



DEPARTMENT OF FOR-HIRE VEHICLES

FY 2023 PERFORMANCE ACCOUNTABILITY REPORT

JANUARY 16, 2024

CONTENTS

Contents	2
1 Department of For-Hire Vehicles	3
2 2023 Accomplishments	4
3 2023 Objectives	6
4 2023 Operations	7
5 2023 Strategic Initiatives	8
6 2023 Key Performance Indicators and Workload Measures	10

1 DEPARTMENT OF FOR-HIRE VEHICLES

Mission: The mission of the Department of For-Hire Vehicles (DFHV) is to protect the public interest by regulating the vehicle-for-hire industry to allow the residents and visitors of the District of Columbia to have safe, affordable, and accessible transportation options.

Services: The Department of For-Hire Vehicles provides licensing, adjudication, enforcement, and Lost and Found services for drivers, taxicab companies/associations, limousine operators, and DC residents and visitors who use public and private vehicle-for-hire in District of Columbia. The Department of For-Hire Vehicles is aligned with the mission to regulate the vehicle-for-hire industry to allow residents and visitors of the District of Columbia to have safe, affordable, and accessible transportation. Agency duties include regulating taxis, limousines, private vehicle operators, digital dispatch services, and Payment Service Providers; and managing the relationships with equipment manufacturers and insurance companies. The agency also provides transportation for special populations, including older adults, people with disabilities, veterans, school children, and others through its transportation programs. The For-Hire Vehicle Advisory Council advises the agency on the industry.

2 2023 ACCOMPLISHMENTS

Accomplishment	Impact on Agency	Impact on Residents
Enhanced Safety	<p>Improving safety supports DFHV’s mission by increasing the safety and accessibility of rides for special populations, including residents at high risk of experiencing gun violence. The International Association of Transportation Regulators (IATR) 2023 Driver of the Year award went to a DC Neighborhood Connect driver, which brought international recognition for the District and the driver’s commitment to customer service while operating DCNC. Vehicle Inspection Officers (VIOs) can now enforce observed violations, allowing greater opportunities to educate drivers on best safety practices. We have now included the food and parcel delivery oversight into our daily operations.</p>	<p>In FY23, DFHV prioritized programmatic efforts to make District roads safer for passengers and drivers. By working with partner agencies and the Provider (taxi company), Promise Rides provided thousands of District residents who are at high risk of experiencing gun violence received safe and accessible trips to locations of employment, healthcare, social services, and education. Additionally, DC Neighborhood Connect (DCNC) passengers who took trips within the three designated zones benefited from the consistent customer service and safety measures while receiving discounted microtransit trips to bring them closer to grocery stores, health facilities, and Metro. Finally, DFHV’s new authority (emergency rulemaking) over food and parcel delivery resulted in increased enforcement of unsafe activities exhibited by food and parcel delivery drivers, including driving without a driver’s license, lacking a vehicle registration, and parking in bicycle and bus lanes. This will likely result in a reduction in these incidences over time.</p>
Taxi Recovery	<p>Drivers received increased income opportunities through programs that support DFHV industry recovery goals. DFHV will use the driver recruitment feedback to carefully design programs that the industry can utilize to attract and retain drivers.</p>	<p>DC Neighborhood Connect (DCNC) provided taxi drivers with consistent shifts and hourly pay, which differs from the infrequency they may experience solely conducting street-hail or dispatched trips. The FY23 Driver Recruitment strategic initiative allowed DFHV to receive feedback on driving a taxi from current/former drivers, residents, and partner agencies. This feedback will be used in DFHV’s FY24 initiative to lower barriers for existing and new drivers.</p>

(continued)

Accomplishment	Impact on Agency	Impact on Residents
Wheelchair-Accessible Vehicle (WAV) Programs	<p>Offering incentives and training opportunities furthers the mission of DFHV by improving the overall safety and accessibility of WAV service.</p> <p>The WAV pilot for maintenance reimbursement will result in roughly 50 WAV vehicles being repaired and returning to service over the next few months. This will tremendously impact the community, making WAV vehicles more readily available.</p> <p>Moving forward, DFHV will provide sensitivity training annually to over 60 drivers at a time, aiming to improve the interactions between WAV drivers, wheelchair passengers, passengers with disabilities, and all riders in general.</p>	<p>DFHV launched WAV incentives to provide Transport DC (TDC) drivers who accepted WAV trip requests and completed trips between the hours of 4 p.m. and 8 p.m., and 8 p.m. to 5 a.m. with \$25 and \$50 incentives, respectively.</p> <p>The second pilot provided maintenance reimbursement for WAV-related expenses to both TDC and non-TDC drivers. Providing incentives for drivers to complete additional WAV trips increased transportation options for people using a wheelchair.</p> <p>Additionally, DFHV collaborated with the Office of Disability Rights to design a WAV Driver Sensitivity Training. This training will improve the overall experience of riders with disabilities when using a WAV.</p>

3 2023 OBJECTIVES

Strategic Objective

Ensure passengers have safe and excellent riding experiences.

Ensure economic viability and expand economic opportunities for the vehicle-for-hire industry

Create and maintain a highly efficient, transparent, and responsive District government.

4 2023 OPERATIONS

Operation Title	Operation Description
Ensure passengers have safe and excellent riding experiences.	
Field Enforcement/Company Audits: Daily Service	Field Enforcement/Company Audits
Complaints/Hearings and Conflict Resolution: Daily Service	Complaints/Hearings and Conflict Resolution
Ensure economic viability and expand economic opportunities for the vehicle-for-hire industry	
Transportation Pilots and Programs/Technology Innovations: Key Project	Transportation Pilots and Programs/Technology Innovations
Outreach/Marketing: Key Project	Outreach/Marketing
Create and maintain a highly efficient, transparent, and responsive District government.	
Driver/Company Service/Account Management: Daily Service	Driver/Company Service/Account Management

5 2023 STRATEGIC INITIATIVES

In FY 2023, Department of For-Hire Vehicles had 6 Strategic Initiatives and completed 100%.

Title	Description	Update
Enhance WAV Support for District residents	In FY23, DFHV will develop a WAV Taxicab Vehicle Maintenance Subsidy program for independent drivers and taxicab companies alike. This initiative will help support WAV community by alleviating some of the high costs of maintaining WAV vehicles and continue encouraging WAV trips.	Completed to date: Complete DFHV has supported two new WAV initiatives in the last quarter of FY23. The programs aimed to compensate drivers to offer rides during off-peak hours, as well as offered funds to repair WAV vehicles that had wear and tear damage. The Department expended \$174,592 for these endeavors. DFHV also continued its previous WAV initiatives throughout the quarter.
Launch Taxi Driver Safety Award Program	In FY23, DFHV will develop a list of criteria to offer safe driving incentives to drivers. This initiative supports Vision Zero and encourages safe driving in the taxi community. Drivers will have two opportunities to qualify for award eligibility.	Completed to date: Complete DFHV finalized program details including driver eligibility, data needs, document review process, and award types in FY2023. Staff requested funding for this initiative and is currently working on planning the first event in Summer 2024.
Create an internal Racial Equity committee and industry recommendations	In FY23, DFHV will develop an internal racial equity committee. This committee will examine historical discrimination against Black residents and people of color by the for-hire industry. DFHV will create multi-year recommendations based on findings that address training, public outreach, performance/data, and budgeting.	Completed to date: Complete This quarter the team developed agency racial equity goals, recommendations, and supporting actions and completed participation in the year-long ORE Racial Equity Action Plan development cohort.

Transport DC Customer Portal	DFHV will create an online portal where Transport DC customers can view their own trip histories, see their monthly trip counts, and submit inquiries to program staff. The portal will improve eligible residents' experience of Transport DC by providing a new and easy way to review their program participation and see how close they are to hitting their monthly trip caps. Currently, program participants can review their remaining trip counts by calling into the Transport DC phone line, but they cannot review the details of their completed trips.	Completed to date: Complete Portal is complete and will be launched to customers soon.
Passenger Prediction Map for Taxi Drivers	DFHV will launch a map that predicts unmet passenger demand for taxis throughout DC. The map will use DFHV's abundance of historical trip data to show hotspots for each day of the week and each hour of the day. The map will also use live data to show the number of taxis waiting in line and the average wait times for taxi drivers at popular taxi stands such as Union Station and National Airport. The map will improve taxi drivers' economic opportunities by using live and historical data to help connect taxi drivers with residents and visitors wanting rides.	Completed to date: Complete We successfully launched the nextfareDC.com website in FY 2023. In the final quarter, we printed promotional flyers and have started distributing them in person to taxi drivers around the city. We have seen a 50% growth in page views between August and September and expect website traffic to grow as we distribute more flyers.
Taxi Driver Workforce Recruitment	In FY23, DFHV will increase the number of available drivers by conducting outreach to workforce-related organizations and reducing financial barriers to becoming a new driver.	Completed to date: Complete The contractor completed the driver recruitment and marketing plan. DFHV staff attended three job fairs this quarter to promote the upcoming recruitment program. Promotional materials are in the final design stage with the application expected to launch this fall.

6 2023 KEY PERFORMANCE INDICATORS AND WORKLOAD MEASURES

Key Performance Indicators

Measure	Directionality	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023	FY 2023 Target	Was 2023 KPI Met?	Explanation of Unmet KPI
Ensure passengers have safe and excellent riding experiences.											
Percent of complaints processed on-time within 30 calendar days	Up is Better	100%	100%	100%	100%	100%	100%	100%	98%	Met	
Percent of infractions that result in warnings issued by Vehicle Inspections Officers	Up is Better	40.7%	53.9%	45.9%	36.2%	34.3%	31%	34.6%	35%	Nearly Met	With the transition away from pandemic measures to a more active for-hire market, activities have ramped up. Additionally, the recently expanded responsibility over food and parcel delivery has altered our metrics due to increased instances of traffic safety-related offenses with previously unregulated drivers (e.g., ignoring traffic signs, double parking, blocking bicycle/bus lanes, lacking a driver's license, etc.). Our officers do not typically provide as much leniency with instances of drivers violating laws focused on Vision Zero. This has led to a slight dip in the ratio. However, it should be noted that even with that slight reduction, the percent outcome, when rounded to a whole number, results in 35 percent, which is in line with the original target.

Key Performance Indicators (continued)

Measure	Directionality	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023	FY 2023 Target	Was 2023 KPI Met?	Explanation of Unmet KPI
Met Passenger Demand Rate - DC Neighborhood Connect	Up is Better	New in 2022	87.3%	83.3%	76.6%	79.2%	95.8%	81.2%	90%	Nearly Met	In FY23, DCNC continued to increase in popularity while the taxi industry recovers and recruits drivers. DFHV made policy changes to reduce cancellations and no-shows while maximizing the program's ability to service more ride requests. Numerous policy changes, including fares, were introduced on July 5th. These policy changes significantly improved the program's efficiency, improving performance metrics like Met Demand, as seen in Q4.
Average Rider Experience Rating (1-5) - DC Neighborhood Connect	Up is Better	New in 2022	4.7	4.8	4.8	4.8	4.8	4.8	4.5	Met	
Percent of Promise Rides Under 20 Minute Wait Time	Up is Better	New in 2022	86.3%	83.9%	82.9%	81.5%	86%	83.9%	85%	Nearly Met	Monthly trip data revealed that certain locations were difficult to find or misdirected driver GPS, resulting in increased wait time. After uncovering these locations, DFHV worked with partners to create strategies to book these trips successfully. Some new protocols included leveraging a "Notes" field where those booking a ride could submit additional pickup details. Other trip analyses showed rush hour as the reason for longer wait times
Percent of Trips Without Incident (SchoolConnect)	Up is Better	New in 2022	100%	100%	100%	100%	100%	100%	95%	Met	
Ensure economic viability and expand economic opportunities for the vehicle-for-hire industry											
Percent of licenses processed on-time within 10 calendar days	Up is Better	100%	100%	100%	100%	100%	100%	100%	98%	Met	
Percent of transactions completed online	Up is Better	100%	91%	100%	100%	100%	100%	100%	60%	Met	

Key Performance Indicators (continued)

Measure	Directionality	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023	FY 2023 Target	Was 2023 KPI Met?	Explanation of Unmet KPI
Percent of operating authorities processed within 20 calendar days (an operating authority is a permit granted to taxicab companies, independent taxicabs, and limousine owners who desire to conduct business within the District)	Up is Better	Not Available	98.9%	100%	100%	100%	100%	100%	90%	Met	

Workload Measures

Measure	FY 2021	FY 2022	FY 2023 Q1	FY 2023 Q2	FY 2023 Q3	FY 2023 Q4	FY 2023
Complaints/Hearings and Conflict Resolution							
Number of public service announcements	65	46	12	8	20	8	48
Number of public complaints resolved	177	176	92	65	95	86	338
Field Enforcement/Company Audits							
Number of audits conducted	0	0	0	No applicable incidents	No applicable incidents	No applicable incidents	0
Number of safety and compliance inspections conducted	6,210	11,788	2,504	3,593	4,260	4,769	15,126
Outreach/Marketing							
Number of people engaging in community outreach events	7,905	4,363	325	72	6,001	80	6478
Transportation Pilots and Programs/Technology Innovations							
Active Student Count (SchoolConnect)	Not Available	182	252	276	283	326	284
Total Number of Transported Students (SchoolConnect)	Not Available	27,063	13,566	17,614	15,872	8,699	55,751
Total Number of Completed Promise Rides	Not Available	6,160	4,658	7,437	6,896	11,987	30,978
Total Number of Completed Rides - DC Neighborhood Connect	Not Available	84,592	28,863	27,967	30,082	14,450	101,362
Number of rides provided by DFHV transportation pilots and programs	222,165	194,703	70,895	82,857	67,892	67,254	288,898
Driver/Company Service/Customer Service/Account Management							
Number of company applications processed (taxicab/limo companies and other businesses)	108	985	488	508	527	522	2045
Number of driver applications processed	1,413	2,092	648	675	644	808	2775
Number of lost-and-found items returned to passengers	0	11	No applicable incidents				