

# GT Operations Update



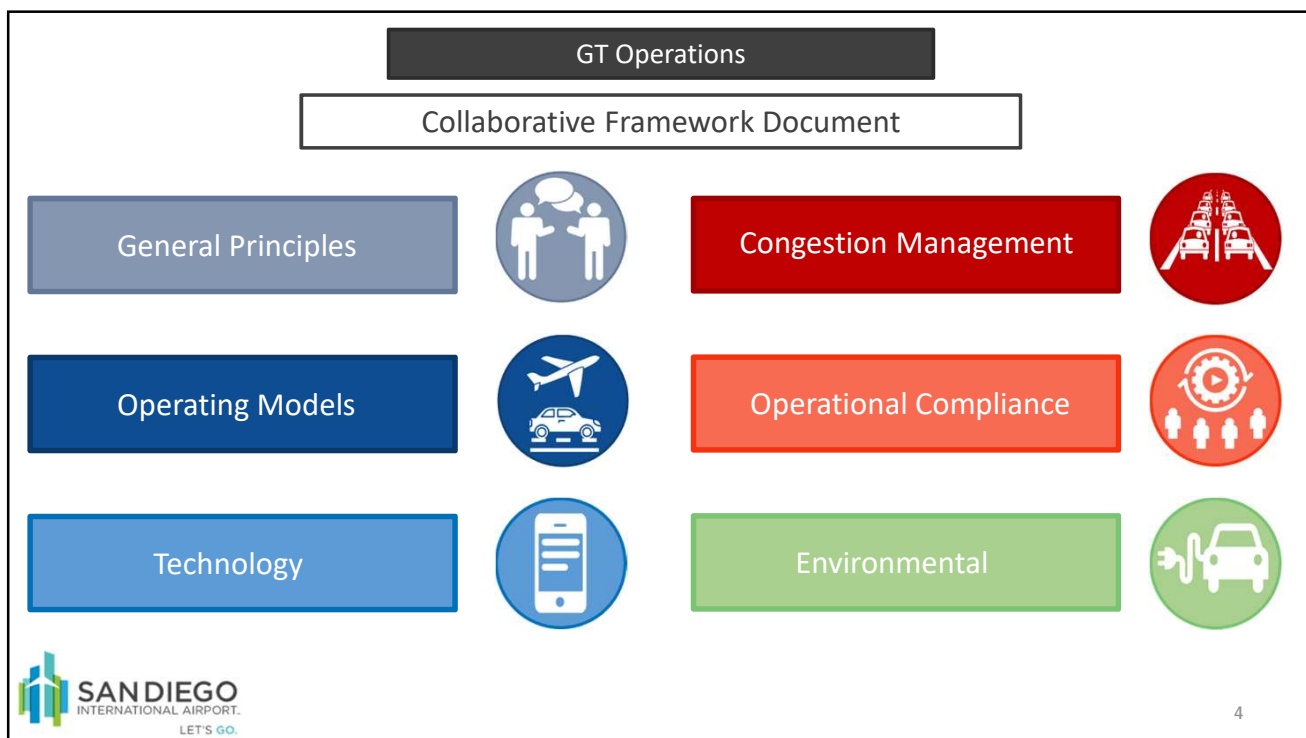
Meeting Date -  
November 20, 2019

Marc Nichols  
Director – Ground Transportation



## Agenda

1. Updated GT Strategy
2. Website Update & Information
3. Specific Action Updates
4. Taxi operations strategy update and interactive discussion
5. Topics for next meeting



**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



*Scroll through the Landside Operations Strategic Plan*



## Landside Strategy and the Collaborative Framework Document

- Authority strategic plan guides our efforts.
- GT/Landside strategic plan is aligned with Authority strategic plan and focus areas.
- All 27 specific actions from the GT Adhoc Cmte have been incorporated into the Landside strategic plan.
  - Each specific action will be addressed as part of Landside normal and ongoing operations.
  - Results of feasibility, action items taken, and ongoing efforts will be periodically updated to the Specific Action Tracker

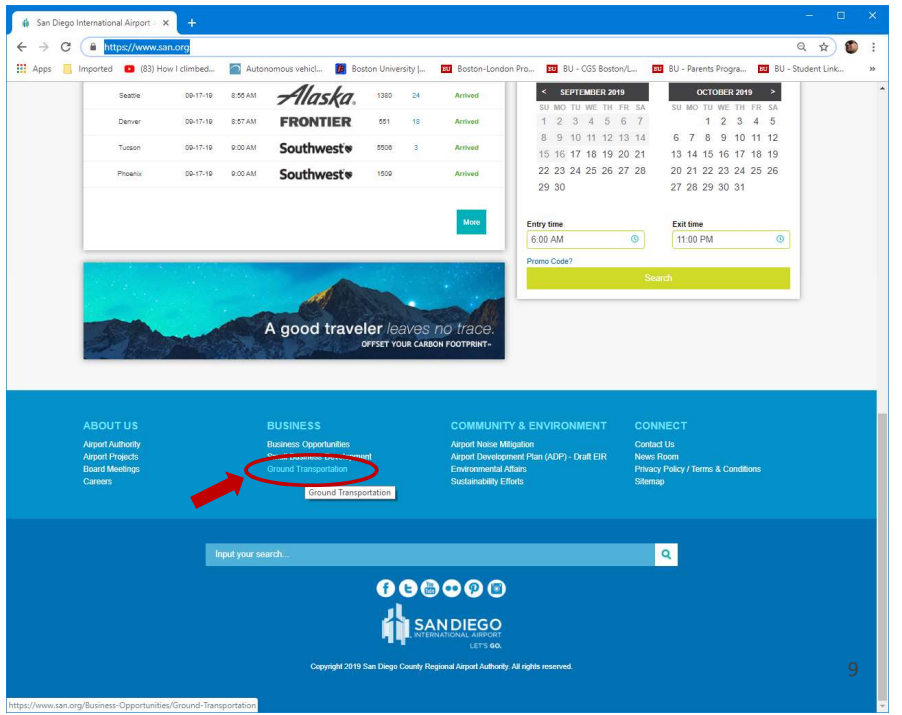


The SAN.org Website will be the place to go for ongoing updates to GT Ops info.

[www.san.org](http://www.san.org)

Ground Transportation Button under BUSINESS

(at bottom of main page)

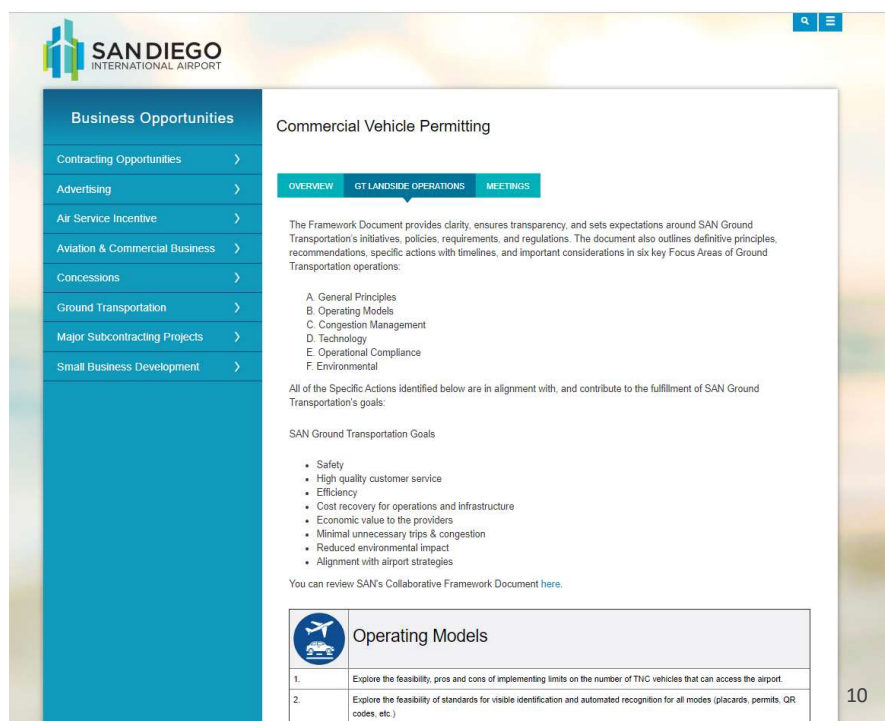


A new section for GT Ops Community has been added to the GT Page.





Includes:

- Collaborative Framework Document
- General Principles
- Focus Areas
- Specific Actions

Updates to these areas will be posted to the website as new information arises.





Focus Area	GTAC Specific Actions	Status Green = Complete, Blue = In Progress, Gray = Not Yet Started	Status Summary
<b>B. Operating Models</b>	1. Explore the feasibility, pros and cons of implementing limits on the number of TNC vehicles that can access the airport		1. Met with LAX, SFO, and PDX on TNC Hold Lot Size, Vehicle Volume and Metering. 2. Met with LAX, SFO, and PDX to evaluate TNC PUDO areas and curbside management.
	2. Explore the feasibility of standards for visible vehicle identification and automated recognition for all modes (placards, permits, QR codes, etc.)		1. Met with LAX, SFO, and PDX on TNC Placarding efforts and justification - cost, staff effort, driver training, operational benefit, enforcement benefits, etc.
	3. Pursue opportunities for grant funding or incentive programs for conversion to lower carbon footprint vehicles		
	4. Plan for and implement an open taxi system to accommodate all MTS permitted taxis		1. Initiated taxi transition planning efforts. 2. Conducted taxi operations survey of five other CA Airports. 3. Evaluating vehicle tracking technologies. 4. <i>To be discussed more at this meeting.</i>

Focus Area	GTAC Specific Actions	Status Green = Complete, Blue = In Progress, Gray = Not Yet Started	Status Summary
<b>C. Congestion Management</b>	1. Evaluate "priority" pick-up and drop off zones that prioritize low emission vehicles		
	2. Co-locate pick-up and drop off in order to reduce deadheading and reduce emissions		1. Implemented TNC Pin-Match, Pre-match, Re-match, Pooled ride tracking at Transportation Islands
	3. Evaluate premium price structure for "priority" curb access		
	4. Evaluate use of space in parking facilities for passenger pick-up, while maintaining separation of TNC's from other modes		
	5. Review and improve standards for dwell time, active loading and unloading time for high passenger volume vehicles		1. Evaluating current AVI tools and TNC reports for availability and reliability of data regarding dwell time at certain locations, peak Pickup/Dropoff hour, and for reporting or dashboard purposes.
	6. Evaluate the feasibility of dedicated commercial vehicle roadways		1. Integrated dedicated on-airport roadway is part of ADP plan.

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Focus Area	GTAC Specific Actions	Status Green = Complete, Blue = In Progress, Gray = Not Yet Started	Status Summary
<b>D. Technology</b>	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.		1. Engaged consultant to examine feasibility of virtual hold lot. 2. Met with Gatekeeper to discuss Virtual Hold Lot implementation. 3. Currently evaluating implementation options, timeline, costs, and technology requirements for Airport and Industry.
	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)		
	3. Incentivize and encourage utilization of software by all modes to reduce deadheading		
	4. Evaluate the feasibility of shared hold lots		1. Engaged consultant to examine feasibility of shared lot; evaluation ongoing. 2. Examining potential layout as part of ADP/On-airport roadway construction.
	5. Evaluate the benefits and requirements of a data analytics program using real-time reporting for all modes		1. Authority data analytics team is in first phase of establishing data lake/warehouse environment. 2. GT data sources will be first added for implementation. 3. GT is developing parameters and criteria for online dashboard for CVM monitoring - to be used by GT and ATOs. Data may be shared with industry
	6. Collaborate with the Airport Authority's Innovation lab and data analytics team to develop tools for real-time traffic monitoring and analysis		


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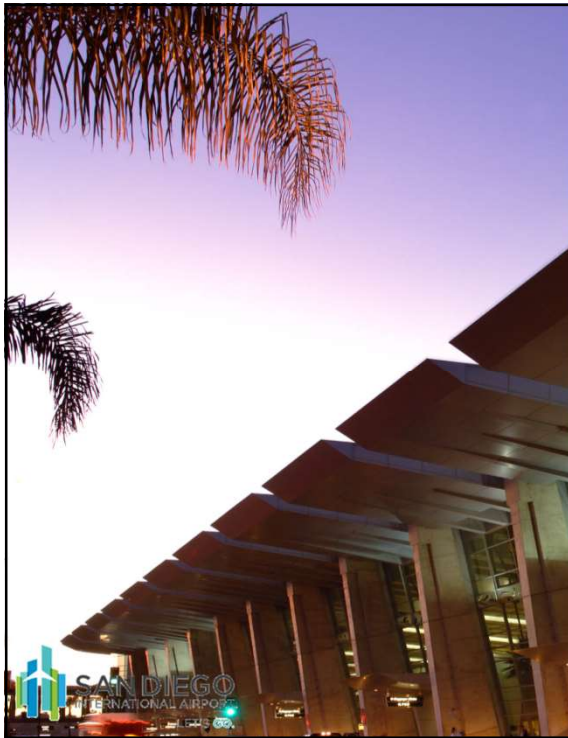
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<b>E. Operational Compliance</b>	1. Explore funding and staffing resources for increased ATO involvement, collaboration, understanding of industry and operational knowledge, and consistency in enforcement		1. Developed new online training resources for new hire and refresher training. 2. Conducted new training on industry issues and enforcement consistency. 3. All ATOs received Encounter De-Escalation training from Harbor Police Dept. 4. Aligning ATO staffing with staffing study recommendations. 5. Updating ATO Policies and procedures. 6. Creating ATO handbook. 7. Surveying other airports for industry best practices. 8. Established ATO Daily log for accountability, collaboration, and transparency (internal use). 9. Evaluating new ticketing devices and software capabilities for consistency, review, and quality control.
	2. Enhance customer service training for CSRs and ATOs		1. Implemented online training tools. 2. Increased collaboration with CSRs and Supervisors. 3. Clarified duties of ATOs vs. CSRs. 4. Planned regular meetings with Ace Parking to discuss CSR activities. 5. Hired GT Manager for accountability, consistency, and standards. 6. Refining the customer complaint/review process. 7. Documenting processes and procedures for quality control.
	3. Review and adjust CSR responsibilities to improve practices and eliminate the need for CSRs to step into the role of ATOs		1. Clarified ATO roles and Responsibilities. 2. Reviewing/Adjusting CSR roled and responsibilities. 3. Working on improved wayfinding/signage. 4. Optimizing ATO staffing/posts/flexibility to address peak-time demand and hot-spots. 5. Adjusted ATO supervisor days off and start time to maximize supervision and training time.
	4. Evaluate the use of cameras and Automated License Plate Recognition (ALPR) technology to assist ATOs in responding to traffic enforcement issues		1. Evaluating feasibility of GT/ATO access to existing security cameras. 2. Added CIP for roadway monitoring and camera systems. 3. Added CIP for Parking Lot, TNC Lot, and Hold Lot Cameras.


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Focus Area	GTAC Specific Actions	Status Green = Complete, Blue = In Progress, Gray = Not Yet Started	Status Summary
<b>F. Environmental</b>	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		
	2. Evaluate the use of minimum standards in GHG emissions for TNCs, similar to taxis		
	3. Evaluate the creation incentives for TNCs to use alternative fuels		
	4. Evaluate incentives for multi-passenger vehicles and ADA vehicles		
	5. 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.		
	6. Evaluate a reduction in the overall number of commercial vehicles as an environmental and congestion reduction measure		
	7. Evaluate the use of priority curbing as incentive to increase conversion to electric vehicles and to reduce deadhead trips		

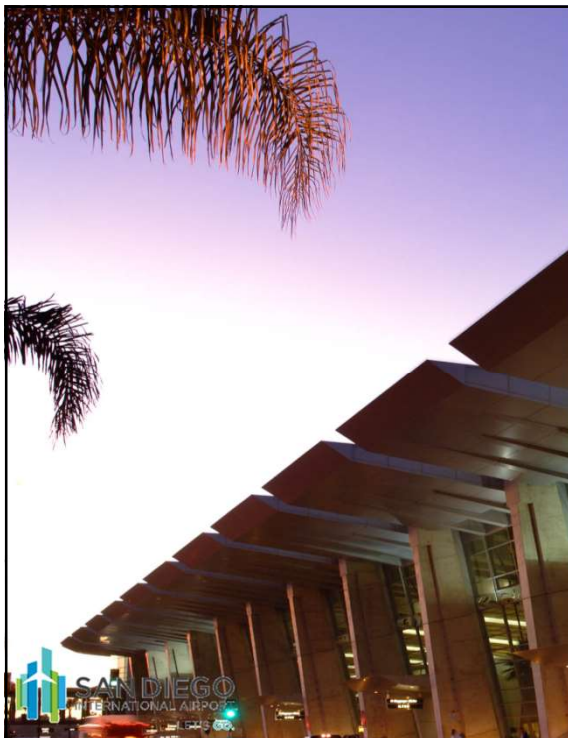

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# Taxi Operations Strategy & Interactive Discussion

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## Open Taxi System Transition Efforts Overview

- Target date: January 1, 2021
- Current activities
- Future activities
- Open discussion

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## Open Taxi System Transition Efforts

### Current Activities

- Survey of other airports
  - San Francisco, Los Angeles, Orange County, San Jose, Oakland
- Parameters
  - Enplanements, taxi trip volume, curbside space, hold lot space, virtual hold lot utilization, dispatching, scheduling, permitting, vehicle tracking, CSRs and operational trends

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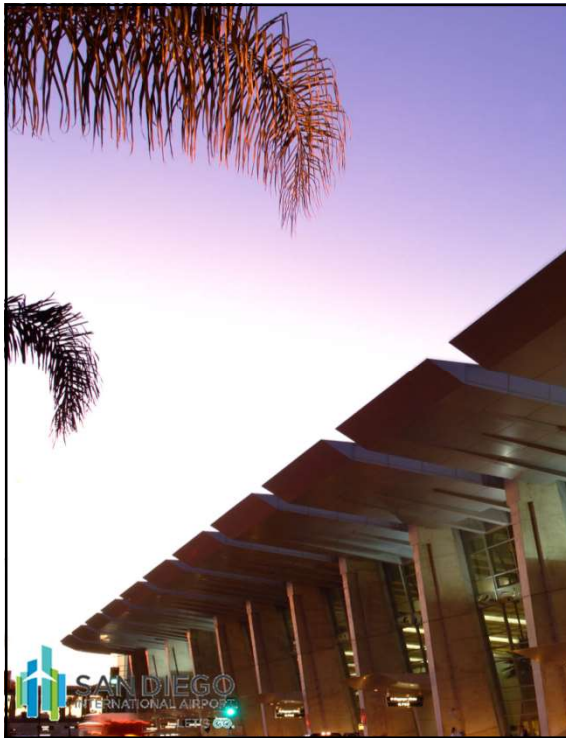


## Open Taxi System Transition Efforts

### Current Activities

- Currently analyzing results
- Some preliminary findings
  - Majority of airports are in the process of transitioning to virtual hold lots
  - Physical hold lots decreasing
  - AVI technology widely utilized
  - Taxi industry has largely shifted to electric or CNG taxi vehicles

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## Open Taxi System Transition Efforts

### Current Activities

- Comparison of vehicle tracking technologies
  - RFID
  - License Plate Recognition
  - GPS
- Parameters
  - Cost, infrastructure required, detection speed and distance, accuracy, power requirements, IT protocols and others

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## Open Taxi System Transition Efforts

### Planned Activities

- Examination of MTS ordinance and SAN code for taxi operations
- Development of preliminary open taxi operating parameters
- Early preparation and registration
- Stakeholder review and input
- Staff review and input
- Board update
- Implementation

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## Open Taxi System Transition Efforts

### Open Discussion

- Coordination opportunities with MTS
- Role of MoA in communication and coordination

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## Topics for Next Meeting

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