



Department of For-Hire Vehicles (DFHV) FY2016 Performance Accountability Report (PAR)

Introduction

The Performance Accountability Report (PAR) measures each agency's performance for the fiscal year against the agency's performance plan and includes major accomplishments, updates on initiatives' progress and key performance indicators (KPIs).

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.

Overview – Agency Performance

The following section provides a summary of DFHV performance in FY 2016 by listing DFHV’s top accomplishments, and a summary of its progress achieving its initiatives and progress on key performance indicators.

Top Agency Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
<p>OUTREACH: Expanded communication and public engagement channels to reach almost 2,000 people through tele-town halls, distributed monthly newsletters to 5,754 industry stakeholders, and generated 342 responses online from the agency’s "Tell Us What You Think" link.</p>	<p>The agency has considered these feedback from these platform for policy making, proposed rules, research and pilot programs.</p>	<p>These platforms/outlets have been used since implementation to allow public feedback, engage industry stakeholders,offer awareness of rules under consideration and seek suggestions to improve administering services.</p>
<p>CONFLICT RESOLUTION: Restored public trust in DFHV complaints system by reducing the average processing time to 19 days from over 90 days. Today the agency resolves complaints not only related to taxi but also private vehicle for-hire companies.</p>	<p>Support DFHV’s commitment in providing excellent customer experiences.by working more diligently and efficiently.</p>	<p>With a decrease in the complaint processing time, DFHV provided complainants with timely resolutions to their complaints. The public now can also submit private vehicle for-hire companies such as Uber, Lyft and etc.</p>
<p>EXPANDING ECONOMIC OPPORTUNITIES. We provided \ \$457,300 in grants for the acquisition of wheel chair accessible vehicle and electric vehicles With a total of 216 wheelchair accessible vehicles and 112 electric vehicles at the end of FY 2016, the District’s fleet has one of the highest ratios of wheelchair accessible and clean energy vehicles to total population among major American cities such as San Francisco, Boston, Houston, and New York.</p>	<p>DFHV awarded grants for WAVs and electric vehicles with on-going monitoring and tracking, and issued new H-tags.</p>	<p>Enhanced transportation options and improved air quality by reducing carbon emission.</p>

In FY 2016, DFHV had 11 Key Performance Indicators. Of those, 0 were neutral. Of the remaining measures, 73% (8 KPIs) were met, 27% (3 KPIs) were nearly met, and 0% (0 KPIs) were unmet. In FY 2016, DFHV had 19 Initiatives. Of those, 84% (16) were completed and 16% (3) were nearly completed, and 0% (0) were not completed. The next sections provide greater detail on the specific metrics and initiatives for DFHV in FY 2016.

FY16 Objectives

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

FY16 KPIs

Objective: Complete Title 31 Compliance Audit

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Percentage of audits completed on companies	100	A					95.5	Nearly Met	Four companies were not ready during our site visits and non-compliance letters were sent.
Percentage of new drivers certified	80	Q	60.22	75.64	80.83	81.36	74.3	Nearly Met	This is a legacy KPI. Agency has changed from certifying drivers to licensing drivers. This should have been a workload measure.
Percentage of taxicabs and limousines inspected that have valid licenses and insurance	98	Q	97.36	97.31	98.37	98.3	97.9	Nearly Met	Rounding error.

Objective: Efficiently process driver licensing and vehicle registration applications.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Percentage of driver records digitized	80	A					100	Met	

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

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Percent of Taxicabs with Smart Meter Systems installed	100	Q	100	100	100	100	100	Met	
Percent of Taxicabs with universal dome lights installed	100	Q	100	100	100	100	100	Met	
Percent of taxicabs that are painted with the District's uniform taxicab color standards	100	Q	231.15	218.16	205.35	195.72	211	Met	

Objective: Ensure quality customer service for all passengers.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
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Percentage of taxicabs credit card system/modern taximeters installed	100	Q	100	100	100	100	100	100	Met
Percentage of lost items returned to customers	50	Q	54.55	52.63	71.43	77.78	59.6		Met

Objective: Provide District of Columbia with a safe, flexible and stable vehicle for hire industry.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Percentage of vehicles in compliance with age limitation	100	A					100	Met	

Objective: Provide timely response to passenger and driver complaints.

Measure	Target	Freq	Q1	Q2	Q3	Q4	Total	KPI Status	KPI Barriers
Percentage of new complaints acknowledged within 2 days of receipt	98	Q	98.97	100	99.64	100	99.7	Met	

FY16 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	Total
Number of licensed taxicab companies	A	96	94	92	89	89
Number of licensed taxicab drivers	A	9,015	9,020	8,741	8,516	8,516
Number of licensed limousine drivers	A	386	429	363	295	295
Number of licensed taxi/limousine drivers	A	694	683	644	572	572
Number of licensed limousine companies	A	206	226	227	226	226
Number of complaints received on taxicab and limousine drivers and companies	Q	194	251	279	212	936

FY16 Initiatives

Title: Reduce the amount of aging taxicabs from the available pool of vehicles.

Description: 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.

Complete to Date: Complete

Status Update: DFHV rationalized the waiver program by reducing service extension from three years to one year. The operational life for vehicles was set to eight years and up to 314,000 miles. Incentives for transitioning to new, fuel efficient and wheelchair accessible vehicles included longer service years and reduced fees. DFHV awarded about \$172,000 in grants for new 100% electric vehicles in FY2016. The percentage of vehicles in compliance with age limitation has increased from 78.50% to 99.76% by the end of FY2016.

Title: Develop Underserved Areas Program.

Description: 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.

Complete to Date: Complete

Status Update: DFHV completed a study on low cost transportation for underserved areas in the District of Columbia. DFHV concluded that in addition to Wards 4, 5 and 8, Ward 7 should also be included in the service for Neighborhood Ride Service by taxicab. In FY2016, DFHV has awarded \$150,000 in Neighborhood Ride Services grants.

Title: Provide a platform for public to engage directly with DCTC to share feedback.

Description: 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.

Complete to Date: Complete

Status Update: DFHV implemented a portal on the agency website to allow the public to offer direct feedback. The "Tell Us What You Think" platform powered by UserVoice technology is fully operational and received 342 comments from the public in FY 2016. The agency also conducted three virtual tele-town hall discussions to allow operators in the vehicle-for-hire industry to call-in to directly engage with the DFHV Director. In FY 2016, total participants for the tele-town hall discussions were just under 2,000

Title: Enhance complaint resolution process and response time by 33% or more.

Description: 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.

Complete to Date: Complete

Status Update: Responding and resolving complaints in a timely manner is mission critical to DFHV. In FY 2015, DFHV 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, DFHV further streamlined the resolution process by 33% reducing the complaint process time from 30 days to 20 days and providing timely notifications to

customers during the complaint process. The total average processing time for FY2016 is 19 days

Title: Increase visibility of the complaint process for transparency.

Description: 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.

Complete to Date: Complete

Status Update: In FY 2016, DFHV made the entire complaint process available online. DFHV transitioned to a new Customer Relations Management ("CRM") system, Salesforce, that sends automatic notifications to complainants regarding the status of their complaints as it progresses at each stage. This was a more feasible solution than providing the ability to check status of complaint online with issued complaint number

Title: Minimize in-person visits at the Customer Service Center by providing application transactions and additional information online.

Description: 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.

Complete to Date: Complete

Status Update: In FY 2016, DFHV provided more detailed information on the applications of driver licensing and vehicle registration by posting the industry Frequently Asked Questions (FAQs). The agency added online applications for special event permitting and H-tag. Additionally, DFHV implemented a new CRM solution, Salesforce, which will allow more offerings of online transactions in FY 2017.

Title: Implement an electronic customer queuing system to improve application efficiency.

Description: 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.

Complete to Date: Complete

Status Update: In FY 2016, DFHV implemented a solution, QLess, to serve as an electronic queuing system for drivers when they come to the office for service. Once drivers enter their phone number using the system at the entrance, the system allows drivers to select the services they need. Customer service agents are able to pull drivers' information up and serve them. This makes it more efficient for the agents to serve customers better

Title: Enhance driver training and examination process.

Description: 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.

Complete to Date: Complete

Status Update: DFHV reviewed the online training materials, driver test and test scoring materials. As a result, drivers have online access to the DC Taxi App and Cultural Sensitivity training, and a new contract that will permit new course modules in FY2017 to enhance the training process. Additionally, DFHV adopted final rulemaking in May 2016 to require existing and new drivers to complete training to promote excellent quality customer service. This ruling is pending publication to the public before the mandate is in effect.

Title: Provide DC taxicab fare estimate capability online based on specified drop-off and pick-up locations.

Description: 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.

Complete to Date: Complete

Status Update: In FY 2016, DFHV added 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 calculates an estimated fare and provides customers a price range before the rides

Title: Enhancing driver knowledge with new course offerings.

Description: 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.

Complete to Date: Complete

Status Update: DFHV implemented an online portal, the Learning Management System, and added new training courses of DC Taxi App and Culturally Sensitivity for drivers to complete. In FY 2016, DFHV has completed the procurement process to select a vendor to offer anger management training in FY2017. DFHV will continue to increase course offerings in FY 2017

Title: Enhance customer experience at DCTC with on-going employee training and digitized documents for faster record retrieval to serve customers.

Description: 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.

Complete to Date: Complete

Status Update: In FY2016, DFHV improved customer service at the customer service center by 1) providing ongoing customer service training for frontline staff to ensure customer satisfaction to reinforce the promise that the agency brand identity is to provide excellent customer experiences; 2) having a new customer service consultant to evaluate quality of service; 3) implementing an electronic check-in system; and 4) digitizing 100% of the Driver Services documents intended for FY2016 to allow readily accessible use of pertinent documentation.

Title: Increase the number of wheelchair accessible vehicles (WAVs) to improve vehicle services for residents and visitors with disabilities.

Description: 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.

Complete to Date: 75-99%

Status Update: In FY2016, DFHV tracked taxicab companies' requirement to have 12% of their company's fleet comprised of wheelchair accessible vehicles (WAVs) in order to comply with the Taxicab Service Improvement Amendment Act of 2012. As of the end of 2016, 3 out of 34 companies have reached the 12% requirement to be met by December 31, 2016. The compliance scorecard will be published at the end of 2016 rather than end of FY2016. DFHV encouraged more WAV's to be placed into service by providing \$180,000 in grants to companies and individual drivers.

Title: Expand marketing campaign for Transport DC program.

Description: 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.

Complete to Date: Complete

Status Update: The Transport DC program provides alternative taxicab transportation to MetroAccess customers with curb-to-curb taxicab or wheelchair accessible vehicle service for DC residents. In FY2016, DFHV worked with DC Office on Aging (DCOA), other government agencies and community organizations, and attended thirty-nine (39) senior housing and community events to market inform attendees of the Transport DC program and engaged Transport DC customers on the first Wednesday of each month to discuss service delivery for continued improvements

Title: Collaborate with DC Office of Aging to explore and improve transportation options for seniors.

Description: 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.

Complete to Date: Complete

Status Update: In FY2016, new markets were evaluated for public vehicle-for-hire to improve transportation options for seniors. As a result, the agency provided \$150,000 in grants as an incentive for Neighborhood Ride Services (NRS) by taxicabs for underserved communities. By the end of FY2016, the NRS pilot program was implemented in Ward 4, 7 and 8, offering affordable transportation along the designated routes. In addition, DFHV partnered with DCOA and participated in eight (8) public community events for Transport DC.

Title: Evaluate new markets for public vehicle for hire.

Description: 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.

Complete to Date: Complete

Status Update: DFHV examined three new markets for public vehicles-for-hire, including food delivery, Xclass (a new type of licensed service category), and Neighborhood Ride Service (NRS). As of the end of FY2016, DFHV facilitated the delivery service option to the taxicab drivers as an additional revenue

generating opportunity, awarded \$150,000 in grants to incentivize and implement NRS, and adopted rulemaking to establish Xclass, which is pending publication in the DC Register.

Title: Complete Title 31 Compliance Audit of Public Vehicle-For-Hire companies.

Description: In FY2016, DCTC will complete the audit of regulated entities such as taxicab companies, limousines 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.

Complete to Date: 75-99%

Status Update: In FY 2016, DFHV made the effort to conduct audits of the taxicab companies, Payment Service Providers (PSPs), and metershops. DFHV also started development of a new audit program in FY2016 to begin in FY2017. This new program will help to improve our internal controls as well as the compliance of DFHV's regulated companies according to Title 31.

Title: Ensure consistent enforcement by partnering with other District agencies that have concurrent Title 31 enforcement.

Description: 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.

Complete to Date: Complete

Status Update: In FY 2016, DFHV provided guidance to and partnered with other law enforcement agencies that have concurrent Title 31 enforcement authority to ensure consistent enforcement. DFHV conducted field training exercises with partner agencies and organized two (2) Town Hall meetings with partner agencies and industry representatives. DFHV also initiated and disseminated several training announcements and bulletins with partnered agencies.

Title: 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.

Description: 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. 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.

Complete to Date: Complete

Status Update: In FY2016, DFHV addressed driver misconduct under Title 31, submitted a formal deployment plan to address pedestrian and bicycle safety, enhanced DFHV inspection enforcement against illegal traffic maneuvers and other driver misconduct, and refocused field enforcement staff in observance of driver misconduct that takes place in the guise of the unsafe operation of for-hire vehicles. DFHV also participated with the Project Zero's Education and Enforcement Task Forces and submitted a timely application for FY2017 Vision Zero Grant Funds.

Title: Establish an independent adjudication unit within DCTC to adhere matters of license renewal, and suspension and revocation.

Description: 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.

Complete to Date: 75-99%

Status Update: DFHV adopted final rulemaking on April 13, 2016 to establish an Office of Hearing Examiners (OHE) to adjudicate license-related disputes, which currently are heard by the Office of Administrative Hearings (OAH). As of the end of FY2016, the rules to create OHE were still pending publication in the DC Register, which must happen before OHE may begin hearing cases. However, a hearing examiner has been hired and completed the initial preparation outlining the duties of the office