



# **FY 2017 Proposed Budget and Financial Plan**

## **Benchmarking Study**

**Compiled by the  
Office of Budget and Planning**

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# Benchmarking

Since Fiscal Year (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. Benchmarking can be an efficient tool to support operational change, cut costs, increase efficiency, improve processes, and to gain a competitive edge.

## **I. 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. The District has one of the strongest economies in the country, is one of the fastest growing cities, and has an excellent bond rating. Like many big cities, the District has its challenges, such as affordable housing and safe and reliable public transportation. Benchmarking gives District leaders, agency directors, and other stakeholders an opportunity to assess how the District compares with other jurisdictions providing similar services and 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.

## **II. 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.

## **III. Fiscal Year 2017 Benchmarks**

The District has hundreds of programs from which to choose. 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 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

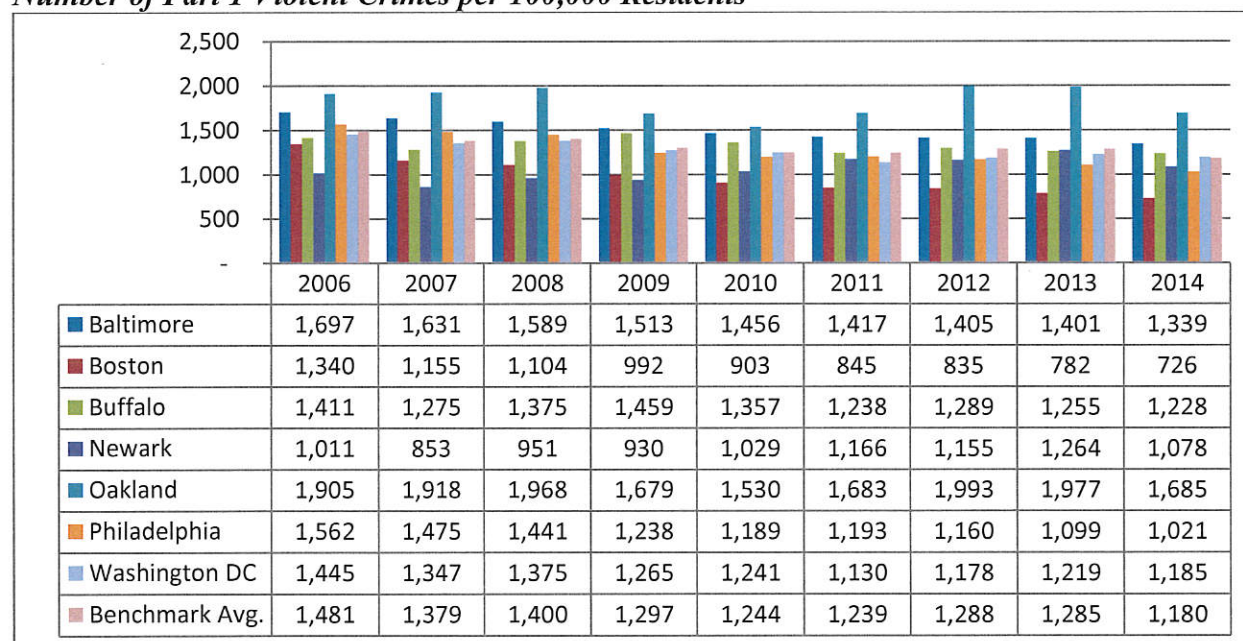
indicators do not include data from other jurisdictions and only display the trend of the District's results over time.

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.

#### IV. Crime Rates and Homicide Clearance 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. Since 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*

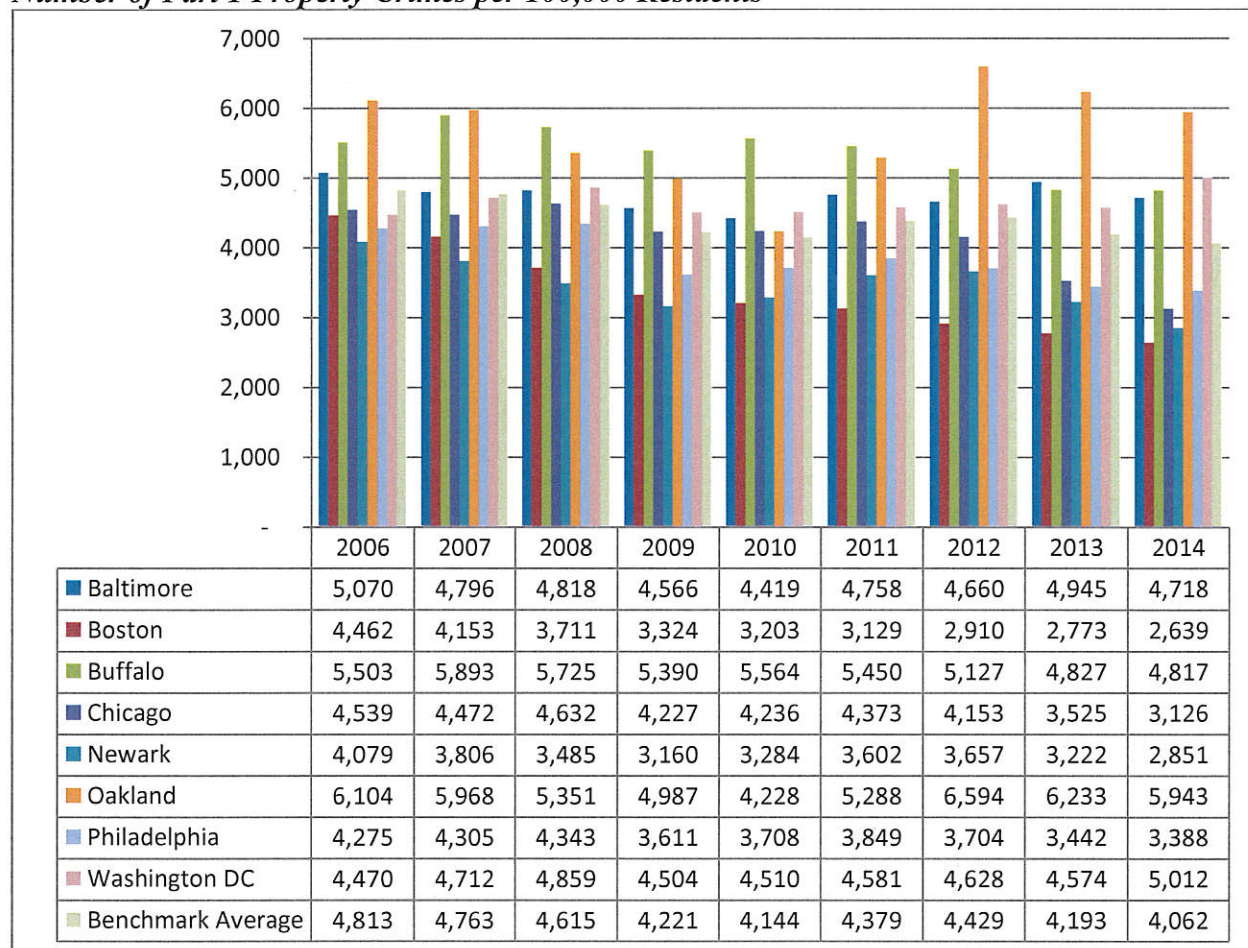


**Source of data:** Crime and population data are from the Federal Bureau of Investigation's (FBI) annual crime report, *Crime in the United States*. Chicago, one of the usual benchmark cities, is excluded from this analysis because it does not report forcible rape according to FBI definitions.

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. The District has been below the benchmark average from 2006 through 2013, and was only 0.4 percent above the benchmark average in 2014.



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



**Source of data:** Crime and population data are from the Federal Bureau of Investigation's (FBI) annual crime report, *Crime in the United States*.

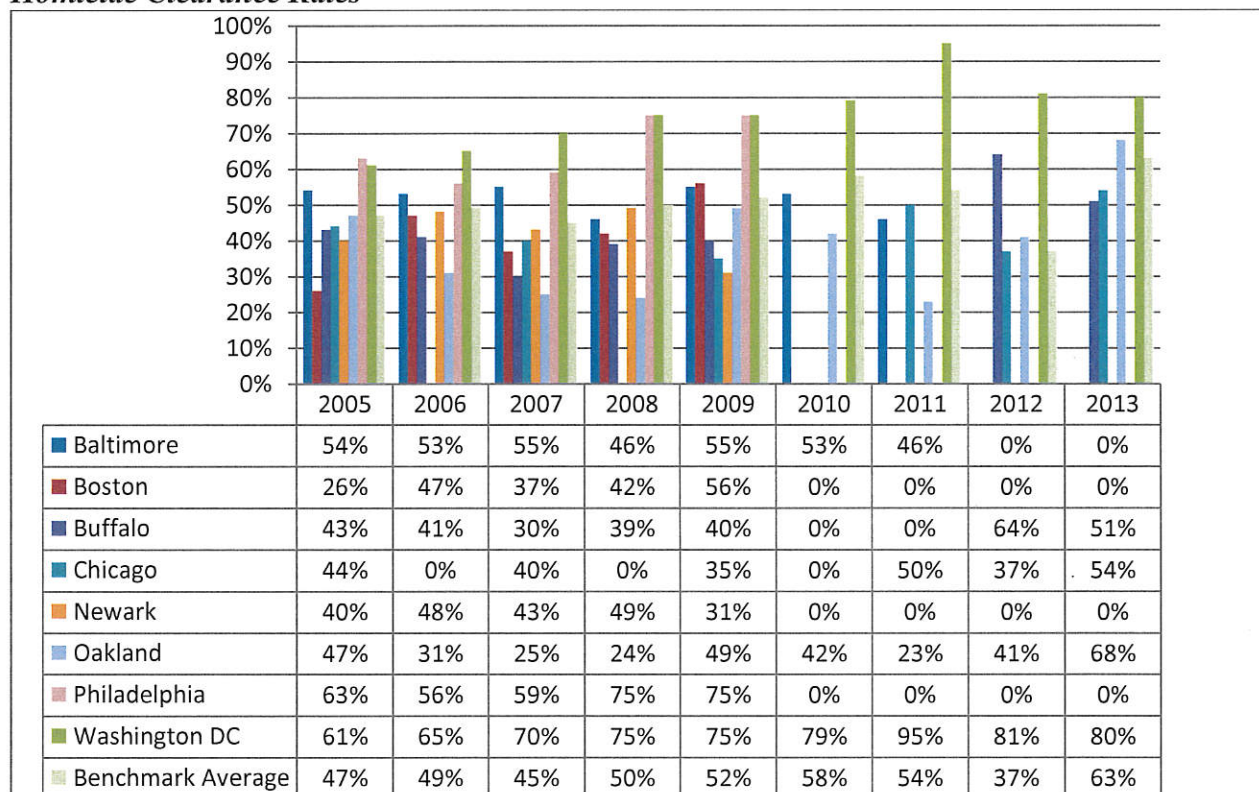
Part 1 property crimes are serious crimes against property—burglary, larceny/theft, and stolen auto—as classified according to UCR guidelines. Arsons were not included in the property crime rate because many cities (including our benchmark cities of Boston and Philadelphia) do not consistently report 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.

Thefts involving small personal electronic devices are one of the reasons for the increase in property crimes across the District. The Metropolitan Police Department (MPD) offers Citywide Neighborhood Watch training sessions and other crime prevention information on its website or at any of its seven police districts stations.

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.

One of the key benchmark measures for 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.

## Homicide Clearance Rates



**Source of data:** MPD 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 FBI'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 has averaged a closure rate of 76 percent from 2005 through 2013, by far the highest of the cities surveyed. The department consistently outperforms comparable jurisdictions, exceeding the benchmark by a 23 percent average over the same time period. Unsolved homicides as well as other open crimes are listed for public view on the MPD's website. The public often plays a vital role in providing information and tips that lead to arrests and convictions.

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.

## V. Fire and Safety

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

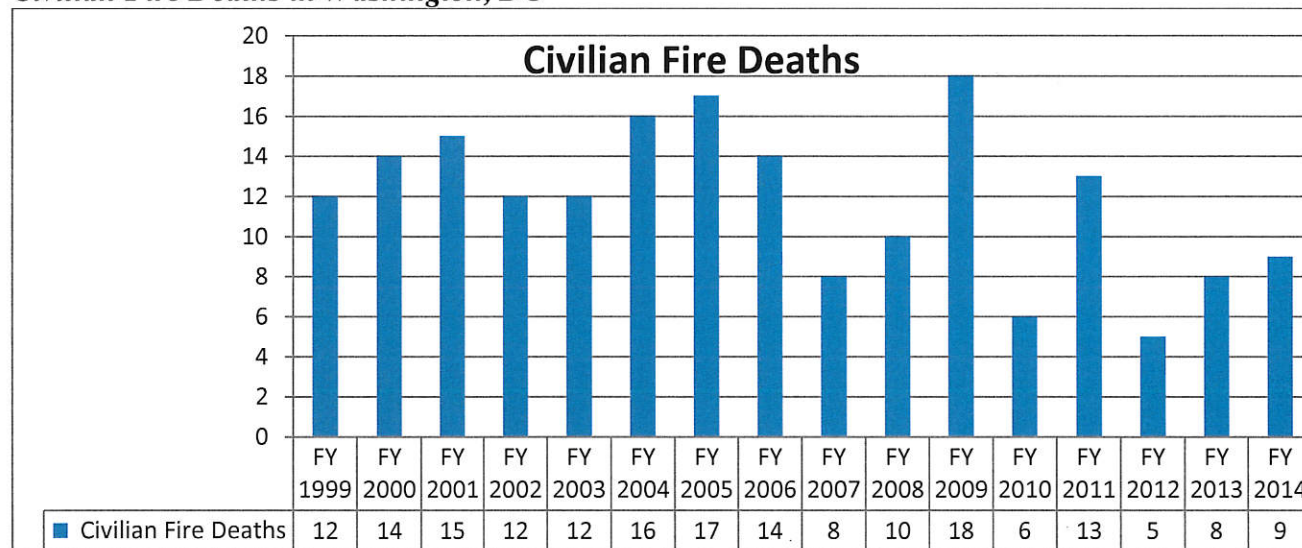


over longer periods of time. Over the period shown, the District averaged approximately 12 civilian fire deaths per year. Given the number of older homes, and often their close proximity to each other, fire safety and preventive measures are paramount to public safety. In the period from 2005 through 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-family and two-family homes, and 23 percent occurred in multi-family occupancies. The victims included seniors (55 percent), adults (43 percent), and children (2 percent).

During FY 2014, DC FEMS continued installing smoke and carbon monoxide detectors, 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 detectors.

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 alarm calls in FY 2014.

#### ***Civilian Fire Deaths in Washington, DC***



Source of data: The District's Fire and Emergency Medical Services.

## **VI. Hotel and Commercial Office Space Occupancy**

According to the Lodging Econometrics, District hotels expanded 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. 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.

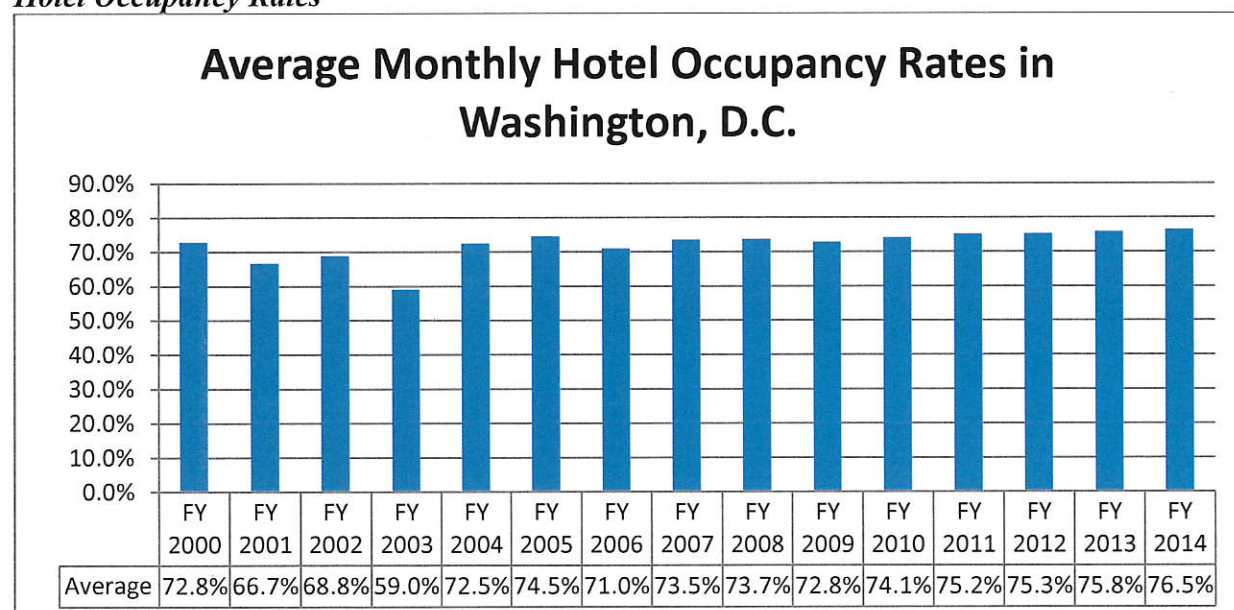
Between FY 2009 and FY 2014, room demand increased by 10.2 percent, from 7.14 million to 7.87 million. Over the past five years, the average hotel room rate increased by 3.3 percent, from \$203.03 in FY 2009 to \$209.90 in FY 2014.

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 chart below shows the monthly average hotel occupancy rate from October 2000 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 the District in 2013, as well as supporting business-to-business sales.

**Note:** The data for calendar year 2014 was released during May 2015. The STR numbers are released to members monthly and included in the online Visitor Statistics. The FY 2015 statistics are expected May 2016 and will be vetted prior to release.

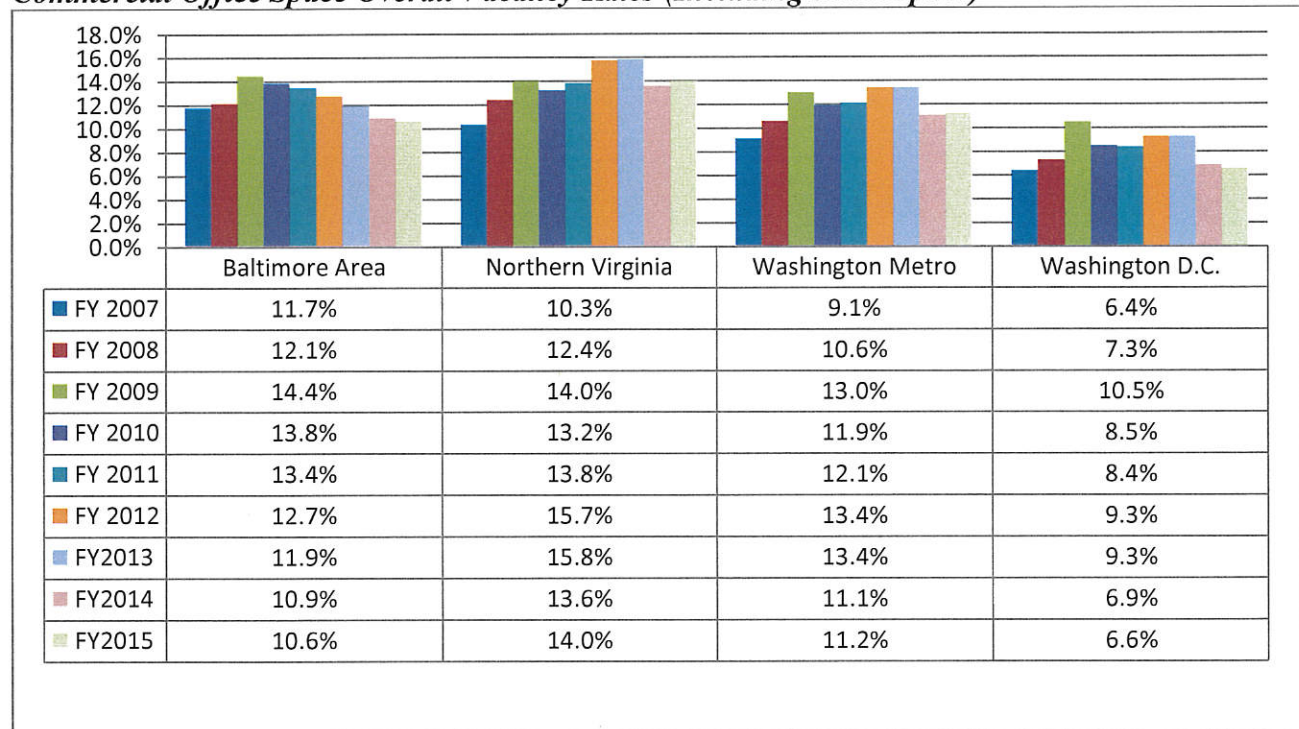
### ***Hotel Occupancy Rates***



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



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

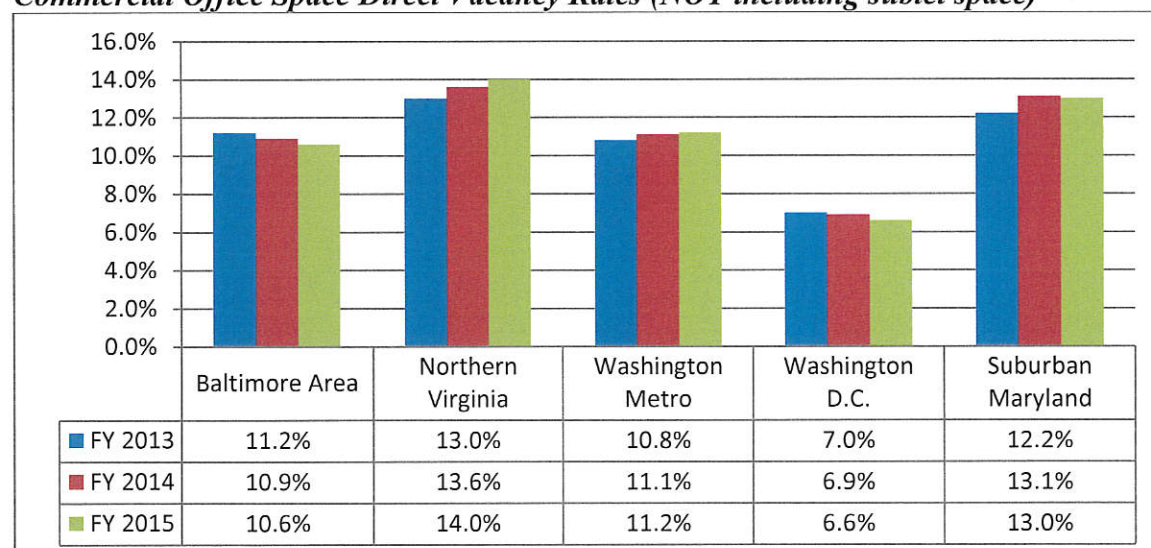


**Source of data:** Delta Associates Year-End 2015 Report: The Washington/Baltimore Office Market. The rates shown are the overall vacancy rates.

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 has decreased since 2013. The District's vacancy rate for commercial buildings is low when compared to other jurisdictions.

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

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



**Source of data:** Delta Associates Year-End 2015 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 through 2015 under the new methodology are shown above.

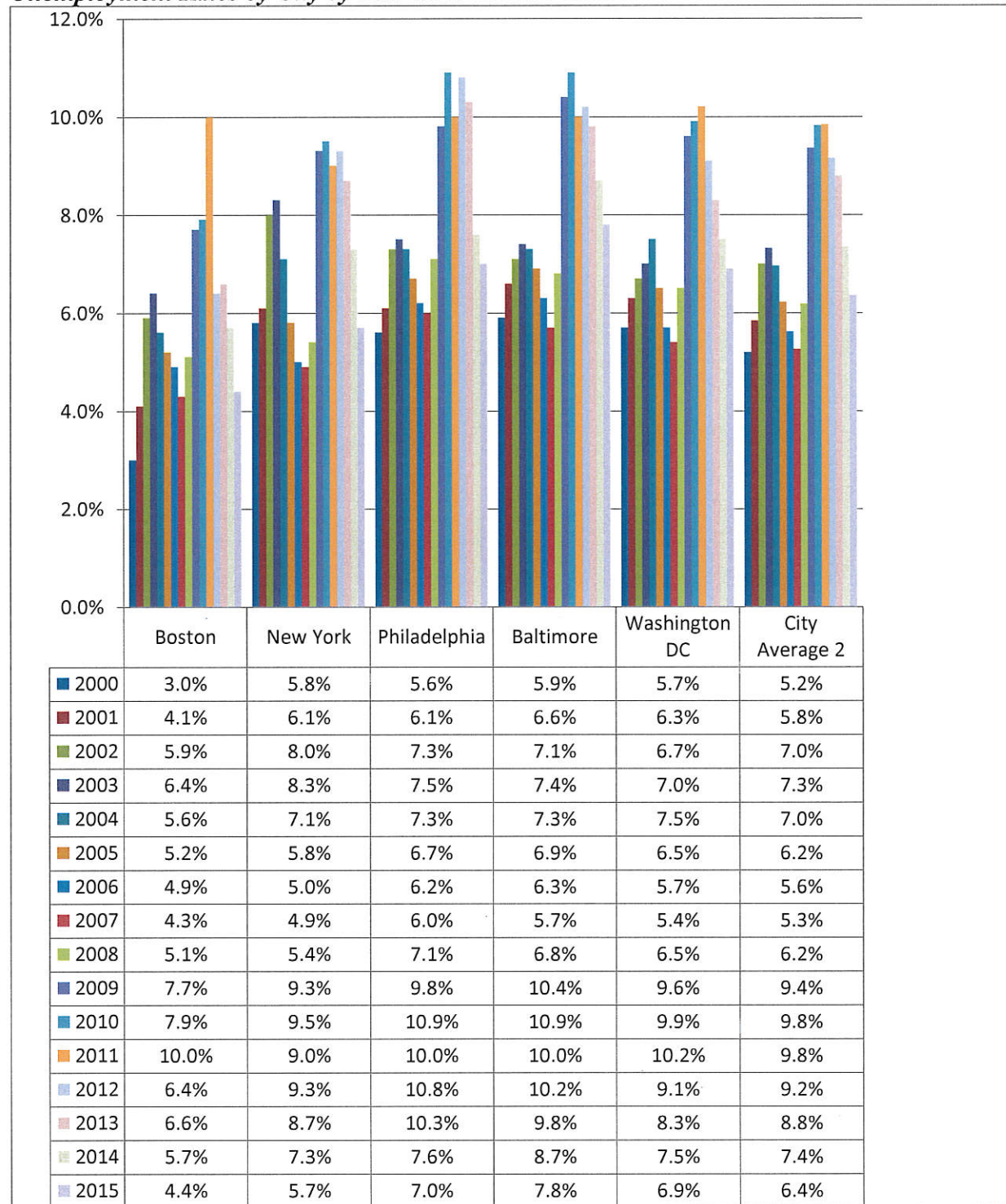
## **VII. Unemployment and Poverty Rates**

The charts below show the unemployment rate, 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. 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 chart on the following page shows the unemployment rate not seasonally adjusted by city by calendar year. Please also note that the data shown are subject to the U.S. Bureau of Labor Statistics (BLS) benchmark revisions.

# Unemployment Rates by City by Year 2000 – 2015<sup>1</sup>



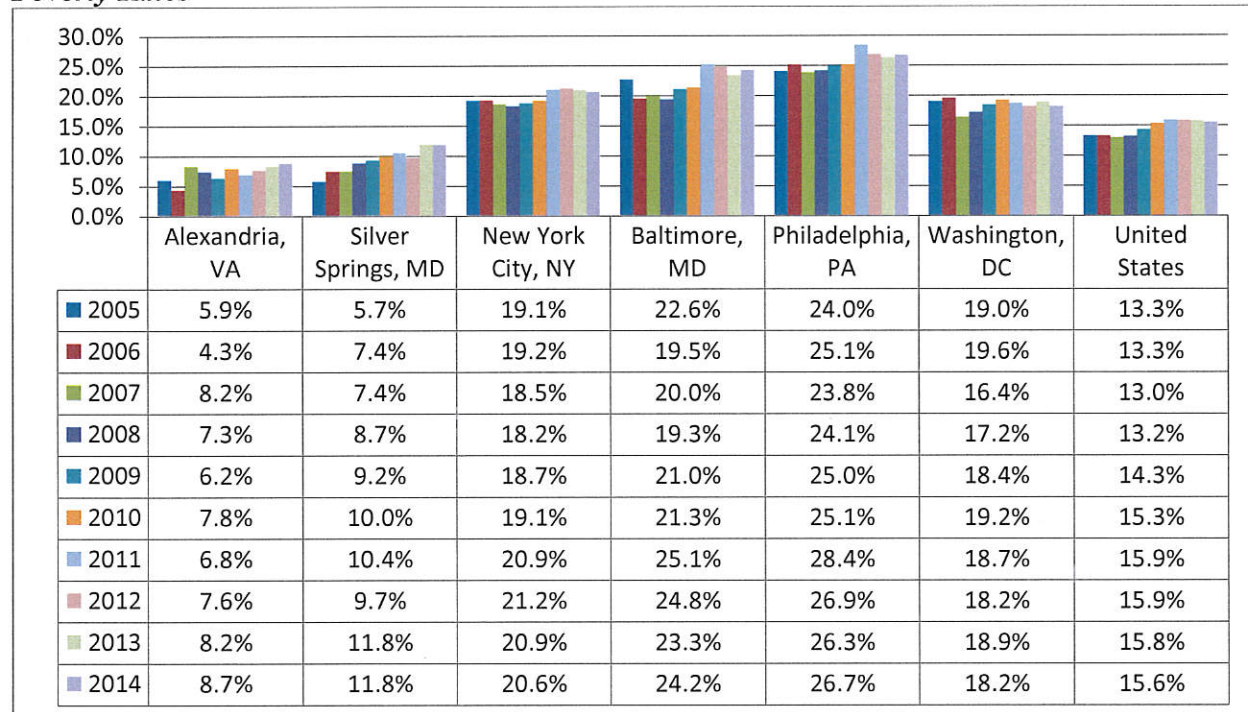
**Source of data:** The Local Area Unemployment Statistics program of the U.S. Bureau of Labor Statistics.

<sup>1</sup> The data shown is as of February 2016.

<sup>2</sup> The city average is for Boston, New York, Philadelphia, and Baltimore (i.e., excluding Washington, D.C.)



## Poverty Rates



**Source of data:** U.S. Census Bureau, 2005 to 2014 American Community Survey (ACS), 1-Year Estimates. Year-end 2015 data will be made available in 2017.

The chart above shows estimated poverty rates for individuals living 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.

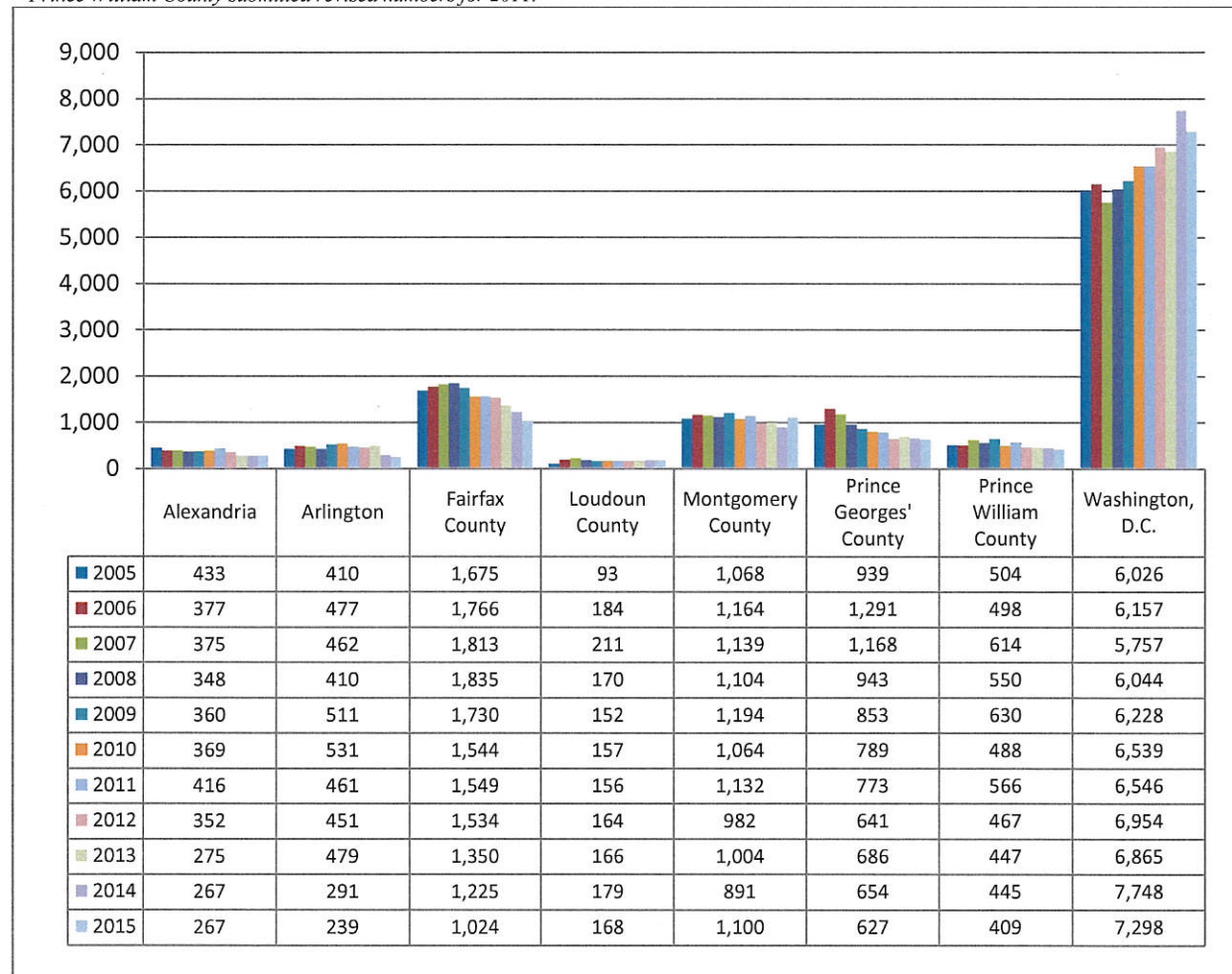
In addition, the Community Services Block Grant (CSBG) addresses the causes of poverty by implementing programs and services to empower low-income families and individuals through targeted program areas that include: Employment, Education, Income Management, Housing, Emergency Services, Nutrition, Coordination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

## VIII. 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>3</sup> and the "formerly homeless"<sup>4</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.



**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.

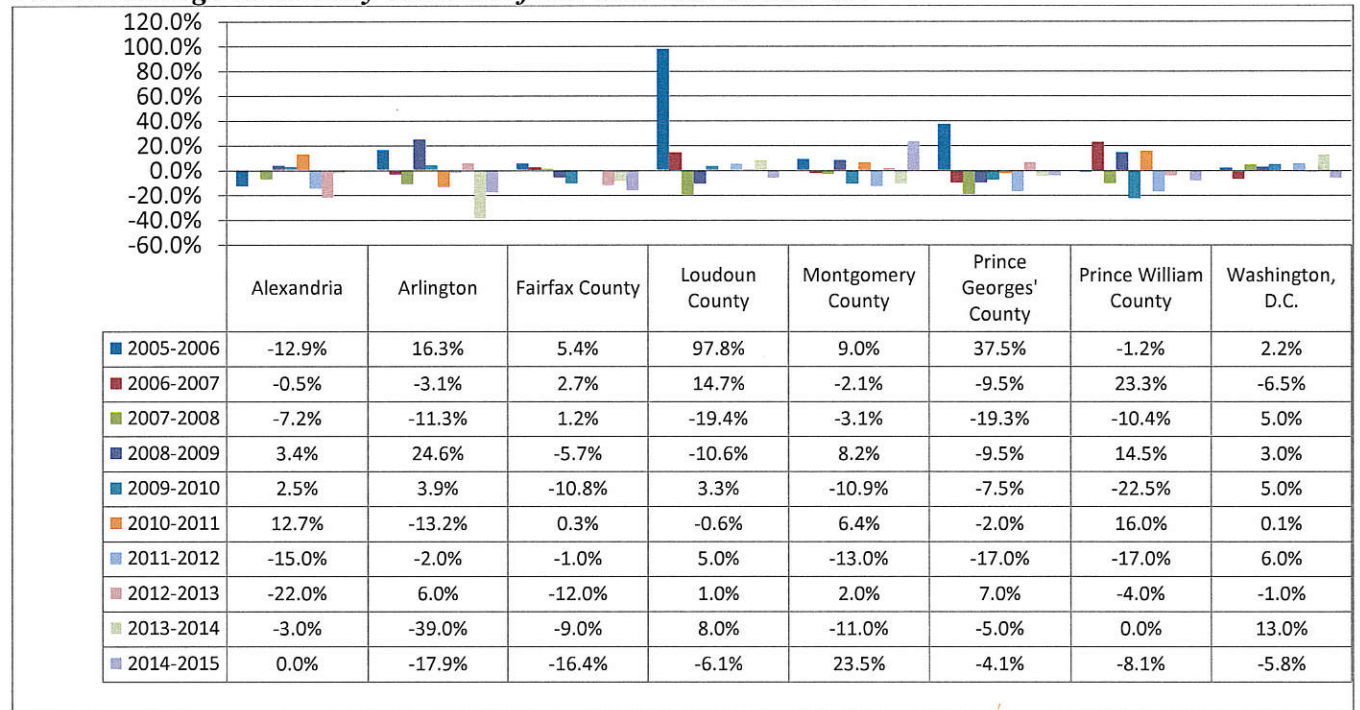
<http://www.census.gov/prod/2012pubs/acsbr11-01.pdf>

<sup>3</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>4</sup> “Formerly homeless”- those persons that were once literally homeless but now have lived in dedicated Permanent Supportive Housing.



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



Source of data: U.S. Census Bureau ACS.

The Department of Human Services (DHS) is the lead District agency for fighting homelessness. DHS provides emergency and ongoing housing support and services to help individuals and families who are homeless or at risk of being homeless transition into or maintain permanent affordable housing. 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.

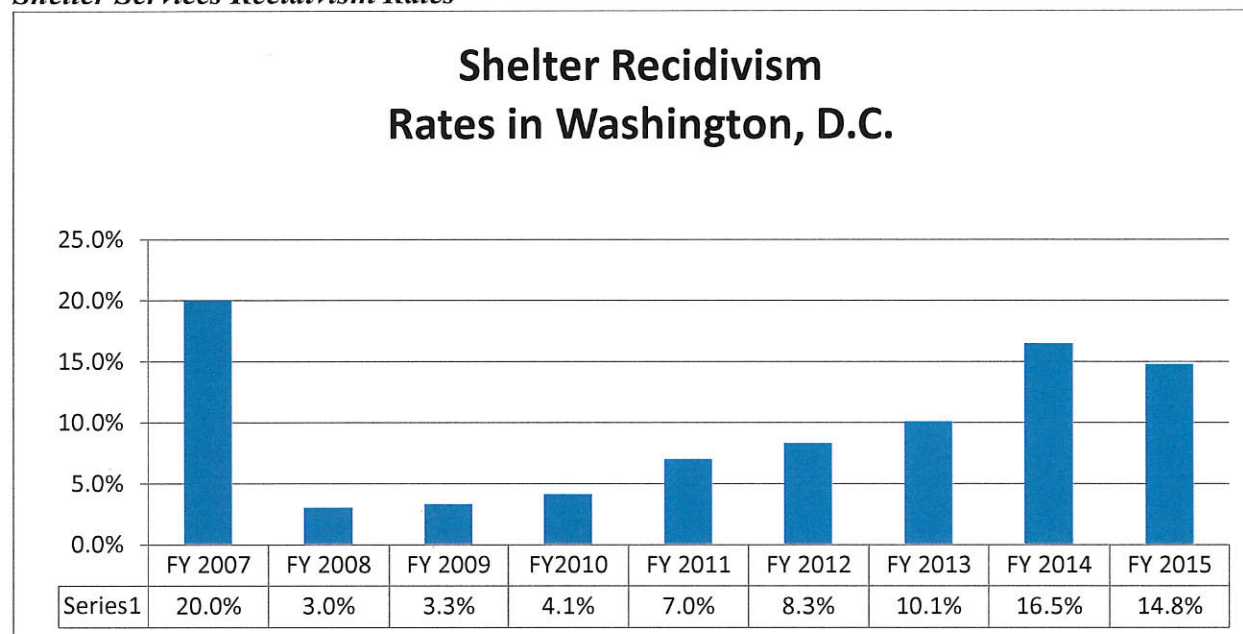
Services currently provided by DHS include the following:

- Family Shelter Restructuring Plan
- Emergency Shelter
- Emergency Rental Assistance
- Homeless Services
- Hypothermia and Hyperthermia Watches
- Permanent Supportive Housing
- Temporary and Transitional Shelter
- Veteran Supportive Housing
- Shelter Monitoring
- Shelter ADA Compliance
- Youth Services/Shelters

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 within 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.



### *Shelter Services Recidivism Rates*



**Source of data:** 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).

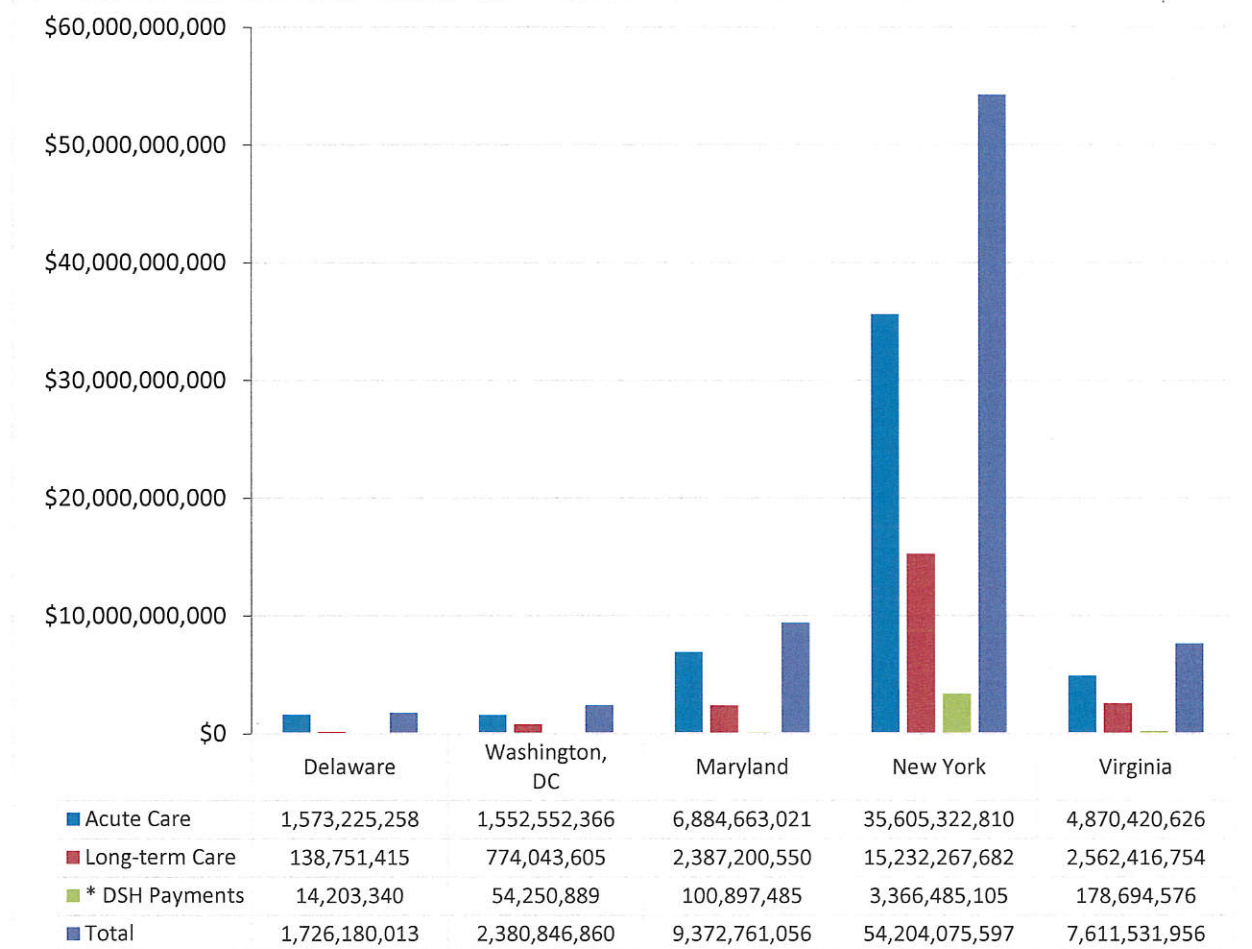
The Virginia Williams Family Resources Center Homeless Shelter (VWFRC) is the central resource center for District homeless families that have minor and/or dependent children that are currently homeless and seeking shelter due to a variety of reasons. Located at 920 Rhode Island Avenue, N.E., the VWFRC also offers a variety of social programs to better assist these families such as Temporary Assistance to Needy Families (TANF), food stamps, and childcare subsidies.

Another resource available to reduce the level of homeless in the District is the Housing Production Trust Fund (HPTF). “The mission of the HPTF is to provide financial assistance to a variety of affordable housing programs and opportunities across the District of Columbia. The HPTF funds initiatives to build affordable rental housing, preserve expiring federally assisted housing, and help provide affordable homeownership opportunities for low-income families.”

## IX. Medicaid Spending and Service Delivery

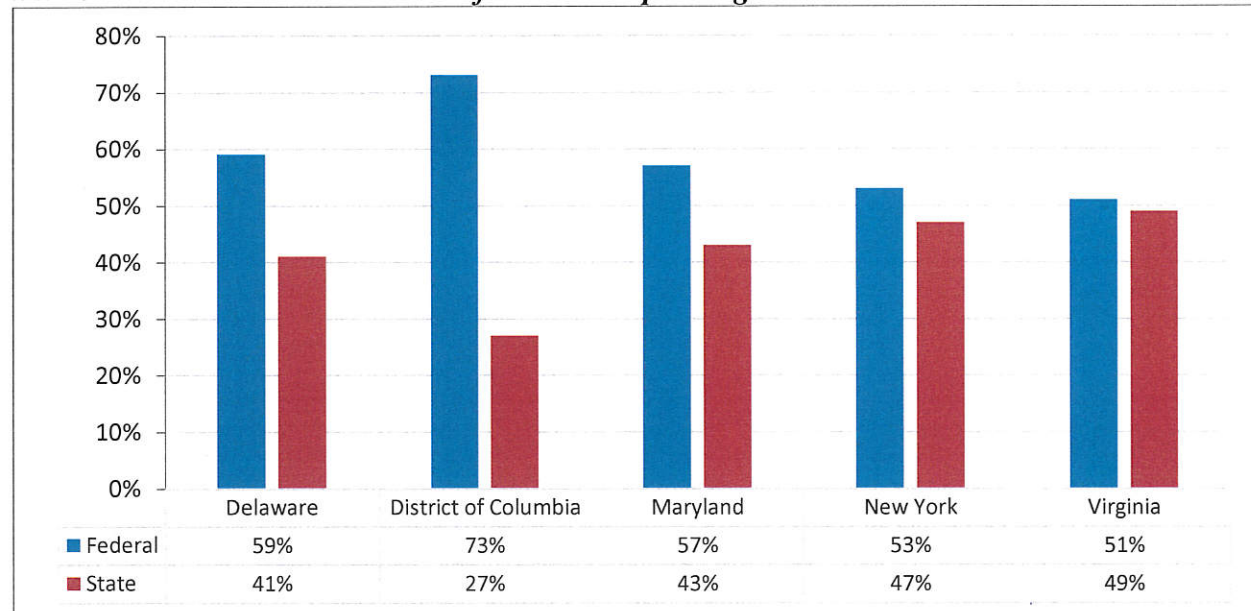
Medicaid is a health care program for families and individuals with low income and limited resources. Medicaid is jointly funded by the state and federal government, but is managed by the states. It is the largest source of funding for medical and health related services for people with low income in the United States. The Centers for Medicare and Medicaid Services (CMS), which is part of the Department of Health and Human Services, administer Medicare, Medicaid, Children's Health Insurance Program (CHIP), and the Health Insurance Marketplace. The source of Medicaid data is the Henry J. Kaiser Family Foundation: <http://kff.org>.

### *FY 2014 Distribution of Medicaid Spending by Service*



**Source of data:** The Urban Institute Analysis of Data from CMS (Form 64) as of June 2015. Medicaid expenditures presented do not include administrative costs or accounting adjustments. Total Medicaid spending including these additional items was \$492.3 billion in FY 2014 across the U.S. \* DSH – Disproportionate Share Hospital.

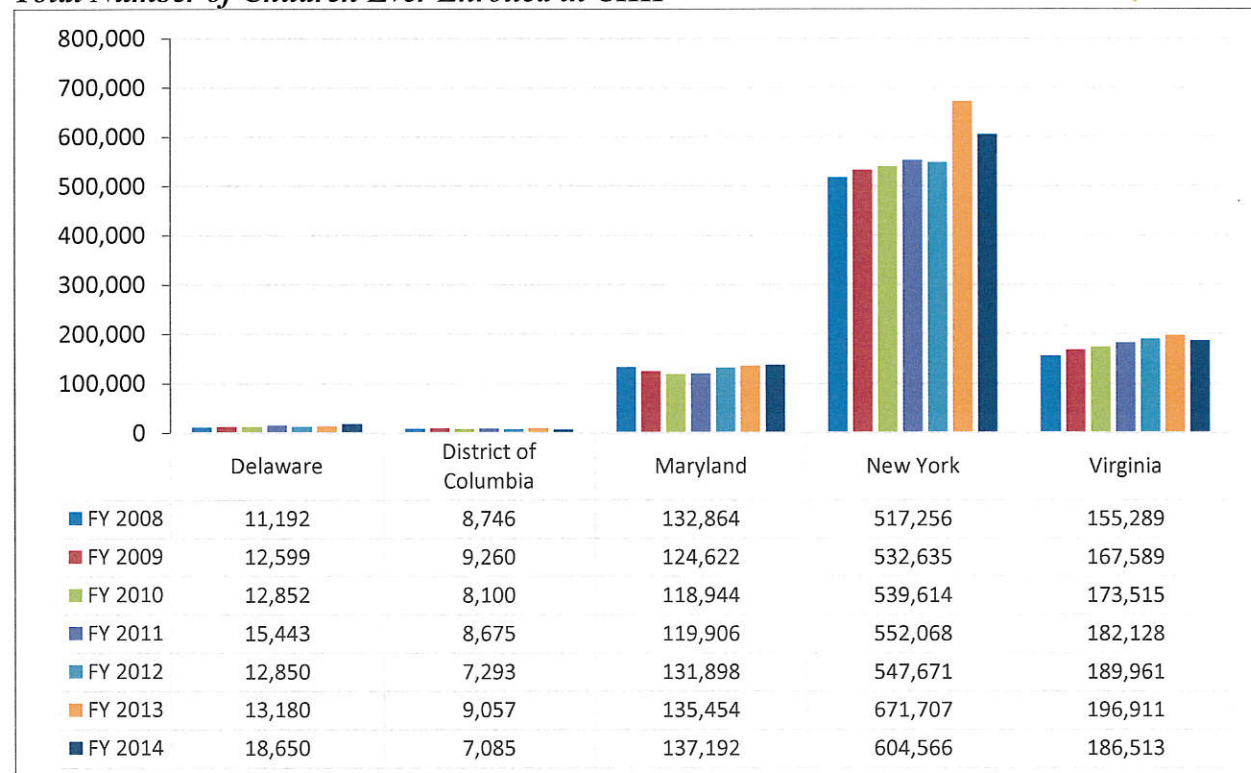
### ***FY 2014 Federal and State Share of Medicaid Spending***



**Source of data:** The Urban Institute Analysis of Data from CMS (Form 64) as of June 2015. Medicaid expenditures presented do not include administrative costs or accounting adjustments.

CHIP provides health coverage to eligible children through Medicaid and separate programs. It serves uninsured children up to age 19 for families with incomes and resources too high to qualify them for Medicaid. Income eligibility standards for this program vary from state to state.

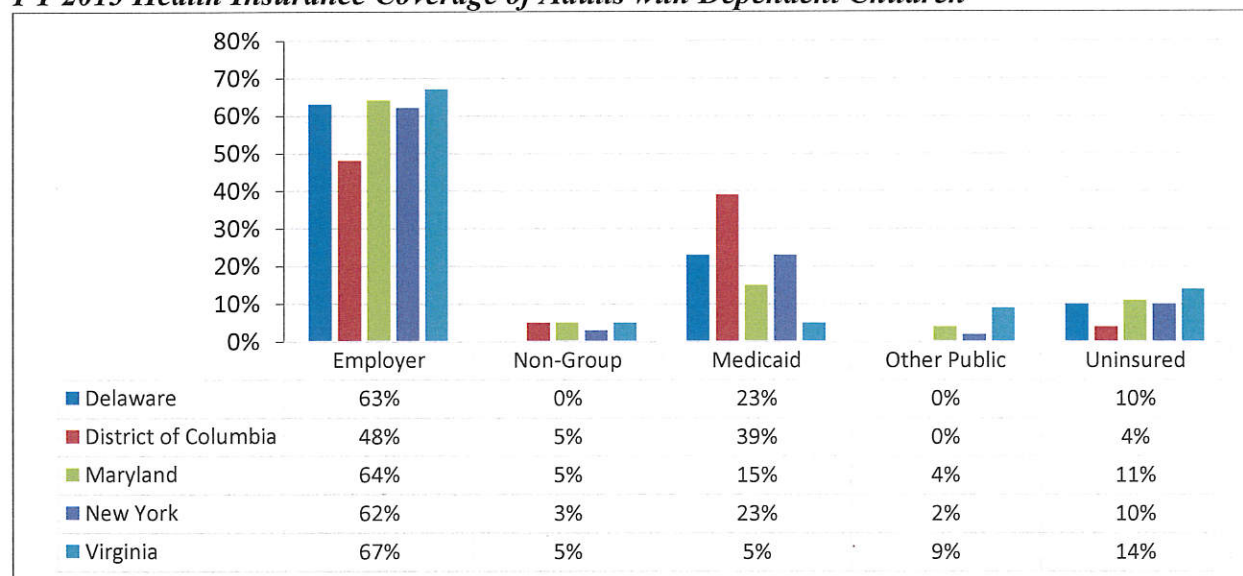
### ***Total Number of Children Ever Enrolled in CHIP***



**Source of data:** CMS' CHIP Monthly Applications, Eligibility Determinations, and Enrollment Reports as of June 2015.

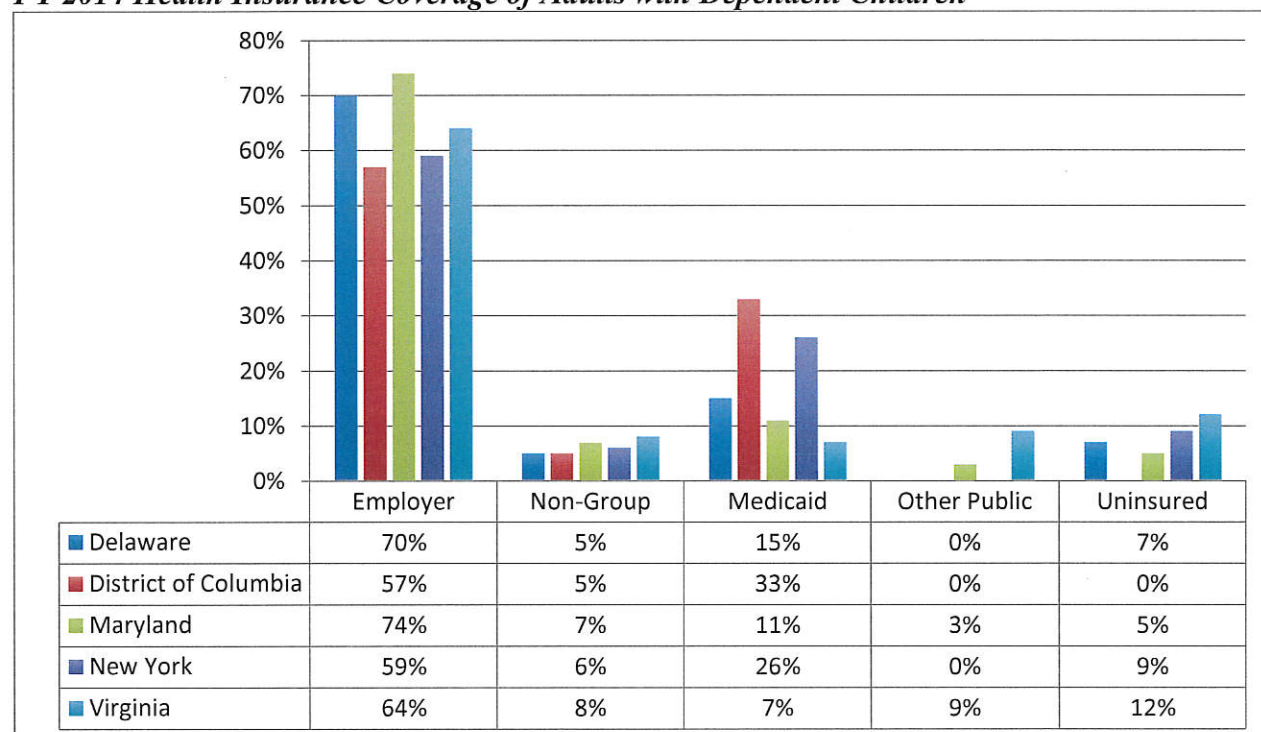


### ***FY 2013 Health Insurance Coverage of Adults with Dependent Children***



**Source of data:** The Kaiser Family Foundation estimates which are based on the Census Bureau's March 2013 Current Population Survey (CPS: Annual Social and Economic Supplements (ASEC)). Data may not add up to 100 percent due to rounding and other unmeasurables.

### ***FY 2014 Health Insurance Coverage of Adults with Dependent Children***



**Source of data:** The Kaiser Family Foundation estimates which are based on the Census Bureau's March 2014 Current Population Survey (CPS) (CPS: Annual Social and Economic Supplements). Data may not add up to 100 percent due to rounding and other unmeasurables.

The ASEC asks respondents about their health insurance coverage throughout the previous calendar year. Respondents may report having more than one type of coverage. In this analysis, individuals are sorted into only one category of insurance coverage using the following hierarchy:

- **Employer:** Includes those covered by employer-sponsored coverage either through their own job or as a dependent in the same household;
- **Non-Group:** Includes individuals and families that purchased or are covered as a dependent by non-group insurance;
- **Medicaid:** Includes those covered by Medicaid, CHIP, and those who have both Medicaid and another type of coverage, such as dual-eligible individuals who are also covered by Medicare;
- **Other Public:** Includes those covered under the military or Veterans Administration as well as nonelderly Medicare enrollees;
- **Uninsured:** Includes those without health insurance and those who have coverage under the Indian Health Service only. For example, a person having Medicaid coverage in the first half of the year but employer-based coverage in the last months of the year would be categorized as having Medicaid coverage in this analysis; and
- **N/A:** Estimates with relative standard errors greater than 30 percent are not provided.

The majority of health coverage topics are based on analysis of the Census Bureau's March Supplement to the CPS and ASEC by the Kaiser Commission on Medicaid and the Uninsured. The CPS supplement is the primary source of annual health insurance coverage information in the United States.

In this analysis, income (mostly categorized as a percent of the federal poverty level) is aggregated by Census-defined family units. Analyzing income by family unit captures income available to a group of people who are likely sharing resources. However, family units may not be the appropriate measure for capturing eligibility for health insurance. Eligibility for health insurance is more accurately estimated using "health insurance units," which may be counted differently for different types of insurance (such as Medicaid or employer coverage). Adults in this table include non-elderly individuals ages 19-64. Data exclude a small number of people with private coverage of an unknown source. Data may not sum to totals due to rounding and the exclusion of these people.

## **X. Public and Public Charter Schools Test Performance Results**

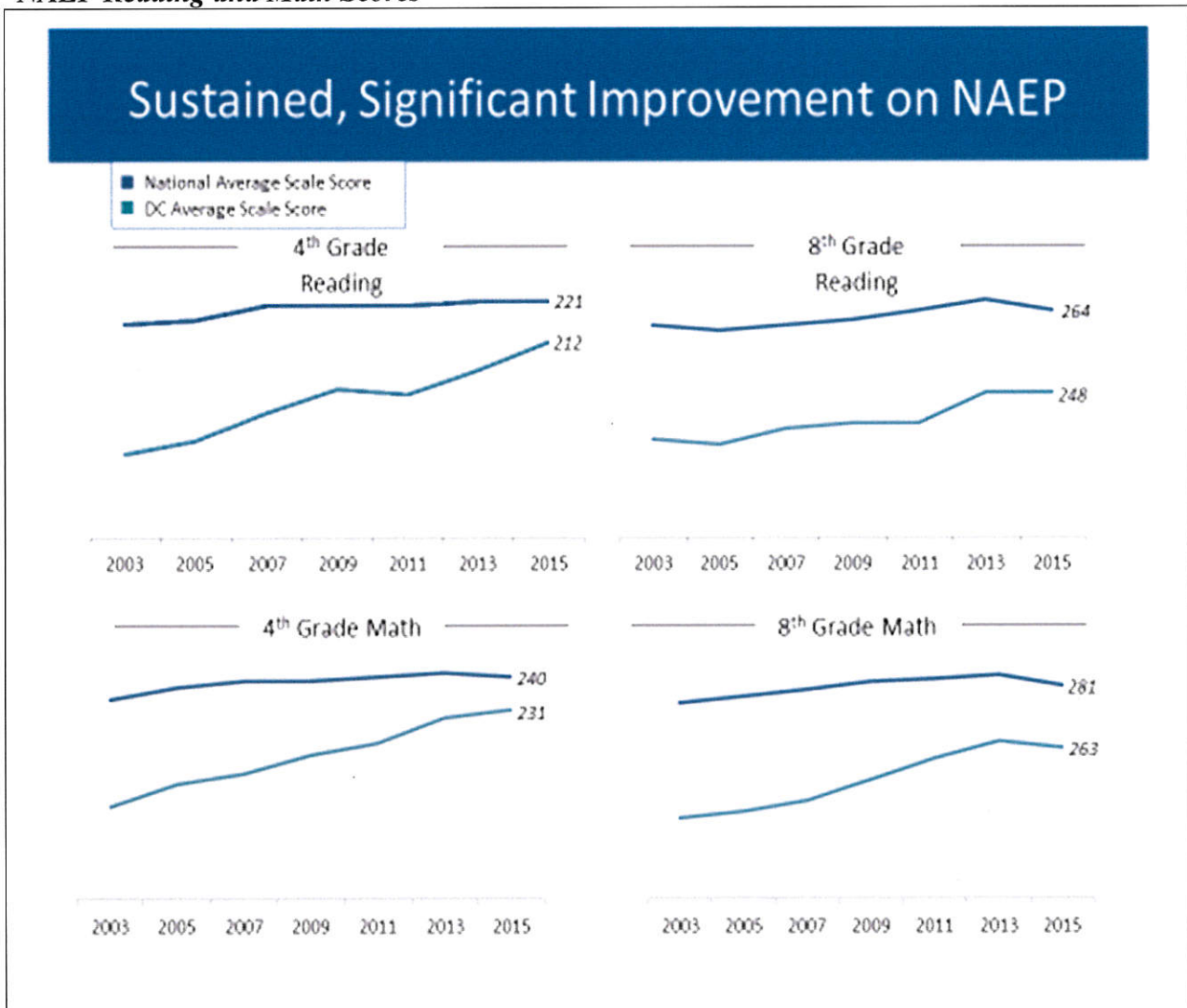
The National Assessment of Educational Progress (NAEP) is the largest continuing and nationally representative assessment of what American students know and can do in various subjects. It is a congressionally mandated project administered by the National Center for Educational Statistics within the U.S. Department of Education. NAEP results can be used to interpret student progress across the country and develop ways to improve education.

NAEP results are released as The Nation's Report Card. Results are not provided for individual students, schools, or teachers, although they report results for different demographic groups. The most common assessments are given in the fields of mathematics, science, reading and writing. Periodic assessments are made in other subjects that include geography, U.S. history, civics, and



the arts. Data provided by the District of Columbia's Office of the State Superintendent of Education.

### *NAEP Reading and Math Scores*



**Source of data:** U.S. Department of Education, National Center for Education Statistics.

The District recently implemented the Partnership for Assessment of Readiness for College and Careers (PARCC) as a part of educational reform efforts. Scores for PARCC fall into five performance levels:

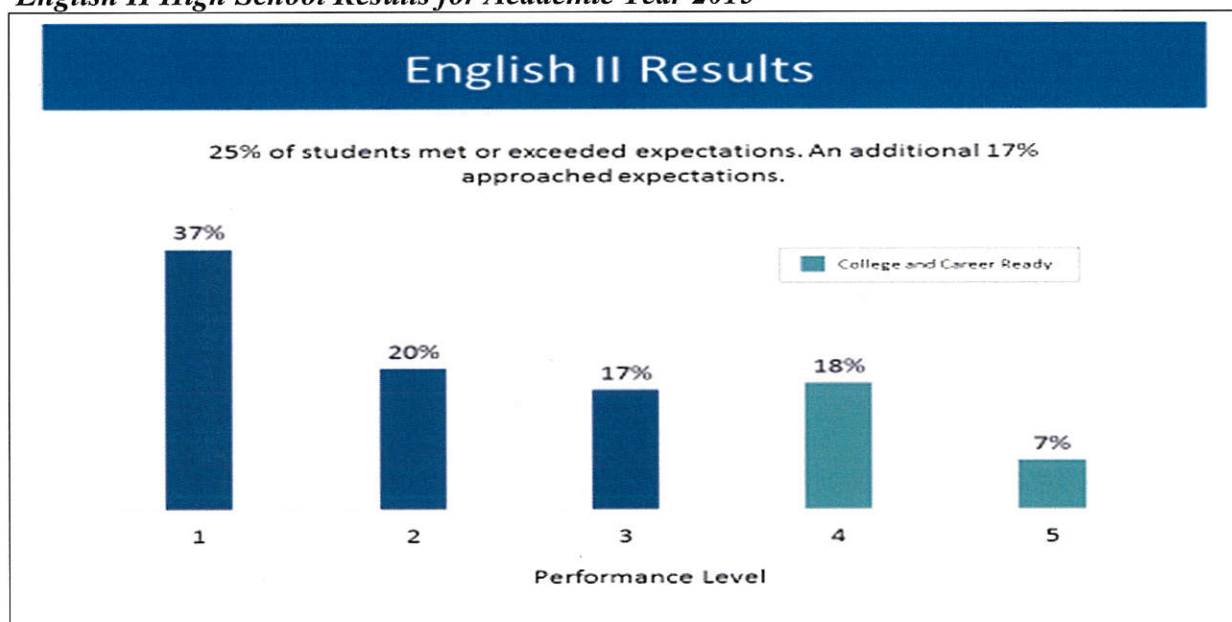
- Level 1 – Did not meet expectations
- Level 2 – Partially met expectations
- Level 3 – Approached expectations
- Level 4 – Met expectations
- Level 5 – Exceeded expectations

Performing at or above Level 4 is considered as being on track for college and career readiness.

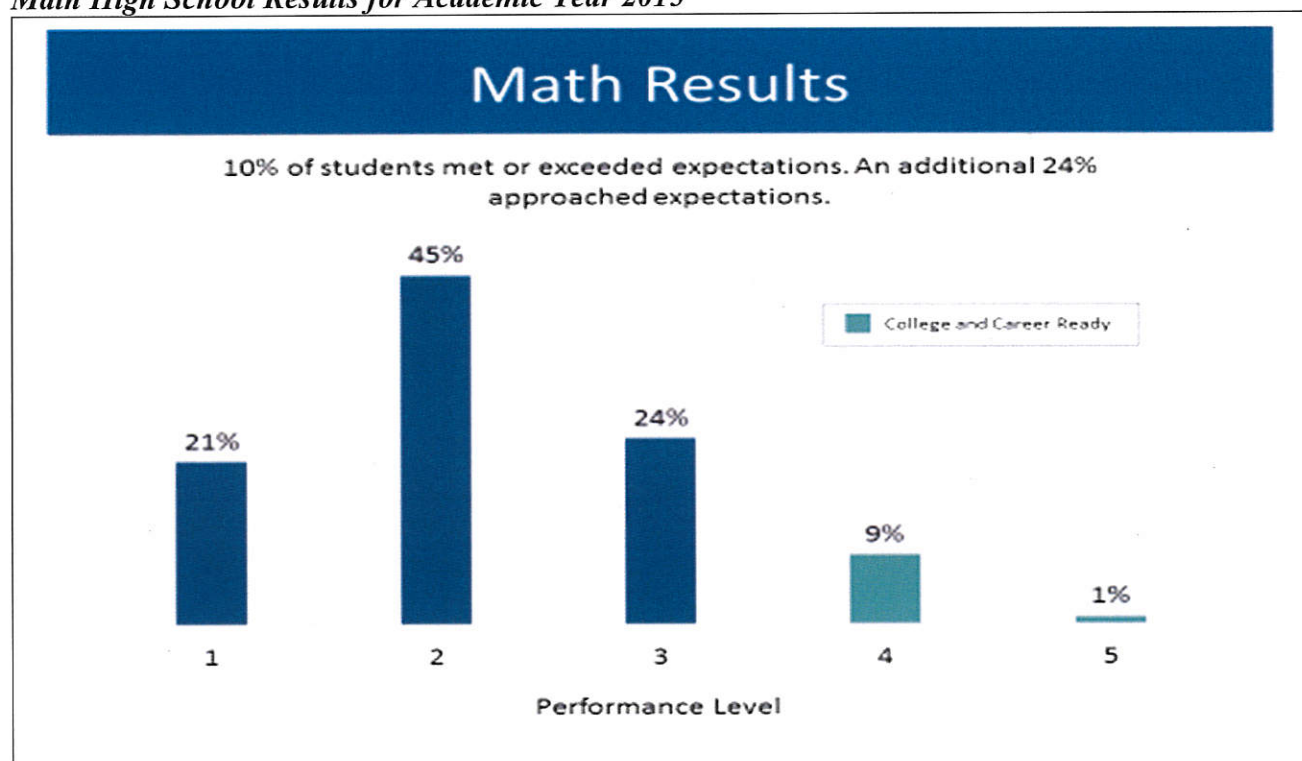
The District made the decision to migrate to the PARCC assessments because they more accurately measure students' progress toward acquiring the skills and knowledge needed for success in both college and in the workplace. PARCC asks students to demonstrate their knowledge and apply their skills in areas as critical thinking, analytical writing, and problem solving.

The District required high school assessments are English II and Geometry or Integrated Math II. On English II, 25 percent of students met or exceeded expectations. An additional 17 percent of students approached expectations. On math, 10 percent of students met or exceeded expectations. An additional 24 percent of students approached expectations. There is a wide disparity in results for the English II scores by ethnicity. Studies indicate that 82 percent of white students are college and career ready, compared to 20 percent for blacks, and 25 percent for Hispanic students.

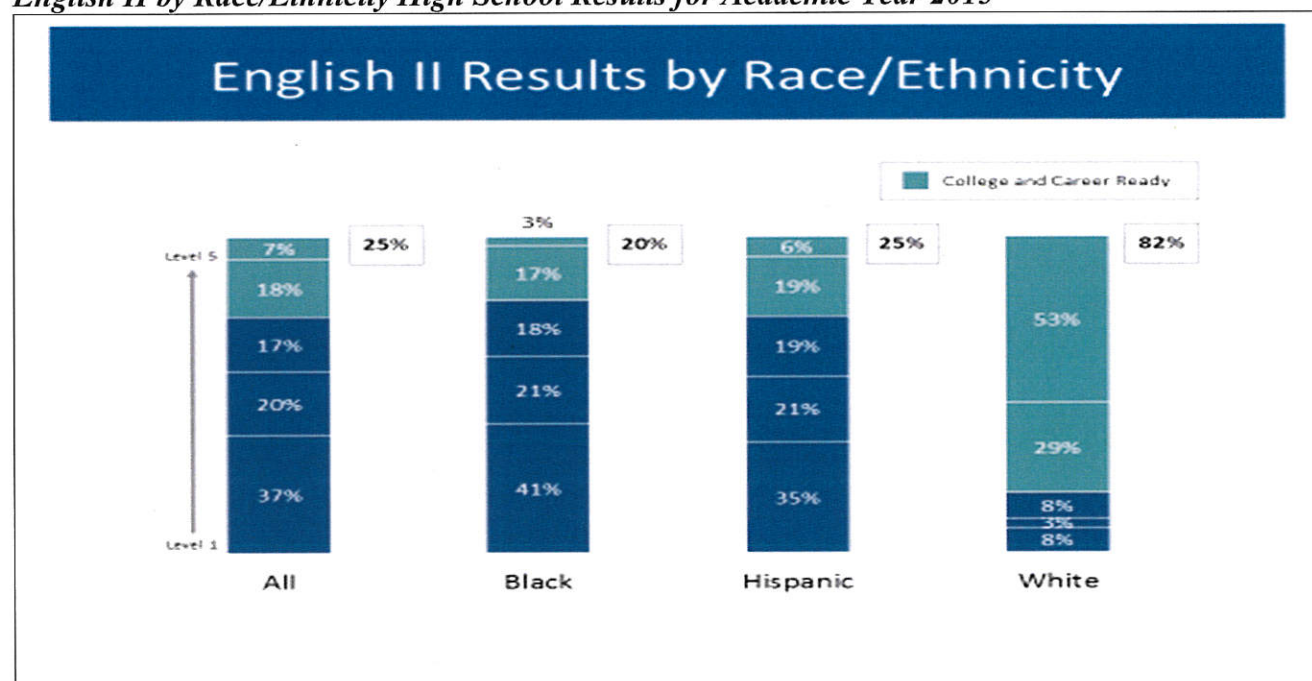
### ***English II High School Results for Academic Year 2015***



*Math High School Results for Academic Year 2015*



*English II by Race/Ethnicity High School Results for Academic Year 2015*



Percentage of test takers by race/ethnicity: Black (N=2,847; 78%), Hispanic (N=490; 13%), White (N=212; 6%)



## **XI. 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 their bonds 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.

***Moody's Bond Rating Categories***

<b>Investment Attributes</b>	<b>Moody's</b>	<b>Standard &amp; Poor's</b>	<b>Fitch</b>
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

***General Obligation Bond Ratings***

<b>Municipality</b>	<b>Moody's Ratings</b>	<b>Standard and Poor's Ratings</b>	<b>Fitch Ratings</b>
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-

\*Detroit was assigned a "D" which signifies that S&P Global Ratings believes that the default will be a general default and that the obligator will fail to pay all or subsequently all of its obligations as they become due.

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 District has moved from a junk bond rating (“speculative element” or worse) in the early 1990’s to AAs from all three rating agencies today.

***Historical Bond Ratings for the District***

<b>Date Range</b>	<b>Moody's Investors Service</b>	<b>Standard and Poor's</b>	<b>Fitch Ratings</b>
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***

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



## **XII. Information Technology**

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 and chart on the next page show visits by year.

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.

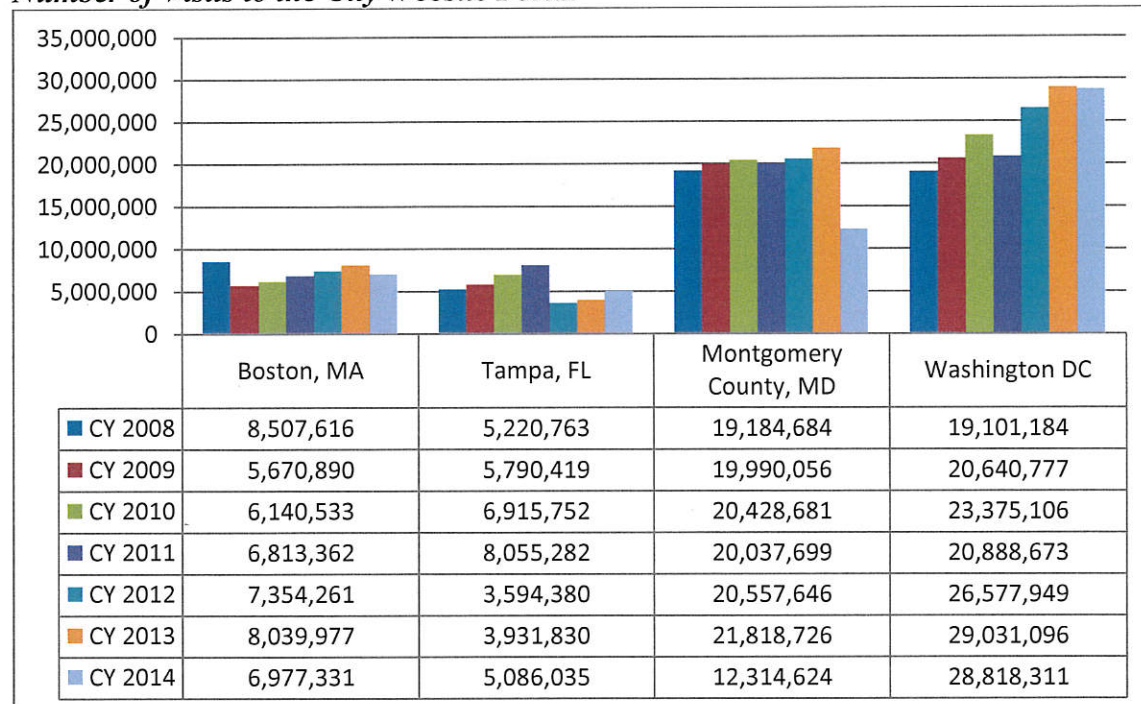
To meet the unique needs of this diverse group of users, DC.Gov, consisting of over 100 District agency websites, serves as a single point of entry for all of its customers to take advantage of over 250 District online services, 170 web forms, agency news and information. The portal also allows residents 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).

The District has migrated over 100 websites to the Drupal platform for District government agencies. DC.Gov is the official web portal for District government and information with over 250 online applications and over 170 online forms. 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.

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



**Source of data:** The District of Columbia Office of the Chief Technology Officer.

**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.

### **XIII. Conclusion**

Although the District of Columbia's unique blend of service delivery and unique governmental status makes finding comparable jurisdictions difficult, this study attempted to compare the District's performance with other jurisdictions with the same services. 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 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 with same services and/or population close to that of the District. This study also presents 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:

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