



Pittsburgh Regional Transit

2023 - 2028

Strategic Plan

Companion Document





Why a Strategic Plan now?

Pittsburgh Regional Transit (PRT) developed the Fiscal Year 2023-2028 Strategic Plan through a six-month comprehensive process. **Our intention is to clearly convey our mission, vision, values, and goals** to the public, internal leadership, and workforce.

This Strategic Plan is a framework that allows us to respond to the changing environment, enabling us to remain resilient and be a catalyst for positive change in the region. **We are more than just a transit organization; we are also an economic driver that stimulates community investment.**

Building upon the work completed as part of [NEXTransit](#), our long-range transportation plan, PRT is building a bright future. We are tasked with the challenge of implementing new services and investing in existing infrastructure to grow a transit system that meets the greater needs of the region.

We have the opportunity to embrace a new vision for transit: dignified loads and frequencies, increased community investment, ties to economic development, and playing a lead role in transforming the region with a commitment to equity and inclusion.

Our Mission

Advance our region by investing in our communities and connecting people in a safe, equitable, and reliable manner.

Our Vision

Be our region’s transportation mode of choice by delivering an innovative network that is clean, sustainable, and equitable; a network that enables individuals, businesses, and economies to thrive.

What We Value

We have identified six values that fundamentally guide our operations not only today, but as we move forward.



Collaboration



Flexibility



Equity



Customer Service



Integrity



Safety

Major Transit Trends

- **Increase in Ridership.** Ridership has rebounded by approximately 50% from the pandemic lows. FY2023 budget forecasts a 15% increase next year.
- **Operator Shortage.** The transit industry has been affected with nationwide operator shortages due to layoffs and early retirements during the pandemic.
- **Changing Demographics.** Only 22% of Allegheny County's population lives within a half-mile of the PRT rapid transit network. Residential development is growing in areas not currently served by high-speed transit, making it difficult to provide transit service at an affordable cost.
- **Capital Budget.** Approximately \$185M is needed annually to support Pittsburgh Regional Transit's current system. The FY2023 Capital Improvement Program contains funding for the first phase of the Oakland-to-Downtown bus rapid transit project, which is expected to break ground in 2023. It also includes a bus purchase of 107 vehicles, the equivalent of two years worth of normal vehicle replacement levels.
- **Implementing NEXTransit.** PRT is continuing to implement the 25-year long range transportation plan through a series of priority projects and has made significant accomplishments, such as installing digital signage at stations and starting construction on the Negley Station redesign.



Strategic Themes

PRT identified six themes that are integrated throughout the Strategic Plan. Decisions will be made with these themes in mind, ensuring that we continue to deliver high quality, equitable transit services into the future.

National Leader

Pittsburgh Regional Transit seeks to be a “best in class” transit system by being at the forefront of industry best practices and trends.

Innovation

Pittsburgh Regional Transit will employ innovation in a meaningful way to benefit its stakeholders and support organizational goals and objectives.

Equity

Pittsburgh Regional Transit strives to incorporate equity and inclusion into all decision-making processes.

Customer Service

Serving its various customers is core to Pittsburgh Regional Transit's mission, whether it be riders, businesses, employees, or the community at large.

Financial Stewardship

To maintain the trust and confidence of the public, Pittsburgh Regional Transit will ensure it is a good steward of all funding received through creative funding approaches, sound decision-making, and allocating resources wisely.

Culture

Shared core values help to establish Pittsburgh Regional Transit's public image, and inspire proactive employee engagement, productivity, staff retention, and cultivate a work environment that fosters communication and collaboration.

Four Key Strategic Goals and Objectives

ACCOUNTABILITY

Institute key operational processes that produce exceptional service to customers in a transparent, equitable, manner that aligns with Pittsburgh Regional Transit's mission and goals.

Objectives:



- Demonstrate high organizational efficiency and effectiveness
- Implement financial management practices that improve viability
- Provide and facilitate equitable opportunities for economic prosperity
- Establish social responsibility through active community engagement

CUSTOMER EXPERIENCE

Provide an exceptional customer experience with Pittsburgh Regional Transit by providing safe, equitable, and reliable service.

Objectives:

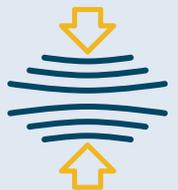


- Provide exemplary service to all internal and external customers by listening and proactively identifying and responding to needs
- Operate an equitable transit system that supports thriving communities
- Maintain safety incident rates at or below the annually set Safety Performance Targets

ORGANIZATIONAL RESILIENCE

Adapt and respond to new and changing conditions through proactively implementing policies, processes, and initiatives.

Objectives:



- Create long term financial stability by diversification of additional revenue sources
- Implement a Risk Management Program
- Develop and maintain innovation through data-driven decisions
- Attract, develop, and retain an agile workforce

SUSTAINABILITY

Be a positive impact on Allegheny County and the region through intentional and innovative environmental and climate initiatives.

Objectives:



- Develop infrastructure needed to support the zero emission fleet by 2045 goal
- Achieve recognition as a national leader in implementing sustainable and innovative solutions

Moving Forward

This plan represents the convergence of our aspirations and the imperative to push the boundaries of innovation, equity, and sustainability. Pittsburgh Regional Transit will rely on the strategic themes, goals, and objectives identified in this plan to guide policy and programs needed to deliver a premier transit experience for our region.

The goals support our five-year vision of maintaining safe and reliable transit while expanding our investment in people and the communities in which we operate. We understand we can further the success of the region through collaborative partnerships that align services with economic development opportunities and enhanced mobility initiatives.

Looking toward the future, inclusion of our residents' diverse needs and perspectives is critical to the success of PRT and our region. We are united by our values and desire for an equitable transit network that connects people to life and supports new investment in our communities.

At the heart of our work stands an ongoing commitment to the values that animate our mission. By taking bold action, we can achieve lasting, positive impacts for our region and our residents.



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Learn more by reading the full 2023-2028 Strategic Plan available on PRT's website today! www.ridePRT.org