



Uber Technologies  
1455 Market St #400  
San Francisco, CA 94013

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Angela Jamison  
Program Manager - Strategic Operations  
Airport Operations and Emergency Management  
Los Angeles World Airports  
1 World Way  
Los Angeles, CA 90045

Dear Angie,

We appreciate Uber's inclusion as a key stakeholder in the LAX-it move planning, including in the monthly ground transportation committee meetings. We believe we are aligned in that we desire to provide a safe, orderly, and enjoyable experience for our shared passengers.

While we are preparing for the lot to open, we believe there are some important next steps to take ahead of opening day to ensure the operations at LAX-it go smoothly. Those are listed below under Recommended Paths Forward.

We are highlighting these next steps because while LAWA has been an inclusive and transparent partner in the design of the LAX-it lot over the last year, Uber continues to have significant concerns about the constraints of the physical space and operations of the LAX-it lot. Most of these concerns were previously communicated either in meetings or over email, and we continue to appreciate your willingness to discuss them with us. Certain additional concerns came to our attention during the tour of the LAX-it lot on September 20. We have listed these concerns at the end of this letter, broken down into four focus areas: Operations, Rider Experience, Driver Experience, and Contingency Planning.

Thank you again for your thoughtful partnership throughout the LAX-it planning process. While concerns remain, we are eager to continue working together to ensure a safe, efficient, and pleasant experience for everyone beginning on day one of the new lot.

Best,

Uber Global Security

## Recommended Paths Forward

### *Complete test runs prior to opening day*

- We believe a formal test-run of the lot during a low-volume period in October would allow us to get a better understanding of how the lot will perform.
- In addition to a low-volume test, we also believe one run during a time when more substantial trip volumes occur would further illuminate how the lot will perform during normal and peak operations.
- While this would be a substantial operational undertaking, we believe it is critical to test operations as much as possible.

### *Evaluate opportunities to shift some pickups back to the CTA*

- We suggest evaluating opportunities to shift some pickups back to the terminal curb if the LAX-it lot is unable to accommodate demand as a quick solution to relieve pressure on the lot.

### *Expand the size of the lot*

- The only longer term plan that we believe will fix the capacity deficit is to significantly expand the LAX-it lot. We believe the lot needs to expand by roughly twice its current size with expanding pickup stalls, curb square footage for guest waiting and queuing, and ingress and egress capacity.

## Concerns

### Operations

#### *Insufficient size of the LAX-it lot*

- Uber has been allocated 37 stalls for pickups. Uber alone sees nearly 500 pickups per hour on average. During regular peak periods, we see over 1,000.
- For comparison, at PDX where we launched our PIN system in April 2019, we have 16 stalls for fewer than 200 pickups during peak. This implies a pickup space nearly half of what we believe is needed to deliver consistent wait times under 5 minutes once riders are in the LAX-it lot.
- Without a significant expansion of the lot, we expect the level of service to be poor for LAX guests choosing rideshare.

#### *Insufficient Ingress and Egress*

- Egress lanes compress from five rows of pickup lanes to two exit lanes in the lot. Given the significant demand anticipated at LAX-it, we believe this setup will cause a bottleneck, risking gridlock during peak periods.
- This problem will be further compounded by shuttle buses to the terminals passing through approximately every 45 seconds.
- We believe this could result in long delays, an unpleasant experience for our shared guests.

### *LAWA Traffic Management and Customer Service Staffing*

- LAWA on-the-ground traffic management staff will be essential to ensuring cars are sorted in the correct areas of LAX-it lot and to reduce congestion and potential gridlock during peak periods.
- The overview of staffing roles provided by LAWA was a helpful first step, but we also believe that a more detailed staffing plan - including total numbers of staff and where they will be located by hour should be shared with us in advance of the launch
- LAWA customer service staffing is important particularly in the weeks and months after the initial transition to LAX-it. There will be a significant customer learning curve in adopting the lot as the new centralized pickup location.

### Rider Experience

#### *Risk of Long Wait Times Due to Insufficient Lot Capacity*

- With limited curb capacity and peak demand nearing 1,500 trips/hour in 2019 - which is likely to grow as passenger traffic at the airport increases - we expect the result to be lengthy wait times for customers.

#### *Exposure to the Elements*

- Based on our observations during the September 20 tour, we are concerned that there is insufficient covering from sunlight, heat, and rain for what is likely to be hundreds of guests waiting for rides.

### *Rider Behavior*

- Given the potential for a poor rider experience, we believe there may be unintended consequences with respect to rider behavior that we are unable to prevent on our end. These include the potential of riders circumventing the lot by going to nearby locations such as streets or hotels just off airport property and requesting rides once there. Sidewalk widths leading out of the airport are insufficient for large volumes of riders seeking alternate pickup points, which could lead to customers spilling over onto roadways, in turn creating a safety hazard for riders.

### Driver Experience

#### *Risk of Long Travel Times Between Driver Staging and the LAX-it Pickup Location*

- We anticipate roadways between the driver staging area on 96th Street and the LAX-it lot will become highly congested. This will constrain our ability to get a sufficient number of vehicles to the rider pickup areas in the LAX-it lot.

### Contingency Plans

#### *A Lack of Clear and Ready-to-Implement Contingency Plan*

- Should LAX-it operations fail to meet minimum acceptable standards, it is unclear what contingency plans could quickly be enacted.

### *No Testing Planned Prior to Launch*

- We have concerns that while there has been extensive modeling of the lot's throughput, it won't be possible to truly predict the performance without a test run involving riders requesting trips from the lot. Such tests allow us to apply our models to the real world in relatively low-stakes environments, as we are able to switch back to CTA pickups at any point.