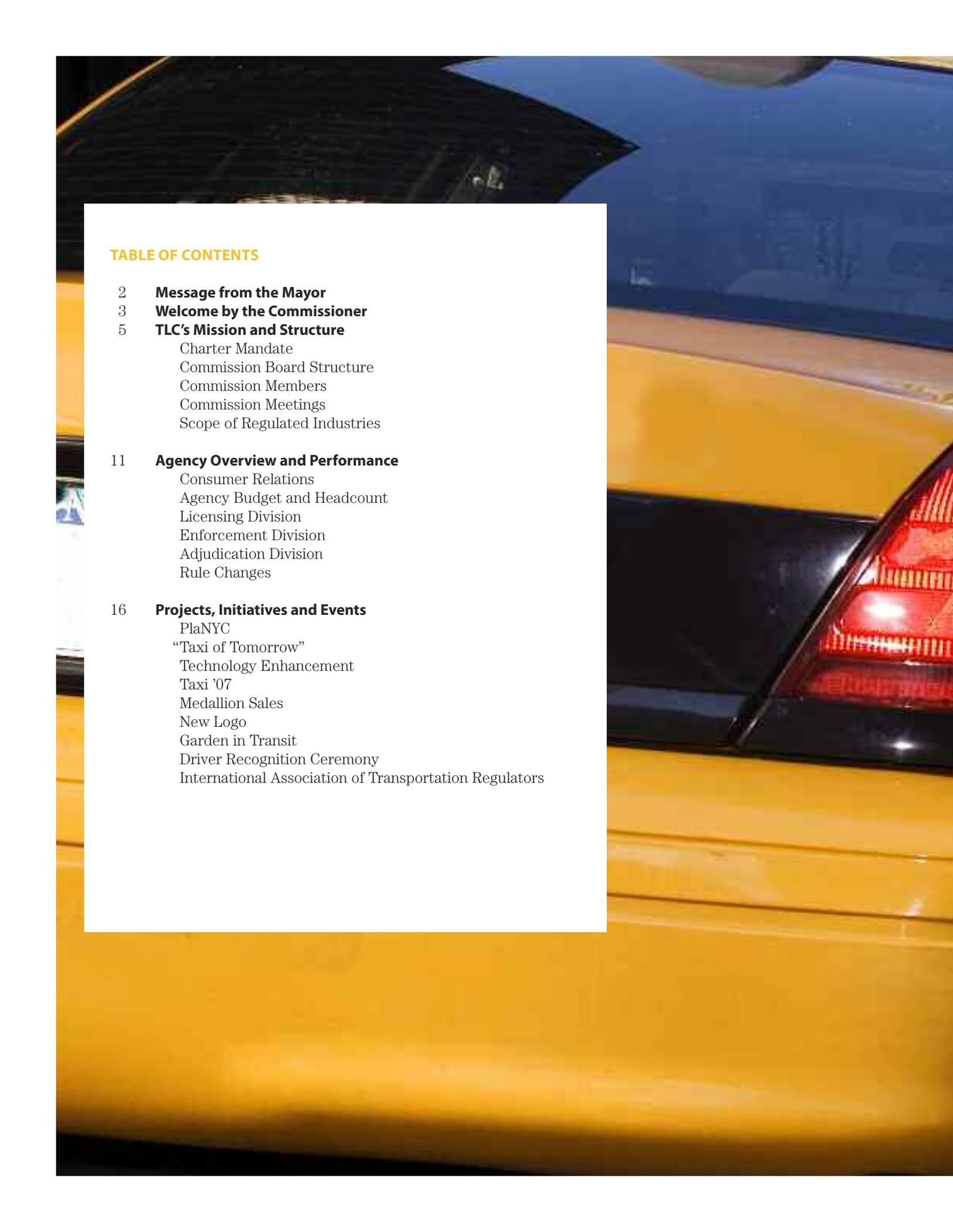


Taxi & Limousine Commission

Annual Report 2007

**NYC TAXI**





## TABLE OF CONTENTS

- 2 **Message from the Mayor**
- 3 **Welcome by the Commissioner**
- 5 **TLC's Mission and Structure**
  - Charter Mandate
  - Commission Board Structure
  - Commission Members
  - Commission Meetings
  - Scope of Regulated Industries
  
- 11 **Agency Overview and Performance**
  - Consumer Relations
  - Agency Budget and Headcount
  - Licensing Division
  - Enforcement Division
  - Adjudication Division
  - Rule Changes
  
- 16 **Projects, Initiatives and Events**
  - PlaNYC
  - "Taxi of Tomorrow"
  - Technology Enhancement
  - Taxi '07
  - Medallion Sales
  - New Logo
  - Garden in Transit
  - Driver Recognition Ceremony
  - International Association of Transportation Regulators

... charged with

“furthering the development and improvement of taxi and livery service in New York City, establishing an overall public transportation policy governing taxi, coach and car services and wheelchair-accessible vans, and to establish certain rates and standards.”



## Message from the Mayor

Dear Friends:

One of the things that people love most about New York City's taxicabs and for-hire vehicles is their simplicity. For the most part, you just raise your hand to hail a cab, or you make a quick call to a livery base, and you're off from point 'A' to point 'B'.

Yet, it's not as simple as one might think—in fact, few New Yorkers truly understand or appreciate the complexities of the taxi and for-hire industries. In New York, there are more taxicabs and for-hire vehicles and people to drive them than anywhere in the world, making the Taxi and Limousine Commission the most active regulator of taxis and for-hire vehicles. That's why New York City is uniquely positioned to make a difference in how these vehicles and services positively impact passengers as well as the environment in which they operate.

This has been an exciting and challenging year for the TLC. Together, as part of PlaNYC we have taken the bold steps necessary to creating a green taxicab and for-hire fleet—and we're actively creating a blueprint for a cleaner, accessible "Taxi of Tomorrow." New York taxicabs now have new systems that make them more convenient and enjoyable, including credit and debit card acceptance, passenger screens with useful information, interactive maps and entertainment, and driver text messaging for easier communication. Perhaps most noticeable was the fact that many taxicabs became rolling flower gardens this year, thanks to the "Garden in Transit" public art project.

On the following pages of this year's Taxi and Limousine Commission Annual Report, you will learn more about these projects and other notable operational facts—but more importantly, you will begin to understand how the most active taxi and for-hire fleet in the world gets the residents of the greatest city in the world where they need to go. It only looks simple!

Sincerely,

**Michael R. Bloomberg**  
Mayor



## Welcome by the Commissioner

Dear Friends:

2007 has been a truly exceptional and historic year for the Taxi and Limousine Commission (TLC)! Under the leadership of Mayor Bloomberg and his administration, we appropriately achieved an unprecedented number of wide-reaching accomplishments during this 100th Year Anniversary of the first metered taxicab ride.

This year our efforts continued to bring the country's largest regulated ground transportation industry to new heights of safety, customer service, economic health and opportunity – positively impacting over 1 million daily trips by almost 60,000 vehicles and 100,000 drivers – and as detailed in this Annual Report.

In addition to achieving our agency's core mission of enhancing service and ensuring public safety, the Commission's passage of Mayor Bloomberg's PlaNYC hybrid taxicab proposal capped a year where we will not only make a difference for passengers, pedestrians and our industries, but our actions will see a beneficial impact upon the environment and the air that we breathe by reducing the industry's carbon footprint.

The most talked-about and tangible series of immediate improvements during 2007 continue to be the new technology systems that provide credit and debit card payment options, backseat passenger information screens, and text messaging for drivers to find more fares and facilitate the return of lost property.

We have been able not only to deal with short-term service improvements, but we have laid the groundwork and plans for the future to ensure our advances are lasting and permanent. For example, the "Taxi of Tomorrow" project will seek to introduce a custom-built taxicab that will be clean-air fueled, accessible to persons with disabilities, affordable, more comfortable and aesthetically designed to complement our urban landscape. Also, by using NYC's 311 call center to serve as a clearinghouse to dispatch more wheelchair accessible taxicabs than any other U.S. city for use by persons with disabilities, we will "bridge the gap" by providing enhanced service until our vision of complete 100% accessibility is achieved.

The agency has never functioned more efficiently and effectively, and a review of this report highlights many of the administrative accomplishments that the general public usually does not hear about. This report also serves as a repository and reference for important statistics and facts about not just our performance, but about the vitality and scope of our regulated industries.

**Matthew W. Daus**  
Commissioner/Chairman

## Welcome by the Commissioner *continued*

Thanks to the achievement of our core mission, we have been able to focus on new areas of regulatory impact, including aesthetics, design and how our vehicles are part of the city's public space. Also, the "Garden in Transit" public art project showcased our taxicabs in a fun and vibrant way, sharing painted flowers as a vehicle to bring smiles to the faces of those who live in and visit our beautiful city. For example, the Taxi '07 celebration of the 100th Year Anniversary focused increased attention on the taxicab industry and provided an excellent opportunity to develop a new look for our taxicabs through the uniform logos and markings that grace the cover of this report.

Yes, 2007 is going to be a hard year to top...but we will! I hope you enjoy this landmark Annual Report.

Sincerely,

A handwritten signature in black ink that reads "Matthew W. Davis". The signature is written in a cursive, flowing style.

# TLC's Mission and Structure

## CHARTER MANDATE:

The New York City Taxi and Limousine Commission (TLC) was created by Local Law No. 12 of 1971, and is charged with “furthering the development and improvement of taxi and livery service in New York City, establishing an overall public transportation policy governing taxi, coach and car services and wheelchair-accessible vans, and to establish certain rates and standards.”

---

### To this end, the TLC



- Establishes licensing criteria, standards of conduct, and taxicab rates of fare;
- Licenses vehicles, drivers and businesses to provide for-hire services for passengers;
- Enforces all rules and regulations;
- Provides a fair and balanced forum to adjudicate rule infractions and consumer complaints;
- Develops a comprehensive transportation policy applicable to vehicles for-hire.

### Commission Board Structure

The Board of the Taxi and Limousine Commission is comprised of nine (9) members, eight (8) of whom are unsalaried. The salaried Chairman presides over the Board and acts as head of the agency, which carries out the Commission's day-to-day licensing, regulatory, enforcement, and adjudicatory functions. Members of the Commission are appointed by the Mayor of the City of New York, with the advice and consent of the City Council, to serve a seven-year term. One representative of each of the city's five boroughs is recommended for appointment by a majority vote of each borough's respective City Council delegation. This year, Commission appointments included Commissioners Lauvienska Polanco (City Council appointee, Manhattan) and Jeffrey Kay (Mayoral Appointee).



**Matthew W. Daus,**  
Commissioner and  
Chairman

The TLC's salaried Commissioner/Chairman, Matthew W. Daus, was appointed in 2001 to fulfill the remainder of a term concluding January 31, 2003. In 2003, Commissioner Daus was re-appointed by Mayor Michael R. Bloomberg to serve a full term expiring January 31, 2010, and unanimously approved by the City Council's Committee on Rules, Privileges and Elections. The TLC Commissioner/Chairman presides over public meetings of the Commission, and serves as the Chief Executive Officer of the agency. Prior to his appointment as Chairman, he served as General Counsel since 1998, and as Special Counsel from 1996 to 1998.



**Elias Arout**

Re-appointed by the Mayor on the recommendation of the Staten Island delegation to the New York City Council, Commissioner Elias Arout has served on the TLC since 1988. Commissioner Arout is a past commander of the American Legion of Richmond County and a former commander of the Legion's Five Star Post. A retired City Housing Authority cop, he was a founder and past president of the board of directors of Project Hospitality. Commissioner Arout's term expires on January 31, 2008.



**Harry Giannoulis**

Appointed by the Mayor on the recommendation of the Queens delegation to the New York City Council in 1998. Commissioner Harry Giannoulis is a founding member of the Parkside Group, a governmental relations and public affairs consulting firm. Commissioner Giannoulis' term expired January 31, 2001, though he may serve until replaced.



**Edward Gonzales**

Appointed in September 2005 by Mayor Michael R. Bloomberg to a seven year term on the TLC, Commissioner Edward Gonzales is a mortgage specialist with Citigroup. Commissioner Gonzales' term expires January 31, 2012.



**Jeffrey A. Kay**

Commissioner Jeffrey A. Kay was appointed by Mayor Michael R. Bloomberg to serve on the TLC Board in 2007. He was appointed director of the Mayor's Office of Operations in March 2006, where he oversees publication of the Mayor's Management Report and helps manage the daily operations of city agencies and coordinates initiatives and special projects to improve the delivery of city services. Commissioner Kay's term expires on January 31, 2012.



**Lauvienska Polanco**

Lauvienska Polanco was appointed to the Manhattan seat of the TLC Board of Commissioners in 2007. Commissioner Polanco worked briefly as a mediator for insurance defense claims, before spending some years at a personal injury law firm. After that, she joined the New York State Unified Court System, first as a Court Attorney in the Lower Civil Court, and now in an elevated role as Principal Law Clerk at the Bronx Supreme Court. Commissioner Polanco's term expires on January 31, 2008.



**Howard Vargas**

Appointed by the Mayor in September of 2005, Commissioner Howard Vargas served as a court attorney for two judges of the Civil Court of New York City before moving on to private practice. His term expires January 31, 2008.



**Iris Weinshall**

Appointed by Mayor Michael R. Bloomberg in 2003, Commissioner Iris Weinshall is currently Vice Chancellor for facilities planning, construction and management at CUNY. Prior to this, Commissioner Weinshall served as the Commissioner of the New York City Department of Transportation (DOT). Commissioner Weinshall also served a distinguished tenure as First Deputy Commissioner of the Department of Citywide Administrative Services.

### **Changes to the Board**



**Noach Dear**

Appointed by the Mayor as the Commission's Brooklyn representative, Commissioner Noach Dear began serving a seven-year term on the Board of Commissioners in late 2001. Commissioner Dear was a member of the New York City Council for nearly 20 years, which included a significant tenure as Chair of the Transportation Committee. Commissioner Dear will step down from the TLC Board at the end of 2007 to begin his tenure as a Judge of the Civil Court of the City of New York.



**Lee Sander**

The TLC bade farewell to one of its own in January 2007, as Elliot "Lee" Sander stepped down as a commissioner on the TLC's Board after nine years of distinguished service to "step up" as the newly-named Chief Executive Officer of Metropolitan Transportation Authority.

**“The TLC licenses and regulates over 55,000 taxicabs and for-hire vehicles and more than 100,000 professionals to drive them.”**



The Taxi and Limousine Commission meets monthly.

## Commission Meetings

The TLC holds regularly scheduled public meetings, typically on the second Thursday of each month, where regulatory actions are discussed and publicly heard, base license applications are reviewed, and staff deliver presentations on new and proposed policies, pilot programs and regulations. In 2007, the TLC promulgated nine rulemaking actions. Most notably, these rules will enhance accountability in the paratransit industry, will improve taxicab/for-hire vehicle partitions, and in-vehicle security cameras, and have created a regulatory framework for the Taxi Passenger Enhancement Project (T-PEP). This report contains a calendar of the specific actions taken at Commission meetings during this past year.

## Scope of Regulated Industries

The New York City TLC is responsible for licensing and regulating the 13,148 medallion taxicabs currently authorized to accept hails from passengers within the five boroughs of the City of New York, as well as more

than 40,000 other vehicles serving the public via pre-arrangement and radio dispatch. These “for-hire vehicles” (FHVs) include community car service (or livery) vehicles, black cars, and luxury limousines with a seating capacity of up to 20 passengers. TLC also licenses and regulates paratransit vehicles (ambulettes) and commuter vans, which have a seating capacity of between nine and 20 passengers and are authorized to transport passengers within specific geographic zones via pre-arrangement.

In addition to the aforementioned vehicles and drivers, the TLC licenses and regulates the businesses that manufacture, install and repair the meters used in New York City taxicabs, brokers that assist buyers and sellers of taxicab medallions, and agents that operate taxicab medallions on behalf of owners.

TLC licensed vehicles are an essential part of the comprehensive transportation network of New York City. It is estimated that these 54,000+ vehicles transport over 1.5 million passengers each day.

## Chart: By the Numbers

### 156,832 ACTIVE LICENSES

(as of November 29, 2007)

Type of license	Numbers
<b>DRIVERS</b>	
Medallion driver	44,816
For-Hire-Vehicle driver	53,036
Other	2,155
<b>Total Driver Licenses</b>	<b>100,007</b>
<b>VEHICLES</b>	
Medallion	13,148
For-Hire Vehicles	40,046
Other	2,543
<b>Total Vehicle Licenses</b>	<b>55,737</b>
<b>BUSINESSES</b>	
Taxicab brokers	24
Medallion agents	74
Taxicab meter shops	29
Taxicab meter manufacturers	3
<b>Total Business Licenses</b>	<b>130</b>
<b>BASES</b>	
Black car base	73
Community car service base	496
Luxury limousine bases	145
Commuter van authorizations	55
Paratransit base	189
<b>Total Base Licenses</b>	<b>958</b>





Streamlining efforts and web site upgrades have reduced foot traffic at the TLC's Long Island City licensing facility.

The Licensing Division has begun taking credit card payments for all transactions within the Long Island City location.

This alleviates the need for applicants to obtain money orders for their application, and fingerprint fees and provides more flexibility for the client with respect to their payment options. In addition, the TLC's Adjudications Tribunal began accepting credit cards for payment of fines in the summer of 2007.

# Agency Overview and Performance

## Consumer Relations

### TLC's Website Highlights

This year has been the year of Technology Enhancements—not just inside the taxicab but in our virtual taxi as well. With over a half million more viewers than last year, the TLC is pleased to be among the innovative leaders of the cyber world. With our increased use of Listserv and expansion of useful data, TLC continues to utilize the web to better serve our customers. In 2007, we were host to 3,433,548 visitors, up from 2006's 2,858,664.

Also, an up-to-date list of the authorized drivers of record (leased drivers) for medallions is now being posted to the web site on a daily basis. This allows members of the public to look up drivers to ensure they are licensed.

The *pulse* of our agency is the TLC website: [www.nyc.gov/taxi](http://www.nyc.gov/taxi), which continues to be a conduit for receiving and obtaining information in the quickest most user-friendly way possible.

## Call Center

In June 2007, TLC's Call Center doubled in size and TLC's talented call center staff have answered an average of 8,900 calls per month versus an average of 4,100 calls during the same time period last year. In October 2007 alone, TLC Call Center staff answered more than 10,000 calls.

The overall average wait time for consumers and drivers to speak to an agent has decreased from approximately six minutes to approximately one minute.

In October 2007, TLC and 311 began taking FHV complaints over the phone. Previously, complaints were submitted only in writing. Calling in complaints makes it easier and less time consuming for passengers to communicate with TLC, thereby improving customer service for FHV passengers. In the first month alone, the number of FHV complaints received has tripled.

## Agency Budget and Headcount

The TLC's Fiscal Year 2007 operated on a budget of \$26,682,442 (\$20,649,738 for personnel services and \$6,032,704 for other than personnel services).



Top: Customer Service Representative Vicki Hongdilokkul assists licensee Li Bing Tong with his license transaction.  
Bottom: Customer Service Representative Clyde Hunter assists Rassel with his license renewal application.

The agency's Fiscal Year 2008 projected budget is \$32,157,622 (\$22,789,282 for personnel services and \$9,368,340 for other than personnel services). The TLC has an authorized headcount of 428 for the year.

## Licensing Division

The TLC's Licensing and Standards division had a busy and productive year in 2007, crafting and implementing a number of policies and initiatives that improved customer service and streamlined operations.

## Base Application Processing

The base unit had another successful year, with almost 100% of all bases renewing before their expiration date. In 2007, we instituted a new procedure of emailing a representative from each City Council member's office the list of all livery applications submitted to the TLC each month. All livery applications were brought before the Commission in the same timely fashion as instituted in 2006. The base unit has developed a close working

relationship with Enforcement, and together they monitor TLC licensed bases by inspecting new and licensed bases.

### **Customer Service Improvements: Meter Manufacturers**

A Licensee Support/Customer Service Unit was created and deployed to improve customer relations and provide better availability of information to our applicants and licensees. Customer service representatives are now the first people to greet and interface with new and existing applicants as they enter the facility. They are available to assist applicants with their questions and a thorough review of the applicant's documents. They are equipped with two mobile carts that allow them an increased level of access to information relating to the client, while they are dealing directly with the individual. All greeters are bilingual, which enhances our ability to better serve our clientele.

### **Compliance Monitoring**

A new Compliance Unit was created to enhance and increase our capacity to monitor compliance with our rules and regulations. The unit has coordinated with the Uniformed Services Bureau (USB) on developing a structured monitoring/summons process for several TLC rules. For example, this unit may monitor if vehicles have not properly been inspected and respond accordingly. This should have a direct and positive effect on the safety of the riding public when they enter vehicles licensed by the Commission.

### **New Category of Licensee**

The Division, in conjunction with the Legal Office and the Office of the Chief of Staff, developed a new licensing

application process as part of the T-PEP process. Meter manufacturers are now required to be licensed by the Commission.

### **Enforcement Division**

#### **Safety and Emissions**

As of January 1, 2007, medallion taxicabs were no longer required to seek a New York State inspection at an outside facility in addition to its three annual TLC inspections, due to the Safety and Emissions (S & E) Division's certification as a NYS Department of Motor Vehicles (DMV) Inspection facility. S & E was likewise instrumental in the approval and hack-up, once again, of over 300 hybrid-electric vehicles for use as taxicabs, bringing the total number of hybrids in the taxi fleet to 637—more than any other city in the nation.

#### **Field Enforcement**

The USB's field enforcement continued during 2007. "Operation Refusal," which gauges compliance with the laws, rules and regulations prohibiting service refusal, tested 1,822 taxicab drivers yielding a 93.80% compliance rate. "Operation Street Hail," which tests for-hire vehicle drivers for compliance with the regulations requiring the pre-arrangement of their services, saw the issuance of 1,106 summonses for illegal activity in 2007. USB was also responsible for the padlocking of a record 58 illegal for-hire bases in 2007 to protect the public and worked closely with the TLC's Licensing Division to facilitate the licensing of legitimate bases.

In November 2007, the TLC's USB welcomed a new class of officers.



A TLC Officer in the field.



The TLC's state-of-the-art inspection facility is now certified by the NYS DMV.



## **Adjudication Division**

### **Adjudications Administration Proceedings**

Over the past year, as of November 29, 2007, the TLC adjudicated 75,005 summonses including a total of 95,129 violations. The TLC's Adjudication Division has continued its work to streamline the process to facilitate hearings for the incoming volume of cases by adding an electronic tracking program.

Other notable improvements include all motions, guilty pleas by mail, data entry of summonses, and processing of unpaid fine notices being completed within two business days. Additionally, data entry of dispositions (judges decisions into TAMIS) are completed daily 100% of the time, and daily calendar performance (completion of the daily summonses scheduled by 5:00 p.m.) has been maintained at 99.98% for the year.

### **Appeals**

The appeals unit has switched from a paper management system to a computerized tracking system with automated production of all correspondence.



Administrative Law Judge Herbert G. Woods renders a disposition.



Bottom Right: Administrative Law judge Mark Snyder considers a case as presented by TLC Officer Igor Gorbikov and attorney Daniel Bach.



As Mayor Michael R. Bloomberg (at left) and City Council Member John Liu look on, Commissioner Matthew Daus (at podium) thanks the City Council for working closely with the Administration on legislation to help the public more readily identify properly licensed commuter vans.

This streamlined operational improvement has made it possible to now produce statistical analysis of appeals decisions and provide tracking logs for caseload management.

As of mid-August 2007, the TLC’s appeals decisions are being made available on the New York Law School’s City Law website. Decisions are also being archived to an electronic file for easy access by judges for review and research.

### Administrative Law Judges

The Adjudications Tribunal issued a revised ALJ Manual in May 2007, designed to assist judges in understanding their role as independent fact finders and decision makers. The ALJ Manual, together with the newly-adopted City Code of Ethics for ALJs (an initiative of the Office of the Administrative

Justice Coordinator), has helped to further enhance the professionalism of the TLC’s judges.

### Rule Changes

#### Commuter Van Summary

In response to City Council Intro 430-A (2007), in early 2008 TLC will begin issuing easy-to-recognize decals to legal, registered Commuter Vans throughout the 5 boroughs. Customers, drivers, owners, and law enforcement personnel will soon have an easier time identifying vans that are properly registered in compliance with TLC regulations. The decals will have tamper-proof technology to ensure that only registered vans have them and will also make it easier for passengers or members of the public to identify vans and their owners if they call 311 to file a complaint or pay a compliment.

## RULEMAKING SCHEDULE - 2007

*Revised 11/21/07*

Commission meeting	Subject	City Record Publication Date/Deadline	Deadline for Written Comments	Staff Presentation to Commission	Status
March 8, 2007	Taxi service enhancements	1/24/07	3/2/07	12/14/06	Partially approved; remainder tabled to May Effective April 15, 2007
	Clean air/accessible vehicle retirement	1/31/07	3/2/07	12/14/07	
April 12, 2007	Clean air/accessible vehicle markings	3/6/07	4/6/07	12/14/07	Tabled to May meeting Effective May 23, 2007
	Partition and in-vehicle camera specs	3/9/07	4/9/07	1/11/07	
May 10, 2007	Supplemental taxi service enhancements	4/9/07	5/9/07	5/10/07	Effective July 12, 2007
	Taxi service enhancements - tabled items	---	---	5/10/07	Effective July 12, 2007
	Clean air/accessible vehicle markings	---	---	---	Effective June 22, 2007
June 14, 2007	Taxicab “brand” markings	5/9/07	6/8/07	5/10/07	Effective July 20, 2007
	Medallion auctions	5/8/07	6/7/07	5/10/07	Tabled to August
August 9, 2007	Paratransit rules package	6/15/07	7/16/07	5/10/07	Effective September 16, 2007
	Medallion auctions	---	---	---	Effective September 14, 2007
November 13, 2007	Central dispatch of accessible vehicles	9/28/07	11/7/07	12/14/06 & 5/10/07 & 8/9/07	Effective December 23, 2007
December 11, 2007	Minimum MPG taxis	10/22/07	11/21/07	9/10/07	Effective October 1, 2008

# Projects , Initiatives and Events

## PlaNYC

As part of the Mayor’s PlaNYC initiative, the TLC will implement new mileage standards for yellow taxicabs that will lead to a fleet with minimum fuel-efficiency of 30 miles per gallon (mpg) by 2012. This goal is ambitious, but one that the TLC is diligently working toward. The new standards will be phased in over a four-year period and will save taxi drivers \$60,000,000 per year in gas expenses. In December 2007, the Commission held a hearing and voted on the proposed rules to require all new taxicabs, other than accessible taxicabs, to have a minimum rating of 25 miles per gallon in city driving by October 1st, 2008 and 30 miles per gallon in city driving by October 1st, 2009.

As required by Local Law 53, the TLC has approved hybrid electric vehicle models for use as taxicabs. Currently, there are nine hybrid electric vehicles approved for use by the Commission, an addition of one new approved vehicle from last year. Currently, 637 hybrid vehicles are on the road functioning as taxis, up from only 289 vehicles as of this report last year. All clean air and accessible

vehicles must display their respective logos as of their first inspection on or after February 1st 2008.

The TLC held an auction of 63 Individual Medallion licenses for use on wheelchair accessible vehicles in November, increasing the number of accessible medallions to 144. With the Corporate Medallion auction set for the spring of 2008, the sale of the remaining 87 medallions will bring the total number of accessible medallions to a record 231.

In November 2007, the Commission approved a program that will dispatch accessible taxicabs and participating wheelchair accessible liveries. The pilot program is a two-year demonstration project that will help the TLC learn how to best match wheelchair accessible vehicles with passengers requiring their service. The program allows wheelchair users to call New York City’s 311 system and have the nearest available accessible vehicle dispatched to their location. The accessible dispatch pilot program will go a long way toward improving taxi service for wheelchair users in New York City by helping to connect them with the same taxi service enjoyed by other New Yorkers.

Mayor Michael R. Bloomberg, flanked by Commissioner Matthew Daus and City Councilman David Yassky, announces that all medallion taxicabs will be hybrid by the year 2012.



## Wheelchair accessible and clean air taxicabs and for-hire vehicles

Vehicle Make and Model	LL 54 Class	Total as of 11/29/07	Total as of 12/29/06
Saturn Vue (SUV) (Hybrid)	CA2	1	N/A
Dodge Caravan (Minivan) (Accessible)	WAV	16	N/A
Ford Freestar (Minivan) (Accessible)	WAV	27	N/A
Chevrolet Uplander (Minivan) (Accessible)	WAV	40	6
Ford Escape (SUV) (Hybrid)	CA2	515	208
Honda Civic (Hybrid)	CA1	1	1
Lexus RX 400H (SUV) (Hybrid)	CA2	43	2
Mercury Mariner (SUV) (Hybrid)	CA2	6	3
Toyota Camry (Hybrid)	CA1	25	4
Toyota Highlander (SUV) (Hybrid)	CA2	76	4
Toyota Prius (Sedan) (Hybrid)	CA1	90	69
Nissan Altima	CA1	12	0

WAV = Wheelchair Accessible  
 CA = Level 1 Clean Air  
 CA2 = Level 2 Clean Air





The Empire State Building was bathed in yellow to commemorate the Taxicab's Centennial.



The TLC Technology Vendors' Expo was one of the many outreach events to familiarize the taxi industry with the T-PEP technology and help it make fully informed decisions about which vendors to work with.

# “Taxi of Tomorrow”

The “Taxi of Tomorrow” project has chosen a professional contractor that will create the technical specifications designed to result in a purpose-built taxicab for New York City, capable of meeting the demands of all passengers, as well as the taxicab industry. The vision of this project is to have a vehicle by design:

- I. Meet the safety and full accessibility standards;
- II. Provide enhanced amenities, superior comfort and ideal riding experience for both passengers and drivers;
- III. Have a reasonable purchase price (and maintenance costs);
- IV. Reduce environmental impact;
- V. Be appropriately proportioned for the urban environment;
- VI. Feature an iconic design;
- VII. Such other features as shall be identified by an Advisory Committee.

The project is well underway, and the goal is to have the ideal vehicle plan finalized and in the process of implementation on or before the end of 2009.



## Technology Enhancement

The year 2007 has been a pivotal one in the implementation of the Taxicab Passenger Enhancement Project (T-PEP). The T-PEP initiative began in March 2004 when the Commission granted a 26% taxicab fare increase that was tied to a series of technology-based customer service improvements for passengers. Over the ensuing time, the TLC has engaged in extensive research, procurement, and testing, resulting in an outstanding product provided by four companies that were awarded contracts through a transparent, competitive RFP process.

As 2007 drew to a close, the TLC saw the installation of systems in approximately half of the city’s fleet of 13,000-plus taxicabs. At the time of this writing, 6,671 installations have taken place, representing 51% of all taxicabs citywide.

The enhancements include credit/debit card acceptance, a passenger information screen that features safety and public service messages and an interactive map to follow the taxi’s progress throughout the city. Each of the four authorized vendors have unique agreements with content providers, meaning that while passengers will always have the same basic amenities of credit/debit card acceptance and map and service information, they will also enjoy a wide variety of entertainment and information such as sports scores, news, weather, movie and restaurant reviews, and information on city happenings.

The system makes use of vehicle location technology to facilitate an “electronic trip sheet” in lieu of the “paper and clipboard” version, capturing the same details automatically with no effort on the driver’s part. This same vehicle location technology assists in the recovery of lost passenger items, which account for more than 52% of all TLC-related calls to 311. The system has already been invaluable in the location and return of lost items.

As anticipated, the system has also proven itself successful in matching business opportunities with taxicab drivers seeking fares at various locations throughout New York City.

The system underwent stringent functional testing prior to granting the four technology providers with the final approval to market and sign contracts with clients in 2007. This resulted in the successful implementation of the August 1, 2007 deadline by which all medallion owners had to have signed contracts in place with one of the four authorized vendors. This allowed for the equally successful implementation of an October 1, 2007 deadline, by which each medallion taxicab was required to install the new technology by the date of its next scheduled tri-annual inspection.

It was also during 2007 that extensive, structured passenger testing was facilitated, resulting in a number of consumer-friendly modifications being made prior to the TLC's granting each company final marketing/contract signing authority.



From left to right, celebrating the prestigious honor bestowed upon Ira Goldstein (center, with award) are technology team members Serge Royter, Aileen Fox, Gary Roth, Sam Shady, First Deputy Commissioner Andrew Salkin, DoITT Commissioner Paul Cosgrave, and TLC Commissioner Matthew W. Daus.

TLC Chief of Staff, Ira J. Goldstein, who also functioned as the project manager for the T-PEP initiative, received the City's highest honor for management of a specific technology project in 2007, the coveted "Demonstrated Excellence in Project Management" award. Granted by the New York City Department of Information Technology and Telecommunications as part of its "Excellence in Technology Awards Program," Mr. Goldstein's award was one of the top awards granted.

The TLC's Uniformed Services Bureau has been charged with the responsibility of performing field testing of the systems on an ongoing basis to ensure the high levels of service required of them.

We are pleased to report that every aspect of the project during the subject year 2007 was accomplished on time, as per longstanding projections.

## **Taxi '07– Celebrating the Taxi's Centennial**

An outgrowth of "Designing the Taxi," a design project that saw the TLC partner in 2006 with the Design Trust for Public Space ([www.designtrust.org](http://www.designtrust.org)) to envision and conceptually sculpt the "cab of the future," Taxi '07 was the means by which concepts were brought one step closer to reality, and the centennial of the traditional metered taxicab was celebrated in style. More specifically, Taxi '07 combined the ideas of sustainable mobility, clean fuel, access for all, and good design with the iconic yellow taxicab and the broader taxi system in time for the 100th anniversary of the modern-day taxi in New York City. The project culminated in an exhibition of innovative taxi prototypes and related displays at the New York International Auto Show, held at the Jacob Javits Center in April 2007.

Taxi '07 was a year-long visioning exercise involving designers and planners that culminated in a number of public events and educational programs meant to encourage discussion and debate on improving taxicabs and taxicab service. The events included a Cooper-Hewitt National Design Week panel on cab design; the designation of "Taxi Week" by Mayor Bloomberg; the lighting of the Empire State Building in yellow to honor the metered taxicab's centennial; an independent documentary film on the taxi system and cab design; and studio courses at Pratt Institute on taxi design.

The TLC also partnered with the Design Trust to create a publication called "Roads Forward." The comprehensive report, created by a team of fellows in urban planning, economics, information design and transportation, analyzed the current taxi system and outlined suggested strategies to improve vehicles and service.

## **Medallion Sales**

In November 2007, the TLC auctioned a portion of the 150 medallion licenses earmarked for use on wheelchair accessible vehicles that were envisioned by Mayor Michael R. Bloomberg and authorized by City and State legislation due to the efforts of Mayor Bloomberg and City Council Speaker Christine Quinn. In all, 63 medallions were sold via sealed bid auction in November 2007, with the remaining 89 (which includes two medallions left over from a previous sale) to be sold in the spring of 2008.

This latest auction generated \$19,465,684 in revenue. There were a total of 308 medallion transfers and another 200 stock transfers between January 2007 and November 2007. The table below outlines the



The Taxi '07 exhibit at the International Auto Show.



average prices for medallions transferred between January 2007 and November 2007.

Medallion Type	Count	Average Price
Corporate-Transfer	104	\$573,488.89
Individual-Transfer	204	\$420,963.58

### New Logo

Taking their lead from NYC & Co., the City's tourism and marketing arm, the design firm Smart Design began to experiment with new external logo markings for taxicabs. The result is an exciting, contemporary package of markings that include a hailing passenger icon, clear fare panel, stylized checker pattern sticker and bold NYC TAXI logo design. These stickers unify the look of all 13,148 taxis and make them even more distinctive, while allowing the taxicab to communicate information more efficiently to prospective passengers. It also will give the City an opportunity to leverage the branding potential of the image of the iconic, world famous yellow taxicab, consistent with the Administration's citywide marketing initiative. It has already led to marketing inscribed with City logos [www.nycshop.com](http://www.nycshop.com).

Every taxi will have the new markings by the time of its next scheduled inspection during the four-month cycle that began October 1, 2007 and will end January 31, 2008.

### Garden in Transit

Another facet of the taxicab's gala centennial celebrated the creative energies of more than 23,000 children, captured in over 750,000 square feet of specially-designed panel featuring 80,000 flowers. These flowers, as it happened, took root on New York City's fleet of taxicabs, transforming them into a "Garden in Transit."

The program was originally announced by Mayor Bloomberg on July 18, 2006 as a part of the Taxi '07 project and a privately-funded public art project by Portraits of Hope. Beginning in September 2006, the project united school-age children with thousands of volunteers from corporations and community programs to begin the process of painting the lush flowers onto decals that were placed on thousands of yellow medallion taxicabs. In addition to painting floral panels, the student volunteers discussed issues of socio-economic and cultural significance and painted miniature taxicabs to mirror their concerns and opinions about the world





we live in, making it an educational experience as much as an artistic one. Thanks to its partnership with the Mayor's Volunteer Center, the TLC, and a gamut of City agencies and leading taxi industry organizations, "Garden in Transit" constituted what was perhaps the City's largest volunteer effort, as well as a mobile art exhibit with unprecedented scope that culminated in December 2007.

**Driver Recognition Ceremony**

The TLC's latest Annual Driver Recognition ceremony was held on a spring-like day in late March of 2007 at one of the city's most spectacular venues, the Rooftop Garden at 620 Fifth Avenue. As in years past, the TLC and its partners, Tishman-Speyer and NYC & Company honored the year's cream of the crop, almost 100 strong, for exemplary customer service. Mayor Michael R. Bloomberg once again marked the occasion with a proclamation naming March 29, 2007 as "Driver Recognition Day."

Commissioner Matthew Daus conferred "Driver of the Year" honors upon Mr. Alande Nicolas,

who chased down a fleeing truck that had just caused a vehicular hit-and-run incident, making sure that both the NYPD and the owners of a damaged vehicle had the information they needed to find the driver responsible for the dangerous mayhem.

Other principal honorees lauded at the event were "Lifetime Achievement" honoree Mr. Michael O' Sullivan, a cab owner/driver for more than a half century; "Professionalism Award" winner Mr. Jose Parra, who made sure a group received much-needed



2007 Honorees.

flu shots under emergency circumstances; “Humanitarian Award” winners Boris Kleyman and Paul Louis; and Mr. Mahdi Graja, who guaranteed the safety of a threatened passenger, earning the “Customer Care” award.

Among the event’s speakers was Ben Bailey, Host of Discovery Channel’s wildly popular Cash Cab, the television show in which taxi riders have the opportunity to win cash by correctly answering progressively more difficult general knowledge questions.

**International Transportation Regulators’ Conference:**

In September 2007, the TLC participated significantly in the 20th annual conference of the International Association of Transportation Regulators (IATR), an influential organization comprised of for-hire ground transportation government regulators from around the world. Commissioner Daus organized a day-long program devoted to working with stakeholders to catalyze positive change with sessions on “Managing Public and Stakeholder Relations.” One distinguished panel discussed such issues as inter-jurisdictional disputes, while another facet of the session featured an in-depth study and analysis of the origins and enactment of the United States Federal legislation governing interstate limousine travel, along with a detailed review of the dynamics of industry and regulator interactions and negotiations that led to the passage of this law.

Workshops were also held in effective communications and media relations. Subsequent sessions focused on the ways to setup and regulate successful accessible transportation systems, as well as regulatory management practices.

For more information about the work of the IATR, you can visit its website at: [www.iatr.org](http://www.iatr.org).



Right Column Top: Gary Weiss, TLC’s Deputy Commissioner for Licensing (foreground) participates in a working group at the IATR’s latest annual conference.

Right Column Bottom: Commissioner Matthew Daus put together a distinguished panel on stakeholder relations with more than a century of collective hands-on experience. They included (left to right) National Limousine Association President Jeff Greene, Nassau/Suffolk Limousine Association President Peter Gioradano, NJ Limousine Association President Barry Lefkowitz, Taxicab, Paratransit and Limousine Association President Alfred LaGasse, and Black Car Assistance Corporation President Victor Dizengoff.







**New York City Taxi & Limousine Commission**  
40 Rector Street  
New York, New York 10006

[www.nyc.gov/taxi](http://www.nyc.gov/taxi)