

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Executive Office of Mayor Muriel Bowser



Office of the City Administrator

January 15, 2021

Fiscal Year (FY) 2020 was an unprecedented year for all DC residents, businesses and the District Government. In March 2020—the second quarter of the fiscal year—Mayor Bowser declared a public health emergency and District government quickly pivoted to respond to the COVID-19 global health pandemic. To align with recommended social distancing and public safety guidelines, in just one day, over 60 percent of District government employees transitioned to a telework posture. In addition, many District agencies limited or temporarily ceased most in-person activities and services.

The global health emergency required the District to significantly reallocate financial and personnel resources to respond to the pandemic. With the change in operations and a substantial decrease in revenues, the District's response required all agencies to determine how to best provide services to District residents, visitors and employees, while maintaining the necessary protocols to help slow the spread of COVID-19.

As such, the global health pandemic greatly impacted some agencies' abilities to meet their FY20 key performance indicators (KPIs) and strategic initiatives established prior to its onset as agencies shifted resources to respond to COVID-19. Therefore, outcomes for KPIs and strategic initiatives reflect a shift in District priorities and efforts during this crisis. While we continue to believe strongly in performance tracking to improve District services, the data for FY20 is not fully indicative of agencies' performance and should be reviewed factoring in the unprecedented challenges encountered in FY 2020.

Sincerely,

A handwritten signature in black ink that reads 'Kevin Donahue'.

Kevin Donahue
Interim City Administrator



Department of For-Hire Vehicles FY2020

Agency Department of For-Hire Vehicles

Agency Code TCO

Fiscal Year 2020

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 residents 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.

2020 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
<p>As part of DFHV's industry recovery efforts, a "Ride Safe" campaign and the safety partitions program was launched in FY 2020. DFHV recognized that a key part of industry recovery was building back confidence in the riding public that it was safe to ride and building back confidence in drivers that it was safe drive.</p> <p>DFHV required that all taxis have a partition or barrier between the front and back seat in as a measure to minimize the spread of COVID 19 and infectious diseases. The partition may be temporary or permanent and can be hard or flexible.</p> <p>DFHV purchased 1,000 safety partition in FY2020 and distributed them to taxicabs operating during the public health emergency. Taxicabs who received a partition also were given a magnet to put on the side of their vehicles emphasizing the safety measures to #RideSafe.</p> <p>The Ride Safe campaign purpose was to awareness with the riding public about the safety measures being taken in for-hire vehicles, such as cleaning protocols and the installation of safety partitions, and to remind the public about the need to wear face coverings or masks and encourage contactless payment</p> <p>The campaign had several elements: 1) a digital campaign on Facebook and Twitter; 2) requiring taxis to have safety partitions installed between the front and back seats; and 3) a video that played in the backseat consoles of taxis and on the Chinatown billboard.</p>	<p>The #RideSafe campaign and the partitions program was a creative way to help the industry and riders during the public health emergency, and promoted DFHV's mission to keep the public safe while riding in for-hire vehicles and promote the viability of the industry. The campaign allowed DFHV to deliver its messages to an expanded audience, raise the visibility and awareness of the agency's brand identity. The public perception of the agency has improved, and DFHV showed leadership in unprecedented times and provided key messages about how to stay safe during the pandemic .</p>	<p>The partitions distributed to active taxis helped protect both the drivers and the riders and getting riders where they needed to go safely. Partitions are a best practice in the for-hire industry recommended by the CDC.</p> <p>The digital "Ride Safe" campaign started in August 2020 and by September 30, reached an audience of over 528,000 through Facebook and Twitter ads. The campaign also included a video that was played on backseat monitors in taxis and on the Chinatown billboard. Magnets were given to drivers to put on the side of their vehicles that emphasized how to ride safe in for-hire vehicles.</p> <p>The messaging in the campaign highlighted the following safety measures recommended by Mayor Bowser: Wear a face covering or mask, sit in the rear of the vehicle, handle your own luggage, use contactless hailing and payment methods, and regularly wash hands or use hand sanitizer.</p> <p>The #RideSafe campaign and the partitions were a win-win for both drivers and riders. Partitions helped reduce the spread of COVID-19 during the public health emergency. Furthermore, the reminders to the public about how to ride safe in a for-hire vehicle helped to raise awareness about how to reduce spread of COVID-19 and keep themselves safe, other riders safe and the drivers safe. This kind of awareness helps build confidence in the riding public that it is safe to take a trip in a for-hire vehicle. The benefit to the drivers is that their confidence in driving is built back up with safety measures being emphasized with the riding public. The number of for-hire vehicle trips did increase in August and September compared to March and April 2020.</p>
<p>The Department of For-Hire Vehicles (DFHV) launched a convenient online application portal for obtaining and renewing licenses for taxicabs and taxi drivers. Now drivers and taxicab owners can apply for licenses from anywhere. As of October 30th, 2020, DFHV has processed 873 portal requests for online license renewals. This automation project was completed ahead of schedule to accommodate the public health emergency as a result of the COVID-19 pandemic.</p>	<p>Processing license requests online improves the agency's efficiency since the online application system performs some pre-validation of applicants' submissions. For instance, the system, not DFHV staff, can alert the applicant of missing information immediately and without the applicant having to appear in person at DFHV.</p> <p>DFHV staff carefully review each application, request corrections from applicants, and issue licenses via mail.</p> <p>Reducing the number of people coming into the DFHV also reduces the likelihood of Coronavirus transmission among staff, drivers, and taxicab owners, thus furthering the agency's duty to protect the public.</p>	<p>Taxi drivers and taxicab owners no longer have to appear in person at DFHV to obtain or renew licenses for operating or registering a taxi. Normally DFHV's Client Services Center would complete up to 40 in-person transactions each day. During the Public Health Emergency, such congregations of people are unsafe as they can increase transmission of Coronavirus in the District.</p> <p>Furthermore, appearing in person meant taxi drivers and taxicab owners could only conduct business with the Department Monday-Friday, 8:30 am to 4:30 pm, some of the busiest working hours for the industry. Allowing online applications allows drivers and companies to apply on nights and weekends and receive a swift review the next business day.</p> <p>Drivers and taxicab owners who still wish to visit DFHV in person can do so, with an appointment they can request online or by phone. Scheduled appointments ensure adequate social distancing to protect applicants, DFHV staff, and District residents.</p>

Accomplishment	Impact on Agency	Impact on Residents
<p>In response to the public health emergency, DFHV rapidly re-purposed three transportation services to meet the changing needs of the public. Taxi-To-Rail (T2R) was expanded citywide to serve essential workers and residents traveling to and from essential businesses. One resident of Ward 5, a healthcare professional, said "I love T2R. It helped me get to work and to the grocery store. It made me feel comfortable and safe being in an individual cab, and not having to ride the bus." A long time Ward 8 resident said that he used the T2R to take his young daughter to her doctor appointments, saying "it felt good to not have to worry about the cost of traveling." During the pandemic, T2R completed nearly 25,000 trips.</p> <p>DC Neighborhood Connect, an on-demand ride sharing shuttle service, was re-purposed to provide 1,300 trips to healthcare professionals at three medical facilities -- Howard University Hospital, United Medical Center, and PIW. DC Neighborhood Connect also transported boxes of food to 2,551 seniors, as well as 800 boxes of PPE to Dentist offices around the District. One pleased participant of the program said "They called when they arrived at my home, brought the box up the steps and to the condo. Those of us who are among the vulnerable population appreciate this service."</p> <p>Transport DC expanded services to riders allowing trips to grocery stores, employment and medical services. This service provided 83,000 trips between April and September 2020. This gave seniors and residents with disability a new way to get groceries during the pandemic.</p>	<p>This accomplishment allowed for DFHV to support the taxi driving community during a time where ridership was down. April 2020 saw a 95% reduction in trips compared to April 2019. DFHV was able to restructure programs to offer new earning opportunities for drivers. From April 2020 to September 2020 DFHV pumped nearly \$600,000 into the taxi driving community between the restructure of T2R and DC Neighborhood Connect.</p>	<p>The successful repurposing of T2R, DC Neighborhood Connect, and TDC allowed DFHV to serve the unique and vital needs of the public during the health emergency. The expansion of T2R allowed for 25,000 essential trips to be taken between April and September 2020. These trips included residents that needed groceries, medical attention as well transportation to get to essential jobs. Residents who felt unsafe taking public transportation now had an option to ride in a single vehicle. The repurposing of DC Neighborhood Connect gave healthcare workers an alternative low-cost option to get to or from work at their healthcare facility. The TDC expansion now gave seniors and residents with disabilities a new way to get groceries during the health emergency. These programs also worked to re-energize a hurt taxi industry, adding more driving opportunities for taxis. Additionally, Transport DC boosted the Wheelchair Accessible Vehicle (WAV) incentive amount to \$10, from previously being \$5, giving drivers more income as well as supporting better service for riders with wheelchairs.</p>

2020 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
1 - Ensure passengers have safe and excellent riding experiences. (2 Measures)												
Percent of complaints processed on-time within 30 calendar days	Quarterly	99.1%	99.4%	100%	97%	100%	100%	100%	100%	100%	Met	
Percent of warnings to overall tickets issued by Vehicle Inspection Officers	Quarterly	New in 2018	87.2%	110.3%	80%	109.2%	93.9%	No applicable incidents	485.7%	110.4%	Neutral Measure	
2 - Ensure economic viability and expand economic opportunities for the vehicle-for-hire industry (2 Measures)												
Percent of licenses processed on-time within 10 calendar days	Quarterly	96.5%	98.8%	98.8%	95%	98.7%	99.6%	No applicable incidents	No applicable incidents	99.1%	Met	
Percent of operating authorities processed within 20 calendar days (an operating authority is a permit granted to taxicab companies, independent taxicabs, and limousine owners who desire to conduct business within the District)	Quarterly	New in 2020	New in 2020	New in 2020	95%	100%	100%	No applicable incidents	No applicable incidents	100%	New in 2020	

2020 Workload Measures

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020
1 - Complaints/Hearings and Conflict Resolution (2 Measures)							
Number of public complaints resolved	1130	1329	405	132	29	42	608
Number of public service announcements	53	42	8	14	8	12	42

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020
1 - Field Enforcement/Company Audits (2 Measures)							
Number of Safety and Compliance Inspections by VIOs	12,252	7966	2598	2935	294	940	6767
Number of audits conducted	8	29	0	0	0	0	0
2 - Outreach/Marketing (1 Measure)							
Number of people engaging in community outreach events	503,422	695,138	161,711	197,223	124,377	529,932	1,013,243
2 - Transportation Pilots and Programs/Technology Innovations (1 Measure)							
Number of rides provided by DFHV transportation pilots and programs	New in 2020	New in 2020	102,181	103,827	63,105	43,971	313,084
3 - Driver/Company Service/Customer Service/Account Management (3 Measures)							
Number of driver applications processed	9174	6731	2676	1222	27	269	4194
Number of lost-and-found items returned to passengers	232	197	34	27	0	0	61
Number of company applications processed (taxicab/limo companies and other businesses)	112	87	57	6	2	5	70

2020 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
1 - Ensure passengers have safe and excellent riding experiences. (2 Activities)			
Field Enforcement/Company Audits	Field Enforcement/Company Audits	Field Enforcement/Company Audits	Daily Service
Complaints/Hearings and Conflict Resolution	Complaints/Hearings and Conflict Resolution	Complaints/Hearings and Conflict Resolution	Daily Service
2 - Ensure economic viability and expand economic opportunities for the vehicle-for-hire industry (2 Activities)			
Transportation Pilots and Programs/Technology Innovations	Transportation Pilots and Programs/Technology Innovations	Transportation Pilots and Programs/Technology Innovations	Key Project
Outreach/Marketing	Outreach/Marketing	Outreach/Marketing	Key Project
3 - Create and maintain a highly efficient, transparent, and responsive District government. (1 Activity)			
Driver/Company Service/Customer Service/Account Management	Driver/Company Service/Customer Service/Account Management	Driver/Company Service/Customer Service/Account Management	Daily Service

2020 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Complaints/Hearings and Conflict Resolution (1 Strategic Initiative)				
Increase modes for residents and passengers to submit complaints / Improve Complaints Data Quality	To improve public safety and build the public's trust in the for-hire vehicle system, DFHV will lower the barrier to reporting complaints by opening new complaint pathways through 311 and innovative apps. DFHV will integrate its complaint process with the DC 311 App so that it is more accessible to the public. A passenger will be able to submit for-hire related complaints in app, online, or by phone. Photos can easily be included in these complaints. Additionally, the public will be able to use the How's My Driving (HMD) app to report violations and concerns directly to DFHV. The HMD app is also integrated with DFHV's Salesforce. 311 and HMD will provide automatic status updates as the complaint progresses through DFHV's process. It will also notify complainants of the complaint outcome. DFHV will also improve the data quality for complaints by instituting an internal data quality review.	Complete	DFHV greatly enhanced its complaint intake process to allow more outlets for passengers and members of the public to file a complaint whenever a violation by a for-hire vehicle occurs within the District. DFHV integrated its complaint process with the DC 311 App, allowing for-hire related complaints to be submitted in app, online or by phone. Additionally, DFHV integrated its complaint system to receive reports from the How's My Driving (HMD) app. This app allows someone to snap a photo of a violation and to submit it directly to DFHV with a click of a button. 226 traffic complaints were reported to DFHV through the HMD app in FY20. These enhancements make complaint reporting easier for the public.	
Driver/Company Service/Customer Service/Account Management (2 Strategic initiatives)				
Improve visibility of consumer protection information for taxi passengers	Upgrade the Face ID (taxi license) with new features to improve the passenger experience and provide additional consumer protection information. DFHV will redesign the Face ID so it will be easier for passengers to read from the back seat. Improvements will also include a QR code passengers can scan to load driver and consumer protection information on their phone. The enhanced Face IDs will also improve DFHV's street enforcement by seamlessly integrating to DFHV's data systems. The enhanced Face IDs will also be tamper proof for added safety.	Complete	DFHV upgraded the Face ID, the for-hire operator license issued to a driver, to improve the passenger experience and provide additional consumer protection information. The Face ID has been redesigned for easier viewing by passengers. Improvements include a QR code passengers can scan to load driver and consumer protection information on their phone. For added safety, the enhanced Face IDs have protections to defend against tampering. The new design is scheduled to be distributed once the COVID-19 public health emergency has been lifted.	

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Expand online access to DFHV licensing services	DFHV will enable online licensing transactions, such as license renewals, so that drivers can apply at their convenience and reduce the need to visit DFHV. DFHV will also automate the For-Hire Examination and give new applicants the option to test any day of the week. The DFHV Service Center will be outfitted as a dedicated resource center for driver training and a hub providing support to those clients experiencing technological barriers.	Complete	All DFHV Driver/Company services have been fully automated in response to the COVID-19 Pandemic.	
Field Enforcement/Company Audits (1 Strategic Initiative)				
Implement Vision Zero Driver Education to promote public safety	DFHV will contribute to city's overall Vision Zero goals of promoting safe use of and reducing death and injury to users of the city's transportation system by training all drivers of public for-hire vehicles about Vision Zero. Drivers will learn about Vision Zero principles and practices that they can implement to promote safety for their passengers and all other users of the transportation system. In FY20, DFHV will develop and implement the training requirements. DFHV estimates that approximately half of drivers will be trained in FY20 and the remaining will be trained in FY21. DFHV Vehicle Inspection Officers will also distribute Vision Zero materials during enforcement operations.	Complete	Vision Zero training was successfully implemented into the DFHV For-Hire Online Driver Training Program allowing for new and current For-Hire Operators to be trained on these safety standards. This training is required for all new operators, as well as every other year for renewals. This new integration gives DFHV an added platform to educate drivers on traffic safety in the District. Nearly 200 drivers have taken the training since implementation. DFHV Vehicle Inspection Officers also began to distribute Vision Zero materials during enforcement operations.	
Outreach/Marketing (1 Strategic Initiative)				
Research innovative alternatives for taxi lights	DFHV will research and test new taxi light solutions that are durable, affordable, and provide new features that benefit the public, drivers and passengers. DFHV will test these taxi lights as a new platform to issue public service announcements, such as about DFHV services such as lost and found or complaints. Other use cases include advertising partnerships to provide additional driver income, facilitating the environment for taxi e-hailing, advertising specials and discounts to the riding public, posting public safety information (e.g., Amber Alerts) and improving access for people with disabilities. DFHV will conduct field pilots of potential taxi light solutions and evaluate their benefits to approve their use in general fleet deployment.	Complete	DFHV successfully integrated new taxi lights with the taxi meter and with remotely triggered DFHV announcements. These new taxi lights provide new features that benefit the public, drivers and passengers -- public service announcements can be made, additional income for drivers can be generated through advertising partnerships, alert passengers that their e-hailed taxi has arrived, and display price discounts to the public. DFHV partnered with VIP taxi company to integrate 75 new innovative taxi lights to test and demonstrate this project and to hand off to the private sector a financially self-sustaining, technologically sophisticated light solution.	
Transportation Pilots and Programs/Technology Innovations (3 Strategic initiatives)				
Microtransit Pilot Program (East of the River Initiative)	DFHV will bring Microtransit service to East of the River neighborhoods. Microtransit will offer demand-based shuttle service to those areas to shorten travel times and connect residents with the transit options, resources and amenities in their neighborhood and across the city. DFHV will research the area to determine which areas can be best served with Microtransit and the best service hours to positively impact DC's communities.	Complete	DFHV successfully launched DC Neighborhood Connect, shared ride shuttle service, in East of the River. This program gave residents a new low-cost transportation resource in an area that has very few. Residents could ride free to points of interest like grocery stores, metro stations, healthcare facilities, and educational institutions. This program launched on March 3, 2020 but ultimately was suspended due to public emergency. In a swift response to the pandemic, DC Neighborhood Connect was repurposed to provide 1,300 rides to healthcare professionals and to transport 2,551 boxes of food to seniors as well as 800 boxes of PPE to Dentist offices around the District.	
Improve access to Wheelchair Accessible Vehicles (WAVs) for persons with disabilities and older adults	DFHV will continue to lead in improving access to transportation for DC residents and visitors who use wheelchairs. Expected outcomes include increasing the number of taxi drivers offering trips to wheelchair users, encouraging companies to increase the number of WAV vehicles circulating and improve response times. Strategies that will be used include financial incentives for drivers, including enhanced reimbursement rates and/or incentives for companies. DFHV will also use non-financial incentives such as offering WAVs priority use of busiest taxi stands and starting a service recognition program to drivers providing excellent service to passengers in wheelchairs. In FY20, DFHV will develop a long term accessibility vision for the following years.	Complete	DFHV launched the Union Station Fast Pass program, a pilot program aimed to increase the availability of rides for people who use wheelchairs. Top performing taxi drivers of wheelchair accessible vehicles (WAVs) were issued special passes, giving them special entry to the taxi line at the Union Station. This encouraged better driver performance for passengers with wheelchairs, increased interest among taxi drivers to complete more trips for wheelchair users, as well as interest for non-WAV drivers to purchase or rent WAVs. Between November 2019 and February 2020, there were 62 Union Station Fast Passes distributed to top performing drivers. 2,365 Trips were completed.	
Expand the number of taxis accepting e-hails	DFHV will improve passengers' access to the taxi fleet through convenient hailing mobile apps. DFHV will expand this convenient hailing option to the agency's grant-funded programs. DFHV will also deploy physical buttons that can summon taxis to fixed locations such as doctors' offices, hospitals, or taxi stands.	Complete	E-hailing of taxis has increased due to DFHV's approval of the Curb and ezRidr e-hailing (digital dispatch) apps, DFHV's approval of e-hailing promotional decals, and DFHV's addition of e-hailing to one of our grant programs. In FY 2019, DC taxis averaged 600 e-hails per month. For FY 2020, that number has increased 50% to an average of about 900 per month before the onset of the public health emergency.	