2022
PERFORMANCE
Review Report
Innovating for the Future

SEPTA

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Letter from Board Chairman & GM/CEO

A Message to our Stakeholders:

This past year was one of change and adjustment at SEPTA as we continued to work to regain ridership and customer confidence. The way people travel has changed and new patterns have emerged, and we are adapting. We are making adjustments to our service and pursuing projects that meet current and future transportation needs. Even before the pandemic, these changes were due and we will be stronger for addressing them.

Prior to COVID, public transit was already on a path of change. What was once happening slowly – advancements in technology and changing mobility patterns – is now happening immediately. Consumers demand convenience, speed, and simplicity as they travel for work and life. Restoring the former transit paradigm will not lead to a successful recovery or position SEPTA to serve our region's immediate or future needs.

As we reimagine SEPTA for the future, we're responding to dynamic changes from customers and competition by building the systems we need, not just rebuilding the systems we had. We are engaging our customers and stakeholders to reimagine our organization, respond to pressing challenges, revamp our services and better connect people across the region.

From frontline workers to executives, our visionary, innovative and smart teams are working to move SEPTA Forward, solving immediate challenges and positioning us to thrive in the future. And we are holding ourselves accountable.

Through Innovating for the Future, we are sharing the ways in which SEPTA has implemented new plans, technology and ways of thinking. We're using data to optimize our performance, ensuring the safety and wellbeing of our riders and employees, building partnerships and increasing efficiencies.

Everyone is welcome and invited to contribute to helping SEPTA deliver on our mission of providing safe, reliable, and accessible transit choices for everyone in the Philadelphia region.

We're #InItTogether

Pasquale T. Deon
Board Chairman

Leslie S. Richards
General Manager & CEO

Introduction to Goals

SEPTA's path forward continues to be guided by our Strategic Plan's three main goals:

GOAL 1

DEVELOP A PROACTIVE ORGANIZATION

GOAL 2

PROVIDE AN INTUITIVE EXPERIENCE

GOAL 3

DELIVER A SEAMLESS TRAVEL NETWORK

See how we've delivered on these goals over the past year and learn more about how we intend to continue to build on that progress in 2023.

SEPTA collaborated with community leaders and elected officials in West Mount Airy to honor the life and legacy of minister, educator, writer, and role model Richard Allen by renaming a train station in his honor.

GOAL 1: Proactive Organization

As we rethink SEPTA to meet the needs of the future, we are cultivating a workplace that is agile and responsive, makes the most effective use of our resources and invests in our people.

To achieve our goal of becoming a Proactive Organization, SEPTA is:

CONTINUING OUR COMMITMENT TO SAFETY

Over the past year, we continued to build on our nationally recognized **SCOPE (Safety, Cleaning, Ownership, Partnership and Engagement) Program**, with the development of initiatives, partnerships and approaches to protect the safety of our customers and our employees as they ride the system and work in our facilities and on our property.

AMERICAN PUBLIC
TRANSPORTATION ASSOCIATION
SCOPE

2022 Innovation Award

Southeastern Pennsylvania
Transportation Authority
(SEPTA), Philadelphia, PA

APTA

- **Safety**
- **Cleaning**
- **Ownership**
- **Partnership**
- **Engagement**

SEPTA Transit Watch App

Keep SEPTA Safe
See Something, Say Something

or Text-a-Tip to
215-234-1911

STRATEGICALLY DEPLOYING RESOURCES

- Recruiting and retaining more SEPTA Transit Police – despite declining numbers nationally, SEPTA secured the **largest class of police recruits** in recent time, which will **boost our force by over 10%**
- **Enhancing student safety** by having our police board with groups of students, moving with them throughout the system
- Deploying **88 SEPTA Outreach Specialists** on Sub/El trains and stations

EMBRACING TECHNOLOGY

- Promoting the **Transit Watch App** to customers and employees
- Piloting **Artificial Intelligence technology** to detect weapons in **300 stations and on platforms**
- **Virtual Patrol Center** began monitoring **live-feed security cameras**
- Equipping **over 260 custodians** with SEPTA cell phones to alert Transit Police

EXPANDING OUR OUTREACH APPROACH

- Deploying eight contracted outreach teams throughout **22 Center City and hotspot stations** to engage the vulnerable population
- Engaging an **average of 3,500 individuals monthly**, connecting many to social services and treatment.
- Deploying **training tools to help the vulnerable population** to build employee awareness and capacity to support SCOPE's Plan program
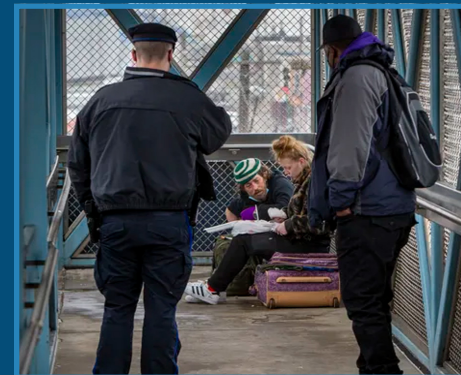
ENGAGING PARTNERS

- Collaborating with **Philadelphia Police, Center City District**, and **State Attorney General's Office** targeting violent crime in Center City along the MFL corridor
- STPD and SCOPE partners with **Philadelphia's Opioid Response Unit** to coordinate efforts across Sub-EL
- Mobilizing partnerships with **Drexel** and **Cabrini University Students** Health Navigators in Kensington and Center City and with **Philadelphia Center Against Sexual Violence** (formerly WOAR) for outreach at Dilworth Plaza

INVESTING IN AND EMPOWERING OUR PEOPLE

By updating succession and progression planning programs and investing in our employees' skills, SEPTA gave our staff new opportunities to learn, grow and create a pathway to a successful career throughout the year. Additionally, to empower our employees and provide them greater flexibility and balance, we've implemented SEPTA's first-ever work-from-home policy.

FOSTERING AN INCLUSIVE CULTURE

ALL GENDER RESTROOM

All people are welcome to use this restroom, regardless of gender.

SEPTA has put into place groundbreaking programs to foster a diverse, healthy and vibrant workplace to ensure an inclusive environment for all who work at and do business with SEPTA.

The Authority created and filled a new role of Chief Equity & Inclusion Officer reporting directly to the CEO/General Manager.

Following passage of the Bipartisan Infrastructure Law, SEPTA CEO and General Manager, Leslie Richards, joined several other transportation leaders to develop a set of principles and industry best practices that will guide how to contract on major infrastructure projects going forward. SEPTA was one of the first agencies to sign on to the "Equity in Infrastructure Pledge," which will drive federal infrastructure funds to historically underutilized businesses to create generational wealth and reduce the racial wealth gap by creating more prime, joint venture and equity contracting opportunities.

CREATING EFFICIENT PROCESSES AND INCREASING ACCOUNTABILITY

This year SEPTA augmented our supervisory, administrative and management (SAM) performance evaluation process by further leveraging our HR software. The SAM performance evaluation process now includes feature-driven self-evaluation and cascading goals.

We further advanced our Integrated Reporting and Information System (IRIS) Program in 2022 to transform our core administrative business processes. Among the enhancements, the go-live of IRIS now brings SEPTA a modern timekeeping system that will provide one place for employees to see their pay, track their time, and manage their benefits.

Transformation
Efficiency & Accountability

SEPTA takes seriously our obligation to responsibly manage our funding. That's why this year we established a Transformation Office to manage our Efficiency and Accountability efforts to reduce our financial gap and create a cultural shift needed to support lasting change.

More than 1,000 SEPTA employees – mainly frontline and functional supervisory staff – evaluated all facets of our operation to determine what practices can be improved upon to operate more efficiently and enhance the employee and customer experience.

As our first annual Transformation Report shows, these innovative solutions have already realized $38.5 million in annual recurring benefits - over 35% of the plan's total estimated benefits.

2022 Efficiency and Accountability Accomplishments include:

An employee-led eligibility audit has led to removal of five percent of dependents who no longer qualify for coverage – generating an expected savings of $7 million.

Developing a fleet-wide efficiency initiative on buses that will result in nearly five percent fuel savings per bus based on the results of a pilot program, totaling more than $1 million in annual cost savings at current market prices.

EXPANSION OF SMALL BUSINESS ENTERPRISES | MEMORANDUM OF UNDERSTANDING | METRICS AND DATA | COMMUNICATION | CAPACITY BUILDING | MEGA PROJECT

SERVING AS A PLATFORM FOR PARTNERSHIPS

In April, SEPTA launched SEPTA Key Advantage – a pass program to help bolster an inclusive recovery for the region. SEPTA Key Advantage passes can be used on all SEPTA modes including Regional Rail, Market-Frankford Line, Broad Street Line, Norristown High Speed Line, and city and suburban buses and trolleys. We initially partnered with Drexel University, Penn Medicine and Wawa, enabling them to acquire SEPTA Key cards directly from SEPTA and distribute them to employees. The program was so successful, we expanded it to include FMC and we're inviting more organizations to participate – beginning with employers with 500 or more employees – to bolster inclusive recovery for the region.

We have also built valuable relationships through our SCOPE program. SEPTA has teamed up with Cabrini University, Drexel University and Northeast Treatment Centers to provide aid and services for members of the vulnerable population, as well as with the Philadelphia Center Against Sexual Violence (formerly WOAR) and the Delaware County Victim Assistance Center to provide advocacy, counseling and education regarding sexual violence. These innovative partnerships are designed to restore confidence in public transportation, build ridership, and support recovery from the pandemic.

EMPHASIZING SUSTAINABILITY

Last year, SEPTA began operations of its second offsite solar farm, more than doubling its solar power capacity and generating enough energy to meet about 20 percent of SEPTA's electricity demand.

SEPTA also received more than $23 million in new funding from the Infrastructure Investment and Jobs Act. This will support our efforts to improve bus charging capacity as well as our transition to zero-emission vehicles.

FACILITATING DATA-DRIVEN DECISION MAKING

Our new Open Data Portal makes SEPTA's ridership, financial and geo-spatial data sets publicly available. This increased transparency allows greater facilitation of critical work and the ability to spark imagination and insights by stakeholders including researchers, public and private industry, policy makers, our employees and the general public. Likewise, our **Key Performance Indicators** are posted on our website quarterly to enable the public to track our progress towards our strategic objectives. (See Page 19)

SEPTA also increased the number of vehicles with automated passenger counters by 54%, enabling us to share real-time information not just on the location of our vehicles, but also indicating how many people are on them. That means we can better communicate to our riders how crowded a vehicle is so they can make real-time, informed decisions about their travel.

GOAL 2: Provide an Intuitive Experience

Our riders should expect a system that is easy to use, regardless of their familiarity, language or ability. Over the past year, SEPTA has been working to make travel easier and convenient with the right information at the right time for a smooth and enjoyable journey.

EMBRACING THE DOOR-TO-DOOR EXPERIENCE

SEPTA is working to make every stage of the journey simple and accessible for everyone – from planning a trip and getting to the station, to boarding and making a transfer. Vehicles should be safe, clean, and modern and the journey should feel seamless. To achieve this, we are establishing new ways of working together – internally, with our riders as well as our partners – sharing information and delivering solutions for our riders that cut across organizational boundaries.

ADDRESSING TECHNOLOGY AS 21ST CENTURY INFRASTRUCTURE

We responded to riders' expectations of helpful, user-friendly technologies on an interim basis by refreshing the design of our website to make it more mobile friendly. We've advanced work on the complete overhaul of the website, which will be introduced this spring. SEPTA also conducted focus groups to test out new mobile app design concepts now under development.

DESIGNING FOR USERS' UNDERSTANDING AND EXPERIENCES

SEPTA finalized our Wayfinding Master Plan and progressed development of physical and digital strategies to improve navigability and enhance access to information. We've already put the plan into early action with new concourse signage and temporary construction site signage at various stations.

INTEGRATING TRIP PLANNING AND PAYMENT

In December, SEPTA launched "Key Tix," a mobile ticketing pilot program available within the SEPTA app for trips on buses, trolleys, the Broad Street Line, Market-Frankford Line, and Norristown High Speed Line. The program will expand to Regional Rail this year.

We also laid the groundwork throughout the year so that we were able to accept contactless bankcards and credit cards for trips on buses, trolleys, the Broad Street Line, Market-Frankford Line, and Norristown High Speed Line in the first quarter of 2023. This feature gives riders the capability to tap their personal bank/credit card or phone with mobile payment services such as Apple Pay, Google Pay, and Samsung Pay.

PROVIDING ACCESSIBILITY FOR ALL

In 2022, SEPTA committed funding to projects to make the BSL and MFL fully accessible by 2034 and received a $56m grant to make the 11th Street subway station on the Market-Frankford Subway Line and the Chinatown, Erie, Fairmount Upper Level, Fairmount Lower Level and Snyder stations on the Broad Street Subway Line fully ADA accessible.

We also released the Request for Proposals for modern, accessible trolleys to replace the entire existing fleet. And in the fall, we shared design concepts for new trolley stations, developed with input from more than 5,000 members of the public. SEPTA's Trolley Modernization Project will provide a fully accessible trolley system with new vehicles and stations built for universal access.

GOAL 3: Deliver a Seamless Transit Network

Our strategic plan sets a clear vision of a unified lifestyle network that can be easily used for any sort of trip – whether it be commuting to work, heading to school, running errands or engaging in leisure activities. We are working to identify a core network of frequent routes across all SEPTA modes – and other agencies like PATCO and Amtrak – with a clear set of standards for service, frequency and patterns.

Key to creating a successful unified network is hearing from those who will use it. In 2022, we embarked on a groundbreaking stakeholder engagement campaign to hear from as many people and get as many perspectives as possible on the three programs that will help us build towards the SEPTA Forward vision:

Project METRO

Reimagining Regional Rail

Bus Revolution

Trolley Modernization

PROJECT METRO will unify our Market-Frankford Line, Broad Street Line, Norristown High Speed Line, and trolleys as a single, easy to use network with new maps, signage, and communication. This initiative advances our Wayfinding Master Plan which includes the installation of new signage across the Metro system to make stations easier to navigate, improves real-time information with enhanced screens, and the redesign our mobile app and website.

REIMAGINING REGIONAL RAIL is a rider and data-driven process to make our commuter rail system more useful for more people and identify what it will take to get there. That means rethinking frequency, route lengths, fares, connections to buses and rail transit and more.

BUS REVOLUTION will redesign the bus network to better match how people travel, aligning services with changes to the city and region, simplifying bus routes to improve system legibility, and increasing operational efficiency and effectiveness through improved speed and reliability.

DESIGNING SERVICES THAT MEET CHANGING NEEDS

With years of declining ridership, buses running average speeds of under 12mph, and few of our high-ridership routes meeting our on-time performance standard, SEPTA launched the first comprehensive review of our bus routes since 1964, when the Authority was created.

SEPTA's Bus Revolution Draft Network is the result of input, engagement, and listening – over the past year – from riders and potential riders, community members, residents, and others across the city about needed changes. The Team conducted another round of public input sessions in March, when it released the next version of the plan.

SIMPLIFYING AND SUPPORTING TRANSFERS

Transferring between services can be confusing, particularly for new riders or visitors. To help simplify transfers, we began a preliminary launch of our Wayfinding and signage program to help riders easily navigate from one service to the next.

PROVIDING RELIABLE TRANSIT SERVICE

Many factors impact SEPTA's ability to provide competitive and reliable service. SEPTA's Center City Transit Operations Plan identified speed and reliability issues for buses downtown and defined plans for a series of transit priority projects to address them.

Also last year, SEPTA established our Transit Priority Program to advance projects and policies that support Bus Revolution by making our buses more frequent, fast, reliable, accessible, and comfortable across the region. In our 2023-2034 Capital Program, we dedicated $105 million to bus network enhancement projects over the next 12 years, including things like better bus stops, transit-only lanes, and new traffic signals that give transit riders priority at the intersection.

PRIORITIZING SPACE FOR TRANSIT

Last summer, SEPTA created a mile-long red-painted bus lane on Chestnut Street from Broad to 2nd in partnership with the City of Philadelphia and PennDOT. Studies have shown that this approach has been effective in cutting down the number of cars and delivery trucks that block transit buses.
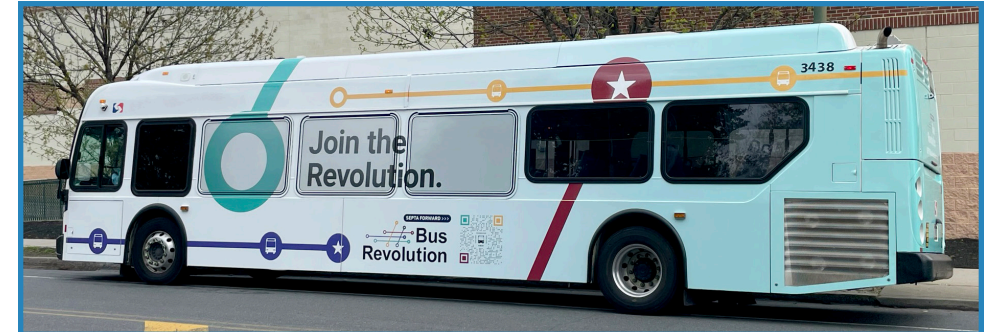
DEVELOPING A UNIFIED FARE POLICY

SEPTA is continuing to evaluate our fare policy in a transparent way to prioritize equity and affordability and simplify the payment process.

There were no fare increases in the FY 22-23 budget and riders still benefit from the fare adjustments enacted during the pandemic. We introduced SEPTA Key Advantage, allowing institutions to acquire SEPTA Key Cards directly and provide them at no cost to employees and students, enabling them to travel for free anytime on SEPTA. We've decreased select fares and created a One Day Neighborhood FleX Pass for riders traveling shorter distances on Regional Rail. In December, we launched SEPTA Key Tix, a mobile ticketing pilot program that offers riders an easy-to-use option to purchase fares for one or more people using a smartphone.

COLLABORATING TO IMPROVE ACCESS TO TRANSIT

In April of 2022, SEPTA, State and Federal officials announced a collaboration on a $1 million project in Darby Borough to address safety issues with the only grade crossing in the nation where an active freight line crosses an active fixed-rail transit line. The project, which will be funded by federal dollars, will address the safety concerns at the crossing, which sees vehicular traffic from two roads, pedestrian traffic as well as a SEPTA trolley line crossing a major interstate freight line which operates throughout the day and night. The grade crossing was the subject of a two-phase study conducted by the Delaware Valley Regional Planning Commission (DVRPC) to address safety concerns.

PROMOTE TRANSIT-SUPPORTIVE COMMUNITIES

The Federal Transit Administration awarded SEPTA a $300,000 grant in December 2022, enabling the Authority to explore transit-oriented development along a nearly three-mile corridor in Darby and Yeadon boroughs in Delaware County. The study will also evaluate stop consolidation alternatives, station area urban design, develop street design concepts, evaluate intermodal connections, review flood mitigation and electrical infrastructure needs and prepare public outreach strategies. Additionally, the project proposes to evaluate the potential for extending SEPTA's route 102 Trolley Line to Darby Transportation Center.

WHAT'S NEXT

In 2023 we are advancing the goals laid out in SEPTA Forward. We will continue on our quest to reimagine our system to provide better service to existing riders, attracting new riders and create a seamless and convenient lifestyle network for travel throughout the region. Our goals remain the same, but our priorities evolve for 2023:

GOALS

1 Proactive Organization

- Advancing safety by continuing our SCOPE program and bolstering an internal culture that prioritizes the security and wellbeing of our employees and our customers

- Continuing inclusive outreach efforts, ensuring that a broad range of riders and regional stakeholders are involved and creating new paths for disadvantaged businesses

- Developing employees with new skillsets to meet the needs of SEPTA, including enhanced programs for both hard and soft skills

- Filling critical positions, including operators and skilled labor jobs in the building trades; track and electrical maintenance and mechanical

- Addressing efficiency opportunities to reduce cost of providing services

2 Provide an Intuitive Experience

- Launching a new mobile app and website this spring

- Rolling out improved Real Time Information, including on the Market-Frankford Line this spring

- Implementing the ability for riders to use their phones or credit cards to pay for a trip

- Designing and constructing more accessible stations

- Working with our partners to prioritize in-street bus stop improvements

3 Deliver a Seamless Transit Network

- Increasing reliability by improving vehicles, particularly on the Market Frankford Line, and upgrading track and signal infrastructure at critical locations

- Revising schedules to meet changing needs by using latest ridership and regional travel trend data

- Installing new transit priority treatments with the City and PennDOT to give transit the space it needs to serve our region

- Revising the Bus Revolution draft network based on 2022 feedback and another round of extensive outreach in spring 2023 before final proposal in fall 2023

- Finalizing a long-term vision for Regional Rail and rolling out short-term service changes based on guiding principles

SEPTA FORWARD >>>

Strategic Plan KPI Summary Goals

	SINCE FY21 Q3	PREVIOUS QUARTER
GOAL 1: PROACTIVE ORGANIZATION		
Employee Lost-Time Due To Injuries Per 200,000 Work Hours	→	↑
Operating Expense Per Passenger Trip	↓	↓
Passengers Per Revenue Vehicle Hour*	↑	↑
Pounds of CO_2 Per Passenger Mile Traveled *	↓	↓
GOAL 2: PROVIDE AN INTUITIVE EXPERIENCE		
Daily Trips through Stations without Accessible Options	→	→
Contactless Trips	↑	↑
GOAL 3: DELIVER A SEAMLESS TRANSIT NETWORK		
Unlinked Trips Per Capita	↑	→
Average Vehicle Age by Mode - Regional Rail	↑	↑
Average Vehicle Age by Mode - CCT **	↑	↑
Average Vehicle Age by Mode - Heavy Rail **	↑	↑
Average Vehicle Age by Mode - Bus	↑	↑
Average Vehicle Age by Mode - Light Rail**	↑	↑
Average Vehicle Age by Mode - Trolley Bus	↑	↑
Population Near Transit - 15 Minute Transit Lines (Summer 2021 to Summer 2022)	↓	↓
Population Near Transit - All Transit Lines (Summer 2021 to Summer 2022)	→	→
Equitable Service (Summer 2021 to Summer 2022)	→	→
Transit Travel Time Competitiveness (Summer 2021 to Summer 2022)	→	N/A
On-Time Performance and Headway Adherence - Bus	↑	→
On-Time Performance and Headway Adherence - City Trolley	↑	→
On-Time Performance and Headway Adherence - Suburban Trolley	→	→
On-Time Performance and Headway Adherence - Regional Rail	N/A	→

* Data through November 2022   ** Estimated as of December 2022

KEY PERFORMANCE INDICATORS: TRACKING OUR PROGRESS

In order to track our progress on this journey, we have established a set of organization-wide key performance indicators (KPIs) that are aligned with these goals. These KPIs will help to guide investment decisions, identify areas for improvements, and create accountability internally and externally. Teams across SEPTA attract many different metrics related to their individual performance and efficiency, but these top-level KPI's indicate whether SEPTA is moving in the right direction to achieve our goals. If we are performing well against these metrics, we know that SEPTA is meeting our riders needs, supporting our region's recovery and growth, and doing it efficiently.

Looking back over the last several years, SEPTA has made incredible strides. Thanks to the dedication, ingenuity and passion of our employees, we not only survived the most tumultuous time in our history – we are better, we are stronger and we will continue to evolve to meet the needs of the region.

We appreciate our customers, partners and funders for supporting SEPTA. With your ongoing support, we will continue to provide mobility options throughout the region, improve equity and environmental sustainability and drive economic growth for decades to come.