



**Transformation**  
Efficiency & Accountability

1234 Market Street  
Philadelphia, PA 19107

**2024**

**Transformation  
Office**

**Annual Progress Report**



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# Executive Summary

**SEPTA created the Efficiency & Accountability (E&A) program with the goal of transforming the organization into a more safe, efficient, and accountable organization. The E&A program began with 140 initiatives across six workstreams and a target goal of recognizing \$102 million in annual recurring benefits. Never had SEPTA taken on such an ambitious, far-reaching transformational effort. Now completing its third and final year, the E&A 1.0 program has recognized<sup>1</sup> \$91.4 million in recurring annual benefits, representing 90% of the total estimated benefits outlined in the initial plan, coming close to the initial target of \$102 million established back in 2021. At the end of 2024, SEPTA has already realized<sup>2</sup> more than half of the \$91 million in benefits within its operating budget.**

**With much gratitude to those who brought this plan to life, SEPTA celebrates the efforts taken to move these initiatives forward. Looking ahead, SEPTA will continue to build on the momentum of E&A 1.0, in the next phase of initiatives. In E&A 2.0, the target goal is \$76 million in annual recurring benefits through 70 key initiatives. Over the next three-year cycle, the program will continue to emphasize opportunities for financial savings but increase focus on safety and organizational health impacts as well. SEPTA is committed to continuous improvement and adaptability by getting “back to basics” in meeting the needs of all riders, employees, and stakeholders.**

<sup>1</sup> As used in this report, “recognized benefits” are the benefits recorded for the completed initiative but not yet received.

<sup>2</sup> As used in this report, “realized benefits” are benefits received for the completed initiative.



# Letter from Leadership

## Dear SEPTA Employees, Riders, and Stakeholders,

Last month, SEPTA released its Fiscal Year 2026 Budget Proposal, noting a time of grave uncertainty and urgency for the future of public transportation in our region. Without additional funding, SEPTA will be forced to begin dismantling the transit system that has fueled Pennsylvania's economy for generations. This unthinkable future can still be avoided, but this budget season is our last chance to prevent irreversible damage.

Given the backdrop of this urgent and immediate fiscal crisis, some may question the importance of focusing on something like organizational transformation. At SEPTA, we don't see it that way. In the three-plus years since the Efficiency & Accountability (E&A) program was launched, dozens of implemented initiatives have made SEPTA a more cost effective, nimble, and healthy organization. E&A has seeped into the organization's ethos. Transformation has become not just a program, but a way of life.

This year, we celebrate the end of E&A 1.0 and look ahead to the launch of E&A 2.0. Rather than pivot away from organization transformation, we are doubling down on it. We are committing to get "Back to Basics" with a renewed focus on safety, reliability, and customer service. And through E&A, we are re-committing to a culture of continual improvement – getting better in large and small chunks, every single day.

There's much to celebrate. In 2024, the final year of E&A 1.0, outcomes included improved safety and service to our customers, organizational health benefits for our employees, and \$91.4 million in annual recurring benefits. Responsible fiscal management continues to be crucial, given our reliance on funding from federal, state, and local partners and our mission to reduce our structural deficit. Equally important is our responsibility to our employees and our customers. As we celebrate the success of the first iteration of the E&A program, we are grounded in the lessons we have learned along the way and acknowledge the opportunities before us.

Looking ahead, we will leverage E&A 2.0 to reinforce a mindset of continuous improvement, increase our focus on financial impact, organizational health, and safety, and leverage the momentum created in E&A 1.0 to propel SEPTA into the future. We know that by working together, we can continue to make efficiency and accountability not just a program our organization is committed to now, but a way of life.

Regardless of how the fiscal crisis resolves itself, E&A is here to stay – it's who we are and how we work. On behalf of the SEPTA Board and GM Team, thanks to everyone who has brought this plan to life. SEPTA is a better organization today for your efforts.

Sincerely,



**Kenneth E. Lawrence, Jr.**  
Board Chair

A handwritten signature in black ink that reads "Kenneth Lawrence, Jr." in a cursive style.



**Scott A. Sauer**  
Interim General Manager

A handwritten signature in black ink that reads "Scott A. Sauer" in a cursive style.

# Message from the Transformation Office (TO)

We want to start by giving a huge thanks to all of SEPTA for investing in this mission and contributing to a continuous improvement culture. The E&A 1.0 journey has been thrilling to say the least! This first cycle was born out of a fiscal crisis and a sense of urgency during a time when SEPTA was facing significant challenges. The program focused on collecting and harnessing the collective ingenuity of SEPTA employees and empowered them by creating a framework to bring their ideas to fruition. E&A 1.0's structured, yet flexible framework has sparked collaboration across the entire SEPTA organization. It has been inspiring to witness employee-driven initiatives that have led to remarkable improvements in efficiency and accountability, and contributed to a vibrant culture of empowerment, communication, and transparency. The energy and enthusiasm from everyone involved made it an unforgettable journey, even in the face of challenges and resistance.

The E&A program has transformed from a standalone initiative into an integrated approach that now defines who we are and how we work. This evolution signifies that E&A is no longer just a program but embodies a mindset that shapes the way employees engage with change and innovation. We are eager to kick off the next set of initiatives, as we have the opportunity to address critical areas within the organization and make meaningful improvements. In the long term, the initiatives under E&A 2.0 have the potential to create sustainable and lasting methods for how we work, improve recruitment and retention, contribute to a culture of safety, and enhance the organization's overall efficiency and effectiveness. By focusing on critical areas and making strategic improvements, SEPTA can build a more resilient and adaptable organization that can better serve the region.

With gratitude,

**Erik Johanson**, Senior Director of Budgets and Transformation

**Ayanna Matlock**, Deputy Transformation Officer, Organizational Health

**Emily Addis**, Deputy Transformation Officer, Performance

**Sarah Powell**, Deputy Transformation Officer, Safety Culture

**Benjamin Aitoumeziame**, Data Analyst



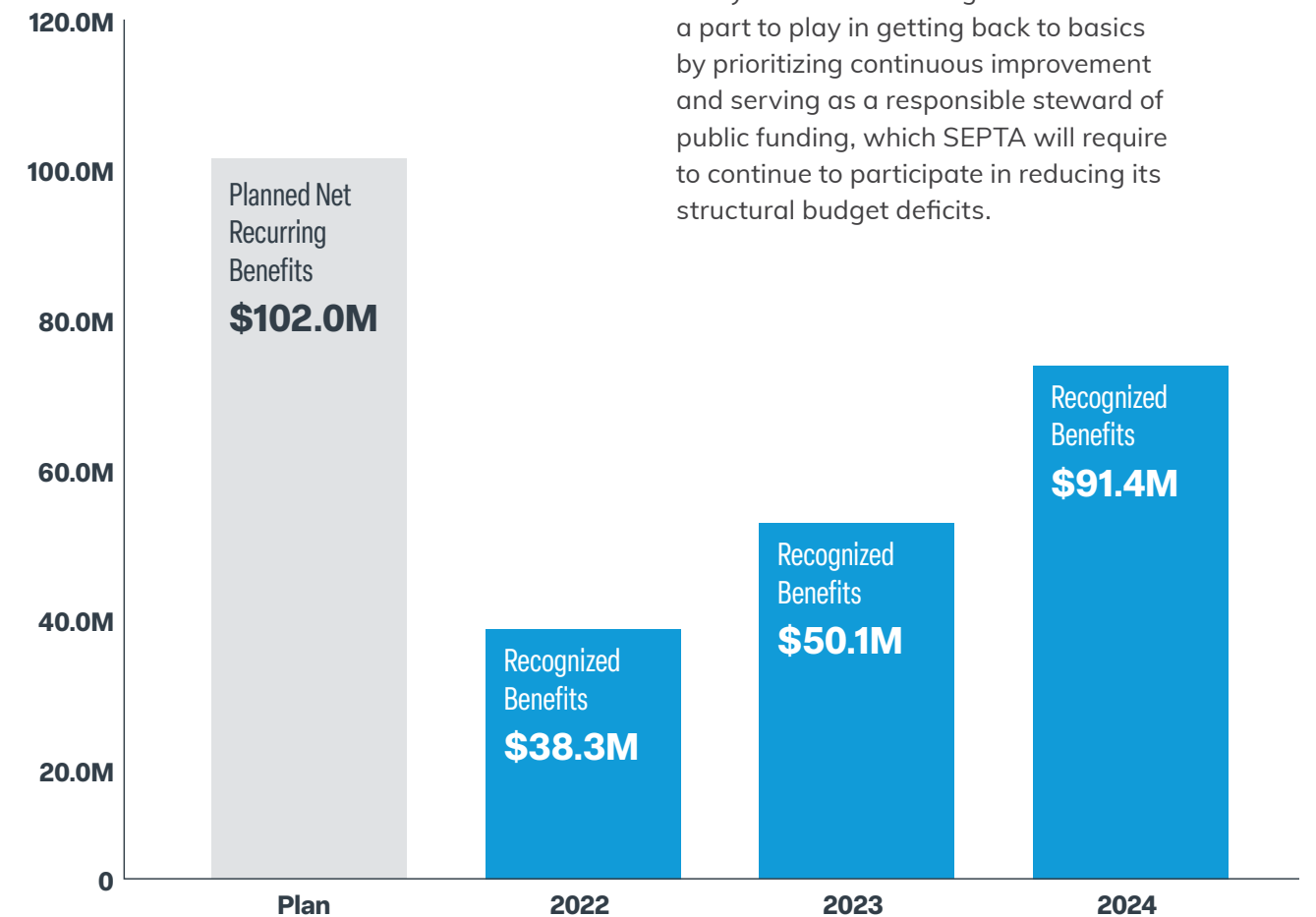
# 1.

Introduction

**As the first three-year cycle of the Efficiency & Accountability program (E&A 1.0) closes, it is only right to revisit why this transformative journey began. SEPTA created the E&A program at the height of COVID-19 to address the onset of a financial crisis. At the time, SEPTA was losing upwards of \$1 million daily from lost ridership. Federal COVID relief bought the transit industry time, but the future remained uncertain. Structural budget deficits loomed large as Federal COVID Relief was set to expire in 2024.**

**SEPTA looked internally for solutions. In early 2021, the E&A program was established. In 2022, the first cycle of initiatives kicked off as E&A 1.0: 140 initiatives and target goal of \$102 million annual recurring benefits. In the first year, SEPTA achieved an impressive \$38.3 million annual recurring benefits. The following year, SEPTA increased its annual recurring benefits to \$50.2 million. Now, at the conclusion of E&A 1.0, SEPTA has achieved \$91.4 million in benefits in just three years, approximately half of which are real-dollar savings in the budget. The E&A program, combined with an Austerity program that has cut \$30 million in costs, has reduced SEPTA's structural deficit to \$213 million.**

The ultimate goal is to transform SEPTA into a safe, efficient, and accountable organization by aligning operational improvements with workforce empowerment. Through the support of the TO and tremendous efforts across the organization, SEPTA is continuing to build upon that mission each and every day. Every member of the organization has a part to play in getting back to basics by prioritizing continuous improvement and serving as a responsible steward of public funding, which SEPTA will require to continue to participate in reducing its structural budget deficits.



In E&A 2.0, SEPTA aims even higher and keeps the momentum going with a continued focus on safety, organizational health, and financial impact, with greater alignment to corporate strategy. Additionally, the next cycle will launch a simplified rollout of initiatives into People, Process, and Leveraging Assets workstreams. This will replace the former six workstreams: Operations, Procurement & Supply Chain Management, Human Resources, Real Estate, Organizational Health & Communications, and Corporate.

140

Initiatives

79

Initiative Owners

22

Workstream Leads

6

Workstreams



# 2.

Celebrating Success & Growth

# Celebrating Success & Growth of E&A 1.0

SEPTA has realized successes and growth through the E&A program's 140 initiatives. These initiatives amplified employee voices, built connections across the organization, and empowered the organization's people to put ideas into action. Through 2024, SEPTA recognized \$91.4 million in annual recurring benefits, which was an increase of \$41.2 million from last year. At the onset of the program, the goal was to achieve \$102 million in annual recurring benefits through E&A 1.0. The tenacity of workstream leads, initiative owners, and cross-functional teams to persevere despite challenges and deliver results is worth celebrating. These achievements have strengthened SEPTA's foundations, and proven SEPTA to be an organization capable of great change. Both the lessons and successes fuel excitement for launching E&A 2.0. The progress made in closing out E&A 1.0 represents 90% of the total estimated benefits outlined in the Transformation Plan. Erik Johanson, Senior Director of Budgets and Transformation, expressed pride in the professionalism and progress of the team, stating:

As an organization, SEPTA will continue to improve ways of working, encourage new ideas, big and small, and celebrate its achievements as the Authority continues to forge fiercely ahead.

“ We did what we said we would do. ”

## 2.1 Organization of Initiatives

In the planning stage of the E&A 1.0 program, every initiative was reviewed, prioritized, and assigned to an owner for ongoing management and tracking. All initiatives were then categorized into six workstreams, each with one or more workstream leads, providing an organizational framework aligned with divisional responsibilities. Leads were assigned to each workstream to monitor progress, remove barriers, and keep the transformation moving forward.

The program's governance continues to be organized with a tiered feedback loop, guaranteeing transparency and the inclusion of all perspectives. Bi-weekly meetings monitor progress and provide an opportunity to work through challenges. On a monthly basis, an executive-level advisory council meets to discuss the program as a whole. The TO then meets quarterly with the Board to share progress, review upcoming milestones, and resolve challenges.

This governance structure allows SEPTA workstream leads the opportunity to share their voice and bring up any concerns on a regular basis, ensuring transparency across the E&A program and navigating the challenges together.

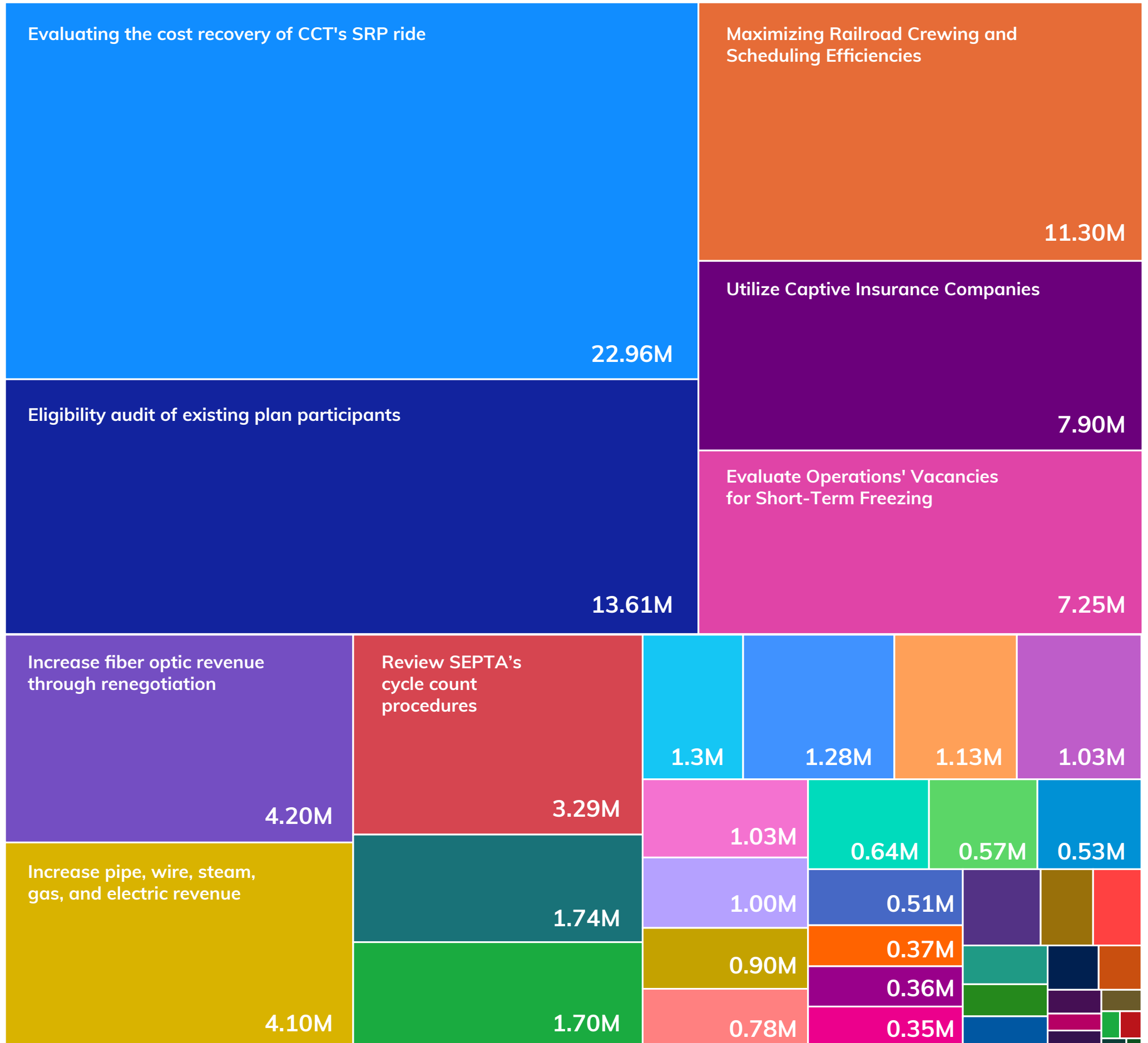
Operations		Procurement & Supply Chain Management	
43 initiatives (30% of E&A 1.0 initiatives)	\$45,665,791 total recognized benefits	40 initiatives (29% of E&A 1.0 initiatives)	\$18,632,423 total recognized benefits
Human Resources		Real Estate	
20 initiatives (14% of E&A 1.0 initiatives)	\$15,780,575 total recognized benefits	20 initiatives (14% of E&A 1.0 initiatives)	\$11,351,552 total recognized benefits
Organizational Health & Communications		Corporate	
9 initiatives (6% of E&A 1.0 initiatives)	(\$1,200) total recognized benefits	8 initiatives (6% of E&A 1.0 initiatives)	\$0 total recognized benefits

## 2.2 Our Progress by the Numbers

Over the past three years, the TO has partnered with departments from across the Authority to assist in the implementation of the 140 E&A initiatives. The close of E&A's first cycle resulted in the program completing 61% of its planned initiatives and recognizing annual recurring savings of \$91.4 million. Similar to previous years, SEPTA monitored and tracked each initiative's overall health and status. Green initiatives progressed independently, yellow initiatives required some support, red initiatives were strategically delayed or required heavy support from the TO, and tabled initiatives were unable to move forward. 87 out of 140 initiatives have been successfully implemented. 49 initiatives were not implemented due to factors such as technology implementation delays, changes in organizational priorities, and unforeseen issues with feasibility that could only be discovered after implementation began. SEPTA has taken each of these instances as a chance to learn and improve as the organization moves on to the next set of E&A 2.0 initiatives.

### Initiative Names:

45	Evaluating the cost recovery of CCT's SRP ride	\$22,962,245
151	Eligibility audit of existing plan participants	\$13,611,697
42	Maximizing Railroad Crewing and Scheduling Efficiencies	\$11,300,000
844	Utilize Captive Insurance Companies	\$7,900,000
1296	Evaluate Operations' Vacancies for Short-Term Freezing	\$7,252,487
315	Increase fiber optic revenue through renegotiation of existing contracts and new occupancy	\$4,200,000
314	Increase pipe, wire, steam, gas, and electric revenue through renegotiation of existing contracts and new occupancy	\$4,100,000
229	Review SEPTA's cycle count procedures	\$3,288,897
30	Expand digital communication kiosk in outlying Regional Rail Stations	\$1,741,557
3120	Launch pilot effort using data analytics techniques to identify potential material for asset recovery program	\$1,697,359
29	Minimizing Overtime by increasing MC headcount	\$1,300,100
871	Replace light duty trucks past their useful life to reduce maintenance costs.	\$1,277,000
121 [ SAM ]	Create Centers of Excellence tiers of providers/Allow employees to select from a menu of HMO plans	\$1,126,648
213	Review asset recovery protocols	\$1,034,308
109	Utilize bus software for energy efficiency	\$1,026,358
791	SAM Pension Plan Savings - Union Rail Transfers	\$1,000,000
316	Increase lease revenue by identifying new opportunities within existing assets	\$900,000
309	Develop a Commercial Real Estate Strategy	\$778,400
99	Remove features on RRD to minimize energy consumption	\$635,000
223	Eliminate VMI System	\$569,387
56	Evaluate lease vs buy options for equipment across EM&C division	\$530,280
320	Increase Parking Rates	\$506,716
737	Transit Store Strategy	\$371,010
2000	Improve Copper Scrap Recycling Process	\$363,995
226	Centralize SEPTA warehousing and distribution	\$350,328
13	Install electronic tablets in Cashier Booths	\$346,810
313	Ends-of-Line Plan	\$233,500
61	Improve scrap rail recycling	\$201,891
1072	Implement Idle Shutdown Timer throughout bus fleet	\$192,246
805	Cancel leases for existing parking	\$158,926
2007	Optimize Waste Hauling Schedule	\$143,647
174	Digitize more tests used during Railroad Training Periods	\$132,036
934	Increase Right-of-Entry Application Fee	\$103,000
303	Restructure market research contracts	\$74,700
93	Update job standards	\$53,058
269	Create emergency requisition approval process	\$46,400
186	Establish Booking System for Vehicles To Be Used During Training	\$29,289
112	Increase reverse engineering efforts to realize cost savings	\$10,160
176	Improve Proficiency of Sub/EI Instructors Across Priority Sub/EI Training Material	\$4,906





# 3.

## Learning & Evolving

# Learning & Evolving: Achievements from E&A 1.0

SEPTA continues to learn, grow, and evolve. Reflecting on the achievements in E&A 1.0, three key themes emerge:



We have a responsibility to do both the small and big things that cumulatively lead to tangible benefits.

We understand that there is no single initiative or change which will result in the savings we need. It is only through sustained, cumulative progress that we can create lasting change.



We are amplifying employee voices and addressing their needs through initiatives that foster a culture of voice, trust, and empowerment to act.

In this way, we are addressing the real day-to-day needs of our people, and this has created a positive, sustainable shift in our culture towards one that prioritizes employee voice.

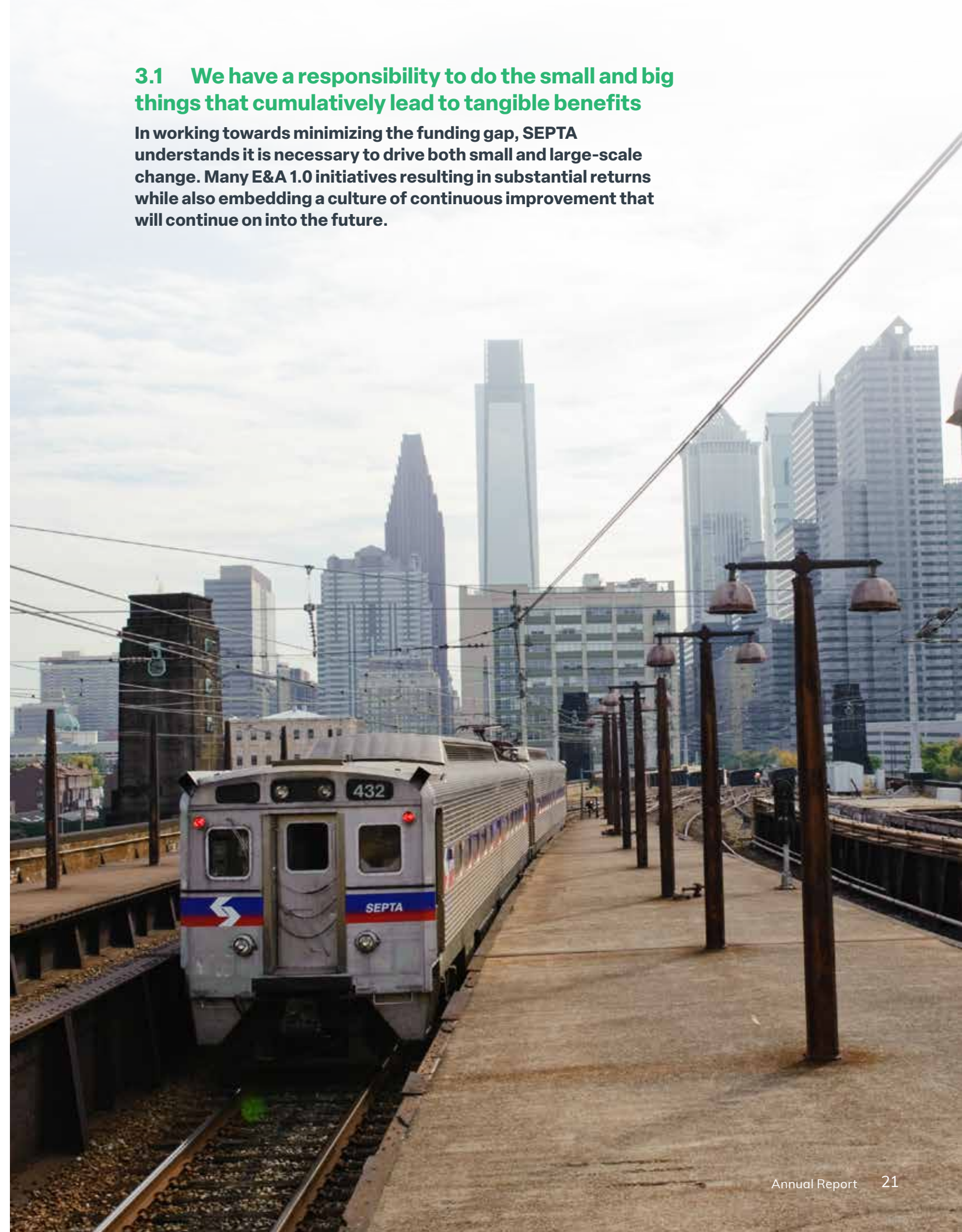


We are modernizing our operations and boosting efficiency to thrive in an ever-evolving environment.

The key to the E&A program is that by allowing people to explore different ways of thinking and build efficiency that will allow us to remain flexible and adaptable in the face of constant change.

## 3.1 We have a responsibility to do the small and big things that cumulatively lead to tangible benefits

In working towards minimizing the funding gap, SEPTA understands it is necessary to drive both small and large-scale change. Many E&A 1.0 initiatives resulting in substantial returns while also embedding a culture of continuous improvement that will continue on into the future.





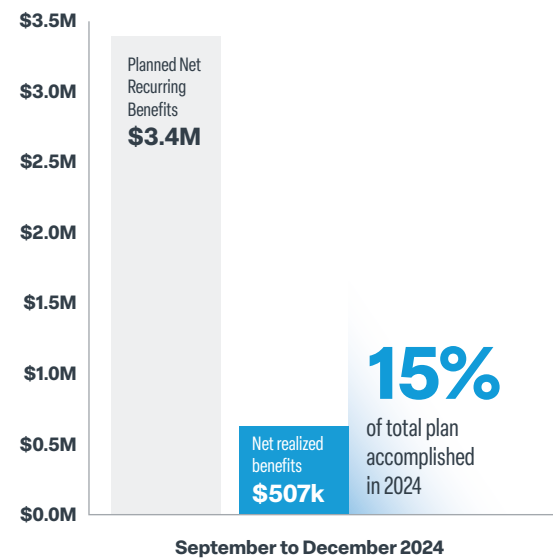
Initiative Lead:  
**Sam Sulaiman**

## INVESTING IN TECHNOLOGY TO OPTIMIZE PARKING REVENUE

<b>Initiative Number:</b> #320	<b>Status:</b> Complete	<b>Update from Last Year:</b> Yes
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SEPTA has implemented a new Parking Access and Revenue Control System (PARCS). The goal for SEPTA was to reimagine its parking system to generate significant revenue and improve the parking experience. Transitioning from outdated coin-only systems, SEPTA implemented a modern digital solution to streamline the parking process for customers. The Board approved the initiative in July of 2024. Phase 1 of the system implementation began late September and was completed by early November. The team moved with lightning speed to complete the implementation in just over 6 weeks, despite the high level of coordination required with multiple stakeholders. Based on initial revenue benchmarks, PARCS is expected to generate approximately \$5M gross revenue annually.

From September through December of 2024, PARCS generated \$938,553 in parking fees and \$89,060 from enforcement violations. This equated to \$506,716 in net realized benefits for SEPTA in 2024, factoring in a \$1 parking fee increase (from pre-COVID \$1 parking fee to current \$2 parking fee) and \$0.11 transaction fee per parking fee collection. The new parking system is now active at 99 SEPTA locations, and encourages the use of the SEPTA Park app, which users have responded enthusiastically to since its introduction. 85% of parking lot users now pay via the app. The remaining users utilize machines for credit, debit, or cash transactions. By enabling app-based payments, SEPTA has enhanced the parking experience, eliminating the need to carry loose change and increasing flexibility when and where users can pay.



**By the Numbers:**

- 2024 Net Realized Benefit: \$506,716
- Planned Net Recurring Benefit: \$3,394,000



Initiative Lead:  
**Bresilda Meto**

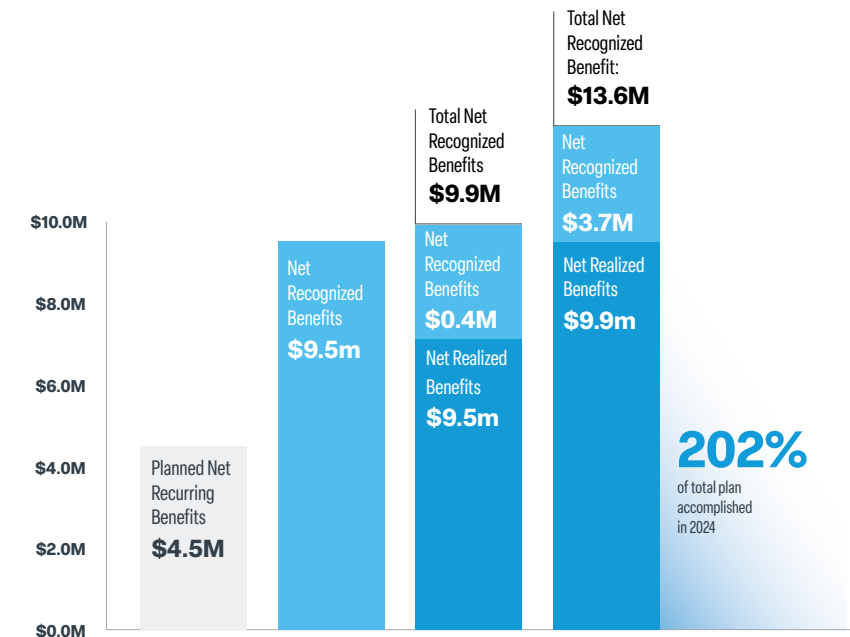
## IDENTIFYING SAVINGS THROUGH BENEFITS DILIGENCE

<b>Initiative Number:</b> #151	<b>Status:</b> Complete	<b>Update from Last Year:</b> Yes
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To optimize benefits costs, SEPTA instituted an Authority-wide dependent benefit verification audit that has yielded significant financial savings. This initiative ensured that only eligible dependents of SEPTA employees are covered. The first audit in 2022 uncovered 2,208 ineligible dependents, amounting to 13% of the covered population. Because this was the first dependent eligibility verification performed by SEPTA, the results exceeded industry standards, where typically 5-7% of dependents are removed, and resulted in a remarkable \$9.5 million in annual recurring savings.

Building on this success, SEPTA conducted an additional audit in 2023, focusing on new enrollees from the previous year. This audit identified 89 ineligible dependents out of 847 audited, saving the Authority approximately \$421,541. Continuing the momentum, the 2024 audit was focused on newly added dependents between March 2023 and February 2024, as well as re-verifying spouses. This effort led to 7,189 audited dependents. Additionally, 613 dependents were removed, including retirees and those with new coverage due to death or divorce. Overall, this audit resulted in \$3.7 million in net recognized benefits before the 2024 open enrollment period.

Moving forward, SEPTA plans to release a Request for Proposal (RFP) to streamline future audits, leveraging third-party expertise for communications and management while SEPTA maintains personal outreach to employees. The next eligible dependent audit is planned for 2027, following the industry's best practices of conducting dependent eligibility audits every three to five years, with continuous monitoring in between.



**By the Numbers:**

- 2024 Total Net Recognized Benefit: \$13,611,697
- 2024 Net Recognized Benefit: \$3,695,772
- 2024 Net Realized Benefit: \$9,915,925
- 7,187 Audited Dependents



Initiative Lead:  
**Bresilda Meto**

## OFFERING QUALITY BENEFITS TO EMPLOYEES WHILE IDENTIFYING COST SAVINGS

<b>Initiative Number:</b> #121	<b>Status:</b> Complete	<b>Update from Last Year:</b> Yes
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In 2024, SEPTA launched an employee benefit initiative to identify cost-saving opportunities for the Authority and its people. This achieved annual savings of \$1,126,648, including net realized benefits and net recognized benefits from four programs: Mandatory Maintenance Choice, PrudentRX, Drug Savings Review, and the Transform Diabetes Care TDC Program. Additionally, SEPTA adjusted the medical contribution for salaried employees from 7.5% to 8.5% of the premium that resulted in \$404,276 savings for 2024. This strategic move marked the beginning of SEPTA's commitment to balancing financial sustainability with employee welfare.

The \$713,000 net realized benefit is comprised of both the Mandatory Maintenance Choice and PrudentRX programs, as well as the increase in medical premiums. The Mandatory Maintenance Choice program launched on April 2024 and offers cost savings by allowing employees to purchase 90-day prescriptions for the cost of two co-pays. September 2024, SEPTA also introduced PrudentRX for all Supervisory, Administrative, and Management (SAM) employees, a program focused on specialty medications. This partnership, which includes CVS, Costco, and Walmart, enables participants to access prescriptions conveniently while benefiting from discounts. The initiative is now complete and projected to save \$2.1 million annually for SAM employees. The program was further extended to SAM retirees and SAM COBRA participants on January 1, 2025.

The \$414,000 net recognized benefit is comprised of both the Drug Savings Review and the Transform Diabetic Care TDC programs for SAM employees. The Drug Savings Review eliminates unnecessary medication use; spreading awareness of risk for drug induced conditions. The Transform Diabetes Care TDC program, initiated on June 1, 2024, provides comprehensive diabetes management through CVS pharmacies, where nurse practitioners engage with participants to help improve and maintain their A1C levels.

Through these initiatives, SEPTA continues to demonstrate a proactive approach to managing healthcare costs, ensuring that both the organization and its employees benefit from efficient and effective healthcare solutions.

### By the Numbers:

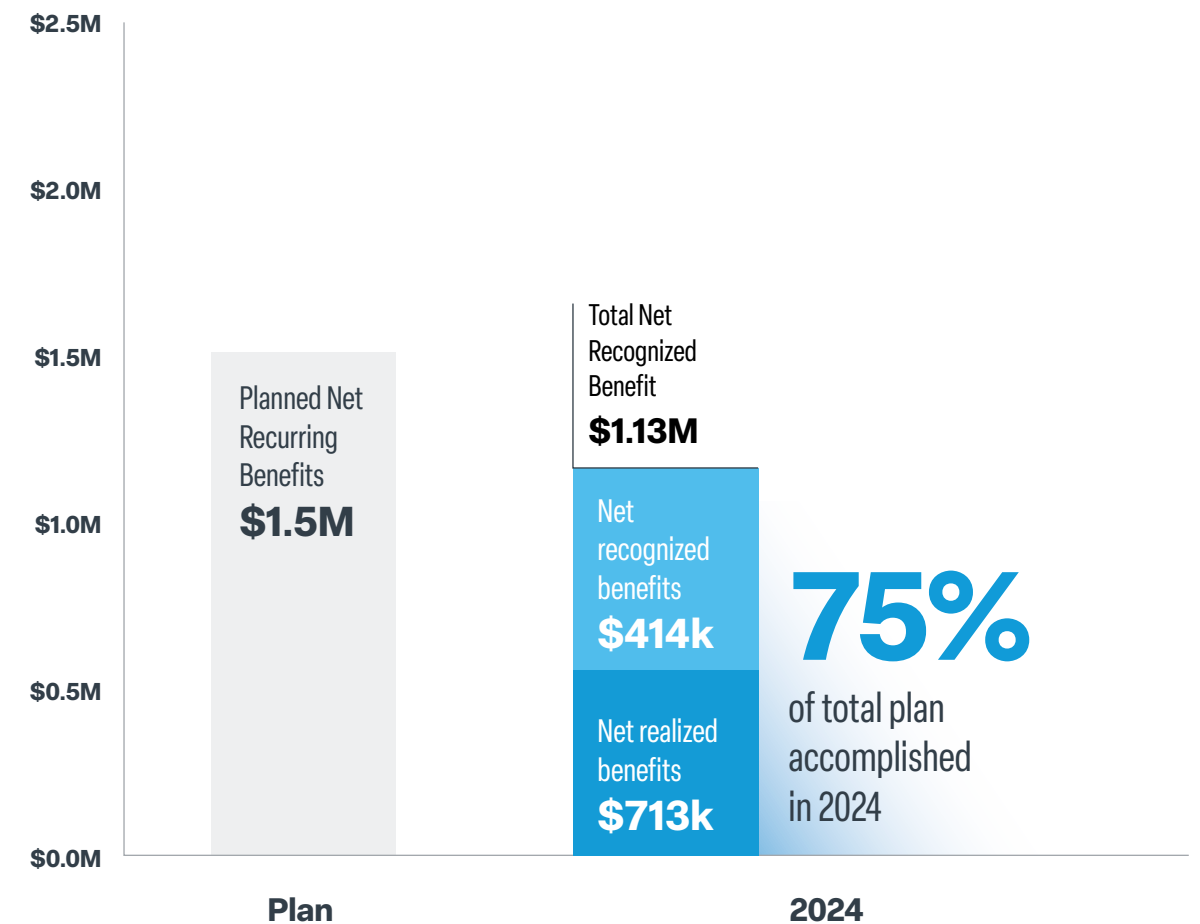
2024 Net Realized Benefit: **\$713, 100**

2024 Net Recognized Benefit: **\$413,548**

2024 Total Net Recognized Benefit: **\$1,126,648**  
(Medical Premium Increases)

Planned Net Recurring Benefit: \$1,507,000

- **Mandatory Maintenance Choice (SAM Actives)**  
Actual savings \$67,537 for 3,573 utilizers
- **Prudent Rx (SAM Actives)**  
Actual savings of \$241,287 for 243 utilizers
- **Medical Premium Increases:** Actual savings \$404,276
- **Drug Savings Review (SAM Actives)**  
Estimated projected savings: \$197,845
- **Transform Diabetic Care TDC (SAM Actives)**  
Estimated projected savings: \$215,703





Initiative Lead:  
**Yannick Baudru**



Initiative Lead:  
**Sabrina Rynearson**



Initiative Lead:  
**Lex Powers**

## MODERNIZING SEPTA.ORG

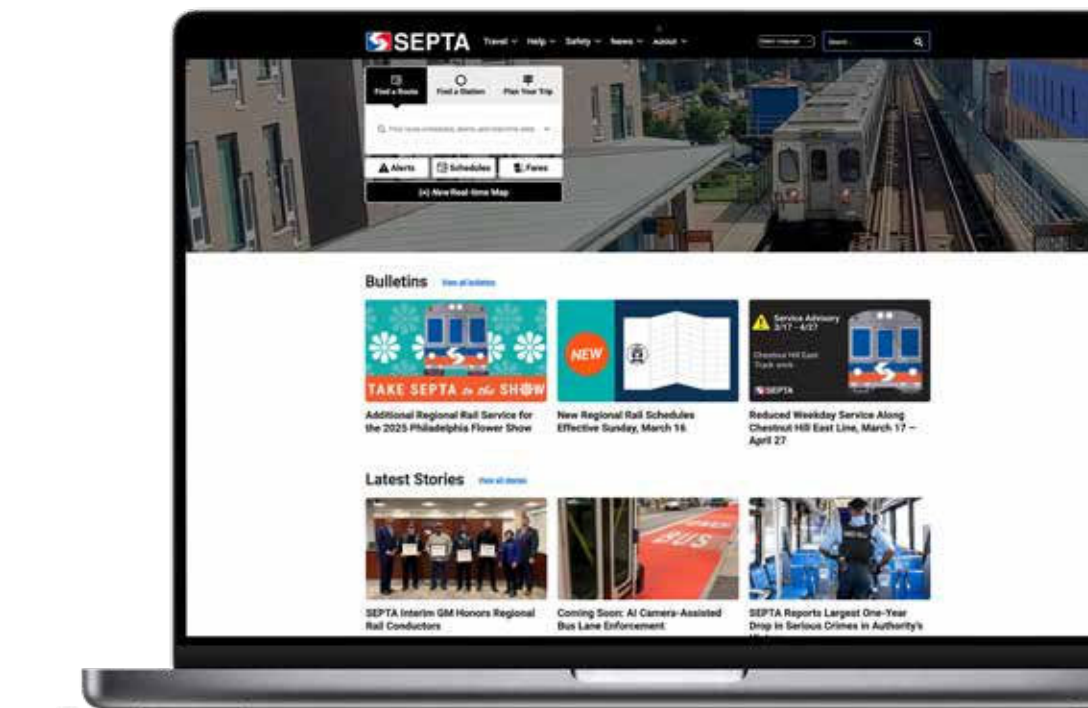
<b>Initiative Number:</b> #783	<b>Status:</b> Complete	<b>Update from Last Year:</b> Yes
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In 2021, SEPTA embarked on an ambitious project to redesign its website, SEPTA.org, with the goal of enhancing customer connectivity and streamlining travel planning. This project focused on integrating various microsites into a unified, modern, and responsive platform. Through a comprehensive development process that incorporated user testing and feedback from surveys and interviews, SEPTA successfully launched a dynamic site. SEPTA.org offers real-time access to schedules, system alerts, a real-time map, detailed station pages, and fare information. The new website, introduced in beta in August 2023 and fully operational by December 2023, saw a 41% increase in page views and received positive feedback from users.

In 2024, the integration of ISEPTAPHILLY into SEPTA.org marked a significant enhancement, further consolidating the brand's digital presence. The site experienced a 17% increase in average monthly users during the second half of the year compared to the first, with a monthly average of nearly 500,000 unique users. The redesign of SEPTA.org was a coordinated effort that brought together team members from various departments across the Authority. This cross-functional collaboration was key to the project's success, demonstrating SEPTA's ability to leverage diverse expertise and perspectives to achieve a common goal. The project not only delivered on its intended outcomes, but it also set a benchmark for future initiatives.

### By the Numbers:

- 2024 Average Monthly Unique Users: 497,328



Initiative Lead:  
**Al'Lee Floyd**



Initiative Lead:  
**Lex Powers**

## REINVIGORATING SEPTA'S TRANSIT STORE

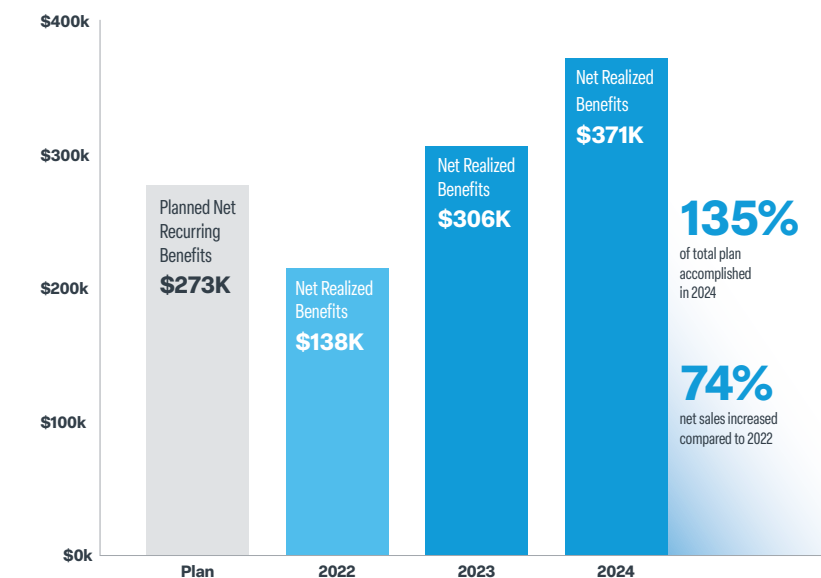
<b>Initiative Number:</b> #737	<b>Status:</b> Complete	<b>Update from Last Year:</b> Yes
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As a part of E&A 1.0, SEPTA embarked on a mission to reinvigorate its Transit Store, transforming it into a vibrant hub for merchandise to amplify the SEPTA brand. The reimagined SEPTA Store reopened in 2021 after a pandemic-induced hiatus, marking a significant step in SEPTA's transformational journey. The project set out to modernize the store by refreshing the inventory with products featuring SEPTA branding. Market research influenced the SEPTA Store approach, which included launching an e-commerce platform to reach a broader audience.

Additionally, the introduction of popular merchandise lines, such as the SEPTA Ugly Holiday Sweater, SEPTA Metro-themed items, retired Regional Rail signage, and branded apparel, quickly sold out. The store harnessed the power of SEPTA's social media channels and forged partnerships with influencers and local artists to elevate its visibility. The SEPTA Store has become a beacon of enthusiasm for the brand, resonating with transit enthusiasts and those with personal ties to Philadelphia's transit system. Its unique and nostalgic merchandise has earned it a "cult-like following," as featured by CBS News in December 2024. Through this revitalization, the SEPTA Store exemplifies the power of strategic branding and community engagement. Throughout the launch period, this transit store has constant growth, which generated over \$371,000 net sales in 2024 and achieved 135% of planned net benefits.

### By the Numbers:

- 2024 Net Realized Benefit: \$371,010 (135% of the plan, 74% increase since 2022)
- 2023 Net Realized Benefit: \$305,935
- 2022 Net Realized Benefit: \$138,660
- Planned Net Recurring Benefit: \$275,206





Initiative Lead:  
**Sean Taggart**

## ADJUSTMENTS TO MAKE SEPTA'S BUSES MORE FUEL-EFFICIENT CAN REDUCE ITS CARBON FOOTPRINT AND PROVIDE FINANCIAL SAVINGS

<b>Initiative Number:</b> #1072, #109	<b>Status:</b> Complete	<b>Update from Last Year:</b> Yes
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In pursuit of providing sustainable transit solutions, SEPTA set a goal to enhance the fuel efficiency of its bus fleets. Recognizing the need for change, SEPTA has diligently tracked and implemented strategies to improve fuel efficiency. For example, the installation of idle shutdown timers avoids wasting fuel to keep the buses running.

In 2023, 98% of the 100 targeted shutdown timers were installed and in parallel the Hybrid-Electric bus fleet underwent critical changes to its acceleration settings. Progress continued into 2024 with the successful transition of vehicles to an economy transmission setting and the full implementation of idle shutdown timers across the bus fleet. This yielded over \$192,000 in annual fuel savings for the idle timers and just over \$1 million for the Hybrid-Electric bus fleet. These advancements were a significant step forward in SEPTA's quest to enhance fuel efficiency and reduce environmental footprint. By continuously improving its fuel efficiency, SEPTA not only contributes to a greener planet but also ensures that its resources are used wisely, benefiting both the customers and the communities it serves.

### By the Numbers:

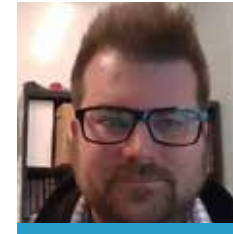
- 2024 Net Recognized Benefit for #1072: \$192,246
- 2024 Net Realized Benefit for #1072: \$759,598
- Planned Net Recurring Benefit for #1072: \$775,100
- 2024 Net Recognized Benefit for #109: \$1,026,358
- 2023 Net Realized Benefit for #109: \$3,233,333
- Planned Net Recurring Benefit for #109: \$1,644,000



Initiative Lead:  
**Pat Breen**



Initiative Lead(s):  
**Andrew Hansen**



Initiative Lead:  
**Pat Breen**

## BROADENING ACCESS TO CRITICAL TESTING EQUIPMENT

<b>Initiative Number:</b> #87	<b>Status:</b> Green	<b>Update from Last Year:</b> Yes
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At SEPTA, maintaining a healthy and active fleet of buses is crucial for delivering reliable and safe service. Regular brake maintenance and testing are vital, but traditionally required long trips to the Germantown location, consuming fuel and labor hours. To address these inefficiencies, SEPTA embarked on installing a new brake dynamometer at the Midvale location, significantly enhancing maintenance processes and fleet safety. To take advantage of sizable discounts, SEPTA purchased three dynamometers simultaneously, securing cost savings of 20% of the quoted price and ensuring consistency in testing equipment.

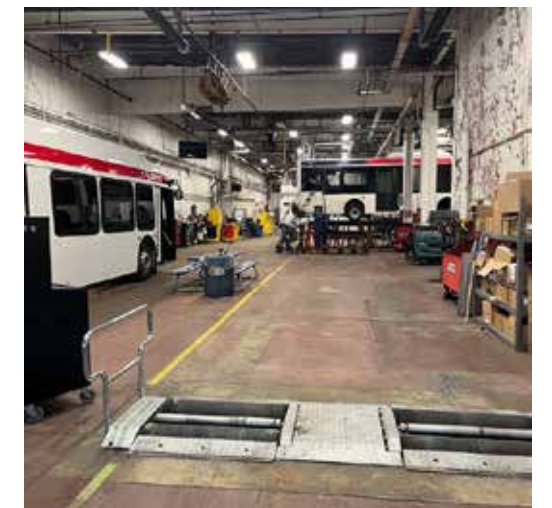
To date, the Midvale dynamometer is still in the design phase, with plans for installation in the near future. While the initiative has faced some delays due to concurrent facility upgrades, the project remains a top priority managed by SEPTA's Facilities department. Once installed, the brake dynamometer will save time and offer 24/7 operation for brake testing. Meanwhile, the other two brake dynamometers have been successfully installed at SEPTA's Germantown location to address an urgent need for reliable brake testing equipment, replacing older, frequently malfunctioning machines. These efforts are crucial for maintaining high standards in vehicle safety and performance evaluation and will continue to be monitored.

### By the Numbers:

- 1 Brake Dyno in the Design Phase



Above ground dyno



New in-ground dyno

### 3.2 We are amplifying employee voices and addressing their needs through initiatives that foster a culture of voice, trust, and empowerment to act

Through the E&A initiatives, SEPTA is addressing the real day-to-day needs of employees, demonstrating that the voices and ideas of all staff are being heard and that changes are being implemented. SEPTA also understands that by strengthening its organizational health and prioritizing employee development and well-being, the organization can work to retain its best assets.



### INVESTING IN EMPLOYEES THROUGH TRAINING PROGRAMS

Initiative Number:	Status:	Update from Last Year:
#2677	Complete	Yes

In 2023, the Team Valor Trauma-informed Peer-to-Peer Conflict Resolution Program was launched at SEPTA's Callowhill District. The program aims to transform the workplace into a safe and supportive environment by addressing the impact of external stressors on employee performance. Team Valor is creating a positive work environment to diffuse conflicts before escalation. By equipping staff and management with the necessary tools and training resources to address emotional and mental health needs, the program fosters trust and psychological safety, significantly enhancing employee satisfaction, attendance, and retention. Team Valor includes peer-to-peer engagements led by Transit Workers Union (TWU) officers, alongside on-site counseling services. The program has already seen 123 employees and 55 counseling participants benefit from its support.



Initiative Lead:  
**Dwyane Campbell**



Initiative Lead:  
**Al Marion**



Initiative Lead:  
**Aaron Jackson**



Initiative Lead:  
**Ryan Brunson**



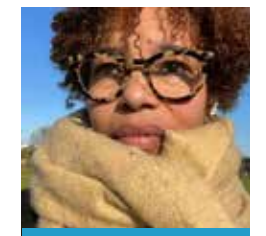
Initiative Lead:  
**Karen Mixon**



Initiative Lead:  
**Ryan Lock**



Initiative Lead:  
**James Frazier**



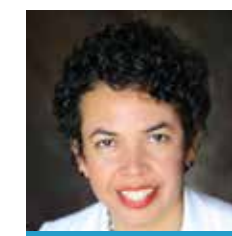
Initiative Lead:  
**Ayanna Matlock**



Initiative Lead:  
**Amy Colucci**



Initiative Lead:  
**Chris Valentin**



Initiative Lead:  
**Flora Castillo**

Co-founded by Dwayne Campbell, TWU section officer, the program has provided support for issues ranging from personal illness to adjusting to job roles. Campbell highlighted the focus on creating a psychologically safe workplace, resulting in reduced disciplinary actions, and improved interpersonal interactions. James A. Frazier, Chief Instructor of Transit, praised Team Valor as a catalyst for lasting positive change, enhancing camaraderie and productivity.

In 2025, Team Valor aims to expand its resources including training modules, peer-to-peer counseling, and professional counseling to three additional districts, reaching nearly all surface transportation employees. This expansion, part of SEPTA's SMI response plan, will address trauma and absenteeism challenges, supporting SEPTA's mission to effectively serve the region. The Trauma-informed Peer-to-Peer Conflict Resolution Program highlights the importance of addressing external trauma, in service of improving workplace attendance and organizational health.



Initiative Lead:  
**Jennifer Barrett**

## SUCCESSION AND REPLACEMENT PLANNING – NEXPERTS AND EXPERTS

Initiative Number:	Status:	Update from Last Year:
#185	Complete	No

In June 2022, SEPTA launched the Succession and Replacement Planning project to address the challenge of retaining institutional knowledge critical to the organization's core business operations. With an increasing number of experienced employees retiring, SEPTA recognized the need to safeguard essential expertise to ensure business continuity. This initiative mitigated the risks associated with Divisions losing nuanced historical knowledge due to reasons like retirement, attrition, workforce right-sizing, and technology improvements.

The Strategic Workforce Planning Committee, which included representatives from across SEPTA's divisions, was formed to identify key roles holding critical knowledge. The committee initially focused on developing criteria for identifying these positions and addressing the challenges of replacement planning. To guide the process, SEPTA leveraged the expertise of leading specialists in critical knowledge extraction and transfer. The approach involved over two dozen tools to facilitate knowledge transfer and embed critical expertise into SEPTA's organizational fabric.

By June 2024, the committee identified 10 Experts from across the division who possessed crucial knowledge. These Experts, along with selected "Nextperts" and Knowledge Coaches, embarked on the knowledge transfer process. Workshops commenced in late 2024, aiming to preserve the Experts' deep experience-based knowledge. In February of 2025, seven of the original ten participants presented progress reports to senior staff, highlighting the initiative's impact.

Looking forward, SEPTA plans to expand and build upon the Succession and Replacement Planning initiative through feedback loops and continuous knowledge transfer. While many pilot participants found the timing ideal for their career development, ongoing encouragement for Nextperts to disseminate their acquired knowledge is essential. This initiative not only preserves SEPTA's institutional knowledge but also supports a culture of growth and continuity, ensuring quality service for customers.

### By the Numbers:

- 10 experts identified by the Strategic Workforce Committee
- 7 of the 10 triads (Experts, Nextperts, and Knowledge Coaches) will completed their knowledge transfer

“Team Valor has truly transformed our workplace culture by fostering collaboration, innovation, and excellence. Through this program, our operators have developed a stronger sense of camaraderie and purpose. The measurable improvements in productivity and employee satisfaction are testament to the program's success. Team Valor is not just a program; it is a catalyst for lasting positive change and growth within SEPTA. We have reshaped mindsets through this program.”

James A. Frazier, Chief Instructor Transitz

### By the Numbers:

- 123 participants
- 55 on-site counseling services
- Scale up from the Callowhill District to 3 districts in 2025





**Initiative Lead:**  
**Victoria Watts-Trotman**

## CREATING OPPORTUNITIES FOR GROWTH THROUGH AN APPRENTICESHIP PROGRAM

<b>Initiative Number:</b> #140	<b>Status:</b> Complete	<b>Update from Last Year:</b> Yes
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In response to a critical shortage of skilled welders, SEPTA launched the Welding Apprenticeship Program in April 2023. Led by SEPTA's Technical Training Department, this innovative program aims to cultivate a new generation of welders from within the Authority, addressing the challenge of hiring experienced welders externally. The Welding Apprenticeship Program is a key component of E&A 1.0, focusing on the need to fill in-demand trades such as welding, mechanics, and rail operations. Apprentices receive comprehensive training supported by a formalized curriculum with clear objectives and evaluation criteria.

The program has already shown measurable benefits, with eight apprentices progressing through the program. It accepts both non-employees and existing SEPTA team members looking to switch career paths, leading to increased salaries and improved work-life balance for participants. Portia Pegrum, a SEPTA Welder Specialist Apprentice, shared her success story: "I'm extremely grateful for the opportunities this program is giving me. Not only am I able to learn a new trade, but this program also made me more financially stable so I can better take care of my son without struggling. The opportunities that SEPTA offers are endless, and I'm extremely proud to be a part of this company." The program's success even captured the attention of NBC 10, earning it well-deserved recognition.

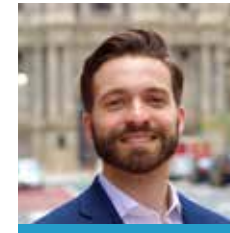
Looking ahead, SEPTA plans to expand its apprenticeship offerings, with three additional programs in development: Bus Maintenance, Rail Maintenance, and Bridges & Buildings HVAC Specialists. The success of the Welding Apprenticeship Program has also led SEPTA's Training Department to secure a \$400,000 Apprenticeship Grant, ensuring continued growth and development of the workforce.

**By the Numbers:**

- 8 apprentices will be eligible for hire as SEPTA Welders
- \$400,000 Apprenticeship Grant



**Initiative Lead:**  
**Ayanna Matlock**



**Initiative Lead:**  
**Benjamin Aitoumeziane**



**Initiative Lead:**  
**Faith Boose**



**Initiative Lead:**  
**Sonya Sams**

## PARTNERING WITH ELWYN TO RAISE AUTISM AWARENESS

<b>Initiative Number:</b> #2675	<b>Status:</b> Complete	<b>Update from Last Year:</b> Yes
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With a steadfast commitment to inclusivity, SEPTA launched the Autism Awareness & Acceptance Committee in February 2023, marking a pivotal step towards creating a more understanding and supportive environment for both riders and employees living with Autism Spectrum Disorder (ASD).

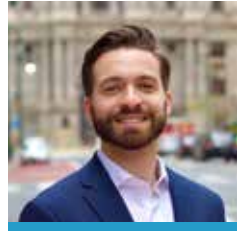
Central to this initiative is SEPTA's partnership with Elwyn, a renowned nonprofit organization dedicated to providing essential resources and tools for families navigating neurodiverse challenges. This collaboration has been instrumental in equipping SEPTA employees with the knowledge and skills needed to recognize the signs and symptoms of autism, ensuring they are well-prepared to offer compassionate and informed assistance to individuals with ASD.

SEPTA's Accessible Travel Center, housed in Suburban Station, serves as a cornerstone of this effort. By offering comprehensive travel training programs, the center empowers seniors and individuals with disabilities, including those with autism, to confidently navigate SEPTA's fixed-route services. The program goes beyond mere instruction; it instills a sense of independence and security in participants, reinforcing SEPTA's commitment to accessibility and support.

Looking ahead, SEPTA is poised to deepen its impact by partnering with Drexel University. This collaboration aims to create sustainable employment opportunities for individuals with autism, fostering workforce development and independence. By integrating these efforts, SEPTA continues to build a transit environment that is not only inclusive but also empowering for all members of the community.



Initiative Lead:  
**Ayanna Matlock**



Initiative Lead:  
**Benjamin Aitoumeziane**



Initiative Lead:  
**Gina Rovello**

## DEVELOPING A CULTURE THROUGH THE ORGANIZATIONAL HEALTH VILLAGE

<b>Initiative Number:</b> #2675	<b>Status:</b> Complete	<b>Update from Last Year:</b> Yes
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In the fast-paced landscape of public transit, SEPTA recognizes that a strong organizational health foundation is essential to growing and maintaining employee satisfaction. Central to this vision is the Organizational Health Village, an initiative dedicated to establishing core and common ways of working through the empowerment of culture change champions.

In 2023, SEPTA's efforts commenced with a thorough examination of existing organizational culture, a process that provided invaluable insights and established a baseline for future growth. The Organizational Health Village continued its mission in 2024 by focusing on the Culture Strategy Plan. The year began with a comprehensive review of peer organizations, allowing SEPTA to identify best practices that could be tailored to SEPTA's unique environment. This introspective analysis led to the prioritization of practices that resonated most with SEPTA's Core Values, alongside the establishment of measures to monitor progress.

SEPTA's Organizational Health Village involved partnerships with peers across the Authority, ensuring that the Culture Strategy Plan seamlessly integrated with ongoing and future initiatives. As SEPTA continues this journey, its focus remains steadfast on fostering a Culture of Belonging—an inclusive environment where every member of the SEPTA family feels valued and empowered.

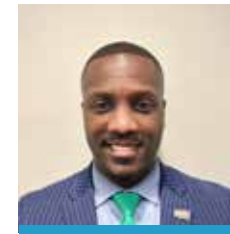
## FOCUSING ON ABSENCE MANAGEMENT TO BETTER SERVE OUR CUSTOMERS

<b>Initiative Number:</b> #3147	<b>Status:</b> Complete	<b>Update from Last Year:</b> No
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SEPTA's absence management program was launched with the goal of minimizing service disruptions, boosting employee accountability, and enhancing safety by reducing fatigue caused by excessive overtime. In January 2023, the absence management initiative commenced when SEPTA partnered with a third-party provider to manage sick benefits, ADA processes, and medical directives that were previously managed in-house. Efforts were focused on improving absenteeism reporting, identifying trends, and understanding the operational impact of intermittent absences, such as partial day callouts.

Unfortunately, progress paused by mid-2024 due to data transfer issues with another vendor. Programming changes were made in June 2024 to enhance the accuracy of FMLA claims and prevent their overuse. Enhancements to the

FMLA system now flags excessive usage beyond approved limits, requiring case manager review and prompting recertification when necessary. The project has brought increased awareness to the impact of absenteeism on colleagues and customers. For SEPTA, completion of the absence management project will create a more efficient and accountable work environment, improving organizational health and service reliability.



Initiative Lead:  
**Michael Spencer**

## IMPROVING DIGITAL OUTREACH AND COMMUNICATIONS TO DESKLESS EMPLOYEES

<b>Initiative Number:</b> #784	<b>Status:</b> Green	<b>Update from Last Year:</b> Yes
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In 2022, SEPTA piloted the installation of digital screens at three locations to share valuable information in employee areas and address recent feedback from frontline employees that they felt disconnected from SEPTA leadership and communications across the Authority. The pilot was well received, laying the groundwork for a broader vision in 2023 to install 91 informational screens at 29 SEPTA work locations that could be used to broadcast SEPTA information, local district information, and other relevant SEPTA employee news. Due to material wait times and software procurement challenges, the installation of the 91 screens is now expected to be completed by November 2025.

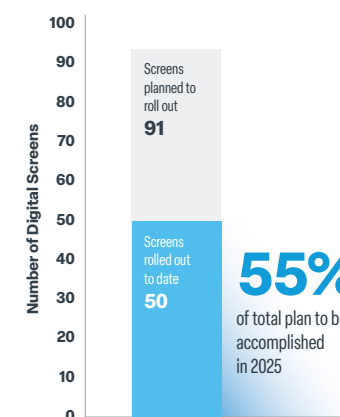


One of the best parts of this initiative has been working with the frontline employees and being able to connect with diverse teams outside of day-to-day work."

Micheal Spencer, Integrated Communications Project Manager

**By the Numbers:**

- 50 of 91 screens to be installed by November 2025



Meanwhile, the team has worked diligently to improve digital outreach and communications in other areas through a conference room refresh. 133 conference and training rooms have been upgraded, with plans to reach 140 by Q1 of 2025. These technological advancements aim to enhance the employee experience. With the ability to broadcast events and training sessions, employees are more informed and connected, which has aided in breaking down communication barriers across SEPTA and created a space for participation in organizational activities.

Transitioning from outdated equipment to modern technology has been extremely beneficial. Employees now have access to consistent technology at various locations, improving comprehension and efficiency in training settings and allowing room reservations equipped with multiple capabilities, including Wi-Fi.

### 3.3 We are modernizing our operations and boosting efficiency to thrive in an ever-evolving environment.

**SEPTA understands the need to modernize and invest in high impact projects to ensure long term resilience and adaptability as a transit authority. SEPTA is committed to taking sustainable measures and making improvements to drive efficiency and be good stewards of the environment.**



Initiative Lead:  
**Kenneth Starr**



Initiative Lead:  
**Jennifer Dougherty**

#### TAKING PROACTIVE STEPS TO OPTIMIZE THE USE OF SEPTA'S REAL ESTATE ASSETS

<b>Initiative Number:</b> #316	<b>Status:</b> Complete	<b>Update from Last Year:</b> Yes
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In earl 2024, SEPTA launched the Transit Oriented Community (TOC) initiative, strategically aimed at increasing lease revenue by leveraging existing assets to create vibrant, community-centric developments. By finalizing comprehensive guidelines to support TOC development, SEPTA positioned itself at the forefront of transit-oriented growth, with a goal of enhancing public access and engagement with transit services.

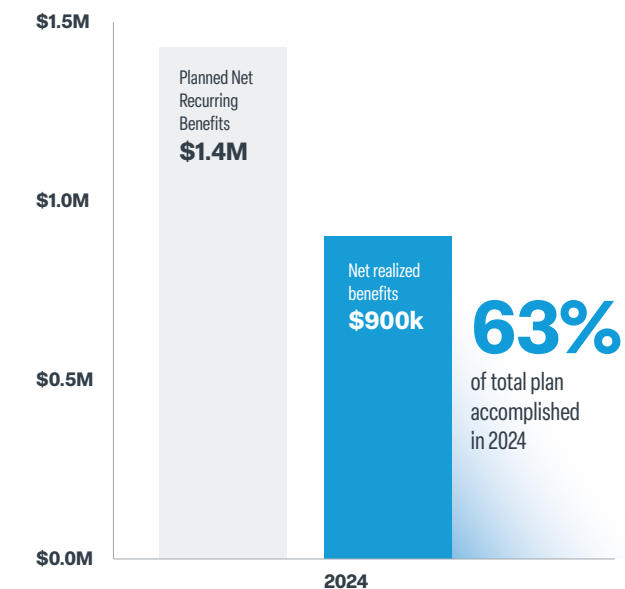
As part of this initiative, SEPTA issued a Request for Proposals (RFP) to transform five historical, vacant buildings along its Chestnut Hill East and Chestnut Hill West transportation lines. These buildings, which all had a significant renovation need estimated at \$4M, had previously failed to attract interest through traditional lease agreements.

By June 2024, SEPTA's Board of Directors approved the Authority to begin exploring proposals from real estate developers on plans to transform a surface parking lot in Ambler into a public transit-oriented development. This community-driven model has facilitated smoother connections with municipalities, setting a precedent for future projects. SEPTA worked with the Borough and County on creating a Station Area Concept (SAC), conducting public outreach, and passing zoning reform to enable mixed use redevelopment of the site. An RFP for the site is expected to be released in Spring 2025.

SEPTA is undertaking several additional Station Area Concepts. The furthest advanced is the Germantown SAC. SEPTA is forwarding a mixed-use redevelopment concept for 120-128 East Cheltenham Avenue, a vacant property adjacent to SEPTA's Germantown Station. SEPTA has conducted public outreach with the Philadelphia City Planning Commission and the Councilperson's office. Community support for mixed-use, commercial and residential, redevelopment is strong, and SEPTA is working with the City on land entitlements.

SEPTA is currently working on a memorandum of understanding (MOU) with Amtrak on TOC redevelopment of SEPTA leased Amtrak stations and properties. This will enable the advancement of SACs currently underway on both the Paoli-Thorndale and Trenton Lines.

As part of its TOC efforts, the Authority decided not to move forward with plans to construct a commuter parking garage at its Conshohocken Station and instead pursued a transit-oriented development (TOD) approach. This shift led to an RFP for a developer to lease the land for 99 years, resulting in plans for apartments, SEPTA commuter and residential parking garage, trail continuation, and a potential café. The TOD is expected to generate an average of \$3.3 million annually, starting at \$600,000 per year, with long-term revenue projections reaching over \$332 million.



SEPTA's TOC program distinguishes itself through proactive engagement with elected officials and communities, ensuring that transit-oriented development aligns with the evolving needs of the communities it serves. The Ambler project's success through SEPTA's TOC program serves as a model for other communities in the region who envision strengthening their community through transit-oriented development.

#### By the Numbers:

- 2024 Net Realized/Recognized Benefit: \$900,000
- Planned Net Recurring Benefit: \$1,426,066



Initiative Lead:  
**Jessica Herman**

## ADDRESS CREW SHORTAGES BY INVESTING IN TRAINING AND SCHEDULING EFFICIENCIES

Initiative Number:	Status:	Update from Last Year:
#42	Complete	Yes

SEPTA's Regional Rail Engineer and Conductor Training program addressed critical staffing shortages caused by training gaps, retirements, promotions, and transfers. The initiative aimed to replenish engineer numbers, reduce overtime costs, and enhance work-life balance by updating training programs and deploying digital tools to improve learning experiences.

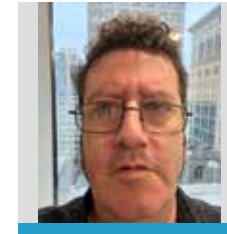
In 2022, SEPTA reviewed training practices and prepared a plan to train the necessary number of engineers annually. In 2023, SEPTA established an updated training program and deployed tablets to regional rail employees, allowing lesson plans to be shared before classes. This led to 22 engineers and 23 conductors being promoted, as students were better prepared, reducing the failure rate.

2024 was a record year with over 30 engineers being promoted. Based on the headcount, \$11.3 million in net benefits have been recognized. An analytical approach to training outcomes identified areas for improvement, leading to the introduction of weekly study groups and new study guides. Feedback from participants helped refine training materials and processes, strengthening the partnership between training and operations.

The program enhances service reliability and safety for customers by increasing engineer and conductor availability. As SEPTA nears its desired headcount, reduced six-day work weeks will improve work-life balance, employee morale, and safety for engineers and conductors, fostering a more sustainable and effective workforce.

### By the Numbers:

- 2024 Net Recognized Benefit: \$11,300,000
- Planned Net Recurring Benefit: \$21,890,000
- 37 Promoted Engineers



Initiative Lead:  
**Matt Dooner**

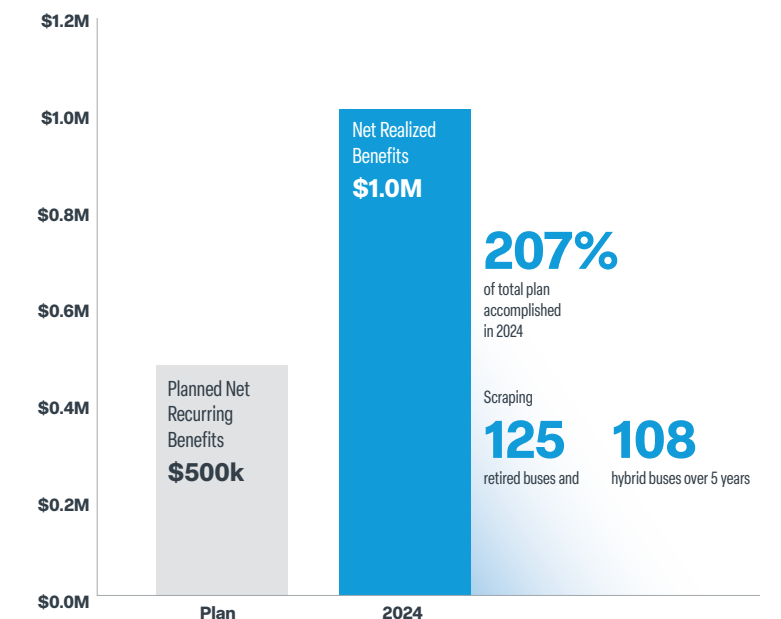
## TURNING SCRAPS INTO SAVINGS: IMPROVING SEPTA'S ASSET RECOVERY PROGRAM

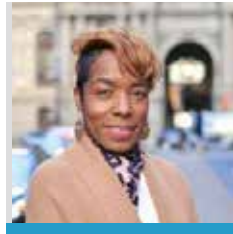
Initiative Number:	Status:	Update from Last Year:
#213	Complete	No

Under the Asset Recovery Program, efforts have been made to leverage existing assets that would otherwise sit in storage or be scrapped once retired from use. Through this program vehicle power packs are auctioned as groups of power packs. In 2024, this resulted in over \$1M in realized benefits. Any price above the labor cost to remove the power pack plus the scrap value is calculated as a financial benefit to SEPTA. Additionally, through this initiative, the team has been able to strengthen relationships with Operations, CCT and Courtland to better service the sale of vehicles and aid in better collaboration with internal and external partners. This initiative is also a win for SEPTA's frontline workers who are glad to have valuable materials with no further expected use removed, creating a safer environment with more space and alleviating the cost of paying environmental contractors to remove materials.

“ We continue to do outreach to best serve all divisions of SEPTA with their asset recovery needs.”  
Matt Dooner, Asset Recovery Program, Manager

- ### By the Numbers:
- 2024 Net Realized Benefit: \$1,034,308
  - 125 Retired Buses Sold
  - 25,920 ESS Batteries Sold (Equals 108 Hybrid Buses Worth)
  - Planned Net Recurring Benefit: \$500,000





Initiative Lead:  
**Emmanuella Myrthil**

## CLOSING THE GAP: THE VOICE, TRUST, AND INCLUSION TOURS

Initiative Number:	Status:	Newly Included Initiative
N/A	Ongoing	

The Voice, Trust, and Inclusion (VTI) Tours are a perfect example of how efficiency and accountability are now a way of life at SEPTA. These tours started in June 2023 as a solution to address feedback from SEPTA's Culture Survey and introduce Emmanuella Myrthil's new role as Chief Culture & Social Impact Officer. The tour was designed to amplify employee voices, build trust between employees and leadership, and help employees feel included in decision-making processes across the organization. Due to their success, the tours are planned to continue through 2025.

A key theme of the tours is to "meet people where they are," both literally and figuratively. Whether it's a breakroom, a desk or in field locations, Emmanuella and other members of leadership have entered rooms to break down barriers and build connection. So far in its journey, the VTI Tours have reached over 4,000 SEPTA's employees and 100 locations including depots, districts, and operational departments. The approach to the tours has been simple yet impactful, emphasizing open and honest conversations without the constraints of a strict agenda to give a voice to employees' concerns and suggestions. A standout feature of the tour is SEPTA's commitment to return visits. These aren't just to hear more concerns and suggestions but to actively update employees on how their previous input is making a real difference.



The most exciting aspect of the VTI Tours is proving employees wrong in a good way by demonstrating that leadership cares and is listening."

Emmanuella Myrthil,  
Chief Culture & Social Impact Officer

### Progress By Numbers:

- 100+ Tours Conducted across multiple locations (depots, districts, operational departments)
- 4000+ SEPTA employees reached

The tours are ongoing and will continue to foster a more inclusive and trusting environment, encouraging employees to engage more openly with leadership as part of a continuous feedback loop. Long-term, this could lead to improved safety outcomes, organizational culture, and employee morale.





# 4.

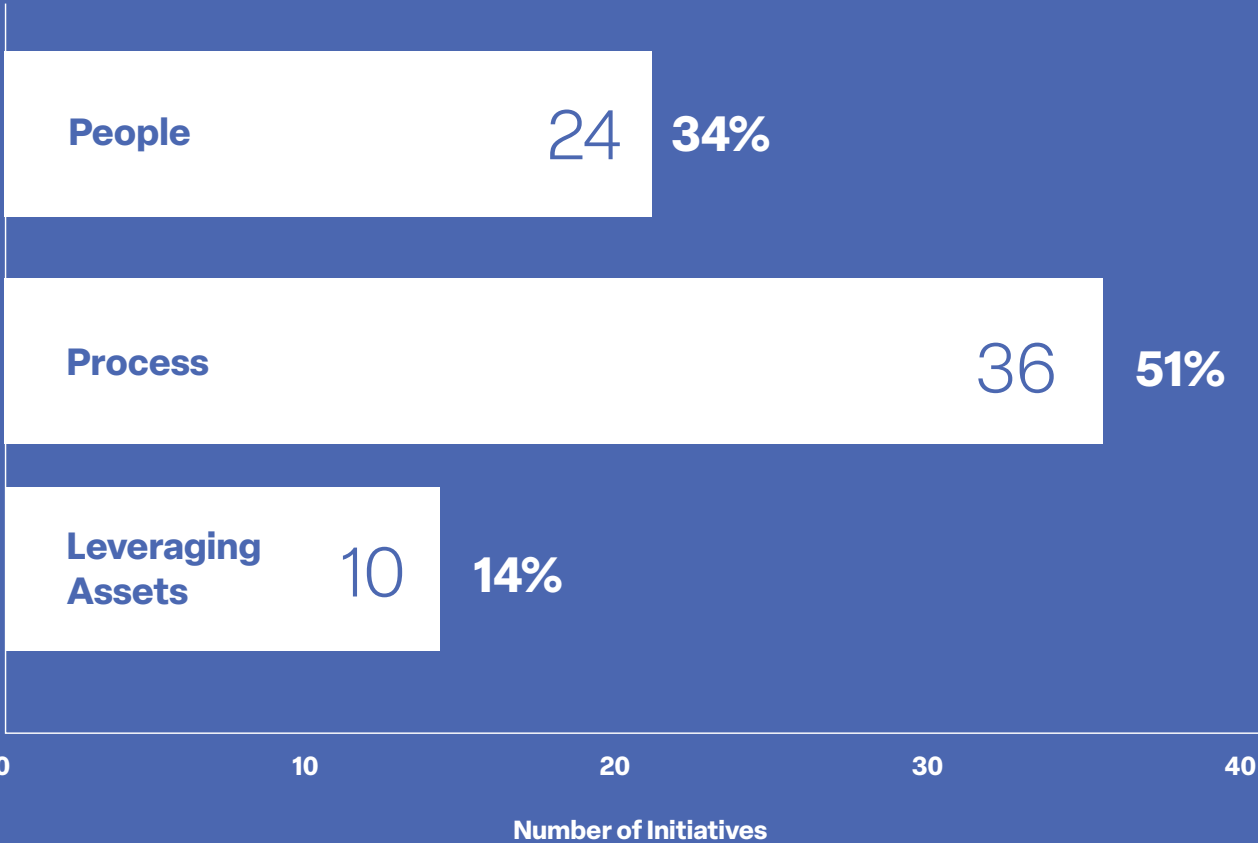
Launching E&A 2.0

# Launching E&A 2.0

The success of E&A 1.0 has set the foundation for ambitious yet feasible program objectives in the next phase of initiatives. In launching E&A 2.0, SEPTA is focused on preserving what has worked in the past, while continuing to evolve. E&A 2.0 will continue to advance great ideas and do so in a way that is even more focused and aligned to corporate strategy. The program is now organized differently, shifting from six departmental workstreams (Operations, Procurement & Supply Chain Management, Human Resources, Real Estate, and Organizational Health & Communications, Corporate) to three thematic categories of initiatives (People, Process, and Leveraging Assets). In this iteration, direct idea submission was opened to every SEPTA employee. The TO hosted ideation sessions and encouraged ideas through site, facility, and department visits. Any SEPTA employee could submit their idea through an online form, and all submitters received updates on their ideas as they moved through the process.

## E&A 2.0

70 initiatives were grouped together into three workstreams



E&A is still very much a program but talking about E&A as a way of life means the real value of E&A transcends who we are as a program.”

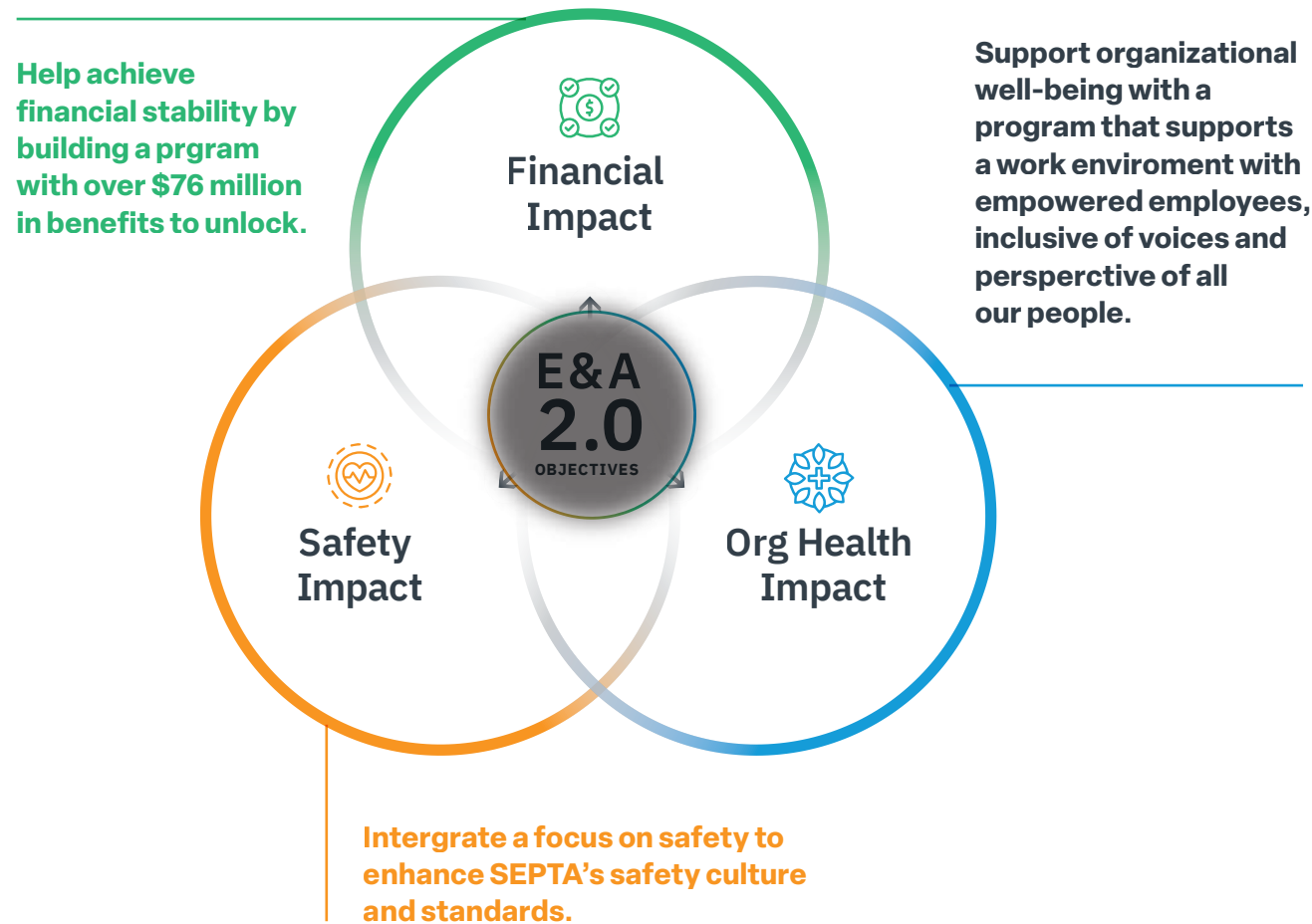
Erik Johanson, Head of TO

### E&A 2.0 has three key objectives. It will deliver tangible, meaningful value through:

**Financial Impact –** Remaining committed to finding solutions and achieving goals independently by aiming higher and maintaining momentum despite financial constraints.

**Organizational Health Impact –** Continuing to amplify voices, because SEPTA understands its organizational health is improved through employees that feel empowered to use their voices and perspectives to share ideas and drive solutions.

**Safety Impact –** Ensuring that the safety of our employees and customers is our most important shared core value, which is continually demonstrated by collaboratively enhancing SEPTA’s safety standards, practices, and behaviors to evolve SEPTA’s organizational culture.



#### 4.1 What is Financial Impact?

SEPTA remains committed to finding solutions and achieving goals independently by aiming higher and maintaining momentum despite financial constraints. With this objective in mind, E&A 2.0 is focused on achieving financial stability by unlocking \$76 million in net recurring benefits through its next set of initiatives. This requires a strategic and focused approach to assessing financial impact. In E&A 2.0, financial impact is assessed through a stage gate process in SEPTA Solutions that spans from idea submission to implementation. Stage gates are checkpoints in a process where ideas are evaluated more thoroughly as they progress. Each stage gate has specific criteria that an initiative must meet to move forward to the next stage. To assess financial impact and better understand potential revenue generation, costs savings, initiative complexity against value delivered, and overall financial benefits are evaluated. This process helps SEPTA reduce risks and allows the TO, Program Team, and other decision-makers to assess an initiative's value, complexity, and effort at each step. As a result, SEPTA is more confident than ever in the organization's ability to deliver on targeted program goals.

These objectives, enabled through SEPTA Spirit Values (focus on results, aim higher, find solutions, listen freely, be inclusive, and put safety first), position all of SEPTA to deliver E&A 2.0. E&A 2.0 also contributes to improvements to processes, tools, and resource alignment. The introduction of SEPTA Solutions, a tool for managing the E&A program, has supported ideation and transparent initiative tracking, as employees now have an efficient way to share and track initiative ideas through a common set of stage gates. 570 ideas were submitted and have been evaluated on their impact on safety outcomes, employees, the community, productivity, and efficiency and alignment with corporate strategy. 70 key initiatives have been selected as part of the final E&A 2.0 portfolio, with an estimate to generate \$76 million in recurring net benefits.

In E&A 2.0, SEPTA will continue to focus on incremental progress and evolution through high value initiatives. In this way, SEPTA continues to demonstrate to employees and stakeholders that the organization has what it takes to remain adaptable and resilient in the face of challenges.

## 4.2 What is Organizational Health Impact?

Strengthening Organizational Health has been a key component of E&A initiatives since the initiation of the program, which ran in parallel to the 2020 Organizational Health (OH) Survey. 9,000 employees were surveyed, and the overall organizational health scores placed SEPTA in the bottom quartile of public sector organizations. SEPTA acted on the survey results and leveraged the E&A program as a mechanism to engage and empower its people. The transit authority is assured that its organizational health will continue to improve as investments are made to empower employees to share ideas and drive solutions.

**E&A 1.0 has proven the power inherent in investing in SEPTA's people and working together to achieve organization's transformation goals. As such, the goal of E&A 2.0 is to continue bolstering organizational well-being by building an empowered workforce. In E&A 2.0 the impact of Organizational Health has been assessed by evaluating initiatives across three dimensions:**

**Trust:** Does the initiative drive trust and belief in SEPTA's leadership and advance its Spirit, Vision, & Mission?

**Voice:** Does the initiative enable colleagues to share challenges and solutions, which are then acknowledged and reflected in SEPTA's policies and processes?

**Empowered to Act:** Does the initiative empower employees to do the right thing for each other, SEPTA's riders, and SEPTA?

SEPTA has uniquely positioned itself to consider not only the value of doing initiatives, but also the cost of not doing an initiative. SEPTA is committed to continuing to engage employees across the organization to identify and co-create future opportunities. Improving organizational health will be critical for the success of operational efficiency initiatives successful over the long term.

## 4.3 What is Safety Impact?

**In E&A 2.0, safety of our employees and customers is a named core objective of the program. A robust and sustainable safety culture is an outcome that emerges from the shared values and inherent safety practices within an organization. A collaborative, empowering, and sustainable safety culture demands leadership commitment, employee engagement, open lines of communication, effective training, shared values, consistent policies, continual improvement, and inherent integration into our organizational identity. These factors work synergistically to create an environment where safety is universally understood as a shared value, leading to sustainable practices, continually improved safety performance, and overall organizational resilience.**

In 2024, SEPTA made a strategic commitment to elevating our safety culture by creating a new role within the TO. Rather than relying on a single department to "fix" safety at SEPTA, organizational leadership understood that our approach to safety values, practices, and principles would have to undergo transformational change. The creation of this new role coincided with a significant regulatorily-driven safety improvement initiative. Between August 10, 2023, and January 30, 2024, the Federal Transit Administration (FTA) conducted a Safety Management Inspection (SMI) on SEPTA property, revealing some key areas of concern.

As a direct result of the FTA SMI regulatory process, SEPTA committed to several key initiatives that align with organizational strategy for elevating our safety culture to a world-class level of excellence and performance. These initiatives include a comprehensive supervisory work activity assessment of safety-critical functions, change management for enterprise-wide safety reporting, and a fatigue risk management analysis.

While the FTA SMI has provided insight into some challenges within SEPTA's safety culture, an earnest effort to understand the current state includes a safety strategic roadmap, enterprise-wide coalition building, an authority-wide safety culture assessment, and timely execution of our Safety Management System (SMS) strategy. Once SEPTA gains a deeper understanding of the primary opportunities for improvement, our organization will be able to design systems and processes to improve, track and measure progress, and transform the organizational DNA over time to achieve our goals.



**We as leaders own and all are accountable to the current safety culture, and to improve will need to start with ourselves. We must listen to our employees, and understand the past history, evaluate the current state of our safety culture and always lead by example to if we want to reach a robust and sustainable world class safety culture."**

**Brad Okoniewski,  
Chief Safety Officer**

# How the Safety Culture Transformation Effort Will Be Framed

The development of a more robust, healthy safety culture requires the following high-priority commitments:



**4.4 E&A Program as a Transformation Vehicle**  
 E&A has transformed from a standalone initiative into an integrated approach that now defines how SEPTA operates. As illustrated in the shift from E&A 1.0 (SEPTA Forward) to E&A 2.0 (Back to Basics), the TO has become the central hub for both bottom-up and top-down transformation efforts. This evolution signifies that E&A is no longer just a program—it is a mindset embedded in SEPTA’s culture, shaping the way employees engage with change and innovation.

Proof of this is SEPTA’s engagement of the TO to lead the organization through the FTA SMI response and HR and Procurement transformations. This demonstrates that the TO has established itself as not only a leader and problem solver, but that E&A is itself transforming from a standalone program to embedded in the very fabric of who SEPTA is and how SEPTA works.



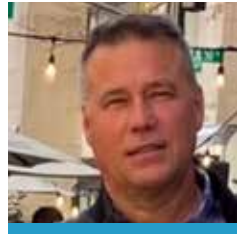
# 5.

A Closer Look at E&A 2.0 Initiatives



# A Closer Look at E&A 2.0 Initiatives

## 5.1 Key Leveraging Assets Initiatives



Initiative Lead:  
**Kenneth Kalczewski**

### INCREASE REVENUE THROUGH PARKING FEE EXPANSION

**Initiative Name:**

Expand Parking Fees to all Lots and include Weekends and Holidays

<b>Initiative Number:</b> #5290 & #5239	<b>Planned Net Recurring Benefit:</b> \$2M	<b>Workstream:</b> Leverage Assets
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Following the success of the new Parking Access and Revenue Control System (PARCS) that introduced pay by parking kiosk, text-to-pay, or mobile app for 99 of SEPTA's 138 parking facilities, SEPTA will expand the system to all SEPTA lots. This expansion of the PARCS system includes the conversion of any remaining free parking lots to paid parking lots, creating a consistent experience for parking users and increasing SEPTA's revenue. Additionally, SEPTA will begin to collect parking fees on weekends and holidays. By collecting parking fees consistently across all its parking facilities, SEPTA plans to earn more than \$700,000 annually in recurring revenue benefits.

### EXPANDING ADVERTISING REVENUES BY UTILIZING SEPTA'S RIGHT OF WAY

**Initiative Name:** Solicit Companies to Fund Painting Rail Bridges With Their Advertisement eal Estate Sales /Leases

<b>Initiative Number:</b> #5125	<b>Estimated Net Recurring Benefit:</b> \$60,000	<b>Workstream:</b> Leveraging Assets
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SEPTA has the opportunity to generate new non-fare revenue and address critical maintenance needs by selling long-term painted advertisements on rail bridges across the Philadelphia region. Under a proposed 10-year agreement, corporate sponsors would pay for the right to feature large, mural-style advertisements on these bridges, while also assuming routine maintenance expenses. By entering into such partnerships, SEPTA can create new revenue for itself while also taking care of its infrastructure.



Initiative Lead:  
**Kenneth Starr**

### GENERATING AND USING REAL ESTATE PROFITS TO FUND TRANSIT

**Initiative Name:**

Maximize Value of Real Estate Assets Through Joint Development

<b>Initiative Number:</b> #5045	<b>Planned Net Recurring Benefit:</b> \$9M	<b>Workstream:</b> Leveraging Assets
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SEPTA owns valuable real estate properties – stations, surrounding land, air rights – that could generate significant revenue if managed more strategically. By establishing a captive real estate company, a separate subsidiary dedicated to developing, leasing, and overseeing transit-owned real estate, SEPTA could increase revenue, speed up station-area projects, and protect core operations from potential real estate risks.

A captive real estate company is a specialized real estate holding arm. Instead of SEPTA managing real estate directly, under several layers of agency procurement, the captive would own, or control select properties and development rights. It would then partner with private developers or investors to negotiate leases and oversee construction. A captive real estate structure offers SEPTA several key benefits:

- **Accelerated Project Delivery:** A captive can negotiate and finalize deals more quickly. This faster pace is vital for station redevelopment, commercial leasing, and joint ventures that often stall under traditional, lengthy approval processes.
- **Access to New Revenue Streams:** Currently, SEPTA relies heavily on government funding, grants, and fares. A captive can provide an additional income source by capturing rent, development proceeds, and long-term property appreciation. This revenue can be reinvested in rail cars, infrastructure, and service expansions.
- **Mission-driven Development:** While a private developer might prioritize profit more than anything else, a transit-owned real estate company can balance revenue goals with public objectives like affordable housing, sustainability, and transit-oriented development. Profits become a tool to enhance community outcomes, not an end in themselves.



Initiative Lead:  
**Angela Pietschmann**

## EXPANDING ONSITE SOLAR PROJECTS FOR COST SAVINGS

**Initiative Name:**  
Solar or other sustainability projects at SEPTA locations in underutilized spaces

<b>Initiative Number:</b> #5079	<b>Planned Net Recurring Benefit:</b> TBD	<b>Workstream:</b> Leveraging Assets
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SEPTA's electricity demand is projected to increase soon as the organization makes more investments in electric fleet and non-revenue vehicles. SEPTA is currently exploring the benefits of expanding its onsite solar projects in under-utilized spaces. This is important especially because of upcoming PECO distribution rate and PJM Capacity rate increases and growing market demand. Costs will continue to fluctuate in the future, creating budget uncertainty.

To expand SEPTA's onsite solar projects without upfront capital expenditures, the most feasible path forward is working with a 3rd party developer through a Power Purchase Agreement (PPA). Solar power purchase agreements are typically 20–25-year contracts, so SEPTA will continue to see the cost saving and environmental benefits well into the future.



Solar is something the Sustainability Team has been exploring and advancing at SEPTA for years, so the E&A process helps get more visibility and traction into the environmental, resilience, and economic benefits of renewable energy strategies.”

Angela Pietschmann, Strategy & Sustainability Planne

## 5.2 Key Process Initiatives



Initiative Lead:  
**Sarah Powell**

### SINGLE SOURCE REPORTING TO OPTIMIZE SAFETY COLLECTION OF SAFETY RELATED DATA

**Initiative Name:** Change Management for Enterprise-wide Safety Reporting Platform

<b>Initiative Number:</b> #5368	<b>Benefit Category:</b> Safety	<b>Workstream:</b> Process
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SEPTA currently has many disparate methods for collecting safety data, including reporting for safety concerns, incidents and events, near misses, and assaults. The IT department has partnered with System Safety to roll out an enterprise-wide platform for single-source reporting and data repository. Successful platform adoption will require enterprise-wide coordination and change management support for this effort.

### HIGH RETURNS THROUGH DECREASING FARE EVASION

**Initiative Name:** Deter and Decrease Fare Evasion

<b>Initiative Number:</b> #5235	<b>Initiative Lead: Estimated Net Recurring Benefit:</b> \$4M	<b>Workstream:</b> Process
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Fare evasion is one of the largest contributors to SEPTA's financial shortfall. The \$40 million lost each year from fare evasion represents an opportunity cost that could otherwise be reinvested into improving the system. Reducing fare evasion represents a win-win opportunity for SEPTA. By targeting a 10% annual reduction in fare evasion, SEPTA can increase its self-generated revenue, helping to mitigate the operating budget structural deficit and reducing its reliance on state funding. In addition to the financial benefits, reducing fare evasion will contribute to improved safety and security on the system, making SEPTA a more attractive and reliable mode of transportation for its customers. As SEPTA continues to navigate financial challenges, focusing on fare evasion is a practical, high-impact strategy that can help secure the future of public transit in the region.



Initiative Lead:  
**Frank Zervos**

### INVESTING IN SUPPLY CHAIN TECHNOLOGIES FOR OPERATIONAL EFFICIENCIES

**Initiative Name:**  
VLM/HLM (Material Parts Machines) Storeroom Expansion Project

<b>Initiative Number:</b> #5226	<b>Estimated Net Recurring Benefit:</b> \$3M	<b>Workstream:</b> Process
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Supply Chain Management will expand on E&A 1.0 initiative #225 (Vertical Lift Machines) and delve into storeroom/operating garage conversions. While VLMS will still play a large factor in some of the larger depot locations, Horizontal Carousel Modules enable smaller locations, a more equitable solution to the same space recovery issue. The VLM beta test at Decatur is currently within the procurement steps and carries a price tag of approximately \$1.3 million, for 6 machines. This effort will increase inventory accuracy by at least 90%, productivity by 30-40%, rental contracts by up to \$160k, and upwards of \$2.25 million in required warehouse leasing. Transferring that potential to the storeroom level will allow SCM to radically shift its storeroom and staffing layout.

### EXPANDING ON ANTI-IDLING SUCCESSES

**Initiative Name:** Expand and Enhance the Anti-Idling Program Across Non-Revenue Fleets

<b>Initiative Number:</b> #5170	<b>Estimated Net Recurring Benefit:</b> \$16,000	<b>Workstream:</b> Process
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This initiative proposes the installation of anti-idling devices in our fleet of 140 non-revenue light duty trucks to reduce fuel consumption and emissions. Currently, these vehicles idle approximately 20 hours per month based on transit industry case studies, leading to unnecessary costs and environmental impact. By implementing proven technology from our successful E&A 1.0 initiative with buses, we expect to reduce idling time by approximately 40% based on industry case studies. This reduction will result in significant fuel savings, lower maintenance costs, and decreased greenhouse gas emissions. The initiative aligns with our sustainability goals and enhances fleet reliability.



Initiative Lead:  
**Anne Tyska**

## 5.3 Key People Initiatives



Initiative Lead:  
**Jessica Herman**

### BUILDING TRAINING CAPACITY AND ENHANCING THE EMPLOYEE EXPERIENCE

**Initiative Name:** SEPTA University

<b>Initiative Number:</b> #5158	<b>Benefit Category:</b> Organizational Health	<b>Workstream:</b> People
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A centrally located space designed to transform both training capacity & the new employee experience is planned in E&A 2.0. There is an urgent need for additional training rooms to accommodate the influx of new hires, such as bus operators, to support SEPTA operations; thus, the idea of SEPTA University was born. SEPTA University will serve as a training facility and a conduit for improving the new employee experience, with the goal of reducing the current 40% attrition rate of newly hired employees within their first year. The planned initiative includes adding a minimum of nine additional training spaces which will accommodate new employee orientations, operator trainings, and SEPTA events and meetings as needed. Benefits from SEPTA University will include improved safety outcomes through improved learning and development offerings and frequency, as well as improved operational outcomes through reduced turnover.



Initiative Lead:  
**Melissa Dow**

## BUILDING DIRECT CONNECTIONS BETWEEN OUR FRONT LINE AND UPPER MANAGEMENT

**Initiative Name:**  
SEPTA Leadership Facetime at Depots, Garages, and Stations

<b>Initiative Number:</b> #5308	<b>Benefit Category:</b> Organizational Health	<b>Workstream:</b> People
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Interim General Manager Scott Sauer and his direct leadership team have been setting the example of building connections with SEPTA's frontline employees through routine site visits. Through consistent interactions with SEPTA's operators, SEPTA's top leaders have fostered stronger engagement and more informed decision-making. SEPTA will build on that success in E&A 2.0 by formalizing visits as a required element of upper management's annual performance goals. By making regular site visits an expectation for upper management, SEPTA will create a more balanced and consistent approach to frontline connection. Each manager will conduct visits to get direct insight into operational challenges and establish a two-way dialog between leaders and frontline employees. When possible, leaders will use the system for travel to and from their visits to better understand the rider experience and identify potential service improvements firsthand. Following each visit, managers will report their findings to their peers and supervisors, sharing key observations and potential areas for improvement. Additionally, managers will follow up with employees they interacted with on-site to address any questions or concerns raised during their visit, ensuring that feedback is acknowledged and acted upon.



Initiative Lead:  
**Rochelle Culbreath**

## EXPANDING STUDENT RIDERSHIP REVENUE THROUGH COMMUNITY REACH

**Initiative Name:** Student Ridership Outreach Campaign

<b>Initiative Number:</b> #5012	<b>Benefit Category:</b> Increase Revenue	<b>Workstream:</b> People
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SEPTA serves as the primary mode of transportation for K-12 students in the Philadelphia Public School System. However, a significant number of student riders are not tapping their fare cards when boarding, leading to revenue loss and incomplete ridership data. Additionally, there is a lack of awareness among students, parents, and school administrators about the importance of tapping fare cards. Schools do not have standardized transit education programs, and there are missed opportunities to promote public transit as a safe, reliable, and cost-effective transportation option for students.

Through this initiative, SEPTA will engage middle students in the Philadelphia school district to increase ridership through a five-part plan:

1. Collaborating with schools to run awareness campaigns about transit benefits and how to use the system.
2. In school outreach such as having transit agency representatives visit schools to educate students on fares, routes, projects, and toolkits.
3. Creating SEPTA student ambassadors' transit to promote the SEPTA brand and encourage student leaders to promote transit usage among their peers.
4. Improve student experience through resources such as real time bus tracking apps.
5. Creating student perks at stores for tapping passing.

The intended outcomes of the campaign are increasing student compliance with fare validation, improving ridership tracking, and enhancing SEPTA's ability to secure appropriate funding from the School District.



Initiative Lead:  
**Sarah Powell**

### ASSESSING WORK RELATED FATIGUE RISK IN TRANSIT WORKERS

Initiative Name: Fatigue Risk Management Assessment

<b>Initiative Number:</b> #5366	<b>Benefit Category:</b> Safety	<b>Workstream:</b> People
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The FTA SMI report paid special attention to practices, procedures, resources, and management currently in use to mitigate the risks of fatigue for transit workers. A Fatigue Risk Management (FRM) program will be a critical component to the implementation of a comprehensive Safety Management System (SMS). This FTA required action necessitates enterprise-wide coordination and assessment of SEPTA's policies, procedures, and labor agreements along with both the regulatory environment and industry best practices. The assessment outcome will fulfill an FTA requirement, including the development of a Corrective Action Plan (CAP).



Initiative Lead:  
**Sarah Powell**

### ASSESSING SUPERVISORY WORK ACTIVITIES TO PRIORITIZE SAFETY

Initiative Name: Supervisory Program Work Activity Assessment

<b>Initiative Number:</b> #5367	<b>Benefit Category:</b> Safety	<b>Workstream:</b> People
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Through the FTA SMI report and response, SEPTA determined a need to conduct a comprehensive and thorough analysis of its Supervisory Program. To meet FTA requirements, SEPTA must 1) understand all work activities assigned to transportation and control center supervisory roles, 2) assess how safety-critical functions are being executed, including operator performance evaluation, coaching, and mentoring, and 3) identify opportunities for work activity adjustments to prioritize safety, including supportive activities such as performance evaluation, coaching, and mentoring. This assessment necessitates extensive effort and organization-wide coordination, and it will fulfill an FTA requirement, including the development of a Corrective Action Plan (CAP).



Initiative Lead:  
**Sarah Powell**

### GAINING BASELINE INSIGHTS TO IMPROVE SAFETY CULTURE

Initiative Name: Organization-wide Safety Culture Assessment

<b>Initiative Number:</b> #5369	<b>Benefit Category:</b> Safety	<b>Workstream:</b> People
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To measure progress in the development of a robust safety culture, SEPTA must better understand where we are today. An organization-wide safety culture assessment includes the application of social science research methods to assess, understand, design interventions, measure progress, and iteratively work towards performance improvement. This assessment requires cross-functional collaboration across all SEPTA divisions and will provide baseline insights for future measurement of key performance indicators.



# 6.

## Next Steps



# Next Steps

The TO will continue to serve as a key vehicle for E&A 2.0 and strengthen SEPTA by fostering stability and growth through its presence and commitment. The Authority is truly excited for what is ahead and the ultimate measure of success for the E&A program will continue to be in the transformation becoming an integral part of SEPTA’s daily work. Even in the face of extreme fiscal pressures, the initiatives under E&A 2.0 have the potential to create sustainable operating models, improve recruitment and retention, and enhance the organization’s overall effectiveness. By focusing on critical areas and making strategic improvements, SEPTA can build a more resilient and adaptable organization that will better serve its employees and our community. The journey won’t always be easy, but it will definitely be worth it.

## What Was Your E&A 1.0 Experience or Lessons Learned?

**Michael A. Wright Jr., Supply Chain Management, Manager:** “My experience with E&A 1.0 has broadened my understanding of various operative groups within SEPTA and the need for well-rounded project managers within our organization. Over the past couple of years, we’ve brought to life, several key projects, from cradle to grave. We have found alternative means to saving the organization money, increasing efficiency, and in particular, improving PSCM.”

**Jessica Herman, DCCO Admin & Finance Support:** “Getting back to the basics. Treat training like you treat a classroom and the rest follows suit.”

**Bresilda Meto, Manager Employee Benefits Program:** “E&A1.0 was new for SEPTA at the time. It turned out to make a really big difference. Though it took a lot of effort, it was ultimately rewarding. Could we have done more? Yes, but we learned a lot about how to get better and that’s what we will work towards for E&A 2.0.”

**Michael Spencer, Integrated Communications Project Manager:** “Awareness and communication is key. Making sure you have the right players at the table when rolling things out and that consideration is made to impact across multiple business areas.”

# What Makes You Excited About E&A 2.0?

“The work of the TO is going to become more deeply embedded in the most important things that this organization is focused on.”

Erik Johanson, Senior Director of Budgets and Transformation

“I am genuinely excited about the initiatives I’m working on. This dual focus on development and strategic leasing excites me because it aligns with our goals of sustainability, community enhancement, and financial resilience.”

Ken Starr, Manager, Joint Real Estate Development

“Seeing the incredible ideas submitted by employees from all over the Authority is really inspiring. It’s evident that employees have invested significant time and effort into these proposals, reflecting their deep care and commitment to SEPTA. I am also excited about the potential of these initiatives to make a significant impact. They promise to enhance our processes, improve resources and support for employees, and generate substantial cost savings, which is particularly crucial at this time.”

Melissa Dow, Corporate Planning Manager

“Supporting programs that reward and encourage our riders for choosing SEPTA is a reward in itself, as it reinforces the value of public transit while strengthening customer loyalty.”

Gabrielle Pristera, Senior Sales Development Specialist

“It’s an opportunity to pair innovative ideas with resources, momentum, and a framework to implement changes that benefit SEPTA in the short and long-term.”

Angela Pietschmann, SEPTA Strategy & Sustainability Planner



# 7.

## Appendix

## A 2.0 Initiatives by Workstream

### Leveraging Assets Workstream

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5045	Maximize Value of Real Estate Assets Through Joint Development	Kenneth Starr (Planning, Real Estate)	\$9,500
Executive Summary	SEPTA has a unique opportunity to unlock the full potential of its real estate assets by establishing a captive real estate development company. By internalizing development efforts, SEPTA can maximize long-term revenue through strategic, market-driven investments while maintaining control over project outcomes. A captive entity would capture greater value from transit-oriented communities projects, and create a dedicated vehicle for leveraging public-private partnerships. Additionally, a captive would mitigate financial and legal liabilities, ensuring that risks are managed in-house rather than being dictated by external interests. With increasing demand for sustainable urban growth and integrated mobility solutions, a captive positions SEPTA as a leader in shaping the future of the region's transit-oriented real estate while generating new, recurring revenue streams to support its core transit operations. This initiative will also include a renewed focus on SEPTA's broad effort to maximize the value of its real estate assets through joint development and improved leasing of its commercial spaces.		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5063	Utilize parking lot space for flea markets or other commercial opportunities and house management	Anne Tyska	\$0
Executive Summary	SEPTA's Right-of-Entry (ROE) process governs how organizations request access to SEPTA property for events. As it stands, this process can be time-consuming and unclear for the public which discourages potential community partners from using SEPTA's underutilized parking lot spaces. There is no formalized way for parties interested in leveraging SEPTA's real estate to express this interest, and it is not clear on which locations SEPTA would allow other uses. By redesigning the ROE process, SEPTA will: streamline applications, approvals, understand market demand for events, and foster stronger relationships with local communities.		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5079	Solar or other sustainability projects at SEPTA locations in underutilized spaces	Angela Pietschmann	\$0
Executive Summary	To expand SEPTA's onsite solar projects without upfront capital expenditures, the most feasible path forward is working with a 3rd party developer through a Power Purchase Agreement. The highest potential scenarios are: a traditional Power Purchase Agreement (PPA) where electricity is generated and consumed onsite; or a larger solar installation that takes advantage of Pennsylvania's net metering policies to decouple electricity generation and consumption sites. Both options would provide budget certainty and potential cost savings. Use of a third party developer mitigates cost exposure and implementation risk.		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5125	Solicit companies to fund painting rail bridges with their advertisement	Michael Downing	\$60
Executive Summary	SEPTA has the opportunity to generate new non-fare revenue and address critical maintenance needs by selling long-term painted advertisements on six bridges across the Philadelphia region. Under a proposed 10-year agreement, corporate sponsors would pay for the right to feature large, mural-style advertisements on these bridges, while also assuming routine maintenance expenses. The projected one-time cash inflow of \$2.8 million in 2026, combined with maintenance cost savings of \$120,000 over 10 years and an estimated \$1.8 million in bridge lifecycle extension value, results in up to a total benefit of \$4.72 million to SEPTA.		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5136	Suburban Station Overhaul + Masterplan	Kelly Edwards	\$0
Executive Summary	<p>Suburban Station, serving over 14,000 daily commuters, suffers from outdated infrastructure, vacant retail space, and a cumbersome leasing process. This proposed overhaul will modernize the station's design, attract top-quality retail tenants, and enhance the rider experience.</p> <p>Over three years, SEPTA will develop a comprehensive plan, issue an RFP, and engage a new property management firm. Collaboration with Comcast, ASI, Alterra, and the Center City District will help transform the station into a vibrant destination. Opportunity Cost: Delaying occupancy until 2028-29 forfeits about \$1M in rent. Once fully leased in 2029, net rental revenue is projected at \$212,000 annually (with a 2% escalator).</p> <p>The long-term return can exceed \$800,000 in rent. By partnering with the private sector and implementing this revitalization plan, SEPTA can create a sustainable, profitable cornerstone of Philadelphia's transit network. This initiative will also focus on improving leasing at SEPTA's other commercial hubs via outsourcing leasing/brokerage/tenant management.</p>		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5219	Increase utility of parking for more revenue (EVs)	Emily Duncan	\$1,918
Executive Summary	Introducing EV charging infrastructure through a turnkey solution in existing parking spots presents a strategic opportunity for SEPTA to positively impact customers and the community through its service offerings, advance objectives in SEPTA sustainability reporting, and generate a new revenue stream. Assuming SEPTA allocates just 3% of its parking spots (697 spaces) to this effort, pursuit of a turnkey solution allows these spaces funded upfront by a vendor/private operator, minimizing initial capital expenditure and risk while providing a revenue source that has the potential to earn up to \$400k annually, if not more depending on profit sharing agreements. A third party would pay SEPTA a monthly fee to have its EV infrastructure available in strategically placed areas, such as near apartments, neighborhoods with limited parking, or highly commercial areas. Assuming daily utilization of Level 2 and Level 3 chargers, a 10% share of charging revenue + \$2 parking fee per session, revenue sharing agreements could increase these benefit forecasts up to \$1.5M annually. By opting for a turnkey solution via a Request for Proposal (RFP), SEPTA can seamlessly coordinate the construction and implementation of EV chargers, facilitated by the vendor. This approach requires SEPTA to manage RFP development, location selection, and contracting, while overseeing vendor reporting for usage and profit sharing.		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5239	Expand parking fees to weekends and holidays	Ken Kalczweski	\$1,551
Executive Summary	On September 23, 2024, Revenue Operations rolled out PARCS (SEPTA Park) pay-by-plate parking payment system at 99 of 138 parking facilities. At that time, SEPTA could only enforce weekday parking fees at parking lots due to the present Tariff (168.11). Thus, this initiative (INIT-5239) recommends amending the tariff to require parking payments on weekends and holidays, assuming this change only applies to the 99 lots where SEPTA currently charges for parking. The financial impact in the implementation of this initiative is approximately \$ 977,000 per year (CY2026 & CY 2027) in additional parking income plus \$248K in citation revenue less \$36K in parking transaction fee costs, netting SEPTA ~\$1.2M annually. This is subject to increase further in CY 28 and beyond with a subsequent increase in daily parking rate from \$3 to \$4.		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5285	Broaden Key Advantage and Institutional Pass Programs	Gabrielle Pristera	\$7,957
Executive Summary	There are several key benefits to leveraging SEPTA resources and its connections with the School District to market the Key Advantage program. First, it will strengthen the existing partnership between SEPTA and the City of Philadelphia by expanding the program to include SDP employees. Second, the program will promote increased ridership among SDP staff, also creating a reliable revenue stream. Lastly, it aligns with the broader goal of transitioning students from the Parent Flat Rate Program to using the transit system alongside teachers. The Parent Flat Rate Program reimburses parents for driving their children to school due to the bus shortage, representing a significant expense for the SDP. Assuming the Key Advantage program is implemented mid CY 2026, SEPTA could realize an annual net revenue stream between \$2.2M and \$7.9M each year, ranges based on employee utilization. These ranges account for worst and base case. Revenue is driven by the revenue SEPTA gets from Key Advantage purchase (price per employee) less the lost revenue from the portion of eligible employees who are existing riders and convert to Key Advantage.		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5290	Expand charging for parking to all lots	Ken Kalczweski	\$554
Executive Summary	On September 23, 2024, Revenue Operations rolled out PARCS (SEPTA Park) pay-by-plate parking payment system at 99 of the 138 SEPTA parking facilities. PARCS provides three (3) payment options for customer convenience: parking kiosk, text-to-pay, and mobile app. Since 89 percent of parking payments are made via the mobile app spare kiosk can be reallocated for converting free lots to paid parking lots. In CY26 and CY 27, this initiative is expected to net +\$575K in additional income from parking and citation revenue less transaction costs. This is subject to increase further in CY 28 and beyond with a subsequent increase in daily parking rate from \$3 to \$4.		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5341	Air Rights Sales/Leases	Kenneth Starr	\$0
Executive Summary	SEPTA has an unprecedented opportunity to transform its stations and rail corridors into high-value, revenue-generating assets by leasing the air rights above them for mixed-use development and next-generation logistics hubs. By building atop these transit corridors, SEPTA can simultaneously address chronic funding challenges and reduce the region's traffic congestion, particularly if drone-delivery systems or modern distribution centers replace or supplement truck-based last-mile deliveries. With thoughtful implementation, air-rights monetization will bring both immediate financial benefits—in the form of ground-lease revenue—and long-term strategic gains, such as increased ridership, diminished reliance on farebox income, and an enhanced urban fabric aligned with Philadelphia's future growth.		

## Process Workstream

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5300	Ramp destination sign flash	Andrew Hansen	\$0
Executive Summary	To alert other drivers that the bus is stopped, and picking up ADA passengers via the wheelchair ramp, a message about the ramp should be displayed on the destination signs that informs other drivers of this action. When a bus is in service and stops to pick up riders, there is the possibility that vehicles could go around the bus to avoid waiting for passengers to board the bus, which has led to incidents where bus ramps are ran over. SEPTA's Warranty and Technology group has engaged with a vendor, (Clever Devices), to develop software that will allow a message to be displayed on the destination signs every time the wheelchair ramp is deployed when a bus is in service. All vehicles equipped with a Clever Devices Intelligent Vehicle Network (IVN) Device will be able to take this update. The intent of this notification is to improve safety for our vehicles, riders, and other motorists and reduce incidents.		
Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5006	Knowledge Management Strategy	Jennifer Barrett	\$0
Executive Summary	To ensure and empower employees to understand job expectations, feel supported in their role and are ready to perform their job at or above expectations. SEPTA needs to define and implement a comprehensive knowledge management strategy. A robust knowledge management strategy will improve accountability, elevate customer service, and drive operational efficiencies, enhance workforce safety. This strategy will cover peer-to-peer on-the-job training and coaching, leadership support for communities of practice, and overlapping new hires with the incumbent to preserve institutional knowledge and improve employee on the job effectiveness.		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5039	Digital Screens for Trolley Diversions	Katie Monroe	\$8
Executive Summary	This project would better utilize our existing digital screens and ensure that future digital screens are installed in such a way that they can help SEPTA communicate about its frequent [T] trolley tunnel closures. These efforts would improve the customer experience for thousands of [T] riders, utilizing screens we already have and plan to install.		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5039	Courtland Vehicle washer with water recycling	Andrew Heim	\$5
Executive Summary	SEPTA as it stands currently, cannot properly care for its fleet of non-revenue vehicles. These vehicles face man made and environmental factors which lead to a quicker rate of rust and corrosion in vital parts of the vehicle which can lead to costly repairs, as well as potential safety hazards. The purchase of a vehicle wash will help to maintain the structural integrity of the vehicles which will lead to many benefits. The benefits including but not limited to lower expenses on parts and labor, increased fleet health leading to longer useful vehicle life, ability to purchase more vehicles and rent less, and increase the resale value on SEPTA owned vehicles.		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5070	Including Real Estate as part of safety meetings at depots or yards (LSC's)	Kelly Edwards	\$0
Executive Summary	There is an opportunity for a mutually beneficial arrangement by introducing the Real Estate Department to Location Safety Committee (LSC) meetings as an additional resource. The LSC can refer to Real Estate when safety concerns are brought to attention that involve characteristics of SEPTA property that may fall outside of the scope of facilities/maintenance or features such as bus loops or route ends. Real Estate would also utilize the knowledge of the "boots on the ground" from LSCs to help inform if decisions regarding leases for bus loops and route ends.		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5070	Making connections with Legal	Billy Smith	\$0
Executive Summary	This initiative aims to enhance proactive engagement with the Legal Department to support reduced company risk, financial savings, and uphold the SEPTA Spirit culture. Employees might not be aware that Legal is a resource for the company and those who do need Legal support face challenges in identifying the appropriate legal team to address their inquiries, relying heavily on informal internal resources (colleagues, emails, org charts). To streamline, Legal is revising the inquiry process by developing a directory that clearly delineates the expertise and managers of each legal team within the Office of General Counsel, specifically for Torts, Employment, Claims, and Corporate matters. This will expedite employees' access to subject matter experts (SMEs) who can best address their needs. To socialize this process change, an intranet page and email communications will outline the revised process and introduce attorneys by team. In parallel, Legal will explore proactive engagement opportunities, which could include forums, tours, or office hours, to educate key managerial populations at SEPTA about the types of Legal support available to them. This will further align Legal support with organizational needs and support a culture of "early and often" engagement with Legal.		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5170	Expand and Enhance the Anti-Idling Program Across Non-Revenue Fleets	Anne Tyska	\$16
Executive Summary	This initiative proposes the installation of anti-idling devices in our fleet of 140 non-revenue light duty trucks to reduce fuel consumption and emissions. Currently, these vehicles idle approximately 20 hours per month based on transit industry case studies, leading to unnecessary costs and environmental impact. By implementing proven technology from our successful E&A 1.0 initiative with buses, we expect to reduce idling time by approximately 40% based on industry case studies. This reduction will result in significant fuel savings, lower maintenance costs, and decreased greenhouse gas emissions. The initiative aligns with our sustainability goals and enhances fleet reliability. Comprehensive training for operators to ensure an understanding of idling policies, and knowledge of how the technology works is being handled by a separate initiative. Anticipated challenges include initial costs, technical compatibility, and user adoption, which will be addressed through mitigation planning and stakeholder engagement.		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5186	Procurement Contracts (along with its Instructions to Bidders section) should be maintained and shared in a PDF format only.	Diane McCarthy	\$0
Executive Summary	SEPTA Procurement currently utilizes several variations of contracts shared via word document format. By changing the way contracts are accessed and shared with the public, this process change will improve and lock contract templates and pair them with a project-specific information sheet to prevent errors and streamline workflows. This will simplify and automate contract generation and management, reducing errors, rework, and time spent on contract administration.		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5226	VLM/HLM (Material Parts Machines) Storeroom Expansion Project	Michael Wright, Jr.	\$3,050
Executive Summary	Supply Chain Management will expand on E&A 1.0 initiative #225 (Vertical Lift Machines) and delve into storeroom/operating garage conversions. While VLMs will still play a large factor in some of the larger depot locations, Horizontal Carousel Modules enable smaller locations, a more equitable solution to the same space recovery issue. The VLM beta test at Decatur is currently within the procurement steps and carries a price tag of approximately \$1.3 million, for 6 machines. This effort will increase inventory accuracy by at least 90%, productivity by 30-40%, rental contracts by up to \$160k, and upwards of \$2.25 million in required warehouse leasing. Transferring that potential to the storeroom level will allow SCM to radically shift its storeroom and staffing layout. SCM's 23 locations experienced \$3.3 million in negative adjustments (material losses) and a \$7.4 million total adjusted value for the 2024 calendar year. Since SCM is only staffed to match 56% of the required operating shifts, this leaves storerooms and the \$147 million in inventory, exposed to theft and human error. VLMs and HCMs present a costs effective means of providing a secure and efficient means of controlling stock. These machines require little training and monitor material flow, in real time. Having these machines would allow SCM to refocus its staff in other ways, such as expanding its warehouse operations to 24/7 coverage and utilizing a zone-centric delivery model for rapid/just-in-time deliveries, to cut costs on over-buying and surplus stock, effectively reducing overhead.		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5235	Deter and Decrease Fare Evasion	Emily Duncan	\$4,000
Executive Summary	To close SEPTA's \$213 million structural budget gap, both cost savings and new revenue generation are necessary. One of the most significant drags on revenue is fare evasion, which costs SEPTA approximately \$40 million annually. By pursuing a goal to reduce fare evasion by 10 percent each year, SEPTA can boost revenue by \$4 million, improve the overall security of its transit system, and ultimately contribute to closing the structural deficit.		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5293	Visitor Safety Stations in the field	Bree Cantiello	\$0
Executive Summary	<p>PTA has been working toward this goal and now is the time to streamline how to get it done. Internal and external customers visit our facilities all the time and to ensure their safety as well as a high standard we must ensure there is proper protocol when a visitor enters one of our facilities. Over the past five years we have paid out over a billion dollars on employee injuries. To ensure a reduction in injuries, continual improvement, meeting industry standard as well as complying with SMS we shall create visitor stations and a safe path with signage to get to them.</p> <p>The scope of this will be to:</p> <ol style="list-style-type: none"> <li>1. Define the process and expectations for when a visitor comes onsite. The Program Team referred to this as a 'Visitor Protocol'.</li> <li>2. Develop the plan for what is needed based on the visitor protocol; include the visitor stations as an example of what could be done</li> </ol>		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5301	Regularly Verify, Update, and Correct Information on the SEPTA Website	Sabrina Rynearson	\$0
Executive Summary	<p>Currently, the different departments within SEPTA contact the Digital Comms team to make any changes to the website. This information is relayed through emails, meetings, and other ways that are not systematic. This causes various content within the website to not be updated as frequently as it should be, resulting in confusion for our riders that consequently send in complaint forms. To fix this problem, the Digital Comms team plans to implement a process for departments to make update requests to Digital Comms. This will ensure that SEPTA employees are able to submit updated content requests for the website quickly and efficiently, which will enhance SEPTA's overall reliability for riders.</p>		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5326	Identify Efficiencies in Reduced Fare Cards and Senior Card Photo Requirements	Joseph Connelly	\$0
Executive Summary	<p>SEPTA offers several non-branded (do not include Mastercard logo) Key Cards for special rider populations – Seniors, Riders with Disabilities, Students and SEPTA Access (formerly CCT). The process for applying for and receiving these cards is different for each card, requiring various levels of effort for the customer to obtain them. This Efficiency &amp; Accountability initiative will focus exclusively on the SEPTA Key Senior ID, for customers 65+, and the Reduced Fare Card, for riders with disabilities. As part of the transition to SEPTA Key, SEPTA instituted changes to these programs, and where possible created new options for customers to obtain cards. As the program continues to evolve, this E&amp;A initiative will look at additional opportunities to streamline and make the process more efficient and convenient for customers.</p>		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5364	SEPTA Sigma	Mark Haynesworth	\$0
Executive Summary	<p>Leveraging AI to make SEPTA more productive</p>		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5365	Outsourcing	Emily Duncan	\$0
Executive Summary	<p>SEPTA is exploring outsourcing certain tasks currently performed in-house in order to enhance existing processes and find new efficiencies. The exploration of potential areas of improvement will allow SEPTA to determine if third parties are better suited at completing certain tasks or if new technologies could deliver positive results for staff and customers.</p>		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5245	Segment all categories of spend to improve the end-to-end procurement process	Geoffrey Phillips	\$0
Executive Summary	<p>Ensure that all categories of spend are segmented based on clear policies and procedures to fully leverage economies of scale for additional savings, and tailor processes to unlock greater efficiency in the E2E procurement process</p>		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5248	Simplify the staff summary approvals process	Emily Addis	N/A*
Executive Summary	<ul style="list-style-type: none"> <li>• Reduce the number of summaries reaching the GM / Board, by shifting to an 'oversight' role for the GM / Executive, and updating Board approval thresholds</li> <li>• Reduce the number of touches per summary while maintaining collaboration risk management</li> <li>• Improve the quality of summaries that reach the GM / Board, and improve the quality of review (i.e., move from 'rubber stamp' to substantive input where needed)</li> </ul>		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5249	Improve and simplify the RFP process	Jim Coombs	N/A*

Executive Summary	<ul style="list-style-type: none"> <li>• Reduce the average cycle time of RFPs (i.e., from Authority to Solicit, to Award and raising of PO)</li> <li>• Increase advance collaboration on RFPs, and expand the role of PSCM to include more strategic planning (e.g., market analyses and scans, packaging strategy, pricing, negotiation strategy)</li> <li>• Minimize the number of unexpected delays (e.g., during the technical evaluations phase)</li> <li>• Improve user satisfaction with the RFP process (e.g., perception that users' can procure what they need)</li> </ul>		
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Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5250	Define roles & responsibilities for all steps throughout the end-to-end procurement process	Emily Addis	N/A*
Executive Summary	<ul style="list-style-type: none"> <li>• Reduce the average cycle time of RFPs (i.e., from Authority to Solicit, to Award and raising of PO)</li> <li>• Increase advance collaboration on RFPs, and expand the role of PSCM to include more strategic planning (e.g., market analyses and scans, packaging strategy, pricing, negotiation strategy)</li> <li>• Minimize the number of unexpected delays (e.g., during the technical evaluations phase)</li> <li>• Improve user satisfaction with the RFP process (e.g., perception that users' can procure what they need)</li> </ul>		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5251	Improve performance through enhanced tracking, governance, and reporting	Emily Addis	N/A*
<b>Executive Summary</b>	Develop a holistic procurement and supply chain performance monitoring system, that allows SEPTA to rapidly identify and address performance issues, creates visibility, and enhances accountability		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5335	Simplify and standardize requisition intake	Dustin Cotton	N/A*
<b>Executive Summary</b>	Simplify and standardize the requisition intake process for users and procurement Provide users with clearer guidelines and checklists on exactly which documentation is required for different types of requisitions, and maximize the use of pre-filled template ICEs and specifications for commonly purchased categories and items Reduce documentation requirements for specific procurements		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5336	Streamline staff-level requisition approvals	Geoffrey Phillips	N/A*
<b>Executive Summary</b>	<ul style="list-style-type: none"> <li>Reduce approval layers where possible, especially for low value or commonly purchased items</li> <li>Improve user experience, and accelerate requisition approvals (e.g., by creating approval reminders to reduce wait times)</li> </ul>		
Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5347	Improve procurement demand planning	Emily Addis	N/A*
<b>Executive Summary</b>	<ul style="list-style-type: none"> <li>Increase predictability of demand across all procurement types to enable better planning and reduce emergency procurements</li> <li>Establish demand planning tools for each category, and commence collecting detailed data to enable granular demand forecasting</li> <li>Launch demand planning cadences within each user group</li> </ul>		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5348	Increase use of contract purchasing	Geoffrey Phillips	N/A*
<b>Executive Summary</b>	Increase the proportion of spend made under contract and decrease the use of spot-purchases or individual bidding processes, where possible		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5349	Improve the quality of Scopes of Work provided to vendors	Laura Zale	N/A
<b>Executive Summary</b>	Address any issues in scopes of work, and increase the perception that users are able to procure the items / services they require for major projects		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5350	Simplify the process of PO creation to reduce manual effort and improve through put time	Marie Corbi	N/A*
<b>Executive Summary</b>	<ul style="list-style-type: none"> <li>Reduce the manual effort required to cut POs</li> <li>Improving visibility over status of POs that are awaiting vendor receipt</li> </ul>		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5353	Implement ACH and update payment terms	Octavia Drinks	N/A*
<b>Executive Summary</b>	Introduce the use of Automated Clearing House transactions to realize beneficial and more efficient payment terms.		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5354	Enhance ware-house efficiency by organizing and leveraging technology	Frank Zervos	N/A*
<b>Executive Summary</b>	Optimize warehouse operations by implementing demand forecasting, inventory reorganization, barcoding, ongoing employee training, and scaling delivery capabilities to improve efficiency and capacity planning		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5355	Improve inventory accuracy and healthy stock	Frank Zervos	N/A*
<b>Executive Summary</b>	Optimize inventory by updating SKU guidelines, implementing demand forecasting, refining min/max processes, removing shadow inventory, and returning excess stock to Decatur		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5356	Streamline inbound and outbound processes	Frank Zervos	N/A*
<b>Executive Summary</b>	Streamline inbound and outbound processes by implementing receiving and outbound guidelines		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5357	Build a strong culture by improving mindset and organizational health	Emily Addis	N/A*
<b>Executive Summary</b>	To design and implement initiatives that drive cultural transformation, enhance mindset shifts, and improve organizational health through role modeling, understanding and conviction, skill development, and reinforcement with formal mechanisms		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5360	Enhance collaboration and communication between PSCM and users	Emily Addis	N/A*
<b>Executive Summary</b>	To improve collaboration between PSCM and users by - Establishing a category management schedule - Aligning user groups and categories to procurement contacts - Centralizing all procurement guides and materials		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5361	Design, build, & implement all necessary technology and tooling to enable success of the end-to-end procurement process	TBD	N/A*
<b>Executive Summary</b>	To fully enable the success of the procurement transformation, various enhancements to current tools and additional new tools are required		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5362	Improve SEPTA's engagement with DBE & SBE	TBD	N/A*
<b>Executive Summary</b>	Increase the share of DBE and SBE in SEPTA's external spend, while also providing greater service to attract more DBE and SBE that wouldn't otherwise be able to do business with SEPTA		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5363	Improve supplier performance through evaluation and feedback	John Vito	N/A*
<b>Executive Summary</b>	To improve supplier performance by defining a vendor relationship system with KPIs, continuously evaluating performance, and negotiating contract terms to ensure accountability		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5368	Employee Safety Reporting Platform (ESRP) Change Management	Sarah Powell	N/A
<b>Executive Summary</b>	SEPTA currently has disparate methods for collecting safety data, including reporting for safety concerns, incidents and events, near misses, and assaults. The IT department has partnered with System Safety to roll-out an enterprise-wide platform for single-source reporting and data repository. Successful platform adoption and success requires enterprise-wide coordination and change management support for this effort.		

N/A\*denotes Procurement Transformation initiatives. These 20 initiatives have a collective value of \$40,000,000.

### People Workstream

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5308	SEPTA Leadership should give more facetime at depots/garages	Missy Dow	\$0
<b>Executive Summary</b>	While some SEPTA leaders maintain a strong understanding of frontline operational challenges, others have limited direct exposure, leading to inconsistencies in how leadership decisions align with day-to-day realities. This gap impacts employee morale and the effectiveness of strategic initiatives. To ensure a more uniform connection between leadership and operations, we propose integrating regular visits to depots and garages into the annual goals of the two levels of management under division heads. These visits will be tracked at the divisional level, fostering stronger engagement and more informed decision-making.		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5007	Electronic Communication Etiquette	Dennis Noble	\$0
<b>Executive Summary</b>	Currently, SEPTA lacks formal policies or guidelines for effective electronic communication (EC), leading to potential misunderstandings and reduced productivity. Implementing an EC etiquette program will enhance communication, boost efficiency, ensure compliance with company standards, and minimize legal risks. With existing infrastructure like Microsoft Exchange already in place, the initiative requires drafting policies, socializing them, and training employees—tasks that can be performed internally, minimizing financial impact. By adopting clear EC guidelines, SEPTA will promote professionalism and streamline communication across the organization.		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5012	Student Ridership Outreach Campaign to Increase Revenue	Rochelle Culbreath	\$114
<b>Executive Summary</b>	SEPTA serves as the primary mode of transportation for K-12 students in the Philadelphia Public School System. However, a significant number of student riders are not tapping their fare cards when boarding, leading to revenue loss and incomplete ridership data. This business case outlines a strategic outreach campaign aimed at increasing student compliance with fare validation, improving ridership tracking, and enhancing SEPTA's ability to secure appropriate funding from the School District.		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5109	SEPTA Youth Program	Cierra Robertson	\$0
Executive Summary	The SEPTA Youth Program aims to strengthen the SEPTA brand within the community and address the looming workforce shortage in the transportation industry by engaging high school students through tours at SEPTA Headquarters and select field locations. With a significant portion of the current workforce nearing retirement, this initiative seeks to attract young talent, thereby creating a robust talent pipeline for future transportation careers, by hosting 1-day tours that showcase diverse career options beyond bus operations and highlighting the potential for successful careers without a college degree. The program not only nurtures a diverse talent pool but also enhances the SEPTA brand, with minimal costs associated primarily with food for students during tours. This program is dependent on employee volunteers in various departments and roles from entry level to Senior Management to participate in tours and panels, sharing about their journey's.		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5133	Enhancing Meeting Documentation for Weekly Communications Group Meetings	Ayanna Matlock	\$0
Executive Summary	Currently, not all SEPTA departments are receiving consistent updates about the weekly Communications calls, leading to lack of clarity and awareness about what occurs in these meetings. To address this, implementing regular and consistent use of MS Teams technology features provides a more effective and streamlined way of capturing meeting notes. This approach promotes consistency, improves clarity, and ensures everyone is aligned on meeting outcomes.		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5155	Rail Light Duty Program	Doreen Precott-Grant	\$0
Executive Summary	Development of light duty program for railroad employees to bring workers back to work earlier.		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5157	Personalized Total Rewards Statements	Bresilda Meto	\$9
Executive Summary	A total rewards statement (TRS) is a personalized document that summarizes an employee's compensation package and the value of their employment, including both monetary and non-monetary benefits, such as Base pay, Pension, 457-b, Medical benefits, FSA, sick and Vacation days etc. This initiative aims to help employees understand the full scope of their compensation and benefits by delivering personalized statements digitally. This will reduce printing costs and personal data exposure via mail, improve pay transparency, and show how an employee's compensation fits into SEPTA's broader strategy, ultimately improving retention.		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5158	SEPTA University	Jessica Herman	\$0
Executive Summary	Creating SEPTA University will address hiring and training related challenges to improve safety and operational outcomes. SEPTA does not have enough classroom space for its training needs, as articulated in SEPTA's response to the Federal Transit Administration's Safety Management Inspection (SMI) directive FTA-24-3-003 [Adequacy of Training] and cannot keep up with its hiring and training needs, either for high-volume multi-incumbent positions such as bus drivers, for highly technical skilled positions, such as mechanics, or for managerial staff. Leasing new dedicated training space will increase physical training capacity and promote trainer utilization efficiencies in the short term while laying the foundation for longer term impact through local partnerships to further drive efficiencies, access to funding & talent, and enhanced employee experience.		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5163	HR Connection Expansion Proposal	Danetta Bullock	\$585
Executive Summary	Employees working at outlying SEPTA locations who work shifts other than dayshift feel the HR Connection program is not effectively reaching such employees leaving them with a feeling of disengagement. The employees who work hours beyond dayshift foster beliefs that they are missing training opportunities and valuable communications because most do not utilize the provided company provided email address where they have access to important communications and upcoming events. This initiative will standardize and expand the HR Connection Program with dedicated staff and a central telephone number and/or email address to respond to inquiries and deliver communications. Dedicated staff include full-time HR Connection Liaisons (1 manager and 2 direct reports) to act as a central resource for communication and engagement across the organization. Adding the 3 additional staff members to be dedicated to HR Connection will expand consistent access to HR for staff working non-traditional working hours across locations. This will help build trust and ensure employees feel they have a space to voice their questions and concerns, reducing feelings of isolation because they do not work during dayshift. This will also allow them to better understand the benefits available to them. This expansion would improve employee connections, enhance engagement, provide more timely response to employee questions and concerns, provide HR with better insight into employee needs, and foster a more inclusive organizational culture. Incorporating one or both proposed solutions would alleviate employee ambiguity. It would provide employees with a solution to their specific need and preference. It will also develop a sense of belonging to the company, boost employee morale, and not allow employees to feel isolated from company offerings. The HR expansion is not to replace the current HR Connection Program; rather to improve efficiency, communications and daily operations of HR.		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 ( \$000s)
INIT-5221	Right-Sizing & Streamlining Paid Leave & Other Employee Benefits	Edwin Baxter	\$7,000
Executive Summary	<p>Reforming employee leave policies at SEPTA presents a strategic opportunity to improve productivity, employee satisfaction, retention, and morale without incurring additional costs. By both right-sizing and increasing the adaptability of leave options—such as sick time, vacation time, and personal days—employees will be empowered to manage their responsibilities while maintaining work-life balance. Adaptable leave policies have become an expectation of new hires in the modern workforce, and improving these policies will support recruitment and retention in a competitive landscape for talent.</p> <p>Crucially, these reforms can be implemented without increasing overall costs. SEPTA already has relatively generous sick benefit policies, while its vacation and personal time policies are less generous for new employees. By restructuring the way that the agency offers the combination of sick, vacation, and personal time, SEPTA can provide employees with more flexible options for leave without increasing the generosity of the benefits themselves.</p> <p>Reform efforts should be combined with redoubled efforts at enforcing existing policies. Recent internal audits have found that personal time is overused. Several SEPTA employees have been allowed to carry over more time than authorized by policy. These lapses should be corrected as part of an overall effort to right-size and align employee leave policies at SEPTA.</p> <p>Additionally, this initiative will build off of the successes of the wellness benefits right-sizing initiatives in the E&amp;A 1.0 Program -- namely the Consova Dependent Care Audit. The Transformation Office will work with SEPTA's new Total Rewards Director to reduce SEPTA's spend on healthcare and pharmaceutical benefits through increased contract diligence. This will ensure that SEPTA is getting the most value for its employee healthcare spend while staying ahead of increasing healthcare costs.</p>		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 ( \$000s)
INIT-5222	Communication Strategy for SEPTA Moves + Other Wellness Offerings	Lorraine Brown	\$0
Executive Summary	<p>SEPTA currently offers SEPTA MOVES, a program meant to support employee wellbeing by encouraging 150 minutes (about 5 hours) of movement a week. The goal of this initiative is to create an effective authority-wide employee communication strategy that increases awareness of the program and promotes building positive health and wellness habits. Overall, studies showed that physical inactivity is related to higher healthcare costs. In a recent study, people who met physical activity guidelines of at least 150 minutes per week were found to have lower healthcare utilization, with fewer emergency room visits, hospital admissions and primary care visits compared to those who did not meet the guidelines. Programs such as these are designed to improve employees' overall wellbeing and create a culture of safety from fewer injuries and hospitalizations. Over time, improvements in employee health can lead to less utilization of medical benefits, which would decrease company healthcare costs as a private payer.</p>		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 ( \$000s)
INIT-5233	Operator and Rider Safety	Emily Addis	\$0
Executive Summary	<p>The Southeastern Pennsylvania Transportation Authority (SEPTA) aims to launch a Public Service Announcement (PSA) campaign to improve rider safety and reduce harassment and assault incidents on public transit. This initiative will involve creating and disseminating PSAs and alerting the public of the ongoing efforts.</p>		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 ( \$000s)
INIT-5234	Girl Scouts at SEPTA	Katie Monroe	\$0
Executive Summary	<p>Long ago, SEPTA had robust youth engagement programs that exposed young people across the region to the organization, planted the seeds for future career opportunities with SEPTA, and built goodwill for the agency. In recent years, we have not been able to offer this kind of programming. A partnership with the Girl Scouts of Eastern Pennsylvania would be a high-value investment in this kind of programming: as a regional entity it cuts across all the school districts our agency serves, reaches young women and girls who are underrepresented as SEPTA employees especially in STEM careers, and it has its own robust administrative infrastructure to be able to handle registration logistics, etc., so SEPTA would not have to take on as much of that burden. An annual "Girl Scouts at SEPTA" event would reach a lot of girls, be a great positive news story for the organization, and allow us to delve back into youth programming in a sustainable way.</p>		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 ( \$000s)
INIT-5272	Implement exit interviews for field staff who leave SEPTA	Dana Sedlik	\$0
Executive Summary	<p>At SEPTA, 40% of voluntary resignations happen within an employee's first year. We currently have limited visibility into underlying reasons for churn. Exit Interviews will enable management to pinpoint issues and trends amongst different locations, managers etc. and troubleshoot to reduce turnover. This will also enable us to better understand reasons why employees are exiting SEPTA and leverage the information to develop targeted strategies to drive retention. SEPTA should be transparent about that feedback loop so employees know the information is being used to improve. There is no financial impact for this initiative - our support partner hours are paid for on a yearly basis and are already accounted for.</p>		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 ( \$000s)
INIT-5292	Bringing Employee Counseling to the SEPTA Employees	Ayanna Matlock	\$0
Executive Summary	<p>SEPTA employees, particularly front-line workers, are regularly exposed to high-stress, emotionally taxing, and traumatic incidents, including public altercations, exposure to vulnerable populations, and violent events. These challenges contribute to burnout, absenteeism, disciplinary issues, and retention struggles, all of which impact SEPTA's ability to deliver safe, reliable transit service.</p> <p>Through programs like Team Valor's Trauma-Informed Peer-to-Peer Conflict Resolution Program and on-site counseling efforts led by the Medical team, SEPTA has demonstrated the effectiveness of proactive mental health support. However, resource limitations and the increasing demand for services indicate a need for a scalable, agency-wide mental health expansion plan.</p> <p>This business case proposes a structured expansion of mental health services across multiple SEPTA districts, leveraging the success of existing programs while integrating additional on-site, peer-led, and telehealth support options. Investing in mental health resources will improve employee well-being, reduce absenteeism, enhance workforce stability, and ultimately contribute to safer, more effective transit operations.</p>		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5328	Monthly Employee Status Update	Max Marcelin	\$0
Executive Summary	<p>SEPTA division heads need a structured, monthly reporting process to track and communicate the movement of employees within SEPTA. The report will focus on new hires, retirements, promotions, and departures, ensuring key personnel are informed about staff transitions. Streamlining this process will foster:</p> <ul style="list-style-type: none"> <li>- Improved Communication: Employees will be more aware of changes within their teams and across the organization, helping to avoid misunderstandings and encourage proactive engagement.</li> <li>- Team Integration: Encourages teams to engage with new hires and say farewell to retiring or departing colleagues, fostering strong internal relationships.</li> <li>- Efficiency Gains: Regularly updated information reduces the time spent on manually tracking personnel changes, allowing for smoother day-to-day operations.</li> </ul>		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5242	Stand up a Talent Win Room	Sylvia Fritz	\$0
Executive Summary	<p>To rapidly enhance hiring and retention, we will establish a cross-functional Talent Win Room dedicated to improving both the quality and volume of employees in essential roles. This team will identify and challenge hiring constraints, streamline processes, and fill critical budgeted headcount gaps while also tackling retention challenges. To drive agile and impactful change, the Talent Win Room will have the authority to test and implement process improvements quickly, without requiring approval for each adjustment, ensuring a faster, more adaptive approach to strengthening our workforce.</p>		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5243	Develop Performance KPIs	Sylvia Fritz	\$0
Executive Summary	<p>To drive meaningful progress, we will first align on key performance indicators (KPIs) and establish clear short- and long-term goals. By implementing structured routines for consistent monitoring and reporting, we can ensure accountability and track improvements effectively. Additionally, we will develop actionable plans to bridge the gap between the current state and our desired future outcomes, ensuring a strategic and measurable path forward.</p>		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5244	Improve New Employee Orientation and First Year Onboarding Experience	Dana Sedlik	\$0
Executive Summary	<p>To enhance the new employee experience, we will first build a comprehensive fact base on the employee journey, with a particular focus on the first year. This includes analyzing churn rates, identifying critical moments that influence retention, and understanding the key factors that drive employees to stay or leave. With these insights, we will pinpoint opportunities to improve the New Employee Orientation (NEO) experience, ensuring a smoother onboarding process while reducing the administrative burden on HR. By streamlining high-effort tasks, HR teams can focus on delivering a more engaging and impactful orientation. Lastly, we will maximize the effectiveness of NEO by fostering a sense of pride and belonging, reinforcing the meaningful impact employees have within the organization, and cultivating a strong workplace culture from day one.</p>		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5246	Training Function Relocation & Transition	Jessica Herman	\$0
Executive Summary	<ol style="list-style-type: none"> <li>1. Align Training with Divisional Goals: Ensure training priorities support each division's objectives and receive strong leadership backing.</li> <li>2. Improve Retention: Strengthen trainer and new-hire retention by providing expert guidance, support, and growth opportunities.</li> <li>3. Achieve SMI Goals: Execute all SMI-related objectives effectively and comprehensively.</li> </ol>		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5247	Redesign Training	Jessica Herman	\$0
Executive Summary	<ol style="list-style-type: none"> <li>1. Reduce failure rates caused by ineffective instruction and enhance satisfaction for both trainers and trainees by implementing a structured, high-quality technical training curriculum and delivery system.</li> <li>2. Establish clear core competencies for classroom facilitation and curriculum design, and provide targeted instructor development programs (e.g., Instructor Academy) to ensure alignment with these standards.</li> </ol>		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5366	Fatigue Risk Management Assessment	Sarah Powell	\$0
Executive Summary	<p>The FTA SMI report paid special attention to practices, procedures, resources, and management currently in use to mitigate the risks of fatigue for transit workers. A Fatigue Risk Management (FRM) program will be a critical component to the implementation of a comprehensive Safety Management System (SMS) and, and this FTA required action necessitates enterprise-wide coordination and assessment. The timeline and milestone schedule for this assessment is from April 2025 - June 2026, which includes a Corrective Action Plan (CAP) phase.</p>		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5367	Supervisory Program Work Activity Assessment	Sarah Powell	\$0
Executive Summary	<p>The FTA SMI identified that the ratio of supervisors to transit operators could be a concern and asked SEPTA to investigate. SEPTA determined a need to conduct a comprehensive and thorough analysis of its Supervisory Program in order to 1) understand all work activities assigned to various supervisory roles and the attendant time commitment, 2) assess how safety-critical functions are being prioritized, including operator performance evaluation, coaching, and mentoring, and 3) identify any potential opportunities for work activity adjustments as needed to best prioritize safety-critical and supportive activities such as performance evaluation, coaching, and mentoring. This FTA required action necessitates extensive effort and organization-wide coordination.</p>		

Initiative Number	Title	Initiative Owner	Planned Net Recurring Benefits - CY 2028 (\$000s)
INIT-5369	Safety Culture Assessment	Sarah Powell	\$0
Executive Summary	<p>An organization-wide safety culture assessment process includes the application of social science research methods to assess, understand, design interventions, measure progress, and iteratively work towards continuous performance improvement. This assessment requires cross-functional collaboration across all SEPTA divisions and will provide baseline insights for future measurement and continuous improvement.</p>		

# E&A 1.0 Initiative Summary by Workstream

Workstreams	# of Initiatives	Benefits Recognized as of January 2025	Original Net Recurring Benefits Annualized	Original One-Time Benefits
Communications & Organizational Health	9	\$ (1,200)	\$ (121,200)	\$
Corporate	8	\$	\$	\$
Human Resources (HR)	20	\$ 15,780,575	\$ 7,476,314	\$
Operations	43	\$ 45,665,791	\$ 46,143,807	\$ 2,350,000
Procurement & Supply Chain Management	40	\$ 18,632,423	\$ 28,560,115	\$ 2,055,079
Real Estate	20	\$ 11,351,552	\$ 19,948,037	\$ 24,266,000
<b>Grand Total</b>	<b>140</b>	<b>\$ 91,429,141</b>	<b>\$ 102,007,073</b>	<b>\$ 28,671,079</b>

## Communications Initiatives

Initiative #	Name	Owner	Benefits Recognized as of January 2025	Original Estimates	
				Net Recurring Benefits Annualized	One-Time Benefits
783	Modernize SEPTA.org	Bill Webster	\$ -	\$ (120,000)	\$ -
784	Install digital screens at locations and push con-tent	Michael Spencer	\$ -	\$ -	\$ -
785	Modernize our employee text message and email systems to improve acces-sibility	Bill Webster	\$ (1,200)	\$ (1,200)	\$ -
787	Implement a comprehen-sive service to capture media/ socials/and content about SEPTA from external sources	John Golden	\$ -	\$ -	\$ -
788	Deploy Microsoft Teams and Planner to manage projects across depart-ments	Bill Webster	\$ -	\$ -	\$ -
2647	#EHI - Sharing the SEPTA Spirit	Carla Showell-Lee	\$ -	\$ -	\$ -
2674	#EHI - Communications 360	Carla Showell-Lee	\$ -	\$ -	\$ -
2675	#EHI - Living Health	Ayanna Matlock	\$ -	\$ -	\$ -
2677	#EHI - Building Our Capa-bilities	Jennifer Barrett	\$ -	\$ -	\$ -
<b>Total</b>			<b>\$ (1,200)</b>	<b>\$ (121,200)</b>	<b>\$ -</b>

## Corporate Initiatives

Initiative #	Name	Owner	Benefits Recognized as of January 2025	Original Estimates	
				Net Recurring Benefits Annualized	One-Time Benefits
2980	Digitization	Benjamin Aitoumeziane	\$ -	\$ -	\$ -
2988	Overtime	Fernando Jimenez	\$ -	\$ -	\$ -
3014	Right-Size Service Levels	Erik Johanson	\$ -	\$ -	\$ -
3031	Project Change Orders	Robin Deveney	\$ -	\$ -	\$ -
3061	Analytical Capacity	Elizabeth Smith	\$ -	\$ -	\$ -
3128	Big data	Kim Bombeck	\$ -	\$ -	\$ -
3147	Absenteeism	Erik Johanson	\$ -	\$ -	\$ -
3168	Vacancy management	Erik Johanson	\$ -	\$ -	\$ -
<b>Total</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## HR Initiatives

Initiative #	Name	Owner	Benefits Recognized as of January 2025	Original Estimates	
				Net Recurring Benefits Annualized	One-Time Benefits
151	Eligibility audit of existing plan participants	Bresilda Meto	\$ 4,995,872	\$ 4,500,000	\$ -
117	[SAM] Create add'l co-pay to incentivize utilization for the appropriate level of care for a given condition. (E.g., Utilize Urgent care for a sprained ankle vs ER). Also increase ER/UC/RC co-pays to increase cost share with member.	Bresilda Meto	\$ -	\$ 123,700	\$ -
121	[SAM] Create Centers of Excellence tiers of providers/Allow employees to select from a menu of HMO plans	Bresilda Meto	\$ 1,126,648	\$ 1,507,000	\$ -
126	HR generalists to manage employee calls, questions, concerns	Dennis Papadeas	\$ (124,000)	\$ (124,000)	\$ -
140	Develop a welding apprenticeship program	Colleen May	\$ -	\$ -	\$ -
150	[SAM] Incentivize employees to choose low-cost Lab / Radiology sites by implementing a Surcharge	Bresilda Meto	\$ -	\$547,502	\$ -
155	Proactively target candidates	Monica Boyer	\$ -	\$ -	\$ -
166	Reimagined Retirement Awards Ceremony	Stephen Bagent	\$ -	\$ 35,000	\$ -
174	Digitize more tests used during Railroad Training Periods	Bryan Davis	\$ 132,036	\$ 132,036	\$ -
175	Create a Study Guide and Implement a pre-employment screening test for Conductors and Engineers	Bryan Davis	\$ -	\$ 577,980	\$ -
176	Improve Proficiency of Sub/EI Instructors Across Priority Sub/EI Training Material	James Davis	\$ 4,906	\$ -	\$ -
178	Virtual training device access	James Davis	\$ -	\$ (4,890)	\$ -
179	Implement eLearning as part of the L&D Curricula	Jennifer Barrett	\$ -	\$ (27,500)	\$ -
182	Provide Shop Locations iPads to assist STATS troubleshooting	Mark Martini	\$ -	\$ (8,802)	\$ -
184	Implement proactive spot-checks and ride along on light rail by instructors to improve awareness and focus.	Rodney Jones	\$ -	\$ -	\$ -
185	Succession and Replacement Planning	Jennifer Barrett	\$ -	\$ -	\$ -
186	Establish a Booking System for Vehicles to Be Used During Training	Sean Sharpe	\$ 29,289	\$ 29,289	\$ -
187	Establish a new Learning Steering Committee to Guide Learning and Development	Jennifer Barrett	\$ -	\$ -	\$ -
193	Allow instructors to participate in job interviews for Operators	Terrical Bellamy	\$ -	\$ -	\$ -
791	SAM Pension Plan Savings - Union Rail Transfers	Stephen Bagent	\$ 1,000,000	\$ 189,000	\$ -
<b>Total</b>			<b>\$ 15,780,575</b>	<b>\$ 7,476,314</b>	<b>\$ -</b>

## Real Estate Initiatives

Initiative #	Name	Owner	Benefits Recognized as of January 2025	Original Estimates	
				Net Recurring Benefits Annualized	One-Time Benefits
305	Create a Real Estate Asset Repository	Michael Daniels	\$ -	\$ (6,480)	\$ -
307	Streamline Right-of-Entry Process	Philip Asabere	\$ -	\$ 36,151	\$ -
309	Develop a Commercial Real Estate Strategy	Michael Daniels	\$ 778,400	\$ (153,000)	\$ -
310	Create a Real Estate Organizational Plan	Michael Daniels	\$ -	\$ (684,200)	\$ -
311	Increase Leasable Space at 1234	Kyle Stanley	\$ 0	\$ 3,171,000	\$ -
313	Ends-of-Line Plan	Harley Cooper	\$ 233,500	\$ 233,500	\$ -
314	Increase pipe, wire, steam, gas, and electric revenue through renegotiation of existing contracts and new occupancy	Kimberly Demps	\$ 4,100,000	\$ 198,200	\$ -
315	Increase fiber optic revenue through renegotiation of existing contracts and new occupancy	Kimberly Demps	\$ 4,200,000	\$ 30,000	\$ -
316	Increase lease revenue by identifying new opportunities within existing assets	Kenneth Starr	\$ 900,000	\$ 1,426,066	\$ 23,766,000
318	Create a TOD Program	Jennifer Dougherty	\$ -	\$ -	\$ -
320	Increase Parking Rates	Sam Sulaiman	\$ 506,716	\$ 3,394,000	\$ -
323	Sell/Lease of City Branch	Michael Daniels	\$ -	\$ 300,000	\$ -
327	Reduce Project Development Fees	Emily Addis	\$ -	\$ 10,704,637	\$ -
737	Transit Store Strategy	Lex Powers	\$ 371,010	\$ 275,206	\$ -
750	Sell / Lease Steam Tunnel	Erik Johanson	\$ -	\$ 627,157	\$ -
800	Sell/Long-term Lease of Slope Property at 30th & JFK	Ryan Judge	\$ -	\$ 138,000	\$ -
803	Sell Unused Tunnel/Easement on the north side of JFK Blvd	Ryan Judge	\$ -	\$ -	\$ 500,000
805	Cancel leases for existing parking	Kenneth Starr	\$ 158,926	\$ 150,900	\$ -
934	Increase Right-of-Entry Application Fee	Philip Asabere	\$ 103,000	\$ 50,000	\$ -
1227	Whitman Plaza/3rd Street End-of-Line	Kelly Edwards	\$ -	\$ 56,900	\$ -
<b>Total</b>			<b>\$ 11,351,552</b>	<b>\$ 19,948,037</b>	<b>\$ 24,266,000</b>

## Operations Initiatives

Initiative #	Name	Owner	Benefits Recognized as of January 2025	Original Estimates	
				Net Recurring Benefits Annualized	One-Time Benefits
13	Install electronic tablets in Cashier Booths	Richard Diamond	\$ 346,810	\$ 301,640	\$ -
14	Implementation of electronic tablets for front-line staff (Operators, RRD crews).	Michael Lyles	\$ -	\$ (1,650,200)	\$ -
19	CCT Service Changes - Feeder Trips	Robert Thompson-Smith	\$ -	\$ 88,500	\$ -
21	Enable Departments to Run Control Center Reports	Aleta Evans	\$ -	\$ -	\$ -
23	"Standardize" predictable emergencies / service disruption response	Mark Lashley	\$ -	\$ -	\$ -
26	Install centralized swipe-in system time accountability for Custodians	Rose Coppola	\$ -	\$ 205,600	\$ -
29	Minimizing Overtime by increasing MC headcount	Ronald Benson	\$ 1,300,100	\$ 1,300,100	\$ -
30	Expand digital communication kiosk in outlying Regional Rail Stations	Kimberly Kennedy	\$ 1,741,557	\$ 1,153,000	\$ -
36	Succession Planning & Knowledge Transfer	Jennifer Barrett	\$ -	\$ (13,000)	\$ -
37	Restrictions on Control Center access	Aleta Evans	\$ -	\$ -	\$ -
38	Right-sizing operations administrative support	Scott Sauer	\$ -	\$ 547,100	\$ -
42	Maximizing Railroad Crewing and Scheduling Efficiencies	Richard Mahon	\$ 11,300,000	\$ 21,890,000	\$ -
45	Evaluating the cost recovery of CCT's SRP ride	Robert Thompson-Smith	\$ 22,962,245	\$ 12,203,000	\$ -
52	Improve execution against outage plan	Dennis Stefanski	\$ -	\$ 286,200	\$ -
55	Reduce PWD Stormwater Fees Through Retrofit Projects	Stephen Gowan	\$ -	\$ 75,200	\$ 2,350,000
57	Deploy Infrastructure Maintenance Management System within EM&C Division	Laura Zale	\$ -	\$ 197,000	\$ -
58	Improve potential change order (PCO) process capitalizing on previous experience	Leonard Nardone	\$ -	\$ 663,300	\$ -
59	Implement PCO 'fund' to streamline change order processing	Leonard Nardone	\$ -	\$ 251,975	\$ -
60	Reduce long-term augmented staff assignments	Leonard Nardone	\$ -	\$ 535,700	\$ -
61	Improve scrap rail recycling	Thomas Aaron	\$ 201,891	\$ 45,500	\$ -
63	Replace wooden ties with fiber ties	David Stump	\$ -	\$ 291,000	\$ -
65	Evaluating Facilities for Solar Panel Suitability	Tyler Ladd	\$ -	\$ (3,400)	\$ -
69	Make full use of Project Management Information System (PMIS)	Missy Heck	\$ -	\$ 402,000	\$ -
70	Reduce administrative time with central reporting uses	Laura Zale	\$ -	\$ 300,000	\$ -

Initiative #	Name	Owner	Benefits Recognized as of January 2025	Original Estimates	
				Net Recurring Benefits Annualized	One-Time Benefits
76	Encourage department-wide knowledge-sharing	Kyle Stanley	\$ -	\$ -	\$ -
78	Increase productivity by coordinating long term outages	Kyle Stanley	\$ -	\$ 106,400	\$ -
79	Improve design process	Kyle Stanley	\$ -	\$ 72,000	\$ -
87	Install New Brake Dyno at Allegheny or Midvale	Patrick Breen	\$ -	\$ 20,842	\$ -
90	Task force to improve facility conditions	Senika Martin	\$ -	\$ -	\$ -
93	Update job standards	Edward Carruthers	\$ 53,058	\$ -	\$ -
96	Implement the use of tablets for checklists	Sean Taggart	\$ 0	\$ 2,878,000	\$ -
103	Improve inventory picking and electronic backbone	Jason Rickert	\$ -	\$ 207,000	\$ -
939	District Efficiencies Staffing	Jessica Herman	\$ -	\$ 517,200	\$ -
1106	Eliminate report & turn-in allowance for Cashiers by classifying them as Customer Attendants	Christopher Valentin	\$ -	\$ 426,200	\$ -
1233	Overtime Reduction - Interactive Staffing Chart	Robert Robinson	\$ -	\$ 450,100	\$ -
1235	Hours of Service Expansion to Currently non-restricted Employees	Robert Robinson	\$ -	\$ -	\$ -
1296	Evaluate Operations' Vacancies for Short-Term Freezing	Ryan Lightcap	\$ 7,252,487	\$ 859,600	\$ -
1619	Institute huddles with Maintenance Custodians	Ronald Benson	\$ -	\$ -	\$ -
1738	Identify Possible Short-Term Freezing Vacancy Positions	Ryan Lightcap	\$ -	\$ -	\$ -
2000	Improve Copper Scrap Recycling Process	Thomas Aaron	\$ 363,995	\$ 62,400	\$ -
2001	Improve Passenger Station Waste Process	Thomas Aaron	\$ -	\$ 1,225,150	\$ -
2007	Optimize Waste Hauling Schedule	Evan Wade	\$ 143,647	\$ 129,000	\$ -
2011	Improve Waste Stream Management at 1234 Headquarters	Thomas Aaron	\$ -	\$ 119,700	\$ -
<b>Total</b>			<b>\$ 45,665,791</b>	<b>\$ 46,143,807</b>	<b>\$ 2,350,000</b>

## Procurement & Supply Chain Management

Initiative #	Name	Owner	Benefits Recognized as of January 2025	Original Estimates	
				Net Recurring Benefits Annualized	One-Time Benefits
56	Evaluate lease vs buy options for equipment across EM&C division	Evan Wade	\$ 530,280	\$ 494,000	\$ -
97	Use M5 to serialize components	Sean Taggart	\$ -	\$ 807,700	\$ -
99	Remove features on RRD to minimize energy consumption	Charles Schoen	\$ 635,000	\$ 635,000	\$ -
102	Reconfigure Purchasing contract for parts	Jason Rickert	\$ -	\$ 815,500	\$ -
109	Utilize bus software for energy efficiency	Sean Taggart	\$ 1,026,358	\$ 1,644,000	\$ -
112	Increase reverse engineering efforts to realize cost savings	Gregory Buzby	\$ 10,160	\$ 193,000	\$ -
209	Formalize demand planning process	Geoffrey Phillips	\$ -	\$ 11,000	\$ -
212	Develop barcode inventory tracking system	Michael A Wright Jr.	\$ -	\$ 968,115	\$ -
213	Review asset recovery protocols	John Vito	\$ 1,034,308	\$ 500,000	\$ -
218	Train user groups on requisition creation/troubleshooting	Robin Deveney	\$ -	\$ 421,800	\$ -
223	Eliminate VMI System	Michael A Wright Jr.	\$ 569,387	\$ 915,000	\$ -
225	Vending Machine Pilot Program Proof of Concept	Michael A Wright Jr.	\$ -	\$ 155,000	\$ -
226	Centralize SEPTA warehousing and distribution	Michael A Wright Jr.	\$ 350,328	\$ 471,200	\$ -
227	Close SEPTA storerooms when Supply Chain personnel are not present	Michael A Wright Jr.	\$ -	\$ 229,300	\$ -
229	Review of SEPTA's cycle count procedures	Michael A Wright Jr.	\$ 3,288,897	\$ 2,756,000	\$ -
240	Introducing an external party cycle counts on an annual basis	Michael A Wright Jr.	\$ -	\$ -	\$ 500,000
241	#HEALTH - Increase Communication Between Supply Chain Supervision and VEM Management	Michael A Wright Jr.	\$ -	\$ -	\$ -
244	Process multiple invoices concurrently	Robin Deveney	\$ -	\$ 153,400	\$ -
245	Consolidate utilities accounts across SEPTA facilities	Joyce Gregor	\$ -	\$ 2,000	\$ -
259	Streamline construction procurement process	Frank Zervos	\$ -	\$ 578,000	\$ -
262	#Health - Establish a category planning cadence for goods and services	Kenneth Jackson	\$ -	\$ (124,000)	\$ -
268	Update SEPTA procurement manual	George Troilo	\$ -	\$ -	\$ -
269	Create emergency requisition approval process	Marie Corbi	\$ 46,400	\$ 46,400	\$ -
275	Consolidate Tree Trimming contracting services	Michael Piselli	\$ -	\$ 85,000	\$ -

Initiative #	Name	Owner	Benefits Recognized as of January 2025	Original Estimates	
				Net Recurring Benefits Annualized	One-Time Benefits
278	#HEALTH - Train user groups on procurement processes and best practices	Matthew Dooner	\$ -	\$ -	\$ -
287	Connect buyers & QA to increase communication with inspection process and documentation	Matthew Dooner	\$ -	\$ -	\$ -
303	Restructure market research contracts	Christopher Witz	\$ 74,700	\$ 74,700	\$ -
304	Improve day-to-day buying processes within procurement	Frank Zervos	\$ -	\$ -	\$ -
844	Utilize Captive Insurance Companies	Richard Graham	\$ 7,900,000	\$ 7,900,000	\$ -
871	Replace light duty trucks past their useful life to reduce maintenance costs.	Michael Leuters	\$ 1,277,000	\$ 1,277,000	\$ 819,250
1072	Implement Idle Shutdown Timer throughout bus fleet	Sean Taggart	\$ 192,246	\$ 775,100	\$ -
1077	Scale back Axion contract to reflect decreased demand	Michael Piselli	\$ -	\$ 1,067,000	\$ -
1078	Allow First Transit contract to expire and redirect volume to other CCT carriers	Michael Piselli	\$ -	\$ 2,015,000	\$ -
1170	Go to the market with "basket" of MRO supplies	Kenneth Jackson	\$ -	\$ 1,349,600	\$ -
1172	Automate ICE estimation for EM&C task orders	Kyle Stanley	\$ -	\$ 16,000	\$ -
1173	Use should cost modeling when creating new task orders	Kyle Stanley	\$ -	\$ 483,000	\$ -
1174	Reimagine A&E task order process to increase competition and improve efficiency	Michael Piselli	\$ -	\$ 1,381,400	\$ -
1176	Develop a should cost model for services and compare against supplier cost breakdowns	Michael Piselli	\$ -	\$ 599,600	\$ -
2880	Project Ledger and Grants Module	Octavia Drinks	\$ -	\$ 4,000	\$ -
3120	Launch pilot effort using data analytics techniques to identify potential material for asset recovery program	Elizabeth Smith	\$ 1,697,359	\$ (139,700)	\$ 735,829
<b>Total</b>			<b>\$ 18,632,423</b>	<b>\$ 28,560,115</b>	<b>\$ 2,055,079</b>

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