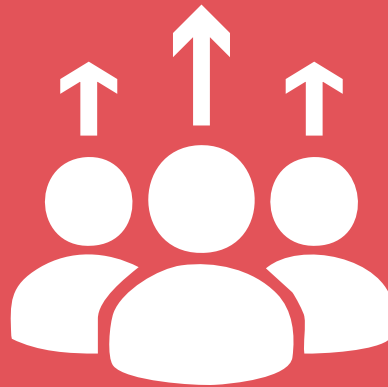


Strategic Plan 2025–2028





MESSAGE FROM THE EXECUTIVE DIRECTOR

Over the past year, **rabbittransit's** Board of Directors and leadership team worked together to shape a clear vision for the future of public transit in our region.

The result is the 2025–2028 Strategic Plan—a practical roadmap focused on improving reliability, safety, and service performance. This plan reflects hours of thoughtful discussion and collaboration, with every initiative tied to measurable outcomes that will guide how we grow and operate in the years ahead. Updates to systems, facilities, and workforce support will help us better respond to evolving mobility needs and maintain strong, effective service for the Central Pennsylvania residents we serve.

Thank you to all staff, stakeholders and Board members that participated in this process and share in the mission of mobility for all.



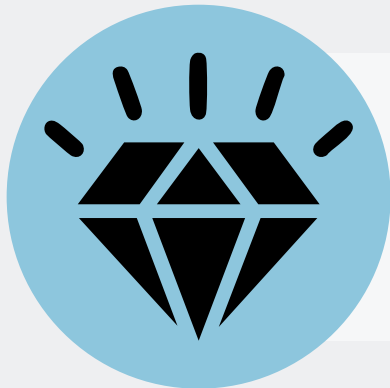
*Serving Adams, Columbia, Cumberland, Dauphin,
Franklin, Harrisburg City, Montour, Northumberland,
Perry, Snyder, Union and York*



Vision: **rabbittransit** is a champion for mobility, changing our world one ride at a time.



Mission: Mobility is an essential need in order to experience a high quality of life. **rabbittransit** dedicates itself to providing its constituents safe, reliable and customer-centered mobility services consistent with the stewardship of its resources.



Core Values: Safety, Service, Stewardship

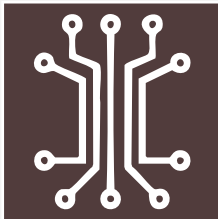
STRATEGIC PRIORITIES



Stakeholder Engagement and Advocacy



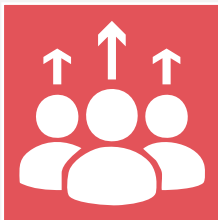
Operational Excellence



Technology Integration



Risk Management and Financial Sustainability



Workforce Development



STAKEHOLDER ENGAGEMENT AND ADVOCACY

At the heart of **rabbittransit**'s mission is a commitment to building lasting connections with the communities we serve. Through intentional stakeholder engagement and dynamic advocacy, we aim to foster a shared vision for the future of mobility. By empowering our internal teams, crafting meaningful communications, and cultivating strategic relationships, we will position **rabbittransit** as an indispensable partner in advancing vibrant, connected communities. Together, with the voices of our partners and champions, we will drive momentum for sustainable investment and transformative public transit solutions.

STRATEGIES:



Internal Capacity Building

Strengthening internal capabilities to cultivate a culture of engagement by empowering our team with the tools, training, and systems needed to build strong relationships and advocate effectively for the future of public transit.



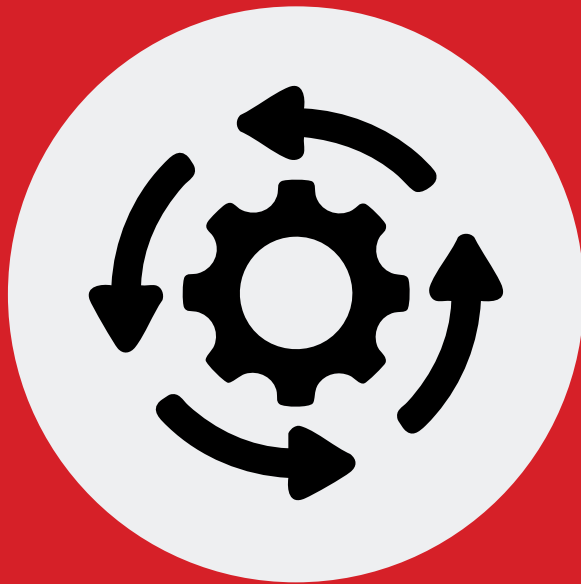
Communication and Educational Materials Development

Craft compelling, accessible materials that inspire understanding, demonstrate impact, and rally support for **rabbittransit**'s mission across diverse audiences and communities.



External Relationship Building

Forge and deepen strategic partnerships with stakeholders at every level, fostering a network of advocates committed to advancing mobility solutions and strengthening the communities we serve.



OPERATIONAL EXCELLENCE

Delivering exceptional mobility experiences requires continuous pursuit of operational excellence. **rabbittransit** is committed to refining our service delivery, embracing innovation, and investing in infrastructure that elevates both efficiency and the customer journey. Through smart realignment, technological advancement, and strategic investment, we will strive to meet the evolving needs of our communities and set new standards for public transit performance.

STRATEGIES:



Service Performance Improvement

Drive continuous improvement in service reliability and responsiveness, leveraging data, technology, and best practices to exceed industry standards and deliver a consistent, high-quality rider experience.



Service Realignment and Modernization

Transforming services to better reflect the diverse needs of rural, suburban, and urban communities, while embracing on-demand models and modern transit solutions that align with evolving mobility preferences.



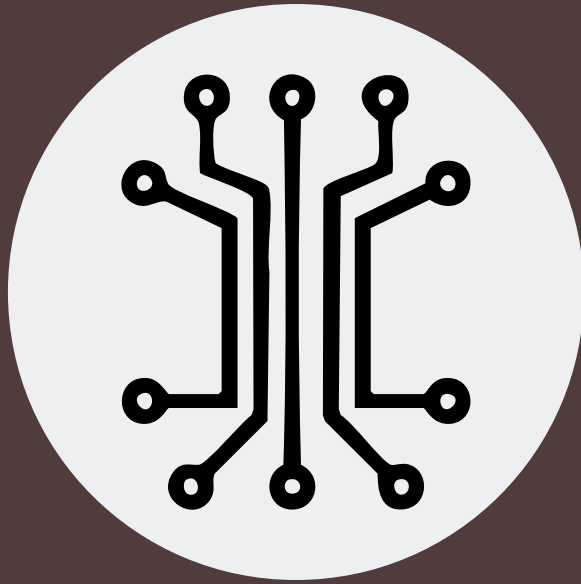
Payment Systems Deployment

Revolutionizing the customer experience through the deployment of intuitive, equitable, and seamless fare systems that make accessing **rabbittransit** services easier, faster, and more flexible.



Infrastructure Development

Investing in future-ready infrastructure—from enhanced facilities to modernized stops and shelters—to create a strong foundation for operational growth, innovation, and a superior customer environment.



TECHNOLOGY INTEGRATION

Technology is the catalyst that will assist in transforming the future of **rabbittransit's** operations, decision-making, and customer experience. By embracing advanced systems, pioneering innovation, and fostering a culture of digital leadership, we will create a more agile, connected, and intelligent transit network. Through thoughtful integration, we aim to not only streamline operations but also enrich interactions with our employees, riders and stakeholders.

STRATEGIES:



Backend Systems Implementation

Modernize internal operations by creating a single source of truth that integrates systems that provide accurate, real-time data to empower better decision-making and drive operational excellence.



Innovation and AI Development

Lead the way in transit innovation by adopting emerging technologies, leveraging AI for smarter service delivery, and cultivating an ecosystem of continuous learning and experimentation.



Customer-Facing Technology

Enhance the rider experience by expanding access to real-time information, intuitive interfaces, and modern engagement channels that make public transit more seamless, responsive, and customer-centric.



RISK MANAGEMENT AND FINANCIAL SUSTAINABILITY

Safeguarding **rabbittransit's** future demands a disciplined approach to financial stewardship, risk mitigation, and organizational resilience. By identifying emerging risks, strengthening operational safeguards, and building robust financial and leadership structures, **rabbittransit** is building a foundation that ensures stability, protects the public trust, and supports long-term growth.

STRATEGIES:



Financial Planning and Oversight

Establishing strong financial frameworks and planning tools to ensure stability and adaptability across changing economic and funding landscapes.



Safety and Risk Assessment

Embedding a proactive culture of safety and risk awareness throughout the organization, supported by evidence-informed practices, conducting regular safety risk assessments and continuous monitoring of emerging threats.



Organizational Continuity

Reinforcing business continuity through leadership development, succession planning, and systemwide processes that ensure seamless operations during times of transition or disruption.



WORKFORCE DEVELOPMENT

A strong, engaged workforce is essential to delivering on **rabbittransit's** mission and vision. By cultivating a culture of growth, recognition, and opportunity, **rabbittransit** is building a resilient organization where employees are empowered to thrive, contribute meaningfully, and drive lasting impact in the communities we serve.

STRATEGIES:



Assessment and Feedback

Fostering a culture of continuous feedback and open communication to strengthen employee engagement and support organizational improvement.



Training and Development Programs

Creating dynamic learning and development opportunities that build skills, promote career growth, and align with the future needs of the organization.



Employee Experience and Retention

Prioritizing a positive employee experience through initiatives that enhance workplace satisfaction, strengthen organizational loyalty, and position **rabbittransit** as an employer of choice.

SUSQUEHANNA REGIONAL TRANSPORTATION AUTHORITY BOARD OF DIRECTORS



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