



TA UNIFORMED BICYCLE PATROL

NV TAXICAB AUTHORITY

2013 YEAR-IN-REVIEW

CHARLES D. HARVEY
ADMINISTRATOR



OUR MISSION

To provide for the safety, comfort and convenience of the taxi riding public, through the regulation of the taxicab industry

OUR VISION

To become a model agency that provides quality regulatory services for the State of Nevada

OUR VALUES

Trust: We understand the importance of being trustworthy and credible, both as an agency and as individuals

Accountability: We are reliable and dependable in carrying out our individual and collective responsibilities

e**X**cellence: We do our work at a high level of quality

Integrity: We honor our commitments and keep our word

Service: We do what we do for others with a spirit of honor and humility

NV TAXICAB AUTHORITY

2013

YEAR-IN-REVIEW

MESSAGE FROM THE ADMINISTRATOR

I am pleased to present this report on behalf of the dedicated professionals of the Nevada Taxicab Authority. The annual review not only highlights their work in support of fulfilling our mission, but also outlines areas in which we strive to improve.

2013 provided a year of challenges, opportunities and organizational change. Undeterred, we persevered to continue delivering a high level of service, and new initiatives such as the commencement of technology projects embracing the benefits of real time GPS tracking and smart phone technology. The Taxicab Authority has long faced trials that have required the implementation of innovative processes and procedures designed to provide the highest quality service to the community we serve and to offer fair and reasonable guidelines for our taxi drivers and companies. Change is very difficult, but necessary for us to ensure the safety of the public who depends on taxi services.

We're proud of the progress we've made, but continue to look for ways to increase our effectiveness. While 2014 promises to be another busy year, we welcome new opportunities to strengthen operations and enhance programs and services that benefit the residents of our great State and the visitors to Clark County.

I would like to thank the Taxicab Authority Board Members, employees and industry partners for their continued support.

Charles D. Harvey

Charles D. Harvey
Administrator

Ruben Aquino, Jr.
Chief Investigator

Jennifer DeRose
Deputy Administrator

Ryan Sunga
Deputy Attorney General

~

Ileana Drobkin
Board Chairman

Josh Miller
Board Member

Dennis Nolan
Board Member

Joe Hardy, Jr.
Board Member

Dean Collins
Board Member



INDUSTRY OVERVIEW

The taxicab industry represents a critical component of the transportation and tourism industry in the State of Nevada. There are currently sixteen (16) licensed taxicab companies in Clark County, employing approximately 10,000 taxicab drivers, operating a taxicab fleet of approximately three thousand vehicles.

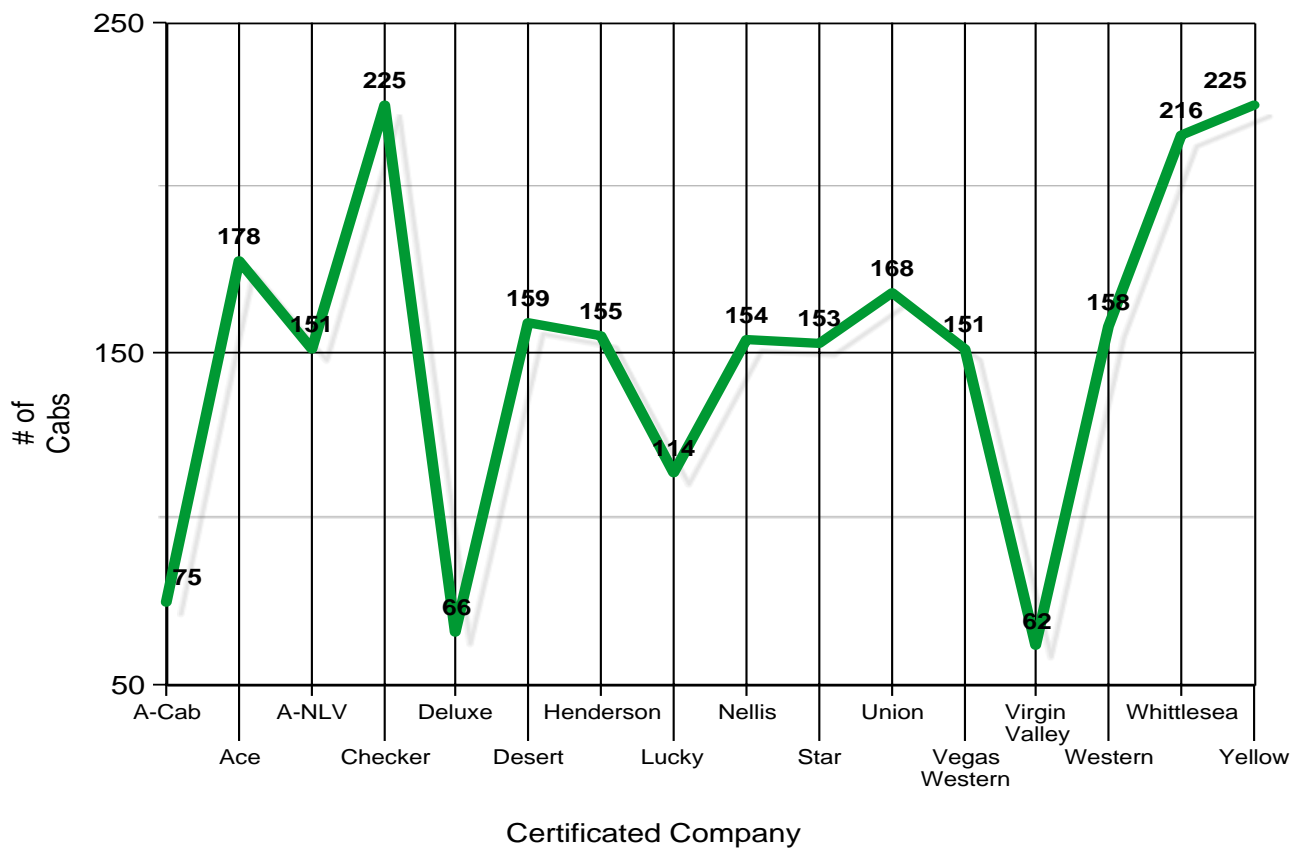
Certificated Companies

A-Cab, LLC
Ace Cab
A-NLV Cab
Checker Cab
Deluxe Taxicab Service
Desert Cab

Henderson Cab
Lucky Cab
Nellis Cab
Star Cab
Union Cab
Vegas- Western Cab

Virgin Valley
Western Cab
Whittlesea Blue Cab
Yellow Cab Co

BREAKDOWN OF CABS BY COMPANY



AGENCY OVERVIEW

The nature of the services provided by the Taxicab Authority vary widely, from licensing certificate holders and taxi drivers, to educating drivers, monitoring compliance of statutes and laws, inspecting taxicabs and responding to accidents, investigating crimes, conducting administrative court and adjudicating cases.

It is this variety in day-to-day tasks and priorities that make measuring the performance of the Taxicab Authority multidimensional. In calendar year 2013, the Taxicab Authority averaged 25 sworn Investigator positions operating on a 24/7 basis. This equated to approximately 3-4 investigators per squad to respond to the regulatory needs of the Industry. During this period Agency staff responded to more than 16,000 dispatched events, writing more than 3,200 violations.

Long hauling continues to be one of the Agency's top priorities. However, it cannot be our only priority. It is important to note that there were more than 170 different types of violation cited. Therefore a comprehensive group of performance measures should be evaluated to account for the broad spectrum of work performed, not just that part related to issuing citations. The decline in total violations/citations written (of any type) in 2013 is attributed to a number of factors including:

- | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none">▲ High Employee Turnover & Staffing Shortages due to Vacation, Furlough, Sick Leave, Employee Personnel Issues▲ Emphasis on Employee Recruitment, Hiring, Training & Development▲ Proactive Compliance Strategies: Driver Training, Industry Workgroups, Dissemination of Taxi Rider Information▲ Other Enforcement Priorities such as:<ul style="list-style-type: none">○ Taxicab Work Stoppage | <ul style="list-style-type: none">○ Downtown Staging Issues○ Taxicab Accidents○ Loading violations○ Illegal Limousine Operations○ Gypsy Cab Operations○ Downtown Enforcement of Drivers Refusing Short Rides▲ Regulatory assistance in planning, onsite taxi staging, and issue resolution for the major events coming to Las Vegas. |
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DISCLAIMER: The Taxicab Authority has made every effort to ensure the accuracy of information contained in this annual review. However, the possibility that some data entry errors exist cannot be entirely eliminated. The Agency has commenced a project to incorporate IT solutions to improve data collection, data management and reporting.

AGENCY INFORMATION

The Nevada Taxicab Authority is a fee/self-funded agency in accordance with NRS 706.8825 and NRS 706.8826. All fees collected pursuant to these statutes are deposited in a Taxicab Authority Fund to defray the cost of regulating taxicabs. Comprised of two divisions, the Taxicab Authority has the unique responsibility of being a regulatory agency with police powers. Major revenue sources are:

- | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none">▪ Trip Charges▪ Driver Permit Fees▪ Application Fees▪ Medallion Fees | <ul style="list-style-type: none">▪ Fines▪ Regulatory Assessment▪ Photocopy Charges▪ Treasurer's Interest |
|-------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|

ADMINISTRATIVE DIVISION

- Taxicab Authority Board
- Licensing & Permitting
- Background Checks & Records
- Driver Safety Training
- Administrative Court
- Background Checks
- Senior Ride



COMPLIANCE & ENFORCEMENT DIVISION

- Regulatory Compliance
- Investigations
- Vehicle Inspections
- Public Safety Dispatch
- Audits

ADMINISTRATIVE DIVISION

The Administrative Division is responsible for the overall daily operation of the Taxicab Authority.

□ Administrator's Office

The Administrator, through the assistance of administrative and fiscal employees, performs licensing and permitting of individuals who submit applications to own and operate taxicabs within Clark County, NV. Deputy Administrator Jennifer DeRose was hired to fill the new Deputy Administrator position. Mrs. DeRose brought years of public and private sector personnel and human resource management experience to the Agency. In her new role, she works closely with Administrator Harvey and Chief Investigator Ruben Aquino to manage daily operations.

□ Administrative Court

In accordance with NRS 706.8822, the Administrator conducts administrative hearings and makes final decisions, subject to appeal by any aggrieved party to the Taxicab Authority Board, in the following matters:

- Any violation relating to the issuance of or transfer of license plates for motor carrier required by either the Taxicab Authority or the Dept. of Motor Vehicles; Complaints against certificate holders; Complaints against taxicab drivers; Applications for, or suspension or revocation of, drivers' permits; and imposition of monetary penalties.

Soonhee Bailey, Esq. serves as the delegated Administrative Hearing Officer. In this role, she provides an additional level of transparency as well as a check and balance between the regulator and the Industry, adjudicating alleged violations of NRS 706.

- In 2013, more than 3,000 violations were resolved through the administrative court process, the introduction of settlement conferences and additional hearing dates.



□ **Taxicab Authority Board**

The Taxicab Authority Board consists of five members appointed by the Governor of Nevada. The Board determines the number of taxicabs authorized per certificated company and the fares to be charged, conducts hearings and renders decisions regarding the issuance and transfer of certificates of public convenience for taxicab companies, and also hear appeals involving the issuance, suspension, and revocation of driver's permits.

BOARD MEMBERS

Josh Miller
Member

Dennis Nolan
Member

Ileana Drobkin
Chairman

Joe Hardy, Jr.
Member

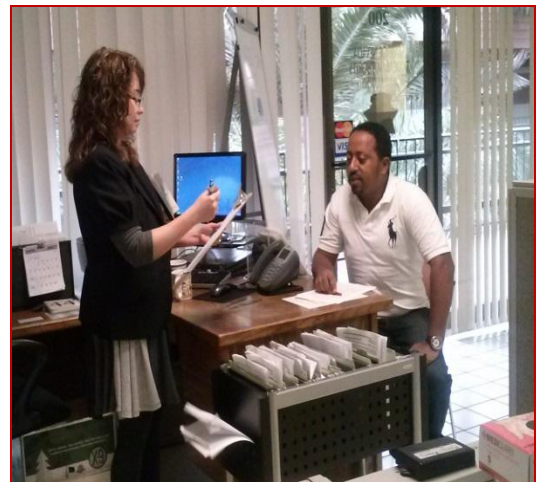
Dean Collins
Member

The Board conducted 7 public meetings in 2013.

01/29/2013	02/26/2013	05/08/2013	06/25/2013
08/27/2013	10/08/2013	11/15/2013	

□ **Licensing & Permitting**

The Licensing/Permitting Unit processes driver applications and renewals, administers the written tests, and schedules mandatory training classes. This unit receives and processes fine payments from drivers for citations issued by agency investigators according to statutes. Each new driver is required to attend an in-house eight hour training class, which is offered two days per week. Drivers renewing their permit are required to attend a one-hour refresher course.



□ Taxi Assistance Program (Senior Ride)

The Taxi Assistance Program, supported with funding from the Taxicab Authority, provides discounted taxicab fares to qualified individuals, age 60 and older, and persons with disabilities through coupon booklets that are accepted by all taxicab companies in Clark County.

Taxicab Authority funding supports clients' transportation needs and helps to integrate them into existing services to enable Nevada's elders and adults with disabilities to live independent, meaningful, and dignified lives in the most integrated setting appropriate to their needs.

When surveyed, clients said medical appointments were the number one reason for their use of coupons, with essential shopping ranked as the second most frequently cited reason. Aurora Portilla is an 88-year-old Las Vegas who has been a client of the Taxi Assistance Program for nearly five years. She uses the program primarily for medical visits and relayed the following:



"I don't drive anymore. Most recently I went to the Lung Center on Tenaya Way.

Paratransit won't go there, and I was so thankful to have the Taxi Assistance Program to get me there and home again!"

Books Sold 2013	
January	1,750
February	1,722
March	1,831
April	1,858
May	1,727
June	1,985
July	1,787
August	1,884
September	2,098
October	1,892
November	1,770
December	1,859
TOTAL	22,163

Thanks to the partnership between the Taxicab Authority and Nevada Aging and Disability Services Division, which administers the program, the Taxi Assistance Program provided approximately 147,753 miles in taxi service to seniors and persons with disabilities. (Note: Calculation is based on actual books sold in 2013).

COMPLIANCE ENFORCEMENT DIVISION

The Compliance/Enforcement Division is responsible for the enforcement of all Nevada Revised Statutes and Nevada Administrative Code sections pertaining to the taxicab industry. Assigned sworn personnel perform background checks on all individuals who submit applications for a Certificate of Convenience to operate a taxicab company or taxicab within Clark County. This Division operates 24 hours per day, 7 days a week.



□ Compliance/Enforcement

The Authority's POST Certified Compliance/Enforcement Investigators perform investigative and enforcement functions to monitor compliance and enforce violations of State and/or federal laws, rules or regulations as it pertains to the Nevada taxicab industry. The investigative/enforcement process is initiated following a formal complaint, suspected violation or while conducting routine patrol, inspections, or surveillance activities utilizing standard investigative and enforcement techniques.

❑ Vehicle Inspection



Taxicab Vehicle Inspectors inspect taxicabs for compliance with applicable federal and State laws, rules and regulations including mechanical and emission control standards, rate displays, taximeter accuracy, radio equipment, appearance, and other elements as required.

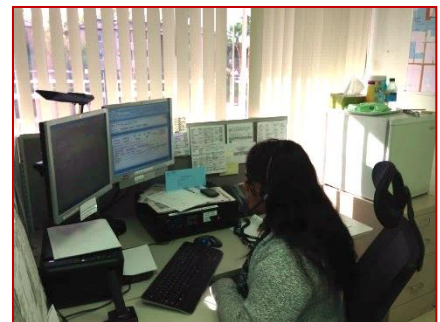
The Authority's seven (7) Vehicle Inspectors ensure regulatory compliance with the safety, comfort, and mechanical operating standards of taxicabs. Approximately seven-hundred-fifty (750) of the fleet's three thousand (3,000) taxicabs require a full and complete inspection each quarter, which is one of the most stringent inspection schedules in the United States.

❑ Public Safety Dispatch

The Agency's Public Safety Dispatchers are the initial point of contact between the Taxicab Authority, the general public, taxi companies, and local law enforcement agencies. Five agency personnel provide 24-hour communication support to track compliance/ enforcement and inspection activities.

The Dispatch Unit conducts criminal background checks (as needed) and is integrated with the National Crime Information Center (NCIC), Nevada Criminal Justice Information System (NCJIS), National Law Enforcement Telecommunication System (NLETS) and the Shared Computer Operations for Protection & Enforcement System (SCOPE).

In 2013, the Public Safety Dispatch Unit handled more than 16,000 dispatched events. The ability to effectively handle emergency situations begins with the efficiency of the dispatch operation. The current records management system does not provide the type of analytics and reporting solutions needed to generate accurate reports, analyze



information and achieve operational excellence. To help improve performance, the Agency is planning to purchase a computer aided dispatch system that streamlines information management and provide the tools needed to field calls, update incident details, and get real-time performance monitoring tools to make important decisions.

2013

EMPLOYEE COUNT

		<i>Non-Sworn</i>	<i>Sworn</i>
DIVISION	SECTION		
Administration	Administration	6	2
	Licensing/Permitting	7	0
	Administrative Court	1	1
	Board Members	5	0
Compliance/Enforcement	Public Safety Dispatch	5	0
	Compliance/Enforcement	0	26
	Vehicle Inspection	7	0
Total Staff		31	30

In 2013, eleven employees left the Agency. Seven new positions were approved by the 2013 Nevada Legislature. The Authority invested a significant amount of resources in the recruitment, hiring, and training process.

# of New Positions	Title	Status
1	Deputy Administrator	Filled
2	Administrative Assistants	Filled
2	Vehicle Inspectors	Filled
1	Public Safety Dispatcher	Filled
1	Compliance/Enforcement Investigator II	Recruiting

BUDGET

2013

DEPARTMENT: BUSINESS AND INDUSTRY	DIVISION: TAXICAB AUTHORITY												
FUND AND BUDGET ACCOUNT: 245/4130	CALENDAR YEAR 2013												
	January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
PROJECTED EXPENDITURES	\$415,199	\$506,309	\$494,753	\$375,894	\$596,721	\$606,985	\$216,903	\$450,996	\$428,069	\$330,884	\$334,195	\$347,487	\$5,104,395
ACTUAL EXPENDITURES	\$448,290	\$310,396	\$495,372	\$335,221	\$756,769	\$208,903	\$226,547	\$416,834	\$572,313	\$446,394	\$445,256	\$447,724	\$5,110,019
Major Revenue													
1. TRIP CHARGE 3832	\$454,138	\$439,955	\$483,885	\$452,871	\$501,285	\$478,362	\$439,892	\$446,008	\$467,246	\$472,859	\$379,711	\$356,038	\$5,372,250
	\$443,062	\$404,118	\$472,963	\$444,542	\$492,077	\$477,175	\$435,397	\$447,820	\$458,079	\$457,368	\$417,897	\$335,914	\$5,286,412
2. DRIVER PERMITS 3656	\$14,750	\$14,900	\$15,745	\$12,280	\$15,195	\$11,560	\$6,470	\$17,480	\$14,410	\$11,900	\$13,079	\$14,029	\$161,798
	\$9,111	\$16,950	\$12,570	\$13,600	\$17,210	\$13,670	\$17,339	\$15,941	\$15,279	\$16,510	\$13,940	\$15,680	\$177,800
3. APPLICATION FEES 3717	\$0	\$0	\$0	\$0	\$20	\$0	\$0	\$0	\$55	\$0	\$600	\$0	\$675
	\$0	\$0	\$255	\$0	\$220	\$255	\$0	\$600	\$0	\$0	\$200	\$200	\$1,730
MEDALLION FEES 3610	\$43,300	\$1,846	\$400	\$200	\$500	\$800	\$400	\$241,700	\$400	\$500	\$800	\$400	\$291,246
	\$42,200	\$500	\$700	\$200	\$1,500	\$700	\$600	\$171,000	\$200	\$200	\$500	\$100	\$218,400
5. FINES 4157	\$24,350	\$19,905	\$10,580	\$17,709	\$20,949	\$22,316	\$14,973	\$55,791	\$52,839	\$44,595	\$31,175	\$34,449	\$349,631
	\$18,320	\$24,333	\$26,572	\$21,823	\$24,226	\$19,453	\$16,100	\$18,289	\$14,401	\$18,576	\$13,700	\$12,977	\$228,770
6. REGULATORY ASSESSMENTS 3315	\$0	\$0	\$0	\$0	\$0	\$83,104	\$0	\$0	\$0	\$0	\$0	\$83,440	\$166,544
	\$0	\$0	\$0	\$0	\$0	\$80,612	\$0	\$0	\$0	\$0	\$0	\$79,716	\$160,328
7. PHOTOCOPY CHARGES 3818	\$0	\$0	\$20	\$0	\$20	\$20	\$20	\$112	\$32	\$26	\$20	\$85	\$355
	\$205	\$26	\$0	\$0	\$0	\$0	\$1	\$1	\$0	\$33	\$0	\$0	\$266
8. TREASURERS INTEREST 4326	\$0	\$2,250	\$0	\$0	\$290	\$1,250	\$0	\$0	\$0	\$2,536	\$0	\$0	\$6,326
	\$0	\$5,523	\$0	\$812	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$498	\$6,833
Projected Revenue	\$536,538	\$478,856	\$510,630	\$483,060	\$538,258	\$597,412	\$461,755	\$761,091	\$534,982	\$532,416	\$425,385	\$488,441	\$6,348,824
Actual Total Revenue	\$512,898	\$451,450	\$513,060	\$480,977	\$535,233	\$591,865	\$469,437	\$653,652	\$487,959	\$492,687	\$446,237	\$445,084	\$6,080,538
Performance Indicators													
							July	August	September	October	November	December	
1. TOTAL NUMBER OF TRIPS PROVIDED	2,270,692	2,199,774	2,419,425	2,264,353	2,506,426	2,391,810	2,199,461	2,230,041	2,336,228	2,364,295	1,898,553	1,780,191	26,861,249
	2,215,312	2,020,589	2,364,816	2,222,712	2,460,383	2,385,875	2,176,986	2,239,098	2,290,393	2,286,841	2,089,486	1,679,572	26,432,063
2. TOTAL AMOUNT OF REVENUE COLLECTED BY INDUSTRY	\$32,641,409	\$31,760,042	\$35,934,761	\$33,169,332	\$36,317,374	\$34,630,229	\$31,296,533	\$32,030,103	\$34,362,452	\$35,568,759	\$28,492,309	\$26,744,481	\$392,947,784
	\$32,426,537	\$29,905,004	\$35,465,700	\$33,266,184	\$35,671,562	\$34,483,452	\$31,657,597	\$32,554,769	\$33,988,953	\$34,699,229	\$31,391,168	\$25,569,957	\$391,080,112
3. AVERAGE COST OF FARE PER TRIP	\$14.38	\$14.44	\$14.85	\$14.65	\$14.49	\$14.48	\$14.23	\$14.39	\$14.71	\$15.04	\$15.01	\$15.02	\$175.69
	\$14.64	\$14.80	\$15.00	\$14.97	\$14.50	\$14.45	\$14.54	\$14.54	\$14.84	\$15.17	\$15.02	\$15.22	\$177.69
4. NUMBER OF ACCIDENTS PER 100,000 TRIPS	22.7	22.5	18.8	22.5	24.8	23.5	22.2	21.4	20.8	22.0	21.0	21.2	263.4
	24.0	21.7	19.4	19.3	24.1	22.5	23.8	23.6	24.7	20.5	21.0	23.2	267.9
5. NUMBER OF NOTICES OF VIOLATION ISSUED	264	219	211	194	264	535	353	632	873	575	528	130	4,778
	231	184	174	225	265	249	232	230	219	197	218	128	2,552
6. TOTAL NUMBER OF VEHICLE INSPECTIONS MADE	673	628	710	493	715	725	607	709	649	652	628	568	7,757
	623	513	499	531	393	477	606	682	577	468	518	570	6,457
7. NUMBER OF OUT-OF-SERVICE NOTICES ISSUED	454	384	326	272	438	453	402	482	377	334	314	301	4,537
	460	341	316	296	327	372	394	425	396	402	336	306	4,371
8. NUMBER OF TAXICAB ROBBERIES INVESTIGATED	9	0	0	3	2	1	0	0	0	0	0	0	15
	5	2	1	1	2		1	3	4	1	0	2	22
9. NUMBER OF TAXICAB SERVICE COMPLAINTS	223	149	227	209	168	153	141	152	155	125	107	122	1,931
	98	106	115	149	159		109	198	208	166	153	129	1,590
10. EVENTS REQUIRING INVESTIGATIVE ACTIVITY	1,002	855	892	912	1,052	1,236	973	1,339	1,358	1,151	1,075	629	12,474
	819	869	909	808	1,018		860	196	1,033	871	818	647	8,848
11. TOTAL FRONT OFFICE TRANSACTIONS	2,581	2,891	2,884	2,643	2,767	2,721	3,211	3,279	3,184	3,596	2,695	2,494	34,946
	2,428	2,294	2,689	2,524	2,651	2,361	2,520	2,365	2,168	2,544	1,961	1,970	28,475
12. DRIVER PERMIT PAID TRANSACTIONS	838	789	865	807	840	826	943	1,569	759	483	827	743	10,289
	853	711	847	765	816	729	971	883	844	908	762	834	9,923
13. AIRPORT TAXI COUNT	276,793	274,868	308,980	284,038	297,032	264,857	240,276	270,778	292,628	333,190	263,485	220,716	3,327,641
	300,261	278,159	327,203	323,449	342,437	287,152	262,754	277,395	305,457	330,978	283,821	224,075	3,543,141

2013

AGENCY HIGHLIGHTS

➤ Enforcement Operations

- In 2013, the Taxicab Authority responded to approximately 16,000 events and issued more than 170 different types of taxicab violations. Taxicab Authority Investigators are directed to investigate and issue citations for all long route violations (if probable cause exists).
- The Authority conducted numerous operations designed to proactively and reactively address violations of NRS and NAC 706.
- Measures introduced to help deter illegal practices included:
 - Improved Driver Training with targeted messaging and guest presenters from the TA, LVMPD, Taxi Assistance Program
 - Industry Workshops
 - Community of Interest Meetings
 - Administrative Checkpoints
 - Targeted Enforcement
 - Undercover Operations
 - Strict Enforcement of Existing Laws
 - Mandatory Fines and Sanctions
 - Sanctions were increased to statutory maximums.



NRS 706.8846(3)

1st Offense	2nd Offense	3rd Offense	4th Offense	5th Offense
\$100	3 day Suspend & \$200	(MANDATORY COURT APPEARANCE) 6 day Suspend & \$300	(MANDATORY COURT APPEARANCE) 10 day Suspend & \$350	(MANDATORY COURT APPEARANCE) Revoke & \$500

➤ **Compliance & Enforcement Actions**

Long Route Enforcement – McCarran Airport
Long Route Enforcement – McCarran Airport Tunnel
Long Route Enforcement – Strip Hotels
Long Route Enforcement – Downtown Las Vegas
Undercover Taxi Rides
Audit of Taxicab Company Trip Sheets
Prohibited Acts by Limo Drivers
Short Ride Refusals
Illegal Passenger Transportation
First Friday Illegal Cab Operation
Illegal Loading Operation
Gypsy Cab Operation
Redesign Driver Awareness Training Curriculum w/Emphasis on Cab Driver Responsibilities
Creation of Long Hauler Database
Publication of Driver Information in Taxi Driver Magazine
Distribution of Long Route Violation Advisories to Taxi Companies
Taxicab Driver Trainer Roundtable Meetings with Taxi Company Representatives
Testing of Real Time GPS Tracking System to Identify Illegal Long Route Violations
Publication of Request for Information to Gather Information on Technology and Software Designed to Detect Long Route Violations
Approximate Taxi Rate Signage Installed at McCarran Airport Terminal 1 & 3

➤ **Temporary Allocation of Additional Medallions**

In 2013, the Taxicab Authority Board approved temporary allocations of additional medallions (extra taxicabs) for the following events. Each allocation involves the disbursement, return and inventory of temporary medallions.

- New Years Eve 2012/2013: 12/29/12 – 1/1/13
- Consumer Electronics Show: 1/8/13 – 1/11/13
- Shot Show/Adult Entertainment Expo: 1/15/13 – 1/19/13
- Super Bowl: 2013 – 2/3/13
- M.A.G.I.C. Convention: 2/19/13 – 2/21/13
- Taxicab Driver Strike: 3/1/13 – 5/1/13
- Electric Daisy Carnival: 6/21/13 – 6/23/13
- Automotive Aftermarket Industry (AAIW): 11/5/13 – 11/8/13
- New Year's Eve 2013/2014: 12/30/13 – 1/1/14

➤ **Peace Officer Specifics Academy**

The Authority conducted the second Investigator Training Academy, providing new recruits with an in-depth orientation on the Taxicab Authority and the taxicab industry. The two-week in house academy provides specialty training and instruction on methods best suited for the industry that the new sworn personnel will help regulate. After graduation from the academy, Investigators receive 14 weeks of on-the-job training.

2013 Taxicab Authority Specifics Training Academy Graduates:

- Investigator John Moore
- Investigator Gather Cohen
- Investigator Heather Hulsey

➤ **Las Vegas Taxicab Driver Strike**

Las Vegas experienced a 2-month taxicab strike during the International Consumer Electronics Show (CES), Shooting Hunting and Outdoor Trade Show (Shot Show) and the Adult Entertainment Expo in 2013. The Taxicab Authority approved the temporary allocation of additional cabs in an effort to meet the needs of the riding public.



➤ **Las Vegas Strip Shooting**

Agency Investigators were first on the scene of a Las Vegas Strip Shooting in February 2013 that resulted in the fatality of taxicab driver Michael Bolden and his passenger. TA investigators provided valuable support and information to Las Vegas Metropolitan Police Department, in their investigation and arrest of the perpetrator.



➤ **Creation of Hotel and Taxi Industry Roundtable**

Taxicab Authority Board Chair Ileana Drobkin formed an Industry Roundtable with the assistance of Las Vegas City Councilman Steve Ross and Venetian Hotel Executives. Participants include the Taxicab Authority, taxicab operators, and executives from strip properties who joined together to participate in high level discussions on areas of improvement to help each participant group continue to provide the best experience for customers and visitors and ensure a world class Las Vegas experience.



➤ Approximate Rate Signage

The Taxi Rider Information Program (TRIP) was created in 2011 to help customers understand their rights as a taxi rider and assist them in receiving quality service.

In January 2014, Administrator Harvey, in partnership with McCarran International Airport management unveiled airport signage informing passengers of approximate fares for specific downtown and strip property destinations.

The signs inform passengers of the approximate miles, minutes and trip cost to a specific destination via three routes: Paradise Road, Las Vegas Boulevard & Interstate 15. The most direct route and the corresponding fare is prominently displayed.

During this phase of the Authority's Taxi Rider Information Program (TRIP), signage was placed on doors 1 and 4 of Terminal 1 and outside of the taxi staging areas at Terminal 3. Rate information is also available at public information booths throughout the Airport, at the Las Vegas Convention and Visitors Authority, and on the Taxicab Authority website. Additional phases of this project are on-going, to include the creation of pamphlets, flyers, and information cards which will be distributed to passengers through various means.



➤ Long Hauler Database

In July 2013, the Authority created a long hauler database. Each month, permit numbers of drivers adjudicated guilty of long hauling are published on the Authority's website. The database is provided to assist taxi companies when evaluating potential new hires to support their goals of employing a workforce dedicated to the public through honesty and integrity.

ADJUDICATED VIOLATIONS BY MONTH & PERMIT NUMBER

July 2013

Permit No.	Violation Date	Citation No.	Closed/Adjudicated
18903	6/28/2012	8-00045576	7/31/2013
110600	6/6/2013	8-00045526	7/31/2013
106863	5/25/2013	8-00045215	7/31/2013
29313	11/20/2011	8-00036322	7/29/2013
30221	7/11/2013	8-00045746	7/25/2013
109600	2/14/2013	8-00044123	7/24/2013
29254	6/20/2013	8-00045537	7/18/2013
108527	6/6/2013	8-00045527	7/18/2013
104745	7/12/2013	8-00045778	7/18/2013
109614	6/8/2013	8-00045531	7/18/2013
109705	6/12/2013	8-00045110	7/17/2013
26044	6/5/2013	8-00044924	7/17/2013
26616	11/25/2012	8-00043219	7/10/2013
101610	1/18/2013	8-00044051	7/10/2013

➤ Driver Trainer Roundtable

The Authority initiated an internal review of its taxicab driver licensing process and training course to assess its effectiveness. Roundtable meetings were created to facilitate discussion with driver trainers from the 16 licensed cab companies. This resulted in the creation and implementation of a new examination for drivers, revised driver safety training, incorporating feedback from drivers, taxi company representatives and enforcement staff. The meetings have generated a high level of participation and enthusiasm on topics such as:

- Driver Licensing Procedures
- Driver Safety Training / Driver Awareness Training
- Long Route Enforcement
- Courtroom Procedures

➤ **Court Case Management**



In 2013, the Authority implemented new court case management best practices to reduce the backlog of cases clogging the docket. Numerous process improvements were implemented to minimize redundant data entry, streamline workflow processing and improve the accuracy of data.

- New processes to track additional statistics were implemented to capture additional data, including: Total number of drivers failing to appear; number of cases waived before hearing; number of trials held; disposition; dismissed, etc.
- Administrative hearing dates were doubled to reduce backlog, and improve case processing timeliness.
 - Pre-Hearing settlement conferences were initiated and held prior to the commencement of each administrative court proceeding to expedite disposition of cases, discourage wasteful pre-court activities, and facilitate settlement of routine cases.

Our goal is to improve efficiency and integration, achieve greater consistency, collect more driver-related statistics; and share data with other integrated information systems. The current court information management system does not integrate with other recording systems and is slated for replacement.

➤ **Fleet Management**

The Authority ordered 23 new replacement vehicles to upgrade the agency's aged fleet. 17 police sedans were delivered and are scheduled for integration into the fleet in 2014. Six compact vehicles were received and put into operation in the Vehicle Inspection Unit.



➤ **Creation of Uniform Bicycle Patrol (UBP)**

After the completion of a successful pilot program conducted in 2012, the Uniformed Bicycle Patrol Team was created and is being successfully utilized as an advanced patrol technique to saturate areas that regular police vehicles cannot access. UBP Investigators are posted at various locations to identify taxicab drivers who have violated NRS and/or NAC 706 Motor Carrier Laws, offering quicker response time to accidents, cab incidents and complaints.



➤ **International Taxicab Summit**

The Authority hosted a delegation of taxi executives from China. The six executives represented one of the largest taxi companies operating in Shanghai with more than 12,700 taxicabs in operation. The purpose of their visit was to learn how the TA handles licensing and compliance monitoring, investigations and enforcement of violations.



Shanghai currently has more than 52,000 licensed taxicabs, with more than 150 authorized companies. They utilize smartphone taxi- booking apps and GPS technology to monitor their taxicabs. They also share many of the same challenges including long hauling and illegal taxi operations.

➤ Technological Enhancements

- Replaced outdated equipment through the purchase of new PCs.
- Implemented a new driver testing system to improve the efficiency of the driver testing process.
- Commenced implementation of IT project to implement a real time GPS tracking software system.
- Approved a one-year vendor demonstration with FRIAS Technology to test the RideIntegrity System.
- Commenced development of a Request for Information (RFI) for a real time tracking system to satisfy the requirements of Senate Bill 430, passed during the 2013 Legislative Session.
 - The intent of the project is to implement technological improvements in safety, reliability and efficiency, including the implementation of a computerized real-time data system to assist the Taxicab Authority in carrying out its duties. The system will be used by all taxicab operators in Clark County, Nevada, and shall provide cooperative dispatch and electronic hailing services; capable of collection in real-time from an onboard diagnostic device utilizing a global positioning system, the location and telemetric and operating data for the vehicle; and keep an electronic version of the daily trip sheet.
- Commenced development of a RFI for a centralized Records Management / Licensing / Enforcement / Dispatch System.
 - The intent of the project is to provide an integrated records management system that will capture all necessary data elements, provide pre-set and ad-hoc queries, and allow for communication between all work areas within the Taxicab Authority. The Taxicab RMS will integrate functional units of driver permits/licensing, medallion issuance/inventory, investigations, vehicle inspections, court proceedings, auditing/ accounting, asset management, personnel, and dispatching for a regulatory and law enforcement agency.



➤ Agency Relocation

The Authority announced agency relocation plans to take place in May 2014. The new facility, located at 2090 E. Flamingo Road, Las Vegas NV, is being designed to streamline processes and improve service delivery to drivers and the general public.



This announcement represents the culmination of a multi-year process beginning in 2011 when Administrator Harvey evaluated options for relocating to a more secure, modern and centrally located facility. During 2013 and early 2014, the Nevada Legislature and Nevada Board of Examiners approved funding to move the Agency closer to McCarran International Airport and the Las Vegas Strip where the majority of taxicab rides occur.

➤ Involvement with Regional or National Groups to Address a Need/Problem

The Taxicab Authority has developed relationships with key leaders and partnerships with organizations responsible for transportation, entertainment, tourism and public safety. We participate in planning sessions on upcoming events and conventions, and long term planning to increase and/or maximize the utilization of our existing infrastructure.

▫ Downtown Taxicab Zone Working Group

The Downtown Taxicab Zone Working Group was created in partnership with City of Las Vegas Mayor Carolyn Goodman to address taxicab operations in downtown Las Vegas. Participants include the Taxicab Authority, City Planners and Engineers, taxicab company representatives.

The group has been successful in adding additional cab zones and staging, making it easier for taxicab drivers to stage and pickup customers. The Taxicab Authority participated in preplanning sessions for events such as the Life Is Beautiful convention in October 2013. Our involvement provided an opportunity to share our expertise and knowledge of taxi operations to help provide for the safety, comfort and convenience of the taxi riding public.

▫ **International Association of Transportation Regulators (IATR)**

IATR is a peer group of taxi, limousine and for-hire transportation regulators, dedicated to improving the practice of licensing, enforcement and administration of for hire transportation through the sharing of information and resources. Member jurisdictions are:



- Taxi Commissions and Committees, solely responsible for the governance and control of taxi licensing and enforcement;
- Police Departments and other law enforcement agencies with responsibility for taxis;
- Consumer Protection and Transportation Departments of cities and regions, with responsibility for public safety and service quality;
- Airport Authorities;
- State and federal agencies responsible for limousines and other motor carriers, where there are cross-jurisdictional issues

▫ **Clark County School District Police Dept. – Back To School Safety Fair**

Taxicab Authority staff volunteered to participate in Back To School Safety Fairs to help educate public school students and parents on safety in the community and the role of the local law enforcement and public safety agencies.



➤ **Joint Terrorism Task Force**

The Nevada Taxicab Authority's participation with the Joint Terrorism Task Force (JTTF) was vital to the State of Nevada as well as the rest of the country. In recent years, individuals working in the Las Vegas taxicab industry have been linked to bombings, drug trafficking, and other terrorist related activities around the world. Our jurisdiction and mandate gives us “unique” access to driver information; past and present employment records; photographs and fingerprints; and a myriad of other sensitive materials. Investigator Mike Ferriolo served as the Agency representative for the FBI's Joint Terrorism Task Force (JTTF). He has been instrumental in providing information to investigating agencies conducting counterterrorism activities.



➤ **Security Chiefs Meeting**

The Authority actively participated in the Las Vegas Security Chiefs Association. Founded in 1987, the Las Vegas Security Chiefs Association is made up of Security Chiefs from over eighty hotel, casino, resort properties, located throughout the Southern Nevada area. Its main mission is to promote security professionalism through training, communication and service. The Chiefs Association has established productive relationships with various Law Enforcement agencies and Security representatives from numerous public and private organizations.



➤ **Other Process Improvements**

- Revision of Agency Policy and Procedure Manual – Chapters 1 & 2.
- Implementation of new numbering system to better serve the more than 150 daily walk-in Licensing customers.
- Changed employee work schedules to increase the number of employees available to service the customers each day.

2013

TAXICAB AUTHORITY

This Annual Review represents the commitment by the NV Taxicab Authority to continuous improvement. For the past three years, the Nevada Taxicab Authority has undergone significant and positive changes. It has been a time of new beginnings both for the leadership and staff as a whole. We're listening to our employees and customer feedback about core business functions that we should improve, and are focusing our attention on modernizing the Agency to address those issues. We strive to emerge as a stronger, more efficient regulatory agency in the coming years.



Each of our employees, sworn and non-sworn, play a vital role in achieving our mission. Our employees are our most valuable assets. We must continue to invest in their ongoing development to ensure needs are met on the individual and department level. Preparing future leaders by keeping staff up to date with changing technology will help prepare the agency to move into the future.

Administrative Division

Martha Acevado
JoAnn Caravella
Jennifer DeRose
Shalem Romero Garcia
Charles D. Harvey
Linda Holtan

Brenda Kelso
Kelly Kuzik
Adriana Lopez
Mary Newton
Marla Rudnick
Veronika Salazar

Sheila Seagle
Angela Tillery
Annette Watson
Barbara Webb

Compliance/Enforcement Division

Lisa Alvarez
John Anderson
Ruben Aquino
Lionell Arellano
Timothy Bendix
Timothy Case
Freddy Caseres
Gather Cohen
Americo Costantino
Antonio Costantino
Robert Defrancesco
James Dudley
Stafford Edwards
Michael Ferriolo
Peter Hachikian
Carol Handegard

Bobby Haskin
Scott Henneforth
Kevin Hinkle
John Hoffman
Michael House
Heather Hulsey
John Justice
Michael Kelly
Richard Kolstad
Blair Ludwig
Curtis Mell
James Miller
John Moore
Joseph Morgan
Leland Morris
Antoine Rivers

Gabe Sablica
Charles Shepherd
Ryan Schmall
Dee Ann Shapiro
Vickie Shultz
Gerald Taylor
Adam Teti
Marie Ua
Lamons Walker
Gina Wilk
Ivan Williams

IN MEMORIUM

The Nevada Taxicab Authority mourns the passing of our colleague and friend, Shalem Garcia Romero.

During the short time Shalem worked at the Taxicab Authority, she touched everyone she met with her caring, kindness, intelligence and thoughtfulness.

She was genuinely beautiful inside and out. Shalem had a truly compassionate soul, and willing heart to help anyone in need, and even after death, she continues to be a blessing to others by giving life through the donation of her organs, corneas, and bone marrow.

At the young age of 23, she died in Las Vegas and is survived by her parents, two siblings, aunts, uncles, nieces, nephews, countless friends, co-workers, and supervisors.

Shalem, whose name is a composition of the words “Shalom”, which means “peace” and “Jerusalem” which means “city of peace”, truly lived up to her name and will be deeply missed.

