GENERAL RECOMMENDATIONS

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

RECOMMENDATIONS FOR OPERATING MODELS

- **Recommendation 7:** 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 8**: 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.

Important considerations in developing policy must include:

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

Possible approaches to explore include:

- If an open taxi system is adopted, consider limiting the number of taxi vehicles during peak demand to reduce congestion and provide equal access to all taxis
- Explore the feasibility, pros and cons of implementing limits on the number of TNC vehicles that can access the airport
- Explore the feasibility of standards for visible vehicle identification for all modes

- Pursue opportunities for grant funding or incentive programs for conversion to lower carbon footprint vehicles

RECOMMENDATIONS FOR CONGESTION MANAGEMENT

- **Recommendation 9**: Evaluate the allocation of curb and parking facility space to develop a more flexible system that reduces congestion, deadheading, dwell time, and emissions; while maximizing revenue.

Important considerations in developing policy must include:

- 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 facilities, particularly in Terminal 1 redesign, to best adapt to evolving transportation needs
- Benchmarking against other airports, when possible

Possible approaches to explore:

- Create "priority" pick-up and drop off zones that prioritize low emission vehicles
- Co-locate pick-up and drop off in order to reduce deadheading and reduce emissions
- Create premium price structure for "priority" curb access
- Designate space in parking facilities for passenger pick-up, while maintaining separation of TNC's from other modes
- Review and improve standards for dwell time, active loading and unloading time for high passenger volume vehicles
- Evaluate the feasibility of dedicated commercial vehicle roadways

RECOMMENDATIONS FOR ENVIRONMENTAL STRATEGIES

- **Recommendation 10:** 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 create flexible options for all modes to meet these targets.

- **Recommendation 11:** Develop commercial transportation environmental strategies weighted towards fiscal incentives, rather than requirements, to upgrade vehicles and reduce emissions in order to reduce Greenhouse Gas Emissions (GHG).

Important considerations in developing policy must include:

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

Possible approaches to explore include:

- Explore the use of Portable Solar Electric Vehicle Charging Stations
- Replace or enhance GHG requirements for TNCs with a system of incentives for reducing emissions by passenger miles, rather than total vehicle miles
- Create incentives for TNCs to use alternative fuels
- Evaluate the use of minimum standards in GHG emissions for TNCs, similar to taxis
- Provide incentives for multi-passenger vehicles and ADA vehicles
- Create economic incentives for electrification and develop infrastructure to support Electric Vehicle (EV) increase
- Reduce the overall number of commercial vehicles as an environmental and congestion reduction measure
- Use priority curbing as incentive to increase conversion to electric vehicles and to reduce deadhead trips

RECOMMENDATIONS FOR TECHNOLOGY-BASED SOLUTIONS

- **Recommendation 12:** 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.
- **Recommendation 13:** 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.

Possible approaches to explore include:

- Develop an airport app for commercial modes that would allow the Authority to track movement and enforce traffic policies by Airport Traffic Officers (ATOs)
- Incentivize and encourage utilization of software by all modes to reduce deadheading
- Evaluate the feasibility of shared hold lots
- Create a program of big data analysis and real-time reporting for all modes
- Involve the Airport Authority's Innovation lab to develop tools for real-time traffic monitoring and analysis

RECOMMENDATIONS FOR TRAFFIC OPERATIONAL COMPLIANCE

- **Recommendation 14:** Increase and improve training and better leverage technology for all Customer Service Representatives (CSRs) with the goal of increasing the efficiency of throughput and consistency of enforcement, improving the customer experience and reducing confrontation.
- **Recommendation 15:** Explore funding and staffing resources for increased ATO involvement, collaboration, understanding of industry and operational knowledge, and consistency in enforcement.

Important considerations in developing policy must include:

- 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

Possible approaches to explore include:

- Enhance customer service training for CSRs and ATOs
- Review and adjust CSR responsibilities to improve practices and eliminate the need for CSRs to step into the role of ATOs
- Evaluate the use of cameras and Automated License Plate Recognition (ALPR) technology to assist ATOs in responding to traffic enforcement issues