



Draft Strategic Plan 2024-2029

Intercity Transit Authority

Emily Bergkamp

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Restoration & Leaning In

The Strategic Plan recognizes lingering unknowns regarding 2024 due to remaining uncertainty in the labor market and the economy, allowing the agency to respond appropriately.

- Primary goal of returning to pre-pandemic levels of service and a return to working on goals from the Authority approved long-range plan.

Time of Transition

The Authority Board is currently in the recruitment process for our next general manager.

- Status quo update versus new plan
- Guiding principles remain unchanged
- Historical, background, and funding information were updated reflecting recent changes over the past year

Section 1: Purpose and Background

The 2024-2029 Strategic Plan represents the continuation of commitments from a multi-year short- and long-range planning process, culminating in the success of Intercity Transit's Proposition 1 approved by voters on November 6, 2018.

- Defines levels and types of public transportation services offered over the next six years.
- Determines the amount and sources of revenue to finance the services.

Introduction

Impacts of the COVID pandemic

- Staffing
- Service levels

Historical Perspective

- The first Strategic Plan adopted by the Intercity Transit Authority was the 2002-2007 Strategic Plan. The goal of the 2002-2007 Strategic Plan was to define and implement a set of routes and services that would be implemented by 2006, and which could be maintained with the proposed level of sales tax and other revenues.

Background

Provides greater detail regarding funding sources and changes

- I-695
- Changes in fares
- MAP 21
- Sole Provider of Service to/from Pierce County
- Proposition 1
- Designing and Constructing 510 Pattison
- Snapshot of current grant funding awards

Mission Statement

Our mission is to provide and promote transportation choices that 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 enhancing the quality of life for all in Thurston County.

Intercity Transit Authority Goals & End Policies

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

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

Goal 2 - Provide outstanding customer service.

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

Intercity Transit Authority Goals & End Policies

Goal 3 - Maintain a safe and secure operating system.

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

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.*

Intercity Transit Authority Goals & End Policies

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.*

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.*

Intercity Transit Authority Goals & End Policies

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.*

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.*

Role in Thurston County

Intercity Transit is the leader, major advocate, and prime source of information for public transportation in Thurston County.

- Accessible, lifeline transportation
- Providing a viable transportation options to those with choices
- Supporting employment and economic growth
- Partnering in building a livable community
- Emergency Response

Performance

Intercity Transit focuses on productivity, measured by the passengers per revenue hour on a route, as the best way of determining service effectiveness and for allocating available resources.

Design Principles

1. Operate a range of services, each designed to meet the needs and capabilities of the neighborhoods it serves.
2. Strengthen service operating along major corridors.
3. Reduce customer travel times.
4. Keep pace with development.
5. Expand regional express routes.
6. Support a range of transportation choices.
7. Provide fixed facilities and equipment that support the region's public transit infrastructure.

Section 2: Policy Positions

Intercity Transit staff works with the Intercity Transit Authority to identify policy issues facing the agency for the duration of the Strategic Plan. These issues fall into five general categories:

- Fixed Route Service and Service Design
- Capital Investments
- Financial
- Other Intercity Transit Services
- General Policy Issues

Section 3: Recommended Service Plan

Intercity Transit's recently adopted Transit Development Plan forecast for years 2023 – 2028 reflects Intercity Transit's expectation to restore nearly all of fixed route and corresponding DAL service that was reduced or suspended during the pandemic. Beginning in 2025, Intercity Transit projects a transition from restoration of service to a state of positive growth and expansion.

Section 4: Capital Plan

Intercity Transit will continue to pursue the rehabilitation and expansion of the Pattison Street Facility, enhancements at bus stops, transit centers, and park-and-rides and the technical advancements identified in this plan and the 2024 budget.

Section 5: Financial Plan

- Our intent is to move forward cautiously and the goal of the 2024-2029 Strategic Plan is to implement capital improvements and a level of service which can be sustained for the foreseeable future.

Financing the Strategic Plan

- Managing Growth
- Enterprise Resource Planning software system
- Cost of Services
- State of Good Repair
- Future Proofing

Thank you!

Emily Bergkamp, Interim General Manager

360-705-5889

ebergkamp@intercitytransit.com