transit Authority.

## APPROVAL OF AGENDA

It was M/S/A by ELLIOTT and SIBREE to approve the agenda with the addition of a report by Elliott on the July 16, 2014 ITA meeting.

## INTRODUCTIONS

Van Gelder introduced Authority member, Ed Bricker.

## MEETING ATTENDANCE

A. August 6, 2014, Regular Meeting - Julie Hustoft.
B. August 20, 2014, Work Session - Faith Hagenhofer.

## APPROVAL OF MINUTES

It was M/S/A by ELLIOTT and HUSTOF to approve the minutes of the June 16, 2014 meeting.

CONSUMER ISSUES CHECK-IN - Issues for discussion later in the meeting include:

- VanderDoes - Comment about bus break down; and DAL scheduling.
- Pierce - Training on how to ride the bus.

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- Hustoft - Wi-Fi availability on buses and at transit centers.
- Sibree - Resolution for schedule conflicts with neighboring transit agencies.


## NEW BUSINESS

A. YOUTH PROGRAM UPDATE - (Erin Scheel) Scheel identified the new logo for the Walk and Roll program. She indicated the program works with elementary students and middle school students to identify challenges to riding transit. The program provides walk to school days every month and the local police departments assist with ushering the students to school. The program is in partnership with Thurston Regional Planning Commission (TRPC). TRPC works to address issues including where schools are sited and if they are conducive to walking.

## O'Connell arrived.

Scheel stated a recent survey indicated that $90 \%$ of those responding believed walking/biking were healthy ideas. Respondents also indicated the reasons they don't include, weather, traffic and safety at crossings, etc.

In conjunction with TRPC they create school route maps with walking/biking routes; transit information and identify where safe intersections are located.

Scheel spoke about the Earn a Bike program that includes an after school class. The participants earn a bike and helmet once they complete the program. The program includes $4^{\text {th }}$ through $8^{\text {th }}$ graders. The bikes for the program are abandoned or left on buses. Intercity Transit keeps the bikes for a month and then donates them to the program. The Tumwater Police also donate bikes. A team of 15 volunteers meet weekly to fix the bikes up. In a good year the program gives away approximately 120 bikes to participants. Scheel indicated last year was the first year the program included middle school students.

Scheel indicated the youth outreach program teaches students how to use the bus. The training includes picking the kids up on a hybrid bus, showing them how transit works, and includes using an app on their phone. The kids go on a tour of the maintenance department at Intercity Transit and they also get to visit the very popular bus wash.

Scheel indicated the Youth Program has two grants, the first is the Safe Routes to School grant that brings $\$ 63,000$ over two years that is site specific (City of Olympia/Washington Middle School). The second is the Transportation Alternatives Program (TAP) which is county-wide and includes sidewalk and roundabout improvements.

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Scheel stated the youth program is working to bring bike riding into Physical Education (PE) classes at area schools. The program is in 42 other school districts. This year, four local PE teachers will teach month-long biking classes as part of their curriculum. They have a fleet of bikes that will move to a different school each month. Scheel indicated staff took the training with them and it provides real skills, rules of the road, etc. Intercity Transit was awarded a new TAP grant that will pick up where this one left off.

Scheel indicated the Youth Program worked on long range plans to help shape the first Sustainable Thurston plan.

Scheel answered questions:
Hagenhofer - Stated schools near the Chehalis Western Trail would benefit immensely based on their proximity.

Scheel - Mt. View received a Safe Routes to School grant and they held a bike rodeo on the weekend.

See - Are you working with anyone on the Eskridge/Henderson neighborhood near Pioneer Elementary?

Scheel - Every 2 years there is a Safe Routes to School grant process that opens. We build in the education piece to support that. We are doing a monthly ride called Kidical Mass from Pioneer to a park nearby, teaching safe riding habits. We will do these rides monthly and they are open to everyone.

See - Recommended sending notice to the local neighborhoods.
Kester - Indicated the principal of Pioneer is interested and has been vocal about considering altering school start time. They are aware that traffic is a mess and there is a real concern about safety. The Olympia Police Department was at the last walk to school day and they periodically do speed patrols and are aware of concerns about safety in the corridor.

Scheel - This year participating school principals received proclamations from their local jurisdictions supporting Walk to School day. Scheel indicated the Youth Program has a really great partnership with Community Youth Services. We currently have 2 students in the program and have had many in the past. If you would like to volunteer please give me a call.
B. VANPOOL UPDATE - (Carolyn Newsome) Newsome provided an update on the agency's vanpool program. Newsome described a vanpool as a group of 5 to 15

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people who commute together in a passenger van. Vanpool riders pay a low monthly fare based on the number of miles traveled and number of riders. Some employers pay part or all of their employees' vanpool fares.

Newsome stated the program has 220 active vanpools, including 1700 members. The average cost per boarding is $\$ 2.59$. The vanpool program has grown steadily, except during the economic downturn, and when we raised fares. Currently we have a lot of opportunities for growth given that I-5 congestion is the $4^{\text {th }}$ worst in the nation. We have 104 vans going through the JBLM area, removing 1,000 cars from the congestion.

Newsome stated the vanpool program collects $100 \%$ of the operating costs of the program. Fares were raised in 2013 and then we were a tad over because we hadn't filled all the allocated positions. If we did a fully-allocated cost breakdown we would still be sitting at $63 \%$.

Newsome indicated we are looking to start 10 new vans and starting a "Baby Come Back" program offering some incentives. Or possibly using the "All Out of Love" or in the vanpool program's case space. The program is 30 years old and we are out of space in our current location. Currently our customer must navigate the parking lot to get gas. We are looking at locating the vanpool office on the corner to eliminate this.

Newsome identified her staff - the vanpool coordinators. Newsome provided a testimonial on how great the vanpool customer service is.

Newsome answered questions:
Vincent - Asked how many customers come back?
Newsome - Stated approximately $10 \%$, and most were disgruntled people over circumstances in their previous van.

Vincent - Asked if vanpool fares were raised at the same time as fixed route's last fare increase?

Newsome - Stated we raised them at the beginning of the month instead of mid-month since it better coincides with billing.

Vincent - Asked what the longest commute is?
Newsome -Indicated right now it is probably Bellevue, and used to be North Bend.

Hagenhofer - Asked if there are vanpools that go south?
Newsome - Answered, yes the furthest south they go right now is to Onalaksa.

Richardson - Asked if they originate or come here?
Newsome - Answered they must start or end in Thurston County.

VanderDoes - Asked what the rates are?

Newsome - Our average is about $\$ 84$ per month, but depends on the number of riders and miles.

VanderDoes - Asked about the fraud situation and if the agency notified current vanpool customers?

Newsome - Responded that we believe we found fraud on May 1, 2013. We changed the policy on May 2, 2013 and sent letters to all vanpool groups. A rider sent us an email saying we are paying a different rate than what is listed for the van. The first thing we noticed is the bookkeeper had removed a person and was continuing to charge his fare. In the past we required that everyone have a bank account that was just for the vanpool and the bookkeeper wrote us a check. At the time we still had 4 or 5 left that did it this way. We then went to everyone paying individually. As soon as this email came to us, we investigated and questioned this gentleman. We started pulling records; got the information to the Auditor's office and it took them some time to get through the issue.

VanderDoes - Asked if the individual that volunteered was taking funds?
Newsome - Indicated the smallest amount taken was from the people in the group. The entire amount is about $\$ 10,000$ and we will try to recover all of it.

## C. SURPLUS VAN GRANT/COMMUNITY VAN PROGRAM - (Carolyn Newsome)

Newsome explained the difference between the surplus van grant and community van programs. The surplus van grant involves 4 surplus vanpool vehicles and an application process for local non-profits. The agencies must provide how many transportation trips they will take during the year. There are rules around the use of the van and the recipients must provide quarterly reports for a year, and after that the van is theirs.

Newsome indicated we have an issue with our vans this year and they are trying to be proactive. When we get the vans we will notify you so you can get the information out.

Newsome provided that in the Community Van program the van stays with Intercity Transit. The users must be located in the PTBA, sign a contract, provide their own abstracts; and attend a defensive driving class. The vans used are held back from the surplus process. The users pay $\$ 0.68$ per mile and $\$ 5.00$ for billing. We track reservations in outlook and everyone has access. They are first come, first served. Newsome provided a testimonial about a great community van experience.

Newsome answered questions:
Bradley - Asked why the vans have an in-state and 150 mile limitation?
Newsome - Responded because we have to go get them if they break down and our insurance is WSTIP - for Washington State.

Bradley - Stated she works for the Boys and Girls Clubs and they love it. She believes using the van has increased their memberships.

## D. REVISING DIAL-A-LIFT NO SHOW POLICY - (Emily Bergkamp) Bergkamp

 provided some background on the Dial-A-Lift (DAL) program, indicating riders must apply and become certified to uses the service. First a rider must be unable to board a ride or exit accessible bus without assistance; rider needs to use a ramp and it cannot be deployed safely at their bus stop; and a rider has a disability that prevents them to travel to and from a bus stop under certain conditions.Bergkamp stated riders can book 5-1 days in advance of travel; rider can book over the phone 7 days a week and online 7 days per week, but only 3 days ahead of time online. DAL provides reminder calls the night before to remind clients of their ride details. The web portal is fairly limited at this time, but an upgrade may occur soon. The reminder calls are an effort to curb the no-shows.

Bergkamp identified what a no-show is: when a rider fails to cancel a ride two hours before the scheduled pick-up time; or when the rider is not available to take a ride within five minutes of the operator arriving in the 15 minute pickup window. If the drivers arrive and no one appears, they contact dispatch to see if they have additional information. Sometimes the dispatcher might ask them to wait a bit longer. We know our clients well and drivers get concerned if our clients aren't where they are supposed to be. A no-show is not charged to a client if they are not available because of circumstances beyond their control. If a client receives a noshow they can appeal utilizing the agency's appeal process. We do everything we

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can to work with riders to avoid issuing suspensions. We will also leave a courtesy card to let clients know we were there and when we left.

Bergkamp stated the average cost of a DAL trip is approximately $\$ 46$. The drivers take a lot of extra time with clients and are trained to work with people with disabilities. The FTA recognizes a pattern or practice of no-shows can have a detrimental effect on operational efficiency, cost, and the quality of the service for other riders

Bergkamp indicated the FTA recommends reviewing a rider's no-show rate when they have missed 5 trips in a calendar month; when the no-show rate is several times the average for the month for all clients, for example $10 \%$; to begin notification letters and suspensions if the pattern persists. Right now we send a letter to let them know the client has an excessive amount of no-shows. If we can still see a consistent $10 \%$ pattern we would implement a suspension. Bergkamp stated if she knows a client has a doctor visit they cannot miss, then she will curtail the dates of the suspension. Bergkamp provided DAL had 150,224 rides in 2013 and 3\% were noshows.

Bergkamp answered questions:
See - Asked how many clients have no-shows or how many are suspended.
Bergkamp - Responded we don't' have anyone who is suspended right now. At the end of June we had 2 and it is usually the same people. Our clients are really frail and have memory issues. There is often times confusion and so we try to keep that in mind. Bergkamp indicated she thinks this policy will better serve the people that travel more. The new policy gives a little more breathing room.

Elliott - Asked how long clients are suspended?
Bergkamp - Responded that the amount increases incrementally. If for a month they have less than $10 \%$ their record gets clear. If somebody has worked hard then we should clear their record so they have a fresh start.

VanderDoes - Indicated it would be good to provide workshops for parent providers, group homes, and individual providers. There are so many different things you need to know about scheduling.

Bergkamp - Indicated she agreed, and now that there is two travel training staff we could incorporate it.

## CONSUMER ISSUES

- Hustoft - Asked if it would be possible to have Wi-Fi on the buses and at the transit centers

Newsome - Responded we don't have Wi-Fi on the buses. Pierce Transit has some custom buses with Wi-Fi. Most people have a data plan and it is possibly something that is going to go away. There is Wi-Fi downtown.

- VanderDoes - Commented about a recent bus break down. His wife and daughter were on a bus and it started to smoke profusely. It was right next to Capital Lake and the driver was very nice, and didn't suggest that people get off, but most did. He was wondering how long it takes to get a replacement bus.

Newsome - Responded that it depends on where you are when the bus breaks down. Most replacements arrive fairly quickly.

- Sibree - Asked about getting better connections with neighboring transit agencies, specifically Mason County

Staff will relay the information to Dennis Bloom in Planning for additional information.

## Vincent left.

- Pierce -Stated earlier this year Ann presented about hiring a new travel trainer. My father has since moved here into a retirement community and every chance I get I talk the buses up. The information is much better received if it comes from someone other than a family member when someone is losing their independence. Curt Daniel arranged a travel trainer class at my dad's retirement community. He attended on his own and he was pretty impressed.

Bergkamp - Responded we've learned we create our own flyers and to bring treats to increase participation.

- The group discussed things that can be done to increase communications between riders and drivers to facilitate making connections.

Bricker - Suggested letting the drivers know when you get on that you may need the help, and reminding them as you get near the end of your ride.

## REPORTS

- Van Gelder - Acknowledged Sue Pierce for the additional work she has done on the analysis of the self-assessments to allow us to be a better committee. Sue volunteered and she has done a lot of good work that you will see at a future meeting.
- Pierce - Reported on the June 18, 2014, ITA special meeting and the ITA had the same budget agenda item presentation with a lot of the same comments. They had a few ideas for ways to make vehicles last longer and refurbishing buses. They had a conversation about the new mandate for unpaid leave for religious purposes.


## VanderDoes left.

- Elliott - Reported on the July 16, 2014, ITA special meeting - Carolyn presented both of the same agenda items she provided tonight. The ITA received a presentation on the Pattison Street Expansion/UST Replacement from Tetra Tech. Ann indicated she would provide the CAC with a copy of that design. The ITA had several comments about the design on the frontage along Martin Way and the Vanpool office location. The Expansion project is on hold pending funding.
- O'Connell - Reported on the July 2, 2014 ITA regular meeting - the CAC Bylaws and Charter proposals were accepted and they discussed the UST replacement and the project is moving forward.
- Trail - Provided a reminder for Transit Appreciation Day on August 13, 2014. The program begins at 12:04 pm. Please join us to celebrate the good work our employees do every day and acknowledge those receiving special awards.

NEXT MEETING: August 25, 2014 - rescheduled.

## ADJOURNMENT

It was M/S/A by HUSTOFT and ELLIOTT to adjourn the meeting at 7:39 p.m.
Prepared by Nancy Trail, Recording Secretary/
Executive Assistant, Intercity Transit
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# INTERCITY TRANSIT <br> CITIZEN ADVISORY COMMITTEE AGENDA ITEM NO. VI-A 

DATE: August 25, 2013

| FOR: | Citizen Advisory Committee |
| :--- | :--- |
| FROM: | Steve Swan, 705-5834 |
| SUBJECT: | Review Draft of Annual Update of the Transit Development Plan |

1) The Issue: Review update of the Transit Development Plan (TDP) for 2013-2019.
2) Recommended Action: For information and discussion purposes. Staff will provide a brief presentation on the highlights of the 2013 Annual Report and the 20142019 Transit Development Plan.
3) Policy Analysis: The State requires the local transit's governing body to conduct a public hearing each year on the annual Transit Development Plan. Authority policy also provides an opportunity for public comment prior to approval of this plan.
4) Background: The State of Washington, under RCW Section 35.58.2795, requires each public transit system provide an annual status report and update of its Transit Development Plan (TDP). This requires the transit system to conduct a public hearing on the plan.

The update must include three elements:
a) Description of the system from the previous year (a 2013 Summary);
b) Description of planned changes, if any, to services and facilities (2014-19); and
c) Operating and capital financing elements for the previous year (2013), budgeted for current year (2014), and planned for five years (2015-19).

This year's update is more of an administrative process due to the requirement that all transit systems comply with the September deadline. However, development of an Intercity Transit "strategic plan" for policy, service, capital projects and budget, which has been traditionally a part of the TDP process, will continue later this year after submission of this document.

A public hearing on the TDP is scheduled for August 20, 2014, with adoption by the Authority at their September 3, 2014, meeting.
5) Alternatives: $\mathrm{N} / \mathrm{A}$
6) Budget Notes: This is currently covered under the 2014 Budget. The TDP simply reports on past and projected agency elements based on the current budget year.

The development of next year's budget will be accomplished later in 2014, when discussions on the annual update of the agency's Strategic Plan takes place.
7) Goal Reference: This discussion provides background leading up to the public hearing for the draft TDP. In particular, Goal \#1: "Assess the transportation needs of our community." This is achieved by providing clear and comprehensive information related to the transportation needs of our community.
8) References: Draft: 2013 Annual Report \& Transit Development Plan 2014-2019.

2014 Timeline for TDP Process:
$\checkmark$ August 6 ITA: Request Public Hearing for August 20.
$\checkmark$ August 8 Public: Draft available to the public/CAC.
August 20 ITA: Conduct Public Hearing.
August 25 CAC: Present Draft TDP.
September 3 ITA: Request to Adopt TDP.

# DRAFT <br> Intercity Transit <br> 2013 <br> Annual Report <br> $\mathcal{E}$ <br> 2014-2019 <br> Transit Development Plan 

Prepared by the
Intercity Transit Executive Department - Planning Division
Draft released: August 6, 2014
Public Hearing: August 20, 2014
Final approval anticipated: September 3, 2014

# Intercity Transit Authority: 

Karen Messmer - Chair - Citizen Representative
Nathaniel Jones - Vice Chair - City of Olympia
Joe Baker - City of Yelm
Ed Bricker - Labor Representative
Jeff Gadman - City of Lacey
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## Introduction to Intercity Transit's 2014-2019 Transit Development Plan

This year's Transit Development Plan (TDP) continues a practice adopted by Intercity Transit in 2005. Prior to 2005 the "TDP process" was an opportunity to engage our governing body - the Intercity Transit Authority - our employees, customers and the general public to help define the direction of the transit system for the next six years.

At the time the TDP was combined with the update of the agency's "Strategic Plan," which provided an in-depth process for considering and developing future service designs, capital facilities, equipment, agency policies and other key business strategies. It also served as the basis for developing the coming year's annual budget. The time frame for this process covered several months and was completed each year in June and submitted to the WSDOT as required by Washington State law, RCW 36.57A.

With changes in WSDOT reporting requirements for the TDP in 2004 the current Intercity Transit process, established in 2005, now provides the basic reporting components and sections required under Washington State law. Intercity Transit however, continues to involve the public, agency staff, our Citizen Advisory Committee (CAC) and Transit Authority in annually reviewing and updating our "Strategic Plan," which is a separate process and document. The 'Plan' utilizes components of the TDP, but provides the more in-depth analysis and discussions for developing next year's annual budget (2015) and provides guidance for the future direction of the agency.

This year's "Draft 2013 Annual Report and 2014-2019 Transit Development Plan" will be presented at the Intercity Transit Authority meeting on August 6, 2014. Distribution of the draft document will then be made available on Intercity Transit's web site, at local public libraries, Intercity Transit's Customer Service Center at the downtown Olympia Transit Center or by contacting Intercity Transit's administrative staff. Local media news will be notified about the document and a notice and invitation to the public to comment on the TDP either electronically, by mail, fax, telephone, or in person at the hearing will be provided through the distribution of an on-board Rider Alert newsletter (August, 7th) with details on our web site and other social media outlets. This year it is anticipated the public hearing will be held at the Transit Authority meeting, 526 Pattison St SE, Olympia, WA, on August 20, 2014, starting at 5:30 pm.

## Section 1: Organization

This document represents Intercity Transit's annual update of a 5-year Transit Development Plan (TDP), as required under Washington State RCW Section 35.58.2795 and the federal Moving Ahead for Progress in the 21st Century (MAP-21). This report provides summary information for 2012 as well as projected changes for 2013-2018.

Intercity Transit, the business name for the Thurston County Public Transportation Benefit Area (PTBA), was established in September 1980 as authorized by Washington State law, RCW 36.57A. A brief history of the agency follows.

## Agency History

September 1980: Voters from Olympia, Lacey, Tumwater, and the surrounding urban area, approved collection of a sales tax of up to 3/10ths of $1 \%$ for the PTBA. On January 1, 1981, the PTBA Authority formally assumed control of local transit services previously operated through an intergovernmental agreement between the cities of Lacey, Olympia, and Tumwater.

May 1992: Further expansion of the Intercity Transit service area occurred. Thurston County voters outside the urban area approved the $3 / 10$ ths of $1 \%$ sales tax to support the expansion of the PTBA to include all of Thurston County. This included the south county cities and towns and rural areas of unincorporated Thurston County.
1995-1999: Local sales tax revenue slowed dramatically and resulted in the gradual reduction of service as a way of balancing service costs with revenues. In March 1999, a proposed 2/10ths of $1 \%$ increase in the sales tax for preserving service and a modest expansion failed, forcing an $8 \%$ reduction in service. Then in November '99, statewide Initiative 695 passed, which cut Motor Vehicle Excise Tax (MVET) revenue for transit. The courts found it unconstitutional, but the State Legislature subsequently eliminated it for public transit use.
2000-2002: The loss of MVET funding resulted in a decrease of $40 \%$ in revenue and required a $42 \%$ service reduction in February 2000. In early 2002, a Public Transportation Improvement Conference was convened of the jurisdictions in Thurston County resulting in agreement that reduced the service boundary to the urbanized areas of Olympia, Lacey, Tumwater and Yelm. The new boundary, established September 2002, became effective January 2003. In September ' 02 , voters within the new boundary approved an increase of $3 / 10$ ths to $6 / 10$ ths of $1 \%$ in local sales tax. The new rate went into effect in 2003.

2003-2005: Incremental service increases in 3 phases began. This reversed a trend that saw over a 50\% reduction in fixed-route service since 1995. Both Phase 1 (February '03) and Phase 2
(September '04) included $15 \%$ increases in service hours. A new corporate logo, bus graphics, and uniforms were also introduced in'04. During 2005 the focus was on rebuilding the fleet, updating operational software and systems, improving facilities, accessibility and shelters at bus stops and completing market research and ridership studies.

2006-2007: Implemented a Phase 3 increase of over 15\% in service hours. A circulator route, "Dash," was begun between the Capitol Campus and downtown Olympia. Completed a fixed route Short and Long Range Service Plan; 26 expansion vanpools acquired; installation of a communications system with advanced digital radio, AVL tracking, stop announcements and auto-passenger counters were completed in '07. In '07 a new multi-year service plan and a foundation for technological investments got underway. A small increase in service hours was implemented and upgrading of the fleet included 23 new buses (5 expansion), three Dial-A-Lift vans and 44 vanpools ( 27 expansion). Total system boardings in ' 07 increased $12 \%$ above ' 06 . A
new education program, "Smart Moves," for middle and high school students began; completed state funded Trip Reduction program with state offices in Tumwater; engaged over 1,000 participants in the annual Bicycle Commuter Contest.
2008-2009: An 11\% increase in service hours focused on local service enhancements and 15 minute service on major corridors. Expansion of the Martin Way Park \& Ride Lot (Lacey) began. Installation of on-board security camera for the fleet was completed. System wide ridership hit new record of over 5.1 million boardings in ' 08 as fuel prices nationwide rose to $\$ 3.50 \mathrm{gal}$. Received two national awards in '09: APTA's "Outstanding Public Transportation System" for medium sized systems and FTA's "Success in Enhancing Transit Ridership." Martin Way P\&R expansion completed ( 138 to 319 stalls); completed major market research and ridership studies; completed master site plan for expansion of the operations base and updated plan for the Olympia Transit Center (OTC) expansion; received WSDOT grants to construct a 300 stall P\&R on the Thurston County Waste and Recovery Center; and a 'Safe Routes to Schools' program for bicycle youth program at several schools. System's base fare increased from $\$ .75$ to $\$ 1$.

2010: First of six hybrid (electric-diesel) buses were acquired as replacements. District voters approved an increase of $0.2 \%$ in local sales tax in August. New rate for transit became $.8 \% \mathrm{Jan}$ '11. Plans for the OTC continued including provision for accommodating Greyhound/interstate transit service. Pre-construction got under way for the Hawks Prairie Park \& Ride in NE Lacey. A pilot program for discounted bus passes began, aimed at assisting local non-profit and human service agencies dealing with cuts in funding while still trying to meet the needs of their clients. State Legislature approved changes in CTR law that significantly increased affected state agency worksites in Thurston County.

2011: Our 30 th Anniversary. Implemented a modest $3.1 \%$ increase in service focused on improvements for heavily used routes and weekend service. Implemented a website based trip planning feature (Google Maps) and participation in a regional mobile device application for 'next bus' information. Selected by Federal Transit Administration as one of ten transit systems in the nation to receive ISO 14001-certified Environmental and Sustainability Management System training, and implemented objectives for reaching those goals. Continued major capital facility projects for the OTC, Operations Base and the Hawks Prairie P\&R Lot. DAL client survey completed. Record ridership on fixed route service, 4.5 million, and 5.3 million for all services (Fixed Route, Dial-A-Lift, Vanpool, Community Vans and Village Vans).

2012: First transit system in the country to be awarded 'Gold Level' APTA Sustainability Commitment status. Continuation of innovative programs including Smart Moves youth outreach and BikePARTners that supports healthy commutes to schools. Bicycle Commuter Contest celebrates 25th Anniversary. Mike Harbour, GM for 17 years, moves on. Ann FreemanManzanares, Development Director, appointed Interim GM. Base adult fare increase of 25\% approved for fixed route service and a $10 \%$ increase for vanpool fares. Demonstration Discounted Pass Program, begun in 2010, approved for future years. New federal legislation under "MAP21" eliminates discretionary funding for buses and bus facilities.
2013: ITA selects Ann Freeman-Manzanares as new General Manager. Local base fare increase from $\$ 1$ to $\$ 1.25$ implemented. New 332 stall Hawks Prairie Park \& Ride Lot officially opens in NE Lacey and receives American Public Works Assoc. "Project of the Year" for Washington State. Agency earns ISO 14001 Certification for Sustainability and Environmental practices, one of only nine transit systems in the country that have earned it to date. Implements two WSDOT grant funded demonstration Express routes for service between Tumwater/Lakewood and limited Sound Transit peak service between Olympia/Seattle; includes partnering and opening a 30 stall park \& ride at a State Dept. of Health lot in Tumwater.

## Governing Board

The Intercity Transit Authority governs the organization. The board increased to nine members with a state mandated addition of a labor representative in 2010. The other members consist of five elected officials representing the jurisdictions of Thurston County, Lacey, Olympia, Tumwater, and Yelm, plus three citizen representatives appointed by the Transit Authority. Citizen representatives serve three-year terms and elected officials are appointed by their respective jurisdiction. Intercity Transit is the only system in Washington State with citizen members serving on its governing board.

## Table of Organization

At the end of March 2014, Intercity Transit's budget included 313.75 full-time equivalent staff positions (see table below for FTE's and Appendix A for organization chart).

| Department | $\begin{gathered} \hline \text { Jan } 1 \\ 2011 \end{gathered}$ | $\begin{aligned} & \hline \text { Jan 1 } \\ & 2012 \end{aligned}$ | $\begin{gathered} \hline \text { Jan } 1 \\ 2013 \end{gathered}$ | $\begin{gathered} \hline \text { March } \\ 2014 \end{gathered}$ |
| :---: | :---: | :---: | :---: | :---: |
| Executive | 4.5 | 4.5 | 4.5 | 3.0 |
| Human Resources - Assistants \& Analysts | 4.5 | 4.5 | 4.5 | 6.0 |
| Finance \& Administration | 9.75 | 10.75 | 11.0 | 11.0 |
| Accounting, Inventory, Clerical, | 5.75* | 5.75 | 6.0 | 6.0 |
| *Information Systems to Maintenance mid '08 back to Finance late-'10 | 4.0* | 5.0 | 5.0 | 5.0 |
| Operations: | 209.75 | 215.75 | 221.0 | 229.0 |
| Operators | 169.0 | 169.0 | 179.0 | 185.0 |
| Customer Service | 8.0 | 8.0 | 8.0 | 8.0 |
| Vanpool | 5.0 | 5.0 | 5.0 | 5.0 |
| Dial-A-Lift | 11.0 | 11.0 | 11.0 | 11.0 |
| Supervisors and Administrative | 15.0 | 15.0 | 15.0 | 18.0 |
| *Village Vans to Operations in '10 | 1.75 | 1.75 | 2.0 | 2.0 |
| Maintenance: (moved under Operations early 2014) | 45.0 | 47.0 | 48 | 47 |
| Coach/Auto Technicians | 20.0 | 21.0 | 22.0 | 22.0 |
| Facilities maintenance | 7.0 | 7.0 | 7.0 | 7.0 |
| Other Maintenance | 18.0 | 19.0 | 19.0 | 18.0 |
| Information Systems to Finance late '10 | 5.0 | --- | --- | --- |
| Development - (moved under Executive mid-2013) | 16.5 | 18.5 | 18.25 | 17.75 |
| Administration/Grants/Sustainability | 2.0 | 4.0 | 3.0 | 2.0 |
| Planning | 4.0 | 4.0 | 4.0 | 4.0 |
| Procurement/Inventory | 6.0 | 6.0 | 6.0 | 6.0 |
| Marketing \& Communications | 4.50 | 4.5 | 5.25 | 5.75 |
| Total Employees | 290.00 | 301.00 | 307.25 | 313.75 |

## Section 2: Physical Plant

Intercity Transit dispatches all services from its administrative/operations base facility at 526 Pattison Street SE, Olympia. See Appendices for the completed forms for the State's information about Intercity Transit's rolling stock, owned equipment, and facility inventories.

## Section 3: Service Characteristics - 2013

During 2013, Intercity Transit provided a variety of transportation services benefiting the citizens of Thurston County (See Appendix for service area district maps):

## Fixed Route Service Operation

During 2013, 24 fixed routes as well as ADA paratransit (Dial-A-Lift) service were provided. Days of service on weekdays, generally 5:40 a.m. - 11:55 p.m.; Saturdays, generally 8:15 a.m. 11:55 p.m.; and Sundays between 8:30 a.m. - 9:00 p.m. No service on three national holidays. Fares: Recovered $11.6 \%$ of operating costs for Local service and $19.5 \%$ for Express.
Total Boardings: 4,434,071, a decrease of $2.92 \%$ from 2012.

## Services for Persons with Disabilities Operation

"Dial-A-Lift" provides door-to-door service for people with qualified ADA disabilities, which prevents them from using regular bus services. Dial-A-Lift hours of operation reflect all Fixed Route service. No service on three national holidays.
Fares: Recovered about $2.9 \%$ of operating costs.
Total Boardings: 150,244, an increase of $4.4 \%$ above 2012.
2013 Fare Structure for Fixed Route and Dial-A-Lift Service
\(\left.$$
\begin{array}{|l|c|c|c|c|c|}\hline \text { Local Service } & \text { Fixed Route } & \begin{array}{c}\text { Per } \\
\text { Ride }\end{array} & \begin{array}{c}\text { Daily } \\
\text { Pass }\end{array} & \begin{array}{c}\text { Monthly } \\
\text { Pass }\end{array} & \begin{array}{c}\text { Olympia/Tacoma } \\
\text { Per Ride }\end{array}\end{array}
$$ \begin{array}{c}Monthly <br>

Pass\end{array}\right]\)| $\$ 1.25$ | $\$ 2.50$ | $\$ 36.00$ | $\$ 3.00$ |
| :--- | :---: | :---: | :---: |

* Reduced Fare Permit required. Eligibility based on age, disability or possession of a Medicare card.


## Vanpool Services Operation

By the end of 2013 there were 218 Intercity Transit commuter vanpools in operation throughout the Puget Sound region. This was an increase from 213 the year before. Over the year, the vanpools carried an average of 1,550 daily riders.
Intercity Transit staff markets the vanpool program to employers and individuals, facilitates group formation and provides defensive driver training. Vanpool groups lease the vehicles on a monthly mileage basis, operate independently and are generally in service weekdays, from 5 a.m. $-6: 30$ p.m.

Fares: Recovered $100 \%$ of the operating costs.
Total Boardings: 761,750, an increase of $2.8 \%$ above 2012.
Ridematching: Free service. Intercity Transit is a member of Washington State Ridematch network that provides a computerized database of individuals interested in carpooling and vanpooling. Established in 1997, it allows commuters the ability to make contacts throughout the state either through a toll free call, over the internet or with a local transit system.

## Village Vans Operation

Service began in 2002 for this grant-funded program. Intercity Transit operates with three vans to help meet work-related transportation challenges for families with low incomes. For the 234 individuals that participated in the program, there were a total of 6,349 boardings in 2013 (7.1\% above 2012). Of the client base, $67 \%$ of those were qualified under Temporary Assistance for

Needy Families and 33\% were low-income receiving some type of state or federal assistance. Vans are driven by eligible job seekers referred by a variety of agencies to participate in the Village Vans Customized Job Skills Training Program. Nineteen drivers found good jobs as did dozens of riders while using the service. This innovative program works with representatives from the Departments of Employment Security, Social and Health Services, South Puget Sound Community College, WorkSource Thurston County, Pacific Mountain Workforce Development Council and other local service agencies to support their client needs.

## Commute Trip Reduction Program

In 2005, the Thurston region implemented a program transition with a cooperative effort that includes the Thurston Regional Planning Council overseeing program administration and worksite support and Intercity Transit providing outreach and marketing efforts. The partnership continues for the 2013-15 biennium. It makes a commitment to the goals of the CTR law while providing on-going assistance to both local jurisdictions and affected worksites. With the goal of reducing the number of single occupant vehicle trips, vehicle miles traveled, congestion, greenhouse gases, and providing other options for commuters, the region is now required under Senate Bill 6088 that all state worksites and state colleges - no matter the size - in the urban portions of Lacey, Olympia and Tumwater to participate in CTR. Currently, the regional team supports 198 active worksites of which 192 are affected sites and 6 are voluntary.

## Land Use Review and Support Program

Intercity Transit is one of a number of local agencies to review land use permitting requests. Staff works with local government staff (Development and Public Works departments), Planning Commissions, as well as public and private developers to maximize the opportunities for public transportation through effective land use planning and urban design. During 2013 staff received 212 submissions, reviewed 26 and commented on 14 applications requesting transit amenities that typically are for a stop, shelter or improved ADA access to an existing stop.

## Agency Performance

Intercity Transit actively pursues efforts to improve the internal operations of the agency through improved communications, increased employee involvement and better understanding of the needs and desires of customers and employees. These efforts are aimed at making Intercity Transit a valued employer and enabling employees to effectively serve their customers.
Intercity Transit reviews financial and ridership performance on a monthly basis, and provides updates to the Citizen Advisory Committee and the Intercity Transit Authority as needed. Intercity Transit also distributes a twice-yearly Performance Report to the community highlighting system performance and surveyed customer satisfaction indicators. And a twice yearly "Interchange" newsletter that provides additional transit details and information to stakeholders and the public.

## Section 4: Service Connections

In 2013 Intercity Transit provided connections with five other public transit operators, two rural regional service providers, as well as Greyhound and Amtrak service:

Grays Harbor Transit
Service between Aberdeen, WA and the Westfield Mall transfer station, Greyhound bus terminal and Olympia Transit Center in Olympia.

## Mason County Transit

Service connections from Shelton to the Westfield Mall transfer station and Olympia Transit Center in Olympia.

Lewis County (TT)

Pierce Transit (PT)

Sound Transit (ST)

AMTRAK

## Greyhound

Rural Transportation
(South Thurston Co - Olympia)

Park \& Ride Lots (P\&R) Fixed routed service available at four lots:
Lacey: Martin Way P\&R (Local \& Express)
Hawks Prairie P\&R (Express)
Tumwater: DOH Lot (Local \& Express)
Thurston Co: Amtrak rail station (Local)

## Educational Facilities

Twin Transit service between Centralia/Tumwater and Olympia utilizing IT bus stops at state offices.
IT's Express service connects with PT's local service in Lakewood (Lakewood Station and S.R. 512 P\&R Lot) and Tacoma (connections at the Tacoma Dome Station, Tacoma Mall, and at numerous stops in downtown Tacoma.
IT's Express services connect with ST in Lakewood (Lakewood Station and S.R. 512 P\&R Lot), Tacoma Dome Station, and in Downtown Tacoma. From these locations riders can transfer to ST buses that travel to Seattle and Sea-Tac Airport.

Intercity Transit provides limited connections to Sounder, a regional commuter rail service, at the Tacoma Dome Station.
Intercity Transit Routes 64 and 94 provide half hour peak and hourly off-peak service 7 days a week to the Olympia-Lacey station location.
Four local Intercity Transit routes provide service within a block of the downtown Olympia Greyhound bus terminal.
South Thurston County system funded by a WSDOT grant provides regional connections with Intercity Transit routes in a number of locations within the service district.

Fixed route service is available to many public and private
schools throughout the service district. Of four school districts that exist within Intercity Transit's service district, 43 of the 50 public schools are served by transit routes. A number of these routes also have schedules that coincide with the school's opening and closing hours of operation.
Intercity Transit provides service to the Olympia campuses of South Puget Sound Community College and The Evergreen State College. The school's participate in local Commute Trip Reduction incentives and have a transit pass program for students, faculty and staff. Service is also available to Saint Martin's University (Lacey), but not onto the campus. The University has a student pass program for undergraduates.

## Section 5: Activities in 2013

Fixed route ridership was down slightly ( $2.9 \%$ ) from the year before with 4.34 million boardings and about a $-2 \%$ decline overall for all services at 5.35 million boardings. Significant agency activity during the year continued with on-going capital facility project reviews and work on environmental sustainable goals. The effort to limit the use of non-renewable resources, reducing waste and pollution, promoting public stewardship and protecting the natural environment as
much as possible has been incorporated into training of all Intercity Transit staff and earned the agency the prestigious international ISO 14001 Certification.
Capital facilities involved the continuing effort to accommodate needed growth with retrofitting of the Olympia Transit Center and opening the new 332 stall Hawks Prairie Park \& Ride Lot in NE Lacey. Highlights of other agency efforts during the year included:

New Fleet Vehicles: Forty four (44) replacement and eleven (11) expansion commuter vanpool vehicles were acquired.
Transit Service: Service hours increased slightly ( $0.8 \%$ ) with the addition of demonstration grant funding of Express service between Tumwater/Lakewood and contracted peak only Sound Transit trips between Olympia/Seattle.

New Shelters and Amenities: Retrofitted 4 additional shelters with interior solar lighting. Accessibility improvements and shelters were added to 31 stops. This included 4 that were completed through private developer improvements.
Service Planning: Implemented a $\$ .25$ fare increase, from $\$ 1$ to $\$ 1.25$, for the Local Adult base fare. A similar increase was also applied to Express service, which was implemented in February The increase did not go into effect until the February 2013 service change. The Reduced fare categories in Local and Express service remained unchanged.

Ridership: System-wide Total Boardings (Fixed Route, DAL and Vanpool) decreased 1.95\% from 2012, which is attributable to fixed routed service. The general decrease in ridership appears to reflect both a response to the increase in fares and a drop of student enrollment and ridership associated with two local colleges. Fixed Route boardings decreased $2.9 \%$ whereas Vanpooling was up 2.8\%, and Dial-A-Lift increased 4.4\%.
Village Van: This unique 'Welfare-to-Work' transportation program had 6,349 boardings (7.1\% increase) and provided transportation to 234 low-income job seekers or workers during 2013. This program operates in partnership with 16 local social and public service agencies, including the South Puget Sound Community College and WorkSource Thurston County. The program trains individuals to become skilled employees and provides rides to qualified individuals.

Vanpool Program: The 761,750 passenger trips recorded during 2013 was an increase of 2.8\% from the previous year's tally. The increase appears to reflect a small and continuing uptick in the regional economy. Vanpool groups again moved back up from the 213 vans on the road in 2012 to 220 in early 2014. Groups operate throughout a five countywide region. With certified and trained volunteer drivers in place, these vanpools carried an average of 1,700 daily riders removing over 1,300 vehicles from our congested roadways each weekday.

Innovative Programs: Intercity Transit continued the growth of its "Walk N Roll" youth education program throughout the year reaching an estimated 7,000 students in 15 schools through field trips, school assemblies, and special events, and participation in school-wide programs like, "Bike and Walk to School Days." Other sponsored school related programs included, "Build-a-Bike", and "Undriving." The intent of this award winning program is to build the next generation of safe and healthy bikers, walkers and transit riders. We continued to maintain and improve internet social media to broaden the agency's relevance and relationships with customers and community members. We also provided on-line trip planning for fixed route service and participate in regional smart phone application for 'next bus' arrival information. Our Travel Training program also works with individuals to help transition them from paratransit/ DAL service to fixed route or to help with people becoming comfortable with riding a bus.

## Section 6: State Proposed Action Strategies 2014-2019

The Washington State Department of Transportation (WSDOT) requires transit agencies report how they are accomplishing the state's public transportation objectives as identified in state's Transportation System Policy Goals (RCW 47.04.280). This supersedes WSDOT's "Investment Guidelines" previously requiring listing of accomplishments.

## 1. PRESERVATION

Preserve and extend prior investments in existing transportation facilities and the services they provide to people and commerce.

| 2013 | $2014-2019$ |
| :---: | :---: |
| Continued Effort | Continuing Effort |

2013

- Programmed funds continued for facility repairs at the central base as well as maintenance of all transit centers.
- Vehicle replacements included 7 coaches, 9 replacements and 1 expansion Dial-A-Lift vans and 1 replacement van for Village Vans.
- Vanpool program had 19 replacements and 11 expansion vans which increased the fleet to 235 vans.
- Continued efforts on master planning for expanding the current Intercity Transit base of operations.
- Continued master plan for expansion plans of the Olympia Transit Center for fixed route service and an interstate private carrier (Greyhound).
- Opened 332 stall Hawks Prairie Park \& Ride Lot (6.5 acres) in NE Lacey at the Thurston County Waste and Recovery Center.
- Implemented two WSDOT Regional Mobility Grants for service enhancements of Express service along the I-5 corridor between Thurston and Pierce Counties. Includes weekday service added between Tumwater Lakewood and extension of existing ST 592 (DuPont/Seattle) to Olympia.

2014-2019

- Depending on how much local economic recovery might occur it appears that basic service levels may remain the same over the next $3-5$ years.
- Update fixed route Short (6 yr) and Long Range (20 yr) Service Plan.
- Intercity Transit will continue to provide performance measurement reports that provide summaries to the public, twice a year, providing attributes, costs and utilization of the existing system services.
- Continue to replace aging fleet vehicles but the expected loss of federal discretionary grants will have a major impact on agency finances.
- Continue work on capital facility projects but expansion/remodeling of Operations Base in Olympia is on hold due to change in federal assistance. Continue effort to expand the downtown Olympia Transit Center as a transportation hub, including accommodating Greyhound service.


## 2. SAFETY

Target construction projects, enforcement, and education to save lives, reduce injuries, and protect property.

| 2013 | $2014-2019$ |
| :---: | :---: |
| Made Progress | Continuing Effort |

2013

- Safety is the system's \#1 priority. A Safety Committee meets monthly and, if necessary, confers on major events. Reviews monthly safety report, maintains ongoing safety records, and makes recommendations to General Manager on issues involving employee and customer safety.
- Regular and on-going training of Operations and Maintenance staff as well as other agency support staff, remains a vital component of the organization.
- Participates in local and regional efforts to increase and improve security components within the service district and improve coordination between agencies, especially with local emergency services.
- On-bus security camera upgrades to capture image and audio continue. Cameras dramatically improved the ability to document safety concerns and to provide additional evidence in the case of on-bus incidents and vehicle accidents. Cameras also added to park \& ride lots.
- Continued participation in the regional coordination of the Puget Sound Transportation Recovery Plan for major disruptions to vital transportation facilities and links at both the local and regional level.
2014-2019
- Agency will continue to develop programs for agency staff. In-house safety programs and committees meet on a regular basis to review existing conditions with an eye toward making improvements.
- Continue to work with and make improvements as needed with other public agencies regarding safety on both the local and regional level.
- Provide training to ensure understanding and integration of National Incident Management System, the Emergency Preparedness and Security Plan and the continuity of an Operations Plan. Continue to acquire and implement modifications to facilities and vehicles to increase safety and security for customers and employees.


## 3. STEWARDSHIP

Continuously improve the quality, effectiveness, and efficiency of the transportation system.

| 2013 | $2014-2019$ |
| :---: | :---: |
| Continued Effort | Continuing Effort |

2013

- Intercity Transit continues to be involved with working with local jurisdictions and employers to promote the use of alternative transportation modes as well as Transportation Demand Management and Commute Trip Reduction efforts.
- Active in local and regional partnerships that regularly review, plan, coordinate and implement improvements to the local transportation network of roads, technology and services.
- Transit staff regularly attend community business association meetings to
update and provide leadership in efforts to support and improve local and regional transportation network.
- Actively participate in a coordination network of human service organizations to improve mobility for those challenged by income, age and/or disabilities.
- Actively participating in on-going efforts for developing a regional Sustainability Plan (MPO/TRPC lead) that includes housing and transportation choices.
- Staff will continue to work with and participate in community based efforts to improve transportation efficiency in both the technical and service fields.
- Staff will actively participate in continuing partnerships that address transportation issues locally and regionally, including but not limited to updates of local Comprehensive Plans, Joint Base Lewis McChord/I-5 impacts, Community Challenge Projects (Lacey, Tumwater, Olympia) and Regional Transportation Plan updates.


## 4. MOBILITY

Facilitate movement of people and goods to contribute to a strong economy and a better quality of life for citizens.

| 2013 | $2014-\mathbf{2 0 1 9}$ |
| :---: | :---: |
| Made Progress | Continuing Effort |

2013

- Intercity Transit staff continues to participate in local and state planning efforts to develop and improve alternatives to single occupant vehicles. Staff also takes an active role with regional long range transportation planning activities dealing with congestion and environmental impacts.
- Intercity Transit and Thurston Regional Planning Council cooperatively participate in local CTR efforts including promotional marketing efforts with employers around Thurston County. We continued to provide significant education and outreach program efforts to public schools (over 7,000 students). And staff coordinates annual county-wide bicycle commuting contest.
- Staff regularly participates in local jurisdictional land use reviews, development of community design components (land and roads) and comments on transportation/transit integration and ADA accessibility.
- Provided service integration with four other public transit providers, one rural regional service provider, as well as interstate bus and passenger rail service.
- Continued to provide regional integration of transportation services for fixed route and Dial-A-Lift (paratransit) services to providing a commuter Vanpool program and Village Van program for qualified low-income recipients.
- Continued fare integration partnerships with public agency employers and colleges that support employees and students use of transit. This included on-going work with WSDOT on state employee's transit 'STAR Pass' program. The pass is available to all State employees working in Thurston County. Locally, student pass programs with the South Puget Sound Community College, Evergreen State College and St. Martin's University
continued. Pass agreements with Thurston County, the Thurston Regional Planning Council and City of Olympia continued.
- Intercity Transit staff regularly participates in local and regional meetings and with local, regional, state and tribal staff. Over the past year, staff continued participation in a regional effort, now funded with federal CMAQ funds, to make improvements in local traffic control technologies that will incorporate a 'transit signal priority' system.
- Opened a new 332 stall park \& ride lot, funded with a WSDOT Regional Mobility Grant that utilized land-fill acreage at Thurston County's Waste and Recovery Center.
- Worked with Twin Transit (Chehalis/Lewis Co.) to help them begin crosscounty weekday express service to state office campuses in Tumwater/ Olympia with connections to Intercity Transit service.
- Implemented two WSDOT Regional Mobility Grants for service enhancements of Express service along the I-5 corridor between Thurston and Pierce Counties.
- Intercity Transit staff will continue to work proactively on a range of transportation planning activities on the local and state level.
- Additional community based and target marketing efforts will continue.
- The agency will continue to work with the other regional transportation providers to improve service connections between providers.
- Staff will continue to work with local jurisdictions in partnership to improve public transportation accessibility between residential and commercial areas as well as on-going partnerships for road and safety improvements.
- Staff will also continue to work with local jurisdictions, state, and tribal organizations in partnership to improve public transportation in the region for services along state roads and the federal interstate.
- Intercity Transit will continue to integrate improvements in information technology and transportation services. This includes web-based information, fare payment systems, mobile phone applications, on-street displays and other information materials that encourage and promote transportation alternatives.


## 5. ENVIRONMENTAL QUALITY AND HEALTH

Bring benefits to the environment and our citizens' health by improving the existing transportation infrastructure.

| 2013 | $2014-2019$ |
| :---: | :---: |
| Made Progress | Continuing Effort |

2013

- Intercity Transit continues to utilize biodiesel fuel to of a 5-20\% blend throughout the fleet. All buses run on ultra-low sulfur diesel. The agency meets all on-site water quality standards including recycling antifreeze, engine oil, office paper, cardboard and printer inks.
- In-house Sustainability Committee continued to review and analyze existing conditions, made recommendations for improving the agency's sustainability efforts, and developed and provided in-house training of agency staff.
- Intercity Transit, the first transit system in the country awarded 'Gold Level' APTA Sustainability Commitment status for Environmental \& Sustainability

Policies, gained ISO 14001 certification of meeting those standards. Staff also developed and coordinated in-house efforts for training, monitoring and improving agency-wide sustainability efforts.

- On-going effort to coordinate and implement sustainability practices into a variety of transportation related programs and projects around our service district and region.
- Intercity Transit will continue to utilize biodiesel and ultra-low sulfur diesel. Higher blends of biodiesel maybe possible depending on cost.
- Agency core staff will continue work on Environmental and Sustainability Management Systems as a certified agency. Implement an audit and reporting process that continues to "analyze, control and reduce the environmental impact of the agencies activities, products and services and to operate with greater efficiency and control."
- Fixed route bus replacements will continue to be hybrid vehicles but newer cleaner diesel engine technology may become an option.
- Continue growth of the "Smart Moves" youth education program involving students, parents, teachers and community members to help students confidently and safely bicycle, walk, and ride transit. Support healthy choices year-round of biking, walking and transit use, including hosting the annual Thurston County Bicycle Commuter Contest and increasing our outreach efforts at employment sites effected by state and local Commute Trip Reduction requirements.


## Section 7: Summary of Proposed Changes 2014-2019

In addition to the efforts Intercity Transit will engage in to meet Washington State's Transportation System Policy Goals, the following table provides a summary of proposed changes for service, facilities and equipment over the next six years:

| $\underline{2014}$ | Preservation/Maintain | Expansion |
| :---: | :---: | :---: |
| Services | No Change | Fixed Route: 9,657 hours (Express) WSDOT grant funded |
| Facilities | Bus stop improvements Facility improvements | Tumwater P\&R (WSDOH lot) Preliminary OTC/Greyhound |
| Equipment | Buses: 7 <br> Vanpools: 38 <br> Village Vans: 2 | Buses: 3 <br> Vanpools: 11 |
| $\underline{2015}$ | Preservation/Maintain | Expansion |
| Services | No Change | No Change |
| Facilities | Bus Stop improvements | No Change |
| Equipment | DAL: 5 <br> Vanpools: 38 | DAL: 2 <br> Vanpools: 11 |


| 2016 | Preservation/Maintain | Expansion |
| :---: | :---: | :---: |
| Services | No Change | No Change |
| Facilities | Bus Stop Improvements | No Change |
| Equipment | DAL: 2 <br> Vanpools: 38 | Vanpools: 11 |
| $\underline{2017}$ | Preservation/Maintain | Expansion |
| Services | No Change | No Change |
| Facilities | Bus Stop Improvements | Tumwater P\&R |
| Equipment | Vanpools: 38 | DAL: 1 <br> Vanpools: 11 |
| 2018 | Preservation/Maintain | Expansion |
| Services | No Change | No Change |
| Facilities | Bus Stop Improvements | No Change |
| Equipment | Buses: 4 <br> DAL: 18 <br> Vanpools: 37 | Vanpools: 11 |
| $\underline{2019}$ | Preservation/Maintain | Expansion |
| Services | No Change | No Change |
| Facilities | Bus Stop Improvements Facility Improvements | No Change |
| Equipment | Buses: 4 <br> Vanpools: 30 <br> Village Vans: 1 | DAL: 2 <br> Vanpools: 11 |

VEHICLE PROJECTIONS

|  | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Total Revenue Vehicles at Y/E | 352 | 366 | 379 | 390 | 402 | 413 | 426 |
| Fixed Route Coaches | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
| Beg. Yr. \# of Vehicles in Fleet | 68 | 68 | 71 | 71 | 71 | 71 | 71 |
| Replacement Vehicles |  | 7 |  |  |  | 4 | 4 |
| Expansion Vehicles |  | 3 |  |  |  |  |  |
| From Contingency Fleet |  |  |  |  |  |  |  |
| End of Yr. Fleet Size | 68 | 71 | 71 | 71 | 71 | 71 | 71 |
| Total Actual Coach Purchases | 0 | 10 | 0 | 0 | 0 | 4 | 4 |
| Major Vehicle Components | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
| Replacement Batteries |  |  |  |  | 6 | 0 | 7 |
| Dial-A-Lift Vans | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
| Beg. Yr. \# of Vehicles in Fleet | 35 | 35 | 35 | 37 | 37 | 38 | 38 |
| Replacement Vehicles |  |  | 5 | 2 |  | 18 |  |
| Expansion Vehicles |  |  | 2 |  | 1 |  | 2 |
| End of Yr. Fleet Size | 35 | 35 | 37 | 37 | 38 | 38 | 40 |
| Total Actual DAL Van Purchases | 0 | 0 | 7 | 2 | 1 | 18 | 2 |
| Vanpools | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
| Beg. Yr. \# of Vehicles in Fleet | 235 | 246 | 257 | 268 | 279 | 290 | 301 |
| Replacement Vehicles | 44 | 38 | 38 | 38 | 38 | 37 | 30 |
| Expansion Vehicles | 11 | 11 | 11 | 11 | 11 | 11 | 11 |
| End of Yr. Fleet Size | 246 | 257 | 268 | 279 | 290 | 301 | 312 |
| Total Actual Vanpool Purchases | 55 | 49 | 49 | 49 | 49 | 48 | 41 |
| Village Vans | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
| Beg. Yr. \# of Vehicles in Fleet | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Replacement Vehicles |  | 2 |  |  |  | 0 | 1 |
| Expansion Vehicles |  |  |  |  |  |  |  |
| End of Yr. Fleet Size | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
|  |  |  |  |  |  |  |  |
| Total Actual V/V Van Purchases | 0 | 2 | 0 | 0 | 0 | 0 | 1 |
|  | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
| Total Vehicles Purchased by Year | 55 | 61 | 56 | 51 | 50 | 70 | 48 |

Vehicle Expenses

| Coaches | $\mathbf{2 0 1 3}$ | $\mathbf{2 0 1 4}$ | $\mathbf{2 0 1 5}$ | $\mathbf{2 0 1 6}$ | $\mathbf{2 0 1 7}$ | $\mathbf{2 0 1 8}$ |  |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | ---: |
| Coach Unit Cost | $\$ 700,000$ | $\$ 723,200$ | $\$ 744,896$ | $\$ 767,243$ | $\$ 790,260$ | $\$ 813,968$ | $\$ 838,387$ |
| Vehicle Cost Inflation Rate | $3.0 \%$ | $3.0 \%$ | $3.0 \%$ | $3.0 \%$ | $3.0 \%$ | $3.0 \%$ | $3.0 \%$ |
| Total Units Purchased | 0 | 10 | 0 | 0 | 0 | 4 |  |
| Total Expense |  | $\mathbf{0}$ | $\mathbf{\$ 7 , 2 3 2 , 0 0 0}$ | $\mathbf{0}$ | $\mathbf{0}$ | $\mathbf{0}$ | $\mathbf{\$ 3 , 2 5 5 , 8 7 2}$ |


| Major Vehicle Components | 2013 | 2014 | 2015 | 2016 | 2018 | 2018 |
| :--- | :--- | :--- | :--- | :--- | :--- | :--- | | Battery Unit Cost | $\$ 200,000$ | $\$ 200,000$ |
| :--- | ---: | :--- |
| Total Units Purchased | $\mathbf{\$ 2 0 0}, 000$ |  | Total Units Purchased





[^0]

Capital Plan: 2013-2019
Staff Vehicles


$$
\begin{array}{lrrrrrrr}
\text { General Staff Car } & \mathbf{2 0 1 3} & \mathbf{2 0 1 4} & \mathbf{2 0 1 5} & \mathbf{2 0 1 6} & \mathbf{2 0 1 7} & \mathbf{2 0 1 8} & \mathbf{2 0 1 9} \\
\hline \text { General Staff Car Unit Cost } & \$ 30,000 & \$ 31,100 & \$ 32,200 & \$ 33,300 & \$ 34,500 & \$ 35,700 & \$ 36,900 \\
\text { Vehicle Cost Inflation Rate } & 3.5 \% & 3.5 \% & 3.5 \% & 3.5 \% & 3.5 \% & 3.5 \% & 3.5 \% \\
\text { Total Units Purchased } & 0 & 0 & 0 & 0 & 0 & 0 & 0 \\
\hline \text { Total Expense } & \mathbf{0} & \mathbf{0} & \mathbf{0} & \mathbf{0} & \mathbf{0} & \mathbf{0} & \mathbf{0} \\
\hline \text { General Staff Car - Electric } & \mathbf{2 0 1 3} & \mathbf{2 0 1 4} & \mathbf{2 0 1 5} & \mathbf{2 0 1 6} & \mathbf{2 0 1 7} & \mathbf{2 0 1 8} & \mathbf{2 0 1 9} \\
\hline \text { General Staff Car Unit Cost } & \$ 41,400 & \$ 42,800 & \$ 44,300 & \$ 45,800 & \$ 47,400 & \$ 49,100 & \$ 50,800 \\
\text { Vehicle Cost Inflation Rate } & 3.5 \% & 3.5 \% & 3.5 \% & 3.5 \% & 3.5 \% & 3.5 \% & 3.5 \% \\
\text { Total Units Purchased } & 0 & 1 & 0 & 0 & 0 & 0 & \mathbf{0} \\
\hline \text { Total Expense } & \mathbf{0} & \$ 42,800 & \mathbf{0} & \mathbf{0} & \mathbf{0} & \mathbf{0} & \mathbf{0} \\
\hline & & & & & & \mathbf{0} \\
\text { General Staff Station Wagon } & \mathbf{2 0 1 3} & \mathbf{2 0 1 4} & \mathbf{2 0 1 5} & \mathbf{2 0 1 6} & \mathbf{2 0 1 7} & \mathbf{2 0 1 8} & \mathbf{2 0 1 9} \\
\hline \text { General Staff Station Wagon Unit Cost } & \$ 24,500 & \$ 25,400 & \$ 26,300 & \$ 27,200 & \$ 28,200 & \$ 29,200 & \$ 30,200 \\
\text { Vehicle Cost Inflation Rate } & 3.5 \% & 3.5 \% & 3.5 \% & 3.5 \% & 3.5 \% & 3.5 \% & 3.5 \% \\
\text { Total Units Purchased } & 0 & 1 & 0 & 0 & 0 & 0 & 0 \\
\hline \text { Total Expense } & \mathbf{0} & \$ \mathbf{N 5 , 4 0 0} & \mathbf{0} & \mathbf{0} & \mathbf{0} & \mathbf{0} & \mathbf{0} \\
\hline
\end{array}
$$

$$
\begin{array}{lrrrrrrr}
\text { Facility Trailers } & \mathbf{2 0 1 3} & \mathbf{2 0 1 4} & \mathbf{2 0 1 5} & \mathbf{2 0 1 6} & \mathbf{2 0 1 7} & \mathbf{2 0 1 8} & \mathbf{2 0 1 9} \\
\hline \text { Facility Trailer Unit Cost } & 14,700 & 10,000 & 10,400 & 10,800 & 11,200 & 11,600 & 12,000 \\
\text { Vehicle Cost Inflation Rate } & 3.5 \% & 3.5 \% & 3.5 \% & 3.5 \% & 3.5 \% & 3.5 \% & 3.5 \% \\
\text { Total Units Purchased } & 0 & 0 & 1 & 0 & 0 & 0 & 0 \\
\hline \text { Total Expense } & \mathbf{0} & \mathbf{0} & \mathbf{\$ 1 0 , 4 0 0} & \mathbf{0} & \mathbf{0} & \mathbf{0} & \mathbf{0} \\
\hline
\end{array}
$$

OTHER CAPITAL AND FACILITIES-Amended

| MIS \& Communication Equipment | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Computer Room remodel | 400,000 |  |  |  |  |  |
| Data Deduplication System (Single Sys/5 Yr) |  |  | 60,000 |  |  |  |
| Laptops - Tough Book Type (7/4YR) |  |  | 10,000 |  |  |  |
| Personal Computers | 30,000 | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 |
| Phone System Replacement | 50,000 | 150,000 |  |  |  |  |
| Plotter ( $1 / 5 \mathrm{Yr}$ ) |  |  | 15,000 |  |  |  |
| Projector Equipment OTC conference room |  | 20,000 |  |  |  |  |
| Projectors-Normal replacements |  |  | 5,500 |  |  |  |
| Radio Equipment (IP Based Centracoms) |  | 50,000 | 50,000 |  |  |  |
| Security Cameras (Lenel) for Exisiting OTC \& Pattison Buildings | 130,000 |  |  |  |  |  |
| Servers - High Performance (8@5yr) |  |  | 70,000 |  |  |  |
| Servers - Standard (10@5 yr cycle) | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| Storage Area Network (SAN) (1/5YR) |  |  |  | 150,000 |  |  |
| Tremble Unit |  |  |  |  |  |  |




| Intelligent Transportation Systems Projects | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Expansion |  |  |  |  |  |  |
| Signal Priority Project |  |  |  | 150,000 |  |  |
| Replacement |  |  |  |  |  |  |
| Advanced Communications Systems |  |  |  |  |  |  |
| Fare boxes/Smartcards |  | 1,050,000 |  |  |  |  |
| Total | \$0 | \$1,050,000 | \$0.00 | \$150,000.00 | \$0.00 | \$0.00 |



TOTAL OTHER CAPITAL COSTS

## Section 9: Operating Revenues 2013-2019

| WSDOT Report - 2013 | General Fund | Working Capital | Total |
| :---: | :---: | :---: | :---: |
| Beginning Balance January 1, 2013 | \$14,958,412 | \$8,438,205 | \$23,396,617 |
| Revenues |  |  |  |
| Sales Tax | 29,250,739 |  | 29,250,739 |
| Motor Vehicle Excise Tax |  |  | - |
| Farebox | 4,918,827 |  | 4,918,827 |
| Sales Tax Equalization |  |  |  |
| Federal Operating Grants | 135,509 |  | 135,509 |
| State Operating Grants | 1,021,137 |  | 1,021,137 |
| Other | 343,688 |  | 343,688 |
| Contribution To Accounts | 340,365 | $(340,365)$ | - |
| Total Available | \$50,968,677 | \$8,097,840 | \$59,066,517 |
| Operating Expenses |  |  |  |
| Vanpool/Rideshare P\&M | 1,881,953 |  | 1,881,953 |
| Vanpool/Rideshare System Expansion | 88,091 |  | 88,091 |
| Fixed Route P\&M | 21,050,719 |  | 21,050,719 |
| Fixed Route System Expansion |  |  | - |
| Commuter Bus P\&M | 2,082,741 |  |  |
| Commuter Bus System Expansion |  |  |  |
| Paratransit ADA P\&M | 7,234,090 |  | 7,234,090 |
| Paratransit ADA System Expansion | - |  | - |
| Rideshare/CTR P\&M | - |  | - |
| Amtrak Station P\&M | 53,766 |  | 53,766 |
| Annual Depreciation | 5,177,241 |  | 5,177,241 |
| Contribution To Accounts |  |  | - |
| Total Expenses | \$37,568,601 | - | \$37,568,601 |
| Add Back Depreciation | 5,177,241 |  | 5,177,241 |
| Net Cash Available | \$18,577,317 |  | \$18,577,317 |
| Capital |  |  |  |
| Capital Revenue |  |  |  |
| Federal Capital Grant - Sec 5307 |  |  |  |
| Federal Capital Grant - Sec 5309 | 149,702 |  | 149,702 |
| State Capital Grants | 883,842 |  | 883,842 |
| Total Capital Revenue | \$1,033,544 | - | \$1,033,544 |
| Capital Expenses |  |  |  |
| System P\&M |  |  |  |
| Equipment \& Furnishings | 226,746 |  | 226,746 |
| Replace Coaches - |  |  | - |
| Replace Shuttle Vans/Small Coaches |  |  | - |
| Replace DAL Vans - | 1,282,217 |  | 1,282,217 |
| Replace Vanpool Vans - | 1,099,236 |  | 1,099,236 |
| Replace Staff Vehicles | 37,185 |  | 37,185 |
| System Expansion |  |  | - |
| Coach - |  |  | - |
| Shuttle Van - Small Coach |  |  | - |
| DAL Van | 137,159 |  | 137,159 |
| Vanpool Van | 268,702 |  | 268,702 |
| Facilities | 201,057 |  | 201,057 |
| Total Capital Expenses | \$3,252,302 |  | \$3,252,302 |
| Ending Balance December 31, 2013 | \$16,358,559 | \$8,097,840 | \$24,456,399 |


| WSDOT Report - 2014 | General Fund | Working Capital | Total |
| :---: | :---: | :---: | :---: |
| Beginning Balance January 1, 2014 | \$16,358,559 | \$8,097,840 | \$24,456,399 |
| Revenues |  |  |  |
| Sales Tax | 30,406,199 |  | 30,406,199 |
| Motor Vehicle Excise Tax |  |  | - |
| Farebox | 5,149,468 |  | 5,149,468 |
| Sales Tax Equalization |  |  |  |
| Federal Operating Grants | 5,317,955 |  | 5,317,955 |
| State Operating Grants | 530,922 |  | 530,922 |
| Other | 586,237 |  | 586,237 |
| Contribution To Accounts | $(731,267)$ | 731,267 | - |
| Total Available | \$57,618,073 | \$8,829,107 | \$66,447,180 |
| Operating Expenses |  |  |  |
| Vanpool/Rideshare P\&M | 2,147,947 |  | 2,147,947 |
| Vanpool/Rideshare System Expansion | 96,046 |  | 96,046 |
| Fixed Route P\&M | 22,855,636 |  | 22,855,636 |
| Fixed Route System Expansion |  |  | - |
| Commuter Bus P\&M | 2,270,821 |  |  |
| Commuter Bus System Expansion |  |  |  |
| Paratransit ADA P\&M | 7,887,357 |  | 7,887,357 |
| Paratransit ADA System Expansion | - |  | - |
| Rideshare/CTR P\&M | - |  | - |
| Amtrak Station P\&M | 58,621 |  | 58,621 |
| Annual Depreciation | 5,332,558 |  | 5,332,558 |
| Contribution To Accounts |  |  | - |
| Total Expenses | \$40,648,986 | - | \$40,648,986 |
| Add Back Depreciation | 5,332,558 |  | 5,332,558 |
| Net Cash Available | \$22,301,645 |  | \$22,301,645 |
| Capital |  |  |  |
| Capital Revenue |  |  |  |
| Federal Capital Grant - Sec 5307 |  |  |  |
| Federal Capital Grant - Sec 5309 | 11,069,996 |  | 11,069,996 |
| State Capital Grants | 1,319,989 |  | 1,319,989 |
| Total Capital Revenue | \$12,389,985 | - | \$12,389,985 |
| Capital Expenses |  |  |  |
| System P\&M |  |  |  |
| Equipment \& Furnishings | 800,152 |  | 800,152 |
| Replace Coaches - | 7,232,400 |  | 7,232,400 |
| Replace Shuttle Vans/Small Coaches |  |  | - |
| Replace DAL Vans - | 55,285 |  | 55,285 |
| Replace Vanpool Vans - | 1,051,606 |  | 1,051,606 |
| Replace Staff Vehicles | 68,200 |  | 68,200 |
| Facilities | 4,880,100 |  |  |
| System Expansion |  |  | - |
| Coach - |  |  | - |
| Shuttle Van - Small Coach |  |  | - |
| DAL Van |  |  | - |
| Vanpool Van | 304,412 |  | 304,412 |
| Facilities | 8,192,282 |  | 8,192,282 |
| Total Capital Expenses | \$22,584,437 |  | \$22,584,437 |
| Ending Balance December 31, 2014 | \$12,107,193 | \$8,829,107 | \$20,936,300 |


| WSDOT Report - 2015 | General Fund | Working Capital | Total |
| :---: | :---: | :---: | :---: |
| Beginning Balance January 1, 2015 | \$12,107,193 | \$8,829,107 | \$20,936,300 |
| Revenues |  |  |  |
| Sales Tax | 31,318,385 |  | 31,318,385 |
| Motor Vehicle Excise Tax |  |  | - |
| Farebox | 5,344,271 |  | 5,344,271 |
| Sales Tax Equalization |  |  |  |
| Federal Operating Grants | 5,098,288 |  | 5,098,288 |
| State Operating Grants | 530,922 |  | 530,922 |
| Other | 858,245 |  | 858,245 |
| Contribution To Accounts | $(440,188)$ | 440,188 | - |
| Total Available | \$54,817,116 | \$9,269,295 | \$64,086,411 |
| Operating Expenses |  |  |  |
| Vanpool/Rideshare P\&M | 2,355,871 |  | 2,355,871 |
| Vanpool/Rideshare System Expansion | 100,835 |  | 100,835 |
| Fixed Route P\&M | 23,894,301 |  | 23,894,301 |
| Fixed Route System Expansion |  |  | - |
| Commuter Bus P\&M | 2,384,036 |  |  |
| Commuter Bus System Expansion |  |  |  |
| Paratransit ADA P\&M | 8,280,592 |  | 8,280,592 |
| Paratransit ADA System Expansion | - |  | - |
| Rideshare/CTR P\&M | - |  | - |
| Amtrak Station P\&M | 61,544 |  | 61,544 |
| Annual Depreciation | 5,492,535 |  | 5,492,535 |
| Contribution To Accounts |  |  | - |
| Total Expenses | \$42,569,714 | - | \$42,569,714 |
| Add Back Depreciation | 5,492,535 |  | 5,492,535 |
| Net Cash Available | \$17,739,937 |  | \$17,739,937 |
| Capital |  |  |  |
| Capital Revenue |  |  |  |
| Federal Capital Grant - Sec 5307 |  |  |  |
| Federal Capital Grant - Sec 5309 | 758,893 |  | 758,893 |
| State Capital Grants | 349,315 |  | 349,315 |
| Total Capital Revenue | \$1,108,208 | - | \$1,108,208 |
| Capital Expenses |  |  |  |
| System P\&M |  |  |  |
| Equipment \& Furnishings | 1,705,000 |  | 1,705,000 |
| Replace Coaches - |  |  | - |
| Replace Shuttle Vans/Small Coaches |  |  | - |
| Replace DAL Vans - | 1,019,045 |  | 1,019,045 |
| Replace Vanpool Vans - | 1,088,419 |  | 1,088,419 |
| Replace Staff Vehicles | 81,815 |  | 81,815 |
| Facilities | 3,484,000 |  |  |
| System Expansion |  |  | - |
| Coach - |  |  | - |
| Shuttle Van - Small Coach |  |  | - |
| DAL Van |  |  | - |
| Vanpool Van | 315,068 |  | 315,068 |
| Facilities |  |  | - |
| Total Capital Expenses | \$7,693,347 |  | \$7,693,347 |
| Ending Balance December 31, 2015 | \$11,154,798 | \$9,269,295 | \$20,424,093 |


| WSDOT Report - 2016 | General Fund | Working Capital | Total |
| :---: | :---: | :---: | :---: |
| Beginning Balance January 1, 2016 | \$11,154,798 | \$9,269,295 | \$20,424,093 |
| Revenues |  |  |  |
| Sales Tax | 32,257,937 |  | 32,257,937 |
| Motor Vehicle Excise Tax |  |  | - |
| Farebox | 5,543,094 |  | 5,543,094 |
| Sales Tax Equalization |  |  |  |
| Federal Operating Grants | 4,204,076 |  | 4,204,076 |
| State Operating Grants | 385,922 |  | 385,922 |
| Other | 862,382 |  | 862,382 |
| Contribution To Accounts | $(433,307)$ | 433,307 | - |
| Total Available | \$53,974,902 | \$9,702,602 | \$63,677,504 |
| Operating Expenses |  |  |  |
| Vanpool/Rideshare P\&M | 2,571,548 |  | 2,571,548 |
| Vanpool/Rideshare System Expansion | 105,549 |  | 105,549 |
| Fixed Route P\&M | 24,905,729 |  | 24,905,729 |
| Fixed Route System Expansion |  |  | - |
| Commuter Bus P\&M | 2,495,481 |  |  |
| Commuter Bus System Expansion |  |  |  |
| Paratransit ADA P\&M | 8,667,681 |  | 8,667,681 |
| Paratransit ADA System Expansion | - |  | - |
| Rideshare/CTR P\&M | - |  | - |
| Amtrak Station P\&M | 64,421 |  | 64,421 |
| Annual Depreciation | 5,657,311 |  | 5,657,311 |
| Contribution To Accounts |  |  | - |
| Total Expenses | \$44,467,720 | - | \$44,467,720 |
| Add Back Depreciation | 5,657,311 |  | 5,657,311 |
| Net Cash Available | \$15,164,493 |  | \$15,164,493 |
| Capital |  |  |  |
| Capital Revenue |  |  |  |
| Federal Capital Grant - Sec 5307 |  |  |  |
| Federal Capital Grant - Sec 5309 | 785,455 |  | 785,455 |
| State Capital Grants | 310,877 |  | 310,877 |
| Total Capital Revenue | \$1,096,332 | - | \$1,096,332 |
| Capital Expenses |  |  |  |
| System P\&M |  |  |  |
| Equipment \& Furnishings | 690,500 |  | 690,500 |
| Replace Coaches - |  |  | - |
| Replace Shuttle Vans/Small Coaches |  |  | - |
| Replace DAL Vans - | 301,346 |  | 301,346 |
| Replace Vanpool Vans - | 1,124,417 |  | 1,124,417 |
| Replace Staff Vehicles | 73,910 |  | 73,910 |
| Facilities | 1,801,000 |  |  |
| System Expansion |  |  | - |
| Coach - |  |  | - |
| Shuttle Van - Small Coach |  |  | - |
| DAL Van |  |  | - |
| Vanpool Van | 328,192 |  | 328,192 |
| Facilities |  |  | - |
| Total Capital Expenses | \$4,319,365 |  | \$4,319,365 |
| Ending Balance December 31, 2016 | \$11,941,460 | \$9,702,602 | \$21,644,062 |


| WSDOT Report - 2017 | General Fund | Working Capital | Total |
| :---: | :---: | :---: | :---: |
| Beginning Balance January 1, 2017 | \$11,941,460 | \$9,702,602 | \$21,644,062 |
| Revenues |  |  |  |
| Sales Tax | 33,225,675 |  | 33,225,675 |
| Motor Vehicle Excise Tax |  |  | - |
| Farebox | 5,746,077 |  | 5,746,077 |
| Sales Tax Equalization |  |  |  |
| Federal Operating Grants | 4,176,585 |  | 4,176,585 |
| State Operating Grants | 385,922 |  | 385,922 |
| Other | 901,667 |  | 901,667 |
| Contribution To Accounts | $(413,156)$ | 413,156 | - |
| Total Available | \$55,964,230 | \$10,115,758 | \$66,079,988 |
| Operating Expenses |  |  |  |
| Vanpool/Rideshare P\&M | 2,791,093 |  | 2,791,093 |
| Vanpool/Rideshare System Expansion | 110,043 |  | 110,043 |
| Fixed Route P\&M | 25,856,220 |  | 25,856,220 |
| Fixed Route System Expansion |  |  | - |
| Commuter Bus P\&M | 2,601,744 |  |  |
| Commuter Bus System Expansion |  |  |  |
| Paratransit ADA P\&M | 9,036,768 |  | 9,036,768 |
| Paratransit ADA System Expansion | - |  | - |
| Rideshare/CTR P\&M | - |  | - |
| Amtrak Station P\&M | 67,164 |  | 67,164 |
| Annual Depreciation | 5,827,030 |  | 5,827,030 |
| Contribution To Accounts |  |  | - |
| Total Expenses | \$46,290,062 | - | \$46,290,062 |
| Add Back Depreciation | 5,827,030 |  | 5,827,030 |
| Net Cash Available | \$15,501,198 |  | \$15,501,198 |
| Capital |  |  |  |
| Capital Revenue |  |  |  |
| Federal Capital Grant - Sec 5307 |  |  |  |
| Federal Capital Grant - Sec 5309 | 812,946 |  | 812,946 |
| State Capital Grants | 320,007 |  | 320,007 |
| Total Capital Revenue | \$1,132,953 | - | \$1,132,953 |
| Capital Expenses |  |  |  |
| System P\&M |  |  |  |
| Equipment \& Furnishings | 785,000 |  | 785,000 |
| Replace Coaches - | 1,200,000 |  | 1,200,000 |
| Replace Shuttle Vans/Small Coaches |  |  | - |
| Replace DAL Vans - | 155,947 |  | 155,947 |
| Replace Vanpool Vans - | 1,163,772 |  | 1,163,772 |
| Replace Staff Vehicles | 145,600 |  | 145,600 |
| Facilities | 739,000 |  |  |
| System Expansion |  |  | - |
| Coach - |  |  | - |
| Shuttle Van - Small Coach |  |  | - |
| DAL Van |  |  | - |
| Vanpool Van | 339,678 |  | 339,678 |
| Facilities |  |  | - |
| Total Capital Expenses | \$4,528,997 |  | \$4,528,997 |
| Ending Balance December 31, 2016 | \$12,105,154 | \$10,115,758 | \$22,220,912 |


| WSDOT Report - 2018 | General Fund | Working Capital | Total |
| :---: | :---: | :---: | :---: |
| Beginning Balance January 1, 2018 | \$12,105,154 | \$10,115,758 | \$22,220,912 |
| Revenues |  |  |  |
| Sales Tax | 34,222,445 |  | 34,222,445 |
| Motor Vehicle Excise Tax |  |  | - |
| Farebox | 5,953,367 |  | 5,953,367 |
| Sales Tax Equalization |  |  |  |
| Federal Operating Grants | 4,165,304 |  | 4,165,304 |
| State Operating Grants | 385,922 |  | 385,922 |
| Other | 928,612 |  | 928,612 |
| Contribution To Accounts | $(437,545)$ | 437,545 | - |
| Total Available | \$57,323,259 | \$10,553,303 | \$67,876,562 |
| Operating Expenses |  |  |  |
| Vanpool/Rideshare P\&M | 3,020,885 |  | 3,020,885 |
| Vanpool/Rideshare System Expansion | 114,585 |  | 114,585 |
| Fixed Route P\&M | 26,808,893 |  | 26,808,893 |
| Fixed Route System Expansion |  |  | - |
| Commuter Bus P\&M | 2,709,135 |  |  |
| Commuter Bus System Expansion |  |  |  |
| Paratransit ADA P\&M | 9,409,776 |  | 9,409,776 |
| Paratransit ADA System Expansion | - |  | - |
| Rideshare/CTR P\&M | - |  | - |
| Amtrak Station P\&M | 69,936 |  | 69,936 |
| Annual Depreciation | 5,827,030 |  | 5,827,030 |
| Contribution To Accounts |  |  | - |
| Total Expenses | \$47,960,240 | - | \$47,960,240 |
| Add Back Depreciation | 5,827,030 |  | 5,827,030 |
| Net Cash Available | \$15,190,049 |  | \$15,190,049 |
| Capital |  |  |  |
| Capital Revenue |  |  |  |
| Federal Capital Grant - Sec 5307 |  |  |  |
| Federal Capital Grant - Sec 5309 | 1,824,477 |  | 1,824,477 |
| State Capital Grants | 329,458 |  | 329,458 |
| Total Capital Revenue | \$2,153,935 | - | \$2,153,935 |
| Capital Expenses |  |  |  |
| System P\&M |  |  |  |
| Equipment \& Furnishings | 431,000 |  | 431,000 |
| Replace Coaches - | 3,255,874 |  | 3,255,874 |
| Replace Shuttle Vans/Small Coaches |  |  | - |
| Replace DAL Vans - | 2,905,287 |  | 2,905,287 |
| Replace Vanpool Vans - | 1,174,992 |  | 1,174,992 |
| Replace Staff Vehicles | 346,594 |  | 346,594 |
| Facilities | 133,000 |  |  |
| System Expansion |  |  | - |
| Coach - |  |  | - |
| Shuttle Van - Small Coach |  |  | - |
| DAL Van |  |  | - |
| Vanpool Van | 349,322 |  | 349,322 |
| Facilities |  |  | - |
| Total Capital Expenses | \$8,596,069 |  | \$8,596,069 |
| Ending Balance December 31, 2016 | \$8,747,915 | \$10,553,303 | \$19,301,218 |


| WSDOT Report - 2019 | General Fund | Working Capital | Total |
| :---: | :---: | :---: | :---: |
| Beginning Balance January 1, 2018 | \$8,747,915 | \$10,553,303 | \$19,301,218 |
| Revenues |  |  |  |
| Sales Tax | 35,249,119 |  | 35,249,119 |
| Motor Vehicle Excise Tax |  |  | - |
| Farebox | 6,165,115 |  | 6,165,115 |
| Sales Tax Equalization |  |  |  |
| Federal Operating Grants | 4,260,863 |  | 4,260,863 |
| State Operating Grants | 385,922 |  | 385,922 |
| Other | 886,163 |  | 886,163 |
| Contribution To Accounts | $(409,465)$ | 409,465 | - |
| Total Available | \$55,285,632 | \$10,962,768 | \$66,248,400 |
| Operating Expenses |  |  |  |
| Vanpool/Rideshare P\&M | 3,019,421 |  | 3,019,421 |
| Vanpool/Rideshare System Expansion | 114,530 |  | 114,530 |
| Fixed Route P\&M | 28,534,178 |  | 28,534,178 |
| Fixed Route System Expansion |  |  | - |
| Commuter Bus P\&M | 2,707,822 |  |  |
| Commuter Bus System Expansion |  |  |  |
| Paratransit ADA P\&M | 9,405,217 |  | 9,405,217 |
| Paratransit ADA System Expansion | - |  | - |
| Rideshare/CTR P\&M | - |  | - |
| Amtrak Station P\&M | 69,902 |  | 69,902 |
| Annual Depreciation | 5,827,030 |  | 5,827,030 |
| Contribution To Accounts |  |  | - |
| Total Expenses | \$49,678,101 | - | \$49,678,101 |
| Add Back Depreciation | 5,827,030 |  | 5,827,030 |
| Net Cash Available | \$11,434,561 |  | \$11,434,561 |
| Capital |  |  |  |
| Capital Revenue |  |  |  |
| Federal Capital Grant - Sec 5307 |  |  |  |
| Federal Capital Grant - Sec 5309 | 728,668 |  | 728,668 |
| State Capital Grants | 339,239 |  | 339,239 |
| Total Capital Revenue | \$1,067,907 | - | \$1,067,907 |
| Capital Expenses |  |  |  |
| System P\&M |  |  |  |
| Equipment \& Furnishings | 2,225,000 |  | 2,225,000 |
| Replace Coaches - | 4,753,549 |  | 4,753,549 |
| Replace Shuttle Vans/Small Coaches |  |  | - |
| Replace DAL Vans - | 366,938 |  | 366,938 |
| Replace Vanpool Vans - | 986,041 |  | 986,041 |
| Replace Staff Vehicles | 81,930 |  | 81,930 |
| Facilities | 1,730,000 |  |  |
| System Expansion |  |  | - |
| Coach - |  |  | - |
| Shuttle Van - Small Coach |  |  | - |
| DAL Van |  |  | - |
| Vanpool Van | 361,548 |  | 361,548 |
| Facilities |  |  | - |
| Total Capital Expenses | \$10,505,006 |  | \$10,505,006 |
| Ending Balance December 31, 2016 | \$1,997,462 | \$10,962,768 | \$12,960,230 |

## Appendix

| Appendix A: | Organizational Chart |
| :--- | :--- |
| Appendix B: | System Map and Service Boundary Map |
| Appendix C: | Public Management System (WSDOT forms) |
| Appendix D: | Operating Data |

## Appendix A




## Intercity Transit Mission:

To provide and promote transportation choices that support an accessible, sustainable, livable, healthy and prosperous community.

Vision: To be a leading transit system in the country, recognized for our well-trained, highly motivated, customer-focused, community-minded employees committed to enhancing the quality of life for all citizens of Thurston County.

## Bus Service in 2013

Fixed route service available weekdays on 25 routes, 18 routes operating Saturdays, 15 routes on Sundays. Dial-A-Lift (ADA/ paratransit) service available during fixed route service hours. Bus fleet is ADA accessible and all fixed route coaches have two-position bike racks:

- Twenty local routes serving the greater Olympia/Lacey/Tumwater/Yelm area. Connections to Grays Harbor Transit and Mason Transit service (in Olympia) and regional connections to Amtrak and Greyhound service are also available.
- Five inter-county routes provide Express service between Thurston and Pierce Counties with connections to Pierce Transit local service and Sound Transit Express and commuter service in Lakewood and Tacoma. Grant funded contract with Sound Transit for extension of existing route for limited peak trips between Olympia and Seattle.


## Intercity Transit Service Boundary

## Approved April 2002, Implemented September 2002, Updated with City Annexations: 2005-2013



## Appendix C

## Public Management System

Public Transportation Management System Owned Rolling Stock I nventory
Intercity Transit

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| $\begin{array}{c}\text { Vehicle Identification } \\ \text { Number }\end{array}$ |
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| 1FDXE45P96HA36269 |
| 1FDXE45P96DA96141 |
| 1FDXE45P16DB13420 |
| 1FDXE45P96DB20874 |
| 1FD4E45P68DA39644 |
| 1FD4E45P88DA39645 |
| 1FD4E45PX8DA39646 |
| 1FD4E45P18DA39647 |



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|  | 아 | 안 | 우 | 안 | 은 | $\stackrel{\sim}{\sim}$ | ㅇ | 안 | $\bigcirc$ | $\bigcirc$ | ㅇ | 앙 | ㅇ | $\bigcirc$ | ¢ | － | ¢ | ¢ | ¢ | ¢ | ¢ | ¢ | ¢ | － | ¢ | － | 앙 | 은 | $\checkmark$ | 악 | 앙 | 악 | 앙 | 안 | 아 | 안 | 안 | 안 | ㅇ | 안 | 안 | 안 | \％ | 안 |
|  | $\left\|\begin{array}{l} 0 \\ 0 \\ \stackrel{1}{0} \\ 0 \\ 0 \end{array}\right\|$ | $\left\lvert\, \begin{aligned} & \underset{\sim}{1} \\ & \underset{8}{8} \\ & \underset{8}{2} \end{aligned}\right.$ | $\begin{gathered} \stackrel{\circ}{N} \\ \text { No } \\ \hline \end{gathered}$ | $\left.\begin{array}{\|c\|} \hline 1 \\ 0 \\ 0 \\ 0 \\ n \end{array} \right\rvert\,$ | $\begin{aligned} & n \\ & 2 \\ & 2 \\ & 8 \\ & 8 \end{aligned}$ | $\begin{aligned} & \mathrm{N} \\ & \mathrm{O} \\ & 0 \\ & 0 \end{aligned}$ | $\left\|\begin{array}{l} \underset{y}{d} \\ 0 \\ \underset{\sim}{j} \end{array}\right\|$ | $\left\lvert\, \begin{gathered} 0 \\ \vec{n} \\ \stackrel{1}{N} \\ \hline \end{gathered}\right.$ | $\left\|\begin{array}{c} n \\ 0 \\ \underset{-1}{j} \\ \hline \end{array}\right\|$ | $\left\|\begin{array}{l} \infty \\ \sim_{0} \\ \delta_{0}^{\prime} \end{array}\right\|$ | $\begin{array}{\|l\|} \hline 0 \\ 0 \\ 0 \\ \alpha_{\lambda} \\ \hline \end{array}$ | $\begin{array}{\|l\|} \hline 0 \\ 0 \\ \\ 0 \\ \infty \end{array}$ | $\left.\begin{array}{\|l\|} \hline 0 \\ 0 \\ 0 \\ 0 \\ 0 \\ 7 \end{array} \right\rvert\,$ | $\left\|\begin{array}{l} \infty \\ 0 \\ \infty \\ 0 \\ 0 \end{array}\right\|$ | $\left\|\begin{array}{c} - \\ \infty \\ \infty \\ \infty \end{array}\right\|$ | $\left\|\begin{array}{l} \hat{0} \\ 0 \\ \hat{\sigma} \\ \vec{j} \end{array}\right\|$ | $\left\|\begin{array}{c} o \\ \stackrel{9}{寸} \\ \underset{\infty}{2} \end{array}\right\|$ | $\left\|\begin{array}{c} \infty \\ 0 \\ 0 \\ \dot{f} \\ \underset{-1}{ } \end{array}\right\|$ | $\begin{array}{\|c\|} \hline N \\ ल \\ M \\ \end{array}$ | 1 <br>  <br>  | $\left\|\begin{array}{c} 0 \\ 0 \\ 0 \\ \underset{\sim}{0} \\ \underset{\gamma}{2} \end{array}\right\|$ | $\begin{array}{\|c\|} \hline 1 \\ 0 \\ \infty \\ \underset{N}{N} \end{array}$ | $\left\|\begin{array}{l} \mathrm{N} \\ \mathrm{O} \\ \hat{0} \\ \mathrm{O} \end{array}\right\|$ | $\left\|\begin{array}{l} 0 \\ \infty \\ 0 \\ \tilde{0} \\ \underset{-1}{ } \end{array}\right\|$ | $\left\|\begin{array}{c} 0 \\ ल \\ M \\ \underset{\sim}{2} \end{array}\right\|$ | $\left\|\begin{array}{l} \mathrm{N} \\ \underset{\sim}{0} \\ \mathcal{O}^{-} \end{array}\right\|$ | N | $\begin{aligned} & 0 \\ & \tilde{3} \\ & \underset{7}{7} \\ & \underset{1}{2} \end{aligned}$ | $\left\|\begin{array}{l} \vec{y} \\ \underset{1}{2} \\ \underset{\sim}{7} \end{array}\right\|$ | $\left\|\begin{array}{c} 9 \\ N \\ \underset{\sim}{i} \end{array}\right\|$ | $\left.\begin{gathered} \hat{N} \\ \hat{N} \\ \hat{N} \\ \underset{\sim}{1} \end{gathered} \right\rvert\,$ | $\left\|\begin{array}{c} \lambda \\ 0 \\ 0 \\ 0 \\ 0 \\ -1 \end{array}\right\|$ | $\left\|\begin{array}{c} n \\ 0 \\ 0 \\ \underset{\sim}{0} \end{array}\right\|$ | $\begin{aligned} & \infty \\ & \underset{\sim}{\underset{\sim}{4}} \\ & \underset{\sim}{-} \end{aligned}$ | $\left\|\begin{array}{l} 1 \\ 0 \\ 0 \\ \underset{N}{2} \end{array}\right\|$ | $\left\|\begin{array}{l} \underset{\sim}{9} \\ \underset{\sim}{8} \\ \underset{\sim}{1} \end{array}\right\|$ | $\begin{array}{l\|} \hline \\ 0 \\ 0 \\ \infty \\ \infty \end{array}$ | $\left.\begin{aligned} & \hat{\sim} \\ & \underset{\sim}{n} \\ & \underset{\sim}{n} \end{aligned} \right\rvert\,$ | $\begin{aligned} & \underset{N}{N} \\ & \underset{\sim}{7} \\ & \underset{\sim}{2} \end{aligned}$ | $\left\lvert\, \begin{gathered} \underset{N}{N} \\ \tilde{\sim} \\ \infty \\ \hline \end{gathered}\right.$ | $\left.\begin{gathered} \hat{N} \\ \sim \\ \infty \\ \infty \end{gathered} \right\rvert\,$ | $\begin{array}{\|l\|} \hline \underset{N}{N} \\ \underset{\sim}{0} \\ \mathbf{N}^{2} \end{array}$ | $\begin{array}{\|l\|} \hline 0 \\ \underset{1}{1} \\ 0 \\ 7 \\ 7 \end{array}$ | N <br> $\sim$ <br> - <br> - <br> - |
|  |  | $\left.\begin{array}{\|l\|} \hline 0 \\ \underset{\sim}{1} \\ \end{array} \right\rvert\,$ | $\begin{aligned} & \infty \\ & \stackrel{\infty}{1} \\ & \hline \end{aligned}$ | $\begin{array}{\|l\|} \hline \underset{1}{2} \\ \underset{1}{ } \end{array}$ |  | $\left.\begin{array}{\|c\|} \hline 0 \\ 0 \\ \underset{\sim}{1} \end{array} \right\rvert\,$ | $\begin{array}{\|c\|} \hline 0 \\ \text { Ĥ } \\ \underset{7}{ } \end{array}$ | $\begin{array}{\|c\|} \vec{~} \\ \underset{\sim}{2} \\ \hline \end{array}$ | $$ | $$ | $$ | $\begin{array}{\|c\|} \hline \stackrel{y}{\underset{\sim}{n}} \\ \hline \end{array}$ | $\begin{array}{\|c\|} \hline 0 \\ \stackrel{n}{n} \\ \underset{\sim}{2} \end{array}$ | $\begin{array}{\|c\|} \hline \stackrel{7}{n} \\ \underset{\sim}{2} \end{array}$ | $$ | $\left.\begin{array}{\|l\|} \hline 0 \\ \hat{0} \\ \end{array} \right\rvert\,$ | $\begin{array}{\|c\|} \hline \stackrel{N}{n} \\ \stackrel{\rightharpoonup}{2} \end{array}$ | $\begin{array}{\|c\|} \hline 0 \\ \hat{n} \\ \underset{\sim}{2} \end{array}$ | $\left.\begin{array}{\|l\|} \hline 0 \\ 0 \\ n \end{array} \right\rvert\,$ | $$ | $\begin{array}{\|l\|} \hline 0 \\ 0 \\ 0 \\ 1 \end{array}$ | $\left.\begin{array}{\|l\|} \hline 0 \\ 0 \\ 0 \\ 1 \end{array} \right\rvert\,$ | $\begin{array}{\|c\|} \hline \stackrel{\rightharpoonup}{\mathrm{N}} \\ \underset{\sim}{2} \end{array}$ | $\begin{aligned} & \mathrm{N} \\ & \mathrm{~N} \\ & \end{aligned}$ | $\begin{array}{\|c\|} \hline \stackrel{m}{n} \\ \underset{\sim}{n} \end{array}$ | $\begin{array}{\|c\|} \hline 9 \\ 0 \\ \underset{\sim}{n} \end{array}$ | $\begin{array}{\|c\|} \hline \\ 0 \\ \underset{\sim}{0} \end{array}$ | $\begin{array}{\|c\|c\|} \hline 0 \\ 0 \\ 0 \\ \hline \end{array}$ | $\begin{array}{\|c\|} \hline 0 \\ 0 \\ \underset{\sim}{1} \end{array}$ | $\left\|\begin{array}{c} \underset{\sim}{\mathrm{N}} \\ \mathrm{o} \end{array}\right\|$ | $\left.\begin{array}{\|c\|} \underset{\sim}{\infty} \\ \underset{\sim}{n} \end{array} \right\rvert\,$ | $\begin{array}{\|c\|} \underset{\sim}{N} \\ \underset{\sim}{n} \end{array}$ | $\begin{array}{\|c\|} \hline \\ \infty \\ \underset{\sim}{n} \end{array}$ | $\begin{aligned} & \underset{\sim}{0} \\ & 0 \end{aligned}$ | $\left\|\begin{array}{c} \stackrel{\sim}{N} \\ \infty \\ \sim \end{array}\right\|$ | $\left.\begin{array}{\|c\|c\|} \hline 0 \\ \infty \\ \underset{\sim}{1} \end{array} \right\rvert\,$ | $\begin{array}{\|c\|} \hline N \\ 0 \\ \end{array}$ | $\begin{array}{\|c\|} \hline \infty \\ \underset{\sim}{\infty} \\ \underset{\sim}{2} \end{array}$ | $\begin{aligned} & 0 \\ & 0 \\ & 0 \\ & \hline \end{aligned}$ | $\begin{array}{\|c\|} \hline \stackrel{\sim}{0} \\ \underset{\sim}{0} \end{array}$ | $\begin{aligned} & \vec{ल} \\ & \infty \\ & \underset{\sim}{2} \end{aligned}$ | $\left.\begin{array}{\|c\|} \hline \stackrel{N}{\sim} \\ \underset{\sim}{n} \end{array} \right\rvert\,$ | $\begin{array}{\|c\|} \hline \underset{\sim}{\infty} \\ \infty \\ \end{array}$ | $\stackrel{+}{\text {＋}}$ |
|  |  |  |  | 1FBNE31L55HB38566 | 1FBNE31L75HB38567 | 1FTSE34L86HA33015 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 1FBSS31L66DA24631 | $\stackrel{n}{2}$ <br>  | 1GNDV23W78D205888 |  |  |  |  |  |  |  |  | $\circ$ <br>  <br>  <br>  <br>  <br> 7 <br>  <br>  |  |  |  | 0 <br> 0 <br> 0 <br> 0 <br>  <br>  <br>  <br>  <br>  <br>  |  |  |  |  |
| $\frac{0}{0}$ $\frac{0}{0}$ $>0$ $>$ | $\stackrel{7}{7}$ | $\stackrel{9}{7}$ | $\stackrel{-}{7}$ | $\stackrel{9}{7}$ | $\stackrel{9}{7}$ | $\underset{-}{7}$ | $\stackrel{9}{-}$ | $\stackrel{9}{7}$ | $\stackrel{9}{7}$ | $\stackrel{-1}{7}$ | $\stackrel{9}{7}$ | $\stackrel{9}{7}$ | $\stackrel{9}{7}$ | $\stackrel{9}{7}$ | $\stackrel{9}{-}$ | $\stackrel{-1}{7}$ | $\stackrel{9}{-}$ | $\cdots$ | $\stackrel{9}{7}$ | $\stackrel{9}{7}$ | $\stackrel{9}{7}$ | $\stackrel{9}{7}$ | 9 | $\stackrel{9}{7}$ | $\stackrel{9}{7}$ | $\stackrel{9}{7}$ | $\stackrel{7}{7}$ | $\stackrel{9}{7}$ | $\underset{\sim}{7}$ | $\stackrel{9}{7}$ | $\stackrel{7}{7}$ | $\stackrel{9}{7}$ | $\stackrel{9}{7}$ | $\stackrel{9}{7}$ | $\stackrel{9}{7}$ | $\stackrel{7}{7}$ | $\stackrel{9}{7}$ | $\stackrel{9}{7}$ | $\stackrel{9}{7}$ | $\stackrel{7}{7}$ | $\stackrel{9}{7}$ | $\stackrel{-}{7}$ | $\stackrel{-}{7}$ | $\underset{-}{\square}$ |
|  |  |  | 2005／Ford／Clubwagon |  | 2005／Ford／Clubwagon |  |  |  |  |  |  | 등 |  |  |  |  |  |  |  | 2 <br> 0 <br> 0 <br> 2 <br> 0 <br> 0 <br> $\vdots$ <br> $\vdots$ <br> $\vdots$ <br> $\vdots$ <br> 0 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 2007 Chevy Express |
|  | $\stackrel{\text { N }}{\text {－}}$ | － | $\stackrel{\text { त }}{\substack{\text { ה }}}$ | $\stackrel{-}{9}$ | $\stackrel{\rightharpoonup}{9}$ | $\begin{gathered} \stackrel{N}{n} \\ \end{gathered}$ | $\begin{gathered} \underset{\sim}{n} \\ \hline \end{gathered}$ | $\begin{array}{\|c} \underset{~}{4} \\ \hline \end{array}$ | $\begin{array}{\|c} 10 \\ 9 \\ \hline \end{array}$ | $\begin{array}{\|c\|} \hline 0 \\ 1 \\ \hline \end{array}$ | $\begin{array}{\|c} n \\ \underset{\sim}{n} \end{array}$ | $\begin{array}{\|c\|c} \infty \\ \underset{\sim}{2} \\ \hline \end{array}$ | $\begin{array}{\|c} \underset{\sim}{n} \\ \hline \end{array}$ | $\begin{array}{\|c\|} \hline \\ \underset{\sim}{1} \end{array}$ | $\left\lvert\, \begin{gathered} \underset{\sim}{\underset{~}{7}} \mid \end{gathered}\right.$ | $\begin{array}{\|c\|} \underset{\sim}{\sim} \\ \underset{\sim}{2} \end{array}$ | $\begin{array}{\|c} \underset{\sim}{\sim} \\ \hline \end{array}$ | $\begin{array}{\|l\|} \ddagger \\ A \end{array}$ | $\begin{array}{\|c\|} \hline \stackrel{n}{4} \\ \hline \end{array}$ | $\begin{array}{\|c} 0 \\ \underset{\sim}{1} \\ \hline \end{array}$ | $\begin{gathered} \underset{\sim}{f} \\ \hline \end{gathered}$ | $\begin{array}{\|c\|} \hline \infty \\ \underset{\sim}{\prime} \\ \hline \end{array}$ | $\begin{array}{\|c\|c} \underset{~}{7} \\ \hline \end{array}$ | $\begin{aligned} & 0 \\ & \stackrel{0}{7} \end{aligned}$ | $\stackrel{1}{7}$ | $\stackrel{N}{\mathrm{~N}}$ | $\stackrel{3}{3}$ | $\stackrel{4}{\square}$ | $\stackrel{1}{2}$ | $\stackrel{0}{0}$ | $\stackrel{N}{n}$ | $\stackrel{0}{0}$ | $\stackrel{3}{7}$ | $\stackrel{\square}{1}$ | $\stackrel{-1}{\square}$ | N | $\cdots$ | $\stackrel{+}{4}$ |  | $\stackrel{\square}{\square}$ | ${ }_{-1}^{1}$ | $\stackrel{0}{0}$ | $\xrightarrow{8}$ | $\xrightarrow{\circ}$ |





|  | $\stackrel{\sim}{2}$ | $\stackrel{\sim}{\sim}$ | $\stackrel{\infty}{\sim}$ | $\stackrel{\sim}{0}$ | $\stackrel{\varrho}{\wedge}$ | $\stackrel{\tilde{\sim}}{\wedge}$ | $\stackrel{\sim}{\infty}$ | $\stackrel{\infty}{\infty} \mid$ | $\stackrel{(0}{\sim}$ | $\left.\begin{gathered} \infty \\ \underset{\sim}{\infty} \end{gathered} \right\rvert\,$ | $\stackrel{\infty}{\infty}$ | $\stackrel{0}{\otimes}$ | $\stackrel{\otimes}{\otimes}$ | $\stackrel{\infty}{\infty}$ | $\stackrel{\mathscr{N}}{\sim}$ | $\stackrel{\infty}{\infty}$ | $\stackrel{\omega}{\sim}$ | $\stackrel{0}{\infty} \mid$ | $\stackrel{\infty}{\infty}$ | $\stackrel{\infty}{\infty} \mid$ | $\stackrel{\infty}{\infty}$ | $\stackrel{\infty}{\infty} \mid$ | $\stackrel{\infty}{\infty} \mid$ | $\stackrel{\sim}{\wedge}$ | $\stackrel{\mathscr{N}}{\sim}$ | $\stackrel{\sim}{\infty}$ | $\stackrel{e}{\infty}$ | $\stackrel{0}{0}$ | $\stackrel{\varrho}{\boldsymbol{\infty}}$ | $\left.\begin{aligned} & \Omega \\ & \end{aligned} \right\rvert\,$ | $\stackrel{\infty}{\infty}$ | $\left\lvert\, \begin{gathered} \mathscr{0} \\ \stackrel{y}{2} \end{gathered}\right.$ | $\stackrel{0}{\boldsymbol{D}}$ | $\left\lvert\, \begin{gathered} \mathscr{0} \\ \stackrel{1}{2} \end{gathered}\right.$ | $\stackrel{0}{\wedge}$ | $\left\lvert\, \begin{gathered} \mathscr{0} \\ \stackrel{y}{\lambda} \end{gathered}\right.$ | $\stackrel{\varrho}{\infty}$ | $\left\lvert\, \begin{gathered} \mathscr{0} \\ \stackrel{y}{\nabla} \end{gathered}\right.$ | $\stackrel{\sim}{\infty}$ | $\left\|\begin{array}{l} \infty \\ \stackrel{\infty}{\lambda} \end{array}\right\|$ | $\stackrel{\mathscr{0}}{\stackrel{y}{\lambda}}$ | $\stackrel{\curvearrowleft}{\otimes} \mid$ | $\stackrel{\mathscr{0}}{\stackrel{y}{\lambda}}$ | $\stackrel{\varrho}{2}$ | 앙 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | $\underset{0}{4}$ | $\underset{\circlearrowleft}{\varangle}$ | $\underset{\circlearrowleft}{\varangle}$ | $\underset{\circlearrowleft}{\Psi}$ | $\overleftarrow{\circlearrowleft}$ | $\underset{\circlearrowleft}{\Psi}$ | $\underset{\circlearrowleft}{\varangle}$ | $\underset{\circlearrowleft}{\overleftarrow{\circlearrowleft}}$ | $\underset{\circlearrowleft}{\varangle}$ | $\underset{\circlearrowleft}{\Psi}$ | $\underset{\circlearrowleft}{\varangle}$ | $\underset{\circlearrowleft}{\varangle}$ | $\underset{\circlearrowleft}{\varangle}$ | $\|\underset{\circlearrowleft}{\varangle}\|$ | $\underset{\circlearrowleft}{\varangle}$ | $\|\underset{\circlearrowleft}{\varangle}\|$ | $\underset{\circlearrowleft}{\mathbb{U}}$ | $\underset{\circlearrowleft}{\Psi}$ | $\underset{\circlearrowleft}{\Psi}$ | $\underset{\circlearrowleft}{\Psi}$ | $\underset{\mathbf{U}}{\mid}$ | $\underset{\circlearrowleft}{\Psi}$ | $\mid \underset{\mathrm{U}}{\mathbf{K}}$ | $\underset{\circlearrowleft}{\varangle}$ | $\underset{\circlearrowleft}{\varangle}$ | $\stackrel{\varangle}{0}$ | $\underset{0}{\mathbb{O}} \mid$ | $\|\underset{\mathbf{U}}{ }\|$ | $\underset{0}{4}$ | $\underset{\mathbf{U}}{\mid}$ | $\stackrel{\varangle}{\circlearrowleft}$ | $\underset{\circlearrowleft}{\Psi}$ | $\stackrel{\varangle}{\circlearrowleft}$ | $\underset{ভ}{\mathbb{U}}$ | $\underset{\circlearrowleft}{\varangle}$ | $\underset{\substack{4 \\ \hline}}{ }$ | $\underset{0}{4}$ | $\underset{\circlearrowleft}{4}$ | $\underset{\circlearrowleft}{\varangle}$ | $\underset{U}{\mathbb{U}}$ | $\underset{\circlearrowleft}{\overleftarrow{1}}$ | $\underset{\mathbf{0}}{ }$ | $\underset{\circlearrowleft}{\overleftarrow{1}}$ | $\|\underset{\mathbf{U}}{\mid}\|$ | ¢ |
|  | $\checkmark$ | $\wedge$ | N | N | $\wedge$ | N | $\underset{\sim}{\sim}$ | $\underset{\sim}{\sim}$ | $\underset{\sim}{7}$ | $\underset{\sim}{\sim}$ | $\underset{\sim}{\sim}$ | $\stackrel{\sim}{7}$ | $\underset{\sim}{\sim}$ | $\underset{\sim}{\text { N }}$ | $\stackrel{\sim}{7}$ | $\underset{\sim}{\sim}$ | $\underset{\sim}{\sim}$ | $\stackrel{\sim}{7}$ | $\underset{\sim}{7}$ | $\underset{\sim}{\sim}$ | $\underset{\sim}{\sim}$ | $\underset{\sim}{\sim}$ | $\underset{\sim}{7}$ | $\underset{\sim}{\sim}$ | $\underset{\sim}{7}$ | $\underset{\sim}{\sim}$ | $\underset{\sim}{7}$ | $\underset{\sim}{\sim}$ | $\stackrel{\sim}{\square}$ | $\stackrel{\sim}{-1}$ | $\stackrel{\sim}{\sim}$ | N | N | $\wedge$ | N | N | $\sim$ | $\wedge$ | N | $\wedge$ | N | N | 入 | N | $N$ |
|  | $\bigcirc$ | $\bigcirc$ | $\bigcirc$ | 을 | $\bigcirc$ | 을 | $\bigcirc$ | 응 | $\bigcirc$ | $\bigcirc$ | 응 | 응 | 응 | 응 | 응 | 응 | 응 | $\bigcirc$ | 응 | $\bigcirc$ | 응 | $\bigcirc$ | 응 | 을 | 응 | 을 | 응 | 을 | 응 | 응 | 을 | 응 | 을 | $\bigcirc$ | 을 | 을 | 응 | 을 | 응 | 을 | 응 | 을 | $\bigcirc$ | 을 | 응 |
|  |  |  | -1 <br> -1 <br> 0 <br> 0 <br> 0 <br> 0 |  |  |  |  |  |  |  |  |  |  | $\left\|\begin{array}{l} 0 \\ \underset{\lambda}{2} \\ 0 \\ 0 \\ \oplus \end{array}\right\|$ |  | $\left\|\begin{array}{l} 0 \\ \underset{-1}{2} \\ 0 \\ 0 \\ \oplus \end{array}\right\|$ |  |  | -1 <br>  <br>  <br> 0 <br> 0 <br> 0 <br>  |  | -1 <br>  <br>  <br> 0 <br> 0 <br> 0 <br>  |  | -1 <br>  <br>  <br> 0 <br>  | $\left. \right\rvert\,$ |  | $\left\|\right\|$ |  |  | -1 <br> -1 <br> - <br> 0 <br> 0 <br>  | $\left.\begin{aligned} & 0 \\ & 0 \\ & 0 \\ & 0 \\ & 0 \\ & \theta \end{aligned} \right\rvert\,$ | $\begin{aligned} & 0 \\ & \overrightarrow{1} \\ & \stackrel{-}{0} \\ & \underset{\leftrightarrow}{2} \end{aligned}$ | $\begin{aligned} & 0 \\ & \hline 0 \\ & 0 \\ & 0 \\ & 0 \\ & \theta \end{aligned}$ | $\begin{aligned} & 0 \\ & \overrightarrow{1} \\ & \stackrel{-}{0} \\ & \underset{\theta}{2} \end{aligned}$ | $$ | -1 <br> - <br> 0 <br> 6 <br>  | $\left.\begin{aligned} & 0 \\ & \overrightarrow{1} \\ & 0 \\ & 0 \\ & \theta \end{aligned} \right\rvert\,$ |  | $\left.\begin{aligned} & 0 \\ & \overrightarrow{1} \\ & 0 \\ & 0 \\ & \theta \\ & \theta \end{aligned} \right\rvert\,$ |  | - <br>  <br>  <br> 0 <br> 0 <br>  |  | $\begin{aligned} & 0 \\ & \hline-1 \\ & 0 \\ & - \\ & \underset{\Theta}{*} \end{aligned}$ | $\begin{aligned} & 0 \\ & \overrightarrow{1} \\ & 0 \\ & 0 \\ & \theta \end{aligned}$ | $$ | O－ <br> -1 <br>  <br> 0 <br> 0 <br>  |
|  | $\checkmark$ | $\checkmark$ | ＊ | － | ナ | － | ＊ | $\checkmark$ | $\checkmark$ | $\checkmark$ | － | $\checkmark$ | $\checkmark$ | $\checkmark$ | $\checkmark$ | $\checkmark$ | － | $\checkmark$ | － | $\checkmark$ | $\checkmark$ | $\checkmark$ | $\checkmark$ | － | － | － | － | － | － | $\checkmark$ | － | ค | $\llcorner$ | ம | $\llcorner$ | $\stackrel{\sim}{\circ}$ | 10 | $\bigcirc$ | $\llcorner$ | ค | $\llcorner$ | $1 \sim$ | $\llcorner$ | $\llcorner$ | $\llcorner$ |
|  | $\sim$ | $\sim$ | $\sim$ | $\sim$ | $\sim$ | $\sim$ | $\sim$ | N | $\sim$ | N | $\sim$ | $\sim$ | $\sim$ | $\sim$ | $\sim$ | $\sim$ | $\sim$ | N | N | N | N | N | N | N | $\sim$ | N | $\sim$ | N | N | N | $\sim$ | $\rightarrow$ | $\checkmark$ | $\rightarrow$ | $\checkmark$ | $\checkmark$ | $\cdots$ | $\checkmark$ | $\checkmark$ | $\checkmark$ | $\checkmark$ | $\checkmark$ | $\checkmark$ | $\checkmark$ | $\checkmark$ |
|  | $\infty$ | $\bigcirc$ | $\bigcirc$ | $\infty$ | $\bigcirc$ | $\infty$ | $\infty$ | $\infty$ | $\infty$ | $\infty$ | $\bigcirc$ | $\bigcirc$ | $\bigcirc$ | $\infty$ | $\bigcirc$ | $\infty$ | 8 | $\infty$ | $\infty$ | $\infty$ | 8 | $\infty$ | $\bigcirc$ | 8 | 8 | 8 | $\infty$ | 8 | $\infty$ | $\bigcirc$ | $\infty$ | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | ¢ | 8 | 8 | 8 | 8 |
|  | $\begin{aligned} & 0 \\ & \stackrel{0}{0} \\ & \stackrel{7}{7} \end{aligned}$ | $\left\|\begin{array}{l} 0 \\ 0 \\ n \\ 0 \\ \hline \end{array}\right\|$ | $\left\|\begin{array}{c} \underset{\sim}{\underset{~}{2}} \\ \underset{\sim}{j} \end{array}\right\|$ | $\begin{array}{\|c\|c} \hline 0 \\ 0 \\ 0 \\ n \\ n \\ n \end{array}$ | $\left\lvert\, \begin{aligned} & -1 \\ & 0 \\ & \underset{N}{n} \end{aligned}\right.$ | $\begin{array}{ll} 1 \\ 0 \\ 0 \\ 0 \\ 0 \\ 0 \\ 0 \end{array}$ | $\left\|\begin{array}{c} \infty \\ \infty \\ 0 \\ 0 \\ \underset{N}{n} \end{array}\right\|$ | $\begin{aligned} & 0 \\ & 0 \\ & \underset{\sim}{n} \\ & \hline \end{aligned}$ | $\left\|\begin{array}{l} 0 \\ 0 \\ 0 \\ i \\ i \end{array}\right\|$ | $\left\|\begin{array}{c} 0 \\ 0 \\ 0 \\ \underset{\sigma}{j} \end{array}\right\|$ | $\left\|\begin{array}{c} N \\ \underset{J}{j} \\ 0 \end{array}\right\|$ | $\begin{array}{\|c\|} \hline N \\ 0 \\ \underset{\sim}{3} \\ \hline \end{array}$ | $\left\|\begin{array}{l} 0 \\ 0 \\ -i \\ 0 \end{array}\right\|$ | $\left\|\begin{array}{c} 0 \\ 0 \\ 7 \\ 0 \\ 0 \end{array}\right\|$ | $\left.\begin{array}{\|c\|c} \infty \\ 0 \\ 0 \\ 0 \\ 0 \\ 1 \end{array} \right\rvert\,$ | $\left\|\begin{array}{l} \infty \\ 0 \\ \infty \\ \underset{\sim}{\sim} \\ \hline \end{array}\right\|$ | $\left\|\begin{array}{c} \underset{N}{N} \\ \underset{\sim}{\mathrm{~J}} \end{array}\right\|$ | $\left\|\begin{array}{c} n \\ \infty \\ \infty \\ 0 \\ \end{array}\right\|$ | $\left\|\begin{array}{c} 7 \\ \underset{\sim}{6} \\ e^{-} \end{array}\right\|$ | $\left\|\begin{array}{c} \tilde{0} \\ 0 \\ 0 \\ 0 \end{array}\right\|$ | $\left\|\begin{array}{l} -1 \\ \hat{N} \\ -1 \\ 0 \end{array}\right\|$ | $\left\|\begin{array}{c} \overbrace{0}^{1} \\ \underset{\sim}{0} \\ \underset{\sim}{2} \end{array}\right\|$ | $\left\|\begin{array}{c} 0 \\ \underset{N}{2} \\ 0 \\ 0 \end{array}\right\|$ | $\left\|\begin{array}{c} 0 \\ \underset{y}{c} \\ 0 \\ \underset{\sim}{2} \end{array}\right\|$ | $\left\|\begin{array}{l} 0 \\ 0 \\ 1 \\ 0 \\ 0 \end{array}\right\|$ | $\begin{array}{\|l\|} \hline m \\ 0 \\ \mathcal{F}^{2} \end{array}$ | $\left\|\begin{array}{c} \underset{N}{N} \\ \underset{\sim}{\mathcal{O}} \\ - \end{array}\right\|$ | $\left\|\begin{array}{c} 0 \\ 0 \\ N \\ 0 \\ i \end{array}\right\|$ | $\left\|\begin{array}{l} \underset{N}{N} \\ \mathrm{~N} \end{array}\right\|$ | $\left\|\begin{array}{l} \infty \\ \vdots \\ \underset{c}{n} \end{array}\right\|$ | $\begin{aligned} & 7 \\ & -7 \\ & \stackrel{N}{N} \end{aligned}$ | $\left\lvert\, \begin{gathered} 0 \\ 0 \\ \underset{-1}{-} \\ \underset{N}{2} \end{gathered}\right.$ | $\begin{aligned} & \underset{\infty}{\infty} \\ & 0 \\ & \underset{N}{N} \end{aligned}$ | $\begin{aligned} & \underset{\sim}{N} \\ & \underset{\sim}{\sim} \end{aligned}$ | $\stackrel{N}{\underset{\sim}{n}}$ | $\left\lvert\, \begin{aligned} & -1 \\ & 0 \\ & \hat{N} \\ & \underset{N}{2} \end{aligned}\right.$ | $\left\|\begin{array}{l} \vec{n} \\ 0 \\ \underset{\sim}{-} \end{array}\right\|$ | $\left\|\begin{array}{c} \infty \\ 0 \\ 0 \\ \underset{\sim}{j} \end{array}\right\|$ | $\begin{aligned} & \pm \\ & 0 \\ & \underset{\sim}{2} \end{aligned}$ | $\left.\begin{array}{\|c} 0 \\ \overrightarrow{1} \\ \sigma_{1} \end{array} \right\rvert\,$ | $\begin{aligned} & \mathrm{O} \\ & \underset{N}{N} \\ & \text { Nin } \end{aligned}$ | $\left\|\begin{array}{l} n \\ \underset{\sim}{n} \\ \hat{m} \end{array}\right\|$ | $\begin{aligned} & \stackrel{7}{N} \\ & \underset{N}{0} \end{aligned}$ | $\left\|\begin{array}{l} \infty \\ 0 \\ 0 \\ \underset{N}{2} \end{array}\right\|$ | ¢ |
|  | $\begin{aligned} & \stackrel{\rightharpoonup}{\mathrm{N}} \end{aligned}$ | $\begin{array}{\|l\|} \hat{N} \\ \underset{N}{ } \end{array}$ | $\left.\begin{array}{\|l\|} \hline \infty \\ \underset{N}{N} \end{array} \right\rvert\,$ |  | $\begin{array}{\|c\|} \hline 0 \\ \underset{N}{n} \end{array}$ | $\vec{M}$ | $\left\lvert\, \begin{gathered} \underset{\sim}{N} \\ \underset{N}{N} \end{gathered}\right.$ | $\begin{array}{\|l\|} \hline \stackrel{y}{i} \\ \underset{N}{2} \end{array}$ | $\left\lvert\, \begin{array}{l\|} \underset{\sim}{\underset{N}{N}} \end{array}\right.$ | $\begin{array}{\|c\|} \stackrel{N}{\sim} \\ \underset{N}{n} \end{array}$ | $\left\lvert\, \begin{gathered} \underset{\sim}{N} \\ \underset{N}{2} \end{gathered}\right.$ | $\left\lvert\, \begin{aligned} & J \\ & \underset{N}{2} \end{aligned}\right.$ | $$ | $\left\|\begin{array}{l} 0 \\ \underset{N}{\lambda} \end{array}\right\|$ | $\begin{array}{\|l\|} \underset{寸}{N} \end{array}$ | $\left\lvert\, \begin{aligned} & \underset{\sim}{7} \\ & \underset{N}{2} \end{aligned}\right.$ | $\begin{array}{\|l\|} \hline \stackrel{g}{A} \\ \text { N } \end{array}$ | $\begin{array}{\|c} \hline \stackrel{3}{7} \\ \stackrel{n}{2} \end{array}$ | $\begin{array}{\|c\|} \hline \stackrel{n}{n} \\ \underset{N}{2} \end{array}$ | $\begin{array}{\|l\|} \mathrm{N} \\ \stackrel{N}{\mathrm{~N}} \end{array}$ | $\begin{array}{\|c\|} \hline \stackrel{3}{\mathrm{~N}} \\ \stackrel{n}{2} \end{array}$ | $$ | $\left.\begin{array}{\|c\|} \hline \stackrel{n}{n} \\ \underset{N}{2} \end{array} \right\rvert\,$ | $\left.\begin{array}{\|l\|} \hline 0 \\ \stackrel{N}{n} \end{array} \right\rvert\,$ | $\left.\begin{array}{\|l\|} \hat{N} \\ \stackrel{n}{N} \end{array} \right\rvert\,$ | $\left\|\begin{array}{l} \infty \\ n \\ N \end{array}\right\|$ | $\begin{aligned} & \text { on } \\ & \stackrel{\rightharpoonup}{N} \end{aligned}$ | $\left.\begin{array}{\|l\|} \hline 0 \\ \text { N } \end{array} \right\rvert\,$ | $\left.\begin{array}{\|l\|} \hline 0 \\ \underset{N}{N} \end{array} \right\rvert\,$ | $\begin{aligned} & \vec{N} \\ & \vec{N} \end{aligned}$ | $\begin{gathered} \mathrm{N} \\ \mathrm{~N} \end{gathered}$ | $\begin{array}{\|c\|} \hline-\mathrm{N} \\ \mathrm{~N} \end{array}$ | $\stackrel{\rightharpoonup}{\mathrm{N}}$ | $\begin{aligned} & \underset{N}{N} \\ & \underset{N}{2} \end{aligned}$ | $\begin{gathered} \mathrm{M} \\ \underset{N}{N} \end{gathered}$ | $$ | $\begin{array}{\|c\|} \hline \stackrel{N}{0} \\ \underset{N}{2} \end{array}$ | $\begin{array}{\|c\|} \hline \mathbf{O} \\ \underset{N}{N} \end{array}$ | $\begin{aligned} & \mathrm{N} \\ & \underset{N}{n} \end{aligned}$ | $\begin{aligned} & \text { O} \\ & \text { Nָ } \end{aligned}$ | $\begin{aligned} & \text { O} \\ & \text { N } \end{aligned}$ | $\begin{aligned} & \mathrm{O} \\ & \underset{N}{N} \end{aligned}$ | $\overrightarrow{\mathrm{N}} \mid$ | $\begin{aligned} & \mathrm{N} \\ & \mathrm{~N} \end{aligned}$ | $\stackrel{\mathrm{M}}{\mathrm{N}}$ |
|  |  |  |  |  |  | 88L88LとはTכロtNどロZ |  |  | 1FBNE3BLOBDA90475 | 1FBNE3BL4BDA90480 |  |  |  | 1FBNE3BL5BDA90469 |  | 1FBNE3BL7BDA90473 |  |  |  |  |  |  |  | 1FBNE3BL1BDA90470 | 1FBNE3BL8BDA90479 |  |  | 1FBNE3BL2BDA90476 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | O－ |
| $\begin{array}{ll}\frac{0}{0} & 0 \\ \frac{0}{0} \\ > & 0 \\ >\end{array}$ | $\stackrel{7}{7}$ | $\stackrel{9}{7}$ | $\stackrel{9}{7}$ | $\stackrel{m}{7}$ | $\stackrel{9}{7}$ | $\stackrel{m}{9}$ | $\stackrel{9}{7}$ | $\stackrel{\sim}{7}$ | $\stackrel{-1}{7}$ | $\xrightarrow{-}$ | $\stackrel{9}{7}$ | $\stackrel{7}{7}$ | $\stackrel{9}{7}$ | $\stackrel{9}{7}$ | $\stackrel{9}{7}$ | $\stackrel{9}{-}$ | $\stackrel{9}{-1}$ | $\stackrel{9}{7}$ | $\stackrel{9}{7}$ | $\stackrel{9}{7}$ | $\stackrel{9}{7}$ | $\stackrel{9}{7}$ | $\xrightarrow{7}$ | $\stackrel{7}{7}$ | $\stackrel{\sim}{7}$ | $\stackrel{9}{7}$ | $\stackrel{\sim}{7}$ | $\stackrel{\sim}{-1}$ | $\stackrel{7}{7}$ | $\stackrel{7}{7}$ | $\stackrel{\sim}{7}$ | $\stackrel{9}{7}$ | $\stackrel{9}{7}$ | $\stackrel{-}{7}$ | $\stackrel{9}{7}$ | $\stackrel{9}{7}$ | $\stackrel{9}{7}$ | $\stackrel{9}{7}$ | $\stackrel{9}{7}$ | $\stackrel{9}{7}$ | $\stackrel{9}{7}$ | $\stackrel{9}{7}$ | $\stackrel{9}{7}$ | $\stackrel{9}{7}$ | $\stackrel{9}{-}$ |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 2012 Dodge Caravan | 2012 Dodge Caravan |  |  | 2012 Dodge Caravan |  | 2012 Dodge Caravan | 2012 Dodge Caravan |  |  |  |  |
|  | ¢ | へ－1 | $\begin{array}{\|l\|} \hline \infty \\ \hline \\ \hline \end{array}$ | oे | $\begin{aligned} & \stackrel{\rightharpoonup}{7} \\ & \vec{m} \end{aligned}$ | $\begin{array}{ll\|} \hline-7 \\ \\ \hline \end{array}$ | $\begin{array}{\|c\|} \underset{m}{7} \\ \hline \end{array}$ | $\left.\begin{array}{\|c\|} \hline \\ ल \\ m \end{array} \right\rvert\,$ | $\begin{array}{\|c} \underset{~}{4} \\ \hline \end{array}$ | $\left.\begin{array}{\|l\|} \hline n \\ ल \end{array} \right\rvert\,$ | $\begin{array}{\|c\|} \hline \\ \vec{m} \\ \hline \end{array}$ | $\begin{array}{\|c} \underset{m}{n} \\ \hline \end{array}$ | $\begin{array}{\|l\|} \infty \\ \vec{m} \\ \hline \end{array}$ | $\left\|\begin{array}{l} 9 \\ \vec{m} \end{array}\right\|$ | $\begin{array}{\|c} \stackrel{\rightharpoonup}{\mathrm{N}} \\ \hline \end{array}$ | $\left\lvert\, \begin{gathered} \underset{\sim}{n} \\ \hline \end{gathered}\right.$ | $\begin{array}{\|c} \underset{\sim}{N} \\ \hline \end{array}$ | $\begin{array}{\|c} \underset{\sim}{2} \\ \underset{\sim}{2} \\ \hline \end{array}$ | $\begin{array}{\|c} \underset{\sim}{\mathrm{N}} \end{array}$ | $\left\|\begin{array}{c} \stackrel{\sim}{\sim} \\ \underset{\sim}{2} \end{array}\right\|$ | $\begin{array}{\|c} \stackrel{0}{2} \\ \underset{\sim}{2} \end{array}$ | $\begin{array}{\|c} \underset{\mathrm{N}}{\mathrm{~m}} \end{array}$ | $\begin{array}{\|c} \infty \\ \underset{\sim}{m} \end{array}$ | － | $\begin{array}{\|c\|} \hline \mathbf{M} \\ \hline \end{array}$ | － | $\stackrel{N}{M}$ | $\begin{array}{\|c} \underset{m}{m} \\ \hline \end{array}$ | $\begin{array}{\|c} \substack{\mathrm{m} \\ \mathrm{~m}} \end{array}$ | ¢0 | $\begin{gathered} e \\ M \end{gathered}$ | ल̀ | $\stackrel{\infty}{\underset{\sim}{m}}$ | ¢ | $\begin{gathered} \text { ơ } \\ \text { mे } \end{gathered}$ | $\stackrel{7}{\text { m }}$ | $\left\|\begin{array}{c} \underset{\sim}{\sim} \end{array}\right\|$ | $\stackrel{\sim}{\text { m }}$ | $\stackrel{\underset{~}{2}}{ }$ | $\stackrel{1}{\text { m }}$ | $\begin{array}{r} \circ \\ \underset{m}{2} \\ \hline \end{array}$ | へ | － | ¢ | 읐） |


| $\begin{array}{\|c} \circ \\ 0 \\ \omega \\ \omega \end{array}$ | $\stackrel{\sim}{\sim}$ | $\bigcirc$ | $\stackrel{\sim}{\sim}$ | $\stackrel{\sim}{\sim}$ | $\stackrel{\sim}{\sim}$ | $\stackrel{\sim}{\sim}$ | $\stackrel{0}{\infty}$ | $\stackrel{\sim}{\lambda}$ | $\left\|\begin{array}{l} \infty \\ \end{array}\right\|$ | $\stackrel{\stackrel{0}{\lambda}}{\stackrel{1}{2}}$ | $\left\|\begin{array}{l} \infty \\ \stackrel{y}{\lambda} \end{array}\right\|$ | $\stackrel{( }{\wedge}$ | $\left\|\begin{array}{l} 0 \\ \end{array}\right\|$ | $\stackrel{(0}{\wedge}$ | $\stackrel{y}{\otimes}$ | $\stackrel{0}{\wedge}$ | 을 | 을 | 을 | 응 | $\bigcirc$ | 응 | 을 | 을 | 을 | 을 | $\bigcirc$ | $\bigcirc$ | $\bigcirc$ | 을 | $\stackrel{\sim}{2}$ | $\stackrel{\substack{0 \\ \underset{\Sigma}{2} \\ \hline}}{ }$ | $\stackrel{\oplus}{\infty}$ | $\stackrel{(0)}{\stackrel{\sim}{\lambda}}$ | $\stackrel{0}{0}$ | $\begin{aligned} & 0 \\ & 0 \\ & \hline \end{aligned}$ | $\left\|\begin{array}{c} 0 \\ 0 \\ > \end{array}\right\|$ | $\left\lvert\, \begin{gathered} \mathscr{0} \\ \stackrel{y}{2} \end{gathered}\right.$ | $\begin{aligned} & \infty \\ & \end{aligned}$ | 을 | 을 | $\bigcirc$ | $\bigcirc$ | $\bigcirc$ | 을 | 앋 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| $\stackrel{\bar{\sim}}{\stackrel{0}{1}} \stackrel{0}{2}$ | © | $\left\|\begin{array}{l} \mathbb{\top} \\ \mathbf{U} \end{array}\right\|$ | © | © | $\begin{array}{l\|l\|} \hline \\ \hline \end{array}$ | $\mathbb{\circlearrowleft}$ | $\underset{\circlearrowleft}{\mathbb{U}}$ | $\underset{\circlearrowleft}{\varangle}$ | ৫ | $\left\|\begin{array}{l} \mathbb{\varangle} \\ \mathbf{U} \end{array}\right\|$ | ৫ | $\|\underset{\circlearrowleft}{ }\|$ | $\underset{\circlearrowleft}{\varangle}$ | $\left\|\begin{array}{l} \mathbb{U} \end{array}\right\|$ | © | $\|\underset{0}{\mathbb{U}}\|$ | $\underset{\mathrm{U}}{\mathbf{4}} \mid$ | $\underset{\circlearrowleft}{\mid}$ | $\underset{\circlearrowleft}{\varangle}$ | $\mid \underset{\mathbf{U}}{ }$ | $\underset{\circlearrowleft}{\varangle}$ | $\left\|\begin{array}{l} \mathbb{0} \end{array}\right\|$ | $\underset{\circlearrowleft}{\varangle}$ | $\left\|\begin{array}{c} \mathbb{0} \end{array}\right\|$ | $\underset{\circlearrowleft}{\varangle}$ | $\left\|\begin{array}{c} \mathbb{0} \end{array}\right\|$ | $\|\underset{ভ}{\mathbb{U}}\|$ | $\|\underset{0}{\mathbb{U}}\|$ | $\left\|\begin{array}{c} \mathbb{\top} \end{array}\right\|$ | $\underset{\circlearrowleft}{4}$ | $\left\|\begin{array}{c} \mathbb{U} \end{array}\right\|$ | $\left\|\begin{array}{c} \mathbb{\top} \end{array}\right\|$ | $\left\|\begin{array}{c} \mathbb{U} \end{array}\right\|$ | $\underset{\circlearrowleft}{\mathbb{U}}$ | $\left\|\begin{array}{c} \mathbb{U} \end{array}\right\|$ | ৫ | $\mid \underset{\circlearrowleft}{\top}$ | ৫ | $\underset{\sim}{\top}$ | ভ | $\mid \underset{\circlearrowleft}{\mathbf{N}}$ | ভ | $\underset{\mathbf{N}}{ }$ | $\left\|\begin{array}{\|c} \varangle \\ \hline \end{array}\right\|$ | ¢ | ¢ |
|  | $\wedge$ | 入 | $\wedge$ | N | $\underset{\sim}{7}$ | $\underset{\sim}{7}$ | $\underset{\sim}{\sim}$ | $\underset{\sim}{7}$ | $\underset{\sim}{7}$ | $\underset{\sim}{\sim}$ | $\underset{\sim}{\sim}$ | $\underset{\sim}{\sim}$ | $\underset{\sim}{\sim}$ | $\underset{\sim}{\sim}$ | $\underset{\sim}{7}$ | $\stackrel{\sim}{\square}$ | $\checkmark$ | N | $\wedge$ | 入 | 入 | 入 | 入 | 入 | 入 | 入 | N | $\wedge$ | N | N | $\wedge$ | 入 | 入 | $\wedge$ | 入 | N | へ | N | へ | N | へ | N | 入 | 入 | N | N |
|  | 을 | $\bigcirc$ | 응 | 을 | 을 | 응 | 응 | 을 | 을 | 읃 | 을 | 응 | $\bigcirc$ | 응 | 을 | 을 | 응 | $\bigcirc$ | $\bigcirc$ | 응 | $\bigcirc$ | $\bigcirc$ | 을 | $\bigcirc$ | 응 | $\bigcirc$ | 응 | 을 | 응 | $\bigcirc$ | 응 | 을 | 을 | 을 | 을 | 을 | 을 | $\bigcirc$ | 응 | 을 | $\bigcirc$ | 읃 | $\bigcirc$ | 응 | 응 | 응 |
|  |  | 0 <br>  <br> - <br> 0 <br> 0 <br> 0 <br>  |  |  |  |  |  | - <br> - <br> 0 <br> 0 <br> 0 <br> 0 <br> $e$ |  | $\begin{array}{l\|} \hline 0 \\ \underset{1}{2} \\ 0 \\ 0 \\ \underset{\theta}{2} \end{array}$ | $\begin{aligned} & 0 \\ & \overrightarrow{1} \\ & \underset{0}{6} \\ & \underset{\theta}{*} \end{aligned}$ |  | $\begin{aligned} & 0 \\ & \overrightarrow{2} \\ & \underset{0}{0} \\ & \underset{\theta}{*} \end{aligned}$ | -1 <br> - <br> 0 <br> 0 <br> 0 | $\left\|\begin{array}{l} 0 \\ \underset{-}{2} \\ \hat{-} \\ \underset{\theta}{*} \end{array}\right\|$ | -1 <br> -1 <br> - <br> 0 <br> 0 <br>  | $\left.\begin{aligned} & \hat{\sim} \\ & \hat{y} \\ & \underset{\sim}{\mathrm{~N}} \end{aligned} \right\rvert\,$ | $\left\|\begin{array}{l} \hat{G} \\ 0 \\ \underset{\sim}{\hat{N}} \end{array}\right\|$ | $\left\|\begin{array}{l} \hat{\jmath} \\ \hat{y} \\ \underset{\sim}{\hat{j}} \end{array}\right\|$ | $\left\|\begin{array}{l} \hat{G} \\ 0 \\ \underset{-}{\mathrm{j}} \\ \boldsymbol{N} \end{array}\right\|$ | $$ |  |  |  |  |  | $\left\|\begin{array}{l} \hat{\sim} \\ \hat{-} \\ -\underset{\Theta}{N} \end{array}\right\|$ | $\begin{aligned} & \hat{甘} \\ & \hat{甘} \\ & - \\ & \underset{\sim}{N} \end{aligned}$ |  | $\begin{aligned} & \hat{\sim} \\ & \hat{y} \\ & \underset{\sim}{N} \\ & \underset{\Theta}{ } \end{aligned}$ | $\begin{aligned} & \hline \underset{\sim}{N} \\ & \underset{\sim}{2} \\ & \underset{\theta}{N} \end{aligned}$ | $\left\lvert\, \begin{aligned} & \mathrm{O} \\ & \underset{N}{n} \\ & \underset{\sim}{N} \\ & \underset{\theta}{2} \end{aligned}\right.$ |  | $\begin{aligned} & \mathrm{O} \\ & \underset{\sim}{2} \\ & \underset{\sim}{\underset{~}{*}} \end{aligned}$ | $\left\lvert\, \begin{aligned} & \mathrm{O} \\ & \underset{N}{2} \\ & \underset{甘}{N} \\ & \underset{\sim}{2} \end{aligned}\right.$ |  | $\begin{aligned} & \hline \underset{N}{N} \\ & \underset{\sim}{N} \\ & \underset{\theta}{n} \end{aligned}$ |  | $\begin{aligned} & \mathrm{O} \\ & \underset{\sim}{N} \\ & \underset{\sim}{N} \\ & \underset{\sim}{2} \end{aligned}$ | $\begin{aligned} & \infty \\ & \stackrel{\infty}{\infty} \\ & \underset{\sim}{\underset{~}{N}} \end{aligned}$ | $\begin{aligned} & \infty \\ & \stackrel{\infty}{m} \\ & \underset{\sim}{n} \\ & \underset{\sim}{n} \end{aligned}$ | $\begin{aligned} & \infty \\ & \stackrel{\infty}{\infty} \\ & \underset{\sim}{\sim} \\ & \underset{\theta}{2} \end{aligned}$ | $\begin{array}{\|c\|} \infty \\ \\ \underset{\sim}{-} \\ \underset{\infty}{2} \end{array}$ | $\left\lvert\, \begin{array}{l\|} \infty \\ \stackrel{\infty}{m} \\ \underset{\sim}{n} \\ \underset{\theta}{2} \end{array}\right.$ | $\begin{array}{\|c\|} \hline \infty \\ \stackrel{\infty}{m} \\ \underset{\sim}{N} \\ \underset{\Theta}{\|c\|} \end{array}$ | $\infty$ $\sim$ $\sim$ $\sim$ $\sim$ $\sim$ 0 |
|  | $\llcorner$ | － | ம | ம | ம | ம | ம | ம | 10 | － | 1 | － | $\bigcirc$ | L | $\llcorner$ | － | $\bullet$ | $\bigcirc$ | $\bigcirc$ | $\bigcirc$ | $\bigcirc$ | $\bigcirc$ | $\bigcirc$ | $\bigcirc$ | $\bigcirc$ | $\bigcirc$ | $\bigcirc$ | $\bullet$ | $\bigcirc$ | $\bullet$ | $\bigcirc$ | $\bigcirc$ | $\bigcirc$ | $\bullet$ | $\bigcirc$ | $\bigcirc$ | $\bigcirc$ | $\bigcirc$ | $\bigcirc$ | $\bigcirc$ | $\bigcirc$ | $\bigcirc$ | $\bigcirc$ | $\bigcirc$ | $\bullet$ | $\bullet$ |
|  | － | $\checkmark$ | $\rightarrow$ | $\cdots$ | $\checkmark$ | $-$ | $\checkmark$ | $-$ | $\checkmark$ | $-1$ | $\checkmark$ | $\checkmark$ | $\checkmark$ | $\rightarrow$ | $\checkmark$ | $\rightarrow$ | － | 0 | － | 0 | － | － | $\bigcirc$ | $\bigcirc$ | $\bigcirc$ | $\bigcirc$ | － | － | － | － | － | $\bigcirc$ | － | － | $\bigcirc$ | － | $\bigcirc$ | － | － | － | $\bigcirc$ | － | $\bigcirc$ | 0 | － | $\bigcirc$ |
|  | 앙 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | ¢ | 8 | 8 | 8 | 8 | 8 | $\left\|\begin{array}{l} \mathrm{O} \\ \hline 1 \end{array}\right\|$ | $\begin{array}{\|c\|} \hline 0 \\ \hline \end{array}$ | O- | $\left\|\begin{array}{r\|} \hline 8 \\ \hline \end{array}\right\|$ | $\left\|\begin{array}{r\|} \hline 0 \\ \hline-1 \end{array}\right\|$ | O무 | $\left\lvert\, \begin{array}{r\|} \hline-9 \\ \hline \end{array}\right.$ | O- | $\left\lvert\, \begin{array}{r} \mathrm{O} \\ \hline \end{array}\right.$ | O-1 | $\left\|\begin{array}{r\|} \hline 0 \\ \hline \end{array}\right\|$ | $\left\lvert\, \begin{array}{\|c} \hline 0 \\ \mid \end{array}\right.$ | $\|\stackrel{\rightharpoonup}{7}\|$ | $\left\|\begin{array}{\|c\|} \hline-1 \end{array}\right\|$ | $\mid$ | O- | $\left\|\begin{array}{r\|} \hline 0 \\ \hline \end{array}\right\|$ | $0$ | \|악 | O- | \|oㅁ | 움 | 욱 | O- | \|육 | 우 | 욱 | O- | $\mid \mathrm{O}$ | $\stackrel{8}{-1}$ |
|  | $\begin{aligned} & \mathrm{N} \\ & \mathrm{O} \\ & \text { No } \\ & \text { N } \end{aligned}$ | $\left.\begin{array}{\|c\|} \hline 3 \\ 0 \\ \\ \underset{7}{2} \end{array} \right\rvert\,$ | $\begin{gathered} \substack{n \\ \underset{\sim}{\infty} \\ \infty \\ N} \end{gathered}$ | $\left\lvert\, \begin{aligned} & 0 \\ & 0 \\ & 0 \\ & \underset{\sim}{2} \end{aligned}\right.$ |  | $\begin{aligned} & -1 \\ & 2 \\ & 2 \\ & \end{aligned}$ | $\begin{array}{ll} -1 \\ \\ \vdots & 0 \\ \vdots \end{array}$ | $\left\|\begin{array}{c} -1 \\ 0 \\ -1 \\ i \end{array}\right\|$ | $\left\|\begin{array}{c} \hat{J} \\ 0 \\ \vec{n} \end{array}\right\|$ | $\left\|\begin{array}{l} \underset{0}{\infty} \\ \infty \\ \underset{\sim}{-} \end{array}\right\|$ | $\left\|\begin{array}{l} 0 \\ 0 \\ 0 \\ \hline \end{array}\right\|$ |  | $\left\|\begin{array}{c} 0 \\ 0 \\ 0 \\ 0 \\ \alpha_{1} \end{array}\right\|$ | $\left\|\begin{array}{l} { }_{0}^{\infty} \\ 0 \\ 0 \\ 0 \end{array}\right\|$ |  | $\left\lvert\, \begin{aligned} & \underset{Z}{\underset{~}{N}} \\ & \underset{\sim}{2} \end{aligned}\right.$ | $\begin{array}{\|c\|} \substack{7 \\ \underset{子}{2} \\ \infty \\ \hline} \end{array}$ | $\begin{array}{\|c\|} \hline M \\ m \\ \infty \\ n \\ n \end{array}$ | $\left\|\begin{array}{c} \underset{\sim}{N} \\ \hat{n} \end{array}\right\|$ | $\left\|\begin{array}{c} \infty \\ 0 \\ 0 \\ 0 \\ 0 \end{array}\right\|$ | $\left\lvert\, \begin{aligned} & \lambda \\ & \overrightarrow{1} \\ & \underset{子}{7} \end{aligned}\right.$ | $\begin{array}{\|c\|} \hline \infty \\ \hat{0} \\ \dot{m} \\ \hline \end{array}$ | $\left.\begin{array}{\|c\|} \hline \infty \\ 0 \\ n \\ n \end{array} \right\rvert\,$ |  | $\left\|\begin{array}{c} 1 \\ \underset{7}{7} \\ \infty \end{array}\right\|$ | $\left\|\begin{array}{c} 7 \\ \underset{子}{i} \end{array}\right\|$ | $\left\|\begin{array}{l} 0 \\ 0 \\ 0 \\ 0 \end{array}\right\|$ | $\begin{array}{\|c\|} \hline \stackrel{n}{n} \\ \underset{\sim}{c} \\ \text { m } \end{array}$ | $\left\|\begin{array}{c} 0 \\ \underset{1}{n} \\ \underset{\sim}{2} \end{array}\right\|$ | $\begin{array}{\|l\|} \hline 0 \\ \hat{0} \\ \mathrm{~N} \end{array}$ | $\left\|\begin{array}{c} 0 \\ 0 \\ 0 \\ 0 \end{array}\right\|$ | $\left\|\begin{array}{l} \hat{0} \\ \hat{0} \\ \hat{O} \end{array}\right\|$ | $\left\|\begin{array}{c} 0 \\ 0 \\ \vdots \\ \underset{\sim}{1} \end{array}\right\|$ | $\begin{aligned} & \infty \\ & \stackrel{\infty}{n} \\ & \underset{\sim}{2} \end{aligned}$ | $\left\lvert\, \begin{aligned} & \mathrm{N} \\ & \mathrm{~A} \\ & \underset{\sim}{n} \end{aligned}\right.$ | $\begin{aligned} & \infty \\ & +\infty \\ & \sim_{n} \end{aligned}$ | $\left\|\begin{array}{\|c} \hat{N} \\ \infty \\ 1 \\ n \end{array}\right\|$ | $\begin{aligned} & 0 \\ & 10 \\ & n \\ & \text { m} \end{aligned}$ | $\left\lvert\, \begin{gathered} 0 \\ \underset{\sim}{0} \\ 0^{2} \end{gathered}\right.$ | $\begin{gathered} 0 \\ \hline \\ \underset{\sim}{4} \\ \hline \end{gathered}$ | $\left\|\begin{array}{l} \underset{\sim}{\underset{1}{2}} \\ \underset{\sim}{2} \end{array}\right\|$ | $\stackrel{+}{\substack{\underset{N}{\infty} \\ \infty}}$ | $\left.\begin{aligned} & \infty \\ & 0 \\ & 1 \\ & n \\ & \sim \end{aligned} \right\rvert\,$ | $\left\|\begin{array}{c} m \\ 0 \\ 0_{0} \end{array}\right\|$ | $\left\|\begin{array}{c} \infty \\ 0 \\ 0 \\ 0 \\ 0_{1} \end{array}\right\|$ | 6 7 -1 0 |
|  | $\underset{\sim}{\underset{N}{N}}$ | $\begin{array}{\|l\|} \hline \underset{N}{N} \\ \hline \end{array}$ | $\stackrel{-1}{N}$ | $\stackrel{N}{N}$ | $\underset{N}{N}$ | $\underset{N}{N}$ | $\underset{\sim}{N} \underset{\sim}{N}$ | $\begin{aligned} & \underset{N}{N} \\ & \underset{N}{n} \end{aligned}$ | $\underset{\sim}{\underset{\sim}{N}} \mid$ | $\begin{aligned} & \stackrel{N}{N} \\ & \underset{N}{n} \end{aligned}$ | $\begin{array}{\|c} \underset{\sim}{N} \\ \underset{\sim}{n} \end{array}$ | $\begin{aligned} & \mathrm{N} \\ & \underset{N}{n} \end{aligned}$ | $$ | $\begin{array}{\|c} \underset{\sim}{N} \\ \hline \end{array}$ | $$ | $\begin{array}{\|l\|} \hline \mathrm{N} \\ \mathrm{~N} \end{array}$ | $$ | $\begin{array}{\|c\|} \hline \stackrel{\rightharpoonup}{e} \\ \underset{\sim}{2} \end{array}$ | $$ | $\begin{array}{\|c\|} \hline \stackrel{M}{0} \\ \underset{\sim}{2} \end{array}$ | $$ | $\left.\begin{array}{\|c} \hline \stackrel{0}{2} \\ \underset{N}{N} \end{array} \right\rvert\,$ | $\begin{array}{\|l\|} \hline 0 \\ \\ \mathrm{~N} \end{array}$ | $\begin{array}{\|c\|} \hline \stackrel{\rightharpoonup}{N} \\ \underset{\sim}{n} \end{array}$ | $\begin{array}{\|l\|} \hline 0 \\ \underset{\sim}{2} \\ \hline \end{array}$ | $\begin{aligned} & \hline 0 \\ & \underset{N}{2} \end{aligned}$ | $\left.\begin{array}{\|l\|} \hline 0 \\ \underset{\sim}{N} \end{array} \right\rvert\,$ | $\begin{aligned} & \underset{\sim}{\mathrm{N}} \\ & \text { N } \end{aligned}$ | $\begin{array}{\|l\|} \hline \underset{N}{N} \\ \underset{N}{2} \end{array}$ | $\begin{aligned} & \underset{\sim}{n} \\ & \underset{N}{2} \end{aligned}$ | $\left.\begin{array}{\|c\|} \hline \mathbf{N} \\ \underset{N}{2} \end{array} \right\rvert\,$ | $\begin{array}{\|c\|} \underset{\sim}{N} \\ \underset{N}{2} \end{array}$ | $\begin{array}{\|c} \underset{N}{N} \\ \underset{N}{2} \end{array}$ | $\begin{aligned} & \underset{\sim}{N} \\ & \underset{\sim}{2} \end{aligned}$ | $\begin{array}{\|c\|} \hline \underset{N}{N} \\ \hline \end{array}$ | $\begin{aligned} & \stackrel{\rightharpoonup}{N} \\ & \underset{N}{2} \end{aligned}$ | $\begin{array}{\|c\|} \hline \underset{N}{N} \\ \underset{N}{2} \end{array}$ | $\begin{aligned} & \mathrm{N} \\ & \underset{N}{2} \end{aligned}$ | $\begin{aligned} & \infty \\ & \underset{\sim}{N} \end{aligned}$ | $\begin{aligned} & \underset{\sim}{N} \\ & \underset{N}{2} \end{aligned}$ | $\begin{array}{\|l\|} \hline \stackrel{N}{N} \\ \underset{N}{2} \end{array}$ | $\begin{aligned} & \vec{ल} \\ & \underset{\sim}{n} \end{aligned}$ | $\begin{array}{\|c\|} \stackrel{\sim}{N} \\ \underset{N}{2} \end{array}$ | $\begin{array}{\|c\|} \hline \stackrel{M}{n} \\ \underset{\sim}{n} \end{array}$ | $$ | $\stackrel{\sim}{N}$ |
|  |  |  | $\stackrel{L}{n}$ <br> $\underset{y}{c}$ <br> 0 <br> 0 <br>  |  |  |  |  |  |  |  |  |  |  | 0 <br> 0 <br> 0 <br> 0 <br> $\vdots$ <br> - <br> $\vdots$ |  |  |  | N <br>  <br>  <br> 0 <br> 0 <br> 0 <br> 0 <br> 0 <br> 0 <br> 0 <br> 0 <br> 0 <br> 0 <br> 0 <br> 0 |  |  |  | 0 <br> 0 <br> 0 <br>  <br> 0 <br> 0 <br> 0 <br> 0 <br> 0 <br> 0 <br> 0 <br> 0 <br> 0 <br> 0 <br> 0 <br>  |  |  | 0 <br> 0 <br> 0 <br>  <br> 0 <br> 0 <br> 0 <br> 0 <br> 0 <br> 0 <br> 0 <br> 0 <br> 0 <br> 0 <br> 0 <br>  | 0 <br> 0 <br>  <br>  <br> 0 <br> 0 <br> 0 <br> 0 <br> 0 <br> 0 <br> 0 <br> 0 <br> 0 <br>  <br>  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 1FBNE3BL7DDA87656 |  | 1FBNE3BL2DDA87659 | 1FBNE3BL8DDA87648 |  |  |
| $\frac{0}{0}$ $\frac{0}{1}$ $\stackrel{0}{0}$ $>$ | $\stackrel{\sim}{-}$ | $\stackrel{9}{7}$ | $\stackrel{9}{7}$ | $\stackrel{9}{7}$ | $\stackrel{-}{7}$ | $\stackrel{9}{7}$ | $\stackrel{\sim}{7}$ | $\stackrel{9}{7}$ | $\stackrel{7}{7}$ | $\stackrel{7}{-1}$ | $\stackrel{9}{-}$ | $\stackrel{7}{7}$ | $\stackrel{9}{7}$ | $\stackrel{9}{7}$ | $\stackrel{-}{7}$ | $\stackrel{9}{-1}$ | $\stackrel{9}{-}$ | $\stackrel{9}{7}$ | $\stackrel{9}{7}$ | $\stackrel{9}{-}$ | $\stackrel{9}{7}$ | $\stackrel{9}{7}$ | $\stackrel{9}{7}$ | $\xrightarrow{7}$ | $\stackrel{9}{7}$ | $\stackrel{9}{7}$ | $\stackrel{\sim}{7}$ | $\stackrel{\square}{7}$ | $\stackrel{9}{7}$ | $\stackrel{9}{7}$ | $\stackrel{7}{7}$ | $\stackrel{9}{7}$ | $\stackrel{9}{7}$ | $\stackrel{\sim}{7}$ | $\stackrel{7}{7}$ | $\stackrel{9}{7}$ | $\stackrel{7}{7}$ | $\stackrel{9}{7}$ | $\stackrel{7}{7}$ | $\stackrel{\sim}{7}$ | $\stackrel{7}{7}$ | $\stackrel{9}{7}$ | $\stackrel{-}{7}$ | $\stackrel{-1}{7}$ | $\stackrel{9}{7}$ | $\stackrel{-}{7}$ |
|  | 2012 Dodge Caravan |  |  |  | 2012 Chevy Express | 2012 Chevy Express | 2012 Chevy Express |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 2013 Ford Econoline | 2013 Ford Econoline |  |  |  |  | 2013 Ford Econoline |  |  |  |  |
|  | $\stackrel{1}{\mathrm{M}}$ | $\stackrel{N}{N}$ | $\stackrel{\sim}{n}$ |  | $\begin{array}{\|c\|c\|} \substack{\mathrm{N} \\ \hline} \\ \hline \end{array}$ | $\begin{aligned} & 0 \\ & 0 \\ & \hline \end{aligned}$ | $\begin{array}{ll} n \\ \\ \hline \end{array}$ | $\begin{array}{\|c\|} \hline \infty \\ \mathbf{n} \\ \hline \end{array}$ | $\begin{array}{\|c} \hline 0 \\ \mathrm{M} \\ \hline \end{array}$ | $\begin{array}{\|l\|} \hline 0 \\ 0 \\ \hline \end{array}$ | $\left.\begin{array}{\|c\|} \hline-1 \\ \hline \end{array} \right\rvert\,$ | $\begin{array}{\|c} \hline \\ \hline \\ \hline \end{array}$ | $\begin{array}{\|c\|} \stackrel{y}{\mathrm{~m}} \\ \hline \end{array}$ | $\begin{array}{\|c} \infty \\ \dot{c} \\ \hline \end{array}$ | $\begin{array}{\|c\|} \hline \stackrel{9}{2} \\ \hline \end{array}$ | $\begin{array}{\|c\|} \hline \text { On } \\ \hline \end{array}$ | $\begin{gathered} 9 \\ 10 \\ \hline 0 \end{gathered}$ | $\begin{array}{\|c\|} \hline \mathrm{N} \\ \hline \end{array}$ | $\begin{array}{\|c\|} \hline 1 \\ \hline 1 \end{array}$ | ¢ | $\begin{array}{\|c} \stackrel{1}{\mathrm{~N}} \\ \mathrm{M} \\ \hline \end{array}$ | $\begin{array}{\|l\|} \hline 0 \\ \mathrm{M} \\ \hline \end{array}$ | N | $\begin{aligned} & \infty \\ & \hline \end{aligned}$ | $\left\|\begin{array}{l} \mathrm{O} \\ \mathrm{M} \end{array}\right\|$ | o্户 | － | N్ | ¢ | ¢ | － | $\left\|\begin{array}{l} \hline \\ \hline \end{array}\right\|$ | へ－1 | ¢ | － | $\stackrel{\circ}{\stackrel{\rightharpoonup}{\mathrm{m}}}$ | $\stackrel{-}{\text { N}}$ | $\begin{gathered} \mathrm{N} \\ \mathrm{~N} \end{gathered}$ | $\stackrel{\sim}{\text { ¢ }}$ | － | $\stackrel{N}{N}$ | $\begin{aligned} & \infty \\ & \stackrel{0}{m} \\ & \hline \end{aligned}$ | $\stackrel{\text { N }}{\text { N }}$ | $\begin{array}{\|c} \infty \\ \stackrel{1}{m} \\ \hline \end{array}$ | － | $\stackrel{\sim}{0}$ |


Public Transportation Management System
Owned Equipment I nventory

| Agency/ Organization: Intercity Transit |  |  |  | $\begin{aligned} & \text { Replacement } \\ & \text { Cost }(\$) \end{aligned}$ | Comments (If more than two lines, please attach a separate comment page) |
| :---: | :---: | :---: | :---: | :---: | :---: |
| February 28, 2014 |  |  |  |  |  |
| Equipment Code and Description | Condition (points) | Age (years) | Remaining Useful Life (years) |  |  |
| 1. Telephone System | 67 | 7 | 3 | \$200,000 | Software patches and parts replacements as needed |
| $3 . \quad$ CAD/AVL | 85 | 7 | 3 | \$6,000,000 | Regular software patches |
| 4. Paratransit Dispatch Software | 85 | 7 | 3 | \$450,000 |  |
| 5. Mobile Digital Survellience System | 91 | 4 | 5 | \$850,000 | Camera installation should be included in new bus replacements |
| $6 . \quad$ Fuel Management System | 100 | 0 | 10 | \$300,000 | Installation by late 2012 |
| $7 . \quad$ Bus Wash Systems | 87 | 3 | 12 | \$400,000 |  |
| 8. Fixed Route Runcutting \& Scheduling Software | 70 | 8 | 2 | \$100,000 | Frequent software patches as needed to integrate with AVL system |
| 9. Inventory \& Accounting Software | 92 | 7 | 3 | \$750,000 | last major upgrade 7 years ago. freq minor upgrades |
| 10. Digital Voice Recording System | 40 | 7 | 3 | \$100,000 | Feature of on-bus announcement system with CAD/AVL system |

Public Transportation Management System Owned Facility I nventory

## Agency/ Organization: Intercity Transit <br> Facility Code

Date: February 28, 2014

| 1. | 23 | Administration Building | 55 | $\mathbf{2 9}$ | $\mathbf{2 0}$ | $\$ 3,500,000$ |  |
| :--- | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 2. | 11 | Maintenance Building | 52 | $\mathbf{2 9}$ | $\mathbf{2 0}$ | $\mathbf{\$ 1 0 , 5 0 0 , 0 0 0}$ |  |
| 3. | 6 | Olympia Transit Center | 68 | $\mathbf{2 0}$ | $\mathbf{2 9}$ | $\mathbf{\$ 7 , 0 0 0 , 0 0 0}$ |  |
| 4. | 6 | Lacey Transit Center | 75 | $\mathbf{1 8}$ | $\mathbf{3 1}$ | $\mathbf{\$ 1 , 5 0 0 , 0 0 0}$ |  |
| 5. | 24 | Amtrak Depot | 72 | $\mathbf{2 1}$ | $\mathbf{1 7}$ | $\mathbf{\$ 2 , 0 0 0 , 0 0 0}$ | Local jurisdictions participate in <br> lease agreement |
| 6. | 9 | Martin Way Park and Ride | 90 | $\mathbf{3 0}$ | $\mathbf{3 5}$ | $\mathbf{\$ 1 , 0 0 0 , 0 0 0}$ | OWwned by WSDOT. Lot/capacity <br> redesigned \& doubled in 2009 |
| 7. | 9 | Hawks Prairie Park and Ride | 99 | $\mathbf{2}$ | $\mathbf{3 9}$ | $\mathbf{\$ 1 , 5 0 0 , 0 0 0}$ | Leased from Thurston Co: 20 yr <br> lease w/20 yr renewal. Opened late <br> 2012 |

## Appendix D

Operating Data

## 

|  | Headways |  |  |  |  | Revenue Service Hours |  |  | Revenue Service Miles |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Weekday |  |  | Sat | Sun | Wkdy | Sat | Sun | Wkdy | Sat | Sun |
| Route | Peak | Mid | Night |  |  |  |  |  |  |  |  |
| 12-W. Tumwater | 30 | 60 | 60 | 60 | 60 | 6504 | 740 | 653 | 90,540 | 10,187 | 9,174 |
| 13-E. Tumwater | 15 | 15 | 60 | 60 | 60 | 13,364 | 651 | 633 | 149,856 | 7,753 | 7,326 |
| 21-N. Bethel | 30 | 60 |  | 60 | 60 | 2,592 | 303 | 321 | 33,195 | 3,869 | 4,092 |
| 41-TESC | 15 | 30 | 30 | 30 | 30 | 10,227 | 1,580 | 1,281 | 130,473 | 20,015 | 16,253 |
| 42-Family Court | 25 | 25 |  |  |  | 1,530 |  |  | 16,065 |  |  |
| 43-SPSCC/Tumwater | 30 | 30 |  | 60 |  | 6,847 | 543 |  | 86,190 | 7,093 |  |
| 44-SPSCC/Cap. Mall | 30 | 30 | 30 | 30 | 60 | 8,129 | 1,395 | 655 | 101,951 | 17,550 | 8,250 |
| 45-Conger/Cap. Mall | 30 | 60 |  | 60 |  | 3,782 | 598 |  | 37,961 | 5,262 |  |
| 47-Capital Mall/CMC | 30 | 30 |  | 60 | 60 | 6,931 | 602 | 637 | 67570 | 5,980 | 6,325 |
| 48-Capital Mall/TESC | 30 | 30 | 30 | 30 |  | 7,815 | 1,395 |  | 105,063 | 18,673 |  |
| 49-Capital Mall |  |  |  |  | 30 |  |  | 623 |  |  | 6,451 |
| 60-Lilly/Panorama | 30 | 60 |  | 60 | 60 | 7,182 | 888 | 903 | 72,771 | 9,261 | 9,438 |
| 62A-Martin/Meridian | 30 | 30 | 60 | 30 | 60 | 11,039 | 1,629 | 993 | 134,559 | 20,166 | 13,514 |
| 62B-Martin/Meadows | 30 | 30 | 60 | 30 | 60 | 11,916 | 1,867 | 985 | 150,926 | 23,972 | 13,860 |
| 64-College/ Amtrak | 30 | 60 |  | 60 | 60 | 10,707 | 1,289 | 1,257 | 121,882 | 14,622 | 14,223 |
| 66-Ruddell | 30 | 30 | 60 | 30 | 30 | 11,978 | 2,081 | 1,957 | 152,164 | 26,634 | 24,723 |
| 67-Tri-Lakes | 60 | 60 |  | 60 |  | 3,421 | 559 |  | 52,020 | 8,637 |  |
| 68-Carpenter/Yelm Hwy | 30 | 60 |  | 60 | 60 | 10,134 | 1,235 | 1,306 | 159,447 | 19,032 | 20,130 |
| 94-Yelm | $\begin{array}{r} \hline 30 / \\ 60 \\ \hline \end{array}$ | $\begin{array}{r} \hline 30 / \\ 60 \\ \hline \end{array}$ |  | $\begin{array}{r} 60 / \\ 75 \\ \hline \end{array}$ | 135 | 11,299 | 1,250 | 708 | 210,667 | 25,672 | 14,641 |
| 101-Dash | $\begin{gathered} 12 / \\ 15 \\ \hline \end{gathered}$ | $\begin{array}{r} 12 / \\ 15 \end{array}$ |  | 10 |  | 6,249 | 348 | 0 | 51,127 | 2,534 | 0 |
| 411-Nightline |  |  | 60 | 60 | 60 | 126 | 126 | 99 | 1,734 | 1,734 | 1,336 |
| 603-Olympia/Tacoma | 30 | 90 |  |  |  | 6,414 |  |  | 148,842 |  |  |
| 605-Olympia/Tacoma | 30 | 90 |  |  |  | 6,491 |  |  | 154,991 |  |  |
| 609-Tumwater/Lkwd | 30 | 90 |  |  |  | 1,625 |  |  | 43,615 |  |  |
| 612-Lacey/Tacoma | $\begin{gathered} 1 \mathrm{AM} / \\ 1 \mathrm{PM} \end{gathered}$ |  |  |  |  | 672 |  |  | 16,193 |  |  |
| 620-Oly/Tacoma Mall |  |  |  | $\begin{array}{r} 60 / \\ 90 \\ \hline \end{array}$ | $\begin{array}{r} 60 / \\ 90 \\ \hline \end{array}$ |  | 1,140 | 1,205 |  | 28,314 | 29,948 |
|  |  |  |  |  |  |  |  |  |  |  |  |
| System Totals |  |  |  |  |  | 166,972 | 20,221 | 14,217 | 2,289,800 | 276,962 | 199,683 |
| 2013 Totals |  |  |  |  |  | 201,140 |  |  | 2,766,444 |  |  |

## 2013 Route Service Summary

| Route | Total Boardings | Revenue Hours | Board/ <br> Hour | Rating | Comments |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Trunk Routes |  |  |  |  |  |
| 13-E. Tumwater | 356,723 | 14,648 | 24.4 | Satisfactory |  |
| 41-TESC | 546,797 | 13,088 | 41.8 | Exceeds |  |
| 44-SPSCC/Cap. Mall | 262,687 | 10,179 | 25.8 | Satisfactory |  |
| 48-Capital Mall/TESC | 371,232 | 9,210 | 40.3 | Exceeds | Runs weekday \& Saturday. |
| 49-Capital Mall | 23,154 | 623 | 37.1 | Satisfactory | Runs Sunday only. |
| 62A-Martin/Meridian | 381,936 | 13,661 | 28.0 | Satisfactory |  |
| 62B-Martin/Meadows | 366,136 | 14,768 | 24.8 | Satisfactory |  |
| 66-Ruddell | 331,237 | 16,016 | 20.7 | Marginal |  |
| Secondary Routes |  |  |  |  |  |
| 12-W. Tumwater | 122,133 | 7,897 | 15.5 | Satisfactory |  |
| 21-N. Bethel | 81,606 | 3,216 | 25.4 | Satisfactory |  |
| 43-Barnes Blvd | 195,744 | 7,390 | 26.5 | Exceeds |  |
| 45-Conger/Cap. Mall | 45,846 | 4,380 | 10.5 | Marginal |  |
| 47-Capital Mall/CMC | 201,379 | 8,171 | 24.6 | Satisfactory |  |
| 60-Lilly/Panorama | 127,848 | 8,973 | 14.2 | Marginal |  |
| 64-College/Amtrak | 218,497 | 13,252 | 16.5 | Satisfactory |  |
| 67-Tri Lake | 41,582 | 3,980 | 10.4 | Marginal |  |
| 68-Carpenter/Boulevard | 228,564 | 12,676 | 18.0 | Satisfactory |  |
| 94-Yelm | 203,803 | 13,256 | 15.4 | Satisfactory |  |
| Specialized \& Shuttle Routes |  |  |  |  |  |
| 42-Family Court | 7,211 | 1,530 | 4.7 | Unsatisfactory | Limited service. Runs only weekdays during AM/Noon/PM peak. |
| 101-Dash | 94,670 | 6,598 | 14.3 | Marginal | Boardings decreased Legislative session and Saturdays. Productivity: Session 16.8, Non-session 15.8, Saturdays 12.7 |
| 411-Nightline | 13,600 | 352 | 38.6 | Exceeds | 10.6\% decrease. Operates Fri/Sat/Sun late night during academic year (under contract). |
| Express Routes | Per Trip |  |  |  |  |
| 603-Olympia/Tacoma | 75,383 | 6,414 | 17.4 | Satisfactory | Runs Weekdays only. |
| 605-Olympia/Tacoma | 97,463 | 6,491 | 21.2 | Satisfactory | Runs Weekdays only. |
| 609-Tumwater/Lkwd | 5,121 | 1,625 | 3.8 | Unsatisfactory | Runs Weekdays only. |
| 612-Lacey/Tacoma | 8,495 | 672 | 16.7 | Satisfactory | Runs Weekdays only. |
| 620-Oly/Tacoma Mall | 25,224 | 2,345 | 13.1 | Marginal | Runs Sat/Sun only. |
| Express Total | 211,686 | 17,547 | 16.6 | Satisfactory | Boardings decreased 3.4\% |
| Fixed Route Totals | 4,434,071 | 201,410 | 22.0 | Change from 2012: Hours up 0.8\%, Boa | ardings decreased $2.92 \%$ ings per Hour down 3.5\% |

Other Intercity Transit Services

| Dial-A-Lift Service | 150,224 | - | -- | $4.4 \%$ increase in boardings above 2012 |
| :--- | ---: | :---: | :---: | :---: |
| Vanpools | 761,750 | -- | -- | $2.8 \%$ increase in boardings above 2012 |
| System Total | $5,346,045$ |  |  |  |


| Performance |  |  |  |  |  |  |  |
| :--- | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Standard Trunk Primary Secondary Rural Commuter | Express |  |  |  |  |  |  |
| Standard | Riders per Hour |  |  |  |  | Riders per Trip |  |
| Exceeds standard | $>40$ | $>30$ | $>25$ | $>20$ | 25 or more | 25 or more |  |
| Satisfactory | $25-40$ | $20-30$ | $15-25$ | $12-20$ | 15.0 to 24.9 | 15.0 to 24.9 |  |
| Marginal | $20-24$ | $15-19$ | $10-14$ | $9-11$ | 10.0 to 14.9 | 10.0 to 14.9 |  |
| Unsatisfactory | $<20$ | $<15$ | $<10$ | $<9$ | Less than 10 | Less than 10 |  |

## 

| Route | High <br> Load* | Interlined Routes | Vehicle Assigned** | Comments |
| :---: | :---: | :---: | :---: | :---: |
| Trunk Routes |  |  |  |  |
| 13-E. Tumwater | 66 | 12,41,45,64,66 | Large Bus | Runs Mon-Sun. |
| 41-TESC | 85 | 13 | Large Bus | Runs Mon-Sun. |
| 44-SPSCC/Cap. Mall | 63 | 62A, 62B | Large Bus | Runs Mon-Sun. |
| 48-Capital Mall/TESC | 79 | 66, 94 | Large Bus | Runs Mon-Sat. |
| 49-Capital Mall | 84 | 66 | Large Bus | Runs Sunday. |
| 62A-Martin/Meridian | 66 | 43, 44, 62B | Large Bus | Runs Mon-Sun. |
| 62B-Martin/Meadows | 63 | 43, 44, 62A | Large Bus | Runs Mon-Sun. |
| 66-Ruddell Road | 61 | 13, 48, 49 | Large Bus | Runs Mon-Sun. |
| Secondary Routes |  |  |  |  |
| 12-W. Tumwater | 51 | 13, 45, 64 | Medium Bus | Runs Mon-Sun. |
| 21-N. Bethel | 38 | 47, 60 | Small Bus | Runs Mon-Sun. |
| 43-SPSCC/Barnes | 59 | 62A, 62B | Large Bus | Runs Mon-Sat. |
| 45-Conger/Cap. Mall | 39 | 12, 13 | Medium Bus | Runs Mon-Sat. |
| 47-Capital Mall/CMC | 54 | 21, 68 | Medium Bus | Runs Mon-Sun. |
| 60-Lilly/Panorama | 54 | 21, 47 | Small Bus | Runs Mon-Sun. |
| 64-College/Amtrak | 75 | 12, 13 | Medium Bus | Runs Mon-Sun. |
| 67-Tri Lake | 50 | None | Small Bus | Runs Mon-Sat. |
| 68-Carpenter/Boulevard | 62 | 47 | Medium Bus | Runs Mon-Sun. |
| 94-Yelm | 55 | 48 | Large Bus | Runs Mon-Sun. |
| Specialized \& Shuttle Routes |  |  |  |  |
| 42-Family Court | 17 | None | Small Bus | Runs weekdays during commute hours and noon period. |
| 101-Dash | 46 | None | Small Bus | Weekdays: Runs all year. Saturdays: Runs Apr-Sep. |
| 411-Nightline | 71 | None | Large Bus | Runs Fri/Sat/Sun late night during TESC class quarters, by contract. |
| Express Routes |  |  |  |  |
| 603-Olympia/Tacoma | 83 | 605 | Large Bus | Runs weekdays only. |
| 605-Olympia/Tacoma | 78 | 603,612 | Large Bus | Runs weekdays only. |
| 609-Tumwater/Lkwd | 27 | None | Large Bus | Runs weekdays only. |
| 612-Lacey/Tacoma | 51 | 605 | Large Bus | Runs weekdays only. |
| 620-Oly/Tacoma Mall | 66 | None | Large Bus | Runs weekends only. |

* High Load: Based on APC date provides highest passenger load by route during 2012 (not average trip load).
** Recommended Vehicle Assignment:
Large Bus: Low Floor 40' - Seating Capacity: 38
Medium Bus: Low Floor 35' - Seating Capacity: 32
Small Bus: Low Floor 30' - Seating Capacity Av: 23


# INTERCITY TRANSIT CITIZEN ADVISORY COMMITTEE <br> AGENDA ITEM NO. VI-B <br> MEETING DATE: August 25, 2014 

| FOR: | Citizen Advisory Committee |
| :--- | :--- |
| FROM: | Nancy Trail (705-5857) |
| SUBJECT: | 2014 Citizen Advisory Committee Additional Recruitment |

1) The Issue: Present timeline and process information for the 2014 CAC recruitment.
2) Recommended Action: For information and discussion. Select three CAC members to join the ITA in the selection process.
3) Policy: In 2001, the Intercity Transit Authority chartered a Citizen Advisory Committee. In 2011, the Authority approved an additional youth position, increasing the number of members from 19 to 20 . It was the Authority's direction to conduct an annual recruitment. New members are appointed by the Transit Authority, typically at the regular July meeting.
4) Background: The Citizen Advisory Committee members serve three-year terms, and may serve no more than two consecutive three-year terms. The exception is the youth position which is a one-year term with no option for reappointment. The youth can, however, apply for the regular three-year position if they wish to continue on the committee. Each spring, staff conducts a recruitment to fill vacancies which may occur throughout the year, through expiration of terms, or if members do not seek reappointment.

The CAC is comprised of 20 -members, representing the diversity of our community. A recruitment process was held in the spring of this.year, and none of the candidates were selected. There are currently 14 members, leaving 6 vacancies. The Authority requested an additional recruitment in the fall to fill the remaining vacancies.

Three Authority members, along with three CAC members, will comprise the ad hoc committee which will conduct the interviews and make recommendations to the Authority for appointment.

The deadline for applications proposed for October 30, 2014. The Authority would then make the appointments on December 3, 2014.
5) Alternatives: N/A
6) Budget Notes: N/A
7) Goal References: Maintaining active, interested Citizen Advisory Committee members supports all agency goals.
8) References: Timeline attached.

# RECRUITMENT TIMELINE <br> Intercity Transit <br> Citizen Advisory Committee <br> Fall 2014 

| Date | Process |
| :--- | :--- |
|  |  |
| August 25, 2014 | Present timeline and process to CAC. Seek volunteer for ad hoc <br> committee. |
| September 3, 2014 | Present timeline and process to ITA. Seeking 3 volunteers for <br> ad hoc committee. |
|  | Update advertisements, application materials and assemble <br> packets. |
| September 8-19, <br> 2014 | Advertise CAC volunteer opportunity. Distribute application <br> materials. |
| September 22 - <br> October 3, 2014 | Applications Due. |
| October 30, 2014 | Reviewed for eligibility. |
| October 31- <br> November 3, 2014 | November 5, 2014 Final list of applicants go to Authority for Authority review. <br> November 10, 2014 Authority reviews applications and selects candidates to <br> interview. <br> November 17-21, <br> 2014 Interviews (possibly coordinate with 11/19/14 Work Session) <br> December 3, 2014 ITA makes appointments to CAC. <br> December 15-19, <br> 2014 Staff to notify and schedule new member orientation. <br>  Jaruary 12, 2015 |

# INTERCITY TRANSIT CITIZEN ADVISORY COMMITTEE <br> AGENDA ITEM NO. VI-C <br> MEETING DATE: August 25, 2014 

## FOR: Citizen Advisory Committee

FROM: Ann Freeman-Manzanares (705-5838)
SUBJECT: Community Presentations

1) The Issue: What do you want to insure our public knows about Intercity Transit?
2) Recommended Action: For information and discussion.
3) Policy: As a municipal agency and public service provider, it is essential that we have good public outreach programs.
4) Background: Staff informs our pubic about who we are and what we do in a variety of ways. One of the ways is visiting organizations throughout the community and making presentations. Some presentations provide an overview of agency programs and others are very program or issue specific.

Staff seeks insight from the Citizen Advisory Committee specific to presentations. From your perspective, what message would you most like us to share about Intercity Transit?
5) Alternatives: $\mathrm{N} / \mathrm{A}$
6) Budget Notes: N/A
7) Goal References: Goal \#2 - Provide outstanding customer service.
8) References: Power Point: Agency Overview

## Services, Facilities, Future Plans



INTERCity
TRANSIT

## Mission and Vision

Mission: To provide and promote transportation choices that support an accessible, sustainable, livable, prosperous community.

Vision: To be a leading transit system in the country, recognized for our well-trained, highly motivated, customer-focused, community-minded employees committed to enhancing the quality of life for all citizens of Thurston County.


## Local and Express Bus Service

- 20 local routes serve Lacey, Olympia, Tumwater, Yelm, parts of Thurston County.
- 5 express routes operate between Olympia/Lacey/Tumwater, and Lakewood/Tacoma.

- Sound Transit Route 592 service between Olympia and Seattle, grant funded through June 2015.
- DASH circulator service - downtown Olympia.
- 5.4 million boardings in 2013.


## Dial-A-Lift

- Door-to-door service for people with disabilities.
- 2,800 clients.
- 150,224 passenger trips in 2013.



## Vanpool

- 5 to 15 people who commute to work in a van.
- We own, maintain, and insure the vehicle.
- Passengers pay a monthly fare.
- 213 vanpools currently in service.
- Program removes more than 1,700 vehicles from our roadways every weekday.



## Park \& Ride Lots

- Four park \& ride lots.
- Nearly 800 stalls total.

O Martin Way
o Hawks Prairie
o Centennial Station
o Tumwater


## Other Services \& Programs

- Travel Training - Free, one-on-one help for new riders.
- Village Vans - Driver training and job skills program; workrelated transportation for low-income job seekers.
- Community Vans - Ready-to-go
 vans for nonprofit groups.
- Surplus Van Grant - Vans for non-profit or community groups.


## Other Services \& Programs

- Discounted Pass Program - For social service agencies serving low-income people.
- Youth Education Program - To encourage students to bus, bike, and walk.


Bicycle Program - Bike racks on buses make it easy to bike and bus;
Bicycle Commuter Contest encourages bicycling.

Major Facilities


Maintenance and Operations.


Olympia Transit Center

Major Facilities


Lacey Transit Center


Amtrak Centennial Station

INTERCity

## Highlights

- Olympia Transit Center expansion.
- ESMS/ISO certification.
- 55 vanpool vehicles.
- Shelters \& Solar Lighting
- JBLM/I-5 Interchange



## Highlights

- 10 new hybrid buses.
- Lacey Transit Center cameras.
- Transit signal priority.
- Service Planning Study



## Considerations

- Balance of Service: Local, Express, Circulator
- Hybrid vs. Conventional Diesel
- Aging Operations/Maintenance Facility
- Base facility too small to support service
- Frequency of service vs. coverage area
- Land Use
- Local, State, and Federal Funding


## Why is Public Transportation Important?

Public transportation:


- Enhances personal opportunities.
- Provides economic opportunities and supports community growth, revitalization, and smart growth decisions.
- Saves fuel and reduces congestion.
- Saves money.


## Thank you!

Ann Freeman-Manzanares
General Manager
Intercity Transit
360.705.5838
afreeman@intercitytransit.com
www.intercitytransit.com
Customer Service: 360-786-1881


# INTERCITY TRANSIT <br> CITIZEN ADVISORY COMMITTEE <br> AGENDA ITEM NO. VI-D <br> MEETING DATE: August 25, 2014 

FOR: Citizen Advisory Committee
FROM: Ann Freeman-Manzanares (705-5838)
SUBJECT: Strategic Plan

1) The Issue: Begin the discussion regarding primarily issues for the 2015-2020 strategic plan.
2) Recommended Action: For information and discussion.
3) Policy: The Strategic Plan is Intercity Transit's primary policy document. The Authority's direction provides the level of resources and priorities devoted to specific services and projects. The Authority seeks CAC input regarding our strategic direction.
4) Background: Staff reviewed the 2014-2019 strategic plan and long term financials at the June 16 CAC meeting. This meeting will kick off discussion points relating to the 2015-2020 Strategic Plan.
5) Alternatives: N/A
6) Budget Notes: The strategic plan provides the basis for the development of our annual budget.
7) Goal References: The strategic plan specifies how resources will be allocated to address all goals of the Authority.
8) References: N/A

# Authority Meeting Highlights <br> a brief recap of the Authority Meeting of August 6, 2014 

## Action Items

Wednesday night, the Authority:

- Delcared property listed on Exhibit "A" as surplus. (Marilyn Hemmann)
- Authorized the General Manager to execute a one-year contract extension with American Custodial, Inc., in the not-to-exceed amount of $\$ 119,455$, including taxes, for the provision of janitorial services and supplies. (LeAnna Sandy).
- Scheduled a public hearing for August 20, 2014, at 5:30 p.m. for the purpose of receiving and considering public comments on the annual Transit Development Plan: 2013 Summary and the 2014-2019 Plan. (Dennis Bloom).
- Scheduled a special meeting for Wednesday, September 17, 2014, to conduct a joint meeting of the Authority and the Citizen Advisory Committee. (Ann FreemanManzanares).
- Authorized the General Manager to enter into a contract with Harlow Construction Co. Inc., in the amount of $\$ 158,347$, including taxes. (Jeff Peterson)


## Other Items of Interest

- Received an update on the Draft Annual Transit Development Plan. (Dennis Bloom)
- Received an update from our federal advocate, Dale Learn from Gordon Thomas Honeywell on activities affecting public transportation in Washington D. C.
- Intercity Transit is moving forward with a Community Van Program at Jubilee in northeast Lacey. Staff will implement a pilot program as soon as a group of 28 volunteer drivers have attended the defensive driving course.
- Staff will offer presentations at Jubilee on Travel Training, the Bus Buddy Program and will partner with Mary Williams to present her Rebels by Bus program.
- There were 213 active vanpool groups. And as of August 11, 2014, the Vanpool Department will be fully staffed.
- Transit Appreciation Day is being held Wedneday, August 13. The theme this year is "Bus-Stock, Groovin with Transit." Lunch is served between 10 a.m. and 4 p.m. The awards program begins at 12:04 p.m. All Authority and CAC members are invited.
- Intercity Transit will participate in the United Way Day of Caring scheduled for Friday, September 26. Our team will volunteer at the Olympia Kiwanis Food Bank

Garden Harvest, harvesting vegetables for the Thurston County Food Bank network. We encourage the Authority and CAC members to join our team. Don Melnick and Nathaniel Jones will be joining us.

- Dash Saturday service ends August 30, 2014.
- There will be a change to Route 592 effective Monday, September 29, 2014. Intercity Transit will discontinue the 4:12 a.m. departure from the Olympia Transit Center, and add a 7:12 a.m. departure.


## Pat Messmer

Prepared: August 7, 2014

| CAC | Members | Jul-13 | Aug-13 | Sep-13 | Oct-13 | Nov-13 | Dec-13 | Jan-14 | Feb-14 | Mar-14 | Apr-14 | May-14 | Jun-14 | Jul-14 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Leah | Bradley |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Mitch | Chong |  |  |  |  |  |  |  |  |  |  | Absent |  | Absent |
| Valerie | Elliott |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Faith | Hagenhofer | Absent |  |  |  |  |  |  |  |  |  | Absent |  |  |
| Julie | Hustoft |  |  |  |  |  |  | Absent |  |  |  |  |  |  |
| Quinn | Johnson |  |  | Absent |  | Absent |  | Absent |  |  |  |  |  | Absent |
| Joan | O'Connell |  |  | Absent |  |  |  |  |  |  |  |  |  |  |
| Sue | Pierce |  |  |  |  |  |  |  |  | Absent |  |  |  |  |
| Charles | Richardson | Absent |  | Absent |  |  |  |  |  |  |  | Absent |  |  |
| Carl | See |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Kahlil | Sibree |  |  | Absent |  |  |  |  |  |  |  |  | Absent |  |
| Victor | VanderDoes |  |  |  | Absent | Absent |  |  |  |  |  |  |  |  |
| Michael | Van Gelder |  |  |  |  |  |  |  |  |  |  |  | Absent |  |
| Dale | Vincent |  |  | Absent |  |  |  |  |  | Absent |  |  | Absent |  |

$=$ Joint meeting does not count against required meeting attendance


[^0]:    

