## In Re NYC - Taxi & Limousine Commission Public Hearing July 16, 2025

1	
1	x
2	NEW YORK CITY
3	TAXI & LIMOUSINE COMMISSION
4	PUBLIC HEARING
5	YELLOW TAXI FARES, LEASE CAPS, AND INDUSTRY
6	ECONOMICS
7	X
8	Held Remotely Via
9	Zoom Video Conference
10	July 16, 2025
11	10:02 a.m.
12	
13	
14	
15	
16	HELD BEFORE:
17	DAVID DO - COMMISSIONER AND CHAIR
18	SHERRYL ELUTO - GENERAL COUNSEL
19	
20	
21	
22	
23	
24	Sabrina Brown Stewart,
25	Court Reporter

1	APPEARANCES:
3	BOARD OF COMMISSIONERS:
4	COMMISSIONER KENNETH C. MITCHELL
5	COMMISSIONER ELISA VELAZQUEZ
6	COMMISSIONER SARAH KAUFMAN
7	COMMISSIONER PAUL BADER
8	COMMISSIONER KENNETH Y.K. CHAN
9	COMMISSIONER ANDREA BIERSTEIN
10	
11	
12	
13	
14	
15	
16	
17	
18	
19	
20	
21	
22	
23	
24	
25	

```
S P E A K E R S:
 1
 2
 3
      AMRO MOHAMED - Taxi Driver
 4
      PETER MAZER - MTBOT
 5
      MICHAEL SIMON - Taxi Driver
 6
      VINOD MALHOTRA - Member of NYTWA
 7
      ALLI LANGLEY - Attorney, NYTWA
 8
      JOSH GOLD - Senior Director of Public Affairs, UBER
9
      BHAIRAVI DESAI - Executive Director, NYTWA
10
      HARJOT SINGH - Taxi Driver
11
      RICHARD CHOW - Taxi Driver
12
      WAIN CHIN - Taxi Driver, NYTWA
13
      Erhan Tuncel - Taxi Driver
     DOROTHY LECONTE - Taxi Driver
14
15
      KUBER SANCHO-PERSAD - Taxi Driver, NYTWA
16
      GOLAM TALUKDER - Taxi Driver, NYTWA
17
18
19
2.0
21
22
23
24
25
```

2.0

MODERATOR: Good morning. Today's public hearing is about to begin. This hearing is being conducted remotely via Zoom, and the live stream will be available on the TLC's website. All persons wishing to testify were asked to sign up in advance of the hearing. All registered speakers are joining the meeting via Zoom. If you are speaking today, your audio and video were automatically muted.

A few special notes for our registered speakers: Please ensure that your display name in the Zoom meeting matches the name that you used when you signed up to speak. This will enable the moderator to confirm that you are present in the meeting. If you are listed as iPhone or some other name that differs from your name that you used when you signed up, we will not know that you are present in the meeting. You must update your screen name to the name you provided when you signed up.

When your turn to speak is approaching, the host will send a prompt inviting you to join the meeting as a panelist. In order to

2.0

provide testimony on camera, you must accept the invite. Please be aware that if you are watching this meeting on a minimized screen, you may not see this prompt. If you have accepted the invite to rejoin as a panelist, when your name is called, you'll have control of both your camera and microphone. When ready, please state your name and affiliation, and then proceed with your testimony.

Public testimony will be limited to three minutes per speaker. When your testimony is complete, your audio and video will be muted by the moderator. Closed captioning is available for today's meeting. Thank you for your attention.

I will now yield the floor to our Commissioner and Chair, David Do.

CHAIR DO: Good morning. I'm calling the public meeting to order at 10:04 a.m. I am David Do, commissioner and chair of the Taxi and Limousine Commission, and I'm joined today by our board of commissioners; Commissioner Mitchell, Commissioner Velazquez, Commissioner Kaufman, Commissioner

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

2.0

21

22

2.3

24

25

Bader, Commissioner Chan, and Commissioner Bierstein.

Today, we're looking forward to some of the most robust discussion and public input on the state of the yellow taxi industry. We've seen a lot of changes to the industry in recent years, as we've worked towards recovery from seismic shifts, including the medallion crisis, the pandemic, and we want to hear from you how it's going. Holding a hearing of this kind is in keeping with a longstanding TLC practice of holding a public hearing on taxi industry economics every few The last time TLC held a hearing like years. this was in 2022, so we are due for one.

Some of the changes the industry has since then include in the first -- since then, in about a decade, we have since seen the first meter rate of increase, a 50 percent wheelchair accessible vehicle mandate, and the restructuring of the Taxi Improvement Fund to meet the mandate, and the regular use of e-hails for taxis. Specifically, to help guide the discussion, we have requested comments in a variety of

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

2.0

21

22

2.3

24

25

different areas, including changes to the economic circumstances of drivers and owners, including changes in revenue and expenses, changes to industry dynamics, including the evolving nature of competition and coordination among e-hail providers and high-volume for-hire vehicle services, the impact of flex fare trips relative to street hail fare on gross revenues and net returns for drivers, owners, and agents, the balance of \$3 upfront drop fare relative to the 70 cents per unit in distance and time charge, and its contribution to the overall trip cost for passengers, opportunities to simplify the fare structure and increase price transparency for passengers, such as consolidating fees and surcharges or expanding the use of flat fares to LaGuardia Airport, other information related to the taxi fare structure and its role in supporting a competitive taxi industry. Written comments may be submitted through July 23rd. While we specify those

to yellows that you would like to bring up, please feel free to do so. We encourage an open discussion, but please keep it focused on the yellow taxi industry.

Before kicking off our public comments, would any of my fellow commissioners like to speak?

Go ahead, Commissioner Bierstein.

COMMISSIONER BIERSTEIN: Well, I just want say -- and I don't know to what extent any of the comments today will be addressed to that -- but while we're looking at the state of the yellow industry in terms of the drivers and owners and the economics of it, we also need to be considering the perspective of the passengers as well and the public at large, and I know that that's sometime harder to hear from because those groups are less well-organized.

So, I just wanted to mention that as a thing to keep in mind, and if any of the speakers are prepared to address the public at large or the use of the riders, I would be interested in those comments, in addition, obviously, to the concerns that Commissioner

1	Do outlined.
2	CHAIR DO: Thank you, Commissioner.
3	Anyone else?
4	(No response).
5	CHAIR DO: Okay. And feel free,
6	Commissioners, to ask questions and
7	follow-ups to our speakers this morning.
8	You're more than welcome to do that.
9	And with that, I'm going to turn it
10	over to our general counsel, Sherryl Eluto,
11	to start our public hearing for today.
12	MS. ELUTO: Good morning. When I call
13	your name, you can unmute your microphone and
14	begin your testimony. Our first speaker up
15	is Amro Mohamed.
16	So, Mr. Mohamed, just unmute your
17	microphone. Still muted. All right. We
18	will come back to you. So, our next speaker
19	will be Peter Mazer.
20	MR. MOHAMED: Yeah. I'm here. I'm
21	sorry. My microphone was on mute.
22	MS. ELUTO: Okay. So, you're ready?
23	MR. MOHAMED: Yeah. I'm so sorry.
24	MS. ELUTO: Okay.
25	MR. MOHAMED: Can I speak right now?

1 MS. ELUTO: Sure. Go right ahead. 2 MR. MOHAMED: So, how many minutes do I 3 have, so I can speak --4 MS. ELUTO: Three minutes. 5 MR. MOHAMED: Three minutes. Sounds 6 good. 7 MS. ELUTO: Okay. 8 MR. MOHAMED: I just want to tell you something on behalf of myself and all drivers 10 I talk to at the airport, around the City, that right now it is the worst days we ever 11 12 faced since we started driving in New York 13 City. We all know well that this industry, 14 our industry, almost was killed after Uber 15 got into the market. But even though we 16 could hardly make some money and survive to 17 be able to feed our families, until lately, for the last few months, TLC allowed the 18 19 people who I would say are illegal across the 2.0 border to get their TLC license without 21 Social Security Number. Just if they have 22 item number, come on guys and take your TLC 23 license and go start. And what of the other 24 drivers who are legally lived here? 25 my first point. Now, we are struggling

1 making money with the many drivers around the 2 City. 3 The second point, I'm talking about the \$1 we used to get from the TIF, taxi refund 4 5 You used to pay for the wheelchair program. driving. My further point is I want to talk 6 about the Uber shuttle in LaGuardia and JFK. 7 8 So, I know New York City usually works for 9 the people. I understand that well. Free 10 shuttle bus from LaGuardia to the stations, 11 to the subway stations, but you guys know 12 once you let Uber to do shuttle bus from JFK, 13 \$25; from LaGuardia, 15 bucks, I would say 14 that the airports, LaGuardia and JFK, it 15 looks like the last shelter we usually seek 16 to --17 TIMEKEEPER: Thirty seconds remaining. 18 MR. MOHAMED: -- when we work money. 19 My third point is the credit card machine. 2.0 Why should we get charged \$5 for each 21 transaction? And sometimes the passenger 22 doesn't give tip, so why should I pay \$5, or 23 whatever, 4.75, from my total amount? 24 Thank you so much. 25 CHAIR DO: Well, thank you so much for

2.0

those comments. And I just want to correct a couple of things, that in order to get a TLC license, you need a Social Security Number, so I don't know where that is coming from.

Secondly, on a couple of your other points in the Uber shuttle is that they're operating legally and within the confines of the regulatory structure, and TLC does not directly regulate the Uber shuttle. That is permitted through the New York, New Jersey Port Authority, and that is how passenger vans like those operate. And so, I'll just leave it there.

Any other comments from our commissioners?

COMMISSIONER KAUFMAN: Commissioner Do, can you respond to the -- is it \$5 per transaction for --

CHAIR DO: So, it is not \$5 per transaction, but actually a transaction fee for credit card processing. And, you know, within our roles, we can take a look at that, Commissioner Kaufman, and see if that is too high, but I think it is standard industry marketplace to charge that transaction fee.

2.0

2.3

When we go to a grocery store or when we go to a restaurant, all restaurants, all grocery stores that use credit card processing have to pay that fee. And sometimes it is imposed on us as a customer, and other times it is hidden on the back end. And so, I think that that is what the speaker was talking about.

COMMISSIONER BIERSTEIN: I just had a question about that.

Given that virtually all fares now are paid on credit card in some form or another, is the fact that there will be a surcharge on all of them factored in? And maybe I should know this in terms of what the driver earns. That is, there's going to be a fee because, as you say, that's the way the credit card industry works, and somebody pays for the convenience of using a card. But I don't know whether our current structure of fares and payments to drivers recognizes that there is that fee.

And if the driver is the only one bearing the burden of that, maybe that is something we should look at about how the cost of that fee is shared between the driver

2.0

and the passenger who's getting -- the passenger is getting the convenience of paying with a card. The driver is getting the convenience of picking up people who need to pay with a card. But maybe that should be shared in a different way, so that it's not just the drivers bearing it, and it seems like we ought to look at that.

CHAIR DO: Yeah. Definitely,

Commissioner. And that is an overall

assessment and analysis by Dave DiGiovanni,

our deputy commissioner for policy and

external affairs, to look at the overall

picture about the meter rate of fare.

I would just add one more comment overall is that this is to look on a holistic level, right? Today when a customer enters in a yellow taxi, there's a lot of sticker shock because of all the surcharges and fees, right? And sometimes, especially in the rush hour or the overnight hours, that initial start fee could reach close to \$10. And so, those are some of the concerns from the public on the passenger facing side that we also want to take a look at in the overall

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

2.0

21

22

23

24

25

picture. So, as we get the comments from the public today, our policy team will consider all of that and wrap it, potentially, into a policy proposal that we can all take a look at as commissioners.

COMMISSIONER CHAN: So, I have a follow-up to Commissioner Bierstein's comment, and this is just off the top of my It may or may not be feasible, but head. certainly larger corporations often have the purchasing power, so to speak, or market power, to negotiate more advantageous credit card charges on behalf of their transactions. I'm not suggesting that TLC necessarily could do it, but maybe it's just something that we could take a look at to say collectively, you're going to reduce your rates to credit card fees charged to all drivers. I don't know how feasible it is, but I'll just toss it out there.

CHAIR DO: Yeah. As an entity within yellow vehicles via TPEP or the payment processors, we are able to regulate that, so we'll take a look at that as part of this process. But we will hear more from the

2.0

public today about the credit card

transaction fee. But my early assessment on
this is it's pretty standard what we
authorize the payment providers to charge.
 Okay, Sherryl.
 MS. ELUTO: Okay. I'll go on to the
next speaker, Peter Mazer.

MR. MAZER: Good morning. My name is
Peter Mazer, and I am general counsel to the
Metropolitan Taxicab Board of Trade, a

MR. MAZER: Good morning. My name is

Peter Mazer, and I am general counsel to the

Metropolitan Taxicab Board of Trade, a

70-year-old association representing the

owners and operators of licensed medallion

taxicabs. Our full service driver center

provides a variety of services, including

free representation in court and at

administrative proceedings for drivers who

lease cabs from our member operator. MTBOT

will be submitting detailed written comments

addressing the items set forth in today's

hearing notes. We also anticipate that MTBOT

will be petitioning the Commission for a fare

increase and restructuring that will be

essential for the survival of this industry.

The health of the New York City taxicab industry is dependent on sufficient revenue

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

2.0

21

22

23

24

25

for both owners and drivers. And unlike other public transportation providers, cab revenue is derived almost exclusively from passenger fares. Without a sufficient number of passengers and fares that generates sufficient revenue, the taxi industry cannot remain viable. The TLC last approved their rate of fare increase on November 15th of At that time, the Commission projected that the fare increase would increase revenue to drivers and taxicab owners by about 30 percent from 2019 levels. This did not happen. Driver revenue per hour that a cab is in service went up only slightly, and revenue for each taxicab in service actually declined since 2017. The last fare increase has fallen short of expectations for meeting the anticipated demand and the financial needs of this industry. Our written submission will provide the relevant back-up data to support these allegations.

Ridership has begun to tick upward this year, but it's still well below the pre-2020 levels. More taxicabs have been placed in service, but there are still 4,000 medallions

2.0

in storage. Liability insurance premiums now run between \$4,000 and \$12,000 per year for each cab, and a new accessible vehicle costs over \$65,000. Every major expense from the cost of spare parts to utilities has increased while revenue declined preventing anything resembling a full recovery for the taxicab industry.

Cabs may be seen by some riders as expensive, but so much of the revenue does not even go to the drivers and owners. Each cab passenger in the central business district subsidizes the MTA, \$3.75 --

TIMEKEEPER: Thirty seconds remaining.

MR. MAZER: That's more than a bus and subway fare. Cab passengers have provided more than \$2 billion in revenue to the MTA from these surcharges. Most of this revenue comes from surcharges assessed at the beginning of the trip, making short cab rides disproportionately expensive. The challenge is to restructure the fare to preserve the MTA's statutory mandated revenue, while eliminating the disincentive for short trips. Ultimately, more trips correspond to more

1 revenue for everyone --2 TIMEKEEPER: Time has expired. 3 MR. MAZER: -- including more revenue 4 to the TLC. And I thank you for this 5 opportunity to testify this morning. I'll be 6 happy to answer any questions that you may 7 have. 8 CHAIR DO: Peter, I know you don't 9 represent ARRO or some of the TPEP providers 10 directly, but what are your thoughts on the 11 transaction fees that the providers charge? 12 MR. MAZER: The transaction fees are 13 paid by medallion owners. Drivers get the 14 full revenue. There are some charges for the 15 drivers come out of the lease fee. Drivers 16 can be charged sales tax or, you know, an 17 additional amount above the lease fee, but 18 nobody that I understand is at the lease cap. So, most of the cabs are leased for less than 19 2.0 the amounts that the TLC allows to be charged for leasing. 21 22 So, that's really an issue for 23 owner-drivers who do have to bear the burden 24 of the surcharge -- the charges for the 25 credit card fees, the drivers and owners who

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

2.0

21

22

2.3

24

25

own their own taxicabs. But those fees, as I understand them, are pretty much in line with what the -- is pretty much standard. If you own a grocery store, you pay pretty much the same fees for operating for your passengers that pay using a credit card.

Now, it seems to be allowed that we could charge, or the TLC could impose a credit card surcharge. I know some merchants are already doing that, charging a surcharge for using the credit cards. I mean, that's something we could look at. I think overall we want -- I don't know if we want more surcharges. I think we want more transparency, more understanding about what the fare should be. Passengers should pay a fair amount that's comparable for the amount of time that they're in the cab for the length of the trip, or the amount of time that they're in the cab, for the privilege of having the services that's available. want cabs on the road. We want this industry We want our drivers to make to be strong. The owners have to make money, too. money.

give more to the MTA. What I find very amazing is that a passenger who gets into a taxicab in a central business district pays more to the MTA than that passenger would if he got onto a bus or a subway, and he's giving it for the privilege of using a taxicab. And the taxicab driver doesn't get The owner doesn't get it. I believe the credit card processors even have to pay part of that money, and they don't get subsidized from the MTA. Everybody seems to lose on that. That's a state issue.

I know that's outside of the control of the TLC, but when we do look at fares, we have to look at that, and that's a burden on our passengers, our drivers, and our owners, and we have to address that. We have to look at that, and when we look holistically at what the fare structure should look like, we have to put all of that into consideration. It's a balance. I don't know how -sometimes it's hard, but that's -- we have a lot of smart people around this -- in this room that can come up with some good ideas on just how to do this.

LH REPORTING SERVICES, INC. 718-526-7100

2.0

21

22

23

24

25

1 CHAIR DO: Thank you, Peter. 2 COMMISSIONER BADER: Peter, let me ask you about your testimony. Have you provided 3 4 that yet? Or -- 'cause I have a number of 5 questions that I have relative to your 6 comments, but I would prefer to read your 7 full testimony. 8 Has that been provided to us yet, or will we be seeing that soon? 10 MR. MAZER: Well, the deadline is next 11 Wednesday. You'll have it by then. I wanted 12 -- to be honest, I wanted to wait until I 13 hear what people said today, because I may 14 want to address that in my public comments. The only thing that -- with three minutes, I 15 16 couldn't say very much. I wanted -- I was 17 going to flesh out the data about the 2022 18 fare increase and why it didn't -- we didn't 19 get the revenue that we anticipated, but that 2.0 will be in the written comments because it's, basically, very technical. 21 22 COMMISSIONER BADER: Right. Relative 23 to the credit card charges, I'm a small 24 business owner, so I buy and sell. 25 Traditionally, my experience has been that in

1	large purchases within the industrial, the
2	business world, that charge is paid by the
3	vendor; in this case, a company like myself.
4	But when it comes to smaller transactions,
5	whether it's the bodega or any other small
6	transactions, including even from some
7	business like mine on a smaller transaction,
8	that charge, we recharge we charge the
9	customer for that.
10	So, you see many times in places,
11	either the default is the additional or else
12	you is the additional for the credit card
13	and they give you a discount if you pay cash,
14	but many, many times that two to
15	three percent is added on to the charge in a
16	variety of places.
17	MR. MAZER: That is correct. And the
18	rules, as now promulgated by the TLC, do not
19	permit passengers to be assessed to pay
20	surcharge for using credit cards.
21	COMMISSIONER BADER: Right. I'm aware
22	of that, yeah.
23	CHAIR DO: Thank you, Commissioner
24	Bader.
25	MS. ELUTO: All right. So, we'll go to

1	the next speaker, Vinod Malhotra.
2	Mr. Malhotra, if you could please
3	unmute your microphone.
4	(No response).
5	MS. ELUTO: Mr. Malhotra?
6	(No response).
7	MS. ELUTO: Okay. We'll move on to
8	Michael Simon.
9	MR. SIMON: Hello.
10	MS. ELUTO: Hello.
11	MR. SIMON: Thank you very much.
12	The taxi comeback has started. The
13	e-hail and the yellow cab are a great match.
14	Use of driver ratings for e-hail and yellow
15	and tech with human oversight and we got it
16	made. Yellow is back. The yellow e-hail
17	revolution has begun, but sustainable income
18	is not there. There is not a good balance
19	between driver earnings, owner earnings, and
20	public service, because there are too many
21	e-hail vehicles. If the e-hail was available
22	at the time the medallion industry was
23	created, would an alternative taxi industry
24	been created as well, to compete for street
25	hails? My guess is unlikely, especially if

medallion cabs would have done e-hails.

An e-hail is a street hail. Ask any rider or any driver whether their e-hail pickup was prearranged or hailed. Each time I've asked, it's always been the same. It's a hail. If Uber X cars are prearranged, how is it that they're allowed to cruise? Cruising is wondering around. Aren't they supposed to know where they are going? Taxi medallion cabs are the ones that are allowed to cruise, because that was what they bought when they bought a medallion. They bought street hail rights, the rights to cruise.

In the e-hail apps, the medallion number should be how a passenger identifies a yellow cab. Right now, it's the license plate. That subtly degrades the value of the medallion. Here's an idea: How about moving the tin to a more conspicuous place, like the rear of the car instead of the hood, a place more noticeable. That might give it more visibility and more prestige. Right now, nobody sees it. Uber isn't listing yellow for lucrative airport rides. Cabs need those rides. Airport rides are part of the taxi

1	routine and an important part of driver
2	income. This is why we see a majority of
3	passengers with luggage using black cars.
4	There's no option for yellow to the airport
5	on the Uber app. Respect comes when the City
6	stands by their taxis. Disrespect
7	TIMEKEEPER: Thirty seconds remaining.
8	MR. SIMON: Disrespect has an impact on
9	their financial wellbeing. Make New York
10	City great again. Stand by your cabs.
11	Thank you.
12	MS. ELUTO: Thank you.
13	Any questions?
14	(No response).
15	MS. ELUTO: All right. We're going to
16	try Vinod Malhotra. If you can unmute your
17	microphone.
18	MR. MALHOTRA: Hello.
19	MS. ELUTO: Hello.
20	MR. MALHOTRA: Hi. Hello. Good
21	morning all, Inspector Board of Commission.
22	My name is Vinod Malhotra. I like gave my
23	opinions and ideas on how to improve taxi
24	street hails. Yeah, day by day, my street
25	hails decreasing, not because of e-hail is

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

2.0

21

22

23

24

25

very convenient, but TLC gave the loopholes to companies, they able to add so many vehicles in the industry. After cap, they still able to put their vehicles -- recently, TLC allowed EVs to add in the market, to must stop these things.

As you know, very soon here, driverless taxis will be in the service. Imagine what can happen. After that, if you not make rule that driverless cars only can be added in the industry vehicles, like taxis or black cars, We need to change to the meter fares to bring back our levels and respect in the taxi market. Must need grow volume, so I have some ideas. Please don't eliminate the (inaudible) top completely. Take \$1 off from this and 1.50 from my rush time surcharge, make night rush time starting 4:00 p.m. 8:00 p.m. there 2.50, you can leave me the 1.50. So, make \$1 all the time night surcharge from 4:00 p.m. to 6:00 p.m. So, all night, and please eliminate the MTA tax (inaudible) from our meter.

As you know, the MTA have enough income at this time, especially after these years

2.0

tolls. So, this way, our meter start will be around five, six-cent all the times, even lower daytime. This will be winning point for everyone.

So, need stickers straight on my --

So, need stickers straight on my -around my taxi doors. JFK Airport, please
you need add \$5, emergency by construction
zones. Right now construction everywhere on
Van Wyck Expressway, JFK way, this takes a
lot of time to go from City to the terminals,
adds 20 minutes to go terminals.

TIMEKEEPER: Thirty seconds remaining.

MR. MALHOTRA: Yeah. I have another request. If even one driver on the -- any cab, it should be one half. If those two drivers are driving that, then it should be different things. So, on e-hail trips, companies sending us most of the time standard trips. After 4.75, we make only \$5, \$6 on average for trips. But companies making same money on trips. On e-hail trips, I have to go to the pickup location --

MR. MALHOTRA: -- then I have to spend the time. They never pay us a no-show, even

TIMEKEEPER: Time has expired.

we lost like 10, 15 minutes on that trip. 1 So, thank you for giving me chance. 2 3 Thanks so much. 4 MS. ELUTO: Thank you. 5 Our next speaker is Alli Langley. 6 MS. LANGLEY: Good morning. My name is 7 Alli Langley. I'm a staff attorney at the 8 New York Taxi Workers Alliance. You'll hear 9 more from other NYTWA members and staff about 10 the substance of the questions that the TLC 11 has asked today, including the need for the 12 TLC to focus on increasing street hails, both 13 for drivers, as well as the public. But 14 however, I would like to focus my testimony on the need for a study before the TLC moves 15 16 ahead with any proposed rule-making. 17 It's been standard practice in the 18 industry to take a data-driven approach to 19 driver pay for the last seven or eight years. 2.0 In the high-volume for-hire vehicle sectors, so Uber and Lyft drivers, their pay structure 21 22 is based entirely on a 2018 study, and the 2.3 study was really comprehensive. It looked at 24 everything from driver income to driver 25 expenses, to how trips were distributed, to

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

2.0

21

22

2.3

24

25

even how many drivers had to rely on government benefits, like SNAP and Medicaid, because they were not earning enough from their work to support themselves.

The TLC then used this information to develop a pay structure, and in every subsequent modification and amendment of the pay rules, the TLC either used government data about inflation, or like it did just this past year, commission an updated study to look at how the industry changed and change the pay rules accordingly. It would be irrational for the TLC to apply a different approach to the yellow cab sector. As the chairman himself and many commissioners and speakers have already acknowledged today, there have been really seismic changes in the industry. Between the unregulated entry of Uber and Lyft, the COVID-19 crisis, and the medallion debt crisis, everything about how this sector operates has changed, whether it's how drivers receive trips, how many drivers are working, how many drips are available, expenses from medallion debt to wheelchair

2.0

accessible vehicles, that has all changes, and it necessitates a thorough and considered study to really understand the impacts.

This has to be a data-driven approach, and indeed, many of the questions that the TLC is asking today can only be answered in full by looking at the data, some of which TLC already has available. So, the TLC must use its authority to commission a study on yellow cab driver economics before it moves ahead with any rule-making.

In addition, the crises that I mentioned are still ongoing. The TLC has to continue the lifesaving work it's begun with the Medallion Relief Program. It must keep the medallion --

TIMEKEEPER: Thirty seconds remaining.

MS. LANGLEY: -- so that every driver who is currently applying is able to get through the program. And the TLC must work closely with NYTWA to find a solution for the group of drivers who have been left out of this lifesaving debt relief because their lenders refused to participate in the program. There's simply no justification for

denying this relief to people, because it was not ultimately a one size fits all solution. NYTWA has been working diligently to fight for these drivers and asks that the TLC joins us.

Thank you.

MS. ELUTO:

1

2

3

4

5

6

7

8

10

11

12

13

14

15

16

17

18

19

2.0

21

22

23

24

25

Okay. Any questions? COMMISSIONER KAUFMAN: I have a quick question. Thank you, Alli. I'm wondering, you said that the TLC must conduct a study, and that there was a study released earlier addressing some of the current challenges.

Can you share a few details about what you see as missing from that study that was released earlier this year, either off-the-cuff or submit it in writing, specific datasets that you -- or analyses that you would like to see.

MS. LANGLEY: Absolutely. Thank you, Commissioner Kaufman, and I apologize if I wasn't clear. That study was for high-volume for-hire vehicle drivers who are Uber and Lyft drivers. So, what NYTWA is asking, just as we asked for Uber and Lyft drivers, is that same sort of care and consideration and

1 detailed look at the data and how the 2 industry has changed is applied to the yellow 3 cab sector, so that yellow cab drivers are not left behind. 4 5 COMMISSIONER KAUFMAN: Thank you. 6 MS. LANGLEY: Thank you. 7 MS. ELUTO: Okay. Our next speaker up 8 in Josh Gold. 9 MR. GOLD: Good morning, Commissioners. 10 Thank you for the opportunity to testify. 11 I'm Josh Gold from Uber. Over the past 12 12 months, Uber has referred more than seven 13 million trips to yellow taxis, including over 14 800,000 trips in March alone. This program represents a rare alignment of interests, a 15 16 true win, win, win, win. Taxi drivers 17 benefit first. They gain access to more fare 18 opportunities, especially in less densely 19 populated parts of the City where street 2.0 hails are less common. This means more 21 earnings and less downtime. Riders win, too. 22 The ability to match with the nearby yellow 23 cab improves pick-up time and reliability 24 across the board. 25 For-hire drivers also see real gains.

2.0

By expanding trip capacity through taxis, we reduce the need to onboard new for-hire vehicle drivers. That in turn improves utilization and earnings for the drivers already on our platform. Medallion owners are also winners. This surge in demand has enabled more medallion holders to bring vehicles out of storage and back on the road, breathing life into a sector that's long faced challenges.

And finally, taxpayers benefit as they backstop medallion debt relief. A thriving taxi market helps protect that investment and promotes long-term stability. All of this is made possible by the upfront fare structure permitted under the e-hail framework. Unlike metered trips, upfront pricing ensures transparency for riders and predictability for drivers, critical features that support the scale and success of this program.

We strongly urge the Commission to preserve this capability. The taxi referral program is working for riders, drivers, medallion owners, and the City. Let's keep this progress moving forward.

1	Thank you.
2	MS. ELUTO: Any questions,
3	Commissioners?
4	(No response).
5	MS. ELUTO: All right. Then, we'll go
6	on to Bhairavi Desai.
7	MR. DESAI: Good morning, Commissioner
8	Do and Members of the Commission. My name is
9	Bhairavi Desai. I'm the executive director
10	at the New York Taxi Workers Alliance.
11	Well, I want to follow up on the
12	previous speaker. Would like to say that,
13	you know, the issue with e-hails right now is
14	they are supplemental. You know, Uber and
15	the e-hail companies will dispatch to the
16	drivers when they need the drivers for the
17	service. It's not like drivers are receiving
18	these trips when they need trips. It's
19	important, and I think that the TLC, by
20	recognizing some of the issues with the
21	quote/unquote sticker shock, is beginning to
22	really say that we need to prioritize street
23	hails for the yellow cab sector.
24	You know, again, e-hails, Access-A-Ride
25	trips, these are all supplemental trips, but

the heart of this industry really remains the street hail, you know -- the street hail service. It's also important from the passenger point of view, as the commissioners have brought up earlier, that you have a transportation system in New York City that has diversity, so you're able to serve people -- don't have smart phones, may not want to use their credit or debt card online, and still prefer a street hail service. It's part of a public service in our city.

And, you know, over the last ten years, it has taken a great decline, not only because of the oversaturation and the fact that, you know, after Uber oversaturated the streets, it then cut, artificially cut, its rate of fare in order to claim that they were somehow, you know, cheaper than taxi service. Ten years of that kind of false advertising or misrepresentation about the metered fare has had a real impact on the popularity of street hails. But there are also other issues, like street design, you know, you look at Penn Station, you could barely make out the taxi stand there.

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

2.0

21

There are locations in the City where, you know, drivers will talk about where if they have an Uber fare, they'll be allowed in, you know, as a yellow cab driver. But if they want to idle there, to wait there, for a street hail, they're not able to. You see less taxi stands, you know, where drivers could line up for a fare. These issues actually need to be addressed. Also, we really --

TIMEKEEPER: Thirty seconds remaining.

-- want to see the stickers MR. DESAI: back on the door, stickers that would say what the rates are, particularly in response to the false advertising of the last ten years, and stickers that can also say the things that taxis don't charge for, like the credit card processing fee, extra luggage, you know.

And lastly, you cannot drop the drop. The \$3 is important. The sticker shock is simply because of the MTA surcharges. That's what actually needs to be addressed. while you do not regulate those fees, what the TLC could do is educate the State

1	Assembly and Senate, to make them understand
2	how these fees have added to the sticker
3	shock that has impacted
4	TIMEKEEPER: Time has expired.
5	MR. DESAI: street hail service both
6	for the drivers and the riding public.
7	Thank you.
8	MS. ELUTO: Thank you.
9	Commissioners, any questions?
10	(No response).
11	MS. ELUTO: All right. Thanks.
12	And our next speaker is Irene Sae Koo,
13	so you need to unmute your microphone.
14	(No response).
15	MS. ELUTO: Okay. We will
16	MS. KOO: Oh. I don't have anything to
17	speak at this moment.
18	Thank you.
19	MS. ELUTO: Thank you.
20	Next speaker, Harjot Singh.
21	MR. SINGH: Hi. How are you doing,
22	guys? I'd like to thank the Taxi and
23	Limousine Commission for this opportunity.
24	I'd just like to speak a little bit about the
25	surcharges. I know we were talking about it.
	l I

2.0

I really feel like the MTA fees isn't something that should be part of the meter fare. One of the biggest concerns of customers' perspective as well is when the meter starts at very high prices, they complain about, you know, the MTA fees, then they talk about the taxes and stuff. I understand that the fees are there for a reason, but I really feel like the MTA fees, some of these fees can be brought down and, you know, regulated in a way where it's fair to the drivers and the customers at the same time.

Another thing that I'd like to say is the \$3 surcharge that comes on the meter in the beginning, that can't be dropped because some customers go, you know, two minutes away. We've gotten fares that go, you know, 30 seconds away. And, you know, that should be there for a reason because that kind of pays us for our time. The \$3 can make up for the five to seven minutes that we drop off a customer, right off the bat. Credit card fees from, you know, owner's perspective and the driver's perspective, I really feel like

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

2.0

21

22

23

24

25

the three percent is fair. We were talking about it earlier. I know somebody mentioned it earlier. I feel like it's a fair -- that's not that big of an issue to us taxi drivers.

Other than that, I really feel like another big impact is we're not allowed to stop in the streets, like let's say like Penn Station or Javits Center. There's a lot of areas that cab drivers pick up a lot of tourists that come -- Hudson Yards, for example. There's a lot of Uber drivers that take up places in those places, like even Penn Station. I've seen it happen a lot. There's a regulated spot for taxi drivers, but Uber drivers come in and they park their cars there and they break the lines of taxi drivers. You know, it's not fair to taxi drivers that are waiting in the line, and now the Uber driver cuts them off, now there's other taxis that cut in front and cut those drivers, so now they have to wait an additional 10, 15 minutes to get a trip.

So, I really feel like, you know, TLC police should be cracking down on the Ubers

and stuff, which is not fair to the taxi drivers. There should be more taxi stands, I feel like, at Hudson Yards, a place for taxi drivers to stop. Me, as a taxi driver, I've seen a lot of opportunities as taxi fares that come out of Hudson Yards because of the BlackRock Building, Baker Tilly offices.

There's a lot of corporate offices there that allow taxi drivers to pick up fares. But since we can only, you know, drive there for a second, and we have to leave right away, a lot of taxi drivers miss those opportunities and fares. And I've had a lot of customers --

TIMEKEEPER: Thirty seconds remaining.

MR. SINGH: -- about that as well.

Other than that, I really feel like there's a lot of people in private cars that are, you know, picking up fares in the City that are taking taxi opportunities away. There's drivers that are impersonating taxi cabs, and they're picking up street hails. I've seen that happen a lot, you know. TLC is trying to crack down, but they're cracking down on more taxi drivers for not picking up trips,

l	
1	but they're not cracking down on the people
2	that are driving in, you know, private cars
3	and doing that kind of stuff. So, I really
4	feel like that's hurting our business.
5	Thank you.
6	CHAIR DO: Thank you.
7	Where do you see Ubers in taxi stands?
8	MR. SINGH: On Penn Station, it happens
9	a lot. Like, I personally, you know, I work
10	as a part-time driver. On Penn Station,
11	you'll see a lot of Uber drivers parked up at
12	the taxi stand. I know some of the Uber
13	drivers, they get out the car to go at Penn
14	Station to ask people, "Hey, do you need a
15	cab? Do you need a cab?" Or some of them
16	park up just to take a break because it's a
17	taxi stand, but that taxi stand is regulated
18	for us taxi drivers to pick up trips.
19	CHAIR DO: Do you see that at the
20	Eighth Avenue taxi stand or the 31st Street
21	one?
22	MR. SINGH: Eighth Ave and 31st,
23	between 31st and 33rd.
24	CHAIR DO: So, it is on the Eighth
25	Avenue one, the main one

1 MR. SINGH: Yes. 2 CHAIR DO: -- right outside of MSG? 3 MR. SINGH: Yes. 4 CHAIR DO: Okay. We'll have officers take a look at that. 5 COMMISSIONER BADER: I would add to 6 7 that that personally I was there a number of 8 times and I witnessed the same thing, and 9 spoke to the dispatcher there. And it's been 10 an ongoing problem for a long time, but it's 11 not so easy to regulate because it's all 12 based on everybody learning when event at the 13 Garden are coming out or situations like 14 that, and that's when you see it. So, it's 15 not a constant. My experience is it's not a 16 constant, but it's certainly aware -- it's a 17 situation that -- for which you can see it at 18 specific times. 19 And then, also, sorry. MR. SINGH: 2.0 Just to put in -- it's just, you know, a 21 really big concern is the people that are 22 taking the taxi fares in their private cars, 23 that's happening a lot now. I've seen it 24 happen where people are, you know, stopping 25 on the sides in their private cars, and

2.0

they're trying to get the taxi customers from the street hails. They say that, "We'll try to give you a better price," and I really feel like that's hurting our business.

CHAIR DO: Yeah. That is something that we're focused on, unlicensed for-hire activity, Mr. Singh. And it just doesn't happen just at Penn Station. It happens in all five boroughs, and we have police officers making sure that, one, that they don't take advantage of passengers, but they also don't take trips away from hardworking drivers.

MR. SINGH: I understand. I mean, this is kind of going to come off in a wrong way. I'm sorry if it does. I've seen them crack down more on taxi drivers for taxi drivers not taking certain trips to the City. Where, you know, I drive down certain blocks and I drive down certain streets, and they're giving more tickets to taxi drivers that are trying to make a living and trying to work very hard. And, you know, it's like they're giving them more tickets, and they're not focused on this kind of stuff. I've seen

2.0

2.3

that happen. You know, it's just something from my perspective. I'm a full-time student. I drive as a taxi driver, but I've seen that happen, where they're giving our taxi drivers more tickets than they are to those people and not concerned about that issue more.

CHAIR DO: That's a fair assessment, but we, as an enforcement agency, look at all types of issues that violate our rules. And so, we will make sure that we keep everyone up to our regulatory rules and regulations. And so, I get where you're coming from, Mr. Singh, but let me also tell you that for unlicensed for-hire activity, especially in busy areas like the airports, like Penn Station, on Jamaica Avenue, and other major corridors, we're hyper focused on that. So, I'll take your point and we'll make sure that we have -- we can be more fair. But I also encourage all drivers to follow our rules and regulations.

MR. SINGH: Yes. All right.

CHAIR DO: So, my last question to you is, you said that you would like to see more

taxi stands in Hudson Yards, where specifically? And my team will take a --

MR. SINGH: So, yeah. Just to not, like, mess up, you know, the daily traffic that flows through Hudson Yards, honestly, if they could have a taxi stand anywhere between the roundabout that comes up, you know, it could be before the traffic where like the main entrance is, but they could have a designated spot on the right side where they have enough space for taxis to park up properly and still have traffic flow through, I feel like they can have, you know, taxi stands for three to four taxis there.

And, you know, I talk to the people that work at Hudson Yards as security.

They're completely fine with it, but the problem is that a lot of -- they're told that the taxi drivers have to move from there because the taxis don't have a spot, so they all start lining up at random spots. But if they have a designated spot, like every other place, like, you know, Columbus Circle or all these different spots, I feel like, you know, it will make it better for the taxi drivers.

1	CHAIR DO: All right. Fair.			
2	All right. Thank you so, Mr. Singh.			
3	MR. SINGH: Thank you.			
4	MS. ELUTO: All right. Next speaker,			
5	Ronish Karki.			
6	Mr. Karki, you can unmute your			
7	microphone and begin.			
8	(No response).			
9	MS. ELUTO: Mr. Karki.			
10	COMMISSIONER KAUFMAN: Sherryl, I don't			
11	know if you saw			
12	MS. ELUTO: Oh, okay.			
13	COMMISSIONER KAUFMAN: he added the			
14	comment in the chat.			
15	MS. ELUTO: Okay. So, we'll does			
16	anyone wish to respond to the comment in the			
17	chat?			
18	CHAIR DO: We're not going to comment			
19	on that rule. It's unrelated to the yellow			
20	taxi industry. We'll put it in the written			
21	comments, if needed.			
22	MS. ELUTO: Okay. All right. Then,			
23	our next speaker up is Richard Chow.			
24	MR. CHOW: All right. Can you hear me?			
25	Good morning, Commissioner Do and everyone.			
	ı			

2.0

My name is Richard Chow. I'm an owner, driver. I'm a member of the New York Taxi Worker Alliance.

Please don't drop the \$3 per minute mileage minimum fare to the driver. It's a maximum minimum fare for the driver. 70 percent of this job are short trips. MTA taxes are too much to have these laws killing the yellow cab street hail, loss of our income. I don't want to travel LaGuardia, keep running the meter fare, low fare rate. We want to bring back the taxi rate sticker on the door. TLC removed the taxi door price sticker, and yellow cab taxi lost a lot of street hail. Let the passengers see theirselves what the often based on the pricing, especially yellow cab.

After years of the false statement, you know, is about cost of the yellow cab fares. The false advertising, the scale of passengers not taking the yellow cab, the rates -- not taking the yellow cab. And TLC taxi rate sticker must also must post on LaGuardia, JFK, all the terminals, Penn Station, Grand Central, Port Authority, so

2.0

depending on -- and the TLC and the City should hire economic expert to protect the street hail trip, the yellow cab no street hail trip. Because the cost of the living, cost of the operation is skyrocketing, but then along WAV cap, and insurance, maintenance. It's a lot of drivers that are losing their MRP, who are now still waiting for the MRP. They're only paying the interest. Lease driver paying, overpaid the lease, yellow is raising more than two years, Uber raised five percent, and the yellow cab zero.

This is -- the TLC want to cut the rate. This is unfair. TLC needs to enforce the regulation that the transparency and the e-hail trips show the amount they charge the passenger, along with the breakdown of the payment to the driver. The passenger wants to know how much to pay to the hardworking driver, and also the tariffs are coming --

TIMEKEEPER: Thirty seconds remaining.

MR. CHOW: The tariffs are coming.

Okay. First, everything will be very expensive. We have to pay a lot of bill to

making for the living. So, I pick up a 1 2 passenger and I charged \$44. Actually, it's 3 record on the meter for only \$33. So, after the passenger found out the meter fares are 4 5 more reliable, the passenger told me that they want to see the rate sticker on the 6 7 door, that they can save their money. 8 Thank you. 9 MS. ELUTO: Thank you. 10 Our next speaker up is Philip 11 Gusterson. Mr. Gusterson, unmute your 12 microphone, sir. 13 (No response). 14 MS. ELUTO: Okay. I'm going to go on 15 to the next speaker, then. Wain Chin. 16 MR. CHIN: Hi, everyone. Good morning, 17 Commissioner and all the quests. My name is

MR. CHIN: Hi, everyone. Good morning, Commissioner and all the guests. My name is Wain Chin. I'm also a member of New York Taxi Worker Alliance. I think you should keep the initial drop of \$3 because most of our trips are short trips, like a mile or two miles. So, if you drop the initial drop, we're going to lose our busy income or the most of the driver. And, you know, if you drop the initial rate, increase the meter

18

19

2.0

21

22

23

24

25

2.0

fare, and then long distance fare, like ten miles or more, is going to be more expensive for the rider.

So, I would suggest, you know, keep the initial drop of \$3. And also, we would like to see the airport fare rate posted on the door, so the passenger know how much cost, like JFK, and also the real fare. And also, I would like the TLC and the City to work with the State in order to lower or eliminate the taxes, the MTA tax, and stuff that -- because the MTA tax right now is higher than the initial drop of the fare with the City, and MTA tax is like \$4.75, you know. It's much higher than our initial fare, you know. It's unfair to the riding public. So, the City should okay for the state to lower or eliminate the taxes.

And, you know, right now the rush hour, when you start the meter, it's going to start like ten twenty-five, so it's a shock to the customer. So, you might try to lower the initial fare on the rush hour. I don't know how you do it, you know. I ask you to work with the state to lower the taxes in those

1	times, you know, so prevent the public to
2	have that shock.
3	And myself, I still have a loan
4	with the our banks, they're refusing to
5	follow the I mean, join the city program,
6	so we're still looking for to finance the
7	loan for my loan, so I ask now the City work
8	with the bank to do search of the loan. And
9	because there's not many left, only like a
10	few hundred, maybe 100, 200 loan left, I
11	asked the city government have with the
12	remaining owner refinance the loan
13	TIMEKEEPER: Thirty seconds remaining.
14	MR. CHIN: And please keep the rate,
15	the initial rate, for the drivers because we
16	need it. This is our basic income.
17	Thank you so much.
18	MS. ELUTO: Thank you.
19	Okay. I'm going to go back to Philip
20	Gusterson. Mr. Gusterson, are you available?
21	(No response).
22	MS. ELUTO: Okay. If you're not going
23	to unmute your mic, then I need to go on to
24	the next person. Erhan Tuncel.
25	Mr. Tuncel.

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

2.0

21

22

23

24

25

MR. TUNCEL: Good morning, Commissioners. Thank you for this opportunity. I've been driving for 26 years, and I can tell you this, 12 years ago, I used to make 25 to 30 trips a day to make \$300. Today, I'm making 15 to 20 trips a day to make the same amount of money. The sticker shock of the meter is the main reason for this. And the \$3 that goes straight into the driver's pocket is not the culprit for the sticker shock. It's the MTA surcharges that adds to the drop. And if you -- so, you need to leave the 90-year-old fare structure alone. \$3 drop must remain. Drivers heavily depend on that, especially on shorter trips, and it would be impossible to work the \$3 into the fare structure that pays off for the short trips. It must remain, in my opinion. I think in

And I'm going to applaud Commissioner
Bierstein for considering the public opinion,
the riding public's opinion. And here, I'm
going to say some things that concerns them.
If you really, really mean or concerned about

most owner, drivers' opinion.

the health of this yellow taxi industry, you 1 2 must allow us to be transparent with the 3 riding public by posting our rates on -- back on our doors. Bring back the rate stickers 4 5 to our doors. This will allow the riding public to be adequately informed before they 6 7 choose the type of ride they want to be in. 8 This is very, very important for the yellow 9 taxi industry, and it's ironic that our rates 10 came off the doors around the same time Uber was plowing into our for-hire vehicle 11 12 industry in New York City. So, bring it back 13 and make the riding public aware --14 TIMEKEEPER: Thirty seconds remaining. 15 MR. TUNCEL: -- of how the rates in 16 yellow taxis work. Right now, they don't 17 have that. They are misinformed, and a lot 18 of people have a lot of money to misinform 19 the riding public. We don't. Our rates on 2.0 our doors will inform them properly on what 21 we charge, so that they can be informed. 22 Thank you very much. 2.3 MS. ELUTO: Thank you. 24 Our next speaker, Abdullah Neuhaus. 25 Mr. Neuhaus just appeared on the

1	screen. Yes, Mr. Neuhaus, if you can unmute
2	your microphone, please.
3	(No response).
4	MS. ELUTO: No? Maybe you're just
5	listening in. All right. Then, I'll go to
6	the next speaker, Ashraf Awad.
7	Mr. Awad, if you can unmute your
8	microphone, you can give your testimony.
9	(No response).
10	MS. ELUTO: All right. I'll go on to
11	Dorothy Leconte. Is she in the waiting room?
12	Dorothy, there you are. Go ahead.
13	MS. LECONTE: Hello.
14	MS. ELUTO: Hello.
15	MS. LECONTE: Yes. My name is Dorothy.
16	My discussion today, I heard a lot of people
17	looking the same idea with me. As, you
18	know I'm sorry not to say good morning to
19	everybody.
20	I've been driving for 30 years,
21	38 years. I started at 30 years old. I'm 68
22	right now. The industry right now become so,
23	so difficult. When I used to drive early in
24	the morning, my first stop would be at Penn
25	Station lining on Seventh Avenue on the Penn

2

3

4

5

6

7

8

10

11

12

13

14

15

16

17

18

19

2.0

21

22

23

24

25

Station side on the right-hand side.

Everybody coming from LIRR or New Jersey,
they know where to caught a car. Now, they
change us on the side on the left all the way
on 31st Street, people have to drag their
luggage to pick up the car, and there was no
standing.

When they have an event, such as Javits Center, we usually -- we didn't have the technology online, but flyers will be distributed to drivers to let us know that every year used to be a newspaper, would tell us every time they have an event for us to pick up, but there's not such a thing. Uber, we become -- we become subsidized for Uber, like we could drive hours, we never pick up a Uber job, unless they're busy. So, this job becomes so hard. We cannot make money. We cannot do -- we rely on our app store, and I agree for the sticker coming in the tin. And most of the passengers to come into my car, they argue, "What is the left side?" Because they only see the fare when we get the congestion fee, everything. Especially when we get someone from the City

1	going to other borough or upper East Side or
2	Upper Harlem, it's a fight because the people
3	do not want to pay all the fee to the left,
4	which is the congestion fee, all of these
5	things.
6	So, TLC has to go back to realize how
7	we make money, and everything is expensive.
8	I need a new car, it's expensive. My run is
9	not even done yet. I'm still
10	TIMEKEEPER: Thirty seconds remaining.
11	MS. LECONTE: I'm still waiting for SNR
12	to be reconstruct for us, nothing happened,
13	and it's so hard. We need help. Put the
14	sticker back on the door because passenger
15	does not know the price of the taxi. They
16	must coming to us and ask us how much it will
17	cost us. They need to know that.
18	Thank you, and I'm waiting for the
19	answer.
20	MS. ELUTO: All right. Thank you.
21	Our next speaker up is Kuber
22	Sancho-Persad.
23	MR. SANCHO-PERSAD: Hello.
24	MS. ELUTO: Hello.
25	MR. SANCHO-PERSAD: How are you doing?

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

2.0

21

22

23

24

25

Good morning, Commissioners. Thank you for letting me speak today. I'm a New York City taxi driver for ten, eleven years now. also -- I've been a part of the New York Taxi Workers Alliance. I've been driving -- right now, I drive with a taxi com -- I drive with a taxi system, the Helix, right? My taxi system has not gone into a contract with Uber or Lyft or Access-A-Ride, so I have no e-hails to get. I have been working off of It's been really tough only street hails. working off only street hails, but I do enjoy it because that's part of the job. My dad was a cab driver for 35 years, and he used to love working the street and picking up street hails.

I have heard complaints from my passengers about the transparency of what they are paying for in the back of the cab.

Some -- with the Helix system, they are able to see it in big bold letters now, to see it, but I would like to see something done about putting it back on the door, so we know -- so customers don't have to come up to me and ask me at my window what the price is and what's

2.0

the situation, how much it's going to cost, so they have an idea what they could calculate from outside. Even if they still want to ask, it's fine, but I want them to know what the idea, because they cannot read that little tiny rate card in the back of my head.

Also, I know you guys do not have control of actually doing anything about the MTA fees, but destroying our drop or destroying all the trips that we mostly do in Manhattan as street hails, which is like picking up and dropping off short rides, maybe couple minutes, maybe even ten minutes, you know, so we need the drop. We need to find another solution. You need to stand with us to try and get MTA to remove either the fares, or work with us to make an incentive that the passenger gets some benefit for being charged more than the subway ride in a taxi. Also --

TIMEKEEPER: Thirty seconds remaining.

MR. SANCHO-PERSAD: Also, I would like

to see that more taxi stands, not used by Uber stands, by Uber cars in some places.

1	Sometimes they just use them and they don't
2	make sense.
3	I thank you for your time today. I
4	appreciate you listening to my calls. Thank
5	you.
6	MS. ELUTO: Thank you.
7	Our next speaker, Golam Talukder.
8	Mr. Talukder, you can unmute your microphone.
9	MR. TALUKDER: Good morning.
10	Can you hear me?
11	MS. ELUTO: We can hear you.
12	MR. TALUKDER: Good morning. My name
13	is Golam Talukder. I am a member of NYTWA.
14	I drive taxi almost 20 years, and nowadays
15	for dispatching fares to us, and all of those
16	fares are flat fare. Like, let's believe the
17	rush hour in Manhattan, they give \$10 fare,
18	no problem. But after left over, and
19	yellow cab rate structure and Uber rate
20	structure is little bit different. So, they
21	can raise like, you know, fare any second or
22	any moment depending on their demand, but our
23	fare, you know, remaining the same. So, I'd
24	like to request the TLC Commissioner and
25	everyone, you know, is helping us. They are

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

2.0

21

22

23

24

25

Uber and Lyft. They are cutting the fare to us like, you know -- and on top of that, I would like to request that our taxi price, like as before, you have put a sticker on our taxi.

Like, let's believe JFK airport is \$70 plus tax, this thing, and they're sending us the fares maybe \$50, you know. We have our standard fare. And when car -- like, I drive for car, when they print out receipt happen at the end, you know, they're deducting all the fee, so we should be get paid, you know. They should send us the fare, like, you know, you're going to be get this amount of money, you know, after tax and everything. And I don't know how much customer paying, how much I get paid. They don't have any explanation on the receipt, you know. Uber helping us, but, you know, we need like our meter fare, you know. They send us the trip, and it's going to be happen with our meter fare. Some of the fare, you know, is rush hour, too much traffic --

TIMEKEEPER: Thirty seconds remaining.

MR. TALUKDER: We don't know, you know,

1	how long it's going to be take. Sometime it
2	takes longer. Like Uber, if you order Uber,
3	they can if it's too much traffic, they
4	can raise the price, you know, no problem.
5	But for us, flat fare, you know, sometimes is
6	hurting us. The fare is helping us, but we
7	want our meter fare.
8	Thank you very much.
9	MS. ELUTO: Thank you.
10	Okay. I'm going to give last call for
11	Philip Gusterson.
12	(No response).
13	MS. ELUTO: Okay. Last call for Ashraf
14	Awad.
15	(No response).
16	MS. ELUTO: Then, that is the end of
17	our list, Commissioner Do.
18	CHAIR DO: Are there any additional
19	comments from the commissioners before I
20	close out?
21	(No response).
22	CHAIR DO: Well, thank you so much to
23	all of our public testimonies for today. The
24	industry has changed a lot since the pandemic
25	and since I started here at the TLC. I

remember in 2022 when the tail end of the 1 2 global pandemic, our industry was still 3 struggling. There was, right at the beginning of 2022, only about 2.5 million 4 5 There were about seven thousand trips. yellow taxis on the road, and drivers were 6 7 still struggling with a MRP program that had 8 not been fully implemented. Three years 9 later, things have transformed tremendously. 10 Today, there's over 10,500 active taxi 11 cabs, and we reached 4.6 million trips in a 12 month, the highest since the global pandemic. 13 And now we've helped over 2,000 drivers 14 provide relief with the Medallion Relief Program, saving almost \$470 million of debt 15 16 for our drivers. So, there's still a lot of 17 work to be done, but the industry is stronger 18 than just a few years ago, and so I am happy 19 with that. But like I said, with all these 2.0 comments we had today, we will continue to 21 work with all of you, work with our drivers, 22 our passengers, to create a more robust and 23 iconic yellow industry. 24 And with that, the time is now 11:15, and I'll close this meeting. Thank you. 25 (TIME NOTED: 11:15 a.m.)

```
1
                      CERTIFICATE
 2
      STATE OF NEW YORK)
 3
                          :SS
 4
     COUNTY OF QUEENS)
 5
                I, Sabrina Brown Stewart, a Notary Public
 6
 7
     within and for the State of New York, do hereby
8
     certify:
                That the witness whose examination is
9
10
     hereinbefore set forth was duly sworn and that such
     an examination is a true record of the testimony
11
12
     given by such a witness.
13
                I further certify that I am not related to
14
     any of these parties to this action by blood or
15
     marriage, and that I am not in any way interested in
16
     the outcome of this matter.
17
                IN WITNESS WHEREOF, I have hereunto set my
18
     hand on this 25th day of July, 2025.
19
2.0
21
                            Sabrina Brown-Stewart
                             Sabrina Brown Stewart
22
23
2.4
25
```

<b>\$1</b> 11:4 27:16,20	<b>90yearold</b> 53:14	additional 19:17 23:11,12
<b>\$10</b> 14:22 60:17	abdullah 54:24	40:23 62:18 (5)
<b>\$12000</b> 18:2	ability 33:22	address 8:22 21:17 22:14
<b>\$2</b> 18:17	<b>able</b> 10:17 15:23 27:2,4 31:19	<b>addressed</b> 8:11 37:9,23
<b>\$25</b> 11:13	36:7 37:6 58:20 (8)	<b>addressing</b> 16:19 32:12
<b>\$3</b> 7:11 37:21 39:15,21 48:4	<b>about</b> 4:2 6:18 11:3,7 13:7,9,24 14:14 16:1 17:11	adds 28:11 53:12
50:20 51:5 53:9,14,17 (10)	20:15 22:3,17 25:18 29:9 30:9,21 32:13 36:20 37:2	adequately 54:6
<b>\$300</b> 53:5	38:24,25 39:6,7 40:2 41:16 45:6 48:19 53:25 58:18,22	administrative 16:16
<b>\$33</b> 50:3	59:9 63:4,5 (34)	advance 4:6
<b>\$375</b> 18:13	<b>above</b> 19:17	advantage 44:11
<b>\$4000</b> 18:2	absolutely 32:19	advantageous 15:12
<b>\$44</b> 50:2	accept 5:1	<b>advertising</b> 36:19 37:15 48:20
<b>\$470</b> 63:15	accepted 5:5	<b>affairs</b> 3:8 14:13
<b>\$475</b> 51:14	access 33:17	affiliation 5:9
<b>\$5</b> 11:20,22 12:17,19 28:7,19	accessaride 35:24 58:9	
(6)	accessible 6:20 18:3 31:1	<b>after</b> 10:14 27:3,9,25 28:19 36:15 48:18 50:3 60:18 61:15
<b>\$50</b> 61:8	accordingly 30:12	(10)
<b>\$6</b> 28:20	acknowledged 30:17	again 26:10 35:24
<b>\$65000</b> 18:4	across 10:19 33:24	agency 45:9
<b>\$70</b> 61:6	<b>action</b> 64:14	agents 7:10
<b>&amp;</b> 3	active 63:10	<b>ago</b> 53:4 63:18
'cause 22:4	activity 44:7 45:15	<b>agree</b> 56:20
<b>15th</b> 17:8	actually 12:20 17:15 37:9,23	<b>ahead</b> 8:8 10:1 29:16 31:11 55:12 (5)
<b>23rd</b> 7:23	50:2 59:9 (6)	. ,
<b>25th</b> 64:18	add 14:15 27:2,5 28:7 43:6 (5)	airport 7:19 10:10 25:24,25 26:4 28:6 51:6 61:6 (8)
<b>31st</b> 42:20,22,23 56:5 (4)		airports 11:14 45:16
<b>33rd</b> 42:23	<b>added</b> 23:15 27:10 38:2 47:13 (4)	alignment 33:15
<b>70yearold</b> 16:11	<b>addition</b> 8:24 31:12	allegations 17:21

<b>alli</b> 3:7 29:5,7 32:9 (4)	andrea 2:9	50:4,21 52:20 54:17 55:12 57:25 58:19,20 60:16,25 61:1
<b>alliance</b> 29:8 35:10 48:3 50:19 58:5 (5)	<b>another</b> 7:25 13:11 28:13 39:14 40:7 59:16 (6)	62:18 (73)
allow 41:9 54:2,5	<b>answer</b> 19:6 57:19	areas 7:1,24 40:10 45:16 (4)
<b>allowed</b> 10:18 20:7 25:7,10	answered 31:6	aren't 25:8
27:5 37:3 40:7 (7) <b>allows</b> 19:20	anticipate 16:20	argue 56:22 around 10:10 11:1 21:23 25:8
almost 10:14 17:3 60:14	<b>anticipated</b> 17:18 22:19	28:2,6 54:10 (7)
63:15 (4)	<b>anyone</b> 9:3 47:16	<b>arro</b> 19:9
alone 33:14 53:14	<b>anything</b> 18:7 38:16 59:9	artificially 36:16
along 49:6,18	anywhere 46:6	ashraf 55:6 62:13
<b>already</b> 20:10 30:16 31:8 34:5 (4)	apologize 32:20	<b>ask</b> 9:6 22:2 25:2 42:14 51:24 52:7 57:16 58:24 59:4 (9)
also 8:15 14:25 16:20 33:25	<b>app</b> 26:5 56:19	asked 4:6 25:5 29:11 32:24
34:6 36:3,22 37:9,16 43:19 44:12 45:14,20 48:23 49:21	appeared 54:25	52:11 (5)
50:18 51:5,8,8 58:4 59:8,21,23 (23)	applaud 53:21	asking 31:6 32:23
alternative 24:23	applied 33:2	asks 32:4
always 25:5	<b>apply</b> 30:13	assembly 38:1
<b>am</b> 11 5:20,21 16:9 60:13	applying 31:19	<b>assessed</b> 18:19 23:19
63:18,25 64:13,15 (9)	appreciate 60:4	assessment 14:11 16:2 45:8
amazing 21:2	approach 29:18 30:14 31:4	association 16:11
amendment 30:7	approaching 4:23	attention 5:16
among 7:6	approved 17:7	<b>attorney</b> 3:7 29:7
<b>amount</b> 11:23 19:17 20:17,17,19 49:17 53:7 61:14	apps 25:14	<b>audio</b> 4:9 5:13
(8)	<b>are</b> 4:7,8,16,17,19 5:2 6:15 8:19,22 10:19,24,25 13:10	<b>authority</b> 12:11 31:9 48:25
amounts 19:20	14:23 15:23 17:25 19:10,12,14,19 20:2,10	authorize 16:4
<b>amro</b> 3:3 9:15	24:13,20 25:6,9,10,10,25 28:16 30:23,24 31:13 32:22 33:3,20	automatically 4:10
analyses 32:17	34:6 35:14,17,25 36:22 37:1,14 38:21 39:8 40:19	<b>available</b> 4:4 5:15 20:21 24:21 30:24 31:8 52:20 (7)
analysis 14:11	41:18,19,21 42:2 43:13,21,24 44:21 45:5 48:7,8 49:7,8,21,23	ave 42:22

<b>avenue</b> 42:20,25 45:17 55:25 (4)	46:20 49:4 50:20 51:12 52:9,15 56:23 57:2,14 58:13 59:5 (29)	black 26:3 27:11 blackrock 41:7
average 28:20		
awad 55:6,7 62:14	become 55:22 56:15,15	<b>blocks</b> 44:19
aware 5:2 23:21 43:16 54:13	becomes 56:18	<b>blood</b> 64:14
(4) away 39:18,19 41:11,20 44:12	<b>before</b> 8:5 29:15 31:10 46:8 54:6 61:4 62:19 (7)	<b>board</b> 2:3 5:23 16:10 26:21 33:24 (5)
(5)	<b>begin</b> 4:2 9:14 47:7	bodega 23:5
<b>b</b> 16	<b>beginning</b> 18:20 35:21 39:16 63:4 (4)	<b>bold</b> 58:21
<b>back</b> 9:18 13:6 24:16 27:13 34:8 37:13 48:12 52:19	<b>begun</b> 17:22 24:17 31:14	<b>border</b> 10:20
54:3,4,12 57:6,14 58:19,23 59:6 (16)	<b>behalf</b> 10:9 15:13	borough 57:1
, ,		boroughs 44:9
backstop 34:12	behind 33:4	<b>both</b> 5:7 17:1 29:12 38:5 (4)
backup 17:20	<b>being</b> 4:3 59:20	<b>bought</b> 25:11,12,12
<b>bader</b> 2:7 6:1 22:2,22 23:21,24 43:6 (7)	believe 21:8 60:16 61:6	<b>break</b> 40:17 42:16
<b>baker</b> 41:7	<b>below</b> 17:23	breakdown 49:18
<b>balance</b> 7:10 21:21 24:18	<b>benefit</b> 33:17 34:11 59:20	breathing 34:9
	benefits 30:2	
bank 52:8	better 44:3 46:25	<b>bring</b> 8:1 27:13 34:7 48:12 54:4,12 (6)
<b>banks</b> 52:4	<b>between</b> 13:25 18:2 24:19	<b>brought</b> 36:5 39:10
<b>barely</b> 36:24	30:18 42:23 46:6 (6)	brown 24 64:6
<b>based</b> 29:22 43:12 48:16	<b>bhairavi</b> 3:9 35:6,9	
<b>basic</b> 52:16	bierstein 2:9 6:2 8:8,9 13:8	bucks 11:13
basically 22:21	53:22 (6)	building 41:7
<b>bat</b> 39:23	bierstein's 15:7	<b>burden</b> 13:23 19:23 21:15
bear 19:23	<b>big</b> 40:4,7 43:21 58:21 (4)	<b>bus</b> 11:10,12 18:15 21:5 (4)
bearing 13:23 14:7	biggest 39:3	<b>business</b> 18:12 21:3 22:24 23:2,7 42:4 44:4 (7)
	bill 49:25	
<b>because</b> 8:18 13:15 14:19 22:13,20 24:20 25:11 26:25	billion 18:17	<b>busy</b> 45:16 50:23 56:17
30:3 31:23 32:1 36:14 37:22 39:16,20 41:6 42:16 43:11	<b>bit</b> 38:24 60:20	<b>buy</b> 22:24

**c** 2:1,4 64:1,1 (4)

**cab** 17:2,13 18:3,12,16,20 20:18,20 24:13 25:16 28:15 30:14 31:10 33:3,3,23 35:23 37:4 40:10 42:15,15 48:9,14,17,19,21,22 49:3,12 58:14,19 60:19 (32)

cabs 16:17 18:9 19:19 20:22 25:1,10,24 26:10 41:21 63:11 (10)

calculate 59:3

**call** 9:12 62:10,13

called 5:6

calling 5:19

**calls** 60:4

came 54:10

**camera** 5:1,7

can 9:13,25 10:3 12:17,22 15:4 19:16 21:24 26:16 27:9,10,19 31:6 32:13 37:16 39:10,21 41:10 43:17 45:20 46:13 47:6,24 50:7 53:4 54:21 55:1,7,8 60:8,10,11,21 62:3,4 (35)

can't 39:16

**cannot** 17:6 37:20 56:18,19 59:5 (5)

cap 19:18 27:3 49:6

capability 34:22

capacity 34:1

caps 5

captioning 5:15

car 25:20 42:13 56:3,6,22 57:8 61:9,10 (8)

card 11:19 12:21 13:3,11,16,18 14:3,5 15:13,18 16:1 19:25 20:6,9 21:9 22:23 23:12 36:9 37:18 39:23 59:6 (21)

cards 20:11 23:20

care 32:25

cars 25:6 26:3 27:10,11 40:17 41:18 42:2 43:22,25 59:25 (10)

**case** 23:3

**cash** 23:13

caught 56:3

**center** 16:13 40:9 56:9

central 18:12 21:3 48:25

**cents** 7:12

certain 44:18,19,20

**certainly** 15:10 43:16

**certify** 64:8,13

**chair** 17 5:18,19,21 9:2,5 11:25 12:19 14:9 15:21 19:8 22:1 23:23 42:6,19,24 43:2,4 44:5 45:8,24 47:1,18 62:18,22 (25)

chairman 30:15

challenge 18:21

**challenges** 32:12 34:10

**chan** 2:8 6:1 15:6

chance 29:2

**change** 27:12 30:12 56:4

**changed** 30:11,22 33:2 62:24

(4)

**changes** 6:6,16 7:1,3,4 30:18

31:1 (7)

**charge** 7:13 12:25 16:4 19:11 20:8 23:2,8,8,15 37:17 49:17 54:21 (12)

**charged** 11:20 15:18 19:16,20 50:2 59:20 (6)

**charges** 15:13 19:14,24 22:23 (4)

charging 20:10

**chat** 47:14,17

cheaper 36:18

**chin** 3:12 50:15,16,18 52:14 (5)

choose 54:7

**chow** 3:11 47:23,24 48:1 49:23 (5)

**circle** 46:23

circumstances 7:2

city 2 10:10,13 11:2,8 16:24 26:5,10 28:10 33:19 34:24 36:6,11 37:1 41:19 44:18 49:1 51:9,13,17 52:5,7,11 54:12 56:25 58:2 (26)

**claim** 36:17

**clear** 32:21

**close** 14:22 62:20 63:24

closed 5:14

closely 31:21

collectively 15:16

columbus 46:23

com 58:6

come 9:18 10:22 19:15 21:24

40:11,16 41:6 44:15 56:21 58:24 (10)	complete 5:13	coordination 7:6
comeback 24:12	<b>completely</b> 27:16 46:17	corporate 41:8
comes 18:19 23:4 26:5 39:15	comprehensive 29:23	corporations 15:10
46:7 (5)	concern 43:21	<b>correct</b> 12:1 23:17
<b>coming</b> 12:4 43:13 45:13 49:21,23 56:2,20 57:16 (8)	<b>concerned</b> 45:6 53:25	correspond 18:25
comment 14:15 15:8	<b>concerns</b> 8:25 14:23 39:3 53:24 (4)	corridors 45:18
47:14,16,18 (5)	conduct 32:10	<b>cost</b> 7:14 13:25 18:5 48:19 49:4,5 51:7 57:17 59:1 (9)
comments 6:25 7:22 8:5,11,24 12:1,14 15:1 16:18	conducted 4:3	costs 18:3
22:6,14,20 47:21 62:19 63:20 (15)	conference 9	<b>could</b> 10:16 14:22 15:14,16
commission 3 5:22 16:21 17:9	confines 12:7	20:8,8,12 24:2 36:24 37:8,25 46:6,8,9 56:16 59:2 (16)
26:21 30:10 31:9 34:21 35:8 38:23 (10)	confirm 4:15	couldn't 22:16
commissioner 17 2:4,5,6,7,8,9	<b>congestion</b> 56:24 57:4	<b>counsel</b> 18 9:10 16:9
5:18,21,24,24,25,25 6:1,1 8:8,9,25 9:2 12:16,16,23 13:8	consider 15:2	<b>county</b> 64:4
14:10,12 15:6,7 22:2,22 23:21,23 32:8,20 33:5 35:7	consideration 21:20 32:25	<b>couple</b> 12:2,5 59:14
43:6 47:10,13,25 50:17 53:21 60:24 62:17 (43)	considered 31:2	<b>court</b> 24 16:15
commissioners 2:3 5:23 8:6	considering 8:15 53:22	covid19 30:20
9:6 12:15 15:5 30:16 33:9 35:3 36:4 38:9 53:2 58:1 62:19 (14)	consolidating 7:17	<b>crack</b> 41:24 44:16
<b>common</b> 33:20	conspicuous 25:19	cracking 40:25 41:24 42:1
companies 27:2 28:18,20	<b>constant</b> 43:15,16	create 63:22
35:15 (4)	construction 28:7,8	created 24:23,24
company 23:3 comparable 20:17	<b>continue</b> 31:14 63:20	<b>credit</b> 11:19 12:21 13:3,11,16 15:12,17 16:1 19:25 20:6,9,11
compete 24:24	contract 58:8	21:9 22:23 23:12,20 36:9 37:18 39:23 (19)
competition 7:5	contribution 7:13	crises 31:12
competitive 7:21	<b>control</b> 5:6 21:13 59:9	crisis 6:9 30:20,21
complain 39:6	<b>convenience</b> 13:18 14:2,4	critical 34:19
complaints 58:17	convenient 27:1	<b>cruise</b> 25:7,11,13

cruising 25:8	decline 36:13	digiovanni 14:11
culprit 53:10	<b>declined</b> 17:16 18:6	diligently 32:3
<b>current</b> 13:19 32:12	decreasing 26:25	directly 12:9 19:10
currently 31:19	deducting 61:11	director 3:8,9 35:9
<b>customer</b> 13:5 14:17 23:9 39:23 51:22 61:16 (6)	default 23:11	discount 23:13
, , , , , , , , , , , , , , , , , , ,	definitely 14:9	<b>discussion</b> 6:4,24 8:3 55:16
<b>customers</b> 39:12,17 41:14 44:1 58:24 (5)	degrades 25:17	digingentive 18:24
customers' 39:4	demand 17:18 34:6 60:22	disincentive 18:24
<b>cut</b> 36:16,16 40:21,21 49:14	densely 33:18	dispatch 35:15
(5)	denying 32:1	dispatcher 43:9
cuts 40:20	<b>depend</b> 53:15	dispatching 60:15
cutting 61:1	dependent 16:25	display 4:12
<b>d</b> 16	<b>depending</b> 49:1 60:22	disproportionately 18:21
dad 58:13	<b>deputy</b> 14:12	disrespect 26:6,8
daily 46:4	derived 17:3	<b>distance</b> 7:12 51:1
<b>data</b> 17:21 22:17 30:9 31:7 33:1 (5)	desai 3:9 35:6,7,9 37:12 38:5	<b>distributed</b> 29:25 56:11
<b>datadriven</b> 29:18 31:4	(6)	<b>district</b> 18:13 21:3
datasets 32:17	<b>design</b> 36:23	diversity 36:7
dave 14:11	designated 46:10,22	<b>does</b> 12:8 18:10 44:16 47:15 57:15 (5)
david 17 5:18,21	destroying 59:10,11	doesn't 11:22 21:7,8 44:7 (4)
day 26:24,24 53:5,6 64:18 (5)	<b>detailed</b> 16:18 33:1	<b>doing</b> 20:10 38:21 42:3 57:25
days 10:11	details 32:13	59:9 (5)
daytime 28:3	develop 30:6	<b>done</b> 25:1 57:9 58:22 63:17 (4)
deadline 22:10	didn't 22:18,18 56:9	<b>door</b> 37:13 48:13,13 50:7
<b>debt</b> 30:20,25 31:23 34:12	<b>different</b> 7:1 14:6 28:17 30:14 46:24 60:20 (6)	51:7 57:14 58:23 (7)
36:9 63:15 (6)	differs 4:18	<b>doors</b> 28:6 54:4,5,10,20 (5)
decade 6:18	difficult 55:23	<b>dorothy</b> 3:14 55:11,12,15 (4)

elisa 2:5 **down** 39:10 40:25 41:24,24 **duly** 64:10 42:1 44:17,19,20 (8) dynamics 7:4 **else** 9:3 23:11 downtime 33:21 e 16,16,16 2:1,1 3:1,1 64:1,1 **eluto** 18 9:10,12,22,24 drag 56:5 10:1,4,7 16:6 23:25 24:5,7,10 (9) 26:12,15,19 29:4 32:7 33:7 **drips** 30:24 each 11:20 17:15 18:3,11 25:4 35:2,5 38:8,11,15,19 47:4,9,12,15,22 50:9,14 (5) drive 41:10 44:19.20 45:3 52:18,22 54:23 55:4,10,14 55:23 56:16 58:6,6 60:14 61:9 earlier 32:11,15 36:5 40:2,3 57:20,24 60:6,11 62:9,13,16 (10)(45)early 16:2 55:23 driver emergency 28:7 3:3,5,10,11,12,13,14,15,16 13:14,22,25 14:3 16:13 17:13 earning 30:3 enable 4:15 21:7 24:14,19 25:3 26:1 28:14 29:19,24,24 31:10,18 37:4 earnings 24:19,19 33:21 34:4 enabled 34:7 40:20 41:4 42:10 45:3 48:2,5,6 49:10,19,21 50:24 58:3,14 (40) **encourage** 8:2 45:21 earns 13:14 driver's 39:25 53:10 **end** 13:6 61:11 62:16 63:1 (4) east 57:1 driverless 27:7,10 **enforce** 49:15 easy 43:11 drivers 7:2,10 8:14 10:9,24 enforcement 45:9 **economic** 7:2 49:2 11:1 13:20 14:7 15:18 16:16 17:1.11 18:11 19:13.15.15.25 enjoy 58:12 **economics** 6 6:13 8:14 31:10 20:23 21:16 28:16 29:13,21 30:1,23,23 31:22 32:4,22,23,24 (4) **enough** 27:24 30:3 46:11 33:3,16,25 34:3,4,19,23 35:16,16,17 37:2,7 38:6 39:12 educate 37:25 ensure 4:12 40:5,10,12,15,16,18,19,22 41:2,4,9,12,21,25 42:11,13,18 **ehail** 7:6 24:13,14,16,21,21 **ensures** 34:17 44:13,17,17,21 45:5,21 25:2,3,14 26:25 28:17,21 46:19,25 49:7 52:15 53:15 34:16 35:15 49:17 (15) **enters** 14:17 56:11 63:6,13,16,21 (77) **ehails** 6:23 25:1 35:13,24 entirely 29:22 drivers' 53:20 58:10 (5) **entity** 15:21 driving 10:12 11:6 28:16 42:2 **eight** 29:19 53:3 55:20 58:5 (7) entrance 46:9 eighth 42:20,22,24 **drop** 7:11 37:20,20 39:22 **entry** 30:19 48:4 50:20,22,22,25 51:5,13 either 23:11 30:8 32:15 59:17 53:12,14 59:10,15 (15) (4) **erhan** 3:13 52:24 eleven 58:3 **dropped** 39:16 **especially** 14:20 24:25 27:25 33:18 45:15 48:17 53:16 56:25 dropping 59:13 eliminate 27:15,22 51:10,18 (8) (4)

eliminating 18:24

essential 16:23

**due** 6:15

expressway 28:9	40:3,6,24 41:3,17 42:4 44:4 46:13,24 (14)
extent 8:10	
external 14:13	<b>fees</b> 7:17 14:19 15:18 19:11,12,25 20:1,5 37:24 38:2 39:1,6,8,9,10,24 59:10 (17)
<b>extra</b> 37:18	fellow 8:6
<b>f</b> 16 64:1	<b>few</b> 4:11 6:13 10:18 32:13
faced 10:12 34:10	52:10 63:18 (6)
<b>facing</b> 14:24	<b>fight</b> 32:3 57:2
fact 13:12 36:14	<b>finally</b> 34:11
factored 13:13	finance 52:6
<b>fair</b> 20:17 39:11 40:1,3,18 41:1 45:8,20 47:1 (9)	<b>financial</b> 17:18 26:9
follon 17:17	<b>find</b> 21:1 31:21 59:16
	<b>fine</b> 46:17 59:4
. , ,	<b>first</b> 6:17,19 9:14 10:25 33:17 49:24 55:24 (7)
	,
fare 7:8,9,11,15,20 14:14 16:21 17:8,10,16 18:16,22	<b>fits</b> 32:2
20:16 21:19 22:18 33:17 34:15 36:17,20 37:3,8 39:3	<b>five</b> 28:2 39:22 44:9 49:12 (4)
48:5,6,11,11 51:1 1 6 8 13 15 23 53:14 17	<b>flat</b> 7:18 60:16 62:5
56:23 60:16,17,21,23	flesh 22:17
(49)	flex 7:8
fares 5 7:18 13:10,19 17:4,5	<b>floor</b> 5:17
21:14 27:12 39:18 41:5,9,13,19 43:22 48:19 50:4	<b>flow</b> 46:12
59:18 60:15,16 61:8 (20)	flows 46:5
<b>feasible</b> 15:9,19	
features 34:19	<b>flyers</b> 56:10
<b>fee</b> 12:20,25 13:4,15,21,25	focus 29:12,14
14:22 16:2 19:15,17 37:18	<b>focused</b> 8:3 44:6,25 45:18 (4)
	<b>follow</b> 35:11 45:21 52:5
	followup 15:7
feel 8:2 9:5 39:1,9,25	
	extent 8:10  external 14:13  extra 37:18  f 16 64:1  faced 10:12 34:10  facing 14:24  fact 13:12 36:14  factored 13:13  fair 20:17 39:11 40:1,3,18 41:1 45:8,20 47:1 (9)  fallen 17:17  false 36:19 37:15 48:18,20 (4)  families 10:17  fare 7:8,9,11,15,20 14:14 16:21 17:8,10,16 18:16,22 20:16 21:19 22:18 33:17 34:15 36:17,20 37:3,8 39:3 48:5,6,11,11 51:1,1,6,8,13,15,23 53:14,17 56:23 60:16,17,21,23 61:1,9,13,19,21,22 62:5,6,7 (49)  fares 5 7:18 13:10,19 17:4,5 21:14 27:12 39:18 41:5,9,13,19 43:22 48:19 50:4 59:18 60:15,16 61:8 (20)  feasible 15:9,19  feetures 34:19  fee 12:20,25 13:4,15,21,25

followups 9:7	getting 14:1,2,3	grow 27:14
<b>forhire</b> 7:7 29:20 32:22 33:25 34:2 44:6 45:15 54:11 (8)	give 11:22 21:1 23:13 25:21 44:3 55:8 60:17 62:10 (8)	guess 24:25
form 13:11	given 13:10 64:12	guests 50:17
<b>forth</b> 16:19 64:10	<b>giving</b> 21:6 29:2 44:21,24 45:4 (5)	guide 6:24 gusterson 50:11,11 52:20,20
<b>forward</b> 6:3 34:25	global 63:2,12	62:11 (5)
<b>found</b> 50:4	go 8:8 10:1,23 13:1,1 16:6	<b>guys</b> 10:22 11:11 38:22 59:8 (4)
four 46:14	18:11 23:25 28:10,11,22 35:5 39:17,18 42:13 50:14 52:19,23	<b>h</b> 16
framework 34:16 free 8:2 9:5 11:9 16:15 (4)	55:5,10,12 57:6 (22) goes 53:9	hail 7:9 25:2,6,13 36:2,2,10 37:6 38:5 48:9,15 49:3,4 (13)
front 40:21	<b>going</b> 6:10 9:9 13:15 15:17	hailed 25:4
<b>full</b> 16:13 18:7 19:14 22:7 31:7 (5)	22:17 25:9 26:15 44:15 47:18 50:14,23 51:2,20 52:19,22 53:21,24 57:1 59:1 61:14,21 62:1,10 (23)	hails 24:25 26:24,25 29:12 33:20 35:23 36:22 41:22 44:2 58:11,12,16 59:12 (13)
fulltime 45:2	<b>golam</b> 3:16 60:7,13	half 28:15
fully 63:8 fund 6:22	<b>gold</b> 3:8 33:8,9,11 (4)	hand 64:18
further 11:6 64:13	<b>gone</b> 58:8	<b>happen</b> 17:13 27:9 40:14 41:23 43:24 44:8 45:1,4
<b>gain</b> 33:17	<b>good</b> 4:1 5:19 9:12 10:6 16:8 21:24 24:18 26:20 29:6 33:9 35:7 47:25 50:16 53:1 55:18	61:10,21 (10)
gains 33:25	58:1 60:9,12 (18)	happened 57:12 happening 43:23
garden 43:13	<b>got</b> 10:15 21:5 24:15	happens 42:8 44:8
gathering 7:24	<b>gotten</b> 39:18	<b>happy</b> 19:6 63:18
gave 26:22 27:1 general 18 9:10 16:9	government 30:2,8 52:11 grand 48:25	hard 21:22 44:23 56:18 57:13 (4)
generates 17:5	great 24:13 26:10 36:13	harder 8:18
get 10:20 11:4,20 12:2 15:1	grocery 13:1,2 20:4	hardly 10:16
19:13 21:7,8,10 22:19 31:19 40:23 42:13 44:1 45:13 56:24,25 58:10 59:17	gross 7:9	hardworking 44:12 49:20
61:12,14,17 (22)	<b>group</b> 31:22	harjot 3:10 38:20
gets 21:2 59:19	groups 8:19	harlem 57:2

<b>has</b> 6:16 17:17,22 18:5 19:2 22:8,25 24:12,17 26:8 28:23	hey 42:14	hundred 52:10
29:11 30:22 31:1,4,8,13 32:3	<b>hi</b> 26:20 38:21 50:16	hurting 42:4 44:4 62:6
33:2,12 34:6 36:7,13,21 38:3,4 57:6 58:8 62:24 (29)	hidden 13:6	hyper 45:18
having 20:21	<b>high</b> 12:24 39:5	i'd 38:22,24 39:14 60:23 (4)
<b>he</b> 21:5 47:13 58:14	<b>higher</b> 51:12,15	<b>i'll</b> 12:12 15:19 16:6 19:5 45:19 55:5,10 63:24 (8)
he's 21:5	highest 63:12	i'm 5:19,22 9:9,20,20,23 11:3
head 15:9 59:7	<b>highvolume</b> 7:7 29:20 32:21	15:14 22:23 23:21 29:7 32:9 33:11 35:9 44:16 45:2 48:1,2
health 16:24 54:1	himself 30:15	50:14,18 52:19 53:6,21,23 55:18,21 57:9,11,18 58:2,3
hear 6:10 8:18 15:25 22:13 29:8 47:24 60:10,11 (8)	hire 49:2	62:10 (32)
heard 55:16 58:17	holders 34:7	<b>i've</b> 25:5 40:14 41:4,13,22 43:23 44:16,25 45:3 53:3
hearing 4 4:2,3,7 6:11,13,14	<b>holding</b> 6:10,12	55:20 58:4,5 (13)
9:11 16:20 (9)	holistic 14:16	iconic 63:23
heart 36:1	holistically 21:18	idea 25:18 55:17 59:2,5 (4)
heavily 53:15	honest 22:12	ideas 21:24 26:23 27:15
held 8 6:14	honestly 46:5	identifies 25:15
helix 58:7,20	hood 25:20	idle 37:5
<b>hello</b> 24:9,10 26:18,19,20 55:13,14 57:23,24 (9)	host 4:24	illegal 10:19
help 6:24 57:13	<b>hour</b> 14:21 17:13 51:19,23 60:17 61:22 (6)	imagine 27:8
helped 63:13	hours 14:21 56:16	<b>impact</b> 7:8 26:8 36:21 40:7 (4)
helping 60:25 61:18 62:6	how 6:10 10:2 12:11 13:24	impacted 38:3
helps 34:13	15:19 21:21,25 25:6,15,18 26:23 29:25	impacts 31:3
here 9:20 10:24 27:7 53:23 62:25 (5)	30:1,11,21,22,23,24 33:1 38:2,21 49:20 51:7,24 54:15 57:6,16,25 59:1 61:16,16 62:1	impersonating 41:21
here's 25:18	(32)	implemented 63:8
hereby 64:7	however 29:14	<b>important</b> 26:1 35:19 36:3 37:21 54:8 (5)
hereinbefore 64:10	<b>hudson</b> 40:11 41:3,6 46:1,5,16 (6)	impose 20:8
hereunto 64:17	human 24:15	imposed 13:4
1	1	I .

impossible 53:17	instead 25:20	45:7 (5)
improve 26:23	<b>insurance</b> 18:1 49:6	issues 35:20 36:23 37:8 45:10
improvement 6:22	interest 49:10	(4) item 10:22
improves 33:23 34:3	<b>interested</b> 8:24 64:15	items 16:19
inaudible 27:16,23	interests 33:15	
incentive 59:19	into 10:15 15:3 21:2,20 34:9	its 7:13,20 31:9 36:16 (4)
include 6:17	53:9,17 54:11 56:22 58:8 (10)	jamaica 45:17
<b>including</b> 6:8 7:1,3,4 16:14	investment 34:13	<b>javits</b> 40:9 56:8
19:3 23:6 29:11 33:13 (9)	<b>invite</b> 5:2,5	<b>jersey</b> 12:10 56:2
<b>income</b> 24:17 26:2 27:24 29:24 48:10 50:23 52:16 (7)	inviting 4:24	<b>jfk</b> 11:7,12,14 28:6,9 48:24 51:8 61:6 (8)
increase 6:19 7:15 16:22	iphone 4:17	<b>job</b> 48:7 56:17,18 58:13 (4)
17:8,10,10,16 22:18 50:25 (9)	<b>irene</b> 38:12	
increased 18:6	ironic 54:9	join 4:25 52:5
increasing 29:12	irrational 30:13	joined 5:22
indeed 31:5	is 4:2,3,23 5:6,13,15 6:11 7:25	joining 4:8
	9:15 10:11,24 11:6,19	<b>joins</b> 32:4
industrial 23:1	12:4,6,9,11,17,19,23,24 13:4,5,7,12,15,21,22,23,25	<b>josh</b> 3:8 33:8,11
<b>industry</b> 5 6:5,6,13,16 7:4,21 8:4,13 10:13,14 12:24 13:17	14:2,3,10,16,16 15:8,19 16:3,8,25 17:3,14 18:22 19:18	july 10 7:23 64:18
16:23,25 17:6,19 18:8 20:22	20:3 21:2 22:10 23:2,11,12,15,17	ingt 0.0 20 0.16 10.0 21
24:22,23 27:3,11 29:18 30:11,18 33:2 36:1 47:20	24:16,18,18,25 25:2,7,8	<b>just</b> 8:9,20 9:16 10:8,21 12:1,12 13:8 14:7,15
54:1,9,12 55:22 62:24	26:2,22,25 29:5,6,22	15:8,15,19 21:25 30:9 32:23
63:2,17,23 (37)	31:6,19,19 32:23,24 33:2	38:24 42:16 43:20,20 44:7,8
inflation 30:9	34:14,23 35:8,13,21 37:21,21,25 38:12 39:4,14	45:1 46:3 54:25 55:4 60:1 63:18 (28)
inform 54:20	40:1,7 41:1,23 42:17,24 43:15,21 44:5,15 45:25	justification 31:25
		Justification 51.25
informedian 7.10 24 20.5	46:9,18 47:23 48:1,19	·
<b>information</b> 7:19,24 30:5	49:5,11,14,15 50:10,17 51:2,12,14 52:16 53:8,10 54:8	k 3:1
<b>information</b> 7:19,24 30:5 <b>informed</b> 54:6,21	49:5,11,14,15 50:10,17	·
,	49:5,11,14,15 50:10,17 51:2,12,14 52:16 53:8,10 54:8 55:11,15 56:22 57:4,7,8,21	<b>k</b> 3:1
informed 54:6,21 initial 14:21 50:20,22,25	49:5,11,14,15 50:10,17 51:2,12,14 52:16 53:8,10 54:8 55:11,15 56:22 57:4,7,8,21 58:25 59:12 60:13,20,25 61:6,22 62:5,6,16 63:17,24	k 3:1  karki 47:5,6,9  kaufman 2:6 5:25 12:16,23 32:8,20 33:5 47:10,13 (9)  keep 8:3,21 31:15 34:24
informed 54:6,21 initial 14:21 50:20,22,25 51:5,13,15,23 52:15 (9)	49:5,11,14,15 50:10,17 51:2,12,14 52:16 53:8,10 54:8 55:11,15 56:22 57:4,7,8,21 58:25 59:12 60:13,20,25 61:6,22 62:5,6,16 63:17,24 64:9,11 (132)	k 3:1 karki 47:5,6,9 kaufman 2:6 5:25 12:16,23 32:8,20 33:5 47:10,13 (9)

keeping 6:11	later 63:9	lifesaving 31:14,23
kenneth 2:4,8	laws 48:8	<b>like</b> 6:14 8:1,6 11:15 12:12 14:8 21:19 23:3,7 25:19 26:22
kicking 8:5	learning 43:12	27:11 29:1,14 30:2,9 32:18 35:12,17 36:23 37:17 38:22,24
<b>killed</b> 10:14	lease 5 16:17 19:15,17,18 49:10,11 (7)	39:1,9,14,25 40:3,6,8,8,13,24 41:3,17 42:4,9 43:13 44:4,23
killing 48:8 kind 6:11 36:19 39:20 42:3	leased 19:19	45:16,16,25 46:4,8,13,22,23,24 50:21 51:1,5,8,9,14,21 52:9 56:16 58:22 59:12,23
44:15,25 (6)	leasing 19:21	60:16,21,24 61:2,3,4,6,9,13,19 62:2 63:19 (73)
<b>know</b> 4:19 8:10,17 10:13 11:8,11 12:4,21 13:14,19 15:19 19:8,16 20:9,13	leave 12:13 27:19 41:11 53:13 (4)	limited 5:11
21:13,21 25:9 27:7,24 35:13,14,24 36:2,12,15,18,23	<b>leconte</b> 3:14 55:11,13,15 57:11 (5)	limousine 3 5:22 38:23
37:2,4,7,19 38:25 39:6,11,17,18,19,24 40:2,18,24	<b>left</b> 31:22 33:4 52:9,10	line 20:2 37:8 40:19
41:10,19,23 42:2,9,12 43:20,24 44:19,23 45:1	56:4,22 57:3 60:18 (8)	<b>lines</b> 40:17
44:19,23 43:1 46:4,7,13,15,23,24 47:11 48:19 49:20 50:24	legally 10:24 12:7	lining 46:21 55:25
51:4,7,14,15,19,23,24 52:1 55:18 56:3,11 57:15,17 58:23	lenders 31:24	lirr 56:2
59:5,8,15 60:21,23,25 61:2,8,1	length 20:19	<b>list</b> 62:17
1,12,13,15,16,18,19,20,22,25,2 5 62:4,5 (98)	less 8:19 19:19 33:18,20,21 37:7 (6)	listed 4:17
<b>koo</b> 38:12,16	<b>let</b> 11:12 22:2 45:14 48:15	<b>listening</b> 55:5 60:4
<b>kuber</b> 3:15 57:21	56:11 (5)	listing 25:23
<b>1</b> 16	<b>let's</b> 34:24 40:8 60:16 61:6 (4)	little 38:24 59:6 60:20
<b>laguardia</b> 7:18 11:7,10,13,14 48:10,24 (7)	letters 58:21	live 4:4
langley 3:7 29:5,6,7 31:18	letting 58:2	lived 10:24
32:19 33:6 (7)	level 14:17	living 44:22 49:4 50:1
large 8:17,23 23:1	levels 17:12,24 27:13	<b>loan</b> 52:3,7,7,8,10,12 (6)
larger 15:10	liability 18:1	location 28:22
<b>last</b> 6:14 10:18 11:15 17:7,16 29:19 36:12 37:15 45:24	license 10:20,23 12:3 25:16 (4)	locations 37:1
62:10,13 (11)	licensed 16:12	<b>long</b> 34:9 43:10 51:1 62:1 (4)
<b>lastly</b> 37:20	life 34:9	longer 62:2
lately 10:17	<b>1110</b> 34.7	longstanding 6:12

longterm 34:14	majority 26:2	mean 20:11 44:14 52:5 53:25 (4)
look 12:22 13:24 14:8,13,16,25 15:4,16,24 20:12 21:14,15,17,18,19 30:11 33:1 36:24 43:5 45:9 (20)	<b>make</b> 10:16 20:23,24 26:9 27:9,18,20 28:19 36:24 38:1 39:21 44:22 45:11,19 46:25 53:5,5,7 54:13 56:18 57:7	means 33:20 medallion 6:9 16:12 19:13
looked 29:23	59:18 60:2 (23) making 11:1 18:20 28:21	24:22 25:1,10,12,14,18 30:20,25 31:15,16 34:5,7,12,24 63:14 (18)
<b>looking</b> 6:3 8:12 31:7 52:6 55:17 (5)	44:10 50:1 53:6 (6)	medallions 17:25
looks 11:15	malhotra 3:6 24:1,2,5 26:16,18,20,22 28:13,24 (10)	medicaid 30:2
loopholes 27:1	mandate 6:21,22	meet 6:22
lose 21:11 50:23	mandated 18:23	meeting 4:8,13,16,20,25 5:3,15,20 17:17 63:24 (10)
losing 49:8	manhattan 59:12 60:17	member 3:6 16:17 48:2 50:18
loss 48:9	many 10:2 11:1 23:10,14,14 24:20 27:2 30:1,15,23,24 31:5	60:13 (5)
lost 29:1 48:14	52:9 (13)	members 29:9 35:8
lot 6:6 14:18 20:25 21:23 28:10 40:9,10,12,14 41:5,8,12,13,18,23 42:9,11 43:23 46:18 48:14 49:7,25	march 33:14 market 10:15 15:11 27:5,14 34:13 (5)	mention 8:20 mentioned 31:13 40:2
54:17,18 55:16 62:24 63:16 (27)	marketplace 12:25	merchants 20:9
love 58:15	marriage 64:15	mess 46:4
low 48:11	match 24:13 33:22	meter 6:19 14:14 27:12,23 28:1 39:2,5,15 48:11 50:3,4,25 51:20 53:8 61:19,21 62:7 (17)
lower 28:3 51:10,17,22,25 (5)	matches 4:13	metered 34:17 36:20
lucrative 25:24	matter 64:16	metropolitan 16:10
luggage 26:3 37:18 56:6	maximum 48:6	mic 52:23
lyft 29:21 30:19 32:23,24 58:9 61:1 (6)	<b>may</b> 5:4 7:22 15:9,9 18:9 19:6 22:13 36:8 (8)	michael 3:5 24:8
machine 11:19	maybe 13:13,23 14:5 15:15	microphone 5:7 9:13,17,21
made 24:16 34:15	52:10 55:4 59:14,14 61:8 (9) mazer 3:4 9:19 16:7,8,9 18:15	24:3 26:17 38:13 47:7 50:12 55:2,8 60:8 (12)
main 42:25 46:9 53:8	19:3,12 22:10 23:17 (10)	might 25:21 51:22
maintenance 49:7	me 22:2 27:19 29:2 41:4	mile 50:21
<b>major</b> 18:4 45:17	45:14 47:24 50:5 55:17 58:2,24,25 60:10 (12)	mileage 48:5

miles 50:22 51:2

**million** 33:13 63:4,11,15 (4)

**mind** 8:21

mine 23:7

minimized 5:3

minimum 48:5,6

minute 48:4

**minutes** 5:12 10:2,4,5 22:15 28:11 29:1 39:17,22 40:23 59:14,14 (12)

misinform 54:18

misinformed 54:17

misrepresentation 36:20

miss 41:12

**missing** 32:14

mitchell 2:4 5:24

**moderator** 4:1,15 5:14

modification 30:7

**mohamed** 3:3 9:15,16,20,23,25 10:2,5,8 11:18 (10)

moment 38:17 60:22

**money** 10:16 11:1,18 20:24,24,25 21:10 28:21 50:7 53:7 54:18 56:19 57:7 61:14 (14)

month 63:12

months 10:18 33:12

**more** 9:8 14:15 15:12,25 17:24 18:15,17,25,25 19:3 20:13,14,15 21:1,4 25:19,21,21,22 29:9

33:12,17,20 34:7 41:2,25 44:17,21,24 45:5,7,20,25 49:11 50:5 51:2,2 59:20,24 63:22 (40)

**morning** 4:1 5:19 9:7,12 16:8 19:5 26:21 29:6 33:9 35:7 47:25 50:16 53:1 55:18,24 58:1 60:9,12 (18)

**most** 6:4 18:18 19:19 28:18 50:20,24 53:20 56:21 (8)

**mostly** 59:11

move 24:7 46:19

moves 29:15 31:10

**moving** 25:18 34:25

**mrp** 49:8,9 63:7

ms 9:12,22,24 10:1,4,7 16:6 23:25 24:5,7,10 26:12,15,19 29:4,6 31:18 32:7,19 33:6,7 35:2,5 38:8,11,15,16,19 47:4,9,12,15,22 50:9,14 52:18,22 54:23 55:4,10,13,14,15 57:11,20,24 60:6,11 62:9,13,16 (51)

msg 43:2

**mta** 18:13,17 21:1,4,11 27:22,24 37:22 39:1,6,9 48:7 51:11,12,14 53:11 59:10,17 (18)

**mta's** 18:23

**mtbot** 3:4 16:17,20

**much** 11:24,25 18:10 20:2,3,4 22:16 24:11 29:3 48:8 49:20 51:7,15 52:17 54:22 57:16 59:1 61:16,16,22 62:3,8,22 (23)

**must** 4:20 5:1 27:5,14 31:8,15,20 32:10 48:23,23 53:15,19 54:2 57:16 (14)

**mute** 9:21

**muted** 4:10 5:14 9:17

my 8:6 9:21 10:25 11:6,19,23 15:8 16:2,8 22:14,25 24:25 26:22,22,24 27:17 28:5,6 29:6,14 35:8 43:15 45:2,24 46:2 48:1 50:17 52:7 53:19 55:15,16,24 56:22 57:8 58:7,13,17,25 59:6 60:4,12 64:17 (42)

myself 10:9 23:3 52:3

**n** 2:1

**name** 4:13,13,17,18,21,21 5:6,8 9:13 16:8 26:22 29:6 35:8 48:1 50:17 55:15 60:12 (17)

nature 7:5

**nearby** 33:22

necessarily 15:14

necessitates 31:2

need 8:15 12:3 14:4 25:24 27:12,14 28:5,7 29:11,15 34:2 35:16,18,22 37:9 38:13 42:14,15 52:16,23 53:13 57:8,13,17 59:15,15,16 61:19 (28)

**needed** 47:21

**needs** 17:19 37:23 49:15

negotiate 15:12

**net** 7:9

**neuhaus** 54:24,25 55:1

never 28:25 56:16

**new** 2 10:12 11:8 12:10,10 16:24 18:3 26:9 29:8 34:2 35:10 36:6 48:2 50:18 54:12 56:2 57:8 58:2,4 64:2,7 (21)

newspaper 56:12

**next** 9:18 16:7 22:10 24:1 29:5 33:7 38:12,20 47:4,23 50:10,15 52:24 54:24 55:6 57:21 60:7 (17)

**night** 27:18,20,22

**no** 9:4 24:4,6 26:4,14 31:25 35:4 38:10,14 47:8 49:3 50:13 52:21 55:3,4,9 56:6 58:9 60:18 62:4,12,15,21 (23)

**nobody** 19:18 25:23

**noshow** 28:25

notary 64:6

**noted** 63:25

**notes** 4:11 16:20

**nothing** 57:12

noticeable 25:21

november 17:8

**now** 5:17 9:25 10:11,25 13:10 18:1 20:7 23:18 25:16,22 28:8 35:13 40:19,20,22 43:23 49:8 51:12,19 52:7 54:16 55:22,22 56:3 58:3,6,21 63:13,24 (29)

nowadays 60:14

**number** 10:21,22 12:3 17:4 22:4 25:15 43:7 (7)

**nytwa** 3:6,7,9,12,15,16 29:9 31:21 32:3,23 60:13 (11)

**o** 16

obviously 8:25

**off** 8:5 15:8 27:16 39:22,23 40:20 44:15 53:18 54:10 58:10,12 59:13 (12)

officers 43:4 44:10

**offices** 41:7,8

offthecuff 32:16

often 15:10 48:16

**oh** 38:16 47:12

**old** 55:21

onboard 34:2

**once** 11:12

**one** 6:15 13:22 14:15 28:14,15 32:2 39:3 42:21,25,25 44:10 (11)

ones 25:10

ongoing 31:13 43:10

**online** 36:9 56:10

**only** 13:22 17:14 22:15 27:10 28:19 31:6 36:13 41:10 49:9 50:3 52:9 56:23 58:11,12 63:4 (15)

**onto** 21:5

**open** 8:3

operate 12:12

operates 30:22

**operating** 12:6 20:5

operation 49:5

operator 16:17

operators 16:12

opinion 53:19,20,22,23 (4)

opinions 26:23

**opportunities** 7:14 33:18

41:5,12,20 (5)

**opportunity** 19:5 33:10 38:23

53:3 (4)

**option** 26:4

**order** 4:25 5:20 12:2 36:17 51:10 62:2 (6)

**other** 4:17 7:19 10:23 12:5,14 13:5 17:2 20:25 23:5 29:9 36:22 40:6,21 41:17 45:17 46:22 57:1 (17)

**ought** 14:8

our 4:11 5:17,23 7:24 8:5 9:7,10,11,14,18 10:14,17 12:14,22 13:19 14:12 15:2 16:13,17 17:19 20:23 21:16,16,16 27:13,23 28:1 29:5 33:7 34:5 36:11 38:12 39:21 42:4 44:4 45:4,10,12,21 47:23 48:9 50:10,21,23 51:15 52:4,16 54:3,4,5,9,11,19,20,24 56:19 57:21 59:10 60:7,22 61:3,4,8,19,21 62:7,17,23 63:2,16,21,22 (72)

**out** 15:20 19:15 22:17 31:22 34:8 36:25 41:6 42:13 43:13 50:4 61:10 62:20 (12)

outcome 64:16

outlined 9:1

**outside** 21:13 43:2 59:3

**over** 9:10 18:4 33:11,13 36:12 60:18 63:10,13 (8)

**overall** 7:13 14:10,13,16,25 20:12 (6)

overnight 14:21

overpaid 49:10

oversaturated 36:15

oversaturation 36:14

oversight 24:15

own 7:24 20:1,1,4 (4)	<b>pay</b> 11:5,22 13:4 14:5 20:4,6,16 21:9 23:13,19 28:25	56:6,14,17 (7)
owner 21:8 22:24 24:19 48:1 52:12 53:20 (6)	29:19,21 30:6,8,12 49:20,25 57:3 (19)	<b>picking</b> 14:4 41:19,22,25 58:15 59:13 (6)
owner's 39:24	<b>paying</b> 14:3 49:9,10 58:19 61:16 (5)	<b>pickup</b> 25:4 28:22 33:23
ownerdrivers 19:23	<b>payment</b> 15:22 16:4 49:19	picture 14:14 15:1
<b>owners</b> 7:2,10 8:14 16:12 17:1,11 18:11 19:13,25 20:24	payments 13:20	<b>place</b> 25:19,20 41:3 46:23 (4)
21:16 34:5,24 (13)	<b>pays</b> 13:17 21:3 39:21 53:18	placed 17:24
<b>p</b> 2:1,1 3:1	(4)	<b>places</b> 23:10,16 40:13,13 59:25 (5)
<b>paid</b> 13:11 19:13 23:2 61:12,17 (5)	<b>penn</b> 36:24 40:8,14 42:8,10,13 44:8 45:16 48:24 55:24,25 (11)	<b>plate</b> 25:17
<b>pandemic</b> 6:9 62:24 63:2,12 (4)	<b>people</b> 10:19 11:9 14:4 21:23	platform 34:5
panelist 4:25 5:5	22:13 32:1 36:8 41:18 42:1,14 43:21,24 45:6 46:15 54:18 55:16 56:5 57:2 (18)	<b>please</b> 4:12 5:2,8 8:2,3 24:2 27:15,22 28:6 48:4 52:14 55:2 (12)
park 40:16 42:16 46:11	<b>per</b> 5:12 7:12 12:17,19 17:13	plowing 54:11
parked 42:11	18:2 48:4 (7)	plus 61:7
<b>part</b> 15:24 21:9 25:25 26:1 36:11 39:2 58:4,13 (8)	<b>percent</b> 6:20 17:12 23:15 40:1 48:7 49:12 (6)	<b>pm</b> 27:18,19,21,21 (4)
participate 31:24	<b>permit</b> 23:19	<b>pocket</b> 53:10
particularly 37:14	permitted 12:10 34:16	<b>point</b> 10:25 11:3,6,19 28:3 36:4 45:19 (7)
parties 64:14	person 52:24	points 12:5
parts 18:5 33:19	personally 42:9 43:7	<b>police</b> 40:25 44:9
parttime 42:10	persons 4:5	policy 14:12 15:2,4
<b>passenger</b> 11:21 12:11 14:1,2,24 17:4 18:12 21:2,4 25:15 36:4 49:18,19 50:2,4,5	<b>perspective</b> 8:16 39:4,24,25 45:2 (5)	popularity 36:21
51:7 57:14 59:19 (19)	<b>peter</b> 3:4 9:19 16:7,9 19:8 22:1,2 (7)	populated 33:19
<b>passengers</b> 7:14,16 8:16 17:5 18:16 20:5,16 21:16 23:19	petitioning 16:21	<b>port</b> 12:11 48:25
26:3 44:11 48:15,21 56:21 58:18 63:22 (16)	<b>philip</b> 50:10 52:19 62:11	possible 34:15
past 30:10 33:11	phones 36:8	post 48:23
<b>paul</b> 2:7	pick 40:10 41:9 42:18 50:1	posted 51:6

posting 54:3	proceed 5:9	purposes 7:25
potentially 15:3	proceedings 16:16	<b>put</b> 21:20 27:4 43:20 47:20 57:13 61:4 (6)
power 15:11,12	process 15:25	putting 58:23
<b>practice</b> 6:12 29:17	<b>processing</b> 12:21 13:3 37:18	queens 64:4
<b>pre2020</b> 17:23	<b>processors</b> 15:23 21:9	<b>question</b> 13:9 32:9 45:24
prearranged 25:4,6	<b>program</b> 11:5 31:15,20,25 33:14 34:20,23 52:5 63:7,15	questions 9:6 19:6 22:5 26:13
predictability 34:18	(10)	29:10 31:5 32:7 35:2 38:9 (9)
<b>prefer</b> 22:6 36:10	progress 34:25	quick 32:8
premiums 18:1	projected 17:9	quoteunquote 35:21
prepared 8:22	promotes 34:14	<b>r</b> 16 2:1 3:1 64:1 (4)
<b>present</b> 4:16,20	<b>prompt</b> 4:24 5:4	raise 60:21 62:4
preserve 18:22 34:22	promulgated 23:18	raised 49:12
prestige 25:22	<b>properly</b> 46:12 54:20	raising 49:11
<b>pretty</b> 16:3 20:2,3,4 (4)	proposal 15:4	random 46:21
prevent 52:1	proposed 29:16	rare 33:15
preventing 18:6	<b>protect</b> 34:13 49:2	rate 6:19 14:14 17:8 36:17 48:11,12,23 49:15 50:6,25
previous 35:12	<b>provide</b> 5:1 17:20 63:14	51:6 52:14,15 54:4 59:6 60:19,19 (17)
<b>price</b> 7:16 44:3 48:13 57:15 58:25 61:3 62:4 (7)	<b>provided</b> 4:21 18:16 22:3,8 (4)	rates 15:17 37:14 48:22
	providers 7:6 16:4 17:2	54:3,9,15,19 (7)
prices 39:5	19:9,11 (5)	ratings 24:14
pricing 34:17 48:17	provides 16:14	reach 14:22
print 61:10	<b>public</b> 4 3:8 4:2 5:11,20 6:4,12	reached 63:11
prioritize 35:22	8:5,17,22 9:11 14:24 15:2 16:1 17:2 22:14 24:20 29:13 36:11	read 22:6 59:5
<b>private</b> 41:18 42:2 43:22,25 (4)	38:6 51:16 52:1 53:22 54:3,6,13,19 62:23 64:6 (29)	ready 5:8 9:22
<b>privilege</b> 20:20 21:6	public's 53:23	real 33:25 36:21 51:8
<b>problem</b> 43:10 46:18 60:18	purchases 23:1	realize 57:6
62:4 (4)	purchasing 15:11	really 19:22 29:23 30:17 31:3

35:22 36:1 37:10 39:1,9,25 40:6,24 41:17 42:3 43:21 44:3	regulation 49:16	requested 6:25
53:25,25 58:11 (19)	regulations 45:12,22	resembling 18:7
rear 25:20	regulatory 12:8 45:12	respect 26:5 27:13
reason 39:9,20 53:8	rejoin 5:5	respond 12:17 47:16
receipt 61:10,18	related 7:19,25 64:13	response 9:4 24:4,6 26:14 35:4 37:14 38:10,14 47:8
receive 30:23	relative 7:8,11 22:5,22 (4)	50:13 52:21 55:3,9
receiving 35:17	released 32:11,15	62:12,15,21 (16)
recent 6:7	relevant 17:20	restaurant 13:2
recently 27:4	reliability 33:23	restaurants 13:2
recharge 23:8	reliable 50:5	restructure 18:22
recognizes 13:20	relief 31:15,23 32:1 34:12	restructuring 6:21 16:22
recognizing 35:20	63:14,14 (6)	returns 7:9
reconstruct 57:12	rely 30:1 56:19	revenue 7:3 16:25 17:3,6,10,13,15
record 50:3 64:11	remain 17:7 53:15,19	18:6,10,17,18,23 19:1,3,14 22:19 (16)
recovery 6:8 18:7	remaining 11:17 18:14 26:7 28:12 31:17 37:11 41:15 49:22	revenues 7:9
reduce 15:17 34:2	52:12,13 54:14 57:10 59:22 60:23 61:24 (15)	revolution 24:17
referral 34:22	remains 36:1	richard 3:11 47:23 48:1
referred 33:12	remember 63:1	ride 54:7 59:21
refinance 52:12	remotely 8 4:3	rider 25:3 51:3
refund 11:4	remove 59:17	<b>riders</b> 8:23 18:9 33:21 34:18,23 (5)
refused 31:24	removed 48:13	ridership 17:22
refusing 52:4	reporter 24	rides 18:20 25:24,25,25 59:13
registered 4:7,11	represent 19:9	(5)
regular 6:23	representation 16:15	riding 38:6 51:16 53:23 54:3,5,13,19 (7)
regulate 12:9 15:23 37:24	representing 16:11	
43:11 (4)	represents 33:15	right 9:17,25 10:1,11 14:17,20 22:22 23:21,25
regulated 39:11 40:15 42:17	request 28:14 60:24 61:3	25:16,22 26:15 28:8 35:5,13 38:11 39:23 41:11 43:2 45:23

46:10 47:1,2,4,22,24 51:12,19 54:16 55:5,10,22,22 57:20	<b>sanchopersad</b> 3:15 57:22,23,25 59:23 (5)	sees 25:23
58:5,7 63:3 (37)	sarah 2:6	seismic 6:8 30:18
righthand 56:1		sell 22:24
rights 25:13,13	save 50:7	senate 38:1
road 20:22 34:8 63:6	saving 63:15	send 4:24 61:13,20
robust 6:4 63:22	saw 47:11	sending 28:18 61:7
role 7:20	<b>say</b> 8:10 10:19 11:13 13:16 15:16 22:16 35:12,22 37:13,16	senior 3:8
	39:14 40:8 44:2 53:24 55:18	
roles 12:22	(15)	sense 60:2
ronish 47:5	scale 34:20 48:20	serve 36:7
room 21:24 55:11	screen 4:21 5:3 55:1	<b>service</b> 16:13 17:14,15,25 24:20 27:8 35:17
roundabout 46:7	search 52:8	36:3,10,11,18 38:5 (12)
routine 26:1	second 11:3 41:11 60:21	services 7:7 16:14 20:21
<b>rule</b> 27:9 47:19	secondly 12:5	set 16:19 64:10,17
rulemaking 29:16 31:11	seconds 11:17 18:14 26:7 28:12 31:17 37:11 39:19 41:15	seven 29:19 33:12 39:22 63:5 (4)
<b>rules</b> 23:18 30:8,12 45:10,12,21 (6)	49:22 52:13 54:14 57:10 59:22 61:24 (14)	seventh 55:25
run 18:2 57:8	<b>sector</b> 30:14,21 33:3 34:9 35:23 (5)	<b>share</b> 32:13
running 48:11	sectors 29:20	<b>shared</b> 13:25 14:6
rush 14:20 27:17,18 51:19,23		she 55:11
60:17 61:22 (7)	security 10:21 12:3 46:16	shelter 11:15
s 2:1 3:1,1	see 5:4 12:23 23:10 26:2 32:14,18 33:25 37:6,12	<b>sherryl</b> 18 9:10 16:5 47:10 (4)
<b>sabrina</b> 24 64:6	42:7,11,19 43:14,17 45:25 48:15 50:6 51:6 56:23	shifts 6:8
sae 38:12	58:21,21,22 59:24 (23)	<b>shock</b> 14:19 35:21 37:21 38:3
said 22:13 32:10 45:25 63:19 (4)	seeing 22:9	51:21 52:2 53:8,11 (8)
sales 19:16	seek 11:15	<b>short</b> 17:17 18:20,24 48:7 50:21 53:18 59:13 (7)
	seems 14:7 20:7 21:11	, ,
same 20:5 25:5 28:21 32:25 39:12 43:8 53:7 54:10 55:17 60:23 (10)	seen 6:6,18 18:9 40:14 41:5,22 43:23 44:16,25 45:4 (10)	shorter 53:16 should 11:20,22 13:13,24 14:5 20:16,16 21:19 25:15

snr 57:11	spare 18:5
<b>so</b> 6:15 8:2,20 9:16,18,22,23 10:2,3 11:8,22,24,25	<b>speak</b> 4:14,23 8:7 9:25 10:3 15:11 38:17,24 58:2 (9)
15:1,6,11,23 18:10 19:19,22	<b>speaker</b> 5:12 9:14,18 13:7 16:7 24:1 29:5 33:7 35:12
28:1,5,17 29:2,3,21 31:8,18 32:23 33:3 36:7 38:13	38:12,20 47:4,23 50:10,15 54:24 55:6 57:21 60:7 (19)
45:11,13,18,24 46:3,20 47:2,15	<b>speakers</b> 4:7,12 8:22 9:7 30:16 (5)
51:4,7,16,21,22 52:1,6,7,17	speaking 4:9
56:17,18 57:6,13 58:9,23,23	
63:16,18 (92)	special 4:11
social 10:21 12:3	<b>specific</b> 32:17 43:18
<b>solution</b> 31:21 32:2 59:16	specifically 6:24 46:2
	specify 7:23
14:23 18:9 19:9,14 20:9 21:24	<b>spend</b> 28:24
39:10,17 42:12,15 53:24 58:20	spoke 43:9
, ,	<b>spot</b> 40:15 46:10,20,22 (4)
somebody 13:17 40:2	spots 46:21,24
somehow 36:18	ss 64:3
someone 56:25	stability 34:14
something 10:9 13:24 15:15	, and the second
	<b>staff</b> 29:7,9
sometime 8:18 62:1	stand 26:10 36:25 42:12,17,17,20 46:6 59:16 (8)
<b>sometimes</b> 11:21 13:4 14:20 21:22 60:1 62:5 (6)	<b>standard</b> 12:24 16:3 20:3
	28:19 29:17 61:9 (6)
	standing 56:7
sorry 9:21,23 43:19 44:16 55:18 (5)	stands 26:6 37:7 41:2 42:7 46:1,14 59:24,25 (8)
sort 32:25	start 9:11 10:23 14:22 28:1
sounds 10:5	46:21 51:20,20 (7)
<b>space</b> 46:11	started 10:12 24:12 55:21 62:25 (4)
	so 6:15 8:2,20 9:16,18,22,23 10:2,3 11:8,22,24,25 12:4,12,19 13:6 14:6,22 15:1,6,11,23 18:10 19:19,22 22:24 23:10,25 27:2,14,20,21 28:1,5,17 29:2,3,21 31:8,18 32:23 33:3 36:7 38:13 40:22,24 42:3,24 43:11,14 45:11,13,18,24 46:3,20 47:2,15 48:25 50:1,3,22 51:4,7,16,21,22 52:1,6,7,17 53:13 54:12,21 55:22,23 56:17,18 57:6,13 58:9,23,23 59:2,15 60:20,23 61:12 62:22 63:16,18 (92) social 10:21 12:3 solution 31:21 32:2 59:16  some 4:17 6:3,16 10:16 13:11 14:23 18:9 19:9,14 20:9 21:24 23:6 27:15 31:7 32:12 35:20 39:10,17 42:12,15 53:24 58:20 59:19,25 61:21 (25) somebody 13:17 40:2 somehow 36:18 someone 56:25 sometime 8:18 62:1 sometimes 11:21 13:4 14:20 21:22 60:1 62:5 (6) soon 22:9 27:7 sorry 9:21,23 43:19 44:16 55:18 (5) sort 32:25 sounds 10:5

starting 27:18	strong 20:23	supplemental 35:14,25
starts 39:5	stronger 63:17	<b>support</b> 17:21 30:4 34:19
state 5:8 6:5 8:13 21:12 37:25 51:10,17,25 64:2,7 (10)	strongly 34:21	supporting 7:21
statement 48:18 station 36:24 40:9,14	<b>structure</b> 7:15,20 12:8 13:19 21:19 29:21 30:6 34:15 53:14,18 60:19,20 (12)	<b>supposed</b> 25:9 <b>surcharge</b> 13:12 19:24 20:9,10 23:20 27:17,21 39:15
42:8,10,14 44:8 45:17 48:25 55:25 56:1 (11)	<b>struggling</b> 10:25 63:3,7	(8)
stations 11:10,11	student 45:3 study 29:15,22,23 30:10	surcharges 7:17 14:19 18:18,19 20:14 37:22 38:25 53:11 (8)
statutory 18:23	31:3,9 32:10,11,14,21 (10)	sure 10:1 44:10 45:11,19 (4)
stewart 24 64:6	<b>stuff</b> 39:7 41:1 42:3 44:25 51:11 (5)	<b>surge</b> 34:6
sticker 14:18 35:21 37:21 38:2 48:12,14,23 50:6 53:7,11 56:20 57:14 61:4 (13)	subject 7:25	survival 16:23
stickers 28:5 37:12,13,16	submission 17:20	survive 10:16
54:4 (5)	<b>submit</b> 32:16	sustainable 24:17
<b>still</b> 9:17 17:23,25 27:4 31:13 36:10 46:12 49:8 52:3,6	submitted 7:22	sworn 64:10
57:9,11 59:3 63:2,7,16 (16)	submitting 16:18	system 36:6 58:7,8,20 (4)
<b>stop</b> 27:6 40:8 41:4 55:24 (4)	subsequent 30:7	t 64:1,1
stopping 43:24	<b>subsidized</b> 21:10 56:15	<b>tail</b> 63:1
<b>storage</b> 18:1 34:8	subsidizes 18:13	take 10:22 12:22 14:25 15:4,16,24 27:16 29:18 40:13
store 13:1 20:4 56:20	substance 29:10	42:16 43:5 44:11,12 45:19 46:2 62:1 (16)
stores 13:3	<b>subtly</b> 25:17	taken 36:13
straight 28:5 53:9	subway 11:11 18:16 21:5 59:21 (4)	takes 28:9 62:2
streat 7:8 24:24 25:2 13	success 34:20	taking 41:20 43:22 44:18
street 7:8 24:24 25:2,13 26:24,24 29:12 33:19 35:22 36:2,2,10,22,23 37:6 38:5 41:22 42:20 44:2 48:9,15	<b>such</b> 7:16 56:8,14 64:10,12 (5)	48:21,22 (5) <b>talk</b> 10:10 11:6 37:2 39:7 46:15 (5)
49:3,3 56:5 58:11,12,15,15 59:12 (29)	<b>sufficient</b> 16:25 17:4,6 <b>suggest</b> 51:4	talking 11:3 13:7 38:25 40:1 (4)
streets 36:16 40:8 44:20	suggesting 15:14	talukder 3:16 60:7,8,9,12,13

61:25 (7)

tariffs 49:21,23

**tax** 19:16 27:22 51:11,12,14 61:7,15 (7)

**taxes** 39:7 48:8 51:11,18,25 (5)

taxi 3,5
3:3,5,10,11,12,13,14,15,16
5:22 6:5,13,21 7:20,21 8:4
11:4 14:18 17:6 24:12,23
25:9,25 26:23 27:13 28:6 29:8
33:16 34:13,22 35:10 36:18,25
37:7 38:22 40:4,15,17,18
41:1,2,3,4,5,9,12,20,21,25
42:7,12,17,17,18,20 43:22
44:1,17,17,21 45:3,5
46:1,6,13,19,25 47:20
48:2,12,13,14,23 50:19 54:1,9
57:15 58:3,4,6,7,7 59:21,24
60:14 61:3,5 63:10 (90)

**taxicab** 16:10,24 17:11,15 18:8 21:3,7,7 (8)

taxicabs 16:13 17:24 20:1

**taxis** 6:23 26:6 27:8,11 33:13 34:1 37:17 40:21 46:11,14,20 54:16 63:6 (13)

taxpayers 34:11

team 15:2 46:2

tech 24:15

technical 22:21

technology 56:10

tell 10:8 45:14 53:4 56:12 (4)

**ten** 36:12,19 37:16 51:1,21 58:3 59:14 (7)

terminals 28:10,11 48:24

terms 8:13 13:14

**testify** 4:6 19:5 33:10

testimonies 62:23

**testimony** 5:1,10,11,13 9:14 22:3,7 29:14 55:8 64:11 (10)

**than** 9:8 18:15,17 19:19 21:4 33:12 36:18 40:6 41:17 45:5 49:11 51:12,15 59:20 63:18 (15)

thank 5:16 9:2 11:24,25 19:4 22:1 23:23 24:11 26:11,12 29:2,4 32:6,9,19 33:5,6,10 35:1 38:7,8,18,19,22 42:5,6 47:2,3 50:8,9 52:17,18 53:2 54:22,23 57:18,20 58:1 60:3,4,6 62:8,9,22 63:24 (45)

thanks 29:3 38:11

**their** 10:20 15:13 17:7 20:1 25:3 26:6,9 27:4 29:21 30:4 31:23 36:9 40:16 43:22,25 49:8 50:7 56:5 60:22 (19)

theirselves 48:16

**them** 13:13 20:2 38:1 40:20 42:15 44:16,24 53:24 54:20 59:4 60:1 (11)

themselves 30:4

**there's** 13:15 14:18 26:4 31:25 40:9,12,15,20 41:8,17,20 52:9 56:14 63:10,16 (15)

**these** 17:21 18:18 27:6,25 32:4 35:18,25 37:8 38:2 39:10 46:24 48:8 57:4 63:19 64:14 (15)

they'll 37:3

**they're** 12:6 20:18,20 25:7 37:6 41:22,24 42:1 44:1,20,23,24 45:4 46:17,18 49:9 52:4 56:17 61:7,11 (20)

**thing** 8:21 22:15 39:14 43:8 56:14 61:7 (6)

**things** 12:2 27:6 28:17 37:17 53:24 57:5 63:9 (7)

**think** 12:24 13:6 20:12,14 35:19 50:19 53:19 (7)

**third** 11:19

**thirty** 11:17 18:14 26:7 28:12 31:17 37:11 41:15 49:22 52:13 54:14 57:10 59:22 61:24 (13)

thorough 31:2

**those** 7:23 8:18,24 12:1,12 14:23 20:1 25:24 28:15 37:24 40:13,21 41:12 45:6 51:25 60:15 (16)

**though** 10:15

thoughts 19:10

thousand 63:5

**three** 5:12 10:4,5 22:15 23:15 40:1 46:14 63:8 (8)

**thriving** 34:12

**through** 7:23 12:10 31:20 34:1 46:5,12 (6)

tick 17:22

tickets 44:21,24 45:5

tif 11:4

**tilly** 41:7

**time** 6:14 7:12 17:9 19:2 20:18,19 24:22 25:4 27:17,18,20,25 28:10,18,23,25 33:23 38:4 39:13,21 43:10 54:10 56:13 60:3 63:24,25 (26)

**timekeeper** 11:17 18:14 19:2 26:7 28:12,23 31:17 37:11 38:4 41:15 49:22 52:13 54:14 57:10 59:22 61:24 (16)

times 13:5 23:10,14 28:2

	July 16, 2025	87
43:8,18 52:1 (7)	transaction 11:21 12:18,20,20,25 16:2 19:11,12	49:12 54:10 56:15,16,17 58:8 59:25,25 60:19 61:1,18 62:2,2
tin 25:19 56:21	23:7 (9)	(36)
tiny 59:6	<b>transactions</b> 15:13 23:4,6	<b>ubers</b> 40:25 42:7
<b>tip</b> 11:22	transformed 63:9	<b>ultimately</b> 18:25 32:2
tlc 6:12,14 10:18,20,22 12:2,8	transparency 7:16 20:15	<b>under</b> 34:16
15:14 17:7 19:4,20 20:8 21:14 23:18 27:1,5 29:10,12,15	34:18 49:16 58:18 (5)	understand 11:9 19:18 20:2
30:5,8,13 31:6,8,8,13,20 32:4,10 35:19 37:25 40:24	transparent 54:2	31:3 38:1 39:8 44:14 (7)
41:23 48:13,22 49:1,14,15 51:9 57:6 60:24 62:25 (42)	transportation 17:2 36:6	understanding 20:15
tlc's 4:5	<b>travel</b> 48:10	<b>unfair</b> 49:15 51:16
	tremendously 63:9	unit 7:12
today 4:9 5:23 6:3 8:11 9:11 14:17 15:2 16:1 22:13 29:11	trip 7:14 18:20 20:19 29:1	<b>unless</b> 56:17
30:17 31:6 53:6 55:16 58:2 60:3 62:23 63:10,20 (19)	34:1 40:23 49:3,4 61:20 (9)	<b>unlicensed</b> 44:6 45:15
today's 4:1 5:15 16:19	<b>trips</b> 7:8 18:24,25 28:17,19,20,21,21 29:25 30:23 33:13,14 34:17 35:18,18,25,25	unlike 17:1 34:16
<b>told</b> 46:18 50:5	41:25 42:18 44:12,18 48:7 49:17 50:21,21 53:5,6,16,18	unlikely 24:25
tolls 28:1	59:11 63:5,11 (32)	<b>unmute</b> 9:13,16 24:3 26:16 38:13 47:6 50:11 52:23 55:1,7
<b>too</b> 12:23 20:24 24:20 33:21 48:8 61:22 62:3 (7)	<b>true</b> 33:16 64:11	60:8 (11)
top 15:8 27:16 61:2	<b>try</b> 26:16 44:2 51:22 59:17 (4)	unregulated 30:19
toss 15:19	trying 41:23 44:1,22,22 (4)	unrelated 47:19
total 11:23	<b>tuncel</b> 3:13 52:24,25 53:1 54:15 (5)	until 10:17 22:12
tough 58:11	turn 4:23 9:9 34:3	<b>up</b> 4:6,14,19,22 8:1 9:14 14:4 17:14 21:24 33:7 35:11 36:5
tourists 40:11	twentyfive 51:21	37:8 39:21 40:10,13 41:9,19,22,25 42:11,16,18
towards 6:7	<b>two</b> 23:14 28:15 39:17 49:11 50:21 (5)	45:12 46:4,7,11,21 47:23 50:1,10 56:6,14,17 57:21 58:15,24 59:13 (38)
tpep 15:22 19:9	` '	, , , , , , , , , , , , , , , , , , ,
<b>trade</b> 16:10	<b>type</b> 54:7	update 4:20
traditionally 22:25	<b>types</b> 45:10	updated 30:10
	<b>uber</b> 3:8 10:14 11:7,12 12:6,9	<b>upfront</b> 7:11 34:15,17
<b>traffic</b> 46:4,8,12 61:23 62:3 (5)	25:6,23 26:5 29:21 30:19 32:22,24 33:11,12 35:14 36:15 37:3 40:12 16 20 42:11 12	<b>upper</b> 57:1,2

37:3 40:12,16,20 42:11,12

**upward** 17:22

**urge** 34:21

**us** 13:5 22:8 28:18,25 32:5 39:21 40:4 42:18 54:2 56:4,11,13,13 57:12,16,16,17 59:17,18 60:15,25 61:2,7,13,18,20 62:5,6,6 (29)

**use** 6:23 7:18 8:23 13:3 24:14 31:9 36:9 60:1 (8)

**used** 4:14,18 11:4,5 30:5,8 53:4 55:23 56:12 58:14 59:24 (11)

**using** 13:18 20:6,11 21:6 23:20 26:3 (6)

**usually** 11:8,15 56:9

utilities 18:5

utilization 34:4

value 25:17

van 28:9

vans 12:12

variety 6:25 16:14 23:16

**vehicle** 6:20 7:7 18:3 29:20 32:22 34:3 54:11 (7)

**vehicles** 15:22 24:21 27:3,4,11 31:1 34:8 (7)

**velazquez** 2:5 5:25

vendor 23:3

**very** 21:1 22:16,21 24:11 27:1,7 39:5 44:23 49:24 54:8,8,22 62:8 (13)

**via** 8 4:3,8 15:22 (4)

viable 17:7

video 9 4:9 5:13

**view** 36:4

**vinod** 3:6 24:1 26:16,22 (4)

violate 45:10

virtually 13:10

visibility 25:22

**volume** 27:14

wain 3:12 50:15,18

wait 22:12 37:5 40:22

**waiting** 40:19 49:8 55:11 57:11,18 (5)

want 6:9 8:10 10:8 11:6 12:1 14:25 20:13,13,14,22,22,23 22:14 35:11 36:9 37:5,12 48:10,12 49:14 50:6 54:7 57:3 59:4,4 62:7 (26)

wanted 8:20 22:11,12,16 (4)

wants 49:19

wasn't 32:21

watching 5:3

wav 49:6

**way** 13:16 14:6 28:1,9 39:11 44:15 56:4 64:15 (8)

**we'll** 15:24 23:25 24:7 35:5 43:4 44:2 45:19 47:15,20 (9)

**we're** 6:3 8:12 26:15 40:7 44:6 45:18 47:18 50:23 52:6 (9)

**we've** 6:6,7 39:18 63:13 (4)

website 4:5

wednesday 22:11

welcome 9:8

**well** 8:9,16 10:13 11:9,25 17:23 22:10 24:24 29:13 35:11 39:4 41:16 62:22 (13)

wellbeing 26:9

wellorganized 8:19

went 17:14

**what** 8:10 10:23 13:7,14 16:3 19:10 20:3,15 21:1,19 22:13 25:11 27:8 32:13,23 37:14,23,24 48:16 54:20 56:22 58:18,25 59:2,5 (25)

what's 58:25

whatever 11:23

wheelchair 6:20 11:5 30:25

**when** 4:14,18,21,23 5:6,7,12 9:12 11:18 13:1,1 14:17 21:14,18 23:4 25:12 26:5 35:16,18 39:4 43:12,14 51:20 55:23 56:8,23,25 61:9,10 63:1 (30)

where 12:4 25:9 33:19 37:1,2,7 39:11 42:7 43:24 44:18 45:4,13 46:1,8,10 56:3 (16)

**whereof** 64:17

**whether** 13:19 23:5 25:3 30:22 (4)

**which** 31:7 41:1 43:17 57:4 59:12 (5)

**while** 7:23 8:12 18:6,23 37:24 (5)

**who** 10:19,24 14:4 16:16 19:23,25 21:2 31:19,22 32:22 49:8 (11)

**who's** 14:1

**whose** 64:9

why 11:20,22 22:18 26:2 (4)  will 4:4,15,19,24 5:11,14,17 8:11 9:18,19 13:12 15:2,25 16:18,21,22 17:20 22:9,20 27:8 28:1,3 35:15 37:2 38:15	14:15 17:10 21:4 22:6 24:23 25:1 29:14 30:12 32:18 35:12 37:13 43:6 45:25 51:4,5,9 53:16 55:24 56:12 58:22 59:23 61:3 (27)	26:9 29:8 35:10 36:6 48:2 50:18 54:12 58:2,4 64:2,7 (16) you'll 5:6 22:11 29:8 42:11 (4)
45:11 46:2,25 49:24 54:5,20 56:10 57:16 63:20 (34)	wrap 15:3	<b>you're</b> 9:8,22 15:17 36:7 45:13 52:22 55:4 61:14 (8)
win 33:16,16,16,16,16,21 (6)	writing 32:16	your 4:9,12,18,20,23
<b>window</b> 58:25	<b>written</b> 7:22 16:18 17:19 22:20 47:20 (5)	5:6,7,8,9,12,13,16 9:13,13,14,16 10:22 12:5 15:17 19:10 20:5 22:3,5,6 24:3
winners 34:6	wrong 44:15	26:10,16 38:13 45:19 47:6 50:11 52:23 55:2,7,8 60:3,8
winning 28:3	<b>wyck</b> 28:9	(37)
wish 47:16	<b>x</b> 1,7 25:6	<b>zero</b> 49:13
wishing 4:5	yards 40:11 41:3,6 46:1,5,16 (6)	zones 28:8
<b>within</b> 12:7,22 15:21 23:1 64:7 (5)	veah 9:20,23 14:9 15:21	<b>zoom</b> 9 4:3,8,13 (4)
without 10:20 17:4	23:22 26:24 28:13 44:5 46:3 (9)	<b>250</b> 27:19
witness 64:9,12,17	year 17:23 18:2 30:10 32:15	<b>400</b> 27:18,21
witnessed 43:8	56:12 (5)	<b>475</b> 11:23 28:19
	years 6:7,14 27:25 29:19 36:12,19 37:16 48:18 49:11	<b>600</b> 27:21
wondering 25:8 32:9	53:3,4 55:20,21,21 58:3,14	<b>800</b> 27:19
work 11:18 30:4 31:14,20 42:9 44:22 46:16 51:9,24 52:7	60:14 63:8,18 (19)	<b>1002</b> 11
53:17 54:16 59:18 63:17,21,21 (16)	yellow 5 6:5 8:4,13 14:18 15:22 24:13,14,16,16 25:16,23	<b>1004</b> 5:20
worked 6:7	26:4 30:14 31:10 33:2,3,13,22 35:23 37:4 47:19	<b>1115</b> 63:24,25
worker 48:3 50:19	48:9,14,17,19,21,22 49:3,11,12 54:1,8,16 60:19 63:6,23 (37)	<b>2000</b> 63:13
workers 29:8 35:10 58:5	yellows 8:1	<b>2017</b> 17:16
<b>working</b> 30:24 32:3 34:23 58:10,12,15 (6)	<b>yes</b> 27:12 43:1,3 45:23 55:1,15 (6)	<b>2018</b> 29:22
works 11:8 13:17	<b>yet</b> 22:4,8 57:9	<b>2019</b> 17:12
world 23:2	yield 5:17	<b>2022</b> 6:15 17:9 22:17 63:1,4 (5)
worst 10:11	<b>yk</b> 2:8	<b>2025</b> 10 64:18
would 8:1,6,23 10:19 11:13	york 2 10:12 11:8 12:10 16:24	<b>4000</b> 17:25

<b>10500</b> 63:10	
<b>800000</b> 33:14	