



**FY 2011 PERFORMANCE PLAN
District Department of Transportation**

MISSION

The District Department of Transportation’s (DDOT) mission is to enhance the quality of life for District residents and visitors by ensuring that people and goods move safely with minimal adverse impact on residents and the environment.

SUMMARY OF SERVICES

DDOT executes its mission through the work of five Administrations: the **Infrastructure Project Management Administration** designs and builds roads and bridges, rails and other transportation projects; the **Progressive Transportation Services Administration** provides public transportation service through Metro and the Circulator bus system; the **Traffic Operations Administration** ensures a safe and user-friendly transportation environment; the **Planning Policy and Sustainability Administration** develops strategic goals for the agency; and the **Urban Forestry Administration** maintains the District’s street trees, providing our community with traffic calming, improved air quality, increased ground water retention that minimizes runoff and flooding, temperature moderation, and aesthetics.

PERFORMANCE PLAN DIVISIONS

- Infrastructure Project Management Administration (IPMA)
- Transportation Operations Administration (TOA)
- Planning Policy and Sustainability Administration (PPSA)
- Progressive Transportation Services Administration (PTSA)
- Urban Forestry Administration (UFA)
- Office of the Director

AGENCY WORKLOAD MEASURES

Measure	FY2008 Actual	FY2009 Actual	FY2010 YTD
Total Crashes	16,147	15,500	15,200
Fatalities	39	44	42
Pedestrian Fatalities	14	17	16
Motor Cycle Fatalities	7	3	3
Bicyclist Fatalities	1	1	1
Percent change in DC transit ridership (WMATA and Circulator)	5.32	3.50	Not Available
Total number of Tree Service Requests for emergency tree removal	Not Available	Not Available	Not Available
Number of traffic signal power outages	Not Available	Not Available	Not Available
Number of incidents responded to by ROP and TMC	7,753	10,033	11,927
Number of Emergencies and Special events responded to by TCO and SCG	Not Available	Not Available	Not Available
Number of streetlight work orders	Not Available	Not Available	Not Available
Total number of Tree Service Requests for emergency tree removal	Not Available	Not Available	Not Available



Infrastructure Project Management Administration (IPMA)

SUMMARY OF SERVICES

IPMA is responsible for the maintenance and enhancement of the District's physical transportation infrastructure. In this regard, IPMA establishes design standards and objectives, reviews engineering specifications and manages construction projects. IPMA's inventory includes:

- 1,100 miles of streets
- 7,700 intersections (1,680 signalized)
- 241 bridges
- 1,600 miles of sidewalk
- 453 miles of alleys

OBJECTIVE 1: Preserve existing transportation infrastructure including highways, bridges and other facilities so that they cost-effectively meet or exceed their useful life expectancy.

INITIATIVE 1.1: Establish A DDOT Community Relations Team for the Nannie Helen Burroughs Project.

Although most businesses and communities see economic and visual improvements following a street improvement project, many suffer impacts during construction. DDOT strives to minimize these impacts through stronger preconstruction communication efforts. These efforts will be achieved through the development of a DDOT Community Relations Team for every major construction project. DDOT will develop and operate such a team during the pre-construction phase of the Nannie Helen Burroughs project. The team will be created by December 2010.

OBJECTIVE 2: When replacing assets, use updated designs that account for new focus on sustainability, particularly regarding alternative modes of transportation (transit, bicycle, pedestrian, etc) and reductions in the volume, velocity & pollutant load of storm water runoff.

INITIATIVE 2.1: Reconstruct Sherman Ave, NW from Florida Ave to Park Rd, NW. This street has reached the end of its useful life.

The reconstructed segment of this street will contain a wider landscaped median, designed to absorb and filter storm water runoff. The roadway will be narrowed to reduce the number of travel lanes. One combined bicycle & vehicle travel lane in each direction will help reduce speeding and encourage the use of non-auto modes. Sidewalks will be widened and additional tree boxes provided to enhance pedestrian safety and absorb more storm water runoff. The design will be completed in May 2010, and construction will be complete by July 2011.



PROPOSED KEY PERFORMANCE INDICATORS- Infrastructure Project Management Administration

Measure	FY2009 Actual	FY 2010 Target	Y2010 YTD	FY2011 Projection	FY2012 Projection	FY2013 Projection
Percent of current year projects completed within 10% of budget (except for those with scope change)	93	94	85	94	94	94
Percent of current year projects completed within 60 days of planned end date (except for those with scope change)	92	94	100	94	94	94
Percent of blocks in paving plan completed	100	100	70.73	100	100	100
Percent of streets in "Good" or "Excellent" condition*	61	60	52	60	60	50
Number of Structurally Deficient Bridges	19	18	18	17	16	14
Percent of sidewalks in "Good" or "Excellent" condition	47	46	57	50	55	60
Fatality Rate per 100 million Vehicle Miles Traveled (VMT) ¹	0.91	Not Available	0.52	Not Available	Not Available	Not Available
% observed belt use in passenger vehicles ²	93%	94%	92.3%	95%	96%	96%

¹ This data is only available in CY. Data for projected fatalities is not available.

² Observed rates of seatbelt use in the District typically exceed the national average. As a result, DDOT qualifies for special USDOT safety incentive grants. Funds are shared with MPD to enhance enforcement of safety laws and regulations.



Transportation Operations Administration (TOA)

SUMMARY OF SERVICES

The Transportation Operations Administration (TOA) operates and maintains the District's transportation assets such as roadways, sidewalks, streetlights, traffic signals, parking meters, signs and markings to ensure a safe and user-friendly transportation environment. It is also the lead administration for snow removal, special events management, fleet management and warehousing.

OBJECTIVE 1: Ensure that the District's current transportation assets (traffic signals, parking meters, streetlights) are in good condition and utilized at their optimal capacity.

INITIATIVE 1.1: Increase the number of networked parking meters and payment options for customers for regulated curbside parking.

By September of 2011, DDOT will have up to 5500 regulated curbside spaces controlled by networked parking meters that can take credit cards in addition to coins. DDOT will also have selected preferred solutions to regulated curbside parking based on the pilot projects that are already in place. The technologies being tested include pay-by-cell, multiple configurations for multi-space meters, networked single space meters and real-time occupancy sensing.

INITIATIVE 1.2 Install Light Emitting Diode (LED) Alley Lights.

In FY 10 DDOT pilot tested different LED technologies and selected a preferred solution. By September 2011, DDOT will convert 1000 existing alley light fixtures to LED. LED lights consume 50% less electricity and have a life-span of 15 years (compared to 6-months for incandescent, 2 years for mercury vapor and 4 years from high pressure sodium).

OBJECTIVE 2: Enhance operational efficiency, safety and customer service.

INITIATIVE 2.1 Provide expanded hours of service.

DDOT will expand its hours of operation to provide more proactive service to customers and reduce overtime costs related to emergencies and special events coverage. The change will be accomplished by realigning tour of duties for existing operational units and streamlining processes. The expanded hours of service will be provided beginning October 1, 2010.

INITIATIVE 2.2 Augment School Crossing Guard (SCG) workforce and continue cross-training program for SCGs.

TOA will continue the internal cross-training programs to develop and augment the SCG skills. The goal of the training program will be to have 80% of the SCG trained by September 2011. Trained SCG will assist Traffic Control Officers (TCO) at special events, emergencies. This enhances safety and traffic flow while reducing overall costs. Using the SCGs reduces cost by reducing overtime. It also provides career progression



opportunities for interested SCGs that have the skills and experience to apply for available TCO positions.

INITIATIVE 2.3: Enhance reliability of traffic signals by installing UPS Battery back-up at the most critical and problematic signalized intersections.

The safety and efficiency of traffic in the District to a large extent is governed by the traffic signal system. Power disruptions cause traffic signals to fail. TOA will implement battery back-up power at 100 signalized intersections throughout to District to minimize the impact of power outages. The installation will be complete by the end of March 2011. Locations were selected based on criticality of the intersections and their outage history.

PROPOSED KEY PERFORMANCE INDICATORS-Traffic Operations Administration

Measure	FY2009 Actual	FY2010 Target	FY2010 YTD	FY2011 Projection	FY2012 Projection	FY2013 Projection
Average percent of parking meters working daily	97	97	99.28	97	97	97
Percent of streetlights fixed within schedule of service (based on type of repair required)	Not Available	90	97.56	90	90	95
Percent of potholes filled within 48 hours	97.8	95	98.89	95	95	95
Number of public space violation citations per inspector labor hour	0.027	0.031	0.02	0.034	0.038	0.4
Number of signs installed/replaced (includes permanent and emergency no parking signs)	42,173	30,000	28,157	30,000	30,000	30,000
Miles of pavement markings refreshed	27.8	30	30	30	30	30
Increase in proportion of work generated by DDOT initiative (DDOT work orders divided by all work orders, including those initiated by residents)	Not Available	5% more than FY09	165.47	5% more than FY10	+3% more than FY11	5% more than FY10
Percent of snow events where cleaning standards are met. (For each type of event, different goals are to be reached within a certain number of hours after the end of precipitation.)	75	85	85	85	85	90
Miles of bike lane markings installed ³	4.5	5	3.4	10	10	5
Total violations written by Traffic Control Officers (TCOs) Annually	97,500	115,000	124,931	125,000	125,000	125,000
# of citations per TCO	147	250	1,864	275	275	275

³ Industry standard: DDOT is the entity collecting this information and the industry standard utilized was “Street Miles.”



Policy Planning And Sustainability Administration (PPSA)

SUMMARY OF SERVICES

PPSA establishes broad strategic goals to guide multi-modal program development, the policies necessary to implement these goals, and ensure compliance with these goals and policies through plan review and permitting.

OBJECTIVE 1: Ensure comprehensive and integrated transportation policies and planning.

INITIATIVE 1.1: Complete State Vision Plan.

The State vision plan is a federal requirement of all state DOTs. This document is the strategic long range plan for the sustainable management, expansion, maintenance and operation of a state's transportation system over the next 20 years. The long range planning process links broad societal goals of reducing emissions of criteria air pollutants and greenhouse gas emissions; promoting efficient energy use; and increasing sustainable use of land. State Vision Plans should be updated or revised approximately every 5 years. The last official State Vision Plan for DDOT was completed in 1996. The Plan is being updated and will include performance measures and objectives and shall be completed by 2nd Quarter FY11.

INITIATIVE 1.2: Implement the District of Columbia's Strategic Highway Safety Plan (SHSP).

The SHSP is a District-wide safety plan that uses a collaborative and comprehensive approach to develop a framework for advancing the District's safety activities. The purpose of the SHSP is to identify the District's key safety needs and guide investment decisions to achieve a 50% reduction in serious and fatal injuries by 2025. The District, as a low fatality rate state, with an alcohol related fatality rate of 0.42, has qualified for Section 410 funds. The funds, well over \$500,000, will be used for implementation and enforcement of alcohol impaired driving prevention programs. We are working with the Office of the Attorney General to establish a Driving While Intoxicated Court; an accountability court dedicated to changing the behavior of the hardcore DWI offenders through intensive supervision and treatment. The Crash Outcome Data Evaluation System (CODES) will identify traffic safety problems, help develop and implement vehicle and driver countermeasures, evaluate motor vehicle standards, and study crash avoidance issues. Work will continue during fiscal year 2011 to implement the CODES program.

INITIATIVE 1.3: Identify Transportation Livability Zones and develop plan of action for enhancing local livability while supporting regional growth.

Traffic speeds and transportation-related safety hazards dramatically influence the perception of livability and family-friendly neighborhoods in the District of Columbia. Many residents have called for immediate traffic calming on their blocks in recent years which has lead to a proliferation of speed humps throughout the city. A more cost



effective and efficient method is to look at the roadway network as a system and devise strategies to manage driver behavior at key locations. The goal is to develop design solutions that promote appropriate traffic flows according to street context and classification. DDOT will complete a plan of action for at least 3 “livability zones” (large areas encompassing 2 or more neighborhoods between major arterials) to improve quality of life for local district residents by the September FY11.

INITIATIVE 1.4: Implement Complete Streets policy.

DDOT will implement a Complete Streets Policy, similar to many other cities and communities across the United States. The goal, over the next year, will be to establish working procedures so that every mode and user is taken into account in every improvement and planning project. The objective is to improve safety and comfort and to balance the needs of all users, across modes, in terms of access and movement throughout the District. The policy will be completed by April 2011.

OBJECTIVE 2: Increase non-vehicular transportation mode share to meet the mobility and economic development needs of the District, as well as reduce the use of fossil fuel and related climate change effects.

INITIATIVE 2.1: Expand city’s bike sharing program.

DDOT established the nation’s first public bicycle sharing program in 2008. In FY10, DDOT re-launched the bike sharing program in a cooperative effort with Arlington County, VA. In FY11, we will continue to expand the number of bicycles and sharing locations. Eventually, the DC/VA bike sharing network will consist of 1100 bikes at 114 stations. At the moment through the end of September, DDOT will have in its fleet about 600 bikes at 60 stations.

INITIATIVE 2.2: Expand the pedestrian and bicycle networks by filling at least 5 miles of sidewalk gaps and constructing 2 miles of separated bicycle tracks.

Sustainable mobility relies upon maximizing the opportunity for and attractiveness of non-vehicular travel by foot and bike. Currently there are approximately 200 miles of missing sidewalks in the District of Columbia. This results in an incomplete pedestrian network that poses some serious safety and access concerns. DDOT will construct at least 5 miles of new sidewalk in every ward of the city to begin to fill some of the most important and demanded missing links in this system. Although DC now has a robust system of bicycle lanes and routes, there are still few separated bicycling facilities in the city. These facilities are desirable for novice to experienced cyclists in creating a safe and attractive environment for traveling by bike. DDOT will design and begin construction of at least 2 miles of cycle tracks by November 2010. By FY 11, DDOT will have about 3 miles of bicycle tracks.

OBJECTIVE 3: Improve management, regulation and maintenance of the public rights of way.



INITIATIVE 3.1: Improve utility coordination via implementation of coordination software and improved inventory of utility assets.

Multiple utilities occupy public space above and below DDOT sidewalks, roadways and alleys. Coordination is essential for management and maintenance of public assets as well as for accountability and cost containment. In FY2010, DDOT adopted Envista, a new utility coordination software application. By March 2011, DDOT will fully integrate all four major utilities [Verizon, Pepco, Washington Gas, and DC Water] into the Envista system.

INITIATIVE 3.2: Launch new emergency permitting system.

DDOT works closely with the District’s major utilities to ensure that utility emergencies are addressed promptly, and that damage to public space is properly restored. By September 2011, DDOT will replace the current emergency permitting system; maintained in the WEPS system.

INITIATIVE 3.3: Enhance storm water management.

New EPA MS4 permit goals to reduce/treat storm water runoff are very aggressive. DDOT will work to achieve storm water goals through the planning and implementation of our own infrastructure projects. By September 2011, DDOT we will also develop specifications and standards to encourage more responsible storm water practices. Fee increases, and fee reductions, will be considered as incentives to private sector users of public space.

PROPOSED KEY PERFORMANCE INDICATORS- Policy Planning and Sustainability Administration

Measure	FY2009 Actual	FY2010 Target	FY2010 YTD	FY2011 Projection	FY2012 Projection	FY2013 Projection
Membership in bike sharing program(s)	1000+	2000	1500	5000	10,000	15000
Employers (100+ employees) providing transit subsidies	110	115	110	120	125	100
Zoning cases (BZA or Zoning Commission) with DDOT approved Transportation Demand Management Plans	80%	100%	4/4 = 100%	100%	100%	100%
Zoning case transportation impact reports submitted a minimum of 10 days before hearing	100%	100%	3/3 = 100%	100%	100%	100%
Public Space Permits issued within 30 days	93.57%	95%	95	95%	95%	95%
On-line public space permits issued	Not Available	1000	1500	2000	2500	2600
Vehicle Miles Traveled (in Millions) ⁴	3607.3	3826.9	3614.5	3,749	3,671	3636.3

⁴ Metropolitan Washington Council of Governments data



Progressive Transportation Service Administration (PTSA)

SUMMARY OF SERVICES

Provide the public with efficient, affordable and diverse means of transit travel within the District of Columbia. The Administration achieves this mission by planning and ensuring the growth of transit services in the District; managing the Student Transit Subsidy Program; the District's Bikesharing funding and managing the DC Circulator service; and ensuring that oversight, policy recommendations, coordination of services, and funding is provided to the Washington Metropolitan Area Transit Authority (WMATA) for Metrobus and Metrorail services.

OBJECTIVE 1: Increase and promote mass transportation modes to meet the mobility and economic development needs of the District.

INITIATIVE 1.1: Implement free bikesharing membership for all DC employees.

PTSA launched Capital Bikeshare on September 20, 2010. An implementation strategy for providing free access to DDOT employees is underway, and is expected in early FY11.

INITIATIVE 1.2: Implement transit improvements in 2011 to the Benning Road/H Street X Routes in accordance with recommendations from the 2009 Transit Study.

PTSA is implementing recommendations to improve transit service on the X Routes, the 5th highest ridership route in the District of Columbia, through a combination of features including but not limited to, limited stop service and route re-structuring. The WMATA Board of Directors is expected to authorize a new limited stop route (Metrobus Route X9) on the H Street and Benning Road NE corridor in September, for implementation in December 2010. The service will operate every 15 minutes during weekday peak periods and will provide faster connections between Capitol Heights and downtown stopping only at 16 key locations along the entire route. The X2 route will be restructured with a new schedule to reflect the addition of new service.

INITIATIVE 1.3: Initiative Design/Build contract to complete construction of the H St/Benning Rd Streetcar Line.

This line will provide a connection between Union Station and Oklahoma Ave. Tracks in the street between 3rd Street and Oklahoma Avenue are complete. The project will complete trackwork to Union Station to the west and a streetcar turnaround at the eastern terminus, as well as construct a maintenance facility at Union Station and all associated power, signaling and associated infrastructure construction to support the operation of streetcars in this corridor. This will also entail the procurement of three additional Streetcars. The design/build contract is in the procurement phase, DDOT has received statements of qualifications from interested bidders and is in the process of evaluating these to select a contractor by December 2010.



PROPOSED KEY PERFORMANCE INDICATORS- Progressive Transportation Service Administration

Measure	FY2009 Actual	FY2010 Target	FY2010 YTD	FY2011 Projection	FY2012 Projection	FY2013 Projection
Farebox Recovery (% of cost covered by fare revenues)	17.9%	19.0%	20.67%	20.0%	20.0%	20.0
Total Circulator Riders	2,329,097	3,761,272	1,193,236	4,687,000	4,780,740	4,876,000
Subsidy per Circulator Rider	\$2.62	\$2.50	\$2.26	\$2.50	\$2.50	\$2.50
Number of Students in School Transit Subsidy Program	13,875	14,000	14,909	14,200	14,600	15,000
Number of Students in SmarTrip Card pilot	N/A	2,500	0	7,100	14,600	15,000
Total X1, X2, and X3 Ridership	3,060,589	4,756,047	894,936	4,874,948	4,996,822	5,121,742
Total Metrobus Riders	51,071,917	74,802,080	16,745,605	76,672,132	78,588,935	80,553,658
Total Metrorail Riders	92,779,630	129,230,240	33,641,659	132,460,996	135,772,521	139,166,834

Urban Forestry Administration (UFA)

SUMMARY OF SERVICES

UFA plants and maintains the District’s street trees; UFA also performs services to street trees including pruning, removal, stump grinding, emergency response and tree health evaluations. The District of Columbia State Forester is on staff in UFA and they work closely with the US Forest Service developing research grants and programs, grants for urban and community forestry and cooperative forest health programs. Additionally, UFA processes Special Tree Permit applications, inspects tree violations, and reviews development plans in the District to ensure re-greening efforts are made during redevelopment and administers the new Hazardous Tree Removal Subsidies for Low-Income Homeowners program.

OBJECTIVE 1: Increase the number and health of street trees in order to provide District neighborhoods with an enhanced urban tree canopy. Urban tree canopy provides the following benefits that increase community livability: cleaner air and water, decreased storm water runoff, energy conservation through shading and community stability and cohesion.



INITIATIVE 1.1: Initiate the Hazardous Tree Removal Subsidies for Low-Income Homeowners Program.

This program enables the city to remove hazardous private property trees or limbs owned by qualifying low income residents. The program is available to District residents of any age who are enrolled in a Federal or District income subsidy program, own and live in a single-family home, and do not make income from renting part of that home. We will report on the numbers of citizens serviced in the program quarterly and the costs of the program for the fiscal year.

INITIATIVE 1.2: Increase the amount of citizen stewardship of urban public space trees through the CanopyKeepers program, UFA-BID Partnership Program and the DDOE-DDOT Mayor's Green Summer Jobs Program.

This is a continuation of the effort to increase citizen involvement in urban tree stewardship. As citizens work with us to water trees through the critical summer period, they become partners with us to protect public trees. UFA will supply water bags, informational brochures and workshops related to the benefits of trees. UFA was able to secure 90,000 in ARRA stimulus funds to support the Mayor's Green Summer Tree Corps. These partnerships will allow UFA to redirect resources to other program areas. The estimated cost of this program is \$11,625. By September 2011, we plan to include 700 trees at a cost of \$30 dollars per tree for a total cost of 21,000. This includes the cost of the watering device and staff costs related to the outreach, education and follow up to make this a successful program.

INITIATIVE 1.3: Increase tree planting and impervious surface removal in the CSO in the public space.

The District's urban tree canopy contains 144,000 street trees that overlap impervious areas; these trees tend to have a greater ability to mitigate the effects of storm water. This fact highlights the importance of planting and maintaining the urban tree canopy. Using funding from EPA ARRA stimulus grants, UFA will remove dead trees and impervious surface and replant new street trees in the Combined Sewer Overflow (CSO) area. We will measure the number of square feet of impervious surface removed around street trees and report quarterly as well as establish the full cost per sq ft.



PROPOSED KEY PERFORMANCE INDICATORS – Urban Forestry Administration

Measures	FY2009 Actual	FY2010 Projected	FY 2010 YTD	FY2011 Projected	FY2012 Projected	FY 2013 Projected
Number of Trees under UFA Jurisdiction	144,000	144,000 street trees	144,000 street trees	144,000 street trees	144,000 street trees	144,000 street trees
Percent of Street Tree Population Inspected	0.226	.24	3.19	.26	0.27	.28
Number of Vegetation Plans written	0	4	1	4	4	4
Percentage of the newly planted trees cared for under the Stewardship program	25	0.2	4.87	0.2	0.2	0.2
Number of trees tended by BIDs	0	225	451	275	325	375
Percentage of Street Trees in a Healthy Condition	0	87%	84.16	87.5%	88.3%	89%
Number of Sq Ft of impervious surface removed from street tree plantings	Not Available	Not Available	Not Available	5,000	7,500	9,500
Certified Arborist	17	20	20	21	22	23
Municipal Specialist	5	5	5	7	9	10
Utility Arborist	1	1	1	3	5	6
Tree Risk Assessment	0	9	9	10	11	12

Office of the Director

SUMMARY OF SERVICES

The Office of the Director provides general and administrative support and the required tools to achieve operational and programmatic results. This includes financial operations, information technology, and customer services.

OBJECTIVE 1: Strengthen Agency staff through training and workforce development.

INITIATIVE 1.1: Establish the d. University program.

An agency is only as good as the people within it, and DDOT aims to be a world-class agency comprised of top-notch staff. By March 2010, DDOT plans to create a d.

University program with a specific curriculum for each job in the agency. The University will be comprised of instructor-led, university, and web-based classes.



OBJECTIVE 2: Improve the Agency’s Customer Service functions.

INITIATIVE 2.1: Increase the number of communication methods used to provide public information.

Transportation affects every resident, worker, and visitor in the District of Columbia. There quick and assessable option for providing better customer service is essential to the functions of the Agency. DOOT will implement and use web-base social networks and programs such as face book, twitter, YouTube, chat, SeeClickFix, and others to maximize outreach, solicit feedback, and enable consistent two-way communication. All of these additional system will be up and running by January 2011.

KEY PERFORMANCE INDICATORS- Office of the Director

Measure	FY 2009 Actual	FY2010 Target	FY 2010 YTD	FY2011 Projection	FY2012 Projection	FY2013 Projected
Host agency-level Tech Stat sessions for adherence to best practices standards	0	2	2	2	2	2
Average number of training/enrichment hours per employee ⁵	0	0	24	12	24	24
Percent of projects in which performance measures were developed/applied	10%	0	0	75%	80%	80%
% of subgrantee’s budget spent on programmatic costs ⁶	Not Available	Not Available	Not Available	65%	65%	65%
% of scheduled monitoring reports as defined in agency monitoring plan completed for each grant award ⁷	Not Available	Not Available	Not Available	100%	100%	100%

⁵ Automating tracking system in FY11 to improving reporting capabilities & timeliness.

⁶ The Wise Giving Alliance of the Better Business Bureau identifies 65% to be an industry standard for this measure <http://www.bbb.org/us/Charity-Standards/>. This metric measures all subgrantees’ programmatic costs as a percentage of their overall costs.

⁷ Pursuant to 11.4 of the Grants Manual and Source Book all District agencies must complete monitoring reports. All District agencies should be in compliance with this standard. The standard is 100%.