Moving Forward Together:

A Workbook for Initiating and Increasing Accessible Taxi Services in Your Community

Easter Seals Project ACTION

Dan Dalton
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October 2005
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# Moving Forward Together:

*A Workbook for Initiating and Increasing Accessible Taxi Services in Your Community*

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Introduction

When people have transportation choices regarding how to get to work, school, the grocery store, or to the doctor, the entire community benefits. A variety of available transportation services allows for greater community inclusion and an improved business climate by creating opportunities for transportation providers. Increasing economic development through this expanded customer base makes sense for everyone.

An integral component of a transportation network in many communities is taxi service. For many people, taxicabs provide the essential link between home, the community-at-large and other transportation services. However, for people who use wheelchairs this may not be a mobility option unless accessible taxi services are available.

Several factors hamper efforts to improve accessible taxi services. Accessible taxis are more expensive to purchase and operate when compared to sedans, and it may take additional time to serve a customer using a wheelchair. Since most taxicab drivers earn their incomes directly from passenger fares, higher vehicle costs and lower productivity may combine to serve as a disincentive to drivers considering the operation of an accessible taxi. In addition, limited public funding is available to support accessible taxi services.

It was with recognition of these and other complexities that the initial decision was made by Easter Seals Project ACTION (ESPA) to develop this workbook. The ways in which taxi service is provided in the United States are diverse. In some communities, large companies operate large fleets while in smaller communities, only one or two vehicles may be the “fleet.” Adding to the variability everywhere is providing accessible service to people with disabilities. Dealing with these and many other variables was significant in even approaching the development of this workbook.

A comprehensive resource containing information about taxi practices related to providing accessible service to people with disabilities does not exist. Nevertheless, ESPA employed several different approaches to acquire as much information as possible from practicing taxi systems about their real experiences and arrangements in a variety of communities. This workbook is a compilation of the gathered information presented in a form useful to communities pursuing improving and/or expanding the provision of accessible taxi service to people with disabilities.

About This Workbook

Initiating and increasing accessible taxi services is challenging, complex and often hard work. It takes common understanding of local policy and guidelines where they exist, similar levels of motivation by customers and taxi companies, and consensus on the use and effectiveness, if any, of incentives and requirements. It involves discussion on vehicle design and cost options, driver training programs, and market potential. It takes cooperation and partnerships through informal discussions, and often, formal agreements — to ensure that both the mobility needs of people who use wheelchairs and the profitability of the private taxicab industry are achieved. But most of all, it takes community leaders like you.
This workbook is just that — a workbook. It is designed for use by community leaders representing the taxi industry, disability community, transit industry and local government. This workbook is intended to facilitate discussion and encourage input from multiple perspectives, and serve as a format for documenting decisions and needed future action. If used effectively, your workbook, along with others being used by team members in your community, will soon be dog-eared and full of notes, follow-up points, and documented next steps for initiating and increasing accessible taxi services.

Since regulations and oversight are often local in nature and may vary from community to community, this workbook does not tell you what to do — instead it provides a framework for discussing issues, recording ideas, and making decisions that are best for your local community.

This workbook has key sections for your community to consider when developing, implementing and evaluating accessible taxi services:

Section 1: Public Policy provides information on the Americans with Disabilities Act (ADA) sections that pertain to taxi services. Information on several local taxi industry regulations is also included.

Section 2: Motivation and Market Demand offers ideas for assessing the potential of accessible taxis in your community and encouraging a common drive to improving services.

Section 3: Vehicle Design and Costs discusses the various design options and financial implications that should be considered when determining vehicles for use in providing accessible taxi services.

Section 4: Incentives provides assistance with developing strategies that can make accessible taxi services profitable and sustainable and therefore, more appealing.

Section 5: Contracts and Operating Agreements presents ideas for developing arrangements that may meet human service transportation needs more efficiently and provide the taxi industry with potential financial resources to expand accessible services.

Section 6: Successful Partnerships provides ideas for identifying stakeholders, building relationships, and developing collaborative strategies to improve accessible taxi services.

Section 7: Training offers guidance for identifying, developing and implementing training programs to support implementation of accessible taxi services.

Section 8: Information Sharing provides help with educating your community about the benefits of accessible taxi services, marketing services to the general public, and informing other community leaders and organizations about your efforts to improve accessible taxi services.

Section 9: Licensing, Voluntary Standards, Evaluation and Recognition offers assistance regarding options that customers, taxi companies, drivers and government personnel can consider.
Each section includes a series of concise “Discussion Points” that can be considered for your community. Space to list unique local issues is also provided. Lastly, the workbook has space for your group to note efforts to consider and a space to document decisions.

Some communities have already put much work into making accessible taxi service more available. This workbook includes current information from 16 communities across the country, presented as relevant examples in each section that should be useful in your discussions. Contact information is provided so you can learn more about their experiences, find out why they took the path to get where they are now, and gain insight into how they overcame the challenges encountered. Please note that these examples are only a sample of accessible taxi services being provided, and are not meant to be exhaustive. In addition, since the status of accessible taxi services is dynamic in nature, operations reported here may have changed since the publication of this workbook.

If you have information on accessible taxi services in your community, please contact ESPA so we can include your experiences in electronic updates of this workbook. If you have suggestions on how this workbook can be improved or expanded in the future, we look forward to receiving your comments as well. We especially look forward to hearing from communities as your efforts move ahead through use of this workbook.

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Community leaders working together to improve accessible taxi services are well served when the rules, regulations and guidelines of the Americans with Disabilities Act of 1990 (ADA), as well as state and local directives governing the taxi industry, are understood by taxi companies, drivers, customers, government personnel and other stakeholders. It is equally important that community leaders identify source(s) for information about these public policies. Without clear understanding, differences of opinion can halt progress.

Specific ADA rules, regulations and guidelines governing taxi services:

Federal laws are detailed in the Code of Federal Regulations (please see Resources section for more information). The following sections pertain to taxi services:

§37.29 Private entities providing taxi service

(a) Providers of taxi service are subject to the requirements of this part for private entities primarily engaged in the business of transporting people which provide demand-responsive service.

(b) Providers of taxi service are not required to purchase or lease accessible automobiles. When a provider of taxi service purchases or leases a vehicle other than an automobile, the vehicle is required to be accessible unless the provider demonstrates equivalency as provided in 37.105 of this Part. A provider of taxi service is not required to purchase vehicles other than automobiles in order to have a number of accessible vehicles in its fleet.

(c) Private entities providing taxi service shall not discriminate against individuals with disabilities by actions including, but not limited to, refusing to provide service to individuals with disabilities who can use taxi vehicles, refusing to assist with the stowing of mobility devices, and charging higher fares or fees for carrying individuals with disabilities and their equipment than are charged to other persons.

§37.103 Purchase or lease of new non-rail vehicles by private entities primarily engaged in the business of transporting people.

(a) Application. This section applies to all acquisitions of new vehicles by private entities which are primarily engaged in the business of transporting people and whose operations affect commerce, in which a solicitation for the vehicle is made (except as provided in paragraph (d) of this section) after August 25, 1990.
(b) Fixed Route Systems. If the entity operates a fixed route system, and purchases or leases a new vehicle other than an automobile, a van with a seating capacity of less than eight persons (including the driver), or an over-the-road bus, it shall ensure that the vehicle is readily accessible to and usable by individuals with disabilities, including individuals who use wheelchairs.

(c) Demand Responsive Systems. If the entity operates a demand responsive system, and purchases or leases a new vehicle other than an automobile, a van with a seating capacity of less than eight persons (including the driver), or an over-the-road bus, it shall ensure that the vehicle is readily accessible to and usable by individuals with disabilities, including individuals who use wheelchairs, unless the system, when viewed in its entirety, meets the standard for equivalent service of 37.105 of this Part.

(d) Vans with a Capacity of Fewer than 8 Persons: If the entity operates either a fixed route or demand responsive system, and purchases or leases a new van with a seating capacity of fewer than eight persons including the driver (the solicitation for the vehicle being made after February 25, 1992), the entity shall ensure that the vehicle is readily accessible to and usable by individuals with disabilities, including individuals who use wheelchairs, unless the system, when viewed in its entirety, meets the standard for equivalent service of 37.105 of this Part.

§ 37.105 Equivalent service standard

For purposes of §37.101 and 37.103 of this Part, a fixed-route system or demand-responsive system, when viewed in its entirety, shall be deemed to provide equivalent service if the service available to individuals with disabilities, including individuals who use wheelchairs, is provided in the most integrated setting appropriate to the needs of the individual and is equivalent to the service provided other individuals with respect to the following service characteristics:

(a) 1. Schedules/headways (if the system is fixed route);
    2. Response time (if the system is demand responsive);

(b) Fares;

(c) Geographic area of service;

(d) Hours and days of service;

(e) Availability of information;

(f) Reservations capability (if the system is demand responsive);

(g) Any constraints on capacity or service availability;

(h) Restrictions priorities based on trip purpose (if the system is demand responsive).
State and local regulations

Since State and local policy regarding accessible taxi services vary, specific information is best obtained locally. Several examples, though, are included at the end of this section.
Discussion Points - Public Policy

When community leaders work together to discuss services in the context of local, state and federal policy, there is a better chance that both the spirit and letter of the law can be met. The following discussion points are offered to assist community leaders in this effort:

1. What federal rules, regulations and guidelines govern the taxi industry and what are the implications for current services?

2. What state and local rules, regulations and guidelines govern the taxi industry and what are the implications for future services?

3. What issues might require rules, regulations and guidelines?

4. What state and local rules, regulations and guidelines would our community want enacted?

5. What state and local rules, regulations and guidelines would our community want amended or repealed?

6. Whom can we contact with questions about the interpretation of federal and/or state rules, regulations and guidelines?

7. Whom can we contact with questions about the interpretation of local rules, regulations and guidelines?
8. What process can we use to encourage public comment on taxi services?

9. What process can we use to conduct a periodic review as to the effectiveness of local and state rules, regulations and guidelines?

10. What mechanism exists to accept compliments and complaints from customers, including customers with disabilities?

11. What strategies can be used to recognize taxi companies and drivers who provide outstanding service to customers using accessible taxi services?

12. What steps can taxi companies and drivers take to appeal citations with which they disagree?

13. How can we determine if public policy is desired in order to introduce, expand or maintain services?

14. Which public policy strategies should we consider?

15. If in our community’s assessment it is found that taxicab companies should have a certain percentage of accessible vehicles, how should it be determined what percentage would be appropriate?

16. How can we encourage taxi companies and drivers serving airports, train stations and similar points to do so without risk of overlooking customers in other locations?

17. What are the implications of allowing accessible taxis to serve passengers from outside their jurisdictions?
Additional Discussion Points for Our Community — Public Policy
Austin, Texas

The City’s Municipal Code, §13-2-402, establishes requirements for issuing taxicab permits, including special permits for modified ground transportation service vehicles that must include equipment for loading and unloading passengers using wheelchairs. The total number of special franchise permits issued may not be less than six percent or more than six and one-half percent of the total number of franchise permits issued.

Contact: Mr. Morris Poe
Manager of Transportation Regulations
City of Austin
512-974-1562
morris.poe@ci.austin.tx.us
www.ci.austin.tx.us

Chicago, Ill.

The City of Chicago’s “Rules and Regulations for Public Passenger Vehicle License Holders, RULE NO. 2.3 Wheelchair Accessible Vehicles” requires taxicab providers to operate vehicles equipped for wheelchair access based on the overall size of number of their fleet:

- 15-40 taxis = 1 accessible vehicle
- 41-99 taxis = 2 accessible vehicles
- 100-399 taxis = 3 accessible vehicles
- 400-799 taxis = 7 accessible vehicles
- 800 or more taxis = 12 accessible vehicles

Contact: Chicago's taxi services are overseen by the Department of Consumer Services, and the rules and regulations are available through the City's website: www.cityofchicago.org
Las Vegas, Nev.

The Nevada Taxicab Authority regulates taxi services in Las Vegas. Nevada Administrative Code chapter 706 requires that 10 percent of a taxi company’s fleet be accessible.

Contact: Mr. Rob Stewart
Investigator
702-486-6532 x510
rdstewart@taxi.state.nv.us
www.taxi.state.nv.us

Montgomery County, Md.

The County's taxicab code requires that 5 percent of licensed taxis be accessible.

Contact: Ms. Nancy Kutz
Montgomery County Department of Public Works
Division of Transit Services, Taxicab Office
240-777- CABS(2227)
nancy.kutz@montgomerycountymd.gov

Raleigh, N.C.

The City operates Accessible Raleigh Transportation (ART) that provides specialized transportation, including ADA paratransit services, through 28 taxicab operators. While ART has no formal contracts with the taxicab providers, Raleigh City Code requires taxi companies with six or more cabs to participate in the ART program. Eight local taxi operators provide accessible services.

Contact: Mr. Richard Vinson
Accessible Raleigh Transit
919-831-6782
richard.vinson@ci.raleigh.nc.us
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We are considering these options regarding Public Policy

We have made these decisions regarding Public Policy
Section 2: Motivation and Market Demand

Community leaders working together to improve accessible taxi services are well served when they determine the level of taxi company and customer motivation to support effective and efficient service. Motivation is intertwined with market demand and can energize community leaders to sustain a drive to establish or maintain accessible taxi services when challenges arise. A better understanding of accessible taxi service supporters, public and private resources, and travel patterns of frequent and occasional customers will allow community leaders to design services unique to their area.

Discussion Points – Motivation and Market Demand

When community leaders work together to discuss motivation and market demand it’s important to assess the potential of accessible taxi services and base decisions on practical information. The following discussion points are offered to assist community leaders in this effort.

1. What process can we use to:
   • Estimate market potential
   • Identify service niches
   • Establish selling and service strategies
   • Identify customer needs
   • Determine pricing of comparable services

2. Is the general public aware of accessible taxicab service in the community or is additional publicity and marketing warranted?
3. Are visitors to our community aware of accessible taxi services or is additional publicity and marketing warranted?

4. How can we use low-cost and free advertising to promote accessible taxi service?

5. How can we ensure that frequent and occasional customers, residents and visitors receive efficient and effective services?

6. What techniques can be used to encourage taxicab drivers to effectively and efficiently serve people who use wheelchairs?

7. What might motivate taxi drivers to provide a trip (via a dispatcher) for customers who require an accessible vehicle?
Additional Discussion Points
for Our Community –
Motivation and Market Demand
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Examples from Across the Country —  
Motivation and Market Demand

Arlington County, Va.

Discussions between the County and Red Top Cab produced shared motivation to meet a growing community need for accessible taxi services, to provide more efficient paratransit services, and create a business opportunity. Subsequent incentives by Arlington County (noted in Section Four) helped support this effort.

Contact: Mr. Charlie King  
Vice President  
Red Top Cab  
703-525-0900  
cking@redtopcab.com

Houston, Texas

To assist with wheelchair accessible conversion costs and establish a fleet of accessible taxicabs that could be used under contract and by the general public, the Metropolitan Transit Authority (METRO) offered four taxicab companies a $2.00 per trip surcharge for each wheelchair boarding. Currently, METRO has 106 vehicles under contract that are accessible, and also available to the general public. Houston Yellow Cab has since invested in an additional thirty accessible vehicles for the general public.

Contacts: Mr. James Laughlin  
Director, Transportation Programs  
Metropolitan Transit Authority (METRO)  
713-615-7171  
JBL@ridemetro.org

Mr. Cleadis Newman  
General Manager of Special Services  
Yellow Cab Houston  
713-428-5882  
cleadis@houstonyellowcab.com

Phoenix, Ariz.

Total Transit provides paratransit services with both larger vehicles and taxis, and the addition of accessible taxis to their fleet was a logical business decision. This increase provides greater flexibility and efficiency for contract trips (see Section 5 for details) and services available to the general public.
Raleigh, N.C.

Accessible Raleigh Transportation (ART) provides a two-tiered program through 28 taxicab operators, eight of which operate accessible vehicles. In addition to ADA complementary paratransit, ART also offers transportation for people with disabilities beyond the ADA service area. This approach provides customers with greater flexibility and expands the potential market for taxi operators.

Contact: Mr. Richard Vinson
Accessible Raleigh Transit
919-831-6782
richard.vinson@ci.raleigh.nc.us

San Antonio, Texas

With a growing demand for accessible taxi services, and encouragement from disability advocates, San Antonio Yellow Cab incrementally added accessible vehicles to their fleet. This action was initiated without legislation or changes in local taxicab regulations.

Contact: Mr. Mike Barnard
President and General Manager
Yellow Cab San Antonio
210-650-8666
mike@yellowcabsanantonio.com

Seattle, Wash.

A demonstration project led by King County Metro, King County’s Licensing Division and the City of Seattle’s Consumer Affairs Division is assessing the need for accessible taxicabs. The purpose of the project is to ascertain the number of vehicles needed to provide responsive service and to determine the economic viability of a service using privately owned and operated wheelchair accessible taxicabs providing on-demand service to private-pay passengers at taxi meter rates.

Contact: Mr. Don Okazaki
Accessible Services
King County Metro
206-263-3453
Don.Okazaki@metrokc.gov
We are considering these options regarding Motivation and Market Demand

We have made these decisions regarding Motivation and Market Demand
Community leaders working together to improve accessible taxi services are well served when they familiarize themselves with vehicle design and cost options.

Both side-door and rear-door-entry vehicles have their proponents and detractors. Some people who use wheelchairs prefer a side-entry taxi so they can sit closer to the driver and exit the vehicle onto a sidewalk. However, extended ramps from side-entry vehicles may present obstacles to pedestrians including people who are blind or have low vision. Some drivers may prefer side-entry vehicles when sufficient space at the back of the vehicle cannot be ensured, but others prefer rear-entry taxis because they believe the boarding and deboarding process is faster. Still others prefer vehicles that look similar to those used by the general public. The decision on vehicle design should also take into account purchase and operating costs and strategies to help offset these costs.

In addition, while taxi services operated with sedans are exempt from ADA accessibility guidelines, the ADA indicates that regardless of vehicle requirements taxi companies and drivers cannot discriminate on the basis of a person’s disability. For example, ADA accessibility guidelines for transportation vehicles specify that for vehicles 22 feet in length or less to be considered accessible, the overhead clearance between the top of the door opening and the raised lift platform or highest point of a ramp must be a minimum of 56 inches. Therefore, some vehicles while accessible, may not meet ADA requirements. There are many vehicle design options, personal preferences of taxi companies, drivers and customers, and financial implications to consider when purchasing or leasing vehicles. It is imperative that community leaders consider the difference between what is required and what is preferred before making major decisions. While ultimately the entity making the actual purchase will make the final decision, community leaders that obtain full public comment, consider all points of view, and work to build consensus with those who hold a minority or other perspective will serve their community well.

When community leaders work together to discuss vehicle design and cost it is important to consider a variety of issues prior to making decisions. The following discussion points are offered to assist community leaders in this effort.
Design: Vehicle size and type

1. Do customers have a preference and what are the reasons for these preferences?

2. Do taxi companies and drivers have a preference and what are the reasons for these preferences?

3. Is there a difference in terms of safety issues and what are they?

4. Is there a purchase cost differential?

5. Is there a maintenance cost differential?

6. Is there an insurance cost differential?

Design: Lifts, low floor, or ramps

1. Do customers have a preference and what are the reasons for these preferences?

2. Do taxi companies and drivers have a preference and what are the reasons for these preferences?

3. Is there a difference in terms of safety issues and what are they?

4. Is there a purchase cost differential?

5. Is there a maintenance cost differential?

6. Is there an insurance cost differential?
Design: Side- and rear-entry vehicles

1. Do customers have a preference and what are the reasons for these preferences?

2. Do taxi companies and drivers have a preference and what are the reasons for these preferences?

3. Is there a difference in terms of safety issues and what are they?

4. Is there a purchase cost differential?

5. Is there a maintenance cost differential?

6. Is there an insurance cost differential?

Design: Passenger seating

1. Does the vehicle offer front facing seats for passengers? If so, how many?

2. Does the vehicle offer rear facing seats for passengers? If so, how many?

3. Does the vehicle offer side facing seats for passengers? If so, how many?

4. How many wheelchairs can be accommodated on the vehicle?

5. Do customers have a preference and what are the reasons for these preferences?

6. Do taxi companies and drivers have a preference and what are the reasons for these preferences?
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7. Is there a difference in terms of safety issues and what are they?

8. Is there a purchase cost differential?

9. Is there a maintenance cost differential?

10. Is there an insurance cost differential?

**Design: Tie-down systems**

1. Do customers have a preference and what are the reasons for these preferences?

2. Do taxi companies and drivers have a preference and what are the reasons for these preferences?

3. Is there a difference in terms of safety issues and what are they?

4. Is there a purchase cost differential?

5. Is there a maintenance cost differential?

6. Is there an insurance cost differential?
Design: Vehicle signage

1. Which exterior logos/words and color schemes are suitable to customers, taxi companies and drivers?

Vehicles purchases

1. Are regulators and those purchasing vehicles aware of ADA accessibility standards?

2. How can we ensure that those purchasing vehicles receive accurate information prior to purchase?

3. What process can be used to ensure that vehicles publicized as ADA accessible meet government standards?

Costs

1. How do we determine which features are desired on vehicles?

2. What steps can we take to acquire information on purchase versus lease and related operations costs?

3. What funding options and partnerships exist for helping offset added costs for acquiring accessible taxis?
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Additional Discussion Points for Our Community — Vehicle Design and Costs —
Examples from Across the Country — Vehicle Design and Costs

Austin, Texas

For modified ground transportation service vehicles that include equipment for loading and unloading passengers using wheelchairs, the City of Austin extends age requirements. While other vehicles older than 96 months cannot be used for taxicab service, modified ground transportation service vehicles can be used up to 120 months of age.

Contact: Mr. Morris Poe
Manager of Transportation Regulations
City of Austin
512-974-1562
morris.poe@ci.austin.tx.us
www.ci.austin.tx.us

Houston, Texas

All accessible taxis operated by Houston Yellow Cab are rear-entry vehicles. Yellow Cab reports overall customer satisfaction with this vehicle design, and drivers prefer to use rear-entry taxis because they believe that boarding is faster.

To offset the costs to modify vehicles for accessibility, drivers can receive a $2.00 subsidy per trip from Metropolitan Transit Authority (METRO). In addition, drivers have exclusive rights to all general public trips and personal calls requiring wheelchair access, and an opportunity to receive a dedicated service contract route with METRO to guarantee a revenue stream.

Contact: Mr. James Laughlin
Director, Transportation Programs
Metropolitan Transit Authority (METRO)
713-615-7171
JBL@ridemetro.org

Mr. Cleadis Newman
General Manager of Special Services
Houston Yellow Cab
713-428-5882
cleadis@houstonyellowcab.com
Long Beach, Calif.

As part of their operating agreement (see Section Five), Long Beach Transit and Long Beach Yellow Cab share the capital costs of accessible vehicles based on the miles driven in ADA paratransit services. Long Beach Transit reports that customers of their Dial-a-Lift service appreciate the mainstreaming effect of the accessible taxis when compared to service in larger minibuses.

Contacts: Mr. Laurence Jackson  
President/CEO  
Long Beach Transit  
562-591-8753  
ljackson@lbtransit.com

Mr. William Rouse  
United Checker Cab  
310-715-6482  
wrouse@aol.com

Phoenix, Ariz.

Total Transit in Maricopa County reports that the rear-entry vehicles they operate have been well received by the disability community. One factor is that these accessible taxis look similar to other taxis used in the community.

Contact: Mr. Craig Hughes  
President  
Total Transit, Inc.  
602-200-5500  
chughes@ttiaz.com

Pittsburgh, Pa.

The Port Authority of Allegheny County applied to the Pennsylvania Department of Transportation, and was approved for six accessible taxis through the Section 5310 Program. The federal Section 5310 Program provides capital assistance, through the States, to organizations that provide specialized transportation services to elderly individuals and to people with disabilities. Yellow Cab provided the required 20 percent local match. The accessible taxis will be used to provide paratransit services in the Pittsburgh area and be available to the general public (see Section 9 for more information).
Contact: Ms. Karen Hoesch  
Executive Director  
Access Transportation Systems  
412-562-5353  
khoesch@accesstransys.com

Seattle, Wash.

The demonstration project described in Section 2 will use nine previously owned side-loading, low-floor mini-vans that seat four passengers and hold one standard or power wheelchair. King County Metro will be responsible for the cost of major engine and vehicle repairs not related to driver error or accidents. Cost of general maintenance and repairs will be the responsibility of the drivers selected to operate the vehicles.

Contact: Mr. Don Okazaki  
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King County Metro  
206-263-3453  
Don.Okazaki@metrokc.gov
We are considering these options in Vehicle Design and Costs

We have made these decisions regarding Vehicle Design and Costs
Section 4: Incentives

Community leaders working together to improve accessible taxi services need to realize the real costs and accommodations necessary to effectively serve people that use wheelchairs. Consideration can be given to the use of incentives when particular conditions exist in their community such as a relatively small customer base, a relatively small number of taxi companies, or financial concerns regarding operating accessible taxis.

While ADA regulations do not require taxi companies to purchase or lease accessible vehicles if they only operate sedans, a variety of incentives may be used to encourage taxi companies to add accessible vehicles to their fleet. Considering incentives used by other municipalities allows community leaders to study alternative approaches without reinventing the wheel as they design services unique to their own communities.

Discussion Points — Incentives

When community leaders work together to discuss incentives it’s important to look at any history of the incentive program, the conditions that prompted the decision to use incentives, the design of the incentive program, implementation challenges, and the success of the program from the point of view of taxi companies, drivers, customers and funders.

1. How can we determine if intervention strategies, such as incentives, are desired in order to introduce, expand or maintain services?

2. Which intervention strategies (incentives) should we consider?
   • Financial assistance to taxi companies/drivers to purchase accessible vehicles?
   • Financial assistance to taxi companies/drivers to retrofit accessible vehicles?
   • Purchase accessible vehicles for lease to taxi companies/drivers?
   • Lower licensing costs for accessible vehicles?
   • Selecting vendors to support group vehicle purchases?
   • Subsidies to taxi companies and drivers for operation of accessible taxis?
   • Reduced licensing fees to taxi companies and drivers?
3. If we decide to use incentives, how should they be designed?
   • Who would be eligible?
   • What would they receive?
   • For how long?
   • How would progress be monitored and success be determined?
   • How would success be rewarded?
   • How would failure and non-compliance be addressed?

4. What incentives can a taxi company use to encourage independent drivers to provide accessible taxi services?
Additional Discussion Points for Our Community — Incentives
Examples from Across the Country — Incentives

Arlington County, Va.

While the County regulates the number of vehicles a taxi company may operate, special certificates are issued to allow for the addition of accessible taxis. Through this process, Red Top Cab has expanded their fleet of accessible taxis from three in 1997 to 20 in 2004.

Contact: Mr. Charlie King
Vice President
Red Top Cab
703-525-0900
c king@ redtopcab. com

Austin, Texas

The City of Austin issues taxicab permits on a formula basis, but in addition, an equal number of special permits are available to franchised providers for “modified ground transportation service vehicles that include equipment for loading and unloading passengers using wheelchairs.”

The city has also extended age requirements for accessible vehicles. A taxicab provider may not use a vehicle that is 96 months of age or older, except for modified ground transportation service vehicles that may be used up to 120 months of age. In addition, a requirement that at least 40 percent of the vehicles placed in service by a franchise holder must be owner-operated does not apply to modified ground transportation service vehicles.

Contact: Mr. Morris Poe
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512-974-1562
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Austin Yellow Cab offers lower lease rates for owner-operators of accessible taxis.

Contact: Mr. Jim Connolly  
President/General Manager  
Austin Yellow Cab  
512-434-7711  
jconnolly@yellowcabaustin.com

**Broward County, Fla.**

The Broward County Commission requires that 3.5 percent of the total taxicab certificates be issued to wheelchair-accessible taxicabs. These certificates are awarded by lottery and may only be used for wheelchair-accessible taxicabs. However, taxi operators who receive a wheelchair-accessible taxicab certificate are also awarded an additional general taxicab certificate.

Contact: Ms. Mona Fandel  
Director of Consumer Affairs  
Broward County, Florida  
954-357-5332  
mfandel@broward.org

**Cambridge, Mass.**

The City of Cambridge License Commission awarded special medallions for wheelchair-accessible taxis through a lottery process, and at a lower rate than other medallions.

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City of Cambridge Commission for Persons with Disabilities  
617-349-6297  
mmuehe@cambridgema.gov
Raleigh, N.C.

The Accessible Raleigh Transportation (ART) program provides specialized transportation strictly through taxicab services. While City Code requires taxi companies with six or more cabs to participate, the ART program ensures taxicab companies of a steady income. With accessible trips accounting for up to 25 percent of potential business, there is added incentive for taxicab companies to maintain accessible vehicles as part of their fleet.

Contact: Mr. Richard Vinson
Accessible Raleigh Transit
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richard.vinson@ci.raleigh.nc.us

San Antonio, Texas

Yellow Cab offers drivers a lower lease rate for operators of accessible taxi services. In addition, drivers may receive a free lease day based on the number of accessible taxi trips they’ve provided.

Contact: Mr. Mike Barnard
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Yellow Cab San Antonio
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mike@yellowcabsanantonio.com

Seattle, Wash.

Driver incentives included in a two-year demonstration project coordinated by King County Metro, King County’s Licensing Division and the City of Seattle’s Consumer Affairs Division. They involved the waiving of licensing fees during the project, free use of accessible vehicles owned by the County, and the opportunity to operate as a taxicab and provide service to ambulatory passengers and people who use wheelchairs.

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We are considering these options regarding Incentives

We have made these decisions regarding Incentives
Community leaders working together to improve accessible taxi services should explore the use of contracts and operating agreements between taxi companies and transit operators or human service agencies to provide services. These efforts may provide benefits for everyone involved — cost efficiencies for the transit provider or human service agency by reducing single passenger trips in larger vehicles and lowering the cost per trip; inducements for taxicab providers to operate accessible taxicabs by guaranteeing a revenue source; and expanded and more flexible same-day services for customers.

Contracts and operating agreements between taxi companies and transit providers and/or human service agencies can be an effective way for taxi companies and drivers to tap into new revenue streams. New accessible taxi services can also improve coordination efforts for human service transportation networks.

**Discussion Points — Contracts and Operating Agreements**

When community leaders work together to consider contracts and operating agreements it is important to identify opportunities that offer win-win situations for customers and taxi companies and drivers and ensure efficient use of the community’s governmental resources. The following discussion points are offered to assist community leaders in this effort.

1. How can we determine if contracts or operating agreements with specific entities are desired in order to introduce, expand or maintain services?

2. What agencies in our community receive funding through the following federal sources that can be used to provide transportation services and offer possible contracts or operating agreements for accessible taxi services?
   - Department of Education (e.g. Vocational Rehabilitation and Training Programs)
   - Department of Health and Human Services (e.g. Medicaid, Medicare, Head Start, and TANF Programs)
   - Department of Labor (e.g. Workforce Investment Act)
   - Department of Transportation (e.g. Job Access Reverse Commute Program)
3. What agencies in our community receive other funding that can be used to provide transportation services and offer possible contracts or operating agreements for accessible taxi services?

4. What process can we use to bring those interested in contracts or operating agreements together to discuss opportunities?

5. Which contracts or operating agreements should we consider?
   - For provision of paratransit services?
   - For provision of Medicaid-funded transportation?
   - For provision of specific transportation for human service agencies?
   - All of the above?

6. What are some of the elements that should be included in the contract or operating agreement?
   - Service Provisions?
   - Customer Eligibility?
   - Billing and Reimbursement Process?
   - Reporting Procedures?
   - Safety Provisions?
   - Performance Monitoring?
   - Vehicle Maintenance?
   - Driver Training?
   - Background Checks?
   - Insurance?
   - Rewards/Penalties?
   - Termination Provisions?

7. How do we design a program to ensure that under contracts and operating agreements taxi companies and drivers receive similar compensation as they would for a private-pay customer, and to support their efforts to provide effective, simultaneous service to contract and private-pay customers?
8. What can we do to ensure that both private-pay and contract customers have access to services?

9. What outreach with taxi drivers, transit personnel, or human service agency staff is needed to ensure a successful contract program?
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Additional Discussion Points for Our Community — Contracts and Operating Agreements
Examples from Across the Country — Contracts and Operating Agreements

Arlington County, Va.

Red Top Cab provides paratransit services for the Specialized Transit for Arlington Residents (STAR) program, part of the County’s public transit system.

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Austin, Texas

Austin Yellow Cab provides services under contract with the public transit provider, Capitol Metro, to supplement paratransit services.

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jconnolly@yellowcabaustin.com

Houston, Texas

The Metropolitan Transit Authority (METRO) has a five-year contract with Houston Yellow Cab to provide 150 dedicated taxicabs, representing half of METRO’s ADA paratransit services. Over 75 percent of these taxicabs are wheelchair accessible, and are also used in general public service when not operating for METRO. Additionally, METRO contracts with four taxicab companies to offer ADA qualified customers up to $8.00 on a taxicab trip through their METROLift Subsidy Program. Houston Yellow Cab also contracts with the Texas Department of Transportation, the state agency that administers Medicaid funds, to provide transportation services throughout a five county area.

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Metropolitan Transit Authority (METRO)
713-615-7171
JBL@ridemetro.org
Long Beach, Calif.

Long Beach Transit integrated ADA paratransit trips into accessible vans operated by Long Beach Yellow Cab. Long Beach Transit and Yellow Cab share the capital costs of the vehicles based on the miles driven in ADA paratransit services. Long Beach Transit pays only for the point-to-point service as any customer would, and taxicab drivers can provide service for other customers when not engaged in ADA service. Long Beach Transit reports the use of taxis as opposed to using minibuses has reduced the cost of these ADA paratransit trips by about one half.

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562-591-8753
ljackson@lbtransit.com

Mr. William Rouse
United Checker Cab
310-715-6482
wjrouse@aol.com

Phoenix, Ariz.

Total Transit provides paratransit services under contract for managed care organizations in Maricopa County. Services are funded through Medicaid, and provided with both larger vehicles and taxicabs. The guaranteed revenue through these contracts has allowed Total Transit to make a significant financial commitment to the addition of accessible taxis to their fleet, and as a result, increased accessible taxi service for the general public.

Contact: Mr. Craig Hughes
President
Total Transit, Inc.
602-200-5500
chughes@ttiaz.com
Pittsburgh, Pa.

Yellow Cab Company is a service provider for ACCESS, the paratransit operator for Port Authority of Allegheny County. With encouragement from ACCESS, Yellow Cab introduced five accessible taxis into their fleet in 2002. ACCESS reports the accessible taxis are a cost-effective, flexible way to handle excess demand and improve on-time performance.

Contact: Ms. Karen Hoesch
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Access Transportation Systems
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Portland, Ore.

TriMet, the public transit operator in the Portland area, contracts with local taxi companies for provision of transportation services to supplement their paratransit system for people with disabilities and their medical transportation program for individuals with low incomes.

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We are considering these options regarding Contracts and Operating Agreements

We have made these decisions regarding Contracts and Operating Agreements
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Section 6: Successful Partnerships

Community leaders working to improve accessible taxi services will benefit by bringing together partners who offer different perceptions, skills and resources, can share the workload, and generate creative and unified solutions. Improving accessible taxi services is challenging work that demands the involvement of multiple organizations with sometimes differing objectives and missions.

There are many approaches to improving accessible taxi services in your community. By expanding the level of understanding and options for consideration when working with others, successful partnerships can form that help determine the strategies for your community that are both appropriate and attainable.

Discussion Points — Successful Partnerships

While discussion points in previous chapters should help facilitate these partnerships, the following are also offered to assist community leaders in this effort.

1. Have we identified all potential organizations (e.g. human service, educational, health, recreational, governmental, faith based, transportation) to discuss strategies to improve accessible taxi services?

2. What framework (e.g. working group, coalition) needs to be created or in place to bring decision makers together? How often will the group meet and how will it operate?

3. How do we ensure that those at the table are clear and comfortable with the decision making process?
4. Are group members clear on their roles and responsibilities?

5. How will the decision making group communicate effectively with those not at the table?

6. How will the group establish and document goals and objectives?

7. How will the group regularly evaluate progress toward meeting goals and objectives?
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Additional Discussion Points for Our Community — Successful Partnerships
**Examples from Across the Country — Successful Partnerships**

**Arlington County, Va.**

The successful partnership between the County and Red Top Cab emerged from a mutual interest in meeting a community need, while creating a business opportunity for Red Top and enabling the County to provide paratransit services more efficiently and economically. Subsequent incentives by Arlington County (noted in Section Four) helped further strengthen this partnership.

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**Austin, Texas**

Discussions to improve accessible taxi services in Austin were initiated by the disability community and quickly included the City government and local taxicab providers. After a year-long effort and a series of meetings to gain consensus on ways to improve accessible taxi services, the City's Municipal Code was amended (see Sections One and Four for details).

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Mr. Jim Connolly  
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Austin Yellow Cab  
512-434-7711  
jconnolly@yellowcabaustin.com
Berkeley, Calif.

Numerous meetings and strong advocacy led to the City of Berkeley approving taxi permits beyond the city’s quota strictly for accessible vehicles. Even more work went into identifying and securing a taxi provider willing to purchase and operate accessible vehicles. Friendly Cab accepted this responsibility, and now Berkeley has accessible taxi services.

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pchurch@ci.berkeley.ca.us

Ms. Vicki Riggin  
Paratransit Manager  
Friendly Cab  
510-536-4444  
frdvicki@aol.com

Houston, Texas

A partnership between the Metropolitan Transit Authority (METRO) and Houston Yellow Cab has existed since 1979, fulfilling a critical transportation need for citizens of Houston and providing the needed supply and demand situation to expand services.

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Metropolitan Transit Authority (METRO)  
Houston, Texas  
713-615-7171  
JBL@ridemetro.org

Mr. Cleadis Newman  
General Manager of Special Services  
Yellow Cab Houston  
713-428-5882  
cleadis@houstonyellowcab.com
Long Beach, Calif.

Before a partnership between Long Beach Transit and Long Beach Yellow cab, the City provided ADA paratransit services through their Dial-a-Lift program with mid-sized lift-equipped buses. Now, ADA paratransit trips are integrated with ramp-equipped, ADA-approved vans operated by Yellow Cab, and Long Beach Transit reports this change has cut costs per trip, increased passengers served per hour and reduced customer travel times.

Accessible vehicles are driven by independent contractor taxi drivers who volunteered to have their names on a list of providers. Long Beach Transit guarantees one-half of the expected fare in instances where a customer fails to take a scheduled trip, and drivers can accept other trips when not providing ADA paratransit services.

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Mr. William Rouse  
United Checker Cab  
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wjrouse@aol.com

Pittsburgh, Pa.

As a result of meetings with the disability community, ACCESS (the paratransit service provider in the Pittsburgh area), Yellow Cab, and the Pennsylvania Utility Commission, the Port Authority of Allegheny County applied to the Pennsylvania Department of Transportation, and was awarded six accessible taxis through the Section 5310 Program. The federal Section 5310 Program provides capital assistance, through the States, to organizations that provide specialized transportation services to elderly individuals and people with disabilities. The application included a letter of support from the Committee for Accessible Transportation, an advisory committee to the Port Authority and ACCESS. Yellow Cab is provided the required 20 percent local match.

The accessible taxis acquired through the Section 5310 Program will be leased to Yellow Cab and available for ACCESS services 15 hours per day, seven days per week. In addition to aiding efforts to operate more efficient paratransit services, the community anticipates an expanded fleet of accessible taxis will provide the general public with improved service and help determine the viability for even further expansion of accessible taxi services.
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A Workbook for Initiating and Increasing Accessible Taxi Services in Your Community

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Access Transportation Systems
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khoesch@accesstransys.com

Raleigh, N.C.

While strong advocacy by a committee of citizens with disabilities led to the creation of the Accessible Raleigh Transportation (ART), ongoing work and discussions between customers, taxi companies, and the City ensured benefits for everyone involved. The ART program provides customers with transportation options beyond the ADA service area, guarantees taxicab operators a reliable funding source, encourages the acquisition of accessible vehicles, and allows the City to provide paratransit services more economically and efficiently.

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Accessible Raleigh Transit
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richard.vinson@ci.raleigh.nc.us

Seattle, Wash.

King County Metro, King County’s Licensing Division and the City of Seattle’s Consumer Affairs Division have created a partnership to coordinate a two-year demonstration project to provide accessible taxicab service to people who use mobility aids in greater King County. The project is funded through a Washington State Department of Transportation grant to King County Metro. In addition, the project is the result of work between the City of Seattle and King County through the City/County Taxicab Advisory Group, and advocacy from the Washington Coalition for Citizens with Disabilities.

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Accessible Services
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206-263-3453
Don.Okazaki@metrokc.gov
We are considering these options regarding Successful Partnerships

We have made these decisions regarding Successful Partnerships
Section 7: Training

Community leaders working together to improve accessible taxi services may identify a need for training to support the implementation of their plan. For example, driver training on providing service to customers who use wheelchairs and mobility aids and the proper use of securement systems is vital for ensuring good customer relations and safety. Human service agency staff may benefit from training on transportation options for their customers that includes information on accessible taxi services.

Designing any training program should be a group activity to ensure that a variety of perspectives are considered and the training is tailored to the target audience. Insight from people who use wheelchairs and the taxicab industry is essential when developing and providing training programs regarding accessible taxi services.

The more that can be learned about the audience to be trained, the better. While certain trainings may be mandatory, considering who will attend, what they need to learn, and where and when trainings will be held can help make the training more attractive and effective. In addition, it is ineffective to try and provide information to everyone who needs it using the same delivery format. The way people learn, the information needed, the amount of time they have to receive the information, and their motivation for learning is different for everyone. Community leaders who recognize these variables and design training to address them will achieve better outcomes.

Discussion Points – Training

When community leaders work together to discuss training it is essential to develop programs that are tailored to different audiences and various needs. The following discussion points are offered to assist community leaders in this effort.

1. What types of training programs do we need in our community?

2. Who will be involved in designing and providing the training?
3. What are the best methods for delivering the training?

4. How do we design and deliver training programs for taxi companies and drivers that:
   • Fit within their schedules?
   • Meet their range of learning styles?
   • Delivered in an understandable format?

5. How do we ensure that information for taxi companies and drivers is delivered in a positive manner emphasizing:
   • Serving customers with disabilities is good business.
   • Serving customers with disabilities is required under the ADA.

6. How would a reward program (financial, time off) encourage more taxi companies and drivers to participate in a non-required training?
Additional Discussion Points for Our Community — Training

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Examples from Across the Country — Training

Arlington County, Va.

In addition to a two-day training program, drivers who operate accessible taxis go through an additional half-day course.

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Red Top Cab
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703-525-0900
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Austin, Texas

The City's Municipal Code, §13-2-405, requires franchise holders who operate vehicles with equipment for loading and unloading passengers using wheelchairs to provide training for their modified-vehicle drivers, dispatchers, and telephone agents. The content of the training program must be approved by the City's Americans with Disabilities Act Coordinator, who obtains recommendations relating to the training program from community groups knowledgeable about disability issues and the taxicab industry.

Contact: Mr. Morris Poe
Manager of Transportation Regulations
City of Austin
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Berkeley, Calif.

In addition to other training, an additional four-hour course is required for drivers who operate accessible taxis.

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Friendly Cab
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Chicago, Ill.

The City of Chicago’s “Rules and Regulations for Public Passenger Vehicle License Holders, RULE NO. 2.3 Wheelchair Accessible Vehicles,” require operators of accessible taxi services to file an approved lesson plan or document an approved training course prior to licensing or renewal of a wheelchair-accessible vehicle as a taxicab.

Contact: Chicago's taxi services are overseen by the Department of Consumer Services. Rules and regulations and links to taxi services are available through the department on the City’s Web site: www.cityofchicago.org.

Houston, Texas

Houston Yellow Cab taxi drivers receive eighty hours of training for providing paratransit services for Houston Metro.

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General Manager of Special Services
Yellow Cab Houston
713-428-5882
cleadis@houstonyellowcab.com

San Antonio, Texas

In addition to training for all taxi operators, San Antonio Yellow Cab drivers who operate accessible taxi vehicles receive training on wheelchair securement techniques and sensitivity training for serving people with disabilities.

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President and General Manager
Yellow Cab San Antonio
210-650-8666
mike@yellowcabsanantonio.com

San Francisco, Calif.

In addition to other required training, drivers who operate accessible taxis must go through an additional four-hour course that includes information and perspectives from people who use wheelchairs.

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San Francisco Yellow Cab Co-op
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We are considering these options regarding Training

We have made these decisions regarding Training
Section 8: Information Sharing

Community leaders working together to improve accessible taxi services will find effective information sharing and community education to be key elements for getting efforts off the ground and maintaining positive momentum. This could include information on the positive community impact, economic benefits and the increased business opportunities that can result from expanded accessible taxi services.

The success of accessible taxi services in your community will at least in part be dependent on an effective marketing campaign to ensure the general public is aware of services that are available. In addition, your group working to improve accessible taxi services will need to decide others who need to be aware of your activities and progress. Possibilities include elected officials, employers, human service agencies, and disability or transportation organizations not already involved with your efforts. Not only will this information-sharing ensure others in your community are knowledgeable of the hard work going into improving accessible taxi services, it may lead to greater community involvement and new community connections that will benefit your efforts.

Discussion Points – Information Sharing

When community leaders work together to discuss information sharing it is important to determine who needs to be aware of efforts to improve accessible taxi services and how services will be marketed to the general public. The following discussion points are offered to assist community leaders in this effort.

1. What information or research is available on the market size for accessible taxis in our community?

2. What information or research is available regarding the potential benefits of expanding services?

3. Who in our community needs to receive this information?
4. What information do taxi companies and drivers need from other community members in order to evaluate their accessible services?

5. What information is needed by the public in order to effectively use accessible taxi services?

6. How do we design and deliver information to customers that:
   • Reaches them?
   • Is delivered in an understandable format?

7. Outside of our work group, who in our community needs to be aware of our efforts to initiate and/or evaluate accessible taxi services?
Additional Discussion Points for Our Community — Information Sharing
Examples from Across the Country — Information Sharing

Arlington County, Va.

Information on accessible taxi services is available through the County’s transit system web page.

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Cambridge, Mass.

Accessible Cambridge Taxi (ACT) provides centralized dispatching for the City’s seven accessible taxis. In addition to hiring a taxicab at a taxi stand or flagging down on the street, customers can call a toll-free number to arrange for service.

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City of Cambridge Commission for Persons with Disabilities  
617-349-6297  
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Phoenix, Ariz.

Accessible taxi services provided by Total Transit are publicized in newsletters and publications of organizations that provide services for people with disabilities.

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A Workbook for Initiating and Increasing Accessible Taxi Services in Your Community

San Antonio, Texas

To publicize new accessible taxi services, San Antonio Yellow Cab distributed a mass mailing to the community, especially to locations such as nursing homes where accessible services would be in demand.

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We are considering these options regarding Information Sharing

We have made these decisions regarding Information Sharing
Community leaders working together are well served when they understand the range of options that can be considered to promote improvements to accessible taxi services. This assessment can lead to solutions determined by consensus. Ideally, an initiative to improve accessible taxi services in your community can occur without governmental intervention. But if public oversight is warranted, it can result with input from various community leaders and stakeholders.

Discussion regarding improvements to accessible taxi services should involve a diverse group of taxi company representatives, drivers, customers, government personnel and other stakeholders who can review current licensing and oversight processes — and consider changes that will support effective accessible taxi services. Gaining input from a variety of community members is also important to identify actions that are practical from both the private market and public oversight perspectives. There is little value in developing a directive regarding accessible taxi services for the taxi industry that cannot reasonably be implemented or overseen.

It is also important to recognize taxi companies and drivers in your community that take a proactive role to improve accessible services outside or beyond any legal or governmental requirement. This acknowledgement will reinforce their hard work and strengthen the positive working relationships that are critical to expanding mobility options in your community.

**Discussion Points — Licensing, Voluntary Standards, Evaluation and Recognition**

When community leaders work together to discuss licensing, voluntary standards, evaluation and recognition, it's essential that they consider strategies that will work well for customers, taxi companies, drivers and government. This process will help the development of programs that can be implemented and administered. The following discussion points are offered to assist community leaders in this effort.

**Licensing**

1. What is our community’s history, if any, in awarding licenses to the taxi industry?
2. How are licenses currently awarded and what elements of the process work well and not as well for taxi companies, drivers, customers and government personnel?

3. What suggestions do these groups have for changes?

4. What should we consider when determining the number and criteria for awarding licenses?

5. How do we implement or maintain a proper balance between the number of taxicab licenses in a community and the number of taxicab passengers needed to maintain viable accessible services?

6. Which licensing strategies will enhance business and better serve customers that require accessible taxi services?

**Voluntary Standards**

1. What is our community’s history, if any, regarding voluntary standards in the taxi industry?

2. Do we have any voluntary standards and which work well and not as well for taxi companies, drivers, customers and government personnel?

3. What suggestions do these groups have for changes?
   - Under what conditions would we want to implement voluntary standards?
   - Under what conditions would we want to implement standards through public policy?
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4. If public policy is considered, how will standards be designed?
   • Who would be covered?
   • For what would they be held responsible?
   • For what period of time?

5. What type of system will we use to ensure compliance with voluntary or required standards?
   • How would progress be monitored?
   • How would success or compliance be determined?
   • How would success be rewarded?
   • How would non-compliance be addressed?

6. How will we ensure that active input is obtained and used from taxi companies, drivers, customers, government personnel and others?

7. What process can be used to determine if accessible service delivery is comparable to service delivery for the general public?

Evaluation

1. What process for evaluating taxi services is in place in our community?

2. Which evaluation program components work well and which need improvement?

3. What suggestions do taxi companies, drivers, customers, government personnel and others have for changes?
4. What processes do we use if taxi companies, drivers and customers want to introduce new or amend current licensing, voluntary standards and evaluation processes in an effort to increase accessible services?

5. Would a mystery rider program designed to provide positive feedback and suggestions for improvement benefit our community? If so, what design should we use to implement this type of program?

6. Would random accessibility equipment vehicle inspections benefit our community? If so, how can we design an efficient program that is not overly burdensome for taxi companies and drivers?

7. Would our community benefit from requiring taxi companies to collect and report specific information on services delivered using accessible taxis?
   - What benefits would the taxi industry receive?
   - What benefits would customers receive?
   - What benefits would government receive?
   - How would this information be collected and used?
   - What information would be collected?
   - Who would provide the information?
   - What privacy guidelines, if any, are needed to ensure confidentiality?
   - How can data collection occur without being burdensome?
   - Who would pay for the cost of collecting, tabulating and presenting the data?

Recognition

1. Would a taxi industry recognition program benefit our community?
   - How should we collect information regarding progress in meeting goals?
   - How should we reward those who meet them?
Additional Discussion Points for Our Community — Licensing, Voluntary Standards, Evaluation and Recognition
Examples from Across the Country — Licensing, Voluntary Standards, Evaluation and Recognition

Berkeley, Calif.

In November 2003, the Berkeley City Council voted to approve five accessible taxicabs permits — required for taxicab operation in the city.

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Las Vegas, Nev.

The Nevada Taxi Authority ensures regulatory compliance including the 10 percent minimum requirement for accessible vehicles in a taxi company’s fleet. The Authority also ensures geographic balance so taxicabs are available throughout the community.

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Phoenix, Ariz.

Total Transit’s decision to add accessible taxis to their fleet and expand services in Maricopa County has been highlighted in the local Easter Seals newsletter and in the publications of other organizations that provide services for people with disabilities.

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Moving Forward Together:  
A Workbook for Initiating and Increasing Accessible Taxi Services in Your Community

Raleigh, N.C.

While Raleigh City Code requires taxi companies with six or more cabs to participate in the Accessible Raleigh Transportation (ART) program, ART has no formal contracts with taxi companies. The City's taxi inspector provides regulation oversight and conducts appropriate inspections.

Contact: Richard Vinson  
Accessible Raleigh Transit  
919-831-6782  
richard.vinson@ci.raleigh.nc.us
We are considering these options regarding Licensing, Voluntary Standards, Evaluation and Recognition

We have made these decisions regarding Licensing, Voluntary Standards, Evaluation and Recognition
### Contact Information Table

<table>
<thead>
<tr>
<th>Contact Person</th>
<th>Contact Information</th>
<th>Areas of Specialty</th>
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| Mr. Make Barnard                    | 210-650-8666 mike@yellowcabsanantonio.com | • Motivation and Market Demand  
• Incentives  
• Training  
• Information Sharing |
| President/General Manager           |                                      |                                                                                     |
| Yellow Cab                          |                                      |                                                                                     |
| San Antonio, Texas                  |                                      |                                                                                     |
| Mr. Paul Church                     | 510-981-6342 pchurch@ci.berkeley.ca.us | • Successful Partnerships  
• Licensing, Voluntary Standards, Evaluation and Recognition |
| Disability Services Specialist      |                                      |                                                                                     |
| City Of Berkeley                    |                                      |                                                                                     |
| Berkeley, Calif.                    |                                      |                                                                                     |
| Mr. Jim Connolly                    | 512-434-7711 jconnolly@yellowcabaustin.com | • Incentives  
• Contracts and Operating Agreements  
• Successful Partnerships |
| President/General Manager           |                                      |                                                                                     |
| Yellow Cab                          |                                      |                                                                                     |
| Austin, Texas                       |                                      |                                                                                     |
| Ms. Mona Fandel                     | 954-831-6782 mfandel@broward.org      | • Incentives                                                                         |
| Director of Consumer Affairs        |                                      |                                                                                     |
| Broward County, Fla.                |                                      |                                                                                     |
| Ms. Laurie Graham                   | 510-724-7865 sftaxigirl@mac.com       | • Training                                                                           |
| San Francisco Yellow Cab Co-op      |                                      |                                                                                     |
| San Francisco, Calif.               |                                      |                                                                                     |
| Ms. Karen Hoesch                    | 412-562-5353 khoesch@accesstransys.com | • Vehicle Design and Costs  
• Contracts and Operating Agreements  
• Successful Partnerships |
| Executive Director                  |                                      |                                                                                     |
| ACCESS Transportation Services      |                                      |                                                                                     |
| Pittsburgh, Pa.                     |                                      |                                                                                     |
| Mr. Craig Hughes                    | 602-200-5500 chughes@ttiaz.com        | • Motivation and Market Demand  
• Vehicle Design and Costs  
• Contracts and Operating Agreements  
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• Licensing, Voluntary Standards, Evaluation and Recognition |
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| Total Transit, Inc.                 |                                      |                                                                                     |
| Glendale, Ariz.                     |                                      |                                                                                     |
| Mr. Laurence Jackson                | 562-591-8753 ljackson@lbtransit.com   | • Vehicle Design and Costs  
• Contracts and Operating Agreements  
• Successful Partnerships |
<p>| President/CEO                        |                                      |                                                                                     |
| Long Beach Transit                  |                                      |                                                                                     |
| Long Beach, Calif.                  |                                      |                                                                                     |</p>
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<tr>
<th>Contact Person</th>
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<tr>
<td>Mr. Charlie King</td>
<td>703-525-0900</td>
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<tr>
<td>Red Top Cab</td>
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<td>• Training</td>
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<td>Arlington, Va.</td>
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<td>Works /Division of Transit Services</td>
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<td>Taxicab Office</td>
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<td>Rockville, Md.</td>
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<td>Mr. James Laughlin</td>
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<td>Transportation Programs</td>
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<td>• Contracts and Operating Agreements</td>
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<td>Metropolitan Transit Authority</td>
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<td>• Successful Partnerships</td>
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<td>(METRO)</td>
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<td>Houston, Texas</td>
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<td>Mr. Michael Muehe</td>
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<td>City of Cambridge</td>
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<td>Commission for Persons with Disabilities</td>
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<td>Cambridge, Mass.</td>
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<td>Mr. Cleadis Newman</td>
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<td>Mr. Don Okazaki</td>
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<td>Seattle, Wash.</td>
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Moving Forward Together:
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<tr>
<td>Mr. Morris Poe</td>
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<td>Friendly Cab</td>
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<td>Berkeley, Calif.</td>
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<td>Mr. William Rouse</td>
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<td>United Checker Cab</td>
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<td>Las Vegas, Nev.</td>
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<td>Ms. Nancy Thomas</td>
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<td>Tri-Met</td>
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<td>Portland, Ore.</td>
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<td>Mr. Richard Vinson</td>
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Additional Resources:

In addition to this workbook, the following resources may be helpful with your efforts to improve accessible taxi services in your community and to increase business by providing better service for customers with disabilities:

Materials

- *The Taxicab Pocket Guide* developed by Easter Seals Project ACTION, with assistance from the Taxicab, Limousine & Paratransit Association, provides important tips and guidelines for taxicab drivers on communicating with and providing transportation service to customers with disabilities, including people who use wheelchairs. The guide is available in English, Spanish and Farsi. This laminated, quick reference brochure, along with additional resources, is available for no charge through the Easter Seals Project ACTION Web site at www.projectaction.org.

- TCRP Report 75: *The Role of the Private-For-Hire Vehicle Industry in Public Transit* describes the types of public transit services being provided by private-for-hire vehicles. The report includes eight case studies that focus on funding, the selection process, contract terms, general administration, public/private roles and responsibilities, regulatory requirements, and operations, and the transferability of these practices to other locations. Available through the Transit Cooperative Research Program's Web site at www.tcrponline.org.

Web sites

- The Taxicab, Limousine & Paratransit Association (TLPA) is a non-profit trade association of and for the private passenger transportation industry. TLPA provides their membership with a network of programs, services and support that will enhance their ability to effectively and profitably serve local public transportation needs. More information available through their Web site at www.tlpa.org.

- The Americans with Disabilities Act (ADA) and accessible information technology (IT) Technical Assistance Centers' ADA Document Portal provides general information on ADA law. Specific information and documents related to transportation including taxi services are available on their Web site at http://www.adaportal.org/Transportation/Transportation_TOC.html.


- United We Ride, a federal initiative to support coordinated transportation systems, serves as one-stop information resource for all federal programs funding human service transportation. The Web site is http://www.unitedweride.gov/.
Acknowledgements

Special thanks to the individuals listed throughout this workbook who provided valuable information on efforts to improve accessible taxi services in their communities, and offered to serve as contacts so other communities can learn from their hard work.

The communities included in this workbook were identified in part through assistance from Mr. Jim McLary, a member of Easter Seals Project ACTION National Steering Committee and a member of the Board of Directors of the Taxi, Limousine and Paratransit Association (TPLA), Mr. Hal Morgan, Director of Research and Education for TLPA, and work completed by Dr. Sandra Rosenbloom and Ghazal Farhang of The Drachman Institute at the University of Arizona with contributions from Professor Phillip Oxley and Dr. Agneta Stahl.

Mr. McLary, Mr. Morgan, Ms. Nancy Starnes of the National Organization on Disability, and Ms. Beverly Morris of New York City Transit and a member of Easter Seals Project ACTION National Steering Committee, provided valuable input on information collected regarding accessible taxi services and the workbook design.
Easter Seals Project ACTION — The acronym stands for Accessible Community Transportation In Our Nation — is funded through a cooperative agreement with the U.S. Department of Transportation, Federal Transit Administration, and is administered by Easter Seals Inc. The Project was established by the United States Congress in 1988.

ESPA promotes cooperation between the transportation industry and the disability community to increase mobility for people with disabilities under the Americans with Disabilities Act and beyond. All resources created for public use are free of charge. These include technical assistance and a toll-free telephone number (800-659-6428 between 9 a.m.–5 p.m., Eastern Time, Monday through Friday), Web site (www.projectaction.org), newsletters, a clearinghouse of more than 90 print, video and audio resources, and training activities at meetings and conferences.