AIRPORT MISSION:
We will plan for and provide air transportation services to the region with safe, effective facilities that exceed our customer expectations. We are committed to operating San Diego's air transportation gateways in a manner that promotes the region's prosperity and protects its quality of life.

The following strategic plan represents the strategic intent of the airport's Landside Operations which consist of parking operations, ground transportation operations and traffic enforcement.

Each **goal** contains the link to one of the airport's focus areas, shown in quotes and in parantheses. Each **strategy** is linked to one or more SAN strategies described in the airport's Vision Map (above), shown in italics and in parantheses.

Italicized initiatives originate from the Ground Transportation Ad-Hoc Committee chaired by three Board members, which developed specific actions that would need to be incorporated into this plan to fully capture the strategic direction of the organization.

Landside Operations – Ground Transportation and Parking
Strategic Plan FY 2019-2022

LANDSIDE OPERATIONS VISION:

Our vision is for the traveling public to view the airport as the best customer-focused landside operation in the country, today and tomorrow.

LANDSIDE OPERATIONS MISSION:

Through innovation and collaboration, our mission is to create an efficient, safe and friendly landside airport experience.

OPERATING VALUES:

To accomplish our mission, we value:
- Customer needs and expectations
- Safety and efficiency in operations
- Integrity
- Friendliness and empathy
- Innovation
- Collaboration

GOAL #1: Ensure successful implementation of the ADP (SAN focus area: "Advance the ADP")

STRATEGY 1: Strengthen collaboration and planning to ensure ADP success *(Community Strategy and Operations Strategy)*

GOAL #2: Prepare our organization for the future (SAN focus area: "Optimize Ongoing Business")

STRATEGY 1: Strengthen the Landside Operations organizational capacity *(Employee Strategy)*

STRATEGY 2: Improve the quality and efficiency of our business operations *(Operations Strategy)*

STRATEGY 3: Integrate analytics to improve planning and decision-making *(Operations Strategy)*

GOAL #3: Transform the customer experience (SAN focus area: "Transform the customer experience")

STRATEGY 2: Implement state-of-the-art solutions that improve the customer experience *(Customer Strategy)*

STRATEGY 3: Reduce congestion on airport roadways *(Community Strategy and Operations Strategy)*

STRATEGY 4: Reduce the environmental impact of commercial vehicles operating at the airport *(Community Strategy)*

GOAL #1: Ensure successful implementation of the ADP

STRATEGY 1: Strengthen collaboration and planning to ensure future success
(Community Strategy and Operations Strategy)

INITIATIVES:
1. Collaborate with the Planning Department to develop the ADP construction phasing plan.
2. Develop a plan for short term and long term employee parking solutions and an Employee Parking Policy
3. Provide support to other departments and stakeholders in the development of transportation demand management strategies that reduce congestion and improve customer experience
4. Develop a transportation technology innovation road map (TBD)
5. Update the Capital Improvement Plan to reflect the current and future needs in Landside Operations
6. Update the ground transportation and parking Board policies & airport codes
7. Develop an emergency operations contingency plan
8. Update the department's business continuity plan

GOAL #2: Prepare our organization for the future

STRATEGY 1: Strengthen the Landside Operations organizational capacity *(Employee Strategy)*

INITIATIVES:
1. Clarify the role of Landside Operations in the context of airport-wide functions and organizational structure
2. Re-evaluate the department's organizational structure, functions and responsibilities
3. Identify staff training and development opportunities that meet current and future demand

STRATEGY 2: Improve the quality and efficiency of our business operations
(Operations Strategy)

INITIATIVES:
1. Develop a virtual front counter
2. Enhance the online permitting process for all vehicle permits
3. Implement tools for tracking and reporting on departmental staff projects and activities
4. Enhance contract monitoring and recordkeeping procedures

5. *Explore the feasibility of standards for visible identification and automated recognition of permitted vehicles for all modes (placards, permits, QR codes, etc.)*

STRATEGY 3: Integrate analytics to improve planning and decision-making *(Operations Strategy)*

INITIATIVES:
1. *Evaluate the benefits and requirements of a data analysis program using real-time reporting for all modes*
2. *Collaborate with the Airport Authority's Innovation lab and data analysis team to develop tools for real-time traffic monitoring and analysis*
3. Develop a monthly executive dashboard for landside operations
4. Develop a parking operations dashboard to support analysis of space utilization, evaluation of parking products and optimization of lot size
5. Identify the potential use and feasibility of a dashboard for parking shuttle and RCC shuttle operations for evaluating compliance with contract performance requirements and for performing shuttle utilization and scheduling studies
6. Develop a dashboard for analysis of TNC operations to support development of congestion management solutions and to evaluate compliance with operational requirements

GOAL #3: Transform the customer experience

STRATEGY 1: Implement state-of-the-art solutions that improve the customer experience *(Customer Strategy)*

INITIATIVES:
1. *Plan and implement an open-taxi system by January 2021*
2. Facilitate implementation of Flex Match and other similar programs by TNCs
3. Evaluate and adjust terminal and island curb space assigned to each commercial mode to meet customer demand
4. Expand the Skidata Parking Management System to the Employee Lot, Terminal 1 and Terminal 2 West, then to Long Term Lot 1 and other areas
5. Engage with the Customer Experience Council, Information Technology, Marketing, Innovation Lab, GT staff and other key players to survey, analyze and identify opportunities to improve the customer experience
6. Support implementation of new software for valet services
7. Support implementation of a new online parking reservation system
8. Evaluate feasibility of gateless parking technologies

STRATEGY 2: Reduce congestion on airport roadways *(Community Strategy and Operations Strategy)*

INITIATIVES:

1. Develop a virtual hold lot for all commercial transportation modes
2. *Evaluate the feasibility of shared hold lots*
3. *Evaluate premium price structure for "priority" curb access*
4. *Co-locate pick-up and drop off in order to reduce deadheading and reduce emissions*
5. *Incentivize and encourage utilization of software by all modes to reduce deadheading*
6. *Review and improve standards for dwell time, active loading and unloading time for high passenger volume vehicles*
7. *Evaluate the feasibility of dedicated commercial vehicle roadways*
8. *Evaluate use of space in parking facilities for passenger pick-up, while maintaining separation of TNC's from other modes*
9. *Explore the feasibility, pros and cons of implementing limits on the number of TNC vehicles that can access the airport*
10. *Reduce the overall number of commercial vehicles as an environmental and congestion reduction measure*

STRATEGY 3: Reduce the environmental impact of commercial vehicles operating at the airport *(Community Strategy)*

INITIATIVES:

1. Support the development of an electric vehicle charging infrastructure plan for landside operations
2. Manage the acquisition of electric vehicles to replace the Inter-Terminal Shuttles, Long Term Lot 1 shuttles and the Employee Lot shuttles
3. Provide support to the airport environmental program in advancing initiatives and tactics of the Clean Transportation Plan relating to reduce emissions from commercial transportation
4. *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.*
5. *Evaluate the use of minimum standards in GHG emissions for TNCs, similar to taxis*
6. *Pursue opportunities for grant funding or incentive programs for conversion to lower carbon footprint vehicles*
7. *Evaluate potential incentives for TNCs to use alternative fuels*

8. *Evaluate the creation of economic incentives for electrification, develop infrastructure to support increased use of Electric Vehicles (EV), and explore the use of portable solar EV Charging Stations*
9. *Evaluate the use of priority curbing as incentive to increase conversion to electric vehicles and to reduce deadhead trips*
10. *Evaluate "priority" pick-up and drop off zones that prioritize low emission vehicles*
11. *Provide incentives for multi-passenger vehicles and ADA vehicles*

NOTE:

A similar planning effort will be conducted with the Traffic Enforcement group. The results will be integrated into a single Landside Operations Strategic Plan and will be reviewed in an all-hands meeting.

The following actions from the GTAC Collaborative Framework Document will be incorporated as initiatives:

INITIATIVES:
1. *Explore funding and staffing resources for increased ATO involvement, collaboration, understanding of industry and operational knowledge, and consistency in enforcement.*
2. *Enhance customer service training for CSRs and ATOs.*
3. *Review and adjust CSR responsibilities to improve practices and eliminate the need for CSRs to step into the role of ATOs.*
4. *Evaluate the use of cameras and Automated License Plate Recognition (ALPR) technology to assist ATOs in responding to traffic enforcement issues.*
5. *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)*