

Had I come to you several years ago and said: I would like to propose the new business model at Badger Cab. We will no longer register with or pay licensing fees to the City of Madison or Dane County Airport. Our drivers will no longer go thru background checks and be permitted by the Madison Police dept. We will do credit checks on the drivers. We will no longer operate 24/7 because that is not profitable. We will no longer service the entire city because that can be dangerous. We will rate our customers and refuse service when we want because that is best for us. In order to have enough drivers out at bar time, football Saturdays, bad weather etc, we will increase our rates as we deem necessary. Drivers will drive when they want (few hours here and there) to maximize their income. Unfortunately service will suck during slow times, but you must understand that driving 8, 10 or 12 hour shifts have many non-profitable hours so why do that? We will no longer que at the airport because we can sit in the cell phone lot to avoid fees. We are not going to mark our cabs, post fares, get inspections, display permits or provide insurance certificates to the city. We see no point in paying Workman's Comp to the State of Wisconsin. We will not pay sales tax on our fees or personal property tax on our vehicles. If you do not have a smart phone and a credit card we will not serve you. I hope all this sounds great because although people will wait 45 min to get into a bar on Fri and Sat night we sure do not want them to wait for a cab at bar time. At this point I would have expected to be laughed out of the room. But the point is that cab service in Madison will suffer with Uber and Lyft operating with a different set of rules. 24/7, prices and safety will no longer be standard. I wonder how other regulated industries would react if the licenses and fees they have been paying had no meaning. We need to look at liquor, restaurant, food cart, signs, zoning, housing, construction, developments etc. all in the name of "FREE MARKET". Nothing is stopping Uber and Lyft from entering the free market if they adhere to the licensing and regulation that exists. 11.06 was created for a reason and it is clearly stated in the Purpose: (a) Protect consumers by providing safe, convenient and efficient public transportation for hire. (b) Protect the health and safety of drivers of public passenger vehicles. (c) Eliminate conflict and confusion among different types of service. (d) Improve operating conditions to enable licensees and drivers to provide better public service. Protection of the consumer is of utmost importance and there have been many examples around the globe of price gouging when the opportunity exists, inefficiencies of insurance, and questionable character of drivers. Without ALL of these regulations the opportunity for price gouging will be endless, service at times would be terrific and at other times be nonexistent and safety would be questionable! Some industries require regulations. Not for the health of the industry but for the safety of and the service for the public. What is next? Unlicensed beer carts on State Street or in public parks? Please have some foresight into how this hour of euphoria could turn <sup>IN TO</sup> years of anarchy and chaos.

Tom H. Melms

Badger Cab Co. Inc.