

Goals
<ol style="list-style-type: none"> 1. Industry Reports: Taxi fares and gate fees, the appropriate number of medallions to serve the public convenience and necessity, solutions for peak time and neighborhood taxi service and the opportunities to improve ramp (wheelchair accessible) taxi service in the City. 2. Enforcement: Regulatory (administrative) enforcement of Transportation Code with respect to permit holders and unpermitted operators. 3. Administrative Infrastructure: (1) Create 'forms and procedures' manual; (2) retain adequate staff resources required for administrative and enforcement functions, (3) implement medical leave policy for medallion holders, (4) update the Controller's City-wide performance metrics for San Francisco taxi regulation; (5) improve the regulatory infrastructure; (6) clean-up the taxi medallion waiting list; and (7) collect and archive historical materials and data. 4. Data integration: (1) Establish web-based taxi company reporting to eliminate data entry by SFMTA staff and allow real-time monitoring; (2) implement electronic waybills to replace the current paper system to improve enforcement and develop taxi industry data (e.g. miles driven, number of passengers carried, average fares and other trip statistics). (3) Convert historical driver permit data from the Treasurer/Tax Collector's system and from paper files, and link all driver data to the PRWT citation collection system. (4) Implement office tracking systems for inquiries, tips and complaints that come into the office. (5) Establishing a link to driver DMV records through pull-notice contract.
Responsibilities
<p>Identify, implement and enforce appropriate policies through local motor vehicle for hire laws and regulations to:</p> <ul style="list-style-type: none"> • Protect public safety • Improve public service • Reduce congestion and increase parking availability • Improve air quality, and • Support the economic productivity and sustainability of the San Francisco motor vehicle for hire industry.
Accomplishments: What got done?
<ul style="list-style-type: none"> • Medallion Permits: Seventeen total permits were issued during the month of July. Twelve transferable permits were sold and two (one ramp and one sedan), non-transferable permits were issued to drivers at the top of the waiting list. • Taxi Advisory Council: The Taxi Advisory Council met on July 11 and 25, 2011. At those meetings the TAC considered the issues of electronic waybills and credit card

processing. Motions were passed recommending that the requirement of providing electronic waybills be discontinued as part of the credit card processing program, recommending that the SFMTA discontinue the practice of selling medallions outright, and that taxi drivers not be required to pay fees for any non-cash form of payment.

- **Credit Card Processing:** Staff requested the three payment processors doing business in San Francisco's taxi industry, Verifone, CMT and George Anderson Group, to come to San Francisco for a meeting to discuss the five percent charge to drivers. Staff is continuing to explore options with these companies, as well as researching other jurisdictions' practices, and will report recommendations to the Board at its August 2, 2011 meeting.
- **Field Enforcement:** The two newly hired Taxi Investigators began field enforcement activities in July, including a daily presence at a minimum of five major hotel taxi stands. Their primary focus has been to communicate that it is now illegal to sell passenger referrals to motor vehicle for hire drivers to limousine drivers, hotel door staff and hotel management.

Taxi Investigators have advised limousines parked in taxi stands that they are not allowed to park and wait for on-the-spot fares (almost exclusively lucrative airport runs) that they buy from hotel doormen for about \$10 a ride.

Taxi Investigators have systematically met with hotel managers to advise them that this payment practice constitutes a misdemeanor and that taxi zones are exclusively for taxis. As a direct result, at least two of the major hotels have circulated the SFMTA letter about the new law to their employees to notify them that this long-standing practice is illegal, requiring them to sign the letter and communicating that any employees caught engaging in such activities will be subjected to discipline, up to and including dismissal.

Taxi Investigators have personally observed doormen routinely accepting cash from limousine drivers in exchange for airport fares while taxi drivers who are waiting in line are passed over. Polling hundreds of taxi drivers, Taxi Investigators established that hotel doormen routinely direct only "short fares" to taxis and reserve preferred airport fares to limos in exchange for cash, and that the daily take of a single doorman as a result of such illegal activities can easily amount to hundreds of dollars

per shift. Taxi Investigators have advised and admonished numerous doormen that such conduct is illegal and that if they witness such activities they will enforce the law and report such conduct to their management.

While most hotel doormen have ceased selling rides while Taxi Investigators are present, some have attempted to find new ways to continue the practice. For example, they may direct the limousines to park behind the hotel and wait until doormen call them on cell phones, or intermediaries hand-signal them to approach and pick up an airport fare. Or some doormen have attempted to hide the exchange of money by having the limousine driver open the trunk, ostensibly to allow the doorman to load up passenger luggage, so that the driver can drop cash into the trunk for the doorman to pick up. Taxi Investigators have observed these methods of attempting to circumvent the law and routinely intervene to stop it.

The reactions of hotel doormen to these enforcement efforts range from acknowledgment and acceptance to overt hostility. Limousine drivers have generally been upset, but have complied with requests to leave if they cannot produce proof of a prearranged ride. Some have been openly argumentative and hostile. Taxi Investigators focus on maintaining a calm and professional demeanor even when confronted with aggressive hostility in order to uphold the reputation of the SFMTA and to demonstrate that they are operating legitimately under color of law. They take pride in treating everyone with whom they come into contact in the course of their duties in a consistent, dignified, and professional manner.

The reaction from hotel management has been positive. In addition, veteran, legitimate limousine drivers have approached the Taxi Investigators to thank them for attempting to stem illegal activities by limousine drivers who engage in illegal activities. We have found that these drivers pride themselves on their experience and knowledge regarding the City of San Francisco and the quality of their vehicles and service. They have said that they are embarrassed by inexperienced "limo drivers behaving like taxis" who have little knowledge of the city, drive down prices, and make a bad name for those who see limousine driving as an honorable profession.

The reaction of legitimate San Francisco taxi drivers who have witnessed enforcement activities has been overwhelmingly positive. Because of these enforcement efforts, hundreds of airport fares that would previously have been

diverted to limousines are being directed to taxi drivers. It has been common for drivers to exit their cab, offer a handshake or a hug, and thank the Tax Investigators for what they are doing. In one case a driver who approached to thank the Tax Investigators said that he and most drivers only picked up passengers at hotels as a last resort, knowing the fares would be small, but that for the first time in 18 years of driving he is now receiving airport runs from hotels which routinely gave those fares to limos prior to enforcement activities.

The work of the Taxi Investigators has served as outreach in the form of word of mouth circulating among taxi drivers that the SFMTA is working for their benefit. Taxi Investigators have noted that there is a great deal of misinformation and mistrust among drivers that needs to be addressed. They are working to establish a high level of rapport and trust with taxi drivers, many of whom relate stories of being threatened and/or intimidated by doormen or groups of limousine drivers.

- **Coordination with the CPUC:** Taxi Services is working with Senior Regional Investigation Director, Ms. Suong Le of the California Public Utilities Commission (CPUC), which regulates limousines, to implement joint enforcement operations.
- **Outreach:** Staff met with 25 members of the Association of Burmese Cab Drivers (ABCD) at their request. It was a very constructive dialogue that included an explanation of the status of the electronic waybill issue, responding to ABCD's concerns about single operator permits, and an open offer to continue meeting as needed.

Staff also made an informational presentation to the Board of Directors of the California Council for the Blind, at the request of that organization. The members had questions about the paratransit program, refusal of service to service animals and braille signage. It was agreed that SFMTA should work with the blind and low vision community to improve signage in taxis.

Staff has also spent four days conducting outreach to taxicab drivers in the taxi lot located at the San Francisco International Airport.

- **Clean Air Vehicles:** Taxi Services staff has completed the labor-intensive task of calculating the greenhouse gas scores of 31 San Francisco taxi companies ("color schemes." The results show that the Clean Air Taxi Ordinance was a resounding success. In just three years the taxi fleet has gone from 16% hybrid/CNG, to 85%

today:

Date	% Clean Vehicles
7/1/2008	15.90%
3/10/2010	55.00%
3/21/2011	76.71%
7/1/2011	84.50%

All but seven color schemes are already compliant with the June, 2012 requirement of an average of 38 tons of emissions or less, which represents a 20 percent reduction over 1990 emission levels. The companies that do not yet comply represent only 27 out of 1,500 vehicles. This makes San Francisco an international leader in clean taxis.

- Electric Vehicles:** Staff has been negotiating the Public Private Partnership Agreement with Better Place and the City of San Jose. We anticipate submitting the agreement for the Board's consideration at its meeting on September 6, 2011. The grant process has become difficult because of the need for a "Buy America" waiver from the federal government, the restrictions imposed by the Environmental Protection Agency for imported vehicles that do not yet have federal certification, and the challenge of trying to fit this innovative pilot program into the mold of the federal government's grant programs that typically involve the construction of permanent capital projects. Taxi Services has been greatly assisted by the City Attorney's Office, the FIT Grants Unit and Government Affairs in working through these issues.
- Public Convenience and Necessity Study:** On July 8 there was a meeting between the SFMTA, taxi companies, Supervisor Weiner and the Mayor's Office, where it was decided that the City should enter into a contract for public convenience and necessity studies regarding the correct number of taxis for San Francisco. Following that meeting, staff prepared a Request for Proposals (RFP) for Best Practices Studies of Taxi Regulation with the goal of issuing the RFP on August 1 and entering into a contract by October 1, less than 90 days from the date of the meeting with the Mayor. Taxi Services could not have accomplished this feat without the amazing

support of Contracts Compliance and the Equal Opportunity Office.

- Developing documented procedures:** Staff finalized procedures for both an A-Card (taxi driver permit) renewal process by mail and, in coordination with Muni Lost and Found, a lost and found procedure for the taxi industry. This is the first time that we have had a documented and staffed lost and found procedure for the taxi industry since the SFMTA took over regulating the industry in March, 2009. The A-Card renewal by mail procedure will include staggering driver renewal dates by birthday month, and will avoid the long lines of drivers that we experienced last year. This innovation is expected help to rehabilitate the SFMTA in the perception of taxi drivers.

Ongoing Projects/Forthcoming Developments: What's in the works?

- 311 Complaints:** There were a total of **133** complaints, **9** compliments and **90** lost property inquiries from the 311 system during the month of July for a total of **232** calls made to 311.

311 Complaints	Number
Accident Involving injury	0
Accident Non-Emergency	2
Failure to Comply	1
Fare Refusal	36
Impaired Driver	0
Meter Unavailable	0
No Show	1
Other	24
Overcharging	4
Rude/Discourteous	23
Unsafe Driving	30
Vehicle Condition	1
Violence/Physical Altercation	1
Compliment	9
Lost and Found	90
Unpermitted Cab	10
Total	232

- **Non-311 Complaints:** There were a total of **14** non-311 complaints during the month of July.

Non-311 Complaints	Number
Rude/Discourteous	1
Unsafe Driving	7
Muni Drive Cam Incidents	0
Other/ Refuse Credit Card	6
Total	14

COMPLAINT RESOLUTION

311 Complaints	Number
Closed	108
Non-311 Complaints Closed	14
Total	122

CONCERNS, RISKS AND CHALLENGES

Project/Area of Concern	Issue	Resolution (or support required)
Medallion Revocation	We are aware of many cases of non-driving medallion holders whose medallions need to be revoked. But because of our emphasis on medallion sales and preparing to do field enforcement, we have not had the resources to investigate, document and file those revocation cases. Each medallion revoked is worth \$237,500 to the SFMTA, and Taxi Services has to recover about 60 more medallions to reach the goal of a total of 60 sold through the pilot program, and an additional 30 to be distributed to the	Staff has requested two 9144 Taxi Investigator temporary exempt positions as "Category 18" project-specific hires in order to pursue these medallion revocation cases.

medallion waiting list.	
MISCELLANEOUS	
PERMITS	
<u>Permit Actions</u>	
Permit Action	Number
New Driver Permits Issued	21
Medallions Issued to Applicants	14
<u>Medallion Sales Pilot Program Revenues</u>	
Net Medallion Sale Revenue FY 2011-2012:	\$450,000.00
Driver Fund Revenue from Medallion FY 2011-2012:	\$150,000.00
INVESTIGATIONS	
Type of Investigation	Number of Investigations
Color Scheme	2
Permit Applicants	22
Medallion Holders	3
Drivers	3
Complaints	3
Other	1
Regulatory	1
Total	17
DRIVER TRAINING	
Passed	21
Failed	7
Drivers attending for re-training	3
Total Attendees	31
Citations/Admonishments	
46	

HEARINGS

Type of Hearing	Number of Hearings
Medallion Permit Denial	1
A-Card Permit Denial	1
Total	2

Staffing

FILLED: 8 -- Vacant/Funded: 1 -- Vacant/Defunded: 0 --

TOTAL: 9 (plus one clerk from SFPD work order, two part-time employees and one public service trainee)