

# Improving Access to Taxi Service

*Delaware's "Missing" Transit Mode*

BY JARED CUMMER & DOUGLAS TUTTLE

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AUGUST 2013



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*prepared by*

**Institute for  
Public Administration**

School of Public Policy & Administration  
College of Arts & Sciences  
University of Delaware

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*DCT Report #239*



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## Table of Contents

<b>Executive Summary</b>	<b>1</b>
<b>Chapter 1: Introduction</b>	<b>2</b>
<b>Chapter 2: Passenger Bill of Rights</b>	<b>4</b>
<b>Chapter 3: Medallion System</b>	<b>7</b>
Table 1. Medallions – Taxicab Industry Breakdown: 2012	7
Table 2. Delaware’s Taxicab Companies and Fleet Size: 2008-2012	8
<i>San Francisco, California</i>	8
<i>Ocean City, Maryland</i>	9
<i>King County, Washington</i>	10
<i>Recommendations for Medallion Reform</i>	10
<b>Chapter 4: Regulation of Taxicab Operators</b>	<b>12</b>
<b>Chapter 5: Senior Citizens Affordable Taxi (SCAT)</b>	<b>15</b>
<i>“Call-A-Cab” – Prince George’s County, Maryland</i>	18
<i>“Call-n-Ride” – Montgomery County, Maryland</i>	18
<i>“Fare Wheels” – City of Falls Church, Virginia</i>	18
<i>“Seniors On-The-Go!” – Fairfax County, Virginia</i>	19
<i>“Taxi Subsidy Program” – Village of Lombard, Illinois</i>	19
<i>“Glendale Taxi Subsidy Program” – Glendale, Arizona</i>	19
<i>SCAT Recommendations</i>	20
<b>Chapter 6: Policy Recommendations</b>	<b>21</b>
<b>Appendix 1: Indianapolis Passenger Bill of Rights</b>	<b>23</b>
<b>Appendix 2: Newark, New Jersey Taxicab Passenger’s Bill of Rights</b>	<b>24</b>
<b>Appendix 3: Palm Springs Taxicab Passenger Bill of Rights</b>	<b>25</b>
<b>Appendix 4: Delaware Model Taxicab Passenger Bill of Rights</b>	<b>26</b>
<b>Appendix 5: Delaware Registered Public Carriers – Taxi Services</b>	<b>27</b>
<b>Sources Cited</b>	<b>32</b>



## **Executive Summary**

The shifting demographic profile in Delaware has increased the demand for public transit services in the state. To offset the rising cost and ridership burden, other jurisdictions dealing with this issue have partnered the taxicab industry. The Delaware Center for Transportation (DCT) commissioned the Institute for Public Administration (IPA) to examine the taxicab industry in the state and explore ways the industry can become a partner in the delivery of paratransit services to Delawareans.

It became clear early in the research that the taxicab industry has not been operating in a manner that could effectively serve as an alternative form of public and paratransit transportation. To successfully integrate the taxicab industry into the public transit options available in Delaware, key regulatory issues require attention. Currently, the lack of industry standards creates inconsistencies in the level of service provided by the different taxicab operators in the state. Implementing a statewide fare structure, requiring the use of centralized dispatch by all providers, and accepting all forms of payment are essential first steps toward reforming the industry.

In addition, regulatory reforms are needed to improve the safety and integrity of the taxicab industry. The medallion system used by the state to govern vehicles in operation as taxicabs does not provide its regulatory agency, which is responsible for enforcement, with the appropriate level of authority that is needed. To ensure a higher level of public safety and service quality, the regulatory agency requires greater control over the medallion process. While the regulatory code contains the basic requirements, it lacks some additional regulations common in other jurisdictions. The current regulatory structure in Delaware creates both service and safety issues, reducing the overall quality of the taxicab industry. Once the regulatory issues are addressed, it becomes more feasible to integrate the taxicab industry as a public transit option.

Delaware currently operates a subsidized taxicab program for eligible seniors and persons with disabilities in the state. However, the program is not frequently used and there are a limited number of providers. The expansion of this program will be possible through regulatory reforms in combination with some minor adjustments to the program. This service can support the paratransit system by accommodating clients during periods of high demand. In addition, single-rider trips become more cost effective with a taxicab subsidy program.

The taxicab industry can become an important aspect of the public and paratransit service provided in Delaware. By partnering with independent taxicab companies, the state can offload a portion of the growing demand and cost burden currently facing its public transit operations. Regulatory reforms and the expansion of the current subsidy program provide an important starting point to ending taxicabs' status as Delaware's missing transit mode.

## **Chapter 1: Introduction**

Currently, Delaware is experiencing a significant shift in its age demographics. Retired residents have been relocating from the more densely populated urban areas in the north to the rural and less populated communities found in the southern part of the state, while in-migration from other states is contributing to a further growth in numbers. This increase and dispersion of the elderly population has placed considerable demand on Delaware's public services. This is particularly true of the state's paratransit and public transportation services. Growing demand has significantly increased the cost of operating these public transportation services, and if these public transportation issues are not addressed the service will become financially unmanageable.

The Delaware Center for Transportation (DCT) previously commissioned the Institute for Public Administration (IPA) at the University of Delaware to examine ways of reducing the growing cost and service burden associated with public transit. The primary focus was to analyze other forms of accessible transit available in the state, in particular the taxicab industry. The report examined the current state of the taxicab industry in Delaware and determined that the fleet was not capable of providing an adequate level of accessible service.<sup>1</sup> The lack of accessible vehicles was a major barrier facing the industry. Based on these findings, DCT commissioned IPA to examine, in more detail, ways to adjust the taxicab industry to provide a greater level of service to help offset growing public transit costs and demand. This report builds on IPA's previous findings and explores further the ways in which the taxicab industry in the state can be improved.

The current fragmented nature of Delaware's taxicab industry results in poor and limited service in many areas of the state. To improve the state's taxicab service, regulations are needed to reduce fragmentation by encouraging greater levels of integration among service providers. It is possible to improve the level of industry integration by encouraging smaller companies to consolidate or fostering the co-operation of larger companies already in the market. An integrated industry has greater capacity to service areas that produce low returns by offsetting them with more profitable routes. An integrated taxicab industry also promotes service to segments of the population that need specialized, costly services such as wheelchair-accessible vehicles or frequent medical-related trips. These types of structural changes have proven successful in other jurisdictions, improving taxicab accessibility and choice. This report focuses on improving taxicab accessibility in Delaware by adjusting the regulatory structure to encourage a sustainable, integrated taxicab industry that cultivates greater demand for service.

The first section of this report examines the current regulatory structure of the taxicab industry in Delaware and provides comparisons with other jurisdictions that have obtained high levels of industry integration. These jurisdictions have created regulatory structures for the industry that have resulted in service for a variety of transportation needs. A key regulation found in many jurisdictions, but not presently part of Delaware's regulatory structure, is a passenger bill of rights. This regulation clearly identifies the rights of the passenger and the responsibilities of every taxicab in the jurisdiction. Another regulatory issue pertains to the licensing of vehicles to operate as taxicabs. Currently, Delaware uses a medallion system to regulate the number of taxicabs in operation, a common licensing structure used by many jurisdictions in the country. However, the state's current licensing structure lacks essential

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<sup>1</sup> <http://www.ipa.udel.edu/publications/OptimizingAccessibleTaxiService.pdf>



enforcement and regulatory characteristics found in the other jurisdictions. The final area of regulation is the licensing of taxicab drivers. Currently, Delaware regulates taxicab operators through a patchwork of laws implemented over the years in response to public safety issues. Jurisdictions across the country have obtained more successful results by implementing a streamlined driver identification system that allows for greater public oversight and, ultimately, a higher level of public safety.

The second section of this report examines potential opportunities to increase the ridership in taxicabs in Delaware through private–public initiatives. Market demand and the existence of a robust taxicab industry would seem to go hand-in-hand. Many jurisdictions across the United States have engaged the services of private carriers, such as taxicabs, to meet identified public transportation needs. The result is the establishment of a stable, base level of demand upon which the taxicab industry can build. Currently, Delaware has a program that provides a subsidy for seniors and the mentally and physically disabled to use taxicabs in place of public transit. The program is underutilized, but—if expanded—it has the potential to assist in offsetting the rising cost of the state's public transportation. Other jurisdictions have expanded similar subsidy programs and have been successful in establishing a demand base for taxicabs that enables the industry to provide a higher level of overall service at lower fares. This report discusses examples of subsidy programs found in other jurisdictions and the ways in which Delaware could implement similar programs.

The final section of this report provides recommendations on ways the state can improve the taxicab industry—and reduce the burden on public transit in the process. These recommendations highlight the shortfalls in the current regulation and identify solutions that have been used in jurisdictions with efficient taxicab industries. These regulatory reforms are only part of the solution to increasing taxicab accessibility in the state. The recommendations also outline methods to improve the current subsidy program that is available. The report presents models from other jurisdictions that use the taxicab industry to offset paratransit demand. These jurisdictions can serve as models for establishing a program in Delaware that creates a demand base and stable revenue opportunity for the state's taxicab companies. The intention of this report is to provide recommendations to integrate the taxicab industry in Delaware. Through an integrated taxicab industry, the state can address the growing cost and service burden being placed on the public transit system.

## **Chapter 2: Passenger Bill of Rights**

Delaware's legislation governing the taxicab industry limits the ability of regulators to implement industry-wide standards on taxicab owners and operators. The lack of industry standards creates inconsistencies in the level of service provided by taxicab operators in the state. This has a direct impact on the ability of the industry to serve the transportation needs of residents and visitors. This lack of consistency in the industry was a theme raised by both regulators and taxicab owners/operators through consultations. Common concerns raised by these groups were over the differences in fares, ability to access taxicabs, and quality of the vehicles in service in Delaware. In particular, taxicab owners/operators believed these inconsistencies lowered the value of the service they provided and negatively impacted the public perception of the industry. Among regulators and operators, there was consensus for change—to raise the overall quality of service provided by the taxicab industry in Delaware.

Other jurisdictions across the country have been able to implement uniform operating procedures for their taxicab industries by implementing a passenger bill of rights. This type of legislation outlines basic operating procedures and raises public awareness of passengers' rights and responsibilities once they arrange for a taxicab ride. In other jurisdictions taxicabs are required to display the bill of rights on or inside their vehicle so that it is visible to all passengers. The majority of jurisdictions have a basic set of criteria outlined in their bill of rights. Appendices 1 through 3 contain the taxicab bills of rights found in the Cities of Indianapolis, Indiana; Newark, New Jersey; and Palm Springs, California. Each of the examples makes reference to a method for determining the cost of the fare, forms of payment accepted, and quality of the ride.

In consultation with regulators and taxicab owners/operators, both expressed a desire to implement industry-wide standards for all taxicabs. Currently, Delaware does not have a passenger bill of rights that outlines the industry standards that all taxicab providers must meet. However, the state's current code contains many of the important regulations commonly incorporated into a bill of rights.<sup>2</sup> By incorporating the basic standards found in the current code along with new regulations, Delaware can establish a passenger bill of rights to improve the quality of service for the passenger and, in the process, grow demand for the service. Based on consultations with state regulators and taxicab owners/operators and research on legislation in other jurisdictions, this report identifies three key aspects for inclusion into a Delaware Taxicab Passenger Bill of Rights:

1. Fare consistency
2. Accepted method of payment
3. Centralized dispatch

Consultations with regulators and taxicab owner/operators revealed the need to address the inconsistency in fares that currently exists between the various taxicab companies in the state. Current state regulations require taxicab companies to file a schedule of their rates and notify passengers of the rate they are to be charged.<sup>3</sup> The legislation does not require any level of consistency between operators beyond stipulating that they charge their fares in one-tenth-mile increments. Other jurisdictions generally establish and

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<sup>2</sup> Regulations found in Title 2 Transportation Delaware Administrative Code, 2287 Public Carrier Regulations Section 3.12.

<sup>3</sup> Title 2 Transportation Delaware Administrative Code 2287 Public Carrier Regulations Section 4.0.

enforce taxicab rates for the entire industry. A common rate enables the regulator to have more control over the industry and provides riders with consistency. With the establishment of a fair and consistent rate, passengers feel more confident in using taxicab service and, in this way, taxicab operators benefit as well.

Transparency regarding the method of payment accepted by taxicabs is important information for prospective passengers. Delaware's legislation does not require consistent methods of payment for taxicab operators. Consultations with industry stakeholders and owner/operators raised concern over the lack of taxicabs that accept debit and credit card payments. It is common for taxicabs to not accept a fare due to the passenger's planned method of payment. In some instances, the taxicab operator would not accept payment by debit or credit card after the trip was completed. Refusing service based on method of payment decreases the quality of the taxicab service for passengers and reduces confidence in the industry as a whole. Erosion of consumer confidence in the taxicab industry causes prospective customers to search for alternative transportation methods and, in the process, lowers demand for taxicab services.

The ability to easily and readily access a taxicab when needed is an important component of a successful taxicab industry. A centralized dispatch service enables a prospective customer to arrange for a ride or, if needed, report a complaint. Most taxicab operators in Delaware do not have a centralized dispatch service; they use cell phones to arrange for customer pick-ups. Operators change their phone numbers periodically, however, which creates issues for customers when they attempt to arrange for service. It becomes difficult to find a consistent contact number. Consultations with taxicab owners/operators echoed the same concern. In addition, they noted that there was little coordination among operators, leaving many parts of the state without service and other areas with limited service during certain times of the day and night.

Regulation requiring industry cooperation through a centralized dispatch service and minimum hours of operation has increased the quality of the taxicab industry in other jurisdictions across the United States.<sup>4</sup> Centralized dispatch enables taxicab operators to effectively distribute the number of rides in a day, increasing efficiency for the customer and enabling taxicab operators to service a greater number of fares. Other jurisdictions mandate a minimum number of hours that a taxicab must operate in combination with a centralized dispatch service. Setting the basic standards for taxicab dispatch and hours of operation builds customer confidence in the service of the taxicab industry and creates more earning opportunity for operators.

Delaware's taxicab industry lacks many of the basic standards that other jurisdictions have implemented to improve quality. Many jurisdictions have adopted a passenger bill of rights to establish basic industry-wide standards that notify both passengers and operators of their rights and obligations. **Appendix 4** presents a possible model for a passenger bill of rights for Delaware.

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<sup>4</sup> Ocean City, Maryland, San Francisco, California, and King County, Washington require all taxicab operators to have or be under a centralized dispatch system. In addition, they require minimum hours of operation based on fleet size.

The following are some important and basic components found in the bills of rights from other jurisdictions and included in the model:

- **Institute industry-wide fare schedule** – Many jurisdictions have different fare start rates depending on pick-up location with the per mile charge left constant.
- **Require the acceptance of debt and credit card payments** – Other jurisdictions have phased this requirement in over time.
- **Institute a centralized dispatch contact number** – Most jurisdictions have a minimum of two dispatch services.
- **Regulate listed hours of operation** – Other jurisdictions determine the minimum number of hours a taxicab must operate based on fleet size. Larger fleets must operate more hours of the day.



Example of a Delaware taxicab – note presence of DelDOT medallion on front fender, absence of “occupied/vacant” light that is required to be mounted on car roof, and degree to which the color of the taxi fare posting on rear door and other lettering “contrasts” with the background vehicle color.<sup>5</sup>

Photo by D. Tuttle

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<sup>5</sup> Title 2 Transportation Delaware Administrative Code 2287 Public Carrier Regulations Section 13.7.

## Chapter 3: Medallion System

In Delaware, the Office of Public Carrier regulates the taxicab industry through a medallion system. The Office of Public Carrier is responsible for issuing all new medallions and regulating the transfer of existing medallions. To become eligible to operate, all taxicabs must be issued a medallion and have it affixed to the vehicle.<sup>6</sup> Currently, legislation governing the medallion process is very basic and lacks many common industry practices found in other jurisdictions. This weak regulatory structure reduces the quality and consistency of the taxicab service provided to the public in Delaware.

The mechanism for issuing new medallions and transferring existing ones is a central issue related to the weak regulatory structure. Currently, the Office of Public Carrier accepts applications for new medallions on an ongoing basis.<sup>7</sup> Upon receipt of a new application, the office is required to hold a public hearing within 90 days to provide the applicant an opportunity to demonstrate that public demand for additional taxicabs exists in the area they intend to service. This requirement can be satisfied through presenting petitions from the public, conducting market surveys, demonstrating excessive wait times, or clearly identifying other evidence that current taxicab providers are unable to meet demand in each of the counties the applicant intends to serve. Once the Office of Public Carrier issues a medallion, the owner is able to sell or lease it by filing for a transfer authorization from the department. These transfers are not subject to any regulatory oversight with the only requirement being a paid transfer fee.

The Office of Public Carrier governs the issuance and transfer of medallions, but this provides regulators with limited authority to manage the industry. This lack of regulatory authority creates inefficiencies in the market and, as a result, too many medallions have been issued and too few utilized. **Table 1** displays the medallion breakdown in Delaware. Currently, 178 medallions have been issued by the state, but only 106 are in use. The Office of Public Carrier does not have the regulatory authority to revoke or rescind medallions not in service. The result is that over 40 percent of eligible medallions issued are not servicing the public. Medallions have become an investment vehicle, rather than a license to operate a taxicab in Delaware.

**Table 1. Medallions – Taxicab Industry Breakdown: 2012**

<b>Total Taxicab Companies</b>	64
<b>Eligible Medallions</b>	178
<b>Medallions In Use</b>	106

In addition to the lack of authority over unused and underutilized medallions, current public carrier legislation allows for the transfer and lease of medallions with limited oversight. This regulatory structure has created a taxicab industry with a significant percentage of owner-operators and a high frequency of turnover in ownership. Currently, 64 taxicab companies operate 106 of the total 178 medallions issued in Delaware. Error! Reference source not found. displays the changes in the state's taxicab fleet over the last five years. Many medallion owners lease their rights to other individuals or companies for short periods of

<sup>6</sup> Title 2 Transportation Delaware Administrative Code 2287 Public Carrier Regulations Section 13.7.1.

<sup>7</sup> Source for paragraph is Title 2 Transportation Delaware Administrative Code 2287 Public Carrier Regulations and discussions with regulators.

time. Through interviews with stakeholders in the industry, it was determined that there are a number of medallion owners who lease to operators for one year or less. The result is a high frequency of operators entering and exiting the taxicab industry annually, reducing the overall level of service consistency.

**Table 2. Delaware's Taxicab Companies and Fleet Size: 2008-2012**

	2008	2009	2010	2011	2012
<b>Licensed Taxicab Companies</b>	22	19	30	40	64
<b>Total Statewide Taxicabs</b>	98	84	95	101	106

Current regulations governing the state's medallion process have effectively reduced entry barriers into the taxicab industry. This creates continual fluctuations in the size of the state's taxicab fleet and the number of companies providing service to the public. While a reduction of entry barriers theoretically opens up more opportunities for the industry to service the public, this has not been the case in Delaware. Limited oversight has decreased the efficiency and service quality of the industry by not attracting stable companies that provide a reliable level of service for a sustained period of time. This is a key difference between the taxicab industry in Delaware and other jurisdictions with a successful taxicab service.

In terms of comparison, it is difficult to identify other jurisdictions in the country that have the same regulatory structure as Delaware. One of the major issues is that Delaware regulates the taxicab industry at the state level, while most other jurisdictions handle oversight at the county or municipal level. While the following three jurisdictions examined are not regulated at the state level, they govern their taxicab industries through a structure similar to Delaware's. In addition, they have successfully established an integrated taxicab industry that provides the public with a variety of transportation options that complement the public transportation system.

### **San Francisco, California**

The City of San Francisco, California, created a stable taxicab industry that provides a high level of service quality and efficiency using the medallion system. There are nearly 30 taxicab fleets in the city, but the largest four companies account for more than half of the medallions issued in the jurisdiction.<sup>8</sup> The San Francisco Municipal Transportation Agency (SFMTA) regulates the taxicab industry by issuing three types of permits to operate within its jurisdiction.<sup>9</sup> The first is a medallion issued to an individual for full-time operation of a taxicab in the city. Second, the SFMTA issues a single-operator permit to an individual for part-time operation of a taxicab. The third is a temporary permit that authorizes an individual for full-time operation, but limits the permit's validity to the lifetime of the vehicle. All taxicab permits must be associated with a fleet and each taxicab within a fleet must be painted the same color.

The City of San Francisco's Municipal Transportation Code details the process for determining demand for issuing new medallions. Annually, the SFMTA is required to hold hearings to discuss the number of new medallions to issue. The agency has an appointed board that considers the current availability and

<sup>8</sup> San Francisco Municipal Transportation Agency RFI # SFMTA-2013-11 <http://www.taxi-library.org/sfmta-taxi-data-rfi-rfq.pdf>

<sup>9</sup> San Francisco Transportation Code Article 1100 Section 1103

demand for taxicab services in the city.<sup>10</sup> The board holds public consultations with citizens and stakeholders to gather input for its decision. If the board finds that new medallions are required, the SFMTA issues them according to an applicant waiting list. The agency issues new medallions to applicants based on the date on which they applied without any priority provisions.<sup>11</sup> In addition to regulating the issuance of new medallions, the SFMTA exercises authority over the transfer of existing medallions or color schemes. While there is no board review for this process, the SFMTA has a wide range of discretion in approving a transfer between two parties.

### **Ocean City, Maryland**

In 2009 Ocean City, Maryland, reformed its municipal taxicab legislation to increase the service quality for residents and visitors. Its city council made two significant reforms to the medallion system that regulates the number and type of taxicabs operating in the municipality.<sup>12</sup> First, changes to the ordinance transferred jurisdiction over the regulation of taxicab medallions to the Ocean City Police Department. Second, regulatory changes eliminated any medallions issued but not in service. The municipality held a one-day franchise sale requiring all current medallion owners to pay a franchise fee to retain the right to operate in the municipality. Any medallions not retained were auctioned off in accordance with an ordinance placing new limits on the number and type of medallions issued.

Ocean City's ordinance governing vehicles for hire authorizes the police department to issue up to 175 taxicab medallions. The code places restrictions on the distribution of the medallions, requiring the police department to issue 85 percent to fleet holders and 15 percent to independent operators.<sup>13</sup> The city council and the police department strictly regulate the transfer of medallions between current owners and prospective operators. The mayor and council must approve the transfer of any medallion. The prospective purchaser must meet all of the requirements of the ordinance to the satisfaction of the police department and not violate the distribution requirements noted in the ordinance between fleet and independent owners.

The municipal ordinance provides the city council and police department with the authority to revoke or suspend medallions in certain situations. The mayor and council retain a first right of refusal on the medallions and, in the instance of a transfer, may purchase the medallion for the proposed purchase price.<sup>14</sup> This mechanism allows for tighter control over the number of medallions in circulation at a given time. Additionally, the ordinance requires the return of medallion not in service for one year to the police department without refund. A medallion maybe deactivated by the owner for a period of six months and stored at city hall, but this only may occur one time before a fee is required. All medallion owners are subject to safety regulations that govern the vehicle operating under the medallion as well as the driver operating the vehicle.<sup>15</sup>

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<sup>10</sup> San Francisco Transportation Code Article 1100 Section 1115

<sup>11</sup> San Francisco Municipal Transportation Agency RFI # SFMTA-2013-11 <http://www.taxi-library.org/sfmta-taxi-data-rfi-rfq.pdf>

<sup>12</sup> A site visit to Ocean City Maryland was conducted to determine what changes the municipality made to their taxicab legislation

<sup>13</sup> Ocean City, Maryland Code of Ordinances Chapter 102 Vehicles for Hire

<sup>14</sup> Ocean City, Maryland Code of Ordinances Chapter 102 Vehicles for Hire.

<sup>15</sup> See Ocean City, Maryland Code of Ordinances Chapter 102 Vehicles for Hire for specifics.



### **King County, Washington**

In 2006 King County, Washington, amended its county ordinance governing the taxicab and vehicle-for-hire industry. The county changed its regulatory structure from a medallion system to a licensing structure. Currently, King County has a taxicab fleet operating under both medallions and licenses. The majority of the regulations apply to all taxicabs in operation, but there are some differences that have strengthened the regulatory structure of the industry.

Amendments made in 2006 limit the number of medallions the county has in service to 561 within the jurisdiction. A portion of the licenses issued must be to wheelchair-accessible vehicles and service areas identified as high need by King County and the City of Seattle. Other factors determining the number of new medallions issued include the growth in the county's population, response times, and service quality of the fleet in operation.<sup>16</sup> In the event that the director of the King County Department of Executive Services determines there is a need for additional taxicabs, the department issues a request for proposals. The county issues licenses to operate to the successful proposals in accordance with the ordinance and terms of the proposal.

Taxicabs operating under medallions issued prior to January 1, 2006, are permitted to sell and transfer their medallions to new operators. Taxicabs operating under new licenses issued after January 1, 2006, are non-transferable. The latter are valid for one year and must be renewed each year prior to or on June 30. In the event an owner retires or removes a taxicab from service, the license must be surrendered back to the county. This action removes the license from the owner and enables the county to reissue the license to another operator through the proposal process. Similar restrictions extend to vehicles temporarily taken out of service. Within 60 days of a vehicle leaving service, the owner must place a replacement vehicle in service and register it with the county. Failure to comply with this regulation revokes the license and returns it to King County.

### **Recommendations for Medallion Reform**

The current regulatory structure governing Delaware's taxicab industry provides officials with a limited amount of authority. Moreover, the code provides taxicab owners and operators with minimal protections against individuals who would take advantage of the weak regulatory structure. To improve the safety and quality of taxicab service in Delaware while protecting the investment individuals have made in the industry, the state needs to implement reforms to its medallion system. The following are basic regulations found in other jurisdictions that can help address shortfalls in Delaware's current taxicab code and help improve the industry as a whole:

- **Establish process for issuing new medallions** – Establish a process for determining the number of medallions needed to meet the demand of the state.
- **Address the high number of unused medallions** – Establish a process for ensuring that medallions are being used and revoking/rescinding medallions that are not in service.
- **Reform the medallion transfer process** – Retain first right of refusal over the transfer of medallions and prohibit the transfer of any medallions issued after a specified date.

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<sup>16</sup> King County Code of Ordinances Taxis - Businesses and Drivers Section 6.64.



## **Chapter 4: Regulation of Taxicab Operators**

Taxicab regulations found in most jurisdictions across the United States regulate both the vehicle and the operator. Most jurisdictions implement a driver identification system to regulate the individuals operating taxicabs under their authority. By regulating operators, the regulating authority is able to control and track the individuals who are legally permitted to operate a taxicab within its jurisdiction. Typically, individual operators are required to meet a set of requirements that demonstrate that they are able to safely operate a taxicab. Once these requirements are met, the jurisdiction issues a driver identification card to the individual. This enables the issuing authority to have control over the individuals who are permitted to operate a taxicab in its jurisdiction and ensure that they do not pose any risk to the public. To further increase public safety, many jurisdictions issue driver identification cards that are associated with the company that employs the individual. This enables the regulating authority to track individual operators through their employees in the event of complaints or public safety issues. A system for the regulation of taxicab operators within the jurisdiction is important for monitoring the individuals working in the industry and ensuring public safety.

Delaware's Office of Public Carrier in cooperation with the Department of Motor Vehicles (DMV) have jurisdiction over individuals operating taxicabs in the state. The regulations require that all individuals operating a vehicle under a certificate of public convenience and necessity<sup>17</sup> in Delaware must have a taxicab endorsement in combination with a valid state driver license. To successfully obtain a taxicab endorsement on a driver license, an individual must meet a basic set of requirements. The DMV and Office of Public Carrier require all taxicab operators to meet the following requirements<sup>18</sup>:

1. Be 18 years of age or older.
2. Complete a defensive driving course.
3. Pass a police background check indicating no serious crimes.<sup>19</sup>
4. Have not had their license suspended in last five years.
5. Pass eye screen and written tests.

Once an individual satisfies these requirements, the Office of Public Carrier and DMV issues a taxicab endorsement. A "Z" endorsement from the DMV enables an individual to operate a taxicab and/or limousine in Delaware. For this endorsement to be valid, an individual must have a valid driver license in the state of Delaware or the state of their primary residence.

Taxicab companies operating in Delaware must follow certain regulations set out by the public carrier regulations pertaining to individual operators.<sup>20</sup> The code requires taxicab companies to ensure that all their operators have a current "Z" endorsement and a valid driver license. They are required to provide the

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<sup>17</sup> In the State of Delaware the certificate of public convenience and necessity regulations require that any vehicle operating as a taxicab have a valid medallion. Any individual operating a vehicle regulated by a taxicab medallion is subject to the licensing requirements.

<sup>18</sup> Found in Title 21 Chapter 27 Section 2763 of the Delaware Code.

<sup>19</sup> Per Title 21 Chapter 27 of the Delaware Code manufacturing, delivery or possession of a controlled substance, crime against a child, class A or B felony and a felony against a public official constitute a serious crime. The code requires a criminal background check completed by the State Bureau of Identification and the FBI within the last 180 days.

<sup>20</sup> Title 21 Chapter 27 Section 2763 of the Delaware Code.

Delaware Department of Transportation (DelDOT) with an FBI and State Bureau of Identification criminal background check to verify their drivers can operate a taxicab in the state. Companies must provide this documentation to DelDOT within 30 days of an operator's employment, and the documentation must not be older than 180 days. Companies also are required to provide DelDOT with an operator's full name, address, date of birth, driver's license number, and proof of legal authority to work in the United States within 30 days of the individual's hiring.

Other jurisdictions in the United States have implemented additional regulations that need to be satisfied to operate a taxicab beyond the basic requirements established in Delaware. To obtain a taxicab operator permit in the City of San Francisco, an individual must meet similar requirements set out in the Delaware Code in addition to the following<sup>21</sup>:

1. Provide fingerprints.
2. Hold a valid California driver permit.
3. Pass a physical examination.<sup>22</sup>
4. Enroll in the controlled substance testing program.
5. Provide a statement of affiliation with a company and its identifying color scheme.

The last regulation, which requires applicants to demonstrate affiliation with an existing company and its color scheme, provides a mechanism for linking the operator to a taxicab company. All taxicab companies in San Francisco operate under a unique color scheme, meaning they each have an identifying color that is unique to their vehicles. Upon application, a prospective operator must provide a statement of affiliation with a company and its color scheme to obtain a permit. Once an individual receives a permit, he or she can legally operate a vehicle for the color scheme identified in the application. To transfer to another color scheme within San Francisco, the individual must obtain approval from the SFMTA. This form of control over operators enables the regulating authority to easily track all aspects of the taxicab industry. The color scheme association links operators to companies, making it easier to identify them in the event of complaints or public safety issues.

Ocean City, Maryland, regulates taxicab operators through its taxi driver permits. To obtain a permit, an individual must apply to the Ocean City Police Department and meet a basic set of requirements that is similar to Delaware's. There are some important additions that Ocean City implemented as part of its taxicab driver permitting process<sup>23</sup>:

1. Include driving record for current and preceding ten years.
2. Be fingerprinted.
3. Have a minimum of one year of driving experience.

If all conditions are satisfied, the police department issues a temporary permit to the individual pending the processing of a criminal background check. Once the permit receives full approval, the individual is able to operate any taxicab lawfully licensed in Ocean City. The operator is required to display the driver permit, containing a picture of the operator, in full view of the passenger at all times. While Ocean City,

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<sup>21</sup> San Francisco Transportation Code Article 1100 Section 1103

<sup>22</sup> Not all applicants are subject to a physical examination. The SFMTA has discretion over the regulation.

<sup>23</sup> Following regulations found in Ocean City Maryland Code of Ordinances Part 2 Chapter 102 Article 2 Division 3.

Maryland, does not link taxicab operators to companies through a color scheme, it ensures an easy way of driver identification. Placing the driver permit in full view of the passenger enables customers to report driver-specific issues to the proper authorities. In addition, the driver permit gives regulators greater control over the number of taxicab operators and the individuals who are operating in their jurisdiction.

Delaware's current regulatory structure pertaining to taxicab operators contains the basic requirements found in other jurisdictions. The code lacks some additional regulations that provide greater control over the individuals operating taxicabs within a jurisdiction and increase the level of public safety. One key enforcement tool that is not available in Delaware is the link between the operator permit and a valid taxicab company. Consultations with current taxicab operators in the state revealed that this was also one of their major concerns. Owners and operators are able to move freely from company to company, which creates issues for the industry. Owners find this costly, as they are required to insure an operator's vehicle for a one-year period, but the driver is free to leave and operate elsewhere within that same one-year period. Full-time operators find that the lack of regulation creates a poor image of the industry, as some operators move from company to company just to earn short-term revenue.

With some minor changes to the state's driver identification structure, Delaware can improve the safety and quality of its taxicab industry. The following recommendations are based on key aspects found in the driver identification regulations of other jurisdictions that can help improve Delaware's current system:

- **Institute a driver identification card** – Replace the endorsement system with a driver identification permit that must be displayed in full view of the passenger.
- **Create a one-year license structure** – The new driver identification permit is only valid for one year; renewal requires a new background check.
- **Mandate company endorsement** – Driver identification permits are valid only when associated with a medallion authorized in Delaware. This authorization is valid for one year, and the operator must obtain approval from DelDOT to transfer to another medallion.

## **Chapter 5: Senior Citizens Affordable Taxi (SCAT)**

The Senior Citizen Affordable Taxi (SCAT) service, which offers a reduced fare to eligible seniors and persons with disabilities, has been available in Delaware on a limited basis for many years. This program is regulated and funded by DART First State.

Delaware's statewide SCAT program provides a 50 percent discount on taxi fares for senior citizens and persons with disabilities. To be eligible for the program, a rider must be at least 65 years of age or have a physical or mental disability that prevents him or her from operating a motor vehicle. Upon approval by DART, a SCAT Photo ID card is issued to a certified applicant. ID cards can be obtained from DART's administrative offices at 900 Public Safety Boulevard in Dover or at 119 Lower Beech Street, Suite 100, in Wilmington. Persons who are unable to get to one of the two locations are asked to contact the DART office by phone so alternative arrangements can be made.<sup>24</sup> Persons who apply for SCAT eligibility need not apply separately for DART's fixed-route bus service Reduced Fare Program, but the programs are not entirely congruent:

- An individual in possession of a Medicare card needs only to present that card to take advantage of reduced fares on fixed-route buses, either through the use of a pre-purchased Reduced Fare DARTCard or via cash payment upon boarding the bus. To utilize the SCAT program, the same individual would need to obtain a SCAT Photo ID, but could apply using the "short form," providing a copy of the Medicare card as evidence of eligibility.<sup>25</sup>
- The discount applicable to a reduced-fare ride on a fixed-route bus is 60 percent for a cash fare,<sup>26</sup> or 70 percent for a fare paid via a pre-purchased \$46 Reduced Fare DART-Card.<sup>27</sup> The discount for taxi fares provided via pre-purchased SCAT tickets is 50 percent.

SCAT tickets are used to pay metered taxi fares. Each SCAT ticket has a face value of \$10, but is purchased for \$5. SCAT tickets may be purchased through the mail, at the two DART administrative sites where SCAT Photo ID cards are issued, and potentially (according to the online listing of DARTCard Outlets) at a dozen additional locations throughout the state.<sup>28</sup> Unlike DART's other pre-paid media such as the various fixed-route-transit stored-value DARTCards and the paper Strip Tickets that can be used to pay for Paratransit rides, SCAT tickets are not available for purchase online.<sup>29</sup>

Once tickets have been purchased, customers are directed to contact the nearest participating taxi company to schedule their trip and to inform the company that they will be using SCAT tickets. A link to

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<sup>24</sup> <http://www.dartfirststate.com/information/programs/scat/>

<sup>25</sup> [http://www.dartfirststate.com/information/programs/scat/RF\\_SCAT\\_SHORT\\_Form0611.pdf](http://www.dartfirststate.com/information/programs/scat/RF_SCAT_SHORT_Form0611.pdf)

<sup>26</sup> [https://www.dartfirststate.com/information/getting\\_there/fares/](https://www.dartfirststate.com/information/getting_there/fares/)

<sup>27</sup> <https://www.dartfirststate.com/dartcards.ejs>

<sup>28</sup> [http://www.dartfirststate.com/information/getting\\_there/dartcard/outlets.pdf?012110](http://www.dartfirststate.com/information/getting_there/dartcard/outlets.pdf?012110)

It should be noted that the online "DARTCard Outlets" document does not appear to have been updated since January 21, 2010, and currently includes listings for three New Castle County branches of Wilmington Trust, which merged with M&T Bank in 2011, as well as three senior centers (Lutheran Senior Services, St. Patrick's Center, and the Milford Senior Center) that, when contacted in the context of this study, indicated that they no longer serve as SCAT ticket outlets.

<sup>29</sup> <https://www.dartfirststate.com/dartcards.ejs>

the current list of participating taxi companies is maintained on the DART webpage. Customers are reminded that while DART-issued SCAT tickets may be used as payment, taxi fares are set by the individual privately owned taxi companies. DART does not guarantee the wheelchair accessibility of any taxis. Individuals who use wheelchairs are advised to inquire of the taxi company from which they are requesting service to determine the availability of wheelchair-accessible transportation.<sup>30</sup> The vehicles currently operated by participating SCAT taxi-service providers are only able to accommodate folding wheelchairs, which would have to be collapsed and placed in the vehicle, typically in the trunk (as most vehicles are sedans). Currently, to ride in a taxicab a customer would have to be able to transfer to and from the regular vehicle seat.

The subset of Delaware taxicab providers participating in SCAT has been in a state of flux throughout recent years, numbering as many as seven during 2008 and 2009 (six of whom were consistent across those two years). It was observed that, at some time in the past, there had been a flaw in the operation of the program, whereby reimbursements were being sought for tickets that had never been sold by DART. That was one cause for DART-initiated turnover among the participating taxi companies. As of March 4, 2013, DART identified the following taxicab providers as being the only ones, among the more than 60 firms licensed to operate in Delaware, to accept SCAT coupons<sup>31</sup>:

- City Cab Co. – Statewide (from locations in each county)
- Shamrock Services – Lewes (misspelled as “Sharrock Services” on the DART site)
- Yellow Cab – Wilmington
- Zizo’s Taxi Cab Company – Newark

The four current SCAT providers collectively operate a total of 19 vehicles (down from a SCAT fleet of 32 vehicles, as recently as 2011), thus making less than one-fifth of the state’s taxicabs available at half price to eligible customers. An important anomaly identified during the preparation of this report is that while the number of available SCAT taxi vehicles has been declining, Delaware’s population is growing older and the number of potential SCAT customers is therefore increasing. (This is without even considering the positive relationship between age and go-outside-the-home disabilities.)

DART measures SCAT program utilization in terms of the dollar value of SCAT ride tickets that are redeemed monthly by the participating taxi companies. Since payment is not issued to providers until after the used tickets are submitted to DART for payment, and DART’s internal invoice processing period may range from a few weeks to several months, the ultimate reimbursement for redeemed SCAT ride tickets may not occur until some significant period of time has passed from when the taxi service was rendered.<sup>32</sup> A direct comparison of fiscal year totals is, therefore, somewhat imprecise. In summary, the current flow of paper SCAT tickets and cash is as follows:

- Tickets are sold by DART at 50 percent of face value, either directly to an authorized rider (through the mail or in person) or to a ticket-outlet entity.

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<sup>30</sup> <http://www.dartfirststate.com/information/programs/scat/>

<sup>31</sup> [http://dartfirststate.com/pdfs/SCAT\\_Providers\\_030513.pdf](http://dartfirststate.com/pdfs/SCAT_Providers_030513.pdf)

<sup>32</sup> DART “Detailed Payment History by Vendor” – run date 2/27/2013

- Tickets purchased by outlet entities are subsequently re-sold to authorized riders at cost (whereby the ticket outlet recovers its outlay).
- Authorized riders use their purchased tickets at full face value to pay for their taxi trips.
- Taxi drivers submit the tickets to their management.
- Taxi firms submit the tickets to DART for reimbursement at face value.
- DART verifies the validity of invoiced charges and renders monthly (or less frequent) payments.

The replacement of Delaware's SCAT ticket "paper chase" system with a debit card system merits consideration. Under the current model, taxicab companies are not paid for the rides they provide to SCAT patrons until they receive their reimbursement checks from DART. This delay presents a significant disincentive for smaller operators to participate in the program. With a debit card system, the financial transaction would be immediate. It also would be much easier for customers to deal with precise fare charges than is the case with the current, fixed-denomination, SCAT tickets.

Historical SCAT data reviewed for IPA's previous taxicab study indicated that payments to operators totaled \$82,072 in FY2007, decreasing to \$62,974 in 2008.<sup>33</sup> Anecdotal evidence from individuals who were consulted in the context of the study indicated that the level of ridership in the SCAT program had been in steady decline since that time, but that trend appears to have reversed during the most recent year. Specifically, total DART payments for SCAT ticket redemptions increased by 61 percent, from \$37,082 in FY2012 to \$59,544 in FY2013. Because all SCAT tickets are purchased originally purchased DART at 50 percent of face value, the actual net direct cost to DART for SCAT trips during FY2013 was approximately \$30,000 or about 0.06 percent of the cost of statewide paratransit operations.

Several stakeholders interviewed during the study had at least a passing, or historical, familiarity with the SCAT reduced-fare program. Their overall impression was that SCAT was an initiative that had functioned effectively when Delaware's taxicab industry was more cohesive, but no longer reached its full service potential. Even among the representatives of the various entities that still make SCAT tickets available for purchase on-site, a significant subset noted that they had not made a SCAT sale within the past six months. Commonly noted barriers included a disinclination among some taxicab drivers to accept SCAT fares because of the delayed payment system, continual changes in the roster of participating taxi companies – with resulting confusion among both long-term and potential new riders, and a perception that SCAT customers don't tip very well.

The general concept of subsidized taxi rides for seniors and persons with disabilities is not unique to DART. What sets DART's SCAT program apart from other comparators is its statewide scope. Outside of Delaware, the taxicab industry and any systems of ride subsidies are typically regulated at the municipal or county level. It is helpful, however, to review some other contemporary taxicab subsidy programs to see how they compare with Delaware's.

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<sup>33</sup> <http://www.ipa.udel.edu/publications/OptimizingAccessibleTaxiService.pdf>

**"Call-A-Cab" – Prince George's County, Maryland<sup>34</sup>**

- Similarities:     Fifty percent discount (books of \$20 face-value coupons for \$10).  
Multiple participating companies, subject to change.  
Paper coupons/tickets.
- Variations:     Maximum benefit of 14 books (\$280 face value) in a six-month period.  
Minimum age for "seniors" is 60.  
Ticket books are only available for purchase through the mail.

**"Call-n-Ride" – Montgomery County, Maryland<sup>35</sup>**

- Similarities:     Multiple participating taxi companies.
- Variations:     Subsidy is determined on a sliding scale based on household income.  
Minimum age for "seniors" is 67.  
Participants are issued a Call-n-Ride swipe card, onto which they can load value each month (maximum benefit of \$60 face value/month).  
Wheelchair-accessible vehicles are available upon request.

**"Fare Wheels" – City of Falls Church, Virginia<sup>36</sup>**

- Similarities:     Multiple participating taxi companies.  
Paper coupons/tickets.
- Variations:     Seventy-five percent discount (\$40 face value/month for \$10).  
Gross annual income must not exceed \$37,000.  
Minimum age for "seniors" is 62.  
Names and phone numbers of taxi companies are printed on coupons.

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<sup>34</sup> <http://www.princegeorgescountymd.gov/sites/PublicWorks/Transit/ParaTransit/Call-A-Cab/Pages/default.aspx>

<sup>35</sup> [http://www6.montgomerycountymd.gov/apps/dot/call\\_n\\_ride/CNR\\_application.pdf](http://www6.montgomerycountymd.gov/apps/dot/call_n_ride/CNR_application.pdf)

<sup>36</sup>

<http://www.fallschurchva.gov/content/government/departments/humanservices/housinghumanservices/2012docs/farewheelsbrochure2012.pdf>

**"Seniors On-The-Go!" – Fairfax County, Virginia<sup>37</sup>**

- Similarities: Minimum age for "seniors" is 65.
- Multiple participating taxi companies.
- Paper coupons/tickets.
- Variations: Thirty-nine percent discount (\$528 face value/year for \$320 @ \$20/booklet).
- Age is the only criterion (must be 65 or older, regardless of disability status).
- Gross annual income must not exceed \$40,000/individual or \$50,000/married couple.
- Names and phone numbers of taxicab companies are printed on coupons.
- Uniform taxicab fare rates of \$2.10/mile.

**"Taxi Subsidy Program" – Village of Lombard, Illinois<sup>38</sup>**

- Similarities: Minimum age for "seniors" is 65.
- Paper coupons/tickets.
- Variations: Eighty percent discount (\$52 face value/month for \$10).
- Rides to airports and casinos are excluded.
- All taxicab providers licensed within the village participate.
- One-time \$4 program registration fee.

**"Glendale Taxi Subsidy Program" – Glendale, Arizona<sup>39</sup>**

- Similarities: Multiple participating taxi companies.
- Paper coupons/tickets.
- Variations: Seventy-five percent discount, up to a maximum of \$15/one-way trip.
- Available only to persons making repetitive trips for medical treatment and therapies.
- Coupons (described as "vouchers") identify participants as eligible for the program and describe the benefit but have no cost or cash value.

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<sup>37</sup> <http://www.fairfaxcounty.gov/ncs/seniors.htm>

<sup>38</sup> <http://www.villageoflombard.org/index.aspx?NID=291>

<sup>39</sup> <http://www.glendaleaz.com/transit/documents/GlendaleTaxiSubsidyBrochure.pdf>



### **SCAT Recommendations**

In spite of its limited utilization, the recent uptick in SCAT business bodes well for the potential contribution the taxi industry could make to the future of Delaware's transportation options. Certainly, the absence of any cap on an individual's ride benefits distinguishes the SCAT program from those of many jurisdictions. The following recommendations may advance the program's success in the future:

- **Require the acceptance of electronic payment** – This would facilitate the replacement of current paper ticket system with a stored-value or debit card, eliminating the delay between ride and revenue for the operator.
- **Allow for universal participation in SCAT by all licensed taxi operators** – Contingent upon the preceding recommendation, this would eliminate the guesswork and inconsistency involved in identifying which provider to call.
- **Institute an industry-wide fare schedule** – Consistency with regard to fares is an incentive for taxi use.
- **Allow customers to pay fares and tips with SCAT funds** – Tipping still would be at an individual's discretion, but this would eliminate what many operators currently see as a built-in negative to servicing SCAT customers.
- **Create a special program for persons receiving repetitive treatments and therapies** – Significantly reduced or flat fares could be offered for regularly scheduled medical trips (perhaps beginning as a pilot project for ambulatory dialysis patients) that are currently being provided via paratransit.

## Chapter 6: Policy Recommendations

As noted in the introduction to this report, the current fragmented nature of Delaware's taxicab industry results in poor and limited service in many areas of the state. To improve the state's taxicab service, regulations must reduce this fragmentation by encouraging greater levels of integration among service providers.

- **Institute an industry-wide fare schedule** – Not knowing what fare will be charged is a disincentive to taxi use. Many jurisdictions have different fare start rates depending on pick-up location with the per mile charge left constant.
- **Require the acceptance of debt and credit card payments** – Other jurisdictions have phased this requirement in over time. For SCAT trips, this would facilitate the replacement of the current paper ticket system with a stored-value or debit card, eliminating the delay between ride and revenue for the operator.
- **Allow universal participation in SCAT by all licensed taxi operators** – Contingent upon the preceding recommendation, this would eliminate the guesswork and inconsistency involved in identifying which provider to call.
- **Institute a centralized dispatch contact number** – Most jurisdictions have a minimum of two dispatch services.
- **Regulate listed hours of operation** – Other jurisdictions determine the minimum number of hours a taxicab must operate based on fleet size. Larger fleets must operate more hours of the day.
- **Provide a need-based process for issuing new medallions** – Establish a process for determining the number of medallions needed to meet the state's demand.
- **Address the high number of unused medallions** – Establish a process for ensuring medallions are being used and revoking/rescinding the medallions that are not in service.
- **Reform medallion transfer process** – Retain first right of refusal over the transfer of medallions already issued and prohibit the transfer of any medallions issued after a specified date.
- **Institute a driver identification card** – Replace the endorsement system with a driver identification permit that must be displayed in full view of the passenger.
- **Create a one-year license structure** – The driver identification permit is only valid for one year; renewal requires a new background check.
- **Mandate company endorsement** – Driver identification permits are valid only when associated with a medallion authorized in Delaware. This authorization is valid for one

year, and the operator must obtain approval from DelDOT to transfer to another medallion.

- **Allow customers to pay fares and tips with SCAT funds** – Tipping still would be at the discretion of the individual, but this would eliminate what many operators currently see as a built-in negative to servicing SCAT customers.
- **Create a special program for persons receiving repetitive treatments and therapies** – Significantly reduced or flat fares could be offered for regularly scheduled medical trips (perhaps beginning as a pilot project for ambulatory dialysis patients) that currently are being provided via paratransit.

## Appendix 1: Indianapolis Passenger Bill of Rights



Dear passengers,

Indianapolis is a great place to live and work, and for hundreds of thousands of visitors each year, it is also a destination that offers some of the world's finest sports and event venues, arts and cultural attractions, and one of the nation's most walkable downtown areas.

For many in our city, taxis offer the best transportation option. Every resident and every visitor deserves a positive experience from any taxi service they select. That's why our city partnered with the local hospitality industry to create a Passenger Bill of Rights for every taxi and fare in Indianapolis. We hope this helps ensure your travels in and around Indianapolis are safe and enjoyable.

Sincerely,

Gregory A. Ballard, Mayor  
City of Indianapolis

### PASSENGER BILL OF RIGHTS

When traveling in a taxi, customers have the right:

- To pay for your ride with a credit card;
- To only pay the amount clearly charged on a visible meter;
- To take the most direct or shortest route to your destination, or to direct the route of your choice;
- To ride in a safe, clean, and well-maintained taxi;
- To ride with a well-groomed, appropriately dressed, and courteous driver who obeys all traffic laws;
- To ride with a knowledgeable driver who speaks English and is familiar with City geography;
- To examine in plain sight the taxi's fare schedule, vehicle license, and operator license;
- To receive a receipt with identifying information;
- Not to be refused service on the basis of race, ethnicity, gender, religion, sexual orientation, or disability. While not every taxi can accommodate items such as wheelchairs, drivers can assist in securing appropriate vehicles for transporting individuals with disabilities.

To report a complaint, please call **(317) 327-TAXI (8294)**

- or -

Email **[taxi@indy.gov](mailto:taxi@indy.gov)**

Please provide the date, time, and location of any violation as well as a brief narrative of the violation and your contact information.

## Appendix 2: Newark, New Jersey Taxicab Passenger's Bill of Rights

### **TAXICAB PASSENGER'S BILL OF RIGHTS**

***As a taxi passenger you have the right:***

- To ride with a hack licensed professional driver who operates his vehicle in a responsible and safe manner;
- To pay for your ride with Cash (US Currency), Credit/Debit Card;
- To be transported to your stated destination of choice;
- To direct the route taken by the Taxicab Driver: (The most direct route or one of your choice);
- To ride with a knowledgeable driver who speaks English and knows the City of Newark Geography;
- To ride in a taxi with air conditioning or heat upon request;
- To ride in a quiet atmosphere: no excessive horn honking or radio;
- To ride in a taxi where the air is smoke and scent free;
- To ride with easily accessible working seatbelts for all passengers – Please Use Them!
- To ride in a taxi that is certified, clean and well maintained;
- To be accompanied by a service animal;
- To not be refused service on the basis of race, ethnicity, gender, religion, sexual orientation or disability;
- To ride in a taxi with a driver who does not use a cell phone while driving (hand-held or hands free);
- To ride with a hack licensed professional driver who is well-groomed, properly attired, courteous and provides assistance;
- To receive a written receipt of your fare listing the Taxi Number, the date/time, the fare and the Newark Taxi Unit customer service phone number;
- Decline giving the driver a tip for poor service.

**FOR COMPLIMENTS OR COMPLAINTS ABOUT YOUR RIDE,**

**PLEASE CONTACT (973)733-4311 OR (973)733-8912.**

**VISIT US AT [WWW.NEWARKPDONLINE.ORG/TAXIUNIT](http://WWW.NEWARKPDONLINE.ORG/TAXIUNIT)**



**YOU ARE IN TAXICAB #**

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## **Appendix 3: Palm Springs Taxicab Passenger Bill of Rights**

### **CITY OF PALM SPRINGS TAXICAB PASSENGER BILL OF RIGHTS**

#### **As a Passenger, You Have a Right To:**

- 1. Pay electronically with a major credit/debit card with no added fee**
- 2. Request any destination via the most direct route or the route of your choice**
- 3. A courteous and safe driver who obeys all traffic laws, including the "hands-free" cell phone laws**
- 4. A receipt upon request**
- 5. An unobstructed view of the taximeter & operator permit**
- 6. A driver who speaks English and has knowledge about attractions in the Coachella Valley**
- 7. Be accompanied by a domestic pet or service animal**
- 8. Air conditioning or heat upon request**
- 9. Working seat belts for all passengers**
- 10. A clean, orderly and odor-free taxicab**
- 11. A "noise-free" trip, to the extent possible**
- 12. Decline to tip**

**PALM SPRINGS MUNICIPAL CODE CHAPTER 16.36**

**If you wish to comment or voice a complaint:**

**Call (760) 318-3830 or**

**E-mail [info@palmspringsairport.com](mailto:info@palmspringsairport.com)**

## **Appendix 4: Delaware Model Taxicab Passenger Bill of Rights**

### **Taxicab Passenger Bill of Rights**

#### **Office of Public Carrier Regulation**

#### **State of Delaware**

#### **As a taxi rider you have the right to:**

- View the taximeter and pay an amount in accordance with the statewide industry fare schedule posted in the vehicle.
- Pay fare by electronic payment.
- Receive a receipt upon request.
- Refuse to tip operator for service in addition to fare.
- Access a taxicab ride anywhere in the state by contacting the centralized dispatch service.
- Be served by the first taxicab in line.
- Go to any destination in the state.
- Be taken by the most direct route or the route of your choice.
- A safe, law-abiding, and courteous driver who speaks English, does not use a cell phone while operating the vehicle, and knows the state's geography.
- A safe, clean, quiet, smoke-free vehicle, with air conditioning/heat if requested, and working seat belts.
- Be accompanied by a service animal.
- Not be refused service based on race, ethnicity, gender, religion, sexual orientation, or disability.

If you believe a taxicab operator has violated your rights, please submit a consumer complaint on the Office of Public Carrier Regulation website at

<http://www.deldot.gov/information/business/carrier/complaints.shtml> or call (302) 744-2706.

## Appendix 5: Delaware Registered Public Carriers – Taxi Services

Companies	Medallions	Public Carriers (Listing Of Medallions for Public Carriers By Docket Number)	In Service	Status
1	1	Seacoast Cab	No	Unknown
1	2	Seacoast Cab	No	Unknown
1	3	Seacoast Cab	No	Statewide
1	4	Seacoast Cab	No	Statewide
1	5	Seacoast Cab	No	Statewide
1	6	Seacoast Cab	No	Statewide
1	7	Seacoast Cab	No	Statewide
1	8	Seacoast Cab	No	Unknown
2	9	Seaport Transportation/A-1 Taxi	No	Statewide
2	10	Seaport Transportation/A-1 Taxi	No	Unknown
2	11	Seaport Transportation/A-1 Taxi	No	Unknown
2	12	Seaport Transportation/A-1 Taxi	No	Unknown
3	13	Wadkins Garage	No	Milford
4	14	City Cab, Inc	Yes	Statewide
4	15	City Cab, Inc	Yes	Statewide
4	16	City Cab, Inc	Yes	Statewide
4	17	City Cab, Inc	Yes	Statewide
4	18	City Cab, Inc	Yes	Statewide
4	19	City Cab, Inc	No	Statewide
4	20	City Cab, Inc	Yes	Statewide
4	21	City Cab, Inc	Yes	Statewide
4	22	City Cab, Inc	Yes	Statewide
4	23	City Cab, Inc	No	Statewide
4	24	City Cab, Inc	Yes	Statewide
4	25	City Cab, Inc	Yes	Statewide
4	26	City Cab, Inc	Yes	Statewide
4	27	City Cab, Inc	No	Sussex
5	28	Five Star Limousine	No	Kent
5	29	Five Star Limousine	No	Kent
5	30	Five Star Limousine	No	Unknown
6	31	Raichle	No	Statewide
6	32	Raichle	No	Statewide
6	33	Raichle	No	Statewide
6	34	Raichle	No	Statewide
7	35	Orville McFarlane	Yes	Statewide
8	36	George's Car Care	Yes	Kent and New Castle County
8	37	George's Car Care	No	Kent and New Castle County
8	38	George's Car Care	Yes	Kent and New Castle County
9	39	Coastal Resort	No	Sussex County
9	40	Coastal Resort	No	Sussex County
10	41	Jireh Taxi & Medical Transport	No	Sussex County



Companies	Medallions	Public Carriers (Listing Of Medallions for Public Carriers By Docket Number)	In Service	Status
11	42	Goodwill	No	Statewide
11	43	Goodwill	No	Statewide
11	44	Goodwill	No	Statewide
11	45	Goodwill	No	Statewide
12	46	Robert Littleton t/a Town Taxi	No	Unknown
12	47	Robert Littleton t/a Town Taxi	No	Unknown
13	48	The SandyCab Company	No	Unknown
13	49	The SandyCab Company	No	Unknown
14	50	A-1 Inc	Yes	Statewide
15	51	Noni Taxi Cab, Inc	Yes	Statewide
15	52	Noni Taxi Cab, Inc	No	Statewide
15	53	Noni Taxi Cab, Inc	Yes	Statewide
16	54	Shahid Bajwa t/a Apple Car	Yes	Statewide
17	55	Zizo Taxi	Yes	Statewide
17	56	Zizo Taxi	Yes	Statewide
17	57	Zizo Taxi	Yes	Statewide
17	58	Zizo Taxi	Yes	Statewide
18	59	Elite Taxi Cab	Yes	Statewide
19	60	My Fathers Business Too	No	Sussex County
20	61	D & G Taxi Service	Yes	NCC (south of C&D Canal) Kent County and Sussex County
20	62	D & G Taxi Service	Yes	NCC (south of C&D Canal) Kent County and Sussex County
20	63	D & G Taxi Service	Yes	NCC (south of C&D Canal) Kent County and Sussex County
20	64	D & G Taxi Service	Yes	NCC (south of C&D Canal) Kent County and Sussex County
21	65	Ocean Breeze Taxi Service	No	Sussex County
21	66	Ocean Breeze Taxi Service	No	Sussex County
22	67	Eagle Taxi Cab	Yes	Statewide
23	68	Eastern Shore Transportation	Yes	Sussex County
23	69	Eastern Shore Transportation	Yes	Sussex County
24	70	Ultimate Choice Taxi	No	Statewide
24	71	Ultimate Choice Taxi	No	Statewide
24	72	Ultimate Choice Taxi	No	Statewide
25	73	Ahmed S. Ahmed t/a Bright Star Taxi	Yes	Statewide
26	74	Ivory Taxi, Inc	Yes	Statewide
27	75	Damoco Holding, LLC	No	Statewide
27	76	Damoco Holding, LLC	No	Statewide
27	77	Damoco Holding, LLC	No	Statewide
27	78	Damoco Holding, LLC	No	Statewide
27	79	Damoco Holding, LLC	No	Statewide
27	80	Damoco Holding, LLC	No	Statewide
27	81	Damoco Holding, LLC	No	Statewide
27	82	Damoco Holding, LLC	No	Statewide
27	83	Damoco Holding, LLC	No	Statewide

<b>Companies</b>	<b>Medallions</b>	<b>Public Carriers (Listing Of Medallions for Public Carriers By Docket Number)</b>	<b>In Service</b>	<b>Status</b>
27	84	Damoco Holding, LLC	No	Statewide
27	85	Damoco Holding, LLC	No	Statewide
27	86	Damoco Holding, LLC	No	Statewide
27	87	Damoco Holding, LLC	No	Statewide
27	88	Damoco Holding, LLC	No	Statewide
27	89	Damoco Holding, LLC	No	Statewide
27	90	Damoco Holding, LLC	No	Statewide
27	91	Damoco Holding, LLC	No	Statewide
27	92	Damoco Holding, LLC	No	Statewide
27	93	Damoco Holding, LLC	No	Statewide
27	94	Damoco Holding, LLC	No	Statewide
27	95	Damoco Holding, LLC	No	Statewide
27	96	Damoco Holding, LLC	No	Statewide
27	97	Damoco Holding, LLC	No	Statewide
27	98	Damoco Holding, LLC	No	Statewide
27	99	Damoco Holding, LLC	Yes	Statewide
28	100	Sierra Transport Inc t/a Always Ready Taxi	Yes	Statewide
29	101	Family Taxi, Inc.	Yes	Statewide
29	102	Family Taxi, Inc.	Yes	Statewide
29	103	Family Taxi, Inc.	Yes	Statewide
29	104	Family Taxi, Inc.	Yes	Statewide
29	105	Family Taxi, Inc.	Yes	Statewide
29	106	Family Taxi, Inc.	Yes	Statewide
30	107	Hamid Messari t/a Emerald Taxi Company	Yes	Statewide
30	108	Hamid Messari t/a Emerald Taxi Company	Yes	Statewide
30	109	Hamid Messari t/a Emerald Taxi Company	Yes	Statewide
30	110	Hamid Messari t/a Emerald Taxi Company	Yes	Statewide
31	111	El K. Mouhoud t/a Quality Ride	Yes	Statewide
31	112	El K. Mouhoud t/a Quality Ride	Yes	Statewide
32	113	Delaware Concierge Taxi, LLC	Yes	Statewide
32	114	Alpha Transportation Corp., LLC	No	Statewide
33	115	Shamrock Services, LLC t/a Shamrock Taxi	Yes	Statewide
33	116	Shamrock Services, LLC t/a Shamrock Taxi	Yes	Statewide
33	117	Shamrock Services, LLC t/a Shamrock Taxi	Yes	Statewide
34	118	Said Bibi t/a Saferide Taxi Co	Yes	Statewide
34	119	Said Bibi t/a Saferide Taxi Co	Yes	Statewide
35	120	Hope Taxi, Inc.	Yes	Statewide
35	121	Hope Taxi, Inc.	Yes	Statewide
35	122	Hope Taxi, Inc.	Yes	Statewide
36	123	Charles Taxi, Inc.	Yes	Statewide
37	124	Champion Transportation Services	Yes	Statewide
38	125	Henry Dapaah t/a The Date Taxi	Yes	Statewide
39	126	Khalid Atita t/a Galaxy Cab	Yes	Statewide
40	127	John Owusu t/a Newark Express Taxi	Yes	Statewide

<b>Companies</b>	<b>Medallions</b>	<b>Public Carriers (Listing Of Medallions for Public Carriers By Docket Number)</b>	<b>In Service</b>	<b>Status</b>
<b>40</b>	128	John Owusu t/a Newark Express Taxi	Yes	Statewide
<b>41</b>	129	Richard Delp t/a Diamond State Taxi	Yes	New Castle County
<b>42</b>	130	Dewey Beach Taxi	Yes	Sussex County
<b>42</b>	131	Dewey Beach Taxi	Yes	Sussex County
<b>42</b>	132	Dewey Beach Taxi	Yes	Sussex County
<b>42</b>	133	Dewey Beach Taxi	Yes	Sussex County
<b>42</b>	134	Dewey Beach Taxi	Yes	Sussex County
<b>43</b>	135	John LaManna t/a Johns Cab	Yes	New Castle County / No Amtrak
<b>44</b>	136	Samuel Marah t/a Sam's Transportation Co	No	Statewide
<b>45</b>	137	Castle Taxi, LLC	Yes	Statewide
<b>46</b>	138	Shehzad W. Bajwa t/a Maani Taxi Cab	Yes	Statewide
<b>47</b>	139	Shehzad W. Bajwa t/a Maani Taxi Cab	Yes	Statewide
<b>48</b>	140	Mohamed Bourjal t/a 302 Taxi Service	Yes	Statewide
<b>49</b>	141	Michael A Gebremariam t/a Green Taxi	Yes	New Castle County
<b>50</b>	142	Nizar Telahigue t/a Del Taxi	Yes	Statewide
<b>51</b>	143	Hassan El Aissoug t/a 1st Choice Taxi	Yes	Statewide
<b>52</b>	144	Checker Transportation, LLC	Yes	Statewide
<b>52</b>	145	Checker Transportation, LLC	Yes	Statewide
<b>52</b>	146	Checker Transportation, LLC	No	Statewide
<b>52</b>	147	Checker Transportation, LLC	No	Statewide
<b>52</b>	148	Checker Transportation, LLC	No	Statewide
<b>52</b>	149	Checker Transportation, LLC	Yes	Statewide
<b>52</b>	150	Checker Transportation, LLC	Yes	Statewide
<b>52</b>	151	Checker Transportation, LLC	Yes	Statewide
<b>52</b>	152	Checker Transportation, LLC	Yes	Statewide
<b>52</b>	153	Checker Transportation, LLC	Yes	Statewide
<b>52</b>	154	Checker Transportation, LLC	Yes	Statewide
<b>52</b>	155	Checker Transportation, LLC	Yes	Statewide
<b>52</b>	156	Checker Transportation, LLC	Yes	Statewide
<b>52</b>	157	Checker Transportation, LLC	Yes	Statewide
<b>52</b>	158	Checker Transportation, LLC	Yes	Statewide
<b>52</b>	159	Checker Transportation, LLC	Yes	Statewide
<b>53</b>	160	International Transit Company, LLC t/a ITC	Yes	Statewide
<b>53</b>	161	International Transit Company, LLC t/a ITC	Yes	Statewide
<b>54</b>	162	Beach Ride Taxi LLC	Yes	Kent County and Sussex County
<b>54</b>	163	Beach Ride Taxi LLC	Yes	Kent County and Sussex County
<b>54</b>	164	Beach Ride Taxi LLC	Yes	Kent County and Sussex County
<b>54</b>	165	Beach Ride Taxi LLC	Yes	Kent County and Sussex County
<b>54</b>	166	Beach Ride Taxi LLC	Yes	Kent County and Sussex County
<b>54</b>	167	Beach Ride Taxi LLC	No	Kent County and Sussex County
<b>55</b>	168	Taliby Kaba t/a TK Cab Company	Yes	Statewide
<b>56</b>	169	Adventure Transit, LLC	Yes	Statewide
<b>57</b>	170	Patricia Thorpe t/a Victory Taxi	Yes	Statewide
<b>58</b>	171	Ebrahim Algazmi t/a Abe Taxi	Yes	Statewide

*Improving Access to Taxi Service: Delaware's "Missing" Transit Mode*

<b>Companies</b>	<b>Medallions</b>	<b>Public Carriers (Listing Of Medallions for Public Carriers By Docket Number)</b>	<b>In Service</b>	<b>Status</b>
<b>59</b>	172	Hicham Kimakh t/a Delaware Taxi Cab	Yes	Statewide
<b>60</b>	173	Andremene Dalmace t/a Nadal Taxi	Yes	Statewide
<b>61</b>	174	Carlos A. Colon t/a Lolly Taxi	Yes	Statewide
<b>62</b>	175	Beolla Transportation, Inc	Pending	Statewide
<b>62</b>	176	Beolla Transportation, Inc	Pending	Statewide
<b>63</b>	177	Ernest O. Badu t/a Planet Taxi	Pending	Statewide
<b>64</b>	178	Nabil Majdi t/a Oscar Taxi	Pending	Statewide

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