

# ICMA Benchmarking Project FY 2005 Overview Information Technology

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# IT Overview

- Dallas FY 2004 Comparison to FY 2005
- Updates from FY 2004 Proposed Actions
- Dallas Comparison to Other Jurisdictions
- Customer Feedback
- Benchmarking
- Proposed Actions
- Questions



# IT FY 2004 Comparison to FY 2005

## Areas of Strength

- Migration of various applications to new technologies
  1. Web Browser Based applications increased from 4 to 8.

### Examples:

- Street Cuts Management System
- Snow and Ice Response System
- HRIS



# IT FY 2004 Comparison to FY 2005 (Cont.)

2. Internet Interactive applications for the public increased from 7 to 10.

Examples:

- Water Utilities ePay
- Birth & Death Certificate Orders Online

3. Computer Telephony applications increased from 6 to 9.

Examples:

- Water IVR
  - Parks IVR
  - Auto Pound IVR
- Reduced the number of Legacy/Mainframe systems from 11 to 8.



# Updates from FY 2004 Proposed Actions

## Management Changes

1. Implemented Privatization for Desktop Support Functions
  - Created a baseline inventory {In Progress}
  - Repair calls answered by privatization firm Help Desk {Completed}
  - We now have automatic tracking of repair calls, moves, adds and changes {Completed}
2. We developed the Time Tracking system to track time spent on application development, enhancements, and repairs. We now have to implement and utilize the system. {In Progress}
3. Conducted executive level reviews of ICMA responses to challenge responses, offer suggestions, and develop comprehensive plans to support ICMA efforts. {On-going}



# Updates from FY 2004 Proposed Actions (Cont.)

## Planned Research

1. Identified the best practice for data collection methods for Application Services problems. {Completed}
2. Identified type of transactions utilized by Fairfax County because they collect over \$43M in E-government transactions (7 times more than any other City). {Completed}
3. Contacted ICMA for clarification and logic behind their calculations. ICMA calculated efficiency ratios using the total number of technology FTE's versus using technology FTE's associated with the specific service cost being measured {Completed}



# FY 2005 Comparisons

## Dallas to Other Jurisdictions

### Areas of Strength

1. Dallas ranked #1 among all jurisdictions at 100% of Radio Systems problem resolution corrected within 24 hours.
2. Dallas ranked #6 among all jurisdictions for telephone system problem resolution with 98% corrected within 24 hours.
3. Dallas ranked #2 among 'peer cities', and 5<sup>th</sup> among all jurisdictions in the number of square miles in the GIS database with 1,175 sq. miles.



# FY 2005 Comparisons

## Dallas to Other Jurisdictions (Cont.)

### Areas of Concern

1. Other jurisdictions utilize the Internet more effectively to collect revenue online.
  - Dallas is ranked 4<sup>th</sup> among peer cities in the number of payment transactions we received online.
    - Dallas payment transactions were 132,000 as compared to #1- Phoenix with 290,839.
  - Dallas is ranked 4<sup>th</sup> among peer cities in the amount of payments we received online.
    - Dallas received \$4,232,000 compared to #1- Miami, Dade County with \$174,879,506.





# FY 2005 Comparisons

## Dallas to Other Jurisdictions (Cont.)

2. Customer satisfaction survey ratings for the following services:

	<u>CIS</u>	<u>Jurisdictions Ave.</u>
– Telephone	71%	88%
– Network	60%	88%
– Application	59%	88%
– Desktop/Help Desk	56%	88%

3. Dallas received a 4% return rate on the Customer Satisfaction Survey. This was the lowest return rate of all peer cities responding to this question, some which receive 95-100% returns.
4. Dallas ranked #30<sup>th</sup> among all jurisdictions in the number of help desk calls resolved at the time of the call.



# FY 2005: Customer Feedback / Other Benchmarking

- **Customer Feedback**
  - CIS conducted a survey via email announcement to 7,100 potential respondents. We received 298 responses to our survey (approximately 4%).
- **Non-ICMA Benchmarking**
  - Digital City Surveys
    - This survey is sponsored by Center of Digital Government and the focus is service delivery to internal and external customers thru the use of technology.
  - Best of Web
    - This is sponsored by the Center for Digital Government and the focus is providing customer service via the Internet to create a virtual City for citizens. Dallas won 5<sup>th</sup> place for Best of the Web in 2002, 2003 and 2004.



# FY 2005: Proposed Actions

1. Expand the CIS Customer Satisfaction Survey to include the remaining ICMA questions.
2. Identify ways to increase over-all customer satisfaction for all CIS services.
3. Identify ways to increase the response rate of the CIS Customer Satisfaction Survey.
4. Review telephone system resolution/customer satisfaction. Although Dallas ranked #6 at 98% of Telephone System problem resolution corrected within 24 hours, Dallas also ranked #15<sup>th</sup> in overall customer satisfaction with Telephone Service.
5. Identify additional transactions and payments that can be processed via the Internet.
6. Implement an online system to capture time spent on trouble tickets for the repair of Application Systems.



# FY 2005: Proposed Actions (Cont.)

7. Identify and recommend application development indicators that can be added to the ICMA IT Survey. Currently the survey addresses only application repairs, not application development.
8. Establish the CIS Development Methodology incorporating reusable technology to increase programmer productivity and reduce application repairs.
9. Recommend Project Management new measures for the ICMA IT Survey. Identify and utilize other Project Management benchmarks if this cannot be addressed via ICMA.
10. Obtain Service Level Agreements from the peer cities using ICMA contacts.
11. Establish monthly meetings with CIS managers to discuss ICMA performance indicators.



# Questions?



# Appendix A

- **Web Browser Based Applications**
  1. HRIS
  2. Snow & Ice Response System
  3. Street Cuts Management System
  4. CRMS 311 Call Center System
  5. POSSE
  6. Multi-Tenant Registration System (MTRS)
  7. Management Focus
  8. CapPro
- **Internet Interactive Applications**
  1. Water Utilities ePay
  2. Citizen 311 Service Request Self Service
  3. Birth & Death Certificate Orders Online
  4. Parking Ticket ePay
  5. Council Agenda History & Search Application
  6. Educational Programs for Trinity River Project (Trinity Trudy)
  7. Library Book Search & Reservations
  8. Dallas Interactive Maps
  9. City Volunteer Registrations Applications
  10. DPD Crime Statistics Applications



# Appendix A (Cont.)

- **Computer Telephony Applications**

1. Water Customer Service Automated Account Information IVR
2. Auto Pound IVR
3. Parks & Recreation Information IVR
4. Library Information IVR
5. 311 IVR
6. Courts Information IVR
7. OCA Information IVR
8. MLK IVR
9. WDMC IVR

- **Legacy/Mainframe Systems**

1. Court Services
2. Fire
3. GIS
4. Health Care/Hospitals
5. Police
6. Public Works
7. Transportation
8. Utilities



# Appendix B – Peer Cities

- **By Name**

1. Miami-Dade County, FL
2. Phoenix, AZ
3. Nassau County, NY
4. San Antonio, TX
5. San Diego, CA
6. Fairfax County, VA

- **Attributes for selection**

1. Centralized or Combination IT organizational structure
2. Population over 300,000
3. Provides Network and Radio Communication Services
4. Provides enterprise-wide services and applications
5. Over 10,000 employees

- **Value Added**

1. Set service targets
2. Compare cost for Services
3. Identify trends
4. Identify IT resources in other jurisdictions for lessons learned





# Appendix C

## Radio Systems Problem Resolution Corrected within 24 Hours

Jurisdiction	State	Population served	Total service/repair calls-radio systems	Corrected within 24 hours-radio systems	Percent corrected within 24 hours-radio systems
Dallas	TX	1,224,000	12710	12706	100.0%
St. John's	NF	99,182	128	112	87.5%
Alexandria	VA	136,635	101	87	86.1%
Reno	NV	199,249	757	643	84.9%
Goodyear	AZ	37,496	19	16	84.2%
Dayton	OH	166,179	1165	912	78.3%
Irving	TX	197,400	2135	1560	73.1%
Eugene	OR	144,640	1391	914	65.7%
Newport News	VA	180,150	4497	2318	51.5%
Sandusky	OH	27,844	39	15	38.5%
Schaumburg	IL	75,386	36	12	33.3%
St. Cloud	MN	65,653	31	7	22.6%
Des Moines	IA	198,682	1771	388	21.9%
Lynchburg	VA	68,000	332	50	15.1%
Westminster	CO	108,351	416	44	10.6%
San Antonio	TX	1,299,200	4296	396	9.2%
Mesa	AZ	451,223	5468	347	6.3%
Mount Lebanon	PA	33,017	18	0	0.0%



# Appendix C – Cont.

## Telephone System Problem Resolution Corrected Within 24 Hours

Jurisdiction	State	Population served	Telephone - Repair calls	Telephone - Number of repair calls resolved within 24 hours	Telephone - Percent of repair calls resolved within 24 hours
Bellevue	WA	115,500	443	443	100.0%
Cartersville	GA	18,461	18	18	100.0%
Mc Henry	IL	24,493	31	31	100.0%
Peoria County	IL	182,418	2	2	100.0%
St. John's	NF	99,182	104	102	98.1%
Dallas	TX	1,224,000	3857	3779	98.0%
Pinellas County	FL	947,744	2204	2116	96.0%
Irving	TX	197,400	252	241	95.6%
San Jose	CA	945,000	812	769	94.7%
Nassau County	NY	1,339,641	2340	2150	91.9%
Charlottesville	VA	40,745	219	199	90.9%
James City County	VA	56,600	120	108	90.0%
Dayton	OH	166,179	548	489	89.2%
Chesterfield County	VA	278,539	157	139	88.5%
Mesa	AZ	451,223	1170	1024	87.5%
Long Beach	CA	491,564	2853	2494	87.4%
Miami-Dade County	FL	2,372,418	8106	6960	85.9%
Oklahoma City	OK	532,300	917	778	84.8%
Hall County	GA	167,273	12	10	83.3%
Elgin	IL	101,722	28	23	82.1%
Bryan	TX	69,396	329	268	81.5%
Sandusky	OH	27,844	57	46	80.7%
Fairfax County	VA	1,066,549	4138	3202	77.4%
Herndon	VA	22,765	13	10	76.9%
Coral Springs	FL	132,722	108	78	72.2%
Mount Lebanon	PA	33,017	75	53	70.7%
Renton	WA	56,840	82	57	69.5%



# Appendix C – Cont.

## Telephone System Problem Resolution Corrected Within 24 Hours (Cont.)

Jurisdiction	State	Population served	Telephone - Repair calls	Telephone - Number of repair calls resolved within 24 hours	Telephone - Percent of repair calls resolved within 24 hours
Denver	CO	579,477	2555	1721	67.4%
Tyler	TX	192,162	175	108	61.7%
Portland	OR	550,560	369	224	60.7%
Woodbury	MN	55,341	70	39	55.7%
Yuma County	AZ	181,470	452	250	55.3%
Austin	TX	687,061	5342	2927	54.8%
St. Charles	IL	31,834	120	64	53.3%
Albany	OR	45,360	247	119	48.2%
San Antonio	TX	1,299,200	2575	1209	47.0%
St. Cloud	MN	65,653	134	56	41.8%
Urbandale	IA	35,132	14	1	7.1%
North Las Vegas	NV	179,885	399	14	3.5%



# Appendix C – Cont.

## Utilization of Internet to Collect Revenue Online

Peer Cities	Population	# of Payment Transactions
Phoenix AZ	1,416,055	290,839
Miami-Dade County FL	2,372,418	173,582
Fairfax County VA	1,066,549	165,847
Dallas TX	1,224,000	132,000
San Antonio TX	1,299,200	22,163
Nassau County NY	1,339,641	8,469
San Jose CA	945,000	5,222
San Diego, CA	1,223,400	data not available
Peer Cities	Population	Dollar Amount of Payment Transactions
Miami-Dade County FL	2,372,418	174,879,506
Fairfax County VA	1,066,549	37,464,445
Phoenix AZ	1,416,055	27,890,992
Dallas TX	1,224,000	4,232,000
San Antonio TX	1,299,200	2,960,810
San Jose CA	945,000	1,181,792
Nassau County NY	1,339,641	647,850
San Diego, CA	1,223,400	data not available



# Appendix C – Cont.

## General IT Survey Response Rate

**-Dallas received only 4% return rate.**

	Jurisdiction	Population	General IT Survey Response Rate
1	Alexandria VA	136,635	19
2	Bedford VA	6,299	19
3	Bellevue WA	115,500	10
4	Chandler AZ	241,301	18
5	Chesterfield County VA	278,539	34
6	Coconino County AZ	130,530	49
7	Colorado Springs CO	387,057	24
8	Coral Springs FL	132,722	45
9	Goodyear AZ	37,496	26
10	Longmont CO	82,798	16
11	Lynchburg VA	68,000	11
12	Lynnwood WA	34,830	95
13	North Las Vegas NV	179,885	100
14	Oakland CA	411,600	8
15	Oklahoma City OK	532,300	100
16	Renton WA	56,840	52
17	Sarasota County FL	325,957	59
18	Schaumburg IL	75,386	39
19	Spotsylvania County VA	116,375	43
20	St. Charles IL	31,834	55
21	Tacoma WA	396,010	23
22	Westminster CO	108,351	58
23	Wilsonville OR	16,150	37



# Appendix C – Cont.

## Help Desk Calls Resolved at Time of Call

	Jurisdiction	Population	# of Calls Received	# of Calls Resolved	Rating
1	Bryan TX	69,396	5,232	4,486	85.74%
2	Vancouver WA	154,800	7,103	5,512	77.60%
3	Bellevue WA	115,500	14,737	11,124	75.48%
4	Mesa AZ	451,223	21,211	15,721	74.12%
5	Peoria County IL	182,418	6,486	4,353	67.11%
6	Pinellas County FL	947,744	53,273	34,287	64.36%
7	Las Vegas NV	573,000	30,156	19,265	63.88%
8	Long Beach CA	491,564	26,817	16,090	60.00%
9	Oakland CA	411,600	20,480	11,071	54.06%
10	San Antonio TX	1,299,200	30,114	15,480	51.40%
11	Yuma County AZ	181,470	738	371	50.27%
12	Fairfax County VA	1,066,549	66,967	32,295	48.23%
13	Tyler TX	192,162	9,048	4,286	47.37%
14	Herndon VA	22,765	219	97	44.29%
15	Austin TX	687,061	84,279	35,319	41.91%
16	University Place WA	30,980	750	292	38.93%
17	Mount Lebanon PA	33,017	2,475	790	31.92%
18	Corpus Christi TX	293,122	14,881	4,744	31.88%
19	Henderson NV	241,134	10,874	3,322	30.55%
20	Phoenix AZ	1,416,055	41,532	12,102	29.14%
21	St. John's NF	99,182	5,206	1,343	25.80%
22	Palm Coast FL	62,549	120	30	25.00%
23	St. Cloud MN	65,653	3,181	761	23.92%
24	Portland OR	550,560	25,010	5,981	23.91%
25	Moorhead MN	33,485	2,489	576	23.14%
26	Des Moines IA	198,682	10,036	1,902	18.95%
27	Irving TX	197,400	1,053	166	15.76%
28	Sarasota County FL	325,957	24,987	3,748	15.00%
29	Dayton OH	166,179	10,882	1,496	13.75%
30	Dallas TX	1,224,000	32,853	3,834	11.67%
31	North Las Vegas NV	179,885	4,853	400	8.24%
32	Chesterfield County VA	278,539	6,400	0	0.00%



# Appendix C – Cont.

## GIS Characteristics

	Jurisdiction	State	Population served	Number of GIS users		Size of the GIS			
				Mapping	Query	Parcels in database	Square mi in database	Data themes	Gigabytes in database
1	Addison	IL	35,914						
2	Albany	OR	45,360	not available	not available				
3	Alexandria	VA	136,635	27	105	24,773	15.3	53	not available
4	Austin	TX	687,061	not available	not available	320,207	1316	1050	1200
5	Bedford	VA	6,299	not available	not available	3,800	6.8	not available	not available
6	Bellevue	WA	115,500	1000	1000	51,141	64	121	335
7	Blacksburg	VA	41,453	not available	not available	not available	not available	not available	not available
8	Bryan	TX	69,396	59	215	53,204	512	210	98
9	Cartersville	GA	18,461	8	0	6,846	471	21	97.2
10	Chandler	AZ	241,301	100	100	97,154	91	125	10
11	Charlottesville	VA	40,745	10	25	14,000	20	38	21
12	Chesapeake	VA	216,411	23	100	80,627	354	401	331.27
13	Chesterfield County	VA	278,539	52	255	118,147	446	125	217.6
14	Chilliwack	BC	74,420	4	132	20,185	111	85	487
15	Coconino County	AZ	130,530	not available	not available	not available	not available	not available	not available
16	Collier County	FL	306,186	134	1352	173,787	2025.5	94	95
17	Colorado Springs	CO	387,057	not available	not available	200,094	400	150	2500
18	Coral Springs	FL	132,722	10	30	29,465	26	61	50
19	Corpus Christi	TX	293,122	62	1200	139,000	129	86	13
20	Corvallis	OR	53,165	not available	not available	not available	13.8	not available	not available



# Appendix C – Cont.

## GIS Characteristics (Cont.)

	Jurisdiction	State	Population served	Number of GIS users		Size of the GIS			
				Mapping	Query	Parcels in database	Square mi in database	Data themes	Gigabytes in database
21	Croton-on-Hudson	NY	7,606	5	5	2,944	not available	not available	not available
22	Cumberland	MD	21,518	not available	not available	not available	not available	not available	not available
23	Dallas	TX	1,224,000	not available	not available	308,587	1175	125	150
24	Danville	VA	48,411	150	not available	25,990	43.9	not available	57.3
25	Davenport	IA	98,359	not available	not available	37,574	55	not available	5.527
26	Dayton	OH	166,179	16	25	110,000	485	26	270
27	Denver	CO	579,477	75	75	251,156	154.9	523	1105.4
28	Des Moines	IA	198,682	20	50	75,000	80.3	250	40
29	East Grand Forks	MN	7,769			not available			
30	Elgin	IL	101,722	22	120	34,000	40	not available	35
31	Eugene	OR	144,640	not available	not available	57,438	54	470	20
32	Evanston	IL	74,239	not available	not available	23,000	8	300	15.5
33	Fairfax County	VA	1,066,549	500	500	349,000	400	628	4291
34	Fishers	IN	59,931	not available	not available	26,625	51	45	205
35	Flagstaff	AZ	61,270	not available	not available	21,000	526	125	25
36	Goodyear	AZ	37,496	1	10	25,795	118	20	not available
37	Hall County	GA	167,273	9	not available	68,935	431	140	70
38	Hanover County	VA	97,540	not available	not available	not available	not available	not available	not available
39	Henderson	NV	241,134	not available	not available	156,651	96	not available	544
40	Herndon	VA	22,765	5	15	6,490	4.29	70	29.8





# Appendix C – Cont.

## GIS Characteristics (Cont.)

	Jurisdiction	State	Population served	Number of GIS users		Size of the GIS			
				Mapping	Query	Parcels in database	Square mi in database	Data themes	Gigabytes in database
41	Highland Park	IL	31,365	37	not available	11,634	12.26	70	37
42	Hopewell	VA	22,354						
43	Hutchinson	MN	13,852	15	51	500	8.8	200	10
44	Irving	TX	197,400	188	188	42,811	67	435	35.19
45	James City County	VA	56,600						
46	Johnson City	TN	59,807						
47	Kirkland	WA	45,740						
48	Laredo	TX	203,212	not available	not available	not available	not available	not available	not available
49	Las Cruces	NM	79,524						
50	Las Vegas	NV	573,000	200	400	70,000	130	150	300
51	Lombard	IL	42,322	not available	not available	12,214	10.5	68	1.2
52	Long Beach	CA	491,564	90	60	110,000	60	210	70
53	Longmont	CO	82,798	90	not available	40,399	243	250	37
54	Lynchburg	VA	68,000	21	not available	30,138	50	324	118
55	Lynnwood	WA	34,830	19	19	52,956	35	not available	not available
56	Lyon County	NV	44,646	2	11	30,349	2024	100	234
57	Mamaroneck	NY	17,300	0	0	0	0	0	0
58	Mc Henry	IL	24,493	5	not available	not available	not available	not available	not available
59	Mesa	AZ	451,223	210	210	263,232	602.38	969	308
60	Miami-Dade County	FL	2,372,418	not available	not available	543,085	917	185	not available



# Appendix C – Cont.

## GIS Characteristics (Cont.)

	Jurisdiction	State	Population served	Number of GIS users		Size of the GIS			
				Mapping	Query	Parcels in database	Square mi in database	Data themes	Gigabytes in database
61	Moorhead	MN	33,485						
62	Mount Kisco	NY	9,983						
63	Mount Lebanon	PA	33,017	1	10	12,000	6	35	4
64	Napa County	CA	132,339	76	18713	47,929	792	199	229
65	Nassau County	NY	1,339,641	122	300	406,000	287	130	300
66	New London	CT	25,761	not available	not available	6,487	9.8	36	62.5
67	New Rochelle	NY	72,182	not available	not available	72,000	10.4	not available	3
68	Newport News	VA	180,150	not available	not available	53,604	69.2	100	60
69	North Las Vegas	NV	179,885	not available	not available	not available	not available	not available	not available
70	Oak Park	IL	64,149	8	70	17,636	5	32	1
71	Oakland	CA	411,600	80	80	120,000	77	160	600
72	Oklahoma City	OK	532,300	400	140	242,000	620	213	80
73	Palm Coast	FL	62,549	not available	not available	not available	62	not available	180
74	Peoria	AZ	139,000	30	300	70,374	200	80	400
75	Peoria	IL	183,433	not available	not available	not available	620	not available	not available
76	Peoria County	IL	182,418	2	not available	79,487	not available	6	16
77	Phoenix	AZ	1,416,055	75	805	466,092	514.9	447	77.5
78	Pinellas County	FL	947,744	55	not available	420,652	1120	500	85
79	Portland	OR	550,560	50000	5000	600,000	500	567	1000
80	Queen Creek	AZ	15,642	9	9	13,290	65	18	12.2



# Appendix C – Cont.

## GIS Characteristics (Cont.)

	Jurisdiction	State	Population served	Number of GIS users		Size of the GIS			
				Mapping	Query	Parcels in database	Square mi in database	Data themes	Gigabytes in database
81	Reno	NV	199,249	9	not available	not available	not available	not available	not available
82	Renton	WA	56,840	15		45,000	45	56	9
83	Richmond	VA	197,790	115	115	69,084	62.5	80	200
84	Roanoke County	VA	88,200	20	20	45,000	251	21	102
85	Sammamish	WA	38,640	3	not available	16,642	22	not available	20
86	San Antonio	TX	1,299,200	300	220	651,427	515	220	223
87	San Jose	CA	945,000	100	300	239,086	360	6500	1.2
88	Sandusky	OH	27,844	3	5	not available	not available	not available	not available
89	Santa Barbara County	CA	419,260	not available	not available	not available	not available	not available	not available
90	Sarasota County	FL	325,957	not available	not available	213,474	570	445	not available
91	Schaumburg	IL	75,386	598	598	17,519	19	not available	32
92	Scottsdale	AZ	226,390	11	500	121,521	279	not available	not available
93	Shoreline	WA	52,500	40	40	17,040	11.7	300	70
94	Skokie	IL	63,965	0	0	0	0	0	0
95	Spotsylvania County	VA	116,375	5	10	58,352	407	not available	40
96	St. Charles	IL	31,834	6	21	19,891	48.7	74	22.26
97	St. Cloud	MN	65,653	22	1	19,914	45	180	3.46
98	St. John's	NF	99,182	50	50	20,000	180	200	100
99	Tacoma	WA	396,010						
100	Tallahassee	FL	150,624	not available	872	101,000	760	300	304



# Appendix C – Cont.

## GIS Characteristics (Cont.)

	Jurisdiction	State	Population served	Number of GIS users		Size of the GIS			
				Mapping	Query	Parcels in database	Square mi in database	Data themes	Gigabytes in database
101	Teton County	WY	18,251	not available	not available	not available	not available	not available	16.4
102	Tigard	OR	45,500	2	5	not available	not available	not available	not available
103	Tualatin Hills Parks and Rec	OR	212,985	4	4	not available	60	not available	not available
104	Tucson	AZ	531,000	not available	not available	700	not available	300	not available
105	Tyler	TX	192,162	10	not available	118,503	945	156	250
106	University Place	WA	30,980						
107	Urbandale	IA	35,132	16	20	13,641	21.3	135	77
108	Vancouver	WA	154,800	not available	not available	not available	not available	not available	not available
109	Westminster	CO	108,351	35	110	40,000	50	120	20
110	Williamsburg	VA	13,400	not available	not available	4,300	9	94	0.39
111	Wilsonville	OR	16,150	5	not available	4,883	not available	not available	not available
112	Winchester	VA	25,400	not available	not available	10,500	9.2	not available	not available
113	Winter Haven	FL	26,318	12	6	87,081	324	not available	33.1
114	Wood Dale	IL	13,535	not available	not available	not available	not available	not available	not available
115	Woodbury	MN	55,341	not available	not available	20,129	36	not available	not available
116	Yuma	AZ	88,775	5	10	34,775	80	20	not available
117	Yuma County	AZ	181,470	100	100	71,000	5514	1365	10

