

# Department of For-Hire Vehicles FY2016

**Agency** Department of For-Hire Vehicles

**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 approximately 900 independent owner operators and 96 taxicab companies who together operate 6,500 taxis and over 500 limousine drivers and 139 limousine companies. DCTC participates in and/or conducts adjudication services and imposes fines from complaints that are filed against taxicab drivers. DCTC Public Vehicle enforcement (Hack) Inspectors conduct daily taxicab inspections. DCTC also resolves more than 1,000 customer complaints annually and responds to inquiries on more than 300 lost items annually.

## 2016 Objectives

### FY16 Objectives

Objective Number	Objective Description
<b>Agency Management (2 Objectives)</b>	
1	Ensure passengers have a safe, comfortable, efficient and affordable taxicab experience in well-equipped vehicles operated by highly qualified individuals.
2	Promote industry and public engagement for feedback and discussion.
<b>Driver and Consumer Services (4 Objectives)</b>	
1	Provide timely response to passenger and driver complaints.
2	Efficiently process driver licensing and vehicle registration applications.
3	Ensure quality customer service for all passengers.
4	Provide District of Columbia with a safe, flexible and stable vehicle for hire industry.
<b>Enforcement and Education (2 Objectives)</b>	
1	Complete Title 31 Compliance Audit
2	Provide quality hack enforcement, compliance, and oversight of vehicles, and companies
<b>Public Adjudication (1 Objective)</b>	
1	Increase efficiency of the due process for taxicab drivers

## 2016 Key Performance Indicators

Measure	Division	Frequency of Reporting	FY 2013	FY 2014	FY 2015	FY 2015 Target	FY 2016 Target
<b>1 - Complete Title 31 Compliance Audit (3 Measures)</b>							
Percentage of taxicabs and limousines inspected that have valid licenses and insurance		Quarterly	91.18	92	95	95	98
Percentage of new drivers certified		Quarterly	70	85	88	80	80

Percentage of audits completed on companies	Annually	30	27	80	100
<b>1 - Ensure passengers have a safe, comfortable, efficient and affordable taxicab experience in well-equipped vehicles operated by highly qualified individuals. (3 Measures)</b>					
Percent of Taxicabs with Smart Meter Systems installed	Quarterly	100	100	100	100
Percent of Taxicabs with universal dome lights installed	Quarterly	100	100	100	100
Percent of taxicabs that are painted with the District's uniform taxicab color standards	Quarterly	90	59.61	95	100
<b>1 - Provide timely response to passenger and driver complaints. (1 Measure)</b>					
Percentage of new complaints acknowledged within 2 days of receipt	Quarterly	92	100	95	98
<b>2 - Efficiently process driver licensing and vehicle registration applications. (1 Measure)</b>					
Percentage of driver records digitized	Annually			0	80
<b>3 - Ensure quality customer service for all passengers. (2 Measures)</b>					
Percentage of lost items returned to customers	Quarterly	80	58.5	85	50
Percentage of taxicabs credit card system/modern taximeters installed	Quarterly	100	100	100	100
<b>4 - Provide District of Columbia with a safe, flexible and stable vehicle for hire industry. (1 Measure)</b>					
Percentage of vehicles in compliance with age limitation	Annually	100	71.16	100	100

## 2016 Workload Measures

Measure	Frequency of Reporting	FY 2013	FY 2014	FY 2015
<b>Workload Measure (6 Measures)</b>				
Number of complaints received on taxicab and limousine drivers and companies	Quarterly	664	1,723	1,019
Number of licensed taxicab drivers	Annually	8,250	7,572	9,978
Number of licensed taxicab companies	Annually	116	116	96
Number of licensed limousine drivers	Annually	1,734	1,707	673
Number of licensed taxi/limousine drivers	Annually		708	1,296
Number of licensed limousine companies	Annually	139	139	139

## 2016 Initiatives

Objective Number	Objective Title	Initiative Number	Initiative Title	Initiative Description
<b>Agency Management - 1 (2 Initiatives)</b>				

1	Ensure passengers have a safe, comfortable, efficient and affordable taxicab experience in well-equipped vehicles operated by highly qualified individuals.	1.1	Reduce the amount of aging taxicabs from the available pool of vehicles.	DCTC will rationalize the waiver program which extended operational life for aged vehicles. Incentives for transitioning to new, fuel efficient and wheelchair accessible vehicles will include longer service years and reduced fees. The industry will be encouraged through educational programs and promotional efforts to understand the critical importance of providing passengers with newer vehicles that offer a more pleasant riding experience in order to remain competitive.
1	Ensure passengers have a safe, comfortable, efficient and affordable taxicab experience in well-equipped vehicles operated by highly qualified individuals.	1.2	Develop 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. The findings of this study will help reduce coverage gaps in underserved areas.

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**Agency Management - 2 (1 Initiative)**

2	Promote industry and public engagement for feedback and discussion.	2.1	Provide a platform for public to engage directly with DCTC to share feedback.	DCTC will implement a portal on the agency website to allow the public to offer direct feedback. The platform will also be used to engage industry stakeholders and offer awareness of rules under consideration and seek suggestions to improve administering services. All responses will be moderated first to determine appropriateness; but once approved and posted all comments will be available for public view thereby encouraging a robust discussion forum.
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**Driver and Consumer Services - 1 (2 Initiatives)**

1	Provide timely response to passenger and driver complaints.	1.1	Enhance complaint resolution process and response time by 33% or more.	Responding and resolving complaints in a timely manner is mission critical to DCTC. In FY 2015, DCTC eliminated the complaint backlog with the implementation of a new streamlined complaint process. The new process has reduced the length of resolution time to 30 days or less. In FY 2016, DCTC will further streamline the resolution process by 33% or more, and provide timely notifications to customers at each stage of the complaint process.
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1	Provide timely response to passenger and driver complaints.	1.2	Increase visibility of the complaint process for transparency.	Currently, the methods of filing a complaint against a driver are on DCTC's website. In FY 2016, DCTC will also make the entire complaint process available online, and provide the ability to check status online by entering the issued complaint number. This will increase visibility of the entire process, making it more transparent to the public.
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**Driver and Consumer Services - 2 (2 Initiatives)**

2	Efficiently process driver licensing and vehicle registration applications.	2.1	Minimize in-person visits at the Customer Service Center by providing application transactions and additional information online.	In FY 2016, DCTC will provide more detailed information on the applications of driver licensing and vehicle registration and offer some transactions online to allow drivers to spend more time driving and less time at customer service.
2	Efficiently process driver licensing and vehicle registration applications.	2.2	Implement an electronic customer queuing system to improve application efficiency.	In FY 2016, DCTC will provide an electronic queuing system for drivers when they come for service. After the drivers swipe their IDs using the system at the entrance, the system will allow drivers to select the services they need and customer agents to pull drivers' information up to serve them. This will help limit the time drivers must spend at the customer service center.

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**Driver and Consumer Services - 3 (7 Initiatives)**

3	Ensure quality customer service for all passengers.	3.1	Enhance driver training and examination process.	In FY 2016, DCTC will review and update online training materials, driver test and test scoring as well as providing new online materials for drivers. This will ensure the drivers receive relevant study materials for the test and transparent scoring. In addition, DCTC will require trainings for existing drivers besides new ones in FY 2016 to ensure all drivers have the updated training to provide quality customer service.
3	Ensure quality customer service for all passengers.	3.2	Provide DC taxicab fare estimate capability online based on specified drop-off and pick-up locations.	In FY 2016, DCTC will add a mechanism through a link to the agency website to provide a fare estimate capability in the District taxicabs based on specified pickup and drop-off locations within the District of Columbia. The fare estimator will calculate an estimated fare and note that traffic, construction, accidents and other unforeseen incidents can impact the actual fare. The meters at DC taxicabs function on either time or distance. Nonetheless, the estimated fare will provide customers a price range before the rides and also can be used to compare to the actual fare for verification purposes.

3	Ensure quality customer service for all passengers.	3.3	Enhancing driver knowledge with new course offerings.	In FY 2016, DCTC will provide new material online for driver education offering classes in customer service, anger management and continuing education courses. These classes will allow drivers to improve their skills and provide better customer service.
3	Ensure quality customer service for all passengers.	3.4	Enhance customer experience at DCTC with on-going employee training and digitized documents for faster record retrieval to serve customers.	In FY 2016, DCTC will continue to enhance the customer service to applicants, drivers and companies that engage with the Driver Services Department. The frontline employees will receive ongoing customer service training to realize their responsibilities include offering solutions to various issues and ensuring customer satisfaction to reinforce the promise that the agency brand identity is to provide excellent customer experiences. Digitizing all the documents in Driver Services will improve efficiency, record maintenance and retrieval, and resolution to inquiries. All forms and materials will be reviewed to ensure physical copies are consistent with agency website to eliminate confusion and misinformation.
3	Ensure quality customer service for all passengers.	3.5	Increase the number of wheelchair accessible vehicles (WAVs) to improve vehicle services for residents and visitors with disabilities.	In FY 2015, DCTC ensured taxicab companies to have 6% of their company's fleet comprised of wheelchair accessible vehicles (WAVs) in order to comply with the Taxicab Service Improvement Amendment Act of 2012. This act aims to improve vehicle services for residents and visitors with disabilities, which also includes a large population of older adults (60 years and older). DCTC has taken appropriate actions for those companies failed to comply with the law. With a total of 134 wheelchair accessible vehicles at the end of FY 2015, the District's fleet has one of the highest ratios of wheelchair accessible vehicles to total population among major American cities such as San Francisco, Boston, Houston, and New York. By the end of fourth quarter of FY 2016, DCTC will publish a scorecard on taxicab companies in meeting the 12% WAV requirement.
3	Ensure quality customer service for all passengers.	3.6	Expand marketing campaign for Transport DC program.	The Transport DC program provides alternative taxicab transportation to MetroAccess customers. Customers receive transportation to and from anywhere in the District and offer efficient, curb-to-curb taxicab or wheelchair accessible vehicle service for DC residents to ensure an improved travel experience. In FY 2016, DCTC will expand its Transport DC marketing campaign via radio, television, mail, geo-fencing, and through collaborative partnerships among DC government agencies and other organizations. DCTC will market the Transport DC program at various senior centers, senior housing communities, and community events. Specifically, DCTC will participate a minimum of six (6) community events and engage Transport DC customers on the first Wednesday of each month to discuss service delivery for continued improvements.

3	Ensure quality customer service for all passengers.	3.7	Collaborate with DC Office of Aging to explore and improve transportation options for seniors.	DCTC will collaborate with the District of Columbia Office on Aging (DCOA) to evaluate new markets for public vehicle-for-hire to improve transportation options for seniors such as specific pickup and drop-off destinations at Senior Centers and neighborhood van service. In addition, DCTC will work closely with DCOA to perform marketing and outreach for older adults to include providing Transport DC presentations and program marketing materials.
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**Driver and Consumer Services - 4 (1 Initiative)**

4	Provide District of Columbia with a safe, flexible and stable vehicle for hire industry.	4.1	Evaluate new markets for public vehicle for hire.	In FY 2016, DCTC will evaluate new markets for public vehicles for hire in a similar manner to the successful Transport DC pilot program. Among the transportation services that can be targeted for designated service include wheelchair accessibility, special needs students in partnership with the DC Public Schools; and package delivery. The use of public vehicles for hire can be leveraged to reduce current costs that are expended by individuals and organizations. The designated transportation service can be done more efficiently and offer greater flexibility to customers. Operators will be incentivized through regular scheduling that would provide revenue certainty.
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**Enforcement and Education - 1 (1 Initiative)**

1	Complete Title 31 Compliance Audit	1.1	Complete Title 31 Compliance Audit of Public Vehicle-For-Hire companies.	In FY2016, DCTC will complete the audit of regulated entities such as taxicab companies, limosines companies, Meter Shops and Public Service Providers (PSPs) to discern compliance with Title 31's requirements. There are 96 taxicab companies, 139 limo companies, 16 Meter companies and 7 PSPs. Findings of audit will be used for regulatory enforcement, policy and program improvements.
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**Enforcement and Education - 2 (2 Initiatives)**

2		2.1	Ensure consistent enforcement by partnering with other District agencies that have concurrent Title 31 enforcement.	In FY 2016, DCTC will provide guidance to and partner with other law enforcement agencies that have concurrent Title 31 enforcement authority to ensure consistent enforcement. Specifically, DCTC will conduct field training exercises with partner agencies, and organize at least 2 Town Hall meetings with partner agencies and industry representatives.
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2		2.2	<p>Support Mayor Bowser's Project Vision Zero by participating in the Mayor's response to the U.S. Department of Transportation's Mayor's Challenge for Safer Streets.</p>	<p>The Mayor's Challenge for safer streets aims to improve pedestrian and bicycle transportation safety by showcasing effective local actions, empowering local leaders to take actions, and promoting partnerships to advance pedestrian and bicycle safety. DCTC is viewed as a stakeholder among many District agencies such as MPD, FEMS, DOH, DMV, ODR, DPW, DCPS, OA, and OCTO.</p> <p>These District agencies will collaborate to address and reduce the number of fatal traffic accidents. As such, in the context of Vision Zero, given the thousands of licensed public vehicles for hire operating on the City's streets daily, for FY 2016, DCTC will be addressing driver misconduct under Title 31, to the extent that such misconduct impacts motor vehicle and pedestrian safety.</p>
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<b>Public Adjudication - 1 (1 Initiative)</b>				
1	Increase efficiency of the due process for taxicab drivers	1.1	<p>Establish an independent adjudication unit within DCTC to adhere matters of license renewal, and suspension and revocation.</p>	<p>In FY 2016, the DCTC will develop an adjudication function to conduct hearings related to the denial of license applications and suspension and/or revocations of established drivers and companies. This will create an alternative pathway for faster resolution. The adjudication function will begin hearing cases in the fourth quarter of FY 2016 or earlier.</p>
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