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**TO:** SEPTA Board Members

**FROM:** Joseph M. Casey 

**SUBJECT:** SEPTA Five-Year Strategic Business Plan (FY 2010-2014) Key Performance Indicators Report #1

**DATE:** April 21, 2010

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When the Pennsylvania State Legislature passed Act 44 in July 2007, it granted SEPTA, for the first time in its history, a reliable, long-term solution to address its funding needs. This unprecedented degree of financial stability allowed my team to look forward and think critically about the organization's future. What emerged was a planning process with our stakeholders that set forth a strategic direction for the Authority, centered on a vision to become the region's premier choice for transportation.

To realize this vision, SEPTA established a formal Five-Year Strategic Business Plan, with seven targeted strategic objectives:

- Customer Service
- Human Capital Development
- New Technologies
- Rebuilding the System
- Ridership Growth
- Safety and Security
- Sustainability

For each objective, two metrics will measure progress to hold the Authority accountable for performance. This report represents the first public release of our progress in these areas, covering the period of July through December, 2009.

In many areas, SEPTA achieved its goals: meeting several important project-based milestones; incorporating new green technologies into our system and services; and improving customer service performance. Most impressive was a 24 percent increase in commendations that were issued by our customers to dedicated employees over the six-month period.

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In other areas, SEPTA used the reporting process to establish baselines for measuring future progress. For example, a comprehensive inventory of system-wide greenhouse gas emissions was calculated by staff. From this inventory, the Authority is now able to target initiatives that will reduce its carbon footprint and strategically advance SEPTA's standing as sustainable solution for regional mobility.

In some areas, performance metrics have not been met. On-time performance improved slightly, but lagged in part due to November's service interruption. Ridership has declined, in part due to the global economic recession and falling gas prices. The resulting budget deficit, along with subsidy levels which have not increased, has forced SEPTA to put a hold on several major initiatives to serve new markets.

While some of these factors are impacted by the current economic recession, there is always room for improvement. And now, with the uncertain future of Act 44 once again putting our funding in doubt, our resolve must be even stronger. But no matter the outcome, our commitment to the region will not change:

- Connecting the region for integrated mobility;
- Sustaining our environment and preserving our system for future generations;
- Committing to continuous improvement and innovation; and
- Providing excellent service by a team of dedicated employees.

It is now my pleasure to share this progress report with you.

Enclosure

No.	Metric	Corporate Objective							Reporting Period Performance			Notes	
		Customer Service	Sustainability	Safety & Security	Ridership Growth for Transit	New Technologies	Rebuilding the System	Human Capital Development	Indicator	Baseline (If Applicable)	FY2010 - July-December		FY2010 - January-June
1	Achieve system-wide on-time performance at 90%	x							On-time performance	FY2009 (July-Dec): 88.5%	89.4%		Goal not achieved for reporting period: Progress made, with on-time performance improving by 0.9 percent to 89.4 percent based on a flat average across all modes for the six months ending December 31.
2	Increase commendations by 20% per year	x							Commendations	FY2009 (July-Dec): 567	23.8%		Goal achieved for reporting period: 702 commendations received, a 23.8 percent year-on-year increase for the six months ending December 31.
3	Reduce carbon footprint by 5% per year		x						Greenhouse gas emissions per passenger mile	FY09: 0.70 lbs CO2-e	n/a		Baseline metric calculated: Emissions reported on the basis of pounds (lbs) of carbon dioxide-equivalent across three metrics: passenger miles, revenue vehicle hours, and vehicle miles. Baseline reported for FY2009.
									Greenhouse gas emissions per vehicle mile	FY09: 11.05 lbs CO2-e	n/a		
									Greenhouse gas emissions per revenue vehicle hour	FY09: 155.85 lbs CO2-e	n/a		
4	Achieve 90% of major TOD project deadlines within 90 days		x						Project deadlines	Not Applicable	0		Goal not achieved for reporting period: Progress made, with several projects in concept phase; however, no major project deadlines to report for six-months ending December 31.
5	Reduce accidents for customers and employees by 5% per year			x					Vehicular accidents per 100,000 miles	FY09: 3.54	3.66		Goal not achieved for reporting period: Progress made, with accident rates reduced by 1.3 percent based on an indexed measure for the six months ending December 31.
									Passenger accidents per 100,000 miles	FY09: 1.78	1.77		
									Employee lost time injuries per 200,000 workhours	FY09: 4.98	4.70		
									Employee non-lost time injuries per 200,000 workhours	FY09: 7.79	7.92		
									Station accidents per 1,000,000 riders	FY09: 0.92	0.87		
6	Increase customer satisfaction level relating to safety & security perception by 10%			x					Customer perception	FY08: 6.2 (out of 10)	n/a		Baseline metric calculated: Measure derived from SEPTA Customer Satisfaction Survey personal security indicator. Baseline reported for FY2008.
7	Achieve 1% ridership growth per year				x				Ridership growth	FY09 (July-Dec): 161.3M passengers	-6.1%		Goal not achieved for reporting period: Ridership declined by 6.1 percent, largely due to a six-day service interruption (Nov. 2009) and regional unemployment levels during six months ending December 31.
8	Introduce 1 new major service initiative per year to serve new markets					x			New service initiatives	Not Applicable	0		Goal not achieved for reporting period: Several route projects planned for FY2011 Annual Service Plan, but "no service expansion" directive from PennDOT delayed implementation during the six months ending December 31.
9	Introduce 1 new technology initiative per year for operational efficiencies						x		New technology initiatives	Not Applicable	1		Achievement of annual goal progressed during reporting period: Unveiled a website (www.septa.org) refresh during the six months ending December 31.
10	Achieve 90% of major deadlines within 90 days relating to new payment system						x		Milestones met	Not Applicable	100%		Goal achieved for reporting period: One major deadline - receipt of vendor proposals by September 30, 2009 - was scheduled and met during the six months ending December 31.
11	Achieve 80% of all major deadlines within 90 days of goal							x	Milestones met	Not Applicable	83%		Goal achieved for reporting period: 38 of 46 (83 percent) major project milestones met for the six months ending December 31.
12	Introduce 5 new green technologies per year							x	New green technologies	Not Applicable	3		Achievement of annual goal progressed during reporting period: Initiatives during the six months ending December 31 included: 1) Hybrid utility vehicles purchased through the utility fleet overhaul program; 2) energy efficiency lighting change-out program undertaken at Fern Rock and Cortland Shops; and 3) LEED-designed station project at Fox Chase.
13	Achieve increased training attendance of 5% per year								Training attendance	Not Applicable	FY2010 to serve as baseline		Baseline metric to be calculated: Based on FY2010 performance.
14	Reduce turnover rate by 10% for front-line employees							x	Employee turnover	FY2009 (July-Dec): 24.6%	-58%		Goal achieved for reporting period: New hire operator turnover fell to 10.4 percent from 24.6 percent, a 58 percent year-on-year reduction attributable to a small sample size but also stepped-up screening efforts and economic conditions during the six months ending December 31.