2027-2032 Strategic Plan Update

Intercity Transit Authority Meeting

November 18, 2026

Emily Bergkamp | General Manager | CEO

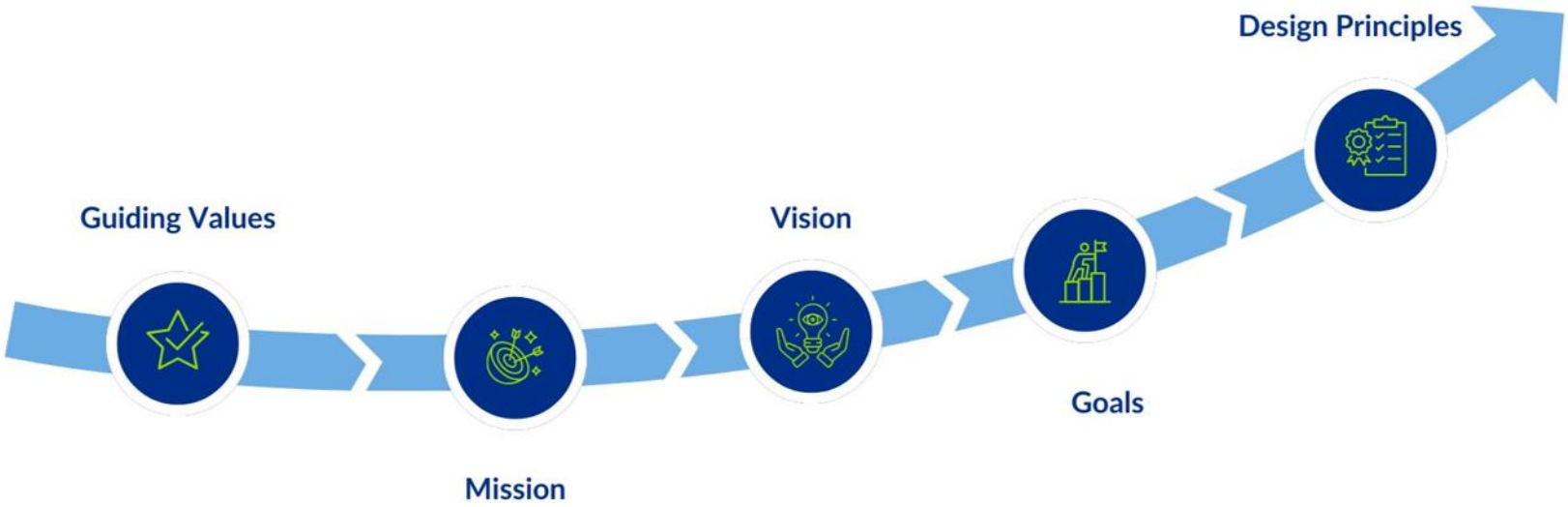
What is Strategic Planning and Why Do We Do it?

Strategic planning is the process by which an organization defines where it's going, why it's going there, and how it will get there. A strategic plan creates clarity for everyone involved, offering a framework and a roadmap that align all teams and individuals behind a meaningful purpose.

Guiding Values

The Community Advisory Committee and the Intercity Transit Authority review our guiding values each year, clarifying and expanding them as needed. Intercity Transit's Guiding Values include:

- Mission and Vision Statements
- Goals
- Design Principles



Guiding Values

Goals with End Policies

- Agency Goals demonstrate our commitment to providing inclusive and exceptional public transportation. End policies are statements defining desired outcomes, benefits, or impacts we aim to achieve, and the most important elements of our purpose.

Mission and Vision Statements

- A mission statement outlines why our organization exists while a Vision Statement reflects what organizational success looks like and serves as our guide to action.

Design Principles

- Agency Design Principles identify strategies to provide and enhance mobility throughout the four-city Public Transportation Benefit Area, and their urban growth areas.

Mission

- 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.



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Vision

- Be a leading transit system in the country, celebrated ~~recognized by our peers, community and customers~~ for our skilled, customer and community focused employees, motivated by our supportive work culture to provide inclusive, and exceptional transit services that ~~enhance~~ improve the quality of life for all in Thurston County.



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Goals Guided by End Policies



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



GOAL #2: Provide outstanding customer service to the public, our stakeholders, community partners and co-workers.



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: Prioritize accessibility and equity by reducing barriers, to encourage use of our services ~~reduce barriers to access~~ and increase ridership.



GOAL #7: Build and maintain community partnerships to understand ~~and implement innovative solutions that address mobility needs, access and equity~~ the complex mobility needs of our community and implement innovative solutions to address them.



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

Design Principles

DESIGN PRINCIPLE #1: Operate a range of services, ~~each~~ designed to meet the needs and capabilities of the ~~neighborhoods~~ community they ~~it~~ serve~~s~~ while maintaining alignment with state and regional planning priorities.

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.

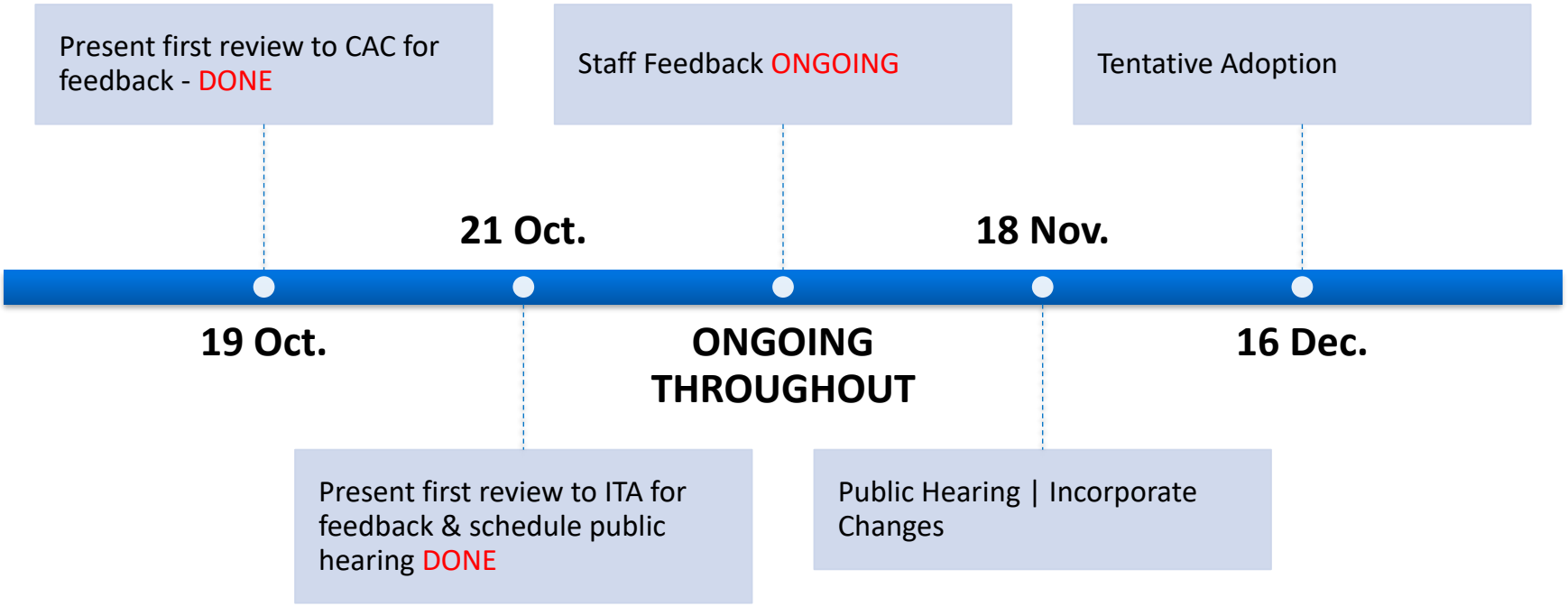
DESIGN PRINCIPLE #6: Support a range of transportation choices.

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

Commitment to Improvement

- 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.
- 2027| 2031|Draft Strategic Plan Executive Summary

Timeline



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Recommended Action: Public Hearing

- Receive comment on the Draft 2027-2032 Draft Strategic Plan.

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