

**A Shared Vision, a  
Common Direction.**



Strategic Plan  
FY2026 – 2031



Pittsburgh Regional Transit

# Dear Reader

Port Authority of Allegheny County d/b/a Pittsburgh Regional Transit (PRT) launched its first-ever comprehensive strategic plan in 2022, marking a major milestone in its long-term vision for regional mobility. In the fall of 2024, PRT published its inaugural Strategic Plan Annual Report, highlighting the agency's progress and achievements. As part of best practices in strategic planning, agency leaders used this opportunity to revisit and re-evaluate the original strategy. Based on the substantial progress to date, PRT recognized the need to begin developing a new strategic plan to guide the next phase of growth and innovation.

PRT's Strategic Plan is designed to articulate the agency's strategic direction, communicate clear goals and objectives, and guide organizational decision-making. It also serves to provide riders and stakeholders with valuable insight into PRT's priorities. While this plan emphasizes management activities and internal processes, it does not replace or override any Board-adopted or other formal agency transit development plans or planning efforts.

## Acknowledgments

Special thanks to PRT Board Members, Executive Leadership, management, and staff – all of whom devoted their time, effort, and expertise to help create the new Strategic Plan 2026-2031.



# Table of Contents

<b>3</b>	<b>The Path Ahead: Letter from Katharine Kelleman, CEO</b>
<b>4</b>	<b>Agency Profile</b>
5	Agency Overview
6	Leadership
<b>8</b>	<b>Strategic Planning</b>
9	Why Now?
9	Approach to Strategic Planning
<b>10</b>	<b>Mission, Vision and Core Values</b>
<b>12</b>	<b>Where does the agency need to go? (Strategic Stance)</b>
13	Create Efficiency and Accountability
14	Grow Ridership
15	Improve Service Quality
16	Be a Good Neighbor
17	Support Our Workforce
<b>18</b>	<b>How does the agency get there? (Strategic Action)</b>
<b>21</b>	<b>Key Performance Indicators</b>
<b>24</b>	<b>Moving Forward</b>

# The Path Ahead

Strategic planning is not just a best practice for transit agencies, it is essential for growth and improvement, particularly in times of uncertainty. This plan provides a clear, unified vision and actionable roadmap, ensuring that PRT remains a vital pillar in the region.

The FY2026-31 Strategic Plan incorporates invaluable first-hand knowledge from across the agency and illustrates what we believe public transportation can and should be for Allegheny County. Aligned with our mission, vision, and values, the plan outlines five Key Focus Areas designed to be our guiding principles over the next five years, regardless of what comes our way.

Our Key Focus Areas are:

- |  |                                 |
|--|---------------------------------|
| <b>1. Create efficiency and accountability</b> | <b>4. Be a good neighbor</b>    |
| <b>2. Grow ridership</b>                       | <b>5. Support our workforce</b> |
| <b>3. Improve service quality</b>              |                                 |

These Key Focus Areas show that PRT is committed to building a vibrant, connected region - not just for today's riders, but for generations to come. I am proud of the insight you provided to create this plan and excited to implement it with you.

Thank you,



**Katharine E. Kelleman, CEO**  
Pittsburgh Regional Transit



*“Pittsburgh Regional Transit will continue to build a system that we run, but the community owns”*

CEO Katharine Kelleman is responsible for the nation's 20th largest transit system, serving over 120,000 rides a day. She oversees the capital and operating budgets, partners and builds relationships with regional stakeholders, and oversees state, local and federally funded projects that enhance and expand service across Allegheny County.



# Agency Profile



*Pittsburgh Regional Transit Downtown Service Center located at  
623 Smithfield Street, Pittsburgh.*

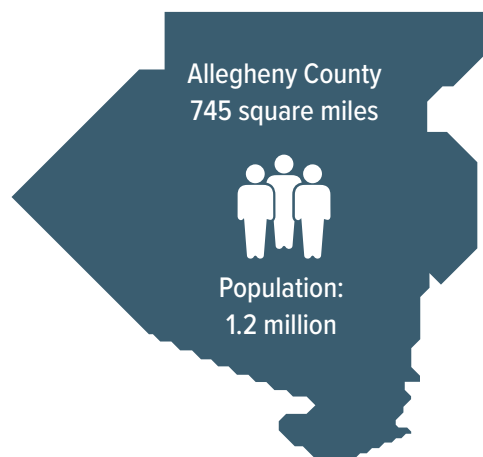
# Agency Overview

The Pennsylvania Legislature authorized creation of Port Authority of Allegheny County (now doing business as Pittsburgh Regional Transit or PRT) via passage of the Second Class County Port Authority Act in 1956. On March 1, 1964, and after acquiring nearly three-dozen failing private transit and trolley companies, PRT began operating as Allegheny County's first unified transit system.

The Second Class County Port Authority Act authorized Port Authority to form for the purpose of planning, acquiring, constructing, improving, maintaining, and operating a comprehensive public transportation system within Allegheny County. PRT is also statutorily authorized to enter into contracts, acquire real estate, borrow money for projects and to issue negotiable, interest-bearing debt obligations in furtherance of the operation and maintenance of its public transportation system.

Today, PRT has 2,600 employees that operate, maintain, and support bus, light rail, incline, and paratransit services for approximately 120,000 daily riders.

## Service Area



## Network



Light Rail  
26.2 miles; 80 vehicles



Fixed Route Bus  
686 buses



Incline  
2 inclined plane funiculars

## Ridership

37  
million riders  
in 2024



## Assets



6 maintenance and  
operational facilities  
(5 bus, 1 light rail)



79 bridges and  
8 tunnels



3 exclusive busways

# Leadership

## Board Members

PRT is governed by an 11-member board – unpaid volunteers who are appointed by the Allegheny County Executive, leaders from both parties in the Pennsylvania House of Representatives and Senate, and the Governor of Pennsylvania. The Board and its committees hold regularly-scheduled public meetings. PRT's budget is funded from county, state, and federal sources, along with being funded by fare, advertising and other revenues generated directly by the agency. PRT's finances and operations are audited on a regular basis, both internally and by independent financial auditors and external oversight agencies.



**Rep. Aerion A. Abney**

Pennsylvania House of  
Representatives  
District 19



**Dr. Chris W. Brussalis**

President  
Point Park University



**Tom Burgunder**

President  
Golden Triangle Council  
of the Blind



**Ali Doyle**  
**PRT Board Treasurer**

Southwest Assistant Deputy Director  
PA Department of Community and  
Economic Development



**Bobbie Fan**

Data Justice Project Director  
Urbankind's Black Equity  
Coalition (BEC)



**Jennifer M. Liptak,**  
**PRT Board Chairperson**

Deputy Executive Director/  
Chief Operating Officer  
Southwestern Pennsylvania  
Commission



**Tia McClenney**

Senior Director,  
Government & Regulatory Affairs  
Comcast



**Emma Shoucair**  
**PRT Board Vice Chair**

Anti-Gerrymandering  
Political Lead  
RepresentUS



**Stephanie Turman**

President  
Always Busy Consulting



**Joseph C. Totten III,**  
**PRT Board Secretary**

Chief Revenue Officer  
The Reschini Group of Indiana



**Sen. Lindsey M. Williams**

Pennsylvania State Senate  
District 38

# Leadership

## Division Leaders



**Donminika Brown**  
Chief Financial Officer



**Charles Reeves**  
Chief Transportation Officer



**Michael Cetra**  
Chief Legal Officer



**James Ritchie**  
Chief Communications Officer



**Inez Colon**  
Chief Human Resources Officer



**Donald A. Rivetti Jr.**  
Chief Maintenance Officer



**Jeffrey Devlin**  
Chief Information Officer



**Amy Silbermann**  
Chief Development Officer



# Strategic Planning



*Aerial view of PRT's South Hills Village Rail Center.*

# Strategic Planning

## Why Now?

Port Authority of Allegheny County d/b/a Pittsburgh Regional Transit (PRT) is updating its Strategic Plan 2023–2028 to better align with the evolving needs of riders, shifting community priorities, and long-term transit goals across the Pittsburgh region.

Originally launched in 2022, this inaugural five-year plan set a clear vision for advancing public transportation in Allegheny County. Since its introduction, PRT has achieved several key milestones — upgrading infrastructure, enhancing rider amenities, and delivering more responsive and efficient services.

Among the early achievements is the launch of a comprehensive bus network redesign. Currently in the discovery phase, this initiative is being shaped by extensive community engagement to align with changing travel patterns. In parallel, PRT has made significant progress in transitioning to low- and zero-emission vehicles, reinforcing its commitment to sustainability, safety, and investment in historically underserved neighborhoods.

Now in 2025, PRT is undertaking a mid-point reassessment of the strategic plan to ensure it remains relevant and forward-looking. This update is guided by a renewed focus on Key Performance Indicators (KPIs) to better track progress, set clear goals, and continuously improve transit throughout the region.

## Approach to Strategic Planning

PRT developed its new strategic plan with a strong focus on inclusiveness, guided by input from employees at all levels—particularly those on the front lines who have direct insight into day-to-day operations, customer needs, and operational challenges. While the process was time-intensive and complex, it successfully combined the strengths of both bottom-up and top-down approaches. This hybrid model fostered meaningful collaboration between senior leadership and staff, involving all levels in developing objectives, conducting Strength, Weaknesses, Opportunities and Threats (SWOT) and situational analyses, setting goals, and identifying key performance indicators. Employees began by assessing their own goals, challenges, and opportunities, then shared their insights with senior management. Leadership synthesized this input and aligned it with PRT’s mission, vision, and core values. The outcome is a strategic plan that is practical, well-informed, and grounded in the real conditions of the agency. This collaborative approach not only ensured a more effective strategy but also fostered a strong sense of ownership, motivation, and engagement among employees, as their voices were integral to shaping the plan. PRT’s new strategic plan represents a shared vision and unified direction—one that will drive greater efficiency and accountability, grow ridership, improve service quality, ensure equitable transit access, and support a strong, resilient workforce.

## Key Elements of Strategic Planning

Developing a successful growth strategy requires a clear understanding of how PRT operates, as well as, its position relative to its peers.

**Effective strategic planning begins by answering three foundational questions:**





# Mission, Vision and Core Values



*The historic Monongahela Incline.*

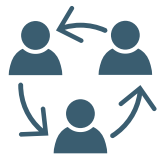
# PRT's Mission, Vision and Core Values

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

**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



# Where does the agency need to go? (Strategic Stance)



*PRT instructor, Anthony Guerra, demonstrating Clever Devices equipment at the Manchester Instruction Department.*

# Key Focus Areas

PRT's Key Focus Areas outline the agency's top priorities for the next five years. Rooted in PRT's mission, vision, and core values, these focus areas serve as the foundation for strategic decision-making and organizational alignment. This section outlines the five Key Focus Areas, along with the specific objectives and strategies that will guide the agency's efforts in achieving its long-term goals.



## Create Efficiency and Accountability

Enhancing organizational efficiency and strengthening accountability are critical to delivering seamless and dependable service. By streamlining internal operations and improving management practices, PRT seeks to ensure the effective use of resources while maintaining a commitment to transparent, balanced, and sustainable operations.

### **OBJECTIVE 1: PRIORITIZE FINANCIAL STABILITY**

Strategy 1: Manage costs

Strategy 2: Pursue external operational funding

Strategy 3: Advocate for additional discretionary funding

Strategy 4: Diversify revenue sources

### **OBJECTIVE 2: IMPLEMENT OPERATIONAL EFFICIENCIES**

Strategy 1: Implement and enhance data architecture, data intelligence, and data governance

Strategy 2: Evaluate structures and workflows to ensure the successful execution of the strategic plan and long-term goals

Strategy 3: Bundle capital projects to improve efficiency and minimize disruptions to customers



### Grow Ridership

As transportation needs shift across the Pittsburgh region, increasing ridership is essential for long-term system viability. PRT is focused on attracting new riders, retaining existing riders, and re-engaging past riders by delivering a high-quality, convenient, and reliable transit experience.

#### **OBJECTIVE 1: EVALUATE AND EXPAND PASSES AND MARKETING**

Strategy 1: Optimize fare models

Strategy 2: Adjust marketing strategies

#### **OBJECTIVE 2: EXPAND ACCESS TO SERVICE**

Strategy 1: Optimize transit service to increase ridership

Strategy 2: Address key operational space needs

#### **OBJECTIVE 3: DEVELOP AND BUILD ON EXISTING PARTNERSHIPS IN THE REGION**

Strategy 1: Partner with external stakeholders to increase transit support in the community



### Improve Service Quality

Delivering a high-quality public transit experience is at the core of PRT's mission. Every rider deserves a safe, reliable, and comfortable journey. PRT actively seeks customer feedback and incorporates it into decision-making processes to continually refine and enhance service standards.

#### **OBJECTIVE 1: IMPROVE BUS ON TIME PERFORMANCE**

Strategy 1: Optimize garage workflow

Strategy 2: Ensure garages have the tools, support, and education to be successful

Strategy 3: Reduce out of service levels

Strategy 4: Optimize runtimes in schedules

Strategy 5: Ensure transportation employees are involved in schedule creation

#### **OBJECTIVE 2: IMPROVE INFORMATION SHARING WITH AND FROM RIDERS**

Strategy 1: Ensure riders are well informed about things affecting PRT Service

Strategy 2: Listen to riders & use feedback to prioritize action

Strategy 3: Improve overall perception of safety

#### **OBJECTIVE 3: IMPROVE TRANSIT INFRASTRUCTURE AND AMENITIES**

Strategy 1: Add seating and shelters at stops

Strategy 2: Increase transit priority infrastructure such as bus lanes and transit priority traffic signals

Strategy 3: Improve vehicle cleanliness

Strategy 4: Maintain current levels of State of Good Repair for transit assets through strategic investment, proactive maintenance and transit asset management





### Be a Good Neighbor

PRT is more than a transit provider—it is a vital part of the community. The agency is committed to being a good neighbor by supporting local initiatives, sustainability, and promoting equitable access to transit across all neighborhoods.

#### **OBJECTIVE 1: PREPARE FOR INFRASTRUCTURE RESILIENCE**

Strategy 1: Reduce waste and negative environmental impact on our region

Strategy 2: Incorporate infrastructure resilience in PRT's processes and procedures

Strategy 3: Grow and promote PRT's health and community benefits

#### **OBJECTIVE 2: ENSURE SERVICE AND PROCESSES ARE FAIR AND BALANCED**

Strategy 1: Evaluate capital investments to ensure capital improvement budget is fair and balanced

Strategy 2: Expand outreach and engagement with the accessibility community

Strategy 3: Improve navigability of and enhance access to information with universal design principles

Strategy 4: Aim to increase small and disadvantaged business participation each year by FY2031 consistent with applicable law.

## Key Focus Areas (continued)



### Support Our Workforce

PRT's workforce is the foundation of the organization's success. Supporting employees means investing in training, wellness, and career development, while fostering a culture of respect, collaboration, and inclusivity. PRT is committed to being one of the region's top employers, ensuring long-term success for both its staff and the agency as a whole.

#### **OBJECTIVE 1: IMPROVE EMPLOYEE SATISFACTION AND WELLBEING**

Strategy 1: Create and use effective communication methods/channels reaching all levels/areas within the agency

Strategy 2: Foster a supportive workplace culture that prioritizes mental health and well-being

#### **OBJECTIVE 2: ENHANCE WORKFORCE SKILLS AND ADAPTABILITY**

Strategy 1: Anticipate and establish a plan for workforce needs

Strategy 2: Enhance succession planning programs

Strategy 3: Create a knowledge management system to capture, share, and use institutional knowledge effectively

How does  
the agency  
get there?  
(Strategic  
Action)

*PRT's System Map.*



# Roadmap

This strategic roadmap outlines how PRT will implement its strategic plan. It provides clear direction and establishes annual priorities to ensure the successful execution of the plan's goals and initiatives.

## Year 1 (FY26): Establish the Foundation

- Focus on Create Efficiency and Accountability by documenting and updating financial processes, managing cost; focus on internal improvements and efficiencies. Advance plans for ADA-accessibility improvements and prepare for infrastructure resilience efforts.
- Improve Service Quality by advancing bundled capital projects, improving bus on-time performance and improving communication methods with riders.
- Pursue Support our Workforce efforts by promoting positive internal culture and employee experience initiatives.
- Identify and bolster data resources to use as base years and with KPIs.
- Achieve a favorable state funding outcome and support developing local-funding efforts.
- Grow Ridership by optimizing fare models and transit services.

## Year 2 (FY27): Core Improvements

- Implement the Bus Line Redesign to optimize service efficiency and address demand.
- Continue efforts that promote long-term operational stability and technological improvements.
- Grow Ridership by promoting PRT's new service structures, mobile/digital tools, and programs.
- Improve service quality.





## Roadmap (continued)

### Year 3 (FY28): Build Partnerships and Support Employees

- Establish community-focused transit programs with input from agency partners and community stakeholders.
- Expand bus-priority infrastructure based on performance data.
- Enhance internal career development and mentorship programs.
- Expand partnerships with local businesses to promote transit use and support the region's economic recovery.

### Year 4 (FY29): Expand PRT Services and Community Engagement

- Launch new fare pass programs to target underserved communities and potential new riders.
- Introduce performance monitoring systems to improve service reliability.
- Prepare for infrastructure resilience.

### Year 5 (FY30): Optimize and Sustain

- Evaluate five-year outcomes.
- Implement advanced technology solutions for fare collection and customer experience.
- Strengthen partnerships with local governments and businesses to align transit services with Pittsburgh's evolving economic landscape.

PRT's strategic roadmap outlines the step-by-step execution of the agency's strategic plan. It sets clear annual priorities and implementation goals to ensure alignment with PRT's long-term mission and vision. The roadmap also provides stakeholders with a clear understanding of the agency's yearly focus areas and outlines how progress will be measured and tracked over time.



# Key Performance Indicators



*Maintenance employee, Roy Heard, at work inside  
PRT's Manchester main shop.*

# Key Performance Indicators

Key Performance Indicators (KPIs) are vital to tracking the success of PRT's five-year strategic plan. They offer a data-driven way to measure progress, enabling year-over-year comparisons and analytics that highlight areas of success as well as opportunities for improvement. KPIs serve as a performance barometer, helping PRT stay accountable and transparent while communicating strategic progress to stakeholders through measurable results.

Strategic Plan KPI	Mode	FY2024	FY2023
<b>Create Efficiency &amp; Accountability</b>			
Cost Per Unlinked Passenger Trip (total operating costs divided by total ridership)	Systemwide	\$12.61	\$12.03
Cost Per Unlinked Passenger Trip	Bus	\$11.48	\$10.87
Cost Per Unlinked Passenger Trip	Rail	\$24.24	\$24.20
Cost Per Unlinked Passenger Trip	Incline	\$6.19	\$8.32
Cost Per Revenue Mile (total operating costs divided by total revenue miles)	Systemwide	\$23.06	\$22.52
Cost Per Revenue Mile	Bus	\$20.55	\$19.85
Cost Per Revenue Mile	Rail	\$51.32	\$58.01
Cost Per Revenue Mile	Incline	\$91.93	\$166.68
Cost per Revenue Hour	Systemwide	\$295.98	\$291.97
Cost per Revenue Hour	Bus	\$264.06	\$258.02
Cost per Revenue Hour	Rail	\$685.13	\$743.72
Cost per Revenue Hour	Incline	\$214.85	\$389.38
Passengers Per Revenue Mile	Systemwide	1.83	1.87
Passengers Per Revenue Mile	Bus	1.79	1.83
Passengers Per Revenue Mile	Rail	2.12	2.40
Passengers Per Revenue Mile	Incline	14.86	20.03
Passengers Per Revenue Hour	Systemwide	23.47	24.27
Passengers Per Revenue Hour	Bus	23.01	23.73
Passengers Per Revenue Hour	Rail	28.27	30.73
Passengers Per Revenue Hour	Incline	34.73	46.79

## Key Performance Indicators (continued)

KPIs will be monitored on a quarterly and annual basis through internal dashboards and regular performance reviews. This approach ensures timely feedback, strategic adaptability, and clear reporting of outcomes. The KPIs presented here are intended for external audiences and represent a subset of a broader set of internal metrics that PRT has identified for each key focus area. It is anticipated that the list of KPIs and targets will evolve as PRT moves through completion of the Strategic Plan.

<b>Strategic Plan KPI</b>	<b>Mode</b>	<b>FY2024</b>	<b>FY2023</b>
<b>Grow Ridership</b>			
Ridership	Systemwide	37,872,143	37,899,529
Ridership	Bus	33,269,678	33,572,996
Ridership	Rail	3,397,749	3,243,814
Ridership	Incline	263,736	164,971
Number of Stops with Enhanced Amenities	Systemwide	718	—
Missed Trip Percentage	Systemwide	1.68%	1.54%
<b>Improve Service Quality</b>			
On-Time Performance	Bus	66%	67%
On-Time Performance	Rail	83%	87%
Net Promoter Score*	Systemwide	—	-3
Mean Distance Between Failures	Bus	9,354	8,225
Mean Distance Between Failures	Rail	6,416	5,120
<b>Support Our Workforce</b>			
Employee Satisfaction*	Systemwide	68%	71%
<b>Be a Good Neighbor</b>			
CO2 Emissions* (English tons)	Systemwide	45,432.21	64,430.00

\* Denotes calendar year



# Moving Forward



*PRT and local dignitaries cut the ribbon during an event to promote future ridership in the Mon Valley.*

# Moving Forward



This revised Strategic Plan empowers PRT to become the region's preferred transportation mode, offering a reliable, clean, and sustainable network. By focusing on innovative solutions that promote sustainability, PRT is committed to creating a transit system that supports individuals, businesses, and local economies, ensuring long-term success for the region.

As funding sources evolve, PRT is working to build a resilient transit agency that can adapt and continue delivering high-quality service. This adaptability allows PRT to make necessary improvements to services and facilities, regardless of financial fluctuations. The revised strategy is designed to address the region's current challenges and guide PRT toward a future that enables thriving communities and a vibrant economy for generations to come.

At the core of this plan lies a steadfast commitment to the values that drive PRT's mission. By taking bold action and focusing on strategic priorities, PRT will make a lasting, positive impact on the region and its residents.

