



Board Meeting Minutes
Thursday, August 23, 2018

Meeting Location: Nevada State Business Center
3300 W. Sahara Ave, Suite 425
Las Vegas, NV 89102

1. Call to Order

A. Chairman Stan Olsen called the meeting to order at 9:00 a.m.

Board Members Present

Chairman Stan Olsen
Member Bruce Aguilera
Member Roger Thompson
Member Richard David Groover

B. Pledge of Allegiance to the Flag.

Chairman Olsen led the Pledge of Allegiance to the Flag.

C. Compliance with Open Meeting Law

Administrator Whittemore stated the meeting was in compliance with the Open Meeting Law.

2. Public Comment

No public comments

3. Board Meeting Minutes

Motion to approve the July 26, 2018 Board Meeting Minutes

By: Vice Chairman Aguilera

Second: Member Thompson

Vote: Passed unanimously



4. **Taxicab Dispatch and “Smart Meter” Monitoring Systems.**
Visual Presentation of Kabit, Icabbi, Curb or Traditional systems
Interveners: A-Cab, Deluxe & Frias

Chairman Olsen: Now, I'm going to bring up agenda item number four, which is this taxi dispatch and smart meter monitoring systems. Visual presentation by Kabit. Icabbi, Curb or Traditional systems. Interveners are A-Cab, Deluxe and Frias. And, uh, I'm going to call up in order A-Cab first.

Jay Nady, owner of A-Cab: I'll pass.

Chairman Olsen: Deluxe, second,

Mario Locascio, Manager of Deluxe: That only took five hours. So as a president Deluxe taxi Rick Flaven address last month for the folks that were there, uh, he does not agree with centralized dispatching and also he doesn't agree with unified meters. For the record, Deluxe has been operating since 1998 and we have always done things outside the box and he just doesn't believe in one meter, one shoe fits all business concepts. It feels it's very American. Uh, as you see our numbers every end of the month, they always comes up and the plus sign and it all comes down to business practice just because you guys addressed leased. We're not telling you, hey, you guys don't do. Everybody chooses the path that they want to go on as far as dispatch, you, he's mainly concerned that his clientele, because for so many years he's been struck to the south side. It was, he was subject to never be north to sunset. So we created a different brand and everybody else, we did time, time calls for the airport. Most companies they'll do that because I understand there too big. They can't stay on one driver and when that person says at 9:00, where's my cab? The bigger companies get through the phone lines, right? They can't chase that driver. That's a problem. So we don't say, hey, do it our way. Second, second thing he says about safety of drivers, we have gps. We know where every car is that if it breaks down, if you need a tow, who needs an accident and everything else that comes with that and the safety issues. Second thing, he's had dispatchers for 18 plus years. He's very loyal to his employees and he believes that dispatcher seeing that driver when he hands the key, if he's properly dressed, and I've sent people home myself, whether it's the shoe that's not closed according to the law, whether it's uh, we don't like the way he's dressed, not because we pick on them, but we have a certain criteria. I had this great conversation with Kristen Johnson the other day on how we do things that I explained, whether you have 20 years or 15 years, or two days, I train everybody from zero to the end and safety and everything else. And I'd be surprised to tell you guys how many drivers are 15, 20 years experience when I personally drive them through the airport to tell him, hey, we just got clocked \$2. And most people say, man, you know, many times they use the bathroom and I didn't know I would leave because they wouldn't show commitment points because we're cash daily. So if you do that, I've got to come look for a certain driver and say hey, you owe me six bucks. And that drive be like, why? Right. So what we do things outside the box at all time. And again, I don't believe the restricted. I mean what's app through a universal meters, universal cars. Everybody's got to buy certain kind of brand of car. I mean the option of choosing it is the American way of business. Now I ran through a logic and all these questions because I love poker and I go through a logic system and I know Roger's already thinking of it. You got 86 cars, what do you do when nobody's on Aliante? We do what we always done sir. The scope, the gps shows 35, 40 minutes, call certain. We'd give them a number. I ain't going to say which company we choose and rotate from big to down, you know, just same, same way we got two handicap vehicles. Wonder we're taking. We're not going to tell that person when that oxygen think we have people in them. Wait 35 minutes per say so and so company has



40 50 of them, you know. So that's what we do when we get in a situation where it's going to take some time. I'm ready for questions.

Chairman Olsen: Any questions. No. Thank you very much.

Andrew Morton, Vice President of Operations at Frias Transportation: Um, members of the board. Thank you for your time. I guess I would say our attention today was really just to kind of update you guys. We're still evaluating providers. We have two providers that we're looking at. um, I, I've got to give kudos to Mr. Whittemore has been tremendous in this process and helping us evaluate these systems and making sure that we're in line with the correct and appropriate statutes. Um, so we're, we're still in that position. Obviously it's a huge impact on our company. It's a big transition. We firmly believe in technology, I come from that background, so it's definitely something we want to move forward with. We just want to make sure that we make the right choice and the right investment for our future and reposition ourselves correctly. So, uh, I'm more so wanting to be up here to see if there were any questions. Again, It wasn't 100 percent sure of the formatting for today. So if there's anything that you were curious about or I can answer, I'm happy to do so. Um, but also like to invite you guys out to look at some of these processes and see what we're evaluating for your various technical check them out. Can you give us an overview of what technology will be capable of? Yeah, sure. Definitely. One hundred percent. Um, so I think it's really focuses on transparency. I know if I sound a little bit redundant because I said some of this previously in our last meeting, but, um, the idea is transparency both for us and for, uh, for the TA, we want to give both ourselves and Mr. Whittemore's team the tools to see and understand what's happening in the vehicles. We definitely want to progress towards a digital meter. I think that that's a future. You see many companies both in the states and internationally transitioning to that because of the capabilities because it's more reliable, it's less prone to, um, to tampering. so we talked about, uh, as an example, we talked about, uh, uh, we call it a not running your meter in other instances. I apologize. Oh, high flagging here. Um, there's different things that we can do in terms of tying a digital meter to the credit card machine. So those two have to work in sync, a giving access to a digital manifest. Um, so we can audit those, those types of things in real time. Mr. Whittemore's team can audit the drivers in real time without having to pull a paper manifest and compare meter readings. You can do that stuff from his office or Chief Aquino can do that stuff in his office as opposed to having to spot check drivers in the field. We can locate those drivers, but we also want to get more efficient for the, uh, the public, uh, you know, as we've seen, there are definitely challenges in terms of servicing the broader market outside of the golden triangle. So the technology we're looking at, the intent is to put ourselves in a position where we can drive those efficiencies where we can get our customers to spend less time on the phone that we can get our drivers out to our customers faster. I'm utilizing technology utilizing things like Google maps, learn customer history, automating the phone systems or the mobile apps or mobile booking technology so that they can see that they've got an easier time booking a trip and they can also see where the cab is at any given time. So there's a lot of different ways to deploy it. Again, I invite any of you to come out and spend the day with us at Frias and see what we're looking at and we can show you in real detail what we're doing and, and a couple of options that we're looking at. Um, but those are the two keys, like I said, transparency and increasing efficiency to better serve the public.

Chairman Olsen: Thank you. Questions?

Member Groover: Your idea on a universal dispatch?

Andrew Frias: So I think for universal dispatch, I haven't seen it play out in other markets necessarily. I've seen a few cities try to do it. I think the last one that I was most familiar with is Nashville. Tennessee was trying to, uh, not from a, from a regulatory side, but from a company side. They were trying to consolidate the dispatching systems. I think because there's different methodologies and different companies that makes it difficult. You have the questions of liability. Some companies lease, we choose not to lease. So it's how do you deal with all those different, different tangibles. My thought is that where I've seen the most success, I should say, a across multiple locations is to drive efficiencies. However, you're doing that within a company, it's to make sure that you're improving from an automation levels to make sure you're driving down your pickup times, your average hold times on the phone that you're giving your customers options. So my thought is that it's, I just haven't seen it play out effectively. Um, I think there's other ways that the taxi market will be successful outside of that. Does that answer your question?

Member Groover: Yes, it does. Thank you.

Chairman Olsen: Thank you. Board members have any other questions.

Member Thompson: What other ways do you see? Outside of a universal dispatch center, which there is resistance to? I understand that. I think were not grasping the 21st century here and, and I see Eastman Kodak, I was in Rochester for quite a while and I had some interactions with Eastman Kodak. It was our gargantuan company that dominated the photography field. I'm George Eastman had a vision of the 20th century. If you control the avulsions, you control photography and he was right when Kodak blinked the photography world shuttered. Then it went digital, right? Eastman Kodak saw it happening and they tried to catch up, but they were playing catch up the entire time. This dominant entity filed for bankruptcy in 2012. I can. I can just see the taxi cab industry in the same light, the 20th century, the taxi cab industry as it's playing out now, dominated the personal transportation, right? It's changing and I think playing catch up. We've got to get ahead of the game and we got Uber a year ago. I Thought Uber was not a problem. They had a CEO Kalanick who was very smart, very unwise. The internal mechanisms of his company was in a shambles. The the public. There were catastrophes and public outreach. The monied people in the board saw that. They forced him out. He hired a new guy. His name was customer Khosrowshahi, different kettle of fish. He's done some very smart public outreach things and I think he's knocking heads in the company, I don't know, but he is uncle actually owns all of Home Depot. It's a powerful family. They know what they're doing. Uber now frightens me from the standpoint of a Taxicab Industry. You've got to get ahead of them. You can't just try to play catch up or you'll end up like Eastland Kodak and I don't see us getting ahead of the ball here. I think we're just trying to will. It just will survive. No you won't. You're going to go bankrupt or assets will be sold in 20 years. So I've said my piece here.

Chairman Olsen: I'd like to add something. There was some discussion here about automated cars or autonomous cars some months ago and I'm a member of the industry said won't happen in my lifetime or my lifetime. That person could not be more wrong and that's an exact example of what Mr. Thompson was talking about about getting ahead of it instead of becoming a playing catch up. I mean, y'all better start looking at that stuff too, off topic, but I want her to bring it up.

Member Thompson: Let me further my diatribe here. Uber got into trouble with the autonomous vehicles. They were greedy. It killed the person in Phoenix and they got into a big lawsuit with Waymo who is now partnering with the city of Phoenix for God knows what reason, but it's coming faster than I thought it was going to come and there's going to be a time in the future when every vehicle in Nevada is going to be

autonomous and owned by a company. I would like to see it owned by the taxi cab companies because you're keeping all the profits in state. If it's owned by Google, Chrysler, you name the company. We don't know, the profits are going out of state. I mean that's my one reasons for liking you and hoping that you succeed and you're smart enough to do it, but you just got to get fearful enough to do.

Administrator Whittemore: If I can, members of the board. One of the reasons we wanted this agenda item and we had talked about this agenda item and me reaching out to several stakeholders. Not only are we hearing from more some more of the traditional methods. We're also going to hear the future is now and I think we need to change the narrative. That the buggy and horse view of the taxi industry could not be more wrong. What we're going to hear today with this, this smart meter, what we're going to hear in the future from Frias. Frias is looking at a few different models so they can't show us everything because there's a negotiation with a future partner may be, but what I've seen is real time data monitoring, not not speculation. They know where every cab is going. They know that they can click on the cab, they know who the driver is and they know every trip he's taken. They know every. He's taken that type of technology that you're discussing has to change, right? We have to see it and I think that's the direction these companies are going. At the last meeting they testified they spent millions, millions to try and update their meters and update the technology, so I'm hoping that what we hear in the next few presentations, we're going to hear from a company called Kaptain. We're also gonna hear from a company called Curb some of the ways that they are reaching new customers, smartphone applications, things that my generation are now taking as second nature. We have those here and so what we need to do, and this is maybe something for the industry to consider, where where's the PR around all of the things that the taxi industry is doing now. I know different companies are doing different ways, but they're all rising to this call. I promise you because they see, they see the revenue, they see the trips and they're finding new ways to connect and so as we go through these presentations, you're going to see a smartphone application of multiple smartphone applications. We are also going to see the back end where I'm from, Kaptain, you're going to hear so I don't want to. I don't want to steal their thunder. I'm going to let them do their thing, but what I. What I've seen from Frias, what I've seen in terms of what they're moving towards is the next generation. It is not. It is not phone dispatching and maybe account. So I think that's important that that's why we're here today. We're going to hear it.

Chairman Olsen: Anything else? Anybody else on the board? Thank you very much. The agenda item is Curb We're going to take a five minute recess. Oh, the meeting back to order. Now we'll call the meeting back to order. Okay. Thank you. Curb, Ready to proceed? Yes. Okay. You have the floor.

Athan Rebelas, Business and Sales Manager for Curb: Okay. Well thank you. And good morning. Thank you for the opportunity. We'll start off. Uh, I'll introduce myself. I'm at and [inaudible]. I am the business and sales manager for the western United States for curbed mobility. Um, and this is my colleague, Aris Layson lesson per account support manager, the west hills. And so we operate out of a local office here on Kelly Johnson drive and Aris is based there. I, I work remotely from home in San Francisco and we have a full support team over there for Vegas. And then we have our headquarters in queens, New York. I want to start off with something that wasn't on the powerpoint, which is to sort of address the elephant in the room, which you did a nice job of addressing earlier, which is Uber and there's a lot of ways to look at it. One way that I've been looking at it. And um, I have a long history in the industry. I've been in the industry about 35 years and I'm, the way I look at Uber is they actually expanded the writer pool. Uh, there's people now using the method of hailing and riding in a car today that would have never written in a taxi. And so the potential writer, the potential customer for taxes, that pool is bigger now because there's more people open to getting around some other way other than driving their own cars. That's the way I look at it. And I think that's the way that curbed mobility looks at it. Um, and



then one more thing I also like to explain because people don't understand sometimes they're like, well, what this curb dude as curb, you know, it bring us business. We don't bring business. You talked about supporting the local industry and you want the local industry to run the autonomous cars, we or a toolmaker, right? We build tools for the cab companies and for the local markets, so our clients now have these tools and think of like a cabinet maker, right? The cabinet maker heads their toolbox and they had the better the tools they have, the better the cabinet work they can do. We don't build the cabinet for that. We don't go out and get them jobs. We'd say, here's your tools. We have all the tools so you can build the best cabinets. Now build your business. And so that's what we do. So having said that, I'll go into the presentation and this is our mission statement. We enabled the transportation network of tomorrow to efficiently move charge and engage people in transit across the globe. We have approximately 100,000 vehicles across the current network in the United States and Canada. We have over 68,000 taxis that are equipped with our mobile payment terminal, which is where we're most known for. That's because that's what's sitting right in front of the customer in the back seat of the cab. Usually we have about 20,000 cabs that are connected to the Curb mobile platform. We have over \$2,000,000,000 in annualized gmV and a four run rate of \$180, million annual passenger trips. We have 135 dedicated employees. Uh, and beyond that, we have contractor employees or contractors that are in other countries. We're active in more than 100 US cities and six countries with many additional global markets under consideration. I know that we're looking at some South American, a potential right now, uh, and we haven't seasoned in pioneering management team that grows the business globally. And one of the unique things about us is we recruit whenever possible from within the industry. I've mentioned that I've been in this industry for 35 years. I ended up coming to work with Curb. I had been a client of theirs for a decade and I had actually moved on from my last business and uh, when the device president her then Veriphone, uh, and I, we ran into each other at a conference and he asked what I was doing and I said, well, I'm not sure. He Said, well, why don't you come and work for us? So they wanted me because of my expertise and my network in California. And so we have a lot of people that come from the taxi industry working with us directly and we build upon that experience. Curb itself is a 35 year old company. It started off with just meters in New York that accepted credit cards and it evolved over the years. It became a part of Veriphone. And then we split off from Veriphone curbed mobility now. So we're creating a comprehensive mobility platform for operators to efficiently manage the vehicles and drivers for regulators to be informed and established guidelines for service providers to deliver sustainable future proof solutions. And for riders to have an effortless transit experience. We are providing our partners with opportunities to efficiently connect with audiences, to meet their business goals. One of the things you'll see this graphic here I want to. It's really difficult for someone who's not in the industry to really absorb what we are because it's not a tangible product. You can for the most part, you can't hold it in your hands and you see in the center there there's the Curb Cloud, so it's a virtual business, right? You told him you were essentially a software business because we provide the software for the fleet operators, for the drivers, for the riders, for the regulators, for the employees and for the partners and vendors of the, of our clients. So we're, we're sort of an agnostic business, right? So we can integrate our solutions with other vendors and we can provide to our clients either home or part of a product. So you don't have to get your entire ecosystem from us. If you're a cab company, you can get just the tools that you feel you want and we can help you to integrate those tools with your ecosystem so we can. It's really hard to wrap your head around, but I think my clients understand what it is. This is our comprehensive product portfolio and, and this is kind of helps to elaborate on what I'm trying to explain, which is you see we have the rider app, which is consumer facing. You can download that at the apple or Google play stores and use it to hail a cab or pay for a cab and a Las Vegas. It's in most calves. Uh, it's in Los Angeles. It's a, we're just doing a soft launch right now in San Francisco and we're in Seattle and those are the western cities. And then we go Chicago, you, your Miami, Philadelphia, Boston. and I'll tell, I'll elaborate more on that app later on in the presentation. And then we have Curb for business. This is something that people in this room will probably never see, including our clients. We have



Curb for businesses is, if you have x, y, z profit company and you need transportation for your employees, you can set up an account through us. You have a web portal and you can use it, uh, to track employees rides and your employees can use the curve app to pay and to hell rides in any city that we're in. And I'll elaborate more on how that payment. Inhaling again, how that works later on in the presentation. A transit and nonemergency and paratransit tools. So nonemergency medical transportation, uh, I don't know the name of, uh, all the, uh, medical, uh, I know that there's Renowned up in northern Nevada, for example, it's a, like a medical provider and so they have patients that they need to move around nonemergency there, there is no life threatening issues and so they can use taxis to do that. And we can facilitate that. A transit, for example, in Las Vegas, if you opened the rider app and you tap on the vehicle button at the bottom of the app and it'll give you the choice to select a WAV taxi. So if you're looking for a wheelchair accessible vehicle and you can hail it through the app and specify that you need that kind of vehicle. Um, and we can also provide the full paratransit transportation ecosystem, uh, if, if there is a quick paratransit program which we're doing in New York, it was actually just in the wall street journal last week. It's been tremendously successful. The rider can use either the email app or they can call our call center to four four seven, request a ride and pay for the ride all through our system and we pay the drivers and we dispatch the cabinets so we can do any or all of them, right? TV is the, when you get in the back of the cab and you see the media playing on the screen in the back of the cab. That's right. Tb. And then we have Curb pay payment gateway and mobile wallet. Again, that's part of the driver app. Technically. I'll elaborate on that later in the presentation. Efleet is our fleet vehicle and driver management system, that's something that the consumers will never see. That's something that the clients work with every day. That's how they. It's a tool that shows essentially what you were talking about earlier where the cabs are a who's driving the cab, a gps bread crumbs there. The word work trail shifts, drivers shifts, uh, how long the drivers worked. You can see the driver history, the cab vehicle history, and that's also the same portal that we provide to regulators when regulators request that the LA DOT a city of San Francisco, San Francisco, NTA uses it to keep track of cabs and to validate driver, uh, uh, permits a city of New York. The taxi limousine commission uses our solution. And so does Washington DC I believe. And Chicago, um curb live is a very basic fleet dispatch system. It's just a, it's a product that we have available for very small companies that just need to send dispatch trips to cars, but they don't need all the reporting tools. We have quick pay, which is the money transfer engine for the drivers. So essentially, uh, when you swipe a credit card in the back of a cab that has occurred solution in it, or you use the email app to book a cab, the driver can get paid a couple of different ways if we can basically, let's take a very simple, you swipe your credit card in the back of the cab. That money can either go to the cab company and then be distributed to the drivers through the cab company or that money can go directly to the driver and we compare the driver within 24 hours. So in some cities, like in San Francisco, what we're doing is the drivers have the account with us, not the cab company. And so when there's a transaction that occurs in the cab, whether it's through the hail app or it's through a credit card payment, that money goes directly to the driver's account. And then, uh, in addition, the driver has the option of having a debit card and we can do it that way as well. We can load their debit card. A drive is on the third and final column there is our bring your own device driver app and that is essentially a, you'll see a, this is our driver app with the virtual meter here. This is it, a tablet. This can also work on a smartphone a. So there's markets where the driver buys, provides their own tablet, their own device, and they just connected to the car via bluetooth or a wifi hotspot and they can go to work. Uh, Dash is essentially the app that is a with the soft meter, Right Engine is a connected vehicle, event engine that is some of what you were asking about earlier about being able to know the mechanical condition of the vehicle so you could sort of virtually do a diagnose a website called hadn't checked, you know, when there's something wrong with the diagnostics. Thank you. I usually drink too much coffee. I tried to reel back today so I wouldn't rush through this, but it's not working. Um, and then a right AI is machine learning decision engine and that's above all of our heads. I think maybe no offense to anybody, but it's going to be difficult for me to explain. So let's go through the product highlights, the current product suite, whether



you book by app web call center or a concierge. Concierge is our b two b web web portal that it discussed a connector passengers to safe, reliable riots. Curb is a national platform endorsed by the taxi limousine and paratransit association. So the TLPA, which by the way is having their annual conference here at Caesars in October. Uh, it's officially officially endorsed our ehale app as the app that taxi companies should be using and for good reason is because most companies have already selected us. And so it's really, since the association is made up of cab companies, it's really just these companies coming together and saying, we want to get behind this app. And supportive, uh, the current mobile app currently available in Las Vegas, Curb as the number one taxi app in the United States. That brings an easy, seamless hailing and payment experience to taxi rides. Curb connects passengers to over 100,000 drivers in most major metros in the us, including like I said, New York, Chicago, Philadelphia, Boston, Miami, la passengers request rides with the tap of a button. They watched their vehicle arrived. They can pay for the fair from their smartphone and we only work with fully licensed and insured drivers and we are also an official app within city of Chicago. So I want to talk a little bit about what the features of the app are because it's complex. There's a lot that the consumer can do with our app. You can request your ride and track your drivers arrival. Of course, that's something that is pretty much required. I mean the is not going to settle for anything less. You can book your rights for right now. Immediately. Like I need my cab right now. I want to get a ride. It show you there's a cab three minutes away, six minutes away, and then you can track that cab is it calms or you can book your ride at 24 hours in advance up to 24 hours in advance. So you know, I have a 4:30 AM a flight I don't want to get online and and plus with it in the morning I'm going to be rushing and so I can put in my order now and at 4:30 am, a, a, there should be a cabinet in my place and I should be able to track that and pay for it through the app. The payment options in the app includes credit card and paypal. Every time you used the app to pay for a cab, you receive an ereceipt and that stays in your write history in the app and that the ereceipt is also email to you. And so you have a pdf and you can print them there. Your expenses. The popular parent feature brings the ease of Curb came into writers even if they don't hell there, right with the app. So this is something that is a really cool I think, and it's very unique to us. Essentially you can use your phone to pay for your cab ride in any cab that has a parent paid code on the back seat screen. And that parent paid code is usually up in the right hand corner and usually after the meter has hired within a couple of minutes, there'll be a short a notice. It'll pop up on the screen and say, hey, you can use your app to pay for this ride. Now that hap doesn't just work in our cabs only, it also works in cmt cabs. So Deluxe cab, if I use my app, even though the isn't on our network, we have a partnership with cmt so we can actually use our app. Our writers can actually use our app to pay for rides in their calves. So it's seamless. So if I'm, if I come out of a hotel or I come out of McCarran airport and I want a cab that's going to accept her payment, I can write in any cab like the YCS, I can ride a Frias, I can ride in any cab that has either Curb Lucky Western, Nellis. Uh, and of course the cmt fleet, which is Deluxe. I can get into any one of those cabs. I can pay with my phone. And even though I caught the cab, the cab stand, I can rate the driver at the end of my road and I have an ereceipt with the driver's information and it goes into my trip history and the app. And I also received a pdf email that I can use.

Member Thompson: Is there a \$3 charge for this?

Athan Rebales: That's the credit card fee. It is the credit card fee.

Member Thompson: I'm just wondered if this is counted as a credit.

Athan Rebales: It's a credit card transaction. The card is on file. They're not swiping it in the car, but they're still paying with a credit card or.



Member Groover: So your Curb pay does charge \$3.00 for every credit card transaction?

Athan Rebalas: The credit card company.

Chairman Olsen: That's different.

Athan Rebalas: Each community. It's every community is. As far as I know, Las Vegas is the only city that has the \$3 fee. Uh, I don't think any other markets have a surcharge for credit card statement.

Member Thompson: Is that somebody brought up the fact that lot.

Athan Rebalas: Well, I don't want to open a can of worms because you have. Markets are all completely different. Yeah, they're, I mean, they're all independent con. There's no other market that has employee drivers either, so as that changes the whole dynamic, it's just a whole different. Yeah, I don't think you can compare. It's apples and oranges and I can say that from a vendor perspective and being an industry person, there is no other market that you can compare Las Vegas. I can tell you that for sure. It's very different.

Member Groover: Good recovery.

Athan Rebalas: So our dispatch solution, uh, which, uh, is used by Lucky Western and Nellis. That's it, right? Uh, cloud based, uh, it's the latest taxi dispatch for fleets of all sizes. So it doesn't matter if you have five cabs or you have 5,000 cabs, it's just as easy to use. It's hosted in pci certified redundant data data centers. It's accessible from any web browser, so you don't need to download any software. You don't necessarily need a IT person to run it. You just need a commercial business class, internet access and a workstation now. But theoretically you could sit with your laptop and Bermuda and this patriot camps, um, it integrates seamlessly with the voiceover internet protocol, a compatible phones. So even the dispatchers, I could, if they can plug their phone into the internet, they can sit in Bermuda and dispatch the cabs and take the calls. We also offer 24 seven call center support for drivers, passengers and dispatch staff. So to elaborate on that a little bit, again, you can take all or part of what we have. So we have the dispatch solution and we also have optional to our clients a call center. So if they wanted, they could utilize our call center services and instead of me calling Lucky cab and talking to Lucky cab directly to get a cab, I would actually be routed to the Curb call center and Curb would dispatch the camp. Uh, and, and uh, it, you can, the other week, everyone's talking about, uh, uh, you know, whether or not they want a centralized dispatch. That's a local business decision. But I know in one city we have three cab companies that have decided they want to work together and they're going to share trips through our dispatch solution. And one of the ways they're going to do it is I'm going to call and I'm calling the phone number for x, y, z cab company. So our solution yet I know automatically that this call is for xyz cab company. When it goes into the system, it will go first, it will be offered first to xyz cab company and after one minute if one of their cabs doesn't accept the job and we'll go out to the other to cab companies as well. So we can structure this any way anybody wants to do it. Like I said, we support our fleets and so we give them the tools, they tell us what tools they want and then they use them how they want to use. And of course it's all compatible with our passenger app. Another one of these complicated, uh, slides. Uh, it's very inside baseball stuff here. I hope you guys are following them on. Um, this is the dispatch you have your reservations, web telephony apps api. I've been kind of expanding Dash, the driver app. Sorry. It's so short and sort of showing you. It goes from, you know, I'm calling or requesting a cab, a online or via telephone and it ends up at the dash driver after the driver. I don't, if you have any questions I can answer it, but it's just reiterating with the last slide said in a different way the reporting tools. So this is something that, uh, you know, uh, requires some



effort on the part of our clients to do it. again, if you think of it like windows office, microsoft office, microsoft office is the tool kit, right? And if you're going to use it, uh, you can't just open up a spreadsheet and go, okay, I know everything about it. You have to learn how to do the spreadsheets and how to make them do what you want them to do. Same thing with our reporting tools. Uh, we can, uh, I'm the. Well, I'll just read from this onscreen reports with one click filters on screening dashboards, call stats, trip status, account status, excel output of reports for time to pick up driver acceptance slash rejection rate. Driver cancels, corporate client usage. So anything you want to know about a taxi requests where a taxi from the time the request is initiated until they request is completed, every bit of information in between is on our surface and it's available via reporting tools and uh, they wanted me to highlight this. We currently produce regular reports for several local regulatory bodies in New York City, Chicago and Boston, and my mother's, I mentioned LA Dot, San Francisco, NTA. Those are my clients. We are happy to provide references or scrubbed samples if anyone wants to request those option for you.

Chairman Olsen: You shared everything we've been at the transaction goes between the writer company dispatch. Captured, correct.

Member Groover: Is it encrypted?

Athan Rebalas: Well, yes, it's, it's all. I mean it's, it's, it's secure, it's very secure. It's not. This is not public information.

Chairman Olsen: It doesn't matter if it's public information. Is it encrypted because it's flying through air. All this stuff's flying through the air.

Athan Rebalas: pci compliance.

Chariman Olsen: Is it?

Athan Rebalas: Yeah.

Chairman Olsen: Thank you.

Member Groover: I have one question on your driver acceptance rejection rate. If the driver does not, couple of call, what happens from your end?

Athan Rebalas: Well, I, I need to be more clear of what you mean. I mean, it depends.

Member Groover: I'm not a driver, I'm sorry, if someone customer calls them and the driver does not respond to that call, how long does it take you to pick that up?

Athan Rebalas: So the scenario is that I understand it, what you're presenting as a rider, calls for a cap, a driver accepts the trip and doesn't pick it up?

Member Groover: Doesn't do anything.

Athan Rebalas: So no one does it.

Member Groover: They call in, then the passenger is just standing there.

Athan Rebalas: What are our solution? Will do what, uh, it has been asked to do. So it depends on what you're asking it to do. So if asking, right? So what I'm saying is let's say you can ask the solution to, uh, take that call after a certain, if it's been sitting there on a without a response for a certain amount of time, It can do a number of different things with that request. It could resend, it, it could send it to other cabs. If, if there's a business arrangement there, it could, uh, call the passenger back and say, there's, we haven't found a cab for you. It could, uh, it depends on what the business arrangement is with that cab company, but as far as the record and the tracking, it's going to be in the record and the reporting that this trip was not that it went there and no one did anything with it. It could not find a cab and then there was no human intervention, no one said, hey, I'm going to send this to a driver or I'm going to call this person and, and, and let them know we're not finding them a cab and suggest that maybe they call another cab company and if there is a call that goes back and forth between the call center and that rider, that will be in the reporting. And so it's everything that happens and if, if nothing happens, then it shows that nothing happened. But if something happens it shows that something happened. But the rules as to what to do with that trip requests depend on the business requirements that the user inputs into the system. Does that answer the question?

Member Groover: To a degree.

Athan Rebalas: Like I said, where are the tools? Right? So you got a hammer? I don't know what you're going to do with the hammer, I mean, are you going to use it to hammer nails or you can use it to smash your own foot? I don't know.

Chairman Olsen: Let's move on.

Athan Rebalas: So I'm Wayto cloud and dispatchers. Dispatchers can view all available drivers on wages cloud, including those on duty, off duty and on breaks Wayto cloud records, messages and conversations, conversations between drivers and dispatchers and between passengers and dispatchers. Wayto cloud can be coupled with curved call center services. Twenty five dedicated call center staff and growing with two four slash seven, three 65 operations. So those are the things that I mentioned earlier. So the dash driver platform, this is what the customer sees in the car. Dash is a next generation driver platform that makes accepting trips.

Member Thompson: Wait a minute, I'm confused here a little bit on this Wayto cloud you have your own coterie of people who will enter the phone and keep track of where every driver in Las Vegas is.

Athan Rebalas: Technically the answer is yes. So let me elaborate. Um, the call center that we have is an optional tool for our clients. None of our clients in Las Vegas have selected to utilize our call center dispatch their rides. So we're not dispatching for Las Vegas. Our clients in Las Vegas, Lucky, Western, Nellis are utilizing our dispatch application platform to, for their call takers, their call center, local call center. Did this match the cost to the drivers?

Member Thompson: So what does the Wayto cloud do for them?



Athan Rebalas: Everything that it does for us. Same thing. So it's all those tools that I mentioned, all those reporting tools, all the, all the functionality they have that at their company. Like I said, if you think of microsoft office, right?

Member Thompson: But your 25 people somewhere in San Francisco or wherever they reside, do they interact with our local companies?

Athan Rebalas: If the local companies want that option.

Aris Layson: If I may. Currently you're not using our call center. So our 25 people sitting wherever they are, they're not interacting with any.

Member Thompson: So they have no idea where, where our drivers are at any give it time.

Aris Layson: That is correct because they're not our clients here in Las Vegas. They're not using that tool.

Member Thompson: That's really all I need to know. Thank you.

Athan Rebalas: I just want to be careful because we can say that they have no idea. The system knows.

Member Thompson: But you're not tracking them in a real time basis.

Athan Rebalas: Right. But I could log in right now from my phone or from this last shop and I could see exactly where every Las Vegas cab is.

Member Thompson: Yeah, that's fine.

Athan Rebalas: Okay. So dash is a next generation driver platform that makes accepting trips, hiring a meter and managing payments fast and easy. The android based platform operates on our va tablet, that's what we call it, eight inch tablet or any android device with features like a digital meter navigation, multi language support and integration with her dispatch and payment solutions. That is a lightweight and powerful tool for any hired driver. So again, I want to really make a big deal out of how simple this is. The user interface, big buttons, a cheap in terms of cost. I mean you buy a tablet for 100 bucks and this is it. That's your cab, all the tools you need and it connects to all that back end, with all those reporting tools, validates the driver, validates the shift information, it can connect to the obd in the car, gives you vehicle diagnostics, but that's, it's that simple as far as equipment in the car.

Member Thompson: So per car costs for curve is less than \$200 you would say.

Athan Rebalas: I mean, you buy the tablet, then you have to pay for your airtime data plan and then there's monthly software fees that we've charged the company. They're modest. They disagree with you will agree with.

Member Thompson: \$200 per cab for one per month.

Athan Rebalas: Yeah, not per month.

Member Thompson: Yeah. Just wondering what the cost is for the companies.

Athan Rebalas: I mean if you, if they wanted to deploy this system, uh, as far as hardware, they just need to buy a tablet. The monthly fees are going to be in somewhere between, you know, they're going to be less than 50 bucks per car. So the digital meter dtx 76 meter interfaces with the tablet. It's an easy to use digital meter. It's a, it's a certified nationally and California as well. The platform is designed to prevent tampering or driver manipulation, ensuring an accurate fair for each trip based on time, distance or designated flat rate remotely sailing the digital meter. This is something I think that, uh, has been part of the discussion here in Vegas from what I'm gathering. When the dash application is configured, a unique user id is generated once the tx 76 module is paired, it is locked to, to this specific device. It prevents the tx 76 modules usage by any other dash device. So you can't move these things between cars. You can't take this tablet and this meter go get getting your personal car and start doing bandaid rides. It's only going to work in the car as opposed to working for remote electronic sealing. The dash has an internal data change, change log for a firmware, software and tariff table with times and dates for all changes that occur. The limit of interest to these logs is 100 iffo. There is no limit to how far back the data can be accessed. This data file can be exported and printed, so I know that's, that's super technical stuff and uh, I don't know if anyone has any questions before I move on from that. But Aris is a technical expert.

DAG Bhalla: What does iffo stand for?

Athan Rebalas: First in, first out.

DAG Bhalla: Thank you

Athan Rebalas: and I'm very proud of myself for knowing that one. Remotely accessing the digital meter. So this is sort of an idea of what you would look at when you were a, if the regulator was looking at the remote remotely at the digital meter in the cab, the audit trail for a sales leader can be accessed remotely via our fleet management software, which is available on any browser. So again, just log in, you'll have a, whoever is accessing it has an approved to administrative account. It can go in and access the information that they've been designated to access. We will be able to display the tariff as well as any changes to the tariff, athletic or local. So again, I know that a lot of talk about what the meters can and cannot do. This is very technical. So if there's any question here.

Member Thompson: I have a few terms. Sorry. You mentioned the city of Chicago requires Curb not 100 percent of her cabs have in Chicago have Cub. So with the city of Chicago that they required all of their cabs to be on a national app and they selected two. So all the cabs in Chicago have to be on either one of the two or both.

Member Thompson: Which do.

Athan Rebalas: So one of them is ours, it's a Curb. And the other one is arrow, which is cmt. That's the system that Deluxe cab, right.

Member Thompson: Is that the r o, r a r

Athan Rebalas: a r r o a r.

Member Thompson: And you mentioned that you were heavily into Los Angeles, San Francisco, and so what percentage would you say, just a rough estimate, do you have Curb in the taxis in those cities? Like 90 percent it.

Athan Rebalas: In LA it's pretty close to 100 percent. There is really one in the city of LA, there's only two fleets that don't have our solution and they're both very, very small City cab and Bell cap. Everyone else has our solution and virtually nearly all of those calves are available on the ehail app about San Francisco. So San Francisco, we're just launching. We just went, it will be up 10 percent of. I mean we're just launching like there's literally Monday they're going to start signing. Like a seven point five percent. I mean really pretty much the only people that know about the San Francisco launch are the people in San Francisco that are involved in the project and now everybody in this room.

Vice Chairman Aguilera: So this is um, because they would be a competitor of Lyft or Uber, right? You download this on your phone Curb. Once you land in LA and say, does my phone light up and say Curbs here at all?

Athan Rebalas: You have to open the app down. Okay. So we can do a push notification like that, but people seem to not like that.

Vice Chairman Aguilera: Okay. But um, the name is not as prevalent as Uber or Lyft?

Athan Rebalas: Yeah. We're about \$60, million. Sixty dollars, million dollars short that the right and our budget,

Vice Chairman Aguilera: But I mean it's a great product. How do you get advertising and get this out, their message out that this is available.

Athan Rebalas: That's a good question and that. So that's exactly what I was referring to when I was saying we built the tools for the local companies, so don't look. No one knows Vegas better than our clients in Las Vegas. Right? I mean as much experience as I have mentioned, experiences areas has. And as mentioned experiences, our team back in New York and Virginia has, we can't walk into Vegas and say, okay, we're going to do this, do this, do that. YCS knows Vegas, Frias it knows. Lucky, Western. They know Vegas, so we've given them the tools and now they have to.

Chairman Olsen: So let me ask you this question. Basically is the franchisee with you to do this for lack of a better term.

Athan Rebalas: and I wouldn't say that now.

Chairman Olsen: So somebody buys a McDonald's here, they get national sport in advertising.

Athan Rebalas: If you think it, I would, I would say it's more like a national network.

Chairman Olsen: It's a network, right? So what I'm getting at is advertising to get the information out to the public. Okay. You were saying they, you know, they bought the system, it's up to them and figuring out how to do it. But in most cases when somebody buys into a, uh, a nationwide company, they get nationwide advertising support. Does Curb do that?

Athan Rebalas: So you have, like in the airlines you have like the star alliance and an atm. You have networks so you can use your atm card. I can take my b of a card and I can use it in a wells fargo machine. It's, it's a network, right. So you're, they got onto a national platform and do the. The concept is, look, I am not. If I live in Las Vegas, I probably, realistically I would take a cab maybe once or twice a year. Right? Am I going to download a local, no name app for that?

Chairman Olsen: That's my whole point.

Athan Rebalas: Exactly. But if I'm a business traveler and I'm working in Chicago, I'm flying to New York and I and I come to Las Vegas. I already know, I'm a New Yorker. I come to Las Vegas, I already have the Curb out, I'm at a bar, you know, in uh, east Fremont street and I come out and I don't see a ride and I opened my Curb app because that's how I get a cab back home and I looked and see if there's cabs. I'm on a national platform but I'm not going to be here.

Member Groover: You can ask that a different way if I'm flying southwest airlines going to pick up their magazine and look and see an advertisement for the curb app saying it represents cabs in Las Vegas. So we have to look,

Chairman Olsen: I mean just the yes or no.

Athan Rebalas: No, no, but we haven't, we don't have the budget for it. We have, we do have a business development that occurs in New York and it goes out from there. Right.

Member Groover: So we are in Las Vegas.

Athan Rebalas: The executive. So the local marketing needs to be done by the local companies, right? A national level. We're worried about it.

Member Thompson: We're not really picking on you Curb in particular. All of the apps have the same problem, but our problem is that people coming to Las Vegas do so from Des Moines, Iowa, you know, they're not business travelers, they're vacationers and in Des Moines they probably aren't using Curb and when they get here to the airport, they're going to say, what the sam hell do I do now? Well, I guess I got an Uber app I can do that. My wife does that, bless her art, but the whole,

Chairman Olsen: it's a problem and no matter what Curb except those of us in this room and the few people that use it and and that, that becomes a problem. Everybody knows what an Uber and Lyft is and so how do we get this out to the public to use it? The tourists coming in and the people live there. It's not out.

Athan Rebalas: So we like to capture ideally, right? You would want someone to walk off the jetway in your scenario and see a giant Curb app. Right?

Member Thompson: Then you got to download it into your phone.

Athan Rebales: I don't know, but I walk out of the way and there's Lyft and Uber, big giant signs all over the place, spending millions of dollars to do it right. We don't have millions of dollars. I don't think no one in this room has millions of dollars to blow an advertising that essentially is unproven also. Right? You've got to have an roi. You have to do some tests. So. So what we focus on doing is we focus on developing business to business relationships. We just did a thing with American Express and a couple of cities. We did a thing with Hilton hotels and a couple of cities and as we have successes, we start, we go, okay, this is where we have our limited resources. We can point our resources over here. This is working, we'll do more of this, right? It takes time to do these things, but locally, but we hope for is okay. I come out of McCarran, the jetway at McCarran, and I didn't have my mindset. I'm going to go downstairs and then go get it in taxi. I'm from Des Moines. I never ride in taxis in Des Moines. I don't care about Uber, I'm not sophisticated and I come downstairs, I go downstairs, I get in line and get into cab. Which you want is when they get in that cab for them to learn about Curb size, that cab. So when they get out of that cab, they've downloaded the app. Now they used to pay for that. Right. And then next time they need a ride in Las Vegas, they're going to use that app. Right.

Member Thompson: You know what would be nice if they could just call a phone number if you had a big curbside there with a phone number it call the phone number and somewhere in your machinery it we'll get a car for, I dunno, without downloading an app, which is a laborious job for nontechnical people,

Athan Rebales: but now you're asking me to do it with cab companies are supposed to be doing.

Member Thompson: Exactly. But you're doing it so well,

Chairman Olsen: I guess. Sure it is that, as I said a minute ago, nobody knows what the heck Curb is. Except for the word is not getting out to the public very well. May see this sticker on the cab. Still wonder what it means or maybe they think if no, I can only pick up at the curbside. Who knows what they can go ahead. Question?

Vice Chairman Aguilera: If a Cab company has curbside it. Someone is from New York or LA or Boston gets here what you just said that. Oh there. Push the Curb app, get hooked up to a cab company. Where do they get picked up? Where Lyft and Uber are, other

Athan Rebales: You're talking about and McCarran specifically.

Vice Chairman Aguilera: or at one of my properties. and the reason I mention that because Lyft and Uber, they don't go over the cabs. Are there separate now? He said Aria or Fedora, they go to another location to pick up the passenger would. But that's gonna mess up the cab line because they're going to get out of line and go pick up somebody.

Athan Rebales: So we, we, we actually thought about this already. So what happens is if you open the Curb app at McCarran airport, you'll get a pop up and it says, welcome to Las Vegas, your taxis or outside. Just go down to the taxi, stand and look for a current Curb cab and use the app to pay for the ride. And the same thing at the major strip properties.

Chairman Olsen: There's a long line. The first five or don't have the green cab Curb sticker. So you gotta wait. Nope. I don't want them. Nope. I don't want to wait to see. What he's saying is if you want to curb and you and you connect to a curb, where do you go to get a curb? Except wait in line. So that's a problem.

Athan Rebalas: That's been, that's been an ongoing dialogue for two years now with the local companies and we've, I think probably everyone of us have gone with. We've all flipped back and forth on whether or not to open up properties to ehail or not. And if it's, you know, when when week one of the cab companies will want to do it and we're kind of reluctant and then we'll talk again the next week. And we flipped. We were like, yeah, it's a good idea. And they're like, nah, we've been talking about it and we don't think it's a good idea. And so it's a, there's a lot of logistics that goes into that. Right? And so I, it's, it's, I think everyone in this room is open to good ideas and if there is a good idea and there's an opportunity, I think we'd all do it.

Vice Chairman Aguilera: I know we're a stand point is good selling point here, is that avoid the long line cab line. If you go onto the curb app, just go out and in their location for or the other's.

Athan Rebalas: That's the concept that we've, we've all tossed around or following rules.

Aris Layson: So I just want to add something. If I'm at a location where there's a cab line, if you open your app, it tells you you have to go outside.

Chairman Olsen: Any other questions Board members? Thank you, Mr. Rebalas.

Athan Rebalas: That's is it. So it actually Aris just reminded me of something too though. That is actually that was a concern also was the legality of jumping the cab lines that has come up in those discussions. But thank you so much for your time.

Chairman Olsen: It's like the rules of federal government rules. None of the rules apply to the federal government and none of the rules apply to the TNC.

Athan Rebalas: A 100%. I am in agreement with that. So again, you know, we have a local office here and you're wanting to reach out to us, if he wants my business cards, I have a business cards. Thank you.

Chairman Olsen: Next we have a Kaptyn.

James Morgan, Kaptyn: I do have a power point presentation in an effort to try to keep things moving and quick. It's about five minutes and then after that I was going to have, I've got one thing that I wanted to, uh, to show, uh, show you about of our cap manager software. And then I'd like to turn the time over to Chris Bordonaro who's gonna, give some demos on our equipment that's here and explained some of that. We appreciate any questions that you have. Try to make sure that on if there are questions that you haven't gotten an answer today, we're always, you're always welcome to come by our offices. We have, our offices are up on, Cheyenne were a local company and you're welcome to come up there for a tour. Uh, any additional demonstration or anything you'd like. We've been doing this for about 25 years and there's a lot of things that we could cover. We won't because there's just, there's just too much. We're Kaptyn, not to be confused with Cabot, who's one of our great customers that we work very closely with, just for clarity. Kaptyn is a group of six cab companies that have come together to cooperative a cooperative effort to improve the efficiency and

strengthen the industry as a whole. They came to Kaptyn to utilize our technology to help facilitate those efforts. We've been, we've been serving the Las Vegas taxi industry for over 20 years. Our cab manager software provides back office industry specific tools and support for 15 of the 16 cab companies in Las Vegas. Um, our DT5 mobile data terminal is operating in over 1900 cabs in Las Vegas, most of which not all are part of the cabbot group. We also have them, uh, with A-cab a few, a few years ago. Uber stirred up the industry when they introduced the possibility to use a smartphone to connect a passenger and a driver. This is a step in the right direction that has disrupted an outdated taxi industry all across the country and admittedly brought a level of convenience to the riding public that has been in some ways beneficial. However, in spite of some of those benefits, there are many issues and flaws with the model. The industry response to Uber and the TNC's had been very short sided and inadequate. The industry was a lot of the response has been to try to imitate what they have done and in so doing, they devalue or ignore the traditional strengths of the regulated taxi industry. This approach has, in large part failed as is evidenced by the distressed state of the industry and cities across the US, including many taxi companies in those cities that have failed and closed their doors. We are the opinion that our sites need to be set higher and be based on the needs of the riding public. The opportunity for drivers to make a good living and, and the need to take advantage of all of the available technology. This technology is going to change transportation for hire industry, as I'm sure you're all very aware, whether it is connect, whether it's connectivity, data mining for business intelligence, smarter cars that can make decisions or just using technology to be more efficient. It's our focus is our focus to make improvements that strike at the root of the problem and present meaningful and helpful tools that can be used now as we move toward the future. And the tools you'll see today are all, all, uh, available, functioning and operating. Um, there are things that we're constantly trying to do to improve it, but that's the, that's the article. What would be our product offering has been many years in the making. And as a result, many of our, uh, many, uh, has many more features, functions and benefits than I could possibly cover here today. But I would like to highlight a few of the unique and powerful features. But first, a quick overview of our product offering. Kaptyn suite includes three primary components, cab manager, dispatch studio, and the DT5. These components are engineered to help manage and monitor the taxi fleet operations, maximize efficiency and help to provide the best possible service to the riding public. In addition to these three components, we also have various integrated smartphone apps as well as web portals and tools to improve and enhance our service, which by the way, I, uh, we do a significant number of integrations with third party companies. The curb app, I know they can hail cars that are in our, in our, that have our equipment in to. So there is, there's a lot of integration that goes on outside of just our company. The first component cab managers or fleet management software which manages much of the back office accounting and reporting needs of the police. As an example, our driver management module and cab manager tracks everything related to the drivers from schedules, work and productivity compensation, a to training, credentialing and lease management. It also includes access to complete trip, a trip by trip and day by day electronic trip sheet record, going back as long as the as the software has been in use, eliminating the need for drivers to use and for companies to store pay for trip sheets. The vehicle module includes similar type of information as well as individual vehicle status history and attributes such as current location, passenger capacity over the vehicles, types of vehicles, whether it can take a wheelchair and on both of both the driver and the vehicle modules include an electronic document management system, eliminating the need to store or retrieve any paper documents from a file cabinet or a storage box. The next component, the second component is dispatched studio. This studio is a state of the art dispatch program that was built specifically around the unique needs of the Las Vegas market and the way that the companies operate here. In Vegas we have roughly \$40 million visitors that come here annually, all of the advance in various venues as well as a growing community of 2 million people. That's been our focus. When someone calls to request a ride through our dispatch studio, it can be efficiently handled with the interactive voice recognition system or the software detects who is calling and creates a new screen with the passengers history and preferences already displayed



for the customer service representative. Dispatch studio uses artificial intelligence to analyze and detect and direct all rides to the nearest available car. Whether that request came from a phone call, a button, a smartphone, ehaul app, a website or a ride that was scheduled through a third party integration. The services virtually the same for all passengers needing a ride. It goes to the nearest available cab. The interactive dispatch screen tells the customer service representative all they need to know in order to help match the available supply to the current demand. They know where the cars are, the current meter state, whether they have a passenger in the car or if the driver is on a break, they see when a driver has been assigned to passenger and is on their way to pick them up, and of course they know which cars are available for pickup. The screen also lets the CSR know where any passengers are that need a ride and so that they can monitor and intervene if needed, track passengers and drivers in both cab manager and dispatch studio. There were hundreds of diverse reports that are available with constantly adding more reports and analysis to the system and we're going to leave a packet with you to have some samples of some of those sort of give that to you for really. The third component is the DT5, a purpose built industrial grade terminal that replaces all of the taxi equipment, much of which is outdated or underpowered and has been used for over 30 years including outdated meters, a radio equipment, dispatch terminals and the recently added tablets and cell phones that clutter up many of US taxi cabs and make them look like the cockpit of a homemade flight simulator. Among the visitors who come to Las Vegas for their annual conventions is a large number of very tech savvy leaders of industry. When I get in a cab in Las Vegas, we want them to see clean, attractive and efficient technology at its best and that is with that. I'd like to turn a few minutes over Tom King who came to show you a little bit about some of the latest features we've just added the cab manager.

Administrator Whittemore: Mr. Chairman, can I ask two questions just real quick. Because I think they're important. I had a meeting last week. It was originally scheduled for like a half hour, 45 minutes. We spent two and half hours. They walked me through their entire, their model . Two things I want to make sure everybody's aware of. How many companies in Las Vegas or using cab manager?

James Morgan: There are 15 of the 16 companies that are operating in Las Vegas use, so have used for some time our cab manager software which has all the fleet management, the backend stuff. I'm out of those. Uh, and then also we have about 1900 Cars in Las Vegas that are running that DT5's.

Administrator Whittemore: That was my second question. So it's about 60 percent correct running on DT5.

James Morgan: Yes.

Tom King, Kaptyn: I'd like to thank you for your time. Um, I don't wanna spend a whole lot of time because I know it was kind of long, but there is one thing, Kevin, I wanted to show you, and this is kind of our electronic trip sheet, um, trip log. You on the left side, you can see I just bought up a particular driver, but you can do a search by driver or by vehicle and it will find that driver. You'll give you basically what that doctor did, you know, step by step, you know, on the left you'll see right under where it says 2904. That's the cab number. That driver drove. Um, it gives you the time you started the time you finished driving that vehicle, you know what medallion he was using, you know, how much he did in fares, as taxes. And then right underneath that you'll see a little gray line that represents the time that the driver had the vehicle when he did not have the meter on. Right below that, you'll see a blue line. That's when the driver's side. Yeah, I'm going to be on break right now because there's nothing going on. So he took a break. Maybe, you know, he got out of his car, went into the gas station, grab a cup of coffee or whatever, and you'll see you took the, you know, couple of breaks right before he got it first trip. Um, he picked up this first trip at 4:23, you know, when it went to 4:37 PM. So you know how

long that first trip is right now I have his whole day selected. So on the right side you can see a, a gps trail. What did that driver drove throughout the day? You in a few kind of curious kind of where he started and where he went. You can use this timeline at the bottom here and dragged through the timeline if it works. And it's of course, because it probably went to sleep.

James Morgan: He could drag that timeline across the bottom and at a point in time you can see where the car is.

Tom King: The vehicle to drive, you know that vaguely drive throughout the city. It would throughout the day and it tells you, okay, well this was know a little bit before 6:00 PM as you drag it through and we'll go through them now you'll see that there's different colors, lines on the screen. The red line represents the time that the driver was not, did not have a passenger in the car, he was not making any money. The green line represents when he had a passenger in the car and there is a couple of spots was blue lines and that's when the driver was on break.

Administrator Whittemore: So that GPS, if I can your tracking his day yet, whether he's on break or he's on the meter and you're just tracking his day up the entire day?

Tom King: Correct.

Administrator Whittemore: So one of the questions Mr. Chairman and members to that's been brought up is no shows and the issue of how do you verify and what we hear is we sent a cab and, and this is a very plausible explanation. We sent a cab, they didn't come out whether that individual was inside, wasn't paying attention, whatever, but bingo. We know where the gps is so they can show us a trip sheet and say yes. In fact we did send a cab and the customer failed to come out. So it's just, there's, there's an additional back end, right?

Tom King: Yeah. Well with the integration with our dispatch system and with electronic trip log um, yeah, we have, we know exactly where the driver's at anytime during the day. Um, you know, probably the day we know exactly what it's doing when his meter was on, what we had was off

Member Thompson: The information stored for some length of time?

James Morgan: Yeah, it's store indefinitely. It can be removed if somebody is running out of space or some reason, but we don't, we don't, we don't automatically deleted after a period of time back as long as they've had the software.

Tom King: Yeah. So, so this is all the information that those cab companies have available to them right now, um, and we also want to make this information available through a regulator portal that you guys currently are using, um, where they can make a request to the company and view, um, some of this basic information as well, what the driver did through his day, where he picked up a ride where he dropped off a ride. So, um, you know, there's a lot of backend management stuff to visit a full, you know, back in management system for the cap companies and I don't want to take your time going through all of it, but that's kind of one of the key features that I wanted to spend in this. Show you, that we have that information. If you have any questions,

Chairman Olsen: I have a question for you. Are you encrypting this yet?

Tom King: Yeah, we have all the data. This passed from that 85s all secure, you know, throw the encryption through the back end.

Member Thompson: Will this work with Curb and well as Kabit?

Tom King: Yeah. So, so Curb,

James Morgan: I'm going to say, let me, let me, let me just add something to that. We provide through the DT5 of our own gps information and that is what we use here. We do know that Curb does provide some gps data. Um, I, I, we don't, we don't physically have that data.

Member Thompson: You can't access it,

James Morgan: They can access it. We do get some of it, but again, it's not our data. So we don't know where it's been or whatever.

Member Thompson: But potentially you.

James Morgan: Yes. Yes.

Member Groover: What is your cost to a care with that equipment and then how do you do your monthly bill?

James Morgan: Can we do that after he shows you the equipment? Is that okay?

Member Groover: Okay. Alright.

Chris Bordonaro: All right. It's not quite afternoon, but good morning everybody. Um, we just want to kind of highlight some of the broad strokes on the DT5 the button, what dispatch studio does both behind you and over here. Um, so essentially these terminals are, are all the driver needs it. Is there a certified national which measures, um, taxi meter. It is their mobile data terminal. It tracks their breaks, it tracks all of their trips, all the cellular communication is built into this one device that lives on the dash. The only other pieces of equipment we really need in the car or the credit card system, whether it be ours. Verifone is Curbs and a printer. So those, just those three pieces of equipment, that's all you need. Um, so we'll start off the driver's days

Vice Chairman Aguilera: at three pieces? SO each camp has two?.

Chris Bordonaro: No, no, no. I just brought two for redundancy or just if we want to see what the hailing does between two of them. These are essentially two different vehicles.

James Morgan: Let me just add something that two, that's two vehicles, but the all the equipment that's on those boards other than the two DT5 meters and the credit card machine, those boxes are only on there to hold the wires that are normally inside. I'm up under the dash one, so that's not part of it. That's not part of what had happened in the car.

Chris Bordonaro: So to begin to driver's day, we'll just kind of go through the whole day here. They go to log into their DT5 meter they are going to enter their TA number, they hit okay on the DT5, it goes back and checks with cab manager. I'm just going to do a few things. We're going to make sure that their permits unexpired their driver's licenses expired. The company hasn't held this car down or this driver down for any reason. Do you see this guy here has to go see a supervisor because his permits expire so he can't work. So then I'll just, we'll just log in as a driver was allowed to work on both of these. Uh, it also just trips you validation. So for those employee companies, we make sure that you're matched up with the right vehicle. so if I give you a trip sheet for car A, you get into car B and try to log in, it's going to say, hey, you know, so and so we see that you actually scheduled into this other car, are you sure you want to continue logging in? And then it's up to the companies if they want to allow them to just override that and say, yeah, it's okay, I'm going to take this car or we can reject that and say, no, you have to report to the vehicle You're assigned to. After that, once you're allowed to log into the unit, you may see some messages. These are just some mock demo messages on here that I need to review before starting my shift. So anything pertinent like, hey, your driver's license we see is about to expire in a couple of days. We need you to come in and see your supervisor. Get that taken care of so that you're not prevented from working. Um, so once they've reviewed all their messages on the terminal, and again, if they're an employee driver, we present them with the start reading on the meter with the traditional trip sheets, they'll be able to match up these start readings, uh, to that other trip sheet, make sure everything's in line. If it's not, we'll go see their supervisor and make sure they clear of any reasons why maybe the meter was jumped, the TA did some tests. We didn't resend the right meter totals. So that can all be reviewed with the driver before they start their shift. Um, from there, um, this is their main screen. Um, so for the passenger, you know, we tell them, you know, who's driving with you, uh, what vehicle they're using, what you have, whether in the taxi meter operations are all over on the right hand side, whether it's vacant when we hire the meter in a minute here, you'll see the ongoing fares, the extras, how we're charging you, what distance we've traveled so far with the wait time was, um, but even before my first trip, if I got to figure out, okay, where am I going to go? One of the nice features on the DT5 is what we call the taxi staging assistant. So at the staging assistant, I can give two things, um, I can check out scarce zones. So that's going to be, you know, where are the concentration of cabs or where is the demand, what's flowing right now? Um, so obviously all the time it's always McCarran no, it's flowing at 244 cars per hour. We do that based on some zoning that we do at the airport. So looking through this list here, I can see, you know, where my other DT5 friends are and more importantly where they are not. Um, so I can sort this list by vacancy and I see, okay. With the Excalibur it was flown at 21 cars per hour. There's nobody there right now. Maybe I'll go stage over by the scale.

Member Thompson: These are 21, DT5 drivers, correct?

Chris Bordonaro: Yes. Yeah, we, we only know where the DT5 drivers are.

Administrator Whittemore: So Chris, just real quick. That's updated both of those in real time. So it's going to tell the driver what the trick flow is per hour at the, at the hotel and then it's going to say here's the scarcity. So that driver knows and they have some choices to where they're going.

Chris Bordonaro: Correct.

James Morgan: And that's real time data that you're looking at for the city right now.

Chris Bordonaro: We also put a little wait time in here to over here it says 43 minute wait, if you want to stage at McCarran are you have Aria seven minute wait. Obviously this information is far more useful if everyone was

using the DT5. Um, but at least they'll tell us where other DT5 partners aren't in the city. Um, the second thing that's really valuable we think is the city event feed. This again is for staging for demand. You know, so if tT-Mobile arena has 50,000 people, that's about to get out and however many hours. Um, so here, there's um, US Jujitsu gets out at, is that the convention center? That's an eight hours from now, so I can go through this list and see what's coming up, you know, we show them 13 hours ahead so they can kind of get an idea every time they dropped the passenger off, you know, hey, where do I want to go sit next? Where do I want to go sit close to next maybe. You can always wait around for an e-hail to come in. That's good too. But this just kind of helps for the intelligence staging around the city.

Vice Chairman Aguilera: Quick question. A lot of our doormen I've asked me, um, if there is a long wait for cabs. Can they tap into that to you guys or to say, hey, we've got 20 people stay standing out here, ready cabs and one's here.

Chris Bordonaro: So for the, for the, for the cap stands like what you're describing. We don't expose that to them today. Not to say that we couldn't. Um, uh, and again most of that would be up to our customers, right? The operators, but we do give them our button. We're trying to go over in just a second. So if there is ever a shortage of cabs, they want to fill that line back up. they can smack a button that we specifically programmed for what we call widened waiting drivers that are close to that area are going to get a message that says, hey, Aria you needs cabs? You know, lots empty right now. There's only five people there. Can you come over a few if you, if you can, you know.

Vice Chairman Aguilera: I think we have one of those front door door. yeah, like not I have something like that. The guy was telling me but not the north door.

James Morgan: So I guess we have about 450 of those out at various places in the city. The places a regular flowing patch, cab stands aren't as big a concern if they do have cab stands where they get vacant sometime they need tab. We certainly put buttons there, but we've got them all over the community and even nursing homes and restaurants or clubs. So there's a bunch of them out there. Easier than opening your phone and downloading an app.

Chris Bordonaro: Um, so a couple of other little things I want to show you. Um, obviously there is realtime messaging with DT5 so I can send messages whether it'd be from my phone as long as I'm an authorized operator through our dispatch system, through cab manager, straight to the whole fleet specific drivers, um, cars that are in a certain area, whatever the case may be. Um, there is also a, a, a car to car radio system that the drivers could use if they want it to. On my DT5. I can go into this little radio. They're going to kind of broadcasting. It's a little long winded. Sorry. So with that, the drivers can go back into their message center, they didn't hear it, maybe they heard it, they were outside and they can always go back and replay those messages, see which car it came from. So that one came from 2914 and that was, I was a driver, apparently a, that's all recorded in the back end office too. If the fleets want to review those messages, they can. So that's part of our communications throughout the day. The driver can always check on their shift. Uh, I can go into my shifts statistics without actually reviewing my meter totals. I can just see, okay, what fairs or the main, how many trips have I taken? What was my break time, you know, how long have I been on shift for? Obviously there's rules in the DT5 as far as how long you can be on shift, so on and so forth. Um, and then I guess let's go into demand. So dispatch studio, this is our dispatch studio platform behind you and over on that screen over there, that's kind of our, our primary call screen here. Everything is showing in red is because I'm not doing my job. I haven't dispatched any cars. So as calls come into the system, all the calls are logged in dispatch studio. It

is integrated with ivr phone systems or internal pbx systems if they, if the fleet has that. Uh, so as calls come in, they're all logged. Um, when a call taker answers the phone, um, a screen similar to this will pop up telling me that, oh, this is Chris. He got picked up last time at 2051 North Torrey Pines. I can just say, hey Chris, you know, we pick it up from here again. Maybe we are, maybe we're not. Maybe we're picking them up from another location that I would know about. so boom, there's my work address right there. 6312. If he wants to give me a gate code, he can, uh, any pertinent details can be put into this screen here as far as where they're going, where we're taking them. If they're going to ask me, hey, how much does it cost for me to go to Caesars? I can key that in down here. We have a little calculator we hit, we can give them a fair estimate over the phone that's based on our tariff schedule that we programmed a dispatch studio. A little bit of wait time factored in there. I want to spend too, too much time on this, but that's essentially the, the call taking screen now, every single call that comes into the call center has to be recorded, disposed in some way. So this, this, for example, this guy called me, he, he wants a cab. So we're going to save this call. That's going to go into the system as a cab ride. There may be other reasons I get a phone call from somebody. Could be a driver reporting an accident. Maybe a driver needs to be to run a credit card manually over the phone, a lost and found situation. We require the csr's to notate every single cost of why that person called so we can track that information. So if it doesn't result in a cab ride, um, we, we know what the, what the cause of that call was. And then more importantly, we can track calls that are answered on the, on the phone system, or missed, uh, but that not disposed in the system. So someone picked up the phone, spoke to the customer, but then didn't actually ended up telling us why that person called, you know, we can see who that csr was. We can go back and ask him about it, um, go back and check the recordings to see why that person may or may not have called her us. Um, another part of this studio here is the realtime map. Uh, this is just a demo system. So none of this is actually true. Um, but a little over view of what you're seeing here. The little red guys, those are passengers trying to hail a cab with their arms up. Uh, once we've assigned a passenger, we could still see the passenger on the screen. It'll just show up as a little green guy over here. Uh, the circles are all the vehicles. So if we click on a circle, we can see, oh, no one's driving. Now we can see who's driving a are we over here somewhere? There's a stereo, um, so that's where one of these two guys right now. So from here I can send a message to the driver, I could see who's driving how fast he's going. Um, I can send a message as long as it's integrated with the, with the phone system, we can actually call the DT5. There is a panic system built in. That's cool. So if a car were a signal distress, a little siren goes off. All of our dispatchers are notified that a driver engaged his panic alarm. Uh, from there there is an administrative auto answer system on these DT5 were dispatching call in and just listen in to what's happening in the car. Asked her a little code questions if they need to, to see if there's really a situation. And then they have to clear the panic alarm. They got to tell us, you know, why this went off. They were just testing it or whatnot. And all that is tracked. So, so people can call the, uh, the dispatch system. That's one way to get rides in here. Um, another way, if you don't want to download an app or you don't want to call and talk to somebody, there is a website plugin that we add. We'll just as an example, show off cabot's reservation system here so people can use this little easy web form, but in their name, couple of little tiny bits of information where we're picking them up at a, they can schedule cab for a future time or right now if they need a special service, van submit that. And then that goes straight into the dispatch system, starts hailing the cars immediately based on the rules that we've predefined in the system. Or the other way is the button. So with the button, these two are examples of our little buttons system. So if we have this edited hotel bar, whatever the case may be, if you need a car, you hit the button, it's going to circle around. Once it's successfully contacted the dispatch system, it'll go green. That lets me, the business owner and. Okay. Yep. A cab has been called and they literally are called in real time. Um, and then, you know, the drivers can accept the ride. I accepted the ride. This guy missed out on it because I hit accept first he didn't. So I just get a little notification that, you know, this is the guy that's now assigned. So now I know, you know, this is where I am, that's where the passenger is that requested the cab. We can go into our menu here, see details about the call that was the



Kaptyn office that hailed us. Um, how many passengers were picking up if they're paying with a voucher accountant, corporate counsel show up over here, all the pertinent information that the driver needs to know is on there. Um, I can also call this little feature in here where they can call the passenger if they want. So they just go into their menu, hit call, and they have a hands free cell phone built into all the DT5's. They can just have a conversation. Most drivers are actually encouraged to make that call as soon as they accept the ride. If there were a few minutes out make contact with the passenger, introduce yourself, you know, say, hey, what are you wearing, where are you going to be? I'M on my way right now. Should be there in five minutes. Um, and then a couple of things, we'll just hit this button to just as another example, a couple of things we give the drivers on the initial offer potential. Um, so they can see there's a little guy waving his hand. That just means that we're requesting just a normal sedan. If I happened to be driving a wheelchair accessible vehicle and I have a handyman call or a special service call where I need a wheelchair, the slack should be the universal which wheelchair symbol with the guy waving his hand.

James Morgan: It will only go to the cars that are capable of it.

Member Thompson: Could you see a car is get that little check if you've crossed the press the button.

Chris Bordonaro: It's up to whatever the dispatchers program into the system.

Member Thompson: So they have 15 cars going to the nursing home for one call.

Chris Bordonaro: Only one person can accept that. So we, I can send this out. So now this guy didn't accept the call it timed out, so we have rules in there and how long we're gonna wait to show that car. So for example, with this system, I showed two cars at one time. If neither of those drivers answer where they both declined, I'm going to show two more of the closest cars I'm going to keep offering that call. Gotcha. The cars until either A, it's aged for too long. We have to force someone to take it or B someone finally accepts it is on their way to take that call.

Chairman Olsen: What's the timeframe to force?

Chris Bordonaro: It's up to the operators, their management. So then from here I can signal that I'm on site for demo purposes. Obviously I'm too far away. We're just going to go ahead and claim that I'm onsite. So if they held us with an email happen, they're going to get a notification on their phone. If they called us through the dispatch system and they want to receive text message alerts, they're going to get a little text message that says, hey Chris, your drivers out front, come meet them. Once I'm with the passenger, I just hired the meter as I normally would. Um, and then we'll just kinda go through, you know, a ride here basically.

Administrator Whittemore: So you mentioned email app. How many apps are compatible with the current system.

Chris Bordonaro: 2 right now in Las Vegas, so that's Curbs and then the cabit, a universal dispatch out.

James Morgan: We have done integration with other apps that have never really. There's some big names too, but they've never really got a foothold in even doing that was part of my concern about all these companies

that think that the only response to the bloopers to get your own app, there's a lot more work for dispatching and matching demand and supply that just having that. But we do. We have successfully integrated with a bunch of them and if anybody else has one that wants to integrate with, we're happy to talk.

Member Thompson: Deluxe was one of the companies that has their own, but my understanding is that I don't know if Mario was still here that. Yeah, okay. That your, your call app will actually work through curb that. That's what the Curb guy said. I thought.

Mario Locascio: He said that looks at. He said that if somebody wants to pay on Curb, it's currently with cmt, which okay. Was shown here. We pretty much have also, the only thing we don't have is we're not confined with the other company. That's, that's the. That's the whole thing.

Member Thompson: So you're really not going through capita?

Mario Locascio: No, we have our own, like you said, we have our own app, but we have a capability. Our meters could do everything. Everything that your stuff is what we have gps monitoring and many times the driver won't answer and we do chase them lost and found. That's how I find it. Just like that.

Chris Bordonaro: So just want to finish up this trip and then we can probably wrap up this presentation, but so over here with the passenger we can see that the taxi meter right now is hired. We can see the current fair. If there are any extras on. I'll just add one just so you can see an example of the \$2 McCarran airport extra. Um, these units also automatically if you're picking up at the airport T1, T2 or the rental car center, it will automatically add that \$2 airport extra so that the drivers don't have to forget about it. I'm the passenger seat. What tariff schedule we're in. We only have one here in Vegas, but the key pieces of information here as we can see the distance traveled on the meter, we can also see what the wait time was. So passenger really wants to dig into calculating their fair. We are showing them the dollar amounts, but they can also see how that's made up of this one over here is flashing because I've hired the meter without being on a, on a ride. So I don't know how many passengers that have in the car, we do ask the drivers to tell us how many passengers, you know, they're picking up just for tracking purposes. Um, and then it'll warn them if they haven't selected a number of passengers with that little ding in the red, the red slot there. So then when we're done with the trip, we've reached our destination, we'll go ahead and switch the meter to time off. So now it's stopped. Um, the excise tax caused a lot of confusion when it first came out. I'm, one of the nice things that we do is we show this grand total here. So that is the grand total fair extras excise tax cash, cash price do on the meter. And that we do remind the drivers down here if they want to go through the passengers, what makes up that fair? Um, they've got their \$6.80 total. That's tax and extra fairs and extras. What the excise tax on that was, they can hit that again, see just the fair, just the extra wind out there. And then again, to go back to the grand cash total, same thing if they have the credit card system in the back, um, once they go through and select their tips, they get a full breakdown of what makes up that now \$10.88 with the \$3 credit card charge and the excise tax on that. Also on the screen here. The driver can see if they've got this terminal in the back, what stage of the process they're on. So right now I'm at the payment confirmation screen. Once I confirmed that, now I'm on the please swipe inserts. Um, if this was going to be paid with a voucher. So let's say dispatch studio center, corporate account to the meters, it'll inform the driver at the end of the ride. But hey, they don't need to pay a car. They're taking care of a Aria is footing the bill, so don't worry. Then the driver gets a little, uh, and same thing in the case of an e-hail app. If they're paying with app, the DT5 will tell them that they know to just let the passenger go. They clear the meter and then they're. They're on with their day, so unless I've missed anything.

James Morgan: I think obviously there's. There's a lot more to our system, but I think this gives you a good general idea of what we do and how it works. We've got some packets that Tom's going to give to you. I could have some samples of some of the reports and the analysis that we do. Then it has some sections where it lists the different capabilities of the system. There are a lot of things that we do that we didn't hit on here, but again, if you have specific questions, we're happy to address those. We worked very hard to be familiar with the Las Vegas market, the needs of the taxi companies here. Then make sure that the score for this community, there is a big difference between Las Vegas market in Los Tech, the tax market, Las Vegas and other cities we were in. We were attending a meeting with your TLC in New York a while back and the people that were there said, you're from Las Vegas. We said, yeah. He said, well, we really want to talk to you because when we invite people, we know that the Las Vegas taxing market is very effective, very efficiently, a well run system. They said, whenever we invite people from Las Vegas, they don't really talk to a lot of people there and we don't know what their secret is. I think it is, it is a different market here, but they said, we view Las Vegas as the area 51 of the taxi industry.

Member Groover: Going back to an earlier question costs to an equipment cab.

James Morgan: The cost. Yes. Um, we have a number of different models and we can do, um, because our system covers everything from eliminating the radio to eliminating, uh, the, the, the traditional meters, uh, the dispatch terminals. There's a lot of equipment that's replaced with it. Our equipment has a cost up front, but we don't, we don't want to try to make this so that somebody has to come up with a big capital outlay, especially in an industry where there's a, a lot of pressure right now, so we're willing to work with people and we have, there are two fees to try two charges. One is the cost of the equipment, uh, and then there's also an ongoing monthly service fee that we charge for utilizing of cab manager, dispatch studio, the maintenance and service on the DT5. Those fees. I think currently most of the companies that were doing business with right now here actually own the meters and bought them outright upfront. Um, and that ongoing fee, I don't know, it can range anywhere from 25 to 30, \$40 a month for all the service.

Chairman Olsen: What does a meter run:

James Morgan: It be different if you're just getting the meter there, right in the ballpark of a thousand dollars for a meter. But as I said, we're not going to go to the companies and try to get them to be capital outlay. We're willing to work with that so that they don't have to do that.

Member Thompson: So do you lease the meters?

James Morgan: We do. We have two ways we can do and one is we can lease them or we can basically let them buy them, modify the monthly fee, so a period of three years where we are. That's a big investment on our part, but we're. We're happy to do. We're very long on the taxi industry. We're very convinced that the future is coming. We've been. We've talked to many of the more aggressive technology people. We've talked to a lot of people in Silicon Valley that are very interested in what we're doing here. They're interested in on our data, the technology that we have and we want to try to help facilitate that move as we get closer to things like autonomous cars and a lot more data management that allows them to be more efficient. That's our focus.

Vice Chairman Aguilera: How many other cities do you have?

James Morgan: We currently have haven't. Well, we have offices in New York and Florida and here, but we only have cabs here and in Texas we have some units in some of these same units in Texas. We have purposely because of all the things that have changed over the last few months. I mean, for years we were just Las Vegas. We didn't even talk to any other cities, but as we started talking to other cities and other cities have expressed a lot of interest in what we do here. Um, and, and wanting to do some work with us. We're pretty deep with the tlc in New York. But the, um, the challenge has been that a lot of these other cities are in such a devalued physician with the cab companies and their whole industry. Um, it's a hard, it's a scary jump to go into a lot of these other cities right now. So we've done is we've focused very hard and heavy on making sure that the solutions we have work and are effective and successful in Las Vegas because it's a very unique market here.

Member Thompson: Wow. We need something like this.

James Morgan: Well, we were lifetime people here and we love the city and love business and appreciate the trust that we've been able to develop with our customers.

Chairman Olsen: Last one on the agenda is Kabit.

Jonathan Schwartz for Yellow, Checker, Star: In my capacity as an officer of a universal dispatch, there's a lot of players here. This is very confusing. So I'm going to attempt to make sense of it and what our role in all of this has been. And then we'll just answer questions. So two years ago, a Yellow, Checker, Star, Desert and Whittlesea purchased the DT5 meter, put it in all of our cabs. We also, um, have been running the cab manager system and dispatch studio for two years or more. um, we've worked hand in glove with Kaptyn for years developing this system. Uh, it only works if we're telling them what we want the system to do. They write the software, they make it work, but we tell them how to do it. And it's been a partnership. That's a daily thing. I mean, hourly. We're working with them. So again, two years ago we formed a universal to dispatch llc. Universal dispatch does business as Kabit. Kabit is a universal dispatch system, so we formed an offsite office, we disbanded our individual dispatch offices, and we all do dispatch via a single office. Hails come into that office and we dispatched cabs to those hails on an agnostic basis. It doesn't matter if it's my cab George's cab or Cheryl's cab, whichever cab is closest gets dispatched to the trip. The reason this is successful is because we have more than 50 percent of the market on the same system. The only way we can be competitive is if we respond as quickly as possible. It can't just be Yellow, Checker Star only wants to do Yellow, Checker Star trips. When someone picks up the phone and calls me. It can't just be George responding to trips. The only way we can be competitive is if we have as many cabs responding as quickly as possible. The way to service the public is to get them a cab fast. Uh, our response time is now a little under eight minutes. The more cabs we had, if we had more tabs on the system, we'd respond even more quickly. The companies that are proprietary about their trips, they just don't get it to the best of our ability. They still don't understand that their trips will actually grow if they join universal dispatch. This is the only thing in the cab business, universal dispatch, Kabit, that's actually grown in revenue over the last two years and it's because we're responding to the market fast. That's what customers want. They don't want to call have to call five cab companies. They don't want to have to worry that a cab isn't going to show up. They just want their cab. Uh, how are we doing this in a number of ways? Uh, one of the most successful ways and what is about half of our trips is the button we have over. You heard it from Jim. We have over 400 buttons install over town. People tap the button. They don't have to call anyone. The system works via gps and it identifies the closest cab. To Member Groover's a question. What happens if the cab driver doesn't accept the trip? Well, let's say I'm a cab driver and I just don't, it comes to me first. Well then



it's going to cycle the George and then it's going to cycle to Cheryl through a number of cabs until someone cabs except. And we are motivating these drivers to respond to trips, uh, or it's to their detriment. They, I mean if cab drivers want to generate revenue, they want to make a living, they're going to have to answer neighborhood trips today. Sitting at a cab standard city at the airport is not sufficient for them to earn a living or for us to generate acceptable revenue anymore. What else can I answer for you? The DT5. We came to the conclusion years ago that people were not going to download an app just to ride in a cab in Las Vegas. They were going to come to Las Vegas with whatever app they already had on their phone. And our job with the DT5 was to integrate with as many apps as possible. So if you come from anywhere in the country with whatever app you already have, it's going to work in Las Vegas. It's been very challenging where we'll have the ability to respond to it. It's been very challenging to get companies to come to Las Vegas. They are fighting it out in New York for that market and to, again, a someone's comment on the board to get these companies to spend tens of millions of dollars on marketing. It's very, very difficult. Believe me, that's the first thing I'd try to negotiate in all of these contracts and the response we get get back from them as well. We're going to grow organically because they don't want to spend or they don't have. They don't want it. They don't have the resources to spend literally hundreds of millions of dollars on revenue to get people to download apps. It's very challenging. So we're doing best. We're. We're providing the technology that allows people to do this. The future is here. We've done it. It's already happening. We just need more companies to join. The other benefit to companies in Las Vegas, a taxi cab companies. Yes, there's an initial capital expenditure, but in the end you're going to increase your number of trips and you're going to reduce your dispatch expense. You're not going to have to run a dispatch department at your office anymore. It's all at universal dispatch where we have the best dispatchers in town working and every cab companies trips will likely increase hours, have a, if, if the past is a predictor than the business is only growing. Uh, I probably missed on some items. So George and Cheryl, if you have anything else to add,

Chairman Olsen: You had said that it goes to this cab take it, goes to this cab and this cab for how long?

Jonathan Schwartz: Until somebody accepts or are a dispatchers at universal dispatch will get on the horn and compel a driver to accept the call. But like I said, our , our response times are about eight minutes now, which is phenomenal for Las Vegas.

James Morgan: If you don't mind, let me ask you one more thing, a little more explanation of how ...way that that works is we have a, it's like a concentric geographic circle, so we will go out to the nearest cars first, give them the opportunity to take it because we know their clothes, if they don't raise it, if they don't accept it, it'll go to the next closest cars out until it gets to a point this defined in the dispatch studio app. So if it gets to that point, then they have the option of either kicking that to the board for a dispatcher to intervene and get a hold of the driver, said he didn't take this car or cake is call or it could actually go back and go through that again if it's, if it's, you know, that's how they, that's how they want to run it. But it's designed specifically to not allow brides to fall through the cracks.

Vice Chairman Aguilera: How do people know in Vegas to call the universal dispatch number versus calling a cab company?

Jonathan Schwartz: We are doing some advertising. Um, we're going to continue to increase our advertising budget as we can, but it's a big issue. We've got to let people know and believe me, we're. We're focused on on marketing and increasing that budget.

Chairman Olsen: You're called Yellow cab yellow cab. Does it automatically go to that center for the record?

Jonathan Schwartz: We've all taken our individual phone numbers and forwarded them to universal dispatch, so if I have an old customer that calls my number, it's going to universal, so dispatch and George and Cheryl and then

Chairman Olsen: When they call dispatch because they say, listen, Fred always picked me up. Can I have Fred?

Jonathan Schwartz: Yes, they can still do that.

Chairman Olsen: Thank you.

George Balaban, Desert Cab Company: The the. The idea of the universal dispatch as a smaller cab company. We went out and back in the past had developed a bunch of customers. They weren't radio calls that were calling us. They were our customers, but the reality is is that with the limited size, I can't continue to advertise that if I get too many customers, I just can't provide good service. Uber comes along and it decimates that business, but still I, I believed my company for my size, I had more radio calls and I probably should have because I provide a good service. So when it came time to get with other cab company, it was kind of hard for me to think I don't want to throw all my calls and share them with you guys. That seemed like it was, you know, didn't make much sense. Competitive because while we get along, we're still competitive. But I realized that I would rather have a smaller piece of a much bigger pie and the only way we're ever going to be able to grow is to be able to provide and compete with Uber is that to have response times. Like there's which, are minutes. Right? And before when I was a small cap company, it would take 10, 15, 20 minutes, an hour sometimes for us to send a cab just because of the inventory I had, which was small. If I had 200 taxi cabs on the street, 100 of them have passengers in them. So I'm down to 100 of those other 25 of them are on break now I'm down 75 of those other 75. Some of them are on that. None of us cabs down here on the front. So they don't want to take a call. All of a sudden my 200 cars become 10 cars that will respond to radio calls. So I just can't provide good service. So we realized that by putting all of us together and deciding in what we're going to have to just give up and throw all of our rides that we built up into a pool. Then we have 1600 cars into one pool and then you start doing those cuts and instead of having 10 cars left, you have six, 700 cars left. Now you actually can provide some service valley wide. And again, the result was, initially, I'm throwing all my accounts in there, but if we can go build other customers because we can provide fast service, faster service than other companies that are just small, then we're going to eventually just take everybody's business. But the idea of the marketing, when you combine universal dispatch, it's not just as simple as answering the telephone and getting somebody to taxi cab. Because there's a lot more than our dispatchers were doing, which is the cab drivers are our customers as well. Cab driver has an accident, a breakdown, has a run out, has a complaint, needs directions. Our dispatchers have to deal with those cabs and I had policies and procedures it we're probably unique to Cheryl's and unique to Yellow Checker Star. So as we've combined all this, there's been a lot of policies and procedures that we're trying to get to make uniform. So the dispatcher doesn't have to think, well that's a Yellow cab, I got to do it this way. So in the process of making all of this work smoothly, we have not gone out and marketed because we don't want to basically provide bad service by getting too many customers do quick. So we're still ironing all of that out and I believe that we are every day getting better and better and better because our rides are going up. But the actual marketing of it, we want to make sure that it is very efficient. So I believe that we're right there. Um, but the idea of adding more cars to again just creates a much better system. I mean, it was all about inventory. It's about the inventory of cars that you have. If you have...



Member Thompson: Can I interrupt what you're saying, you're, you're improving? Are you saying that the Kabit group are actually doing better against Uber than the rest of the cab companies?

George Balaban: Our radio business is constantly increasing.

Member Thompson: Which I like hearing that. But go ahead. Yeah.

George Balaban: So there, there is. We are organically marketing, organically growing. We have not gone out and done the advertising that you would probably like to see because again, we're a little leery about how smooth that is operating. But again, we're right there at the same with the app, our app, you know, in order to get an app it has to work very efficiently because you don't want it to be a bad experience. So we want to make sure things were very, very smoothly. Um, but again, I believe we have all the systems in place. We just put in a, a IVR, the voice recognition system, which again provides another step technology wise to make it much smoother. The idea of the response to calls that, uh, you were asking about when a call goes out, a good driver goes to the closest driver. If he doesn't accept it, it bounces back, goes to the next step, the next step that creates an actual audit trail that shows us who didn't take it. We know it went to have A and he chose to decline it. He chose to just ignore it. We know that happened and built into the system. There are parameters that say that if it goes to cab driver A and he ignores it, time after time it eventually froze him out of the system, sends a message into his meter and tells them, you have to go see your supervisor. You're no longer going to be getting radio calls. You're out of the system because he's either intentionally not doing it or perhaps he wasn't trained well enough on how the meter works. So we've created these parameters in there to reward the it take the radio calls as well as identify the ones that are not taking them. There might be a good reason that they didn't take the call, he was on break and forgot to put it on brake. But this is an educational process again, that we have to go through. We have our drivers because this is the radio business has completely changed business that we want and there's a lot of cab drivers that just historically didn't do that. So yeah. And it's a. It's a big process, a lot of training. And, and I'm trying to say it's a very, very slow process, but with the DT5 meter and the technology, I believe that were. We're moving very, very fast, very bad.

Cheryl Knapp: What I would agree in enter further that point. One of the things that we've done is have training classes, significant. We've had significant number of training classes where we're bringing drivers in that have been kicked out of the system and explaining to them literally everything about how the DT5 works, even though they're trained at the beginning, drivers from butter with so much information when we first put them on the road, they're not retaining everything that we want them to, so we have refresher courses. We have training. Once you've been kicked out of the system where we bring them in, show them all of the features of the DT5, show them how they're going to make more money by taking radio calls. Historically in Las Vegas, cab drivers didn't like radio calls. They would rather sit within the golden triangle where they knew they were guaranteed to get a ride because historically the patrons of cabs would call 5 different cab companies in town and go with whatever cab showed up at their, at their pickup first. So drivers would have no shows. You know, we've rewarded drivers for taking these radio calls when it does end up as being a no show because not because it's one guy had got the call, but because one cab was unloading, well this person or this person is at and they went ahead and got in that cab. Those things are going to happen. It's part of the business. So we don't, drivers aren't penalized for those types of things now. And they realize that, you know, if they're the one that is getting that first hail, they are the only driver that is getting that hail because he is the closest car. And so they're more apt to go ahead and take those calls because they know the person is actually going to be there waiting for them. So the education process with the, with the drivers has been a huge learning curve, not just from the dispatch side but from letting the drivers know that this is a way that they can increase their income



now just make more money for the cab company because as long as their meters on there making money. So you know, with the app that we started testing and the friends and family phase, it has some kinks I found out myself over the weekend, but we're working through these and the drivers will see the reliability of this technology and be more apt to want to take the calls because it seems that the question I keep getting asked, what happens if the guy doesn't take the call in this system? Somebody will take the call.

Chairman Olsen: I'm impressed with what y'all said. I liked your idea of trying to work with other apps from other states and even though you're having a difficulty, I think that's a good thing to try and get through eventually because they're used to their app and their city or their state work eventually. But until then,

Member Thompsom: Do you respond to phone calls to. Right,

Jonathan Schwartz: Of course you can place orders via our websites.

Cheryl Knapp: You can call the old fashioned way or use the app or the buttons.

Chairman Olsen: That just because of my concerns last few times to the airport and I rotate around the cab. Can I call it two or three weeks in advance and talk supervision to make sure I'm going to get a cab because I need to get there for the airport and I'm very worried that I won't get there.

Jonathan Schwartz: Real quickly. I want to explain IVR. So, uh, if you are calling from your home and you've done it more than once, uh, the IVR system is an automated response system. So when you call it will say, is this Mr. Thompson? You'll press one. Mr. Thompson, do you want to be picked up again at such and such address? You'll press 2 Mr. Thompson. When do you want to be picked up? You'll respond 3:00 in the date. That's it. You're done. You're off the phone.

Chairman Olsen: So this is encrypted, right? Good. Now you're gathering personal information.

Jonathan Schwatz: Correct.

Member Thompson: and you're pretty sure it's going to get there at 3:00 because my flight leaves at three hours. Okay.

George Balaban: The reason that worked more competent than it will be there is again, because we have. If it was just my cab company, there's an issue because I'm just a couple hundred cabs and I've taken the call. Of course I want to service you, but what if everybody's busy, but if I have a ride in every car, the bigger we get the pool of inventory of taxis. That's why we believe with having 1600 cars on one. I mean ideally I don't matter how what system it is, but every taxi in Vegas is on one system and the chances are fantastic. of course you're going to get a car to somebody's empty and odds are somebody close to you. I mean that is. It's just all of us having to agree on the business that we built up that the best way to do this is to throw it all into one pot. That's, that's the hard part.

Chairman Olsen: And you're working with the other companies?

George Balaban: Well, again, this is opposite to the other cab companies to sit down and join it and I agree with Jonathan spoke about this, that it's by getting to close your dispatch, which if you haven't, if you're a small company like I was, you had to have somebody 24 hours, seven days a week that you are paying to be in there and usually it's two people. Get to close that the cost to move to universal dispatch now it was expensive for us because the way the learning curve, the equipment, the hardware, the IVR system will a lot of stuff to get started, but now that is running the. Our, our costs are a savings to me, compared to what I was paying before. Just having it on my own and I'm getting better service. It says it's a no brainer and obviously the more people that join, the price individually goes down.

Member Thompson: The fact that you're earning more money now should be an incentive for them to look careful what you. It strikes me that there are probably a number of paths that we can take, but in my simple brain, I can own this Neither that universal dispatch. Okay. And I. And so I really like what you're describing here. What percentage of cabs in Las Vegas do you think are under Kabit?

Jonathan Schwartz: I think we're 52 percent 50. Two percent of the cabs are on

Member Thompson: Pretty good percentage, you might succeed who hire, uh, the others might not. Can you stage cabs a at opportune places that you know are going to have a lot of activity

George Balaban: While again so bad that the systems are constantly being upgraded as to the intelligence of them because that studio, because we know where every DT5 meter is, we also know within the dispatch studio the intelligence of where rides are coming from. So the cab drivers had the availability to look on their meter. It as to where to kind of stage if they're going to wait for a call,

Member Thompson: But you don't tell them where to go.

George Balaban: They would look and we left them over here. We let them figure it out on their own. But again, for us, the ideas is that if you had all three axes on it, there are going to be spread out, so you're going to accomplish that just simply because you have more inventory or vehicles.

Member Thompson: Okay. All right. I got to final comment here and you know, I've been thinking about this universal dispatch thing and what the cab companies need to do. The thing that worried me the most was how do you get all of them to put all of their cabs in one dispatch, for instance, George is going to get all the business and poor Jonathan is going to say that George is getting all the business that apparently is not working like that.

Cheryl Knapp: It was difficult in the beginning. You had three different types of a company is trying to meld together as one and it took us quite some time to work through the differences and the kinks of trying to come together as to what we knew, what our goal was, but trying to get there with our varying personalities and business models. It, it was, it was a challenge, but we believed that we are succeeding quite nicely.

Jonathan Schwartz: All I can tell you is it works. It works because all of our trips are going up, so I know this is nerve wracking for the other companies to to think about, but it works and your trips, we'll go up and your expenses will go down.

Cheryl Knapp: With regards to a question that had been posed previously with the app, with the Kabit app. If you are a prearranging for ride, it is one of a better phrase, no different than an Uber or Lyft ride. I can prearrange for a ride to pick me up at the golden nugget. That cab is that the negative he stiffed on that cab stand is going to, in theory load those other cabs. It kind of picked me up at the to share, um, the board and enforcement needs to understand that those are prearranged rise. No different than what back in the day was called a personal and all of it. The enforcement agency acts to actually do is look at that drivers meter and it's going to inform them that that's an e-hail and the person obviously similar to an Uber and Lyft ride is going to have that app on their phone, so we need to understand that it's not a frontloading situation when someone is doing these prearranged rides on the app because I know there's some confusion back and forth

Member Groover: I'm not so worried about the enforcement people but the 4 guys in front understanding and getting out in the fight.

Cheryl Knapp: Well, there again, I think that for the education of the industry and what we need to teach our drivers.

George Balaban: And if and if they all have the smart meter and they're all participating and I mean that, that's what our hope is. This can be a factor. How. Why do cars keep going around me? You need to get on the system

Chairman Olsen: That may or may not come to me and..

Member Groover: That already started to come up to a degree George, with, with somebody complaining about lease cabs jumping in front of my email, please. So good. But I see that is a big issue and I don't think it's going to be resolved by just educating and enforcement. I think enforcement gets it. I don't think the cab drivers get it.

George Balaban: It's the doorman, it's the cab drivers. It's definitely an educational process.

Jonathan Schwartz: I've got to run to the court or I'm going to have an angry Judge.

Chairman Olsen: Any other questions. Okay. Then we will, uh,

Mario Locascio: May I extend.

Chairman Olsen: Yes. Quickly though

Mario Locascio. I know everyone is hungry. First, so when you know, other companies are using scenarios, other people don't get it. I mean my math doesn't lie, right? Two plus two is always four couples lie to each other. People lie to each other. Percentages are always going up. So obviously what we're doing is not when people use that kind of tone that we're not going to because we have to follow what they're saying or doing. That's how people don't talk to each other. And that's how we don't get no where. Right? And that's why last time Rick Flaven dug his heels down because it's always that tall. It's this or nothing. We're were to write and were the wrong. And so you can see last month's number we were up. We only went in negative twice this year and that's because I took a whole bunch of people and fired them and since we don't get it, I've been in the cab

almost 13 years, so I started from the ground up and again, the numbers prove that I do get it and politically that's not the correct way to go about.

Chairman Olsen: The board, I don't even think we have the authority.

Mario Locascio: No, I just heard that, you know, if, if we don't jump on that bandwagon, we don't get it and I just don't. I don't agree with that tone, I just don't get it. It's just, like I said yesterday came up a number of 10.3. Obviously we do understand or get something. Thank you.

Chairman Olsen: I appreciate it. Thank you.

5. Leasing of Cabs, Obligations of Certificate Holders and Independent Contractors Interveners: A-Cab & Deluxe

Chairman Olsen: Agenda item number five, leasing of cabs, obligations of certificate holders and independent contractors. Interveners are A-Cab and Deluxe. You may not need to intervene, but if you want to, feel free to come up. This is a point for clarification. There have been some discussion as to how much authority a company has over lease drivers, The NRS is extremely clear on that you have total, total responsibility on it as do they. I'm going to turn it over to the administrator. He can clarify from his perspective also.

Administrator Whittemore: Good morning. Thank you Mr. Chairman. The lease cab independent drivers should we understand that this has been a boon for, for some companies we realize many other companies are not doing a lease cap situation, um, for, for the entities that are leasing cabs. We put it on the record at the last meeting there, there there's an obligation on the driver, clearly. Drivers understand they have to follow all of the NRS and the NAC regulations, but it does not change the obligation for a certificate. In fact, a certificate holder shall ensure under the terms of the interest that those drivers are following the rules and the regulations. I think our chief concern is always and going to be safety. When we look at those four wheels driving off the lot, as a lease cab driver, what is the oversight? And especially as it relates to say, 12 hours of driving, how are certificate holders ensuring that that independent contractor is abiding by that 12 hour rule. Daily trips sheets? Are they being submitted every single day? Is the company keeping track of those daily trips? The car being vacuumed out once a shift and it raises an enforcement concern for us that when we contact that vehicle, these are the things we're going to be looking for. It also raises an auditing issue for us and I think that's the only way that we can ensure compliance. And so moving forward, Mr. Chairman, there's going to be a targeted enforcement around some of these areas to ensure that drivers are driving 12 hours per the law. We understand there's an incentive for these drivers to get out there and pay back the lease amount. Is it, is it the right incentive? What are the circumstances that they're operating that vehicle? Are they doing so cleanly? Are they doing so safely? That presents an enforcement issue for us. From the board's perspective, from the Taxicab Authority's perspective, it doesn't change the obligation of the certificate holder. It's still the certificate holders cab, still their medallion. They are responsible for the quality of that service. Moving forward, it's something that is going to be an issue for us. Every single cab that takes a ride, whether it's a lease cab or not, it obviously represents the city. We can't have the standard lower by independent contractors as their own entities. They represent the company, they represent the industry and the agency is going to be watching. With that being said, we will prepare a memo to go out to the industry outlining in specific detail and the areas of concern, and the areas of enforcement that we're going to be looking at. Again, it's going to be threefold from an inspection standpoint, the cleanliness and obviously the mechanical safety of the vehicle. There's going to be enforcement from our officers on the road, and looking at do these independent

contractors, do they have the lease with them? Is it the right driver, and the basic stuff. Then from an auditing function, we're going to have to go in and we're going to have to look at daily trip sheets and we're going to have to look at, to the best of our ability, the timestamps of, of how long these drivers are actually driving

these vehicles. But in terms of compliance, you can see that there's going to be some, some black holes that we have to fill in so that, that's our perspective right now. We understand that the industry, some industry stakeholders, this was a big deal down to independent contractors out there. With that privilege comes a lot of responsibility and that's where, that's where we're going to be following up.

Chairman Olsen: Are you good board members? Anything you want to ask or add?

Vice Chairman Aguilera: Scott, I know you weren't here then when we had discussions, we improved the leasing. I thought we had some argument that you got to bring the vehicle back to the certificate holder, so many times, to have the vehicle inspected or check there.

Administrator Whittemore: They weren't that it should be coming back every 24 hours. That's what my thought. That presents an enforcement issue for us to verify. Now I'm hoping that what we're putting on the record here today is bright line notice that nothing should change at that independent contractor has to follow the same rules and regulations. I'm hoping when we go out there and do these targeted audits, in fact we're going to find compliance. But, but it's a concern.

Member Groover: Do we know if those vehicles are going back?

Administrator Whittemore: I couldn't say yes or no.

Chairman Olsen: Ok, anybody else? Okay. Interveners were A-Cab and Deluxe. Do you want me to come up from Desert?

George Balaban, Desert Cab: The leased taxi cabs are only required to come back once a week, not daily. At lease that's our understanding at this point. It was originally going to be daily than it became weekly.

Administrator Whittemore: Allow me to do a quick search. My understanding is the regulations were crafted require once a day.

Chairman Olsen: It is..... Come right up here. So we have you on the record, identify yourself in case George swings at you.

Cheryl Knapp, Whittlesea/Bell: NAC 706.557 states that the vehicle must be brought back to the certificate holder, not less than one time per day to enable the stupid holder to comply with requirements or the interest. NRS 706.8837 and 706.8838.

Chairman Olsen: Thank you. And everybody that comes forward because we don't have mics. Please speak up so that the recorder picks. That's all.

Vice Chairman Aguilera: I got a question for Cheryl. If that's okay?

Chairman Olsen: Sure.

Vice Chairman Aguilera: Is there an incentive for the car coming back one a day, because filling up as a cheaper fill up. I know some of them I visited. Some of them have fueled. They're probably cheaper for them.

Cheryl Knapp: We have unleaded vehicle and we have NCG vehicles. We do provide fuel cards for all of our lease customers so that they can fuel up at the NCG station and then that bill is presented to them at the time of the renewal of lease per week and the drivers operate unleaded vehicles are able to fuel it. Our facility at a wholesale rate of fuel versus paying retail on the street, but our lease customers are required to come through our pumps regardless of the type of fuel each day they have their fluid levels checked in the vehicle.

Chairman Olsen: Anybody else have a question for Cheryl. Okay. Come on. A-Cab and Deluxe do still want to come up? Because you listed as.

Jonathan Schwartz, YCS: You always start your start. I just wanted to comment on daily returning to the lot. I've had these operations. I ran an operation in Cleveland that leased caps for 20 years. Return your vehicle to the lot is a deal killer. I went through this process. When we analyze these rules year and a half ago, two years ago, whenever it is, you're not going to get a lease driver to return to the lot every single day. It's as a practical matter, you're effectively telling us, don't lease cars. I just want to make that comment. It's got to get corrected and the regulations somehow because to have a car returned to the lot every single day will result in very little.

Chairman Olsen: Until it's corrected, it'll stand.

Member Thompson: There's a legal requirement to do that.

Jonathan Schwartz: The other, but it's not our choice. Sorry, Jonathan Schwartz again. The other discussion at the time was how this was going to be enforced, whether it meant is the car going to actually be returned a lot everyday or is a supervisor from the company? You're going to view the car on a daily basis. We'll have road supervisors out on the road. I'm just informing you of what the discussion was at the time.

Chairman Olsen: Hold on one second. District administrator, the supervisor. It's been inspecting the vehicle in the field. Would that qualify under, under the, uh,

Administrator Whittemore: We would, we would follow the lead to the board. If that's an interpretation you're prepared to make. Obviously we've raised a significant issue here today that I'm again being brand new. All I can look at the black letter of the law and rule making is a long process. It takes a year plus for an agency or a board to craft a rule. It has to go through several processes. There are several opportunities to present commentary for public comment. Has to go in front of the legislative commission or again, um, there's an opportunity with legislators to make a case. This rule is in effect a regulation. And we have attorneys here that can't explain this, but a regulation carries the same weight as NRS. It is law.

Chairman Olsen: Could you go ahead.

Member Groover: Mr. Chairman, I'd just like to comment, the Whittlesea approach, the, um, a pretty good approach where they have to gas up at the facility, make sure that you're using the proper fuel. They check the fluid levels, check the car and make sure it's safe. That seems like a very appropriate way to be doing things, as opposed to these vehicles just being out and not looked at.

Vice Chairman Aguilera: Scott, can you read the language specifically relating to 24 hour.

Administrator Whittemore: Sure. NAC 706.5557 Requirements for lease agreement. Authorized actions. If these agreement violated, um, it's under one subsection four a, I believe. Subsection two shall return the taxi cab to the certificate holder, not less than one time per day to enable the certificate holder to comply with the requirements of NRS 706.8377 and 706.8838. I think in plain language, if I can, my understanding of a shift change and in that vehicle that's not lease is coming back and it allows a supervisor, a shop mechanic, the next driver to view the vehicle, right? An exterior walk around, they're going to kick the tires, but they're also going to look at the check engine light. They're going to look at other things to make sure that the vehicle is being properly maintained, but there's a turnover and there's a nexus between the company and the vehicle. If the company is out for a week or multiple weeks or multiple months at a time without a returning to the shop, it presents significant issues. Um, the statute states one time not less than one time per day to enable the certificate holder to comply. Um, again, these are roles that are confident.

Vice Chairman Aguilera: How is certificate holder defined?

Administrator Whittemore: as a certificate holder defined. I can, I can give you the exact definition of certificate holders is the cab company.

Vice Chairman Aguilera: I know. I'm trying to see if the definition of certificate holder is broad enough to say the company representative can in fact my supervisor can look at the car and the field and be the same as training a certificate holder. You see where I'm going with that?

Administrator Whittemore: Absolutely Mr. Aguilar, and again this is you're, I think this is where the board will give policy direction to the agency and agency will enforce your interpretation.

Jonathan Schwartz: You read the language returned to the certificate holder. That's the critical language. How is the car turned to the certificate holder? That doesn't necessarily mean you drive it back to their lot and it could mean that an authorized representative in the field is viewing the car. That was the discussion we have at the time. As a practical matter. Um, mostly since in most cities are daily, weekly, weekend. I personally would never suggest that we not see a car for a month. I want to see that car at once a week. I want that a driver to come in at lease once a week we'll do the car. Um, but to have it less than a week as a practical matter is really difficult to get people the lease. They don't want to come back. I went through this experience believe me. They don't want to come back and don't want to gas up at my lot everyday. So they want to take that car, they want to lease it, they want to fill it up with their gas station. Um, wherever they are, if they need gas, they don't want to have to deah head all the way back to my facility to gas it up.

Member Groover: Mr. Whittemore, our traditional cabs or inspected daily, is that correct?

Administrator Whittemore: Well, I think inspected is a reasonable term. Uh, yeah, they, they, they are reviewed. They, somebody should be looking at the vehicle. It's supposed to be vacuumed out, um, once a shift or once a day. Um, I, I, I, I would allow these other gentlemen to explain to you their exact process for when a cab comes in and what they, they look for before it goes back out on the road. But certainly that's what we want. We want as much oversight from the company as possible. We're limited agency, for us to inspect every vehicle all of the time. It's an impossibility. We're now limited to one time a year. Um, that is, uh, that is a safety inspection. We're looking at the mechanical aspects of the vehicle. We're also measuring the meter, these types of things, but that's one time a year and as you know, these, these vehicles are being run on a significant basis. So it's a very important question. What are the certificate holders doing when that vehicle comes back? How is the next driver before he gets in it, you certainly or she has an incentive to review the vehicle, uh, to make sure that there's not a bald tire, etc. But that comes with extra eyes if that vehicle is going

home every night and then being driven back out every morning and there's no nexus between the certificate holder. I think we all can see a safety issue there. A cleanliness issue, an oversight issue. Now is a field supervisor enough is that I think this Board's going to have to make that determination. That's going to be a whole lot that that supervisor is doing on a daily basis to to look after. In some instances, I think the highest companies got on leases might be over 100. So I'm on a daily basis. That supervisor's going to go out and make 100 contacts.

Member Groover: Mr. Chairman. I just don't want to see two different sets of rules. One for lease and one for the traditional cabs. And it sounds like this kind of what's going on that needs to be on the same playing field.

Member Thompson: Let me let me say something. It strikes me. I mean I was hearing arguments why it's good to inspect them regularly, etc. There is a law or regulation that says you must do it every 24 hours, which is going to drive us to do it every 24 hours. Now as a non lawyer, it strikes me that we can say that they are inspected by their certificate holder if a representative of the company goes out and looks at our checks, the fluids or whatever they have to look at, but it's hard to see how you can avoid doing it every 24 hours. If the regulations say you have to do that.

Vice Chairman Aguilera: I'm in a 24 slash seven days a week business, so working, but when a cab driver really works seven days or the car idle for a day, he takes it off?

Jonathan Schwartz for the record: It's up to the individual cab driver. That's the freedom that they want as a leased driver. Part of the appeal to them is they don't want to be answerable to management that they must drive between 8:00 AM and five in the afternoon. They wanted to drive three hours here, four hours here, five hours there, whenever they feel like it. And that's the appeal to some of them.

Mario Locascio, manager of Deluxe Taxi: uh, first, before I forget, I want to apologize on behalf of Rick Flaven, president of Deluxe for not being here, but he had a good friend of his died today. He's at a funeral? Um, I hope I'm on the agenda for it because I was, I had done this at lease, but since I'm on the agenda there is a bit of confusion for some of these independent contractors when they don't like the lease and come to us because we're not leasing. I still need to change your permit that deluxe because it's independent contractors. They can go from company to company with that permit. So I've had these arguments with trackers in like, hey, we're doing it my way or the question

Chairman Olsen: If I understand your question. So a guy comes to me as a driver, they have lease license to come to, you want to work as a non driver?

Mario Locascio: Other permits not change, which would say independent contract and on the back it says independent contracts. So they're allowed to go from star. If he doesn't like his lease, you can go to Henderson and so forth. So forth with that same permit as a lease drive. Now if we don't lease my required for them, make them all a chance to Deluxe . They all argued that they're independent contractors. Why don't we don't have that here?

Chairman Olsen: So. Right, and they can't come there. Administrator?

Administrator Whittemore: My understanding is they have to come back to the office to get a permit stating Deluxe.

Mario Locascio: But again, were still standing no lease and nothing changed for us. I do want to intervene on 4 though. I hope that didn't leave me off. Thank you.

Member Groover: Mr. Chairman I would like to hear from Ms. Knapp and how how your company handles the leases and the return to the property. If it's daily, weekly, whatever.

Cheryl Knapp: We do a six day lease, a 12 hours per day. The driver can split that 12 hours at his discretion three hours in the morning and hours in the evening, so that gives them the flexibility that Mr. Schwartz was speaking of. We only do a six day lease. They are required to come through our gas pumps at any point during their time that they're actually driving on their day off. They're not required to bring it in because they're not actually operating the taxi for fairs. We do require that they take one day off per week. That's not a requirement under the law, but that is just an insurance concern of ours. Because of the increased liability. If someone were to have an at fault accident and be on the road for seven days, our exposure exceeds what would be, you know, the average when, you know, we've had them out set of days. Um, they are required to go through the gas pumps and have their fluid levels check, have the vehicle inspected by our service men were service men are on duty 24 hours a day, seven days a week. So they've got that convenience to come in and whenever it suits them.

Member Groover: Does that create any additional problems for them?

Cheryl Knapp: Well, I don't know that you know, that it isn't necessarily an inconvenience to them. We are somewhat centrally located. We do have that advantage. We're Industrial road, so we're not very far from the goal and trying to hold that. If it's an inconvenience to them, they do have that option to not lease for me and go to another company. We have certain things that we have to do in certain parameters that we require at leased drivers to operate within if they want to lease from us.

Jay Nady, owner of A-Cab: We have. let's see. could we hire or create a management team to inspect the cab? Cab comes into our office after their shift, we we expect the driver to tell us if something's wrong, we can look outside and look at the tires, if they're bad. That's something that's obvious, but the drivers will tell us if the ac isn't working for transmission is slipping or if it's getting hot. Those are about the only thing is it might be bad. The drivers pretty much self report in reality, if something's wrong. to have to force a a daily inspection by the certificate holder and all honesty. I inspect a lot, but I don't know all of them. I don't. I can't. So in reality, once again, somebody else besides the certificate holder, one of my mechanics actually looks at the cars and the cab, the cab driver fills out a report that says this is wrong or that's wrong, and then we keep a record of that. That's the purpose of it. so much. Also then we fix it was cab drivers come in all the time with some regularity. If something is bad, especially in air conditioner in this time of year or if the tires are wobbly or unbalanced, they'd bring it in and I understand that it's the law they have to bring in an everyday. I'm not gonna argue that, but what I'm going to say, in reality, it's not really necessary other than this, the law to have a person specifically inspect every car because if something's wrong with it, person is driving as the first one to know and to be something wrong with it. They bring it back because they don't want to be at. They don't want to be stuck out there with a car breaks down. They don't want a car that smells bad because they don't feel any customers. They don't get any tips. The reality of it is there's pretty much self enforcing. Not that I want to try to skirt the law and we don't you. It wouldn't be impossible to create a team of people to do the entire area or I could take my cars to George's. If we're in that neighborhood, I'm not down. I'm not close to all the business and nobody is really. Maybe we can have someone at at every office also use that in inspection center if it's needed, but the reality of it is, and inspection every day would be a nice thing, but the cab drivers aren't like they're going to

clean their cab, but if they don't. They don't get tips. It is silly for we we get in the car and smell it. It smells bad if they bring them back before long before we need to do that, the TA is nothing more. When they come out to inspect their field inspector, they come out to us, they come out to us. Would it be, would it be completely along to extend that to a professional group of somebody that we would like to do the same thing? It might even be better qualified than some of the inspectors we have. I wouldn't say that out loud. Our drivers do self report problems every day and mechanics kind of get grumpy about it because they think, oh, you're going to another one. They won't. They won't take a cab. At least he won't take a cab if it doesn't run well. The air conditioner doesn't work and it's got bald tires. They won't take it because they don't want to break down and ruin their day. Anyway. My. My solution would be to think about this reporting which is really prevalent within the industry and be try to find some place where we could have a place that might be centrally located at the maybe all of the companies could pay for and even for if I wanted to, I could go to somebody else's shop having an inspector for me to get it signed off.

Chairman Olsen: I don't have a problem with your hiring people and maybe using the difference. A companies self report. It will not work.

Jay Nady: I understand that, but it's. It's pretty much what we're doing for all the problems. I agree with you. I'm not gonna argue with you. I've learned my lesson but last year, the last month, but what I'm getting at is most of the problems are self important. I understand that your wife. I mean we can't do it last.

Chairman Olsen: Okay. The law is the law. Is there anybody from the union here? Come on up here.

Mike Kilo, ITPEU Union representative: Where as for the lease, I'm sure it's no surprise anyone here that were not for that we'd rather have employees be classified drivers be classified as employed, but I would, I would like to add that, you know, the safety inspection is important. So one of the main things that is our competitive advantage against Uber and Lyft, you know, you have a safe, reliable vehicle as compared to Lyft and Uber. And on top of that, I would like the board to consider this scenario that I throw at you. Consider if you're this driver that is lease a cab who's sitting at the airport on a six day, he had a bad week. You average \$200 book a day. Is it \$1,200? Is at lease is nine slash 75. You probably spent 100 bucks in gas. So he's, what about \$100 for the whole week? Do you think the temptation would be there for that driver at the airport to long-haul that next customer tried to make a profit for that week. so all around I would say we're definitely against that lease for many reasons and I hope that you folks would consider our position in that as well. Thank you.

Chairman Olsen: Thank you. Um, anybody else? The audience wants to step forward. Okay. I would like to start off by saying that I think the Whittlesea program is a very good program. You deserve some recognition for it. Although I do think Mr. Nady's idea of hiring somebody and you guys cooperating with each other where somebody can come and get an inspection in that area isn't a bad idea. I don't have a problem. I was one member of this board doesn't have a problem with a field inspector or supervisor rather than doing an inspection in writing so it can be verified. But I believe maybe Mr. Baliban brought it up having somebody to get to all of these cabs in a day. The fact is that it is required inspection every 24 hours you get. The issue is how are we going to do it? Mr. Administrative you had something to say.

Administrator Whittemore: Yeah. And just to clarify, It has to return to the certificate holder. I believe the expectation is that I, I think there is a term inspection and we want to clarify when we do an inspection, it's from tailpipe to headlight. It's everything in between. It seatbelts, it's a function, right? We're, we're getting in the car and physically driving issues toward. No, no, no, but I just want to clarify. I think for, for everyone, I



don't think the expectation, nor does the law require it. It says that it will return to the certificate holder. Now I don't think it's as simple as wave by and on you go. I think the idea is very important. Safety functions are the tires bald is the, a check engine light on brake lights working. That sort of thing would be much easier. And again it fits in the field. If that's the direction the board wants to go. You're talking about a very short visual inspection. Um, it's not a operate. Let's check the engine oil level in etc. I don't think it has to get to that level. Um, but it still raises the bigger concern of 12 hours of driving the gentlemen from the union. You just spoke there in the whole \$850 to start the week ending. It's \$120 a day. Okay. What is the incentive to drive beyond that 12 hours and who's checking on them? If they have to bring that vehicle back to the yard at the end of that shift, everyone's on a level playing field. If that independent contractor is driving the vehicle home, how long have they driven that car in 24 hours. Now I'm hoping what we hear from some of the technology folks today is that some of that technology isn't automatic monitor and that what I'm hoping what I hear is they know when a driver has been driving longer than 12 hours, it doesn't change the age old fact of high flagging and when that driver is in that vehicle and he's down \$120 to start the day, what are his incentives for the rest of the day and is it, are they going to create cash rides? Are they going to create flat fees and that creates a monitoring system and certainly an incentive for the certificate holder to watch for that driver, but it creates an issue for us as well. Those trips aren't being reported again, so there's a lot with this leasing a scheme and I understand from many industry folks who I've talked to, it is the difference between life and death for some of these companies. That's how they do it. Um, so there was a reason. I think you all went down this road and there was a reason they put it forward. Additionally, my understanding is most jurisdictions allow for independent contractors. If not, that's the predominant model. Um, so is, is independent contractor, is that an important piece? Is lease drivers an important piece? I think we all agree, but they were written in a way that kept nexus between the certificate holder and the driver. And to say that we don't know what they're doing or how they're doing it and we'll see you in a week or a month. It presents problems and we certainly, from an enforcement standpoint, we can't. We can't be there everyday. We just don't have the manpower, nor do they want to see us everyday.

Vice Chairman Aguilera: How do you know that cab isn't these cabs or that cab or something identification on it? Something's different.

Rubin Aquino, Chief Investigator: Yes. there is a distinction between. It's basically a complete a leasing plate, so the lease drivers get a lease medallion those are medallions that we converted, we put a sticker on it and so whenever they're out leasing, a enforcement can identify those vehicles just simply by the medalion and obviously after if a stock is made for whatever particular reason that drivers are required to have the leasing documents in his possession just as he would have his permit and the driver's license.

Administrator Whittemore: That's what I was going to follow up with this. We're physically matching that permit to. That leads to that lease decal. It's all gonna match because again, you don't want someone else driving that.

Chairman Olsen: The board does have the ability to do have some flex room before. I asked for a motion, has a, and I agree that Ms. Knapp brought it up. She's centrally located a Yellow, Checker Star at the south end, you know, you guys are everywhere. Um, he does anybody after, while we're having this discussion, have anything they want to bring up that they have a suggestion on how to handle this, like allowing a, maybe setting up a satellite inspection station here. There you have the supervisors to get out there every day. Anything? Anybody?

Attorney General Asheesh Bhalla: If I may, sir. Um, er, what I advise the chair, sorry, Asheesh Bhalla Deputy Attorney General or counsel for the record. Um, you know, the statute does provide and the black letter law that needs to be returned to the certificate holder. But as I explained to the chairman of the board does have significant flexibility to interpret what that means. Um, you know, there are two parts to this which is also that it's needs to return to the certificate holder to enable the certificate holder to comply with the requirements of NRS 706 . So within the scope of those two points, the board can determine is a technological solution appropriate? It is a field inspection solution appropriate. There's a bit of a flexibility that you have there. So I just wanted to affirm, at lease from a legal perspective, I think.

Chairman Olsen: And, and am I correct? So by returning to the, uh, the uh, license holder, a field supervisor would qualify and say,

DAG Bhalla: I think the board would be able to interpret the language in that way, uh, without any issues.

Chairman Olsen: Um, the, I don't know that we have the technology to do it that doesn't inspect the vehicle. So I don't think we have the technology if anybody knows I'm wrong.

Danny Wade, CEO of Frias: We have nothing against other companies doing their leasing process? But your suggestion about maybe using one of our companies, a mechanics, whatever else, inspect cars. We're not going to take the liability of inspecting another car. So I would like to make sure that we, uh, no, that's very clear.

Chairman Olsen: All right, thank you. So those of you that at lease do you have the sufficient number of field supervisors could do it in the field. I need to hear it on the record. Come on up. Everybody is doing leases. Come on up

Jonathan Schwartz: Um, I'd simply like the option of doing it with field inspectors will either do it at our shop or with field inspectors. One of the other.

George Balaban: We have the supervisors, but I believe it would probably be easier to bring it to the yard.

Cheryl Knapp: We do have road supervisors who actually do when they come across at lease customer. Do you inspect that vehicle? If they find any defects, send that vehicle then for that traveler to be spared out. So we're currently doing both as a, as a practical matter, but we'll continue to operate in the same fashion if the board has no problem with that.

George Balaban: We do have a couple people who were out in the road watching our cabs. We will do them on the road or could do them back at the office.

Jason Lather, Lucky/Western cab: We concur with everybody.

Administrator Olsen: I will entertain a motion from the board on how to deal with this within the 24 hours as stated by the administrator.

Member Thompson: Let me say something. I'm not making a motion yet, but I want to understand what we're trying to decide here. We've agreed that they have to be inspected every 24 hours per the regulation, but we

have agreed that they can be field inspected should they wish to do so. They can bring it into the cab company. Should they wish to do so and I understand Frias concern when they don't lease. So why would we expect these things? There's a liability involved, so the companies involved with the leasing would either provide the field inspectors or the inspection at in the house for every lease cab every day, every 24 hours, every 24 hours. That is correct and so is that. Did I get that right?

Administrator Whittemore: Mr. Chairman, If I the the point the board council brought up, it's very important to understand as what the obligation is and clearly you have room to interpret it. We, I think we all agree it's to enable the certificate holder to comply with the requirements of NRS 706.8837 and 706.8838. And it's important to understand this if I can. So 8837 is standards for taxi cabs before operation steering mechanism is good. Mechanical working order. The vehicle does not have a parent lose knuckles. Culture gear, train. There's mechanical issues in one and then in the second part is is defects in a taxi cab which would limit operations that. So we're looking for. The vehicle does not have cracked, broken or badly dented fenders. The vehicle does not have anything in the windows that could impair the drivers vision, but that the vehicle is washed once a week in the interior, swept and dusted and vacuumed out once a day. The vehicles washed once a week. The exterior, the interior is swept dusted and vacuum loans today. It may seem like a ticky tack issue, but I think cleanliness is going a long way agree for the industry to put a better foot forward. Some entities will sit here and say, I challenge you to go out and find a dirty cap. They're very proud of their cabs. Some entities will say, this just falls down the list. We don't have the resources to do that, but the issue is if that field. I don't know that inspector because again, I don't think that's not what NAC requires. It just requires that the vehicle comes back so that the certificate holder can say yes, it complies with those two NAC provisions. The most Important thing from my perspective is the visual acknowledgement that the vehicle does not have any of these potentially safety mechanical issues, but also the interior is clean. So if it doesn't, you know, I want to make a nuance, but I want to clarify between, we're not requiring extra standard of inspection. Okay. What we're requiring is that the certificate holder comply with the NRS which says that they're going to ensure that it needs mechanical standards and they're going to ensure that the vehicle is coming from how they do that and how you interpreted, I think his opening frame, that's clearly your purview, but just I want to make sure that we're not talking. We're not adding an extra level on, on the industry that it is not a field inspection. I, you crawl inside his vehicle from soup to nuts.

Vice Chairman Aguilera: I'm okay. The option that you're can it at the facility or doing it on the, uh, on the road. And um, I think most of his rent cars and when you, nowadays when you get a rent a car, they give you a pink slip and it shows you any damage to the car and stuff like that. And I think it's important to. Chairman mentioned it earlier, that evidenced the fact that the car was in fact inspected and maybe have a list of things that run their all. They don't just say all okay or this problem. That's a problem. Just so that we have evidence that something was done and somebody did look at the items that you've listed there.

Member Groover: When will this inspection occurred during any given shift? And it's going to be hard to determine when a shift is with the lease operator.

Chairman Olsen: It just says 24 hours. So it's just every 24 hours. If the guy comes three in the morning and gets off at noon and then before you started your next shift at three in the morning, it's got to be done. Or sometime during that I would imagine just within the 24.

DAG Bhalla: Yes sir. Um, I think the board here has sort of two options of action items and one could either be, I'm making just a motion to permit the Administrator to interpret the regulation to provide for alternate means

of doing the return to the certificate holder or two. If the board wanted to choose a more specific option, I think the appropriate thing is to ask for a future agenda item and creates a more specific regulation per the workshop and notice process, but I think the first option would be to provide the authority to the Administrator to interpret the regulation of more widely so then within the confines of what he thinks is reasonable and appropriate, he can determine whether some sort of alternatives are satisfactory for the regulation or two, you know, basically take an action a motion to agendize a more specific, a regulation discussion because uh, the board members saying some specific procedures are warranted in writings.

Chairman Olsen: Any feelings on that board.

Member Groover: Well, I wouldn't be more inclined to allow the Administrator to interpret this. Because this is going to have an impact on him more than anybody else. Taxi, can't it. So I think we're better off allowing him to interpret it and see how he wants to implement it.

Vice Chairman Aguilera: I agree with that. I do have a question. I don't want to put any more burden on the industry if necessary I don't put any burden on the industry. You got when, when somebody comes 24 hour period, when we do the inspection of the shop, is there any sign off on that? The car was back expected to the shop. Twenty four hours.

Mario Locascio: I just have one car comes with the shop mechanic. Pass the paperwork down. But it's been worked out.

Chairman Olsen: But you're not doing leases?

Mario Locascio: No, and that's why I'm up here for him on the record for a question of being since uh, since we're all these ideas at generating, there are going to have two sets, right? One for lease since we don't leave, we don't have to stress more money towards that idea because our cars come in and only talking lease, Right?

Chairman Olsen: Right.

Mario Locascio: Because our cars come in with an eight, 12 hours. Everything gets documented now.

Cheryl Knapp: You'll see they'll transportation our vehicles, the vehicles, every car to come through our pumps everyday for inspection. Our service men have a unique stamp that is unique to each service man. And they actually stamp it blank trip sheet since we have the electronic trip. She as far as keeping track of the actual shift, but they stamped the top of that trip sheet every day and when they come in weekly to see us for payment, we checked to make sure that there are six stamps. If they actually worked six days and they are then instructed if they're missing any that our insurance company can ding them for a supplemental insurance premium, in other words, charge them an insurance premium for failing to adhere to what we require it within that lease and that could cost them some money so they have a financial incentive to do what we tell them to do.

Member Groover: Ms. Knapp, did you say you are doing building inspections?

Cheryl Knapp: Our road supervisors, if they come across any cab, whether the airport or on a hotel stand, and they see anything from the green light. The cover is busted into the cheater light not functioning or where our camera systems not functioning. Anything within whether it'd be a fleet or leased vehicle that is not functioning. They instructed the driver to bring that vehicle back to company station to be issued a spare.

Member Thompson: Mr. Administrator, are you open to field inspections I heard or an earlier comment that you thought that it should come back to the company?

Administrator Whittemore: No, no, no, I, I, I defer to the direction that the board, the board ultimately is going to interpret it and set the policy and we're going to enforce it to the best of our ability. We would not be doing the field and I'm going to call it a checklist because I think inspection implies something else. It'd be a preflight checklist or post. Right. Okay. So that, that people checklist is routine. It is an exterior inspection mechanically for, for simple things. And I'm not going to limit how far they want to go, but, and then, um, the interiors being clean and stuff, but that's not something that we can do on a daily basis. Hundreds and hundreds of times over. We don't have the manpower. We have four, five vehicle inspectors. Excuse me. So that would be, that would be an interpretation that the board is making that when you allow that one word, uh, you know, or that one phrase to return to the certificate holder, is it your interpretation that that can be done out in the field? I defer to you.

Member Thompson: Yeah. I think we're talking about different things here and perhaps I misunderstood, but I thought that we were saying that the TA could interpret how they wanted to implement this inspection, whether requiring the cabs to come back to the companies or field inspection or every 24 hours. You can't get away from it. Did I misunderstand that?

Chairman Olsen: I think so. I think what it was is we can, we can authorize it, the administrator to decide how to make sure this is done here. If, if he says, yeah, you can do a field thing and do it writing, and if he says, no, you've got to go in and something, but we're authorizing him to make sure that you're okay. That was enough.

Member Thompson: Then that was my point. If he is going to require them to bring the cabs in every day, that seems a little onerous to certain cab companies. I, I, I'm thinking of Mr. Schwartz is comments that they're not going to do that. I would like to see the field inspections be possible whether they use the checklist of the field check. Exactly. So.

Chairman Olsen: Okay. Um, I would like to, I'll entertain a motion to give the authority to the administrator on how to ensure that this is being done in most of the most efficient manner. Taking into consideration, um, the uh, uh, needs and complexities of the industry.

Member Groover: Mr. Chairman, I'll make the motion to permit the administrator to interpret the regulation as he sees fit, whether that means bringing the vehicle in daily to the certificate holder or conducting a field checklist was that was signed by a supervisor, um, which will be signed or documented in some manner so that if I'm an inquiry is made, we'll know that inspection has been completed.

Chairman Olsen: Is there a second to that motion?

Vice Chairman Aguilera: I'll second the motion to second.

Chairman Olsen: Any discussion on that motion? All in favor? Aye. Aye. All Opposed? It passes. Mr. Administer, if you have any questions, feel free to call me up.

Administrator Whittemore: Yes sir.

Chairman Olsen: Because I'm still confused.

Administrator Whittemore: I think I've got it.

6. Dress Code for Drivers Interveners: A-Cab & Deluxe

Chairman Olsen: Okay. Moving on to agenda item number 6, Dress Code for Drivers. Interveners: A-Cab and Deluxe. This is primarily honor. This is not an action item I want to tell you that I as one board member have kept my eyes open. All these drivers that I pass up and I don't think I have seen a single non collared shirt on any driver since our last meeting, so the word's getting out there and I wanted to tell you I appreciate it. I'm sure there's a couple after that but I haven't seen them but I don't know about any other board members, but I just want to compliment you on getting it rolling and keeping it habit and making sure that it doesn't slide to the side.

Mario Locascio: We do have that uniform enforcement that we talked about in the past and again, as I commented again on Agenda 4, we don't recommend anybody else has to do it, so we're just happy to wait.

Chairman Olsen: Oh, I thought you were going to come up here and sell shirts.

Mario Locascio: We do have a machine shop in the back, but thank you.

Chairman Olsen: All right. Anybody else wanting to step forward on the agenda? Item six, board members, any comments on agenda item 6?

7. Staff Report a. Administrator's Report

- New Attorney

There are a couple of just big ticket items I want to put on the record. First things first, we hired a new attorney, David Rickert, if you will. Please stand up. David has experienced both in Clark County DA's office, Nye county DA's office. He's worked for the State Attorney General. He also worked for the Nevada State Bar. That gives him a good perspective and ease into week 2. He's been growing alongside me, drinking from the fire hose so to speak, but we're happy to have him on board.

- IFC

I'm going to wait to expand on this at a future board meeting, but we had an IFC meeting, an Interim Finance Committee meeting. 2 have our agenda items were discussed on the record of first big ticket item.

- Database

The database is moving forward like the Industry is. It's spending the money on technology. So are we. It's a million dollar investment. Phase 1 is going to be active by the end of this year. I think the key feature from a licensing standpoint, permitting standpoint is there's going to be a portal that drivers can access. So instead of having to come down and do everything by hand, they'll be able to do it on a screen. We do everything by paper. As you can imagine, that paper trail starts to accumulate. We're trying to get to a database, everything electronically. So that's issue number 1 that was discussed at the IFC. That database is moving forward.

- Long term Sustainability Plan

This is a much bigger topic for conversation. Unfortunately, about half the Industry's walked out of the room. I need to plant a seed here, which is, they are concerned about our long term revenue structure. 83% of our revenue comes from the trips, either the trip charge or the technology fee. We take a quarter from every trip at the taxi cab does, okay, they send us a quarter, twenty cents goes to operation, five cents goes to technology fee. That's how bifurcated in the interest. We're probably going to need to look at that. We're flowing money to the bottom line for a technology reserve, but we already have a database contract. We need to look at how that money is being appropriated.

- Medallion Fee

The medallion fee has not changed since 1971, it's \$100. These are options. This is not the TA taking a position; I want to be very clear. But these were things that were raised by the Interim Finance Committee and the Legislators are very concerned. How does the TA fund itself long term? If 83% of our revenue stream is focused on trips and trips have been in decline, it's not going to add up. Now we have to be good stewards and so we have been cutting costs. But the issue is, as you know, we have vacancies. Okay. We have significant vacancies and at some point we need to have a model of revenue of what the TA needs to be. It needs to match what the industry's gone through. But the one thing that I've gone back and looked at the record, there's 3,500 medallions on the road. So in 2015 we added 600 plus medallions somewhere around there. So at the exact time that the trips were going down in our revenue was going down and the theory is there's less work to be done. There's actually more cars that had been medallioned, so our inspectors have more cars to look at. Our enforcement team has more cars to look at. So these are just some of the issues. Again, this is a much longer issue, but these were just handled at the IFC in a very short nature. It's going to be a topic of conversation at



the, uh, during the legislative session. It's going to involve the industry obviously. We're going to need to have these discussions, and again, I just want to want to put those out there that they were discussing.

- Wall petition.

It's cooperation, competition, competition. It makes sense. Every Uber driver in every Lyft driver is not looking at the other, like the enemy. They aren't taking from their rides. I'm going to get the next one. You're going to get the next one and I think that's what they're trying to talk about. Now, that's for the board to decide as a policy issue. But in terms of what they're trying to describe as a rising tide raises all boats. That's the idea. There's more to discuss, but again, we're, we're three hours plus

Chairman Olsen: Mr. Administrator I'd like you to put that, some of that, especially the IFC issues on our next agenda.

Administrator Whittemore: Yes sir.

b. Chief Investigator's Report

Chairman Olsen asked if the Chief's report could be bypassed this month.

Chief Aquino replied that it could.

c. Future Agenda Items

- Medallion – Proper Allocation and Amount
- IFC discussion

Change on Meeting dates – Two meetings in October

- October 9, 2018
- October 18, 2018

8. Report of Legal Counsel

Deputy Attorney General Sophia Long had nothing to report.

9. Public Comment

No public comments

10. Adjournment (Action)

All in favor of adjournment – Motion passes