

# Department of For-Hire Vehicles FY2018

**Agency** Department of For-Hire Vehicles

**Agency Code** TC0

**Fiscal Year** 2018

**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 citizens and visitors of the District of Columbia to have safe, affordable, and accessible transportation options.

## 2018 Strategic Objectives

Objective Number	Strategic Objective	# of Measures	# of Operations
1	Ensure passengers have safe and excellent riding experiences.	2	5
2	Ensure economic viability and expand economic opportunities for the vehicle-for-hire industry	4	4
3	Create and maintain a highly efficient, transparent and responsive District government.**	9	5
<b>TOT</b>		<b>15</b>	<b>14</b>

## 2018 Key Performance Indicators

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Target	FY 2015 Actual	FY 2016 Target	FY 2016 Actual	FY 2017 Target	FY 2017 Actual	FY 2018 Target
<b>1 - Ensure passengers have safe and excellent riding experiences. (2 Measures)</b>									
Percent of complaints processed on-time within 30 calendar days	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	90%	99.1%	93%
Percent of warnings to overall tickets issued by Vehicle Inspection Officers	<input checked="" type="checkbox"/>	Not available	Not available	Not Available	Not Available	New Measure	New Measure	New Measure	35%
<b>2 - Ensure economic viability and expand economic opportunities for the vehicle-for-hire industry (4 Measures)</b>									
Percent of licenses processed on-time within 10 calendar days	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	90%	96.5%	90%
Economic contributions by for-hire vehicles	<input type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	\$400,000,000	\$632,212,311	\$600,000,000
Percent of agency budget allocated to grants	<input checked="" type="checkbox"/>	Not available	Not available	Not Available	Not Available	New Measure	New Measure	New Measure	30%
Percent of operating authorities processed within 30 calendar days	<input checked="" type="checkbox"/>	Not available	Not available	Not Available	Not Available	Not Available	New Measure	New Measure	90%

\*\*We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government." New measures will be tracked in FY18 and FY19 and published starting in the FY19 Performance Plan.

## 2018 Operations

Operations Header	Operations Title	Operations Description	Type of Operations	# of Measures	# of Strategic Initiatives
<b>1 - Ensure passengers have safe and excellent riding experiences. (5 Activities)</b>					
FIELD ENFORCEMENT	For-Hire Vehicle Enforcement	Performs field inspections 24/7 and issues notices of infraction.	Daily Service	2	1
CUSTOMER SERVICE	Client Services	Assists with the retrieval of lost items and takes action to fulfill service inquiries.	Daily Service	1	0
COMPANY AUDIT	Company Audit	Monitors for compliance with applicable laws, regulations, policies and practices. Safeguards against programmatic fraud, waste, abuse and mismanagement. Promotes transparency and consistency in the agency's processes and operational activities.	Daily Service	1	0
Outreach	Outreach and Public Information	Communicates with groups, organizations and individuals to inform them of agency procedures and regulations and solicits feedback to enhance public awareness.	Daily Service	1	2
COMPLAINTS	Resolves Complaints	Documents, investigates the validity of information, conducts resolution conferences to seek resolution to determine effective remedies and prepares notices of infraction for unresolved complaints.	Daily Service	1	0
TOT				6	3
<b>2 - Ensure economic viability and expand economic opportunities for the vehicle-for-hire industry (4 Activities)</b>					
RESEARCH	Research of For-Hire Vehicle Industry	Provides industry data, knowledge, and awareness of trends for the purpose of planning, assessment and rulemaking.	Daily Service	1	1
INFORMATION TECHNOLOGY	Innovations and technology support	Provides innovative solutions and technology support.	Daily Service	1	2
Grants	Grants	Provide grants to improve economic opportunities for the For-Hire Vehicles (FHV) industry, including grant development and grant monitoring.	Daily Service	0	1
ACCOUNTS MANAGEMENT	Account Management	Reviews services provided to taxi and limousine companies, private vehicles for-hire, and dispatch services for consistency and identifies issues and solutions. This program proactively advises clients to minimize noncompliance, ensure	Daily Service	0	0

		clients are satisfied with services being received, and reviews annual operating authority application.			
<b>TOT</b>				<b>2</b>	<b>4</b>
<b>3 - Create and maintain a highly efficient, transparent and responsive District government.** (5 Activities)</b>					
Driver/Customer Service	Driver service	Accepts applications for driver licensing and vehicle registration and issues new licenses and renewals.	Daily Service	1	2
Company Services	Account management	Accepts and reviews operating authority applications, fleet licensing, and registered agent transactions.	Daily Service	1	0
INFORMATION TECHNOLOGY	Innovations and Technology Support	Provides innovative solutions and technology support.	Daily Service	0	2
MARKETING	Marketing	Engages the public, directs communications with stakeholders through multiple channels and promotes a positive brand association.	Daily Service	1	1
HEARINGS AND CONFLICT RESOLUTION	Hearings and Conflict Resolution	Conducts hearings adjudications, appeals, and any form of conflict resolution including mediation.	Daily Service	0	0
<b>TOT</b>				<b>3</b>	<b>5</b>
<b>TOT</b>				<b>11</b>	<b>12</b>

2018 Workload Measures

Measure	New Measure/ Benchmark Year	FY 2014 Actual	FY 2015 Actual	FY2016 Actual	FY 2017 Actual
<b>1 - Client Services (1 Measure)</b>					
Number of recovered items reunited with owners	<input type="checkbox"/>	Not available	Not Available	Not Available	362
<b>1 - Company Audit (1 Measure)</b>					
Number of audits conducted	<input checked="" type="checkbox"/>	Not available	Not Available	New Measure	New Measure
<b>1 - For-Hire Vehicle Enforcement (2 Measures)</b>					
Number of safety inspections conducted	<input type="checkbox"/>	Not available	Not Available	Not Available	10,702
Number of insured vehicles during inspections	<input type="checkbox"/>	Not available	Not Available	Not Available	10,397

<b>1 - Outreach and Public Information (1 Measure)</b>					
Number of people engaging in community outreach events	<input checked="" type="checkbox"/>	Not available	Not Available	New Measure	New Measure
<b>1 - Resolves Complaints (1 Measure)</b>					
Number of disputes resolved	<input type="checkbox"/>	Not available	Not Available	Not Available	940
<b>2 - Innovations and technology support (1 Measure)</b>					
Number of new service or product pilots to improve passenger riding experiences	<input checked="" type="checkbox"/>	Not available	Not Available	New Measure	New Measure
<b>2 - Research of For-Hire Vehicle Industry (1 Measure)</b>					
Number of public research reports completed	<input type="checkbox"/>	Not available	Not Available	Not Available	5
<b>3 - Account management (1 Measure)</b>					
Number of company application processed (taxicab/limo companies and other businesses)	<input type="checkbox"/>	Not available	Not Available	Not Available	161
<b>3 - Driver service (1 Measure)</b>					
Number of driver application processed	<input type="checkbox"/>	Not available	Not Available	Not Available	7642
<b>3 - Marketing (1 Measure)</b>					
Number of public service announcements	<input checked="" type="checkbox"/>	Not available	Not Available	New Measure	New Measure

## Initiatives

Strategic Initiative Title	Strategic Initiative Description	Proposed Completion Date
Provide training and skills-building to Vehicle Inspection Officers to adapt to a changing FHV industry	To better serve the for-hire vehicle industry, DFHV will implement an Enhanced & Strategic Training program for Vehicle Inspection Officers (VIOs) in FY18. The training program will further improve VIOs' knowledge on regulatory, program and policy changes, agency programs and requirements, industry trends or updates and skills in various systems. The program will better equip the VIOs to be ambassadors and educators with the required knowledge and skills needed to affect a cultural change in DFHV's approach to compliance and enforcement. The new DFHV Enforcement Policy requires VIOs to engage in educating and counseling FHV operators, and this initiative will have a great impact on the paradigm shift currently taking place in the for-hire industry.	09-30-2018
Build an agency brand that	DFHV is focused on generating revenue to the District through increasing economic opportunities, lowering barriers to industry entry, and improving rider experiences. In FY18, DFHV will increase brand awareness through the implementation of a multi-	09-30-2018

reflects the agency's mission	pronged branding, marketing and public relations campaign aimed at its core audiences including social media, videos and podcasts, op-ed columns and white papers, and traditional media placements. It is critical to build brand equity through an association with economic success and superior customer service as well as to celebrate the DFHV's new approach to transforming not just taxis, but the way people and products in Washington, D.C. get from one location to another.	
Implement new call system to further customer service, decrease wait times and improve operating efficiencies	DFHV will further improve customer service in Client Services in FY18 by implementing a customer service quality assurance program. DFHV will begin recording incoming calls made into the client services. Call recordings will be used to monitor service delivery to ensure customer service standards are met. The new call system will also optimize call routing so that calls are being distributed to the appropriate staff and be answered in a timely manner. The new call system will also generate statistics (such as calls received, call wait time, and call handling time) so that resources can be best allocated to provide optimal customer service and for targeted improvements to customer service policies and processes.	09-30-2018
Redesign intake flows to further customer service, decrease wait times and improve operating efficiencies	DFHV will improve customer processing time and customer service experience through a reorganization of the client service center. The waiting area will be reorganized to include an intake service desk for the initial point of contact. Representatives at the desk will be able to answer initial questions, ensure clients have proper documents, provide instructions and place customers in the right queue for further assistance. This initiative was piloted in FY17 and in FY18 this will be enhanced and fully implemented in the Client Service center.	09-30-2018
Adopt technology for remote viewing of DFHV meetings	In FY18, DFHV will begin live-streaming of all DFHV Advisory Council meeting, hearings, town halls and other types of meetings. The DFHV hearing room will be outfitted with the equipment necessary to live-stream meetings. This enhancement will help DFHV expand the reach of its public meetings to include drivers, company representatives and other stakeholders who may not be able to attend meetings at DFHV due to time or geographical constraints.	09-30-2018
Publish average taxicab passenger ratings	In FY2018, DFHV will begin publishing average taxicab passenger trip rating on a quarterly basis. DFHV began the collecting taxicab passenger rating information in FY2017 and this feature has been incorporated into the Digital Taxicab Solution (DTS). At the conclusion of each trip, taxicab passengers are able to rate the trip using a five-star system. Quarterly results will be published providing transparency to riders and a point of comparison by using a rating system common in the FHV industry. Companies and operators will also benefit from the insights about industry performance.	09-30-2018
Use technology to implement shared riding in the Transport DC program	In FY2018, DFHV will begin testing shared riding in the Transport DC program. Transport DC service providers will be expected to match up to two passengers per trip who are travelling at similar times and routes. Passengers that participate in shared riding will pay half the usual co-pay per trip. Through shared riding, DFHV expects to reduce the out-of-pocket cost to the passengers, be able to deliver more rides within the budget and increase incentive for drivers to participate in the program.	09-30-2018
Report on reducing requirements in the FHV Industry	In FY2018, DFHV will research and develop a report that identifies the means to encourage more competition in the FHV industry. The report will identify at least ten regulatory, legislative or administrative requirements that can be eliminated to encourage fair competition in the FHV industry. For each recommendation, the report will identify expected outcomes and benefits.	09-30-2018
Enhance existing technology and systems for taxicab customer loyalty program	In FY2018, DFHV will enhance existing technology and systems to develop functionalities to allow taxicab companies to offer loyalty programs to their customers. These features will allow taxicab companies to encourage brand loyalty with riders by earning and redeeming points and offering promotions to repeat customers.	09-30-2018

Make strategic investments in innovative pilots and services	In FY18, DFHV will continue to invest part of its budget to encourage innovation in the FHV industry. DFHV will make grant opportunities available that encourage eligible FHV companies to use funding to test new types of service that solve transportation problems for stakeholders and also generate new rides into the FHV industry. The purpose of grant opportunities is to select one or more For-Hire Vehicle companies, owners and operators with current DFHV operating authority to participate in innovative pilot projects and partnership programs aimed at improving transportation equity, expanding economic opportunities, solving problems within the taxicab industry that benefit taxicab consumers, and fostering innovation.	09-30-2018
DFHV will include twelve user group sessions focused on paratransit	In FY18, DFHV will include twelve user group sessions focused on paratransit. Each user group will include an open listening session to elicit feedback from paratransit users and advocates. Feedback will be documented and considered for changes to existing programs, service planning and to resolve systemic service delivery issues for paratransit users.	09-30-2018
Tele-town halls for the FHV industry	In FY18, DFHV will conduct tele-town halls for the FHV industry, including four targeted to the taxicab driver community. These tele-town hall sessions will provide taxicab drivers the opportunity to give feedback to the agency about DFHV policies, services and programs, as well as insights from the field. DFHV will use tele-town halls to communicate with drivers about new initiatives, programs, opportunities or policy changes.	09-30-2018