Memorandum
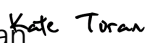
TO: SFMTA Board of Directors
           Malcolm Heinicke, Chair
           Gwyneth Borden, Vice Chair
           Cheryl Brinkman, Director
           Amanda Eaken, Director
           Lee Hsu, Director
           Cristina Rubke, Director
           Art Torres, Director

THROUGH: Edward D. Reiskin
           Director of Transportation

FROM: Kate Toran
           Director of Taxis and Accessible Services

DATE: January 22, 2019

SUBJECT: Amended Standards regarding Ramp Taxi Medallion Access at
           San Francisco International Airport

Introduction

On October 16, 2018, the San Francisco Municipal Transportation Agency Board of Directors approved the delegation of authority to the Director of Transportation to limit which types of taxi medallions can pick up at San Francisco International Airport (SFO). Pursuant to the authority delegated to him, the Director of Transportation issued a memorandum to the taxi industry on December 27, 2018 detailing the implementation of changes to taxi access to SFO. This memorandum was distributed to taxi industry stakeholders via email and was also posted to the Taxi page on the SFMTA website.

Ramp taxi drivers will be allowed expedited access at SFO if they meet SFMTA's wheelchair pickup goals, which were enumerated in Appendix A of the December 27, 2018 memorandum to the taxi industry. The requirements for expedited access for Ramp taxi drivers have been slightly modified, and therefore Appendix A has been updated and will be re-released along with the original memo and reposted to the SFMTA website. A hard copy will also be sent via U.S. Mail to all drivers.

Memorandum

Notable Changes to Appendix A

There are several necessary updates to Appendix A. A summary of these updates are as follows:

- With the SFO expedited access incentive program, SFMTA has added an opportunity for ramp taxi trips provided to general public wheelchair users to count toward the monthly standard, in addition to paratransit ramp taxi trips. Because this is a new process, a new reporting and verification mechanism has been developed, and will start in April, based on trips provided in February, not beginning in March as originally stated.

- The expedited access requirement for March will mirror the requirements for February and will be based on wheelchair pickups for December and January.

- Addition of a new requirement for improved customer access to ramp taxis - commencing on April 1, 2019, all ramp taxi drivers must be logged into an SFMTA approved e-hailing app for a minimum of 80 hours per month to be eligible for short pass and expedited access.

Enclosed: December 27, 2018 Memorandum to Industry; Appendix A (amended 1/22/19)

M E M O R A N D U M

DATE: December 27, 2018

TO: The San Francisco Taxi Industry

THROUGH: Edward D. Reiskin
                Director of Transportation

FROM: Kate Toran
                Director of Taxis and Accessible Services

SUBJECT: Taxi Medallion Rules at San Francisco International Airport

Introduction

On October 16, 2018, the San Francisco Municipal Transportation Agency Board approved a series of reforms to taxicab regulations to strengthen the industry and to maintain the value of purchased taxi medallions. One key reform was the delegation of authority to the Director of Transportation to limit which types of taxi medallions can pick up at San Francisco International Airport (SFO). This memorandum provides a description of policy goals, the new SFO medallion rules, implementation timeline and key metrics.

Policy Goals

The policy goals of the new medallion rules at SFO are:

1. Support Purchased medallions by prioritizing their pick-ups at SFO
2. Bring taxi supply to San Francisco
3. Incentivize wheelchair accessible ramp taxi pick-ups for paratransit customers and general public wheelchair users

Industry Feedback

Staff initially proposed that Purchased medallions have exclusive pick-up access at SFO. That concept was vetted with the taxi industry at Taxi Task Force and Taxi Town Hall meetings, and feedback was received through email as well.

Based upon taxi industry feedback, staff developed compromise rules, which prioritize Purchased medallions at SFO while still allowing access to Post-K medallions.

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SFO Medallion Rules and Timeline

Taxi vehicles must affix a prefix to the medallion numbers already in place on the exterior of the taxi, as stipulated below. The prefix must be similar to the vehicle number in style and color and must be at least four inches high and positioned directly under the windows on or within six inches of the forward-most portion of both front doors, and on the rear facing portion of the trunk lid of the vehicle. If there is a vehicle number on the trunk, the prefix must be affixed there as well, at least 18 inches in length and similar in style and color to the vehicle number.

No prefix is required for Ramp taxis, 8000-series or spare vehicles.

- Vehicles operating **Purchased** medallions must have a "P" prefix applied to the medallion number on the outside of the vehicle. **(Sample photo below)**

- Vehicles operating **Post-K** medallions must have a "K" prefix applied to their vehicle. **(Sample photo below)**

- Vehicles operating **Pre-K** or **Corporate** medallions must have a "T" prefix applied to their vehicle.   **(Sample photo below)**

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Phase 1: (Start Date: February 1, 2019)

- **Purchased** medallions can pick-up at SFO at all times with expedited access. Upon entering the taxi lot at SFO, vehicles associated with **Purchased** medallions will be sent to the Purchased line, where they will have expedited access to the curb.
- **Corporate**, **Pre-K** and **8000 Series** medallions and **spare vehicles** are prohibited from pick-ups at SFO at all times.
- **Post-K Earned** medallions can pick-up at SFO at all times without expedited access. Upon entering the taxi lot at SFO, vehicles associated with **Post-K** medallions will be directed to the Post-K line, which will give them regular access to the curb.
- **Ramp Taxi** medallions can pick-up at SFO at all times without expedited access. Ramp Taxi drivers will be allowed expedited access if they meet monthly wheelchair pick-up requirements. See Appendix A for more detail.
- The existing short system will remain in place as before.

Through use of management of the queue in the taxi lots, **Purchased** medallions will be given access to expedited pick-ups at SFO. **Post-K** medallions will be placed in a separate line, with precedence given to Purchased medallions.

Should SFO staff determine that there is a need for additional taxis, SFO retains the right to invite Corporate, Pre-K and 8000-series taxis to the airport as necessary.

Optional Phase 2: (If necessary)

If there is a notable increase in congestion and an increase in taxis being turned away because the lots are full, SFO staff may change Post-K access to SFO:

- Alternating on odd/even basis
- At SFO discretion, when demand for taxis is high and additional supply is needed

Phase 3: Digital Queue (Start Date: TBD)

SFO has an existing phone application, TaxiQ, which currently allows drivers to participate in SFO's distance-based short system (providing head-of-line privileges upon return to the Airport for drivers who receive a "short" fare), provides with real-time information about space availability in the holding lot and provides information about flight schedules. The TaxiQ app will be redeveloped to include virtual queue functionality, to manage all taxi pick-ups at SFO. Taxi drivers wishing to pick up fares at SFO will be required to have the app. To pick up at SFO, each taxi driver will request permission to pick up at SFO on the app. If the taxi lot has available capacity, the app will immediately grant permission to enter the lot. If the lot does not have capacity, the driver would be added to a "virtual

queue." The virtual queue will provide drivers with a reserved place in line, and will alert them when their turn is approaching. This will allow drivers to continue accepting fares in the city while waiting for their turn at SFO. The app will prioritize Purchased medallions over other medallion types allowed to pick-up at SFO, following the same business rules as detailed above. The app will allow a more efficient recalibration, if needed, to ensure that the policy goals are being met.

SFO is willing to support the redevelopment of the app, which will likely require a competitive solicitation. It's important to note here that SFO had a plan to add this type of virtual queue functionality to its existing TaxiQ app and was working with a vendor in summer 2017, but the taxi industry strongly opposed the virtual queue functionality, and SFO pivoted away from its plans at that time.

The development of the competitive solicitation process and business rules for the new digital queue app is anticipated to be more efficient because of the effort that SFO has already invested in the first taxi queue app.

Metrics

To measure the effectiveness of the reforms, staff is proposing the analysis of the following metrics:

1. Reduced wait times at SFO

   This metric can be measured using data generated at SFO. To enter and exit the taxi lot, drivers must scan a card, and the time of each event is recorded. Staff will consider this effective if the average wait time for purchased medallions decreases 10%.

2. Increased SFO trips for Purchased medallions

   Currently, all SFO trips are spread evenly across all classes of medallions, as there are no controls on which classes of medallions may wait in the queue. Staff will consider this effective when Purchased medallions generate 10% more SFO trips per month.

3. Increased fare revenue for Purchased medallion holders

   This metric will measure the average fare income generated by Purchased medallion taxis. This metric will be compared to fare revenue of Purchased medallions before and after the implementation. A 10% increase in average fare revenue for Purchased medallions will be considered effective.

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4. Improved taxi supply in San Francisco proper

   This metric was better aligned with the original proposal to limit pick-ups at SFO to only Purchased and Ramp medallion holders, which would have potentially reduced overall wait times in the lot at SFO and brought more supply to San Francisco proper. With the compromise rules, staff does anticipate some increase in taxi supply in San Francisco because 8000 Series, Pre-K and Corporate medallions will no longer have access to SFO for pick-ups, so there will be more supply available to the City. This metric will be measured by an increase in taxi trips starting in San Francisco proper. A 5% increase in taxi trips in San Francisco will be considered effective.

5. Increased Ramp taxi pick-ups

   With the new ramp taxi incentives at SFO, ramp taxi drivers have an incentive to increase paratransit and general public wheelchair pick-ups. A 10% increase in wheelchair pickups will be considered effective.

If you have questions about the new rules at SFO, please call Philip Cranna, Enforcement and Legal Affairs Manager, at 415.646.2740.

Enc. Appendix A

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APPENDIX A   (Amended 1/22/19)

SUBJECT: Standards for Ramp Taxi Access to San Francisco International Airport

Existing Ramp Taxi Incentive Program

Currently, ramp taxi drivers who provide trips to wheelchair users enrolled in the SF Paratransit program can earn a number of incentives based on their performance. These incentives have been in effect since January 2014 and provide ramp taxi drivers with the ability to earn the following:

1. $10 per trip incentive
2. Up to five SFO Short Passes if they pick up paratransit wheelchair users in the outlying neighborhoods of San Francisco

This new proposal will replace only Item 2 above - the existing SFO Short Pass incentive for ramp taxi drivers.

New Ramp Taxi Incentive Program

On February 1, 2019, the new proposed changes to taxi access to the airport will be implemented:

- **SFO Short Pass:** Ramp taxi drivers that have completed an average of **20 or more** paratransit wheelchair trips over a four month period (August - November 2018) and have completed **at least five paratransit wheelchair trips** per month in outlying areas, will be allowed to access the SFO Short Pass line for the month of February. This rewards those ramp drivers who have made a commitment to wheelchair service prior to this new incentive program.

- **Expedited Access:** Ramp taxi drivers who completed an average of **10** paratransit wheelchair trips over a four month period (August - November 2018), and have completed **at least two paratransit wheelchair trips** per month in outlying areas, will be allowed access to the Expedited line at SFO for the month of February.

For March 1, 2019, the standard for access to SFO Short Pass and Expedited Access will be the following:

- **SFO Short Pass:** Ramp taxi drivers that have completed an average of **20 or more** paratransit wheelchair trips over a two month period (December 2018 – January 2019) and have completed **at least five paratransit wheelchair trips** per month in outlying areas, will be allowed to access the SFO Short Pass line for the month of March. This rewards those ramp

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drivers who have made a commitment to wheelchair service prior to this new incentive program.

- **Expedited Access:** Ramp taxi drivers who completed an average of **10** paratransit wheelchair trips over a two month period (December 2018 – January 2019), and have completed **at least two paratransit wheelchair trips** per month in outlying areas, will be allowed access to the Expedited line at SFO for the month of March.

Starting April 1, 2019, to be eligible for the ramp incentive program, all ramp drivers must be logged onto the SFMTA-approved e-hailing app (currently Flywheel) **for at least 80 hours per month** and the standards for access to SFO Short Pass and Expedited Access will be the following:

- **SFO Short Pass**: Ramp taxi drivers that have completed **30** wheelchair trips **per month**, of which **at least six** must be completed in the outlying area of San Francisco. Of those 30 trips, at least **20** must be provided to SF Paratransit wheelchair users. General public non-paratransit wheelchair trips can be counted towards the 30 trip minimum, however, ramp taxi drivers will be required to complete an online trip record within two hours of completion of the trip for each general public, non-paratransit wheelchair trip. The general public wheelchair trips will be subject to video audits. Any general public wheelchair trips that cannot be verified through video will not be counted.

- **Expedited Access**: Ramp taxi drivers that have completed **15** wheelchair trips **per month**, of which **at least three** must be completed in the outlying areas of San Francisco. Of those 15 trips, at least **10** must be provided to SF Paratransit wheelchair users. General public, non-paratransit wheelchair trips can be counted towards the 15 trip minimum, however, ramp taxi drivers will be required to complete an online trip record within two hours of completion of the trip for each general public, non-paratransit wheelchair trip. The general public wheelchair trips will be subject to video audits. Any general public wheelchair trips that cannot be verified through video will not be counted.

Starting April 1, 2019, the eligibility for credentials will be based on trips provided two months prior (i.e. credentials distributed in April will be based on trips provided in February). Ramp drivers that do not meet the threshold for the short line or the expedited line will still be allowed access to SFO in the non-expedited line.

Please note that ramp drivers will receive a monthly credential that they will have to show SFO staff in order to access either the short line or the expedited access line. That credential is non-transferable and will have the driver's picture on it. **Any fraud or misrepresentations will result in the offending driver losing access to the airport incentive program for a minimum of 12-months**. SFMTA reserves the right to update the minimum trip standards at any time.

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Map of the Outlying Areas of San Francisco