

Exhibit L

From: **Wanttaja, Ryan (TLC)** <wanttajar@tlc.nyc.gov>

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Subject: Utilization Rates

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CC: Stiles, Rodney (TLC) <Stilesr@tlc.nyc.gov>

Hi all,

I'm writing to you to give you official notice on the utilization rates that will be in effect for the driver pay standard from February through June of 2019 (and to remind you that the rules will go into effect starting 2/1). Following feedback from the initial rates calculated in Parrott and Reich's report which focused on single-app drivers and relied on trip data as a proxy for work time, we incorporated the following into the calculations:

- We used log-on/log-off data from each company instead of using trips as a proxy to capture breaks drivers took during their work days.
- Log-on data also allowed us to see when drivers' available times overlapped to account for multi-app drivers since half of all drivers work for more than one company in a given week.
 - In the instances of overlapping idle time, we split the time evenly between each company. For example, if a driver were logged into Company A's and Company B's app concurrently for 15 minutes, 7.5 minutes of idle time was attributed to each company. If a driver were logged into three companies' apps concurrently for the 15 minutes, 5 minutes of idle time was attributed to each company.
 - We calculated idle time separately so that time a driver spent logged into Company B while taking a trip with Company A would not count against a company.
- For each week, trip and idle time was analyzed only for drivers who worked exclusively for the four high-volume companies in the week.
- Final rates are five months of total trip time divided by the total idle time and trip time combined.
 - The five-month period is February 2018 through June 2018 (the weeks of 2/4 through 6/24), representing the period of time over which the utilization rate will be in effect. We will recalculate utilization from July through December 2018 to set rates for the second half of 2019 with plenty of advanced notice for companies to make changes for July.

The final rates are as follows:

		Utilization Rate	Per-Mile Rate	Per-Mile Rate (WAVs)	Per-Minute Rate
Industry-wide		58%	\$1.088	\$1.410	\$0.495
Company specific	Via	69%	\$0.914	\$1.186	\$0.416
	Uber	58%	\$1.088	\$1.410	\$0.495
	Lyft	56%	\$1.127	\$1.461	\$0.513
	Juno	53%	\$1.191	\$1.543	\$0.542

Companies wishing to petition TLC to use a company-specific rate instead of the industry-wide rate can do so by replying to this email.

These final rates will also be published in an Industry Notice and on our website. As always, please let us know if you have any additional questions.

Best,

Ryan Wanttaja

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