



MONTGOMERY COUNTY EXECUTIVE REGULATION

Offices of the County Executive • 101 Monroe Street • Rockville, Maryland 20850

Subject Taxicab Customer Service Plans and Service Requirements	Number 13-06
Originating Department Public Works and Transportation	Effective Date

TAXICAB CUSTOMER SERVICE PLANS AND SERVICE REQUIREMENTS

DEPARTMENT OF PUBLIC WORKS and TRANSPORTATION

Issued by: County Executive Regulation No. 13-06

Authority: Code Chapter 53 Section 53-110 and Section 53-222

Supersedes: Executive Regulation N/A

Council Review Method (2) under code Section 53-104

Comment Date:

Effective Date:

SUMMARY:

The regulation establishes specific taxicab customer service requirements, minimum performance criteria, and the requirements for a customer service plan.

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BACKGROUND INFORMATION

The Montgomery County Code Chapter 53, Section 53-110(a)-(b) requires that a regulation be established for specific customer service requirements and minimum performance criteria. Section 53-222 requires the submission of a customer service plan as required by Section 53-110 and applicable regulations. The initial plan and succeeding plans must include the information required in Section 53-222(b). Section 53-222(c) requires that succeeding plans show changes in the initial plan and any new data required by applicable regulations.

The Taxicab Services Advisory Committee voted at the April 18, 2006 meeting to recommend that the solution to improving customer service requires that the industry monitor the service provided by the drivers and be responsible for the performance of the drivers as required in Section 53-219 (c)(d). They recommended the companies do the following:

- Dispatch prearranged calls on time for pick-ups and not wait until 15 minutes before the trip time;
- If taxicabs are at a taxicab stand or at a nearby location, the company should ensure that the drivers of those nearby taxicabs provide the requested service;
- Customers should be given an estimated time of when the taxicab will arrive;
- Customers should be told if there is no taxicab available so they can make other arrangements; and;
- Customers should be called back if a taxicab is not on time or not available.

The Committee also recommended that in addition to the current driver training, taxicab drivers should be trained on:

- How to obtain a Taxicab Driver Identification Card;
- How to study and prepare for the taxicab test;
- How to be a successful taxicab driver by providing good customer service;
- How to be a successful business person and earn a good income;
- The advantages of providing short trips and arriving on time; and;
- Taking initiatives such as handing out business cards.



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BACKGROUND INFORMATION (continued)

Customer Service plans and service requirements were discussed with the industry at the January and February 2006 Industry meetings. Comments were received from the Coalition for a Competitive Taxicab Industry (CCTI) that included:

- Recommendations for submission dates and ratings for service parameters;
- Assigning values to each of the key performance measures to determine eligibility;
- Requiring that customers be given the anticipated response time; and;
- That there **not** be any special procedures created to assign priority to service requests from persons with special medical needs, despite the code stating otherwise. (Emphasis added)

Therefore, the customer service plans and service requirements are:



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Subject
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Number
13-06

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Effective Date

Section 53-110(a)(1) Customer Service Requirements and minimum performance criteria are:
Percentage of Calls for Prearranged and Immediate Service [Section 53-110(b)(8)]

The ideal performance criteria for *pre-arranged* service are as follows:

- 90% of the calls are served within 10 minutes
- The remaining calls are served within 20 minutes

The following will be used to rate performance service for *pre-arranged* calls:

- Excellent - 95%
- Very Good - 90%
- Satisfactory - 85%
- Mediocre - 75%
- Poor - 70%

The ideal performance criteria for *immediate* service are:

- 90% of the calls are served within 20 minutes
- The remaining within 30 minutes.

The following will be used to rate performance service for *immediate* calls:

- Excellent - 95%
- Very Good - 90%
- Satisfactory - 85%
- Mediocre - 75%
- Poor - 70%

The minimum criteria shall be applied separately in each of the designated geographic areas. A fleet, if it so chooses, may apply the same criteria to each geographic area. [See Section 53-110(a)(3) Minimum levels of service and other performance requirements].



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Subject Taxicab Customer Service Plans and Service Requirements	Number 13-06
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Section 53-110(b)(7). The minimum performance criteria for special medical needs or non-emergency travel to or from medical facilities

The passenger must identify the location as a medical facility when the request for service is made. The licensee must insure that the driver is notified that this is a medical facility.

The driver and the company must give priority to requests to or from medical facilities as follows:

For prearranged service calls

- 90% of the calls for service within 10 minutes
- The remaining within 15 minutes

The following will be used to rate performance service for *pre-arranged* calls:

- Excellent - 95%
- Very Good - 90%
- Satisfactory - 85%
- Mediocre - 75%
- Poor - 70%

For immediate service calls

- 90% of the calls for service within 20 minutes
- The remaining within 25 minutes

The following will be used to rate performance service for *immediate* calls:

- Excellent - 95%
- Very Good - 90%
- Satisfactory - 85%
- Mediocre - 75%
- Poor - 70%



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Section 53-110(a)(2), Required submission dates.

The Customer Service Plan is due no later than June 30*. Affiliated licensees must submit their plans to the fleet or association no later than June 1 of each year for inclusion in the plan. Affiliated licensees must meet the minimum requirements of the fleet plan and should include additional initiatives for improving customer service. The initial Plan will be due for the next full fiscal year.

Section 53-110(a)(3), Dates of Minimum Service Levels.

The minimum levels of service must be met by the end of the planning year.

Section 53-110(a)(4), Consequences of Failure to Meet Requirements

(1) Failure of affiliates to submit Plan to fleet by June 1 of each year:

If affiliates are not able to submit the Plan to the fleet by June 1, affiliates may request a two week extension, in writing, to the Department with a copy to their fleet no later than June 15. The request must include justification and specific reasons why the Plan cannot be submitted by June 15.

Failure to submit the Plan by June 1 or the approved extension date will result in the following:

- \$15.00 per license per day if the Plan is not submitted to the fleet or association by June 15
- The license(s) will be suspended if the Plan is not submitted to the fleet or association by July 1.
- Once the Plan is submitted and approved by the Department, suspensions will be lifted.

(2) Failure of fleets to submit the Plan by June 30 of each year:

If fleets are not able to submit the Customer Service Plan by June 30, they may request a two week extension, in writing, to the Department no later than June 15. The request must include justification and specific reasons why the Plan cannot be submitted by June 30 or an approved extension date.

Failure to submit the Plan by June 30 of each year or the approved extension date will result in the following:

- 5% of licenses suspended if the Plan is not submitted by July 30.
- 10% of licenses suspended if the Plan is not submitted by August 31.
- 25% of licenses suspended if the Plan is not submitted by September 30.
- 100% of licenses will be suspended if the Plan is not submitted by October 31.
- Once the Plan is submitted and approved by the Department, suspensions will be lifted.

*If dates fall on a weekend or holiday, submissions are due on the next business day.



MONTGOMERY COUNTY EXECUTIVE REGULATION

Offices of the County Executive • 101 Monroe Street • Rockville, Maryland 20850

Subject Taxicab Customer Service Plans and Service Requirements	Number 13-06
Originating Department Public Works and Transportation	Effective Date

(3) Failure to meet the service criteria or other criteria.

Service criteria and other Plan criteria must be met by June 30 of each year. If the licensee fails to meet the service criteria by the targeted date set in the plan, they must submit a revised target date. The revised target date must be approved by the Department for submission of the revised service plan. The revised plan must include an explanation of why the criteria were not met in the initial plan and how the revised plan will meet the expected service criteria. Failure to provide the required information in the revised plan will result in licenses not being renewed and may result in a determination that the licensee is not qualified for newly issued Licenses.

Section 53-110(b)(4), Information required for a review of performance criteria and data submission.
Statistical Operating Data

Each fleet, association, and licensee must report:

- (a) A summary of statistical operating data by month for the past Fiscal year July 1 – June 30.
- (b) A plan for service improvements for the next Fiscal year July 1 – June 30.

Affiliated licensees must submit their data to the fleet/associations. Initial baseline data and information should be submitted based on the best information available. Future data must be based on information that is certifiable.

Provide the following monthly and annual performance data for each geographic area:

- 1. Number of calls received.
- 2. Number of trips dispatched.
- 3. Total miles driven.
- 4. Total paid miles driven.
- 5. Total number of trips served.
- 6. Total meter revenue and extra revenue.
- 7. Taxicab vehicles in service
- 8. Taxicab vehicles not in-service
- 9. Number of un-served trips due to unavailability of cabs.
- 10. Total number of accidents.



MONTGOMERY COUNTY EXECUTIVE REGULATION

Offices of the County Executive • 101 Monroe Street • Rockville, Maryland 20850

Subject Taxicab Customer Service Plans and Service Requirements	Number 13-06
Originating Department Public Works and Transportation	Effective Date

11. Number of complaints in the following categories for each geographic area:

- (a) No Shows
- (b) Late arrivals
- (c) Trip refusals
- (d) Taxicabs not available
- (e) Delayed answering service
- (f) Over-charge
- (g) Unsafe driving and incorrect route
- (h) Service animal refusal
- (i) Other, specify
- (j) Types of driver complaints
 - Late service
 - No shows
 - Service refusal
 - Over-charges

12. Enforcement actions against the applicant or its drivers for the past 12 months.

13. Number of consumer complaints, by type, in the past 12 months.

14. Number of Citations for drivers, vehicles and companies

15. Other

Provide information on current operating programs:

1. Describe all training programs.
2. Describe incentive programs established for drivers and dispatchers for exceeding work performance or providing outstanding customer service.
3. Describe criteria that are in place to measure customer service.
4. Describe driver recruitment and retention programs.
5. Describe dispatch system, how it works and how the method enhances customer service.
6. If you have GPS or a similar system, explain in layman’s terms how it works and how you use it.
7. Describe vehicle maintenance schedules.
8. Describe vehicle replacement schedules.
9. Describe promotional and marketing programs.
10. Describe programs for drivers that teach them how to succeed in the taxicab business.
11. Describe both on the road and classroom retraining programs for drivers who have had poor driving record.



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Subject Taxicab Customer Service Plans and Service Requirements	Number 13-06
Originating Department Public Works and Transportation	Effective Date

12. Describe how the company will take responsibility for licensees, affiliates and drivers performance.
13. Describe any specific customer service plans in place for persons with disabilities.
14. Describe the development of and participation in innovative taxicab services.
15. Describe all ownership and management interests.
16. Describe all services provided by the company in addition to taxicab service.
17. Describe plans to reduce late and no-show trips.
18. Describe the geographic areas of service.
19. Describe prior taxicab productivity as measured by the number of daily trips per cab and trips per shift.
20. Describe any other information about operating practices.

Provide a performance plan for the following:

1. Describe training improvements planned for next year including plans to establish additional training programs.
2. Describe plans for improving customer service.
3. Describe additional incentive programs planned to recruit and retain drivers.
4. Describe innovative marketing programs planned to be in competition.
5. Describe programs to retain succeeded drivers in the taxicab business.
6. Describe improved techniques for supervision of drivers conduct and performance.
7. Describe innovative approaches to improve customer service for persons with disabilities.
8. Describe improvement plans for development of and participation in innovative taxicab services.
9. Describe additional services planned by the company.
10. Describe operational changes that would result in improved service.
11. Describe proposed number of taxicabs needed to achieve response times.
12. If applicable, justify the need for an increase in taxicabs based on community needs and public convenience and necessity
13. Describe a phase in plan for service improvements.
14. Describe plans for growth in a service area or a willingness to serve areas that need additional service.
15. Describe increased productivity planned as compared to the current number of daily trips per cab and trips per shift.
16. Other.



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Offices of the County Executive • 101 Monroe Street • Rockville, Maryland 20850

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Section 53-110(b)(6), Guidelines for procedures each fleet or association must employ to keep each person who calls for service informed on the status of that person's request.

Fleets must provide customers with the expected time the cab will arrive. Fleets must monitor trips waiting for service and take action to ensure that they are dispatched to a driver in a timely manner. Fleets must contact customers if the wait will be longer than expected.

Section 53-110(b)(2), the standards and procedures by which the Director may deny or revoke a license if a licensee does not meet any mandatory customer service requirements.

The following steps will be taken by the Department for failure to meet the minimum performance standards:

1. The Department will require the licensee to submit an action plan within 30 days of notification. The plan must include a timeline for compliance.
2. Once the action plan is approved by the Department, the licensee must submit monthly certifiable reports documenting customer service data.
3. The licensee must meet all customer service requirements no later than 12 months after notification.
4. Failure to meet requirements will result in the revocation of 10% of the licensee Passenger Vehicle Licenses.

EFFECTIVE DATE:

This regulation becomes effective when the Council adopts a resolution approving the regulation.

Douglas M. Duncan, County Executive

Date