



December 13, 2019

James Bennett  
Director  
City of Phoenix - Aviation Department  
2485 E Buckeye Rd.  
Phoenix, AZ 85034

Director Bennett:

Since Uber launched in Phoenix in 2012, we have helped move millions of Arizonans and visitors around the Valley during a period of remarkable economic growth and expansion. Tens of thousands of local residents have chosen to drive with Uber to earn extra income on a flexible schedule, and the Uber app has connected communities across Maricopa County with reliable transportation options, especially those with limited access to public transit. In the third quarter of 2019, nearly 18% of all Uber trips to or from Phoenix Sky Harbor International Airport began or ended in low-income communities.

Over the last seven years, Uber has invested heavily in the Phoenix community, growing our local presence to more than 650 company employees in our downtown Phoenix Center of Excellence. We've volunteered thousands of hours with more than 20 community organizations, including St. Vincent de Paul, St. Mary's Food Bank, Phoenix Pride, and more. Simply put, being a part of the Phoenix community is important to us. That's why Uber has actively engaged in good faith with you and your staff over the last several months to find a compromise that would fairly and responsibly implement fees for operating on your roadways. In fact, Uber partnered with PHX staff on a ground transportation fee benchmarking study over the course of nearly a year. Unfortunately, the conclusion of that study, which stated "any revision to trip fees should be assessed against the average fees of the airports benchmarked within this study," was ignored. Instead, the Airport pursued an entirely separate effort to hike fees on ridesharing users to the highest level of any airport in the United States.

The Airport's plan unfairly penalizes those who rely on ridesharing to get to or from PHX by asking them to bear a disproportionate share of costs associated with the Sky Train. Under the Airport's plan, rideshare users will have to disproportionately foot most of the bill — approximately 80% of the total — for a transportation option that they are not using. In addition, taxi companies and other modes of transportation are not asked to play by the same rules. On behalf of the riders and drivers who rely on Uber, we cannot accept a partnership that unfairly burdens our shared passengers.

Unfortunately, Uber and other ridesharing companies were excluded from the alternative process by which the Airport determined a radically different proposal than the benchmarking study's recommendation. The fee allocation model that resulted in the Airport's ultimate



proposal was delivered to Uber just 24 hours prior to the first Phoenix Aviation Advisory Board subcommittee meeting, when the Airport's initial proposal was voted upon. Despite our concerns about the process, we subsequently attempted to reach a compromise with your staff on multiple occasions and are disappointed that we have been unable to find common ground.

I am writing to you to once again reiterate our willingness to work with you and your staff to identify a better solution that does not unfairly target those who rely on ridesharing. If the Phoenix City Council approves the ground transportation fee structure currently recommended by PHX, Uber will be forced to cease operations at Phoenix Sky Harbor Airport effective January 2020.

We sincerely hope you are willing to reconsider your position so that we can continue to serve our shared customers and provide access to reliable rides from PHX as we've done for the last seven years. We stand ready to discuss this matter in more detail at your earliest convenience.

Thank you,  
Chris Garcia  
Global Airport Partnerships Manager, Uber

cc: The Honorable Kate Gallego, Mayor  
Phoenix City Council