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February 25, 2015

Via Hand Delivery  
Honorable Mayor and Members of the City Council  
c/o Carla Moore-Love  
Council Clerk  
City of Portland City Council  
1221 SW 4<sup>th</sup> Ave Suite 130  
Portland Or 97204

RE: City Council Hearing Private For Hire Transportation Application – EcoCab Portland LLC.

Dear Honorable Mayor and members of the City Council:

This firm represents EcoCab Portland LLC (EcoCab). As you know, on February 11, 2015, the City's Private Transportation For Hire Transportation Board of Review (PFHT) unanimously recommended approval of EcoCab's "Private For Hire Application for Relief from the Moratorium" and "Application for a New Taxi Company Permit" for an electric car taxicab company<sup>1</sup>. Those applications were submitted to the City for its consideration on October 31, 2014. For your information, EcoCab also attaches to this letter (1) proof of EcoCab Portland LLC's registration with the Secretary of State, (2) city business license documentation, and (3) supporting attachments, which are: ECONorthwest Feasibility Analysis; EcoCab's Business Plan, and a Portland Taxi Feasibility Study by 3Q Global.

The applicant wishes to extend its sincere appreciation to Bryan Hockaday, Policy and Communications Advisor to City Commissioner Steve Novick, and to Revenue Bureau staff, particularly Frank Dufay, for the courtesies and helpfulness received in navigating the city taxicab application process. Thank you.

This letter will explain the recommended EcoCab proposal and how that proposal complies with the city factors for approval of a taxicab application. We hope the city council will agree with the recommendation of the PFHT and approve the applications.

### **The Proposal**

EcoCab proposes to start with the minimum number of permissible vehicles authorized by the city code: 12 all electric cars and 3 ADA compliant vans, with 51 cabs scheduled to be at

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<sup>1</sup> EcoCab is pleased to offer three comfortable, ADA compliant vans as a part of the EcoCab fleet, as to date there are no commercially available electric ADA compliant vans.

the city's service by March 31, 2018. In this regard, the PTFH Board recommended EcoCab be authorized for 51 taxi permits, phased in between 2015-2018 on the following schedule:

1. Phase in plan:
  - a. Start up with 2 Tesla and 10 Nissan Leaf electric cars and 3 ADA compliant vans;
  - b. Add 9 Tesla Model S vehicles, 3 ADA compliant vans March 2016;
  - c. Add 9 Tesla Model S vehicles, 3 ADA compliant vans March 2017;
  - d. Add 10 Tesla Model S vehicles, 2 ADA compliant vans March 2018.<sup>2</sup>

The applicant also requested, and the PFHT Board recommended, that EcoCab be allowed to accelerate the phase in schedule if demand warrants. EcoCab looks forward to an early phase in of its predominately electric car fleet.

### **EcoCab Culture**

EcoCab's company culture is summed up by the phrase "Leave it better than you found it." The company exists to minimize carbon footprint of the taxi industry, while providing high quality customer service with enthusiastic taxi company employees (not "independent contractors"), who are paid a fair wage and fair benefits. EcoCab aspires to be included in the 100 Best Green Companies List for Portland by 2018. This is a tall order since, to EcoCab's knowledge, no Portland taxicab service has ever found itself, or aspired to find itself, on any "best workplace" list. EcoCab hopes it can set a positive example of how the taxicab industry can do the right thing and still be successful.

- a. Employee Benefits – Taxi drivers paid \$10 per hour plus a commission of 5% of the sales they generate, 40 hours a year paid sick time off after 240 hours worked consistent with the City's Protected Sick Time Ordinance, 1 week paid vacation after 1 year service, \$150 a month stipend toward health insurance and 401 k plan
- b. Courteous, prompt, reliable customer service to *all* customers
  - i. Specifications of the ADA compliant vans drawn from input from disability community.

### **Compliance with City Factors for Approval**

EcoCab is a relatively young taxi cab company, with nearly three years of successful taxi service experience in Longview, Washington. EcoCab is pleased to report that customer enthusiasm and demand for its all electric taxi cabs has been remarkably strong. It is the confluence of the convincing customer interest/satisfaction and EcoCab's company culture of environmental responsibility that persuaded EcoCab to grow into nearby Portland. Portland is clearly a city dedicated to personal, corporate and governmental action that harmonizes a superior lifestyle with environmental sustainability. EcoCab shares these values as a company that takes sustainability seriously. EcoCab proves the taxi industry –traditionally a generator of a

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<sup>2</sup> The type of ADA compliant vans purchased will be based on information from the disability community.

significant carbon footprint – can reduce otherwise significant adverse air quality impacts, to a carbon footprint of nearly zero, using zero emission cars.

EcoCab is justified in thinking that Portland will “get” the value that EcoCab adds to the taxi ecosystem. Portland consistently gets high marks as one of the greenest cities in the United States and some publications name it as the greenest city in the United States.<sup>3</sup> In September, Portland was one of 10 cities *in the world* to receive the prestigious “City Climate Leadership Award” for 2014 that “honors cities all over the world for excellence in urban sustainability and leadership in the fight against climate change.”<sup>4</sup>

Portland’s governmental structure is similarly actively progressive: Portland’s mayor is an innovation leader championing an “innovation fund” and outspoken in his embrace of new technologies. Portland city councilman Steve Novick, responsible for the City’s Private For Hire transportation program, is a former EPA litigator fighting for clean air and water. Commissioner Novick also serves as a city thought leader to ensure Portland investments do not support environmentally and socially irresponsible companies and programs, among other things. The balance of the city council and the city’s various bureaus are similarly impressive in their efforts to make the planet a better place than it was when any of us found it.

Portland’s green credentials draw residents and visitors seeking to support, or directly experience a city that cares about and, through direct and indirect action, prioritizes the natural planet. EcoCab’s culture and mission is a natural fit to serve both Portland locals as well as Portland’s visitors, particularly those drawn here because of its environment and climate concern ethos.

EcoCab has also developed a program to provide the travelling public with a service model often resisted, but much needed, in the taxi cab industry. That is, EcoCab will serve its customers through employee drivers, based on EcoCab’s expectations of excellence in customer service: promptness, courteousness, reliability and safety. EcoCab will have the actual ability to mirror the service expectations of the travelling public, which are too often unmet as the evidence presented in this application demonstrates.

EcoCab’s employee handbook includes clear expectations of its employees, including its drivers. By way of example, two of those policies establishing EcoCab’s expectations, are reproduced below:

## **“8.2 Workplace Behavior**

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<sup>3</sup> Travel and Leisure: <http://www.travelandleisure.com/articles/americas-greenest-cities/2>; Mother Nature Network: <http://www.mnn.com/health/allergies/photos/top-10-green-us-cities/1-portland-ore>

<sup>4</sup> <https://www.portlandoregon.gov/mayor/60972>

“The Company’s culture is to provide a professional and environmentally benign service to the public in a collegial workplace. Because we serve the travelling public, rules are necessary to ensure that the Company operates in a safe, orderly, predictable and efficient manner. The rules in this policy are intended to inform employees of expected behavior and to let you know that behavior falling below the Company’s Portland’s high expectations may result in disciplinary actions. Conduct that interferes with Company operations, discredits EcoCab Portland, LLC., or is offensive to customers or co-workers will not be tolerated. The following are examples, not a complete list, of unacceptable conduct. Any employee, whose conduct, actions, or performance violates or is in conflict with EcoCab Portland LLC’s policies, or is considered inappropriate or unsatisfactory, may be subject to disciplinary action, up to and including termination. The type of disciplinary action taken will depend upon the circumstances of the individual case.

#### **“8.2.1. Professional Conduct**

“People who work together have an impact on each other's performance, productivity, and personal satisfaction in their jobs. In addition, how our employees act toward customers and vendors will influence whether those relationships are viewed as positive by our customers and vendors and successful for our Company. Because your conduct affects many more people than just yourself, we expect you to act in a professional manner whenever you are on Company property (including a Company vehicle), conducting Company business, or representing the Company at business or social functions.”

The full text of EcoCab’s employee manual is available upon request.

EcoCab understands it is fairly new to the marketplace and that this might be a concern. Accordingly, if approved it will immediately hire a general manager experienced in the taxi cab business, who also shares EcoCab’s green company culture. It will foremost seek to hire a suitable GM with Portland taxi industry credentials, and who is willing to take “old school” taxicab experience and marry it to EcoCab’s values. Knowing EcoCab will get the right GM on the “bus”, together with the fact that EcoCab has strong investor backing, and the capacity to demand and deliver superior customer service using zero emission vehicles, EcoCab is convinced that it will be a taxi company with which the city can take pride, and that it will serve as a successful addition to the “green” commitment that makes Portland, Portland.

EcoCab’s initial startup costs are far higher than, say, if it were to purchase a fleet of used police cars and expect its employees to take less than minimum wage as perhaps “independent contractors”. But EcoCab seeks a high caliber (zero emission) fleet, and seeks to pay its employees fairly – significantly better than the industry norm. The costs to pay employees fair wages and benefits are clearly higher general taxi company startup costs. But EcoCab firmly believes the upfront investments it proposes are essential to a successful company that is consistent with what Portland travelers expect of Portland.

Thus, EcoCab will make upfront investments in fairly treated employees on the idea that doing so will translate into pleasant, on-time, professionally driven, rides for Portland visitors and local travelers. Further, the investment in Tesla's and Nissan Leaf's while higher than the norm, is worthwhile to contribute to clean air to breathe and a Portland "cache" ride. The only way to achieve the important goals as a "best" employer with a responsible "ecocarbon" footprint is to start modestly. Good news is that once started, the company should quickly become profitable and grow, at least as anticipated in the phase in plan. In this regard, the operating costs of all electric vehicles are far lower than the traditional taxicab model, given electric cars do not require costly gasoline. Thus, as the EcoCab fleet operates, it is expected the company will be profitable in just a few months' time.

The below outlines how the application meets and we think exceeds, the factors the city considers in approving a new taxicab service in the city.

### **City Factors for Approval The Current Status of the Public Transportation System in the City**

As outlined in greater detail in the attached ECONorthwest Feasibility Analysis, p 2, while the city's population has increased, Tri-Met ridership remains flat and:

"The current state of the transportation system in the City is that it focuses service on high usage corridors, focusing the bulk of its capital improvements on increasing the capacity and routes for the MAX light rail system."

This factor errs in favor of approving the proposed additional taxicabs to serve the city including the Tri-Met underserved areas and the City's growing population.

### **The Current and Future Ability of the Public Transportation System to Provide the Timely and Effective Movement of Persons**

The ECONorthwest study explains that Tri-Met's constrained budget allows it only to focus on high usage corridors and has cut or reduced service to less used lines. The visiting and local travelling public do not necessarily use "high usage corridors" and this is especially problematic at off hours when there may be little or no Tri-Met service at all. The 3Q study attached demonstrates that the shortage of taxicabs at late night and early morning ("off hours") times, is a serious problem in the city. Moreover, it is well-publicized that Tri-Met has experienced significant challenges with promptness, service, and adequate route times. Adequate additional for-hire vehicles from companies with a significant service ethos such as EcoCab, will assist with TriMet service gaps to the city's travelling public – particular visitors who may be unfamiliar with Tri-Met schedules. This factor errs in favor of approving the application as it eases the strain on the for-hire transportation market particularly at "off-hours" which may be "peak hours" for the taxi traveling public.

### **The Ratio of Population Within the City of Portland to the Number of Taxicabs Currently in Operation**

The ECONorthwest study (p 7) establishes that as compared to other similar and competing cities, the ratio of population to current taxicabs is quite low:

“[F]rom 2010 to 2013, the City of Portland remained below nine of ten comparable cities in its rate of taxicabs per population, passing only Charlotte, the city with the next-lowest rate of those considered. In 2013, Portland held lower cab per person rates than the cities of Sacramento, Seattle, Kansas City, Cincinnati, Denver, Boston, Arlington (VA), New Orleans, and Atlanta. All of these cities, except for Seattle and Kansas City, had rates that more than doubled that of Portland. \* \* \*”

### **Demonstrated Need for Additional Taxicab Service in the City that is not Accomplished by Existing Companies**

The ECONorthwest study (p 2-3), explains that there is a significant unmet need for taxi cab service:

“Even while Portland’s cab per person rate remains below that of comparable cities, the demonstrated need for taxicabs has increased. As seen in Table 1, the total number of visitors, including those using hotels, private homes, and other types of lodging grew by more than 7 percent from 2010 to 2013. Over the same time period, overnight hotel guests in the city grew from around 7.7 million to over 8.7 million. Private home guests increased from less than 15.5 million to over 16.7 million, and guests using other types of lodging increased from less than 1.2 million to over 1.3 million. The total number of guests grew by over 1 million visitors. As a result of the increase in visitors to the city, the ratio of taxis to each 100,000 visitors shrank from 2010 to 2011. While the ratio rose in 2012 because the city increased the number of permits from 382 to 458, over the next year (from 2012 to 2013) the ratio fell to 1.71 taxis per hundred thousand visitors.”

This is demonstrated in the actual experience of “secret shoppers”, in a study performed by 3Q, attached. This study references all six of the current city cab companies. p 38. In sum, the results of the 3Q survey (“Executive Summary” p 40) establish:

“Portland taxicab service as a whole rated ‘poor’ in three out of the five performance standards and measured ‘fair’ in the other two.

- One out of every four calls to cab companies resulted in significant problems in scheduling a pick up.

- In two out of three cases, one or more of the cab companies called did not answer the phone, did not have any cabs available, or refused to schedule a pick up time.
- There is an inherent public risk involved if customers are not able to catch a cab when they are involved in high-risk situations such as drinking or late night partying.
- When asked, most taxi drivers say that there is a need for more cabs, particularly during peak times.”

The 3Q survey further establishes in the “Overall Experience” section, p 46:

“Mystery shoppers’ overall experience is rates as ‘poor’ when completing this exercise. The most common complaints:

- Cab companies not answering their phones or being left on hold
- Being told there were no cabs available in the area
- Being left for extended times and sometimes cabs did not show.”

### **The Present Utilization Patterns of Taxicabs Currently in Operation**

The ECONorthwest study p 9 explains:

“During peak hours, a shocking 16 percent of the time the company chosen gave an estimate and did not show up for the call. Depending on the situation that the customer is in, this can pose a serious safety and public health issue. No shows represent a serious disconnect between customers and companies, as well as underutilization of existing permits.”

The evidence is clear that there is a serious unmet need for more taxicabs particularly during peak hours. The evidence also establishes that there is a need for the existing system to find a way to connect dispatch promises made to customers to delivered taxicab services. The latter being a problem EcoCab easily avoids by using employee drivers who are required to perform as they are told by dispatch and where, as here, there are performance audit metrics in place. As to the former, EcoCab modestly helps to mitigate the shortage of taxicabs in the first few years of operation and significantly mitigates this shortage by 2017 (if the city authorizes EcoCab to add the additional electric cars, per the Business Plan). As to this, as noted above, EcoCab hopes for approval of its 15 initial taxicab fleet. However, EcoCab is also willing to accept an approval for 42 electric cars and 9 ADA compliant vans to be in the city’s service per the schedule in the Business Plan, by March 31, 2018. In any case, weighing this factor errs in favor of approving EcoCab’s application.

**The Interest of the Applicant in Establishing a Local Business to Legitimately Serve the Citizens of the City**

The Applicant, EcoCab, is energized by the taxicab business and especially so by providing services through a local electric car taxicab business. EcoCab is keenly interested in establishing an "EcoCab" business in Portland, in particular, because Portland shares the company's core culture and values. EcoCab's research establishes there is a need for the additional service it proposes to provide, as well as that Portland customers will especially appreciate and value reliable taxicab service from a zero emission vehicle. As established by the city policies below, EcoCab's interest is clearly a legitimate one.

**The Interests of the City Will be Served [by issuance of the Taxicab permit]**

The proposal serves the interests of the City of Portland as those are reflected in not only its expectations set forth in PCC 16.40.01 et seq. for taxicabs specifically, but also in a variety of important published city council policies. In fact, it seems undeniable that approval of the proposal for an electric car cab fleet with employee drivers, who get benefits and a fair wage, is consistent with the "best interests of the city" as expressed in every city publication we are aware of and in particular those highlighted below.

Among the important city policies supporting the application are ENN 3.01 "Sustainable City Principles", some excerpts of which provide:

"Goal: City of Portland will *promote a sustainable future* that meets today's needs *without compromising the ability of future generations to meet their needs*, and accepts its responsibility to:

- Support a stable, diverse and equitable economy
- *Protect the quality of the air, water, land and other natural resources*
- Conserve native vegetation, fish, wildlife habitat and other ecosystems
- *Minimize human impacts on local and worldwide ecosystems.*"

\*\*\*\*

- "1. *Encourage and develop connections between environmental quality and economic vitality.* Promote development that reduces adverse effects on ecology and the natural resource capital base and supports employment opportunities for our citizens.
- "2. *Include long-term and cumulative impacts in decision making and work to protect the natural beauty and diversity of Portland for future generations.*
- "3. Ensure commitment to equity so environmental impacts and the costs of protecting the environment do not unfairly burden any one geographic or socioeconomic sector of the City.



- “4. Ensure environmental quality and *understand environmental linkages when decisions are made* regarding growth management, land use, *transportation*, energy, water, affordable housing, indoor and outdoor air quality and economic development.
- “5. *Use resources efficiently* and reduce demand for natural resources, like energy, land, and water, rather than expanding supply.
- “6. *Prevent additional pollution through planned, proactive measures rather than only corrective action.* Enlist the community to focus on solutions rather than symptoms.
- “7. *Act locally to reduce adverse global impacts of rapid growth of population and consumption, such as ozone depletion and global warming, and support and implement innovative programs that maintain and promote Portland's leadership as a sustainable city.*

“\* \* \* \* .” (Emphases supplied.)

ENN 3.02 “Sustainable City Government Partnership” which acknowledges:

“\* \* \* significant opportunities remain to build on existing bureau efforts and to foster a collaborative City-wide effort *to integrate environmental, economic and social sustainability into municipal operations.*” (Emphasis supplied.)

ENN 3.02 adopts clear policy to consider environmentally responsible options in decision making:

“\* \* \* the Sustainable City Government Partnership to set specific goals, objectives and performance measurements to be used by *all bureaus and City Council in decision making* \* \* \* .” (Emphasis supplied.)

ENN 3.02 further adopts a programmatic approach to sustainability:

“The involvement of the following groups is also crucial to the success of the Sustainable City Government Partnership:

“**Employees** Serve as a source for innovation and *driving force behind implementation of sustainable practices.*

“**City Council** Reviews and adopts City-wide goals and City-wide Annual Report; *implements sustainability-related performance expectations* in Bureau Director performance evaluations; and allocates necessary resources to Bureaus for implementation of Sustainability Plans.” (Emphases supplied.)

ENN 5.01 "Local Action Plan on Global Warming" is also important and provides:

"WHEREAS, there is broad agreement in the scientific community that average global surface temperature is likely to rise 2.5° to 10° F by 2100, leading to an increase in average global precipitation, more frequent intense storms, and a probable rise in sea level of two feet along most of the U.S. coast; and

"WHEREAS, the ten warmest years in the 20<sup>th</sup> century were recorded between 1985 and 1999 with the winter of 1999-2000 the warmest on record in the United States; and

"WHEREAS the scientific community has convincingly established that the rise in global *temperature is largely due to anthropogenic emissions of carbon dioxide, methane, and other greenhouse gases*; and

"WHEREAS, a significant increase in global temperatures poses potentially the greatest economic, environmental, and social challenge of the 21<sup>st</sup> century; and

"WHEREAS, *carbon dioxide is a primary greenhouse gas that is produced when fossil fuels are burned to generate electricity, to heat our homes, businesses and water, and to power our factories, cars, trucks, buses and airplanes*; and

"WHEREAS, *the City of Portland recognizes and accepts responsibility for its substantial ability to impact energy use 1) through transportation, land use, and energy policies, building codes, and other public policies, 2) in city government facilities, and 3) through the example it sets for business, residents and other communities*; and

"WHEREAS, the City of Portland 1990 Energy Policy (Ordinance No. 162975) and 1993 Carbon Dioxide Reduction Strategy (Resolution No. 35207) established plans to increase energy efficiency and *reduce carbon dioxide emissions*; and

"\* \* \* \* \*

"WHEREAS, the Sustainable City Principles direct City elected officials and staff to 'use resources efficiently and *reduce demand for natural resources, like energy ...*' and '*act locally to reduce adverse global impacts of ... ozone depletion and global warming, and support and implement innovative programs that maintain and promote Portland's leadership as a sustainable city*';

"\* \* \* \* \*

“WHEREAS, a 10 percent reduction in energy use and related carbon dioxide emissions would *provide significant economic benefit to the community and result in an annual savings of about \$100 million to Portland businesses and residents.*” (Emphases supplied.)

Relatedly, the “Local Action Plan on Global Warming” adopted by both the City of Portland and Multnomah County, states in relevant part:

“WHEREAS, a 10 percent reduction in energy use and related carbon dioxide emissions would provide significant economic benefit to the community and result in an annual savings of about \$100 million to Portland businesses and residents.”

“\* \* \* \* \*

**“Reduction Goal: 1.35 million metric tons of CO2**

The City and County shall pursue energy-efficient transportation that provides convenient, affordable access to goods, jobs, education, leisure, and information with reduced environmental impact.

“Principles for Reducing Transportation Emissions

“\* \* \*

“*Improve access to alternative-fuel and highly fuel-efficient vehicles.*”

“\* \* \* \* \*

“Objective 3 *Increase the use of highly fuel-efficient and alternative-fuel engines in on-road \* \* \* applications.*” (Emphases supplied.)

Further, ENN 5.02 “Implementation of Policies and Programs to Reduce Local Emissions of Greenhouse Gases” (“Binding City Policy”), includes important directives to all bureaus and states, among other things:

“WHEREAS, the 2009 Climate Action Plan, considered by the Council together with this Resolution, establishes objectives for 2030 and actions to be completed by 2012 to *put local greenhouse gas emissions on a path to reduce community-wide emissions to 80 percent below 1990 levels by 2050;*

“BE IT FURTHER RESOLVED, the *Bureau of Transportation*<sup>5</sup> shall develop standards for permitting electric vehicle charging stations in the right of way, *and seek further funding and develop partnerships to promote electric vehicles and charging stations as a clean alternative[.]*” (Emphases supplied.)

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<sup>5</sup> It is the applicant’s understanding that the Private For Hire program is a part of the Bureau of Transportation.

Based on the evidence in the record, it is respectfully submitted that the application meets all established city policies and as such, respectfully, should be approved.

**The Applicant Has Sufficient Financial Resources to be Able to Meet the Minimum Standards Established by Sections 16.40.270**

The PCC 16.40.270 standards follow:

- “A. A dispatch system in operation 24 hours each day capable of providing reasonably prompt service in response to requests received by telephone.
- “B. Acceptance of any request for taxicab service received for any location within the City.
- “C. Service city-wide 24 hours a day, 7 days a week. If more than 65 percent of the company’s permitted taxicabs are found within a 1 mile radius of the Portland International Airport main entrance road at any given time (not including any taxicabs at a company headquarters), a rebuttable presumption exists that the company is not providing city-wide service.
- “D. A minimum fleet of 15 taxicabs.
- “E. At least 2/3 of the taxicab company’s permitted fleet must be utilized and in service at all times. Utilization is measured by the number of days in operation divided by the given number of days. This test will be no fewer than 30 days.”

EcoCab has the financial ability to meet all of these standards. EcoCab Portland, LLC has secured funding and funding commitments for 15 vehicles including 2 Teslas, 10 Nissan Leafs and 3 ADA compliant vans, as well as for four months of initial operating costs while the company is starting up in Portland. EcoCab has also received funding and funding commitments for 32 drivers; as well as to lease a commercial building inside the Portland city limits where EcoCab will nest:

- (1) four dispatchers to supply the required 24 hour a day, 7 day a week dispatch, and
- (2) 4 shop attendants, and fast charging for the Nissan Leafs and Tesla Model S sedans.

Ron Knori has the personal financial strength for additional operating capital if needed during the first year of startup. Additional staff will be added as the company proportionally grows or as Knori or the General Manager deem necessary in order to provide exceptional customer service and the superior working environment for its employees to which it aspires.

The sources of funding for EcoCab is Ron Knori's own capital contributions, minority equity investors (none of them owning more than 10% ownership each), and bank leasing arrangements for the Tesla Model S Sedans through Edison Capital Leasing, LLC. Documentation of the specific arrangements are available upon request.

February 25, 2014

Page 13

**Summary**

It is respectfully submitted that the application and attachments demonstrate that the EcoCab application should be approved. We look forward to working with you toward that end.

Please let me know if you have any questions or concerns.

Thank you for your consideration.

Very truly yours,



Wendie L. Kellington

WLK:wlk

Enclosures

CC: Bryan Hockaday  
Frank Dufay  
Ron Knori, CEO EcoCab  
Mike Wilkerson, ECONorthwest



### Private for-Hire Transportation Application for Relief from the Moratorium

**Company Name:** ECOCAB PORTLAND, LLC  
(Name registered with the State of Oregon and your City of Portland Business License)

**Contact Info**  
**Applicant Name:** RONALD KNORI **Phone Number:** 360-261-4400  
**Email Address:** ronknori@ecocabtaxi.com

**Business Entity Type:** LLC  
(Sole Proprietor, Corporation, LLC, LLP, etc.)

**Physical Address:** 2215 SW SUMNER DR.  
Street Address  
Portland OR 97239  
City State Zip Code

**Mailing Address:**  
(if different than physical address) Street Address/PO BOX  
City State Zip Code

**Ownership** - List of all owners, partners, corporate officers, directors, general managers. Include the name of any person or entity holding an ownership interest of 20% or more. Attach separate page if needed.

Name	Title	% ownership	Date of Birth (MM/DD/YY)
<u>RONALD KNORI</u>	<u>member</u>	<u>88%</u>	<u>9/19/74</u>

**Vehicles**  
**Number of Vehicles Requested:** 15  
**Type of Vehicle (Executive Sedan, Shuttle or Taxi)** Taxi  
**Will the company or driver own the vehicles?** Company  
**Number of Hybrid, Electric, Alternative Fuel or High MPG (above 25mpg) vehicles:** 12  
**List all vehicle types used by the company:** Tesla Model S Electric, Nissan Leaf Electric

AND Three ADA Compliant Vans.



### Private for-Hire Transportation Application for Relief from the Moratorium

#### Drivers

How many drivers will you have? 32

Will drivers be employees or independent contractors? Employees

Will any benefits be provided for the Drivers? Is so, please describe. \$150/month stipend towards

Health Insurance After 90 Days, 1 week Paid Vacation After 1 Year Working

What expenses does the driver pay? Cons. And Paid sick time After 240 hours worked.

Application fees, City of Portland fees,

What services are being provided to the driver? Dispatch, Management, Marketing, cars

What is the source of the drivers' income? Hourly Wage, Commission, AND TIPS.

#### Business Operations

Does the company currently have the financial resources necessary to ensure compliance with Insurance, Vehicle and all other requirements of Portland City Code 16.40 regulating Private for-Hire Transportation? Please note: Upon approval financial documents may be requested to verify financial resources.

(Yes or No) YES.

Please attach your company business plan demonstrating growing demand or a business model to attract new business to the current market. In addition, you should also address the applicable items in the list of Primary Factors Considered provided in the attached Fact Sheet.

I certify, as an authorized company representative, that the information I have provided is correct. I understand that submitting this application does not guarantee the approval of the application and that the application fee is non-refundable. I acknowledge that my application does not allow my company to operate for-hire vehicles in Portland. I also acknowledge that it is a violation of City Code to allow a for-hire vehicle to operate in Portland if a permit has not been issued to that vehicle. Failure to comply with these or any other code provisions relating to companies or vehicles may result in civil penalty and/or denial of this application. In addition, I understand that operating an unpermitted for-hire transportation vehicle in Portland will result in substantial civil penalties as well as the possibility of unpermitted vehicle being towed and the driver arrested.

Signature

Member

Title

10/29/14

Date

#### Revenue Bureau Use Only

Accepted by: \_\_\_\_\_

For Consideration at :  July PFHT Board Meeting

January PFHT Board Meeting

Revenue Bureau Recommendation: \_\_\_\_\_

Board Decision: \_\_\_\_\_

Date of Board Decision: \_\_\_\_\_

Date Received



# Private for-Hire Transportation Application for a New Taxi Company Permit

**Company Name:** ECOCAB PORTLAND, LLC  
(Name registered with the State of Oregon and your City of Portland Business License)

**City of Portland Business License Number:** 765417

**State of Oregon Corporation Division Registry Number:** 104857990

**Business Entity Type:** LLC  
(Sole Proprietor, Corporation, LLC, LLP, etc.)

**Physical Address:** 2215 SW Sunser Dr.  
Street Address  
Portland OR 97239  
City State Zip Code

**Mailing Address:**  
(if different than physical address) \_\_\_\_\_  
Street Address/PO BOX  
\_\_\_\_\_  
City State Zip Code

**Vehicle Storage Address:** 2215 SW Sunser Dr.  
Street Address  
Portland, OR 97239  
City State Zip Code

**Contact Information**

<u>Ronald Knori</u> <small>(Primary Contact Name)</small>	<u>360-261-4400</u> <small>(Phone Number)</small>	<u>ronknori@ecocabtaxi.com</u> <small>(email address)</small>
_____ <small>(Alternate Contact Name)</small>	_____ <small>(Phone Number)</small>	_____ <small>(email address)</small>
_____ <small>(Company Fax Number)</small>		

**Ownership-** List of all owners, partners, corporate officers, directors, general managers. Attach separate page if needed.

Name	Title	% ownership	Date of Birth (MM/DD/YY)
<u>Ronald Knori</u>	<u>Member</u>	<u>88%</u>	<u>9/19/74</u>
_____	_____	_____	_____
_____	_____	_____	_____





## Private for-Hire Transportation Application for a New Taxi Company Permit

<b>Vehicles</b>	
Number of Proposed Taxi Cabs:	<u>15</u>
Number of Proposed Wheelchair Accessible Taxicabs:	<u>3</u>
Number of Hybrid, Electric, Alternative Fuel or High MPG (above 25mpg) vehicles:	<u>12</u>

<b>Drivers</b>	
How many drivers will you have?	<u>32</u>
Will drivers be employees or independent contractors?	<u>Employees</u>
Will Health Insurance be offered to Drivers?	<u>Yes</u>
If so, what will be the company contribution?	<u>\$150 per month STIRENO</u>
Will Dental Insurance be offered to Drivers?	<u>NO</u>
If so, what will be the company contribution?	<u></u>
Will a retirement plan be offered to drivers?	<u>Yes - 401K</u>
If so what will be the company contribution?	<u>0</u>

I Ronald Knori (Print Name) certify, as an authorized company representative, that the

information I have provided is correct. I understand that submitting this application does not guarantee the approval of the application and that the application fee is non-refundable. I acknowledge that my application does not allow my company to operate for-hire vehicles in Portland. I also acknowledge that it is a violation of City Code to allow a for-hire vehicle to operate in Portland if a permit has not been issued to that vehicle. Failure to comply with these or any other code provisions relating to companies or vehicles may result in civil penalty and/or denial of this application.

	Member Title	10/29/14 Date
Signature		



**MULTNOMAH  
COUNTY**

## **CERTIFICATE OF COMPLIANCE**

REVENUE BUREAU, TAX DIVISION, 111 SW COLUMBIA ST., SUITE 600, PORTLAND, OR 97201-5814  
PHONE: (503) 823-5157, FAX: (503) 823-5192, TDD: (503) 823-6868



**ACCOUNT:** 765417

**TAXFILER:** KNORI, RONALD  
ECOCAB PORTLAND, LLC  
2215 SW SUNSET DR  
PORTLAND OR 97239-2067

**LOCATION:** 2215 SW SUNSET DR  
PORTLAND OR 97239

**DATE ISSUED:** October 30, 2014

*Verify compliance at [www.pdxbl.org](http://www.pdxbl.org)*

**Is in compliance with the City of Portland Business License Tax Law and Multnomah County  
Business Income Tax Law as of October 30, 2014.**

*A Certificate of Compliance indicates that on the date of issuance the business was in compliance with applicable tax laws. It does not exempt the holder from annual filing requirements, nor does it entitle the holder to engage in any business activity not otherwise allowed by federal, state, and/or local laws.*

REVBUR 12/09



Corporation Division  
[www.filinginoregon.com](http://www.filinginoregon.com)

E-FILED

Sep 18, 2014

OREGON SECRETARY OF STATE

**REGISTRY NUMBER**

104857990

**TYPE**

DOMESTIC LIMITED LIABILITY COMPANY

**1. ENTITY NAME**

ECOCAB PORTLAND, LLC

**2. MAILING ADDRESS**

2215 SW SUNSET DR  
PORTLAND OR 97239 USA

**3. NAME & ADDRESS OF REGISTERED AGENT**

IAN TRUMBO

2215 SW SUNSET DR  
PORTLAND OR 97239 USA

**4. ORGANIZERS**

RONALD LOUIS KNORI

58 LONGVIEW HEIGHTS PLACE  
LONGVIEW WA 98632 USA

**5. DURATION**

PERPETUAL

**6. MANAGEMENT**

This Limited Liability Company will be member-managed by one or more members

By my signature, I declare as an authorized authority, that this filing has been examined by me and is, to the best of my knowledge and belief, true, correct, and complete. Making false statements in this document is against the law and may be penalized by fines, imprisonment, or both.

By typing my name in the electronic signature field, I am agreeing to conduct business electronically with the State of Oregon. I understand that transactions and/or signatures in records may not be denied legal effect solely because they are conducted, executed, or prepared in electronic form and that if a law requires a record or signature to be in writing, an electronic record or signature satisfies that requirement.

**ELECTRONIC SIGNATURE**

RONALD LOUIS KNORI



DATE: September 26, 2014  
 TO: Ron Knori, Wendie Kellington, and Len Bergstein  
 FROM: Mike Wilkerson and Randy Pozdena, ECONorthwest  
 SUBJECT: ECOCAB NEW TAXI COMPANY APPLICATION

ECO Project #: [21926]

## 1. Overview

As part of the Private for-Hire Transportation (PFHT) application process for a new taxi company in the City of Portland, ECONorthwest was asked to conduct a market study analyzing the current taxi market in Portland. Taxi industry key stakeholders regularly acknowledge that there is a shortage of taxi permit in the Portland market. During the May 28<sup>th</sup>, 2014 PFHT board meetings, Steve Entler, board member and general manager of Radio Cab noted “the figures show more taxi cab permits should be issued.”<sup>1</sup> In response to this comment, Kathleen Butler, board member and regulatory division manager, replied “this could be true.” Entler went on to comment that “the real threat to the industry right now is the app services such as Uber and Lyft. {he} feels we have to demonstrate to the City Council that we are capable of providing like service during peak demand periods so that the need for those apps to get started in Portland does not exist.”

The following analysis will address the six factors the Revenue Bureau considers when making a recommendation.<sup>2</sup> It will also use the methodology outlined in the 2009 PFHT Demand Study conducted by the Sorin Garber Consulting Group, to demonstrate the need for additional taxi permits based on the indicators suggested in the report.<sup>3</sup>

## 2. Market Analysis

### 2.1 Public Transportation System in Portland

**Table 1. Population and Trimet Ridership, 2007 to 2013**

	2007	2008	2009	2010	2011	2012	2013
City of Portland Population	568,380	575,930	582,130	583,776	593,939	603,026	609,456
Portland MSA Population	1,593,370	1,614,465	1,631,371	1,641,306	1,770,450	1,794,570	2,314,554
Trimet Ridership	96,918,000	99,098,400	101,466,746	99,337,044	100,002,660	102,238,070	99,330,930

Source: US Census; Taxicab, Trimet annual ridership report

Table 1 demonstrates there been a consistent increase in population in the City of Portland and the MSA from 2007 through 2013. Despite the increase in population, the annual ridership of Trimet has remained essentially flat, and decreased from 2012 to 2013. In the current economic

<sup>1</sup> <https://www.portlandoregon.gov/revenue/article/497541>, page 9

<sup>2</sup> <https://www.portlandoregon.gov/revenue/article/384985>

<sup>3</sup> <https://www.portlandoregon.gov/revenue/article/295530>

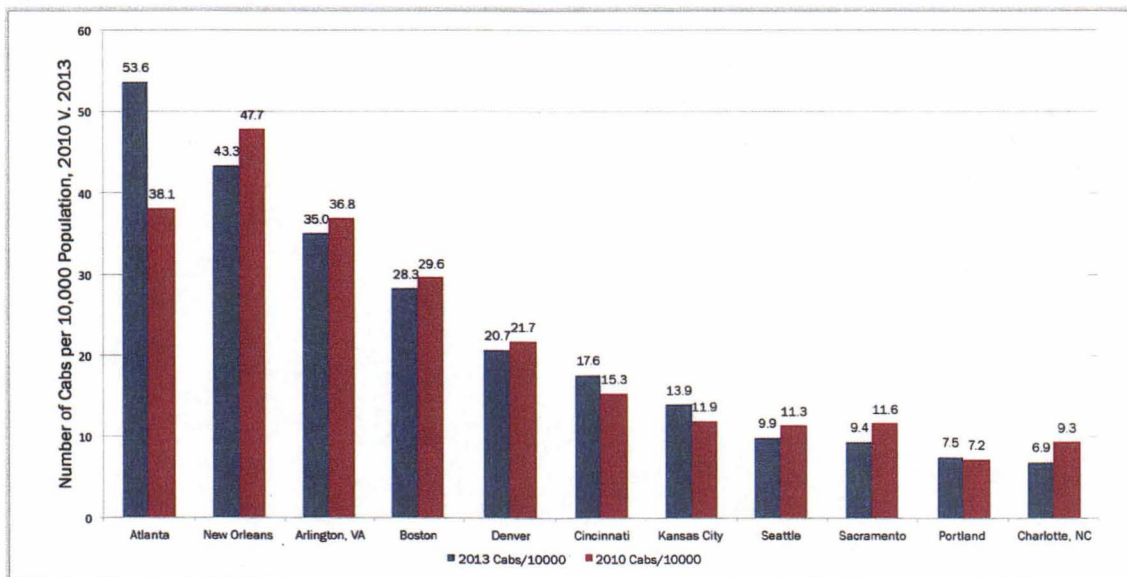
climate of constrained budgets, Trimet has focused its service on providing transportation in high usage corridors, as a result have cut or reduced service to less used lines. The current state of the transportation system in the City is that it focuses service on high usage corridors, focusing the bulk of its capital improvements on increasing the capacity and routes for the MAX light rail system.

## 2.2 Current Inadequacy of Taxicab Service in Portland

### 2.2.1 Low Taxicab Supply

In a 2012 report from the City of Portland, the city noted that, “Portland is at the absolute low of the scale in terms of available taxis per resident population.” ECONorthwest has updated those rates for 2013 and found that Portland’s standing has not improved. As seen in Figure 1, from 2010 to 2013, the City of Portland remained below nine of ten comparable cities in its rate of taxicabs per population, passing only Charlotte, the city with the next-lowest rate of those considered. In 2013, Portland held lower cab per person rates than the cities of Sacramento, Seattle, Kansas City, Cincinnati, Denver, Boston, Arlington (VA), New Orleans, and Atlanta. All of these cities, except for Seattle and Kansas City, had rates that more than doubled that of Portland. The highest rate, in Atlanta, stands at 53.6 cabs per 10,000 residents.

Figure 1. Taxi per 10,000 residents – Sample City Comparison



Source: US Census; Taxicab, Limousine & Paratransit Association 2013 Factbook

### 2.2.2 Increasing Need for Taxicabs

Even while Portland’s cab per person rate remains below that of comparable cities, the demonstrated need for taxicabs has increased. As seen in Table 2, the total number of visitors, including those using hotels, private homes, and other types of lodging grew by more than 7 percent from 2010 to 2013. Over the same time period, overnight hotel guests in the city grew from around 7.7 million to over 8.7 million. Private home guests increased from less than 15.5

million to over 16.7 million, and guests using other types of lodging increased from less than 1.2 million to over 1.3 million. The total number of guests grew by over 1 million visitors. As a result of the increase in visitors to the city, the ratio of taxis to each 100,000 visitors shrank from 2010 to 2011. While the ratio rose in 2012 because the city increased the number of permits from 382 to 458, over the next year (from 2012 to 2013) the ratio fell to 1.71 taxis per hundred thousand visitors.

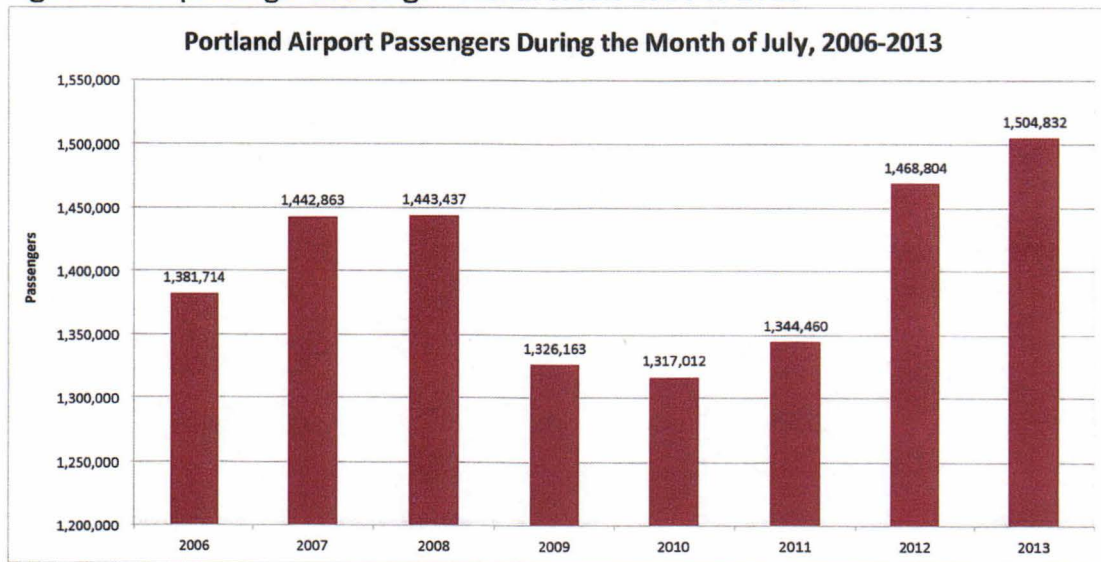
**Table 2: Number of Portland Overnight Guests in Portland by Lodging Type**

	2010	2011	2012	2013
Hotel	7,789,000	8,147,294	8,367,271	8,760,533
Private Home	15,536,000	15,569,478	15,989,854	16,741,377
Other	1,191,000	1,216,000	1,248,832	1,307,527
<b>Total</b>	<b>23,525,000</b>	<b>22,491,000</b>	<b>24,516,000</b>	<b>24,932,772</b>
<b>Taxicabs per 100,000 Visitors</b>	1.56	1.53	1.79	1.71

Source: Smith Travel Research; ECONorthwest Estimates

As with the number of overnight visitors, growth in the number of airport passengers suggests increasing demand for taxicabs. As seen in Figure 2, the number of airport passengers fell as a result of the recession to a low of approximately 1.3 million for the month of July, but has since grown to exceed pre-recession peaks. Since 2010, the number of passengers visiting the Portland airport during the peak month of July has increased by over 150,000.

**Figure 2. PDX passenger boardings - Month of July 2006 to 2013**



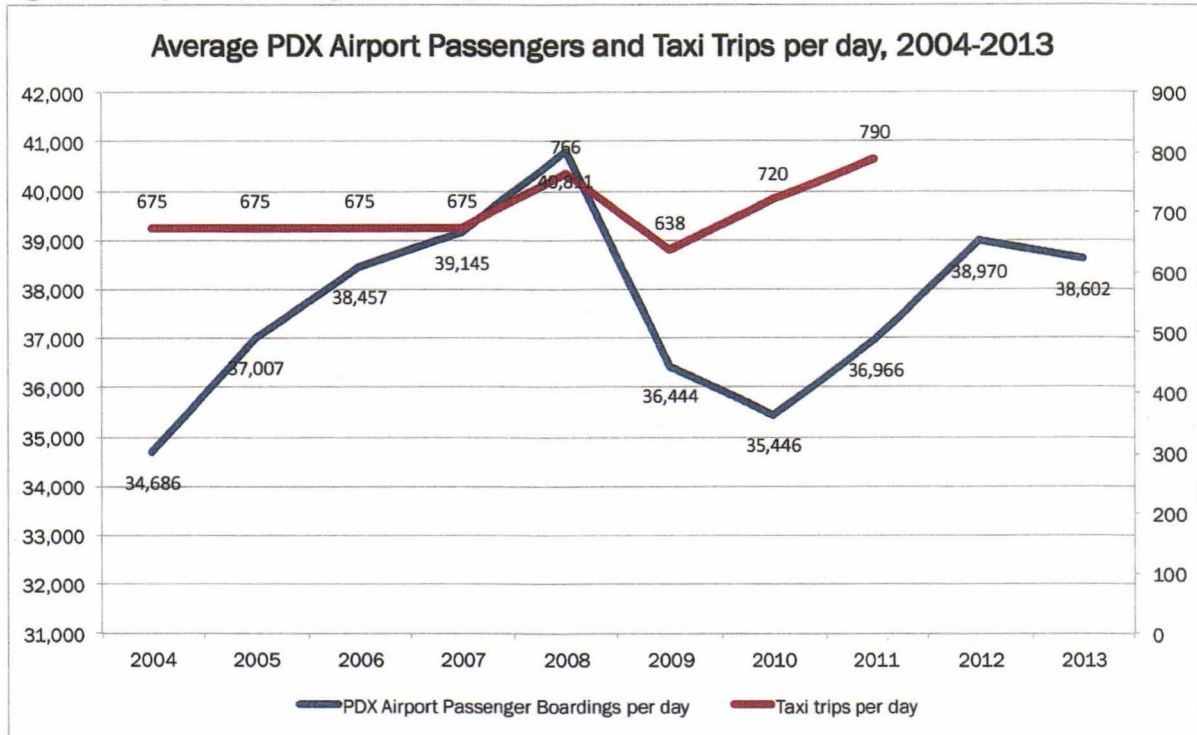
Source: Port of Portland, Monthly Traffic Report, Total Enplaned & Deplaned Passengers

**In 2013, the Portland airport boarded approximately 38,000 passengers per day.**

Figure 3 displays airport taxi trips per day alongside daily airport passenger boardings from 2004 to 2013. Daily airport passenger boardings have risen from a post-recession low of 35,446 in 2010 to 38,602 in 2013. The increase in the number of daily boardings corresponds to an increased

need for taxis, both to and from the airport and around Portland. The most recent available data estimates that there are 790 PDX airport taxi trips per day, with that number expected to rise. Those trips take taxis away from the city center and increase wait times, particularly during peak hours.

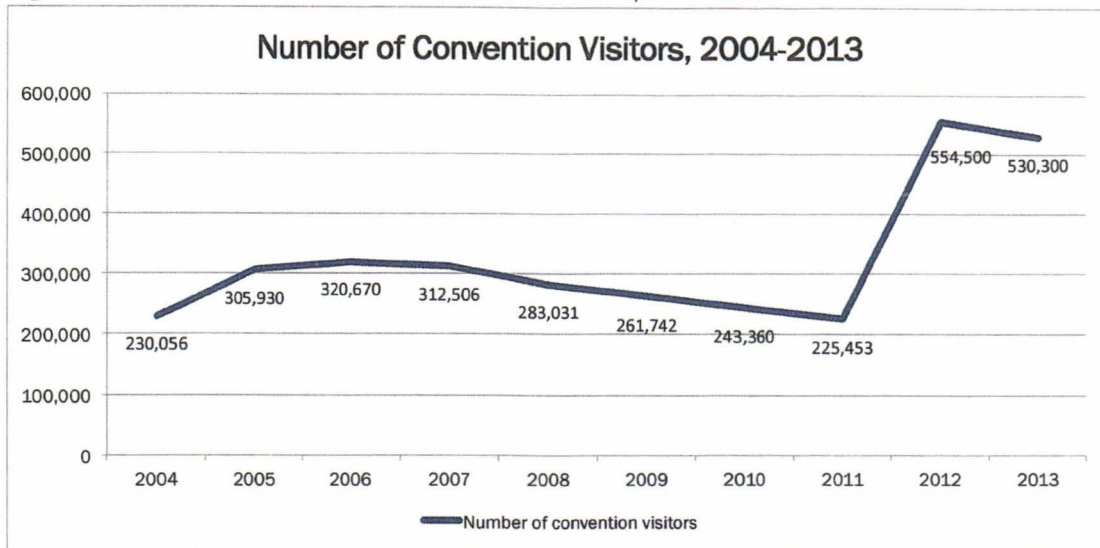
Figure 3. Daily PDX passenger boardings and Taxi Trips, 2004-2013



Source: Staff Recommendation Report, City of Portland Taxi Vehicle Permits, City of Portland Revenue, Office of Management and Finance Bureau; Bureau of Transportation Statistics, Research and Innovation Technology Administration, T-100 Market (All Carriers)

Along with the increases in airport passengers, the number of convention visitors has risen dramatically in recent years, from approximately 225,000 in 2011 to more than 530,000 in 2013. Figure 4 shows the growth in convention visitors from 2004 through 2013.

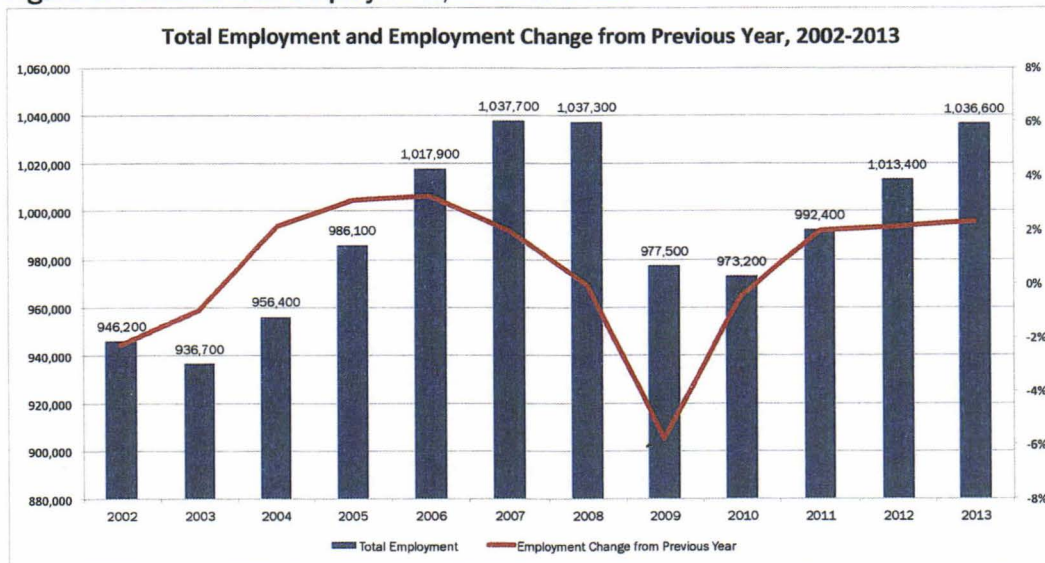
Figure 4. Portland Convention Center annual visitors, 2004-2013



Source: Source: Staff Recommendation Report, City of Portland Taxi Vehicle Permits, City of Portland Revenue, Office of Management and Finance Bureau; Oregon Convention Center, Annual Report

Increases in the number of visitors to Portland who are likely to use taxis has coincided with broader growth in the economy. As seen in Figure 5, employment has grown steadily since emerging from the recession. In 2013, the growth persisted to exceed pre-recession levels. Since 2010, employment has grown by over 50,000 people and since 2011 has maintained an annual growth rate near 2 percent. The growth in employment indicates increases in the activity of Portland’s economy and it’s demand for taxicab transportation.

Figure 5. Portland total employment, 2002 to 2013



Source: Oregon Employment Department, Current Employment Statistics.



### 2.2.3 Current Utilization Patterns

To better understand current utilization patterns and trends in taxicab use in Portland, ECONorthwest has analyzed survey data collected by 3Q Global, in which 3Q Global obtained the estimated time of arrival (ETA) and a subset of actual arrival times for the 6 taxi companies working in Portland. The results indicate that there are long wait times and an inadequate number of permits during peak hours. As seen in Table 3, across all-hours, 40 percent of calls to companies resulted in ETAs of less than ten minutes, 32 percent of calls resulted in ETAs of 10-30 minutes, and 6 percent of calls resulted in ETAs greater than 30 minutes. In addition, for 16 percent of the calls, survey researchers were unable to get ahold of the company or there were no cabs available, and 6 percent of the time an ETA was unknown or the company refused to provide one.

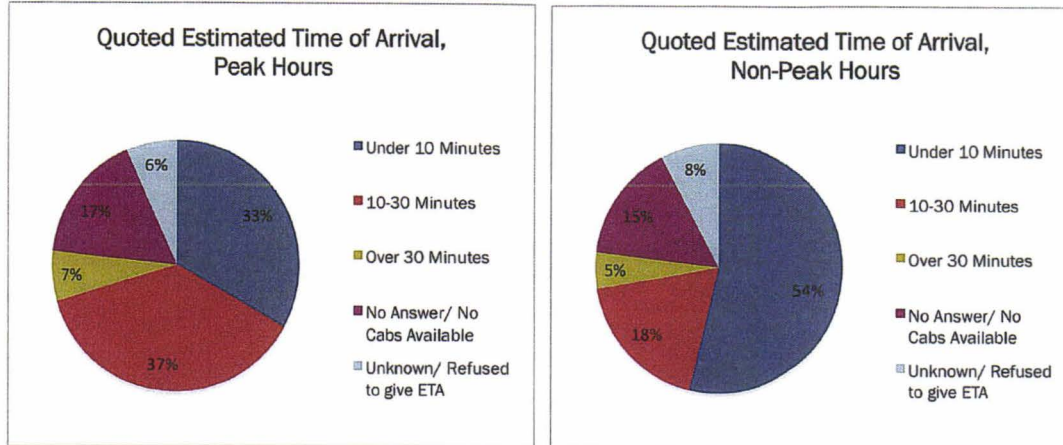
**Table 3: Quoted Estimated Time of Arrival, Peak and Non-Peak Hours**

	Share
<b>Under 10 Minutes</b>	40%
<b>10-30 Minutes</b>	32%
<b>Over 30 Minutes</b>	6%
<b>No Answer/No Cabs Available</b>	16%
<b>Unknown/Refused to give ETA</b>	6%
<b>Total</b>	100%

Source: 3Q Global

ETAs varied during peak and non-peak hours. While companies during non-peak hours expected to respond in less than ten minutes 54 percent of the time, during peak-hours they were able to respond as fast only 33 percent of the time. During peak hours, the most common quoted estimated time of arrival was for 10-30 minutes. During non-peak hours, the most common quoted ETA was for under ten minutes. This disparity in wait times displays the need for more taxicabs during peak hours to reduce backlogs and delays to be more comparable to non-peak hours.

Figure 6 Estimated Time of Arrival During Peak and Non-Peak Hours



Source: 3Q Global

By comparing the ETA to actual wait times for each company we can also see how companies tend to perform with respect to their initial estimates. Response times varied across companies and between peak and non-peak hours. Across companies, average ETAs ranged from 15 to 35 minutes during peak hours and 20 to 30 minutes during non-peak hours. Average actual wait times ranged from 14 to 35 minutes during peak hours and ranged from 8 to 15 minutes during non-peak hours.

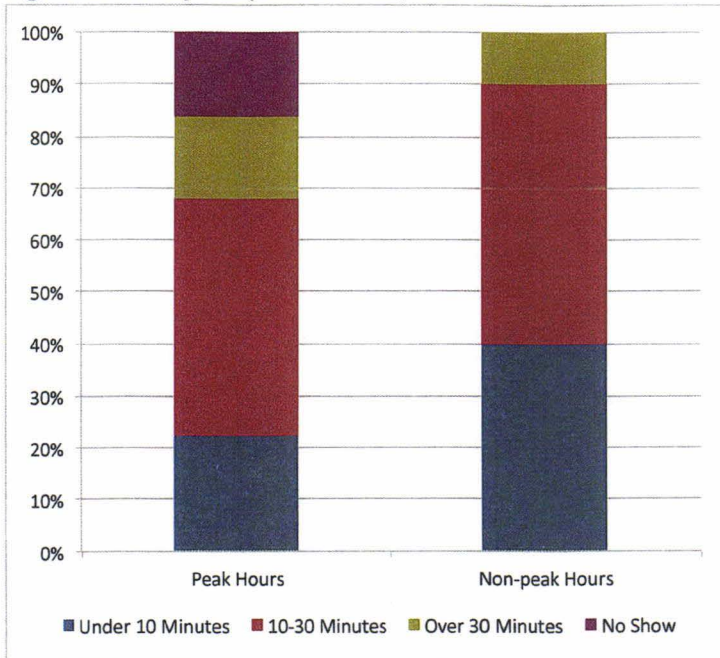
During peak hours, Green Cab had the fastest average response time at 14 minutes. Radio Cab, New Rose City Cab, and Union Cab had average response times of 19, 24, and 27 minutes, respectively. Portland Taxi arrived in 34 minutes on average and Broadway Cab/ Sassy Cab responded in 35 minutes.

The ETA results by company are presented in

Figure 7, companies below the 45-degree dashed line responded faster than their initial estimates. During peak-hours, Union Cab and Broadway Cab/ Sassy Cab were the only companies to typically underestimate their wait times during peak-hours, allowing customers to wait longer than they had anticipated. During non-peak hours, all companies tended to overestimate wait times. Broadway Cab/ Sassy Cab had the fastest average response time at 8 minutes. Portland Taxi, Union Cab, and Green Cab had response times of 9, 11, and 12 minutes, respectively. New Rose City Cab had the slowest response time of 15 minutes.

Average actual wait times are considerably lower during non-peak hours, demonstrating a real need for a greater supply of taxis during peak hours. While only one company was able to respond in under 15 minutes during peak hours, all companies were able to respond as fast during non-peak hours.

Figure 8: Survey Response Times, Peak vs. Non Peak



Source: 3Q Global



# EcoCab Portland, LLC.

*Ride Responsibly*

## Business Plan

Prepared October 2014

### Contact Information

Ron Knori  
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360-261-4400  
www.ecocabtaxi.com  
58 Longview Heights  
Longview, WA 98632

## Table of Contents

Executive Summary ..... 2

    Who We Are ..... 2

    What We Provide ..... 3

    Who Are Our Customers ..... 3

Company ..... 4

    Company Overview ..... 4

    Management Team ..... 4

Target Market ..... 6

    Market Overview ..... 7

    Market Needs ..... 8

Strategy and Implementation ..... 11

    Marketing Plan ..... 11

    Implementation Schedule ..... 14

Personnel Plan ..... 15

EcoCab

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## Executive Summary

### Who We Are

EcoCab is an innovative, forward thinking company dedicated to providing a high quality taxi cab experience for the travelling public, using a fleet of predominately electric vehicles.<sup>1</sup> EcoCab's mission is to provide environmentally responsible, professional, predictable, timely and safe rides to the travelling public using Nissan Leafs and the Tesla Model S, eventually moving to a fleet of all Tesla Model S vehicles. EcoCab's business model responds to the twin realities that the travelling public demands comfortable for-hire vehicles and that tail pipe emissions from combustion engine vehicles produce harmful pollutants known to cause chronic health problems like asthma, emphysema and heart disease. EcoCab believes that Portland leadership and taxi cab riders alike, share EcoCab's deep concern about the air we breathe while maintaining high quality services like for-hire transportation. EcoCab responds to both the objective of environmental responsibility and of high level customer service. First, for more than two years, EcoCab has successfully operated a small taxi cab company in Longview Washington using Tesla Model S vehicles, Nissan Leafs and Chevy Volts. Second, EcoCab Portland will ensure high quality customer service through hiring drivers as employees and maintaining high performance expectations for its employees. Employees will be expected to conform to a code of conduct reflected in the employee handbook. Correspondingly, employees will be treated well and enjoy traditional employee benefits like paid vacation and sick time off, medical insurance and a guaranteed wage that is higher than drivers experience with traditional companies.

EcoCab's philosophy is that fairly compensated drivers are happier people and happier people are primed to provide better customer service. This employee starting point together with EcoCab's high expectations reflected in its employee manual, will equate to the high quality, reliable, professional service that the travelling public deserve, but often do not receive.

Trademarks for the EcoCab name and company logo have been registered with the USPTO and the Company owns the URL [www.ecocabtaxi.com](http://www.ecocabtaxi.com)

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<sup>1</sup> Neither Tesla nor any other electric car company has yet developed a mobility impaired all electric vehicle. Therefore, the fleet's ADA compliant vehicles will continue to have combustion engines until a suitable electric substitute enters the marketplace.

EcoCab

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## What We Provide

The Longview electric taxi cab proving ground established that electric vehicles provide high quality reliable service of a type greatly appreciated and sought out by the travelling public. It also established that drivers who are fairly compensated provide excellent service and enjoy their work.

EcoCab has discovered that the “fast charge” abilities of the Nissan Leaf and Tesla Model S are the most practical and effective electric vehicles to serve the for-hire ecosystem. Accordingly, EcoCab will begin offering zero emission for-hire transportation service in Portland, Oregon in the first quarter of 2015. Initially, service will be provided through EcoCab’s acquisition of 10 pre-Owned Nissan Leafs and 2 New Tesla Model S Sedans. These vehicles were selected specifically because they are equipped with Fast Charge capabilities. Tesla is an enthusiastic participant in EcoCab’s proposed for-hire expansion into the Portland marketplace, agreeing to sell Tesla fast chargers to EcoCab at its cost and has committed to expedite delivery of the initial and subsequent Teslas (eight-week delivery versus the traditional five- to six-month waiting period).

EcoCab will employ a traditional dispatch service. It will also sign up to participate in “Curb”. EcoCab is developing an online phone app that will function similarly to the apps employed by Uber and Lyft with the difference being that the vehicles hailed will be those driven by city licensed Eco Cab drivers.

## Who Are Our Customers

The Portland, Oregon metropolitan area has over 2.3 million residents. EcoCab’s target market is a mix of general cab customer ridership, those who want an upscale cab at no additional charge, and choosy consumers who spend their dollars on environmentally responsible options when those options are available, as here. Portland is recognized as one of the greenest cities in the country, which is why EcoCab selected Portland as its first major city market. EcoCab will be Portland’s first “zero emission mission” taxi company. As the first taxi service utilizing primarily all-electric vehicles, EcoCab has the potential to revolutionize the taxi industry.

## Company

### Company Overview

EcoCab, LLC was founded in Longview, Washington in May 2012. EcoCab was the first all-electric taxicab company in the U.S. The Longview metropolitan area had approximately 48,500 residents at the 2010 census and there were two well-established combustion engine taxi companies serving that area. Market research indicated consumers desired a greater spectrum of environmentally responsible ways to spend their dollars. An electric car taxi cab company was an obvious, but absent, consumer option. Accordingly, EcoCab went to work to establish a viable business model to supply safe, professional, predictable for-hire transportation service without harmful tailpipe emissions. Thus, in 2012, EcoCab successfully installed taximeters in its electric cars and received the enthusiastic approval and support of the City of Longview.

EcoCab initiated its operations with a Nissan Leaf and a Chevy Volt. However, as predicted, consumer demand for electric taxi service was high and EcoCab responded to that demand by quickly adding two additional electric cars in mid-2012. In early 2013 Mr. Ron Knori, EcoCab's president, purchased a Tesla Model S for his personal use. After driving this car for nine months, EcoCab ordered one for the taxi business. The first Tesla was added to the Longview EcoCab fleet in March 2014 and a second one in July 2014.

After two years of successful history, EcoCab was ready to expand its business model to a larger metropolitan area. Research was that the Portland ecosystem was well suited to support an electric vehicle taxi fleet.

### Management Team

#### **Ron Knori** CEO & Co-Founder

Ron is an experienced entrepreneur who has founded three successful companies; Twin City Painting, Inc., Cowlitz Car Service LLC, and EcoCab, LLC. Ron has grown Twin City Painting from a \$300,000 per year business to one that generates over \$1.5 million annually and is one of the largest privately owned painting companies in the Pacific Northwest. Ron has been associated with several startups (Ubarter.com & HandymanOnline.com) and a national franchise-based company – College Pro Painters.



EcoCab

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**Barbara Doolin CFO**

Barbara has over 25 years of experience in accounting and finance management. Barbara has worked as the Treasury Manager for Radisys Corporation and Credit Manager for Sequent Computer Systems.

**Once approved, EcoCab will hire a General Manager with extensive taxi experience in the Portland, Oregon area.** Along with Ron and Barbara, The General Manager will be responsible for the day-to-day operations of the company, including, but not limited to, enforcing the company policies and ensuring excellent customer service to all of EcoCab's customers.

**Advisory Board****Paul Bernal, V.P. Boeing Intellectual Property Licensing**

Paul has been a principal in three startups, responsible for strategic planning, private stock equity placement, filings with regulatory agencies, sales & marketing, and operations. The past 10 years he has helped Boeing drive business development and licensing strategies outside of its "Core" areas of business. Paul has an MBA from Seattle University and Executive Leadership Certification from MIT.

**Eric Doebele, CEO Thursday Market; Founder: Reliable Remodeler.com**

Eric is a serial entrepreneur and an active advisor to startup companies. He has founded several companies including HandymanOnline in 1997, raised over \$27 million in venture capital, and was later acquired by ServicMagic.com. In 2001, he founded ReliableRemodeler.com, which ranked 187th in the 2007 Inc. 500's list of fastest growing companies, and later sold to Quinstreet (NSDQ:QNST). He is an active member of several angel investing groups, and served on the 2010 Angel Oregon planning committee and the Oregon Angel Fund Advisory Council from 2011-2013. Eric attended the University of Notre Dame.

**Brian Denne, CEO: President of GreenLeaf Paining, Inc., Real Estate Broker at Keller Williams.** Brian contributes "green" credentials as well as real estate expertise and familiarity with the Portland Metro Area to EcoCab's planning for successful entry into the Portland marketplace.

EcoCab

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## Start Up

EcoCab Portland, LLC intends to lease a commercial building inside Portland city limits where EcoCab will have a 24 hour dispatch, shop attendant, and fast charging for the Nissan Leafs and Tesla Model S sedans.

The company is funded by Ron Knori's own capital contributions, minority equity investors (none of them owning more than 10% ownership each), and bank leasing arrangements for the Tesla Model S Sedans through Edison Capital Leasing, LLC.

EcoCab

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## Target Market

### Market Overview

In September of 2014, EcoCab commissioned a Feasibility Study conducted by 3Q Global, a top leader in the market research industry, to study existing Portland Oregon taxi service availability and satisfaction. 3Q Global's research was conducted in strict adherence to the professional standards and practices outlined by the American Marketing Association, Marketing Research Association and ESOMAR (World Association for Social, Opinion and Market research).

The study was conducted in Portland Oregon to gather data about Portland Oregon. The study: "took a consumer-centric approach to evaluating whether or not the current competitive offering of taxi service is sufficient to meet the demand for these services." Performance standards measured the ability of the six currently licensed Portland Oregon taxi companies to serve the Portland taxi consumer, rating (1) overall experience, (2) dispatch availability, (3) wait time/showrates, and (4) unregulated providers.

The results of that study established there is a strong unmet taxi demand based on data from all performance standards categories. The study results are explained below.

## Market Needs

### ***Performance Standard One: Overall Service Experience***

Rating: **POOR**

Looking for: Overall efficiency and responsiveness and dependability, availability of taxis when and where they are needed, follow-through on scheduled pick-ups, transparent communication with the customer

#### **Overall**



#### Study Findings:

- Overall experience ranges from “about as expected” to “frustrating,” “unacceptable” and even “dangerous”
- The most common complaints are that the companies do not answer the phone or hang up, cabs do not show up when expected and sometimes not at all, and wait times are too long

### ***Performance Standard Two: Wait Time***

Rating: **POOR**

Looking for: Arrival times are fairly consistent with times the customer is promised when he/she calls. Cabs arrive without having to call the company back. Customer is not left waiting to the extent it may leave her in danger, cause him to miss a flight, etc.

#### **Wait Time**



#### Study Findings:

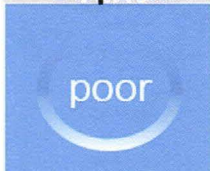
- The time a cab arrives varies greatly from the time promised
- In about one-third of the cases, the cab never showed, at times even after the customer calls back and is promised a speedy arrival
- During busy weekends, wait times are as long as 90 minutes

### ***Performance Standard Three: Dispatch Process***

Rating: **POOR**

Looking for: Calls to cab service are answered by a live attendant, answered in a timely manner, customer not left on hold for extended periods, connection is clear and understood

#### **Dispatch**



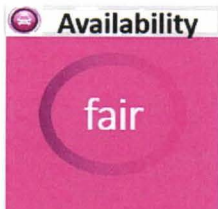
#### Study Findings:

- Calls to cab companies routinely are not answered at all
- Hold times of 5-10 + minutes before speaking with a live attendant are common
- Many calls are initially answered then immediately disconnected
- Calls are commonly disconnected after being on hold for many minutes

## EcoCab

**Performance Standard Four: Stated Availability**Rating: **POOR**

Looking for: Customer is able to schedule a taxi to pick him/her up at that location with reasonable effort, cab available within 45 minutes through at least one of the six companies



## Study Findings:

- Callers are generally able to schedule a pick-up if they call around to several companies
- In many cases, they are told there are cabs available but the dispatcher is not able to give them an estimated arrival time
- About one-half of the companies called during peak hours do not have a cab available within a reasonable wait time

**Performance Standard Five: Presence of Unregulated Cabs**Rating: **FAIR**

Looking for: Sufficient numbers of licensed, regulated cabs on the road to service the volume of passengers needing a safe taxi ride. When unregulated "pirate" cabs pop up on the streets, it is often an indication that there is an unmet demand for cab services.



## Study Findings:

- There is a presence of unregulated cabs during peak hours
- These are often cars with no markings, but a lighted "taxi" sign placed on the roof
- While they do not appear to be rampant at the time of this study, the mere presence of these independent taxistas likely indicates an unmet demand for services

**Research Methodology**

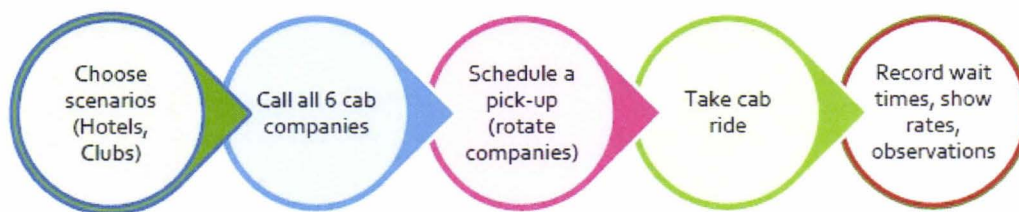
This study consists of a series of fifteen (15) Mystery Shops in the Portland metro area. It is designed to provide a realistic consumer experience when using local taxi services. A professional researcher carried out the mystery shops and recorded results including wait times, show rates and personal observations.

Results contained in this summary report reflect findings from the first phase of this study, which focused on peak traffic times of weekend nights on Friday, Saturday and Sunday August 29<sup>th</sup>-31<sup>st</sup>, 2014 from 10pm to 3am, and early morning hours from 3am to 7am on Monday, September 1, 2014. Another phase of this study is scheduled that will examine consumer experience in what are assumed to be off-peak hours as well.

This study is qualitative in nature, and therefore is intended to provide both objective and subjective feedback used to evaluate the feasibility of adding more cabs in the Portland area. The sample size is not intended, nor is it sufficient, to be used to draw statistically significant comparisons or projections regarding performance standards or overall satisfaction.

### Mystery Shop Process

The researcher used the following protocol when conducting the mystery shops. Locations and times were selected to represent typical scenarios where people use taxis, such as restaurants, bars, hotels and airports. All six cab companies were called before making each selection and appointment for pick-up. The researcher took the cab to the next location and repeated the process from there. Time and observations logs were kept throughout the process.



### Contact Information

For further information regarding results of this study, please contact Donna Russell at [donnar@3c-global.com](mailto:donnar@3c-global.com) or 561.745.3602.

EcoCab

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An ECONorthwest Feasibility Analysis confirms that there is a strong market need for more taxi cabs and especially those dedicated to high quality customer service.

## Strategy and Implementation

### Marketing Plan

#### Overview

Initially, EcoCab will operate 2 Tesla Model S Sedans and 10 Nissan Leaf Electric cars. The Model S and Nissan Leaf both comfortably carry four passengers.

EcoCab will also purchase three pre-owned ADA compliant vans which address the Portland requirement that 20% of the fleet be ADA compliant. While EcoCab would prefer electric vans as well, there are currently no electric vans marketed in the US; rather all ADA compliance vans run on fossil fuels.

EcoCab will start small due to the higher costs associated with the more expensive vehicles it will deploy in its operations and more expensive employee costs. EcoCab believes its substantial investments in high quality electric vehicles and in people will enable the company to quickly grow. Therefore, in 2015 EcoCab intends to start with 12 electric cars and three ADA compliant vans meeting city requirements. EcoCab will staff 32 drivers, four shop attendants and four dispatchers, plus the Curb app, to allow 24 x 7 availability of all taxis. EcoCab intends to expand the fleet on the following minimum phase in schedule:

1. Add 9 Tesla Model S vehicles, 3 ADA Compliant Vans March 2016
2. Add 9 Tesla Model S vehicles, 3 ADA Compliant Vans March 2017
3. Add 10 Tesla Model S vehicles, 2 ADA Compliant Vans March 2018

The company will accelerate the phase in program to introduce the fleet on a more rapid basis if demand warrants.

The company intends to add proportionately more employee drivers, shop attendants and dispatchers with each annual fleet acquisition.

EcoCab

## Positioning

EcoCab is committed to provide an environmentally friendly taxi service, providing comfort and luxury, at the same price as competing cab companies that may offer fewer amenities to the customer. Moreover, because its drivers are employees, EcoCab has a far greater ability to regulate driver conduct to deliver high quality service.

## Pricing

EcoCab market research, in addition to Radio Cab's own advertising, has determined that the average cab is driven between 350 and 450 miles per day.

Portland taxi rates are set at:

- \$2.50 pick-up fee
- \$2.60 per mile  
\$1.00 per extra passenger

EcoCab assumes that the current taxi companies prioritize efficient cabs staging for drop off and pick up, and thus estimates revenue of \$1.60 per mile driven each day.

EcoCab forecasts that their cars in Portland can earn \$390-\$470 revenue per day on average in the first year as follows:

- 243-293 miles per car per day in the first year
- \$1.60 per mile
- \$390-\$470 daily revenue per car in the first year

EcoCab taxis in service in Longview, Washington earn an average of \$1.40 per mile driven daily. Longview taxi rates are set lower at \$2.25 per mile than Portland rate of \$2.60 resulting in the lower revenue generated per mile driven.

## Promotion

EcoCab marketing will promote its service, environmentally responsible credentials by introducing the fleet to and leaving promotional materials (with permission) at targeted eating and drinking establishments. EcoCab plans to purchase advertising on key route Tri Met busses and Max trains. EcoCab will also establish relationships with area colleges and universities. This anticipates that EcoCab's services will be of particular



## EcoCab

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interest to “hip” crowds and that recruiting educational institutions may wish to employ electric taxis, as a very “Portland” way to get professorial and student recruits to and from campus. EcoCab marketing will focus on its two main features: (1) the electric car platforms of the Tesla luxury car and the all-electric Nissan Leaf, as an environmentally responsible consumer choice available in Portland and (2) its superior customer and employee service model.

The third feature will be introduced by the winter of 2015: a customized app and dispatch system available for iPhone and Android.

The online EcoCab App will allow customers to see in real time where drivers are and find the vehicle that suits their needs. The App will inform the EcoCab driver where the customer is and when they require a pickup. The App will communicate the taxi arrival time to the customer along with the driver’s name.

Utilizing the EcoCab App, a customer having dinner in noisy restaurant, for example, will not have to leave the table to go outside and contact several taxi companies to find the most timely ride. The customer will simply access the App and quickly identify where EcoCabs are located; and request a pickup. The App informs the customer when the EcoCab will arrive and who the driver is. The customer can then finalize their business and bill with the restaurant and leave the establishment upon the arrival of their EcoCab taxi. This model is simple and hassle-free for the EcoCab consumer.

Currently Uber and Lyft are examples of companies that successfully utilize an online App in other markets, although their business model has not yet found acceptance in Portland. EcoCab’s App will function similarly to those of Uber and LYFT with the difference being EcoCab will follow all Private For Hire Transportation Regulations outlined in Chapter 16.40 of the Portland City Code. EcoCab’s app will establish EcoCab as a market standout in Portland by utilizing 21<sup>st</sup> century market tools and customer preferences. EcoCab will also continue to operate utilizing the dispatch model in which customers use their telephone to call for a ride and an EcoCab dispatcher will direct a car to the customer.

## **TAXI COMPETITION**

Currently there are six direct Taxi companies operating 460 cabs in Portland. Per the City of Portland, the following cabs are currently permitted to operate in Portland:

1. Broadway Cab, established in 1930, operates 136 taxis and related company Sassy’s Cab operates 17. Most of Broadway Cabs’ taxis are company-owned

EcoCab

- vehicles, predominately combustion engine vehicles, that are leased to drivers for a weekly fee. Broadway Cab purchased Sassy Cab.
2. Radio Cab, established in 1946, operates 149 taxis. They are a mix of owner-operated cabs and company-owned cabs, primarily combustion engine cabs, that are leased to drivers for a weekly fee.
  3. New Rose City Cab, established in 1971, operates 19 taxis. These are predominately owner-operated combustion engine cabs.
  4. Portland Taxi, established in 1978, operates 30 taxis. This company is a mix of owner-operated cabs and company-owned cabs that are leased to drivers for a weekly fee. The Portland Taxi fleet is predominately composed of Toyota Prius'.
  5. Green Cab, established in 2004, operates 59 taxis. The fleet is a mix of owner-operated cabs and company-owned cabs that they lease to drivers for a weekly fee. The green cab fleet is a mixture of converted former police cars, vans and some hybrids.
  6. Union Cab is Portland's newest cab company, established in 2012, operating 50 taxis. They are mostly owner-operated cabs with a fleet consisting of some Toyota Prius models and other traditional fossil fuel vehicles.

As explained in the Q3 market analysis, these fleets are unable to satisfy current demand. The ECONorthwest Feasibility Analysis demonstrates demographically why this is so. Moreover, no competing taxi companies employ electric vehicles, none treat drivers as employees and none purport to be able to regulate employee conduct. EcoCab helps to satisfy the sheer quantitative unmet demand for taxi service, as well as a qualitative one.

## Implementation Schedule

Milestone	Due Date
Application Submitted to Council	October, 31 2014
Advisory Board Created	August, 2014
PR effort EcoCab	December, 2014
Lease Building in PDX for EcoCab Shop	December, 2014
2 Tesla Model S delivered	January, 2015
Custom App and dispatch system beta mode completed	Summer, 2015
Add 10 Tesla Model S Sedans and 2 ADA Compliant Vans	March, 2016
Add 10 Tesla Model S Sedans and 2 ADA Compliant Vans	March, 2017
Add 10 Tesla Model S Sedans and 2 ADA Compliant Vans	March, 2018

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## Personnel Plan

### About the Personnel Plan

EcoCab employee-operators drive and promote the company and our services during down time between rides. EcoCab will schedule employees and monitor how many hours each driver works with an emphasis on not going over 40 hours a week. We will pay the drivers \$10 per hour plus a commission of 5% of the sales they generate. The first year EcoCab revenue model anticipates that each car will generate an average of at least \$34.33 per hour driven, which calculates to each driver earning about \$11.71 per hour. In addition, drivers retain all tips. Drivers have the potential to earn additional commissions as the revenue per car per hour increases.

Dispatchers will monitor and direct the drivers' activities, including when they take breaks and when they return to charge the cabs. They will earn \$15 an hour plus a 1% commission on gross sales generated by their teams. This exceeds or is at least comparable to other cab companies' compensation for the same type of dispatch job.

The shop attendants will be responsible for:

- Collecting all money during the driver's shift.
- Reviewing the drivers "trip log" to check for anomalies.
- Checking the mileage on each car before it leaves and when it comes back to the shop.
- Thoroughly checking the cars for damage (inside and out) as cabs come back to the shop and reporting any damage to management as soon as it is noticed. Drivers will be financially incentivized to care for the cars as their 5% commission will be split into two parts: one for quality (2.5%) and one for maintaining a clean, undamaged vehicle (2.5%). 2.5% commission will be paid bi-weekly and another 2.5% will be paid out on a quarterly basis based on management review of the condition of the taxi.

Total employees needed when 15 EcoCabs in full operation:

- 28-32 drivers initially

## EcoCab

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- 4 dispatchers
- 4 shop attendants
- 2-4 managers and executive staff to oversee everything.

Initially, the CEO, CFO and General Manager will manage the team to ensure all proper training is in place for drivers, dispatchers and shop attendants.

The CFO will manage the shop attendants to ensure proper fiscal controls are in place.

The General Manager will manage the drivers and the dispatchers ensuring efficient scheduling is taking place and training the staff to promote EcoCab in the new market.

### **Charging the Nissan Leafs and Tesla Model S.**

All vehicles will be maintained with adequate charge to provide the requested service. No customer will ever be stranded due to a vehicle's charge running out. Our dispatch will ask where customers are going to make sure that the cab that they are dispatching has an adequate charge to do so. In addition to the chargers in our shop, currently in Portland, there are 18 conveniently located DC Fast Chargers in Portland, Oregon. This DC Fast charge can deliver 80% charge in as little as 20 minutes on a Nissan Leaf, and can totally charge a Tesla Model S in about an hour. Portland also has 122 public charging stations available almost anywhere you go in Portland. When drivers are in need of a charge, they will all have access to all of these chargers in Portland, and they will be directed to charge their vehicle while taking breaks.

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RECAP:

PORTLAND IS READY FOR ELECTRIC TAXI'S:

Electric cars are finally here, and EcoCab has demonstrated that they work very well as taxis. EcoCab was the first electric cab company in the United States, and EcoCab is positioned to do very well financially as Portland is the country's most green city.

The Nissan Leaf and Tesla Model S are fine automobiles, with a hip "look" and great reliability. In particular, the Tesla Model S has exceptional curb appeal and has been rated as the safest car ever built. It has an 8-year unlimited, transferable warranty on the battery and drive unit, making the choice easy for a taxi that will be driven approx. 1,500,000 miles over the first 8 years of service. This will keep its resale value high as it is not a measure of miles on the vehicle that will determine it's true value, but the condition of the car itself. EcoCab will transition to a Tesla electric car fleet because it believes the Tesla's exceptional curb appeal will make it particularly desirable to the traveling public.

EcoCab

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# Business Plan

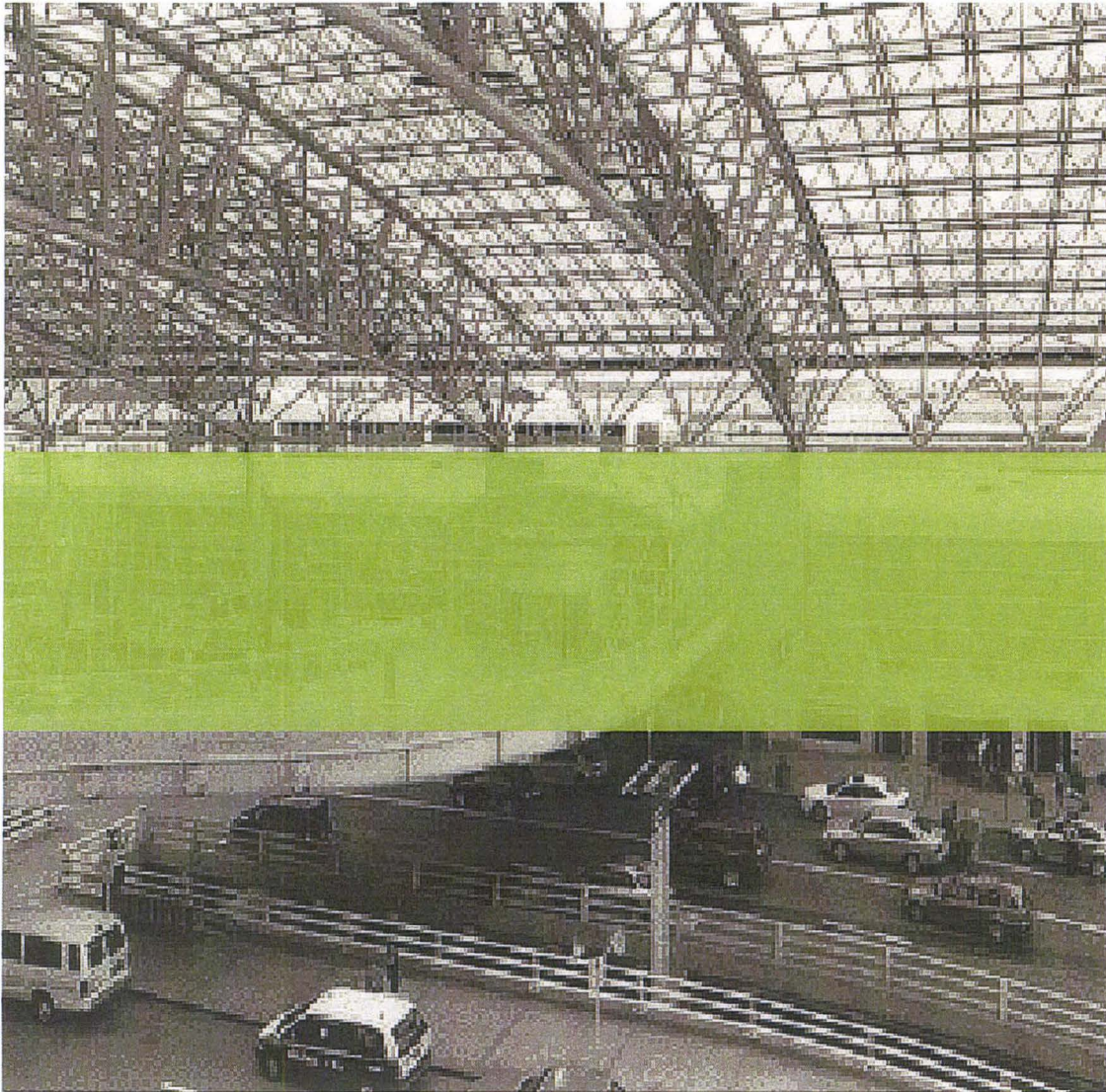
Prepared October 2014

Refreshed February 25, 2015

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# Portland **Taxis**

FEASIBILITY STUDY  
SEPTEMBER 2014

Presented to: EcoCab  
Prepared by: 3Q Global

**3Q Global**

## Leaders in Research

This study was designed and executed by 3Q Global, a top leader in the market research industry. 3Q Global is a division of Quick Test, Inc., the premier owned and operated data collection firm in the United States with over 50 years of industry experience. Clients of the firm include global giants and F50s. This research was conducted in strict adherence with the professional standards and practices outlined by the American Marketing Association, Marketing Research Association and ESOMAR, of which Quick Test is a member.



[www.3q-global.com](http://www.3q-global.com)

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## Executive Summary

Based on this research, there appears to be compelling evidence that the number of cabs servicing the Portland metro area is not sufficient to meet consumer demand, particularly during peak times.

*Results of this study clearly indicate that there is a need for more taxi cabs in the city of Portland.*

Portland cab service as a whole rated “poor” in three out of the five performance standards measured and “fair” in the other two.

- One out of every four calls to cab companies resulted in significant problems in scheduling a pick up.
- In two out of three cases, one or more of the cab companies called did not answer the phone, did not have any cabs available, or refused to schedule a pickup time.
- There is an inherent public risk involved if customers are not able to catch a cab when they are in high-risk situations such as drinking or late-night partying.
- When asked, most taxi drivers say that there is a need for more cabs, especially during peak times.

## Purpose

This study has one primary purpose: to determine if there is a need for placing more taxis on the road in Portland, Oregon. This study takes a qualitative, consumer-centric approach to evaluate whether or not the current competitive offering of taxi services is sufficient to meet the demand for these services.



# Objectives



Five key performance standards of taxi service are evaluated in this study. These standards examine the ability of the six currently licensed Portland operators as a whole to service local residents and visitors effectively. Performance standards used to determine the adequacy of current cab service are: Overall Experience, Dispatch, Availability, Wait Time/ Show Rates and Unregulated Providers.



# Study Methodology

Select  
typical  
scenarios

Call all six  
cab  
companies

Schedule  
a pick up

Record  
wait times,  
availability,  
dispatch

## Scenarios

A total of 48 mystery shops were conducted between August 29<sup>th</sup> and September 8, 2014.

Mystery Shoppers created a schedule that would be typical for taxi customers for the Portland area. These included rides to and from local restaurants, bars and hotels, as well as airport services.

## Cab Companies

For each mystery shop, the researcher called all six Portland cab companies. They recorded whether or not the company answered the phone, if they were left on hold and how long they were told it would take to send a cab.

The companies involved were: Broadway/Sassy Cab, Radio Cab, Green Cab, Union Cab, New Rose City Cab and Portland Taxi.

## Schedule a Pick Up

Once the mystery shopper had called all six cab companies, they were asked to record their experiences. This included noting wait times given by each company and which of the companies said they had a cab available at all.

Researchers selected a company from those with taxis available, ensuring to vary their selection to among the six companies.

## Record Findings

For each scenario, the researcher recorded the result of calling each of the six companies. They also noted estimated and actual wait times, which company was used and license number.

Mystery shoppers asked the taxi drivers for their overall impressions of the workload and whether or not they thought Portland needed more taxis.

**Results: Performance Standards**

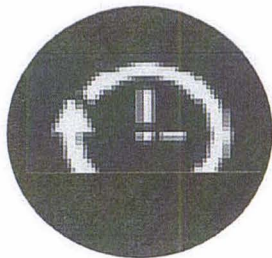
# Performance Standards

The following five performance standard definitions were developed and measured for this research. This is qualitative consumer experienced based research; factors such as licenses per capita and comparisons to peer cities were not included as part of this study.



## Standard One

Overall Experience



## Standard Two

Wait Time



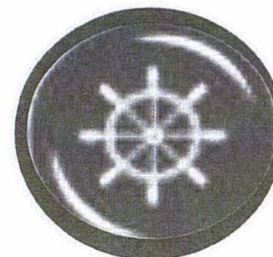
## Standard Three

Dispatch



## Standard Four

Availability



## Standard Five

Unregulated Cabs



## Overall Experience

### Looking For:

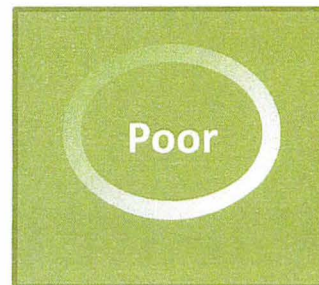
Researchers considered overall efficiency and responsiveness of the cab companies, dependability, the availability of taxis when and where they are needed, follow-through on scheduled pick-ups and transparent communication with the customer.

### Findings:

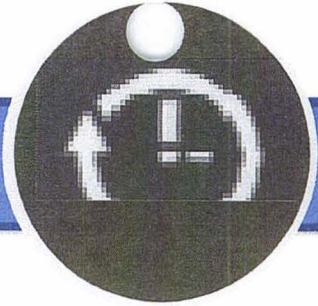
Mystery shoppers' overall experience is rated as "poor" when completing this exercise. The most common complaints:

- Cab companies not answering their phones or being left on hold
- Being told there were no cabs available in the area
- Being left for extended times and sometimes cabs did not show

### Rating:



*"Trying to catch a cab in Portland on a Friday night? What a nightmare!" –Kathy*



## Wait Times

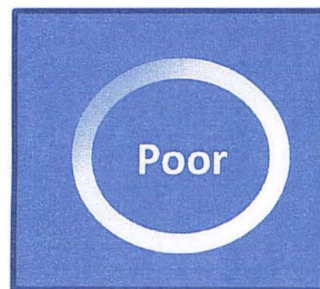
### Looking For:

Researchers evaluated whether or not arrival times are consistent with times the customer is promised, does the client have to call back for an updated arrival time and is he/she left in a position of finding alternative transportation due to cabs not showing up.

### Findings:

On average, shoppers were told a cab would arrive in 17 minutes and in most cases the companies delivered fairly closely to that, in about 18 minutes. Why did researchers give this category a “poor” rating? In about one in four cases, the shopper experienced significant difficulties in scheduling a pick up and/or extended delays of over 60 minutes for a cab to arrive.

### Rating:



*“They didn’t show after an hour so I called back. They said there were none available.” –Chris*





## Dispatch Process

### Looking For:

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For each call made, it was noted whether or not it was answered by a live attendant, answered in a timely manner, if the customer was left on hold for extended periods or disconnected and if the connection is clear and understood.

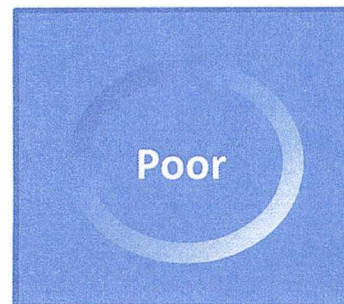
### Findings:

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Dispatch problems were the most commonly mentioned negative experience throughout the mystery shops:

- Calls to cab companies routinely are not answered at all
- Hold time of 5-10 minutes before speaking with a live person
- Calls that are disconnected, either initially or after a long hold

### Rating:



*"I was on hold 3 times for 10-15 minutes then they told me to call back in an hour!" –Gina*



## Availability

### Looking For:

Availability is measured by whether or not the mystery shopper was able to schedule a taxi with reasonable effort and if a cab was available within 45 minutes through at least one of the 6 companies.

### Findings:

Callers were generally able to schedule a pick up within the first few companies they called. Several problems were reported:

- Cabs were said to be available but dispatcher could not estimate a wait time
- About one-half of companies called during peak hours did not have any cabs available

### Rating:



*"I could usually find a company to send a taxi, but sometimes I had to call 4 or 5 different numbers." – Chris*



## Unregulated Taxis

### Looking For:

Are there sufficient numbers of licensed, regulated cabs on the road to service the volume of passengers needing a safe taxi ride?

When unregulated “pirate” cabs pop up on the streets, it is often an indication that there is a greater demand for these services than the licensed companies are able to meet.

### Findings:

Researchers noticed the presence of unregulated or “pirate” taxis on the streets of Portland, especially during peak hours.

- These were described as regular cars with a taxi light on the roof
- While they are not rampant, they were observed to be picking up and dropping off passengers in busy areas

### Rating:



*“I can’t believe anyone would get in one of those cars. Seems dangerous.”*  
–Kathy

# Tallies and Numbers

## Numbers **At-a-glance**

### Problems Reported



Total number of Mystery Shops, 6 calls each



At least one problem reported in scheduling



Major problem occurred: >60 min. wait, no-show

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### Wait Times



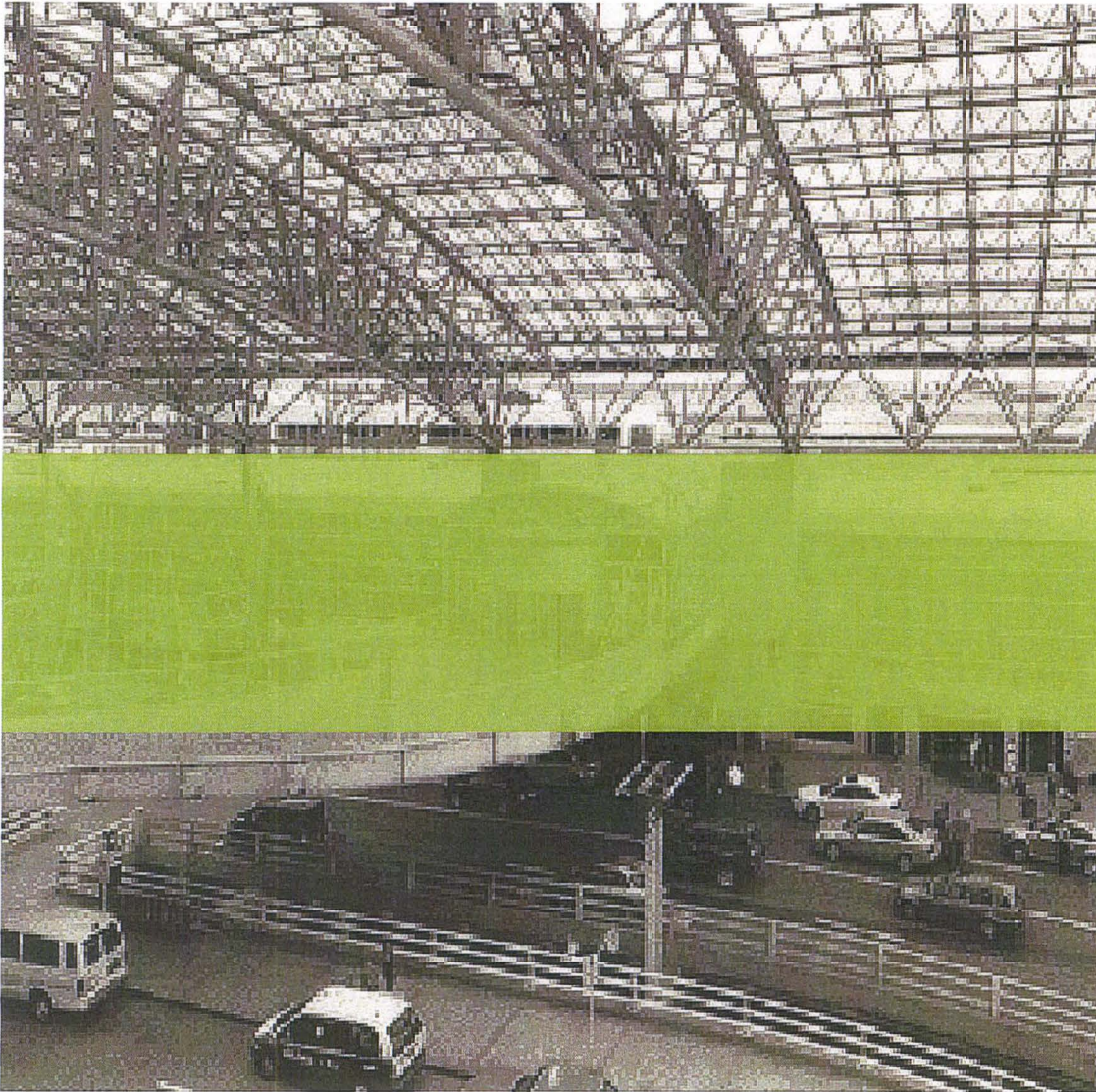
Average wait time promised



Average wait time delivered

## Performance By Company

	Calls with No Answer or No Cab Available	Wait time given (min.)	Estimated wait for scheduled pick-ups (min.)	Actual wait time for scheduled pick-ups (min.)	Number of rides taken
New Rose City Cab	27%	26	33	44	6 cases
Portland Taxi	19%	9	23	41	3 cases
Union Cab	23%	16	37	36	6 cases
Broadway Cab/Sassy Cab	27%	12	18	27	8 cases
Radio Cab	17%	16	19	23	16 cases
Green Cab	10%	13	18	21	4 cases



# Portland Taxis

FEASIBILITY STUDY  
SEPTEMBER 2014

Presented to: EcoCab  
Prepared by: Donna Russell, 3Q-Global