INTERcity TRANSIT

2027-2032 STRATEGIC PLAN
EXECUTIVE SUMMARY

A COMMUNITY MINDED FRAMEWORK FOR PUBLIC TRANSIT

Intercity Transit provides effective and efficient transit services to people who live or work in Olympia, Lacey, Tumwater and Yelm, an area of approximately 101 square miles. Intercity Transit operates 29 bus routes, a door-to-door service for people with disabilities, a rideshare program, and specialized van programs. Active in community partnerships, Intercity Transit strives to maximize public benefit from community investments.

2026 has been a historic year so far for Intercity Transit with the implementation of the comprehensive network redesign that took effect in May 2026, implementing a service redesign that replaced most existing local routes and provides more of the service elements the community voted for and approved through an increased level of funding in 2018. Holding equity as its focus, the redesign provides increased, more frequent service to continue delivering on our promise of a transformational transit system. The September 2026 service change utilized data from riders and Operators, refining the redesigned system to keep buses on time and improve connections within our system. By year end, 2026 is expected to record an additional 28,000 fixed route revenue service hours compared to 2025.

No major changes in fixed route service are scheduled to occur in 2027. However, as the redesign of fixed routes reaches and surpasses a full year of operation additional adjustments to schedules are anticipated. Preliminary feedback and observation of the new bus routes also suggest areas for possible adjustments to routing with increased access to Midtown Lacey, South Puget Sound Community College, The Evergreen State College, and the Thurston County Court House

The 2027-2032 Intercity Transit Strategic Plan outlines a comprehensive roadmap to deliver inclusive and sustainable public transportation services to the community. The Plan focuses on further implementation of system elements created from a multi-year transit planning process grounded in community engagement. This process identified the community's desire for the transformational transit system reflected in Intercity Transit's Long-Range Plan.

GUIDING VALUES

Intercity Transit's Guiding Values include our Mission and Vision statements, Goals, and Design Principles. The Mission Statement outlines why our organization exists while the Vision Statement reflects what organizational success looks like and serves as our guide to action. Agency Goals demonstrate our commitment to providing inclusive

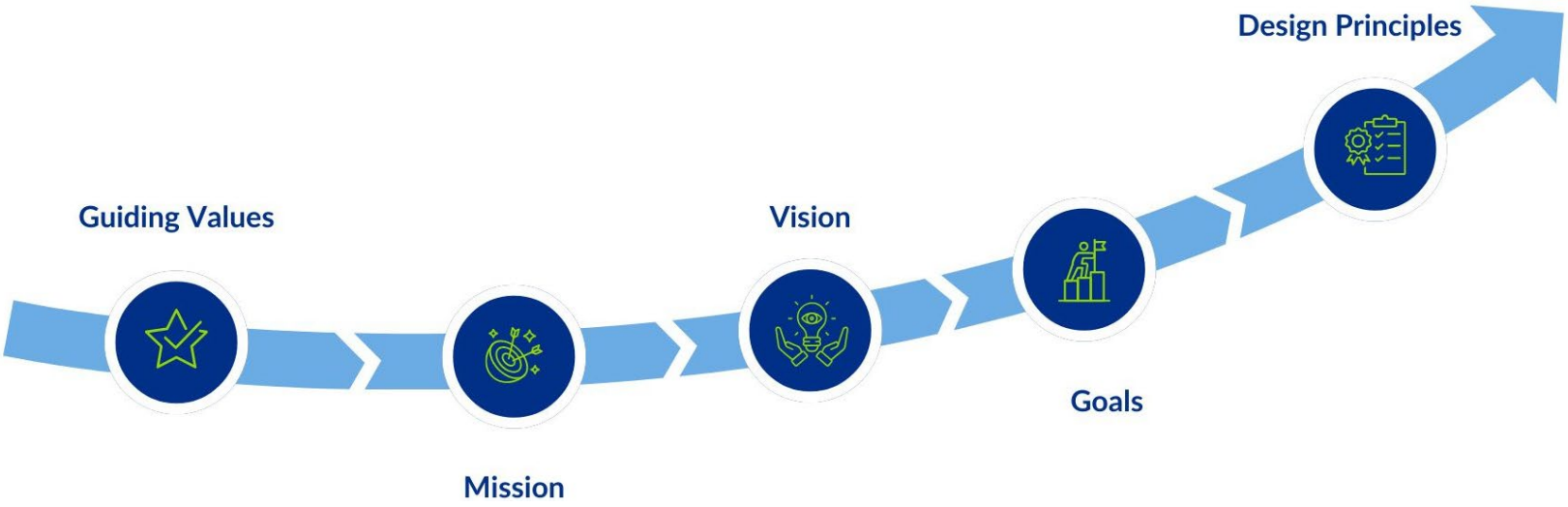
and exceptional public transportation. Agency Design Principles identify strategies to provide and enhance mobility throughout the four-city Public Transportation Benefit Area, and their urban growth areas. The Intercity Transit Authority reviews our guiding values each year, clarifying and expanding them as needed.

MISSION

"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

"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."



GOALS

Intercity Transit provides an inclusive and exceptional public transportation system by focusing on goals outlined by the Intercity Transit Authority. Our commitment to these goals is demonstrated through fostering community partnerships, engaging stakeholders, and by promoting equity, sustainability and resilience in all operations.

GOAL 1
Assess the transportation needs of our community throughout the Public Transportation Benefit Area.

GOAL 2
Provide outstanding customer service.

GOAL 3
Maintain a safe and secure operating system.

GOAL 4
Provide responsive transportation options within financial and staffing limitations.

GOAL 5
Integrate equity and 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.

GOAL 6
Encourage use of our services, reduce barriers to access and increase ridership.

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.

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



DESIGN PRINCIPLES

Intercity Transit is committed to the following design principles over the next six years. These principles identify strategies our agency can deploy to provide and enhance mobility throughout the four-city Public Transportation Benefit Area, and their urban growth areas. These principles are also responsive to projections of population density and land use.

DESIGN PRINCIPLE #1
Operate a range of services, each designed to meet the needs and capabilities of the neighborhoods it serves.

DESIGN PRINCIPLE #2
Strengthen service operating along major corridors.

DESIGN PRINCIPLE #3
Reduce customer travel times.

DESIGN PRINCIPLE #4
Keep pace with development.

DESIGN PRINCIPLE #5
Expand regional express routes.

DESIGN PRINCIPLE #6
Support a range of transportation choices.

DESIGN PRINCIPLE #7
Provide fixed facilities and equipment that support the region's public transit infrastructure.

COMMITMENT TO IMPROVEMENT

Lastly, Intercity Transit focuses on performance, primarily measured by ridership, as the best way of determining service effectiveness and for allocating available resources. Intercity Transit is committed to carefully examining performance for all services over the next six years, making necessary adjustments to continue meeting our growing communities' needs now and in the future.