



## FY2014 PERFORMANCE PLAN DC Taxicab Commission

### MISSION

The Mission of the District of Columbia Taxicab Commission (DCTC) is to ensure that the citizens and visitors of the District of Columbia have a safe, comfortable, efficient and affordable taxicab experience in well-equipped vehicles operated by highly qualified individuals who have knowledge of the District's streets, boundaries and tourist destinations. It also assures that the public vehicle for hire industry is economically sound.

### SUMMARY OF SERVICES

The DCTC provides services to approximately 8,500 taxicab drivers including 1,400 independent owner operators and 116 taxicab companies who together operate 6,500 taxis and 103 independent limousine drivers and 27 limousine companies. DCTC participates in and/or conducts adjudication services and imposes fines from complaints that are filed against taxicab drivers. DCTC Hack Inspectors conduct daily taxicab inspections. It also resolves more than 1000 customer complaints annually and responds to more than 6,000 inquiries annually about lost items.

### PERFORMANCE PLAN DIVISIONS

- Driver and Consumer Services
- Enforcement and Education
- Public Adjudication<sup>1</sup>
- Research Program
- Legal Program
- Public Information
- Agency Management

### AGENCY WORKLOAD MEASURES

Measure	FY 2011 Actual	FY 2012 Actual	FY 2013 YTD <sup>2</sup>
Number of complaints received on taxicab and limousine drivers and companies	400	707	817
Number of licensed taxicab drivers	8,250	8,250	8,250
Number of licensed taxicab companies	116	116	116
Number of licensed limousine drivers	1,734	1,734	3,139
Number of licensed limousine companies	139	139	139

<sup>1</sup> The Office of Administrative Hearings (OAH) adjudicates cases on behalf of the DCTC. Therefore, initiatives and KPIs were not developed for this division in DCTC's FY14 Performance Plan.

<sup>2</sup> This data is accurate as of the 3<sup>rd</sup> quarter of 2013.



## *Driver and Consumer Services*

### **SUMMARY OF SERVICES**

The Driver and Consumer Service Program provide responses to resolve issues of passengers and drivers. The program activities are as follows:

- Complaints – documents and investigates the validity of information and prepares materials to seek resolution;
- Community Outreach – communicates with groups, organizations and individuals to inform of agency procedures and regulations and solicits feedback to enhance public awareness;
- Driver Assistance – accepts applications for driver licensing and vehicle registration and issues new licenses and renewals;
- Customer Service – assists with the retrieval of lost items and takes action to fulfill service inquiries.

#### **OBJECTIVE 1: Provide timely response to passenger and driver complaints.**

##### **INITIATIVE 1.1: Implement the Complaints Database.**

DCTC will implement a central database for complaints. This will re-engineer the complaints business processes by eliminating several data entry functions and enhance productivity. **Completion Date: June 30, 2015**

#### **OBJECTIVE 2: Efficiently process driver licensing and vehicle registration applications.**

##### **INITIATIVE 2.1: Implement Digitization of Records.**

DCTC will quadruple the amount of paper records digitized by expanding the digitization initiative started in FY13 to include driver face ID application documents. This will reduce the time it takes to locate records for driver licensing renewals from days to minutes. **Completion Date: June 30, 2014**

#### **OBJECTIVE 3: Ensure quality customer service for all passengers.**

##### **INITIATIVE 3.1: Implement online payment system for exam registration.**

DCTC will deploy an online registration system for taxi/limousine exam registrations so that customers have a convenient option for transacting business with DCTC online. **Completion Date: April 30, 2014**

##### **INITIATIVE 3.2: Send a monthly customer engagement newsletter.**

DCTC will Send a monthly customer engagement newsletter to the hospitality industry educating customers about FAQs, regulatory changes, and content of interest. **Completion Date: June 30, 2014**



### KEY PERFORMANCE INDICATORS – Driver and Consumer Services

Measure	FY 2012 Actual	FY 2013 Target	FY 2013 YTD <sup>3</sup>	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Percentage of new complaints acknowledged within 2 days of receipt	92.84%	92%	92%	95%	95%	98%
Percentage of lost items returned to customers <sup>4</sup>	72.58%	81%	71.76%	80%	85%	85%
Percentage of vehicles in compliance with age limitation	N/A	N/A	N/A	100%	100%	100%
Percentage of driver records digitized	N/A	N/A	N/A	80%	100%	
Percentage of taxicabs credit card system/modern taximeters installed <sup>5</sup>	N/A	N/A	N/A	100%	100%	100%

<sup>3</sup> Data is current as of the 3<sup>rd</sup> quarter of 2013.

<sup>4</sup> Return Moi is one of the largest Lost and Found companies in North America. The company's website reports a recovery rate of over 80% in 2013.

<sup>5</sup> Data not available



## ***Enforcement and Education***

### **SUMMARY OF SERVICES**

The Enforcement and Education Program provides enforcement, compliance, and oversight of public vehicle-for-hire companies; and oversees training courses for license applicants and refresher courses for existing license holders to ensure behavioral standards and adherence to District laws and DCTC regulations. The program activities are as follows:

- Field Enforcement – performs hack inspections and issues notices of infraction;
- Company Audit – reviews vehicle records of public vehicle-for-hire companies to ensure compliance with regulatory requirements of Title 31; and
- Fleet Management – supervises companies, associations and individuals in order to maintain accurate records of in-service vehicles.

### **OBJECTIVE 1: Complete Training Institution Audits**

#### **INITIATIVE 1.1: Monitor Company to Mandated Curriculum**

Implement an audit process to monitor accredited institutions conducting training for new drivers and refresher courses for existing companies to ensure performance and compliance with the Commission guidelines and regulations.

**Completion Date: June 30, 2015**

### **OBJECTIVE 2: Provide quality hack enforcement, compliance, and oversight of vehicles, and companies.**

#### **INITIATIVE 2.1: Implement Comprehensive Audits**

Implement comprehensive audit processes to ensure that drivers and companies are in compliance with applicable District’s laws and the DCMR Title 31.

**Completion Date: September 30, 2014**

### **KEY PERFORMANCE INDICATORS – Enforcement and Education**

<b>Measure</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Target</b>	<b>FY 2013 YTD<sup>6</sup></b>	<b>FY 2014 Projection</b>	<b>FY 2015 Projection</b>	<b>FY 2016 Projection</b>
Percentage of taxicabs and limousines inspected that have valid licenses and insurance	89.39%	85%	91.18%	90%	90%	98%
Percentage of new drivers certified	N/A	N/A	70%	80%	80%	80%
Percentage of companies that have completed the training course	N/A	N/A	N/A	20%	40%	60%
Percentage of audits completed on companies	N/A	N/A	N/A	40%	80%	100%

<sup>6</sup> Data is current as of the 3<sup>rd</sup> quarter of 2013.



## *Agency Management*<sup>7</sup>

### **SUMMARY OF SERVICES**

Agency Management provides for administrative support and the required tools to achieve operational and programmatic results. The Agency Management also includes the Research Program, Legal Program, and Public Information. The Research Program provides industry data, knowledge, and awareness of trends for the purpose of planning, assessment, and rulemaking. The Legal Program provides compliance with legislative directives and technical structure and offers analysis and opinions to ensure appropriate rulemaking and operational activities. Finally, Public Information provides updated facts pertaining to operations, rulemaking and media through various communication platforms including press releases, testimony and speech preparation, and website management. The program also monitors news to maintain awareness of market and coordinates the promotion of positive public image.

**OBJECTIVE 1: Ensure passengers have a safe, comfortable, efficient and affordable taxicab experience in well-equipped vehicles operated by highly qualified individuals.**

#### **INITIATIVE 1.1: Gradual Removal of Aged Public Vehicles for Hire**

This initiative will reduce the number of aged public vehicles for hire that are more than seven (7) model years old or have an excess of four hundred thousand (400,000) miles.

**Completion Date: January 1, 2018**

#### **INITIATIVE 1.2: Underserved Areas Program**

DCTC will complete a study on low cost transportation for underserved areas in the District of Columbia, to include, but not limited to, Wards 4, 5, and 8. **Completion Date:**

**September 30, 2014**

#### **INITIATIVE 1.3: Driver Points System**

DCTC will develop a discipline program for assessing points for notice of infraction violations. This will allow adjudication of suspension and licensing revocations based on the point system. **Completion Date: June 30, 2014**

#### **INITIATIVE 1.4: Sedan Resolutions Development**

DCTC will establish Sedan resolutions for a new Public Vehicle for Hire designation.

**Completion Date: September 30, 2013**

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<sup>7</sup> Due to significant overlap in functional operations, Agency Management also includes the following budget divisions: Research Program; Legal Program; and Public Information.



### KEY PERFORMANCE INDICATORS – Agency Management

Measure	FY 2012 Actual	FY 2013 Target	FY 2013 YTD <sup>8</sup>	FY 2014 Projection	FY 2015 Projection	FY 2016 Projection
Percent of Taxicabs with Smart Meter Systems installed	N/A	100%	95.6%	100%	100%	100%
Percent of Taxicabs with universal dome lights installed	N/A	N/A	90.1%	100%	100%	100%
Percent of taxicabs that are painted with the District's uniform taxicab color standards	N/A	N/A	21.3%	40%	60%	75%

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<sup>8</sup> Data is current as of the 3<sup>rd</sup> quarter of 2013.