



Agenda Item No. (4)

To: Transportation Committee/Committee of the Whole
Meeting of July 26, 2018

From: Joseph M. Wire, Auditor-Controller
Denis J. Mulligan, General Manager

Subject: **STATUS REPORT ON THE METROPOLITAN TRANSPORTATION
COMMISSION'S TRANSIT SUSTAINABILITY PROJECT**

Recommendation

This report is informational only and no action is required. It is the fifth and final status update of a five-year program to achieve FY 16/17 target reductions required to meet the Metropolitan Transportation Commission's (MTC) adopted final recommendations for the Transit Sustainability Project (TSP).

Summary

MTC required the Golden Gate Bridge, Highway and Transportation District (District) to meet one of three cost reduction metrics and the District has achieved the goal by reducing the cost of a vehicle service hour. If the District was not successful there was the risk of the loss of state operating funding.

Background

This report is an assessment of the Transit Sustainability Project (TSP) performance measures for the District.

MTC Resolution No. 4060 established performance measures and targets for the largest seven Bay Area transit operators to achieve a five percent (5%) reduction by FY 16/17 in one of three performance measures and with no growth beyond the Consumer Price Index (CPI) thereafter. These measures are:

- Cost per Vehicle Service Hour;
- Cost per Passenger; and,
- Cost per Passenger Mile

System-wide performance for all transit modes (i.e., bus, ferry, and paratransit) are combined in each of the measures. Thus, the targets do not reflect the cost of any one transit mode accurately. Each agency was required to prepare and adopt a strategic plan during FY 12/13 that described how the agency intends to meet one or more of the performance targets. Beginning in FY 13/14,

each agency was required to submit performance data on all three measures and targets as part of MTC's ongoing monitoring of progress towards meeting the targets.

This report presents an assessment towards meeting the TSP performance measures, and includes the following:

- Actual performance for FY 11/12 through FY 16/17 is calculated and compared to the baseline period (i.e., FY 07/08 through FY 10/11).
- A review of the District's Strategic Plan is presented highlighting the activities identified to assist in the District's achievement of the TSP target.

It is important to note that the District's efforts to reduce its hourly costs have been stymied by increased bus travel times during the evaluation period. These increased travel times are associated with both traffic congestion in downtown San Francisco and the severe degradation in the operation of carpool lanes in Marin County. For example, the Route 4 is the District's most popular commute route. This Route (San Francisco to Mill Valley) has experienced a 7% increase in average travel time during the evening commute since 2008 (71 minute travel time in 2008 as compared to a 76 minute travel time in 2018). Similarly, the Route 72 (San Francisco to Santa Rosa) has experienced an 8% increase in average travel time during the evening commute since 2008 and the Route 54 (San Francisco to Novato) has experienced an 11% increase in average travel time during the evening commute since 2008.

Similarly, the District has seen a 45% increase in travel time (38 minutes in 2012 as compared to 55 minutes in 2017) on westbound morning peak period Route 40 (East Bay to San Rafael). Route 40 now takes as long as the Route 42 once did. A westbound morning peak period trip on the former Route 42 departing from Del Norte BART to the San Rafael Transit Center (SRTC) now has the same arrival and departure times but is on the shorter Route 40. The current running time for Route 40X is comparable to regular Route 40 from five years ago. For example, a 40X trip departing Del Norte BART at 7:05 a.m. takes 35 minutes to arrive at SRTC. Five years ago, Route 40 took 38 minutes and served many more bus stops along the way. For the baseline weekday peak period peak direction trips on Route 40, the increase in running times is 18% over the past five years.

Service in the eastbound direction has also suffered from travel time increases, but not at such an extreme. For example, a Route 40 trip departing SRTC at 4:30 p.m. now has an increase in running time of 10%. Even Route 40X takes 2 minutes longer than Route 40 did; that is a 5% increase in running time at the expense of service to a significant number of fewer bus stops.

Travel time across the Richmond-San Rafael Bridge could be greatly reduced if MTC and Caltrans would restripe the HOV lane on westbound 580 which would allow District buses to bypass the queue and the backup from the Richmond-San Rafael Bridge Toll Plaza. This segment of freeway was originally constructed including the HOV lane; and when Caltrans and MTC removed the HOV lane striping and signage, they committed to restoring it when the need arose for a HOV lane.

MTC has proposed expanding carpool hours on U.S Highway 101 in Marin County. MTC had sought Caltrans approval for a three-month pilot from October to December 2017 to expand carpool hours southbound from the current 6:30 a.m. – 8:30 a.m. to 6:30 a.m. – 9:00 a.m. Local

opposition from some Marin County officials has persuaded Caltrans to remain non-committal. Caltrans has not yet made a decision on the issue and there is currently no timetable for a decree. Additionally, MTC had wanted to see a northbound pilot test period, changing the current carpool hours from 4:30 p.m. – 7:00 p.m. to 3:00 p.m. – 7:00 p.m. The District supports the expansion of carpool hours that would speed up both carpools and transit, increasing the efficiency of District buses.

District efforts to reduce its cost per passenger and cost per passenger mile were also hindered as a result of a shift in local bus riders from the District's Route 70 to expanded Marin Transit local bus service. The FY 2015/16 expansion in Marin Transit service resulted in 300,000 fewer passengers annually riding Golden Gate Transit buses in Marin County. While this has hindered achieving our TSP targets, the increased frequency of bus service for local trips along the highway 101 corridor has been great for transit riders.

Also, it is important to note that for consistency purposes, the District has revised FY 16/17 data to exclude the new Tiburon ferry service to San Francisco. The service is new in the last year of the five-year TSP program, therefore including the Tiburon service would make an apples to oranges comparison. *Attachment D* provides information for what the District's performance would have been if Tiburon ferry service data was included.

TSP Performance Status Update

Following are the results for the District of a TSP assessment and focuses on the system-wide performance for FY 11/12 through FY 16/17 relative to the baseline period (i.e., FY 07/08 through FY 10/11). Performance in each of the three TSP measures is presented and compares the FY 11/12 through FY 16/17 performance against the highest year of the baseline period. All measures are expressed in constant, inflation-adjusted dollars (FY 16/17).

Operating cost per vehicle service hour: Compared to the highest baseline year, the District had a 5.2% reduction in FY 16/17. The District was able to achieve its goal of a five percent (5%) reduction by FY 16/17 for its cost per vehicle service hour target.

Note: factors contributing to the increase in FY 13/14 include: a one-time \$500,000 bus inventory write off for spare parts that had originally been purchased with capital funds; the payment of rent for two (2) bus lots in San Francisco for seven (7) months while construction was underway at a new lot location; and extra, unexpected ferry dry docking expenses.

System-wide Operating Cost per Vehicle Service Hour without Tiburon

Baseline Highest Year	Year Performance	FY 10/11
		\$375.71
Assessment Years	FY 11/12	\$386.37
	FY 12/13	\$368.65
	FY 13/14	\$402.93
	FY 14/15	\$368.87
	FY 15/16	\$350.15
	FY 16/17	\$356.25
Percent Change from Highest	FY 11/12	2.8%
	FY 12/13	-1.9%
	FY 13/14	7.2%
	FY 14/15	-1.8%
	FY 15/16	-6.8%
	FY 16/17	-5.2%
FY 16/17 Target (a)		\$356.93

(a) Equals 5% reduction from baseline highest year in FY 16/17 dollars.

Operating cost per passenger: Compared to the highest baseline year, the District realized a 7.8% increase in FY 16/17. The District’s FY 16/17 cost per passenger is 13.5% above the FY 16/17 target. Increased trip travel times and fewer total passengers negatively impact this metric. During the past five years, bus travel times have increased due to the severe degradation in the operation of the carpool lanes in Marin County and the increased congestion in downtown San Francisco and across the Richmond-San Rafael Bridge. Also, a ridership decline, on an annual basis, of 300,000 passenger trips on the Route 70 contributed to missing this target.

System-wide Operating Cost per Passenger without Tiburon

Baseline Highest Year	Year Performance	FY 10/11
		\$16.65
Assessment Years	FY 11/12	\$15.86
	FY 12/13	\$15.60
	FY 13/14	\$15.64
	FY 14/15	\$15.94
	FY 15/16	\$16.48
	FY 16/17	\$17.95
Percent Change from Highest	FY 11/12	-4.7%
	FY 12/13	-6.3%
	FY 13/14	-6.1%
	FY 14/15	-4.3%
	FY 15/16	-1.0%
	FY 16/17	7.8%
FY 16/17 Target (a)		\$15.82

(a) Equals 5% reduction from baseline highest year in FY 16/17 dollars.

Operating cost per passenger mile: Compared to the highest baseline year, the District realized a 0.6% decrease in FY 16/17. The District’s FY 16/17 cost per passenger mile is 4.6% above the FY 16/17 target. Increased trip travel times and fewer total passengers negatively impact this metric. During the past five years, bus travel times have increased due to the severe degradation in the operation of the carpool lanes in Marin County and the increased congestion in downtown San Francisco and across the Richmond-San Rafael Bridge. Also, a ridership decline, on an annual basis, of 300,000 passenger trips on the Route 70 contributed to missing this target.

Beginning with FY 12/13, the District has been able to meet MTC’s annual requirement for submittal of TSP Updates. The District will submit this update of the TSP Strategic Plan to MTC and a copy of the District’s FY 16/17 NTD submittal.

System-wide Operating Cost per Passenger Mile without Tiburon

Baseline Highest Year	Year Performance	FY 08/09 \$1.19
Assessment Years	FY 11/12	\$1.03
	FY 12/13	\$1.04
	FY 13/14	\$1.05
	FY 14/15	\$1.03
	FY 15/16	\$1.09
	FY 16/17	\$1.18
Percent Change from Highest	FY 11/12	-12.8%
	FY 12/13	-12.2%
	FY 13/14	-11.3%
	FY 14/15	-13.4%
	FY 15/16	-7.9%
	FY 16/17	-0.6%
FY 16/17 Target (a)		\$1.13

(a) Equals 5% reduction from baseline highest year in FY 16/17 dollars.

Methodology for Monitoring TSP Performance Measures

The basic methodology to monitor the TSP performance measures involved establishing the baseline using data for each mode (i.e., bus, ferry, and paratransit) from the National Transit Database (NTD) for FY 07/08 through FY 10/11 and comparing the highest year’s performance from the baseline to the performance for each of the measures for FY 11/12 through FY 16/17, also using the NTD data. See *Attachment C* for other components of the methodology included.

However, beginning in FY 13/14 (when Marin Transit became an NTD reporting agency), the District changed the way it had previously reported Purchased Transportation by reporting only inter-county paratransit service instead of both inter-county and intra-county paratransit. For consistency purposes, paratransit data for all previous fiscal years has been revised to include only inter-county paratransit. In addition, beginning in FY 14/15, the District changed the way it had previously reported bus transit service. Now, the District reports only its Regional bus transit service, instead of both Regional and Local routes (Marin Transit now reports its own data). For

consistency purposes, bus transit service data for all previous fiscal years has been revised to include only Regional bus transit service. Because of these data revisions, our TSP performance targets have been adjusted.

Strategic Plan for District to Achieve TSP Target

A review of the District's Strategic Plan is presented to highlight activities to assist the District in achieving our TSP target.

While all previous transit-related financial initiatives adopted by the Board are important and continue to guide District's policymaking, additional internal efficiencies and negotiated sustainable bargaining unit agreements are necessary for the District to achieve the MTC reduction target requests. *Attachment A* provides a listing of our initial plan to help the District achieve its target in at least one of the measures to reduce costs and increase service hours and ridership within the timeframe set forth by MTC. All of the initiatives in *Attachment A* were listed in the original Plan adopted by the Board on March 8, 2013; however, several new initiatives were added and approved by the Board as part of the 2014 *Strategic Financial Plan* on October 24, 2014. Each initiative will be brought to the Board for review and potential action.

Attachment B displays the results of a November 2017 assessment of the TSP performance measures for the seven large Bay Area Operators that was prepared for MTC by Pierlott & Associates, LLC.

Fiscal Impact

There is no direct fiscal impact associated with this report.

- Attachments:
- A. Initial 2013 Plan Updated for the 2014 Strategic Financial Plan
 - B. Results of a November 2017 Assessment of the Transit Sustainability Project (TSP) Performance Measures
 - C. Methodology for Monitoring TSP Performance Measures
 - D. Results for FY 16/17 with Tiburon Ferry Service Included

ATTACHMENT A

Initial 2013 Plan Updated for the 2014 Strategic Financial Plan

Increase Ridership and Service Efficiency – The District is well aware that faster transit speeds mean a more attractive transit system, resulting in more riders. Additionally, increasing the average speed for a bus trip lowers the labor cost associated with providing that trip. The District is working to maximize this advantage through efforts to speed up service, especially for commuters. The ability to get riders to their destinations faster and/or more comfortably will benefit the District in that a larger number of passengers riding service will decrease the cost per passenger and cost per passenger mile. All of these proposals would result in an increase in bus ridership and expense savings. Cost savings would be realized with:

- The completion of the Presidio Parkway Project.
- The District proposes to work with the Sonoma County Transportation Authority (SCTA), MTC, and Caltrans to expand carpool hours on U.S. Highway 101 in Sonoma County to increase the average bus speed within Sonoma County.
- The District proposes to work with the Transportation of Marin (TAM), MTC, and Caltrans to amend the carpool rules for HOV lanes in Marin County from two or more persons per vehicle to three or more persons per vehicle in order to reduce congestion within the carpool lane. This action would increase speeds in the carpool lane, thereby shortening the commute for bus riders and reducing operating costs.
- The District proposes to work with MTC and the City & County of San Francisco to increase speed through the traffic congestion in downtown San Francisco (traffic light timing, designated bus transit lanes, etc.).
- The District proposes to work with TAM, MTC, and Caltrans to increase the number and size of park-and-ride lots in the U.S. Highway 101 corridor to increase ridership.
- The District will improve service to transit customers with additional amenities on buses and ferries, such as onboard Wi-Fi and Wi-Fi in ferry terminals that will also serve to attract and maintain ridership and enhance customer service.
- The District will also support and encourage regional and local governments to work with the cities and counties to promote job and residential growth around transit to encourage more people to make transit a part of their everyday lives.
- The District will explore incentives to increase transit ridership during off peak hours.
- The District will develop a multiday pass to increase ridership.
- The District will take steps to be competitive to provide transportation to local SMART train stations.
- The District will partner with MTC to receive funding to provide bus service in the Highway 37 corridor to reduce congestion, speed up service, and increase ridership.
- The District began operation of commute ferry service on March 6, 2017, between Tiburon and the Ferry Building in San Francisco.

Capital Improvements Aimed at Reducing Operating Expenses and Increasing Ridership – The District proposes to reduce its operating expenses and increase ridership:

- With expense savings from installation of solar panels, wind power, and other green initiatives in District facilities.
- With reduced operating and maintenance costs and improved efficiencies by replacing the 40-year-old gangways and piers at the ferry terminals in Sausalito, Larkspur, and San Francisco.
- The District will modify its ferries to increase onboard bicycle storage to increase ridership.
- The District will work with MTC, TAM, and other stakeholders for ways to increase parking capacity at the Larkspur Ferry Terminal to increase ridership.
- The District will refurbish some of its ferry vessels which will reduce maintenance costs and serve to attract and maintain ridership.
- The District will replace its revenue vehicles at the end of their useful life to reduce maintenance costs and increase fuel efficiencies.
- The District is exploring a Bus Transit Alternative Fuel Study to access fuel cost savings.
- The District is addressing the increase demand for Larkspur Ferry service through acquiring additional parking, additional service, and utilizing active transportation (bike and pedestrians).

Service Changes to Improve Efficiency and Effectiveness – These changes will help the District decrease costs in the metrics of cost per service hour, cost per passenger, and cost per passenger mile.

- The District proposes to convert some of its non-revenue bus hours into revenue hours where passenger growth is expected.
- The District will explore ways to increase mid-day ferry ridership and attract reverse commute ferry passengers.
- The District eliminated the Club Bus program.
- The District will examine the effects on costs and passenger ridership with the upcoming reduction in service provided to Marin Transit.
- The District will no longer provide supplemental school service for Marin Transit, reducing deadhead hours by 25 percent, which will reduce expenses by more than \$1 million per year.
- The District will work with Marin Transit to collectively coordinate the local and regional paratransit contracts to provide only what is legally mandated and to explore more cost-effective alternative service delivery methods.
- The District will implement Clipper 2.0 to reduce operating costs, as increased usage would assist in facilitating fare collection and reduce time and labor costs associated with cash collection and accounting.
- The District will evaluate the cost-effectiveness of using Clean Diesel over Bio Diesel in its ferry fleet (convert blended Bio Diesel Fuel to Clean Diesel in ferry fleet).
- The District will expand the Wave service to increase Ferry ridership.
- The District will develop partnerships with Bay Area private transportation providers and employers to develop increased bus and ferry usage during non-peak and reverse commute times.
- The District will reduce ferry service during December Holiday period (assumes weekend schedule every day over 2 weeks).

- When SMART operations begin, the District will optimize bus service of competing bus trips in the same corridor.

Negotiate Sustainable Bargaining Unit Agreements – Future bargaining will provide an opportunity for the District to work collaboratively with its employee bargaining units to identify ways to protect the District's financial condition and liquidity. These changes will benefit the District across all three performance measurement areas. Possible areas to be investigated include ways to:

- Control the cost to the District of employee benefit programs for bargaining unit and non-represented employees while, to the extent possible, preserving District jobs and the integrity of District services.
- Redesign programs to achieve cost savings in health, pension, workers' compensation, absenteeism, and work rule efficiencies.

Achieve Internal Efficiencies – Reductions would be achieved to the greatest degree possible while preserving service. This would help the District lower costs in all three performance measure areas. These efficiencies can include, but are not limited to:

- Fringe benefit reform.
- State pension reform.
- Consolidation of services and reductions in ongoing cost commitments.
- Efficiencies from ACIS implementation will include dynamically adjusting schedules to reflect actual running times and providing feedback to bus operators and dispatchers regarding actual running times to improve on-time performance.
- Maximize the utilization of part-time Bus Operators to reduce the cost of providing bus service.
- Staffing efficiencies throughout the administration and operations of the Agency, including increased use of technology and streamlining administration processes.
- Improve the efficiencies of legal claims process.
- Evaluate opportunities to reduce managing positions by approximately 10% as a goal through attrition.
- Winter Holiday Facility closures for non-operational functions.
- Evaluate purchasing other agency staff expertise for specialized needs.

ATTACHMENT B

Below are the FY 15/16 results of a November 2017 assessment of the Transit Sustainability Project (TSP) performance measures for the seven large Bay Area Operators that was prepared for MTC by Pierlott & Associates, LLC.

The results of the TSP assessment focused on the system-wide performance for FY 15/16 relative to the baseline period (i.e., FY 07/08 through FY 10/11). Performance in each of the three TSP measures compared the FY 15/16 performance against the highest year of the baseline period. All measures were expressed in constant, inflation-adjusted dollars (FY 15/16).

Large Operators – TSP Performance Metrics and Targets FY2015-16 Performance vs. Baseline Year

OPERATING COST PER VEHICLE SERVICE HOUR

Transit Operator	Baseline Highest Year		Assessment Year	Percent Change from Highest	FY2016-17 Target (a)
	Year	Performance	FY2015-16	FY2015-16	
AC Transit	FY2010-11	\$176.81	\$178.29	0.8%	\$167.97
BART	FY2009-10	\$289.57	\$291.48	0.7%	\$275.09
Caltrain	FY2010-11	\$444.08	\$457.30	3.0%	\$421.88
GGBHTD	FY2010-11	\$363.88	\$339.12	-6.8%	\$345.68
SFMTA	FY2009-10	\$213.54	\$218.26	2.2%	\$202.86
SamTrans	FY2008-09	\$207.07	\$177.05	-14.5%	\$196.71
VTA	FY2010-11	\$193.98	\$188.42	-2.9%	\$184.28

OPERATING COST PER PASSENGER

Transit Operator	Baseline Highest Year		Assessment Year	Percent Change from Highest	FY2016-17 Target (a)
	Year	Performance	FY2015-16	FY2015-16	
AC Transit	FY2008-09	\$6.14	\$6.87	11.9%	\$5.83
BART	FY2008-09	\$5.07	\$4.60	-9.3%	\$4.82
Caltrain	FY2009-10	\$9.15	\$6.11	-33.2%	\$8.69
GGBHTD	FY2010-11	\$16.13	\$15.96	-1.0%	\$15.32
SFMTA	FY2009-10	\$3.41	\$3.45	1.1%	\$3.24
SamTrans	FY2010-11	\$8.97	\$9.57	6.8%	\$8.52
VTA	FY2009-10	\$7.82	\$8.18	4.7%	\$7.43

OPERATING COST PER PASSENGER MILE

Transit Operator	Baseline Highest Year		Assessment Year	Percent Change from Highest	FY2016-17 Target (a)
	Year	Performance	FY2015-16	FY2015-16	
AC Transit	FY2009-10	\$2.10	\$1.67	-20.7%	\$1.99
BART	FY2008-09	\$0.40	\$0.34	-15.0%	\$0.38
Caltrain	FY2007-08	\$0.38	\$0.24	-36.7%	\$0.36
GGBHTD	FY2008-09	\$1.15	\$1.06	-7.9%	\$1.09
SFMTA	FY2009-10	\$1.63	\$1.64	0.6%	\$1.55
SamTrans	FY2010-11	\$1.87	\$1.98	6.1%	\$1.78
VTA	FY2009-10	\$1.65	\$1.42	-14.0%	\$1.57

*Note: Shading indicates a five percent or greater real reduction in metric, i.e. meeting the five percent goal
(a) Equals five percent reduction from baseline highest year in FY2015-16 dollars.*

Large Operators

Agency	Project	Estimated Completion Date
AC Transit, BART, Caltrain, Golden Gate Transit, SamTrans, SFMTA, SCVTA	Transit Sustainability Project (TSP) – Achieve a 5% reduction in at least one of the Resolution 4060 – TSP Performance Measures: Cost per hour, cost per passenger, or cost per passenger mile.	End of FY2016-17 and annually thereafter.

Six of the seven operators have achieved a 5% reduction against the baseline for FY 15/16 in at least one of the metrics: Cost per Hour, Cost per Passenger, or Cost per Passenger Mile. SFMTA has not.

FY 2015-16 Assessment

Transit Operator	Percent Change from Highest Baseline Year in FY 2015-16 (a)		
	Cost per Vehicle Service Hour	Cost Per Passenger	Cost Per Passenger Mile
AC Transit	0.8%	11.9%	-20.7%
BART	0.7%	-9.3%	-15.0%
Caltrain	3.0%	-33.2%	-36.7%
GGBHTD	-6.8%	-1.0%	-7.9%
SFMTA	2.2%	1.1%	0.6%
SamTrans	-14.3%	7.1%	6.3%
VTA	-2.9%	4.7%	-14.0%

Historical Performance

Historical Performance in 1 or more of metrics			
FY 12-13	FY 13-14	FY 14-15	FY 15-16
✓	✓	✓	✓
✓	✓	✓	✓
✓	✓	✓	✓
✓	✓	✓	✓
✓	✓		
	✓	✓	✓
✓	✓	✓	✓

Note:

(a) Highest baseline year varies by each operator. Percentages shown represent the percentage change in FY 2015-16 from the baseline year for each of the 3 TSP performance metrics. Shading indicates a five percent or greater real reduction. Figures are represented in FY2015-16 dollars.

ATTACHMENT C

Methodology for Monitoring TSP Performance Measures

The basic methodology prescribed to monitor the TSP performance measures involved establishing the baseline using data for each mode (i.e., bus, ferry, and paratransit) from the National Transit Database (NTD) for FY 07/08 through FY 10/11 and comparing the highest year's performance from the baseline to the performance for each of the measures for FY 11/12 through FY 16/17, also using the NTD data.

Other components of the methodology included:

- Normalization of Costs – operating costs were normalized using the Consumer Price Index for Urban Wage Earners and Clerical Workers (CPI-W) for the San Francisco-Oakland-San Jose statistical area, as determined by the U.S Department of Labor, Bureau of Labor Statistics (Base Period 1982-84 = 100). CPI-W was selected because the majority of the transit expenses are related to employee wages and benefits.

Given that the fiscal year for the District runs from July through June, the CPI-W for June of each fiscal year was used, since the CPI-W represents cumulative changes in the economic conditions of the factors used in its calculation. The CPI-W values for the baseline (FYs 07/08 to 10/11) and six assessment periods (FYs 11/12, 12/13, 13/14, 14/15, 15/16, and 16/17) are shown in the below table.

Consumer Price Index for Urban Wage Earners and Clerical Workers

Fiscal Year	June CPI-W Value	Percent Change versus FY14-15
07-08	221.5	21.7%
08-09	221.0	22.0%
09-10	224.2	20.2%
10-11	230.6	16.9%
11-12	236.9	13.8%
12-13	243.1	10.9%
13-14	250.1	7.8%
14-15	254.7	5.8%
15-16	261.0	3.3%
16-17	269.5	0.0%

Source: US Bureau of Labor Statistics, Consumer Price Index for Urban Wage Earners and Clerical Workers (CPI-W): Selected areas, all items index, San Francisco-Oakland-San Jose, CA

- Framework for Monitoring – the basic framework for monitoring the performance involved the following steps:
 - 1) Entering the NTD data for the input statistics for each year of the baseline (FY 07/08 through FY 10/11) and assessment periods (FY 11/12 through FY 16/17). Only published NTD data were utilized.
 - 2) Normalizing the operating costs to express dollars in real terms (i.e., current year).
 - 3) Calculating each of the TSP performance measures.
 - 4) Comparing the percent difference between the assessment years and the highest performance during the baseline period.
 - 5) Calculating the FY 16/17 target performance for each measure (i.e., highest baseline year's performance reduced by 5%).

This provides a monitoring tool that can be used by the District and by MTC for each year leading up to the target year of FY 16/17, at which point the District is expected to have achieved a 5% real reduction in one of the TSP performance measures.

With each additional year leading towards the target year, the inflation-adjusted values of the measure will change as a result of the changes in the CPI. However, the highest performance year during the baseline period for each measure will always remain constant.

ATTACHMENT D

For consistency purposes, the above data for FY 16/17 has been revised to exclude the new Tiburon ferry service to San Francisco.

For informational-only purposes, the following would have been the result of including the Tiburon ferry service data:

System-wide Operating Cost per Vehicle Service Hour with Tiburon Included

Baseline Highest Year	Year Performance	FY 10/11
		\$375.71
Assessment Years	FY 11/12	\$386.37
	FY 12/13	\$368.65
	FY 13/14	\$402.93
	FY 14/15	\$368.87
	FY 15/16	\$350.15
	FY 16/17	\$361.21
Percent Change from Highest	FY 11/12	2.8%
	FY 12/13	-1.9%
	FY 13/14	7.2%
	FY 14/15	-1.8%
	FY 15/16	-6.8%
	FY 16/17	-3.9%
FY 16/17 Target (a)		\$356.93

(a) Equals 5% reduction from baseline highest year in FY 16/17 dollars.

System-wide Operating Cost per Passenger with Tiburon Included

Baseline Highest Year	Year Performance	FY 10/11
		\$16.65
Assessment Years	FY 11/12	\$15.86
	FY 12/13	\$15.60
	FY 13/14	\$15.64
	FY 14/15	\$15.94
	FY 15/16	\$16.48
	FY 16/17	\$18.05
Percent Change from Highest	FY 11/12	-4.7%
	FY 12/13	-6.3%
	FY 13/14	-6.1%
	FY 14/15	-4.3%
	FY 15/16	-1.0%
	FY 16/17	8.4%
FY 16/17 Target (a)		\$15.82

(a) Equals 5% reduction from baseline highest year in FY 16/17 dollars.

System-wide Operating Cost per Passenger Mile with Tiburon Included

Baseline Highest Year	Year Performance	FY 08/09 \$1.19
Assessment Years	FY 11/12	\$1.03
	FY 12/13	\$1.04
	FY 13/14	\$1.05
	FY 14/15	\$1.03
	FY 15/16	\$1.09
	FY 16/17	\$1.19
Percent Change from Highest	FY 11/12	-12.8%
	FY 12/13	-12.2%
	FY 13/14	-11.3%
	FY 14/15	-13.4%
	FY 15/16	-7.9%
	FY 16/17	0.5%
FY 16/17 Target (a)		\$1.13

(a) Equals 5% reduction from baseline highest year in FY 16/17 dollars.