

# ICMA Benchmarking Project FY 2005 Overview

November 1, 2006



# ICMA Center for Performance Measurement

- **Purpose:** To help local governments improve the effectiveness and efficiency of public services through the collection, analysis, and application of performance information in 15 service areas. Established in 1994
- Over 150 local governments in US and Canada
- 5 of 10 largest US cities participate
  - Houston, Phoenix, San Antonio, Dallas, San Jose
  - See Appendix for complete list of participants
- ICMA provides data collection templates and annual reports
- Dallas has full access to all participant's data once it is cleaned by ICMA staff



# Management Application for the Benchmarking Data

- Sophisticated tool to track and manage data over time and against jurisdictions across the country
- Data analysis results in management and service delivery changes
- Data used as performance indicators for City services
- Incorporated into individual Performance Plans of Executives



# City of Dallas

- Second year of participation
- Participated in data compilation in all 15 key service areas
- Presentations today from these departments:
  - Code, Facilities Management (EBS), Fire, Library, Police, and Sanitation on preliminary FY 05 data
- Data analysis
  - Examine Dallas' Relative Position from FY 04 to FY 05
  - Compare Dallas to other jurisdictions for FY 05
  - Present “Proposed Actions” or Next Steps based upon data analysis



# City of Dallas

- ICMA will publish final report for FY 05 this December.
- The results will be shared with Council thereafter.
- Dallas will participate in the FY 06 survey.



# Code Compliance

Presenter: Kathy Davis  
Director, Code Compliance



# Relative Position from FY 04 to FY 05

- Three years ago, Code gathered feedback from neighbors to gauge Code's performance.
  - Response to complaints was slow
  - There was poor follow through
  - Code failed to make a visible difference in neighborhoods
- Since then, Code has focused its efforts on addressing these deficiencies. The ICMA Report illustrates substantial improvement.



# Relative Position from FY 04 to FY 05

- Cases Brought to Voluntary Compliance as a percent of:

Cases	2004	2005
All Initiated	18.6%	42.1%
All Opened*	13.7%	26.1%

\*Cases initiated plus cases carried over from previous year

- Improvements:
  - Door notices
  - Brochures mailed out via clerical pool
  - Web site updates ([www.dallascodecompliance.com](http://www.dallascodecompliance.com))



# Relative Position from FY 04 to FY 05

- Rates of Admin./Judicial Enforcement as a percent of:

Cases	2004	2005
All Initiated	8.6%	15.4%
All Opened*	6.3%	9.5%

\*Cases initiated plus cases carried over from previous year

- Improvements
  - Civil Adjudication process
  - Strong support from CAO
  - Triage process



# Relative Position from FY 04 to FY 05

- Number Calendar Days From Start of Case to Voluntary Compliance

Cases	2004	2005	<i># Days Reduced</i>
All Initiated	54.5	28.4	26.1
All Open*	139.3	28.4	110.9

\*Cases initiated plus cases carried over from previous year

- Improvements:
  - Weekly report on overdue cases
  - Competency training on CRMS



# Relative Position from FY 04 to FY 05

- Number Calendar Days From Complaint to First Inspection

Violation	2004	2005	<i># Days Reduced</i>
Housing	38.6	12.2	26.4
Zoning	44.3	5.6	38.7
Nuisance	24.2	5.8	18.4

- Opportunity to improve internally
  - Further training on organization/case management



# Relative Position from FY 04 to FY 05

- Number Calendar Days From 1<sup>st</sup> Inspection to Voluntary Compliance

Violation	2004	2005	<i># Days Reduced</i>
Housing	112.5	42.3	70.2
Zoning	124.4	35.5	88.9
Nuisance	112.8	6.2	106.6

- Opportunity to improve externally
  - Further education on standards



# Relative Position from FY 04 to FY 05

- **Strengths**

- Improved speed of processing cases
  - Reduction of overdue cases
- Improved Admin/Judicial process
  - Civil Adjudication
  - Chapter 54

- **Opportunities**

- Improve Estimated Time to 1<sup>st</sup> Inspection (ERT)
- Expand community education to gain increased compliance and reduce case loads

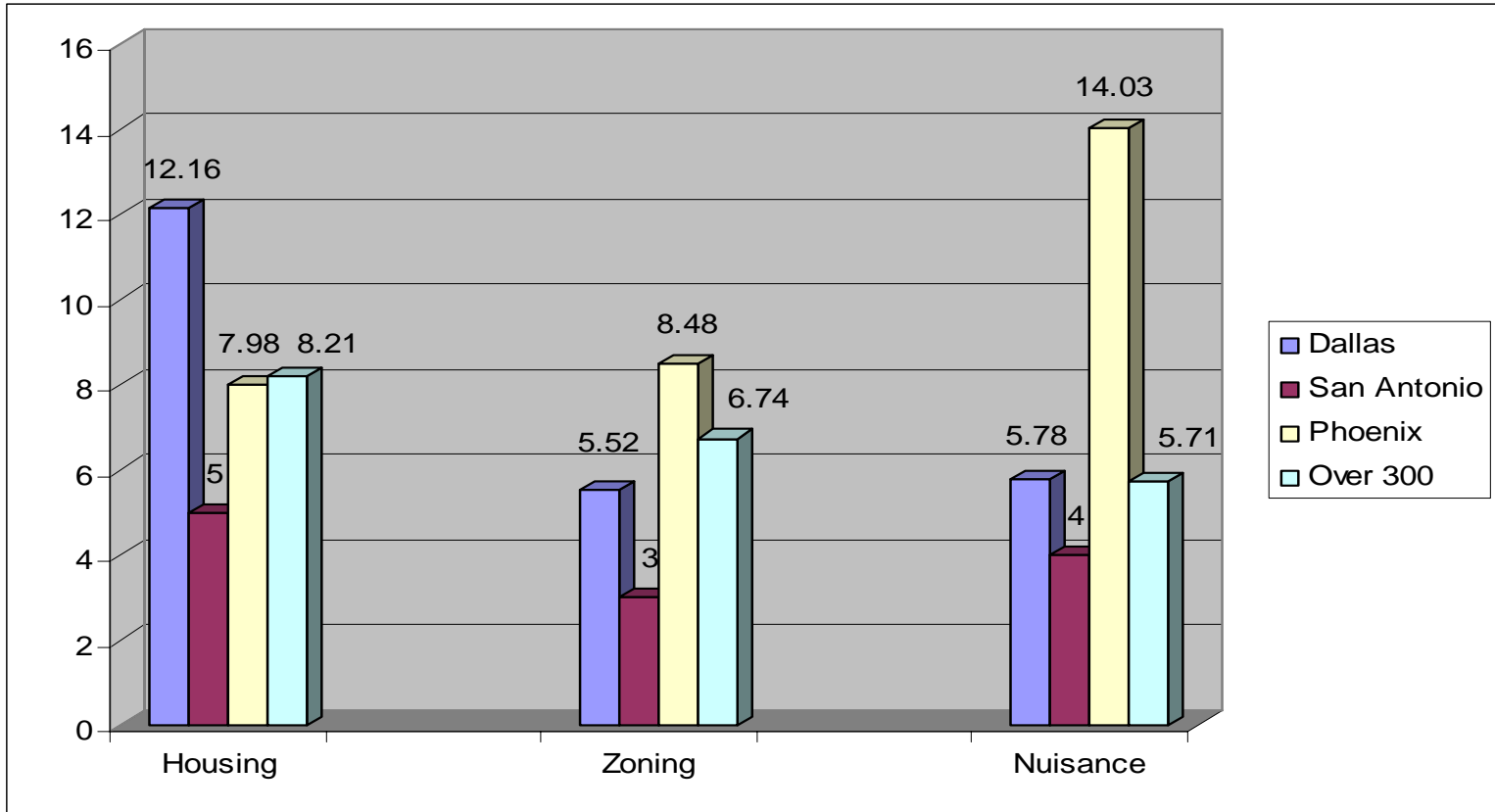


# FY05 Comparison to Other Jurisdictions

- Comparison with Cities over 300,000
- Best Peer Cities
  - San Antonio, TX
    - Similar ordinances and enforcement procedures
  - Phoenix, AZ
    - Recognized leader of many “Best Practices”
  - Best demographic and economic fit
    - Significant differences in population composition and median household income



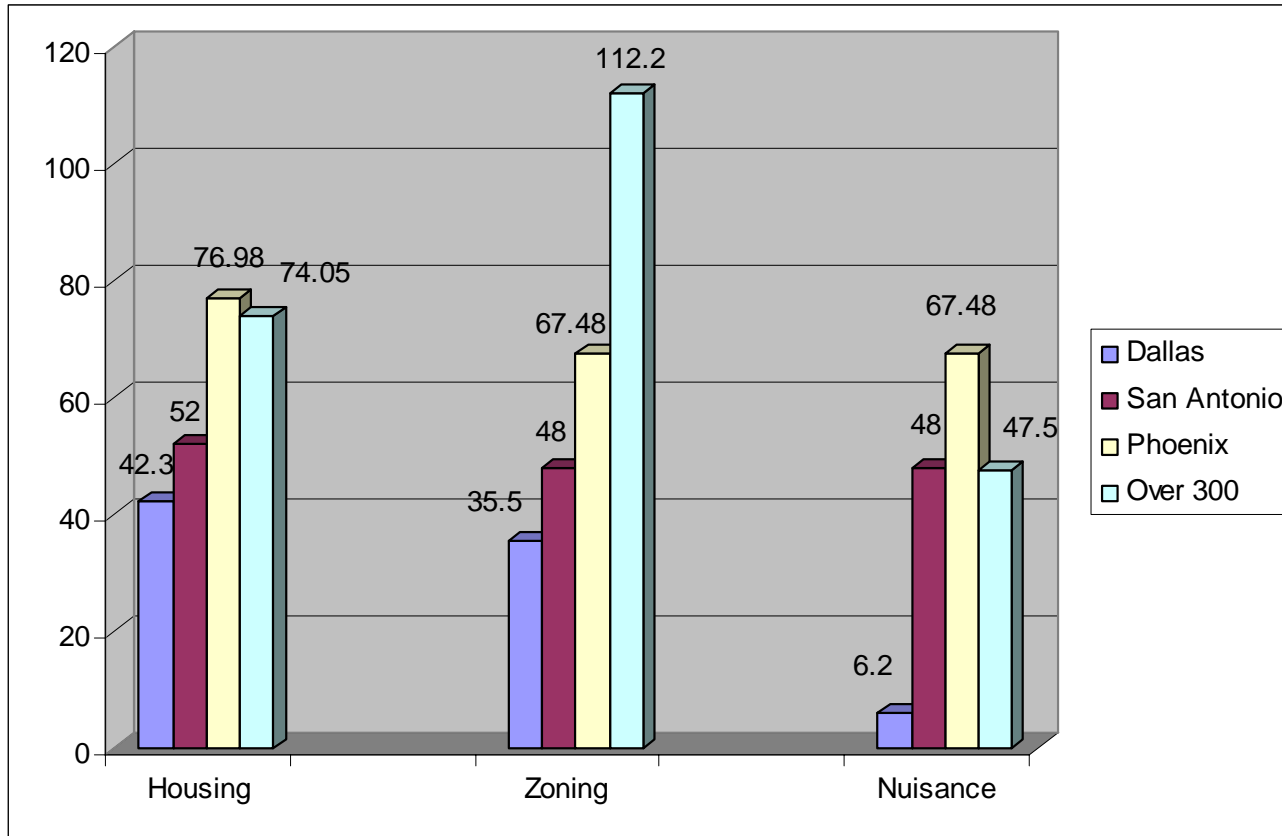
# Days to First Inspection



Dallas ranked 11<sup>th</sup> of 17 in over 300,000 Cities



# Days to Compliance



Dallas ranked 5<sup>th</sup> of 16 in over 300,000 Cities



# Other Comparisons to Cities Over 300,000

- Ranked 11<sup>th</sup> of 12 in number of days to gain voluntary compliance of cases initiated in 2005
- 3<sup>rd</sup> of 9 in number of days from case initiation to transfer to administrative process
- 2<sup>nd</sup> of 10 in administrative compliance of cases initiated in 2005



# Customer Feedback

- 5% Sample Survey
- 2006 City of Dallas Citizens Survey
  - 2% overall improvement from 2005
  - 75% rate Code as fair or poor
- Dallas Homeowner League Summit
- Code Summit
- Neighborhood Association Meetings



# Proposed Actions from Data Analysis

- Strategic education outreach to increase voluntary compliance
- Marketing and public relations to improve citizen perception of Code effectiveness
  - Communicate accomplishments
  - Further develop and improve Code web site
- Visit to Waco, TX
  - Continue to identify Best Practices



# Facilities Management

Presenter: Jack Ireland  
Director, Equipment and Building Services



# Maintenance & Repair

	Cost/ Sq.Ft.	Customer Satisfaction (Excellent or Good)	Non-Emergency Response Time in Days	Emergency Response Time in Minutes
Dallas FY04	97¢	N/A	5	120
Dallas FY05	\$1.10	92% (2006 YTD)	5	120

- Dallas cost increase
  - DWU cost & square footage were added in FY05 & slightly increased cost
  - Salary & pension
  - Building materials



# Maintenance & Repair

	Cost/Sq.Ft.	Customer Satisfaction (Excellent or Good)	Non-Emergency Response Time in Days	Emergency Response Time in Minutes
Dallas FY05	\$1.10	92% (2006 YTD)	5	120
ICMA FY05	\$2.10	65%	3.2	33

- Dallas cost is 48% less than ICMA average; ranks 4<sup>th</sup> out of 14 (jurisdictions over 100,000)
- Citywide internal customer survey planned
- Non-emergency response time ranks 11<sup>th</sup> out of 13
- New work order system piloted in FY06
- Need to evaluate means of improving emergency response time



# Custodial

	Cost/Sq.Ft. In-house	Cost/Sq.Ft. Contract	Cost/Sq.Ft. Total	Customer Satisfaction (Excellent or Good)	Emergency Response Time in Minutes
Dallas FY04	\$1.33	\$1.38	\$1.36	N/A	N/A
Dallas FY05	64¢	\$1.43	\$1.09	72.4%	N/A

- Contract supervision (\$425,540, 11.75 FTEs) was included in FY04 in-house calculations, but was moved to contract in FY05
- True cost for contract services were lower in FY05 than FY04, but offset by the inclusion of contract administration costs.
  - Contract provider did not meet service levels at lower cost in FY05
  - Cost will increase in FY06 report since contract rebid to improve service level



# Custodial

	Cost/Sq.Ft. In-house	Cost/Sq.Ft. Contract	Cost/Sq.Ft. Total	Customer Satisfaction (Excellent or Good)	Emergency Response Time (min.)
Dallas FY05	64¢	\$1.43	\$1.09	72.4%	N/A
ICMA FY05	\$1.45	98¢	\$1.54	68.4%	24

- Dallas cost (total) 29% less than ICMA; ranks 7<sup>th</sup> out of 18 (jurisdictions over 100,000). ICMA cost include contracted security
- Dallas requires contractors to pay at least minimum wage plus \$1 as part of the living wage plan & to increase the skill level
- Total in-house provision is not cost effective
  - Providing same staffing would cost more than contractors
  - City has minimum salary & workers' comp costs
  - Customers receiving in-house service have requested an increase.
  - Contracted facilities, such as branch libraries, are spread out & require travel
- Dallas has highest percent of “excellent” on customer satisfaction



# Energy Conservation Measures

	Number of Strategies Implemented	Percent of Strategies Implemented
Dallas FY04	14 of 14	100%
Dallas FY05	42 of 44	95%
ICMA FY05	19 of 44	43%

- Only Sarasota County, FL has implemented more strategies than Dallas
- Council awarded contract to Parsons Brinkerhoff on September 27th to develop a citywide Energy Management Plan



# Proposed Actions from Data Analysis

- 2006 Bond Program will help address major maintenance backlog
- Citywide internal customer survey to be completed
- Implement new work order system
- Improve maintenance & repair emergency response time
- Track custodial in-house emergency response time
- Identify other opportunities to benchmark besides just ICMA



# Fire and EMS Services



Presenter: Eddie Burns  
Chief, Dallas Fire-Rescue



# Relative Position from FY04 to FY05

## Strengths

Measure	FY 04	FY 05	Improvement
False alarm rate	11%	10.9%	yes
Fire response time (8 min or less from call entry to arrival)	85%	91%	yes
EMS response time (dispatch to arrival)	318 seconds	336 seconds	no



# Relative Position from FY04 to FY05

## Concerns

Measure	FY 04	FY 05	Improvement
Number of fires	1,401	1,420	no
Containment of fires – Room of Origin	36%	44%	yes
Containment of fires – Structure of Origin	69.7%	81%	yes
Fire response time (5 minutes or less from dispatch to arrival)	40%	77%	yes



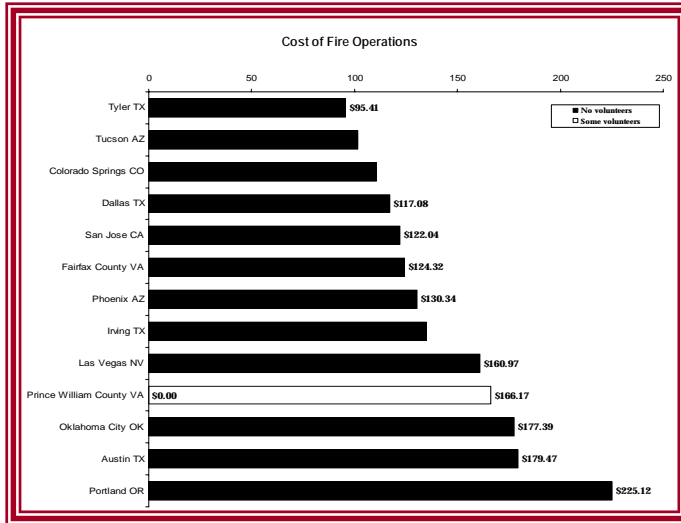
# Relative Position from FY04 to FY05

## Concerns

Measure	FY 04	FY 05	Improvement
Fire personnel injuries/100 incidents	.96	1.22	no
Lost time injuries	93	107	no
Arson - # of incidents	1,235	953	yes
Arson clearance rate	21.1%	21.8%	yes
EMS activity/1000 population	122	127	no

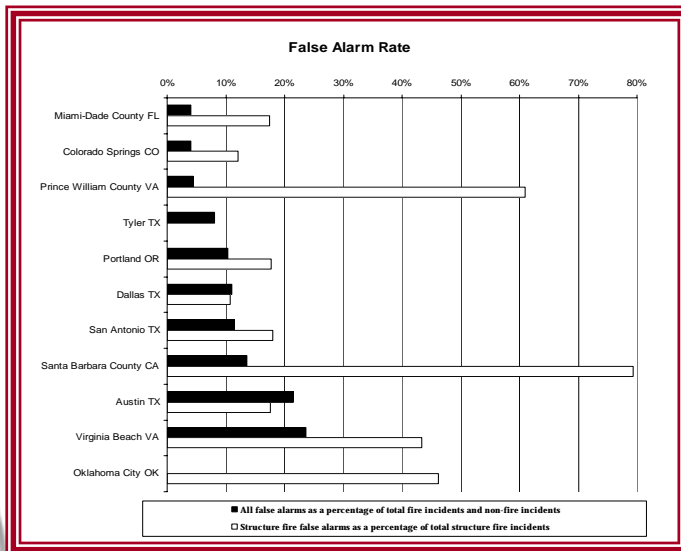


# FY05 Comparison to Other Jurisdictions



## Strengths

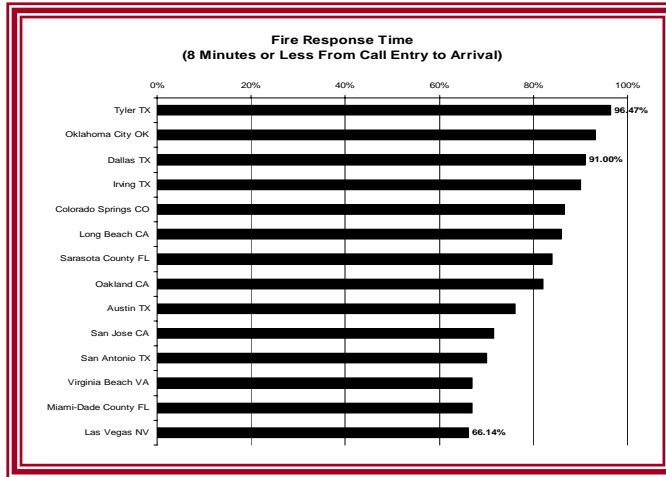
- **Cost of Fire Operations** - Dallas ranked 4<sup>th</sup> of 13 of the peer cities reporting in this category. The lowest cost per capita was Tyler TX at \$95.41 and the highest was Portland OR at \$225.12.



- **False Alarm Rate** - Of 11 reporting peer cities, Dallas was mid-range in the false alarm rate as a percentage of false alarms of total fire incident and non-fire incidents. In the category of structure fire false alarms, Dallas had the lowest false alarm rate of the reporting cities.

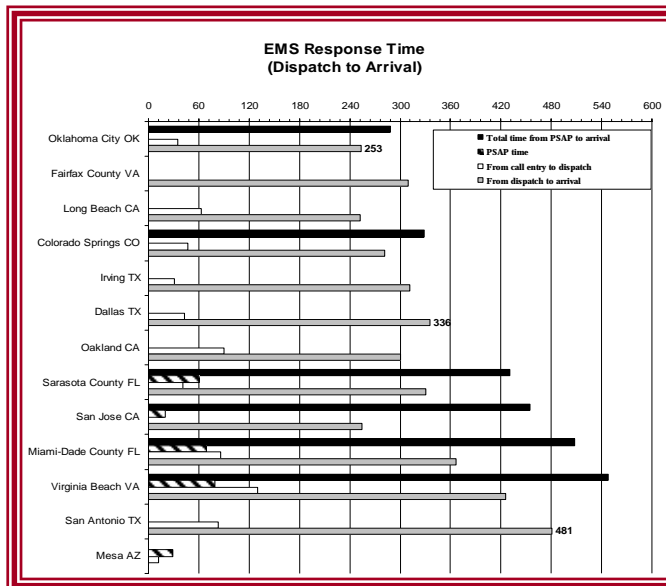


# FY05 Comparison to Other Jurisdictions

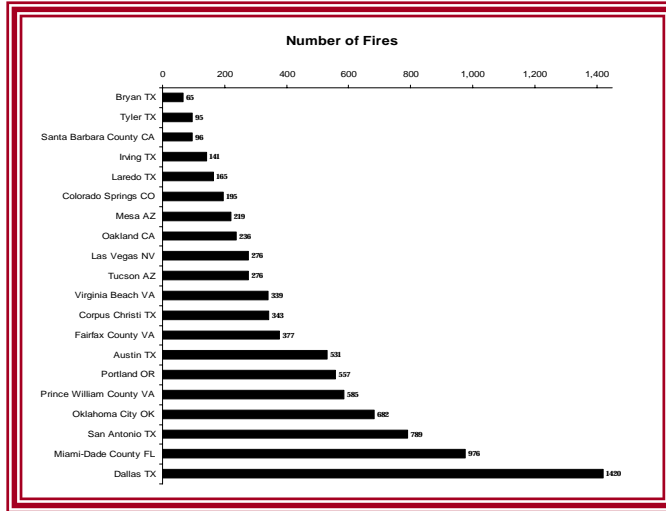


## Strengths

- Fire Response Time** – Ranked in 3<sup>rd</sup> among reporting cities. The percentage of calls answered in 8 minutes or less from call entry to arrival ranged from 96.47% to 66.14%. Dallas posted a rate of 91%, which is an improvement over last year.
- EMS Response Time** – EMS response times were mid-range in comparison. The lowest response time from dispatch to arrival was Oklahoma City at 253 seconds and the highest was San Antonio at 481. Dallas had a response time of 336 seconds. This still provides medical resources to the scene in under 6 minutes on average.

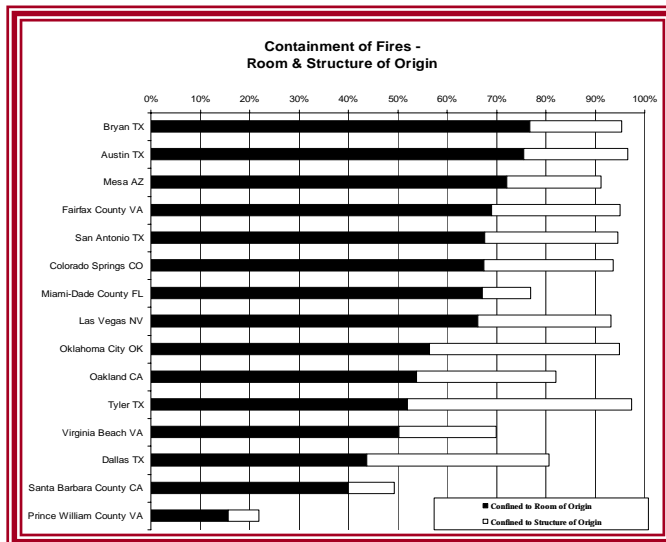


# FY05 Comparison to Other Jurisdictions



## Concerns

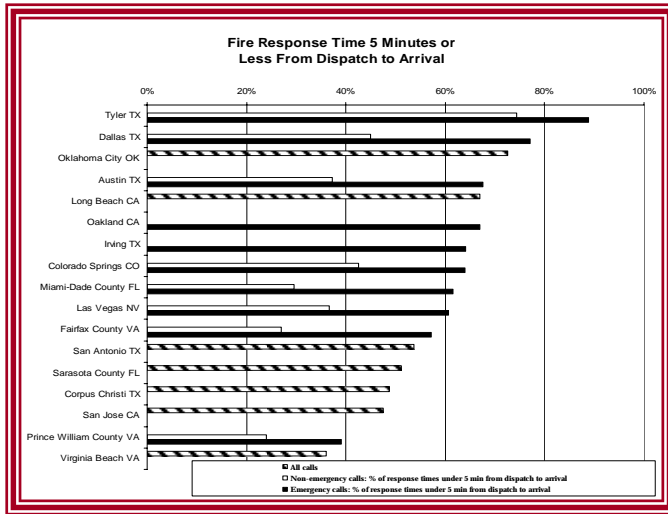
- Number of Fires – Dallas reported the largest number of fires. We also reported the largest number of fires in FY04. Two large cities Phoenix, AZ and Nassau County, NY did not report.



- Containment of Fires – Dallas had a significant improvement in this area since last year. However, there is still room for improvement since we are in the lowest 20% of the peer cities reporting.

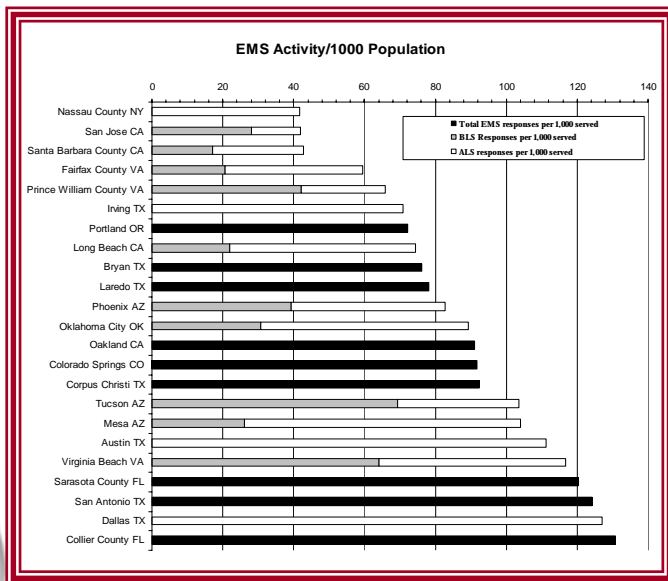


# FY05 Comparison to Other Jurisdictions



## Concerns

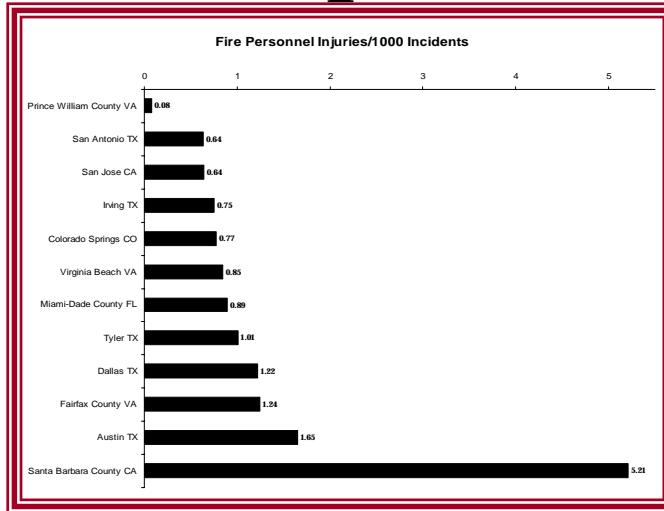
- **Fire Response Time (<5 min)** – Dallas significantly improved in this area moving from 44% to 77%. Dallas ranked 2<sup>nd</sup> highest of the peer cities. This remains listed as a concern since there is still a great deal of room for improvement.



- **EMS Activity/1000 Population** – Dallas responded to more EMS runs per 1000 population than all except one. Dallas had a rate of 127 incidents per 1000 population. Collier County, FL had more at 130.7 incidents per 1000 populations. However, Dallas only responds to runs classified as Advanced Life Support (ALS). Collier also responds to Basic Life Support (BLS) incidents.

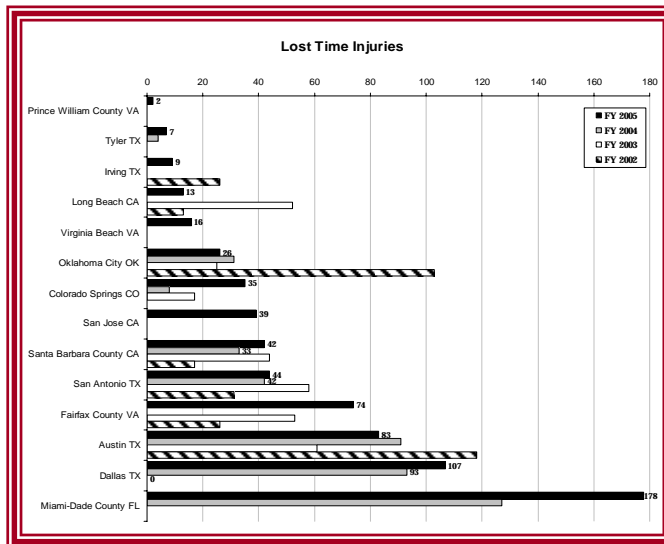


# FY05 Comparison to Other Jurisdictions

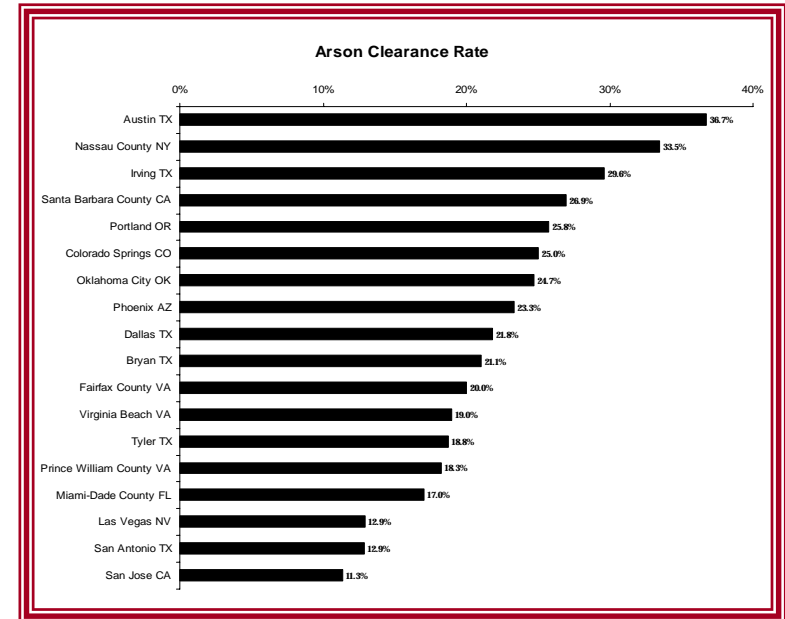
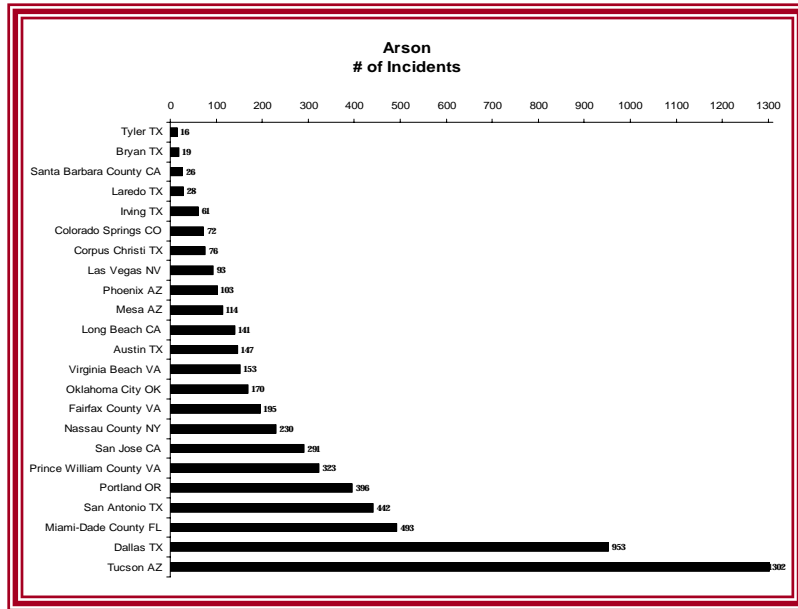


## Concerns

- Fire Personnel Injuries** – This area continues to be a concern as numbers increased from last year. Dallas is the 4<sup>th</sup> highest reporting city for firefighter injuries per 1000 incidents.
- Lost Time Injuries** – Lost time injuries have also increased since last year. Dallas has the 2<sup>nd</sup> highest number of lost time injuries of the reporting cities. This is an area of significant concern due to the negative impact on the employee who is injured, as well as the financial cost of the injuries.



# FY05 Comparison to Other Jurisdictions



## Concerns

- Arson Incidents** – The number of arson incidents has dropped from FY04. However, Dallas still has the 2<sup>nd</sup> highest number of incidents from the reporting cities. Comparing the clearance rates, however, presents a more favorable comparison as the clearance rates for arson places Dallas mid-range at 21.8%, and there is a slight increase in the clearance rate from the previous year.



# Customer Feedback

- 9-1-1/3-1-1/Water Customer Service:
  - Open Records Survey
  - Front Desk Customer Service Survey
- EMS is developing a customer service survey to be sent with billing statements. The Department plans to initiate this survey during the 2006-07 fiscal year.



# Proposed Actions from Data Analysis

- **Fire and EMS response times**

- Implementation of CAD and Station Locution Systems. By reducing dispatch time, the overall response time will also decrease.
- Monitor turn-out time between the time the call is announced and the time the apparatus leaves the station.
- Reorganization of 911/311/WCS to improve call processing and customer service delivery for calls.
- Building and staffing additional fire station to improve response time for fire and EMS calls. Station 40 opens in Fall 07.

- **Number of Fires**

- Implement a campaign to identify high-risk census tracts, educate those residents on techniques to prevent fires, install smoke detectors, and replace non-conforming burglar bars to reduce the number of fires and associated injuries.



# Proposed Actions (continued)

- **Containment of Fires**

- Retrain firefighters to ensure data is being entered properly.
- Review the data files to determine whether the queries are being run properly.

- **Fire Personnel Injuries**

- Implement the Wellness/Fitness Program during FY06-07.
- Continue utilizing a designated Safety Officer at all working fires.
- Determine where injuries are occurring by Division and Shift to identify specific training needs.

- **Arson Incidents**

- Collaborate with a county-wide task force on arson-related vehicle fires to improve clearance rates.



# Library Services

Presenter: Sheila Scullock  
Assistant Director, Dallas Public Library



# Peer Jurisdictions

**Metroplex Cities** (multiple branches, central library):

Plano    Arlington    Fort Worth    \*Irving    Garland

**Texas Cities:**    \*Austin    \*San Antonio    Houston    El Paso

**Other cities** w/comparative structure and size

(Serve city population, have central research library service model and multiple branch libraries, serve population of 400,000, have similar service model to DPL) or are recognized for innovation:

Enoch Pratt (Baltimore)    Detroit    Seattle  
Phoenix    San Diego    \*Oakland    San Jose  
\*Long Beach    Chicago    \*San Francisco    \*Cleveland

\*ICMA Participants with population of 300,000 or more



# Relative Position from FY 04 to FY 05

- **Areas of strength/Improvement:**
  - Materials expenditure per capita improved from \$2.94 to \$3.04
  - Rated highly on National Citizens Survey
  - Circulation per capita increased from 5 to 6
- **Areas of concern:**
  - Materials expenditure per capita, although improved, still falls below Metroplex libraries' median of \$3.55 per capita and slightly below ICMA peer cities' median of \$3.09



# FY05 Comparison to Other Jurisdictions

- **Areas of Strength**

- Donations/support collected from Friends and Foundation
- Ability to track online usage by remote users that many peers cannot capture

- **Areas of Concern**

- Branch hours of 47 hours per week falls below median of peer ICMA cities of 52 hours per week (staff support)
- Dallas has 4 public access computers per 10,000 population, below ICMA median of 4.97 and the national peer city median of 8.87
- Dallas ranks last among ICMA peer cities for children's materials as a percentage of total holdings



# Customer Feedback

- National Citizens Survey
  - Ranked third among departments
  - Citizen ratings were lower in some areas of the city
- Internal Survey methods
  - Sample week (November 2005)
    - 88% of library users rated library services as good or excellent



# Proposed Actions from Data Analysis

- In-person visits to libraries that have services and operational features of interest (best practices)
- Change reporting of online databases
- Report and compare visitation rates for 2006
- Report and compare hours spent teaching technology for 2006
- Evaluate branch hours against outcomes for improvements and circulation
- Evaluate children's materials as percentage of total holdings as related to percentage of circulation
- WiFi service added FY06; usage will be tracked.
- Increase number of public access computers



# Proposed Actions (continued)

- Continue to improve methods for collecting and analyzing data
- Increase scope of outreach programs (LOW, programs, alternate locations)
- Continue staff training that promotes actions to increase customer satisfaction
- Promote sharing of strategies among peers and colleagues by joining Urban Libraries Council and participating in its studies
- Enlist expertise of local library schools and graduate schools to address service issues



# Police Services



Presenter: Mike Genovesi  
Deputy Chief, Dallas Police Department



# Relative Position FY 04 to FY 05

- **Strengths**

- Decrease in number of Part I Crimes per 1,000 population
  - 91.8 to 87.7
- Increase in total arrests per 1,000 population
  - 43.3 to 55.9
- Increase in Police Operations Expenses per Capita
  - \$246.94 to \$265.35



# Relative Position from FY 04 to FY 05

- **Concerns**
  - **Index Crime**
    - Although the Police Department realized a decrease in index crime, it remains the department's top priority
  - **Response time to top priority calls**
    - Decreased from 8.4 to 8.3 minutes, however, departmental goal is 8 minutes
  - **Number of sworn FTEs per 1,000**
    - Unchanged at 2.6 per 1,000



# Relative Position from FY 04 to FY 05

- **Updates**

- Index crime for Calendar year 2005
  - Violent crime down 4.6%
  - Non-violent down 5.4 %
  - Murders reduced by 18.9%
- COMPSTAT continues to evolve – daily meetings stressing information dissemination and accountability
  - Crime intelligence disseminated to patrol officers within minutes of release
- Operation Disruption
- CFT Grant - \$5M in equipment purchases



# FY05 Comparison to Other Jurisdictions

- Strengths

- Police Operation Expenses per Capita

- \$265.35 in Dallas compared to \$238.98 average for cities over 300,000 population
    - This shows a substantial financial commitment to provide resources for DPD.
    - However, this is not a strength in terms of operational and fiscal efficiencies.

- Total Arrests per 1,000 population

- 55.9 in Dallas compared to 43.5 average for cities over 300,000



# FY05 Comparison to Other Jurisdictions

- Concerns
  - **INDEX CRIME**
    - Overall index crime, particularly violent crime, is the Police Department's largest concern
  - Response time to top priority calls
    - 8.3 minutes compared to average of 7.8 for reporting cities over 300,000 population
    - #10 of the 13 reporting cities



# Customer Feedback

- During the past two years the Police Department has improved its relationship with the community.
- Results from the 2006 National Citizen Survey indicated that the public's confidence in the Police Department is growing. Examples include:
  - Percentage of people who thought crime was a major problem in Dallas
    - 2005 – 72%                      2006 – 63%
  - Percentage of people who feel safe, or very safe, in their neighborhoods after dark
    - 2005 – 38%                      2006 – 42%



# Proposed Actions from Data Analysis

- Continue evolution of COMPSTAT
- Continue nationwide research of best practices regarding delivery of police services
- Continue CALEA self-assessment phase
- CFT Phase II
  - A consulting firm has been selected to facilitate the design and drafting of a proposal to increase the sustainability and capacity of the Department. Areas of interest include personnel and leadership development and information processing
- Increase sworn strength
  - Continue Recruit Incentive Pay
  - City Manager's Compensation Plan which includes certification pay (implemented FY 07), pay step compression (proposed FY 08), and additional pay steps (proposed FY 08)



# Refuse and Recycling

Presenter: Mary Nix  
Director, Sanitation Services



# Refuse and Recycling

## Key Measures

- Type of service:
  - Frequency of collections (twice weekly garbage and weekly recycling)
  - Style of service: automated / manual mix
  - Number of customers served (over 200k)
- Tons collected per account
- O&M costs “per account” and “per ton”

## Peer jurisdictions

- Phoenix, Miami-Dade, and San Antonio
  - Common thread:
    - 200,000+ accounts
    - Residential collection frequency of twice-weekly
    - Mix of automated / manual services
- Additional Peer Cities: San Jose, Austin, and Tucson



# Relative Position from FY 04 to FY 05

- **Garbage service**
  - Dallas collected 15% less tons per account  
(Normal fluctuation from year to year, along with:  
greater diversion of green waste & recyclables, and  
less storm damage than in 2004)
  - Cost to manage accounts remained flat
- **Recycling service:**
  - 67% increase in tons per account collected
  - Cost to manage accounts flat (slightly down)
  - Cost per ton dropped 41%



# Relative Position from FY 04 to FY 05

- Customer Feedback:
  - Citizen's Survey (of 2006)
    - SAN had 3 of the "Top 5" most improved scores for *recycling, bulk trash collection, and garbage collection*
    - *Garbage collection* remains in "Top 5" category of all city characteristics and services
  - CRMS:
    - Missed service garbage occurs less than 0.5%
    - Garbage service in "Top 20" of numbers of service requests, yet maintains a 98% compliance with SLA
    - Recycling service responses to service requests are <95%; more room for improvement
  - In-House surveys
    - Not done regularly; plan to formalize a customer feedback program



# FY05 Comparison to Other Jurisdictions

- **Garbage service:**

- Dallas remains most cost-effective provider of garbage service
- 30%-100% lower in “cost per account”
- 42%-120% lower in “cost per ton collected”
- ... and provides 3 times more frequent collection of bulk/brush waste

- **Recycling service:**

- Increased from 4<sup>th</sup> place to 2<sup>nd</sup> place (out of 4 cities) in amount of “diverted tons per account”
- Remains less costly than peers by 30%-200% in “cost per account”
- Tucson is only city with less “cost per ton collected” out of 6 peer cities



# Proposed Actions from Data Analysis

- Garbage service is one of the most cost-effective and service-oriented in country.
  - Communicate this to customers
  - Examine ways to match service levels of other cities
    - Few cities with twice-weekly garbage; review benefits of reducing frequency to once-weekly
    - Consider changing bulk waste program to a “Monthly Green Waste” plus “Quarterly Bulk” collection service
- Recycling program - still underdeveloped
  - Diverted tons are 2<sup>nd</sup> to last in peer group
  - Focus efforts on increasing diversion through
  - “Too Good To Throw Away” program



# Additional Questions or Comments?



# Appendix:

## All Jurisdictions Participating in ICMA Benchmarking FY 05 Project



## ICMA Benchmarking Project FY 05 Report Jurisdictions

Jurisdiction	State	Population	Square miles
Addison	IL	35,914	10.0
Albany	OR	45,360	17.7
Albemarle County	VA	90,400	723.0
Alexandria	VA	136,635	15.8
Austin	TX	687,061	248.2
Bedford	VA	6,299	6.8
Bellevue	WA	115,500	32.0
Bemidji	MN	12,962	13.0
Blacksburg	VA	41,453	19.5
Bryan	TX	69,396	43.7
Cartersville	GA	18,461	27.4
Chandler	AZ	241,301	63.4
Charlottesville	VA	40,745	10.4
Chesapeake	VA	216,411	353.0
Chesterfield County	VA	278,539	446.0
Chilliwack	BC	74,420	101.0
Coconino County	AZ	130,530	18617.0
Collier County	FL	306,186	2025.5
Colorado Springs	CO	387,057	193.0
Coral Springs	FL	132,722	23.9
Corpus Christi	TX	293,122	504.3
Corvallis	OR	53,165	14.2
Croton-on-Hudson	NY	7,606	4.5
Cumberland	MD	21,518	9.7
Dallas	OR	14,040	4.6
Dallas	TX	1,224,000	384.4
Danville	VA	48,411	43.9
Davenport	IA	98,359	66.0
Dayton	OH	166,179	56.3
Denver	CO	579,744	153.4
Des Moines	IA	198,682	80.3
East Grand Forks	MN	7,769	5.8
Elgin	IL	101,722	35.7
Eugene	OR	144,640	42.0
Evanston	IL	74,239	8.0

Jurisdiction	State	Population	Square miles
Fairfax County	VA	1,031,749	407.0
Fishers	IN	59,931	29.5
Flagstaff	AZ	61,270	64.7
Gainesville	FL	119,889	54.1
Goodyear	AZ	37,496	115.0
Hall County	GA	167,273	429.2
Hamilton County	OH	794,986	414.0
Hanover County	VA	97,540	471.0
Harrisonburg	VA	43,500	17.4
Henderson	NV	241,134	96.0
Herndon	VA	22,765	4.3
Highland Park	IL	31,365	12.5
Hillsboro	OR	82,023	22.9
Hopewell	VA	22,354	11.0
Hutchinson	MN	13,852	8.8
Irving	TX	197,400	67.6
James City County	VA	56,600	174.6
Johnson City	TN	59,807	40.0
Kirkland	WA	45,740	11.0
Laredo	TX	203,212	84.5
Las Cruces	NM	79,524	52.2
Las Vegas	NV	573,000	131.2
Lombard	IL	42,322	10.5
Long Beach	CA	491,564	51.0
Longmont	CO	82,798	25.7
Lynchburg	VA	68,000	50.0
Lynnwood	WA	34,830	8.0
Lyon County	NV	44,646	2024.0
Mamaroneck	NY	11,200	5.2
Manassas Park	VA	11,519	2.5
Mc Henry	IL	24,493	12.2
Mesa	AZ	451,223	131.9
Miami-Dade County	FL	2,372,418	1964.2
Moorhead	MN	33,485	27.7
Mount Kisco	NY	9,983	3.3
Mt. Lebanon	PA	33,017	6.0
Napa County	CA	132,339	754.0

## ICMA Benchmarking Project FY 05 Report Jurisdictions

Jurisdiction	State	Population	Square miles
Nassau County	NY	1,339,641	287.0
New Castle	NY	17,491	23.4
New London	CT	25,671	8.2
New Rochelle	NY	72,182	
Newport News	VA	180,150	59.2
North Las Vegas	NV	179,885	82.1
Oak Park	IL	52,524	4.6
Oakland	CA	411,600	78.2
Oklahoma City	OK	532,300	621.0
Orlando	FL	217,567	109.9
Palm Coast	FL	62,549	64.9
Peoria	AZ	139,000	177.9
Peoria	IL	112,936	49.3
Peoria County	IL	182,418	629.0
Phoenix	AZ	1,416,055	514.9
Pinellas County	FL	947,744	280.0
Portland	OR	550,560	146.0
Prince William County	VA	354,383	348.0
Queen Creek	AZ	15,642	26.0
Reno	NV	199,249	101.5
Renton	WA	56,840	17.9
Richmond	VA	197,790	62.5
Roanoke County	VA	88,200	254.0
Salem	OR	143,700	47.0
Salt Lake City	UT	178,605	111.0
Sammamish	WA	38,640	21.0
San Antonio	TX	1,299,200	519.5
San Jose	CA	945,000	177.7
Sandusky	OH	27,844	14.9
Santa Barbara County	CA	419,260	2744.0

Jurisdiction	State	Population	Square miles
Sarasota County	FL	358,307	620.0
Savannah	GA	132,985	93.8
Schaumburg	IL	75,386	19.1
Scottsdale	AZ	226,390	185.2
Shoreline	WA	52,500	11.7
Sioux City	IA	83,680	57.6
Skokie	IL	63,965	10.1
Spotsylvania County	VA	116,375	407.0
St. Charles	IL	31,834	14.4
St. John's	NF	99,182	184.9
Tacoma	WA	196,094	62.6
Tallahassee	FL	150,624	102.7
Teton County	WY	18,251	4008.0
Tigard	OR	45,500	11.5
Tualatin Hills Park and Rec Dist	OR	212,985	60.0
Tucson	AZ	529,770	227.0
Tyler	TX	102,001	53.0
University Place	WA	30,980	7.9
Urbandale	IA	35,732	21.6
Vancouver	WA	154,800	46.7
Virginia Beach	VA	435,600	306.0
Washoe County	NV	383,453	6432.0
Westminster	CO	108,351	33.5
Williamsburg	VA	13,400	9.1
Wilsonville	OR	16,250	7.3
Winchester	VA	25,400	9.2
Winter Haven	FL	26,318	35.0
Wood Dale	IL	13,535	4.7
Woodbury	MN	55,341	35.6
Yorktown	NY	37,175	40.0
Yuma County	AZ	181,470	5514.0