



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 26th, 2015

The Board Meeting and Public Hearing of the State of Nevada Taxicab Authority was held on Thursday, February 26th, 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 9:40 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 Guerri-Nyhus, Deputy Attorney General, Legal Counsel for the Board, and Recording Secretary, Eric So.

1. Call to Order

Chair Drobkin: Good morning. Sorry for scheduling two in one week. I will try not to do that again. The meeting was called to order at 9:40 A.M. Member Collins, will you please lead us in the pledge?

2. Pledge of Allegiance to the Flag.

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

3. Compliance with Open Meeting Law

Interim Administrator Captain Tom Ely stated that we are in compliance with the Open Meeting Law.

4. Public Comment

Chair Drobkin: Thank you. Public comment? Anybody want to come up and speak? Morning, Mr. Nady.

Cheryl Knapp: Oh, you can go first. You were almost there, honey.

Jay Nady: I only want to say that Frances Sean Michael James O'Grady, who is the driver who was shot three weeks ago, is recovering. He got his stitches out yesterday. He's in an unknown location because there is some concern that the people who tried to kill him would try to finish it, so he's worried about that. And yesterday, the police made an arrest on one of the two perpetrators, and we're hoping for more, the other one that actually -- we didn't get the actual shooter. But he's out of the hospital. He's in good spirits. He didn't feel very good after they took his stitches out. The scar goes from his clavicle to beyond his bellybutton and a couple more on his back where the bullets went all the way through. He

had one bullet that went through his stomach. One went through his -- or scratched his liver. His spleen was exploded and other bad things. I don't remember all of them, but he's actually in pretty good spirits. It's really an amazing recovery, and we were going to have him here this morning, but he kind of was just tired from his ordeal yesterday when he was at the hospital getting his staples out almost all day. So anyway, we'll try to get him here at the next meeting, but he's a good guy.

Chair Drobkin: I want to actually say something about Mr. Nady. I followed up, and I talked to Jay about what had happened to the driver, and I will say that there are some awfully nice things that Jay has done for his driver. And I just want to say that I'm just in awe of your dedication to your people, and everyone here are really great people, great operators. But it was just amazing to listen to all the time that you spent with him, and we wish him a very speedy recovery. And when you do get him here, we're happy to present him with a certificate because he clearly has some skills.....some Secret-Service-type training that he kept going.

Jay Nady: He's just a good guy. Just a good guy.

Chair Drobkin: So are you.

Board Member: Give him our best, please.

Jay Nady: I will. Thanks (inaudible).

Chair Drobkin: Thank you. Ms. Jones? Good morning to you.

Ruthie Jones, ITPE Union: Good morning to everyone and to Mr. Nady. Our condolences to the driver. Well, I shouldn't say condolences because he survived it. But thank God. Thank God. Sam Moffitt could not be here this morning so I will convey some of the stuff from Sam and some from us. I'll hit you with the good stuff, basically. First, thanks to the Taxicab Authority Board for increases in the meter that the drivers received recently. This will show just how much this raise has helped the drivers. January of 2014, the average revenue per shift was \$269.85. There was an 8% increase on the meter. 8% of \$269.85 is \$21.51, and YCS drivers receive an approximate average of 41%. The max book is 44%, but he used 41%. The 8% should have brought the gross book up to \$281.36 and an increase in drivers' earnings of \$8.82 per day, but that didn't happen. Instead, the increase for a shift was \$272.77, which according to the TA statistics, is a 1.8% increase from last year, so that comes out to \$1.19 a day or for a five-day week, that's a raise of \$5.95. That has been pretty much the way things has gone for the last 20 years. Every time there is a rate increase, there are more permanent cabs allocated. If there wasn't 12,288 blown shifts in Las Vegas in January, just how much money would have been made? There has been concerns about Uber. If you think flooding the market with cabs is the answer, we think you are in for a major surprise. This used to be a job where if you work hard, long hours, you could make a living. We do not believe that to be the case anymore. This is less and less money to be made and more and more pressure from the cab companies to produce, which makes going in another direction, for drivers, look more and more attractive. And this year, the TA statistics provided by staff, we can't remember an over 8% drop in revenue per medallion and a 10% drop in trips per medallion. He says maybe after 9/11. The economy is on the upswing. January is one of the busiest months of the year. It certainly is one of the busiest in the industry. So what happened with January? Trips per shift for January were less than 18 trips for the month. If you take the average revenue -- I'll just leave it at that because it goes on and on and on. But the point that he's trying to make and we're trying to make is that when the cabs are allocated, we understand what you're going to say. It has to do with the riders of taxicabs. But as I've always preached, it has to have some consideration of the providers of that service to the public that takes those cabs, so we don't want to forget that. And to allocate cabs, cabs, cabs galore, it only



impacts the provider of the service, and that makes the provider of the service, some of them -- I won't go there. But anyway, thank you very much.

Chair Drobkin: Thank you. Just for the record, I allowed you a lot more time than your three minutes. Just so you know.

Ruthie Jones, ITPE Union: I was trying to squeeze it all in, and condense this stuff down.

Chair Drobkin: I appreciate that. I let you speak.

Ruthie Jones: Thank you.

Chair Drobkin: Anybody else want to speak on public comment? Okay.

Bill Shranko, Chief Operating Officer, Yellow/Checker/Star. I had the pleasure of attending the interviews that we had for the Administrator, and I have to tell you, I was really impressed at the way the Board handled that. The preparation was excellent by all members, staff, and we had, I think, two very good candidates that appeared. They did a good job themselves. But there was a lot of probing from everybody, so nothing was held back. I want to compliment you on that. Also, we will probably taking advantage of public comments at the end of the meeting, too. I hope some other companies do because there were some conversations and a little bit of confusion throughout the industry on a few subjects. We'll be talking about that, and then we'll be visiting with you on Item 12. Thank you.

Chair Drobkin: Okay. Look forward to that one. Anybody else want to come up and speak? Okay. Thank you.

Public comment is closed.

5. Approval of the January 29th, 2015 Board Meeting Minutes.

Do I have a motion for approval?

Motion:	To approve the January 29 th , 2015 Board Meeting Minutes
By:	Member Aguilera
Seconded:	Member Nolan
Vote:	Passed unanimously

6. Discussion with Maria Soto, Traffic Manager for LVCVA, regarding recent taxicab service.

Marie Soto: I apologize for missing the January meeting, so I did bring the information in regards to CES to share with you. So we had upwards of 170,000-plus attendees. Forty-five thousand of them were international. CES 2015 was the largest show in their history. They had 2.2 million net square feet of exhibit space and over 3,600 exhibiting companies with record attendance. We had 92,000 square feet of exhibit space outside as well, so they're steadily growing. We had a steady flow of cabs dropping off all morning each day, although cabs were limited, and we struggled in the afternoons. They did trickle in throughout the day and into the evening. Our saving grace was the assistance of Frias and Whittlesea, who provided taxi shuttles with supervisors to manage them. We had taxi field supervisors from Frias, Yellow/Checker/Star, Whittlesea, and Desert Cab, which was extremely helpful during the challenging evening rush. CES brought Bandwagon in again, which is a ridesharing app company that they used to assist with pairing up customers. They reported 1,331 rideshares were completed during the show. Shuttle transport number from Frias and Whittlesea, we transported over 684 attendees



during that evening. And then SuperShuttle did about 311 transports for us to assist with the flow. We ran over 11,000 cab rides out of the north halls, and 13,000-plus out of the south halls, give or take on those, because we had a lot of them dropping off in other areas just to get in and get out and not wait in the line. Our main challenge for CES was getting handicapped-accessible cabs. On several occasions, the wait time was 40 minutes to 1 hour and 20 minutes for service, and that was with the field supervisors trying to assist us with getting them in. They were...

Chair Drobkin: Do we know why that was? They were just...

Marie Soto: It was just getting a handicap -- a wheelchair-accessible cab there. I couldn't tell you. I'm assuming that they were busy with rides, and we had to wait for one to free up to come and help us. We did redirect them to the shuttle company that serviced the show, because they can make appointments to have handicapped transportation available for them, which is what we did.

Home Builders', Kitchen & Bath, 60,000 and 33,000 on Kitchen & Bath, 1,744 international attendees. This show was a challenge due to several overlapping shows throughout the city. Cab service started on the Monday prior to the show opening and continued to be steady both coming and going throughout the four-day period of the show. During this time there was over 257,000 people throughout the city vying for cab service. As soon as they dropped, they actually left with a fare, so this was continued throughout each day of the show. We struggled for cabs throughout the afternoon with long lines beginning at 1:00 p.m. each day and continuing into the evening, finally clearing sometime after 7:00 p.m. Max wait times at peak were 40 to 45 minutes. Like I said, the line started at 1:00 p.m. Steadily, we had cabs trickling in. Slowly but surely, but we did have cabs coming in. Again, we worked with Frias and Whittlesea, who sent out taxi shuttles with supervisors and assisted us with transporting attendees to their final destinations. There were many after-hours events at several different locations throughout the city. This information was provided to all the cab companies, and hopefully they found this information helpful so that they knew to go to Aria and other locations later in the evening, because these people would need transport back to their hotels. Again, we had taxi field supervisors from Frias, Yellow/Checker/Star, Whittlesea, and Desert, which was extremely helpful for us to have them out there. Shuttle numbers, we had about 608 transports, SuperShuttle 177, and then we ran about 3,000 a day through each of our cabs' lines.

World of Concrete, 58,000 attendees, 1,400 exhibiting companies overlapped with CHAMPS in our south halls. This is an alternative smoking event. In the back they had 6,000 people, so their numbers have trended up from 3,000 over the last two years. Best year for World of Concrete that they've had in six years. They had 7,000 more attendees than anticipated. Cab traffic was steady at the show close with a few hundred in line. We did a popup cab stand in the rear of the south halls for CHAMPS. Thank you to the cab companies that sent people back to assist us with that. I think Lance from Frias came back and helped. Yellow/Checker/Star, Desert Cabs also sent cab supervisors out. I have no cab numbers for this because the heavy equipment took out my cab counter as they came through, so I couldn't get numbers on that.

MAGIC Spring, 83,000 with Men's Apparel at Mandalay Bay and OFFPRICE at Sands Expo. Challenge getting cabs in the evening of the 16th, which was the final move-in day. We had wait times of 30 to 40 minutes on peak. We sent taxi texts out to all our taxi peeps, and we got it handled and got it cleaned up relatively quickly. This is a steady cab monorail and limo service throughout the day and into the evening, which went down to about 20- to 30-minute waits at peak time on show days, so it got better as the show went on. This group travels throughout the city a lot. We had 70, 80 international busses coming and going through our south halls each day with exhibitors and attendees. We utilized shuttle service, which assisted us in augmenting our needs. Unfortunately, due to the bad weather back east, a lot of flights were delayed, which caused a backup at the airport, but then that helped us kind of spread out the attendance throughout the rest of the show as everyone didn't come in en masse the first day, which kind



of helped us with our transportation needs. They don't like to rideshare. They love charter limos and cabs, and they don't care for shuttles. So cabs and limos is their main transportation, and they travel a lot to meetings and dinners, different venues throughout the city. And that's all I have. Any questions?

Member Aguilera: I have a few questions, actually. There seems to be a trend in some of those conventions where there is a lag time or there's no cabs for a certain period of time and so the wait's too long. Is there any way you could predict that based on the programs that are going on in the convention where you can give the cab companies a heads-up that this session is ending on blank time, there are going to be a lot of people vacating the premises or anything?

Marie Soto: Yeah, we do that, and it's the witching hour at 5:00. There is nothing we can do about that. Most shows break right before dinnertime which is when everyone else decides they want to go to dinner as well. We get lucky sometimes. They will extend the show hours until 6:00, and then people come out a little bit later. It does help spread it out a little bit, and I do send out all that information to the cab companies, break times if it's meetings, after-hours events that are occurring on our property, as well as off-property at other locations. It's just that's when everybody wants a cab, so...

Chair Drobkin: And I want to add that with Councilman's Ross's help and certainly Ms. Soto's that for the really large shows we were able to get everyone to stand-down construction and maintenance and all the stuff that really hinders, so it helped.

Marie Soto: Which it helped profusely this year, especially with CES and the bigger shows, not having lane closures.

Chair Drobkin: Just trying to allow the taxi drivers to be able to get from point A to point B unhindered.

Member Aguilera: What about working with the convention groups and say here is the trend that we see that if you all break at 5:00, your attendees are going to be not happy about having to wait another 45 minutes, 30 minutes, whatever it is, to get back to their hotel or where they're going?

Marie Soto: They're aware.

Member Aguilera: They're aware? So they don't...

Marie Soto: We tell them that. And their shows are sort of -- they've been coming here for 20, 30 years. And, yeah, that's when they break. I think a lot of attendees that do know, like for MAGIC, they charter limos...because they know they have to get from point A to point B relatively quickly. And we have a lot of charter limos that come in there for that show. Actually, I think it's difficult to get a limo during MAGIC anywhere else in town because of that. So that's their response to not having accessibility at that time because all the cabs are busy. They're full. They're working.

Member Collins: So, Ms. Soto, in your professional opinion, when we have shows like this that are coming in at record highs, as far as attendees, it's not really an issue of area congestion. It's really an issue of lack of cabs to be able to service that part of the industry. Correct?

Chair Drobkin: It's both.

Member Collins: Would you say that there are some congestion issues, too, during this...

Marie Soto: I would say there probably is during rush hour because you have the hotels switching shifts as well, so all the employees are leaving at the same time. It's probably a combination of both.



For the larger shows where we know there is going to be a lot of congestion, we do try to move the transportation hubs, like we did with SEMA, to alternate locations to assist the cabs in having different ways to get in and out and not just using Paradise, so we utilized Sierra Vista. We'll utilize Swenson, Cambridge, whatever we can to get them in.

Member Collins: Relieve some of the pressure. Yeah.

Marie Soto: So we do try to work with them. The last year and a half I've been including the field supervisors and the cab companies in our neighborhood meetings. So not just meeting with the Westgate and Marriott, but including them because they're affected by transportation as well as we are. They have guests staying at their hotels that they need transportation for too. So we've been including them in those talks so that the shows understand what they need to provide us with excellent service to exceed our guests' expectations as they come to the city, which affects everybody.

Member Collins: Sure. Okay. Thank you.

Chair Drobkin: Do you want to speak to NAB about...

Marie Soto: Sure, if you'd like me to.

Chair Drobkin: Yes, please.

Marie Soto: So I've reached out to NAB and show management for this show. They are definitely trending up from last year. They're looking at in excess of 100,000 people this year in attendance. They were up last year. They're at 100K right now, plus or minus. We'll find out once they get here. They are also looking at advertising with the cab companies within the cabs, so I'm providing them with that information. So they are advertising the show, so I am under the impression that it's probably going to trend upwards and exceed the 100,000 mark. Yeah, it's going to be very busy. They do not like to rideshare. They are business-oriented people -- limos, taking a cab with a business partner so they can discuss business. They travel throughout the city, high-profile dinners. They stay in the nicer hotels, and they spend a lot of money. So they are going to go from, probably, meeting to meeting to dinner meetings to late-night meetings. All that information, once I obtain that, I will push back out to the cab companies so that they're aware of the locations of these special events that they'll have and the hours that they'll have them and where they'll be at.

Chair Drobkin: So heavy cab and limo usage on this?

Marie Soto: Yes, they travel a lot, and they do not like to use shuttles. They don't. Some will because it's the only option because of the lines, but the high profile, they don't like to share. They do business as they're travelling.

Chair Drobkin: I want to mention something kind of interesting that through my -- when I sit down with the hotels, that they've actually commissioned a study and found that seven minutes is the point where people are still having a satisfactory experience in waiting for a taxi, for a limo, whatever. And at the seven-minute mark, they start to get irritated, and then it declines from there. So as we're talking numbers and wait times, I want everyone to be cognizant of what that translates to the actual passenger and that experience and the likelihood of the show coming back to us, which is what helps us make a living and everything. Just so everyone can be aware of that. Do you have anything else for us?

Marie Soto: Not unless you want me to talk about March Madness.



Chair Drobkin: Yeah, talk about March Madness.

Marie Soto: So in looking at our official schedules in regards to the March Madness dates of March 17th through April 7th -- and I think Jeff will speak to this as well -- we have several shows coming in ranging from 14,000 to 39,000 throughout those dates. A couple of them are overlapping, like Wireless, Ace Hardware, Pizza Expo, which gives us roughly around 32,000 coming in, followed by Amusement. We have a 3,000-person event, Robotics, down at Cashman towards the end of the month, and then Nightclub and Bar with 39,000 back up at the Center. Globalshop is at Mandalay Bay with 10,000 March 24th through the 26th. That overlaps. And then Sands Expo has a larger event as well, so it'll be extremely busy during that time frame.

And then during NASCAR for the March 6th through the 8th dates, we have a 6,000K Gun and Knife Show down at Cashman that I am a little bit concerned about because Cashman is a little bit out of the way. And then NASCAR will be running a lot of transportation there, so I will be including the cab companies and the field supervisors in our pre-cons for that and discuss transportation needs that we'll need down there.

Chair Drobkin: Those smaller shows that you referenced, that all gets pushed out to the cab companies; is that right?

Marie Soto: Absolutely. Yes, I send out attendance numbers, show hours, after-hours events, as well. Nightclub and Bar, when they're in here, which is the 30th through April 4th, they travel a lot throughout the city because they like to check out our nightclubs. So there is a lot of evening transport coming in. A lot of times they leave on those "field trips" they call them, starting at 6:00, 7:00 at night, and they run through until 1:00, 2:00 in the morning. So there will be a heavy need for service for them I'm sure.

Chair Drobkin: A lot of great information. Thank you.

No one had any further questions.

7. Discussion with Freddie Kirtley, Assistant Director, Landside Operations, McCarran International Airport.

Freddie Kirtley: We had, up to this date, starting in January, we had an increase of close to 5%, 4.9% in traffic at the airport with the taxis, 4.2% for the month of February. However, I just wanted to mention that we had our largest number of taxis with CES ever recorded. In one day, we were close to 19,000 taxis who left McCarran. We calculated it in a 20-hour day because in the middle of the night we do not have taxis. Not that we needed taxis, but it's pretty impressive when we can move 950 taxis per hour or 16 taxis in a minute, so biggest number ever. And we move people. Taxis were there so a great, great job from everybody.

Second-largest number we ever had was what we call at McCarran, "the Super Bowl of conventions," when all the conventions were coming in and out pretty much the week after, and we were over 17,000. So, again, a very large number and something we have not seen ever, so 17,000 and 19,000 being the biggest number. And since January the average is right around 10,000. This is our base number for an everyday average, and we had 14 days over the 10,000 taxis per day. So it's been going well, and the system works for us, so thank you very much.

Chair Drobkin: Do you have an average wait time in the peak times when all the people come?

Freddie Kirtley: The longest time we had to wait -- when we are very, very, very busy, completely packed, the people never wait -- between 30 minutes would be an average -- I mean not an average, I'm



sorry -- a maximum of 30 to 35 minutes when we have full queues, but they move constantly. It's just that the queue is very long so that the feeling of people moving, people don't complain because they see themselves move, move, move. So we have not received any complaints, and I do get complaints for many other things but not a complaint at all about the wait times. So it's been good.

Chair Drobkin: Good. We're glad to hear that. Thank you for those numbers.

8. Discussion with Jeff White, Security Manager, Sands Expo, regarding recent taxicab service.

Chair Drobkin: Thank you for coming.

Jeff White: Good morning. Since we last met, we had one large event which would have been the fashion show. Fashion Week. With that, our wait times in the cab line were usually 5 to 10 minutes, and throughout the day sometimes they would surge a little bit. Wait times would creep up to about 15 to 20 minutes, but that's more logistical, because I had one cab loader out there for this particular show, and when we would see that happen, we'd actually put another person out there and run two cab lines and that kind of thing, which would clear it quickly. So I don't really see that so much as a cab supply. We did have a steady supply of cabs throughout the show. It did diminish. Naturally, at 5:00 it did diminish. Because I talked a lot about that last time, this particular one, for some reason the amount of cabs after 5:00 p.m. was a little better than what we normally expect, so we did have more. Sands Avenue was clear throughout the whole show. We didn't really have a lot of congestion. Yes, you have heavier traffic during rush hour time frames, but overall it went pretty well. And the evening times went pretty well, so our wait times at show break each day would creep up to about 15 to 20 minutes. We were able to clear it pretty reasonable. Didn't really have shuttle busses this time to push people to, so that literally was when we were able to handle the crowd.

Our next big event is going to be AAOS coming up in March, so with that there's a lot of little shows that are going on at the same time that's overlapping that. We've got about 33,000, so cumulative for that week you're going to have roughly 60,000 attendees that are going to be competing for the cabs that week. So I just wanted to bring that to your attention.

Chair Drobkin: Sorry. What's AAOS?

Jeff White: That's that American Academy of Orthopedic Surgeons.

Chair Drobkin: Oh, okay. Do you guys have any questions? No?

Jeff White: Thank you.

Chair Drobkin: Thank you so much.

9. Discussion and Possible Decision regarding the Clarification of the Geographically-Restricted Medallions Operating Parameters for the MGM Signature (North & South); Vdara Hotel & Spa Las Vegas; Elara, Hilton Grand Vacations; Wet Republic Ultra Pool; Town Square Las Vegas; McCarran Rent-A-Car Center; Atlantic Aviation (formerly Las Vegas Executive Air Terminal; and Mandalay Bay Convention Center.

Chair Okay. Staff, please.



Kelly Kuzik: Thank you, ma'am. Madam Chair, members of the Board, this was on the Agenda before, we withdrew it and put it back on so we could clarify it and make it a little easier to follow. I'm not sure how you want me to proceed. Do we want to do each location and then have a decision, or we just go through all of them and come back because... Okay. The first one is MGM Signature, and, again, all of these locations we've gone over with our enforcement folks. I've discussed it with folks in the industry, the administrator, and some of these are going to be fairly simple. But a couple of them -- we wanted clarification not only for the enforcement people, but so the drivers also know, and then for our audit purposes when we're reviewing trip sheets. We want to be clear if we put it down as a certificate violation for picking up in the wrong area, we want to make sure we have some support for that. And so that's why we're bringing all these forward.

Chair Drobkin: Yes. Let's do a breakdown. We'll do one motion, but let's go point by point.

Kelly Kuzik: The first one is the MGM Signature, and for the Geo 1's, which are the original geographic medallions, our suggestion is that those be allowed to pick up there, and that's 145 East Harmon. For the Geo 2's, which are the new ones, our suggestion is they not be allowed because it does fall within that Geo 2 restriction box that was delineated by the Board previously.

Chair Drobkin: Can I just stop you for a second... just so we can make sure that when doing the order and we can -- so on the backup material, it says, "MGM Signature, Geo 1, yes; Geo 2, no." So what you're saying here is that the Geo 1 can pick up there and Geo 2's cannot?

Kelly Kuzik: That is correct.

Chair Drobkin: Okay.

DAG Guerri-Nyhus: We're literally just talking about pick-up in this.

Chair Drobkin: I just wanted to clarify because if we have to write an order we need to make sure... we understand what's in the back of them.

Kelly Kuzik: Yes, and it is -- thank you, Madam Chair -- just picking up. Next one is Vdara. Mr. Aguilera might want to plug his ears for this one. For the Geo 1's, our suggestion is that Geo 1's not be able to pick up there. Even though the address is Harmon, it falls within the restrictions that are in almost all of the certificates, which is either adjacent to or abutting the other properties, which clearly Vdara does in that area. And the Geo 2's, we're suggesting they not be permitted to pick up there simply because it fits within that box that was approved before.

Chair Drobkin: Okay.

Member Aguilera: What cabs are picking up now there?

Kelly Kuzik: Any ones that don't have geo-restrictions, and some of the geo-restricted ones are picking up there too, again, because there was no clarification. So, again, we just wanted to be in the order so that the drivers know, the enforcement folks know, and we know for audit purposes that they either can or cannot. But currently, again, the jury is out because nobody really has given us any kind of delineation of whether they can or can't, so that's why we're here with all of these (inaudible).

Member Aguilera: No, I understand that. But what's the difference between Signature, which is also on Harmon address, and Vdara?



Kelly Kuzik: The Vdara, again, it meets that standard that the adjacent or abutting to, because it's in that big circle. Well, you know better than anybody, and that's why if you look at the other certificates, it makes that delineation or differentiation. So that's why we're suggesting that the Geo 1's not be permitted to pick up there just because of the adjacent and abutting to.

Member Aguilera: The only reason I bring it up is because there is a north valet, north taxi stand at Aria, which is in the circle, and so cabs are in that line. And the original restriction, I guess, is for Aria; is that correct?

Kelly Kuzik: For Aria, yes. There is no restrictions.

Member Aguilera: So if Vdara needs cabs, what they do is they just call over to the cab stand, if you will, or the gentleman that's at Aria north valet, and he sends them over. They just drive right through. I mean, it's a circle. So with that, I mean, I'm thinking it's going to be an issue.

Kelly Kuzik: Oh, I'm sorry. The Geo 1's can't pick up at Aria.

Member Aguilera: Oh, cannot?

Chair Drobkin: Aria has a Las Vegas Boulevard address.

Kelly Kuzik: That's a Boulevard address?

Member Aguilera: Yes, it does.

Kelly Kuzik: Sorry about that. So they can't pick up there, and then we're just making it consistent with...

Member Aguilera: Okay. That makes sense. That helps. Okay, thank you.

Kelly Kuzik: Next one is Elara, which is Hilton Grand Vacations, and that is 80 East Harmon. And this one, the Geo 1's pick up there now, but we just want this clarified. It's our suggestion that Geo 1's be permitted to pick up at the Elara and the Geo 2's not because of their restriction.

The next one is Wet Republic Ultra Pool, which is essentially the adult portion of the pool at the MGM Grand. This one, it was fairly simple, but we were seeing it on a lot of the trip sheet reviews we were doing in the audits. So we just want that clarified by the Board. It's our suggestion that the Geo 1's and the Geo 2's not be permitted to pick up there because it's the MGM Grand Las Vegas Boulevard address.

Chair Drobkin: So no on the Geo 1's? Sorry.

Kelly Kuzik: Correct on both of those. The next one is Town Square, 6605 Las Vegas Boulevard, and that one is south of Sunset, south of Russell, so the Geo 1's should be permitted to pick up there, and the Geo 2's, no, because of their delineated restriction boundary.

The next one is the McCarran Rent-A-Car, and for the Geo 1's and Geo 2's we're suggesting that they not be permitted, because even on the -- if you look at the restrictions, you even look at the doors on the cabs, it says pickups from McCarran property. And, again, there are AVI locations or AVI-equipped locations, so it's our suggestion that the Geo 1's not be permitted to pick up there, nor the Geo 2's, because of their restriction boundaries.



Chair Drobkin: Can I ask a question real quick? Ms. Kirtley, is there a lot of need at the Rent-A-Car for taxis? Do you guys monitor that at all?

Freddie Kirtley: We don't have -- I mean no, we don't have a lot of needs, but we still have activities. We still have activities at the Rent-A-Car, so I mean there is a constant queue going of taxis.

Chair Drobkin: Okay. And is it currently being well serviced?

Freddie Kirtley: It is well serviced.

Kelly Kuzik: The next one is what used to be the Las Vegas Executive Air Terminal, and it's owned by a company called Atlantic Aviation. Now, this is the one when we had previous discussions, it almost seems to be contradictory, but it's not. The places along there -- and that's the Executive Air Terminal -- Maverick Helicopters, all those guys up and down there, all of that land is owned by Atlantic Aviation, not the Airport. There is no AVI locations within that. So it's our suggestion that the Geo 1's be permitted to pick up there at the Executive Terminal and all those, Grand Canyons Tours and the helicopter places, and the Geo 2's we're suggesting not be permitted to pick up because of their restriction boundaries.

And the last one is Mandalay Bay Convention Center. The address is Las Vegas Boulevard, 3950. Our suggestion is that Geo 1's and the Geo 2's not be permitted to pick up there, and I think there have been some discussion about that. And, again, it gets to the adjacent and abutting, and the example I like to use it before Deluxe had their certificate expanded, they could pick up only south of Sunset. So they could pick up at the Sunset Station, but across the street at the Galleria Mall they couldn't. It's the same principle here. The Mandalay Bay Convention Center is north of Russell, so that's why it's our suggestion that the Geo 1's and 2's not be permitted to pick up there, and the 2's mostly because of their restriction boundary. And I believe that's all of them, ma'am.

Chair Drobkin: Okay. Anyone have any questions? Okay. Let's go ahead and hear from the intervenors on this.

Intervenors were Desert Cab, Nellis Cab, ITPE Union, Whittlesea Blue/Henderson Taxi, Yellow/Checker/Star Cab Companies, Western Cab, Lucky Cab, Deluxe, Frias Transportation Companies and A Cab.

George Balaban, Desert Cab Company. We support what staff is proposing with all the spots. What I ask, though, is that there is still confusion for me, especially when it's going to come to an audit or anything, as to lots of other locations. And an example would be on Convention Center Drive, the Casino Royale, I think it is. There are hotels between Las Vegas Boulevard and the Convention Center, and I have mixed messages as to whether they can or can't pick up there. It's not a Las Vegas Boulevard address, so some people say they can -- when I say that, I mean as in the TA officers -- and then other ones that say, no, that's in the triangle where you can't.

Chair Drobkin: Can you -- is there any way that we can...

DAG Guerri-Nyhus: We can't address that today, but ...you need -- I would say give a list of...those addresses to Mr. Kuzik so that we then can put it on...

Chair Drobkin: Get it on the Agenda...

DAG Guerri-Nyhus: ...could get it on an Agenda... and then staff can look at it and tell us...

Chair Drobkin: ...for clarification.



DAG Guerri-Nyhus: ...what the staff's interpretation is. And we can look at what -- and then just put it on a different Agenda.

Kelly Kuzik: Yeah. Sure.

DAG Guerri-Nyhus: Just give the list of all the ones that you want clarified to Kelly.

Annette Watson, MA II: Do you like this format that these were presented?

Chair Drobkin: Yes.

Annette Watson: Okay, so he can just do it the same way.

Kelly Kuzik: Do the same thing.

George Balaban: Thank you.

Jamie Pino, Nellis Cab, supports staff.

Ruthie Jones, ITPE, supports staff.

Cheryl Knapp for Whittlesea Blue Cab and Henderson Taxi. I would actually like to thank staff for bringing this Agenda item before the Board. The Geo medallions were first created in 1992, over two decades ago. There's only a few of us still around that were here then. I'm one of them. The Geo 2's were designed to serve what was then considered the outlying areas. We had properties, such as Palace Station screaming that they couldn't get cabs. People that lived -- West Sahara, not even as far as the Canyon Gate area. It wasn't even built, I don't think, at that point, but residents in the outlying areas then could not get cabs. The whole premise behind the Geos were to keep these cabs from picking up in what was called the golden triangle. The golden triangle is The Strip, Downtown, and the airport. Now, the actual language that is attached to the original Board order in March of 1992, when you read it, it sounds like a lot of the old certificate languages that we had. It talks about streets, some of which may not even exist anymore. I support staff and their recommendations today, but do believe, as George stated, that we need to possibly sit down with staff in a meeting and look at what the intent of those medallions were, because I think we need to stay true to that, especially in the times that we're facing right now in serving our local residents. Thank you.

Chair Drobkin: I appreciate that. I was asking if there was a Board order somewhere and we couldn't seem to locate that.

Joel Willden, YCS - We support it. Yeah, I think the confusion has been on all parts, and I think it would be good to let the drivers know. I think there will be little bit of pushback and confusion and clarity overall would be good, so...

Marilyn Moran - Western Cab Company supports staff.

Desiree Dante - Lucky Cab. We, too, appreciate the clarification and support staff's recommendation.

Bob Winner for Deluxe. I guess we support what we're hearing. I want to explain a little bit the tone of the intervention, if you guys read it. I don't know if you did.

Chair Drobkin: Yes.



Bob Winner: My client, Rick, is concerned. You guys play baseball? You know what a brushback pitch is? After the expansion, when there was some confusion on the airport, Rick's a little concerned that, wait a minute, I have a few spots that I could stage at to serve my area, like McCarran Rent-A-Car, and now you're flooding me. That doesn't seem fair. I think he misread the Agenda item a little bit after hearing what's going on, so to the extent you guys were worried, that's what it was.

Chair Drobkin: Okay. Thank you for that.

John Hickman with Frias. Frias supports the staff's recommendations, and also supports the comments by George Balaban and Cheryl Knapp with regard to future clarification on other properties and a solid definition of what the geographically restricted medallion is.

Chair Drobkin: Thank you. We will do that.

Jay Nady - A Cab supports staff.

Chair Drobkin: Okay. Thank you. Well, this makes it a lot easier for us. Someone want to make a motion to support the clarification?

Motion: To accept staff's recommendation for the clarification of the geographically restricted medallions operating on all -- I think there was one, two, three, four, five, six, seven, eight various locations.

Chair Drobkin: Do we have to list them or as stated?

DAG Guerri-Nyhus: No, we'll just state them in the order. We'll list them out in the order.

Motion made by – Member Collins
Seconded: Member Aguilera
Vote: Passed unanimously

Chair Drobkin: Motion passes.

10. Discussion and Possible Decision regarding A Cab's request for clarification to November 20, 2014 Board Order regarding Handivan Medallions & Weekend Medallions to be allowed to service Russell Road including Terminal 3.

Chair Drobkin: The applicant has asked to withdraw this item.

11. Discussion and Possible Decision regarding A Cab's request for clarification of A Cab's "double restriction" on geo-restricted medallions.

Esther Rodriguez and Jay Nady for A Cab. When this Board issued its order in November regarding the expansion, the very first provision was that A Cab was going to be entitled to put 12 24/7 medallions immediately in service throughout Clark County. And it was our interpretation and our understanding that at that point we, A Cab, was going to convert 7 of those 12, which currently have a double restriction, and then 5 which are just restricted to the west side in compliance with this Board's order. A Cab attempted to do that, switch out the medallions, and there was a lot of confusion on the day that this order went into effect. And when they tried to do that, I guess there was a different interpretation from enforcement, from staff, who felt that the order only pertained to 12 geographic restrictions for the west side. So we've kind of been in limbo for the last couple of months. A Cab is continuing to get cited



for this. We're talking about seven medallions that currently have a double restriction. And just by way of clarification, where those stem from is back when A Cab got its original licensing and CPCN in 2001. At that time when it was a startup company, there was some concern that A Cab, as exclusively serving the west side, would just be staging its medallions at the Rio or the Orleans, and so the double restriction was that not only were they geographically restricted, there was a time restriction for 12 hours. Basically, it's a double restriction that seven medallions cannot service east of Decatur between Tropicana and Spring Mountain for at least 12 hours.

So since 2001 to present, there are seven medallions, and we felt that the Board's order, the prior order of November, essentially did away with that double restriction. It's no longer relevant. Its intent originally, as I mentioned, was to make sure that A Cab wasn't just staging there, and as the Board is familiar with A Cab's operation, they do service all of the west side and have their clientele. So we feel that provision is moot. It's not longer relevant, and it was, in fact, done away with, with the November order. But since there is some confusion, we're just here asking for clarification of your prior November order. Do you want to add anything?

Jay Nady: I've provided the Board with a copy of our original declaration, or our original charter issued in April of 2001, and all of those, in my eyes, the way I interpret it, have been eliminated with the exception of you've got to stay west of I-15 with all but 12 of the cars on the other one. However, we were told that they were not eliminated, and that was the interpretation of staff. There was some sort of a discussion with myself and the acting administrator, but we came here to have it interpreted for us. We believe that the restriction within the west side restriction was eliminated, and if not, that would eliminate it then when the Board gave us 12 cars, they didn't say which cars we had to do, and we chose those. So we have a double argument there. But anyways, this is simply an interpretation of an earlier rule.

Member Collins: And was that the one that we're referencing, Ms. Rodriguez, the November 17th of last year?

Esther Rodriguez: Yes. November 17, 2014. Well, actually, I'm sorry. I believe it's dated November 20th.

Member Collins: Okay. You said the 14th (inaudible).

DAG Guerri-Nyhus: If I could just interject for a second. When we looked at the order, I don't see anything here that talked about removing further restrictions on Mr. Nady's certificate, but he was allowed to put 12 cars that he has currently in his fleet, convert them to 24/7 medallions. So what the clarification is -- really, your motion is whether you intended he can put any 12 of his cars or any 12 of his medallions to convert or whether this was even a concern that you wanted to maintain these double-doubles. And it's not in here that he was prohibited from changing in those double-restricted medallions.

Member Aguilera: So if he does -- I mean, that's where I think the issue is that I see it, that the medallion is -- has he got his new medallions yet for the 12 cabs?

Jay Nady: Yes, they've been in service now since the end of that month.

Esther Rodriguez: November. But we were required to switch out just the west side medallions as opposed to those seven that have the double restriction on them.

Jay Nady: Staff made those not available to be switched out, which we think was not correct?



Chair Drobkin: The big issue here is that we just said you're allowed to convert these. We didn't say you have to only convert these in your fleet or that...and so I think that's what they're looking for is the clarification on what was the intent. I can speak for myself that I never intended to pick and choose which ones you got to convert. That we just said, no, you can pick and choose what you need to convert to better service your customers and customers-at-large.

Kelly Kuzik: Well, the question that we would have, regardless of the decision that's made, is that before we leave here today with the medallion sheet that I do in the stats every month, we would like to be able to fill in -- and so we know what the changes are going to be so it'll be reflected on the stat sheet, so that we're not having to continue to come back or have a lot of extra meetings. So if it's going to be a matter of letting them convert whichever ones, we'd like to be able to make the change here now so that I know what we're actually going to put out, if that's okay.

Chair Drobkin: As long as we know which ones he wants to convert.

Jay Nady: What's interesting to us is up until this date -- or to me, the stat sheet listed three and a half, and that was incorrect from about December of 2001, because the -- and I mentioned that to two different administrators, both of whom have since deceased. But I said that the double-double, the restriction within the west side, that little square -- in my mind I'm focusing here -- was for any 12 hours. Anselmo, the administrator at that time, said take your pick. Pick your 12 hours. So I think it was 6:00 a.m. to 6:00 p.m.

Esther Rodriguez: 5:00 to 5:00 (inaudible)?

Jay Nady: 5:00 to 5:00. Okay. We did that. We agreed on that, but the Board still only counted three of those seven. We don't know why, because they thought it was only half as many or something. And it's been that way since day one. And I mentioned that to the two previous administrators, and both of them said, oh, yeah, I'll work on it. And then they didn't. They lost their jobs, which seems to be happening a lot around here with administrators, but it never got done. And looking at that even further, the restrictions, all of my cabs up until then were restricted to the west side. But were they under geographically restricted? No. They were all under a 24/7, but there was no restriction for those because I had the only restriction for the west side.

Unidentified Male: And then there was that secondary restriction?

Jay Nady: And the secondary restriction. That's what we're trying to eliminate.

Unidentified Male: All right. And then the only reason that it shows -- and that's just for statistical purposes, because it only runs one shift. So it probably runs -- do these run 24/7?

Jay Nady: Yeah. The same cars go out there, but the cars don't come in. They just can't go over there. It's the same car, they just -- but after 5:00, they can't pick up in that area. It's the same car, and I brought this to the attention of the staff years ago, but I gave up. And the other thing is on that, you still list us as another geographic restriction, which I think all the west cabs are geographically restricted, and it's not listed there as geographically restricted -- listed, but anyway...Sorry!

Chair Drobkin: Okay. All right. Hold on. Let's go back to one, and we'll try to get everything resolved today...so everyone's clear and happy. Okay? Or at least clear. My kind of thought on this is that this is a clarification of something that the Board already adopted. Are you all okay with that? Or I'm guessing you all want to -- do you all want to intervene, or can you allow the Board just to kind of move forward and verify what we already put in?



DAG Guerri-Nyhus: They've filed interventions.

Chair Drobkin: I know that, but they file interventions on everything. So we kind of have this, and -- so do you guys want to come up? Okay. Do you guys have one spokesperson, or you all want to...

Intervenors were Desert Cab, Nellis Cab, ITPE Union, Whittlesea Blue/Henderson Taxi, Yellow/Checker/Star, Western Cab, Lucky Cab, Deluxe, Frias, A Cab.

Mark Trafton: Cheryl and I were going come up together.

Cheryl Knapp: But we are only representing our companies at this point.

Marc Trafton, Vice President and General Counsel of Whittlesea Blue Cab Company and Henderson Taxi and Cheryl Knapp. I'm going to start, and then Cheryl is probably going to talk a little bit about the specifics very briefly. The stipulation and agreement that was filed November 17, 2014, regarding this issue, is crystal clear to us.

Unidentified Female: Do you have copies for us?

Mark Trafton: I don't.

Cheryl Knapp: I can give you my copy.

Chair Drobkin: Of the actual stip? I have the order. Do you have...

Mark Trafton: I have the order.

Chair Drobkin: ...the actual stipulation?

Cheryl Knapp: It actually is the order, and the order states stipulation and agreement.

Chair Drobkin: Okay. But I remember it was -- do you have it, Mr. Gordon?

Mark Trafton: No, I don't have it. It's our position that the stipulation and agreement, and in particular Paragraph Two, is crystal clear. And I'm just going to read it. It's one sentence. "That A Cab will be entitled to put 12 24/7 medallions immediately in service throughout Clark County, unless specifically exempted."

If you look further down, there is reference to, in Paragraph Four, particular medallions of A Cab's that are restricted to times, 2:00 to 2:00, Thursdays through Mondays. So when we agreed to this stipulation, when we were referring to the 12 medallions 24/7, we were referring to those 24/7 medallions that don't have a time restriction, the 24/7 medallions that were restricted to the west side. Those were the specific medallions. We were not referring to the medallions in their original certificate that Mr. Nady just identified, the seven and the five. We were not referring to those. We were referring to the 24/7 that don't have any restriction on them as far as time but were geographically restricted to the west side, and Cheryl can describe a little bit, but that term, 24/7 medallion, is actually a term of art in this business. So please, Cheryl.

Cheryl Knapp: Well, and the 24/7 medallions, whether they be restricted by one certificate, are what we consider to be unrestricted medallions that are able to serve 24 hours a day, 7 days a week within one certificated area. So in Line Two of the stipulation and agreement in the Board order of November 2014,



what we were referring to was 24/7 medallions that were not restricted other than by A Cab's general certificated area. The medallions that Jay is referring to are in Item 12 of his original certificate. Those medallions were given a double restriction, for want of a better phrase, by the Board at that time. At no time during the negotiations to come to an agreement for the stipulation were those medallions prompted by Mr. Nady as wanting to be included in the stipulation. We talk about weekend medallions in the stipulation and the 24/7's. If Mr. Nady failed to contemplate wanting to remove those medallions and now wants to, then I believe that we are in a position where he would need to actually file an application, because what he is asking for is not a clarification of a decision made last year. What's he asking for is a change to his existing certificate.

Chair Drobkin: All right. Now, can I just ask a couple questions? All of Mr. Nady's medallions prior to this application were restricted in some form, geographic restricted or restricted to the west side?

Cheryl Knapp: By way of certificate, yes.

Chair Drobkin: By way of certificate. When you wrote number two, wasn't the intent that he would convert 12 of his existing medallions into these then 24/7?

Mark Trafton: Twelve of the 24/7 medallions.

Cheryl Knapp: His medallions were already 24/7. They just were prohibited from picking up this side of I-15. The medallions already operated 24 hours a day, 7 days a week, but they were considered unrestricted in his area for his certificate. They operated 24 hours a day, 7 days a week, west of I-15. What he is referring to are medallions that operated for a minimum of only 12 hours on certain days. Those...

Esther Rodriguez: No, that's not true. He's already testified they operate 24 hours, but for 12 hours they are restricted away from a certain area.

Cheryl Knapp: Correct, and that is Item 5 -- or excuse me, Item 12 on his original certificate; that a certain number of his 24/7 medallions were required to only operate 12 hours a day.

Mark Trafton: In certain areas.

Cheryl Knapp: In certain areas. So they were further geographically restricted and further time restricted.

Unidentified Male: And the idea is to keep that on there, the restriction?

Cheryl Knapp: Yes. I don't believe that that was contemplated at all by any party to the stipulation.

Jay Nady: Can we respond now?

Chair Drobkin: Yeah. I'm going to let him respond to that because we're already -- it's going to just further convolute things, so...

DAG Guerri-Nyhus: Wait until they (inaudible)...But they have to -- let them -- they need to finish because they're...

Cheryl Knapp: Well, there are other intervenors, too.



Mark Trafton: That's it. That's our position.

Chair Drobkin: No, that's -- yeah, I got it.

DAG Guerri-Nyhus: Okay.

Jay Nady: Every cab I had...

Mark Trafton: Well, I think there are other intervenors.

Chair Drobkin: Hang on. Yeah, just -- I want him to, specifically, just for the Board's edification...

Jay Nady: I understand. I understand.

Chair Drobkin: ...knowing that we don't deal a lot with the restricteds and in this framework, I would just like him to respond to that. So we can just clarify that point as we move on. So just specifically, Jay, to that point. Don't go on.

Jay Nady: ***Every cab I had prior to this was a 24/7 cab. Now, the verbiage says, "24/7 cabs," even though in that 24/7, the 7 that I chose were also double restricted, but they were a 24/7 cab. And that's how I wrote it, and that's how it's written. Now, you're the ones that may have overseen it, but not me. I thought about it the whole time.

DAG Guerri-Nyhus: Oh, you're going to have to come up and speak into a microphone.

Jay Nady identified himself and repeated *** for the record.

Chair Drobkin: Does that make sense?

Unidentified Male: So you have 24/7, but those were just restricted to the west side; is that right?

Jay Nady: Let me expand. I send a cab out, and it goes out at 2:00. And it can pick up anywhere it wants until 5:00. At 5:00, until 5:00 the next morning, it can't pick up at, say, the Orleans or this little square that we have, but it's still a 24/7 cab. And in the agreement and in the stipulation it said 24/7. I assumed that they were thinking the same thing I was. If they weren't, they should've been. This is the agreement they agreed to, and now they want to change the deal or they're arguing against it. It's not the same. It's still a 24/7 cab. And I didn't interrupt you. I didn't make comments from the peanut gallery.

Chair Drobkin: Okay. Come on. Can we just keep it civil? We're just talking about a clarification. Okay? Just please, please be civil. Okay. Does that make sense? Are you guys...

Mark Trafton: Yeah.

Chair Drobkin: ...okay? All right. Let's go ahead and continue with the intervenors. Let's go back up to Desert.

George Balaban, Desert Cab: We support Whittlesea (inaudible).

Jamie Pino, Nellis Cab: He did not intervene.



Ruthie Jones, ITPE, does not support any modification of Mr. Nady's request. Thank you.

Bill Shranko, YCS: We support Whittlesea.

John Moran: Western has no comment.

Desiree Dante: We have no input.

Bob Winner. We are not here to oppose, but we give you this by clarification. We had reached a deal with the industry when we expanded, Deluxe did, long before, and when the proposal came out 11 medallions, the first reaction we had, well, we're going to have to convert our 2:00 to 2:00's for part of that, because that's where the need would be on the weekends. We figured that. The industry didn't see it that way, so now it's 11 24/7's, so that's how it worked out. I don't know what you're going to do with this, but I think Mr. Nady fits right in. This is how this place works. If they see an opening, they'll try to do it. It's just how it is.

John Hickman: We support Whittlesea's position.

Chair Drobkin: Okay. Thank you, sir. Okay. Mr. Nady, would you like to come back up? Please don't go on any tirades, just to the point, what we're talking about.

Jay Nady: I have nothing else to say, really.

Chair Drobkin: Thank you.

Esther Rodriguez: Just briefly, because I think we should be referring back to the order rather than the stipulation, and I don't really know if the stipulation was even filed. We're here about the actual order that was issued by the Board, and I think for us the order was clear that we could convert the 12. And that's all we're here to talk about is that we interpreted it as the 7 with the double and the 5 as the 5 on the west side. And just my final point is -- and perhaps I didn't communicate it upon my opening statement, but it's just that this double restriction really doesn't make any sense anymore. It may have served a purpose back in 2001, and I'm really surprised that anybody in the industry is opposing it because there is no basis for it. It certainly is not to the benefit of the traveling public to just further put a time restriction within that small little square. So that's all I have this morning.

Chair Drobkin: Okay. Just to respond, we kind of have to pay attention to the stipulation because that's what the Board adopted, so that is the order. That is my recollection of the intent was that we adopted the stipulation, so the stipulation is more than relevant in this. Nothing is crystal clear in this, so if anyone has clarity, God bless them, because nothing is clear in anything that we do. I know, speaking for myself, I understand the complexities of the different medallions and the restrictions and what happened then, and I say that with all due respect to this industry, half the things that we work under are archaic and don't reflect the conditions of the riding public now in our streets and everything else. And so I'll just kind of put that -- but I don't, at least for myself, my own vote didn't -- I never intended when I - - and even reading this, it's not clear to me, and my interpretation of reading the stipulation is that you were able to convert whatever medallions to the 24/7's, so that's my intent. I'd like to hear from my other members.

Member Collins: Yeah, I'll just weigh in. Personally, I don't have any issue with this double restriction. I think it is probably outdated, and it probably doesn't make sense. However, having said that, I still go back to what the stipulation originally was drafted. And if I'm reading that correctly, I would go back to some of the operators, like Whittlesea, and say, well, if that's the case, here's how the order and the



stipulation read. Go back in and apply to have that change to make sure the language is correct. So that would be my only input based on what has already been provided. Like I said, I personally don't have -- if it comes back before the Board, I would support something like this to remove the restriction, the double restriction, because to me, I don't think it makes any sense moving forward. But I think what was done in the past versus what we need to do to get into maybe a proper regulation is reapply for it.

Member Aguilera: Your thought process was that he's entitled to put 12 24/7?

Chair Drobkin: To convert. It was to convert.

Member Aguilera: To convert. And you don't care if they were cabs that had double restrictions or...

Chair Drobkin: I don't remember that even...

Member Aguilera: No, I don't think it did.

Chair Drobkin: ...coming up, and so -- when we read the stipulation and we heard it, now it's months back, but I don't recall that ever coming up. And so the intention in listening to that, and nor would I probably would have agreed with that, but I don't remember that coming up. And so when reading the stipulation over and hearing all that, my understanding was that they could convert whatever medallions in their fleet to those unrestricted 24/7's. That was my understanding.

Member Aguilera: And, Dean, you're indicating that the restriction really makes no sense, but he should come back to us and...

Member Collins: I think so.

Chair Drobkin: That's not what...

DAG Guerri-Nyhus: Remember, as part of the stipulation, he's not allowed to apply for...a change to his certificate for 15 years. So there's no new application that can be filed.

Chair Drobkin: So it's what the intent of...Right. It really is what our recollection as to what our intent was of what that vote was, if that makes sense.

DAG Guerri-Nyhus: And what your understanding was of that phrase.

Member Collins: Well, my thinking is that I share the chairperson's understanding is that we didn't care what he did with what cars he changed the medallions on.

Chair Drobkin: Right, and I don't think it came up.

Unidentified Male: Right. It didn't. It didn't. So, yeah.

Chair Drobkin: And so, no, that wasn't crystal clear. That might be from our own ignorance of all the different types of medallions and for those of us up here who don't deal with it day in and day out, it does get a little confusing, all the different ones. So I apologize if that's a problem for us.

Unidentified Male: Well, I think they should have brought it up themselves, but they didn't. So he's sort of in a catch-22 now....because our counsel indicated he can't come back...



Chair Drobkin: Correct.

Unidentified Male: ...and make a change. That's...

Chair Drobkin: He can only clarify. He can't modify.

Unidentified Male: Right. Okay. So to expand upon that, to clarify not modify, are we able to...

Chair Drobkin: What was your understanding of the stipulation, and your recollection and as you read it. That's...

Unidentified Male: I'm trying to remember, but I think if the double restrictions was the main point back then, I think he would have probably debated that a little bit more and tried to get more clarification on what that actually meant. I agree with you, Madam Chair. I don't think we took it to that step. We just went ahead and said whatever he wants to convert, he can convert. So that was my recollection and assumption. However, I do tend to side with the operators, as well, whenever there's something that maybe this wasn't written correctly. Maybe it wasn't recorded correctly, whatever the case is, it is a stipulation that was drafted and accepted. Even though it's not crystal clear, that's where I have a little bit of an issue to go back and just say, well, based on our recollection, we're assuming this and that we want to modify and not change it.

DAG Guerri-Nyhus: I think what the issue he's got is you've got some ambiguous language. You've got some ambiguity and a stipulation, and the same language is copied over to the order that says that they are entitled to put these 12 24/7 medallions. And we certainly can put blame on all the parties in that if the competitors wanted them not to change those, then it should have specifically said what medallions they can change. Jay, for his part, if he specifically wanted those changed, should've had that in there. So now we've had conflicting testimony of what the intent was behind the statement. A Cab is saying that they always intended to convert those double-restricted, while YCS and Whittlesea are saying, no, that was never the intent behind this statement. So it really now becomes your order. You've adopted this sentence in your order, and you'll need now to clarify the intent behind this. Was it that you were going to allow them to convert 12 of the medallions that they held that were 24/7's or, actually, it doesn't even say that, it's just entitled to put 12 24/7 medallions in place, that you're allowing them to convert 12 medallions. Or were you finding that the intent behind this was that they couldn't do that?

Member Aguilera: Does the language in the order and in the agreement, stipulation, "unless specifically exempted," does that play any role? Because it says in...

DAG Guerri-Nyhus: "Unless specifically exempted."

Esther Rodriguez: We understood that to be the following paragraphs with the handicaps.

DAG Guerri-Nyhus: You thought the "Unless specifically exempted..."

Esther Rodriguez: Right. Below, which was the...

Chair Drobkin: Right, the double.

DAG Guerri-Nyhus: With those four 24/7.....and four weekend medallions. And then let's have Mr. Trafton address that, because you were the drafter of this, right?

Esther Rodriguez: Right.



Mark Trafton: No.

DAG Guerci-Nyhus: No? All right.

Kelly Kuzik: Madam Chair? I think we might be able to help a little bit on this.

Chair Drobkin: Oh, let's have staff then. If you can help...

Kelly Kuzik: I just spoke to Ms. Holtan, and she can run up real quick to the office if you want to table this for just a couple minutes. And she can go get her lists and her information to show exactly what medallions they turned in, and then on our stat sheet which ones we converted over to the 12 for the 24/7's. So that may help clarify this. If we know what they turned in, we can tell you they turned in this type of medallion that either did or did not have a restriction. I don't know if that will help clarify or not.

Chair Drobkin: I'm not sure that clarifies intent.

Jay Nady: And that's why we're here.

Chair Drobkin: Yeah, that doesn't clarify the intent of the stipulation or the order.

Esther Rodriguez: Yeah, we went in...

Jay Nady: That's the first thing we tried to do (inaudible).

Esther Rodriguez: We went in to turn those in...

Chair Drobkin: Yeah.

Esther Rodriguez: ...and that's why the (inaudible).

Jay Nady: And the discussion came up with the administrator, and it was a surprise. And you remember the conversation. It was -- he'll agree this was a surprise to us that this was being interpreted this way because -- agreed? I mean, this was a surprise, a genuine surprise when anybody thought it was any different than the way it was written. It just said any of them. We were completely taken off-guard and fought.

Chair Drobkin: So I'm going to go back and just kind of speak for myself that my vote, my interpretation of the stipulation, and what we put in the order was never -- it was always to allow them to choose whatever medallions to convert to the 24/7's, because there was nothing put on to that that says only these could be transferred. And so my understanding was that they agreed upon whatever he wanted to transfer over, so...

Member Collins: I would agree with that, too. There wasn't any specific language...

Chair Drobkin: Right.

Member Collins: ...in the stipulation that would address anything outside of that, so, yeah, I would agree. It wasn't written properly, to be honest with you, but it wasn't clarified, I don't think.

Chair Drobkin: It wasn't crystal clear. Let's put it that way. Okay. Does someone want to make a motion? Because we have several other items to get to.



Kelly Kuzik: Madam Chair, just for clarity's sake, on this medallion sheet and our stats, can we run through and make sure we all agree on the numbers then so that when your motion comes out and we reflect it in here that we're all on the same page.

Chair Drobkin: I don't know. That's not part of the...

DAG Guerici-Nyhus: I don't think that we're going to be able to do that.

Chair Drobkin: Yeah, that's not part -- we can do that maybe another time with another Agenda item, but...

DAG Guerici-Nyhus: If he's allowed to convert these double-restricted, he's going to have to get back some of those west side medallions that he's turned in to you. Seven of those west side that he turned in are going to have to go back to him, and then...

Unidentified Male: We can discuss it then.

DAG Guerici-Nyhus: Yes. You're going to have to do a switch-out.

Unidentified Male: We'll set up a meeting with the enforcement chief and with the administrator.

Chair Drobkin: Okay.

Unidentified Male: Okay. Thank you, ma'am.

Chair Drobkin: Okay. Yeah. No, absolutely, and I appreciate anything you guys want to bring forth for clarification just so we can help everyone out and get everyone on the same page. Okay. Who wants to make the motion?

Motion: To accept A Cab's request for clarification to that will be entitled to put 12 24/7 medallions immediately into service throughout Clark County. And they are allowed to choose, correct, the medallions.

DAG Guerici-Nyhus: And that they were allowed to choose the medallions to convert.

By: Member Collins
Seconded: Chair Drobkin
Vote: Passed unanimously.

Chair Drobkin: Motion passes.

12. Discussion and Possible Decision regarding a request by Yellow/Checker/Star Transportation Companies for an Advisory Opinion or Declaratory Order pursuant to NAC 706.980m asking for the definition and/or clarification of a "blown shift."

Marc Gordon, General Counsel for Yellow/Checker/Star, and with me is Bill Shranko, Chief Operations Officer, and I'm going to let Mr. Shranko take the lead on this item.

Bill Shranko: All right. I think just a little brief history. What's come about with the Taxicab Authority staff is they're asking to define a blown shift. And for the record, many, many years ago, there were never blown shifts in the industry. As a matter of fact, a cab driver job, even before Ruthie Jones, was



sought after so much that there was never a need to worry about blown shifts. That didn't happen, really, until it became an issue during the recession -- or as they call it, the Great Recession -- then everybody started blowing shifts except the smaller companies. And it's nowhere in the statutes. It's nowhere in the revised code. Blown shift is not referred at all, and Yellow/Checker/Star feels very strongly that we would like to define it, because now it is part of the language. And the companies themselves -- it was never staff. It was never the Taxicab Authority. It was the companies themselves, and ours in particular, who wanted and asked the TA to start keeping a record because they were becoming a major problem with the fact that we weren't able to get drivers industry-wide. In fact, some of you may recall when Yellow/Checker/Star went on a national recruiting drive to get drivers, so it was a very, very big problem. And we went to six states and very, very many cities to bring drivers here.

So then blown shifts became a statistic that the Taxicab Authority (inaudible). We have a disagreement with the analytical staff wanting, without your authority, to start having our blown shifts be less than six hours in durations. And we feel a very simple way would do it, and then we'll explain to you why. Is that basically the language that we would suggest, that a filled shift is simply a cab that is placed in service with a driver properly medallioned and leaves the property. And that is a filled shift. The reason for that is it's not fair when we have a driver to drive a cab, and then these kind of things take place.

Just for a quick example, the TA officers have the ability to what we call "redline" a cab for any reason that they see fit. Redlining is immediately putting it out of service, and it may not go back into service until that vehicle is properly inspected by the vehicle inspectors. The other form of taking a vehicle sometimes on the road or leaving it off the road -- off the road or on the road, is a 24-hour notice. That means the cab company can or cannot take it off the road, at their discretion, as long as they have it fixed within a 24-hour period.

Then there's other things that happen. Sometimes, in every cab company, new drivers, because of our turnover in the industry, which some cab companies have over 100% turnover annually, so we have a lot of new drivers coming in. We're one of the better ones -- not as good as Desert -- but we have about 80% turnover. So that's the kind of turnover and the kind of new drivers that are not familiar with the process, and when they come in as a new driver, they may go and get the wrong cab. So then that causes a problem and it has to be brought back as soon as we find out that they've taken the wrong cab.

Then there's naturally breakdowns that occur at any time, or there could be simply something as easy as a driver getting a ticket. And then he gets in an altercation with the officer, and the officer wants it towed. Also, we have, obviously, accidents. Whether they're at fault or not at fault, the vehicle has to come off the road. Flat tires, those types of things. The driver may have a family emergency, so they could be called out anytime from the time they leave and get on the road and the vehicle is properly -- or as we say, "the shift is properly filled," then they have a family emergency that they have to bring it in for.

Originally, the Taxicab Authority were the ones that pushed for the cameras to be in the cab, and then the industry got together and did it voluntarily. And we did not have the regulations, but the regulations, interestingly enough, were written. And if the camera didn't operate in the cab, that was an absolute redline situation. It had to come off the road. And a lot of people don't realize because of the industry, in concert with the Cab Authority, didn't pass that. We had the shooting at A-Cab the other day. Fortunately, he did not die, but when we had an average of two drivers killed in the line of duty per year, which was, even at that point, one of the best in the country, we have had only one driver killed in nine years, and, knock on wood, that's how -- well, the cameras. So the industry -- and I know our company, as a fact, none of our vehicles go out without a working camera, and we did that on our own. But it's another occasion which would require us, if the camera wasn't working for any reason, then they could bring it back.



So those kinds of situations happen, and then people that come in late to their shift and don't get their bidded cab, that also causes us to call cabs in. So we would appreciate that you would define it. We agree with staff on the need to indentify the fact that there are blown shifts, but we would like to have more reasonable hours on it, and we think our proposal fits with the industry as an industry.

Chair Drobkin: Okay. Do you want to add anything to it?

Unidentified Male: No.

Chair Drobkin: Okay. I'm going to continue with the rest of the intervenors, and then I'll call up staff.

Intervenors were Desert Cab, Nellis Cab, ITPE Union, Whittlesea Blue/Henderson Taxi, Western Cab, Lucky Cab, Deluxe Cab, Frias Cab Companies and A Cab.

George Balaban, Desert Cab: We also are concerned about picking a time to determine whether the shift is a blown shift or not a blown shift, because it just adds an extra accounting factor and auditing factor to the entire situation for us. When we send a car out -- and we agree with Yellow that when we put a car to work and a driver goes out and starts his shift at work, we count that as a shift. He might only work two hours because he gets sick. He might work eight hours because he got sick or in an accident. I mean, a lot of things can happen. The only time we currently report a shift as blown is because we have chosen not to put it out, and we're forced into that situation perhaps because we didn't have a driver at all, we didn't have enough cars because they were broke down, something like that. Or like during Christmas week we'll decide guys don't have to show up to work, and we just know we're going to blow a lot of shifts.

But if a driver actually comes in and works, we're counting that as a shift, even though we tell him he can go out and work for four hours. Go out and work. If you're making money, stay out there. If you're not, you can bring the car back. We'll still count that as a shift. And I don't know the significance for our statistics or any of that; why it's really important. It's just accounting-wise for us to have to look at the trip sheet and decide okay well, is it how long he actually worked or was it how long it took to get the car towed back to the yard? Well, he only had rides for four hours, but actually he was on the street for six hours because we were waiting to get the car towed in. It just would be problematic for us. So, again, we report our blown shifts, and we report them when we don't use the car at all. And we'd like it to stay that way and don't understand the significance of why there needs to be a set hour that we have to watch for.

Chair Drobkin: When you guys initially instituted the blown shift, I understand, at Mr. Shranko's request, is that...

George Balaban: We were in asking for more medallions, our company...some of the small companies, and it got brought to our attention. The people that were opposing it and the unions or whoever were opposing the allocations were saying why would you want to give them more medallions? There are companies that aren't even putting out the medallions they have. But no one was reporting that.

Chair Drobkin: Okay. So the idea is that...

George Balaban: So the industry said...

Chair Drobkin: ...is that the companies say, okay, well there's not enough business today, so we're going to go ahead and leave the car in the yard? So that's really the concept of a blown shift as far as...



George Balaban: As far as we're concerned.

Chair Drobkin: Okay. I just want to clarify that.

George Balaban: We voluntarily will blow a shift, and making us report those I think is a good idea, which they have the availability or they know how to do the math on that. You have a medallion, and it needs to go out this many times. So they can tell if we're underreporting shifts that just went out, but I believe if you put it out for a couple of hours and the car broke down and you don't have another car, you still put that shift out. So, again, that's just our opinion. We don't want to have it set by a number of hours. It's just too hard to monitor.

Jamie Pino with Nellis Cab. I do agree 100% with Yellow and George, so I don't want to be repetitive. I tried to look for the definition of a blown shift. It doesn't exist in the NACs or NRS, so I don't understand where the six hours was written or thought or somebody just had an idea. And we do report blown shifts, like George says, and once we put a car out there's so many different things that could happen. That's why I agree with both of them, and I think the blown shift, initially, there is nothing on the NAC or

NRS's that addresses a blown shift, unless when we have an annual allocation there is an NRS that says if you don't put five medallions that were given within 31 days, the Board has the authority to take them away. That's as close as you can get to blowing a shift, so we would like this to be removed. And we agree with Desert and Yellow/Checker. Okay.

Ruthie Jones, ITPE Union: We were really uncertain as to what this was going to entail and what was being sought here. But we feel there should be a time limit on it because there has been numerous complaints, and I think in 2011, I believe it was, it was a major issue because some of the drivers say it has been alleged that some of the companies will take the cab out, have that person take a cab out and have them bring it back and take another one out, so it shows less blown shifts. I have no idea, but this is what some of the drivers are saying. So I feel that allocation of a cab does have something to do with if the cabs are not in service and you're requesting more. Makes no sense, and then you got to -- my thing is, again, consider the people that are out there doing the job. So I feel there should be a time limit on the blown shifts. Thank you.

Cheryl Knapp, Whittlesea Blue/Henderson Taxi: I'm not really sure if it was brought to the Board's attention why YCS has filed this request for a declaratory order. The staff has sent instruction to all the companies on a new format for our monthly statistics, which we are required to report. This new format requires that we report on a per day basis, per medallion basis how many trips, the revenue, and how many shifts went out. It is a rather tedious spreadsheet. It requires a lot of time to actually complete. Along with that spreadsheet came the instruction that the new definition of a blown shift would be a shift that failed to operate for six hours. That poses a problem at a number of the companies, mine included, because a blown shift at Whittlesea and Henderson is and has always been a medallion that is sitting on my desk that did not go out with a driver and a vehicle.

There are, as Bill stated, numerous occasions where a driver will go out for less than six hours, but that is still reported as a shift to the Taxicab Authority. The trips and the revenue is reported as well. The idea that some people have this conspiracy theory that a company will take Driver Jones and put Driver Jones in one cab for two hours and put him in a different cab for another two hours and a different cab for another two hours in order to try to show that we have filled three shifts, as opposed to one shift and the rest being blown, is a little preposterous. Because, number one, I can't think of a single driver that wouldn't throw the keys at me and tell me to go pound sand and leave. Number two, the only purpose that would serve is to lower our average revenue per shift, our average revenue per trip. All of the stats



that this Board sees, that you look at every month, would be lowered significantly if we did something like that.

A blown shift is not the pariah that it was 20 years ago in the industry. If I had a shift supervisor that did not get every single shift out on the road, he was probably going to lose his job back in the day, and Bill can attest to that as well. Nowadays, the demographics and our industry have changed so dramatically that we are all striving to hire quality drivers. The standards for drivers has changed significantly throughout the years. We do background checks. There are drug tests. There are so many thresholds that a person has to reach before we can even consider employing them as a driver that we didn't have 20 years ago. It has improved the safety of those that are driving around our visitors and our residents in Las Vegas, and we have no complaints about that.

So a blown shift, while 20 years ago was something that the Board really looked at as a way to whether or not we were going to receive allocation, it's a moot point nowadays. So we're asking that it be the way that we've always done it simply for accounting purposes, because it would literally take me having a programmer come in and program another facet to our trip sheet entry to determine if time stamps on a driver were less than six hours. Then that shift must be counted for purposes of reporting to the TA for revenue and trips but not for shifts, and it's just going to create more additional work on top of this tedious spreadsheet that we're all having to do on a monthly basis now. I'll be happy to answer any questions.

Chair Drobkin: I appreciate the background. This is why we like you so much.

Cheryl Knapp: Thank you.

Marilyn Moran: Western supports Yellow/Checker/Star, and...

Desiree Dante: Lucky supports the position of the industry.

Bob Winner, Deluxe: Same.

John Hickman with Frias, and I come up in support of the comments made by the industry members to this point. I would just add one thing -- on the new reporting spreadsheet that Cheryl referred to, those medallions that were recently granted to operators called Geo 2, the program, as I recall it being set up, was something that the industry was given the opportunity to grow into. And unfortunately, on the new spreadsheet, as we grow into these new medallions, of which Frias has 50, every one we're not putting out as we grow into those 50 has got to be called a blown shift. And I think that's misleading.

It's inaccurate with regard to the way the program was set up, and in fact, the theory that others will look at us blowing shifts and look at that number is very dangerous, especially right now. And if there's any questions, I'd answer those. Thank you.

Jay Nady, A Cab: I'll be very brief.

Chair Drobkin: Please.

Jay Nady: We're a pretty small company. We don't have any drivers that are waiting for a cab to come in short and then we send them back out. If a guy comes to our yard, we're paying him. We don't have him sitting around waiting for an open shift, so if we send a car out, we don't have anybody wait for him until he comes back. We schedule our people so they don't have to come in and wait. We don't have



any extra cars either, for that matter, for these things, so if a car comes back in and is broken, we don't send another car out. We don't have that many, or if any, extra cars.

The term "blown shift" is really derogatory, and it's not correct. I think we should call it "good management shifts," because if my drivers can't make minimum wage, it costs me money, and I'm not going to send them out. That's not a blown shift. It's good management. I know what it costs to put the cab out. I know what it costs to pay him. I know how much fuel he's going to use. I don't want to put him out if he's not going to make any money. It's not a blown shift. I planned it. It's a planned shift.

And I don't think that any governmental agency should micromanage this industry, and that's what we're leading up to. I really -- it's almost an insult. I'm not really insulted because I get insulted every day and don't even know it. So I suggest that we -- you let the people who are in the industry run the business, and don't look over our shoulder so much. We're going to do what's right.

Chair Drobkin: Thank you. I appreciate those comments.

Annette Watson, Taxicab Authority. The intent of capturing the blown shifts was to -- it was established before me, but we were revamping the statistical capturing process so that we could provide better information, as requested by the Board, as one aspect of determining if there are enough medallions on the street or not. That was ultimately the intent.

Chair Drobkin: I want to speak really quick to that point because I keep hearing it, and I see e-mails that keep saying, well, the Board asked. The Board did not ask for a slew of more numbers. What the Board asked for was anecdotal information that actually entailed people coming in to essentially testify whether or not there were long lines, what the wait times were. Please don't reference the Board in this, because the Board had no request to have more numbers thrown at us.

Annette Watson: Okay. I'll correct that.

Chair Drobkin: So thank you. This was not us.

Annette Watson: To accomplish what we felt that we needed to give you the information, and this had been in discussion for months, since pretty much probably the middle of 2014 with Administrator Harvey, where we realized we were not capturing appropriate statistics to present valid information, whether it's to the Board or whomever. And so there was a process to try and reestablish what could be more valuable to the Taxicab Authority and the industry. That was the intent of the statistics.

Now, one piece of our process is to review the statistical information which provides the productivity of the medallions. Historically -- meaning since I've been with this Agency, because that's all I can attest to -- blown shift reporting has been included in the statistical information gathered. However, companies have been reporting blown shifts inconsistently and sometimes not even reporting them at all. Key components to ensure validity of statistical information, especially when this information is intended to assist in a process, is consistency and accuracy. This requires defining a statistical measurement and applying that definition uniformly. That's the intent of this. Okay?

Staff has assigned a statistical value definition to a blown shift as a medallion that is authorized to be deployed and is not deployed or is deployed for less than six hours. Staff came up with this measurement by applying NRS 706.88245(b), which provides the Taxicab Authority can't reduce the hours of service of a medallion to less than 12 consecutive hours in a 24-hour period. So looking at a shift, the Taxicab Authority can't say it can be less than 12 hours, so we know that that shift was good or used if it was six hours or more. This is the thought process behind it. Staff applied the premise that



standard shifts are 12 hours, and anything less than half of a full shift, such as less than six hours, is a blown shift.

Staff presented this definition to Senior Deputy Attorney General Kim Arguello on December 18th and received approval. This definition is for statistical use in quantifying the productivity of each type of medallion. It is not used for any enforcement action or for any sanctions related to regulatory actions. It is solely to assign a measureable value to a specific term so that it can be applied uniformly to consistently quantify a statistical measurement. Statistical measurements, as used by the Taxicab Authority staff, are not defined through advisory opinions or declaratory order, thus there is no requirement for an advisory opinion or declaratory order. NRS 706.8829 provides that the required uniform system of accounts maintained by the certificate holders must be supplemented with such additional information as the Taxicab Authority may require, and staff requires uniform and accurate statistical data to be reported by the certificate holders, to include blown shifts, to fulfill its duties in support of the mandates placed upon the Taxicab Authority and staff.

I appreciate the input of what the industry had to say, and if we want to add in something along the -- we have to have something measurable, consistent amongst the companies unless the Board chooses that we don't want to report blown shifts. And if that's the case, it's one less thing for Kelly and me to capture. I mean, I'm just trying to standardize it, make it uniform between the companies so that everybody is doing it and doing it the same way or not doing it at all.

I don't have any issue with maybe adding in something. Unless the cab is redlined or there is an accident or towed in, because that's reasonable. Yeah, I mean you would have no control. But, again, the goal of it was just to standardize. There's no negative. We don't audit it. It has nothing to do with our audits, so therefore, there is no regulatory or enforcement action imposed. It was purely a statistical tool, and that's the entire goal.

Chair Drobkin: Why don't you go ahead and speak to...

DAG Guerri-Nyhus: I'll just speak to this. Generally, the Taxicab Authority can require whatever information they want from the certificate holders. That's your right by statute to require whatever information that you need. Staff is incorrect in saying that this is inappropriate for you to define. This is an appropriate term for you to define in that if this is the statistical data you're collecting, and you've been collecting data on blown shifts for 10, 12...

Jay Nady: Thirteen years I've been here.

DAG Guerri-Nyhus: Yeah, for a long time. And blown shifts were previously, from my understanding, known to be as never going out. So it's not -- the wheels didn't hit the road, so we've now got a situation where staff has determined that to get better information, they want to capture this new definition. So it's within your purview now to decide what's the appropriate statistical definition that you want. Do you want the blown shifts as cars that have never hit the road, or do you want to add this additional requirement to define the blown shifts as a car that has gone out and come back in less than six hours?

Chair Drobkin: ...the fact that it was -- hang on just a second -- the fact that it was somehow approved by the AG's Office, which...

DAG Guerri-Nyhus: And I have to check with Deputy Arguello, and in any event, we wouldn't approve a definition. I mean, that's the purview of the Board and the Authority, so I will check with Senior Deputy Arguello. We did have conversations about this, and she did say that she had not approved this in that term. But I don't know. I can't get in the middle of that. I'm not her, but all I can say is that it's not within



the purview of us as lawyers to approve or disprove the definition. That's the purview of the Board and staff.

Bill Shranko: This is for clarification. We were trying to be asking for a declaratory order for a definition because there's been some minor conflicts. We've had some very good discussions with the administrator and staff and worked out probably quite a few things on different issues, which I was very pleased at, but this one is kind of a defining moment for us because, again, the industry is the one that originally asked for those statistics to be kept, and I think George made a good analogy, and Cheryl also, on how they were kept.

But the reason that we were having a little bit of, I'll say some minor differences of opinion, is that it's getting to the point where some companies get the feeling that exactly the way you explained it, the Chairman and Christine, the way you both explained it is exactly the way it's supposed to be. The Board makes policy. The Board makes the decisions. Staff does not make those decisions. They make it based on the Board's intent and, of course, the 706 itself. That's what we're looking for is a definition on the one thing that we couldn't get around, and that was a misrepresentation of a blown shift, and even for the union's request, that has never been -- I think Cheryl did very, very good on explaining there is no great plan that we separate things. We do our job. We're proud to service the public, and when we can get an extra cab out if we can and we have the drivers to fill these conventions, like the airport and the convention center, we're breaking our backs to do it. And we've got drivers doing it, and we want to have a system in place where we're not penalized by staff without the Board ordering.

Chair Drobkin: Thank you. I kind of want to start. Is that okay?

Bill Shranko: Sure. Go ahead.

Chair Drobkin: To kind of go back, we have lots of numbers, and we know that numbers don't tell the full truth. And that's what it's been, at least for me, frustrating from the beginning is that we get all these numbers and all these statistics, and it's just like polling. Polling tells you what you want to initially go to in a lot of cases. And so what concerns me is that the data doesn't truly reflect what's going on, and I know, for me, had I not spent a couple of years pushing to get into the hotels, I would have never known that there was a problem servicing Venetian Palazzo. We wouldn't have known there's a problem servicing Venetian because the standard response was no one's complaining, so everything is just fine, which never made sense. And I have a little bit of an issue with the fact that I keep hearing and read things that said, well, this is what the Board wanted. This is not what the Board wanted, and I will keep reiterating that because you have now kind of put this on us. And I'm also bothered by the fact that you guys went around us. Take that for whatever it is. I also have a bit of an issue that staff seems to be more adversarial with the industry versus finding out, okay, how are we going to -- we're all symbiotic in this. Right? We all need to service the same pool of passengers. That's our mandate. That's what we take very seriously, and so anything that just is set up as roadblocks instead of saying this is what truly is reflective out there, that is what makes our job really difficult.

I know Member Nolan, and I'm sure everyone else, gets a little frustrated with all of this information thrown at us. What does that mean? When you go back to 2002 for annual review, yeah, the graphs look intense, and it looks how you want it to look, but it's not reflective of what we have to do. And that's the frustration, so I absolutely agree that a blown shift should mean that the car didn't go out at all, because I understand the complexities of running the company where someone gets sick or an incident happens, and that should not be -- for us, having that be constituted as a blown shift doesn't help me. It doesn't help me in our decision, and that's kind of where I'm coming from on this.



Interim Administrator Tom Ely: I'd like to say something. I don't think it's fair to staff to criticize them so severely. They are the ones that are asked to capture data and provide it for the benefit of the Board.

Chair Drobkin: But we didn't ask for that data and to be blamed for that -- no, I want to address that.

Interim Administrator Ely: No, I want to finish.

Chair Drobkin: I'm sorry. I'm the one who gets to control this meeting. When you're Chair, you can go ahead and do that.

Interim Administrator Ely: That's very rude.

Chair Drobkin: Okay.

Interim Administrator Ely: And I'm going to put it on record that that's very rude.

Chair Drobkin: Go ahead. We're on record. I'm okay with that. You brought up something, and I'm responding to that. And the point is, is that the Board did not request that. We didn't want that. I have a lot of respect for Ms. Watson, Mr. Kuzik, and what that they do, but when you take something and you somehow put it upon us and you go around the Board, then I do have a problem with that. And I am allowed to voice my opinion, and I'm allowed to do it in public. We still live in the United States. I am allowed to do this, and I'm allowed to do this in this forum because I was appointed by the Governor.

Interim Administrator Ely: And so am I.

Chair Drobkin: And so if you have any...

Interim Administrator Ely: I am allowed to finish my comment.

Chair Drobkin: ...if you have anything constructive to add, please do so.

Interim Administrator Ely: I would appreciate it if when the Chair wants to criticize staff, they address it to me or the person that's in this...

Chair Drobkin: No, sir. No, sir. Staff is in front of us testifying. No, sir.

Interim Administrator Ely: Okay. Then...

Chair Drobkin: If you want to go down and testify, please do so.

Interim Administrator Ely: I don't need to.

Chair Drobkin: ...but when staff is bringing information to this Board, me and my other members up here, we get to respond back. Yes we do, sir. Please go ahead.

Member Collins: Okay. I'd like to just make a few comments. I appreciate the staff's recommendation and feedback, and that's all good information. However, I still go back to -- my position is I still go back to who the experts are, what constitutes a blown shift. And to me, the experts are the operators. They understand, and as Bill mentioned -- I don't know where he went. Oh, he's back there. As Bill mentioned earlier, there's a multitude of issues that can affect a blown shift. I agree with Madam Chair



that technically and realistically if the rubber is not hitting the road, that's a blown shift, obviously. It should be a very, very simple concept, and we should allow the operators to control that.

I'm all about trying to keep it realistic, very simple, the information that they give us, and I agree 100% with Cheryl's comments about no operator is going to blow a shift on purpose type of thing. So there is no rhyme or reason for me to believe any of that. So the long and short of it is I think we take it back to our operators. They're first and foremost the experts. We keep it simple on our part. Then at the end of the day, it's all about when we have the Convention Authority and McCarran sitting up here and telling us we had two, three big shows that came in and we got great service, that's what important to me. Now, if they come in here and they say we had terrible service, and maybe we can relate some of that back to blown shifts or what have you, then we can take another look at it. But for right now, my feeling is leave it to the operators. Keep it simple, and keep it the way it is.

Annette Watson: Can I provide a little bit more input? And I'm not trying to be confrontational at all. I was just trying to establish a measurable statistical number.

Chair Drobkin: Please.

Member Collins: Sure.

Chair Drobkin: You're not, and I appreciate the work that you're trying to do. My only issue...

Annette Watson: Okay. But my... And I understand. I apologize. That was my interpretation.

Chair Drobkin: Please take a deep breath because you look like you're shaking, so my only...

Annette Watson: I'm a horrible public speaker.

Chair Drobkin: ...the reason why I was a little upset -- and I just feel like we're talking up here, and we can do that. We're all adults, most of us. My only issue is, is that in bringing this forward, and we are just talking about it, is that it was gone around. We were gone around.

Annette Watson: I would like to address that.

Chair Drobkin: It was the industry who had to bring this up.

Annette Watson: I would like to address that because, actually, on December 18th, Kim Arguello actually came into the office, and she said in response -- because the Geo 2 medallions, it's supposed to be reviewed in six months to determine if they are going to made permanent. So she actually approached me to accomplish this, and so that's what actually got the ball rolling. I said we've been working on trying to figure out how we're going to do the stats, and so I wrote up my proposal. She actually said that she wanted to get the information out to the companies so that they knew what to capture, and this was the conversation. She was sitting in the office with me, so I wrote her up a memo.

DAG Guerri-Nyhus: Can I just interrupt? We're getting really far afield. I mean, your job here is just to determine what the definition of a blown shift is, and I think that it did a great job.

Annette Watson: But I didn't go around.

DAG Guerri-Nyhus: You didn't...



Annette Watson: It's important for me that you know I didn't just create this or go around. It was actually started -- asked of me to go, and maybe it went a little further. And we just carried on, I mean, because the goal was to just capture more valid statistics instead of general statistics, and that was the entire goal. So there was no intent of going around.

Chair Drobkin: If the intent was strictly for the Geo 2's, the Geo 2's haven't even gone into service yet is my understanding; is that correct?

Unidentified Female: Yeah. They aren't in service.

Chair Drobkin: So just kind of in line with the thinking, right? So you're capturing things that aren't truly - they're not in service. You're counting them as a blown shift currently, right? Are you doing your analysis currently? Are you taking statistics on those Geo 2's specifically?

Annette Watson: I was capturing all of them to try and give a better picture.

Chair Drobkin: But they're not fully in service.

Member Aguilera: And I think that was to what Mr. Hickman's point was, that a lot of those are not in service yet, so the industry is getting dinged for -- because I think we're just too premature in analyzing that.

Annette Watson: And statistics, for me, is just for you guys to review. I make no determination. I'm just gathering numbers for you guys to make decisions.

Chair Drobkin: Put yourselves in our position when you read that statistical information, and it says, oh, there's 500 blown shifts in a week or two weeks or whatever. I'm just pulling numbers out. And you're looking at that, but then you realize -- it's brought to your attention, oh, well, they're not even in service. You're looking at that, and all of the sudden you lose confidence in the statistics. You lose confidence in the numbers and the process. Right? And because for us the frustration is that all this is done in the open, and we have a very limited time to render a decision. And that's the frustration because we impact real lives. We impact drivers who need to make a living. We impact people who are trying to get to their meetings, and we impact real people. And so that's the frustration when all these numbers are presented that truly doesn't reflect what's going on. And I hope that makes sense. And I'm happy to sit with you guys, and maybe we can go over a little bit more of what the Board needs, but as far as we're concerned, it's not real numbers as much as people coming in and saying hey, wait times were this during peak times. We were able to clean up a venue in 20 minutes. For us, that's information that we can move forward and truly base the decision on.

Annette Watson: Okay.

Chair Drobkin: Does that help?

Annette Watson: In addition, if I'm allowed to ask, and if it can't be answered that's fine. So I totally -- as far as the definition of the blown shift, the actual definition is irrelevant to me as long as I know what it is...and it's being reported consistently by every company. That's my goal. If it's a tool that the Board wants. If the Board decides they don't want to capture it, I don't have a problem not capturing it. I don't care about the number myself, but along that line, I believe I sent you a copy of what I was capturing. If that's not necessary, I don't have a problem removing that burden from the companies as well. I mean, as far as numbers go, if you're satisfied in that aspect, I know it doesn't answer everything you're asking,



but as far as the numbers portion goes, if that's adequate, then we don't need to change anything anyways.

DAG Guerri-Nyhus: Okay. But that's not the Agenda.

Annette Watson: Okay.

Chair Drobkin: Right. So we're just...

Annette Watson: Okay. So that's what I was saying. Yeah. Okay.

DAG Guerri-Nyhus: So what we're talking about now is just what's the definition of a blown shift...

Annette Watson: Sure.

DAG Guerri-Nyhus: ...and who's (inaudible)...

Member Aguilera: Can we just jump in? I'm not going to do a long one. But I appreciate everybody's comments, and I appreciate staff. I think the bottom line is that the companies are there to make money for their individual owners or so forth, but I think you do need blown shifts on there. And I think the definition should be consistent, which I'm recommending the same as Dean here, that it be no cars leave the premises because that way you know.

And if there is something untoward about that, that you're seeing there's different numbers, then we can look at that later. If somebody thinks there's horseplay going on with the cars, I don't think the industry would do that because they're making money. They're trying to make money, so I support having a definition for blown shift or whatever name we decide to come up with, blown shift is fine for me, that it's the car leaving the premises.

DAG Guerri-Nyhus: So the blown shift would be when the medallion isn't used and no car leaves the premises?

Member Aguilera: Correct.

DAG Guerri-Nyhus: That's what we...

Chair Drobkin: Right, and I agree with that as well.

DAG Guerri-Nyhus: Do we need a motion?

Chair Drobkin: Go ahead. Make a motion.

Motion: The definition, if you will, of a blown shift would be that the medallion is not used during a shift. The car does not leave the premises, or I guess the medallion is more than the car
By: Member Aguilera

DAG Guerri-Nyhus: The medallion is not used for the shift.

Member Aguilera and Chair Drobkin agreed.



DAG Guercci-Nyhus: And we'll clarify that in the order than no car leaves the premises with that. No medallion used for the (inaudible).

John Hickman: May I approach. An example from earlier today is language is important -- the key term is medallion. It really doesn't have anything to do with a car, I would add.

Unidentified Female: So what would be your proposed definition then?

Cheryl Knapp: The medallion is not placed into operation on a shift.

Chair Drobkin: The definition is captured by the medallion. Right?

John Hickman: The medallion does not leave the premises as planned.

DAG Guercci-Nyhus: Is that okay with staff? Does that make sense?

Annette Watson: Yeah. And if they're going to go by and report it as that, it's a consistency issue.

Chair Drobkin: And we understand that, and we agree with that. Everyone should be, so we all know what's going on at the same time. And I apologize if I got your riled up or upset.

Member Aguilera: I want to make sure that -- we might be creating another issue here. We say shift. Does everybody have the same shift? Does it get two-hour shifts?

Cheryl Knapp: If it's not placed in operation on any shift, then...

DAG Guercci-Nyhus: How about for a designated shift?

Cheryl Knapp: ...whether your shift is 8 hours or 10 hours would be irrelevant...

DAG Guercci-Nyhus: For a scheduled shift.

Cheryl Knapp: ...because it's not placed in operation.

DAG Guercci-Nyhus: All right. Medallion is not placed in operation for a scheduled shift?

Annette Watson: I wouldn't do scheduled.

DAG Guercci-Nyhus: You wouldn't do scheduled? Designated or just shift? Medallion is not placed in operation for a shift. Does everybody understand what that means? All right.

Chair Drobkin: Okay. We have a motion on the floor. You want to second.

Seconded: Member Collins:
Vote: Passed unanimously

Chair Drobkin: Motion passes. Thank you.

Why don't we take a five-minute break? I'm going to take 13 through 15 together, and so we'll get out of here quicker.



13. Discussion and Possible Decision regarding the temporary allocation of medallions for NASCAR from Friday, March 6th through Sunday, March 8th, 2015 at the Las Vegas Motor Speedway.
14. Discussion and Possible Decision regarding the allocation of temporary medallions for the 2015 March Madness scheduled for dates at several locations starting Tuesday, March 17th, 2015 through Thursday, April 7th, 2015.
15. Discussion and Possible Decision regarding the temporary allocation of medallions for the 2015 National Association of Broadcasters (NAB) from Monday, April 13th through Thursday April 16th at the LVCVA with an anticipated attendance of 98,000.

Chair Drobkin: Let's go ahead with Item No. 13, Discussion and Possible Decision Regarding the Temporary Allocation of Medallions for NASCAR from Friday, March 6th through Sunday, March 8th, 2015, at the Las Vegas Motor Speedway.

Item No. 14, Discussion and Possible Decision regarding the allocation of temporary medallions for the 2015 March Madness scheduled for several dates at several locations starting Tuesday March 17, 2015, through April 7, 2015.

No. 15, Discussion and Possible Decision Regarding the Temporary Allocation of Medallions for the 2015 National Association of Broadcasters from Monday, April 13th through Tuesday, April 16th at the LVCVA with an anticipated attendance of 98,000. Okay.

Kelly Kuzik: For Item No. 13, the NASCAR, none of the operators are asking for any medallions during that time, there were no requests. But I was asked to point out, during that week, though, there are some other events going on. There's always peripheral things in Las Vegas, but there's going to be a couple of fights, some concerts. The PAC-12 basketball tournament is the week after, so we'll just notify everybody of that.

Item 14, March Madness, the request is only for Wednesday the 18th and Thursday the 19th of March. And operators are asking for exactly what they did last year. We still would point out that there are 320 additional cabs out for the Thursday. On the Wednesday, there's at least 80 additional from the allocation that we already had.

Item 15, NAB, the operators are requesting, again, exactly what they did last year, and this is a Monday through Thursday. Again, for the Monday and Thursday there will be 320 more medallions that weren't out last year, and then for the Tuesday and the Wednesday there is the 80 additional. And unless you have any questions, Madam Chair, that's what I've got.

Intervenors were Desert Cab, Nellis Cab, ITPE Union, Whittlesea Blue/Henderson Taxi, Yellow/Checker/Star, Western Cab, Lucky Cab, Deluxe Cab, Frias Companies and A Cab.

George Balaban, Desert Cab Company. For NASCAR, we did not ask for any medallions. It works out that at least for bringing them back, the new Geo 2 medallions are allowed to pick up out there, so we have those medallions which are not being put in service as fast as we were hoping. So in a bind, we're going to be able to use those medallions, and that's kind of what we're using to hope to cover us for that, for the show when the race actually breaks. So that's why we're not asking for any on at least for that show, for the race.

For March Madness, for any of you that follow basketball, the big weekend is the weekend of the 64, so there is actually 16 games on Thursday and 16 games on Friday. And they start really early Thursday



morning, 9:00 in the morning. 9:00 our time but noon East Coast. So we have a big inflow of people on Wednesday afternoon, Wednesday evening because they want to be here for all the games. So we are asking for medallions for a one shift on Wednesday night, 12:00 to 12:00, to handle the influx, and then another shift Thursday morning, which is from 7:00 to 7:00, to handle the people that are coming in early on Thursday morning. That coincides with, obviously, Thursday at noon we get -- all of our extra weekend medallions go out on the road. So we're asking for this because we don't have those weekend medallions on Wednesday nights or Thursday morning, so that was kind of the justification for this. This is similar to what we did last year, and that Wednesday night is like the Saturday night before Super Bowl. I mean just a very large influx, so that's why we're asking for those medallions.

For NAB, again, Kelly stated what we're asking for is exactly what we asked for last year. This is a show that is midweek. Our request is for cars that the weekend medallions come off Monday at noon, and we're asking for the new allocation to go out Monday, 12:00 to 12:00. Then on Tuesdays and Wednesdays we don't have the weekend medallions, so we're asking for the five and five overlapping like we usually do, five in the morning, 7:00 to 7:00, five in the evenings, 12:00 to 2:00. And then on Thursday morning, we're asking for five medallions again because the weekends don't come out until noon, so it's just to fill in that gap when we don't have the weekend medallions out. It's five Monday night, five and five overlapping, and five Thursday morning. I want to ask that at our last meeting, because we'd had the general allocation, the Board thought it was safe to cut what we request in half. And Maria mentioned that we usually provide very good service for MAGIC, and she said there was wait time. We didn't provide as good service for MAGIC this year as we should have, and I think that not allocating the cars hurt us. So, again, we're not asking for them permanently. We're asking for them for several days in the middle of the week. We ask that you give us the medallions we're asking for so we can provide the service and not cut it back because we got a general allocation last year. So I just want to point out that I think that we did a disservice during MAGIC that we have not done in the past this year by not having enough cars on the street. That's all unless there's some questions?

No questions!

Jamie Pino: Nellis supports Desert.

Ruthie Jones: ITPE supports no additional medallions on all three items.

Cheryl Knapp, Whittlesea Blue Cab, Henderson Taxi. We are supporting the allocation as requested by Desert Cab. I had a conversation with Maria before she left. She had another meeting she had to attend. She did make a request, and I would ask staff to address this possibly with her via e-mail. She stated that her and Jeff, they attend these meetings, and they want to be here when you're talking about the allocations for the special events so that they can respond to questions, but since these items fall on the Agenda sometimes at the end, it's causing some difficulty with their schedule. And she just respectfully requested that anything having to do with special event allocation be higher up on the Agenda so that they can plan their day accordingly and be able to address the Board if need be.

Chair Drobkin: We can do that. We can always take them out of order, too.

Unidentified Male: We support George on every other item of the day.

Western Cab – no one in attendance at this point

Desiree Dante: We support the recommendation as presented by Desert Cab.

Bob Winner: Same.



John Hickman: Same support.

Jay Nady: Yeah.

Member Collins: I really don't have any input. I mean, I support the industry and the staff recommendations, so I'm okay with it as is.

Member Aguilera: I also support, but I think it's also important to note, because we did allocate other medallions for them permanently, but NAB, as Ms. Soto indicated, it's really high this year, the attendees.

Agenda Item 13 – NASCAR -

Motion: Accept no additional allocation medallions for the NASCAR event
March 6th through March 8th
By: Member Collins
Seconded: Member Aguilera
Vote: Passed unanimously

Chair Drobkin: Motion passes.

Agenda Item 14 – March Madness –

Motion: As requested by Industry –
Wednesday, 03/18 – 5 medallions -12 PM to 2 AM
Thursday, 03/19 – 5 medallions – 7 AM to 7 PM
By: Member Collins
Seconded: Chair Drobkin
Vote: Passed unanimously

Chair Drobkin: Motion passes

Agenda Item 15 - National Association of Broadcasters -

Motion: Industry's request –
Monday, April 13th –
5 medallions – 12 PM to 2 AM - any 12-hour period
Tuesday, April 14th and Wednesday, April 15th -
5 medallions – 7 AM – 7 PM
5 medallions – 12 PM – 2 AM - any 12-hour period
Thursday, April 16th –
5 medallions - 7 AM – 7 PM
By: Member Aguilera
Seconded: Member Collins
Vote: Passed unanimously

Chair Drobkin: Motion passes.



16. Staff Report

Administrator's Report –

Interim Administrator Ely: Under the section, first thing I'd like to inform the Board is that we will continue, as an Agency, to fulfill our obligations under NRS 706.8821 and .8822. And I would request that the Board address their informational needs of the Agency to the Administrator and not be openly critical to staff during the meetings. With that, I will allow Kelly to go ahead and present.

Stats for January, 2015 –

Kelly Kuzik: And the numbers for January, because of the additional medallions, some of the numbers are down just a little bit. Trips are up 5.5%, and I am going to send out an amended version. I'll put it on the website. I transposed a number on Whittlesea's revenue for January, and I heard from everybody but Whittlesea about it, so people say they don't look at the numbers. They do look at the numbers, so I've already made the correction. I'll send it up to the website today, and I'll make sure that it has "amended" on it. But it was just related to Whittlesea's revenue. If there's any questions.

Chair Drobkin: Okay. Any questions?

Jay Nady: I have a question just on A-Cab, on total monthly trips on Page 2 of 11 of your report. Oh, they were up. I'm sorry.

Kelly Kuzik: Yeah, 21%.

Jay Nady: Okay. No, that explains it then. Okay. Thank you.

7. Report of Legal Counsel -

DAG Guerri-Nyhus: I don't have any legal matters to review, but I did want to introduce Gary Matthews. Gary is the new Deputy for the Taxicab Authority. Gary and I worked together in the Criminal Fraud Unit, and Gary is a good attorney, solid guy, former police officer, so he's got some law enforcement background as well. So everybody just welcome Gary.

Chair Drobkin: Welcome. Nice to have you here.

DAG Gary Matthews: Thank you.

18. Public Comment

Chair Drobkin: Okay. Public comment? Nobody? Thank you. Can I have motion for adjournment.

19. Adjournment

Motion:	To adjourn
By:	Member Collins
Seconded:	Member Aguilera
Vote:	Passed unanimously

Chair Drobkin: Motion passes



Meeting was adjourned at 12:09:04.

Respectfully submitted by:

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

06-24-2015
Date

Approved by:

Ileana Drobkin
Ileana Drobkin, Chairman

06-30-15
Date

Jennifer DeRose
Jennifer DeRose, Acting Administrator
For Tom Ely, Interim Administrator

6/24/15
Date

