

In Re Commission Hearing being NYC - Taxi & Limousine Commission  
November 15, 2022

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NEW YORK CITY  
TAXI & LIMOUSINE COMMISSION  
PUBLIC HEARING

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33 Beaver Street  
New York, New York  
November 15, 2022  
10:06 a.m.

H E L D B E F O R E:  
DAVID DO, Chair/Commissioner  
RYAN WANTTAJA, First Deputy Commissioner

BOARD OF COMMISSIONERS:  
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KENNETH MITCHELL  
JACQUES JIHA  
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1 S P E A K E R S:

2 ALISON HARTWELL, Assistant Commissioner, TLC's  
3 Licensing Standards Division

4 TED METZ, TLC Policy Analyst

5 JAMES DIGIOVANNI, Assistant Commissioner for Policy

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1 CHAIR DO: All right. Good morning.  
2 The time now is 10:06, and I'm calling this  
3 meeting to order.

4 I'm joined by my fellow commissioners;  
5 Commissioner Sorrentino, Commissioner  
6 Mitchell, Commissioner Jiha, Velazquez, and  
7 Kest.

8 Thank you so much for being here today.  
9 My name, again, is David Do, and I'm the  
10 Commissioner and Chair of the Taxi and  
11 Limousine Commission. Again, this is our  
12 first time since the beginning of the  
13 pandemic that we have met together. And it's  
14 so good to see you all in person, so thank  
15 you all for being here today.

16 We have a lot of important business  
17 today, including for the first time in  
18 ten years, increasing the meter rate of fare.  
19 This is an exciting time for a lot of you,  
20 and it has been a lot of work to get to this  
21 stage. We had a public hearing in May, and  
22 then again a couple of months ago, and then  
23 to our final vote today. We will also be  
24 considering the for-hire driver pay standard  
25 during today's meeting.

1           First and foremost, I want to thank all  
2           of my team at the TLC for their hard work in  
3           getting the MRP plus program up and running.  
4           It has, right, allowed \$250 million in debt  
5           reduction and almost 1,400 owner/drivers have  
6           been able to go through this program and  
7           close on their loans. We will continue the  
8           work with every owner/driver until they are  
9           able to get through this process.

10           And so, if you have not done so,  
11           please, please, please reach out to the  
12           Owner/Driver Resource Center. And to find  
13           out more information on that, go to  
14           nyc.gov/taxi.

15           I also want to make one more  
16           announcement and that's on our storage  
17           program. The storage program for the  
18           for-hire vehicle industry will be ending on  
19           August 31, 2023. We have sent an industry  
20           notice out to let you all know. We wanted to  
21           give a very long horizon, so that everyone  
22           has the opportunity to take their for-hire  
23           vehicle license out of storage.

24           And finally, with that, I would like to  
25           turn it over to our First Deputy Commissioner

1 Wanttaja, to take us through today's agenda.

2 MR. WANTTAJA: Commissioners, the first  
3 item before you are the minutes for the  
4 September 28, 2020, Commission Meeting. I  
5 will call a vote now to adopt those minutes.

6 All in favor of adopting the minutes  
7 from the September 28th Commission Meeting  
8 please raise your hand.

9 (Hands raised in tandem by  
10 Commissioners).

11 MR. WANTTAJA: And with that, the  
12 minutes are adopted unanimously.

13 I will now call on Assistant  
14 Commissioner, Alison Hartwell, to present the  
15 base license application.

16 MS. HARTWELL: Good morning,  
17 Commissioners, members of the industry and  
18 members of the public. My name is Alison  
19 Hartwell, and I'm an assistant commissioner  
20 in TLC's Licensing Standards Division.

21 I present to you 21 base determine --  
22 livery base determinations for your approval.  
23 We have one new license approval, 19 license  
24 renewals and one renewal with relocation for  
25 your approval.

1 Thank you for your consideration.

2 MR. WANTTAJA: Thank you, Assistant  
3 Commissioner Hartwell.

4 I will now call a vote on adopting the  
5 base license recommendations.

6 All in favor of adopting the base  
7 license recommendations, please raise your  
8 hands.

9 (Hands raised in tandem by  
10 Commissioners).

11 MR. WANTTAJA: With that, the  
12 recommendations are adopted unanimously.

13 I will now call on TLC Policy Analyst  
14 Ted Metz to present a report from battery  
15 electric vehicle pilot.

16 MR. METZ: Good morning, Commissioners  
17 and members of the general public.

18 Next slide, please.

19 Today, I'm going to be presenting on  
20 the battery electric vehicle pilot, so an  
21 overview of the presentation, give you some  
22 background and the resolution, the  
23 participants, the findings of the pilot, as  
24 well as some additional observations and  
25 findings on electric vehicle operations, and

1 then finally conclude with some  
2 recommendations.

3 The resolution that was passed in May  
4 of 2021 allowed for additional electric  
5 models for medallion to choose from. Prior  
6 to that, our vehicle specifications limited  
7 to really only one electric vehicle model.  
8 The specifications that were slightly changed  
9 in this resolution was that the horsepower  
10 for a lot of electric vehicles did not meet  
11 the horsepower specifications for our own  
12 taxis.

13 So, we allowed for vehicles that  
14 exceed -- that did not have an acceleration  
15 rate that exceeded 4.4 seconds, zero to 60,  
16 4.4 seconds and also met our interior volume  
17 requirements. The purpose and background for  
18 us to doing this is to give medallions owners  
19 additional electric vehicle options, which  
20 really meets the City's commitment to climate  
21 change efforts.

22 Next slide, please.

23 So, over the last year and several  
24 months, we ended up having 17 taxi  
25 participants. Majority of the vehicles were

1 the Kia Niro, but we also had participants  
2 that used the Ford Mach-E and the Tesla  
3 Model Y. And you can see that the range from  
4 the Kia Niro is 239 miles and had a MSRP of  
5 around \$40,000. All of these were operated  
6 by larger fleets and medallion agents.

7 Next slide, please.

8 So, the findings, the report definitely  
9 wanted to cover closely on the vehicles'  
10 specification issues. So, those are the  
11 issues pertaining to horsepower and to  
12 acceleration. We found that none of the  
13 vehicles had been in any collisions or any --  
14 had really had any serious infractions or  
15 some incidents.

16 Additionally, we spoke with drivers  
17 that were actually operating the vehicles,  
18 and they reported on a very -- you know, an  
19 easy transition to all electric taxis, and  
20 that they felt well-trained on these taxis as  
21 well.

22 Next slide, please.

23 So, in addition to looking at some of  
24 those metrics; such as, you know, the safety  
25 precautions around acceleration, we also

1 wanted to know a little bit more about an  
2 operating taxis, if in the taxi's space. And  
3 so, we found that while there are a number of  
4 fast chargers available in the City, a lot of  
5 our drivers would like to see more fast  
6 chargers, especially as more all-electric  
7 vehicles take to the road.

8 Additionally, the drivers noted that  
9 when it comes to charging, they would prefer  
10 larger public fast charging. So, to clarify,  
11 a fast charger is the one that can fuel a  
12 vehicle in about 30 to 45 minutes. And so,  
13 they noted some popular locations; such as,  
14 Revel has a large site in Brooklyn, NYPA also  
15 operates a station at JFK, and then Tesla  
16 also has some chargers at both the Brooklyn  
17 Museum and JFK. And they noted those as  
18 popular because they are large, easily  
19 accessible and had affordable parking fees.

20 And they also noted the passengers,  
21 they had a lot of positive feedback from  
22 passengers over the course of the pilot as  
23 well.

24 Next slide.

25 So, our recommendation would be to

1 propose a rule change which would address the  
2 power specifications that are unique to  
3 electric vehicles, so it allow for a  
4 different acceleration standard that was set  
5 under the pilot. The policy division will  
6 also be releasing a detailed electrification  
7 plan that outlines some of the agency's  
8 policy recommendations when more all-electric  
9 adoption would be happening in the future.

10 We would like to continue to engage  
11 with drivers, medallion owners and  
12 taxi-related businesses regarding  
13 electrification barriers, improving the  
14 charging infrastructure in our city, and  
15 opportunities to connect with PV businesses  
16 and innovators who are often reaching out to  
17 us.

18 Additionally, while we are not  
19 necessar -- you know, while we are limited in  
20 some of our abilities to install chargers, we  
21 can continue to collaborate with other  
22 agencies; such as DOT and DCAS, who are  
23 actively installing a very large charging  
24 network in the City, and ways for our TLC  
25 drivers to have access to these charging --

1 to these new charging stations.

2 And with that, I welcome any questions.

3 (No questions from Commissioners.)

4 MR. METZ: All right. Okay. Thank  
5 you.

6 MR. WANTTAJA: Thank you, Ted.

7 Before we get to our vote on the next  
8 two items, I will call on Assistant  
9 Commissioner for Policy, James DiGiovanni, to  
10 present a report on our two rule proposals  
11 concerning taxi rates and fare and the HV  
12 driver pay.

13 MR. DIGIOVANNI: Good morning,  
14 Commissioners. My name is James DiGiovanni,  
15 and we're going to be presenting on the two  
16 proposals related to the taxi fare increase  
17 and the changes to the high-volume driver  
18 pay.

19 Next slide.

20 So, first, we'll go through the  
21 proposed taxi fare increase, including some  
22 background on previous fare increases, the  
23 current fare, the analysis that TLC did of  
24 our own data versus -- and some publically  
25 available data, the proposal itself and what

1 we project the proposal to -- how we project  
2 that the proposal will impact the taxi  
3 industry, both passengers and drivers.

4 Next slide.

5 So, the two previous fare increases are  
6 outlined here. The taxi fare has not been  
7 increased in over ten years. The last taxi  
8 fare increase went into effect in  
9 September of 2012, so it's been quite some  
10 time since the last increase.

11 You can see the current fare structure,  
12 the basics here, there is the \$2.50 drop  
13 fare, which is the charge when you initially  
14 enter the vehicle. And then, the unit rate,  
15 which is charged every one-fifth miles of  
16 50 cents, and you can see how this has  
17 progressed over time.

18 These two previous fare increases were  
19 an average fare increase of 28 percent. In  
20 2004 and 2006, they were -- different parts  
21 of the fare were increased in those  
22 two years. And then, in 2012 it was the  
23 17 percent average fare increase. It is  
24 worth noting that in the past ten years since  
25 the last actual fare increase, there have

1           been, as we all know, increases to other  
2           aspects of the fares, like there's a  
3           congestion surcharge, adding the tip, the  
4           airport access fee.

5                        So, the passenger fare has increased  
6           over the last ten years, but those aspects of  
7           the fare have not gone to drivers, so this  
8           fare increase will be the first increase that  
9           has actually gotten to drivers in the last  
10          ten years.

11                      And previous analyses of fare increases  
12          have noted a small decrease in ridership  
13          initially after the fare was increased, but  
14          then that ridership has bounced back rather  
15          quickly as people adjust to the new fares.

16                      Next slide.

17                      So, quickly just to review some of the  
18          data that we looked at. So, one thing, of  
19          course, that we looked at was taxi trips by  
20          month over the last ten years, so we can see  
21          that there has been quite a decline in taxi  
22          trips over the last ten years, and the  
23          industry was especially hard hit by the  
24          pandemic.

25                      So, the way taxi trips are currently

1 going is on a month to month basis, we're at  
2 about 50 percent of the pre-pandemic level,  
3 which is only about 22 percent of the level  
4 it was at 2012, so definitely a significant  
5 decline in trips.

6 Next slide.

7 Similar for drivers, not as steep of a  
8 decrease before the pandemic, but we are  
9 seeing that only about 50 percent of drivers  
10 are on the road now, as compared to before  
11 the pandemic, and about 32 percent as  
12 compared to 2012.

13 Next slide.

14 And for vehicles, a little bit of a  
15 different story told here. We're at about  
16 65 percent of pre-pandemic levels and about  
17 55 percent of levels in 2012. So, what this  
18 shows us is that there are more vehicles on  
19 the road than there are drivers, and that  
20 there are trips, so there's less revenue per  
21 vehicle as, you know, drivers may have left,  
22 the vehicles are put on the road less often,  
23 fewer days or fewer hours per day.

24 Next slide.

25 So, taxis are less active. They're on

1 the road for fewer days per month, fewer  
2 hours per day and we're seeing significantly  
3 less double-shifted, which explain some of  
4 the steep declines in trips by month or  
5 active drivers. But while the taxi supply is  
6 low, what we're seeing is that passenger  
7 demand appears to be quite high.

8 While there are few drivers in vehicles  
9 performing trips, we're seeing wait times in  
10 airport that are very high, short amounts of  
11 time for drivers between trips. So, a driver  
12 drops somebody off and looks for a next fare,  
13 they're able to get that next fare pretty  
14 quickly, which shows that there are a lot of  
15 people, you know, in the Central Business  
16 District looking for a cab.

17 And we've heard reports from drivers,  
18 industry members and passengers, that  
19 passenger demand is fairly strong and the  
20 issue is more on the supply side right now.  
21 And we also see the farebox revenue --

22 COMMISSIONER JIHA: Can I ask you a  
23 question?

24 MR. DIGIOVANNI: Sure.

25 COMMISSIONER JIHA: Do you have a sense

1 of why the supplier has not responded to the  
2 increase demand?

3 MR. DIGIOVANNI: Well, I think part of  
4 it and part of our idea with increasing the  
5 taxi fare is that the financial compensation  
6 just isn't there. So, if drivers were paid  
7 more, then there would be more of a financial  
8 incentive for drivers to get back on the  
9 road, for medallion owners to put their  
10 vehicles on the road and for garages to get  
11 the vehicles back on the road. So, we're  
12 hoping that the increased financial  
13 incentives will allow supply to meet demand  
14 better than it currently is.

15 So, we're seeing that farebox revenue  
16 is fairly strong on a per driver basis for  
17 the drivers that are actively doing trips.  
18 And we also know, of course, that driver  
19 expenses over the past ten years have  
20 increased significantly, whether it's because  
21 of inflation, specific issues with  
22 transportation cost, like buying a new  
23 vehicle, is a lot more expensive than it was  
24 ten years ago.

25 Gas prices have been volatile and we

1 looked at publicly available data for this,  
2 as well as TLC's driver expense survey, where  
3 we ask drivers to tell us about their  
4 expenses and compare them to previous figures  
5 that we have.

6 Next slide.

7 So, we also compared different modes of  
8 transportation and taxi fares in other  
9 jurisdictions. So, we looked at how the New  
10 York City's \$2.50 drop fare and 50 cents per  
11 one-fifth mile fare compares to eight major  
12 cities with comparable fare structures in the  
13 United States, and where we saw that every  
14 other city has either a higher drop fare, a  
15 higher per unit fare or most often, these  
16 other cities have higher both numbers.

17 And many of these jurisdictions have  
18 not raised their fares in some time either,  
19 so we would expect that those fares will also  
20 increase fairly soon.

21 We also looked at public transit fares  
22 to see how changes in the taxi fare have  
23 matched the price of a MetroCard swipe. And  
24 since 2012, the cost of riding the subway,  
25 bus, express bus on a per-ride basis and

1 30-day passes have all increased about  
2 22 percent, so we considered that when we  
3 were looking at how much an appropriate fare  
4 increase would be for taxis as well.

5 Next slide.

6 So, our goals and our considerations,  
7 as I've already alluded to a little bit when  
8 we were thinking about what the taxi fare  
9 increase should look like, where to get more  
10 taxis and drivers back on the road to serve  
11 the passenger demand that we believe is  
12 there, taxis and drivers aren't doing trips,  
13 which reduces service reliability and could  
14 harm the industry as a whole if passengers  
15 don't believe that they are easily going to  
16 be able to get a taxi.

17 They may choose another transportation  
18 option, so we want to make sure that there  
19 are enough taxis on the road to serve that  
20 existing passenger demand, and we know that  
21 increasing the financial compensation will  
22 attract drivers, get more vehicles on the  
23 road and be able to ultimately improve  
24 passenger service as well.

25 I do want to note, too, that I'm

1 focusing on the taxi side and our analysis on  
2 all the data focuses on the taxi side, but  
3 the exchanges are also applicable to street  
4 hail liveries as well for trips that are done  
5 on the meter, because the meter for street  
6 hail liveries is the same as for taxis.

7 Next slide.

8 So, the proposed fare increase, as in  
9 here in three different buckets. So, for the  
10 meter fare, we're proposing to increase the  
11 drop fare from \$2.50 to \$3, so that's that  
12 initial charge. And then, the unit rate,  
13 one-fifth mile, would go from 50 cents to  
14 70 cents for the surcharges.

15 And these are all part of the  
16 surcharges, that rush hour and overnight are  
17 charges that go directly to the driver. We  
18 would increase the rush hour surcharge from  
19 4 p.m. to 8 p.m. on weekdays from \$1 to 2.50,  
20 and then the overnight surcharge, which is  
21 8 p.m. to 6 a.m. every day, would be  
22 increased from 50 cents to a dollar.

23 We're also proposing an increase to the  
24 Taxi Improvement fund and the Street Hail  
25 Liver Improvements funds, which are funds

1           that go toward the accessibility improvements  
2           from 30 cents to a dollar, just to make sure  
3           those funds remain sustainable going forward,  
4           so that we can continue to improve  
5           accessibility in both of those fleets.

6                     And for airports, we're proposing that  
7           the flat fare between JFK and Manhattan be  
8           increase from \$52 to \$70. For LaGuardia,  
9           those trips are currently on the meter. They  
10          would continue to be on the meter, but we  
11          would add a \$5 surcharge for all pickups and  
12          drop-offs at LaGuardia Airport and increase  
13          the surcharge for Newark Airport as well.

14                    And the idea behind these increases is  
15          that, you know, we know there are long wait  
16          times at the airport for passengers, but we  
17          also know there are very long wait times at  
18          the airport for drivers. They, spend a lot  
19          of time in the hold lots, that is time that  
20          they are not compensated for, so by  
21          increasing those fares, we often compensate  
22          them for that downtime that they spend at  
23          airports.

24                    And next slide.

25                    So, just a little bit more detail on

1 the meter fare increase and what we project  
2 the results of that to be. So, for  
3 passengers, that will mean an increase of the  
4 average fare of about 22.9 percent gross  
5 driver revenue. We're seeing an increase of  
6 about 33 percent, and medallion gross  
7 revenue, an increase of about 30 percent.

8 So, based on all the data that we  
9 looked at, this is consistent with increases  
10 in driver expenses, increase in New York City  
11 public transit fares, it bring us to  
12 somewhere that's comparable to the other  
13 jurisdictions.

14 And there are taxi fares that I  
15 mentioned, and this is also fairly comparable  
16 to the increases that were done in 2004/'06  
17 and 2012, and those were increases over a  
18 shorter period of time. We're looking at a  
19 ten-year window since the last increase, but  
20 it's still fairly consistent with those. And  
21 these projections don't include tips and  
22 don't include anything other than the  
23 increase in meter fare.

24 Next slide.

25 So, then moving to the proposed

1 increase to the minimum pay for high-volume  
2 for-hire vehicle drivers. And I'll similarly  
3 go through a little bit of background, the  
4 analysis that we did and the proposal and  
5 what we expect the proposal to result in.

6 Next slide.

7 So, as a little bit of background on  
8 the driver payroll, they were implemented in  
9 2009 following a TLC-Commissioned study by  
10 two labor economists, the City Council  
11 legislation and TLC rule-making.

12 It requires a minimum per-trip payment  
13 for trips that are dispatched by the  
14 high-volume companies. Currently, two  
15 high-volume companies, Lyft and Uber, and  
16 that minimum per-trip payment is based on  
17 trip time, trip distance and the time  
18 spent -- the time that drivers working for  
19 that company spend on trips versus spend not  
20 on a trip, on the utilization rate.

21 So, these rates have already been  
22 increased to account for inflation in 2020  
23 and in early 2022, and we're proposing our  
24 additional increase on top of that.

25 Next slide.

1           So, our proposal to account for recent  
2           inflation and increases in driver expenses  
3           would increase the per-minute rate by  
4           7.42 percent, and that's just to account for  
5           general inflation since the last increase.  
6           And then, on the per-mile side, increase by  
7           23.93 percent, and that's specifically geared  
8           towards the per-mile rate, which is intended  
9           to account for driver expenses.

10           So, this is looking at changes in  
11           driver expenses since the rates were  
12           initially analyzed in 2018. And it would --  
13           an additional component of the proposal would  
14           be to require high-volume companies to stay  
15           within a utilization rate range of 52 percent  
16           to 64 percent, to ensure that drivers receive  
17           a sufficient number of trips because this is  
18           only a per-trip payment.

19           So, if a company were to provide  
20           drivers zero trips, they would have to pay  
21           zero dollars. So, we want to make sure that  
22           they're actually getting drivers trips, so  
23           that the trips that are actually done are  
24           paid according to the standard.

25           Next slide.

1           So, the impacts of the proposal -- just  
2           using a sample trip of 30 minutes and 7.5  
3           miles, the new rates would require a minimum  
4           pay of \$27.15 to the driver for that trip, so  
5           this is up more than \$4 from the original  
6           rates that were put into effect in 2019 and  
7           up more than 2.50 from the current rates.

8           And as a reminder, this remains only a  
9           minimum driver pay standard. The companies  
10          can continue to exceed that standard if they  
11          choose to do so, and this is only relating to  
12          driver pay, so this does not directly impact  
13          passenger fares. The companies can continue  
14          to decide how much to charge passengers and  
15          how much of the money charged to passengers  
16          actually goes to drivers.

17          Next slide.

18          So, that's all I have. Happy to answer  
19          any questions.

20          (No questions from commissioners.)

21          MR. DIGIOVANNI: Okay. Thank you.

22          MR. WANTTAJA: Okay. Thank you, James.

23          Commissioners, if you're ready, we'll  
24          now start a series of votes on the proposed  
25          rule packages.

1                   We will now vote on the meter rate of  
2                   fare rules. This rules was published in the  
3                   City Record on September 6, 2022, for public  
4                   comments. The public hearing was held  
5                   virtually by the TLC on October 6th. On  
6                   November 9th, the final version of the  
7                   proposed rule was posted on our website and  
8                   circulated to the commissioners, along with  
9                   the hearing transcript and all written  
10                  comments that were received.

11                  Commissioners, may we move forward for  
12                  a vote? All those in favor of adopting the  
13                  rule, please raise your hand.

14                  (Hands raised in tandem by  
15                  Commissioners).

16                  MR. WANTTAJA: And with that, the rules  
17                  are adopted unanimously.

18                  ADVOCATORS: Driver power. Union  
19                  power. Driver power. Union power. Driver  
20                  power. Union power. Driver power. Union  
21                  power --

22                  CHAIR DO: Thank you, everybody. Thank  
23                  you, everybody.

24                  MR. WANTTAJA: We have one more rule we  
25                  have to vote on. One more rule. We have one

1 more rule packet.

2 CHAIR DO: Thank you. One more second.

3 MR. WANTTAJA: So, that was the taxi  
4 meter fare rules. The next rule package up  
5 for a vote is the for-hire vehicle driver pay  
6 rules. These rules were published in the  
7 City Record on September 6, 2022, for public  
8 comments. A public hearing was held  
9 virtually by the TLC on October 6th. On  
10 November 9th, the final version of the  
11 proposed rule was posted on our website and  
12 circulated to the Commissioners, along with  
13 the hearing transcript and all of the written  
14 comments that were received.

15 All those in favor of adopting the  
16 proposed rule, please raise your hand.

17 (Hands raised in tandem by  
18 Commissioners).

19 MR. WANTTAJA: And with that, the rule  
20 is adopted unanimously.

21 ADVOCATORS: Driver power. Union  
22 power. Driver power. Union power. Driver  
23 power. Union power.

24 (Applause).

25 CHAIR DO: Thank you, everybody. And

1           thank you for being here today and making  
2           your voices heard. This is an important part  
3           of your civic duty. I want to also thank our  
4           Commissioners for being here for the first  
5           time since the global pandemic has impacted  
6           us all.

7                        I also want to thank the TLC team who  
8           continues to work day in and day out to  
9           support our industry, our drivers and our  
10          passengers.

11                      And with that, congratulations, and I  
12          will call this meeting to an end at 10:31.

13                      (Applause).

14                      (TIME NOTED: 10:31 a.m.)

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C E R T I F I C A T E

STATE OF NEW YORK)

:SS

COUNTY OF QUEENS)

I, Sabrina Brown Stewart, a shorthand reporter within and for the State of New York, do hereby certify that the within is a true and accurate transcript of the statement taken on November 15, 2022.

I further certify that I am not related to any of the parties to this action by blood or by marriage, and that I am in no way interested in the outcome of this matter.

IN WITNESS WHEREOF, I have hereunto set my hand this 26th day of November 2022.

*Sabrina Brown Stewart*  
Sabrina Brown Stewart

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Commission

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<p><b>\$1</b> 19:19</p> <p><b>\$250</b> 4:4 12:12 17:10 19:11 (4)</p> <p><b>\$2715</b> 24:4</p> <p><b>\$3</b> 19:11</p> <p><b>\$4</b> 24:5</p> <p><b>\$40000</b> 8:5</p> <p><b>\$5</b> 20:11</p> <p><b>\$52</b> 20:8</p> <p><b>\$70</b> 20:8</p> <p><b>&amp; 3</b></p> <p><b>2004'06</b> 21:16</p> <p><b>26th</b> 28:17</p> <p><b>28th</b> 5:7</p> <p><b>30day</b> 18:1</p> <p><b>6th</b> 25:5 26:9</p> <p><b>9th</b> 25:6 26:10</p> <p><b>abilities</b> 10:20</p> <p><b>able</b> 4:6,9 15:13 18:16,23 (5)</p> <p><b>about</b> 9:1,12 14:2,3,9,11,15,16 17:3 18:1,8 21:4,6,7 (14)</p> <p><b>acceleration</b> 7:14 8:12,25 10:4 (4)</p> <p><b>access</b> 10:25 13:4</p> <p><b>accessibility</b> 20:1,5</p> <p><b>accessible</b> 9:19</p>	<p><b>according</b> 23:24</p> <p><b>account</b> 22:22 23:1,4,9 (4)</p> <p><b>accurate</b> 28:10</p> <p><b>action</b> 28:13</p> <p><b>active</b> 14:25 15:5</p> <p><b>actively</b> 10:23 16:17</p> <p><b>actual</b> 12:25</p> <p><b>actually</b> 8:17 13:9 23:22,23 24:16 (5)</p> <p><b>add</b> 20:11</p> <p><b>adding</b> 13:3</p> <p><b>addition</b> 8:23</p> <p><b>additional</b> 6:24 7:4,19 22:24 23:13 (5)</p> <p><b>additionally</b> 8:16 9:8 10:18</p> <p><b>address</b> 10:1</p> <p><b>adjust</b> 13:15</p> <p><b>adopt</b> 5:5</p> <p><b>adopted</b> 5:12 6:12 25:17 26:20 (4)</p> <p><b>adopting</b> 5:6 6:4,6 25:12 26:15 (5)</p> <p><b>adoption</b> 10:9</p> <p><b>advocators</b> 25:18 26:21</p> <p><b>affordable</b> 9:19</p>	<p><b>after</b> 13:13</p> <p><b>again</b> 3:9,11,22</p> <p><b>agencies</b> 10:22</p> <p><b>agency's</b> 10:7</p> <p><b>agenda</b> 5:1</p> <p><b>agents</b> 8:6</p> <p><b>ago</b> 3:22 16:24</p> <p><b>airport</b> 13:4 15:10 20:12,13,16,18 (6)</p> <p><b>airports</b> 20:6,23</p> <p><b>alison</b> 2:2 5:14,18</p> <p><b>allelectric</b> 9:6 10:8</p> <p><b>allow</b> 10:3 16:13</p> <p><b>allowed</b> 4:4 7:4,13</p> <p><b>alluded</b> 18:7</p> <p><b>almost</b> 4:5</p> <p><b>along</b> 25:8 26:12</p> <p><b>already</b> 18:7 22:21</p> <p><b>also</b> 3:23 4:15 7:16 8:1,25 9:14,16,20 10:6 15:21 16:18 17:7,19,21 19:3,23 20:17 21:15 27:3,7 (20)</p> <p><b>am</b> 8 19:21 27:14 28:12,14 (5)</p> <p><b>amounts</b> 15:10</p> <p><b>analyses</b> 13:11</p>	<p><b>analysis</b> 11:23 19:1 22:4</p> <p><b>analyst</b> 2:3 6:13</p> <p><b>analyzed</b> 23:12</p> <p><b>announcement</b> 4:16</p> <p><b>another</b> 18:17</p> <p><b>answer</b> 24:18</p> <p><b>anything</b> 21:22</p> <p><b>appears</b> 15:7</p> <p><b>applause</b> 26:24 27:13</p> <p><b>applicable</b> 19:3</p> <p><b>application</b> 5:15</p> <p><b>appropriate</b> 18:3</p> <p><b>approval</b> 5:22,23,25</p> <p><b>are</b> 4:8 5:3,12 6:12 8:10 9:3,18 10:2,16,18,19,22 12:5 13:25 14:8,1 0,18,19,20,22,25 15:8,10,14 16:17 18:15,19 19:3,4,15,16,25 20:9,15,17,20 21:14 22:13 23:23,23 25:17 (41)</p> <p><b>aren't</b> 18:12</p> <p><b>around</b> 8:5,25</p> <p><b>ask</b> 15:22 17:3</p> <p><b>aspects</b> 13:2,6</p> <p><b>assistant</b> 2:2,4 5:13,19 6:2 11:8</p>	<p>(6)</p> <p><b>attract</b> 18:22</p> <p><b>august</b> 4:19</p> <p><b>available</b> 9:4 11:25 17:1</p> <p><b>average</b> 12:19,23 21:4</p> <p><b>b</b> 11</p> <p><b>back</b> 13:14 16:8,11 18:10 (4)</p> <p><b>background</b> 6:22 7:17 11:22 22:3,7 (5)</p> <p><b>barriers</b> 10:13</p> <p><b>base</b> 5:15,21,22 6:5,6 (5)</p> <p><b>based</b> 21:8 22:16</p> <p><b>basics</b> 12:12</p> <p><b>basis</b> 14:1 16:16 17:25</p> <p><b>battery</b> 6:14,20</p> <p><b>beaver</b> 6</p> <p><b>because</b> 9:18 16:20 19:5 23:17 (4)</p> <p><b>before</b> 5:3 11:7 14:8,10 (4)</p> <p><b>beginning</b> 3:12</p> <p><b>behind</b> 20:14</p> <p><b>being</b> 3:8,15 27:1,4 (4)</p> <p><b>believe</b> 18:11,15</p>
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