



Pittsburgh Regional Transit

Strategic Plan **ANNUAL REPORT**

2023-2024



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Message from Our Chief Executive Officer Katharine Kelleman

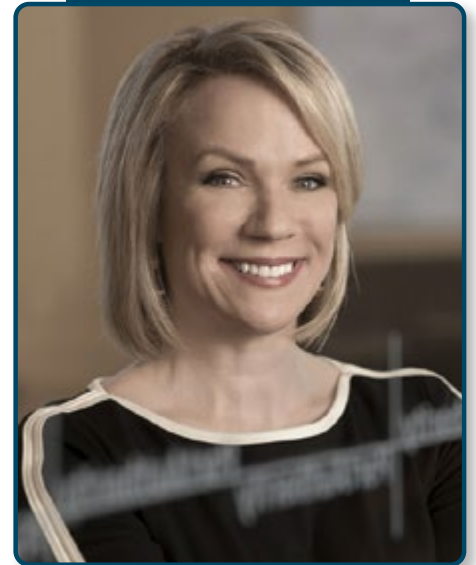
Since the adoption of our Strategic Plan in 2022, Pittsburgh Regional Transit has been committed to executing our objectives and strategies with a focus on accountability, resiliency, and enhancing the customer experience. The plan has served as a vital road map, guiding us through recent challenges and enabling us to better anticipate and meet the evolving needs of our employees, riders, and stakeholders.

Collaboration is at the heart of our success. Across every level of the agency, our dedicated staff is actively involved in projects and policies that drive the implementation of our strategic goals. I am incredibly proud of the progress we have made in the past two years. We are not only meeting the region's transportation needs, but also striving to be a valued community partner and an employer of choice.

As we continue to advance our strategic initiatives, we remain adaptable to the ever-changing landscape. We are excited about the journey ahead and are committed to ensuring that Pittsburgh remains a region where we can all move forward together.

Sincerely,

Katharine E. Kelleman, CEO
Pittsburgh Regional Transit



Introduction to PRT's Key Focus Areas

PRT crafted the Strategic Plan to help the agency better understand and address the evolving needs of the community that it serves. Rooted in the core values of Customer Experience, Resiliency, and Accountability, the plan outlines PRT's vision for the future and how the agency intends to navigate challenges and seize opportunities ahead.

Since the Strategic Plan was adopted in 2023, PRT has been working hard to implement the strategies recommended in that plan. This Annual Report offers an update on the implementation status of each objective and celebrates PRT's accomplishments over the past year and a half.



Customer Experience

PRT's mission is to advance the region by investing in communities and connecting people safely, equitably, and reliably. PRT prioritizes stakeholder perspectives, proactively anticipating their needs to make informed decisions that support its mission.

Resiliency

As a transit agency, it is important to be prepared and responsive to unforeseen situations such as environmental conditions, political decisions, or transit system incidents. PRT's goal is to always remain agile and quickly adapt to challenges that could affect the operations, success, and sustainability of the organization.

Accountability

Accountability is incorporating business practices and tools that permit PRT to continuously improve its ability to provide and operate a safe, equitable, and reliable network. PRT leadership is responsible for delivering a balanced sustainable operations and capital program while ensuring work is performed and managed efficiently, effectively, and in support of its mission and values.



CUSTOMER EXPERIENCE

Center the customer and community by providing safe, equitable, and reliable service.

Customer Experience:

PRT works to advance the region by investing in communities and connecting people safely, equitably, and reliably. PRT prioritizes stakeholder perspectives, proactively anticipating their needs to make informed decisions that support its mission.

The Customer Experience Department serves as a vital liaison between customers and internal departments, advocating for an exceptional customer experience. By leveraging data from customer complaints, satisfaction surveys, and engagement tools, the department aims to improve understanding of customer perception, satisfaction, and needs, driving customer-focused decision-making.

Objectives:

- Provide exemplary service to all internal and external Pittsburgh Regional Transit stakeholders by listening to feedback and proactively identifying and responding to their needs.
- Operate an equitable transit system that supports thriving communities.
- Maintain safety incident rates at or below the annually set safety performance targets consistent with the agency safety plan.



CE: OBJECTIVE 1

Provide exemplary service to all internal & external PRT customers by listening to feedback and proactively identifying and responding to their needs.

Year 1 Strategies and Implementation Status:

Facing Challenges Making Progress On Target Target Achieved

1 Design customer survey trend analysis to accurately capture feedback that guides development of transportation options, information technology improvements, employee and customer satisfaction, and service accessibility.



2 Achieve targeted customer satisfaction across all categories of ridership.



3 Expand voice of the customer (VOC) channels to collect satisfaction data from a wider range of demographics (age, gender, nationality, etc.).



4 Install Interactive Voice Response (IVR) systems for the Benefits Division to increase employee efficiency, satisfaction, and reduce operational costs.



5 By 2026, upgrade and expand audio and signage functionality at bus and rail stations to improve digital communications with customers.



6 Implement Customer Education Campaign to expand public awareness of PRT programs, incentives, initiatives, and services, that benefit riders and regional stakeholders.



Design Customer Service Trend Analysis

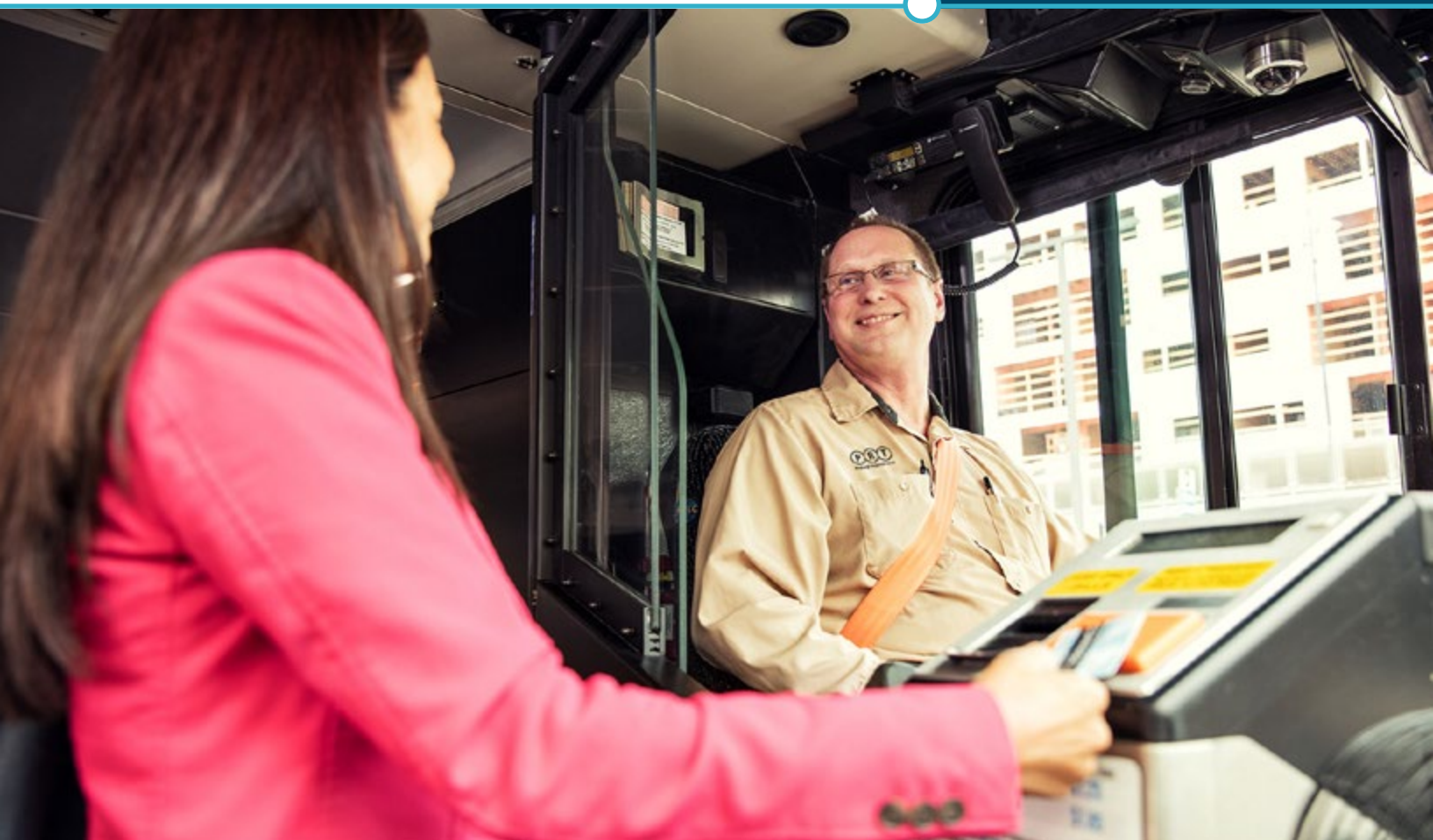
PRT leverages resources to assist transit agencies in developing and analyzing annual customer satisfaction surveys, including Net Promoter Scores (NPS), to track satisfaction over time and compare with peers. PRT actively participates in peer survey activities and supplements with additional surveys for detailed insights and broad customer pulse surveying of specific services or assets.

Achieving Customer Satisfaction

- PRT is working to install bus stop poles with integrated seating, allowing people to rest while waiting for transit in areas where a shelter is not warranted due to low ridership or where a shelter will not physically fit due to infrastructure challenges.
- Monthly audits are conducted to measure bus cleanliness at each operating division; deficiencies are tracked and reported back to division management.
- PRT conducts monthly audits to measure bus cleanliness at each operating division, tracking deficiencies and reporting them to division management. PRT's Maintenance Support Department, in collaboration with division management, developed a process to address bus failures, including a detailed root cause analysis for vehicles with repeat issues. Long-term shopped vehicles undergo regular inspections to identify and resolve delay-causing problems. PRT continuously reviews and optimizes maintenance procedures and processes for ongoing improvements.

In 2024, PRT developed several public awareness campaigns for new technologies and services, including:

- Ready2Ride mobile ticketing
- Mon Incline Rehabilitation Project and Shuttle Service
- Red Line construction
- Senior Citizen ConnectCard renewals
- PRTX service
- Operator hiring
- PRTner Pass Program proposal



CE: OBJECTIVE 2

Operate an equitable transit system that supports thriving communities.

Year 1 Strategies and Implementation Status:

Facing Challenges Making Progress On Target Target Achieved

1 Improve service quality in high equity areas identified in the Equity Index.



2 Expand ridership by attracting new riders to mobility-oriented options.



3 Establish fare structures that support greater regional access to transit ridership for all income levels while minimizing negative revenue impacts.



Improve Service and Expand Ridership

PRT continues to work toward attracting riders to new transit options to grow its customer base. PRTX is Pittsburgh Regional Transit's premier bus rapid transit service. Communities served by PRTX will benefit from more reliable, on-time service, upgraded rider amenities at bus stops, and significant investments in pedestrian and bicycle infrastructure. The University Line is the first corridor that will be launched under the PRTX brand. Construction on the University Line began in fall 2023, following years of design challenges and collaboration with Allegheny County, the City of Pittsburgh, PennDOT and many other project and community partners and stakeholders.

The project's Phase I construction in Downtown Pittsburgh is underway, with final designs for Phase 2 in Uptown and Oakland neighborhoods to be completed in 2024. Construction for these areas is currently targeted to begin in early 2025. Improvements include utility relocations, sidewalk, traffic signal, and crosswalk enhancements, dedicated bus lanes, new signage, and five new stations. This high-equity corridor faces issues like crowding, reliability challenges, poor on-time performance, and limited amenities despite high ridership that the University Line project is intended to address.

In response to the University Line project, PRT developed the NEXTransit Downtown plan in 2023 to create an updated routing plan for the 27 unique route patterns currently operating in downtown Pittsburgh. The plan's purpose was to improve service reliability, simplify routes, increase safety, and improve amenities and wayfinding. Implementation of the plan's recommendations began in February 2024 and will continue into 2025.

Beyond downtown, PRT's Bus Line Redesign seeks to reimagine and make better use of the agency's buses. The project, which began in the fall of 2023, has included outreach across Allegheny County with special attention to communities with a higher need for public transit. In the initial round of public engagement, PRT focused on uncovering community-specific goals and values related to transit. The project will continue into 2025 with an overarching goal of improving connections in high-need communities.

PRT is working to improve on-time performance through scheduling and improving run times between segments of routes. Additionally, PRT is reviewing processes to determine improvements to schedules.

Based on rider feedback, PRT conducts various training courses designed to increase rider satisfaction. More than 280 participants were trained in 2023 and 2024. PRT also created an Operator Supportive Coaching program and an Operations Management Ride Check program; both programs are designed to coach, guide, and support operators.





Establish New Fare Structures to Improve Access

In June 2024, PRT, in collaboration with The Allegheny County Department of Human Services, launched the Allegheny GO reduced fare program. This initiative offers half-price fares to SNAP recipients aged 12 to 64, making public transit more affordable for eligible residents. Allegheny GO marks a crucial step toward making transportation accessible to everyone, regardless of income, race, or zip code.

Additional strides made towards equitable fares include:

- U-Pass allows students and staff at participating universities to take unlimited rides on public transportation. Participating universities include Carlow University, Carnegie Mellon University, Chatham University, Duquesne University, the University of Pittsburgh, and Point Park University.
- PRT's mobile ticketing system empowers riders who prefer or need to use cash to integrate their payments seamlessly using a smartphone or smart card. Users can deposit cash in exchange for mobility credit (virtual tickets) stored in their account by visiting a ticket vending machine, convenience store, or ticket office. With multiple ways to add cash to transit accounts, Masabi's Justride platform ensures a smooth and convenient travel experience for all users, regardless of payment preferences.
- Cash Digitization activated and available in local stores and on Ticket Vending Machines (TVMs), in the Fall of 2023
- In 2023, PRT introduced a universal pass pilot program, allowing businesses and multifamily building managers to purchase unlimited-ride passes for employees or residents at deep discounts. Due to its success, the program is currently undergoing public input for potential final approval and implementation in FY2025.

CE: OBJECTIVE 3

Maintain safety incident rates at or below the annual safety performance targets.

Year 1 Strategies and Implementation Status:

1 Enhance the organization’s safety culture through education, knowledge-sharing, and safety policies and procedures.



2 Establish an internal Safety Reporting and Improvements Dashboard to support implementation of agency-wide safety policies and procedures, and incident prevention, throughout Pittsburgh Regional Transit.



3 Produce annual public-facing “State of the Police Department” report to track crime trends, officer deployment, and community-oriented policing activities.



PRT takes pride in prioritizing the health and well-being of riders and employees.



A Focus on Safety...

Through a Safety Culture

- PRT's System Safety Department conducts safety training for all transportation and maintenance new-hire classes. All newly hired maintenance employees are given two full days of safety-related training as part of their onboarding process.
- PRT's Legal Division completed Safety Management Overview training with all non-operating divisions. The training is also included in the onboarding process for non-operating division new hires.
- PRT's Legal Division tracks and completes annual training for third-party first responders. Annual training for third-party first responders is an ongoing priority each year. In June 2024, PRT conducted a full-scale exercise with Pittsburgh EMS at the Monongahela incline. Additional training included Downtown-North Shore light rail transit system familiarization training scheduled for the fourth quarter of 2024.

Through an Internal Safety Reporting and Improvements Dashboard

PRT's Legal Division (led by Safety) will lead the agency's effort to establish and roll out a Safety Dashboard. This dashboard will display key safety data to assist in reporting and trend analysis. Additionally, the dashboard will assist senior management in decision-making and inform the broader workforce of key safety trends.



Through a Public-Facing State of Police Division

PRT's Police Department continues to produce quarterly senior staff reports focusing on crime trends, officer deployment, and community and transit-oriented policing activities. In 2025, the department published its first [State of PAPD report](#), for CY 2023, and plans to produce a CY 2024 report are underway. Some recent updates include:

- Promoting accountability and transparency through the implementation of Body Worn Cameras by all officers.
- Drafting a Standard Operating Procedures Manual for the Legal Department, with a focus on highlighting key procedures and functions (i.e., insurance administration and claims litigation handling).
- Managed a cross-functional team to acquire rights-of-way and related property access for the PRTX University Line project, including successfully executing:
 - ◆ 70 temporary construction easements for access and use of third-party properties for construction
 - ◆ 29 license agreements
 - ◆ 21 cooperation agreement-based parcels from other government agencies
 - ◆ 7 permanent right-of-way acquisitions for station and related permanent operational needs





RESILIENCY

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

Resiliency:

PRT prioritizes resiliency to effectively navigate unforeseen situations such as environmental conditions, political decisions, and transit system incidents. The agency's commitment is to remain agile and responsive, ensuring the continued success and sustainability of operations.

Objectives:

- Create long-term financial stability through diverse revenue sources.
- Implement a Risk Management Program to evaluate, leverage, and respond to organizational risks and opportunities.
- Develop and maintain a culture that supports innovation through data-driven decisions.
- Attract, develop, and retain an agile workforce.
- Develop the infrastructure needed to deploy a zero-emission fleet by 2045.



Key Aspects of Resiliency:

Preparedness:

Developing comprehensive plans and strategies to anticipate and manage unexpected events.

Responsiveness:

Quickly reacting to changes and challenges to minimize disruption and maintain efficient service.

Adaptability:

Continuously evolving and adjusting our operations to address new and emerging threats.

Challenges Addressed by Resiliency Efforts:

Environmental Conditions:

Implementing measures to withstand severe weather events and the affects of climate change.

Political Decisions:

Navigating changes in regulations, funding, and policies that affect transit operations.

Transit System Incidents:

Responding to accidents, technical failures, and security threats with swift and effective action.

Commitment to Resiliency

PRT is dedicated to fostering a resilient transit system that can withstand and thrive despite challenges. The agency's goal is to ensure the safety, reliability, and sustainability of services, providing uninterrupted transit solutions to the community.

By prioritizing resiliency, PRT aims to uphold a robust and adaptable system capable of overcoming any obstacles that may arise. Focusing on preparedness, responsiveness, and adaptability ensures uninterrupted, effective community service, no matter the circumstances.



R: OBJECTIVE 1

Create long-term financial stability through diverse revenue sources.

Year 1 Strategies and Implementation Status:

Facing Challenges Making Progress On Target Target Achieved

1 Establish an innovative funding team to develop new, diverse funding strategies through traditional and non-traditional revenue sources.



2 Centralize the grants evaluation process to collaboratively prioritize organizational funding opportunities.



Funding Update:

PRT created a Grants and Innovative Funding Committee, which is led by a grants and innovative funding administrator. This committee will explore alternative revenue sources by June 2026, which may include parking fees, sponsorship, fare implementation, and increased state and local funding



R: OBJECTIVE 2

Develop and maintain a culture that supports innovation through data-driven decisions.

Year 1 Strategies and Implementation Status:

Facing
Challenges

Making
Progress

On Target

Target
Achieved

1

Institute a change management programs to proactively support the culture shift necessary to meet the goals of the Strategic Plan.



Change Management Update:

In 2023, PRT rolled out a new change management course. Since the roll-out, 67% of director-level positions attended the course, and 42% non-director-level positions attended. The program's participants gain insights into fostering accountability, enhancing customer experiences, and building resilience while upholding PRT's core values of collaboration, customer service, equity, flexibility, and integrity. Additionally, participants complete a self-assessment to craft a personalized five-step change management plan.



R: OBJECTIVE 3



Attract, develop, and retain an agile workforce.

Year 1 Strategies and Implementation Status:

Facing Challenges Making Progress On Target Target Achieved

1 Develop succession plans and programs such as leadership and employee development, and knowledge-sharing with peer agencies.



2 Develop and institute consistent annual employee surveys to improve employee engagement and morale.



3 Perform 360-degree assessments for all management personnel and provide training for identified areas of opportunity.



4 Attain recognition as a Top 20 Employer in the Pittsburgh region.



Training Today and Tomorrow's Workforce

- PRT supports the development of succession plans and programs for both leadership and employee development, including knowledge-sharing with peer agencies. Currently, there are 30 employees that have participated in succession planning and 21 in the Pathways Mentoring program.
- Since 2023, PRT increased the availability of training available through the Learning Management System (LMS). For example, the following trainings were made available: Confidentiality, Ethics, Harassment Prevention Employees, Harassment Prevention Managers, Human Trafficking, Post-Accident Criteria, and proper completion of the Reasonable Suspicion Drug and Alcohol.
- PRT provides individual professional development opportunities for leaders across the Agency. In 2024, senior staff and human resources nominated 29 employees for various leadership and professional development opportunities offered externally. In addition, the maintenance division is currently working on developing a program to enhance departmental leadership soft skills and technical orientation.
- 360 assessments were provided to all directors, managers and supervisors, complete with an Individual Development Plan.



Employee Satisfaction Survey

Understanding employee engagement is critical to attracting and retaining an agile workforce. In January 2023, a survey of non-represented employees established a baseline of understanding and awareness. Out of 302 employees invited to participate, 210 completed the survey, resulting in a 69.5% response rate. The overall workplace experience score was 2% above benchmark organizations.

In January 2024, the workplace survey was conducted again. This time, 315 non-represented employees were invited, and 242 completed the survey, a 76.8% response rate. The overall workplace experience score was 6% above PRT's benchmark organizations.





Top Workplace

The Pittsburgh Post-Gazette named PRT a Top Workplace award in 2023. This award is based on employee feedback results and the research-backed survey is driven by the industry's most robust benchmarks built on data from millions of employees at tens of thousands of organizations over the past 18 years. Creating a Top Workplace is about more than offering great benefits and vacation time; it is about putting employees first. The employer recognition program helps organizations of all sizes create work experiences that unlock potential and inspire performance.

Additional awards include:

- **Age-Friendly Employer – received designation in 2023.**
The Age-Friendly Institute recognized PRT as an Age-Friendly Employer. This award is , the nation's only certification program that identifies organizations committed to being the best places to work for employees over 50. As an Age-Friendly Employer, PRT is committed to:
 - ◆ Valuing employees based on proficiency, qualifications, and contribution
 - ◆ Maintaining policies, practices, and programs that support people over 50.
 - ◆ Value employee knowledge, maturity, reliability, and productivity
 - ◆ Meaningful employment, development opportunities, and competitive pay and benefits for employees over 50
 - ◆ 54% of PRT's workforce is age 50 or above. The agency is committed to retaining and attracting older workers.
- **Military Friendly Employer – Gold Status achieved for 2024**
Recognized as a Military Friendly® employer for the third consecutive year. This designation is awarded to organizations that demonstrate a commitment to creating sustainable and meaningful benefits for the military community. PRT employs over 200 veteran-employees across various departments, contributing to Allegheny County's progress. PRT's commitment is reflected in programs such as tuition reimbursement, military leave, and a Veterans Employee Resource Group.
- **InHerSight.com - ranked #43 in the Best Companies to Work For and #2 in Best Transportation Company in 2023**



R: OBJECTIVE 4

Develop the infrastructure needed to deploy a zero-emission fleet by 2045.

Year 1 Strategies and Implementation Status:

Facing Challenges Making Progress On Target Target Achieved

1 Develop and implement a Zero-Emissions Fleet Plan by June 2024.



2 Adopt and implement a Climate Action Plan by 2027.



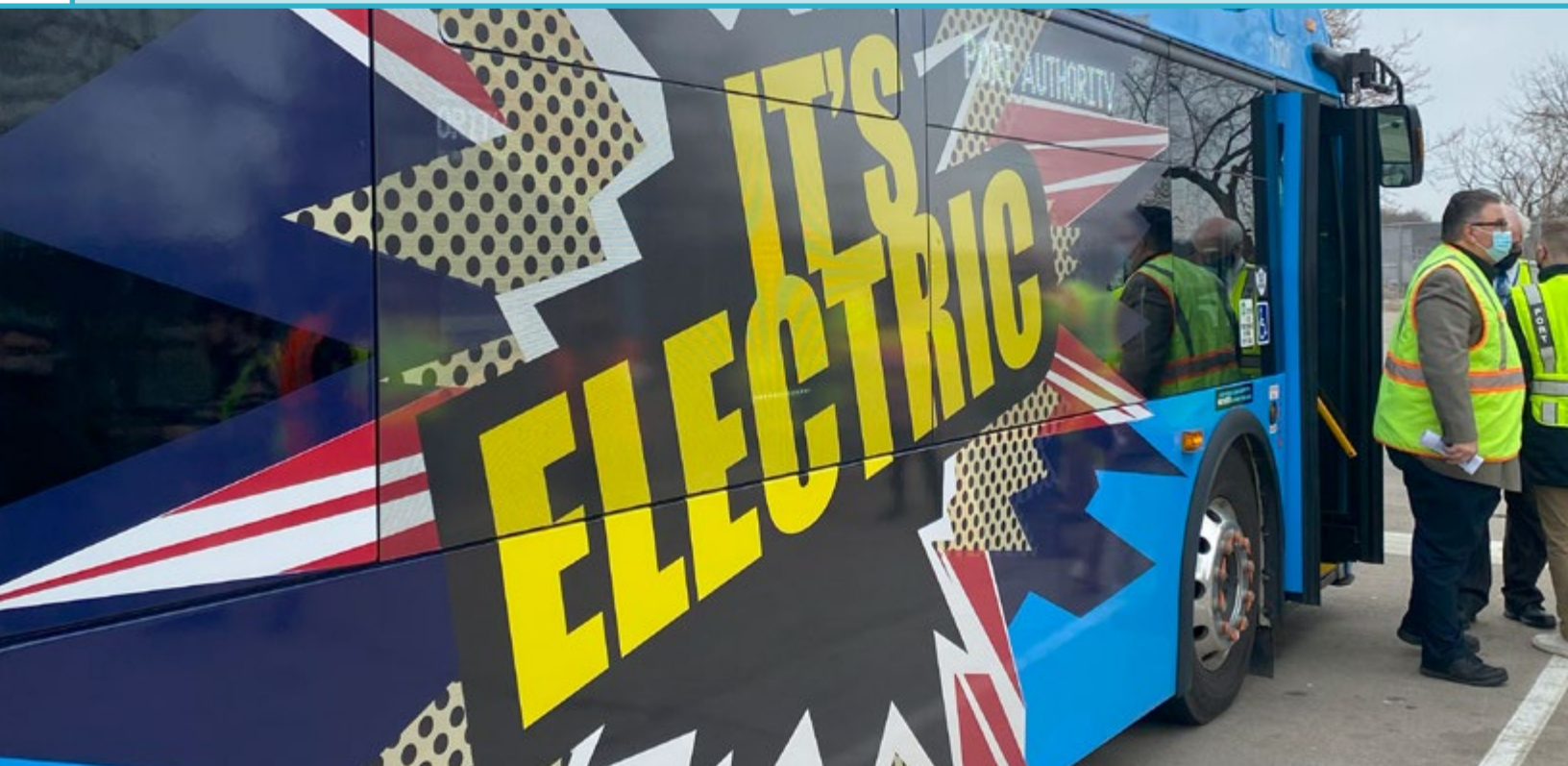
Moving Toward Zero-Emissions

In 2020, PRT deployed two battery electric transit buses (BEBs), followed by six additional BEBs in 2021. In late 2023, the procurement process for fifteen additional battery electric buses began. To date, twelve of these units have been delivered, with nine deployed into revenue service. The remaining three units will be deployed by the end of 2024, bringing PRT's total to 23 battery electric HD transit coaches in operation.

In December 2023, PRT published a Zero-Emissions Transition Plan, detailing the transition of the nearly 700-vehicle bus fleet to zero emissions by 2045. The plan includes ramping up diesel bus replacements starting in 2025 and investing \$1 billion over the next 20 years to achieve this goal.

PRT has installed eight 150 kW direct current fast chargers (DCFCs) at the East Liberty operating division and added a high-speed 450 kW pantograph charger in April 2024. Further construction at the East Liberty division will add fifteen more 150 kW plug-in chargers. At the Wilkinsburg Station on the MLK East Busway, construction is underway to install three 450 kW pantograph chargers, set to be commissioned in the third quarter of 2024, facilitating on-route charging and higher daily utilization of the battery-electric fleet. PRT plans to install charging/fueling infrastructure at its Collier operating division in early 2026 and at its Ross and West Mifflin operating divisions before the end of 2032.

In 2025, PRT plans to pilot test hydrogen fuel cell electric buses (FCEBs) and pursue a full-scale FCEB pilot later. This transition plan, initiated in 2020, outlines the road map for bus replacement and sets the path to achieve 100% zero emissions by 2045. The plan addresses fiscal constraints, both capital and operating, technical challenges, and potential early barriers to this transition. Additionally, PRT is developing a transition plan for its on-road non-revenue support fleet to ensure a comprehensive move towards zero emissions.



PRT published its first climate action plan in 2024

On Earth Day, April 22, 2024, PRT published its first Climate Action Plan, which identified seven goals:

7 CLIMATE ACTION GOALS



REVENUE FLEET

Transition to 100% zero emissions revenue fleet by 2045

NON-REVENUE FLEET

Transition to 100% zero emissions non-revenue fleet by 2045

FACILITIES & INFRASTRUCTURE

Reduce facility and infrastructure emissions 65% by 2030

RIDERSHIP BENEFIT & CARBON SINKS

Achieve a 20% increase in equivalent carbon benefit by 2030

SCOPE 3 EMISSIONS

Calculate and begin to develop strategies to reduce Scope 3 emissions by 2028

CLIMATE ACTION PLAN GOVERNANCE

Establish and maintain supportive governance and accountability to ensure implementation of the climate action plan

SUSTAINABILITY STRATEGY

Grow PRT's culture of sustainability to become a leader in sustainability practices, attract and retain talented staff, and ensure that PRT and the region are healthy, prosperous places for future generations

PRT published its first climate action plan in 2024. The plan serves as a road map to achieve zero emissions and a tool for securing new funding. The Climate Action Plan top priorities include:

- Grow ridership through service planning projects like Bus Line Redesign, completing the PRTX University Line bus rapid transit project and other corridor projects from NEXTransit, building transit-oriented development, establishing new fare programs, and working with employers and housing developers.
- Reduce diesel emissions by transitioning to zero emission vehicles, testing R99 renewable diesel as a potential replacement alternative for diesel.
- Reduce building electricity use by updating energy audits and targeting investments in HVAC and other energy-intensive systems consistent with the Facilities Master Plan.
- Reduce light rail electricity usage by conducting an energy audit of the system and targeting investments to reduce energy costs and improve system function.
- Reduce non-revenue fleet emissions by transitioning to electric, hybrid, and other vehicle technologies.



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.

Accountability:

At PRT, accountability is key to its mission of providing a safe, equitable, and reliable public transit network. By incorporating advanced business practices and tools, PRT continuously enhances operations and service quality.

PRT leadership is committed to:

- Delivering a balanced operations and capital program
- Ensuring efficient and effective management of all work
- Supporting the organization's mission and values

PRT's dedication to accountability ensures we meet the highest standards in public transit, contributing to a well-functioning and trustworthy transit system for all.

Objectives:

- Demonstrate high organizational efficiency and effectiveness
- Implement financial management practices that improve the viability of the organization
- Provide and facilitate equitable opportunities to encourage community prosperity
- Establish social responsibility by being an active and consistent community partner
- Achieve recognition as a national leader in implementing innovative environmental solutions and climate initiatives



A: OBJECTIVE 1

Demonstrate high organizational efficiency and effectiveness.

Year 1 Strategies and Implementation Status:

Facing Challenges

Making Progress

On Target

Target Achieved

1

Create a team to facilitate data-driven decision-making that tracks key performance indicators (KPIs) and efficiencies through organizational reporting and dashboards.



2

Create a knowledge management function that documents and stores key organizational processes and procedures, ensuring information is captured and accessible.



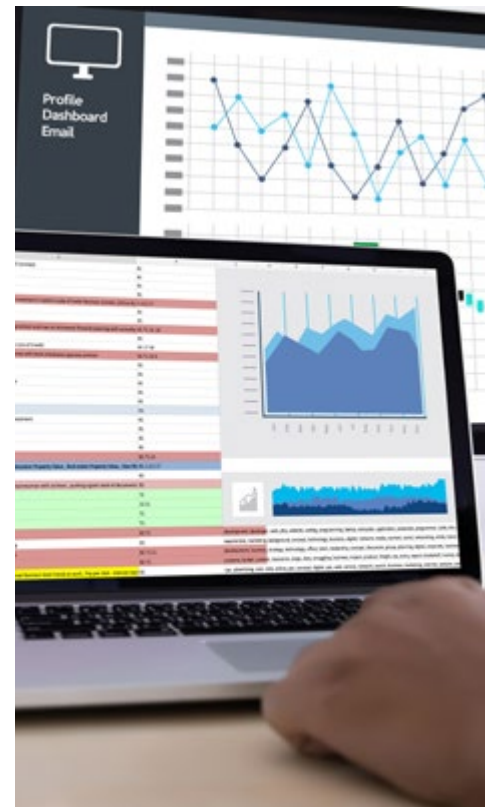
PRT hired several key staff members over the last year to create a team that can help further data-driven decision making.

- The Director of Data and Information Analytics is responsible for transforming raw data into actionable business insights. The director establishes robust analytics strategies that drive data-informed decision-making across the agency.
- The Manager of Performance Analytics is responsible for leveraging data and analytics to enhance PRT's performance and achieve objectives. This role is crucial in helping to understand performance metrics and implement strategies for improvement.
- The Director of Strategic Planning is vital in shaping the agency's future direction. Responsibilities include analyzing market trends and

competitive landscapes, developing strategies for growth and innovation, identifying revenue-generating opportunities, and leading the creation of the organization's strategic plan.

PRT also created a strategic plan ambassadors program comprised of representatives from each division to promote the visibility and use of performance data across the agency.

PRT is working to improve the documentation and management of information and knowledge across the organization. Current efforts are focused on capturing explicit knowledge such as standard operating procedures, policies, and after-action reviews for emergencies. Future efforts will focus on deploying those approaches throughout the entire organization and developing methods to capture tacit knowledge.



A: OBJECTIVE 2

Implement financial management practices that improve the viability of the organization.

Year 1 Strategies and Implementation Status:

Facing Challenges Making Progress On Target Target Achieved

1 Develop processes and tools to increase the accountability and viability of the agency's finances.



2 Maintain debt service coverage ratio of 2x or higher.



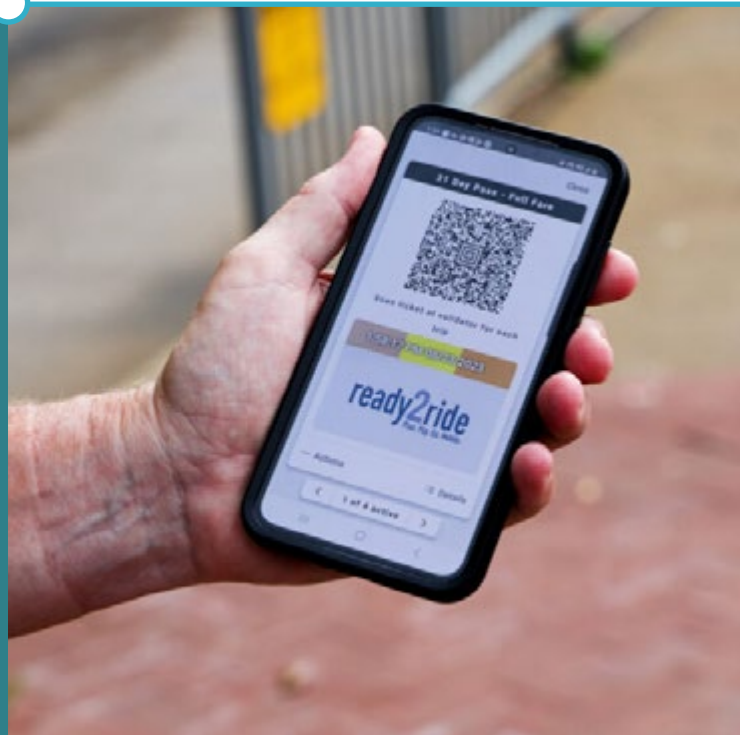
3 Implement policies that convert paper to electronic processes by 35% to minimize waste, expedite employee and vendor transactions, enhance decision-making, and reduce risk of fraud.



PRT is working closely to effectively communicate its current funding situation and employ relevant parties to increase transit funding at the state and local level. There is continued work on programs to increase ridership as well as use the Grants and Innovative Funding Committee to find and create other revenue sources.

PRT has consistently upheld a fiscally responsible debt service coverage ratio of 2x, indicating that the organization can cover its debt service twice over with its operating income. Additionally, PRT has established an operational budget reserve equivalent to three months of operating expenses, reinforcing its financial stability.

Each of PRT's divisions is actively working to reduce paper consumption. Digitizing reporting practices, payment requests, and other efforts will significantly reduce paper consumption and create additional storage capacity. PRT has deployed an electronic request process to replace the use of paper-based vouchers and has budgeted the hiring of an outside firm to assist with digitizing documents and create a digital filing system in 2025.



A: OBJECTIVE 3

Provide and facilitate equitable opportunities to encourage community prosperity.

Year 1 Strategies and Implementation Status:

Facing Challenges Making Progress On Target Target Achieved

1 Develop an agency-wide Equity Plan that provides direction for how PRT internal processes and external activities can be leveraged to advance equitable outcomes for disadvantaged communities.



2 Prioritize investments and economic development opportunities within high equity communities (i.e., neighborhoods, affordable housing, greenspaces, and planning).



3 Increase the percentage of procurement contract values awarded to DBEs by 25% over their respective 2022 values.



4 Proactively engage regional stakeholders (i.e., public, private and non-profit) to maximize partnerships, explore creative funding opportunities, and champion transit initiatives.



Equity is a core value at PRT, driving the agency's commitment to creating and operating an equitable transit system. PRT actively works to provide transit access to all residents while focusing on high-equity index communities to ensure they can thrive both economically and socially.

PRT is Advancing Equity...

Through Developing an Agency-wide Equity Plan

The primary focus of the equity plan involves actions related to advancing equitable outcomes for disadvantaged communities, and so in 2023, PRT created an Equity Working Group. The working group has made significant strides, including conducting research to advance equitable outcomes for disadvantaged communities. Additional tasks include the creation of an Equity Cabinet that would advise PRT on a variety of projects, including the Equity Plan, resulting in outcomes consistent with national best practices.

Through Prioritizing investments in underserved communities

- Building on the East Busway began in the spring of 2022 with the goal of identifying opportunities to improve existing and add new stations to the Dr. Martin Luther King Jr. East Busway. The project established analytical tools to determine locations where PRT can serve the largest number of transit-dependent riders and decrease the likelihood of causing displacement through its investments. The project recommended that anti-displacement efforts be combined with infrastructure investments, such as housing stabilization efforts, in partnership with the City of Pittsburgh. The project proposes public art, community spaces, park-like amenities, and affordable housing on PRT property in Homewood and Wilksburg as part of station improvements.
- In June 2024, PRT amended its public art policy, which permits community involvement in the art selection process, to deliver art installations in disadvantaged communities consistent with station area plans.
- Currently, PRT is working on an Equitable Transit-Oriented Development (ETOD) Policy Plan, which is planned to be completed by FY25. Next, the plan will undergo a significant internal review before being adopted by the Board.
- PRT began construction on its first on-street bus rapid transit project, the PRTX University Line, in the fall of 2023.



Increasing the value of DBE contracts

A Disadvantaged Business Enterprise (DBE) is a for-profit small business where socially and economically disadvantaged individuals own at least a 51% interest and also control the management and daily operations of the business. DBE businesses are owned by African Americans, Hispanics, Native Americans, Asian-Pacific and Subcontinent Asian Americans, and women, groups that have historically have been socially and economically disadvantaged. To date, PRT has awarded \$14M in DBE contracts, a 60% increase compared to 2022.

Advancing Transit through Stakeholder Engagement

The Transit Access Improvement Program (TAIP)

In 2024, PRT completed and launched the Transit Access Improvement Program (TAIP), which aims to prioritize projects in disadvantaged communities to overcome inequitable access to transit. The TAIP program has been fully developed, with a website formally launching the program, alongside initial meetings with the municipality of Penn Hills for a first pilot project, to enter planning phase in FY24.

The Committee for Accessible Transportation (CAT)

The Committee for Accessible Transportation (CAT) is a dedicated volunteer advisory group focused on enhancing public transit for older adults and individuals with disabilities. Since its founding, CAT has been instrumental in identifying and implementing improvements to ensure accessibility and convenience. Membership in CAT is open to older adults and individuals with disabilities who use PRT fixed route or PRT-sponsored ACCESS paratransit services, along with their family members and representatives from related agencies. The committee meets quarterly and is led by a 15-member steering committee, elected by the membership every two years.



The Allegheny County Transit Council (ACTC)

The Allegheny County Transit Council (ACTC) is a volunteer organization comprised of frequent public transit users. ACTC serves as a crucial liaison, effectively communicating rider questions and concerns to the organization. This council is important because it allows riders voices to be heard, builds community support for projects, and helps improve transportation projects by leveraging the experiences of those using services. Key Functions of the ACTC include:

- **Advocacy:** Representing the interests and needs of public transit riders in Allegheny County.
- **Communication:** Bridging the gap between transit users and Pittsburgh Regional Transit by relaying feedback and concerns.
- **Community Engagement:** Actively engaging with the public to gather insights and foster a collaborative transit environment.
- **Advisory Role:** Providing valuable recommendations to improve the overall public transit experience.

A: OBJECTIVE 4

Establish social responsibility by being an active and consistent community partner.

Year 1 Strategies and Implementation Status:

Facing Challenges Making Progress On Target Target Achieved

1 Expand community outreach with neighborhood leaders to deepen relationships, promote reciprocal information-sharing, and empower our community in the decision-making process.



2 Build trust with neighborhoods in Pittsburgh Regional Transit's service area through increased transit-oriented policing initiatives.



At PRT, we are dedicated to improving regional transportation in various ways. Whether it's providing a bus for an event, collaborating with residents to determine optimal bus routes, or offering our expertise in development projects, we are committed to advancing the region's mobility and infrastructure. Our proactive approach ensures efficient and accessible transportation solutions, fostering community growth and connectivity. We can play a key role in moving the region forward through innovative and community-focused transportation services.



Engaging with Communities

PRT is dedicated to improving regional transportation in various ways. Whether it's providing a bus to participate in a community event, collaborating with residents to determine optimal bus routes, or offering expertise in development projects, PRT is committed to advancing the region's mobility and infrastructure. PRT's proactive approach ensures efficient and accessible transportation solutions, fosters community growth and connectivity, and moves the region forward through innovative and community-focused transportation services.

To achieve its goals, PRT considers contributions and sponsorships with external organizations that align with its mission and strategic objectives. PRT recognizes that community contributions and charitable support enhance the agency's visibility and community acceptance, providing intangible benefits that directly impact transit operations and systems.

- PRT attended 61 community events in 2023 and is on track to attend at least 81 community events in 2024.
- Approved 57 community sponsorships in 2024, totaling \$106,170, to organizations working to improve youth and education, minority communities, the arts, the environment, and animal rescue.
- Hired two customer services representatives to focus on community needs and engagement in 2024.
- Engaged the community on 13 capital and/or maintenance projects in 2023, with 16 scheduled for 2024.
- Placed a customer service window in the lobby at the service center to improve access for the public.
- Improved their social media presence, by publishing newsletters and creating Facebook groups to better disseminate information.
- PRT proudly sponsors the Spirit of King Award Ceremony annually since its inception, demonstrating its commitment to supporting initiatives that promote social justice and equality.

A fundamental component of earning the public's trust includes transparency and the ability to form partnerships with the community, under which the safety and security of the community will continue to flourish. Transparency and commitment to the community form the foundation of PRT service and accountability to the citizens served. Initiatives advanced over the last year include:

- **Training.** All PRT police officers have received training in "Active Bystandership for Law Enforcement (ABLE)" and "Training and Duty to Intervene." In addition, each year, the department provides refresher and/or training updates related to these topics.
- **Impacted Communities.** The Police Department tracks all community/transit-oriented policing activities, including tracking the segment of the community impacted and its name. In 2023, the Police Department had only one citizen complaint and so far in 2024 there have been no complaints.
- **Policing Services.** One of the most noteworthy changes in the Port Authority Police Department over the past five years is the marked increase in and tracking of transit-oriented policing services. PRT's Police Department actively engages in community events across Allegheny County, promoting public awareness and community service initiatives. The department issued its first ever public-facing Annual Report for the Department (for CY 2023) in the Spring of 2024 that includes details of the Department's community-oriented policing and involvement efforts.



A: OBJECTIVE 5

Achieve recognition as a national leader in implementing innovative environmental solutions and climate initiatives.

Year 1 Strategies and Implementation Status:

Facing Challenges Making Progress On Target Target Achieved

1 Adopt and start to implement a Sustainability Plan by 2023.



2 Hire a Sustainability Director and designate a Sustainability Committee representative from each Division to structure, coordinate, and implement projects in an efficient and effective manner.



3 Commit to implementing and delivering 70% or more projects in capital investment programs that support Sustainability initiatives.



PRT is working toward a future where sustainable and equitable transit-oriented development provides residents with access to affordable housing, employment opportunities, education, healthcare, recreation, and services they need within a short trip from zero-emission transit. PRT is expanding its decade-long sustainability initiatives by hiring its first sustainability director and launching the inaugural climate action plan (see page 23 for more information on the Climate Action Plan).



Moving Forward



Our mission is to advance our region by investing in our communities and connecting people in a safe, equitable, and reliable manner. A lot has changed since we adopted our Strategic Plan that has affected transit. In looking ahead to 2025, PRT is looking to reimagine our strategic plan, allowing us to adapt and ensure that our goals align with our mission in an ever-changing environment.

Looking back, PRT is proud of what we have accomplished in such a short time frame. We owe a lot of gratitude to our 2,600 employees that allow us to operate, maintain, and support bus, light rail, incline, and paratransit services to provide more than 60 million rides a year. We would also like to thank all of our customers and stakeholders - we cannot do what we do without you. We look forward to continuing to advance our mission not only next year, but for decades to come!





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