

Department of For-Hire Vehicles FY2018

FY2018 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 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.

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.

FY18 Top Accomplishments

What is the accomplishment that your agency wants to highlight?	How did this accomplishment impact residents of DC?	How did this accomplishment impact your agency?
<p>Improved Transportation Equity: DFHV transportation programs provided over 210,000 rides in FY18 for underserved communities including seniors, residents with a disability, and those with low income while generating an estimated \$6.27 million to the District's economy. DFHV invested approximately \$5.8 million in grants for transportation programs in the for-hire vehicle industry. These grants were used to start 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.</p>	<p>DFHV programs helped solve transportation challenges for over 5,900 disabled transit users through Transport DC; over 270 DC government employees that need to travel throughout the city to perform their duties; approximately 270 veterans for medical appointments, job and educational opportunities; over 100 Medicaid beneficiaries seeking services to diagnose or treat cancer; and 42 foster children to and from schools.</p> <p>DFHV also encouraged the industry to test new pricing models by offering the Dynamic Pricing Grant. Leveraging the capabilities of the digital taxicab solution that was implemented last year, 13,297 passengers received discounts subsidized by DFHV on their rides on April 25.</p> <p>DFHV awarded a \$10,000 grant for the industry to offer and install an automated dome light switch. This improves the passenger experience by helping operators accurately display their dome light status. DFHV also awarded \$9,000 in Drivers Incentive Grants to operators who demonstrated their feasible ideas to improve the taxicab industry.</p> <p>DFHV also supported the Mayor's safety initiatives and encouraged safe driving by partnering with DDOT on Vision Zero Safety and Education Awards grants to five drivers with the top safety records and safe driving habits.</p>	<p>DFHV partnered with agencies such as the Child and Family Services Agency, the Mayor's Office on Veterans Affairs, Department of Health Care Finance, and the Department of Public Works to produce innovative ways of delivering their transportation programs, resulting in lower costs and improved passenger experiences.</p> <p>DFHV also gained more insight and experience in developing and delivering pilot programs that solve transportation challenges.</p>

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<p>Shared Streets: DFHV laid the foundation for a first-of-its-kind partnership for sharing data between private for-hire vehicle companies and DFHV. Through a preexisting partnership with Shared Streets, a non-profit organization that builds tools for public-private collaboration around transportation data, DFHV was able to secure the submission of trip data from private for-hire vehicle companies. This data is anonymized and made available to the public, so that policymakers and researchers can understand the activity across the city of all for-hire vehicles.</p>	<p>Shared Streets creates a common framework and a trusted environment for data sharing among the government, industry professionals, and stakeholders. By creating a mutually beneficial means of understanding trip data and merging disparate data from across the public and private sectors, Shared Streets helps the DFHV and stakeholders to have robust policy discussions and consider impactful solutions for issues such as managing curb space and reducing congestion in the District.</p>	<p>The District was able to get visibility for the first time into the trip data of private for-hire vehicles in the District of Columbia.</p>
<p>Expanded Outreach: DFHV expanded its outreach to the public in FY18. In addition to over 500,000 contacts with the public through Facebook, Twitter, tele-townhalls, email newsletters and other channels, DFHV launched three new outreach activities in FY18 including:</p> <p>Live Podcast: DFHV launched a new monthly live, call-in podcast named ' The Weekly Dropoff' to engage with the for-hire industry. Podcasts aired live on the first Friday of every month, reaching a total of 3,171 callers. The weekly pre-recorded podcast's listenership exceeded 16,500. The podcasts are effective means of communicating with stakeholders and the public.</p> <p>Branded Enforcement Patrol Cars: DFHV received positive media coverage and public feedback for its newly branded enforcement vehicles that increase the agency's brand awareness and promote the work enforcement officers perform to protect drivers and riders.</p> <p>First Annual DFHV Transportation Hackathon: DFHV engaged the tech community and civic hackers through the Mayor's InnoMAYtion initiative to develop new apps and solutions using the agency's open data. DFHV's panel reviewed multiple presentations and named a presentation from the University of Maryland Transportation Institute as the "winner" with an app that rewards people with gift cards and points for choosing green transportation options.</p>	<p>Allowed residents and others to provide feedback and suggestions to DFHV, receive news from DFHV, and share updates from DFHV via multiple channels.</p> <p>Resulted in a better-informed public, which improves safety as consumers are more aware of operators that are not in compliance with or are engaging in behaviors that are contrary to Title 31 regulations.</p> <p>Public comments and suggestions are accepted and considered when implementing new programs and policies. This enables the public to have some influence and feel a stronger connection to agency functions.</p>	<p>These expanded outreach efforts allow DFHV to deliver its messages to an expanded audience, raise the visibility and awareness of the agency's brand identity and engage meaningfully with industry stakeholders.</p> <p>The public perception of the agency has improved, providing the equity to push forward on new initiatives.</p>

2018 Strategic Objectives

Objective Number	Strategic Objective
1	Ensure passengers have safe and excellent riding experiences.
2	Ensure economic viability and expand economic opportunities for the vehicle-for-hire industry

Objective Number	Strategic Objective
3	Create and maintain a highly efficient, transparent and responsive District government.**

2018 Key Performance Indicators

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY2018	KPI Status	Explanation
1 - Ensure passengers have safe and excellent riding experiences. (2 Measures)									
Percent of complaints processed on-time within 30 calendar days	Quarterly	93%	97.3%	100%	99.6%	100%	99.4%	Met	
Percent of warnings to overall tickets issued by Vehicle Inspection Officers	Quarterly	35%	138.8%	96.8%	81.5%	55.6%	87.2%	Neutral Measure	
2 - Ensure economic viability and expand economic opportunities for the vehicle-for-hire industry (4 Measures)									
Percent of licenses processed on-time within 10 calendar days	Quarterly	90%	100%	99%	96.8%	99.2%	98.8%	Met	
Economic contributions by for-hire vehicles	Quarterly	\$600,000,000	\$179,662,978	\$186,217,977	\$236,580,107	\$187,231,398	\$789,692,461	Met	
Percent of agency budget allocated to grants	Annually	30%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	37.5%	Neutral Measure	
Percent of operating authorities processed within 30 calendar days	Quarterly	90%	100%	100%	100%	100%	100%	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.

2018 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	FY 2018

Measure	Freq	Q1	Q2	Q3	Q4	FY 2018
1 - Client Services (1 Measure)						
Number of recovered items reunited with owners	Quarterly	46	53	71	62	232
1 - Company Audit (1 Measure)						
Number of audits conducted	Quarterly	0	2	3	3	8
1 - For-Hire Vehicle Enforcement (2 Measures)						
Number of safety inspections conducted	Quarterly	3450	2764	2272	3766	12,252
Number of insured vehicles during inspections	Quarterly	3420	2736	2258	3729	12,143
1 - Outreach and Public Information (1 Measure)						
Number of people engaging in community outreach events	Quarterly	133,696	135,477	119,335	114,914	503,422
1 - Resolves Complaints (1 Measure)						
Number of disputes resolved	Quarterly	219	192	236	483	1130
2 - Innovations and technology support (1 Measure)						
Number of new service or product pilots to improve passenger riding experiences	Quarterly	1	1	1	1	4
2 - Research of For-Hire Vehicle Industry (1 Measure)						
Number of public research reports completed	Quarterly	0	0	2	1	3
3 - Account management (1 Measure)						
Number of company application processed (taxicab/limo companies and other businesses)	Quarterly	98	5	2	7	112
3 - Driver service (1 Measure)						
Number of driver application processed	Quarterly	2182	2361	2272	2359	9174
3 - Marketing (1 Measure)						
Number of public service announcements	Quarterly	16	11	15	11	53

Title	Description	Complete to Date	Status Update	Explanation
Driver/Customer Service (2 Strategic initiatives)				
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.	Complete	In FY18, DFHV further improved customer service by implementing a customer service quality assurance program with a new call system. Customer Service Representatives were trained to handle the various customer contacts. Calls are routed to available Customer Service Representatives based on the reasons for their calls. Calls are recorded and are being evaluated to improve service delivery and reduce repeat calls.	
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.	Complete	In FY18, DFHV improved customer processing time and customer service experience through a reorganization of the client service center. The Client Services Department launched the Information Desk, which redesigned the customer flow in the DFHV Service Center. Customers are now greeted by a Customer Service Representative (CSR) when they enter. The CSR asks the client for the reason for their visit and reviews the applicable documents to ensure they meet the requirements to process their application request. The CSR also answers general questions and provides on-site assistance with the online training courses.	
FIELD ENFORCEMENT (1 Strategic Initiative)				
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.	Complete	To better serve the for-hire vehicle industry, DFHV implemented an Enhanced & Strategic Training Program for Vehicle Inspection Officers (VIOs) in FY18. The training program improved VIOs' knowledge on regulatory, program and policy changes, agency programs and requirements, industry trends or updates and skills in various systems. The Enforcement team has completed all of the assigned training, spending nearly 1,000 hours in training during FY18.	

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Grants (1 Strategic Initiative)				
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.	Complete	DFHV has continued to invest part of its budget to encourage innovation in the for-hire vehicle industry. DFHV made grant opportunities available that encouraged eligible FHV companies to use funding to test new types of service that solve transportation problems for stakeholders and generate new rides in the FHV industry. DFHV has awarded a total of \$818,840 in Innovation Grants in FY18.	
INFORMATION TECHNOLOGY (4 Strategic initiatives)				
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.	Complete	DFHV began live-streaming of all DFHV Advisory Council meetings, hearings, town halls and other types of meetings. The DFHV hearing room was outfitted with the equipment necessary to live-stream meetings. DFHV has adopted the technology to remote viewing of agency's public meetings. Five For-Hire Vehicles Advisory Council public hearings were live-streamed with a total of 1,133 views.	
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.	Complete	In FY18, DFHV published average taxicab passenger trip ratings on a quarterly basis. DFHV began collecting taxicab passenger rating information in FY17 and this feature has been incorporated into the Digital Taxicab Solution (DTS).	
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	Complete	In FY18, DFHV implemented the optional pooled riding alpha pilot in Transport DC program on August 6, 2018. To encourage passengers to sign up for the pilot, passengers who participated have the co-pay waived and enjoyed no restrictions on trip locations.	

Title	Description	Complete to Date	Status Update	Explanation
	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.			
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.	Complete	In FY18, DFHV has enhanced the existing technology and developed system functionalities that enable taxicab companies to offer loyalty programs to their customers. In FY18, the agency awarded six taxicab companies for their loyalty programs.	
MARKETING (1 Strategic Initiative)				
Build an agency brand that reflects the agency's mission	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-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.	Complete	In FY18, DFHV increased brand awareness through the implementation of a multi-pronged branding, marketing and public relations campaign aimed at its core audience including social media posts, videos and podcasts, op-ed columns, white papers, and traditional media placements. In FY18, DFHV content was viewed more than half a million times. Public perception of the agency continues to improve as industry awareness increases.	
Outreach (2 Strategic initiatives)				
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.	Complete	In FY18 DFHV completed twelve user group sessions focused on paratransit. A total of 283 user group members attended the monthly sessions for FY18. Feedback has been documented and will be considered as changes are made to existing programs and services and as solutions are devised for systemic service delivery issues for paratransit users.	
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,	Complete	DFHV conducted nine tele-town halls for the FHV industry, including four targeted to the taxicab drivers. The monthly tele-town hall, branded as the "First Friday" live podcast, has steadily grown to reach with nearly 3,200	

Title	Description	Complete to Date	Status Update	Explanation
	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.		listeners. In addition, other platforms are leveraged to extend reach to the public and generate promotional opportunities to increase listenership.	
RESEARCH (1 Strategic Initiative)				
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.	Complete	In FY18, DFHV developed a report that identified the means to encourage more competition in the FHV industry. The report identified ten regulatory, legislative or administrative requirements that could be eliminated to encourage fair competition in the FHV industry.	