

# INTERCITY TRANSIT

## 2026–2031 Transit Development Plan



INTERCITY TRANSIT

Prepared by: Intercity Transit Development Department

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**Intercity Transit complies with all federal requirements under Title VI, which prohibits discrimination on the basis of race, color, or national origin.**

If you have any questions concerning this policy or practice please, contact: Intercity Transit, 510 Pattison SE (physical address), PO Box 659 (mailing address), Olympia, WA 98507 or by calling the agency's Title VI Officer, Peter Stackpole at 360-786-1881 or email at [TitleVI@intercitytransit.com](mailto:TitleVI@intercitytransit.com).

This document can be made available in other accessible formats. Please contact Customer Service at 360- 786-1881 or outside Thurston County at 1-800-287-6348 TTY at 360-943-5211, Fax at 360-943-8760, or [customerservice@intercitytransit.com](mailto:customerservice@intercitytransit.com).

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## Introduction

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In accordance with RCW 35.58.2795, Intercity Transit has prepared and submitted this Transit Development Plan (TDP) for the years 2026 through 2031. The purpose of the TDP is to summarize the major or significant events that affected delivery of transit services in the Thurston County Public Transportation Benefit Area (PTBA). Additionally, this document illustrates projected changes in local transit services during the next five years based on known facts and forecast trends. The methods and strategies proposed by Intercity Transit staff and endorsed by the Authority are necessary to fulfill the provisions contained in our Mission and Vision statements as described in this plan under Element 1 below.

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## **Element 1-Public Hearing and Distribution**

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*Required element 1: Conduct at least one public hearing about the transit development plan's contents. Identify within the plan the date(s) of the hearing(s) and whether your governing body took any action to approve the plan.*

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### **Intercity Transit Authority Board Members (2026)**

*Carolyn Cox-Chair, City of Lacey*

*Sue Pierce-Vice Chair, Community Representatives*

*Justin Belk-Community Representative*

*Brian Hess-City of Yelm*

*Robert Vanderpool-City of Olympia*

*Wendy Goodwin-Community Representative*

*Caroline Meijia-Thurston County*

*Eileen Swarhout-City of Tumwater*

*Mark Neuville-Labor Representative*

*Emily Bergkamp-General Manager*

### **Mission Statement**

Intercity Transit's mission is to provide and promote transportation choices respectful of the safety, comfort, and diverse needs of all our customers, to support an accessible, sustainable, livable, healthy and prosperous community.

### **Vision Statement**

Our vision is to be a leading transit system in the country, recognized by our peers, community and customers for our well-trained, highly motivated, customer-focused, community-minded employees committed to providing inclusive and exceptional transit services that enhance the quality of life for all in Thurston County.

### **Public Participation Process and Public Hearing**

Public comment is encouraged with each annual update of the TDP between July and August. The public hearing is tentatively set for Wednesday, July 15, 2026, at the Intercity Transit Authority meeting, 510 Pattison St SE, Olympia, Washington 98501. Notice of the public hearing will be published in the Olympian newspaper. Public comments can be

made at the public hearing and at any time up to the approval of the plan. Comments could also be made by emailing [Planning@intercitytransit.com](mailto:Planning@intercitytransit.com) or by calling Customer Service at 360-786-1881.

**Plan Adoption**

The Authority Board of Directors will consider adoption of the 2026-2031 Transit Development Plan on August 19, 2026

**Distribution**

Following final Authority adoption, this Plan will be made available at [intercitytransit.com](http://intercitytransit.com). Electronic copies will be distributed to the Washington State Department of Transportation (WSDOT), Washington State Transportation Improvement Board, Thurston Regional Planning Council (TRPC), Thurston County, as well as the Cities of Lacey, Olympia, Tumwater, and Yelm.

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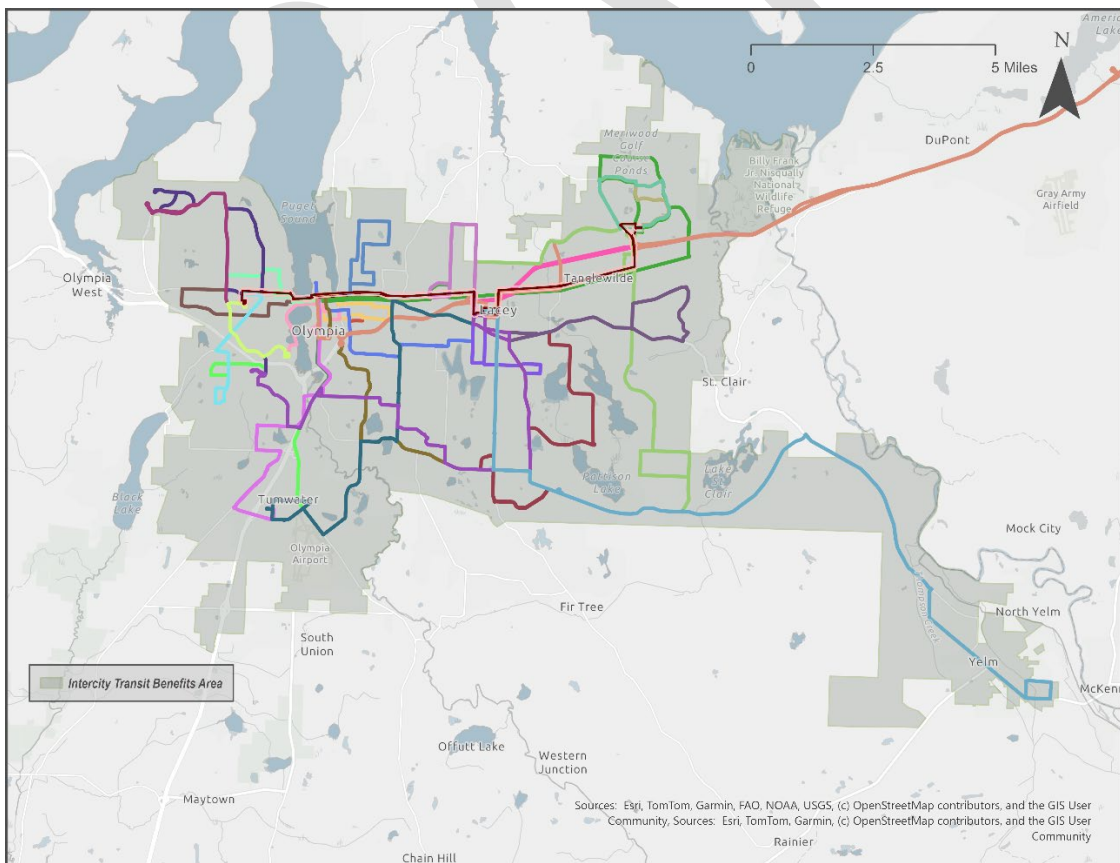
## Element 2-Description of Service Area, Operations & Facilities

*Required Element 2: Include a broad overview of your public transportation system, including services, equipment and facilities, and intermodal connections.*

### Service Area

Intercity Transit (IT) is a municipal corporation that provides public transportation for people who visit, live, and work in the cities of Olympia, Lacey, Tumwater, and Yelm, an area of approximately 101 square miles. IT operates fixed-route bus service, a door-to-door service for people with disabilities (Paratransit), a Vanpool program, specialized van programs (Village Vans), and are active in community partnerships. IT also operates commuter bus fixed-route service that serves the Lakewood 512 Park & Ride. This park & ride is also served by Pierce Transit and Sound Transit to make further connections into Tacoma and Seattle including the SEATAC airport.

The Thurston County Public Transportation Benefit Area (PTBA), a designated geographic area authorized to impose taxes to fund public transportation, was established in September 1980, as authorized by Washington State law, RCW 36.57A. The current PTBA boundary is shown on the map below (in pink) along with the current fixed-route network:



## Agency History

### **September 1980**

Voters from Olympia, Lacey, Tumwater, and the surrounding urban area, approved the collection of a local sales tax of 0.3% 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 and Thurston County voters outside of the urbanized area approved the 0.3% sales tax to support the expansion of the PTBA to include all of Thurston County. The expansion included several south county cities and towns as well as the rural areas of unincorporated Thurston County.

### **1995 – 1999**

Local sales tax revenue slowed, which resulted in the gradual reduction of bus service as a way of balancing operating costs with available revenues. A local ballot measure that proposed a 0.2% increase in the transit sales tax necessary to preserve service as well as a modest expansion failed to pass in March 1999. The result was an 8% reduction in existing bus service. Moreover, the passage of statewide Initiative No. 695 in November 1999 removed Motor Vehicle Excise Tax (MVET) revenue for transit use

### **2000 – 2002**

The loss of MVET funding resulted in a 40% decrease in revenue and required a 42% service reduction in February 2000. In early 2002, a Public Transportation Improvement Conference, which included the local jurisdictions in Thurston County, was held and the results included the establishment of the current service boundary, which contains the urbanized areas of Olympia, Lacey, Tumwater, and Yelm. In September 2002, voters within the new boundary approved a 0.3% increase to the local transit sales tax, raising the rate to 0.6%. which took effect in January 2003.

### **2003 – 2005**

Incremental service increases began over three phases. Both Phase 1 (February 2003) and Phase 2 (September 2004) included a 15% increase in service hours. A new corporate logo, bus graphics, and uniforms were also introduced in 2004. During 2005, the focus shifted to rebuilding the fleet, updating operational software and systems, improving facilities,

improving the accessibility of shelters at bus stops, and completing market research and ridership studies.

### **2006 – 2007**

A three-phase increase in service hours was implemented, exceeding 15% in expansion. A new circulator route called “Dash” began operating between the Capitol Campus and downtown Olympia. A fixed-route Short- and Long-Range Service Plan was completed in 2006, and 26 expansion vanpools were acquired. The installation of a communications system with advanced digital radio, Automatic Vehicle Location (AVL) tracking, automated stop announcements, and Automatic Passenger Counters (APC) was completed in 2007 as well as the implementation of a new multi-year service plan. A small increase in service hours was implemented as well as upgrades to the fleet, including 23 new coaches (five were expansion), three paratransit Dial-A-Lift vehicles and 44 vanpools (27 were expansion). Total system boardings in 2007 increased 12% above 2006. Intercity Transit completed a state-funded Trip Reduction program. IT staff launched outreach efforts that engaged over 1,000 participants in the annual Bicycle Commuter Contest. Furthermore, a new education program, “Smart Moves,” for middle and high school students, was launched with great success.

### **2008 – 2009**

An 11% increase in service hours brought new local service enhancements and introduced 15-minute service along major corridors. Expansion of the Martin Way Park & Ride Lot in Lacey began and the installation of on-board security cameras for the fleet was completed. System-wide ridership exceeded a record 5.1 million boardings in 2008 as fuel prices nationwide climbed to an average of \$3.50 per gallon. Intercity Transit received two national awards in 2009: the American Public Transportation Association’s (APTA) “Outstanding Public Transportation System” for medium-sized systems, and Federal Transit Administration’s (FTA) “Success in Enhancing Transit Ridership.” The Martin Way Park & Ride expansion increased parking stalls from 138 to 319 stalls. Major market research and ridership studies were conducted as well. Also, during this time, IT staff completed a master site plan for the expansion of the operations base, as well as an updated plan for the Olympia Transit Center (OTC) expansion project. Grants were received to construct a 300-stall park and ride lot at the Thurston County Waste and Recovery Center, soon to be named the Hawks Prairie Park & Ride. Safe Routes to Schools-funded program for bicycling youth was introduced at several local schools. Furthermore, the base bus fare was increased from \$.75 to \$1.00 during this time.

## **2010 – 2011**

In 2010, the agency acquired six new hybrid-electric replacement coaches. Local voters also approved a 0.2% increase in local transit sales tax, raising the rate to 0.8%. A discounted bus pass pilot program began to help local non-profit and human-service agencies with their clients' transportation needs. Commute Trip Reduction (CTR) law changes significantly increased the number of affected worksites in Thurston County, and Intercity Transit celebrated its 30th anniversary in 2011. The agency was selected by the FTA to receive ISO 14001-certified Environmental and Sustainability Management System (ESMS) training, which resulted in a new ESMS program. ISO 14001 is the internationally recognized standard for environmental management systems. Major capital facility projects for the Olympia Transit Center (OTC), Pattison Operations Base, as well as the Hawks Prairie Park & Ride continued during this time. A Paratransit Dial-a-Lift client survey was completed, and the agency hit a record 5.3 million boardings, including fixed-route ridership of 4.5 million. An online trip planner, as well as a regional application for "next bus" information were implemented.

## **2012**

Intercity Transit became the first transit system in the country to be awarded "Gold Level" APTA Sustainability Commitment status. Innovative programs were continued, including Smart Moves youth outreach and Bike PARTners, a program that supported healthy commutes to schools. The Bicycle Commuter Contest celebrated its 25th anniversary, and adult bus fares increased 25% on fixed-route service and Vanpool fares increased 10%. The discounted pass program, which began in 2010, was approved for future years; however, new federal legislation passed by Congress called Moving Ahead for Progress in the 21st Century Act (MAP-21) removed important discretionary funding for buses and bus facilities.

## **2013**

The new 332-stall Hawks Prairie Park & Ride Lot officially opened in Lacey and received the American Public Works Association "Project of the Year" for Washington State. The agency earned ISO 14001 Certification for Sustainability and Environmental practices. At the time, IT was one of only nine transit systems in the country to have received the award. Two grant-funded demonstration "Express" routes were implemented to offer commuter service between Tumwater and Lakewood as well as limited peak service between Olympia and Seattle that connected to Sound Transit service. Local base bus fares increased from \$1.00 to \$1.25.

## **2014**

A new youth outreach program called ‘Walk N Roll’ along with Bike PARTners continued to grow and the popular programs were adopted at every school district within the service area. Computer servers were relocated to a state agency in Olympia as part of a technology enhancement project, which significantly reduced safety issues and on-site remodeling needs. Intercity Transit received the Thurston County Chamber of Commerce "Green Business of the Year Award," and ridership growth began to stabilize — recording a modest 1% percent annual increase in fixed-route ridership. This became the agency’s third highest ridership year.

## **2015**

The ‘Walk N Roll’ program continued to grow. Four bus shelters were installed, and 30 bus stops received accessibility enhancements throughout the PTBA. Intercity Transit Travel Trainers assisted 72 individuals, coaching them to use bus service safely and confidently, and Intercity Transit was awarded the first-ever statewide Grand Champion honor at the annual State Public Transportation Rodeo competition.

## **2016-2017**

In partnership with the City of Tumwater, Intercity Transit received a regional grant to improve pedestrian accessibility and safety at the Tumwater Square transfer station. In 2016, the 29th annual Bicycle Commuter Contest, sponsored by Intercity Transit, set a record of over 107,990 miles traveled by 1,853 registrants and 112 teams, reducing an estimated 54 tons of Carbon dioxide (CO<sub>2</sub>). IT's sustainability program was recertified and met the ISO 14001 – 2015 Standards, remaining one of a few public transit systems in the country to do so.

## **2018**

A significant public outreach effort, labeled the “Road Trip,” was completed, and the results of the outreach were included in the completion of a Short- and Long-Range Plan. Short-range elements of the plan, which included several route restructures and time point changes, were implemented in September, while the long-range elements of the plan were adopted by the Authority Board in November. This followed the successful passage of the Proposition 1 voter initiative that increased the local transit sales tax from 0.8% to 1.2%.

## **2019**

In early 2019, Intercity Transit continued efforts to implement the service elements approved as part of Proposition 1, including: “Change the way fares are paid.” During the

late winter and spring of 2019, Intercity Transit completed a comprehensive technical evaluation of the fare policies and structure. The evaluation reviewed operational, capital, and revenue aspects of Intercity Transit's fare policy and equipment lifecycle, as well as access to other regional transit systems. IT also reviewed the fare policy through the Title VI equity lens and considered community goals. Following review of the study including additional outreach with key stakeholders, Intercity Transit presented the public with the "zero-fare" demonstration project. As part of the 2019 budget process, Intercity Transit, citing significant community benefits consistent with the approval of Proposition 1, adopted a resolution suspending fare collection for fixed-route and DAL service thereby implementing a five-year zero-fare demonstration project, effective January 1, 2020. Service expansion, consistent with the Long-Range Plan, continued in 2019 with a 13% expansion of fixed-route service that yielded a 7% increase in ridership. In November, Intercity Transit implemented a Bus Rapid Transit (BRT) demonstration route called The One. The "BRT-lite" project operated from the Martin Way Park & Ride in north Lacey, to the Capital Mall station in west Olympia. The route, which features fewer stops and shorter dwell times, took an estimated 30 minutes to complete a one-way trip. This was a fraction of the time it took to operate the same trip using traditional fixed-route bus service. Progress on major capital programs including fleet expansion and replacements (24 new coaches) and construction on a major expansion of the downtown Olympia Transit Center was on schedule for completion toward the end of 2019.

### **2020-2022**

From January to February 2020, Intercity Transit (IT) saw ridership rise nearly 40% year-over-year, largely due to a new zero-fare demonstration project. However, the COVID-19 pandemic soon devastated service: by April, fixed-route buses halted entirely, replaced by an essential-trips-only reservation service. While service gradually resumed in June with mask mandates, first-half ridership dropped 38.7%, and by year's end, service levels stood at just 42% of pre-pandemic numbers.

In 2021, IT continued reduced operations due to the pandemic, compounded by employee retirements, resignations, and high operator absenteeism. Despite aggressive recruitment, staffing remained low into 2022, with service hours below 79% of pre-pandemic levels. Late night and secondary routes were cut, while the zero-fare pilot was extended to 2028 (or three years after full-service restoration).

In 2022, IT restored some services through successful recruiting, adding roughly 15,000 fixed-route hours (a 7.8% increase over 2021). Ridership showed positive signs: average weekday boardings rose 23% from 2021, and boardings per hour increased nearly 15%. Still, total fixed-route ridership remained near 60% of pre-pandemic levels. Dial-A-Lift ridership grew 12.8%, and vanpool introduced a flat fare pilot. Later in the year, IT

celebrated completion of the new Pattison Base Administration and Operations Facility, with further construction focused on maintaining buildings for future alternative-fuel vehicles.

### **2023-2024**

In 2023, Intercity Transit continued restoring pre-pandemic service through successful hiring and retention efforts. Fixed-route service hours increased by 16,945 (8.3%), reaching nearly 240,000 hours by year's end—92% of pre-pandemic volumes. Ridership improved 20% over 2022, recovering to about 85% of pre-pandemic levels. Dial-A-Lift introduced new scheduling software (Via) to improve efficiency.

In 2024, a major change occurred: based on the 2020 Census, the Olympia-Lacey area became a large Urbanized Area (200,000+ population), subjecting IT to stricter FTA requirements. This new designation made IT eligible for several federal formula funds (Sections 5307, 5310, 5337, 5339(a)). IT also completed its FY2024 FTA Triennial Review smoothly, covering 22 areas; the next review is in 2027.

All-door boarding returned in February 2024, reversing the pandemic-era rear-door policy. The Martin Way Park & Ride “flyer” stop opened, speeding up Route 620 commutes. Onboard announcements were improved based on feedback from sight-impaired riders. The Olympia Transit Center saw pedestrian safety and accessibility upgrades. IT updated its Title VI plan, adding major service change definitions and racial disparity policies due to the new UZA status.

September 2024 service change was the final of 17 incremental adjustments since June 2020, restoring service to pre-pandemic levels—reaching 102%. Several routes gained frequency increases (Routes 21, 45, 47, 60, 620), late-night service returned on multiple routes, and the Evergreen State College “Nightline” Route 41 resumed when school was in session. Annual fixed route boardings reached 4,242,911, a 19% increase over 2023 (3,463,390).

### **2025**

2025 did not have large agency changes as the focus was planned for the major network redesign of 2026. Introduction of route 14 in January, increases to span and frequency in May and introduction of route 600 and 610 in September resulted in a service hours increase of 40,000 or 16% over the previous year. These increases in service resulted in a ridership increase of 13% over 2024 ridership numbers.

The addition of Route 14 provided service to the downtown area and capital campus, a function once served by DASH prior to the pandemic. The 600 and 610 routes replaced the 620 in September as the evolution of commuter service provided more options and access to Pierce County as well as better tailored options for service members attempting to

access JBLM. These route and service additions were critical components in the buildup of Intercity Transit capacity for the anticipated network redesign in May of 2026.

2025 also saw much progress in the development of several projects to include Real-time signage, slated to begin construction in 2026 as well as a bus stop enhancement project that would be making access, speed and reliability improvements at over 140 stops within the bus stop network.

### Facilities 2025

Intercity Transit directly operates several facilities, including:

- Olympia Transit Center (OTC)
- Lacey Transit Center (LTC)
- Pattison Base Administration and Operations Facility

Other facilities are administered jointly with other governmental entities:

- Centennial Amtrak Station
- Martin Way Park & Ride: WSDOT
- Hawks Prairie Park & Ride: Thurston County

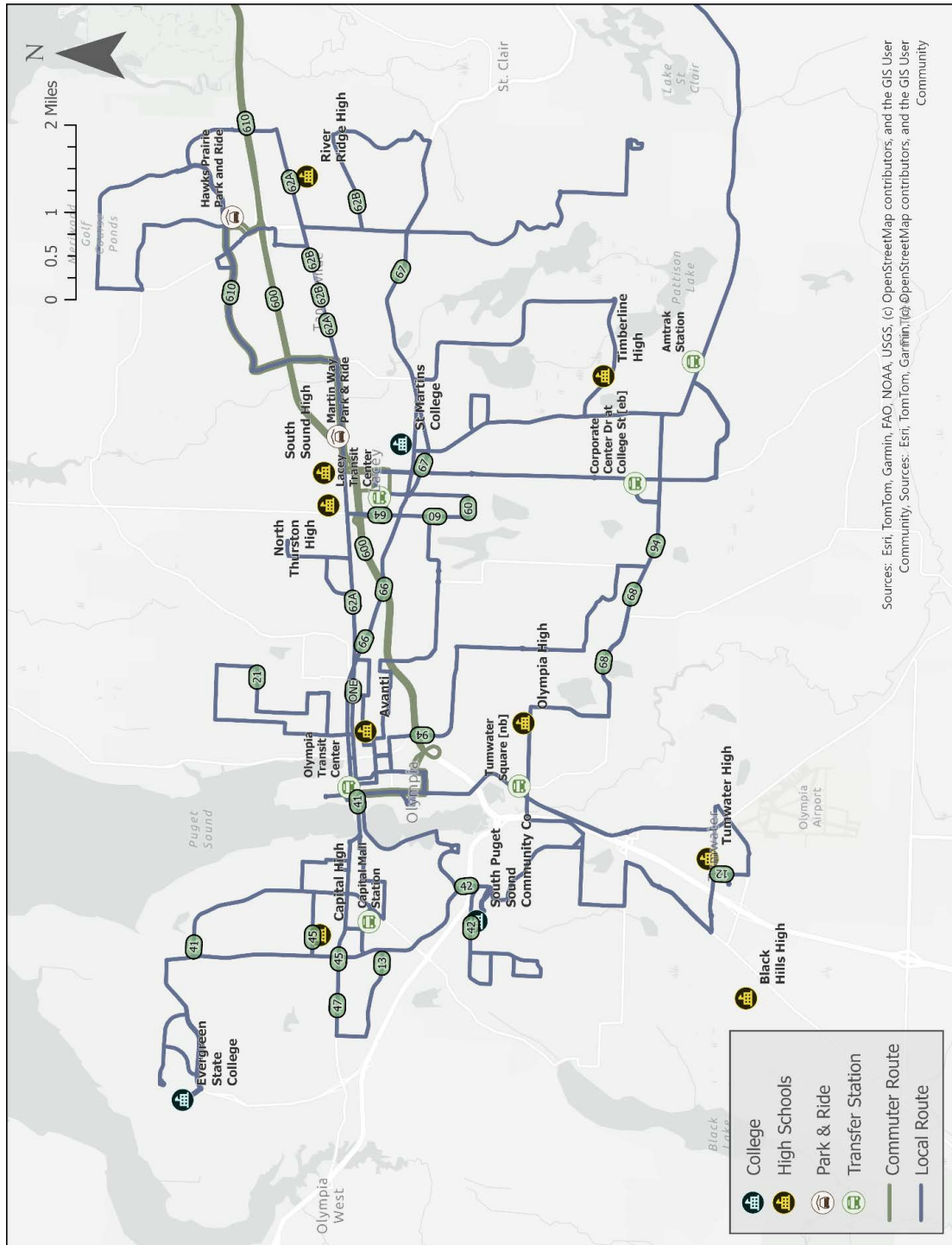
All maintenance, administration and dispatch functions are performed from the Pattison base. In 2005, Intercity Transit purchased property adjacent to the Pattison base with the intent of expanding the facility to better accommodate agency growth. In 2012, a nearby office space was leased to provide necessary workspace relief. In 2017, the Pattison base expansion project (Phase 1) began with final design and replacement of existing underground fuel storage tanks. Through 2023, Intercity Transit continued to receive state and federal funding to support the completion of the Pattison base expansion and rehabilitation project. Construction on the north portion of the site began in 2020 and reached substantial completion in late 2022. The new employee parking lot was completed and opened for employees to use. However, the Pattison base remains under construction as rehabilitation of the existing maintenance building and final site work continued in 2025 on the south part of the site.

### **Service Description 2025**

During 2025, Intercity Transit provided a suite of service options to meet the transportation needs of Thurston County residents and visitors. Services provided are fixed-route bus service, Paratransit service, and Vanpool service. Intercity transit also provides several

grant funded programs; Village Vans is a program for low-income individuals which helps provide transportation when fixed route services are not a feasible option. Walk-N-Roll is a multi-modal education program as well as a bike shop.

Intercity Transit fixed-route system map shown below:



## Fixed Route Bus Service

By end of year 2025 Intercity Transit had service 26% greater by volume than pre-COVID service levels and continues to work toward proposition 1 goals. Intercity Transit added three new routes and removed one, bringing the total of routes provided to 21. Service was conducted 7 days a week with spans beginning as early as 5:09 am and going out to 12:34 am on most weekdays, and 5:30 am to 12:34 on most weekends. Intercity Transit also provided a Nightline service connecting downtown Olympia and The Evergreen State College on Friday and Saturday nights during the academic year. This service is funded by the school through a contract with Intercity Transit.

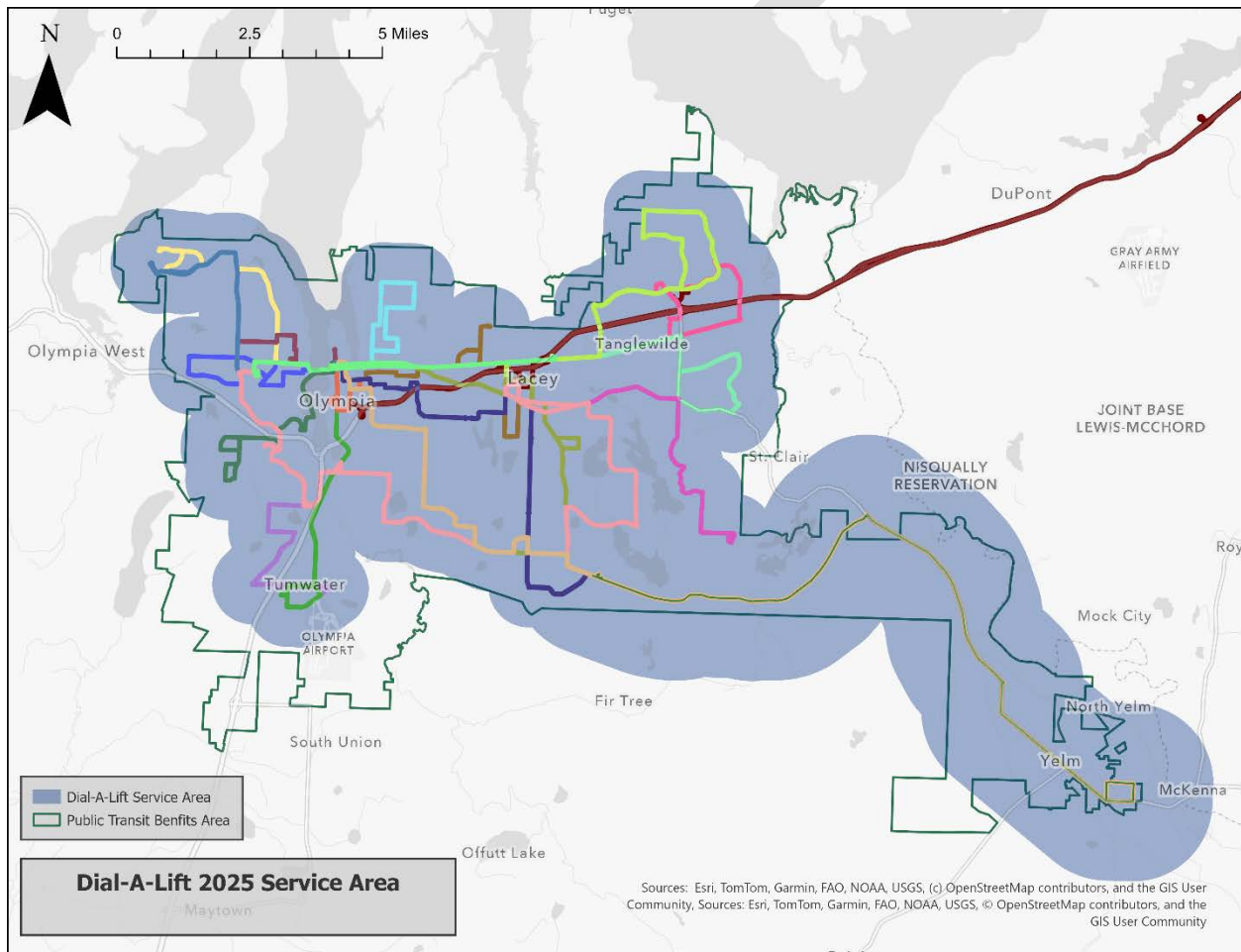
- **Ridership:** In 2025 Intercity Transit recorded 4,829,274 fixed route boardings, a 13% increase of 2024 ridership.

- **Routes:** From January 2025-September 2025, Intercity Transit operated 19 routes with a single route; the 620 being the commuter service to the Lakewood area. In September, Intercity replaced the 620 with two commuter routes; the 600 and the 610, which provided increased options for community members traveling to Lakewood and beyond.

Routes	Weekday Frequency	Weekend Frequency
Route ONE	15 Minutes	Did not operate
Route 12	30 Minutes	30 Minutes
Route 13	15 Minutes	30 Minutes
Route 14	30 Minutes	Did not operate
Route 21	30 Minutes	30 Minutes
Route 41	30 Minutes	30 Minutes
Route 42	30 Minutes	30 Minutes
Route 45	30 Minutes	30 Minutes
Route 47	30 Minutes	30 Minutes
Route 48	30 Minutes	30 Minutes
Route 60	30 Minutes	30 Minutes
Route 62A	30 Minutes	30 Minutes
Route 62B	30 Minutes	30 Minutes
Route 64	30 Minutes	30 Minutes
Route 65	30 Minutes	30 Minutes
Route 66	30 Minutes	30 Minutes
Route 67	30 Minutes	30 Minutes
Route 68	30 Minutes	30 Minutes
Route 94	30 Minutes	30 Minutes
Route 620	20-45 Minutes Variable	60-90 Minutes Variable
Route 600	20-90 Minutes Variable	Did not operate
Route 610	30-90 Minutes Variable	60-120 Minutes Variable

## ADA Complementary Paratransit Service

ADA Complementary Paratransit Service Dial-A-Lift is the brand name of Intercity Transit's complementary ADA Paratransit program, which provides door-to-door transportation for people whose disability prevents them from riding the fixed-route bus service. Dial-A-Lift hours of operation reflect all fixed-route bus service, which includes no service on three national holidays (New Year's Day, Thanksgiving Day, and Christmas Day). IT Paratransit service serves areas within  $\frac{3}{4}$  to  $1\frac{1}{2}$  miles of a fixed-route within the PTBA. The map below shows the 2025 Dial-A-Lift boundary in blue in relation to the PTBA boundary.



- **Ridership:** In 2025, Intercity Transit recorded 143,702 Dial-A-Lift trips, a 7.0% increase when compared to 2024.

The Travel Training program is a free service that provides self-paced instruction to help passengers who can use regular bus service become familiar with local public transportation options. The program helps people learn how to plan a bus trip, read maps and schedules, make transfers, and get to and from bus stops among many other lessons.

The Bus Buddy program provides free, one-on-one assistance for people who want a little extra help riding the bus. Volunteer “Bus Buddies” share their knowledge of riding the fixed-route bus system while providing excellent customer assistance skills to riders.

## Vanpool

At the end of 2025 there were 155 Intercity Transit commuter vanpools in operation throughout the Puget Sound Region, matching the year prior (2024 also ended with 155 vanpools). The average number of vanpool groups for 2025 was 157, an increase of 2.6% over 2024 (the 2024 average was 153).

Intercity Transit staff promote the vanpool service to employers and individuals, facilitate group formation and provide defensive driver training. Vanpool groups lease the vehicles monthly and operate the vehicles as volunteers, independent of other Intercity Transit services. Vanpools are generally in service weekdays from 1:50 a.m. to 11:48 p.m. It is important to note that one end of a vanpool trip needs to begin or end within the PTBA.

- **Fares:** 23% of operating costs were recovered in 2024.
- **Ridership:** In 2025 Intercity Transit recorded 198,044 Vanpool trips, a 2% decrease from 2024 (2024 Vanpool trips totaled 202,666).
- **Ride matching:** Intercity Transit provides online ridematching on our website. Commuters may enter their commute information to find active vanpools that may serve them.

## Village Vans

In 2002, Intercity Transit launched Village Vans, a grant-supported initiative aimed at reducing transportation barriers to employment for individuals and families experiencing poverty. The program initially featured four vans driven by volunteers and focused on providing reliable transportation for work-related needs. By 2004, Village Vans broadened its mission to include a Customized Job Skills program. This addition supported volunteer drivers in developing professional skills. The program offered job coaching, assistance with resume and cover letter writing, and opportunities to practice interview techniques, helping volunteers enhance their employment prospects.

Village Vans operates through partnerships with Thurston County agencies that serve jobseekers and low-income families. Collaborators include the Community Jobs WorkFirst program managed by Coastal Community Action Program, the Department of Social and Health Services, and WorkSource Thurston County, among many others. Over its first 17

years, the program provided an average of 5,633 trips annually and expanded its fleet to six vehicles.

From its return to the end of 2024, Village Vans has averaged 285 rides per month and 3,000 trips annually. In 2025, the program completed 3,002 trips, including 212 trips with accompanying children, which supported working parents with their commuting needs. Overall, Village Vans provided service to a total of 60 riders that ranged from job seekers, WorkFirst participants, college students, and participants in the ASHHO Culinary and Hospitality Job Skills Program. The staff team grew from two to three members with the addition of a second Village Vans Coordinator. The program upgraded its fleet by cycling out three vehicles for surplus and acquiring new Ford Transits.

In 2025, Village Vans celebrated notable achievements among its volunteers. Out of ten volunteers, two successfully transitioned to full-time employment with Intercity Transit, taking on roles as a Coach Operator and a Senior Fleet Business Analyst.

## Walk N Roll

Intercity Transit's Walk N Roll education program increases independence, improves safety, and inspires a healthy lifestyle by making walking, biking, rolling and riding public transit more accessible to people of all races, ages, incomes and abilities. Walk N Roll highlights from 2025 included:

- Partnered with local school districts and community organizations to educate 767 people about public transportation through presentations and field trips. Participants met a bus operator, toured a bus and learned why transit is important to our community.
- Provided bike safety education to 2,644 people through classes, camps and events. Participants learned through hands-on activities, group bicycle rides, and skills courses.
- 277 people received a bicycle with a helmet, lock and set of lights. 160 of those bikes were donated by community members and refurbished by trained volunteers in the Walk N Roll Educational Bike Shop.
- Through hands on learning opportunities, 443 people were taught essential bike maintenance and mechanic skills needed to keep their bikes working safely.
- Offered monthly DIY Bike Repair Events where 72 participants were provided with access to tools, bike parts, and assistance from staff and volunteers to help repair and maintain their personal bikes. Provided the community with free bike safety checks and minor repairs at seven community events.

- Helped seven schools organize 52 Walk N Roll to School events, including celebrations for national Walk and Bike to School Days. These events encouraged students and their families to walk, bike and roll to school to reduce traffic congestion and improve air quality around schools.
- Taught 116 youth and adults the skills needed to ride a bicycle for the first time.
- Held the Winter Bicycle Challenge and spring Bicycle Community Challenge that encouraged a combined 969 participants to ride their bike for transportation, recreation and fitness. Organized a Bike to Work Day event with 263 participants and a community ride to celebrate Earth Day with 150 participants.

## Service Connections 2025

In 2025 Intercity Transit provided connections with seven other public transit operators, as well as Greyhound FlixBus and Amtrak rail services:

### Regional Transportation Operators

- **Grays Harbor Transit (GHT):** GHT currently provides service between Aberdeen and west Olympia via the Olympia Transit Center.
- **Mason Transit Authority (MTA):** MTA currently provides service between Shelton and west Olympia via the Olympia Transit Center.
- **Pierce Transit (PT):** Intercity Transit's Olympia Express service connects to Pierce Transit's local service in Lakewood at Lakewood Station and SR 512 Park & Ride lot.
- **Sound Transit (ST):** Intercity Transit's Olympia Express service connects with Sound Transit service in Lakewood (Lakewood Station and SR 512 Park & Ride lot). From these locations, riders can transfer to Sounder passenger rail service, or ST Express buses, with service destinations that include Tacoma, Seattle and Sea-Tac Airport.
- **Amtrak:** Intercity Transit Routes 64 and 94 provide regular service seven days a week to the Olympia-Lacey Centennial Station, which offers access to 10 passenger rail trips each day.
- **Greyhound:** Connections to and from Greyhound bus service are available at the downtown Olympia Transit Center.
- **FlixBus:** Connections to and from FlixBus service are available at the downtown Olympia Transit Center. FlixBus is a private, regional and international bus service with a large network of destinations throughout the Pacific Northwest. FlixBus currently provides two daily morning direct trips to Sea-Tac Airport from OTC as well as two afternoon trips from Sea-Tac Airport to OTC.

- **Rural Transit (RT):** Connections between Intercity Transit fixed-route service and RT service are available primarily at the Tumwater Square stops. RT provides basic fixed-route service throughout southern Thurston County and is managed by the Thurston Regional Planning Council (TRPC).
- **Lewis County Transit:** Connections between Intercity Transit fixed-route service and Lewis County Transit, (formerly Twin Transit) service are available at the Olympia Transit Center and the Washington State Labor & Industries office building in Tumwater. Lewis County Transit provides public transit options throughout Lewis County located south of Thurston County.

## Park & Rides

In 2025 Intercity Transit fixed-route service was available at the following park & ride lots:

- **Martin Way Park & Ride**
  - Routes 62A, 62B, 65, 600, 610 and The One
- **Hawks Prairie Park & Ride (north Lacey)**
  - Route 610-Providing new connections throughout Lacey and Pierce County, as well as connections to Joint Base Lewis-McChord (JBLM).
  - It was a short walk northwest to access Routes 62A and 65 at Willamette at Hogum Bay Rd bus stop on Willamette Dr NE from the Hawks Prairie Park & Ride.
  - Several other new routes will serve this facility starting in mid-2026
- **Centennial Station (Amtrak)**
  - Routes 64 and 94
- **SR 512 Park & Ride (Lakewood)**
  - Route 620 (retired September 2025)
  - Routes 600 and 610

## Educational Sites

Intercity Transit provided regular fixed-route bus service to the Olympia and Lacey campuses of South Puget Sound Community College, Saint Martin's University, and The Evergreen State College. Additionally, fixed-route buses serve many public and private high and middle schools throughout the service area.

## Capital Activities 2025

Significant agency activity during 2025 continued with ongoing capital facility projects. The effort to limit agency use of non-renewable resources, reduce waste and pollution,

promote public stewardship and protect the natural environment has been incorporated into training of all Intercity Transit staff.

Capital projects included the on-going construction of the Pattison base expansion and rehabilitation project, as well as continued bus stop enhancements intended to improve access and consistency in bus stop design and functionality. Highlights of effort during the year included:

- Intercity Transit was awarded federal and state grants to improve bus stop locations throughout the network. The project beginning construction in early 2026 will improve safety and access at 147 bus stops within the PTBA.
- Smart Corridor and Transit Signal Priority technology collected data at select intersections. Through review and testing of TSP technology Intercity Transit decided it best to begin searching for cloud-based TSP technology as it began fine-tuning data collection for a truly smart corridor. On a related note, Intercity Transit and the City of Lacey were approved for an FTA grant for AI enhanced smart intersections at key junctures to improve mobility for not only buses but pedestrian and general-purpose traffic as well.
- In March of 2025 Intercity Transit approved a \$15.5 million contract to replace resource planning and asset management programs for the agency. The combination of Workday for enterprise resource planning, Trapeze for asset management and Hastus for service and operations planning will be rolled out in the form of OneIT which over the course of 18-20 months will replace the 37-year-old Fleetnet which has been the primary resource for all mentioned functions for the agency. Adoption and transition began in early 2026 and is expected to continue into 2027.
- Intercity Transit is wrapping up the design phase of its Real-Time signage project with construction slated to begin mid-2026. The project will provide the Olympia Transit Center with Real-Time arrival and departure data on its buses to improve access and connectivity for passengers.
- 2025 continued the expansion of the Pattison maintenance facilities. Windows were used to replace the glass blocks on the old facility. All exterior sectional doors were replaced. A new PVC roof was installed. New concrete slabs were poured as well as chassis wash bays and lift pits. And finally, a new shotcrete wall was installed. Construction is expected to be completed in 2026.

- In 2025 Intercity Transit made notable headway on its zero-emissions bus project. IT awarded the contract for the onsite hydrogen refueling station equipment as well as began the planning and design work for the refueling station. Intercity Transit also received its first five New Flyer hydrogen fuel. IT plans to finalize a temporary fueling solution and begin testing these vehicles in 2026.

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## Element 3-State and Agency Goals, Objectives and Action Strategies

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*Required element 3 – Identify your priority goals, objectives and strategies for the current year and next five years. Identify which of your objectives and strategies support attainment of the transportation policy goals in RCW 47.04.280 and the Washington State Transportation Plan.*

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Intercity Transit goals, objectives and strategies are updated annually with the review and adoption of the Strategic Plan. Goals and end policies (or objectives and action strategies), taken from the Strategic Plan and its correlation to the transportation policy goals published in the Washington State Transportation Plan, are provided below.

### **Goal 1 – Assess the transportation needs of our community throughout the Public Transportation Benefit Area.**

- **End Policy** – Intercity Transit, staff, and the public will have access to clear and comprehensive information related to the transportation needs of our Public Transportation Benefit Area.

Relevant State Goal(s):

- *Economic vitality* – To promote and develop transportation systems that stimulate, support, and enhance the movement of people and goods to **ensure a prosperous economy**.
- *Safety* – To provide for and **improve the safety and security** of transportation customers and the transportation system.
- *Mobility* – To **improve** the predictable **movement of** goods and **people** throughout Washington State, including congestion relief and improved freight mobility.
- *Environment* – To enhance Washington’s quality of life through transportation investments that promote energy conservation, **enhance healthy communities**, and protect the environment.
- *Stewardship* – To continuously **improve the quality**, effectiveness, resilience, and efficiency of the transportation system.

### **Goal 2 – Provide outstanding customer service.**

- **End Policy** – Customers, staff and the broader community will report a high level of satisfaction.

Relevant State Goal(s):

- *Safety* – To provide for and **improve the safety and security** of transportation customers and the transportation system
- *Mobility* – To **improve** the predictable **movement of** goods and **people** throughout Washington State, including congestion relief and improved freight mobility.
- *Environment* – To enhance Washington’s quality of life through transportation investments that promote energy conservation, **enhance healthy communities**, and protect the environment.
- *Stewardship* – To continuously **improve the quality**, effectiveness, resilience, and efficiency of the transportation system

**Goal 3 – Maintain a safe and secure operating system.**

- **End Policy** – Focus on the continual improvement of the safety and security of all customers, employees and facilities.

Relevant State Goal(s):

- *Preservation* – To **maintain**, preserve, and extend the life and utility of **prior investments** in transportation systems and services, including the state ferry system.
- *Safety* – To provide for and **improve the safety and security** of transportation customers and the transportation system.
- *Stewardship* – To continuously **improve the quality**, effectiveness, resilience, and efficiency of the transportation system.

**Goal 4 – Provide responsive transportation options within financial and staffing limitations.**

- **End Policy** – Customers and staff will have access to programs and services that benefit and promote community sustainability, focused on serving the mobility needs and demands of our community.

Relevant State Goal(s):

- *Economic vitality* – To promote and develop transportation systems that stimulate, support, and **enhance the movement of people** and goods to ensure a prosperous economy.
- *Mobility* – To **improve** the predictable **movement of** goods and **people** throughout Washington State, including congestion relief and improved freight mobility.

- *Stewardship* – To continuously **improve the quality**, effectiveness, resilience, and efficiency of the transportation system.

**Goal 5 – Integrate sustainability into all agency decisions and operations to lower social and environmental impact to enhance our community and support the Thurston County Regional Climate Mitigation Plan.**

- **End Policy** – Resources will be used efficiently to minimize the overall impact on the environment and community, and to the extent possible, efforts will be pursued that integrate or otherwise align with broader sustainability goals.

Relevant State Goal(s):

- *Environment* – To enhance Washington’s quality of life through transportation investments that promote energy conservation, **enhance healthy communities**, and protect the environment.
- *Economic vitality*: To promote and develop transportation systems that stimulate, **support**, and enhance the **movement of people** and goods to **ensure a prosperous economy**.
- *Safety*: To provide for and improve the **safety and security of transportation customers** and the transportation system

**Goal 6 – Encourage use of our services, reduce barriers to access and increase ridership.**

- **End Policy** – Educate and encourage community members to explore, appreciate and utilize the benefits of our services and programs while making the system easier to use.

Relevant State Goal(s):

- *Economic vitality* – To promote and develop transportation systems that stimulate, support, and **enhance the movement of people** and goods to ensure a prosperous economy.
- *Mobility* – To **improve** the predictable **movement of** goods and **people** throughout Washington State, including congestion relief and improved freight mobility.
- *Stewardship* – To continuously **improve the quality**, effectiveness, resilience, and efficiency of the transportation system.

**Goal 7 – Build partnerships to identify and implement innovative solutions that address mobility needs, access, and equity as a service provider and as an employer.**

- **End Policy** – Work with governmental entities, educational institutions, businesses, not-for-profit community partners, and customers to facilitate great mobility options as well as educational and socio-economic opportunities in our community.

Relevant State Goal(s):

- *Economic vitality* – To promote and develop transportation systems that stimulate, support, and **enhance the movement of people** and goods to ensure a prosperous economy.
- *Preservation* – To **maintain**, preserve, and extend the life and utility of **prior investments** in transportation systems and services, including the state ferry system.
- *Mobility* – To **improve** the predictable **movement of** goods and **people** throughout Washington State, including congestion relief and improved freight mobility.
- *Stewardship* – To continuously **improve the quality**, effectiveness, resilience, and efficiency of the transportation system.

**Goal 8 – Integrate resiliency into all agency decisions to anticipate, plan, and adapt given the critical functions of transit operations.**

- **End Policy** – Promote community, organizational and individual resiliency.

Relevant State Goal(s):

- *Stewardship* – To continuously **improve** the quality, effectiveness, **resilience**, and efficiency of the transportation system.
- *Safety* – To provide for and **improve the safety and security** of transportation customers and the transportation system.
- *Mobility* – To **improve** the predictable **movement of** goods and **people** throughout Washington State, including congestion relief and improved freight mobility.

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

## Element 4 – Local Performance Measures and Targets

*Required element 4 – Identify performance measures and targets that you use to evaluate performance of your system.*

### On-Time Performance

Intercity Transit defines on-time as departing a published timepoint not before the scheduled time, and between zero minutes and five minutes after the scheduled time. All fixed route types have the same on-time performance standards. The service reliability standard is 90% of the buses at terminal departure points on all routes will leave on time. Additionally, on-time standards assume less than half a percent of trips should be missed or recorded as early.

The table [right] shows the On-Time percentage for each route for 2025 compared to 2024.

On-Time Percentage by Route 2024/2025 Comparison		
Route	2025 OTP	2024 OTP
12	98.14%	97.79%
13	96.76%	95.93%
21	94.97%	96.25%
41	98.95%	99.26%
42	99.17%	99.56%
45	96.71%	97.19%
47	96.95%	99.16%
48	97.10%	95.85%
60	94.53%	94.90%
620	93.04%	94.42%
62A	95.99%	98.04%
62B	96.78%	98.31%
64	97.53%	98.89%
65	94.29%	91.36%
66	95.33%	97.14%
67	92.13%	97.81%
68	96.39%	96.85%
94	97.79%	97.54%
ONE	98.10%	98.67%
14	97.14%	N/A
600	93.51%	N/A
610	93.29%	N/A

## Safety

The following safety goals were adopted and published in Intercity Transit’s Public Transportation Agency Safety Plan (PTASP) as of December 2022. The complete PTASP can be viewed at the following URL: [intercitytransit.com/about-us/publications/Safety%20Plan](http://intercitytransit.com/about-us/publications/Safety%20Plan)

**Goal 1 – Safety Management Systems (SMS) to Reduce Casualties/Occurrences.** Use a Safety Management Systems framework to identify hazards and mitigate risk to reduce injuries and property losses.

**Goal 2 – Safety Management Systems (SMS) to Foster a Robust Safety Culture.** Foster agency-wide support for transit safety by establishing a culture that holds agency leaders accountable for safety and ensures all employees take an active role in securing transit safety. Cultivate a safety culture in which employees are comfortable and encouraged to bring safety concerns to the attention of agency leaders.

**Goal 3 – Safety Management Systems (SMS) to enhance system reliability.** Provide safe and reliable transit operations by assuring that all vehicles, equipment and facilities are regularly inspected, maintained and serviced as needed.

## Transit Asset Management

The following are the agency’s transit asset management targets as contained in the 2025 National Transit Database (NTD):

<i>Rolling Stock-Percent of revenue vehicles that have met or exceeded their useful life</i>		
<b>Asset</b>	<b>2025 Performance</b>	<b>2026 Target</b>
<i>Bus (BU)</i>	13.10%	25.00%
<i>Cutaway (CU)</i>	0.00%	0.00%
<i>Minivan (MV)</i>	56.36%	29.00%
<i>Van (VN)</i>	96.91%	80.00%
<i>Equipment-percent of vehicles that have met or exceeded their useful life benchmark</i>		
<b>Asset</b>	<b>2025 Performance</b>	<b>2026 Target</b>
<i>Equipment (Automobiles)</i>	57.14%	33.00%
<i>Equipment (Trucks and other Vehicles)</i>	20.59%	10.00%
<i>Facility-percent of facilities rated 3 on the condition scale</i>		
<b>Asset</b>	<b>2025 Performance</b>	<b>2026 Target</b>
<i>Passenger/Parking Facilities</i>	0.00%	0.00%
<i>Admin/Maintenance Facilities</i>	0.00%	0.00%

## Element 5-Plan Consistency

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*Required element 5 – Identify steps that you have taken to ensure that your transit development plan is consistent with the local comprehensive plans adopted by cities, counties, and towns within your service area*

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Intercity Transit’s Long-Range Plan adopted in 2018 has served as the primary guidance for past and present development plans. While this document serves as the roadmap for Intercity Transit’s future, a collaborative relationship with regional partners is critical to maintaining service that is responsive to community needs and developmentally appropriate. Changes in passenger needs resulted in an evolution of commuter service in September of 2025 from a single northbound route to two separate ones, each serving different locations. And post-COVID travel patterns have culminated in a network redesign released in May of 2026 that provides service to new parts of the PTBA and better connections across the network.

### Jurisdictional Development Review

Intercity Transit serves as an engaged stakeholder in local development processes. This involves collaboration and dialogue with public works departments, local developers, landowners, and all other relevant and concerned stakeholders in projects that have a transportation component.

### Regional Transportation Planning

Intercity Transit is actively engaged with the Thurston Regional Planning Council. TRPC is responsible for shaping regional development through collaboration with local partners to generate informed, locally relevant decisions. TRPC planning is an important component to ensuring regional cooperation and is often important in the acquisition of critical state and federal funding.

# Element 6 – Planned Capital Expenses

Required element 6 – Present your planned capital expenses for the current year and next five years, including rolling stock, facilities, equipment and infrastructure.

Capital Improvement Projects 2027-2031										
Type	Project Number	Title	Budgeted - FY2027	Budgeted - FY2028	Budgeted - FY2029	Budgeted - FY2030	Budgeted - FY2031	Total Budgeted		
Guideway (6100)	PL-016	High Performance Transit - Bus Rapid Transit (BRT) Light	\$ 2,000,000	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ 15,500,000		
	DEV-023	Smart Corridors	1,500,000	1,500,000	6,000,000	6,000,000	6,000,000	15,000,000		
	DEV-109	AI-Powered Smart Sensors & Integrated Data Mgmt Dashboard	420,000					420,000		
	PL-100	Martin Way Park & Ride Access Improvements	500,000	1,000,000	1,000,000	1,000,000	1,000,000	2,500,000		
<b>Total Guideway (6100)</b>			<b>\$ 3,920,000</b>	<b>\$ 6,500,000</b>	<b>\$ 11,500,000</b>	<b>\$ 11,500,000</b>	<b>\$ 11,500,000</b>	<b>\$ 33,420,000</b>		
Passenger Stations (6200)	FAC-163	Amtrak Centennial Station Roof & Sign Replacement	\$ 50,000		\$ 300,000			\$ 350,000		
	FAC-162	OTC2 Restroom Rehabilitation	100,000	600,000	100,000		100,000	900,000		
	FAC-157	Amtrak Centennial Station Restroom Remodel	80,000					80,000		
	FAC-156	Lacey Transit Center (LTC) Expansion & Restroom Remodel	50,000					50,000		
	DEV-032	Northeast Lacey Operational Improvements	1,182,066	1,018,116	2,101,908	2,101,908	2,101,908	6,403,988		
	DEV-101	West Olympia Transit Facility	1,000,000	500,000	3,000,000	3,000,000	3,000,000	7,500,000		
	DEV-102	SPSCC Crosby Loop Bus Facility	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	6,000,000		
	DEV-106	Hawk's Prairie Park & Ride Improvements	200,000	300,000	1,000,000	1,000,000	1,000,000	2,500,000		
	DEV-107	Lacey Transit Center Expansion	1,000,000	1,000,000	1,500,000	1,500,000	1,500,000	5,000,000		
<b>Total Passenger Stations (6200)</b>			<b>\$ 5,162,066</b>	<b>\$ 4,918,116</b>	<b>\$ 9,501,908</b>	<b>\$ 9,101,908</b>	<b>\$ 10,000</b>	<b>\$ 28,783,988</b>		
Administrative Buildings (6300)	FAC-165	OTC Parking Lot Improvements	\$ 100,000	\$ 700,000	\$ 100,000			\$ 900,000		
	FAC-161	ADOPS Mechanical System Improvements	80,000	300,000		175,000		555,000		
	DEV-108	Olympia Transit Center - Building 1 - Rehabilitation	200,000	500,000	1,500,000	2,000,000		4,200,000		
<b>Total Administrative Buildings (6300)</b>			<b>\$ 300,000</b>	<b>\$ 1,280,000</b>	<b>\$ 1,900,000</b>	<b>\$ 2,175,000</b>	<b>\$ -</b>	<b>\$ 5,655,000</b>		
Maintenance Buildings (6400)	FAC-166	Pattison LST & Fueling System Repairs & Improvements	\$ 100,000	\$ 500,000	\$ 100,000			\$ 700,000		
	FAC-164	PWF Improvements	500,000	300,000				800,000		
	MA-102	Alternative Fuel Infrastructure	1,500,000		2,200,000	14,500,000		16,700,000		
	MA-101	Fueling Equipment & Site Upgrades - Hydrogen Pilot Project	3,900,000	1,900,000	1,900,000			7,700,000		
	MA-100	Maintenance Facility Upgrades - Hydrogen Demonstration Proj	\$ 5,900,000	\$ 2,300,000	\$ 4,600,000	\$ 14,600,000	\$ -	\$ 27,400,000		
<b>Total Maintenance Buildings (6400)</b>			<b>\$ 11,300,000</b>	<b>\$ 4,700,000</b>	<b>\$ 8,600,000</b>	<b>\$ 14,600,000</b>	<b>\$ -</b>	<b>\$ 47,300,000</b>		
Revenue Vehicles (6500)	VM-106	Vehicle Replacement Contingency	\$ 307,500	\$ 323,000	\$ 340,000	\$ 368,400	\$ 377,600	\$ 1,706,500		
	VM-102	Vanpool Replacement Vehicles	1,312,500	1,412,500	1,497,500	1,884,400	1,884,400	8,381,900		
	VM-100	Fixed Route Bus Replacement	32,000,000	18,232,594			11,256,805	61,489,399		
	VM-101	Dem & Response Van Replacement	4,560,000				2,952,304	7,512,304		
	MA-103	Battery Electric (BEB) Dial-A-Lift Replacements	921,813					921,813		
<b>Total Revenue Vehicles (6500)</b>			<b>\$ 9,103,513</b>	<b>\$ 19,968,094</b>	<b>\$ 1,837,500</b>	<b>\$ 2,633,400</b>	<b>\$ 16,471,109</b>	<b>\$ 80,011,916</b>		
Service Vehicles (6600)	VM-103	Non-Revenue Vehicles & Equipment	\$ 523,500	\$ 311,800	\$ 435,000	\$ 377,000		\$ 1,647,300		
<b>Total Service Vehicles (6600)</b>			<b>\$ 523,500</b>	<b>\$ 311,800</b>	<b>\$ 435,000</b>	<b>\$ 377,000</b>	<b>\$ -</b>	<b>\$ 1,647,300</b>		
Communications & Information Systems (6800)	IS-106	CAD/AVL Strategic Plan	\$ 125,000	\$ 1,100,000	\$ 1,000,000	\$ 700,000	\$ 1,850,000	\$ 4,775,000		
	IS-102	Core Infrastructure & Communications	280,000	280,000	275,000	75,000	400,000	1,310,000		
	IS-103	Agency Enterprise Resource Planning (ERP) Software System	2,900,000					2,900,000		
	IS-105	OneIT Phase 2 Workday Modules	500,000					500,000		
	IS-101	Emergency Operations Center (EOC)	75,000	75,000				150,000		
	VM-105	Vehicle Telematics	350,000					350,000		
	PL-015	Transit Center & Core Customer Info Navigation	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000		
<b>Total Communications &amp; Information Systems (6800)</b>			<b>\$ 5,230,000</b>	<b>\$ 2,465,000</b>	<b>\$ 2,275,000</b>	<b>\$ 1,775,000</b>	<b>\$ 2,250,000</b>	<b>\$ 13,985,000</b>		
Other (6900) Furniture & Equipment	VM-104	Maintenance Shop Equipment	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000		
	FAC-160	Facility Capital Equipment & Improvements	450,000	200,000	200,000	200,000	200,000	1,250,000		
	DEV-030	Pattison Furniture, Fixtures, Equipment (FF&E) & Technology	935,920					935,920		
<b>Total Other (6900) Furniture &amp; Equipment</b>			<b>\$ 1,485,920</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>	<b>\$ 2,685,920</b>		
Other (6900) Shelters, Signs & Passenger Amenities	PL-013	Rear Door Bus Stop Improvements	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 1,040,000		
<b>Total Other (6900) Shelters, Signs and passenger amenities</b>			<b>\$ 260,000</b>	<b>\$ 260,000</b>	<b>\$ 260,000</b>	<b>\$ 260,000</b>	<b>\$ 260,000</b>	<b>\$ 1,040,000</b>		
<b>Total Project Types</b>			<b>\$ 61,883,299</b>	<b>\$ 38,283,010</b>	<b>\$ 32,609,408</b>	<b>\$ 42,722,308</b>	<b>\$ 19,121,109</b>	<b>\$ 194,629,134</b>		

## Element 7 – Planned Operating Changes

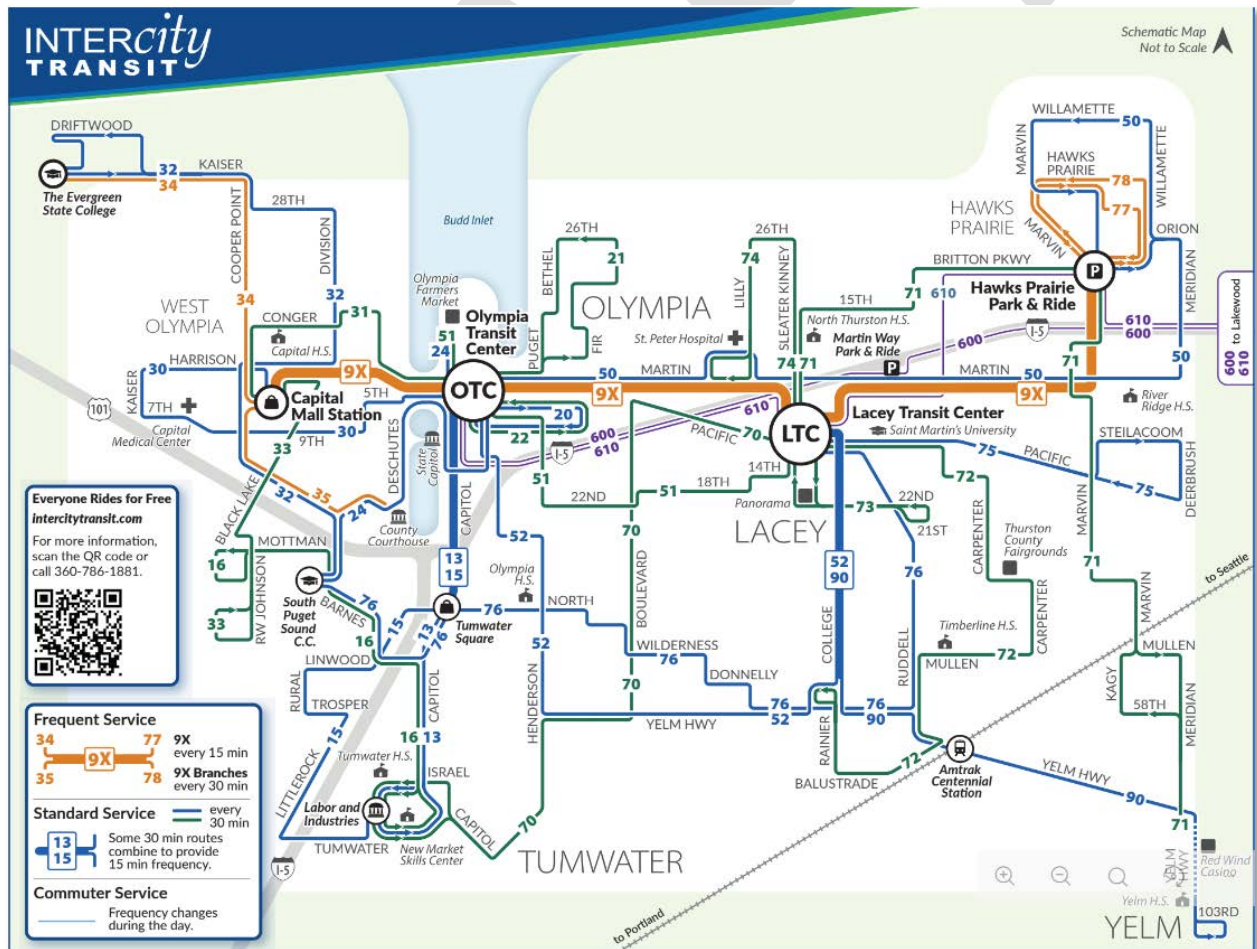
Required element 7 – Provide a yearly plan of changes to existing services that you have scheduled to occur within the plan horizon.

### Annual Service Changes

2026 is a historic year for Intercity Transit with the implementation of a comprehensive network redesign that took effect on Sunday, May 3, 2026. When finished, calendar year 2026 is expected to record an additional 28,000 fixed route revenue service hours compared to 2025.

2026 Planned Operating Changes			
Schedule	New Hours	Change in Service	Major Change?
January	0	Schedule Maintenance	No
May	18000	Network Redesign	Yes
September	10000	Needed adjustments to stops and Schedules	No

Map - Fixed Route System as of May 3, 2026



## September 2026

Following the implementation of the system redesign in May, September 2026 is the first planned opportunity to address the needs of the new routes, schedules, and bus stops. While no major routing adjustments are expected, most of the anticipated changes being prepared for implementation on Sunday, September 13, 2026 involve modifications to timepoints and route running times. Buses on the new Route 24 are expected to resume original routing and restore service to both the Olympia Farmers Market and Capitol Campus. Moreover, trips will be inserted on the Route 24 to expand service on weekday evenings as well as add service on weekends.

### Service Planning Assumptions

- The volume of operators will not decrease from current (2026) levels.
- Demand for unscheduled (extra board) operators will remain stable.
- Year over year operations labor will adequately maintain current levels.
- Dial-A-Lift will remain proportional to total volume of local fixed-route bus service.

## 2027

No major changes in fixed route service are scheduled to occur during calendar year 2027.

As the redesign of fixed routes reach and surpasses 12 months of operation it should be

anticipated that additional adjustments to schedules and bus stops will be made.

Furthermore, preliminary feedback and observation of the new bus routes suggest a few areas for possible adjustment to routing which include access to:

- Lacey Midtown
- South Puget Sound Community College
- The Evergreen State College
- Thurston County Courthouse

2027 Planned Operating Changes			
Schedule	New Hours	Change in Service	Major Change?
January	<1000	Schedule Maintenance	No
May	<1000	Schedule Maintenance	No
September	<1000	Schedule Maintenance	No

## 2028 - 2031

No major changes in fixed route service have been defined or programmed to occur between years 2028 and 2031.

Two of Intercity Transit’s existing bus routes, the Route 9X

2028-2031 Planned Operating Changes			
Schedule	New Hours	Change in Service	Major Change?
2028	<1000	Schedule Maintenance	No
2029	<1000	Schedule Maintenance	No
2030	<1000	Schedule Maintenance	No
2031	<1000	Schedule Maintenance	No

(Crosstown Express) and the Route 610 (Lacey Connector), are financially supported by the State of Washington’s Regional Mobility grant program. The ability for Intercity Transit to collect partial reimbursement for operating expenses is expected to end on June 30, 2029.

### Short & Long-Range Plan, November 2018

Intercity Transit’s Long-Range Plan was adopted in 2018 and has provided the framework for technical review of fixed-route service and a vision for past and future service enhancements. The elements identified in the Plan reflect regional transportation planning, a robust public involvement process, and financial support which began in 2019 following voter approval to increase local sales tax. The service planning elements within the Plan include:

- Bus Rapid Transit (BRT)
- Improved frequency to 30 minutes for most routes
- Improved span of service (i.e. hours of operation) to 11 PM
- Night owl service
- Expanded service to NE Lacey
- Expanded service via innovative service zones, or microtransit
- Enhanced service to Yelm
- Enhanced commuter service to Pierce County
- Enhanced bus stops and facilities

Intercity Transit has worked over previous years to fulfill elements of the long-range plan with improved frequencies, increased span of service, broadened coverage, bus stop enhancements, as well as the temporary removal of passenger paid fares. In September 2025 Intercity Transit modified commuter service to Pierce County and in May of 2026 implemented a comprehensive network redesign which introduced the BRT-inspired Route 9X.

## Service Planning Initiatives

*Bus Rapid Transit* – Intercity Transit continues its entry into BRT. Route 9X represents the next iteration of that process. The 9X, like The ONE that preceded it operates daily at 15-minute headways but has expanded service until midnight and increased coverage that goes further east to Hawkes Prairie Park & Ride. Intercity Transit continues to advance toward formal bus rapid transit service with supportive capital projects that include:

- Terminal transit hubs
  - West Olympia
  - East Lacey
- Expansion of the Lacey Transit Center
- Bus stop enhancements
- Intelligent Transportation Systems (ITS)
  - Real-time signage
  - Transit Signal Priority
- Roadway treatments to improve speed and reliability

*Service to New Areas* – While the network redesign of May 2026 introduced several new segments of fixed route service, Intercity Transit recognizes the community’s desire that bus service continue to adapt in the coming years as regional development continues to shape where residents live, work, shop, and attend school. Many of the projects identified in the *Regional Transportation Plan* prepared by the Thurston Regional Planning Council (TRPC) have potential to meaningfully change Intercity Transit’s ability to operate efficient and effective fixed route service. Regional projects which may prompt adjustments to transit service include (but are not limited to):

- 5<sup>th</sup> Avenue Bridge construction (Olympia & State of Washington)
- E Street Connection (Tumwater)
- Tyee Drive extension (Tumwater)
- Tahoma Blvd extensions (Yelm)
- Yelm Loop (Yelm & State of Washington)

*Microtransit* – The technology era allows public transit agencies the ability to provide innovative alternatives to traditional fixed route service. The consideration of on-demand bus service continues to be researched particularly as a way of supplanting select fixed route services during the late evening and nighttime hours of operation.

*Enhanced Commuter Service* – In September 2025 Intercity Transit realigned commuter service by transitioning to two separate routes allowing passengers greater flexibility when traveling to and from Pierce County. The 2025 changes introduced a connection with the

Pierce Transit Route 206 in the Tillicum neighborhood near the Madigan Gate of Joint Base Lewis-McChord (JBLM). Future enhancements to inter-county bus service operated by Intercity Transit will remain contingent on supportive funding for the operational and capital needs of commuter bus routes that link Thurston County residents and Washington’s State Capitol offices to the heavily populated central Puget Sound region. Depending on available resources Intercity Transit intends to maintain frequent and reliable connections with Sound Transit and Pierce Transit in Lakewood or Tacoma.

*Transit Supportive Infrastructure* – In years 2026 through 2031 Intercity Transit will continue the construction and advocacy of infrastructure improvements intended to help and support access to fixed route bus service. Near-term projects include a joint effort with South Puget Sound Community College to improve the transit zone on the main campus, as well as continued enhancements to existing bus stops. Intercity Transit will continue to coordinate with local jurisdictions on the development and improvement of pedestrian infrastructure including crosswalks and sidewalks that support safe and reliable access to bus stops and transit centers.

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## Element 8 – Multi-Year Financial Plan

*Required element 8 – Provide a multiyear financial plan that includes a capital investment program, operating financial plan, and cash flow analysis.*

Operating Financial Plan	2027	2028	2029	2030	2031
<b>Operating Revenues</b>					
Passenger Fares	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000
Sales Tax	92,278,590	95,046,948	97,898,356	100,835,307	103,860,366
Federal/State Operating Assistance	18,205,352	18,569,459	18,940,848	19,319,665	19,706,058
Other Revenues	5,929,827	6,107,722	6,290,953	6,479,682	6,674,073
Gain (Loss) on Capital Assets	119,080	121,462	123,891	126,369	128,896
<b>Total Operating Revenues</b>	<b>116,982,849</b>	<b>120,295,590</b>	<b>123,704,049</b>	<b>127,211,023</b>	<b>130,819,393</b>
<b>Operating Expenditures</b>					
Wages and Benefits	80,776,353	83,199,644	85,695,633	88,266,502	90,914,497
Maintain Coach Operations	16,228,919	16,715,787	17,217,260	17,733,778	18,265,791
Maintain DAL Operations	2,758,773	2,841,536	2,926,782	3,014,585	3,105,023
Maintain Vanpool Operations	1,364,522	1,405,457	1,447,621	1,491,050	1,535,781
Insurance	2,365,998	2,484,298	2,608,513	2,738,938	2,875,885
<b>Total Operating Expenditures</b>	<b>103,494,564</b>	<b>108,669,293</b>	<b>114,102,757</b>	<b>119,807,895</b>	<b>125,798,290</b>
<b>Operating Surplus/(Deficit)</b>	<b>13,488,285</b>	<b>11,626,298</b>	<b>9,601,291</b>	<b>7,403,128</b>	<b>5,021,103</b>
<b>Cash Flow from Capital Activity</b>					
Acquisition & Construction of Assets	(61,883,299)	(38,293,010)	(32,609,408)	(42,722,308)	(19,121,109)
Net Proceeds from State Grants	9,776,250	6,546,250	4,448,750	3,537,500	942,200
Net Proceeds from Federal Grants	30,714,559	20,008,568	17,589,526	23,939,526	7,104,555
<b>Net Cash Flow from Capital Activity</b>	<b>(21,392,490)</b>	<b>(11,738,192)</b>	<b>(10,571,132)</b>	<b>(15,245,282)</b>	<b>(11,074,355)</b>
<b>Cash and Reserve Balances</b>					
Beginning Cash Balance	274,750,200	266,845,995	266,734,100	265,764,260	257,922,105
Less: Operating Reserves	(25,873,641)	(27,167,323)	(28,525,689)	(29,951,974)	(31,449,572)
Available Unrestricted Cash	248,876,559	239,678,671	238,208,411	235,812,286	226,472,533
<b>Current Year Cash Flows</b>					
Add: Operating Surplus/(Deficit)	13,488,285	11,626,298	9,601,291	7,403,128	5,021,103
Add: Net Cash from Capital Activity	(21,392,490)	(11,738,192)	(10,571,132)	(15,245,282)	(11,074,355)
<b>Net Current Year Cash Flow</b>	<b>(7,904,205)</b>	<b>(111,894)</b>	<b>(969,841)</b>	<b>(7,842,154)</b>	<b>(6,053,251)</b>
Ending Available Unrestricted Cash	240,972,354	239,566,777	237,238,570	227,970,132	220,419,282
<b>Ending Total Cash (With Reserves)</b>	<b>\$266,845,995</b>	<b>\$266,734,100</b>	<b>\$265,764,260</b>	<b>\$257,922,105</b>	<b>\$251,868,854</b>

## **Element 9 – Projects of Regional Significance**

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*Required element 9 – Identify regionally significant projects for inclusion in your regional transportation improvement program maintained by your regional transportation planning organization.*

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2027-2030 Draft Transportation Improvement Plan (TIP)

*Viewable below and at the following location:*

[Draft 2027-2030 TransportationImprovementProgram.pdf](#)

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IT #	Project	TOTAL 2027 - 2030							Federal	Type	Local	Funding Source
		2027	2028	2029	2030	2027-2030	Federal	Local				
1	IT 1604 Bus Stop Facility Improvements	\$260,000	\$260,000	\$260,000	\$260,000	\$1,040,000	\$832,000	Unsecured federal funding	\$208,000	Anticipated TRPC Contingency project via Regional competition		
2	IT 1605 Walk N Roll Youth Education Programs	\$346,821	\$367,630.06	\$405,808	\$1,217,424.00	\$2,337,683	\$2,022,096	Secured & Anticipated Federal Regional competitive funds (TRPC)	\$315,587	Secured & Anticipated Federal Regional competitive funds (TRPC)		
3	IT 1701 Fixed Route Bus Replacements	\$7,973,781	\$1,655,850.00	\$1,185,185	\$1,185,185	\$12,000,000	\$9,600,000	Sec. 5307, 5339 PSRC Earned Share	\$2,400,000	Planned & Secured (includes PSRC 5307 and 5339 Earned Share)		
4	IT 1901 Replacement Dial A Lift vehicles	\$954,356	\$982,987	\$1,012,476	\$1,530,181	\$4,480,000	\$3,584,000	Secured Federal 5310 & Federal Regional funds (TRPC)	\$896,000	Planned federal formula funds (5310) & CRP / STBG funds		
5	IT1903 High Performance Transit-BRT "lite"- Corridor Program	\$2,000,000	\$4,500,000	\$4,500,000	\$4,500,000	\$15,500,000	\$12,400,000	Unsecured federal funding	\$3,100,000	Unsecured federal funding		
6	IT2001 Alternative Fuel Infrastructure (Utility & Facility Site improvements for alt fuel fleet)	\$0	\$0	\$2,200,000	\$14,500,000	\$16,700,000	\$13,360,000	Anticipated competitive 5339 federal funds	\$3,340,000	Anticipated competitive 5339 federal funds		
7	IT 2201 Northeast Lacey Operational Support Terminal Facility*	\$1,182,066	\$1,018,116	\$2,101,908	\$2,101,908	\$6,403,998	\$5,123,198	Regional Secured Federal Funds & Anticipated 5339 funding.	\$1,280,800	Regional Secured Federal Funds & Anticipated 5339 funding.		
8	IT 2501 Real Time Signage and Core Customer Info Navigation	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,000,000	\$3,200,000	Anticipated CDS/ CPF request	\$800,000	Anticipated CDS/ CPF request		
9	IT 2502 Smart Corridors	\$1,500,000	\$1,500,000	\$6,000,000	\$6,000,000	\$15,000,000	\$12,975,000	Unsecured potential state & federal funding	\$2,025,000	Unsecured potential state & federal funding		
10	IT 2601 West Olympia Transit Facility	\$1,000,000	\$500,000.00	\$3,000,000	\$3,000,000	\$7,500,000	\$6,000,000	Unsecured federal funding	\$2,000,000	Unsecured competitive federal funding		
11	IT 2702 Martin Way Park and Ride Access Improvements	\$0	\$500,000	\$1,000,000	\$1,000,000	\$2,500,000	\$2,000,000	Unsecured potential federal funding	\$500,000	Unsecured federal funding		
12	IT 2701 Crosby Loop Improvements	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$6,000,000	\$4,800,000	Unsecured potential federal funding	\$500,000	Unsecured potential federal funding		
13	IT 2704 Solar Proposal Project	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$6,000,000	\$4,800,000	Unsecured potential federal funding	\$500,000	Unsecured potential federal funding		
14	IT 2703 Olympia Transit Center Rehabilitation (Planning,Design & Construction)	\$200,000	\$500,000	\$1,500,000	\$2,000,000	\$4,200,000	\$3,360,000	Unsecured potential federal & state funding	\$500,000	Unsecured potential federal funding		
15	IT 2705 Hawk's Prairie Park & Ride Improvements	\$200,000	\$300,000	\$1,000,000	\$1,000,000	\$2,500,000	\$2,000,000	Unsecured potential federal & state funding		Unsecured potential federal & state funding		
16	IT 2706 Lacey Transit Center Expansion	\$1,000,000	\$1,000,000	\$1,500,000	\$1,500,000	\$6,250,000	\$5,000,000	Unsecured potential state funding	\$1,250,000	Unsecured potential state funding		
Total Federal Funded Projects		\$19,417,024	\$15,784,583	\$27,165,377	\$41,294,698	\$103,661,681	\$84,056,294		\$18,365,387	Secured and Estimated Federal and State Funding Sources		