

TLC STRATEGIC PLAN

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Introduction

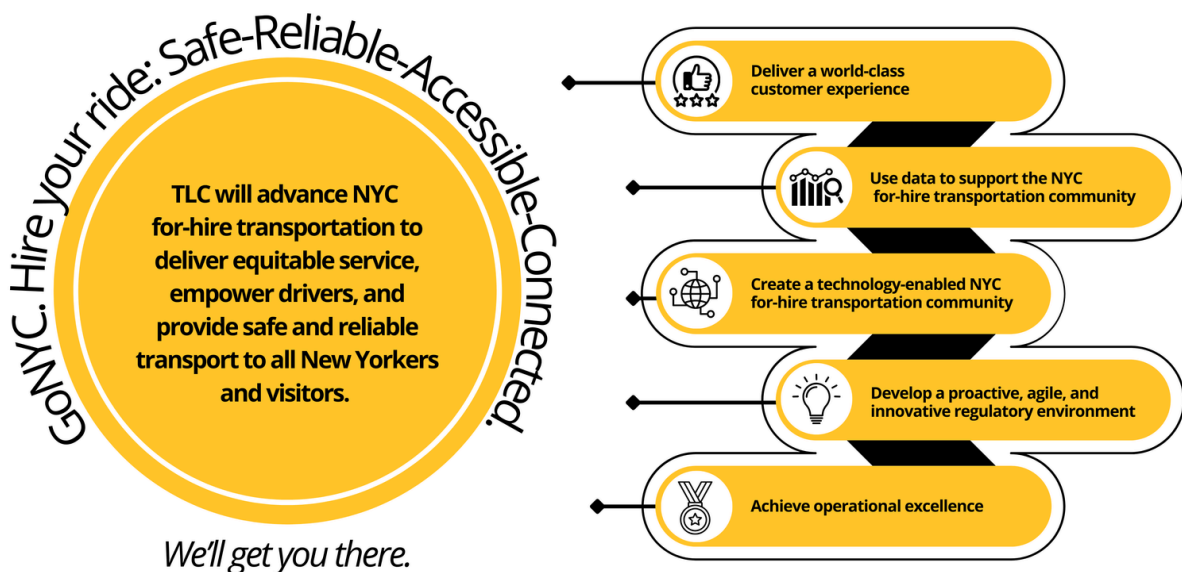
The TLC Strategic Plan lays out what we are working on and will continue to work on. We strive to continue to deliver high-quality services to our licensees and the public, including improving communication, reducing emissions to address climate change, and promoting the economic stability of the industry. We aim to continuously improve services to licensees, streamline internal processes, and launch new opportunities to bring the industry to new heights.

TLC Mission and Vision

The Taxi and Limousine Commission (TLC), created by Local Law No. 12 of 1971, is a Charter-mandated agency responsible for the development and improvement of For-Hire transportation service in New York City. The duties of the agency include licensing and regulating Taxis, For-Hire Vehicles (FHVs), and Commuter Van and Paratransit services, as well as Drivers and related businesses. Additionally, TLC enforces rules and regulations and sets standards for service, insurance coverage, driver safety, and equipment safety and design.

TLC Vision

TLC will advance NYC for-hire transportation to deliver equitable service, empower drivers, and provide safe and reliable transport to all New Yorkers and visitors.



Dear New Yorkers,



The for-hire transportation sector in New York City is dynamic and constantly changing. As the regulator of the industry, the New York City Taxi and Limousine Commission (TLC) must be flexible in addressing the challenges associated with changing market conditions, and ensure that we provide top-quality services, support, and safety to our licensees as well as the public. This strategic plan sets forth goals and detailed objectives for ongoing internal improvements across the TLC so we can continue to advance the industry together.

Over the past year, TLC took significant action to keep the for-hire industry healthy and viable, including a minimum pay rate increase for rideshare drivers, many of whom were making less than minimum wage. This came after a similar raise for taxi drivers, the first in ten years. Taxi owners also continued to benefit from the Medallion Relief Program Plus (MRP+) which has provided over \$472 million in debt reduction for the owners of 2,376 medallions.

Other new initiatives included our highly popular Mobile Outreach Unit—Van Hailin’—which allows TLC licensees to do business without having to visit Long Island City; TLC’s ongoing accessibility efforts; a new storage program for For-Hire Vehicle (FHV) owners ; initiatives to increase data transparency; and of course the Green Rides Initiative, which requires the city’s rideshare (Uber & Lyft) fleet to dispatch 100% of trips to either electric vehicles or wheelchair accessible vehicles by 2030.

As we support these existing initiatives, we will also be breaking new ground with some exciting new efforts you can read about below. Among them are a public safety campaign designed to increase passenger awareness when it comes to unauthorized drivers and vehicles, a new digital portal for drivers that will make doing business with TLC far more efficient, and proposed rules designed to increase accessibility.

I want to thank all our TLC employees for their commitment and participating in the most collaborative planning process in this agency’s history. I could not be prouder of our teams or more confident in our future. I look forward to implementing this plan with my dedicated TLC employees, to bring us to a bolder and innovative future.

Sincerely,

A handwritten signature in black ink, appearing to read 'David Do'. The signature is stylized and cursive.

David Do
Commissioner, NYC Taxi & Limousine Commission

Our Divisions and Offices

Uniformed Services Bureau

The Enforcement Division of the Uniformed Services Bureau (USB) is a specialized law enforcement division comprised of Peace Officers who are designated as NYC Special Patrolmen. The primary mission of USB's Enforcement Division is to maintain public safety by deterring illegal operation of unlicensed vehicles, and ensuring compliance of all TLC Rules and Regulations, Vehicle Traffic Laws, the Administrative Code, and NYC Rules and Regulations within the for-hire transportation industry. USB's Enforcement Division conducts its successful field operations enforcing the City's Vision Zero Initiative, responding to community complaints, and collaborating with the New York City Police Department (NYPD) and other law enforcement agencies through joint enforcement operations to maintain public safety.

The TLC Safety and Emissions Division conducts inspections on TLC-licensed vehicles. Located at TLC's Woodside facility, Safety and Emissions is a New York State licensed inspection facility, testing for all NYS-required safety and emissions elements such as properly functioning brakes, seatbelts, lights, suspension components, and emission systems. Additionally, vehicles are inspected for all TLC-required equipment and markings, such as taximeters in yellow and green cabs and base markings on livery vehicles. Only vehicles that successfully pass TLC inspection can be used to transport passengers for hire.

Lastly, under USB is the Facility Services Division which provides the foundation at the agency's five facilities and satellite offices to support agency goals and objectives. Facility Services maintains agency-wide inventory of all fixed and non-fixed assets. In addition, the Division is responsible for all maintenance services, supplies and mail services.

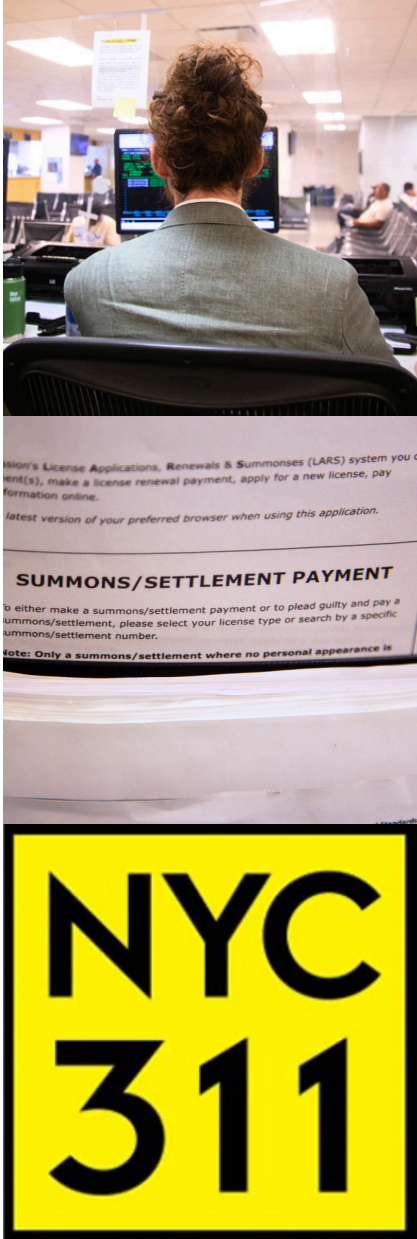


Our Divisions and Offices

Legal Affairs and Prosecution

The Legal Affairs Division is the agency's in-house legal counsel. The division provides legal advice for the Chair, the Commission and the various divisions at the TLC. The Legal Affairs Division also drafts agency rules, executes agreements, enforces rules, transfers medallion and SHL licenses, oversees employee discipline and labor issues and works on litigation with the New York City Law Department.

The TLC's Prosecution Division prosecutes summonses issued by TLC officers in the field, administrative summonses for records-based violations, summonses issued for failure to comply with directives or TLC Safety & Emissions rules, and consumer complaint summonses based on complaints filed by the public through NYC 311. Prosecution maintains public safety and ensures compliance with all TLC Rules and Regulations, Vehicle Traffic Laws, NYC Administrative Code, and NYC Rules and Regulations by prosecuting licensees for violations of those rules. The Division also houses the Driver Protection Unit, assisting licensees with complaints regarding TLC rule violations and makes itself accessible to licensees by accepting complaints through the DPU Helpline, DPU email inbox, referrals from other departments, and Owner/Driver Resource Center appointments.



Our Divisions and Offices

Licensing and Standards

The TLC's Licensing and Standards Division consists of several Units, each playing an integral role furthering the safe transportation of the TLC licensed drivers as well as the riding public. The Division ensures TLC Licensees are provided with the necessary education and guidance for safe driving, professionalism, and maintaining compliance. The Licensing and Standards Division processes many transactions for TLC licensed drivers, vehicles, businesses, yellow and green taxis.

The Division operates its own Department of Motor Vehicles Satellite office at the TLC Long Island City facility along with a walk-in counter to facilitate questions from customers. The Division hosts the Agency's call center, which addresses inquiries that range from questions about applying for a TLC License and what to do after leaving property in a taxicab, to receiving commendations regarding a TLC Licensed Driver for superior behavior or exemplary service.

The Licensing and Standards Division also includes the Education Unit which manages the TLC driver license exam, driver continuing education courses in addition to educating and empowering TLC licensees with the tools they need to provide safe, equitable and accessible transportation for everyone who requests it. All Units within the Division work together to provide licensing services that support the entire NYC for-hire industry.



Our Divisions and Offices

Policy and Community Affairs

The Office of Policy, consisting of the Data Analytics Unit and the Policy Research Unit, pairs the immense amount of data at TLC's disposal with other research methods to provide expert guidance to TLC leadership and spearhead new agency projects, pilot programs, and initiatives. Its members work closely with the Office of the Commissioner to ensure the agency fulfills its mission while monitoring current events and developments in the transportation sector in New York City, across the country, and around the world. Policy research focuses on the core areas of TLC's regulatory power—ensuring safety, accessibility, and accountability—utilizing taxi and for-hire vehicle trip data, administrative data on drivers and vehicles, and other data sources internal and external to the agency.

The Office of Community Affairs (OCA) leads the agency's outreach efforts, ensuring that licensees, passengers, and other members of the public understand TLC's policies and initiatives, and that those policies and initiatives are informed by feedback OCA receives. Among its many efforts, OCA leads the agency's signature Van Hailin' events to bring TLC services to drivers in their communities, conducts passenger and driver safety outreach with USB members in the city's hot-spots for TLC-licensed activity, partners with other city agencies, elected officials' offices, community groups, and other organizations to co-host events, and helps licensees navigate various TLC policies, rules, and processes by often serving as their first point of contact.



Our Divisions and Offices

Office of Inclusion

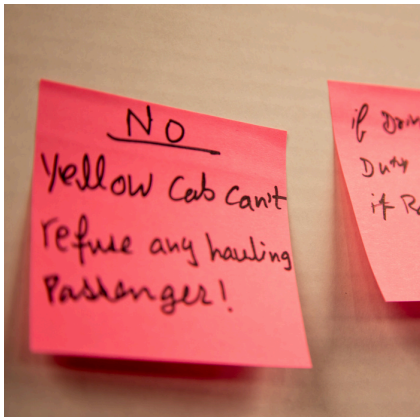
The Office of Inclusion (OOI) was created pursuant to Local Law 219 of 2018 to ensure the riding public receives equal and courteous service from taxi and for-hire vehicle drivers. OOI's mission is to reduce and ultimately eliminate service refusals and to ensure that no one is discriminated against by TLC licensees.

Additionally, the Office conducts outreach to the riding public and drivers to increase awareness of accessibility related services, service refusals, and the complaint process.

Press and Communications

TLC Communications is the agency's point of contact for news media and the general public seeking information about agency programs, policies, procedures and services. As the official voice of the agency, TLC Comms works closely and collaboratively with every TLC division as well as City Hall and is committed to responding to inquiries in a manner that is timely, accurate, and transparent.

The unit also manages the agency's social media accounts and all digital content, as well as designing materials to educate both the drivers and the general public. TLC Comms is also responsible for livestreaming Commission Hearings.



Our Divisions and Offices



Operations, People, and Innovation (Includes Finance and Programs)

The Operations, People and Innovation (OPI) division serves as the central support system for all agency functions, offering technical expertise, professional guidance, and operational assistance across all divisions. OPI recognizes that providing leaders and employees with the necessary tools is paramount for operational success. With a focus on information technology best practices, human capital development, and operational excellence, OPI is dedicated to empowering customers by ensuring timely access to appropriate resources.

Within this division, Human Resources oversees essential functions such as recruitment, training, payroll, and timekeeping, and personnel management. TLC's IT unit operates under OPI's umbrella, tasked with meeting the agency's technological requirements. This includes providing and maintaining essential technology infrastructure for all divisions, supporting mission-specific systems, and ensuring data security and compliance. By facilitating efficient data collection and protection, IT contributes to informed rule-making and regulatory compliance. The Finance and Program unit, also under OPI's purview, is responsible for overseeing the agency's budget, procuring goods and services, accounts payable and managing accessibility focused programs. Aside from the above responsibilities, the Finance unit also includes the Program Planning and Management team which holds the Owner/Driver Resource Center (O/DRC). The O/DRC aims to provide outreach and services directly to licensees such as referral to legal services, financial counseling, and driver health and wellness.

The Operations unit focuses on emergency management, space allocation for TLC operations, cross-divisional coordination, and continuously reviewing and refining OPI processes to ensure operational efficiency and readiness.

TLC by the Numbers

Below shows the number of active TLC licenses as of May 2024.

By the Numbers: Calendar Year 2024	
Total Active Licenses (as of December 31st ,2024)	294,483
Drivers	
TLC Drivers (Taxi and FHV)	178,917
Paratransit Drivers	513
Commuter Van Drivers	59
Total Driver Licenses	179,489
Vehicles	
Street Hail Services	
Taxis	13,587
Stand-by Taxis	2
Street Hail Liveries (Green Taxis)	814
Prearranged Services	
For-Hire Vehicles not affiliated with HVFHS	22,960
Black Car	18,483
Livery	2,852
Luxury Limousine	1,625
For-Hire Vehicles affiliated with HVFHS	83,196
Commuter Vans	38
Paratransit Vehicles	73
Total Vehicle Licenses	120,670
Bases	
Black Car	477
Livery	207
Luxury Limousine	96
Commuter Van	12
Paratransit	21
High-Volume For -Hire Service	2
Total Base Licenses	815
Businesses	
Taxicab Brokers	16
Medallion Agents	35
Taxicab Meter Shops	11
Taxicab Meter Manufacturers	3
Technology Service Providers	3
E-Hail Providers	5
Total Business Licenses	73

TLC by the Numbers

M/WBE Performance

	FY 24 YTD					
	Contract Values			# Of Contracts		
	Totals	% of Whole	% of Sub Category	Totals	% of Whole	% of Sub Category
MWBE	\$ 4,317,711	100%	100%	82	100%	100%
Caucasian (Female Only)	\$ 213,445	5%	5%	19	23%	23%
Asian (Male and Female)	\$ 1,522,586	35%	35%	11	13%	13%
Hispanic (Male and Female)	\$ 902,093	21%	21%	25	30%	30%
Black (Male and Female)	\$ 1,150,488	27%	27%	26	32%	32%
Native American	\$ 529,098	12%	12%	1	1%	1%
Female MWBE	\$ 2,334,183	54%	100%	40	49%	100%
Caucasian Female	\$ 213,445	5%	9%	19	23%	48%
Hispanic Female	\$ 454,731	11%	19%	3	4%	8%
Asian Female	\$ 1,346,536	31%	58%	8	10%	20%
Black Female	\$ 319,471	7%	14%	10	12%	25%
Male MWBE	\$ 1,983,528	46%	100%	42	51%	100%
Asian Male	\$ 176,050	4%	9%	3	4%	7%
Hispanic Male	\$ 447,363	10%	23%	22	27%	52%
Black Male	\$ 831,017	19%	42%	16	20%	38%
Native American	\$ 529,098	12%	27%	1	1%	2%

FY 24 MWBE Utilization Rate 83%

Agency Accomplishments

Medallion Relief Program and Deficiency Guaranty

TLC adopted rule amendments to its Medallion Relief Program establishing eligibility criteria for applying for a supplemental loan deficiency guaranty. This supplemental program offers a deficiency guaranty, subject to appropriations by the City and provided by a third party, on renegotiated medallion loans. The deficiency guaranty covers eligible loans regardless of the original loan balance and includes a grant of \$30,000 through the MRP.

This particular rule amendment increased the number of loans eligible for participation from medallion owners who have an interest in five or fewer medallions to those who have an interest in six or fewer medallions. TLC wanted to offer the program to as many small business owners as possible so that they can lower their debt during difficult financial times.



Taxi Fare Increase

After 10 years without a raise in Taxi fare, and with inflation and driver expenses putting pressure on driver and fleet revenue, TLC increased the taxi and street hail livery metered rate of fare in December 2022, including the flat fare between John F. Kennedy Airport and Manhattan, various surcharges paid to the driver including the rush hour, overnight, and Newark Airport surcharges, added a new LaGuardia Airport surcharge, and increased the Taxi Improvement Fund (TIF) and Street Hail Livery Improvement Fund (SHLIF) surcharges to ensure that those funds remain sustainable.

Agency Accomplishments

High-Volume Driver Pay Increase

In March of 2023, TLC amended its rules to increase driver pay for trips dispatched by high-volume for-hire services Uber and Lyft. These rule amendments also changed the way utilization rates are calculated and applied, creating an industrywide utilization rate “floor” of 53% in response to driver and stakeholder feedback, and made technical changes to clarify the calculation and application of yearly inflationary increases that TLC will continue to implement. Combined with recent inflationary increases, on a trip of 7.5 miles and 30 minutes drivers must now be paid at least \$27.69, an increase of 20% from the original 2019 rates.



Green Rides Initiative

In October of 2023, following a public hearing process, TLC adopted rules to implement the Green Rides Initiative, requiring high-volume for-hire services—currently Lyft and Uber—to dispatch exclusively to EVs and WAVs by 2030, with benchmarks beginning in 2024. TLC also announced in October that it was opening applications for EV-restricted FHV licenses. Due to litigation, the application window was only open for a brief period, during which TLC received approximately 9,700 applications, over 8,000 of which were by individuals who already held a TLC driver license. These new licenses are already allowing drivers who were previously stuck leasing their own vehicles, while spurring demand for private and public investment in EV charging infrastructure.



Agency Accomplishments

Mobile Outreach: Van Hailin'

TLC's mobile office unit, better known as Van Hailin', was created as part of a pilot program and launched in March of 2023 in Laurelton, Queens. The agency's goal was to provide a better customer service experience for its licensees, and through the program, TLC has continued to partner with community groups and elected officials each month. Van Hailin' and the Office of Community Affairs visited multiple neighborhoods in all five boroughs, serving over 2,000 licensees across 2023-2024, with turnout increasing almost 221% since inception. Licensees have expressed their gratitude and satisfaction for being able to conduct licensing, prosecution, and drug testing inquiries at more convenient locations in their communities.



So far, TLC has served 2393 licensees at Van Hailin' events across the five boroughs.



Data Transparency and the TLC Factbook

TLC has long been a leader in open data, publishing anonymized raw trip records, aggregated reports, data visualizations, and interactive data dashboards to increase data transparency and facilitate public understanding of for-hire transportation in New York City. In 2023, the agency launched a new dashboard, called the TLC Factbook in homage to the once-static reports released by the agency every two years, as a living, interactive, ever-expanding data dashboard updated with the latest data every month. Currently including metrics such as trip counts, working drivers, and working vehicles by sector, utilization rates by high-volume company, and pickup and drop-off maps, TLC will continue to add new metrics and visualizations in response to agency, public, and industry needs and priorities.

Goals and Initiatives



Goal 1

Launch TLC Connect:
One Integrated Platform
for Licensees



Goal 2

Improve Communication and
Outreach to the Industry



Goal 3

Work with the For-Hire
Industry for a Cleaner,
more Accessible Fleet



Goal 4

Improve Data Transparency
and Monitor the Economic
Stability of the Taxi and
For-Hire Industry



Goal 5

Improve Equity, Safety and
Accessibility for the Riding
Public

Goals and Initiatives – 01

Launch TLC Connect: One Integrated Platform for Licensees

Initiative

Initiative 1:

Streamline how customers access, update, and manage their TLC profile information without contacting the TLC for assistance by the end of 2025.

Metric:

100% of customers can create and update their TLC profile information without contacting TLC for assistance before the end of 2025.

Initiative 2:

Centralize electronic communication between licensees and TLC staff.

Metric:

There is one point of entry for customers to interact with the TLC.

Initiative 3:

Automate and modernize the enforcement and compliance of TLC rules and regulations.

Metric:

80% of all settlements can be completed online instead of in person by end of 2025.

Goals and Initiatives – 02

Improve Communication and Outreach to the Industry

Initiative

Initiative 1:

Maintain and expand the TLC Blog: TLC will reactivate and more frequently publish blog posts about a wide range of industry topics such as licensee profiles, guides to TLC data, and analyses of industry trends.

Initiative 2:

Continue to host Van Hailin' events to bring TLC services to drivers in their neighborhood and community for ease of access to complete licensing requirements or provide answers to inquiries on the spot with a TLC representative. So far, TLC has served **2,306 licensees** at Van Hailin' events across the five boroughs.

Initiative 3:

Conduct community outreach program with TLC USB officers to interact and educate the public and licensees on taxi and FHV policies, best practices, matters of safety, and Vision Zero initiatives.

Goals and Initiatives – 03

Work with the For-Hire Industry for a Cleaner, more Accessible Fleet

Initiative

Initiative 1:

Implementation of the Green Rides Initiative which requires all trips dispatched by high-volume for-hire vehicles (Uber and Lyft) to be in zero-emission or wheelchair accessible vehicles by 2030, setting yearly benchmarks designed to ensure a smooth and efficient transition to a cleaner, more accessible fleet.

Metric:

At the end of 2026, 25 percent of all high-volume (Uber & Lyft) trips will need to be through vehicles that are either zero-emission or wheelchair accessible.

Initiative 2:

Engage industry members, city partners, drivers and the electric vehicle industry to brainstorm creative ideas to expand charging infrastructure for TLC licensees to make the fleet's conversion to EV's a success

Initiative 3:

Transitioning the Accessible Dispatch program to a rules-based approach which will increase the number of WAV taxis available on dispatch to customers who need them.

Metric:

Percentage (%) of WAV taxis.

Initiative 4:

Implement recently passed rules which will require a 100% hackup of taxis as WAV's until we reach our goal of 50% by 2028 of all authorized taxis.

Metric:

Percentage (%) of WAV taxis.

Goals and Initiatives – 04

Improve Data Transparency and Monitor the Economic Stability of the Taxi and For-Hire Industry

Initiative

Initiative 1:

Enhance the TLC’s online Factbook to include driver pay, passenger fares, licensee data, maps, and more.

Initiative 2:

Conduct a study of high-volume driver expenses to ensure expenses are properly accounted for in the driver pay formula.

Initiative 3:

Evaluate the effectiveness of the Medallion Relief Program

Metric:

Number of medallion owners assisted, amount of medallion loan debt forgiven, number of taxis on the road.

Initiative 4:

Increase compliance for annual medallion owner financial disclosure reporting.

Initiative 5:

Develop and implement sampling method for monitoring financial data submitted by medallion owners, agents, and brokers.

Initiative 6:

Support medallion owners by offering resources and workshops to enhance their small businesses.

Goals and Initiatives – 05

Improve Equity, Safety and Accessibility for the Riding Public

Initiative: Equity & Accessibility

Initiative 1:

Continue to monitor service refusal through active enforcement and prosecution on illegal service refusals.

Metric:

Number of service refusals.

Initiative 2:

Continue to host equity and inclusion events for TLC employees and host events on equity and inclusion for TLC licensees and the riding public.

Metric:

Number of events held for TLC employees and for TLC Licensees.

Initiative 3:

Improve FHV accessibility, by continuing to monitor and decrease passenger wait times.

Metric:

Passenger wait times.

Initiative: Safety

Initiative 4:

New Academy Class of Enforcement Officers

Metric:

Number of new enforcement officers.

Goals and Initiatives – 05 cont.

Improve Equity, Safety and Accessibility for the Riding Public

Initiative: Safety

Initiative 5:

Public Safety Education “Anti-Hustling” Campaign to raise awareness about the dangers of unlicensed activity and how the riding public can ensure that they are using properly licensed vehicles. This will entail social media messaging, a website and in-person outreach at locations where unlicensed activity is prevalent.

Metric:

Number of social media posts, number of website hits, number of complaints and summonses issued for unlicensed activity.

Initiative 6:

Produce digital content to raise awareness through social media to:

A) The riding public to bring awareness on how to file complaints on illegal for-hire activity and service refusal complaints.

B) Licensees to educate them on best practices, safety, and industry policies by implementing a “How to Series” campaign.

Metric:

Number of social media posts, number of service refusal complaints.

Metric:

Number of social media posts.

Initiative 7:

A new course on Vision Zero and Accessibility will be required for licensees who repeatedly violate Vision Zero and accessibility rules with the objective of remediation and safer driving.

Initiative 8:

Hold an Honor Roll event in 2025 to highlight drivers with safe driving records.

Metric:

Number of drivers honored.

Conclusion

Building on 2024's accomplishments and challenges, it is our hope that TLC's 2025 Strategic Plan has provided the public and the industry with a solid roadmap of where we have been, and where we are headed in the new year. The six goals and initiatives we've outlined above strive for demonstrable improvements across our mission profile, and their execution promises exciting rewards for licensees, the riding public, and our TLC team.

As its name implies, TLC Connect will offer a long-awaited customer service platform that will make it easier than ever for licensees to conduct business with TLC—much of it over their cell phones. Our Communication and Outreach goals will continue to increase awareness for both licensees and the public. The Green Rides Initiative, already two years ahead of schedule, will continue to bring us closer to 100% zero-emission or wheelchair accessible trips by 2030, while our efforts to increase the wheelchair accessible taxi fleet aim to get us dramatically closer to the 50% mark. TLC depends on the public's awareness and cooperation when it comes to enforcing our rules in the field, and our Equity, Safety and Accessibility objectives will better educate both them and our drivers about their rights, and safe practices. Executing all these goals depends on our organizational health, and our efforts towards employee engagement, recognition, and recruitment should put us in an even better position to serve New Yorkers well in 2026.

We look forward to following this roadmap with a sense of service, enthusiasm, and community.