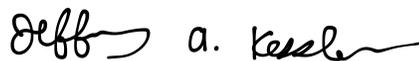

Capital Budget Review and Suggestions
A Memorandum from the SEPTA Youth Advisory Council

On behalf of the entire SEPTA Youth Advisory Council, we are pleased to present this report detailing suggestions for the 2015 Capital Budget. The improvements provided herein are designed to benefit both SEPTA and the youth of the Greater Philadelphia region. The YAC's Operation and Service Evaluation team reviewed the Fiscal Years 2015-2026 Capital Program. The suggestions in this report reflect the views of the entire council, comprised of young transit users ages 16-23; the combination of City of Philadelphia residents and members residing in each of the four suburban Philadelphia (PA) counties provides diverse and valuable insight on millennials' visions of transit across our region.

This memorandum provides insight and constructive criticism to ensure that SEPTA considers one of its most critical service demographics: the future leaders and members of our beloved community.

In Service,
SEPTA Youth Advisory Council



Jeffrey Kessler
Executive Chair



Anna Stepchin
Director of Operation & Service Evaluation



William Herzog
Executive Vice Chair



Haven Thompson
Committee Member

Table of Contents

Overview	3
Strategic Planning and Funding Projections.....	3
Review of Projects	3
Communications, Signal Systems, and Technology Improvements.....	3
Maintenance/Transportation Shops and Offices	4
New Payment Technologies (SEPTA Key)	4
Stations, Loops and Parking Improvements.....	5
Vehicle Acquisitions and Overhauls	6
Requests and Recommendations	6
Target Populations and Human Capital Development	7

OVERVIEW

Strategic Planning and Funding Projections

Financial stability is key to successful growth and rebuilding, and the Capital Budget for 2015 is a drastic improvement over past proposals, allocating funding for continuous improvement and restructuring. The passage of PA Act 89 has created an enormous difference in the Capital Budget for 2015: from \$308 million in 2014 to **\$571.8 million**, the effects of which can be seen in the 12-year Capital Program's increase from \$3.7 billion in 2014 to **\$6.8 billion** in 2015. Funds are expected to increase annually, thus increasing the likelihood of proposed program completions. The striking and beneficial **86 percent increase** in the total of state, federal and local funds since FY 2014 further increases the necessity of a proposal review, as this allows extra insight on project innovation and proposed allocations.

The Five-Year Strategic Business Plan will ensure allocations are set and measured in agreement with the overall corporate vision and mission. As such, the Youth Advisory Council energetically supports the eight corporate objectives of the Strategic Business Plan for 2015-2019:

- | | |
|----------------------------|------------------------------|
| 1. Safety & Security | 5. New Technologies |
| 2. The Customer Experience | 6. Rebuilding the System |
| 3. Sustainability | 7. Human Capital Development |
| 4. Ridership Growth | 8. Business Partnerships |

The following sections take into consideration these objectives and include requests and recommendations throughout, as well as in the overarching conclusion of our review.

REVIEW OF PROJECTS

Communications, Signal Systems, and Technology Improvements

Communications Based Train Control (CBTC) systems provide many benefits for the safety of a public transit system. However, following the instillation of a CBTC system in the Subway/Surface tunnel, anecdotal evidence has found a noticeable reduction in speed and frequencies of trolleys. Millennials maintain a strong preference for speedy transportation options to fit their active lifestyles.

It is imperative that SEPTA works with the awarded contractor to prevent this problem following the upcoming CBTC installation on Routes 101 and 102, thereby providing the enhanced safety and operational benefits without negatively impacting speed of service for customers.

Maintenance/Transportation Shops and Offices

The focus on vehicle wash system upgrades will preserve the quality and condition of current and future vehicles, as well as increase vehicle cleanliness, supporting customer satisfaction. We also call to attention the need for depot improvements. As the bus fleet expands to match growing ridership, one must ensure proper prioritization of bus parking. The lack of adequate parking at several bus facilities leads to an intrusive encroachment of space — such as the parking of buses in front of residents houses on Bustleton Ave — thereby inconveniencing many residents. As the current Neoplan articulated buses are replaced with longer Novabus models, space problems are likely to increase. Therefore, expansion of existing depots, reallocation of buses to facilities with greater available capacity, or parking selected vehicles at outlying stations and facilities is essential. Along with the proposed paving of the Frontier Depot, it has been additionally recommended that the Germantown Depot be repaved based upon conditions observed.

New Payment Technologies (SEPTA Key)

New Payment Technologies provides a wonderful opportunity for SEPTA to expand its sales locations and access to fare media. Testing with various ages and demographics shows an openness to understanding the diverse experiences in our region. As young citizens of the Greater Philadelphia community, the YAC would like to provide feedback on locations of new Fare Kiosk installation and design of associated graphics/signage, ensuring that a system is installed that is a lasting improvement for our generation. As students at an eclectic range of colleges and universities, the YAC is also in the unique position to survey local students about their usage of, and feedback on, New Payment Technologies. We hope that the New Payment Technologies (a.k.a. “SEPTA Key”) department is able to use the Council as a strategic partner to strengthen this essential program. Additionally, with the launch of Indego (City of Philadelphia Bike Sharing), the YAC hopes that SEPTA partner with city leaders to ensure SEPTA Key technology is integrated into the bike kiosks' NFC readers.

Stations, Loops and Parking Improvements

- Increased funding allows for SEPTA to update station facilities. It is important that steps are taken to ensure a reasonable consistency of design standards across all facility reconstruction projects, sensitive to the architectural tastes of each community and current design standards without creating an inconsistent brand image for SEPTA. While we have expressed general satisfaction with recent facility improvement projects, an inconsistency has been noticed in many of design standards.
- Throughout our endeavors, we have noticed a large volume of passengers having difficulty finding parking at the Marcus Hook, PA Regional Rail station. To accommodate the large volume of passengers (including those who travel from DE to take advantage of increased Regional Rail service at Marcus Hook), we recommend constructing a parking garage at the site of a newly defunct utility facility adjacent to the station. Further, we suggest SEPTA seek funding from DelDOT for the project as doing so increases service for the portion of their population who drives to the popular PA station without DelDOT having to fund additional DE service (which is subject to many operational constraints imposed by limited track space and Amtrak service).
- The YAC is especially excited to see the Temple University Regional Rail station platform roof replacement project in the budget, as many young Philadelphians utilize the Temple University Regional Rail station—boasting one of the largest SEPTA commuter populations of all area universities. The YAC consistently receives feedback regarding the dated ascetic of the Temple University Regional Rail station, and we hope that the project will enhance the functionality and attractiveness of the facility.
- The YAC enthusiastically supports SEPTA's ongoing endeavors to maintain sustainability throughout construction. Given the runoff problem in the City of Philadelphia and surrounding area, the YAC hopes that SEPTA continues to integrate "green roofs" into construction projects whenever possible. While it is recognized that the City of Philadelphia is handling the Titan contract for installing new transit shelters in the City of Philadelphia, we ask that SEPTA requests that Titan, the Art Commission, and the City of Philadelphia consider adding green roofs to these new shelters to enhance climates at high traffic bus stops.

- The YAC takes particular interest in the Fern Rock Transportation Center renovation project and will detail recommendations in a separate report.
- The YAC has particular concerns about recent restroom renovation projects and the longevity of these repairs. Peer transit agencies, including MARTA and WMATA, have installed bathrooms designed to withstand the pressures of a busy rapid transit system. (For more information about their facilities, see “A Hands-Free, Self-Cleaning Bathroom for Transit Stations” in *City Lab*, an Online Transportation and City Development Publication). While installing a similar restroom facility would be undoubtedly more costly in capital construction cost (and lead to fewer toilets being constructed in each facility), we believe that having a restroom that is consistently clean, safe, and reliable is infinitely more valuable than quantity. Additionally, the operational savings from self-cleaning facilities could help minimize labor costs associated with such automated restrooms.

Vehicle Acquisitions and Overhauls

A noticeable void in the budget is acquisition of replacement, low-floor vehicles for the Routes 204, 205, 310, 312, and 316. Plagued with passenger information system, door, HVAC, and general operational problems, the vehicles currently in service have well outlived their productive life with the Authority and need to be prioritized for replacement.

Additionally, as we embark on purchasing new electric locomotives for Regional Rail lines, the YAC recommends that approximately half of newly purchased locomotives be dual-mode diesel/electric locomotives. Not only would this provide for increased flexibility and redundancy, it will be critical for maintaining timely service during the upcoming substation and catenary replacement projects. These locomotives have the capacity to provide service from Elwyn to Wawa and beyond for the same, if not less than, \$127.17 M cost allocated to extending electrified rail service to Wawa.

REQUESTS AND RECOMMENDATIONS

The YAC would like to stress the importance of enhancing accessibility and attractiveness of services to youth, as it establishes and develops lifelong transit riders. SEPTA and the community at-large would benefit greatly from strategic partnerships with local colleges and universities to promote and encourage system use. However, in order to do so, competing with up-and-coming travel options

such as Uber and Lyft will rely on SEPTA's further improvement of technologies such as digital transit overlays and real-time information capabilities. Youth are attracted to reliable and up-to-date accurate information to fit their active lifestyles. Adequately funding technology improvements, such as station countdown clocks and open data for app developers, is critical to the success of SEPTA moving forward. Similarly, to meet millennial desires for fast transportation options that accommodate their busy lifestyles, the YAC hopes that SEPTA works with the City of Philadelphia and surrounding suburbs to advance traffic light prioritization systems whenever possible.

In addition to attracting youth to the system, it is important for the Authority to encourage ridership through the promotion of attractions in Center City Philadelphia and the surrounding region (especially neighborhoods undergoing revitalization and renewal). Enhancing visual attractiveness fosters an environment that provides a mix of residential and thriving business areas. Business owners may see more cause in participating in the PassPerks program since doing so will allow them to establish a reliable method of customer-delivering transportation. Customers also symbiotically benefit, as they receive reliable financial incentive and invaluable cultural experiences.

In expanding partnerships and cooperating with surrounding areas, we recommend adding provisions in the Amtrak trackage lease to make connections with NJ Transit Trains friendlier. Amtrak's dispatchers often force SEPTA trains to leave when an NJT Train is just arriving; adding a provision in the lease to ensure that Amtrak dispatchers make a good-faith effort to maintain these SEPTA-NJT connections would be important for making rail the preferred low-cost method of reaching NYC, as opposed to the increasingly popular Megabus and BoltBus services.

Target Populations and Human Capital Development

Adults often fondly recall childhood memories, both good and bad. As current generations age, we want them to rekindle fond memories of traveling on SEPTA as their main resource for enjoying our city's history and heritage. We want stigmas of uncleanness and unreliability to be replaced with fun adventures that are safe, speedy, and frequent. Enhancing ridership among young families and their children, recent graduates, and even young adults taking their first career steps in the city should be done through innovative social marketing and communication. Doing so might even inspire millennials to choose careers in transportation, a field desperately in need of young talent (thereby supporting the strategic objective of Human Capital Development).