

# Benchmarking

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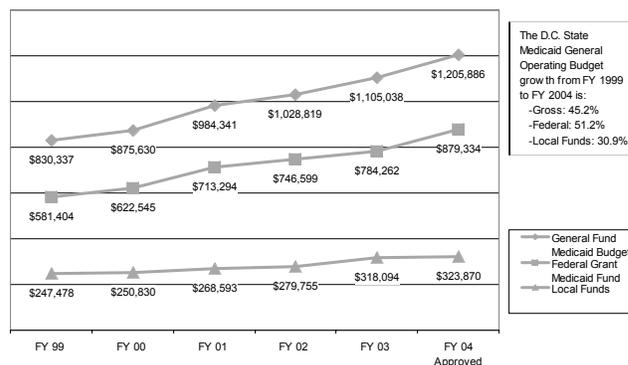
The Government of the District of Columbia is committed to fostering continued improvement through best practices. Benchmarking is a best practice supported by the International City/County Management Association (ICMA) Center for Performance Measurement, which has over 100 member cities and counties, participating in a collaborative benchmark program. District officials have approved agency benchmarking as a component of performance-based budgeting. The District provides services at the special district, city, county, and state levels of government, and supports the nation's headquarters for federal and foreign operations. This unique blend of service delivery makes it difficult to choose comparable jurisdictions. Factors that determine comparison include type of government, community demographics, and geography.

The Office of Budget and Planning (OBP) has completed benchmarking studies requested by the Mayor, for areas of interest and opportunities for performance improvement. The studies provide stakeholders an opportunity to assess how the District compares with other jurisdictions providing the same service. The following D.C. State Medicaid Program and D.C. Public Schools benchmarks are examples of the types of benchmarking taking place in the District.

Currently, the District uses three types of benchmarks:

- **Trends** - internal focus on historical data of department programs and operations.

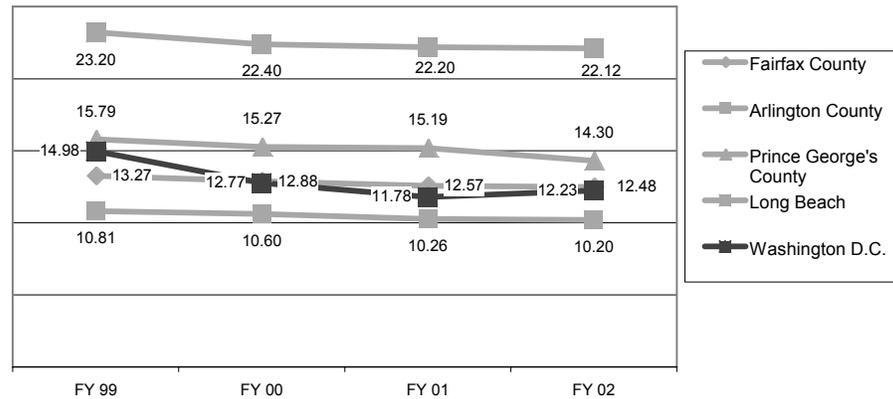
## DC Medicaid General Operating Budget FY 1999 - 2004



Note: Dollars in Thousands. DC State Medicaid General Operating Budget FY 1999 - 2004 Information - SOAR. General Operating Budget includes all funds (Local, Federal, Special Purpose Revenue, and Private Grants).

- **Comparisons against other jurisdictions at a point in time** - compare environments, results, outputs, demands, and efficiencies with other jurisdictions to gauge the efficiency and effectiveness of District programs.

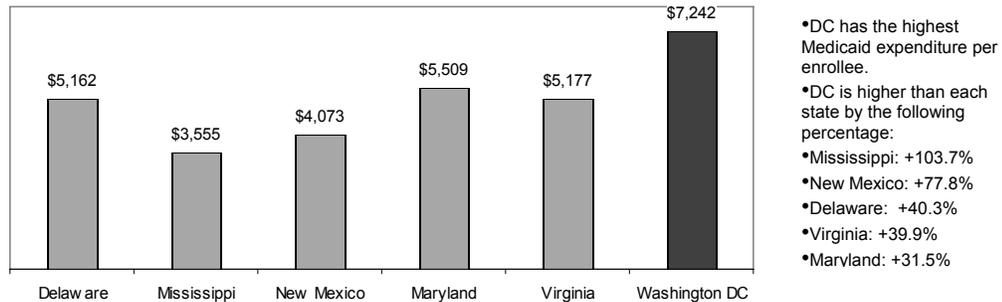
### Student/Teacher Ratio FY 1999- FY2002



Note: Fairfax, Prince George's County, and Long Beach Enrollment and Teachers provided by individual jurisdictions. Arlington and Washington D.C. Teachers: DCPS. Washington D.C. Enrollment: OCF0.

- **Composite benchmarks** - provide more in-depth analysis of District performance relative to other jurisdictions over time.

### FY 2001 Medicaid Expenditures Per Enrollee



Note: Federal Medicaid Expenditures, Enrollment FY 2001: Centers for Medicare and Medicaid Services: <http://www.cms.hhs.gov/medicaid/mbes/sttotal.pdf>, <http://www.cms.hhs.gov/medicaid/msis/msis99sr.asp>

Benchmarks provide valuable information to identify opportunities for operational improvements and/or efficiencies. Data usefulness is contingent upon the veracity of sources, measures, and interpretation. Through analyzing many sides of an issue, a more complete picture emerges. Compilations of benchmarks tell a story that would not otherwise be evident from one benchmark alone. The story unfolds through the order and format of the benchmarks presented including trends, comparisons, and composite measures. The goal is to provide objective analysis to inform management about operations, funding, and service delivery. The District is currently not able to benchmark everything given existing resources, however, studies will continue in areas of interest.

## Fiscal Year 2006 Agency Benchmarks

The Office of Budget and Planning, in partnership with the Office of the City Administrator, coordinated agency benchmarking for performance-based budgeting agencies. There are 71 benchmarks from 26 agencies in this publication. Aligning with the format of the District's budget book, the benchmarks are presented by appropriations title and organized alphabetically by agency code. Each benchmark is presented with a description, a graph, and analysis tied to its related program.

### Governmental Direction and Support

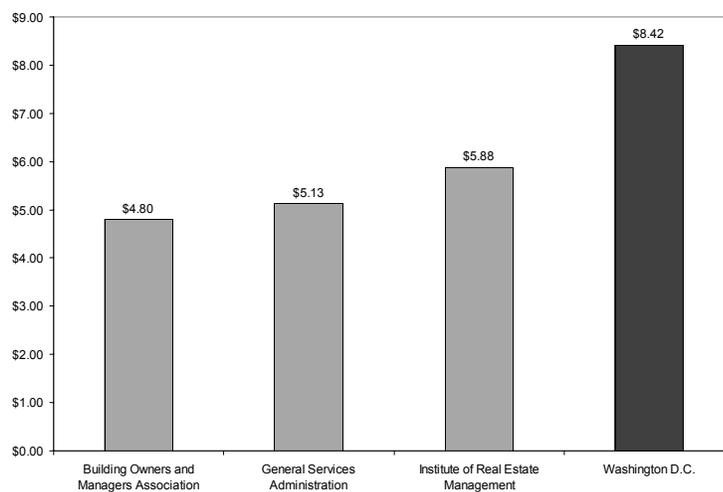
#### Office of Property Management (AM0)

##### Program: Asset Management

One of the key benchmark measures for the Office of Property Management's (OPM) Asset Management program is the cost per square foot owned. This measure ties to the District's citywide priority of Making Government Work. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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#### Operating and Maintenance Cost Per Square Foot Owned FY 2004



Note: The Office of Property Management provided all benchmark data.

According to OPM, during FY 2004 the General Services Administration's cost per square foot (owned) was \$5.13 per rentable square foot. GSA defined this measure as the sum of expenditures for cleaning, maintenance, and utilities. [Utilities include electric, natural gas, water & sewer, and steam.] During FY 2004, OPM's cost per square foot was \$8.42. This figure is based upon FY 2004 forecasts for occupancy, janitorial, and utility expenses for District-owned space, which was \$20,098,530 divided by the number of rentable square feet of office space owned by the District, which was 2,386,306.75 square

feet. According to other data contained in GSA's Real Property Performance Report 2004, the Building Owners and Managers Association (BOMA) reported an average cost per square foot of \$4.80 and the Institute of Real Estate Management (IREM) reported an average cost per square foot of \$5.88.

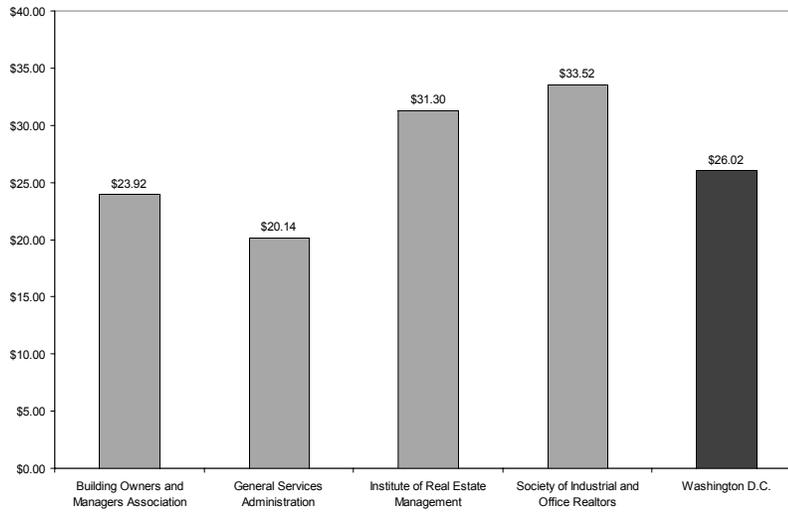
OPM will use this measure to determine whether the rent charged and operating expenses for Janitorial Services and Utilities are comparable to the General Service Administration (GSA) and the private sector when measured on a per square foot basis. In addition, it will enable OPM to monitor fluctuations in cost per square foot owned on an annual basis and to compare those fluctuations to GSA and the market.

## Program: Asset Management

One of the key benchmark measures for the Office of Property Management's (OPM) Asset Management program is the cost per square foot leased. This measure ties to the District's citywide priority of Making Government Work. The accompanying table illustrates the District's performance with benchmark organizations.

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### Cost Per Square Foot Leased Full-Service Properties FY 2004



Note: The Office of the Property Management provided all benchmark data.

According to OPM, during FY 2004 the General Services Administration's cost per square foot (leased), which only includes full service leases, was \$20.14 per rentable square foot. During the same period of time, OPM's cost per square foot (leased) with its full service leases was \$26.02. According to data contained in GSA's Real Property Performance Report 2004, the Building Owners and Managers Association (BOMA) reported an average cost per square foot leased of \$23.92, the Institute of Real Estate Management (IREM) reported an average cost per square foot leased of \$31.30, and the Society of Industrial and Office Realtors (SIOR) reported an average cost per square foot leased of \$33.52.

OPM will use this measure to determine whether the rent paid on full-service leases are comparable to the General Service Administration (GSA) and the private sector when measured on a per square foot basis. In addition, it will enable OPM to monitor fluctuations in cost per square foot leased with full-service leases on an annual basis and to compare those fluctuations to GSA and the market. While the comparison data obtained from GSA had rates that were comparable to the rent rates paid by OPM during FY 2004 they were not limited to the Washington D.C. Metro Area. Therefore, during FY 2005 OPM will work to obtain these data directly from the private sector sources so that a local comparison is possible.

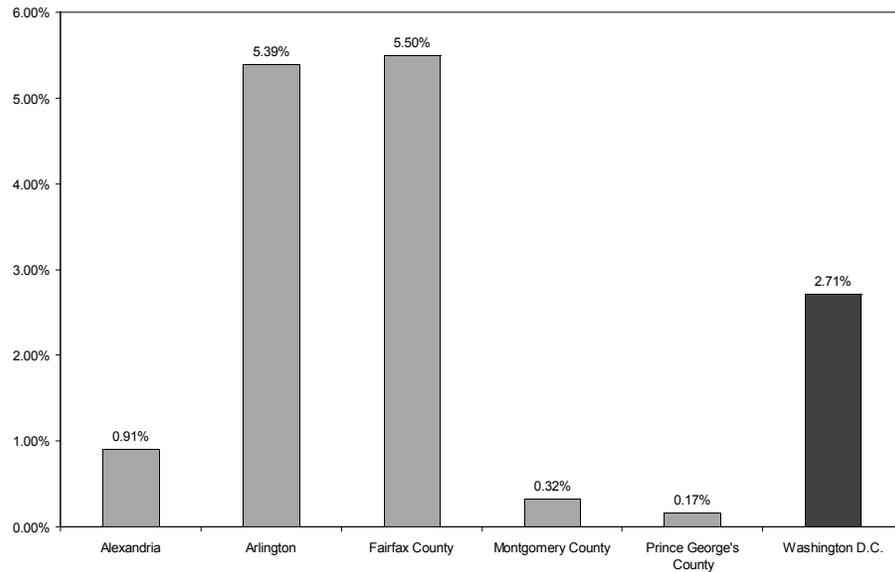
## Office of the Chief Financial Officer (AT0)

### Program: Budget Development and Execution

One of the key benchmark measures for the Office of the Chief Financial Officer's (OCFO) Budget Development and Execution program is the percent variance between the revised General Fund budget and actual expenditures. This measure ties to the District's citywide priority of Making Government Work. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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### Percent Variance in General Fund Budget vs. Expenditures in FY 2004



Note: The Office of the Chief Financial Officer provided all benchmark data.

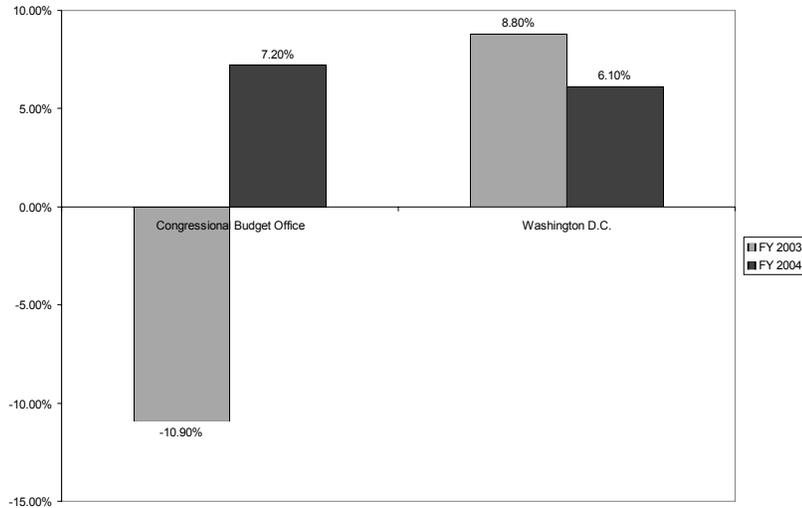
According to the OCFO, this data shows that in FY 2004 the District budgeted with a 2.71 percent variance. A small variance can be an indicator that a jurisdiction performs well at estimating expenditures and is successful in controlling expenditures throughout the fiscal year. Additionally, a positive variance is considered better than a negative variance, as a negative variance indicates spending exceeded budget authority.

### Program: Revenue and Analysis

One of the key benchmark measures for the Office of the Chief Financial Officer's (OCFO) Revenue and Analysis program is the percent variance between the estimated and actual revenues in the General Fund. This measure ties to the District's citywide priority of Making Government Work. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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### Percent Variance of Estimated vs Actual Revenue



Note: The Office of the Chief Financial Officer provided all benchmark data.

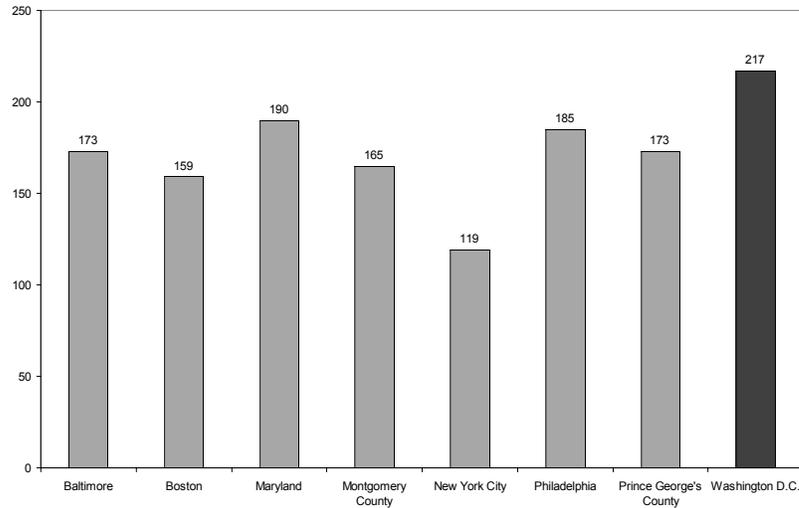
According to the OCFO, this data shows that the District had a positive variance in FY 2003 and in FY 2004.

### Program: Financial Operations and Systems

One of the key benchmark measures for the Office of the Chief Financial Officer's (OCFO) Financial Operations and Systems program is the number of days from end of fiscal year to issue date of FY 2004 CAFR. This measure ties to the District's citywide priority of Making Government Work. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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### Number of Days to Publish CAFR FY 2004



Note: The Office of the Chief Financial Officer provided all benchmark data.

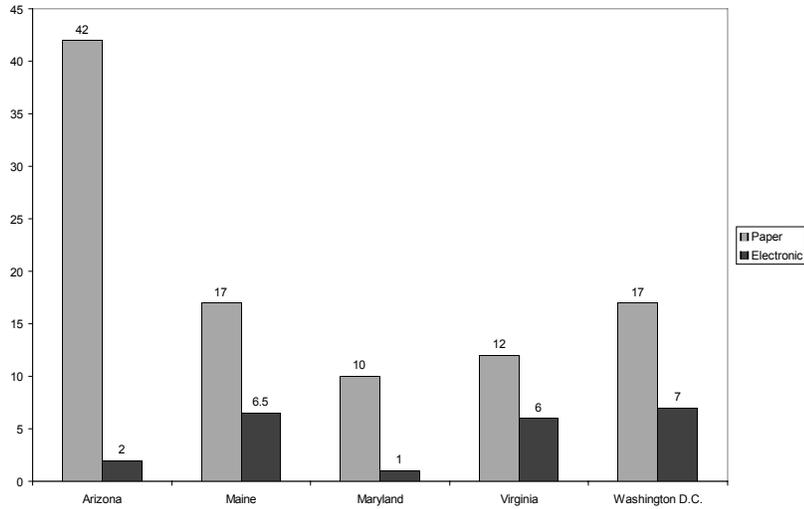
According to the OCFO, this data shows that the District had the largest number of days from the end of the fiscal year to the issue date of the CAFR.

### Program: Tax Administration

One of the key benchmark measures for the Office of the Chief Financial Officer's (OCFO) Tax Administration program is the average number of days to process a tax refund (electronic and paper) in FY 2004. This measure ties to the District's citywide priority of Making Government Work. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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### Average Number of Days to Process Tax Return FY 2004



Note: The Office of the Chief Financial Officer provided all benchmark data.

According to the OCFO, this data shows that the District had an average number of days to process paper returns, and the highest number of days (seven) to process electronic returns, in comparison to the benchmark jurisdictions.

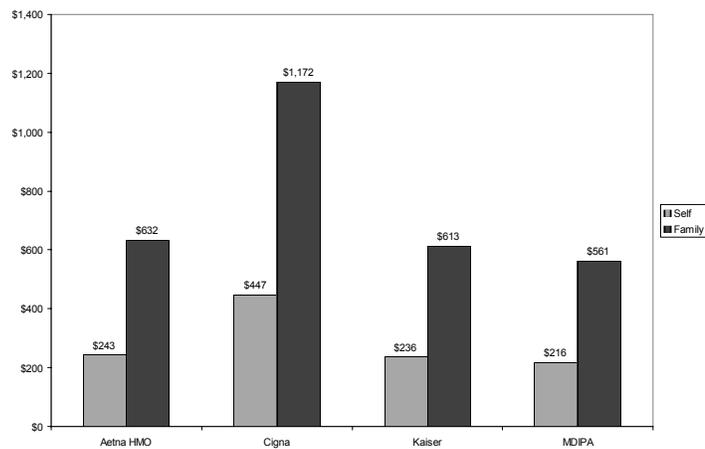
## D.C. Office of Personnel (BE0)

### Program: Employee Benefits and Services

One of the key benchmark measures for the D.C. Office of Personnel (DCOP) Employee Benefits and Services program is the cost per employee by health insurance provider. This measure ties to the District's citywide priority of Making Government Work. The accompanying table illustrates the cost per employee by health insurance provider within the District.

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## Cost Per Employee for Health Benefits



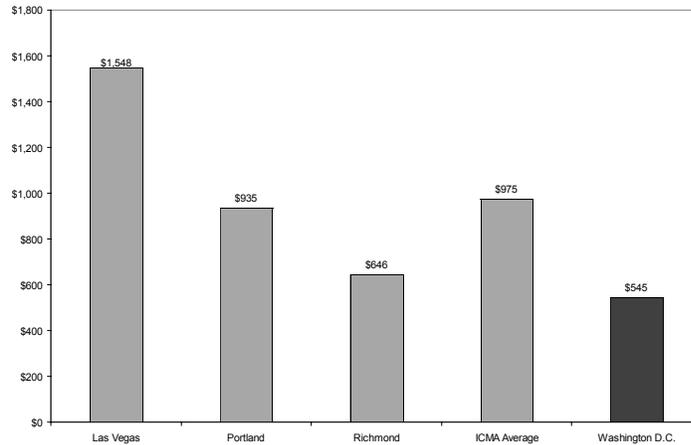
Note: The D.C. Office of Personnel provided benchmark data.

## Program: Management Services

One of the key benchmark measures for the D.C. Office of Personnel (DCOP) Management Services program is the Human Resources (HR) cost per Full Time Equivalent (FTE) processed by DCOP. This measure ties to the District's citywide priority of Making Government Work. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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### HR Cost Per FTE FY 2003



Note: The D.C. Office of Personnel provided all benchmark data.

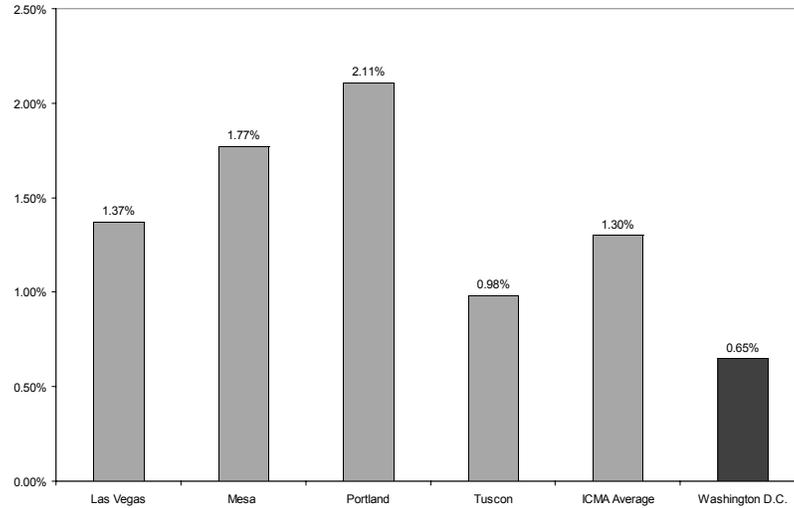
According to DCOP, the District's FY 2003 average cost of \$818 per FTE is \$157 less than 2003 International City/County Management Association (ICMA) HR Survey average ratio of HR spending per FTE of \$975.

**Program: Agency Management**

One of the key benchmark measures for the D.C. Office of Personnel (DCOP) Agency Management program is the HR budget as a percentage of the operating budget. This measure ties to the District's city-wide priority of Making Government Work. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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**HR Budget as % of Total Operating Budget FY 2003**



Note: The D.C. Office of Personnel provided all benchmark data, for the District; only agencies under the authority of the Mayor were included in the Total Operating Budget. Independent agencies that perform their own HR functions have budgets within their independent agencies. By only including the budgets of the agencies that have their HR functions handled through the BE0 budget, we get a more valid data point. If all agencies are included, the data point reduces to .33%.

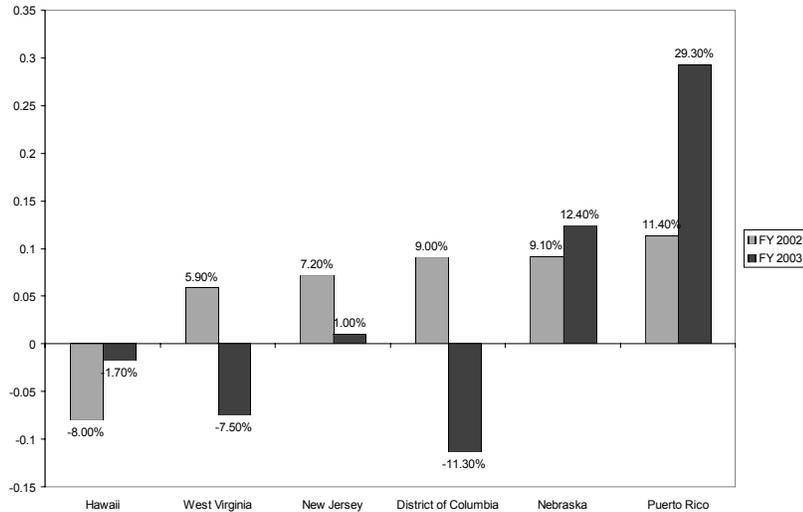
According to DCOP, the District HR budget as a percentage of the operating budget is .65%; this is half of the 2003 International City/County Management Association (ICMA) average of 1.3%.

## Office of the Attorney General (CBO)

### Program: Child Support Enforcement

One of the key benchmark measures for the Office of the Attorney General's (OAG) Child Support Enforcement program is the percent change in number of child support orders requiring a parent to pay child support. This measure ties to the District's citywide priority of Making Government Work. The accompanying table illustrates the District's performance with benchmark jurisdictions.

### Percent Change in Number of Court Orders Requiring a Parent to Pay Child Support



Note: The Office of the Corporation Counsel provided all benchmark data.

According to OAG, the Child Support Enforcement Division (CSED) constitutes approximately 40 percent of the department. The overall object of the program, collection and distribution of child-support payments, is substantially contingent upon the establishment of orders. In general terms, the more orders established the more children could be served. This data indicates a decrease in the number of delinquent parents ordered to pay child support from FY 2002 to FY 2003. D.C. has historically faced significant challenges in the area of child-support enforcement. Advances have been made, but much work remains to be done. Significantly, unlike any "peer" jurisdictions, OAG's CSED serves an urban-only population. A larger portion of the District's population also earns significantly below the national average than in other jurisdictions. Relevant laws vary from jurisdiction to jurisdiction, and this variation adversely affects our ability to make meaningful comparisons to state data. D.C. appears to be in the lower range for this benchmark. Despite the challenges faced during FY 2003, the OAG CSED reported a 13.7% increase in child support orders established during FY 2004.

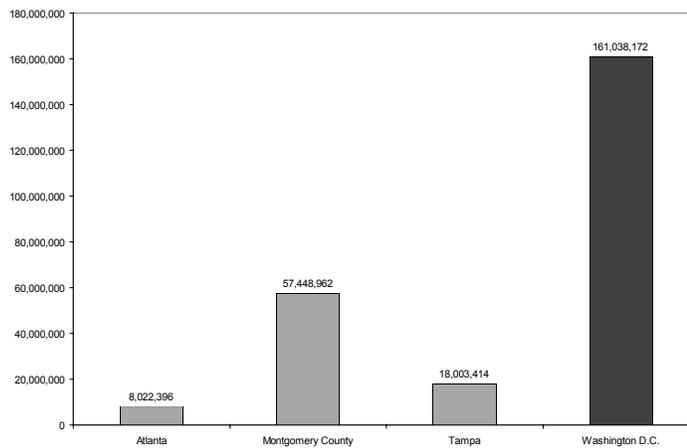
## Office of the Chief Technology Officer (TOO)

### Program: E-government Public Outreach and Education

One of the key benchmark measures for the Office of the Chief Technology Officer's (OCTO) E-government Public Outreach and Education program is the number of pageviews to the city website portal and specific applications. This measure ties to the District's citywide priority of Making Government Work. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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## Number of Pageviews to City Website CY 2004



Note: The Office of the Chief Technology Officer provided all benchmark data.

According to OCTO, the D.C. government website has been named by The Center for Digital Government as the best municipal web-portal in the country. The award-winning dc.gov website offers more online applications than any other municipal website in the nation. This program is designed to reach everyone in the city and beyond who can benefit from this rich source of information and services. This measure will indicate how well the public outreach campaign is working and how much demand there is for specific applications and portals from our residents.

## Economic Development and Regulation

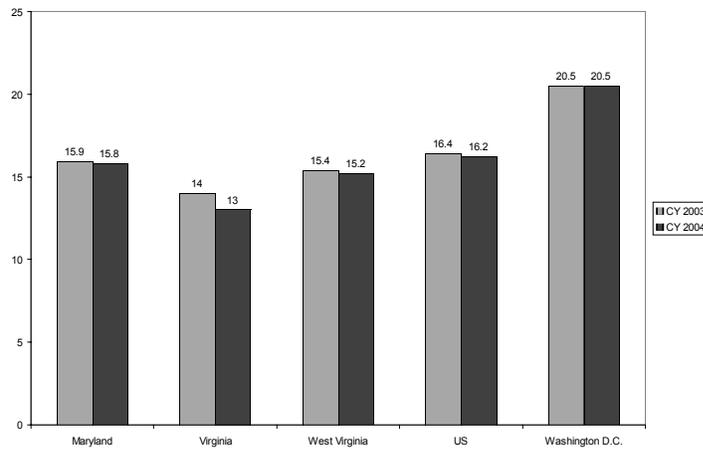
### Department of Employment Services (CF0)

#### Program: Unemployment Insurance

One of the key benchmark measures for the Department of Employment Services (DOES) Unemployment Insurance program is the average duration (measured in weeks) that unemployment insurance claimants collect benefits. This measure ties to the District's citywide priority of Making Government Work. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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### Unemployment Insurance Compensation Duration (in weeks)



Note: The Department of Employment Services provided all benchmark data.

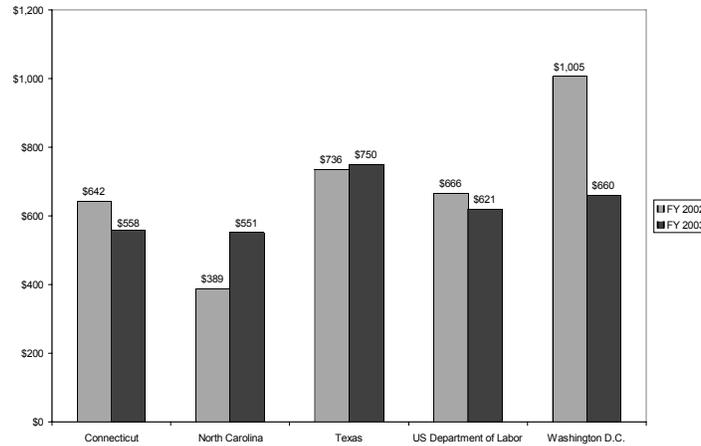
According to DOES, the District is unique in that it is the only city that operates its own program. There is no state or states that are natural matches. Therefore, benchmarking is with those states that neighbor the District. To provide a national perspective, the benchmarking also includes the U.S. as a whole. For calendar years 2003 and 2004, the District had an average duration of 20.5 weeks, the second highest of all 53 jurisdictions.

### Program: Labor Standards

One of the key benchmark measures for the Department of Employment Services (DOES) Labor Standards program is the average collection per aggrieved employee. This measure ties to the District's citywide priority of Making Government Work. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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## Back Wages Collected Per Aggrieved Employee



Note: The Department of Employment Services provided all benchmark data.

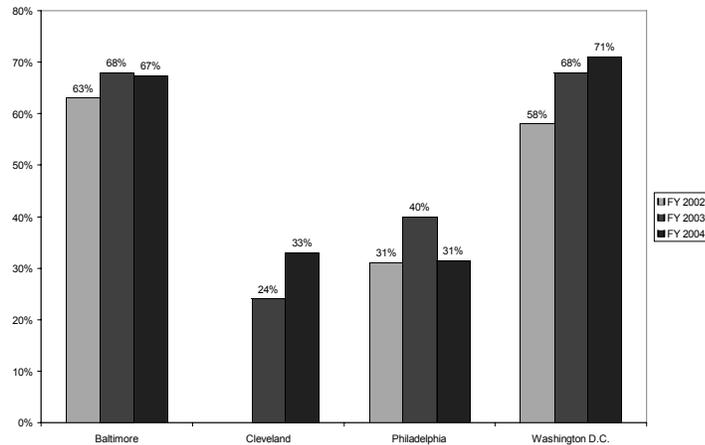
According to DOES, the District outpaced the responding states and the U.S. Department of Labor in its 2002 per aggrieved employee collections. In 2003, the District's collections were competitive to higher. The District's competitive to higher "per employee collection rates" are attributable to the District being a city compared with states that include rural areas with historically lower wage rates; the quality, experience, and dedication of the current four-member compliance specialist staff, which has a total average of 25 years of wage-hour experience; and the shift to a predominantly complaint driven audit/investigation system. The jurisdictions compared to the District collected, on a whole, a higher dollar figure (versus per aggrieved employee collection). This was attributed to their sheer size difference, the higher number of civilian labor force employees, and the fact that the District has little manufacturing and is dominated by white-collar and service level jobs. Another contributing factor is the District's high concentration of federal and local government workers and its small four-member compliance staff. The District's Wage-Hour Office covers private employers only.

## Program: Workforce Development

One of the key benchmark measures for the Department of Employment Services (DOES) Workforce Development program is the percent of Welfare-to-Work participants who enter subsidized employment transitioning to unsubsidized employment. This measure ties to the District's citywide priority of Making Government Work. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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### Percent of Welfare-to-Work/TANF Enrollments Placed



Note: The Department of Employment Services provided all benchmark data.

According to DOES, welfare reform mandates that states implement work-related programs for Temporary Assistance for Needy Families (TANF) recipients that promote timely attachment to the workforce. The District, along with similar jurisdictions located throughout the country, continues to develop strategies to encourage public and private sector employers to hire/retain TANF recipients in unsubsidized employment. Analysis of the data indicates that economic factors contribute to the successful placement of TANF/Welfare-to-Work participants following completion of subsidized employment. For example, with the increase in layoffs and downsizings occurring nationally, the competition for entry level and other jobs directly impacts the placement of TANF recipients. Comparative performance data is provided for similar programs in Baltimore, Philadelphia, Cuyahoga County (Cleveland), and Georgia. The programs in these jurisdictions are similar to the District's in that they are located in urban areas, serve predominantly minority clientele, and have similar service components. Project Empowerment equals or exceeds the performance of all comparable programs listed, which is attributable to three major factors: an intensive and lengthy (4 weeks) Job Readiness/Life Skills component that keeps our attrition rate low; the Job Coaching module that provides crucial support to participants during subsidized employment; and the innovative Job Club unsubsidized placement component that provides an atmosphere of mutual support and encouragement to participants during their unsubsidized job search.

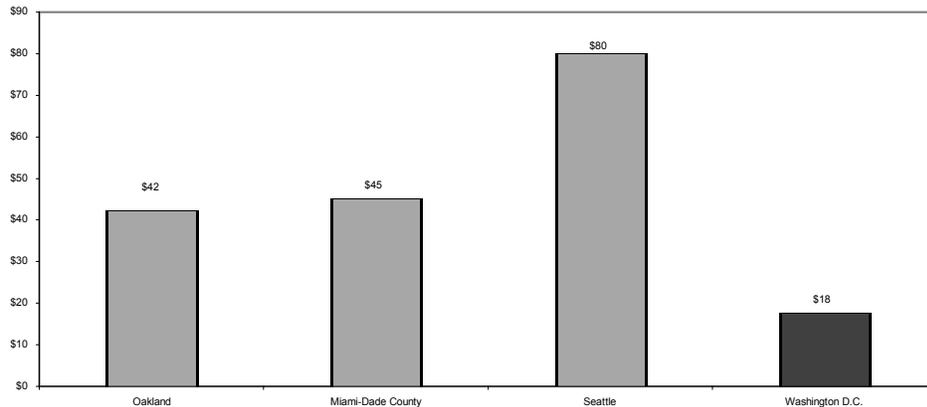
## Department of Consumer and Regulatory Affairs (CR0)

### Program: Basic Licensing

One of the key benchmark measures for the Department of Consumer and Regulatory Affairs' (DCRA) Basic Licensing program is the business licensing registration fee, which is considered a function of the cost of issuing business licenses. This measure ties to the District's citywide priority of Promoting Economic Development. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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### Business Licensing Registration Fee in FY 2004 (1st Quarter)



Note: The Department of Consumer and Regulatory Affairs provided all benchmark data. The District of Columbia's business license fee is \$35.00 for two years, which equates to \$17.50 per year. The fees of other benchmark jurisdictions are for one year.

According to DCRA, this benchmark indicates that the District's fee is less than half of the next highest fee, which is \$42.50 in Oakland. Since the fee is considered a function of the costs of issuing the licenses, the data suggests that of all the benchmark jurisdictions, the District has the lowest cost for processing business licenses.

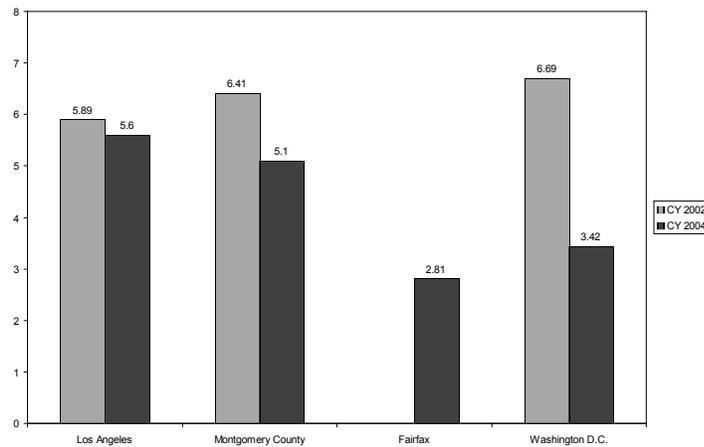
## Office of Cable Television and Telecommunications (CTO)

### Program: Regulatory

One of the key benchmark measures for the Office of Cable Television and Telecommunications' (OCTT) Regulatory program is the number of complaints per 1,000 cable television subscribers. This measure ties to the District's citywide priority of Making Government Work. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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### Number of Complaints per 1,000 Cable Subscribers CY 2002 vs. 2004



Note: The Office of Cable Television and Telecommunications (OCTT) provided all benchmark data.

According to OCTT, the benchmark results indicate that District cable television subscribers filed more complaints when compared with benchmark jurisdictions in CY 2002. In CY 2004, Washington D.C. improved by lowering the number of complaints per 1,000 cable television subscribers by almost half to 3.42 complaints. According to OCTT, the improving result may indicate the success of special projects of the cable operators (such as Comcast's upgrade of its cable system) during the review time. In 2004, Comcast was active in the upgrading of its cable system. Finally, the results may indicate OCTT's success in making District citizens and government colleagues aware of the agency's customer service role and in allowing citizens numerous means (phone, e-mail, etc.) to send complaints to OCTT.

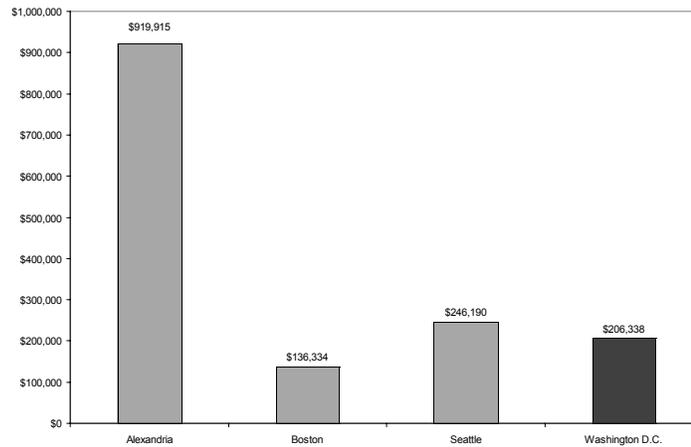
## Department of Housing and Community Development (DB0)

### Program: Home Purchase Assistance

One of the key benchmark measures for the Department of Housing and Community Development (DHCD) Home Purchase Assistance program is the amount of loan funds expended per 100,000 population. This measure ties to the District's citywide priority of Promoting Economic Development. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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### Home Assistance Loan Funds Expended Per 100,000 Population FY 2004



Note: The Department of Housing and Community Development provided all benchmark data.

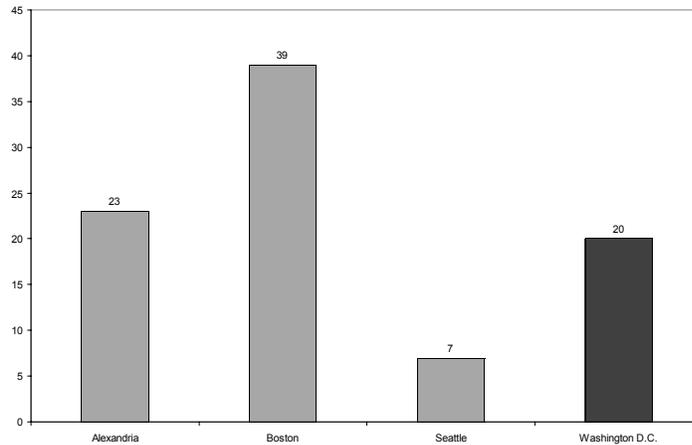
According to DHCD, this benchmark provides a context for determining how successful the District's program is in terms of marketing to low-income residents and in improving their opportunities to become first-time homebuyers. FY 2004 data collected suggests that the District's activity is far more robust than Boston's, comparable to Seattle's, but lagging significantly behind neighboring Alexandria's.

**Program: Home Purchase Assistance**

One of the key benchmark measures for the Department of Housing and Community Development (DHCD) Home Purchase Assistance program is the number of loans closed per 100,000 population. This measure ties to the District's citywide priority of Promoting Economic Development. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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**Number of Home Assistance Loans Per 100,000 Population FY 2004**



Note: The Department of Housing and Community Development provided all benchmark data.

According to DHCD, this benchmark provides a context for determining how successful the District's program is in terms of marketing to low-income residents and in improving their opportunities to become first-time homebuyers. FY 2004 data collected suggests that the District's activity is comparable to neighboring Alexandria, VA, significantly better than that of Seattle, but not as strong as that of Boston.

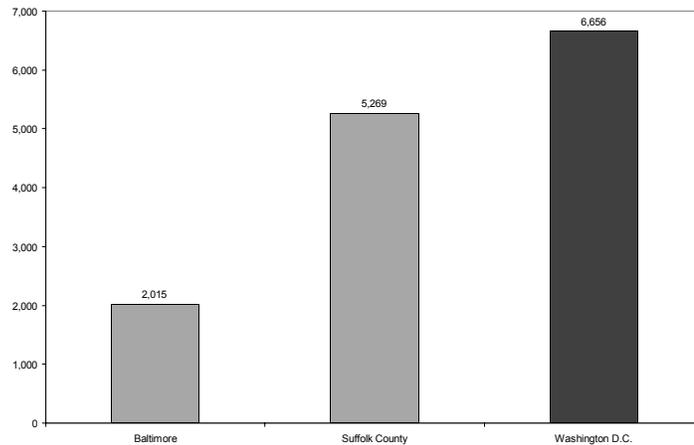
## Office of the Deputy Mayor for Planning & Economic Development (EB0)

### Program: Office of the Deputy Mayor for Planning & Economic Development

One of the key benchmark measures for the Office of the Deputy Mayor for Planning & Economic Development (ODMPED) program is the number of new residential units measured by building permits. This measure ties to the District's citywide priority of Promoting Economic Development. The accompanying table illustrates the District's performance over time.

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### Number of New Residential Unit Permits CY 2000 - CY 2004



Note: The Office of the Deputy Mayor for Planning & Economic Development provided all benchmark data.

According to ODMPED, new construction can be a measure of the investment climate, demand for living in the District, and progress toward the Mayor's goal to attract more residents.

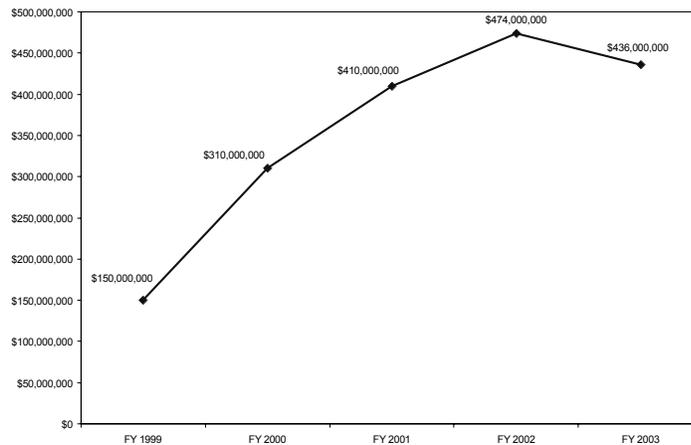
## Office of Local Business Development (EN0)

### Program: Business Development

One of the key trend measures for the Office of Local Business Development (OLBD) Business Development program is the Local Small Disadvantaged Business Enterprises (LSDBE) contract awards from FY 1999 - FY 2003. This measure ties to the District's citywide priority of Promoting Economic Development. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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### Amount of LSDBE Contract Awards



Note: The Office of Local Business Development provided all benchmark data.

According to OLBD, the LSDBE program has improved dramatically over the past five years. Compared to neighboring Minority Business Enterprise Programs in Maryland with a 15% goal, the LSDBE goal is more aggressive. Agency compliance has risen to 51 out of 56 agencies meeting their LSDBE goals in FY 2003. OLBD will not be satisfied until all 56 agencies are in LSDBE compliance. LSDBEs make a positive impact to the District by paying taxes and employing D.C. residents therefore this program helps to support these local businesses.

# Public Safety and Justice

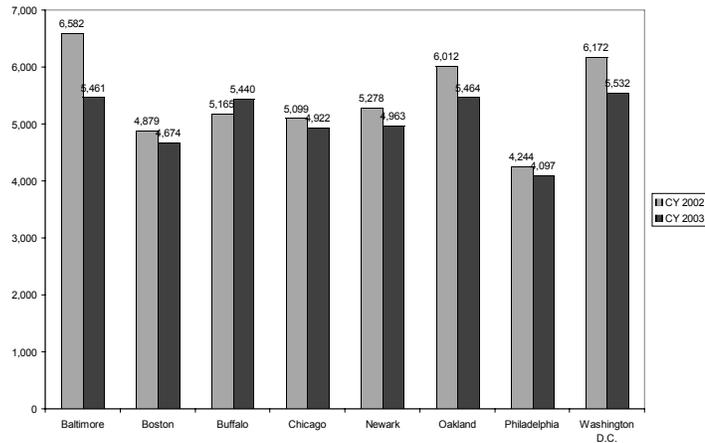
## Metropolitan Police Department (FA0)

### Program: Regional Field Operations

A key benchmark measure for the Metropolitan Police Department's (MPD) Regional Field Operations program is the Part I property crime rate per 100,000 residents. This measure ties to the District's city-wide priority of Building Safer Neighborhoods. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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## Part I Property Crime Per 100,000 Residents in CY 2002 and CY 2003



Note: The Metropolitan Police Department provided all benchmark data. These are crimes against property-burglary, larceny/theft, and stolen auto-as classi-

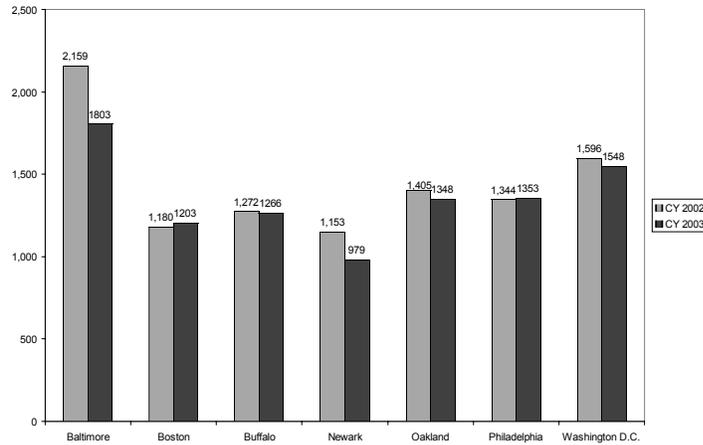
According to MPD, though the District had a 10.4% reduction in Part I property crime from 2002 to 2003, it still had one of the highest rate of property crime among its benchmark cities. Extensive research would be required to identify the most significant reasons for the differences. The importance of "micro-trends" in crime rates (trends, such as a prevalence of a particular gang or crime ring, affecting a geographical area or particular segment of the population) is one factor that was difficult to incorporate into the benchmarking model. Of the benchmark cities, Baltimore is the most likely to face similar micro-trends.

### Program: Regional Field Operations

Another key benchmark measures for the Metropolitan Police Department's (MPD) Regional Field Operations program is the number of Part I violent crimes per 100,000 residents. This measure ties to the District's citywide priority of Building Safer Neighborhoods. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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### Number of Part I Violent Crimes Per 100,000 Residents in CY 2002 vs. 2003



Note: The Metropolitan Police Department provided all benchmark data.

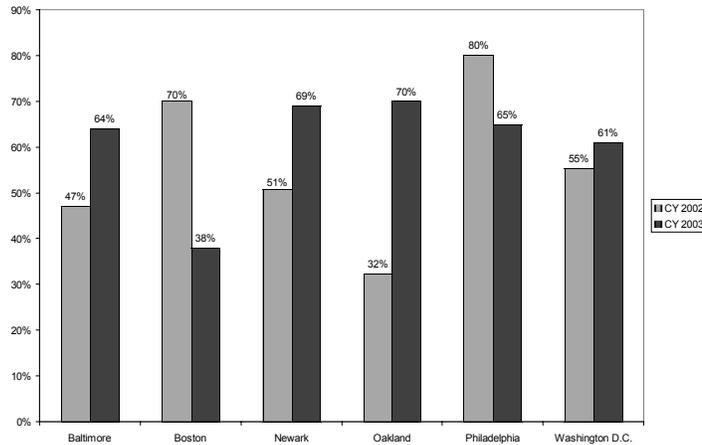
According to MPD, though the District had a 3% reduction in Part I violent crime from 2002 to 2003, it still had the second highest rate of violent crime among its benchmark cities. Extensive research would be required to identify the most significant reasons for the differences. The importance of "micro-trends" in crime rates (trends, such as a prevalence of a particular gang or crime ring, affecting a geographical area or particular segment of the population) is one factor that was difficult to incorporate into the benchmarking model. Of the benchmark cities, Baltimore is the most likely to face similar micro-trends. Washington, DC's violent crime rate has been below Baltimore's since at least 1997.

### Program: Investigative Field Operations

One of the key benchmark measures for the Metropolitan Police Department's (MPD) Investigative Field Operations program is the homicide clearance rate. This measure ties to the District's citywide priority of Building Safer Neighborhoods. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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### Homicide Clearance Rate in CY 2002 and CY 2003



Note: The Metropolitan Police Department provided all benchmark data.

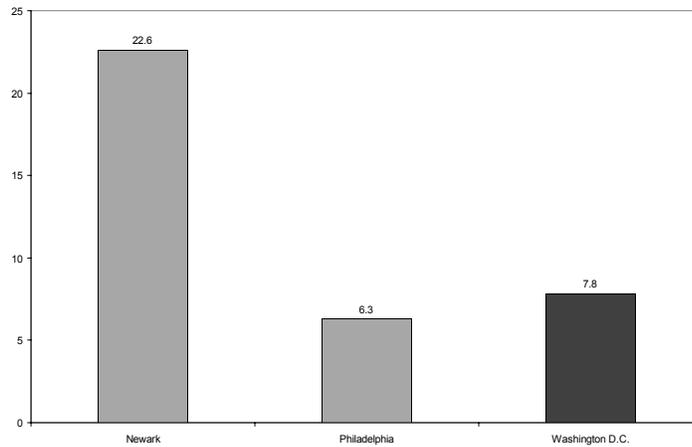
According to MPD, the District's homicide clearance rate, which increased 6 percentage points from CY 2002 to CY 2003, met the benchmark average.

### Program: Organizational Change and Professional Responsibility

One of the key benchmark measures for the Metropolitan Police Department's Organizational Change and Professional Responsibility program is the number of intentional firearm discharges per 1,000 sworn personnel. This measure ties to the District's citywide priority of Building Safer Neighborhoods. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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### Rate of Intentional Firearm Discharges Per 1,000 Sworn Personnel CY 2003



Note: The Metropolitan Police Department provided all benchmark data.

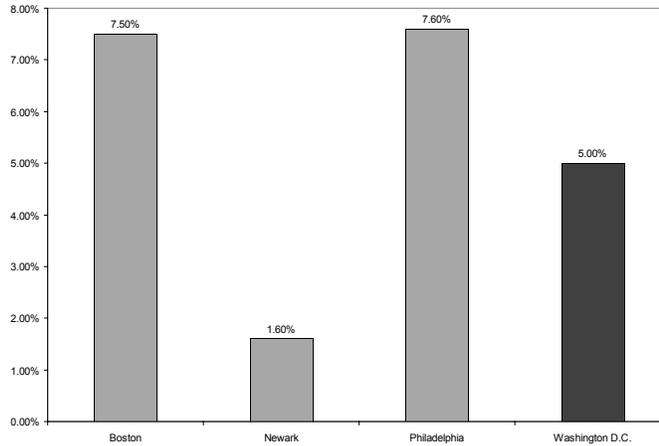
According to MPD, the benchmark data shows that the District's rate of 7.8 intentional firearm discharges per 1,000 sworn personnel is slightly higher than Philadelphia, but significantly lower than Newark. There are too few data points upon which to draw significant conclusions. MPD hopes to receive more information on this from its benchmark partners next year.

**Program: Police Business Services**

One of the key benchmark measures for the Metropolitan Police Department's (MPD) Police Business Services is the attrition rate. This measure ties to the District's citywide priority of Building Safer Neighborhoods. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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**Attrition Rate: Percentage of Sworn Personnel Separated from the Department in CY 2003**



Note: The Metropolitan Police Department provided all benchmark data. The attrition rate includes both voluntary (e.g. retirement) and involuntary (e.g. dismissal) separations from a police department.

According to MPD, their attrition rate is below the benchmark average. It is important to note that as MPD implements the Omnibus Public Safety Agency Reform Act of 2004, which takes steps to reduce the number of sworn members on extended sick leave or limited duty, it is expected that MPD's attrition rate will increase, and then eventually level off.

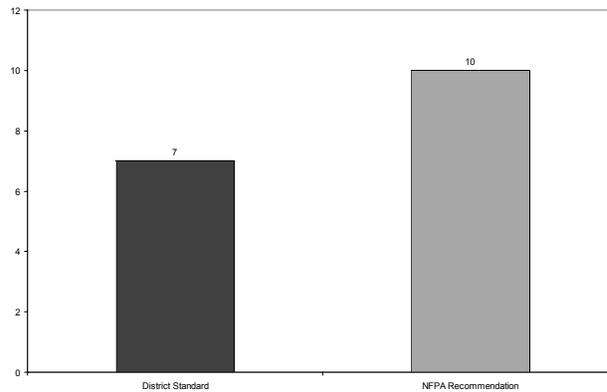
## Fire and Emergency Medical Services Department (FB0)

### Program: Operations Support

One of the key benchmark measures for the Fire and Emergency Medical Services Department's (FEMS) Operations Support program is the percent of the emergency fleet within the economic retention rate. This measure ties to the District's citywide priority of Making Government Work. The accompanying tables compare the District's standard with the National Fire Protection Association (NFPA), a recognized organization in developing consensus codes and standards for the fire service.

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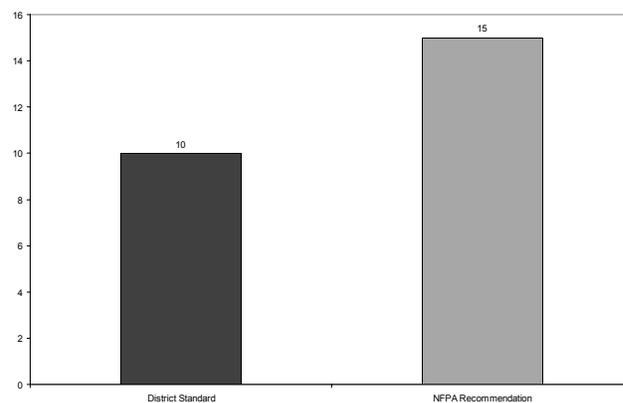
### Number of Years in Front Line Service for Fire Pumping Engines in FY 2004



Note: The Fire and Emergency Medical Services Department provided all benchmark data.

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### Number of Years in Front Line Service for Fire Ladder Trucks in FY 2004



Note: The Fire and Emergency Medical Services Department provided all benchmark data.

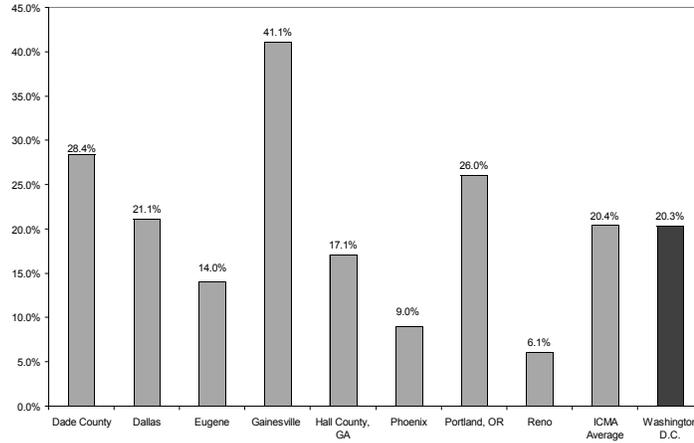
According to FEMS, this comparison indicates that D.C. FEMS has set an economic retention rate standard for its emergency fleet that exceeds NFPA recommendations. The D.C. FEMS currently maintains 100 percent of its emergency fleet within the established District economic retention rate, exceeding the NFPA recommendations. The District replaces front-line vehicles more quickly (30 percent for fire pumping engines and 33 percent for ladder trucks) than the NFPA recommendation replacement rate.

### Program: Prevention and Education Program

One of the key benchmark measures for the Fire and Emergency Medical Services Department's (FEMS) Prevention and Education program is the percent of arson cases closed with an arrest. This measure ties to the District's citywide priority of Making Government Work. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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### Arson Case Closure Rate FY 2004



Note: The Fire and Emergency Medical Services Department provided all benchmark data.

According to FEMS, the District of Columbia exhibited significant improvement in this area during FY 2004. During FY 2003, the District lagged behind ICMA reporting jurisdictions with populations over 100,000 in closure rate for arson cases: 12.3% (34 out of 277 cases) as compared to the ICMA average of 19%. In FY 2004, the District closed 20.3% of arson cases with an arrest (48 out of 237 cases), ranking just below the FY 2004 average of 20.4% for ICMA jurisdictions with populations over 100,000 reporting FY 2004 data.

## Department of Corrections (FLO)

### Program: Institutional Custody Operations

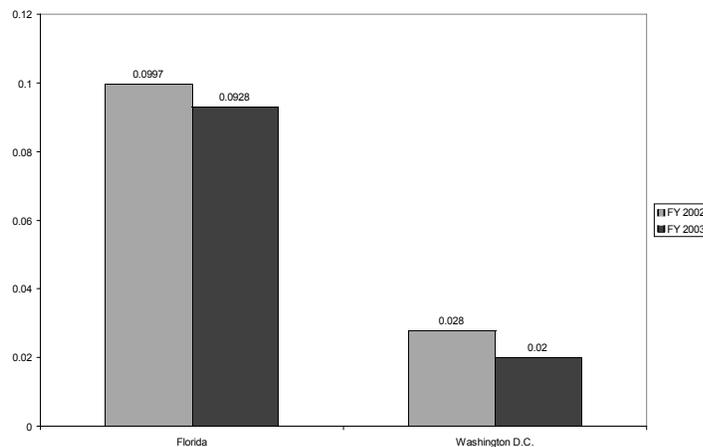
One of the key benchmark measures for the Department of Corrections' (DOC) Institutional Custody Operations program is inmate on inmate assault: an incident involving intentional bodily injury of an inmate by another inmate where:

- (1) There is at least 1 victim
- (2) The injury is severe enough to warrant more than mere first aid, e.g. requiring sutures or setting of a broken bone
- (3) The injury is such that the inmate's daily routine is disrupted
- (4) The incident is validated by the inmate disciplinary process

This measure ties to the District citywide priority of Making Government Work. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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### Inmate on Inmate Assaults Per 1,000 Inmate Days



Note: The Department of Corrections provided all benchmark data. 1000 Inmate-Days is the average Daily Population for the month. Days in Month/1000 is a measure of inmate contact possibility for inmate on inmate intentional contact to occur.

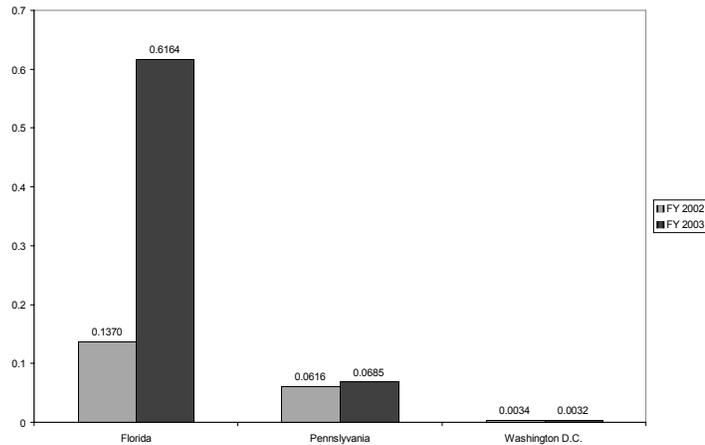
According to DOC, they measure, record, and manage inmate behavior with improved effectiveness by applying incident information analysis in addition to traditional inmate management strategies. DOC anticipates this will result in more effective incident control over time. As it stands, DOC's inmate on inmate assault rates compare to those of minimum-security institutions even though DOC operates facilities of mixed custody level. According to DOC, the department experienced successive decreases in inmate on inmate assault incidents in each of FY 2002 and FY 2003. Few jurisdictions publicly report inmate on inmate assault incidents at this time. DOC's inmate on inmate assault rates are significantly lower than those reported by the State of Florida's Department of Corrections for comparable periods.

## Program: Institutional Custody Operations

One of the key benchmark measures for the Department of Corrections' (DOC) Institutional Custody Operations program is the inmate on staff assault rate. Inmate on staff assault is defined as: a non-accidental incident where the inmate purposely and offensively contacts an officer or other staff member using a weapon (including fluids, body parts, sharp or blunt objects, and traditional weapons) in a manner that results in the officer requiring medical attention as documented by a doctor's referral slip. Validation by the Inmate Disciplinary process is not required. This measure ties to the District citywide priority of Making Government Work. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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### Inmate on Staff Assaults Per 1,000 Inmate-Days



Note: The Department of Corrections provided all benchmark data. 1000 Inmate-Days is the average Daily Population for the month. Days in Month/1000 is a measure of inmate contact possibility for inmate on inmate intentional contact to occur.

According to DOC, they improved the consistency of reporting and documentation of inmate on staff assaults during FY 2003 and FY 2004 and adopted the Association of State Correctional Administrator's standards for reporting in April 2004. DOC experienced sporadic increases in the inmate on staff assault rates in FY 2003 compared to FY 2002 and FY 2004 compared to FY 2003. In FY 2003 compared to FY 2002, this was mostly due to a shift in the population characteristics, such as a higher number of mentally ill inmates or inmates incarcerated on charges of violence or with incidents of violence in their records. In FY 2004 compared to FY 2003 this was also in part due to the implementation of a comprehensive definition of assault incident. DOC's staff complement is now 3 officers per 80 inmates, and 4 officers per 80 inmates in Special Management Units, and officers are subject to direct supervision by frontline management. Inmate out of cell time has been increased to reduce incidents of violence, and officers have been trained in understanding local gang associations. Inmate on Staff Assault rates are publicly reported by few state Departments of Corrections, and even fewer local jurisdictions.

The District's Inmate on Staff Assault rates in FY 2002 and FY 2003 were much lower than those reported by the states of Florida and Pennsylvania, both chosen for comparison because they are data-driven systems, promote transparency in reporting, and have large urban incarcerated populations. Both states operate on a different fiscal calendar, so DOC had to use FY 2002 and FY 2003 data to achieve an exact comparison. DOC will continue to monitor this measure, closely benchmark it against other jurisdictions, and focus on continuous improvement in this area.

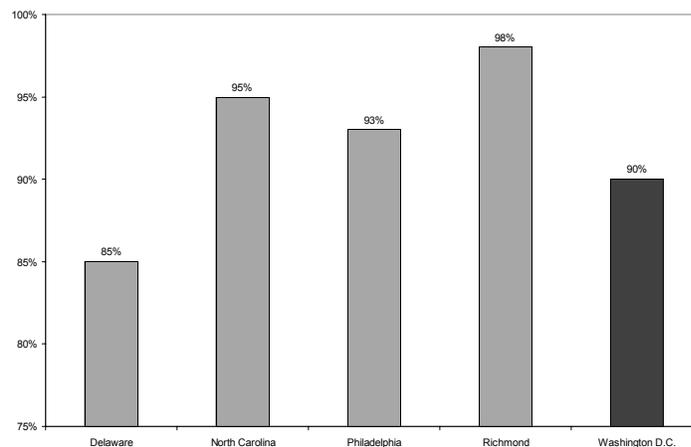
## Office of The Chief Medical Examiner (FX0)

### Program: Death Investigation and Certification

One of the key benchmark measures for the Office of the Chief Medical Examiner's (OCME) Death Investigation and Certification program is the percent of positive toxicology cases completed within 60 days. This measure ties to the District citywide priority of Making Government Work. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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### Percent of Positive Toxicology Case Completed With 60 Days FY 2004



Note: The Office of the Chief Medical Examiner provided all benchmark data.

According to OCME, the OCME Toxicology Laboratory significantly increased its performance in this benchmark over the last year, increasing from approximately 47% to 90%. Compared to other jurisdictions covering similar service populations and similar workloads per scientist, the data shows that the District's forensic toxicology laboratory is performing extremely well compared to other like agencies. It is worthy of mention that the District's toxicology laboratory has only been in operation for just under two (2) fiscal years, compared to the other long established toxicology laboratories in other jurisdictions. Further, the District performs a far more comprehensive toxicology service than most other jurisdictions, in essentially the same timeframe. Completing complicated toxicology reports in a timely manner results in the medical examiners and law enforcement agencies processing their own respective cases in a timely manner, which in turn better serves the community as a whole. Since all autopsy reports require a completed toxicology report, the improved turnaround time for reports from the toxicology laboratory enhances OCME's efforts to complete homicide and non-homicide cases in the targeted turnaround time of 60 days and 90 days, respectively.

# Public Education System

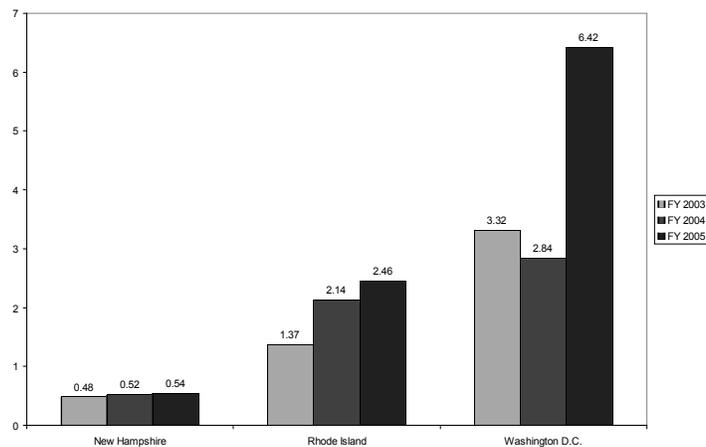
## Commission on the Arts and Humanities (BX0)

### Program: Art Building Communities

One of the key benchmark measures for the Commission on the Arts and Humanities'(CAH) Art Building Communities program is the per capita spending on the arts by designated state departments. This measure ties to the District's citywide priority of Making Government Work. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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### Per Capita Spending on the Arts FY 2003 - FY 2005



Note: The Commission on the Arts and Humanities provided all benchmark data.

According to the CAH, this benchmark shows that the District is spending much more on the arts than the other peer jurisdictions. The District ranks fourth in per capita spending on the arts in the United States and has ranked among the top ten states in per capita spending for at least the past five years.

# Human Support Services

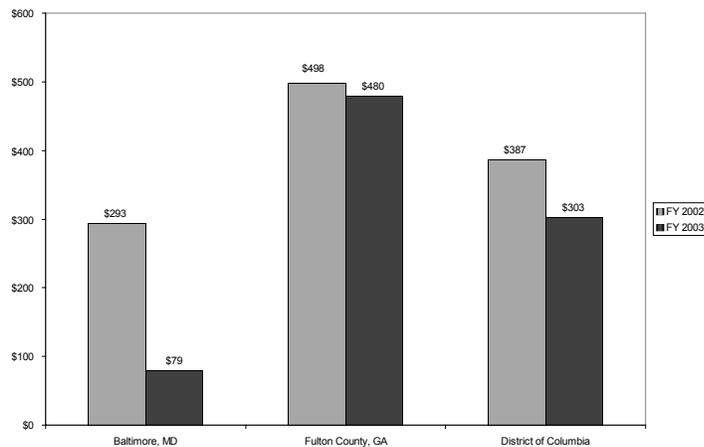
## Office on Aging (BYO)

### Program: Transportation

One of the key benchmark measures for the Office on Aging's (OA) Transportation program is the amount spent on transportation per senior served. This measure ties to the District's citywide priority of Strengthening Children, Youth, Families and Elders. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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### Cost Per Senior for Transportation Services



Note: The Office on Aging provided all benchmark data. The D.C. Office on Aging provides 3 different types of transportation to seniors who received Office on Aging functions- transportation and escort (to medical appointments and day care), transportation to sites and activities, and transportation of home-delivered meals. The calculation is the number of dollars available for transportation divided by the total number of seniors served. This may be a duplicated count since many seniors receive all three types of transportation.

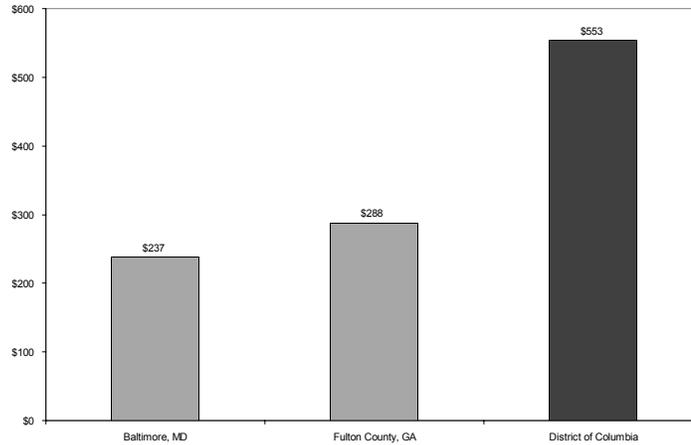
According to OA, this benchmark shows that the District's average spending of \$303 per senior is considered slightly above average when compared to the other jurisdictions. Transportation is second only to meals as the largest single investment of both local and federal dollars for the District's Office on Aging.

### Program: Community-Based Services

One of the key benchmark measures for the Office on Aging's (OA) Community-Based Services program is the amount spent on meals per senior served. This measure ties to the District's citywide priority of Strengthening Children, Youth, Families and Elders. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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## Cost Per Senior for Congregate and Home-Delivered Meals



Note: The Office on Aging provided all benchmark data.

According to OA, the Community-Based Services program provides hot mid-day nutritious meals to the District's seniors in both congregate and home-delivered settings on both weekends and weekdays. The amount of funding available for the District of Columbia exceeds the amount of funding available for Fulton County, Ga., and Baltimore, MD because the District puts a large proportion of local dollars into the meals program. The main difference in the cost is that the meals delivered by the OA are full course hot meals prepared and delivered daily by paid staff -- not volunteers. Both Fulton County and Baltimore use a combination of paid staff and volunteers for delivery of home-delivered meals, and the meals are not delivered daily to all meals participants, but are delivered frozen to some participants and must be warmed by the participants. The District found that using volunteers to deliver home-delivered meals was not reliable or safe and a sufficient number of volunteers could not be recruited to deliver meals on a timely basis.

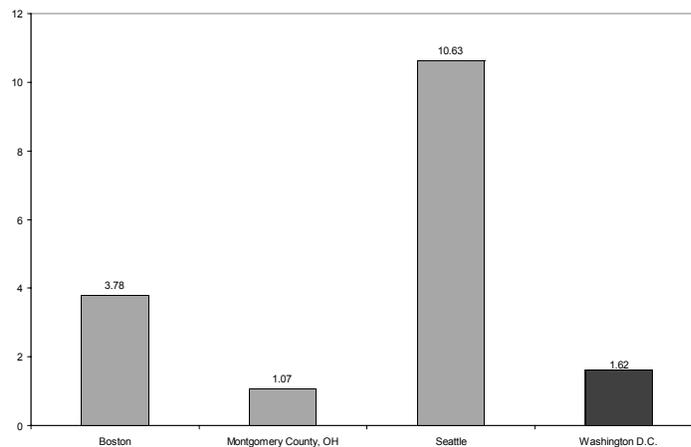
## Department of Parks and Recreation (HA0)

### Program: Park and Facility Management (Operations)

One of the key benchmark measures for the Department of Parks and Recreation's (DPR) Park and Facility Management (Operations) program is the number of park acres per 1,000 District residents. This measure ties to the District's citywide priority of Strengthening Children, Youth, Families and Elders. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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### Park Acres Per 1,000 Residents in FY 2003



Note: The Department of Parks and Recreation provided all benchmark data.

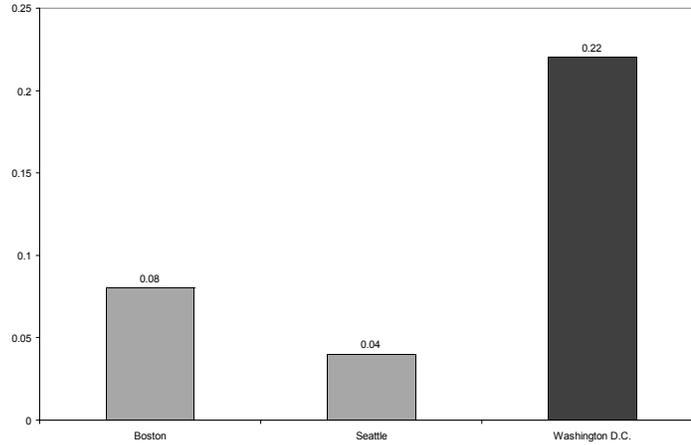
According to DPR, its 915 acres provide land for park, recreation and open spaces interests within the urban growth area to satisfy most local and significant regional interests. Knowing the total amount of DPR land helps the agency ensure that land use is being allocated fairly and that a diverse program of uses is being implemented. The total amount of green space in the District is heavily influenced by the availability of other public parklands, namely the holdings of the U.S. National Park Services (NPS).

**Program: Park and Facility Management (Operations)**

One of the key benchmark measures for the Department of Parks and Recreation's (DPR) Park and Facility Management (Operations) program is the number of indoor park facilities per 1,000 District residents. This measure ties to the District's citywide priority of Strengthening Children, Youth, Families and Elders. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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**Number of Indoor Facilities Per 1,000 Residents in FY 2003**



Note: The Department of Parks and Recreation provided all benchmark data.

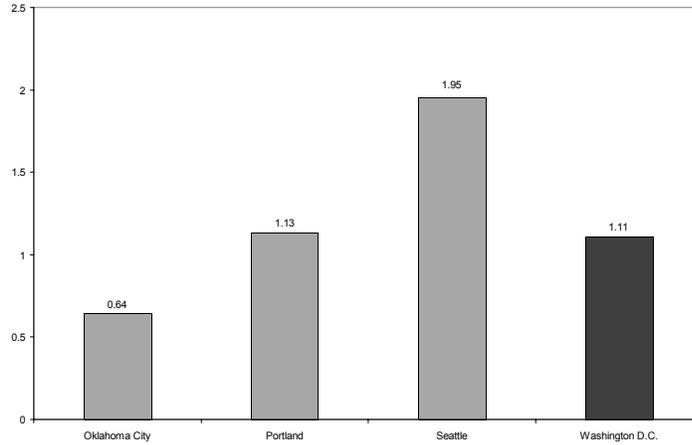
According to DPR, the District has more recreation centers per 1,000 constituents than other comparable jurisdictions with similar populations. This is positive, in that DPR is striving to serve the District's population with numerous recreation centers. It may be a negative as well in that DPR may be stretched too thin. DPR may be more effective in service delivery with fewer centers that have more concentrated staff.

**Program: Development and Community Affairs (Agency Support)**

One of the key benchmark measures for the Department of Parks and Recreation's (DPR) Development and Community Affairs (Agency Support) program is the number of Full Time Equivalent (FTE) per 1,000 District residents. This measure ties to the District's citywide priority of Strengthening Children, Youth, Families and Elders. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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**Number of FTEs Per 1,000 Residents in FY 2003**



Note: The Department of Parks and Recreation provided all benchmark data.

According to DPR, its number of employees per city resident is comparable to that of Seattle and Portland. DPR has a stronger ratio of staff to residents however, less than that in Oklahoma. Visitors and non-residents are not included when calculating constituent service users (in these comparisons). It is important to note that in D.C. tourists and a continual flow of out of town users place significant demands on city services. Use of this measure will greatly assist the Districts' ability to be responsive to D.C. residents' service needs (as well as out of town guests). This measure will help DPR review and revise its costs for part-time and seasonal employees as well as maintain its current service levels in various departments using existing FTEs.

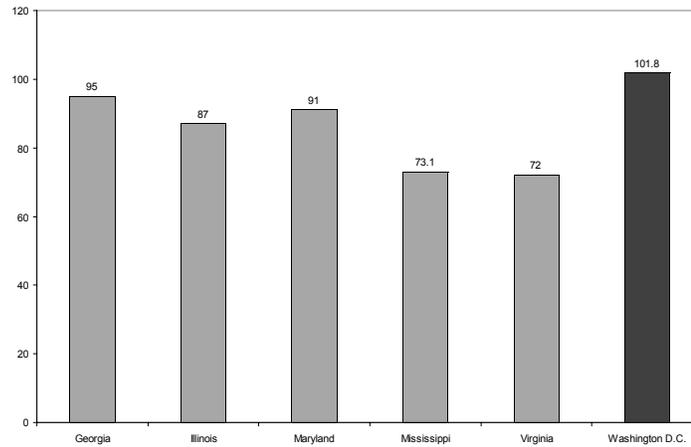
## Department of Health (HCO)

### Program: Policy, Planning, and Research

One of the key benchmark measures for the Department of Health's (DOH) Policy, Planning, and Research program is the teen pregnancy rate per 1,000 women ages 15 to 19. This measure ties to the District's citywide priority of Making Government Work. The accompanying table illustrates the District's performance with benchmark jurisdictions

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### Teen Pregnancy Rate Per 1,000 Women Ages 15 - 19



Note: The Department of Health provided all benchmark data.

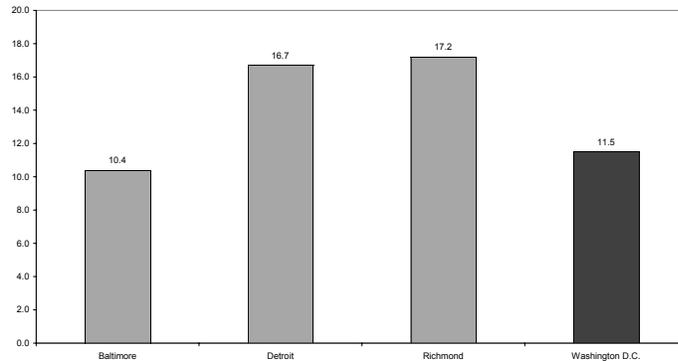
According to DOH, teen pregnancy is an important issue in the District of Columbia and the nation. A national Campaign as well as local campaigns has been established to reduce the number of teen pregnancies through various programs including abstinence. Comparison with other jurisdictions allows us to document improvement as we work toward achieving Healthy People 2010 goal.

**Program: Policy, Planning, and Research**

One of the key benchmark measures for the Department of Health's Policy, Planning, and Research program is the number of infant deaths per 1,000 live births. This measure ties to the District's citywide priority of Making Government Work. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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**Number of Infant Deaths Per 1,000 Live Births CY 2002**



Note: The Department of Health provided all benchmark data.

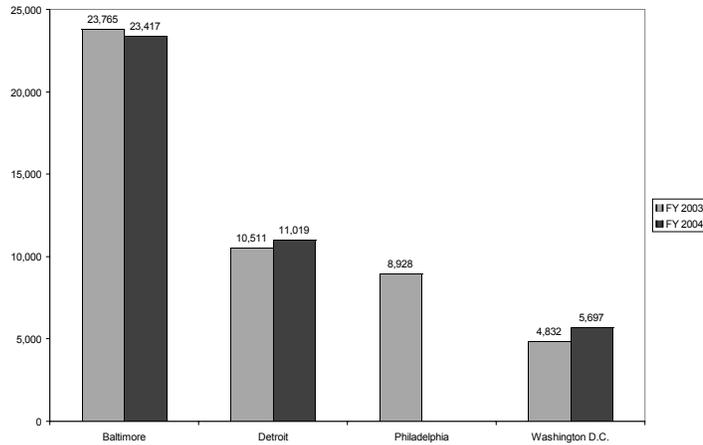
According to DOH, infant mortality is one of two health status indicators that inform how healthy residents of a community are. Infant mortality rate is compared nationally along with other states and cities to indicate how the District of Columbia compares with other jurisdictions.

**Program: Addiction Prevention and Recovery Administration (Central Intake)**

One of the key benchmark measures for the Department of Health's (DOH) Addiction Prevention and Recovery Administration (Central Intake) is the percent change in substance abuse treatment admissions. This measure ties to the District's citywide priority of Making Government Work. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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**Number of Substance Abuse Treatment Admissions**



Note: The Department of Health provided all benchmark data.

According to DOH, substance abuse treatment admissions are lower than the benchmarked jurisdictions for FY 2003 and FY 2004.

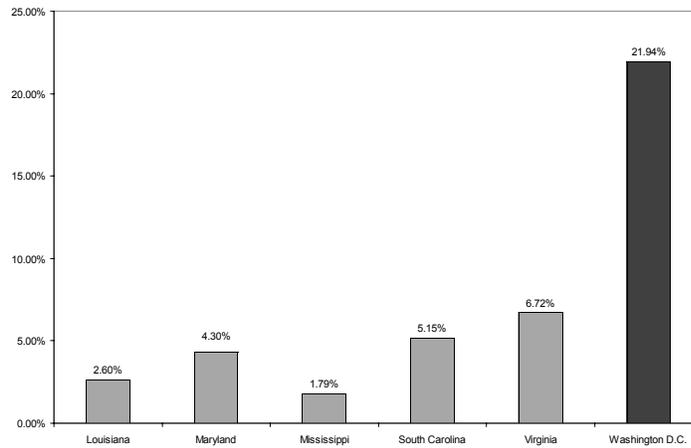
## Department of Human Services (JA0)

### Program: Early Childhood Development

One of the key benchmark measures for the Department of Human Services' (DHS) Early Childhood Development program is the percent of child development facilities that are nationally accredited. This measure ties to the District's citywide priority of Strengthening Children, Youth, Families and Elders. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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### Percent of Accredited Child Development Facilities CY 2003



Note: The Department of Human Services provided all benchmark data.

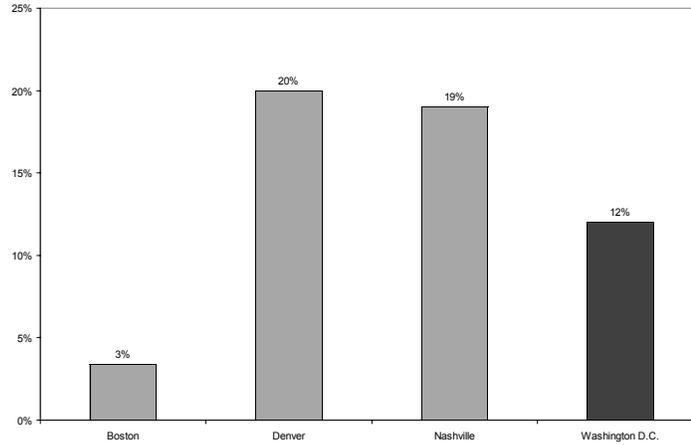
According to DHS, the data shows the result of the high level of support given to these centers to become accredited.

**Program: Family Services/Homeless Services**

One of the key benchmark measures for the Department of Human Services' (DHS) Family Services/Homeless Services program is the percent increase in requests for emergency shelter. This measure ties to the District's citywide priority of Strengthening Children, Youth, Families and Elders. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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**Percent Increase in Emergency Shelter Requests CY 2003**



Note: The Department of Human Services provided all benchmark data.

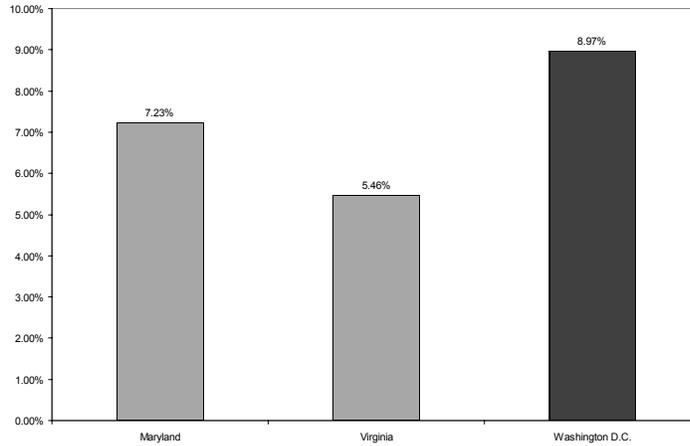
According to DHS, the data shows the rate of increase in the demand for emergency shelter is slightly less than the average of other benchmarked jurisdictions.

**Program: Income Maintenance**

One of the key benchmark measures for the Department of Human Services' (DHS) Income Maintenance program is the combined error rate for food stamps. This measure ties to the District's city-wide priority of Strengthening Children, Youth, Families and Elders. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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**Combined Payment Error Rate for Food Stamps in FY 2003**



Note: The Department of Human Services provided all benchmark data.

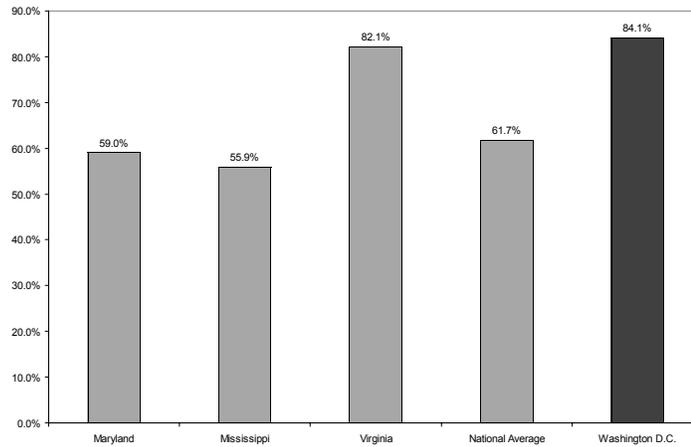
According to DHS, close monitoring of the benchmark is a cost reduction effort because financial sanctions and rewards are associated with this measure.

**Program: Income Maintenance**

One of the key benchmark measures for the Department of Human Services' (DHS) Income Maintenance program is the average monthly percent of adults engaged in unsubsidized employment under TANF. This measure ties to the District's citywide priority of Strengthening Children, Youth, Families and Elders. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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**Average Monthly Percent of Adults Engaged in Unsubsidized Employment TANF FY 2002**



Note: The Department of Human Services provided all benchmark data.

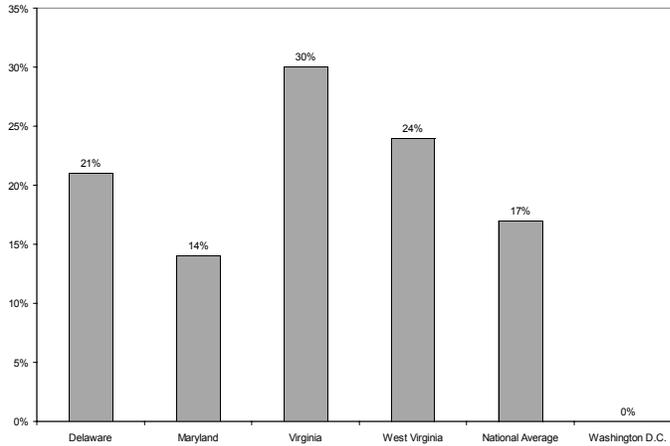
According to DHS, maintaining and increasing this indicator means that DHS is focused on employment readiness and workplace skills.

**Program: Mental Retardation and Developmental Disabilities (MRDD)**

One of the key benchmark measures for the Department of Human Services' (DHS) Mental Retardation and Developmental Disabilities (MRDD) program is the percent increase in public spending for MRDDA for community services. This measure ties to the District's citywide priority of Strengthening Children, Youth, Families and Elders. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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**MRDDA Community Spending Increase FY 2000 - FY 2002**



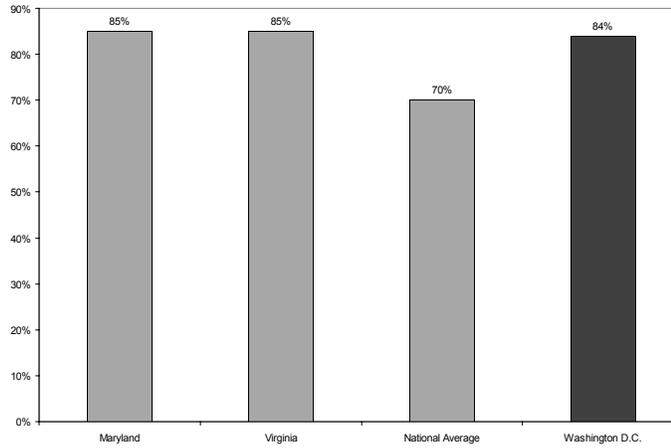
Note: The Department of Human Services provided all benchmark data.

**Program: Family Services-Refugee Resettlement Services**

One of the key benchmark measures for the Department of Human Services' (DHS) Family Services-Refugee Resettlement Services program is the percentage of refugees served that retained employment for 90 days. This measure ties to the District's citywide priority of Strengthening Children, Youth, Families and Elders. The accompanying table illustrates the District's performance with benchmark jurisdictions.

---

**Percentage of Refugees in Employment for 90 Days FY 2003**



Note: The Department of Human Services provided all benchmark data.

According to DHS, Refugee Resettlement Services seeks assimilation and self-reliance for those resettled in the District. Obtaining and maintaining employment are means to attain these goals. This is a measure of continued participation in the labor market.

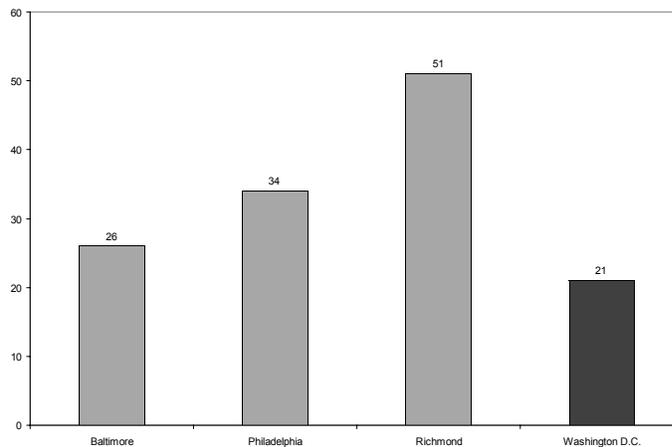
## Department of Youth Rehabilitation Services (JZ0)

### Program: Secure Programs

One of the key benchmark measures for the Department of Youth Rehabilitation Services' (DYRS) Secure Programs program is the number of admissions to a secure detention per 1,000 youth ages 12-17. This measure ties to the District's citywide priority of Strengthening Children, Youth, Families and Elders. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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### Number of Admissions to Secure Facilities (per 1,000 youth ages 12-17) FY 2003



Note: The Department of Youth Rehabilitation Services provided all benchmark data.

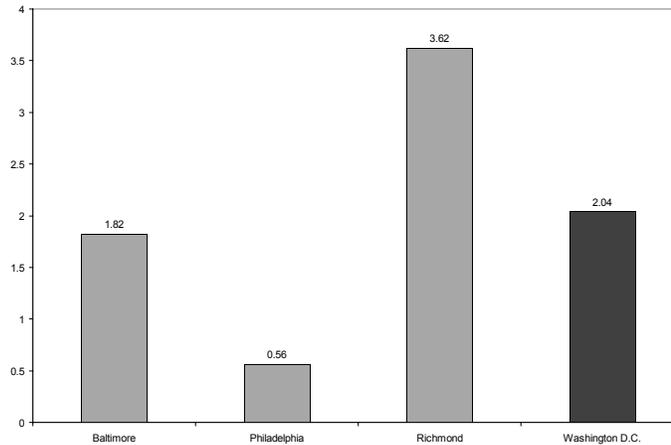
According to DYRS, the rate of 21 admissions per 1,000 youth is likely a function of a wide range of factors, including amount of juvenile crime and detention practices. Philadelphia's admissions rate of 34 per 1,000 youth was significantly higher than the District's, but the average population at the detention center was the same. This reflects a much shorter length of stay for the average detainee at Philadelphia's Youth Studies Center than at the District's facility, Oak Hill. Another reason Philadelphia's admissions rate is higher than D.C.'s is how an "admission" is defined. In direct contrast with Philadelphia, when youth spend the night at the Oak Hill Youth Center after arrest and then go directly to court the next morning for their initial hearings, they are not counted as admissions. Only youth who are court-ordered into DYRS' care are officially "admitted" to Oak Hill. Richmond's admissions rate of 51 per 1,000 youth was much higher than the other jurisdictions, but this actually represents a sharp decrease from the previous year (1,219 admissions).

### Program: Secure Programs

One of the key benchmark measures for the Department of Youth Rehabilitation Services' (DYRS) Secure Programs program is the number of youth days in a secure detention per 1,000 youth ages 12-17. This measure ties to the District's citywide priority of Strengthening Children, Youth, Families and Elders. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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### Number of Days in Secure Detention (per 1,000 youth ages 12-17) FY 2003



Note: The Department of Youth Rehabilitation Services provided all benchmark data.

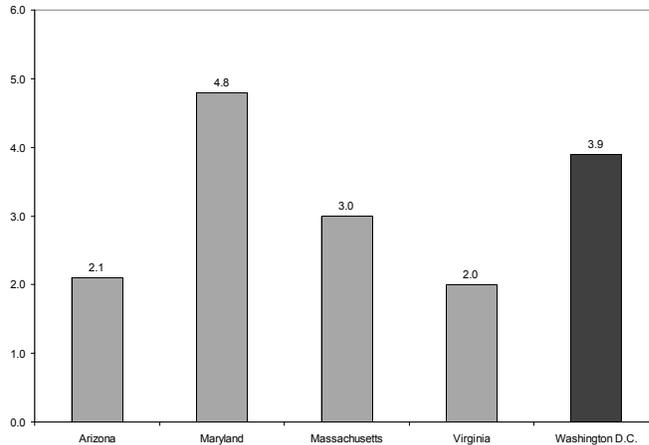
According to DYRS, although Washington D.C.'s secure detention admissions rate of 2.04 per 1,000 youth was lower than each of the three comparison cities. The average population in secure detention per 1,000 youth is much higher than Philadelphia and is also higher than Baltimore. Philadelphia had 5,896 detention admissions compared with 995 for D.C., but the average daily population was the same because Philadelphia had a much shorter length of stay (approximately 9 days) than the District. Although the District does not have FY 2003 data for length of stay, samples of youth released during April and October 2003 and during more recent projects suggest that the average length of stay for detained youth at Oak Hill is approximately one month. Therefore, at any given time, D.C. has a higher proportion of youth in secure detention (compared with the overall youth population) than Baltimore and Philadelphia. Richmond has an even higher average proportion of youth in secure detention - more than six times the rate for Philadelphia and double the rate for Baltimore. The reason Philadelphia has the lowest average is likely because the court-ordered capacity for the Youth Study Center is much lower, per 1,000 residents, than the capacity in other jurisdictions. Philadelphia has a wide range of less secure options, including shelter homes in which all educational and other programming is conducted on site. They also have up to 500 slots for programs that serve as an alternative to out of home detention, including electronic monitoring, intensive supervision, voice tracking, and home detention. Also, all Philadelphia youth 15-17 years of age who are charged with a felony involving a weapon, are processed through adult court and therefore are not placed in the juvenile detention center. Richmond's detention center had an average population that exceeded the capacity, and the capacity is somewhat large in relation to the number of youth in the city. At any given time, probation or parole violators occupy a significant number of beds in Richmond's detention center. Although this practice is common in D.C., it does not seem to occur at the rate of Richmond.

### Program: Division of Court and Community Programs

One of the key benchmark measures for the Department of Youth Rehabilitation Services' (DYRS) Division of Court and Community Programs program is the number of new commitments per year per 1,000 youth ages 12-17. This measure ties to the District's citywide priority of Strengthening Children, Youth, Families and Elders. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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### Number of New Commitments (per 1,000 youth ages 12-17) FY 2003



Note: The Department of Youth Rehabilitation Services provided all benchmark data.

According to DYRS, of the four comparison states, only Maryland has a higher rate of commitment per 1,000 youth than Washington, D.C. The only surprise here is that Maryland actually has such a high rate of commitment. DYRS would have hypothesized that the District had the highest rate of commitment of the five states, mainly due to the District's unique characteristics. In contrast with the other states listed here, D.C. is 100% urban, almost ensuring a higher rate of crime than these states. While the major metropolitan areas of the other states may have crime rates similar to that of the D.C. area, one would not expect the entire state to have as much per capita crime. This is due mostly to the concentration of poverty in cities and the fact that the density of cities itself can cause additional crime, as residents live much closer to one another.

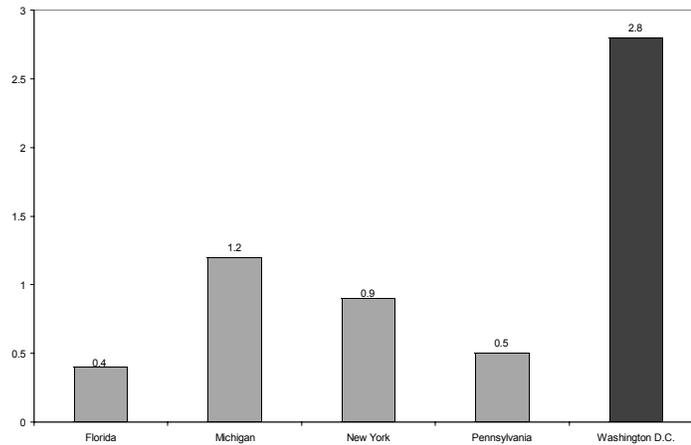
## Child and Family Services Agency (RL0)

### Program: Child Welfare

One of the key benchmark measures for the Child and Family Services Agency's Child Welfare program is the number of finalized adoptions per 1,000 children. This measure ties to the District's citywide priority of Strengthening Children, Youth, Families, and Elders. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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### Number of Finalized Adoptions Per 1,000 Children FY 2002



Note: The Child and Family Services Agency provided all benchmark data.

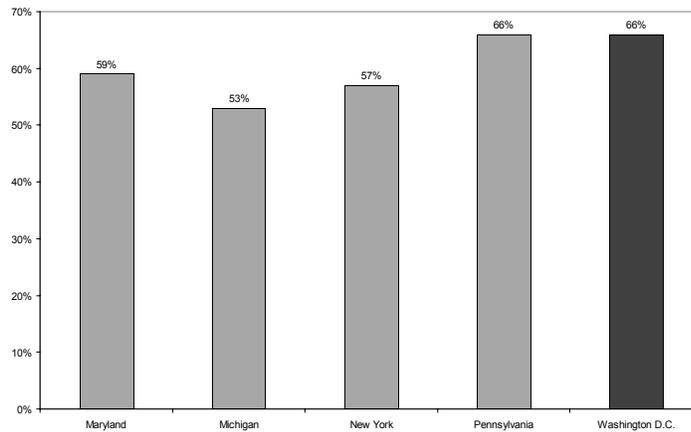
According to CFSA, the District exceeds other jurisdictions in this measure due to the emphasis placed on permanency for children. CFSA has focused their attention on children in foster care who do not have adoptive resources identified (parents who have indicated they are willing to adopt the child) and aggressively pursued recruiting adoptive homes for these children. These steps express the District's philosophy that children do better when they are in permanent family environments.

### Program: In-Home and Reunification

One of the key benchmark measures for the Child and Family Services Agency's (CFSA) In-Home and Reunification program is the time to reunification - from foster care to reunification with their family of origin. This measure ties to the District's citywide priority of Strengthening Children, Youth, Families, and Elders. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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### Percent of Children in Foster Care Reunified with their Family of Origin Within 12 months of Removal from Family FY 1998 - 2000



Note: The Child and Family Services Agency provided all benchmark data.

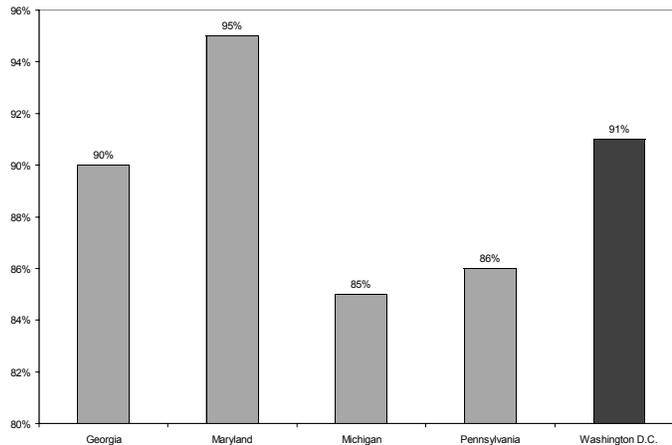
According to CFSA, the District, like most other jurisdictions, has increased its efforts to ensure timely reunification of children with their parents. CFSA has developed reports that allow a more comprehensive examination of the time that children remain in care and are working diligently to expedite permanency for children. These steps express the District's philosophy that children do better when they are in permanent family environments.

### Program: In-Home and Reunification

One of the key benchmark measures for the Child and Family Services Agency's (CFSA) In-Home and Reunification program is placement stability: number of placements for children in foster care within 12-months of entering foster care. This measure ties to the District's citywide priority of Strengthening Children, Youth, Families, and Elders. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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## Percent of Children in Foster Care with 2 or Fewer Placements Within 12 Months FY 1998 - 2000



Note: The Child and Family Services Agency provided all benchmark data.

According to CFSA, the District compares well with other jurisdictions in this measure due to the emphasis placed on permanency and permanency stability for children. CFSA has given considerable attention to the number of moves that children in foster care have and are working diligently to reduce the number of placements our children experience in care. CFSA has established placement protocols that make it difficult to move children without compelling reasons. In addition, in partnership with the Department of Mental Health, CFSA has developed intensive home-based services to preserve a child's placements. These steps express the District's philosophy that children do better when they are in permanent family environments.

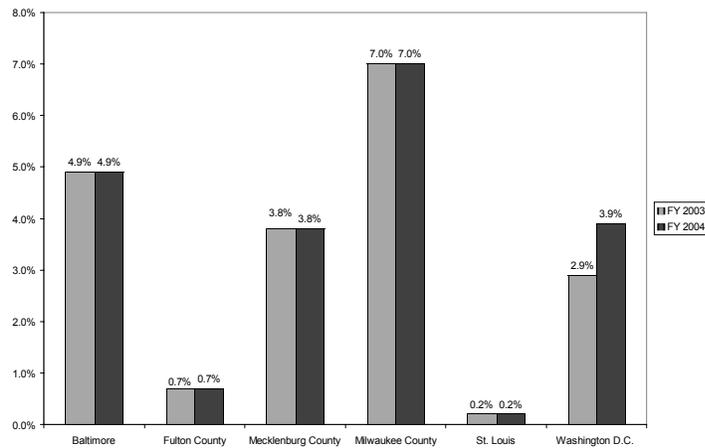
## Department of Mental Health (RMO)

### Program: Service Delivery System

One of the key benchmark measures for the Department of Mental Health's (DMH) Service Delivery System program is the penetration rate for individuals registered for mental health services. This measure ties to the District's citywide priority of Making Government Work. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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## Penetration Rates



Note: The Department of Mental Health provided all benchmark data.

According to DMH, monitoring the penetration rate is one way to measure the department's effectiveness in ensuring access to needed behavioral health services. Analysis of the number of persons enrolled for services informs the planning process and impacts other program measures such as the number of certified providers and percentage of consumers receiving specific services.

## Public Works

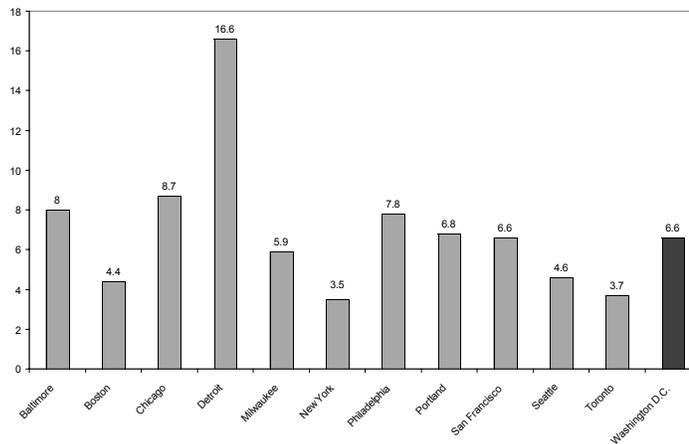
### District Department of Transportation (KA0)

#### Program: Transportation Operations

One of the key benchmark measures for the District Department of Transportation's (DDOT) Transportation Operation program is the number of fatalities per 100 million vehicle miles traveled and per 100,000 residents. This measure ties to the District's citywide priority of Building Safer Neighborhoods. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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### Traffic Fatalities Per 100,000 Residents FY 2003



Note: The District Department of Transportation provided all benchmark data.

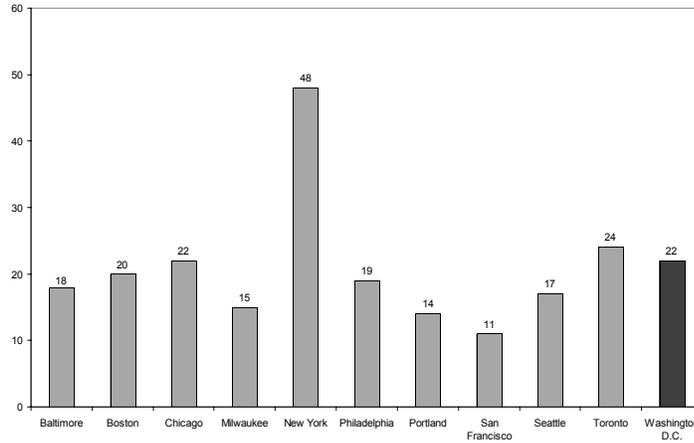
According to DDOT, this benchmark shows that the District has an average number of fatalities compared with other jurisdictions. This chart uses ratios based on residents, due to the availability of population data, even a substantial number of non-residents drive D.C. streets each day. DDOT has undertaken a number of immediate impact safety measures to lower traffic fatalities in the District. Transportation safety is probably the most important task conducted by DDOT or any jurisdiction's transportation department. DDOT stated that this benchmark is the most critical measurement of success in the safety area.

### Program: Transportation Operations

One of the key benchmark measures for the District Department of Transportation's (DDOT) Transportation Operations program is the ratio of population to daily transit ridership (per 100 residents). This measure ties to the District's citywide priority of Building Safer Neighborhoods. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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### Ratio of Population to Daily Transit Ridership (per 100 residents) in FY 2003



Note: The District Department of Transportation provided all benchmark data

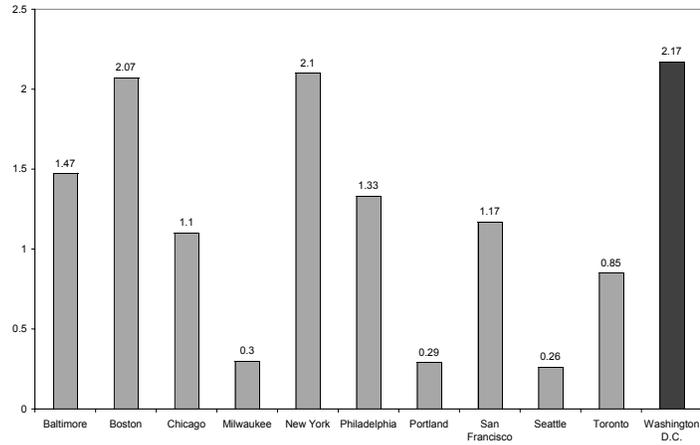
According to DDOT, this benchmark is valuable as a tracking device to gauge the District's success relative to other benchmark cities.

**Program: Transportation Operations**

One of the key benchmark measures for the District Department of Transportation's (DDOT) Transportation Operations program is the ratio of employees to daily transit ridership. This measure ties to the District's citywide priority of Building Safer Neighborhoods. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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**Ratio of Employees to Daily Transit Ridership FY 2003**



Note: The District Department of Transportation provided all benchmark data

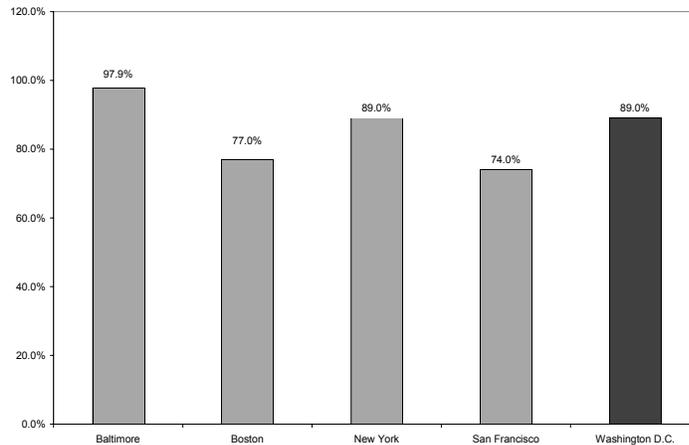
According to DDOT, this benchmark is valuable as a tracking device to gauge the District's success relative to other benchmark cities.

### Program: Infrastructure Development and Maintenance

One of the key benchmark measures for the District Department of Transportation's (DDOT) Infrastructure Development and Maintenance program is the percent of potholes repaired within established timeframes. This measure ties to the District's citywide priority of Building Safer Neighborhoods. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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### Percent of Potholes Repaired Within Established Timeframes FY 2003



Note: The District Department of Transportation provided all benchmark data. Baltimore and Boston data are based on a 48-hour timeframe. The District's timeframe is 72 hours, while San Francisco's timeframe is 24 hours.

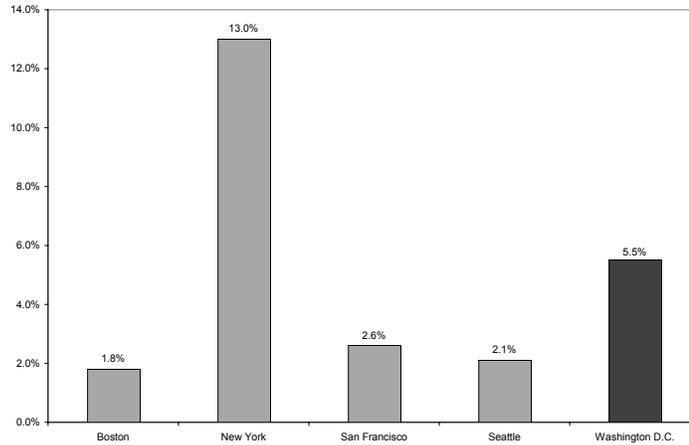
According to DDOT, this benchmark shows that the District performs much better than San Francisco, which has the shorter measured time frame, but is consistent with other jurisdictions. In 2005, DDOT lowered its pothole responsiveness from 72 hours to 48 hours to be more in line with other jurisdictions. To be clear, the chart measures responsiveness to pothole complaints. In any given month, DDOT fills 10 to 20 times more potholes than residents complained about. This measure is valuable as a tracking device to gauge the expectations of District residents in resolving pothole complaints and to measure the District's success relative to other benchmark cities.

**Program: Infrastructure Development and Maintenance**

One of the key benchmark measures for the District Department of Transportation's (DDOT) Infrastructure Development and Maintenance program is the percent of District maintained roads repaved per year. This measure ties to the District's citywide priority of Building Safer Neighborhoods. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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**Percent of Maintained Roads Repaved FY 2004**



Note: The District Department of Transportation provided all benchmark data.

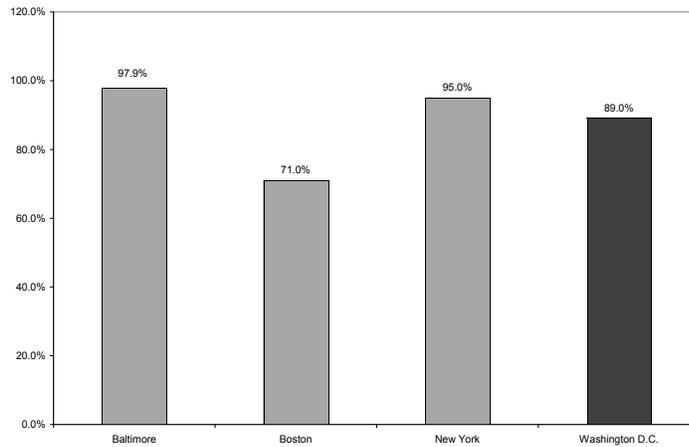
According to DDOT, this benchmark allows for DDOT to check its repaving against those of other jurisdictions.

**Program: Infrastructure Development and Maintenance**

One of the key benchmark measures for the District Department of Transportation's (DDOT) Infrastructure Development and Maintenance program is the percent of streetlights repaired within established timeframes. This measure ties to the District's citywide priority of Building Safer Neighborhoods. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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**Percent of Streetlights Repaired Within Established Timeframes FY 2003**



Note: The District Department of Transportation provided all benchmark data.

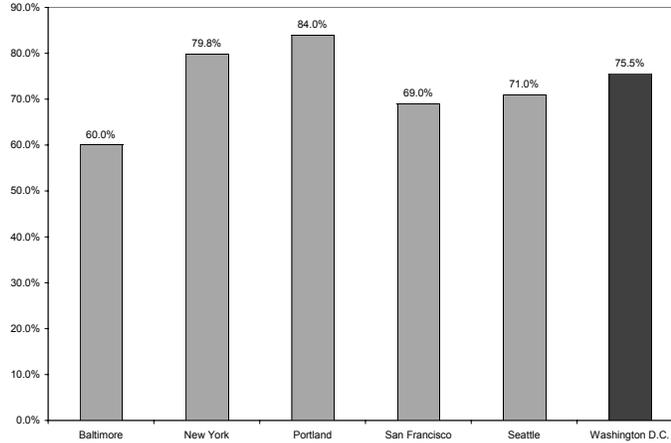
According to DDOT, this benchmark is valuable as a tracking device to gauge the District's success relative to other benchmark cities.

**Program: Infrastructure Development and Maintenance**

One of the key benchmark measures for the District Department of Transportation's (DDOT) Infrastructure Development and Maintenance program is the percent of streets rated as good or excellent. This measure ties to the District's citywide priority of Building Safer Neighborhoods. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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**Percent of Streets Rated Good or Excellent FY 2003**



Note: The District Department of Transportation provided all benchmark data.

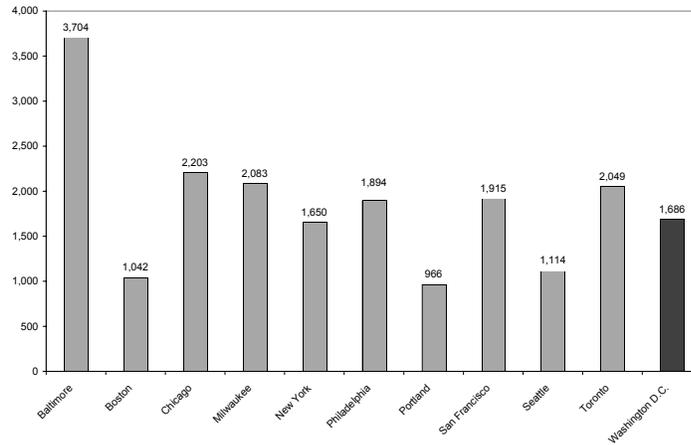
According to DDOT, this benchmark is one of DDOT's most critical service requests. Allows for DDOT to check its progress in improving the overall condition of its roadways.

### Program: Infrastructure Development and Maintenance

One of the key benchmark measures for the District Department of Transportation's (DDOT) Infrastructure Development and Maintenance program is the number of street trees per square mile. This measure ties to the District's citywide priority of Building Safer Neighborhoods. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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### Street Trees Per Square Mile FY 2003



Note: The District Department of Transportation provided all benchmark data.

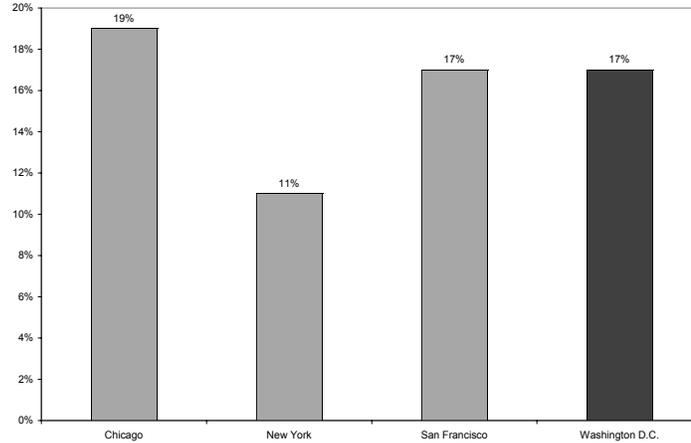
According to DDOT, this benchmark is valuable as a tracking device to gauge the District's success relative to other benchmark cities.

### Program: Infrastructure Development and Maintenance

One of the key benchmark measures for the District Department of Transportation's (DDOT) Infrastructure Development and Maintenance program is the percent of street trees pruned each year. This measure ties to the District's citywide priority of Building Safer Neighborhoods. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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### Percent of Street Trees Trimmed FY 2003



Note: The District Department of Transportation provided all benchmark data

According to DDOT, this benchmark is valuable as a tracking device to gauge the District's success relative to other benchmark cities.

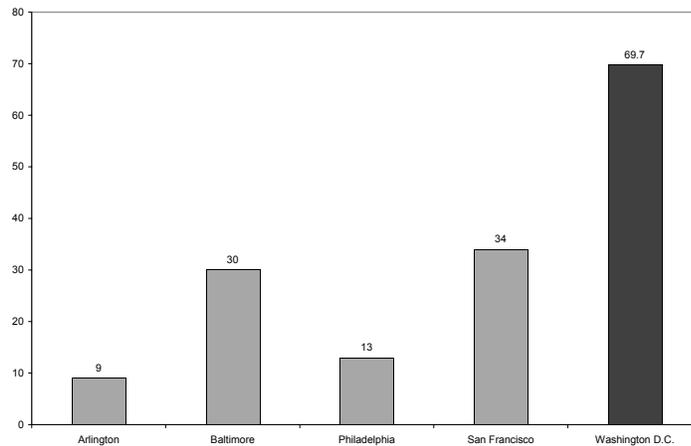
## Department of Public Works (KT0)

### Program: Parking Services, Vehicle Immobilization

One of the key benchmark measures for the Department of Public Works' (DPW) Parking Services, Vehicle Immobilization program is the average number of parking boots per day. This measure ties to the District's citywide priority of Making Government Work. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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### Parking Boots Per Day FY 2004



Note: The Department of Public Works (DPW) provided all benchmark data. A parking boot is a vehicle immobilization device that is placed on an on-street parked vehicle that has accumulated more than 3 unpaid parking tickets that are older than 30 days. A boot crew is the employee(s) charged with finding scofflaw vehicles eligible for immobilization and attaching a boot to those vehicles. The District had 250 operating days in FY 2004, excluding non-field days due to holidays, training, and inclement weather.

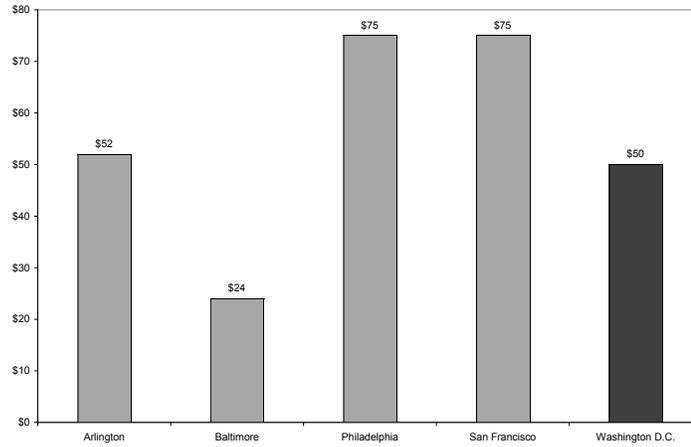
According to DPW, criteria used for selecting jurisdictions included: size, geographical location, and program components similar to D.C.

**Program: Parking Services, Vehicle Immobilization**

One of the key benchmark measures for the Department of Public Works' (DPW) Parking Services, Vehicle Immobilization program is fee for parking boot removal. This measure ties to the District's city-wide priority of Making Government Work. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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**Fee for Parking Boot Removal FY 2004**



Note: The Department of Public Works provided all benchmark data.

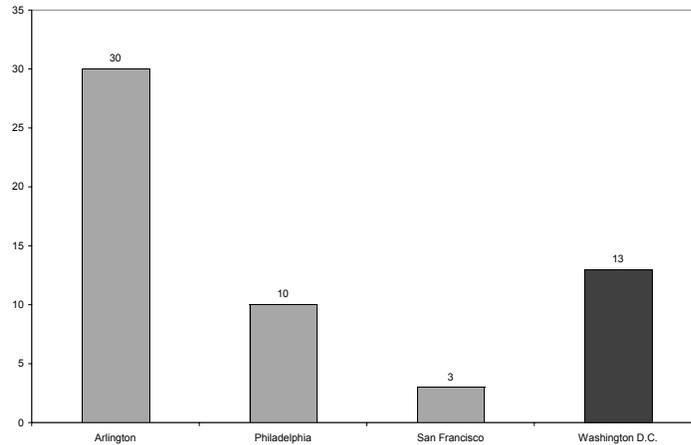
According to DPW, this benchmark demonstrates that the District's fee for this service is the median charge for surveyed cities.

### Program: Parking Services, Towing and Impoundment

One of the key benchmark measures for the Department of Public Works' (DPW) Parking Services, Towing and Impoundment program is the standard response time allotted to remove abandoned vehicles from public space. This measure ties to the District's citywide priorities of Making Government Work and Building Safer Neighborhoods. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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### Number of Days to Remove Abandoned Vehicles FY 2004



Note: The Department of Public Works provided all benchmark data.

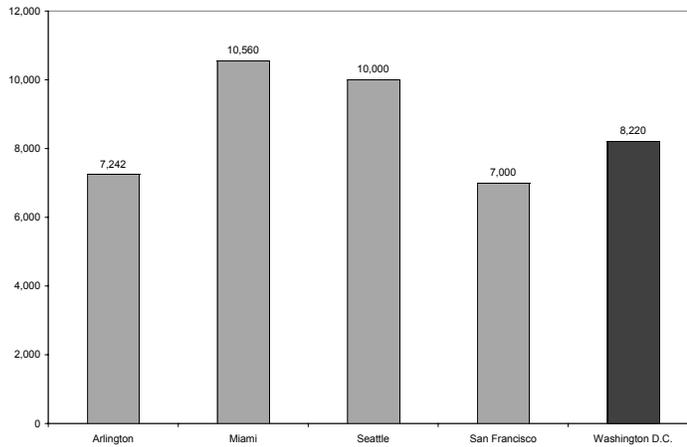
According to DPW, the jurisdictions contacted included those jurisdictions that have an abandoned vehicle program. Criteria used for selecting jurisdictions included: size, geographical location, and program components similar to D.C.

**Program: Parking Services, Parking Enforcement**

One of the key benchmark measures for the Department of Public Works' (DPW) Parking Services, Parking Enforcement program is the average number of citations/violations per parking enforcement officer each year. This measure ties to the District's citywide priority of Making Government Work and Building Safer Neighborhoods. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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**Average Number of Citations Per Enforcement Officer FY 2004**



Note: The Department of Public Works provided all benchmark data.

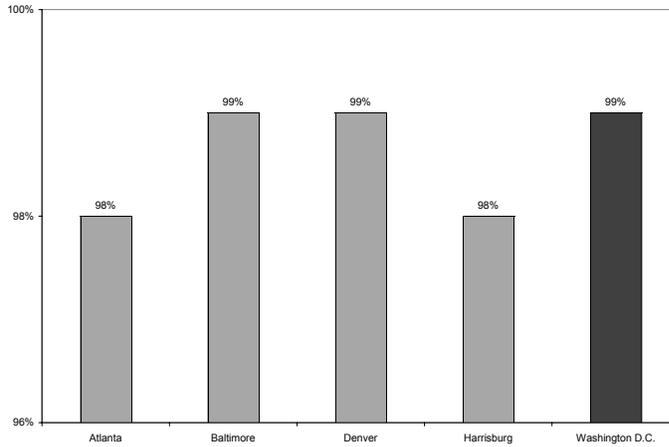
According to the DPW, criteria used for selecting jurisdictions included: size, geographical location, and program components similar to D.C. Data includes average number of tickets written per employee and average revenue generated per employee.

**Program: Sanitation Services**

One of the key benchmark measures for the Department of Public Works' (DPW) Sanitation Services program is the percent of residential trash collected on the scheduled day. This measure ties to the District's citywide priority of Building Safer Neighborhoods. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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**Percent of On Time Trash Removal FY 2004**



Note: The Department of Public Works provided all benchmark data.

According to DPW, this benchmark reflects considerable reliability of a basic city service provided by the District.

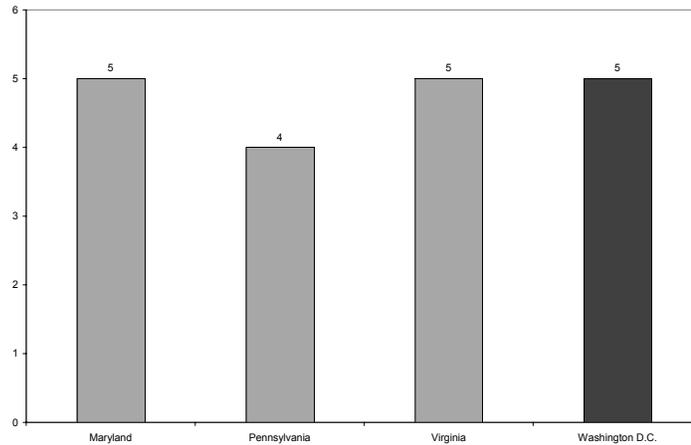
## Department of Motor Vehicles (KVO)

### Program: Driver Services

One of the key benchmark measures for the Department of Motor Vehicles' (DMV) Driver Services program is the length of non-commercial driver's license validity. This measure ties to the District's citywide priority of Making Government Work. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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### Years License Valid FY 2004



Note: The Department of Motor Vehicles provided all benchmark data

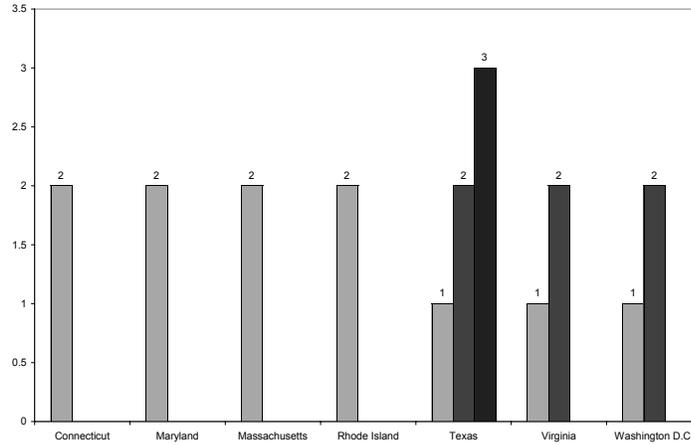
According to DMV, the District of Columbia issues licenses for a five-year period. Other jurisdictional information shows that the length of validity varies between usually 4 to 8 years, and thirteen states issue licenses for six or more years. While the American Association of Motor Vehicle Administrators has published licensing standards, there is no industry standard for the length of a license's validity. Jurisdictions set their own terms. A longer licensing period allows residents to reduce their required visits to a service center, and the technology used to issue licenses (digital photos and signatures) will ensure that security is not compromised by this policy decision.

### Program: Vehicle Services

One of the key benchmark measures for the Department of Motor Vehicles' (DMV) Vehicle Services program is the length of vehicle registration validity. This measure ties to the District's priority of Making Government Work. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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### Length of Vehicle Registration Validity FY 2003



Note: The Department of Motor Vehicles provided all benchmark data

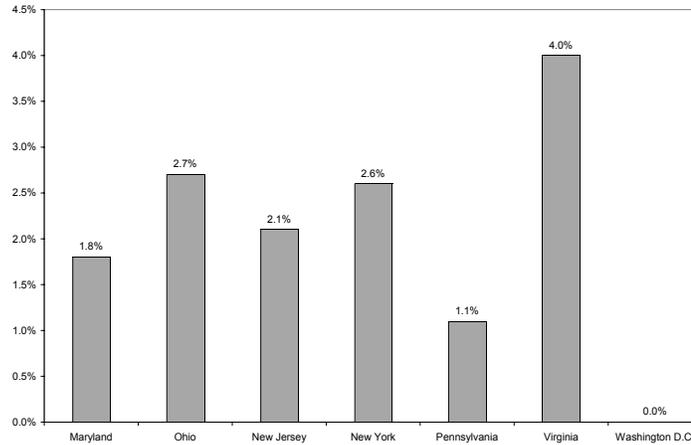
According to DMV, residents currently have the option of renewing their vehicle registration for one or two years. The American Association of Motor Vehicle Administrators reports at least 16 jurisdictions surveyed have registration options for two years or longer. A two-year mandatory registration would reduce the number of required trips to service centers, as well as enable residents to renew their registration at the same time that they renew their biannual safety inspection.

**Program: Business Services**

One of the key benchmark measures for the Department of Motor Vehicles' (DMV) Business Services program is the percent of International Registration Program (IRP) registrants audited. This measure ties to the District's citywide priority of Making Government Work. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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**IRP Registration Audits CY 2002**



Note: The Department of Motor Vehicles provided all benchmark data

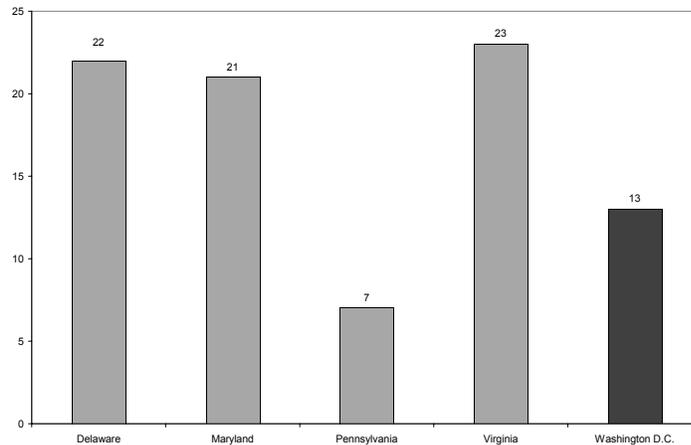
According to DMV, during calendar year 2002, the District of Columbia had 67 total IRP fleets registered with the program, but no audits were conducted. Auditing this complicated program is necessary, and the DC DMV needs to make this a priority.

### Program: Service Integrity

One of the key benchmark measures for the Department of Motor Vehicles' (DMV) Service Integrity program is the number of acceptable documents for proof of identity. This measure ties to the District's city-wide priority of Making Government Work. The accompanying table illustrates the District's performance with benchmark jurisdictions.

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## Number of Acceptable Documents for Proof of Identity FY 2004



Note: The Department of Motor Vehicles provided all benchmark data

According to DMV, the District of Columbia DMV accepts 13 documents as primary proof of identity and will accept 5 different documents as secondary sources. Except for Pennsylvania, this is the least number of acceptable documents. Most jurisdictions, including D.C., will allow residents to present a greater number of secondary source documentation in an effort to maintain the legitimacy of issued documents while making it possible for residents to obtain a driver's license. When benchmarked against other jurisdictions, D.C. is on par with security measures.

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District agencies collected and developed their benchmark data. Additionally, agencies were asked to document all sources and methodologies for data collection. The sources include federal reports, national and industry publications, and primary research with other jurisdictions. The District will continue to expand its benchmarking efforts supporting performance improvement.