



SEPTA Forward

A Vision for a Stronger Future

Strategic Plan 2021-2026

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TRANSIT AT THE CORE: A Letter from Leadership



- We are a region deeply rooted in our past, yet always reinventing ourselves and setting the course for a more thriving future. We are likewise proud of our past at SEPTA but must adapt our organization and our services to meet the changing needs of our riders, acting with urgency to ensure a resilient, prosperous, and equitable community for everyone. The future of Southeastern Pennsylvania depends upon it.

Our mission is clear but our challenges have never been more pressing. In 2021, many of the region's assets that can power our recovery are at risk. SEPTA is facing a dire financial crisis. Revenue and ridership losses could force service reductions that would short-circuit the region's economy. The combination of a public health and economic crisis have left many wondering what the future might hold for SEPTA.

Greater Philadelphia has always generated visionary ideas, and our region's leaders understand that transit is an essential ingredient to an equitable recovery. They recognize that a more inclusive, safe, and sustainable future demands a transit system to efficiently and reliably connect people to opportunities across all of Southeastern Pennsylvania. The purpose of this Strategic Plan is to assess our impact as an agency; identify the challenges that are disrupting our industry; and set the vision for where we need to be headed.

Fast forward to 2026. The United States is turning 250 years old and Philadelphia, the nation's birthplace, is ready to welcome the world. The region is preparing to host the Major League Baseball All Star game, the PGA Championship, possibly the World Cup, and other marquee events on the global stage. SEPTA's ridership is surging, the region and the economy is growing once again, and all our residents are sharing in this prosperity. This new reality—a resilient, prosperous, and equitable region with transit at its core—was far from guaranteed.

SEPTA Forward, our new Strategic Plan, is the framework for getting to the future state. It builds on SEPTA's mission by setting a clear vision for the future. The plan's goals and strategies constitute our organizational priorities and will act as the framework for our employees to develop the detailed programs, projects, and initiatives that will propel SEPTA, our communities, and our region forward. It includes a new suite of performance metrics we will use to track our progress, maintain accountability, and ensure that the actions we are taking are supporting the outcomes we desire. The Strategic Plan builds on the feedback we have received from our riders through customer surveys, at public meetings, and in our day-to-day interactions, and was developed by teams comprised of staff from across the organization.

As we face the immediate challenges of the COVID-19 pandemic and the capital funding shortfalls that prevent long term investments, this plan's goals—to develop a proactive organization, provide an intuitive experience, and deliver a seamless transit network—will lead SEPTA during the next five years and through the region's recovery. We are in this together.



Pasquale T. Deon
SEPTA Board Chairman



Leslie S. Richards
SEPTA General Manager

EXECUTIVE SUMMARY

The purpose of SEPTA Forward is to assess our impact as an agency; identify the challenges that are disrupting our industry; set the vision for where we need to be headed; and identify the goals and strategies that will get us there.

In our more than 50-year history, we have never faced a more critical moment: one where pressing financial, social, and environmental issues demand a clear vision and leadership. More than ever, we believe that the health and prosperity of the region is tied to the strength and success of SEPTA—and we all play an important role in that.

While this Strategic Plan was written to guide SEPTA’s priorities and actions, our intended audience is much broader. To realize our vision, engagement and partnerships will be essential with all levels of government, the private sector, non-profit, academia, and—most importantly—our riders. A customer-focused approach is central to the strategy in the pages that follow.

To truly know where we are going, we must first understand what we do and who we are as an organization. Our mission outlines our purpose while our core principles define the spirit of our organizational culture.

OUR MISSION

SEPTA moves the Southeastern Pennsylvania region forward by providing safe, reliable, and accessible mobility choices for everyone.

We support equity and enhance quality of life by connecting people with opportunity, catalyzing the economy, and sustaining our environment.

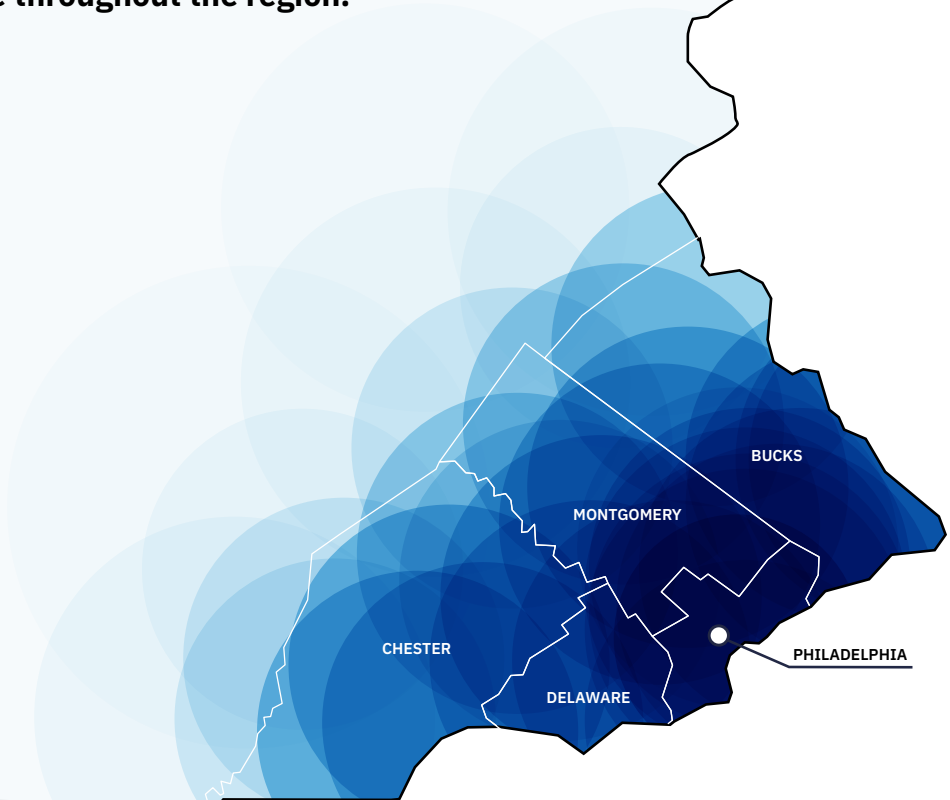
Our **SEPTA Spirit** represents both who we are and who we aspire to be as an organization. We take pride in providing an essential service for millions across the region and show up to work every day to keep the region moving by living out these qualities.



EXECUTIVE SUMMARY

TRANSIT IS AN ECONOMIC ENGINE

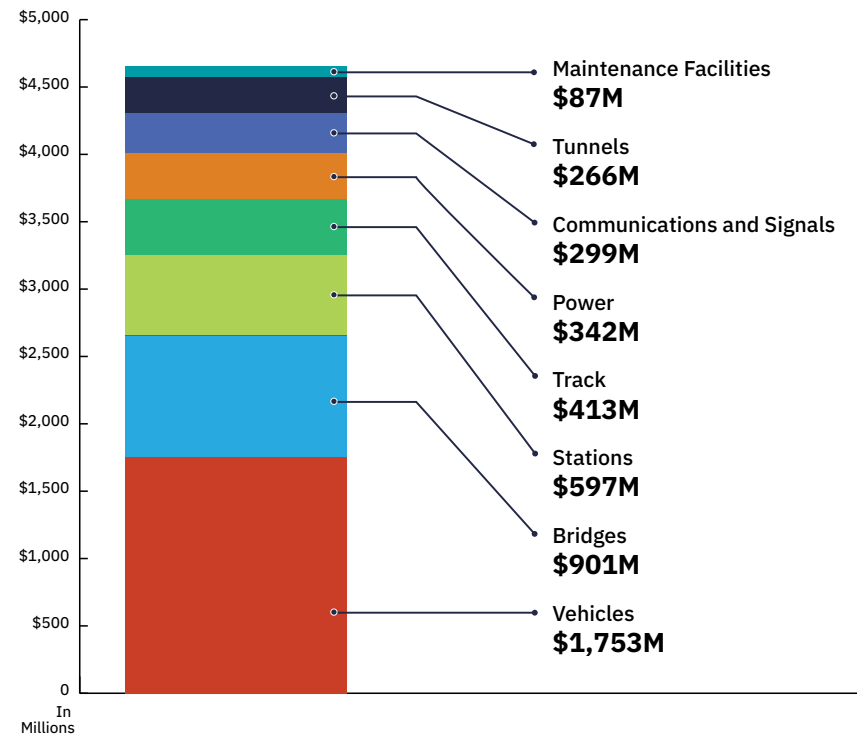
SEPTA contributes directly to our region's economy and spurs broader economic growth. **Southeastern Pennsylvania, which covers 5% of Pennsylvania's land area, accounts for 42% of the Commonwealth's total economic activity.** This degree of economic productivity and density is **only possible with transit to efficiently connect people throughout the region.**



SUSTAINABLE, BONDABLE FUNDING IS VITAL FOR THIS TO CONTINUE

SEPTA helped spur our region's growth over the past decade and we are ready to help create a more resilient, prosperous, and equitable region as we build back from the impacts of the COVID-19 pandemic. Investing in transit is an investment in our region and the entire Commonwealth of Pennsylvania: an investment to connect our residents to opportunities, keep goods moving, create well-paying jobs, and enable inclusive growth. It is an investment to sustain our environment and secure our health. But without sustainable, bondable funding sources, our ability to deliver a better future for our region is at risk.

SEPTA's backlog of state-of-good-repair projects is **\$4.6 BILLION.**



Our vision for a stronger future steers us through our challenges and guides SEPTA – and the region – forward.

OUR VISION

The Southeastern Pennsylvania region places transit at the core of a resilient, prosperous, and equitable community for everyone.

SEPTA is more than transit; it is the way we connect to each other.



DEVELOP A PROACTIVE ORGANIZATION

We are an agile and responsive organization that makes the most effective use of our resources. We invest in our people and work to build a diverse, inclusive, and empowered workforce that takes pride in serving the people of Southeastern Pennsylvania.



PROVIDE AN INTUITIVE EXPERIENCE

Our system is easy-to-use for all, regardless of familiarity, language, or ability, welcoming riders from across the world. We provide convenient services and the right information, at the right time, for a smooth and enjoyable journey.



DELIVER A SEAMLESS TRANSIT NETWORK

Our services work together, creating one unified, equitable network serving all types of trips, no matter where you are or what mode you choose. We anticipate changing needs and adapt services responsively to keep our region moving throughout the 21st century.

TAKING ACTION

SEPTA will transform our organization based on the lessons we have learned over the past year to support our region’s recovery and foster a resilient, prosperous, and equitable future. SEPTA Forward marks an important step to establish a clear direction and priorities—but it is only the beginning.

Much broader input will be required to revamp our services and better connect people across the region. That’s why we are launching a Comprehensive Bus Network Redesign (CBNR) with robust public engagement and, in short order, we’ll be launching similar initiatives to reimagine our Rail Transit and Regional Rail networks. These programs will enable us to implement the strategies identified in this plan in a coordinated fashion and build toward a long-term vision of a unified lifestyle transit network that meets the needs of our region today and tomorrow.

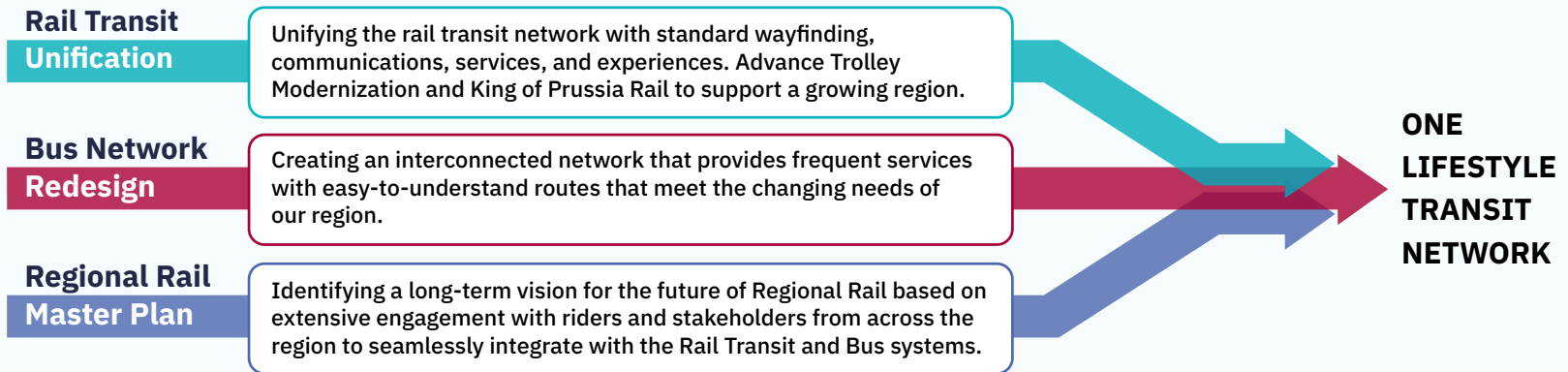
We are **organizing internal** teams of staff from across SEPTA to build out specific initiatives that will see our vision and goals through to reality. We are **engaging with our employees** through surveys and virtual town halls to gather ideas and refine strategic initiatives. This work is already underway, with the completion of an organization-wide survey that informed the development of this plan.

Our riders are at the center of everything we do at SEPTA. The best way for SEPTA to understand and respond to the unique needs of our region is to **listen to our riders** through more frequent surveys and outreach initiatives to engage with communities across the region.

SEPTA cannot achieve this plan’s goals on our own. We are **collaborating with our partners**—both public and private—to ensure that they receive the necessary funding and resources to maximize the benefits for our entire region.

In order to **track our progress** on this journey, we have established a new set of organization-wide key performance indicators (KPIs) that are aligned with the goals and strategic priorities established in this plan. They will be continually tracked, evaluated regularly, and presented in a public dashboard for transparency and accountability.

Three overarching programs will help us build towards our vision:





OUR MISSION AND SPIRIT

To truly know where we are going, we must first understand what we do and who we are as an organization. Our mission outlines our purpose while values define our organization's spirit and culture.

OUR MISSION

SEPTA moves the Southeastern Pennsylvania region forward by providing safe, reliable, and accessible mobility choices for everyone.

We support equity and enhance quality of life by connecting people with opportunity, catalyzing the economy, and sustaining our environment.

OUR SEPTA SPIRIT

No matter which role our employees play in keeping the region moving forward, six values guide everything we do. We take pride in providing an essential service for millions across the Southeastern Pennsylvania region. We show up to work every day to keep the region moving by living out these qualities. They represent both who we are and who we aspire to be as an organization.

We call this our **SEPTA Spirit**





| NIGHT OWL SERVICE - 40th Street Station | | |
|---|-----------------|----------------|
| Travel Direction | Train Last Trip | Bus First Trip |
| Eastbound | 12:23 AM | 12:28 AM |
| Westbound | 12:35 AM | 12:52 AM |

Late Night Service Trains run 24 hours on Friday & Saturday

SEPTA
30 40th Street Transportation Center
40 Center City Business
Market-Frankford Line
6th Street Transportation Center
STOP I.D. 300

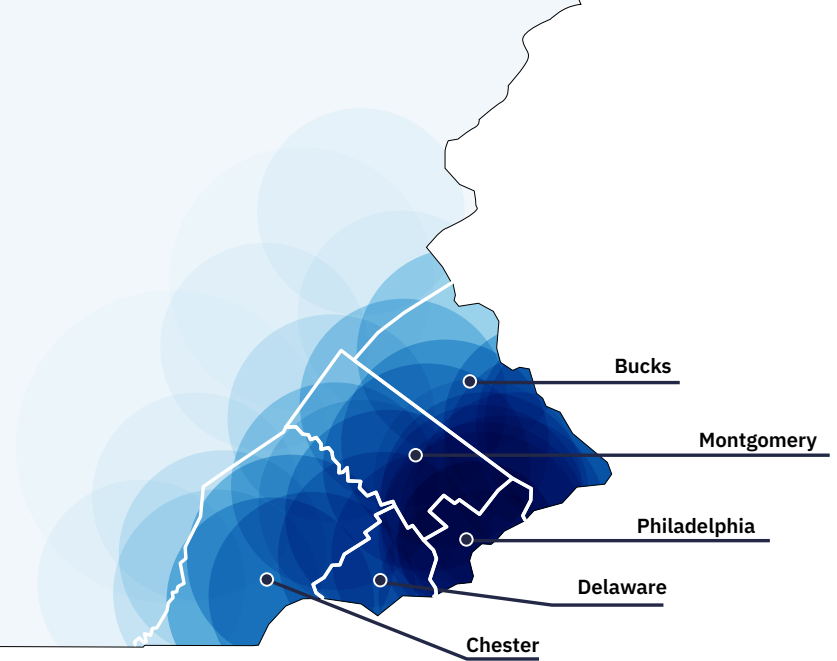
40th Street Station
SEPTA Market - Frankford Line
Trains Westbound to 69th Street

PROVIDING BENEFITS ACROSS THE REGION

The Southeastern Pennsylvania region is built on the strength of our diverse communities and neighborhoods. SEPTA connects people to what makes the region unique. It links the workers, offices, educational institutions, and other resources that makes our region so attractive to businesses. But SEPTA is more than the sum of our parts—we support equity and enhance quality of life by catalyzing the economy, connecting people with opportunity, sustaining our environment, and supporting safe and healthy lifestyles.

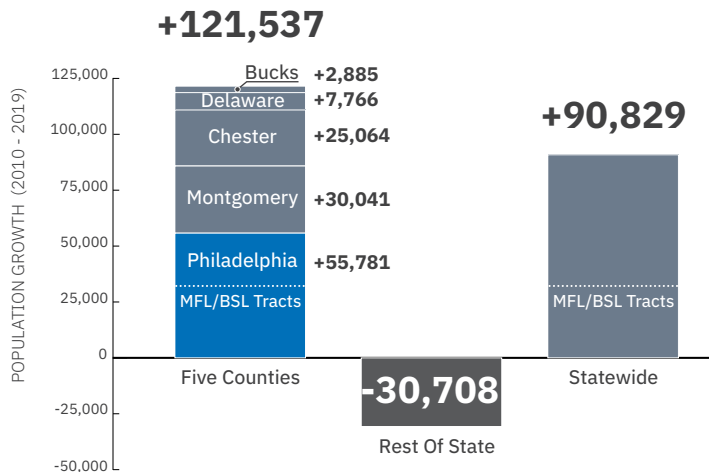
TRANSIT IS AN ECONOMIC ENGINE

SEPTA contributes directly to our region's economy and spurs broader economic growth. **Southeastern Pennsylvania, which covers 5% of Pennsylvania's land area, accounts for 42% of the Commonwealth's total economic activity.** This degree of economic productivity and density is **only possible with transit to efficiently connect people throughout the region.**



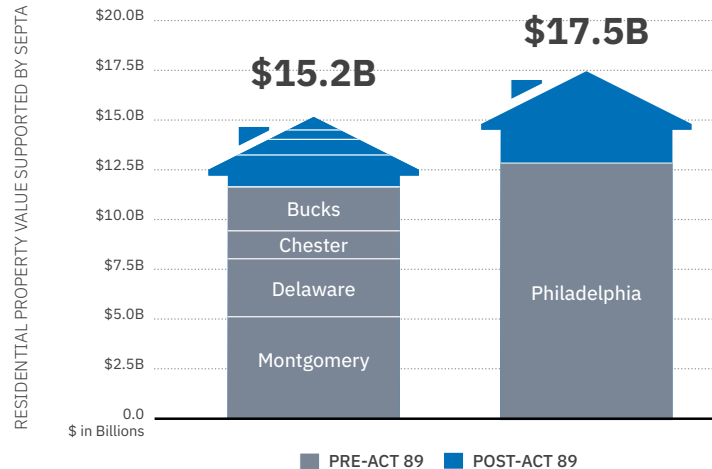
THE FIVE COUNTIES ARE GROWING

Southeastern Pennsylvania led the state's **population growth** between 2010 and 2019, one-third of which occurred along the Market-Frankford (MFL) and Broad Street (BSL) Lines.



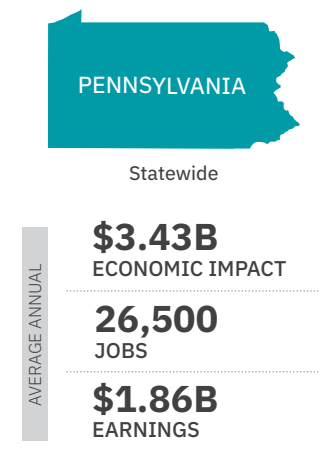
ACCESS TO TRANSIT INCREASES HOME VALUES

Statistical models allow economists to isolate transit's value through the analysis of housing sales. **Access to SEPTA service contributes a premium of \$33 billion in housing value, representing 11% of total housing value in Southeastern Pennsylvania.**



SEPTA GENERATES MORE THAN \$3 BILLION IN ANNUAL STATEWIDE ECONOMIC ACTIVITY

and has catalyzed additional growth and development across the Southeastern Pennsylvania.



Note: Economic impact numbers represent FY2015 - FY2019 (IN \$2019) AVERAGE ANNUAL

THAT SHAPES SOUTHEASTERN PENNSYLVANIA

In Center City Philadelphia, new development eliminated more than 4,000 parking spaces since 2010. Skyscrapers are now being built with no parking. **Employment grew by more than 65,000 jobs, and 62% of all work trips are now taken on transit.**



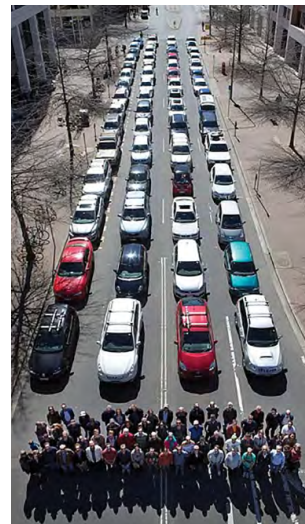
BY BUS



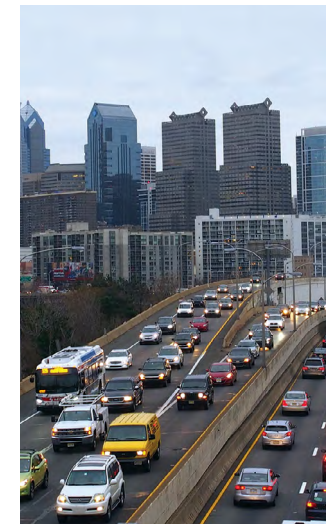
BY CAR



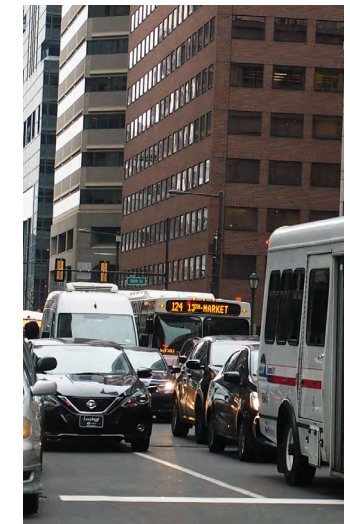
BY DRIVERLESS CAR



SCHUYLKILL EXPRESSWAY



CENTER CITY








This degree of economic productivity is only possible with transit.

SOURCE: JARRETT WALKER + ASSOCIATES

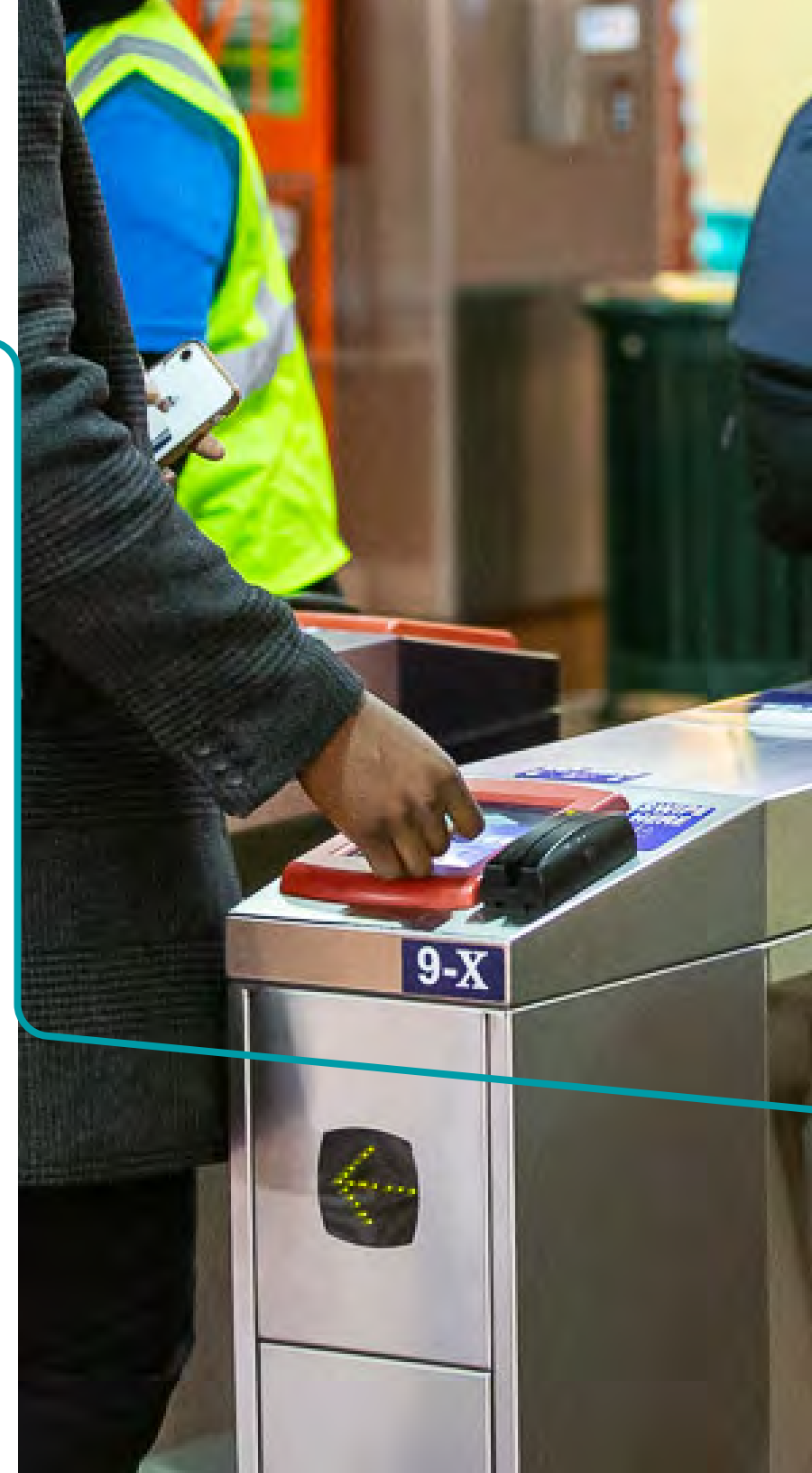
TRANSIT PROMOTES EQUITY

Transit is an **economic equalizer** that **preserves affordability** and **access to opportunity** in a growing region—serving as an important **catalyst for an equitable future**. Throughout the COVID-19 pandemic, SEPTA proved that transit is an essential service. Without SEPTA, shelves don't get stocked, hospitals aren't cleaned, and the sick aren't cared for. Our region's essential workers, who are more likely to be low-income, people of color, need transit to do their jobs.

Transit reduces household expenses. In the City of Philadelphia, **the average household saves \$830 per year**, a net financial benefit associated with proximity to high-quality transit. These annual household savings add up to **\$481M citywide**.

| Impact of High Quality Transit | | | | | |
|--------------------------------|----------------|---|--|------------------------|----------------------------|
| Impact of High Quality Transit | Housing | Premium |  | + \$870 | From Transit's Added Value |
| | Transportation | Car Ownership |  | − \$1,670 | From Fewer Vehicles |
| | | Car Driving |  | − \$530 | From Less Fuel Usage |
| | | Public Transit |  | + \$500 | From More Transit Use |
| Average Savings Per Household | |  | \$830 | MORE AFFORDABLE | |

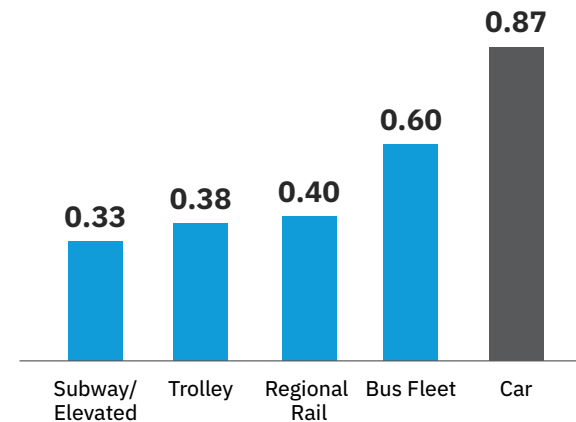
We are also actively working to make our fare structure more equitable. In June 2020, the SEPTA Board approved a fare restructuring that included free rides for children under 12, one free transfer for all transit trips, and the introduction of new SEPTA Key three-day passes. The elimination of the transfer fee not only reduces the costs of trips for many of our riders, it also provides the opportunity to access faster trip combinations without penalty.



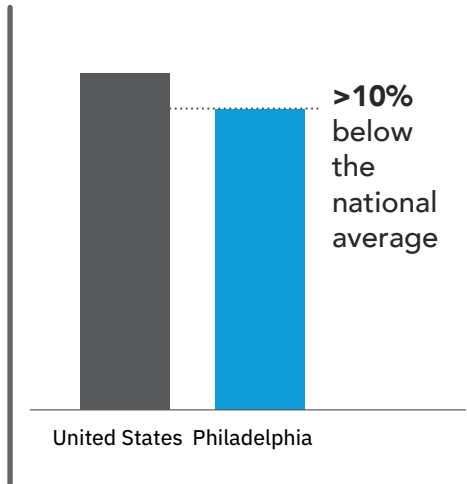
TRANSIT IS INHERENTLY SUSTAINABLE

A sustainable future depends on transit. Across the United States, transportation is the largest source of carbon emissions, accounting for 28% of all emissions. **In Philadelphia, transportation only represents 25% of carbon emissions thanks to a culture of low and no-carbon travel, including mass transit.** SEPTA subway, trolley, and Regional Rail emit less than half as many greenhouse gasses per passenger mile as a single-occupancy car.

Lower CO2 emissions
Per passenger mile travelled...



...Results in GHG Emissions
from transportation



We continue to work diligently to reduce SEPTA's carbon footprint, reducing our consumption of diesel and gasoline and investing in solar energy and other energy saving measures. From 2006 to 2018, SEPTA reduced emissions from bus and rail transit by 27%. These reductions were spurred by purchases of more low- and zero-emissions vehicles and new, innovative strategies like wayside energy storage batteries, which capture and reuse energy from braking trains. SEPTA's focus on sustainability benefits the region and contributes to SEPTA's bottom line. Over the past 10 years, SEPTA's sustainability initiatives generated nearly \$7.5 million in annual revenue and created nearly \$28.5 million in recurring savings.

TRANSIT SUPPORTS SAFE AND HEALTHY LIFESTYLES

SEPTA improves the region's health and helps create safer streets. As transit travel increases, traffic fatalities decrease –bus and rail transit are 10 times safer than driving while Regional Rail is 18 times safer than driving. **Transit usage is a critical component of the region's Vision Zero initiatives to eliminate deaths and serious injuries resulting from traffic crashes.**



Bus/Rail Transit
**10X SAFER
THAN DRIVING**



Regional Rail
**18X SAFER
THAN DRIVING**

The U.S. Centers for Disease Control recommends that adults average at least 22 daily minutes of moderate physical activity, such as brisk walking, to stay fit and healthy. Although less than half of American adults achieve this target, most public transportation passengers exercise the recommended amount while walking to and from transit stations and stops. In fact, seven out of eight SEPTA riders walk or bike from transit to their destination.

The health and safety of our employees and riders is paramount in every decision we make. During the COVID-19 pandemic we implemented social distancing measures on vehicles and at employee work locations, sanitized every vehicle at least twice per day, and distributed masks, gloves, and hand sanitizer to employees and riders. We built and installed operator barriers on all vehicles and provided free testing for employees at various work locations via a partnership with the Consortium of Black Doctors.





SUSTAINABLE, BONDABLE FUNDING IS VITAL

SEPTA helped spur our region's growth over the past decade and we are ready to help create a more resilient, prosperous, and equitable region as we build back from the impacts of the COVID-19 pandemic. Investing in transit is an investment in our region and the entire Commonwealth of Pennsylvania: an investment to connect our residents to opportunities, keep goods moving, create well-paying jobs, and enable inclusive growth. It is an investment to sustain our environment and secure our health. But without sustainable, bondable funding sources, our ability to deliver a better future for our region is at risk.

Transit faces significant funding challenges

CAPITAL FUNDING SOURCES ARE UNSUSTAINABLE

In July 2007, the Pennsylvania General Assembly enacted Act 44, which created a dedicated funding source for transit systems, based in part on payments from the Pennsylvania Turnpike Commission (PTC). Act 89 in 2013 directed that the PTC's annual \$450 million payments be used to support transit capital and operating, multi-modal, and other non-highway programs. By formula SEPTA receives almost 70% of these payments, but because the PTC must borrow money to make its payments, it is not bondable revenue for SEPTA.

A financial shift in 2022 will relieve the PTC of these payments but place additional burden on Pennsylvania's budget. Beginning on July 1, 2022, the PTC's required annual contribution to PennDOT will be reduced from \$450 million to \$50 million. Current law stipulates motor vehicle sales tax revenues will be earmarked to replace that reduced funding with a floor of \$450 million from the state's General Fund, without new revenue sources to replace those funds.

CAPITAL FUNDING LEVELS ARE INADEQUATE

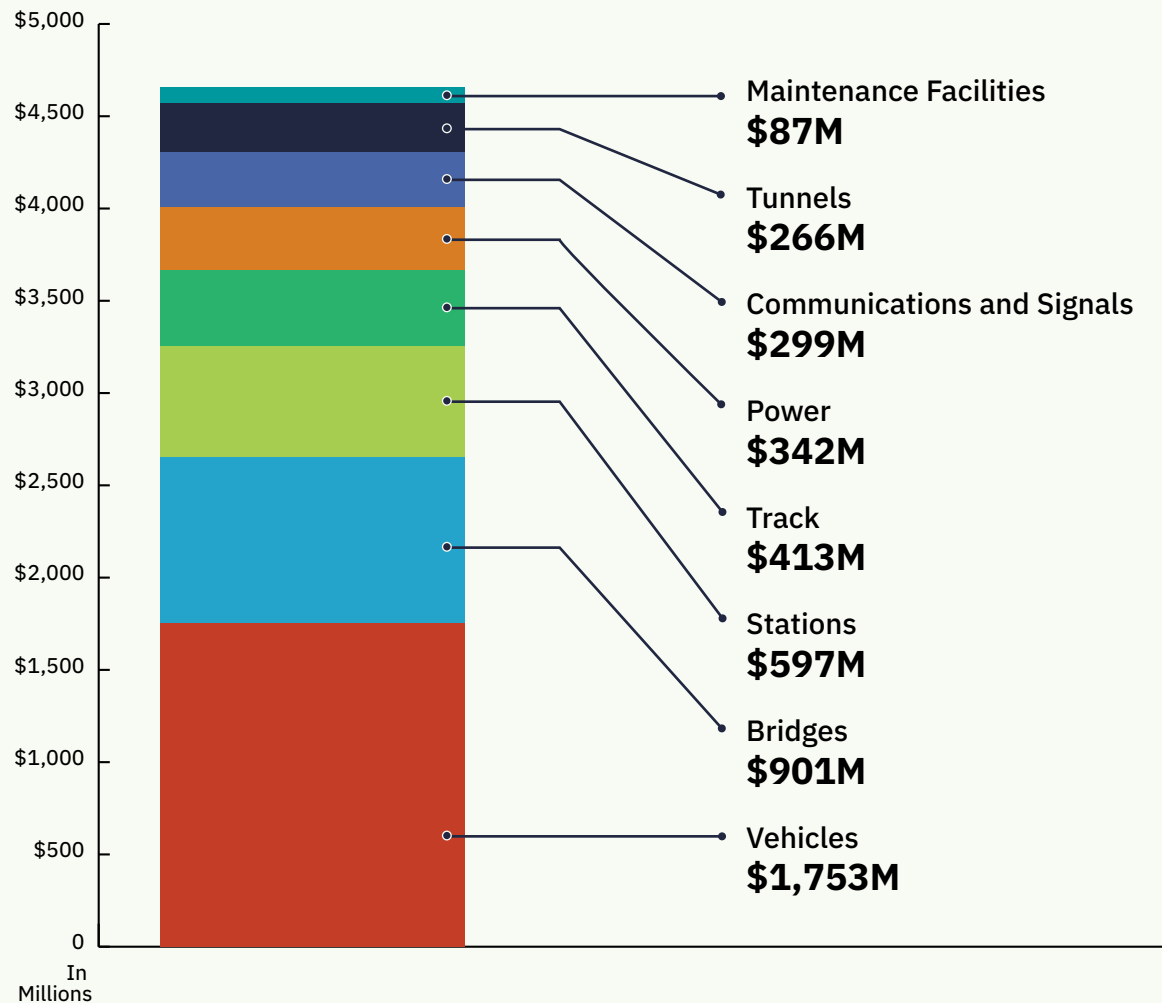
SEPTA and other statewide transit agencies have benefited greatly from Act 89; capital assistance funding levels were increased immediately upon passage and have grown in the years since. Still, the annual unmet need for public transportation programs statewide remains approximately \$1 billion beyond current funding levels.

There are not enough funds for SEPTA to deliver strategic projects that would allow the region to thrive. Locally, Southeastern Pennsylvania has limited authority to generate its own revenue to invest in its own transportation system, because most local funding sources require statewide enabling legislation.

REDUCED PASSENGER REVENUE DUE TO COVID-19

SEPTA has long been an industry leader in operating budget efficiency. But as our ridership fell more than 90% during the COVID-19 pandemic, we continued to operate service well above demand to accommodate social distancing for the essential workers that needed it most. Federal relief in 2020 was a vital investment that has allowed SEPTA to continue providing essential services with significantly reduced passenger revenue, but it is not enough to address the long-term financial impacts. SEPTA enacted cost-savings measures in March 2020 and we continue to evaluate every aspect of our business, but the financial impact of COVID-19 has been nothing short of devastating.

SEPTA's backlog of state-of-good-repair projects is **\$4.6 BILLION.**



Nearly 40% of SEPTA's backlog of state-of-good repair is vehicles.

SEPTA has one of the oldest rail fleets in the country—and we're doing everything we can to keep our vehicles up and running. We inspect them regularly, have robust maintenance programs, and completely overhaul them every few years—but these efforts can only go so far.

If we don't act now to invest in new vehicles, we'll be forced to reduce service in the years to come—jeopardizing the economic growth of our region.

Acquiring new vehicles requires large amounts of upfront money for procurement, but that's not possible without a sustainable, bondable source of revenue that will provide SEPTA the ability to leverage financing options.



Most of our Regional Rail cars are almost 50 years old—they started running while President Nixon was still in office.



Our trolleys were built nearly 40 years ago, before important accessibility requirements were standard practice.



Vehicles on the Market-Frankford Line, which carries more people than any other line in our system, are already almost 25 years old.

With sustainable funding, we can invest in our vehicles and ensure the SEPTA system is accessible for all.

Projects of Regional Significance

Competitor regions are investing billions of dollars in transit expansion. On the West Coast, Los Angeles is investing \$120 billion to build a rail system seen as essential to mitigating congestion. Seattle is investing \$54 billion to build a rail system a quarter the size of the system SEPTA already has. On the East Coast, Maryland, Virginia, and the District of Columbia recently invested an additional \$500 million per year in transit to successfully lure Amazon's HQ2. In these competitor regions, local contributions have become game-changers in the transportation investment mix.

SEPTA has identified projects of significance that will meet current demands and accelerate regional economic growth by 50 percent. King of Prussia Rail, Trolley Modernization, capacity expansion on Regional Rail and the Market-Frankford Line, and service improvements on the bus network will create jobs, grow the economy, and improve quality of life throughout the region.



**King of Prussia
(KOP) Rail**



**Market-Frankford
Line Capacity**



**Regional Rail
Capacity**

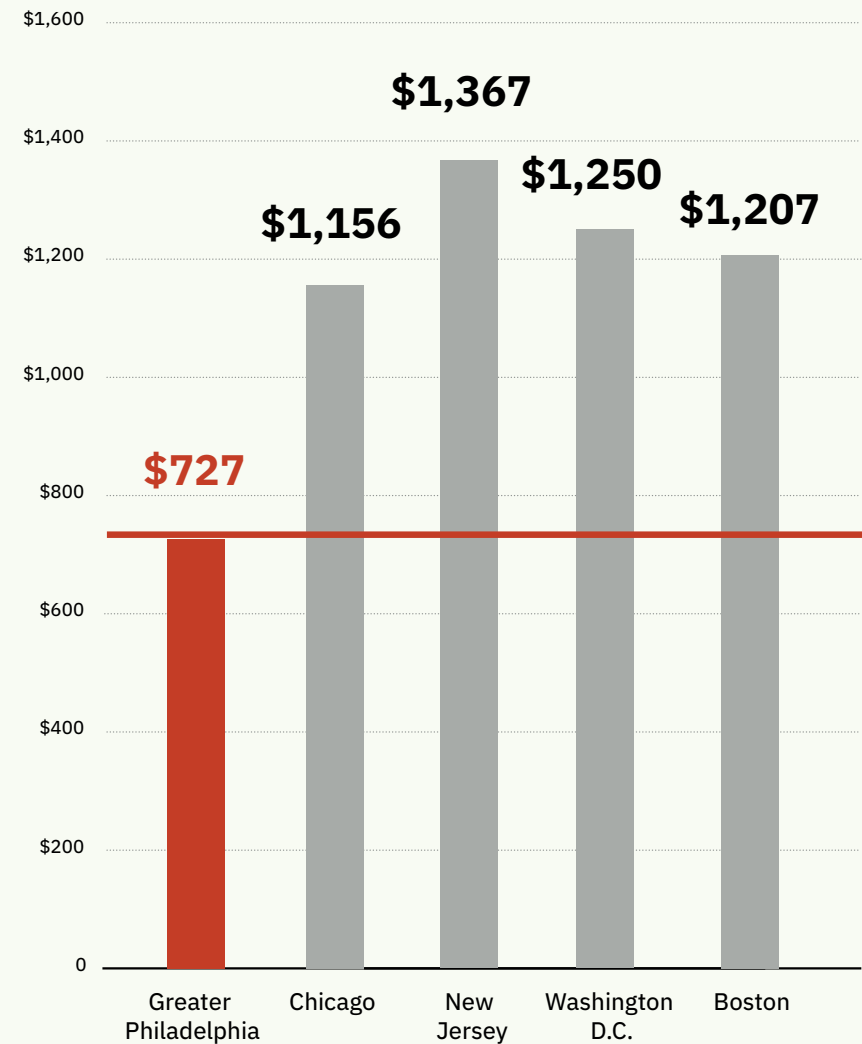


**Trolley
Modernization**



**Bus Network
Redesign**

Competitor Regions are
INVESTING 70% MORE IN TRANSIT



FY2017-2018 Capital Budgets (millions) includes Federal, State and local funding

A PATH TO SUSTAINABLE, BONDABLE FUNDING

A cross-sector coalition of leaders in Southeastern Pennsylvania called the “Mobility Partnership” agrees that transportation is not a cost—it is an investment that creates jobs, grows the economy, and improves quality of life. The Mobility Partnership advocates that state and local solutions are needed to stabilize and grow investments in transit, thereby creating the financial sustainability needed to fully implement this Strategic Plan.

FEDERAL:

Following a one-year extension of the Fixing America’s Surface Transportation (FAST) Act in 2020, long-term reauthorization of the federal surface transportation program in 2021 will be critical to the success of SEPTA’s Capital Program. As legislation advances, SEPTA’s priorities will include: increased investment through the transit formula program to address SEPTA’s infrastructure state-of-good-repair needs and replace aging vehicles; strengthening the Capital Investment Grant Program to support SEPTA’s projects of regional significance; and promoting transit as a cornerstone of the green economy to leverage SEPTA’s sustainable mobility benefit.



A PATH TO SUSTAINABLE, BONDABLE FUNDING (cont.)

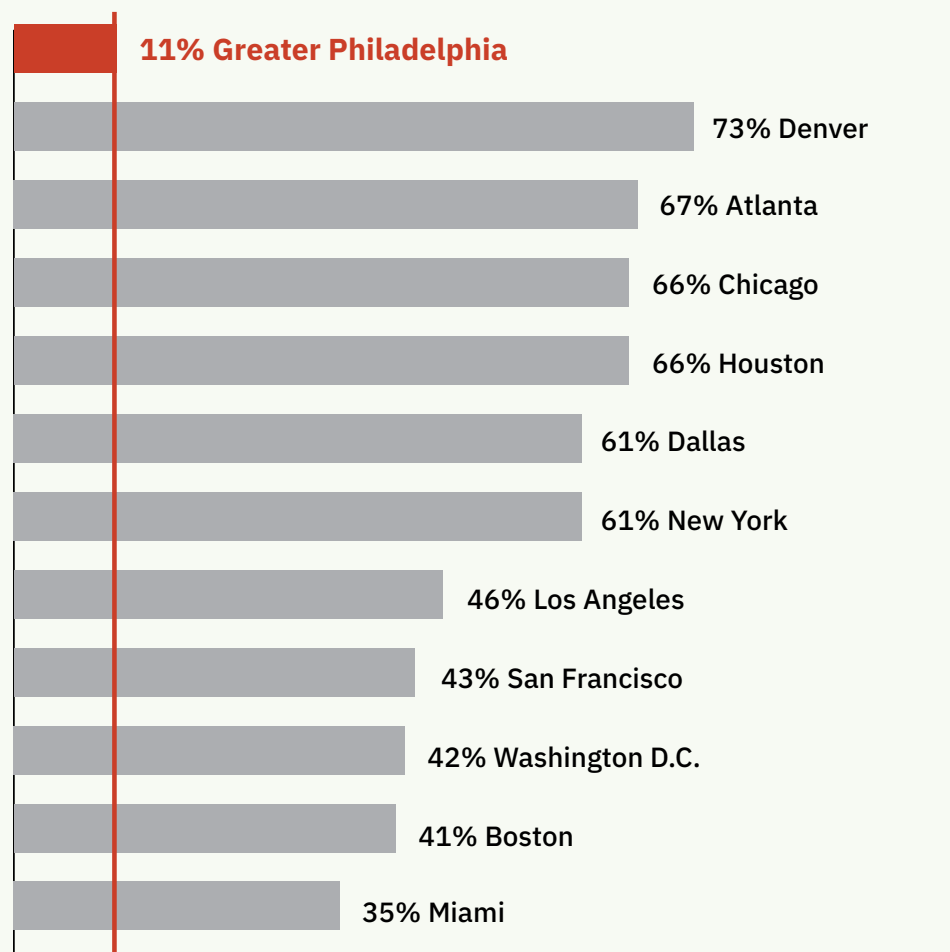
STATE:

On July 1, 2022, under provisions of PA Act 89, \$450 million in statewide transit funding shifts from PA Turnpike-backed funds to the Motor Vehicle Sales & Use Tax. Opportunities exist to mitigate the state budget impact. Proposed solutions include initiating a phased transition of PA Turnpike obligations to the General Fund now, providing a more gradual budget impact and giving transit systems the ability to bond for capital investments.

LOCAL:

SEPTA lags behind peer agencies in capital investment. Local governments need expanded authority to fund transit improvements. Regions need the ability to compete. Local governments need expanded authority to fund transit improvements. State legislation is required to enable counties and regions to impose modest taxes and fees to invest in projects of regional significance.

...the percentage of funding Southeastern Pennsylvania receives from local sources is **WELL BELOW AVERAGE**

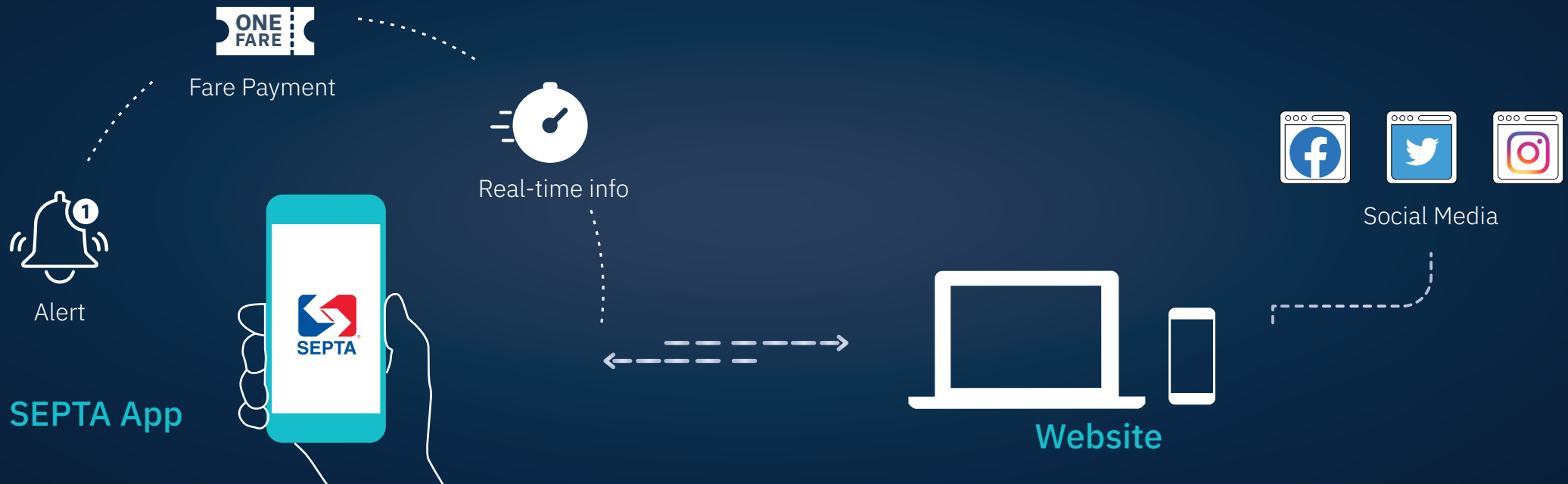


Percent of transit capital funding from local sources (2006-2015)
Source: National Transit Database



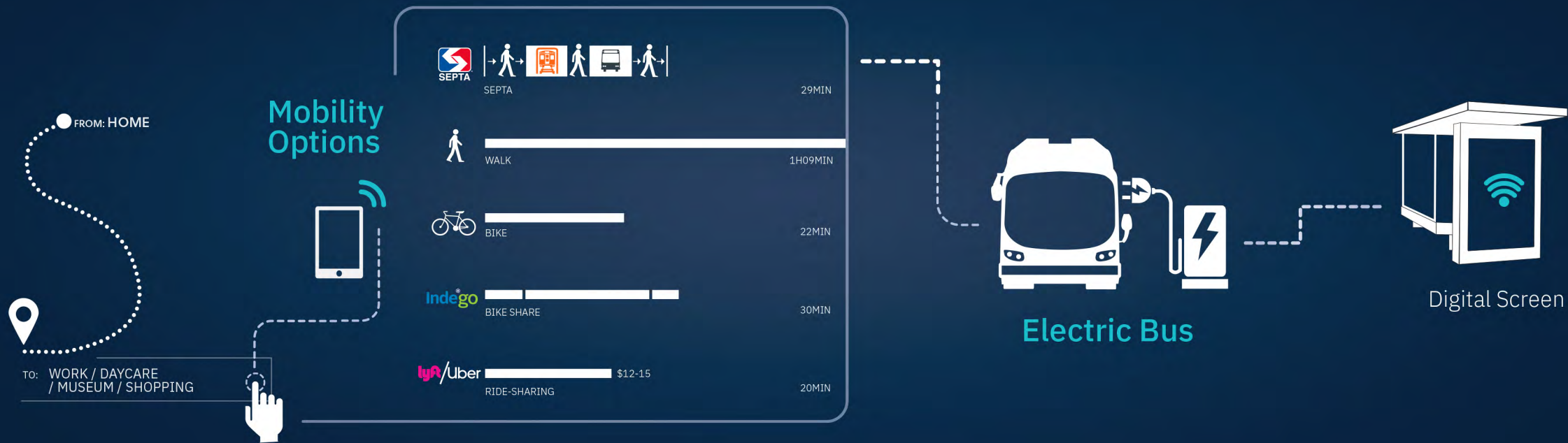
ADAPTING TO A CHANGING LANDSCAPE

SEPTA is facing a wave of disruptions driven by innovations in technology, changes in urban mobility, and shifts in demographics, work habits, and commuting. These disruptions are upending many of the underlying fundamentals of public transit, and we must adapt our organization and our services to meet the changing needs of our region. The trends highlighted here were already in motion prior to the COVID-19 pandemic, but many of them are accelerating as a result of the pandemic's cascading impacts.



Digital and mobile technology are increasing customer expectations. SEPTA’s website, app, and communications platforms are becoming just as important as our physical infrastructure.

An astounding amount of urban life has transitioned to, or become enabled by, smart phones and digital technologies in recent years. Unlimited information and services are now available on-demand on our phones, which has created the expectation of accurate, real-time information and access to a diverse range of services. With the growth of digital technologies, transit agencies’ websites, apps, and communications platforms are becoming just as important as physical assets like buses, trains, and tracks. People’s digital habits result in more and more data being generated every second, and SEPTA must be able to interpret and act on this information. Meeting our riders’ expectations for helpful, user-friendly technologies will make transit a convenient and competitive option, attracting and retaining a new generation of riders.



New mobility technologies and services are providing riders with more choices and creating opportunities for SEPTA to improve its operations and enhance safety while reducing emissions and operating costs.

Technological innovation has led to a proliferation of new transportation services and business models that have changed consumer behavior and mobility as we previously understood it. Shared mobility provides users with flexibility to access a range of mobility choices—from Indego bike share, to Zipcar, to a shared Uber/Lyft—on demand, enabling customers to choose the most convenient mode for that trip, at that specific time. While electric vehicles are not new for transit agencies, particularly SEPTA, the requisite technologies are rapidly improving, and, combined with a greater urgency to reduce emissions, more

agencies are accelerating their transition to clean, zero emission fleets. Connected and autonomous vehicles (those that communicate with each other or automate safety-critical functions) offer promise for SEPTA to improve operations, enhance safety, and save operating costs. On the other hand, they could induce more driving and negatively impact transit ridership. It is critical that we guide the adoption of these technologies to best support our service quality, financial, and environmental goals.



With more mobility options and the ability to compare, book, and pay via smart phone, transit riders are becoming “free agents.”

The proliferation of new options for getting around cities, in combination with the ability to easily compare, book, and pay for these options via phone, means that customers are less tethered to any single mode of transportation and increasingly make decisions on a trip-by-trip basis depending on cost, travel time, and other factors. To remain competitive, we must understand and respond to our riders’ diverse needs and provide a range of seamless, convenient options that meet those needs.

Fewer riders match the profile of the typical 9-to-5 commuter.

Aside from technological disruptions, broader changes in demographics and work habits are shaping new travel patterns in the Southeastern Pennsylvania region. Prior to the pandemic, many businesses afforded employees flexible work schedules and telecommuting options. These will likely increase in a post-pandemic environment. With these changes, SEPTA will see less concentrated transit demand during peak periods but a greater need for frequent, consistent service throughout the day and on both weekdays and weekends. Similarly, service focused on trips into and out of Center City may need to be rebalanced with new demand for other locations. Revamping our network to deliver consistent, frequent service and connect to diverse destinations will better meet our riders’ needs and support the region’s communities and businesses.



OUR VISION FOR A STRONGER FUTURE

Our vision steers us through our challenges and guides SEPTA and the region forward. It is a vision that keeps us connected and establishes a common understanding of what we want our future to look like.

OUR VISION

The Southeastern Pennsylvania region places transit at the core of a resilient, prosperous, and equitable community for everyone.

SEPTA is more than transit; it is the way we connect to each other.



SEPTA Forward is organized around **three goals that work together** to achieve our vision:



GOAL 1

DEVELOP A PROACTIVE ORGANIZATION

We are an agile and responsive organization that makes the most effective use of our resources. We invest in our people and work to build a diverse, inclusive, and empowered workforce that takes pride in serving the people of Southeastern Pennsylvania.



GOAL 2

PROVIDE AN INTUITIVE EXPERIENCE

Our system is easy-to-use for all, regardless of familiarity, language, or ability, welcoming riders from across the world. We provide convenient services and the right information, at the right time, for a smooth and enjoyable journey.



GOAL 3

DELIVER A SEAMLESS TRANSIT NETWORK

Our services work together, creating one unified, equitable network serving all types of trips, no matter where you are or what mode you choose. We anticipate changing needs and adapt services responsively to keep our region moving throughout the 21st century.



DEVELOP A PROACTIVE ORGANIZATION

We are an agile and responsive organization that makes the most effective use of our resources. We invest in our people and work to build a diverse, inclusive, and empowered workforce that takes pride in serving the people of Southeastern Pennsylvania.

STRATEGIES

- Continue Our Commitment to Safety
- Invest in and Empower Our People
- Foster an Inclusive Culture
- Create Efficient Processes and Increase Accountability
- Serve as a Platform for Partnerships
- Emphasize Sustainability
- Facilitate Data-Driven Decision-Making

STRATEGIES

GOAL 1



Continue Our Commitment to Safety

Even as we embrace a new strategic direction, the safety of our riders, employees, contractors, and residents across the region will continue to underpin all aspects of SEPTA. Our commitment to health and safety has been on full display since the start of the COVID-19 pandemic, and the incredible efforts of our frontline staff have demonstrated our ability to innovate and adapt while maintaining the safety of our riders amidst unprecedented circumstances.

Some of the ways **we can get there:**

- Continue and build on our “Make the Safe Choice” campaign to ensure the riders and employees are always putting safety first.
- Continue investing in infrastructure and technology improvements, such as the installation of work zone block systems, to protect employees.



Invest in and Empower Our People

Our employees possess the knowledge, passion, and commitment that move millions of people across our region. If we are to deliver on our vision for the future, we must support our workforce by providing all employees with the training they need to succeed in their jobs today and build skills for tomorrow. Armed with these skill sets, we must empower our employees to act on the opportunities they see every day to make SEPTA—and our region—better.

Some of the ways **we can get there:**

- Anticipate workforce needs based on service levels and changing skill set requirements.
- Create training programs that reflect the SEPTA Spirit and skills necessary to implement the strategies in this plan.
- Develop updated succession and progression planning programs to provide staff with opportunities to learn and grow.

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GOAL 1 - STRATEGIES (cont.)



Foster an Inclusive Culture

If we aim to understand and meet the diverse needs of our riders, our staff must represent and reflect the diversity that makes Southeastern Pennsylvania such a dynamic region. As we seek to build a truly inclusive culture, we must also listen to our employees from across the organization to understand their experiences and recommendations.

Some of the ways **we can get there:**

- We launched a Diversity, Equity, and Belonging (DEB) initiative to revamp our approach to fostering an inclusive culture, beginning with an organization-wide culture survey so that we can hear directly from all our employees. The DEB initiative will be guided by a board of employees from across the organization who will utilize the findings from the recent employee culture survey to develop a comprehensive set of actions.
- Incorporate the SEPTA Spirit into everything we do to engage a broad range of perspective in decision-making.

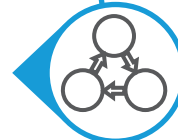
GOAL 1 - STRATEGIES (cont.)

Create Efficient Processes and Increase Accountability

SEPTA is facing a set of converging crises that demand new levels of internal efficiency and accountability so that we can maximize the resources we have and maintain service for our region for years to come. By leveraging new technologies, improving collaboration and coordination, and clarifying responsibilities across the organization, we will improve our internal operations, better serve our riders, and become a better partner to our suppliers and stakeholders.

Some of the ways **we can get there:**

- We have launched an Efficiency & Accountability Program that examines processes across the organization—anywhere from how vehicle maintenance work orders are assigned and tracked to the application and selection process for new hires—and works with staff to streamline our processes where possible.
- We are implementing a cutting-edge human resource information system to combine multiple programs into one streamlined and integrated system for our employees.



Serve as a Platform for Partnerships

Our external partners and vendors provide services that are critical to SEPTA's day-to-day operations. SEPTA will improve processes to be a good business partner and continue to emphasize working with small, minority, and woman-owned businesses so that more of our spending dollars support local communities and foster opportunities for historically disadvantaged groups. The Disadvantaged Business Enterprise (DBE) Program Office offers training, assistance, and resources to eligible businesses in an effort to expand the pool of qualified contractors.

Some of the ways **we can get there:**

- Progress improvements to digitize and streamline our procurement process, including modernizing systems to provide increased transparency.
- Continue hosting events and training for disadvantaged businesses and increase our spending in local communities.
- Build partnerships with the City of Philadelphia, Project HOME and other organizations to monitor and support our region's most vulnerable residents and proactively connect them to supporting services.

GOAL 1 - STRATEGIES (cont.)



Emphasize Sustainability

With a commitment to lessening our impact on the region's environment, we launched our Sustainability Program more than ten years ago. We will build on the tremendous strides we have taken since then to reduce our reliance on fossil fuels and shrink SEPTA's emissions. SEPTA has become a national leader in sustainability: procuring one of the largest fleets of battery electric buses in the country, launching innovative projects and partnerships to expand our access to renewable energy sources, and retrofitting facilities to increase energy efficiency.

Some of the ways **we can get there:**

- Build on the successes of the Sustainability Program with an updated plan and increase efforts to do more to protect our environment and secure our region's future.
- Identify additional opportunities to utilize SEPTA assets for renewable energy, such as rooftop solar.



Facilitate Data-Driven Decision-Making

As we roll out more services and tools underpinned by new technologies, we gain access to more and more data that can transform how we plan, operate, and maintain the SEPTA system to the benefit of our riders. In order for SEPTA to draw meaningful insights from all of our data, we need to have industry-leading systems that make data accessible for people across the organization and continue expanding our capabilities to manage, analyze, and communicate findings from the data.

Some of the ways **we can get there:**

- Expand technologies that can help us better understand rider needs and behaviors, such as automatic passenger counters.
- Make more data publicly available for increased transparency and to unleash the potential for new ideas and solutions from across the region.

• GOAL 1 (cont.)



TRACKING PROGRESS

As we build towards our goal of developing a proactive organization, we will track our progress with several regularly updated indicators on our website:

EMPLOYEE LOST-TIME DUE TO INJURIES PER 200,000 WORK HOURS

Safety is paramount in everything that we do. As we continue to be a proactive organization, we need to continue putting safety first.

OPERATING EXPENSE PER PASSENGER TRIP

Tracking overall operating expenses indexed to passenger trips provides insights into the efficiency of our efforts to provide service.

PASSENGERS PER REVENUE VEHICLE HOUR

The overall usage of our service compared to the amount of service we provide broadly indicates how effectively we are meeting the changing needs of our region.

EMPLOYEE ENGAGEMENT

Our people are essential to the success of our region—making sure that they are engaged in the work they do helps us to be the best SEPTA possible.

POUNDS OF CO2 PER PASSENGER MILE TRAVELED

While transit is inherently sustainable, tracking our own carbon footprint ensures that we are acting as good stewards of our resources.

ECONOMIC IMPACT (\$ OF ECONOMIC BENEFIT PER \$ SPENT ON SEPTA)

As SEPTA continues to drive the economy of Southeastern Pennsylvania, tracking the economic impact of our investments ensures that we continue to provide value.

PERCENT OF PROJECTS ON SCHEDULE

Delivering projects on-time is an important part of ensuring that our systems meet the changing needs of our region and keep cost in line with budget.

PERCENT OF CONSTRUCTION (CAPITAL) DOLLARS SPENT ON SOFT COSTS

Tracking soft costs (costs spent on administrative or professional services) as a percentage of overall project costs within the capital program ensures that spending is in line with industry standards to maximize the impact of the capital budget.



GOAL 2 PROVIDE AN INTUITIVE EXPERIENCE

Our system is easy-to-use for all, regardless of familiarity, language, or ability, welcoming riders from across the world. We provide convenient services and the right information, at the right time, for a smooth and enjoyable journey.

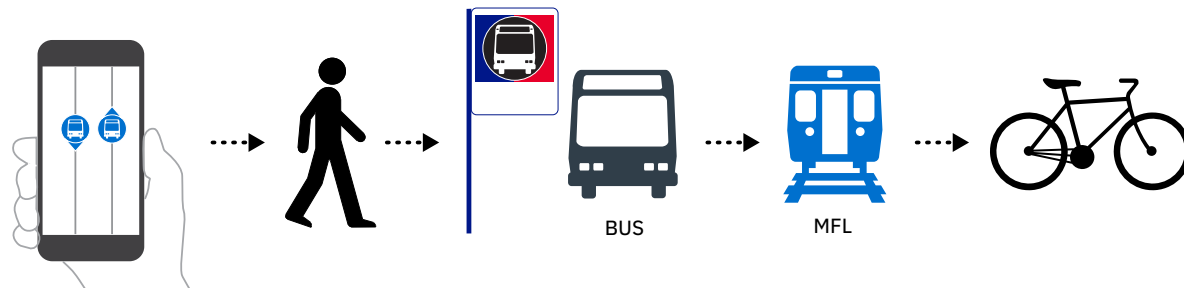
STRATEGIES

- Embrace the Door-to-Door Experience
- Address Technology as 21st Century Infrastructure
- Design for Users' Understanding and Experiences
- Integrate Trip Planning and Payment
- Communicate in Real-Time
- Provide Accessibility for All



Embrace the Door-to-Door Experience

Our riders’ travel experiences start when they begin planning their trip and don’t end until they reach their destination. 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 a journey should not feel disconnected and disjointed. Creating an intuitive experience across the entire customer journey will require new levels of collaboration and engagement.



Some of the ways **we can get there:**

- Establish new ways of working together, sharing information, and delivering solutions for our riders that cut across organizational boundaries.
- Redouble our efforts to understand and learn from our riders, through direct engagement, human-centered research, and by leveraging our data.
- Achieve new levels of cooperation with our government partners, community groups and advocates, and the private, non-profit, and academic sectors.



Address Technology as 21st Century Infrastructure

Many riders rely on technology to inform travel decisions and navigate across the region. We must invest in customer-facing technology, and the people and systems that support it, to make it easier for our riders to access the information they need, when and where they need it. Technology does not replace the need for investments in physical infrastructure, but it should be seen as an important element of 21st Century infrastructure.

Some of the ways **we can get there:**

- Consolidate and redesign the SEPTA website and app to improve ease-of-use, placing critical information up front, simplifying navigation, and ensuring legibility across different devices, screen types, and accessibility features.
- Continue upgrading back-end infrastructure systems to implement industry best practices in communications and control systems.



Design for Users' Understanding and Experiences

SEPTA is a consolidation of different transit services previously operated by separate entities. Today, terminology, visual imagery, and sign location varies between Regional Rail, buses, and rail transit, creating uncertainty and confusion for riders. Clear, consistent, and predictable signage and wayfinding information empowers riders—particularly visitors and those with less experience—to navigate the system with confidence. This also helps existing riders use transit when they need to take a trip that may be new or different, such as going to a new restaurant or a doctor's appointment.

Some of the ways **we can get there:**

- Complete Rail Transit Wayfinding Master Plan to unite SEPTA's services with a clear, consistent wayfinding scheme.
- Streamline our internal processes for designing, creating, installing, and maintaining signage across the system.

● GOAL 2 - STRATEGIES (cont.)



Integrate Trip Planning and Payment

Planning and paying for a trip on SEPTA should be simple and straightforward. Riders have more options than they did a decade ago, and we must strive to make SEPTA the more affordable, safe, and sustainable option for getting around the Southeastern Pennsylvania region. This includes providing information riders need to plan and pay for their trip across different modes, compare travel options, and make the choice that is right for them.

Some of the ways **we can get there:**

- Launch a multimodal trip planning tool so riders can better combine transit with biking, walking, and other mobility options to design trips that meet their unique needs—whether that’s minimizing transfers or finding the quickest route.
- Build on the success of SEPTA Key to make fare payment more flexible and launch mobile ticketing within the SEPTA app so that riders can purchase fares and passes on their phone and simply tap to board.
- Continue working to expand the ways riders can pay their fare and integrate SEPTA fare payment with other mobility services like bike share.



Communicate in Real-Time

Riders need accurate, real-time information—about when the next bus is arriving, when they’ll reach their destination, or when detours are in effect—to make the best travel choices for themselves and efficiently plan their journeys. This information is available for much of the SEPTA system, but we’re going to make sure that it’s easy to access and easy to understand, including at stations and bus stops.

Some of the ways **we can get there:**

- Make real-time information, including for detours and disruptions, available on SEPTA’s website and app in a user-friendly interface and prominently displayed in all feasible stations and vehicles, and even outside of major stations.
- Upgrade and align the backend systems necessary to provide improved real-time information across all SEPTA services and make this information easily accessible for all our riders and ubiquitous throughout our system.



Provide Accessibility for All

Every SEPTA rider has unique needs and we are committed to providing mobility choices for everyone—regardless of physical ability, language, or other characteristics. We have made significant progress in upgrading our system for all riders and will continue to prioritize accessibility improvements across the system. These investments benefit all our riders, including those may use a mobility device or push a stroller.



Some of the ways **we can get there:**

- Continue to focus on reducing wait times and improving ease-of-use for SEPTA's Customized Community Transportation Shared-Ride Program, CCT Connect.
- In addition to our Shared-Ride Program, we are also piloting alternative models to integrate CCT Connect service with our accessible fixed-route services to expand service and reduce costs.
- To make SEPTA easy-to-use for everyone, we are developing physical and digital strategies as a part of our wayfinding master plan to improve navigability and enhance access to information for non-English speakers, as well as those with cognitive impairments and riders with visual and auditory challenges.
- Continue efforts to make all facilities accessible and update station accessibility plans to align with the Strategic Plan, including developing a new accessibility strategy in coordination with the SEPTA Advisory Committee for Accessible Transportation (SAC).
- Evaluate capital investments with additional accessibility and equity metrics.



TRACKING PROGRESS

As we build towards our goal of providing an intuitive experience, we will track our progress with several regularly updated indicators on our website.

CUSTOMER EXPERIENCE SCORE

The Customer Experience Score measures how positive our customers' interactions with SEPTA are throughout their journeys, from planning their trip to arriving at their destinations. Tracking feedback from every stage of a trip can help us understand which parts of the experience are satisfying and which may need improvement.

CUSTOMER EFFORT SCORE

If transit is difficult to use, our customers will turn to other options. Measuring the ease with which customers can find information and use the system can help us make their travels as smooth as possible—and ensure they choose SEPTA every time.

CUSTOMER ENGAGEMENT SCORE

To better understand how our customers are interacting with us outside of their travels, we can track how people use our website, app, customer service centers, and other points of contact. This will help us provide the best tools to help our customers get around.

CUSTOMER ATTITUDE SCORE

Listening to how customers feel about SEPTA as a brand can help us understand where we excel and where we can improve. Analyzing social media posts to and about us can let us respond to what our customers are thinking and feeling in real-time.



TRACKING PROGRESS (cont.)

RIDER DELAY MINUTES AND BUFFER TIME

Delays to service—both at the start of a journey and the duration of their trip—can affect how willing people are to use transit. Tracking the additional time riders spend on their journey and how much extra time they allot to be sure to arrive on time can help us understand how reliable our services are. Many factors that affect this are outside of our direct control. We will coordinate closely with our partners at Amtrak and local communities across the region.

ADDITIONAL TIME TO MAKE ACCESSIBLE JOURNEYS

If transit is not fully accessible, some riders may need to take longer trips in order to get to a destination. Measuring the impacts our infrastructure has on the way people make trips will help us prioritize projects based on the impact they have for riders. It also helps us more fully understand funding needs for vehicles and stations.

DAILY TRIPS THROUGH STATIONS WITHOUT ACCESSIBLE OPTIONS

While we upgrade stations to improve access, we will continually analyze and evaluate ridership patterns to inform decisions. By measuring the number of trips that go through stations without accessible options, we can prioritize investments that can have the greatest benefit.

CONTACTLESS TRIPS

For our services to be easy-to-use and attractive to riders, paying for a trip should be seamless and require little more than a simple tap of a card or smartphone. Measuring the percentage of trips that use “contactless” payment methods can help us understand how easy this point of the journey is for riders.



GOAL 3 DELIVER A SEAMLESS TRANSIT NETWORK

Our services work together, creating one unified, equitable network serving all types of trips, no matter where you are or what mode you choose. We anticipate changing needs and adapt services responsively to keep our region moving throughout the 21st century.

STRATEGIES

- Manage Services Around a Lifestyle Network
- Design Services That Meet Changing Needs
- Simplify and Support Transfers
- Provide Reliable Transit Service
- Prioritize Space for Transit
- Develop a Unified Fare Policy
- Collaborate to Improve Access to Transit
- Promote Transit-Supportive Communities

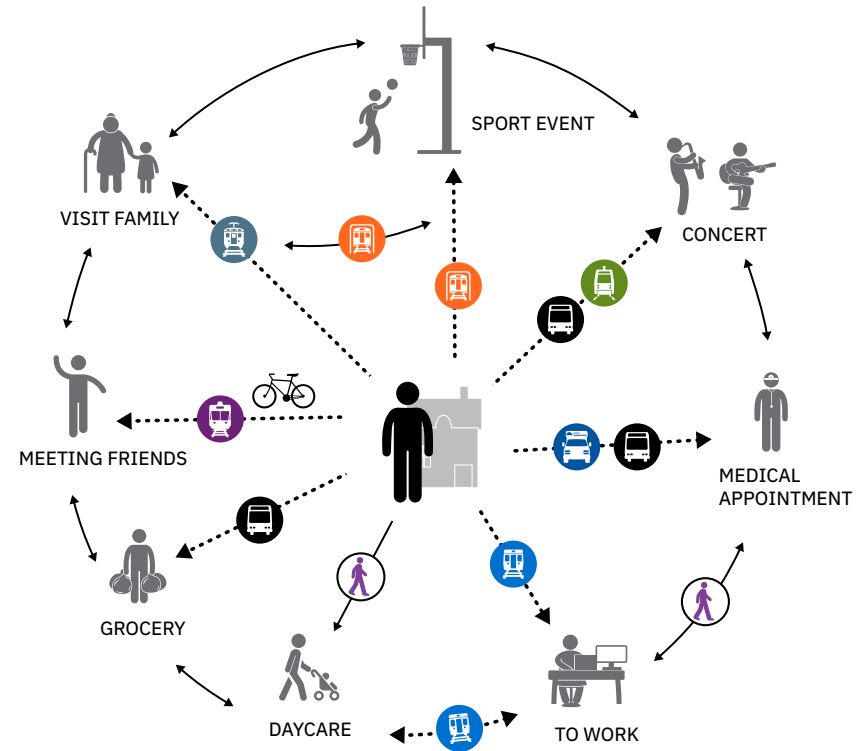


Manage Services Around a Lifestyle Network

Our riders use transit for much more than traveling from home to work. They take the bus to see a concert, use the rail transit network to get to a medical appointment, and ride Regional Rail to visit family. Enabling all these types of trips requires a lifestyle network of frequent, all-day, and all-week services that connects people to a diversity of destinations across the region. Riders can simply “show up and go,” knowing that a bus, train, or trolley will always be arriving in just a few minutes. A lifestyle transit network will provide greater mobility choice for our riders and make it more feasible for households across the region to reduce driving and car ownership, improving affordability and reducing emissions.

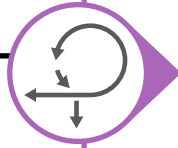
Some of the ways **we can get there:**

- Identify a core network of frequent routes across all modes with a set of clear standards for service, frequency, patterns, experience, and detour procedures, to name a few. Incorporate this work into Comprehensive Bus Network Redesign and Rail Transit and Regional Rail Master Plans.
- Simplify routes with a focus on improving travel times across our system and making transfers between services easier and more predictable.





GOAL 3 - STRATEGIES (cont.)

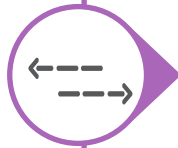


Design Services That Meet Changing Needs

SEPTA and most U.S. transit agencies have historically placed a significant focus on serving daily commuters, gearing much of their service and capacity towards the morning and evening rush hours. Transit ridership patterns were already changing prior to the COVID-19 pandemic, and the shift towards working from home necessitated by the pandemic is likely to continue beyond it, accelerating these changes. SEPTA will need to continue adjusting service to ridership demand, including potential changes in typical five-day a week, 9-to-5 commutes and increased demand throughout the course of the day, during the evening, and on weekends.

Some of the ways **we can get there:**

- Regularly monitor ridership patterns and trends over time.
- Engage with communities on an ongoing basis to better understand what our riders and communities need by listening.
- Advance the Comprehensive Bus Network Redesign project to evaluate all bus service and adapt service to demographic shifts, regional growth patterns, and changing transportation demands in the region.



Simplify and Support Transfers

Many of our riders' journeys involve transferring from one SEPTA service to another. When riders can easily transfer between buses, trolleys, and trains they can reach more destinations and access more opportunities and services. Transferring between services can be confusing, particularly for new riders or visitors. By simplifying transfers, we can unlock the broader SEPTA network for more of our riders.

Some of the ways **we can get there:**

- Reexamine the layout and design of key transfer points across the network—including, in close coordination with our partners, on-street facilities.
- Update signage and wayfinding as part of the Wayfinding Master Plan to help riders easily navigate from one service to the next.
- Provide clear information that facilitates transfers in the SEPTA App.
- Align schedules across services to minimize transfer wait times for riders.

GOAL 3 - STRATEGIES (cont.)



Provide Reliable Transit Service

Our riders must be able to count on SEPTA to get them to their destination efficiently and on-time, every time they ride. Our vehicles should be safe, clean, and modern. The condition of our vehicles and infrastructure impacts reliability, and we are building our capability to predict and proactively address maintenance issues to avoid issues. When issues do happen, interdisciplinary teams are conducting detailed reviews to understand the root causes and avoid future disruptions.

Some of the ways **we can get there:**

- Invest in a state-of-the-art vehicle dispatching system along with detailed contingency planning and vehicle staging to limit the impact of disruptions for our riders.
- Develop a comprehensive fleet maintenance and replacement plan that aligns with best practices and federal guidance to replace vehicles as they reach the end of their useful life. SEPTA has the oldest rail fleet in the nation and this affects our ability to provide reliable service. We will work closely with our regional partners to prioritize funding options that allow for long-term investments in vehicle procurements that require bondable funding sources.



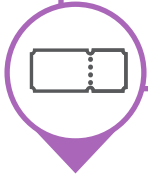
Prioritize Space for Transit

Today, there are many factors that can slow down service and knock buses and trolleys off schedule: traffic congestion; delivery and ride-hail vehicles blocking a stop or travel lane; vehicles stuck at traffic signals; and long lines for boarding and fare payment. These impact our ability to provide competitive and reliable service. We are working with our partners across the region to ensure that transit is given the priority it needs to operate effectively.

Some of the ways **we can get there:**

- Continue partnering with the City of Philadelphia on the Transit First Initiative, which is enhancing transit operations and efficiency within the city and work to expand these improvements across the region.
- Collaborate with local government partners to implement solutions like bus-only lanes, off-board fare payment, more curb space for delivery vehicles, and technology that gives transit vehicles priority at traffic signals to improve reliability and travel times.

GOAL 3 - STRATEGIES (cont.)



Develop a Unified Fare Policy

Delivering a seamless transit network where all SEPTA services work together will require a fare structure that prioritizes equity and affordability. We will continue to evaluate our fare policy in an open and transparent manner to make efforts to expand access across the region by simplifying the payment process.

Some of the ways **we can get there:**

- Build on SEPTA's recent Fare Restructuring, which made significant progress in this area, expanding free rides for all children under 12, eliminating the fee for riders' first transfer, and introducing a new SEPTA Key three-day pass. Work with regional partners to determine impacts of the existing fare structure and policies on disadvantaged communities and recommend policies and fare balancing strategies to improve equitable access to transit while maintaining a balanced operating budget.
- Evaluate pass programs and other incentives to encourage riders to return to the system in the wake of the pandemic.



Collaborate to Improve Access to Transit

The land use and development that surround SEPTA affect the beginning and end of every journey—whether that is traveling to a bus stop, biking to a subway station, or walking from the train station to your office. While many of these areas may be outside of the control of SEPTA, we will work with all our partners across the region to ensure that our transit system is complemented by safe and convenient connections for all.

Some of the ways **we can get there:**

- Continue partnerships with local communities and the Delaware Valley Regional Planning Commission (DVRPC) to identify and implement safe routes to transit improvements.
- Progress SEPTA's Cycle-Transit program, including installation of bike parking at stations and providing room for bikes on vehicles.

● GOAL 3 - STRATEGIES (cont.)



Promote Transit-Supportive Communities

The land use and development that surround SEPTA stations exert a large influence on transit ridership. Compact, walkable, mixed use developments help to make transit a more viable and attractive option while also creating healthy, sustainable, and vibrant communities. We believe in transit-supportive development surrounding our stations and across the Southeastern Pennsylvania region, both to spur transit ridership and benefit our communities and environment.

Some of the ways **we can get there:**

- Develop a comprehensive approach to managing our real estate assets and working with our partners, including the establishment of a cross-functional Transit Oriented Development (TOD) Working Group to continue identifying SEPTA's principles for TOD and establishing guidelines.
- Continue review of SEPTA's real estate assets, identifying potential locations for TOD projects, and seeking development partners for appropriate sites.
- Advocate for transit-supportive development across the region, working with our partners to proactively influence important land-use and development decisions where appropriate.

● GOAL 3 (cont.)



TRACKING PROGRESS

As we build towards our goal of delivering a seamless transit network, we will track our progress with several regularly updated indicators on our website.

UNLINKED TRIPS PER CAPITA

The total number of trips on transit compared to the total population of the region is an industry standard measure to determine what percentage of the region is using transit.

AVERAGE VEHICLE AGE BY MODE

As vehicles age, they require more maintenance to provide a safe and reliable trip. This can contribute to increased costs of providing service. Tracking the average age of our fleets can help us monitor and project fleet replacement needs and proactively plan for maintenance needs.

POPULATION NEAR TRANSIT

For transit to be seamlessly integrated into people's daily lives, it needs to serve where people live. We'll track the amount of people that live within walking distance of frequent transit to ensure we are serving the region.

EQUITABLE SERVICE

Transit is an essential service that preserves access to opportunity in a growing region. We will use various sources, including census and survey data, to ensure that we are providing equitable service across the region with a particular focus on historically underserved communities. We'll work with our regional partners to develop new measures to effectively track our efforts.

DESTINATIONS NEAR TRANSIT

Our services need to be where people want to go in order to be useful; tracking connections to transit for various destinations across the region to give us insights as we work to meet changing needs.

TRANSIT TRAVEL TIME COMPETITIVENESS

Riders have an increasing number of choices to get around; a seamless transit network must provide a competitive travel time compared to vehicular travel, particularly in critical transportation corridors such as Chestnut Street or I-95.

ON-TIME PERFORMANCE AND HEADWAY ADHERENCE

Transit must work effectively and consistently in order to meet the needs of our region. For our riders to arrive on time, we must be on time.

AVERAGE TRANSFER WAIT TIME

Transfers connect our network together; shorter transfer wait times help riders use the entire network. The way we design and schedule services can support this.



TAKING ACTION

While 2020 was a trying year for SEPTA and for our region, the many challenges we have faced have also illustrated what SEPTA can accomplish when our people and resources are aligned around a shared purpose. We rapidly mobilized to develop enhanced cleaning procedures at the onset of the pandemic. We retrofitted vehicles and stations to promote safety and social distancing. We updated our prices and fare structure with equity at the top-of-mind. We engaged with our riders and employees in new ways and we kept essential workers and the region moving through it all.

Three overarching programs will help us build towards our vision:

Rail Transit Unification

Unifying the rail transit network with standard wayfinding, communications, services, and experiences. Advance Trolley Modernization and King of Prussia Rail to support a growing region.

Bus Network Redesign

Creating an interconnected network that provides frequent services with easy-to-understand routes that meet the changing needs of our region.

Regional Rail Master Plan

Identifying a long-term vision for the future of Regional Rail based on extensive engagement with riders and stakeholders from across the region to seamlessly integrate with the Rail Transit and Bus systems.

**ONE
LIFESTYLE
TRANSIT
NETWORK**

SEPTA will transform our organization based on the lessons we have learned over the past year to support our region's recovery and foster a resilient, prosperous, and equitable future. SEPTA Forward marks an important step to establish broad strategies that set a clear direction and priorities—but it is only the beginning.

Much broader input will be required to revamp our services completely and better connect people. That's why we are launching a Comprehensive Bus Network Redesign (CBNR) with robust public engagement and, in short order, we'll be launching similar initiatives to reimagine our Rail Transit and Regional Rail networks. These programs will enable us to implement the strategies identified in this plan in a coordinated fashion that builds toward a long-term vision of a unified lifestyle transit network that meets the needs of our region today and tomorrow.

In the coming weeks and months, we will be organizing ourselves internally to deliver on this plan, engaging with riders and partners outside SEPTA, and establishing systems to track our progress.



ORGANIZING INTERNALLY

A diverse team of staff from across SEPTA will be responsible for taking the direction and priorities established by this plan and building out the specific initiatives—including projects, programs, policies, and process improvements—that will see our vision and goals through to reality. Three core teams consisting of staff from across the organization helped shape the strategies included within each of the plan’s three goals (Develop a Proactive Organization, Create an Intuitive Experience, Deliver a Seamless Transit Network). These same teams will oversee the development of the portfolio of initiatives for each strategy and identify individuals and teams who will be responsible for implementation. SEPTA will deploy a new program management tool to help teams organize, manage, and measure the impact of their initiatives. We will continue to prioritize our operating and capital budgets on programs and projects that help SEPTA to deliver on our shared goals.

ENGAGING WITH OUR EMPLOYEES

Our staff possess deep technical expertise and an unmatched understanding of the opportunities and challenges across SEPTA. Tapping into the knowledge that exists across our organization will be critical in shaping the initiatives that drive this plan forward. In the coming months we will be engaging staff through surveys, workshops, and virtual town halls to gather ideas and refine strategic initiatives. This work is already underway, with the completion of an organization-wide survey that informed the development of this plan. Our engagement will not end there, though: we will establish ongoing communications to keep employees informed, and we will create new pathways that empower staff to put their ideas forward and deploy regular employee engagement surveys to better understand what employees need from SEPTA to thrive and succeed in their roles.



LISTENING TO OUR RIDERS

Our riders are at the center of everything we do at SEPTA, and we know that riders and communities across the Southeastern Pennsylvania region have unique needs that are constantly evolving. The best way for SEPTA to understand and respond to these needs is to hear directly from residents, employees, and visitors across the region. As part of this plan, SEPTA will be transitioning from a bi-annual customer satisfaction survey to deploying rider and non-rider surveys on a rolling basis to create a constant feedback loop and provide more up-to-date information. We will also incorporate new public outreach practices into more projects. We will continue working with our Citizen (CAC) and Youth (YAC) Advisory Committees, and Advisory Committee for Accessible Transportation (SAC), and engaging with advocacy groups across the region.

COLLABORATING WITH OUR PARTNERS

SEPTA cannot achieve this plan's goals on our own. Collaboration with our federal, state, and local partners will be critical to shape the initiatives coming out of this plan and ensure that they receive the necessary funding and resources to maximize the benefits for our entire region. We will also be engaging with our non-profit and private sector partners to identify areas where SEPTA's strategic initiatives align with their priorities, capabilities, and expertise, so that we can work together to expand our impact and act quickly.

TRACKING OUR PROGRESS

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

SEPTA's ability to quickly identify and react to trends, problems, and changing rider needs will be critical for our success. These KPIs include a mix of leading indicators, which will help SEPTA anticipate upcoming trends, and lagging indicators, to assess our performance and ensure the actions we are taking are helping achieve our desired outcomes. They will be continually tracked, evaluated regularly, and presented in a public dashboard for transparency and accountability.

GOAL 1 DEVELOP A PROACTIVE ORGANIZATION

- Operating Expense Per Passenger Trip
- Passengers Per Revenue Vehicle Hour
- Employee Lost-Time Due To Injuries Per 200,000 Work Hours
- Employee Engagement
- Pounds of CO2 Per Passenger Mile Traveled
- Economic Impact (\$ of Economic Benefit per \$ Spent on SEPTA)
- Percent of Projects on Schedule
- Percent of Construction (Capital) Dollars Spent on Soft Costs

GOAL 2 PROVIDE AN INTUITIVE EXPERIENCE

- Customer Experience Score
- Customer Effort Score
- Customer Engagement Score
- Customer Attitude Score
- Additional Time to Make Accessible Journeys
- Daily Trips through Stations without Accessible Options
- Contactless Trips

GOAL 3 DELIVER A SEAMLESS TRANSIT NETWORK

- Unlinked Trips Per Capita
- Population Near Transit
- Equitable Service
- Destinations Near Transit
- Transit Travel Time Competitiveness
- On-Time Performance and Headway Adherence
- Average Transfer Wait Time
- Average Vehicle Age by Mode

- **While we face tremendous challenges today, we recognize that a more inclusive, safe, and sustainable future demands a transit system to efficiently and reliably connect people to opportunities across all of Southeastern Pennsylvania. SEPTA's Strategic Plan begins the process of meeting this vision by outlining a clear understanding of our mission and goals. Continued and consistent success will require region-wide collaboration, investment, and decisive action.**





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