



**FY 2016 Proposed Budget and  
Financial Plan**

**Benchmarking Study**

**Office of Budget and Planning**

# Benchmarking

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Since FY 2005, the Office of Budget and Planning (OBP) has worked with District agencies to publish benchmarking studies in order to create opportunities for performance improvement. We are proud to continue this effort for the FY 2016 Budget and Financial Plan.

## **Background**

As the nation's capital, the District of Columbia is committed to ensuring that the city's residents and visitors receive the best services in the country. A critical component of achieving this goal is consistently comparing, or benchmarking, the District's performance with other similar and high-performing jurisdictions. Benchmarking gives District leaders, agency managers, and other stakeholders an opportunity to assess how the District compares with other jurisdictions providing the same services and to develop strategies for operational improvements and efficiencies.

The compilation of these key benchmarks presents a picture of the District's performance in relation to other jurisdictions. The benchmarks provide objective data on operations, funding, and service delivery, highlighting both the city's achievements and its challenges. District leaders and community stakeholders can use this data to foster continued improvement in city services.

## **Comparison Jurisdictions**

The District of Columbia's unique blend of service delivery makes finding comparable jurisdictions difficult. The District provides services at the special district, city, county, and state levels of government, and it supports the nation's headquarters for federal and foreign operations. Since no other jurisdiction in the country has the same responsibilities, none of the benchmarks will be a perfect comparison. However, many jurisdictions do have enough similar characteristics to make comparisons to the District meaningful. Selection factors used include the type of government, community demographics, geography, proximity to the District, and jurisdictions with recognized leadership in the respective fields.

## **Fiscal Year 2016 Benchmarks**

The District has hundreds of programs to choose from. Thus, it is appropriate to narrow the benchmarking focus to higher level outcomes that are often influenced by programs that span agencies and funding sources. Our intent is to capture the performance of multiple programs in order to better assess the effectiveness of those programs by understanding the net impact on the indicator they are meant to influence. In cases where outcome measures were not available, an output measure or a simple statistical measurement of an activity or count at a point in time was used instead.

Each benchmark is presented with a description, graph, and analysis tied to its related program. The majority of the benchmarks use a comparison of data from the District and other jurisdictions over time; thus, one can compare each period of time and observe the trend (if any). Several indicators do not include data from other jurisdictions and only display the trend of the District's results over time.

When possible, data for the analysis was collected from the International City/County Management Association (ICMA) Center for Performance Measurement web site. ICMA has over 200 member jurisdictions that share performance data in order to identify and share best practices. Data was also collected in some cases by contacting benchmarking jurisdictions and requesting the data or by collecting it from an open data source, such as a published report.

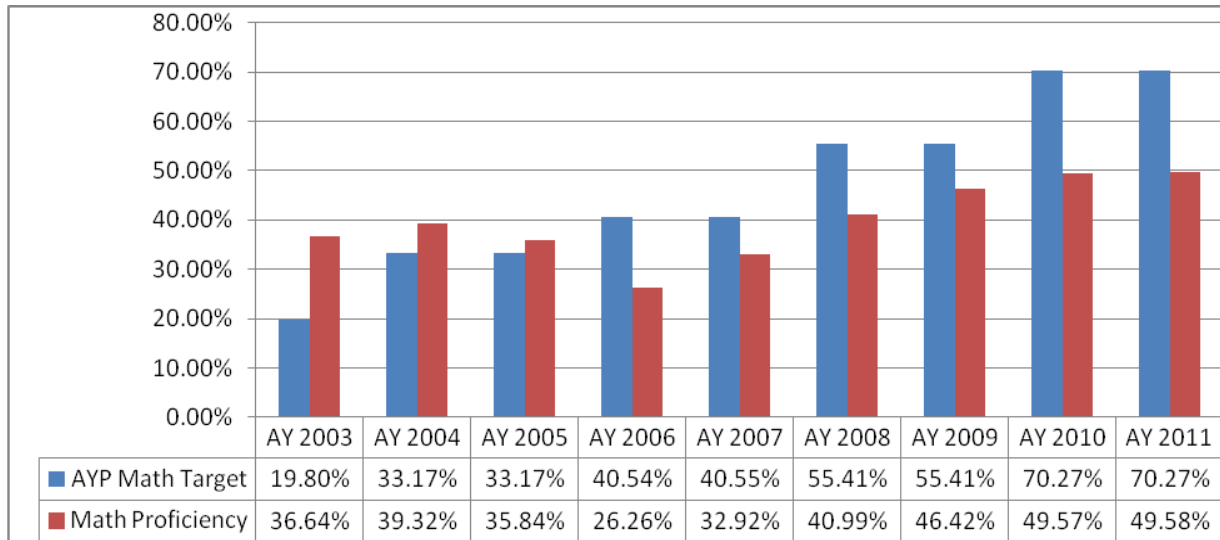
### **No Child Left Behind (NCLB) Scores**

No Child Left Behind (NCLB) is a federally mandated program that requires all public schools, school districts, and states to demonstrate “adequate yearly progress” (AYP) on the state tests and other indicators. All testing groups required to make AYP for test data must reach or exceed the 95 percent tested target and the proficiency targets for a unit to achieve AYP with respect to test data. The data below shows the NCLB State AYP Report scores for all public schools in the District of Columbia, which includes both the District of Columbia Public Schools and Charter Schools, and is available at: <http://nclb.osse.dc.gov/aypreports.asp>

The Annual Year 2011 data was updated in March 2013 to reflect the actual AYP 2011 report found at the link above.

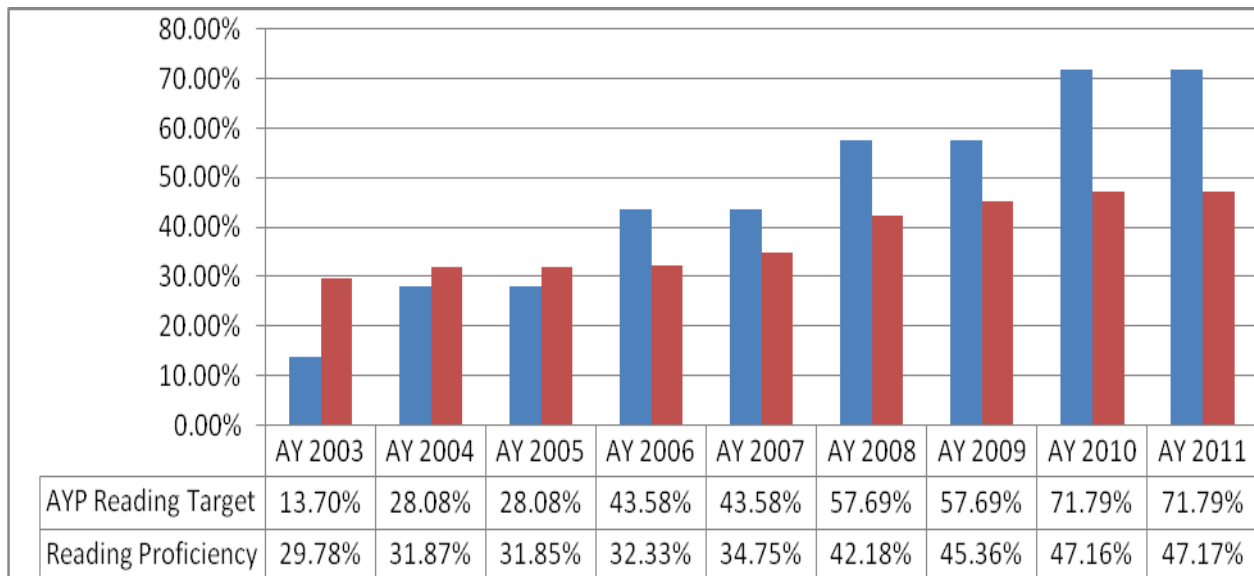
Please note the Office of the State Superintendent of Education (OSSE) no longer uses the NCLB methodology. As a result, after SY 2012, Annual Measurable Objectives (AMOs) have been used.

## Secondary Schools - Math



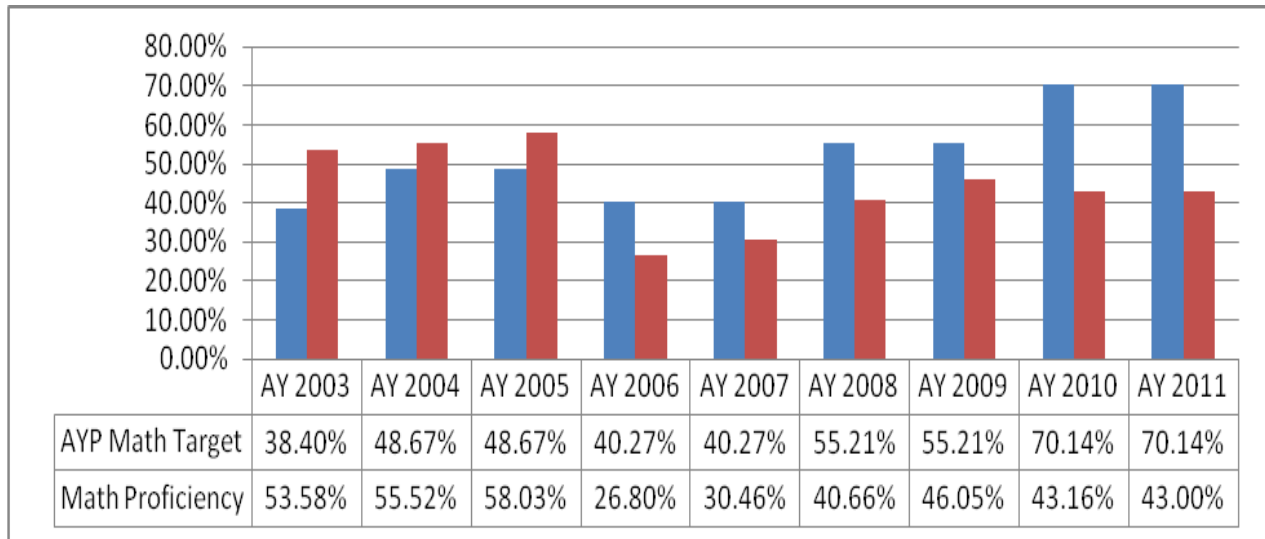
**Note:** The Stanford Achievement Test Series 9 (SAT-9) assessment was used in 2003-2005. In 2006, the D.C. Comprehensive Assessment System (DC-CAS) became the annual statewide assessment. Trends cannot be directly compared between the SAT-9 and the DC-CAS.

## Secondary Schools- Reading



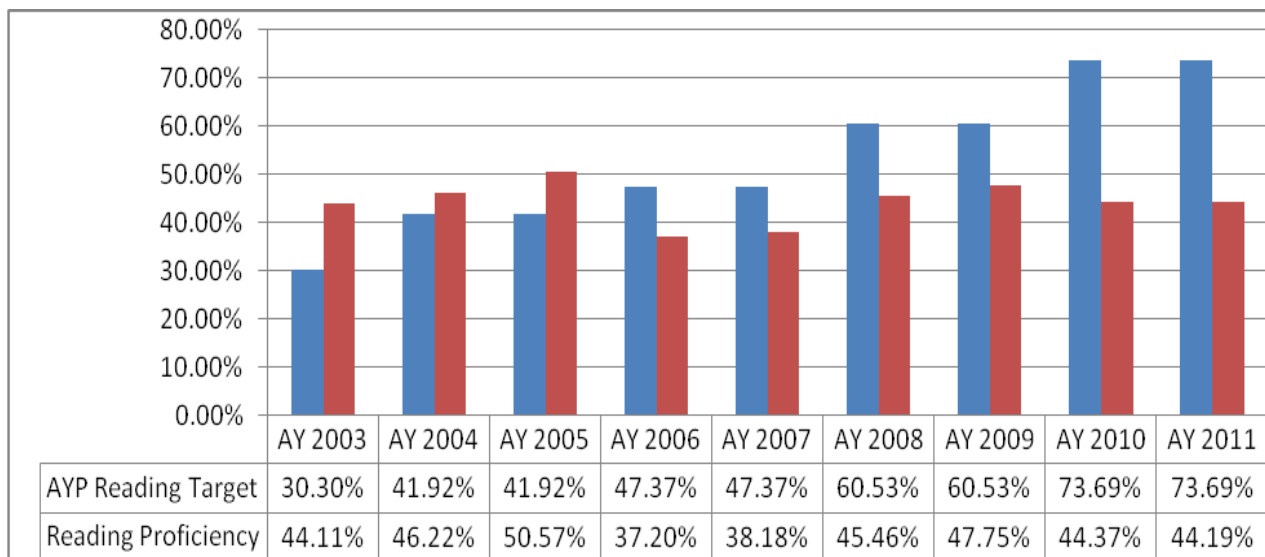
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## Elementary Schools - Math



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## Elementary Schools - Reading



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## **Annual Measurable Objectives (AMOs)**

In School Year (SY) 2012, with the approval of OSSE's Elementary and Secondary Education Act (ESEA) Flexibility Waiver, OSSE no longer uses the term "adequate yearly progress" to measure progress, but still recognizes the value in the original intent of the NCLB and has built upon it to enhance performance and effectively measure school and student success. Under the new accountability system in the accepted waiver, the District of Columbia measures academic progress in English/Language Arts and mathematics by two key metrics: Annual Measurable Objectives (AMOs) and accountability classifications. As with NCLB, OSSE still expects that 100 percent of students will meet proficiency in the Common Core State Standards (CCSS). In the new accountability system, OSSE also expects that 100 percent of students will show educational growth each year.

OSSE will set two school-level AMOs:

- A proficiency-based AMO for English/Language Arts (ELA) by subgroup; and
- A proficiency-based AMO for mathematics by subgroup

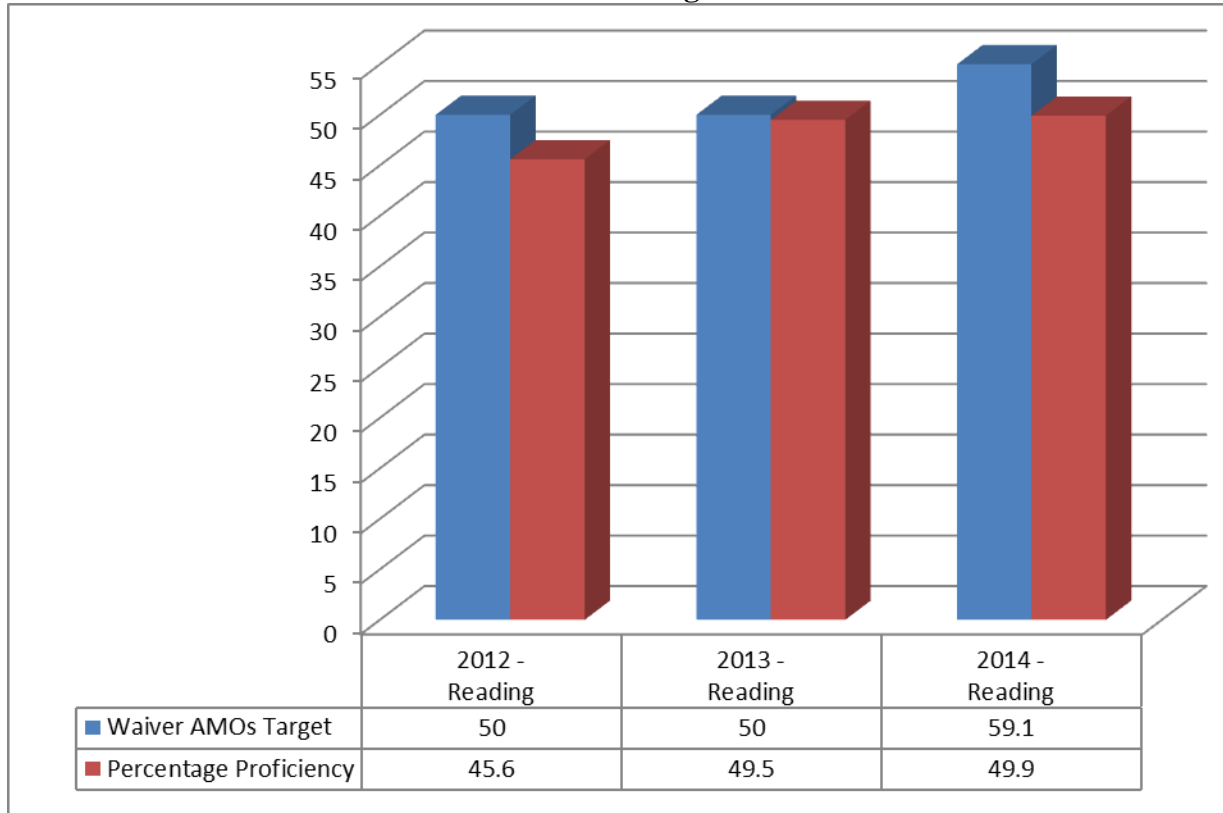
OSSE established AMOs at the state, Local Education Agency, school, and ESEA subgroup levels based on achieving the goal of reducing the number of non-proficient students on the DC Comprehensive Assessment System (DC CAS) by half over a six-year timeframe. Annual reporting requires schools to describe achievement outcomes. OSSE calculates school-level targets in the same way based on reducing by half the percentage of students who are not proficient over six years. Based on this logic and methodology, subgroups of students who are not proficient must make greater gains annually to meet the interim targets.

### **Accountability Classifications:**

OSSE's accountability system is based on an index comprised of values calculated based on student growth and proficiency on the DC CAS, DC CAS participation rates, School Improvement Grant (SIG) status, and adjusted cohort graduation rates. The cornerstone of the accountability index is the proficiency and growth index value, which is generated at the student level. A student's achievement level in year 1 and year 2 is used to determine how many points to award depending on the achieved level of growth and proficiency. AYP determinations historically were based only on the percent of students' proficiency. The new accountability system, however, recognizes not only the percent of students' proficiency, but also the students who score advanced on the DC CAS, and the students who are making growth even if they have not yet reached proficiency. OSSE uses the student index values to calculate school and ESEA subgroup index scores. School and subgroup index scores, along with DC CAS participation rates, School Improvement Grant status and graduation rates, are used to identify and classify schools into one of five accountability classifications. These classifications determine the level of technical assistance; autonomy of activities; flexibility in use of federal funds; and engagement/monitoring with the District of Columbia Public School System, Public Charter School Board and OSSE that a school receives.

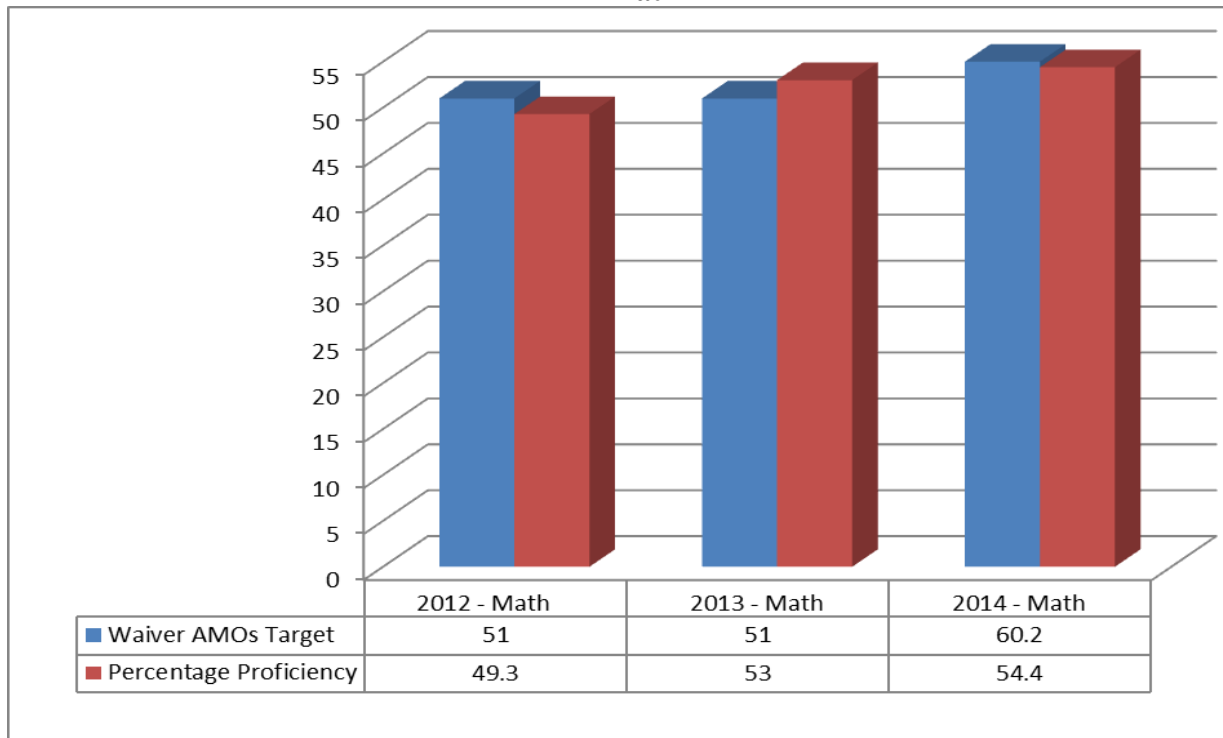
**Annual Measurable Objectives (AMOs) Chart for School Year (SY) 2012, 2013 and 2014**

**Reading**



**Annual Measurable Objectives (AMOs) Chart for School Year (SY) 2012, 2013 and 2014**

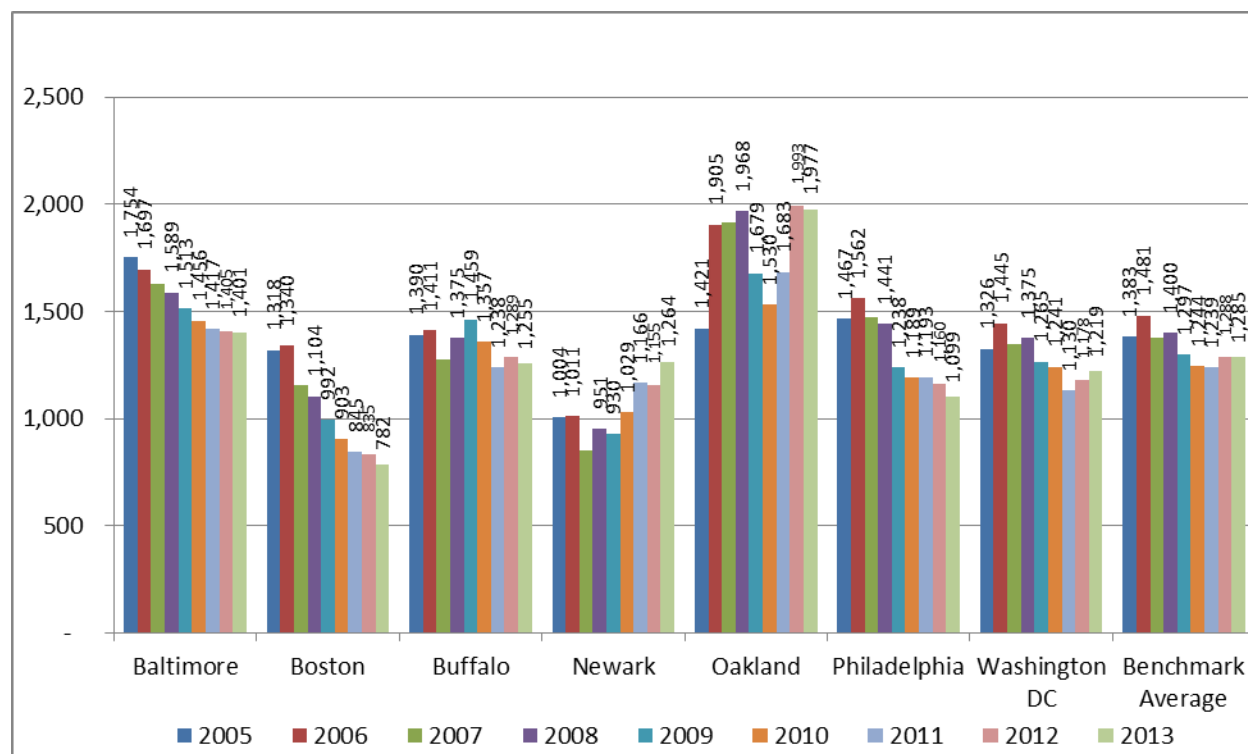
**Math**



## Crime Rates

Crime rates are a commonly used indicator of public safety, and in this section of the benchmarking report, we present two crime rate indicators: the property crime rate per 100,000 residents and the violent crime rate per 100,000 residents. Because numerous factors influence crime rates – including socio-economic variables (i.e., poverty, unemployment, family structure, or education), demographic variables (i.e., age composition of the population), and policy determinants (i.e., criminal laws), robust analysis would be based on more than these figures. However, crime rates and overall trends do provide illustrative information.

### Number of Part 1 Violent Crimes per 100,000 Residents

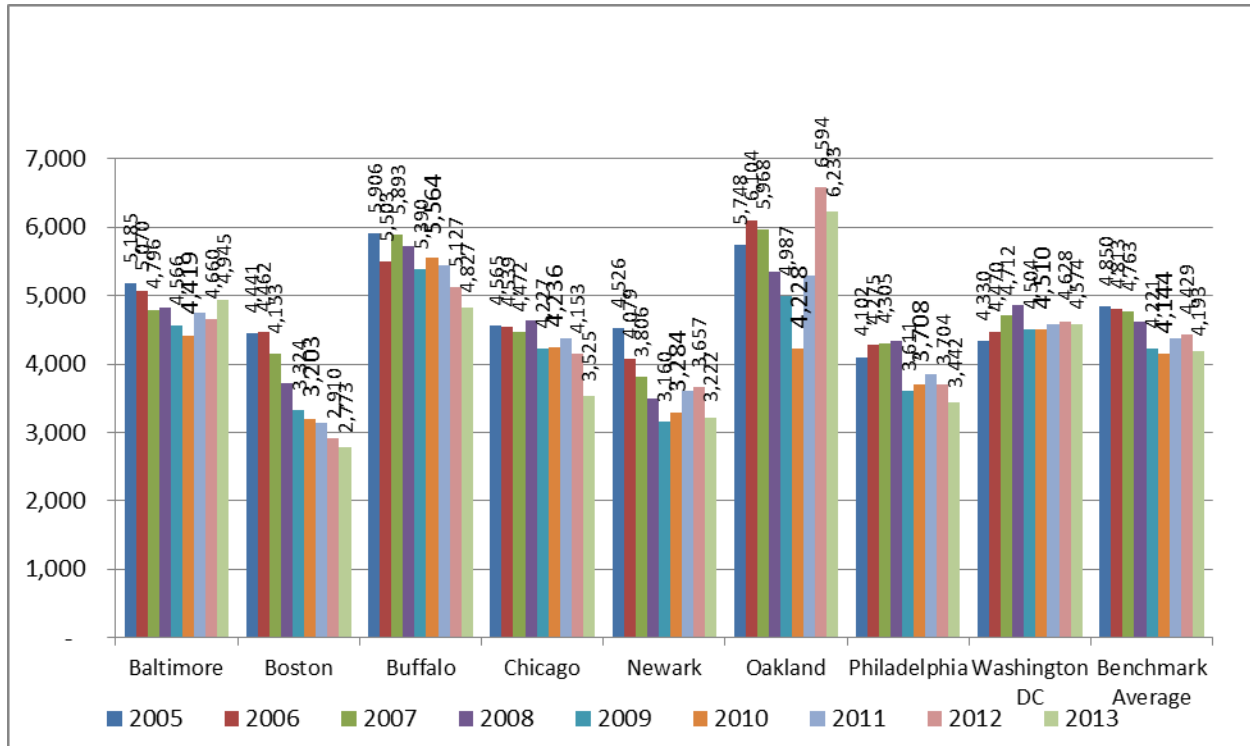


**Note:** Crime and population data are from the Federal Bureau of Investigation’s (FBI) annual crime report, *Crime in the United States*. Chicago, one of the usual benchmark cities, is excluded from this analysis because it does not report forcible rape according to FBI definitions.

Part 1 violent crimes are serious crimes against persons--criminal homicide, forcible rape, robbery, and aggravated assault--as classified according to the Federal Bureau of Investigation's (FBI) Uniform Crime Reporting (UCR) guidelines. After record reductions in violent crime rates in 2011, there was a slight increase in the District in 2012 and 2013. However, the 2013 rate in the District was still 5 percent lower than the 2010 rate and 5.4 percent lower than the 2013 benchmark average rate. In addition, UCR robbery rates have been decreasing each year since 2008. Please note that these figures are based on the FBI’s UCR definitions and will differ from crime figures reported under the D.C. Official Code definitions. The UCR figures are used here because they allow for multi-jurisdictional comparisons.



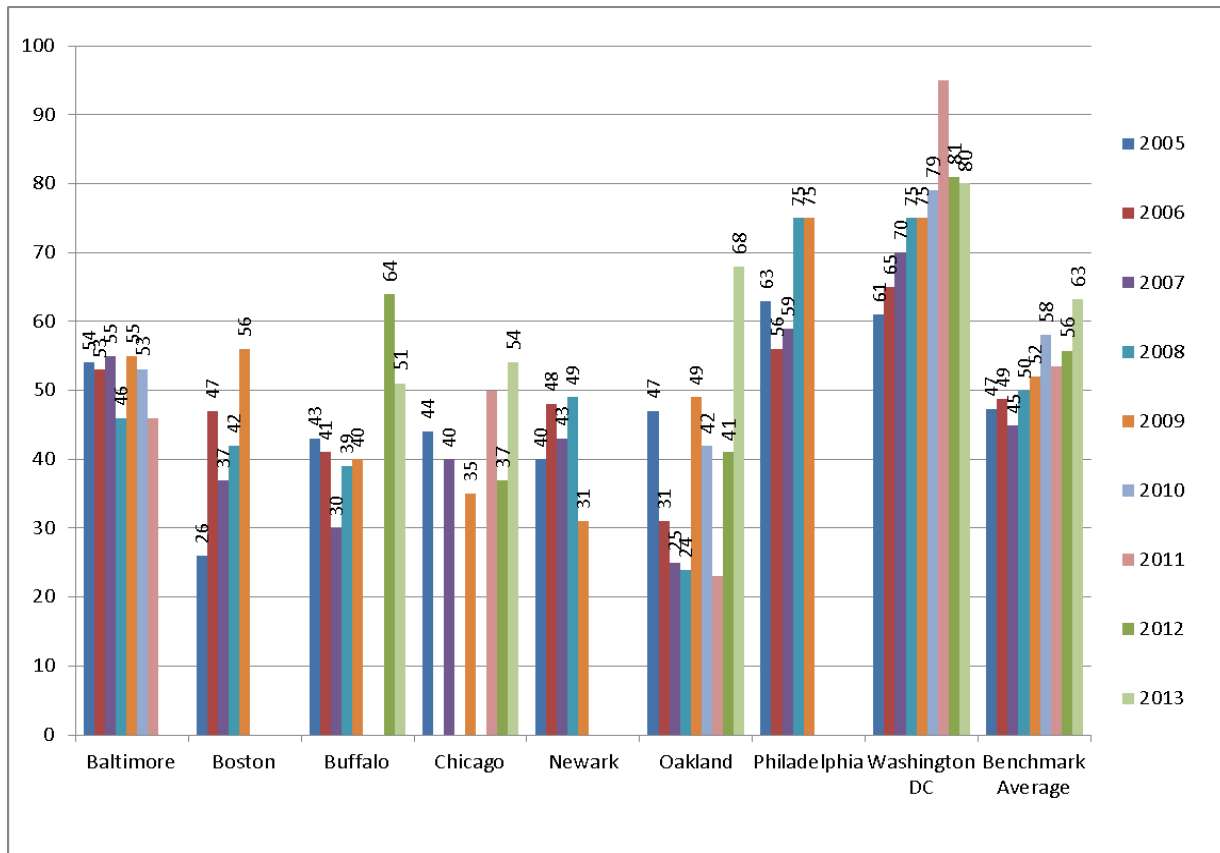
## Number of Part 1 Property Crimes per 100,000 Residents



Part 1 property crimes are serious crimes against property—burglary, larceny/theft, and stolen auto—as classified according to the Federal Bureau of Investigation’s (FBI’s) Uniform Crime Reporting (UCR) guidelines. Arsons were not included in the property crime rate because many cities (including our benchmark cities of Boston and Philadelphia) do not consistently report arson data that are in accordance with national UCR guidelines. Additionally, most big city police departments, including in the District, do not have primary responsibility for investigating arsons. Both the benchmark average and the District’s property crime rates have been increasing since 2010, largely due to the national trend of rampant thefts involving small personal electronic devices. However, the 2013 rate in the District was 1.2 percent lower than the 2012 rate. Please note that these figures are based on the FBI’s UCR definitions and will differ from crime figures reported under the D.C. Official Code definitions. The UCR figures are used here because they allow for multi-jurisdictional comparisons.

## Homicide Clearance Rate

One of the key benchmark measures for the Metropolitan Police Department (MPD) is the homicide clearance rate. The rate indicates the percentage of homicides that are closed by an arrest or exceptional means. The accompanying table illustrates the District's performance with benchmark jurisdictions.

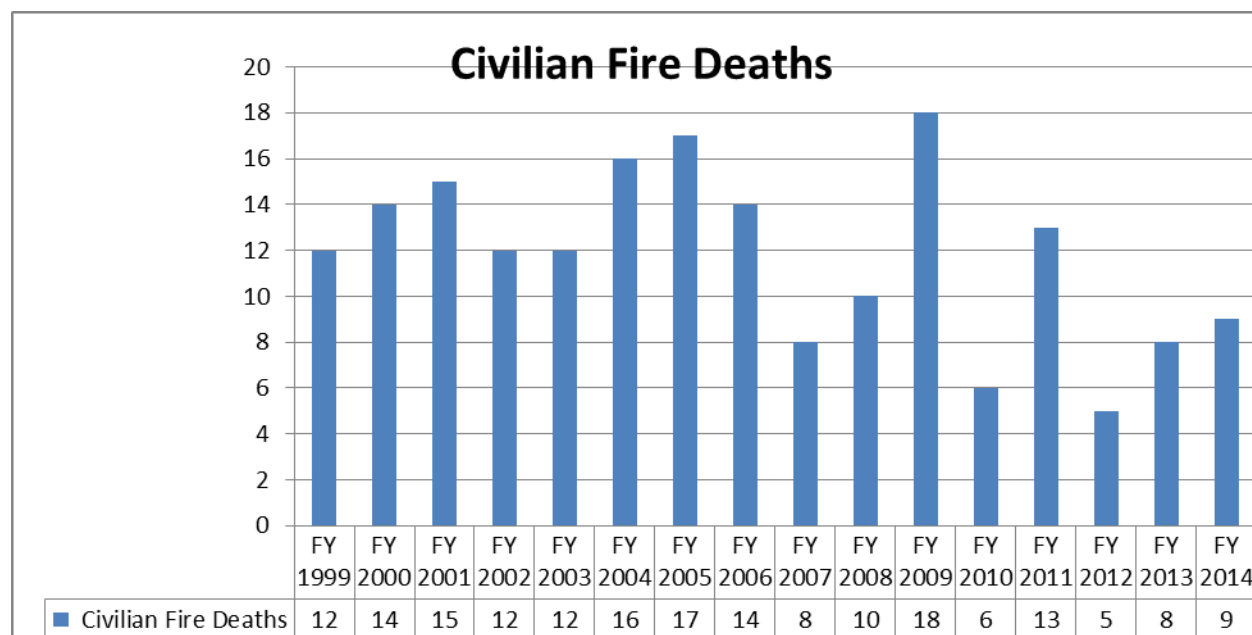


**Note:** The Metropolitan Police Department provided all benchmark data. Benchmark jurisdictions submitted their data to MPD in annual surveys. Some cities do not provide all requested data each year and those jurisdictions are labeled as 0. The homicide clearance rate is calculated according to the Federal Bureau of Investigation's Uniform Crime Reporting (UCR) guidelines. These figures are calculated on a calendar year basis, and measure current year clearances, regardless of the year in which the offense took place, as a percentage of current year offenses. See <http://www.fbi.gov/ucr/ucrquest.htm> for more detail on UCR.

MPD's homicide closure rate in Calendar Year 2013 was 80 percent, which was 17 percent higher than the average of comparably sized cities. The District is also the only jurisdiction to have maintained over 70 percent homicide clearance rate in the past five years. In accordance with the FBI's UCR Standards, the clearance rate is calculated by dividing the total number of homicide cases closed in a calendar year by the total number of homicides that occurred in that year. The cases closed may be for homicides that occurred in the current year or prior years.

The department continues to outperform comparable jurisdictions, achieving a homicide clearance rate more than 15 percentage points above the benchmark average. This has allowed the District to hold more offenders to account for their crimes and has helped families of homicide victims reach closure.

## Civilian Fire Deaths in Washington, DC



Source of data is the District's Fire and Emergency Medical Services (FEMS)

The city administrator's office utilizes two measures from the Fire Prevention Division for benchmarking with the ICMA, Civilian Fire Deaths and Arson Case Closure Rate.

An analysis of the multi-year trend in deaths caused by fire in the District of Columbia shows that fire continues to be a significant risk to residents. Most civilian fire deaths occur in homes or apartments that lack automatic fire sprinklers and working smoke alarms. Installation of these fire protection measures in residential occupancies dramatically reduce the risk of death and injury by fire or the by-products of fire, such as smoke, soot, and toxic gases. Civilian fire deaths are an extremely volatile statistic, particularly in the short term. An individual year's data can be skewed by a single, multi-fatality fire incident. This is evident in the FY 2009 statistics when one fire claimed six victims. This statistic can nevertheless be a useful indicator when trends are analyzed over longer periods of time. Over the period shown, the District averaged approximately 13 civilian fire deaths per year. Given the number of older homes, and often their close proximity to each other, fire safety and preventive measures are paramount to public safety. In the period from 2005 through 2014, there was only one fire fatality not occurring in a residential occupancy. Of the fatal fires during this time, 75 percent occurred in one- and two-family homes, and 23 percent occurred in multi-family occupancies. The victims were seniors (55 percent), adults (43 percent), and children (2 percent).

During FY 2014, DC FEMS continued installing smoke and carbon monoxide alarms, as part of the Asia Sutton Smoke Alarm program. Utilizing a Department of Homeland Security grant, through the Institute of Fire Engineers, the department was able to perform 1,000 home visits, providing fire safety literature and home escape plan information, while installing 1,723 smoke alarms.

The department responded to 180,037 incidents in FY 2014. This number included 148,024 medical responses and 19,140 fire or other incidents (1,398 fires were extinguished during FY 2014). DC FEMS also responded to 12,873 false calls in FY 2014.

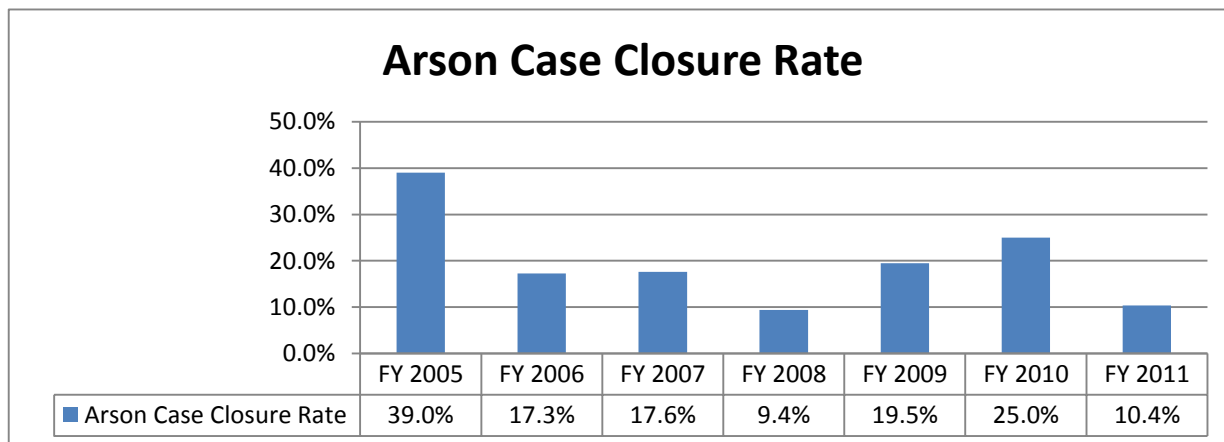
## Arson Case Closure Rate in Washington, D.C.

Beginning in FY 2012, DCFEMS began tabulating arson case closure rates using Federal Bureau of Investigation (FBI) Uniform Crime Reporting (UCR) methodology. UCR data is produced by reviews of Fire Investigator reports. According to the 2004 FBI UCR Handbook, “arson” is a property crime defined as “any willful or malicious burning or attempting to burn, with or without intent to defraud, a dwelling house, public building, motor vehicle or aircraft, personal property of another, etc.” “Arson” includes “structural,” “mobile” and “other” property classifications. The revised measure significantly differs from previous fiscal years and now encompasses all fires classified as “arson” by the UCR.

Using the UCR standard, the arson case closure rate is calculated by dividing “Total Offenses Cleared by Arrest or Exceptional Means” (UCR Column 5) by “Number of Actual Offenses” (UCR Column 4). According to the 2004 FBI UCR Handbook, an arson offense is cleared by arrest “when at least one person is (1) arrested, (2) charged with the commission of the offense, and (3) turned over to the court for prosecution (whether following arrest, court summons, or police notice).” An arson offense is cleared by exceptional means when (1) the “identity of the offender” can be “definitely established” during the investigation, (2) enough information exists to “support an arrest, charge, and turning over to the court for prosecution,” (3) “the exact location of the offender (is) known so the subject (can) be taken into custody now,” and (4) “some reason, outside law enforcement control,” exists “that precludes arresting, charging, and prosecuting the offender.”

Arson cases and arrests previously reported using earlier methodology (excluding vehicle and other types of incendiary fires) from FY 2005 through FY 2011 were as follows:

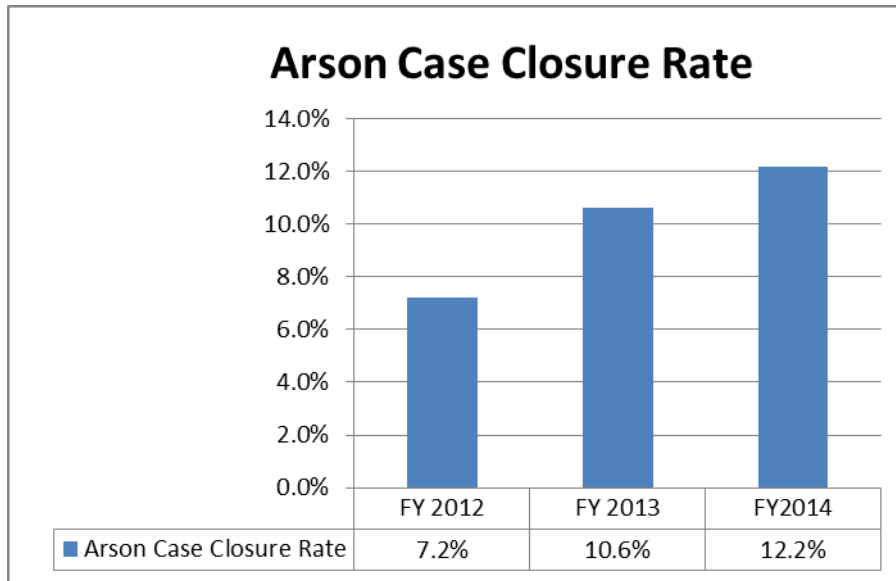
|         |           |            |
|---------|-----------|------------|
| FY 2005 | 129 cases | 51 arrests |
| FY 2006 | 161 cases | 28 arrests |
| FY 2007 | 130 cases | 23 arrests |
| FY 2008 | 169 cases | 16 arrests |
| FY 2009 | 179 cases | 35 arrests |
| FY 2010 | 145 cases | 37 arrests |
| FY 2011 | 124 cases | 13 arrests |



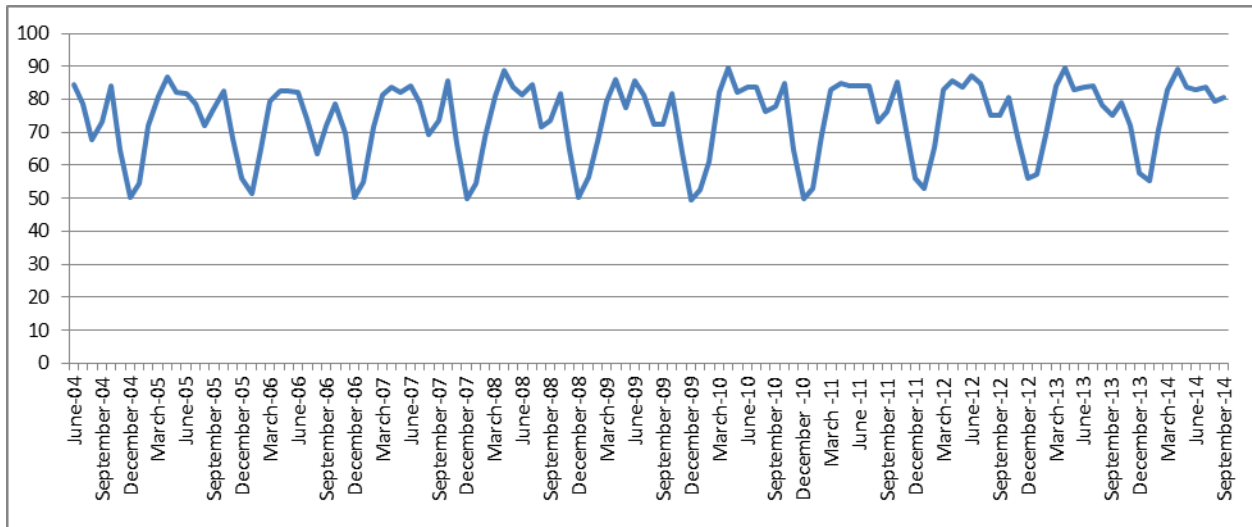
**Arson Case Closure Rate in Washington, D.C.  
Uniform Crime Reporting (UCR) methodology**

Arson cases cleared using the updated UCR methodology (including all incendiary fires and cases cleared by “arrest” or “exceptional means” according to the revised UCR methodology) during FY 2012 thru FY 2014 are as follows:

|         |           |                     |
|---------|-----------|---------------------|
| FY 2012 | 249 cases | 18 offenses cleared |
| FY 2013 | 273 cases | 29 offenses cleared |
| FY 2014 | 213 cases | 26 offenses cleared |



## Hotel Occupancy Rates

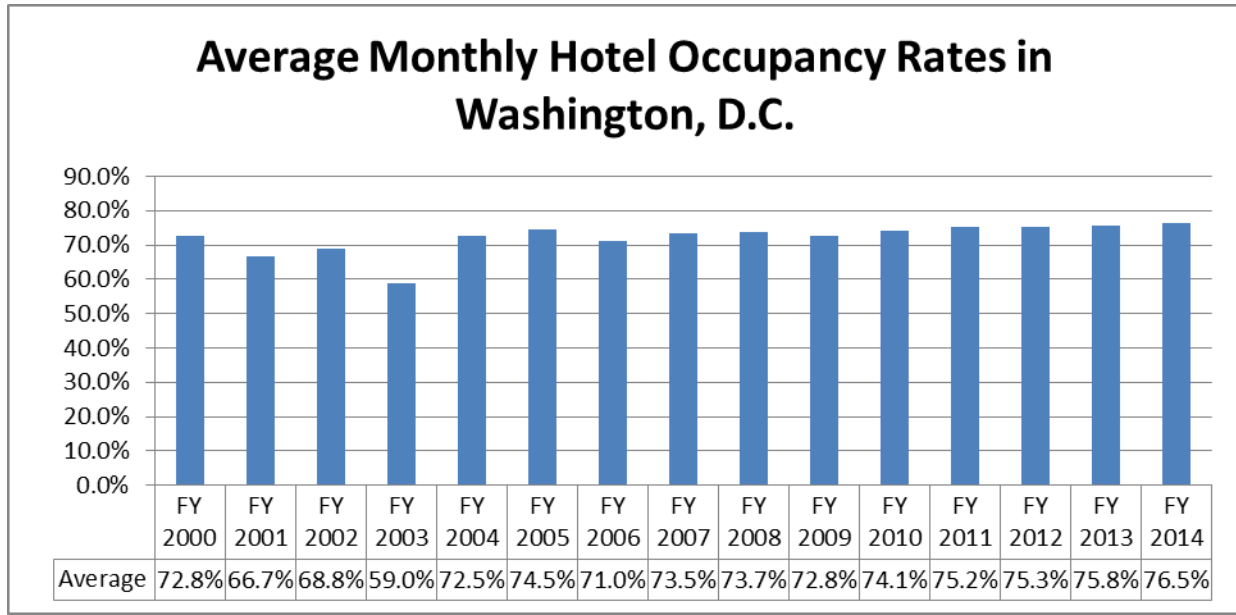


**Source:** Smith Travel monthly occupancy rate data used in the chart. Data from Destination D.C. based on a press release dated August, 2014.

The travel and tourism industry continues to have a strong impact on the District’s economy. Destination DC reported that visitors spent \$6.69 billion in 2013, an increase of 8 percent over the \$6.21 billion estimated to have been spent in 2012. According to Destination DC, the impact on the District’s finances was estimated to be \$710.8 million in tax revenue in 2013. An indicator of the District as a strong destination is the occupancy rate for hotels. The above chart shows the monthly average hotel occupancy rate, June 2004 through September 2014. Not shown is room supply, which according to STR, Inc., increased by 2.2 percent over FY 2013 and FY 2014, from 854,081 units in October 2012 to 873,720 units in September 2014. Throughout FY 2013 and FY 2014, demand in the District was such that even with additional rooms now available, the room occupancy rate increased. As an economic engine, the tour and travel industry is important to District finances and economic vitality, as this industry provided 75,741 jobs in D.C. in 2013, as well as supporting business-to-business sales.

*Note: The data for calendar year 2013 was released on May 5, 2014. The 2014 numbers will be available in May 2015. The STR numbers are released to members monthly and included in the online Visitor Statistics. Most of these numbers were released on August 21, 2014; the balance will be released in next year’s statistics presentation, in Summer 2014.*

## Hotel Occupancy Rates

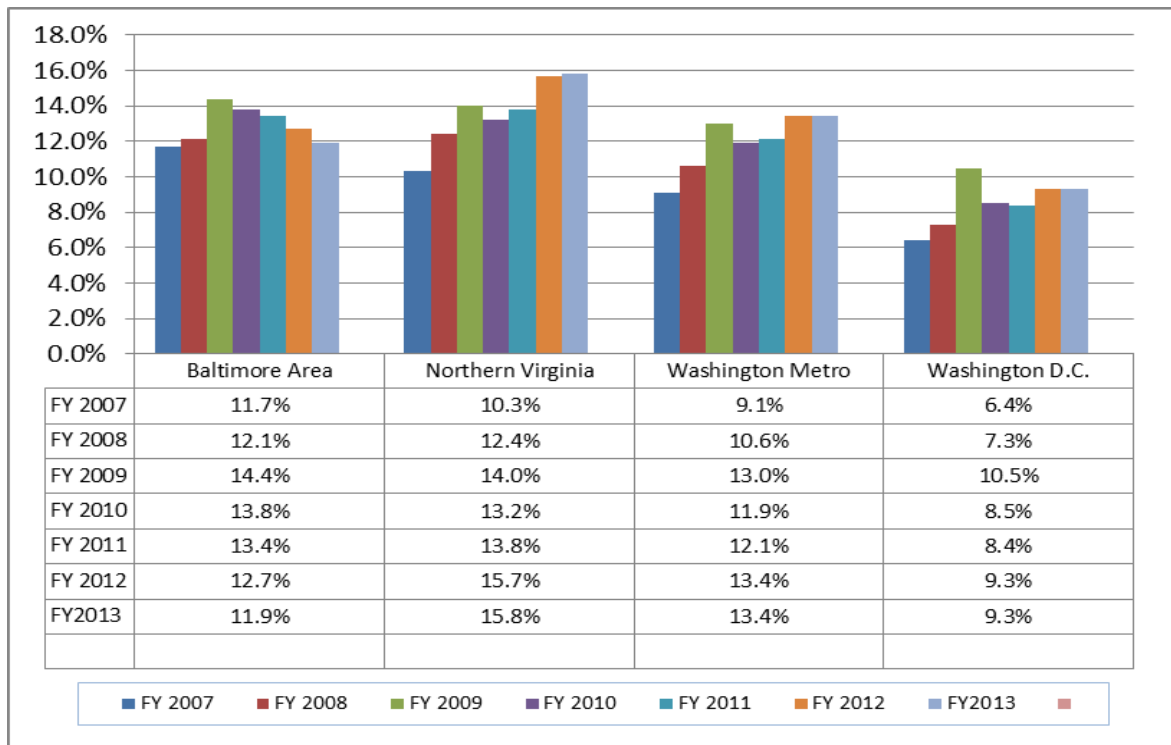


D.C. hotels increased from 28,471 rooms at 120 properties at the beginning of FY 2014, to 30,108 rooms at 124 properties at the end of FY 2014, according to the Lodging Econometrics. Those rooms were occupied 76.5 percent of the time in FY 2014, translating into 7.87 million hotel stays over the course of the year.

Between FY 2009 and FY 2014, room demand increased by 10.2 percent, from 7.14 million to 7.87 million.

Over the past five years, the average hotel room rate increased by 3.3 percent, from \$203.03 in FY 2009 to \$209.90 in FY 2014.

## Commercial Office Space Overall Vacancy Rates – (Including sublet space)



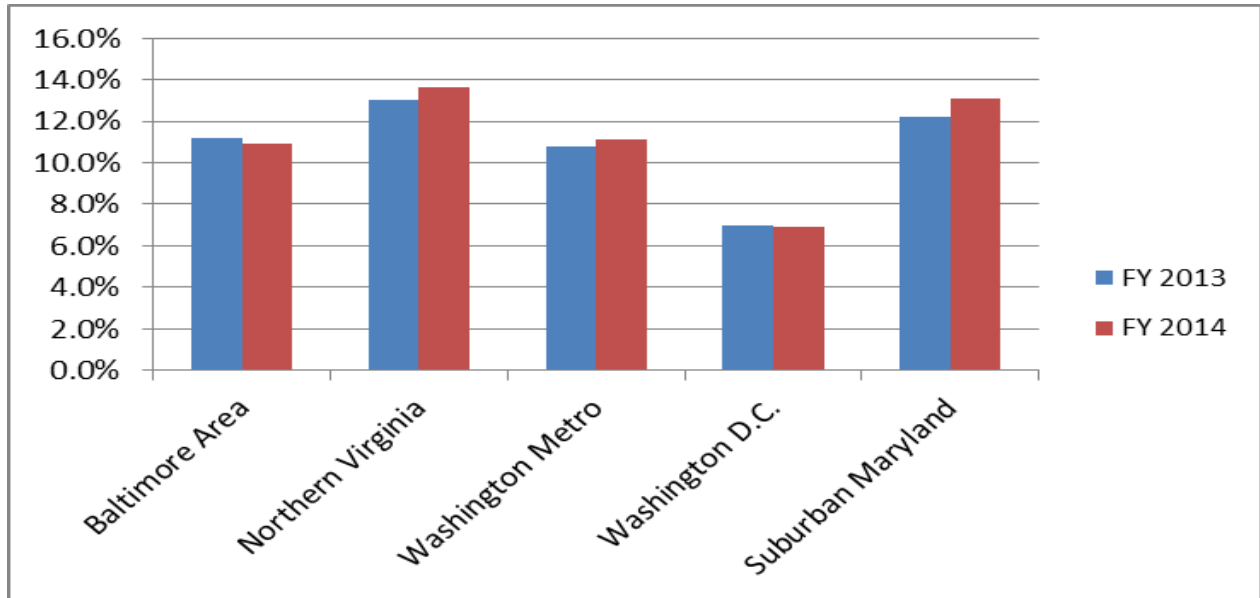
**Date source:** Delta Associates Year-End 2013 Report: The Washington/Baltimore Office Market. The rates shown are the overall vacancy rates.

The commercial property space market is an indicator of the desirability of the Washington metro area as a place of business and an indicator of the economic climate. The year-end, overall office space vacancy rate for the District of Columbia remained at 9.3 percent at the end of 2013, which is the same rate as year-end in 2012. As compared to other jurisdictions, the District’s vacancy rate for commercial buildings is low. Delta Associates no longer compile overall vacancy rates, which include the sublet space, so the 2014 data are not available.

The following page will show the new methodology for the direct vacancy rates (which does not include the sublet space), and not overall vacancy rate.



### Commercial Office Space Direct Vacancy Rates (NOT including sublet space)



**Date source:** Delta Associates Year-End 2014 Report: The rates shown are the direct vacancy rates

Delta Associates changed its data sources and methodology beginning with 1st quarter of 2014, so the table above shows the historical vacancy rates using the new method. The new report only shows direct vacancy, and not overall vacancy (which includes sublet space). The figures for Commercial Office Space Direct Vacancy Rates for year-end 2013 and 2014 under the new methodology are shown above.

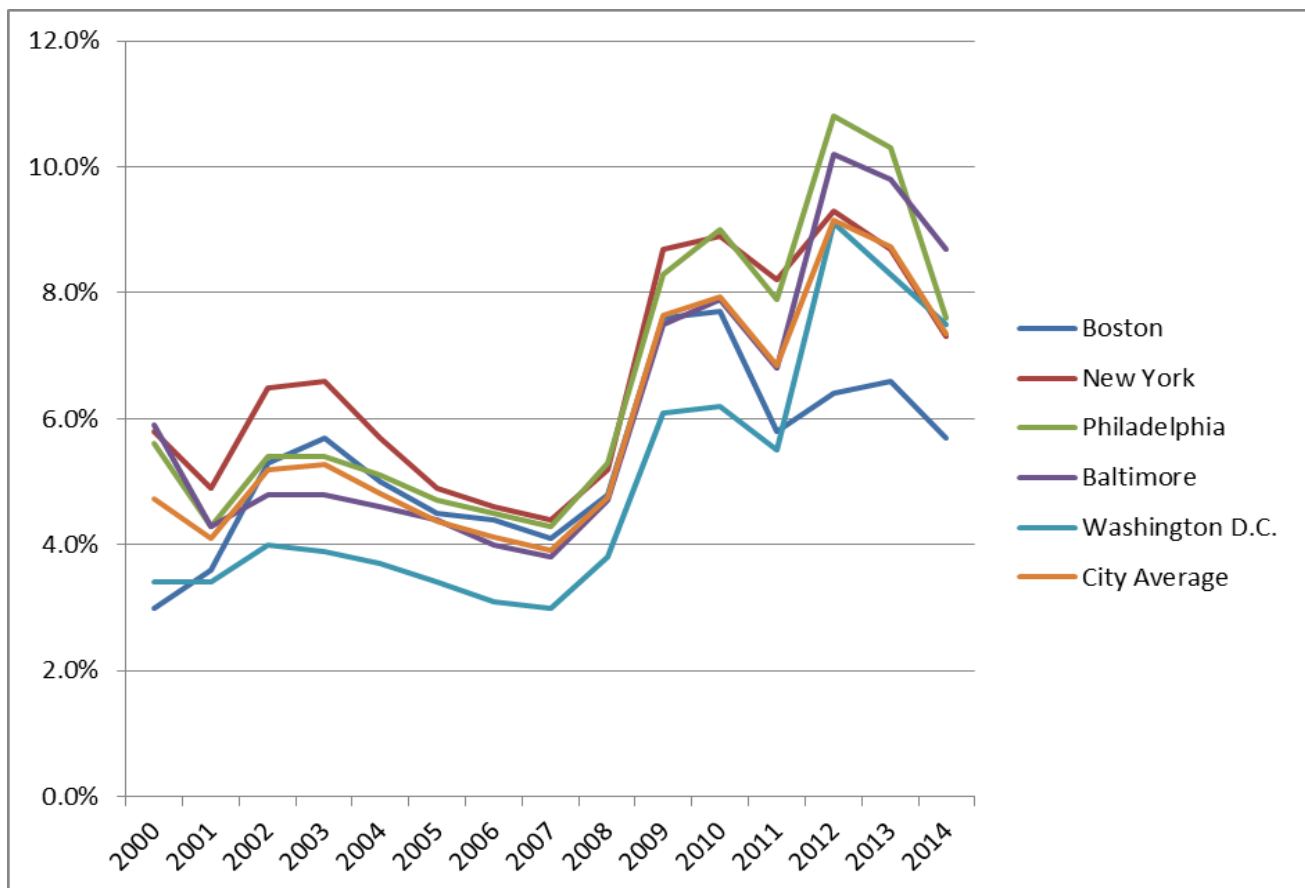
## Unemployment Rate<sup>1</sup>

The charts below show the unemployment rate<sup>1</sup>, by calendar year, for four comparison cities (Boston, MA, New York, NY, Philadelphia, PA, Baltimore, MD) and Washington, D.C. The data is produced by the Local Areas Unemployment Statistics (LAUS) program of the U.S. Bureau of Labor Statistics. Two views are shown: by city, by year and by year, by city. The city average that is shown is for the four comparison cities on the charts and is not a nationwide average.

The unemployment rate measures the number of unemployed (i.e., people who look for work but cannot find a job) expressed as a percent of the labor force (i.e., people who either work or look for work). Thus, the unemployment rate indicates how difficult it is for someone who is looking for work to find a job. This outcome measure was selected for benchmarking because it is an important indicator of a community's economic health and vitality.

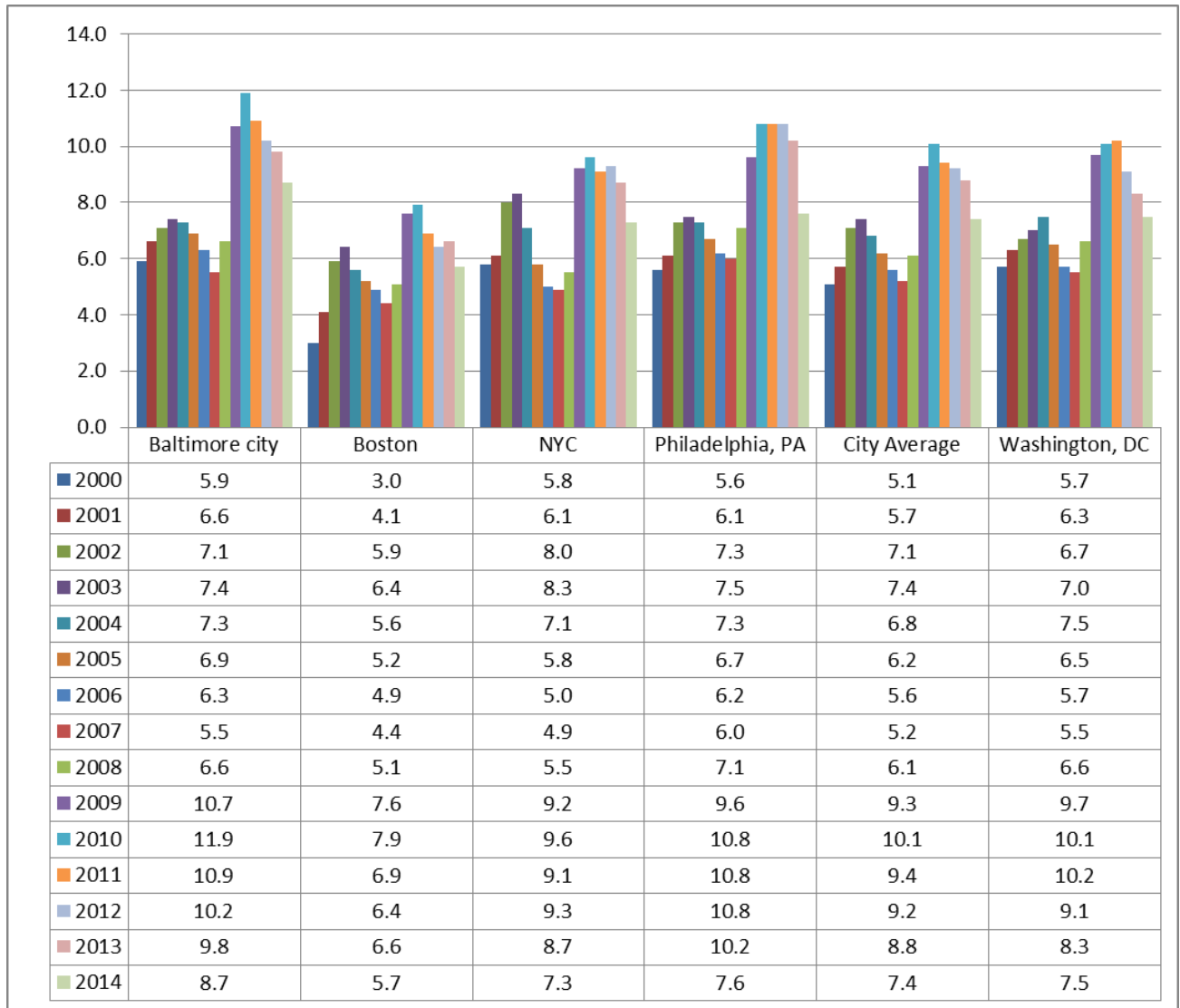
The District of Columbia Department of Employment Services (DOES) manages a number of employment programs for District residents. Information on these programs can be found at: <http://does.dc.gov/>. The charts below show the unemployment rate for both seasonally adjusted and not seasonally adjusted by city.

### Unemployment Rate By City by Year 2000 – 2014 (Seasonally adjusted)



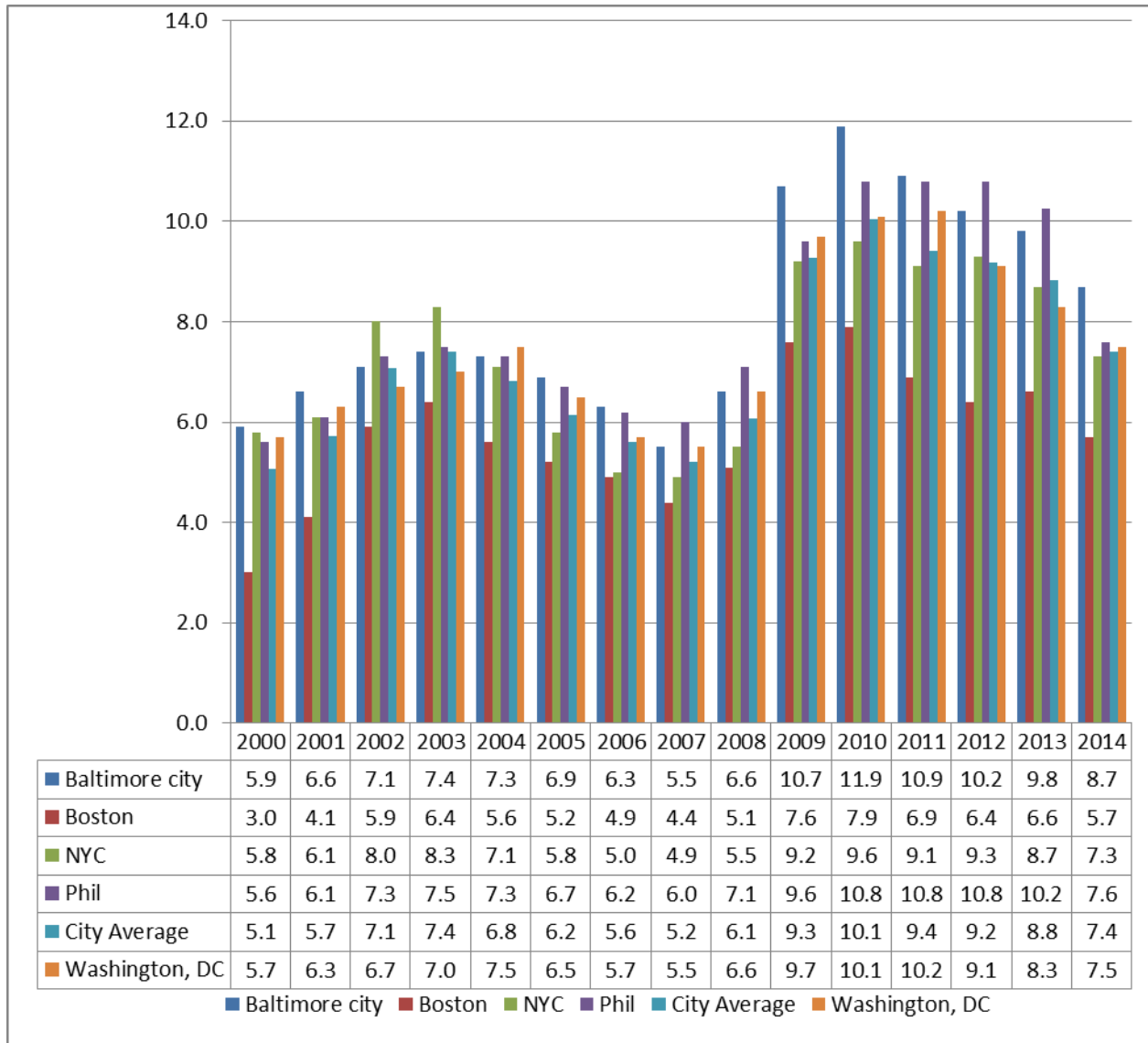
<sup>1</sup> The unemployment rates represent both seasonally adjusted and not seasonally adjusted annual averages by calendar year. Please also note that the data shown are subject to the U.S. Bureau of Labor Statistics (BLS) benchmark revisions.

## Unemployment Rate by City by Year 2000 – 2014 (not seasonally adjusted)



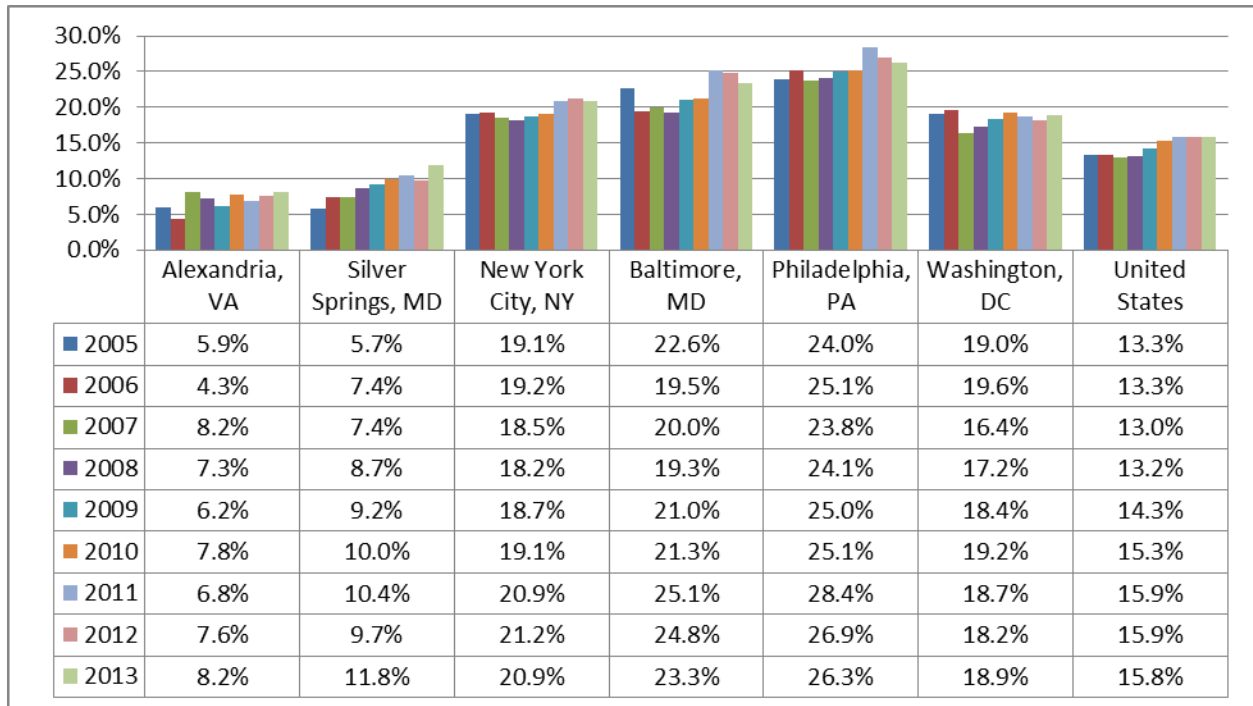
**Notes:** (1) The source of data is the Local Area Unemployment Statistics program of the U.S. Bureau of Labor Statistics; (2) The data shown is as of February 2015; (3) The city average is for Boston, New York, Philadelphia, and Baltimore (i.e., excluding Washington, D.C.).

**Unemployment Rate by Year by City, 2000 – 2014 (not seasonally adjusted)**



**Notes:** (1) The source of data is the Local Area Unemployment Statistics program of the U.S. Bureau of Labor Statistics; (2) The data shown is as of February 2015; (3) The city average is for Boston, New York, Philadelphia, and Baltimore (i.e., excluding Washington, D.C.).

## Poverty Rate



**Source:** U.S. Census Bureau, 2005 to 2013 American Community Survey, 1-Year data.

The District saw a slight decrease in the poverty rate for 2012, but an increase in 2013. The chart above shows the estimated poverty rates for individuals in the District, comparison jurisdictions, and the United States. The District’s strategy to combat poverty aims to blend a number of approaches in a portfolio of programs that will collectively assist residents in reaching greater degrees of economic self-sufficiency. The portfolio of programs falls into two general areas. The first area consists of benefit programs such as Temporary Assistance for Needy Families (TANF), Food Stamps, child care assistance, Medicaid, and D.C. Healthcare Alliance, as well as various local tax benefits such as the Earned Income Tax Credit. The second area consists of services such as tuition assistance, vocational training, financial literacy education, and career placement.

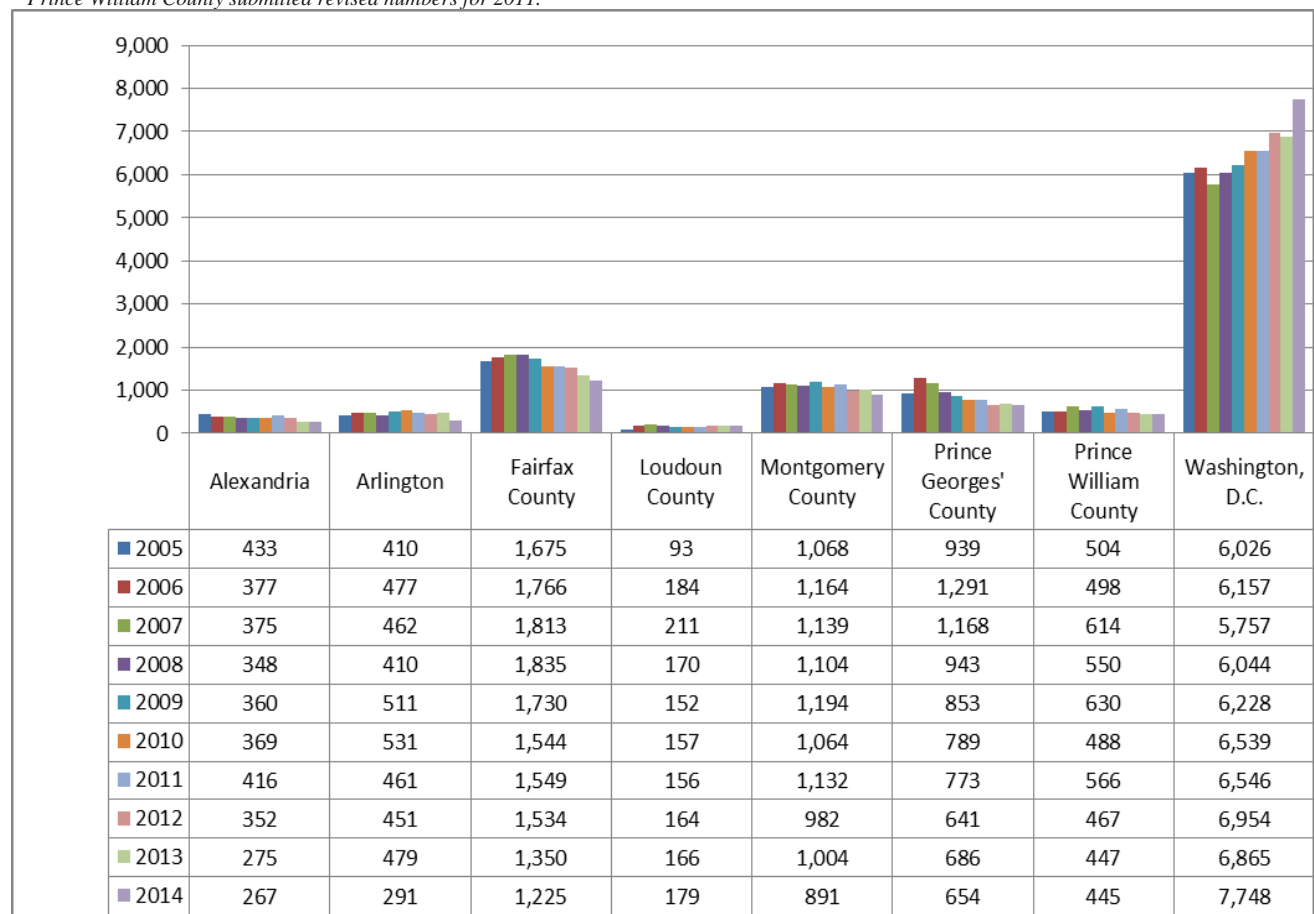
In addition, the Community Services Block Grant (CSBG) addresses the causes of poverty by implementing programs and services to empower low-income families and individuals through targeted program areas that include: Employment, Education, Income Management, Housing, Emergency Services, Nutrition, Coordination and Linkage, Self-Sufficiency and Health.

## Homelessness

The Metropolitan Washington Council of Governments (COG) conducts a regional enumeration of the homeless population on an annual basis. Known as the Homeless Enumeration report, it tracks both the "literally homeless<sup>1</sup>" and the "formerly homeless<sup>2</sup>". The data is produced by counting the homeless at a point in time, which for the 2014 report was conducted on January 29, 2014. According to the COG's "Homeless Enumeration for the Washington Metropolitan Region 2014" report, the literally homeless population in the District of Columbia increased by 883, or 13 percent, as compared to the previous year.

### Regional Literally Homeless Count

\* Prince William County submitted revised numbers for 2011.



<sup>1</sup> "Literally homeless"- the unsheltered (those "living on the street"), those in Emergency Shelter or those in Transitional Housing; these are homeless persons without a fixed residence.

<sup>2</sup> "Formerly homeless"- those persons that were once literally homeless but now have lived in dedicated Permanent Supportive Housing.

<sup>3</sup> Source of data: U.S. Census Bureau American Community Survey (ACS) one year estimates, for "all people", except in the case of the nationwide data which is derived from the U.S. Census Bureau Current Population Report (CPS). The poverty rate can vary based on the survey used and the time period covered. <http://www.census.gov/prod/2012pubs/acsbr11-01.pdf>

## Percent Change in Literally Homeless from One Year to the Next



The Department of Human Services (DHS) is the lead District agency for fighting homelessness. Homelessness has been identified as one of the District's top priorities and there are major, year-round programs to serve the homeless population in the District. Over the past year, the percentage of literally homeless persons in the District has increased by 13 percent (30 percent for families).

In 2011 and 2012, 1,261 and 1,358 formerly homeless households, respectively, received housing and supportive services through the PSH program. This program has provided housing and supportive services to 1,333 households in fiscal year 2013 and 1,398 households as of fiscal year 2014.

In an effort to address the demand, the District has initiated various initiatives which include:

**Homeless Services Integration (HSI):** The HSI model allows homeless families to work collaboratively with staff to prevent homelessness by exploring ways to keep them housed, helping them to identify housing options without entering shelter, and providing other services such as public benefits, childcare, and employment assistance.

**Rapid Re-Housing:** This is a research-based intervention designed to help individuals and families quickly exit homelessness and return to permanent housing. Rapid Re-Housing assistance and the resources and service provided are tailored to the unique needs of the household. The core components of a rapid re-housing program are housing identification, move-in and rental assistance, and case management and supportive services.

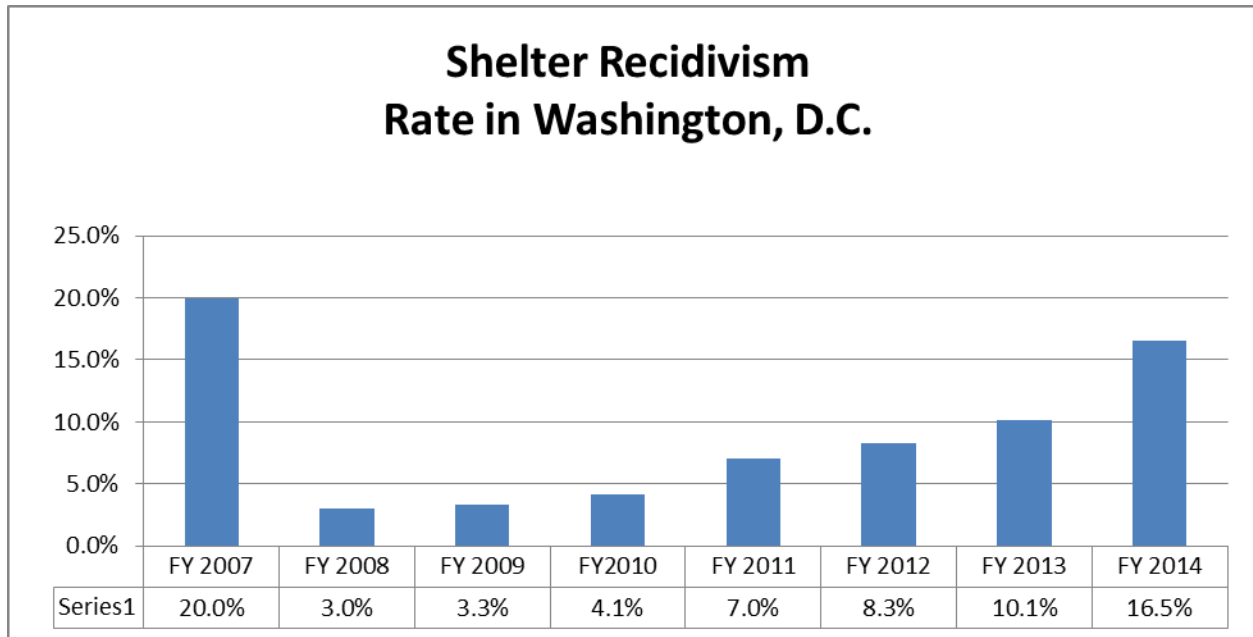
**‘500 Families 100 Days Quality DC Housing Now’:** This is an aggressive initiative to identify 500 apartments for formerly homeless families in 100 days. To date, 726 units have been identified and 542 families have been placed in units.

In addition to the listed initiatives, the District has increased its investment in long-term housing solutions for families, such as increasing the stock of affordable housing for extremely low-income families and individuals and other policies and investments that maintain and increase housing options for those with 0 - 30 percent area median income.



## Shelter Services Recidivism Rate

As defined by the District, chronic homelessness or recidivism is expressed as a rate or percentage of families receiving homeless services, including centralized case management, that are stabilized and leave the shelter facility but return to the facility and case management with a twelve-month period. This benchmark is an important gauge of the effectiveness of homeless services, especially case management, in treating root causes of homelessness and preventing repeat episodes or chronic homelessness.



The source of data is the Department of Human Services.

This benchmark measures the effectiveness of case management services in preventing families from returning to homelessness (i.e. “chronically” homeless). In fiscal year 2014, there were 1,158 families served in the Emergency Shelters during the year, of which 836 exited that level of the continuum. Of the 836 families, 138, or 16.5 percent, returned to the Virginia Williams Family Resources Center Homeless Shelter at some point after their exit.

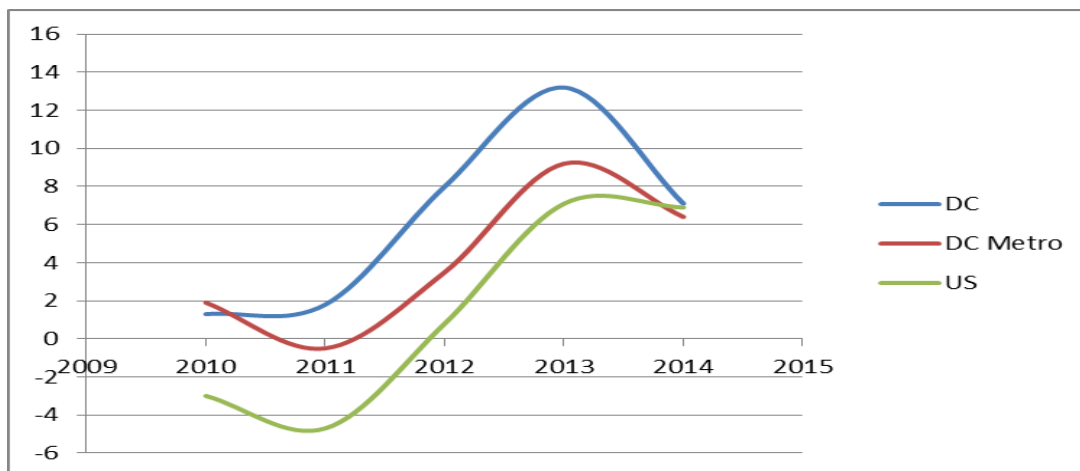
## Single Family and Condominium Housing Price

Federal data shows District of Columbia home price increases moderating in the September quarter. The table below shows the Federal Housing Finance Agency Price Index for single family property in the District, the Washington metropolitan area, and the United States:

### Federal Housing Finance Agency Price Index for single family property in the District, Washington metropolitan area, and the U.S.: September 2014 (2014.3)

- In September, the quarterly Federal Housing Finance Agency house price index for the District was 4.2 percent higher than a year ago. This is a rate of growth about one-third that in September 2013 (2013.3).
- DC's 4.2 percent price increase in the September quarter was higher than that in the Washington metropolitan area (3.7 percent), but below the US (6.0 percent).
- Sales of new condominium units for the 12 months ending September totaled 516 - 16.7 percent more than a year earlier. Estimates for new condominium units to be delivered over the next 36 months have increased.

|   | 2010 | 2011 | 2012 | 2013 | 2014 |
|---|------|------|------|------|------|
| Percentage change from prior year in value of index   |      |      |      |      |      |
| <b>District of Columbia</b>   | 1.3  | 1.8  | 8.0  | 13.2 | 7.1  |
| <b>Washington Metro Area</b>  | 1.9  | -0.5 | 3.5  | 9.2  | 6.4  |
| <b>United States</b>  | -3.0 | -4.7 | 0.8  | 7.1  | 6.9  |
| Addendum: Percentage change from prior year in the average price of settled sales contracts for single family homes |      |      |      |      |      |
| <b>Average District sales price</b>   | -9.9 | 11.6 | 4.8  | 13.1 | 3.3  |



Source: (1) Federal Housing Finance Agency "Expanded-data HPI Index" (sales plus refinancing) (nsa). This index is a broad measure of the movement of single-family house prices. It measures average price changes in repeat sales or refinancing of the same properties. This information is estimated using Enterprise, FHA, and Real Property County Recorder data licensed from Data Quick.

(2) Average D.C. sales price is the average price only of houses that sold during the period (settled contracts).

## General Obligation Bond Rating

The District of Columbia’s bond rating by the major rating agencies is an indicator of the overall financial health of the city. The following table shows the comparable investment grade ratings of the three major rating agencies:

Each rating agency uses a rating scale to reflect the risk’s associated with a municipality’s long-term debt. Municipalities with a higher rating reflect a lower level of risk for default and thus can be offered at a lower interest rate and at a lower cost for the issuer. The rating agencies use evaluative criteria that include economic factors, debt levels, the governance structure and capacity of the municipal government and fiscal/financial factors.

Moody’s Bonds ratings in the Aa through Caa categories are also assigned “1”, “2”, and “3” based on the strength of the issue within each category. Accordingly, “A1” will be the strongest group of “A” securities. Standard & Poor’s and Fitch assign a “+” or “-” sign in the AA through C categories to similarly denote strength or weakness within the category.

| Investment Attributes     | Moody’s | Standard & Poor’s | Fitch |
|---------------------------|---------|-------------------|-------|
| Best Quality              | Aaa     | AAA               | AAA   |
| High Quality              | Aa      | AA                | AA    |
| Favorable Attributes      | A       | A                 | A     |
| Medium Quality/ Adequate  | Baa     | BBB               | BBB   |
| Speculative Element       | Ba      | BB                | BB    |
| Predominantly Speculative | B       | B                 | B     |
| Poor Standing             | Caa     | CCC               | CCC   |
| Highly Speculative        | Ca      | CC                | CC    |
| Lowest Rating             | C       | C                 | C     |

The table below shows the general obligation bond ratings of the District, as well as comparable jurisdictions:

| Municipality         | Moody’s Ratings | Standard and Poor’s Ratings | Fitch Ratings |
|----------------------|-----------------|-----------------------------|---------------|
| District of Columbia | Aa1             | AA                          | AA            |
| Baltimore            | Aa2             | AA-                         | Not Rated     |
| New York             | Aa2             | AA                          | AA            |
| San Antonio          | Aaa             | AAA                         | AAA           |
| Chicago              | Baa1            | A+                          | A-            |
| Detroit              | Caa3            | D                           | D             |
| Philadelphia         | A2              | A+                          | A-            |

The District has a favorable bond rating from all of the agencies. This allows the District to issue long-term debt with terms that favor the District, which lowers the cost of the bond issuance and debt servicing.

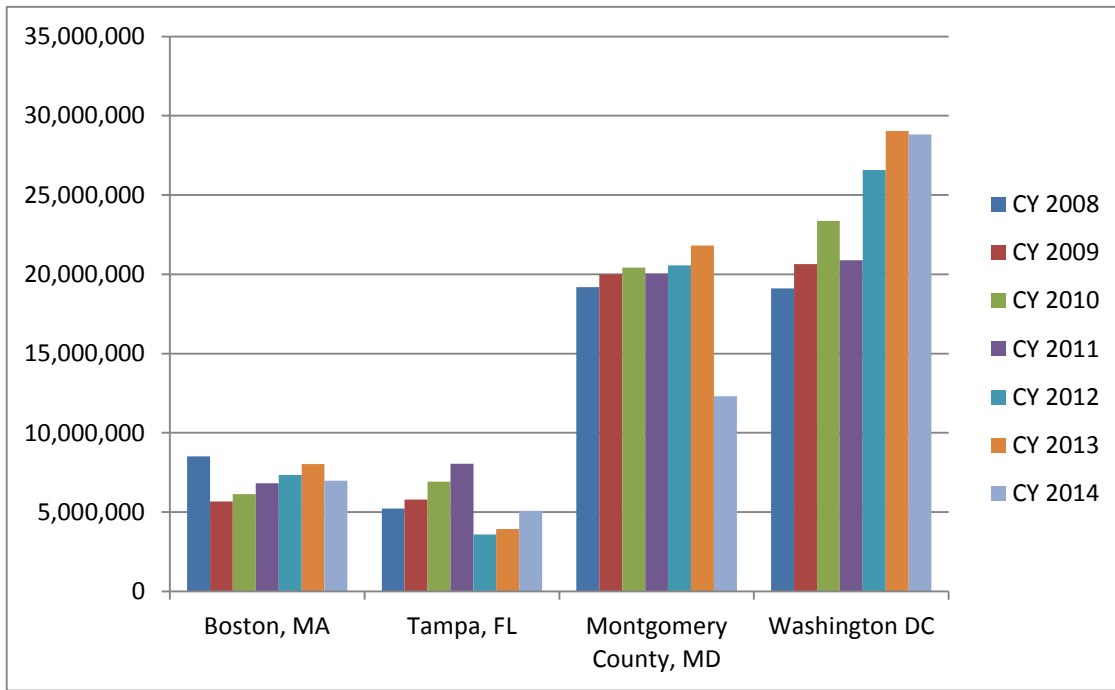
The table below shows the historical bond ratings for the District. The District has moved from a junk bond rating (“speculative element” or worse) in the early 1990’s to high A’s from all three rating agencies today.

| Date Range                    | Moody's Investors Service | Standard and Poor's | Fitch Ratings         |
|-------------------------------|---------------------------|---------------------|-----------------------|
| March 2015 - Present          | Aa1                       | AA                  | AA                    |
| September 2014 – March 2015   | Aa2                       | AA                  | AA                    |
| March 2013 – September 2014   | Aa2                       | AA-                 | AA-                   |
| April 2010 – March 2013       | Aa2                       | A+                  | AA-                   |
| May 2007 – March 2010         | A1                        | A+                  | A+                    |
| November 2005 - May 2007      | A2 (Positive Outlook)     | A+                  | A (Positive Outlook)  |
| June 2005 - November 2005     | A2                        | A                   | A (Positive Outlook)  |
| November 2004 - June 2005     | A2                        | A                   | A- (Positive Outlook) |
| April 2004 - November 2004    | A2                        | A-                  | A-                    |
| June 2003 - April 2004        | Baa1                      | A-                  | A-                    |
| March 2001 - June 2003        | Baa1                      | BBB+                | BBB+                  |
| February 2001 - March 2001    | Baa3                      | BBB+                | BBB                   |
| June 1999 - February 2001     | Baa3                      | BBB                 | BBB                   |
| April 1999 - June 1999        | Ba1                       | BBB                 | BB+                   |
| March 1998 - April 1999       | Ba1                       | BB                  | BB+                   |
| May 1997 - March 1998         | Ba2                       | B                   | BB                    |
| April 1995 - May 1997         | Ba                        | B                   | BB                    |
| February 1995 - April 1995    | Ba                        | BBB-                | BB                    |
| December 1994 - February 1995 | Baa                       | A-                  | BBB+                  |
| April 1993 - December 1994    | Baa                       | A-                  | A-                    |
| May 1990 - April 1993         | Baa                       | A-                  | No rating             |
| November 1984 - May 1990      | Baa                       | A                   | No rating             |

**Historical Income Tax Secured Revenue Bond Ratings for the District of Columbia:**

| Date Range           | Moody's Investors Service | Standard and Poor's | Fitch Ratings |
|----------------------|---------------------------|---------------------|---------------|
| March 2009 - Present | Aa1                       | AAA                 | AA+           |

**Number of Visits to the City Website Portal**



**Note:** Washington, D.C. transitioned to using Google Analytics to measure all portal metrics in 2008. Montgomery County has also switched to Google Analytics during 2014, which tracks the number of Sessions vs. Visits. In addition, this figure does not include sessions on MC311 website or other County websites hosted on different servers or in the Cloud. The Office of the Chief Technology Officer provided all benchmark data.

The District of Columbia government’s Internet web portal, DC.Gov, continues to evolve to better serve the city’s constituents and ensure the government can provide accessibility to the people through technology. In Calendar Year (CY) 2014, the website recorded more than 28.5 million visits, which is greater than website visits to similarly sized municipalities. The District did not meet its goal of a 5 percent increase in the number of visits to the portal, showing a decrease of 0.73 percent from CY 2013. The table below captures the percent change from CY 2013 to CY 2014:

| <b>DC Goal: 5 percent Increase</b> | <b>CY 2013</b> | <b>CY 2014</b> | <b>Percentage Change</b> |
|------------------------------------|----------------|----------------|--------------------------|
| <b>Washington, D.C.</b>            | 29,031,096     | 28,818,311     | -0.73                    |
| <b>Montgomery County, MD*</b>      | 21,818,726     | 12,314,624     | -43.56                   |
| <b>Tampa, FL</b>                   | 3,931,830      | 5,086,035      | 29.36                    |
| <b>Boston, MA</b>                  | 8,039,977      | 6,977,331      | -13.22                   |

\*Montgomery County has switched to Google Analytics during 2014, which tracks the number of Sessions vs. Visits. It is important to note the shift to Google Analytics, which accounts for the big drop.

Keeping the needs of its users at the forefront of the portal’s design and functionality, DC.Gov works to meet one of the broadest requirements for user accessibility for any municipal web portal in the United States. The portal’s user base includes an array of stakeholders:

- A growing, diverse residency;
- Local and out-of-state businesses and corporations;
- Weekday commuters from neighboring states;
- Tourists from around the world; and
- The federal government and its security and emergency contingencies.

To meet the unique needs of this diverse group of users, DC.Gov, consisting of over 100 District agency websites, serves as a single point of entry for all of its customers to take advantage of over 250 District online services, 170 web forms, agency news and information. The portal also allows residents to interact with District agencies and executive leadership via such means as “Ask the Director” forms and scheduled online chats. In 2014, the District substantially increased the number of data feeds and launched a new site to access those feeds, <http://opendata.dc.gov/>. In addition, the District has taken advantage of social media. By the end of 2013, there were 47 District and independent agency Facebook accounts and 48 Twitter accounts.

The District employs Drupal as its content management system to publish websites on the DC.Gov portal. Drupal is an increasingly popular open source web platform that offers superior scalability, improved ease of use publishing web content, access to thousands of modules at no cost to improve the functionality of the system, and a less expensive platform to maintain. The platform is expected to enable the District to achieve its goal of a world class government web portal that provides:

- Design of the web content on District websites so that sites are more citizen centric;
- An improved looks and feels so that residents can experience a more contemporary helpful web experience as they use DC.Gov; and
- Implementation of a responsive design for DC.Gov that enables information and services to be rendered on any type of device (desktop, tablet, smart phone).

By the end of CY 2014, the District had migrated 89 websites to the Drupal platform and created another 16 new Drupal websites for agencies, giving the District a total of 105 Drupal websites. There were 2 agency websites left to migrate, with an expected completion date of March 2015.

In recognition of DC.Gov's substantial progress, the Center for Digital Government announced that the District had won the prestigious 2014 Best of the Web competition for U.S. City Portals.

## Conclusion

Even though the District of Columbia's unique blend of service delivery makes finding comparable jurisdictions difficult, this study tried to compare the District's performance with other jurisdictions with the same service. The District of Columbia is committed to ensuring that the city's residents and visitors receive the best services in the country. A critical component of achieving this goal is consistently comparing, or benchmarking, the District's performance with other similar and high-performing jurisdictions. This study was completed based on information gathered from OCFO offices, the District's agencies, and other jurisdictions. The study compares different data across multiple years. The study also compares the District's performance with other jurisdictions with the same services, to give District leaders, agency managers, and other stakeholders an opportunity to assess how the District compares with those jurisdictions to develop strategies for operational improvements and efficiencies.

The compilation of these key benchmarks presents a picture of the District's performance in relation to other jurisdictions with same service and/or close population to the District. This study also presents some comparative data for Washington metropolitan jurisdictions. The benchmarks provide objective data on operations, funding, and service delivery, highlighting both the city's achievements and its challenges. District leaders and community stakeholders can use this data to compare the District's performance with other jurisdictions and also to review the data across multiple years.

Please note that since no other jurisdiction in the country has the same responsibilities, none of the benchmarks will be a perfect comparison. However, many jurisdictions do have enough similar characteristics to make comparisons to the District meaningful. Selection factors used include the type of government, community demographics, geography, proximity to the District, and jurisdictions with recognized leadership in the respective fields.



For further information or if you have any questions on this benchmarking study, please contact: Alex Tessema, 202-727-1055 or [alex.tessema@dc.gov](mailto:alex.tessema@dc.gov).

**Office of Budget and Planning  
1350 Pennsylvania Avenue NW, Suite 229  
Washington, DC 20004**