



**FY 2015 – FY 2016 YTD Performance Oversight Questions**  
**District of Columbia Taxicab Commission**

**A. ORGANIZATION AND OPERATIONS**

1. Please provide a complete, up-to-date **organizational chart** for the agency and each division within the agency. Please include an explanation of the roles and responsibilities for each division and subdivision within the agency.

See Attachment 1- DCTC Organizational Chart

**DCTC Division Roles and Responsibilities**

**Driver and Consumer Service Program** – provides responses to resolve issues of passengers and drivers.

**Complaints** – documents and investigates the validity of information and prepares regulatory language to process and seek resolution to determine effective remedies;

**Community Outreach** – communicates with groups, organizations, and individuals to inform them of agency procedures and regulations and solicits feedback to enhance public awareness;

**Driver Assistance** – accepts applications for driver licensing and vehicle registration and issues new licenses and renewals; and

**Customer Service** – assists with the retrieval of lost items and takes action to fulfill service inquiries.

**Research Program** – provides industry data, knowledge, and awareness of trends for the purpose of planning, assessment, and rulemaking.

**Enforcement and Education Program** – provides enforcement, compliance, and oversight of public vehicle-for-hire companies; and conducts training courses for license applicants and refresher courses for existing license holders to ensure behavioral standards and adherence to District law and DCTC regulations.

**Field Enforcement** – performs field inspections and issues notice of infractions;

**Company Audit** – reviews vehicle records of public vehicle-for-hire companies to ensure compliance with regulatory requirements of Title 31; and

**Fleet Management** – provides maintenance of vehicles used by Enforcement.

**Public Adjudication** – provides for the hearing of appeals on findings of complaints and notice of infractions and administers orders of suspension or revocation of licenses to ensure consistent, safe and non-discriminatory transportation services.

**Legal Program** – provides compliance with legislative directives and technical structure, and offers analysis and opinions to ensure appropriate rulemaking and operational activities.

**Public Information** – provides updated facts pertaining to operations, rulemaking, and media through various communication platforms including press releases, testimony and speech preparation, and website management; monitors news to maintain awareness of the market; and coordinates the promotion of a positive public image.

**Agency Management** – provides for administrative support and the required tools to achieve operational and programmatic results. This program is standard for all agencies using performance-based budgeting.

- Please include a list of the employees (name and title) for each subdivision and the number of vacant positions.

See Attachment 2- Employee Listing

- Has the agency made any organizational changes in the last year? If so, please explain.

DCTC made no changes to its budget organizational structure during the previous year.

2. Please list each **new program** implemented by the agency during FY 2015. For each initiative please provide:
  - A description of the initiative.
  - The funding required to implement the initiative.
  - Any documented results of the initiative.

DCTC did not implement any new programs during FY 2015.

3. Please provide a complete, up-to-date **position listing** for your agency, which includes the following information for each position:
  - Title of position.
  - Name of employee or statement that the position is vacant, unfunded, or proposed.
  - Date employee began in position.
  - Salary and fringe benefits, including the specific grade, series, and step of position.
  - Job status (continuing/term/temporary/contract).

Please list this information by program and activity

See Attachment 3- Position Listing

4. Does the agency conduct annual **performance evaluations** of all of its employees? Who conducts such evaluations? What steps are taken to ensure that all agency employees are meeting individual job requirements? What steps are taken when an employee does not meet individual job requirements?

DCTC employees are formally evaluated by their supervisors of record using Peoplesoft, in accordance with DCHR Policy. Supervisors are responsible for regular performance feedback and mid-year evaluations are also performed. Employees who do not meet job requirements are counseled on deficiencies and given direction for improved performance. The Agency proactively seeks corrective measures to ensure all employees are meeting or exceeding their goals. When corrective measures are not improving employees' performance, disciplinary or adverse action may be implemented where applicable. If adverse action is the course, it is done with the guidance and approval of DCHR working with agency Human Resources Liaisons.

5. Please list all **employees detailed** to or from your agency, if any. Please provide the reason for the detail, the detailed employee's date of detail, and the detailed employee's projected date of return.

DCTC does not have any employees detailed to or from other agencies.

6. Please provide the Committee with:
  - A list of all employees who receive cellphones, personal digital assistants, or similar communications devices at agency expense.

	Position Listing	Issued Devices
1	BEARS, Calvin	Cell Phone
2	BENJAMIN, Gerard	Cell Phone and Hot Spot
3	BENSON, Andraea	Cell Phone
4	BENSON, Doris	Cell Phone
5	BOCOCK, Monique	Cell Phone
6	BOWDEN, Mia	Cell Phone and iPad
7	CADE, Sanya	Cell Phone, iPad and Hot Spot
8	CHRAPPAH, Ernest	Cell Phone and iPad
9	COLLINS, Thedford	Cell Phone, iPad and Hot Spot
10	CONRAD, Sr., James	Cell Phone and iPad
11	DIGGS, Keon	Cell Phone
12	DUNN, Michelle	Cell Phone and Hot Spot
13	EARLE, Johnice	Cell Phone
14	EVANS, Timothy	Cell Phone and iPad
15	FLETCHER, Virgil	Cell Phone
16	GIBSON-COLBERT, Ron'Treece	Cell Phone
17	GLOVER, Brian	Cell Phone
18	HEVOR, Renee	Cell Phone
19	JOHNSON, Sonji	Cell Phone
20	KWAN-HUI, Shirley	Cell Phone, iPad and Hot Spot

	Position Listing	Issued Devices
21	LANE, SR., James	Cell Phone and iPad
22	LEA, Thomas	Cell Phone
23	LEE, Andy	Cell Phone
24	LERNER, Jacques	Cell Phone, iPad, and Hot Spot
25	LINDSAY, Charles	Cell Phone
26	MANN, David	Cell Phone
27	MARTIN, Carl	Cell Phone and iPad
28	MINGAL, Adam	Cell Phone
29	MIXON, Juanda	Cell Phone
30	MORGAN, William	Cell Phone
31	MOTTA, JR., Robert	Cell Phone
32	MUHAMMAD, Karl	Cell Phone
33	ONYEKACHI, Chinonso	Cell Phone
34	RANSOM, Albrette	Cell Phone
35	REGESTER, Lamont	Cell Phone and iPad
36	RICHARDSON, John	Cell Phone
37	RICKS, Tanya	Cell Phone and Hot Spot
38	ROBERTS, Linda	Cell Phone
39	SCOTT, John	Cell Phone
40	SPENCER, Kisha	Cell Phone
41	STARKS, Dennis	Cell Phone, iPad and Hot Spot
42	WALLACE, Greg	Cell Phone
43	WARD, Yeetta	Cell Phone
44	WATERS, Neville	Cell Phone, iPad and Hot Spot
45	WINTER, Reginald	Cell Phone and iPad

- A list of all vehicles owned, leased, or otherwise used by the agency and to whom the vehicle is assigned.

	TAG #	YEAR	MAKE	MODEL	ASSIGNED TO:	Owned/Leased
1	10454	2014	FORD	TAURUS	Chief Dennis Starks for Enforcement	Owned
2	10555	2014	FORD	TAURUS	Chief Dennis Starks for Enforcement	Owned
3	10557	2014	FORD	TAURUS	Chief Dennis Starks for Enforcement	Owned
4	10658	2014	FORD	TAURUS	Chief Dennis Starks for Enforcement	Owned
5	10659	2014	FORD	TAURUS	Chief Dennis Starks for Enforcement	Owned
6	11137	2015	FORD	TAURUS	Chief Dennis Starks for Enforcement	Owned
7	11138	2015	FORD	TAURUS	Chief Dennis Starks for Enforcement	Owned
8	11139	2015	FORD	TAURUS	Chief Dennis Starks for Enforcement	Owned
9	11140	2015	FORD	TAURUS	Chief Dennis Starks for Enforcement	Owned
10	11141	2015	FORD	TAURUS	Chief Dennis Starks for Enforcement	Owned
11	11142	2015	FORD	TAURUS	Chief Dennis Starks for Enforcement	Owned
12	11143	2015	FORD	TAURUS	Chief Dennis Starks for Enforcement	Owned
13	11144	2015	FORD	TAURUS	Chief Dennis Starks for Enforcement	Owned
14	11145	2015	FORD	TAURUS	Chief Dennis Starks for Enforcement	Owned
15	11176	2015	FORD	TAURUS	Chief Dennis Starks for Enforcement	Owned
16	8664	2012	DODGE	CARAVAN	John Richardson for Facilities	Owned

- A list of employee bonuses or special award pay granted in FY 2015 and FY 2016, to date.

None

- A list of travel expenses, arranged by employee.

<b>DCTC TRAVEL - FY 2015 and FY 2016</b>			
<b>FY2015</b>			
	<b>DATE</b>	<b>TRAVEL-PURPOSE</b>	<b>AMOUNT</b>
Ernest Chrappah	9/27/15 - 9/30/15	Montreal, Canada: International Association of Transportation Regulators	\$2,116
Neville Waters	8/6/15 - 8/9/15	Minneapolis, MN - National Association of Black Journalist	\$2,022
	9/27/15 - 9/30/15	Montreal, Canada: International Association of Transportation Regulators	\$2,163
Jacques Lerner	9/27/15 - 9/30/15	Montreal, MN - International Association of Transportation Regulators	\$2,216
John Scott	4/28/15 - 5/2/15	San Diego, CA - Taxicab, Limousine, Paratransit Association Conference	\$1,916
<b>FY2016</b>			
Monique Bocock	10/26/15 - 10/29/15	Las Vegas, NV - Transportation, Limousine, Paratransit, Association Annual Conference	\$1,012
Chun-Ping Lee (Andy Lee)	10/26/15 - 10/29/15	Las Vegas, NV - Transportation, Limousine, Paratransit, Association Annual Conference	\$1,017

- A list of the total overtime and worker's compensation payments paid in FY 2015 and FY 2016, to date.
  - FY 2015 total overtime was \$ 77,005.
  - FY 2016 year-to-date total overtime as of February 11<sup>th</sup> is \$19,503.

7. Please identify all **electronic databases** maintained by your agency, including the following:

- A detailed description of the information tracked within each system.
- The age of the system and any discussion of substantial upgrades that have been made or are planned to the system.
- Whether the public can be granted access to all or part of each system.

**Taxicab Data Management System (TDMS)**

- TDMS is a database repository of taxicab trip and vehicle information reported by payment service providers (PSPs). It tracks taxicab trip information including vehicle, driver, pick up and drop off locations, payment information.

- The system was implemented in May, 2015 and a geo-based search capability was added to improve trip search capabilities in FY 2016. A driver authentication functionality will be integrated into the application allowing for greater visibility and to ensure only eligible drivers are taking trips.
- The public cannot be granted direct access to the system because of security and privacy concerns.

### **QuickBase**

- QuickBase is a commercially available platform provided by Intuit through Office of the Chief Technology Officer (OCTO) which allows business people to create their own applications without writing code. Various databases exist within QuickBase are used by DCTC to track:
  - Vehicle licensing and inventory information
  - Meter and dome light seal inventory management information
  - Operator licensing information
  - Impounded vehicle information
  - Customer complaint information
  - Surcharge submission information
- The initial QuickBase database was created in 2012.
- The public cannot be granted direct access to the system because of security and privacy concerns.

### **DC Taxicab Commission Training Portal**

- The learning management system provides drivers with self-paced training courses accessible from any location with access to the internet. All eligible public vehicle-for-hire drivers can register, have access to courses, and view their results. The database currently contains the disability sensitivity training course.
- The system was implemented in October 2015 and additional training courses are planned to be added in FY 2016.
- The public cannot be granted direct access to the system because of privacy concerns.

### **DC Taxicab Commission Feedback Portal**

- The feedback portal found on the DCTC website gives staff and the public an opportunity to post and comment on discussion items of interest to the taxicab industry and riders. The system captures requests for feedback and general comments.
- The system was implemented in September 2015.
- The public has access to post comments and view comments provided by others.

## Data Visualization

- The data visualization portal provides DCTC with the ability to view overall taxicab experience information across various categories by pulling data from the various DCTC-managed applications. The system captures driver, trip, vehicle, complaints, surcharge, and impound information, and shows their interrelations.
- The system was implemented in February 2016.
- The system can only be accessed internally, but public access to certain components is planned for Fall 2016.

## SharePoint

- The Microsoft SharePoint Portal is a collaborative workspace that allows the agency to more effectively and efficiently share information and tools. The portal contains functional area standard operating procedures, support documentation, Commission Meeting notes, operational logs and notes, and other documents.
- The portal was implemented in October, 2015
- The SharePoint site is an intranet and designed for internal use only.

## DC Taxi App

- The DC Taxi app is an iOS and Android mobile application which allows riders to digitally hail taxicabs and pay either in vehicle or with a card on file. The application also has the potential to make drivers available to other third party apps via an open application program interface (API). The app captures trip information including:
  - Pick up and drop off geospatial coordinates
  - Trip fare, mileage and duration
  - Trip experience rating information
  - Rider information
- The app was launched in as alpha in October 2015 and public beta in February 2016.
- The rider app is available for use by the public and driver app is limited to licensed taxicab drivers.

8. What has the agency done in the past year to make the activities of the agency more **transparent** to the public? In addition, please identify ways in which the activities of the agency and information retained by the agency could be made more transparent.

DCTC's Panel on Industry conducted a four-month investigation of the ongoing historical and current issues surrounding the issuance of taxicab vehicle licenses (commonly shorthand as "H Tags"), in light of the moratorium on new licenses. The investigation included receiving over 1,000 information forms from individual drivers and holding two public hearings, after which the Panel issued a report containing specific recommendations for rulemaking, which was published in August 2015 on DCTC's website at <http://dctaxi.dc.gov/page/panel-industry> ("The H-Tag Report"), together with the supporting documentation and hearing

transcripts. The Commission is using the recommendations in the report to inform current policy and proposed rulemakings related to the issuance of new licenses.

In addition, DCTC posted 26 meeting and hearing transcripts online, distributed nine monthly newsletters, and adopted 83 rulemakings, all of which were posted on the agency's website and 59 of which were published in the *D.C. Register*. The agency also held or participated in 17 community events and published its FY 2015 annual report to the public.

9. How does the agency solicit **feedback** from customers? Please describe.
- What is the nature of comments received? Please describe.
  - How has the agency changed its practices as a result of such feedback?

DCTC supports the transparency of the agency's operations and encourages feedback from drivers, owners, other industry stakeholders, and the general public.

The public is invited to provide feedback at monthly General Commission Meetings and Public Hearings. Platforms for engagement include a link on the agency website home page for interactive discussion using User Voice; the agency Twitter feed, direct messages to the "Ask The Director" website; monthly commission meetings; hearings regarding specific proposed rulemaking; and office visits and phone calls.

The majority of comments received pertain to driver licensing and the issuance of H-tags. Other matters of concern relate to inquiries and comments about service and regulations; complaints and compliments about drivers; inquiries about lost items; general suggestions to improve operations; and media inquiries.

Enhanced practices include: the institution of the 24-hour telephone number to allow customers to make reports at any time and to allow the agency to be more responsive in addressing their concerns; revisions to the agency's website to improve user-friendliness and to better interact with mobile devices; faster responses to inquiries and complaints; and an increase in the amount of information distributed to the industry and media.

The agency has also introduced other platforms to encourage direct engagement which include a monthly electronic newsletter, an agency video channel, and distributed approximately 7,000 copies of the "Passenger and Driver Rights" in taxis.

The agency is also implementing a feedback system in the rear console of taxis, which will enable passengers to rate a ride.

10. How has the agency tried to reduce agency **energy use** in FY 2015?

DCTC is committed to being an energy efficient agency. In FY 2015 we continued existing practices and efficiencies including the following:

- Energy saving lighting in building- lights automatically switch off after idle time;



- DCTC has recycling receptacles in all common areas for food, paper, and metal;
- Trash cans are located only in common areas; and
- Employee offices and cubicles have recycling cardboard boxes.

11. Please complete the following chart about the residency of **new hires**:

**Number of Employees Hired in FY 2015 and FY 2016, to date**

<i>Position Type</i>	<i>Total Number</i>	<i>Number who are District Residents</i>
Continuing	14	8
Term	2	2
Temporary		
Contract	5	

12. Please provide the agency’s FY 2015 Performance Accountability Report.

[See Attachment 4 – DCTC FY 2015 Performance Accountability Report \(PAR\)](#)

**B. BUDGET AND FINANCE**

13. Please provide a chart showing your agency’s **approved budget and actual spending**, by division, for FY 2015 and FY 2016, to date. In addition, please describe any variance between fiscal year appropriations and actual expenditures.

[See Attachment 5 - FY 2015 and FY 2016 Revised Approved Budget and Expenditure](#)

14. Please list any **reprogrammings**, in, out, or within, related to FY 2015 or FY 2016 funds. For each reprogramming, please list the total amount of the reprogramming, the original purposes for which the funds were dedicated, and the reprogrammed use of funds.

**DCTC REPROGRAMMINGS  
FY 2015**

<b>DATE</b>	<b>AMOUNT</b>	<b>ORIGINAL PURPOSE</b>	<b>REPROGRAMMED PURPOSE</b>
Jun-15	\$ 879,434	Salaries/ Fringe	Overtime, Severance, RTS, Professional Services and equipment
Aug-15	\$ 183,446	Intra-District Salaries/ Fringe	Professional Services

[There is no reprogramming in FY 2016 to date.](#)

15. Please provide a complete accounting for all **intra-District transfers** received by or transferred from the agency during FY 2015 and FY 2016, to date.

<b>DCTC INTRA-DISTRICT STATUS</b>			
<b>Buyer-Transfer Out</b>			
<b>FY 2015</b>			
<b>AGY CODE</b>	<b>AGENCY</b>	<b>PURPOSE</b>	<b>AMOUNT</b>
BE	DCHR	FBI Finger Printing/ Background Checks	\$ 99,000
CB0	OAG	Attorney Fee-Litigation	\$ 66,995
KT0	DPW	Fleet Maintenance	\$ 61,652
PO0	OCP	Purchase Card	\$ 79,605
UC0	Unified Communications	Dispatch Service-Inspector Radios	\$ 2,016
<b>FY 2016</b>			
BE0	DCHR	FBI Finger Printing/ Background Check	\$ 85,986
KT0	DPW	Fleet Maintenance	\$ 67,345
PO0	OCP	Purchase Card	\$ 60,889
AS0	OFRM	Merchant Service Fee	\$ 16,385

**Seller-Transfer In**

<b>FY 2015</b>			
<b>AGY CODE</b>	<b>AGENCY</b>	<b>PURPOSE</b>	<b>AMOUNT</b>
KV0	DMV	Out-of-State License Fund	\$ 200,000
CB0	OAG	Salaries for Attorneys	\$ 188,971
KA0	DDOT	TRANSPORT DC	\$ 355,232
<b>FY 2016</b>			
KA0	DDOT	TRANSPORT DC	\$ 1,400,000

16. Please identify any **special purpose revenue accounts** maintained by, used by, or available for use by your agency during FY 2015 and FY 2016, to date. For each account, please list the following:
- The revenue source name and code.
  - The source of funding.
  - A description of the program that generates the funds.
  - The amount of funds generated by each source or program in FY 2015 and FY 2016, to date.
  - Expenditures of funds, including the purpose of each expenditure, for FY 2015 and FY 2016, to date.

## DCTC REVENUE SOURCE

**FY 2015**

FUND	FUND NAME	FUNDING GENERATED	DESCRIPTION
2100	JUSTICE DEPARTMENT FINGERPRINTS	\$ 94,005	DCHR submits to DCTC a voucher on a periodic basis to be reimbursed for the cost of producing finger printing records.
2400	PUBLIC VEHICLE FOR HIRE CONSUMER SERVICE FUND	\$ 7,566,085	The fund receives a 25 cents surcharge per taxi ride from payment service providers and 1% of gross receipts from Digital Dispatch Service companies. Collect fees for the issuance and renewal of a public vehicle-for-hire license.

**FY 2016**

FUND	FUND NAME	FUNDING GENERATED- YTD	DESCRIPTION
2100	JUSTICE DEPARTMENT FINGERPRINTS	\$ 5,544	DCHR submits to DCTC a voucher on a periodic basis to be reimbursed for the cost of producing finger printing records.
2400	PUBLIC VEHICLE FOR HIRE CONSUMER SERVICE FUND	\$ 2,604,058	The fund receives a 25 cents surcharge per taxi ride from payment service providers and 1% of gross receipts from Digital Dispatch Service companies. Collect fees for the issuance and renewal of a public vehicle-for-hire license.

17. Please provide a list of all projects for which your agency currently has **capital funds** available. Please include the following:

- A description of each project, including any projects to replace aging infrastructure (e.g., water mains and pipes).
- The amount of capital funds available for each project.
- A status report on each project, including a timeframe for completion.

- Planned remaining spending on the project.

DCTC has no capital funds.

18. Please provide a complete accounting of all **federal grants** received for FY 2015 and FY 2016, to date.

DCTC has received no federal grants.

19. Please list each contract, procurement, lease, and grant (“**contract**”) awarded, entered into, extended and option years exercised, by your agency during FY 2015 and FY 2016, to date. For each contract, please provide the following information, where applicable:

- The name of the contracting party.
- The nature of the contract, including the end product or service.
- The dollar amount of the contract, including budgeted amount and actually spent.
- The term of the contract.
- Whether the contract was competitively bid or not.
- The name of the agency’s contract monitor and the results of any monitoring activity.
- Funding source.

See Attachment 6 – Contracts

20. Please provide the details of any **surplus** in the agency’s budget for FY 2015, including:

- Total amount of the surplus.
- All projects and/or initiatives that contributed to the surplus.

**DCTC FY 2015 SURPLUS**

APPR	BUDGET	EXPENDITURE	VARIANCE	SURPLUS JUSTIFICATION
LOCAL	\$1,000,000	\$962,980	\$37,020	DCTC advertised with various radio stations to promote TRANSPORT DC. \$37,020 is the aggregate amount not expended prior to September 30th from advertising.

APPR	BUDGET	EXPENDITURE	VARIANCE	SURPLUS JUSTIFICATION
SPR	\$8,019,714	\$6,325,177	\$1,694,536	Amount not expended in by 9/30/15 deadline from vacancy savings, grants that crossed fiscal years, procurement delays.

**C. LAWS, AUDITS, AND STUDIES**

21. Please identify any **legislative requirements** that the agency lacks sufficient resources to properly implement.

None

22. Please identify any statutory or regulatory **impediments** to your agency’s operations.

The Commission has no authority to make grants for vehicles-for-hire other than taxicabs, despite the fact that companies using digital dispatch (what the Commission’s rules call “digital dispatch services”) make payments to the Public Vehicles-for-Hire Consumer Service Fund for dispatches of sedans (black cars), limousines, and private vehicles-for-hire.

The Commission is unable to require the registration of private vehicles-for-hire, a basic safety measure already in place in both Virginia and Maryland. See Va. Code Ann § 46.2-2099.50 A; Md. Public Utilities Code Ann. § 10-101. Registration is an important safety measure to expedite finding a vehicle in the event of criminal activity, and, despite what these businesses claim, their success in the adjacent markets shows registration has little or no impact on their operations.

The Commission has no authority to regulate taxicab rooftop advertising, which is now regulated by the Department of Regulatory and Consumer Affairs under the Taxicab Advertising Act. Rooftop advertising interferes with the visibility of the public vehicle identification number (“PVIN”) on the dome light. Informal coordination with advertisers has had limited success to prevent blocking, but it is not an enforceable long-term solution and it is inconsistent with the Commission’s authority over the remaining exterior as well as the interior of taxicabs.

The Commission cannot effectively process or track an overcharge paid by a driver to reimburse the passenger. Refunds are frequently offered by operators during the

course of resolving public complaints for overcharges. Asking the driver to provide a money order reimbursing the passenger for the exact refund amount is a double-edged sword. While it protects the passenger's privacy/identity it also creates the wrong impression that drivers are writing blank checks to the Commission.

The Commission needs legislative constraints removed in order to effectively audit the quarterly payments to the Office of the Chief Financial Officer ("OCFO") by digital dispatch services, which include both taxicab passenger surcharges and one percent of gross receipts for trips other than by taxicab. The Commission relies on these payments for its operations. To date, OCFO has been unable to implement the requirements of the current law to ensure that the payments fairly reflect the surcharges collected and the gross receipts earned.

23. Please list all **regulations** for which the agency is responsible for oversight or implementation. Please list by chapter and subject heading, including the date of the most recent revision.

DCTC is responsible for Title 31 of the DCMR, TAXICABS AND PUBLIC VEHICLES FOR HIRE. Title 31 is comprised of the following chapters:

- Chapter 1: District of Columbia Taxicab Commission: Rules of Organization (Last revised January 1, 2016)
- Chapter 2: [REPEALED] (Panel on Rates and Rules: Rules of Organization and Rules for Procedure for Ratemaking repealed on January 8, 2016)
- Chapter 3: [RESERVED]
- Chapter 4: Taxicab Payment Services Providers (Last revised February 5, 2016)
- Chapter 5: Taxicab Companies, Associations, Fleets, and Independent Owners (Last revised January 1, 2016)
- Chapter 6: Taxicab Parts and Equipment (Last revised January 8, 2016)
- Chapter 7: Enforcement (Last revised January 8, 2016)
- Chapter 8: Operation of Public Vehicles for Hire (Last revised January 8, 2016)
- Chapter 9: Insurance Requirements (Last revised January 8, 2016)
- Chapter 10: Public Vehicles for Hire (Last revised January 8, 2016)
- Chapter 11: Public Vehicles for Hire Consumer Service Fund (Last revised January 8, 2016)
- Chapter 12: Luxury Services – Owners, Operators, and Vehicles (Last revised January 8, 2016)
- Chapter 13: Licensing and Operations of Taxi Meter Companies (Last revised June 27, 2014)
- Chapter 14: Operation of Black Cars (Last revised January 8, 2016)
- Chapter 15: Licensing and Operations of Dome Light Installation Companies (Last revised June 27, 2014)
- Chapter 16: Dispatch Services and District of Columbia Taxicab Industry Co-op (Last revised January 8, 2016)
- Chapter 18: Wheelchair Accessible Paratransit Taxicab Service (Last revised July 3, 2015)

- Chapter 19: Private Vehicles for Hire (Added on January 8, 2016)
- Chapter 99: Definitions (Last revised January 8, 2016)

24. Please explain the impact on your agency of any **federal legislation or regulations** adopted during FY 2015 that significantly affect agency operations.

None

25. Please provide a list of all **MOUs** in place during FY 2015.

See response to Question 15 above.

26. Please provide a list of all studies, research papers, and analyses (“**studies**”) the agency requested, prepared, or contracted for during FY 2015. Please state the status and purpose of each study.

The following were completed in FY 2015:

- The H-Tag Report as described in Question 8 above;
  - An audit of payment service providers for compliance with applicable regulations in Title 31 DCMR ;
- “Review of approaches to Accessible Taxis” – a calculation of the demand for WAVs in the District of Columbia.

27. Please list and describe any ongoing **investigations**, audits, or reports on your agency or any employee of your agency, or any investigations, studies, audits, or reports on your agency or any employee of your agency that were completed during FY 2015 and FY 2016, to date.

- **OIG Audit of D.C. Taxicab Commission (15-1-01TC)** - This audit started December 2014 and is ongoing. This audit was included in the Fiscal Year 2016 Audit and Inspection Plan.
- **Office of the Chief Financial Officer Audit (OCFO)** - This audit of DCTC’s cashier system called iNovah was started in FY 2014. The audit is still on-going.
- **OIG Investigation** – A complaint referral by a taxicab driver against a vehicle inspection officer. The investigation is on-going.
- **OIG Investigation** – Possible Personal Identifiable Information Violation. The investigation is on-going.
- **The Board of Ethics and Government Accountability (BEGA) Review** – A complaint was made that a DCTC Commission Meeting violated the Open Meetings Act; BEGA found that there no violation of the Act.

28. Please identify all **recommendations** identified by the Office of the Inspector General, D.C. Auditor, or other federal or local oversight entities during the previous 3 years. Please provide an update on what actions have been taken to address these recommendations. If the recommendation has not been implemented, please explain why.

Office of Human Rights (OHR)

On January 6, 2014, OHR opened an investigation into DCTC's handling of refusal to haul cases where the refusal to haul was based on race or disability of prospective passenger. This investigation was initiated in part at the request of D.C. Councilmember Tommy Wells. This investigation was concluded in April 2014 and OHR made the following recommendations:

- **Diversity and Cultural Competency Training:** Beginning in FY15, DCTC should plan to develop, schedule, and deliver training sessions for all existing drivers. These sessions should be instructor-led and include strong educational components around cultural sensitivity and prejudice reduction, as well as information about the purpose and extent of the DC Human Rights Act of 1977. Training structure and development should be completed in consultation with OHR in efforts to ensure the content is appropriate, effective and highly relevant to the goals of this recommendation.
  - **Update on Actions Taken:** DCTC is in the pre-solicitation phase to contract a vendor to develop Cultural Sensitivity and Anger Management training curriculum and provide training to all existing drivers. The trainings will be scheduled starting in FY 2016.
  
- **Biannual Driver Recertification:** DCTC should ensure that the aforementioned training sessions are available on a consistent basis and that drivers be required to attain recertification on this training every two years and/or upon renewal of their license. DCTC should continuously track and manage driver training history and provide advance notice of upcoming recertification deadlines and training dates as they arise.
  - **Update on Actions Taken:** DCTC has developed an e-learning platform, a necessary first step in managing driver training and certifications efficiently. DCTC will provide necessary trainings such as the Diversity and Cultural Competency on a consistent basis per funding availability. DCTC uses learning management system to continuously track and manage driver training history as well as providing self-paced training courses accessible from any location with access to the internet. DCTC will require training as a precondition for two-year recertification when the online course catalog is updated.
  
- **Complaint Intake and Referral Management:** DCTC should employ several mechanisms to capture, track, and refer complaints to appropriate enforcement bodies. These mechanisms should include, but are not limited to, the following:



- o Using standard response language for all complaints received that describes an individual's right to file a discrimination complaint with OHR if they believe they have experienced discrimination while engaging or attempting to engage a taxicab driver; and
- o Creating an online complaint form which allows individuals to submit complaints specific to issues of discrimination via DCTC website or print form. The form should request the PVIN number of the taxicab, approximate time and location of incident, the basis of the alleged discrimination (to be made available in a menu of protected traits under the DCHRA), and contact information for the individual. This form should be available on DCTC and OHR's webpage and digitally routed, upon submission, to both agencies to determine the appropriate investigative body to handle the complaint.
  - **Update on Actions Taken:** In an effort to ensure DCTC captures, tracks, and refers complaints to appropriate enforcement bodies, DCTC has reconciled all manual case files to the electronic complaint database, strengthened the statement on our Complaints webpage advising complainants on how to file a discrimination complaint with OHR, and DCTC's website also lists the protected traits consistent with the D.C. Human Rights Act and OHR's recommendations. Further in FY 2016, DCTC partnered with the OHR to merge both agencies' online complaint web forms to enable customers to file a single complaint to both agencies. The draft is currently being reviewed for approval and it is scheduled to be implemented in second quarter of FY 2016. Finally, DCTC continues its successful anonymous rider program with civilian decoys, accompanied by DCTC enforcement personnel, testing refusal to haul and other related taxicab accessibility issues. In that regard, DCTC has entered into a partnership with OHR wherein refusal to hauls alleged by a complainant to be based on race or a physical disability are referred to OHR for concurrent administrative action. DCTC tracks the progress of such referrals.
- **Public Awareness Campaign:** OTC in collaboration with OHR should launch an awareness campaign which promotes the rights of taxi passengers or potential passengers under DCHRA, helps identify discriminatory behaviors likely to occur when hailing or engaging with taxicabs, and informs individuals of available remedies. This campaign should include, but is not limited to, public transit advertisements (i.e. WMATA Metro, Metro Buses, and bus shelters), joint social media promotion, and providing information within individual taxicabs regarding the right to file a complaint of discrimination.
  - **Update of Actions Taken:** DCTC places great priority on ensuring passengers have a safe riding experience. As such, the service that a customer receives is crucial to their satisfaction. Workshops have

been conducted and an online portal created to provide training and education to drivers to reinforce awareness of Title 31 requirements. Flyer distribution in vehicles and at the office offered reminders of appropriate behavior. Social media platforms have been leveraged with messaging that discriminatory behavior in public vehicles for hire is not tolerated. Riders who have felt that they were victims of discrimination are advised to submit complaints so that formal reviews can be undertaken and appropriate penalties can be issued through media announcements, community appearances and online public forums.

- Referral Relationship with Taxi Companies and Associations: DCTC should establish a referral relationship with taxicab companies and associations to encourage communication and intervention when complaints of discrimination are sent to these companies and associations. DCTC should devise protocols to outline the transmission of complaints from any taxicab company or association to the DCTC. DCTC should also ensure that all taxicab companies and associations in the District are in receipt of the protocols and aware of the appropriate action to employ upon receipt of a relevant complaint.
  - **Update of Actions Taken:** DCTC currently has a program in place whereby all cab companies and payment service providers can be notified, via mass email. Through this portal, DCTC can establish the aforementioned “referral relationship” while provide a means for communication.

**D. PROGRAM-SPECIFIC QUESTIONS**

*I. General Agency Operations*

29. Please provide the following data as of September 30, 2014, September 30, 2015, and January 1, 2016:

	# of Operators			# of Companies			# of Associations			# of Vehicles		
	2014	2015	2016	2014	2015	2016	2014	2015	2016	2014	2015	2016
Taxicabs	7,572	9,978	9,660	116 <sup>1</sup>	85	81	N/A	11	11	6,704	6,740	6,590
Limousines/ Sedans	1,755	673	643	139	139	139	N/A	N/A	N/A	298	376	376

30. How many public vehicle-for-hire companies were subject to DCTC compliance audits in FY 2014, FY 2015, and FY 2016 to date? What were the circumstances of such audits?

- Did any of these compliance audits result in decertification of the company or association for non-compliance? If so, how many?

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<sup>1</sup> This number represents both companies and associations as a breakdown is not available.

There was no company audit conducted in FY 2014 and FY 2015. As of February 11, 2016, DCTC has audited 95 taxicab companies in FY 2016 and has sent notices of non-renewal to companies not in compliance with licensing requirements.

31. Please provide the amount of revenue generated by the passenger surcharge, per month, in FY 2014, FY 2015, and FY 2016, to date.

**PSP Surcharge Revenue**

Month	FY2014	FY2015	FY2016 as of February 11, 2016
OCT	\$263,632	\$339,064	\$365,074
NOV	\$323,955	\$275,408	\$321,568
DEC	\$276,384	\$369,573	\$283,020
JAN	\$294,941	\$251,258	\$170,734
FEB	\$328,688	\$300,222	\$57,301
MAR	\$392,210	\$427,336	
APR	\$468,611	\$380,152	
MAY	\$391,433	\$391,305	
JUN	\$343,553	\$422,248	
JUL	\$396,102	\$300,077	
AUG	\$292,147	\$281,854	
SEP	\$339,301	\$319,283	
<b>Total</b>	<b>\$4,110,957</b>	<b>\$4,057,779</b>	<b>\$1,197,696</b>

32. Please provide the amount of revenue generated from any other DCTC activities, including licensing, in FY 2014, FY 2015, and FY 2016, to date.

See Attachment 7 – FY 2014 to FY 2016 Revenue

33. Please provide the amount of funds collected by DCTC (under the 1% gross receipts provision) from companies providing digital dispatch service to private vehicles-for-hire in FY 2015 and FY 2016, to date, broken down by quarter and company.

**FY 2015**

DDS Name	Q1	Q2	Q3	Q4
Lyft			\$33,080	\$20,184
Sidecar				\$3,796
Split				\$237
Uber		\$111,858	\$514,022	\$515,109
<b>Total</b>		<b>\$111,858</b>	<b>\$547,102</b>	<b>\$539,326</b>

**FY 2016**

<b>DDS Name</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Lyft	\$62,393			
Sidecar	\$2,273			
Split	\$790			
Uber	\$621,811			
<b>Total</b>	<b>\$687,267</b>			

*II. Modernization Program*

34. Has DCTC determined the manner and timeline for the installation of a passenger and driver alert system for taxicabs? If so, please provide details of the proposed system and the timeline for full installation in taxicabs. If not, why not?

Yes, payment service providers (PSPs) are required to provide the passenger safety feature with its modern taximeter system (MTS) for taxicabs. A visible emergency button must be available on the MTS unit to allow the passenger to make a distress call or signal without observation by the driver. The distress call or signal will route to a 24 hour dispatch call center and a representative will contact a 911 operator and provide the location of the vehicle.

DCTC is currently concluding its review of PSP operating authority renewal applications, requiring all existing PSPs to have the passenger safety function and process in place by the March 31, 2016 deadline.

35. How many payment service providers (PSPs) currently service the District? What are the five largest PSPs in the District and their market share percentage? Generally, describe the role they serve in assisting with the modernization of the taxicab industry. What difficulties, if any, does DCTC have in effectively managing PSPs?

Payment service providers (PSPs) are part of the modernization program as they provide the systems which allow passengers to make credit card payments in the vehicle.

Currently, there are 8 PSPs, 1 new and 7 existing. 7 PSPs, are working with the office towards compliance. The following are the five largest PSPs in the District and their market share percentage:

<b>PSP Name</b>	<b>Percentage of Market Share</b>
CMT	20%
DCVIP Cab	13%
Hitch	24%
Transco, Inc.	12%
UVC	13%

DCTC is able to manage the PSPs generally through the renewal and audit processes, but the audit has revealed issues suggesting that PSP fees are high, and data quality must improve.

36. How many taxicabs have been painted in the District's uniform taxicab color scheme, to date? How many additional vehicles are expected to be painted in the remainder of FY 2016? How many vehicles will remain to be painted at the end of FY 2016?

There are 1,044 out of 1,482 active taxicabs required to be painted in the uniform colors. We expect an additional 584 vehicles (438 current required and additional 146 expected due to vehicle changes) to be painted in the remainder of FY 2016 which will address all required vehicles.

37. Please provide DCTC's efforts, to date, in increasing the availability of and options for wheelchair accessible vehicle-for-hire service in the District.

Through audits, enforcement, and vehicle license incentives, DCTC ensured that all taxi companies met the 6% requirement by December 31, 2015 which resulted in over 150 WAVs added to the District's fleet. In addition, DCTC is providing grant, H tags, and Transport DC revenue incentives for independent taxi owners to put WAVs into service.

38. How many District taxicabs are wheelchair accessible? How many additional vehicles does the Commission anticipate will be accessible by the end of FY 2016?

There are 168 WAVs. DCTC expects 14 additional WAVs to be in service by the end of FY 2016.

39. Please describe DCTC's current goal regarding the overall percentage of taxicabs that need to be wheelchair accessible in the District, as well as DCTC's short and long-term plans to achieve this goal.

DCTC has exceeded the statutory requirements for ensuring that all companies have six percent of their fleets comprised of wheelchair accessible vehicles. Several companies deployed additional wheelchair accessible vehicles in 2015 in advance of the 12 percent mandate for 2016. With 168 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. DCTC is making efforts (short and long term) to increase the number of WAVs, such as by bringing independent owners and other operators into the Transport DC program through incentives such as grants and H-tags for participation. Additional efforts will focus on increasing the pool of how private vehicle for hire that are WAVs.

40. DCTC established a temporary moratorium that restricts new taxicabs from entering service. What are DCTC's short and long-term plans around either lifting the moratorium, amending the moratorium, or making the moratorium permanent?

DCTC has lifted the H-tag moratorium by adopting regulations which provide pathways for independents and companies to put new taxicabs into service. One pathway allows for a new H-tag for those who will join TransportDC. Another pathway is making new H-tags available for those who invest in electric taxicabs, are willing to service underserved areas of the city, or participate in a Neighborhood Van Service. DCTC has also made grant opportunities available to offset the cost of putting vehicles into service which address a service gap.

### III. Complaints and Enforcement

41. Please provide the following information concerning the scope of DCTC’s complaint and enforcement operations:

<b>INFRACTIONS</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>
# of Title 31 Infractions issued by DCTC Hack Inspectors (broken down by Ward, if available): <i>That capability to be broken by Ward is not available at this time.</i>	9,333	10,397	5,500
Three most common infractions: T-138 - Failure to have or maintain a manifest T-679 - Loitering Taxi/ Limo P-417 - Parked on Stand Not for Hire	1) T-138 2) T-679 3) P-417	1) T-679 2) T-138 3) P-417	1) T-679 2) T-138 3) P-417
# of vehicles impounded by DCTC:	668	615	238
Three most common reasons for impoundment: T-299 - Failure to Have Insurance T-171 - Operating Without an ID Card T-605 - Unlicensed Vehicle Non-Resident	1) T-299 2) T-171 3) T-605	1) T-299 2) T-171 3) T-605	1) T-299 2) T-171 3) T-605

<b>COMPLAINTS</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>
Three most common consumer complaints:	1) <i>Conduct</i> 2) <i>Improper Fare</i> 3) <i>Refusal to Haul</i>	1) <i>Conduct</i> 2) <i>Improper Fare</i> 3) <i>Refusal to Haul</i>	1) <i>Conduct</i> 2) <i>Improper Fare</i> 3) <i>Refusal to Haul</i>
Total number of consumer complaints that remained unresolved/open from the previous fiscal year, as of October 1 ('14, '15, '16)	66	34	47
Total number of <i>new</i> complaints received from October 1 to September 30 of the fiscal year (excluding complaints that carried over from the previous fiscal year) ('14, '15, '16 to date):	1,723	1,019	278
Total number of complaints mediated/dismissed/closed ('14, '15, '16 to date):	1,657	985	231
Total number of complaints that resulted in a fine, suspension, or revocation:	526	235	21
Total number of complaints transferred from DCTC to	126	56	11

<b>COMPLAINTS</b>	FY 2014	FY 2015	FY 2016
OAH for adjudication:			
Average length of time from receipt of complaint to disposition of the complaint/transfer to OAH:	60 - 90 days	60 days	22 Days

<b>SUSPENSIONS/ REVOCATIONS</b>	FY 2014	FY 2015	FY 2016
# of licenses suspended	9	4	1
Three most common reasons for suspension:	1) Assault 2) DWI, DUI 3) Arrest	1) Arrest 2) Assault 3) Refusal to Haul	1) Arrest 2) N/A 3) N/A
# of licenses revoked	5	0	0
Three most common reasons for revocation:	1) Assault 2) DWI, DUI 3) Arrest	1) N/A 2) N/A 3) N/A	1) N/A 2) N/A 3) N/A

42. How many “Failure to haul” citations did DCTC issue in FY 2015 and FY 2016, to date? What has DCTC done to address failure to haul?

DCTC issued 18 refusal to haul (RTH) citations in FY 2015 and 10 RTH citations in FY 2016 as of February 11, 2016. DCTC continues its anonymous rider deployment plan in FY 2015 and FY 2016 to help address the important challenges of refusal to haul.

DCTC is also piloting an innovative technology that has the potential to send time stamped alerts with PVIN to a potential rider if a taxicab available for hire passes a hailing rider.

43. How many complaints did DCTC receive in FY 2015 and FY 2016, to date related to non-installation of the modern taximeter system, operating with faulty, unapproved, or non-working modern taximeter equipment, or a refusal to accept credit or debit cards through the modern taximeter system?

DCTC received 174 complaints in FY 2015 and 49 complaints in FY 2016 as of February 16, 2016 that are related to non-installation of the modern taximeter system, operating with faulty, unapproved, or non-working modern taximeter equipment, or a refusal to accept credit or debit cards through the modern taximeter system.

44. How many notice of infractions did DCTC hack inspectors issue to taxicab operators in FY 2015 and FY 2016, to date (broken down by month) related to non-installation of the modern taximeter system, or operating with faulty, unapproved, or non-working modern taximeter equipment?

	<b>FY 2015</b>											
	<b>OCT 14</b>	<b>NOV 14</b>	<b>DEC 14</b>	<b>JAN 15</b>	<b>FEB 15</b>	<b>MAR 15</b>	<b>APR 15</b>	<b>MAY 15</b>	<b>JUN 15</b>	<b>JUL 15</b>	<b>AUG 15</b>	<b>SEP 15</b>
<b>T-235</b> Fail to Provide Passenger a Receipt from Taxi	1	2	0	1	2	1	1	0	0	0	1	1

	OCT 14	NOV 14	DEC 14	JAN 15	FEB 15	MAR 15	APR 15	MAY 15	JUN 15	JUL 15	AUG 15	SEP 15
T-236 Tampering w/ Meter or Seal	0	0	1	0	0	2	1	0	0	0	0	0
T-237 Operating w/o a Meter	0	0	0	0	1	1	1	0	0	0	0	0
T-238 Operating w/ a Non-functioning Meter	2	2	3	0	4	3	2	2	0	3	8	7
T-239 Operating w/ Off-Size Tires	1	0	0	0	1	0	0	0	0	1	2	0
T-240 Operating w/ Over or Under Inflated Tires	0	0	0	0	0	0	0	0	0	0	0	0

**FY 2016**

	OCT 15	NOV 15	DEC 15	JAN 16	FEB 16	MAR 16	APR 16	MAY 16	JUN 16	JUL 16	AUG 16	SEP 16
T-235 Fail to Provide Passenger a Receipt from Taxi	1	1	0	0	0							
T-236 Tampering w/ Meter or Seal	1	0	0	0	0							
T-237 Operating w/o a Meter	0	1	0	0	0							
T-238 Operating w/ a Non-functioning Meter	9	3	2	1	0							
T-239 Operating w/ Off-Size Tires	0	1	0	0	0							
T-240 Operating w/ Over or Under Inflated Tires	0	0	0	0	0							

45. How many consumer complaints did DCTC receive in FY 2015 and FY 2016, to date, related to a digital dispatch company that provides private vehicle-for-hire service, such as Uber or Lyft? What impediments, if any, does DCTC have in resolving complaints related to private vehicle-for-hire service? What difficulties, if any, does DCTC have in cooperating with a digital dispatch service to resolve consumer complaints?

DCTC received 14 complaints in FY 2015 and four complaints in FY 2016 as of February 16, 2016 related to digital dispatch companies that provide private vehicle-for-hire service. DCTC is legislatively prohibited from requiring digital dispatch companies to inform their customers that they are entitled to file a complaint with the Commission. DCTC does not have difficulties in cooperating with digital dispatch companies, but it does not have the same authority over these companies as it does with public vehicle-for-hire stakeholders