



FY 2011 PERFORMANCE PLAN Metropolitan Police Department

MISSION

It is the mission of the Metropolitan Police Department to safeguard the District of Columbia and protect its residents and visitors by providing the highest quality police service with integrity, compassion, and a commitment to innovation that integrates people, technology and progressive business systems.

SUMMARY OF SERVICES

The Metropolitan Police Department provides crime prevention and response through patrol, investigations and homeland security services. The Patrol Services and School Security Division delivers community policing to the District's neighborhoods through 46 police service areas in seven police districts, and oversees the provision of security services to the District of Columbia Public Schools. The Investigative Services Division investigates violent, property and narcotic crimes and provides forensic support for those cases. The Homeland Security Division coordinates domestic security and intelligence operations, as well as traffic safety and special events. The Internal Affairs Bureau investigates use of force, equal employment opportunity and other complaints against MPD officers and employees. The Strategic Services, Professional Development and Corporate Support Bureaus support the work of the entire Department through research, crime analysis, strategic direction, recruiting, hiring and training personnel, and facilities, purchasing and other administrative support.

PERFORMANCE PLAN DIVISIONS

- Patrol Services & School Security Division
- Investigative Services Division
- Homeland Security Division
- Professional Development & Internal Affairs Division
- Strategic & Corporate Support Services Division
- Operations & Agency Management

AGENCY WORKLOAD MEASURES

Measure	FY 2008 Actual	FY 2009 Actual	FY2010 YTD Actual
# of arrests	49,679	52,487	39,066
# of court overtime hours	247,424	247,911	128,900
# of non-court locally funded overtime hours	303,901	151,748	150,290
# of Priority 1 calls for service: 1 st District	11,643	10,687	7,227
# of Priority 1 calls for service: 2 nd District	5,980	5,687	4,137



Measure	FY 2008 Actual	FY 2009 Actual	FY2010 YTD Actual
# of Priority 1 calls for service: 3 rd District	10,982	9,729	6,701
# of Priority 1 calls for service: 4 th District	6,628	6,808	4,602
# of Priority 1 calls for service: 5 th District	9,050	8,299	6,133
# of Priority 1 calls for service: 6 th District	10,978	10,227	7,587
# of Priority 1 calls for service: 7 th District	10,916	10,411	7,575
# of Hits in CODIS	NA	NA	56
# call outs for suspicious packages	NA	290	174
# of CCTV recordings retrieved for investigations	NA	809	521
# of vehicle crash fatalities	44	29	25
# of applications for firearm registrations processed for individuals (excludes security agencies and law enforcement officers)	NA	907	508
# of applications for security personnel processed	18,863	18742	14767

Patrol Services & School Security Division

SUMMARY OF SERVICES

The Patrol Services and School Security Division coordinates crime prevention and reduction efforts in the seven police districts. In addition to providing professional and effective patrol services throughout the District, this Division responds to all calls for police service. The Division also manages security in all DC Public Schools, and endeavors to reduce juvenile victimization and delinquent behavior through a variety of programs.

OBJECTIVE 1: Safeguard the District of Columbia and protect its residents and visitors.

INITIATIVE 1.1: Enhance safety in and around college campuses in the District by strengthening partnership with the Consortium of Universities of the Washington Metropolitan Area.

Comprised of nine universities and two colleges located in the District of Columbia, the Consortium represents more than 100,000 students and employees in the District. The Metropolitan Police Department will work with the new leadership at the Consortium to strengthen the partnership focused on reducing crime and disorder in and around the schools, and emergency preparedness on campus. Deadline: September 30, 2011



INITIATIVE 1.2: Enhance service to businesses employing officers, while protecting public and officer safety, by strengthening outside employment program.

Almost 200 businesses in the District employ more than 1,000 officers in police-related outside employment for which the members' police power helps to enhance the safety of employees and patrons. MPD will leverage this resource to deter crime and improve response in the community by increasing problem-solving and information sharing with businesses and officers with regular outside employment. Deadline: September 30, 2011.

INITIATIVE 1.3: Enhance partnership with DC Superior Court to ensure that warrants are appropriately prioritized and quickly served.

Last year, the Department executed more than 10,000 arrest warrants. With this high volume, it is critical that warrants be appropriately prioritized in order to get the most violent offenders off the street. MPD will work with DC Superior Court and other criminal justice partners to improve prioritization and warrant execution. Deadline: September 30, 2011.

OBJECTIVE 2: Provide the highest quality police service with integrity, compassion, and a commitment to innovation.

INITIATIVE 2.1: Enhance community policing by increasing the proportion of patrol members deployed on foot, bike, or Segway patrols.

In Fiscal Year 2010, the Department increased the number of members regularly deployed to foot, bicycle, and Segway patrols to more than 300 members, or 16 percent of the officers on patrol. This has contributed to better police-community relations as community members are able to get to know officers in their neighborhood and share more information with the police. As a result, more offenders are being held accountable. During FY2011, MPD will strive to deploy 20 percent of patrol officers on regular foot, bike, or Segway beats. Deadline: September 30, 2011.

INITIATIVE 2.2: Enhance safety at public schools in the District through innovative patrol techniques.

The Metropolitan Police Department's School Security Division coordinates MPD resources related to school security. In some locations, the use of Segways would enhance the effectiveness and efficiency of MPD School Resource Officers (SROs). In order to meet increased demand, SROs must be able to move quickly between the schools sharing SROs and around the especially large schools. Not only do Segways allow SROs to travel more quickly, allowing for better response to incidents, but the raised platform also provides a better vantage point for officers, enabling them to better assess their environment and incidents. MPD will deploy 20 Segways to the School Security Division in FY 2011. Deadline: October 31, 2010.



PROPOSED KEY PERFORMANCE INDICATORS - Patrol Services & School Security Division

Measure	FY2009 Actual	FY2010 Projection	FY2010 YTD ¹	FY2011 Projection	FY2012 Projection	FY2013 Projection
% change in DC Code Index violent crime	-4.50%	-5.00%	-5.40%	-5%	-5%	-5%
% change in DC Code Index property crime	0.80%	-5.00%	-16.40%	-5%	-5%	-5%
Rate of sustained citizen allegations of police misconduct per 1,000 sworn members	10.4	10.2	10.2	2% reduction from previous year	2% reduction from previous year	2% reduction from previous year
% increase in the number of email accounts on Police District listservs	20.60%	10% increase over previous year	13.60%	10% increase over previous year	10% increase over previous year	10% increase over previous year
Average response time (in minutes) to Priority 1 calls from time of dispatch to the arrival of the first officer on the scene (per district)	7.73	7.34	5.82	5% reduction from previous year	5% reduction from previous year	5% reduction from previous year

Investigative Services Division

SUMMARY OF SERVICES

The Investigative Services Division works with the community to solve crimes, help bring offenders to justice, support the recovery of victims, and protect witnesses. As part of this responsibility, this Division in conjunction with the Department of Real Estate Services, is working to design, build and operate the District’s Consolidated Forensic Laboratory to enhance the city’s capabilities for crime scene investigations and evidence analysis.

¹ All year to date data is through the end of June 2010, unless otherwise noted.



OBJECTIVE 1: Safeguard the District of Columbia and protect its residents and visitors.

INITIATIVE 1.1: Increase robbery closure rates by enhancing the Department’s capacity to track stolen electronics.

With the increase in the number of electronic devices that are being stolen in robberies throughout the city, there is an opportunity to increase robbery closures by tracking these electronic devices. In 2011, MPD will focus resources and training on increasing its capacity to use technology to close robbery cases and deter future robberies. Deadline: September 30, 2011

OBJECTIVE 3: Improve police service to the public through the integration of the Department’s people, technology and business systems.

INITIATIVE 3.1 – Automate juvenile case management for the Youth Division.

Because of confidentiality requirements, juvenile records maintained by the Department’s Youth Division have long been held in separate technology systems that, because of the narrow scope and number, were among the last to be modernized by the Department’s technology initiatives. In 2011, the Department will launch a robust Juvenile Case Management system to enhance efficiency and tracking of juvenile cases. Deadline: September 30, 2011

PROPOSED KEY PERFORMANCE INDICATORS - Investigative Services Division

Measure	FY2009 Actual	FY2010 Target	FY2010 YTD ²	FY2011 Projection	FY2012 Projection	FY2013 Projection
% change in DC Code Index violent crime	-4.50%	-5.00%	-5.40%	-5%	-5%	-5%
% change in DC Code Index property crime	0.80%	-5.00%	-16.40%	-5%	-5%	-5%
Rate of sustained citizen allegations of police misconduct per 1,000 sworn members	10.4	10.2	10.2	2% reduction from previous year	2% reduction from previous year	2% reduction from previous year
Clearance rate for homicides ³	75.50%	73.50%	Not Available	75.00%	75.00%	75.00%

² All year to date data is through the end of June 2010, unless otherwise noted.

³ All clearance rates are reported on a calendar year basis consistent with national FBI reporting. The benchmark average clearance rate is the clearance rate reported by FBI per comparable sized cities.



Measure	FY2009 Actual	FY2010 Target	FY2010 YTD²	FY2011 Projection	FY2012 Projection	FY2013 Projection
Clearance rate for forcible rape ⁴	76.70%	80.50%	Not Available	is to exceed by 5% the benchmark average clearance rate or previous year's actual	is to exceed by 5% the benchmark average clearance rate or previous year's actual	is to exceed by 5% the benchmark average clearance rate or previous year's actual
Clearance rate for robbery ⁵	16.10%	22.60%	Not Available	is to exceed by 5% the benchmark average clearance rate or previous year's actual	is to exceed by 5% the benchmark average clearance rate or previous year's actual	is to exceed by 5% the benchmark average clearance rate or previous year's actual
Clearance rate for aggravated assault ⁶	55.20%	58.00%	Not Available	to exceed by 5% the benchmark average clearance rate or previous year's actual	to exceed by 5% the benchmark average clearance rate or previous year's actual	to exceed by 5% the benchmark average clearance rate or previous year's actual
Clearance rate for burglary ⁷	10.50%	11.00%	Not Available	to exceed by 5% the benchmark average clearance rate or previous year's actual	to exceed by 5% the benchmark average clearance rate or previous year's actual	to exceed by 5% the benchmark average clearance rate or previous year's actual
Clearance rate for larceny-theft ⁸	8.50%	15.10%	Not Available	to exceed by 5% the benchmark average clearance rate or previous year's actual	to exceed by 5% the benchmark average clearance rate or previous year's actual	to exceed by 5% the benchmark average clearance rate or previous year's actual
Clearance rate for motor vehicle theft ⁹	2.60%	9.10%	Not Available	to exceed by 5% the benchmark average clearance rate or previous year's actual	to exceed by 5% the benchmark average clearance rate or previous year's actual	to exceed by 5% the benchmark average clearance rate or previous year's actual

⁴ Ibid.

⁵ Ibid.

⁶ Ibid.

⁷ Ibid.

⁸ Ibid.

⁹ Ibid.



Measure	FY2009 Actual	FY2010 Target	FY2010 YTD ²	FY2011 Projection	FY2012 Projection	FY2013 Projection
% of motor vehicle thefts resolved ¹⁰	15.20%	16.00%	Not Available	is to exceed by 5% the benchmark average clearance rate or previous year's actual	is to exceed by 5% the benchmark average clearance rate or previous year's actual	is to exceed by 5% the benchmark average clearance rate or previous year's actual

Homeland Security Division

SUMMARY OF SERVICES

The Homeland Security Division integrates intelligence and operational functions to ensure that the District is well protected and that the government is prepared to prevent and respond to threats and critical incidents. The Division also works directly in support of patrol operations to reduce crime and the fear of crime with specialized patrol and tactical resources, and works constantly to improve information-sharing, process relevant information and provide actionable intelligence to relevant personnel.

OBJECTIVE 1: Safeguard the District of Columbia and protect its residents and visitors.

INITIATIVE 1.1: Increase use of automated traffic enforcement to improve safety of District roadways.

In FY 2011, MPD will increase the use of mobile and fixed photo enforcement technology to provide enforcement at intersections and in neighborhoods. This will include the use of units for LIDAR-based enforcement at sites where traditional RADAR is not appropriate, such as in tunnels; limiting stop sign and no-through-truck violations at non-signalized intersections in neighborhoods; overheight and overweight violations to limit damage to the District's streets and other infrastructure; providing speed and pedestrian safety enforcement in work and school zones; gridlock at major thoroughfares to improve traffic flow and reduce congestion; and providing mobile units for red light and speed enforcement so we can be more responsive to citizen requests for enforcement. Deadline: June 30, 2011.

INITIATIVE 1.2: Enhance traffic safety by improving analysis of non-fatal traffic crashes.

The Metropolitan Police Department coordinates many initiatives each year to improve road safety and reduce traffic crashes. However, in the past thousands of crashes not involving traffic fatalities were not entered into a database in real-time, making it challenging to use crash information effectively. Starting in FY2010, most crash reports taken by MPD have been entered into a database in real-time. In FY2011, system capabilities will be enhanced to support stronger analysis, similar to crime data analysis.

¹⁰ Ibid.



MPD and the District Department of Transportation analysts will use this data to create safety campaigns targeted to high risk areas. Deadline: September 30, 2011

OBJECTIVE 3: Improve police service to the public through the integration of the Department’s people, technology and business systems.

INITIATIVE 3.1: Integrate Automatic License Plate Reader (LPR) System with Situational Awareness Management System (SAMS).

The Situational Awareness Management System (SAMS) can integrate operational resources into a single system to provide a common operating picture for command personnel and other agencies. In FY11, MPD is deploying License Plate Reader (LPR) cameras on both fixed and mobile platforms. Integrating the alerts from the LPR into the existing SAMS will enhance the response to alerts for wanted vehicles and provide real time mapping of contacts. Deadline: September 30, 2011

INITIATIVE 3.2: Update the Situational Awareness Management System (SAMS) to a web based system.

The Situational Awareness Management System (SAMS) program must currently be loaded onto individual computers in order to function. By transitioning to a browser based application the program can be quickly disseminated to many additional users. This will reduce operating and technology infrastructure costs. Deadline: September 30, 2011

PROPOSED KEY PERFORMANCE INDICATORS - Homeland Security Division

Measure	FY2009 Actual	FY2010 Target	FY2010 YTD ¹¹	FY2011 Projection	FY2012 Projection	FY2013 Projection
% change in DC Code Index violent crime	-4.50%	-5.00%	-5.40%	-5%	-5%	-5%
% change in DC Code Index property crime	0.80%	-5.00%	-16.40%	-5%	-5%	-5%
Rate of sustained citizen allegations of police misconduct per 1,000 sworn members	10.4	10.2	10.2	2% reduction from previous year	2% reduction from previous year	2% reduction from previous year

¹¹ All year to date data is through the end of June 2010, unless otherwise noted.



Professional Development & Internal Affairs Division

SUMMARY OF SERVICES

The Professional Development and Internal Affairs Division helps the Department to strategically manage its human capital. The Professional Development Bureau manages recruiting, hiring, training, and personnel services, as well as medical support for sworn members. The Internal Affairs Bureau acts as the guardian of the Metropolitan Police Department's reputation, and ensures accountability through comprehensive investigations of misconduct and uses of force.

OBJECTIVE 1: Safeguard the District of Columbia and protect its residents and visitors.

INITIATIVE 1.1: Enhance safety for communities with Limited English Proficiency (LEP) by launching crime prevention campaigns in various languages.

MPD will distribute crime prevention posters and fliers in Chinese, French, Korean, Spanish, and Vietnamese that focus on specific crimes impacting LEP residents in those communities, such as robberies of delivery drivers, burglaries, street robberies, and hate crimes. Deadline: December 31, 2010

OBJECTIVE 2: Provide the highest quality police service with integrity, compassion, and a commitment to innovation.

INITIATIVE 2.1: Launch effort to enhance service LEP individuals and communities by testing a Visual Language Translator Card

In the District of Columbia, over 14 percent of residents live in homes in which a language other than English is the primary language, and in 2009 over a 1.5 million foreign visitors came to the city. To enhance service to Limited English Proficiency individuals and communities, the Department will pilot and evaluate the effectiveness of a Visual Language Translator card. The visual language translator card is a tool that uses graphics to communicate with individuals who cannot communicate orally with an MPD officer. Deadline: June 30, 2011

INITIATIVE 2.2: Enhance relations with the Latino community by launching a Spanish for Community Service course.

The Department has many programs to deploy certified Spanish-speakers to help officers with translation in any scenario. However, many members are eager to learn basic Spanish to help with routine patrol functions. In FY2011, MPD will launch a course on "Spanish for Community Service," to teach police recruits key words and phrases to help them provide the highest level of service. Deadline: September 30, 2011

INITIATIVE 2.3: Implement polygraph screening for police officer job applicants.

To enhance the quality of new recruits joining the Department, MPD will begin issuing polygraph tests to new job applicants. This will help to both verify that applicants meet the required standards, and safeguard the scarce resources necessary to hire and train new recruits. Deadline: September 30, 2011



OBJECTIVE 3: Improve police service to the public through the integration of the Department’s people, technology and business systems.

INITIATIVE 3.1: Enhance efficiency in the criminal justice system by streamlining access to files.

Prosecutors, courts, and others routinely need access to files in the Internal Affairs Division (IAD). To minimize costs and fines for the District, IAD will begin scanning and indexing files to enhance efficiency for those who may be granted legitimate access to them. Deadline: September 30, 2011

PROPOSED KEY PERFORMANCE INDICATORS - Professional Development & Internal Affairs Division

Measure	FY2009 Actual	FY2010 Target	FY2010 YTD ¹²	FY2011 Projection	FY2012 Projection	FY2013 Projection
% change in DC Code Index violent crime	-4.50%	-5.00%	-5.40%	-5%	-5%	-5%
% change in DC Code Index property crime	0.80%	-5.00%	-16.40%	-5%	-5%	-5%
Rate of sustained citizen allegations of police misconduct per 1,000 sworn members	10.4	10.2	10.2	2% reduction from previous year	2% reduction from previous year	2% reduction from previous year
Rate of incidents of police firearm discharges in which MPD members failed to follow Department use-of-force policies per 1,000 members	0.99	0.97	0.5	2% reduction from previous year	2% reduction from previous year	2% reduction from previous year
Average court overtime hours per arrest	4.7	4.6	3.11	2% reduction from previous year	2% reduction from previous year	2% reduction from previous year

Strategic & Corporate Support Services Division

SUMMARY OF SERVICES

¹² All year to date data is through the end of June 2010, unless otherwise noted.



The Strategic Services Bureau integrates research, program and policy development, and strategic analysis and planning to support the Department and the city by identifying and implementing innovative policing and business practices. The **Corporate Support Bureau** oversees the major administrative, technical and business functions of the department that are critical to keeping a complex and large agency running effectively and efficiently, including facilities, fleet management, equipment and supply, and evidence and property control.

OBJECTIVE 1: Safeguard the District of Columbia and protect its residents and visitors.

INITIATIVE 1.1: Enhance traffic safety by improving analysis of non-fatal traffic crashes.

The Metropolitan Police Department coordinates many initiatives each year to improve road safety and reduce traffic crashes. However, in the past thousands of crashes not involving traffic fatalities were not entered into a database in real-time, making it challenging to effectively use crash information. Starting in FY2010, most crash reports taken by MPD are being entered into a database in real-time. In FY2011, the system capabilities will be enhanced to support stronger analysis, similar to crime data analysis. MPD and the District Department of Transportation analysts will use this data to create safety campaigns targeted to high risk areas. Deadline: September 30, 2011

INITIATIVE 1.2: Support resources in patrol by holding six Reserve Corps Focus Initiatives (RCFI).

The Metropolitan Police Department's Reserve Corps delivers high quality volunteer public safety support services to the Department in order to build safe and healthy neighborhoods throughout the District of Columbia. During FY11, MPD will hold 6 Reserve Corps Focus Initiatives, where Reserve Members will be deployed in strength to targeted areas to assist patrol members during weekend nights or in support of special weekend events. Deadline: September 30, 2011

INITIATIVE 1.3: Partner with Department of Real Estate Services and other city agencies to unify and upgrade security at District government facilities.

Tens of thousands of people work or conduct business in District government offices throughout the city. The Identity Management and Access Control initiative will support an integrated security management architecture that utilizes a single software package to monitor and administer multiple security functions. The result of this migration to a new system will create greater accountability and automation for the security and welfare of district employees and the public. Deadline: September 30, 2011.

INITIATIVE 1.4: Improve criminal investigations and adjudications for the District of Columbia by completing construction on the new Evidence Warehouse.

The Metropolitan Police Department, in partnership with the Department of Real Estate Services, is building a new 30,000 square-foot evidence warehouse featuring greatly improved design, capacity, safety, security, environmental working conditions, air conditioning, lighting, electricity, and inventory tracking automation. This facility will be equipped to handle millions of items of evidence, using best practices and advanced



technology for safe and responsible evidence storage. The facility is expected to achieve at least LEED Silver certification, incorporating the sustainable development goals for all public projects as outlined in the District’s Green DC Agenda. In addition, MPD will redesign processes for cataloguing items of property taken into custody so that these items can be returned to the rightful owners sooner, improving customer service.
 Deadline: September 30, 2011

OBJECTIVE 3: Improve police service to the public through the integration of the Department’s people, technology and business systems.

INITIATIVE 3.1: Improve access to MPD information by making the MPD’s website more user-friendly.

The District of Columbia is upgrading its public websites to a new Content Management System (CMS) and a new design. With one of the largest websites in the District government, the Metropolitan Police Department has over 1,400 pages that must be manually edited and migrated into the new environment. The migration process includes a content inventory, sitemap development, and a manual review of every page that goes into the new environment. Deadline: June 30, 2011

PROPOSED KEY PERFORMANCE INDICATORS - Strategic and Corporate Support Services Division

Measure	FY2009 Actual	FY2010 Target	FY2010 YTD ¹³	FY2011 Projection	FY2012 Projection	FY2013 Projection
% change in DC Code Index violent crime	-4.50%	-5.00%	-5.40%	-5%	-5%	-5%
% change in DC Code Index property crime	0.80%	-5.00%	-16.40%	-5%	-5%	-5%
Average daily fleet availability	96.50%	95%	96.50%	95%	95%	95%

Operations and Agency Management Division

SUMMARY OF SERVICES

The Operations and Agency Management Division is responsible to internal customers for technological advancement through the Office of the Chief Information Officer, risk reduction by the Office of Risk Management, and fiscal coordination and grants management by the Office of Resource Accountability. The Office of Communications primarily serves external customers through media relations and public outreach.

¹³ All year to date data is through the end of June 2010, unless otherwise noted.



OBJECTIVE 1: Safeguard the District of Columbia and protect its residents and visitors.

INITIATIVE 1.1: Enhance capacity to locate offenders by deploying Electronic Tag Readers.

License Plate Readers enhance law enforcement’s ability to locate stolen vehicles, serve warrants to wanted persons, and locate persons of interest in the cases of AMBER alerts or other criminal activity involving vehicles. In conjunction with a regional initiative, MPD will deploy mobile (on patrol cars) and fixed units throughout the District. Deadline: September 30, 2011

INITIATIVE 1.2: Focus analytical resources on evaluating reported suspicious and unattended packages.

Responding to reports of suspicious and unattended packages uses a significant amount of MPD resources and can disrupt pedestrian and vehicular traffic in the area. Unattended packages may be innocuous personal belongings or a test of security response measures. By analyzing the characteristics of these incidents, the MPD can refine its response plans to improve security. Deadline: September 30, 2011

OBJECTIVE 3: Improve police service to the public through the integration of the Department’s people, technology and business systems.

INITIATIVE 3.1: Continue long term program to improve police efficiency by providing automated field reporting.

The Department is committed to using technology to improve police operations, response, and customer service. With the appropriate use of technology, the Department will be better able to keep police officers on the streets, close criminal investigations, and enhance information exchange. In FY2011, MPD will continue to advance its automation efforts by providing members on foot, bicycle, and Segway patrol with handheld devices capable of writing tickets and performing criminal history checks. Deadline: September 30, 2011

KEY PERFORMANCE INDICATORS - Operations and Agency Management Division

Measure	FY2009 Actual	FY2010 Target	FY2010 YTD ¹⁴	FY2011 Projection	FY2012 Projection	FY2013 Projection
% change in DC Code Index violent crime	-4.50%	-5.00%	-5.40%	-5%	-5%	-5%

¹⁴ All year to date data is through the end of June 2010, unless otherwise noted.



Measure	FY2009 Actual	FY2010 Target	FY2010 YTD¹⁴	FY2011 Projection	FY2012 Projection	FY2013 Projection
% change in DC Code Index property crime	0.80%	-5.00%	-16.40%	-5%	-5%	-5%
Rate of sustained citizen allegations of police misconduct per 1,000 sworn members	10.4	10.2	10.2	2% reduction from previous year	2% reduction from previous year	2% reduction from previous year
% increase in the number of email accounts on Police District listservs	20.60%	10% increase over previous year	13.60%	10% increase over previous year	10% increase over previous year	10% increase over previous year
Average response time (in minutes) to Priority 1 calls from time of dispatch to the arrival of the first officer on the scene (per district)	7.73	7.34	5.82	5% reduction from previous year	5% reduction from previous year	5% reduction from previous year
% of subgrantee's budget spent on programmatic costs ¹⁵	Not Available	Not Available	Not Available	65%	65%	65%

¹⁵ 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.



Measure	FY2009 Actual	FY2010 Target	FY2010 YTD¹⁴	FY2011 Projection	FY2012 Projection	FY2013 Projection
% of scheduled monitoring reports as defined in agency monitoring plan completed for each grant award ¹⁶	Not Available	Not Available	Not Available	100%	100%	100%

¹⁶ 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%.