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NEW YORK CITY DEPARTMENT OF CITYWIDE
ADMINISTRATIVE SERVICES ON BEHALF OF THE NEW YORK
CITY TAXI & LIMOUSINE COMMISSION
PUBLIC MEETING
Held on Thursday, January 14, 2010
100 Gold Street
New York, New York.

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P R E S E N T :

DAVID KLAHR, Chief of Staff to the
First Deputy Commissioner of the NYC Taxi &
Page 1

TOT Conference Transcript CORRECTED.txt
5 Limousine Commission

6
7 MATT DAUS, Commissioner and chairman
8 of the Taxi & Limousine Commission

9 CHARLES FRASER, ESQ. Taxi &
10 Limousine Commission

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1 TAXI OF TOMORROW 1/14/2010

2 MR. DAUS: Good morning everyone. Sorry
3 to keep everybody waiting. Also good morning
4 to those who are watching on the web and
5 listening on the phone. My name is Matt
6 Daus, I am the commissioner and chairman of
7 the New York City Taxi and Limousine
8 Commission.

9 Thank you all for coming once again.

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10 This is a very, very exciting project that
11 has been in the works for a while. *And you
12 know, we are very hyped up about it. And to
13 see all this interest and enthusiasm out
14 there is something that is very encouraging
15 to us.

16 This started as a concept which talked
17 about the Cab of the Future. The Taxi
18 Commission, we have so many different issues
19 and things elected to improve the cab
20 experience, and this RFP seeks to accomplish
21 a lot of the goals we have been looking to
22 accomplish over the years.

23 At one point, we were calling it the
24 "Taxi of the Future." At that point, we
25 realized that the future was too far away,

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1 TAXI OF TOMORROW 1/14/2010
2 so, now it is called the Taxi of Tomorrow.

3 When you look at the term of the
4 contract and how things are laid out in the
5 RFP, you might wonder, well, is it really
6 tomorrow? But I guess in government terms,
7 ten years and so forth in getting all this
8 done is tomorrow.

9 But today is the day where it all
10 starts, where we answer your questions. And
11 I want to thank all the people that helped
12 get us where we are today, because we are
13 committed to this 100 percent at TLC, but
14 there is no way we could have gotten to this

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15 point without the complicated work that went
16 into putting out this document. And getting
17 your feedback is a result of a collective
18 effort by many different agencies.

19 I would like to thank in particular
20 DCAS, the Department of Citywide
21 Administrative Services for hosting and
22 issuing the RFP on our behalf.

23 We would also like to thank the Mayor's
24 Budget Office of course, and the people at
25 the Economic Development Corporation which

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1 TAXI OF TOMORROW 1/14/2010
2 helped us, along with Ricardo, who consulted
3 with us in terms of putting the actual specs
4 out there.

5 But there is one person, one office who
6 helped us that this thing could not have
7 happened or gotten to this point without,
8 that is the Mayor's Office of Operations.
9 And I'm pleased that we have the director of
10 the Mayor's Office of Operations with us,
11 Jeff Kay, who worked tirelessly with us as a
12 partner in getting us to this point, and it
13 could not have been done without him and
14 without the dedication of his office.

15 In addition to me coming, just to say a
16 few words, I want to reiterate our
17 commitment to this. This thing I believe is
18 unique. It has never really been done
19 before, that is not a first for the TLC. But

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20 also the Mayor's Office is here to
21 demonstrate their commitment of this
22 process and their buy in.

23 So without further ado, Jeff Kay wants
24 to say a few words. Welcome Jeffrey. Thank
25 you.

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1 And the Mayor's Office of People with
2 Disabilities too, we don't want to leave them
3 out. They were very helpful.

4 MR. KAY: Thank you, for those of you who don't know
5 me. I'm not exactly the most exciting
6 person. The Mayor, the people of the City
7 put a project in front of me my goals to get it done,
8 move it forward, find a way to go through
9 people, around people, get people together to
10 accomplish the end goal.

11 So, there is not many things I actually
12 get excited about. This project is one of
13 those very few things where I am actually
14 truly excited. I mean, I asked to come to
15 this thing to talk to everybody today,
16 because this particular project presumably
17 will be one of the biggest transformations to
18 the face of the City of New York.

19 I live in New York City. Anyone else
20 live in New York City? My assumption is most
21 people here do live in New York City. I live
22 in New York City, I work in New York City. I
23 work in probably the best place in the
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25 world. I really love it.

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1 TAXI OF TOMORROW 1/14/2010

2 what you don't realize is really what
3 New York City is. I live in Queens. I live
4 in Bayside. I go to the same park every
5 single day. I go to the same restaurants,
6 and I never really take advantage of what the
7 City of New York is.

the 8 The City is truly one if the, it trully is that capital of
9 world. I don't say that very often. And I
10 wanted you guys to get a sense of what the
11 face of New York is. And so, I ask very
12 quickly, and forgive those on the web, since
13 I don't have the capability to show it -- you
14 know, I spoke yesterday with our director of
15 marketing. And we market New York City to
16 the entire world, and I wanted to show you
17 guys just a two-minute video. It is a
18 welcome video. It's the video that's shown
19 around to the tourist industry of the world.
20 It is shown across are the entire -- any time
21 you talk about New York City, this short
22 video basically explains what I think is the
23 face of New York City. There is no words, so
24 forgive me, the people on the web, so this
25 will take two minutes and it will be

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1 TAXI OF TOMORROW 1/14/2010

2 interesting.

3 TOT Conference Transcript CORRECTED.txt
4 (Whereupon, the two-minute video was
5 presented.)

6 MR. KAY: That was short, but I think it actually
7 says a lot. I don't see that in my backyard,
8 and we forget about that when we live here,
9 but people see that
10 all over the world, and the City truly has
11 many, many different faces. The first time I
12 watched it, I go "well, I kind of hope there
13 is a yellow cab in the picture."

14 So, we watched it, and there is at least
15 five, and you couldn't see them all. Some
16 were more prominently focused, some were
17 not.

18 There is another video which I may or
19 may not show you which is another two
20 minutes, which talks about partnerships New
21 York City has where cabs are also prominently
22 focused.

23 The yellow taxicab is clearly the iconic
24 face of New York City. It's up there with
25 the Brooklyn Bridge. It's up there with the
Guggenheim, the Empire State Building, Yankee
Stadium. People know it all through the

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1 TAXI OF TOMORROW 1/14/2010
2 world.

3 Almost eight and a half million people
4 live in New York City. That is not just the
5 audience that we have here. Over forty-five
6 million visitors and tourists came to New
7 York City in 2009, clearly the top tourist

8 destination in the country and among those
9 across the entire world.

10 Tourists spent over \$28 billion in New
11 York City. And every single day, Manhattan, just
12 Manhattan's daytime population swallows close
13 to two million people, and I think it's
14 higher than that. That's residents, that's
15 commuters, I mean, in any single day, its
16 over twenty million people coming into the
17 City. That is a phenomenal amount of people
18 every single day seeing that face of New
19 York.

20 New York City has been a leader in
21 design and innovation, sustainability, and
22 this new partnership that this project should
23 be able to provide is going to touch millions
24 and millions of people.

25 For those of you that know, hailing

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1 TAXI OF TOMORROW 1/14/2010
2 the yellow taxicab is the New York City
3 experience. We can see on every TV show,
4 every commercial, whether it's on shows like
5 "How I met Your Mother," "Ugly Betty," which
6 are in New York and filmed in New York, and
7 then there is many others, trust me, which
8 are not filmed in New York, but they show
9 that New York City yellow cab. And that is
10 what they show to prove to their audience, is
11 that they're there.

12 Now, flipping back to those people who
Page 8

13 live in New York City, most people in New
14 York City don't own a car. Most people use
15 the New York City transportation system. And
16 there is many, many times where some people
17 suggest the yellow taxicab is part of the
18 public transportation system, others say that
19 it isn't, but clearly they are part of our
20 public transportation system.

21 There are 240 million taxi passengers
22 every single year. That is over 500,000
23 rides a day, and \$2.8 billion spent on taxi
24 fares annually. That is pretty much equal to the fare
25 collection for all of the Metropolitan

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2 Transportation Authority. It is astonishing
3 about how interconnected they really should
4 be and they really are into the
5 transportation network within the City.

6 But as you guys all know, I don't have
7 to tell you, over the years, there has been
8 many, many different yellow cabs.

9 Predominantly our friends at Ford,
10 obviously the Crown Vic has been the biggest
11 percent of our taxi fleet. Right now, I
12 think we are at 67 percent that are now Ford
13 Crown Victorias.

14 On the street right now, we have sixteen
15 different vehicles with nine different
16 manufacturers, and none of them were designed to actually
17 be the taxicab; whether it be

18 aftermarket modifications, whether it be,
19 "we're just going to take a car that should
20 work to be a yellow taxicab where it
21 shouldn't," it is made up of all these
22 different cars.

23 This is a real opportunity for us in New
24 York City to have a partnership with a
25 company, with a manufacturer to produce a car

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1 that does all the things we all want it to
2 do, because we have never actually had that.

3 We needed a new taxi. That taxi needs
4 to be designed for owners, it needs to be
5 designed for drivers, for passengers, for New
6 Yorkers, and for all the City's visitors.
7 That's our goal, and that's what this project
8 is intending to find. But it has to be all
9 things; it needs to be safe, it needs to be
10 comfortable to the driver and the passengers,
11 it needs to be affordable.

12 Clearly the City and the Mayor of the
13 City of New York has been pushing the
14 environment. It needs to be clean vehicles.
15 It needs to be small on the outside but large
16 on the inside. It needs to be universally
17 acceptable to all users. And frankly, at the
18 end of the day, it is the icon of the City of
19 New York, and that's what we're looking for.

20 This project can completely change the
21 way people view New York City. I'm excited

23 about it. We have worked on it for some time
24 in many different avenues. We had put
25 together a group of representatives from the

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1 industry, drivers, owners, passengers alike
2 to help us think through it. Many of you
3 have seen and responded to the RFI, which is
4 our Request for Information, to get a sense
5 from you of, how do we do this.

6 we can do this, we can do this soon,
7 we can do this, look there is no surprise that David will tell
8 you we can do this, "I want to see that first car before the
9 end of the Bloomberg Administration," and
10 that's in four more years.

11 And between what we can do and what you
12 can do, we are certainly going to be able to
13 get there, because it will make a huge, huge
14 difference.

15 Sum it up, how are we going to do this? I am
16 going to pass it to David at TLC, I just
17 wanted to let you all know how excited we
18 are, how excited the Mayor is. You know,
19 this is one of those things that is very
20 forward looking and will really last a really
21 long time. He is committed to doing this
22 thing. I spent a lot of time on it, as the
23 chairman had said, and we'll continue to
24 spend time on it. So, I look forward to
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working with you all.

At the end, maybe we can play the little partnership video -- actually let's do it now. Can we do that now?

what we are looking for is a partnership. we are looking for that next manufacturer of the cab to work with New York City. There's a little bit of self-promotion video, and it will be a little bit like the first one but has a different depth dynamic. what you are going see there is all those brands, and all those partnerships that we currently have with New York City, how they flourish, how we sell New York City marketing and New York City and company throughout the world.

Again, I'm sorry there's no video, but for those of you on the web, you can listen to a very nice Madonna song as it's going through.

(Whereupon, the video was presented.)

MR. KAY: When you guys walk out of here, the one thing I want you to do is say, "Damn, I want to be a partner with the City of New York. I want to be the exclusive cab

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TAXI OF TOMORROW 1/14/2010

for the next ten to fifteen years."

So, if you didn't do that, read the stuff. It's dry, it's boring, but it's really going to be a very, very big difference to

6 TOT Conference Transcript CORRECTED.txt
the City. Thanks.

7 David, could you take them through the
8 rest of the presentation? I need to run, I
9 apologize. But we are certainly committed
10 this. So, enjoy the rest of your morning.

11 MR. KLAHR: I guess I get the boring
12 part, but I'll try to make it not so boring
13 for everybody. I don't have any exciting
14 videos to show, but what I do want to do is
15 kind of walk everybody through the process of
16 how we are actually going to do this, and
17 this is serious. We released an RFP. We
18 want a new taxi. We want it soon, within the
19 next three or four years. That's a hard
20 deadline. That is not a vague kind of idea
21 that the City has.

22 We want a very highly qualified original
23 equipment manufacturer, or a partnership that
24 includes an OEM, it doesn't have to be just
25 an OEM presenting to us. There are different

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1 TAXI OF TOMORROW 1/14/2010
2 approaches to this to give us vehicles,
3 limited warranties, parts, and service
4 support beyond the exclusive agreement, to
5 sell vehicles in the City.

6 And we want you to be our actual
7 partner, and Jeff mentioned that earlier, but
8 we're very serious about that. And we wanted
9 to convey on behalf of TLC, on behalf of the
10 City, that this needs to be a collaborative

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11 effort. We don't want you guys to design a
12 vehicle for us in a vacuum. You certainly
13 don't want us designing the vehicle. The two
14 of us have to work together. We know a lot
15 about how people use cabs, what the needs of
16 the City are. You know a lot about vehicles,
17 how to build them, how to deliver them.

18 So, what we are going to do is, on the
19 City side is that we intend to change Taxi
20 and Limousine Commission rules to mandate the
21 use of the vehicle that we select for this
22 process. We'll make it so that vehicle
23 owners can only buy the vehicle designed for
24 this process. You will not be allowed to use
25 alternative vehicles as taxicabs.

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2 Just to make it clear as to kind of how
3 the City deals with taxis, because I get this
4 sort of question all the time, the actual
5 vehicles going to be bought by individual
6 vehicle owners. Some of them are quite large
7 and will buy many vehicles. Some of them are
8 small mom and pop shops, they buy one car or
9 two cars.

10 We don't buy cars. We don't sell or
11 distribute cars to our licensees, and we
12 don't own or operate the taxis ourselves. We
13 are a pure regulator. We tell people "You
14 are allowed to buy this car to the exclusion
15 of all other cars," that is it. That is what

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16 we tell people.

17 what you get in exchange is actually
18 very unprecedented and very exciting. What
19 we're willing to offer is an exclusive
20 contract for you to provide all medallion
21 taxicabs for the City of New York for ten
22 full years. And that works out to, at the
23 current replacement rate we have for
24 vehicles, about a 200-and-change vehicles per
25 month. We don't replace all of the vehicles

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1 at one time. People kind of, their vehicles
2 age out of the system and are replaced at a
3 certain period of time.

4 what we're also offering in exchange is
5 that we're not putting any demands on you in
6 any other markets. So, you may sell this
7 vehicle to any other market you wish. So, we
8 want you to be exclusive to sell here, and if
9 you want to sell it in other markets, that's
10 fine with us. That's great to us.

11 There is one catch. We think it's a
12 reasonable one, which is that, part of the
13 project is that we want the taxi to have
14 iconic designing elements. We want people to
15 be able to look at this cab and in a glance
16 say, "New York City."

17 we ask that you not sell those iconic
18 elements elsewhere. So, when people are in,
19 let's say, Los Angeles, they won't look at the
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21 vehicle and say "New York City." There is
22 nothing to preclude you from making it say
23 "Los Angeles."

24 And we also want to hear your very best
25 and most creative marketing ideas to help

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2 offset costs to City users and City owners.
3 we're not setting any preconditioned to anyone whose on that
4 we want to hear your wildest most innovative
5 ideas on this.

6 The structure of the contract is in
7 three phases. The first phase is
8 development, and you'll have up to four years
9 to develop your initial vehicle. The City
10 would prefer the first vehicles to be
11 delivered by the end of October in 2013, but
12 we are setting a hard limit that we will not
13 consider any proposal where the vehicles are
14 first introduced after October 31st of 2014.
15 That's a couple of months away from the end
16 of the Bloomberg Administration.

17 After you deliver the first vehicle, you
18 will have the exclusive right for ten full
19 years afterwards to be the only provider of
20 taxicabs in the New York City market, and
21 then you will also agree to give us five
22 years of additional parts and service support
23 after those ten years, so it is a fifteen-
24 year commitment.

25 There is certain minimum requirements

1 TAXI OF TOMORROW 1/14/2010
2 that we'll have for the vehicle. I would ask
3 people to refer closely to the technical
4 specifications in Appendix A of the RFP, and
5 I will go through it in summary very
6 quickly.

7 we want all safety testing to meet
8 certain minimum standards, and it must be
9 completed with the full taxi package
10 installed. That is different then how it is
11 done normally now.

12 we expect that vehicles when they get to
13 the dealerships will be delivered fully outfitted for
14 the use as a taxicab. That means they'll
15 have everything that you need to be a taxi
16 pre-installed, and that could include things
17 like a partition, it needs to be yellow, it
18 needs to have meters installed, all the
19 required technological content and so forth.

20 we ask that at a minimum, that
21 passengers with reduced mobility must be able
22 to transfer into the vehicle from curbside,
23 and there is a variety of approaches that can
24 be used for that.

25 we want it to be the latest Federal and

1 TAXI OF TOMORROW 1/14/2010
2 New York State Emission Standards. It has to
3 be yellow. We are a little open to changing
4 the shade of yellow, but it has to be

5 yellow. And we ask for a 150-mile powertrain
6 warranty, and those are nonnegotiable
7 requirements.

8 There is one other requirement we want
9 to make you aware of, that the taxis are
10 licensed to operate from the use of a limited
11 number of medallions. Local law mandates a
12 certain number of restricted medallions.
13 Some of them are strict use for vehicles that
14 are wheelchair accessible. Others are
15 restricted for use in cars that are
16 alternative fuel. Again, we refer the RFP
17 for the exact definitions of these terms.
18 Those medallions must be used on the vehicles
19 that meet those qualifications. So, if your
20 proposed vehicle is alternative fuel and
21 wheelchair accessible, it meets both those
22 preconditions, no problem.

23 If it does not meet either or both of
24 those conditions, you must provide us with
25 additional alternative vehicles that do. So,

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1 TAXI OF TOMORROW 1/14/2010
2 it may not be the same vehicle as the
3 proposed actual main Taxi of Tomorrow, it can
4 be an alternate vehicle. But you must meet
5 those requirements. And again, that is local
6 law that is not subject to change.

7 Over the life the contract, we do also
8 have a few expectations that we want to make
9 sure we communicate. We know that the

10 industry changes a lot over ten years. We
11 think back to what vehicles were like ten
12 years ago, and what they're going to be like
13 ten years from now. There is a lot of
14 substantial change.

15 We expect that the Taxi of Tomorrow will
16 improve along the same rate or even better
17 than the rate that you are used to providing
18 now. What we don't want is a static vehicle
19 that you deliver to us and it's the same
20 thing for ten more years. What we want is
21 something that is dynamic and can evolve and
22 change. And that means that you can do over
23 successive generations of vehicles over the
24 life of a contract. It does not necessarily
25 need to be one vehicle modified over the life

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1 of the contract, there could be another
2 vehicle that also meets the needs and
3 requirements later on if you already have
4 something for example in development type one. And
5 that's why we ask that. And this is a little
6 technical, but when you submit your proposal,
7 there is an attachment, Attachment C, where
8 you tell us the technical aspects of the
9 vehicle you intend to deliver, this needs to
10 be filled out ten times for each of the years
11 of the contract. So, please don't send us a
12 proposal that says one thing, and you kind of
13 like strike a line through the rest. We need
14

15 to see it each year, and you label each
16 year.

17 we have a deadline for submitted
18 questions which is January 29th, and we ask
19 that you submit questions in writing. There
20 is going to be an exception from that. We
21 will take questions from the floor today and
22 also from the people who are listening in via
23 telephone. I'll get to that at the end of my
24 presentation, in just a few slides. But the deadline for
25 is January 29th. If you have any questions

questions

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1 TAXI OF TOMORROW 1/14/2010

2 at all, please submit them before close of
3 business on January 29th.

4 If you submit a proposal, and we hope
5 that you do, proposals are due to the
6 Department of Citywide Administrative
7 Services. I'm going to focus on this for a
8 minute. Please do not send your proposals to
9 the Taxi and Limousine Commission. We are
10 not the right people to receive this
11 proposal. The address and contact
12 information of the people you should submit
13 to is on Page 3 of the Request for Proposals.
14 Please make sure you send it to the correct
15 person. It must be in by March 26, 2010, at
16 2:00 p.m eastern. That is a hard and fast
17 deadline. If it arrives at 2:15, it is too
18 late. We will not be able to accept it.

19 TOT Conference Transcript CORRECTED.txt
Please get it in in a timely fashion.

20 There will be interviews and evaluations
21 of people who are compliant with
22 requirements, and that will happen in late
23 May between the 17th and 28th. It may
24 involve people coming to New York. It may
25 involve field visits. we'll see what happens

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1 TAXI OF TOMORROW 1/14/2010
2 and what the various presentations say.

3 We expect to have this process ready and
4 to select a vendor by this October. Again,
5 just to reiterate, we expect that the first
6 vehicle should arrive about three years
7 later, by the end of October 2013. Again,
8 there's a hard and fast deadline, we will not
9 accept any proposals, and the first vehicle
10 will be delivered after the end of October
11 2014. That is not a long time from now in
12 City terms.

13 So, I'm going to go over very, very
14 briefly how to submit a proposal and what
15 should be included. I know some of you have
16 dealt with various procurements of proposals at the
17 Federal and State level and so forth. This
18 is just a sketch outline. I really want to
19 stress again, I can't stress enough during
20 this presentation, please check with the RFP
21 document itself for the exact requirements.
22 Whatever is in the RFP, that is the correct
23 information, not the Power Point.

TOT Conference Transcript CORRECTED.txt
24 Again, it must be in by the deadline,
25 2:00 p.m., not close of business, on the

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1 TAXI OF TOMORROW 1/14/2010
2 correct date. There are no exceptions.
3 There are no individual extensions.
4 So, your proposal should include in a
5 sealed inner envelope that has to be labeled,
6 the program proposal, one original on paper,
7 and ten copies, in this exact order -- I know
8 it is very rigid, but this is I guess how we
9 do things -- your proposal cover letter, your
10 acknowledgement of the addendum that you will
11 receive, your actual technical proposal, your
12 affirmation, and your Conflict of Interest
13 Affirmation.

14 Then also a separate sealed inner
15 envelope, labeled your price proposal, again
16 one original and ten copies. And with the
17 price proposal, narrative and worksheet.

18 And a separate inner envelope sealed as
19 well, with the Doing Business Data Form with
20 a complete Attachment J, and that's found in
21 the very end of the RFP document.

22 All these things must be included and
23 completed in the correct order, and then all
24 of those get submitted into a big sealed
25 outer envelope, and that outer envelope needs

27

1 TAXI OF TOMORROW 1/14/2010
2 to have two labels on it, and the first one
Page 22

3 should have your name and address, your
4 title, the pin number of the RFP, that is
5 something that is found on the cover and on
6 Page 3 of the RFP document, and the name and
7 the phone number of the contact person at
8 your firm or organization.

9 And then the second label has the name,
10 title, and address of the authorized agency
11 contact person. That's all again on Page 3
12 of the RFP document.

13 So once all of these are in, what
14 happens? We evaluate the proposals. That's
15 not terribly surprising.

16 Here is how we're going to do that.
17 First, the TLC's evaluation committee is
18 going to review all the proposals, and the
19 first thing you do is screen to see who is
20 responsive and who is non-responsive. And
21 non-responsive in plain English means
22 something is wrong with how you submitted the
23 proposal; it came too late, it came
24 incomplete, it is not in the correct format,
25 it is not addressed to the correct person,

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1 TAXI OF TOMORROW 1/14/2010
2 you didn't answer all the questions. Please
3 be extra careful when submitting stuff. You
4 can be disqualified for these reasons.

5 However, things that are responsive, we
6 are going to open them up and look at all of
7 them. And then, again, we may conduct site

8 visits or follow-up interviews to follow-up
9 on responsive proposals.

10 And one thing I do want to add here is
11 that this is not a decision that's going to
12 be made lightly. We're not going to kind of
13 throw in random bureaucrat into the mix to
14 pick this car.

15 We have hired Ricardo. Many of you are
16 familiar with Ricardo. For those of you that
17 are not, this is a leading one of the top
18 automotive consultancy firms, and they are
19 car experts. We have them working very
20 closely with us through this process to
21 advise us not just in the generation of the
22 RFP, but also in the evaluating process. So,
23 they are going to help us make this
24 decision. We're having people who really
25 know what they're doing and how to advise us

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2 on this, so we're not kind of just fishing
3 around for this. This is a serious proposal,
4 and this is a serious decision.

5 The contract will be awarded to the
6 proposer whose proposal is most advantageous
7 for the City. And I want to say that again,
8 most advantageous for the City. That is the
9 whole proposal, not just one element of it.

10 We are going to evaluate proposals
11 looking at three different areas, and just to
12 give you a sense of how we're rating these

13 areas, so you know what's going on going in,
14 we're going to look at the quality of your
15 proposal, and that's 55 percent. That's a
16 substantial portion of what we're looking
17 at.

18 we're also going to look at your
19 demonstrated level of organizational
20 capability, and that's 25 percent; are you
21 capable of actually building this car and
22 delivering it to us? That counts. You may
23 have the best design in the world, but if you
24 can't actually produce, it is not going to
25 work for us.

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2 we also want to know the demonstrative
3 quantity and quality of successful relevant experience, and
4 that's also 20 percent; do you have a track
5 record with this? Is this similar to
6 something that you have done before? We
7 would like to know this information up
8 front.

9 we will take price into consideration,
10 but price is not going to be the only factor.
11 This is not the type of procurement where
12 we're just looking lowest bidder. We are
13 looking for the best car. So, if the best
14 car is something that is not sustainable and
15 affordable for the industry, that is a
16 consideration, but we want to know what is
17 your best product at your best price.

18 Once we make a decision on who to go
19 with, the contract is going to be awarded
20 subject to two things. One is, we have to
21 have a contract negotiation with you, and
22 that is a normal straightforward contract
23 negotiation.

24 Also we need to change the TLC rules
25 that we indicated that we needed to change to

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1 kind of set things up for the delivery of the
2 car, and that depends, the timing on both those things
3 depends on when the actual vehicle will be
4 delivered.
5

6 So, just a little brief setup before we
7 go to questions, because the format is a
8 little unusual in two ways. First, my
9 understanding is, this is kind of a first
10 city presentation where we have people
11 participating remotely by telephone, so,
12 hello everyone participating remotely by
13 telephone. We are able to answer questions
14 from you as well as the people in the room.
15 But one thing I want to stress is, because of
16 the various procurement rules that we are
17 operating under, any question you ask me I
18 can actually answer directly from the RFP, I
19 can answer on the spot. I'll just point you
20 to the correct section of the RFP. I might
21 read it aloud if it's something unclear, and
22 kind of explain what it is.

23 Any additional questions, if something
24 in the RFP is confusing or unclear, if
25 there's a question that's specific to your

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1 own situation, it there's a question about
2 the process or the procedures that have not
3 been covered in the RFP or here, that is not
4 something that we'll be able to answer on the
5 spot. What we'll do is, we'll take your
6 question. This is both being recorded and
7 we'll have a transcript of the proceeding,
8 and then what we'll do is, we'll issue an
9 addendum much like the one that brought with
10 you here today. So, all the people who have
11 signed up to download the RFP or have signed
12 up to participate in this meeting today, we
13 have a record of everyone who has come here
14 and who is participating by telephone. Then
15 we'll send it to you either by postal mail or
16 by email, email is probably easier for most
17 people. But I'll answer all the questions
18 that have been asked with all the relevant
19 answers, so everyone is on a level playing
20 field. So, in case you weren't able to make
21 it to the proceedings today and you are
22 reading the transcript of this later, no
23 worries, you will have all the answers that
24 everyone else has in the same place at the
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same time.

I also want to remind everybody that you can email questions to the email address RFPtot@dcas.nyc.gov, or you can call (212) 669-8509 up until January 29th. After that, regrettably we cannot accept those questions, but that does give you about a week and a half to think of questions, if you think of something after you leave today, that happens to me all the time, please submit it by email, that's one of the best ways to reach us, and we will create like a compendium of questions and answers, all the relevant questions that we're able to.

One more thing before we go to the questions is, I just want to stress as I did in the beginning, that this is an informational presentation. This is not an official document of the RFP, you should not rely on this document in preparing your RFP response, and that anyone who is a potential or actual bidder should absolutely consult the RFP document for the complete terms and requirements relating to this procurement.

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And I want to thank you all for coming today. This is a terrific turnout, and we really appreciate it. We know a lot of you traveled quite far to be here today.

6 So, the way we are going to handle the
7 process is is that if you have a question,
8 just by show of hands, are there any
9 people in the room who have questions?

10 THE AUDIENCE: (Raising hands.)

11 MR. KLAHR: Quite a few. So, what we're
12 going to do is, we're going alternate between
13 the people on the phone and the people in the
14 room. So, I would like to invite people who
15 have questions in the room to line up behind
16 this microphone, and then we'll take people
17 in turn as questions come up.

18 And for those of you who are live in the
19 room, we greatly appreciate if you would tell
20 us your name and your affiliation before you
21 ask your question. Ok we are getting ready.

22 Q. Hi. This is Sam Lunetta. I am with the
23 Vehicle Production Group LLC in Troy, Michigan, and
24 I am the vehicle integration manager on the program
25 while working in engineering. My question is

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2 regarding the statement around the IIHS
3 requirements for crash safety.

4 In your document, you show that there is a
5 requirement of an A-rating which is listed as
6 average. In the IIHS requirements, the ratings are
7 poor, acceptable, and good. I'm assuming that the
8 "A" means acceptable and not average; is that
9 correct?

10 A. That is a great question and a perfect

11 example of a question that we are going to comply a
12 detailed response to much more detailed than we
13 would be able to do on the fly.

14 we'll make sure that you get a copy of the
15 answer compendium, and we'll put that question in
16 there.

17 MR. LUNETTA: Great, Thank you very much.

18 MR. KLAHR: what we'll do is, we're
19 margining between telephone and live just to
20 make it fair for everybody. So, the first
21 live person to ask their question.

22 Q. Hi. My name is Robert Brill. The Law
23 Offices of Robert M. Brill, LLC.

24 I would like to know in terms of the sign-
25 up sheet that was here today, as well as whatever

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2 procedure, and if you could elaborate for the
3 people online who had go to like to the people in
4 their room to physically write their name and
5 affiliation and all of that; one, what is the
6 procedure for the telephone line people, and will
7 all of that be made available with an addendum or
8 online at the TLC website for anyone interested in
9 reviewing it?

10 A. I can say that everyone who is on the
11 telephone was asked for similar information as the
12 people coming live. So, everyone who is
13 participating in this event had to provide
14 information including myself. I actually had to
15 sign in as well.

16 As far as providing that rooster of
17 information at a later date, it is something we'll
18 consider, and we'll have a detailed answer for you
19 when we release the general answers.

20 MR. KLAHR: We're ready for the next
21 telephone question.

22 Q. Peter Raymond, president of Human Condition
23 Innovation and Human Factors Firm. What are the
24 life cycle requirements and mileage requirements,
25 say, per on a daily basis?

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1 A. On a daily basis?

2 Q. Right.

3 A. Could you clarify for me please?

4 Q. Say it's an electric vehicle, how many
5 miles, how many hours does it need to operate?

6 A. That's actually a really good question.
7 Again, that's one that we would be able to provide
8 a more detailed, technical response.

9 I would definitely suggest that anyone
10 interested in obtaining more detailed technical
11 questions for the basic parameters for the vehicle,
12 it's all in Appendix A, and that provides some
13 information, but until we have an actual vehicle to
14 consider, a lot of those questions are up in the
15 air, but we'll see if we can provide a more
16 detailed answer later on for you.

17 MR. RAYMOND: Thank you.

18 MR. KLAHR: Thank you.

19 Q. Jay Giraud from Rapid Electric Vehicles.

21 I have five questions.

22 A. Let's go.

23 Q. Do you guys know the number of designated
24 taxi stands in the City? Do you have a survey or
25 that kind of information?

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2 A. Not at the tip of our tongue, but we can
3 definitely provide that information to you later
4 on.

5 Q. And do you know the number of the taxi
6 garages?

7 A. Not off hand. Again, that is something
8 that we can provide for you. If you go to the TLC
9 website, a lot of the information is there.

10 Q. Taxi stands as well?

11 A. In general, these are vehicles that are
12 going to be street-hailed, and most of the business
13 is going to be seen, like people just kind of
14 waiving their arms in the street and hailing them.
15 It is uncommon to see taxi stands in New York City
16 with the exception of the airports and certain high
17 traffic locations. But again, there's a list, and
18 that's something we can provide for people about
19 the facts.

20 Q. Thanks. And what are you guys' thoughts
21 around distribution of the vehicles? So, if there
22 is only one or two models, are they expected to be
23 purchased at dealerships, or is there another way
24 of distributing the vehicles to the taxi owners?

25 A. That's a detailed question, because

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2 there's various legal factors as to who can
3 directly sell vehicles. That is something we would
4 have to put in the response, but a good question.

5 Q. So, we might see that in the answers on
6 January 29th?

7 A. Right. Well, it wouldn't be by January
8 29th. What we have committed to is getting answers
9 by basically February 16th. So, we'll send the
10 response for all the questions generally now, and
11 also people who weren't necessarily at the meeting
12 might send in different questions. It will be one
13 big answer compendium that will go to everyone in
14 the room and everyone on the list, and that's why
15 we collect the information when people show up, so
16 everyone can get the information.

17 Q. What is the consideration for the Buy
18 America Provision?

19 A. As far as I'm aware, there isn't any.

20 Q. There isn't any that will factor into the
21 decision-making at all?

22 A. Let me just check with Counsel for a
23 minute. We'll note the question and get you a more
24 detailed perspective.

25 Q. In regards to job creation and all of that

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2 in New York State?

3 A. That's something we can research and get
4 back to you.

5 Q. And my last question, has there been a
6 survey of taxi owners or drivers who want or don't
7 want the partition?

8 A. The partition specifically?

9 Q. Yea, inside the vehicle.

10 A. I'll check on that and we'll put that in
11 the response.

12 MR. GIRAUD: That's everything. Thank
13 you.

14 MR. KLAHR: Thank you. Hey Bill.

15 Q. Hello, Dave. Good morning. My name is
16 Bill Lindauer, I'm with the New York Taxi Workers
17 Alliance which represents over 12,000 yellow cab
18 drivers. I have several questions.

19 A. Okay.

20 Q. Because I don't trust anything the TLC
21 does.

22 A. Are they about the Taxi of Tomorrow?

23 Q. Of course they're about the Taxi of
24 Tomorrow. Do you require that the taxi be
25 wheelchair accessible?

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2 A. It requires more detail than a nuance
3 response than that. That's something we'll put in
4 the addendum that we send out with all the
5 questions.

6 Q. Of course, the seats would be a
7 contradiction in terms that they be small on the
8 outside and roomy on the inside. I don't know that
9 such a vehicle is possible.

10 MR. FRASER: (Indiscernible.)
11 A. What is the next question?
12 MR. LINDAUER: Alright, Chuck.
13 MR. KLAHR: That's Charles Fraser.
14 Q. Another question.
15 A. Sure.
16 Q. I don't know, maybe this should be
17 answered by the gentlemen in is this room, but if
18 you sell 20,000 vehicles a year, is it possible to
19 make a profit? I mean General Motors can't make a
20 profit, so --
21 A. I don't think that is a question that TLC
22 can answer. I don't think we would be able to
23 include that one. If you would like to talk to
24 some of the manufacturers later on, you're more
25 than --

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2 Q. Okay. Another question. Are you going to
3 facilitate the proposal people talking to drivers,
4 see what the driver's needs are? Especially,
5 drivers get very bad problems, they have back
6 problems specifically, so it has to be ergonomic,
7 the seat. I believe it should be, and I think that
8 everybody here should talk to the drivers. Don't
9 get a third-hand from the TLC. They have no clue.
10 Okay? Okay, thank you.
11 MR. KLAHR: Thanks, Bill. Mr. Brill,
12 you have a further question?
13 Q. Yes, I do. Could you describe how Ricardo
14 was selected? Let me ask a series of questions

15 about Ricardo.

16 A. Okay.

17 Q. How was Ricardo selected? Was that by a
18 contract? Was that contract registered with the
19 Comptroller of the City of New York? Was it
20 published, the fact of the contracting, in the City
21 record? And was that contract approved by the
22 City's chief contracting officer?

23 A. I'm not sure if this is pertinent to the
24 topic at hand. If you would like to discuss that
25 with us kind of afterwards, we can talk to you

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1 about that.

2 Q. Did I misunderstand? I thought you said
3 earlier on in your presentation that Ricardo was a
4 consultant to this RFP?

5 A. That's correct.

6 Q. Well, I think it is therefore pertinent.

7 A. But the purpose of this meeting is not to
8 talk about the procedures leading up to the
9 procurement. It is to provide information for the
10 people who may be interested in responding to the
11 RFP.

12 Q. Well, the question I have is this --

13 MR. FRASER: (Indiscernible.) If you
14 have a question --

15 MR. BRILL: I posed a question, and I
16 just want to make a point that --

17 MR. FRASER: The answer has been made.

18 MR. BRILL: It is pertinent.

20 MR. FRASER: (Indiscernible.) Okay. If
21 you want to talk to us about that later, we
22 will talk to you about that later. But
23 that's not pertinent.

24 MR. BRILL: So, may I understand,
25 Mr. Fraser?

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1 MR. FRASER: Yes.

2 MR. BRILL: Therefore, your ruling is
3 that it will not be responded to either here
4 or in an addendum?
5

6 MR. FRASER: Yes. That is correct. we will talk about that
later.

7 MR. KLAHR: Another phone question, if
8 you would just hold on a minute.

9 Q. Hello, can you hear me?

10 A. Yes, we can now.

11 Q. Okay, thank you. My name is Jeannie Gabor
12 form Ford Motor Company in Dearborn, Michigan, and
13 my question relates to the service.

14 On Page 21 of Appendix A, it states,
15 "Describe the facilities you currently have and
16 expected incremental improvements that you will
17 apply to your services."

18 Is the awarded company that builds the
19 Taxi of Tomorrow expected to have expensive service
20 areas in the New York City area, or are the taxi
21 garages still going to service those units?

22 A. Let me just make sure I understand your
23 question clearly. You are asking, is the

TOT Conference Transcript CORRECTED.txt
24 interpretation of that particular segment of the
25 document, that whoever the provider is, we'll just

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2 use as an example, Ford, will they be expected to
3 actually provide service directly to the vehicles,
4 or would they be serviced in the traditional way
5 the way vehicles are in the industry now which are at the garages?

6 Q. That is correct.

7 A. I think that is a question I would like to
8 answer more detailed in writing later on if that's
9 okay, because the general answer is, and I want to
10 be very, very careful about what I say here, is
11 that I don't believe there is an additional
12 expectation, for example, the creation of the
13 additional service centers, that the owners of the
14 vehicles still be expected to service them.

15 what I believe the intent of this is, and
16 again we'll get further clarification in detail for
17 everybody, is that, for example, the availability
18 of parts, we're training for various service
19 personnel to support local providers of service.

20 But again, what I want to do is refer that
21 also to kind of the question list and have that
22 more detailed for everybody later on.

23 MS. GABOR: Thank you.

24 MR. KLAHR: Thank you.

25 Q. Hi. My name is Rachel Abrams. I am with

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2 Turnstone Consulting and formally a fellow of the
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3 Design Trust for Public Space. I was the co-editor
4 of Taxi 07 Roads Forward.

5 A. Welcome.

6 Q. Thank you. And Debora Marton is also here
7 from the Design Trust.

8 I have an observation, and then a question
9 related to that. The observation is that, the Taxi
10 of Tomorrow is obviously focused on the vehicle
11 design, and so, one might think the out-scope, the
12 concept of the preconceiving the taxi is a service environment with a
13 communication strategy attached to it. Except
14 there's a very interesting statement, it says that
15 you're inviting the respondents of the RFP to give
16 us the best and most creative marketing and
17 advertising ideas to offset costs to New York City
18 users.

19 So that suggests to me that there this an
20 invitation within this RFP to invite communication
21 strategists to respond to this. And arguably,
22 that's out of the field of expertise of vehicle
23 manufacturers, and my experience suggests that
24 there could be partnerships with auto designers,
25 and there also could be opportunities for vendors

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2 who are by no means vehicle designers to
3 contribute.

4 So, my question is, what structure is in
5 place where the TLC could receive and evaluate
6 communications strategy responses to answers, just

7 that specific question about marketing and ad ideas
8 that could be an integral part of the solution to
9 this that both work with the vehicle design,
10 whoever it is that provides it?

11 A. That's actually a very interesting
12 question. There's certainly nothing in the RFP
13 that precludes a partnership between designers like
14 Think Tank and a vehicle manufacturer, and that's
15 part of the strategy of having the consortium
16 approach, where, someone may have a brilliant idea
17 and not the capacity to build it, so they partner
18 with a manufacturer, and that can include a design,
19 advisory, and a policy component. There is no
20 reason why it can't.

21 As far as kind of a more formal evaluative
22 structure, not something I can speak about today,
23 and I feel there is more information in the
24 future. Again, we're looking for a wide range of
25 advice and opinions in making the selection. And

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1 there is certainly various ways that people can
2 always communicate with TLC. Any and all
3 suggestions, you are always free to communicate
4 directly with TLC and say, "Hey, I think the Taxi
5 of Tomorrow should include X, Y, or Z."

6 we read every piece of mail we get
7 that's, that's, we're not going to go into a
8 closed room and just look at that. For a more
9 formal structure on that, not something I can
10 really speak to right now.

12 But again, if people are interested in
13 kind of reading more about the marketing
14 opportunity, I thought I would point out that it's on Page 12
15 of the RFP, just for people who may have kind of
16 glanced over that section and are curious of maybe of what you are
asking
17 about.

18 Q. So, to the question that comes on from
19 that is, would it be within the TLC's regulatory
20 responsibility within in this scope to partner
21 respondents to that particular area of expertise
22 with auto manufacturers, are you going to make
23 provisions for that?

24 A. It's really difficult to answer that
25 without -- it seems like a better question for

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1 after we've already selected the provider to think
2 about what kind of other New York City-specific or
3 kind of design-specific elements that need to be
4 negotiated into that, rather than kind of
5 manufacturing capacity. Those are things we are going to
6 evaluate in the selection process.

8 MS. ABRAMS: Got it. Okay. Well,
9 that's a note to all the vehicle
10 manufacturers out there who need expert
11 communication strategists.

12 Q. Good morning. Rob Nemeroff, Melrose
13 Credit Union. I have three questions.

14 A. Okay.

15 Q. Currently there are aftermarket components
16 such as the t-pep program, the rooftop,

17 displaced partitions, are all those components
18 incorporated into the RFP, the one designer has to
19 incorporate all those concurrent components into
20 the Taxi of Tomorrow?

21 A. Just give me a moment to check on that.
22 (whispering) ok, so, Chuck just clarified what I
23 originally thought, which is, we are not requiring
24 as part of this process specific components. We
25 want to say you will need to put the t-pep in

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1 and the meter. But there are rules requirements
2 for all vehicles operating as taxicabs. I know you
3 are familiar with them, things that have to be
4 included, but we don't specify how they have to be
5 provided. We're interested in actually in seeing
6 lots of different proposals for that.

8 what we are requiring, which is different
9 from the norm right now, is, we are requiring that
10 once you put your vehicle package together and you
11 do your safety testing, we want the safety testing
12 to be included as required components. Does that
13 answer your question?

14 Q. It is still kind of vague. So, you are
15 saying the manufacturer of the TOT is not required
16 to include to incorporate these current aftermarket
17 components?

18 A. They are required to incorporate
19 components that meet the requirements of the rules,
20 and I'm sorry if that seems a little vague, but I
21 want to be very clear that I'm not saying that they

22 have to include the very specific component that's
23 installed on the aftermarket now.

24 Just for example, let's say the roof cap.
25 The rules on roof caps are very loose. So, we're

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2 not saying you have to have a roof cap that meets a
3 certain requirement. We're saying, if you want to
4 propose a roof cap, and it's allowable under the
5 rules, show us what it is, and when you do your
6 safety testing, do your rollover test with the roof
7 cap attached.

8 Q. My question gets to the point of having
9 that one manufacturing design firm, does this allow
10 for second third-party manufacturers?

11 A. There is nothing in the RFP to exclude
12 that. If the automotive manufacturer doesn't
13 manufacture, say, partitions, and there's no
14 interest in doing that, that can be part of the
15 consortium they present to us.

16 They can say, "We provide drivetrain, and
17 this guy provides seats, and this guy provides
18 rooftops and partitions," that's totally okay.

19 Q. Is that going to be viewed as a
20 non-comprehensive proposal if that's not included?

21 A. Well, that's actually a better question.
22 Yeah, we want to see a proposal that includes all
23 the required components. But how those components
24 are delivered is subject to the different types of
25 proposal that we're willing to see.

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2 Q. Now, under the current economic
3 situations, we are trying to create jobs in New
4 York. Getting to the question that was posed
5 earlier, there are meter shops, there are third-
6 party vendors out there currently that this "one-
7 manufacturer idea" is going to eliminate a lot of
8 jobs. Is anyone taking that into account?

9 A. We won't know what the situation is until
10 we actually see a proposal. We may very well get a
11 proposal that says "We build a car in Michigan,"
12 and, you know, "we'll buy all the components from
13 New York."

14 We don't know. We don't know until we
15 actually see proposals and select a vendor.

16 Q. Are the members of evaluation committee
17 going to be disclosed? Is it going to be full
18 disclosure on names, titles, experience, agencies,
19 so on and so forth?

20 A. We'll have to note the question and
21 respond in more detail about how that information
22 will be released.

23 MR. NEMEROFF: Thank you.

24 MR. KLAHR: Hi again, Mr. Brill.

25 Q. Hi, Mr. Klahr. I have a process

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2 question.

3 A. Okay.

4 Q. As questions come in via the Internet or

5 fax or mail to you, have you decided what
6 periodicity you are going to respond to them in so
7 that people responding to the RFP can see your
8 answers to questions, can see the questions and the
9 answers to know --

10 A. That is actually a great question. Yes,
11 we are going to do an addenda before February 16th
12 that includes all the questions that have been
13 previously received.

14 Q. So, not in other words, it won't be something
15 that, as questions come to you, you will be giving
16 responses in some period? Obviously, in the rule of reason.

17 A. If it is possible, we could that. Our
18 intent right now is that we're doing like a big
19 question/answer sheet that comes out after this
20 meeting, and then if there's other relevant
21 questions, then we can always do that at a further
22 time.

23 It is hard to say until we see questions
24 come in. To be perfectly honest we haven't gotten any questions
25 than, kind of, "where is the meeting?"

other

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2 Q. And in this process by which the questions
3 are, I take it the process will be, the question as
4 stated will be provided to those who are attending
5 here that signed in with you, and the answers like
6 a Q. and A.? That is a format question.

7 The second is, will you be as an editorial
8 matter changing or editing the question that is
9 presented to you?

10 A. Yeah, I don't think we made a decision on
11 that. But we will try to provide as detailed
12 explanations of the questions and responses as we
13 possibly can, because the intent is to make sure
14 that everyone has the information they need to
15 respond to the RFP successfully.

16 MR. KLAHR: I think we have a phone
17 question.

18 Q. Hi. This is Jeannie Gabor, Ford Motor
19 Company again.

20 A. Hi.

21 Q. I have a question regarding the iconic
22 design. You said that we are free to sell the
23 vehicle in other markets provided the iconic
24 styling elements that identify the taxi remain
25 unique to the Taxi of Tomorrow. Would that just be

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2 the graphics on the exterior, or are you referring to
3 we would have to change some of the exterior
4 features, like the bumper, the hood, the actual
5 exterior design of the vehicle? Can you elaborate
6 on that just a bit?

7 A. Sure. That's actually a great question.
8 Part of that will be, kind of, what kind of vehicle
9 we select, and what the proposal looks like. There
10 are certain graphics that are required on the side
11 of the cab that's actually trademarked, for
12 example, the fare information and things like
13 that -- I'm being told "no." My mistake.

14 we'll have to issue an addendum. My
Page 46

15 mistake.

16 I'm sorry, I have a clarification on that
17 for you, my apologies.

18 The iconic elements will actually be part
19 of the proposal. So, just for example, let's say
20 you send us a proposal with a Statue of Liberty
21 hood on it. Okay, that would be in the iconic that
22 says "New York" about the cab. You can't use that
23 hood that hood ornament elsewhere.

24 So, in terms of your question about
25 bumpers or other elements, we can't say with any

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2 certainty what the answer will be until we actually
3 see proposals and select a vendor.

4 we anticipate that the design group or
5 the design partner of whatever consortium that
6 sends us a proposal will explain and kind of
7 express to us what they suggest the iconic elements
8 are.

9 Is that a little clearer? Sorry, I'm not
10 doing a great job with this question.

11 Jeannie, are you there?

12 THE OPERATOR: Jeannie has dropped.

13 MR. KLAHR: There we go. Sorry folks.

14 It was going great so far. I guess we'll
15 take a live question.

16 Q. Hi. I'm Julia De Martini Day with
17 Transportation Alternatives, and I had a question.
18 I'm wondering if there is a provision in the RFP
19 that allows for safety mechanisms or devices such

20 as black boxes that provide information on crashes
21 to be included?

22 A. That is a really good question. I think
23 we have to get a more detailed response to that
24 later and go over the technical specs and see kind
25 of what exactly is included in that. But that is

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2 something we'll certainly get to.

3 Q. Hello. My name is Dan Elliot representing
4 Al Yousuf, LLC out of Dubai United Air Memories.

5 My question is in regards to Ricardo. As
6 a well-known engineering firm, specifically Ricardo
7 works extensively in hybrid drive systems and other
8 areas. is Ricardo being a consultant to the initial
9 RFP, does that exclude Ricardo from being part of a
10 bidding team to the proposal?

11 A. Yes.

12 MR. ELLIOT: Thank you.

13 MR. KLAHR: Hello again.

14 Q. Hi, Mr. Klahr. This is Robert Brill.
15 Mr. Klahr, will the City be retaining either, under
16 the rubric of the City of New York or Taxi and
17 Limousine Commission or some other agency, with
18 respect to ensuring that the purchasers of the
19 vehicles from the ultimate winner of the RFP --

20 A. Just a clarification. When you say the
21 purchasers, do you mean licensees/vehicle owners?

22 Q. Correct. will be assuring that a
23 mechanism by which if that entity is charging a
24 monopoly price which is either unaffordable or

25 noncompetitive compared to other markets, that

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2 these people can come to either the TLC formally or
3 some other City agency to request that the City
4 exert its rights under the contract with regard to
5 that pricing mechanism?

6 A. That's something I'm not sure I can answer
7 on the spot. We would have to look at that in more
8 detail and get back to you.

9 Q. One more question. Rob Nemeroff, Melrose
10 Credit Union. In the presentation, there was
11 mention that low bidding is not necessarily going
12 to win you the contract. Is there a cap on the
13 cost of the vehicle?

14 A. No, no, TLC has a pretty good
15 sense of what the market is currently paying for
16 vehicles.

17 Q. There is no market. This is the Taxi of
18 Tomorrow.

19 A. There is no cap requirement.

20 MR. KLAHR: Mr. Brill?

21 Q. Mr. Klahr, my question has to do with,
22 just to ensure, I know you asked the question about
23 the evaluation committee, that if you are
24 responding, when you do respond, that you will
25 describe how the individual members were selected,

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2 will be selected?

3 A. That is a request more than a question.
4 We can talk about that separately.

5 Q. Because I saw someone else asked a
6 question about the evaluation committee.

7 MR. FRASER: We'll discuss it at some
8 other place.

9 Q. In terms of how the bids will be
10 evaluated, will all members of the evaluation
11 committee be involved in either voting or approving
12 that process, or will you break them out into
13 particular groups so only one part of the
14 evaluation committee will be evaluating --

15 A. This certainly isn't something that I can
16 discuss at this point. We'll note the question for
17 later.

18 MR. BRILL: I have another question.

19 MR. KLAHR: We actually have a phone
20 question.

21 Q. Hello, can you hear me?

22 A. Yes.

23 Q. Hello. This is Beth Silverman from Azure
24 Dynamics. I have a question regarding the engine
25 or the powertrain, the power system. It says

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2 "hybrid." It didn't say gasoline hybrid, but I'm
3 assuming that's what you had in mind; is that true?

4 A. I don't want to do any mind reading.
5 That's something we'll note and have to give you a
6 more detailed.

7 Any technical questions, almost by

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8 definition, we'll have to get back to you with a
9 more detailed response.

10 Q. Okay. Well, let me just elaborate what
11 else I would like to know about. Would a CNG
12 Hybrid be acceptable? Are you interested in E85
13 capabilities? I'm just kind of interested in the
14 fuel source alternatives.

15 A. It is up to the proposer to decide what
16 kind of fuel or the powertrain that the vehicle is
17 going to use, and we'll evaluate whatever proposals
18 we get as long as they respond appropriately.

19 MS. SILVERMAN: Okay. Thank you.

20 MR. KLAHR: Thanks.

21 Q. Jay Giraud, Rapid Electric Vehicles. Two
22 questions a little bit on the hazard dynamics
23 question there. What sort of CNG infrastructure is
24 there currently for accessible refueling? I know
25 some of the vehicles are already CNG.

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1 A. Do you mean within the City of New York?

2 Q. Yes.

3 A. Something that we can look at and provide
4 in an addendum to be sent out later.

5 Q. Great. I would also like to know the
6 average costs of the operating costs of fuel,
7 maintenance, etcetera, that go along with any
8 owner's five-year life cycle cost aside from the
9 ownership or purchase itself.

10 A. I can say, you can certainly contact
11 owners directly in the industry if you want. You

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13 can ask them.

14 As far as the other information on that,
15 we have some general information.

16 Mr. KLAHR: Have to note the question, and
17 you check on that and see if we have
18 anything.

19 MR. KLAHR: Taxi 07 is a good resource
20 for that. It's called Taxi 07, it's actually
21 available in the TLC webpage, of you go to
22 www.nyc.gov/taxi, look on the kind of lower-
23 left of the page, it will be like a big
24 yellow document. Click on that, and it's a
25 very well-written document that explains a

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2 lot of background on New York City taxi
3 industry, how it operates, how it works, who the various
4 players are, I strongly suggest
5 that anyone who is interested in this process
6 take a look at it.

7 Q. And there is fuel cost data in there?

8 MR. FRASER: (Indiscernible.)

9 MR. GIRAUD: Perfect. Thank you.

10 MR. FRASER: Sure.

11 MR. KLAHR: I think we have a phone
12 question.

13 Q. Gerald Amsellum from Taxi Vizion out of
14 San Diego, California. The TLC 2009 has requested
15 a proposal for an upgraded version of the
16 informative device in vehicle. How does that
17 proposal for the PIN for passengers combine with a

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18 new RFP for the Taxi of Tomorrow?

19 A. You have to give me a moment to consult on
20 that question. Hold on a moment. (WHISPERING)

21 MR. KLAHR: Sir, could you clarify on
22 which proposal you are referring to regarding
23 the PIN?

24 Q. I believe we got an RFP for the
25 informative device in taxicabs which will be an

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2 upgrade of what is currently installed in New York,
3 and that was straight from the TLC, and I'm not
4 sure exactly --

5 A. I think I understand. I think I have some
6 clarification on this end. We refer to it as a
7 Request for Information rather than a Request for
8 Proposal. We are looking for advice and
9 information on that. So, that is certainly
10 information we'll take in general, but it's not
11 necessarily directly related to this particular
12 Request for Proposals on this project.

13 MR. AMSELLUM: Very well. Thank you.

14 MR. KLAHR: Thank you. I have also been
15 asked to reiterate the number that people can
16 call in case they can't get online or don't
17 want to. There is a phone number you can
18 call to request a copy of Taxi 07 or the RFP
19 document. That is (212) 669-8509. I'll say
20 that one more time for anyone listening,
21 (212) 669-8509. do we have a phone question?

22 Okay, Mr. Brill?

23 Q. Thank you, Mr. Klahr. I call your
24 attention to Page 18 of your RFP. So, perhaps if
25 you have it in front of you?

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2 A. I do.

3 Q. In particular, my question deals with how
4 point A, B, and C operate with each other. In C,
5 and earlier on in the presentation, you described
6 this in the oral presentation, there is a phrase in
7 here, this is C, "awarded to the responsive
8 proposer whose proposal is determined to be the
9 most advantageous to the City," and then it goes on
10 to talk about the criteria, which I'm presuming is
11 B, "evaluation criteria."

12 what agency of the City of New York will
13 be ultimately making the award; will it be TLC,
14 will it be DCAS, or another agency?

15 A. That's a technical procedural question.
16 We'll have to note and return to that.

17 Q. In that regard, do I understand that, could you describe the
18 process by which the evaluation will occur -- if I
19 could just state it, sir, Mr. Fraser.

20 Do I understand that in effect, after
21 there is a process of evaluation, under point B on
22 Page 18, "there will then though be an additional
23 layer before award is made in effect, under C,
24 first paragraph, the standard, the most
25 advantageous to the City."

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A. I'm not sure I understand.

Q. Let me clarify please.

MR. FRASER: I understand the question, and we will note it and deal with it.

MR. KLAHR: Very well. We'll note the question.

MR. BRILL: By the way, if you, Mr. Fraser decide that you will not respond to a question, will you at least in the addendum note it saying --

MR. FRASER: Mr. Brill, we are not here to talk about how we're going to answer questions. We are here to talk about information the people need to respond to the RFP.

MR. BRILL: Well, this is something else with the evaluation criteria.

MR. FRASER: This is not the form for that. I'll be glad to have that conversation with you at another time in another place.

Please don't take the time of the people here who have come from far away to talk about this.

MR. BRILL: I don't think I've been taking it. I've been revolving around and allowing anyone who has a question to come

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after me, so, I disagree entirely.

Q. I have one final question about C, since these are all related, that's why I'll pose it now.

Is there somewhere either in some document

6 in which the basis "most advantageous to the City,"
7 in Paragraph C, that responding bidders can look to see
8 what does that exactly mean?

9 And secondarily, if you would, if there
10 isn't such a place, ok if you would, as a response to
11 a question, please explain what goes into that
12 standard in terms of it how a bidder will be
13 selected.

14 A. Thank you for that question.

15 MR. BRILL: Your welcome.

16 Q. Rob Nemeroff, Melrose.

17 A. Sure.

18 Q. Three quick questions once again. The
19 presentation stated that there were certain
20 nonnegotiable components of the RFP, and I believe
21 one of them mentioned all accessories currently in
22 the vehicle are nonnegotiable. They have to be
23 part of this process--

24 A. We'll see exactly what it says. Give me a
25 moment. I think you're referring fly 10 minimal

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2 requirements, stating the minimal requirements and I believe the
3 you are referring to, and tell me if I'm wrong, "is
4 delivered fully outfitted for operation as a taxi
5 including items such as meters, partitions,
6 ecetera."

7 Q. Right.

8 A. Okay. And that refers back to Page 8 of
9 the RFP.

10 Q. Right. And from my previous question, you
Page 56

11 didn't have the answers currently for how you are
12 addressing those third components.

13 A. I think it depends on what proposals we
14 see, and what we're presented by the OEMs. We
15 don't know necessarily where they'll get the
16 materials to construct the total package for the
17 vehicle. We don't set a lot of requirements of
18 where they need to go.

19 Q. But the partitions, the PIMs, the credit
20 card meters, the meters themselves, these are all
21 nonnegotiable components?

22 A. Not necessarily. There are certain that
23 are governed by the rules, and there are certain
24 that are not.

25 Q. So there are exemptions?

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2 MR. FRASER: At this point, the RFP says
3 what it says, and anything else, we'll have
4 to do in writing, and we can't go beyond
5 that.

6 Q. Okay. The industry is currently a 24/7
7 industry. The meter shops handle all kinds of
8 maintenance issues after the conventional business
9 day shuts down. Is part of the RFP going to be
10 where these maintenance locations, or to have
11 maintenance locations?

12 A. I don't believe that is addressed directly
13 in the RFP. That's something that we'll note and
14 get to you in the response that we send out.

15 MR. NEMEROFF: Okay.
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16 MR. KLAHR: Thanks. Okay, Mr. Brill.

17 Q. Thank you, Mr. Klahr. Is there any
18 preference given in the selection process to a
19 responding bidder who is part of the proposal,
20 indicates that it intends to manufacture the
21 vehicles within the City of New York and or the
22 State of New York?

23 A. I don't think that is addressed in the
24 RFP, but that's something we'll have to note and
25 get a more detailed response on, but a good

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2 question.

3 MR. KLAHR: Is there anyone else with a
4 question?

5 (No response)

6 MR. KLAHR: Alright. We'll stir it up a
7 little bit. Can you just state your name and
8 affiliation.

9 Q. My name is Jerry Koss, and I'm with Ford
10 Motor Company. Just a couple of questions here.
11 One is, the qualification for the alternative fuel
12 medallions states "hybrid or CNG."

13 Are those the only two technologies that
14 would be accepted for those medallions?

15 A. That's a good question.

16 MR. FRASER: The definition of a
17 alternative fuel medallion is statutory, and
18 you can read the statute. Those are the two
19 things stated in the statute.

20 MS. KOSS: Okay. Thank you very much.

21 Q. The last question is, what is the
22 relationship between the TLC rules for
23 accessibility and ADA Guidelines within this
24 proposal? It speaks about both of them, it doesn't
25 define the specifics.

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2 A. I think that is a detailed legal question
3 that we have to respond to in the addendum.

4 MR. KOSS: Okay. These are just ones I
5 hoped to get answered before the 16th as key
6 items.

7 MR. KLAHR: That is something we want to
8 do as well. Mr. Brill?

9 Q. Just as a follow-up, similar question
10 about the preferences for The City of New York and
11 State of New York. Will there be any preference
12 given to a proposer who indicates that it intends
13 to transport the finished vehicles into the City of
14 New York by via rail, let's say, to the Harlem
15 River Yard, or by barge, and in effect not over the
16 George Washington Bridge or through other land-
17 based transportation?

18 A. I'm not aware of any provision in the RFP
19 that defines that. Again, we'll take note of the
20 question.

21 Q. Jay Giraud, Rapid Electric Vehicles.
22 There is medallions for 231 wheelchair accessible,
23 or disabled person accessible? Some number like that.

24 A. Let me double-check that number for you.
25 231.

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2 Q. And there's a preference for one model of
3 vehicle ideally across the whole fleet, or at least
4 getting there over the ten years?

5 A. Can you clarify that a little bit?

6 Q. In the RFP, I remember reading that
7 ideally, the New York City Taxi Commission would
8 like to see one iconic model of vehicle.

9 A. Right.

10 Q. So all 13,000 of them vans or trucks
11 whatever?

12 A. The answer is yes.

13 Q. But 231 of them must be wheelchair
14 accessible?

15 A. Correct.

16 Q. Would that therefore require that all
17 13,000 vehicles have the ability to be wheelchair
18 accessible?

19 A. Not necessarily. The RFP actually has a
20 couple different solutions. One is that there's
21 one vehicle that meets all requirements for all
22 medallions as a universal solution.

23 Q. But that means all 13,000 medallions would
24 be wheelchair accessible?

25 A. That's the preferred solution, is a

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2 vehicle that you can put any medallion on no matter
3 what restriction, meets all the requirements.

4 Q. So that every one has the ability to load/
5 unload a wheelchair person, person in a
6 wheelchair?

7 A. Correct. However, if the selected vehicle
8 did not necessarily meet all the requirements but
9 the OEM can provide an alternative vehicle, in
10 essence, there's a second backup vehicle in the
11 market, that would also satisfy.

12 Q. Would it be okay if the OEM that won the
13 RFP delivered over the course of the ten years the
14 26,000 vehicles that could be built with wheelchair
15 equipment on but only some of them were delivered
16 with wheelchair equipment on?

17 A. That's a more nuance question that we
18 would like to give you in detail response to.

19 Q. Okay. Because I am thinking about this
20 from a cost point of view.

21 A. Right. That is a good question.

22 MR. GIRAUD: Thanks.

23 MR. KLAHR: Sure. Hi.

24 Q. Good morning, Mr. Klahr. Mark Leonard
25 from General Motors. I have a question, just a

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2 clarification. Did you reference before, I guess
3 from a legal standpoint that in the RFP, the hybrid
4 is referenced in statutory terms in terms of
5 definitions?

6 MR. FRASER: The hybrid is not statutorily
7 defined. The alternative fuel medallion is
8 statutorily defined, and it includes the CNG

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9 vehicle or hybrid gas/electric.

10 Q. Okay, thank you. So, there are provisions then to consider
11 others, assuming the statues could change?

12 A. No. Not for the
13 the alternative fuel medallions. They must meet
14 statutory requirements.

15 Q. Are they able to be modified?

16 A. Well, we don't modify statutes. We're
17 just a City agency. Of course they can be
18 modified. We can't modify them. So proposers meet
19 did the statutes as they are written.

20 A. I think I get what you're asking. I just
21 want to clear for the audience, the nuance of
22 government is sometimes lost. The statutorily
23 required means this is not a City agency rule. It
24 means that there needs to be State or City
25 legislative action. We don't have control of

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2 that.

3 what we do have control over are the rules
4 of the agency, so, in essence, agency rules say,
5 for example, that a certain vehicle must be in a
6 certain configuration to qualify for use as a
7 taxicab. That is something we have control over
8 and is something that we stated our intent to
9 modify the rules to make sure that the Taxi of
10 Tomorrow selected vehicle is a mandatory vehicle.
11 So I think that the proposer should assume we have to meet
12 the requirements for these statutory medallions.
13 That doesn't preclude a proposer from submitting a

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14 vehicle that may not necessarily meet those two
15 definitions of alternative fuel, but can be the
16 actual Taxi of Tomorrow if they provide an
17 alternative backup vehicle to meet the needs of
18 these specific limited number of medallions.

19 MR. LEONARD: Thank you.

20 MR. KLAHR: Hope that's not too
21 confusing.

22 Q. I appreciate that, and just two more
23 points. With regard to Appendix A Page 18, I
24 call your attention to the charts. I think they
25 may have been inverted. I think you may have

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2 trucks and cars switched.

3 A. We'll take note of that and respond if
4 that is the issue.

5 Q. I ask you to clarify that.

6 A. Sure.

7 Q. Then one other piece. In mileage, Page 17
8 and 18 referenced mileage, is that combined
9 mileage, is it City?

10 A. That is something we'll respond to in
11 detail.

12 MR. LEONARD: Thank you very much.

13 MR. KLAHR: Sure.

14 Q. Rob Nemeroff from Melrose. I have two
15 more questions. Regarding the evaluation
16 committee, is that committee already chosen, or is
17 that still open for candidates or nominees?

18 A. I'll take note of the question. Do you

19 have another question?

20 Q. Yeah. When the hybrid program was
21 originally introduced, I don't think it was taken
22 into account the equipment, the fuel supply lines.
23 There was a gap. Is that going to be taken into
24 account as far as the RFP as far as equipment or
25 fuel supplies that are going to go into these new

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1 designs? I hope that would be taken into account.
2

3 A. When you say a gap in fuel supplies?

4 Q. It wasn't taken into account as far as
5 alternative fuels and alternative designs, that
6 there might be a supply line gap as far as
7 maintaining a vehicle and as far as fueling a
8 vehicle. I would hope the feasibility, that all
9 components would be readily available would also be
10 taken into account.

11 A. So, if I'm understanding your question
12 correctly, your question is, if a vehicle is
13 selected that requires a fuel that may not be
14 typically available in the City of New York, will
15 the provisions for infrastructure going before
16 the vehicle is released to the public?

17 Q. Right.

18 A. That's something we'll take note of.

19 Q. Hi. Jay Giraud again. My question is
20 around the medallions, the alternative fuel vehicle
21 and the wheelchair accessible medallions. Is there
22 an incentive for certain taxi owner companies to
23 purchase and operate with those medallions,

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24 assuming that those vehicles cost more to
25 purchase up front?

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2 A. For many of those medallions, at the time
3 that they were initially sold, they were sold at an
4 initial price that was at a discount, from what we
5 call an "unrestricted medallion."

6 But all those medallions have since been
7 sold, and now they are trading at some cases above
8 the value of unrestricted medallions.

9 Information about medallion sales is
10 available on the TLC website including average
11 prices.

12 Q. So, if someone has a wheelchair accessible
13 medallion, that medallion itself has more value,
14 but they have also got to go and purchase vehicles
15 that are more expensive because they have the extra
16 equipment on board.

17 A. It depends on which of the approved
18 vehicles they select, and even in the kind of
19 restricted world of vehicles, there is still a
20 choice between vehicles that are more expensive,
21 some are less expensive. Some of them are more
22 expensive than unmodified vehicles, others are kind
23 of on par with some of the different models that
24 are available for unrestricted medallions. It
25 depends on which vehicle that the individual owners

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2 select.

3 But yes, initially when those medallions
4 were sold, they were sold at a discount. At
5 present time, they are all trading kind of in the
6 aftermarket between private parties.

7 Q. So, the hybrid vehicles and alternative
8 vehicles are given an extra two years operating
9 life to reduce or spread out the total cost of the ownership;
10 is that correct?

11 A. I think I want to respond in more detail
12 in the addendum about the nuances of how the
13 current vehicle fleet is constructed.

14 MR. GIRAUD: Okay. Thanks.

15 MR. KLAHR: Sure. Mr. Brill?

16 Q. I want to call your attention to Page 7,
17 Paragraph C. "Anticipated payment structure."

18 I have a series of questions about that
19 paragraph.

20 A. Okay.

21 Q. Am I correct that, in effect, any type of
22 arrangement in which the sale of the vehicle by the
23 contractor to a dealer and then sale to a TLC
24 licensee is not contemplated in this paragraph?
25 Because the plain English suggestion is that the

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2 purchase will be made by the licensee directly from
3 the contractor, so, that if, let us say, under
4 State law, the structure of sales of a vehicle or
5 technically the sale is to the dealer and then the
6 dealer sells it, that is not contemplated by this
7 paragraph?

8 A. I have to take note of that question and
9 you may anticipate a more detailed response later on.

10 Q. Thank you. With regard to the anticipated
11 payment structure, there is, I think the last
12 sentence dealing with liquidated damages it suggests
13 it will be negotiated with the awarded bidder
14 and there's a contract negotiation.

15 Will there be any other payments
16 anticipated to the City of New York or to a
17 particular agency of the City required under the
18 contract except the liquidated damages?

19 A. I can't speak to the contents of a
20 contract that doesn't exist yet. I can't answer.

21 Q. So, it is not something that you can't
22 answer. It's something that will only arise in the
23 negotiations?

24 MR. FRASER: He can't even answer that.
25 He just can't tell you about that at this

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1 point.

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3 Q. I mean, it is not in response. In your
4 RFP response, you talk about your offer compensation
5 to the City of some type. That's why I'm asking,
6 there's no demand in this that you do so, but it's
7 possible in the contract process?

8 A. It's impossible for us to answer that at
9 this point.

10 Q. I'm Patrick Brent with Freedom Motors. I
11 just wanted clarification on the RFP.

12 A. Sure.

13 Q. It would appear that the TLC of New York
14 is leaning more towards of a purpose-built taxi
15 that is specifically built for taxi use?

16 A. Correct.

17 Q. In the RFP though, it says that it's
18 looking for an innovative vehicle developed or
19 modified for use as a taxi. Can this be an
20 existing consumer taxi that's modified for use?
21 Can it be modified in an iconic way for New York?

22 A. There is nothing in the RFP to prevent
23 that.

24 MR. BRENT: Okay, great. Thank you.

25 MR. KLAHR: Sure.

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TAXI OF TOMORROW 1/14/2010

1 Q. Richard Thaler, OmniMedia Network. I have a
2 question. Appearing on Page 13, this has to do
3 with dimensional requirements for an ambulate-
4 compliant entranceway. I believe it's an error.
5

6 A. Are you talking about Page 13?

7 Q. The bottom of Page 13.

8 A. Page 13 of Appendix A, is that what you
9 are referring to?

10 Q. Yes. That must be in that.

11 A. ADA Compliance, I see it.

12 Q. I believe what says, is that it must
13 be, as it's stated, "At least one entrance width,"
14 "must be a minimum of 36 inches."

15 I believe the ADA requirement states that
16 if there was only one entranceway, there is a
17 minimum of 36 inches, that if the other three

18 points are not accessible, you need a 36-inch
19 entrance width a securement point.

20 But I believe if there are multiple
21 entranceways, the minimum requirement is 30 inches,
22 not 36 inches. So, if you could take a look at
23 that.

24 A. Okay. We'll note that and see if we can
25 clarify that.

□

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1 TAXI OF TOMORROW 1/14/2010

2 MR. KLAHR: Mr. Brill?

3 Q. Mr. Klahr, other than Ricardo, are there
4 any other outside consultants that have been
5 involved in the RFP process?

6 A. I'm sorry, that question is not pertinent
7 to the proceedings at hand. So, move on to the
8 second question.

9 Q. I have a question about liability and
10 insurance. Is the City going to be requiring any
11 extra insurance with regard to design liability for
12 personal injury?

13 A. Again, not pertinent to the proceedings at
14 hand.

15 MR. KLAHR: Any there other questions in
16 the room?

17 (No response)

18 MR. KLAHR: Do we have any other
19 questions via telephone?

20 (No response)

21 MR. KLAHR: I think we'll just for
22 people on the phone, just give you one more

23 chance if you do have questions.

24 (No response)

25 MR. KLAHR: If there are no further

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1 TAXI OF TOMORROW 1/14/2010

2 questions, we are going to close the
3 proceedings. So, if you think of something,
4 please submit it in writing is the best way.
5 This is your last chance to dial in.

6 We are going to have the operator make
7 an announcement, so, just bear with us for a
8 moment.

9 THE OPERATOR: At this time, I would
10 like to remind everybody, in order to ask
11 questions, press the star and the Number 1 on
12 your telephone keypad.

13 MR. KLAHR: Give people a moment
14 to respond, and if not, I want to deeply thank everybody
15 for coming out today. I know people traveled
16 quit far to come here, and I am very encouraged by very, very
17 strong turnout here, both in person and on
18 the telephone.

19 I want to thank you all for your input and your
20 questions, and please look for our next
21 addendum which will answer many of the
22 questions that were asked here today. Thank
23 you very much.

24 (Whereupon, to proceeding was concluded
25 at 11:33 a.m.)

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1 C E R T I F I C A T I O N

2

3 STATE OF NEW YORK)
4 COUNTY OF NEW YORK) : SS.:

5

6

7 I, CASEY MARTIN, a Stenotype Reporter and
8 Notary Public for the State of New York, do hereby
9 certify:

10 THAT this is a true and accurate
11 transcription of the Taxi of Tomorrow Conference
12 held on January 14, 2010.

13 I further certify that I am not related
14 either by blood or marriage to any of the parties
15 in this matter; and

16 I am not in any way interested in the
17 outcome of this matter.

18 IN WITNESS WHEREOF, I have hereunto set my
19 hand this 14th day of January 2010.

20

21

CASEY MARTIN

22

23

24

25

□