



FY 2015 Performance Accountability Report DC Taxicab Commission

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 1,400 independent owner operators and 116 taxicab companies who together operate 6,500 taxis and 103 independent limousine drivers and 27 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 1000 customer complaints annually and responds to more than 6,000 inquiries annually about lost items.

OVERVIEW – AGENCY PERFORMANCE

The following section provides a summary of DCTC performance in FY 2015 by listing DCTC's top three accomplishments, and a summary of its progress achieving its initiatives and progress on key performance indicators.

TOP THREE ACCOMPLISHMENTS

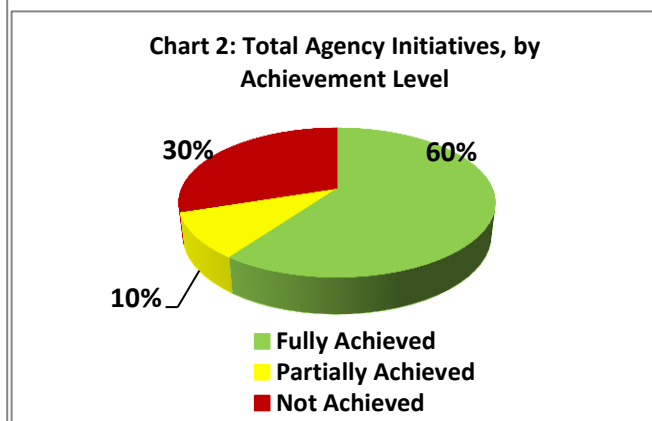
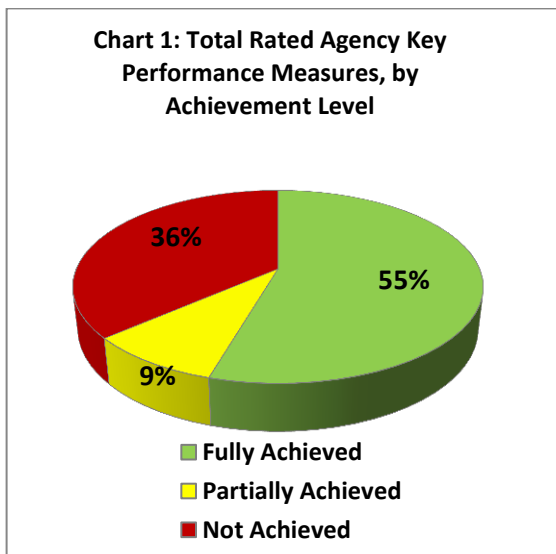
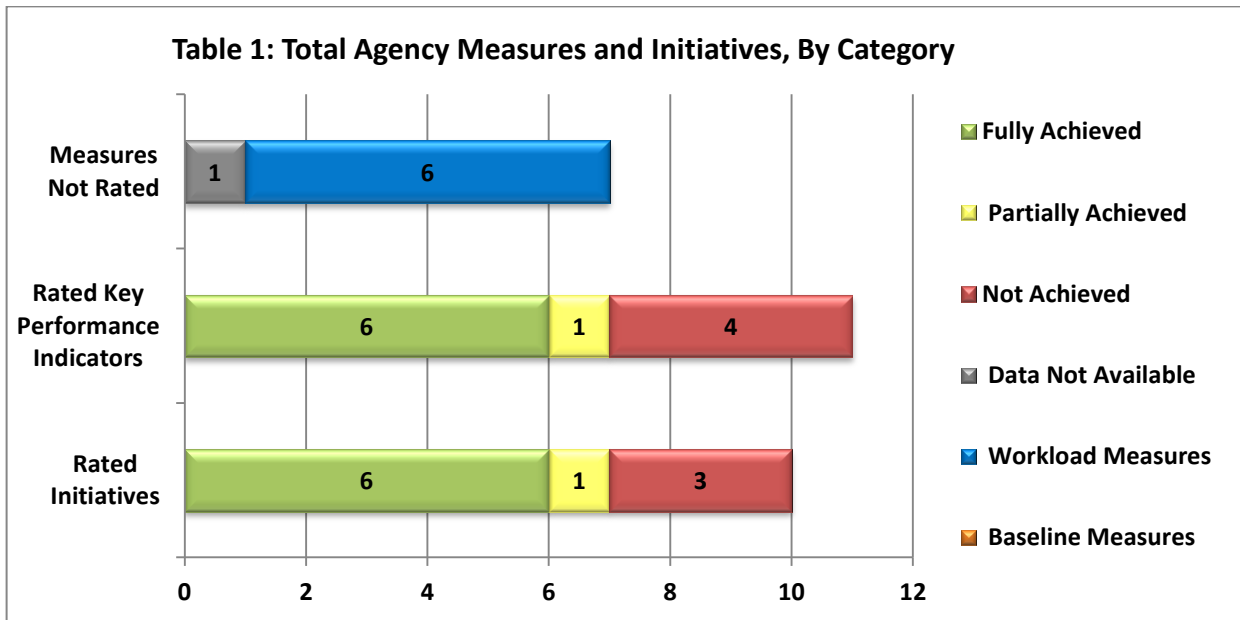
The top three accomplishments of DCTC in FY 2015 are as follows:

- ✓ Resulted in \$ 2.5 million cost savings for the District with the Transport DC program by providing alternative taxicab transportation to MetroAccess customers. The Transport DC program offers efficient, curb-to-curb taxicab or wheelchair accessible vehicle service for DC residents to ensure an improved travel experience within the District.
- ✓ Ensured that all companies have six percent of their fleets comprised of wheelchair accessible vehicles by having several companies deploy additional wheelchair accessible vehicles in 2015, in advance of the 12 percent mandate for 2016. With 141 wheelchair accessible vehicles, the District's fleet now 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.

- ✓ Implemented a grant program by providing more than \$600,000 to independent owners and companies. The grants are in four categories: acquisition of new wheelchair accessible vehicles or retrofit a vehicle, offset drivers' costs of renting wheelchair accessible vehicles and take an e-learning disability sensitivity course and hands-on training to operate a wheelchair for-hire vehicle.





Default KPI Rating:	
>= 100%	Fully Achieved
75 - 99.99%	Partially Achieved
< 75%	Not Achieved

PERFORMANCE INITIATIVES – ASSESSMENT DETAILS

Driver and Consumer Services

OBJECTIVE 1: Provide timely response to passenger and driver complaints.

INITIATIVE 1.1: Implement the Complaints Database.

DCTC will implement a central database for complaints. This will re-engineer the complaints business processes by eliminating several data entry functions and enhance productivity.

Completion Date: June 30, 2015



Performance Assessment Key: Fully Achieved. DCTC has centralized one database online to record complaints and track complaint progress. In FY 2015, DCTC eliminated a two-year backlog of public complaints, and re-engineered the complaint process to track cases in real-time using this online database tool.

OBJECTIVE 2: Efficiently process driver licensing and vehicle registration applications.

INITIATIVE 2.1: Implement Digitization of Records.

DCTC will quadruple the amount of paper records digitized by expanding the digitization initiative started in FY13 to include driver face ID application documents. This will reduce the time it takes to locate records for driver licensing renewals from days to minutes.

Completion Date: June 30, 2015



Performance Assessment Key: Not Achieved. DCTC did not achieve this initiative due to procurement delay. This initiative will be actively pursued in FY 2016.

OBJECTIVE 3: Ensure quality customer service for all passengers.

INITIATIVE 3.1: Implement new driver examination process.

DCTC will no longer require driver applicants to attend formal classroom training. A process of self-study will be implemented and examinations will be made available daily.

Completion Date: September 30, 2015



- **Performance Assessment Key: Fully Achieved.** DCTC implemented the new driver examination process by not requiring drivers to take formal classroom training during FY 2015. In an effort to make the new driver examination process more time efficient with a more dedicated focus on customers, DCTC designated testing to two (2) days a week, Tuesday's and Thursday's.

INITIATIVE 3.2: Send a monthly customer engagement newsletter.

DCTC will send a monthly customer engagement newsletter to the hospitality industry educating customers about FAQs, regulatory changes, and content of interest.

Completion Date: September 30, 2015

- **Performance Assessment Key: Fully Achieved.** In FY 2015, DCTC started distributing monthly newsletters electronically no later than the 10th day of the month. The distribution list included drivers, owners, industry stakeholders, government officials, general public and DCTC staff. DCTC will continue to do so in FY 2016.

KEY PERFORMANCE INDICATORS- Driver and Consumer Services

	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual (KPI Tracker)	FY 2015 YE Rating (KPI Tracker)	Budget Program (KPI Tracker)
●	1.1	Percentage of new complaints acknowledged within 2 days of receipt	100%	95%		95%	100.07%	Driver and Consumer Service
●	2.1	Percentage of vehicles in compliance with age limitation	100%	100%		71.16%	71.16%	Driver and Consumer Service
●	2.2	Percentage of driver records digitized	0%	80%		0%	0%	Driver and Consumer Service
●	3.1	Percentage of lost items returned to customers	80%	85%		58.50%	68.82%	Driver and Consumer Service
●	3.2	Percentage of taxicabs credit card system/modern taximeters installed	100%	100%		100%	100%	Driver and Consumer Service



Enforcement and Education

OBJECTIVE 1: Complete Training Institution Audits.

INITIATIVE 1.1: Monitor Company to Mandated Curriculum.

Implement an audit process to monitor accredited institutions conducting training for new drivers and refresher courses for existing companies to ensure performance and compliance with the Commission guidelines and regulations.

Completion Date: June 30, 2015

- **Performance Assessment Key: Not Achieved.** There was no accredited institution conducting new and refresher training for drivers to be audited in FY 2015.

OBJECTIVE 2: Provide quality hack enforcement, compliance, and oversight of vehicles, and companies.







INITIATIVE 2.1: Implement Comprehensive Audits.

Implement comprehensive audit processes to ensure that drivers and companies are in compliance with applicable District's laws and the DCMR Title 31.

Completion Date: September 30, 2015

- **Performance Assessment Key: Fully achieved.** DCTC has implemented comprehensive audit processes to ensure that drivers and companies are in compliance with applicable District's laws and the DCMR Title 31. In FY 2015, DCTC has completed 26 company audits.

KEY PERFORMANCE INDICATORS- Enforcement and Education

   	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual (KPI Tracker)	FY 2015 YE Rating (KPI Tracker)	Budget Program (KPI Tracker)
	1.1	Percentage of new drivers certified	85%	80%		88%	110.24%	Enforcement and Education
	1.2	Percentage of companies that	0%	70%		N/A	N/A	N/A



	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual (KPI Tracker)	FY 2015 YE Rating (KPI Tracker)	Budget Program (KPI Tracker)
		have completed the training course ¹						
	2.1	Percentage of taxicabs and limousines inspected that have valid licenses and insurance	92%	95%		95%	100%	Enforcement and Education
	2.2	Percentage of audits completed on companies	30%	80%		27%	33.85%	Enforcement and Education

Agency Management

OBJECTIVE 1: Ensure passengers have a safe, comfortable, efficient and affordable taxicab experience in well-equipped vehicles operated by highly qualified individuals.

INITIATIVE 1.1: Gradual Removal of Aged Public Vehicles for Hire.

This initiative will reduce the number of aged public vehicles for hire that are more than seven (7) model years old or have an excess of four hundred thousand (400,000) miles. **Completion Date: January 1, 2018**

● **Performance Assessment Key: Fully Achieved.** To accomplish this multi-year initiative, DCTC began in FY 2015 the process of removing aged public vehicles from the streets and through the extension program to help ease the burden on drivers by allowing more time to purchase vehicles that will comply with the schedule for aging vehicle removal. As for end of FY 2015, DCTC is on scheduled to achieve this initiative by January 1, 2018.

INITIATIVE 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. **Completion Date: September 30, 2015**



- **Performance Assessment Key: Fully Achieved.** DCTC completed the study on low cost transportation and has begun offering solutions to the underserved areas. Of the solutions offered, one was the Transport DC program where residents with needs for special transportation have access to public vehicles-for-hire.

INITIATIVE 1.3: Develop Driver Points System.

DCTC will develop a discipline program for assessing points for notice of infraction violations. This will allow adjudication of suspension and licensing revocations based on the point system. **Completion Date: June 30, 2015**

- **Performance Assessment Key: Not Achieved.** DCTC did not accomplish this initiative but have completed the research of other jurisdictions that may have Driver Points System, and have begun identifying violations that would associate with the driver points.

INITIATIVE 1.4: Sedan Resolutions Development.

DCTC will establish Sedan resolutions for a new Public Vehicle for Hire designation. **Completion Date: September 30, 2015**

- **Performance Assessment Key: Partially Achieved.** DCTC had completed effort for two proposed rulemaking for the Sedan resolution. However, it was no longer needed as the Council had passed the Vehicle for Hire Innovation Amendment Act of 2014.

KEY PERFORMANCE INDICATORS- Agency Management

	KPI	Measure	FY 2014 YE Actual	FY 2015 YE Target	FY 2015 YE Revised Target	FY 2015 YE Actual (KPI Tracker)	FY 2015 YE Rating (KPI Tracker)	Budget Program (KPI Tracker)
●	1.1	Percent of Taxicabs with Smart Meter Systems installed	100%	100%		100%	100%	Agency Management
●	1.2	Percent of Taxicabs with universal dome lights installed	100%	100%		100%	100%	Agency Management
●	1.3	Percent of taxicabs that are painted with the District's uniform taxicab	90%	95%		59.61% ²	62.74%	Agency Management



		color standards						
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WORKLOAD MEASURES – APPENDIX

WORKLOAD MEASURES ●

Measure Name	FY 2013 YE Actual	FY 2014 YE Actual	FY 2015 YE Actual	Budget Program
Number of complaints received on taxicab and limousine drivers and companies	664	1,723	1,019	Driver and Consumer Service
Number of licensed taxicab drivers	8,250	7,572	9,978	Driver and Consumer Service
Number of licensed taxicab companies	116	116	96	Driver and Consumer Service
Number of licensed limousine drivers	1,734	1,707 ³	673	Driver and Consumer Service
Number of licensed taxi/limousine drivers	N/A	708	1,296	Driver and Consumer Service
Number of licensed luxury class sedan drivers ⁴	N/A	48	N/A	Driver and Consumer Service
Number of licensed limousine companies	139	139	139	Driver and Consumer Service

¹ This measure is not applicable as DCTC did not pursue it in FY 2015 and will not do so in FY 2016 and beyond.

² This data is based on 92% of the total number of taxicabs reported.

³ A correction is made for a previously reported data from the FY 2016 Budget Book.

⁴ This measure is no longer valid as DCTC does not categorize sedan license separately.