

CabbyChic®

A Senior Project

presented to

the Faculty of the Communication Studies Department
California Polytechnic State University, San Luis Obispo

In Partial Fulfillment

of the Requirements for the Degree

Bachelor of Arts

by

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College students are presented with new challenges as they transfer from their known world to a new one with social pressures, challenging education, and time management issues, just to name a few. Over the past decade there has been a change in the social dynamics of college students, especially as it relates to partying. As a result there is a growing demand for safe, sober and available rides home, which women in particular feel comfortable taking.

Partying is undoubtedly a trend that has taken hold of colleges and universities in the United States. In an article that examines the role of alcohol on the campus setting, they explained that, “Today, roughly 80 percent of students drink and 45 percent binge drink” (*Wilson Quarterly* 77). The article also describes reactions to this increase in drinking on campus that have failed, which included, “calling in law enforcement, imposing academic sanctions, pushing “responsible” drinking” (*Wilson Quarterly* 77), limiting supply on campus, and spreading the word that alcohol is not as popular as students perceive. Campuses across the nation, including our own at Cal Poly have attempted to control the level of drinking of their students. Unfortunately research has shown that prevention education is only part of the puzzle on how to encourage responsible drinking. The most recent research on drinking shows that the most influential approaches to curb drinking habits of students, is to provide safe, and responsible options for partying and drinking, rather than preaching abstinence.

In a recent study in the *Journal of American College Health*, the new trend in drinking, called pre-partying was investigated in an applied study in which 227 college students were surveyed about their drinking habits over a one month period. The most pertinent information relatable to this project is, was the difference in pre-partying behavior of men and women. The study by Eric R. Pedersen, MA; Joseph LaBrie, PhD found that, “For men, 237 (45%) of these

events involved pre-partying, whereas 357 (55%) of women's drinking events did" (LaBrie & Pedersen). This article shows how women are more susceptible to pre-partying behavior, and are therefore putting themselves in the position to become overly intoxicated if drinking continues throughout the night. In Appendix A, you will find a table from this study which shows the, "Correlations of Alcohol-Related Consequences with Pre-Partying Frequency and Total Drinks Consumed During Pre-Party, by Sex." In this chart, the researchers found that the relationships between the frequency of pre-partying and amount of total drinks at the pre-party, with the likelihood of driving home after two dinks, were both statistically significant.

The results that these studies have revealed bring to light the frightening truth about drinking that is plaguing our higher education systems. They both show that not only is drinking's popularity on the rise, but the responsibility level of drinkers is on the decline. This creates an unsafe environment for college men and women when they partake in drinking or partying. According to DrinkingandDriving.Org, "90 people per 10,000 are arrested for DUI in the San Luis Obispo County, CA County annually" (DrinkingAndDriving.Org). In addition, their website showed an increase in DUI's as well as DUI related deaths from statistics gathered since 1994. The College Drinking website has collected information on college/alcohol related incidents and found that, "1,825 college students between the ages of 18 and 24 die from alcohol-related unintentional injuries, including motor vehicle crashes... 3,360,000 students between the ages of 18 and 24 drive under the influence of alcohol" (College Drinking-Changing the Culture) .

Unfortunately Cal Poly students are not strangers to the consequences of unsafe partying which can result in, DUI's, alcohol poisoning, and alcohol related deaths. Our entire campus was devastated by the death of a peer, Carson Starkey in the Fall Quarter of 2008. His life, as well as

the lives of students across the nation, can easily be saved by safer partying practices at college campuses; highest on the list of safe partying practices is the sober ride home. This senior project will propose a business for a local taxi company in San Luis Obispo which will provide safe, economic, and sober rides for the community, with a concentration on the female college students.

From a Communication Studies standpoint, the most rapidly growing trend in mass communication is smart phones, and especially their computer-like capabilities. In an article published in *The New York Times* by John Markoff, he states that, “The four billion cellphones in use around the globe carry personal information, provide access to the Web and are being used more and more to navigate the real world. And as cellphones change how we live, computer scientists say, they are also changing how we think about information” (*Markoff*). In this article, Markoff goes on to explain how as we are increasingly reliant on our cellphones, the way we visualize our reality alters as it is filtered through our means of not only communication, but information. The new level of information available through the iPhone and Android smart phone data plans create a new “metaphor” as Markoff for the internal map humans inherently have. He explains that this altered perception of reality through the services of a smart phone, “it will change the way we behave, the way we think and the way we find our way around new neighborhoods” (*Markoff*). By utilizing the technology instead of our own brains and “internal maps” to navigate our way through unknown territory, we are changing the way our next generation will think.

It is for this reason that Communication Studies must examine what sort of affect smart phones will have on the neurological processes of our coming generations. If, as projected, the

era of smart phones and hand-held computers takes over, then educational strategies must parallel these advancements in order to understand and educate a generation whose brains do not function the same way ours do currently. “For example, neuroscientists have discovered that people who have occupations that require them to maintain complex mental maps of the world, like London taxi drivers, have an enlarged hippocampus...” “I have wondered about the fact that we might as a culture lose the skill of mapping our environment, relying on the Web to tell us how to navigate,” said Hugo Spiers, a neurobiologist at University College London. “Thus, it might reduce the growth of cells in the hippocampus, which we think stores our internal maps” (*Markoff*).

In the graphics below, the author and CEO for Working the Crown: Social Media Marketing for Business, Eileen Brown highlights the trends and popularity of smart phone app usage. In her article, the research shows that, “Pew Research estimates that nearly one in four U.S. adults actively uses apps...Maps and Navigation apps were the #4 of the Top 5 Most Popular Types of Apps to Download...and Interactive Marketing making the list for the 4 Big Trends in Mobile Apps” (*Brown*). All of this research shows how important, and how increasingly important the mobile app world is, and will become for our generations. If one in four U.S. adults are already using and downloading smart phone apps on a regular basis (at least once a month) then the expected growth potential is exponential.

All of these statistics point to the magnitude smart phones have on the mass media and communication world. In an article about the new usage of smart phones in classrooms across the nation, one statistic from the founder of GoKnow, Elliot Soloway, shows that, “Within five years, every K-12 student in America will be using a mobile handheld device as a part of learning” (*Hill*). The article Hill authored goes on to explain how schools have already tried to incorporate smart phones, and other technology into classrooms. She writes that, “Jill Hobson, Director of Instructional Technology in Eorsyth Schools, “Kids bring these technologies to schools whether it is banned or not,” Hobson said, “We felt that this was our opportunity to leverage these tools for learning, instead of outright banning them. We had the opportunity to think differently about these devices” (*Hill*).

In this way, the usage of smart phones in school settings has already become a trend in the United States education system. If this continues to be the case, then higher education has a responsibility to investigate and research how this incorporation will affect the new generations. Though this projects main focus is to bring the smart phone app technology into the business of a taxi company, it will begin the rhetoric for higher educations, especially Communication Studies, discussion on the new technology and how it affects mass communication and our educational system.

By putting together this business plan for a taxi company in San Luis Obispo, as well as utilizing the new age technology of smart phone apps, my project investigates two areas of interest for a Communication Studies major. Firstly, the business plan for CabbyChic, is a culmination of the techniques learned from a degree in Communication Studies. From the Executive Summary, to designing the company logo, I was able to recall information taught in Organizational Communication, Interpersonal Communication, and Media Criticism. Secondly,

the incorporation of the smart phone app into the business plan, added an extra layer of interest from a Communication Studies standpoint. As shown in the research above, the smart phone apps is the new era of communication between the business and the educational world. As students continue to use their smart phones in the education setting, business are capitalizing on how best to integrate smart phones with education software. For this reason, from a Communication Studies standpoint, the content of our future classes may be shaped by the device which I plan to utilize in my business.

Business Plan

Executive Summary

CabbyChic is an exciting new taxi company servicing the San Luis Obispo community. Our focus is to provide safe, fashionable rides that women are not only comfortable in, but excited to take home. Our taxis are known for their style and comfort, and with an all female staff, offer a unique riding experience to female customers. For not only are we committed to a fast and economic ride, we are also determined to ease the minds of women entering a cab, any time of the day. CabbyChic promises customers the most up-to-date information via our state of the art communication techniques. By utilizing the smart phone app for CabbyChic, customers can view our taxis through our GPS systems linked to every car. Not only can customers see where our cars are, but they can sign up via their smart phone for a ride, no phone calls necessary! By double utilizing our technology in the taxis through the app, as well as our local dispatcher, our cars promise the fastest, most reliable estimate to all who are looking for rides.

CabbyChic's strategy to building business in the local San Luis Obispo area is to target female customers, along with their parents. By offering ride packages to parents and allowing them to hold an account with CabbyChic, we provide peace of mind to any concerned parent that their child will always have a safe ride home. Our taxi drivers will also accept credit cards in the taxis to compete with established taxis in the area.

CabbyChic will provide a unique option as opposed to other competitors in the area because of our target market, as well as the usage of our smart phone app, in cab credit card acceptance,

and pre-payment plan. All of the technology CabbyChic will utilize will ensure customers with the most accurate and up-to-date expected time of arrival. Our unique service will not only provide peace of mind for concerned parents of college students, but will ease the minds of concerned business owners in the downtown San Luis Obispo area. Our quick and reliable service will allow for less waiting time outside popular bars and clubs in the downtown area, and aid in the decline of petty crimes which deface the beautiful San Luis Obispo downtown.

Description of the Company

CabbyChic provides safe, fast and cost effective transportation to the female population of the San Luis Obispo community. By providing a comfortable riding experience to female customers CabbyChic will ensure peace of mind for women in need of a safe ride.

Mission Statement

It is the mission of CabbyChic to provide safe, fast and cost effective transportation to the female population of the San Luis Obispo community. Our friendly, skilled and professional staff will help provide exceptional transportation for our customers. Our emphasis will be to provide a specialized transportation service based on the growing need for safe and cost effective options for female customers in the San Luis Obispo area.

Company Vision

To be the leading transportation service in the San Luis Obispo community that provides safe, comfortable and efficient service for female customers. We are women working towards accommodating the female population by providing a taxi service that any woman would feel comfortable calling, even late at night.

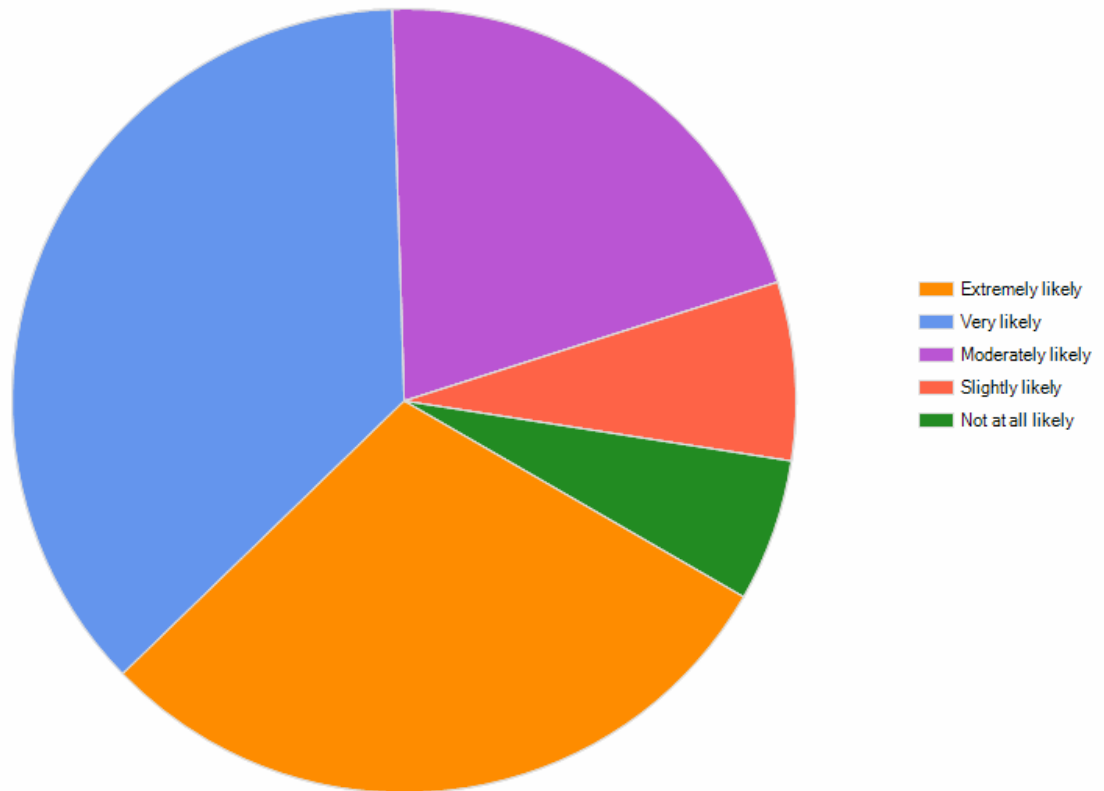
Business Goals:

1. Provide safe transportation experience for women.
2. Provide an affordable transportation service for women.
3. Utilize mass media to provide readily available information on taxi locations and availability, including an application for smart phones which enables customers to track our taxi's locations and have minute-to-minute updates about their wait time.
4. Allow our customers to use the smart phone application to sign up for rides online via the application to streamline the process, and receive confirmation via text messaging.

History

CabbyChic was born in the San Luis Obispo area by a female Cal Poly student who analyzed the need for safe transportation options for young women in the community. Market research done by the Cal Poly student confirmed the demand for such a company and can be summarized in the information provided below from a survey given to 500 random people in the San Luis Obispo area:

If our new service were available today, how likely would you be to use it instead of competing services currently available from other companies?



Definition of the Market

The taxi industry in San Luis Obispo community is one plagued with frequent callers, few taxis, and long wait times resulting in one of the highest rates of drunk-in-public for a city of its size. According to an article published in June 2010 of Cal Coast News, “The three cab companies that have permits to pick up riders in the city of San Luis Obispo run combined fleets of 25 cars that pick up riders in areas throughout the county. In comparison, the city of Santa Barbara, which has almost twice the population of San Luis Obispo, allows 42 companies to provide rides with as many as 260 cars on the road, said Santa Barbara Police Technician Holly

Pere,” (Velie). This proves to be a huge problem for the frequented downtown area of San Luis Obispo on Thursday, Friday and Saturday nights. Business owners, including bar owners complain of long waits for taxi rides for intoxicated people, which hinders their business because these people end up waiting outside the bar, causing problems with other customers or even the law.

The minutes from one City Council meeting of San Luis Obispo shows that police give, “on average, 200 citations a year for Municipal Violation Code 9.20.050 – Public Urination. This number reflects only those who are caught. The magnitude of the problem is significant, especially in the downtown core, where “evidence” of this activity can be seen on sidewalks and walls of businesses, especially on weekend nights,”(Linden 11). Yet an easy solution to a problem such as this one, an increase in taxis or safe rides home, is heavily regulated by the San Luis Obispo government. In the same article above from the Cal Coast News.com, it is reported that, “In San Luis Obispo and Arroyo Grande, prospective cab companies are required to go in front of the council and demonstrate there is a need in the community for more cabs. In San Luis Obispo, at these hearings, existing cab company owners have told the council that competition could destroy their businesses,” (Velie).

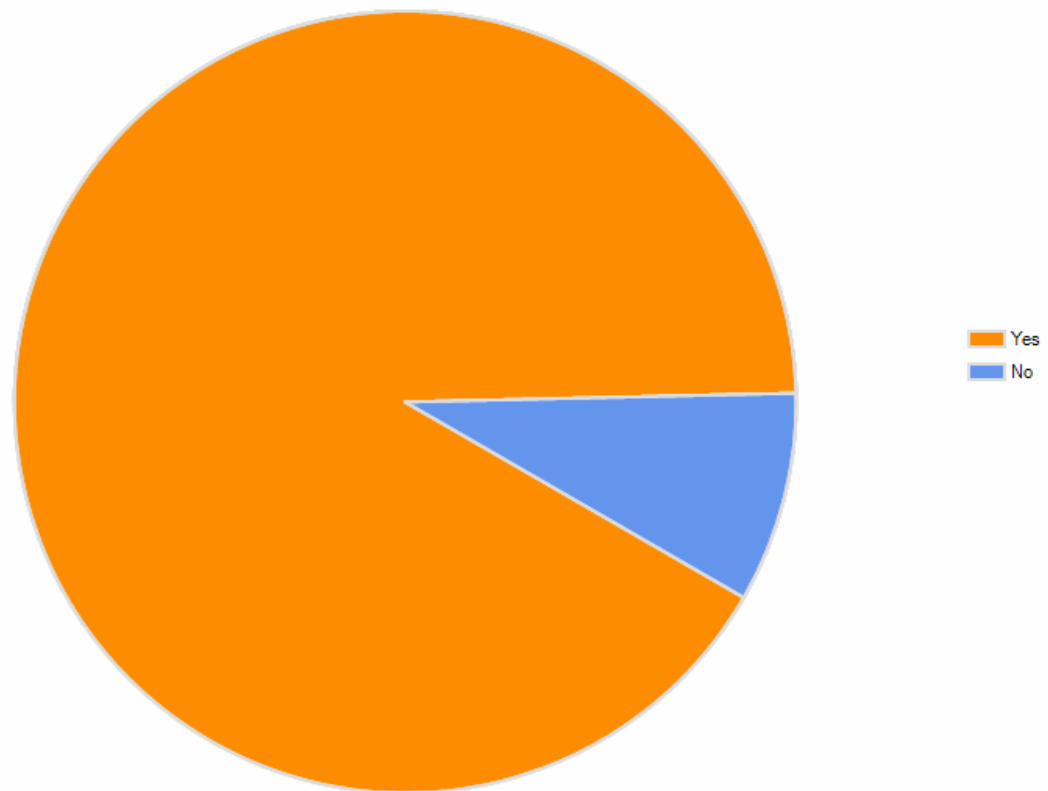
This shows that the San Luis Obispo has a vested interest in which taxi companies they allow to be permitted in the county. As this business plan will show, CabbyChic will not only solve the issues already present in the community, but also give customers a new way to experience the taxi service through the use of a smart phone application. This company will look to service the younger, college age visitors of the downtown area of San Luis Obispo, and

particularly focus on the needs of women in the community for safe, reliable rides. At this time CabbyChic plans to acquire at least three taxi permits for the San Luis Obispo area.

Description of Products and Services

The most exciting component of CabbyChic is the Smart Phone application. This App will allow consumers to access information about our taxis via their cell phone. All taxis will be equipped with a tracking device which will provide immediate location and availability information to customers! Not only will our customers be able to see where our taxis are, and how long the wait will be, they will be able to sign up for a taxi ride via their phone! No longer will customers need to leave a noisy bar, party or club to call a taxi! You can use the App to sign up for a pick up time and location, and receive a confirmation via text message! This service will be provided free of charge for the consumers, all you have to do is download the App through your Smart Phone Marketplace. The survey administered to the 500 random people in the San Luis Obispo area showed the following results in regards to the smart phone app:

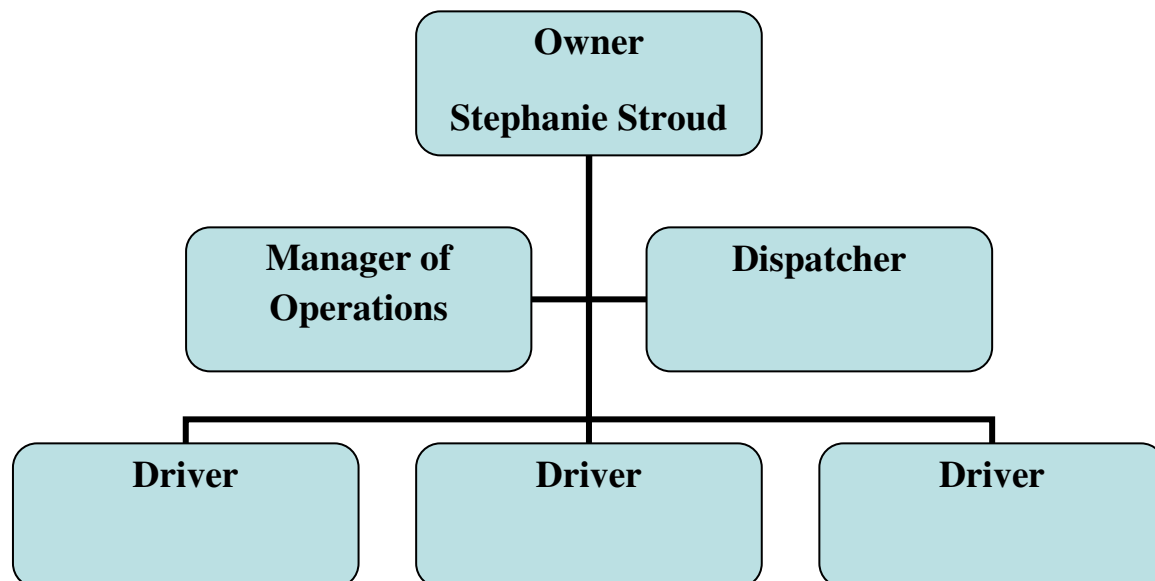
If a taxi company offered an Smart Phone App in which you could sign up for a pick-up time and location rather than calling, would you use it?



This service via Smart Phones will not only make CabbyChic competitive because of the convenience of the service, but will help to solve issues in the local community. In the report above, local business owners in the downtown San Luis Obispo area voice continual concerns regarding the frequenters of the downtown bars and clubs after they have called the taxi to go home. Once you leave a bar or club to make the call for a taxi home, to reenter you must wait in the line, which often is long and snakes along the downtown sidewalks. This poses the opportunity for property damage, primarily public urination, as noted in the City Council Meeting Minutes in the aforementioned report.

Organization and Management

CabbyChic will be organized as a LLC, with a sole owner, Stephanie Stroud, and begin with two managerial positions and three drivers. An organizational chart of how the company will be structured can be found below. The sole owner of CabbyChic, Stephanie Stroud is a California Polytechnic State University graduate with a bachelor's degree in Communication Studies and two minor's in Spanish and Latin American Studies. She has worked for the past year, as the president of her sorority, Alpha Omicron Pi, organizing an executive board of 35, while scheduling and maintaining a house total of 168 women. Her studies in Communications, as well as her experience as president have led her to create and fully operate CabbyChic.



Legal Structure

The legal structure of my business will be a Limited Liability Company. Limited liability companies are a hybrid of the corporation and the limited partnership. LLCs with two or more members are treated as partnerships for federal income tax purposes unless they elect otherwise. See Treas Reg §§301.7701-1—301.7701-3. This means that they are also "flow-through" entities for income tax purposes. See [§18.6](#). Single-member LLCs, which are allowed in California, are ignored for federal income tax purposes unless they elect to be taxed as corporations. This format does, however, allow a single individual to establish a business entity. An LLC provides limited liability for all of its members, managers, and officers for any judgment, debt, obligation, or liability of the LLC (to the same extent as corporations provide for their shareholders, directors, and officers). To form an LLC in California, the LLC must file a Form LLC-1, Articles of Organization, with the California Secretary of State. [Corp C §17050](#)(a). California charges LLCs an annual franchise tax of \$800, and an annual fee of \$900 for LLCs with total income (gross receipts) of \$250,000 or more.

Special Licenses or Permits

A detailed list of necessary special licenses and/or permits my business will need to operate can be found below; for a detailed list please reference the Transportation License Section of the State of California Public Utilities Commission. However a broken down list of permits, licenses and records necessary for CabbyChic is below.

1. “P” Permit for seating capacity for passenger stage carrier

2. California Public Utilities Commission authority to perform California intrastate transportation
3. Drivers license for all drivers and compliance with Title 13, California Code of Regulations
4. Drivers must be the permit or certificate (California Public Utilities Commission) holder or under the complete supervision, direction and control of the operating carrier
5. DMV Employer Pull Notice Program
 - a. Provides employers and regulatory agencies with a means of promoting driver safety through the ongoing review of driver records.
6. All applicants for passenger stage corporation authority must provide for a drug testing program which includes educational materials for their drivers, training for supervisors and specified testing of drivers for use of controlled substances and alcohol, in accordance with General Order 157 Series (TCP) and General Order 158 Series (PSC)
7. Charter Party “A” Certificate
8. Passenger Stage Corporations must file tariffs containing rates to be assessed to the public
 - a. This information is to be accessible for the use of the general public
9. Taxi License for SLO: Please see Appendix B
10. Proof of insurance

Marketing and Sales Strategy

CabbyChic will target the female population of the San Luis Obispo Community. According to an article by Karen Velie on Cal Coast News.com, “local bar owners and others contend there

is a big shortage, especially on weekends when some patrons physically try to flag down a passing cab.” (Velie) This recent article highlights the need and demand for fast and efficient taxis in the San Luis Obispo community, primarily in the downtown bar-district. As noted in the research above, CabbyChic will solve the largest issues facing the local business owners in the downtown area of San Luis Obispo, including decreases in wait time, leading to decreases in public urination and vandalism.

The channels of distribution for CabbyChic will use are the following:

1. Website
2. Smart Phone App
3. Cal Poly student organizations
 - Greek Life
 - Cal Poly Athletics
 - SAFER
 - Aware, Awake, Alive
 - Local community gyms such as Equilibrium
 - Cal Poly Dorm advertisement walls
4. Facebook
5. Twitter

Pricing

CabbyChic will use the normal rates for taxi fares in California: \$2.25 for base price and \$.65 every 20 seconds thereafter. An example of a ride in the San Luis Obispo area is shown below:

Example: Higuera Street in San Luis Obispo to Hathaway Street in San Luis Obispo

Estimated Fare & Tip: \$8.68

Estimated using Average U.S. Rate taxi rates. The trip is 2.2 mi and will take 3 mins. This fare estimate includes a 15% tip.*

Approximate Breakdown:

Initial Fare	\$2.25
Add. Metered Fare	\$5.30
Tip (15%)	\$1.13
Estimated Taxi Fare	\$8.68

Information for fare estimates can be found at:
<http://www.taxifarefinder.com/main.php?city=AnyUS>

Promotion

CabbyChic will utilize promotion techniques in a variety of ways, primarily starting with advertisement via word of mouth and presentations to the Greek Community on the Cal Poly campus. To this target audience, CabbyChic will offer the special “Script for Parents” offer which will allow parents to charge an account for their children so they always have a safe ride home. The parents can order online via the CabbyChic Paypal account. Both parents and children will have access to the account so both can manage the subtotal. For the Greek Community, CabbyChic will offer the 3-ride package at a discounted 10% rate for signing up online. This package is valid for 6 months and will be automatically re-upped after the three rides have been used. If, at the end of a 6 month period, the three rides have not been used by the customer, the rides will be donated to charity.

CabbyChic will also utilize the smart phone app as a source of promotion. The app will be available free to the public and will eliminate the problems associated with waiting outside bars and clubs downtown. It will also allow for immediate information and ETA for customers and will be advertized via local downtown businesses who support CabbyChic and our ideals.

Financial Management:

Sales:

The projected forecast for CabbyChic will service customers frequenting the area between downtown San Luis Obispo (Higuera and Marsh Streets) and the Cal Poly State University area (Grand Avenue, Hathaway Street, and East Foothill Blvd. area). The average taxi ride between the downtown area and Cal Poly area is approximately ten minutes. Using the average fare rate for California taxi drivers with an initial fare of \$2.25, and \$.65 for every 30 seconds thereafter, the average cab ride is \$7.50. We projected the cabs will be used at 75% of their available time, doing so by limiting their hours of operation to Wednesday-Sunday 7pm-3am.

The following financial spreadsheets are provided in the appendix to show sales for the first year, as well as the projected first five years; a company balance sheet; profit and loss; and finally a company cash flow spreadsheet. Also attached in the appendix are company logo and special licenses and permits required for the start-up of CabbyChic. Immediately upon approval of loan, CabbyChic will have the website operational as well as the smart phone app in order to start promoting to the target audience.

Appendix A

Correlations of Alcohol-Related Consequences with Pre-Party Frequency and Total Drinks Consumed During Pre-Party, by Sex

TABLE 3. Correlations of Alcohol-Related Consequences With Prepartying Frequency and Total Drinks Consumed During Prepartying, by Sex

Alcohol consequence	Men		Women	
	Prepartying frequency	Total drinks prepartying	Prepartying frequency	Total drinks prepartying
Could not do homework or study for test	.32**	.23*	.39**	.43**
Fought, acted bad, or did mean things	.35**	.35**	.26**	.29**
Missed out on things because you spent too much money on alcohol	.14	.08	.45**	.39**
Went to work/school drunk	.11	.10	.12	.09
Neglected responsibilities	.25*	.18	.38**	.38**
Embarrassed someone else	.27**	.23*	.23*	.20*
Believed you needed more alcohol than previously for same effect	.15	.09	.32**	.33**
Relatives avoided you	.02	-.01	.04	.06
Tried to control drinking by trying to drink only at certain times	.15	.18	.15	.19
Had withdrawal symptoms	.12	.14	.12	.17
Noticed a personality change	.42**	.45**	-.13	-.11
Thought you had a problem with alcohol	.26*	.17	.11	.08
Missed a day (or part of a day) of school/work	.38**	.27*	.24**	.22*
Tried to cut down on drinking	.40**	.38**	.11	.20*
Were in a place you did not remember getting to	.34**	.24*	.44**	.48**
Passed out or fainted suddenly	.25*	.24*	.29**	.30**
Fought, argued, or had bad feelings with friend	.14	.12	.18*	.20*
Fought, argued, or had bad feelings with family member	-.06	-.05	-.01	-.07
Kept drinking when you promised yourself not to	.29**	.23*	.14	.17
Felt you were going crazy	.30**	.28**	.08	.05
Had a bad time	.40**	.38**	.29**	.36**
Was told by friend/neighbor to stop/cut down on drinking	.11	.09	.20*	.17
Felt physically/psychologically dependent on alcohol	.26*	.17	.20*	.34**
Had a hangover or felt sick	.43**	.48**	.33**	.32**
Drove shortly after having two drinks	.25*	.19	.29**	.27**
Drove shortly after having four drinks	.21*	.28**	.09	.15

* $p < .05$. ** $p < .01$.

Appendix B:**San Luis Obispo Police Department Taxi Permit Application/Renewal**

SAN LUIS OBISPO POLICE DEPARTMENT TAXI PERMIT APPLICATION/RENEWAL

Application Process

****Please note that you will be required to pay a City processing fee of \$109.00 by cash, check, Visa or Master Card before you will be able to obtain the Taxi Permit Application.****

1. Complete the Taxi Permit Application.
2. Have your employer sign the application indicating their intention to hire you as a taxi driver in the City of San Luis Obispo (Page 2, Part 3 of the application).
3. Pay \$2 at the Finance Department at City Hall.
4. Have your fingerprints rolled at the County Superintendent of Schools across from Cuesta College. Call for an appointment: (805) 543-7732.
5. Complete a urine drug screen at an accredited laboratory. When the test is taken, **it is necessary for you to sign the release so the result can be forwarded to the San Luis Obispo Police Department, Attention Administrative Sgt, 1042 WALNUT St., SLO, CA. 93401. The results may also be faxed directly from the lab to 805-781-7324.**
6. Bring the following items to the Police Department when you are applying for your permit:
 - A. \$2.00 Receipt from the City Finance Department
 - B. Completed taxi permit application form
 - C. Valid California drivers license
 - D. Two passport quality photographs of yourself
 - E. Second copy of the "Request for Live Scan" form after fingerprints have been taken.
 - F. Receipt showing that a urine drug screen has been completed.

Turn in all the required items listed. A permit will be granted once the criminal history check through the Department of Justice is completed and disqualifying information is not located.

Yearly Review & Renewal

****Please note that you will be required to pay a City processing fee of \$86.00 by cash, check, Visa or Master Card before you will be able to obtain the Taxi Permit Renewal Application.****

1. In order to maintain their permits, drivers employed as taxi drivers in the City shall fill out the Taxi Permit Renewal Application within **30 days of the date of expiration** of their current permit. The driver must also provide proof of a negative urine test for drugs and alcohol. In addition, a review of their driving record will be done by the San Luis Obispo Police Department at that time.

Failure to turn in a completed Taxi Permit Renewal Application within 30 days of the current permit's expiration date will result in inactivation of the driver's permit. The driver will then have to re-apply by completing the Taxi Permit Application process described above and pay the \$109.00 fee.

Please read the attached Municipal Code sections.

Appendix C:**Business License & Tax Certificate Application**

Appendix D:**Employer Pull Notification Program**

Appendix E:**Passenger Stage Corporation Application for California**

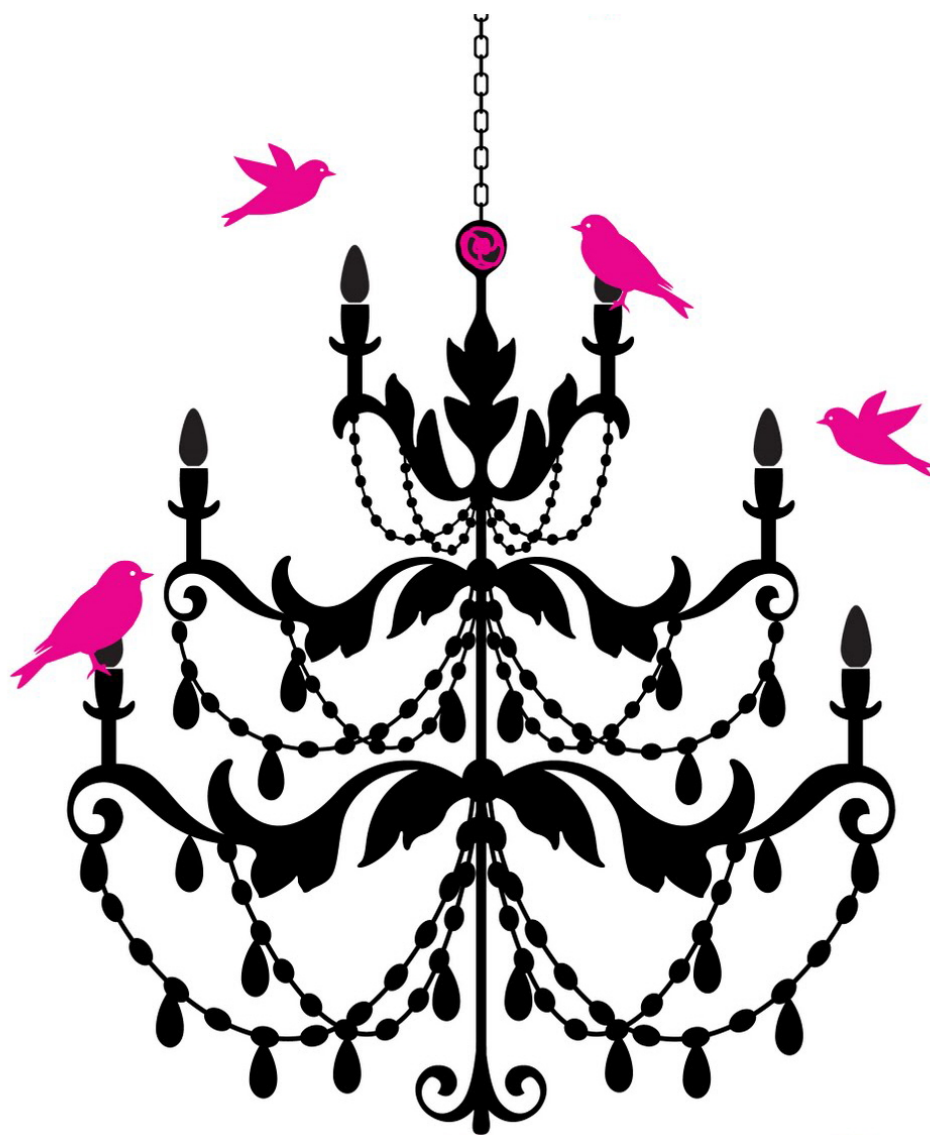
Appendix F:

Vehicles for Purchase

Appendix G:

Financial Spreadsheets

Appendix H:**CabbyChic Company Logo**



CabbyChic

Appendix I:**Fictitious Business Name Statement**

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