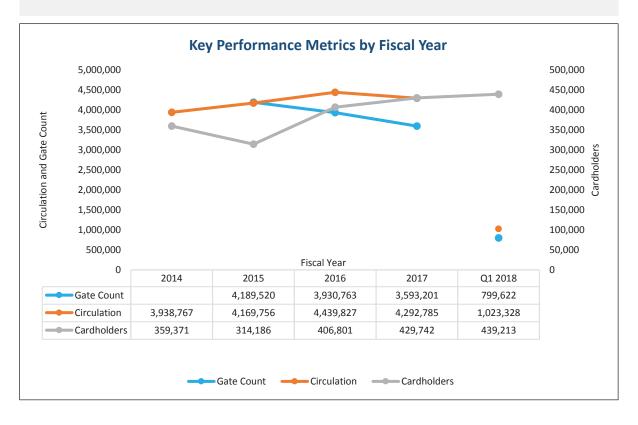
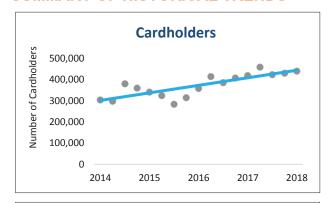


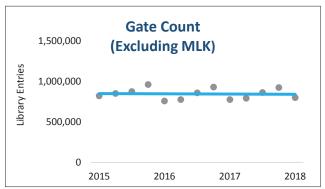
EXECUTIVE SUMMARY

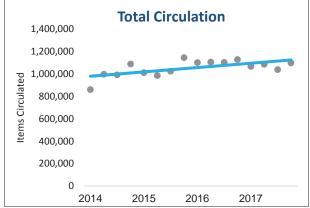
- The quarterly Library Services Performance Report has been updated to include more trend data and a greater breadth of information on DCPL programs and services.
- As in prior years, use of library services including circulation, gate count and wi-fi, are lower in the first quarter of the fiscal year.
- We will continue to track overall usage trends which show increases in total circulation, active
 cardholders, database, wifi, meeting and study room use and steady gate counts at neighborhood
 library locations.
- Starting in Q4 of fiscal year 2017 and, continuing in Q1 of fiscal year 2018, we noticed a marked increase in our active cardholder and database use. We have learned that at least 1% of current active cardholders are attributed to the creation of temporary DCPL online library accounts. More than half of these temporary accounts are being generated through IP addresses from foreign countries. A high percentage of these temporary accounts are accessing Lynda.com. Overall, video views of Lynda.com represent about half of total Q1 fiscal year 2018 database use. DCPL is not the only library system that has experienced this activity. We are working on solutions to mitigate international access to DCPL library materials.
- In the fall of 2017, DCPL launched its GoDigital marketing campaign which has certainly also driven local increases in cardholders and database use.

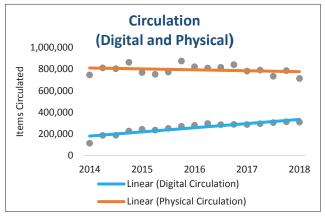


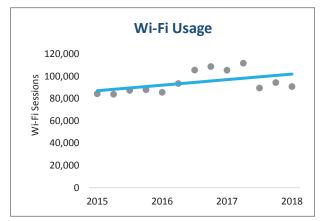
SUMMARY OF HISTORICAL TRENDS

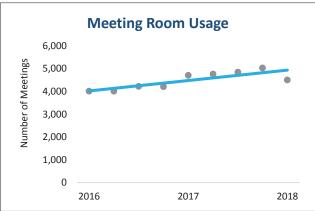








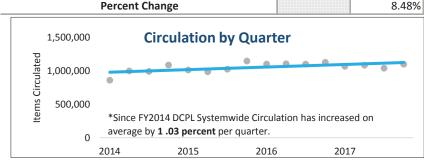






CIRCULATION Q1 FY18

Ward	Location	Q1 FY15	Q1 FY16	Q1 FY17	Physical Circ	Digital Library
1	Mt. Pleasant	56,801	61,106	57,691	71,387	31,578
	Ward 1 Totals	56,801	61,106	57,691	71,387	31,578
2	MLK JR. Memorial Library/System- Wide Self Checkouts/Mobile App	180,698	228,465	224,653	849	275
2	Library Express/Center for Accessibilty				7,129	1,786
2	Georgetown	42,986	42,850	37,414	46,236	21,348
2	West End	13,894	16,176	17,719	21,457	19,039
	Ward 2 Totals	245,169	292,452	283,657	75,671	42,448
3	Chevy Chase	36,270	21,535	38,788	45,260	13,697
3	Cleveland Park	52,003	55,309	29,437	42,653	23,599
3	Palisades	25,312	22,995	21,051	7,525	6,181
3	Tenley-Friendship	58,860	65,898	60,781	71,816	24,871
	Ward 3 Totals	172,445	165,737	150,057	167,254	68,348
4	Petworth	31,424	36,185	29,241	40,414	12,247
4	Shepherd Park (Juanita E. Thornton)	15,329	8,043	12,681	16,564	5,527
4	Takoma Park	20,279	20,928	17,800	21,208	10,288
	Ward 4 Totals	67,032	65,156	59,722	78,186	28,062
5	Lamond-Riggs	14,189	12,584	14,310	13,782	6,063
5	Woodridge	11,854	12,917	31,766	48,054	10,732
	Ward 5 Totals	26,043	25,501	46,076	61,836	16,795
6	Northeast	36,516	32,774	33,306	45,563	14,878
6	Northwest One	6,175	6,152	5,679	9,725	6,562
6	Rosedale	10,767	9,862	7,275	11,301	2,357
6	Shaw (Watha T. Daniel)	30,633	28,643	29,241	48,609	39,512
6	Southeast	29,211	33,576	33,015	43,583	24,122
6	Southwest	19,548	19,272	18,119	17,652	7,994
	Ward 6 Totals	132,850	130,279	126,635	176,433	95,425
7	Benning (Dorothy I. Height)	16,174	17,994	12,509	17,300	2,144
7	Capitol View	8,897	16,477	7,501	2,447	1,221
7	Deanwood	7,250	5,901	3,961	7,008	1,179
7	Francis Gregory	10,890	9,489	8,256	13,022	5,197
	Ward 7 Total	43,211	49,861	32,227	39,777	9,741
8	Anacostia	11,564	12,052	8,919	9,088	9,012
8	Bellevue (William O. Lockridge)	10,851	9,639	8,015	8,881	3,837
8	Parklands-Turner	10,347	14,577	10,845	12,366	1,316
	Ward 8 Totals	32,762	36,268	27,779	30,335	14,165
	Jail Library		0	1,718	12,635	
	Libraries Subtotal	776,313	826,360	785,562	713,514	
	Digital Library	243,553	280,016	286,628	309,814	
	DCPL Total	1,019,866	1,106,376	1,072,190	1,023,328	
	Percent Change		8.48%	-3.09%	-4.56%	



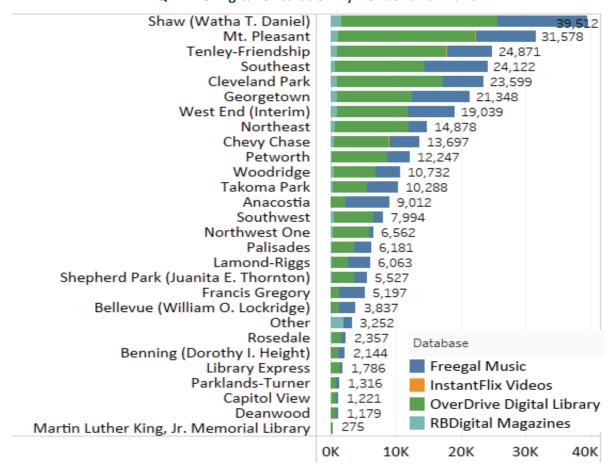
	Q1	Q2	Q3	Q4	Total
FY2014	860,350	997,758	992,029	1,088,630	3,938,767
FY2015	1,012,275	986,421	1,024,423	1,146,637	4,169,756
FY2016	1,101,415	1,106,005	1,102,941	1,129,466	4,439,827
FY2017	1,068,319	1,086,077	1,039,687	1,098,702	4,292,785
FY2018 YTD	1,023,328				1,023,328

Notes:

- 1. Prior to FY18 Q1 circulation performed at self check machines were assigned to Martin Luther King Jr. Memorial Library/SystemWide Self Check. Beginning in FY18 Q1 these circulation transactions are assigned to the cardholder's home neighborhood branch.
- 2. FY18 Q1 Martin Lurther King Jr. Memorial Library/SystemWide Self Check is attributed to circulation perfored using the the mobile Boopsie application.

CIRCULATION

Q1 FY18 Digital Circulation By Vendor and Branch



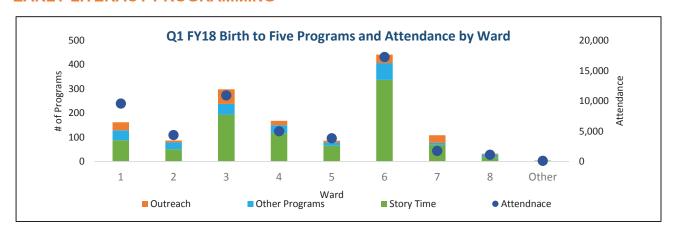
Database Usage

	Q1	Q2	Q3	Q4	Total
FY 2017	249,774	292,248	349,985	394,974	1,286,981
FY 2018	441,891				441,891

Top Titles - Q1 FY18

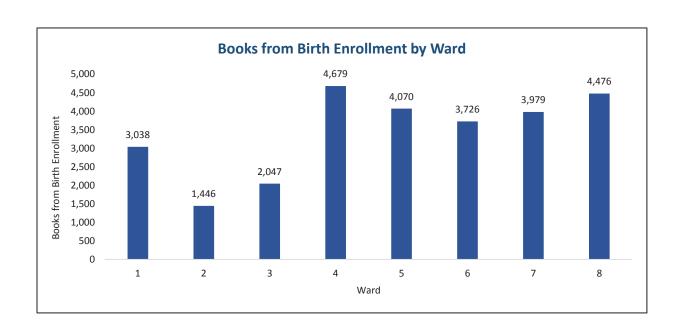
Fiction	Circulation	Non-Fiction	Circulation
The Underground Railroad: A Novel	406	Hillbilly Elegy: A Memoir of Family and	400
By Colson Whitehead		Culture in Crisis	
		By J.D. Vance	
A Big Guy Took My Ball!	227	Born a Crime: Sories from a South African	278
By Mo Willems		Childhood	
		By Trevor Noah	
Commonwealth: A Novel	217	Between the World and Me	245
By Ann Patchett		By Ta-Nehisi Coates	
Harry Potter and the Sorcerer's Stone	185	Evicted: Poverty and profit in the	192
By J.K. Rowling		American City	
		By Matthew Desmond	
All the Light We Cannot See: A Novel	177	Hunger: A Memoir of (My) Body	168
By Anthony Doerr		By Roxane Gay	

EARLY LITERACY PROGRAMMING



Birth to Five Programs and Attendance

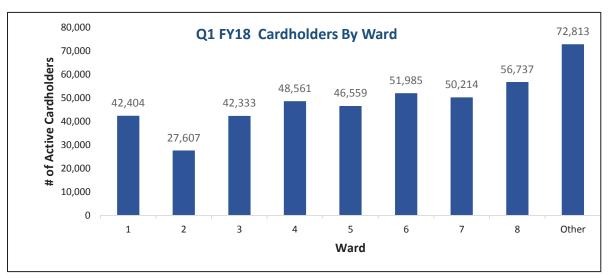
	Story Time Programs		Other Programs		Outreach		Total	
	Programs	Attendance	Programs	Attendance	Programs	Attendance	Programs	Attendance
Q1 FY2017	929	33,262	307	11,695	162	5,544	1,398	50,501
Q1 FY2018	943	35,841	247	8,952	199	9,220	1,389	54,013
% Change	2%	8%	-20%	-23%	23%	66%	-1%	7%

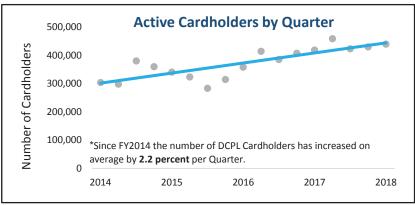


Books from Birth Enrollment by Quarter

	Q4 FY17	Q1 FY18
Eligible Children Citywide	46,769	46,789
Enrollment Citywide	25,741	27,708
Graduated Citywide	4,416	5,326
% of Citywide Eligible Enrolled	55.03%	59.21%
Eligible Children in Target Areas	22,279	22,279
Enrollment in Target Areas	16,715	17,986
% Enrolled From Target Areas	65%	65%

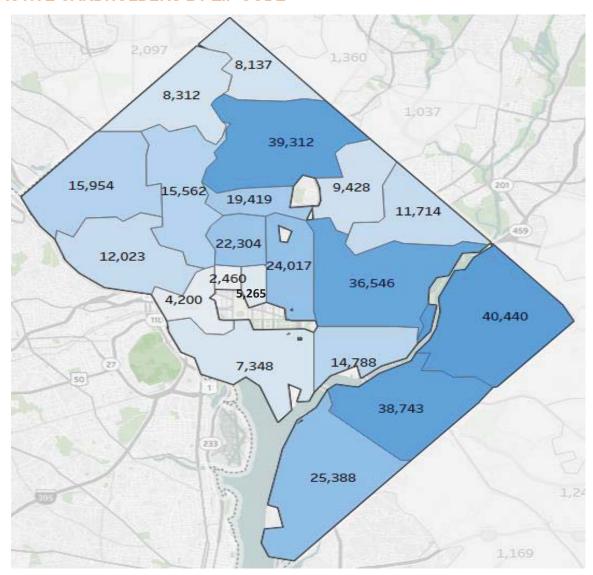
ACTIVE CARDHOLDERS

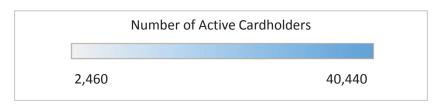




	Q1	Q2	Q3	Q4
FY2014	303,280	297,916	380,142	359,3/1
FY2015	340,389	323,628	283,407	283,407
FY2016	358,106	413,650	384,992	406,801
FY2017	418,598	458,368	422,946	429,742
FY2018	439,213			

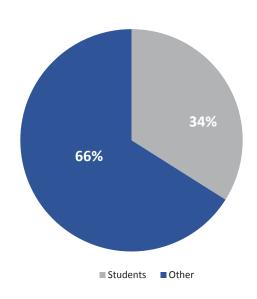
ACTIVE CARDHOLDERS BY ZIP CODE





STUDENT CARDHOLDERS

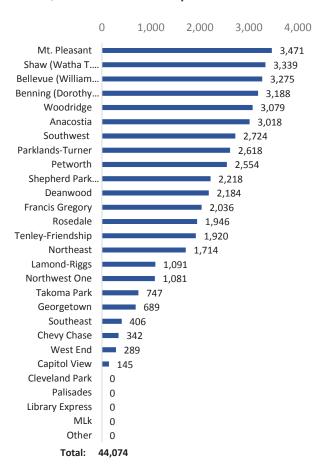
Student Accounts as a Percentage of Total



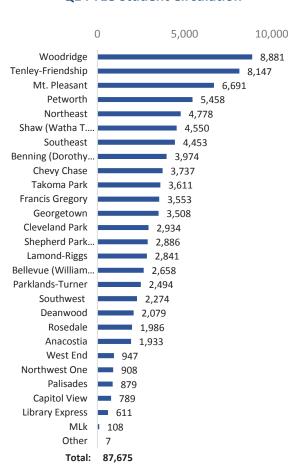
Student Accounts by Zip Code

Zip Code	Student Cardholders
20019	23,416
20020	21,582
20011	18,787
20032	14,629
20002	12,715
20010	6,477
20001	6,457
20018	5,718
20009	5,104
20016	4,726
20003	4,169
20017	3,875
20012	3,576
20015	2,822
20008	2,784
20007	2,477
20024	2,131
Other	7,748
Total	149,193

Q1 FY18 Student Computer Sessions

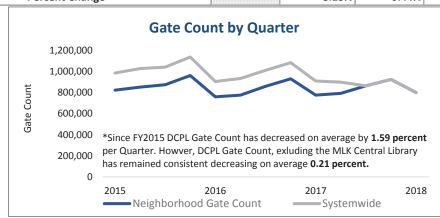


Q1 FY18 Student Circulation



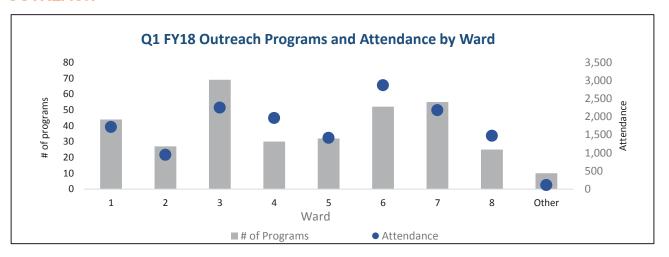
GATE COUNT

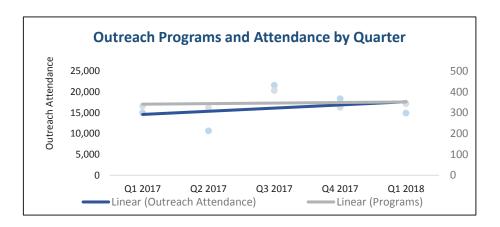
Ward	Location	Q1 FY15	Q1 FY16	Q1 FY17	Q1 FY18
1	Mt. Pleasant	59,251	59,032	60,886	59,814
	Ward 1 Totals	59,251	59,032	60,886	59,814
2	Martin Luther King, Jr. Memorial Library	162,550	145,689	133,135	
2	Library Express				26,906
2	Georgetown	32,579	30,714	28,953	37,649
2	West End	22,078	23,023	19,370	20,779
	Ward 2 Totals	217,207	199,426	181,458	85,334
3	Chevy Chase	27,751	14,812	35,339	37,196
3	Cleveland Park	59,067	45,835	12,685	17,239
3	Palisades	24,610	23,130	22,661	
3	Tenley-Friendship	54,800	56,473	57,431	59,645
	Ward 3 Totals	166,228	140,250	128,116	114,080
4	Petworth	38,890	40,151	40,184	39,744
4	Shepherd Park (Juanita E. Thornton)	21,784	9,614	19,619	23,078
4	Takoma Park	21,473	21,125	18,025	16,090
	Ward 4 Totals	82,147	70,890	77,828	78,912
5	Lamond-Riggs	24,125	25,515	24,278	27,202
5	Woodridge	17,469	18,863	34,421	41,833
	Ward 5 Totals	41,594	44,378	58,699	69,035
6	Northeast	29,922	28,747	28,549	30,011
6	Northwest One	22,599	19,696	20,133	22,458
6	Rosedale	22,763	20,229	18,374	21,901
6	Shaw (Watha T. Daniel)	50,880	48,730	49,360	61,886
6	Southeast	36,363	34,938	34,010	38,620
6	Southwest	25,231	23,748	23,614	22,905
	Ward 6 Totals	187,758	176,088	174,040	197,781
7	Benning (Dorothy I. Height)	49,329	45,164	57,686	48,054
7	Capitol View	23,813	22,081	30,136	1,073
7	Deanwood	24,299	20,407	20,215	22,816
7	Francis Gregory	27,424	26,790	23,667	25,338
	Ward 7 Totals	124,865	114,442	131,704	97,281
8	Anacostia	44,447	40,668	40,276	39,596
8	Bellevue (William O. Lockridge)	25,649	24,865	24,012	24,084
8	Parklands-Turner	35,512	34,593	31,608	33,705
	Ward 8 Totals	105,608	100,126	95,896	97,385
	DCPL total	984,658	904,632	908,627	799,622
	Percent Change		-8.13%	0.44%	-12.00%



	Q1	Q2	Q3	Q4	Total
FY2015	984,658	1,027,300	1,041,107	1,136,455	4,189,520
FY2016	904,632	932,786	1,009,816	1,083,529	3,930,763
FY2017	908,627	897,774	862,639	924,161	3,593,201
FY2018	799,622				799,622

OUTREACH

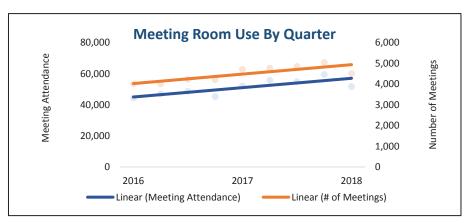




	Prog	rams	Attendance		
Ward	Q1 FY17	Q1 FY18	Q1 FY17	Q1 FY18	
1	31	44	1,124	1,716	
2	42	27	2,066	949	
3	52	69	1,397	2,249	
4	43	30	1,459	1,962	
5	32	32	3,084	1,417	
6	78	52	3,473	2,870	
7	37	55	1,155	2,179	
8	17	25	1,240	1,475	
Other	0	10	0	111	
Total	332	344	14,998	14,928	
% Change		3.61%		-0.47%	

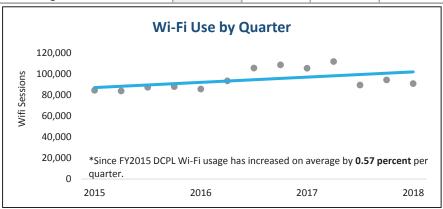
MEETING AND STUDY ROOM USE AND ATTENDANCE

		Meeti	ngs	Meeting Attendance		Study Sessions	
Ward	Location	Q1 FY17	Q1 FY18	Q1 FY17	Q1 FY18	Q1 FY17	Q1 FY18
1	Mt. Pleasant	1,097	459	5,654	5,379	672	702
	Ward 1 Totals	1,097	459	5,654	5,379	672	702
2	MLK Jr. Memorial Library	588		5,026			
2	Library Express		174	,	379		160
2	Georgetown	139	167	3,375	1,432	372	607
2	West End		34		200		165
	Ward 2 Totals	727	375	8,401	2,011	372	932
3	Chevy Chase	106	159	390	722		
3	Cleveland Park						
3	Palisades	36		404			
3	Tenley-Friendship	108	121	1,169	1,435	1,280	1,441
	Ward 3 Totals	250	280	1,963	2,157	1,280	1,441
4	Petworth	319	228	1,931	315	450	573
4	Shepherd Park (Juanita E.	204	269	2,326	1,421	333	539
4	Takoma Park	88	165	242	603		
	Ward 4 Totals	611	662	4,499	2,339	783	1,112
5	Lamond-Riggs	212	359	3,095	5,567	189	203
5	Woodridge	157	282	6,914	7,353	543	615
	Ward 5 Totals	369	641	10,009	12,920	732	818
6	Northeast	166	202	1,681	2,189	703	686
6	Northwest One	18	2	329	65		
6	Rosedale						
6	Shaw (Watha T. Daniel)	201	242	1,446	3,315	1,376	1,794
6	Southeast	53	72	2,130	1,720	-	0
6	Southwest	38	52	512	500	153	179
	Ward 6 Totals	476	570	6,098	7,789	2,232	2,659
7	Benning (Dorothy I. Height)	280	581	3,774	8,290	1,053	1,255
7	Capitol View	91		1,053			
7	Deanwood						
7	Francis Gregory	200	252	1,377	991	363	573
	Ward 7 Totals	571	833	6,204	9,281	1,416	1,828
8	Anacostia	389	460	5,971	6,066	316	594
8	Bellevue (William O. Lockridge)	217	222	3,331	3,772	184	273
8	Parklands-Turner						
	Ward 8 Totals	606	682	9,302	9,838	500	867
	DCPL Total	4,707	4,502	52,130	51,714	7,987	10,359
	Percent Change		-4%		-1%		30%



CUSTOMER ACCESS TO WI-FI

Ward	Location	Q1 FY15	Q1 FY16	Q1 FY17	Q1 FY18
1	Mt. Pleasant	5,706	5,091	5,928	6,712
	Ward 1 Totals	5,706	5,091	5,928	6,712
2	Martin Luther King, Jr. Memorial Library	21,344	24,586	25,191	
2	Library Express				3,617
2	Georgetown	4,304	4,100	5,375	6,059
2	West End	753	748	1,005	1,745
	Ward 2 Totals	26,401	29,434	31,571	11,421
3	Chevy Chase	1,403	880	2,873	3,499
3	Cleveland Park	1,856	1,560	1,056	1,699
3	Palisades	1,126	1,099	1,381	
3	Tenley-Friendship	3,622	3,738	5,007	4,229
	Ward 3 Totals	8,007	7,277	10,317	9,427
4	Petworth	6,110	5,036	6,613	6,970
4	Shepherd Park (Juanita E. Thornton)	1,615	611	1,877	2,289
4	Takoma Park	854	1,080	1,510	1,340
	Ward 4 Totals	8,579	6,727	10,000	10,599
5	Lamond-Riggs	1,673	1,728	1,917	2,031
5	Woodridge	3,273	1,366	3,835	5,165
	Ward 5 Totals		3,094	5,752	7,196
6	Northeast	1,984	2,265	3,859	4,229
6	Northwest One	1,490	1,604	1,715	1,652
6	Rosedale	1,106	1,220	1,476	1,668
6	Shaw (Watha T. Daniel)	5,656	5,274	7,420	9,317
6	Southeast	2,500	2,398	3,221	3,661
6	Southwest	1,335	1,471	1,742	2,584
	Ward 6 Totals	14,071	14,232	19,433	23,111
7	Benning (Dorothy I. Height)	1,512	4,637	5,714	5,915
7	Capitol View	1,898	1,756	1,893	215
7	Deanwood	1,200	1,307	1,412	1,624
7	Francis Gregory	2,188	2,099	2,145	2,487
	Ward 7 Totals	6,798	9,799	11,164	10,241
8	Anacostia	4,048	3,801	4,340	4,598
8	Bellevue (William O. Lockridge)	2,172	2,366	2,542	2,557
8	Parklands-Turner	3,660	3,868	4,426	4,979
	Ward 8 Totals	9,880	10,035	11,308	12,134
	DCPL Total	84,388	85,689	105,473	90,841
	Percent Change		1.54%	23.09%	-13.87%

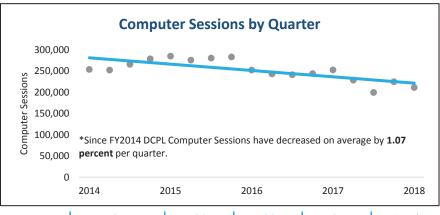


	Q1	Q2	Q3	Q4	Total
FY2015	84,388	83,871	87,306	87,916	343,481
FY2016	85,689	93,469	105,611	108,699	393,468
FY2017	105,473	111,816	89,442	94,437	401,168
FY2018	90,841				90,841

COMPUTER SESSIONS

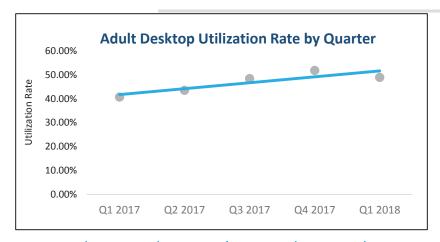
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Ward	Location	Q1 FY15	Q1 FY16	Q1 FY17	Q1 FY18	Utilization Rate
1	Mt. Pleasant	17,107	13,601	12,135	13,998	58.76%
	Ward 1 Totals	17,107	13,601	12,135	13,998	58.76%
2	Martin Luther King, Jr. Memorial Library	58,845	49,105	54,060		
2	Library Express				6,192	65.82%
2	Georgetown	8,594	5,707	6,975	7,068	38.56%
2	West End	2,636	5,421	2,661	4,368	38.27%
	Ward 2 Totals	70,075	60,233	63,696	17,628	47.34%
3	Chevy Chase	5,658	1,321	2,780	4,016	50.15%
3	Cleveland Park	5,150	3,291	1,408	1,869	
3	Palisades	3,627	1,432	1,280		
3	Tenley-Friendship	12,655	10,794	10,093	9,858	51.00%
	Ward 3 Totals	27,090	16,838	15,561	15,743	33.99%
4	Petworth	17,571	12,111	11,382	10,938	44.66%
4	Shepherd Park (Juanita E. Thornton)	9,577	2,111	5,696	6,593	45.58%
4	Takoma Park	4,773	6,816	5,311	3,658	50.87%
	Ward 4 Totals	31,921	21,038	22,389	21,189	46.84%
5	Lamond-Riggs	5,183	5,234	5,786	7,154	62.29%
5	Woodridge	10,855	9,748	11,137	13,474	50.51%
	Ward 5 Totals	16,038	14,982	16,923	20,628	56.34%
6	Northeast	8,948	8,170	7,568	8,485	55.98%
6	Northwest One	6,273	8,469	7,699	9,546	61.21%
6	Rosedale	6,391	6,303	6,406	6,632	44.43%
6	Shaw (Watha T. Daniel)	18,201	15,409	15,140	18,939	69.70%
6	Southeast	4,379	4,778	4,958	8,078	62.45%
6	Southwest	5,933	5,528	5,614	7,356	60.13%
	Ward 6 Totals	50,125	48,657	47,385	59,036	59.21%
7	Benning (Dorothy I. Height)	12,251	12,231	12,295	14,493	58.80%
7	Capitol View	7,150	8,176	8,050	466	1.97%
7	Deanwood	6,242	7,921	7,227	6,090	39.85%
7	Francis Gregory	11,934	11,225	10,761	7,759	29.16%
	Ward 7 Totals	37,577	39,553	38,333	28,808	40.86%
8	Anacostia	17,677	14,850	13,492	12,217	47.50%
8	Bellevue (William O. Lockridge)	9,539	14,625	12,829	10,648	40.22%
8	Parklands-Turner	7,997	8,168	10,150	11,497	58.23%
	Ward 8 Totals	35,213	37,643	36,471	34,362	48.64%
	DCPL Total	285,146	252,545	252,893	211,392	49.03%
	Percent Change		-11.43%	0.14%	-16.41%	



	Q1	Q2	Q3	Q4	Total
FY2014	253,923	252,263	265,843	278,594	1,050,623
FY2015	285,146	275,674	280,764	283,268	1,124,852
FY2016	252,545	243,426	241,568	243,956	981,495
FY2017	252,893	228,529	199,793	224,737	905,952
FY2018	211,392				211,392

COMPUTER UTILIZATION



	Q1	Q2	Q3	Q4	Total
FY2017	40.74%	43.56%	48.48%	51.87%	46.12%
FY2018	49.00%				

ONLINE ENGAGEMENT

	Q1	Q2	Q3	Q4	FY18 Total
Impressions	1,548,473				1,548,473
Engagement	180,756				180,756
Engagement Rate	11.67%				11.67%
New Website Visits (Sessions)	591,920				591,920
Overall Visits (Sessions)	965,583				965,583
New Visits as a % of overall visits	61.30%				61.30%

BUSINESS SERVICES

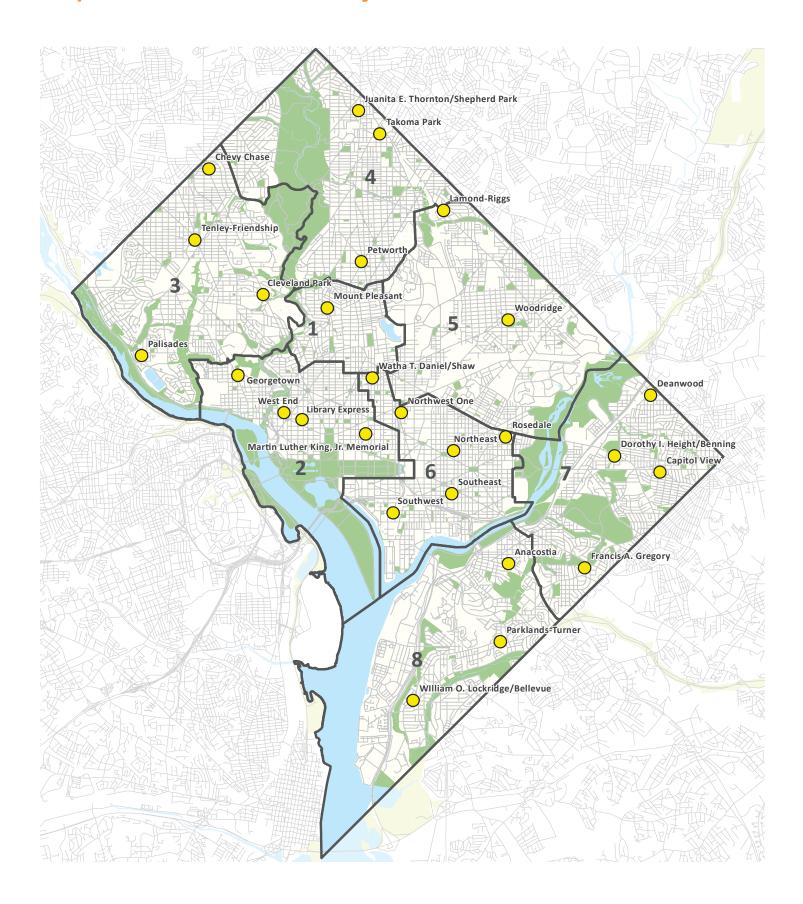
Hours of Unplanned Closure

Branch	Q1	Q2	Q3	Q4	FY18 Total
Anacostia	1.5				1.5
Capitol View	0.5				0.5
Cleveland Park	11.5				11.5
Deanwood (Co-located)	22.5				22.5
Dorothy I. Height/Benning	1				1
Northwest One (Co-located)	49.5				49.5
Petworth	23				23
Rosedale (Co-located)	1.5				1.5
Takoma Park	122				122
Total	233				233

Human Resources Data

	Quarterly Statistics			Year to Date Statistics		
	Q1 FY17	Q1 FY18	% Change	YTD FY17	% Change	
Vacancy Rate	4.92%	7.00%	42%			
# Staff of Extended Leave New	23	25	9%	23	25	9%
# Staff on Extended Leave (Cont.)	33	45	36%			
Total Staff on Extended Leave	56	70	25%			

Map of DC Public Libraries by Ward



DCPL PERFORMANCE REPORT DATA GLOSSARY

Active Cardholders by Ward and Zip Code – The number of user accounts with activity in the last three years. Cardholders are sorted by ward and zip code of residence provided in cardholder account information. The total is collected on the last day of the reported quarter.

Adult Desktop Computer Utilization – The utilization rate for each library location is the average number of hours of use of adult desktop computers divided by the number of open hours at each location for the quarter.

Books from Birth – Books from Birth is a program for children from birth up to age five to receive a free book each month mailed to their home; families and children are able to keep the books to start a personal library.

Books from Birth – Graduated Citywide – Number of Books from Birth enrollees that have turned five years old and, therefore, aged out the program.

Books from Birth Target Enrollment Areas - Target enrollment areas for Books from Birth are Wards 1, 5, 7 and 8.

Circulation – Manual and electronic lending transactions from the library's collection; includes outside and in–house use, and renewal circulation transactions.

Customer Access to Wi–Fi – The number of internet connections to the DCPL Wi–Fi network by laptops, smartphones, and other mobile devices.

Database Usage – Counts the number of times users interact with each database. The same counting metric cannot be used for each database. "Database Usage" captures only one metric for each database and can include one of the following: downloads, views, clicks on links, searches, or sessions.

Digital Library and Circulation – Total of all E–Books downloaded and streamed, videos streamed, songs downloaded and streamed, audiobooks downloaded and streamed, and magazines downloaded and streamed. Digital circulation is attributed to library branches based on the library home location on the cardholder's account.

Extended Leave – Categories of legally authorized extended absences other than annual or sick leave that may impact staffing levels and productivity including: Family Medical Leave, Paid Family Leave, American Disability Act and Workers' Compensation.

Gate Count – Number of people entering library locations. Thermal imaging technology senses traffic travelling underneath the sensor. Devices are mounted at public entry and exit locations.

Meeting Room Use and Attendance – The number of times library meeting rooms are used by the public and the number of people attending these meetings.

New Website Visits (Sessions) – Number of first time visits to the website; includes first time users as well as returning users using a different method to access the website.

Outreach – Programs that are planned, sponsored or carried out by the library staff but do not take place at the library.

Overall Website Visits (Sessions) – Number of times the website was visited.

Programs – Programs that take place on DCPL property, including programs that are led by staff members, partner organizations, and paid presenters/contractors. Public programs held in meeting rooms are counted under meeting room use.

Social Media Engagement Rate – Measure of the effectiveness of posts.

Social Media Engagements – The number of people who have engaged (clicked, liked, re–tweeted, etc.) with posts.

Social Media Impressions – The number of times posts have been seen.

Story Time Programs – Story time attendance is the count of the audience (children and adults) at formal story time programs intended for children birth to five years of age and their caregivers. This does not include other, non–story time programming for this age group (for example, baby movement or music programs).

Student Cardholders – Library accounts of registrants aged 19 and under. These accounts include DC OneCard accounts which are automatically created for students who have a DC OneCard credential.

Study Room Use – Number of times a study room is used.

Vacancy Rate – The total number of vacant positions divided by the total number of authorized positions.