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BLACKFOOT

An Environmentally Responsible Taxi Company

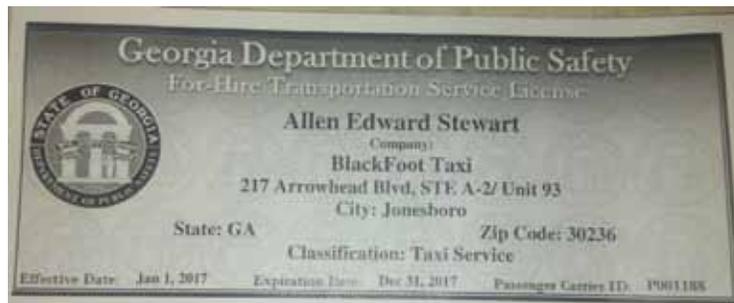
Business Plan 2017

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1. Executive Summary

Allen Stewart, the founder, is doing business in Georgia as Blackfoot Taxi. License Number P001188. It is a traditional taxi company, a subsidiary of On The Overnight, L.L.C. The goal of this plan is to attain a grant of \$10,000,000, in order to make necessary changes to better compete with our greatest threat - the new international tech taxi companies calling themselves rideshare platforms.



Established in 2014, Blackfoot is Georgia homegrown. We are committed to being environmentally responsible, a force for good. We aim to eliminate emissions in our industry; reduce the cost of personal transportation; and insure the professional drivers we contract receive proper compensation for their services.

Blackfoot's service area (now) is Clayton County (the cities of Forest Park, Morrow, Lake City, Jonesboro, Lovejoy, Hampton, Unincorporated parts, some Stockbridge, Ellenwood, Conley) and College Park, GA. Population: approx. 300,000.

We make money by enabling others. We rent cars to drivers, and through marketing the business, clients call for rides, which we pass to the people who have rented the vehicles. These rides are charged fares, which go to the driver. We set the rates charged for rides, guided by state law among other things.



Blackfoot Taxi is the preferred service of such businesses as the The Knight's Inn - Forest Park, Comfort Suites - Southlake, Atlanta Airport Hotel, and Red Roof Inn Airport South - Stockbridge. Our online reputation is mostly positive. There is a website (blackfoot-taxi.com) and social media pages. (@blackfoottaxi)

Home Market Analysis

To the right are a couple of reviews of local competitors.

Most of the competition here is Spanish: Compadre Taxi, Angel Taxi, Victor Taxi, Vinos Taxi. None have good online reputations. Then there is A&B Taxi, a rideshare network wherein drivers use their own cars. These will be subject to acquisition and consolidation.



The New International Technology Taxis



Uber (et al.) did not catch on big here, as in Atlanta. The locals do not trust it. And Clayton County is low income, there aren't many credit cards around. 60% of the people here use cash to pay for taxi rides. The Rideshare Taxis (from here on: New International Tech Taxis or NITTs) are making inroads. Natives are price conscious, and the NITTs are raping their drivers by charging rates too low to make a living.



Georgia and the Taxi Industry

2016 brought a change to the taxi industry in Georgia. Whereas previously cabs were regulated at the local government level, the State has now assumed these responsibilities. The legislature's thinking was to "level the playing field" between the taxi industry and the NITTs operating within its jurisdiction. It is basically the recommendations of a 2001 report "Analysis Of Taxi Regulations Across 40 Jurisdictions," by R. Guensler. Taxis gained permission to pick up all over the state, as opposed to just locally.

Almost. Analysis of the law reveals it is only Atlanta taxi companies who truly have state-wide clearance. Chapter 60 of Title 36 of the Official Code of Georgia Annotated, Section 1 "(c) Counties and municipalities which have adopted and have valid ordinances as of July 1, 2014, requiring taxicabs to have certificates of public necessity and convenience or medallions to operate within each such county or municipality [Atlanta] may continue to require such certificates or medallions. Except as otherwise provided in this subsection, no county or municipality shall enact, adopt, or enforce any ordinance or regulation which requires taxicabs to have certificates of public necessity and convenience or medallions to operate within such county or municipality."

In Sum...

There is an opening in South Atlanta for a homegrown, large scale, personal transportation option. None of the companies here are able to compete with the NITTs. And they can only charge rates so low because they are illegal. It's good for us because they are also too low for their drivers to make a living. We entice their drivers with the lure of making more money as a taxi driver. Come to the "Pros."

Our target is those who want that Uber experience, but require a transportation option that still accepts cash. Everything can be in place in a year, reaching maturity in three, wherein we are raking in about a million and a half a year.

This outlines the blueprint for a 21st century transportation company: zero emissions and energy independent. We seek a grant of \$10,000,000 in order to roll out Atlanta's first all electric taxi, and set up a proper house to supply the energy for them using renewables. Our territory expands to cover South Atlanta. We create about 250 jobs, and hire locally whenever possible.

2. The Takeover (Strategy)

Step 1 - Atlanta's First Electric Taxi Company / Budget \$3,000,000.



This year Chevrolet has brought to market the Bolt, an all electric car that gets about 200 miles to a charge. This is adequate for use as a taxi. More models are coming from different car makers, expanding the physical variety of the fleet.

Range was our biggest concern. By our calculations, Blackfoot taxis do 200 miles in a shift of 12 hours - easily. Policy restricts drivers from working more than one shift, for safety reasons. With two thirty minute breaks incorporated, which can be used to replenish the vehicle's batteries, this scheme renders any range issue moot.

Using electric cars makes sense from every perspective. For drivers who normally rent, gasoline can be a major expense. Electric vehicles don't use it, and electricity is substantially cheaper to use for fuel. It means more money in their pocket.

From the taxi company standpoint, electric cars require less maintenance than conventional vehicles. There are no oil changes, reduced wear on braking components, no tune-ups, or transmission services. Our costs are lower.

Reducing expenses means the rates of fares and rates for rentals can be lower. For example, in this market \$1.40 per mile will be our start rate. Too low and our professional drivers are not properly compensated; higher and customers feel you are overpriced.

The rates are stable once set because we will be mostly independent of the global oil market. Inevitably, oil will go up and so will our competitor's prices. Even the NITTs will come to papa when those chicks come home to roost.



Atlanta is perfect for this project: forward thinking, avant garde, and environmentally aware of issues. The city itself does good business with tourism, a movie industry, and events - mainly in center and northern Atlanta. Our efforts focus on the Southside.

And there is Hartsfield-Jackson International, the busiest airport in the world. In the near future they will be adding attractions to capitalize off it, like the Aerotropolis, which is a featured shopping mall for Hartsfield travelers.



Requirements must be met prior to becoming an Atlanta taxi company: it must have a fleet of at least 25 cars; it must own 21 Certificates of Public Necessity and Convenience (Medallions); and have an address in the city. Having talked about the fleet, let us consider acquiring the necessary medallions and building our house.

Various sources report the prices of medallions range from \$20,000 to \$65,000 each. The introduction of the NITTs into the Atlanta market have prices bottoming. It is a good time to buy. Worst case scenario, 21 Medallions at \$65,000 each = \$1,300,000.



The underlying intent in setting up our house is for it to be energy independent. It uses renewable components - solar and wind to generate electricity, and stores their output in Tesla batteries and/or GE molten salts. The energy will power our building, recharge the vehicles and supplement the grid at peak times.

There is a method to the madness. The buildings generate and store energy. It is designed to be a stand-alone system able to supply our needs. In the future, when the company expands nation-wide, each building (as a power generator) will be linked, to start a Direct Current (DC) grid.

There is no infrastructure to refuel electric vehicles in our native service areas of Clayton County and College Park. The footwork needs to be done - charging stations need to be installed all around. Atlanta City Council has resolved to install charging stations around the city by the end of 2017.

Step 2 - Mergers and Acquisitions / Budget \$2,000,000.

There are no less than 23 cab companies in Atlanta, and more than that if you count those in Clayton and College Park. Then there are the independents. The plan is to go through and purchase / acquire / merge with some of the locals, to remove some competition. We have an offer on the table from Victor Taxi, who wishes to get out of the business. The price was \$30,000 and included cars, drivers and clientele. The old cars are immediately removed from service and sold, the funds going towards a replacement electric vehicle. An ancillary component of this section of the plan is to remove as many conventional cars as budget will allow.



The Taxi Network



This is Blackfoot's transportation platform. One problem with taxis is finding one when you need it. This is aimed at making us more accessible, especially in outlying rural areas. It is hosted by MTData out of Denver, CO. There are driver and customized passenger apps, pretty standard stuff except ours show ads to drivers and customers, affording us the opportunity to sell mobile ads.

The Taxi Network idea is unique because it is open source. This is how we “Unite The Clans,” any taxi can sign up. We work together to form a superfleet, with enough cars to handle any amount of business the city can throw at us. It is too much for us to do alone. At \$99.99 per month, a taxi may access the hottest transportation platform to emerge since Uber.

Marketing Plan / Budget \$2,000,000.



The marketing scheme is simple - saturation. Billboards are relatively cheap for the continued exposure. An active digital media campaign will emphasize the social side. Static and moving commercials for old and new outlets - Youtube, Netflix, Amazon, et al. The Taxi Network is our biggest supporter.

We will focus on reaching the blind and deaf, also. They use taxis.

Insurance Bond / Budget \$1,000,000.

In this effort to be an independent entity, we will place a bond on all of the vehicles of the fleet in the amount stipulated by the laws of Georgia.

3. Benefits Of The Plan

Stimulates The Local Economy / Budget \$2,000,000.

We stimulate our service area's economy by spending a lot of money within and putting funds into the zone - South of Atlanta. Local billboards, contracting artists, and hiring locally from our native service area are some ways we give back. The people we employ, inturn, will spend money in the low income communities they live.



This will essentially update areas we service to another level. They are behind the curve. It opens the zone up to opportunities, openings for imaginative people. Recycling, electric 'gas' stations, property rehabilitation, repair shops for electric cars...the possibilities are endless.

We support the arts in our cities by enlisting the help of local artists to aid in expressing our ideas through various media outlets. These contracts will be awarded as necessary.

Creates Jobs

This refers to people directly employed by Blackfoot Taxi or its owner, On the Overnight, L.L.C: 100 driver positions; 10 data entry personnel / dispatchers - 3 people for two shifts, 2 overnight / 2 part timers; Taxi Network sales team of 5 who travel around selling the Taxi Network idea to professional taxis all over the state; a lawyer; an accountant; social media ambassador; Supervisor; Manager; executive assistant.

Employee Costs:

3 Full Time Dispatchers

\$24.75 x 16 hours = \$396 per day for two shifts of 3 people.

\$396 x 5 days for 52 weeks = \$102,960 per year.

2 Overnight Dispatcher

\$10.00 x 8 hours x 7 days for 52 weeks x 2 =

\$58,240 per year.

2 Part Time Dispatchers

\$16.50 x 48 hours x 52 weeks x 2 =

\$82,368 per year.

Social Media Ambassador

\$10.00 x 8 hours x 7 days for 52 weeks =

\$29,120 per year.

Executive Assistant

\$10.00 x 8 hours x 5 days for 52 weeks =

\$20,800 per year.

Sales Team

\$8.00 per hour plus commission and travel expenses.

\$200,000 budget per year.

Supervisor - monitors employees and maintains vehicle fleet.

Salary \$41,000 per year with benefits. (\$50,000).

Manager - oversees supervisor and attends to driver and customer problems.

Salary \$60,000 per year plus commission and benefits. (\$72,000).

Grand total - pay for three years:

\$1,735,856.



4. Expected Income



This section discusses the income the company will generate after implementation of this plan. We expect to mature in 3 years.

Drivers rent cars from the company and they are paid by the fares they receive. The money each car generates the company averages \$102.00 per day.

\$102.00 per day x 25 (cars in the fleet) x 365 days =
\$930,750 per year.

The Taxi Network will generate \$100.00 from each member. Our goal of signing up 3000 members is what we calculate.

3000 x \$100 =
\$300,000.

Mobile ads revenue by third year end = \$250,000.

**Grand total =
\$1,480,750 per year.**





5. Conclusion

The question we face as a company is: how to compete with giant, multi-million (billion) dollar entities that operate in our industry illegally yet have the complete support of the government? Let's examine why they are illegal.

They charge fares using distance and time, which makes them taxis according to Georgia law. Only 'for hire' vehicles can charge fares for rides. Limos by time, and taxis metered distance and time. People know this, and it is ignored.

However, the NITTs represented judgement on this taxi industry that had been a cesspool of degradation for years. And at first they seemed like a Godsend. They did a lot right - from the apps connecting riders and drivers to the interactive experience of rating the trips. They changed the game forever, in ways both good and bad.

Now it is after the "Romance Period," and they are showing fallibility. They use amateur drivers and pay them crumbs. Every couple of days there is a story about one of their 'contractors' going postal. The Uber app in particular charts rider's movements for five minutes after the trip ends. Who does that?

It is time for a renaissance, a taxi renaissance. Blackfoot can make cabs cool again. Our cars are aesthetically pleasing, the black rims (black feet) set them apart. They have tech - the only ones with wifi and computerized metering equipment bluetoothed directly into the car to assure proper distance calculations.



So to answer the question, how do we compete? Very wisely. We do smart business, using technology to further the cause while keeping our goals clearly defined - eliminate emissions, increase efficiency, and reduce expenses.

We are an environmentally responsible company, a force for good, and we have devised a plan to make a normally dirty business clean. From taking the shortest route to drivers make more money organically, to the vehicles emitting none of the harmful gases conventional cars release. The rates we charge customers are lower than other traditional taxi competition.

Future Plans

We have an idea of what a better tomorrow entails and will start to build it out. Blackfoot Taxi is the first step in bringing the vision into reality. Large goals include sponsoring solar roads and projects using renewables for purposes like making potable water, and building out a Direct Current energy grid.

Blackfoot is only going to spread, and as we open more base stations, they will be energetically linked, ultimately forming a secondary, Direct Current (DC) grid folks can utilize. It is open sourced.

We take the Taxi Network global. Riders the world over will be able to use their Taxi Network app to get a cab. Taxi Network - CA, Taxi Network - Serbia, Taxi Network - Israel, England...brethren everywhere want revenge on the NITTs.

Internally, as we expand and evolve it behooves us to institute a driver's training program. Topics covered: rules of the road; 4 second rule; refresher on signs; the rear passenger door; and using the GPS effectively. Then familiarization with the vehicle and equipment prior to going out on the road.

Giving Back

Our meaning of "Environmentally Responsible" includes returning a portion of what is made to the community. Buying land, turning it into a recreation area, and donating it to the county/city, and opening public swimming pools in Riverdale, Jonesboro, and Morrow. Overall, the business will donate 10% of the gross income of the company each year to worthy causes.

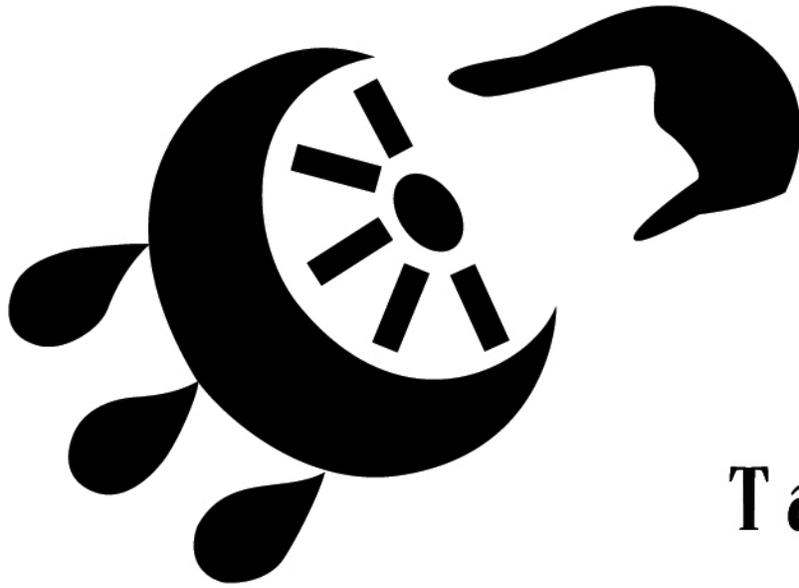
For more information, parties may contact Blackfoot Taxi during normal office hours: Monday - Friday, 9:00 am - 5:00 pm.

Phone: +1 678-334-8839. Email: info@blackfoot-taxi.com.

ABOUT THE FOUNDER...



Allen Edward Stewart is the founder of On The Overnight, L.L.C. and Blackfoot Taxi. He is an artist, writer, and former Uber driver. Prior to driving, he worked valet at Parking Management Services - Atlanta. He has graduated high school and attended the Art Institute of Atlanta, not completing his degree in Media Arts and Animation. Originally a Pennsylvanian, he officially is now a Georgian, having lived in the South of Atlanta area for the last seven years. He is not married, has grown children, and works this thing with complete and reckless abandon.



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