



2027-2032 Strategic Plan Update

Intercity Transit Authority Meeting

September 16, 2026

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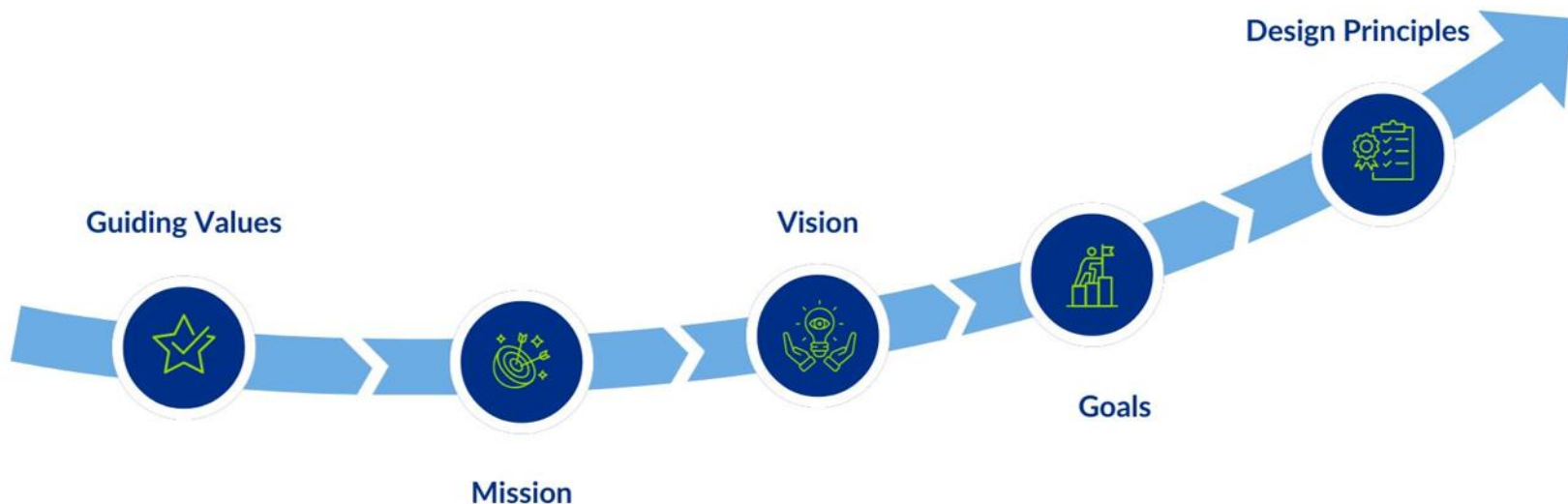
What is Strategic Planning and Why Do We Do it?

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 meaningful goals.

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 with End Policies
- 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 a 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.



Vision

- 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 with End Policies

INTERcity TRANSIT 2025 Goals



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.

Goals with 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 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 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.

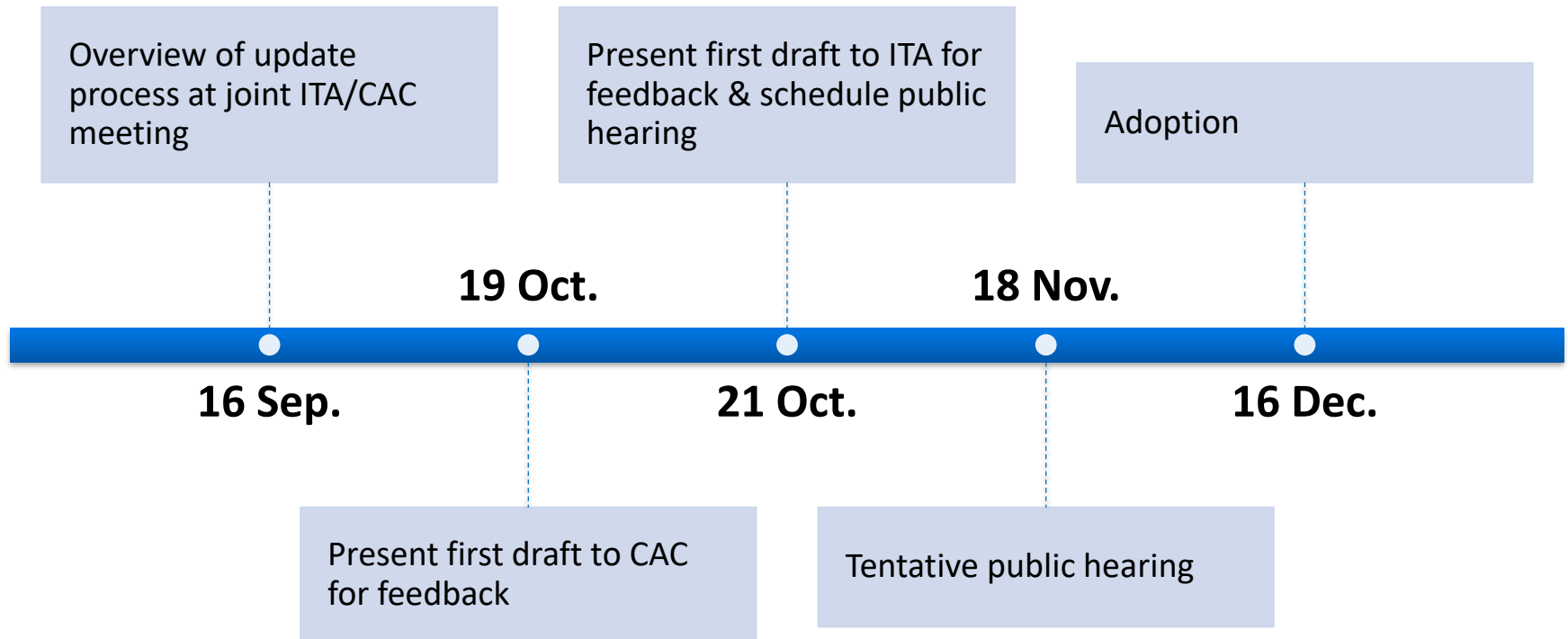


DESIGN PRINCIPLE #7: Provide fixed facilities and equipment that support the region's public transit infrastructure.

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.

Tentative Update Timeline



Thank you!



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