



**STRATEGIC BUSINESS PLAN**  
**FISCAL YEARS 2015 THROUGH 2019**  
**INNOVATION • INTEGRATION • RENEWAL**

JULY 2014

SOUTHEASTERN PENNSYLVANIA TRANSPORTATION AUTHORITY

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# LETTER FROM THE GENERAL MANAGER



The passage of Act 89 in 2013 is a watershed moment for transportation in the Commonwealth. For the very first time, transportation agencies have a predictable, bondable, and inflation-indexed funding solution to repair failing highways, bridges, and transit systems across the state. Already, credit rating agencies foresee a positive economic outlook. The entire state stands to benefit from this landmark piece of legislation.

For SEPTA, Act 89 provides an opportunity to play catch up on a growing \$5 billion backlog of capital replacement needs. The funding will allow SEPTA to advance a wide-ranging program of mission critical projects, such as bridge replacements, substation overhauls, and new vehicle procurements. These projects will have immediate benefits to safety, reliability and the customer experience.

A newfound degree of financial stability has also allowed SEPTA to look forward and think critically about a vision for the organization's future. This Five-Year Strategic Business Plan for Fiscal Years 2015 through 2019 represents the byproduct of an employee and stakeholder engagement process from which three central themes have emerged:

- **Innovation:** Pursue business models that are adaptable to ever-evolving technological and societal circumstances, establishing organizational practices that develop a culture of continual improvement.
- **Integration:** Better connect the region's mobility alternatives, adopting integrative solutions that are both transformative (such as fare system modernization) and incremental (such as bike-to-transit and parking expansion plans) in nature.
- **Renewal:** Accelerate core infrastructure investment, catching up on a \$5 billion backlog of infrastructure and ensuring passenger and employee safety through vehicle repair and replacement needs.

These three central themes – innovation, integration, and renewal – are unifying principles of a plan that will serve as a framework for corporate strategy development over the next five years. The themes are woven into concrete goals and measurable targets for organizational performance across a balanced scorecard with six key focus areas:

- **Safety & Security**
- **Resource Management**
- **The Customer Experience**
- **Financial Efficiency**
- **Infrastructure State of Good Repair & Reliability**
- **Employee Growth**

Implementation of this Strategic Business Plan will fulfill SEPTA's commitment to communities across Southeastern Pennsylvania in lasting and meaningful ways. I'm pleased now to share it with you.

# AT A GLANCE:

## 50 YEARS OF SERVICE TO SOUTHEASTERN PENNSYLVANIA

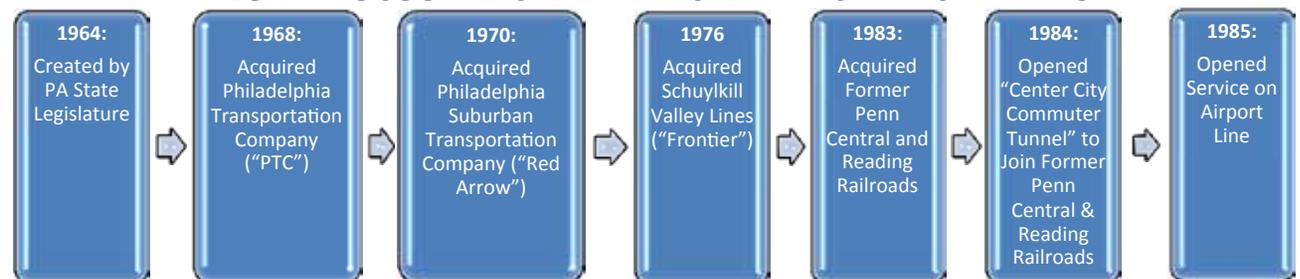


On February 18, 1964, the Pennsylvania General Assembly established the Southeastern Pennsylvania Transportation Authority (SEPTA) to provide public transportation services for Bucks, Chester, Delaware, Montgomery, and Philadelphia Counties.

Now 50 years later, SEPTA is the nation's sixth largest transit system, with a vast network of fixed route services including bus, subway, trolley, trackless trolley and Regional Rail, as well as ADA paratransit and shared ride programs. SEPTA is one of the region's largest employers, with a workforce of more than 9,000 employees.

	ROUTES	VEHICLES	STATIONS & STOPS	SHOPS & YARDS	ANNUAL RIDERS
BUS	118	1,355	~15,000	9	162.4M
TROLLEY	8	159	8	4	33.3M
TRACKLESS TROLLEY	3	38	~150	1	5.6M
REGIONAL RAIL	13	396	153	9	36.0M
MARKET FRANKFORD LINE	1	218	28	2	58.0M
BROAD STREET LINE	1	125	25	1	37.9M
NORRISTOWN HIGH SPEED LINE	1	26	22	1	2.4M
ADA PARATRANSIT & SHARED RIDE	N/A	455	N/A	N/A	1.7M
SEPTA SYSTEM	<b>145</b>	<b>2,772</b>			<b>337.3M</b>

### INTEGRATING SOUTHEASTERN PENNSYLVANIA'S TRANSIT NETWORK



# INTRODUCTION:

## SEPTA'S FIVE-YEAR STRATEGIC BUSINESS PLAN



Southeastern Pennsylvania grew up around its transit system. From famed city streetcars to classic railroad towns, the region has been enriched by a legacy left by generations of investment in public transportation.

In the second half of the 20th century, the world changed. The advent of the interstate highway system and an era of low energy prices, combined with policies that encouraged decentralized growth and sprawl, made public transit – and many of the communities it served – less economically competitive. The private companies that collectively owned and operated the region's transit infrastructure went bankrupt. With generations of investment at risk, SEPTA was created to inherit and manage what remained. For 50 years, SEPTA has focused on doing exactly that: methodically piecing together and rebuilding Southeastern Pennsylvania's transit system.

Now, the world is changing again. Increasing resource scarcity, societal changes, and 21st-century policy shifts have resulted in a renewed appreciation of transit's value to the region. The system SEPTA inherited, once considered obsolete, is increasingly receiving recognition as a catalyst for economic prosperity, sustainability, and enhanced quality of life in communities across Southeastern Pennsylvania.

This Strategic Business Plan for Fiscal Years 2015 through 2019 positions SEPTA to evaluate and take advantage of these trends in becoming a public transportation system that meets the region's safety and mobility needs. The plan builds upon an expiring five-year plan, which established a vision, mission, core values, and set of corporate objectives for strategy development. (A five-year retrospective of corporate achievements is available on the following page.) The new plan refines these elements and weaves three overarching themes – innovation, integration, and renewal – into business initiatives for the five years to come.

The plan document is organized based on a balanced scorecard of key performance indicators. The balanced scorecard structure reflects SEPTA's intention to adopt a business-oriented approach to performance measurement in plan implementation. Results towards each performance target will be regularly reported to the public through a new Strategic Business Plan microsite at: [www.septa.org/strategic-plan](http://www.septa.org/strategic-plan).



# FIVE-YEARS IN REVIEW:

FY2010 THROUGH  
FY2014



FY 2010				
STRATEGIC BUSINESS PLAN (FY2010-2014) ADOPTED	RENEWED SEPTA WEBSITE UNVEILED	MARKET-FRANKFORD (WEST) LINE RECONSTRUCTION COMPLETED	CUSTOMER-FOCUSED QUIET RIDE & PASSENGER ETIQUETTE CAMPAIGNS ROLLED OUT	
FY 2011				
STATION NAMING RIGHTS AT PATTISON STATION SOLD TO AT&T	YOUTH ADVISORY COUNCIL (YAC) CREATED	SILVERLINER V REGIONAL RAILCAR DELIVERIES BEGIN	SUSTAINABILITY PROGRAM ADOPTED BY SEPTA BOARD	
FY 2012				
ACCESSIBLE TRAVEL CENTER OPENED IN SUBURBAN STATION	'TRANSIT VIEW' REALTIME APPLICATION UNVEILED	LEED SILVER CERTIFICATION RECEIVED FOR FOX CHASE STATION	FIRST SEPTA HACK-ATHON HELD	SEPTA STIMULUS PROGRAM (32 PROJECTS) COMPLETED ON-TIME & ON-BUDGET
FY 2013				
REGIONAL RAIL RIDERSHIP RECORD BROKEN	RAIL SAFETY PROGRAM LAUNCHED	"OUTSTANDING PUBLIC TRANSIT SYSTEM ACHIEVEMENT AWARD" RECEIVED FROM APTA	GOLD-LEVEL RECOGNITION FOR SUSTAINABILITY PROGRAM RECEIVED FROM APTA	
FY 2014				
IPHONE APPLICATION UNVEILED	ISO 14001 ENVIRONMENTAL CERTIFICATION ACHIEVED AT BERRIDGE SHOP	ACT 89 PASSED BY PA STATE LEGISLATURE & GOV. CORBETT	"CATCHING UP" CAPITAL INVESTMENT PROGRAM ADOPTED	STRATEGIC BUSINESS PLAN (FY2015-2019) UNVEILED

# PLANNING FOR THE NEXT FIVE YEARS:

## FY2015 THROUGH FY2019



VISION	OBJECTIVES																	
<p><b>TO BE THE REGION'S PREFERRED CHOICE FOR TRANSPORTATION. WE WILL EARN THAT CHOICE THROUGH:</b></p> <ul style="list-style-type: none"> <li>• Connecting the region for integrated mobility</li> <li>• Sustaining our environment &amp; preserving our system for future generations</li> <li>• Committing to continuous improvement &amp; innovation</li> <li>• Providing safe, excellent service by a team of dedicated employees</li> </ul>																		
<p><b>MISSION</b></p> <p>SEPTA is dedicated to delivering safe, reliable, sustainable, accessible, and customer-focused public transit services, contributing to the region's economic vitality, sustainability, and enhanced quality of life.</p>																		
<p><b>CORE VALUES</b></p> <table border="0"> <tr> <td data-bbox="163 1101 319 1125"><b>OUR SERVICE</b></td> <td data-bbox="478 1101 634 1125"><b>OUR PEOPLE</b></td> <td data-bbox="743 1101 919 1125"><b>OUR CULTURE</b></td> </tr> <tr> <td data-bbox="163 1138 319 1162">• SAFE</td> <td data-bbox="478 1138 592 1162">• DIVERSE</td> <td data-bbox="743 1138 940 1162">• COLLABORATIVE</td> </tr> <tr> <td data-bbox="163 1175 277 1200">• RELIABLE</td> <td data-bbox="478 1175 592 1200">• HONEST</td> <td data-bbox="743 1175 940 1200">• CONSTRUCTIVE</td> </tr> <tr> <td data-bbox="163 1213 319 1237">• SUSTAINABLE</td> <td data-bbox="478 1213 592 1237">• CREATIVE</td> <td data-bbox="743 1213 907 1237">• RESPECTFUL</td> </tr> <tr> <td data-bbox="163 1250 298 1274">• ACCESSIBLE</td> <td data-bbox="478 1250 634 1274">• EMPOWERED</td> <td data-bbox="743 1250 886 1274">• ENGAGING</td> </tr> <tr> <td data-bbox="163 1287 403 1312">• CUSTOMER-FOCUSED</td> <td data-bbox="478 1287 655 1312">• ACCOUNTABLE</td> <td data-bbox="743 1287 907 1312">• TRANSPARENT</td> </tr> </table>		<b>OUR SERVICE</b>	<b>OUR PEOPLE</b>	<b>OUR CULTURE</b>	• SAFE	• DIVERSE	• COLLABORATIVE	• RELIABLE	• HONEST	• CONSTRUCTIVE	• SUSTAINABLE	• CREATIVE	• RESPECTFUL	• ACCESSIBLE	• EMPOWERED	• ENGAGING	• CUSTOMER-FOCUSED	• ACCOUNTABLE
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# BALANCED SCORECARD: KEY PERFORMANCE INDICATORS

## INTEGRATED METRICS FOR CORPORATE PERFORMANCE MEASUREMENT

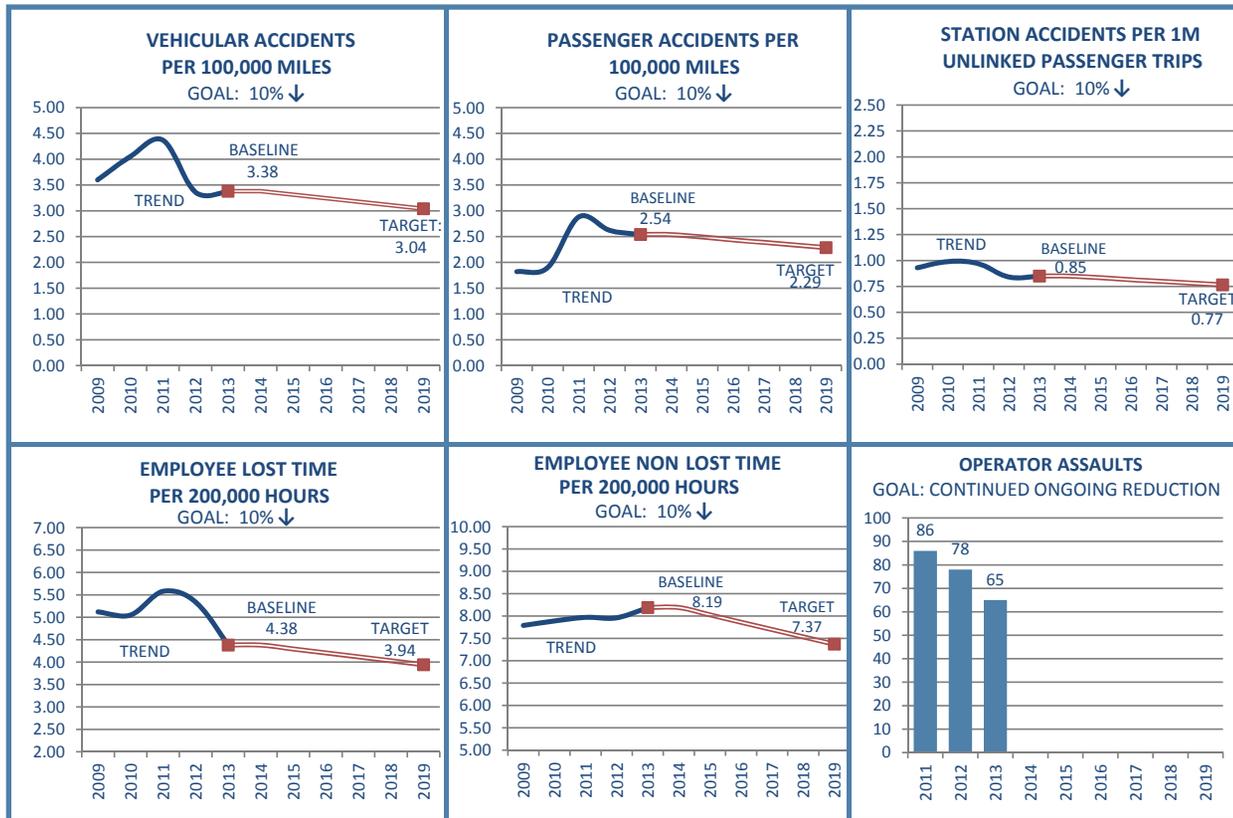


<p><b>SAFETY &amp; SECURITY</b></p> <p><b>GOAL STATEMENT:</b> To develop a safety-first culture that results in fewer customer and employee incidents.</p> <p><b>MEASURES OF SUCCESS (ACHIEVED BY 2019):</b></p> <ul style="list-style-type: none"> <li>• 10% ↓ Vehicular Accidents per 100,000 Miles</li> <li>• 10% ↓ Passenger Accidents per 100,000 Miles</li> <li>• 10% ↓ Station Accidents per 1,000,000 Riders</li> <li>• 10% ↓ Employee Lost Time per 200,000 Hours</li> <li>• 10% ↓ Employee Non-Lost Time per 200,000 Hours</li> <li>• Continued Ongoing Reduction in Operator Assaults</li> </ul>	<p><b>FINANCIAL EFFICIENCY</b></p> <p><b>GOAL STATEMENT:</b> To responsibly manage resources in a way that provides requisite budget stability to grow the system.</p> <p><b>MEASURES OF SUCCESS (ACHIEVED BY 2019):</b></p> <ul style="list-style-type: none"> <li>• 5% ↑ Unlinked Passenger Trips Per Capita</li> <li>• Δ Operating Expenses per Unlinked Passenger Trip Below Δ CPI-U for Philadelphia Region</li> </ul>
<p><b>RESOURCE MANAGEMENT</b></p> <p><b>GOAL STATEMENT:</b> To implement best management practices that ensure SEPTA remains a sustainable, high-performance, outcome-driven agency.</p> <p><b>MEASURES OF SUCCESS (ACHIEVED BY 2019):</b></p> <ul style="list-style-type: none"> <li>• 10% ↓ Carbon Footprint (Lbs CO<sub>2</sub> - E per PMT)</li> <li>• 20% Municipal Waste Diversion Rate</li> <li>• 12.5 Vehicles Out of Service Due to “No Stock”</li> <li>• Goal ↓ for Procurement Turnaround Time (Varies By Size of Procurement)</li> <li>• 5%↑ Internal Satisfaction Ratng for Business Services Division</li> </ul>	<p><b>INFRASTRUCTURE STATE OF GOOD REPAIR &amp; RELIABILITY</b></p> <p><b>GOAL STATEMENT:</b> To reduce SEPTA’s backlog of capital repair needs in a way that improves safety, reliability, capacity, and the customer experience.</p> <p><b>MEASURES OF SUCCESS (ACHIEVED BY 2019):</b></p> <ul style="list-style-type: none"> <li>• 80% of Major Capital Project Deadlines Within 90 Days</li> <li>• 0-20%↑ Mean Distance Between Failures (Varies By Mode)</li> <li>• Goal ↑ TBD for State of Good Repair Asset Condition (Based on Federal MAP-21 Guidance)</li> </ul>
<p><b>THE CUSTOMER EXPERIENCE</b></p> <p><b>GOAL STATEMENT:</b> To provide best-in-class transportation services that meet or exceed customer expectations.</p> <p><b>MEASURES OF SUCCESS (ACHIEVED BY 2019):</b></p> <ul style="list-style-type: none"> <li>• 10% ↑ Commendations to Complaints Ratio</li> <li>• 0-4% ↑ Service Reliability (Varies By Mode)</li> <li>• 50% ↑ Communications Activity Index (All Sources)</li> <li>• Goal ↑ TBD Customer Satisfaction Rating (All Modes)</li> <li>• 99.99% Uptime of Mission Critical IT Systems</li> </ul>	<p><b>EMPLOYEE GROWTH</b></p> <p><b>GOAL STATEMENT:</b> To attract, develop and retain a diverse, healthy and versatile workforce.</p> <p><b>MEASURES OF SUCCESS (ACHIEVED BY 2019):</b></p> <ul style="list-style-type: none"> <li>• 50% Fill Rate for Key Vacant Positions from Advancing Internal Management (“AIM”) Succession Planning Pool</li> <li>• Continued Incremental Improvement from Ongoing Focus on Women and Minority Hiring Efforts (Varies by Goal Area)</li> </ul>

Note: All Trend, Baseline, and Target Data Presented on a Fiscal Year (July 1 through June 30) Basis. Trend data for 2014 was being compiled during plan development and is presented as projections for the fiscal year. Actual 2014 data will be updated on the SEPTA website following plan adoption.

# SAFETY & SECURITY

**GOAL STATEMENT:**  
TO DEVELOP A SAFETY-FIRST CULTURE  
THAT RESULTS IN FEWER CUSTOMER  
AND EMPLOYEE INCIDENTS



## METRIC DEFINITIONS

- VEHICULAR ACCIDENTS PER 100,000 MILES**
  - A passenger safety metric, measured by the sum of SEPTA vehicle collisions, divided by the sum of vehicle miles travelled aggregated across all modes, multiplied by 100,000.
- PASSENGER ACCIDENTS PER 100,000 MILES**
  - A passenger safety metric, measured by the sum of SEPTA rider accidents, divided by the sum of vehicle miles travelled aggregated across all modes, multiplied by 100,000.
- STATIONS ACCIDENTS PER 1,000,000 UNLINKED PASSENGER TRIPS**
  - A passenger safety metric, measured by the sum of SEPTA station accidents, divided by the sum of unlinked passenger trips aggregated across all modes, multiplied by 1,000,000.
- EMPLOYEE LOST TIME PER 200,000 HOURS**
  - An employee safety metric, measured by the sum of injuries causing employees to miss work, divided by total work hours aggregated across SEPTA business units, multiplied by 200,000
- OPERATOR ASSAULTS**
  - A vehicle operator safety metric, measured by the sum of all types of assaults on SEPTA bus operators.

### BUSINESS INITIATIVES

#### • ADVANCE EMPLOYEE-FOCUSED SAFETY INITIATIVES, INCLUDING:

- “Never Too Busy For Safety” campaign
- Authority-wide safety days
- Focus on ensuring bus operator safety

#### • ADVANCE CUSTOMER-FOCUSED SAFETY INITIATIVES, INCLUDING:

- “Make the Safe Choice” campaign
- Station safety blitzes
- “Look Up, Speak Up” awareness campaign (#1776)
- Operation lifesaver rail safety education
- Increased police presence on vehicles and at stations

#### • ENSURE PASSENGER SAFETY IN THE EVENT OF EMERGENCIES:

- Implement “Standard Readiness Plans” for extreme weather, such as Tropical Storms
- Execute preemptive service suspensions to protect customer and employee safety, if necessary
- Maintain close interagency collaboration and coordination for emergency response

#### • IMPLEMENT SAFETY & SECURITY-DRIVEN SYSTEM UPGRADES THROUGH CAPITAL PROGRAM:

- Install Positive Train Control (PTC) signal system on Regional Rail
- Renew grade crossings and signal systems on the Media-Sharon Hill Lines
- Install additional security cameras on vehicles and at stations



# RESOURCE MANAGEMENT

**GOAL STATEMENT:**  
MANAGEMENT PRACTICES THAT ENSURE SEPTA REMAINS A SUSTAINABLE, HIGH-PERFORMANCE, OUTCOME-DRIVEN AGENCY



## METRIC DEFINITIONS:

### CARBON FOOTPRINT

- An emissions & energy metric, measured by greenhouse gases from energy used by SEPTA vehicles and facilities, converted to carbon dioxide-equivalents, and divided by passenger miles travelled aggregated across all modes.

### MUNICIPAL WASTE DIVERSION RATE

- A resource conservation metric, measured by tons of recycled municipal waste material divided by the sum of recycled and landfilled municipal waste material, at all SEPTA passenger stations and employee operating locations. (Note: This metric does not include construction and demolition debris, which SEPTA also recycles.)

### VEHICLES OUT OF SERVICE DUE TO "NO STOCK"

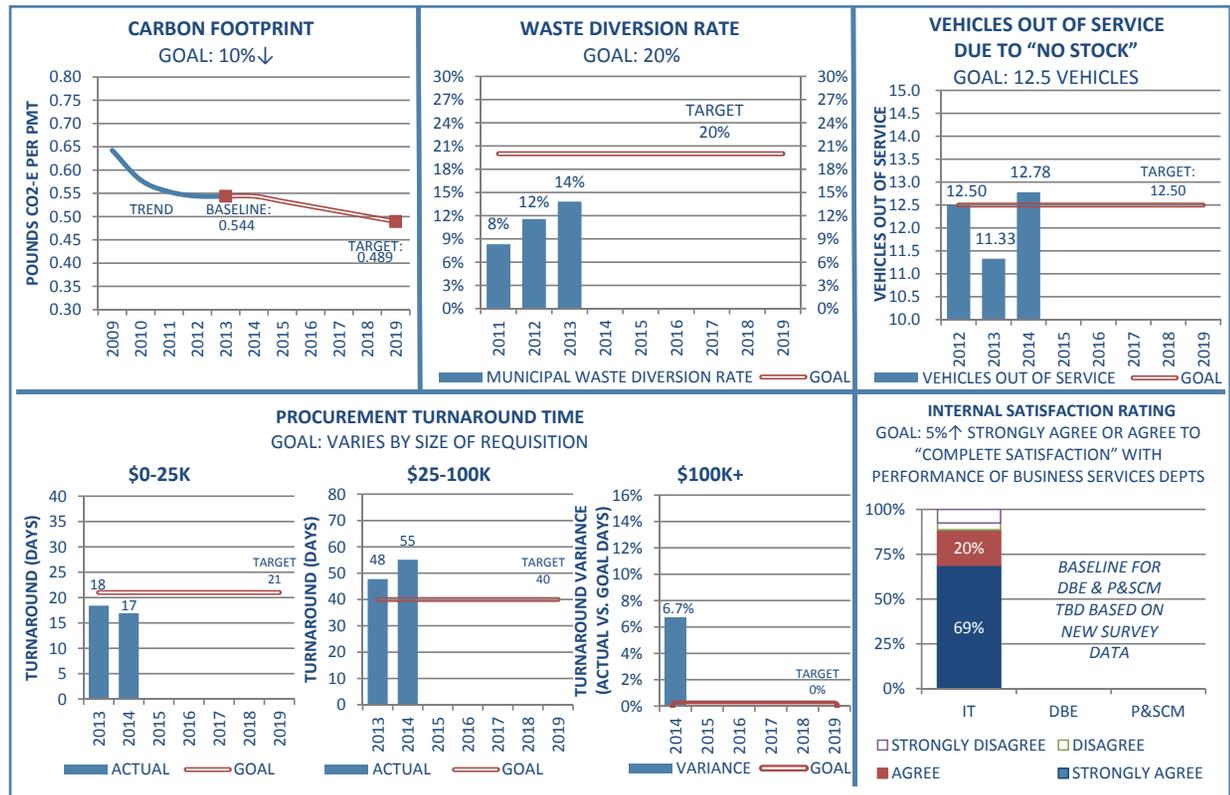
- A supply chain effectiveness metric, measured initially by the average monthly number of buses out of service due to lack of parts availability in stock. Performance towards this metric does not impact revenue service, as vehicles affected are covered by a spare fleet at each operating location. (Note: This metric will be expanded to include all fleet vehicles in subsequent fiscal years.)

### PROCUREMENT TURNAROUND TIME

- A process efficiency metric, measured in three categories: turnaround time for procurements from \$0 to \$25,000 (initially Procurement & Supply Chain Management only); turnaround time for procurements from \$25,000 to \$100,000 (initially Procurement & Supply Chain Management only), and actual vs. goal variance for procurements \$100,000 and above (all business units).

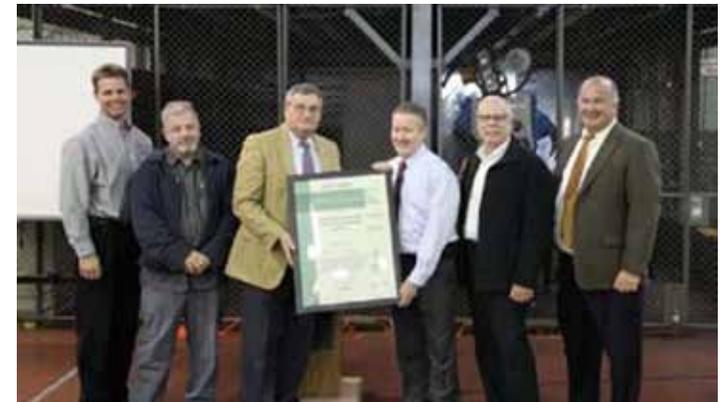
### INTERNAL SATISFACTION RATING

- A process effectiveness metric, measured initially by the Information Technology (IT) Department's Help Desk satisfaction score. (Note: This metric will be expanded with scores for the Disadvantaged Business Enterprise (DBE) Program Office and Procurement & Supply Chain Management (P&SCM) in subsequent fiscal years.)



### BUSINESS INITIATIVES

- **ADOPT A BUSINESS-ORIENTED APPROACH TO PERFORMANCE MANAGEMENT**
  - Convene “SEPTA Stat” briefings to track progress towards performance targets
  - Utilize cross-functional teams for systems modernization initiatives
  - Integrate public reporting through streamlined corporate plan documents
  - Develop a suite of easy-to-access and understand performance statistics for employees, stakeholders and customers
  - Ensure transparency and accountability with a new “KPI dashboard” available at [www.septa.org/strategic-plan](http://www.septa.org/strategic-plan)
- **ACHIEVE BUSINESS PROCESS EFFICIENCIES**
  - Invest in Information Technology programs designed to increase organizational productivity
  - Adopt “LEAN” principles to simplify and streamline management practices, including a focus on: 1) warranties; 2) single point of entry; 3) change order process; and 4) vendor performance
  - Implement unit cost reduction strategies through specification modifications and strategic use of multi-year contracts
  - Strategically reduce quantities of materials stored on-site through Environmental & Sustainability Management System (ESMS)
  - Achieve management efficiencies through New Payment Technologies program
- **BROADEN REACH OF ISO14001 ESMS**
  - Maintain Berridge Shop ISO 14001:2004 Certification (Achieved in 2013)
  - Pursue ISO 14001:2004 Certification for Wayne Rail Shop
  - Adopt ISO 14001-based practices at additional locations
  - Prioritize employee engagement and education in ISO 14001 program rollout
- **EXPAND RECYCLING PROGRAM**
  - Improve single-stream diversion rates at employee locations and passenger stations
  - Divert additional process-based wastes, such as hard plastic shields and wood
  - Engage employees and customers around recycling goals and other sustainable practices
- **TIGHTEN EMISSIONS CONTROLS**
  - Strictly enforce anti-idling goals and programs
  - Install emissions-reducing technologies on buses, paratransit vehicles, and diesel maintenance locomotives



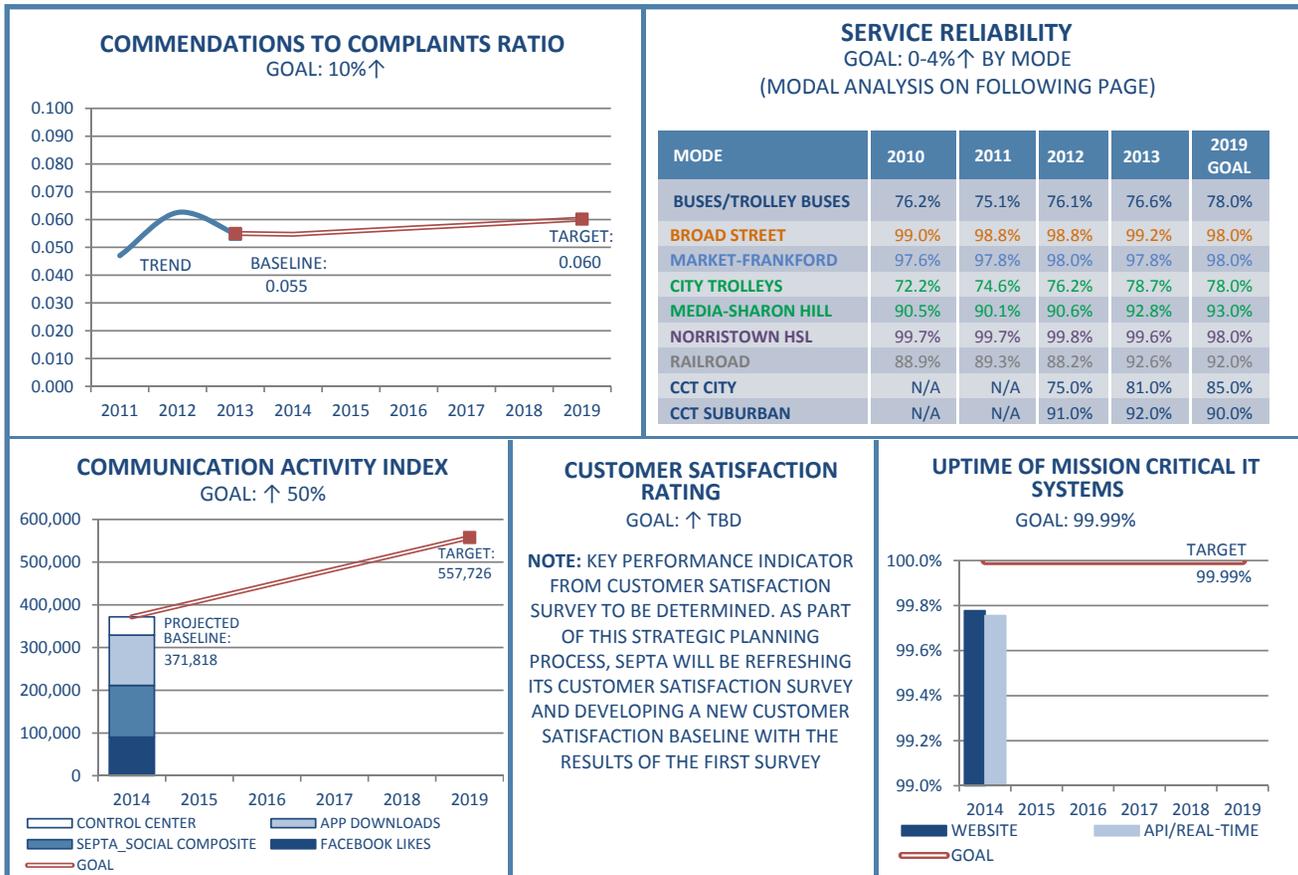
# THE CUSTOMER EXPERIENCE

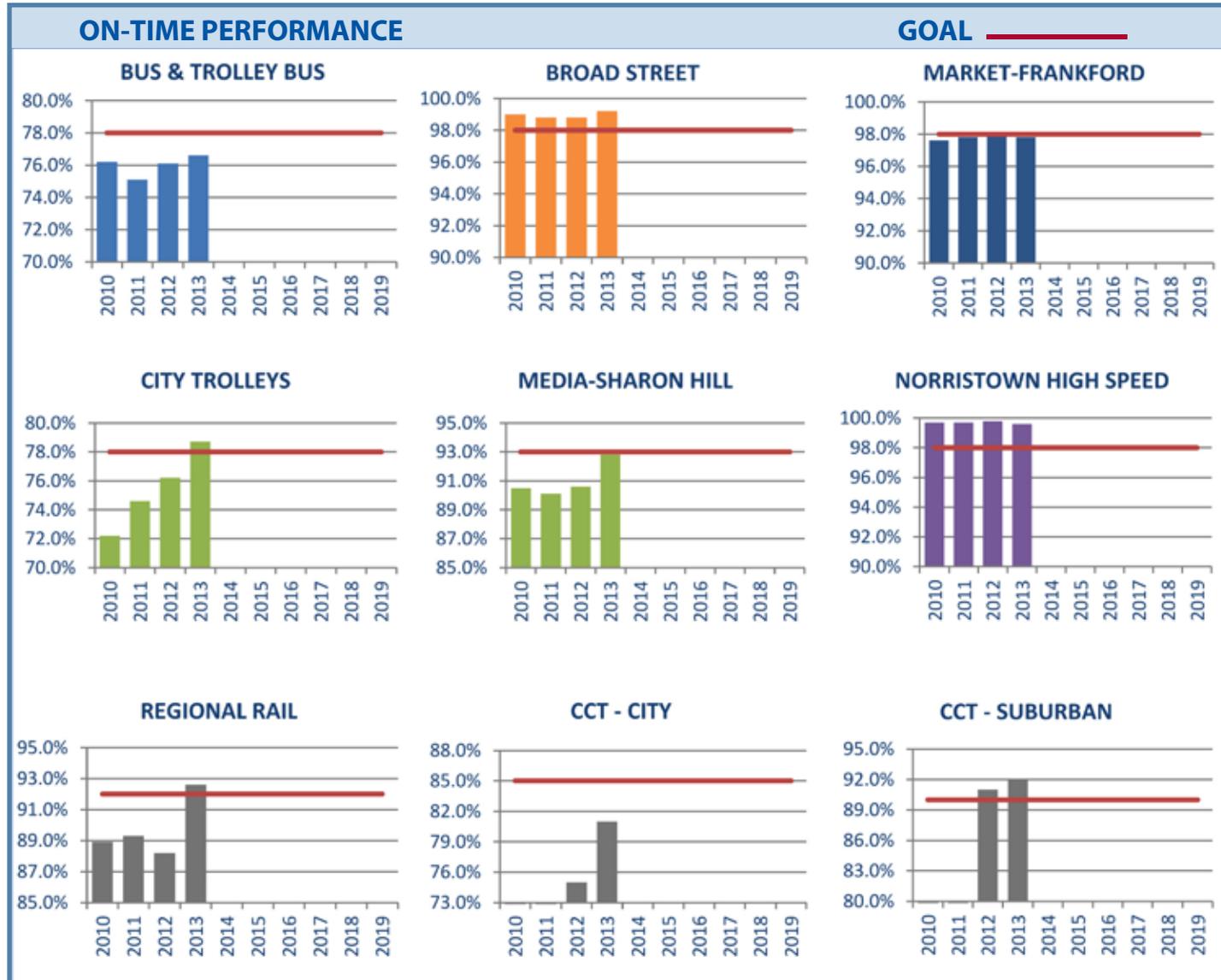
**GOAL STATEMENT:  
TO PROVIDE BEST-IN-CLASS  
TRANSPORTATION SERVICES THAT MEET OR EXCEED  
CUSTOMER EXPECTATIONS**



## METRIC DEFINITIONS

- COMMENDATIONS TO COMPLAINTS RATIO**
  - A customer feedback metric, measured by total commendations received divided by total complaints, received through all forms of communications media – mail, email, phone, web-based and social media.
- SERVICE RELIABILITY**
  - An on-time performance metric, measured by the sum of scheduled trips arriving at their last stop on-time (i.e., less than six minutes behind schedule), divided by the sum of all scheduled trips.
- COMMUNICATION ACTIVITY INDEX**
  - A customer communication metric, measured by an index that reflects the sum of SEPTA Facebook Page “likes,” App downloads, a composite score of SEPTA\_SOCIAL Twitter activity, and Control Center communications. (Note: Fiscal Year 2014 is the first year of data collected and will serve as the baseline.)
- CUSTOMER SATISFACTION RATING**
  - An overall customer experience metric, whose baseline will be established in Fiscal Year 2015 upon execution of a refreshed Customer Satisfaction Survey.
- UPTIME OF MISSION CRITICAL SYSTEMS**
  - A customer-facing technology reliability metric, measured by the percent of time during which the SEPTA website and API real-time website and application technology systems are fully functional.







### BUSINESS INITIATIVES

#### • REFINE CUSTOMER & EMPLOYEE FEEDBACK LOOPS:

- Enhance internal market research capabilities
- Refresh Customer Satisfaction Survey
- Continue liaison activities with Citizen Advisory Committee, Youth Advisory Committee, and the Advisory Committee for Accessible Transportation
- Increase penetration into emerging social media channels

#### • ADVANCE “BUILDING A SEPTA CUSTOMER SERVICE CULTURE” (BASCSC) PROGRAMS:

- Expand Facility Improvement Team (FIT) projects
- Prioritize employee team-building and recognition initiatives
- Continue station communication and cleanliness improvement efforts

#### • UPGRADE COMMUNICATIONS PLATFORMS:

- Improve speed and reliability of real-time information
- Establish new passenger WiFi connections
- Enhance the SEPTA website

#### • CONTINUALLY SEEK NEW OPPORTUNITIES TO MEET OR EXCEED CUSTOMER EXPECTATIONS:

- Continue to fine-tune Passenger Etiquette and Quiet Ride programs
- Expand community-based partnerships at station areas
- Prioritize customer service skills and training for all employees
- Restructure resources and roles to prepare for New Payment Technologies program

#### • NURTURE STAKEHOLDER RELATIONSHIPS:

- Continue briefings with – and outreach to – local, state, and federal officials
- Proactively seek out positive working relationships with community and advocacy groups
- Incorporate stakeholder input into planning and development efforts

#### • REFRESH SEPTA BRAND:

- Ensure uniformity and consistency of corporate communications, station signage, and way finding materials
- Develop new Strategic Business Plan microsite for reporting purposes



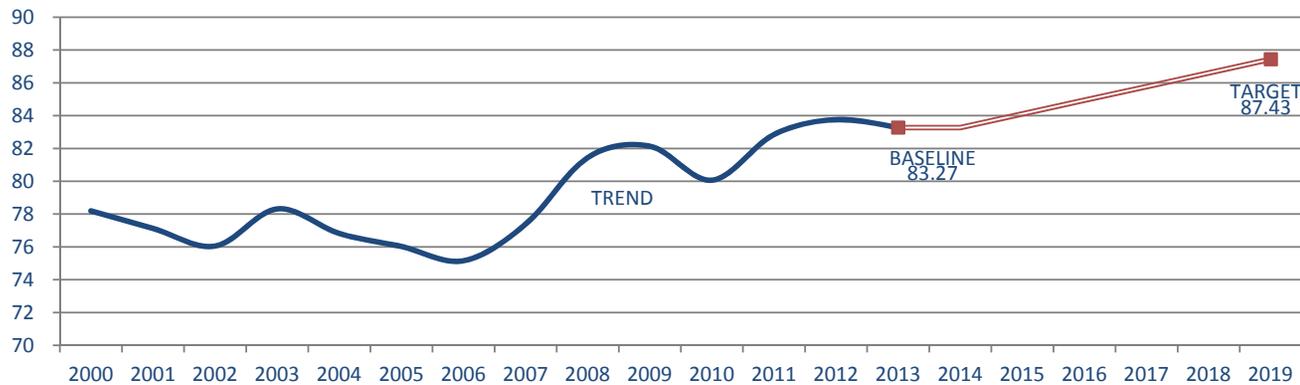
# FINANCIAL EFFICIENCY

**GOAL STATEMENT:**  
TO RESPONSIBLY MANAGE RESOURCES  
IN A WAY THAT PROVIDES REQUISITE BUDGET  
STABILITY TO GROW THE SYSTEM



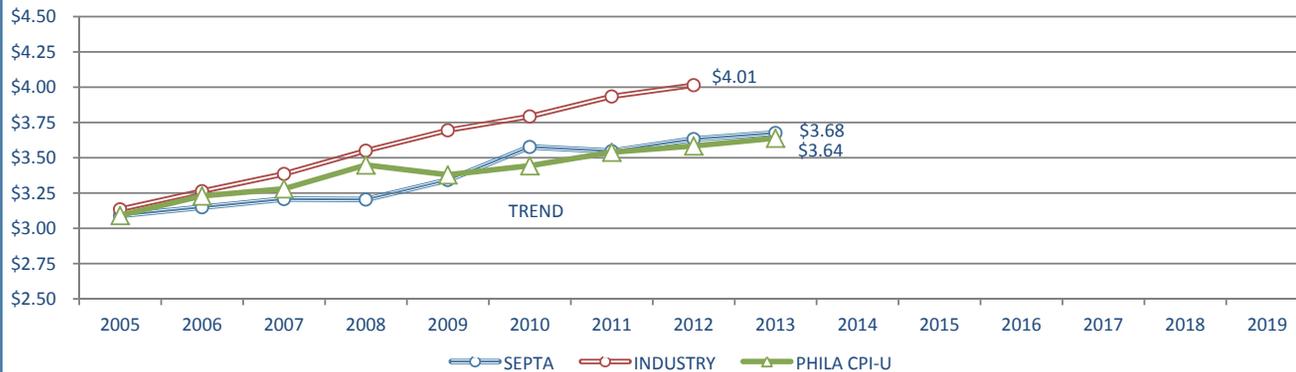
**UNLINKED PASSENGER TRIPS (UPT) PER CAPITA**

GOAL: 5%↑



**OPERATING EXPENSES PER UNLINKED PASSENGER TRIP (UPT) VS. INDUSTRY TREND & CONSUMER PRICE INDEX FOR PHILADELPHIA REGION (PHILA CPI-U)**

GOAL: SEPTA Δ BELOW PHILA CPI-U Δ



**METRIC DEFINITIONS:**

- **UNLINKED PASSENGER TRIPS (UPT) PER CAPITA**
  - A ridership growth metric, measured by UPT aggregated across all SEPTA modes, divided by the total residential population of the five counties (Bucks, Chester, Delaware, Montgomery, and Philadelphia) of Southeastern Pennsylvania.
- **OPERATING EXPENSES PER UPT VS. INDUSTRY TREND & CONSUMER PRICE INDEX FOR PHILADELPHIA REGION (CPI-U)**
  - A fiscal efficiency metric, measured by agency-wide operating expenses, divided by UPT aggregated across all SEPTA modes; annualized growth is compared with: 1) the U.S. Transit Industry growth rate (reported on a one-year lag by the National Transit Database); and 2) the Greater Philadelphia Urbanized Area Consumer Price Index (CPI-U) (reported by the Bureau of Labor Statistics).



### BUSINESS INITIATIVES

#### • GROW NEW RIDERSHIP MARKETS:

- Seek out organizational partnerships through the Commuter's Choice Program
- Continue targeted outreach with senior and disabled communities
- Develop marketing initiatives through New Payment Technologies
- Partner with tourism, cultural, and educational institutions
- Pilot late-night service on the Broad Street and Market-Frankford Lines

#### • PARTNER ON CONGESTION MITIGATION INITIATIVES:

- Support I-95 Congestion Mitigation with DVRPC and PennDOT
- Support other corridor-specific congestion mitigation initiatives with Transportation Management Associations (TMAs)

#### • ENSURE LONG-TERM STABILITY OF OPERATING BUDGET:

- Maximize non-fare based income through asset recovery, advertising and naming rights, and emerging revenue sources such as energy storage
- Implement periodic state-recommended inflationary fare increases
- Maintain service stabilization fund to prepare for economic uncertainty

#### • ADVANCE STRATEGIES FOR UTILITY COST REDUCTIONS:

- Continue financial hedging strategies for critical commodities, especially fuel
- Implement Energy Action Plan (Published 2012) for vehicle and facilities energy efficiencies
- Adopt a formalized partnership with the Philadelphia Water Department Office of Watersheds for stormwater fee relief

#### • IDENTIFY COST-EFFECTIVE WAYS TO ADD SERVICE CAPACITY:

- Collaborate with "Transit First" Committee to speed-up service in key corridors
- Leverage emerging capacity enhancement opportunities through railcar and trolley procurements
- Utilize higher-capacity 60-foot buses on select routes to ease capacity constraints

#### • ADOPT BUSINESS PROCESS EFFICIENCIES TO IMPROVE PRODUCTIVITY

- [See 'Resource Management' section for more information]



# INFRASTRUCTURE STATE OF GOOD REPAIR & RELIABILITY

**GOAL STATEMENT:**  
TO REDUCE SEPTA'S BACKLOG OF CAPITAL REPAIR NEEDS IN A WAY THAT IMPROVES SAFETY, RELIABILITY, CAPACITY, AND THE CUSTOMER EXPERIENCE



## ACHIEVEMENT OF MAJOR PROJECT MILESTONES WITHIN 90 DAYS

GOAL: 80%



## MEAN DISTANCE BETWEEN FAILURES

GOAL: 0-20%↑ BY MODE  
(MODAL ANALYSIS ON FOLLOWING PAGE)

MODE	2010	2011	2012	2013	2019 GOAL
BUS/TROLLEY BUS	7,066	8,753	9,283	7,954	10,875
BROAD STREET	123,883	150,370	151,370	120,906	120,000
MARKET-FRANKFORD	71,107	76,373	76,311	58,357	80,000
CITY TROLLEYS	5,963	5,431	6,718	5,634	7,500
MEDIA-SHARON HILL	15,892	22,372	26,624	30,359	27,000
NORRISTOWN HSL	32,211	34,099	37,803	45,802	38,000
RAILROAD	42,828	38,965	48,956	55,683	50,000
CCT CITY	N/A	N/A	10,767	13,931	8,000
CCT SUBURBAN	N/A	N/A	26,002	22,385	20,000

## ASSET STATE OF GOOD REPAIR RATING TO BE DETERMINED

**NOTE:** KEY PERFORMANCE INDICATOR WILL BE EXTRACTED FROM INDUSTRY EFFORTS TO DEFINE AND MEASURE ASSET STATE OF GOOD REPAIR (SGR). SEPTA IS PARTICIPATING IN AN INDUSTRY WORKING GROUP TO DEVELOP SGR METRICS PURSUANT TO FEDERAL REQUIREMENTS UNDER "MAP-21", THE CURRENT FEDERAL TRANSPORTATION FUNDING AUTHORIZATION LEGISLATION.

## METRIC DEFINITIONS:

### • ACHIEVEMENT OF MAJOR PROJECT MILESTONES WITHIN 90 DAYS

- A project delivery metric, measured by the sum of major project milestones for capital construction projects achieved within 90 days, divided by the sum of all major project milestones for capital construction projects during that reporting period.

### • MEAN DISTANCE BETWEEN FAILURES (MDBF) BY MODE

- A mechanical reliability metric, measured by the sum of fleet miles travelled by mode, divided by the sum of all reportable mechanical failures by mode during that reporting period.

### • ASSET STATE OF GOOD REPAIR RATING

- An asset condition metric, whose baseline will be established upon receipt of guidance to be issued by the Federal Transit Administration per MAP-21 requirements.

# INFRASTRUCTURE STATE OF GOOD REPAIR & RELIABILITY

## MEAN DISTANCE BETWEEN FAILURES (MDBF) BY MODE



### BUSINESS INITIATIVES

#### • IMPLEMENT “CATCHING UP” INFRASTRUCTURE PROGRAM:

- Reduce SEPTA’s \$5 billion state of good repair backlog
- Replace railcars, locomotives, and trolleys
- Rehabilitate core infrastructure, including bridges and bridge timbers, substations and other power infrastructure, track, stations, and maintenance facilities
- Advance design & engineering work for large-scale renovations, especially 15th Street/City Hall Stations

#### • ADOPT LONG-RANGE PLAN FOR CAPACITY ENHANCEMENTS & SERVICE EXPANSION:

- Increase system capacity by improving station access via bike-to-transit and parking expansion
- Pursue transit-oriented development (TOD) projects in partnership with communities and developers
- Plan for long-term service expansion opportunities

#### • IDENTIFY STRATEGIC PARTNERSHIPS TO EXTEND THE IMPACT OF CAPITAL FUNDING:

- Seek funding for infrastructure resilience program
- Execute energy performance contracts to finance energy-saving capital projects
- Enter into public-private partnerships, where appropriate, to accelerate project delivery
- Coordinate with railroad partners for separation of service initiatives

#### • LINK CAPITAL INVESTMENTS TO SYSTEMS MODERNIZATION:

- Leverage railcar, locomotive, and trolley procurements to upgrade system performance
- Increase investment levels in vehicle overhaul program to maintain quality for the remaining service life of existing fleets
- Implement transit asset management (TAM) program to strategically plan preventive maintenance, capital upgrade and replacement schedules

#### • PRIORITIZE ACCESSIBILITY IN STATION REHABILITATION AND VEHICLE REPLACEMENT INVESTMENTS:

- Purchase low-floor trolleys
- Install high-level platforms at additional Regional Rail stations
- Install elevators and escalators at additional locations



# EMPLOYEE GROWTH

## GOAL STATEMENT: TO ATTRACT, DEVELOP, AND RETAIN A DIVERSE, HEALTHY AND VERSATILE WORKFORCE



### FILL RATE FOR KEY VACANT POSITIONS FROM ADVANCING INTERNAL MANAGEMENT (“AIM”) SUCCESSION POOL

GOAL: 50%



### METRIC DEFINITIONS:

- **VACANT KEY STRATEGIC POSITIONS TO BE FILLED FROM “AIM” SUCCESSION PLANNING POOL**
  - A program effectiveness metric, measured by the sum of succession planning pool participants that are selected for key strategic positions that become vacant, divided by the sum of total key strategic positions that become vacant through 2019.
- **CONTINUED INCREMENTAL IMPROVEMENT FROM ONGOING FOCUS ON WOMEN AND MINORITY HIRING EFFORTS**
  - A diversity metric, measured by the net percentage point increase of women and minorities in management and professional job groupings.

### CONTINUED INCREMENTAL IMPROVEMENT FROM ONGOING FOCUS ON WOMEN AND MINORITY HIRING EFFORTS

GOAL: VARIES BY GOAL AREA

JOB TYPE (EMPLOYEE POPULATION)	GOAL AREA	COMPARE YEAR (7/1/08)	TREND	BASELINE YEAR (7/1/13)	GOAL	TARGET YEAR (7/1/19)
MANAGEMENT (TOTAL: 1,097)	MINORITY	36%	+3%	39%	+4%	43%
	WOMEN	14%	+2%	16%	+3%	19%
PROFESSIONAL (TOTAL: 396)	MINORITY	33%	+3%	36%	+4%	40%
	WOMEN	30%	+5%	35%	+6%	41%

### BUSINESS INITIATIVES

#### • COMPETE FOR TALENT THROUGH TARGETED EMPLOYEE RECRUITMENT EFFORTS WITH:

- Trade schools
- Colleges and universities
- Community groups and not-for-profits
- Citizen re-entry programs
- Military veterans programs

#### • ESTABLISH DIVERSITY, SAFETY, AND CUSTOMER SERVICE AS UNDERLYING PRINCIPLES FOR EMPLOYEE GROWTH

- Target women and minorities for key underutilized job groupings
- Onboard new SEPTA employees with information about the Strategic Business Plan
- Provide customer service and safety training for front-line and supervisory personnel
- Support Women-In-Transit programming, including leadership development coursework
- Build upon employee recognition efforts, especially for exemplary safety performance



#### • IMPLEMENT A COMPREHENSIVE SUITE OF TALENT MANAGEMENT RESOURCES, INCLUDING:

- Career planning and employee development programs
- Succession planning and leadership development programs
- An emphasis on performance management
- Management transition programs
- Rapid assimilation of new employees

#### • EXPAND THE DEPTH AND BREADTH OF EMPLOYEE WELLNESS PROGRAMS:

- Grow successful initiatives, including: “Weight Watchers at Work”; on-site health and wellness fairs; on-site registered dietitians; “Farm-to-SEPTA” (an employee farm share program); and “Wellness Wednesdays” employee communications materials
- Incubate new initiatives, including: a corporate walking program (with maps marking distances for each location); diabetes prevention and management programs; and additional weight-loss initiatives

#### • DEVELOP A CULTURE OF VOLUNTEERISM:

- Continue to partner and provide leadership on annual food and toy drives
- Continue to participate in annual “Philly Spring Clean-up Day”
- Expand reach of ambassador programs



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