

PURPOSE

On October 4, 2018, the Authority Board of Directors approved the creation of the Ground Transportation Ad-Hoc Committee (GTAC) to facilitate input from community stakeholders, subject matter experts and Ground Transportation permittees regarding the future of Ground Transportation operations at San Diego Airport.

Throughout the several month process, the three voting Board Members maintained strong focus on the purpose of the GTAC and the proposed deliverables outlined at the October 4, 2018 meeting. The approach emphasized finding solutions, recommendations and initiatives that could be applied across modes, for the benefit of both the Airport and the broader transportation industry. Although there may be narrow interests for specific providers and business owners in a competitive and dynamic industry, all participants were mindful of the fact that ALL stakeholders – Board Members, employees, service providers, and others - depend on the continuing goodwill of the travelling customer and the transportation choices that they make.

The committee members worked collaboratively to successfully fulfill the purpose of the committee and deliver relevant recommendations in several key focus areas. These recommendations, along with specific actions and important considerations identified by committee members during discussions and working groups, shaped the development of a Collaborative Framework Document against which all future Ground Transportation initiatives, policies, and requirements may be evaluated.

The purpose of the Collaborative Framework is to provide clarity, ensure transparency, and set expectations around the collaborative development of SAN ground transportation initiatives, policies, requirements, and regulations. Specifically, the Collaborative Framework:

- Describes the role, responsibilities, and expectations of the Authority and providers.
- Describes limits and set expectations for participants.
- Defines conditions inherent in the GT system.
- Describes policy requirements, initiative development and evaluation criteria.
- Promotes measures of effectiveness.
- Establishes accountability.
- Ensures alignment with Authority Strategies and Ground Transportation Goals.
- Describes recommendations for policy and initiative development.

This document memorializes the commitment of the Authority and members of the Ground Transportation industry to work collaboratively on issues affecting airport customers, stakeholders, and the community.

DELIVERABLES

The deliverables of the GTAC include the development of **parameters** for the Ground Transportation long-range operating strategy and long-range environmental program, including timeline and actions necessary to implement these parameters. This document captures these parameters which will help develop policy regarding Ground Transportation issues.

- The **principles** guide policy making for Ground Transportation operations in a manner that meets airport strategies, transportation system goals, and stakeholder needs.
- **Recommendations** capture the desired direction of the GTAC and are framed in several areas of operations.
- **Specific actions with proposed timelines** are presented in each focus area for further examination on feasibility and possible implementation; including evaluation of the resources and budget requirements, cost/benefit, and impact on operations. Due to interdependence of specific action items, timelines are approximate and may be influenced by other factors such as the Airport development construction or unanticipated changes in the regulatory, technology, or operating environments of ground transportation providers.
- **Important considerations** for policy development in each of focus area reflect the priorities of both stakeholders and the Authority.

All of the identified parameters are in alignment with, and contribute to the fulfillment of the Authority's strategies and goals below:

SAN Strategies

- *Community*: Be a trusted and highly responsive agency.
- *Customer*: Achieve the highest level of internal and external customer satisfaction.
- *Employee*: Achieve the highest level of employee commitment and performance.
- *Financial*: Enhance the financial position of the Airport Authority.
- *Operations*: Operate our airport in a safe, secure, environmentally sound, effective, and efficient manner.

SAN Ground Transportation Goals

- Safety
- High quality customer service
- Efficiency
- Cost recovery for operations and infrastructure
- Economic value to the providers
- Minimal unnecessary trips & congestion
- Reduced environmental impact
- Alignment with airport strategies

Key Focus Areas

In the focus areas listed below, the Committee offers the following parameters that should be incorporated when determining GT policies, plans, and operational requirements:

- A. General Operations
- B. Operating Models
- C. Congestion Management
- D. Technology
- E. Operational Compliance
- F. Environmental

A. GENERAL OPERATIONS

I. Principles

1. Alignment with the Airport Authority's mission, goals, and strategies is a critical priority for all policy development relating to ground transportation.
2. Alignment should also be maintained with local and state operational and regulatory requirements.
3. Every effort should be made to engage state and local agencies to address congestion, environmental, and other issues related to ground transportation.
4. Policies should maximize flexibility for all modes, promote economic and environmental sustainability, and reflect a comprehensive approach aligned with the region's transportation strategies.
5. Policies must reflect the current and most relevant passenger volumes, traffic conditions, and customer needs.
6. Ongoing reporting, transparent communication, and feedback opportunities will be established and maintained with transportation stakeholders.

B. OPERATING MODELS

Recommendation 1: In advance of any changes to the current operating strategy, develop a clearly defined and gradual transition plan that is customer focused and provides adequate time and information for operators to adapt.

Recommendation 2: Any changes in commercial transportation operating models must prioritize customer preference and safety. Future policy changes should reflect a level playing field across modes, and standardization across modes should be considered when possible and appropriate.

| Specific Actions | Timeline |
|--|--------------|
| 1. Explore the feasibility, pros and cons of implementing limits on the number of TNC vehicles that can access the airport | FY2020-2021 |
| 2. Explore the feasibility of standards for visible vehicle identification and automated recognition for all modes (placards, permits, QR codes, etc.) | FY2020-2021 |
| 3. Pursue opportunities for grant funding or incentive programs for conversion to lower carbon footprint vehicles | Ongoing |
| <p>4. Recommendation to the Authority Board for an open taxi system.</p> <ul style="list-style-type: none"> a. The current taxi operating strategy should remain in place until the expiration date of the existing MOAs on December 31, 2020. b. Between now and July 1, 2020, staff will collaborate with the transportation stakeholders to evaluate, develop, and publish the following: <ul style="list-style-type: none"> i. a transition plan; ii. a selection and participation procedure; and iii. an open taxi system operating plan. c. Between July 1, 2020 and November 30, 2020, taxi permits shall be processed and issued to those requestors from the qualified, available, and selected pool of taxi MTS permit holders who are in good standing with MTS as of November 30, 2020 d. The new open taxi system operating plan will begin operations on January 1, 2021, at 4:00 AM. | As Specified |

Important considerations:

- Economic impact and sustainability for all modes
- Strong accountability, transparency, and communication with all modes

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C. CONGESTION MANAGEMENT

Recommendation 3: Evaluate the allocation of curb and parking facility space to develop a more flexible system that reduces congestion, deadheading, dwell time, and emissions; while considering equity for stakeholders.

| Specific Actions | Timeline |
|--|----------------------|
| 1. Evaluate “priority” pick-up and drop off zones that prioritize low emission vehicles | FY2020-2021 |
| 2. Co-locate pick-up and drop off in order to reduce deadheading and reduce emissions | TBD |
| 3. Evaluate premium price structure for “priority” curb access | FY2020-2021 |
| 4. Evaluate use of space in parking facilities for passenger pick-up, while maintaining separation of TNC’s from other modes | FY2020-2021 |
| 5. Review and improve standards for dwell time, active loading and unloading time for high passenger volume vehicles | Ongoing |
| 6. Evaluate the feasibility of dedicated commercial vehicle roadways | Part of ADP Analysis |

Important considerations:

- An integrated approach across all transportation modes – commercial, public, and private
- The important role of off-airport and regional transportation partners
- An appropriate balance between customer choice and a more level playing field among modes
- Significance of trip volume and passenger volume in space allocation and dwell time management strategies
- The potential for flexible use of parking and transportation facilities, particularly in Terminal 1 redesign, to best adapt to evolving transportation needs

- Benchmarking against other airports, when possible

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D. TECHNOLOGY

Recommendation 4: Invest in and utilize technology and software solutions across modes that use real time data and effective metrics to increase environmental efficiency and compliance with Airport Authority policies, reduce congestion, and equalize opportunity for all operators.

| Specific Actions | Timeline |
|---|-------------|
| 1. Conduct an assessment of the technology necessary to operate a virtual hold lot that would allow drivers to check-in, and then leave airport property until they are at the front of the queue. | FY2020-2021 |
| 2. Through the Airport’s Innovation Lab, evaluate the feasibility of an airport app for commercial modes that would allow the Authority to track movement and enforce traffic policies by Airport Traffic Officers (ATOs) | FY2020-2021 |
| 3. Incentivize and encourage utilization of software by all modes to reduce deadheading | TBD |
| 4. Evaluate the feasibility of shared hold lots | TBD |
| 5. Evaluate the benefits and requirements of a data analytics program using real-time reporting for all modes | TBD |
| 6. Collaborate with the Airport Authority’s Innovation lab and data analytics team to develop tools for real-time traffic monitoring and analysis | FY2021-2022 |

Important considerations:

- Evaluation of the cost/benefit to users and the Authority
- Implementation timeline, technology lifecycle, and feasibility of industry adoption

E. OPERATIONAL COMPLIANCE

Recommendation 5: Increase and improve training and better leverage technology for all Airport Traffic Officers (ATOs) and Customer Service Representatives (CSRs) with the goal of increasing efficiency and consistency of enforcement, improving the customer experience, and reducing confrontation.

| Specific Actions | Timeline |
|--|-------------|
| 1. Explore funding and staffing resources for increased ATO involvement, collaboration, understanding of industry and operational knowledge, and consistency in enforcement. | Ongoing |
| 2. Enhance customer service training for CSRs and ATOs | Ongoing |
| 3. Review and adjust CSR responsibilities to improve practices and eliminate the need for CSRs to step into the role of ATOs | Ongoing |
| 4. Evaluate the use of cameras and Automated License Plate Recognition (ALPR) technology to assist ATOs in responding to traffic enforcement issues | FY2021-2022 |

Important considerations:

- The importance of consistency in enforcement of Authority policies across all modes
- Availability of technology to improve consistency and accuracy in enforcing Authority policies relating to ground transportation

E. ENVIRONMENTAL

Recommendation 6: Align environmental targets in the Clean Transportation Plan with the City of San Diego Climate Action Plan and the Authority’s transportation program goals, and explore flexible options for all modes to meet these targets.

Recommendation 7: Develop commercial transportation environmental strategies weighted towards fiscal incentives, rather than requirements, to upgrade vehicles and reduce Greenhouse Gas Emissions (GHG) for all modes.

| Specific Actions | Timeline |
|---|---|
| 1. Evaluate the use of environmental incentives, measures, metrics, and requirements that may be applied consistently across all modes, where applicable. Move toward replacing, enhancing, or modifying GHG requirements for all modes with a system of incentives that are in alignment with the Authority’s clean transportation plan. | FY2020-2021 |
| 2. Evaluate the use of minimum standards in GHG emissions for TNCs, similar to taxis | FY2020-2021 |
| 3. Create incentives for TNCs to use alternative fuels | FY2020-2021 |
| 4. Provide incentives for multi-passenger vehicles and ADA vehicles | FY2021-2022 |
| 5. Create economic incentives for electrification, develop infrastructure to support increased use of Electric Vehicles (EV), and explore the use of portable solar EV Charging Stations. | FY2021-2022 |
| 6. Reduce the overall number of commercial vehicles as an environmental and congestion reduction measure | See Recommendations for Operating Models |
| 7. Use priority curbing as incentive to increase conversion to electric vehicles and to reduce deadhead trips | See Recommendations for Congestion Management |

Important considerations:

- The physical infrastructure must support environmental objectives and requirements (virtual hold lot, electric charging stations, etc.)
- Potential external sources of funding and regulatory mandates
- The relative contribution to total GHG emissions by each mode, balanced with individual vehicle emission rating
- The potential legality of a minimum standard

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ONGOING COLLABORATION

The creation, adoption, and implementation of this Ground Transportation Collaborative Framework Document are important first steps in reinforcing a collaborative and transparent working relationship between the Authority and Ground Transportation stakeholders. Ongoing action is required to ensure robust, accountable, consistent communication and collaboration. This document is the foundation of a new architecture to ensure engagement with stakeholders on the issues presented in this document; and on new developments as they arise.

To bolster this ongoing conversation with Authority partners, Ground Transportation will report progress on the specific actions herein, and on new issues as they arise.

The GTAC proposes the following to ensure engagement and collaboration with the industry:

1. Staff will continue regularly scheduled and ongoing meetings with current airport permitted stakeholders.
2. Adoption of the **Collaborative Framework Document** as the basis of a new communication paradigm with Ground Transportation Providers.
3. Development and distribution of a **Quarterly Ground Transportation Report** to the industry on the ongoing status of current specific actions outlined in this document, and new issues that arise.
 - a. The report will discuss progress achieved on specific action items, feasibility of implementation, actions or information requested from industry partners, and next steps planned to drive toward integration, completion, or re-examination.
 - b. This report will be shared with Ground Transportation stakeholders on the SAN.ORG website for viewing by all.
4. Two semi-annual outreach meetings in Fiscal Year 2020 with all Ground Transportation stakeholders, along with invites to all former GTAC members, to discuss status of specific action items, relate the results of feasibility assessments, disseminate information, listen to new ideas, and discuss newly proposed specific action items and opportunities.