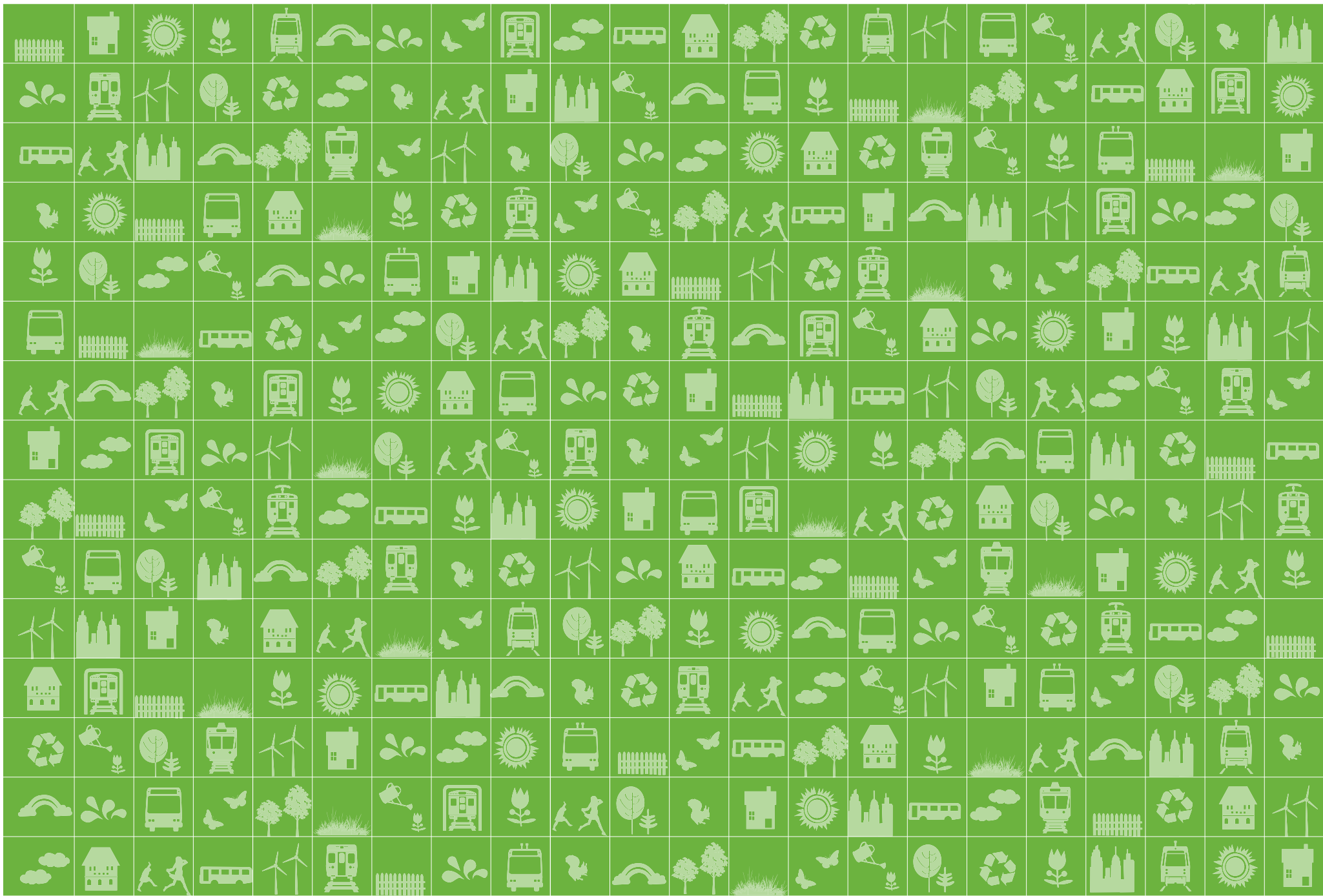




SEP-TAINABLE EMPOWERING ACTION

ANNUAL REPORT (January 2013)





On the Cover: A Raised Signal Hut Adapts to Changing Climatic Conditions on the Manayunk/Norristown Line (See Goal 1)

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MESSAGE FROM THE GENERAL MANAGER

Across the United States, regions are reinventing themselves to become more like Philadelphia.

It has been four years now since Philadelphia Mayor Michael Nutter boldly predicted this day would come. His 2009 Greenworks sustainability plan posited that ours is a region of the future, and that its inherited assets—walkable and bikeable neighborhoods, a rich stock of existing buildings, and a far-reaching transit system—are the very foundation for becoming the greenest city in America.

For years, SEPTA has worked to become a constructive force in this vision. Greater Philadelphia is a region that grew up around its transit system. Its famed city streetcars and historic suburban railroad communities reflect a rich legacy left by generations of investments in public transportation. But in the second half of the 20th century, the world changed, and with it came an era of decentralized growth and sprawl made transit—and many of the communities it served—less competitive. SEPTA, created to manage the assets of companies that were bankrupted during this era, has been challenged over the past half-century to integrate these disparate, decaying systems into a cohesive regional network.

What's striking about the Mayor's vision, and now the vision of so many across the United States, is how universal the concept of sustainability has become to planning for the future. In 2011, when the SEPTA Board adopted its first-ever Sustainability Plan, it introduced the concept of "triple bottom line" to the organization. With it came an appreciation that sustainability is about more than just "going green" and a new planning framework for considering all of the environmental, social and economic implications of each decision.

In 2012, SEPTA put this comprehensive planning framework into action. What emerged were innovative strategies to capture wasted resources and put them back into productive use in a way that added environmental, social, and economic value. Such untapped assets were discovered in a variety of forms:

- Landfilled waste now being recycled through a single-stream, source separated recycling program
- Wasted energy created by braking trains now being captured and reused by a battery at a power substation
- Unused real estate now being cultivated into a self-sustaining urban farm

These initiatives and others have attracted the attention of the national transit industry, which came to Philadelphia in August for a three-day conference to sample the region's progress in advancing its sustainability platform.

The conference takeaway, however, and the thread that ultimately ties these initiatives together, is that sustainability is not about a policy platform, or even about the triple bottom line. It is about creating a culture that understands resource constraints but values innovation, one that appreciates complexity but empowers action.

More and more, we see this culture being created here. It's no wonder that other regions are coming to Greater Philadelphia to sample it for themselves. While the challenges remain, the progress is clear to see.

This annual report details SEPTA's role in empowering action over the past year. It validates what I have believed for some time: that SEPTA's employees are among the most diligent and dedicated to their jobs of any transit agency in the industry, one reason why the American Public Transportation Association (APTA) named SEPTA its 2012 "Outstanding Public Transportation System," a prestigious award that reflects a year of tremendous progress.

But just as importantly, the report reinforces a steadfast commitment to continual improvement. Sustainability is not a project but a process, and our program embraces the notion that performance can only be improved by constantly reevaluating progress over time. This report represents our appraisal of progress to-date, and goals for the year to come. I'm pleased to share it with you.



Joseph M. Casey
General Manager



SEPTA Welcomes APTA 2012 Sustainability & Public Transportation Workshop

SEPTA HOSTS APTA SUSTAINABILITY CONFERENCE

In August, transit industry representatives from across North America came to Philadelphia for a conference on sustainability in public transportation. The theme of this year's conference, organized by the American Public Transportation Association (APTA), focused on the connection between sustainability and state of good repair. The theme strongly resonated with conference attendees, especially those from regions like Philadelphia where aging infrastructure will cost billions of dollars to rebuild.

For three days, attendees sampled local sustainability initiatives and heard from experts on advancements in best practices from across the industry. Much of the workshop focused on how sustainability can inform strategies that address the recent convergence of capital needs, historic ridership growth, funding cuts, and costly severe weather events. These factors have compelled SEPTA and its peers to more closely consider what sustainability means in the context of infrastructure vulnerability and budget shortfalls, and to proactively develop strategies that reduce future risk.

The following is a summary of conference events:

DAY 1 A series of tours that highlight recent sustainability successes:

WAYSIDE ENERGY STORAGE: SEPTA hosted a tour of its Letterly Substation in the Kensington section of North Philadelphia, where a wayside energy storage device has been installed to capture, store, and reuse



Andrew Gillespie (Right), SEPTA Chief Engineering Officer for Power, with conference participants at the Wayside Energy Storage Project tour

regenerative braking from trains on the Market-Frankford Line. The device, currently in its demonstration phase, will also participate in the grid's frequency regulation market to generate revenue that will improve the project's return on investment. Project partners Viridity Energy, Saft Batteries, and ABB Envitech

were on hand to discuss the innovative project approach, which is the first of its kind and has received international media attention.

FOOD ACCESS VIA TRANSIT: SEPTA partnered with The Enterprise Center (TEC) to host a tour of the area surrounding its 46th Street Station in West Philadelphia, which in the past two years has become a model for social sustainability. SEPTA leased a vacant lot adjacent to the station to TEC, which has converted the land into an urban farm and has implemented a series of subsequent initiatives to leverage its community impact. The farm was the subject of the first in a series of "Case Studies in Sustainability" now available on the Sustainability Microsite (*See Goal 6 & Program Implementation for more information*).

RAILS-TO-TRAILS: Sponsored by the Delaware Valley Regional Planning Commission (DVRPC), SEPTA partnered with the Bicycle Coalition of Greater Philadelphia to host a bike tour of its Manayunk Bridge, which is in the process of being converted into a multi-county, multi-use trail. The bike tour began in Center City Philadelphia and continued along the Schuylkill River Trail to Manayunk. Tour participants also had the opportunity to sample other initiatives to support bikes-&-transit use (*See Goal 5 for more information*).

SEPTA HOSTS APTA SUSTAINABILITY CONFERENCE (cont.)



Walking on Sunshine (2011) by Margery Amdur
at Spring Garden Station on the Broad Street Line

ART IN TRANSIT: Philadelphia is a city known for public art, from Oldenburg's Clothes Pin at 15th and Market Streets to Robert Indiana's iconic "Love" sculpture in JFK Plaza. Attendees were provided with a self-guided tour guide to sample public art installations of Art-In-Transit commissions. Tour stops featured original works of public art created along the Market-Frankford and Broad Street Lines.

DAY 2

Highlighting the second day was a panel moderated by SEPTA Board Member and City of Philadelphia Deputy Mayor for Transportation & Utilities Rina Cutler. Panelists included SEPTA Deputy General Manager Jeffrey Knueppel and Chief Financial Officer Richard Burnfield as well as DVRPC Executive Director Barry Seymour. The panel's discussion focused on sustainability's relevance despite pressures facing the transit industry. Panelists agreed that sustainability has a foundational role in planning the region's future, but that sustainability must be framed in terms of return on investment to protect its enduring value.

The second day also featured a panel on the Federal Partnership for Sustainable Communities, a joint initiative of the U.S. Department of Transportation (DOT), Environmental Protection Agency (EPA), and Department of Housing and Urban Development (HUD). Panelists described the six livability principles that have helped to reshape, realign and refocus federal plans and programs to achieve sustainable outcomes. They include: provide more transportation choices; promote equitable, affordable housing; increase economic competitiveness; support existing communities; leverage federal investment; and value communities and neighborhoods. Speakers described how these six principles are now being used to help define and guide investments across federal programs.

DAY 3

The conference's final day featured a session on the APTA Sustainability Commitment and its role in promoting the use of performance indicators. Panelists included representatives from APTA's four Gold-level agencies—Sound Transit (Seattle, WA), Intercity Transit (Olympia, WA), TransLink (Vancouver, BC), and SEPTA. The discussion focused on process—how each agency structured its sustainability program, challenges encountered, and benefits accrued from implementation. The conference concluded with a distinguished panel of representatives from government and academia to discuss potential opportunities for the transit industry to partner with like-minded organizations to achieve shared objectives.

Hosting the APTA conference was a unique opportunity to showcase the Philadelphia region as an innovator in sustainable planning and development. Lessons learned from other peer regions and transit agencies will help SEPTA stay on the industry's cutting edge.

SUSTAINABILITY PROGRAM OVERVIEW

SEPTA's Sustainability Program is based on the triple bottom line—accounting for environmental, social, and economic impacts. Working with its partners, SEPTA has used this three-pillar, “planet, people, prosperity” approach to incorporate sustainability into its vision, mission, and core values.

The Sustainability Program reduces this broad-based, comprehensive planning framework into twelve (12) goals—four across each pillar:

SEPTA'S TRIPLE BOTTOM LINE APPROACH TO SUSTAINABILITY

Environmental

Planet = Environmental

Taking into account actions and conditions that affect the earth's ecology

Impact Mitigation and Stewardship Solution

Goal 1

Improve Greenhouse Gas (GHG) and Criteria Air Pollutant Emissions Performance

Goal 2

Reduce Water Use and Stormwater Runoff

Goal 3

Improve Energy Intensity Performance

Goal 4

Reduce, Reuse & Recycle Waste

Social

People = Social

Taking into account actions and conditions that affect all members of society

Versatile Workforce and Livable Communities

Goal 5

Integrate with Livable Communities

Goal 6

Improve Access to Local Food via Transit

Goal 7

Develop a Highly Skilled, Healthy and Versatile Workforce

Goal 8

Support Regional Business Equity

Economic

Prosperity = Economic

Taking into account actions that affect how people and businesses meet their needs

Fiscal Responsibility and Regional Competitiveness

Goal 9

Increase Transit Mode Share

Goal 10

Improve Infrastructure State of Good Repair

Goal 11

Improve Operating Expense Performance

Goal 12

Achieve Recommended Funding Levels

USE OF PERFORMANCE METRICS

Where applicable, the Sustainability Program uses performance metrics to track progress over time. Metrics are normalized to account for adjustments in service levels, which necessarily impact measures of sustainability, such as gross levels of GHG emissions, water and energy usage, waste generation, ridership, and operating expenses. Normalization ensures that sustainability performance measurement does not obscure SEPTA’s most important function: to provide high-quality transit service throughout the region.

Three metrics are used to normalize performance, based on guidance promulgated by the American Public Transportation Association (APTA) Recommended Practice on “Quantifying and Reporting Transit Sustainability Metrics” (June 2012):

PASSENGER MILES TRAVELED (PMT)

- **DEFINITION:** PMT is the cumulative sum of the distances ridden by each passenger.
- **VALUE:** This metric measures service productivity or effectiveness in addition to operational efficiency and will account for the combined effects of relative efficiency of vehicles by mode and changes in ridership or vehicle occupancy rates. Passengers traveling on a more crowded vehicle will make trips more efficient, so this metric will capture efforts to improve efficiency by attracting passengers and increasing service productivity.

VEHICLE MILES (VM)

- **DEFINITION:** VM is mileage traveled by a vehicle from the time it pulls out from its garage to go into revenue service to the time it pulls back into the garage, including “deadhead” miles (the time that vehicles spend traveling while out of service, such as returning to a garage or storage facility).
- **VALUE:** This metric measures operational efficiency and will be sensitive to efforts to purchase cleaner and more efficient vehicles and fuels and to improve the efficiency of “overhead” facilities (e.g., office buildings or train stations).

REVENUE VEHICLE HOURS (RVH)

- **DEFINITION:** RVH is time traveled when the vehicle is in revenue service (i.e., the time when a vehicle is available to the general public and there is an expectation of carrying passengers).
- **VALUE:** This metric captures efforts to improve operational efficiency by reducing deadhead miles and roadway congestion. By excluding deadhead hours, this metric will capture efforts to reduce inefficiencies through improvements to scheduling, routing or other service planning changes. By accounting for the time spent in service rather than the distance traveled, this metric reflects any local congestion effects, which will depress performance per unit of time in revenue service.

SUMMARY OF KEY PERFORMANCE INDICATORS

Sustainability Focus Area		Goal		Target	Indicator (Unit)	Baseline (FY2009)	FY2010	FY2011	FY2012	2015 Outcome
ENVIRONMENTAL	In the Region: Advancing Stewardship	1	Improve Greenhouse Gas (GHG) & Criteria Air Pollutant Emissions Performance	5% improvement per year	GHG/PMT (CO2-e) GHG/VM (CO2-e) GHG/RVH (CO2-e)	0.642 lbs 10.11 lbs 142.13 lbs	0.614 lbs 10.03 lbs 141.30 lbs	0.591 lbs 9.82 lbs 137.64 lbs	n/a (measured on calendar year basis)	0.47 lbs 7.43 lbs 104.48 lbs
		2	Reduce Water Use & Stormwater Runoff	10% reduction by 2015	Water/PMT (Gallons) Water/VM (Gallons) Water/RVH (Gallons)	0.132 2.098 29.28	0.130 2.088 29.55	0.106 1.766 24.76	0.103 1.715 24.03	0.119 1.888 26.36
	At SEPTA: Reducing Footprint	3	Improve Energy Intensity Performance	10% improvement by 2015	Energy/PMT (kBtu) Energy/VM (kBtu) Energy/RVH (kBtu)	2.88 45.80 639.28	2.78 44.56 630.54	2.66 44.15 619.03	2.57 42.84 600.17	2.59 41.22 575.35
		4	Reduce, Reuse & Recycle Waste	20% waste diversion by 2015	Municipal waste diversion rate (recycling/total waste)	n/a	n/a	6.4% (Baseline)	8.5%	20%
SOCIAL	In the Region: Building Livable Communities	5	Integrate with Livable Communities	Invest in one TOD project per year	New TOD projects (cumulative)	n/a	n/a	1	1	5 TOD projects
		6	Improve Access to Local Food via Transit	Three new farmers markets on SEPTA property by 2015	New farmers markets on SEPTA property	0	3	4	4	3 farmers markets
	At SEPTA: Developing Workforce	7	Develop a Highly-Skilled, Healthy & Versatile Workforce	50% turnover filled from succession pool	Turnover filled from succession pool of critical strategic positions	n/a	n/a	n/a	n/a (See Goal 7 for Interim Achievements)	50%
		8	Support Regional Business Equity	10% improvement by 2015	Newly-registered DBE firm success rate	16.6%	n/a	n/a	n/a (See Goal 8 for Interim Achievements)	18.22%
ECONOMIC	In the Region: Catalyzing Growth	9	Increase Transit Mode Share	10% increase by 2015	Annual unlinked trips per capita	82.1	80.1	82.9	84.2	93.9
		10	Improve Infrastructure State of Good Repair	15% proportionate improvement by 2015	Estimated state of good repair	65%	n/a	65%	67%	80%
	At SEPTA: Achieving Fiscal Stability	11	Improve Operating Expense Performance	Outperform industry annualized growth rate	Industry OpEx/UPT (%Δ)	Industry %Δ: 3.6%	n/a	n/a	3.0%	n/a
		12	Achieve Recommended Funding Levels	Full funding of PA TFAC recommended funding levels	Statewide transit funding	Current funding levels	2010: \$484M	n/a	n/a	2020: \$1.383B 2030: \$3.063B

A photograph of a city skyline, likely New York City, featuring several prominent skyscrapers. In the foreground, a train is traveling on elevated tracks. The tracks are supported by metal pillars and have overhead power lines. A signal light is visible on the left side of the tracks. The sky is overcast.

ENVIRONMENTAL SUSTAINABILITY

GOAL 1

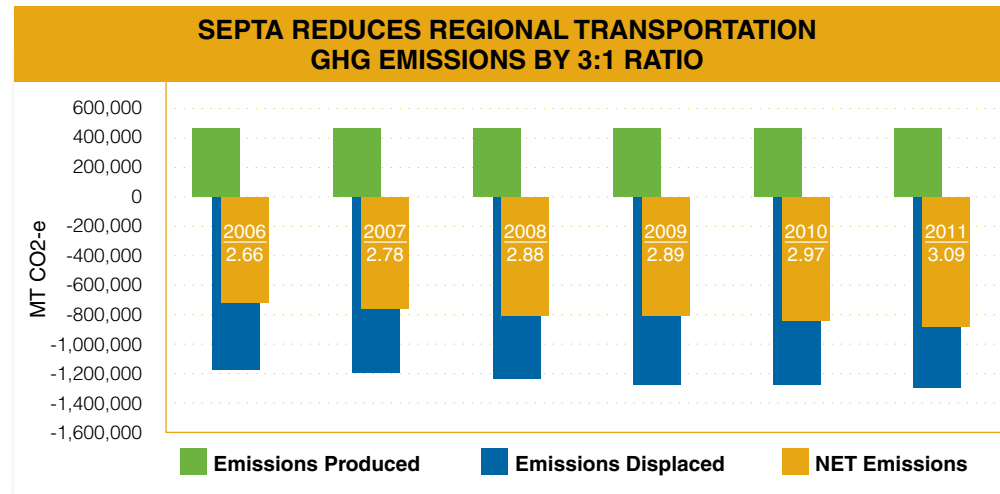
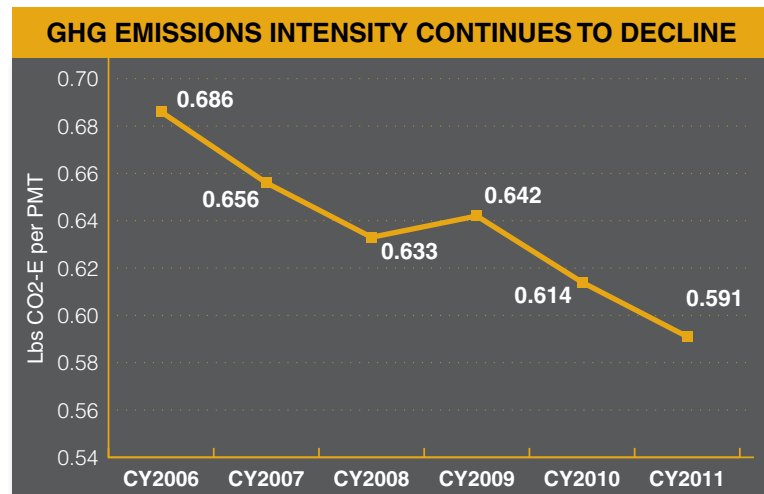
IMPROVE GREENHOUSE GAS (GHG) & CRITERIA AIR POLLUTANT EMISSIONS PERFORMANCE

CLIMATE ADAPTATION & MITIGATION STRATEGIES MOVE FORWARD

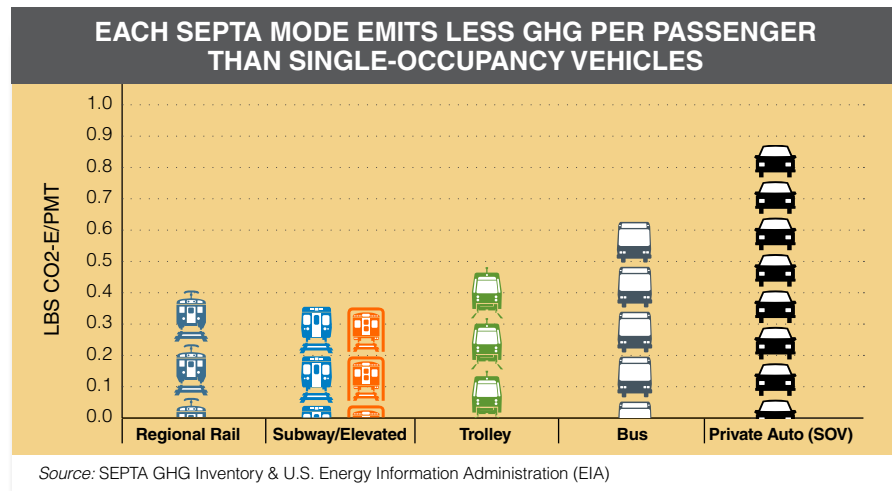
KEY PERFORMANCE INDICATOR: Target – 5% Annual Improvement

GHG EMISSIONS PERFORMANCE		DEBIT				CREDIT	
Calendar Year	LBS CO2-E	Per VM	Per RVH	Per PMT	Multiplier	Savings (lbs CO2-e)	Per Trip
CY2006	981,892,698	10.602	148.479	0.686	2.66	2,616,358,006	8.11
CY2007	971,894,882	10.377	145.506	0.656	2.78	2,704,226,835	8.16
CY2008	974,553,773	10.200	142.585	0.633	2.88	2,810,186,803	8.15
CY2009	981,724,993	10.113	142.127	0.642	2.89	2,832,515,631	8.15
CY2010	977,484,923	10.032	141.297	0.614	2.97	2,903,907,804	8.23
CY2011	962,092,964	9.821	137.643	0.591	3.09	2,973,752,368	8.23

PERFORMANCE SUMMARY: Through 2011, GHG emissions per passenger mile—a key measure of intensity that accounts for both emissions and ridership—improved by nearly 14 percent from 2006, and more than 8 percent from plan baseline year 2009. At the same time, SEPTA's transit effect multiplier—a measure of impact on reducing broader regional transportation GHG emissions—has continued to grow. In 2011, SEPTA reduced regional GHG emissions by more than 3:1, by taking cars off the road, reducing congestion, and supporting non auto-centric development. The average SEPTA rider saves more than 8 pounds of carbon per trip.



HIGHLIGHTS

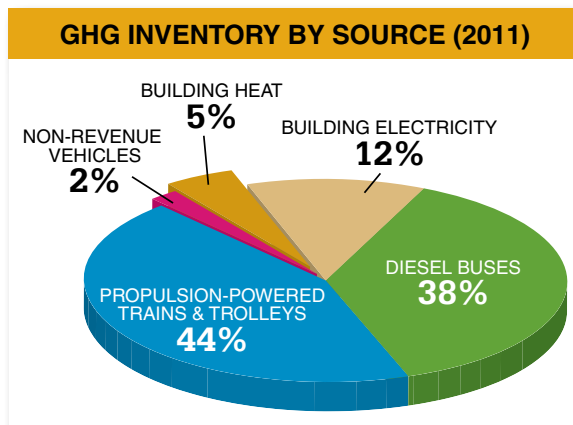


GHG EMISSIONS REDUCTIONS FROM ENERGY ACTION

PLAN: In October, SEPTA adopted its first-ever “Energy Action Plan,” which establishes a strategy to achieve ambitious energy and associated GHG emissions performance goals (See “Goal 3” for more information). The plan targets 18 budget-neutral strategies to reduce GHG emissions by 122.4 million pounds of carbon-dioxide equivalents (CO₂-e), a 12.3 percent reduction over 2011 GHG emissions levels.

ALTERNATIVE ENERGY VEHICLE PROCUREMENT: SEPTA’s fleet of hybrid-electric buses is 40 percent more fuel efficient than its diesel fleet.

After being selected for a total of \$23 million in new federal grant funding, SEPTA has committed to purchase 160 new 40- and 60-foot hybrid buses out of a total of 245 buses to be received between 2012 and 2015. The incremental improvement in fleet fuel economy will continue to reduce GHG emissions from diesel-based energy sources.



BIODIESEL BLEND: In 2011, SEPTA began to use a low-grade blend of biodiesel for its buses. Combining biofuels with traditional fossil-fuel based diesel reduces GHG emissions per gallon associated with combustion. The Energy Action Plan projects that by 2015 the biodiesel purchase program will reduce GHG emissions by 13,594,471 pounds of CO₂-E per year compared to purchasing pure diesel without a biofuel blend.

GRANT TO IMPROVE AIR QUALITY: In October, SEPTA was selected for funding under the federal Congestion Mitigation Air Quality (CMAQ) grant program to install an ultra-low emitting “GenSet” engine on a diesel maintenance locomotive stored in the Wayne Junction area of North Philadelphia. The \$1.28 million grant will fund a state-of-the-art technology to improve fuel efficiency and reduce particulate matter (PM) and NO_x emissions from the maintenance locomotive wherever it operates. This is the second consecutive year that SEPTA has received a grant to repower a maintenance locomotive—in 2011, EPA funded a similar project. Upon installation, three of six diesel maintenance locomotives will be equipped with the ultra-low emissions technology.

CARBON CALCULATOR:

A simple online tool is now available on SEPTA’s Sustainability Microsite that calculates the environmental benefits of choosing to ride public transportation instead of driving. The tool estimates avoided carbon emissions by multiplying the distance of a passenger trip by a vehicle’s average fuel economy, and assigning an average carbon emissions factor to the resulting gallons of gasoline saved. Because SEPTA already provides a comprehensive network of services across southeastern Pennsylvania, the decision to ride adds nothing to SEPTA’s footprint. For this reason, choosing SEPTA effectively eliminates the carbon footprint for that trip.

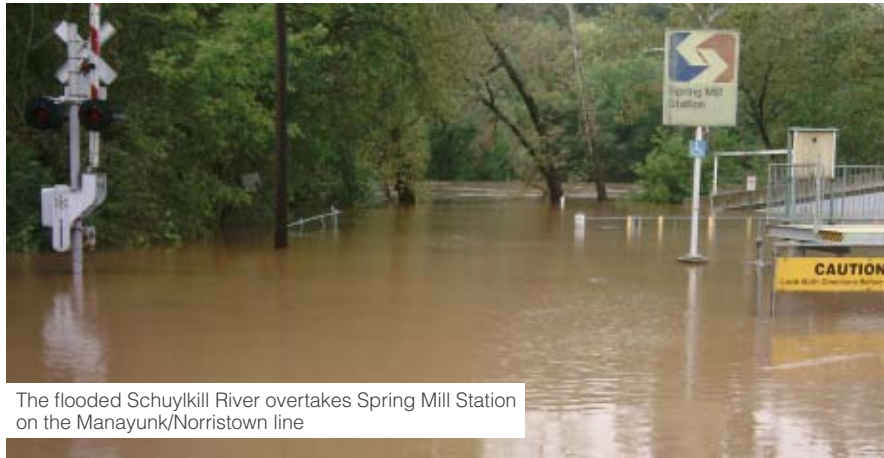
Carbon Calculator

Each time you use SEPTA, you make a choice that improves the environment. Use the calculator below to determine how much you can reduce your carbon footprint by leaving your car behind and riding SEPTA.

Distance To Travel (miles)	<input type="text"/>
Your Vehicle's Average Miles Per Gallon (MPG)	<input type="text"/>

Pounds of CO₂ your vehicle would produce, based on distance and miles per gallon you entered.

CLIMATE ADAPTATION ASSESSMENT: SEPTA has partnered with DVPRC and ICF International, a leading industry expert in climate adaptation policy and planning, to conduct a vulnerability and risk assessment of its system to climate change. Its focus is the Manayunk/Norristown Line, a Regional Rail route that parallels the Schuylkill River. In recent years, the line—with many assets more than 100 years old—has been vulnerable to both intense river flooding—10 of the 18 highest recorded Schuylkill River crests at Norristown have occurred within the last ten years—and stormwater runoff caused by uphill impervious development. The study will analyze these trends in the context of climate projections and engage stakeholders in creating a strategy for adapting capital, operating, and maintenance strategies along the line. A final report, which will be available on the Sustainability Microsite, will be published in Spring 2013.



The flooded Schuylkill River overtakes Spring Mill Station on the Manayunk/Norristown line

MORE THAN 50% OF HIGHEST SCHUYLKILL RIVER CRESTS AT NORRISTOWN HAVE OCCURRED WITHIN THE LAST 10 YEARS		
RANK	CREST	DATE
(1)	25.10 ft	06/23/1972
(2)	22.00 ft	09/17/1999
(3)	21.00 ft	08/24/1933
(4)	19.76 ft	08/28/2011
(5)	19.30 ft	09/13/1971
(6)	19.13 ft	06/28/2006
(7)	19.00 ft	01/20/1996
(8)	18.40 ft	08/19/1955
(9)	18.30 ft	10/01/2010
(10)	18.00 ft	10/19/1991
(11)	17.92 ft	10/09/2005
(12)	17.60 ft	12/05/1993
(13)	16.28 ft	06/21/2003
(14)	16.06 ft	09/07/2011
(15)	16.06 ft	04/03/2005
(16)	16.00 ft	09/18/2004
(17)	15.37 ft	09/29/2004
(18)	14.35 ft	03/11/2011

Source: National Weather Service

WHAT'S NEXT

INVEST IN HIGH-EFFICIENCY BOILERS: The Energy Action Plan calls for an aggressive retrofit campaign to upgrade facility efficiency and state of good repair. The plan pays particular attention to facilities with aging boiler systems, which are a significant source of facility-based air emissions. Upgrades of these systems are eligible and will be considered as part of the scope of energy performance contracts at selected facilities (*See Goal 3 for more information*).

ON-SITE POWER GENERATION: SEPTA's most carbon-intensive source of energy is grid-based electricity. Its newly adopted Energy Action Plan features several strategies to shift electricity from grid to on-site generation. Among them, a proposed combined heat and power plant would shift a portion of Regional Rail electricity load from the grid to natural gas. The proposed project would reduce GHG emissions by 14.3 million pounds of CO₂-E per year.

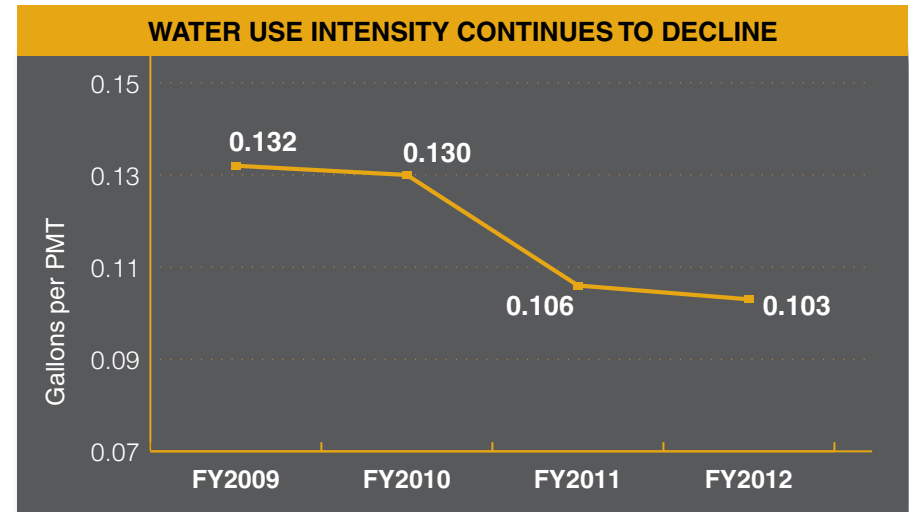
RESOURCES: <http://www.septa.org/sustain/environmental>

GOAL 2 REDUCE WATER USE & STORMWATER RUNOFF

WATER USAGE RATES DOWN AS STORMWATER PROGRAM RAMPS UP

KEY PERFORMANCE INDICATOR: Target – 10% Improvement by 2015

WATER USAGE PERFORMANCE					
Fiscal Year	CCF	GALLONS	Per VM	Per RVH	Per PMT
FY2009	272,350	203,717,652	2.098	29.284	0.132
FY2010	270,896	202,630,180	2.088	29.546	0.130
FY2011	230,962	172,759,916	1.766	24.758	0.106
FY2012	224,899	168,224,678	1.715	24.026	0.103



PERFORMANCE SUMMARY: Through 2012, water usage intensity declined between 18 and 22 percent from plan baseline year 2009. SEPTA also continues to develop plans and programs for reducing the impact of its impervious surfaces on the other aspect of its goal—stormwater runoff.

HIGHLIGHTS

TREE PLANTING: A total of 170 trees were planted at 12 project sites across the five-county region in 2012, an average of more than 14 trees per location. The largest two tree-planting locations were Sedgwick Station (38 trees) in Philadelphia, Roberts Road Station (34 trees) in Delaware County and Doylestown Station (32 trees) in Bucks County. Overall, tree-planting totals were down from 2011 because funding shortfalls have resulted in fewer capital projects under construction.

VEHICLE WASHER EFFICIENCY: The dramatic reduction in water usage intensity is largely a function of usage reductions at two of SEPTA's most active vehicle washing facilities: Midvale (largest bus depot) and Bridge Street (second largest rail yard). Between 2010 and 2012, these two facilities combined to reduce water consumption by more than 20 million gallons per year.

HIGHLIGHTS (cont.)

SUSTAINABLE STORMWATER RETROFITS PROGRAM (SSRP): SEPTA's Engineering, Maintenance & Construction Division has established a priority to incorporate sustainable stormwater management practices into reconstruction projects to more efficiently control stormwater and reduce runoff onsite. To date, activities have included:

- **DESIGN OF ROOF RAINWATER COLLECTION SYSTEMS:** A pilot project is in design to capture and reuse stormwater from the roof of Midvale Garage, SEPTA's largest bus depot. Captured stormwater will be conveyed to an underground cistern system where it can be utilized by vehicle washing systems.
- **DESIGN OF STORMWATER RETROFITS:** The pilot project at Midvale also will improve infiltration and peak attenuation during rain events by installing a bio-infiltration basin. The basin will be designed to infiltrate smaller storms while allowing for the peak attenuation of larger storms.
- **GREEN INFRASTRUCTURE IN STATION REDEVELOPMENT PROJECTS:** Sustainable stormwater management practices have been incorporated into reconstruction projects funded by federal grant programs. These include:
 - Parkside Bus Loop (2011): Bio-retention basin
 - 33rd & Dauphin Loop (Underway): Vegetated green roof & bio-retention basin
 - 23rd & Venango Loop (In Design): Porous pavement & rain gardens being considered
 - Primos Station Parking Lot Expansion (In Design): Bio-retention basin
 - 69th Street West Bus Terminal (In Design): Vegetated roofs & walls—will also dampen noise pollution and reduce urban heat island effect

Overview of 69th Street Transportation Center West Bus Terminal renovation project



WHAT'S NEXT

SCALE FOR WATER & STORMWATER RETROFITS: Projects to reduce water use and stormwater runoff are eligible under energy performance contracts. The Energy Action Plan calls for aggressive use of this platform to also achieve SEPTA's water and stormwater reduction goals established by the Sustainable Stormwater Retrofits Program (*See Goal 3 for more information*).

AUDIT VEHICLE WASHERS: Water meters have begun to be installed at vehicle washing facilities to allow for more accurate data collection on the amount of water being used to wash fleet vehicles. This in turn will enable more thorough analysis of the efficiency of water reclamation systems on each vehicle washer and more complete recommendations for reducing water usage.

RESOURCES: <http://www.septa.org/sustain/environmental>

GOAL 3 IMPROVE ENERGY INTENSITY PERFORMANCE

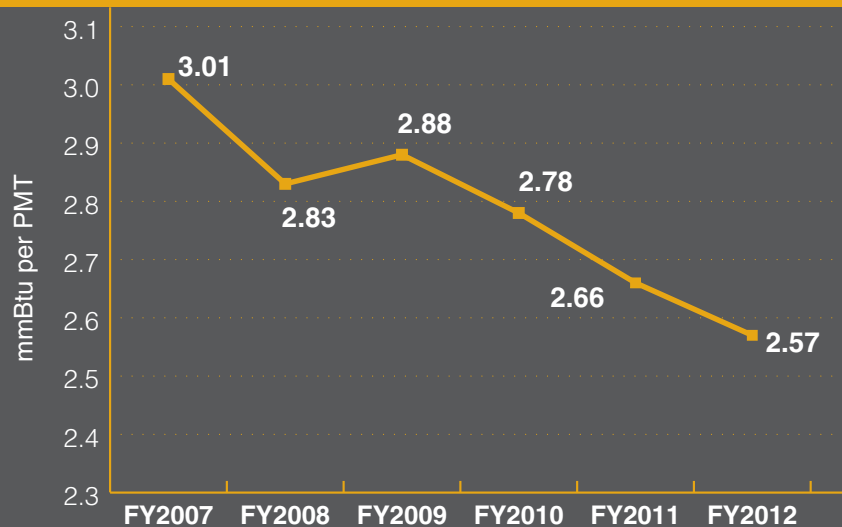
ENERGY ACTION PLAN CHARTS PATH FOR PROGRESS

KEY PERFORMANCE INDICATOR: Target – 10% Improvement by 2015

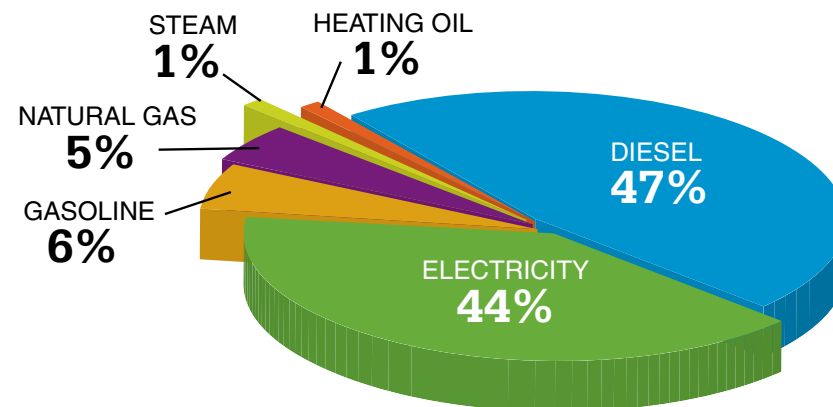
ENERGY INTENSITY PERFORMANCE					
FISCAL YEAR	ENERGY SOURCES	MMBTU	VM	RVH	PMT
FY2007	DIESEL, ELECTRICITY, GASOLINE, NATURAL GAS, HEATING OIL, STEAM	4,305,974	46.13	647.94	3.01
FY2008		4,335,844	46.14	645.87	2.83
FY2009		4,447,244	45.80	639.28	2.88
FY2010		4,324,309	44.56	630.54	2.78
FY2011		4,319,489	44.15	619.03	2.66
FY2012		4,202,236	42.84	600.17	2.57

PERFORMANCE SUMMARY: Through 2012, energy per passenger mile—a key measure of intensity that accounts for both energy consumption and ridership—declined by more than 14 percent from 2007, and more than 10 percent from plan baseline year 2009.

ENERGY INTENSITY CONTINUES TO DECLINE



ENERGY USE BY SOURCE (2012)



HIGHLIGHTS

ENERGY ACTION PLAN: In October, SEPTA published a comprehensive plan to reduce the levels of energy consumption and associated GHG emissions from its vehicles and facilities. The plan features initiatives for all six of SEPTA's energy sources—diesel, electricity, gasoline, natural gas, heating oil, and steam. The recommendations are based on three principles:

- **EXISTING ASSETS:** Strategies must focus on improving the efficiency of existing systems and services
- **MULTIPLE BENEFITS:** Strategies must adhere to the triple bottom line for determining return on investment

- **BUDGET NEUTRAL:** Strategies must be able to stand on their own financial merit, either through revenue generation, cost savings, grant funding, or performance contracting

The result: 18 discrete initiatives that promise to reduce SEPTA's energy consumption by 126,155 mmBtu per year, avoid 122,372,224 pounds of CO2-E, and save more than \$2.2 million per year. The initiatives and their impacts are summarized in the table below. The full plan document is available at <http://septa.org/sustain/resources>

#	INITIATIVE	CATEGORY	VEHICLE OR BUILDING	SOURCE IMPACTS	ENERGY IMPACT (MMBTU)	GHG IMPACT (CO2-E)
1	ESCO FOR WAYSIDE ENERGY STORAGE	Energy Efficiency	Vehicle	Electricity	(61,729)	(19,261,775)
2	ENHANCE UTILIZATION OF REGENERATIVE BRAKING	Energy Efficiency	Vehicle	Electricity	(52,155)	(16,274,422)
3	POWER PURCHASE AGREEMENT FOR CHP PLANT @ WAYNE JUNCTION SUBSTATION	Alternative Energy	Vehicle	Electricity, Natural Gas, Heating Oil	265,438	(14,268,520)
4	"TRANSIT FIRST" SERVICE SPEED ENHANCEMENTS	Demand Reduction	Vehicle	Diesel	(78,241)	(13,640,423)
5	BIODIESEL BLEND	Alternative Energy	Vehicle	Diesel	0	(13,594,471)
6	HYBRID ELECTRIC BUSES	Energy Efficiency	Vehicle	Diesel	(71,257)	(12,422,786)
7	ESCO @ FIVE DEPOTS/BACKSHOPS	Energy Efficiency	Building	Electricity, Natural Gas, Heating Oil	(48,220)	(9,610,621)
8	ELECTRIC ENGINE COOLING SYSTEMS	Energy Efficiency	Vehicle	Diesel	(42,136)	(7,345,921)
9	ESCO @ 1234 MARKET	Energy Efficiency & Alternative Energy	Building	Electricity, Steam	(12,161)	(5,869,314)
10	ESCO @ CENTER CITY RRD STATIONS/TUNNELS	Energy Efficiency	Building	Electricity	(13,612)	(4,247,379)
11	BARRACKS RAILYARD STORAGE TO REDUCE RRD DEADHEADING	Demand Reduction	Vehicle	Electricity	(11,331)	(3,535,600)
12	SILVERLINER V FLEET	Energy Efficiency	Vehicle	Electricity	(6,861)	(2,141,035)
13	LIGHTING CHANGE-OUT PROJECTS	Energy Efficiency	Building	Electricity	(6,086)	(1,899,170)
14	ENCOURAGE EMPLOYEE CONSERVATION	Demand Reduction	Building	Electricity	(1,721)	(537,075)
15	GEN-SET ENGINES FOR MAINTENANCE LOCOMOTIVES	Energy Efficiency	Vehicle	Diesel	(1,620)	(282,363)
16	SERVICE VEHICLE NORMAL REPLACEMENTS	Energy Efficiency	Vehicle	Diesel, Gasoline	(952)	(164,673)
17	SHIFT TO 15 PPM ULTRA LOW SULFUR FUEL FOR HEATING OIL	Alternative Energy	Building	Heating Oil	0	0
18	PARATRANSIT VEHICLE NORMAL REPLACEMENTS	Energy Efficiency	Vehicle	Diesel, Gasoline	17,021	2,889,291
ENERGY ACTION PLAN TOTALS				SAVINGS	(126,155)	(122,372,224)
				%Δ	-2.8%	-12.3%
				\$Δ	\$(2,269,413)	

HIGHLIGHTS (cont.)

WAYSIDE ENERGY STORAGE: A partnership with Viridity Energy of Philadelphia has pioneered a first-in-the-world approach to leverage wayside energy storage technology. Formally unveiled in June, the device will simultaneously save money by capturing, storing, and reusing wasted energy created by braking trains (“regenerative braking”), and generate new revenue by participating in real time economic markets (demand response and grid frequency regulation). This multi-faceted approach is a game-changer for the transit industry by creating a stronger economic incentive to pursue energy storage. The first storage device, funded by the Pennsylvania Energy Development Authority (PEDA), is located at a substation on the Market-Frankford Line in North Philadelphia. A second device, funded by a competitively awarded FTA grant, will be located at a substation on the Market-Frankford Line in Northeast Philadelphia. SEPTA projects that each device, at its current size, will generate up to \$440,000 in economic value (cost savings plus new revenue).



SEPTA General Manager Joseph M. Casey at a June wayside storage press conference

PECO REBATES FOR ENERGY

EFFICIENCY: Strategic prioritization of energy efficiency investments eligible for rebates under the PECO “Smart Ideas” program has improved the return on investment of sustainability initiatives at SEPTA facilities across the region. To date, payments have been received for energy efficiency projects at five facilities totaling \$34,706. The PECO program is currently over-subscribed—another \$130,385 in potential payments to SEPTA are under review or on the waiting list.

STATUS OF ACT 129 INITIATIVES			
PROJECT LOCATION	FACILITY TYPE	PECO STATUS	PAYMENT AMOUNT
CALLOWHILL	BUS DEPOT	Rebate Received	\$19,019
8TH STREET STATION	STATION	Rebate Received	\$3,185
FOX CHASE STATION	STATION	Rebate Received	\$524
SUSQUEHANNA-DAUPHIN	STATION	Rebate Received	\$7,322
2ND & WYOMING CHILLER	BACKSHOP	Rebate Received	\$4,655
30TH STREET STATION	STATION	In Process	\$10,043
34TH STREET STATION	STATION	In Process	\$1,665
FERN ROCK	BACKSHOP	In Process	\$32,150
ALLEGHENY	BUS DEPOT	In Process	\$46,130
MIDVALE	BUS DEPOT	In Process	\$20,731
69TH STREET TRANSPORTATION CENTER	STATION	In Process	\$1,756
COMLY	BUS DEPOT	In Process	\$17,910
PAID			\$34,706
IN PROCESS			\$130,385

ENERGY EFFICIENT VEHICLES

- **TRAIN FLEET:** The delivery of 120 Silverliner V Railcars will be complete by February 2013, replacing 78 aging Silverliner II and III Railcars. The state-of-the-art railcars feature regenerative braking, which uses the energy created by braking trains to power on-board auxiliary units (HVAC, lighting) and/or nearby accelerating trains. The Silverliner V fleet also uses the power it draws more efficiently, with a “power factor” of 0.995 – only 0.5 percent of the vehicle’s power lost in transmission—compared to the Silverliner II and III power factor of 0.764 – 23.6 percent of the power lost in transmission. These efficiency gains more than compensate for higher electricity demand resulting from the vehicles’ increased body weight and electronic components.
- **BUS FLEET:** 472 hybrid-electric buses represent one-third of SEPTA’s fleet and are approximately 40 percent more fuel efficient than their diesel counterparts. SEPTA is now saving more than 1 million gallons of diesel fuel each year from its investment in the hybrid-electric technology. Now, thanks to additional competitive federal grant funding from the FTA, the fuel-saving benefits of hybrid-electric technology will be extended to 160 new 40- and 60-foot buses scheduled to be delivered in 2013. By the end of 2013, nearly one-half (632) of SEPTA’s 1350-bus fleet will have hybrid-electric technology.



By February 2013, all 120 Silverliner V railcars will be in service

HIGHLIGHTS (cont.)

ENERGYSTAR FOR HEADQUARTERS:

For the second consecutive year, SEPTA was recognized by the EPA for energy efficiency at its 1234 Market Street headquarters in Center City. The building again ranked among the top 10 percent of all comparable commercial office buildings nationwide, a byproduct of extensive building retrofits and a switch to daytime cleaning, which reduced building runtime by 25 percent. Between 2008 (the year before the shift to daytime cleaning) and 2012, energy consumption at 1234 Market Street declined by 19.1 percent (3,960 MWh), saving more than \$300,000 each year.



WHAT'S NEXT

COMPREHENSIVE ENERGY RETROFITS: The Energy Action Plan calls for aggressive utilization of energy performance contracting to reduce energy costs and improve infrastructure state of good repair. Facility retrofit projects will be advanced under the Pennsylvania Guaranteed Energy Savings Act (GESA), which allows public agencies in the Commonwealth to contract with Energy Savings Companies (ESCOs) to finance capital projects based on measurable utility budget savings.

GRANTS FOR ADDITIONAL HYBRID BUSES: The 160 new buses to feature hybrid-electric technology are part of a larger 245-bus procurement that extends through 2015. The ability to convert the remaining 85 buses from clean-diesel to hybrid will require supplemental funds to cover the incremental cost of hybrid-electric technology.

SCALE FOR WAYSIDE ENERGY STORAGE: The Energy Action Plan calls for aggressively scaling this technology to take advantage of additional substations across the propulsion power system. There are more than two-dozen active substations on the Broad Street, Market-Frankford, and Trolley Lines. Scaled implementation of wayside energy storage will result in substantial cost savings and a substantial new source of revenue.

RESOURCES: <http://www.septa.org/sustain/environmental>

GOAL 4 REDUCE, REUSE & RECYCLE WASTE

RECYCLING PROGRAM BEGINS TO PAY OFF

KEY PERFORMANCE INDICATOR: Target –20% Municipal Waste Diversion Rate by 2015

PERFORMANCE SUMMARY: Between 2011 and 2012, SEPTA's waste diversion rate—a measure of recycling tonnage as a proportion of total municipal waste—increased from 6.4 percent to 8.5 percent. At passenger stations, diversion rates increased from 10.7 percent to 13.8 percent, while at employee facilities, many of which only had recycling for a short portion of the year, diversion rates increased from 1.9 percent to 3.5 percent.

WASTE DIVERSION RATE				
FISCAL YEAR	WASTE GENERATOR	RECYCLING	TRASH	DIVERSION RATE
FY2011	PASSENGER STATIONS	562	4,705	10.7%
	EMPLOYEE FACILITIES	95	4,952	1.9%
	TOTAL	657	9,657	6.4%
FY2012	PASSENGER STATIONS	679	4,250	13.8%
	EMPLOYEE FACILITIES	182	4,978	3.5%
	TOTAL	861	9,227	8.5%

HIGHLIGHTS

SCALE FOR RECYCLING PROGRAM: A pilot recycling program, initiated in 2011, was brought to scale in 2012. SEPTA now has a single stream, source-separated recycling program in place at the following locations:

- **PASSENGER STATIONS:** Broad Street, Market-Frankford, and Trolley Line Stations; Center City and Philadelphia International Airport Regional Rail Stations; and select outlying Regional Rail Stations (Fox Chase, Langhorne, and Primos)
- **EMPLOYEE FACILITIES:** SEPTA Headquarters at 1234 Market Street in Center City; bus & rail storage & maintenance locations

The recycling program generates revenue that offsets the cost of waste hauling services. In 2012, recycling saved an average of \$71 per ton, resulting from a combination of avoided waste hauling costs and new recycling revenue.

COMPREHENSIVE WASTE MANAGEMENT: Recycling is mandated as part of industrial waste disposal services for all maintenance facilities. Recycled materials include solvents, antifreeze, batteries, metals, electronics, lamps, waste oil and construction debris. Like recyclable municipal waste, many industrial recyclable materials also have an economic value—waste oil recycling, for example, generated \$144,969 in revenue during 2012. The recycling of construction debris materials, such as concrete, also saves approximately \$49 per ton in avoided landfill costs.

WASTE OIL RECYCLING			
FISCAL YEAR	GALLONS	REVENUE	\$/GALLON
FY2010	144,897	\$70,207	\$0.48
FY2011	130,425	\$123,780	\$0.95
FY2012	119,357	\$144,969	\$1.21

WHAT'S NEXT

COMPACTED RECYCLABLES: Recyclable materials are by nature less dense than municipal waste. In 2012, the average tonnage per service of SEPTA's recyclable materials was 2.1, compared to 4.3 tons per service for municipal waste. Compacting recyclables will increase the tonnage per service, thereby reducing the frequency of required services. Doing so will expand the economic value of the recycling program by increasing the revenue generated by each required service.

CUSTOMER-FRIENDLY RECYCLING RECEPTACLES: New side-by-side waste/recycling combination units will be installed at select high-volume stations to assist passengers in identifying the proper receptacle for discarding waste. At other stations, new recycling receptacles will be affixed to existing trash units to provide the same convenience. Adjoining waste and recycling units will become standard as stations are renovated.

RECYCLING AT REMAINING OUTLYING REGIONAL RAIL STATIONS: Gaps in the recycling program will be filled in 2013, including the full implementation of recycling at all non-Center City Regional Rail Stations where waste is currently collected.

OTHER WASTE DIVERSION STRATEGIES: Waste can be diverted from landfills in a variety of ways. The cost-effectiveness of new strategies to increase waste diversion rates will be evaluated, with particular interest in emerging approaches to leverage the economic value of municipal waste, such as waste-to-energy plants and composting.



WASTE MINIMIZATION STRATEGIES: Waste diversion efforts will be complemented by strategies to reduce the total amount of waste generated. Minimization strategies will be developed for all types of waste generated at passenger stations and employee facilities.

RESOURCES: <http://www.septa.org/sustain/environmental>

A photograph of three young people standing in a garden. On the left, a young woman with braids, wearing a pink shirt and a colorful patterned apron, holds a green plastic basket filled with vegetables like cucumbers and onions. In the center, a young woman with long blonde hair, wearing a yellow and orange striped tank top and grey leggings, holds a cardboard box filled with tomatoes. On the right, a young man wearing a dark blue t-shirt with a yellow football logo holds a yellow plastic basket filled with vegetables. They are standing in front of a wooden trellis structure covered with green plants. In the background, there are residential buildings, including a red one and a white one. The text "SOCIAL SUSTAINABILITY" is overlaid in the center of the image in a bold, blue, sans-serif font.

SOCIAL SUSTAINABILITY

GOAL 5 INTEGRATE WITH LIVABLE COMMUNITIES

ENERGY ACTION PLAN CHARTS PATH FOR PROGRESS

KEY PERFORMANCE INDICATOR: Target – Invest in One Transit Oriented Development (TOD) Project Per Year

PERFORMANCE SUMMARY: SEPTA continued to support the TOD project at Temple University Station with targeted investments in safety, security, and aesthetics. Other TOD projects continued to be driven by demand for development near SEPTA hubs.

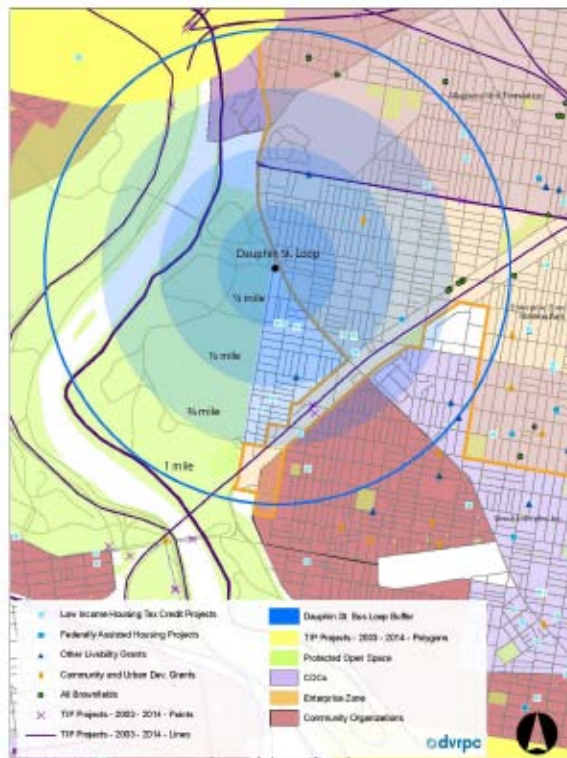
HIGHLIGHTS

TOD PROJECTS: The Center for Transit Oriented Development defines TOD as “higher-density mixed-use development within walking distance—or a half mile—of transit stations. Effective TOD should boost transit ridership and minimize automobile use by providing a mix of housing, shopping and transportation choices and creating a sense of place that generates value for the surrounding community. In southeastern Pennsylvania, TOD is being achieved in a variety of ways:

- **DEVELOPER-INITIATED PROJECTS WITH PUBLIC INVESTMENT COMPONENTS:** SEPTA has partnered with the City of Philadelphia, Temple University, the Asociación Puertorriqueños en Marcha, and Jonathan Rose Companies on a \$48 million mixed-use TOD project at 9th & Berks Streets. To support the development, a series of safety, security, and aesthetic improvements have been made to the adjacent station, which in 2011 experienced the largest passenger growth of any station in SEPTA's Regional Rail system.
- **DEVELOPER-INITIATED PROJECTS THAT LEVERAGE PUBLIC ASSETS:** Continued system improvement initiatives can induce demand for development where economic conditions warrant market-rate investment. For example, major private development projects are now underway adjacent to Regional Rail stations in Warminster (Bucks County) and Ivy Ridge (Philadelphia County).
- **PUBLIC-INITIATED PROJECTS TO SPARK PRIVATE INVESTMENT:** Collaborative TOD planning studies are underway, focused on property abutting Regional Rail stations in Ardmore (Montgomery County) and Paoli (Chester County).

INCORPORATED LIVABILITY INTO CAPITAL PROJECTS: A new tool developed by DVRPC helps to strategize transportation improvement projects where they will have the greatest impact on broader livability and sustainability goals. The tool, called the “Community Investment Index” (CI²), maps existing investments in affordable and accessible housing, community and economic development, livability and supportive transportation, environment and other planning activities to demonstrate the potential for leveraging resources across these sectors and respective agencies. SEPTA used this tool to develop successful grant applications for projects at:

- **33RD & DAUPHIN BUS LOOP:** Renovation of a transit hub in the Strawberry Mansion neighborhood of North Philadelphia
- **PARKSIDE BUS LOOP:** Renovation of a transit hub in the Parkside neighborhood of West Philadelphia
- **69TH STREET TRANSPORTATION CENTER:** Renovation of the West Bus Terminal at 69th Street in Upper Darby, Delaware County



In each case, SEPTA used CI^2 to document substantial place-based investments already on the ground to improve the competitiveness of its application for funding.

AGE-FRIENDLY REGION: According to the Philadelphia Corporation for Aging, public transportation is a key element of age-friendly communities. SEPTA is proud to support an age-friendly region and actively administers a Free Ride program for seniors over the age of 65, the fastest growing segment of the American population. Under the program, seniors are able to ride buses, trolleys, and subways for free, and Regional Rail for \$1.00. SEPTA issued 19,342 new enrollments for senior passes in 2012, up 14 percent from 2011. Enrollment in the free-ride program is supplemented by outreach from staff and tools that make the system easier to use.

SENIOR CITIZEN FREE PASSES ISSUED				
FISCAL YEAR	TYPE	TOTAL	Δ	%Δ
FY2011	NEW	10,555		
	REISSUE	6,111		
	TOTAL	16,666		
FY2012	NEW	12,892	2,337	18%
	REISSUE	6,450	339	5%
	TOTAL	19,342	2,676	14%

ACCESSIBLE TRAVEL CENTER: SEPTA has a 100 percent accessible bus fleet and has more than 100 Americans with Disability Act (ADA) compliant accessible stations. In February, the “CCT Accessible Travel Center,” located in Suburban Station in Center City, was unveiled as a training tool to equip people with disabilities, their aids and companion animals with the information and skills needed to navigate SEPTA's system. Funded by a New Freedom grant from FTA, the center's ultimate purpose is to serve as a low-stress environment for familiarization with transit vehicles and infrastructure. Specific features include: 1) a mock bus with a fare box; 2) wheelchair berths; 3) stop announcements; 4) a simulated subway & Regional Rail; 5) a classroom with video training capabilities; and 6) audio-visual prompts and instructional materials to simulate riding and support training. Appointments are available online (<http://www.septa.org/access/atc-inquiry>) or through SEPTA Customer Service.



HIGHLIGHTS (cont.)

BIKES-&-TRANSIT PLATFORM: A series of partnership projects has helped to inform SEPTA's efforts to better integrate with non-motorized, active modes of travel. In 2012, this policy platform especially focused on the regional bicycle community, manifesting itself in five forms:



- **BIKE RACK PROJECT:** An unused bike rack from a recently retired bus was repurposed as a device to educate customers on how to use the racks on SEPTA's bus fleet, which is 100 percent bike-accessible. The demonstration unit will be available for stakeholder use.

- **POLICY & PLANNING:** In consultation with DVRPC & SEPTA, the City of Philadelphia relocated on-street bicycle lanes from the right to left side of one-way streets, such as Walnut Street in West Philadelphia. This redesign eliminated unsafe conditions caused by conflicts between bicyclists and curbing buses.
- **STATIONS SURVEY:** The Bicycle Coalition of Greater Philadelphia partnered with OpenPlans, an organization that uses a mapping platform called "shareabouts" to interactively collect place-based data about a given location, to create a Bikes-to-Transit survey of stations across the Philadelphia region. The survey was used to evaluate demand for bike-related improvements (such as additional bike racks) at SEPTA, New Jersey Transit, and PATCO stations.
- **USER SURVEY:** A grant received by a professor at Temple University will be used to assess the extent to which bicycle friendly policies extend the geographic area of accessibility to transit services. SEPTA partnered on the administration of a user survey to gauge user perceptions of completing transit trips by bike.
- **LAST-MILE CONNECTIONS:** DVRPC has advanced an effort to identify and plan specific improvements to connectivity between the regional bike and transit network. The analysis will be conducted in collaboration with cities, counties, and transit agencies including SEPTA.

WHAT'S NEXT

LINKAGES BETWEEN BICYCLE & TRANSIT INFRASTRUCTURE:

The soon-to-be-completed Manayunk Bridge rails-to-trails project, with strong transit connections at each trailhead, is a model for integrating regional trail and transit networks. SEPTA will continue to be an active partner in building a more bicycle-friendly transit system and continue to improve linkages between the two networks.

HIGH-IMPACT INVESTMENTS: DVRPC's CI² will continue to be used as a tool for developing strategies for making high-impact, place-based transportation investments across the region.

TOD POLICY & PLANNING EFFORTS: Partnerships with developers, municipalities, and community organizations will continue to be fostered to leverage the potential for TOD to reinvigorate the connection between the region's transit network and economic development.

AGE-FRIENDLY PHILADELPHIA: Partnerships with the Philadelphia Corporation for Aging and other stakeholder groups will continue to be an important way for SEPTA to improve the region's livability for senior citizens.

RESOURCES: <http://www.septa.org/sustain/social>

GOAL 6 IMPROVE ACCESS TO LOCAL FOOD VIA TRANSIT

FARM-TO-SEPTA PROGRAM FINISHES SECOND SEASON

FARMERS MARKETS ON SEPTA PROPERTY		
STATION NAME	COMMUNITY	PROJECT PARTNER(S)
FRANKFORD TRANSPORTATION CENTER	Northeast Philadelphia	The Food Trust
OLNEY TRANSPORTATION CENTER	North Philadelphia	The Food Trust
1234 MARKET STREET (SEPTA HEADQUARTERS)	Center City Philadelphia	Farm-to-City; The Common Market & The Enterprise Center
46TH STREET STATION	West Philadelphia	The Enterprise Center

PERFORMANCE SUMMARY: In 2012, SEPTA continued to host four farmers markets on its property, the same total and in the same locations as 2011.

HIGHLIGHTS

FARMERS MARKETS AT SEPTA LOCATIONS: For the second consecutive year, SEPTA hosted four farmers markets on its property at stations across the region. Locations included:

- **FRANKFORD TRANSPORTATION CENTER:** Tuesdays from 2 – 6 PM at the intersection of Frankford Avenue, Bustleton Avenue, and Bridge Street in Northeast Philadelphia
- **OLNEY TRANSPORTATION CENTER:** Wednesdays from 2 – 6 PM at the intersection of Broad Street and Olney Avenue, a major commercial hub in North Philadelphia
- **1234 MARKET STREET:** Every other Wednesday from 11 AM – 1:30 PM on the Concourse Level of SEPTA's Headquarters Building in Center City Philadelphia
- **46TH STREET STATION:** Tuesdays and Fridays from 3 – 6 PM at the intersection of 46th Street and Market Street in West Philadelphia

NUTRITION EDUCATION FOR EMPLOYEES: In partnership with Penn State, nutrition education programs are now available for SEPTA employees. Penn State's "Nutrition Links" program offers free nutrition education programs to develop the knowledge and skills necessary to achieve a healthful diet on a limited budget. (Penn State's Nutrition Links program is also a component of the project at Walnut Hill Community Farm.)

SECOND SEASON OF FARM-TO-SEPTA: In partnership with Delaware Valley Farm Share (DVFS), a joint venture between Farm-to-City and The Common Market, SEPTA completed its second season of providing its employees with healthy food options. The program, entitled "Farm-to-SEPTA," had 32 participants in 2012. These employees were presented with 6-8 produce options, farm-fresh eggs and a dairy plan option, every other week from May through October.

STAKEHOLDER EDUCATION: Outreach continued, including participation in quarterly meetings of the DVRPC Regional Food System Stakeholder Committee and presentations on food access initiatives at forums, such as a May FTA panel on the linkage between health and transportation.



Walnut Hill Community Farm bed next to 46th Street Station
Source: The Enterprise Center (TEC) CDC

HIGHLIGHTS (cont.)

GROWTH AT WALNUT HILL COMMUNITY FARM: In just two years, SEPTA's partnership with The Enterprise Center (TEC) has become a paradigmatic example of its approach to social sustainability. The Walnut Hill Community Farm in West Philadelphia, built on SEPTA-owned land, has become a conduit for sustainable neighborhood renewal by engaging more than 20 organizations in its vision to redevelop the vacant lot into an inclusive neighborhood asset. The efforts that made it happen are described in greater detail as the first in a series of "Case Studies in Sustainability," available on the Sustainability Microsite.

WALNUT HILL COMMUNITY FARM AT A GLANCE (2012)	
INDICATOR	MEASURE
FARM POUNDAGE	1500 lbs
VOLUNTEERS ENGAGED	280 (800 hrs)
CSA SHARES SOLD	66
SENIOR NUTRITION PROGRAM PARTICIPANTS	38
YOUTHS ENGAGED	34
FARMSTAND DAYS IN OPERATION	28
SMALL BUSINESS/FARMER PARTNERS	5
UNIVERSITY PARTNER PROJECTS UNDERWAY	4
FULL-TIME EQUIVALENT EMPLOYEES	1

MAP OF FARMERS MARKETS NEAR TRANSIT: A partnership with The Food Trust mapped the locations of all regional farmers markets accessible by transit. The map, available on the Sustainability Microsite, displays farmers market addresses, dates and times of operation, and all bus and rail routes that serve each location.

WHAT'S NEXT

EXPANDED FARMERS MARKETS: Despite having already achieved its performance target, opportunities exist to expand the reach of station-area farmers markets. Potential new locations include 69th Street Transportation Center in Delaware County, Norristown Transportation Center in Montgomery County, and Queen Lane Regional Rail station in Philadelphia.

FOCUS ON EMPLOYEES: While continuing to grow the original Farm-to-SEPTA program (goal: 100 employees), new opportunities will be sought to expand access to healthy food, such as healthy vending machine options at employee locations.

RESOURCES: <http://www.septa.org/sustain/social>

GOAL 7

DEVELOP A HIGHLY SKILLED, HEALTHY & VERSATILE WORKFORCE

SEPTA WORKS TO DEVELOP THE NEXT GENERATION OF TRANSIT LEADERS

PERFORMANCE SUMMARY: SEPTA is proactively implementing strategies to prepare for a looming wave of retirements and achieve its KPI to fill 50 percent of critical strategic position turnover from a newly created succession pool. Intermediate outcomes towards this goal are highlighted below. The KPI will be reported against in forthcoming years.

HIGHLIGHTS

DEVELOPED A COMPREHENSIVE SUITE OF TALENT MANAGEMENT RESOURCES:

A robust professional development pipeline seeks to develop emerging leaders. Programs area include:

- **SUCCESSION PLANNING/LEADERSHIP DEVELOPMENT (2,4):** An Advancing Internal Management (AIM) initiative that seeks to prepare emerging leaders to assume the responsibilities of critical strategic positions across the organization. In the first year, more than 20 individuals will participate in the program, which will initially focus on senior-level management positions. Additional programs will support transition from front-line to supervision, and from supervision to management open to employees that demonstrate the skills for promotion.
- **CAREER PLANNING & EMPLOYEE DEVELOPMENT (1,5,7):** A new mentoring program to enable knowledge transfer and rapid assimilation into key strategic positions, as well as foster a management culture of diversity, collaboration, and information-sharing. To support this program, the training curriculum has been expanded to include more resources for professional development. SEPTA's most recent Corporate KPI Report, published in September, reported progress in the area of employee training: 332 of 1850 supervisory, administrative, and management employees participated in 2012, representing a 57 percent increase over 2011.
- **PERFORMANCE MANAGEMENT (3):** Nine new leadership competencies for which senior managers are responsible in their performance evaluations.



Source: Adapted from American Society for Training & Development, "Talent Management Practices & Opportunities"

HIGHLIGHTS (cont.)

COMPETENCY & AWARENESS THROUGH ESMS: SEPTA'S Environmental & Sustainability Management System (ESMS) was launched in February with a concerted effort to engage front-line employees and managers and train them on their roles and responsibilities pursuant to the program. Eleven job-specific work instructions were designed to develop awareness of environmental sensitivities and competency in controlling potential impacts (see Program Implementation for more information on the ESMS).

CULTURE OF VOLUNTEERISM: Civic and charitable programs continued in 2012, with 211 ambassadors serving during the Pennsylvania Horticultural Society (PHS) Flower Show in March, 650 participants in the City of Philadelphia's spring clean-up day in April, and 19 tons of food collected for Philabundance's food drive in June.



General Manager Joseph M. Casey With Employees At SEPTA's Southern District during the Philabundance Food Drive

VOLUNTEERISM INITIATIVES

YEAR	CATEGORY	PARTNER	INDICATOR	TOTAL
FY2011	SPRING CLEAN-UP	City of Philadelphia	SEPTA Participants	675
	FOOD DRIVE	Philabundance	Tons of Food	17.8
	FLOWER SHOW	PHS	Slots Filled	208
FY2012	SPRING CLEAN-UP	City of Philadelphia	SEPTA Participants	650
	FOOD DRIVE	Philabundance	Tons of Food	19.0
	FLOWER SHOW	PHS	Slots Filled	211

WHAT'S NEXT

SCALE FOR TALENT MANAGEMENT

INITIATIVES: Pilot programs will be brought to scale, with full implementation of a succession planning pool planned for 2013. The AIM program, funded in part by a federal grant, will also be expanded and available to a greater number of senior and mid-level managers. Its success will be gauged in large part by program participation as measured by application rates.

EXPANDED EMPLOYEE TRAINING

PROGRAMS: More than 50 courses will be offered through the training curriculum, an expanded set of course offerings that will serve as a foundation for cross-disciplinary education and awareness for all employees, regardless of participation in more targeted professional development pipeline programs.

SCALE FOR ESMS: Bringing ESMS to scale will require training all employees impacted by the program to be competent and aware of their roles and responsibilities pursuant to SEPTA's program and the ISO 14001 standard for environmental management.

RESOURCES: <http://www.septa.org/sustain/social>

GOAL 8 SUPPORT REGIONAL BUSINESS EQUITY

DBE OFFICE DEVELOPS SMALL BUSINESS PROGRAM

KEY PERFORMANCE INDICATOR: 10% Improvement in Success Rate of Newly Registered Disadvantaged Business Enterprise (DBE) Firms (To Be Measured in 2015)

PERFORMANCE SUMMARY: SEPTA is proactively implementing interim strategies to achieve a KPI of 10 percent improvement in success rates for newly-registered DBE firms seeking to do business with SEPTA. Intermediate outcomes towards this goal are highlighted below. The KPI will be reported against in 2015.

DBE CERTIFICATIONS/APPLICATIONS	
Certified/Continued Eligible	364
New Applications Pending	79
PRE-SOLICITATION REVIEWS COMPLETED	
Total	213
PROJECT MONITORING	
Total Projects	216
Prime Contract Dollars	\$1.3 Billion
Committed DBE Dollars	\$157 Million
Average DBE Goal	12%
COMPLETION STATUS BASED ON PRIME/DBE PAYMENTS	
75-100% Complete	115
25-74% Complete	60
0-24% Complete	41

HIGHLIGHTS

OUTREACH EVENTS: The DBE Program Office participated in 16 outreach events in 2012, up from 10 in 2011. Among them, staff conducted outreach that was project-specific (e.g., a March Neighborhood Advisory Committee event regarding the 33rd & Dauphin Bus Loop renovation), regional (e.g., a federal procurement workshop conducted by the Mid-Atlantic Office of Small Business Utilization and the Greater Philadelphia Hispanic Chamber of Commerce), and industry-wide (e.g., the Conference of Minority Transportation Officials DBE Networking Event).



SEPTA DBE Program Office Director Lillie Claitt (right) speaks with entrepreneurs at a June outreach event

HIGHLIGHTS (cont.)

SMALL BUSINESS PROGRAM: Pursuant to a new federal regulation, the DBE Program Plan has been amended to include a Small Business Enterprise (SBE) element. Firms wishing to participate as a small business in SEPTA's contracting activities must be majority-owned, managed and controlled by economically disadvantaged individuals. FTA approved SEPTA's program in June, after which DBE Program office staff conducted a communications campaign to educate potential vendors on the implications of the new regulation.

EDUCATION & AWARENESS: Project partners (e.g., Center City District) and stakeholders (e.g., Pennsylvania Turnpike) were provided with technical guidance and best practices on fulfilling DBE program requirements. For vendors and potential vendors, a total of 50 solicitation, pre-bid/pre-proposal, and outreach event notices were disseminated concerning forthcoming contract opportunities.

WHAT'S NEXT

MONITOR AND MEASURE PROGRESS:

An analysis of historic procurement activities will be conducted to determine the existing level of support towards the new Small Business Program. Additionally, an analysis of SEPTA's performance towards its overall DBE goals will be conducted to determine any need for adjustment, per FTA regulations.

DEVELOP COMMUNICATIONS TOOLS:

New marketing and communications tools will be created, including an updated DBE information brochure and formal presentation materials, to familiarize internal and external customers of DBE programmatic compliance requirements. Additionally, SEPTA will continue to participate in DBE outreach events as a key vehicle for communications.

STRENGTHEN COMPLIANCE SYSTEMS:

A new in-house DBE compliance software system will be implemented, including electronic certification/annual affidavit applications for DBEs, and will formally document procedures for withholding payment from delinquent or non-compliant prime contractors.

RESOURCES: <http://www.septa.org/sustain/social>





ECONOMIC SUSTAINABILITY

FADDIS CONCRETE
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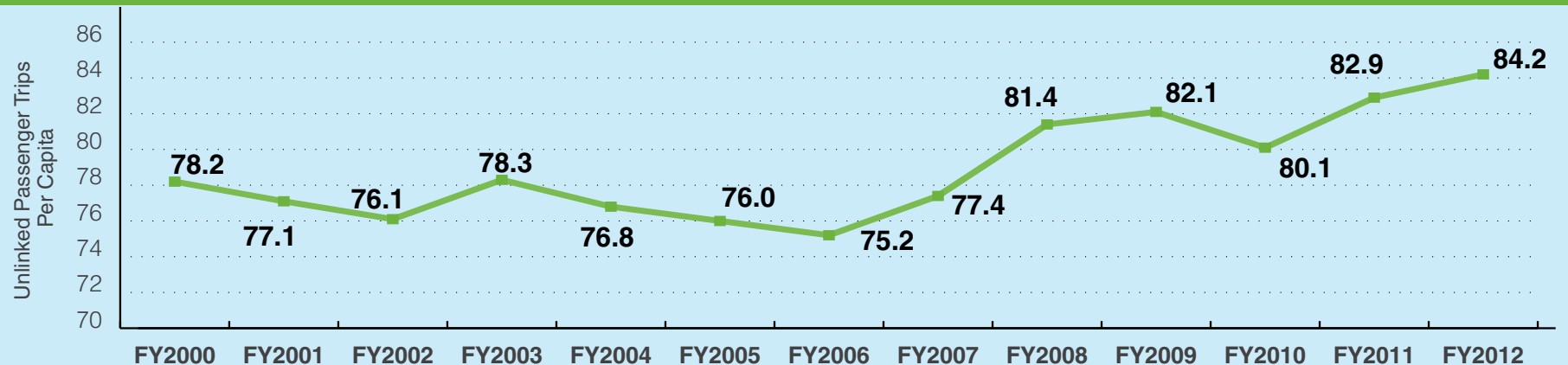
GOAL 9 INCREASE TRANSIT MODE SHARE

RIDERSHIP REACHES 23-YEAR HIGH

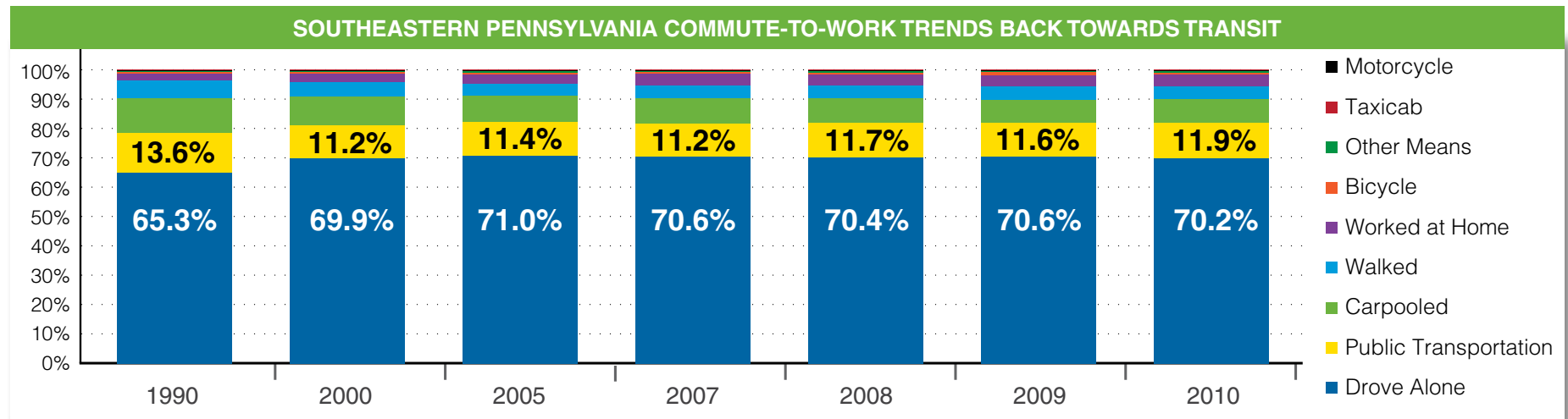
PERFORMANCE SUMMARY: Two key performance indicators towards SEPTA's mode-share goal—unlinked passenger trips (UPT) per capita and commute-to-work trends—both revealed an increase in transit's share of travel in southeastern Pennsylvania. Through 2012, UPT per capita increased by 7.6 percent over 2000 and 2.5 percent over plan baseline year 2009. Commute-to-work mode share, measured based U.S. Census Bureau data and reported on a two-year lag, revealed a slight increase from 11.6 percent in 2009 to 11.9 percent in 2010.

UNLINKED TRIPS PER CAPITA			
Year	Southeastern Pa Population	Unlinked Passenger Trips	Trips Per Capita
FY2000	3,849,647	301.018	78.2
FY2001	3,868,053	298.326	77.1
FY2002	3,882,567	295.270	76.1
FY2003	3,896,671	305.172	78.3
FY2004	3,914,630	300.707	76.8
FY2005	3,929,505	298.730	76.0
FY2006	3,946,328	296.586	75.2
FY2007	3,969,582	307.188	77.4
FY2008	3,991,897	325.118	81.4
FY2009	4,012,573	329.581	82.1
FY2010	4,008,994	320.984	80.1
FY2011	4,030,926	333.966	82.9
FY2012	4,030,926	339.288	84.2

RIDERSHIP OUTPACES REGIONAL POPULATION GROWTH



HIGHLIGHTS



NEW PAYMENT TECHNOLOGIES (NPT): The most recent Corporate KPI Report, published in September, reported that each of nine NPT project milestones were achieved, including: Notice to Proceed (February), approval of conceptual design (May), and development of master program schedule (May).



Programmers develop new apps at a SEPTA hack-a-thon
Source: Mark Headd, City of Philadelphia

OPEN DATA PLATFORMS:

In August, the second annual "Apps for SEPTA" hack-a-thon gave 30 participants access to scheduling and real-time data to build web applications for

customer use. SEPTA staff also participated in the broader "Code for America" (<http://codeforamerica.org/philadelphia/>) hack-a-thon, which was hosted in Philadelphia for the second consecutive year. These events have helped to bolster SEPTA's reputation as an emerging leader in the use of innovative technologies and Philadelphia's reputation for promoting open government and civic collaboration.

REAL-TIME INFORMATION TECHNOLOGIES: Access to SEPTA data has unleashed an avalanche of customer-focused real-time applications. By the end of 2012, web developers and programmers had created 23 iphone apps, 21 android apps, 7 ipad apps, and dozens other device/operating system independent apps for customer use. SEPTA itself has created the following applications for customer use:

- **System Status:** a consolidated snapshot of alerts and advisories across all SEPTA routes
- **TrainView:** a train-by-train summary of system on-time status
- **SMS:** text message enabled schedule information
- **Next to Arrive:** train schedule and status for a given origin and destination
- **Schedules to Go:** all-mode schedule information for a given origin and destination
- **Customer Service Chat:** interactive platform for online customer service information
- **Twitter Alerts:** customized feeds by mode or route
- **Email Text Alerts (COP OEM):** ReadyNotifyPA emergency notifications

These applications fundamentally improve the customer experience by placing information at the customer's fingertips, making SEPTA's expansive system and services easier to use.

HIGHLIGHTS (cont.)

NORRISTOWN HIGH SPEED LINE (NHSL) EXTENSION: Progress was made on advancing an Alternatives Analysis and Draft Environmental Impact Statement for building a spur from the NHSL to King of Prussia. The current alignment, from 69th Street Transportation Center in Delaware County to Norristown Transportation Center in Montgomery County, sidesteps the major employment hub, which is otherwise largely isolated from SEPTA's rail network. The goal of the project is to propose a cost-effective alignment for connecting rail service to the existing right of way.

CUSTOMER SERVICE INITIATIVES: Preliminary results from the fiscal year 2013 Customer Satisfaction Survey suggest that SEPTA's performance has risen with the tide of customer expectations, with the strongest improvements in customer satisfaction occurring on Regional Rail. In the coming year, SEPTA will continue to personalize customer communications through both innovative and traditional channels, creating a more robust and real-time feedback loop between SEPTA and its customers. SEPTA will leverage this source of information to initiate proactive strategies to continue to improve the customer experience.

WHAT'S NEXT



NPT IMPLEMENTATION: 2012: SEPTA's NPT system design, equipment, communications and backend computer technology are largely developed. Prototypes of card readers, turnstiles, information systems and vending machines are under production. Passengers have begun to see electrical rough-in work and fare array preparations at certain stations.

- **EARLY 2013:** SEPTA will conduct public meetings, focus groups and surveys regarding new design, technology and equipment usability. Final design elements will be completed and manufacturing will begin.
- **SUMMER 2013:** System pilots will take place over the summer. Passengers will see electrical work, changes to Subway-Elevated fare arrays and smart card readers on buses.
- **FALL 2013:** The first NPT phase will be rolled out to SEPTA bus, trolley and Subway-Elevated stations. To help make the transition seamless, informational kiosks and a specialized team of employees will be stationed at key sites and available to answer questions and demonstrate how to use the new fare systems.
- **2014:** As the first phase continues to roll out to SEPTA buses, subways and trolleys, pilot tests for Regional Rail are scheduled to begin in the First Quarter. Regional Rail customers will see the payment technology systems starting in June. SEPTA's specialized customer services teams will be onsite to help rail riders purchase fares. CCT and parking payment stations will be rolled out as well.
- **2015:** All installation and deployment will be complete. SEPTA will continue to provide a mix of human and automated information and education at targeted sites and stations.

NHSL EXTENSION ALTERNATIVES: A Draft Environmental Impact Statement (DEIS) and Alternatives Analysis will be developed in 2013 and completed in early 2014, setting the stage for identification of a locally preferred alternative for the extension project.

IMPROVED DATA FEEDS: The Apps-for-SEPTA hack-a-thon will be held on an annual basis, and programmers will be provided with a more complete data set for development. SEPTA will also take the next step in its aggressive campaign to improve real-time information by developing its own official web application available for public use.

RESOURCES: <http://www.septa.org/sustain/economic>

GOAL 10 IMPROVE INFRASTRUCTURE STATE OF GOOD REPAIR

CAPITAL NEEDS EXCEED \$5 BILLION

KEY PERFORMANCE INDICATOR: Target – 15% Proportionate Improvement by 2015

INFRASTRUCTURE CATEGORY	FY 2009	FY 2011	FY2012	NOTES FOR MOST RECENT REPORTING YEAR
Rolling Stock	85%	85%	86%	Acquisition of Silverliner V railcars
Rail	70%	75%	80%	Continued work on trolley lines
Power System	60%	55%	55%	Some railroad substations & catenary systems continue to operate beyond useful life
Bridges	50%	50%	52%	Some bridges are over 100 years old
Elevated/Tunnel	85%	80%	80%	Some portions of tunnels are beyond useful life
Stations	60%	60%	60%	No net change
Signals/Communications	65%	70%	75%	Progress towards implementation of Positive Train Control (PTC)
Shops	70%	65%	60%	Maintenance facilities continue to age
Overall	65%	65%	67%	

PERFORMANCE SUMMARY: Through 2012, SEPTA achieved a modest gain—from 65-to-67 percent—in its overall state of good repair. The gain was driven by improvements in signals/communications (+5 percent), rail (+5 percent), bridges (+2 percent), and rolling stock (+1 percent), and offset in part by declines in shops (-5 percent). These gains were largely a function of completing 32 capital projects funded under the American Recovery & Reinvestment Act (ARRA). Still, SEPTA's backlog of capital need exceeds \$5 billion, and short of a solution to Pennsylvania's transportation funding shortfalls, a regression in state of good repair is anticipated for the years to come (*See Goal 12 for more information*).

HIGHLIGHTS

TRANSIT ASSET MANAGEMENT (TAM) PROGRAM:

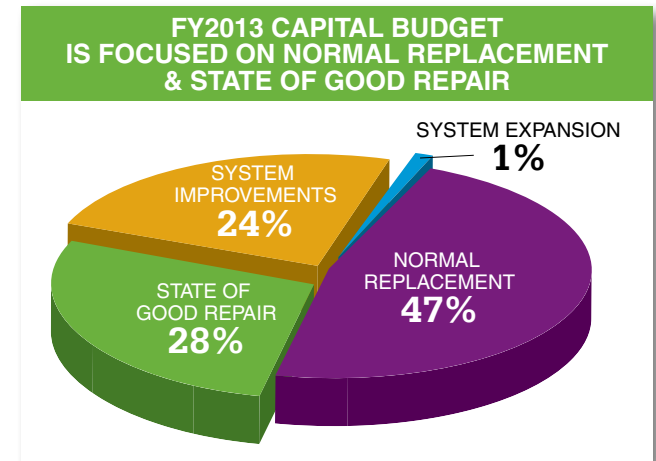
In 2010, the FTA awarded SEPTA a grant to implement a TAM program to upgrade its current routine infrastructure and vehicle maintenance systems. A new capital planning tool will utilize data from these upgraded systems.

Upon implementation, the TAM program will allow managers to compare need and direct funding to yield the greatest return on investment. Doing so will help SEPTA to do more with less in its constrained capital funding environment.

HIGHLIGHTS (cont.)

STATE OF GOOD REPAIR INVESTMENTS: The FY2013 Capital Budget and 12-Year Capital Program is focused on rebuilding the system, investing 75 percent of funds in vehicle replacement and state of good repair. Vehicle replacements totaling \$143.2 million (47 percent) will fund new buses, paratransit vehicles, utility vehicles, and midlife vehicle overhauls; infrastructure state of good repair projects totaling \$84.5 million (28 percent) will fund high priority infrastructure track, power, and facility projects as well as capital leases and debt service; system improvements totaling \$73.6 million (27 percent) will fund New Payment Technologies (*See Goal 9 for more information*) and Regional Rail signal system modernization; and system expansions totaling \$1.9 million (1 percent) will fund congestion mitigation efforts.

ROBUST CAPITAL PROJECT PIPELINE: SEPTA received accolades for completing all 32 of its federally funded American Recovery and Reinvestment Act (ARRA) projects, creating thousands of jobs and investing hundreds of millions of dollars in critical infrastructure throughout the system.



SELECTED FOR SGR GRANT PROGRAMS: To supplement its capital funding, SEPTA aggressively pursued funding from competitive grant programs. While these programs do not replace core investment capacity, they have provided a critical source of supplemental funding for state of good repair initiatives that also meet sustainability objectives. In 2012, SEPTA was selected for funding under the following programs:

- **U.S. DOT TIGER Program:** \$13 million to upgrade the Wayne Junction Substation, which powers approximately one-half of the Regional Rail system
- **FTA Bus & Bus Facilities Program:** \$5 million to renovate the 69th Street Transportation Center West Bus Terminal (*See Goal 5 for more information*); and \$3 million to replace aging diesel buses with new hybrid-electric buses (*See Goal 3 for more information*)
- **DVRPC Congestion Mitigation Air Quality (CMAQ) Program:** \$1.28 million to repower an aging diesel locomotive with an ultra-low emissions engine (*See Goal 1 for more information*)

WHAT'S NEXT

CONTINUED IMPLEMENTATION OF THE TAM PROGRAM:

SEPTA continues to work towards full implementation of the three components of SEPTA's asset management program—maintenance management for vehicles, maintenance management for infrastructure, and a decision making tool. These tools will allow SEPTA to prioritize capital expenditures with the goal of achieving a state of good repair.

CONTINUED INVESTMENT IN STATE OF GOOD REPAIR:

A “fix-it-first” strategy will prioritize infrastructure repair projects and normal replacement of vehicles to improve system-wide state of good repair.

ALTERNATIVE FUNDING FOR CAPITAL PROJECTS: To supplement its existing capital funding levels, SEPTA will seek new sources of funding to advance state of good repair initiatives that also meet sustainability objectives.

RESOURCES: <http://www.septa.org/sustain/economic>



SEPTA power workers replaced 14 miles of 80-year-old catenary wire in 2012

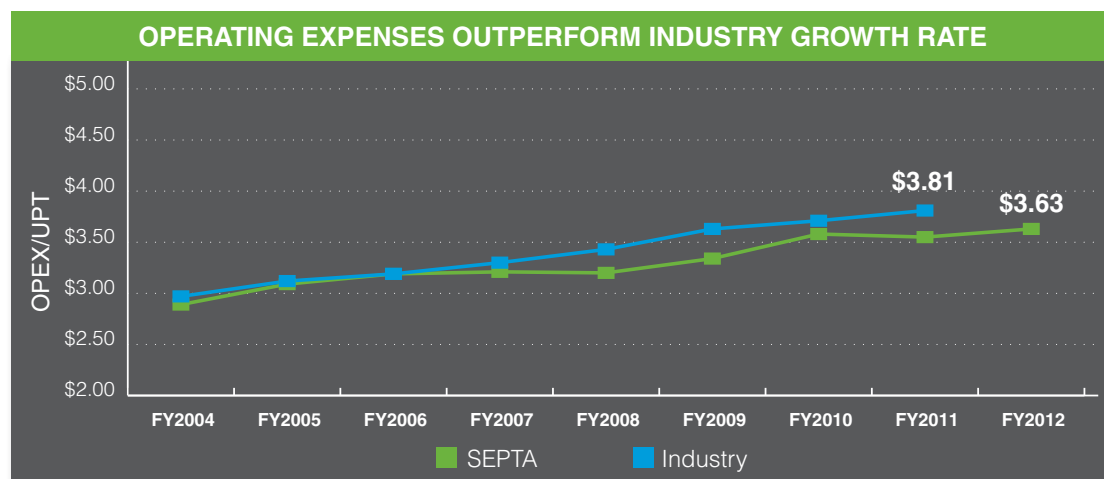
GOAL 11 IMPROVE OPERATING EXPENSE PERFORMANCE

SOUND FISCAL STEWARDSHIP HELPS DO MORE WITH LESS

KEY PERFORMANCE INDICATOR: Target – Outperform Industry Annualized Growth Rate

OPERATING EXPENSE PERFORMANCE							
(IN THOUSANDS)		SEPTA			INDUSTRY		
YEAR		OPEX	UPT	OPEX/UPT	OPEX	UPT	OPEX/UPT
Actual	FY2004	\$867,752	300,707	\$2.89	\$28,505,824	9,603,746	\$2.97
Actual	FY2005	\$923,369	298,730	\$3.09	\$30,294,909	9,708,337	\$3.12
Actual	FY2006	\$933,905	296,586	\$3.15	\$32,037,200	10,046,406	\$3.19
Actual	FY2007	\$985,146	307,188	\$3.21	\$33,877,300	10,270,589	\$3.30
Actual	FY2008	\$1,041,623	325,118	\$3.20	\$36,397,900	10,597,931	\$3.43
Actual	FY2009	\$1,101,497	329,581	\$3.34	\$37,245,000	10,257,889	\$3.63
Actual	FY2010	\$1,147,754	320,984	\$3.58	\$37,754,900	10,172,352	\$3.71
Actual	FY2011	\$1,184,551	333,966	\$3.55	\$39,675,900	10,407,398	\$3.81
%Δ FY2004 – 2011		36.5%	11.1%	22.9%	39.2%	8.4%	28.4%
ANNUALIZED GROWTH		4.5%	1.5%	3.0%	4.8%	1.2%	3.6%
Actual	FY2012	\$1,232,262	339,288	\$3.63	n/a	n/a	n/a
Sources		SEPTA Operating Budgets & Ridership Reports			APTA Fact Book & Ridership Reports; NTD Program		

PERFORMANCE SUMMARY: Operating expenses per unlinked passenger trip (OpEx per UPT) is a key indicator of organizational efficiency that measures the average operational cost to provide each trip taken by a SEPTA customer. SEPTA benchmarks expense performance against an industry-wide growth metric. Between 2004 and 2011, SEPTA's OpEx per UPT grew by an average annual rate of 3.0 percent, outperforming the industry-wide growth rate of 3.6 percent. (*Industry data is reported on a one-year lag and is unavailable for 2012.*)



HIGHLIGHTS

“LEAN” OPERATIONS: The Operations Division’s “Lean” Management initiative is seeking to extract cost savings from more efficient practices. To date, the initiative’s focus has been on inspection and maintenance policies and procedures, especially on the Broad Street and Market-Frankford Lines. For example, in conjunction with the implementation of its new Recycling Program, SEPTA is developing a plan to reduce the number of waste receptacles on its station platforms, thereby reducing the ongoing time requirements and cost of daily station cleaning requirements.

PRINT MANAGEMENT: The Business Services Division’s effort to streamline the organization’s printing capacity has netted nearly \$100,000 in cost reductions to date. Over the next three years, it is expected to save more than \$700,000 in additional equipment costs by retiring duplicative personal and network printer devices to reduce toner, paper, and ongoing maintenance costs.

TRANSIT FIRST INITIATIVES: Relatively slow operating speeds increase unit costs by adding to the number of vehicle and man hours required to service the route. A “Transit First” Committee, representing a collaborative effort between SEPTA, DVRPC, and the City of Philadelphia, has been formed to address this issue. The Committee has applied lessons learned from a 2011 pilot project on Route 47 in South Philadelphia to improve the effectiveness of specific treatments designed to increase service speeds. The Committee has identified a package of improvements to implement, which include:

- Stop consolidation
- Far-side stop relocation
- Left turn lanes
- Express service adjustments
- Signal optimization
- Transit signal priority
- Bumpout construction

Initiatives will be funded in part by two competitively awarded grants received by the City of Philadelphia: a \$10 million grant from US DOT (TIGER III) and a \$3.86 million grant from PennDOT (TCSP).

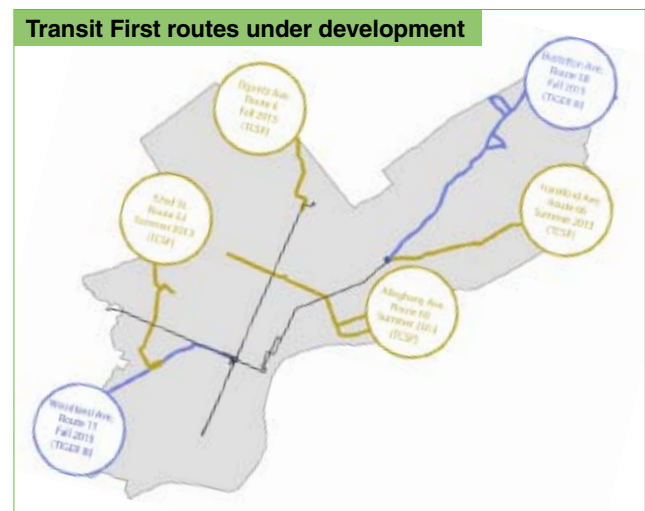
WHAT’S NEXT

NEW APPROACHES TO MANAGE INVENTORY: SEPTA is in the early stages of designing a comprehensive program to streamline purchasing and distribution processes. For example, the recent implementation of a stockless copy paper arrangement will result in a 12 percent decrease in pricing over two years and additional process efficiencies from elimination of the need for extensive warehousing storage. Other planned inventory reduction initiatives include the installation of small equipment vending machines at 21 SEPTA locations. Cost savings based on reduced demand for equipment and carrying costs for inventory are anticipated to exceed \$100,000.

COST SAVINGS THROUGH ESMS: SEPTA’s Environmental & Sustainability Management System (ESMS) has developed a suite of cost-cutting initiatives to simultaneously achieve environmental compliance and improved operational efficiency. For example, a goal to reduce the quantity of hazardous materials stored on-site by 10 percent by 2015 will mitigate the exposure to damage and spills, which cost between \$1,000 and \$10,000 per event. Eliminating unnecessary storage of hazardous materials will result in better allocation of resources, more storage space, and direct cost savings through improved administrative efficiency. The ESMS, currently in a pilot phase, will be used to replicate a more efficient inventory management system across the organization (See “Program Implementation” for more information).

SCALE FOR TRANSIT FIRST INITIATIVES:

The Transit First Committee will implement its package of improvements to increase SEPTA’s service speeds, starting with routes 6, 11, 52, 58, 60, and 66.



RESOURCES: <http://www.septa.org/sustain/economic>

GOAL 12 ACHIEVE RECOMMENDED FUNDING LEVELS

STATE TRANSPORTATION NEEDS INCREASE BY \$1 MILLION PER DAY

KEY PERFORMANCE INDICATOR: Target – Full Funding of Identified Need

PERFORMANCE SUMMARY: Governor Corbett's Transportation Funding Advisory Committee report, released in 2011, identified \$3.5 billion in additional annual funding need from current levels, which without action will increase to \$10.7 billion by 2030, or nearly \$1 million per day. Transit's share: \$484 million, increasing to \$3.1 billion by 2030. To date, no measures have been taken to close this funding gap. In January 2013, Governor Corbett announced that the administration's transportation funding strategy would be unveiled in early 2013.

HIGHLIGHTS

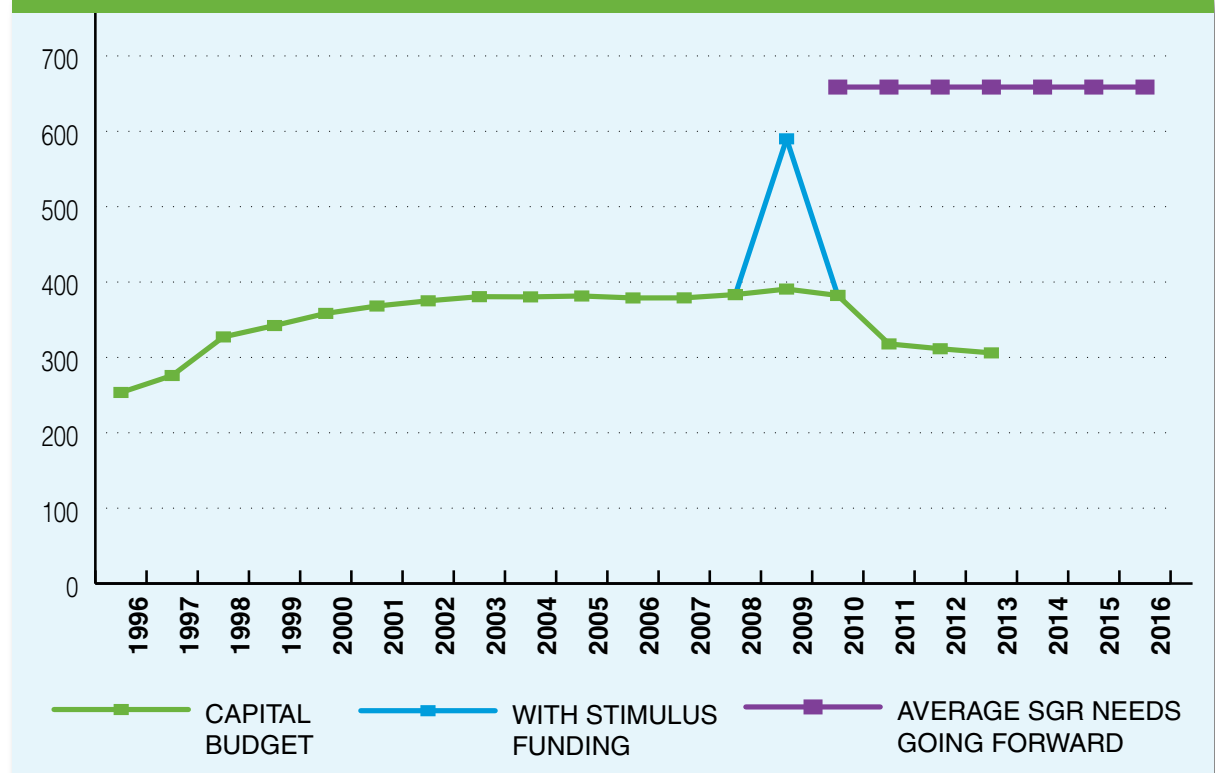
FUNDING DOES NOT MEET CAPITAL

NEED: SEPTA'S \$303 million capital budget for 2013 is well below identified need and orders-of-magnitude below funding levels at peer agencies:

- **Regional Transportation Authority (Chicago, IL):** \$1.7 Billion
- **New Jersey Transit (New Jersey):** \$1.2 Billion
- **Washington Metropolitan Area Transit Authority (Washington, DC):** \$997 Million
- **Massachusetts Bay Transportation Authority (Boston, MA):** \$815 Million

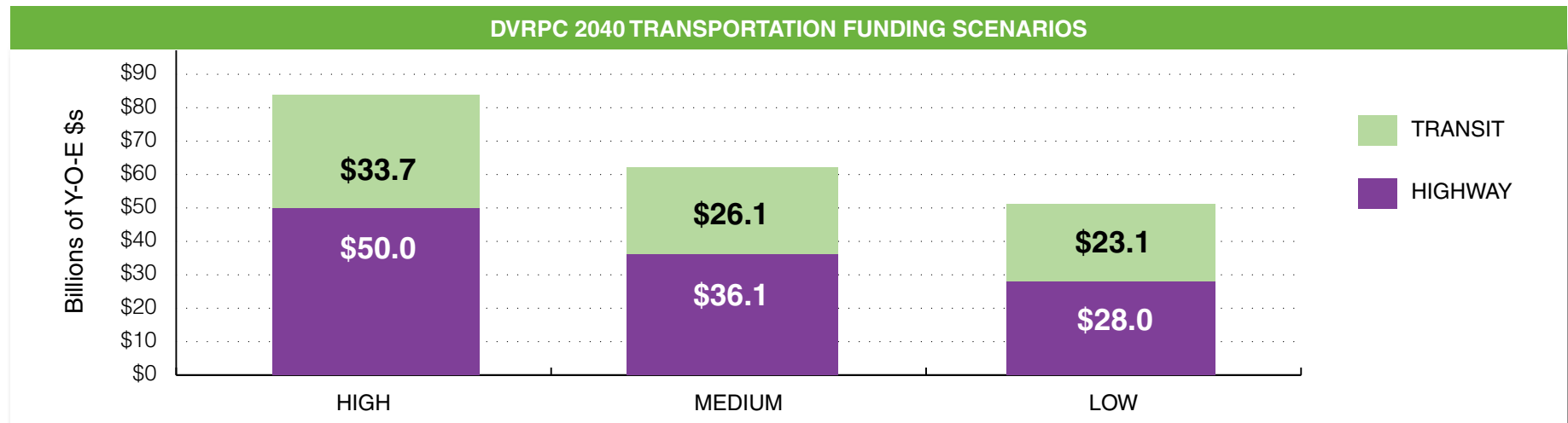
Of its \$303 million capital budget for 2013, \$228 million is allocated to normal replacement and infrastructure state of good repair. SEPTA has identified an annual need of \$659 million over twenty years to achieve a system-wide state of good repair for vehicles and infrastructure. In other words, current capital funding levels are less than one half of identified need.

CURRENT FUNDING LEVELS DO NOT MEET CAPITAL NEED



HIGHLIGHTS (cont.)

FUTURE FUNDING SCENARIOS: DVRPC has found that the region's current transportation spending levels - \$1.4 billion in the 2012 Transportation Improvement Program (TIP)—are approximately \$1.1 billion per year short of meeting the region's capital needs. Looking forward, DVRPC evaluated three funding scenarios as part of its 2040 long-range plan. The scenarios are predicated on high-medium-low thresholds for transit and highway funding through 2040:



- **HIGH:** \$84 billion – President Obama's funding proposal is enacted; transit receives \$34 billion, highways \$50 billion
 - "The high scenario is a best case for transportation funding in the region. It forecasts some decline in current road and bridge conditions, while the region's transit infrastructure achieves a state-of-good repair. This scenario invests in a number of road and transit operational improvements, and additional new transit routes. This will allow the region to be more economically competitive and will enhance our quality of life."
- **MEDIUM:** \$62 billion—MAP-21 funding levels continue; transit receives \$26 billion, transit, highways \$36 billion
 - "The medium scenario is a likely investment level for transportation infrastructure, based on current funding levels. In it, road and bridge conditions worsen considerably. Transit infrastructure remains in the same condition as today, but is still far from a state-of-good repair. This scenario is able to invest in a few road and transit operational and system expansion improvements."
- **LOW:** \$51 billion – Actual gas tax revenues pace funding; transit receives \$23 billion; highways \$28 billion
 - "The low scenario is a worst case for regional transportation funding. In it, road and bridge conditions decline substantially between now and 2040, and 100 state-maintained bridges close due to lack of funding. This would cause more congestion, lower travel speeds, and increase vehicle operating cost. The region's transit infrastructure backlog of state-of-good repair needs worsens to where service is compromised. Poor transportation system condition would negatively impact the region's economic competitiveness."

Source: DVRPC Connections 2040—Transportation Investment Scenarios

HIGHLIGHTS (cont.)

KEYSTONE TRANSPORTATION FUNDING COALITION (KTFC):

KTFC is a diverse group of transportation stakeholders across the Commonwealth united under a common goal: a comprehensive solution to Pennsylvania's transportation funding problem. SEPTA continued to work with KTFC throughout 2012 to achieve its objective and address Pennsylvania's growing transportation infrastructure needs.

MAP-21 TRANSPORTATION

REAUTHORIZATION: In July 2011, President Obama signed into law a two year federal transportation reauthorization legislation entitled, "Moving Ahead for Progress in the 21st Century" (MAP-21). From a transit perspective, the defining feature of MAP-21 is an increased emphasis on the implementation of federal safety standards, as well as the development of new standards for state of good repair, transit asset management, and performance measurement. The legislation, which will expire October 1, 2014, does not substantially increase federal funding for transportation projects, and therefore does not substantially impact SEPTA's capital funding shortfall. It also eliminates many of the sustainability-oriented competitive grant programs, such as "Livability" and "Clean Fuels," under which SEPTA had been selected for funding. These funds will now be administered through streamlined federal formula programs.

TRANSPORTATION FUNDING ADVISORY COMMISSION FINDINGS		ADDITIONAL ANNUAL NEED (\$ MILLIONS)		
TRANSPORTATION ELEMENT	DESCRIPTION OF NEED	2010	2020	2030
SAFETY	Improvements expected to reduce fatal crashes	\$75	\$116	\$190
PAVEMENT	Addresses the quality of pavements by getting them back on a proper cycle of preservation, along with addressing the backlog of reconstruction needs for the 40,000 mile state system	\$1,761	\$2,731	\$4,450
BRIDGES	Addresses the backlog of Structurally Deficient bridges on the state system	\$370	\$1,290	\$920
CONGESTION MANAGEMENT	Includes better operation of the system through Intelligent Transportation Systems (ITS)	\$70	\$91	\$227
CAPACITY	Addresses the need for new capacity on the Core Highway System	\$300	\$465	\$758
LOCAL HIGHWAYS & BRIDGES	Addresses the backlog of local bridge and roadway projects	\$250	\$388	\$632
TRAFFIC SIGNALS	Funds a collaborative traffic signal modernization and retiming program between PennDOT and local governments	\$182	\$282	\$460
TRANSIT	Provides assistance to the state's transit agencies for approved operating expenses and capital improvements. State grants to transit systems are combined with federal and local dollars	\$484	\$1,383	\$3,063
TOTAL ADDITIONAL ANNUAL FUNDING NEED (IN MILLIONS)		\$3,492	\$6,746	\$10,700

WHAT'S NEXT

CONTINUED ADVOCACY: Since the Transportation Funding Advisory Commission released its report, Pennsylvania's transportation capital needs have increased by more than \$300 million. SEPTA will continue to partner with the Keystone Coalition to advocate for a comprehensive approach to reverse this cost spiral and establish a responsible path towards a sustainable transportation system.

RESOURCES: <http://www.septa.org/sustain/economic>

PROGRAM IMPLEMENTATION

ENVIRONMENTAL & SUSTAINABILITY MANAGEMENT SYSTEM (ESMS): In February, SEPTA formally adopted its ESMS. More than a year in the making, the ESMS was built on the internationally recognized ISO 14001 Standard for environmental management. It represents the platform upon which SEPTA will more effectively manage its environmental compliance and performance across the entire organization.

The foundation for an ISO 14001-based program is the “plan-do-check-act” cycle of continual improvement. Its 17 elements represent a set of processes and practices focused on controlling the impact of environmental exposures. For SEPTA, ESMS creates an institutional framework for setting environmental objectives and targets, developing action plans to achieve measurable performance indicators, tracking progress over time, and making adjustments as required.

SEPTA elected to pilot its ESMS at its Berridge Shop in North Philadelphia. Berridge is responsible for vehicle overhaul and print shop functions and is among SEPTA’s largest and most complex facilities, making it an attractive candidate for program implementation.

An Oversight Team was formed to manage the development and implementation process. Initially comprised of officials from SEPTA’s System Safety & Risk Management, Facilities Engineering, Vehicle Engineering, and Strategic Planning Departments, the team participated in a year-long training program funded by the FTA and administered through the Virginia Tech Center for Organizational & Technological Advancement. Over the course of 2011 and into 2012, the Oversight Team was expanded to include representatives from Human Resources, Information Technology, and Internal Audit as elements were introduced to the comprehensive management system.

The first year of ESMS implementation focused primarily on program training and awareness. Front-line personnel received training on eleven work instructions designed to increase employee competency. The work instructions featured training modules and a poster campaign to reinforce awareness of each environmental aspect.

The Oversight Team also established a foundation for bringing the program to scale across the entire organization by creating an ESMS portal on the all-employee intranet. The portal features an Environmental Policy Statement, shop-by-shop environmental performance indicators, and a repository of ESMS procedures and documentation.

A final audit conducted by Virginia Tech administrators in June 2012 found that SEPTA had achieved 95 percent of requirements pursuant to the ISO 14001 Standard. Virginia Tech recommended ISO 14001 certification for the facility, which SEPTA will pursue in early 2013. Certification would place SEPTA’s Berridge Shop among fewer than a dozen transit facilities across the U.S.—and fewer than 50,000 facilities worldwide—to achieve the prestigious certification.



PROGRAM IMPLEMENTATION (cont.)

COMMUNICATIONS

SUSTAINABILITY SURVEY: In February 2012, a survey was conducted to gauge awareness of and support for the Sustainability Program. More than 300 respondents represented a diverse cross-section of SEPTA customers.

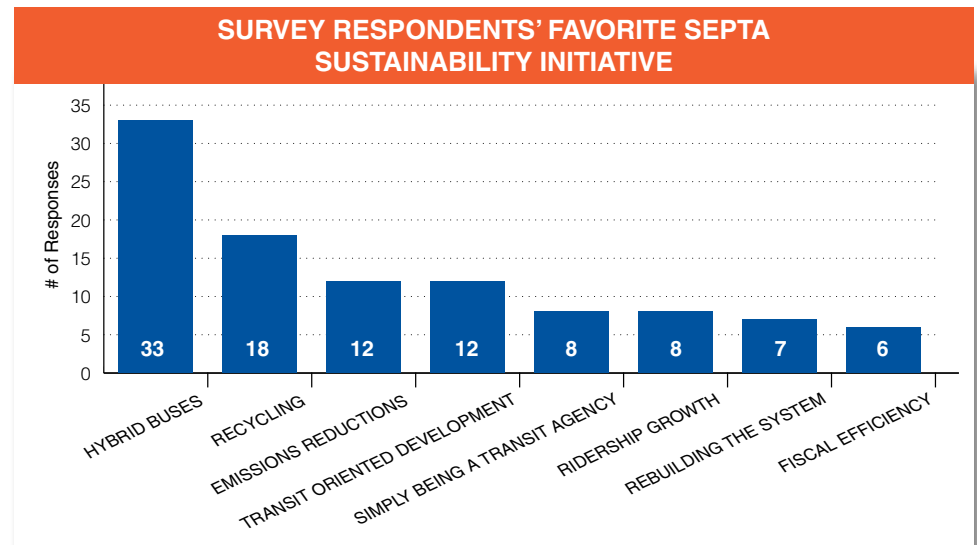
Sustainability Survey Respondents									
Service Used Most Frequently		Frequency of Use		Access to Car		Age		Gender	
BUS	21%	DAILY (COMMUTER)	65%	YES	72%	18	3%	FEMALE	46%
Trolley	10%	DAILY (NON-COMMUTER)	6%			18-35	50%		
BROAD STREET LINE	12%	WEEKLY	17%			36-45	15%		
MARKET-FRANKFORD LINE	19%	MONTHLY	10%	NO	28%	46-55	15%	MALE	54%
NORRISTOWN HIGH SPEED LINE	5%	RARELY OR NEVER	2%			56-65	14%		
REGIONAL RAIL	32%					65	3%		
PARATRANSIT (CCT)	0%								

Respondents expressed strong support for SEPTA's hybrid bus campaign, which now saves more than one million gallons of diesel fuel each year. Preference was also shown for an expanded passenger recycling program (*See Goal 4 for more information*). Many respondents indicated that their favorite sustainability initiatives are even more fundamental: simply being a transit agency and its efforts to pursue ridership growth and system improvements. These preferences reflect recognition that SEPTA, as a transit agency, is in the business of sustainability, and that its most important sustainability initiative is to continue to provide high-quality transit service throughout the region.

Survey respondents also noted a desire to see SEPTA expand its sustainability program to new and innovative areas. Common responses included:

- Build partnerships that create incentives to use the system
- Work with employers/universities/organizations on discount programs
- Communicate initiatives with community and citizen stakeholder groups
- Partner with local organizations on sustainability education & outreach
- Move to cross-ticketing/interoperability with other transit providers
- Build partnerships with landlords/employers to link transit with jobs
- Improve interagency coordination

Many of these initiatives are already underway.



COMMUNICATIONS (cont.)

MICROSITE (www.septa.org/sustain): a sustainability-focused web portal was developed as a tool for communicating initiatives and progress with customers and stakeholders. The site is organized by goal area, with resources available on a page for each pillar of its triple bottom line approach—environmental, social, and economic. A journal page is periodically updated with entries that describe progress on key sustainability initiatives. A resources page is also continually updated with links to news articles, plan documents, videos, and other related materials.

CASE STUDIES: SEPTA has developed a new tool to communicate its vision for a sustainable region. “Case Studies in Sustainability,” available for download from SEPTA’s Sustainability Microsite, bring to life its enduring commitment to regional sustainability by describing the process and partnerships that have helped turn this vision into reality.

AWARDS

GOLD – APTA SUSTAINABILITY COMMITMENT:



At its Sustainability Conference in August, APTA recognized SEPTA for industry-leading sustainability achievements. SEPTA’s “Gold”-level recognition under APTA’s Sustainability Commitment reflects substantial progress to-date on achieving aggressive sustainability performance targets. The Gold-level recognition places SEPTA among the industry’s top agencies for sustainability. “SEPTA is only the fourth public transit system to achieve the Gold Recognition Level,” said King County Metro

Transit General Manager Kevin Desmond, who serves as the Chair of the APTA Sustainability Committee and presented the award. “SEPTA is a national leader in sustainability, and employees and riders should be very proud.”



ENERGYSTAR – EPA: For the second consecutive year, SEPTA’s 1234 Market Street headquarters was awarded the EPA’s ENERGYSTAR award for ranking among the top 10 percent of comparable commercial office buildings nationwide.

AMERICAN GRAPHIC DESIGN AWARD – GRAPHIC DESIGN USA:



Also for the second consecutive year, SEPTA’s Communications Department received an “American Graphic Design Award” from Graphic Design USA for its attractive branding of the Sustainability Program. Branding materials cited in the award include the Sustainability Annual Report (January 2012), Sustainability Microsite (www.septa.org/sustain), and Recycling Program Signage.

PLATINUM – GREATER VALLEY FORGE TMA:

For the first time, SEPTA received “Platinum”-level recognition from the Greater Valley Forge Transportation Management Association (TMA). Greater Valley Forge TMA works closely with SEPTA to coordinate transportation services in portions of Montgomery and Chester Counties. Its platinum award recognizes SEPTA’s efforts to purchase alternative energy vehicles (hybrid buses), expand its recycling program, and promote transit use across the region.



RESOURCES | ENVIRONMENTAL SUSTAINABILITY

GOAL 1: IMPROVE GREENHOUSE GAS (GHG) & CRITERIA AIR POLLUTANT EMISSIONS PERFORMANCE

From The Journal:

04.27.12 | SEPTA Team Awarded Grant for Climate Adaptation

12.09.11 | EPA Awards "Clean Diesel" Grant to SEPTA

02.25.11 | Efforts to Improve Regional Air Quality

02.18.11 | SEPTA's Greenhouse Gas Inventory

Other Resources:

10.24.12 - SEPTA to Repower Locomotive Engine, Reduce Fuel Consumption & Emissions | PlanPhilly

12.08.11 - SEPTA Locomotive Gets \$1.2 Million Air Pollution Upgrade | Philly.com Green

06.11.10 - Reduce Driving - Use SEPTA | Video: Greenworks Philadelphia

GOAL 2: REDUCE WATER USE & STORMWATER RUNOFF

From The Journal:

03.04.11 | SEPTA's Water Footprint

Other Resources:

11.14.12 - University City District Will Make 40th Street Trolley Portal Pedestrian Friendly | PlanPhilly

GOAL 3: IMPROVE ENERGY INTENSITY PERFORMANCE

From The Journal:

07.06.12 | "First-in-the-World" Project Unveiled

08.19.11 | Another Philly First: USGBC Recognizes Fox Chase Station

07.15.11 | Wayside Energy Storage Project—Progress Update

03.25.11 | A Plan to Improve Energy Intensity Performance

03.18.11 | 1234 Market Street: A Model of Energy Efficiency

03.11.11 | SEPTA's Energy Portfolio

Other Resources:

Wayside Energy Storage Project Press Coverage

11.14.12 - SEPTA Announces Cost-Cutting 'Energy Action Plan' | NewsWorks

11.13.12 - 18 Ways SEPTA Will Make Your Ride Greener | NewsWorks

11.12.12 - SEPTA Releases 'Energy Action Plan' to Save \$2.2M Annually | PlanPhilly

09.05.12 - Trains Try Regenerative Braking in Philly | Autopia

07.27.12 - SEPTA Launches Cutting-Edge Regenerative Braking Initiative | Passenger Transport

07.13.12 - Making Public Transit Greener | Metro Magazine

06.27.12 - Cutting the Electric Bill With a Giant Battery | New York Times

06.27.12 - SEPTA Is Putting the Brakes - The El's Brakes - On Wasted Energy | Philadelphia Inquirer

05.30.12 - SEPTA Generates Revenue Through Cutting-Edge Technology | Grid Magazine

05.15.12 - Four Urban Sustainability Projects You've Never Heard Of | Software Advice

05.01.12 - Philly's SEPTA Trains are Rolling Power Generators | CleanTechnica

04.26.12 - Viridity Captures Train Braking Power, Sells it to Grid | GreenTechMedia

03.01.12 - E-Trains & Energy Storage | CleanTechies Blog

01.24.12 - What Will Be Philadelphia's Next Calling Card? | Flying Kite

12.19.11 - Train to Tomorrow-Land | Sierra Magazine

11.29.11 - SEPTA's Bus Fleet to Become More Eco-Friendly Thanks to Two Grants | Flying Kite

11.15.11 - SEPTA Gets \$6.44 Million Fed Grant for Energy Saving Purchases | CBS Philly

10.17.11 - SEPTA Gets \$15 Million for Hybrid Buses | Philadelphia Inquirer

09.14.11 - SEPTA's Fox Chase Station Achieves LEED Sustainability Certification | Progressive Railroad

09.13.11 - SEPTA Train Station Receives LEED Silver Status | Metro Magazine

07.18.11 - SEPTA Makes Public Transportation More Sustainable | Next Great City

06.13.11 - Battery Will Save Electricity on SEPTA Line | New York Times

06.09.11 - Saft Selected by Viridity Energy for Energy Storage Project | MarketWatch

03.29.11 - Greater Philadelphia's Number of EnergyStar Buildings Goes Through Roof | Flying Kite

02.16.11 - Daytime Office Cleaning Saves Energy | Philadelphia Inquirer

01.25.11 - SEPTA Building Receives ENERGY STAR Label | Video: EPA

12.10.10 - SEPTA Cited for \$100K in Green-Building Savings | Philadelphia Inquirer

GOAL 4: REDUCE, REUSE & RECYCLE WASTE

From The Journal:

10.21.11 | From Garbage to Gold: SEPTA Implements Recycling Program That Pays

04.01.11 | Reduce-Reuse-Recycle: A Plan to Manage Waste

Other Resources:

08.08.11 - SEPTA Single-Stream Recycling | SEPTA In-Motion

RESOURCES | SOCIAL SUSTAINABILITY

GOAL 5: INTEGRATE WITH LIVABLE COMMUNITIES

From The Journal:

09.28.12 | Visit the Bike-to-Transit Map
09.20.12 | DVRPC Unveils Community Investment Index
09.13.12 | Renewal for Historic Bus Hub
01.20.12 | SEPTA GM Presents Free Ride Card to Oldest Senior Rider
04.08.11 | A Mobility Alternative for Livable Communities

Other Resources:

09.27.12 - Making it Easier to be Multi-Modal | Mayor's Office of Transportation & Utilities
06.01.12 - SEPTA Says It's Offering Seniors Mobility & 'A Sense of Independence' | PCA Milestones Magazine (P. 8)
04.12.12 - Officials Anticipate N. Phila Green Development Project | Philadelphia Tribune
02.03.12 - SEPTA Opens Center in Suburban Station to Teach Handicapped to Ride | Philadelphia Inquirer
01.18.12 - Making Mass Transit Accessible to the Masses | Metro Magazine
01.17.12 - Meet the 101-Year-Old SEPTA Rider | 6ABC
12.14.11 - SEPTA Opens Improved, Relocated Parkside Loop | SEPTA
11.22.11 - A City That Truly Considers Its Older Residents | Herald Tribune
10.21.11 - Trails Connect Philly and Main Line | Philadelphia Inquirer
06.17.11 - Ground Broken on Transit Oriented Development | Warminster Patch
02.25.11 - Transit-Oriented Complex Gets OK | The Intelligencer News
01.20.11 - Why Aren't Trids Working? | PlanPhilly
02.26.10 - SEPTA Bicycle Policy Now Ready for Prime Time | Greater Philadelphia Bicycle News

GOAL 6: IMPROVE ACCESS TO LOCAL FOOD VIA TRANSIT

From The Journal:

08.10.12 | SEPTA Helps Walnut Hill Community Farm Grow
06.29.12 | Farm-to-SEPTA Enters Second Season
04.22.11 | SEPTA Teams Up for Fresh Food
04.15.11 | Improving Access to Local Food Via Transit

Other Resources:

11.29.12 - Walnut Hill Community Farm Nominated for TEDxManhattan Challenge | TEDxManhattan
10.12.12 - Engineers Create West Philly Farm | The Triangle (Drexel University)

09.04.12 - Transit + Food = Sustainability in Philadelphia | VIA Architecture
08.28.12 - Frankford Transportation Center Farmers Market | Frankford Gazette
08.15.12 - SEPTA Helps Community Farm Grow | Metro Magazine
07.30.12 - Eco-Friendly SEPTA Guide to Area Farmers Markets | Philly Curbed
07.25.12 - Take SEPTA to a Farmers Market | Roxborough Manayunk Patch
07.13.12 - Walnut Hill Community Farm | Part II: NBC 10
07.13.12 - Walnut Hill Community Farm | Part I: NBC 10
09.21.11 - From Farm to Table Via Transit | Metro Magazine
09.14.11 - Harvesting Fresh Food for the City | Philadelphia Daily News
07.20.11 - Walnut Hill Community Farm: Making Strides for Community & Environment | UC Review
06.29.11 - West Philly Fare: A Farm-to-Table Trolley Tour | UC Review
06.17.11 - One "El" of a Farm | WHYY
06.03.11 - Philadelphia's Common Market Wins \$1.1 Million Grant | Philadelphia Inquirer
03.25.11 - NRDC Names 15 Regions Leaders in Smart Transit | Passenger Transport
02.23.11 - Transit Teams Up for Fresh Food | NRDC Smarter Cities
02.22.11 - Planning for Health: How Philly is Building a Model That's Proactive About Public Health | Flying Kite

GOAL 7: DEVELOP A HIGHLY SKILLED, HEALTHY AND VERSATILE WORKFORCE

From The Journal:

09.30.11 | Maintaining SEPTA's 'Other' Infrastructure
04.29.11 | Developing the Next Generation of Transit Leaders

Other Resources:

06.09.11 - SEPTA and Partners Receive \$200,000 Innovative Workforce Development Grant | FTA
12.02.09 - Green Careers: Sustainable Futures | Video: SEPTA

GOAL 8: SUPPORT REGIONAL BUSINESS EQUITY

From The Journal:

05.06.11 | Supporting Regional Business Equity

Other Resources:

SEPTA DBE Program Office

RESOURCES | ECONOMIC SUSTAINABILITY

GOAL 9: INCREASE TRANSIT MODE SHARE

From The Journal:

05.13.11 | Increasing Transit Mode Share

Other Resources:

SEPTA New Payment Technologies Project

GOAL 10: IMPROVE INFRASTRUCTURE STATE OF GOOD REPAIR

From The Journal:

11.23.11 | SEPTA Successful in 2011 Grant Competitions

06.10.11 | Continuing to Improve State of Good Repair

Other Resources:

07.24.12 - Improvements Funded at SEPTA (69th Street Trans. Center) | Philadelphia Inquirer

06.21.12 - Federal Grant Will Renovate SEPTA Substation | Philadelphia Inquirer

10.13.11 - SEPTA Bus Station Renovation in N. Phila Gets \$5M DOT Grant | Philadelphia Business Journal

04.28.11 - Rogoff Announces \$3.98M to Restore Historic Wayne Junction Intermodal Facility | FTA

04.28.11 - SEPTA Intermodal Center Receives \$3.98M Grant | Metro Magazine

10.12.10 - SEPTA Receives \$6.4M to Develop a Transit Asset Management System | Flying Kite

GOAL 11: IMPROVE OPERATING EXPENSE PERFORMANCE

From The Journal:

07.29.11 | SEPTA Getting 'Lean' on Low-Waste, High-Efficiency Diet

06.17.11 | Improving Operating Expense Performance

Other Resources:

12.13.11 - City Wins Grant for Smart Traffic Signals | Philadelphia Inquirer

SEPTA Route 47 Service Enhancement Pilot

07.15.11 - SEPTA's Getting 'Lean' Initiative: A Low Waste, High Efficiency Diet | APTA

09.01.10 - SEPTA Procures Electricity to Save Millions of Dollars | Progressive Railroading

GOAL 12: ACHIEVE RECOMMENDED FUNDING LEVELS

From The Journal:

06.24.11 | Advocating for Public Transportation

Other Resources:

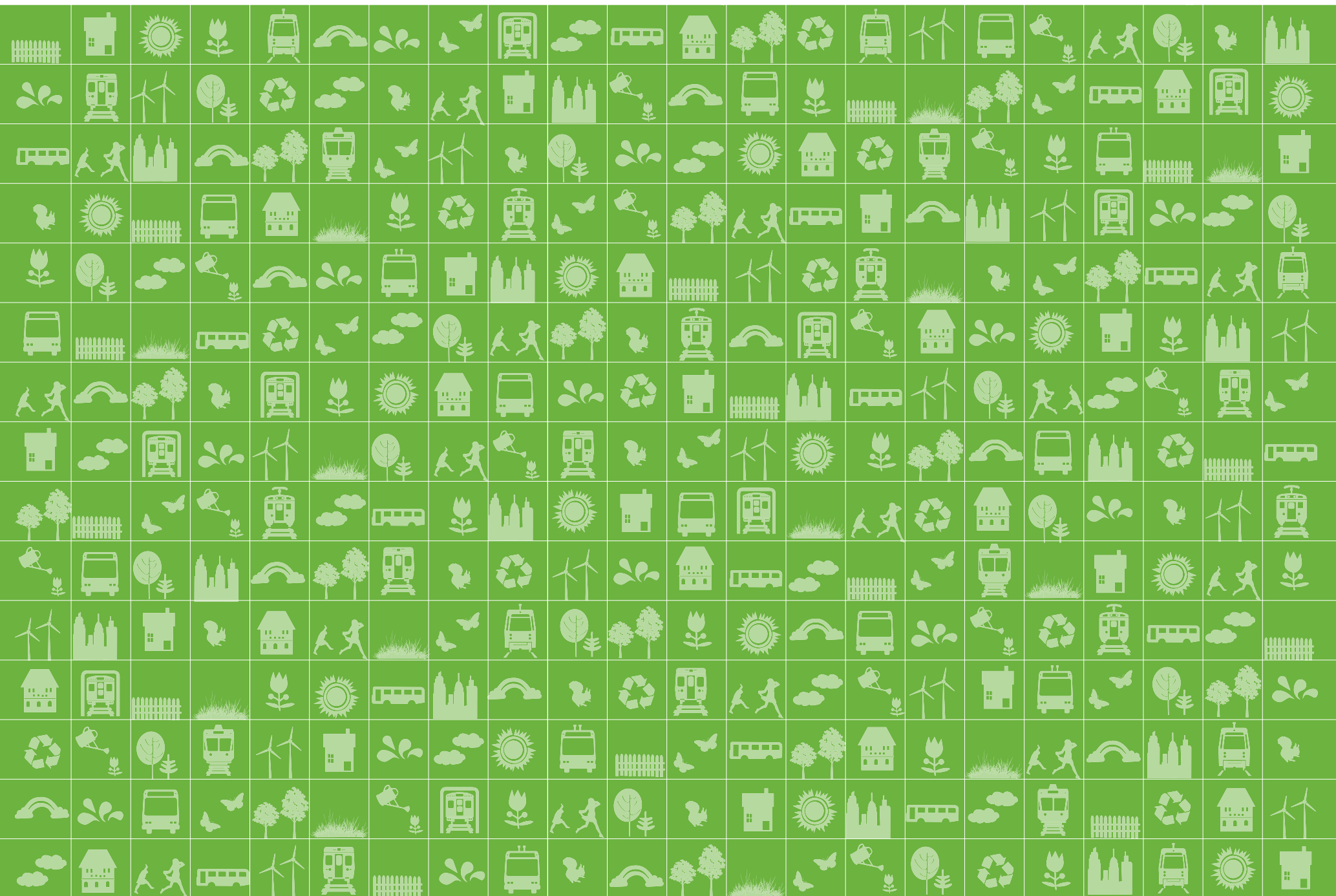
11.04.11 - Sec. LaHood at Decrepit Bridge in Philly Pushes Transportation Funding Bill | Philadelphia Inquirer

07.12.11 - SEPTA Work Sheet: \$4.2 Billion | Philadelphia Inquirer

07.11.11 - An Up-Close View of SEPTA | Philadelphia Inquirer

Pennsylvania Transportation Funding Advisory Commission (2011) Final Report

Pennsylvania Transportation Advisory Committee (2010) Final Report



On the Back Cover: Students at the Nazareth Academy Grade School in Northeast Philadelphia celebrate the kickoff of SEPTA's June 2012 Philabundance Food Drive (See Goal 7)



SUSTAINABILITY WORKING GROUP

Daniel Amspacher
Elizabeth Bradford
Richard Burnfield
Marion Coker

Byron Comati
Jim Fox
Andrew Gillespie
Frank Gormley

Peter Hansen
Rick Harris
Kim Heinle
Mark Honebrink

Ronald Hopkins
Erik Johanson
Cheryl Jones
John Kerrigan

Jeffrey Knueppel
Trinh Loi
Linda Madden
Gerald Maier

Elizabeth Mintz
Pat Morris
Neil Patel
Pat Pixley

Zoe Robertson
Barbara Siegel
Jo Ann Stover
Emille Williams

