



**DEPARTMENT OF FOR-HIRE VEHICLES
FY 2025 PERFORMANCE PLAN**

NOVEMBER 26, 2024

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1 INTRODUCTION

This document presents the Fiscal Year 2025 Performance Plan for the Department of For-Hire Vehicles.

This Performance Plan is the first of two agency performance documents published each year. The Performance Plan is published twice annually – preliminarily in March when the Mayor’s budget proposal is delivered, and again at the start of the fiscal year when budget decisions have been finalized. A companion document, the Performance Accountability Report (PAR), is published annually in January following the end of the fiscal year. Each PAR assesses agency performance relative to its annual Performance Plan.

Performance Plan Structure: Performance plans are comprised of agency Objectives, Administrative Structures (such as Divisions, Administrations, and Offices), Activities, Projects and related performance measures. The following describes these plan components, and the types of performance measures agencies use to assess their performance.

Objectives: Objectives are statements of the desired benefits that are expected from the performance of an agency’s mission. They describe the goals of the agency.

Administrative Structures: Administrative Structures represent the organizational units of an agency, such as Departments, Divisions, or Offices.

Activities: Activities represent the programs and services an agency provides. They reflect what an agency does on a regular basis (e.g., processing permits).

Projects: Projects are planned efforts that end once a particular outcome or goal is achieved.

Measures: Performance Measures may be associated with any plan component, or with the agency overall. Performance Measures can answer broad questions about an agency’s overall performance or the performance of an organizational unit, a program or service, or the implementation of a major project. Measures can answer questions like “How much did we do?”, “How well did we do it?”, “How quickly did we do it?”, and “Is anyone better off?” as described in the table below. Measures are printed throughout the Performance Plan, as they may be measuring an objective, an administrative structure, an activity, or be related to the agency performance as a whole.

Measure Type	Measure Description	Example
Quantity	Quantity measures assess the volume of work an agency performs. These measures can describe the inputs (e.g., requests or cases) that an agency receives or the work that an agency completes (e.g., licenses issued or cases closed). Quantity measures often start with the phrase “Number of...”.	“Number of public art projects completed”
Quality	Quality measures assess how well an agency’s work meets standards, specifications, resident needs, or resident expectations. These measures can directly describe the quality of decisions or products or they can assess resident feelings, like satisfaction.	“Percent of citations issued that were appealed”

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Measure Type	Measure Description	Example
Efficiency	Efficiency measures assess the resources an agency used to perform its work and the speed with which that work was performed. Efficiency measures can assess the unit cost to deliver a product or service, but typically these measures assess describe completion rates, processing times, and backlog.	"Percent of claims processed within 10 business days"
Outcome	Outcome measures assess the results or impact of an agency's work. These measures describe the intended ultimate benefits associated with a program or service.	"Percent of families returning to homelessness within 6-12 months"
Context	Context measures describe the circumstances or environment that the agency operates in. These measures are typically outside of the agency's direct control.	"Recidivism rate for 18-24 year-olds"
District-wide Indicators	District-wide indicators describe demographic, economic, and environmental trends in the District of Columbia that are relevant to the agency's work, but are not in the control of a single agency.	"Area median income"

Agencies set targets for most performance measures before the start of the fiscal year. Targets may represent goals, requirements, or national standards for a performance measure. Agencies strive to achieve targets each year, and agencies provide explanations for targets that are not met at the end of the fiscal year in the subsequent Performance Accountability Report. Not all measures are associated with a target. For example, newly added measures do not require targets for the first year, as agencies determine a data-informed benchmark. Additionally, change in some quantity or context measures and District-wide indicators may not indicate better or worse performance, but are "neutral" measures of demand or input, or are outside of the agency's direct control. In some cases the relative improvement of a measure over a prior period is a more meaningful indicator than meeting or exceeding a particular numerical goal, so a target is not set.

2 DEPARTMENT OF FOR-HIRE VEHICLES OVERVIEW

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 Lost and Found services for drivers, taxicab companies/associations, limousine operators, and DC residents and visitors who use public and private vehicle-for-hire in the District of Columbia. The Department of For-Hire Vehicles is aligned with the mission to regulate the vehicle-for-hire industry to allow residents and visitors of the District of Columbia to have safe, affordable, and accessible transportation. Agency duties include regulating taxis, limousines, private vehicle operators, digital dispatch services, and Payment Service Providers; and managing the relationships with equipment manufacturers and insurance companies. The agency also provides transportation for special populations, including older adults, people with disabilities, veterans, school children, and others through its transportation programs. The For-Hire Vehicle Advisory Council advises the agency on the industry.

Objectives:

1. Ensure safe and excellent riding experiences.
2. Ensure economic viability for the for-hire industry.
3. Efficient, Transparent, and Responsive Government

Activities:

1. Field Enforcement/Company Audits
2. Complaints/Hearings and Conflict Resolution
3. Transportation Pilots and Programs/Technology Innovations
4. Outreach/Marketing
5. Client Services/Account Management

3 OBJECTIVES

3.1 ENSURE SAFE AND EXCELLENT RIDING EXPERIENCES.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent of complaints resolved on-time within 30 calendar days	Efficiency	Up is Better	100%	100%	98%
Percent of infractions that result in warnings issued by Vehicle Inspections Officers	Outcome	Up is Better	34.6%	26.31%	35%
Percent of Trips Completed Without Safety-related Incident (SchoolConnect)	Outcome	Up is Better	100%	100%	95%
Number of infractions where the driver is held liable/upheld	Context	Neutral	New in 2025	New in 2025	New in 2025
Percent of Trips Completed Without Injuries or Fatalities (SchoolConnect)	Outcome	Up is Better	New in 2025	New in 2025	New in 2025
Number of safety and compliance inspections conducted by Vehicle Inspection Officers (VIO)	Quantity	Neutral	New in 2025	New in 2025	New in 2025

3.2 ENSURE ECONOMIC VIABILITY FOR THE FOR-HIRE INDUSTRY.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent of licenses processed on time within 10 calendar days	Efficiency	Up is Better	100%	100%	98%
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)	Efficiency	Up is Better	100%	100%	90%
Percent of transactions completed online	Outcome	Up is Better	100%	100%	75%
Number of outreach events attended by DFHV staff	Quantity	Neutral	New in 2025	New in 2025	New in 2025

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Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of taxi company operating authority applications processed	Quantity	Neutral	New in 2025	New in 2025	New in 2025
Number of limousine company applications processed (DC/MD/VA)	Quantity	Neutral	New in 2025	New in 2025	New in 2025
Number of New FACE ID (Public Vehicle Operator) applications	Quantity	Neutral	New in 2025	New in 2025	New in 2025
Number of Active Taxi Drivers	Quantity	Neutral	New in 2025	New in 2025	New in 2025
Percent of taxi trips booked through E-hail application	Outcome	Up is Better	New in 2025	New in 2025	New in 2025

3.3 EFFICIENT, TRANSPARENT, AND RESPONSIVE GOVERNMENT

Create and maintain a highly efficient, transparent, and responsive District government.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent of agency staff who were employed as Management Supervisory Service (MSS) employees prior to 4/1 of the fiscal year that had completed an Advancing Racial Equity (AE204) training facilitated by ORE within the past two years	Outcome	Up is Better	NA	66.67%	No Target Set
Percent of employees that are District residents	Outcome	Up is Better	65.52%	62.12%	No Target Set
Percent of new hires that are current District residents and received a high school diploma from a DCPS or a District Public Charter School, or received an equivalent credential from the District of Columbia	Outcome	Up is Better	52.63%	44.44%	No Target Set
Percent of new hires that are District residents	Outcome	Up is Better	89.47%	100%	No Target Set

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Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent of required contractor evaluations submitted to the Office of Contracting and Procurement on time	Outcome	Up is Better	No incidents	0%	No Target Set
Number of public complaints resolved	Quantity	Neutral	New in 2025	New in 2025	New in 2025
Number of DFHV monitoring reports requested from public and private for-hire companies	Quantity	Neutral	New in 2025	New in 2025	New in 2025
Number of calls received by DFHV main telephone line	Quantity	Neutral	New in 2025	New in 2025	New in 2025
Number of email bulletins sent to the DFHV mailing list	Quantity	Neutral	New in 2025	New in 2025	New in 2025
Average utilization rate of active students (DC School Connect)	Efficiency	Up is Better	New in 2025	New in 2025	New in 2025
Active Student Count (DC School Connect)	Quantity	Neutral	New in 2025	New in 2025	New in 2025
Total Number of Completed Student Trips (SchoolConnect - AM/PM)	Quantity	Neutral	New in 2025	New in 2025	New in 2025

4 ACTIVITIES

4.1 CLIENT SERVICES/ACCOUNT MANAGEMENT

Review applications for driver licensing and vehicle registration to issue new and renewal licenses. Evaluate operating authority applications, fleet licensing, and registered agent transactions to ensure driver compliance. Assess customer interactions and, service issues. Conduct account management for drivers and clients.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of company applications processed (taxicab/limo companies and other businesses)	Outcome	Neutral	2,045	1,877	*
Number of driver applications processed	Quantity	Neutral	2,775	3,022	*
Number of lost-and-found items returned to passengers	Outcome	Neutral	No incidents	0	*
Number of taxi company operating authority applications processed	Quantity	Neutral	New in 2025	New in 2025	New in 2025
Number of limousine company applications processed (DC/MD/VA)	Quantity	Neutral	New in 2025	New in 2025	New in 2025
Number of New FACE ID (Public Vehicle Operator) applications	Quantity	Neutral	New in 2025	New in 2025	New in 2025
Number of Active Taxi Drivers	Quantity	Neutral	New in 2025	New in 2025	New in 2025
Number of calls received by DFHV main telephone line	Quantity	Neutral	New in 2025	New in 2025	New in 2025

*Specific targets are not set for this measure

4.2 OUTREACH/MARKETING

Promotes services and engages with the community through strategic campaigns.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of people that attended outreach events	Outcome	Up is Better	6,478	1,862	*
Number of outreach events attended by DFHV staff	Quantity	Neutral	New in 2025	New in 2025	New in 2025
Number of email bulletins sent to the DFHV mailing list	Quantity	Neutral	New in 2025	New in 2025	New in 2025

*Specific targets are not set for this measure

4.3 TRANSPORTATION PILOTS AND PROGRAMS/TECHNOLOGY INNOVATIONS

Implements and tests new transportation initiatives and technologies to improve services.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent of Trips Completed Without Safety-related Incident (SchoolConnect)	Outcome	Up is Better	100%	100%	95%
Active Student Count (SchoolConnect)	Quantity	Neutral	284	308.75	*
Number of Completed Student Trips (SchoolConnect - AM/PM/Aftercare)	Quantity	Neutral	55,751	56,186	*
Number of rides provided by DFHV transportation pilots and programs	Quantity	Neutral	288,898	239,435	*
Percent of Trips Completed Without Injuries or Fatalities (SchoolConnect)	Outcome	Up is Better	New in 2025	New in 2025	New in 2025
Percent of taxi trips booked through E-hail application	Outcome	Up is Better	New in 2025	New in 2025	New in 2025
Average utilization rate of active students (DC School Connect)	Efficiency	Up is Better	New in 2025	New in 2025	New in 2025
Active Student Count (DC School Connect)	Quantity	Neutral	New in 2025	New in 2025	New in 2025
Total Number of Completed Student Trips (SchoolConnect - AM/PM)	Quantity	Neutral	New in 2025	New in 2025	New in 2025

*Specific targets are not set for this measure

4.4 COMPLAINTS/HEARINGS AND CONFLICT RESOLUTION

Documents and investigates the validity of information and prepares regulatory language to seek resolution and determine effective remedies. Manage disputes and resolve complaints through hearings.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Percent of complaints resolved on-time within 30 calendar days	Efficiency	Up is Better	100%	100%	98%
Number of email bulletins	Quantity	Up is Better	48	32	*
Number of public complaints resolved	Outcome	Neutral	338	344	*

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Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of public complaints resolved	Quantity	Neutral	New in 2025	New in 2025	New in 2025

*Specific targets are not set for this measure

4.5 FIELD ENFORCEMENT/COMPANY AUDITS

Performs field inspections and issue notice of infractions / Systematic review of regulated entities to ensure compliance with regulatory requirements of Title 31.

Related Measures	Measure Type	Directionality	FY2023	FY2024	FY2025 Target
Number of public and private for-hire audits conducted	Quantity	Neutral	0	0	*
Number of safety and compliance inspections conducted	Quantity	Neutral	15,126	20,301	*
Number of infractions where the driver is held liable/upheld	Context	Neutral	New in 2025	New in 2025	New in 2025
Number of safety and compliance inspections conducted by Vehicle Inspection Officers (VIO)	Quantity	Neutral	New in 2025	New in 2025	New in 2025
Number of DFHV monitoring reports requested from public and private for-hire companies	Quantity	Neutral	New in 2025	New in 2025	New in 2025

*Specific targets are not set for this measure

5 PROJECTS

5.1 DC SCHOOL CONNECT TRANSITION PLAN WORKING GROUP

Proposed Completion Date: September 30, 2025

In FY2025, DFHV will participate in the School Connect Pilot Program Transition working group and provide recommendations for the repositioning of DC School Connect positions, vehicles, software, and any other assets to a District agency within the Education or Public Safety agency cluster.

5.2 AUTONOMOUS FOR-HIRE VEHICLE POLICY

Proposed Completion Date: September 30, 2025

Contribute to Districtwide policy framework for Autonomous Taxi licensing and operations in the following ways:

- The agency is currently a key participant in an AV Policy Focused Study, collaborating with DDOT to establish the policy framework for autonomous vehicles in the District, including the for-hire vehicle policy framework for autonomous private for-hire vehicles (AKA robotaxis)- The study will be finalized in Summer 2025.
- The agency is evaluating options for the autonomous taxi licensing process, data management, accessibility requirements, and other considerations to protect public safety and ensure that autonomous taxis are available to residents across all 8 Wards regardless of disability.

5.3 STREAMLINE NON-DISTRICT LIMOUSINE PROCESS

Proposed Completion Date: September 30, 2025

The Non-District Limousine (NDL) program is a growing program of DFHV. To further enhance its operations in FY2025, DFHV will closely study the program's every process to identify automation opportunities to reduce and save time for NDL applicants or current drivers who need to call or visit for assistance. This will not only increase operational efficiency but also improve overall customer satisfaction. DFHV will explore innovative solutions and utilize existing technology tools to enhance the user experience, ensuring drivers and passengers benefit from more effective and efficient services.

5.4 INTERNAL RACIAL EQUITY CLIMATE SURVEY

Proposed Completion Date: September 30, 2025

In FY2025, DFHV will distribute an internal racial equity climate survey to DFHV staff.

5.5 E-HAIL TAXI TRIPS

Proposed Completion Date: September 30, 2025

DFHV will increase the number of taxi e-hail trips in the District by five percent. This will benefit taxi drivers by providing them with additional revenue from more trips and giving passengers greater access to a wider pool of drivers to meet their transportation needs. This can also potentially reduce wait times for passengers and enhance the overall efficiency of the taxi service.

5.6 IMPROVE THE AVAILABILITY OF WHEELCHAIR-ACCESSIBLE VEHICLES (WAVS)

Proposed Completion Date: September 30, 2025

Support the taxi industry in improving the availability of Wheelchair-Accessible Vehicles (WAVs) beyond the Transport DC (TDC) program through the following measures:

- collaboration with taxi companies to identify the root cause of the problem
- Design pilot programs to measure the demand for Wheelchair Accessible taxi service and
- Provide the right mixture of incentives to WAV taxi drivers.

5.7 TRANSPORTATION PROGRAMS MANAGEMENT - DC GOVERNMENT (OBPM ANALYSIS):

Proposed Completion Date: September 30, 2025

In FY2025 DFHV will evaluate door-to-door taxi programs to improve resource allocation and distribution to users of these programs. DFHV will leverage trip and user data to determine new strategies and solutions to maximize services. DFHV will prepare recommendations for implementation in Q1 of following fiscal year.

5.8 FOOD AND PARCEL DELIVERY POLICY

Proposed Completion Date: September 30, 2025

Create a framework that addresses safety and other regulatory aspects of the food and parcel delivery services, including delivery services offered by non-traditional motor vehicles such as motor-driven cycles.

5.9 HIGHWAY SAFETY OFFICE GRANT

Proposed Completion Date: September 30, 2025

This grant improves traffic safety by having officers dedicated to Vision Zero enforcement. This means conducting operations during hours, days, and events that may have a higher risk of traffic accidents and pedestrian injuries. The agency activities tend to focus on weekends and during the busiest hours involving congestion, high injury corridors, along with other factors. Collectively, these measures should help reduce the incidences of accidents. We also hope to attain data that provides greater insight into for-hire activity. With increased officer involvement the data should grow in size and improve.