



Strategic Plan Update Overview

Intercity Transit Authority Board &
Community Advisory Committee Annual Joint Meeting

September 17, 2025

Emily Bergkamp

Strategic Plan Summary

A comprehensive roadmap to deliver inclusive and sustainable public transportation services in our service area.

- The continuation of commitments created from a multi-year transit planning process including public engagement
- Guiding principles, capital program and service levels are outlined for the six-year period
- Intercity Transit's yearly budget is reflected in the Strategic Plan, including revenue to financing services like sales tax, state and federal apportionments and grants.

Looking Back & Looking Forward

The Strategic Planning process for 2026 will recognize and celebrate continued progress on goals from the Authority approved long-range plan and elements of Proposition 1.

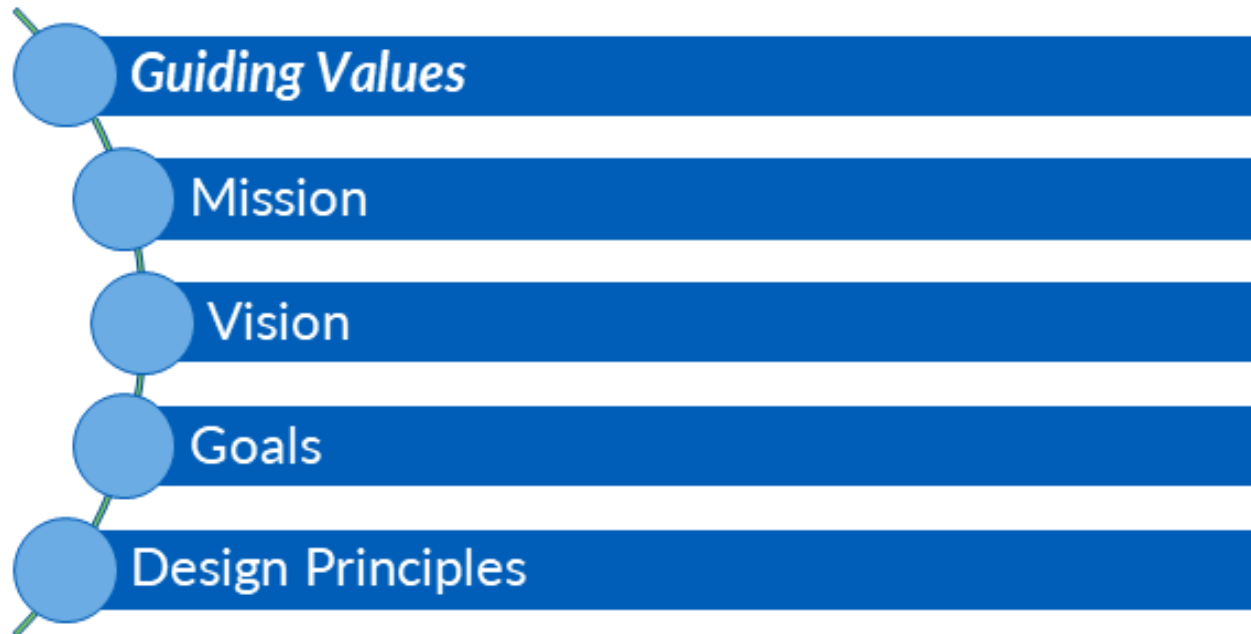
- Phase 1 & 2 of System Redesign Complete
 - Increased span and frequency May 2025
 - Enhanced commuter services September 2025
- Phase 3 of System Redesign on schedule for May 2026
 - Service to new areas
 - High-frequency corridor service like bus rapid transit (BRT)

Looking Back & Looking Forward

State budget shortfalls and different federal priorities create an uncertain grant funding future

- 2025-2027 Biennium – 3 of 5 grant applications funded
 - ✓ 23 Replacement Rideshare Vehicles
 - ✓ Corridor Express & Lacey Express funded through 2029
 - Battery Electric Coach Replacement Project
 - Crosby Loop at SPSCC Improvements
- King County vs. Turner
 - New conditions on previously awarded grants
 - Conflict with other federal & state laws plus local values
 - Non-compliance = harsh penalties

Review and Update Guiding Values



Mission Statement

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

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.

Intercity Transit Authority Goals & End Policies

- 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 diverse transportation needs of our Public Transportation Benefit Area.
- 2.** **Provide outstanding customer service.**
End Policy—Customers, staff and the broader community will report a high level of satisfaction.
- 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.
- 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 diverse community.

Intercity Transit Authority Goals & End Policies

- 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.**
End Policy—Resources will be used efficiently to minimize the overall impact on the community and environment, and to the extent possible efforts will be pursued that integrate or otherwise align with broader equity and sustainability goals.
- 6.** **Encourage use of our services, reduce barriers to access and increase ridership.**
End Policy—Educate and encourage all community members to explore, appreciate and utilize the benefits of our services and programs while making the system easier to use.
- 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 government entities, educational institutions, businesses, not-for-profit community partners and customers to facilitate high-quality and inclusive mobility options as well as educational and socio-economic opportunities in our community.
- 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.

Design Principles

Intercity Transit is committed to design principles that identify strategies 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 Principles

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.

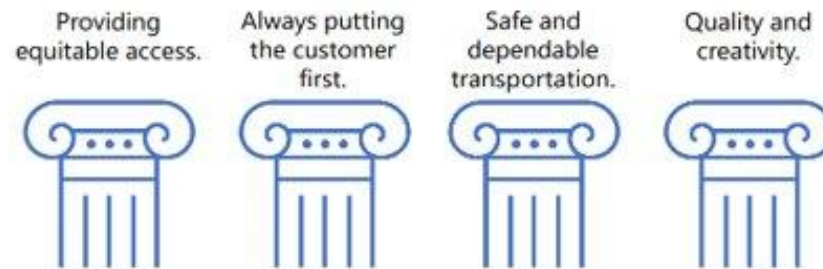
Policy Positions

Staff recommendations for CAC and ITA review and feedback

- Fixed-route service and service design
 - *What role should Intercity Transit have in serving the core areas of Olympia, Lacey and Tumwater?*
- Capital investments
 - *Are there capital purchases or other projects that are needed to allow future growth? What is the appropriate timeline for these projects?*
- Financial
 - *Should Intercity Transit's planning for the next six years be financially constrained?*
- Other Intercity Transit services
 - *Should the Vanpool Program continue to expand to keep up with demand?*

Next Steps

- Bring Draft 2026-2031 Strategic Plan to CAC & ITA
 - 10/20 CAC
 - 11/5 ITA
 - Draft Strategic Plan posted for review and comment
 - Schedule Public Hearing
 - Tentative Public Hearing 12/3 pending ITA
 - Prepare for final Strategic Plan Adoption tentatively 12/17



Thank you!

Emily Bergkamp, General Manager

360-705-5889

ebergkamp@intercitytransit.com