



FY 2014 Proposed Budget and Financial Plan

Benchmarking Study

Benchmarking

Since FY 2005, the Office of Budget and Planning (OBP) has worked with District agencies to complete benchmarking studies in order to create opportunities for performance improvement. We are proud to continue this effort for the FY 2014 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 2014 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.

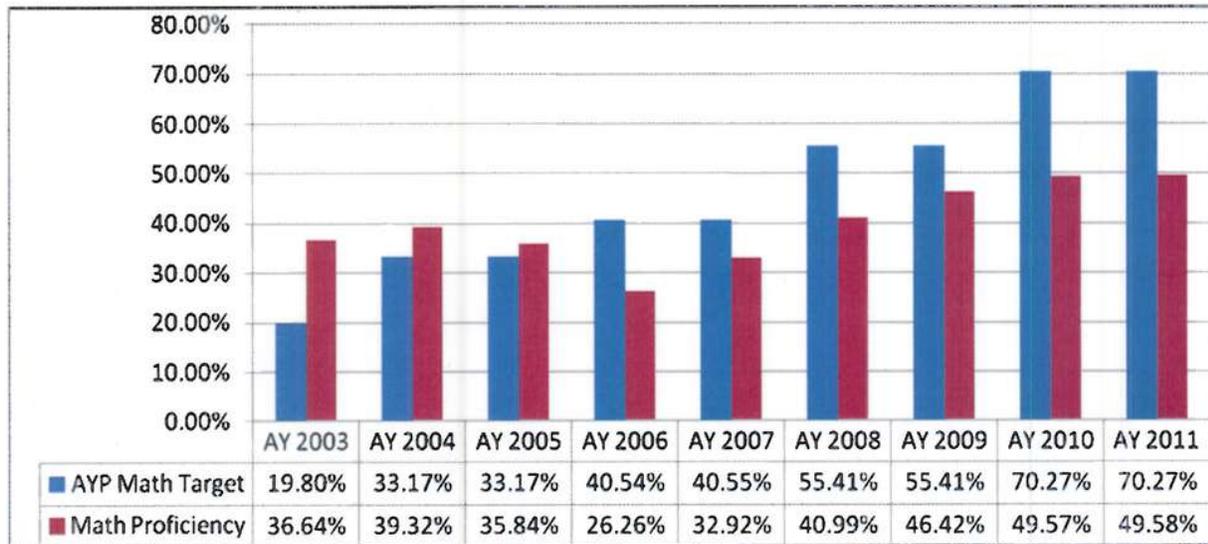
When possible, data for the analysis was collected from the International City/County Management Association (ICMA) Center for Performance Measurement web site. ICMA has over 200 member jurisdictions that share performance data in order to identify and share best practices. Data was also collected in 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 Scores (NCLB)

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>

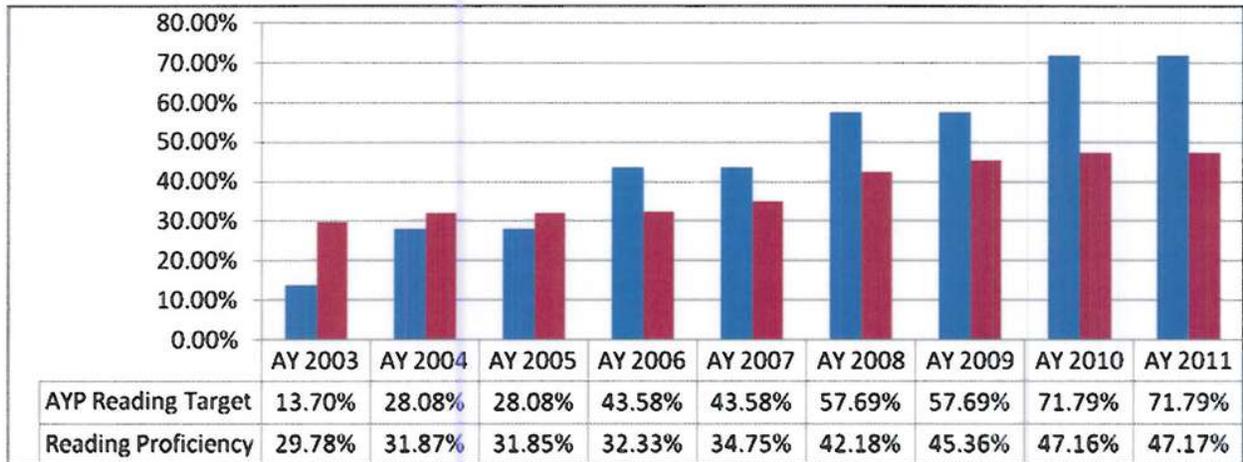
The Annual Year 2011 data was updated in March 2013 to reflect the actual AYP 2011 report found at the link above.

Secondary Schools - Math



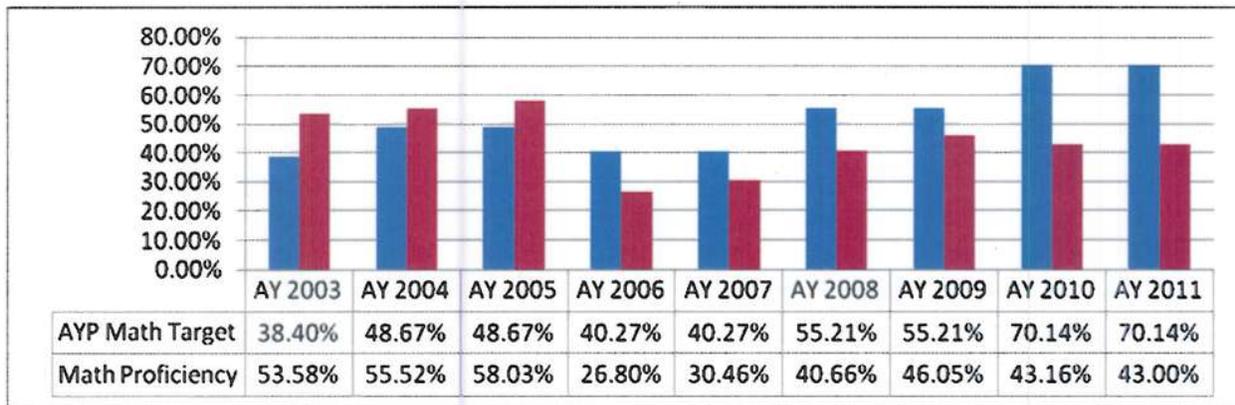
Note: The Stanford Achievement Test Series 9 (SAT-9) assessment was used in 2003-2005. In 2006, the D.C. Comprehensive Assessment System (DC-CAS) became the annual statewide assessment. Trends cannot be directly compared between the SAT-9 and the DC-CAS.

Secondary Schools- Reading



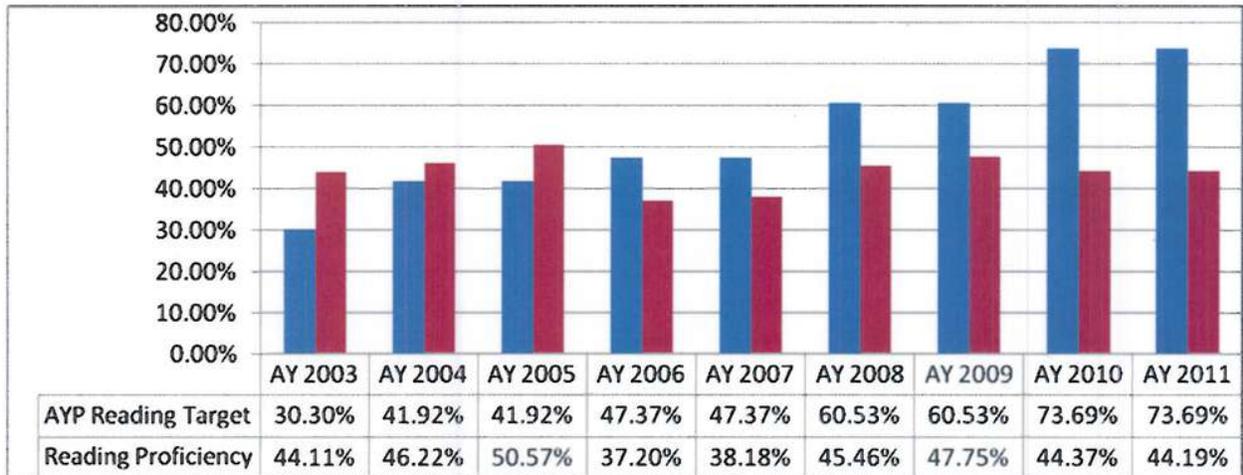
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Elementary Schools - Math



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Elementary Schools - Reading



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.

Annual Measurable Objectives (AMOs)

In School Year (SY) 2012, with the approval of the Office of the State Superintendent of Education's (OSSE) 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 Measureable 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:

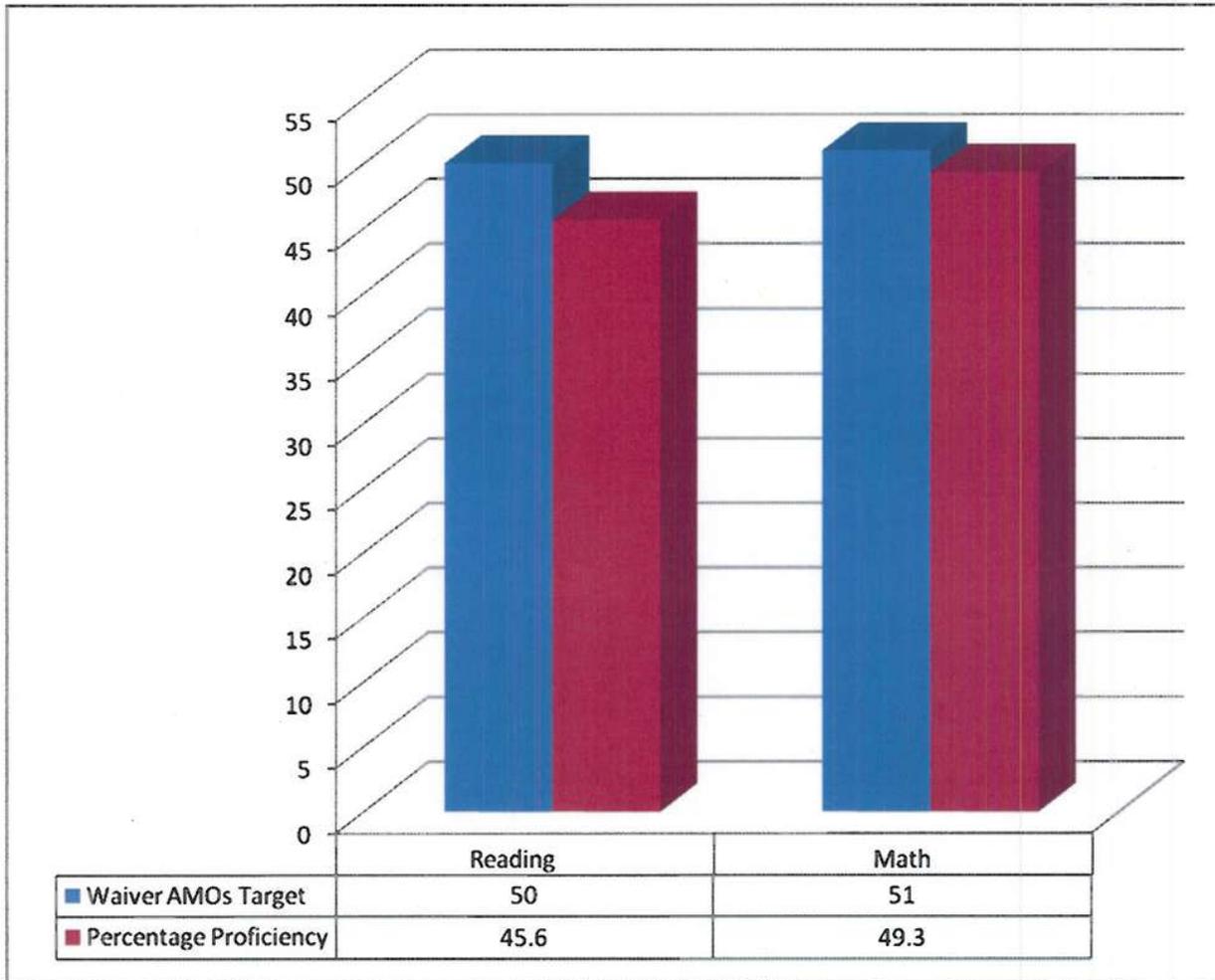
- A proficiency-based AMO for English/Language Arts (ELA) by subgroup; and
- A proficiency-based AMO for mathematics by subgroup

OSSE established AMOs at the state, LEA, 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 proficient. The new accountability system, however, recognizes not only the percent of students proficient, 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.

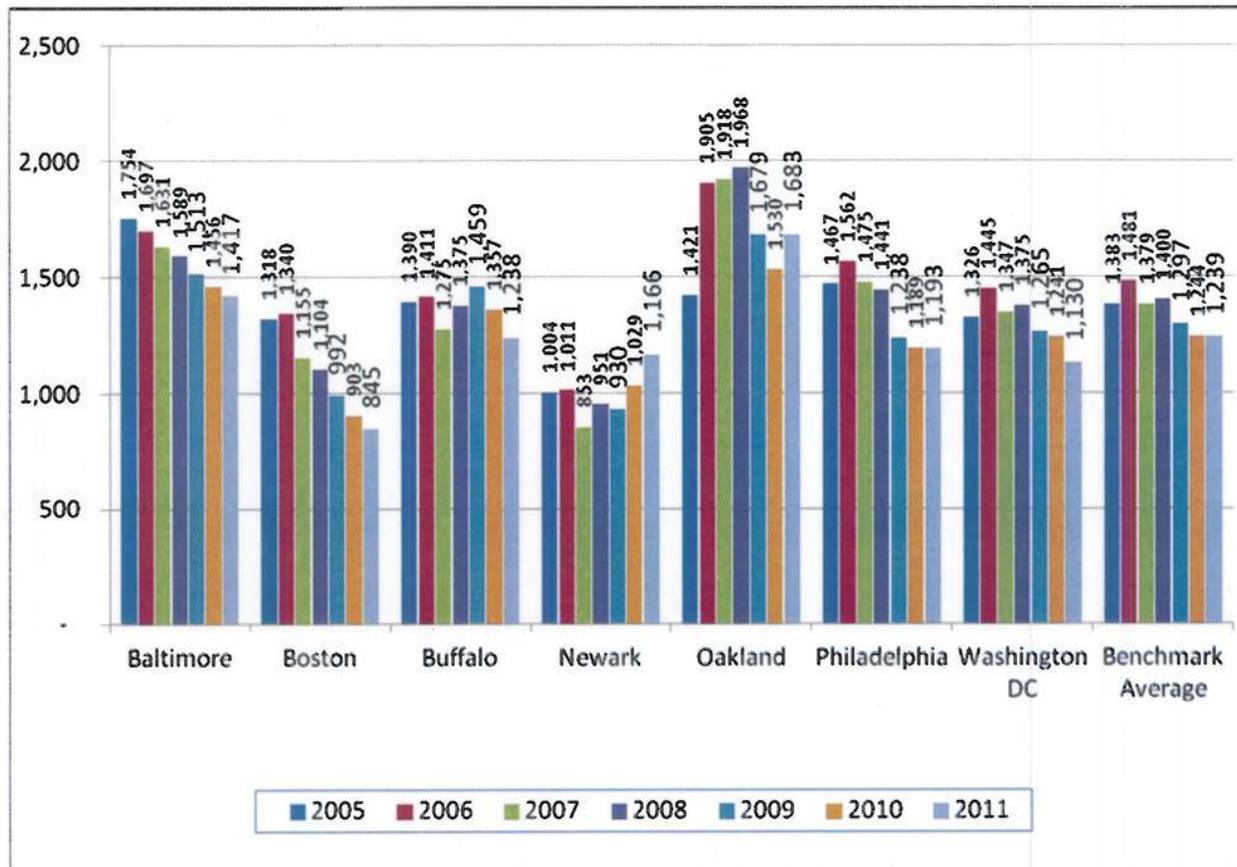
Annual Measurable Objectives (AMOs) Chart for School Year (SY) 2012



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, education, etc.), 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.

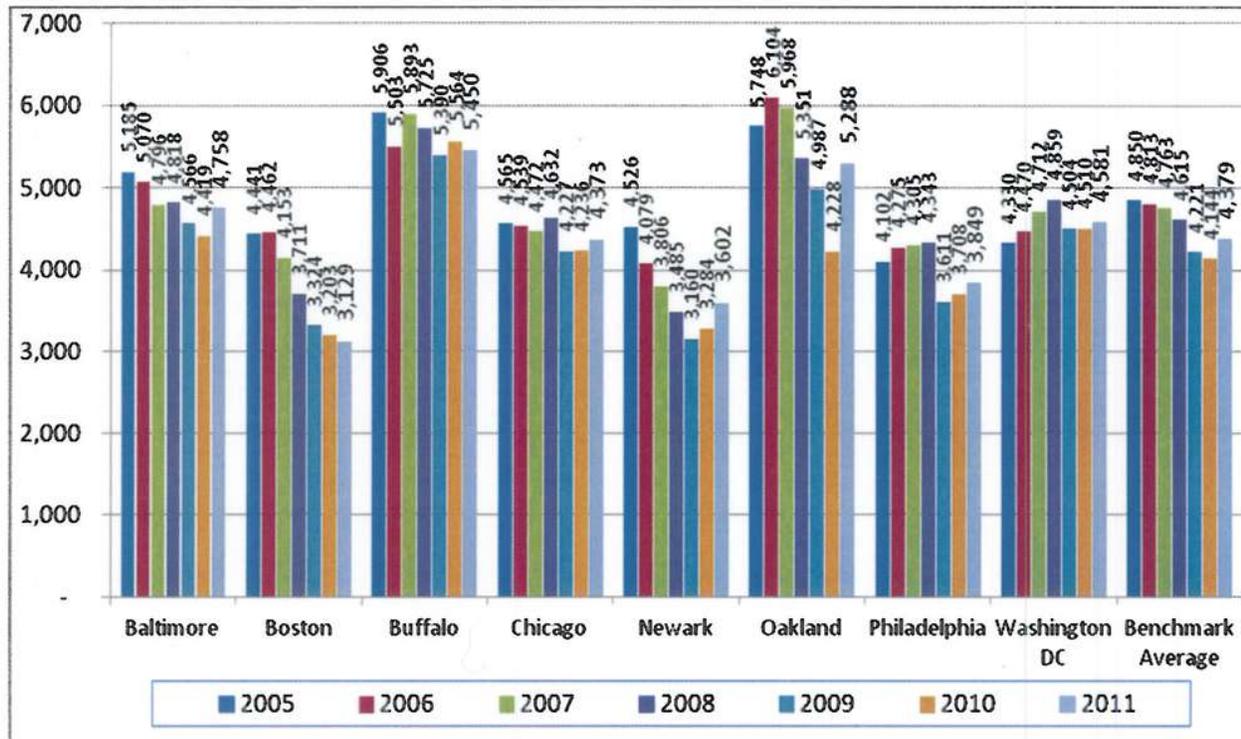
Number of Part 1 Violent Crimes Per 100,000 Residents



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

Part 1 violent crimes are crimes against persons--criminal homicide, forcible rape, robbery, and aggravated assault--as classified according to the Federal Bureau of Investigation's (FBI's) Uniform Crime Reporting (UCR) guidelines. In 2009, 2010 and 2011 the District's violent crime rate was lower than the benchmark average. In addition, the violent crime rate in the District decreased by 2.0 and 11.0 percent, respectively, compared to 2009. 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

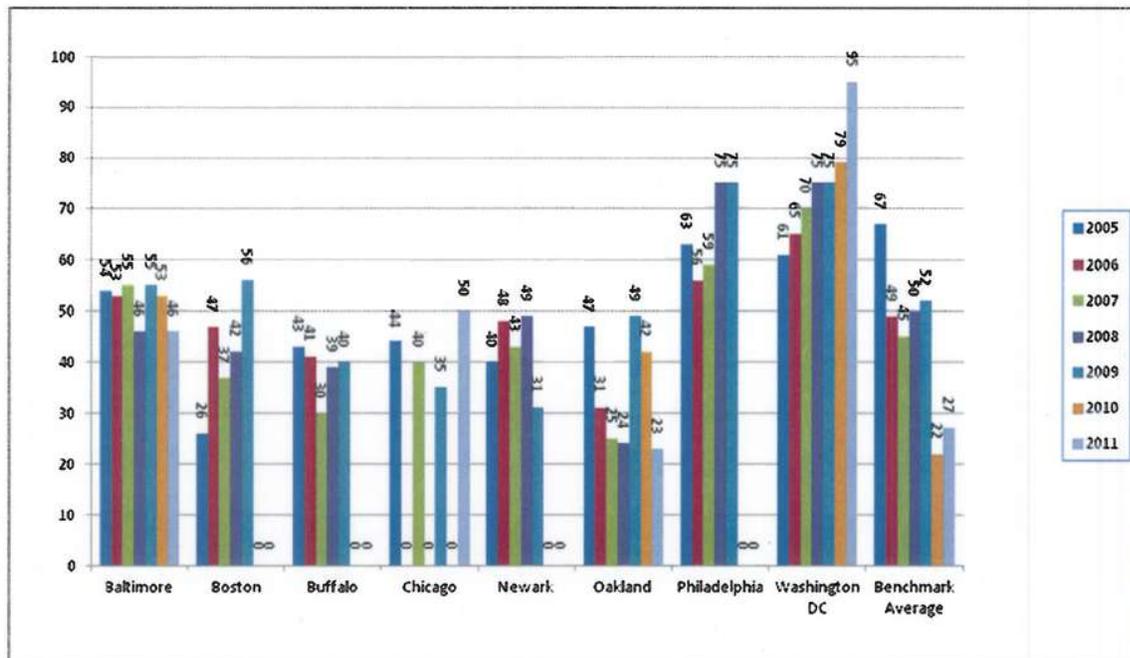


Note: Crime and population data are from the Federal Bureau of Investigation's (FBI's) annual crime report, *Crime in the United States*.

Part 1 property crimes are 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 do not have primary responsibility for investigating arsons. The UCR property crime rate in the District decreased 7.0 percent in 2009 and 2010 to its lowest rate in three years. 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.

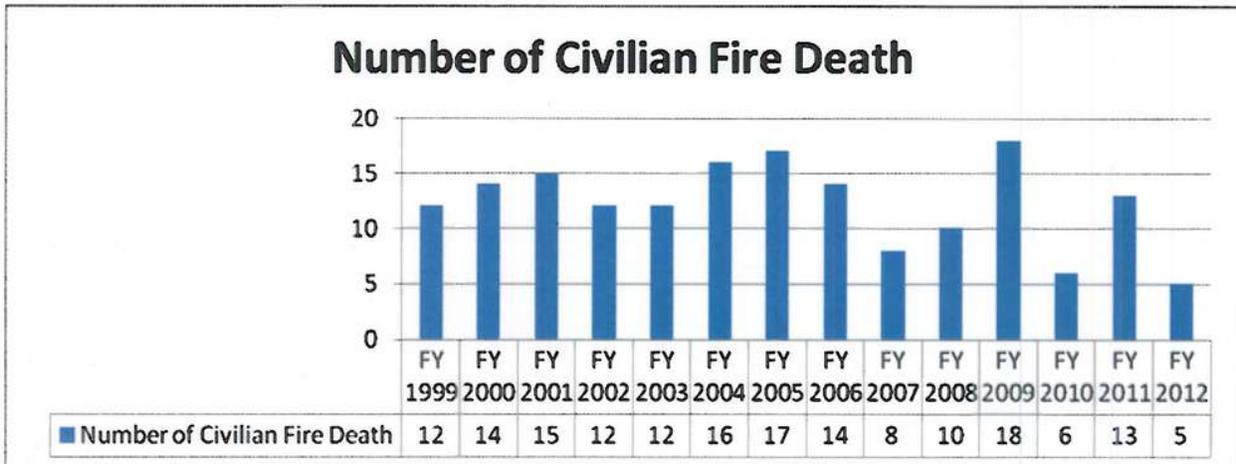


Note: The Metropolitan Police Department provided all benchmark data. Benchmark jurisdictions submitted their data to MPD in annual surveys. Some cities do not provide all requested data each year and those jurisdictions are labeled as 0. The homicide clearance rate is calculated according to the Federal 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 2011 was 95 percent, two-thirds higher than the 57 percent average for comparably sized cities, and a significant increase over the 79 percent closure rate in 2010. 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 20 percentage points above the benchmark average. Countering the trend of the benchmark jurisdictions, the District is the only one to have maintained or increased its homicide clearance rate in each of the past 5 years. 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)

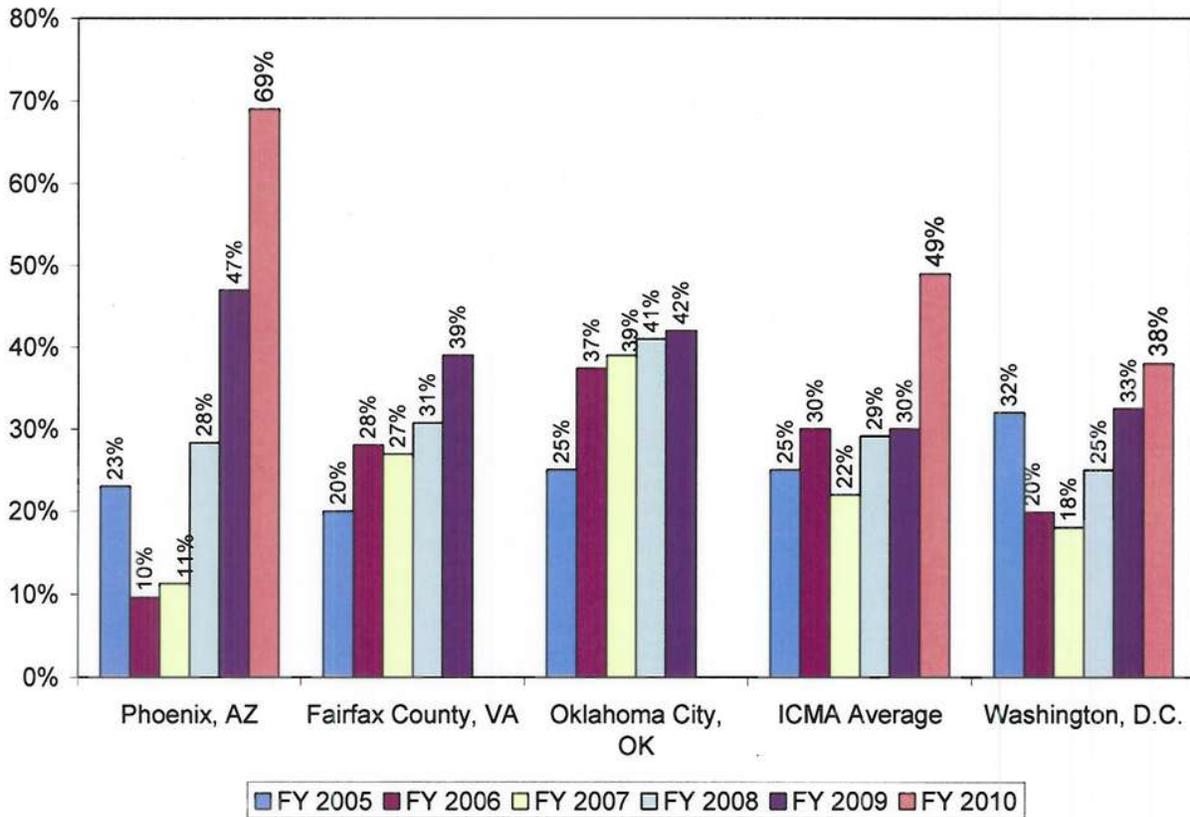
The city administrator's office utilizes two measures from the Fire Prevention Division for benchmarking with the ICMA, Civilian Fire Deaths and Arson Case Closure Rate.

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 14 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 2012, there was only one fire fatality not occurring in a residential occupancy. Of the fatal fires during this time, 68 percent occurred in one- and two-family homes, and 32 percent occurred in multi-family occupancies. The victims were seniors (52 percent), adults (37 percent), and children (11 percent).

During FY 2012, 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 1,403 home visits, providing fire safety literature and home escape plan information, while installing 2,792 smoke alarms.

The department responded to 167,810 incidents in FY 2012. This included 139,231 medical responses and 28,579 fire related incidents. There were 1,164 fires that were extinguished during FY 2012.

Arson Case Closure Rate



Note: Source of data is the International City/County Management Association (ICMA) Center for Performance Management and the District of Columbia Fire and Emergency Medical Services Department. For jurisdictions other than Washington D.C., the FY 2010 data is mid-year data as the final data was not available from ICMA prior to publication.

The ICMA's FY 2009 final figures for this benchmark for cities with a population over 100,000 show that on average, those jurisdictions closed 30 percent of their arson cases with an arrest, and that the median number was 27 percent. The FY 2010 figures for the non-District jurisdictions are mid-year figures and are subject to change when the final data is reported for the year. The mid-year ICMA reported average arson closure rate for jurisdictions greater than 100,000 is 29 percent, and the median is 25 percent. During FY 2010, 38 percent of Washington D.C. arson cases (37 out of 97 cases) were closed with an arrest, and in FY 2009 that closure rate was 32.5 percent. Better training for arson investigators and routine deployment of arson detection canines may have improved the closure rate.

Arson Closure Rate in Washington, DC

Typically, in the DCFEMS, the arson case closure rate is calculated with the following methodology:

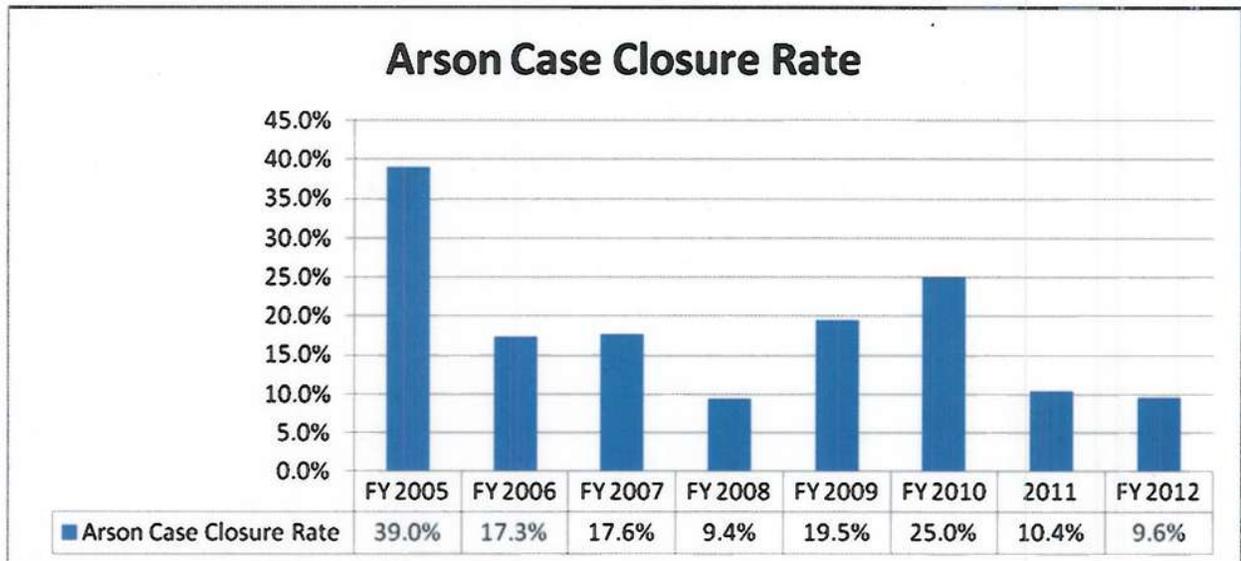
Number of arson and arson-related arrests / number of arson fires + number of incendiary fires (Structure and other fires)

NOTE: All calculations exclude vehicle fires.

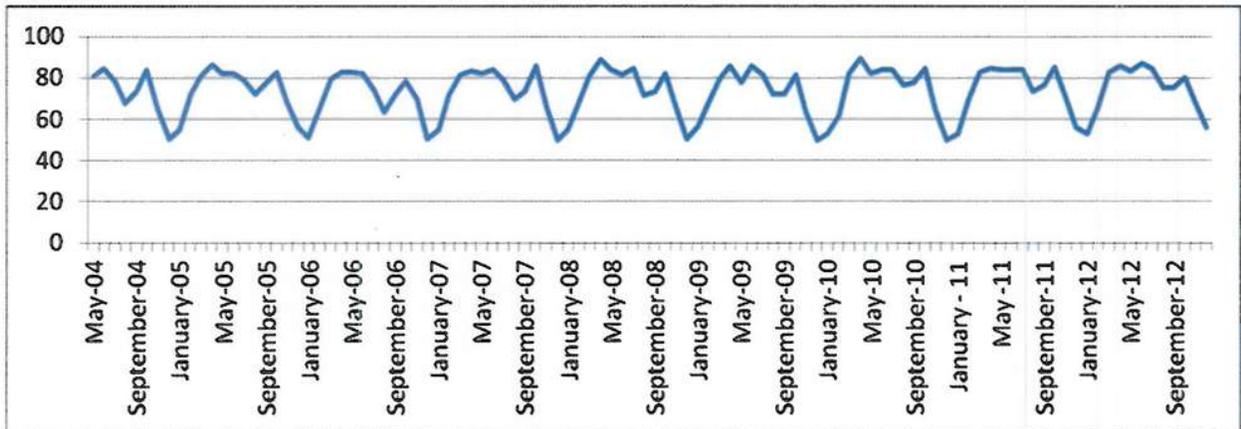
The above methodology assumes a case closure with an arrest, not a conviction. A separate measure would be the number of arson arrests / number of arson case convictions. This is a strong measure of the work that was done, and a measure of the quality of the work; however, many will argue that this is out of the investigator's control.

The above methodology produced the following results from FY 2005 through FY 2012:

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
FY 2012	114 cases	11 arrests



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 January, 2013.

The travel and tourism industry continues to have a strong impact on the District's economy. Destination D.C. reported that visitors spent \$5.68 billion in 2010, an increase from the \$5.25 billion estimated to have been spent in 2009. According to Destination D.C., the impact on the District's finances is estimated to be \$622.6 million in tax revenue in 2010. An indicator of the District as a destination point is the occupancy rate for hotels. The above chart shows the monthly average hotel occupancy rate, starting in January 2000 through December 2011. Not shown is room supply, which according to Smith Travel, was 768,304 units in January 2000 (the first month shown above) and 856,840 units in December 2011 (the last month shown). While the room supply numbers vary from month to month, the overall trend has been an increase in supply. Thus, the District has been able to absorb additional rooms while also increasing the room occupancy rate. As an economic engine, the tour and travel industry is important to District finances and economic vitality, as this industry provides jobs for District residents and supports business to business sales.

Hotel Occupancy Rates

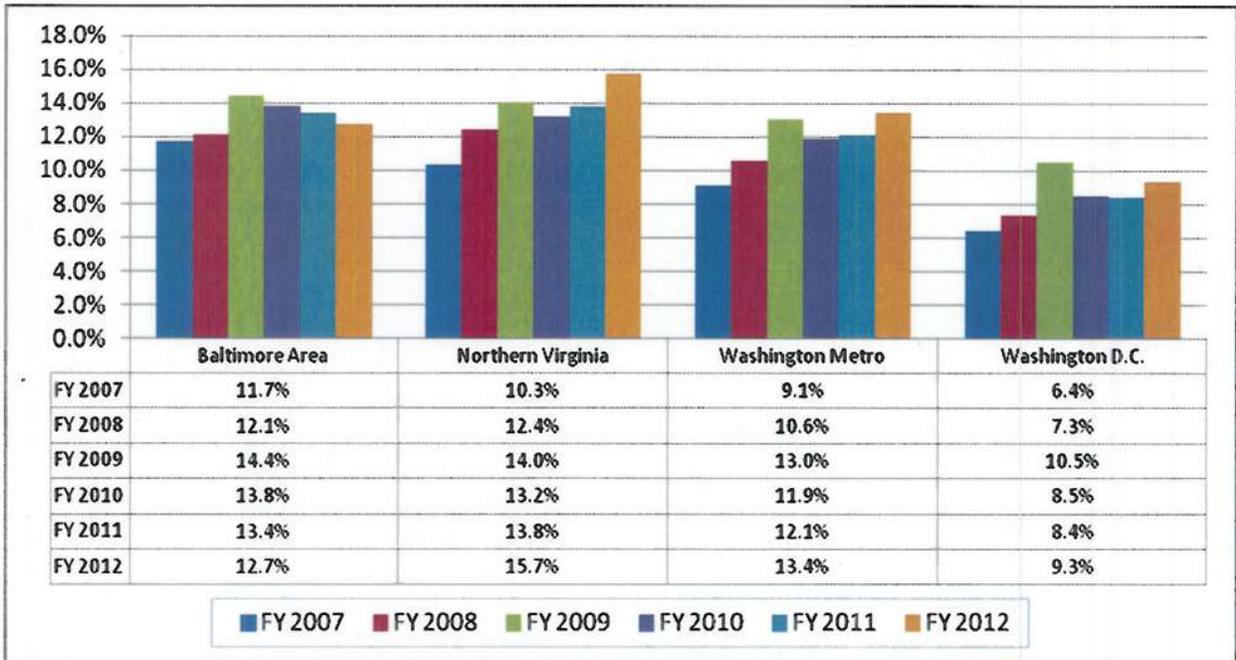


Based on Washington Business Journal dated January 8, 2013. D.C. hotels maintained an average of 27,611 rooms throughout fiscal year 2012, according to the D.C. Chief Financial Officer and Smith Travel Research. Those rooms were occupied 75.1 percent of the time, translating into 7.56 million hotel stays over the course of the year.

Between October 2007 and October 2012, room stays increased by 6 percent, a healthier jump than during the previous six years, despite the crushing recession. The overall occupancy rate has remained steady or improved slightly.

Yet, over the last five years, the average hotel room rate increased only \$1, from \$202.60 in October 2007 to \$203.74 in October 2012.

Commercial Office Space Vacancy Rates



Date source: Delta Associates Year-End 2012 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 increased to 9.3 percent at the end of 2012, an increase from 8.4 percent at year-end in 2011. As compared to other jurisdictions, the District's vacancy rate for commercial buildings is low.

Unemployment Rate

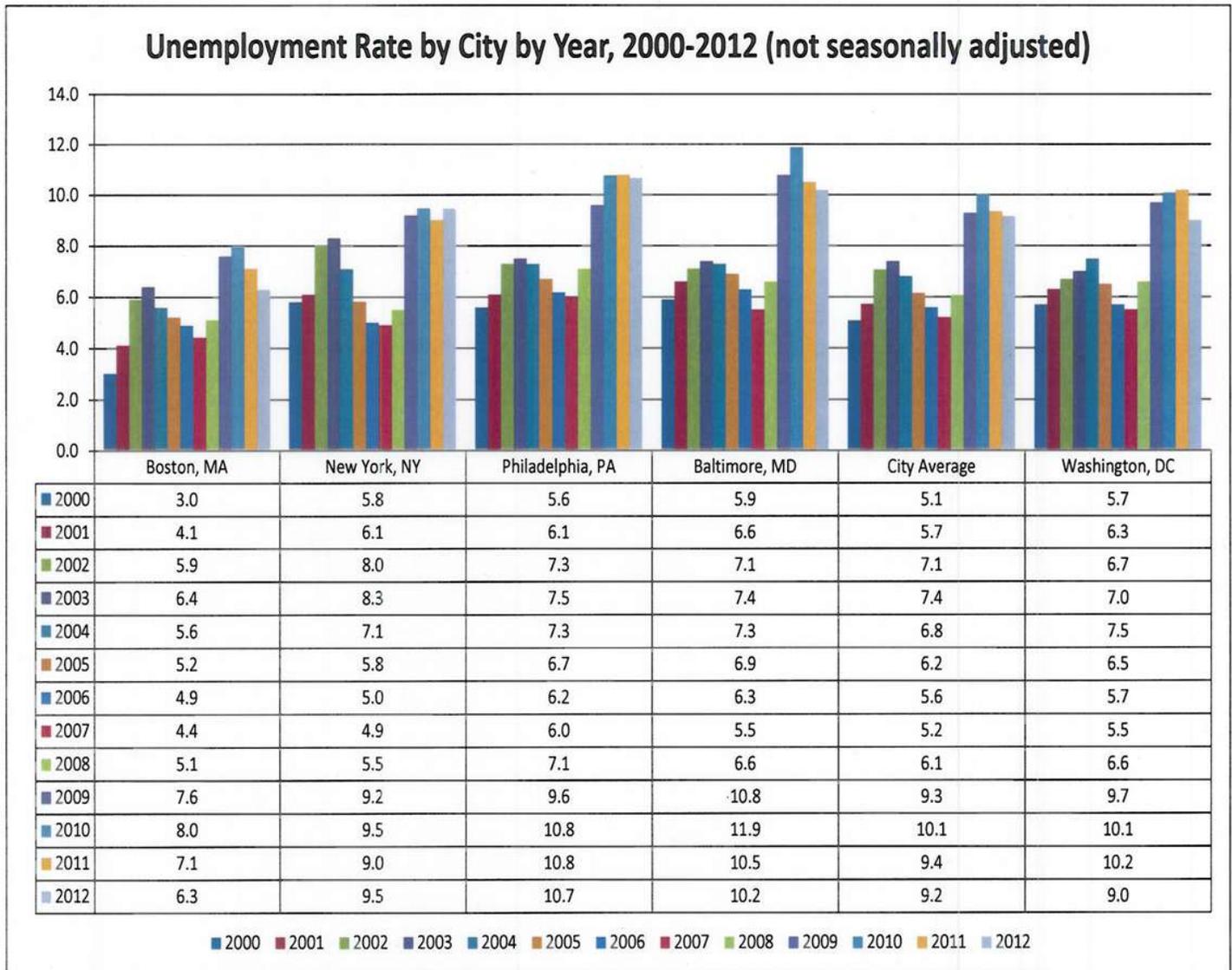
The charts below show the unemployment rate¹, by calendar year, for four comparison cities (Boston, MA, New York, NY, Philadelphia, PA, Baltimore, MD) and Washington, D.C. The data is produced by the Local Areas Unemployment Statistics (LAUS) program of the U.S. Bureau of Labor Statistics. Two views 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/>.

¹ The unemployment rates represent 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.

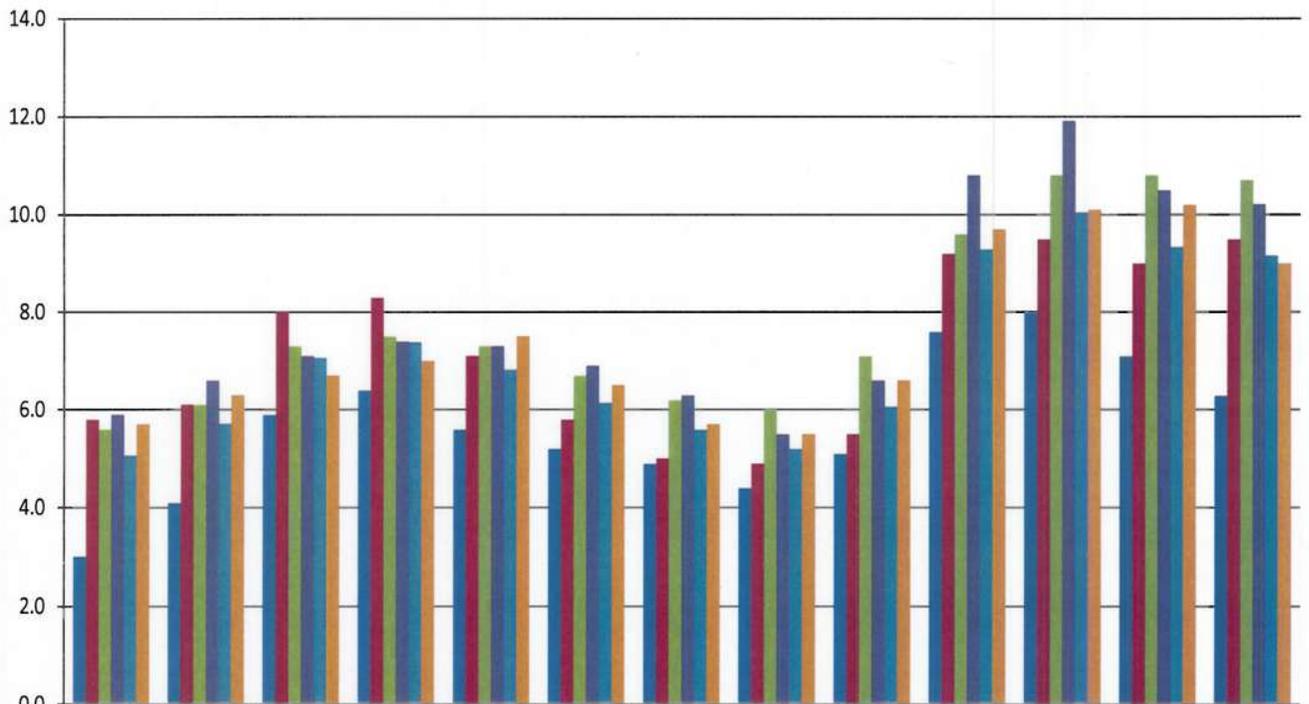
City Unemployment Rate By City By Year



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 19, 2013; (3) The city average is for Boston, New York, Philadelphia and Baltimore (i.e., excluding Washington, D.C.).

Unemployment Rate By Year By City

Unemployment Rate by Year by City, 2000-2012 (not seasonally adjusted)

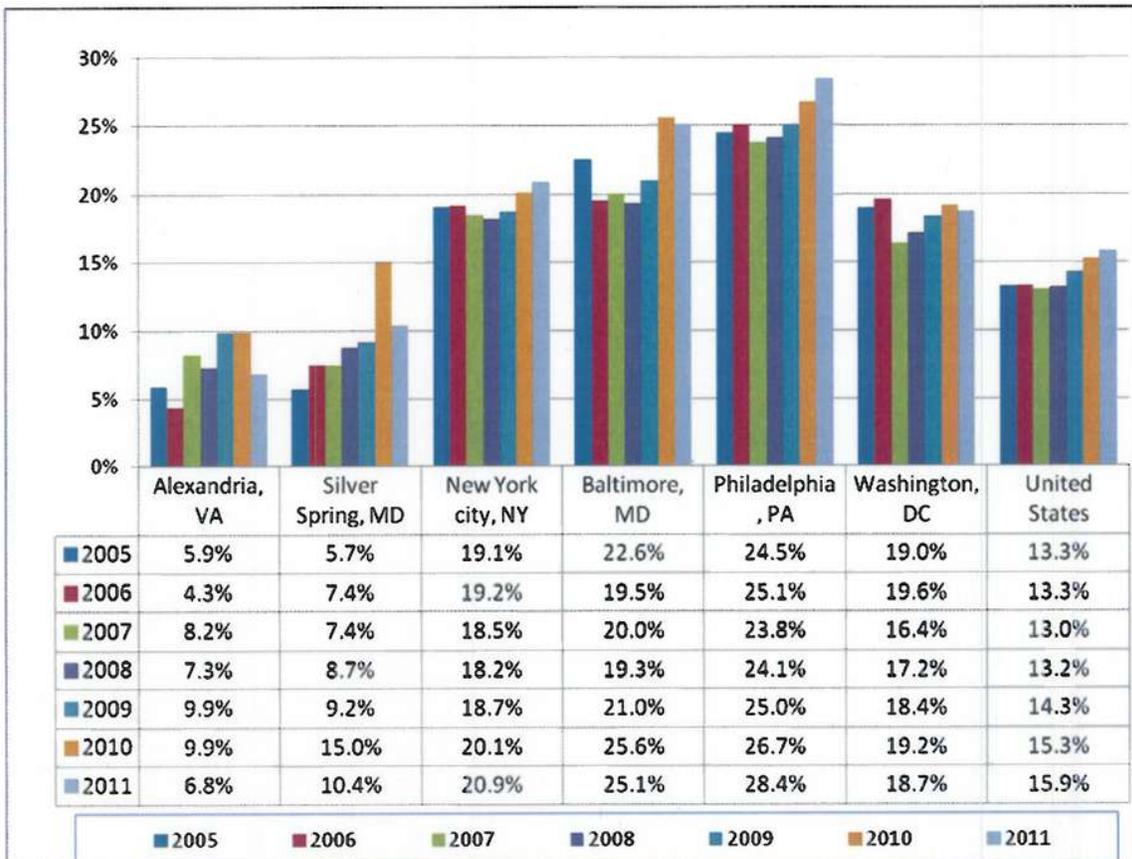


	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
■ Boston, MA	3.0	4.1	5.9	6.4	5.6	5.2	4.9	4.4	5.1	7.6	8.0	7.1	6.3
■ New York, NY	5.8	6.1	8.0	8.3	7.1	5.8	5.0	4.9	5.5	9.2	9.5	9.0	9.5
■ Philadelphia, PA	5.6	6.1	7.3	7.5	7.3	6.7	6.2	6.0	7.1	9.6	10.8	10.8	10.7
■ Baltimore, MD	5.9	6.6	7.1	7.4	7.3	6.9	6.3	5.5	6.6	10.8	11.9	10.5	10.2
■ City Average	5.1	5.7	7.1	7.4	6.8	6.2	5.6	5.2	6.1	9.3	10.1	9.4	9.2
■ Washington, DC	5.7	6.3	6.7	7.0	7.5	6.5	5.7	5.5	6.6	9.7	10.1	10.2	9.0

■ Boston, MA ■ New York, NY ■ Philadelphia, PA ■ Baltimore, MD ■ City Average ■ Washington, DC

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 19, 2013; (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 2011 American Community Survey, 1-Year data.

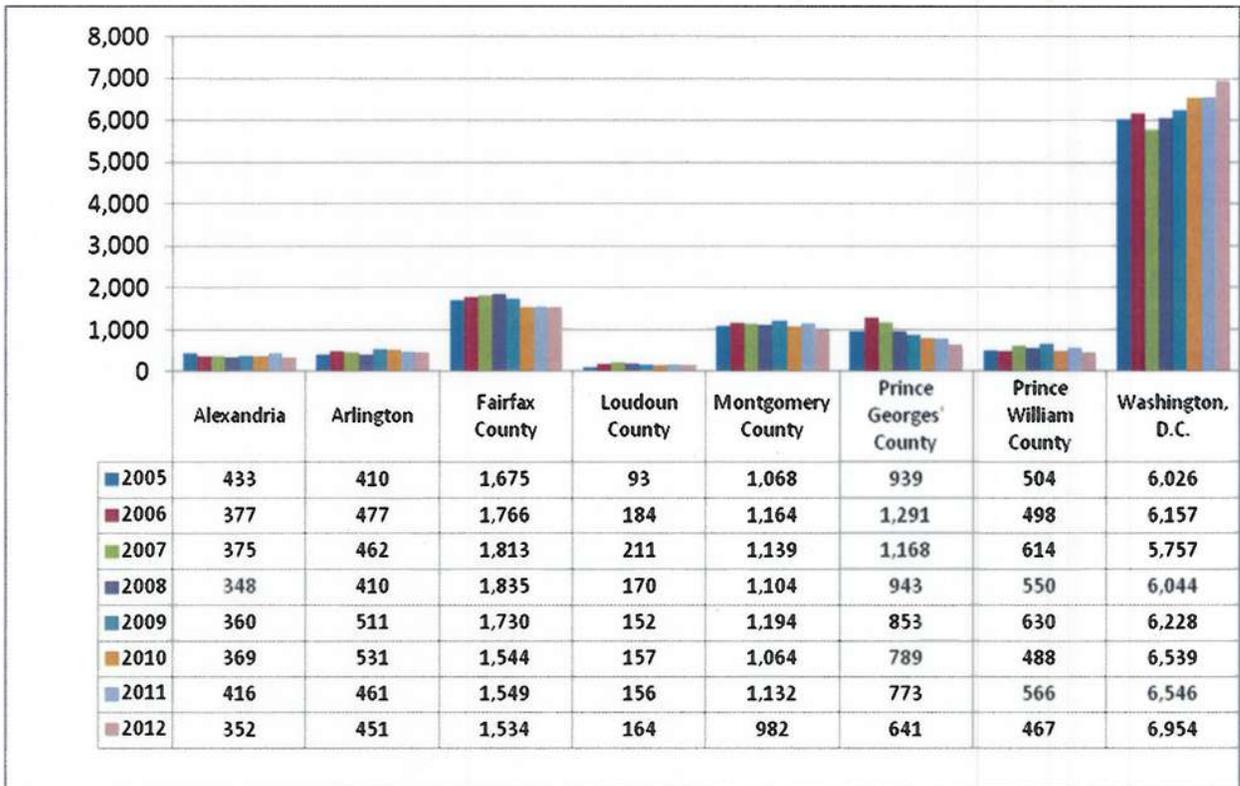
The District saw a slight decrease in the poverty rate for 2011. The chart above shows the estimated poverty rates for individuals in the District, comparison jurisdictions, and the United States. The District's strategy to combat poverty aims to blend a number of approaches in a portfolio of programs 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"¹ and the "formerly homeless"². The data is produced by counting the homeless at a point in time, which for the 2012 report was conducted on January 25, 2012. According to the COG's "Homeless Enumeration for the Washington Metropolitan Region 2012" report, the literally homeless population in the District of Columbia increased by 408, or 6.2 percent, as compared to the previous year.

Regional Literally Homeless Count



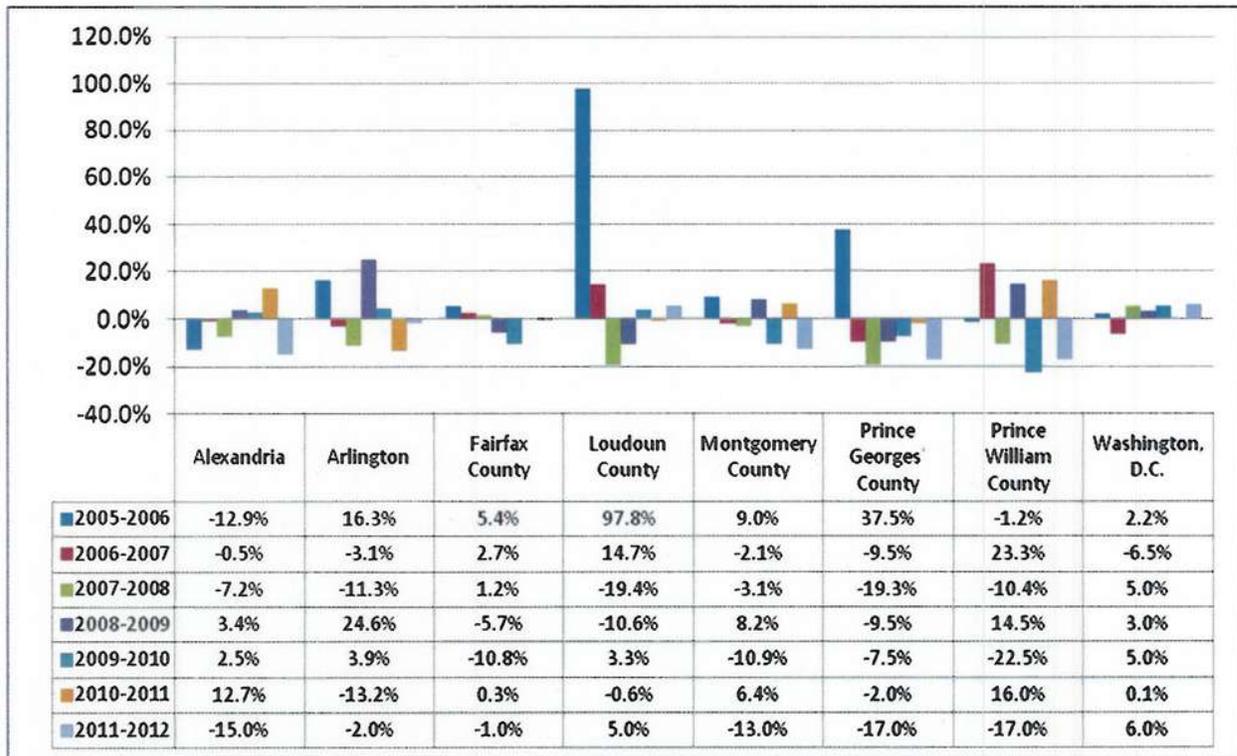
* Prince William County submitted revised numbers for 2011.

¹ "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.

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

³ **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

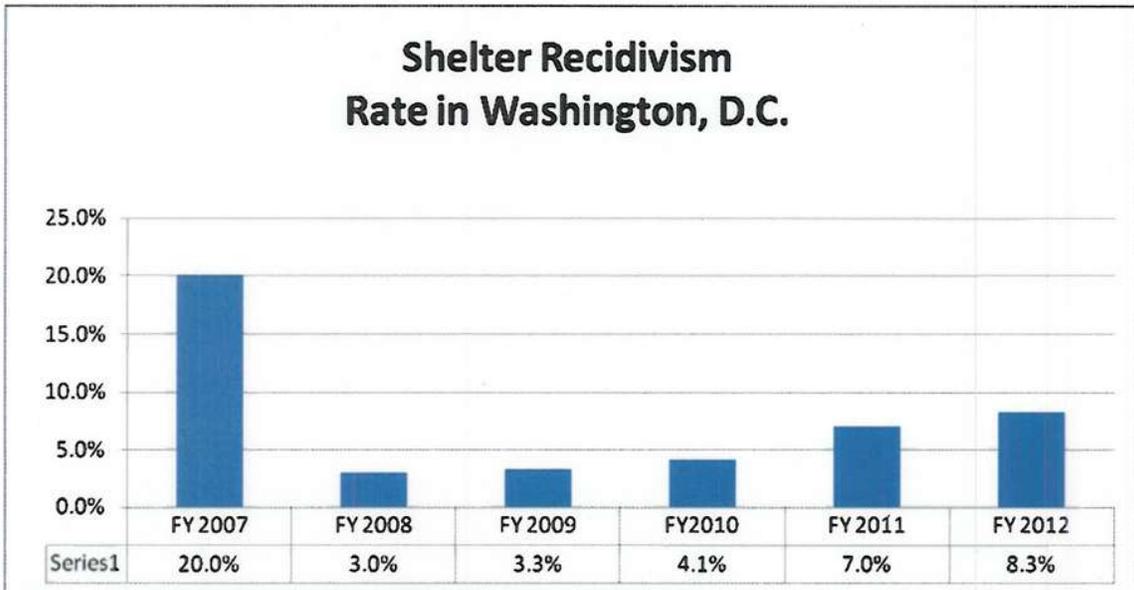


The Department of Human Services (DHS) is the lead District agency for fighting homelessness. Homelessness has been identified as DHS' top priority and there are major, year-round programs to serve the homeless population in the District. In 2010, the Permanent Supportive Housing (PSH) program celebrated a major milestone with the placement of the 1,000th household. The Permanent Supportive Housing program has provided housing and supportive services to 842 individuals and 237 families.

In 2011 and 2012, 1,261 and 1,358 formerly homeless households, respectively, received housing and supportive services through the PSH program.

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 2012, 904 families served in the Emergency Shelters during the year, of which 563 exited that level of the continuum. Of the 563 families, 47, or 8.3 percent, returned to the Virginia Williams Family Resources Center Homeless Shelter at some point after their exit.

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:

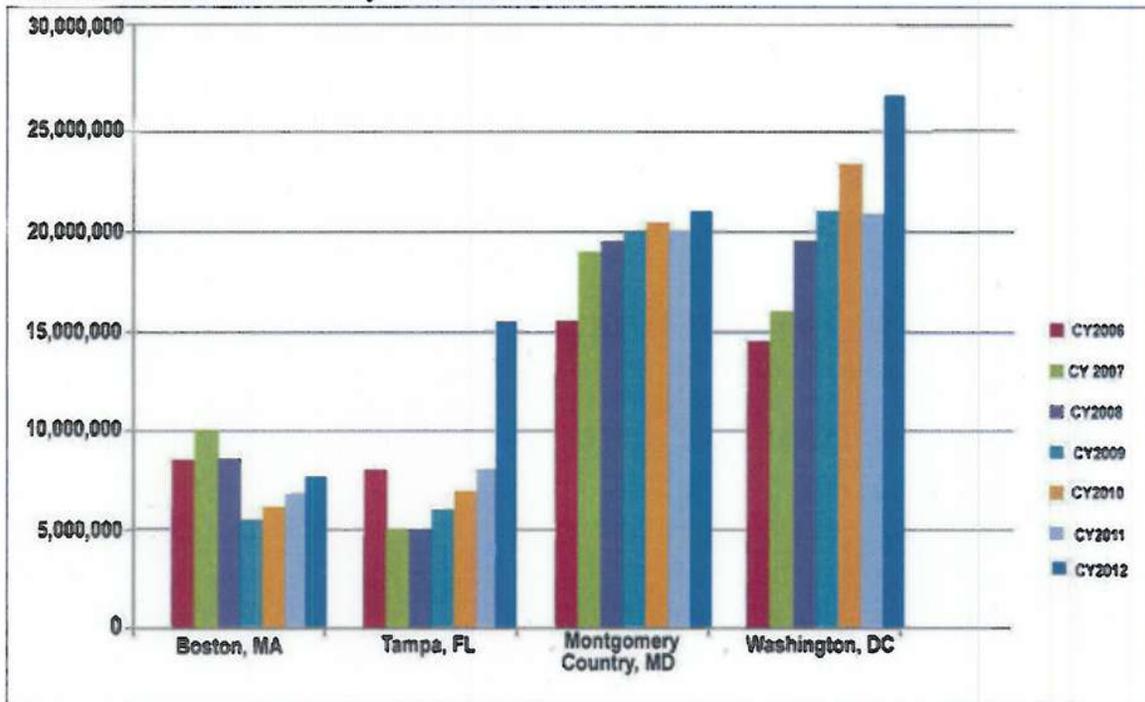
Municipality	Moody's Ratings	Standard and Poor's Ratings	Fitch Ratings
District of Columbia	Aa2	AA-	AA-
Baltimore	Aa2	Not Rated	Not Rated
New York	Aa2	AA	AA
San Antonio	Aaa	AAA	AAA
Chicago	Aa3	AA-	AA-
Detroit	Ba3	BB	BB-
Philadelphia	A2	BBB	A-

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 2013 - Present	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

Number of Visits to the City Website Portal



Note: Washington, D.C. transitioned to using Google Analytics to measure all portal metrics in 2008. 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) 2012, the website recorded more than 26 million visits, which is greater than website visits to similarly sized municipalities. The table below captures the percent change from CY 2011 to CY 2012:

	CY 2011	CY 2012	% Change
Washington, DC	20,888,673	26,577,949	+27.2%
Montgomery County, MD	20,037,699	20,557,646	+2.6%
Tampa, FL	8,055,282	15,266,562	+89.5%
Boston, MA	6,813,362	7,354,261	+7.9%

The District more than met its goal of a 5 percent increase in the number of visits to the portal, showing an increase of more than 27 percent over CY 2011. We believe that this large increase is due, in part, to inconsistencies in how visits were calculated in previous years. As explained below, the District is in the process of migrating to a new content management system (Drupal). As a result, during this transition, DC.Gov has operated on three separate content management systems concurrently over the past several years, complicating the counts in web traffic. Nonetheless, this figure returns the District to its historical pattern of significant growth in web traffic and provides dramatic evidence that District residents and businesses continue to make more and more use of online access to government services and information.

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 District online services, news and information. The portal also allows residents to interact with District agencies and executive leadership via such means as "Ask the Director" forms, other online forms, and scheduled online chats. In addition, the District has taken advantage of social media. For example, by the end of 2012, there were 38 District agency Facebook accounts, up from 20 the year before, and 32 Twitter accounts, up from 20 the year before.

As mentioned earlier, in 2011, the District adopted 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:

- Migration of all content to a new web platform with structured content;
- Redesign of the web content on District websites so that they 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;
- Creation of a DC.Gov mobile platform that will help bridge the digital divide between residents who have easy access to computers and those who don't; 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 2012, the District had migrated 53 websites to the Drupal platform and had created another 15 new Drupal websites for agencies, giving the District a total of 68 Drupal websites. There are 40 sites left to migrate, with an expected completion date of September 30, 2013.