

GOVERNMENT OF THE DISTRICT OF COLUMBIA

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OFFICE OF THE D.C. TAXICAB COMMISSION

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PUBLIC HEARING

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THURSDAY
NOVEMBER 6, 2014

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The Public Hearing of Proposed Rulemaking to Amend Chapters 16 and 99 of Title 31 of the D.C. Municipal Regulations by the District of Columbia Taxicab Commission convened at 9:10 a.m. in the Second Floor Community Room at 2000 14th Street, N.W., Washington, D.C., Ron M. Linton, Chairman, presiding.

COMMISSIONERS PRESENT:

RON M. LINTON, Chairman
STANLEY W. TAPSCOTT, Commissioner

STAFF PRESENT:

JACQUES P. LERNER, ESQ., General Counsel
JUANDA MIXON, Commission Secretary

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P-R-O-C-E-E-D-I-N-G-S

(9:10 a.m.)

CHAIRMAN LINTON: Good morning.
Welcome to the Public Hearing of the D.C.
Taxicab Commission.

This is November 6, 2014, and the
hearing is on rulemaking to amend Chapters 16
and 99 of Title 31 of the D.C. Municipal
Regulations.

We're holding this public hearing
-- specifically under consideration is the
creation of a universal taxi app and a
nonprofit co-op responsible for managing it.

The proposed amendments were
published in the D.C. Register on October 24,
2014.

Consumers have clearly
demonstrated a demand for the ability to
summon rides electronically both from taxicabs
and private vehicles recently declared legal
by the City Council.

It is imperative that the public

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vehicle for hire industry respond. The Commission is attempting to address this public demand and provide the industry with the appropriate tools in order to serve its customers. The Commission staff has reviewed the circumstances and recommendations and determined that mass availability of vehicles is the key to being responsive.

The proposal that all vehicles with a District-issued H-Tag would be required to have the universal app available after logging on to the Modern Taximeter System, would offer the public almost 6,000 metered vehicles with as many as a thousand in service at any time.

This amount of supply will support a strong public demand. In order to ensure effective and efficient operations, the industry itself would have the responsibility to manage the universal app.

The co-op formed by taxi owners and operators would be assigned the app and

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have the opportunity to market and set fares for the app. This would enable the public vehicle for hire industry to be placed on a level, competitive position with private vehicles for hire. The capability of all metered vehicles to accept electronic hailing will help meet the challenge of private vehicle service authorized to function by the City Council.

While competing for electronic bookings, the District's taxicabs would retain the exclusive right to accept street hails. The fares for street hails would remain subject to the meter. Thus, the Commission intends to listen to the industry and the public to get their feedback to help determine the feasibility and appeal of these proposals.

Our objective is to address a critical matter that customers demand. This would be a significant benefit to consumers in summoning service, as the supply of taxis should be sufficient to meet public demand for

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transportation services as the industry continues to transition to a modern taxi fleet.

The hearing today allows us to hear comments regarding the proposed rulemaking to offer the District's taxicabs a universal app that has the flexibility to offer passengers payment options and is operated by an industry managed co-op.

The proposed rulemaking would not change the role of the Payment Service Providers, which would continue to handle all financial transactions and transmit trip data to the Commission. The Commission studies the potential outcomes of all proposed rulemaking.

It is important that feedback is studied before making decisions about final adoption.

The industry must be prepared to seriously consider the necessary steps to support the modernization of the District's taxi industry and set a standard for other markets to follow.

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Let me add to my prepared statement the comment that it -- when this initially came up, I made the statement because of an offer that we had the potential of a donation of an app. Subsequently, we determined that there were conditions to that donation, and also received in the neighborhood of four or five other offers of donation.

In view of that, and in our Legal Department's analysis, essentially accepting a donation would be placed on basically the same process as if it were a competitive bid. The vetting process would have to be as clean and as tight, so that in the end, if we did accept a donation of an app, it would be no different than if we had gone through a procurement process.

The time element, in our judgment, to achieve that would be of such a length and with so many potential pitfalls that it really didn't make any sense if the challenge to meet

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the private vehicle for hire competition is to be done now.

So instead of that direction, the technical team of the Commission is now in the process of developing a customized app with the Commission's funds, remembering that all of the funds and the only funds this Commission receive come from two sources -- those who sell service to people for rides and those who buy those rides. That's the 25-cent surcharge; the other is the fees that are paid.

So those funds need to be used for the benefit of both the seller and the buyer.

And so we are using those funds to prepare this app, which will be for the benefit of the seller to compete on an equal playing field with these private vehicles for hire, and the benefit of the consumer who chooses to use a commercial vehicle with a commercial driver that has a meter in it.

So I wanted you to understand that

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background in terms of where we are and what we're doing.

And at this point, let me ask and welcome Commissioner Stanley Tapscott to join us at this hearing and whether you have any opening comments you wanted to make, Stanley.

COMMISSIONER TAPSCOTT: I didn't have any now.

CHAIRMAN LINTON: Thank you very much.

I will then ask if Mr. Kevin Malcolm of VeriFone is present with us at this time?

MR. MALCOLM: I am.

CHAIRMAN LINTON: Would you join us at the presenter's table and share with us your thoughts. I want to welcome you here. Appreciate your taking the time to come and share with us your views and recommendations on this proposed regulation.

MR. MALCOLM: Thank you, Commissioner Linton, Commissioner Tapscott,

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Mr. Lerner, for having me here and allowing VeriFone to voice its thoughts on the proposed rules.

I echo a lot of the comments you just made. I think it's an important step for every taxicab industry in every city to recognize that if they are going to effectively compete with the Ubers and the Lyfts of the world that it is about allowing customers to get access to as many taxicabs as simply and easily as possible.

You know, one of the big obstacles we find as we try to help taxicab fleets move into the app world is getting them to recognize that their future isn't as much tied to their individual identity as the taxicab industry as a whole in their given market.

The rules you propose are a bold step and we think a positive step forward. Yes, I believe you guys -- you should have a copy of --

CHAIRMAN LINTON: Yes, we do.

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MR. MALCOLM: -- of my presentation. The rules you propose are a bold step forward. We -- again, we echo many of the comments you made, Chairman Linton, and we think that this idea of adopting a universal app is definitely a good one. We want to help as much as we can in running the PSPs in the D.C. market and making sure it's structured in a way that works for all stakeholders and helps all stakeholders take a step forward -- passengers, drivers, owners, operators, fleets, and PSPs alike.

We recommend certain changes to proposed rules just to make some things more clear and put a little bit more structure on it. And we're also willing to offer up our award-winning app, a customized version of it, to contend to be the universal app.

CHAIRMAN LINTON: If I may interrupt you -- I think it's significant -- you're doing that fully understanding that if the Commission were in fact to accept your

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app, that would exclude you from any other involvement in the industry in the District of Columbia? Under our ethics rules, a donator cannot profit from any relationship with the District of Columbia as a result of a contribution.

MR. MALCOLM: Well, it wouldn't be as a result of a contribution to our already longstanding relationship with PSPs from over 1,300 taxicabs.

CHAIRMAN LINTON: Yes. But you didn't make any donations. You're making money off of that.

MR. MALCOLM: Yes. But my point is --

CHAIRMAN LINTON: If you make a donation, then under the vetting process and the ethics rules there will be a question whether you could continue to do that.

MR. MALCOLM: Well, our position would be that this should go through the entire -- the normal procurement process, and

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there should be a competitive process.

CHAIRMAN LINTON: I'm not going to live that long. Well, I'm sorry, but the very -- the fact that -- you need to understand the District of Columbia. That it would take from two to four years before any decision were made on this matter, if it went through the normal procurement process. And I don't think the industry has that kind of time to spare, with the assault that's being made on it by the private vehicles for hire.

MR. MALCOLM: But I think the problem you face on the other side is twofold.

If you take an app from any person, you have the -- you take the donation of an app and you --

CHAIRMAN LINTON: But we're not doing that.

MR. MALCOLM: You say you're not doing that because of the procurement problems. But you're developing it internally, but developing and supporting an

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app is not a quick or easy process. It takes a significant amount of time, know-how, and resources to really get an effective app on the ground that people will use.

And it's -- and I'm sure the folks you have working on it are very capable, but it takes a certain amount of experience and having done these things and gotten them out to actually have it be effective and have it able to combat the ones that are already out there that have been honed for years and years and years.

With respect to our app, we're talking about something that is already live in multiple markets, is going to be rolled out nationwide in the coming months. We already have over 90,000 users, which we process more than 2,000 transactions a day.

I'm not sure on how the procurement process can be sped up, if it can be sped up, but I don't know that wanting to do it completely internally and develop it is

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going to give you the best product to actually get out there in the market. And that's something that --

CHAIRMAN LINTON: Does your app allow for a cash transaction in the vehicle?

MR. MALCOLM: It does.

CHAIRMAN LINTON: And a non-pre-recorded credit card use in the vehicle?

MR. MALCOLM: Yes. It certainly does. The user has the option at the end of the ride to either pay through their card that's in the app, to pay in the cab through any of the means that are offered in the cab.

But just telling you a little about VeriFone, you know, we're the leading provider of secured payment transactions globally. We're in over 110 countries. We're number one or two in most markets. If you recently saw the news on Apple Pay, you'll see VeriFone terminals all over that. And as you know, you're already familiar with those as a provider of systems and services for taxicabs.

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VeriFone taxi system is now in over 100 cities in the U.S. and in seven countries. We recently signed up to manage essentially 18,000 taxis in Istanbul, Turkey.

We're going to be providing apps and services and everything related to the operation of taxicabs there. Here in D.C., we are the PSP for 1,300-plus taxis, and we support 1,700-plus taxicab drivers.

As to the exact rules, you know, I guess you already touched on the need to stick to the procurement rules if you're going to take a donated app. But you address that by deciding to go with a developed app internally.

One thing I would keep in mind is what is going to be necessary even after the app is developed. Supporting an app from customer support to a tech support to regular upgrades to keep up with the competition, to continuing to develop the app, that takes money, time, resources, and know-how.

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That is going to have to continue to be applied, so that's one thing the co-op is definitely going to need to take into consideration, how are they going to manage that, how are they going to handle customer support, how are they going to handle tech support, if they are going to have live phone support or for passengers and drivers and owners, how are they going to support that and how are they going to run it and where is it going to be run from. How are they going to keep the upgrade cycle of the app? Are they going to be constantly developing it, dealing with new issues that pop up, new technologies that develop?

All of these things have to be kept in mind or your app will very quickly go stale.

You already addressed this as well. This wasn't covered specifically in the rules, but that all payments will continue to go through the PSP. We would suggest that

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that should probably be stated in the rule itself, and that it was ambiguous as to whether payments through the app would go through the PSP or not or whether there could be -- it would be a separate payment process.

One thing we definitely noticed in -- one thing I noticed in the rules is a desire to have the meter be set at zero and zeroed out basically when someone hailed a cab through the app. We would say that that's not totally necessary. You can have a system where the app -- meters can be updated wirelessly with particular fare codes. You can have a fare code for the app that's set by the co-op, and the meter can be updated as necessary to match that fare code. And that way you can be assured -- and one edge I think taxicabs have over private hire service through apps is to be able to give a true and accurate fare based on time and distance as reported by the meter as opposed to truly GPS, which we all know has its moments of not being

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completely accurate, and then you get a time and distance sort of measurement in there.

So that's one thing to consider is keeping everything tightly integrated with the in-taxi hardware to make sure that passengers are being treated fairly and accurately in what they're being charged.

And one example I'll point out is what happens in New York City where all apps are integrated with the in-taxi hardware provider in order to make sure the integrity of the system is maintained.

To speak a little about Way2Ride, we talked about that a bit already, but again over -- we won three major awards. We have over 90,000 users, process over 2,000 payment transactions a day, and right now we're only live in New York and Philadelphia. The app will be rolling out nationwide over the course of the next few months, and D.C. is definitely part of that schedule.

We offer a white label of our app

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to certain police who want a customized app. So we can create a completely customizable experience for D.C.

The issue you bring up of the ramifications in donating definitely present problems that need to be discussed and looked at in terms of how that could possibly work. Again, we would say just to avoid litigation and other controversy or procurement process, it would be best, but I do understand your time concerns. And maybe a solution can be found to make that happen in a more expedited manner.

Way2Ride and if -- and whatever -- the customizable D.C. app could be part of our secure cloud structure which presents end-to-end encryption. So as soon as a card is swiped on a unit, that information is encrypted before it's sent over the wire, so it's much harder for information to be stolen and abused.

And we already have a very well

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established security infrastructure in our cloud system that would be part of the services provided behind the app to make sure that your passengers and your drivers and your owners have safe and secure transactions, their information and data would be protected.

And, you know, lastly again it's - - customizing an app is something we're very accustomed to doing, and we're very capable of doing for hailing, booking, payments, pre-booking. There's all kinds of neat tools that we have in there as well as our tools for maintaining your service and being able to track those actions, driver interactions, driver activity, taxi activity. These are all things that can be at the District's -- well, at the co-op's availability whenever they need it.

And just lastly, the next-to-the-last page, I just want to show you some of the great comments we have received from users on the app and how it has been so beneficial to

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them from situations of leaving their card in the car, leaving their wallet, their phone, of just needing to track down where they got picked up or dropped off, that the customers, the users of our app truly love it, and we believe that's going to continue as things expand throughout the nation and around the globe.

Thank you for your time.

CHAIRMAN LINTON: Thank you very much, Mr. Malcolm. It was very interesting comments and suggestions that will look very, very carefully at.

Let me ask, Commissioner Tapscott, do you have any questions you want to ask of this witness?

COMMISSIONER TAPSCOTT: No, not right now.

CHAIRMAN LINTON: We do thank you and find your testimony offered some very valuable information.

MR. MALCOLM: Thank you.

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CHAIRMAN LINTON: Mr. Jeff Schaeffer?

MR. SCHAEFFER: Good morning. Thank you.

CHAIRMAN LINTON: Good morning, Mr. Schaeffer, and welcome to our public hearing.

MR. SCHAEFFER: I will submit my written testimony. I apologize, I'm a little under the weather. I just want to make a brief statement, go on record that I am in favor of the app.

I think the app is very important so that the D.C. taxi industry can compete with anyone in the transportation business. It allows all 6,000 cabs to be available to respond to requests for smartphone hails.

I run a communications center, and the problem is not enough taxis at, you know, any place at any time. So to have the ability to reach out to all of the taxis in the city I think is a great idea. A lot of critics say

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that the government shouldn't get involved with this, that companies should do it themselves, but with 116 companies I don't think it would happen if you left it up to the companies.

So I am in favor of it. I think the Commission should go full speed ahead. I'd like to get it started as soon as possible.

The regulations, the fines and penalties I think should be determined by the co-op as opposed to having mandates from the Commission. And the formulation of the co-op -- I think we need two-tiered members. You need voting members and non-voting members. But other than that, I'm in agreement with the regulations and, you know, look forward to seeing this transpire.

CHAIRMAN LINTON: Thank you, Mr. Schaeffer. Let me ask you -- well, let me state before I make -- ask the question -- the Commission's initial approach here in the

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proposal is to open the door to opportunity. The only mandate is that every H-Tag approved vehicle have access to this app, that they have to have access to the app. They have to be able to use it.

Other than that, it simply opens the door with incentives for the industry itself to respond and take charge of its own business. Does the industry, as it exists in the District of Columbia, in your judgment -- you've been in it a long time, you and your family -- have the leadership capability to accept the challenge?

MR. SCHAEFFER: Yes, sir.

CHAIRMAN LINTON: You feel strongly that they could do that.

MR. SCHAEFFER: Yeah. I think it's very --

CHAIRMAN LINTON: Because that's the fundamental question. I mean, we can open the door. We can say, "Here's the opportunity. Here are the incentives." But

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our judgment so far, of at least the number of Commissioners who have discussed it informally, is let the industry have the app and run the operation.

MR. SCHAEFFER: Right, right. It's very key to the formulation of the co-op.

It's going to be key. You know, I envision marketing, training, you know, one city, one app, unification of the drivers, you know, a pair of boxing gloves on the side of a bus. One city, one app, fight back, you know, all drivers involved.

So, you know, I think it's a great thing. It has actually been thought of for a couple of years. There has been drivers who approached me with a similar concept, you know, just how do you get started, how do you get going.

CHAIRMAN LINTON: Mr. Tapscott?

COMMISSIONER TAPSCOTT: Nothing.

CHAIRMAN LINTON: Thank you very much, Mr. Schaeffer, for your comments. They

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will be entered into the record and given careful consideration.

The next person who has asked to appear before the public hearing is Mr. Anthony Dash of Bay Cab. Is Mr. Dash with us?

MR. LERNER: No. He was stuck in traffic and texting.

CHAIRMAN LINTON: Well, all right. We'll pass him. And then Royale Simms. Is Royale Simms -- Mr. Simms, if you would, with the Washington D.C. Taxi Operators Association. Welcome, Mr. Simms.

MR. SIMMS: Thank you.

CHAIRMAN LINTON: Do we have any prepared testimony from him?

MR. LERNER: Yes. And --

MS. MIXON: Yes. It should be in there.

CHAIRMAN LINTON: Oh. Right here in front of me. Okay. Good morning, Mr. Simms. Thank you for appearing.

MR. SIMMS: My name is Royale

Simms, and I'm a resident of the District of Columbia. I'm here to speak on behalf of the Washington D.C. Taxi Operators Association.

Our first impression of the Commission's proposed rule is one of acceptance. We realize that using a common app with enough network density to support the management of the riding public and more effectively compete with Uber, Lyft, and Sidecar is a good thing.

On the surface, this is a good idea. However, the proposed regulations make the giant leap from saying that taxi drivers should use the same app to saying that the DCTC should force the taxi industry to own, design, manage, and fund a common app.

In the remainder of my testimony I'll discuss the problems with the proposed model. Ownership -- the establishing member model forces organizations under -- regulated under 50-329, basically taxicab companies with more than 100 members, to pay \$5,000 for

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equity in a company, thereby forcing individuals to enter into a private contract.

This may violate the contract clause of the constitution. The contract clause prohibits states from impairing contract rights. Consent and voluntary is essential to all contracts.

This section, with the combination of 1613.8, creates a coercive regulatory framework. In this framework, organizations are mandated to acquire private property, the equity of the company, enter into business relationships with others, and accept the liabilities and legal consequences of ownership, perhaps bankruptcy -- a non-profit bankruptcy that you're forced into.

And this is all under the threat of a certificate suspension and civil fines of \$2,000 or more. The equity -- the \$5,000 equity may be less than the fines that these companies face, and I think this is something that the Commission should consider revision

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on.

Planning -- the establishment under the taxicab organizations -- and this section forces them to protect entrepreneurs, not to underestimate the ingenuity of the taxi industry, but the task of the initial plan is very ambitious.

For instance, Artem Fishman, the VP of Engineering at Yahoo, the former VP at Hugu, Inc., was quoted in TNW about the cost of building Uber. He says, "When you are answering the question of what it takes to build the mere technical proposition, then the answer is surprisingly very little," says Fishman.

Based on its early round, a minimum viable product of Uber costs about \$1- to \$1.5 million. To protect entrepreneurs, \$1- to \$1.5 million may not be much. How these regulations ask the taxicab industries, establishing members, to create bylaws, select board members -- I'm sorry, select a board of

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directors, estimate startup costs, create descriptions of technical services needed to establish the co-op.

Under this regulation, the established members will be responsible for setting the groundwork of a co-op in an arena where their experience may be limited.

The grant -- the two-year timeframe and the \$25,000 cap on grants do little to create the competitive app for the taxi drivers. Because of the fast pace of technology and the substantial development costs as stated above, it would take about anywhere \$1- to \$1.5 million to get a minimum valuable product.

The minimum valuable product, I guess as people have described it, would be if your vision is the donut with sprinkles and cake and frosting and everything, the minimum valuable product is like the basic, old, traditional cake product. You know, so it's really a substantially -- it's the way, you

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know, you first get customer feedback.

The minimum valuable product for this type of service -- there is so much competition, and time will be of the essence at the beginning of the launch. So it's probably better to go with something that already exists rather than determining you want to create it, build it yourself, and start from scratch. Why reinvent the wheel?

The remittance payments -- the DCTC should not demand two percent from the taxi driver's app when the D.C. Council only mandates one percent remittance from the private vehicle for hire companies to the OCFO. If the app is meant to level the playing field, it should not put the driver in the hole compared to the competition.

The driver mandate -- in general, technology should be embraced. That's how you know if you have a good product. The proposed rules will force drivers to use this product under extremely punitive threats and

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consequences.

The fine of \$100 that triples within a one-year period is meant as a measure to ensure usage of the product. However, these rules will force a driver who rode to the first spot in a taxi stand to abandon his post in the hotel. Moreover, it will force a driver who is the only driver in a taxi stand to leave if he got a call.

The at-all-times mandate could have serious yet unintended implications on how service is delivered to the hospitality industry in D.C.

So here is an alternative. This is an issue for private industry. The DCTC should not mandate an option, but, rather, allow the taxi industry to interview app companies currently in existence. We will select an app to use and create density with it. We will induce costs and increase revenues for drivers.

And if we permit it to adopt

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existing technology rather than reinvent the wheel, we will be able to roll it out faster, get feedback from customers, and compete better.

CHAIRMAN LINTON: Well, that is -- I've got to tell you, Mr. Simms, nothing in the last three years has prevented that from being done. And many of the drivers have used a variety of apps being offered out there. So you don't need anything from the Commission to achieve that. You need initiative in the industry.

MR. SIMMS: And that's what we're doing.

CHAIRMAN LINTON: If you can do that, then start it tomorrow. You have five -- I think -- well, it's down one, Hailo is gone, so it's down to four companies that are offering apps.

MR. SIMMS: And even limited to the four companies, why can't we interview all of them?

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CHAIRMAN LINTON: Well, you can. You certainly can. You could have done it any time. They could have gone to every owner of a vehicle or a driver and enrolled them in their program. The reason Hailo is not here is not enough people signed up. Not enough customers got the reliability response that they want to use the app.

But there is nothing in here that forces anybody to do -- you're reading the regulation, the proposed regulation, entirely wrong. It is all a voluntary basis. The fine is if you accept the ride and then refuse to go and complete it. It's not compelling any driver to have to take a ride. They have to accept the ride.

MR. SIMMS: So I didn't read it that way because --

CHAIRMAN LINTON: Well, then we have to talk about changing the wording so that what we think we're saying and what you think we're saying comes out to be the same

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thing.

MR. SIMMS: Because it's -- under my reading of the rules, with the rest of Title 31, refusal of a hail is still a violation.

CHAIRMAN LINTON: But you have to accept the hail.

MR. SIMMS: What's the difference?

CHAIRMAN LINTON: It's an electronic hail. If you don't log on to be available, we can't force -- I don't think, my position is -- there are some differences among us -- I don't think we can force any driver to do something he doesn't want to do, other than when it says taxi for hire, he is offering himself. And if he refuses to stop for somebody, that's a violation.

MR. SIMMS: Right.

CHAIRMAN LINTON: When he comes into his car and he has the app, and he doesn't log on to that app, there's no way we can force him to --

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MR. SIMMS: Then you face the same problem that Hailo faced and users, so --

CHAIRMAN LINTON: No, we don't face it at all. The industry faces it.

MR. SIMMS: So this is what I'm saying, I interpreted the rule to say that drivers must have the app on.

CHAIRMAN LINTON: They must have the app available.

MR. SIMMS: So then, by that same reasoning --

CHAIRMAN LINTON: And if --

MR. SIMMS: -- they are being hailed at all points, right?

CHAIRMAN LINTON: Well, if the co-op can function the way it ought to function as a business, then the inducement to log on is going to be there because you're going to get rides.

Now, the problem is is that -- and we've seen it -- in the pilot vehicle for hires, they accept a ride and then don't show

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up because they get a better one. And this is designed to prevent that sort of thing from happening.

MR. SIMMS: So I guess the simple question I would propose in this testimony is: are drivers allowed not to log on to the app?

CHAIRMAN LINTON: As it's now proposed. We are waiting to hear what comments is on it.

MR. SIMMS: So, finally, although we cannot support the proposed rule in its current iteration -- in its current iteration -- the resistance to the DCTC stems from a loss of confidence in the agency to hear the concerns that the implementation of the rule will lead to another burden -- another "gotcha" for the agency and the DCTC.

While the Uber, Lyfts, and Sidecars have been operating with impunity, the DCTC has refused to reduce the burden on drivers. For example, we have on more than one occasion requested the repeal of a \$50

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one-stop fee. Now is the moment to show the drivers that DCTC is interested in removing burdens and ensuring a level playing field. This fee is a matter of policy and can be removed by a simple vote of the Commission.

I request that the \$50 one-stop fee be placed on the agenda for the November 12th meeting, General Commission meeting, and put to a vote for repeal as a measure of good faith for moving this industry in the right direction.

CHAIRMAN LINTON: Would you please submit that as a separate written request, petition to the Commission?

MR. SIMMS: I will.

CHAIRMAN LINTON: Yes. As soon as possible.

MR. SIMMS: Okay. Thank you.

CHAIRMAN LINTON: Thank you. Thank you for your comments. As usual, very helpful.

Mr. Tapscott? Okay.

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Has Anthony Dash come in yet? No Mr. Dash.

Okay. Then we will go to Mr. Medghalchi. Good morning, sir.

MR. MEDGHALCHI: Good morning.

CHAIRMAN LINTON: Welcome to the hearing.

MR. MEDGHALCHI: Well, prepare to be shocked. For the first time, I'm going to support what you're doing.

CHAIRMAN LINTON: Well, that you have to take up with your fellow drivers.

MR. MEDGHALCHI: I know. It's going to be very difficult.

CHAIRMAN LINTON: We'll hide under the table and make sure that you're unharmed.

MR. MEDGHALCHI: I don't have a typed -- written testimony, but I will submit one if I'm permitted.

CHAIRMAN LINTON: You are encouraged to send us any written communication you desire, and that goes to all

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that have testified. You may supplement your comment -- oral comments with written communication. We encourage you to do that. Other people who are here who have heard things that want to comment on them are welcome to submit written comments. We look and read all the written comments very carefully.

MR. MEDGHALCHI: Good morning. I rise today in support of a central app application for D.C. taxicabs. With trepidation and pause, the need for such app has been felt and talked about by different entities in the industry for some time now.

I actually tried to do that about six months ago through the insurance companies because I didn't know how to get the drivers to contribute to this, so I was almost mandating it by asking the insurance companies to raise their fee.

And I spoke to Mr. Gilders, one of the lawyers for Amalgamated, and after going

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around for a couple hours and later on him looking at it more deeply he said it would be a legal logistical nightmare, because a lot of people could raise objections that they never wanted to contribute into this.

So, in that respect, I commend you for coming with this forward, because I think the -- although I like government's hands off things like this, the industry was too slow to move on it and we needed the push. And this will solve the problem of bringing all the people in the industry together to move in on this.

I do highly caution the government from getting involved in implementation of this or mandating things, because obviously we know there has been a very acrimonious relation between the industry and the Commission in the past few years. Let's not beat around the bush.

And we had a big meeting yesterday with the owners, over 40 people probably

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there. And a lot of people have the reaction of, what is behind this? So I urge you to make this as easy as possible. Just like the recommendation of Mr. Schaeffer, let us run it. Let us pick a democratic means to have a panel in the co-op and draw the rules ourselves.

And we will -- obviously, we will seek your help in doing so and to stay within the bounds and limits -- the rules of the District of Columbia. However, let us -- let's not have too many things mandated.

Fines -- actually, I had the same misinterpretation as Mr. Simms. One of the things we looked at when you first proposed it a few weeks ago, we went to the second page and saw that \$100 fine and that -- things like that would have been non-starter for the drivers and the industry.

But if things like that can be ironed out, I think it can work, and I -- I think we needed it yesterday. So I would be

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very encouraging.

CHAIRMAN LINTON: Thank you very much. Let me suggest that what you need to do, and your associates, is go through the rules that have been proposed, identify the ones that you feel put the Commission in a position of control that you don't want it in, because that's not the intent -- I don't know where that is in there. You'd have to point it out to us. You have to raise those issues and say, "This is not what we want; this is what we want."

That will help us understand clearly where the difference of reading the wording is. We're not married to any of this.

The concept is to provide the necessary app to the industry under an arrangement where it can itself operate, manage, and see that it's effectively run. And what your suggestions are as to how best to structure that will be very welcomed.

MR. MEDGHALCHI: Thank you.

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CHAIRMAN LINTON: Mr. Tapscott?

COMMISSIONER TAPSCOTT: Yes. This question might be embarrassing a little.

MR. MEDGHALCHI: Yes, Mr. Tapscott.

COMMISSIONER TAPSCOTT: Who are you representing? You said you endorsed this. What organization or who are you representing, or is this yourself opinion?

MR. MEDGHALCHI: I'm a board member at Dominion, and also affiliated with Local 922. I'm an active member. I always make suggestions to the -- to even Local 922. I'm in constant contact with Mr. Simms, more than I would say most members out there, more than anyone.

COMMISSIONER TAPSCOTT: Well, like I said --

MR. MEDGHALCHI: I try to stay in loop. I'm not -- you should know from my background I have never actually agreed with anything with this Commission. I just think

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the industry moved too slowly. That's why I'm supporting this, and I want completely government hands-off.

COMMISSIONER TAPSCOTT: You didn't answer my question. You are supporting it. You don't have no organization that is backing you to supporting this.

MR. MEDGHALCHI: Well, at Dominion, we are -- I have --

COMMISSIONER TAPSCOTT: Is Dominion in operation now?

MR. MEDGHALCHI: We are. We are not as actively as we were before, because we joined 922 in order to have the cachet of the name.

COMMISSIONER TAPSCOTT: You know, I just wanted to be sure that I understood --

MR. MEDGHALCHI: Sure.

COMMISSIONER TAPSCOTT: -- whether this is your idea and you support what is being done or whether you are involved with some organization that you are speaking for.

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CHAIRMAN LINTON: Actually, his major activity for the past three years has been denouncing me.

COMMISSIONER TAPSCOTT: I can understand that.

CHAIRMAN LINTON: We appreciate your comments. We will look forward to your written submissions, and thank you very much.

MR. MEDGHALCHI: Thank you.

CHAIRMAN LINTON: Mr. Dash apparently has not yet joined us. Is there anyone else in the audience who wishes to address this subject matter that has not been on the -- yes, sir. Would you come forward, take a seat, give us your name and affiliation, and proceed to give us your comments.

MR. TADESSE: Okay. My name is Aleme Tadesse.

MS. MIXON: Would you spell that, please?

MR. TADESSE: A-L-E-M-E, T-A-D-E-

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S-S-E. Okay. I'm just starting a dispatching system using my own app. Already have 100 drivers, and I'm a driver. I drove, like, more than 15 years. And this is the first time I hear the Commission is bringing very good idea to help the drivers. And every driver is very excited about this, and nobody knows how to do it right.

But my suggestion would be it has to come from drivers, and let all the apps come to the Commission and whoever gets the most endorsements from companies, drivers, that should be the universal application for D.C. I think.

CHAIRMAN LINTON: You understand under these proposed regulations it would -- there is nothing that would prohibit a driver from having additional app arrangements with others that are offered?

MR. TADESSE: Yes, I saw that.

CHAIRMAN LINTON: Okay. So it's not an exclusive, that you can only have this

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and nothing else.

MR. TADESSE: Yes. I understand.

CHAIRMAN LINTON: I just want to make sure you understand.

MR. TADESSE: Yeah, yeah. I've seen that. What I'm talking about here is so that the whole industry benefits. See, for example, like this morning a lot of cab drivers are lining up at Union Station. But if you go further down, like five to six blocks, people are looking for a cab. So I already use my application in D.C., and it has to come from the drivers I think.

And most companies are interested -- not interested in bringing business for their drivers because most drivers are independent. So I think what the Commission should do is, you know, whichever application brings a lot of endorsement from the drivers should be, you know, universal app in the District.

So that would be my suggestion.

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Again, this is the best idea I ever heard before.

CHAIRMAN LINTON: Well, thank you very much.

Mr. Tapscott?

COMMISSIONER TAPSCOTT: Yes. You said that you have your own app.

MR. TADESSE: Yes, sir.

COMMISSIONER TAPSCOTT: And you have about 100 cab drivers?

MR. TADESSE: Yes.

COMMISSIONER TAPSCOTT: But yet you're saying all cab drivers want this. How come you don't have more than 100?

MR. TADESSE: I didn't have time. I didn't have time. But I just -- I travel. I just came back.

COMMISSIONER TAPSCOTT: You know, I just have a problem to understanding that one or two people don't speak for the whole industry.

MR. TADESSE: No. I'm speaking

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for myself.

COMMISSIONER TAPSCOTT: My point is to be sure that you're speaking for the industry, out in the street for the cab drivers and not personally.

MR. TADESSE: No, no. I'm speaking about the drivers' interests.

COMMISSIONER TAPSCOTT: Okay.

MR. TADESSE: Okay? And I already have 100 drivers. I could get more drivers easily, because the drivers want the business.

The drivers want a return fare. For example, you pick somebody, go to Chevy Chase, you don't want to come back empty. And this is changing so fast, and the people who live in Northeast, Capitol Hill, or, you know, before they used to live kind of in the center.

So now the driver is -- the whole -- see, the driver is passing on Rhode Island, and the people are leaving on 2nd, U Street, you know, all the main streets. So the driver is interested to get return fares. I'm

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talking about my -- as a driver, about my --

COMMISSIONER TAPSCOTT: I understand what you're saying. You mentioned U Street, you mentioned Downtown, you mentioned Rhode Island Avenue. I haven't heard you say anything about Alabama Avenue, Pennsylvania Avenue, these different outlying in Southeast, because --

MR. TADESSE: Exactly.

COMMISSIONER TAPSCOTT: -- do you serve these people?

MR. TADESSE: That's what I'm saying. By the way, my app does work in Downtown. I'm trying to get drivers a return fare, which is take somebody to Southwest, instead of coming back all the way to Downtown, you would get a fare there.

COMMISSIONER TAPSCOTT: Have many fares have you had to Southeast in the last month?

MR. TADESSE: I'm sorry?

COMMISSIONER TAPSCOTT:

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Approximately how many fares have you had yourself to Southeast in the last month?

MR. TADESSE: Probably two. Yeah.

Because there is no communication between the people -- the drivers go where there is the business. So the drivers -- I'm talking about from the driver's point of view.

Driver -- if the drivers see there is business over there, they can go over there. So now --

COMMISSIONER TAPSCOTT: If you don't go, how do you know whether there is any business over there?

MR. TADESSE: I'm sorry?

COMMISSIONER TAPSCOTT: If you don't go over there, how do you know if there is any business over there?

MR. TADESSE: That's the application is coming into play.

COMMISSIONER TAPSCOTT: Okay.

CHAIRMAN LINTON: Thank you very much.

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MR. TADESSE: You're welcome.

CHAIRMAN LINTON: Is there anyone else that would like to address the Commission on this subject?

MR. GEBRESELASSIE: Hello. My name is Addis, last name Gebreselassie.

MS. MIXON: And spell it, please.

MR. GEBRESELASSIE: A-D-D-I-S.

MS. MIXON: Spell the last name for the Court Reporter.

MR. GEBRESELASSIE: The last name, G-E-B-R-E-S-E-L-A-S-S-I-E. That's the longest name you ever seen, right?

Well, I -- on behalf of our association, I am here from Royale Simms, and the comments -- I don't have written statement, which is like I supposed to submit, but eventually, in the coming days, whatever suggestion that we have I -- we will submit.

The general idea, which is like I share, I truly support this idea because, for instance, there is -- clearly, we understand

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that we need one clear app to operate and participate all the drivers. On which direction it does come, we see the framework, how it does work, how it does operate.

The general idea, even the drivers most are supporting because to compete we need to be united. We have to give the service. We have to serve the places never been touched before, like Commissioner Tapscott said.

But the fear that we have is now how the co-op is operate. For instance, who is going to take more power just to operate this app? And how much the driver engaged and protected to use that app.

For instance, as you know, the price rate when we start about the PSP providers, which is like they just -- I don't know how that happened, but they are charging whatever they are desired. For instance, most of them, they have 1,000 drivers, some of them they have 1,000. But if you see, their prices fluctuated, but the drivers are really stuck.

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They don't have anywhere to go, for instance, because some of them by mistake rush and signed the contract.

So that kind of fear the driver may have. How much -- the co-ops are starting to get more money out of this system, because we've seen it, most of them aren't interested to be operated in that way, too.

CHAIRMAN LINTON: But the co-op is going to be run by the drivers and the owners.

MR. GEBRESELASSIE: Absolutely. That is why --

CHAIRMAN LINTON: If they choose to join the co-op.

MR. GEBRESELASSIE: The co-op is -- it need to be a full panel. For instance, it need to have a driver, more driver to participate with it, and to be on a board as well, too.

The price, it needs to be controlled and set up price for co-op operators, how they are just going to charge

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the drivers when they do it as a dispatching system. Everybody is interested because of this --

CHAIRMAN LINTON: Under the proposed regulations, all of that is given to the co-op.

MR. GEBRESELASSIE: Okay. That's why the co-op --

CHAIRMAN LINTON: The co-op has to write its own bylaws.

MR. GEBRESELASSIE: When they do the -- write the bylaws -- by their law because this co-op -- this application comes from the Taxicab Commission, which we support.

But the co-op, when he does run, it need to be controlled, oversight by the Taxicab Commission as well, too, unless -- the drivers are very much -- they need more understanding, which is like they are not going to hold to somebody's hand and get whatever they just desire. That's what the only drivers are fearing.

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The actual things most of the drivers are supporting, which is like to have one system in what we need.

CHAIRMAN LINTON: Thank you very much. Appreciate your comments.

Is there anyone else at this time that would like to address us? Yes, sir.

MR. ABADI: Good morning, Commissioner Linton. My name is A-B-E-B-E --

MS. MIXON: Okay. Speak into the mic, so he can hear you.

MR. ABADI: A-B-E-B-E, A-B-A-D-I.
Abebe Abadi. First, I would like to try to -
-

CHAIRMAN LINTON: Can you speak into the microphone a little clearer?

MR. ABADI: First, I would like to try to bring this idea to cab drivers. I'm in support of this idea, but I have an issue. My first issue is the timing.

CHAIRMAN LINTON: The what?

MR. ABADI: The timing. We have a

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new mayor. We don't know if it going to stay or leave, so you propose this proposal. There is a wait how the regulation works, maybe 90 days hearing, whatever, or adopted. Then, you are not here. Is it going to be burden -- if you are here, it's fine.

CHAIRMAN LINTON: Well, I don't think --

MR. ABADI: Is it going to be burden to the --

CHAIRMAN LINTON: This agency is an agency of the District of Columbia Government. It continues its operation, and I don't think it depends upon the individuals. I don't have a particular role, but I don't know whether I'll be here, whether I won't be here. That's something I have no control over. I can't stop doing what I'm responsible for doing, nor can this Commission.

Now, it's quite possible that a new administration might have a whole different view of how to proceed on these

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things. I can't speak to that -- on that. All I can do is what I feel I am responsible for doing under the current administration and the current law and the current statutes to the best of my ability.

So I really don't think this is -- pertains to what we're talking about. We're looking at the drivers' and owners' reaction to, and ideas about, the specific proposals that are in this proposed regulation. The politics of it you're going to have to go elsewhere.

MR. ABADI: Thank you. Another issue I have is when they bring this app, that is recognized by the -- whoever owned the app or under the companies, like District Cab, Yellow Cab, Diamond Cab? How it's going to work? Do you think about that?

CHAIRMAN LINTON: Yes, we have talked about it. And I suggest you read the regulations and understand what it says. The regulations allow the industry to organize its

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own non-profit co-op, and there are laws that govern how those are structured.

And the standard is is that three trustees are selected who file the initial papers, a meeting is called, people join the co-op by paying whatever the -- has been set as the membership fee. All of that is subject to change once the formal board of directors is elected and you run it yourself. It's not run by the -- it's not proposed that the Commission would be running this co-op.

Now, as long as I have any forceful say over it, I would not support the Commission's being involved in managing the co-op. The co-op is the industry's, and the challenge is whether the industry has the leadership and capability to take this opportunity and make it a workable process to the benefit of both the drivers and the riders.

MR. ABADI: I might be wrong, but I thought you said the Commission is

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developing a custom app.

CHAIRMAN LINTON: I'm sorry.
What?

MR. ABADI: I thought I heard you
say the Commission is developing a custom app.

CHAIRMAN LINTON: That's right,
and that app would be conveyed to the co-op
for its use, its exclusive use.

MR. ABADI: So why would you leave
it to those companies like VeriFone, whoever,
to contact --

CHAIRMAN LINTON: That's fine.
There is absolutely nothing that prevents you
at this moment to walk out of this room and
organize that and go ahead and do that. So
the industry can do that. But the industry
has not shown any inclination to move in that
direction. The Commission is giving it a
nudge and a push. If you don't want to take
it --

MR. ABADI: What I'm trying to --

CHAIRMAN LINTON: If you don't

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want to take it, you don't have to. If there's another way you want to do this, you are free to do it. This is not a mandate. Nothing says that you have to join the co-op.

MR. ABADI: Yeah. What I'm saying is it's better that the -- more of a plan to develop this app --

CHAIRMAN LINTON: Fine.

MR. ABADI: -- to communicate with our unit..

CHAIRMAN LINTON: Okay.

MR. ABADI: I'm a driver. I'm speaking as a driver. I don't represent nobody.

CHAIRMAN LINTON: So you don't support this way to do it. That's fine. I appreciate that.

MR. ABADI: That's my comment.

CHAIRMAN LINTON: Thank you. Okay. Thank you.

Yes, sir.

MR. TASSEW: Good morning.

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CHAIRMAN LINTON: Good morning.

MR. TASSEW: Thank you. Samson,
S-A-M --

MS. MIXON: Speak into the mic, so
he can hear you.

MR. TASSEW: S-A-M-S-O-N, T-A-S-S-
E-W. I'm very grateful for what you guys are
trying to do, and my hope, you know, soon the
pool cab drivers will get a chance to avoid
the unfair competition. You know, some
companies, they have much potential to develop
their own app, they have the means, and they
have all the possible chances to beat the
market. Unfortunately, the pool drivers
who've got families, got responsibilities,
they -- some of them they -- I heard they
drive home empty pocket, which is not fair.

CHAIRMAN LINTON: They drive what,
sir?

MR. TASSEW: Empty pocket, without
money, without making money. And I mentioned
this issue to Mr. Tapscott one day. Some --

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even drivers driving with different state plates pick fare from the city. And I saw on my eyes because I just recently start driving a cab.

And while, you know, unfairly people, you know, getting the benefit of the market, due to, you know, their own justifications. You know, this kind of -- your progress, I believe in the future. You know, help, you know, some of these people to come and make some, you know, benefit from the market. So I really highly encourage and I appreciate for your progress.

I don't believe, you know, there is under table deal, behind the curtain. I don't believe anything because I have to consider it positively.

And my question and my concern is from the time I start to -- driving a cab, I witnessed there is a gap between cab drivers and the agencies. There is a cab -- there is -- you know, there is no communication. There

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is a loop between your office, Taxicab -- DCTC, and the cab drivers.

CHAIRMAN LINTON: Can we stay with the subject matter that is before the public hearing, which is whether this proposed regulation has elements in it you propose to change or support?

MR. TASSEW: If you --

CHAIRMAN LINTON: And not getting us into a general discussion --

MR. TASSEW: Yes.

CHAIRMAN LINTON: -- as to the validity of the agency?

MR. TASSEW: Yes. If you let me to finish my idea, you will get a point. If you come in in the middle, I will -- you will not get my point.

So if there is communication between -- it looks like, you know, the cab drivers are just abandoned by themselves. Individually, everybody, they raise their own issues. There is not any way, you know, all

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these questions come together, all these ideas comes together for the great benefit of everybody, the city.

In this market, if the cab drivers are not benefitting enough, trust me, the whole industry is not going to be -- grow effectively and positively. So my point is, if we mobilize -- you know, if -- I mean, you, you have your office, and whoever really involved in this city transportation business involving -- help the cab drivers communicate enough, mobilize enough.

With the offices and between them, there is a great chance to -- whatever app developed, you can come the best product you can produce if there is enough communication between cab drivers and between cab drivers and the offices. Even when we try to communicate in a simplest way, there is a hard time to mobilize ourselves because it's very hard to come together.

CHAIRMAN LINTON: I know. But

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that's a job you have to do.

MR. TASSEW: It's not just all if you abandon that. It's if you just say all cab drivers do this job, it's not going to -- we are not going to make it. We're not going to come out from the bush. Yeah, we will be complaint.

CHAIRMAN LINTON: I mean, we appreciate your comments. Thank you very much.

MR. TASSEW: You're welcome. You're welcome, Commissioner. Thank you.

Ms. Robinson, would you like to speak?

MS. ROBINSON: Absolutely.

CHAIRMAN LINTON: Come in and sit down. It has been a long time --

MS. ROBINSON: Yes.

CHAIRMAN LINTON: -- since you've been here to tell us what we should do.

MS. ROBINSON: Good morning, Chairman Linton.

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CHAIRMAN LINTON: Welcome.

MS. ROBINSON: General Counsel Lerner, how are you this -- I guess it's still morning. I guess this concept with this universal dispatch was birthed out of the regulation, I assume. And Chapter 16, unfortunately I haven't had a chance to read all of it, but listening to some of the testimonies, the concern I have is with the co-op principle.

I assume that you are going to set certain vendors. The problem that I have with a lot of the programs is -- I mean, I even speak about one that's in existence with this passenger new freedom program, the other program with -- the sweetheart deal with WMATA and DCTC with those vans.

It's unfortunate that the masses aren't familiar with all of the procedures. My question is: are you going to select the vendors like you did with the meters or with other entities?

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CHAIRMAN LINTON: Vendors for what?

MS. ROBINSON: For the -- well, for this co-op. Who is --

CHAIRMAN LINTON: No.

MS. ROBINSON: Who is going to start --

CHAIRMAN LINTON: The co-op is -- would be a corporation under the laws of the District of Columbia. And it would be owned by the members who choose to join the co-op.

MS. ROBINSON: So the universal dispatch is not --

CHAIRMAN LINTON: It's not what --

MS. ROBINSON: -- going to involve everybody.

CHAIRMAN LINTON: I beg your pardon?

MS. ROBINSON: Universal dispatch will not involve everybody. It depends on whether they want to join the co-op. Correct?

CHAIRMAN LINTON: That's correct.

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There is nothing that compels anybody to join that co-op.

MS. ROBINSON: So the universal --

CHAIRMAN LINTON: The only thing that is compelled in the regulation is that the app that we make available to the co-op is used by the drivers, is available to the drivers in their car and they sign up with it.

MS. ROBINSON: So who will develop the app? The app will come from the person --

CHAIRMAN LINTON: The app is being developed by the Commission.

MS. ROBINSON: Oh, okay. That's what I wanted to know.

CHAIRMAN LINTON: Yes. No, we're not going through -- we can't -- we had to rule out both the donor and the procurement process because nobody alive today would still be alive when the processes were completed.

MS. ROBINSON: Oh, absolutely. And then, unfortunately, DCTC doesn't have procurement -- do you have -- can you use

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procurement practices over here?

CHAIRMAN LINTON: Oh, yes. Sure.

We've been through them, and our estimate would be, if we went through the procurement process, two to four years before we would reach a point where an award could actually be sustained. I don't think the industry has time for that.

So we try to put something out there as an incentive to allow the industry to grab it and with their own leadership and their own capability put together the organization with the strength of the Commission's incentives to do the job.

MS. ROBINSON: Okay. One thing --

CHAIRMAN LINTON: If they can't do it, they can't do it. We can't step in for them.

MS. ROBINSON: Okay. Will it be a specific number for the co-op where the co-op only can have, say, 5,000 drivers?

CHAIRMAN LINTON: Oh, no, no. No.

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No. That's in the bylaws of the co-op.

MS. ROBINSON: Oh. So they have to write their own bylaws.

CHAIRMAN LINTON: Oh, absolutely.

MS. ROBINSON: And they have to -- and the Commission is going to adhere or they have to be under -- when they write their own bylaws, they don't have to be approved by Housing and Community Development -- I mean, Regulatory Affairs, because they --

CHAIRMAN LINTON: I don't --

MS. ROBINSON: DCRA has to approve --

CHAIRMAN LINTON: Well, the normal business bylaws, yeah.

MS. ROBINSON: So they're going to have to go through DCRA.

CHAIRMAN LINTON: They will have to meet the statutory requirements of the District of Columbia.

MS. ROBINSON: Oh, okay. So they will have to go through DCRA.

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CHAIRMAN LINTON: Yes.

MS. ROBINSON: And be approved
before --

CHAIRMAN LINTON: Yes.

MS. ROBINSON: And, you know,
usually most corporations that go through
DCRA, it isn't like -- even if you want to do
it online, it isn't like you're going to get
approved -- put your papers in today, pay your
money, and get approved tomorrow. It's going
to be a -- probably a process. I'm sure
you're familiar with that. Counsel Lerner?

MR. LERNER: Well, I'm not aware
of any undue delays.

CHAIRMAN LINTON: No, I'm not
aware of undue delay on non-profit
corporations.

MS. ROBINSON: Really? Okay.
Well, I kind of beg to differ, but, you know,
a lot of --

CHAIRMAN LINTON: Well, I --

MS. ROBINSON: -- do that anyway.

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CHAIRMAN LINTON: But we're not here to differ on that. We're here to learn.

MS. ROBINSON: Right. Well, I will --

CHAIRMAN LINTON: But we'll certainly take note of that.

MS. ROBINSON: Yes. I will familiarize myself with -- and I was hoping you'd have copies of some of these things, you know, that I could familiarize myself with.

Thank you.

CHAIRMAN LINTON: Okay. Thank you very much, Ms. Robinson.

MS. ROBINSON: Yes. And I will be here on the 12th.

CHAIRMAN LINTON: Okay. Anyone who has not spoken?

Thank you all very much. We will now stand in adjournment.

(Whereupon, the above-entitled matter went off the record at 10:17 a.m.)

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