



SAN DIEGO COUNTY
REGIONAL AIRPORT AUTHORITY
STAFF REPORT

Item No.
10

Meeting Date: **OCTOBER 4, 2012**

Subject:

Update and Possible Action Regarding Ground Transportation

Recommendation:

Receive the update and take possible action.

Background/Justification:

This report serves to provide 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 Airport Vehicle Rebate Program (AVRP); (3) the Authority Cost Allocation and Cost Recovery for Ground Transportation; (4) the Ground Transportation Customer Service Representatives (CSRs); (5) Taxicab permit transfers; and, (6) the Memorandums of Agreement (MOAs) with the taxicab and shuttle associations.

1. Vehicle Conversion Incentive-Based Program

The Authority entered into a Memorandum of Understanding with the California Attorney General (AG-MOU) in May of 2008 to address the reduction of greenhouse gas (GHG) emissions at SDIA. The AG-MOU outlines specific measures that the Authority committed to implementing 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 with electric or alternative fuel vehicles (AFVs) at the end of their useful life. 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 alternative fuel vehicles (AFVs) or to clean air vehicles (CAVs) by 2017. The Incentive Program includes financial incentives and disincentives that act together to encourage operators to convert their vehicles.

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The incentives consist of a reduction in fees per year based on a percentage of 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 the availability of alternative fuel vehicles and infrastructure become more available. The following illustrates the percent reduction in permit and trip fees for the following fiscal years:

Table 1

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 the incentives, the Incentive Program *as originally approved and adopted in 2010* continues to include fee increases 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 at a 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 model types until September 2012. The following Table 3 shows the budget impacts in shifting the incentives and disincentives for one year.

Table 3

(\$ thousands)						
	Existing Budget Incentive/Disincentive Program					5-year Total
	FY13	FY14	FY15	FY16	FY17	
Incentive Program Discount - all modes ¹	(\$361.2)	(\$560.6)	(\$438.9)	(\$368.0)	-	(\$1,728.7)
Disincentive Program Premium - all modes ²	\$363.9	\$776.2	\$748.8	\$493.7	\$268.8	\$2,651.4
Total	\$2.7	\$215.6	\$309.9	\$125.7	\$268.8	\$922.7
Proposed Shift +1 Year						
	FY13	FY14	FY15	FY16	FY17	5-year Total
Incentive Program Discount - all modes ¹	(\$481.6)	(\$840.9)	(\$877.7)	(\$920.1)	(\$550.6)	(\$3,670.9)
Disincentive Program Premium - all modes ²	-	\$388.1	\$499.2	\$370.3	\$179.2	\$1,436.8
Total	(\$481.6)	(\$452.8)	(\$378.5)	(\$549.8)	(\$371.5)	(\$2,234.1)
Budget effect of shifting 1 year						
	FY13	FY14	FY15	FY16	FY17	5-year Total
Incentive Program Discount - all modes ¹	(\$120.4)	(\$280.3)	(\$438.9)	(\$552.1)	(\$550.6)	(\$1,942.2)
Disincentive Program Premium - all modes ²	(\$363.9)	(\$388.1)	(\$249.6)	(\$123.4)	(\$89.6)	(\$1,214.6)
Total	(\$484.3)	(\$668.4)	(\$688.5)	(\$675.5)	(\$640.2)	(\$3,156.9)

¹Taxicab cash incentive payment included in incentive program discount.
²Taxicab Trip fee premium included in incentive program premium

2. Airport Vehicle Rebate Program

The Airport Vehicle Rebate Program (AVRP) is intended to encourage ground transportation providers operating at SDIA to adopt lower emission and cleaner AFVs.

The California Center for Sustainable Energy (CCSE), in partnership with the Authority, Miramar College, and San Diego Association of Governments (SANDAG) launched the AVRP in June 2011 for permitted ground transportation services providers at SDIA. AVRP is a technology-neutral program that provided \$750,000 in incentives toward the purchase of alternative fuel and energy-efficient vehicles.

The AVRP goals are to: (a) replace up to 200 shuttles, taxis, and limousines serving the SDIA with alternative fuel vehicles; (b) provide basic technical training and support to fleet managers on natural gas, propane, hybrid and electric vehicle technologies; and (c) coordinate with San Diego County governments for the planning and deployment of alternative fuel infrastructure.

Vehicle eligibility in the AVRP is determined by guidelines established under the terms of the AG-MOU. Vehicles eligible for rebates include:

- Vehicles subject to categories as specified in the Governor's Executive Order S-01-07 (Low Carbon Fuel Standard)
- Clean Air Vehicles (CAV) as specified in the California Vehicle Code §5205.5
- Car models that meet or exceed 10% reduction in GHG emissions.
- All medium duty vehicles eligible for California's Hybrid Bus and Bus Voucher Incentive Program (HVIP)
- Propane-fueled vehicles specified by the California Air Resources Board in the Low Carbon Fuel Standard Regulation.

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The AFV standard in the AG-MOU is a 10% reduction in carbon intensity relative to petroleum fuel. The Authority depends on the CCSE to compile the official list of vehicles (see Attachment A) that meet the California Air Resources Board (CARB) standards testing.

The \$750,000 in funds earmarked for the AVRVP was required to be allocated by August 31, 2012. At the October Board meeting a CCSE representative will present information about the current status of the AVRVP. Staff and a CSE representative will present information about the status and success of AVRVP.

Included in the packet sent to the Board on August 20, 2012, staff provided additional information regarding the 25 alternative fuel refueling stations located throughout San Diego County. Staff and a Clean Cities Coalition representative, Kevin Wood, will present information about the status of AFV/CAV and fueling infrastructure in San Diego County at the October Board meeting.

3. Authority Cost Allocation and Cost Recovery for Ground Transportation

The Authority's Finance Department has compiled the fiscal impact of eliminating or postponing the AFV disincentive. (See the Fiscal Impact section, below.) At the July Board meeting, the Board requested the cost allocation formula and cost recovery breakdown for ground transportation providers. Staff's response is contained in the attached PowerPoint presentation.

4. Ground Transportation Customer Service Representatives

Since 1995, CSRs have been used to support Ground Transportation (GT) operations at SDIA. Prior to 1995, Airport Traffic Officers (ATOs) coordinated GT operations at the taxi/shuttle (vehicle-for-hire) hold lot on Harbor Island Drive, as well as the airport terminal transportation island. When the CSRs assumed these responsibilities, the ATOs assumed responsibility for managing and enforcing vehicle traffic control at the curbs in front of the terminals. This transition relieved the Harbor Police from traffic duties in front of the terminals so that they could focus on other police and security duties. Today, the CSRs are instrumental in managing efficient taxicab and shuttle availability. They are also skilled at providing proactive customer service for passengers who use the transportation islands.

Currently, the CSRs are provided by ACE Parking as part of the Authority's agreement for parking management services. The CSRs serve as coordinators and liaisons for GT operations at the taxi/shuttle hold lot and the ground transportation islands at Terminal 1 (T1), Terminal 2 (T2) and the Commuter Terminal (CT). CSRs are trained and supervised by ACE Parking management (See Attachment B).

Taxi/Shuttle Hold Lot - At this location, CSRs sell trip fee coupons. CSRs later collect the trip fee coupons from taxicab drivers prior to dispatching them to one of the three Terminal GT islands. CSRs in the Hold Lot communicate via radio with the CSRs at the terminal locations to ensure that taxicabs are metered to the correct terminal in a timely and orderly fashion.

GT Islands (CT, T1 and T2) - At these terminal locations, the primary role of CSRs is to ensure that there are taxicabs and shuttles at the terminal GT Islands in a sufficient number to serve customer demand with little or no wait time. CSRs greet taxicab/shuttle customers and direct them to the "next-in-line" taxicab or shuttle. They also answer customer questions regarding rental car, hotel, and parking shuttle services. CSRs at the GT Islands communicate with the CSRs at the Taxicab/Shuttle Hold Lot via radio and have cell phone communications with ACE Parking management and the ATO Supervisors. CSRs refer taxicab/shuttle enforcement issues to the ATO Supervisors.

CSRs are on duty from 8 a.m. through 12:30 a.m., seven days a week. There are approximately 28 CSRs on staff. Nine (9) are full time employees. Nineteen (19) are part-time employees. During a typical shift, there are six (6) CSRs on duty: one assigned to the taxicab/shuttle hold lot, two to the T1 island, two to the T2 island, one to the CT island. The Authority reimburses ACE Parking for the CSR costs under the Parking Management Services Agreement based on actual payroll costs. The Authority recovers these costs through its cost recovery program, specifically through allocated taxicab/shuttle permit and trip fees.

SuperShuttle Guest Service Representatives (GSRs) - In November 2009, SuperShuttle requested permission to have its own curbside representatives at the T1 and T2 transportation islands. Staff consented to SuperShuttle's request. SuperShuttle hired and trained its own representatives, and currently manages and pays for its own GSRs at the two islands. The GSRs coordinate with the SuperShuttle dispatch center, a feature that other shuttle companies operating at SDIA (represented by the consortium SDCASA) do not have with their companies. SuperShuttle continues to use the airport-provided CSRs at the CT island. At T1 and T2, the two shuttle associations operate so that neither has a decided business advantage. At these islands both have signs and booths that are located in close proximity, essentially equidistant to the pedestrian (customer) walkway on the island.

In order to accommodate the construction of the elevated roadway for the Green Build, the T2 island is currently located at a temporary location. This interim T2 island is somewhat limited in size and the pedestrian walkway is located at one end of the shuttle and taxicab curbs. This works well for the CSRs and the taxicabs, but it has presented some challenges for the shuttle providers. To meet these challenges, the Authority located the CSR/GSR podiums immediately adjacent to the pedestrian walkway so that customers will see both podiums as they approach the shuttle curb. The curb can accommodate only eight (8) shuttle vans at one time, so SuperShuttle and the members of SDCASA each can have only a maximum of four shuttle vans at the curb at any one time. The curb allocation is reflective of the number of passengers carried by SuperShuttle and SDCASA, approximately 50% by each entity. The shuttle providers have agreed to assign the curb space so that one provider uses the front four curb spaces and the other uses the rear four spaces (front being closer to the pedestrian walkway and podiums). To avoid an unfair business advantage, they alternate the curb parking locations on a monthly basis.

5. Taxicab Permit Transfers

City of San Diego Policy for Taxicab Permit Transfers – The Board requested that staff analyze taxicab permit transferability in light of the October 2011 Taxicab Permitting Process Study (Study) prepared for the Metropolitan Transit System (MTS) by True North Research. This study was specifically requested for the purpose of evaluating the taxicab permitting process, the supply of taxicabs in the City of San Diego, and the methods by which new permits are issued by MTS.

This Study concluded that transferability of permits should be allowed to continue for existing permits in accordance with current City of San Diego Council Policy 500-02. (see Attachment C) Permit holders must pay an administrative fee of approximately \$3,000 for each permit transfer. Under the Policy, new taxi permits are issued using the following guidelines:

1. 50% are issued using a RFP process
2. 25% are issued by lottery to experienced drivers
3. 25% are issued through auction to the highest bidder

The Study also suggested that in order to expedite new standards for taxicabs and drivers, the standards could become a mandatory condition of future taxicab permit transfers.

Authority Taxicab Permit Transfers - Authority Code 9.19 regulates the issuance and transfer of Ground Transportation Service Permits, vehicle decals and driver permits. Taxicab permit holders can transfer a permit with the written consent of the President/CEO. After June 30, 2014, the holder of any Taxicab Permit no longer wishing to operate under said Taxicab Permit must do one of the following:

- (i) Return the Taxicab Permit to the Authority; or,
- (ii) Transfer the Taxicab Permit to an Authority-approved recipient (Transferee), and
 - a. Pay the Authority a one-time transfer fee of \$3,000, and
 - b. Secure prior written consent of the President/CEO, and
 - c. Advise the transferee in a writing approved by the Authority that the Taxicab Permit is no longer transferable and must be returned to the Authority if the Transferee no longer wishes to operate under the Taxicab Permit.

Code 9.19 provides the Authority President/CEO with the right to approve and deny all Taxicab Permit transfers, including permits that are held by corporations, partnerships and legal entities other than a natural person. Written consent by the President/CEO is required for any transfer of stock, interest, ownership or control of the corporation, partnership or legal entity that holds a Taxicab Permit.

On August 17, 2012, representatives from the three SDIA Taxicab Associations met with the President/CEO and staff to discuss Taxicab Permit transfers. The Associations presented two proposals: 1) a written proposal that would allow one annual permit transfer with a transfer fee of three-thousand dollars (\$3,000) (see Attachment D, SDTA letter dated August 17); and, 2) a verbal proposal during the meeting that would allow continued transferability among existing permit holders only after June 30, 2014.

As stated in the response to the Associations' proposals, staff recommends that the taxicab permit transfer provisions stated in Authority Code 9.19 remain unchanged.

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

The taxicab and shuttle consortiums have worked diligently and professionally with the Authority to address the operational enhancements contained in the ground transportation Memorandums of Agreement (MOAs). A number of meetings with consortium members (see Attachment E) have taken place monthly from January 2012 to August 2012. The MOAs identified a number of key responsibilities of the Authority, the consortiums and the parties working together. The MOAs serve as the primary agreement to outline key responsibilities, including, in some cases, specific dates and deliverables. Attachment F outlines each consortium's progress and discusses the issues associated with each responsibility.

Moving Forward

Staff will continue to work with the commercial vehicle associations to identify grants and other opportunities for ground transportation providers to purchase alternative fuel and clean air vehicles.

Annual alternative fuel infrastructure reviews will be conducted in the month of February and provided to the Board along with an annual Ground Transportation Update. Further, staff will provide the Board with semi-annual updates on taxicab wait times each April and September.

Staff Recommendation:

Staff recommends that the Board take no further action regarding disincentives for owners not purchasing an Alternative Fuel Vehicle (AFV) in accordance with Board Resolution No. 2010-0027R (Attachment G) and the Vehicle Conversion Incentive-Based Program.

Fiscal Impact:

The incentive and disincentive fees are budgeted according to the Board-approved program as follows:

Table 4

Program as Budgeted	FY13	FY14	FY15	FY16	FY17
% Reduced User Fees (Discount)	75%	50%	25%	10%	0%
% Increased User Fees (Premium)	25%	50%	75%	100%	150%

Shifting (delaying) the incentive and disincentive program one (1) year would result in the following:

Table 5

One year shift	FY13	FY14	FY15	FY16	FY17
% Reduced User Fees (Discount)	100%	75%	50%	25%	10%
% Increased User Fees (Premium)	0%	25%	50%	75%	100%

The anticipated fiscal impact to the Authority versus the adopted budget and plan of finance forecast with this one (1) year shift is as follows:

Table 6

	Budget effect of shifting 1 year (in thousands)					5-year Total
	FY13	FY14	FY15	FY16	FY17	
Incentive Program Discount - all modes ¹	(\$120.4)	(\$280.3)	(\$438.9)	(\$552.1)	(\$550.6)	(\$1,942.2)
Disincentive Program Premium - all modes ²	(\$363.9)	(\$388.1)	(\$249.6)	(\$123.4)	(\$89.6)	(\$1,214.6)
Total	(\$484.3)	(\$668.4)	(\$688.5)	(\$675.5)	(\$640.2)	(\$3,156.9)
¹ Taxicab cash incentive payment included in incentive program discount.						
² Taxicab Trip fee premium included in incentive program premium						

Shifting the incentive and disincentive programs two (2) years would result in the following:

Table 7

Two year shift	FY13	FY14	FY15	FY16	FY17
% Reduced User Fees (Discount)	100%	100%	75%	50%	25%
% Increased User Fees (Premium)	0%	0%	25%	50%	75%

The anticipated fiscal impact to the Authority versus the adopted budget and plan of finance forecast with this two year shift is as follows:

Table 8

	Budget effect of shifting 2 years (in thousands)					5-year Total
	FY13	FY14	FY15	FY16	FY17	
Incentive Program Discount - all modes ¹	(\$120.4)	(\$560.6)	(\$877.7)	(\$1,472.2)	(\$1,376.6)	(\$4,407.4)
Disincentive Program Premium - all modes ²	(\$363.9)	(\$776.2)	(\$499.2)	(\$246.9)	(\$134.4)	(\$2,020.6)
Total	(\$484.3)	(\$1,336.8)	(\$1,376.9)	(\$1,719.0)	(\$1,510.9)	(\$6,428.0)
	¹ Taxicab cash incentive payment included in incentive program discount.					
	² Taxicab Trip fee premium included in incentive program premium					

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
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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

Airport Eligible Vehicles - Shuttles

Eligible Vehicles - Shuttles	Model Year \$ 5,000	Model Year \$ 7,500	Other Funding Eligibility
Boulder Electric Vehicle: Zero-Emission Shuttle 15 passenger Apply for a Rebate		2011	HVIP
Chevrolet Express/GMC Savana 2500 (CNG) Apply for a Rebate	2007-2010	2011	New Vehicle CEC Gaseous Vehicle Buy Down \$ 8,000
Chevrolet Express/GMC Savana 3500 (CNG) Apply for a Rebate	2007-2010	2011	New Vehicle CEC Gaseous Vehicle Buy Down \$ 8,000
Chevrolet Express/GMC Savana 3500 Diesel) Biodiesel Apply for a Rebate	2007-2011		
Chevrolet Express/GMC Savana 3500 Cutaway (CNG) Apply for a Rebate	2007-2010	2011	New Vehicle CEC Gaseous Vehicle Buy Down \$ 8,000
Chevrolet Express/GMC Savana 3500 Cutaway (Diesel) Biodiesel Apply for a Rebate	2007-2011		
Chevrolet Express/GMC Savana 4500 Cutaway(CNG) Apply for a Rebate	2007-2010	2011	New Vehicle CEC Gaseous Vehicle Buy Down \$ 8,000
Chevrolet Express/GMC Savana 4500 Cutaway (Diesel) Biodiesel Apply for a Rebate	2007-2011		
Dodge/Mercedes Benz Sprinter (Diesel) Biodiesel Apply for a Rebate	2007-2011		

Eligible Vehicles - Shuttles	Model Year \$ 5,000	Model Year \$ 7,500	Other Funding Eligibility
Ford E-150 (CNG) Apply for a Rebate	2007-2010	2011	New Vehicle CEC Gaseous Vehicle Buy Down \$ 8,000
Ford E-150 (Diesel) Biodiesel Apply for a Rebate	2007-2011		
Ford E-150 (Propane) Apply for a Rebate	2007-2011		\$ 1,000 Propane Association + \$ 6,000 from CEC
Ford E-250 (CNG) Apply for a Rebate	2007-2010	2011	New Vehicle CEC Gaseous Vehicle Buy Down \$ 8,000
Ford E-250 (Diesel) Biodiesel Apply for a Rebate	2007-2011		
Ford E-250 (Propane) Apply for a Rebate	2007-2011		\$ 1,000 Propane Association + \$ 6,000 from CEC
Ford E-250 Cutaway (CNG) Apply for a Rebate	2007-2010	2011	New Vehicle CEC Gaseous Vehicle Buy Down \$ 8,000
Ford E-250 Cutaway (Diesel) Biodiesel Apply for a Rebate	2007-2011		
Ford E-250 Cutaway (Propane) Apply for a Rebate	2007-2011		\$ 1,000 Propane Association + 6,000 from CEC
Ford E-350 (Diesel) Biodiesel Apply for a Rebate	2007-2011		

Eligible Vehicles - Shuttles	Model Year \$ 5,000	Model Year \$ 7,500	Other Funding Eligibility
Ford E-350 (Propane) Apply for a Rebate	2007-2011		1,000 Propane Association + 6,000 from CEC
Ford E-350 6L (CNG) Apply for a Rebate	2007-2010	2011	New Vehicle CEC Gaseous Vehicle Buy Down \$ 8,000
Ford E-350 8.1L (CNG) Apply for a Rebate	2007-2010	2011	New Vehicle CEC Gaseous Vehicle Buy Down \$ 8,000
Ford E-350 Cutaway (CNG) Apply for a Rebate	2007-2010	2011	New Vehicle CEC Gaseous Vehicle Buy Down \$ 8,000
Ford E-350 Cutaway (Diesel) Biodiesel Apply for a Rebate	2007-2011		
Ford E-350 Cutaway (Propane) Apply for a Rebate	2007-2011		\$ 1,000 Propane Association + \$ 6,000 from CEC
Ford E-450 Azure Hybrid Apply for a Rebate	2010-2011		HVIP (\$ 15k 2009 20K 2010/11)
Ford E-450 Cutaway (CNG) Apply for a Rebate	2007-2010	2011	New Vehicle CEC Gaseous Vehicle Buy Down \$ 20,000
Ford E-450 Cutaway (Diesel) Biodiesel Apply for a Rebate	2007-2011		
Ford E-450 ROUSH Propane E-450 6.8L Apply for a Rebate	2011-2012		New Vehicle CEC Gaseous Vehicle Buy Down \$ 20,000

Eligible Vehicles - Shuttles	Model Year \$ 5,000	Model Year \$ 7,500	Other Funding Eligibility
Ford Transit Connect (CNG) Apply for a Rebate	2010-2011		New Vehicle CEC Gaseous Vehicle Buy Down \$ 3,000
Ford Transit Connect (Propane) Apply for a Rebate	2010-2011		\$ 1,000 Propane Association + \$ 6,000 from CEC
Ford Transit Connect Electric Apply for a Rebate		2011	CVRP (5k) + Federal
GM G4500 Cut Chassis Passenger Van (Propane) Apply for a Rebate	2010-2011		\$ 1,000 Propane Association + \$ 6,000 from CEC
Navistar Diesel Shuttle Cutaway (Biodiesel) Apply for a Rebate	2007-2011		
Navistar Eaton Hybrid Shuttle Van Apply for a Rebate	2010-2011		HVIP (\$ 15k 2009 \$ 20K 2010/11)
Navistar Eaton Shuttle Diesel (Biodiesel) Apply for a Rebate	2007-2011		
Vehicle Production Group MV-1 (CNG) Apply for a Rebate	2011		New Vehicle CEC Gaseous Vehicle Buy Down \$ 8,000

Last Updated (Tuesday, 14 February 2012 16:39)

Airport Eligible Vehicles - Taxis, Sedans & Limousines

Eligible Vehicles – Taxis & Sedans	Model Year \$ 1,000	Model Year \$ 2,500	Model Year \$ 5,000	Other Funding Eligibility
Azure Dynamics / Ford Transit Connect Electric Apply for a Rebate		2011		HVIP voucher \$ 12,000
Chevy Volt Apply for a Rebate		2011-2012		
Ford Escape Hybrid Apply for a Rebate		2012		
Ford Focus Apply for a Rebate		2012		
Ford Fusion Hybrid Apply for a Rebate	2010	2011-2012		
Ford Transit Connect CNG Apply for a Rebate		2011		
Ford Transit Connect Propane Apply for a Rebate		2011		
Honda Civic (4-cyl) Apply for a Rebate		2011-2012		
Honda Civic CNG Apply for a Rebate	2009-2010	2011-2012		
Honda Civic Hybrid	2009-2010	2011-2012		

Eligible Vehicles – Taxis & Sedans	Model Year \$ 1,000	Model Year \$ 2,500	Model Year \$ 5,000	Other Funding Eligibility
Apply for a Rebate				
Honda Insight Apply for a Rebate	2010	2011-2012		
Hyundia Elantra Apply for a Rebate		2011-2012		
Kia Optima Hybrid Apply for a Rebate		2011		
Lexus CT 200h Hybrid Apply for a Rebate		2011-2012		
Lexus HS 250h Hybrid Apply for a Rebate	2010	2011-2012		
Lincoln MKZ Hybrid Apply for a Rebate		2011-2012		
Mazda 3 (6 speed only) Apply for a Rebate		2012		
Mercedes-Benz S400 Hybrid Apply for a Rebate	2010			
Mercury Milan Hybrid Apply for a Rebate	2010	2011		
Mitsubishi i-Miev Apply for a Rebate		2012		CVRP rebate \$ 2,000

Eligible Vehicles – Taxis & Sedans	Model Year \$ 1,000	Model Year \$ 2,500	Model Year \$ 5,000	Other Funding Eligibility
Nissan Altima Hybrid Apply for a Rebate	2010	2011		
Nissan LEAF Apply for a Rebate		2011-2012		CVRP rebate \$ 2,500
Toyota Camry Hybrid Apply for a Rebate	2009-2010	2011-2012		
Toyota Prius Apply for a Rebate	2009-2010	2011-2012		
Toyota Prius V Apply for a Rebate		2012		
Vehicle Production Group MV-1 (CNG) Apply for a Rebate			2011	

Last Updated (Wednesday, 22 February 2012 14:01)



Customer Service Representative Training & Procedure Manual



“By valuing our employees, listening to our clients, and operating under the ideals of moral integrity, quality, and accountability, we will lead the parking industry in service and financial results for our clients”

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Professional Conduct

All ACE employees are expected to act in a courteous and respectful manner when dealing with The general public and may engage in friendly conversation. ACE employees however, must Maintain an air of professionalism at all times, and should typically not engage in conversations with customers regarding personal matters.



As a Customer Service Representative for ACE Parking Inc., you are providing a service for our customers. The shuttle, taxi, and hold-lot business is a service business and we're here to serve the commuting public. The most important thing you can do to satisfactorily represent this organization, is to be courteous and polite to our customers, at all times, and under all conditions. This courtesy is not restricted to the general public but extended to all our professional airport and ground transportation personnel as well.

As a CSR, your job performance is based on your ability to meet the following expectations -

1. Under all circumstances, be courteous and respectful to the customer.
2. Move quickly when approaching a customer. Enthusiasm is an integral part of good customer service.
3. Meet the customer with an appropriately greeting..." Good Morning", and thank them when they leave.
4. Treat the customer with the same professional and personal considerations you would expect for yourself.
5. This will prove out to be the most difficult aspect of your job. On occasion, and typically during the busiest times, there will be those customers who will refuse to cooperate, use profanities and, although very rarely, make threatening and indignant remarks. Don't get blindsided, **be prepared - expect it to happen**. Hopefully, in being mentally prepared for the inevitable, you will be able to maintain your personal and professional integrity, remaining composed and not allowing yourself to become emotionally involved and engage in battle with the customer's anger. Listen while the customer blows off steam, remain calm, then do what you have to do to keep things moving. Ironically, your stability in these situations quite often becomes a factor in defusing the customer's anger. If you feel you have a problem, immediately notify your supervisor, a manager or, when applicable, a Traffic Enforcement Officer for assistance and/or direction.

ACE Parking VIPs

Scott A. Jones, Chairman & Owner



With nearly half a century of parking experience, Scott Jones is the Owner and Chairman of Ace Parking. After graduating from Stanford University in 1971, Scott came on board full time at Ace Parking joining his father Even V. Jones, the founder of Ace Parking. Following his fathers lead, Scott Jones learned the parking business from the top to bottom. He has and can still do the job of any parking employee in the company. Scott Jones understands the fundamentals of parking and is dedicated to building quality meaningful relationships with the clients Ace Parking works with. He has put together an outstanding executive team that is the premier group of parking professionals in the nation.

Keith Burnham Jones, Managing Principal



Keith B. Jones is the Managing Principal of Ace Parking. Keith has led the corporate strategy and operations for the company since 2004, including Ace Parking's expansion and evolution as the nation's premier parking company. In his role, Keith is responsible for the strategic and creative operational vision of the company, along with ensuring the company's growth and profitability and is deeply involved with the company's new business initiatives. Keith has been involved with Ace Parking from a very young age and has worked countless hours at Ace Parking's many locations. His hands-on approach is proving to be a valued asset at all levels of Ace Parking's organization and he is committed to preserving and improving his family's business. Keith learned his strong work ethic from his father Scott and grandfather, Ace Parking's founder Evan V. Jones. Keith has instilled his father's values

of quality, customer focus, teamwork and ethics into the Company. With an open-door policy, Keith is always approachable and enjoys consistently interacting with Ace Parking's clients and team members. Keith believes strongly in giving back to his community and when he is not engaged in charitable work, he spends his time serving as an Executive or Board member to some of San Diego's most distinguished organizations. Keith is a Board member of the San Diego Regional Chamber of Commerce; San Diego Chambers Executive Committee; the Downtown San Diego Partnership; the Partnerships Executive Committee; the Board of Directors of Father Joe's Toussaint Academy in San Diego; the Regional Executive Committee member of Gen Next, an exclusive organization of successful business professionals whose mission is to tackle tough issues facing future generations. Keith is a member of Young Presidents Organization (YPO). In addition, Keith is the co-founder of the Herb Klein Leadership Roundtable as well as a member of San Diego Rotary 33. Keith graduated from New York University.

John Baumgardner, CEO & Vice Chairman



As CEO and Vice Chairman, John has the full authority of ownership to make the necessary business decisions regarding the operations of the company. He has been with Ace Parking for over 20 years and started as the company's chief internal auditor. John's background in auditing gives him an unequalled perspective when it comes to reviewing revenue control and operational expenses. John has been directly responsible for the development and creation of the best revenue control and audit department in the industry today. John has been instrumental in establishing our company's customer service programs. Through John's efforts, Ace Parking has increased the net income at newly acquired Ace facilities while raising the level of customer service.

Steve Burton, President



With over two decades of experience, Steve is one of the parking industry's top executives. Steve joined Ace Parking in 1989 and is currently President of the company. In that capacity, he directs all of Ace Parking's new business development and marketing efforts. In the last eight years, Steve has driven a 50 percent growth in the number of operations under management by Ace Parking and is directly responsible for the company's phenomenal growth outside of Southern California.

In addition to his business development role, Steve has been involved in the opening and operating of almost every key project Ace Parking has obtained over the last 16 years. Prior to joining Ace Parking, Steve worked in several parking markets for Central Parking System. His experience includes the management, operations and consulting of every type of parking facility. Steve is a University of Iowa graduate.

Brian Gansert, President of Operations



Brian oversees Ace Parking's operations covering Airports, Special Events, Commercial, Retail and Surface Lot locations. With more than 10 years living and working abroad, Brian combines his international leadership skills with a focus on customer service and attention to detail. His hands-on approach from inception to execution, translates into successful parking operations that maximize revenue potential, as well as providing quality service to each and every customer. Brian received his Bachelor's degree from California State University Long Beach.

Brian Gansert directly oversees Ace Parking's Special Events operations including the parking and traffic control for the San Diego Chargers (Qualcomm Stadium facility with 18,500 parking spaces) and the Padres (multiple facilities for the 40,000 seat PETCO Park located in downtown San Diego). Brian also

assists when we are opening new operations outside of San Diego. Brian assisted in the opening of Oakland Coliseum in September, 2006 when Ace Parking was given less than 1-week notice to take over operations prior to a Raiders game. Fortunately, the Chargers were playing away that Sunday and we were able send Brian and a team to Oakland to assist in hiring and training over 100 employees in a few days time. Brian was also a part of the implementation team and was on-site during the initial 'kickoff' Spring Training season this year at the new Goodyear Ballpark to ensure the operation was a complete success.

Mike Tweeten, Executive Vice President, Hotel Division



With over 17 years parking experience, Mike oversees the entire Hospitality Division portfolio for Ace Parking. Mike is responsible for the management development of the Division, financial performance, consistency in service standards and customer relations. Having worked his way up from hotel valet and manager positions, Mike possesses in-depth knowledge of hotel operations from understanding the importance of customer service to revenue collection Mike is a graduate of the University of California at Santa Barbara.

Matt Griesheimer, Vice President



Matt Griesheimer is the Vice President for Ace Parking Management in Northern California. Matt Griesheimer has over 10 years of experience in the marketing, leasing, acquisitions, operations and management of commercial, hotel, airport, mixed use and coliseum parking properties. He is an active member in BOMA (Sacramento, San Francisco, San Jose, East Bay); additionally, he is a member of IREM in San Francisco and is the designated speaker on parking related topics affecting the San

Francisco area. Matt Griesheimer holds a B.S. degree from the University of Maryland in Psychology. Matt is also a veteran who served honorably with the U.S. Navy for 11 years as a Hospital Corpsman.

Ross Seibert, Chief Financial Officer



Ross is responsible for the accounting and financial functions for Ace Parking and has over 25 years of experience in these fields. Prior to joining Ace Parking, Ross served as a Chief Financial Officer for over 10 years at other local San Diego companies and has been involved in all aspects of financial reporting, internal controls, information systems, budgeting and cash management. Prior to that, Ross spent 13 years with the public accounting firm Deloitte & Touche working with a variety of clients and transactions. Ross has also consulted with various companies assisting them with their financial transactions and reporting needs. Ross received his degree in Accounting from Indiana University and holds an MBA with an emphasis in Finance from San Diego State University.

Jon Gjerset, Chief Information Officer



As Chief Information Officer, Jon is responsible for developing and implementing a wide range of corporate-level technology initiatives designed to enhance operational performance and streamline costs for Ace Parking. Jon is an innovative leader who brings more than 20 years of Information Technology experience to Ace Parking. Known for his IT prowess and operational experience, Jon joined Ace in 2007 after working as Director of IT for Phogenix Imaging, a Kodak and HP joint venture which was a leading developer of retail photofinishing solutions based on inkjet technology. He also served at Pacific Communication Sciences Inc, and Nuera Communications, which pioneered the technology to move data and voice information over digital circuits. Jon holds a B.S. degree in Information Systems from San Diego State University and a collection of IT related certifications.

Michelle Dente, Vice President, Human Resources



Michelle is responsible for providing leadership to the HR function and for strategic planning and organizational development. Michelle is an innovative and profit-driven human resources executive with over 20+ years experience in a variety of industries, cultures and locations. Her broad-based human resource generalist experience matched with her savvy business knowledge and skills offer a unique set of qualifications that make her an excellent addition to Ace Parking. Michelle has a B.S in management and a MBA in business administration from CSU Dominguez Hills, CA. She is also currently a doctoral candidate pursuing a PHD in education.

General Procedural Guidelines

1. Follow instructions of supervisor or other management personnel.
2. With the exception of **clear cause** for self-defense, no fighting on company property.
3. On-time attendance, including returning from breaks and lunches in a timely manner.
4. Proper care and use of company equipment.
5. Stand at your assigned post with a sense of pride and professionalism.
6. Produce satisfactory quality and quantity of work.
7. Do not interfere with the work of other CSR's unless assistance is requested.
8. Observe and understand all safety regulations pertaining to his or her area of responsibility.
9. Address the general public and fellow ACE employees in a professional manner.
10. Never use profane, abusive, or obscene language.
11. Observe health and sanitation rules and practices regarding good house-keeping in your assigned area regarding proper cleaning, storage and maintenance of tools and equipment, and regarding littering on company or port property.
12. Do not carry-on outside activities or personal business during working hours.
13. Remain at your assigned position at all times, do not leave your position unattended. Should the need arise, notify S3 or management to assure proper coverage.
14. Report all safety hazards and conditions that could lead to personal injury or damage to company/port property.
15. Give proper notice of lateness and/or absence. It is your responsibility to contact the operations supervisor's office (619-291-1508) to inform them of reason for lateness/absence, and give approximate due in time or date returning to work. Appropriate time 2-4 hours in advance prior to shift. To avoid excessive absences employee can have the option of switching days off with another employee when necessary. Unless approved by HR, you must call in on each day of absence. [see your policy manual for further information]
16. Complete daily reports, turn in tickets as directed.
17. Do not report to work under the influence of alcohol, intoxicants, or illicit drugs. Inform HR if on medications from physician at work.

18. Exercise good common sense!

Uniform & Grooming Standards

Each member of the ACE Parking Inc. Customer Service Representative (CSR) Department is required to maintain a high standard of dress and personal appearance.

Personal appearance and dress code guidelines are designed to clarify the minimum boundaries of good grooming considered necessary to maintain the image of ACE.



DRESS CODE:

Hair must be kept reasonably short (collar length for men) and, also pertains to women, neatly styled. Sideburns, which extend below the ear line, are not permitted. Beards, including goatees, are not permitted. Mustaches must not fall below the bottom lip line. Males must be clean-shaven and all employees must be dressed appropriately or properly in uniform before clocking in and reporting for duty. Badge is part of your uniform. Must inform S-3 when missing before shift begins during briefings. Your supervisor will have the final say in matters pertaining to grooming and clothing.

Company uniforms are provided. Employees are responsible for the cleaning and maintenance of their uniforms.

Buttons or pins of any kind worn on clothing, except for company or union issued buttons identifying the employee or the company, are not permitted.

Supervisors are responsible for ensuring that employees are dressed in appropriate clothing which complies with company dress codes. If an employee is dressed inappropriately and is perceived to be unacceptable by the supervisor, the employee may be asked to return home to change into appropriate attire and receive no pay for the period of time he or she is absent.

Airport Units and Boundaries Defined

- S-1** ACE Parking Inc. General Manager - Michael Degraffenreid
No boundaries defined.
- S-2** CSR/ Valet Manager – David Morales
No boundaries defined.
- S-3** On Duty CSR Supervisor
No boundaries defined.
- 55** Taxi Hold Lot
The staging area for all taxis wanting to transport passengers out of the airport. Located at the back of Lot 6, across the street from the Sheraton Harbor Island Hotel and adjacent to the Harbor Police station.
- 55S** Shuttle Hold-Lot (55SAM)
Lot located past Lot 8 parking, shared with courtesy shuttles.
- 56S** West Terminal [Terminal2] Shuttle Island (56SAM)
Shuttle Island is located midway between West Terminals two (2) "Sky Bridges" or overpasses at the crosswalk between the parking lot and at the middle lower level, baggage claim area, of the terminal building. Sign reads "Shuttles for Hire"
- 58** West Terminal [Terminal 2] Taxi Island
Same location as **56S**. Sign reads "Taxis"
- 57S** East Terminal [Terminal 1] Shuttle Island. (57SAM)
Shuttle Island located next to "Sky Bridge" escalators at ground level between parking lot and terminal building. Sign reads "Shuttles for Hire"
- 59** East Terminal [Terminal1] Taxi Island
Same location as **57S**. Sign reads "Taxis"
- 60S** Commuter Terminal (CT) Shuttle Island (60SAM)
Shuttle Island located at crosswalk between terminal building and parking lot directly in front of terminal building.
- 61** Commuter Terminal (CT) Taxi-Island
Same location as **60S**.

Radio Procedures & Codes



When using the radios for communication between stations, it is important to follow the listed radio etiquette guidelines -

1. Keep transmissions as clear and concise as possible.
2. Always identify your position first, in this case 57S, followed by the station you are contacting, to 55S.
3. Wait for an acknowledgement [55S to 57S, or 55S go ahead] then proceed with request or message [Cloud 9 to spot 1, going to downtown La Jolla, or, 57S Code 7, etc].
4. Wait for verification and acknowledgement of request or message [Cloud 9 to spot 1, downtown La Jolla, or, Code 7 at *time*, 10-4]
5. Personal and non-English conversation, via the radio, is not permitted.

Radio Codes

10-1	Received Poor	10-2	Received Well
10-4	Acknowledged	10-7	Out of Service/On Break
10-8	Back in Service/Back from break	10-9	Repeat last message
10-10	Remain in Service	10-17	Write an Incident Report
10-19	Return to Office	10-20	Your Location
10-21	Phone Home	10-22	Cancel or Disregard
10-23	Standby	10-87	Meet at the Office
11-80	Serious Injury	11-81	Minor Injury
Code 4	No help needed	Code 7	Lunch Break
Code 8	Bathroom/Potty Break	Code 15	Last number on Tickets

Procedures for Taxi - Hold Lot (55) CSR

Requirements

The basic requirement for the Taxi Hold Lot CSR is to, upon request, dispatch valid taxis to specific terminal taxi islands.



Responsibilities

- Dispatching valid taxis to all airport terminals.
- Making sure that at least one hundred (100) dispatch cards have been sequentially numbered for the East, West, and Commuter Terminal taxi lines.
- Having a portable radio with him/her at all time while on duty.
- Maintaining a safe position at all times while dispatching taxis to specified terminal.
- Keeping and maintaining a neat and clean workstation.
- Ensure that Taxi Island CSR's are kept informed of status of all orders made.
- Stamping cards to prepare for future orders: Days Shift 0-599 - Eves 600 and up. If Stamper machine is non-functional, employee must hand date tickets.
- Doing a supply check and informing your shift supervisor of any needed supplies.
- Inform relief or break person of any and all problems before leaving your station.
- Ensure that drivers follow "Taxi Line Rules" in the Hold Lot. [see section "Taxi Line Rules"]
- Inform your supervisor of any and all problems and/or deficiencies that may prevent or hinder any part of your job performance.

Hold Lot (55) CSR

Responsibilities Continued



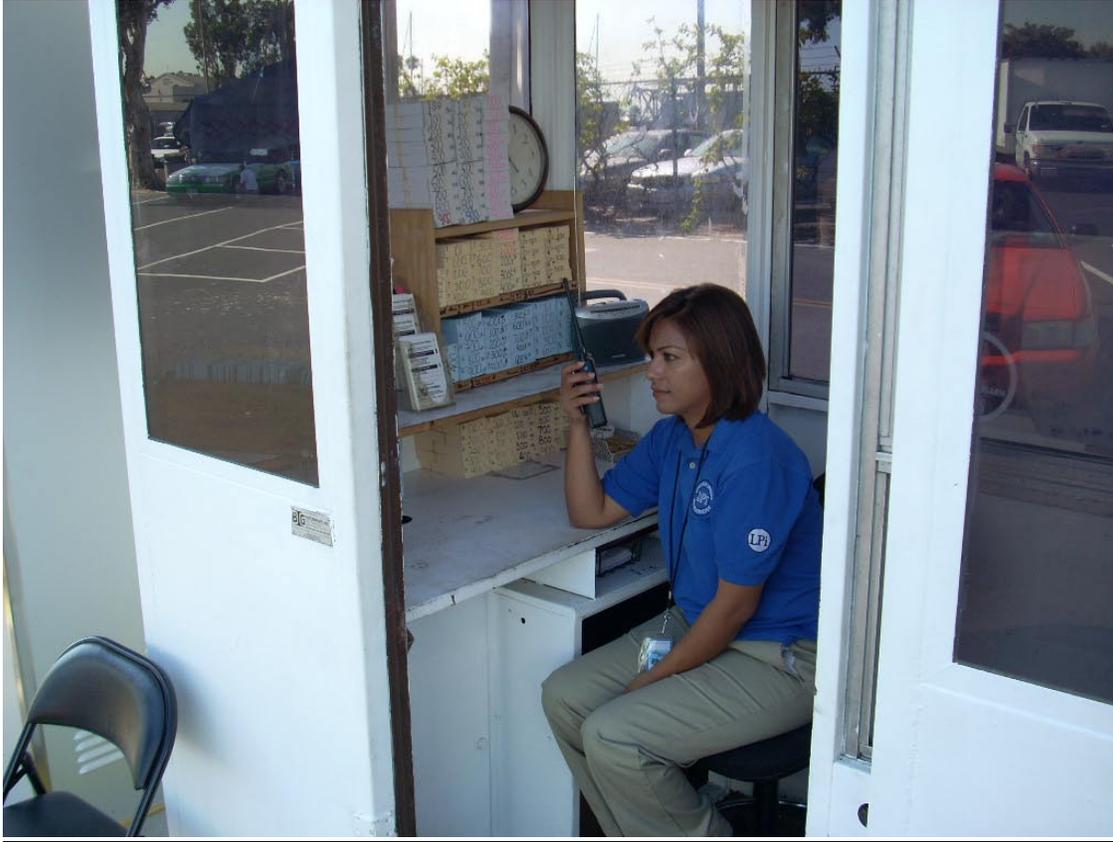
- Let 53 know when you arrive or leave your assigned position.
- Open the Lot no later than 0700 each morning. Lots are open at 7:00 am & all CSRs are at their designated areas. Lots are closed by 11:40pm, and all cars leave island except for late units assigned.
- Make sure to time stamp the first ticket for each terminal and that will be your “opening” ticket. The evening shift will do the same thing at the beginning of their shift.
- Ensure that the correct sign displaying appropriate taxi permit letter is posted.
- Contact all taxi island CSR's to inform them of valid permit letter used for this day.

Note: Either letter A or B stickers are allowed to work on any given day. Make sure the proper letter sign is hanging up. Any taxi with a permit displaying one of these letters **are permitted** to work on that day, Permits must be displayed on windshield, driver's side. After 6PM each day stickers will be open to all airport taxis. ALL stickers can work anytime.

- Make sure all paper work is filled out completely and that you time stamp the next ticket for each terminal and that will be your “closing” ticket. The evening shift will do the same thing at the end of their shift.
- When not busy dispatching taxis, stamp cards 01-599 to prepare for future orders. [Day Shift]

Hold Lot (55) CSR

Responsibilities Continued



- When not busy dispatching taxis, stamp cards from 600 on up to what is needed [Eve Shift]
- Ensure booth is properly cleaned and setup for next shift/day.
- After Code 15 has been called, close booth. Normally closes between 2330-2345.
- Taxi drivers are required to purchase \$0.50 taxi trip vouchers from the hold lot CSR 7 days a week from 11AM – 8 PM every day. Taxi trip vouchers will be sold in bundles of no less than 50.

Dispatching Taxis



- **All taxis are to give the CSR a \$1.50 trip charge voucher before they leave the hold lot.** When being dispatched from the lot the taxi driver will present a \$1.50 trip charge voucher to the CSR in exchange for a dispatch ticket to the islands.
- **If a driver is not in his/her taxi when being dispatched:**
Drivers who are not in their taxis when dispatched, unless they have told you that they would be away from their taxis, will be sent back to the end of the line. Should you have any problems, contact S3 for ATO.
- **If an order is placed and there are no taxis in respective terminal line ("OPEN")**
When a taxi island CSR places an order [left or right side] but there are no taxis in line, inform CSR and let him/her know that they will be "OPEN" until more cabs enter the hold lot. As taxis arrive in hold lot for appropriate terminal, proceed with dispatching taxis until order is complete. Call CSR with a timely status update and/or when order is complete.
- **If an island CSR requests to leave their lane "OPEN"**
It indicates that there is a constant and heavy flow of pickup traffic at the island and the CSR wants you to continue with dispatching taxis to their location until they request a "hold" on the line.
- **If an order is placed for "pickups" [East or West Terminals Only] but their holding lot is "OPEN"**
Start dispatching taxis from other terminal lanes. Remember, taxis are to be dispatched for awaiting pickups only.
- **If there are "pickups" at the Commuter Terminal and CT lane is "OPEN"**
Dispatch taxis from West Terminal first. If no taxis at West, proceed with dispatching taxis from East Terminal. Only dispatch enough taxis to cover "pickups".

Taxi Trip Charges and Paper Work

All taxi drivers are required to buy \$1.50 trip coupons in advance so that they can purchase a dispatch ticket to go to the islands.

- The CSR in charge of selling trip charge coupons are to adhere to the ACE Parking cash handling procedures as outlined in the employee handbook
- Trip coupons will be sold in bundles no less than 20 and the CSR responsible is to properly document and record each purchase on the Coupon Pre Sell Sheet.
- Always make sure to get the complete credit card number and expiration date when filling out the CC Authorization form
- Make sure the coupon # sequence is recorded on the sheet every time
- Always get the Cab# and UPD# every time
- Make sure to lock booth when on breaks
- Always be friendly to the taxi drivers
- Sign your form before you turn it in

Upon leaving the hold lot the Taxi Drivers will exchange a trip coupon for a dispatch ticket to the islands.

- The dispatching CSR is responsible for collecting a coupon from each driver each time they leave the hold lot
- Make sure to bundle tickets throughout your shift so that reconciliation at the end will be easier.
- Make sure to fill out the paper work completely
- Sign paperwork when completed
- Turn in paper work to S3 at the end of your shift for review and approval

Lindbergh Parking, Inc.
Trio Charge Form

Name: _____ Date: _____ Shift: _____

Terminal 1 Tickets		Terminal 2 Tickets		Computer Tickets	
Closing Ticket #	<input type="text"/>	Closing Ticket #	<input type="text"/>	Closing Ticket #	<input type="text"/>
Opening Ticket #	<input type="text"/>	Opening Ticket #	<input type="text"/>	Opening Ticket #	<input type="text"/>
Total Tickets	<input type="text"/>	Total Tickets	<input type="text"/>	Total Tickets - 1	<input type="text"/>
Tickets Issued	<input type="text"/>	Tickets Issued	<input type="text"/>	Tickets Issued	<input type="text"/>

Total Tickets Issued : 17 \$ 5

Total Cash Dropped \$ 5

Total coupons 12 = \$ 5

Total Cash and Coupons \$ 5

Difference/ Missing tickets

Signature For Bank _____

Dispatching Taxis



- **If a taxi driver refuses to be dispatched to any Airport Terminal when needed**
Any driver who refuses to be dispatched to any terminal that needs taxis will forfeit their place in line. If the driver does not comply to your direction proceed with dispatching taxis around them until order is complete. Contact S3 for ATO assistance.
- **If a driver asks if he/she has time to leave their taxi**
Inform driver that you will dispatch taxis when called and, if not back in time, you will proceed to dispatch taxis around theirs.
- **If S3 or an island CSR requests a Code 15 [last number on dispatch tickets]**
Transmit number of last dispatch card sent out. This gives the CSR an idea of how many taxis are en-route.

Terminal 2 - taxis may volunteer to arrive until 9:00 am - @ latest hour by S3 decision 10:00 am, unless there is a flight and CSR requires their lanes.

Taxi Line [Hold Lot] Rules (SDCRAA Regulated)



Rule 1: Taxis must remain within the marked areas.

Action: *If there is a problem that is impeding taxis from getting out of the lot, courteously remind the driver that he/she must remain within marked area according to SDCRAA codes. If the driver fails or refuses to comply, contact S3 for a ATO for the mentioned violation.*

Rule 2: Taxis shall move forward when line moves.

Action: *Should a taxi not pull forward, for whatever reason, alert driver to pull up. If the driver fails/refuses to comply, eject from the taxi line for the mentioned violation and contact S3 for ATO. Proceed dispatching remaining taxis.*

Rule 3: Drivers must remain in close proximity to vehicle.

Action: *If any driver is away from their taxi and causes problems in your ability to dispatch taxis, courteously ask driver to remain close to his/her vehicle. If the driver fails/refuses to comply contact S3 for ATO.*

Rule 4: Taxis must remain in dispatch order.

Action: *If it is not a blatant violation, remind the driver that he/she must be in accordance to SDCRAA code regarding this rule. If a driver blatantly cuts in line, contact S3 for ATO. Proceed with dispatching remaining taxis.*

Rule 5: Only current day taxi permit letters may stop in this area unless contacted by S3 for special pickup that we cannot accommodate.

Action: *Immediately eject from taxi line and hold lot. If the drivers fails/refuses to comply notify S3 for ATO.*

Taxi Dispatch Terminology



ORDER

When an island CSR places an "order" to replenish the right side or left side taxi lanes the hold lot CSR will dispatch 12 taxis from the appropriate lane to complete that "order".

OPEN

The term "OPEN" can be defined as follows:

- If the hold lot CSR has not dispatched 12 taxis for a given order, then that order remains "OPEN" until all 12 taxis have been dispatched.
- If an island CSR requests that an order remain "OPEN", they are requesting that the hold lot CSR continue to dispatch taxis, exceeding the normal 12 per order. That order is complete when island CSR put a holds on that order or, in other words, stops that order.

STANDBY

Wait for my response.

S3

Shift Supervisor.

55

Hold Lot Taxi CSR

58

West Terminal Taxi Island CSR

59

East Terminal Taxi Island CSR

61

Commuter Terminal Taxi Island CSR

ATO

San Diego County Regional Airport Authority (SDCRAA) "Airport Traffic Officer"

ADD

If S3 states "OPEN STICKERS" and cabs are coming straight to Island without dispatch tickets until pickups are cleared and S3 calls to "CLOSE STICKERS"

Procedures for Taxi - Island (58, 59, 61) CSR

Requirement

The basic requirement for the Taxi Island CSR is to direct passengers to the next available valid taxi as quickly and pleasantly as possible.



Responsibilities

- Report to S3 when you arrive at the island or if, for any reason, you need to leave your position. Never leave your position unmanned.
- Upon arrival to the island taxi drivers must surrender their dispatch ticket to the CSR. It is the CSR's responsibility to collect the dispatch ticket from the driver and check it for accuracy.
- Keep podium and work area clean and neat.
- Ensure that all taxi drivers are following SDCRAA dress code standards. [See section on "Taxi and Shuttle Drivers Dress Code"]
- Ensure that all taxi drivers follow "Taxi Stand Rules" while at taxi islands. [See section on "Taxi Stand Rules"]
- Always present and maintain a professional appearance by not leaning or sitting on cabinets, smart carts, taxis, posts, or benches.
- Maintain a safe position when working the island. Always check cab drivers tickets to maintain order by from curb side and not from roadway.
- Ensure that taxi drivers hand in the correct terminal dispatch cards; east/west and left/right side.
- Check for appropriate sequence numbers and for correct date/time stamp. Notify hold lot CSR (55) the Code 15 immediately on any discrepancies.
- Turn in all dispatch cards at the end of your shift, except for those needed by a relief person when applicable, and have all dispatch cards facing in one direction.

- Ensure that all customers are assisted on the taxi island when not busy.
- Be professional, patient, and treat everyone equally in being respectful and courteous.
- Direct customers to appropriate "first taxi" in line unless, for whatever the reason, customer requests another taxi.

Taxi Stand Rules (SDCRAA Regulated)



Rule 1: All drivers are allowed, as a courtesy, to stand outside and beside their own taxi and, from that position, converse with the driver parked either in front or behind them in line. You cannot have two or more drivers congregating at any time by any taxi or on the taxi island itself. Also, as a courtesy, drivers in the East Terminal will be allowed to congregate away from their taxis but must be off and away from 'Taxi', 'Hired', and 'Courtesy Shuttle' islands and be on the parking lot side of crosswalk gate at the bottom of escalators directly across from our Express Pay Stations. Drivers in the West Terminal must also be on the parking lot side of Express Exit island - see photos

Action: *Courteously ask the driver to remain near their taxi or congregate off the island. If the driver refuses or fails to comply, contact S3 or ATO*

Rule 2: Taxis shall move forward immediately as line moves

Action: *Call or gesture for the driver to move their taxi forward. If the driver refuses or fails to comply, eject driver and their taxi from the line and send back to hold lot.. If the driver refuses to leave the line, contact S3 or ATO and do not allow driver to load customers.*

Rule 3: Taxis must remain in dispatch order.

Action: *Courteously ask the driver why he/she is out of dispatch order. If they give a reasonable explanation, inform the other drivers of the situation in order to cut down on complaints. If the driver's explanation is unreasonable, eject the driver from the line and send back to hold lot.*

Rule 4: Only current airport day taxis may stop in this area

Action: *Inform the driver that he/she does not have the appropriate "current day" permit to work at the airport and must leave the island. If the driver refuses or fails to comply, call S3 or ATO. Do not allow driver to load any passengers.*

Rule 5: There are no more Short Hauls - all cabs go back to the taxi lot.

Exception: *ADA mini vans come straight to island without dispatch tickets. Wait time 30 minutes unless needed.*

Customer “What Ifs” - Taxi Island



What if a customer is loading a taxi that is not at the head of the taxi line?

Although customers have an option to choose any taxi they wish, it simply may be that they misunderstood or didn't hear your direction. Drivers behind an available taxi that are loading passengers [Back-loading] know better and should redirect that passenger to the first taxi in line. Your best approach in dealing with a violator of "back-loading" is to ask the passenger if they want that particular taxi. If they say "yes", then the subject is closed and inform the drivers who were bypassed. If, on the other hand, the customer says "no" and/or says or gestures that "it doesn't matter" you should politely direct them to the next available taxi at the front of the taxi line.

What if a customer wants a price quote to their destination?

Politely inform the customer that the driver next up in line will best be able to assist them in answering their question.

What if a customer complains about the different taxi rates posted on different taxis?

Politely inform the customer that all airport taxis are regulated to charge the same "metered" rate by the SDCRAA. Explain that the different rate posted on the door panels of various cab companies is a "city" rate and that all airport "Yellow Cabs" post the correct and current airport rates that all airport taxis will be charging.

What if a customer wants a taxi that will charge a flat rate?

Politely inform the customer that all taxis at the airport are "meter" regulated and advise them that the hired shuttles do charge a flat rate according to destination areas.

What if a customer tells you that they contacted a specific taxi company and was told they would charge a flat rate?

Politely inform the customer that all taxis at the airport are "meter" regulated. You can assist the customer in suggesting that they recall that specific cab company and to also inquire if they need to wait at a designated pickup area.

Customer "What Ifs" - Taxi Island

(CONTINUED)

What if a customer approaches you with an airline or any third party voucher?

It is important to first inform the customer that drivers are not obligated to accept third party vouchers, then proceed in assisting the customer by doing the following:

1. Check the island to see if any taxi will accept the voucher. The destination is not a consideration.
2. If none are available at the island, radio 55 and request Hold Lot CSR to inquire if any taxis are available that would accept voucher.
3. If none are available at Hold Lot, radio taxi island CSR at other terminal to do the same.
4. If none are currently available at the airport, contact S3 who will then call the taxi companies to see if they have any available taxis.

If there are no available taxis, politely inform customer of the situation. The best way to deal with this situation is to recommend that they pay for the taxi, get a receipt, and have the third party reimburse them. If they are unwilling to do this, contact S3 for assistance and politely inform customer that your supervisor is on the way to assist them.

What if a customer wants to pay with Traveler's Checks?

Drivers are required to take a fare if payment is made by travelers checks. If a driver refuses to assist a customer with travelers checks, politely inform driver that travelers checks are considered to be the same as a cash payment. If the driver does still does not comply, immediately eject driver from line. Apologize to the customer for any inconvenience and direct the customer to the next available taxi in line. If the driver has not left line- contact S3 for ATO assistance.

What if a customer wants to pay with a Credit Card?

All cabs and shuttles must accept credit cards. If not it is considered a FARE REFUSAL. If a driver refuses to assist a customer with a credit card payment, politely inform driver that it is considered a fare refusal. If the driver does still does not comply, immediately eject driver from line. Apologize to the customer for any inconvenience and direct the customer to the next available taxi in line. If the driver has not left line- contact S3 for ATO assistance.

What if a customer requests a taxi with a baby seat?

Politely inform the customer that taxis do not carry, or are legally required to carry, baby seats in their taxis.

What if a customer with a child is willing to ride a taxi without a baby seat?

Politely inform the customer that the parent/guardian is responsible according to Rule V.C. 27360.5(a) and are subject to high fines if they were pulled over by law enforcement and, therefore, driver can refuse the fare. However, since it is at the drivers own risk and discretion, direct the customer to the next available taxi. If no driver is willing to accept the fare, suggest an alternative to the customer in considering taking a hired shuttle instead. Several companies are equipped with baby seats.

Customer "What Ifs" - Taxi Island **(CONTINUED)**

What if a customer requests a taxi that allows smoking?

A driver cannot refuse to transport a passenger wishing to smoke in his/her taxi unless the taxi has a visible and permanently mounted "No Smoking" sign posted in the taxi. If a driver refuses to load the passenger and does not have a visible sign, apologize to the customer for any inconvenience and direct the customer to the next taxi in line. Do not allow taxi to load passengers and contact S3 for ATO assistance.

What if a customer has oversized luggage, such as skis or a large instrument case, or an excessive amount of luggage that won't fit into the taxi?

If a driver is unable to accommodate a customer due to the size or amount of luggage, direct the customer to the next available taxi wagon or van in line. If none are available at your island radio the Hold Lot or, if necessary, other terminal's taxi island for assistance. If there is no room in the taxi to load the customer's luggage due to a driver's belongings, apologize to the customer for any inconvenience and direct and assist customer to the next available taxi in line. Do not allow driver in violation to load another customer and notify S3 for ATO assistance.

CALIFORNIA VEHICLE RESTRAINT LAWS

All vehicles except buses and motorcycles

INFANTS AND SMALL CHILDREN

VC 27360(a) Cite parent/guardian for each child who is not properly restrained in the rear seat unless the child is six years or older or weighs 60 pounds or more.
VC 27360(b) Cite driver only if parent is not present.

Exceptions:

1. Court sanctioned exemption, medical condition, physical unfitness or size.
2. In a threatening emergency or transported in authorized emergency vehicle.
3. Child over 40 pounds in rear seat of vehicle with lap belts only.

As of January 1, 2005, each child is required to be properly restrained in the back seat unless child is six years or older or weighs 60 pounds or more.

Exceptions: VC 27360(c) a child or ward under the age of six years who weighs less than 30 pounds may ride in the front seat of a motor vehicle, if properly secured in a Child Passenger Restraint System (CPRS) that meets applicable federal motor vehicle safety standards, under the following circumstances:

- A. There is no rear seat.
- B. The rear seats are side-facing jump seats.
- C. The rear seats are rear-facing seats.
- D. The Child Passenger Restraint System cannot be installed properly in the rear seat.
- E. All rear seats are already occupied by children under the age of 12 years.
- F. Medical reasons necessitate that the child or ward not ride in the rear seat.
The court may require satisfactory proof of the child's medical condition.

A child may NOT ride in the front seat with an active passenger airbag if:

- A. Under one year of age.
- B. Weighs less than 30 pounds.
- C. Riding in a rear-facing Child Passenger Restraint System.

OTHER OCCUPANTS

VC 27360.5(a) Cite parent/guardian for each child who is unrestrained and is 6 years of age but less than 16, or is less than 6 years and weighs 60 lbs. or more.

VC 27360.5(b) Same as above but cite driver only if parent is not present.

VC 27315(d) Cite driver for self and all passengers 16 or older not properly secured in a safety belt.

VC 27315(e) Also cite each passenger 16 or older not properly secured in safety belt.

VC 27315(f) Cite registered owner if safety belts have been removed or not working.

Exceptions: Taxi driver or city street h/fare-paying passenger, backseat of limousine and taxi cabs for fare, sleeper berth, newspaper delivery, rural mail carrier, solid waste/recycled collection, physically disabling or medical condition duly certified by physician, surgeon or chiropractor, mental condition and reason.

PICKUP LAW

VC 23116 Cite driver (a) and/or persons (b) riding unrestrained in or on the back of pickup truck or flatbed.

UNATTENDED CHILD IN A MOTOR VEHICLE

VC 15620(a) A person responsible for a child age 6 or under may not leave the child inside a vehicle without a person who is at least 12 yrs. of age if there are conditions that present a significant risk to child's health or safety or engine is running and/or keys are in the ignition.

Revised 04/2004

Procedures for Shuttle - Hold Lot (55SAM) CSR

Requirements

The basic requirement for the Hold Lot CSR is to, upon request, dispatch valid shuttles for hire to specific numbered spot locations at terminals



Responsibilities

- Opening the Hold Lot by 7:00am at beginning of the day. Closing by 11:40pm at ending of the day.
- Doing a supply check at the beginning of the shift.
- Ensuring that work area is neat and clean at all times.
- Performing radio checks and confirming who has what radios.
- Maintaining a professional attitude and work relationship with drivers and coordinators.
- During idle periods stamp dispatch cards ensuring that at least one hundred (100) "free call" and "reservation" dispatch cards are sequentially stamped for relief CSR.
- Reporting to S3 when you arrive and/or leave your position. Never leave unmanned.
- Dispatching valid "shuttles for hire" vehicles to appropriate terminals and spot locations.
- Maintaining a safe position at all times when dispatching shuttles to terminals.
- Visually checking that shuttle drivers have proper permits.
- Visually checking that shuttle drivers are wearing appropriate attire.
- Ensuring that all shuttle drivers follow "Hold Lot Rules".
- Coordinating all "reservation" and "free call" shuttles to appropriate terminals.
- Keeping all shuttle island CSR's informed of all orders that have been placed. 56SAM or 57SAM should maintain shuttle log sheets on Island. Keep record of shuttles ordered.
- Maintaining "Break Log" with start and end times of all CSR breaks.

- Inform S3 of any problems or deficiencies that may prevent you from working or completing your assigned responsibilities.
- Ensure that all radios and dispatch cards are brought to office at the end of shift.

Shuttle Hold Lot (55SAM) Rules



Rule 1: Standing time for all vans will be up to five (5) minutes and may be varied by a TEO according to terminal traffic and passenger volume.

Action: *Politely remind driver that their standing time is up. If the driver refuses to comply, contact S3 for ATO assistance.*

Rule 2: All drivers are required to comply with the SDCRAA dress code.

Action: *If the driver does not meet SDCRAA requirements, contact S3 for ATO assistance.*

Rule 3: Drivers have a duty and are obligated to transport passengers.

Action: *Politely remind driver under SDCRAA regulations they must assist all customers requesting service. If the driver fails to comply, contact S3 for ATO assistance.*

Rule 4: Drivers must remain in their vehicles, behind the steering wheel, unless actively loading/unloading passengers and/or baggage.

Action: *Politely remind driver of SDCMA regulation. If the driver does not comply, contact S3 for ATO assistance.*

Rule 5: Drivers cannot solicit services at the airport.

Action: *Politely remind driver of SDCRAA regulation on solicitation.*

Rule 6: Excessive honking of horns is prohibited.

Action: *Drivers not in compliance will forfeit their place in line and/or may be ejected from Hold Lot.*

Rule 7: Shuttle vans shall enter Hold Lot and proceed directly to the dispatch lanes, except for temporary use of the permit parking stalls for personal necessity. Except for open freecall shuttle coming back to lot after 5 minutes or less. Driver goes up front facing 55SAM booth. When recalled, drivers second time to both terminals will be 5+5 like reservation green tickets.

Action: *Politely remind driver of SDCRAA regulation. If the driver does not comply, contact S3 for ATO assistance.*

Shuttle Hold Lot Dispatch Procedures



Dispatching Shuttles:

Dispatch procedures for all vans will be from left to right (following the yellow cone) moving from the back the back of a row, if necessary, until the company requested has been located and dispatched. The purpose of this is to insure that vans waiting the longest will be dispatched first. Remember, the CSR selects who goes next, **not the drivers**.

Required Procedures for Shuttle Hold Lot CSR

1. Write down the order number under the respective heading on the Shuttle Dispatch Log
2. a) Visually check the lot and respond "10-4" if an order can be filled
b) If the order cannot be filled, respond to the caller with "standby" or "backorder"
3. Properly fill in dispatch card (Free Call or Reservation) by:
 - a) time stamping the dispatch card.
 - b) circling the appropriate terminal.
 - c) circling the appropriate sector.
 - d) write down the abbreviated shuttle company name including van number.
 - e) visually check driver's SDCRAA's number.
4. Write down driver's SDCRAA's number.
5. Visually check driver's attire and that it is in accordance to dress code.
6. Once above criteria is met, issue dispatch card to the driver.

The Cone:

The cone is the "unofficial" marker used to keep track of the next shuttle up (Free Call Reserved) When in doubt of cone movement or placement, the CSR has the last say in dispatching a shuttle.

Special Requests and Cone Movements

At times a customer at the island may make a "special request" such as – a van that carries their own baby seats. (Credit card payment is NOT a special request. All shuttles must accept otherwise considered FARE REFUSAL.) When dispatching these types of orders, check to see if the next van up can accommodate the request. If not, the CSR is to follow the normal course of the cone placement until the request is filled. Example: if the first van up (lane 1) does not have credit cards proceed to the first van in the next lane (lane 2) Follow this course of action until order is filled. Remember, the whole idea is to dispatch the shuttles that have been waiting longest in line.

Shuttle Dispatching Terminology



Reservations:

Customer requests a specific shuttle company - Green Dispatch card.

Free Call:

Customer has no specific shuttle company. First available shuttle is sent out with a yellow Dispatch card.

Backorder:

A customer who has made a "reservation" with a specific shuttle company is put on a waiting list until shuttle arrives at Hold Lot.

Open:

A shuttle that is dispatched to island with no awaiting customer is available to assist upon request.

Standby:

Term used until an appropriate response can be issued.

56-SAM:

West Terminal Shuttle Island.

57-SAM:

East Terminal Shuttle Island.

60-SAM:

Commuter Terminal Shuttle Island.

S-3:

CSR Shift Supervisor.

Spot X:

Special sector used in place of a numbered sector to assist a customer.

Driver must look for an Island CSR for correct location [spot]. CSRs must not abuse Spot X.

Price Check:

You can approach any company shuttle driver that is already at the shuttle island and request an estimated cost to customer's destination. Should a customer want an estimate from a different company, politely direct customer to use courtesy phones located in main terminal building for further assistance.

Handicapped Vans - Shuttle Coordinators



Handicapped Request

Should a customer request a handicapped equipped van CSR is to call 55SAM for FREE CALL ADA if customer does not have a preference. 1st shuttle on cone has 45 minutes to accommodate customer. If not, CSR must request second company on cone. If neither has ADA, CSR must call to S3 for any ADA in lot and a report must be completed for management. If one is not on-site at the airport S3 will contact the shuttle company of customers choice [Reserved] or, if no preference [Free Call] is to call and select any company who has an available van. You will be informed of shuttle company name and van # to expect.

Shuttle Coordinators

Always deal with coordinators on a professional level. Keep them informed of any situation involving any order for their company. If any problems arise in this area, contact S3.

Reservation coordinators must have a valid Airport Driver's Permit and be issued a Hold Lot Coordinator's ID card from the SDCRAA's Ground Transportation Department. All Coordinators must be employees of the company they are coordinating.

Working with Coordinators

Hold Lot CSR's will receive reservation requests from the Shuttle Island CSR's. The Hold Lot CSR will contact the company coordinator, the coordinator will identify a van to be dispatched from the hold lot or a van already at the Airport to be directed to the reservation passenger. The CSR will then issue a dispatch card to the designated van or contact a CSR at the shuttle island to direct the movement of a van that is already at one of the terminals.

Coordinators shall not interfere with any ATO or Customer Service Representative. Should this occur, notify S-3 immediately.

Coordinators will contact the hold lot CSR upon arrival to the lot. The hold lot CSR will then contact S-3 notifying him/her that the coordinator has arrived on site.

Shuttle Island CSR Procedures- A Two Sided Coin



Shuttle Island Procedures can basically be broken down into two Distinct categories

- Assisting and accommodating our customers with their destination needs.
- Cooperation and coordination between shuttle companies in meeting our customer's needs as efficiently and expeditiously as possible.

Assisting Customers

As a Customer Service Representative for Lindbergh Parking Inc. our primary objective is

"To provide world class customer service to travelers in need of ground transportation out of the airport"

- Shuttle Island CSR's are required to approach and ask customers who come onto the island if they need assistance in acquiring a "Shuttle for Hire".
- Avoid volunteering information regarding specific shuttle companies, however, do respond to any questions the customer may ask. In regards to pricing, direct the customer to any available shuttle driver and have them [the customer] ask the shuttle driver directly on what their company rates are. Remember to remain unbiased towards all shuttle companies and do not recommend that a customer take any specific shuttle company over another's.
- A typical dialog between customer and CSR can be as follows –
 - CSR – Hello, May I help you?
 - Customer – No, but thank you anyway.
 - CSR – You're welcome, should you need any assistance please feel free to ask.
 - If the customer, on the other hand, says "yes" listen to what they are saying and respond accordingly...

Shuttle Island CSR Procedures - A Two Sided Coin



Assisting Customer – continued

- Should the customer respond with a specific shuttle company this is to be considered a "Reservation Call"
 - Customer - I'd like a Cloud 9 Shuttle please.
 - CSR - What part of town would you like the shuttle to take you?

Once you know the customer's destination, contact 55SAM and put in an order for that particular shuttle. If 55SAM responds "10-4" inform the customer that their shuttle is in route and direct the customer to the appropriate sector on shuttle island for pickup. When applicable, inform customer of van number. CSR to collect ticket immediately when shuttle comes in on second pass for 5 minutes. Driving by is allowed by driver at anytime and ticket is not collected unless vehicle has stopped on a spot or to give dispatch ticket to CSR.

If 55SAM informs you that there aren't any requested shuttle vans going to their destination politely inform the customer they have several options -

1. They can be put on a waiting list until the next available requested shuttle arrives.
 2. They can take the next available shuttle (other than requested company) that will take them to their destination.
 3. They can take a Taxi.
- If the customer becomes irate because they expected immediate service or pickup due to any prearrangement made with respective shuttle company politely inform customer that they may file a complaint with the SDCRAA against the shuttle company by calling the phone number listed on the shuttle island podium.
 - If the customer does not have any specific shuttle request this will be considered a "Free Call" Contact 55SAM and inform them of customers destination. If 55SAM responds "10-4" direct customer to appropriate sector and inform them of shuttle company and van number to expect for pickup.
 - If a customer wants to check prices for shuttle services, politely direct customer to any available van on island and that they are not obligated to take that shuttle. If none are available, let the customer know that you can call the shuttle hold lot that can send the first available van to come and give a price check.
 - If a customer inquires where to pick up a specific hotel shuttle bus, ask if they have called hotel to prearrange pickup. If not, direct customer to courtesy phones in main terminal. If pickup has been arranged, direct them to courtesy island shuttle stops.

Shuttle Island CSR Procedures - A Two Sided Coin



Assisting Shuttles

- Second passes at terminals

A shuttle is allowed to make a second pass to the other terminal or a second pass at the same terminal. After the standing time has expired for the second pass, the shuttle must exit the airport.

- Stamping and collecting dispatch cards

All shuttle island CSR's are required to collect and hole punch dispatch cards. When a shuttle driver arrives on the island, the CSR is responsible for checking the shuttles dispatch card. If the dispatch card is not hole punched, proceed to hole punch the card in order for the driver to make second pass.

- Shuttle arrives on island and customer is not there for pickup

Inform the driver that they will be "OPEN" and must return to Hold Lot. Contact 55SAM to inform them of returning shuttle for appropriate line placement at hold lot.

- Coordinating Shuttles

All shuttle island CSR's will coordinate both "Reservation" and "Free Call" shuttles on the island. To do this, the shuttle island CSR will inform and assist 55SAM of any one pass shuttles that can assist any similar orders at another terminal.

- Backorder with available shuttle on island that has already made a second pass

Contact S3 and inquire if they can authorize a third pass for a reservation shuttle on backorder.

Procedures for Shuttle Island(56, 57, & 60SAM) CSR

Requirement

The basic requirement for the Shuttle Island CSR is to assist the customer in acquiring a Shuttle for Hire in an expedient, efficient, courteous and professional manner.



Responsibilities

- Reporting to 53 when you arrive at the island or if, for any reason, you need to leave your position. Never leave your position unmanned.
It is the CSR on the islands responsibility to ensure they have the maximum number of shuttles on the island at all times. When a shuttle leaves your island call for another on.
- Keep podium and work area clean and neat.
- Ensure that all shuttle drivers follow SDCRAA dress code standards [see section on "Taxi and Shuttle Drivers Dress Code"]
- Ensure that all shuttle drivers follow SDCRAA shuttle island rules and regulations [see section on "Shuttle Rules".]
- Always present and maintain a professional appearance by not leaning on cabinets, smart carts, taxis, post, or benches.
- Maintain a safe position at all time when working the shuttle island. Always collect drivers dispatch card from curb side.
- Ensure that shuttle drivers hand in correct terminal dispatch cards.
- Hole punch all dispatched cards.
- Being unbiased towards all shuttle companies by not volunteering any information regarding specific shuttle companies.
- Not accepting any gifts of gratuity or other items of that nature from any shuttle driver.
- Ensure that all customers on shuttle island are personally approached and assisted.
- At all times customers are to be treated courteously, politely and with patience, and always maintain a professional demeanor.
- Do not quote prices of any shuttle company and politely inform customer that prices vary from company to company.
- Keeping customers properly informed of the status of their shuttle order.
- Informing any relief or break person of all orders and/or problems on the island.

- Neatly organize all collected dispatch cards before turning them in at end-of-shift.
- Keep S3 informed at all times of any problems, deficiencies on the island that may prevent the CSR from performing their responsibilities.

Shuttle Island Rules (SDCRAA Regulated)



Rule 1: Standing time for all vans will be up to five (5) minutes and may be varied by the Airport Traffic Officer [ATO] according to traffic and passenger volume demands. Shuttle, unless needed in other terminal can complete second five minutes in same terminal. Shuttle must depart after 5 minutes and come back. CSR must collect ticket because that is considered going to 2 Terminals. Van cannot sit in the same terminal for 10 minutes. Shuttles @ USO can stop in both terminals one and two after military pickup. If spot #3 is not military facility area, the shuttle can only go on one terminal.

Action: *Politely remind driver that their standing time is up and they must leave the island. If the driver refuses to comply, contact S3 for ATO assistance.*

Rule 2: All drivers are required to comply with SDCRAA dress code [see section on Taxi and Shuttle Driver Dress Code]

Action: *Contact S3 for ATO assistance.*

Rule 3: Drivers have a duty to transport passengers.

Action: *Politely remind driver of SDCRAA regulations that drivers must assist all customers requesting service. If driver fails to comply, call S3 for ATO assistance.*

Rule 4: Drivers must remain in their vehicle, behind the steering wheel unless actively loading or unloading passengers and/or baggage.

Action: *Politely remind driver of regulation. If driver fails to comply, call S3 for ATO assistance.*

Rule 5: Drivers cannot solicit services anywhere or at anytime while at the Airport.

Action: *Politely inform driver of infraction and contact S3 for ATO assistance.*

CITY OF SAN DIEGO, CALIFORNIA
COUNCIL POLICY

CURRENT

SUBJECT: TAXICAB PERMITS
POLICY NO.: 500-02
EFFECTIVE DATE: June 26, 2012

BACKGROUND:

Regulation of taxicab service is in the interest of providing residents and visitors to the City of San Diego with a good quality local transportation service. Towards this end, the City finds it desirable to regulate the issuance of taxicab permits.

PURPOSE:

To establish a policy for the issuance of additional taxicab permits, for the purpose of expanding the taxi industry to meet growing demand for taxi service throughout the City, and providing opportunity for both existing and new taxi operators and for experienced drivers.

POLICY:

The City will periodically issue additional taxicab permits based on a formula. The formula will take into account both the demand for taxicab services and the supply of taxicabs.

New permits will be issued on a full cost recovery basis. All applicants will first have to submit an application and satisfy Screening Criteria based on quality and customer service standards. Two methods of issuance will be used:

1. 60% of new permits will be issued in blocks of five or more permits by lottery to entities that demonstrate an ability to manage a fleet of taxicabs.
2. 40% of new permits will be issued one at a time by lottery to experienced drivers.

The process through which permits are issued will limit the concentration of permits. No permits will be issued or transferred to any person, company, business, corporation, or other entity if such issuance or transfer would result in any permit holder having an interest in more than 40% of the existing permits. New permits shall not be transferred for a period of five years after issuance. No single permit will be issued or transferred to any person, company, business, corporation, or other entity if such issuance or transfer would result in single permit holders in aggregate having interest in more than 40% of the existing permits.

CITY OF SAN DIEGO, CALIFORNIA
COUNCIL POLICY

CURRENT

Permit holders of newly awarded permits must demonstrate that they are in compliance with Screening Criteria as a condition of annual permit renewal or the permit may be suspended or revoked.

When any taxicab permit is transferred, the transferee must satisfy Screening Criteria at time of transfer and thereafter as a condition of annual permit renewal or the permit may be suspended or revoked.

All permits held by corporations or limited liability companies shall comply with Screening Criteria within five years of the adoption of this Policy.

IMPLEMENTATION:

Increases in the number of taxicab permits will be based on a formula to be computed every three years. Permits that are authorized but not awarded, as well as permits that are vacant due to revocation or relinquishment, shall not be considered to be active permits for the purposes of determining need for new permits.

Screening Criteria will be evaluated on a pass-fail basis. Each element must be a "pass" in order for the applicant to have been considered to have satisfied the screening. Applicants are responsible for providing complete and accurate information needed for the screening evaluations.

1. Screening Criteria
 - A. Applicants must:
 - a. Meet regulatory requirements for a taxicab permit holder and operator specified in ordinance and regulation
 - b. Provide evidence of at least five years' experience driving a taxicab or managing a demand responsive transportation service, or similar service-oriented business
 - c. Provide evidence of ability to meet insurance requirements
 - d. Provide evidence of ability to finance the meeting of screening criteria and regulatory requirements

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- B. Vehicles must:
 - a. Meet regulatory and ordinance requirements
 - b. Meet California Air Resources Board criteria for Zero Emission Vehicle or Low Emission Vehicle
 - c. Be ADA-compliant (applies to first permit, thereafter at least 50% of vehicles must comply)
 - d. Be equipped with GPS
 - e. Be equipped with security cameras

- C. Adequate facilities must be demonstrated for:
 - a. Administrative functions
 - b. Vehicle maintenance
 - c. Off-street vehicle storage when not in service

- D. Dispatch must be:
 - a. Staffed 24 hours
 - b. Computerized
 - c. Utilize GPS

- E. Customer service plan must include:
 - a. Acceptance of credit cards
 - b. Customer complaint system
 - c. Record keeping of every call, dispatch, trip, and complaint
 - d. 25% of trips must originate in underserved communities

- F. Additional screening criteria may be added as needed by regulatory action to fulfill the purpose of improving industry standards and customer service and keeping current with technology.

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2. Lottery of Permit Blocks

Eligibility: Applicants must satisfy Screening Criteria as well as demonstrating ability to finance and manage a fleet of taxicabs.

Blocks of Permits: 60% of the permits available shall be divided as evenly as possible into blocks five or more permits, maximizing the number of blocks available. For example, if 24 permits are available, then they shall be divided into four blocks of six permits; 25 permits shall be divided into five blocks of five permits; and 26 permits shall be divided into one block of six and four blocks of five permits.

Distribution: Applicants shall be screened for eligibility. Eligible applicants are placed in a lottery. The first 25 names drawn shall be placed on a list based on order of selection, with blocks awarded starting with the first drawn until all of the available blocks have been awarded. Larger blocks shall be awarded first. Names that are drawn but not awarded blocks shall constitute a waiting list. Applicants who subsequently fail to meet regulatory requirements shall be removed from the list and blocks reassigned in order to include the next listed applicant on the waiting list.

3. Lottery to Individual Drivers

Eligibility: Applicants must satisfy Screening Criteria, and: 1) not have any ownership interest in any taxicab permits, 2) have a current Taxicab Drivers Identification Card issued by the San Diego County Sheriff, 3) demonstrate a minimum of five years' experience leasing and driving a taxicab for at least 1000 hours per year, and 4) if awarded a permit, must drive the taxicab for at least 1000 hours per year for the first five years that the permit is held.

Individual Permits: 40% of the permits available shall be distributed one at a time.

Distribution: Applicants shall be screened for eligibility. Eligible applicants are placed in a lottery. The number of names drawn shall equal twice the number of permits available in the lottery. The names drawn shall be placed on a list based on order of selection. One permit shall be awarded starting with the first name on the list until all of the available permits have been awarded. Names that are drawn but not awarded a permit shall constitute a waiting list. Applicants who subsequently fail to meet regulatory requirements shall be removed from the list and the permit reassigned to the next listed applicant on the waiting list.

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FORMULA

The formula will be computed as follows:

$$S=D/M$$

Where:

- S= the calculated ideal supply of taxicabs
- D=measured aggregate demand for taxicab trips
- M=the number of taxicab trips needed to sustain one new taxicab vehicle entering the market

The formula shall be applied every three years. Economic studies shall be conducted to determine the values of D and M.

Additional permits shall be issued when S exceeds the number of active permits by 40 or more. The number of permits distributed shall be S minus the number of active permits. The number of active permits is the number of authorized permits minus unassigned and vacant permits.

HISTORY:

“Taxicabs - Certificates of Convenience and Necessity”

Adopted by Resolution R-72292 - 08/21/1962

Amended by Resolution R-216590 - 08/11/1976

Amended by Resolution R-217293 - 12/15/1976

Amended by Resolution R-222474 - 12/19/1978

Repealed by Resolution R-258090 - 03/14/1983

“Taxicabs - Permits”

Added by Resolution R-260636 - 05/07/1984

Amended by Resolution R-261739 - 10/15/1984

Amended by Resolution R-271307 - 06/28/1988

Amended by Resolution R-295355 - 08/06/2001

Amended by Resolution R-302130 - 12/06/2006

Amended by Resolution R-307494 - 06/26/2012



Thella F. Bowens
President/CEO
San Diego County Regional Airport Authority
PO Box 82776
San Diego, CA 92138-2776

August 17, 2012

Dear Thella F. Bowens, President/CEO

In our last monthly meeting the Taxi Cab Association representatives asked George Condon to give us an opportunity to meet with you and discuss issues that seriously affect your staff, Airport Board members and our membership.

We think our goals are the same, delivering a high level of customer service and recovering our costs to continue thriving in the current economic climate, however our methodologies differ. The current process is too political, lengthy, costly and does not adequately address the complicated issues that Staff and Board members must decide on. Ultimately the results affect our customers, the Airport and our industry.

We need to work jointly on how best we can improve the current process to eliminate errors and conflicts. People's lives and relationships are at stake and as partners we deserve better. We should be direct with one another with our positions so we can forward progressive Agendas to complete our goals.

Our industry deserves a lot of credit in supporting the Airports agenda the only item we disagree on is the transfer issue. Our membership has unanimously voted to contest this limitation on the grounds that it limits opportunity, its serves no purpose to the general public and it creates another problem of alternative solutions to a new problem.

The transfer issue is widely accepted with MTS. The Airport should be consistent with other regulators. For 28 years the Airport has allowed transfers to occur so what has changed to create such a drastic turn around. It singles out our industry with discriminatory practices.

Let us continue working together. Thank you for this opportunity to meet and we look forward to a long term working relationship.

Respectfully

The Association Representatives

Taxicab Consortia Members

Attachment E

Please note:

A taxicab company is allowed to declare participation in multiple consortia.

TAXICAB NAME	Association	# of Cabs	# of Drivers
1 CLASSY CAB	SDTA	1	1
4TH AVE CAB	SDTA, ICOA	1	3
5 LION	SDTA, ICOA	1	2
A & Y CAB	SDTA	1	3
A JUST CAB	SDTA	1	2
A N CAB	SDTA	1	2
AAA CAB	SDTA	1	2
ABC CAB	SDTA	2	7
ACE CAB	SDTA	1	2
ACTION CAB	SDTA	1	1
AIRPORT TAXI	SDTA	10	39
AK CAB	SDTA	1	1
Alasady	SDTXA	1	6
ALEX CAB	SDTA	1	2
ALPHA CAB	SDTA	1	3
AMANY CAB	SDTA	1	2
AMERICAN CAB	SDTA	11	18
Amir Cab	ICOA	2	9
AM-PM	SDTXA, ICOA	1	3
ANIOMA CAB	SDTA	1	3
APOLLO CAB LLC	SDTA, ICOA	1	1
ARCO CAB	SDTA	2	4
ARK	SDTXA, ICOA	3	13
ARTHUR'S CAB	SDTA	1	1
ARYA CAB	SDTXA, ICOA	1	2
ASAP CAB	SDTA	2	16
ASMARA	SDTA	1	2
ASSAB CAB	SDTA	3	6
AVIATOR CAB	SDTA	1	3
B.K. CAB	SDTA	1	3
B.Q CAB	SDTA	1	4
BARO CAB	SDTA	1	4
BAY CAB	SDTA, ICOA	2	8
BAZ CAB	SDTXA	1	4
BELL CAB	SDTA	1	4
BEST CAB CO	SDTA	6	13
Blue Cab CO	SDTXA	1	3
BLUEOCEAN CAB	SDTXA	3	9
CAB.COM	SDTA, ICOA	1	6
CALIFORNIA CAB	SDTA	1	6
CENTURY CAB	SDTA, ICOA	4	8
CHAMPION CAB	SDTA	1	0

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Taxicab Consortia Members

TAXICAB NAME	Association	# of Cabs	# of Drivers
CHERRY TOP CAB	SDTA	1	4
CITY CAB	SDTA	9	9
COAST CAB	SDTA	2	15
COUNTRY CAB	SDTA	1	1
COZY CAB	SDTA	1	4
DANIEL CAB	SDTA	1	5
DEDEBIT CAB	SDTA	1	4
DELINA CAB	SDTA	1	1
DELTA	SDTXA, ICOA	1	2
DELUXE-1 CAB	SDTXA, ICOA	1	4
DEN DEN CAB	SDTA	2	6
DESTINY CAB	SDTA	1	3
DISCOVERY	SDTA	1	1
DJM Cab	ICOA	1	0
Dollar Cab	SDTXA	2	6
DONBAS CAB	SDTA	1	2
Dream Cab	SDTA	1	2
DX	SDTXA	1	2
EAGLE	SDTXA	1	2
ECONOMY CAB	SDTA, ICOA	1	4
EK ALEX CAB	SDTA	1	4
EMERALD CAB	SDTA, SDTXA	7	22
ERITREAN CAB INC.	SDTA	7	27
EXCELLENT CAB	SDTXA	1	1
EXCLUSIVE CAB	SDTA	2	5
E-Z CAB	SDTXA	1	3
F N Cab	SDTXA, ICOA	1	1
FANCY LIMO CAB	SDTA	1	1
FANS CAB	SDTA, ICOA	1	1
Fare Valley CAB	SDTXA	1	3
FINE CAB	SDTXA, ICOA	1	2
Finest City CAB	SDTXA	1	2
FLASH CAB	SDTXA	1	2
FLOW CAB	SDTA	1	2
FREEDOM TAXI	SDTXA	1	2
FRIENDLY CAB SD INC.	SDTA	2	2
GEO'S CAB	SDTA	1	2
GoldWing Cab	SDTA, ICOA	2	5
GOLDEN STATE CAB	SDTXA	2	11
HAPPY	SDTA	1	3
Heaven	SDTXA	1	0
Hi Class Cab	ICOA	1	5
Honest Cab	SDTA	1	1
Ivoirite Cab	SDTA	1	1
J.B. CAB CO	SDTA, ICOA	2	6

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Taxicab Consortia Members

TAXICAB NAME	Association	# of Cabs	# of Drivers
JAM	SDTA	1	2
JOY CAB	SDTA, ICOA	2	2
J.Q. CAB	SDTXA	1	2
JR CAB CO	SDTA, ICOA	1	5
J'S CAB	SDTXA, ICOA	1	1
KABUL CAB	SDTXA	1	3
L.A.CAB	SDTXA	1	1
LAS CAB	SDTXA	1	2
L J CAB	SDTA, ICOA	2	3
LOTTO CAB	SDTA	1	1
LUXURY CAB	SDTA	1	0
M Cab	SDTXA	1	4
M.R. CAB	SDTA	1	1
MAIMEGDOM CAB	SDTA	1	2
MAIPU CAB	SDTXA	1	6
MARTIN CAB CO.	SDTA	2	4
MASSAWA CAB	SDTA	1	1
MEREB CAB	SDTA	1	2
METRO	SDTA	1	2
MGM CAB	SDTA	1	2
MODEL	SDTXA, ICOA	1	2
Moon Cab	SDTXA	1	0
MOSSY CAB	SDTA	1	3
N & M CAB CO.	SDTA	1	2
N.B. CAB	SDTXA, SDTA, ICOA	1	4
N.E. Cab	SDTA	1	2
N.A.T.	SDTXA	1	4
NOBEL	SDTXA, ICOA	1	1
NPP CAB	SDTA	1	6
NT CAB INC	SDTA	2	3
O & H CAB	SDTXA	1	3
OLD TOWN CAB	SDTA	1	6
ORANGE RIDE	SDTA, ICOA	1	5
P B CAB	SDTA	1	2
PACIFIC CAB	SDTA, ICOA	2	4
PADRES CAB	SDTA	1	2
Peace Cab	SDTA	2	0
PEARLWOOD CAB	SDTA, ICOA	1	2
Popal Cab	SDTXA	1	3
PRIDE CAB	SDTA	2	5
Prima Cab	ICOA	1	2
PRIME CAB	SDTA, ICOA	1	4
PUBLIC CAB	SDTA	1	3
R.S. Cab	SDTXA	1	4
RAS DASHEN CAB	SDTA, ICOA	1	3

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Taxicab Consortia Members

TAXICAB NAME	Association	# of Cabs	# of Drivers
RED SEA CAB CO.	SDTA, ICOA	2	4
RED TOP CAB	SDTA	8	13
REHOBOTH CAB	SDTA	1	13
Ride A Cab	SDTXA	1	4
ROAD MASTER	SDTA	1	1
ROADRUNNER CAB	SDTA	1	2
R.S. CAB	SDTA, ICOA	1	4
RUTHY CAB	SDTA	1	2
SD Express	SDTA	2	4
S.K.D. CAB	SDTA, ICOA	2	5
S.N. Cab	SDTXA	1	4
SY Cab	SDTXA	1	2
SAFE CAB	SDTA	1	1
SAFE RIDE CAB	SDTA	1	2
SAM CAB	SDTA	1	10
SAN DIEGO CAB	SDTA	10	45
SAVE ON CAB	SDTA	1	4
SAVITAR CAB	SDTA	1	2
SDC DELUX CAB	SDTA	1	6
SEA CAB	SDTA	4	8
SEALINE CAB	SDTA	1	3
SEMPER FI	SDTXA	1	3
SEVEN STAR CAB	SDTA	1	6
SHICK CAB	SDTXA, ICOA	2	9
Silver Taxi	SDTA	3	0
SOUTH WEST	SDTXA	2	3
SPACE CAB	SDTA, ICOA	1	1
STAR CAB	SDTA	1	2
SUMMER SET CAB	SDTA	1	3
SUN	SDTXA	1	2
SUN CITY CAB	SDTA	2	2
SUNBIRD	SDTA	1	1
Sunny	SDTXA	1	5
Super Cab	SDTXA, SDTA	1	1
SURF RIDE CAB	SDTA, ICOA	1	5
T & R CAB	SDTXA, SDTA	5	16
T & T CAB	SDTA, ICOA	2	9
T.W.D.	SDTXA	1	1
T.D. CAB	SDTA	1	1
TEDDY'S CAB	SDTA	1	5
TES CAB	SDTA	1	1
TIGER CAB	SDTA, ICOA	1	1
TRANS CAB	SDTA	1	1
UNIQUE CAB	SDTA	1	8
USA CAB	SDTA	26	48

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Taxicab Consortia Members

TAXICAB NAME	Association	# of Cabs	# of Drivers
USA FREEDOM CAB CO	SDTA	1	3
V & G CAB	SDTA	1	1
Valentine Cab	SDTA	1	1
VALLEY CAB	SDTA	1	2
VENUS CAB	SDTA	1	2
VIP	SDTXA	1	1
VISION CAB	SDTA	1	2
WATAN CAB	SDTA	1	5
WORLD CAB LLC	SDTA, ICOA	2	3
WT Cab	SDTA	1	2
Yeha Cab	SDTXA	1	5
YELLOW CAB	SDTXA	1	3
YOUR CAB	SDTA, ICOA	1	2
ZA CAB CO.	SDTA	1	1
ZAPPY CAB	SDTA	1	3
ZONECAB.COM	SDTA	1	3

Total Taxicabs 324 855

Last Updated 8/22/2012

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MOA Responsibility Summary

MOA Responsibility Summary- August 2012

- Complete (CO)
- Long-term/high importance topic for significant review, analysis and action (LT)
- Short term task for 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 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 Taxi cab consortiums e.g. Terminal kiosk walk through
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 taxi cab 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 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 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 taxi cab 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 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	Taxi cab 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 Taxi cab consortiums has been brought to the staff for consideration and denied.
16	SDIA Rules and Regulations requiring all taxi cab 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 but an alternate has not been specified. The SPOC authority and direction to address taxi cab driver issues, vehicle appearance and customer complaints needs to be addressed.
3	Program to monitor taxi cab appearance standards	IP	The appearance standards continue to rely on Airport Authority inspection and enforcement.
4	Ensure conformance to SDIA Rules and Regulations	IP	The conformance to SDIA Rules and Regulations continues to rely on Airport Authority inspection and enforcement.
5	Program for monitoring driver appearance and professional behavior	IP	The monitoring of driver appearance and professional behavior continues to rely on Airport Authority inspection and enforcement.
6	Process for correcting and disciplining member owners and drivers	IP	Discipline and penalties continues to rely on Airport Authority inspection and enforcement.
7	Control system, acceptable to the Authority, ensuring the designated number of cabs servicing the airport.	IP	The Authority has established a control system to ensure the designated number of cabs service the airport but the effectiveness and monitoring method has not been established by the consortiums.
8	Electronic collection of fares	CO	Cabs equipped with electronic devices for safe and secure fare transactions
9	Recognition of other ground transportation consortiums	CO	MOA signed

MOA Responsibility Summary

Responsibility and Number	Responsibility Summary	Status: Complete (CO) ; In Progress (IP); Long-term discussion topic (LT); Incomplete (INC) with highlights	
Authority & Taxi Cab 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 taxi cab consortium members.	IP	Taxi cab driver meeting agenda and venue will be discussed at the August meeting.
3	Formulate an expanded Driver Training program curriculum	IP	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.
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 provides CSR coverage for all taxi cab and shuttle van 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 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)

MOA Responsibility Summary

Responsibility and Number	Responsibility Summary	Status: Complete (CO) ; In Progress (IP); Long-term discussion topic (LT); Incomplete (INC) with highlights	
Authority & Taxi Cab Consortium Joint Responsibilities			
8	Program guidelines and written plan for achieving total airport taxi cab fleet conversion to electric, alternative or clean air vehicle per the schedule	CO	The Air Quality Management Plan (AQMP) provides guidance for the taxi cab 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: 4 Joint: 5	Authority: 2 Consortium: 0 Joint: 1	Authority: 0 Consortium: 5 Joint: 3	Authority: 0 Consortium: 0 Joint: 0
San Diego Taxi Association	Authority: 15 Consortium: 4 Joint: 5	Authority: 2 Consortium: 0 Joint: 1	Authority: 0 Consortium: 5 Joint: 3	Authority: 0 Consortium: 0 Joint: 0
Independent Cab Owners Association	Pending staff review of ICOA response documents.			

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 Taxi cab 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 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.	IP	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 cabs 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	IP	Meeting with Franchisees is tentatively scheduled for early November 2012.

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	IP	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.
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 provides CSR coverage for all taxi cab and shuttle van 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 taxi cab fleet conversion to electric, alternative or clean air vehicle per the schedule	CO	The Air Quality Management Plan (AQMP) provides guidance for the taxi cab 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 Taxi cab 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 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
14	Federal and state Small Business Administration (SBA) training courses and handbook guidance	IP	Meetings with SBA and SCORE representatives held June 26
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	IP	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 taxi cab fleet conversion to electric, alternative or clean air vehicle per the schedule	CO	The Air Quality Management Plan (AQMP) provides guidance for the taxi cab 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.

RESPONSIBILITY SUMMARY

Consortium	Complete	Long-Term	In Progress	Incomplete
San Diego County Airport Shuttle Association	Authority: 13 Consortium: 8 Joint: 5	Authority: 2 Consortium: 0 Joint: 1	Authority: 0 Consortium: 2 Joint: 3	Authority: 0 Consortium: 0 Joint: 0
SuperShuttle	Authority: 13 Consortium: 10 Joint: 6	Authority: 2 Consortium: 0 Joint: 1	Authority: 0 Consortium: 0 Joint: 2	Authority: 0 Consortium: 0 Joint: 0

RESOLUTION NO. 2010-0027R

A RESOLUTION OF THE BOARD OF THE SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY APPROVING THE IMPLEMENTATION OF A PUBLIC COMMERCIAL GROUND TRANSPORTATION VEHICLE CONVERSION INCENTIVE-BASED PROGRAM PURSUANT TO THE MEMORANDUM OF UNDERSTANDING WITH THE CALIFORNIA ATTORNEY GENERAL.

WHEREAS, the Board of the San Diego County Regional Airport Authority (Authority) has previously approved an Air Quality Management Plan (AQMP) and has requested staff to prepare a public commercial ground transportation vehicle conversion incentive-based program to be presented for Board approval in order to meet the requirements of the Memorandum of Understanding (MOU) with the California Attorney General regarding Greenhouse Gas Emissions; and

WHEREAS, the MOU contains a mandatory conversion program that requires 100% of all existing shuttle vehicles operating at San Diego International Airport (Airport) to be converted to alternative fuels by January 1, 2015, and does not specify a compliance date for an incentive-based program; and

WHEREAS, based on an extension granted by the California Attorney General, the staff has prepared and submitted to the Board for its consideration a proposed incentive program (Incentive Program) to be approved and adopted no later than March 5, 2010; and

WHEREAS, the Incentive Program requires the conversion of petroleum fueled vehicles to alternative fuel vehicles (AFV) or clean air vehicles (CAV) by 2017, said conversion being applicable to the public commercial ground transportation vehicles serving the Airport, and

WHEREAS, the Incentive Program includes a requirement for the staff to reassess the feasibility of the Incentive Program annually; and

WHEREAS, the Incentive Program includes taxicabs within the definition of public commercial ground transportation vehicles; and

WHEREAS, the Incentive Program sets a standard vehicle age policy of seven (7) years and makes it applicable to all public commercial ground transportation shuttle vehicles, including hotel/motel courtesy and off-airport parking shuttles; and

WHEREAS, as part of the Incentive Program, hotel/motel courtesy and off-airport parking shuttle fleets are encouraged to consolidate into single operations through the offer of reduced user fees for ALVs and CAVs; and

WHEREAS, the Incentive Program provides reduced user fees (i.e., annual flat rates and/or trip fees) for ALVs and CAVs, but increased user fees for non-ALVs and non-CAVs; and

WHEREAS, the Authority conducted numerous public meetings and hearings regarding the AQMP and proposed Incentive Program, inviting the participation and input of all airport public commercial ground transportation providers including, but not limited to the off-airport parking shuttle providers, hotel/motel shuttle providers, door-to-door shuttle operators, limousine operators, taxicab operators, and others; and

WHEREAS, the public meetings and hearings held, including Board and Board committee public meetings, provided an open and continuous dialogue, outreach and coordination effort during the planning and development of the AQMP and the Incentive Program; and

WHEREAS, Authority staff has investigated the state of the industry with regard to the availability of AFVs and CAVs and will continue to provide current manufacturer contacts, information, data and specifications to the public commercial ground transportation providers that request assistance regarding AFVs and CAVs; and

WHEREAS, Authority staff believes the fees, incentives and other provisions of the Incentive Program to achieve a replacement of petroleum fueled vehicles operating at the Airport (a) are reasonable, equitable and non-discriminatory, (b) fairly address the investments made by airport ground transportation providers, (c) balance competition factors among operators, (d) provide sufficient time for the amortization of investments, and (e) attain the objective of reducing air pollution caused by airport public ground transportation vehicles servicing the Airport and airport passengers; and

WHEREAS, Authority staff believes the Incentive Program complies with the requirements set forth in the Attorney General's MOU and by implementation and enforcement of the Incentive Program the Authority will achieve a reduction in greenhouse gas emissions in Southern California; and

WHEREAS, the staff recommends that the Incentive Program be incorporated into the AQMP which was previously approved and adopted by the Board on January 7, 2010; and

WHEREAS, the Board has considered the information provided by staff, including information in the staff report and other relevant materials regarding the project; and

WHEREAS, prior to the approval of the Incentive Program, the Board provided an opportunity for interested members of the public 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 Incentive Program will achieve its intended goal to reduce greenhouse gas emissions in the region, is reasonable in scope and effect, imposes non-discriminatory incentives and disincentives, imposes 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 Public Commercial Ground Transportation Vehicle Conversion Incentive –Based Program (Attachment A) in accordance with the terms and conditions of the MOU with the California Attorney General

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 Incentive Program; and

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

BE IT FURTHER RESOLVED that this Board action is not a "development" as defined by the California Coastal Act. Cal. Pub. Res. Code §30106.

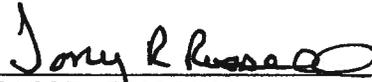
PASSED, ADOPTED AND APPROVED by the Board of the San Diego County Regional Airport Authority at a regular meeting this 4th day of March, 2010, by the following vote:

AYES: Board Members: Boland, Cox, Davies, Desmond,
Finnila

NOES: Board Members: Gleason, Panknin, Smisek

ABSENT: Board Members: Young

ATTEST:



TONY R. RUSSELL
DIRECTOR, CORPORATE SERVICES/
AUTHORITY CLERK

APPROVED AS TO FORM:

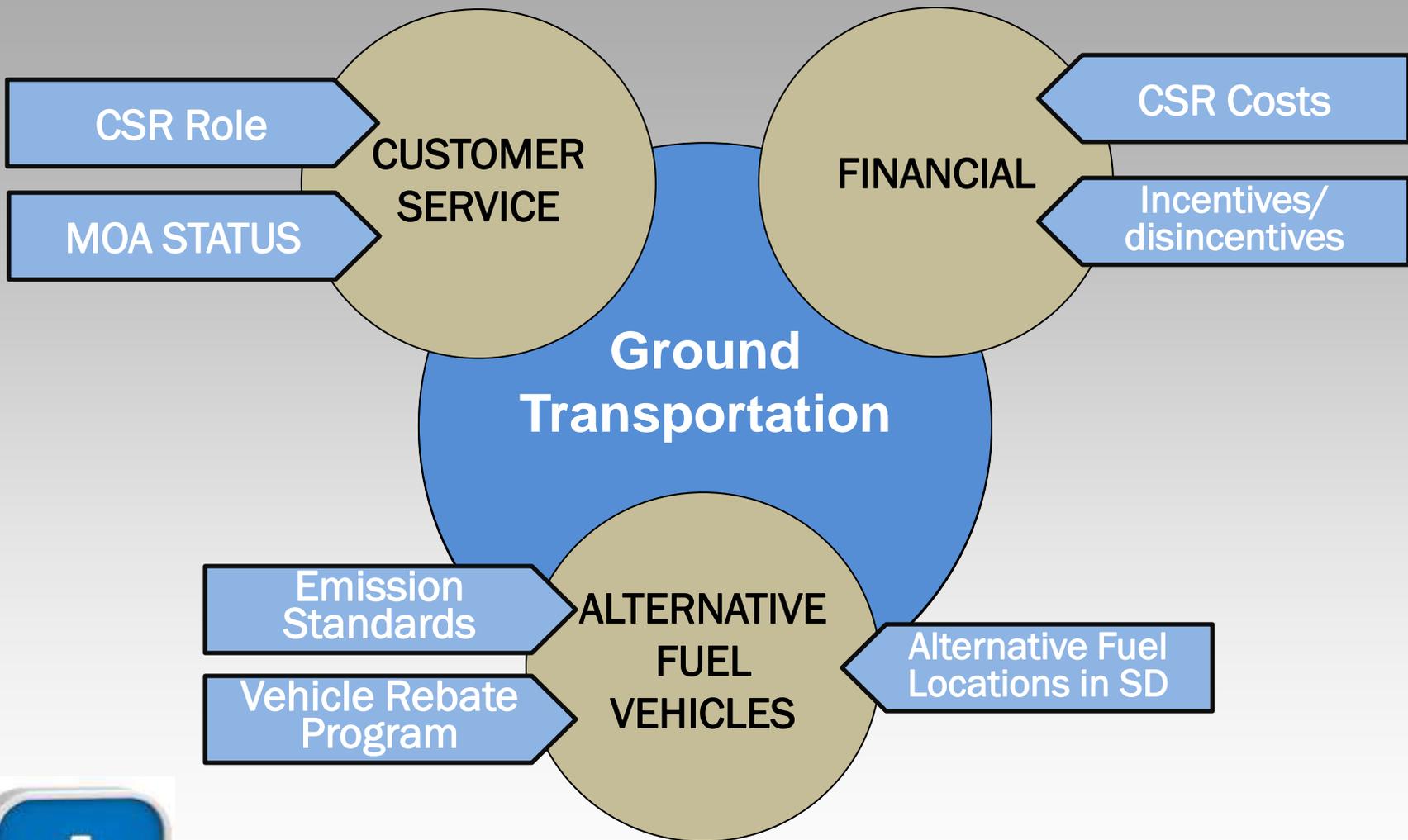


BRETON K. LOBNER
GENERAL COUNSEL

Update on Ground Transportation

Angela Shafer-Payne - Vice President, Planning and Operations
October 4, 2012







Center for
Sustainable Energy
CALIFORNIA

San Diego Airport Vehicle Rebate Program

Update for San Diego County Regional Airport Authority Board
October 4, 2012

Mike Ferry
Transportation Programs Manager

San Diego Airport Vehicle Rebate Program

- Website launched June, 2011
(www.energycenter.org/avrp)
- Wide Range of Eligible vehicles and Fuel Types
 - 31 eligible shuttle passenger vans and cutaways - (CNG, EV, Hybrid, Propane, Biodiesel)
 - 26 eligible sedans (High fuel economy gas, hybrid, CNG, EV)
 - Special financing packages created for taxis and shuttles

Outreach Activities

- Monthly Hold lot vehicle demos (Taxi and Shuttle)
- CCSE hosted workshops at CCSE and Airport (taxi, livery and shuttles)
- CCSE and partner outreach at SDCASA, GCLA, SDTA and San Diego MTS meetings
- Direct Outreach/phone calls, in person
- Monthly email updates to all airport ground transportation providers

Outreach Partners

Miramar College



Program Results

Goals

Outcomes

Spend all AVRP Rebate Funds	\$750,000 allocated (100%)	181 Vehicles Converted
Secure Matching Funds	✓ >\$150,000 in dealer discounts	✓ Mossy Toyota
Participation by all eligible ground transportation categories	<ul style="list-style-type: none"> ✓ Shuttle for hire ✓ Courtesy Shuttles 	<ul style="list-style-type: none"> ✓ Off Airport Parking ✓ Livery/Charter ✓ Taxi
Multiple Fuel Types	<ul style="list-style-type: none"> ✓ CNG ✓ Propane 	<ul style="list-style-type: none"> ✓ Hybrid ✓ Biodiesel
Public/Private Partnerships	<ul style="list-style-type: none"> ✓ Mossy Toyota ✓ Roush 	<ul style="list-style-type: none"> ✓ Clean Energy ✓ Many others...

Taxi

- 81 Taxi Companies participated
- Prius v, Prius, Honda Civic, MV1 (CNG), Nissan Altima



Charter/Livery

- 16 charter & livery companies participated
- Lincoln MKZ, Prius, Prius v and Mercedes Sprinter



Shuttle – Off Airport

- 3 companies participated (AMPCO, Park-n-Fly, San Diego Airport Parking)
- Mercedes Sprinter (biodiesel), Ford E250 &/450 CNG



Shuttle – Door to Door

SuperShuttle

- Six CNG Vans (E350)
- Refueling at Airport Shell, Carlsbad, Miramar/SDG&E and Chula Vista



Prime Time

- Five Propane Vans (E150)
- Currently refueling at Ferrell Gas. (future: Expo Station Q4 2012)



Shuttle – Courtesy

- Sheraton participated
- Four E450 CNG Cutaway Vans



Airport Vehicle Rebate Program Results

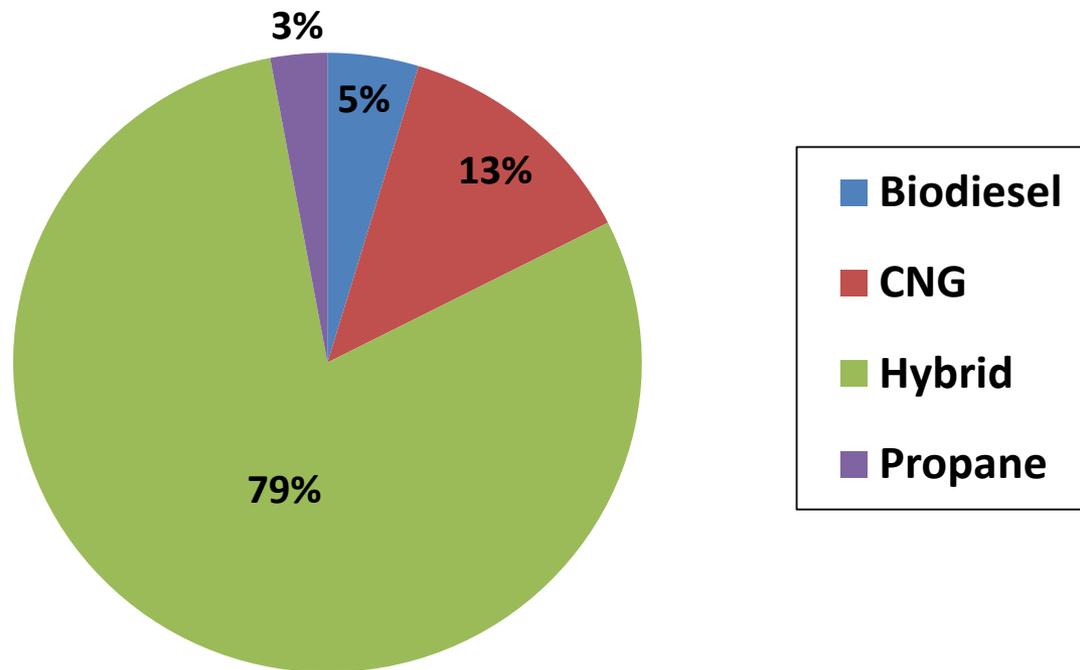
AVRP Rebates By Ground Transportation Category	Rebates (#)	Airport Fleet (%)
Charter	34	4%
Shuttles*	31	9%
Taxis	101	31%
City Taxis**	15	8%
Total	181	12%

* Does not include Rental Car shuttles as they were not part of the program

** Percentage includes Airport taxis

Airport Vehicle Rebate Program Results

Rebated Vehicles by Fuel Type



Future Vehicle Incentive Opportunities

- Federal
 - Future Tax Credit
- State
 - CEC
- Regional
 - Partnerships
 - Dealers
 - OEMs

Successes & Innovations

- All rebate funds spent
- Flexible/metrics-based program
 - Vehicle owners and fleet operators make technology decision that is best fit for their business (i.e. hybrid vs. CNG taxi, CNG vs. biodiesel shuttle)
- Multiple technologies / Multiple fleet types
- Public/private partnerships
- Taxi fleet – better business, lower fuel costs
- What can be accomplished in the future?
Reasonable goals

California Center for Sustainable Energy

www.energycenter.org

mike.ferry@energycenter.org

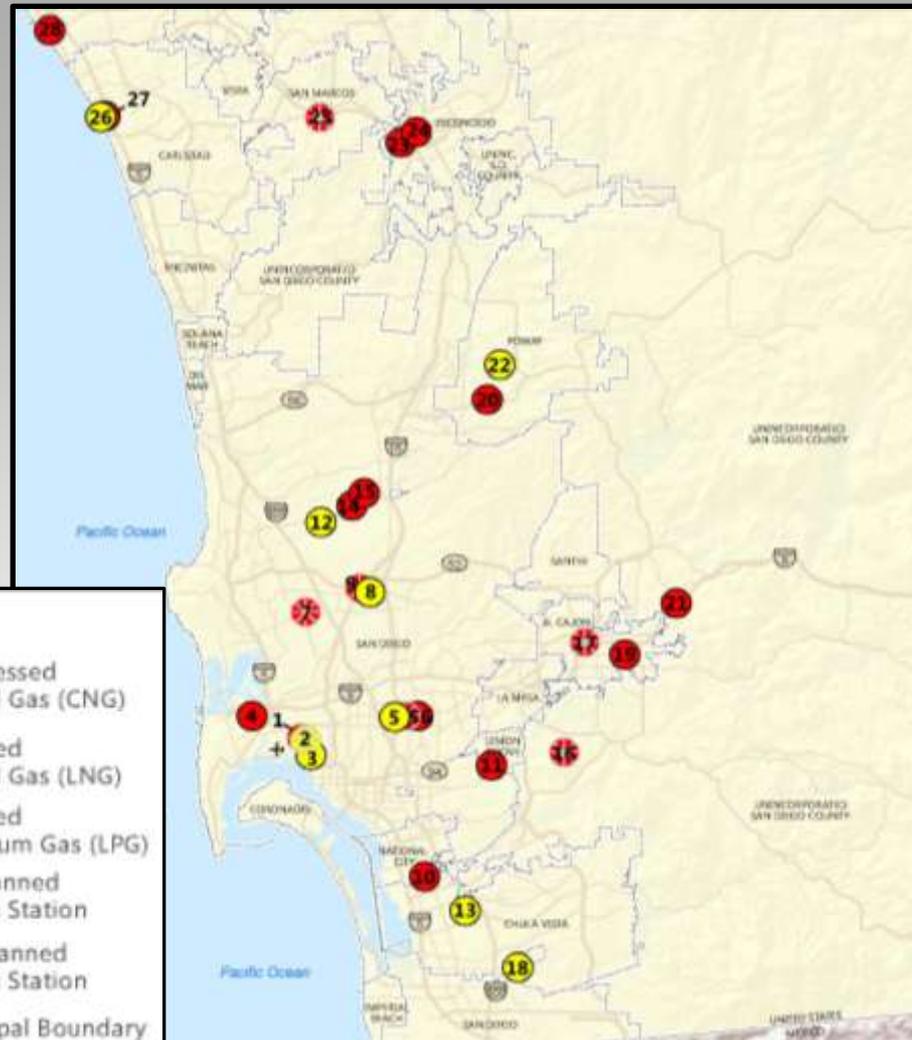
858-244-1177

San Diego County Regional Airport Authority

Alternative Fuel Stations in San Diego County



INFRASTRUCTURE AVAILABILITY



Ferrellgas



Owner/Operator:
Ferrellgas

Location:
8088 Miramar Road
San Diego, CA 92126

Fuel Type: LPG

Hours of Operation:
Mon-Fri 7AM to 3PM

Notes:

Offer propane to the public, but must have an attendant dispense it. It is a fast fill pump – one pump only. Accepts cash, checks and credit cards for payment. Do not have any problems with the pump being out of service. Do not have any plans to increase the number of pumps.

City of Chula Vista



Owner/Operator:
City of Chula Vista/Clean Energy

Location:
1800 Maxwell Street
Chula Vista, CA 91911

Fuel Type: CNG

Hours of Operation:
7 days/24 hours a day

Notes:
Station only takes credit cards and has two pumps.



U-Haul – El Cajon



Owner/Operator:
U-Haul

Location:
1186 East Main
El Cajon, CA 92021

Fuel Type: LNG

Hours of Operation:

Mon-Thu	7AM to 7PM
Fri	7AM to 8PM
Sat	7AM to 7PM
Sun	7AM to 5PM

U-HAUL

OPEN 7 DAYS

PROPANE
Trucks Filled Here!

U-HAUL
PROPANE

EQUIPMENT
RETURN
LANE
←

\$2.99
PROPANE
Trucks Filled Here!

PROPANE
Building Supplies
PROPANE
MADE IN AMERICA



Eagle Gas



Owner/Operator:
Eagle Gas

Location:
8445 Los Coches Road
El Cajon, CA 92021

Fuel Type: LNG

Hours of Operation:
7 days/24 hours a day

Notes:
Propane fueling available when
an attendant is available.



SAN DIEGO REGIONAL



CLEAN CITIES COALITION

Alternative Fuels Overview Airport Authority Board of Directors

October 4, 2012

Kevin C. Wood

Coordinator

Board of Directors



U.S. DEPARTMENT OF ENERGY | Energy Efficiency & Renewable Energy

Alternative Fuels & Advanced Vehicles Data Center

About the AFDC | Fuels | Vehicles | Fleets | Incentives & Loans | Data, Analysis & Trends | Information Resources

Celebrating 20 Years of Alternative Fuel Information

The Alternative Fuels and Advanced Vehicles Data Center (AFDC) provides information, data, and tools to help fleets and other transportation decision makers find ways to reduce petroleum consumption through the use of **alternative and renewable fuels**, advanced vehicles, and other fuel-saving measures.

State: Information Select a State:

Tools

- Alternative Fueling Station Locator
- Incentives & Loans Search
- Light-Duty Vehicle Search
- Heavy-Duty Vehicle Search
- Publications

More Tools >

This site is an initiative of the U.S. Department of Energy's Clean Cities program.

[Printable Version](#)

Fuels

- Hydrogen
- Natural Gas
- Propane

More About

Vehicles

- Conversion
- Electric Del
- Bio Fuel

More About

Data

Our Data, Analysis and section provide facts based on

U.S. DEPARTMENT OF ENERGY | Energy Efficiency & Renewable Energy

VEHICLE TECHNOLOGIES PROGRAM

Natural Gas Basics

Natural gas powers more than 100,000 vehicles in the United States and roughly 11.2 million vehicles worldwide.¹ Natural gas vehicles (NGVs) are a good choice for high-mileage fleets—such as buses and taxis—that are centrally fueled or operate within a limited area. The advantages of natural gas as an alternative fuel include its domestic availability, widespread distribution infrastructure, low cost compared with gasoline and diesel, and clean-burning qualities.

What is natural gas?

Natural gas is an odorless, nontoxic, gaseous mixture of hydrocarbons—predominantly methane (CH₄). Because it is a gas, it must be stored onboard a vehicle in either a compressed gaseous or liquefied state. Compressed natural gas (CNG) is typically stored in a tank at a pressure of 3,000 to 3,600 pounds per square inch. Liquefied natural gas (LNG) is super-cooled and stored in its liquid phase at -260°F in special insulated tanks. Natural gas is sold in units of gasoline or diesel gallon equivalents based on the energy content of a gallon of gasoline or diesel fuel.

How and where is natural gas produced and distributed?

Natural gas is drawn from wells or extracted in conjunction with crude oil production. Biomethane, a renewable form of natural gas, is produced from

cooking, one-third to industrial uses; and one-third to electric power production. Only about one-tenth of 1% is used for transportation fuel.

Is natural gas safe for use in vehicles?

Yes. NGVs meet the same safety standards as gasoline and diesel vehicles and also meet the National Fire Protection Association's (NFPA) NFPA 52 Vehicular Fuel System Code. Natural gas has a narrow flammability range and, because it is lighter than air, dissipates quickly if released. NGV fuel tanks are strong and extremely puncture resistant.

What NGVs are available?

A wide variety of new, heavy-duty NGVs are available. The Honda Civic GX is the only light-duty NGV available from a U.S. original equipment manufacturer (OEM). Consumers and fleets also have the option of economically and reliably

U.S. DEPARTMENT OF ENERGY | Energy Efficiency & Renewable Energy

Clean Cities 2012 Vehicle Buyer's Guide

- Natural Gas
- Propane
- Electric
- Ethanol Flex-Fuel
- Biodiesel

U.S. Department of Energy

Alternative Fuels Data Center

Alternative Fuels Data Center

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FUELS & VEHICLES

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Alternative Fueling Station Locator

Find alternative fueling stations near an address or ZIP code or along a route in the United States. Enter a state to see a station count.

Find Stations | Plan a Route

92101

All Fuels

[more search options](#)

Alternative fuel stations near 92101
Including private stations
Including planned stations

- A Clean Energy - Lindbergh Field Shell**
2521 Pacific Hwy
San Diego, CA 92101
Phone: 562-493-2804
Fuel: Compressed Natural Gas
Access: Public - credit card at all times
Distance: 0.55 mi
- B Ace Parking Downtown**
1240 4th Ave
San Diego, CA 92107

Legend

- Biodiesel
- CNG
- Electric
- Ethanol
- Hydrogen
- LNG
- Propane

Map data ©2012 Google - Terms of Use

Fleets using alternative fuels



Increasing adoption of alt fuels

- Greater availability of vehicles
- Rising price of gasoline and diesel
- Growing concern about the environment
- More infrastructure to support fleets & consumers

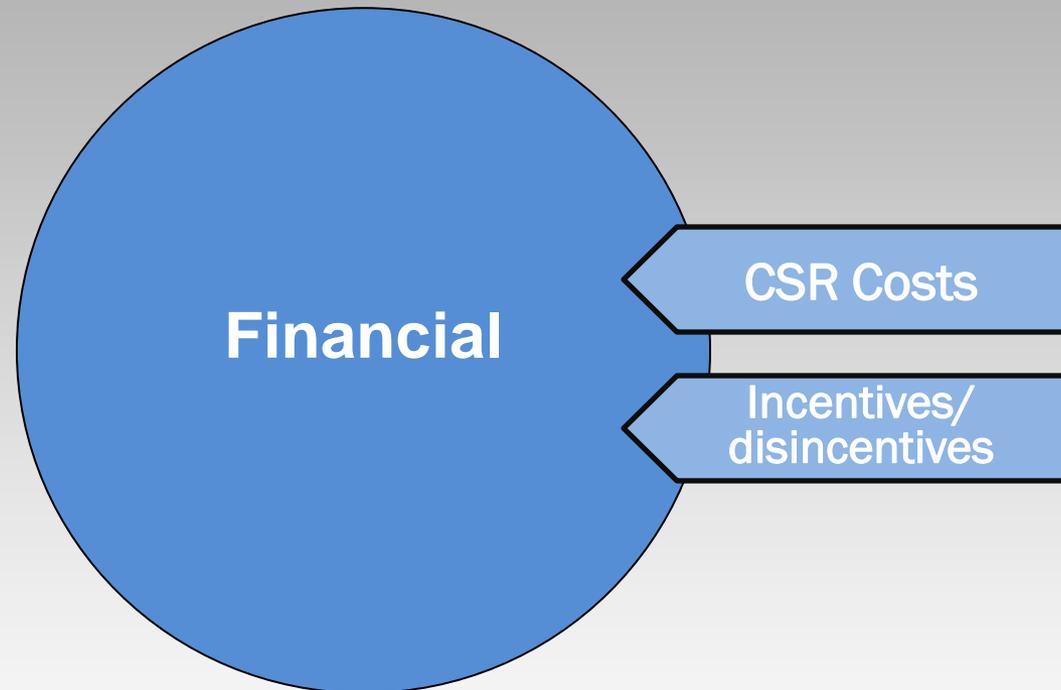


Fueling the Future



Kevin Wood
San Diego Regional
Clean Cities Coalition
858-244-7295





FINANCIAL

- At the July 2012 Board Meeting, the Board voted to temporarily suspend disincentive fees for permit and trip fees.
- The Board requested staff provide a report on budget impact of changing incentives/disincentives under the AFV program.





SAN DIEGO
INTERNATIONAL
AIRPORT



Ground Transportation Cost Recovery Program – Finance

Vernon D. Evans, CPA

Vice President Finance/Treasurer and CFO

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

	Terminal 1	Terminal 2	Commuter Terminal	Hold lot	Total CSR	% share
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 usage other costs split based on trips

Conversions Assumed

Total number of converted vehicles assumed by fiscal year (cumulative)

<u>Conversions per budget</u>	Total Permits	FY13	FY14	FY15	FY16	FY17
Taxicab Conversions	302	75	115	180	275	299
Supershuttle Conversions	81	13	41	61	74	80
SDCASA Conversions	85	14	43	64	77	84
Limousines Conversions	721	14	29	36	43	50
Hotel/Motel Conversions	98	15	49	74	89	97
Off Airport Parking Conversions	63	34	34	47	57	62

Shifting the Incentive/Disincentive Plan One Year

Program as Budgeted

	FY13	FY14	FY15	FY16	FY17
% Reduced User Fees (Discount)	75%	50%	25%	10%	0%
% Increased User Fees (Premium)	25%	50%	75%	100%	150%

One year shift

	FY13	FY14	FY15	FY16	FY17
% Reduced User Fees (Discount)	100%	75%	50%	25%	10%
% Increased User Fees (Premium)	0%	25%	50%	75%	100%

(\$ thousands)

	Existing Budget Incentive/Disincentive Program					5-year Total
	FY13	FY14	FY15	FY16	FY17	
Incentive Program Discount - all modes ¹	(\$361.2)	(\$560.6)	(\$438.9)	(\$368.0)	-	(\$1,728.7)
Disincentive Program Premium - all modes ²	\$363.9	\$776.2	\$748.8	\$493.7	\$268.8	\$2,651.4
Total	\$2.7	\$215.6	\$309.9	\$125.7	\$268.8	\$922.7

	Proposed Shift +1 Year					5-year Total
	FY13	FY14	FY15	FY16	FY17	
Incentive Program Discount - all modes ¹	(\$481.6)	(\$840.9)	(\$877.7)	(\$920.1)	(\$550.6)	(\$3,670.9)
Disincentive Program Premium - all modes ²	-	\$388.1	\$499.2	\$370.3	\$179.2	\$1,436.8
Total	(\$481.6)	(\$452.8)	(\$378.5)	(\$549.8)	(\$371.5)	(\$2,234.1)

	Budget effect of shifting 1 year					5-year Total
	FY13	FY14	FY15	FY16	FY17	
Incentive Program Discount - all modes ¹	(\$120.4)	(\$280.3)	(\$438.9)	(\$552.1)	(\$550.6)	(\$1,942.2)
Disincentive Program Premium - all modes ²	(\$363.9)	(\$388.1)	(\$249.6)	(\$123.4)	(\$89.6)	(\$1,214.6)
Total	(\$484.3)	(\$668.4)	(\$688.5)	(\$675.5)	(\$640.2)	(\$3,156.9)

¹Taxicab cash incentive payment included in incentive program discount.

²Taxicab Trip fee premium included in incentive program premium

Shifting the Incentive/Disincentive Plan Two Years

Program as Budgeted

	FY13	FY14	FY15	FY16	FY17
% Reduced User Fees (Discount)	75%	50%	25%	10%	0%
% Increased User Fees (Premium)	25%	50%	75%	100%	150%

Two year shift

	FY13	FY14	FY15	FY16	FY17
% Reduced User Fees (Discount)	100%	100%	75%	50%	25%
% Increased User Fees (Premium)	0%	0%	25%	50%	75%

(\$ thousands)

	Existing Budget Incentive/Disincentive Program					5-year Total
	FY13	FY14	FY15	FY16	FY17	
Incentive Program Discount - all modes ¹	(\$361.2)	(\$560.6)	(\$438.9)	(\$368.0)	-	(\$1,728.7)
Disincentive Program Premium - all modes ²	\$363.9	\$776.2	\$748.8	\$493.7	\$268.8	\$2,651.4
Total	\$2.7	\$215.6	\$309.9	\$125.7	\$268.8	\$922.7

Proposed Shift +2 Year

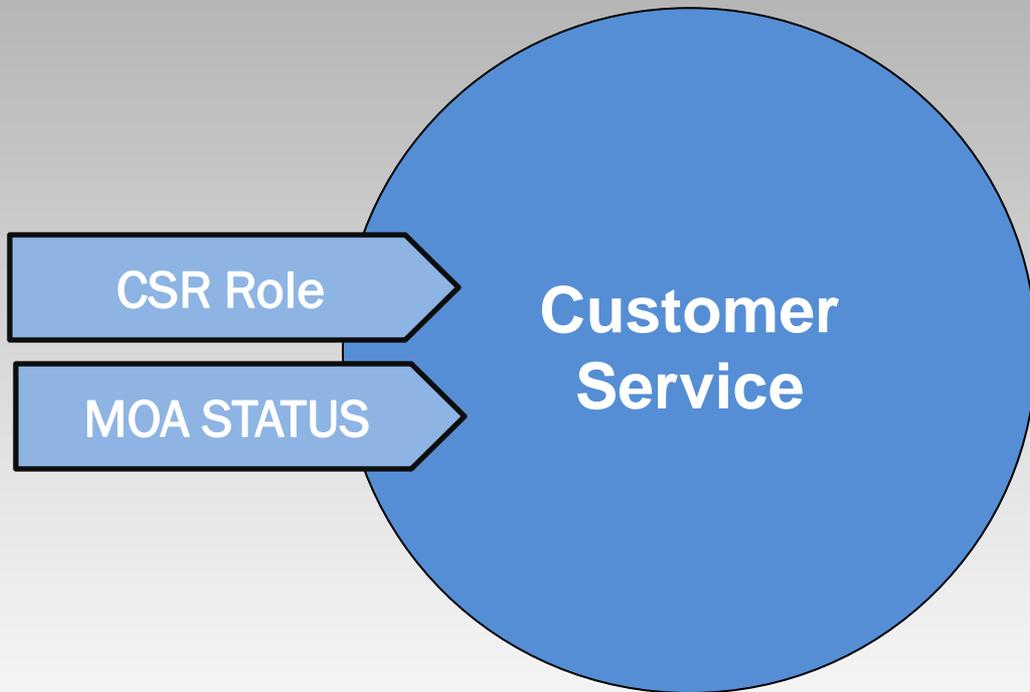
	FY13	FY14	FY15	FY16	FY17	5-year Total
Incentive Program Discount - all modes ¹	(\$481.6)	(\$1,121.2)	(\$1,316.6)	(\$1,840.2)	(\$1,376.6)	(\$6,136.1)
Disincentive Program Premium - all modes ²	-	-	\$249.6	\$246.9	\$134.4	\$630.8
Total	(\$481.6)	(\$1,121.2)	(\$1,067.0)	(\$1,593.4)	(\$1,242.2)	(\$5,505.3)

Budget effect of shifting 2 years

	FY13	FY14	FY15	FY16	FY17	5-year Total
Incentive Program Discount - all modes ¹	(\$120.4)	(\$560.6)	(\$877.7)	(\$1,472.2)	(\$1,376.6)	(\$4,407.4)
Disincentive Program Premium - all modes ²	(\$363.9)	(\$776.2)	(\$499.2)	(\$246.9)	(\$134.4)	(\$2,020.6)
Total	(\$484.3)	(\$1,336.8)	(\$1,376.9)	(\$1,719.0)	(\$1,510.9)	(\$6,428.0)

¹Taxicab cash incentive payment included in incentive program discount.

²Taxicab Trip fee premium included in incentive program premium

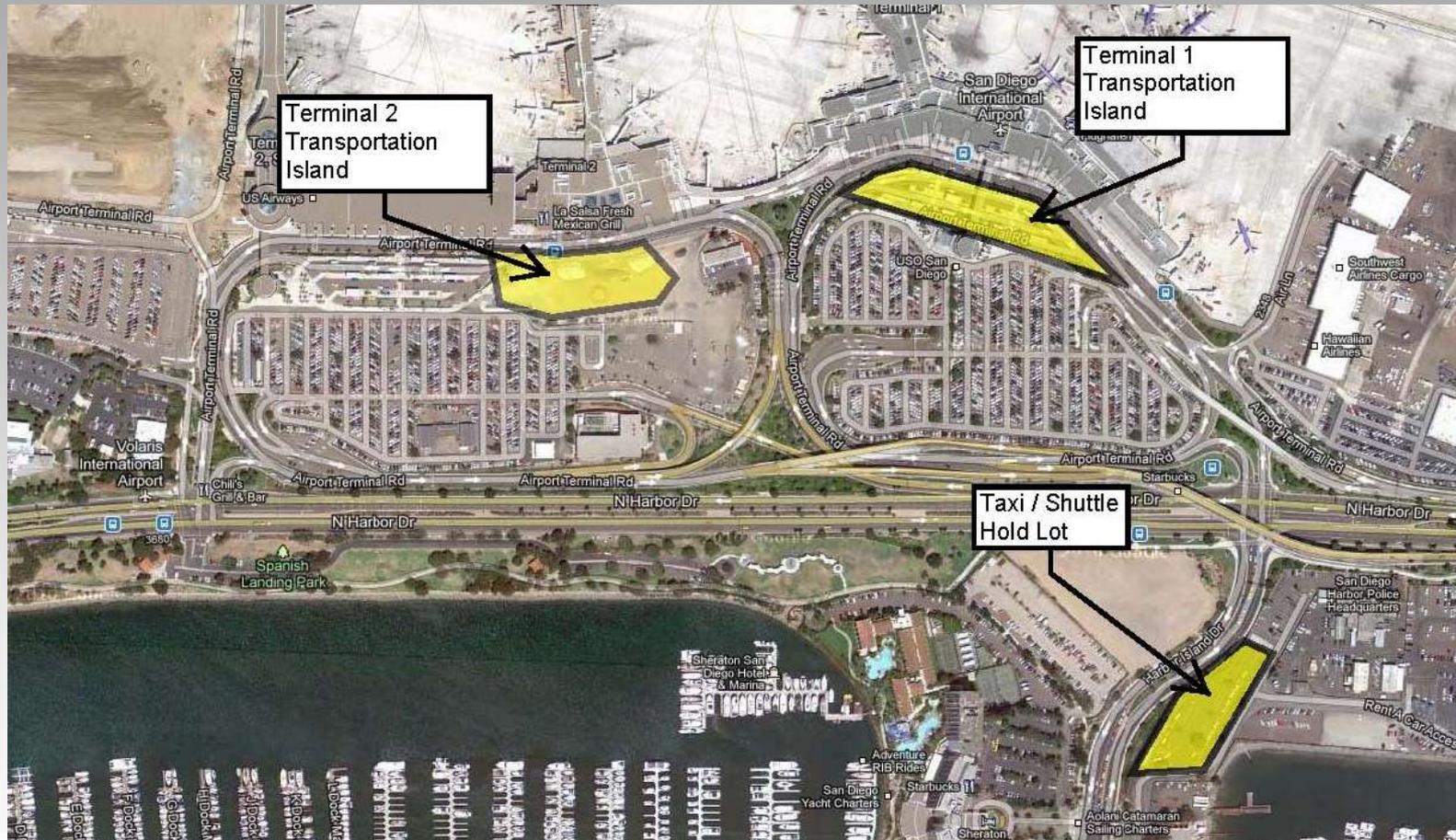


A DAY IN THE LIFE OF SAN CSRs

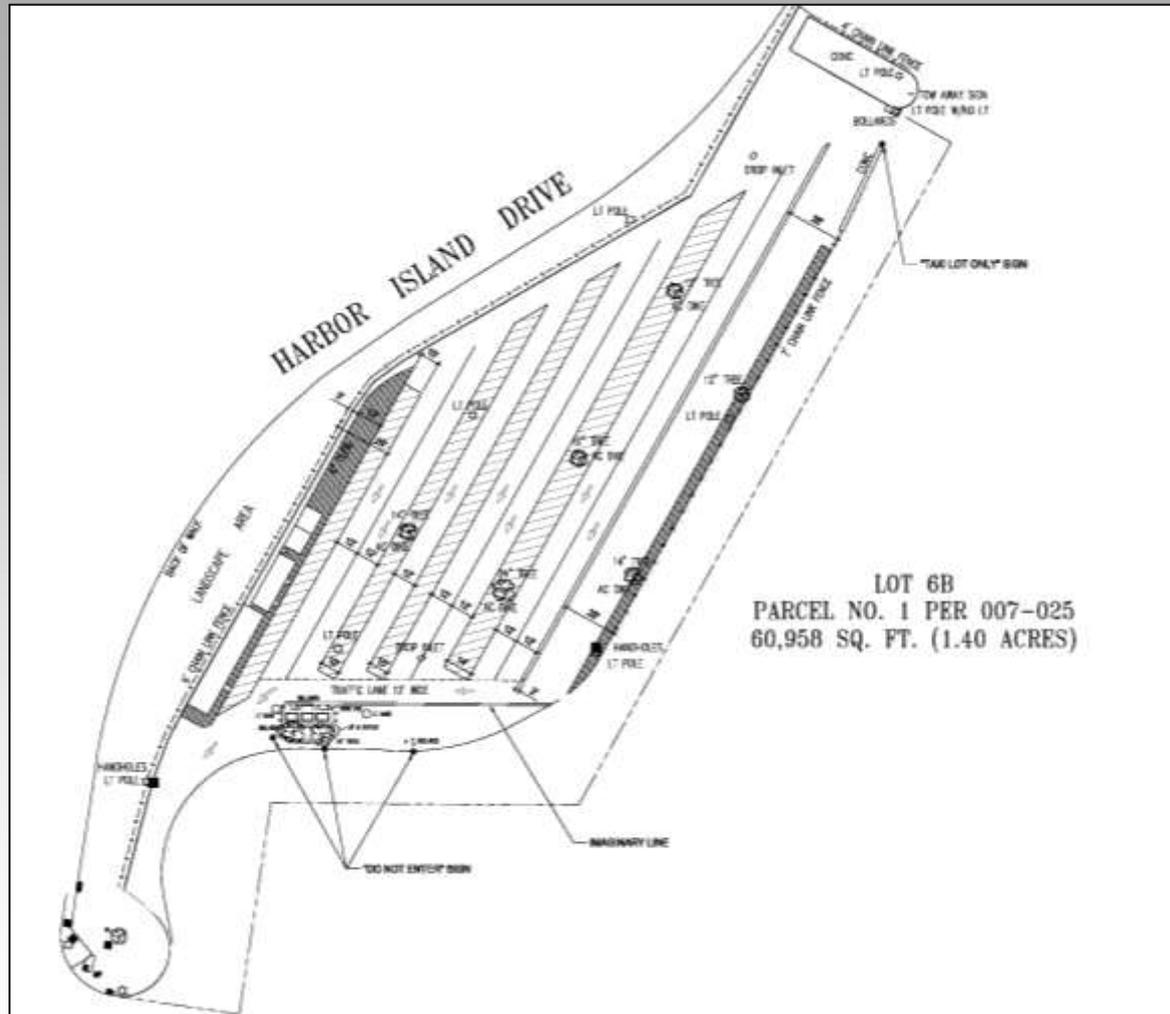
- Taxi / Shuttle Hold Lot
- Terminal 1 – Transportation Island
- Terminal 2 – Transportation Island



Aerial Overview



Hold Lot



Customer Service Representative (CSR)



08/03/2012 10:51



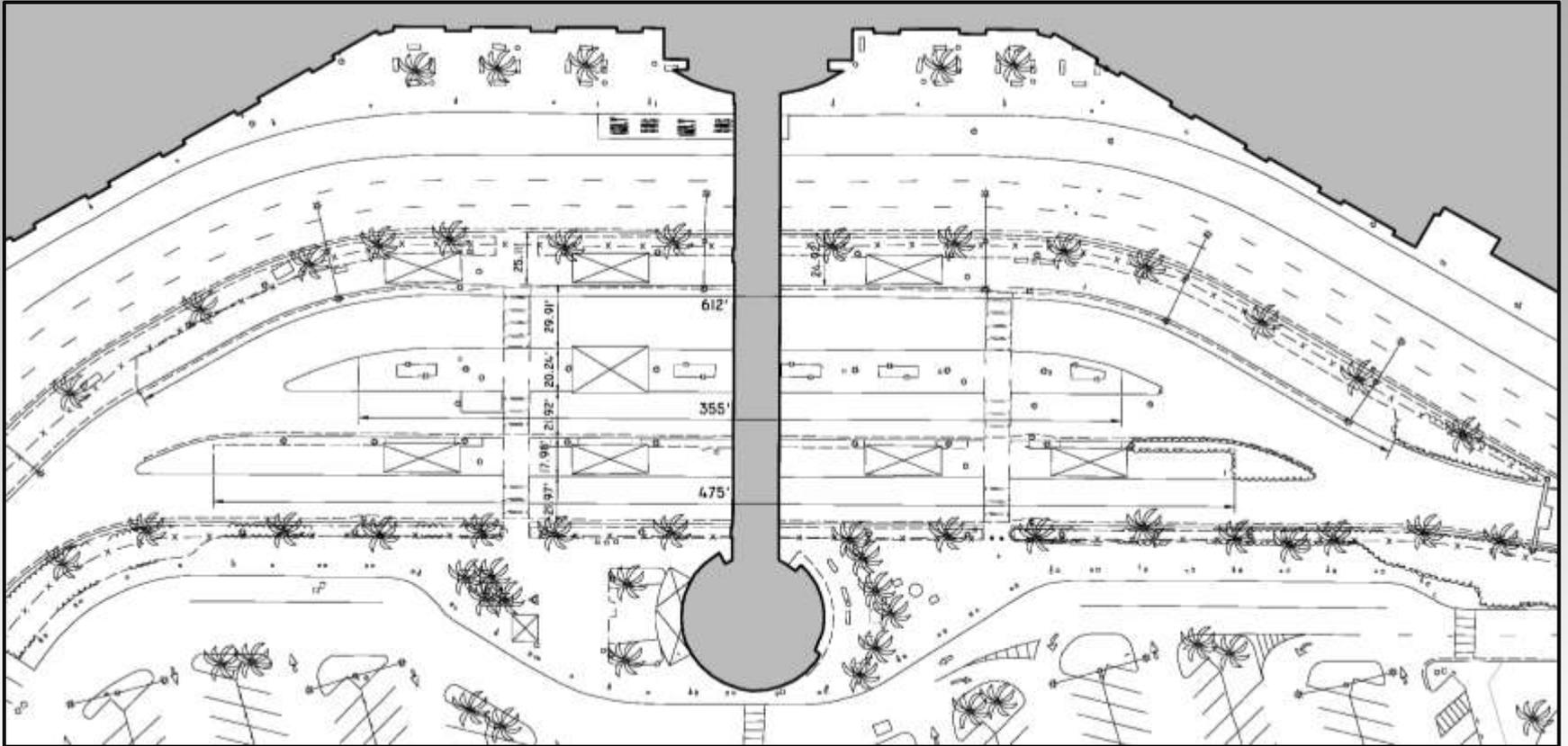








Terminal 1













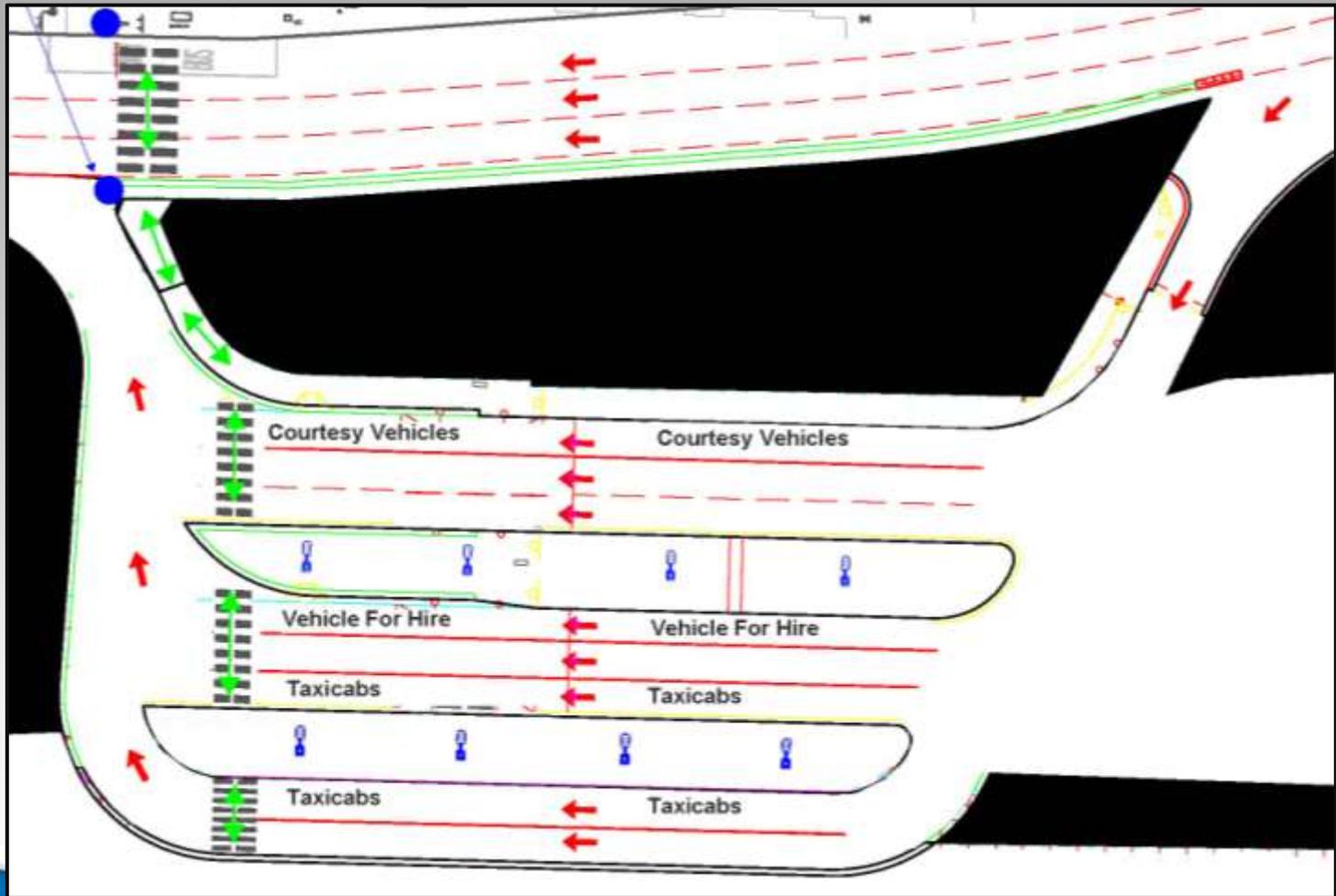








Terminal 2



















CUSTOMER SERVICE



August 27, 2012 – Terminal 1 Transportation Island

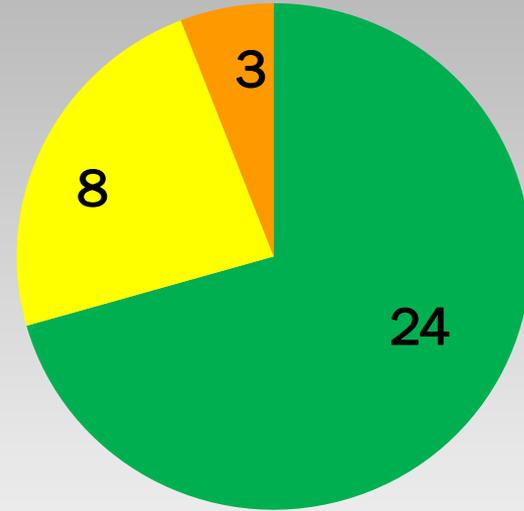
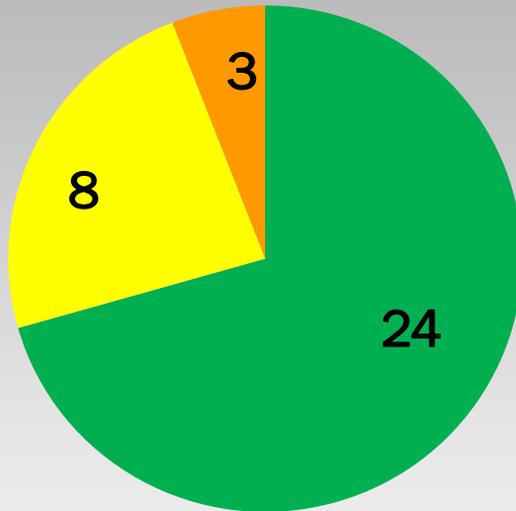
Ground Transportation Update

Status of Taxi MOAs - August 2012

SD Taxi Association

SD Transportation Association

Aug
2012



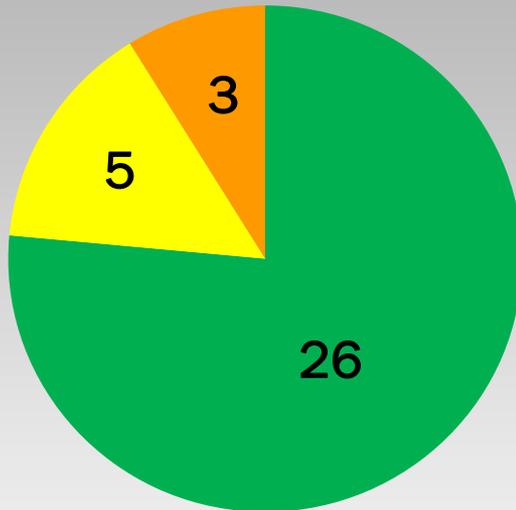
 Complete  Long Term  Partially complete  Incomplete and ongoing



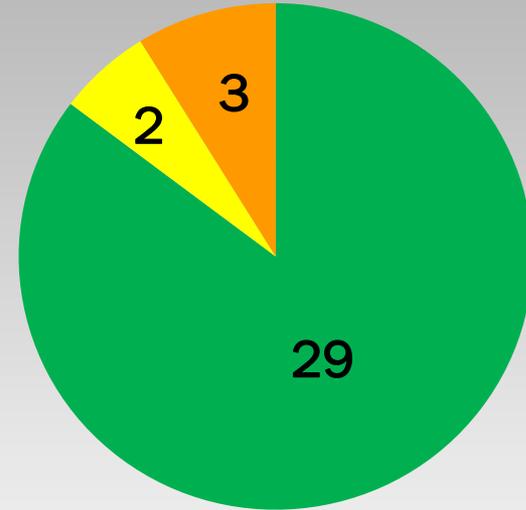
Status of Shuttle MOAs- August 2012

San Diego Co. Airport Shuttle Association

Aug 2012



SuperShuttle



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



Taxicab Permit Transfers

- Summary of MTS Study
- Corporate stock transfer
- San Diego Transport Association proposal(s)
- Staff recommends no changes to taxicab permit transfers Authority Code 9.19



MOVING FORWARD

- Annual Ground Transportation review (including alternative fuel infrastructure review, cost recovery allocation, vehicle conversion incentive-based program, etc.)
- Semi-annual report on taxicab wait times



STAFF RECOMMENDATION

Staff recommends that the Board take no further action for disincentives for owners not purchasing an Alternative Fuel Vehicle (AFV) in accordance with Board Resolution No. 2010-0027R and the Vehicle Conversion Incentive-Based Program.



Questions?

