

In Re Taxi and Limousine Commission Meeting NYC
July 15, 2026

1 -----X
2 NEW YORK CITY
3 TAXI & LIMOUSINE COMMISSION
4 DRIVER SURVEY AND AIRPORT ENFORCEMENT
5 PUBLIC MEETING
6 -----X
7 33 Beaver Street
8 New York, New York 10004
9 July 15, 2026
10 10:06 a.m.
11
12
13
14
15
16
17 H E L D B E F O R E:
18 MIDORI VALDIVIA - COMMISSIONER AND CHAIR
19 SHERRYL ELUTO - GENERAL COUNSEL
20
21
22
23
24
25 Sabrina Brown Stewart,
Court Reporter

LH Reporting Services, Inc.
Computer-Aided Transcription
(718)526-7100

In Re Taxi and Limousine Commission Meeting NYC
July 15, 2026

2

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

A P P E A R A N C E S:

BOARD OF COMMISSIONERS:

COMMISSIONER PAUL BADER

COMMISSIONER KENNETH C. MITCHELL

COMMISSIONER ANDREA BIERSTEIN

COMMISSIONER ELISA VELAZQUEZ

**In Re Taxi and Limousine Commission Meeting NYC
July 15, 2026**

3

1	P R E S E N T E R S:	Page
2		
3	IRA GOLDAPPER - Commissioner for TLC's Uniformed Services Bureau.....	25
4	PARMJIT SINGH - Assistant Commissioner For Licensing and Standards, TLC.....	44
5		
6		
7		
8		
9		
10		
11		
12		
13		
14		
15		
16		
17		
18		
19		
20		
21		
22		
23		
24		
25		

1 CHAIR VALDIVIA: Good morning. I'm
2 calling the meeting to order at 10:06 a.m. I
3 am Midori Valdivia, commissioner and chair of
4 the Taxi and Limousine Commission. And I am
5 joined today by our board of commissioners,
6 Commissioner Mitchell, Commissioner
7 Velazquez, Commissioner Bader, and
8 Commissioner Bierstein. Thank you,
9 Commissioners, for joining today, and I am
10 grateful to serve alongside all of you.

11 For those I have not met yet, but
12 thankfully, I've met many of you, I am
13 returning to the TLC commissioner -- I'm
14 returning to the TLC as commissioner, since
15 my previous position here as Deputy
16 Commissioner for Finance and Administration.
17 In the first couple of months, I have been
18 engaging with drivers, hearing directly on
19 what they experience on a daily basis. I've
20 been meeting the teams across the agency to
21 more deeply understand different aspects of
22 their work, and understand the culture of our
23 agency. And I've been working to ground our
24 new work at the TLC with three priorities
25 that will guide us, and let me talk about

1 them right now:

2 The first is driver and passenger
3 dignity. Drivers are not simply license
4 numbers. They are the parent working to pay
5 for child's education, the neighbor cheering
6 for their home country's success in the World
7 Cup, and the small business owner working to
8 build a better future. And passenger dignity
9 means ensuring that every New Yorker and
10 visitor can access safe, reliable, and
11 respectful transportation, including for
12 people with disabilities, the elderly, and
13 people who just have a lot to move around
14 where public transit may not serve them in
15 that moment.

16 Corporate accountability is my second
17 priority, and our second priority. Everyone
18 deserves a fair shot at building a better
19 future, and corporations must be held
20 accountable through transparency, fairness,
21 and responsible business practices. The
22 third is a transportation system that works
23 together. Transportation is an ecosystem,
24 and just like our departments, we cannot work
25 this silos. When New York City

1 transportation works together, it works more
2 effectively.

3 TLC has the pleasure and the honor of
4 regulating 180,000 drivers, completing nearly
5 one million trips a day. That's 25
6 percent of our subway system. And these
7 trips alongside, or sometimes they work in
8 tandem with a bus, subway, or bike share.
9 This means that we need taxi stands. We need
10 bathroom access for drivers, and we need to
11 think about what worker voice looks like in
12 our street design. And I want to highlight,
13 these are not abstract goals. They will
14 guide how we make decisions and how we
15 interact with others. But in order to
16 achieve these goals, we must also have a
17 staff that are supportive, can collaborate,
18 and treats every member of the public with
19 deep respect.

20 Since starting my term at TLC, we
21 launched initiatives directly tied to these
22 three priorities that I'm discussing. And
23 they include a listening tour that included
24 outreach to our places that TLC frequents
25 often, including community centers, houses of

1 worship, popular eateries. Because we cannot
2 address market issues without understanding
3 the economy, and I am grateful to the over
4 200 individuals I have met who took time from
5 their busy days to speak with us -- drivers,
6 base owners, agents, and medallion owners.
7 And I'm excited that next week we will start
8 working with our disability advocates, to
9 really understand what they need, so TLC can
10 serve them better.

11 A driver survey that received nearly
12 4,000 responses, and I'll talk about that
13 more, to help us inform what to tackle in
14 this administration, from better bathroom
15 access to better wages. I have also worked
16 with our deputy commissioner for enforcement
17 to increase enforcement at our airports
18 during the World Cup, so unlicensed operators
19 do not steal trips from our TLC licensed
20 drivers.

21 I've worked with our budget teams and
22 with New York City during the budget process
23 to secure \$12.9 million in continued
24 medallion relief for our reserve fund, for
25 participants already in the program as part

1 of fiscal year '27. And this is important,
2 because part of the reason I rejoined TLC is
3 that I want -- I want every eligible
4 medallion owner in the medallion debt relief
5 program to get a restructured loan. We must
6 provide relief to the remaining 200 and so
7 drivers and small business owners to support
8 them as it relates to their medallion loans,
9 and I am committed to doing this while I am
10 TLC commissioner.

11 We also had the pleasure of hosting a
12 town hall with the 400 strong TLC work force,
13 to lay out our administration's vision, and
14 how our staff will play a pivotal role in
15 delivering for New Yorkers in the taxi and
16 for-hire vehicle industry. And so, thank you
17 for listening to the three priorities I have
18 today. And I want to highlight a more recent
19 news.

20 I wanted to announce that TLC, just
21 this past Monday, published rules to provide
22 initial driver relief on penalties and fees,
23 and build more flexibility into the medallion
24 relief program. These initial set of rules
25 come out of the penalty review that TLC

1 executed to reduce burdens on drivers for
2 four specific items. So, two penalties are
3 related to lateness on a certain requirement
4 where TLC license is already suspended. One,
5 for \$200 for missing an annual drug test for
6 more than 30 days where a license is already
7 suspended. We've eliminated that penalty, or
8 we are looking and proposing to eliminate
9 that penalty.

10 And second, it's for fines ranging from
11 \$100 to \$500 for missing inspections where
12 the vehicle license were also already
13 suspended. And there are also two fees that
14 we are proposing to eliminate; a stolen car
15 fee, and a lost car fee. So, those rules
16 were just published on Monday, and they will
17 be under consideration with a public hearing
18 on August 13th. This represents nearly a
19 million dollars that goes back into our
20 industry, and we think that's a good idea.

21 We're also proposing changes to the
22 medallion relief program rules.
23 Specifically, the rules would permit the
24 estate of a deceased medallion owner to
25 transfer the medallion to an immediate family

1 member upon their death, and that allows for
2 flexibility for medallion owners that are
3 still in the medallion program. And
4 medallion owners in the program to transfer
5 their medallion to immediate family members,
6 and medallion members of an existing
7 partnership that owns one or more medallions
8 to remove a partner from the entity upon
9 mutual agreement. And that's all for the
10 existing medallion relief program.

11 And I am so ever grateful for the staff
12 at TLC that have really worked hard to reduce
13 this burden for our drivers, and I'm excited
14 to hear public comment on this. Again, I
15 said this is on August 13th, and so I am
16 excited to host that hearing and be with all
17 of you and listen to the comments, then.

18 So, lastly, I wanted to touch on some
19 additional business items before I hand it
20 over back to our general counsel. TLC
21 received four petitions for rule-making
22 pertaining to e-hail trips from Michael Simon
23 on January 19, 2026. Acting Commissioner
24 Evan Hines denied the petitions for
25 rule-making in his response, dated March 3,

1 2026, and forwarded the petitions to
2 commissioners, and no commissioner has asked
3 the agency to consider these petitions.

4 And now to our general counsel who will
5 take us through today's agenda. Thank you.

6 MS. ELUTO: Good morning,
7 Commissioners. First item before you are the
8 minutes from our December 3, 2025, Commission
9 meeting. And I will now call for a vote to
10 adopt those minutes.

11 All in favor of adopting the minutes
12 from December 3rd, please raise your hands.

13 (All hands raised).

14 MS. ELUTO: Thank you. The minutes are
15 adopted unanimously.

16 Commissioner, I'll now turn it back to
17 you for a report in TLC's driver survey.

18 CHAIR VALDIVIA: Thank you. Appreciate
19 that. Thank you all for being here.

20 So, like I said, I apologize because
21 for some reason, the IT equipment is not
22 working, but that's okay. We'll fix it for
23 next time. Like I mentioned, I think the
24 commissioners all have a copy of this
25 presentation, and this report is online on

1 the website. I wanted to highlight that as
2 soon as I started in April, I worked with
3 staff to develop and launch TLC's first
4 comprehensive driver feedback survey, to
5 understand the perspective of the nearly
6 200,000 TLC licensed drivers who keep
7 New York City moving, and now we have the
8 results.

9 And in the spirit of full transparency,
10 I wanted to share with drivers, the TLC
11 community, and to the public on what we've
12 learned. You may have seen a Daily News
13 article on this very subject. These slides
14 are available on the reports page of the TLC
15 website. And again, I apologize that we
16 cannot feature it today. That being said, I
17 do want to take you through some preliminary
18 results of this and what I see.

19 So, this survey I want to highlight is
20 only a starting point. We know that there is
21 a wide diversity of opinions, and we're
22 really viewing this as a first step. One of
23 the things that, as Chair, I really want to
24 focus on is how do we directly do engagement
25 in such a way that actually informs policy

1 and helps to shape policy. Because, TLC, we
2 cannot do regulatory, we cannot do
3 rule-making in a vacuum. It's really
4 important that we understand what's going on
5 in the street, what's going on in our
6 industry.

7 So, like I said, in this new era, our
8 work is guided by three things; driver and
9 passenger dignity, corporate accountability,
10 and a transportation system that works
11 together. And these priorities are really
12 going to shape what our administration and
13 what this Commission will do. In April 2026,
14 we launched this first of its kind driver
15 survey, to understand the perspective of our
16 licensed drivers. And this survey provides
17 an opportunity for folks to weigh in on the
18 working conditions, incomes, and different
19 challenges that they're having in the
20 industry.

21 So, we're excited to report that
22 drivers did want to share their views.
23 Almost 4,000 folks responded, and I know from
24 my school days that's statistically
25 significant, so that's exciting. And many

1 did so in other languages than in English,
2 and so it reaffirms how important it is that
3 we're continually translating and we're
4 continually working to meet the communities
5 where they are. I will say one big takeaway
6 for me was that most drivers feel that the
7 TLC relationship with them has either
8 improved or stayed the same. And that is
9 good feedback for us to have.

10 That does not mean that we'll rest on
11 these morals, but I do think it gets to some
12 of the exciting work that has happened in
13 licensing, to try to transform and to try to
14 digitize and work better with drivers and
15 small business owners, to make sure that they
16 get what they need.

17 Now, I will say there is, in terms of
18 fairness of our rules -- and I just want to
19 be transparent, there's little consensus
20 about whether these TLC rules are fair to
21 drivers, and that is really interesting. So,
22 we have 20 percent strongly agree, 18.5
23 percent somewhat disagree. And so, it's just
24 really interesting to know that there is a
25 question of, "Are the TLC rules fair?"

1 On fines, there was also a pretty even
2 split on whether TLC fines are usually
3 justified. And this is exactly why we wanted
4 to do that penalty review. The last time we
5 had done a penalty review was about ten years
6 ago, and so it's important from time to time
7 to say, "Hey, do our rules still make sense?
8 Do our rules -- are our rules and the fine
9 structure proportional to what somebody makes
10 in a day, and to what the violation truly
11 is?"

12 On communications, I am happy to report
13 that drivers generally think that TLC
14 communications are clear and understandable.
15 However, we really want to reach -- it's
16 really difficult to reach 200,000 people out
17 there, and so we really want to find new and
18 exciting ways to reach folks. I know our
19 communications team has gotten more into the
20 WhatsApp groups and developed their own
21 WhatsApp group, so we really have to meet
22 drivers and the small businesses where they
23 are in terms of how they communicate with
24 each other and with us.

25 On responsiveness, there does seem to

1 be fairly high satisfaction with TLC
2 responsiveness, but we know that we can
3 always do better. And so, I'm excited to
4 work with Deputy Commissioner of Licensing,
5 Aisha Richard, on how to make sure that our
6 frontline customer service staff are really
7 meeting the needs of the small businesses and
8 drivers that come into our community and that
9 come into our facilities.

10 Now, I do think what's been interesting
11 to see when it comes to the driver
12 challenges, maybe outside the TLC sphere,
13 drivers did express some satisfaction with
14 industry businesses and some dissatisfaction
15 with the large app companies, bases, and
16 fleets. Many drivers feel negatively about
17 those treatments, and that is really
18 important for us to know.

19 In terms of frustrations, competition
20 with illegal operators was the biggest
21 frustration for drivers in the past year.
22 So, I'm really excited, after this
23 presentation, to bring our deputy
24 commissioner for enforcement, to talk about
25 what we've been doing on that front. And in

1 terms of day-to-day working conditions for
2 drivers, you know, what's something that
3 really impacts them on a daily basis? Issues
4 like curb access, pickup and drop-off areas,
5 and bathroom access, they were the biggest
6 issues for our drivers, and we do not take
7 that lightly.

8 Although TLC, we do not have specific
9 control over the streets. We are developing
10 a strong partnership with the Department of
11 Transportation and with other agencies, like
12 Parks, to make sure that any initiatives
13 around bathrooms are inclusive of TLC
14 drivers, to ensure that any conversation
15 around curb access, we find a way to ensure
16 drivers are part of that conversation.

17 And lastly, but not leastly, I am
18 interested in what drivers want us to focus
19 on in this administration. And drivers
20 really want TLC to prioritize policies that
21 increase driver earnings and protect them
22 from private businesses. And I thought that
23 was really fascinating, and that's something
24 that we're going to dig into more. We know
25 that the affordability crisis in New York

1 City is real. If you hear anything from our
2 mayor, we know he's focused on it day in and
3 day out, and so we know our drivers are
4 struggling with that, too.

5 And so, I am really excited that we
6 were able to do this survey. We want to do
7 it biannually, because we want to understand
8 the pulse of drivers, and we also want to
9 think about how to best reach out to other
10 segments of the business. We know the
11 business is not just drivers. It's
12 passengers, and it's the small businesses and
13 industries that are pillars to this market,
14 and so we have to figure out a way to make
15 sure that we're doing the right kind of
16 engagement to get the feedback we need.

17 So, I'm excited to have done this
18 survey. Thank you to my staff, the policy
19 team who developed the survey, the Office of
20 Community Affairs. One of the fun, exciting
21 things I got to do first was go to JFK to
22 launch the survey with palm cards, with QR
23 codes, and really talk to drivers directly
24 and please asking them to take this survey.

25 So, I'm happy to take any questions,

1 and the policy team is here as well. But we
2 are excited this is one thing we've done,
3 because to set an agenda, I do think we have
4 to listen, too. So, thank you.

5 And do we have any questions?

6 COMMISSIONER VELAZQUEZ: I have a
7 question. Thank you, Commissioner Valdivia.
8 Also very much looking forward to working
9 with you on all of these initiatives, so it's
10 very exciting time.

11 Question: On the issue around the
12 corporate -- let me see how we did it. About
13 the negative feelings around corporate
14 treatment. Did they kind of articulate, or
15 was there an opportunity to articulate what
16 the issues -- what some of the top issues
17 were there, whether it was around lockouts,
18 licensing, or something like that?

19 CHAIR VALDIVIA: Thank you. That's a
20 really good question.

21 And as you know, City Council passed
22 the deactivation bill. There is an active
23 lawsuit on that. So, we did have an open
24 comment section where drivers could opine, so
25 I wouldn't say that's statistically

1 significant, but there were quotes
2 specifically around the percentage of the
3 passenger fare that they feel like
4 corporations are taking in the app world.
5 There were concerns around commercial
6 insurance and the -- you know, the steep rise
7 in commercial insurance. There was concern
8 around leases, both on yellow and for-hire
9 vehicle, and felt like maybe some of the
10 leasing companies, so that was interesting.

11 What I would say is these are just
12 snapshots of people's comments, and so I
13 can't say, "Oh, this is the top concern as it
14 relates to corporations or app companies,"
15 but it is something that we're looking into.
16 And when I have met -- I was just at a driver
17 engagement event yesterday, and I hear this
18 directly, and now I'm bringing staff along
19 with me to these engagements, so they hear it
20 directly, too. And we have to figure out --
21 we hear a lot of anecdotes, and so now how do
22 we research to understand what the true
23 market conditions are, so that's our next
24 step.

25 Yes, Commissioner Bader.

1 COMMISSIONER BADER: I wanted to follow
2 up relative to the lockout problem, which has
3 been a big problem for a while now. And I
4 know the City Council, at our behest and for
5 other people's behest, past a law and then it
6 was challenged.

7 What is the current status of that law?
8 Is there a way that we can make sure that law
9 is enforced as this lawsuit is going on?
10 Where are we at with that?

11 CHAIR VALDIVIA: Thank you. Great
12 question. I'm going to differ to our general
13 counsel here, as it relates to that subject.

14 MS. ELUTO: Sure. The preliminary
15 injunction will be heard in court tomorrow,
16 and DCWP has drafted rules that they've
17 proposed for a hearing in August. So, a
18 lot's riding on tomorrow, whether it goes
19 forward or if we have to wait for the actual
20 complaint to be heard.

21 COMMISSIONER BADER: So, they're asking
22 for a preliminary injunction?

23 MS. ELUTO: Uber and Lyft.

24 COMMISSIONER BADER: Uber and Lyft are
25 asking --

1 MS. ELUTO: And one passenger, yes,
2 separate lawsuits.

3 COMMISSIONER BADER: And that's in
4 court, are we going to be party -- are we
5 party to that?

6 MS. ELUTO: It's the City. It's --
7 DCWP is in charge of drafting the rules,
8 enforcing the rules, but yes, we've been
9 involved in the litigation the whole time.

10 CHAIR VALDIVIA: And I want to be
11 really clear, we're deep partners with the
12 Department of Consumer Worker Protection, who
13 is seen as the lead agency on this. But we
14 are deep partners, and we work with them on
15 strategy, alongside Law Department and all of
16 that. So we, together, are the City of
17 New York.

18 COMMISSIONER BADER: I would like to
19 make this point: I think that we are all
20 aware that many agencies, city, state,
21 federal government agencies, are not always
22 the ones that get a lot of sympathy. And
23 that's unfortunate many times, but that's
24 also reality of what's going on.
25 Particularly sometimes when it comes to the

1 courts, a lot of times the courts are going
2 to rule for a private individual or a private
3 business relative to a government agency.

4 But as we know, we are not the normal
5 city agency in that we are a commission, and
6 it was mentioned earlier, that gives us a
7 little more, and as a commission, have public
8 input because of us being the commissioners.
9 So, I would suggest that we may want to look
10 into how we as commissioners, separate from
11 Corporation Counsel, we might be able to be
12 more effective in advocating on any levels,
13 including and in court, to make -- to bring
14 this down to the bare bones, to make the
15 Court aware of what impact this really is
16 having on, you know, drivers throughout the
17 City.

18 It's not just about a city law. This
19 is regulations that impact thousands and
20 thousands of drivers, which means it impacts
21 thousands and thousands of families in the
22 City of New York. I would venture a guess
23 that the taxi drivers who we license,
24 180,000, have one of the highest percentages
25 of residents who live in the City of New York

1 who are impacted by this, as opposed to many
2 other people.

3 So, I would think that -- I would urge
4 that we play a larger role in any kind of
5 case relative to making sure that this law is
6 passed, that there's not a preliminary
7 hearing judgment, and that this law is able
8 to go into effect.

9 CHAIR VALDIVIA: Yeah. Thank you,
10 Commissioner. If I may, General Counsel.

11 I think what I would say is the TLC is
12 very supportive of the deactivation bill, a
13 lot of relief when that was proposed and
14 immense relief when it was passed, right, in
15 this legislative session. I think what I'll
16 say is, again, I just want to emphasize that,
17 you know, Commissioner Levine and myself
18 are -- we discuss and talk about this and
19 talk about strategy, you know, week to week,
20 so we are not bystanders.

21 So, I just want to be really clear
22 about that because anything that is impacting
23 our drivers impacts our market. And we have
24 to make sure that the passengers that need
25 rides get rides. I will say that whenever I

1 do go to driver engagement events, I have
2 heard from folks who have been locked out
3 since 2019 --

4 COMMISSIONER BADER: Yeah.

5 CHAIR VALDIVIA: -- since 2022. So,
6 this is not a past situation. It is a
7 situation that's still alive today, and those
8 are, you know, complaints that we do hear
9 about. So, thank you, Commissioner,
10 appreciate that.

11 Anything else?

12 (No response).

13 CHAIR VALDIVIA: No? Thank you.

14 MS. ELUTO: Okay. Then, Commissioner,
15 our next item is a report by
16 Deputy Commissioner Ira Goldapper for
17 Uniformed Services Bureau on enforcement in
18 general.

19 MR. GOLDAPPER: Good morning,
20 Commissioners. Nice to see you.

21 CHAIR VALDIVIA: Good morning.

22 MS. ELUTO: Good morning.

23 MR. GOLDAPPER: For those in attendance
24 and watching on live stream, I'm Ira
25 Goldapper, deputy commissioner of TLC's

1 Uniformed Services Bureau. It's been quite
2 some time since the last time I had an
3 opportunity to update you all with respect to
4 USB's enforcement, and I wanted to share some
5 progress with you.

6 First, I'm incredibly pleased to
7 announce that our USB training academy is now
8 certified by New York State Division of
9 Criminal Justice Services, to conduct the
10 state-mandated basic peace officer training.
11 This not only allows us to conduct this
12 portion of the training academy, as well as
13 annual recertification on our own, but it
14 also controls our scheduling. We no longer
15 have to coordinate with other entities or
16 academies.

17 It also enables us to assist other city
18 agencies for their training as well, as we
19 are wrapping up a group of inspectors from
20 Department of Buildings this week, that will
21 be completing the program. I am also
22 incredibly happy to announce that we're
23 graduating a class of new officer to join our
24 ranks in the next couple of weeks on
25 July 28th. They are incredibly happy and

1 eager to get out onto the streets after their
2 nearly six-month academy program.

3 We have also refocused our efforts more
4 significantly to tackle unlicensed for-hire
5 activity. In this calendar year, through
6 June alone, we issued over 3,500 summonses to
7 unlicensed for-hire operatives, compared to
8 the 4,369 summonses issued for all of last
9 year. Similarly, in these six months, we
10 more than doubled the number of summonses
11 issued for illegal commuter vans than all of
12 last year, and seized 73 vehicles utilized
13 for unlicensed for-hire activity.

14 The officers and the staff involved
15 have truly worked their tails off, and I
16 couldn't be prouder of their hard work and
17 dedication. This was -- along with the
18 officers and staff, this was made possible by
19 changing our approach. We moved away from
20 patrol-based enforcement in which officers
21 would patrol particular precincts in the City
22 looking for violations.

23 Although, there are some benefits to
24 patrol-based enforcement for general
25 enforcement, it does not allow us to

1 specifically target particular issues of
2 unlicensed for-hire activity as effectively.
3 And with our limited resources, we found
4 ourselves consumed with hitting every
5 precinct than the actual problem of
6 unlicensed for-hire activity.

7 Beginning in January, we transitioned
8 to operations-based enforcement to tackle
9 unlicensed for-hire activity, in which we
10 identify specific locations and targets high
11 unlicensed for-hire activity, and develop
12 operations particular to the location. There
13 is no one-size-fits-all solution to
14 unlicensed for-hire activity, so our
15 operations are specific to the target and the
16 location, and may be focused on deterrence
17 through enforcement, deterrence through
18 presence, or a mixture of the two.

19 To highlight the distinctions, I want
20 to share two very different operations
21 targeting unlicensed for-hire activity; one
22 along the Flatbush Avenue corridor, and the
23 other at JFK Airport. We regularly target
24 the Flatbush Avenue corridor, which is a
25 hotspot for unlicensed for-hire activity.

1 However, as soon as we make our first traffic
2 stop on an illegal van or unlicensed for-hire
3 vehicle, regardless of whether we're in a
4 marked unit or an unmarked patrol vehicle,
5 the drivers text one another on these
6 WhatsApp group chats, warning that TLC is in
7 the area, and they will generally park until
8 we leave.

9 While we were able to disrupt their
10 operations during that time we're there, we
11 have greater impact when we're able to get
12 their vehicles off the road. Many of these
13 vehicles are not properly registered.
14 They're utilizing stolen license plates or
15 ghost plates to avoid detection, avoid
16 various bus lane and red light cameras, as
17 well as payment of toll.

18 Oftentimes, these vehicles and their
19 owners are on the Department of Finance's
20 staff law office for unpaid judgments. So,
21 we started working with the New York City
22 Sheriff's Office for joint operations. We go
23 into the neighborhood, take enforcement
24 against the unlicensed for-hire vehicles.
25 When they park, waiting for us to leave,

1 officers from Sheriff's Office drive down
2 Flatbush and the surrounding blocks with a
3 license plate reader. When they get a hit on
4 the license plate reader, they impound the
5 vehicle.

6 This has been incredibly successful for
7 both TLC and the Sheriff's Office. During 15
8 of these joint operations with the New York
9 City Sheriff's Office, between March 10th and
10 June 12th of this year, 473 summonses had
11 been issued for various infractions, and 171
12 vehicles had been impounded along Flatbush
13 Avenue corridor, as well as around Jamaica
14 Avenue, where we've done similar operations.

15 In contrast, at the airport where
16 hustlers are often in and around the
17 terminals soliciting, it's not easy to catch
18 them with their unlicensed for-hire vehicle,
19 as required under New York City
20 Administrative Code 19-506. While New York
21 State Vehicle and Traffic Law Section 1220-b
22 prohibits the unauthorized solicitation of
23 ground transportation at the airport, the
24 monetary penalties alone do not seem to be
25 effective, as some hustlers have been issued

1 numerous summonses and continue to operate.

2 Therefore, in order to make it as
3 disruptive as possible to their operations,
4 and to make it become as cost prohibitive for
5 these hustlers to continue, TLC has been
6 working with the Port Authority of New York
7 and New Jersey, conducting an operation of
8 deterrence through presence. From mid-June
9 to present, we've been conducting a surge
10 operation at JFK in which up to 30 uniformed
11 TLC officers per tour walk along JFK
12 Terminal 4, inside and out, directing members
13 of the public to the taxi queues and away
14 from hustlers nearly 24 hours a day.

15 While we are at Terminal 4, Port
16 Authority police officers are doing the same
17 at the other terminals. This unprecedented
18 operation is preventing the hustlers from
19 getting any trips at all, which is far more
20 expensive and disruptive to their operations
21 than receiving the summons alone. Along with
22 uniformed presence from TLC and Port
23 Authority police, announcements warning
24 passengers about unlicensed for-hire trips
25 are regularly played over the PA at the

1 terminals and there are similarly an
2 increased signage.

3 Talking with various folks at the
4 terminal, including passengers, airport
5 workers, and individuals who direct the
6 traffic away from the frontage, it is clear
7 that the strategy has had tremendous
8 benefits. Although summonses at JFK airport
9 are down during this period, so is hustling.
10 Passengers have been expressing how nice it's
11 been to get off the plane and not get
12 solicited by an unlicensed for-hire operator
13 in and around the terminal.

14 Port Authority police department's
15 calls to service for hustling are also
16 drastically down. Vehicular traffic at the
17 terminals, even on some of their busiest
18 travel days, has been moving smoothly. All
19 in all, it's been a tremendous success, and
20 we'll continue to work closely with
21 Port Authority, so we don't give the
22 terminals back to the hustlers.

23 These are just two examples of our
24 operations against unlicensed for-hire
25 activity, but I wanted to highlight them, to

1 show our movement away from patrol-based
2 enforcement towards a more strategic
3 operations-based approach. This
4 operations-based approach allows us to more
5 effectively target and prioritize the worst
6 locations for unlicensed for-hire activity,
7 because we do not have enough officers to
8 merely patrol the City and try to be
9 everywhere. But there is much more to do,
10 and we'll continue our focus on unlicensed
11 for-hire activity, utilizing our resources,
12 available resources from our sister agencies,
13 as well as private stakeholders, to combat
14 unlicensed for-hire activity.

15 And I would be remiss if I didn't take
16 this opportunity to ask you all for support
17 in assisting with additional officers,
18 because there's significant work to be done
19 across the City, and the soon-to-be 140 plus
20 officers are just not enough to cover it all.
21 This significantly limits our ability to
22 target areas, like the Staten Island Ferry,
23 the cruise terminals in Brooklyn and
24 Manhattan, and other major transportation
25 hubs, as often as is necessary, to end

1 unlicensed for-hire activity.

2 So, I just ask you all for your
3 assistance and lobby for more officers and
4 classes as we can. No PBS tote bags, though.
5 And if you have any questions, I'd be more
6 than happy to answer.

7 COMMISSIONER VELAZQUEZ: Thank you so
8 much for the presentation. And it sounds
9 like that shift to operations-based has been
10 really successful, so kudos to you guys.

11 So, in terms of your -- how many
12 officers you had, I'm assuming there's been a
13 reduction in your headcount. Can you talk a
14 little bit, maybe, about over the last couple
15 of -- I don't know if you guys go by calendar
16 or fiscal, what that reduction has been maybe
17 over in the last three or four years, or
18 could you -- how many officers you have now,
19 as compared to three or four years ago.

20 MR. GOLDAPPER: Sure. So, it's
21 actually a little further back than three or
22 four years. We've never really recovered
23 from the pre-COVID numbers. So, we are
24 currently at about 122 enforcement officers.
25 We are graduating a class in a couple of

1 weeks. We're expecting another 20, and so
2 that's about 142 or 143. Pre-COVID, or I
3 should say -- I can't remember the peak, but
4 we were at some point, had 250 officers alone
5 just for enforcement, not including our
6 safety and emissions inspectors.

7 COMMISSIONER VELAZQUEZ: How many
8 combined, then, are there?

9 MR. GOLDAPPER: About just over 210,
10 220.

11 COMMISSIONER VELAZQUEZ: Okay.

12 MR. GOLDAPPER: I can get back to you
13 with the exact numbers.

14 COMMISSIONER VELAZQUEZ: Okay. That's
15 great.

16 And do you -- are you or had you, since
17 you started the operation, you know -- you
18 made the comment that hustling is down, and
19 people are happy because they're not being
20 hustled, and they're actually being guided to
21 our drivers.

22 Have we -- are we tracking kind of how
23 much maybe we're generating as a result of
24 that activity? I don't know if --

25 CHAIR VALDIVIA: Economic activity?

1 COMMISSIONER VELAZQUEZ: Yeah.

2 Because, again, you know, us helping you,
3 it's dollars and cents, right? So, we need
4 to make the right kind of arguments. It's
5 always good to understand if the activity
6 that you're engaging in with those officers
7 is actually really -- you could track that
8 it's putting money in the driver's pocket.
9 Because that's always a good idea to be able
10 to do that. So, I'm not sure if you guys are
11 kind of setting yourself up for that.

12 CHAIR VALDIVIA: No, I appreciate that.
13 I'll take that back, Commissioner. I do
14 think that that has been an interesting, you
15 know -- typically enforcement seems to be
16 measured by the number of summonses, right?
17 It's, you know -- and some people think it's
18 a numbers game. I think what's really
19 fascinating about this is actually deterrence
20 has much more impact than summonses, right?
21 So, that is something where TLC can take that
22 back and say, "What are other areas where we
23 need to use strategic type of enforcement?"

24 So, that's the first thing I really
25 want to make sure that the Commissioners take

1 away, because what you might see in the
2 numbers is the decline in summonses, but a
3 better environment for JFK. And number two
4 on that, I have asked about what is that
5 economic activity impact? That's a little
6 bit harder to gauge, but maybe it is
7 something where we can work with advocates
8 and work with driver groups to understand --
9 are you seeing an impact in your pocket, and
10 what does that look like?

11 And I just want to emphasize, you know,
12 I did have an opportunity to talk about the
13 driver survey before, 4,000 respondents. I
14 believe it was about 28 percent of drivers
15 said one of the most frustrating thing to
16 deal with is this hustling activity, because
17 drivers and small businesses and bases, they
18 go through a lot of hoops to operate legally
19 in New York. And then, we let, you know,
20 these folks who go through no hoops to steal
21 the trips.

22 And so, I do think we're getting some
23 good feedback at your point on economic
24 activity. And one thing that the deputy
25 commissioner highlight, maybe highlighted,

1 was that our -- the reports we're getting is
2 that actually on the airport frontages,
3 congestion is down. And that's been one of
4 the biggest difficulties at JFK during
5 construction.

6 And so, to have that congestion -- so
7 then, it's like well, how do you measure the
8 economic impact of congestion relief?
9 There's that. How do you measure the fact
10 that tourists are saving money because they
11 didn't get scammed a thousand dollars? And
12 then, how do you measure the impact of, like,
13 the trips? And I think those are kind of
14 tough numbers to get, but it's definitely
15 something we'll look into.

16 So, thank you for that, Commissioner.

17 COMMISSIONER VELAZQUEZ: Thank you.

18 COMMISSIONER BADER: First, let me
19 commend you and the People for the job you've
20 done at JFK. I experienced it firsthand. I
21 traditionally speak to the Port Authority
22 police and the TLC dispatchers when I arrive
23 here, and I noticed it right away when I got
24 off the plane that the normal hustlers were
25 not there, so I commend you on that. I have

1 two questions that are follow-up.

2 One is, you indicated that the state
3 law has a system of fines, which is not
4 really deterrent. So, can you tell us what
5 needs to be done and how we can be helpful to
6 ensure that maybe we can do something about
7 those fines so it is a deterrent, number one.
8 And my second question is, which is a
9 follow-up, which is relative to the finances.
10 The peak of the number of -- we will try to
11 do whatever we can to get an increase in the
12 budget, so that we have more service people
13 patrolling.

14 Can you give any idea of what that
15 amount is that we would need to add, so that
16 we could operate in a way that we feel is
17 appropriate?

18 CHAIR VALDIVIA: Deputy Commissioner,
19 I'll take that one.

20 That's something that we'll come back
21 to you all on. But I do think, you know,
22 when you look at the market growth over the
23 past ten years, since 2013, 2014, the last
24 time I was at TLC, I started in 2015, it's
25 not proportional, right? And so, we have to

1 think about that. And so, we'll come back to
2 you on that. I really appreciate your
3 interest and support on this one.

4 I will say my understanding is, Deputy
5 Commissioner, that, you know, people are
6 thanking our officers, drivers are thanking
7 our officers at the airport. And that is an
8 incredible cultural moment, I think, because
9 that's typically not the case. And so, I do
10 think we're on to something here, and we just
11 have to continue our close partnership with
12 the Port Authority and driver groups who have
13 done an incredible job in highlighting that
14 this is a really tough issue for them, so
15 thank you.

16 Any other questions.

17 (No response).

18 CHAIR VALDIVIA: Thank you, Deputy --

19 MR. GOLDAPPER: Well, if I may --

20 CHAIR VALDIVIA: Oh, sure.

21 MR. GOLDAPPER: You still have your
22 question about the state law?

23 COMMISSIONER BADER: Yes.

24 CHAIR VALDIVIA: Oh, yes.

25 MR. GOLDAPPER: Just want to -- my

1 apologies.

2 So, there's two different laws based --
3 so, the state law that the referenced at the
4 airport that wasn't -- didn't seem effective
5 enough, that's the Vehicle Traffic Law
6 1220-b. That is specific to the airports.
7 It's unauthorized solicitation of ground
8 transportation at an airport. My
9 understanding in speaking with
10 Port Authority, as well as DMV, is that
11 they're actually, as part of Operation Legal
12 Ride, they're looking into increasing and
13 adding points to the driver's license for
14 those who are found guilty of that violation,
15 so they are working on that.

16 COMMISSIONER BADER: They're working on
17 it, but nothing's happened?

18 MR. GOLDAPPER: That was part of the
19 Operation Legal Ride that was just announced,
20 I believe, in the last month.

21 CHAIR VALDIVIA: I believe it's a new
22 rule, and so --

23 MR. GOLDAPPER: Yeah.

24 CHAIR VALDIVIA: -- that's has to get
25 passed or whatnot, right?

1 COMMISSIONER BADER: Is that an
2 administrative thing, or is that a
3 legislative procedure?

4 CHAIR VALDIVIA: You know, I'm not
5 sure, so we'll get back to you.

6 Do you know?

7 MR. GOLDAPPER: Legislative.

8 CHAIR VALDIVIA: Oh, it's a
9 legislative?

10 MR. GOLDAPPER: Yeah.

11 CHAIR VALDIVIA: So then, that will
12 be --

13 COMMISSIONER BADER: So, in a case like
14 this, would it be appropriate for us to pass
15 a resolution calling upon the state
16 legislature to amend this Section 1220-b, so
17 that anyone who is found guilty of violating
18 this section will have X number of points
19 added onto their license? Is that something
20 you could do?

21 CHAIR VALDIVIA: I'm happy to look into
22 that, and I'll advise the Commissioners on
23 what we -- what TLC staff think is the most
24 appropriate, so thank you, Commissioner.

25 All right. We relieve you of your

1 duties for this morning.

2 Thank you very much, Commissioner.

3 MR. GOLDAPPER: Thank you.

4 MS. ELUTO: Thank you.

5 Commissioner Valdivia, do you have any
6 other announcements?

7 CHAIR VALDIVIA: Yes. I just wanted to
8 highlight that this month is also Disability
9 Pride Month. And given the fact that TLC has
10 been a partner on disability issues, and has
11 proudly worked to make our fleet more
12 wheelchair accessible, this is a great month
13 for us. And we have been doing some
14 community outreach, and I have attended
15 events as well, to show -- but also to learn
16 as a new commissioner, to learn about the
17 current issues at hand. And so, I am excited
18 to report back in the future, as it relates
19 to our accessibility programs and what we're
20 doing.

21 And I want to thank everybody for being
22 here during the heat wave, and so please stay
23 safe. And so, I think that's my latest
24 update.

25 MS. ELUTO: Okay.

1 CHAIR VALDIVIA: So, what is next?

2 MS. ELUTO: Next, I'm going to call on
3 our Assistant Commissioner for Licensing and
4 Standards, Parmjit Singh, to present the base
5 license applications.

6 MR. SINGH: Good morning,
7 Commissioners. I'm here to present two new
8 livery bases and 44 renewal bases for your
9 approval.

10 MS. ELUTO: Commissioners, could we
11 have a vote on adopting the base license
12 recommendations. All in favor --

13 COMMISSIONER BADER: Can I ask a
14 question.

15 MS. ELUTO: Oh. Sure.

16 COMMISSIONER BADER: We have two new
17 based applications.

18 MR. SINGH: That is correct.

19 COMMISSIONER BADER: Are these -- are
20 either of these associated with ownership of
21 other bases? Or are these totally
22 independent entities that are starting and
23 applying for these applications?

24 MR. SINGH: So, one of the new bases is
25 actually associated with three other bases.

1 COMMISSIONER BADER: Okay. And the
2 other one is a brand-new one?

3 MR. SINGH: That is correct.

4 COMMISSIONER BADER: And the one that
5 has other bases, have there been any
6 instances that we know of where they have
7 operated in any way other than appropriately?

8 MR. SINGH: I will have to look into
9 that. I'll get back to you.

10 COMMISSIONER BADER: Thank you.

11 MS. ELUTO: All right. Commissioners,
12 are we prepared to adopt the recommendations?
13 Please raise your hands.

14 (All hands raised).

15 MS. ELUTO: Great. It passes
16 unanimously.

17 Thank you, Commissioner Singh.

18 MR. SINGH: Thank you.

19 MS. ELUTO: And Commissioner Valdivia,
20 any additional business?

21 CHAIR VALDIVIA: No. No, additional
22 business.

23 Commissioner Bader has something for
24 us, a surprise, I hope.

25 COMMISSIONER BADER: I have a surprise.

1 CHAIR VALDIVIA: (Laughter) okay.

2 COMMISSIONER BADER: I will change,
3 kind of, the feeling here. I had the
4 pleasure over the weekend of going to a
5 concert, where I heard a New York woman,
6 who's a singer/songwriter, introduce and
7 perform a song that related to her
8 experiences in 1995. And it's -- the name of
9 the song is, "Song of the Exiled," and it was
10 her homage to taxi drivers, and her
11 experience with taxi drivers in the City of
12 New York.

13 And I spoke to her afterwards, she
14 lives down in the Village, and she's been
15 singing for about 30 years. And she had it
16 in the song, which I'm not going to play the
17 whole thing, even though I have it as an MP3.
18 She did talk about her experience with three
19 specific drivers from three different parts
20 of the world. But I did want to put into the
21 record, the chorus, which says:

22 "I've seen New York's treasures
23 celebrated and renowned and also those not
24 made of stone or steel. The stories of my
25 town, like the song of the exile. The men

1 who drive the cabs as they live the story of
2 our city and the promise of our flag."

3 Which I think it's home to drivers and
4 people here, and I would maybe see whether or
5 not we could find a way to make this song an
6 unofficial, official song of the TLC or of
7 the drivers. And I was very happy to hear
8 this woman, and when she found out that I was
9 a Commissioner, she said, "I can't believe
10 I'm running into you in Massachusetts," but
11 she did. So, maybe I'll just pass that
12 along. We can put it into the record.

13 I have one other thing to talk about.
14 It's a little different, but it follows up
15 relative to comments that were made earlier
16 relative to the relationship the drivers have
17 to the TLC, and the issue that the Mayor has,
18 and a couple of other things. And this one I
19 think I'll read, because it's a little
20 similar, and this is how it goes:

21 "Whereas, there are currently 180,000
22 TLC licensed drivers, the great majority of
23 whom drive for-hire vehicles, and whereas
24 there are more than 5,000 drivers delivering
25 packages for Amazon in New York, and whereas

1 there are approximately 5,000 UPS drivers
2 delivering packages in New York City, and
3 whereas there are approximately 3,000 FedEx
4 drivers delivering packages in New York City,
5 and whereas there are thousands of other
6 professional drivers driving throughout our
7 city, and whereas all of these drivers do not
8 have a home base in which they can use
9 bathroom facility.

10 And whereas, the City of New York has
11 expressed the desire to initiate a pilot plan
12 for the installation of a thousand portable
13 toilets throughout the City, which we all
14 know is so important. And whereas, the
15 entities described above, who are responsible
16 for these drivers, do not provide bathroom
17 facilities, therefore, be it resolved, the
18 Taxi and Limousine Commission of the City of
19 New York is requesting that the appropriate
20 city agencies, including the TLC, study and
21 devise an appropriate and fair way for the
22 aforementioned entities to be charged to pay
23 for the construction and the maintenance of
24 these portable bathroom facilities."

25 It does not make any sense that the

1 City of New York should have to pay for these
2 facilities when the companies and the cost of
3 all of this should be absorbed and paid for
4 on an ongoing basis by the companies that
5 employ these people. Most people work in
6 environments, as everybody here does, where
7 there is a bathroom facility. The only
8 people who don't have bathroom facilities are
9 drivers throughout the City.

10 And so, this is an idea. The City has
11 a fiscal crisis. They want to cut -- we have
12 a fiscal crisis, which is why some of our
13 budget was cut. So, one of the ways that we
14 can small minimize this is have the people
15 who should pay the bathroom facilities for
16 their employees pay for the bathroom
17 facility.

18 So, I don't know if we can vote on
19 this, how we can do this, but I certainly
20 think it is an important policy issue that
21 the TLC needs to address and for us to
22 show -- take the initiative, maybe, in
23 showing this is the fair way to do this, and
24 it follows all of the other things that the
25 Mayor, and the City, and the City Council,

1 and all of the issues that we hear relative
2 to the responses, that this is something that
3 I'd like to see us take, you know -- move
4 forward on.

5 Thank you.

6 MS. ELUTO: So, we are studying the
7 bathroom situation, and we can discuss
8 further what more we can do.

9 CHAIR VALDIVIA: Commissioner, I think
10 what I'd like to say is, one, I'm so excited
11 that you share my passion for worker voice on
12 the street, worker voice when it comes to
13 access to facilities, because I do believe
14 there are hundreds of thousands of people who
15 work on the streets each day, who have
16 difficulty finding rest areas, have
17 difficulty accessing bathrooms.

18 You know, as you know, City Hall and
19 the Mayor is interested in doing work around
20 on bathrooms, and we're very involved in that
21 effort. So, I don't want it to be seen as we
22 are not involved, that they're doing
23 something different than we are. We are
24 working in concert with the Mayor's Office on
25 that. Bathroom access is top of my agenda,

1 as it relates to driver dignity, and so I'm
2 excited to talk more about it.

3 And thank you for your comments. I
4 appreciate it.

5 COMMISSIONER BADER: I think this is
6 clearly something that we can, you know -- we
7 don't need to follow. We can take the lead.
8 We can make the suggestion. We can do it
9 as -- if there's a way, what I'd really like
10 to see us be able to do is on policy issues,
11 pass resolutions, pass whatever, so that they
12 can be presented to the appropriate city, to
13 the appropriate state agency, whatever the
14 appropriate agency is, so they can understand
15 that this Commission, this agency, this
16 Commission feels strongly about these issues.

17 We are supposed to -- all of us here
18 are supposed to represent the people, the
19 riders, the drivers, of the City of New York,
20 and I think that we need to show that we do
21 represent these people. And we need to do it
22 in a way where we're showing some kind of
23 initiative. So, that's why I think it's
24 important sometimes that we officially pass
25 resolutions that go out into the press and

1 that give us some standing relative to
2 policy, that will make life and improve the
3 situation for the drivers and the passengers
4 throughout the City.

5 CHAIR VALDIVIA: I really appreciate
6 that. Thank you, Commissioner.

7 COMMISSIONER BIERSTEIN: If I could
8 just -- I don't know if this is on.

9 If I could just reinforce what
10 Commissioner Bader said, I think the idea of
11 adding two -- in the areas where the TLC does
12 not have the authority to do on its own what
13 it wants to do, such as -- and I think the
14 bathroom access is one of them, where there
15 already are ongoing efforts behind the scenes
16 to work with other agencies, but adding to
17 our tools, a public front to that of both the
18 back channel work that you're already doing,
19 and a more public front in the form of a
20 resolution.

21 And I'm not necessarily taking a
22 position on whether this is the issue for it
23 or this is the timing, or exactly what the
24 resolution should say, but I think the
25 concept of adding a public face and public

1 resolutions, which go to the press at an
2 appropriate time to give more clout to the
3 behind the scenes work that you're already
4 doing, is something that should be
5 considered.

6 I think it's a tool that we haven't
7 been using, and it may be a valuable tool
8 that we should look into using, because
9 publicity can be our friend, and we shouldn't
10 ignore that while you're working so hard
11 behind the scenes, that a little publicity, a
12 little press may be the extra nudge that you
13 need. And a resolution will get that, a
14 resolution from the Commission is news. And
15 it's not only an official statement, but it's
16 a newsworthy statement, and that may be the
17 nudge you need.

18 CHAIR VALDIVIA: I really appreciate
19 this, Commissioner. Our general counsel will
20 take back what it might mean to do
21 resolutions and things like that. And we'll
22 commit to being a lot more transparent about
23 the work that we're doing, to make sure that
24 you're all in the loop, and, you know -- and
25 I'm really excited to have, you know, our

1 fellow commissioners be so passionate about
2 these issues, so thank you.

3 All right. Any other new business? No
4 -- oh, I have a gavel, so I'm going to use
5 it. Okay. We're done. Thank you all.
6 Appreciate it.

7 (TIME NOTED: 11:00 a.m.)

8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

C E R T I F I C A T E

STATE OF NEW YORK)

:SS

COUNTY OF QUEENS)

I, SABRINA BROWN STEWART, a Notary Public
within and for the State of New York, do hereby
certify:

That the witness whose examination is
hereinbefore set forth was duly sworn and that such
an examination is a true record of the testimony
given by such a witness.

I further certify that I am not related to
any of these parties to this action by blood or
marriage, and that I am not in any way interested in
the outcome of this matter.

IN WITNESS WHEREOF, I have hereunto set my
hand on this 1st day of August, 2026.

Sabrina Brown-Stewart
Sabrina Brown Stewart

\$100 9:11	accessible 43:12	advocates 7:8 37:7
\$129 7:23	accessing 50:17	advocating 23:12
\$200 9:5	accountability 5:16 13:9	affairs 18:20
\$500 9:11	accountable 5:20	affordability 17:25
& 3	achieve 6:16	aforementioned 48:22
'27 8:1	across 4:20 33:19	after 16:22 27:1
10th 30:9	acting 10:23	afterwards 46:13
1220b 30:21 41:6 42:16	action 55:14	again 10:14 12:15 24:16 36:2 (4)
12th 30:10	active 19:22	against 29:24 32:24
13th 9:18 10:15	activity 27:5,13 28:2,6,9,11,14,21,25 32:25 33:6,11,14 34:1 35:24,25 36:5 37:5,16,24 (20)	agencies 17:11 22:20,21 26:18 33:12 48:20 52:16 (7)
1st 55:18	actual 21:19 28:5	agency 4:20,23 11:3 22:13 23:3,5 51:13,14,15 (9)
28th 26:25	actually 12:25 34:21 35:20 36:7,19 38:2 41:11 44:25 (8)	agenda 11:5 19:3 50:25
3rd 11:12	add 39:15	agents 7:6
ability 33:21	added 42:19	ago 15:6 34:19
able 18:6 23:11 24:7 29:9,11 36:9 51:10 (7)	adding 41:13 52:11,16,25 (4)	agree 14:22
about 4:25 6:11 7:12 14:20 15:5 16:16,24 18:9 19:12 23:18 24:18,19,22 25:9 31:24 34:14,24 35:2,9 36:19 37:4,12,14 39:6 40:1,22 43:16 46:15,18 47:13 51:2,16 53:22 54:1 (34)	additional 10:19 33:17 45:20,21 (4)	agreement 10:9
above 48:15	address 7:2 49:21	airport 4 28:23 30:15,23 32:4,8 38:2 40:7 41:4,8 (10)
absorbed 49:3	administration 4:16 7:14 13:12 17:19 (4)	airports 7:17 41:6
abstract 6:13	administration's 8:13	aisha 16:5
academies 26:16	administrative 30:20 42:2	alive 25:7
academy 26:7,12 27:2	adopt 11:10 45:12	allow 27:25
access 5:10 6:10 7:15 17:4,5,15 50:13,25 52:14 (9)	adopted 11:15	allows 10:1 26:11 33:4
accessibility 43:19	adopting 11:11 44:11	almost 13:23
	advise 42:22	alone 27:6 30:24 31:21 35:4 (4)

along 20:18 27:17 28:22 30:12 31:11,21 47:12 (7) alongside 4:10 6:7 22:15 already 7:25 9:4,6,12 52:15,18 53:3 (7) also 6:16 7:15 8:11 9:12,13,21 15:1 18:8 19:8 22:24 26:14,17,21 27:3 32:15 43:8,15 46:23 (18) although 17:8 27:23 32:8 always 16:3 22:21 36:5,9 (4) am 10 4:2,3,4,9,12 7:3 8:9,9 10:11,15 15:12 17:17 18:5 26:21 43:17 54:7 55:13,15 (19) amazon 47:25 amend 42:16 amount 39:15 andrea 2:6 anecdotes 20:21 announce 8:20 26:7,22 announced 41:19 announcements 31:23 43:6 annual 9:5 26:13 another 29:5 35:1 answer 34:6 anyone 42:17 anything 18:1 24:22 25:11 apologies 41:1 apologize 11:20 12:15 app 16:15 20:4,14	applications 44:5,17,23 applying 44:23 appreciate 11:18 25:10 36:12 40:2 51:4 52:5 53:18 54:6 (8) approach 27:19 33:3,4 appropriate 39:17 42:14,24 48:19,21 51:12,13,14 53:2 (9) appropriately 45:7 approval 44:9 approximately 48:1,3 april 12:2 13:13 are 5:3,4 6:13,17 9:2,8,13,14 10:2 11:7,14 12:14 13:11 14:5,20,25 15:2,8,14,23 16:6 17:9,13,16 18:3,13 19:2 20:4,11,23 21:10,24 22:4,4,14,16,19,21 23:1,4,5 24:1,18,20 25:8 26:19,25 27:23 28:15 29:13,19 30:16 31:15,16,25 32:1,9,15,23 33:20 34:23,25 35:8,16,19,22 36:10,22 37:9 38:10,13 39:1 40:5,6 41:14,15 44:19,19,21,22 45:12 47:21,24 48:1,3,5,15 49:8 50:6,14,22,23,23 51:17,18 52:15 (96) area 29:7 areas 17:4 33:22 36:22 50:16 52:11 (5) arguments 36:4 around 5:13 17:13,15 19:11,13,17 20:2,5,8 30:13,16 32:13 50:19 (13) arrive 38:22 article 12:13 articulate 19:14,15	ask 33:16 34:2 44:13 asked 11:2 37:4 asking 18:24 21:21,25 aspects 4:21 assist 26:17 assistance 34:3 assistant 3:4 44:3 assisting 33:17 associated 44:20,25 assuming 34:12 attendance 25:23 attended 43:14 august 9:18 10:15 21:17 55:18 (4) authority 31:6,16,23 32:14,21 38:21 40:12 41:10 52:12 (9) available 12:14 33:12 avenue 28:22,24 30:13,14 (4) avoid 29:15,15 aware 22:20 23:15 away 27:19 31:13 32:6 33:1 37:1 38:23 (6) b 17 back 9:19 10:20 11:16 32:22 34:21 35:12 36:13,22 39:20 40:1 42:5 43:18 45:9 52:18 53:20 (15) bader 2:4 4:7 20:25 21:1,21,24 22:3,18 25:4 38:18 40:23 41:16 42:1,13 44:13,16,19 45:1,4,10,23,25 46:2 51:5 52:10 (25)
--	--	---

bags 34:4 bare 23:14 base 7:6 44:4,11 48:8 (4) based 41:2 44:17 bases 16:15 37:17 44:8,8,21,24,25 45:5 (8) basic 26:10 basis 4:19 17:3 49:4 bathroom 6:10 7:14 17:5 48:9,16,24 49:7,8,15,16 50:7,25 52:14 (13) bathrooms 17:13 50:17,20 beaver 7 because 7:1 8:2 11:20 13:1 18:7 19:3 23:8 24:22 33:7,18 35:19 36:2,9 37:1,16 38:10 40:8 47:19 50:13 53:8 (20) become 31:4 before 10:19 11:7 37:13 beginning 28:7 behest 21:4,5 behind 52:15 53:3,11 being 11:19 12:16 23:8 35:19,20 43:21 53:22 (7) believe 37:14 41:20,21 47:9 50:13 (5) benefits 27:23 32:8 best 18:9 better 5:8,18 7:10,14,15 14:14 16:3 37:3 (8) between 30:9	biannually 18:7 bierstein 2:6 4:8 52:7 big 14:5 21:3 biggest 16:20 17:5 38:4 bike 6:8 bill 19:22 24:12 bit 34:14 37:6 blocks 30:2 blood 55:14 board 2:3 4:5 bones 23:14 both 20:8 30:7 52:17 brandnew 45:2 bring 16:23 23:13 bringing 20:18 brooklyn 33:23 brown 25 55:6 budget 7:21,22 39:12 49:13 (4) build 5:8 8:23 building 5:18 buildings 26:20 burden 10:13 burdens 9:1 bureau 25:17 26:1 bureau25 3:3 bus 6:8 29:16	busiest 32:17 business 5:7,21 8:7 10:19 14:15 18:10,11 23:3 45:20,22 54:3 (11) businesses 15:22 16:7,14 17:22 18:12 37:17 (6) busy 7:5 bystanders 24:20 c 2:1,5 55:1,1 (4) cabs 47:1 calendar 27:5 34:15 call 11:9 44:2 calling 4:2 42:15 calls 32:15 cameras 29:16 can 5:10 6:17 7:9 16:2 21:8 34:4,13 35:12 36:21 37:7 39:4,5,6,11,14 44:13 47:12 48:8 49:14,18,19 50:7,8 51:6,7,8,8,12,14 53:9 (30) can't 20:13 35:3 47:9 cannot 5:24 7:1 12:16 13:2,2 (5) car 9:14,15 cards 18:22 case 24:5 40:9 42:13 catch 30:17 celebrated 46:23 centers 6:25 cents 36:3 certain 9:3
--	--	---

certainly 49:19 certified 26:8 certify 55:8,13 chair 18 4:1,3 11:18 12:23 19:19 21:11 22:10 24:9 25:5,13,21 35:25 36:12 39:18 40:18,20,24 41:21,24 42:4,8,11,21 43:7 44:1 45:21 46:1 50:9 52:5 53:18 (31) challenged 21:6 challenges 13:19 16:12 change 46:2 changes 9:21 changing 27:19 channel 52:18 charge 22:7 charged 48:22 chats 29:6 cheering 5:5 child's 5:5 chorus 46:21 city 2 5:25 7:22 12:7 18:1 19:21 21:4 22:6,16,20 23:5,17,18,22,25 26:17 27:21 29:21 30:9,19 33:8,19 46:11 47:2 48:2,4,7,10,13,18,20 49:1,9,10,25,25 50:18 51:12,19 52:4 (40) class 26:23 34:25 classes 34:4 clear 15:14 22:11 24:21 32:6 (4) clearly 51:6	close 40:11 closely 32:20 clout 53:2 code 30:20 codes 18:23 collaborate 6:17 combat 33:13 combined 35:8 come 8:25 16:8,9 39:20 40:1 (5) comes 16:11 22:25 50:12 commend 38:19,25 comment 10:14 19:24 35:18 comments 10:17 20:12 47:15 51:3 (4) commercial 20:5,7 commission 3 4:4 11:8 13:13 23:5,7 48:18 51:15,16 53:14 (10) commissioner 18 2:4,5,6,7 3:2,4 4:3,6,6,7,8,13,14,16 7:16 8:10 10:23 11:2,16 16:4,24 19:6,7 20:25 21:1,21,24 22:3,18 24:10,17 25:4,9,14,16,25 34:7 35:7,11,14 36:1,13 37:25 38:16,17,18 39:18 40:5,23 41:16 42:1,13,24 43:2,5,16 44:3,13,16,19 45:1,4,10,17,19,23,25 46:2 47:9 50:9 51:5 52:6,7,10 53:19 (76) commissioners 2:3 4:5,9 11:2,7,24 23:8,10 25:20 36:25 42:22 44:7,10 45:11 54:1 (15) commit 53:22	committed 8:9 communicate 15:23 communications 15:12,14,19 communities 14:4 community 6:25 12:11 16:8 18:20 43:14 (5) commuter 27:11 companies 16:15 20:10,14 49:2,4 (5) compared 27:7 34:19 competition 16:19 complaint 21:20 complaints 25:8 completing 6:4 26:21 comprehensive 12:4 computeraided 25 concept 52:25 concern 20:7,13 concerns 20:5 concert 46:5 50:24 conditions 13:18 17:1 20:23 conduct 26:9,11 conducting 31:7,9 congestion 38:3,6,8 consensus 14:19 consider 11:3 consideration 9:17 considered 53:5
---	--	---

construction 38:5 48:23	47:18 (5)	deceased 9:24
consumed 28:4	court 25 21:15 22:4 23:13,15 (5)	december 11:8,12
consumer 22:12	courts 23:1,1	decisions 6:14
continually 14:3,4	cover 33:20	decline 37:2
continue 31:1,5 32:20 33:10 40:11 (5)	criminal 26:9	dedication 27:17
continued 7:23	crisis 17:25 49:11,12	deep 6:19 22:11,14
contrast 30:15	cruise 33:23	deeply 4:21
control 17:9	cultural 40:8	definitely 38:14
controls 26:14	culture 4:22	delivering 8:15 47:24 48:2,4 (4)
conversation 17:14,16	cup 5:7 7:18	denied 10:24
coordinate 26:15	curb 17:4,15	department 17:10 22:12,15 26:20 29:19 (5)
copy 11:24	current 21:7 43:17	department's 32:14
corporate 5:16 13:9 19:12,13 (4)	currently 34:24 47:21	departments 5:24
corporation 23:11	customer 16:6	deputy 4:15 7:16 16:4,23 25:16,25 37:24 39:18 40:4,18 (10)
corporations 5:19 20:4,14	cut 49:11,13	described 48:15
correct 44:18 45:3	d 17	deserves 5:18
corridor 28:22,24 30:13	daily 4:19 12:12 17:3	design 6:12
cost 31:4 49:2	dated 10:25	desire 48:11
could 19:24 34:18 36:7 39:16 42:20 44:10 47:5 52:7,9 (9)	day 6:5 15:10 18:2,3 31:14 50:15 55:18 (7)	detection 29:15
couldn't 27:16	days 7:5 9:6 13:24 32:18 (4)	deterrence 28:16,17 31:8 36:19 (4)
council 19:21 21:4 49:25	daytoday 17:1	deterrent 39:4,7
counsel 19 10:20 11:4 21:13 23:11 24:10 53:19 (7)	dcwp 21:16 22:7	develop 12:3 28:11
country's 5:6	deactivation 19:22 24:12	developed 15:20 18:19
county 55:4	deal 37:16	developing 17:9
couple 4:17 26:24 34:14,25	death 10:1	
	debt 8:4	

devise 48:21	does 14:10 15:25 27:25 37:10 48:25 49:6 52:11 (7)	32:9 38:4 43:22 (7)
didn't 33:15 38:11 41:4		duties 43:1
differ 21:12	doing 8:9 16:25 18:15 31:16 43:13,20 50:19,22 52:18 53:4,23 (11)	e 17,17,17 2:1,1 3:1,1,1 55:1,1 (10)
different 4:21 13:18 28:20 41:2 46:19 47:14 50:23 (7)	dollars 9:19 36:3 38:11	each 15:24 50:15
difficult 15:16	done 15:5 18:17 19:2 30:14 33:18 38:20 39:5 40:13 54:5 (9)	eager 27:1
difficulties 38:4	doubled 27:10	earlier 23:6 47:15
difficulty 50:16,17	down 23:14 30:1 32:9,16 35:18 38:3 46:14 (7)	earnings 17:21
dig 17:24	drafted 21:16	easy 30:17
digitize 14:14	drafting 22:7	eateries 7:1
dignity 5:3,8 13:9 51:1 (4)	drastically 32:16	economic 35:25 37:5,23 38:8 (4)
direct 32:5	drive 30:1 47:1,23	economy 7:3
directing 31:12	driver 4 5:2 7:11 8:22 11:17 12:4 13:8,14 16:11 17:21 20:16 25:1 37:8,13 40:12 51:1 (16)	ecosystem 5:23
directly 4:18 6:21 12:24 18:23 20:18,20 (6)	driver's 36:8 41:13	education 5:5
disabilities 5:12	drivers 4:18 5:3 6:4,10 7:5,20 8:7 9:1 10:13 12:6,10 13:16,22 14:6,14,21 15:13,22 16:8,13,16,21 17:2,6,14,16,18,19 18:3,8,11,23 19:24 23:16,20,23 24:23 29:5 35:21 37:14,17 40:6 46:10,11,19 47:3,7,16,22,24 48:1,4,6,7,16 49:9 51:19 52:3 (58)	effect 24:8
disability 7:8 43:8,10	driving 48:6	effective 23:12 30:25 41:4
disagree 14:23	dropoff 17:4	effectively 6:2 28:2 33:5
discuss 24:18 50:7	drug 9:5	effort 50:21
discussing 6:22	duly 55:10	efforts 27:3 52:15
dispatchers 38:22	during 7:18,22 29:10 30:7	ehail 10:22
disrupt 29:9		either 14:7 44:20
disruptive 31:3,20		elderly 5:12
dissatisfaction 16:14		eligible 8:3
distinctions 28:19		eliminate 9:8,14
diversity 12:21		eliminated 9:7
division 26:8		elisa 2:7
dmv 41:10		else 25:11

eluto 19 11:6,14 21:14,23 22:1,6 25:14,22 43:4,25 44:2,10,15 45:11,15,19 50:6 (18) emissions 35:6 emphasize 24:16 37:11 employ 49:5 employees 49:16 enables 26:17 end 33:25 enforced 21:9 enforcement 4 7:16,17 16:24 25:17 26:4 27:20,24,25 28:8,17 29:23 33:2 34:24 35:5 36:15,23 (17) enforcing 22:8 engagement 12:24 18:16 20:17 25:1 (4) engagements 20:19 engaging 4:18 36:6 english 14:1 enough 33:7,20 41:5 ensure 17:14,15 39:6 ensuring 5:9 entities 26:15 44:22 48:15,22 (4) entity 10:8 environment 37:3 environments 49:6 equipment 11:21 era 13:7	estate 9:24 evan 10:24 even 15:1 32:17 46:17 event 20:17 events 25:1 43:15 ever 10:11 every 5:9 6:18 8:3 28:4 (4) everybody 43:21 49:6 everyone 5:17 everywhere 33:9 exact 35:13 exactly 15:3 52:23 examination 55:9,11 examples 32:23 excited 7:7 10:16 13:21 16:3,22 18:5,17 19:2 43:17 50:10 51:2 53:25 (12) exciting 13:25 14:12 15:18 18:20 19:10 (5) executed 9:1 exile 46:25 exiled 46:9 existing 10:6,10 exited 10:13 expecting 35:1 expensive 31:20 experience 4:19 46:11,18 experienced 38:20	experiences 46:8 express 16:13 expressed 48:11 expressing 32:10 extra 53:12 f 17 55:1 face 52:25 facilities 16:9 48:17,24 49:2,8,15 50:13 (7) facility 48:9 49:7,17 fact 38:9 43:9 fair 5:18 14:20,25 48:21 49:23 (5) fairly 16:1 fairness 5:20 14:18 families 23:21 family 9:25 10:5 far 31:19 fare 20:3 fascinating 17:23 36:19 favor 11:11 44:12 feature 12:16 federal 22:21 fedex 48:3 fee 9:15,15 feedback 12:4 14:9 18:16 37:23 (4) feel 14:6 16:16 20:3 39:16 (4)
---	---	--

feeling 46:3 feelings 19:13 feels 51:16 fees 8:22 9:13 fellow 54:1 felt 20:9 ferry 33:22 figure 18:14 20:20 finance 4:16 finance's 29:19 finances 39:9 find 15:17 17:15 47:5 finding 50:16 fine 15:8 fines 9:10 15:1,2 39:3,7 (5) first 4:17 5:2 11:7 12:3,22 13:14 18:21 26:6 29:1 36:24 38:18 (11) firsthand 38:20 fiscal 8:1 34:16 49:11,12 (4) fix 11:22 flag 47:2 flatbush 28:22,24 30:2,12 (4) fleet 43:11 fleets 16:16 flexibility 8:23 10:2 focus 12:24 17:18 33:10 focused 18:2 28:16	folks 13:17,23 15:18 25:2 32:3 37:20 (6) follow 21:1 51:7 follows 47:14 49:24 followup 39:1,9 force 8:12 forhire 8:16 20:8 27:4,7,13 28:2,6,9,11,14,21,25 29:2,24 30:18 31:24 32:12,24 33:6,11,14 34:1 47:23 (23) form 52:19 forth 55:10 forward 19:8 21:19 50:4 forwarded 11:1 found 28:3 41:14 42:17 47:8 (4) four 9:2 10:21 34:17,19,22 (5) frequents 6:24 friend 53:9 front 16:25 52:17,19 frontage 32:6 frontages 38:2 frontline 16:6 frustrating 37:15 frustration 16:21 frustrations 16:19 full 12:9 fun 18:20 fund 7:24	further 34:21 50:8 55:13 future 5:8,19 43:18 game 36:18 gauge 37:6 gavel 54:4 general 19 10:20 11:4 21:12 24:10 25:18 27:24 53:19 (8) generally 15:13 29:7 generating 35:23 get 8:5 14:16 18:16 22:22 24:25 27:1 29:11 30:3 32:11,11 35:12 38:11,14 39:11 41:24 42:5 45:9 53:13 (18) gets 14:11 getting 31:19 37:22 38:1 ghost 29:15 give 32:21 39:14 52:1 53:2 (4) given 43:9 55:12 gives 23:6 go 18:21 24:8 25:1 29:22 34:15 37:18,20 51:25 53:1 (9) goals 6:13,16 goes 9:19 21:18 47:20 going 13:4,5,12 17:24 21:9,12 22:4,24 23:1 44:2 46:4,16 54:4 (13) goldapper 3:2 25:16,19,23,25 34:20 35:9,12 40:19,21,25 41:18,23 42:7,10 43:3 (16) good 4:1 9:20 11:6 14:9 19:20 25:19,21,22 36:5,9 37:23 44:6 (12)
--	---	---

got 18:21 38:23 gotten 15:19 government 22:21 23:3 graduating 26:23 34:25 grateful 4:10 7:3 10:11 great 21:11 35:15 43:12 45:15 47:22 (5) greater 29:11 ground 4:23 30:23 41:7 group 15:21 26:19 29:6 groups 15:20 37:8 40:12 growth 39:22 guess 23:22 guide 4:25 6:14 guided 13:8 35:20 guilty 41:14 42:17 guys 34:10,15 36:10 h 17 hall 8:12 50:18 hand 10:19 43:17 55:18 hands 11:12,13 45:13,14 (4) happened 14:12 41:17 happy 15:12 18:25 26:22,25 34:6 35:19 42:21 47:7 (8) hard 10:12 27:16 53:10 harder 37:6 has 6:3 11:2 14:7,12 15:19 21:2,16 30:6 31:5 32:7,18 34:9,16 36:14,20 39:3 41:24	43:9,10 45:5,23 47:17 48:10 49:10 (24) haven't 53:6 having 13:19 23:16 he's 18:2 headcount 34:13 hear 10:14 18:1 20:17,19,21 25:8 47:7 50:1 (8) heard 21:15,20 25:2 46:5 (4) hearing 4:18 9:17 10:16 21:17 24:7 (5) heat 43:22 held 5:19 help 7:13 helpful 39:5 helping 36:2 helps 13:1 her 46:7,10,10,13,18 (5) here 4:15 11:19 19:1 21:13 38:23 40:10 43:22 44:7 46:3 47:4 49:6 51:17 (12) hereby 55:7 hereinbefore 55:10 hereunto 55:17 hey 15:7 high 16:1 28:10 highest 23:24 highlight 6:12 8:18 12:1,19 28:19 32:25 37:25 43:8 (8) highlighted 37:25	highlighting 40:13 hines 10:24 his 10:25 hit 30:3 hitting 28:4 homage 46:10 home 5:6 47:3 48:8 honor 6:3 hoops 37:18,20 hope 45:24 host 10:16 hosting 8:11 hotspot 28:25 hours 31:14 houses 6:25 how 6:14,14 8:14 12:24 14:2 15:23 16:5 18:9 19:12 20:21 23:10 32:10 34:11,18 35:7,22 38:7,9,12 39:5 47:20 49:19 (22) however 15:15 29:1 hubs 33:25 hundreds 50:14 hustled 35:20 hustlers 30:16,25 31:5,14,18 32:22 38:24 (7) hustling 32:9,15 35:18 37:16 (4) i'd 34:5 50:3,10 51:9 (4) i'll 7:12 11:16 24:15 36:13
---	---	--

39:19 42:22 45:9 47:11,19 (9) i'm 4:1,13 6:22 7:7 10:13 16:3,22 18:17,25 20:18 21:12 25:24 26:6 34:12 36:10 42:4,21 44:2,7 46:16 47:10 50:10 51:1 52:21 53:25 54:4 (26) i've 4:12,19,23 7:21 46:22 (5) idea 9:20 36:9 39:14 49:10 52:10 (5) identify 28:10 ignore 53:10 illegal 16:20 27:11 29:2 immediate 9:25 10:5 immense 24:14 impact 23:15,19 29:11 36:20 37:5,9 38:8,12 (8) impacted 24:1 impacting 24:22 impacts 17:3 23:20 24:23 important 8:1 13:4 14:2 15:6 16:18 48:14 49:20 51:24 (8) impound 30:4 impounded 30:12 improve 52:2 improved 14:8 inc 25 include 6:23 included 6:23 including 5:11 6:25 23:13 32:4 35:5 48:20 (6)	inclusive 17:13 incomes 13:18 increase 7:17 17:21 39:11 increased 32:2 increasing 41:12 incredible 40:8,13 incredibly 26:6,22,25 30:6 (4) independent 44:22 indicated 39:2 individual 23:2 individuals 7:4 32:5 industries 18:13 industry 8:16 9:20 13:6,20 16:14 (5) inform 7:13 informs 12:25 infractions 30:11 initial 8:22,24 initiate 48:11 initiative 49:22 51:23 initiatives 6:21 17:12 19:9 injunction 21:15,22 input 23:8 inside 31:12 inspections 9:11 inspectors 26:19 35:6 installation 48:12	instances 45:6 insurance 20:6,7 interact 6:15 interest 40:3 interested 17:18 50:19 55:15 interesting 14:21,24 16:10 20:10 36:14 (5) into 8:23 9:19 15:19 16:8,9 17:24 20:15 23:10 24:8 29:23 38:15 41:12 42:21 45:8 46:20 47:10,12 51:25 53:8 (19) introduce 46:6 involved 22:9 27:14 50:20,22 (4) ira 3:2 25:16,24 is 5:2,16,22,23 8:1,2 9:4,6 10:15 11:21,25 12:19,20,24 13:8 14:2,8,17,21,24 15:3,11 16:17 18:1,11 19:1,2,22 20:11,13,15 21:7,8,9,9 22:7,13 23:15,19 24:5,7,11,11,16,22 25:6,6,15 26:7 28:13,24 29:6 31:18,19 32:6,9 33:9,25 35:18 36:7,19,21 37:2,4,6,16 38:1,3 39:2,3,7,8,8,9,15,16 40:4,7,14 41:6,10 42:1,2,17,19,23 43:8,12 44:1,18,24 45:2,3 46:9 47:20 48:14,19 49:7,10,12,14,20,23 50:2,10,19,25 51:5,10,14 52:8,14,22,23 53:4,14 55:9,11 (118) island 33:22 issue 19:11 40:14 47:17 49:20 52:22 (5) issued 27:6,8,11 30:11,25 (5) issues 7:2 17:3,6 19:16,16 28:1 43:10,17 50:1 51:10,16 54:2 (12)
--	---	---

item 11:7 25:15	18:2,3,10 19:21 20:6 21:4	leasing 20:10
items 9:2 10:19	23:4,16 24:17,19 25:8 34:15	leastly 17:17
its 13:14 52:12	35:17,24 36:2,15,17 37:11,19	leave 29:8,25
jamaica 30:13	39:21 40:5 42:4,6 45:6 48:14	legal 41:11,19
january 10:23 28:7	49:18 50:3,18,18 51:6 52:8	legally 37:18
jersey 31:7	53:24,25 (41)	legislative 24:15 42:3,7,9 (4)
jfk 18:21 28:23 31:10,11 32:8	kudos 34:10	legislature 42:16
37:3 38:4,20 (8)	l 17	let 4:25 19:12 37:19 38:18 (4)
job 38:19 40:13	lane 29:16	levels 23:12
join 26:23	languages 14:1	levine 24:17
joined 4:5	large 16:15	lh 25
joining 4:9	larger 24:4	license 5:3 9:4,6,12 23:23
joint 29:22 30:8	last 15:4 26:2 27:8,12	29:14 30:3,4 41:13 42:19
judgment 24:7	34:14,17 39:23 41:20 (8)	44:5,11 (12)
judgments 29:20	lastly 10:18 17:17	licensed 7:19 12:6 13:16
july 9 26:25	lateness 9:3	47:22 (4)
june 27:6 30:10	latest 43:23	licensing 14:13 16:4 19:18
just 5:13,24 8:20 9:16	laughter 46:1	44:3 (4)
14:18,23 18:11 20:11,16 23:18	launch 12:3 18:22	life 52:2
24:16,21 32:23 33:20 34:2	launched 6:21 13:14	light 29:16
35:5,9 37:11 40:10,25 41:19	law 21:5,7,8 22:15 23:18	lightly 17:7
43:7 47:11 52:8,9 (25)	24:5,7 29:20 30:21 39:3 40:22	like 5:24 6:11 11:20,23 13:7
justice 26:9	41:3,5 (13)	17:4,11 19:18 20:3,9 22:18
justified 15:3	laws 41:2	33:22 34:9 37:10 38:7,12
keep 12:6	lawsuit 19:23 21:9	42:13 46:25 50:3,10 51:9
kenneth 2:5	lawsuits 22:2	53:21 (22)
kind 13:14 18:15 19:14 24:4	lay 8:13	limited 28:3
35:22 36:4,11 38:13 46:3	lead 22:13 51:7	limits 33:21
51:22 (10)	learn 43:15,16	limousine 3 4:4 48:18
know 12:20 13:23 14:24	learned 12:12	listen 10:17 19:4
15:18 16:2,18 17:2,24	leases 20:8	listening 6:23 8:17

litigation 22:9 little 14:19 23:7 34:14,21 37:5 47:14,19 53:11,12 (9) live 23:25 25:24 47:1 livery 44:8 lives 46:14 loan 8:5 loans 8:8 lobby 34:3 location 28:12,16 locations 28:10 33:6 locked 25:2 lockout 21:2 lockouts 19:17 longer 26:14 look 23:9 37:10 38:15 39:22 42:21 45:8 53:8 (7) looking 9:8 19:8 20:15 27:22 41:12 (5) looks 6:11 loop 53:24 lost 9:15 lot 5:13 20:21 22:22 23:1 24:13 37:18 53:22 (7) lot's 21:18 lyft 21:23,24 made 27:18 35:18 46:24 47:15 (4) maintenance 48:23	major 33:24 majority 47:22 make 6:14 14:15 15:7 16:5 17:12 18:14 21:8 22:19 23:13,14 24:24 29:1 31:2,4 36:4,25 43:11 47:5 48:25 51:8 52:2 53:23 (22) makes 15:9 making 24:5 manhattan 33:24 many 4:12 13:25 16:16 22:20,23 24:1 29:12 34:11,18 35:7 (10) march 10:25 30:9 marked 29:4 market 7:2 18:13 20:23 24:23 39:22 (5) marriage 55:15 massachusetts 47:10 matter 55:16 may 5:14 12:12 23:9 24:10 28:16 40:19 53:7,12,16 (9) maybe 16:12 20:9 34:14,16 35:23 37:6,25 39:6 47:4,11 49:22 (11) mayor 18:2 47:17 49:25 50:19 (4) mayor's 50:24 me 4:25 14:6 19:12 20:19 38:18 (5) mean 14:10 53:20 means 5:9 6:9 23:20 measure 38:7,9,12	measured 36:16 medallion 7:6,24 8:4,4,8,23 9:22,24,25 10:2,3,4,5,6,10 (15) medallions 10:7 meet 14:4 15:21 meeting 5 4:2,20 11:9 16:7 (5) member 6:18 10:1 members 10:5,6 31:12 men 46:25 mentioned 11:23 23:6 merely 33:8 met 4:11,12 7:4 20:16 (4) michael 10:22 midjune 31:8 midori 18 4:3 might 23:11 37:1 53:20 million 6:5 7:23 9:19 minimize 49:14 minutes 11:8,10,11,14 (4) missing 9:5,11 mittchell 2:5 4:6 mixture 28:18 moment 5:15 40:8 monday 8:21 9:16 money 36:8 38:10 monitary 30:24 month 41:20 43:8,9,12 (4)
---	--	--

months 4:17 27:9 morals 14:11 more 4:21 6:1 7:13 8:18,23 9:6 10:7 15:19 17:24 23:7,12 27:3,10 31:19 33:2,4,9 34:3,5 36:20 39:12 43:11 47:24 50:8 51:2 52:19 53:2,22 (28) morning 4:1 11:6 25:19,21,22 43:1 44:6 (7) most 14:6 37:15 42:23 49:5 (4) move 5:13 50:3 moved 27:19 movement 33:1 moving 12:7 32:18 mp3 46:17 ms 11:6,14 21:14,23 22:1,6 25:14,22 43:4,25 44:2,10,15 45:11,15,19 50:6 (17) much 19:8 33:9 34:8 35:23 36:20 43:2 (6) must 5:19 6:16 8:5 mutual 10:9 my 4:15 5:16 6:20 13:24 18:18 39:8 40:4,25 41:8 43:23 46:24 50:11,25 55:17 (14) myself 24:17 n 2:1 3:1 name 46:8 nearly 6:4 7:11 9:18 12:5 27:2 31:14 (6) necessarily 52:21 necessary 33:25	need 6:9,9,10 7:9 14:16 18:16 24:24 36:3,23 39:15 51:7,20,21 53:13,17 (15) needs 16:7 39:5 49:21 negative 19:13 negatively 16:16 neighbor 5:5 neighborhood 29:23 never 34:22 new 2,8,8 4:24 5:9,25 7:22 8:15 12:7 13:7 15:17 17:25 22:17 23:22,25 26:8,23 29:21 30:8,19,20 31:6,7 37:19 41:21 43:16 44:7,16,24 46:5,12,22 47:25 48:2,4,10,19 49:1 51:19 54:3 55:2,7 (42) news 8:19 12:12 53:14 newsworthy 53:16 next 7:7 11:23 20:23 25:15 26:24 44:1,2 (7) nice 25:20 32:10 no 11:2 25:12,13 26:14 28:13 34:4 36:12 37:20 40:17 45:21,21 54:3 (12) normal 23:4 38:24 notary 55:6 noted 54:7 nothing's 41:17 noticed 38:23 now 5:1 11:4,9,16 12:7 14:17 16:10 20:18,21 21:3 26:7 34:18 (12) nudge 53:12,17	number 27:10 36:16 37:3 39:7,10 42:18 (6) numbers 5:4 34:23 35:13 36:18 37:2 38:14 (6) numerous 31:1 o 17 off 27:15 29:12 32:11 38:24 (4) office 18:19 29:20,22 30:1,7,9 50:24 (7) officer 26:10,23 officers 27:14,18,20 30:1 31:11,16 33:7,17,20 34:3,12,18,24 35:4 36:6 40:6,7 (17) official 47:6 53:15 officially 51:24 often 6:25 30:16 33:25 oftentimes 29:18 oh 20:13 40:20,24 42:8 44:15 54:4 (6) one 6:5 9:4 10:7 12:22 14:5 18:20 19:2 22:1 23:24 28:21 29:5 37:15,24 38:3 39:2,7,19 40:3 44:24 45:2,2,4 47:13,18 49:13 50:10 52:14 (27) ones 22:22 onesizefitsall 28:13 ongoing 49:4 52:15 online 11:25 only 12:20 26:11 49:7 53:15 (4) onto 27:1 42:19
--	--	---

open 19:23 operate 31:1 37:18 39:16 operated 45:7 operation 31:7,10,18 35:17 41:11,19 (6) operations 28:12,15,20 29:10,22 30:8,14 31:3,20 32:24 (10) operationsbased 28:8 33:3,4 34:9 (4) operatives 27:7 operator 32:12 operators 7:18 16:20 opine 19:24 opinions 12:21 opportunity 13:17 19:15 26:3 33:16 37:12 (5) opposed 24:1 order 4:2 6:15 31:2 other 14:1 15:24 17:11 18:9 21:5 24:2 26:15,17 28:23 31:17 33:24 36:22 40:16 43:6 44:21,25 45:2,5,7 47:13,18 48:5 49:24 52:16 54:3 (25) others 6:15 our 4:5,22,23 5:17,24 6:6,12,24 7:8,16,17,19,21,24 8:13,14 9:19 10:13,20 11:4,8 13:5,7,12,15 14:18 15:7,8,8,18 16:5,8,9,23 17:6 18:1,3 20:23 21:4,12 24:23,23 25:15 26:7,13,14,23 27:3,19 28:3,14 29:1 32:23 33:1,10,11,12,21 35:5,21 38:1 40:6,7,11 43:11,19 44:3 47:2,2 48:6 49:12 52:17 53:9,19,25 (75)	ourselves 28:4 out 8:13,25 15:16 18:3,9,14 20:20 25:2 27:1 31:12 47:8 51:25 (12) outcome 55:16 outreach 6:24 43:14 outside 16:12 over 7:3 10:20 17:9 27:6 31:25 34:14,17 35:9 39:22 46:4 (10) own 15:20 26:13 52:12 owner 5:7 8:4 9:24 owners 7:6,6 8:7 10:2,4 14:15 29:19 (7) ownership 44:20 owns 10:7 p 2:1,1 3:1 pa 31:25 packages 47:25 48:2,4 page 3:1 12:14 paid 49:3 palm 18:22 parent 5:4 park 29:7,25 parks 17:12 parmjit 3:4 44:4 part 7:25 8:2 17:16 41:11,18 (5) participants 7:25 particular 27:21 28:1,12	particularly 22:25 parties 55:14 partner 10:8 43:10 partners 22:11,14 partnership 10:7 17:10 40:11 parts 46:19 party 22:4,5 pass 42:14 47:11 51:11,11,24 (5) passed 19:21 24:6,14 41:25 (4) passenger 5:2,8 13:9 20:3 22:1 (5) passengers 18:12 24:24 31:24 32:4,10 52:3 (6) passes 45:15 passion 50:11 passionate 54:1 past 8:21 16:21 21:5 25:6 39:23 (5) patrol 27:21 29:4 33:8 patrolbased 27:20,24 33:1 patrolling 39:13 paul 2:4 pay 5:4 48:22 49:1,15,16 (5) payment 29:17 pbs 34:4 peace 26:10 peak 35:3 39:10
---	--	--

penalties 8:22 9:2 30:24 penalty 8:25 9:7,9 15:4,5 (5) people 5:12,13 15:16 24:2 35:19 36:17 38:19 39:12 40:5 47:4 49:5,5,8,14 50:14 51:18,21 (17) people's 20:12 21:5 per 31:11 percent 6:6 14:22,23 37:14 (4) percentage 20:2 percentages 23:24 perform 46:7 period 32:9 permit 9:23 perspective 12:5 13:15 pertaining 10:22 petitions 10:21,24 11:1,3 (4) pickup 17:4 pillars 18:13 pilot 48:11 pivotal 8:14 places 6:24 plan 48:11 plane 32:11 38:24 plate 30:3,4 plates 29:14,15 play 8:14 24:4 46:16 played 31:25	please 11:12 18:24 43:22 45:13 (4) pleased 26:6 pleasure 6:3 8:11 46:4 plus 33:19 pocket 36:8 37:9 point 12:20 22:19 35:4 37:23 (4) points 41:13 42:18 police 31:16,23 32:14 38:22 (4) policies 17:20 policy 12:25 13:1 18:18 19:1 49:20 51:10 52:2 (7) popular 7:1 port 31:6,15,22 32:14,21 38:21 40:12 41:10 (8) portable 48:12,24 portion 26:12 position 4:15 52:22 possible 27:18 31:3 practices 5:21 precinct 28:5 precincts 27:21 precovid 34:23 35:2 preliminary 12:17 21:14,22 24:6 (4) prepared 45:12 presence 28:18 31:8,22 present 31:9 44:4,7	presentation 11:25 16:23 34:8 presented 51:12 press 51:25 53:1,12 pretty 15:1 preventing 31:18 previous 4:15 pride 43:9 priorities 4:24 6:22 8:17 13:11 (4) prioritize 17:20 33:5 priority 5:17,17 private 17:22 23:2,2 33:13 (4) problem 21:2,3 28:5 procedure 42:3 process 7:22 professional 48:6 program 7:25 8:5,24 9:22 10:3,4,10 26:21 27:2 (9) programs 43:19 progress 26:5 prohibitive 31:4 prohibits 30:22 promise 47:2 properly 29:13 proportional 15:9 39:25 proposed 21:17 24:13 proposing 9:8,14,21
---	---	--

protect 17:21	read 47:19	regulations 23:19
protection 22:12	reader 30:3,4	regulatory 13:2
prouder 27:16	reaffirms 14:2	reinforce 52:9
proudly 43:11	real 18:1	rejoined 8:2
provide 8:6,21 48:16	reality 22:24	related 9:3 46:7 55:13
provides 13:16	really 7:9 10:12 12:22,23 13:3,11 14:21,24 15:15,16,17,21 16:6,17,22 17:3,20,23 18:5,23 19:20 22:11 23:15 24:21 34:10,22 36:7,18,24 39:4 40:2,14 51:9 52:5 53:18,25 (36)	relates 8:8 20:14 21:13 43:18 51:1 (5)
public 5 5:14 6:18 9:17 10:14 12:11 23:7 31:13 52:17,19,25,25 55:6 (13)		relationship 14:7 47:16
publicity 53:9,11		relative 21:2 23:3 24:5 39:9 47:15,16 50:1 52:1 (8)
published 8:21 9:16	reason 8:2 11:21	reliable 5:10
pulse 18:8	received 7:11 10:21	relief 7:24 8:4,6,22,24 9:22 10:10 24:13,14 38:8 (10)
put 46:20 47:12	receiving 31:21	relieve 42:25
putting 36:8	recent 8:18	remaining 8:6
qr 18:22	recertification 26:13	remember 35:3
queens 55:4	recommendations 44:12 45:12	remiss 33:15
question 14:25 19:7,11,20 21:12 39:8 40:22 44:14 (8)	record 46:21 47:12 55:11	remove 10:8
questions 18:25 19:5 34:5 39:1 40:16 (5)	recovered 34:22	renewal 44:8
queues 31:13	red 29:16	renowned 46:23
quite 26:1	reduce 9:1 10:12	report 11:17,25 13:21 15:12 25:15 43:18 (6)
quotes 20:1	reduction 34:13,16	reporter 25
r 17 2:1 3:1,1 55:1 (5)	referenced 41:3	reporting 25
raise 11:12 45:13	refocused 27:3	reports 12:14 38:1
raised 11:13 45:14	regardless 29:3	represent 51:18,21
ranging 9:10	registered 29:13	represents 9:18
ranks 26:24	regularly 28:23 31:25	requesting 48:19
reach 15:15,16,18 18:9 (4)	regulating 6:4	required 30:19

requirement 9:3	riding 21:18	second 5:16,17 9:10 39:8 (4)
research 20:22	right 5:1 18:15 24:14 36:3,4,16,20 38:23 39:25 41:25 42:25 45:11 54:3 (13)	section 19:24 30:21 42:16,18 (4)
reserve 7:24		secure 7:23
residents 23:25	rise 20:6	see 12:18 16:11 19:12 25:20 37:1 47:4 50:3 51:10 (8)
resolution 42:15 52:20,24 53:13,14 (5)	road 29:12	seeing 37:9
resolutions 51:11,25 53:1,21 (4)	role 8:14 24:4	seem 15:25 30:24 41:4
resolved 48:17	rule 23:2 41:22	seems 36:15
resources 28:3 33:11,12	rulemaking 10:21,25 13:3	seen 12:12 22:13 46:22 50:21 (4)
respect 6:19 26:3	rules 8:21,24 9:15,22,23 14:18,20,25 15:7,8,8 21:16 22:7,8 (14)	segments 18:10
respectful 5:11	running 47:10	seized 27:12
responded 13:23	s 2:1 3:1,1	sense 15:7 48:25
respondents 37:13	sabrina 25 55:6	separate 22:2 23:10
response 10:25 25:12 40:17	safe 5:10 43:23	serve 4:10 5:14 7:10
responses 7:12 50:2	safety 35:6	service 16:6 32:15 39:12
responsible 5:21 48:15	said 10:15 11:20 12:16 13:7 37:15 47:9 52:10 (7)	services 25 3:3 25:17 26:1,9 (5)
responsiveness 15:25 16:2	same 14:8 31:16	session 24:15
rest 14:10 50:16	satisfaction 16:1,13	set 8:24 19:3 55:10,17 (4)
restructured 8:5	saving 38:10	setting 36:11
result 35:23	say 14:5,17 15:7 19:25 20:11,13 24:11,16,25 35:3 36:22 40:4 50:10 52:24 (14)	shape 13:1,12
results 12:8,18	says 46:21	share 6:8 12:10 13:22 26:4 28:20 50:11 (6)
returning 4:13,14	scammed 38:11	she 46:13,15,18 47:8,9,11 (6)
review 8:25 15:4,5	scenes 52:15 53:3,11	she's 46:14
richard 16:5	scheduling 26:14	sheriff's 29:22 30:1,7,9 (4)
ride 41:12,19	school 13:24	sherryl 19
riders 51:19		
rides 24:25,25		

shift 34:9	16:7 18:12 37:17 49:14 (8)	soontobe 33:19
shot 5:18	smoothly 32:18	sounds 34:8
should 35:3 49:1,3,15 52:24 53:4,8 (7)	snapshots 20:12	speak 7:5 38:21
shouldn't 53:9	so 7:9,18 8:6,16 9:2,15 10:11,15,18 11:20 12:19 13:7,21,25 14:1,2,21,23 15:6,17,21 16:3,22 18:3,5,14,17,25 19:4,9,23,24 20:10,12,19,21,23 21:17,21 22:16 23:9 24:3,20,21 25:5,9 28:14 29:20 32:9,21 34:2,7,10,11,20,23 35:1 36:3,10,21,24 37:22 38:6,6,16,25 39:4,7,12,15,25 40:1,9,14 41:2,3,15,22 42:5,11,13,16,24 43:17,22,23 44:1,24 47:11 48:14 49:10,13,18 50:6,10,21 51:1,11,14,23 53:10 54:1,2,4 (104)	speaking 41:9
show 33:1 43:15 49:22 51:20 (4)		specific 9:2 17:8 28:10,15 41:6 46:19 (6)
showing 49:23 51:22		specifically 9:23 20:2 28:1
signage 32:2		sphere 16:12
signature 55:21		spirit 12:9
significant 13:25 20:1 33:18		split 15:2
significantly 27:4 33:21		spoke 46:13
silos 5:25		ss 55:3
similar 30:14 47:20	solicitation 30:22 41:7	staff 6:17 8:14 10:11 12:3 16:6 18:18 20:18 27:14,18 29:20 42:23 (11)
similarly 27:9 32:1	solicited 32:12	stakeholders 33:13
simon 10:22	soliciting 30:17	standards 3:44 44:4
simply 5:3	solution 28:13	standing 52:1
since 4:14 6:20 25:3,5 26:2 35:16 39:23 (7)	some 10:18 11:21 12:17 14:11 16:13,14 19:16 20:9 26:2,4 27:23 30:25 32:17 35:4 36:17 37:22 43:13 49:12 51:22 52:1 (20)	stands 6:9
singersongwriter 46:6	somebody 15:9	start 7:7
singh 3:4 44:4,6,18,24 45:3,8,17,18 (9)	something 17:2,23 19:18 20:15 36:21 37:7 38:15 39:6,20 40:10 42:19 45:23 50:2,23 51:6 53:4 (16)	started 12:2 29:21 35:17 39:24 (4)
singing 46:15	sometimes 6:7 22:25 51:24	starting 6:20 12:20 44:22
sister 33:12	somewhat 14:23	state 22:20 26:8 30:21 39:2 40:22 41:3 42:15 51:13 55:2,7 (10)
situation 25:6,7 50:7 52:3 (4)	song 46:7,9,9,16,25 47:5,6 (7)	statemandated 26:10
six 27:9	soon 12:2 29:1	statement 53:15,16
sixmonth 27:2		staten 33:22
slides 12:13		statistically 13:24 19:25
small 5:7 8:7 14:15 15:22		

status 21:7	success 5:6 32:19	49:22 50:3 51:7 53:20 (15)
stay 43:22	successful 30:6 34:10	takeaway 14:5
stayed 14:8	such 12:25 52:13 55:10,12 (4)	taking 20:4 52:21
steal 7:19 37:20	suggest 23:9	talk 4:25 7:12 16:24 18:23 24:18,19 34:13 37:12 46:18 47:13 51:2 (11)
steel 46:24	suggestion 51:8	talking 32:3
steep 20:6	summons 31:21	tandem 6:8
step 12:22 20:24	summonses 27:6,8,10 30:10 31:1 32:8 36:16,20 37:2 (9)	target 28:1,15,23 33:5,22 (5)
stewart 25 55:6	support 8:7 33:16 40:3	targeting 28:21
still 10:3 15:7 25:7 40:21 (4)	supportive 6:17 24:12	targets 28:10
stolen 9:14 29:14	supposed 51:17,18	taxi 3 4:4 6:9 8:15 23:23 31:13 46:10,11 48:18 (9)
stone 46:24	sure 14:15 16:5 17:12 18:15 21:8,14 24:5,24 34:20 36:10,25 40:20 42:5 44:15 53:23 (15)	team 15:19 18:19 19:1
stop 29:2	surge 31:9	teams 4:20 7:21
stories 46:24	surprise 45:24,25	tell 39:4
story 47:1	surrounding 30:2	ten 15:5 39:23
strategic 33:2 36:23	survey 4 7:11 11:17 12:4,19 13:15,16 18:6,18,19,22,24 37:13 (13)	term 6:20
strategy 22:15 24:19 32:7	suspended 9:4,7,13	terminal 31:12,15 32:4,13 (4)
stream 25:24	sworn 55:10	terminals 30:17 31:17 32:1,17,22 33:23 (6)
street 7 6:12 13:5 50:12 (4)	sympathy 22:22	terms 14:17 15:23 16:19 17:1 34:11 (5)
streets 17:9 27:1 50:15	system 5:22 6:6 13:10 39:3 (4)	test 9:5
strong 8:12 17:10	t 3:1 55:1,1	testimony 55:11
strongly 14:22 51:16	tackle 7:13 27:4 28:8	text 29:5
structure 15:9	tails 27:15	than 9:6 14:1 27:10,11 28:5 31:21 34:6,21 36:20 45:7 47:24 50:23 (12)
struggling 18:4	take 11:5 12:17 17:6 18:24,25 29:23 33:15 36:13,21,25 39:19	thank 4:8 8:16 11:5,14,18,19 18:18 19:4,7,19 21:11 24:9
study 48:20		
studying 50:6		
subject 12:13 21:13		
subway 6:6,8		

25:9,13 34:7 38:16,17 40:15,18 42:24 43:2,3,4,21 45:10,17,18 50:5 51:3 52:6 54:2,5 (32) thankfully 4:12 thanking 40:6,6 their 4:22 5:6 7:5 8:8 10:1,5 13:22 15:20 26:18 27:1,15,16 29:9,12,18 30:18 31:3,20 32:17 42:19 49:16 (21) them 5:1,14 7:10 8:8 14:7 17:3,21 18:24 22:14 30:18 32:25 40:14 52:14 (13) there's 14:19 24:6 33:18 34:12 38:9 41:2 51:9 (7) therefore 31:2 48:17 these 6:6,13,16,21 8:24 11:3 12:13 13:11 14:11,20 19:9 20:11,19 27:9 29:5,12,18 30:8 31:5 32:23 37:20 44:19,20,21,23 48:7,16,24 49:1,5 51:16,21 54:2 55:14 (34) they're 13:19 21:21 29:14 35:19,20 41:11,12,16 50:22 (9) they've 21:16 thing 19:2 36:24 37:15,24 42:2 46:17 47:13 (7) things 12:23 13:8 18:21 47:18 49:24 53:21 (6) think 6:11 9:20 11:23 14:11 15:13 16:10 18:9 19:3 22:19 24:3,11,15 36:14,17,18 37:22 38:13 39:21 40:1,8,10 42:23 43:23 47:3,19 49:20 50:9 51:5,20,23 52:10,13,24 53:6 (34) third 5:22 those 4:11 9:15 11:10 16:17	25:7,23 36:6 38:13 39:7 41:14 46:23 (11) though 34:4 46:17 thought 17:22 thousand 38:11 48:12 thousands 23:19,20,21,21 48:5 50:14 (6) three 4:24 6:22 8:17 13:8 34:17,19,21 44:25 46:18,19 (10) through 5:20 11:5 12:17 27:5 28:17,17 31:8 37:18,20 (9) throughout 23:16 48:6,13 49:9 52:4 (5) tied 6:21 time 7:4 11:23 15:4,6,6 19:10 22:9 26:2,2 29:10 39:24 53:2 54:7 (13) times 22:23 23:1 timing 52:23 tlc 4:13,14,24 6:3,20,24 7:9,19 8:2,10,12,20,25 9:4 10:12,20 12:6,10,14 13:1 14:7,20,25 15:2,13 16:1,12 17:8,13,20 24:11 29:6 30:7 31:5,11,22 36:21 38:22 39:24 42:23 43:9 47:6,17,22 48:20 49:21 52:11 (47) tlc's 3:2 11:17 12:3 25:25 (4) tlc44 3:44 today 4:5,9 8:18 12:16 25:7 (5) today's 11:5 together 5:23 6:1 13:11 22:16 (4)	toilets 48:13 toll 29:17 tomorrow 21:15,18 too 18:4 19:4 20:20 took 7:4 tool 53:6,7 tools 52:17 top 19:16 20:13 50:25 totally 44:21 tote 34:4 touch 10:18 tough 38:14 40:14 tour 6:23 31:11 tourists 38:10 towards 33:2 town 8:12 46:25 track 36:7 tracking 35:22 traditionally 38:21 traffic 29:1 30:21 32:6,16 41:5 (5) training 26:7,10,12,18 (4) transcription 25 transfer 9:25 10:4 transform 14:13 transit 5:14 transitioned 28:7
---	--	---

translating 14:3	understandable 15:14	utilized 27:12
transparency 5:20 12:9	understanding 7:2 40:4 41:9	utilizing 29:14 33:11
transparent 14:19 53:22	unfortunate 22:23	vacuum 13:3
transportation 5:11,22,23 6:1 13:10 17:11 30:23 33:24 41:8 (9)	uniformed 3:2 25:17 26:1 31:10,22 (5)	valdivia 18 4:1,3 11:18 19:7,19 21:11 22:10 24:9 25:5,13,21 35:25 36:12 39:18 40:18,20,24 41:21,24 42:4,8,11,21 43:5,7 44:1 45:19,21 46:1 50:9 52:5 53:18 (33)
travel 32:18	unit 29:4	valuable 53:7
treasures 46:22	unlicensed 7:18 27:4,7,13 28:2,6,9,11,14,21,25 29:2,24 30:18 31:24 32:12,24 33:6,10,14 34:1 (21)	van 29:2
treatment 19:14	unmarked 29:4	vans 27:11
treatments 16:17	unofficial 47:6	various 29:16 30:11 32:3
treats 6:18	unpaid 29:20	vehicle 8:16 9:12 20:9 29:3,4 30:5,18,21 41:5 (9)
tremendous 32:7,19	unprecedented 31:17	vehicles 27:12 29:12,13,18,24 30:12 47:23 (7)
trips 6:5,7 7:19 10:22 31:19,24 37:21 38:13 (8)	until 29:7	vehicular 32:16
true 20:22 55:11	up 21:2 26:19 31:10 36:11 47:14 (5)	velazquez 2:7 4:7 19:6 34:7 35:7,11,14 36:1 38:17 (9)
truly 15:10 27:15	update 26:3 43:24	venture 23:22
try 14:13,13 33:8 39:10 (4)	upon 10:1,8 42:15	very 12:13 19:8,10 24:12 28:20 43:2 47:7 50:20 (8)
turn 11:16	ups 48:1	viewing 12:22
two 9:2,13 28:18,20 32:23 37:3 39:1 41:2 44:7,16 52:11 (11)	urge 24:3	views 13:22
type 36:23	us 4:25 7:5,13 11:5 14:9 15:24 16:18 17:18 23:6,8 26:11,17 27:25 29:25 33:4 36:2 39:4 42:14 43:13 45:24 49:21 50:3 51:10,17 52:1 (25)	village 46:14
typically 36:15 40:9	usb 26:7	violating 42:17
uber 21:23,24	usb's 26:4	violation 15:10 41:14
unanimously 11:15 45:16	use 36:23 48:8 54:4	violations 27:22
unauthorized 30:22 41:7	using 53:7,8	vision 8:13
under 9:17 30:19	usually 15:2	visitor 5:10
understand 4:21,22 7:9 12:5 13:4,15 18:7 20:22 36:5 37:8 51:14 (11)		

voice 6:11 50:11,12 vote 11:9 44:11 49:18 wages 7:15 wait 21:19 waiting 29:25 walk 31:11 want 6:12 8:3,3,18 12:17,19,23 13:22 14:18 15:15,17 17:18,20 18:6,7,8 22:10 23:9 24:16,21 28:19 36:25 37:11 40:25 43:21 46:20 49:11 50:21 (28) wanted 8:20 10:18 12:1,10 15:3 21:1 26:4 32:25 43:7 (9) wants 52:13 warning 29:6 31:23 wasn't 41:4 watching 25:24 wave 43:22 way 12:25 17:15 18:14 21:8 39:16 45:7 47:5 48:21 49:23 51:9,22 55:15 (12) ways 15:18 49:13 we'll 11:22 14:10 32:20 33:10 38:15 39:20 40:1 42:5 53:21 (9) we're 9:21 12:21 13:21 14:3,3 17:24 18:15 20:15 22:11 26:22 29:3,10,11 35:1,23 37:22 38:1 40:10 43:19 50:20 51:22 53:23 54:5 (23) we've 9:7 12:11 16:25 19:2 22:8 30:14 31:9 34:22 (8) website 12:1,15	week 7:7 24:19,19 26:20 (4) weekend 46:4 weeks 26:24 35:1 weigh 13:17 well 19:1 26:12,18 29:17 30:13 33:13 38:7 40:19 41:10 43:15 (10) what 4:19 6:11 7:9,13 12:11,18 13:12,13 14:16 15:9,10 16:25 17:18 19:15,16 20:11,22 21:7 23:15 24:11,15 34:16 36:22 37:1,4,10 39:4,14 42:23,23 43:19 44:1 50:8,10 51:9 52:9,12,23 53:20 (39) what's 13:4,5 16:10 17:2 22:24 36:18 (6) whatever 39:11 51:11,13 whatnot 41:25 whatsapp 15:20,21 29:6 wheelchair 43:12 when 5:25 16:11 20:16 22:25 24:13,14 29:11,25 30:3 38:22,23 39:22 47:8 49:2 50:12 (15) whenever 24:25 where 5:14 9:4,6,11 14:5 15:22 19:24 21:10 30:14,15 36:21,22 37:7 45:6 46:5 49:6 51:22 52:11,14 (19) whereas 47:21,23,25 48:3,5,7,10,14 (8) whereof 55:17 whether 14:20 15:2 19:17 21:18 29:3 47:4 52:22 (7) which 21:2 23:20 27:20 28:9,24 31:10,19 39:3,8,9	46:16,21 47:3 48:8,13 49:12 53:1 (17) while 8:9 21:3 29:9 30:20 31:15 53:10 (6) who 5:13 7:4 11:4 12:6 18:19 22:12 23:23,25 24:1 25:2 32:5 37:20 40:12 41:14 42:17 47:1 48:15 49:8,15 50:14,15 (21) who's 46:6 whole 22:9 46:17 whom 47:23 whose 55:9 why 15:3 49:12 51:23 wide 12:21 will 4:25 6:13 7:7 8:14 9:16 11:4,9 13:13 14:5,17 21:15 24:25 26:20 29:7 39:10 40:4 42:11,18 45:8 46:2 52:2 53:13,19 (23) within 55:7 without 7:2 witness 55:9,12,17 woman 46:5 47:8 work 4:22,24 5:24 6:7 8:12 13:8 14:12,14 16:4 22:14 27:16 32:20 33:18 37:7,8 49:5 50:15,19 52:16,18 53:3,23 (22) worked 7:15,21 10:12 12:2 27:15 43:11 (6) worker 6:11 22:12 50:11,12 (4) workers 32:5 working 4:23 5:4,7 7:8 11:22 13:18 14:4 17:1 19:8 29:21 31:6 41:15,16 50:24 53:10 (15)
--	--	---

**In Re Taxi and Limousine Commission Meeting NYC
July 15, 2026**

78

works 5:22 6:1,1 13:10 (4) world 5:6 7:18 20:4 46:20 (4) worship 7:1 worst 33:5 would 9:23 20:11 22:18 23:9,22 24:3,3,11 27:21 33:15 39:15 42:14 47:4 (13) wouldn't 19:25 wrapping 26:19 x 1,6 42:18 yeah 24:9 25:4 36:1 41:23 42:10 (5) year 8:1 16:21 27:5,9,12 30:10 (6) years 15:5 34:17,19,22 39:23 46:15 (6) yellow 20:8 yes 20:25 22:1,8 40:23,24 43:7 (6) yesterday 20:17 yet 4:11 york 2,8,8 5:25 7:22 12:7 17:25 22:17 23:22,25 26:8 29:21 30:8,19,20 31:6 37:19 46:5,12 47:25 48:2,4,10,19 49:1 51:19 55:2,7 (28) york's 46:22 yorker 5:9 yorkers 8:15 you're 36:6 52:18 53:3,10,24 (5) you've 38:19	your 11:12 34:2,11,13 37:9,23 40:2,21 42:25 44:8 45:13 51:3 (12) yourself 36:11 210 35:9 220 35:10 250 35:4 400 8:12 473 30:10 1006 10 4:2 1100 54:7 1995 46:8 2013 39:23 2014 39:23 2015 39:24 2019 25:3 2022 25:5 2025 11:8 2026 9 10:23 11:1 13:13 55:18 (5) 3000 48:3 3500 27:6 4000 7:12 13:23 37:13 4369 27:8 5000 47:24 48:1 10004 8 19506 30:20 180000 6:4 23:24 47:21	200000 12:6 15:16
---	--	---------------------------------