



**SAN DIEGO COUNTY
REGIONAL AIRPORT AUTHORITY
STAFF REPORT**

**Item No.
11**

Meeting Date: April 4, 2013

Subject:

Annual Update Regarding Ground Transportation

Recommendation:

Receive the update.

Background:

This report provides the Board with an update on certain issues related to commercial ground transportation at San Diego International Airport (SDIA). These issues are: (1) the Vehicle Conversion Incentive-Based Program; (2) the Authority Cost Allocation and Cost Recovery for Ground Transportation; (3) the Authority Alternative Fuel/Clean Air Vehicle Conversion Program; (4) the Memorandums of Agreement (MOAs) with the taxicab and shuttle associations; (5) the status of ACE Parking Management, Inc. (ACE) contract obligations for parking and shuttle services; (6) taxicab wait times; and (7) the taxi/shuttle hold lot and transportation islands service improvements.

1. Vehicle Conversion Incentive-Based Program

The Authority entered into a Memorandum of Understanding with the California Attorney General (AG-MOU) in May 2008 to address the reduction of Greenhouse Gas (GHG) emissions at SDIA. The AG-MOU outlines specific measures that the Authority committed to implement in order to limit and reduce GHG emissions. The AG-MOU included one element related to ground transportation: the establishment of a program/policy to replace shuttles at the end of their useful life with Clean Air Vehicles (CAV) such as electric, hybrid and alternative fuel vehicles (AFVs), including propane, Compressed Natural Gas (CNG) or biodiesel. After executing the AG-MOU, the Board expanded its program/policy to include all ground transportation modes, including charter/limousines, taxicabs, hotel/motel courtesy shuttles and off-airport parking courtesy shuttles in the Authority's Public Commercial Ground Transportation Vehicle Conversion Incentive-Based Program (Incentive Program).

The Board adopted the Incentive Program in March 2010. The goal of the Incentive Program is to convert 100% of the public commercial ground transportation vehicles (Commercial Vehicles) operating at the Airport to AFVs or CAVs by 2017. The Incentive Program includes financial incentives and disincentives that act together to encourage operators to convert their vehicles.

000078

The incentive consists of specific annual percentage reductions in the Ground Transportation Schedule of Annual Permit/Trip Fees as set by the Board. The percentage reduction in annual user fees and trip charges decreases over time as alternative fuel vehicles and infrastructure become more available. The following illustrates the percent reduction in permit and trip fees:

Table 1 – Incentive Program in Place Prior to October 4, 2012

| | |
|------------------|----------------------------------------------------------|
| Fiscal Year 2011 | 100% reduction in ground transportation permit/trip fees |
| Fiscal Year 2012 | 100% reduction in ground transportation permit/trip fees |
| Fiscal Year 2013 | 75% reduction in ground transportation permit/trip fees |
| Fiscal Year 2014 | 50% reduction in ground transportation permit/trip fees |
| Fiscal Year 2015 | 25% reduction in ground transportation permit/trip fees |
| Fiscal Year 2016 | 10% reduction in ground transportation permit/trip fees |
| Fiscal Year 2017 | 0% reduction in ground transportation permit/trip fees |
| Fiscal Year 2018 | 0% reduction in ground transportation permit/trip fees |

The Incentive Program for taxicabs was modified by the Board in May 2012 to replace the reduced user trip fee Incentive Program for taxicab AFVs and CAVs with a cash-based incentive program (paid from Authority funds) for at least a partial reduction of permit fees, beginning July 1, 2012 (FY 2013) and lasting through FY 2016. The amount of incentive payments and permit fee waivers for taxicabs is estimated to approximately equal the amount of the discount that would have been received under the original incentive program.

In addition to these incentives, the Incentive Program *as originally approved and adopted in 2010* continues to include fee increases (disincentives) for non-AFVs operating at the Airport. As detailed below, penalties increase in the future. By charging monetary penalties rather than mandating conversion, taxicab, shuttle and charter/limousine operators may still opt to use petroleum-based vehicles, but must pay higher rates.

Table 2

| | |
|------------------|---------------------------------------------------------|
| Fiscal Year 2011 | 0% increase in ground transportation permit/trip fees |
| Fiscal Year 2012 | 0% increase in ground transportation permit/trip fees |
| Fiscal Year 2013 | 25% increase in ground transportation permit/trip fees |
| Fiscal Year 2014 | 50% increase in ground transportation permit/trip fees |
| Fiscal Year 2015 | 75% increase in ground transportation permit/trip fees |
| Fiscal Year 2016 | 100% increase in ground transportation permit/trip fees |
| Fiscal Year 2017 | 150% increase in ground transportation permit/trip fees |
| Fiscal Year 2018 | 200% increase in ground transportation permit/trip fees |

At its July 2012 meeting, the Board, by Resolution 2012-0084, temporarily deferred the 25% disincentives for not purchasing an AFV for all commercial vehicle mode types until September 2012.

At its October 2012 meeting, the Board, by Resolution 2012-0114, (Attachment A) deferred the disincentives for not purchasing an AFV for all commercial vehicle mode types until FY2015. Additionally, the Resolution modified the FY 2013 and FY 2014

incentives from 75% and 50%, respectively, to 100% for both years. The estimated financial impact, as communicated to the Board on October 26, 2012, is a \$476,000 reduction of revenue in FY 2013 and \$1,267,000 in FY 2014.

Table 3 – Modified Incentive Program Adopted on October 4, 2012

| All Modes of Transportation Except Taxicabs | |
|---------------------------------------------|------------------------|
| Fiscal Year 2013 | 100% Reduced User Fees |
| Fiscal Year 2014 | 100% Reduced User Fees |
| Fiscal Year 2015 | 25% Reduced User Fees |
| Fiscal Year 2016 | 10% Reduced User Fees |
| Fiscal Year 2017 | 0% Reduced User Fees |

| All Modes of Transportation Except Taxicabs | |
|---------------------------------------------|--------------------------|
| Fiscal Year 2013 | 0% Increased User Fees |
| Fiscal Year 2014 | 0% Increased User Fees |
| Fiscal Year 2015 | 75% Increased User Fees |
| Fiscal Year 2016 | 100% Increased User Fees |
| Fiscal Year 2017 | 150% Increased User Fees |

The following information provides the current number of Alternative Fuel Vehicles (AFV) and Clean Air Vehicles (CAV) currently permitted to provide Ground Transportation for SDIA:

Table 4

| Vehicle Description | Total Vehicles | AFV/Clean Air Vehicle | |
|------------------------------------------|----------------|-----------------------|-----|
| SDIA Shuttle Fleet (On-Airport Courtesy) | 29 | 24 | 83% |
| Taxi Cabs | 327 | 122 | 37% |
| Hotel Courtesy | 100 | 4 | 4% |
| Off-Airport Courtesy | 63 | 43 | 68% |
| Rental Car Courtesy | 81 | 8 | 10% |
| Charter/Limo | 981 | 43 | 4% |
| Vehicles For Hire (VFH) Shuttles | | | |
| Super Shuttle | 80 | 12 | 15% |
| First Class | 14 | 7 | 50% |
| SDCASA | 69 | 2 | 3% |

2. Authority Cost Allocation and Cost Recovery for Ground Transportation

Cost Recovery is based on actual costs from the most recent completed fiscal year which are allocated to each Ground Transportation mode based upon two methodologies:

- 1) Customer Service Representative (CSR) costs are allocated to the beneficial users of the CSRs (Taxicabs, Super Shuttle, First Class Transportation LLC (First Class) and SDCASA)
- 2) All other costs are allocated to each mode based upon its respective share of total annual trips

Generally, the actual costs recovered include direct Ground Transportation costs, an allocation of general and administrative costs associated with the direct costs and depreciation on Ground Transportation assets.

Beginning in FY 2016, identifiable Automated Vehicle Identification costs will be spread to all vehicles carrying an AVI transponder. In FY 2017, identifiable costs for implementation and maintenance of the Taxicab coupon automation and dispatch system will be charged to taxicabs.

Once the costs for each mode are identified, they are recovered via a permit fee (or permit fee and trip fee for taxicabs) calculated by dividing each mode's allocated costs by its total vehicles.

3. Authority Clean Vehicle Conversion Program

In March 2013, the Authority entered into an Agreement with the California Center for Sustainable Energy (CCSE) to continue the ongoing implementation of the Authority's Clean Vehicle Conversion Program for ground transportation providers. The CCSE will provide the following services for the Authority:

- 1) Coordinate and host CAV and AFV demonstrations with vehicle manufacturers and dealers for ground transportation service providers.
- 2) In April 2013, develop and maintain a web site and relevant links regarding AFV and CAV technologies and availability, alternative fuel station locations with hours of operation and fuel prices, vehicle incentives and other information to encourage and enable businesses and vehicle owners to convert fleets to clean vehicles.
- 3) Participate in Authority meetings regarding the Attorney General MOU and track MOU compliance actions.
- 4) Provide reports and presentations about the Airport Authority's Clean Air Vehicle Conversion Program.
- 5) Research and identify new local, state and federal sources of CAV and AFV incentive funding. This includes preparation and submittal of grant applications.

Attachment B contains a current list of public alternative fuel stations in San Diego.

4. Memorandums of Agreement with Taxicab and Shuttle Associations/ Operators

Background

The MOAs set forth the terms of agreement between the parties (Airport Authority and each ground transportation consortium entity) for the establishment of an operational relationship that enhances transportation services and related services at SDIA and increases airport service provider involvement with developing ground transportation policies and procedures. Improved travel conditions at SDIA and traveler satisfaction with the services promote a positive public perception of the Authority and the commercial ground transportation providers and strengthens community support for ground transportation improvement programs at SDIA.

The MOAs serve as the master agreements concerning the parties' interrelated responsibilities; however, the parties expected their relationships and responsibilities to develop over time. It was not possible, however, for the parties to specify all of the processes, events and changing conditions associated with the complex operation of an airport and therefore, expected that the MOAs would be supplemented from time to time with addenda or amendments.

The Authority desired to enhance ground transportation services by working with local ground transportation operators to implement performance improvements in areas such as:

- Airport roadway and traffic safety improvements;
- Efficient commercial vehicle circulation and passenger access procedures;
- Vehicle driver/occupant mishap risk reduction programs;
- Airport ground transportation facilities and support system upgrades;
- Communication equipment modernization and centralized data dissemination procedures;
- Shuttle van availability, particularly during peak hours and late at night;
- Customer service programs designed to enhance the traveler experience through the landside airport environs;
- Improved ADA service, more convenient accommodations and increased travel options for the disabled;
- Improved vehicle appearance and driver professionalism;
- Uniform compliance with SDIA Rules and Regulations governing commercial ground transportation operations; and,
- Environmental leadership program implementation, particularly in air quality improvements and greenhouse gas emissions reductions.

Progress and Status

- Three (3) Taxicab MOA consortiums have signed MOAs: 1) San Diego Taxi Association; 2) San Diego Transportation Association; and the 3) Independent Cab Owners Association. Three Vehicle for Hire Shuttle consortiums have signed MOAs: 1) San Diego County Airport Shuttle Association; 2) SuperShuttle, San Diego; and 3) First Class
- Operational relationships between the Authority and the Consortiums have been established and implemented. Formal monthly meetings (with agenda and actions) have been in place since January 2012. These monthly meetings have focused on specific MOA responsibilities and ensuring these responsibilities are continually enhanced. The MOA Responsibility Summary (Attachment C) provides a status of each responsibility:
 - Taxicab Consortium summary (all three cab consortiums) reflects all responsibilities as complete except Airport Authority Items #3 and #17 (long-term) and Joint Responsibilities Items #3 (long-term) and #7 (short-term).

- SDCASA summary reflects all responsibilities as complete except Airport Authority Items #3 and #15 (long-term), SDCASA Item #7 (short-term) and Joint Responsibilities Items #1 (long-term) and #7 (short-term).
- SuperShuttle summary reflects all responsibilities as complete except Airport Authority Items #3 and #15 (long-term) and Joint Responsibilities Item #1 (long-term) and #7 (short-term).
- First Class MOA compliance review was conducted on March 18 and reflects all responsibilities as complete except Airport Authority Items #3 and #15 (long-term), First Class Responsibilities #5 and #7 (short-term) and Joint Responsibilities #1 (long-term) and #3 and #7 (short-term).
- Monthly meetings with the consortium representatives will continue through 2013. Specific topics include:
 - T2 Curb Operations and Congestion
 - Customer service areas/kiosk inside terminal
 - Distribution of shuttles on the curb
 - Single Point of Contact for resolutions/decisions
 - Technology (Wi-Fi, Internet)
- Town hall meetings open to all taxi and shuttle van drivers were held in November 2012 and March 2013. The primary meeting topics included hold lot amenities and operations, CSR duties and responsibilities, customer service and operational improvements.
- Terminal 2 roadway changes and transit island updates are communicated as changes become known. A T2 operations and transit island plan presentation to solicit consortium member feedback was conducted in March 2013.

The taxicab and shuttle consortiums have worked diligently and professionally with the Authority to address the operational enhancements contained in the ground transportation MOAs.

5. Status of ACE Parking Management, Inc. Obligations for Parking and Shuttle Services Agreements

Parking Management Services Agreement

Background

ACE Parking Management Inc. (ACE) entered into an agreement with the Authority to provide with parking management services on March 16, 2012. The agreement provides for the professional management and operation of the parking facilities and the provision of customer service representatives to accommodate the needs and conveniences of airport passengers, the public and airline employees. As the parking management contractor, ACE is required to collect all parking receipts, operate and maintain all Airport parking facilities, inventory vehicles occupying the parking facilities, manage the parking operations' staff, manage the customer service representatives, and provide operational and transactional data.

Progress and Status

ACE committed to provide certain other enhancements in addition to parking management services. These enhancements included an upgrade to parking operations with better operational and financial data, enhanced technology and other business improvements as follows:

- Installation and operation of: 1) Taxi Staging and Hold Lot Monitoring System; 2) Mobile License Plate Recognition and Inventory System; and, 3) Web PARCS online reporting software and upgrade;
- ACDBE listing with amounts spent on each vendor or supplier;
- Evidence that ACE solicited a minimum of three bids for products and services;
- Worker Retention Program:
- Monthly report of customer service training topics;
- Quarterly report compiling customer and secret shopper reports;
- Parking transactional reports;
- Using sustainable products; and,
- Providing monthly staffing levels and schedules.

Shuttle Services Agreement

Background

The Authority and ACE entered into an agreement to provide Shuttle Services on February 8, 2012. The agreement was reached to obtain services needed to provide vehicles and courtesy shuttle service among the Airport's terminals and remote parking facilities for Airport passengers, the public and airline employees. Among other obligations, ACE must provide, operate and manage vehicles for Courtesy Shuttle Services for the public, employees and passengers at the Airport.

Progress and Status

ACE also committed to provide certain other enhancements in addition to the Shuttle Services. These enhancements were offered to upgrade shuttle operations with better operational and financial data, enhanced technology and other business improvements:

- Installation and operation of a new GPS Tracking System comprised of: 1) a new GPS monitoring device located on each shuttle vehicle; and, 2) each passenger pick up location equipped with a new Vehicle GPS Tracking Monitor capable of displaying and advising public passengers of the vehicle locations and arrival times at each passenger pick-up location;
- An On-Board Shuttle Vehicle Messaging Screen Display System
- Courtesy Shuttle Service Personnel Training;
- Courtesy Shuttle Service Personnel Uniforms;
- Staffing Schedule;
- Passenger Wait Times; and,
- Worker Retention.

Current status information about ACE parking management and shuttle services agreements is provided in Attachment D.

ACE Parking Management Services Agreement Expense Savings

ACE continues to identify and implement cost saving measures. The first year's operating expenses (thru February 2013) represents 11.5 months of the contract's first year.

| YTD Expenses for ACE Parking Management Services Agreement (Year 1 thru Feb 2013) (unaudited) | |
|-----------------------------------------------------------------------------------------------|-------------|
| BAFO Budgeted Expenses | \$4,632,062 |
| Actual Expenses | \$4,335,301 |
| Variance | \$296,761 |

Examples of reduced expenses and prudent fiscal management within the budget include the following:

- Reduced wages through automation: Examples include operating more cashier lanes in "credit card only" mode, which has reduced cashier wages. "Credit card only" lanes are set up so that customers who wish to pay using a credit card can exit the lot using an unattended booth.
- Staff efficiency on the overnight license plate inventory team due to the mobile license plate inventory system has reduced the need from three to two lot attendants per night resulting in a savings of approximately \$45-\$50,000 in payroll and overhead.
- Vendor agreements were re-negotiated by ACE at the beginning of the contract and amounted to \$92,450 in savings.
- Concentrated effort by ACE management to reduce hours as much as possible by using supervisors and managers to cover breaks and employee call-offs whenever possible. ACE also sends employees home when activity is slower than normal. All of this has resulted in a positive variance to the budgeted payroll numbers of approximately \$116,000.

6. Taxicab Wait Times

Authority staff continues to work closely with taxicab providers and ACE to minimize taxicab wait times and improve overall service for customers at the airport terminal transportation islands. There is a limited amount of space for taxicabs to wait for customers at the terminal transportation islands. A taxicab hold lot located at the southwest corner of the intersection of Harbor Drive and Harbor Island Drive provides a staging area for taxicabs waiting to be dispatched to the transportation islands. Taxicab wait times are monitored by ACE Customer Service Representatives (CSRs), Authority Airport Traffic Officers (ATOs), ACE Management and Authority Ground Transportation staff. When customers wait in excess of ten minutes and taxicabs are

000085

not available, a review is conducted to determine the reason(s) for the service delay. Extended wait times sometimes occur at Terminals 1 and 2. The cause for service delays are usually attributed to one or more of the following: peaks in taxicab customer demand due to conventions, special events and/or airline arrival delays; a lack of taxicabs at the hold lot; a high a volume of vehicle traffic on Harbor Drive and the entrance roads for Terminals 1 and 2; and, construction at the Terminal 2 roadway and transportation island.

Upcoming conventions and special events are monitored by ACE. Information is posted in advance at the taxicab hold lot to alert taxicab drivers and CSRs that additional taxicabs will be needed. Authority staff and ACE monitor daily flight schedules and the Authority monitors airline passenger load factors on a weekly basis. This information is shared with ATOs, CSRs, taxicab and shuttle drivers.

Currently, there are 327 taxicabs permitted at the Airport. Taxicabs have three separate types of permit decals: "All", "A", and "B". "All" decals can operate at the airport every day. "A" and "B" decals can operate at the airport on alternating days.

Whenever the number of taxicabs at the hold lot cannot meet demand at the transportation islands, the CSRs and/or ATOs open the airport to all taxicabs with airport permits. This brings more taxicabs into the hold lot.

During the past six months, incidents of taxicab wait times have increased at the Terminal 2 transportation island. These service delays occur at peak customer demand times and have been primarily attributed to increased taxicab travel time from the hold lot to the transportation island. The Green Build construction project has periodically closed traffic lanes in front of the terminal, and the transportation island has been reduced in size and relocated twice.

When the T2 transportation island construction is completed in June 2013, the amount of curb space for ground transportation vehicles will nearly double. Two additional crosswalks and new way finding will be added to enhance the flow of pedestrian traffic through the islands. All of these enhancements will ensure a smoother flow of ground transportation traffic into and out of the island and less congestion at vehicle drop off and pickup curb locations.

In the future, taxicab wait times will also be regularly monitored by reviewing video from cameras installed at the transportation islands and the taxi/shuttle hold lot. Peak customer demand times will be reviewed to identify and/or confirm service delays. The video information will improve the process for identifying the exact cause for service delays so that adjustments and corrections can be made immediately.

Attachment E provides an example of a video review summary of taxicab wait times at the T1 transportation island during peak demand times in February and March 2013. It should be noted that where wait times indicate that customer demand has exceeded the cab availability at the transportation island, taxicabs are being rapidly dispatched from the hold lot, as shown by the average dispatch time, which is in seconds and not minutes.

7. Taxi/Shuttle Hold Lot and Transportation Islands Service Improvements

Since the last Board update in October 2012, significant actions have been taken to improve customer service at the taxi/shuttle hold lot and the transportation islands.

As of January 2013, one ATO is assigned from each shift to serve as a compliance officer for the taxi/shuttle hold lot, transportation islands and the airport parking lots. The compliance officer monitors and inspects ground transportation providers and their vehicles to ensure compliance with Authority codes and policies and collaborate with the providers to enhance customer service.

ACE has completed the following improvements:

- Mandatory customer service training for all CSRs (November 2012);
- Ongoing monthly meetings with CSR and ATO supervisors to identify and implement operational improvements;
- New signs showing estimated wait times for taxicabs at terminal transportation islands;
- Modified a process that reduced by approximately 50% the amount of time needed to dispatch taxicabs from the hold lot;
- ACE Management is regularly attending monthly taxi/shuttle MOA Consortium meetings;
- Video cameras were installed at Terminal 1 and Commuter Terminal transportation islands to monitor and review Ground Transportation activity at those locations;
- A video monitor was installed at the taxi shuttle hold lot to help the dispatcher better monitor activity at the transportation islands;
- Video cameras will be installed at the T2 transportation island and the taxi/shuttle hold lot by the end of March 2013; and,
- ACE Management contact information is posted at the taxi/shuttle hold lot to provide a more direct line of communication with the taxi/shuttle drivers.

Future improvements in service at the taxi/shuttle hold lot and transportation islands will be provided through a FY2014 Capital Improvement Program (CIP) Project that will:

1. Update existing AVI equipment. This equipment tracks the movement of permitted vehicles at the taxicab/shuttle hold lot and Ground Transportation Islands.
2. Install automated taxicab trip fee payment system. This will provide payment kiosks and a debit card system to collect taxicab trip fees and eliminate the need for trip fee coupons.
3. Install automated taxicab dispatch system. This will automate the dispatch of taxicabs from the hold lot to the transportation islands in timely manner to reduce the customer wait times and allow the CSRs to direct more attention to customers on the transportation islands.

Moving Forward

Staff will continue to provide the Board with annual update reports on the Ground Transportation Program.

Fiscal Impact:

There are no additional fiscal impacts with this update.

Authority Strategies:

This item supports one or more of the Authority Strategies, as follows:

| | | | | | | | | | |
|-------------------------------------|--------------------|-------------------------------------|-------------------|--------------------------|-------------------|-------------------------------------|--------------------|-------------------------------------|---------------------|
| <input checked="" type="checkbox"/> | Community Strategy | <input checked="" type="checkbox"/> | Customer Strategy | <input type="checkbox"/> | Employee Strategy | <input checked="" type="checkbox"/> | Financial Strategy | <input checked="" type="checkbox"/> | Operations Strategy |
|-------------------------------------|--------------------|-------------------------------------|-------------------|--------------------------|-------------------|-------------------------------------|--------------------|-------------------------------------|---------------------|

Environmental Review:

- A. California Environmental Quality Act: This Board action, as an administrative action, is not a project that would have a significant effect on the environment as defined by the California Environmental Quality Act ("CEQA"), as amended. 14 Cal. Code Regs. §15378. This Board action is not a "project" subject to CEQA. Cal. Pub. Res. Code §21065.
- B. California Coastal Act Review: This Board action is not a "development" as defined by the California Coast Act. Cal. Pub. Res. Code §30106.

Equal Opportunity Program:

Not applicable.

Prepared by:

ANGELA SHAFER-PAYNE
VICE PRESIDENT, PLANNING & OPERATIONS

RESOLUTION NO. 2012-0114

**A RESOLUTION OF THE BOARD OF THE
SAN DIEGO COUNTY REGIONAL AIRPORT
AUTHORITY APPROVING A SECOND
MODIFICATION TO THE VEHICLE CONVERSION
INCENTIVE-BASED PROGRAM**

WHEREAS, the Board of the San Diego County Regional Airport Authority (Authority) has previously approved and adopted the Ground Transportation Vehicle Conversion Incentive-Based Program (Incentive Program) in accordance with the terms and conditions of the MOU with the California Attorney General; and

WHEREAS, the Incentive Program provides reduced user fees (i.e., annual permit fees and/or trip fees) for Alternative Fuel Vehicles (AFVs) and Clean Air Vehicles (CAVs), but increased user fees for non-AFVs and non-CAVs; and

WHEREAS, a first modification to the Incentive Program, which replaced the reduced user fee incentive program for taxicab AFVs and CAVs with a cash-based incentive program and at least a partial waiver of permit fees, beginning July 1, 2012 (FY 2013) and lasting through FY 2016 was approved and adopted by the Board on May 3, 2012, but with an effective date of July 1, 2012; and

WHEREAS, the Board's action imposes no new fees and does not increase any fee currently in place in the Incentive Program; and

WHEREAS, Authority staff presented the estimated financial impact to the Authority of a second modification to the Incentive Program which would allow a 100% incentive for FY 2013 and FY 2014 and no disincentive for FY 2013 and FY 2014; and

WHEREAS, the Board considered the information provided by staff, information contained in the staff report and other relevant materials regarding the program; and

WHEREAS, prior to the approval of the second modification to the Incentive Program, the Board provided an opportunity for interested members of the public and representatives of the commercial ground transportation industry to comment and present further information regarding this matter.

NOW, THEREFORE, BE IT RESOLVED that the Board hereby **FINDS**, after considering the evidence presented and the reports provided, that the second modified Incentive Program will still achieve its intended goal to reduce greenhouse gas emissions and the carbon footprints of airport businesses in the region, is reasonable in scope and effect, continues to impose non-discriminatory incentives and disincentives, continues to impose reasonable fees and incentives, and ensures the public commercial ground transportation industry serving the Airport can continue to economically provide public transportation services; and

BE IT FURTHER RESOLVED that the Board hereby **APPROVES** and **ADOPTS** the second modified Incentive Program (as depicted in Attachment A) in accordance with the terms and conditions of the MOU with the California Attorney General; and

BE IT FURTHER RESOLVED that the President/CEO is hereby **AUTHORIZED** to adopt further rules and regulations as terms and conditions of the Authority's licenses, permits and contracts with the public commercial ground transportation providers serving the Airport and to take such other actions as are necessary to enforce the second modified Incentive Program; and

BE IT FURTHER RESOLVED that the President/CEO is hereby **AUTHORIZED** to suspend or cancel the Incentive Program at any time; and

BE IT FURTHER RESOLVED that the Board **FINDS** this action is not a "project" as defined by the California Environmental Quality Act (CEQA). Cal. Pub. Res. Code §21065, and is not a "development" as defined by the California Coastal Act. Cal. Pub. Res. Code §30106.

PASSED, ADOPTED AND APPROVED by the Board of the San Diego County Regional Airport Authority at a regular meeting this 4th day of October, 2012, by the following vote:

AYES: Board Members: Cox, Desmond, Gleason, Panknin, Robinson, Smisek

NOES: Board Members: Boland

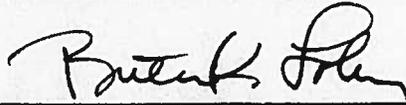
ABSENT: Board Members: Hubbs, Young

ATTEST:



TONY R. RUSSELL
DIRECTOR, CORPORATE SERVICES/
AUTHORITY CLERK

APPROVED AS TO FORM:



BRETON K. LOBNER
GENERAL COUNSEL

000091

Attachment A

Incentive Program in Place Prior to October 4, 2012 Board Action

| All Modes of Transportation Except Taxicabs | FY13 | FY14 | FY15 | FY16 | FY17 |
|---------------------------------------------|------|------|------|------|------|
| % Reduced User Fees (Discount) | 75% | 50% | 25% | 10% | 0% |
| % Increased User Fees (Premium) | 25% | 50% | 75% | 100% | 150% |

| Taxicab Incentive Program | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 |
|------------------------------------------------------------------------------------------------|------------------------------------------|------------------------------------------|------------------------------------------|------------------------------------------|--------|--------|
| % Reduced user fees for AFVs/CAVs | 0% | 0% | 0% | 0% | 0% | 0% |
| Permit Fee Reduction for "all" day permit holders of AFVs/CAVs (per taxicab) ¹ | Lesser of full waiver or \$400 reduction | Lesser of full waiver or \$700 reduction | Lesser of full waiver or \$850 reduction | Lesser of full waiver or \$800 reduction | \$0 | \$0 |
| Permit Fee Reduction for holders of "A" or "B" permits of AFVs/CAVs (per taxicab) ¹ | Lesser of full waiver or \$200 reduction | Lesser of full waiver or \$350 reduction | Lesser of full waiver or \$425 reduction | Lesser of full waiver or \$400 reduction | \$0 | \$0 |
| Incentive Payment to "all" day permit holders of AFVs/CAVs (per taxicab) ¹ | \$2500 | \$2000 | \$500 | \$0 | \$0 | \$0 |
| Incentive Payment to holders of "A" or "B" permits of AFVs/CAVs (per taxicab) ¹ | \$1250 | \$1000 | \$250 | \$0 | \$0 | \$0 |
| % Increased user fees for non-AFVs/non-CAVs | 25% | 50% | 75% | 100% | 150% | 200% |

¹"All" permit holders are authorized to serve SDIA every day; Holders of "A" or "B" permits are authorized to serve SDIA only on specific days (approximately equivalent to every other day, or half of "all" permits).

Second Modified Incentive Program Adopted On October 4, 2012
(changes from previous Incentive Program are depicted in bold red)

| All Modes of Transportation Except Taxicabs | FY13 | FY14 | FY15 | FY16 | FY17 |
|----------------------------------------------------|-------------|-------------|-------------|-------------|-------------|
| % Reduced User Fees (Discount) | 100% | 100% | 25% | 10% | 0% |
| % Increased User Fees (Premium) | 0% | 0% | 75% | 100% | 150% |

| Taxicab Incentive Program | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 |
|------------------------------------------------------------------------------------------------|--------------------|--------------------|------------------------------------------|------------------------------------------|---------------|---------------|
| % Reduced user fees for AFVs/CAVs | 0% | 0% | 0% | 0% | 0% | 0% |
| Permit Fee Reduction for "all" day permit holders of AFVs/CAVs (per taxicab) ¹ | Full Waiver | Full Waiver | Lesser of full waiver or \$850 reduction | Lesser of full waiver or \$800 reduction | \$0 | \$0 |
| Permit Fee Reduction for holders of "A" or "B" permits of AFVs/CAVs (per taxicab) ¹ | Full Waiver | Full Waiver | Lesser of full waiver or \$425 reduction | Lesser of full waiver or \$400 reduction | \$0 | \$0 |
| Incentive Payment to "all" day permit holders of AFVs/CAVs (per taxicab) ¹ | \$2500 | \$2000 | \$500 | \$0 | \$0 | \$0 |
| Incentive Payment to holders of "A" or "B" permits of AFVs/CAVs (per taxicab) ¹ | \$1250 | \$1000 | \$250 | \$0 | \$0 | \$0 |
| % Increased user fees for non-AFVs/non-CAVs | 0% | 0% | 75% | 100% | 150% | 200% |

¹"All" permit holders are authorized to serve SDIA every day; Holders of "A" or "B" permits are authorized to serve SDIA only on specific days (approximately equivalent to every other day, or half of "all" permits).

| Item # | Station/Operator Name | Fuel Type | Address | Hours of Operation | Notes |
|--------|-------------------------------------------|-----------|-----------------------------------------------|---------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|
| 1 | Expo Propane | LPG | 3650 J/3 Kettner Blvd, San Diego, CA 92101 | 7 days a week/24 hours | Opened December 2012 |
| 2 | Clean Energy CNG | CNG | 3519 India Street, San Diego, CA 92103 | 7 days a week/24 hours | Opened October 2012 |
| 3 | Clean Energy/Shell Oil (S.D. Airport) | CNG | 2521 Pacific Highway, San Diego, CA 92101 | 7 days a week/24 hours | |
| 4 | Pearson Fuels | LPG | 4067 El Cajon Blvd., San Diego, CA 92105 | 7 days a week/24 hours | LPG fully operational. CNG Removed October 2012 - Status of replacement unknown |
| 5 | Expo Propane (Planned) | LPG | 5790 Balboa Avenue, San Diego, CA 92117 | 7 days a week/24 hours | |
| 6 | SDG&E Service Center - Kearny | CNG | 5488 Overland Avenue, San Diego, CA 92123 | 7 days a week/24 hours | |
| 7 | Expo Propane (Planned) | LPG | 5596 Kearny Mesa Road, San Diego, CA 92111 | 7 days a week/24 hours | |
| 8 | U-Haul - Chula Vista | LPG | 99 N 4th Ave., Chula Vista, CA 91910 | M-Th/7am to 7pm, F/7am to 8pm, Sat/7am to 7pm, Sun/7am to 5pm | |
| 9 | U-Haul - Lemon Grove | LPG | 1805 Massachusetts Ave, Lemon Grove, CA 91945 | M-Th/7am to 7pm, F/7am to 8pm, Sat/7am to 7pm, Sun/7am to 5pm | |
| 10 | SDG&E Service Center - Miramar Yard | CNG | 6875 Consolidated Way, San Diego, CA 92121 | 7 days a week/24 hours | |
| 11 | Chula Vista Education Center | CNG | 84 East J Street, Chula Vista, CA 91910 | M-F/6:30am to 5pm | |
| 12 | Ferrellgas | LPG | 8088 Miramar Road, San Diego, CA 92126 | M-F/7am to 3pm | |
| 13 | City of Chula Vista | CNG | 1800 Maxwell Road, Chula Vista, CA 91911 | 7 days a week/24 hours | |
| 14 | Eagle Gas | LPG | 8445 Los Coches Road, El Cajon, CA 92021 | 7 days a week/6:30am to 8pm | Station operational as of Fall 2012 |
| 15 | Poway Unified School District (USD) | CNG | 13626 Twin Peaks Road, Poway, CA 92064 | M-F/6am to 7pm | Public pump down as of January 2013. Poway USD recently received funding to upgrade fueling system. |
| 16 | Ferrellgas | LPG | 107 S. Vinewood Street, Escondido, CA 92029 | M-F/7am to 3pm | |
| 17 | SDG&E Service Center - Carlsbad | CNG | 5016 Carlsbad Blvd., Carlsbad, CA 92008 | 7 days a week/24 hours | |
| 18 | Westmart | LPG | 4990 Avenida Enchinas, Carlsbad, CA 92008 | 7 days a week/6:00am to 12am | |
| 19 | Alliance AutoGas/DHL/San Diego Blood Bank | LPG | 3636 Gateway Center Ave., San Diego, CA 92102 | Private fleet station | |
| 20 | Amerigas | LPG | 9350 Miramar Road, San Diego, CA 92126 | Fueling during regular business hours | |
| 21 | Proflame of Ramona | LPG | 1363 Walnut Street, Ramona, CA 92065 | Fueling during regular business hours | |
| 22 | County Proflame (Alpine) | LPG | 15289 Olde Highway 80, El Cajon, CA 92021 | Fueling during regular business hours | |
| 23 | Proflame | LPG | 29890 Columbia Street, Santa Ysabel, CA 92070 | M-F/9am-5pm | |
| 24 | North Park Union 76 | LPG | 3154 El Cajon Blvd., San Diego, CA 92104 | 7 days a week/24 hours | |
| 25 | Broadway 76 | LPG | 7180 Broadway, Lemon Grove, CA 91945 | 7 days a week/24 hours | |
| 26 | East County Feed and Supply | LPG | 10845 Woodside Ave., Santee, CA 92071 | M-F/8:30am to 6pm, Sat/8:30am to 5pm, Sun/10am to 4pm | |
| 27 | Valero Gas Lakeside | LPG | 12106 Woodside Ave., Lakeside, CA 92040 | M-F/4am to 11pm, Sat/6am to 11pm, Sun/6am to 10pm | |

Notes:

1. The Expo Propane LPG fueling stations are planned and scheduled to be operational by May 2013. Additional stations are planned in late 2013.
2. Private CNG fueling stations are located throughout San Diego County and are not listed in this list.
3. On-site and mobile propane service is available from propane distributors throughout San Diego County including Amerigas, Proflame, Kamps Propane, and North County Welding Supply.
4. Additional U-Haul locations supplying LPG may be available throughout San Diego County.

MOA Responsibility Summary

MOA Responsibility Summary- March 2013

| | |
|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
|  | Complete (CO) |
|  | Long-term/high importance action for significant review, analysis and coordination (LT) |
|  | Short term task for immediate action and closure (IP) |
|  | Incomplete (INC) |

Taxi Cab Consortium MOA Summary (San Diego Transportation Association and San Diego Taxi Association) (Excludes Independent Cab Owners Association (ICOA))

| Responsibility and Number | Responsibility Summary | Status: Complete (CO) ; In Progress (IP); Long-term discussion topic (LT); Incomplete (INC) with highlights |
|---------------------------|---------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| AIRPORT AUTHORITY | | |
| 1 | Maintain open lines of communication | CO Monthly meetings are scheduled with agendas and conducted with consortium representatives to resolve operational and customer service issues. |
| 2 | Ensure operational programs and business planning decisions considered prior to implementation | CO Operational programs and business planning decisions are incorporated into the periodic communication between the Authority and the Taxicab consortiums e.g. Terminal 2 Operations Phasing plans |
| 3 | Specific programs to meet the performance objectives | LT Ongoing discussion to develop specific programs that meet agreed-to performance objectives e.g. GT facility and support system upgrades; Communication equipment upgrades; Customer service programs; Improved vehicle appearance; Driver professionalism; SDIA Rules and Regulations compliance |
| 4 | Confer with industry to develop facilities that support SDIA taxicab operations | CO Ground transportation operational changes are communicated in a timely and complete manner. |
| 5 | Improvements to hold lots and driver amenities e.g. restrooms, concessions, reflection/meditation areas | CO Restrooms, Reflection/meditation area All taxicab services are allowed to operate at the transportation plaza and hold lot facilities. |

MOA Responsibility Summary

| Responsibility and Number | Responsibility Summary | Status: Complete (CO) ; In Progress (IP); Long-term discussion topic (LT); Incomplete (INC) with highlights | |
|---------------------------|----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| AIRPORT AUTHORITY | | | |
| 6 | Comprehensive cost recovery system | CO | Cost recovery allocated annually and incorporated into the permit fee; 2013 permit fees established. |
| 7 | Provision of annual financial report outlining expenditures, fee rate estimates | CO | See #6 |
| 8 | Ground Transportation Service Operator Guide | CO | Distributed to Consortium representatives on 5/1/12 |
| 9 | Periodic vehicle inspections | CO | Underway and completed daily; inspection data compiled and reviewed. |
| 10 | Kiosk design architecture and cost | CO | Terminal kiosk locations for taxicab and shuttle van operations are unavailable for the immediate future. |
| 11 | Conduct quarterly meetings | CO | Monthly meetings are underway with consortium reps. Meetings conducted monthly since Jan. 2012 |
| 12 | Alternative approach to acquire vehicles including pooling arrangements, etc. | CO | Assistance provided to secure AFV through Mossy Toyota and the California Center for Sustainable Energy (CCSE) available through 8/31/12. |
| 13 | Cost reduction programs for procurement, fueling, upkeep, insurance | CO | Insurance broker meetings conducted June 26, 2012 |
| 14 | Federal and state Small Business Administration (SBA) training courses and handbook guidance | CO | Meetings with SBA and SCORE representatives conducted June 26, 2012 |
| 15 | Taxicab permits- increase Airport Authority control over transferability | CO | Currently the Airport's Rules and Regulations Code 9.19 (b) defines the permitting requirements for post 2014 transfers. An alternative proposal from the taxicab consortiums has been brought to the staff for consideration and denied. |
| 16 | SDIA Rules and Regulations requiring all taxicab permit holders to join the MOA consortium. | CO | SDIA Rules and Regulations Section 5.4 COMMERCIAL TRANSPORTATION VEHICLES, sub-section D6 "Issuance and Transfer of Permits" |

MOA Responsibility Summary

| Responsibility and Number | Responsibility Summary | Status: Complete (CO) ; In Progress (IP); Long-term discussion topic (LT); Incomplete (INC) with highlights | |
|--------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| AIRPORT AUTHORITY | | | |
| 17 | Evaluate ground transportation program for system improvements for one (1) year | LT | Data collection underway for Customer Satisfaction and Vehicle inspections. |
| San Diego Taxi Association & San Diego Transport Association | | | |
| 1 | (Consortia will) establish and maintain as a business entity | CO | Business entity since Apr/May 2011. |
| 2 | Single point of contact (with alternate) for timely planning, problem solving, driver performance/complaints, congestion | CO | SPOC designated and alternates have been identified. The SPOC will work with drivers to resolve operational issues, vehicle appearance and customer complaints. |
| 3 | Program to monitor taxicab appearance standards | CO | Taxicab appearance standards have been clearly communicated to all drivers. The Airport Authority continues to inspect and enforce. |
| 4 | Ensure conformance to SDIA Rules and Regulations | CO | Taxicab conformance to SDIA Rules and Regulations has been communicated to all cab drivers. The Airport Authority continues to inspect and enforce. |
| 5 | Program for monitoring driver appearance and professional behavior | CO | Taxicab driver appearance and professional behavior standards have been clearly communicated to all cab drivers. The Airport Authority continues to inspect and enforce. |
| 6 | Process for correcting and disciplining member owners and drivers | CO | Drivers will be made aware that any disciplinary action may result in dismissal from the MOA consortium. |
| 7 | Control system, acceptable to the Authority, ensuring the designated number of taxicabs servicing the airport. | CO | The Authority has established a control system to ensure the designated number of taxicabs service the airport but the effectiveness. The consortiums will continue to monitor. |

MOA Responsibility Summary

| Responsibility and Number | Responsibility Summary | Status: Complete (CO) ; In Progress (IP); Long-term discussion topic (LT); Incomplete (INC) with highlights | |
|-------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 8 | Electronic collection of fares | CO | Taxicabs equipped with electronic devices for safe and secure fare transactions |
| 9 | Recognition of other ground transportation consortiums | CO | MOA signed |
| Authority & Taxicab Consortium Joint Responsibilities | | | |
| 1 | Process for addressing airport ground transportation system shortfalls | LT | Currently, customer satisfaction and vehicle appearance inspection data is being collected. Other ground transportation issues will be addressed. |
| 2 | Meet quarterly with agreed upon agenda. Invite all taxicab consortium members. | CO | Meetings with drivers have been held in November 2012 and March 2013 |
| 3 | Formulate an expanded Driver Training program curriculum | CO | Driver training using the on-line taxicab, Limousine & Paratransit Association (TLPA) training modules with certification and recertification requirements and the SDCASA classroom training program have been approved. |
| 4 | Complaint Resolution process | CO | Airport Rules and Regulations, Section 7.0 provides the process for citations (7.4) and appeals (7.6). |
| 5 | Provision of a well-trained and motivated Customer Service Representative to help manage daily operations | CO | The Airport (through ACE Parking) provides CSR coverage for all taxicab hold lot dispatch and operations. |
| 6 | Devise CSR best practices establishing duties and responsibilities and standards of performance | CO | Job descriptions with duties and responsibilities outlined and performance standards specified are available. |
| 7 | Closely monitor conditions at the hold lot and transportation plazas | IP | Video equipment installed at the T1 Transit Island, Commuter Terminal and the Hold Lot. Equipment will be installed at T2 by March 13, 2013 |

MOA Responsibility Summary

| Responsibility and Number | Responsibility Summary | Status: Complete (CO) ; In Progress (IP); Long-term discussion topic (LT); Incomplete (INC) with highlights | |
|-------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|
| Authority & Taxicab Consortium Joint Responsibilities | | | |
| 8 | Program guidelines and written plan for achieving total airport taxicab fleet conversion to electric, alternative or clean air vehicle per the schedule | CO | The Air Quality Management Plan (AQMP) provides guidance for the vehicle conversion plan and schedule. |
| 9 | Program guidelines and written plan for enhanced service, accommodations and traveling options for the disabled. | CO | Two vehicles are available throughout the day for disabled passenger transportation. |

RESPONSIBILITY SUMMARY

| Consortium | Complete | Long-Term | In Progress | Incomplete |
|---------------------------------------------|--------------------------------------------|-------------------------------------------|-------------------------------------------|-------------------------------------------|
| San Diego Transportation Association | Authority: 15 Consortium: 9 Joint: 7 | Authority: 2 Consortium: 0 Joint: 1 | Authority: 0 Consortium: 0 Joint: 1 | Authority: 0 Consortium: 0 Joint: 0 |
| San Diego Taxi Association | Authority: 15 Consortium: 9 Joint: 7 | Authority: 2 Consortium: 0 Joint: 1 | Authority: 0 Consortium: 0 Joint: 1 | Authority: 0 Consortium: 0 Joint: 0 |
| Independent Cab Owners Association | Authority: 15 Consortium: 9 Joint: 7 | Authority: 2 Consortium: 0 Joint: 1 | Authority: 0 Consortium: 0 Joint: 1 | Authority: 0 Consortium: 0 Joint: 0 |

MOA Responsibility Summary

Shuttle Consortium MOA Summary (San Diego County Airport Shuttle Association)

| Responsibility and Number | Responsibility Summary | Status: Complete (CO) ; In Progress (IP); Long-term discussion topic (LT); Incomplete (INC) with highlights | |
|---------------------------|---------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| AIRPORT AUTHORITY | | | |
| 1 | Maintain open lines of communication | CO | Monthly meetings scheduled and agenda developed by Authority staff in cooperation with consortium reps. |
| 2 | Ensure operational programs and business planning decisions considered prior to implementation | CO | Operational programs and business planning decisions are incorporated into the periodic communication between the Authority and the taxicab consortiums e.g. Terminal kiosk walk through |
| 3 | Specific programs to meet the performance objectives | LT | GT facility and support system upgrades Communication equipment upgrades Customer service programs Improved vehicle appearance Driver professionalism SDIA Rules and Regulations compliance |
| 4 | Confer with SDCASA to develop facilities that support SDIA shuttle van operations | CO | Ground transportation operational changes are communicated in a timely and complete manner. |
| 5 | Improvements to hold lots and driver amenities e.g. restrooms, concessions, reflection/meditation areas | CO | Restrooms upgraded Reflection/meditation area provided |
| 6 | Comprehensive cost recovery system | CO | Cost allocated annually and incorporated into the permit fee; 2013 permit fees have been communicated. |
| 7 | Provision of annual financial report outlining expenditures, fee rate estimates | CO | See #6 |
| 8 | Ground Transportation Service Operator Guide | CO | Distributed to all shuttle van consortium members 5/1/12. |
| 9 | Periodic vehicle inspections | CO | Underway and completed daily; inspection data compiled and reviewed. |
| 10 | Kiosk design architecture and cost | CO | Terminal kiosk locations for shuttle van operations have been discussed but are unavailable for the immediate future. |

MOA Responsibility Summary

| Responsibility and Number | Responsibility Summary | Status: Complete (CO) ; In Progress (IP); Long-term discussion topic (LT); Incomplete (INC) with highlights |
|-----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| AIRPORT AUTHORITY | | |
| 11 | Conduct quarterly meetings | CO Monthly meetings scheduled and agenda developed by Authority staff in conjunction with consortium reps. Meetings conducted monthly since Jan. 2012 |
| 12 | Alternative approach to acquire vehicles including pooling arrangements, etc. | CO Assistance provided to secure AFV data and financing through the California Center for Sustainable Energy (CCSE). |
| 13 | Cost reduction programs for procurement, fueling, upkeep, insurance | CO Insurance broker meeting held June 26, 2012. |
| 14 | Federal and state Small Business Administration (SBA) training courses and handbook guidance | CO Meetings with SBA and SCORE representatives held June 26, 2012. |
| 15 | Evaluate ground transportation program for system improvements for one (1) year | LT Data collection for Customer Satisfaction and Vehicle inspections underway. |
| San Diego County Airport Shuttle Association | | |
| 1 | Single point of contact (with alternate) for timely planning, problem solving, driver performance/complaints, congestion | CO SPOC designated but an alternate has not; SPOC authority/responsibility to address shuttle van issues, vehicle appearance and customer complaints needs resolution. |
| 2 | Program to monitor shuttle van appearance standards | CO Conducts program to monitor shuttle van appearance standards. |
| 3 | Program for monitoring driver appearance and professional behavior | CO Conducts program to monitor driver appearance and professional behavior. |
| 4 | Ensure conformance to SDIA Rules and Regulations | CO Diligently communicates and holds drivers accountable for SDIA Rules and Regulations compliance. |

MOA Responsibility Summary

| Responsibility and Number | Responsibility Summary | Status: Complete (CO) ; In Progress (IP); Long-term discussion topic (LT); Incomplete (INC) with highlights | |
|-----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| San Diego County Airport Shuttle Association | | | |
| 5 | Provide a formal training program, acceptable to the Authority. | CO | An expanded curriculum using Taxicab, Limousine & Paratransit Association (TLPA) training modules with certification and recertification requirements has been presented and is being considered. An SDTA training program as a TLPA equivalent is under review with a decision by 8/31/12. |
| 6 | Maintain records of franchisee driver safety and customer service incidents. | CO | Franchisee driver safety and customer service incidents maintained by respective SDCASA companies. |
| 7 | Control system, acceptable to the Authority, ensuring the designated number of shuttles servicing the airport. | IP | The Authority has established a control system to ensure the designated number of taxicabs service the airport but the effectiveness and monitoring method has not been established. At this time, sufficient shuttle van inventory exists to ensure uninterrupted shuttle service. |
| 8 | Electronic collection of fares | CO | Shuttle vans equipped with electronic devices for safe and secure fare transactions. |
| 9 | All SDCASA vans outfitted with electronic mapping and Global Positioning Systems (GPS) information to the driver. | CO | |
| 10 | Recognition of other ground transportation consortiums | CO | |
| Authority/ SDCASA Joint Responsibilities | | | |
| 1 | Process for addressing airport ground transportation system shortfalls | LT | Collection of customer satisfaction and vehicle appearance inspection data underway. |
| 2 | Meet quarterly with agreed upon agenda. Invite SDCASA franchisees | CO | Meeting with Franchisees held November 2012 and March 2013. |

MOA Responsibility Summary

| Responsibility and Number | Responsibility Summary | Status: Complete (CO) ; In Progress (IP); Long-term discussion topic (LT); Incomplete (INC) with highlights | |
|------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Authority/ SDCASA Joint Responsibilities | | | |
| 3 | Formulate an expanded Driver Training program curriculum | CO | SDCASA has implemented a 2.5 hr. training program attended by all drivers during CQ04 2012 and CQ01 2013. |
| 4 | Complaint Resolution process | CO | Airport Rules and Regulations, Section 7.0 provides the process for citations (7.4) and appeals (7.6). |
| 5 | Provision of a well-trained and motivated Customer Service Representative to help manage daily operations | CO | The Airport (through ACE Parking) provides CSR coverage for all SDCASA hold lot dispatch and operations. |
| 6 | Allowed to operate on the transportation plazas and in the shuttle van hold lot | CO | All shuttle van services are allowed to operate at the transportation plaza and hold lot facilities. |
| 7 | Closely monitor conditions at the hold lot and transportation plazas | IP | Video equipment has been installed at the T1 Transit Island and the Hold Lot. Equipment will be installed shortly at the Commuter Terminal and at T2 (in conjunction with the construction schedule) |
| 8 | Program guidelines and written plan for achieving total airport taxicab fleet conversion to electric, alternative or clean air vehicle per the schedule | CO | The Air Quality Management Plan (AQMP) provides guidance for the vehicle conversion plan and schedule. |
| 9 | Program guidelines and written plan for enhanced service, accommodations and traveling options for the disabled. | CO | Transportation services for disabled or handicapped people are outsourced to a third party provider. |

MOA Responsibility Summary

Shuttle Consortium MOA Summary (SuperShuttle)

| Responsibility and Number | Responsibility Summary | Status: Complete (CO) ; In Progress (IP); Long-term discussion topic (LT); Incomplete (INC) with highlights | |
|---------------------------|---------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| AIRPORT AUTHORITY | | | |
| 1 | Maintain open lines of communication | CO | Monthly meetings scheduled and agenda developed by Authority staff in cooperation with consortium reps. |
| 2 | Ensure operational programs and business planning decisions considered prior to implementation | CO | Operational programs and business planning decisions are incorporated into the periodic communication between the Authority and the taxicab consortiums e.g. Terminal kiosk walk through |
| 3 | Specific programs to meet the performance objectives | LT | GT facility and support system upgrades Communication equipment upgrades Customer service programs Improved vehicle appearance Driver professionalism SDIA Rules and Regulations compliance |
| 4 | Confer with SuperShuttle to develop facilities that support SDIA shuttle van operations | CO | Ground transportation operational changes are communicated in a timely and complete manner. |
| 5 | Improvements to hold lots and driver amenities e.g. restrooms, concessions, reflection/meditation areas | CO | Restrooms Reflection/meditation area |
| 6 | Comprehensive cost recovery system | CO | Cost allocated annually and incorporated into the permit fee; 2013 permit fees have been communicated. |
| 7 | Provision of annual financial report outlining expenditures, fee rate estimates | CO | See #6 |
| 8 | Ground Transportation Service Operator Guide | CO | Distributed 5/1/12 |
| 9 | Periodic vehicle inspections | CO | Completed daily |
| 10 | Kiosk design architecture and cost | CO | Terminal kiosk locations for shuttle van operations have been discussed but are unavailable for the immediate future. |

MOA Responsibility Summary

| Responsibility and Number | Responsibility Summary | Status: Complete (CO) ; In Progress (IP); Long-term discussion topic (LT); Incomplete (INC) with highlights | |
|---------------------------|--------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| AIRPORT AUTHORITY | | | |
| 11 | Conduct quarterly meetings | CO | Monthly meetings scheduled and agenda developed by Authority staff in cooperation with consortium reps. Meetings have been conducted monthly since Jan. 2012 |
| 12 | Alternative approach to acquire vehicles including pooling arrangements, etc. | CO | Assistance provided for AFV information and financing through the California Center for Sustainable Energy (CCSE). |
| 13 | Cost reduction programs for procurement, fueling, upkeep, insurance | IP | Insurance broker meeting held June 26, 2012 |
| 14 | Federal and state Small Business Administration (SBA) training courses and handbook guidance | IP | Meetings with SBA and SCORE representatives held June 26, 2012 |
| 15 | Evaluate ground transportation program for system improvements for one (1) year | LT | Data collection for Customer Satisfaction and Vehicle inspections underway. |
| SuperShuttle | | | |
| 1 | Single point of contact (with alternate) for timely planning, problem solving, driver performance/complaints, congestion | CO | SPOC designated |
| 2 | Program to monitor shuttle van appearance standards | CO | Program in effect to monitor shuttle van appearance standards. |
| 3 | Program for monitoring driver appearance and professional behavior | CO | Program in effect to monitor driver appearance and professional behavior. |
| 4 | Ensure conformance to SDIA Rules and Regulations | CO | Program in effect to ensure conformance to SDIA Rules and Regulations. |
| 5 | Provide a formal training program, acceptable to the Authority. | CO | Formal training program, acceptable to the Authority, in effect. |

MOA Responsibility Summary

| Responsibility and Number | Responsibility Summary | | Status: Complete (CO) ; In Progress (IP); Long-term discussion topic (LT); Incomplete (INC) with highlights |
|------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|----|-------------------------------------------------------------------------------------------------------------|
| 6 | Maintain records of franchisee driver safety and customer service incidents. | CO | Franchisee driver safety and customer service incidents records maintained. |
| 7 | Control system, acceptable to the Authority, ensuring the designated number of cabs servicing the airport. | CO | Control system in effect. |
| 8 | Electronic collection of fares | CO | Shuttle vans equipped with electronic devices for safe and secure fare transactions |
| 9 | All SuperShuttle vans outfitted with equipment capable of providing electronic mapping and Global Positioning Systems (GPS) information to the driver. | CO | |
| 10 | Recognition of other ground transportation consortiums | CO | |
| Authority & SuperShuttle Joint Responsibilities | | | |
| 1 | Process for addressing airport ground transportation system shortfalls | LT | Collection of customer satisfaction and vehicle appearance inspection data underway. |
| 2 | Meet quarterly with agreed upon agenda. Invite SuperShuttle franchisees | CO | Meeting with Franchisees tentatively scheduled for early November 2012. |
| 3 | Formulate an expanded Driver Training program curriculum | CO | Formal training program, acceptable to the Authority, in effect. |
| 4 | Complaint Resolution process | CO | Airport Rules and Regulations, Section 7.0 provides the process for citations (7.4) and appeals (7.6). |
| 5 | Provision of a well-trained and motivated Customer Service Representative to help manage daily operations | CO | CSRs provided and trained by SuperShuttle. |
| 6 | Allowed to operate on the transportation plazas and in the shuttle van hold lot | CO | All shuttle van services are allowed to operate at the transportation plaza and hold lot facilities. |

MOA Responsibility Summary

| Responsibility and Number | Responsibility Summary | Status: Complete (CO) ; In Progress (IP); Long-term discussion topic (LT); Incomplete (INC) with highlights | |
|------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Authority & SuperShuttle Joint Responsibilities | | | |
| 7 | Closely monitor conditions at the hold lot and transportation plazas | IP | Video equipment has been installed at the T1 Transit Island and the Hold Lot. Equipment will be installed shortly at the Commuter Terminal and at T2 (in conjunction with the construction schedule) |
| 8 | Program guidelines and written plan for achieving total airport taxicab fleet conversion to electric, alternative or clean air vehicle per the schedule | CO | The Air Quality Management Plan (AQMP) provides guidance for the vehicle conversion plan and schedule. |
| 9 | Program guidelines and written plan for enhanced service, accommodations and traveling options for the disabled. | CO | Transportation services for disabled or handicapped people are provided directly by SuperShuttle. |

MOA Responsibility Summary

Shuttle Consortium MOA Summary (Prime Time Shuttle)

| Responsibility and Number | Responsibility Summary | Status: Complete (CO) ; In Progress (IP); Long-term discussion topic (LT); Incomplete (INC) with highlights | |
|---------------------------|---------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| AIRPORT AUTHORITY | | | |
| 1 | Maintain open lines of communication | CO | Monthly meetings scheduled and agenda developed by Authority staff in cooperation with consortium reps. |
| 2 | Ensure operational programs and business planning decisions considered prior to implementation | CO | Operational programs and business planning decisions are incorporated into the periodic communication between the Authority and the taxicab consortiums e.g. Terminal kiosk walk through |
| 3 | Specific programs to meet the performance objectives | LT | GT facility and support system upgrades Communication equipment upgrades Customer service programs Improved vehicle appearance Driver professionalism SDIA Rules and Regulations compliance |
| 4 | Confer with Prime Time to develop facilities that support SDIA shuttle van operations | CO | Ground transportation operational changes are communicated in a timely and complete manner. |
| 5 | Improvements to hold lots and driver amenities e.g. restrooms, concessions, reflection/meditation areas | CO | Restrooms Reflection/meditation area |
| 6 | Comprehensive cost recovery system | CO | Cost allocated annually and incorporated into the permit fee; 2013 permit fees have been communicated. |
| 7 | Provision of annual financial report outlining expenditures, fee rate estimates | CO | See #6 |
| 8 | Ground Transportation Service Operator Guide | CO | Distributed 5/1/12 |
| 9 | Periodic vehicle inspections | CO | Completed daily |
| 10 | Kiosk design architecture and cost | CO | Terminal kiosk locations for shuttle van operations have been discussed but are unavailable for the immediate future. |

MOA Responsibility Summary

| Responsibility and Number | Responsibility Summary | Status: Complete (CO) ; In Progress (IP); Long-term discussion topic (LT); Incomplete (INC) with highlights | |
|---------------------------|--------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| AIRPORT AUTHORITY | | | |
| 11 | Conduct quarterly meetings | CO | Monthly meetings scheduled and agenda developed by Authority staff in cooperation with consortium reps. Meetings have been conducted monthly since Jan. 2012 |
| 12 | Alternative approach to acquire vehicles including pooling arrangements, etc. | CO | Assistance provided for AFV information and financing through the California Center for Sustainable Energy (CCSE). |
| 13 | Cost reduction programs for procurement, fueling, upkeep, insurance | IP | Insurance broker meeting held June 26, 2012 |
| 14 | Federal and state Small Business Administration (SBA) training courses and handbook guidance | IP | Meetings with SBA and SCORE representatives held June 26, 2012 |
| 15 | Evaluate ground transportation program for system improvements for one (1) year | LT | Data collection for Customer Satisfaction and Vehicle inspections underway. |
| First Class | | | |
| 1 | Single point of contact (with alternate) for timely planning, problem solving, driver performance/complaints, congestion | CO | SPOC designated |
| 2 | Program to monitor shuttle van appearance standards | CO | Program in effect to monitor shuttle van appearance standards. |
| 3 | Program for monitoring driver appearance and professional behavior | CO | Program in effect to monitor driver appearance and professional behavior. |
| 4 | Ensure conformance to SDIA Rules and Regulations | CO | Program in effect to ensure conformance to SDIA Rules and Regulations. |
| 5 | Provide a formal training program, acceptable to the Authority. | IP | Formal training program, acceptable to the Authority, developed but awaiting Authority approval. |

MOA Responsibility Summary

| Responsibility and Number | Responsibility Summary | Status: Complete (CO) ; In Progress (IP); Long-term discussion topic (LT); Incomplete (INC) with highlights |
|-----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6 | Maintain records of franchisee driver safety and customer service incidents. | CO Franchisee driver safety and customer service incidents records maintained. |
| 7 | Control system, acceptable to the Authority, ensuring the designated number of shuttles servicing the airport. | IP Control system and designated number of shuttles servicing the airport under review. |
| 8 | Electronic collection of fares | CO Shuttle vans equipped with electronic devices for safe and secure fare transactions |
| 9 | All First Class vans outfitted with equipment capable of providing electronic mapping and Global Positioning Systems (GPS) information to the driver. | CO |
| 10 | Recognition of other ground transportation consortiums | CO |
| Authority & First Class Joint Responsibilities | | |
| 1 | Process for addressing airport ground transportation system shortfalls | LT Collection of customer satisfaction and vehicle appearance inspection data underway. |
| 2 | Meet quarterly with agreed upon agenda. | CO Meeting with Franchisees held in early November 2012 and late March 2013. |
| 3 | Formulate an expanded Driver Training program curriculum | IP Formal training program, acceptable to the Authority, developed but awaiting Authority approval. |
| 4 | Complaint Resolution process | CO Airport Rules and Regulations, Section 7.0 provides the process for citations (7.4) and appeals (7.6). |
| 5 | Provision of a well-trained and motivated Customer Service Representative to help manage daily operations | CO The Airport (through ACE Parking) provides CSR coverage for all taxicab dispatch and operations. Prime Time will be working towards assuming the CSR responsibilities at some future date. |
| 6 | Allowed to operate on the transportation plazas and in the shuttle van hold lot | CO All shuttle van services are allowed to operate at the transportation plaza and hold lot facilities. |

MOA Responsibility Summary

| Responsibility and Number | Responsibility Summary | Status: Complete (CO) ; In Progress (IP); Long-term discussion topic (LT); Incomplete (INC) with highlights | |
|------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Authority & First Class Joint Responsibilities | | | |
| 7 | Closely monitor conditions at the hold lot and transportation plazas | IP | Video equipment has been installed at the T1 Transit Island and the Hold Lot. Equipment will be installed shortly at the Commuter Terminal and at T2 (in conjunction with the construction schedule) |
| 8 | Program guidelines and written plan for achieving total airport taxicab fleet conversion to electric, alternative or clean air vehicle per the schedule | CO | The Air Quality Management Plan (AQMP) provides guidance for the vehicle conversion plan and schedule. |
| 9 | Program guidelines and written plan for enhanced service, accommodations and traveling options for the disabled. | CO | Transportation services for disabled or handicapped people are provided directly by First Class. |

RESPONSIBILITY SUMMARY

| Consortium | Complete | Long-Term | In Progress | Incomplete |
|-----------------------------------------------------|---------------------------------------------|-------------------------------------------|-------------------------------------------|-------------------------------------------|
| San Diego County Airport Shuttle Association | Authority: 13 Consortium: 9 Joint: 7 | Authority: 2 Consortium: 0 Joint: 1 | Authority: 0 Consortium: 1 Joint: 1 | Authority: 0 Consortium: 0 Joint: 0 |
| SuperShuttle | Authority: 13 Consortium: 10 Joint: 7 | Authority: 2 Consortium: 0 Joint: 1 | Authority: 0 Consortium: 0 Joint: 1 | Authority: 0 Consortium: 0 Joint: 0 |
| First Class | Authority: 13 Consortium: 8 Joint: 6 | Authority: 2 Consortium: 0 Joint: 1 | Authority: 0 Consortium: 2 Joint: 2 | Authority: 0 Consortium: 0 Joint: 0 |

| Contract Requirement | Status | Summary |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>Airport Shuttle Services</i> | | |
| 1. Contract Value Notification Provide written notice when the total compensation expended under the agreement reaches 75% of the Maximum Amount Payable. | | The contract's cumulative total amount expended is specified on each submitted invoice. |
| 2. GPS Vehicle Tracking System Provide, install and maintain a new GPS Tracking system with a) each vehicle equipped with a new GPS monitoring device; and b) each vehicle passenger pick-up location equipped with a new Vehicle GPS Tracking Monitor able to display and advise public passengers of the vehicle locations and arrival times at each passenger pick-up location | | Currently soliciting quotes for phased implementation on all vehicles and at all passenger pick-up locations Phase 1: San Park Harbor lot (3 bus stops) Phase 2: San Park NTC (3-4 bus stops) Phase 3: San Park Pacific lot (TBD bus stops) |
| 3. On Board Messaging Screen Display Provide, install and maintain on each vehicle an On Board Messaging Screen Display System consisting of a) DVD player capable of providing continuous DVD play of Authority-provided media content; and b) Monitor in each vehicle displaying the Authority's media content. | | On Board Messaging systems comprised of the DVD player and the screens have been installed on all shuttle buses. Authority is currently producing content for these systems. The On Board Messaging Screens have been installed in all buses. |

ACE CONTRACT SUMMARY

DRAFT

March 15, 2013

| Contract Requirement | Status | Summary |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|------------------------------------------------------------------------------------------------------------|
| <i>Airport Shuttle Services (cont.)</i> | | |
| <p>4. Courtesy Shuttle Service Personnel Training Conduct appropriate initial training of new personnel and recurrent training of all personnel providing Courtesy Shuttle services</p> | | |
| <p>5. Courtesy Shuttle Service Personnel Uniforms Identifiable clean uniform bearing the Airport name labeled as "San Diego International Airport"</p> | | |
| <p>6. Staffing Schedule Staffing schedule for each upcoming month</p> | | |
| <p>7. Passenger Wait Times Vehicle schedule shall operate to ensure a maximum passenger wait times of ten (10) minutes. In the event the Vehicle schedule does not meet the specified wait time, both parties shall develop and agree to a revised Vehicle schedule.</p> | | Data to determine wait times for shuttle passengers |
| <p>8. Worker Retention</p> | | Employee and termination (voluntary and involuntary) data is aggregated for each pay period and monitored. |

000113

ACE CONTRACT SUMMARY

DRAFT

March 15, 2013

| Contract Requirement | Status | Summary |
|-------------------------------------------------------------------------------------------------------------------------------------------------|--------|----------------------------------------------------------------------------------------------------|
| <i>Parking Management Services</i> | | |
| 1. Service Enhancements | | |
| Installation plans and specifications for: | | |
| a. Taxi Staging and Hold Lot Monitoring System | | Provided |
| b. Mobile License Plate Recognition System | | Provided |
| c. Web Parcs online reporting software and upgrade | | Provided |
| 2. Service Enhancements | | |
| Install, operate and maintain: | | |
| d. Taxi Staging and Hold Lot Monitoring System | | Monitoring system installed in T1 and CT; awaiting installation in T2 (contingent on construction) |
| e. Mobile License Plate Recognition System | | |
| f. Web Parcs online reporting software and upgrade | | |
| 3. ACDBE written report | | |
| Summary of ACDBE vendors and suppliers utilized in the provision of contractual services as well as the amount spent on each vendor or supplier | | |
| | | Data provided monthly |
| | | |
| | | |
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| Contract Requirement | Status | Summary |
|----------------------------------------------------------------------------------------------------|--------|---------------------------------------------------|
| <i>Parking Management Services</i> | | |
| 4. Bids for contractual products | | Summary of bids provided. |
| Solicit a minimum of three (3) bids for products or services utilized in the provision of Services | | |
| Rebates and/or other discounts | NA | |
| | | |
| 5. Worker Retention Program | | Compliance with all worker retention commitments. |
| Compliance with Parking Management Services Contract (Exhibit 1) | | |
| a. "They will all be retained beyond the 90 day minimum requirement of the plan. | | |
| | | |
| 6. Customer Service Training | | |
| Monthly report listing all customer service training topics with employee rosters | | |
| | | |
| 7. Customer Comments | | |
| Quarterly report of customer comments from comment cards | | |
| Results of internal "secret shopper" tests and actions taken as a result of those tests. | | |
| | | |
| | | |
| | | |

ACE CONTRACT SUMMARY

DRAFT

March 15, 2013

| Contract Requirement | Status | Summary |
|--------------------------------------------------------------------------------|--------|-------------------------------------------------|
| <i>Parking Management Services</i> | | |
| 8. Parking Transactional Reports Reports provided on a monthly basis | | Reports are provided through the PARCS systems. |
| | | |
| 9. Staffing levels and schedules Monthly staffing report | | |
| | | |
| | | |

Terminal 1 Taxi Island Wait Times

| Date | Status | Wait Time | Total Taxi Dispatched From Hold Lot | Average Dispatch In Seconds |
|------------------|---------|-----------|----------------------------------------|--------------------------------|
| 2/7/2013 | | | | |
| 11:05AM-11:08AM | No Cabs | 3 mins | 55 | 14 |
| 11:21AM-11:24AM | No Cabs | 3 mins | 72 | 10 |
| 2/8/2013 | | | | |
| 10:20AM-10:22AM | No Cabs | 2 mins | 46 | 15 |
| 11:50AM -11:52AM | No Cabs | 2 mins | 55 | 13 |
| 13:08PM-13:09PM | No Cabs | 1 min | 43 | 15 |
| 13:20PM-13:22PM | No Cabs | 2 mins | 38 | 18 |
| 20:18PM-20:20PM | No Cabs | 2 mins | 57 | 12 |
| 2/9/2013 | | | | |
| 20:24PM-20:25PM | No Cabs | 1 min | 31 | 21 |
| 21:00PM -21:03PM | No Cabs | 3 mins | 60 | 12 |
| 2/10/2013 | | | | |
| 13:08PM-13:09PM | No Cabs | 1 min | 67 | 9 |
| 19:13PM-19:14PM | No Cabs | 1 min | 28 | 15 |
| 20:41PM-20:44PM | No Cabs | 3 mins | 81 | 9 |
| 20:57PM-21:00PM | No Cabs | 3 mins | 77 | 10 |
| 2/11/2013 | | | | |
| 10:56AM-10:59AM | No Cabs | 3 mins | 67 | 10 |
| 11:07AM-11:09AM | No Cabs | 2 mins | 44 | 15 |
| 2/11/2013 | | | | |
| 11:23AM-11:24AM | No Cabs | 1 min | 53 | 12 |
| 11:31AM-11:32AM | No Cabs | 1 min | 51 | 12 |
| 11:45AM-11:47AM | No Cabs | 2 mins | 54 | 12 |
| 12:02PM-12:06PM | No Cabs | 4 mins | 67 | 12 |
| 12:45PM-12:48PM | No Cabs | 3 mins | 54 | 14 |
| 13:42PM-13:44PM | No Cabs | 2 mins | 38 | 19 |
| 18:03PM-18:04PM | No Cabs | 1 min | 48 | 13 |
| 21:11PM-21:14PM | No Cabs | 3 mins | 48 | 16 |
| 2/12/2013 | | | | |
| 10:40AM-10:43AM | No Cabs | 3 mins | 58 | 10 |
| 11:02AM-11:03AM | No Cabs | 1 min | 50 | 13 |
| 2/14/2013 | | | | |
| 21:13PM-21:15PM | No Cabs | 2 mins | 24 | 28 |
| 2/15/2013 | | | | |
| 21:19PM-21:21PM | No cabs | 3 mins | 34 | 21 |
| 2/17/2013 | | | | |
| 18:27PM-18:30PM | No Cabs | 3 mins | 43 | 18 |
| 20:28PM-20:30PM | No Cabs | 2 mins | 56 | 11 |
| 21:14PM-21:20PM | No Cabs | 6 mins | 80 | 12 |
| 21:37PM-21:42PM | No cabs | 5 mins | 44 | 19 |
| 22:57PM-23:00PM | No Cabs | 3 mins | 70 | 11 |
| 2/18/2013 | | | | |
| 19:39PM-19:42PM | No Cabs | 3 mins | 68 | 11 |
| 22:49PM-22:52PM | No Cabs | 3 mins | 43 | 17 |

2/19/2013

| | | | | |
|-----------------|---------|--------|----|----|
| 18:58PM-19:01PM | No Cabs | 3 mins | 66 | 10 |
| 21:46PM-21:50PM | No Cabs | 4 mins | 54 | 15 |

2/20/2013

| | | | | |
|-----------------|---------|--------|----|----|
| 21:31PM-21:35PM | No cabs | 4 mins | 58 | 13 |
|-----------------|---------|--------|----|----|

2/21/2013

| | | | | |
|-----------------|---------|--------|----|----|
| 22:19PM-22:21PM | No Cabs | 2 mins | 37 | 18 |
|-----------------|---------|--------|----|----|

2/23/2013

| | | | | |
|-----------------|---------|--------|---|----|
| 22:17PM-22:19PM | No Caba | 4 mins | 8 | 14 |
|-----------------|---------|--------|---|----|

2/24/2013

| | | | | |
|-----------------|---------|--------|----|----|
| 21:37PM-21:40PM | No Cabs | 3 mins | 57 | 13 |
|-----------------|---------|--------|----|----|

2/25/2013

| | | | | |
|-----------------|---------|--------|----|----|
| 11:57AM-12:00PM | No Cabs | 3 mins | 74 | 10 |
|-----------------|---------|--------|----|----|

2/28/2013

| | | | | |
|-----------------|---------|--------|----|----|
| 19:34PM-19:37PM | No Cabs | 3 mins | 43 | 16 |
|-----------------|---------|--------|----|----|

3/1/2013

| | | | | |
|-----------------|---------|--------|---|---|
| 11:34AM-11:38AM | No Cabs | 4 mins | 0 | 0 |
|-----------------|---------|--------|---|---|

3/3/2013

| | | | | |
|-----------------|---------|--------|----|----|
| 12:25PM-12:28PM | No Cabs | 3 mins | 75 | 9 |
| 12:56PM-12:59PM | No Cabs | 3 mins | 52 | 15 |

3/4/2013

| | | | | |
|-----------------|---------|--------|----|----|
| 10:29AM-10:35AM | No Cabs | 6 mins | 61 | 15 |
| 11:48AM-11:55AM | No Cabs | 7 mins | 78 | 13 |
| 11:56AM-12:01PM | No Cabs | 5 mins | 77 | 11 |
| 12:18PM-12:25PM | No Cabs | 7 mins | 96 | 10 |
| 21:13PM-21:18PM | No cabs | 5 mins | 53 | 17 |
| 22:50PM-22:54PM | No cabs | 4 mins | 61 | 12 |

3/5/2013

| | | | | |
|-----------------|---------|--------|----|----|
| 12:12PM-12:17PM | No cabs | 5 mins | 50 | 18 |
| 12:26PM-12:31PM | No cabs | 5 mins | 73 | 12 |

3/6/2013

| | | | | |
|-----------------|---------|--------|----|----|
| 12:07PM-12:11PM | No cabs | 4 mins | 54 | 15 |
| 12:13PM-12:17PM | No cabs | 4 mins | 79 | 10 |

3/9/2013

| | | | | |
|-----------------|---------|--------|----|----|
| 20:10PM-20:13PM | No Cabs | 3 mins | 60 | 11 |
|-----------------|---------|--------|----|----|

3/10/2013

| | | | | |
|------------------|---------|--------|----|----|
| 10:25AM -10:29AM | No Cabs | 4 mins | 42 | 18 |
| 10:57AM-11:02AM | No Cabs | 5 mins | 47 | 16 |
| 13:23PM-13:29PM | No Cabs | 6 mins | 69 | 14 |
| 22:42PM-22:45PM | No Cabs | 3 mins | 41 | 12 |

3/14/2013

| | | | | |
|-----------------|---------|--------|----|----|
| 11:50AM-11:53AM | No Cabs | 3 mins | 29 | 18 |
|-----------------|---------|--------|----|----|

3/15/2013

NONE

Update on Ground Transportation



Angela Shafer-Payne - Vice President, Planning and Operations
April 4, 2013



Outline

- Vehicle Conversion Incentive-Based Program
- Cost Allocation and Cost Recovery
- Alternative Fuel Clean Air Vehicle Conversion Program
- Memorandums of Agreements with Associations
- ACE Parking Management, Inc. Contract Obligation
- Taxicab Wait Times
- Airport Infrastructure/Service Improvements



Vehicle Conversion Incentive-Based Program



Vehicle Conversion Incentive-Based Program

- California Attorney General (AG-MOU) – May 2008
- Ground Transportation Vehicle Conversion Incentive Program – March 2010
- Reduced User Trip Fee Incentive Program – May 2012
- Resolution 2012-0114 – Deferred Disincentives – October 2012



Total Number of Alternative Fuel Vehicle (AFV)/Clean Air Vehicle (CAV) Permitted

| Vehicle Description | Total Vehicles | AFV/Clean Air Vehicle | |
|------------------------------------------|----------------|-----------------------|-----|
| SDIA Shuttle Fleet (On-Airport Courtesy) | 29 | 24 | 83% |
| Taxi Cabs | 327 | 122 | 37% |
| Hotel Courtesy | 100 | 4 | 4% |
| Off-Airport Courtesy | 63 | 43 | 68% |
| Rental Car Courtesy | 81 | 8 | 10% |
| Charter/Limo | 981 | 43 | 4% |
| | | | |
| Vehicles For Hire (VFH) Shuttles | | | |
| Super Shuttle | 80 | 12 | 15% |
| First Class | 14 | 7 | 50% |
| SDCASA | 69 | 2 | 3% |

Cost Allocation and Cost Recovery Program



Cost Recovery Calculation

Airport Authority Ground Transportation Costs

(all Numbers in \$M)

| | FY 2010 | FY 2011 |
|------------------------------------------------|---------|---------|
| Operating & Maintenance Expenses | | |
| Airport Traffic Officers | \$ 3.6 | \$ 3.9 |
| Customer Service Representatives | 0.7 | 0.8 |
| Ground Transportation Departmental costs | 0.5 | 0.5 |
| Roadways Maintenance & Landscaping | 1.0 | 0.6 |
| Subtotal | 5.9 | 5.8 |
| SDCRAA General and Administrative costs | 1.5 | 1.6 |
| Depreciation of Roadway Assets | 2.5 | 2.5 |
| Total | \$ 10.0 | \$ 9.8 |



FY 2011 Total Costs That Are Allocated by Number of Trips

(\$ millions)

| | |
|---------------------------------------------------------|--------------|
| FY 2011 Total Costs Allocated to Ground Transportation | \$9.8 |
| General and Administrative Costs | (\$1.6) |
| Customer Service Representatives Cost | (\$0.8) |
| Total Costs Remaining that Are Allocated Based on Trips | <u>\$7.5</u> |



Cost Recovery Fee Calculation

| Vehicle Mode Cost Allocation FY 2013 | | | | |
|------------------------------------------------|----------------------|-----------------------------|------------------------------------------|-----------------------------------------------|
| Mode | Trips by Mode | Share of total trips | Transport Costs assigned on trips | Customer Service reps. cost allocation |
| Taxicabs | 670,000 | 10.87% | \$807,248 | \$476,940 |
| Super Shuttle Vehicles-for-hire | 51,430 | 0.83% | \$61,965 | \$8,695 |
| SDCASA Vehicles-for-hire | 53,970 | 0.88% | \$65,025 | \$281,944 |
| Limousines | 50,400 | 0.82% | \$60,724 | - |
| Hotel / motel shuttles | 113,000 | 1.83% | \$136,148 | - |
| Off-airport parking | 189,500 | 3.07% | \$228,319 | - |
| Rental car shuttles | 517,500 | 8.40% | \$623,509 | - |
| Charter buses | 5,000 | 0.08% | \$6,024 | - |
| Private Vehicles | 3,666,300 | 59.48% | \$4,499,373 ¹ | - |
| Public Transit, Authority and Airport Vehicles | 846,600 | 13.74% | \$1,020,024 | - |
| TOTAL | 6,163,700 | 100.00% | \$7,508,359 | \$767,579 |

¹Includes \$82K of direct depreciation



Permit Fee Calculation – CSR Usage Calculation

| | Commuter | | | | Total CSR | % share |
|---------------|------------|------------|----------|----------|-----------|-------------|
| | Terminal 1 | Terminal 2 | Terminal | Hold lot | | |
| Taxicabs | 1 | 1 | 0.86 | 0.86 | 3.72 | 62.2% |
| SDCASA | 1 | 1 | 0.07 | 0.14 | 2.21 | 36.7% |
| Super Shuttle | - | - | 0.07 | - | 0.07 | 1.1% |
| Total | 2 | 2 | 1 | 1 | 6* | 100% |

* 6 CSRs are staffed at the Airport at one time



Cost Recovery Fee Calculation FY 2013

| Vehicle Mode Cost Allocation FY 2013 | | | | | | | |
|------------------------------------------------|------------------|----------------------|-----------------------------------|----------------------------------------|--------------------|-------------------------|------------------------------------------------|
| Mode | Trips by Mode | Share of total trips | Transport Costs assigned on trips | Customer Service reps. cost allocation | G&A | FY 2011 Allocated costs | Ground Transport. cost recovery phase in (75%) |
| Taxicabs | 670,000 | 10.87% | \$807,248 | \$476,940 | \$276,389 | \$1,560,577 | \$1,170,433 |
| Super Shuttle Vehicles-for-hire | 51,430 | 0.83% | \$61,965 | \$8,695 | \$13,679 | \$84,339 | \$63,254 |
| SDCASA Vehicles-for-hire | 53,970 | 0.88% | \$65,025 | \$281,944 | \$88,016 | \$434,985 | \$326,239 |
| Limousines | 50,400 | 0.82% | \$60,724 | - | \$11,104 | \$71,828 | \$53,871 |
| Hotel / motel shuttles | 113,000 | 1.83% | \$136,148 | - | \$24,896 | \$161,044 | \$120,783 |
| Off-airport parking | 189,500 | 3.07% | \$228,319 | - | \$41,751 | \$270,069 | \$202,552 |
| Rental car shuttles | 517,500 | 8.40% | \$623,509 | - | \$114,016 | \$737,525 | n/a |
| Charter buses | 5,000 | 0.08% | \$6,024 | - | \$1,102 | \$7,126 | n/a |
| Private Vehicles | 3,666,300 | 59.48% | \$4,499,373 ¹ | - | \$807,763 | \$5,307,135 | n/a |
| Public Transit, Authority and Airport Vehicles | 846,600 | 13.74% | \$1,020,024 | - | \$186,524 | \$1,206,548 | n/a |
| TOTAL | 6,163,700 | 100.00% | \$7,508,359 | \$767,579 | \$1,565,238 | \$9,841,176 | \$1,937,132 |

¹Includes \$82K of direct depreciation

Permit Fee Calculation - SDCASA

Permit Calculation for SDCASA Vehicles

| | CSR costs | O&M Cost | Depreciation |
|--------------------------------------------------------|-------------------------------------------------------------------------------------|-------------|--------------|
| Authority-wide Costs | \$767,579 | \$5,029,600 | \$2,396,719 |
| Share of Costs for SDCASA ¹ | 36.7% | 0.88% | 0.88% |
| | \$281,944 | \$44,040 | \$20,986 |
| G&A allocation | 27% | 27% | |
| G&A costs | 76,125 | 11,891 | - |
| SDCASA GT costs | \$358,069 | \$55,930 | \$20,986 |
| |  | | |
| Total FY 11 SDCASA GT costs | | \$434,985 | |
| FY13 Phase-in of cost recovery program | | 75% | |
| Total Costs to recovery For SDCASA | | \$326,239 | |
| Budgeted SDCASA vehicles | | 85 | |
| FY13 Permit Value before Incentive Discount or Premium | | \$ 3,838 | |

| | | | |
|--------------------------|--------------|----|-------|
| Converted Vehicle Rate | 75% discount | \$ | 960 |
| Unconverted vehicle Rate | 25% premium | \$ | 4,800 |

¹ CSR Costs split based on useage other costs split based on trips



Alternative Fuel/ Clean Air Vehicle Conversion Program



Alternative Fuel/Clean Air Vehicle Conversion Program

Authority has committed to provide:

- Informational meetings/stakeholder outreach
- Develop a website regarding AFV and CAV technologies/fueling
- Identify new local, state and federal sources of CAV and AFV



Alternative Fuel Stations, San Diego County

Public LPG/CNG Fueling Stations

Updated March 2013

| Item # | Station/Operator Name | Fuel Type | Address | Hours of Operation | Notes |
|--------|-------------------------------------------|-----------|-----------------------------------------------|---------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|
| 1 | Expo Propane | LPG | 3650 1/3 Kettner Blvd, San Diego, CA 92101 | 7 days a week/24 hours | Opened December 2012 |
| 2 | Clean Energy CNG | CNG | 3519 India Street, San Diego, CA 92103 | 7 days a week/24 hours | Opened October 2012 |
| 3 | Clean Energy/Shell Oil (S.D. Airport) | CNG | 2521 Pacific Highway, San Diego, CA 92101 | 7 days a week/24 hours | |
| 4 | Pearson Fuels | LPG | 4067 El Cajon Blvd., San Diego, CA 92105 | 7 days a week/24 hours | LPG fully operational. CNG Removed October 2012 - Status of replacement unknown |
| 5 | Expo Propane (Planned) | LPG | 5790 Balboa Avenue, San Diego, CA 92117 | 7 days a week/24 hours | |
| 6 | SDG&E Service Center - Kearny | CNG | 5488 Overland Avenue, San Diego, CA 92123 | 7 days a week/24 hours | |
| 7 | Expo Propane (Planned) | LPG | 5596 Kearny Mesa Road, San Diego, CA 92111 | 7 days a week/24 hours | |
| 8 | U-Haul - Chula Vista | LPG | 99 N 4th Ave., Chula Vista, CA 91910 | M-Th/7am to 7pm, F/7am to 8pm, Sat/7am to 7pm, Sun/7am to 5pm | |
| 9 | U-Haul - Lemon Grove | LPG | 1805 Massachusetts Ave, Lemon Grove, CA 91945 | M-Th/7am to 7pm, F/7am to 8pm, Sat/7am to 7pm, Sun/7am to 5pm | |
| 10 | SDG&E Service Center - Miramar Yard | CNG | 6875 Consolidated Way, San Diego, CA 92121 | 7 days a week/24 hours | |
| 11 | Chula Vista Education Center | CNG | 84 East J Street, Chula Vista, CA 91910 | M-F/6:30am to 5pm | |
| 12 | Ferrellgas | LPG | 8088 Miramar Road., San Diego, CA 92126 | M-F/7am to 3pm | |
| 13 | City of Chula Vista | CNG | 1800 Maxwell Road, Chula Vista, CA 91911 | 7 days a week/24 hours | |
| 14 | Eagle Gas | LPG | 8445 Los Coches Road, El Cajon, CA 92021 | 7 days a week/6:30am to 8pm | Station operational as of Fall 2012 |
| 15 | Poway Unified School District (USD) | CNG | 13626 Twin Peaks Road, Poway, CA 92064 | M-F/6am to 7pm | Public pump down as of January 2013. Poway USD recently received funding to upgrade fueling system. |
| 16 | Ferrellgas | LPG | 107 S. Vinewood Street, Escondido, CA 62029 | M-F/7am to 3pm | |
| 17 | SDG&E Service Center - Carlsbad | CNG | 5016 Carlsbad Blvd., Carlsbad, CA 92008 | 7 days a week/24 hours | |
| 18 | Westmart | LPG | 4990 Avenida Encinas, Carlsbad, CA 92008 | 7 days a week/6:00am to 12am | |
| 19 | Alliance AutoGas/DHL/San Diego Blood Bank | LPG | 3636 Gateway Center Ave., San Diego, CA 92102 | Private fleet station | |
| 20 | AmeriGas | LPG | 9350 Miramar Road, San Diego, CA 92126 | Fueling during regular business hours | |
| 21 | ProFlame of Ramona | LPG | 1363 Walnut Street, Ramona, CA 92065 | Fueling during regular business hours | |
| 22 | County ProFlame (Alpine) | LPG | 15289 Olde Highway 80, El Cajon, CA 92021 | Fueling during regular business hours | |
| 23 | ProFlame | LPG | 29890 Columbia Street, Santa Ysabel, CA 92070 | M-F/9am-5pm | |
| 24 | North Park Union 76 | LPG | 3154 El Cajon Blvd., San Diego, CA 92104 | 7 days a week/24 hours | |
| 25 | Broadway 76 | LPG | 7180 Broadway, Lemon Grove, CA 91945 | 7 days a week/24 hours | |
| 26 | East County Feed and Supply | LPG | 10845 Woodside Ave., Santee, CA 92071 | M-F/8:30am to 6pm, Sat/8:30am to 5pm, Sun/10am to 4pm | |
| 27 | Valero Gas Lakeside | LPG | 12106 Woodside Ave., Lakeside, CA 92040 | M-F/4am to 11pm, Sat/6am to 11pm, Sun/6am to 10pm | |

Notes:

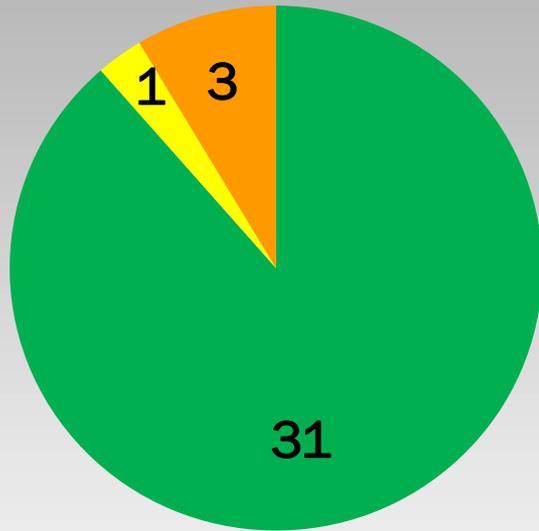
1. The Expo Propane LPG fueling stations are planned and scheduled to be operational by May 2013. Additional stations are planned in late 2013.
2. Private CNG fueling stations are located throughout San Diego County and are not listed in this list.
3. On-site and mobile propane service is available from propane distributors throughout San Diego County including AmeriGas, Proflame, Kamps Propane, and North County Welding Supply.
4. Additional U-Haul locations supplying LPG may be available throughout San Diego County.

Status of Memorandums of Agreements (MOAs)

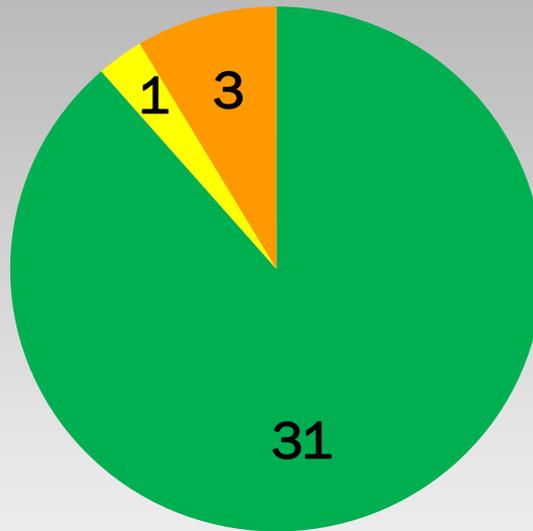


Status of Taxi MOAs - April 2013

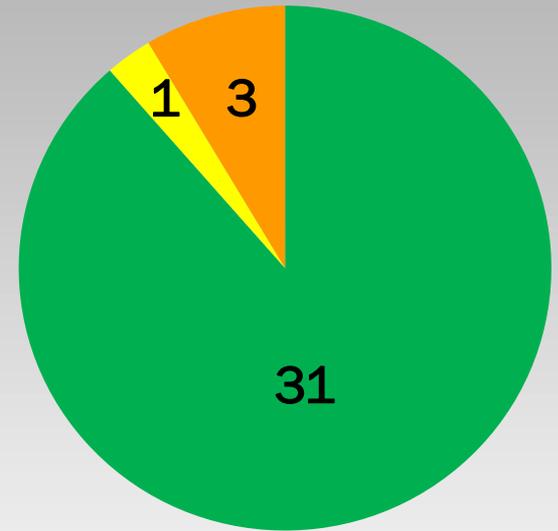
SD Taxi Association



SD Transportation Association



Independent Cab Owners Association

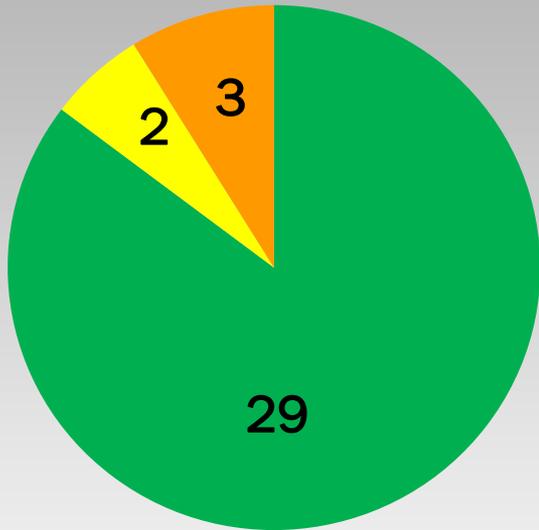


■ Complete ■ Long Term and ongoing ■ Partially complete ■ Incomplete

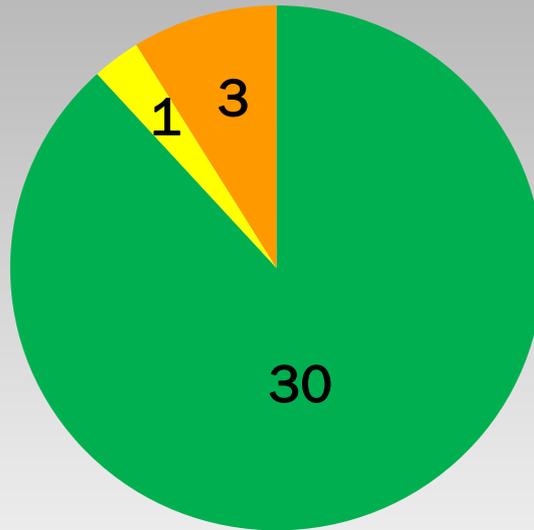


Status of Shuttle MOAs- April 2013

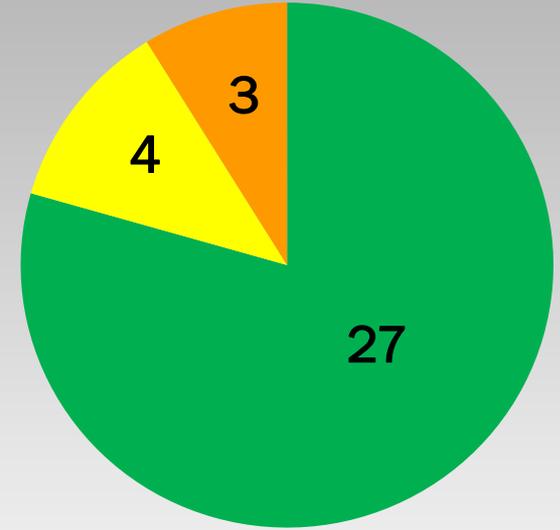
San Diego Co. Airport Shuttle Association



SuperShuttle



First Class



- Complete
- Long Term and ongoing
- Partially complete
- Incomplete



ACE Parking Management Service Agreement



ACE Parking Management Service Agreement

Parking

- Installation and operation of:
 - 1) Taxi Staging and Hold Lot Monitoring System;
 - 2) Mobile License Plate Recognition and Inventory System; and
 - 3) Web PARCS Online Reporting Software and Upgrade
- Monthly Customer Service Training
- Quarterly Report Compiling Customer and Secret Shopper Reports
- Parking Transactional Reports
- Use of Sustainable Products



ACE Parking Management Service Agreement

Shuttles

- Installation and operation of a new GPS Tracking System comprised of:
 - 1) a new GPS monitoring device located on each shuttle vehicle; and
 - 2) Each passenger pick up location equipped with a new Vehicle GPS Tracking Monitor capable of displaying and advising public passengers of the vehicle locations and arrival times at each passenger pick-up location.
- Installation of On-Board Shuttle Vehicle Messaging Screen Display Systems consisting of:
 - 1) A DVD player; and
 - 2) DVD Monitor in each vehicle
- Courtesy Shuttle Service Personnel Training
- Courtesy Shuttle Service Personnel Uniforms
- Passenger Wait Times



Taxicab Wait Times



Taxicab Wait Times - Sample

| Date | Status | Wait Time | Total Taxi Dispatched From Hold Lot | Average Dispatch In Seconds |
|------------------|---------|-----------|-------------------------------------|-----------------------------|
| 2/7/2013 | | | | |
| 11:05AM-11:08AM | No Cabs | 3 mins | 55 | 14 |
| 11:21AM-11:24AM | No Cabs | 3 mins | 72 | 10 |
| 2/8/2013 | | | | |
| 10:20AM-10:22AM | No Cabs | 2 mins | 46 | 15 |
| 11:50AM -11:52AM | No Cabs | 2 mins | 55 | 13 |
| 13:08PM-13:09PM | No Cabs | 1 min | 43 | 15 |
| 13:20PM-13:22PM | No Cabs | 2 mins | 38 | 18 |
| 20:18PM-20:20PM | No Cabs | 2 mins | 57 | 12 |
| 2/9/2013 | | | | |
| 20:24PM-20:25PM | No Cabs | 1 min | 31 | 21 |
| 21:00PM -21:03PM | No Cabs | 3 mins | 60 | 12 |
| 2/10/2013 | | | | |
| 13:08PM-13:09PM | No Cabs | 1 min | 67 | 9 |
| 19:13PM-19:14PM | No Cabs | 1 min | 28 | 15 |
| 20:41PM-20:44PM | No Cabs | 3 mins | 81 | 9 |
| 20:57PM-21:00PM | No Cabs | 3 mins | 77 | 10 |



Airport Infrastructure/Service Improvements



Airport Infrastructure Improvements

- **Signs showing estimated wait times for taxi cabs at terminal transportation islands.**
- **Video cameras installed at Terminal 1 and Commuter Terminal transportation islands.**
- **A video monitor was installed at the taxi shuttle hold lot to help the dispatcher better monitor activity at the transportation islands.**
- **Video cameras will be installed at the T2 transportation island and the taxi/shuttle hold lot by the end of March 2013.**



Airport Service Improvements

- **Additional ATOs assigned in Compliance role.**
- **Mandatory customer service training for all CSRs was conducted in November 2012.**
- **Ongoing monthly meetings with CSRs and ATO supervisors to identify and implement operational improvements.**
- **Modified a process that reduced by approximately 50% the amount of time needed to dispatch taxi cabs from the hold lot.**
- **Ace Management is regularly attending monthly taxi/shuttle MOA Consortium meetings.**
- **Ace Parking Manager contact information is posted at the taxi/shuttle hold lot to provide a more direct line of communication with the taxi/shuttle drivers.**



MOVING FORWARD

Staff will continue to provide the Board with annual update reports on the Ground Transportation Program.



Questions?



Update on Ground Transportation

