[FINAL]

Supplement 1 -
Stakeholder Outreach Sessions Full Text

PREPARED BY:

PRR BIZ, INC.

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1. EXECUTIVE SUMMARY

1.1 Facilitated Conversations

1.1.1 GROUND TRANSPORTATION ACCESS

1.1.1.1 Mode Choice

- Ground transportation providers agree that travelers prioritize convenience and cost. Almost every group mentioned these two factors. Travelers also reportedly care about efficiency, reliability, and trip length.
- A few provider groups noted that environmental sustainability is a bigger selling point for the airport than for travelers, who do not always prioritize environmental stewardship.
- Although some commercial provider groups acknowledged the benefits of public transit, most of them criticized the Port's emphasis on light rail. They did not think it was reasonable to expect everyone to take public transit to the airport.
- However, transit agencies consider light rail to be the primary transit provider for the airport. They recognize that airport services are not always Link-accessible, and they expressed interest in adding more frequent bus service to the airport. They do not support airport-specific buses with extra luggage space.

1.1.1.2 Access to the Airport

- Few ground transportation providers are satisfied with their location at the airport. For instance, several reported that having so many different transportation modes enter the airport through one-access point leads to bottlenecking.
- Certain aspects of wayfinding are considered helpful. The sign directing people to departures when traffic for arrivals is heavy works well.
- Most groups expressed dissatisfaction with their access to the airport and frustration at the lack of visibility for their services. Most find it difficult to pick up and drop off travelers, and they report that travelers often have difficulty finding them at the curbside or in the garage.
- There is also room for improvement with respect to equitable access to customers for ground transportation providers. Most providers perceive an imbalance in their access to travelers. They report a lack of fairness compounded by stiff competition with TNCs and heavy congestion.

- Competition between different types of ground transportation was a common theme. Competition with TNCs came up most often in groups representing taxi companies and taxi drivers. TNCs, in contrast, pointed to the airport's over-emphasis on public transit as an issue for them.
- Transit agencies have a different set of concerns than ground transportation providers. They described limitations of bus service to the airport, primarily with respect to the difficulty passengers with lots of luggage will face. They also expressed interest in public-private partnerships. Specifically, they want to work with TNCs to bridge the first and last mile.
- Transit agencies discussed the role of new technology in facilitating access to the airport.

1.1.1.3   Congestion

- Every provider group except the Teamsters said that congestion at the airport is bad and that is bad for business. Many of them blamed TNCs for the worsening congestion, coupled with inefficient layout and poor driving behavior by other drivers.
- Ground transportation providers argued that heavy congestion and difficulty navigating to commercial transportation providers leads to poor customer experience and limits customer choices.

1.1.2   RELATIONS WITH THE PORT

1.1.2.1   Economic Equity

- TNC companies feel they have a solid partnership with the Port, but other providers are more critical. They do not think there is a level playing field and it hurts drivers' ability to earn a living wage.
- Several groups were skeptical that the Port lived by its values or followed through on promises. The imbalance in negotiation processes was a sore spot for taxi and TNC drivers.
- Many groups said the Port treats their business differently than it treats other providers. They find this treatment to be unfair and, as a result, they feel disadvantaged. For instance, there is the sense that regulations are not fairly applied to all ground transportation providers and that TNCs have fewer regulations.
- TNCs bore the brunt of blame for economic disadvantage, with many groups noting how TNCs were taking away business and benefitting from minimal regulatory requirements. The Port's policies regarding transportation fares and airport fees were a hot-button issue.

1.1.2.2   Social Equity

- TNC companies and TNC drivers agree that TNCs facilities should be updated to include restrooms and spaces to pray. Rental car companies agreed because they report that TNC drivers use their facilities because they have nowhere else to go.
- Taxi and TNC groups expressed the concern that immigrants and refugees are being exploited.
- Several provider groups noted how ADA requirements are unevenly enforced, leaving some operators with a greater burden to provide equitable service to travelers with disabilities. Additionally, there are only two or three places to drop off people who use wheelchairs.
- Few provider groups expressed a concern for the ground transportation system's impact on neighboring communities, but two groups did say that TNCs negatively impacted surrounding neighborhoods by increasing traffic.

- Connecting public transit to the airport is a challenge for transit agencies. They want to keep uniformity in the bus fleet and do not want to add airport-specific buses with luggage storage.
- The hassle of traveling with luggage on buses and the light rail reduces transit ridership by airport travelers. The light rail's limited service hours means employees cannot take this mode to the airport between 1 am and 5 am.
- Transit agencies are interested in public-private partnerships, such as working with TNCs to provide first and last mile coverage for travelers who live some distance from transit.

1.1.2.3 Environment

- The tension between customer interests and environmental concerns came across clearly in the discussions. It was a point of agreement across groups.
- For the most part, providers supported the ideals of environmental stewardship championed by the Port, but they remained critical of holding commercial transportation providers to environmental standards that conflicted with traveler preferences.
- Car share and taxi companies wanted to see the airport invest in more electric vehicle infrastructure, such as public charging stations, but these groups were an exception. Other groups said that the fuel-efficiency requirements imposed by the airport were overly burdensome. Moreover, they said that these requirements prevented them from adequately serving all travelers, especially those who needed vehicles larger than a Prius or who wanted luxury vehicles with low MPG.
- Transit agencies find TNC technology useful for tracking and enforcing environmental goals.

1.1.2.4 Communication

- Ground transportation provider groups were generally dismissive of the Port's communication effectiveness so far. They said the Port did not share enough information with commercial transportation providers.
- Some provider groups expressed a lack of trust in the Port, based on their perceived disadvantage vis-à-vis other providers and poor communication on the part of the Port.
- Several provider groups pointed out that meetings to discuss the Ground Transportation Access Plan were not well advertised.
- The taxi driver group said that the meetings to discuss the Ground Transportation Access Plan were scheduled too early for their schedules. They were suspicious that the Port used inconvenient scheduling to limit their participation in these meetings.

1.1.3 OPPORTUNITIES TO IMPROVE ACCESS

1.1.3.1 Congestion

- Most provider groups agreed that infrastructure improvements would go a long way in reducing congestion. The groups generally agreed that modifying entry and exit points to the airport would improve traffic flow immensely. For example, they proposed separating providers into designated lanes so that traffic moved more efficiently.
- Several provider groups brought up the need to rethink pickup and drop-off logistics. They wanted to see existing rules regarding pickups and drop-offs enforced. They asked for traffic management to crack

down on rule-breakers causing delays. They also wanted the Port to encourage visitors to park rather than to use curbside pickup.

- A few provider groups requested changes to airport signage that would help travelers find them more easily, others suggested limiting or barring TNCs all together.
- Only two provider groups asked for more transit options that reduced the number of single-occupancy vehicles, but transit agencies were clearly focused on how to encourage travelers to take transit to the airport.

1.1.3.2   Equity

- Prioritizing regulatory fairness is top of mind for ground transportation providers. Many groups wanted to see changes in the way taxes and fees are structured because they feel the imbalance between providers leads to a steep disadvantage favoring TNCs.
- Several provider groups suggested changing negotiation processes so that drivers have more of a say in their contracts.
- A strong theme in the discussions about how to improve access was around the Port needing to build positive relationships with operators. Collectively, groups feel that the Port does not communicate effectively with providers.
- Regarding social equity, some groups asked about increasing ADA accessibility at curbside pickup and drop-off. TNCs wanted upgrades to their facilities.

1.1.3.3   Environment

- Provider groups did not find much consensus about improving environmental sustainability.
- TNC companies and drivers want to reduce deadheading by removing restrictions on passenger pickup.
- Carshare companies, hotel courtesy, and offsite parking providers proposed investments in electric vehicle incentives and infrastructure.
- Some groups want to see all providers held to the same standards or see modifications in MPG requirements.

1.2   Airport Workforce Survey

The purpose of the survey concerned how the ground transportation system at Sea-Tac Airport serves people who work at the airport. It is part of the planning process for developing a Ground Transportation Access Plan (GTAP) to advance sustainable transportation options and address traffic congestion issues on the airport roadway system.

The online survey was administered between September 28 and October 9, 2017. Of the 23 total participants, 18 completed the survey and 5 were disqualified for not completing the survey. Respondents who completed the survey became eligible to win one of two $30 gas cards.

5 respondents were non-flight airline personnel, 6 were restaurant staff (including 1 manager), and 1 was retail staff. 10 people listed "other" types of employment, including fueling services, passenger service, ground

handling, airline leadership, and accounting. There were no respondents employed as flight crew, flight kitchen, TSA, or non-TSA airport security.

1.2.1   TRAVEL BEHAVIORS

- Most respondents have a lengthy commute; they live 6 or more miles from work.
- To get TO work, most respondents commute between 6:00 am and 9:30 am (n=15). Leaving FROM work, most respondents travel between 3:00 pm and 7:00 pm (n=14).
- In terms of *how* respondents get to and from the airport, there are multiple transportation options available to them, but 95% of respondents choose to drive alone.
- Light rail and rideshare have the highest number of reported benefits, followed by buses and taxis.
- In terms of barriers to using non-drive alone methods of transportation, inconvenience was the most-cited factor, followed by slow travel time.

1.2.2   CURRENT GROUND TRANSPORTATION SYSTEM

- When asked to rank benefits in order of most to least important, respondents put efficiency and cost at the top of the list, and frequency of service at the bottom.
- 16 respondents said they park at the airport every time. Three said they never park and one said they parked most of the time.
- A majority of respondents said it was reasonable to encourage employees to take public transit or a shared ride to the airport.
- Respondents were most interested in using light rail (n=8), bus (n=6), and trains (n=5) for their commute to work. They were least interested in taxis (n=13) and biking (n=12).
- In terms of ways to improve travel choices, respondents were most interested in subsidized transit passes (n=11) and guaranteed emergency rides (n=10).
- One participant summed up the general sentiment of other survey respondents: "the need [for more ground transportation options] is huge but from all over... [there are] very limited options to get here [to the airport]."

2. Matrix of Issues Raised by Commercial Ground Transportation Providers

The following matrices contain information about issues raised during facilitated conversations with commercial ground transportation providers. They compare issues across provider groups, highlighting similarities and differences in the interests and concerns of these groups. Issues are organized by what works well, does not work well, and recommendations for how the Port can address what does not work well.

The matrices do not include comments made during meetings with transit agencies or findings from the airport workforce survey. The interests and concerns raised by these particular groups are different from those brought up during meetings with commercial ground transportation providers; they do not fit within the framework of social equity, economic equity, environment, communication with the Port, or congestion.

These issues are flagged throughout the matrices for easy reference:

> 1: Level playing field – comments regarding whether ground transportation providers are on a fair and level playing field as they compete for business

> 2: Business practices – comments regarding matters with a potential impact on revenue for the Port of Seattle, such as contracts, fees, rate structures, living wages, and profits or losses

> 3: Customer choice – comments regarding matters that impact customer choice, including increasing or decreasing available transportation options for travelers and affecting customer experience

Table 1: Social Equity

	Airporters and Door-to-Door Providers	Car Share Companies	Hotel Courtesy and Offsite Parking Providers	Limo and Town Car Companies	Rental Car Companies	Taxi and For Hire Companies	Taxi Drivers	Teamsters	TNC Companies	TNC Drivers
Works well										
Senior citizens have mobility[3]										●
Provider's services[3]		●								●
Doesn't work well										
160th lot facilities[2]					●				●	●
Accessibility for those with disabilities[2,3]				●	●	●	●			●
Disproportionate impact on immigrants and people of color						●				●
Neighborhood effects			●						●	
Recommendations										
Improve 160th lot facilities[2]									●	●
Improve accessibility for those with disabilities[2,3]						●				●
Improve sensitivity training for Port personnel										●
Reduce congestion in surrounding neighborhoods		●								

Table 2: Economic Equity

	Airporters and Door-to-Door Providers	Car Share Companies	Hotel Courtesy and Offsite Parking Providers	Limo and Town Car Companies	Rental Car Companies	Taxi and For Hire Companies	Taxi Drivers	Teamsters	TNC Companies	TNC Drivers
Works well										
Fare mechanism[2]	●									
Operator location[1,2,3]		●					●		●	●
Wayfinding to commercial providers[1,2,3]	●	●	●				●			●
Doesn't work well										
Competition between modes (non-TNCs)[1,3]	●						●			
Competition with TNCs[1,3]	●	●	●			●	●	●		
Congestion is bad for business	●		●		●	●	●		●	●
Contract negotiation and enforcement[1,2]					●	●	●	●		
Enforcement of existing Port rules and regulations[1,2]	●		●				●			●
Fees and/or taxes[1,2]		●			●	●	●	●		
Garage connectivity[2]									●	●
Imbalance in commercial provider access to the airport[1,2]		●	●	●	●					
Non-Port regulation of commercial providers[1]	●									●
Operator location[1,2]					●					●
Operator visibility[1,2,3]	●		●	●						●
Over-emphasis on public transit[1,3]	●				●					●
Port regulation of commercial providers[1,2]		●	●		●		●	●		●
Wages or fare structure[1,2]	●					●	●	●		
Wayfinding to commercial providers[1,2,3]	●		●				●		●	●
Recommendations										
Build public/private partnerships[2,3]	●			●						
Change contracting practices[1,2]						●	●		●	
Change fare structure[1,2]						●	●			
Change fees and/or taxes[1,2]		●	●		●	●			●	
Change operator location[1,2]					●					●
Improve airport garage connectivity[2]										●
Improve wayfinding and visibility[1,2,3]	●	●		●						●
Invest in innovative technology[1,2]				●					●	
Limit number of TNCs[1,2,3]							●			
Loosen restrictions around pick-up and drop-off[1]				●				●		●
Reduce deadheading[1,2]									●	
Regulate operators equally[1,2]					●	●	●		●	
Support customer preference for ground transportation[1,2,3]	●									●

Table 3: Environment

	Airporters and Door-to-Door Providers	Car Share Companies	Hotel Courtesy and Offsite Parking Providers	Limo and Town Car Companies	Rental Car Companies	Taxi and For Hire Companies	Taxi Drivers	Teamsters	TNC Companies	TNC Drivers
Works well										
Port's environmental values					●	●		●		●
Provider's services	●	●								
Doesn't work well										
Deadheading[1,2]									●	
Electric vehicle infrastructure[2]		●								
Environmental standards are burdensome[1]				●	●		●		●	●
Environmental standards reduce customer choice[3]				●	●		●	●		●
KPI metric is flawed[1]									●	
Low occupancy commercial transportation						●				
MPG requirements harm the environment									●	●
Port policies don't align with stated values		●				●				●
Public transit accessibility[2,3]		●		●				●		●
Recommendations										
Change KPI standards									●	
Change MPG requirements							●		●	●
Charge fees to passenger vehicles[2,3]			●							
Hold everyone to the same environmental standards[1]					●	●	●			
Incentivize public transit through public/private partnerships		●						●		●
Limit access to the airport[3]			●				●			
Offer electric vehicle incentives and infrastructure [2]		●	●			●				
Reduce congestion			●							
Reduce deadheading[1,2]						●	●		●	●
Subsidize cost of environmentally friendly upgrades[2]								●		

Table 4: Communication / Relations with the Port

	Airporters and Door-to-Door Providers	Car Share Companies	Hotel Courtesy and Offsite Parking Providers	Limo and Town Car Companies	Rental Car Companies	Taxi and For Hire Companies	Taxi Drivers	Teamsters	TNC Companies	TNC Drivers
Works well										
Sense of partnership with the Port					●				●	
Doesn't work well										
Excessive communication									●	
Insufficient communication						●	●	●		●
Lack of trust in the Port	●					●	●			●
Port favors certain modes in negotiation[1,2]							●			●
Port lacks follow-through	●					●	●			●
Recommendations										
Build trust through improved contract negotiations[2]							●	●		
Use full and open communication							●	●		●

Table 5: Congestion

	Airporters and Door-to-Door Providers	Car Share Companies	Hotel Courtesy and Offsite Parking Providers	Limo and Town Car Companies	Rental Car Companies	Taxi and For Hire Companies	Taxi Drivers	Teamsters	TNC Companies	TNC Drivers
Works well										
Enforcement of traffic rules[1]			●							
Signage directing vehicles[1,3]		●			●					
Doesn't work well										
160th lot inefficient[1,2]					●		●		●	
Airport access points[1]	●		●	●						
Deadheading[1,2]									●	●
Enforcement of traffic rules	●	●	●		●		●			●
Garage inefficient									●	●
Lanes, merging, and bottlenecks	●			●	●	●	●		●	●
Pickup and drop-off areas inefficient	●		●	●			●		●	
Signage is confusing[1,2]				●						
Too many TNCs[1]		●	●	●	●	●	●			
Traffic flow	●		●		●	●	●		●	●
Recommendations										
Change provider locations[1,2]				●			●		●	●
Create dedicated lanes / levels for airport drive[2]	●			●	●		●			●
Improve traffic coordination and enforcement	●			●		●	●		●	●
Increase access points[1,2]	●	●	●	●			●		●	
Increase cooperation across modes[1]		●	●							
Increase lanes and/or routes[1,2]			●		●		●			●
Invest in innovative technologies[1,2]		●								●
Limit number of TNCs[1]		●				●	●			
Limit access to drive[1]			●	●	●		●			
Reduce deadheading[1,2]			●							●
Separate locations for providers[1,2]			●	●	●	●	●			●

3. Transit Agency Facilitated Conversations Summary

3.1 King County Metro

- Looking for partnerships with different agencies.
- Want to focus on sustainability and concerned about low occupancy of TNCs
- Light rail will be primary access to airport.
- Could the location change for bus pick-up and drop-off at the terminal? Deviation into airport is hard for bus routes.
- Want to keep uniformity in bus fleet and not add airport specific buses with luggage storage.
- App based technology is an important aspect of increasing transit usage at airport.
- Van pools should help get people into higher occupancy vehicles, remain under utilized
- While low occupancy, TNC technology is useful for tracking and enforcing environmental goals (eKPI).
- Want to get people from low-density areas to transit lines.
- Airport recently won grant from WSDOT to help with technology development for employee Commute Trip Reduction (CTR).
- King County Metro is in contact with large employers with regards to their CTR and TMA programs.
- A Line bus will help bring passengers and employees to airport but could use a better connection to terminal.

3.2 Sound Transit

- Signage at airport is current means of getting passengers to Link.
- Currently the airport is Link's biggest trip generator.
- Service window is a large hurdle to getting employees to airport from 1 to 5AM and is not likely to change especially when the extended rail network comes online.
- There might be an opportunity for a break point in service down to Tacoma at the airport which could allow for improved Link operations at the Airport. Break point could possibly be included in N Main Terminal expansion program?

- Luggage handling on train is an ongoing issue. There is currently an ad campaign addressing luggage issue.
- Would be interested in looking at letting people know about Link at the point of purchase, online ticket purchase for example.
- For planning, the airport is considered a special generator but isn't treated any different from other generators. Planning does not include projected passenger levels.

SEA Advanced Planning IDIQ, King County Metro Meeting

Port of Seattle Contract: P-00318722

Project Number: 17-13-0985

Facilitator:	**Port of Seattle**

Representing:	**Attendees:**
Port of Seattle:	Scott Dewees, Geri Poor
Metro:	Maggie McGehee, Chris O'Claire, Bill Bryant
Ricondo & Assoc.:	Laura Holthus, Craig Leiner (phone), Ben Capshew
Team:	Ryan Abbotts/CH2M

Discussion Points (action items are in **bold**)

- Introductions
- Laura:
    - Want provide context for larger study. Complete this study by end of year.
    - Regional transportation review today, dive into specific strategies
    - Research, policy strategy to inform new ground transportation strategies.
- Craig: Most interested Metro's access to the airport. Perspective on employees commute to airport. Any in-house ideas for providing access to the airport
- Chris: 4 new strategies through king county executive:
    - 1. We are a mobility provider. Looking to partner with other providers within a framework
    - 2. Looking for partnerships: Employer partnerships; building partnerships
    - 3. Accelerating our Capitol program
    - 4. Workforce: making sure workforce is enabled to move with new technology
    - Looking at challenges with TNCs with curb space. Need TNCs to carry more people.
    - GTAP seems to be missing single occupancy vehicle importance for environmental.
- Bill:
    - Appreciates environmental focus. Directly at odds with TNC usage.
    - Light rail is primary transit provider for airport:
        - Current shortcomings will be overcome with new access to the south
        - Hours of service is an issue. Have looked at arrival data from airport. Lot of airport service is not accessible using link. Needs to be evaluated to provide more around the clock access
    - Pac Highway access to airport. How do we open up this connection? How does it become a 24-hour connection?
    - How do we build up bus network to network?

- o When Link opened, bus usage plummeted. Will see more bus service to airport as well as more Link access to airport. Both boats will rise as overall service and connections increase
- Maggie: Near term: Could the A line Rapid Ride divert into the airport? Most likely not for rapid functionality. A line will run more frequently
- Bill:
  - o We are open to serving terminal directly with bus service but not with the A line
  - o When Link isn't running, there will be 5 overnight trips that provide connection to the airport
  - o 2025 network "Metro Connects:"
    - ▪ New local network (Local 3991 route) from Renton to SeaTac then down to Des Moines
    - ▪ Specific network is not set in stone
  - o Location of bus facility has always been a bit of a sore spot. It is at very end of terminal; not very convenient
- Craig: Where would be the best location for the bus?
- Bill: Not sure, we could look at that but somewhere in the middle.
- Laura: We are looking at NE ground transportation lot and what modes could be serviced there
- Chris: You want to be able to walk to get to transit. Needs to be more convenient than shuttles or TNCs. Could say we need more frequent service
- Bill: All of the bus routes that serve SeaTac serve many other locations. The more of a deviation it is off the route the harder it becomes. If it was 1 or 2 minutes to deviate then it would be much easier.
- Craig: How well do you accommodate luggage on buses?
- Chris: We have space for wheelchairs but no dedicated space for luggage
- Bill: Accommodating luggage is a bit of a challenge. No dedicated airport fleet. New buses have more floor space which helps.
- Chris: We don't want to diversify our fleet. New low floor bus helps with loading
- Bill: All door loading also helps with luggage

- Chris: Let's talk about technologies. We want public transit to be the first choice but willing to work with partners. Seems to be no incentive to push people into different mode choices.
- Ryan: From regional perspective, it is important to keep track of what modes people are using. Tough to shift mode choice especially for families. Want to use tech to provide information on other transportation options available
- Scott: We have SeaTac app being developed which will help with mobile wayfinding and notifying choices.
- Chris: Use airport to educate tourists as their first point of contact in Seattle area.
- Scott: Commercial modes contribute to non-aero revenue which is difficult for port.
- Bill: Will study address "reducing cost of transportation so that their quality of life improves"

- Chris: How is the Port dealing with partnerships?
- Geri: We are working with a number of different groups at the working level and at the top more political level

- Scott: Would be excited about an investment in public transportation partnership but need tools to evaluate it. Employees and passengers
- Bill: 3 groups: passenger, employees and overnight employees
- Maggie: Passengers can be divided to near and far passengers
- Ryan: Business and non-business

- Geri: Do we have money to invest in this? This study with Ricondo is an important part of the Ports investment decisions
- Chris: Should we help subsidize the last mile with TNCs with the Port?
- Bill: Please keep the environmental focus and emissions in mind
- Chris: Should be focus on SOV. Think of us as a mobility provider of non-SOV trips.
- Geri: Is current Uber promotion is provided by transit provider?
- Chris: Uber is running promotion on their own.
- Bill: Let's get more passengers in TNCs
- Chris: why aren't van pools being used more for the airport? Van pools should be considered a shuttle for moving passengers. Alternative services program is growing. icarpool is growing. Want to use technology to get people into vanpools
- Ryan: What kind of network would connect employees to airport?
- Geri: We are trying to encourage non-deadhead trips
- Scott: Have eKPI for TNCs with deadhead reduction. TNCs are encouraged to incentivize pooling. One TNC company chose to not share data on carpooling.
- Bill: Deadheading is considered zero-occupancy vehicle
- Scott: TNC was useful with their technology to reduce dead-heading

- Laura: can we hear more about the alternative services program?
- Chris: Lots of information online. Want to get people from low-density areas to transit lines. Want to understand how the things we are offering can appeal to large employers. These would be more in line with the Community Connections program.

- Geri: We were successful in winning WSDOT CTR grant.
- Scott: Want to extend services to non-CTR employers. It is being run by Tukwila.
- Bill: How much?
- Scott: Small amount, $250,000 over short period of time. Want to use a more modern platform for employers to share.
- Craig: Any reaction to a transportation management association to manage initiatives?
- Bill: Shaping this would absolutely be supported. The question would be how far do you cast the net? How do you bring together smaller employers? It would help Metro to know who to communicate with.
- Craig: Do you have relationships with regional TMAs?
- Bill: We have consistent communication with large CTR employers. We sell 10% of Orca to big employers. Not sure if there are ongoing regional meetings with TMAs. Would be with a different team. They would

report through Chris (who has just left the room). We work directly with the DTA (downtown transportation groups)

- Geri: No airport buses will be getting pulled out of tunnel
- Bill: Reliability of bus through tunnel (?) would be too unreliable
- Scott: Once Link is established would rapid ride service become redundant?
- Bill: No, it still would serve a need.
- Scott: Rapid Ride seems to serve a lot of employees in the area.
- Geri: 405 BRT goes to Tukwila station instead of coming into airport.
- Maggie: That would be Sound Transit.
- Bill: The A line is going to be a key connection along with Link to airport. In a perfect world, there would be an APM or similar connection to bring passengers from A Line
- Bill: Will be completely battery powered by 2035. There are still vehicle lifecycle emissions questions.

- Scott: Has metro done any vanpool price sensitivity analysis?
- Bill: Maggie can connect you with vanpool program.
- Scott: Don't advertise low-cost parking ($50/year) for vanpools in the parking garage. Need to find way to incentivize this program.
- Maggie: Can look into badge access and talk to Children's hospital. Advise not making van pooling completely free since people would abuse system and register people to drive alone. Community Connections (Julie Paone and ? Snow)

SEA Advanced Planning IDIQ, Sound Transit Meeting

Port of Seattle Contract: P-00318722

Project Number: 17-13-0985

Facilitator:	**Port of Seattle**

Representing:	**Attendees:**
Port of Seattle:	Geri Poor
Sound Transit:	Trinity Parker, Craig Davison, Candice Toth, Jennifer Dice, Michael Couvrette, Matt Shelden
Ricondo & Assoc.:	Laura Holthus, Craig Leiner (phone), Ben Capshew
Team:	Ryan Abbotts/CH2M

Discussion Points (action items are in **bold**)

- Introductions
- Craig: Met earlier today with King Co Metro. Listed other stakeholders we are outreaching to
- Trinity: What is the outcome of this study?
- Craig: Looking at equity, benchmarking, and factors influencing mode choice. End of year deadline for report.
- Trinity: What are you looking to hear from ST?
- Ryan: Looking at any and all solutions for getting people to the airport. Hoping to have a dialog about what would ST do to help get people to and from the port more efficiently. What ideas didn't make it into ST3 that could help ridership to the airport. Improve on Link.
- Trinity: biggest opportunities would be with Light Rail opening new segments every couple years providing new connections to the airport. How do we point more people towards that service?
- Craig Davison: How do we get more people aware of these services? Let more people already at the airport more knowledgeable about light rail. Some way of letting people know about Link in the baggage claim area and wayfinding.
- Trinity: As we expand, people will be able to get more and more people to other parts of town instead of just downtown.
- Candice Toth: Signage and wayfinding project will help. Project is very comprehensive but will help get people from baggage claim to light rail.
- Craig D.: Have overhead signs and Sound Transit buys advertising at airport baggage claim.
- Jennifer Dice: Need to reach people who don't go to baggage claim.
- Geri: Advertising will allow for some community spots that ST can access.
- Laura: Another large part of this is getting employees to the airport instead of passengers
- Jennifer: This is very targeted before the light rail service window.
- Trinity: Service window is from 1 to 5AM for servicing buses and rail. This will be very difficult to give up especially with all vehicles being used.
- Matt: the track maintenance is the biggest driver for using that window.

- Jennifer: As the system is growing the demand for service in that window is increasing
- Michael: Have one bus line that provides access in that maintenance window. 574 and 560 bus lines. Looking towards the future of the STA ? project there will be an outreach to stakeholders in 2018.
- Matt: Long term program includes southern extension to Takoma as well as other extensions. Need to look into operations. Looking at a break point somewhere at the airport. Might explore Takoma to airport then a separate line continuing on from airport to downtown. Curious to know if that type of operation would be beneficial to the airport? Maybe a connection from this break point at new north terminal?
- Laura: NE GT lot is an opportunity for a connection. N Main Terminal expansion could provide access to ground transportation?
- Candice: Buses on 99 could be provide routes for employees in the night owl but there could potentially be a direct connection to the bus station if it proved to be beneficial.
- Geri: Looking to stop trains at SeaTac?
- Matt: Would need additional service facilities at the break point which could provide opportunities. Maybe if there was another NB connection to the N Terminal that could be beneficial.
- Trinity: How could people use Link better to get to the airport? Visitors and regional customers would need to get to the airport.
- Craig D: we get a lot of referral data that show that a lot people know about Link coming to the airport. Work with hotels, cruises and local businesses and will continue to do so. Number one complaint is what to do with your luggage. We have a few Japanese and passive aggressive campaigns promoting people to not put their luggage on seats.
- Jennifer: Most people that know about the light rail they know it goes to the airport. Schedule is number one most visited website. Light rail is considered to be a connection to the airport. Saw students at UW station getting off Link and calling Uber.
- Trinity: Now we need to focus on getting people on at the airport but in the future, we will need to get people from their homes to the airport.
- Jennifer: Look at how people purchase air travel (expedia, kayak, etc) and let people know at that point of purchase. In the future, the orca app will be able to pay with your phone. Maybe opportunities for promotional items in the future.
- Ryan: how have you worked with TNCs? Integrating with first and last mile.
- Matt: MOD (Mobility on Demand) Sandbox with LA Metro and KC Metro. There are a lot of proprietary data issues. Need to think through station access on the front end instead of after the fact. Need physical curbspace for queueing and getting people to the station.
- Laura: Looking at ground transportation center dealing with increase in TNC access. Looking at trying to get people out of single occupancy vehicles.
- Matt: Interested in the fee structure for accessing their facilities.
- Geri: What challenges do you hear from bus customers?
- Michael: The biggest complaint is the proximity from bus stop to terminal.

- Ryan: Metro is trying to go to all electric, any plans for ST?
- Michael: waiting for technology to evolve before making that commitment with the different types of routes from Metro

- Laura: How do you treat airport growth for your plans?
- Matt: It is a special generator but it isn't treated any different from other points the system. Since it is unique it was considered for the line break mentioned previously.
- Trinity: It would be interesting to overlay data with ST ridership. BRT opening will help with employee ridership
- Laura: 6% passengers use light rail which should increase.
- Matt: Transfer for east side passengers will be required so there will be an education opportunity to help people learn how to do that.

4.   Commercial Provider Facilitated Conversations Summary

Congestion and competition with other ground transportation providers were the strongest themes across conversations. This section lists the main takeaways from each type of ground transportation provider, organized alphabetically.

4.1   Airporters and Door-to-Door Providers

- Congestion prevents airporters from effectively serving their customers.
- Participants suggested mitigating congestion by separating private and commercial vehicles and by enforcing existing traffic rules.
- Participants expressed that their business is an important service to the airport and that they want better location and signage to make it easier for customers to find them.

4.2   Car Share Companies

- Participants were mostly satisfied with car share companies' current arrangement in the WallyPark garage.
- Participants were supportive of the Port's efforts to shift more people to transit.
- Participants said the Port could do more to facilitate the installation of electric vehicle charging infrastructure in the WallyPark garage.

4.3   Hotel Courtesy and Offsite Parking Providers

- Congestion prevents hotel courtesy and offsite parking providers from effectively serving their customers.
- Participants said the causes of congestion were poor driver behavior, the presence of TNCs, and insufficient access points.
- To reduce congestion, participants advocated restricting access to the main drive and adding more access points for ground transportation.

4.4   Limousine and Town Car Companies

- Poor layout contributes to congestion; this includes funneling four lanes into two lanes coming to curbside and requiring drivers to loop back around to pick up passengers.
- Participants recommended physically separating commercial and non-commercial traffic to mitigate congestion.

4.5   Rental Car Companies

- Participants feel that TNCs have an unfair advantage because they are not regulated as much as other providers of ground transportation, and are charged less in fees.
- Congestion prevents rental car shuttles from quickly transporting customers between the terminal and rental car facilities.
- Participants said the main cause of congestion is the presence of TNCs.

4.6   Taxi and For-Hire Companies

- The airport drive currently does not have enough access points for people with disabilities
- TNCs contribute to congestion, and congestion prevents taxis and for-hires from effectively serving customers.
- The current ground transportation system creates a bad incentive structure regarding short trips and encourages deadheading.

4.7   Taxi and For-Hire Drivers

- It is difficult for taxi drivers to earn a living wage.
- Taxis and for-hires are not on a level playing field with other providers of ground transportation, particularly TNCs, because taxis are more heavily regulated.
- Existing contracts between transportation companies and the Port have given companies the leeway to make policies that negatively impact owner-operators, and participants want the Port to negotiate and contract with owner-operators directly.
- Congestion prevents taxi and for-hire drivers from effectively serving their customers; participants attribute the level of congestion to poor layout and the over-proliferation of TNCs.

4.8   Teamsters

- Communication has been lacking in the past, and it is important to involve drivers directly in the Port's decision-making.

- Drivers face challenges earning a living wage; these include the airport access fee, unfair treatment by taxi and for-hire companies, environmental standards that are expensive for drivers to meet, and the presence of TNCs.

4.9   TNC Companies

- The environmental requirements based on E-KPI are burden to drivers and are ultimately counterproductive to the Port's environmental goals because of the increased deadheading.
- The layout of the pickup location is inefficient, both internally and in relation to the main terminal, which contributes to congestion.
- The holding lot also contributes to congestion, and the Port does not provide enough assistance at the holding lot with traffic management or facilities such as restrooms.
- Drivers' wages suffer because they are unable to earn money during the time they are waiting in the queue line, traveling from the holding lot to pick up passengers, and deadheading to or from the airport.

4.10   TNC Drivers

- MPG environmental requirements are a burden to drivers, and any benefit is offset by increased deadheading.
- Poor layout and lack of enforcement of traffic rules contribute to congestion, which prevents drivers from effectively serving customers.
- Drivers have a sense that the Port does not act in the best interests of TNC drivers; they mentioned that the Port does not communicate enough with drivers and negatively impacts drivers' ability to earn a living wage.

GTAP Conversations, Taxi and For-Hire Companies

Facilitator: Brett Houghton	**PRR, Inc.**

<u>Representing:</u>	<u>Attendees:</u>
Port of Seattle:	Jeff Wolfe
	Jeff Hoevet
	Vicky Ausbun
	Tom Hooper
	Matthew Eng
	Sheila Stickel
	Amanda Wright
Ricondo & Assoc.:	Craig Leiner
PRR, Inc.:	Brett Houghton
	Lucie Saether
Participants:	Cindi Laws, Wheelchair Accessible Taxi Association
	Chris Van Dyk, Eastside For Hire
	Aamar Khan, WAT
	Abdul Yusuf, Eastside For Hire
	Jim Kelly, Eastside For Hire

Discussion Points (action items are in **bold**)

Participants focused on deficiencies in the ground transportation system. They described specific deficiencies with regard to access for people with disabilities, namely not enough access points on the airport drive lack of enforcement to keep these entries clear, unfairly penalizing drivers of vehicles that carry wheelchairs, and challenges with accessing the light rail. They described how congestion prevents taxis from reaching passengers quickly and how Transportation Network Companies (TNCs) contribute to congestion. Other topics included how they perceive the current system encourages deadheading, negatively impacts living wages, creates a bad incentive structure regarding short trips, and give TNCs an advantage.

<u>Ground Transportation Access</u>
- General
  - Factors affecting travelers' mode choices
    - Cost
    - Convenience/location
    - Hours of operation

- What is not working well
  - Access for people with mobility disabilities
    - Insufficient access points on drive
      - Only two or three places to drop off people who use wheelchairs
      - Providers of transportation for people with disabilities have to push people in wheelchairs a long way to get to the door for their gate
    - Enforcement
      - Existing ramps are frequently blocked by personal vehicles who are not ticketed
      - Commercial drivers get tickets for dropping off people in wheelchairs in the wrong place when the ramps are blocked; they feel attacked
    - Difficulty for people with mobility issues getting to/from light rail
      - Elevator to access light rail from street level is often broken; people who have gotten stuck at street level have called for a taxi to get them the rest of the way to the terminal
      - Cart to concourse is a small improvement
    - Wayfinding; lack of signage for passengers to find wheelchair accessible taxis
  - Congestion
    - Participants indicate congestion is bad and causes problems for the taxi industry
    - It can take 30 minutes to get to a passenger at the terminal from the taxi holding lot
      - Too many cars using one traffic signal for the 160th lot
    - Moving from four to two lanes creates a bottleneck
      - Too many modes trying to get to the airport through one access point
    - Backup can extend all the way to I-5 and SR 518
  - Social equity
    - Concern that immigrants and refugees are being exploited: "How much money can we extract out of the hides of immigrants and refugees who drive taxis?"
  - Economic equity
    - Drivers are paying $4.5-5 million per year, three quarters of which is above cost recovery
    - TNCs hurt the taxi business
      - The taxis' "exclusive" contract does not provide the "exclusive" access it was intended to provide due to the current access TNCs have
      - TNC vehicles cause congestion when making the left turn
      - TNC vehicles block rental car facilities
      - TNCs are soliciting passengers who intend to use taxi cabs
    - Short trips
      - With the airport surcharge, short trips are too expensive for the consumer
      - Current system for short trips is set up to fail; drivers are incentivized to rush back to the airport instead of finding a new passenger
    - Taxi vs. for-hire
      - Different rate structure, but otherwise one and the same

- Having both taxis and for-hires splits the industry in a way that makes it difficult to compete with TNCs
  - Contract negotiation process hurts drivers' ability to earn a living wage
    - Unfair that fees come straight from the drivers
    - Seems disingenuous to award contracts based on the lowest bid because the lowest bid does not guarantee a living wage for drivers
  - Environment
    - The Port sends mixed messages by prioritizing environmental friendliness while advertising parking at the airport
    - One participant was suspicious that Port was motivated more by money than by the environment
    - Everyone understands the importance of the environment
    - Need to make sure no one is cutting corners
  - Communication
    - Port staff do not have the authority to make the necessary decisions to improve conditions
    - Port is more concerned about politics than serving the people
    - Port has regulatory authority but chooses to have the County Sherriff's Department provide enforcement

Opportunities to improve access
- Access for people with mobility disabilities
  - Port police should coordinate with ground transportation staff to enforce keeping the curb ramp area clear and prevent vehicles carrying wheelchairs from getting tickets
  - Airport should point security cameras at the curb ramps to enforce proper use
  - One person suggested moving taxis to the fourth floor of the parking garage rather than the third; another person said that this would still be too inconvenient for people who use wheelchairs and curbside was the best option
- Congestion
  - Limit the number of TNC vehicles
  - Employ someone to direct TNC traffic
  - Physically separate taxis from TNCs to reduce confusion and congestion
- Economic equity
  - City should not split taxis and for-hire licensing; make it either all taxi or all for-hire
  - Let taxis set their own rates to they can compete with TNCs
  - Let multiple cab companies participate in ground transportation, similar to Denver airport, while still capping the total number of vehicles allowed
  - Do away with individual contracts for one company to allow increased flexibility for drivers and organizations
  - Make everyone have an AVI tag, and make everyone pay every time they come through the airport drive
- Environment

- o Reduce inefficiency and deadheading; incentivize drivers to come back to the airport by jumping vehicles to the front of the line if they return with a passenger or by waiving fee
- o Make it easier to purchase electric vehicles; either subsidize cost or incentivize by offering guaranteed access
- Communication
  - o Incorporate findings from the recent study in San Francisco

GTAP Conversations, Rental Car Companies 1

10/23/2017

10:30am

Conference Room: London

Facilitator: Brett Houghton	**PRR, Inc.**

Representing: **Attendees:**

Port of Seattle: Scott DeWees
Jason Johnson
Jeff Hoevet
Jeff Wolfe
Amanda Wright

Ricondo & Assoc.:   Craig Leiner

PRR, Inc.:   Brett Houghton
Lucie Saether

Participants: Bryan Paganelle, Dollar Rent A Car
Mark Hovde, Dollar Rent A Car
Angel Diaz, Avis Budget Group
Jim Neir, Dollar Rent A Car
Jolene Culler, Conrac Solutions
Mark Verbois, EHI

Discussion Points (action items are in **bold**)

Participants were concerned about congestion and described the ways congestion inconveniences them, particularly how they are prevented from getting to and from the terminal in a timely manner to serve their customers. They said that congestion has worsened since the introduction of Transportation Network Companies (TNCs). They also said it was unfair that TNCs are not regulated as much as other ground transportation providers, which puts the other providers at a disadvantage. They also expressed a concern that this creates poor working conditions for TNC drivers.

Ground Transportation Access
- General
  - What comes to mind when you think of ground transportation at the airport?
    - Different transportation modes: bus, taxi, Uber, light rail, personal vehicles, walk-ons from local hotels
    - Services like Turo and Zeeba Van, which the Port is not tracking
  - Factors affecting mode choice
    - Cost

- Convenience
- Parking availability
- Familiarity with non-personal-vehicle transportation services
- Familiarity with the area

- What is working well
  - Sea-Tac has increased staffing for rental car shuttle buses; more curbside assistance and overflow drivers, resulting in more content customers and fewer complaints
  - The system has the right number of buses and staff, as well as good planning and cooperation from the Port
  - Participants likes the sign that indicates when lower drive is congested; recommend having something similar for the holding lot
- What is not working well
  - Congestion
    - Despite being adequately staffed, buses still get caught in congestion
    - At the terminal
      - Backup extends to International Boulevard every day
      - Personal occupancy vehicles clog up the drive
      - Personal vehicle drivers are confused about left turns, which worsens congestion
    - Congestion point: where SR 518 meets I-405, and the route getting onto that
    - At the rental car facility
      - There is significant congestion leaving the rental car facility and leading to the intersection at 160th
      - Rental car related traffic is blocked by taxi and TNC vehicles making left turns out of their holding lot
      - Lots of accidents happen on that left
      - Rental car company employees have to go out and direct traffic
    - Congestion negatively impacts customers
      - Most travelers allow enough time, but still have to run through the airport because they got stuck in traffic
      - Customers are unhappy when shuttle buses are delayed by traffic
      - Sometimes traffic is so bad, people who need to make a flight abandon their cars on the helix
    - TNCs are mostly to blame for the congestion, as the volume has increased since Uber and Lyft were allowed in
      - The lot seems like it is at double its intended capacity
      - Respondent would not have an issue with TNCs being there if they were managed and did not affect the customers; taxis were there for years without causing a problem
      - It seems like there was not enough thought put into locating TNCs in the lot; seems like it was a temporary, political solution
      - TNCs are following the rules, but the rule that they cannot take a right causes congestion

- TNCs are independent contractors so it is difficult to communicate with them all at once or to manage them
- When the TNCs come out of the facility, they block the two way turn lane and people cannot turn left

- o Economic Equity
  - TNCs are not held to the same standards as other ground transportation providers
  - Driver conditions
    - TNC drivers have inadequate bathroom facilities and often use bathrooms at rental car facilities
    - TNC companies not held accountable for living wages
    - TNC drivers probably do not make a living wage, accounting for rates, cost, Port access, and downtime
  - Paying the Port fairly
    - TNCs are tenants in the lot but do not have to pay to use the space
    - Rental car company buses and taxis have in-car transponders that charge them, but TNCs do not
    - TNCs pay less, which puts other providers at a disadvantage
  - Customer service
    - TNCs do not guarantee service at less lucrative times of day
    - TNCs are not required to provide access for people with disabilities

- o Environment
  - Environmental goals are worthwhile but regulations present challenges to rental car companies
  - Consumers vote with their pocketbooks and they do not vote for environmentally friendly vehicles
  - Rental car companies are being asked to provide electronic buses, which is more expensive but a reasonable request
  - Regulating companies, for example through MPG requirements, is an economic challenge; cannot control customers' preferences

- o Communication
  - Only just found out about this meeting; confused to hear that Port has been talking about this since July

Opportunities to improve access
- Congestion
  - o Rental car shuttle buses should not interact with personal vehicle traffic
    - Want rental shuttle buses to be able to access the same tunnel as other buses so as not to have to interact with general arrivals traffic
    - Recommend Sea-Tac look at the Minneapolis airport as a model; they have a tram between the parking structure and the car rental facility
    - Recommend that rental shuttle buses stay on the air cargo road

- JD powers did a study that showed that people do not distinguish between buses run by rental companies and buses run by the airport; rental companies get blamed either way
- Recommend the Port look at the Vegas airport as a model; personal vehicle passenger pickup is separated from commercial vehicles drop-off and pick-up there
  - Recommend the Port look at the Tampa airport as a model; they have a holding lot with a flight arrival board, if Sea-Tac adopted this, it might stop personal vehicles from pulling over to the side of the road to wait
  - Research whether widening 160th is feasible and would solve some of the congestion problems
  - Important to plan for the future
    - Change traffic patterns
    - Lease new space for TNC vehicles
- Economic equity
  - Charge TNCs a percentage rather than a flat fee
  - All forms of ground transportation should be on a level playing field
- Environment
  - All providers should share the responsibility of environmental goals

GTAP Conversations, Carshare Companies

Facilitator: Brett Houghton   **PRR, Inc.**

Representing:	Attendees:
Port of Seattle:	Jeff Wolfe
	Scott DeWees
	Matthew Eng
	Amanda Wright
Ricondo & Assoc.:	Craig Leiner
PRR, Inc.:	Brett Houghton
	Lucie Saether
Participants:	Thomas Cole, ReachNow
	Chandra Morando, Zipcar
	Whitman Dewey Smith, Zipcar
	Peter Dempster, ReachNow

Discussion Points (action items are in **bold**)

This conversation focused on how to shift more people to transit, both barriers and possible solutions. Compared to other groups, representatives from car share companies did not spend as much time talking about congestion or how their business is affected by competition from other transportation providers, such as TNCs. Participants were mostly satisfied with car share companies' current arrangement in the WallyPark garage, although they would appreciate the Port doing more to facilitate the installation of electric vehicle charging infrastructure.

Ground Transportation Access
- General
  - What comes to mind when you think of ground transportation at the airport?
    - Traffic
    - Cost
    - Options, especially the choice between driving and transit
    - Convenience
    - Car share
    - TNCs
    - Taxis
  - Factors affecting mode choice

- Cost
- Convenience, schedule, availability of service
- Distance from the airport
- Complexity, e.g. number of mode shifts
- Time
- Environmental sustainability is a stated value, but is not borne out in behavior
  - Lower demand for hybrid cars in Seattle than in Portland
  - Consumers do not appear to be drawn to electric vehicles but companies are still interested because of the cost savings
- Navigating luggage
  - If people have a lot of bags, they would not want to take transit

- What is working well
  - Light rail
    - Dependable
    - Passive, do not have to drive
    - Relaxing
  - Car sharing
    - WallyPark garage is clean
    - Frequent shuttles
    - Less than 5 minutes from WallyPark to the airport
    - Closer to the terminal than light rail
    - No deadheading
  - Sign directing people to Departures when traffic for Arrivals is heavy is helpful
  - Car share is an equitable service because it serves the entire city; everyone in Seattle can walk to a ReachNow car
- What is not working well
  - Congestion
    - Congestion worsened when TNCs started at the airport
    - TNCs hang around the parking garage instead of returning to the holding lot
  - Economic Equity
    - The Port does not distinguish car sharing from car rental services. They do not account for differences like being a part of a membership base, length of rental, immediate reservations, dropping off car at point of origin. The City of Seattle has defined the difference between car rental and car share. The Port should follow their example.
    - Rental car tax on top of sales tax is a burden on car share companies
  - Environment
    - The parking garage does not have electric vehicle charging stations. There is a problem with a policy that allows food trucks in the airport parking lot but not electric vehicle chargers.
    - It takes longer to walk to the terminal from the light rail than it takes to shuttle from the WallyPark garage, which discourages people from using the light rail

- o Communication
  - ▪ Car share companies could not get spots on airport property so they had to be resourceful and create own setup in WallyPark; however, WallyPark setup is working now and participants did not express a desire to change

Opportunities to improve access

- Congestion
  - o Create an automated electric shuttle between the terminal and a park-and-ride
    - ▪ Autonomous vehicles; safe, low infrastructure cost; instead of 12 cars, 1 self-driving electric shuttle
  - o Spread out flight times to avoid the 9 and 5 rushes
  - o Work out a deal with Sound Transit to offer free trips from the park-and-ride to the airport
  - o Offer more express buses from major junctions to serve the airport specifically
  - o Do not allow people to drop people off right at the airport unless they have a disability or accessibility need
  - o Reduce or eliminate TNCs
- Social Equity
  - o Have dedicated bus lanes to prevent congestion in surrounding neighborhoods
- Economic Equity
  - o Taxes for car share vehicles should be more in line with sales tax than rental car tax
- Environment
  - o Subsidize cost of parking or cost of trip for people who choose electric vehicles
  - o Make it easier to permit the installation of electric vehicle charging stations; collaborate with carshare companies to help get more charging stations on the ground
  - o Transportation providers should subsidize one-way trips to help with first and last mile connectivity; King County Metro just released an RFP for a program along these lines
  - o Transit needs to come with some additional benefit
- Consumer choice
  - o Biggest opportunity is making sure people know they can pick up a car share vehicle when they land and take it into Seattle
  - o Better to invest in buses and offer more ways to the airport than just forcing people onto the light rail

GTAP Conversations, Hotel Courtesy and Offsite Parking Providers

10/23/2017
2:00pm
Conference Room: London

Facilitator: Brett Houghton	**PRR, Inc.**

Representing:	**Attendees:**
Port of Seattle:	Jeff Hoevet
	Vicky Ausbun
	Scott DeWees
	Amanda Wright
Ricondo & Assoc.:	Craig Leiner
PRR, Inc.:	Brett Houghton
	Lucie Saether
Participants:	Kandace Mulitauaopele, Ajax Parking R US
	Roger McCraken, Master Park
	Jed Gonin, Master Park
	Efrem Bahlbi, SeaTac Parking
	Tej Basra, Park N Jet
	Jag Basra, Park N Jet
	Darin Lang, Doug Fox Parking
	Brandi Hanley, BMI Hospitality
	Danielle Whitaker, Aloft
	Jamie Randall, Home 2 by Hilton
	Courtney Olinger, RI Tukwila

Discussion Points (action items are in **bold**)

Participants focused on congestion, to the exclusion of most other concerns. Participants discussed how congestion negatively affects their business by preventing vehicles from transporting passengers quickly, and they offered ideas on ways to reduce congestion. These ideas included restricting access to the main drive and adding more access points.

Ground Transportation Access
- General
    - What comes to mind when you think of ground transportation at the airport?
        - Congestion
        - Lack of access
        - Unsafe
    - Factors affecting mode choice
        - Cost

- Convenience
  - If you have money, convenience comes first
- Access
- Environmental sustainability is lower in the hierarchy
  - Cost is the bigger incentive to take light rail
- People coming from farther away
  - Park at airport
  - Shuttle
  - Stay at hotel for the night and keep car at hotel

- What is working well
  - The police are enforcing rules more and better than ever, but they cannot be everywhere
  - Port has cleaned up the shuttle area and it is much nicer now
- What is not working well
  - Congestion
    - Congestion is bad and is bad for business
      - Shuttles get caught in congestion getting to the airport
      - Traffic used to be bad only on three-day weekends and holidays, but now the same thing is happening every Sunday and Monday night
      - Adding more shuttles does not solve the problem of getting stuck in traffic
      - The shuttles cannot stay on schedule reliably due to traffic; sometimes too many shuttles are circulating because shuttles cannot get back quickly enough
      - Sometimes, customers have to wait an hour to get a shuttle
      - Airport employees do not have their own entrance; shuttle companies and buses are dropping off a lot of airline employees
    - TNCs worsen congestion
      - TNC drivers are rude, more so than taxi drivers
      - People who used to take buses are taking TNCs now
      - Uber and Lyft are here to stay so we need to find solutions that include them
      - TNC drivers are trolling, or entering the airport before they have a passenger
    - Poor driving behavior worsens congestion
      - Non-shuttle drivers take a right out of the left lane causing confusion
      - Not enough police present to enforce traffic laws, and even when the police are there, it does not stop violations
      - Chaos makes people more aggressive, which creates more chaos
    - Not enough access points
      - Only one point of access for all the modes
      - Airport has an interest in more traffic because they make more money in fees
  - Social equity
    - TNCs are renting residential homes on local roads and parking multiple cars there, clogging local streets

- One participants' mother lives nearby and has a hard time getting in and out of her home because of traffic
  - o Economic equity
    - Not enough signage; so it is difficult for customers to find shuttles, which puts shuttles as a disadvantage
    - TNCs can use backroads but shuttles have restricted routes
- Opportunities to improve access
  - o Congestion
    - Add more routes and access points
      - Open up the tunnel underneath the airport for more people to use
      - Connect road by the cell phone lot to the west side of the freeway coming in, to eliminate crossover and movement
      - Make another route to International Boulevard
      - Use revenue from parking fee to fund these new roads
      - Have a separate employee entrance
    - Encourage non-single-occupancy-vehicle ways of getting to the terminal
      - Have TNCs drop off and pick up at a remote location and transport people from there on a 30-person bus
      - Build bridge access and footpaths so people can access airport from nearby hotels without having to take a shuttle
      - Encourage people to park instead of clogging up traffic
    - Restrict access to the main drive
      - Meter access to the airport drive like they do for highway on-ramps
      - Offer free parking for a short period, 20 minutes recommended, and charge for being in the airport longer
    - Separate different types of vehicles
      - Put rental cars and TNCs in the same space; move TNCs to CONRAC
      - Designate a holding area for shuttles, separate from the cell phone lot
    - Implement rematch programs for TNCs
- Economic equity
  - o Charge the general public for access to the airport, the same way courtesy drivers pay trip fees and people pay to park in the garage
- Environment
  - o Congestion and access should be the focus; fixing congestion and access will help the environment
  - o Charge personal vehicle drivers to access the airport
    - Meter or charge to restrict access to the airport and discourage people from going to the airport twice
    - Charge vehicles to drop off at the airport; Denver charges $7 or $8
    - Change access fee for sustainable vehicles; encourage shuttles to move to a more fuel-efficient system

- Since electric shuttle buses are expensive, a subsidy would help
- Charge TNCs more to access the airport to encourage people to use more environmentally modes

GTAP Conversations, Airporters and Door-to-Door Providers

10/23/2017
4:00pm
Conference Room: London

Facilitator: Brett Houghton	**PRR, Inc.**

Representing:	Attendees:
Port of Seattle:	Scott DeWees
	Vicky Ausbun
	Denise Scales
	Amanda Wright
Ricondo & Assoc.:	Craig Leiner
PRR, Inc.:	Brett Houghton
	Lucie Saether
Participants:	Kere Greene, Shuttle Express
	Kamal Jitsingh, A-1 Limo Ride
	Richard Johnson, Bellair Charters/Airporter Shuttle
	John, Whidbey SeaTac Shuttle
	James Johnson, Whidbey SeaTac Shuttle
	Wesley Marks, Shuttle Express
	Lauri Smith, Bremerton Kitsap Airporter
	Richard E. Asche, Bremerton Kitsap Airporter

Discussion Points (action items are in **bold**)

Participants spent time talking about congestion, its impacts, and the importance of separating transportation modes and enforcing existing traffic rules in order to reduce congestion. They also expressed that their business is an important service to the airport and that they want better location and signage to make it easier for customers to find them.

Ground Transportation Access
- General
  - What family fare programs, holiday pricing, and amenities does your company offer?
    - Bottled water
    - Special packages
    - Kids ride free with a paying adult

- ▪ Group discounts
- ▪ Youth fares
- ▪ Military discounts
- ▪ Commuter program; discount for ticket book for multiple rides
- ▪ Holiday fares are illegal
- What is working well
  - o Charter facility at the north end of the airport
    - ▪ Was not a smooth transition from closing Door 00, but it has worked out well in the end
  - o Banded fare mechanism
    - ▪ Changed from one set price to a banded fare mechanism a couple of years ago
    - ▪ Prefer having that flexibility
  - o Airporter service
    - ▪ Our service is good for the environment; 40 people in a coach is 30 vehicles off the road; one business converting fleet to propane
    - ▪ Most participants said they use their own shuttle service to get to the airport when they are travelling
- What is not working well
  - o Congestion
    - ▪ Congestion is bad for business and safety
      - ▪ Hard enough to get into the airport, but once you are in, it is also difficult to get to arrivals or departures
      - ▪ Getting in and out are both difficult
      - ▪ Peak times at morning and night
      - ▪ Airporter vehicles run late because they get stuck in traffic
      - ▪ Increase in accidents
      - ▪ Safety issue for pedestrians
    - ▪ Bad driver behavior contributes to congestion
      - People go fast, cut each other off
      - People park in spots reserved for charters
      - It is difficult to get the bus close to the curb when other cars are in the way
      - When a car gets in the right-hand lane, they cannot get out and the charter cannot get in because of the barricade
    - ▪ Enforcement is insufficient and imbalanced
      - Port police are not enforcing spots reserved for commercial vehicles
      - Cops stand there and wave people on and off, but do not do any actual enforcement
      - Been warned that we will get a ticket if we honk at a vehicle in our zone; drivers were upset about this
      - Port has put up "no parking" signs for the rental buses but not shuttles; government bureaucracy is preventing the Port from doing this for shuttles
    - ▪ Airport layout is inefficient

- Everything funnels to one lane leaving the garage, which is not safe
- Airport is outdated; bad traffic flow
- Too much emphasis on light rail and personal vehicles, not enough curb space for commercial transportation
  - o Economic equity
    - Airporter industry is regulated as a monopoly; prices are restricted to a very narrow range so only tiny promotions are allowed
      - Difficult to run promotional fares due to state regulatory board
    - Perception that airporters are ranked lower than other modes
    - Wayfinding needs improvement to give companies fair access to customers
      - Customers say signage is confusing, especially once you get over the skybridge
      - It is hard to find a particular company in the ground transportation area
    - TNCs are hurting business
      - Participant from Shuttle Express says TNCs have taken away 30% of their business
      - TNCs are less safe for consumers because companies do not have to follow the same rules about drug testing and background checks
      - TNCs are regulated less and have lower insurance requirements, so it is not a level playing field
      - Conversely, a participant from Bremerton Kitsap Airporter said TNCs are not dominant in Bremerton and Kitsap County and are actually helpful in getting people to the pickup locations
  - o Lack of cooperation between modes
    - Sound Transit would not allow airporter to end route at the light rail station
  - o Environment
    - Not enough emphasis on commercial transportation
      - Advertisements in the elevators say "no shuttle needed"
      - Shuttles and TNCs do get people out of their personal vehicles
  - o Communication
    - Disillusioned with the Port's follow-through with what they say they will do when they say they will do it

Opportunities to improve access
- Congestion
  - o Separate private cars from commercial vehicles; Boston, Vegas, and Sky Harbor do this
  - o Designate inside lane for only commercial vehicles
  - o Have commercial vehicles on the lower level and private vehicles on the upper level
  - o Have Port police actively enforce current rules
  - o Put "no parking" signs where people will see them
  - o Use vehicle identification to send tickets by mail when privately owned vehicles are in commercial spaces
  - o Reopen the south entrance

- o   Incentivize public and private transportation to cooperate, such as rail, light rail, transit, Greyhound, and airporters
- Economic equity
  - o   Allow Bremerton Kitsap Airporter to set up a ticketing kiosk on the baggage level at the airporter counter
  - o   Relocate airporter counter to a place where people can see it
  - o   Improve signage to navigate to airporter counter
  - o   Acknowledge how much airporters help by taking individual cars off the airport drive
- Environment
  - o   Emphasize commercial transportation to get people out of their cars
- Consumer choice
  - o   Support what customers want, which is ground transportation

GTAP Conversations, Taxi Drivers 1

Facilitator: Brett Houghton, PRR	**PRR, Inc.**

Representing:	**Attendees:**
Port of Seattle:	
Ricondo & Assoc.:	Craig Leiner
	Trevor Klatko
PRR, Inc.:	Brett Houghton
	Lucie Saether
Participants:	Abdirahman Elmi
	Dauud A. Hasan
	Abadir Abala

Discussion Points (action items are in **bold**)

Participants in this discussion were concerned about TNCs and said that TNCs were responsible for taking business from taxis and for-hires, increasing congestion, increasing environmental pollution, and harming local neighborhoods. They recommended regulating TNCs to level the playing field with taxis and for-hires.

Ground Transportation Access
- General
    - Factors affecting travelers' mode choices
        - Reliability
        - Cost
- What is not working well
    - Congestion
        - TNCs and poor traffic flow are at the root of congestion
        - TNCs contribute to congestion
            - Traffic has increased since TNCs starting picking up from the airport
            - So many cars that it is difficult to get into the 160th lot
            - TNC vehicles come to the third floor to access taxi's space and block traffic flow
            - TNC vehicles "jump the road" at the 160th lot, in other words they do not obey traffic regulations
            - TNCs have shifted people away from the light rail

- There are many more TNC vehicles than are needed for the number of rides being requested
- TNC drivers are unprofessional and bad drivers
  - 160th lot setup is not working
    - Only one traffic light causes bottleneck with TNCs
    - Lot is too small
  - The entrance to airport drive causes bottleneck
- Social equity
  - TNCs have a negative impact on local neighborhoods
    - Increase traffic
    - Wear and tear on roads
    - Unsafe
- Economic equity
  - TNCs are a major cause of economic challenges to taxi and for-hire businesses
  - TNCs have an unfair advantage
    - The current rules allow for unlimited TNC vehicles, so they can easily outnumber taxis who have a limited number of vehicles picking up at the airport at a given time
    - TNCs' prices are unregulated; hard to have a sustainable business when TNC drivers are charging half the price
    - TNC vehicles do not have to have an AVI tag like taxis and shuttles do, so the airport does not have data on what the TNCs are doing
    - TNCs are undercutting other modes in price and convenience
    - TNC vehicles sometimes take a customer who has asked for a taxi
    - People check price and availability from their phone rather than walking to the taxi area, which leads them to TNCs rather than taxis
  - Presence of TNCs reduces quality of life for drivers
    - TNCs have taken a large portion of taxis' business
    - TNC prices are so low that both TNC and taxi drivers have to work more than the legal number of hours to get enough daily wages
    - Drivers sometimes underreport hours they work to appear to comply with regulations
- Environment
  - TNCs have unlimited cars, which pollute the area
  - More people taking public transit would not have the same negative impact on taxi business that the TNCs have had
- Communication
  - Taxi and for-hire company interests do not necessarily line up with the interests of owner-operators, so it is very important to make sure the Port is hearing directly from drivers

Opportunities to improve access

- Congestion

- o Move the taxi queue to the fourth floor of the garage so passengers do not have to take the elevator and stairs down to the third floor
- o Separate taxis and TNCs into two lots
- o Increase traffic control for vehicles leaving the 160th lot
- o Increase price of TNCs to encourage people to take the light rail
- o Create different entrances to the airport for private vehicles and commercial ground transportation vehicles
- o Give TNCs its own entrance to the garage
- Economic equity
  - o Regulate TNCs and taxis similarly; either regulate TNCs more or deregulate taxis and for-hires
  - o Find a way to reduce the number of TNCs
  - o Support policies that would allow us to go back to the days when two drivers would split a vehicle
  - o It is important to talk directly to drivers
  - o Look at Denver's "closed but open" system; multiple companies but a cap of 300 vehicles per day
  - o Eliminate the current system, which is built on just one contract
- Environment
  - o Make sure all TNC vehicles meet the same environmental standards taxis must meet
  - o Limit number of TNCs
  - o Increase price of TNCs to encourage more people to take light rail
- Communication
  - o The Port should not only talk to taxi and for-hire company representatives; involve drivers directly

(1) In the 3rd floor we can use an additional line to add another 15 cars to reduce traffic at the lot and utilize customer not having to wait for a taxi . That would help reduce traffic congestion durong busy time.

(2) Flat rate for hire guys in E cab owners would like to request to be able to given permission to increase the fleet to bigger car such as prius v. The card that are coming off in 2008 and 9 would have the option to add prius v's because in the near future 2016 models the cars are becoming smaller and smaller and customers prefer bigger vehicles .

(3) WE Would like to reduce the SP plus + fee And dispatch to an affordable rate .

(4) We would like to charge the customer $2 rather than $1. To help lower the cost for the owners which will help us in the revenue in the long run.

(5) WE Would like a fair treatment same rules should be apply towards Uber have commercial insurance in order to operate at the airport facility and and have umbrella. OR REMOVE FROM TAXI ALSO

(6) Short hauls customer would be charged they airport toll Which will reduce complains and be fair with the flat rates. S will and complains between flower rates taxis there should be no issue in the near future if this was to be passed . For the short haul airport told would

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be passed on to the customer. ☞ (7) Have to entry point at the lot for incoming and out going vehicles to reduce traffic ☞ (8) Not be a podium for uber or lyft should not be on the 3rd floor due to the fact that there are TNC network company ☞ (9) Customers have complained that the signage inside of the airport for taxis town cars is very hard to find those should be in large ☞ (10) only Taxis should be parked on the 4th floor that would help ease the traffic

TO THE PORT OF SEATTLE:

We drive taxi and for-hire vehicles at Sea-Tac International Airport.

In response to your request for input on the following questions, our concerns are ALREADY well known to Port staff. But at Sea-Tac, though our concerns are talked about, nothing gets done. _So, if you are going to 'ask for our input', we ask respectfully that you do in fact listen to us, and act on our recommendations._ **To answer your questions:**

Are there new or expanded services that should be considered to meet demand?

> **There is far too much supply now, to meet passenger demand.** There are 405 taxicab/for-hire vehicles, more than ever. And there are 25,000 rideshare vehicles that are authorized to pick up at Sea-Tac, anytime, that function 'on demand' --- just like taxi and for-hire vehicles.

> And the result is traffic congestion, too much driver time waiting, not enough time driving. There must be a cap on the number of commercial vehicles authorized to work at Sea-Tac, including rideshare. And the rideshare cap should be no more than the 405 taxi/for-hire limit.

> Now, Uber and Lyft use the airport to solicit people to download their rideshare App, and get their first ride, from Sea-Tac, for free. This is not 'rideshare'—this is no more than unfair competition for taxi/for-hire.

> If there are regulatory requirements on taxi/for-hire ('white shirt, black pants') then rideshare must operate with that same requirement. **All vehicles must be registered with the state as for-hire vehicles, and have for-hire vehicle certificates.** If there are minimum rates for taxi/for-hire, then rideshare must be required to operate at those rates, or we should have the ability to set our own taxi/for-hire rates, so we can compete on price.

What programs and policies and incentives might be considered to promote small business?

> Every taxi/for-hire vehicle is a small business. Right now, Port policies are killing our small businesses, so the Port can accommodate the big business of Uber.

> _The Port should charge everyone only cost-recovery on the per trip fee, and level the playing field between taxi/for-hire and rideshare, and quit making triple profits off small business, and actually support our small, independent businesses._

Suggestions to expand opportunity for commercial transportation business

> The Port markets parking at its parking garages but it does not market the availability of taxi/for-hire, shuttle, or other commercial transportation services. _When the Port markets transportation, it should market all forms of transportation, not just parking for private cars._

How can the environmental impacts of ground transportation be further reduced?

> Rideshare should meet the same requirements as taxi/for-hire, for miles per gallon and age of vehicle, and have a deadheading reduction requirement, or get penalized, just like taxi/for-hire.

> Another way would be to separate taxi/for-hire and rideshare --- put taxi/for-hire onto the fourth floor of the main parking garage, and allow us to drop off passengers there, also. A vehicle dropping off, could go straight to the head of the line. This is an incentive for a taxi/for-hire driver to wait in Seattle or Bellevue, for an airport-bound passenger.

> Staging of taxi/for-hire could be moved from 160th to the empty, old roadway area which is by the current cell-phone holding lot, at minimal expense to the Port. This would bring taxi/for-hire closer to the terminal, and separate us in traffic from rideshare which could remain at 160th. This would eliminate congestion at 160th.

TAXI/FOR-HIRE OPEN LETTER TO PORT OF SEATTLE ON NEEDED IMPROVEMENTS   **10/23/17**

Operators should be given a further reduction in trip fees, if they drive a vehicle that exceeds the current 45 mpg environmental standard for taxi & for-hire, such as an advanced hybrid or all-electric vehicle.

Are there specific changes to operations or facilities that you think would serve to decrease traffic congestion?

Move taxi/for-hire closer to the terminal, to the unused roadway alongside the cell-phone holding lot. Let us drop off passengers on the fourth floor of the parking garage; if we drop off a passenger (no deadheading) we are moved automatically to the head of the line, as incentive for reduced deadheading caused traffic congestion. Widen the entrance/exit at 160th. Cap the number of rideshare vehicles that are causing the congestion.

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
jasbir randhawa	345	jasbir5@live.com	206-227-1112
DHAJANS GILL	#109		206-271-1461
RAVINDER S DHILLON	#210		206-617-3131
BIR SINGH	#269		206-334-2366
Aaden Husan Auby	367	Aadenhasan@gmail	206-412-7693
ABDI Hasan	306		(206) 218 2541
Abdi Ali	2220		206-631-9552
DAHIR NUR	2227		206 4099956
RAMNIK SINGH E·CAB	#199		206 805 9707
Samvir Singh CAB	#415		206-683-0117
Paramjit Singh cab	#209		206-501-6545
SUCHA SINGH Cab	#138	sucha2008@gmail.com	206-779-8389
NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE

TAXI/FOR-HIRE OPEN LETTER TO PORT OF SEATTLE ON NEEDED IMPROVEMENTS   10/23/17

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
Haiu GAJO #2281			206 434 6585

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
Haile Maske Abiy	15243	abiyurid@yahoo.com	(206) 765-8225

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
ELtigadl - Mohamed #2264			206-861-6087

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
Solomon Sewnet #2235			206-446-7307

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
Mulugeta Follambo Cab#2156			206 349 6383

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
Mohamad 487			206·794 0795

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
Mulatu 243			206-226-9991

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
PARVEEN 445			206 551-5674

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
Liban 466		dhaksloow36@gmd.co	206-228-3728

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
BiNNU 297		Binnu.Billing@Gm	253-335-0949

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
Mohammed 468		MSHYi99Gmail.com	206-2146757

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
RAM Singh 432			206-271-6236

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
KHASAN Singh 447			206 293 2792

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
LAKHBIR SINGH 246			206-412-0440

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
BAJINDER SINGH 130			206-237-0770

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE

TAXI/FOR-HIRE OPEN LETTER TO PORT OF SEATTLE ON NEEDED IMPROVEMENTS   10/23/17

AMARPAL S SAHOTA 176   SAHOTA.APS@GMAIL.COM 206-262-861

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
LAKHVIR RANDHAWA 631			206-412-6255

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
MANJIT SINGH 879 - 10117			206-291-7401

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
RISHABH RATTAN 837 - ~~605~~			206-280-2618

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
PRABJEE SINGH 307 -			206-458-4316

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
Kulwinder Singh Bhandar #800			206 851 5319

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
Jagbir Singh Boh 813			206-330 5706

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
Amrik Singh # 456			707-843-6595

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
Qadar Abukar 2902			206-658-5812

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
Burhan Jama 335			206-335 6824

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
murad mohammed 625			206-372-6344

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
Ibrahim Adam 2908			2065781215

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
HARNEK S Dulai #647			253-632-9211

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
Efrem Mehari #514	G.com		206 383-0458

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
YOSEPH Thomas # 336			206 841 6464

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE

TAXI/FOR-HIRE OPEN LETTER TO PORT OF SEATTLE ON NEEDED IMPROVEMENTS   10/23/17

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE	148
MOHD E KHAN #363		MEKHAN863@HOTMAIL	206-380 M	

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
SHAKIL AHMAD #831		SHAKIL.SHAWN@G.MAIL.com	206-306-3463

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
SHER SINGH 635			206-380-0257

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
SUKHPAL SINGH RANDHAWA 439		RANDHAWASUKHPAL@ymail.Com	206-941-0886

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
GURDIP SINGH 490		206-427 8863	

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
ABDUL SIAL 2208			425-766-3990

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
SUKHPAL SINGH 488		al JASSU@Gmail.Com	206-841-7007

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
JASWANT Dhaliwal #166			206-915-2778

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
PRitPal Singh #123			206-499-2553

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
MARIK Khabra #155			206-271-6395

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
NIRMAIL SAROYA #242			206-501-6570

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
KEWAL Bhandal #392			206-697-8155

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
Pnderjit Singh #469			206-787-2792

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
Swarn Gill 498			206-334-4600

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE

TAXI/FOR-HIRE OPEN LETTER TO PORT OF SEATTLE ON NEEDED IMPROVEMENTS   10/23/17

EMNETU Woldegebriel #380   emnetuw@gmail.com   206 580 4141

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
HARPAL SINGH SUPRA 214			206-841-0082

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
Kuldip Sim 908			2063759868

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
Gurbhes Singh 174			206-288-9161

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
Ajwinder Singh 198			206-816-2178

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
RAJINDER - SINGH 178			206-293-2730

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
Balwant s saran 383			206-293-3995

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
Gurpreet Singh 191			206-574-4227

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
BALTEJ S. BHULLER 412		Baltejbhuller@gmail.com	206-979-6099

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
Daljit S. Kahlon 163			206-349-2985

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
Mohan Singh 434			206-227-6656

NAME	TAXI/FOR HIRE NUMBER (CAB)	E-MAIL	PHONE
~~illegible~~	~~illegible~~	~~illegible~~.com	~~illegible~~

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
INDERPAL 244			206-496-5153

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
ZOUABI 218			206 582 8564

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
Daniel Melese 114			206 816 5339

NAME	TAXI/FOR HIRE NUMBER	E-MAIL	PHONE
Seifu Feyissa 2136			206-832-7387

TAXI/FOR-HIRE OPEN LETTER TO PORT OF SEATTLE ON NEEDED IMPROVEMENTS   10/23/17

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Like other Airport
~~Deven~~ Denver, DC, Chicoca,
Boston, LA, Vancouver BC

NO middle man
or
NO Third part

Drivers pay poort directly.

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LA Airport System

A - YELLOW   150 CARS
B - Orange   150 CARS
C - Farwest   150 CARS
D - Stita   150 CARS

AB = FIRST WEEK

CD = SECOND WEEK.

AB = THIRD WEEK

CD = Forth WEEK.

Port should. make   Lottery
First 150 CARS   must join Yellow
Second 150 CAR = must join Orange
Thir 150 CAR = must Join Farwest
stita 150 CAR = must join Stita.

GURCHARAN SINGH
CELL: 253-332-3753

NO: 1

MOVE RENTAL CAR BUS SERVICE FROM NORTH SIDE TO SOUTH SIDE ONLY SO WE CAN OPEN UP ALL THE LANES FROM NORTH SIDE. WE CAN SEE GOOD TRAFIC FLOW AFTER REMOVING ALL THE BLOCKEGE.

REASON

IF PEOPLE CAN WALK TO THE 3RD FLOOR WITH THERE BAGS, CHILDREN, WHEELCHAIR ETC. WHY CAN'T RENTAL CAR PEOPLE CAN WALK TO SOUTH SIDE ONLY, WHEN ITS ON THE SAME FLOOR LEVEL. WE DON'T NEED ANY BLOCKEGE IN THOSE LANES. LET THE TRAFIC GO THROUGH SMOOTHLY.
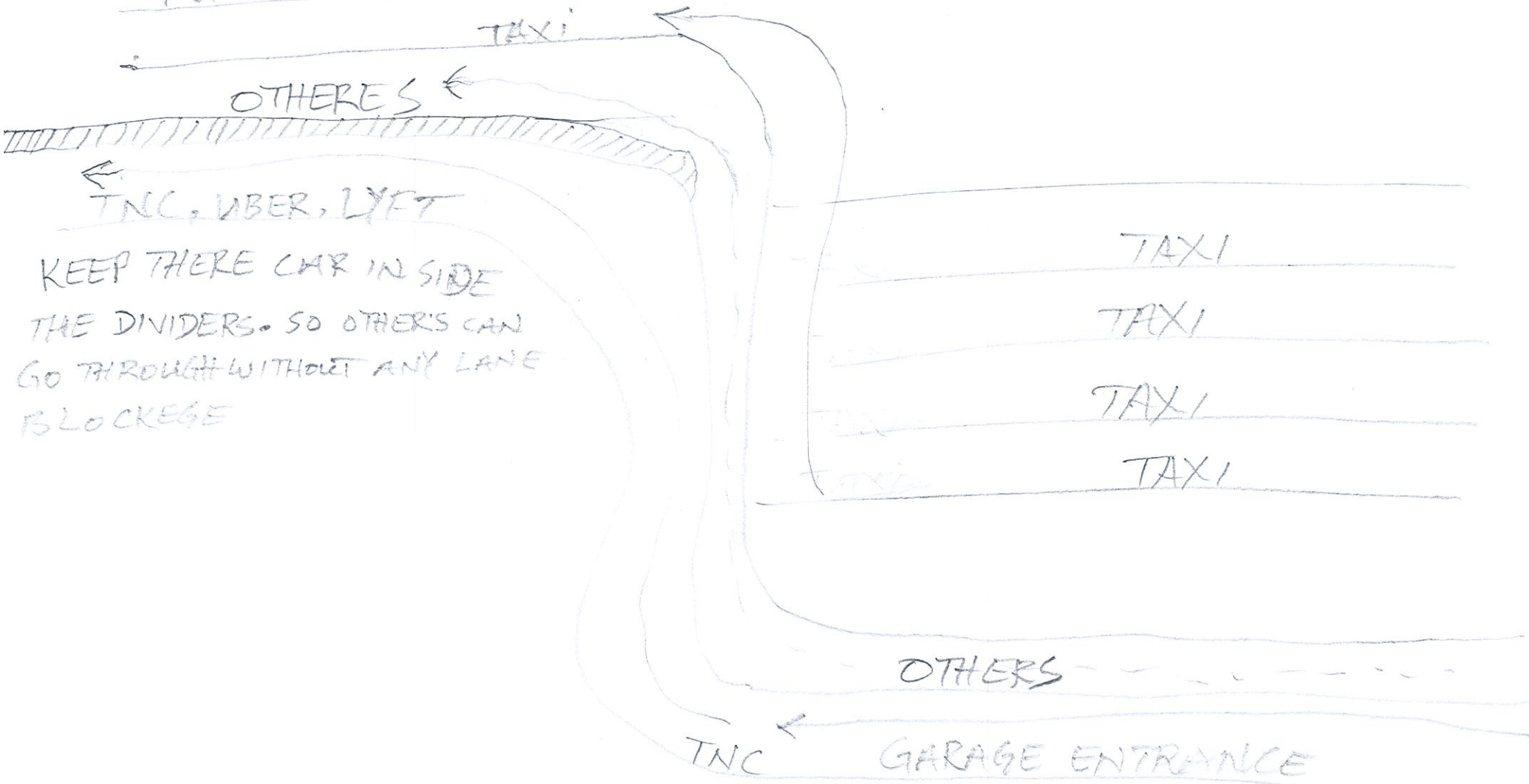
No: 2

OPEN UP 3RD LANE FOR PICKUP & DROPOFF ON
ARRIVAL & DEPARTURE

1	PICKUP & DROPOFF
2	PICKUP & DROP
3	PICKUP & DROP
←	GO THROUGH LANE
←	GO THROUGH LANE
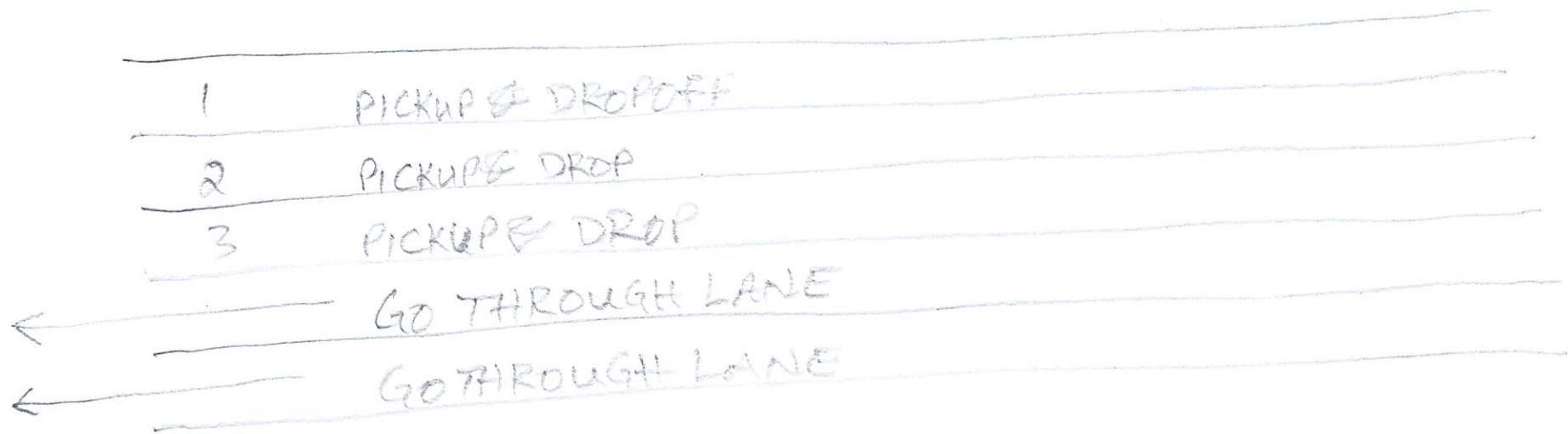
NO: 3

FOR, TNC, UBER, LYFT, ETC, ON THE 3RD FLOOR
PUT THER CARS INTO SEPRATE LENE

TAXI

OTHERES

TNC, UBER, LYFT

KEEP THERE CAR IN SIDE
THE DIVIDERS. SO OTHER'S CAN
GO THROUGH WITHOUT ANY LANE
BLOCKEGE

TAXI

TAXI

TAXI

TAXI

OTHERS

TNC   GARAGE ENTRANCE

Weekly E-cab Expense

Taxi Owner Economics
Taxicab weekly Expense $962.00 Or Daily exp. $142.00

	Weekly E-Cab Expense	Per week	Per Day
1	**ESFH - Lease**	60.00	8.58
2	**SP+ Fee**	95.00	16.00
3	**Airpor**t trips fee (49 X 7.00=343.00)	343.00	49.00
4	10 cent per trip (49 X 0.10 = 4.90)	4.90	0.70
5	5% All charge slip & Credit Card	25.00	3.60
6	**Ins** (Ins 5200 + Full-1000 =6200 % 12 =516Month % 4 =129)	129.00	19.00
7	**Repair** (500 Month % 4 =125.00) (City Survey, Craig Liesy 3/14/2013)	125.00	18.00
8	**Taxi lic** (M/R-1050 + Tab-150 + BusiLic-110 + WV-440 + LLc 71+FHV91+FH180) =2092	43.58	6.22
9	**Cab Price-** 25000 (Depreciation with 48 month/400.000miles)	130.00	20.00
10	Stationary (MDT,MeterPaper Roll Pen,Towel paper cleaning stuf)	7.00	1.00
11			
12		962.58	142.10
13	Gas money not include	?	?

1. **7** trips per day cannot make enough money to pay cab exp. & bills.
2. We lost **1 full** shift work. because **"TNC"** unlimited & un-regulated
3. Taxicab **2 shift** (12 hours Day & Night shift) Business.
   We need full time 2-shift Taxi Business to survive?

Note.

** before "TNC" at the airport (March31,2016) Taxicab have two shift work at the airport to feed two family and two driver share Taxi daily expense. Taxicab Value Over **$2.50.000**. When "TNC"start working at the airport Taxicab Lost one full shift work. when ESFH start airport Taxi business with **405** vehicle only **270** vehicle work at the airport daily.so Taxi lost other **2 ½** days from Single shift a week. (Only work4 ½ days' per week) Taxicab value left only **$30.000** today? If someone can explain me how can Taxicab business survive with **4 ½** days' single shift work a week and cover all expense. Above chart showing daily cab expense **$142.00**.

"Level playing field"
RCW 46.72.010

Level playing field	Level playing field
For hire vehicle: RCW 46.72.010 "...all vehicle used for	the transportation of passengers for compensation"
Taxicab VEHICLE for-hire license required.	"TNC" vehicles must be registered with the state as for-hire vehicles,and have for-hire vehicle certificates
Vehicle Commercial Insurance required.	Need Vehicle Commercial Insurance.
Vehicle required umbrella Insurance at the airport	Need TNC vehicle umbrella Insurance too.
Hybrid Vehicle standard set by Airport official	Same Standard For TNC Vehicle
Taxi Meter rate set by King County	TNC rate also need set by King County
Taxi/For hire Limited Vehicle at the airport	TNC Vehicle same limit as Taxicab at the airport
(405 vehicle)	(405 vehicle)
Taxicab Driver require uniform & Id at the airport.	uniform rule for TNC Driver too.

Unfair Practice **Double**	**Standard**
Taxi	TNC's
1.Limited Vehicle: (405 Vehicle) Only 270 Vehicle work daily.	1. TNC unlimited Vehicle. **?**

2. Taxicab Vehicle work only 4.$^{1/2}$ Days a week?
  (only 242days work at the airport a year)
	2. TNC Vehicle work 7days week
	  (364days work at the airport)

3. Taxicab driver pay Fee $ 7.00	3. TNC driver pay $0.00. Charge to customer $5.00.
4. Taxicab driver require uniform & Id card	4. TNC driver not required
5. Taxicab have a fixed Meter Rate $2.70	5. TNC Rate up/down (surge rate) today Uber rate compared to taxi rate in **1979?**
6. Each Vehicle Commercial Insurance and umbrella certificate have to submit at GT Booth.	6."TNC" vehicle not require commercial Ins Or umbrella?

"Level playing field"

With Rule & regulation

Regulated	un-regulated

**For hire vehicle: RCW 46.72.010 "...all vehicle used for the transportation of passengers for compensation"**

Level playing field with "Rule and Regulation"

Regulated	un-regulated
Taxicab Vehicle	**TNC's Vehicle**
VEHICLE LICENSE REQUIREMENTS AND STANDARDS	VEHICLE LICENSE REQUIREMENTS AND STANDARDS
6.64.300 Taxicab and **for-hire license required.** 6.64.310 Application. 6.64.320 required documents. 6.64.330 Applicant requirements. 6.64.340 Vehicle requirements. 6.64.350 Insurance required. 6.64.360 Certificate of safety. 6.64.370 Vehicle standards. 6.64.380 Taxicab vehicle license expiration. 6.64.390 Taxicab vehicle license plate. 6.64.400 Taximeter. 6.64.410 Consumer information board. 6.64.420 Taxicab licensee - responsibilities. 6.64.430 Standards for denial - Taxicab owner. 6.64.440 Standards for suspension revocation - taxicab 6.64.450 Destruction, replacement, retirement taxicab. 6.64.460 Surrender of vehicle license.	*Need same Rule and Regulation for "TNC" Vehicle.*
Taxicab Driver's	**"TNC's" Driver's**
FOR-HIRE DRIVER REQUIREMENTS AND STANDARDS	FOR-HIRE DRIVER REQUIREMENTS AND STANDARDS
6.64.500 For-hire driver's license required. 6.64.510 Application. 6.64.520 Investigation. 6.64.530 Qualification. 6.64.560 Medical certification. 6.64.570 Training program. 6.64.580 Written and oral examination. 6.64.590 Driving record. 6.64.600 Standards for denial of a license - for-hire driver. 6.64.610 Standards for suspension/revocation for-hiredriver. 6.64.640 For-hire driver operating standards. 6.64.650 Vehicle safety standards. 6.64.660 Conduct standards.	*Same as a Taxicab Driver's Requirements*

Q. How can the environmental impacts of ground transportation be further reduced?

A. "Old Roadway for Taxi Lot Close to the Terminal. Eliminate congestion at 160th Lot and Separate us in traffic from Rideshare".

Airport expressway >   < Cell Lot
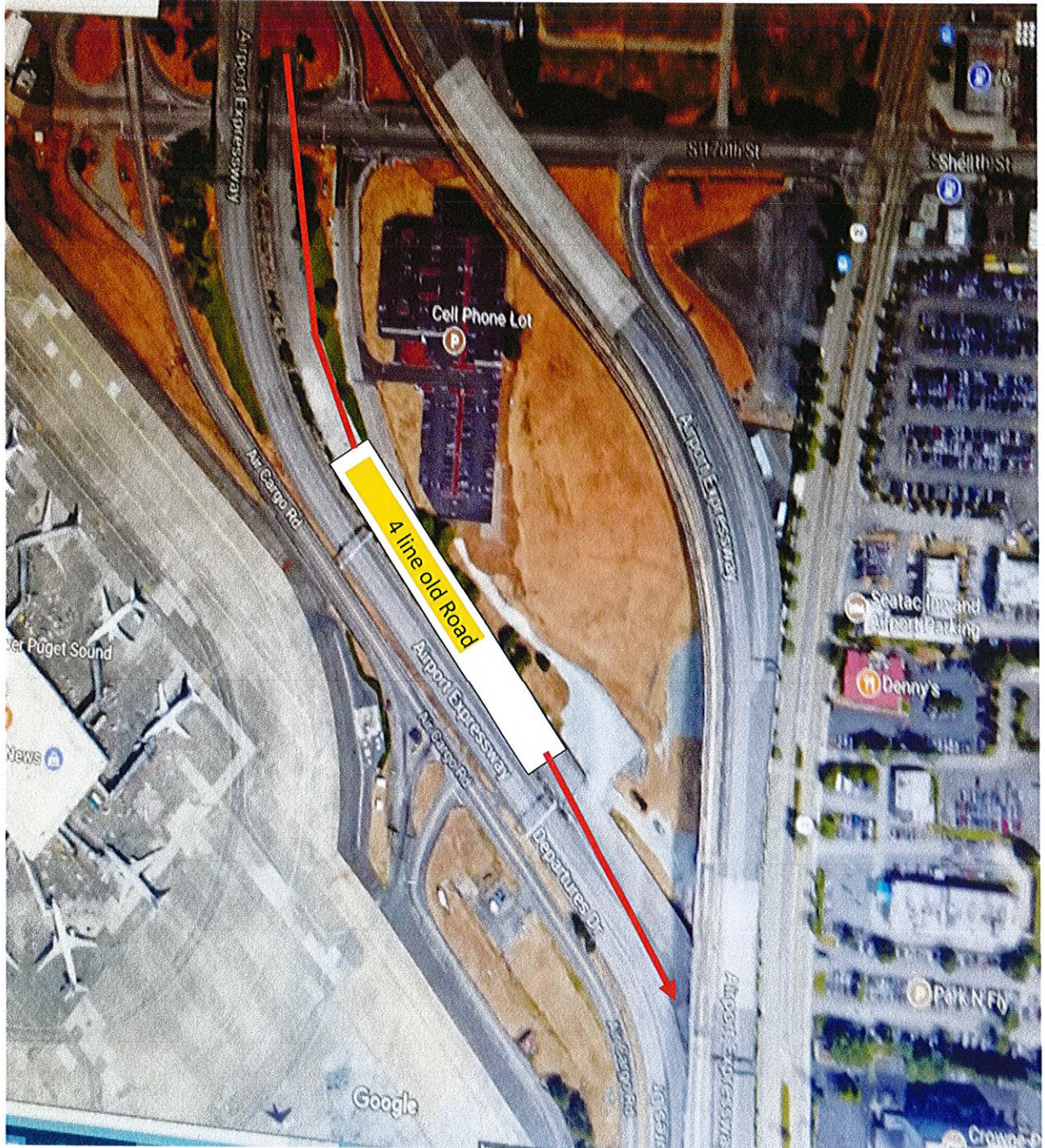
Taxicab Industry

- Taxicab is a public transportation quick Service from A point to Point B. Taxicab transportation Service is a vital part of the Transportation System with others public Transportation (Rail, Buses, Vans, rideshare.etc). (Taxicab licenses own by City of Seattle. all Rule & regulation and meter rate, Insurance set by City of Seattle. Taxicab industry fully controlled by City of Seattle and King county)
- Taxi industry in Seattle Since 1912 and 47 Taxi meter Tested in 1915. Driver were required to pass a written examination on traffic and the geography of the city then pass a practical driving test.
- Seattle adopted fixed taxicab rates and limited the number of taxicab licenses to a ratio 1:2,500 population in 1930 this was **the first regulation** of entry into the taxicab industry.
- Taxicab licenses were made **transferable** in 1942. And additional taxicab licenses were issued in 1962 and 1966
- The control of rate and entry in the Seattle taxicab industry was similar to regulatory practices in most other U.S cities. There were some changes over time but regulation of rates and entry persisted until 1979.
- **Deregulation and Reregulation** (Lessons Learned)
- **1979** when the City Council decided to **deregulate** the taxicab industry.
  a. **the** prediction of most supporters of deregulation, rate actually **rose** not lower
  b. **most** of the results of deregulation were **disappointing**.
  c. **Number** of Taxicabs Increased. 421 to 516 from 1979 to 1981
  d. **Numbers** of Companies increased from 57 to 85
  e. **Rate increased** $0.90 drop to **$1.00 drop** and $0.70 mile **to $1.00 mile**
  f. There were 161 **different rates** filed by 101 taxicab operators. There was a wide range of rates confusion. **Example**: meter drop $1.20 to $3.00 and Mile $1.20 to $1.60 wait $0.25 to $1.00
  g.**Vehicle** age rose from 4 year to 6 year.
  Medallion Value Declined from $4000-$8000 prior to deregulation to $900-$1000 afterwards.
- (Time to Time Consumer Affairs unit city of Seattle Change medallion to Owners or Licensee)
- **1984** the city council reregulated the taxicab industry and establish a rate ceiling.
  The taxicab industry suffered from a surplus of supply for years, lost substantial business to competitor (e.g., shuttle vans, town cars)
- **1996** The city of Seattle rewrite the taxicab code. The new code set a fixed rate ($1.80 drop, $1.80 per mile)

Short trip solution   (minimum $15 per hour)
Short trips in **5** miles radius Meter rate + airport fee (13.50 + 7.00)
Example –Double tree SeaTac, meter $6.00 + airport fee $7.00 =$13.00

```
      E CAB
    CAB# 345
 09/18/17   09:10
 09/18/17   09:13
 TRIP #        351
 DIST     0.64 mi
 FARE     $ 4.40
 TOTAL    $ 4.40
   THANK YOU
 (206)242-6200
 COMPLAINT LINE
 (206)296-TAXI
```

```
      E CAB
    CAB# 345
 05/23/17   13:18
 05/23/17   13:20
 TRIP #2509896422
 DIST     0.69 mi
 FARE     $ 4.40
 TOTAL    $ 4.40
   THANK YOU
 (206)242-6200
 COMPLAINT LINE
 (206)296-TAXI
```

```
      E CAB
    CAB# 345
 01/24/17   13:06
 01/24/17   13:09
 TRIP #        327
 DIST     0.64 mi
 FARE     $ 4.70
 TOTAL    $ 4.70
   THANK YOU
 (206)242-6200
 COMPLAINT LINE
 (206)296-TAXI
```

```
      E CAB
    CAB# 345
 06/17/17   21:37
 06/17/17   21:41
 TRIP #2509896561
 DIST     1.03 mi
 FARE     $ 5.60
 TOTAL    $ 5.60
   THANK YOU
 (206)242-6200
 COMPLAINT LINE
 (206)296-TAXI
```

```
      E CAB
    CAB# 345
 08/07/17   12:01
 08/07/17   12:07
 TRIP #        103
 DIST     1.06 mi
 FARE     $ 5.90
 TOTAL    $ 5.90
   THANK YOU
 (206)242-6200
 COMPLAINT LINE
 (206)296-TAXI
```


5-miles radius

Airport

Meter rate per mile $2.70 X 5 =$13.50
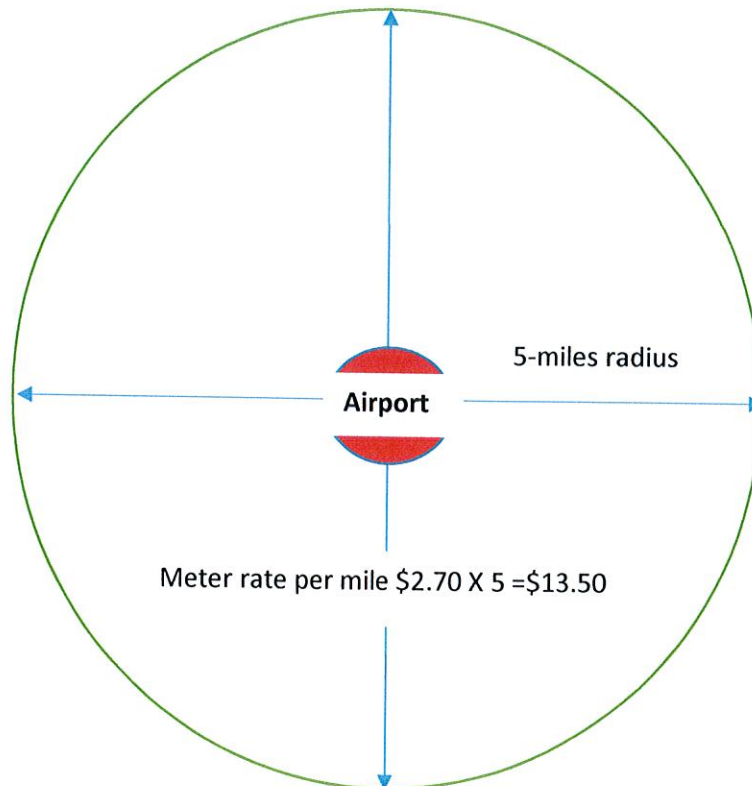
<u>What is working well with the ground transportation system at the Airport now that supports the following objectives?</u>

The system of parking at the upper lot and coming to the garage 3rd floor is fine. The physical structure (except for the bathrooms) is basically fine.

There is a lot not working.

My goal is to lower cost to taxi drivers of operating in this very competitive transportation climate. Uber drivers do not have the overhead of a taxi owner/driver. Nor are they professional drivers who have the training and experience of a taxi driver. I have created an App that I want to launch that helps taxis compete with Uber. For a modest fee an airport driver could drive at the airport and not be required to pay the huge overhead that that we are currently charged.

<u>Provide quality service for the travelling public</u>

We are professional and do our best to be happy and help customers. We show up and do our job. Times are tough for taxis drivers. If the drivers are happy then they will provide even better customer service.

Customer service is best with taxis. There were very few consumer complaints filed in before this year. The last 15 years of driving the taxis at the airport were the best.

There are too many kinds of operators. It is confusing to customers.

<u>Provide service offerings to meet demand</u>

There are plenty of cars to meet demand. No customer waiting. It is hard to make a living in transportation now, so there will always be cars to meet demand.

<u>Promote small business</u>

I don't know that anything is happening to help promote my small business. The only people making lots of money are larger businesses: Uber, Seattle Parking Plus, and Eastside For Hire

<u>Expand economic opportunity</u>

Opportunity has gotten much worse. Dispatch fees are too high. Too many cars working. Too many for hires. This is confusing.

<u>Minimize environmental impact</u>

We drive Prius cars. Before with Yellow we brought back customers once or twice per day, but not now there is no App or way, other than a hailed fare, to get a fare back to the airport.

Now with my App, users can get a taxi easily with a feature that tells taxis if a Bell is returning to the airport. It will give the airport drivers the first chance to get those fares. And, because the airport fleet is comprised of fuel efficient, hybrids, we meet the emission standard of 45 miles per gallon.

<u>Decrease traffic congestion</u>

Traffic congestion is bad because there are too many cars at the airport. Taxis don't add, they help.

<u>2. What changes should be considered for the ground transportation system at the Airport to better achieve these objectives?</u>

If the Port does make changes to ground services and operators at the airport the need to:

- If the Port chooses to change systems that have been in place and working, tell us in advance so we can give input. Taxi operators have worked for many years and know what is best for our taxi business.

- Give taxis freedom to drive for a taxi company of their choice, so when not driving at the airport we can chose to not drive and not pay a dispatch company or drive for a dispatch that has some outside cobtracts and/or technology to help get more fares.

- Make sure all operators have the same rules and that Uber or Lyft does not keep the advantages. The customers pay Uber and drivers don't pay the fees. There are 1000s of cars jamming up the area.

- Make sure payments to Port are the same for taxi, for hire, TNC

- Keep in mind that taxi meter price is regulated and that other prices (TNC) are flexible and can be less. Give taxis more flexibility so we are not the most expensive for long trips and the least expensive for short trip. That Is not fair.

- If there is an RFP consider an association operating smart and trying to minimize the cost to drivers

- Make sure that the customer service is what is best for the airport passengers

GTAP Conversations, TNC Drivers 1

Port of Seattle Contract: <mark>P-00318722</mark>

Project Number: <mark>17-13-0985</mark>

Facilitators:

Brett Houghton	**PRR, Inc.**
Craig Leiner	**Ricondo & Assoc.**
Sarah Shannon	**PRR, Inc.**

Representing:	Attendees:
Port of Seattle:	
Ricondo & Assoc.:	Craig Leiner
	Trevor Klatko
PRR, Inc.:	Brett Houghton
	Lucie Saether
	Brianna Henderson
Participants:	Sharmarke Goodir
	Amadoa Barry
	Lam H. Ho
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	Leonardo Cueste
	Matthew Wald
	James Lockhart
	Chad Voochis
	Katrina Obata
	Tim Spangler
	Michael Wolfe
	Dan Clark
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	Julie Davis
	Carrie Russell
	Jeffery Spragg
	Dragomir Oros
	Luis Flores
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	Ahmed Roble
	Bramim Abdi
	Time N. Timie
	Kim Redman

Paul Stanwyck
David Baylen
Mike Morriben

Discussion Points (action items are in **bold**)

The TNC drivers who participated in this discussion were dissatisfied with the current ground transportation system. In particular, they said the poor layout and lack of traffic rule enforcement were primary causes of congestion. They also described the deficiencies of facilities designated for TNCs. Participants said the Port gives preferential treatment to other transportation modes and does not adequately communicate with drivers. They stressed that the MPG requirements for vehicles are a burden on drivers and increased deadheading offsets any environmental benefit.

Ground Transportation Access
- General
    - Factors affecting travelers' mode choices
        - Time
        - Cost
        - Distance to light rail stop
        - Convenience
- What is working well
    - Good that the Port allows TNCs
        - TNCs are important transportation for senior citizens
        - TNCs are a good employment option for people who do not work in tech
        - TNCs allow drivers to have flexible schedules
        - TNCs provide a better customer experience than taxis
    - Drop off process goes smoothly
    - Good that Port is conducting the GTAP study
    - Separate pickup location for TNCs is good
        - Drivers do not have to pick up curbside
        - Not as rushed; time to load luggage
        - Safer
- What is not working well
    - Congestion
        - Traffic flow needs improvement
            - 3rd floor TNC pickup is buried behind the taxi stand
            - Passengers needing to go all the way 3rd floor is problem
            - Staging area is too crowded, "like sardines"
            - Shuttles contribute to congestion; big vehicles, too many of them, not enough lanes

- Deadheading contributes to congestion
- Big cars bring people in and leave empty
- Cars drive empty back to the holding lot
- Difficult merges
- Only one access point
- Traffic control needs improvement
    - Port gives an unreasonable amount of tickets to TNCs if they spent too much time in the loading zone; participant implied that this was unfairly directed towards TNCs
    - Drop-off area is chaotic
    - Port should enforce vehicles pulling up to the curb to drop people off
    - Private vehicles are not letting people get over to the far lane
    - Other commercial ground transportation providers are not courteous
- 160th lot is inefficient and ineffective
    - The lot is too small for the number of cars that wait there daily
    - Causes bottleneck
    - Restricting drivers to the 160th lot means they cannot spend time in the surrounding neighborhood and support local businesses

o Social equity
- A Port employee disproportionately tickets drivers of color; drivers reported it but nothing happened
- Seems as though Port is ignoring TNC drivers' needs
    - Bad bathroom setup
    - Poor lighting
    - No indoor area to pray

o Economic equity
- MPG requirements and substandard pickup location hurt business. Participants feel as though the airport is giving unfair preference to other modes of transportation.
- MPG requirements are a burden on drivers
    - Multiple participants described spending a lot of money on buying new cars to meet the changing requirements to pick up at the airport
    - TNC drivers with Priuses only want to pick passengers who are going to the airport
    - Requirements are a barrier for drivers to earn a living wage, making this policy misaligned with the Port's stated goals
    - Electric cars are even more expensive than Priuses
- Pickup location is substandard, which negatively affects customer experience
    - No cell signal in parking garage makes app malfunction
    - Location is hard to direct passengers to
    - Dark and cold in the winter
    - Out of the way

- TNC drivers feel under attack from other transportation modes
  - Port gives space priority to taxicabs
  - Port seems to have a negative attitude towards TNCs
- Drop off deadheading creates missed earning opportunities for drivers
- King County is months backlogged on issuing TNC stickers but the airport still holds TNC drivers accountable for displaying stickers

- Environment
  - Port is spending too much time pushing people toward public transit, when this is not necessarily the most environmentally friendly option; the MPG requirements are backfiring
  - Transportation is the wrong focus if environmental concerns are that important; meat industry is a bigger polluter so Port sends mixed messages by claiming environmental friendliness while still serving meat
  - Buses are not more efficient than TNCs
  - Public transportation is not the answer to all the world's problems
  - TNCs are an environmentally friendly option so Port should allow any vehicle to come in regardless of MPG
  - MPG requirements increase deadheading so are counterproductive

- Consumer choice
  - MPG requirements are hampering customer choice
    - Passengers with luggage should not be forced to take a Prius
  - Customers are learning it is most convenient to take a shuttle to a hotel and do a TNC pickup from there
  - Pushing public transit is misguided
    - Pushing transit is not a good idea because it is not what the consumer wants after having been on an uncomfortable plane with other people for hours
    - Buses do not take passenger door to door

- Communication
  - Not enough communication between the Port and TNC drivers
    - Drivers were not given enough notice about changes in MPG requirements
    - Drivers want more transparency about decisions that affect them
    - This meeting was not publicized well
    - Port staff that TNCs interact with, like those directing traffic, do not seem to know what is going on
    - Contradictory messages about MPG requirement
    - Signage directs people to drop off at arrivals when traffic is heavy but TNCs still get tickets; many were not informed of this policy
  - Inadequate representation of TNC drivers in decision-making process
    - Teamsters do not represent TNC drivers' positions and needs
    - Drivers who are not members of the Teamsters union have not been included in the decision-making process

- Drivers do not have anyone to relay their concerns to; no direct input; the only way they can communicate to the airport is to communicate to their TNC companies who do not reliably convey their perspectives and needs to the airport
- The Port is not communicating with Drive Forward Seattle

Opportunities to improve access
- Accessibility for people with mobility disabilities
    - Allow TNC vehicles to get closer to terminal to pick up and drop off passengers who are elderly and passengers with disabilities
- Congestion
    - Enforce traffic rules
        - Have someone direct traffic
        - Prevent drivers from misusing lanes
        - Research different traffic control options
        - Have more lane markers to designate drop-off area so people do not drive in the right lane for the length of the terminal
    - Increase efficiency of TNC system
        - Eliminate lag time from request to when car reaches passenger; match passengers to drivers more efficiently and do not make drivers wait until they have a request to start traveling to the pickup zone
        - Implement rematch program to reduce deadheading
        - Configure app to direct customer to a specific parking stall; Las Vegas does this
        - Give option for consumers with limited luggage to be picked up more quickly
    - Change ground transportation system traffic flow/layout
        - Have a queue zone rather than a queue lot
        - Have a designated zone for TNCs; group was mixed on how important it is to be able to do pickup and drop-off right at the curb
        - Let TNCs share staging area with taxicabs
        - Use space more effectively
        - Offer shuttle to pickup points or other satellite locations
        - Give TNCs a separate entrance to the parking garage
        - Study Las Vegas airport
        - On the drive to Arrivals, have a sign directing people to keep right for Alaska Airlines
        - Eliminate weaving
- Social equity
    - Traffic coordinators need more training
        - Cultural sensitivity and competence
        - Customer service
        - De-escalation training
    - Provide a tent or rain-protected area for Muslim prayer
- Economic equity

- o Continue to provide living wage jobs
- o Port should let go of politics and prioritize the needs of drivers and customers
- o Designate a larger area in the garage for TNCs
  - ▪ 50 or more parking spots
  - ▪ Maybe an entire floor
- Environment
  - o Stop serving meat at the airport
  - o Reconsider emphasis on public transit
- Consumer choice
  - o Loosen MPG requirements to allow vehicles large enough to accommodate large groups and luggage
  - o Give Uber Black access to holding area
  - o Focus more on customer's preferences re: vehicle size
- Communication
  - o Give advance notice about changes in MPG requirements, perhaps 6 months ahead of time
  - o In general, be transparent about policy adjustments
  - o Include TNC drivers in discussions and allow rebuttals
  - o Communicate with Drive Forward Seattle

HYUNDAI SONATA HYBRID
$24.500

HYUNDAI SANTA FE XL
$31.000

LINCOLN NAVIGATOR
$40.000   SELECT
                XL

$95.500
_____

CARS VALUE @ $50.000
        — $5.000

From: Dan Clark [mailto:dan.j.clark@gmail.com]
Sent: Tuesday, October 24, 2017 8:20 PM
To: Wright, Amanda; sshannon@pprbiz.com
Subject: Re: Tuesday 10/24/17 GTAP Stakeholder - Meeting Reminder

Amanda, Shannon,

Thank you for putting the meeting together. It was very valuable to me and I know these things are challenging.

Here a some points that I thought were important.

- Stakeholders feel like they are left out of the loop and decisions are made that greatly affect their businesses.
- Environmental concerns are very important, but the policies (emissions) of the Port have made the situation worse, not better.
- Ingress and egress to the airport are not good and the example of other airports, specifically Las Vegas should be studied.

Those are the main things I got. How about you two? I thank the person that was taking notes (forgot her name). She was focused!

Please pass my thoughts here to the Port Commissioners and one last thing. Will the meeting Thursday that I signed up for have a different agenda?

Best,
Dan Clark

Hello Port of Seattle,

We are halfway through the autumn season, falling leaves and endless rain. Winter is coming.
Muslim drivers make up the bulk of workers within Uber and Lyft, and the Port of Seattle takes a $5 cut from each fare. We need help in regards to our 5 daily prayers, specifically in the form of a tent/protection from the rain.

Best regards,
Sharmarke Goodir

![Port of Seattle logo]

GTAP Conversations, TNC Companies

Facilitator: Brett Houghton   **PRR, Inc.**

Representing: **Attendees:**

Port of Seattle: Scott DeWees
                        Jeff Wolfe
                        Matthew Eng
                        Tom Hooper
                        Amanda Wright

Ricondo & Assoc.:   Craig Leiner
                        Trevor Klatko

PRR, Inc.:   Brett Houghton
                        Lucie Saether

Participants: Colleen Gruber, Lyft
                        Heidi Dettmer, Lyft
                        Ben Sacks, Lyft
                        Kere Greene, Shuttle Express
                        Jim Sherrell, Shuttle Express
                        Marty Loesch, Insight Strategic Partners/Lyft
                        Caleb Weaver, Uber
                        Christina Greaves, Uber
                        Alejandro Chouch, Uber
                        Megan, Wingz

Discussion Points (action items are in **bold**)

Uber representatives brought a pre-written statement, which largely determined the direction of the discussion. Representatives from Lyft said they agreed with Uber's points. Participants discussed impacts of congestion, poor conditions in TNC facilities, and flaws in the method for calculating Environmental Key Performance Indicators (E-KPI). They also stressed the importance of supporting a Re-Match program, which would benefit the environment, congestion levels, and driver earnings.

Ground Transportation Access
- General
    - What comes to mind when you think of ground transportation at the airport?

- Anything that has wheels and flows through the airport
- Cars, buses, mass transit, shuttles, TNCs, personal vehicles, light rail
- Convenience and access

- What is working well
  - People are getting to and from the airport
  - Lots of transportation options to choose from
    - Mass transit, shuttles, TNCs, personal vehicles
    - TNCs are available everywhere
    - Access for people who live far from the airport is not a big problem
    - Some places are very far away from the airport, which TNCs cannot solve
  - The Port seems willing to work together with TNCs
    - Port and TNCs have common goals
    - Positive working relationship
    - Sense of partnership
    - Port is well-intentioned
- What is not working well
  - Congestion
    - Lots and roads are poorly organized and require more traffic management
    - Congestion is bad
      - Confusion immediately upon leaving the airport
      - Not customer friendly
      - Adds to existing frustration of regular Seattle traffic
      - Can take up to an hour and a half just getting to the airport from the freeway
    - Garage layout contributes to congestion
      - Garage entrance creates a bottleneck
      - TNC vehicles stop traffic as they back out of the angled parking they are required to use
      - Layout necessitates near constant traffic management; Uber had to hire contractors to serve this function
      - Safety hazard; collisions, near misses
    - Inefficient to have separate pickup and drop-off locations
      - Vehicles waste time and clog up roads looping around
      - Not good conditions to implement a Re-Match program
    - 160th lot is another pain point
      - Bottleneck going in and out
      - Backup spills out to Pacific Highway
      - Chaotic; not enough enforcement of traffic rules by Port police
      - Safety issue because drivers try to get to passengers fast
      - Lot has inadequate holding capacity

- Unless the physical structure of the airport changes, the potential for improvement is limited
- o Social equity
  - Conditions at the holding lot are substandard
    - TNCs do not lease the holding lot so they are not able to make improvements to the lots
    - Disgusting restroom facilities
    - Handwashing stations do not have water
    - Muslim partners do not have an indoor space for prayers
    - Department of Labor has contacted both Uber and Lyft about these conditions
    - Port has not been responsive to requests for improvements
    - Drivers use rental car facilities
  - Traffic generated by holding lot bleeds into surrounding communities
- o Economic equity
  - When drivers get stuck in traffic for an hour, they cannot make a living
    - Drivers are losing money in opportunity costs of $2.3 million
    - Drivers who work at the airport earn less than drivers who work in the city
  - MPG requirements harm drivers
    - Customers will cancel on Priuses because they are not big enough to accommodate all the luggage
    - Unfair that only drivers who can purchase high-fuel-efficiency vehicles have access
    - Prevents some drivers from the option to work at the airport
  - Poor data signal in parking garage harms TNC operations
    - Connectivity to data is essential
    - Layers of concrete interfere with map GPS
    - Cannot monitor how many vehicles have been dispatched
  - Some people at the Port embrace technology but adoption process takes too long
    - Do not like the idea of having company technology changes approved by the Port because the technology might be proprietary and competitive
  - Trunk lines for software and computers are low energy and need to be upgraded; detrimental to a computer-based company
  - Signage for TNC area is insufficient
    - Not enough signage
    - Uses inconsistent terminology: "TNC/Rideshare" vs. "App-based rideshare"
- o Environment
  - The Port's policies regarding MPG restrictions and access to curbside drop-off are not aligned with its stated environmental goals
  - Method to calculate E-KPI/environmental impact is flawed; MPG restriction encourages deadheading
    - Only considers activities of vehicles that pick up at the airport

- Vehicles that drop off are left out of the equation
- Encourages deadheading because inefficient vehicles take people to the airport but cannot take anyone away, while efficient vehicles deadhead away from the airport
- Cuts efficiency in half
- Uber and Lyft report Sea-Tac is one of the worst performing airports in terms of deadheading, according to their statistics (neither company provided their data)
- Calculation does not take into account nuances of TNC business model
  - Fact that TNCs cannot pick up curbside is a barrier to environmental gains
    - Pickup and drop-off happen in different places, which prevents easily implementing Re-Match program
- Consumer choice
  - E-KPI requirements limit high-occupancy vehicle options for passengers
- Communication
  - Notifications that lot is closed due to volume are not helpful
    - Conditions change quickly and the information is out of date by the time TNCs disseminate to drivers
    - TNCs ignore these notifications because there is no action they can take

Opportunities to improve access
- Congestion
  - Have the port hire a third party like SP+ to do traffic management for the TNCs
  - Update airport infrastructure to overcome physical constraints
  - Give TNCs curbside access
  - Streamline process
    - Reduce congestion and improve experience for operators and customers
    - Use space efficiently
    - Make process simple and painless
    - Move more people in fewer vehicles, faster
  - Enable an entrance to the parking garage from the south side of the airport
- Social equity
  - Create a parking lot where people can pray and where there are clean and adequate bathrooms
  - Increase police presence to improve driver cleanliness
- Economic equity
  - Do not make TNCs subsidize the cost of amenities at the holding lot; at other airports, the airport covers this cost
  - Look at data from a recent Uber blog post related to living wages
  - Expedite the adoption of new technology
    - Do not prevent consumers from receiving new benefits just for the sake of leveling the playing field
  - Implement a Pre-Match program so vehicles can begin heading toward airport terminals before a ride has been requested

- o If TNCs are charged the same fee as other ground transportation providers, give TNCs equal treatment regarding exclusivity, curbside access, right to improve holding lot facilities, and wayfinding signage
- Environment
  - o Calculate E-KPI in a way that weights reducing deadheading more heavily
  - o Allow exception for plus-size, high-occupancy vehicles
  - o Work with TNCs to discuss what a meaningful carbon footprint reduction should look like
  - o Implement Re-Match program so vehicles can pick up right after they drop off

Port of Seattle

TO: PRR - Ricondo
FROM: Rasier, LCC
DATE: November 1st, 2017
RE: GTAP Stakeholder Meeting Feedback

Following a meeting on Tuesday October 21, 2017 between the The Port of Seattle ("Airport"), PRR and Ricondo consultants, and representatives of transportation network companies ("TNC"), including Rasier, LLC ("Rasier") which operates a TNC business under the brand "Uber", this letter is intended to submit written feedback to be considered as part of the development of the Ground Transportation Access Plan ("GTAP") for Seattle-Tacoma International Airport.

Shared Objectives:

SeaTac Airport and Rasier have common ground priorities when it comes to:

- Customer Experience and Economics:
    - Safe, convenient and reliable transportation option for airport passengers.
    - Fair and sustainable earning opportunities for drivers operating at the airport.
- Infrastructure:
    - Better utilization of space.
    - Reduced congestion.
- Environmental:
    - Reducing the carbon footprint of transportation operations.

Challenges Today:

The Port of Seattle initiated a pilot program for TNCs pursuant to which drivers who partner with the TNCs would be authorized to provide transportation services to travellers at Seattle-Tacoma International Airport ("SeaTac"). This pilot started on March 31, 2016. After 19 months of operation, several clear challenges have emerged from the current contractual and operational conditions at the airport. These are discussed in detail below:

1. Environmental Key Performance Indicator ("E-KPI"):

The E-KPI is a metric used by the Port to evaluate the environmental footprint of ground transportation operations at SeaTac Airport. Based on the operating agreement between the Port of Seattle and TNC's, the E-KPI score is assessed quarterly and non-compliance would result in penalties.

The methodology used for calculating the environmental impact at SeaTac as defined in the operating agreement **(See Attachment 1)** is flawed, resulting in unintended consequences that negatively affect actual carbon emissions, as well as the rider and driver experience:

- The calculation takes into consideration the pickup and dropoff activity only of the "fleet of vehicles" that perform at least one pickup at the airport during the reporting period.
- The 3 main components of the E-KPI calculation are: Blended MPG, %Deadheading and %Pooling.
- The fines associated to not meeting the E-KPI are significant (up to 4x the per trip fee).

In order to meet SeaTac's environmental goals and avoid unnecessary and hefty fines, TNC's control only one component of the E-KPI - Blended MPG - by restricting access to highly efficient vehicles to the airport. Currently the eligibility requirement is set to vehicles that meet high MPG ratings according to the fueleconomy.gov (US EPA) database.

As a consequence:
- Vehicles that don't meet the MPG threshold that take trips in the city to the airport are forced to leave without a fare, creating deadhead trips that are not measured by the E-KPI model.
- Efficient vehicles that have the privilege of access to the airport are incentivized to deadhead to the airport in search for a long fare, instead of driving in the city.
- As a result, the percentage of empty arrivals and empty returns (deadhead trips to/from the airport) at SeaTac is over 30 percentage points higher than the best performing airports in the US, **placing SeaTac among the worst performing airports in the US in terms of "vehicle fleet" efficiency.**
- Riders are denied the option of high-occupancy products, because vehicles that accommodate parties larger than 4 passengers don't meet the MPG eligibility threshold.
- Riders often have large bags or multiple bags as part of their luggage, which often does not fit in the vehicles that are allowed to perform pickups at the airport. This is one of the primary reasons for rider cancellations at SeaTac.
- Creating this eligibility requirements to access the airport has denied the airport market opportunity to thousands of drivers, from a social justice standpoint all drivers should be able to have the choice to operate at the airport.

2. Pickup Location:

The operating area assigned to TNC's has significant challenges:

- Connectivity: At SeaTac the signal for mobile data is very poor and it creates both safety and experience problems for airport passengers. Basic features of the TNC technology require access to mobile networks (making a request, ability to communicate via SMS or calls, update of trip status and vehicle location, etc.). The lack of connectivity in the parking garage is a safety concern for the general public, when in the event of an incident they are unable to communicate externally (dial 911, etc.).
- GPS distortion: Because the pickup location is under layers of concrete, the signal is distorted altering TNC's ability to monitor and place alarms for technologies that need visibility of the precise driver location. It also hinders TNC's ability to test new technologies that could help address congestion at the pickup location. Finally, it affects the representation of the driver's location showing them in wrong places, which distorts Estimated Time to Arrival ("ETA") and routing on the app, giving the rider a mis-representation of the status of the driver which creates confusion and often leads to rider cancellations.
- Ingress to the garage: Currently the access into the garage is shared between multiple operators (Taxis, Limo, Shuttles) creating a bottleneck that result in significant traffic backlogs especially on high demand periods that are disruptive not only for other ground transportation operators but for the general public.
- Separated Pickup and Dropoff locations: TNC's can deploy technology to help leverage vehicles that are already on airport grounds dropping off a passenger for airport pickups. However, with SeaTac's current configuration, the loop from the departures drive to the pickup location requires the vehicle to

circle through the terminal, which has an ETA similar to a vehicle that is dispatched from the holding lot. Therefore there is no benefit in reducing roadway congestion (instead of 2 vehicles flowing through the terminal, the same vehicle flows twice) or in reducing rider congestion and wait-times.

- The layout of the pickup location is an operational bottleneck that is not self-sustainable. By having angled parking, where vehicles need to pull in and out of traffic by backing up their vehicle into the flow lanes, it requires near constant traffic control, without it the operational setup is a safety concern for both riders and drivers. For this reason, Rasier has invested in traffic control (which has been a subsidy for other TNC's and is an unfair economic burden on the company), and regardless, collisions and near misses happen at the pickup location on a regular basis.
- The pickup location in the garage requires more physical signage for wayfinding, and currently signage at SeaTac for rideshare is inconsistent. In some places it is lacking, in others the signage reads "TNC/Rideshare" and in others "App-based Rideshare". While TNC's have in-app wayfinding messaging, it is insufficient to guide passengers through the long path between baggage claim and the pickup location.

3. Waiting Location:

Driver's at SeaTac airport wait on a first-in-first-out ("FIFO") queue for airport requests. Based on the operating agreement, the Port provides TNC's space for a "holding lot" with approximately 125 stalls. This holding lot is located at 3069 S 160th St., is adjacent to the Airport Expressway and is approximately 7 minutes away (without traffic) from the TNC rider pickup location.

- The ingress and egress at the TNC holding lot are shared with the Taxi/For-Hire staging area, also servicing the airport. Due to the combined volume, and especially during peak times, the operation at the lot creates significant traffic that affects the 160th St. corridor and Pacific Highway.
- The lot itself is minimally patrolled by Port of Seattle Police and has no dedicated ground transportation support except for particularly high volume periods (Sunday nights, Monday mornings). As a result there is often no authority to enforce the Port's rules and regulations at the lot and many incidents (some very serious) have taken place at the lot.
- Because no single TNC company leases the lot, TNC's have limited authority to provide enhanced services (including, but not limited to, facilities, ground transportation support, janitorial services, etc.).
- While Rasier has worked closely with the Port, delivering proposals to ease bottlenecks in the operation (Like the re-design of the ingress/egress patterns and stall layout of the lot to optimize traffic flow, implemented in November 2016 - **See Attachment 2**), and has also advocated for improved facilities and management of the lot (Like increasing number of portable restrooms and handwashing stations which were installed in June 2016). The improvements delivered by the port have been insufficient to cover the needs of the growing TNC operation. Therefore, the poor conditions and management of the lot, and the increased traffic in the area have continued to be a challenge that also affects the neighboring community.
  - See: Blog post of complaints to SeaTac City Council related to the TNC holding lot: **(Attachment 3)**
  - See formal complaint delivered to State of Washington Department of Labor regarding restroom conditions at the holding lot: **(Attachment 4)**

4. Opportunity costs to driver earnings:

Rasier represents a flexible earning opportunity for driver-partners. Regardless of the amount of time spent on the Uber app, on average hourly earnings for driver-partners in Seattle is between $19 and $21 per hour before expenses. This analysis was made public and can be found in the Uber Blog **(See Attachment 5)**

However, current conditions at the airport introduce inefficiencies to the marketplace such that average hourly earnings decrease when the percentage of time dedicated to servicing the airport (pickups and dropoffs) increases.

This trend is shown in the following graph - Hourly earnings are shown on aggregate and are indexed to protect Rasier's competitive information:
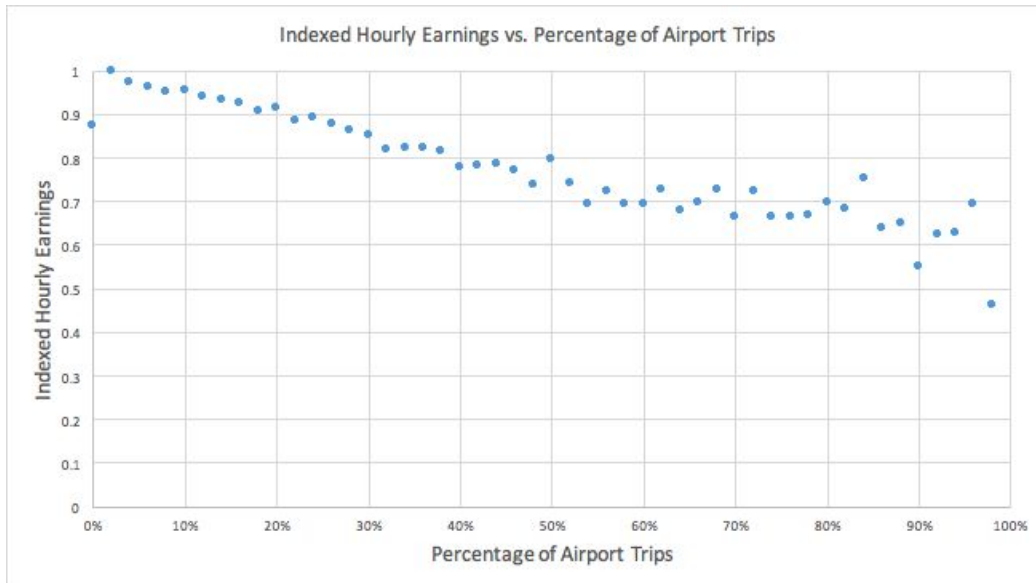
The decreases in earnings happen as a consequence of:
- The "downtime" of waiting in the airport FIFO queue to receive a trip request from the airport - Often drivers wait well over an hour for an airport trip.
- The "downtime" associated to deadheading:
  - Pickups - drivers who deadhead back to the airport for consecutive airport pickups.
  - Dropoffs - drivers who cherry pick trips to the airport and deadhead back to the city.
- The "downtime" from the moment a driver-partner accepts a trip request at the holding lot, and the moment when the trip starts once the airport passenger enters the vehicle at the pickup location.

For the last form of "downtime", Uber calculated the impact based on the average "actual time of arrival", the average hourly earnings and the number of trips completed at SeaTac during 2017 YTD (Year to Date). Based on this calculation, **this opportunity cost for drivers today represents over $2M.**

Opportunities for Improvement:

To address some of these challenges, Rasier can implement features of it's technology that are currently not used at SeaTac due to the current contractual and operational conditions.

Re-Match:

Re-Match is a feature that allows drivers to immediately pick up a new passenger after dropping someone off at the airport, therefore reducing the amount of vehicles that flow through the airport roads. This enhances the airport experience for customers by reducing rider and driver wait-time, and reducing congestion.

ABC News reported on the initial improvements seen at Los Angeles International Airport due to the implementation of Re-Match. **(Attachment 6)**

Re-Match also helps to disincentivize drivers from deadheading and waiting for trips at the airport. When Re-match is enabled drivers who choose to wait at the airport when there's an overlap of pickups and dropoffs, would likely experience longer wait-times. Instead, when drivers operate in the city and get a trip to the airport they have a higher likelihood of immediately receiving a subsequent airport pickup, hence having two back-to back long fares instead of one.

Also, drivers are incentivized to go to the airport empty only when there's a high demand for pickup trips and no overlap of dropoff trips, as under these conditions the turnaround of the FIFO queue is faster and therefore wait times are shorter.

Re-match is currently not enabled at SeaTac for the following reasons:
- E-KPI methodology and risk of non-compliance: Based on simulations, turning on Re-match while maintaining the MPG restriction would mean that only a small percentage of weekly pickups would be serviced by a re-matched vehicle therefore the benefit of the technology would be insignificant. By removing the MPG restriction, this percentage has the potential to increase significantly, however the "Blended MPG" would also be reduced, therefore creating a trade-off that impacts the overall E-KPI score.
- Operating areas: Given the current setup where dropoffs take place in the Departures drive (Upper level) and pickups take place in the 3rd floor of the parking garage, a re-matched vehicle would need to circle through the airport using Airport Expressway:
  - The ETA without traffic is 5 minutes which is marginally better than the ETA of a vehicle dispatched from the holding lot, therefore there is no added benefit in reducing the rider's wait time and rider congestion at the pickup location.
  - The same vehicle flows twice through the airport terminal, therefore there is no reduction in overall traffic congestion on airport roads.

Pre-Match:

Pre-Match is a feature that prompts driver-partners in the waiting location to begin heading towards the airport terminals a few minutes before an anticipated ride request, therefore reducing the "downtime" for drivers, and reducing the wait time for riders.

Pre-Match is currently not enabled at SeaTac for the following reasons:
- Connectivity and GPS distortion: To ensure Pre-match works correctly, accurate visibility of the activity at the pickup location is needed, this visibility is compromised based on the connectivity and GPS distortion challenges mentioned above.

Short Term Proposals:

In the short term there are actions that the Port of Seattle can take into consideration that would help optimize the ground transportation operation SeaTac Airport:

1. Enable an entrance into the parking garage from the south side of the airport:

Rasier has shared with the Port and Ricondo a proposal to change the current TNC entrance into the parking garage **(See Attachment 7),** and instead use the first helix (structure for vehicles to move from one level of the garage to another) that is currently designated for Terminal Direct Parking on level 4. Sharing this entrance with

Terminal Direct Parking would open up an entrance from both the north and south ends of the parking garage, which would allow to maintain the TNC pickup zone inside the garage while at the same time significantly reduce the length of the loop a vehicle would need to do to go from departures to the pickup location.

Some benefits include:
- Reduce bottlenecks by separating Taxi/Shuttle flow from TNC flow.
- Reduce congestion by setting better conditions for Re-Match avoiding loops through the terminal on Airport Expressway.
- Minimal investment required for implementation.

2. Improve connectivity:

The Port has an exclusivity contract with AT&T for mobile data. The Port should work with AT&T to install signal boosters (ARMZ, a DAS solution by AT&T) in the parking garage to enhance mobile connectivity. Based on Rasier's initial research, the installation costs associated to this initiative is **~ $20k**

Some benefits include:
- Reduce rider congestion and wait-times by setting better conditions to enable Pre-Match.
- Improve the customer experience for riders and drivers (more stable cellular data ties directly to app performance)
- Improved rider and driver safety while on airport grounds in the event of incidents.

3. Traffic management at 160th Lot and Pickup Location through SP+

Traffic management at the pickup location is currently provided through Rasier contractors. This has represented a **significant cost to Rasier ($624k annual spend) that is being subsidized to the Port and other TNC's.** Moreover, the rules and regulations should be enforced by an independent party or Port staff. Currently, Rasier's contractors face the issue of having other TNC drivers disregard their instructions, as they have no real authority over the Port rules, creating friction in the workplace for these contractors and creating obstacles to the operation.

For these reasons Rasier has worked with SP+ (Standard Parking) to develop an Operating Plan, Staffing Plan and Budget **(See Attachment 8, 9 and 10)** to provide full traffic management coverage at the holding lot and pickup location. SP+ is currently hired by Eastside for Hire ("ESFH") to manage the traffic control for their operating areas, therefore they already have significant knowledge about SeaTac's operational layout and volume patterns.

The Port should hire SP+ to execute the plans for TNC traffic management and offset the cost to all TNC's through the contractual per-trip fees. This would be a fair way for all TNC's to contribute to the safety of riders and drivers. **The annual cost associated to the traffic management program through SP+ would be $512k per year.**

Long Term Vision:

1. Better utilization of space:

Most large airports in the US have TNC pickups at either the arrivals or departures drives. Having a single location for pickup and dropoff operations sets the right conditions to leverage TNC technology to the fullest to reduce environmental impact of airport operations, reduce airport congestion, improve the passenger experience, and maximize driver earnings.

The most impactful example is Re-match where a single operational area prevents vehicles from circling through the terminal and reduces the rider wai time to an instant.

Furthermore, metrics such as PU/DO ratio, actual time to arrival and contact rate per request (SMS/Call) are consistently better at airports across the US that have curbside access and a single point for pickup and dropoffs than at airports where there's a separate pickup locations inside a garage.

In future, there may be opportunities to explore ways to continue to optimize the use of the space through technology, by working on features that change designated pickup locations, with the appropriate messaging to riders and drivers, based on set hours of known high congestion. For example, having the designated pickup location on arrivals, and switching it to the underutilized departure drive during high traffic arrival times when the arrivals lane is congested.

2. Environmental Performance:

The methodology used for calculating the environmental impact at SeaTac should be revised and adjusted to more accurately reflect the actual carbon emissions by ground transportation operators. It should also be designed to create the right incentives conducive to decreasing congestion and increasing the efficiency of transportation:

- The E-KPI methodology should more accurately measure the true impacts of operations by considering all vehicles that operate at the airport both while doing pickup and dropoff trips.
- The E-KPI framework should also Incentivize TNC's by:
  - Introducing per trip fee reductions based on environmental performance that can be assessed on a quarterly or biannual basis.
  - Adjust the calculation of the E-KPI to give more weight to the percentage pooling to incentivize TNC's and airport passengers to share rides when going to or from the airport.

3. Culture of collaboration to introduce updates in technology:

New technology has the ability to significantly improve airport ground transportation operations in many ways, and it's important to have the flexibility to test and deploy solutions to help mitigate traffic, congestion challenges and improve the rider and driver experience. While coordination with the Port is important, the Port should adopt an approach that facilitates rapid implementation of new technology to improve transportation options at SeaTac and the passenger experience.

As part of the initial re-negotiation discussions the Port requested to add language into the agreement in which TNC's would require approval by the Port before implementing changes in technology. TNC's are concerned that this process would introduce unnecessary delays and put competitive data at risk by becoming subject to PRA requests. Moreover, the Port has expressed that certain changes would need to be adopted by all TNC's to maintain a level playing field, however, this would mean disclosing advancements in technology to competitors and in the event where the functionality is not available by one of the TNC companies, then there would not be a path forward to implement changes that could greatly benefit the Port and its stakeholders.

4. Fairness and equality:

The Port has used the argument of "Level Playing Field" to justify assessing the same per-trip fees for TNC's as that for the On-Demand service. However:
- The On-Demand service has exclusivity rights to the airport whereas TNC's do not.

- The On-Demand service has access to the curbside at the parking garage whereas the TNC location is at the back of the garage where riders need to cross 2 lanes of traffic.
- The On-Demand service has rights to to control the holding lot and maintain/improve the facilities for their drivers whereas the same right has been denied to TNC's.
- The On-Demand service has consistent wayfinding signage throughout the terminal whereas TNC signage is inconsistent and with variations in language, making it very confusing for riders.

TNC's ask the Port to consider these when making an assessment of a level playing field in the upcoming contract re-negotiations as well as on an ongoing basis. TNC's do not object to paying the same fee as the On-Demand service, however, TNC's should then receive equal treatment.

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<u>**ATTACHMENT E**</u>

– E-KPI Methodology –

Calculation Methodology for Environmental Key Performance Indicator (E-KPI)

The E-KPI is a tool that demonstrates equivalency with the environmental performance of outbound, on-demand taxis at Sea-Tac Airport. It is based on the "CO_2 emissions generated from a typical passenger trip."

1.0 <u>E-KPI (lbs of CO_2 per typical passenger-trip)</u>

The E-KPI is expressed in units of lbs of CO_2 per typical passenger-trip and is calculated using the following equation:

E-KPI = (Airport Drop-off Trip Fuel Consumption + Airport Pick-up Trip Fuel Consumption) x Carbon Emissions per Fuel Consumed

Where:
- **Airport Drop-off Trip Fuel Consumption** = [((1-%Pooling Drop-off) x 13 miles/WA-MPG) + (%Pooling Drop-off x (13 miles/ # of Matched Rides)/WA-MPG)] x %Deadheading
- **Airport Pick-up Trip Fuel Consumption** = ((1-%Pooling Pick-up) x 13 miles/WA-MPG) + (%Pooling Pick-up x (13 miles/ # of Matched Rides)/WA-MPG)
- **Carbon emissions per fuel consumed** = 19.4 lbs carbon/gallon of gasoline

2.0 <u>E-KPI Inputs</u>

a) **Weighted-Average MPG (WA-MPG)**

The WA-MPG for the TNC's vehicle fleet is calculated by weighting the United States Environmental Protection Agency (EPA) blended highway/city fuel efficiency rating in miles per gallon (MPG), or miles per gallon equivalent (MPGe) for electric vehicles, for each vehicle having provided at least one pick-up event in the measurement period by the number of time a pick-up fee was assessed for that vehicle in the same measurement period.
- Only includes non-commercial vehicles (e.g. UberX and not UberBLACK or Uber For Hire, etc)
- For simplicity, we will assume the WA-MPG for inbound vehicles is the same as outbound for each TNC.

b) **%Deadheading**

Deadheading is measured relative to outbound trips only. An outbound trip from Sea-Tac Airport is considered to be deadheading if the same vehicle does not have a corresponding inbound revenue-trip that occurred in the preceding 3 hours.

% Deadheading for a measurement period is calculated by adding the total number of outbound trips that have a corresponding inbound trip for the same vehicle in a 3-hour period, divided by the total number of outbound trips, and subtracted from 100%.

c) **%Pooling (or "Ride-sharing") for Drop-Offs and Pick-Ups and # Matched Rides**

A TNC may be given credit for pooling or ride-sharing only when the pooling is arranged via a trackable option available through its app (e.g. UberPOOL, Lyft Line). Credit is not given for passengers traveling together unless they were actively matched through the TNC's software. Likewise, credit is *not* given for passengers expressing a willingness to be matched but who do not achieve a successful match for their ride.

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A "pooled" revenue trip does not, however, require that all matched passengers begin or end their trip at the Airport. A TNC will receive "pooling" credit for a revenue-trip dropping off or picking up at least one passenger at Sea-Tac Airport, even if one or more of the other matched passengers is dropped off en route to the Airport or picked up en route to the final destination.

Credit for pooling may only be applied to TNC-endorsed, non-commercial vehicles that can travel anywhere in the region. For example, a fixed route, fixed price van service would not qualify a "pooled" in the E-KPI, as the intention is to show equivalency to taxi services, and not shared ride vans.

%Pooling Pick-Up is the percentage of total rides picked up from airport that were matched and %Pooling Drop-Off is the % of total rides dropped off at the airport that were matched.

# of matched rides is the number of parties that were involved in the trip to or from the airport. A trip with a single party would have a value of 1.

Attachment 2 - 160th Lot Layout Redesign Proposal

METERED TAXI TRAFFIC PATTERN

ENTRY:

Metered taxis enter at 160th St. (drivers should not bypass the left turn lane and conduct a U-Turn for entry from the west). Vehicles proceed to the upper lot and stage from right to left with the vehicle front facing West. Lane numbers have not changed (Lane 1 far North / Lane 10 far South).

EXIT:

Lanes 1 - 8: Pull out to the left and exit at the Southwestern end of the upper lot. Taxicabs will merge with TNC entry at the exit from the upper lot to the lower lot and then proceed to the 160th St. exit.

Lanes 9 & 10: Pull out to the right and circle around the lot clockwise while driving northeast to South, and then merge with TNC entry traffic at the Southeastern end of the upper lot while proceeding to the 160th St. exit.

FLAT RATE TAXI TRAFFIC PATTERN

ENTRY:

Flat rate taxis enter at 160th St. (drivers should not bypass the left turn lane and conduct a U-Turn for entry from the west). Vehicles enter left into the lower taxi lot and proceed to stage from right to left with vehicle front facing south. Lane numbers have not changed (Lane 1 far West / Lane 7 far East).

EXIT:

Taxicabs exit staging lanes heading southeast to the 160th St. exit. Drivers should not block the intersection of the 'No Parking Zone' on the East side of the staging lines. Vehicles merge with metered taxis and TNC's at a 1 to 1 ratio.

T N C TRAFFIC PATTERN

ENTRY:

TNC's enter at 160th St. and proceed to the upper lot following Metered Taxis. Operators then make a left turn at the entry to the upper taxi lot and proceed South to the Southeastern end of the upper Taxi lot. Vehicles turn left and proceed straight into the TNC staging lot accessing the upper/lower TNC lots.

EXIT:

TNC's follow a left hand traffic pattern throughout the upper/lower TNC lots. Operators enter the final exit area at the southernmost end of the TNC lot and proceed West to the 160th St. exit. Vehicles will merge with Metered/Flat Rate Taxicabs at exit.

* Fire truck access to TNC Lot via 'No Parking Zone' adjacent to Flat Rate Staging.

Attachment 3 - SeaTac Blog

http://seatacblog.com/2017/07/26/seatac-city-council-hears-about-traffic-snarls-as-well-as-city-hall-rental/

— SeaTac Blog | Local News, Events, Arts & More for SeaTac, WA - http://seatacblog.com -

SeaTac City Council hears about traffic snarls as well as City Hall rental

Posted By *Scott Schaefer* On July 26, 2017 @ 8:23 pm In Business,Crime,Featured Stories,Headlines,Life,Politics | No Comments

By Jack Mayne [1]

At the regular SeaTac City Council on Tuesday (July 27), councilmembers were updated on a traffic study where for-hire vehicles are slowing traffic emerging from a parking area, primarily because some smaller vehicles are unable to quickly negotiate a traffic-slowing hump.

Summer also produced a relatively short hour and a half hour meeting that considered a new rental tenant for City Hall as well as appointments to boards and committees.

Aerial View of S 160th St Corridor [2]

Slowing traffic

A study jointly financed by the city and the Port of Seattle was launched after users of Master Park Lot C and city police observations noted taxis, including Uber and Lyft, and limousines queuing on the streets blocking the ingress and egress to a lot at South 160th Street corridor between Air Cargo Road and International Boulevard, said City Engineer Florendo Cabudol.

He said a water berm at the entrance of the lot forced vehicles to slow down to cross the raised area without damaging their vehicles and Cabudol said altering the berm would help transportation flow in and out of the parking lot, along with pavement channelization marking to better direct drivers.

Deputy Mayor Pam Fernald said she heard nothing about the impacts on private residents of the area, only on business and airport users.

"I would like to see a little more consideration given in that whole area to people who live here who use that street," Fernald said. "Before the Uber and Lyft people moved in there it was tolerable" but

now it is a "nightmare."

Councilmember Peter Kwon asked where these cars used to park and City Manager Joe Scorcio said they were parked on neighborhood city streets and the Port of Seattle came up with this solution to consolidate ground transportation into a single lot and moved the cars out of residential neighborhoods.

But the Port made change without the city's participation, Scorcio said. The city could have addressed some of the access problems as the facility was established.

"The intent was great, the coordination was not and we are trying to figure out solutions afterwards to a problems that was generated," he said. Now the question is other questions that arise and need to be fixes.

Mayor Michael Siefkes asked if police were checking the problem and Scorcio said there were emphasis patrols which "had some beneficial effects" during peak traffic times.

City Hall rental

Senior Management Analyst Tim Ramsaur told the Council about a $108,384 contract with Fresh Property Management of Kent for city hall security and capital improvements. Ramsaur said there has been a $30,579 addition for contingencies and unforeseen expenses.

Mayor Michael Siefkes said the contingency amount was rather high and Ramsaur said tearing into City Hall walls and ceilings has the potential of expensive work and the extra amount is so that city staff does not have to bring unexpected cost changes back for Council approval.

Council approved a three-year lease for $130,000 for the unoccupied second floor of City Hall space to Green Dot Public Schools, a charter school group.

Council also approved a contract change order amendment of $53,381 with Nordvind Co. for the changes and additions to the Riverton Heights Neighborhood Park project. The money came from a Community Development Block Grant.

Mayor appoints

The Council also confirmed Siefkes appointment of Stanley Tombs and Tejvir Basra to the Planning Commission; Dennis Anderson to the Senior Citizen Advisory Committee, and Clyde Hill to the Arts, Culture and Library Advisory Committee.

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http://seatacblog.com

URL to article: **http://seatacblog.com/2017/07/26/seatac-city-council-hears-about-traffic-snarls-as-well-as-city-hall-rental/**

URLs in this post:

[1] Jack Mayne: **mailto:jgmayne@gmail.com**
[2] Image: **http://seatacblog.com/wp-content/uploads/2017/07/160th-taxi-parking-lot.png**
[3] Facebook: **https://www.facebook.com/sharer.php?u=http%3A%2F%2Fseatacblog.com%2F2017%2F07%2F26%2Fseatac-city-council-hears-about-traffic-snarls-as-well-as-city-hall-rental%2F**
[4] Twitter: **https://twitter.com/intent/tweet?text=SeaTac%20City%20Council%20hears%20about%20traffic%20snarls%20as%20well%20as%20City%20Hall%20rental&url=http://seatacblog.com/2017/07/26/seatac-city-council-hears-about-traffic-snarls-as-well-as-city-hall-rental/&via=theseatacblog**

STATE OF WASHINGTON

DEPARTMENT OF LABOR AND INDUSTRIES

315 5th Avenue S, Suite 200, Seattle, WA 98104-2697

September 29, 2017

Dave Epstein
Health & Safety Lead
Seattle-Tacoma International Airport
Sea Tac, WA 98188

Dear Mr Epstein:

We have received numerous complaints regarding an inadequate number of Portapotties at the airport staging lot located at 160th Street and International Boulevard. The few that are there are not maintained. You and I spoke about these concerns earlier this week.

Here is a description of the alleged hazard(s) reported to us

Three hundred to 400 drivers (with Lyft and Uber) have no access to sanitary restrooms when required to wait at the airport staging lot on 160th Street, west of International Blvd in SeaTac. The Port requires that they wait there and there are no other alternative locations to receive ride share agreements. Apparently, Lyft and Uber have created the Transportation Network Company (TNC) and have a contract with the Port of Seattle to provide these services, yet adequate toilet facilities are not provided for these drivers. As part of this complaint, we received a petition with almost 100 driver signatures demanding that the Port and TNC comply with WAC 296-800-23020.

Please determine whether these hazards exist

WAC 296-800-23020 requires that employers provide an appropriate number of toilets for employees; employers must also ensure that the bathrooms are maintained in a clean and sanitary condition. If you find a condition that violates a WISHA standard or that appears unsafe to you, please take timely steps to correct the problem. We hope you will encourage your employees and safety committee to participate in this effort.

Send us a brief report describing the results of your investigation

In your report, please address each of the hazards listed above. Describe any action you have taken (or are now taking or planning) to eliminate the hazard. Include any helpful supporting documentation, such as measurements or monitoring results, photographs or videos showing the corrected condition. If you disagree with this complaint, explain why in your report.

Deadline for report

October 18, 2017

Where to send the report

Fax this report to me at 206-515-2879, email it to me at runv235@lni.wa.gov, or mail it to me at the address above.

What happens if we do not receive your report?

You will be subject to inspection if you do not send a report that gives the information we need by the above deadline. In this case, we would investigate the complaint, and would inspect for other possible WISHA violations.

How to notify employees of this complaint

Post this letter and your response in a place where your employees can easily see it. Both letters must remain posted until any hazardous conditions in the complaint are corrected or for three working days, whichever is longer. (When you send in your report, please enclose a signed copy of the enclosed Certificate of Posting.) Also, provide a copy of this letter and your response to any recognized union and/or safety committee at your workplace.

The complainant's rights

The person who filed this complaint may remain anonymous. He or she will receive copies of all correspondence and documents related to this complaint. Also, he/she is protected by law from any discrimination resulting from his/her involvement in workplace safety and health activities. For more information on Washington laws relating to this type of discrimination see RCW 49.17.160. On our website, go to http://www.lni.wa.gov/Safety/Rules/RelatedLaws/.

Help is available

You can obtain additional information about available resources by visiting our website at: http://www.lni.wa.gov/wisha.

Thank you for giving this important safety matter your attention. Please call me at 206-515-2821 if you have any questions.

Sincerely,

Venetia Runnion, CIH, CSP
Industrial Hygiene Compliance Manager

Enclosure(s)

Cc: Central File

CERTIFICATION OF POSTING

Employer Name: SeaTac International Airport Ride Share Staging Lot

Complaint Number: 209477755

I certify that a copy of the letter from the Department of Labor and Industries, notifying us of a complaint about (a) possible workplace safety/health violation(s), has been posted.

The letter was posted on _____ (Employer enter date) in a place where affected employees can easily see and read it.

A copy of the letter has been given to each authorized representative (if any) of the affected employees.

The letter will be posted for a minimum of three working days, or until all hazards in this complaint, if found, are corrected.

Signature: _____

Title: _____

10/31/2017   A look at driver earnings in Seattle | Uber Blog

UBER Blog   SEATTLE ⌄   DRIVER ANNOUNCEMENTS ⌄   🔍   ✕

SIGN UP WITH UBER

DRIVER ANNOUNCEMENTS

A look at driver earnings in Seattle

September 20, 2017 | Seattle

f   🐦   g+   ✉   🔗
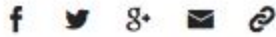
One of the most-discussed aspects of using the Uber app is driver earnings. We know from conversations with partners that they must feel it's worthwhile to spend time on the road. That is why we recently announced new features to improve the earnings experience.

Our most recent analysis shows that the median driver in Seattle makes between $19 and $21 per hour before expenses. A typical expense range

Public Policy, and Alan Krueger, Professor of Economics and Public Affairs
at Princeton University. There are of course outliers, but a significant
percentage of drivers fall somewhere close to the median. For drivers
who are struggling to maximize their earning opportunities, we set up the
Peer Advisor Program to connect them with drivers who are making
above the average to learn best practices and tips.

The following graph shows median net hourly earnings (after Uber fees)
for Seattle drivers during a 4-week period earlier this summer.
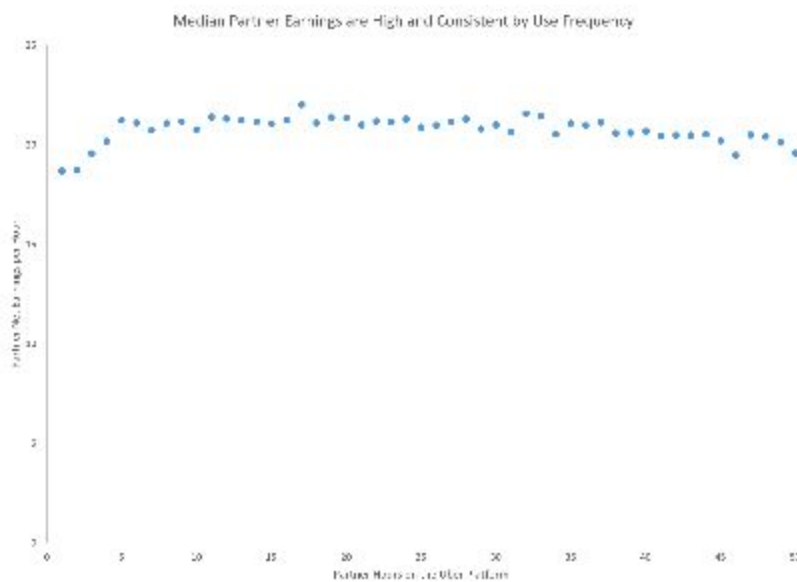
Not only are typical earnings for Seattle drivers currently about $20 per
hour, they are also relatively constant no matter how many hours per
week drivers use the app. As shown in the graph above, the typical hourly
earning for someone driving 5 hours per week is roughly the same as the
typical hourly earning for someone driving 50 hours per week. Consistent
with earlier analysis across the US, hourly earnings in Seattle are also

100

This powerful combination of opportunity and flexibility is a virtue of ridesharing. It allows drivers to work when it's convenient for them—earning money between other jobs, driving more one month than the next to cover an unexpected expense, and generally fitting Uber into their own schedules—with a good idea of how much they'll make no matter how much they drive.

Drivers also have a great deal of control over how much they take home, from the type of car they drive and how they take care of it, to where and when they're on the road. For instance, drivers who use more fuel-efficient vehicles or electric vehicles may significantly reduce fuel costs. And drivers who respond to high-demand opportunities and spend a greater percentage of their time with a passenger in their car while minimizing their expenses earn more money. Given the rewards for effort, skill and experience, rideshare driving is an entrepreneurial activity.

It's also important to note that a significant number of drivers use apps that compete with Uber and other delivery apps, or even conduct different on-demand work at the same time they're using the Uber app. The earnings level mentioned above only reflect Uber-related income.

I thought it might be helpful to hear from a few drivers, in their own words, how and why they use the Uber app.

Charles

"I typically drive about 35 hours a week. Last year I made $40,000 using Uber. I start early in the morning during the week and finish up around 10:00am or 11:00am, so I'm home in the early afternoon to spend time helping my family and achieving other life goals. I also drive some

sending out resumes and not getting many responses or interviews. The last couple years have been such a game changer for me. I'm now able to meet all my financial responsibilities and help my family by driving on Uber."

Jacqui

"I own an entertainment company with my husband so I typically only drive between gigs and meetings. And when I need to, I sometimes drive more. When I do drive, I usually spend time on the road during the busy hours, like morning commute. I can make $80 or $90 over the course of 2 or 3 hours. The money and the flexibility are what's so great about rideshare driving."

Derwin

"I've been driving with Uber for 11 months. I started driving to make extra money to host a big family reunion. I soon realized I could make twice as much money in the same amount of time as at my former manufacturing job in the aerospace industry–with total flexibility. I now usually work about 40 hours a week and typically make about $4,000 per month. I fit driving into my own schedule, which lets me spend more time with my family and help out more around the house. I was also able to take time off to help my family in Houston after their house was flooded by Hurricane Harvey."

Finally, a change in Uber's base rates does not necessarily correspond to a long-run change in driver earnings. This is because when the price of a

both driver and rider needs is a constant balance, which is why the last two base rate changes in Seattle were increases.

Getting that balance right is a key part of our business. One indicator of successfully maintaining that balance is the continued rapid growth of Uber driver-partners (and riders) in Seattle and across the country. In the Seattle area alone, there are now more than 14,000 drivers and more than 800,000 riders. These numbers are a reminder that the market for alternative forms of transportation is not static. As more and more people and families choose to reduce the number of cars they own, or even go carless, and as our city continues to add density, that market continues to grow. To use a summer-appropriate metaphor, it's an expanding pie.

This expanding market is putting more and more money into the pockets of area drivers. From July 2016 to July 2017, Seattle-area Uber driver-partners collectively earned more than $200 million using the Uber app. But the impact goes beyond the numbers. Not only has Uber's growth meant new opportunities for thousands of drivers and riders that didn't exist before, it's also meant the availability of a safe and reliable option that can help reduce drunk driving, and wait times that are on average less than seven minutes in every neighborhood throughout the city, even those long considered transportation deserts.

We are proud of the earning opportunities available to Seattle drivers through Uber, and we are committed to continue providing the resources and information drivers need to maximize the money they can make out there on the road.

Brooke Steger is general manager for Uber in the Pacific Northwest

Posted by Brooke Steger, General Manager - Pacific Northwest

Attachment 6 - ABC News

http://abc7.com/traffic/rematch-program-for-lax-ride-shares-reducing-traffic/2359029/

WATCH LIVE   Log in   67°

TRAFFIC

'Rematch' program for LAX ride shares already reducing traffic congestion

Share   G+   Tweet   Email

EMBED </>   MORE VIDEOS

Traffic at the second busiest airport in the United States is starting to thin out thanks to a new program that allows companies like Uber and Lyft to end and start a trip before leaving the terminal.

By Chelsea Edwards

Wednesday, August 30, 2017

LOS ANGELES (KABC) -- Congestion at LAX is legendary, with thousands of cars dropping off and picking up passengers every day.

But traffic at the second busiest airport in the United States is starting to thin out thanks to a new program that allows companies like Uber and Lyft to end and start a trip before leaving the terminal.

It's called "rematch."

"What rematch has done is allow them to drop someone off here but then before they leave, they can pick somebody else up," said Keith Wilschetz, deputy director of operations at LAX.

Wilschetz said the program rolled out for Uber drivers about six weeks ago and for Lyft about two weeks ago, and traffic has already decreased on the upper level by five percent.

"It gives everybody extra room, it's easier to get in and out, it's faster. And it really is a win-win for everyone," said Wilschetz.

Before rematch, ride-share drivers could only enter the central terminal area to pick up or drop off, but not both.

"We'd spend a lot of time after the drop off trying to get back to the station," said driver Israel Carmeli.

Carmeli drives for both Uber and Lyft and said he loves the new feature.

"This is a lot more convenient. You're able in just one swoop to drop off and pick up -- saves a lot of time and a lot of traffic," said Carmeli.

Passengers using ride shares agree.

Both Uber and Lyft said they support the move and are excited to partner with LAX to improve both the customer and the driver experience.

Report a Typo

Related Topics:

traffic   traffic   los angeles international airport   Los Angeles   Los Angeles County

Share   G+   Tweet   Email
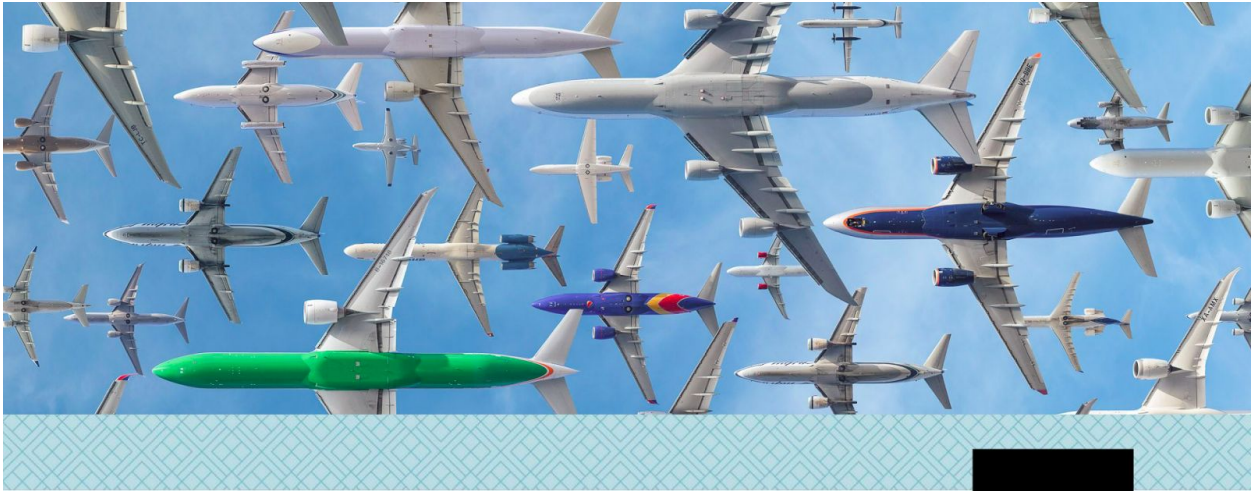
Reducing congestion at SEA
April, 2017

UBER

We talked about Re-match...

Faster pickup, reduce rider congestion, reduce holding lot crowding, win the e-KPI

Re-Match *Assign pickups to drivers immediately after they have dropped off, bypassing the holding lot.*

- **Reduce rider congestion** with lower pickup wait-times.
- **Reduce number of vehicles in holding lot** to alleviate capacity and overflow issues.
- **Efficient use of airport property** by rewarding dropoffs and discouraging dead-heading to/from the airport.
- **Reduce environmental impact** of operations by reducing empty miles.

...However there are some Blockers:

- *A vehicle that drops-off a rider would still need to loop around the terminal to re-enter the parking garage. No benefit in reducing congestion in the airport drives.*
- *We need a seamless way for vehicles to navigate from the departures drive into the 3rd floor parking garage.*

Our Proposal

By sharing the "Terminal Direct Parking" dedicated lane (1st Helix), we can enable a north and south entrance to the 3rd floor parking garage.
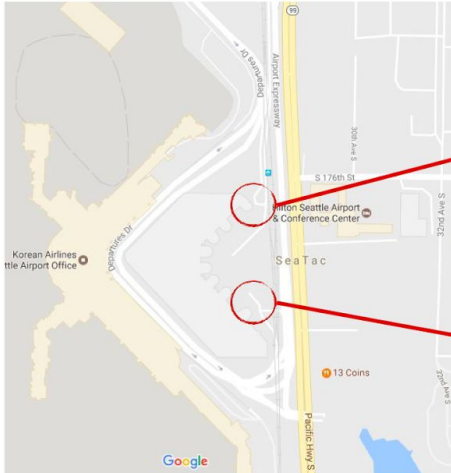
Ingress | How North & South Access Would Work

The ingress routes would completely separate the flow of TNC's from Taxi and Shuttle into the 3rd floor of the parking garage and diffuse the volumes of vehicles between the two entrances.
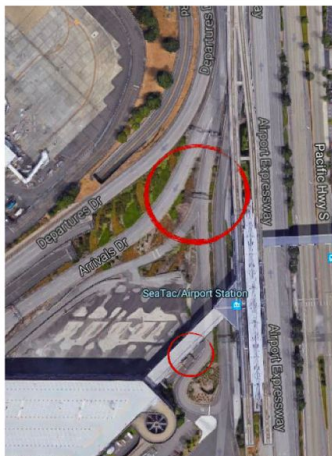
Partners dispatched from the holding lot would use the north entrance, leaving the arrivals drive towards the parking drive.

Partners re-matched from the departures drive would use the south entrance, using the ramp that leads to the over-height parking area.

Needs:
- *"Terminal Direct Parking" and "TNC Vehicles" signage to indicate shared entrance at both ends.*

Helix Operations | Entrance to 3rd Floor

By opening the entrance from the Helix at the 3rd floor, we can have a dedicated lane separate from Taxi and Shuttle directly into the current ingress flow to the TNC loading zone

Public users who mistakenly enter the TNC zone, can follow the flow towards the exit and use the south entrance to re-enter the Helix.

Needs:

- *"TNC Only" signage at the exit of the Helix into the 3rd floor parking garage.*

- *Jersey Barriers along the red line in the picture to separate Taxi and TNC flow*

Helix Operations | Entrance to 4th Floor

Ticketing into the parking area is located at the exit of the Helix on the 4th floor of the garage.

TNC Drivers who mistakenly enter the 4th floor can immediately take the next helix following "Exit" signs and leave the garage without incurring in additional costs (if exit is within 10 minutes)

TNC Drivers would then need to loop through the terminal using Airport Express Way, exit on 170th Ave and follow Air Cargo Road back into the entrance to Parking.

Drivers who make this mistake once, will never do it again!

Benefits for Sea-Tac Airport | Congestion

Based on Re-match simulations, we have an opportunity to significantly reduce congestion on the drives and at the holding lot

Low cost for the Port and fast turn around for implementation

- **Diffuse vehicle volumes on airport drives** between the north and south entrances.
- **Change partner behavior** by discouraging deadheading to the airport for a long trip, especially during the day when turn-over at the lot is low.
- **Reduce Rider congestion** by gaining efficiencies and reducing wait-times.

Uber can support with:

- Timely in-app and email comms announcing the changes.
- On-site presence at the holding lot for driver education during launch week.

Thank you

UBER

SP+ AIRPORT SERVICES

SP+ AIRPORT SERVICES
SEATAC Ground Transportation Network Companies
Management & Operating Plan

Objectives and Commitments

- Provide top-tier vehicle and customer management services in the 160th Street Holding Lot and the Terminal 3rd Floor Transportation Network Companies (TNCs) Ground Transportation Plaza
- Provide outstanding customer service to TNCs, their Independent Contractor Operators and TNCs/SEATAC patrons
- Promote safety and security and ensure a safe operating environment
- Safeguard the assets and minimize the risks of TNCs and SEATAC
- Protect the environment
- Provide efficiencies and corresponding cost/benefit value

Duties/Responsibilities/Functions

- Control Access
  - To 160th Street Holding Lot
  - To Terminal 3rd Floor
  - Authorized vehicles only
  - Based upon TNCs/SEATAC mandated access requirements (e.g., no suspended vehicles, requisite decal/placard and vehicle condition)
  - Holding Lot capacity limitations
  - Terminal 3rd Floor capacity limitations
  - Control/mitigate/eliminate negative traffic and roadway impact between the 160th Street Holding Lot and the Terminal
  - Alternative routing when patterns/circumstances dictate
  - Control the Terminal and 3rd Floor circulation paths, holding areas and loading zones to maximize operational effectiveness and efficiencies, and minimize risks
- Control/Monitor 160th Street Holding Lot and Terminal 3rd Floor Operations
  - Operators' activities per TNCs and SEATAC policies, procedures and rules
  - Use of facilities

1

- Ingress/egress
- Zones and spaces enforcement
- Banned activities (e.g., idling, vehicle washing, vehicle repairs, solicitation)Prohibit unacceptable conduct (e.g., fighting, disruptive verbal altercations, conflicts, possession of weapons, hygiene)
- Coordination/monitoring of third party vendors (e.g., maintenance, construction)

Terminal Roadways/Ingress/Egress Plan

- System-wide communication and control to identify peak periods in real-time and adjust to maintain superior service response
  - Staff located all areas of operation to observe and report changes within the operating environment
  - Utilize 2-way radio system or cell based push to talk radio for communication between posts
  - Activate necessary procedures in response to changing conditions
  - Collaborate with TNCs and SEATAC Staffs to maintain operational effectiveness in a changing environment
- 160th Street Holding Lot
  - Control and monitoring of TNCs vehicles ingress and egress to/from Lot
  - Control and monitoring of TNCs loading zones/spaces within Lot
    - No excess vehicles
    - No parking, standing or loading in circulation lanes
    - No unauthorized dwelling or idling
  - Dissemination of information to TNCs Operators
  - Assist with traffic management within Lot
  - Enforce Rules of Conduct (see below)
  - *160th Street Holding Lot Site Plan/Circulation Plan*
    - *See Appendix A (preliminary)*
- 3rd Floor Loading Zone
  - Control and monitoring of TNCs vehicles ingress and agree
  - Control and monitoring of TNCs loading zones/spaces
    - No excess vehicles
    - No parking, standing or loading in circulation lanes
    - No unauthorized dwelling or idling
    - Safe loading of passengers and baggage

2

- Monitoring of passenger holding areas and access
  - Safety on crosswalks
  - Safety in holding area (baggage, ingress and egress)
  - Safe access to vehicles
- Dissemination of information to passengers and TNCs
- Enforce Rules of Conduct (see below)
- *3rd Floor Terminal Ground Transportation Plaza Site Plan/Circulation Plan*

  See attached (To Come)
- Assistance with identification/match of customer and TNC vehicle
- Provide ancillary services
  - Determine and recommend signage needs and secure requisite signage
  - Emergency services coordination
    - EMS
    - Fire
    - Police
    - Natural disasters
  - Environmental protection (e.g., no excessive idling, hazardous materials spill response)
- Provide timely requisite reporting
  - Activities
  - Violations
  - Accidents, incidents, complaints and compliments
  - Observations
  - Recommendations
  - By shift, day, week, month, year

TNCs/SEATAC Disciplinary Policy (FOR DISCUSSION/APPROVAL OF TNCs and SEATAC)

- SP+ report violations to TNCs and/or SEATAC designee(s)
- TNCs and/or SEATAC to determine and impose disciplinary actions
- Disciplinary policy:
  - Strike 1: Warning

o   Strike 2: Warning - With follow up communications

o   Strike 3: Suspension (1 week) - With follow up communications

o   Strike 4: Suspension (1 month) - With follow up communications

o   Strike 5: Permanent suspension

Operators Rules of Conduct

- Always follow the instructions of security and traffic control staff
- No parking outside of designated areas
- No mechanic or body work on vehicles
- No washing of vehicles with water
- No smoking or tobacco use outside of the designated areas
- No drinking of alcohol
- No soliciting
- No violence
- No weapons
- No littering
- No gambling
- No offensive conduct
- Use bathroom according to the gender you identify with
- Keep restroom facilities clean at all times
- No urinating in public

SP+ Personnel Rules of Conduct

- Outstanding customer service is our mission and goal
- Act professionally at all times; unprofessional or offensive conduct is not permitted while on duty or wearing an SP+ uniform
- Employees must conduct themselves in a respectful and dignified manner at all times
- Profanity will not be tolerated
- Employees must provide SP+ with any changes to their current addresses, telephone numbers, email addresses, etc.

4

- Employees must notify management if they are working or intend to accept additional employment with 3rd parties and advise in writing of their 3rd party work schedules. SP+ will not be able to retain any employee whose outside activities (additional work, school, etc.) interfere with his/her performance or if such activities will result in violation of laws, rules, or regulations.
- Listen, and consider consequences to all parties before acting
- Value and protect all TNCs and SP+ property and assets
- Solicitation in connection with the sale of goods or services for profit is strictly prohibited on TNCs, SEATAC and SP+ premises
- Solicitations or distribution of literature by non-employee on company or TNCs and SEATAC property is strictly prohibited
- Exhibit no favoritism
- Accept no gratuities or items of value from Operators
- Do not accept or hold any property of Operators
- Do not enter any TNCs vehicle while on duty
- Do not place anything in any TNCs vehicle
- Avoid confrontations (request assistance from Supervisor)
- Smoking and tobacco are prohibited in all TNCs, SEATAC and SP+ facilities (except in designated smoking areas)
- Gambling (betting, including pools & raffles) is strictly prohibited
- Financial transactions (borrowing or lending money) between employees and SP+ persons in authority
- Ensure Holding Lot Booth, other SP+ facilities and surrounding areas clean and free of debris and excessive personal items
- No use of personal cell phones, PDAs, iPods, electronic games or similar devices while on duty (unless otherwise directed by Supervisor)
- No use of electrical power to charge personal cell phones, PDAs, iPods, electronic games or similar devices while on duty
- Provide proper and correct name to Operators, SEATAC and TNCs staffs upon request
- Wear SP+ ID Badge at all times while on duty
- Speak English only when communicating via 2-way radios
- Park personal vehicles in assigned/specified spaces only
- Unauthorized persons are not permitted in operational zones or SP+ facilities

Meal Periods and Breaks

- Mandatory unpaid 30 minute meal period for any shift of five (5) hours or more; Supervisor to provide relief
- Scheduled by Supervisor
- Coordinator in need of unscheduled restroom break to advise Supervisor; if Supervisor not available, Radio SP+ office to advise of leave and return times

Communications Plan

- 2-way radio system or cell based push to talk radio
- Charging station located in operations area
- SP+ issued mobile phones to be used for SP+ business purposes only
- SP+ contact list
- TNCs and SEATAC contact lists
- Emergency contact list

Complaint Response Procedures

- Be receptive and polite
- Advise Operator(s) that a Supervisor will address the issue
- Advise Supervisor by radio/cell phone
- SP+ policy is not to engage in verbal conflict
- Customer service is paramount

Emergency Plans

- See attached (To come)

Staffing Plan, Job Descriptions, and Employee Handbook

- See attached (To come)

Recruiting

SP+ recognizes the need to recruit effectively and has developed position-specific, structured interviews to ensure that we evaluate both the competencies and behaviors needed for employees to succeed. We will utilize a number of different recruitment sources to post positions and invite applications and resumes:

- Current system employees
- Local communities' agencies, organizations, institutions and programs
- Internal job posting programs
- Major Internet job boards
- Employee referral programs
- Online career centers
- Industry and media advertisements
- Campus career centers
- Job Fairs
- Participation in industry associations and organizations

Background Checks

SP+ requires background checks as part of the pre-employment process. These include criminal record searches, previous employment history, employment verification and drug screening. These stringent mandates help significantly in assembling a top quality workforce and in reducing risk.

Controlled Substances Policy

SP+ requires pre-employment drug testing of all candidates as the final step in the hiring process. In addition, drug testing of employees is required at certain times and under certain circumstances.

Compliance with the Drug-Free Workplace Policy is a continuing condition of employment. Refusal of any applicant or employee to submit to requisite drug testing (as provided in the Policy) will be grounds for refusal to hire an applicant or separation of employment of an existing employee.

Wages and Benefits

SP+ thoroughly understands the labor market. Accordingly, our compensation structures are comprehensive, attractive and geared to secure and retain a quality workforce. Compensation packages for all employees include wages in compliance with the County's Wage Ordinance requirements. In addition to competitive hourly wages, our compensation package includes health insurance, dental insurance, vision insurance, life insurance, sick/personal days, vacations, etc.

Uniforms; Grooming; Photo Identification

A professional appearance is essential to being approachable and effective. "First Impressions" last! SP+ pays exhaustive attention to every detail associated with uniforms and grooming. Employees will be issued full uniforms at no cost.

- Uniforms will consist of:
    - Shirts
    - Jacket
    - Slacks
    - Shoes (closed toe and black), socks and belt (black) are to be furnished by the employee
    - White undershirts only
    - Only SP+ issued hats
    - Safety vests (or safety apparel) must be worn at all times while on duty
    - Uniforms must be neat and clean. Employees are responsible for cleaning
    - Uniforms must be properly fitted and worn properly (e.g., shirts tucked-in, belt required, etc.)
    - Uniforms maybe worn at, to and from work only
    - Employees are responsible for lost or damaged uniforms
- Grooming
    - Employees are to arrive at work with clean, combed hair and free of body odor; proper oral hygiene
    - Facial hair to be neatly trimmed
    - Conservative make-up only
    - Minimum jewelry only; no offensive tattoos or piercings; jewelry must be conservative and not interfere with duties
- Photo Identification Badges

    SP+ issued identification badges are a required part of the SP+ uniform and must be worn and clearly visible at all times (to be displayed on the outermost garment)

Shift Change / Time Clock Procedures

SP+ expects all employees to arrive on time, in uniform, and ready to start their shift. In order to ensure sufficient staffing for the operation, employees are required to adhere to the SP+ policy for call-offs and time off requests. The entire SP+ Attendance Policy is fully outlined in the SP+ Employee Handbook. Shift Change and Time Clock Procedures will be as follows:

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Shift Change – The 160th Street Holding Lot will be utilized for Shift Changes. Employees are required to:

- Incoming Shift:
  - Arrive with adequate time to clock in and check post assignments
  - Properly clock in for their shift utilizing the Kronos TeleTime mobile device
  - Transition into their respective role without interruption to the operation
- Outgoing Shift:
  - Ensure the post is properly maintained and ready for incoming shift, verifying that:
    - Signage and support documentation are in place and available for the next shift
    - Booth and surroundings are free of debris
  - Brief incoming employee on any operational issues
  - Complete Shift Report
  - Initiate/inquire administrative issues with Supervisor/Manager
  - Properly clock out utilizing the Kronos TeleTime mobile device

Return of Company Property

Upon separation of employment from SP+, employees must return to SP+ all company property, including but not limited to uniforms, radios, cell phones, and identification badges.

Orientation and Training

1. Initial Training

   Our Employee Training Program includes the following modules:

   Introduction/Overview

   - SP+ Orientation
   - UBER Program Orientation
   - Program Policies and Procedures
   - Employee Handbooks
   - Sexual Harassment Prevention
   - Diversity/Sensitivity
   - Drug/Alcohol Policy
   - Job-specific Policies and Procedures

   Customer Service Training

   - "Three Keys to Customer Satisfaction"
   - Advanced Customer Service

9

- Conflict Avoidance
- Stress Management
- Communication Skills
- Lost and Found Procedures
- ADA Sensitivity
- Complaint Handling
- Others

Job Specific Training

- Supervisor
- Holding Lot Attendant
- Loading Zone Attendant
- Customer Service Agent

Safety Training

- General
- ADA
- Evacuation Plan
- Handling/Storage of Hazardous Waste

2. Periodic Training

SP+ mandates ongoing training (scheduled periodic training, incident training, etc.).

UBER PODIUM

Should SP+ be further tasked to manage and operate a Terminal 3rd Floor Podium for UBER, SP+ will:

- Staff the Podium per daily/weekly schedule provided by UBER
- Provide requisite passenger information re: pick-up zone, access thereto, requisitioning UBER vehicle, queuing, loading, etc., and other information provided by UBER and/or SEATAC

- Provide passenger assistance

- Provide relevant information re: UBER and SEATAC and Seattle area

10

APPENDIX A
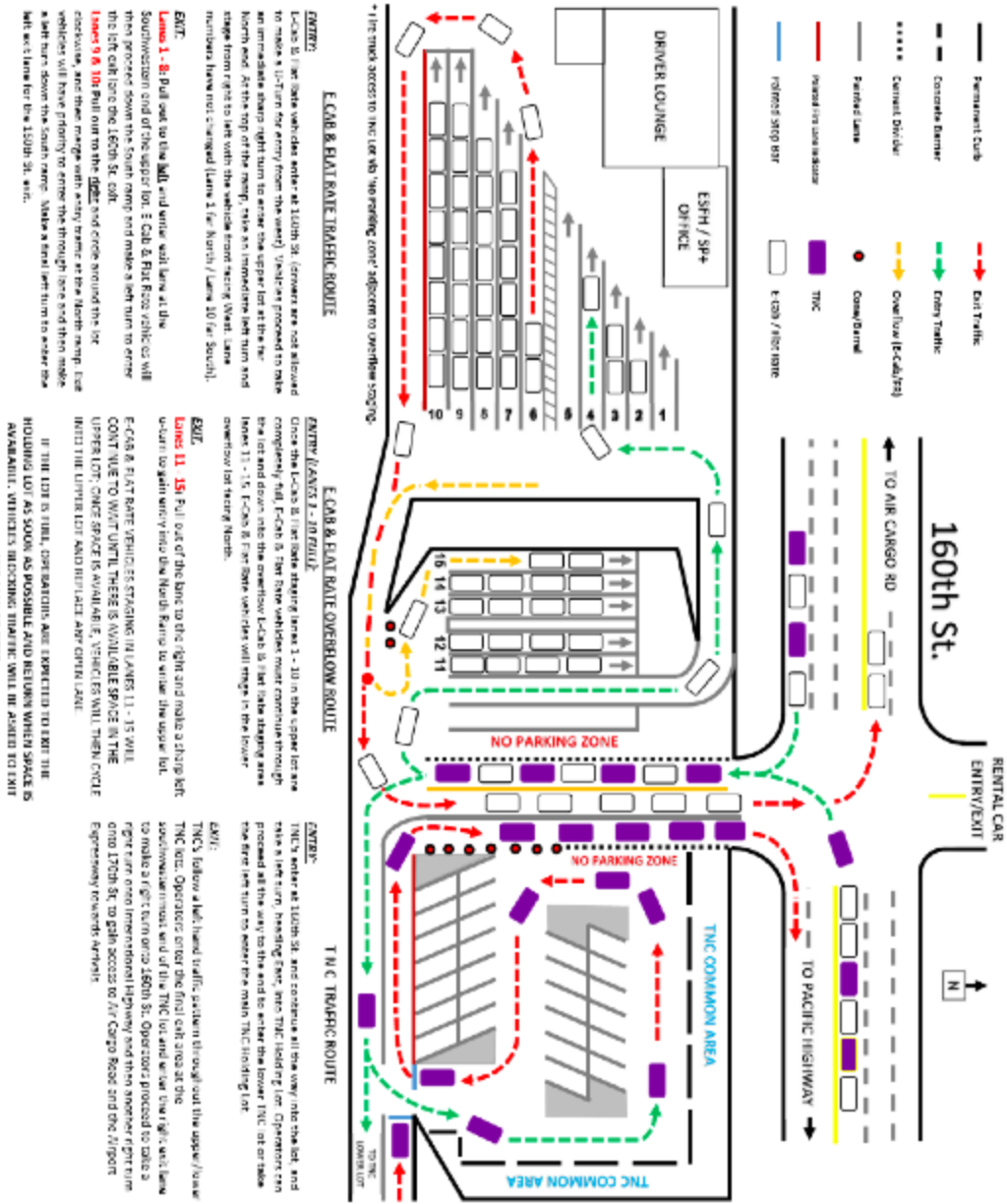
Attachment 9 - SP+ Staffing Plan

EMPLOYEE ROSTER					
POSITION	HR PER WK	HOURLY RATE	WEEKLY	MONTHLY	YEARLY
LEAD SUPERVISOR (L)	40	$ 19.00	$ 760.00	$ 3,293.33	$ 39,520.00
SUPERVISOR (S1)	40	$ 17.00	$ 680.00	$ 2,946.67	$ 35,360.00
SUPERVISOR (S2)	40	$ 17.00	$ 680.00	$ 2,946.67	$ 35,360.00
SUPERVISOR (S3)	40	$ 17.00	$ 680.00	$ 2,946.67	$ 35,360.00
HL ATTENDANT (A)	32	$ 16.00	$ 512.00	$ 2,218.67	$ 26,624.00
HL ATTENDANT (B)	32	$ 16.00	$ 512.00	$ 2,218.67	$ 26,624.00
HL ATTENDANT (C)	32	$ 16.00	$ 512.00	$ 2,218.67	$ 26,624.00
LZ ATTENDANT (D)	32	$ 16.00	$ 512.00	$ 2,218.67	$ 26,624.00
LZ ATTENDANT (E)	32	$ 16.00	$ 512.00	$ 2,218.67	$ 26,624.00
PODIUM AGENT (F)	24	$ 15.50	$ 372.00	$ 1,612.00	$ 19,344.00
PODIUM AGENT (G)	24	$ 15.50	$ 372.00	$ 1,612.00	$ 19,344.00
PODIUM AGENT (H)	24	$ 15.50	$ 372.00	$ 1,612.00	$ 19,344.00
PODIUM AGENT (I)	24	$ 15.50	$ 372.00	$ 1,612.00	$ 19,344.00
PODIUM AGENT (J)	16	$ 15.50	$ 248.00	$ 1,074.67	$ 12,896.00
TOTAL	432	-	$ 7,096.00	$ 30,749.33	$ 368,992.00

WEEKLY STAFFING SCHEDULE							
POS	SAT	SUN	MON	TUE	WED	THUR	FRI
L	OFF	OFF	07:00 - 17:30	07:00 - 17:30	07:00 - 17:30	07:00 - 17:30	OFF
S1	07:00 - 17:30	07:00 - 17:30	07:00 - 17:30	OFF	OFF	OFF	07:00 - 17:30
S2	17:00 - 03:30	17:00 - 03:30	OFF	OFF	OFF	07:00 - 17:30	17:00 - 03:30
S3	OFF	OFF	17:00 - 03:30	17:00 - 03:30	17:00 - 03:30	17:00 - 03:30	OFF
A	08:00 - 16:30	08:00 - 16:30	08:00 - 16:30	08:00 - 16:30	OFF	OFF	OFF
B	18:00 - 02:30	OFF	OFF	OFF	08:00 - 16:30	08:00 - 16:30	08:00 - 16:30
C	OFF	18:00 - 02:30	18:00 - 02:30	18:00 - 02:30	18:00 - 02:30	OFF	OFF
D	OFF	18:00 - 02:30	18:00 - 02:30	OFF	OFF	18:00 - 02:30	18:00 - 02:30
E	OFF	OFF	OFF	18:00 - 02:30	18:00 - 02:30	18:00 - 02:30	18:00 - 02:30
F	OFF	09:00 - 17:30	09:00 - 17:30	09:00 - 17:30	OFF	OFF	OFF
G	OFF	OFF	OFF	OFF	09:00 - 17:30	09:00 - 17:30	09:00 - 17:30
H	OFF	OFF	17:30 - 02:00	17:30 - 02:00	17:30 - 02:00	OFF	OFF
I	17:30 - 02:00	OFF	OFF	OFF	OFF	17:30 - 02:00	17:30 - 02:00
J	09:00 - 17:30	17:30 - 02:00	OFF	OFF	OFF	OFF	OFF

LABOR TOTALS (HOURS WORKED)		
PERIOD	HOURS	COST
Week	432.00	$ 7,096.00
Month	1872.00	$ 30,749.33
Year	22,464.00	$ 368,992.00

TUESDAY

Time	LZ	P	HL	S		Time	Total	LZ	P	HL	S
0000	E	H	C	S3		0000	4	1	1	1	1
0030	E	H	C	S3		0030	4	1	1	1	1
0100	E	H	C	S3		0100	4	1	1	1	1
0130	E	H	C	S3		0130	4	1	1	1	1
0200	E		C	S3		0200	3	1	1		1
0230				S3		0230	1				1
0300				S3		0300	1				1
0330						0330	0				
0400						0400	0				
0430						0430	0				
0500						0500	0				
0530						0530	0				
0600						0600	0				
0630						0630	0				
0700			A	L		0700	1				1
0730		F	A	L		0730	1				1
0800		F	A	L		0800	2			1	1
0830		F	A	L		0830	2			1	1
0900		F	A	L		0900	3		1	1	1
0930		F	A	L		0930	3		1	1	1
1000		F	A	L		1000	3		1	1	1
1030		F	A	L		1030	3		1	1	1
1100		F	A	L		1100	3		1	1	1
1130		F	A	L		1130	3		1	1	1
1200		F	A	L		1200	3		1	1	1
1230		F	A	L		1230	3		1	1	1
1300		F	A	L		1300	3		1	1	1
1330		F	A	L		1330	3		1	1	1
1400		F	A	L		1400	3		1	1	1
1430		F	A	L		1430	3		1	1	1
1500		F	A	L		1500	3		1	1	1
1530		F	A	L		1530	3		1	1	1
1600		F		L		1600	2		1		2
1630		F		L		1630	3		1	1	1
1700		F		L		1700	2		1		1
1730			H			1730	4		1	1	1
1800	E	H	C	S3		1800	4	1	1	1	1
1830	E	H	C	S3		1830	4	1	1	1	1
1900	E	H	C	S3		1900	4	1	1	1	1
1930	E	H	C	S3		1930	4	1	1	1	1
2000	E	H	C	S3		2000	4	1	1	1	1
2030	E	H	C	S3		2030	4	1	1	1	1
2100	E	H	C	S3		2100	4	1	1	1	1
2130	E	H	C	S3		2130	4	1	1	1	1
2200	E	H	C	S3		2200	4	1	1	1	1
2230	E	H	C	S3		2230	4	1	1	1	1
2300	E	H	C	S3		2300	4	1	1	1	1
2330	E	H	C	S3		2330	4	1	1	1	1

MONDAY

Time	LZ	P	HL	S		Time	Total	LZ	P	HL	S
0000	D	H	C	S3		0000	4	1	1	1	1
0030	D	H	C	S3		0030	4	1	1	1	1
0100	D	H	C	S3		0100	4	1	1	1	1
0130	D	H	C	S3		0130	3	1	1		1
0200	D			S3		0200	1	1			
0230				S3		0230	0				
0300				S3		0300	0				
0330						0330	0				
0400						0400	0				
0430						0430	0				
0500						0500	0				
0530						0530	0				
0600						0600	0				
0630						0630	0				
0700	S1		A	L		0700	2			1	1
0730	S1		A	L		0730	2			1	1
0800	S1	F	A	L		0800	3		1	1	1
0830	S1	F	A	L		0830	4	1	1	1	1
0900	S1	F	A	L		0900	4	1	1	1	1
0930	S1	F	A	L		0930	4	1	1	1	1
1000	S1	F	A	L		1000	4	1	1	1	1
1030	S1	F	A	L		1030	4	1	1	1	1
1100	S1	F	A	L		1100	4	1	1	1	1
1130	S1	F	A	L		1130	4	1	1	1	1
1200	S1	F	A	L		1200	4	1	1	1	1
1230	S1	F	A	L		1230	4	1	1	1	1
1300	S1	F	A	L		1300	4	1	1	1	1
1330	S1	F	A	L		1330	4	1	1	1	1
1400	S1	F	A	L		1400	4	1	1	1	1
1430	S1	F	A	L		1430	4	1	1	1	1
1500	S1	F	A	L		1500	4	1	1	1	1
1530	S1	F	A	L		1530	3		1	1	2
1600	S1	H		L		1600	3		1	1	1
1630	S1			L		1630	4	1	1	1	1
1700						1700	4	1	1	1	1
1730						1730	4	1	1	1	1
1800	D	H	C	S3		1800	4	1	1	1	1
1830	D	H	C	S3		1830	4	1	1	1	1
1900	D	H	C	S3		1900	4	1	1	1	1
1930	D	H	C	S3		1930	4	1	1	1	1
2000	D	H	C	S3		2000	4	1	1	1	1
2030	D	H	C	S3		2030	4	1	1	1	1
2100	D	H	C	S3		2100	4	1	1	1	1
2130	D	H	C	S3		2130	4	1	1	1	1
2200	D	H	C	S3		2200	4	1	1	1	1
2230	D	H	C	S3		2230	4	1	1	1	1
2300	D	H	C	S3		2300	4	1	1	1	1
2330	D	H	C	S3		2330	4	1	1	1	1

SUNDAY

Time	LZ	P	HL	S		Time	Total	LZ	P	HL	S
0000	D	J	C	S2		0000	4	1	1	1	1
0030	D	J	C	S2		0030	4	1	1	1	1
0100	D	J	C	S2		0100	4	1	1	1	1
0130	D	J	C	S2		0130	4	1	1	1	1
0200	D		C	S2		0200	3	1	1		1
0230				S2		0230	1				1
0300				S2		0300	1				1
0330						0330	0				
0400						0400	0				
0430						0430	0				
0500						0500	0				
0530						0530	0				
0600						0600	0				
0630						0630	0				
0700			A	S1		0700	1				1
0730		F	A	S1		0730	2			1	1
0800		F	A	S1		0800	2			1	1
0830		F	A	S1		0830	3		1	1	1
0900		F	A	S1		0900	3		1	1	1
0930		F	A	S1		0930	3		1	1	1
1000		F	A	S1		1000	3		1	1	1
1030		F	A	S1		1030	3		1	1	1
1100		F	A	S1		1100	3		1	1	1
1130		F	A	S1		1130	3		1	1	1
1200		F	A	S1		1200	3		1	1	1
1230		F	A	S1		1230	3		1	1	1
1300		F	A	S1		1300	3		1	1	1
1330		F	A	S1		1330	3		1	1	1
1400		F	A	S1		1400	3		1	1	1
1430		F	A	S1		1430	3		1	1	1
1500		F	A	S1		1500	3		1	1	1
1530		F		S1		1530	3		1	1	1
1600		F		S1		1600	2		1		2
1630		F		S1		1630	2		1		1
1700						1700	4			1	1
1730						1730	4				
1800	D	J	C	S2		1800	4	1	1	1	1
1830	D	J	C	S2		1830	4	1	1	1	1
1900	D	J	C	S2		1900	4	1	1	1	1
1930	D	J	C	S2		1930	4	1	1	1	1
2000	D	J	C	S2		2000	4	1	1	1	1
2030	D	J	C	S2		2030	4	1	1	1	1
2100	D	J	C	S2		2100	4	1	1	1	1
2130	D	J	C	S2		2130	4	1	1	1	1
2200	D	J	C	S2		2200	4	1	1	1	1
2230	D	J	C	S2		2230	4	1	1	1	1
2300	D	J	C	S2		2300	4	1	1	1	1
2330	D	J	C	S2		2330	4	1	1	1	1

SATURDAY

Time	LZ	P	HL	S		Time	Total	LZ	P	HL	S
0000	1		B	S2		0000	3	1	1		1
0030	1		B	S2		0030	3	1	1		1
0100	1		B	S2		0100	3	1	1		1
0130	1		B	S2		0130	3	1	1		1
0200	1		B	S2		0200	2	1	1		1
0230						0230	1				1
0300						0300	0				
0330						0330	0				
0400						0400	0				
0430						0430	0				
0500						0500	0				
0530						0530	0				
0600						0600	0				
0630						0630	0				
0700			A	S1		0700	1				1
0730		J	A	S1		0730	2			1	1
0800		J	A	S1		0800	2			1	1
0830		J	A	S1		0830	3		1	1	1
0900		J	A	S1		0900	3		1	1	1
0930		J	A	S1		0930	3		1	1	1
1000		J	A	S1		1000	3		1	1	1
1030		J	A	S1		1030	3		1	1	1
1100		J	A	S1		1100	3		1	1	1
1130		J	A	S1		1130	3		1	1	1
1200		J	A	S1		1200	3		1	1	1
1230		J	A	S1		1230	3		1	1	1
1300		J	A	S1		1300	3		1	1	1
1330		J	A	S1		1330	3		1	1	1
1400		J	A	S1		1400	3		1	1	1
1430		J	A	S1		1430	3		1	1	1
1500		J	A	S1		1500	3		1	1	1
1530		J		S1		1530	3		1	1	1
1600		J		S1		1600	2		1		2
1630		J		S1		1630	3		1	1	1
1700		J		S1		1700	3		1	1	1
1730						1730	3		1	1	1
1800	1		B	S2		1800	3	1	1	1	1
1830	1		B	S2		1830	3	1	1	1	1
1900	1		B	S2		1900	3	1	1	1	1
1930	1		B	S2		1930	3	1	1	1	1
2000	1		B	S2		2000	3	1	1	1	1
2030	1		B	S2		2030	3	1	1	1	1
2100	1		B	S2		2100	3	1	1	1	1
2130	1		B	S2		2130	3	1	1	1	1
2200	1		B	S2		2200	3	1	1	1	1
2230	1		B	S2		2230	3	1	1	1	1
2300	1		B	S2		2300	3	1	1	1	1
2330	1		B	S2		2330	3	1	1	1	1

FRIDAY

Time	LZ	P	HL	S	Total	S	HL	P	LZ	Time
0000	E	I	D	S2	4	1	1	1	1	0000
0030	E	I	D	S2	4	1	1	1	1	0030
0100	E	I	D	S2	4	1	1	1	1	0100
0130	E	I	D	S2	4	1	1	1	1	0130
0200	E	—	D	S2	3	1	1	1	1	0200
0230				S2	1	1				0230
0300				S2	1	1				0300
0330					0					0330
0400					0					0400
0430					0					0430
0500					0					0500
0530					0					0530
0600					0					0600
0630					0					0630
0700			B	S1	1	1				0700
0730			B	S1	1	1				0730
0800		G	B	S1	2	1	1			0800
0830		G	B	S1	2	1	1			0830
0900		G	B	S1	3	1	1	1		0900
0930		G	B	S1	3	1	1	1		0930
1000		G	B	S1	3	1	1	1		1000
1030		G	B	S1	3	1	1	1		1030
1100		G	B	S1	3	1	1	1		1100
1130		G	B	S1	3	1	1	1		1130
1200		G	B	S1	3	1	1	1		1200
1230		G	B	S1	3	1	1	1		1230
1300		G	B	S1	3	1	1	1		1300
1330		G	B	S1	3	1	1	1		1330
1400		G	B	S1	3	1	1	1		1400
1430		G	B	S1	3	1	1	1		1430
1500		G	B	S1	3	1	1	1		1500
1530		G	B	S1	3	1	1	1		1530
1600		G	B	S1	3	1	1	1		1600
1630		G	B	S1	3	1	1	1		1630
1700		G		S1	2	1		1		1700
1730		—			3	2				1730
1800	E	I	D	S2	2	1	1	1	1	1800
1830	E	I	D	S2	4	1	1	1	1	1830
1900	E	I	D	S2	4	1	1	1	1	1900
1930	E	I	D	S2	4	1	1	1	1	1930
2000	E	I	D	S2	4	1	1	1	1	2000
2030	E	I	D	S2	4	1	1	1	1	2030
2100	E	I	D	S2	4	1	1	1	1	2100
2130	E	I	D	S2	4	1	1	1	1	2130
2200	E	I	D	S2	4	1	1	1	1	2200
2230	E	I	D	S2	4	1	1	1	1	2230
2300	E	I	D	S2	4	1	1	1	1	2300
2330	E	I	D	S2	4	1	1	1	1	2330

THURSDAY

Time	LZ	P	HL	S	Total	S	HL	P	LZ	Time
0000	E	I	D	S3	4	1	1	1	1	0000
0030	E	I	D	S3	4	1	1	1	1	0030
0100	E	I	D	S3	4	1	1	1	1	0100
0130	E	I	D	S3	4	1	1	1	1	0130
0200	E	—	D	S3	3	1	1	1	1	0200
0230				S3	1	1				0230
0300				S3	1	1				0300
0330					0					0330
0400					0					0400
0430					0					0430
0500					0					0500
0530					0					0530
0600					0					0600
0630					0					0630
0700	S2		B	L	2	1			1	0700
0730	S2		B	L	2	1			1	0730
0800	S2	G	B	L	3	1	1		1	0800
0830	S2	G	B	L	3	1	1		1	0830
0900	S2	G	B	L	4	1	1	1	1	0900
0930	S2	G	B	L	4	1	1	1	1	0930
1000	S2	G	B	L	4	1	1	1	1	1000
1030	S2	G	B	L	4	1	1	1	1	1030
1100	S2	G	B	L	4	1	1	1	1	1100
1130	S2	G	B	L	4	1	1	1	1	1130
1200	S2	G	B	L	4	1	1	1	1	1200
1230	S2	G	B	L	4	1	1	1	1	1230
1300	S2	G	B	L	4	1	1	1	1	1300
1330	S2	G	B	L	4	1	1	1	1	1330
1400	S2	G	B	L	4	1	1	1	1	1400
1430	S2	G	B	L	4	1	1	1	1	1430
1500	S2	G	B	L	4	1	1	1	1	1500
1530	S2	G	B	L	4	1	1	1	1	1530
1600	S2	G	B	L	4	1	1	1	1	1600
1630	S2	G	B	L	3	1	1	1		1630
1700	S2	G		L	4	1		1	1	1700
1730					2	2				1730
1800	E	I	D	S3	4	1	1	1	1	1800
1830	E	I	D	S3	4	1	1	1	1	1830
1900	E	I	D	S3	4	1	1	1	1	1900
1930	E	I	D	S3	4	1	1	1	1	1930
2000	E	I	D	S3	4	1	1	1	1	2000
2030	E	I	D	S3	4	1	1	1	1	2030
2100	E	I	D	S3	4	1	1	1	1	2100
2130	E	I	D	S3	4	1	1	1	1	2130
2200	E	I	D	S3	4	1	1	1	1	2200
2230	E	I	D	S3	4	1	1	1	1	2230
2300	E	I	D	S3	4	1	1	1	1	2300
2330	E	I	D	S3	4	1	1	1	1	2330

WEDNESDAY

Time	LZ	P	HL	S	Total	S	HL	P	LZ	Time
0000	E	H	C	S3	4	1	1	1	1	0000
0030	E	H	C	S3	4	1	1	1	1	0030
0100	E	H	C	S3	4	1	1	1	1	0100
0130	E	H	C	S3	4	1	1	1	1	0130
0200	E	H	C	S3	3	1	1	1	1	0200
0230				S3	1	1				0230
0300				S3	1	1				0300
0330					0					0330
0400					0					0400
0430					0					0430
0500					0					0500
0530					0					0530
0600					0					0600
0630					0					0630
0700			B	L	1	1				0700
0730			B	L	1	1				0730
0800		G	B	L	2	1	1			0800
0830		G	B	L	2	1	1			0830
0900		G	B	L	3	1	1	1		0900
0930		G	B	L	3	1	1	1		0930
1000		G	B	L	3	1	1	1		1000
1030		G	B	L	3	1	1	1		1030
1100		G	B	L	3	1	1	1		1100
1130		G	B	L	3	1	1	1		1130
1200		G	B	L	3	1	1	1		1200
1230		G	B	L	3	1	1	1		1230
1300		G	B	L	3	1	1	1		1300
1330		G	B	L	3	1	1	1		1330
1400		G	B	L	3	1	1	1		1400
1430		G	B	L	3	1	1	1		1430
1500		G	B	L	3	1	1	1		1500
1530		G	B	L	3	1	1	1		1530
1600		G	B	L	3	1	1	1		1600
1630		G	B	L	2	1	1	1		1630
1700		G		L	3	1		1		1700
1730					2	2				1730
1800	E	H	C	S3	4	1	1	1	1	1800
1830	E	H	C	S3	4	1	1	1	1	1830
1900	E	H	C	S3	4	1	1	1	1	1900
1930	E	H	C	S3	4	1	1	1	1	1930
2000	E	H	C	S3	4	1	1	1	1	2000
2030	E	H	C	S3	4	1	1	1	1	2030
2100	E	H	C	S3	4	1	1	1	1	2100
2130	E	H	C	S3	4	1	1	1	1	2130
2200	E	H	C	S3	4	1	1	1	1	2200
2230	E	H	C	S3	4	1	1	1	1	2230
2300	E	H	C	S3	4	1	1	1	1	2300
2330	E	H	C	S3	4	1	1	1	1	2330

Attachment 10 - SP+ Budget

PRELIMINARY BUDGET: SEA-TAC UBER OPERATIONS (PODIUM AGENT EXCLUDED)

	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Total	NOTES
WAGES REGULAR	21,440	21,440	21,440	32,160	21,440	21,440	21,440	21,440	32,160	21,440	21,440	21,440	278,720	See chart at the bottom of budget for breakdown of employee position/pay
OVERTIME	1,072	1,072	1,072	1,608	1,072	1,072	1,072	1,072	1,608	1,072	1,072	1,072	13,936	Overtime premium estimate assumes %5 of Wages
VACATION PAY	-	-	-	311	311	311	311	311	311	311	311	311	2,800	5 Days per actual FTE (4)
HOLIDAY PAY	840	1,680	-	-	-	-	840	840	-	840	-	-	5,040	6 Days per actual FTE (4) (By month Holiday hits P/L)
SICK/PERSONAL PAY	-	954	954	954	954	954	954	954	954	954	954	954	10,491	Based on WA PSST; 1hr for every 30hr worked (sick days) + 1 Personal day @ 8hrs
OTHER APP ABSENCE WAGES	-	-	-	-	-	-	-	-	-	-	-	-	-	
Compensation	23,352	25,146	23,466	35,033	23,777	23,777	24,617	24,617	35,033	24,617	23,777	23,777	310,987	
PIR TAX - FICA	1,786	1,924	1,795	2,680	1,819	1,819	1,883	1,883	2,680	1,883	1,819	1,819	23,790	Assumes 7.65% of wages
PIR TAX - SUTA	280	302	282	420	285	285	295	295	420	295	285	285	3,732	Assumes 1.2% of wages
LIFE/HOSPITAL INSURANCE	5,400	5,400	5,400	5,400	5,400	5,400	5,400	5,400	5,400	5,400	5,400	5,400	64,800	Qualifying employees (9) @ single coverage at cost of $600/month
PIR COST - WORKERS COMP	1,312	1,413	1,319	1,969	1,336	1,336	1,383	1,383	1,969	1,383	1,336	1,336	17,477	Assumes 5.62% of wages
PIR TAX - FUTA	54	58	54	81	55	55	57	57	81	57	55	55	715	Assumes 0.23% of wages
Payroll Tax & Benefits	8,833	9,096	8,849	10,550	8,895	8,895	9,019	9,019	10,550	9,019	8,895	8,895	110,515	
TOTAL COMP & BENEFITS	32,185	34,242	32,315	45,583	32,672	32,672	33,635	33,635	45,583	33,635	32,672	32,672	421,502	
UNIFORM NON-RENTAL PROGRAM	2,700	79	79	79	79	79	79	79	79	79	79	79	3,566	Assume 35% turnover ; 9 Employees @ $300/uniform
STATIONERY & OFF SUPPLIES	200	50	50	50	50	50	50	50	50	50	50	50	750	Pens, notepads, highlighters, hand sanitizer, etc.
R & M VEHICLES - SHUTTLE	-	-	100	-	-	100	-	-	100	-	-	100	400	Fleet Vehicle Maintenance (3-Month Oil Change Only / New Car)
GAS & OIL COMPANY VEHICLE	150	150	150	150	150	150	150	150	150	150	150	150	1,800	Fuel cost / hybrid vehicle
LIABILITY INS - AUTO & SHUTTLE	265	265	265	265	265	265	265	265	265	265	265	265	3,180	Fleet vehicle insurance (Estimated Market Rate)
EQUIPMENT FINANCE-RENT EXPENSE	500	500	500	500	500	500	500	500	500	500	500	500	6,000	Fleet vehicle lease (Assumes 2016 Ford Fusion)
SHOPPER PROGRAMS	62	62	62	62	62	62	62	62	62	62	62	62	744	Mystery shopper program for customer service and curbside environment
TELEPHONE (Mobile Data)	700	225	225	225	225	225	225	225	225	225	225	225	3,175	2 mobile phones / 1 tablet (Galaxy Tab A 10.1 16GB) / 1 bluetooth keyboard ; 1 hotspot with ulimited data
RECRUITING EXPENSE	1,275	170	170	170	170	170	170	170	170	170	170	170	3,145	Requisition cost + assumed 35% turnover (background/OT) * $5/check&test
Subtotal Operating Expense	5,852	1,501	1,601	1,501	1,501	1,601	1,501	1,501	1,601	1,501	1,501	1,601	22,760	
PAYROLL PROCESSING CHARGE	100	100	100	100	100	100	100	100	100	100	100	100	1,200	
ACCTS PAYABLE PROCESSING CHG	-	-	-	-	-	-	-	-	-	-	-	-	-	
Subtotal Finance Charges	100	100	100	100	100	100	100	100	100	100	100	100	1,200	
TOTAL REIMBURSABLE	38,137	35,843	34,016	47,183	34,273	34,373	35,236	35,236	47,283	35,236	34,273	34,373	445,462	
MANAGEMENT FEES	5,568	5,568	5,568	5,568	5,568	5,568	5,568	5,568	5,568	5,568	5,568	5,568	66,816	
Management Fees	5,568	5,568	5,568	5,568	5,568	5,568	5,568	5,568	5,568	5,568	5,568	5,568	66,816	Assumes 15% of Total Annual Reimbursables
TOTAL EXPENSES	43,705	41,411	39,584	52,751	39,841	39,941	40,804	40,804	52,851	40,804	39,841	39,941	512,278	

EMPLOYEE TOTALS BY POSITION WITH RATE OF PAY

EMPLOYEE	# of Emp	Pay Rate	Hours (Wk)	Wages & (Wk)	Total Hrs (Yr)	WkC$ Total (0.0p)	WkC$ Total (1.0p)	HOL + PKG $ Per Ww	SICK/P/D & 1 Pr
Supervisor (Lead)	1	19.00	40	760.00	2,080	N/A	760.00	228.00	1,489.33
Supervisor (Overtime)	3	17.00	40	2,040.00	6,240	N/A	2,040.00	612.00	3,844.00
Attendant (PT)	5	16.00	32	2,560.00	8,320	N/A	2,560.00	N/A	5,077.33
Attendant (PT)	0	15.50	24	-	0	N/A	N/A	N/A	-
CS Agent (PT)	0	15.50	16	-	0	N/A	N/A	N/A	-

![Port of Seattle]

GTAP Conversations, Limousine and Town Car Companies

10/25/2017
1:30pm
Conference Room: Seoul

| **Facilitator: Brett Houghton** | **PRR, Inc.** |

Representing:	Attendees:
Port of Seattle:	
Ricondo & Assoc.:	Trevor Klatko
PRR, Inc.	Brett Houghton
	Lucie Saether
	Brianna Henderson
Participants:	Tyler Lehmann, Blackstone Limousine
	Michael Riebs, Countess Luxury Transport
	Guri Rajput, Seattle Royal Town Car
	Edward Kiay, Pacific Northwest Limo
	Jess Sandhu, A8A Limousine
	Rajpaul S. Bal, Stila
	Ampit Pal Singh, Stila
	Anua Lynn, Valet Towncar Service
	Timm McIntosh, Aces Towncar Service
	Emily Mackey, Laketapps Limousine
	Ron Hoel, Encore Limousine
	Jim Sherrell, Shuttle Express
	Kere Greene, Shuttle Express
	Geoff Puett, Bayview Limousine
	Eli Darland, RDRE Form Limousine
	Michael Riebs
	Rob Hansen, Bayview Limousine
	Fred K., Washington Limo Service LLC
	Hamid, Z!yad Town Car
	Osman Aden, Ozcar Service LLC
	Fart Kamal, Please Car Service
	George Dinius, Rainier Limousine
	Sefahadini Seraj
	John Worku, Door 2 Door LLC

Discussion Points (action items are in **bold**)

Participants emphasized that funneling four lanes into two lanes causes serious congestion and backup getting to curbside, which hampers their business. As a solution, they strongly recommended physically separating commercial and non-commercial traffic, though there was not a consensus about the best way to do so.

<u>Ground Transportation Access</u>
- General
  - Factors affecting travelers' mode choices
    - Convenience; curbside drop-off
    - Cost
    - Safety
    - Efficiency
    - Reliability; people choose limo and town car because they always show up
    - Environmental concerns are only important to some people
- What is working well
  - Carousels make it easy for people to navigate through the parking lot
- What is not working well
  - Access for people with mobility disabilities
    - Light rail is too far away from airport and cruise; difficult for elderly
  - Congestion
    - Facilities are inefficiently laid out, and too many vehicles and too many different modes are using the same facilities
    - There are only two lanes for accessing arrivals and departures
      - Decreasing from four lanes to two causes bottleneck
      - All modes use the same pathway
    - Pickup and drop-off are chaotic
      - Signage is confusing; drivers cut across lanes and worsen congestion
      - General public causes congestion by parking and waiting for loved ones
      - Locating limos and town cars in the garage presents a safety hazard
    - Inconvenient for limo drivers to loop around to pick up client by curbside
      - Causes more congestion
      - Causes anxiety for customer due to delayed ride
      - Some customers choose the alternative of following drivers deep inside of the garage while carrying luggage
    - TNCs worsen congestion
      - TNCs are trying to take over the parking garage
      - Traffic on curbside from TNCs creates traffic jams
      - TNC drivers show a lack of professionalism and a lack of respect for other's time and equipment
    - Bellair's greyhound-type buses worsen congestion
      - These buses change lanes on Airport drive and slow down traffic

- They also take up valuable space in the terminal
  - o Economic equity
    - Locating limos and town cars in the garage is inconvenient and put them at a disadvantage against more convenient transportation options
      - Confusing process for tired customers
    - There is no place for limo drivers to wait for pre-arranged pickups when customers have luggage; negatively affects customer experience
  - o Environment
    - There are barriers to taking the light rail
      - Some people do not take public transit because the environment is not a priority for them
      - Light rail is not safe at night; people worried about crime and theft
      - Light rail station is too far from terminal
    - Unrealistic for limo and town car companies to operate with environmentally friendly vehicles
      - RCW requires large vehicles, and large vehicles are by-nature not fuel-efficient
      - Clients want specific luxury vehicles
      - Teslas too expensive
  - o Existing transportation options do not connect well
    - For example, light rail does not work well for cruise customers (small kids and luggage) or businesspeople (need to get to airport quickly)
  - o Communication

Opportunities to improve access

- Congestion
  - o Physically separate the access for different transportation modes
    - Provide separate pickup/drop-off areas for commercial vehicles and general public
    - Look to Las Vegas airport for a good example
    - Do not let the general public access curbside; have them use International Blvd.
    - Provide free 1-hour parking so people picking up loved ones stay out of the fray
    - Add a designated commercial lane starting from the beginning at Airport Way, to access arrivals and departures
    - Have different entrances for TNCs
    - Move limos and town cars to level 4, keep Ubers on level 3
    - Move TNCs to 1st floor of parking garage
    - Have large buses like Bellair use north parking lot and transport people to terminal with moving escalators
  - o Restructure garage/access points
    - Rebuild garage to have a three- or four-lane entrance
    - Create infrastructure to disincentivize weaving
    - Change traffic pattern back to the way limos used to enter the garage; a straight shot with only one merge

- o Improve driver behavior
    - Educate commercial drivers about weaving and cutting across lanes
    - Do not allow buses to cut across 4 lanes
    - Enforce rule about not sitting and waiting for passengers
  - o Have fewer car shuttle lots; should not need more than 2
- Economic equity
  - o Allow limos and town cars to do pickup at the ticketing area at certain times of day
  - o Allow limo drivers to drop off their customers in Arrivals when Departures is congested
  - o More equitable enforcement for different times of day, not targeted towards limos and commercial drivers
  - o Allow companies to send text messages to customers in International Arrivals
  - o Provide a waiting area for limos
- Consumer choice
  - o Port should look at solution for first/last mile within the transit system
    - Reach out to limos and town cars to partner to solve this issue
  - o Improve signage
- Communication
  - o Port should develop a system to convey accurate information about where customers are with relation to arrivals/departures and when drivers can expect clients

From: Michael Bracken [mailto:homejameslimo@gmail.com]
Sent: Wednesday, October 25, 2017 10:02 AM
To: DeWees, Scott
Subject: Traffic congestion @ gt

The new traffic pattern entering the garage should be altered again please return the path pre arranged limos used before. It was a straight shot with one merge the lack of professionalism of the uber drivers is causing a ripple affect. Angering taxi and limo drivers the same the approach to the garage is such a hassle with the lack of patience and the disrespect of others (time & equipment) is ridiculous I feel the port has lowered the bar. When it was the industry's only real measuring stick. Uniform, credentials and safety of vehicles

--

Thank you
Mike@253-350-8031

Feedback from Town car Service owners

1. The current Airport policy does not allow Limo drivers to drop off their customers into arrivals area when there is a busy congestion in departures area.
We would like the airport to allow us to drop off downstairs when there is a big wait line driveway departures when we have a customers who is running late. This will increase customer relation experience better. Please consider this idea.

2. As the airport is going a big growing path we limo drivers when we have a pre-arrange pickups from Airport we need a waiting area. Currently there is no place to wait for the clients who is waiting there luggage. The ground transportation use only for the clients who needs special assistance. This is also helpful to increase the best customer experience

I appreciate your time to hear us

Best Regards

Osman Adem

Oz car Service, LLC

![Port of Seattle logo]

GTAP Conversations, Taxi Drivers 2

<div align="right">

10/26/2017

9:00am

Conference Room: Seoul

</div>

Facilitator: Brett Houghton   **PRR, Inc.**

Representing:	**Attendees:**
Port of Seattle:	Jeff Wolfe
	Vicky Ausbun
	Jeff Hoevet
	Jan Proulx
	Amanda Wright
Ricondo & Assoc.:	Trevor Klatko
PRR, Inc.:	Brett Houghton
	Lucie Saether
	Anne Frugé
	Sarah Shannon
Participants:	Ian Proulx
	Abdi Rahman Esmu
	Jasbir Randhawa
	Bhupinder Gill
	Aamarkhan
	Inderjur Duillon
	Suldan A-mohamed
	Saremjuri S Shaglani
	Kultaep Keilw
	Guedip Sinklz
	Abdu Mohammed
	Jndern Sim
	Baltej Bhuller
	Dawinder Singh

Discussion Points (action items are in **bold**)

Participants shared their perception that the taxi industry is not on a level playing field with other ground transportation because taxis are subject to many more regulations. Drivers want fair competition. To support this they want regulations across modes to be consistent. The other central theme was a general mistrust of the Port, particularly its contract negotiation process. Existing contracts between transportation companies and the Port

have given companies the leeway to make policies that negatively impact drivers. Participants want the Port to negotiate and contract with owner-operators directly.

Ground Transportation Access
- General
    - What comes to mind when you think of ground transportation at the airport?
        - Congestion
    - Factors affecting travelers' mode choices
        - Price above all else
        - Rate structure – flat rate vs. metered
- What is working well
    - The system of parking at the upper lot and coming to the third floor garage is fine
    - There are enough cars to meet demand
- What is not working well
    - Accessibility for people with mobility disabilities
        - Accessible vans did not join contract
    - Congestion
        - Congestion is bad and bad for business
        - Going from many lanes to one lane causes congestion
        - Airport used to have two entrances, and having only one now increases congestion
        - Hotel vans, taxis, TNCs all using one access point
        - The airport is growing so more vehicles and people need to move through
        - Taxis cannot pick up passengers because they get stuck in congestion
- Economic equity
    - Taxis are not on a level playing field with other ground transportation
        - TNCs are not as regulated as taxis
        - Taxis pay $7, TNCs pay $5
        - TNCs are cheaper than taxis
        - TNC customers' rides arrive faster than taxis because TNCs enter without having been requested by a passenger
        - Port allows town cars to solicit customers, but does not allow taxis to
        - Competition is good, but everyone should be on even footing and have the opportunity to make money
    - Negotiating a contract with a taxi company rather than with drivers directly hurts drivers
        - Companies exclude drivers from negotiation process; drivers' voices are not part of the process
        - Companies like Uber, Seattle Parking Plus, and Eastside For Hire are the only ones profiting, not the drivers
        - Contracts do not do enough to protect living wages for drivers
        - Sea-Tac is the only airport in the nation charging $7 per pickup; drivers are the ones who pay this fee, while companies control it through the proposal and contracting process

- The limit on the number of taxis is too high
  - The company negotiated to raise the taxi limit from 300 in the original RFP to 405; this is not in the best interest of drivers because it means an individual driver can no longer get enough shifts to make a living wage
  - Port is committed to living wage jobs, so contract should not have allowed Eastside for Hire to make this change
  - Taxi companies do not prioritize this issue because they make the same money either way
- Eastside for Hire has policies that are bad for drivers
  - Eastside for Hire divided owner-operators into 3 groups, only two of which work on any given day; individuals do not get enough work
  - Forced drivers to paint their cars black; customers do not recognize them as taxis
  - Promised driver they would make money; that did not happen
  - Drivers have to pay for their access even when they do not or cannot use it; one driver had to pay for access for days he was out of work for heart surgery
  - o TNCs are driving down prices, making it less profitable to drive a taxi
    - There are too many cars working
    - Competition drives down prices, so both TNC and taxi drivers do not make any money
    - TNCs are hurting the taxi industry; one participant spent 20 years building a business, only to have the value drop sharply because of TNCs
    - TNCs offer promotion of getting first ride from Sea-Tac for free
  - o Wayfinding; customers have complained that signage for taxis and town cars make them hard to find
  - o Cost of operating at the airport is too high
    - Dispatch fees are too high
- Consumer choice
  - o Customers prefer bigger vehicles but the fleet is currently composed of small vehicles
  - o There are too many kinds of operators, which is confusing to customers
- Communication
  - o Drivers do not trust the Port; though drivers communicate their concerns, the Port never does anything
  - o Many drivers chose not to attend these meetings because they do not trust the process; they consider it "lip service"
  - o This meeting is too early; drivers believe the Port is scheduling meetings at inconvenient times to discourage participation
  - o Port engages with taxis differently than they do with TNCs
  - o One participant objected to PRR's involvement with this project because PRR's leadership has connections to a former lobbyist for Eastside for Hire; conflict of interest
  - o Drivers have complained to the Port about town cars being allowed to solicit passengers, but the Port said they did not know about it and took no action; drivers do not believe Port, suspect corruption

Opportunities to improve access

- Congestion
  - Give different types of ground transportation separate areas and entrances
    - Separate TNCs and taxis; keep them in separate lanes on the third floor of the garage
    - Give taxis the fourth floor of the parking garage and exclusive access to the 160th lot
    - Move rental bus service from the north side to the south side only
  - Open up more lanes
    - Open the left lane on the third floor of the parking garage and make it exclusively for taxi drivers
    - Open up the third lane for pickup & drop-off on Arrivals and Departures
    - Widen the entrance/exit at 160th
  - Limit the number of TNCs
  - Prevent TNCs from entering without having been requested
  - Increase the number of entry and exit points
  - Only allow taxis to park on the fourth floor of the garage
  - Move taxis and for-hires closer to the terminal, to the unused roadway alongside the cell phone holding lot
- Economic equity
  - Negotiate directly with drivers
    - Make contracts directly with owner-operators, rather than with larger companies; take out the middleman
    - Let independent owner-operators choose what company to work for and whether they want to work at the airport or not; could use a lottery system to assign drivers to different companies
    - Look at Denver, Washington, D.C., Chicago, Boston, Los Angeles, and Vancouver, B.C. for examples of this
  - Make it easier for drivers to make enough money
    - Ensure living wage/minimum wage for drivers
    - Reduce limit on number of taxis so drivers can work more shifts
    - Lower fee to access the airport to no more than $3; Chicago, Denver, Portland are good examples
      - Don't charge more than cost recovery
    - Make short trips more profitable for taxi drivers so taxi drivers do not suffer for providing most of them
      - Could do this by allowing drivers to charge a meter rate plus airport fee within a 5 mile radius of the airport
    - Allow taxis to include the airport fee in the bill to the customer, especially for short trips
    - Change for-hire rate structure to include a meter
    - Reduce the SP+ fee
    - Allow drivers to charge the customer $2 rather than $1
    - Do not charge a dispatch fee

- Level the playing field for different types of ground transportation
    - Regulate TNCs the same way taxis are regulated
    - Give taxis more flexibility in pricing
    - Charge same pickup fee for TNCs and taxis
    - Limit the number of TNCs
    - Hold Port staff accountable for keeping things fair and acting in accordance with Port's access goals
    - Don't allow TNCs to be on the third floor
    - Market all forms of transportation, not just parking for private cars
- Go back to a system like STITA; it worked better than current arrangement
- Improve wayfinding to find taxis; make signs larger
- Give Eastside for Hire priority because they were here first; give second priority to dual license drivers
    - Dual license drivers should have a lottery system to get called when demand increases
    - Do this using a computer system
    - This would result in better customer service
- Let drivers work for a taxi company of their choice
- When the Port puts out RFPs, award contracts to companies that are trying to minimize costs to drivers
- Environment
  - Let drivers use an app to get more fares back to the airport and reduce deadheading
- Consumer choice
  - Allow for-hire drivers to request permission to add larger vehicles to the fleet, such as Prius V
- Communication
  - Communicate more and involve drivers more directly; get input in advance of large changes
  - Interview drivers where they are, on the third floor
  - Negotiate directly with drivers through Teamsters
  - Communicate the same way with taxis, limos and town cars, and TNCs

![Port of Seattle logo]

GTAP Conversations, TNC Drivers 2

Facilitators:

Brett Houghton	**PRR, Inc.**
Sarah Shannon	**PRR, Inc.**

Representing:	Attendees:
Port of Seattle:	
Ricondo & Assoc.:	Trevor Klatko
PRR, Inc.:	Brett Houghton
	Lucie Saether
	Sarah Shannon
	Anne Frugé
Participants:	Maurice Brown
	Kelly Callahan
	Lynn Reed
	James Radmacher
	Jacqueline Morris
	Gashaw Senbeta
	Amadono Barry
	Janeice Davis
	Art Grant
	Mike Kiasey
	Matt Wald
	Joey (Joseph) Wagner
	Warren Caves
	Chester Wilson
	Won Israel
	Rosasih Winoto
	James Lockhart
	Chris Ihler
	Fredrick Rice
	Humberto Souza
	John Leibbrand
	Lance Jones
	Scot Lee Wilson

Discussion Points (action items are in **bold**)

Participants discussed how the current ground transportation system organization is inefficient; producing congestion that negatively impacts business. They advocated updating traffic organization and enforcing traffic rules to address this. They described a sense that the Port's policies negatively impact the environment and drivers' ability to earn a living wage. The Port also hampers consumer choice by emphasizing the light rail even though consumers want to use TNCs.

<u>Ground Transportation Access</u>

- General
    - Factors affecting travelers' mode choices
        - Time
        - Price
        - Convenience
        - Company name recognition/reputation
        - Customer experience; above-and-beyond service such as returning lost items
- What is working well
    - Good that Port allows TNCs
    - Signage is getting better, though it could still use improvement
    - Green fleet and less environmental impact is a positive
    - Some participants said having TNCs operate in the parking garage is good because curbside would be a disaster. Others said curbside pickup is better and is done successfully at other airports.
    - Drop-off is relatively effective and easy
    - Customers have a good array of transportation options to choose from
- What is not working well
    - Access for people with mobility disabilities
        - Current pickup location is difficult to get to for elderly people and people with disabilities
        - Pickup location is chaotic; drivers go too fast and do not have their headlights on, which is dangerous to children and people with disabilities
    - Congestion
        - Congestion negatively impacts business
            - Can take an hour and a half to get to customer pickup
            - Can spend 3 hours to make $20; this is not a living wage
            - Customers see arrival estimate in the app, but that does not adequately account for traffic, so customers are not expecting delays
        - Poor layout and traffic flow contribute to congestion
            - Vehicles have to cross four lanes of traffic during peak hours to get between the staging lot and the pickup area
            - The bottleneck from four to two lanes causes congestion
            - Too many cars crammed into too short of a distance

- Not allowing TNC drivers to pick up at the airport when and where they dropped off is inefficient
- The people directing traffic are stressed because there is no system
- Third floor of the garage is chaotic and unsafe
- Congestion is harder to manage when it is dark
- Police cars take up valuable road space
  - Bad driver behavior
    - Personal vehicle drivers cling to the right lane coming in
    - Drivers cut off other vehicles at the last minute; this is a safety hazard
    - Backups happen when personal vehicles take a long time to drop off
    - Speed limit is not enforced on exit from freeway to the airport; vehicles speed and then have to stop suddenly when they reach traffic, which makes congestion worse
    - People park on the shoulder to avoid having to go to the cell phone lot and make the loop back into the airport; this distracts drivers which contributes to backup
    - Personal vehicle drivers do not realize there are 6 doors available to get to Alaska Airlines; drivers all try to stop at the first ones
    - Some people do not go all the way to the curb lane because they want to be able to exit more easily
- Social equity
  - Restroom facilities are inadequate and in poor condition
    - TNC company offered to pay for better restroom facilities and the Port said no
- Economic equity
  - The Port does not seem to be on the side of TNC drivers
  - Drivers not earning living wages
    - Current policies support deadheading, which wastes time drivers could be earning money
  - Bad cell reception in parking garage and holding lot prevents technology from working properly, keeping drivers from connecting with passengers
    - Port turned down a TNC company's offer to build a cell tower
    - One participant said that the reception is bad so the signals do not interfere with planes
  - Poor signage makes it hard for consumers to find TNCs
    - Public does not know term "TNC"
    - Should show company logos, Uber and Lyft, and use the term "rideshare"
  - Inaccurate geofence boundaries causes problems for short trips
  - MPG requirements are unfair
    - Unfair that taxis do not have to meet the same MPG requirements as TNCs
    - Unfair that Lyft MPG requirements are lower than Uber MPG requirements
  - Perceive that the Port has a special relationship with Teamsters, which is unfair

- Favoritism towards the union
- Not open-minded to working with people other than the union, which hampers ground transportation as a whole
    - Enforcing up-to-date TNC licenses is not fair in current system
        - City of Seattle told one person that they would not be cited if their application were in the system, but Port is issuing citations in spite of this
        - City of Seattle is very backlogged, putting drivers in a difficult position
- Environment
    - The Port's environmental policies appear to be a façade
    - Policies encourage deadheading; deadheading increases pollution
    - Lithium has a negative environmental impact, so hybrid and electric cars have net negative impact
    - The EPA's MPG estimate is not always accurate; individual vehicles may be better than the official estimate so individual fuel-efficient vehicles are unnecessarily excluded
- Consumer choice
    - The Port's emphasis on transit and environmental requirements makes it more difficult for customers to choose the transportation options they want
    - Environmental requirements force customers to choose inferior options
        - Priuses cannot drive in the snow
        - Excludes many vehicles that could help when demand is high
        - Large families with luggage cannot fit in Priuses
        - Not fair to force people to walk to Pacific Highway if they want a bigger vehicle
    - Customers are not served when Port shows bias against TNCs
        - Uber and Lyft provide a better, more personal customer experience
        - People need to have choices
        - TNCs are safer for drivers than taxis are because you have more information about the passenger
        - TNCs are not allowed to pick passengers up in the non-designated area, even when customers need them there
    - Customers do not want light rail
        - Takes too long
        - Too far from terminal
        - Bad customer experience
        - Stressful
        - Schedule does not line up with airport schedule
- Communication
    - Confusion about contract requirements; however, this may be more of an issue of TNCs communicating with their drivers than the Port not communicating with the TNC companies
    - One participant resented that as a TNC driver she had to take an airport knowledge test when several ground transportation workers she talked to were unable to direct her to the conference room for this meeting

- Port does not follow drivers' suggestions to make the system more efficient

Opportunities to improve access

- Access for people with mobility disabilities
    - Allow TNCs to pick up elderly people and people with disabilities curbside
- Congestion
    - Improve traffic flow
        - Rework roadway from staging lot to pickup area
        - Change pickup location for TNCs
        - Allow drivers to pick up where they dropped off; this will result in fewer total vehicles and customers getting faster servicer
        - Have a first-in-first-out system
        - Allow TNCs to pick up curbside like at LAX
        - At Departures, designate right lane for Alaska (possibly some other airlines at the beginning of the drive too) and designate the left lane for all others
        - Have police vehicles wait at the end of the drive where there is less traffic
        - Sort traffic out farther upstream so cars do not have to cross so many lanes to get where they are going; maybe have a TNC-only drive
        - Manage traffic flow for Departures the same as at Arrivals; Arrivals has more of a system
        - Put in overhead signs on approach to airport designating thru-lane
    - Enforcement
        - Enforce rule prohibiting people from stopping on the side of the road during peak hours before "Welcome to Sea-Tac Airport" sign
        - Increase traffic control presence to direct people to stay in the left lane as they are coming in
        - Enforce speed limit on airport exit from freeway so people do not suddenly hit traffic and worsen slowdowns
        - Have someone at Departures to manage traffic
- Social equity
    - Fix restroom facilities
- Economic equity
    - Make it easier for TNCs to do business
        - Improve signage to help customers find TNC pickup spot
        - Support TNC drivers (which are small businesses and taxpayers) and ensure access to the airport
        - Allow drivers to pick up where they dropped off; help them make more money and earn a living wage
        - Locate TNCs somewhere with better cell service
    - Do not unfairly penalize TNCs
        - Reference a current list of pending TNC licenses so as not to cite people whose applications are still being processed
        - The Port should take a larger role in advocating for drivers

- o Change MPG requirement
    - ▪ Allow vehicles that are not Priuses to drop-off and pickup
    - ▪ Evaluate MPG for individual cars, do not rely on EPA estimate
    - ▪ Make taxis meet the same MPG requirements
- Environment
    - o Allow drivers to pick up where they dropped off; reduce pollution from deadheading
    - o Give TNC drivers vouchers to take customers to the light rail
    - o Add fast and express trains to the city
- Consumer choice
    - o Sort drivers representing each TNC company, Uber, Lyft, and Wingz, into areas to allow customers to easily find their rideshare company
    - o Lower MPG requirement, to give customers access to full spread of vehicles
- Communication
    - o Communicate better with the City of Seattle regarding the backlog of processing TNC license applications
    - o Continue communicating directly with drivers; this helps alleviate unnecessary tension

GTAP Conversations, Teamsters

10/26/2017

9:00am

Conference Room: Seoul

Facilitator: Brett Houghton   **PRR, Inc.**

Representing: **Attendees:**

Port of Seattle: Scott DeWees
Jeff Hoevet
Amanda Wright

PRR, Inc.:   Brett Houghton
Lucie Saether

Participants: Dawn Gearhart, Teamsters 117

Discussion Points (action items are in **bold**)

This meeting's attendee had one very strong message: talk to the drivers directly. She described ways in which drivers are treated unfairly by the current system and suggested several ways the Port could involve drivers more effectively.

Ground Transportation Access
- What is not working well
  - Economic equity
    - Airport fee is unfair
      - Taxi drivers are paying 302% above cost recovery
      - Actual cost of taxi trips is $1.73 but charging drivers $6
      - Drivers are subsidizing airlines to keep them from leaving the airport; this is unfair and the Port is complicit in collecting this extra money so airlines do not have to pay as much
    - Payment system harms drivers
      - When drivers do not meet their goal number of trips they are entitled to be reimbursed for trip fees for the trips they did not take; companies do not pay the drivers to make up this difference
      - Drivers need to work unreasonable hours to make enough money to make a living; some regularly work 16 hour shifts or sleep in their vehicles
      - Drivers do not know how much they make unless they use Square on their phone
    - Environmental standards harm drivers
      - When Port required upgrade to Priuses, it successfully reduced emissions but drivers were on the hook for the cost

- Drivers went from using $5,000 vehicles to $30,000 vehicles
- The majority of drivers own rather than lease, making this cost a large burden
- Drivers are pro-environment, but they want choices about how to do that

- Rotating shift system harms drivers
  - Drivers have fewer shifts than they used to, so they need to quickly get back in the airport line rather than risk going to downtown Seattle
- TNCs harm taxi drivers
  - It looks like taxis are competing with each other but they are really competing with TNCs
  - Old contract did not anticipate the changes in technology and impact of ride share business
  - There is a correlation between TNC trips increasing and stagnation of taxi trips
  - Cabs are limited, TNCs are unlimited; there is a cap on taxi and for-hire medallions, but no cap on the number of rideshare vehicles
  - There are too many TNC vehicles registered in Seattle and not enough trips
  - Limiting taxi drivers will accomplish nothing unless other providers are also limited

- Environment
  - Light rail is not convenient
- Communication
  - The Port did not do enough to communicate with drivers about these stakeholder meetings and does not do enough to communicate directly with drivers in general
  - 9:00am is not a good time for a meeting with taxi drivers (referring to meetings conducted with taxi drivers earlier in the week)
    - Meetings at 9:00am mean drivers are choosing between participating in the meeting or earning a fare; it is unfair to ask them to make this choice
    - Drivers and their families will be affected by these decisions, so drivers are more important to hear from even than teamsters
    - Skeptical that any meetings this week actually represented the people affected
    - People scheduling meetings should have checked peak traffic times
  - Email is not a good communication method
    - Most drivers do not have access to email except on their phone
    - The Port has not used email to communicate before
    - People get so many emails in a day that one more email can easily get lost
    - Skeptical that Port has looked at click-through rates for email communication
  - Telegram app is not a good communication method
    - Not all drivers use the app; the company kicks people out of the group if they say things management does not like
  - Port does not communicate directly with drivers
    - The Port talking exclusively to the dispatch company has resulted in drivers being left out of the conversation

Opportunities to improve access

- Economic equity
  - Allow drivers to pay the Port directly
    - Look at off-the-shelf technology available to work with existing AVI strip technology
    - Either use a system with a prepaid account with a balance or send a bill
  - Make it financially easier for drivers to meet environmental standards
    - Offer low-interest loans for drivers upgrading to Priuses and other expensive high-MPG vehicles
    - Subsidize the cost of Priuses
    - Invest in a fleet of environmentally friendly vehicles and regulate who is qualified to drive them
  - Reduce deadheading by not charging an access fee if the driver already has people in their car
- Environment
  - Retrain taxi drivers for careers in transit such as the light rail
  - Extend the light rail to access more locations
  - Partner with drivers to eliminate first and last mile difficulty
    - Put flyers in cabs
    - Cabs can offer ride codes or bonuses to incentivize taking taxis to and from the light rail
  - Focus on developing light rail rather than buses
- Communication
  - Talk directly to the drivers
    - The people impacted by the Port's decisions should have a say in the Port's decisions
    - Do not use an intermediary to communicate
    - Drivers want a seat at the table and do not want a contract that undermines their interests
  - Have meetings with taxi drivers at better times, and a wider variety of times; some suggestions for good times include:
    - Tuesday evenings from 3:00pm or 4:00pm to 6:00pm
    - Saturdays from 10:00am to 2:00pm
    - Friday after Muslim prayer, around 1:00pm
    - Sunday after Coptic Christian church
  - Communicate about meetings via text message rather than email or telegram app
    - Every driver has a cell phone
    - Port can get phone numbers from dispatch companies
    - Send message from a Port of Seattle phone number
    - Offer the option to unsubscribe
  - Give drivers enough notice about meetings with the Port
    - Send the invitation two weeks before the meeting, send a second invitation one week before, and send a reminder the day before
    - It is possible to set these to go out automatically at preset times

![Port of Seattle logo]

GTAP Conversations, Rental Car Companies 2

Facilitator: Brett Houghton	**PRR, Inc.**

Representing:	**Attendees:**
Port of Seattle:	Jason Johnson
Ricondo & Assoc.:	Craig Leiner
PRR, Inc.:	Brett Houghton
	Lucie Saether
Participants:	Paul Decloux, Enterprise Holdings
	Mark Verbois, Enterprise Holdings
	Connie Gurich, Hertz/Thrifty
	Jonathan Matousek, Hertz/Thrifty
	Lorie Tallarico, Avis/Budget
	McKillop (Mick) Erlandson, Sixt

Discussion Points (action items are in **bold**)

Attendees said that parity was of utmost importance. They wanted the Port to make sure the playing field is level to ensure fair competition between all ground transportation providers. Specifically, they said the Port charges higher fees of rental car companies, which puts them at an unfair disadvantage compared to competing providers. Other concerns include congestion around the rental facilities and environmental regulations that do not take into account rental car companies' business model.

Ground Transportation Access
- General
  - What comes to mind when you think of ground transportation at the airport?
    - Parity
  - Factors affecting travelers' mode choices
    - Convenience; specifically avoiding inconvenience, e.g. the hassle of taking the shuttle to the rental car facility
    - Cost
- What is working well
  - All businesses have to pay rent, which is fair
  - Light rail has made it very convenient to get to the airport from Seattle
- What is not working well

- Congestion
  - The TNC and taxi lot across the street from the rental car facility negatively affects business
    - Traffic in the area prevents rental car buses from transporting passengers quickly
    - Rental car companies are paying for off-duty police officers to manage traffic
    - The inconvenience of busing to the rental car facility prevents some customers from renting a car from the airport rental car facility
- Economic equity
  - Rental car companies pay more than their fair share to do business at the airport
    - Rental car companies pay a percentage of their revenue rather than a per-trip fee, because they are classed as a concession
    - The percentage they pay the Port is out of gross revenue with no deductions, so the Port makes a lot of money off of this; given that, it is in the Port's interest for people to rent cars
    - Customers choose not to rent a car because they do not want to pay the fees
  - Shuttling customers to remote facilities presents challenges
    - Shuttles get caught in traffic
    - Shuttles are currently the worst part of the customer experience
  - Other providers are not regulated fairly
    - Unclear how carshare should be regulated
    - Turo should count as a car rental company but does not play by the same rules
    - Companies without permits cannot be tracked
    - TNCs are unlimited; this year TNCs did 171,000 pickups in one month at the airport, compared to 40,000 in April 2016.
- Environment
  - Seattle and some other places have a myopic vision of environmental policies, which ignores the rental car business model
  - The Port does not take into account that rental car fleet shifts from location to location
    - Companies cannot have different standards for different fleets based on what every city or airport dreams up
  - Companies have to give customers what they want
    - Not all customers will prioritize environmentally friendly cars; companies do not want imposed regulations that ignore customers' preferences
  - Rental car companies are in the middle of all of these technological developments; they keep up with current state of the market and customers' preferences
  - The market and manufacturers set up the pace and the tone; rental car companies will follow that

Opportunities to improve access
- Congestion
  - Move the TNC and taxi lot; the Port can figure out the best location
  - Solve this problem quickly; this is an immediate concern rather than a long term one

- In Los Angeles, the taxi queue was moved several blocks away, which relieved congestion
- Los Angeles has different designated areas for different ground transportation providers

- Economic equity
  - Regulate all companies equally
    - Require Turo vehicles to have permits
    - Enforce permitting requirements
    - Use AVI or similar technology to track vehicles for all ground transportation providers
    - Make ground transportation ordinances all-encompassing and enforceable
    - Update surveillance and tracking systems, so Port has a means of enforcement and collecting fees
  - Charge equal fees
    - Every ground transportation company should pay the same percentage of revenue that rental car companies do now
    - There can be competition, but the costs to operate should fall equitably on all businesses
    - Use AVI or similar technology to charge fees for all ground transportation providers
  - Regulate number of vehicles
    - Take traffic volume into account, specifically the large number of TNCs
    - Meter vehicles entering the airport; do not allow unlimited vehicles
  - Ensure shuttles have a path unaffected by traffic
  - Reconsider whether shuttling customers back and forth between the terminal and rental car facilities is the best long-term arrangement
    - Consider building an Automated People Mover, if it makes financial sense
    - Consider connecting rental car facilities to the light rail; Los Angeles does this
    - We understand that some providers are going to have access to curbside and some are not
  - Let rental car companies move back into the parking garage; convert CONRAC into public parking
    - Eliminates shuttles, thereby reducing congestion and emissions
    - Takes advantage of available parking facilities with greater capacity
    - Portland and San Jose do this

- Environment
  - Remember that rental car fleets shift locations, so companies cannot adapt to regulations proposed by individual cities or airports
  - Treat rental car companies as a partner in environmental efforts; let them share knowledge about what is happening in manufacturing and technology

5.   Airport Workforce Survey Report

5.1   Introduction

The purpose of the survey was to understand how the ground transportation system at Sea-Tac Airport serves people who work at the airport. It is part of the planning process for developing a Ground Transportation Access Plan (GTAP) to advance sustainable transportation options and address traffic congestion issues on the airport roadway system.

The online survey was distributed to airport employees and fielded between September 28 and October 9, 2017. Of the 23 total participants, 18 completed the survey and 5 were disqualified for not completing the survey. Respondents who completed the survey became eligible to win one of two $30 gas cards.

5.2   Getting to Know Respondents

5 respondents were non-flight airline personnel, 6 were restaurant staff (including 1 manager), and 1 was retail staff. 10 people listed "other" types of employment, including fueling services, passenger service, ground handling, airline leadership, and accounting. There were no respondents employed as flight crew, flight kitchen, TSA, or non-TSA airport security.

What kind of work do you do at the airport?	Frequency
Non-flight airline personnel	5
Restaurant Staff	6
Retail staff	
Accounting for F&B Co.	1
Airline Leadership	1
Fueling	4
Ground Handling	1

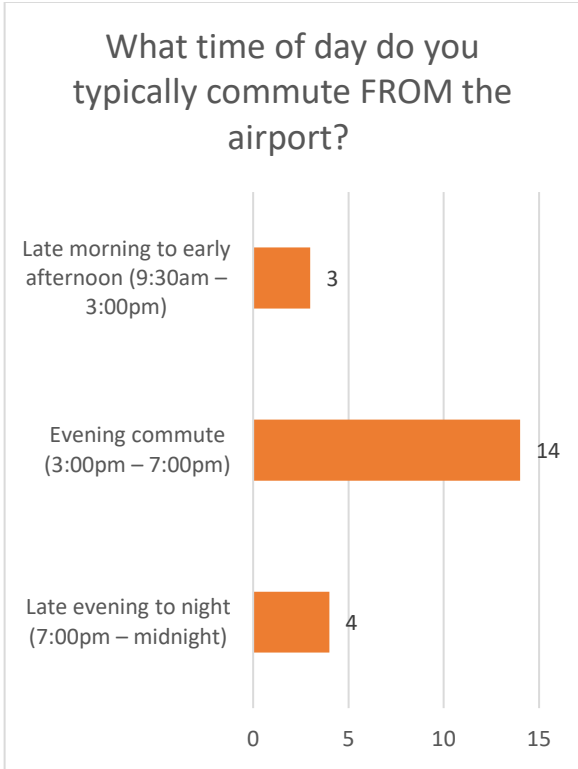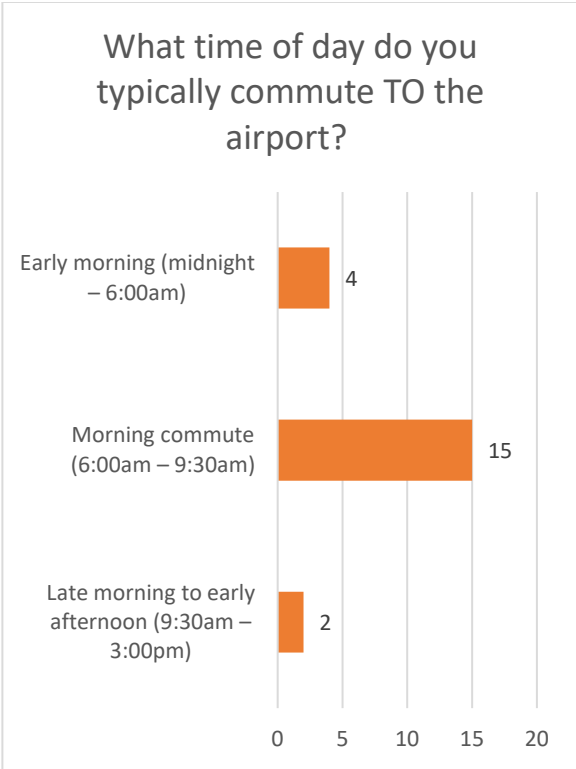|	
HMS Host Admin	1
Passenger Service Agent	1

5.3 Travel Behaviors

5.3.1 COMMUTE HABITS

Most respondents have a lengthy commute to work: 5 live 6-10 miles from the airport, 7 live 11-15 miles away, 3 live 16-24 miles away, and 6 live over 25 miles away. Only one person lives within 5 miles of the airport.

About how far away from the airport do you live?

0 – 5 miles	1
6 – 10 miles	4
11 – 15 miles	7
16 – 24 miles	3
Over 25 miles	6
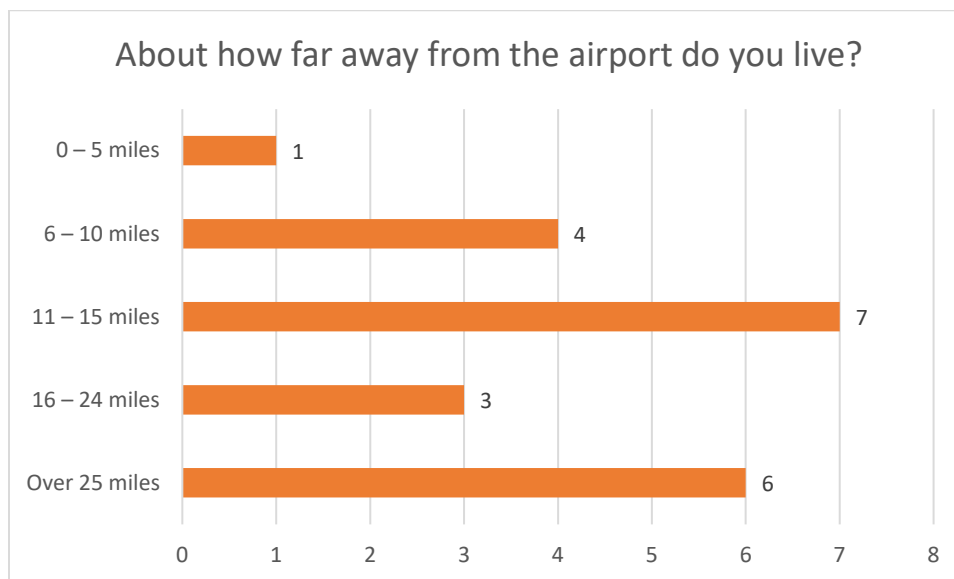
Respondents are split evenly between those who travel both weekdays and weekends (n=11) and those who only travel on weekdays (n=10). To get TO work, most respondents commute between 6:00 am and 9:30 am (n=15). Four have an early morning commute and two have a late morning/early afternoon commute. Leaving FROM work, most respondents travel between 3:00 pm and 7:00 pm (n=14). Three have a late morning/early afternoon commute, and four commute sometime between 7:00 pm and midnight.

What time of day do you typically commute TO the airport?

What time of day do you typically commute FROM the airport?

In terms of *how* respondents get to and from the airport, there are multiple transportation options available to them, but 20 people (95% of respondents) choose to drive alone. Public transit is one available alternative to driving alone, including the bus (which one person takes), train, and light rail. Rideshare, carshare, and taxi services are also available. Vanpooling and carpooling are yet another non-drive alone option. Biking to and from work was not an option for any respondent.

Other than driving alone, what transportation options are available for your commute to or from the airport? Select all that apply.
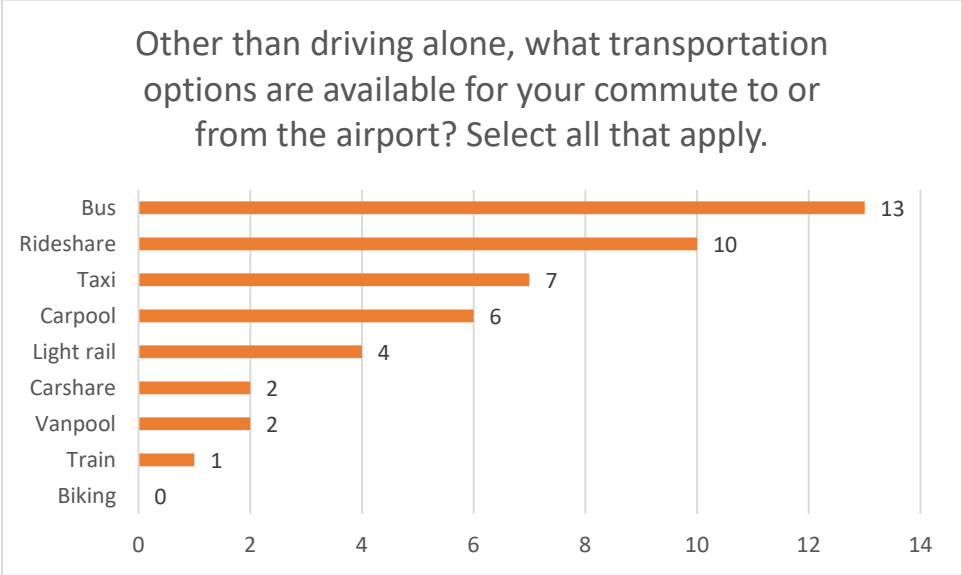
5.3.2   BARRIERS TO NON-DRIVE ALONE TRANSPORTATION METHODS

Light rail and rideshare have the highest number of reported benefits, followed by buses and taxis.

Two people considered the bus convenient and two said it made their commute less stressful. One person said the bus is flexible enough for their schedule and another said it was affordable for them. One person said carpooling made their commute faster and another said it was affordable. A few people considered taxis to be convenient (n=2), flexible (n=3) or fast (n=1).

Three respondents cited benefits of taking the train: convenience (n=2) and flexibility (n=2). Slightly more people think the light rail is convenient (n=4) or flexible (3). Other benefits of light rail were: a less stressful commute (n=2), affordability (n=1), and a faster (n=1) or more reliable commute (n=1).

Rideshare is fairly more popular, as it is considered flexible (n=5), less stressful (n=2), convenient (n=2), affordable (n=1), or fast (n=1). In contrast, only one person noted a benefit of carshare, faster commute time.

With respect to biking, one person said it was flexible and affordable, another said it was faster and affordable.
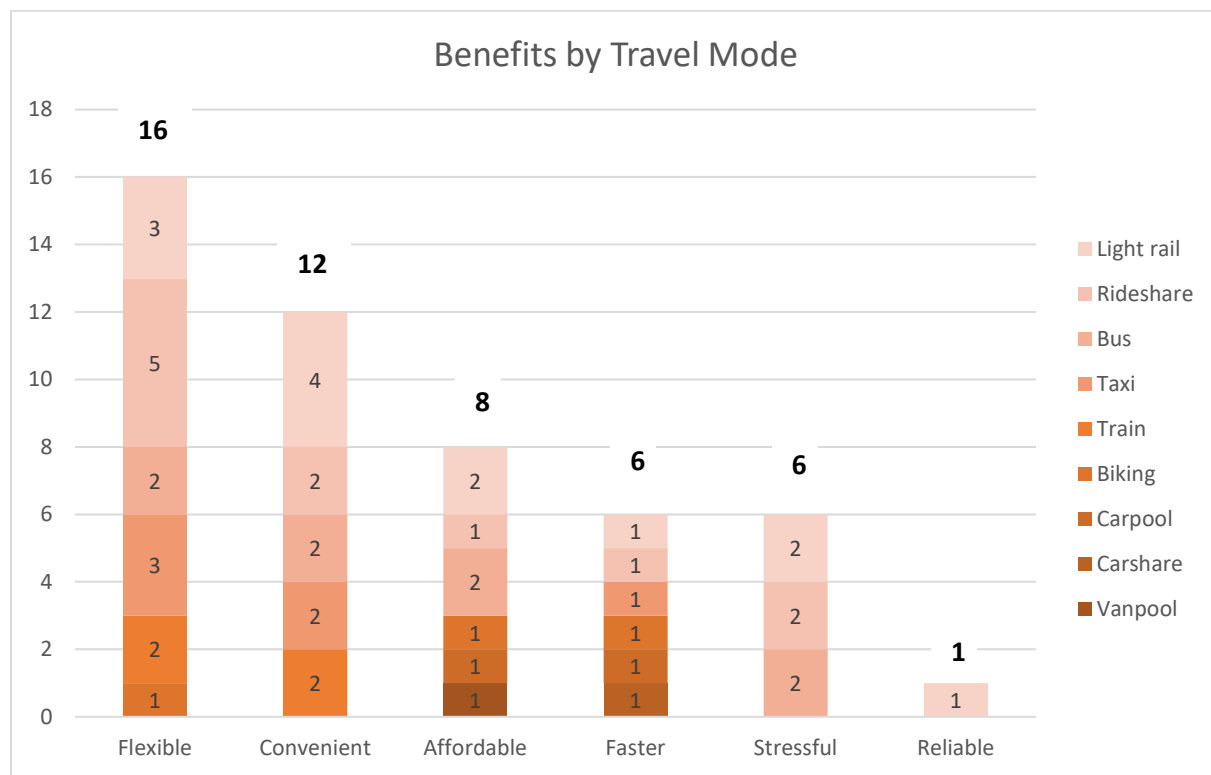
Benefits by Travel Mode

In terms of barriers to using non-drive alone methods of transportation, inconvenience was the most-cited factor (n=58), followed by slow travel time (n=50). Respondents raised the issue of unreliability less often (n=12).

The top complaints about buses were that they were slow (n=10), inconvenient (n=6), or not flexible (n=6). For biking, people said it was inconvenient (n=10), slow (n=8), or stressful (n=6). Carpooling and

vanpooling are considered slow (n=7, n=8), not flexible enough (n=7, n=7), and inconvenient (n=5, n=6).The big complaint against taxis is that they are not affordable (n=8). Carshare is considered inconvenient (n=7) and rideshare is considered both inconvenient (n=4) and not affordable (n=5). Train and light rail are both criticized for being inconvenient (n=8, n=8).

Barriers by Travel Mode
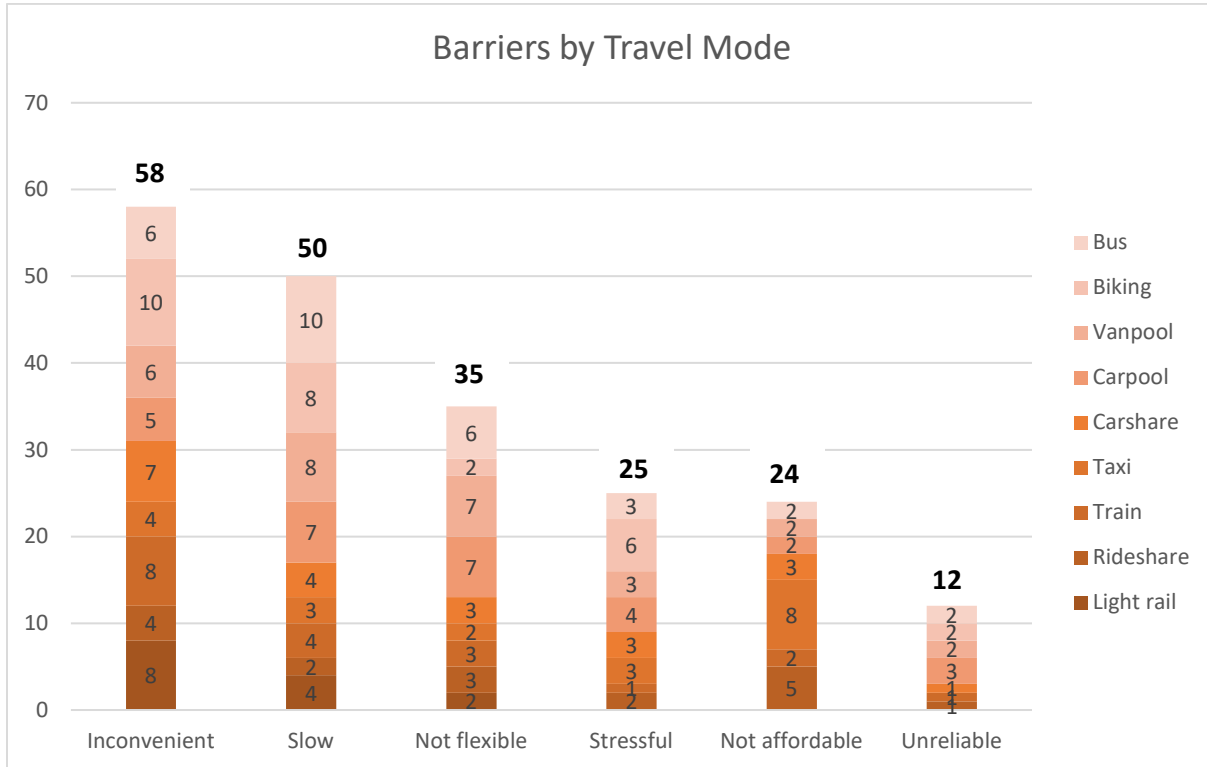
5.4   Current ground transportation system

When asked about what worked well about the current ground transportation system, two respondents said the bus worked well and one mentioned carpooling. Suggestions for improvement included bus service before 5:00 am (n=1), bus service from the North Employee parking lot (n=1), express routes from Puyallup (n=1), expanding light rail into Federal Way (n=1), and limited parking at the airport and light rail stations (n=1).

When asked to rank benefits in order of most to least important, respondents put efficiency and cost at the top of the list, and frequency of service at the bottom.

Benefits in order of importance

- Efficiency
- Cost
- Personal schedule
- Proximity of home/work to a particular route/stop
- Reliability
- Frequency of arrivals/departures

5.5   Public Transit

16 respondents said they park at the airport every time. Three said they never park and one said they parked most of the time. Ten use the airport main parking garage, three use the North Employees parking lot, and four use other locations (Swissport Tank Farm parking, Fuel Facility parking, motorcycle parking).

A majority of respondents (n=16) said it was reasonable to encourage employees to take public transit or a shared ride to the airport. The cited benefits such as reduced congestion on the roads (n=4), affordability (n=4), environmental stewardship (n=3), convenience (n=3) and stress relief (n=1). One person noted, however, that the airport workforce tends to have "non-normal" schedules that make public transportation infeasible (n=1).

Respondents were most interested in using light rail (n=8), bus (n=6), and trains (n=5) for their commute to work. They were least interested in taxis (n=13) and biking (n=12).
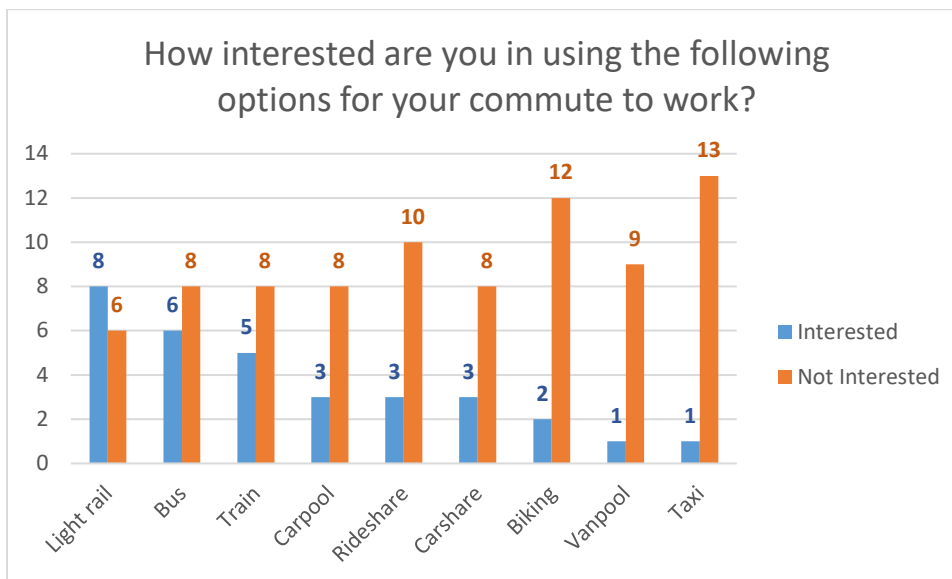
In terms of ways to improve travel choices, respondents were most interested in subsidized transit passes (n=11) and guaranteed emergency rides (n=10). They were also interested in shuttles (n=9), reduced parking rates for carpools/vanpools (n=9), and on-site child care (n=9). They were least interested in support for bicycle commuting (n=8) and priority parking for carpools/vanpools (n=8).

How interested are you in the following ways to improve travel choices?
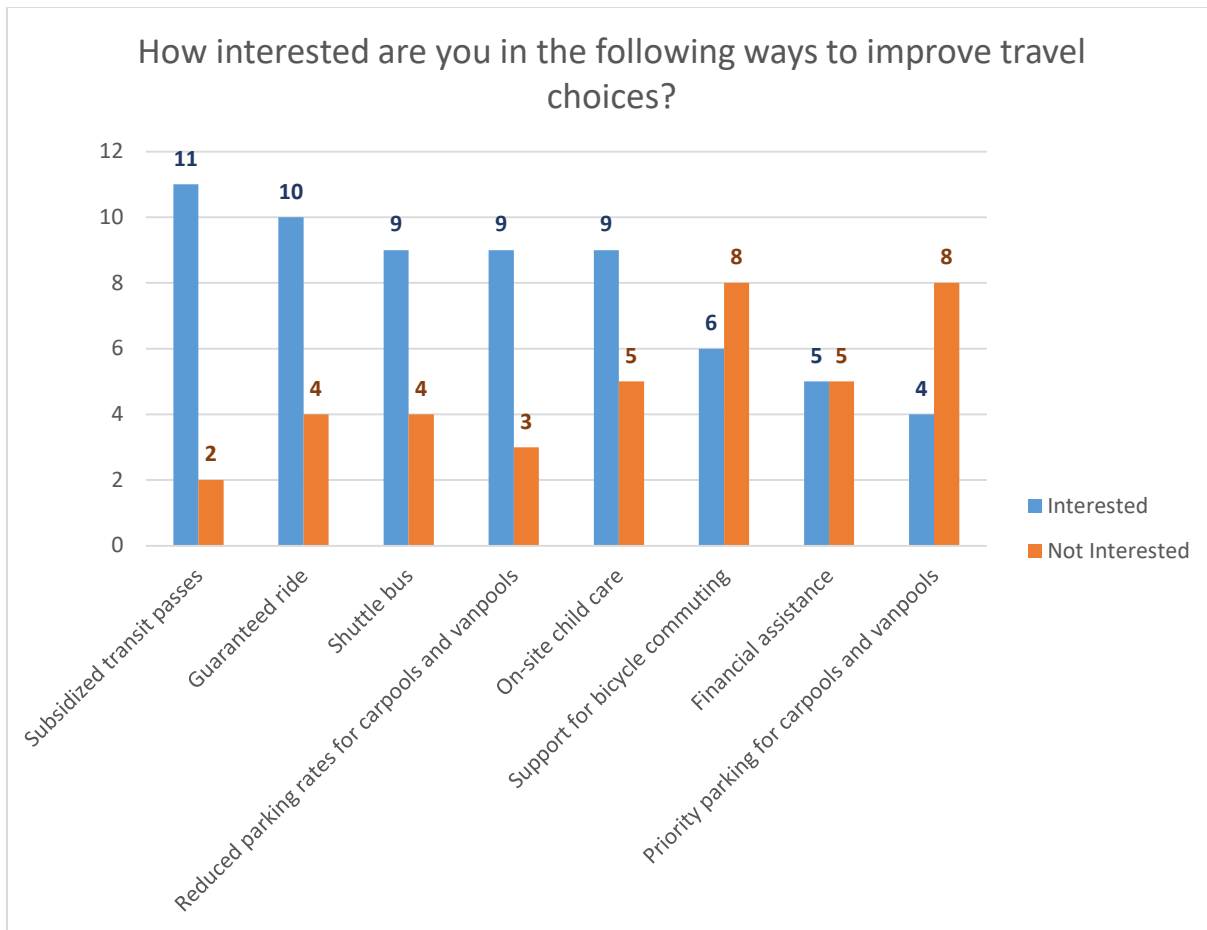
Other suggestions about what would improve travel choices included free parking for airport employees.

Two respondents said that ridesharing and car sharing companies have changed travel to and from the airport for airport employees by reducing costs or saving time. Others said it had made travel more expensive (n=2) or had no effect (n=1). Several people said they did not know (n=3). One person complained that these companies had only "lured away" airport employees to become drivers.

Final thoughts for the GTAP planning team: Two respondents expressed interested in incentives for riding public transportation, such as a reduced bus fares or passes. One asked for more motorcycle parking. Another summed up the general sentiment of respondents: "the need is huge but from all over….[there are] very limited options to get here [to the airport]."

5.6   Demographic Profile

Gender
Female: 10
Male: 8

Age
18-24: 1
25-34: 3
35-44: 5
45-54: 6
55-64: 3

Race
American Indian or Alaska Native: 1
Asian/Asian American: 2
Black/African American: 2
White/Caucasian (non-Hispanic): 12

Ethnicity
Hispanic: 1

Income
$35,000 to less than $50,000: 4
$50,000 to less than $75,000: 1
$75,000 to less than $100,000: 6
$100,000 to less than $150,000: 4
$150,000 to less than $250,000: 3

Household Size (including respondent)
1 person: 4
2 people: 6
3 people: 1
4 people: 2
5 people: 1
6 or more people: 4

Number in Household under 18 years
0 people: 11
1 person: 3
2 people: 2
4 people: 2

Languages other than English spoken at home
Arabic: 1
Russian: 1
Vietnamese: 1