



STATE OF NEVADA
DEPARTMENT OF BUSINESS AND INDUSTRY
TAXICAB AUTHORITY
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BEFORE THE STATE OF NEVADA TAXICAB AUTHORITY
BOARD MEETING AND PUBLIC HEARING MINUTES

February 24th, 2015

The Board Meeting and Public Hearing of the State of Nevada Taxicab Authority was held on Tuesday, February 24th, 2015. The meeting was held in the Taxicab Authority Boardroom at 2080 E. Flamingo Road, Suite 114, Las Vegas, Nevada 89119. The meeting began at 9:30 A.M.

Present were: Chairman Ileana Drobkin, Member Dennis Nolan, Member Dean Collins and Member Bruce Aguilera. Others present: Captain Tom Ely, Interim Administrator, Ruben Aquino, Chief Investigator; Christine Guerci-Nyhus, Deputy Attorney General, Legal Counsel for the Board, and Recording Secretary, Eric So.

1. Compliance with Open Meeting Law.

Chair Drobkin: We'll go ahead and start on this February 24, 2015. Interim Administrator Ely, are we in compliance with the open meeting law?

Interim Administrator Captain Tom Ely: We are in compliance with the Open Meeting Law.

Chair Drobkin: I want to welcome both Commissioners from the NTA. We're glad you're here. Thank you for coming.

2. Pledge of Allegiance to the Flag.

Chair Drobkin: Member Nolan, will you please lead us in the pledge?

The Pledge of Allegiance to the Flag was led by Member Nolan.

3. Public comment

There was no Public Comment.

4. Interviews with and possible action regarding the applicants for the position of Administrator of the Taxicab Authority. This is obviously not the action item that we're going to do.

The following are the candidates for the position of Administrator –

1. Malachi Hull
2. Dwight Brashear
3. Michael Jones - Withdrew

Chair Drobkin explained the process and welcomed the two applicants and thanked them for coming down and going through this process with us. Chair Drobkin stated that what we're going to do is we have questions that I prepared and just passed out to the rest of the Board. We're going to a bit of a round robin, okay. We're going to take one at a time. If one of you can just wait in the lobby, we'll try to make you as comfortable as we can, and then we'll go ahead and bring you back for the actual discussion. Is that correct (inaudible)?

Unidentified Female: Right. And (inaudible) Michael Jones isn't...

Chair Drobkin: Michael Jones, we just heard, has pulled out. Okay. So that is about it. We can ask any follow-ups and if you have any other questions for the process, please let us know. So we're going to go ahead and start with Malachi Hull. So, Mr. Brashear, if you'd go ahead and wait in the lobby. It'll just be a second as they're rummaging -- we're all rummaging through our paperwork. Do you guys need a second to look over the questions?

Unidentified Board Member: No, we're good.

Chair Drobkin: Okay. Who wants to start? Do you want to start down there?

Member Aguilera: Sure. Good morning.

Candidate Malachi Hull: Good morning.

Member Aguilera: Welcome. We have to go through a list of questions so we do the same questioning for each candidate, so...

Candidate Hull: Yes, sir.

Member Aguilera: I'm going to read the first one here. What is the most significant challenge facing the Taxicab Authority and what is your plan for making our agency better?

Candidate Hull: The most significant challenge for this authority, not being very familiar with your industry, but knowing the for-hire industry having served in the City of Atlanta, as well as the City of New Orleans, they're pretty much common. Service, dependability, reliability. I know that what we're seeing around the country is you have transportation network companies attempting to come in, and I see that you all have restricted them from coming in. But service to the public, you have a big tourist population. So ensuring that those individuals have reliable, predictable, and affordable and accessible transportation would be one of the biggest challenges, as well as to make sure drivers can make a living wage. That's important.

Enhancing the training would be something else, because customer service, we understand that with better customer service you have repeat business. And then also having an enforcement aspect, because in enforcement we look at enforcement as a way of influencing behaviors. And that's something that I think is important to any for-hire industry, as well as something like Las Vegas, which depends on tourism.



Member Aguilera: Thank you.

Chair Drobkin: Go ahead. So ask the second question.

Member Collins: Good morning, Mr. Hull.

Candidate Hull: Good morning, sir.

Member Collins: Discuss your goals for leading this regulatory agency. Describe how you will balance the statutory demands of licensing and compliance and enforcement, while satisfying the transportation and safety needs of the taxi-riding public.

Candidate Hull: Thank you, sir. First of all, I would engage the stakeholders. That's the business community, hotel, lodging association, restaurant association, as well as the stakeholders, the for-hire industry, the taxicab industry, but also the limousine industry, to find out what their needs are; find out what the issues are on both sides. Try and communicate that. I'm a great communicator; making sure that we all have buy-in and then move forward with the vision. Making sure that you educate the public on what's expected of the public, educate the industry on what the public desires so that they can improve their service that was there.

Member Collins: Okay. Great. Thank you.

Chair Drobkin: Now, if anybody has follow-up questions, please feel free to do that.

Unidentified Male: Question number three; what is the one thing you would change about the Taxicab Authority if you could today? Explain why this would be beneficial.

Candidate Hull: I don't have enough information to say what I would change. Some of the things that I think that's important would be to enhance the systems that we currently have to review them. If there's something that needs to be changed, change it. If there's nothing that needs to be changed, leave it in place. All change is not good. So those things are important. Making sure that our staff has the materials they need in order to do their job effectively. That's something that's important. And if possible, to implement training, and not only do, we have to use training as far as in-house, as far as using our budget, but see if we can get the training outsourced. The hospitality industry, they understand what hospitality is and making sure that our employees have that training. That's important, because we're servicing the customers. And the customers are not just the public, but also the drivers, as well as the company owners.

Chair Drobkin: Okay. Thank you.

Candidate Hull: Thank you.

Member Nolan: Good morning, Mr. Hull.

Candidate Hull: Good morning, sir.

Member Nolan: Could you describe your role and experience working with executive boards and discuss how you would foster relationships at that level?

Candidate Hull: Yes, sir. I have vast experience with that. I'll start with the City of Atlanta. When I was the director there, the bureau director, I served on the executive level leadership team for the Atlanta



Police Department. My job was to be the ambassador for the police department. So I would go out and meet with the general managers for the convention center, all the general managers for the Atlanta Hotel Council, the Restaurant Association. And also I was required to go before the city council to represent the City of Atlanta Police Department on a regular basis. I did the same thing with the City of New Orleans. So engaging those individuals, having meetings with them and, not only having meetings with them initially, but keeping regular meetings going on. I attended the hotel council meetings on a regular basis to find out what their needs were, even though I was not presenting at each meeting. Also communicating with them on the changes that we're going to be making, getting their buy-in, getting their feedback. That was important. Just being a good listener that's something that you have to be in the role of an administrator; to listen to see what other people's needs are and try and communicate to them what your desires are and where you would like to take the industry.

Member Nolan: Okay. Thank you.

Member Aguilera: Tell us about your management philosophy. Perhaps provide an example of how you've successfully encouraged or motivated staff without the help of incentives or bonuses.

Candidate Hull: Sir, I believe in empowering individuals. The things that I try and do is set the vision, let them know what's to be expected, but then to mentor them to create an opportunity for individuals to be future leaders. You can't always give individuals bonuses, but what you can do is reward them for their good work. Things that we used to implement were driver recognition -- not driver, but employee recognition programs where we had an employee of the month on the wall. Those things, giving individuals preferential treatment as far as choosing schedules, those are things that you can do to enhance service. Work with individuals, making sure that you show that you care for them, and that's something that's important. You have to make sure that your employees understand what they're doing is important, as well as you have to make sure that their welfare is being taken care of, as well, because if they're not focused on their job, they can't do their job properly.

Member Aguilera: Thank you.

Member Nolan: Mr. Hull, in continuing with that same theme, in your last position what was your strategy for building relationships with, not only team members, but subordinates and peers?

Candidate Hull: As far as team members, sir, the things that we did -- I built a bunch of models where we had teams where individuals changed roles. When I was in New Orleans, the biggest challenge that I had was I did not have any supervisors. When I came in and interviewed, we had plenty of supervisors, but when I took over, individuals had been terminated because of corruption. So there was no in-between concern. So I had to be that supervisor, as well. But giving individuals -- creating roles which weren't on paper, really roles that were like team leaders, encouraging folks, giving individuals the opportunity to get up and do presentations. Doing things as far as rewarding individuals on schedules, giving them particular days off because they were better performers. Those were things that we tried to do, too. Reward them for their service.

Member Nolan: So as a follow-up to that, would it be fair to say that you basically would rely on your staff to give you some added value feedback on what was going on so you really focused on the staff (inaudible)?

Candidate Hull: Sir, it's important for me to do that, but also I'm a hands-on guy. So I'm going to be out there with my guys. I'm going to be checking on them to make sure that they're doing their job properly, but also to encourage them and to show them the right way, if they're not doing it the right way.



Member Nolan: Mm-hmm. Great. Thank you.

Chair Drobkin: Did you have any clients, customers or internal stakeholders that placed unreasonable demands on you? How did you handle it and what did you learn from that experience?

Candidate Hull: As far as unreasonable demands, you had individuals -- I guess I could consider this an unreasonable demand. They wanted certain levels of enforcement, but we didn't have the proper staff to do that, so we could not provide the enforcement on a consistent basis, especially the overnight shift. With limited resources, you try and rotate your staff around, but having a staff that dwindled down from 12 investigators to 5, it's kind of difficult to run three shifts 24 hours a day, seven days a week. So that was a challenge.

Chair Drobkin: And as a follow-up to that, were you ever in a position where you had enforcement that were a little out of control? And if so, how did you get them back (inaudible)?

Candidate Hull: Can you ask me that question again?

Chair Drobkin: Were you ever in a position where some of your enforcement were maybe a little out of control and you were kind of having to force them to -- get them wrangled in, and if so, how did you do that?

Candidate Hull: Well, the things that we do is just we try and put them back through training, we try and enhance the training. Those individuals, if they were out of control, we would write them up and we would take the necessary disciplinary actions against those individuals.

Chair Drobkin: Okay. Thank you.

Member Nolan: This is probably along the same lines, but tell us how you've created a shared purpose among people who initially differed in opinions and objectives.

Candidate Hull: That's a good question. When we don't agree with individuals, there's a way that you can mutually agree to disagree on it. You try and show them the reason why we're going in a certain direction. You try to get them to understand that philosophy on why we chose that direction. We still take their input. We respect their input and then we just give them the alternative of why we're going that direction.

Member Nolan: Okay. Thank you.

Member Aguilera: Discuss a specific accomplishment of yours in a previous position that indicates how you will thrive in this position.

Candidate Hull: Sir, when I think about accomplishments, I guess one of the biggest accomplishments was to be recognized by my peers as International Regulator of the Year. And also another accomplishment was to enter into a cooperative endeavor agreement with the Centers for Disease Control, NIOSH, if you're familiar with that, to perform a driver safety study. And that study was just released about a year ago, and now they're enhancing that study as far as to find out what the minimum requirements are for safety equipment in all for-hire vehicles.

Member Aguilera: A follow-up question. Anything in your military background here -- I noticed you were in the Army Reserve? Accomplishments there that can transcend, I guess, to our industry or your new position here?



Candidate Hull: Accomplishments in the Army. Sir, just leadership would probably be the strength. Being able to function in hostile environments. Being able to operate in the midst of noise, that's the biggest thing, because in the for-hire industry we know that there's always going to be ramblings around and just being able to concentrate on what the mission is and making sure that we take care of that.

Member Aguilera: Thank you.

Member Collins: Mr. Hull, first, thank you for your service too.

Candidate Hull: Thank you, sir.

Member Collins: What are some important trends in our industry and how do they affect us?

Candidate Hull: Important trends.

Member Collins: Where would you see the real focus maybe potentially in the future? What are some important trends that you would deem important?

Candidate Hull: I would say customer service and technology.

Member Collins: Okay.

Candidate Hull: That's the two things that I think are focusing on the industry now, because customers want technology. Everybody wants to be able to use an app in order to get service. They want a variety of options to get transportation. They don't to just call in anymore. They don't want to just hail a cab. They want to be able to use their app to also see where that cab is, and that kind of alleviates a lot of stress. I'll give you an example. When I was with the City of New Orleans, we had a system where individuals would come in and they would write their name on a piece of paper. The individuals used to complain about having to wait for a long period of time, so we implemented a system where you had a monitor. Then once they signed in, they're name showed up on the monitor, and they saw where they were listed. They saw how much time it was in between customers. And once individuals started to see their name, it kind of put them at ease because they knew when they were going to be called. It's the same thing when you use an app and you see that vehicle coming. You know it's going to take a few minutes before that vehicle gets here, rather than as a customer who would call in, they don't see a vehicle. It's not instant, so then they call the company back again. So that's something that I think technology is important on. But customer service is also important. You always have to make sure that the drivers know what the needs are of the customer. Retraining is very important, I believe.

Member Collins: Okay. Thank you.

Chair Drobkin: Can I ask a follow-up to that?

Member Aguilera: Can I do a follow-up?

Chair Drobkin: You go ahead first, please.

Member Aguilera: What type of applications or systems in technology did you have in New Orleans?

Candidate Hull: Well in New Orleans, our cab system, when I took over, was probably in the 19th century. There wasn't any regulation. We implemented PIM systems in all the for-hire vehicles. And that's credit card processing systems where you actually had monitors in the back. The thing that we



wanted to do was take it out of the driver's hands or to say how that customer was going to pay, because normally when the system is in the front and the customer says I want to pay with a credit card, the driver would say the machine is not working. So when you had the device that was in the back, it was hardwired to the meter, so every time that meter went off it prompted the customer. And I saw a few of those systems when I was riding in the cabs since I've been here. So it prompts me to pay cash or credit card. So I think that that's important, and that's some of the things that we implemented while we were there. We started to move forward to implementing apps. You had a few companies which created their own apps, but I'm a firm believer in that the city should probably have its own app. Something that I paid attention to was Ride Genie here, which I think is a pretty good thing because now you have the opportunity for customers to have one app and have access to all the for-hire vehicles, which was the reason why I pushed for a city app. But if you have an app where everybody can have access to fully-regulated vehicles for hire, I think that that's a plus.

Member Aguilera: Thank you.

Chair Drobkin: Along the same lines, other than the credit card in the cabs, do you have any other experience implementing technology or are you familiar with any of the technologies that are out there?

Candidate Hull: I'm familiar with technology. You might want to be -- well, hopefully you can be a little bit more specific. But some of the things that we implemented, as well in New Orleans, was driver safety cameras. That was mandated for every for-hire vehicle there. So they had triggers where they opened up every time the doors opened. New Orleans had a very high population of drivers being killed since 1994. We've had probably 23 drivers killed in the line of duty. And since 1996, that number is probably 21. So that's something that was important, ensuring the driver's safety, because if drivers don't feel safe, they won't service certain neighborhoods. And that's something that we would see. Drivers would bump off or stop working at a certain time of day, whenever it got dark. So we saw a shortage of for-hire vehicles, as well. So that's something that we had to push for to make sure that technology was there.

Chair Drobkin: What about as the regulatory body, did you guys have any technology or do you know of how the technology works within the regulatory agencies?

Candidate Hull: Every PIM system that we had installed in for-hire vehicles, the City of New Orleans had full real-time access to all that data. I'll use one for an example. We had a passenger who was raped by one of our cab drivers. The passenger didn't have any information regarding the driver, didn't remember much on the fare but they knew where they were picked up, so we were able to use that data to locate all the cabs that were in that area. We brought the cabs in, downloaded the camera images and were able to identify that driver.

Chair Drobkin: Okay. Great. Thank you so much.

Candidate Hull: You're very welcome.

Chair Drobkin: Why don't you go ahead and take the next one.

Member Collins: Actually, I didn't write the questions, and this next question I was looking at, I don't know that it's probably worded the way I would word it. So I would change it a little bit differently.

Chair Drobkin: Yeah, go ahead.



Member Collins: Obviously, you've given a lot of consideration to this position because you're here. So you've had time to maybe take a look at the system and the Board and the make-up of the way it works. Although it looks as though you haven't really, I'm not sure, come up to speed on how this system operates and how it works and I think you've said that. So my question to you would be how long do you think it's going to take you to acclimate and come up to speed so that you believe that you'll be able to be a success in the position that we're asking you to fill?

Candidate Hull: Sir, I can pick up on things very quickly. I'll use an example. When I took over the City of Atlanta, I didn't know anything about the for-hire industry. That's something that I took personally. I studied the ordinances there with Chapter 162. Here I know it's 706. That's something that I'm going to memorize and something that I'm going to know like the back of my hand. I'm going to work with our staff as far as to see the jobs that they're doing and seeing how we can enhance it or see how we can improve in certain areas. So that's something that I think I'll pick up pretty quickly. In the City of New Orleans, I was able to do the same thing. But there it was a little different, because there you had no supervisors. You had a bunch of -- the industry wasn't being regulated, for one. Two, you had a lot of corruption in the bureau. So you had individuals that were terminated left and right when you came in. I had a staff that was originally 25, but when I took over it was down to like 12 and then we bumped it back up to 18. We had a bunch of temporary employees throughout my term in the City of New Orleans. So that was something that was a little bit more difficult, as well. But it's some things that we were able to manage through, and I think that that probably would be one of the biggest accomplishments, I'd say. The reform that we did there with limited staff and limited resources, I think was very great.

Member Collins: Okay. Thank you.

Chair Drobkin: Can I ask why did you leave your last position?

Candidate Hull: Ma'am, the administration decided that they wanted to move in a different direction. I can tell you what the underlying incident was with that, was transportation network companies. We had just implemented all these new regulations on the for-hire industry and we had some individuals who wanted to push to allow transportation network companies to come in and they were not going to be on the same level playing field. And I kept voicing concerns about that and kept voicing concerns about the dangers that the transportation network companies, in the current state, posed to the riding public, and that was something that I stuck with.

Chair Drobkin: Thank you.

Candidate Hull: Thank you.

Member Aguilera: This is the last question. Again, like Dean indicated, it's sort of strange the way it's worded here. Obviously, you've been to Vegas many times before or you're familiar with Vegas at all?

Candidate Hull: Yes, sir, I am.

Member Aguilera: And if you've noticed, it's a unique town because of all the tourists and everything. The hotels, large conventions here. If you do accept the position or it's offered to you, do you have any timing in your mind how long you would remain in that position?

Candidate Hull: In the position as far as?

Member Aguilera: This position here that you're interviewing for.



Candidate Hull: Sir, I believe in being committed to the position. It's an opportunity for me to advance the systems here, as well as to always improve. The for-hire industry is always changing, so those are things that are going to constantly be challenging. I like to invest in organizations that invest in me, and that is something that I'm willing to do.

Member Aguilera: Thank you.

Chair Drobkin: I'm going to ask the question anyways. You know that there's articles out there, right...

Candidate Hull: Yes, ma'am.

Chair Drobkin: ...for whatever it is. Can you explain what happened with the tour? I understand part of what -- we're only -- our jurisdiction is only taxis here. But there, obviously, it's also tour guides and then, I think, some other things, I understand, tour operators. What happened? There was one specific incident. Can you tell us what happened in that? What did your...

Candidate Hull: I'll give you as much information as I can give you on...

Chair Drobkin: Okay.

Candidate Hull: ...the Joiner incident. The city council started to get a bunch of complaints in a certain area about tour guides cursing out residents because they would operate in front of their locations. Investigator Joiner was out there, and at this time we were short of staff, so we had one investigator working the shift. And so this individual was out there doing enforcement. He secured the individual's permit, walked away, and started to write his report. And what happened is the individual came back, snatched the permit out of his hand. Our investigators have always had arrest authority. These individuals were trained by the city. They were trained under the city's (inaudible) prior to me coming in. And Senior Investigator Joiner went to get the permit back from the individual, and at the time when he went to get it back, the individual started filming him trying to retrieve the permit. The instance from when he took the permit from her to the incident where she snatched it back out of his hand was probably within three to five minutes. So the video and all the reports that you see just show the part where she snatched it back from him, but it doesn't show the interaction that he had with her prior to that. The neighborhood residents all came in and spoke how Senior Investigator Joiner -- because they actually were outside on their balconies monitoring the situation. So that was the relationship he established with them during that period. It was over a month period of time where this investigator was out there working by himself and doing enforcement in that area. And whenever he went in that area, the neighborhood residents would come out and monitor him and they would report back. And right after this incident happened, those neighbors sent in a report to the Mayor's Office and all the city council members letting them know what a great job that this gentleman did, and regardless of how the video may look, they supported this individual.

Chair Drobkin: And he was fired over this; is that correct?

Candidate Hull: He was, ma'am, because the thing that they stated on was that he did not have the authority to make arrests. If you look at the city code, 162-48, it specifically says that that individual has the authority to make arrests. Nine years prior to that incident, the same individual had a same situation where he used handcuffs, he used mace, and he used an ASP baton, nine years prior to that. And that individual was given Workman's Compensation for that incident, nine years prior. So there was a track record with this individual who was properly trained. He was a senior investigator. It's in the job description that they make arrests. But for political expedience, they said that he did not have the ability to make arrests and that's why he was terminated.



Chair Drobkin: Are there other incidents?

Candidate Hull: No, ma'am.

Chair Drobkin: Okay.

Candidate Hull: Well, there was an incident with an investigator named Ronnie Blake, who used pepper spray on an individual and that was it.

Chair Drobkin: Okay. What was the criticism from the city as far as your leadership on that?

Candidate Hull: As far as...

Chair Drobkin: There was also -- this was obviously something that they held against you; is that correct? Because that's kind of how the article reads.

Candidate Hull: That's the way the article read. That's not...

Chair Drobkin: Okay.

Candidate Hull: ...what was held against me. I can show you my papers when I left the city.

Chair Drobkin: That's okay. I'm just asking questions. Please don't -- I don't mean be offensive.

Candidate Hull: No, I'm not being offended. I'm just saying it had nothing to do with that. It had to do with the TNCs.

Chair Drobkin: Okay.

Unidentified Female: What's the T...

Candidate Hull: Transportation Network Companies. If you look, in 2013, I was recognized by the first deputy mayor for the Bureau of Governmental Research, the BGR's Excellence in Government Award. So we kind of understand how the individuals felt about me when I was there, because they recommended me for that award. And that was probably a month before the incident with Investigator Joiner.

Member Aguilera: Just a follow-up on that. I'm probably the new -- I think I am the newest member on the Authority here, the Board. And I've noticed in the meeting that the taxicab industry does take a -- very interested in coming to the meetings and discussing things and looking at how they service the customers, the public. And that's important that you -- the person that is hired works very closely with them to make sure that you guys are in synch and that they do what they're supposed to be doing. But they're very professional. They know what they're doing, but you're going to have to interact with them. I noticed in some of the articles that there might have been a little bit of friction between the authority or your director and the industry. Is that something that.....you can work with?

Candidate Hull: ...sir, that's something that's a part of my DNA, as far as to work with individuals that we regulate. I still stay in contact with individuals and company owners from the City of Atlanta. The same with the City of New Orleans. They still consult with me as far as certain things. That's something that we've always had, positive relationships. Some of the pushback that you probably saw early on was when we started to push the reform. And you have to understand, when individuals come from an



industry where they're not regulated at all and then you start to try and bring them to the 21st century and you start to develop or implement technology, that's something that's hard. We see that in every jurisdiction that tries to bring about reform. We saw it in D.C. when they brought taxi meters in 2008... and that's something that they fought against. We saw the same thing in New York when they brought the PIM systems there or the Passenger Information Monitor. So that's something that I think is important, communicating with those individuals, showing them why we're moving in this direction. And also the other thing about the for-hire industry in New Orleans, they were accustomed that if they raise enough sand, that the administration or the council would back off and wouldn't have the political will to move forward with those reforms, to move the City of New Orleans just to the 21st century. And that's something that after those things were implemented those individuals were very proud of it. And they really enjoy the program, because now not only does the City of New Orleans have access to the data, but the company owners have access to the data, as well, which helps them to know how they can serve their customers better, can show them what the peak times are when individuals are actually out there operating, and it also helps them to recover their vehicles when individuals refuse to bring their vehicles in. So those are things that benefited them. The camera systems have worked outstanding for the industry, as well, because now they can go in and use those things to show that the driver was not in the wrong in the vehicle accident. So that's something that they've come around with and they really enjoy.

Member Aguilera: Thank you.

Chair Drobkin: Okay. Is that it? Okay. Thank you so much.

Candidate Hull: Thank you.

Member Nolan: Thank you very much. Just a couple quick -- did you have Uber in New Orleans?

Candidate Hull: Sir, we did not have Uber in New Orleans. Uber was attempting to come into New Orleans. In September of 2013, an Uber representative sent me an e-mail requesting to come into New Orleans, because they were reading some reports that Lyft was coming into New Orleans, and Lyft was not regulated. And so we sent them back a nice e-mail saying we're willing sit down with you and let you know what's required and what you need to do in order to operate in the City of New Orleans. Uber never responded back. They just started to recruit individuals to try and come in illegally, and so that didn't go very far. And then they started to move in different directions as far as to try and lobby in the back rooms to try and get individuals to allow them to come in.

Member Nolan: Do they exist now in New Orleans, do you know?

Candidate Hull: Uber Black is in New Orleans now. Uber Black uses only licensed for-hire vehicles, but there's a push now to bring in Uber X, which is the individuals driving their personal vehicles. So they still have not addressed those concerns as far as who's covered with insurance. The thing that I try and get individuals to understand is you actually saw three questions. Are they a for-hire company or are they a technology company? And they would tell us that they're a technology company. Are the drivers employees or are they independent contractors? They would tell us that they're independent contractors. Do they own the vehicles or do the drivers own the vehicles? The drivers own the vehicles. So there's no insurable interest in there. So when they sit back and tell everyone that they have a million dollar insurance policy, you don't have an insurable interest for your insurance policy to even kick into effect. So that's some of the things trying to educate the public on understanding the dangers of riding in these vehicles. So those are some of the things that I tried to get the council members to understand, as well.



Member Nolan: Thank you. And, Madam Chair, if I could ask one more question. Just for clarification, you had mentioned you worked with the Atlanta Police Department. And I'm just reviewing your CV and you're a member of the National Organization of Black Law Enforcement Officer Executives. Were you actually a police officer?

Candidate Hull: No, sir, I was a civilian. It was equivalent of a deputy chief of police position. Everyone that was in that role prior to me taking over was sworn. Those individuals were trained. I had the opportunity, also, to be trained, but that was something I wanted to make sure that I learned what was going on in the system first. And I couldn't dedicate that time when I first came in, because it would have been 40 hours -- not 40 hours, but like a 10-week, a \$400 program. So you're talking about 40 hours a week, 10 weeks...

Member Nolan: Right.

Candidate Hull: ...and I couldn't put that to the side. I couldn't do that while I tried to pick up on what was going on.

Member Nolan: I understand. I get it. Okay. Thank you very much.

Candidate Hull: Thank you.

Chair Drobkin: Thank you. Anyone have anything else? No? Thank you so much.

The Board thanked Candidate Hull. Candidate Hull: Thank you very much. Candidate Hull's interview is completed.

The Board began their second interview with Candidate Dwight Brashear.

Chair Drobkin advised the Board Members to restate that it's going to be a round robin.

Chair Drobkin: We appreciate it. You just want to wait in the lobby and then send in Mr. Brashear.

Candidate Hull: Thank you. Okay. Hello. Yeah, please come up here.

Candidate Brashear: I didn't want to...assume anything.

Chair Drobkin: It'll be painless, I promise. You're fine. Okay. Like I stated earlier, we're just going to do a round robin and -- Do you need a minute to get settled?

Candidate Brashear: Okay. No, I think I'm fine.

Member Aguilera: Okay. I'm the one that's going to start off first. Good morning, welcome (inaudible).

Candidate Brashear: Well, thank you.

Member Aguilera: These questions, as the Chairman indicated, are premade for us to go through so we do each applicant the same.

Candidate Brashear: Okay.



Member Aguilera: So the first question is what is the most significant challenge facing the Taxicab Authority, and what is your plan for making our agency better?

Candidate Brashear: All right. Thank you for that. I'm sure the Taxicab Authority is like many other agencies and probably much like the company that I'm running now. One of the things that I face, and I'm sure the Taxicab Authority faces, is turnover, employee satisfaction, developing programs where employees feel valued is important. It reduces turnover greatly. I've done some research. I've done some reading on the Taxi Authority. I think another challenge on the law enforcement side is working with Chief Aquino and others to make sure that they understand that their work is valued and that even as Administrator, he's the expert in law enforcement and not me. And so I think just bringing together the entire team to serve the mission, and at the end of the day, we are public servants. And having the public's trust is very important. And I think it was Thomas Jefferson that said, "When you take on the public's trust you become public property." And I think that's what all of us need to understand.

Member Aguilera: Thank you.

Candidate Brashear: You're welcome.

Member Collins: Good morning, Mr. Brashear.

Candidate Brashear: Good morning.

Member Collins: Discuss your goals for leading this regulator agency. Describe how you will balance the statutory demands of licensing and compliance and law enforcement, while satisfying the transportation and safety needs of the taxi-riding public.

Candidate Brashear: Thank you for that. I think first and foremost, safety is paramount in the transportation industry. Making sure that the riding public feels comfortable, feels safe at all times. We can't ever take that for granted. And so working with Chief Aquino and his team, setting some realistic goals. I believe in the smart model. When you said goals, they have to be specific, measurable, attainable, realistic, and have a time frame. And so working to set safety goals in the public transit industry, we measure safety by accidents per 100,000 boardings. And so any number less than 1 percent is a fair or very good number to achieve. And so working with the local team to understand what these goals are, how we measure them and how we achieve them as a team. We can't work separately to attain these goals. We have to work together, every department. It's not about building silos; it's about bringing everybody together. And so establishing goals early on, but you have to have everybody's buy in all the way down to the mail room. You get people involved and they feel part of this. Everybody wants to feel part of something special. I believe that. And so you make them believe that we have a bigger goal here. And that goal is putting this agency on solid ground and making sure that the taxpayers believe, and feel, that they are getting their money's worth when it comes to the Taxi Authority. I think that is very, very, very important.

Member Collins: Okay. Thank you.

Candidate Brashear: You're welcome.

Chair Drobkin: Okay. What is the one thing you would change about the Taxicab Authority, if you could, today? Explain why this would be beneficial.

Candidate Brashear: What would I change? Wow, that's a difficult question.



Chair Drobkin: It's a very difficult question.

Candidate Brashear: Yeah, having not been a part of the agency. I think what I would change based on the research that I've done is that there seems to be a disconnect with some of the employees, some of the folks that are making sure that the machine is oiled on a daily basis. Again, I think everybody needs to feel that they are part of something that is greater than themselves. Something that is really having a positive impact on Las Vegas and the surrounding areas. Getting people excited, it's almost the -- if you've ever been to an Amway meeting, the excitement that is generated because of the possibilities. I think that's the kind of excitement that I think needs to be generated here. Like I said, when I start to read about turnover and those type of things, well, those usually happen. I mean some people move on to bigger and better things, but a lot of times people are dissatisfied. There's no job satisfaction there. And as administrator, as leaders of the organization, we have a sacred obligation to those employees to make sure that they feel fulfilled and they are able to take care of their families and they feel a certain pride about working for the Taxi Authority. That, to me, is important.

Chair Drobkin: Good response. Thank you.

Candidate Brashear: Oh, you're welcome.

Member Nolan: Could you please describe your role and experience working with executive boards and discuss how you foster relationships between the two?

Candidate Brashear: Okay. Sure. I have worked with boards going back to probably the mid-90s. In San Diego, we had a board of directors there. I wasn't the CEO, but I was often called in to speak to the board. When I moved on to Baton Rouge, Louisiana, I had a nine-member board. And for me it wasn't a whole lot different than managing the employees and making sure that I was communicating clearly, making sure that I would get as much support for -- I never -- as a CEO, as a president, I hate to be blindsided. And so I know the board doesn't like to be blindsided. And so I was careful to make sure that that never happened. And, again, going back to getting folks excited about something greater than themselves, and that's what we were able to do in Baton Rouge, is the board, when I took over that agency, the agency had no credibility. They had promised and under delivered. Over promised and under delivered. And so I told the board, I said, "If we work together, we can change the image of the agency here in Baton Rouge." And I think some didn't believe that that was possible, because they had lived through some very, very dark times. And so we went on this journey together, not separately, but together. And a lot of it is documented in the Mass Transit Magazine article that they did on Baton Rouge. And basically we took an agency that had very little credibility and no respect by even the people that used it. There was kind of a love-hate relationship between the employees and the people that we served, and we turned that agency around. And like I said, it's very well-documented in articles. And we started from the ground up and I remember one of the mistakes that I made -- we changed a lot of things. Changed the name of the organization to represent the capital city of Louisiana. And we changed the -- we bought brand new vehicles and changed the color scheme. We lined our color scheme up with LSU and Southern University, the two universities there, and we were so excited about everything that we had done. And they were honoring the company at a city council meeting. We were brought down and they were going to talk about all the accomplishments that we had made. And it was a great day. And one of the passengers raised her hand during public comment and said, "Can I say a few words?" And she said, "Mr. Brashear," she said, "your buses are beautiful. The color scheme, all this---" She said, "The seats with the paw prints, I get it." She said, "Great." She said, "But your employees still have a nasty attitude." And that was the mistake that I made, meaning I didn't -- we changed a lot of the things upfront, the low-hanging fruit as it were. The most difficult thing we were to do as a board and as CEO was to change the culture of that organization. And I remember leaving there that day not feeling as excited as I did when I first arrived. But I went home and I remember telling



my wife, I said, "I missed something. I thought that changing all of the things that we changed would help change the attitudes of the employees." And it did to an extent, but then I had to go further than that and I had to get them involved in the excitement, which we eventually did. And like I said, ultimately it was documented in the Mass Transit Magazine. So I have a lot of experience working with boards. I'm not one of those individuals that believes if you have a nine-member board, all I need is five votes and I wipe my brow. I like to get, as much as possible, unanimous consent on the things that we are trying to move forward as an agency, so...

Member Nolan: Thank you for the answer.

Candidate Brashear: Oh...

Chair Drobkin: Yeah, thank you.

Candidate Brasher: Well, I apologize for the... but it's a great story. The lady just said, "Your buses are beautiful, but your drivers" and she was right.

Member Nolan: I appreciate that.

Candidate Brashear: You're welcome.

Member Aguilera: This question here sort of dovetails into your story in a way. So you don't have to repeat yourself. But I think...tell us about your management philosophy. Provide an example of how you successfully encouraged or motivated staff without the help of incentives or bonuses.

Candidate Brashear: Ah, yes. My style of leadership is -- I would describe it as transformational. A transformational leader basically puts the onus on him or herself to inspire a workforce. The company that I'm currently running, we probably have hired -- a rough figure is about 400 individuals over the last almost year, 11 months. And the one thing that I insist upon was that I meet with each one of the hires. Not individually, but as a group as we bring them in. And I talk about the transit industry and how I started my career almost 30 years ago. It'll be 30 years in September, as a bus driver. A part-time bus driver at that. And how I accepted a job, but what I really was doing was accepting a career and it became a career. And so I challenge them to do better than what I did. It's kind of like your parents always want you to do better than they did. I challenge them to give this industry their all and I guarantee them that they won't be disappointed if they apply themselves. And so being that I believe that as a leader, our job and my job is to inspire others through my actions. I'm not a perfect individual. I would never try to convince you of that, but I would never lie to you. I am what I am. I have 30 years, my reputation, and that's all I have. My grandfather who was 99 and 6 months when he passed away in his sleep. What a way to go, right? The one thing that he taught me, he said, "Son, you're only as good as your name." And he said, "If you give a man your word then you stick to it." He said, "Even if you make a bad business deal," he said -- I remember him giving an example. If you buy a car and you pay the man and you shake his hand and the car falls apart as the man's walking away. That's your car. And I learned that early on in my life, and so I applied that to everything else I was to do in life. So I hope I answered your question.

Member Aguilera: You did. Thank you.

Candidate Brashear: Okay. Thank you.



Member Collins: Could I just ask a quick follow-up to that? Is there any examples in the past where you've been able to recognize certain colleagues or employees of yours through other means, other than giving them a yearly bonus or something like that?

Candidate Brashear: And I apologize for that. Yeah, thank you. Thank you for the follow-up. Yeah, I am often seeking opportunities to elevate employees. I have the -- this industry, the transit industry is, I'd like to say cluttered, for lack of a better word, with individuals that I have either promoted or have been used as a reference to their next opportunity. As a matter of fact, the TLPA, the Taxi, Limousine & Paratransit Association, which the company I run now is a member of, we were honored with the Driver of the Year on the Paratransit side just in 2014, in I think it was San Antonio, Mr. Smith. And so most of what I've done in my life and my career in promoting and rewarding others have had very little to do with monetary bonuses. One of the things that I do, as a rule, is -- I have 1,300 employees where I am currently. Every one of those employees will get a birthday card handwritten by me. I don't have an executive assistant that does it. I do it myself. These little things sometimes may not appear to mean a whole lot, but they mean an awful lot. Safety pins, which is something that we do for our drivers, little pins that they can put on their lapel. These are things that we've done to recognize our employees. I spent 12 years perfect attendance with San Diego Transit, and I realized how much they appreciated the fact that I came to work every day. And so wherever I worked in the past or since then, I have to try to set up similar programs to incentivize folks to come to work, because if you're not here, then you're not helping to row the boat, and the boat needs to be rowed whether you're here or not. We've got to keep rowing, right? And so there are all kinds of incentive programs that I have been a part of over the years to elevate people. But the thing that I'm most proud of is that, like I said, this industry is cluttered with individuals that will tell you that Dwight Brashear is the reason that I'm in this general manager's position or I'm in this HR position or I'm in this marketing position, because I believe in -- it stopped being about me a long time ago. I had an epiphany that in order for me to be the best husband that I could be or the best father that I could be, I first had to be the best person that I could be. And so I've been on this odyssey for 30 years to be the best person that I can. And what I figured out is in order for me to be that best person, it can't ever be about me. Yeah, I'll give you an example. I'm the president of a company from Chicago. It's very cold there, by the way, but I insist a couple of things. One of which is that I do not have a parking space. Don't want a parking space with my name on it. The way I see it is there are individuals that work a lot harder than me and their legs are a lot shorter than mine. I'm 6'5". And so it's not a problem for me to take that parking space that is way on the other end of the lot. And I have 500 vehicles parked at any one given time at the facility where I am. And people think it's crazy for me not to have a placard there. I mean that would be great. I've never ever, ever had a parking space designated to me and I don't want one.

Chair Drobkin: To follow up on that, why are you seeking other employment?

Candidate Brashear: The honest answer?

Chair Drobkin: Yeah.

Candidate Brashear: Okay. I left for Chicago about a year ago, after moving to Las Vegas, building a home for my family, I was recruited. Every job that I've had with the exception of applying -- this is the first job that I've applied for in a number of years because I've been recruited away from the other jobs. And so Chicago was no different. I was recruited to be the president of a large family-owned company. We do about \$60 million in annual revenue. I have two kids, a wife of 25 years this year. We've been together 35. I count the 10 that I had to date her. Well, no, because it's a true story. The reason I got into transit, and I digress, but I met her at 16. I asked her to marry me the first day and she said no. I



met her dad and, of course, he said no. And he said, "You have to have a job if you want to have any chance of marrying my daughter." So I got a part-time bus driver's job. But anyway, and so I blame him for 30 years of a career. But I underestimated how much my children would miss me and need their dad. My son is 16 at Mountain Ridge. Good kid. And my daughter is 19 and she's going through -- well, the 19-year-old stuff. And I really -- I made a -- that was probably the first mistake I made in my career where I underestimated how much they needed me, because I had always -- whether I was a vice president, executive vice president of business development or whatever I was doing, I was always on the road. And when we moved here to Las Vegas, it was with the understanding that dad was going to be here in Las Vegas with the family. And I got a call from a headhunter and they said you've got to talk to these folks. And it stopped being about money for me a long time ago. So it wasn't a money thing, it was an opportunity to do something special. And when I started to realize and I'd come, I'd stay there eight weeks sometimes and I'd come home for four or five days. And I started to have conversations with my son, and I started to realize that I was missing a lot and he was missing me in ways that only a dad and a son can understand. My daughter, yeah, she just wants to go to the Daisy. What's the Daisy thing that's going on?

Unidentified Male: Electric Daisy.

Candidate Brashear: Yeah, yeah. But my son needs his dad.

Chair Drobkin: To kind of piggyback on that. We've had a lot of transition... in this agency. A lot. And this is the second time in my four years that I've been here that we're having this process. And I'm kind of going to skip around to one of the questions. But are you going to be committed to this position for a number of years or is this going to be something where you might be recruited away again? Because I know in reading your fantastic résumé that that's a little concerning that you bounced around so much, and we need some stability.

Candidate Brashear: That's a very, very good question. I mean it's a legitimate question to ask based on my résumé. I can tell you that I made a mistake. My wife, having built her a home -- I mean that was part of the reason that she came here, because we had always bought existing homes. And I said, hey, we'll build a home. You can design it and lay it out the way -- and then when Chicago came around, she says good luck to you. We'll see you when you get back. I realize now, and I'm getting older -- and with age comes wisdom, I hope -- that the things that were important to me in the past aren't important to me anymore. And what I mean by that is I've been on the cover of magazines, and I was reading a book that was sent to me just last night about Katrina. They were talking about how the state is still unprepared, and there were a couple of quotes in the book by me. A few I cringed. But back then it was important to me -- the career was the most important thing, and I hate to say that. But I've always taken care of my family and I thought that it was okay to be on the road and be away from your family as long as you were taking care of your family. I now realize that part of being a family is being together, and that's the part that we're missing. And so I will say to you that every other job that I've had I fulfilled my contract. They're usually three years in length. When you get to this level, they usually want three years. I'm weary of traveling now. I really am. I mean, not to say that this is travel. That's different. But I'm just saying being away from my family has caused more harm than good, in my opinion. And the dollars that we sometimes chase aren't worth it.

Chair Drobkin: So you plan to stay for a while then?

Candidate Brashear: Well, I plan to stay -- I would like to stay as long as the Board would have me. I serve at the leisure or the pleasure of the Board, and so I understand that. And sometimes the Board decides that it wants to go in a different direction. Now, I haven't had that happen to me yet, but the one board I had in Baton Rouge, the statement that was made when I decided after my three years to leave



was that they wanted to buy my wife and I matching cemetery plots or something, and that was kind of a strange thing to say. But...

Chair Drobkin: That's creepy. Yeah.

Candidate Brashear: No, he did -- yeah. Yeah, he did say that. He said that's how long they wanted me to stay. So I would hope that the relationship would be a long, healthy relationship where the agency benefits from my services and the employees get to see -- and certainly not suggesting anything with past administration. That's one thing, you'll never hear me blame anybody. If it's my ship, it's my ship, right? But I'm hoping that I can make a difference where a difference needs to be made, if that's the case.

Chair Drobkin: Good.

Candidate Brashear: But I'll serve as long as you will have me.

Chair Drobkin: Good, because we definitely need help.

Candidate Brashear: I drove here. It was like 20 minutes from my house to here. It was great. It was great.

Chair Drobkin: Okay. Thank you.

Candidate Brashear: You're welcome.

Chair Drobkin: We kind of skipped around. He answered (inaudible). Can I just skip that?

Unidentified Male: Sure.

Unidentified Female: Yeah. And that -- was six your question then?

Unidentified Male: Yes.

Chair Drobkin: Yeah, but he answered that.

Unidentified Female: Then go to Dennis next.

Chair Drobkin: Okay.

Member Nolan: All right. Did you have any clients, customers, or internal stakeholders that placed unreasonable demands on you, and how did you handle that? What did you learn from those experiences?

Candidate Brashear: Well, I always go back to Baton Rouge, because that was a situation where I was brought in to kind of fix things. And when I got there, we had 80 large transit vehicles and some smaller ones, but the entire fleet needed to be replaced. And so the board wanted the fleet upgraded as part of this reimagining. And I realized the cost was about a little over \$10 million. And I remember meeting with the mayor at the time, Bobby Simpson, and it was my first meeting with him. And he explained that the agency had no credibility and that he described it as a black hole. And he said, "Mr. Brashear, welcome to Baton Rouge, but I'm not putting another dime into that black hole." And so that was my funding



source at the time, and so I had to come up with an alternative funding source. And I had to get the board to trust me. And I went out on the open market and put an RFP out there, which from what I understand had never really been done before, according to the FTA, Federal Transit Administration. And I put an RFP out there for money, for borrowing money. And I said, "I want companies to come to me with their proposals, creative proposals. I need \$10 million to buy some vehicles." And, well, I had companies that came out and I found out that because we were a political subdivision of the State of Louisiana, that the vehicles could not be collateralized. They couldn't use them as collateral. And so I had narrowed it down to this one company. They said, "Mr. Brashear, we'll loan you \$10 million. However, you have no collateral." And I said, "I have to have a building or something that we could use as collateral." They said, "Well, sir, everything you have basically belongs to the city or the state and we can't, in the State of Louisiana, use it as collateral." I said, "You've got to be kidding me."

So long story short, we had one investor, and I still don't know who that individual was, after a lot of clamoring and a lot of press, decided to loan the agency \$10 million on my signature, which is the board's signature, without any collateral. And this went down in history as the first time this kind of thing had ever happened. But it was a challenge, I will tell you. But we could not have been successful in Baton Rouge with reimagining had we not taken care of the customers with the new vehicles. And so because we didn't have any money, we spared no expense. These vehicles were beautiful. We had the state-of-the-art GFI fare system, fully validating fare boxes. We had surveillance cameras, the paint schemes, and all of that kind of stuff. So that was probably one of the most challenging things that I had undertaken, besides what I did in New Orleans with Katrina.

Member Nolan: All right. Thank you. I appreciate that.

Candidate Brashear: Oh, you're welcome.

Unidentified Male: Are we on number...

Member Nolan: I think eight.

Unidentified Male: Tell us how you have created a shared purpose among the people who initially differed in opinions or objectives.

Candidate Brashear: Ah, okay. Well, I can think of a couple of situations. Because in this business it happens almost every day, where you have groups of individuals that are charged with leading an agency that don't agree. And whether it's what uniforms the drivers are to wear or the types of computers or whatever you're going to buy for the agency, those things go on almost daily. If I'm in charge, if I'm the CEO or the president of the company, I don't rule with an iron fist. You don't need to. It's about getting everybody on the same page. It's about what is -- even the person that believes they don't have an opinion or don't have a say, you get that person's opinion. You want everybody to be a part of something very special. And so I'm trying to think of a specific instance, because like I said, there are so many times when we have to sit down and collaborate. I'm thinking back to, again to Baton Rouge and I had the idea of changing the name of the agency. The agency had been the Capital Transit Corporation for a number of years, 50, 60 years, and I thought that in order to turn over a new leaf, if you will, it was necessary to change the name. And so we sat down in a room and there were half of the people that said, Dwight I've worked here for 40 years, some of them. This is the company that -- it's the CTC and that's all it'll ever be. And I had to respect that person's feeling. And there were others that hadn't been there as long, didn't have the same level of commitment to the name, and then there were still others that believed the name was tainted. And so we sat down in a room, sometimes for hours on end, and trying to come up with something that everybody could agree upon. We kept "Capital" in the name and "Transit," and we added "Area" and "System." And so it changed to CATS,



Capital Area Transit System. And then I said not only that, we can tie it into LSU Tigers and the Southern Jaguars, which are both cats. And so it became a really exciting thing, and so we'll paint the buses blue and the color that LSU and Southern had in common was gold or yellow and then purple for LSU. And so it got to the point where everybody, even the folks that weren't interested in changing the name could get behind this. And so then we had to make a decision of would the majority of the bus be blue for Southern or purple for LSU? And that debate went on and on and on and on. But that was one of those times where I thought -- and then, of course, the board having to accept and buy into a name change. And we had to go all the way -- I passed two pieces of legislation at the state level in order to make that happen, to change the name, and then we also created a regional transit authority in Louisiana behind it. So those were contentious sometimes, but in the end we got it done and the agency benefited and the employees felt like they were they were king of the world.

Unidentified Male: You're lucky here because UNLV is red and that's the main university, and so...

Chair Drobkin: Yeah.

Candidate Brashear: Ah, UNLV.

Chair Drobkin: Red and gray. It's the red and gray.

Unidentified Male: I'm not sure we'll do all the cabs red though.

Candidate Brashear: Ah, ah. Well, my wife's -- true story. My wife's brother played for Coach Tarkanian.

Unidentified Male: Oh, really?

Candidate Brashear: Yeah, Anthony Todd is his name.

Chair Drobkin: Oh, okay.

Candidate Brashear: And we just celebrated a week or so ago his 50th birthday. So, yeah, he's a resident here, so...

Chair Drobkin: Yeah, (inaudible).

Candidate Brashear: Taller than me, by the way. I think I can take him in a game. Just kidding.

Chair Drobkin: Okay. We're going to -- since you've pretty much answered everything, we're going to ask one more question...

Candidate Brashear: Sure.

Chair Drobkin: ...and then we'll wrap up.

Candidate Brashear: Please.

Member Nolan: Sir, what are some important trends, and maybe something like technology or something that you think is an important trend in our industry and how do they affect us?



Candidate Brashear: Well, obviously GPS is one of those things I use every day in tracking my vehicles, in any time a complaint comes in and someone says that a vehicle was somewhere where it wasn't supposed to be, I can actually go and look. And sometimes we vindicate the driver. It's not true, we show the vehicle is here. I know the credit card machines are big in taxis now. I dread to get in one anymore that doesn't have one. I've used them here, I've used them in Chicago. And so I think those are huge in the industry and probably going to become more pervasive as we move forward.

I know you look at my résumé and it doesn't have taxi written all over it. But I will tell you that when I worked for Tectrans, which is now Keolis, interesting you might find is we owned Paul's Yellow Cab in Pomona and we owned Yellow Cab of Orange County, which was the largest at the time. Yellow Cab in Orange County, California. And we had a sweet deal with Disneyland. And if you left the park it was in one of our vehicles. They were clean, CNG, uniformed drivers, the whole nine yards. Very, very -- if you know Disney, they don't just do business with anybody. And so that was one of our crown jewels, but we also used our taxis for paratransit service in Orange County, as well. And so I know a little bit about the taxi business. I know a little bit about law enforcement. Everywhere that I've worked pretty much has had a transit police force. In San Diego, they had a very good one because we had the trolley and all of that good stuff. And they had ticket writing authority. They could write you a ticket on the spot if you didn't have a ticket to be on the vehicle.

And so I just want to make sure that the Board understands that. I mean transportation is my life and has been. Transportation is transportation, whether it's taxis or buses or shuttles or whatever. It's about moving people in the most safe and efficient way possible. And so I think technology in the public transit industry may be ahead of what it is in the taxi industry. So I certainly can bring some of that to bear on the taxi side. But I'm very frugal in spending money, as well. I just want you to know that. It has to be worth it in my opinion.

Member Nolan: Great. Thank you.

5. Discussion and possible action regarding the creation of a three-name list of applicants to be submitted to the Director of the Department of Business & Industry for possible appointment to the position of Administrator of the Taxicab Authority.

Chair Drobkin: Okay. So I think here's what we're going to do now. We're going to bring in Mr. Hull.

Candidate Brashear: Okay.

Chair Drobkin: Can you get him? And we're going to discuss Item No. 5. You're welcome to sit in the audience.

Candidate Brashear: Okay. Thank you very much for your time.

Chair Drobkin: Thank you for coming in for your responses. Okay. Welcome back. Again, we want to thank both of you. I'd kind of like to start in saying after studying these résumés, and I did study résumés extensively and listening to both of you and the great questions, both of you are extremely qualified. And I'd like to postpone our decision. I'd like to abey [sic] the item until the next meeting so that HR can further vet the candidates by calling references and things that will help us make a more informed decision.

Just so you both you know, all we're doing here is creating a list and sending out names to the Director for his final decision.



Motion: That we abey [sic] this to allow HR to do some further vetting so we can do our due diligence.
By: Chair Drobkin
Seconded: Member Aguilera
Vote: Passed unanimously

Member Nolan: Madam Chair, are we required by ordinance to -- or by reg to submit three names or --

Chair Drobkin: Read what two says.

DAG Guerci-Nyhus: And here's -- this is the question. The statute says you have to submit a list of three names. But when you talk about a reasonable interpretation of that, if we don't have three candidates, what are we to do? So I did talk to the counsel for the Director of B&I about this very issue, is to what happens if we have two, if we have one, what are we to do? So I think what we've determined, at this point, and using some commonsense and reasonableness, is that if you have two candidates and you want to send them two candidates, you can send them two.

The Director can reject the list. He could reject the list because there's not three. He could reject the list because there's not anyone on there he wants to select and he could then direct you to reopen and restart the recruitment. But the Director's Office is aware that we've had a narrowing of applicants. We started with, I think, five and as people have dropped out that we were concerned that we would get to the three, and they are aware of that. So that we need to make the list of the individuals that you would feel comfortable in that position, whether it's one, two, and we don't even have three anymore.

Chair Drobkin: And where I'm kind of coming from is I don't want to lose good applicants, and I think we have some really good ones. And so I would hate to lose them into the abyss. So I would like to abey [sic] this and allow us to do a little bit more.

DAG Guerci-Nyhus: Unless you wanted to create the list with the understanding that there was going to be some background research done before it was submitted to the Director.

Member Aguilera: You said the next meeting. You mean this Thursday?

Chair Drobkin: No, no, no. In March. Yeah, sorry. Because that one is already agendized.

Member Nolan: Yeah. Okay. No, I just want to make sure that for the audience more than anybody.

Chair Drobkin: Do I have a motion for adjournment?

Member Nolan: Madam Chair, if I might. Can you provide the applicants just with some clear direction? I think they have a look of a deer in the headlight. Kind of like what's going to happen now.

Chair Drobkin: No, it's a good thing because --

Candidate Brashear: That's just my normal look.

Chair Drobkin: No, it's a good thing. The idea is that now...

Member Nolan: So it's 30 days.

Chair Drobkin: Approximately. We'll set it sometime in March.



Member Nolan: Probably the last week of March.

Chair Drobkin: Yeah. And we could do it sooner. Let's see what we have going on the agenda and we'll try to get it a little bit sooner rather than later, okay, so we're not leaving you both in limbo. Okay?

Unidentified Male: Great. Thank you for coming. We appreciate it.

6. Public Comment

No public comment.

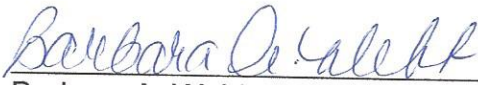
7. Adjournment

Chair Drobkin: Do I have a motion for adjournment?

Motion:	To adjourn
By:	Chair Drobkin
Seconded:	Member Nolan
Vote:	Passed unanimously

Meeting was adjourned at 10:57:47.

Respectfully submitted by:

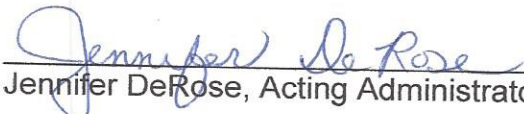

Barbara A. Webb, Recording Secretary
For Eric So, Administrative Assistant II

06-24-2015
Date

Approved by:


Ileana Drobkin, Chairman

06-30-15
Date


Jennifer DeRose, Acting Administrator

6/24/15
Date

