



Pittsburgh Regional Transit

STRATEGIC PLAN WORKPLAN
FINANCE DIVISION
Establish The Foundation
Year 1 (FY26)

Table of Contents

CHAMPION 4

Create Efficiency & Accountability..... 5

 Prioritize Financial Stability..... 5

 Manage Cost 5

 Pursue External Operational Funding 6

 Advocate for additional discretionary funding..... 7

Implement Operational Efficiencies..... 8

 Implement and enhance data architecture, data intelligence, and data governance 8

 Evaluate structures and workflows to ensure the successful execution of the strategic plan and long-term goals 9

Be A Good Neighbor 10

 Prepare for infrastructure resilience..... 10

 Reduce waste and negative environmental impact on our region..... 10

 Ensure service and processes are fair and balanced 11

 Evaluate capital investments and increase capital improvement budget to ensure it is fair and balanced 11

SUPPORTER 12

Create Efficiency & Accountability..... 13

 Implement operational efficiencies 13

 Bundle capital projects to improve efficiency and minimize disruptions to customers 13

Grow Ridership 14

 Expand access to service..... 14

 Address key operational space needs 14

Develop and build on existing partnerships in the community..... 15

Partner with external stakeholders to increase transit-support in community 15

Support Our Workforce 16

Enhance workforce skills and adaptability 16

Enhance succession planning programs..... 16

CHAMPION

Section

YEAR 1 (FY26) ESTABLISH THE FOUNDATION

Create Efficiency & Accountability

OBJECTIVE (CEA #1)						
Prioritize Financial Stability						
STRATEGY (CEA 1.1)						
Manage Cost						
KEY PERFORMANCE INDICATORS (KPIs)						
amount of revenue, and cost savings						
ACTION ITEMS TASKS	Start Year	Start Date	End Date	Champion Division	Supporter Division	Assigned To:
Identify significant revenue enhancements or cost savings	FY26	7/1/25	7/2/26 - Ongoing	Finance	ALL	Dave McCarthy/ Sean Trageser (Budget Operating Side)
Implement budget software	FY26	7/1/25	7/2/26	Finance	AIS	Dave McCarthy
ADDITIONAL NOTES						

OBJECTIVE (CEA #1)

Prioritize Financial Stability

STRATEGY (CEA 1.2)

Pursue External Operational Funding

KEY PERFORMANCE INDICATORS (KPIs)

TBA

ACTION ITEMS TASKS	Start Year	Start Date	End Date	Champion Division	Supporter Division	Assigned To:
State Funding -	FY26	Started	8/26/25	Finance	COMMS	Curtis Conrad

ADDITIONAL NOTES

OBJECTIVE (CEA #1)						
Prioritize Financial Stability						
STRATEGY (CEA 1.3)						
Advocate for additional discretionary funding						
KEY PERFORMANCE INDICATOR (KPI)						
# of grants applied						
ACTION ITEMS TASKS	Start Year	EST. Start Date	EST. End Date	Champion Division	Supporter Division	Assigned To:
Define grant monitoring process	FY26	7/1/25	7/2/26	Finance	Planning	Kathryn Simpson
Work collaboratively with innovative funding committee to create a streamlined processes for grants to aligning applications to increase success rates	FY26	7/1/25	7/2/26 - Ongoing	Finance	Planning	Kathryn Simpson
ADDITIONAL NOTES						

OBJECTIVE (CEA #2)						
Implement Operational Efficiencies						
STRATEGY (CEA 2.1)						
Implement and enhance data architecture, data intelligence, and data governance						
KEY PERFORMANCE INDICATORS (KPIs)						
NA						
ACTION ITEMS TASKS	Start Year	Start Date	End Date	Champion Division	Supporter Division	Assigned To:
Document and update finance processes and procedures	FY26	7/1/25	7/2/26	Finance	ALL	Nicole Snell
ADDITIONAL NOTES						

OBJECTIVE (CEA #2)						
Implement Operational Efficiencies						
STRATEGY (CEA 2.2)						
Evaluate structures and workflows to ensure the successful execution of the strategic plan and long-term goals						
KEY PERFORMANCE INDICATORS (KPIs)						
Creation of SOP						
ACTION ITEMS TASKS	Start Year	Start Date	End Date	Champion Division	Supporter Division	Assigned To:
Ensure budget processes lines up with the strategic plan by creating a SOP	FY26	7/1/25	7/2/26	Finance	ALL	Nicole Snell
ADDITIONAL NOTES						

Be A Good Neighbor

OBJECTIVE (BGN #1)						
Prepare for infrastructure resilience						
STRATEGY (BGN #1.1)						
Reduce waste and negative environmental impact on our region						
KEY PERFORMANCE INDICATORS (KPIs)						
# of projects completed with renewable sources						
ACTION ITEMS TASKS	Start Year	Start Date	End Date	Champion Division	Supporter Division	Assigned To:
Transition to 100% renewable electricity sources by 2030	FY26	7/1/25	6/30/30	Strategy & Finance	Legal, AIS	Ryan Warsing
ADDITIONAL NOTES						

OBJECTIVE (BGN #2)

Ensure service and processes are fair and balanced

STRATEGY (BGN 2.1)

Evaluate capital investments and increase capital improvement budget to ensure it is fair and balanced

KEY PERFORMANCE INDICATORS (KPIs)

of new funding sources

ACTION ITEMS TASKS	Start Year	Start Date	End Date	Champion Division	Supporter Division	Assigned To:
Create a rubric for scoring capital project	FY26	7/1/25	7/2/26	Finance	Planning & Engineering	Greg O'Hara & Amy Silbermann

ADDITIONAL NOTES

SUPPORTER

Section

YEAR 1 (FY26) ESTABLISH THE FOUNDATION

Create Efficiency & Accountability

OBJECTIVE (CEA #2)						
Implement operational efficiencies						
STRATEGY (CEA 2.3)						
Bundle capital projects to improve efficiency and minimize disruptions to customers						
KEY PERFORMANCE INDICATORS (KPIs)						
# of project bundled - or what efficiencies have we accomplished						
ACTION ITEMS TASKS	Start Year	Start Date	End Date	Champion Division	Supporter Division	Assigned To:
Bundle capital projects to improve efficiency and minimize disruptions to customers	FY26	7/1/25	7/2/26 - Ongoing	Development	Finance	Greg O'Hara
ADDITIONAL NOTES						

Grow Ridership

OBJECTIVE (GR #2)						
Expand access to service						
STRATEGY (GR #2.2)						
Address key operational space needs						
KEY PERFORMANCE INDICATORS (KPIs)						
TBA						
ACTION ITEMS TASKS	Start Year	Start Date	End Date	Champion Division	Supporter Division	Assigned To:
Complete Facilities Master Plan and Park and Ride Strategic Plan	FY26	Started	11/1/25	Development & Strategy	Finance, Legal & Comms	Seth Davis
ADDITIONAL NOTES						

OBJECTIVE (GR #3)						
Develop and build on existing partnerships in the community						
STRATEGY (GR #3.1)						
Partner with external stakeholders to increase transit-support in community						
KEY PERFORMANCE INDICATORS (KPIs)						
Comp plan(s) completion & # of transit supportive polices						
ACTION ITEMS TASKS	Start Year	Start Date	End Date	Champion Division	Supporter Division	Assigned To:
Advocate for transit-supportive development across the region, working with partners to proactively influence important land-use and development decisions where appropriate	FY26	Started	7/2/26 - 28	Development & Strategy	Finance, Legal & Comms	Derek Dauphin & Moira Egler
ADDITIONAL NOTES						

Support Our Workforce

OBJECTIVE (SOW #2)						
Enhance workforce skills and adaptability						
STRATEGY (SOW #2.1)						
Enhance succession planning programs						
KEY PERFORMANCE INDICATORS (KPIs)						
TBA						
ACTION ITEMS TASKS	Start Year	Start Date	End Date	Champion Division	Supporter Division	Assigned To:
Create a job shadow program whereby non-rep can volunteer or shadow all divisions	FY26	Started	7/2/26	Development & Strategy	Finance, Legal & Comms	Danielle Jacobson
ADDITIONAL NOTES						