

Department of For-Hire Vehicles FY2017

FY2017 Performance Accountability Report

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, and key performance indicators (KPIs).

Mission

The mission of the Department of For-Hire Vehicles (DFHV) is to protect 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.

Summary of Services

The Department of For-Hire Vehicles provides licensing, adjudication, enforcement, and client services for approximately 100,000 drivers, over 60 taxicab companies/associations, and over 20 limousine companies, as well as District residents and visitors who use public and private vehicle-for-hire in District of Columbia.

FY17 Top Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
<p>INTENSIFIED OUTREACH: DFHV expanded communication and public engagement channels in FY 2017 through numerous means, including: reaching 626 people through tele-town halls; distributing e-newsletters to 10,368 industry stakeholders, nearly double the amount from FY 2016; receiving 755,000 impressions of DFHV's Twitter activities and 1,666 impressions of DFHV's Vimeo channel; and maintaining its Facebook content to allow viewing by 365,198 users including over 500 views of DFHV's public hearing on the topic of loitering.</p>	<p>Allow residents and others to provide feedback and suggestions to DFHV and receive news and communications from DFHV via multiple channels.</p>	<p>DFHV considers all feedback received for policy making, rulemaking, research and pilot programs.</p>
<p>MODERNIZED TAXIS FOR THE DIGITAL AGE: DFHV implemented the Digital Taxicab Solution (DTS) pioneering dynamic street hail pricing – a first-ever for taxicabs. DTS is a major overhaul of the original taxicab equipment rules, replacing legacy meters with state-of-the-art equipment that allows drivers compete in today's for-hire market and provides excellent customer service in the digital age. At the end of FY 2017, over 3,800 vehicles had been converted to DTS, with nearly 840,000 rides completed.</p>	<p>DTS improves passenger experiences with accessibility features, electronic receipts, transparency in fare calculations, ride ratings, shared ride options, and the assurance that only current, valid and compliant drivers are providing service to the public.</p> <p>DTS also helps drivers with lower operating costs of equipment by an estimate of 58%. In addition, a reduction of credit card processing fees to 2.75% will save the industry an estimate of \$2.6M.</p> <p>DTS also allows automatic fare</p>	<p>DTS provides a basis for major advances in safety and compliance, including: ensuring that only drivers in compliance with regulations and program requirements are on the road; sending real-time messages to drivers about special events happening now, as well as traffic and emergency alerts; allowing for geofencing of certain areas of the District where meters will not work in order to mitigate traffic congestion in those locations; and receiving trip data every 5 seconds (instead of on a 24-hour delay), to enhance the value of data for law enforcement, lost and found, and other innovations.</p>

	<p>updates in meters directly without making trips to a meter shop, the capability of dynamic street hail pricing to better compete in today's industry and enable more features and business opportunities.</p>	
<p>EXPANDED ECONOMIC OPPORTUNITIES WITH GRANTS: DFHV provided over \$5.1M in grant awards to the for-hire vehicle industry for Transport DC and innovative pilot projects and partnership programs. These programs aimed to improve transportation equity, expand economic opportunity, solve problems within the industry for the benefit of taxicab consumers, and foster ongoing innovation.</p>	<p>DFHV grant programs provide new economic opportunities for companies and operators, by generating over 176,000 new for-hire rides. DFHV also helped to modernize the District's taxicab fleet by providing incentives to offset DTS conversion costs for 1,794 vehicles.</p> <p>Examples of residents served include 52 foster care children transported to and from school; 5,016 disabled and elderly residents received paratransit rides; 46 District employees moved from using fleet vehicles to using taxis for official business purposes; and 57 Medicaid beneficiaries received non-emergency medical transportation for cancer diagnosis or treatment services.</p> <p>DFHV supported the District's sustainability goals by awarding 45 rebate grants to EV taxicab owners. Those 45 taxicabs made over 74,000 trips in FY17 and reduced CO2 emissions by over 48,000 kilograms.</p> <p>Grants also supported the installation of a Level 3 charging station at Union Station for the District's EV taxicab fleet, provided training to drivers on doing business in the digital economy (modules added to existing driver training topics), and provided incentives to encourage WAV vehicles.</p>	<p>DFHV modernized the grant making process with online applications and a grant tracker to enhance and streamline the administration of the grant process and better monitor performance.</p>

 2017 Strategic Objectives

Objective	Strategic Objective
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Number	
1	Ensure passengers have safe and excellent riding experiences.
2	Ensure economic viability and expand economic opportunities for the vehicle-for-hire industry
3	Create and maintain a highly efficient, transparent and responsive District government.**

2017 Key Performance Indicators

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY 2017	KPI Status	Explanation
1 - Ensure passengers have safe and excellent riding experiences. (3 Measures)									
Number of new service or product pilots to improve passenger riding experience	Quarterly	2	2	1	0	0	3	Met	
Percentage of complaints processed on-time within 30 days	Quarterly	90%	99%	99.5%	98.6%	99.2%	99.1%	Met	
Percentage of licenses processed on-time within 10 days	Quarterly	90%	91%	97%	99.4%	99.3%	96.5%	Met	
2 - Ensure economic viability and expand economic opportunities for the vehicle-for-hire industry (3 Measures)									
Number of trips by vehicle-for-hire	Quarterly	12500000	3074084	3140951	3388619	2659247	12262901	Nearly Met	DFHV missed the target on number of trips by DFHV due to consistent steep declines now for several years in the taxicab industry.
Number of active vehicles for service	Quarterly	50000	122129	185366	185237	185924	185924	Met	
Economic contributions by for-hire vehicles	Quarterly	\$400000000	\$139311433	\$153449988	\$172170595	\$167280295	\$632212311	Met	

3 - Create and maintain a highly efficient, transparent and responsive District government.** (2 Measures)									
Number of participants in engaging in community outreach activities	Quarterly	2000	18089	32713	60494	1098402	1209698	Met	
Number of public service announcements	Quarterly	20	1	9	21	25	56	Met	

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.

2017 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	FY 2017
1 - Client Services (1 Measure)						
Number of recovered items reunited with owners	Quarterly	104	141	66	51	362
1 - For-Hire Vehicle Complaints (1 Measure)						
Number of disputes resolved	Quarterly	285	183	218	254	940
1 - For-Hire Vehicle Enforcement (2 Measures)						
Number of insured vehicles during inspections	Quarterly	2478	2546	2087	3286	10397
Number of safety inspections conducted	Quarterly	2570	2658	2155	3319	10702
2 - Research of For-Hire Vehicle Industry. (1 Measure)						
Number of public research reports completed	Quarterly	3	0	2	0	5
3 - Account management (1 Measure)						
Number of company application processed (taxicab/limo companies and other businesses)	Quarterly	117	41	2	1	161
3 - Client Services for Operators (1 Measure)						
Number of driver application processed	Quarterly	1972	1806	2008	1856	7642

2017 Strategic Initiatives

Title	Description	Complete to Date	Status Update	Explanation
COMPANY AUDIT (1 Strategic Initiative)				
Publish company audit scorecard for transparency	In FY 2017, DFHV will publish results of company audits in a scorecard format for public review to support accountability and transparency. The company audits are to ensure regulated companies	Complete	In FY 2017, DFHV published results of company audits in a scorecard format for public review to support accountability and transparency. The company audits ensure	

and accountability	are in compliance with the Title 31 regulations, administrative issuances and program requirements.		regulated companies are in compliance with the Title 31 regulations, administrative issuances and program requirements. DFHV published a scorecard for taxicab companies with the status of their compliance with WAV vehicles, Universal Color Scheme and vehicle age requirements. The company audit scorecard was posted to the DFHV web site.	
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Company Services (2 Strategic initiatives)

Improve Transport DC program through research and engagement with advocacy groups, users and providers.	DFHV has made great improvements in the quality of service for Transport DC. In FY 2017, the agency will take new measures to engage providers and customers to improve communications and quality service. In FY 2017, DFHV will conduct four quarterly focus group sessions on specific topics with advocates, users and providers to pinpoint challenges and gather feedback on proposed solutions and enhancements.	Complete	DFHV made great improvements in the quality of service for Transport DC. In FY 2017, the agency took new measures to engage providers and customers to improve communications and quality service. In FY 2017, DFHV conducted four quarterly focus group sessions on specific topics with advocates, users and providers to pinpoint challenges and gather feedback on proposed solutions and enhancements.	
Update and publish Scorecard of wheelchair accessible vehicles (WAVs)	DFHV made great improvements in FY 2015 and FY 2016 in increasing wheelchair accessible vehicles and helping disabled residents by improving transportation services for residents and visitors with disabilities. DFHV will continue to enforce compliance measures to ensure taxicab companies comply with the Taxicab Service Improvement Amendment Act of 2012. Accountability and transparency will continue to be promoted by publishing an updated scorecard of taxicab companies that meet 12% WAV requirement by the December 2016 deadline.	Complete	DFHV made great improvements in FY 2015 and FY 2016 in increasing wheelchair accessible vehicles and transportation services for residents and visitors with disabilities. In FY2017, DFHV continued to ensure that taxicab companies comply with the Taxicab Service Improvement Amendment Act of 2012. Accountability and transparency was promoted by publishing a scorecard of taxicab companies that met the 12% WAV requirement. The scorecard shows the number of WAV vehicles in each taxicab company's fleet and whether the company met the requirement.	

Driver/Customer Service (1 Strategic Initiative)

Provide more online services to facilitate service transactions to improve customer experience.	In FY 2017, DFHV will enhance its managed information systems to allow more client interactions to be initiated via the web applications and/or mobile devices. This will expedite the driver and vehicle registration processes and reduce the amount of face-to-face interactions that are required by drivers coming into the agency's office. Some of the online services include H-Tag authorization, distribution of special event decals and other registration or licensing transactions.	Complete	In FY 2017, DFHV enhanced its managed information systems to allow more client interactions to be initiated via the web applications and/or mobile devices. This will expedite the driver and vehicle registration processes and reduce the amount of face-to-face interactions that are required by drivers coming into the agency's office. Some of the online services include Safetrack and Special Events Permits.	
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FIELD ENFORCEMENT (1 Strategic Initiative)

Develop mobile forms and mobile access to databases for	In FY 2017, DFHV will complete its development and deployment of mobile forms and mobile access to databases to the enforcement unit. This will fully transform the paper based data collection process to an electronic process and a more data driven	Complete	In FY 2017, DFHV completed development of and deployed mobile forms and mobile access (via tablets) to databases to the enforcement unit. This automated several key processes such as vehicle checkout, runtime logs,	
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greater efficiency and increased productivity.	culture. This infusion of technology will lead to greater and more focused strategic planning, increase productivity of the inspectors, and decrease the amount of time spent during traffic stops.	activity sheets as well as data and status verification during inspections. This initiative has resulted in increased efficiency and reduced paper use. This infusion of technology led to greater and more focused strategic planning, increase productivity of the inspectors, and decrease the amount of time spent during traffic stops.
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INFORMATION TECHNOLOGY (4 Strategic initiatives)

Expand the digital meter pilot and incentivize the adoption of digital meters.	Digital meters provide transparency into fare calculation, lower operating costs and flexible fare update process. In FY 2017, DFHV will expand its digital meter pilot to include additional vehicles to a total of 100 and explore incentives for digital meter adoption.	Complete	In FY 2017, DFHV expanded its digital meter pilot to include over 300 vehicles and to explore incentives for deploying digital meters across the industry. The pilots were completed in FY 2017 and the digital taxicab solution (DTS) program – built around digital meters – was rolled out in the fourth quarter. At the end of FY 2017, 3,858 vehicles had been converted to digital meters, as part of the DTS program. The pilot allowed DFHV to refine and plan a full implementation of the DTS.
Enhance the Application Program Interfaces (APIs) to encourage innovations.	DFHV will further the development of its data repository to include status of vehicle, meter, and vehicle availability. This valuable set of data can be used for a number of purposes, including analysis of taxicab activity in the District of Columbia as well as licensing to developers to create solutions that depend on taxicab data, such as mobile apps and web applications. In FY 2017, DFHV will provide a website to the registered developers to gain API access for innovations and will explore the option of monetizing of the API.	Complete	In FY 2017, DFHV developed its data repository with an enhanced API which includes the location of the vehicle and the meter’s availability status. This API allows the District to District to receive enhanced trip data, which, in addition to numerous other purposes, allows for the development of new mobile apps and web applications. DFHV provided a website for registered developers to gain API access to explore these innovations. The Department also considered the option of monetizing of the API.
Launch a new mobile app for complaints and lost items reporting.	To further improve customer service, DFHV will launch a mobile app in FY 2017 with the capabilities of submitting complaints, reporting lost items, and tracking taxicabs. The public will be able to find a taxicab by using available trip history or by using time and location to submit a complaint or report a lost item in the mobile app. This mobile app provides a convenient way for the public to report their issues in a timely manner to help resolve them sooner.	Complete	To further improve customer service, DFHV developed a mobile app in FY 2017 with the capabilities of submitting complaints, reporting lost items, and tracking taxicabs. Users can find a taxicab by using available trip history or by using time and location to submit a complaint or report a lost item in the mobile app. This mobile app provides a convenient way for users to report their issues in a timely manner to help resolve them sooner.
Launch “Where are the Taxis?” Online	In FY 2017, DFHV will launch “Where are the taxis” online to allow the public to see the latest reported locations of taxicabs in the District. If a user is interested in requesting a taxicab, the user will be routed to the DC Taxi App or any app that offers DC taxi service to complete the request.	Complete	In FY 2017, DFHV launched “Where are the taxis” online to allow the public to see the latest reported locations of taxicabs in the District. If a user is interested in requesting a taxicab, the user is routed to the DC Taxi App, which offers DC taxi service to complete

the request.

MARKETING (2 Strategic initiatives)

<p>Ensure excellent customer service by generating awareness of the agency's offered services and responsibilities and encouraging public feedback.</p>	<p>In FY 2017, DFHV will implement communication campaigns through different platforms to reinforce messaging that supports the agency's objective to provide excellent customer experiences including: 12 newsletters, 12 blog posts and podcasts, and 6 promotional videos.</p>	<p>Complete</p>	<p>In FY 2017, DFHV implemented a communication campaigns through different platforms to reinforce messaging that supports the agency's objective to provide excellent customer experiences including a total of 31 products: 18 newsletters, 9 blog posts and podcasts and 4 videos.</p>	
<p>Publish taxicab trip data to DC Open Data portal</p>	<p>By the end of FY17, DFHV will publish taxicab trip data to the DC Open Data portal for transparency. The data will be normalized before publishing to maintain privacy.</p>	<p>Complete</p>	<p>DFHV published taxi trip statistic data to the DC Open Data portal in FY 2017. Publishing taxi trips supports the Mayor's priority of government transparency. The data shows how much the agency contributes in the economic opportunities in the District. In addition, publishing taxi trips data gives the opportunities to researchers outside the agency to analyze the data and provide/publish useful studies. DFHV has begun planning of the second phase of the project.</p>	

Outreach (1 Strategic Initiative)

<p>Modern Taximeter System (MTS) to include passenger trip rating</p>	<p>In FY 2017, DFHV will require the Modern Taximeter System (MTS) to allow passengers to rate their ride experiences upon final approval of the applicable regulation. This new capability of the taxicab rear console will provide a convenient way for passengers to give quick feedback on their trip using a 5 star rating scale. The collected feedback will help with continual service improvements.</p>	<p>Complete</p>	<p>In FY 2017, DFHV required the Modern Taximeter System (MTS) to allow passengers to rate their ride experience. This new capability of the taxicab rear console provides a convenient way for passengers to give quick feedback on their trip using a 5 star rating scale. The collected feedback will help with continual service improvements. A passenger rating feature is implemented in the new Digital Taxicab Solution (the new digital platform for taxicabs)</p>	
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RESEARCH (1 Strategic Initiative)

<p>Launch the DC Taxi Index</p>	<p>In FY 2017, DFHV will launch the DC Taxi Index to provide analytics and insights to consumers and businesses. Interesting insights can be generated such as the top 10 restaurant hotspots, top 10 pick-up locations in the District and etc. This DC Taxi Index will not only serve as marketing content for DFHV newsletters and other outlets, but also give businesses market analysis for more informed decision making.</p>	<p>Complete</p>	<p>The DC Taxi Index was launched in FY 2017. Four indexes, including the most popular restaurants, most popular pick up and drop off zip codes, vehicles with most economic contributions and operators without any consumer complaints, were completed. Two of the indices were published in DFHV monthly newsletters. The DC Taxi Index not only serves as marketing content for DFHV</p>	
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