



# **FY 2011 Proposed Budget and Financial Plan**

## **Benchmarking Study**



# **Benchmarking**

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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 2011 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.

By working collaboratively, the Office of Budget and Planning and the Office of the City Administrator have selected key indicators for comparison. 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 2011 Benchmarks**

As in previous years, the performance benchmarks are grouped by Mayoral policy area. The policy areas are:

- 1) Education
- 2) Public Safety
- 3) Economic Development
- 4) Health and Human Services
- 5) Infrastructure and the Environment
- 6) Government Operations

District law requires the benchmarking of 25 critical programs. 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 D.C. results over time.

Data was collected by contacting benchmarking jurisdictions and requesting the data or by collecting it from an open data source, such as a published report. 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 two hundred member jurisdictions that share performance data in order to identify and share best practices.

## **Education: Excellent Opportunities for Quality Lifelong Learning**

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An educated populace is the cornerstone to civil society, and it is fundamental to a well-functioning democracy. For too long, however, we have failed to deliver on the promise of a high-quality education for every resident. That time has come to an end. Our vision for the District of Columbia is a city of lifelong learners, where achievement is the norm, not the exception.

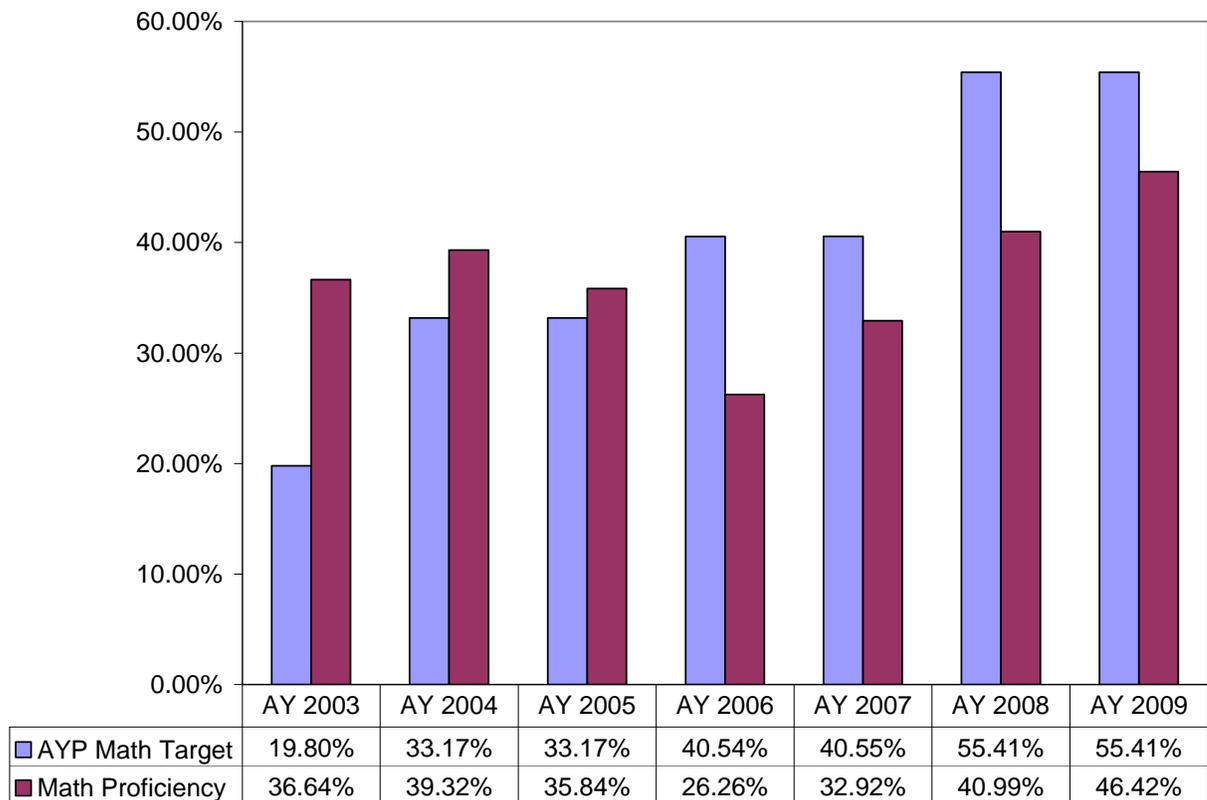
In this section the following benchmarks are presented:

- 1) No Child Left Behind scores.
- 2) Participation in early literacy programs.

## No Child Left Behind Scores (NCLB)

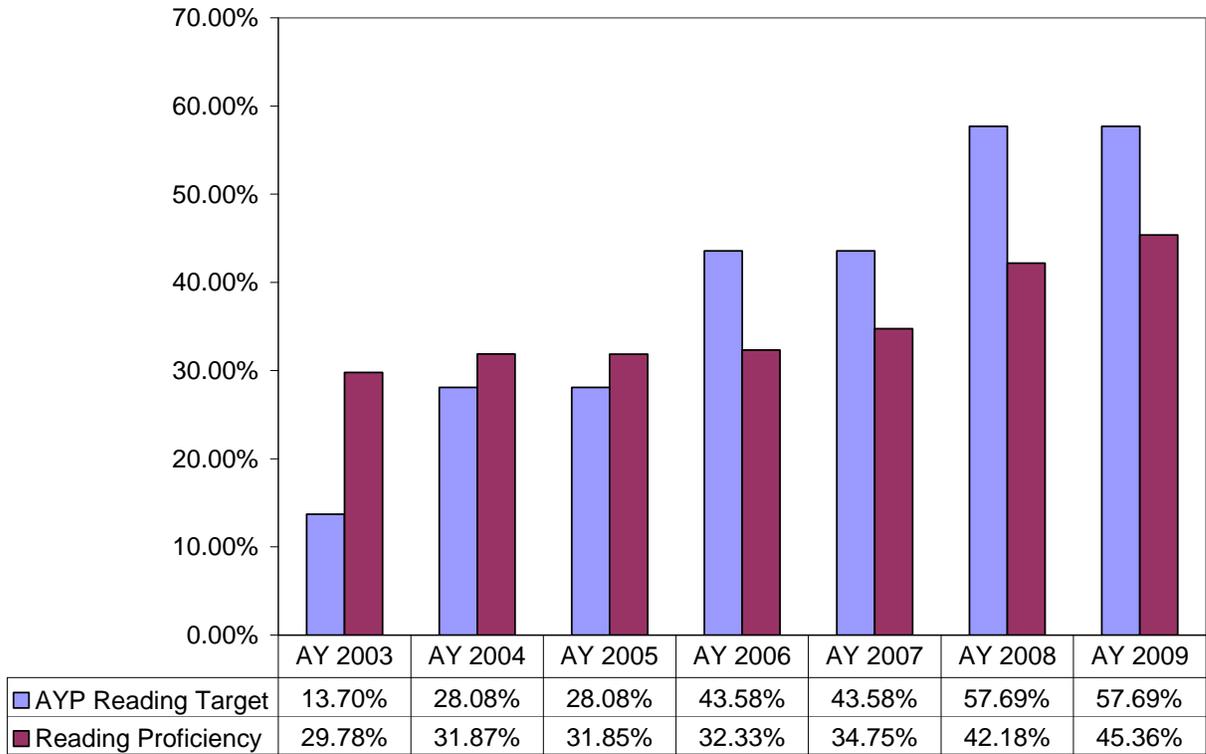
No Child Left Behind (NCLB) is a federally mandated program that requires all public schools, school districts, and states to demonstrate “adequate yearly progress” (AYP) on the state tests and other indicators. All testing groups required to make AYP for test data must reach or exceed the 95 percent tested target and the proficiency targets for a unit to achieve AYP with respect to test data. The data below shows the NCLB state report scores for all public schools in the District of Columbia, which include both DCPS and charter schools. The data source is the Office of the State Superintendent for Education web page.

### Secondary Schools- Math



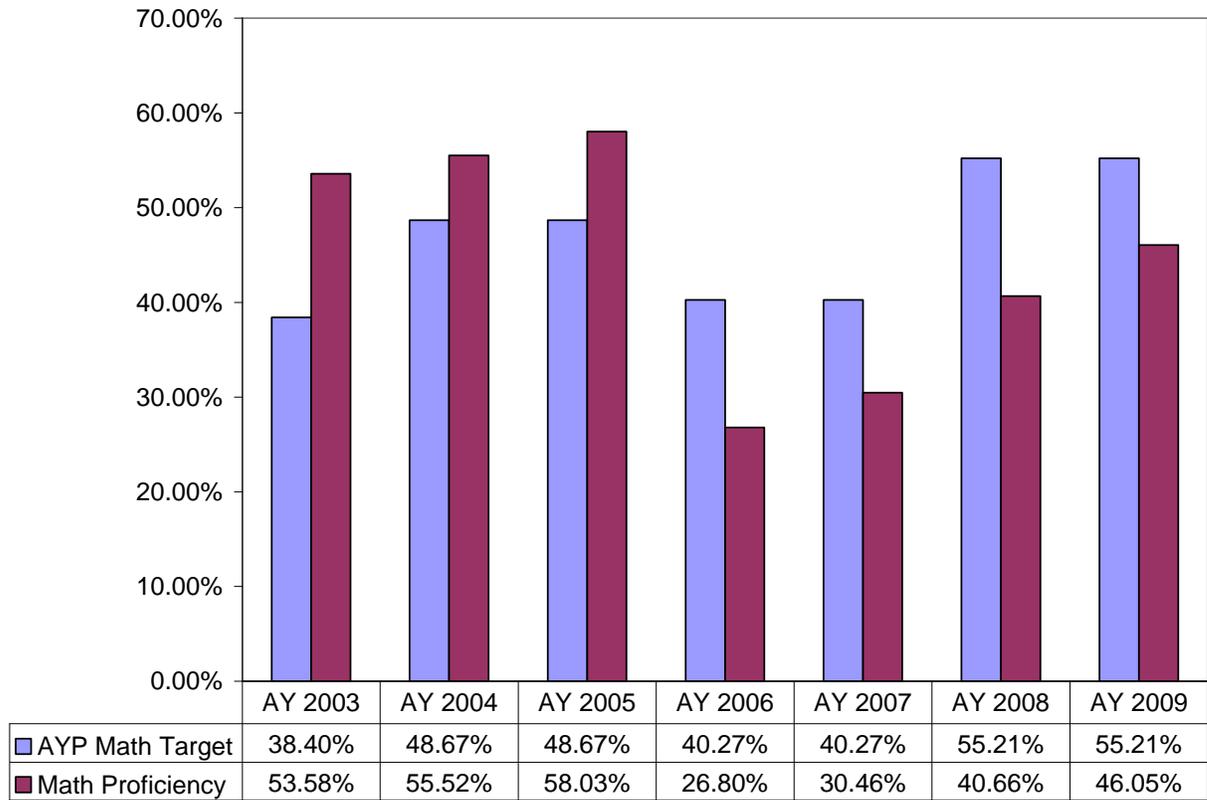
**Note:** The Stanford Achievement Test Series 9 (SAT-9) assessment was used in 2003-2005. In 2006, the D.C. Comprehensive Assessment System (DC-CAS) became the annual statewide assessment. Trends cannot be directly compared between the SAT-9 and the DC-CAS.

## Secondary Schools- Reading



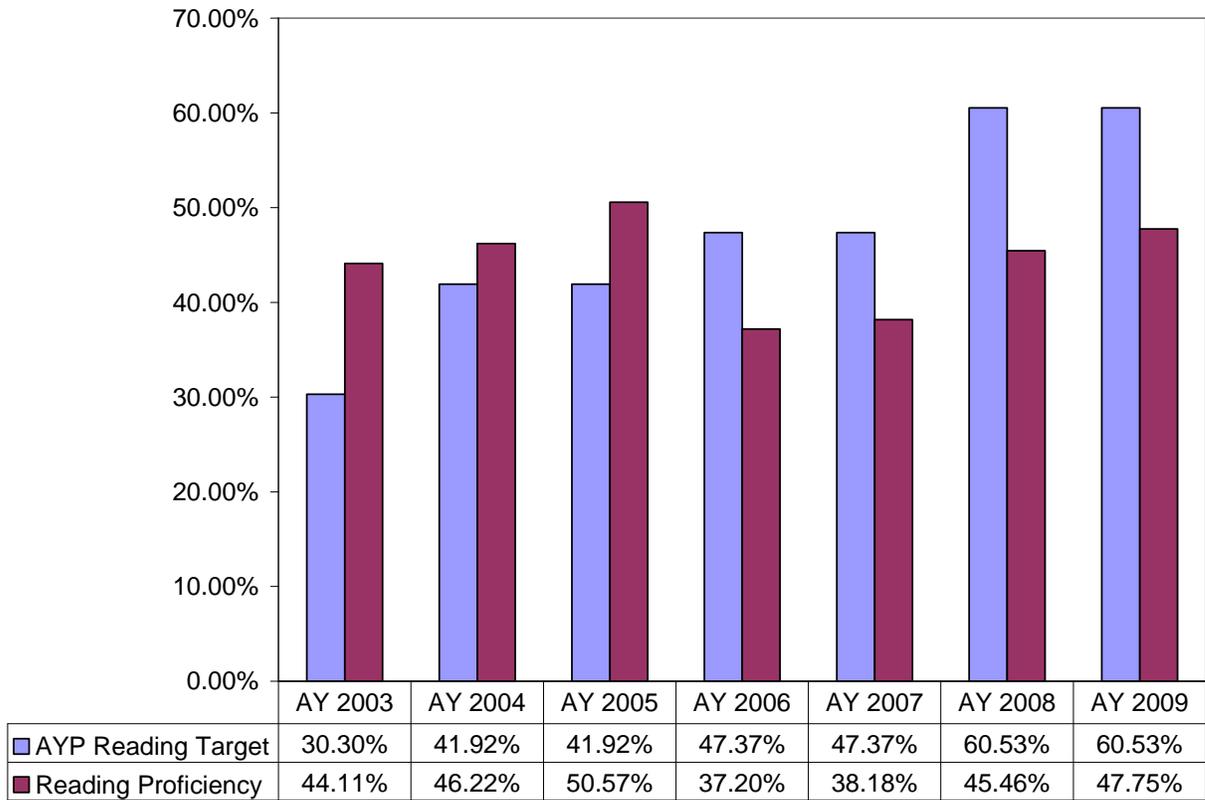
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## Elementary Schools- Math



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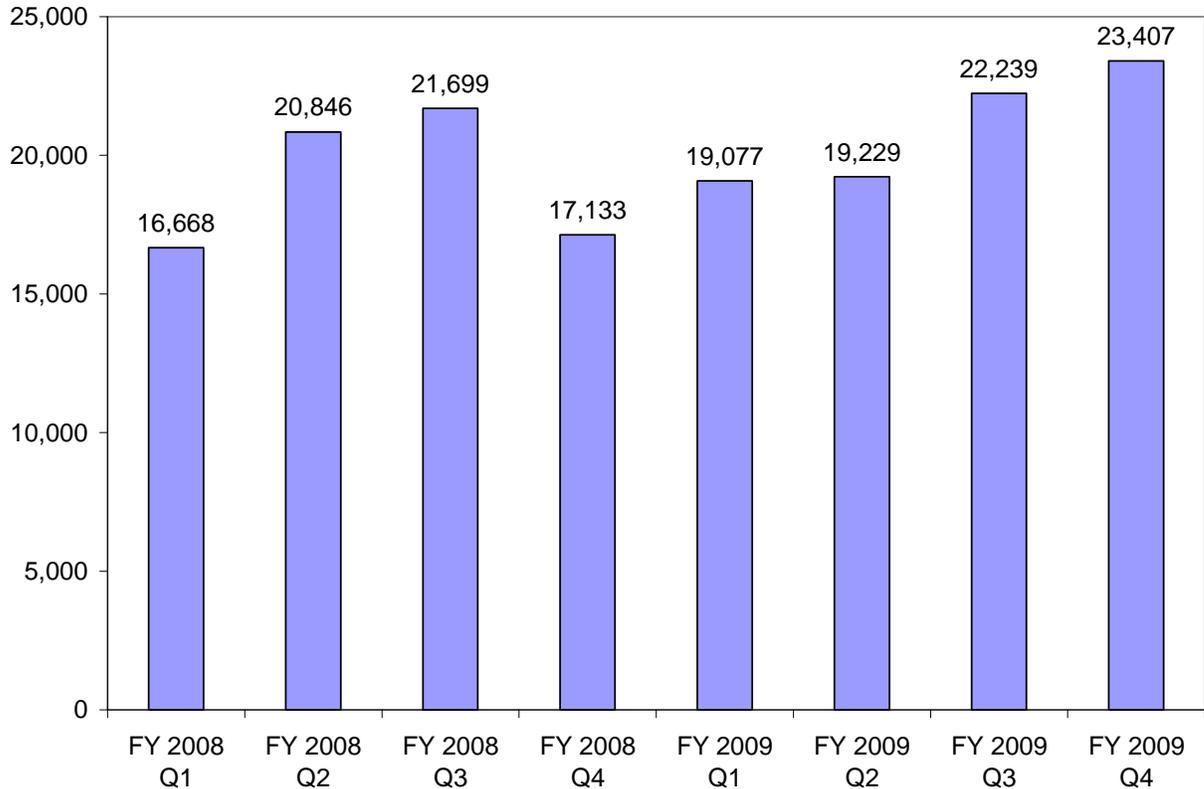
## Elementary Schools- Reading



**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.

## Participation in Early Literacy Programs

Early literacy programs assist children ages 1 through 5 to develop the skills to prepare them to read. Early literacy does not teach a child to read, but prepares the child to be ready to learn to read. The activities that encompass early literacy expose children to the idea of reading by providing an atmosphere that's entertaining and interesting. These activities stimulate growth in the child's brain and helps develop an early interest in reading.



Note: Source of data is the District of Columbia Public Library.

This benchmark was first introduced in the FY 2009 Budget and Financial Plan and is intended to capture the attendance trend over time and to thus benchmark our own performance against time. The source of data is the D.C. Public Library, which conducts early literacy programs for District children. The measure is the participation trend of children ages 1 to 5 in the library's early literacy program and the data is captured on a quarterly basis. The attendance for FY 2008 totaled 76,346, and the attendance for FY 2009 totaled 83,952, an increase of 7,606 (10 percent). The attendance increase is attributed to outreach the Library has done with schools and daycare providers, and the training in early literacy story telling and story reading that all the Children's Librarians received. It is anticipated that participation will decline in FY 2010 as the Library's reduced hours of service means fewer programs can be offered for children.

## **Public Safety: A Safe City and a Secure Nation's Capital**

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Our citizens and the nation are entitled to a capital city that is both safe and secure. They must feel secure in their daily activities and have confidence in the effectiveness of emergency responders.

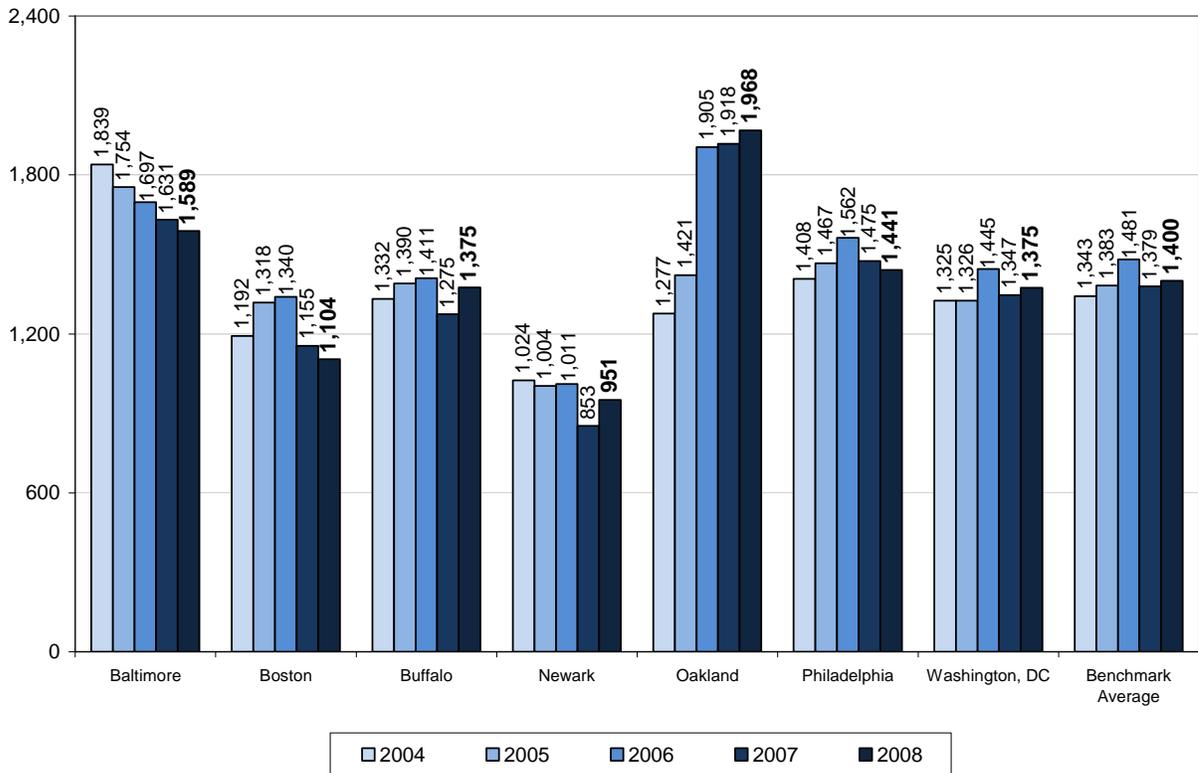
In this section, the following benchmarks are presented:

- 1) Number of Part 1 property crimes per 100,000 residents in the calendar year.
- 2) Number of Part 1 violent crimes per 100,000 residents in the calendar year.
- 3) Homicide clearance rate.
- 4) Percentage of arson cases closed with an arrest.
- 5) Number of civilian fire deaths by fiscal year.

## Number of Part 1 Crimes Per 100,000 Residents

Crime rates are a commonly used indicator of public safety and in this section of the benchmarking report we are presenting two, 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 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.

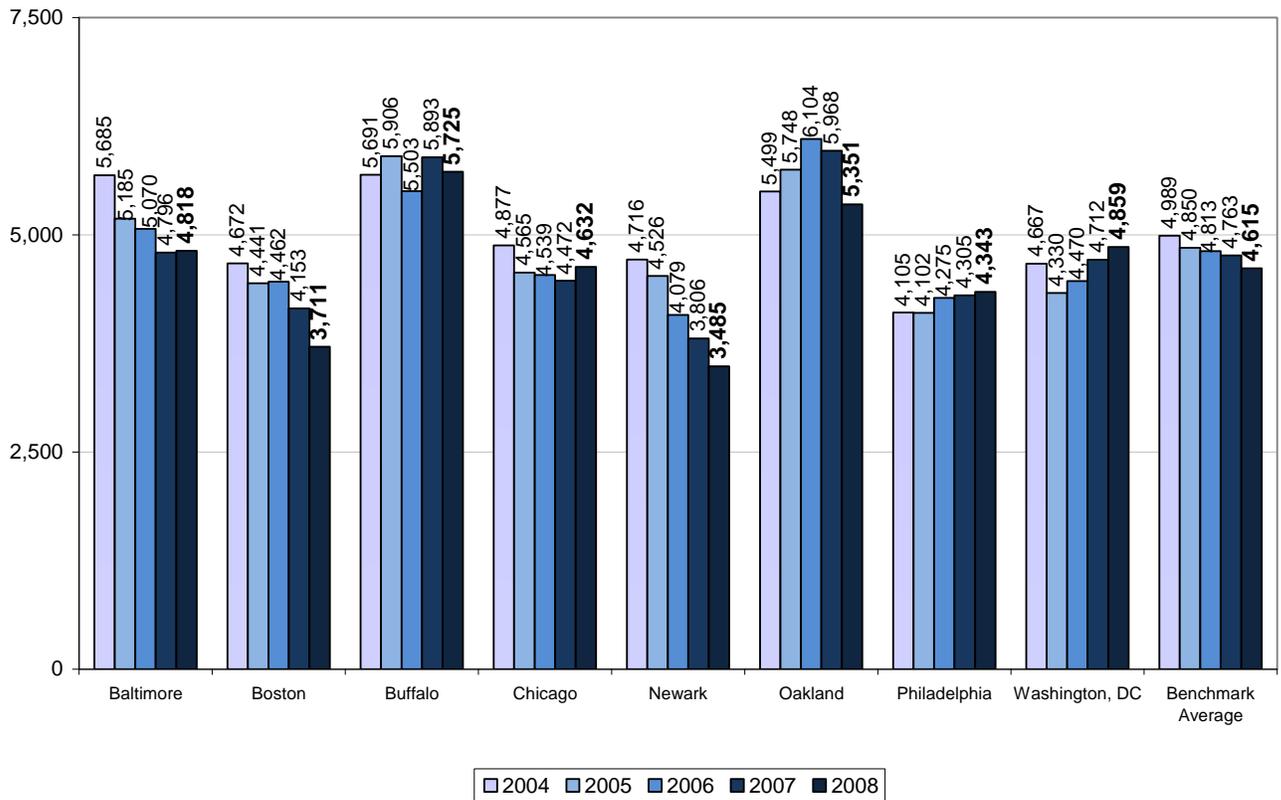
## Number of Part 1 Violent Crimes Per 100,000 Residents



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

These 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 2008, DC's violent crime rate was better than the benchmark average, and only two of the benchmark cities had a lower violent crime rate. Please note that these figures are based on FBI Unified Crime Reporting definitions and will differ from crime figures reported under 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

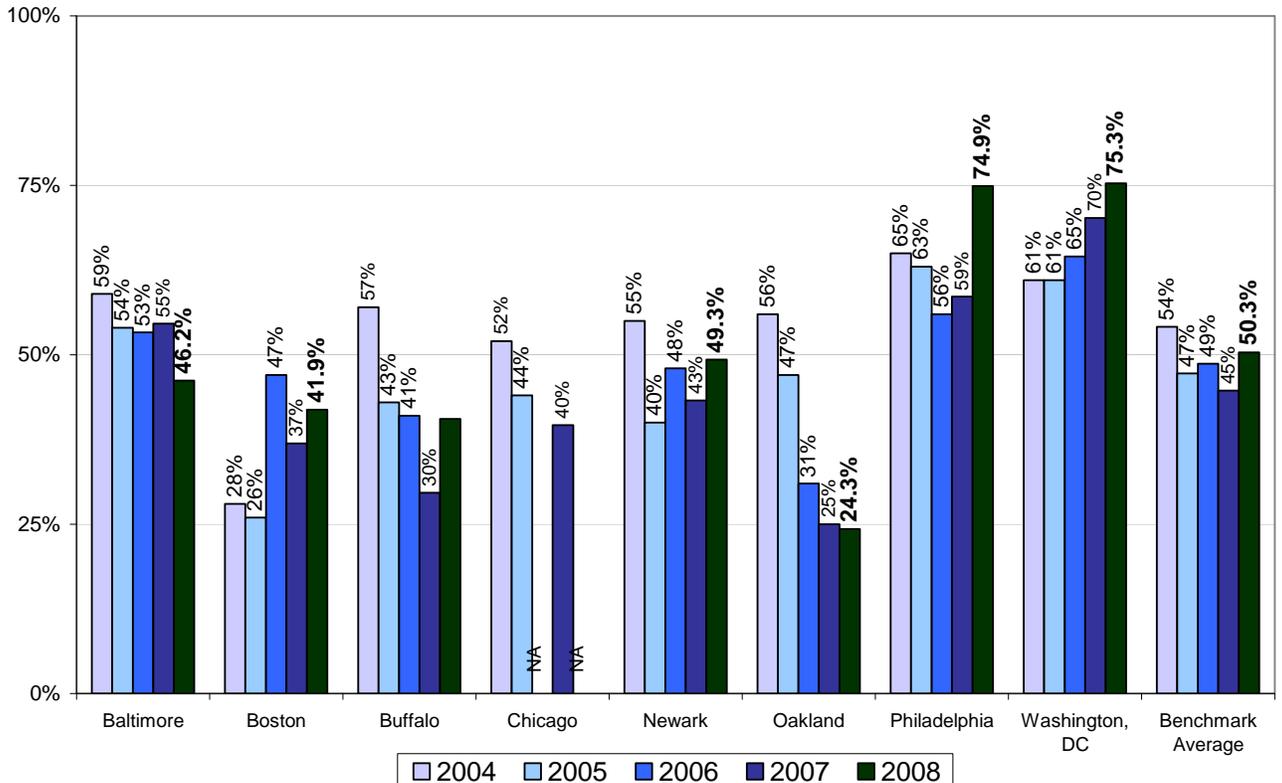


Crime and population data are from the Federal Bureau of Investigation's (FBI's) annual crime report, *Crime in the United States*, as provided by the Metropolitan Police Department.

These 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 in 2008 rose 3 percent. Property crime rates also rose in Chicago (4 percent), Philadelphia (1 percent), and Baltimore (<1 percent). Please note that these figures are based on FBI Unified Crime Reporting definitions and will differ from crime figures reported under D.C. Official Code definitions. The UCR figures are used here because they allow for multi-jurisdictional comparisons.

## Homicide Clearance Rate

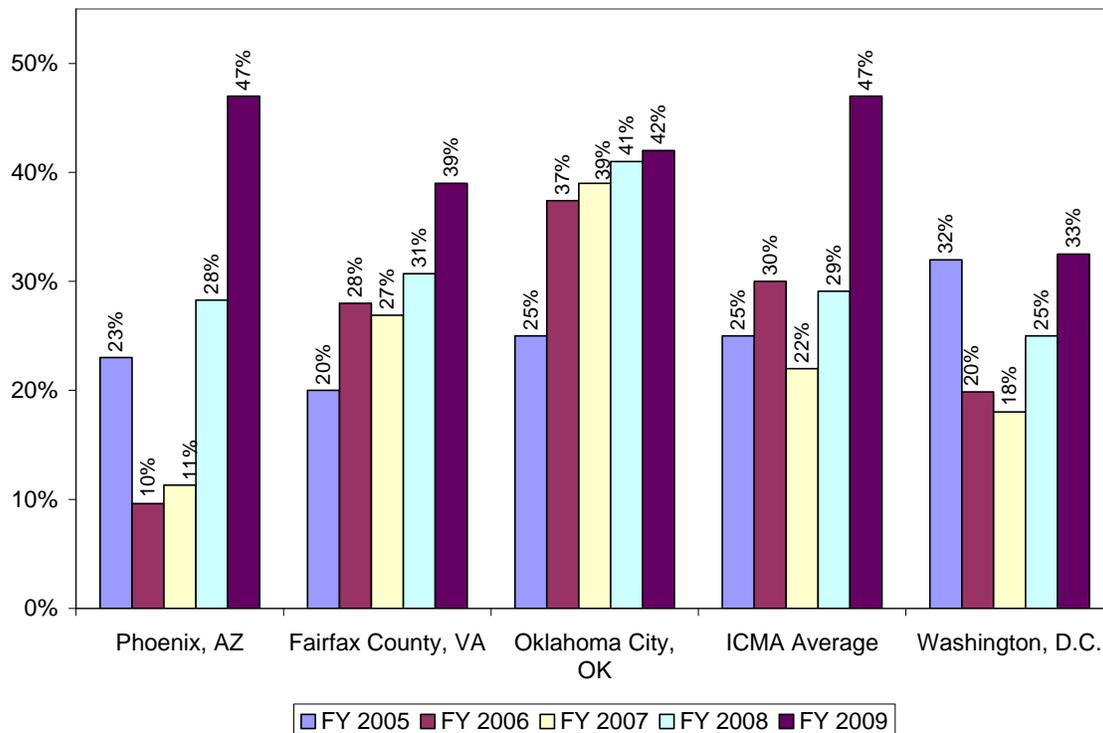
One of the key benchmark measures for the Metropolitan Police Department (MPD) is the homicide clearance rate. The rate indicates the percentage of homicides that are closed by an arrest or exceptional means. The accompanying table illustrates the District's performance with benchmark jurisdictions.



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 NA. 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.

In 2008, the MPD achieved the highest homicide clearance rate of the reporting jurisdictions, a full 25 percentage points above the 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 4 years. This has allowed the District to hold more offenders to account for their crimes and has helped families of homicide victims reach closure.

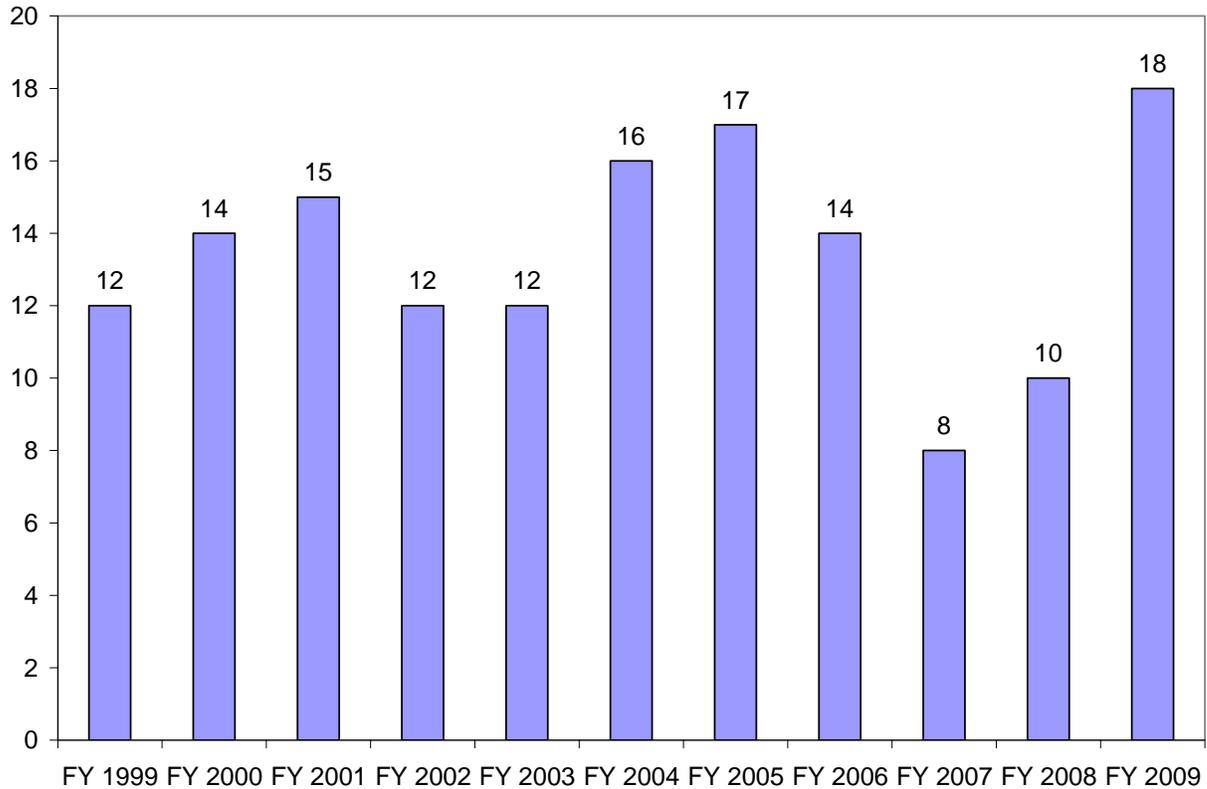
## Arson Case Closure Rate



Note: Source of data is the International City/County Management Association (ICMA) Center for Performance Management and the Fire and Emergency Medical Services Department. For jurisdictions other than Washington DC, the FY 2009 data is mid-year data as the final data was not available from ICMA prior to publication. The FY 2009 data will be updated in the FY 2012 budget.

The ICMA FY 2008 final figures for this benchmark for cities with a population over 100,000 shows that on average, those jurisdictions closed 29.1 percent of their arson cases with an arrest and that the median number was 25.0 percent. The FY 2009 figures for the non-District jurisdictions are mid-year figures and are subject to change when the final data is reported for the year. During FY 2009, 32.5 percent of Washington D.C. arson cases (50 out of 154 cases) were closed with an arrest and in FY 2008 that closure rate was 25 percent. The increased number of full-time employees in the Fire Investigations Unit, along with closer cooperation between inter-jurisdictional agencies and the District's public school system, helped to increase the FY 2009 closure rate.

## Civilian Fire Deaths in Washington, DC



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

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. Most civilian fire deaths occur in residences that lack sprinkler systems and working smoke detectors. Installation of these fire protection measures in residential occupancies dramatically reduce the risk of death by fire or fire by-products (smoke 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 incident. This statistic can nevertheless be a useful indicator when trends are analyzed over the long-term. Over the period shown the District averaged approximately 13 civilian fire deaths a year. Given the number of older homes and often times their close proximity to each other, fire safety and preventive measures are paramount for public safety. Three District firefighters lost their lives due to injuries caused by fire during the 7-year period FY 1994 to 2000, while no District firefighters were killed performing interior firefighting operations during the 9-year period FY 2001 to 2009. During FY 2009, FEMS continued installing smoke and carbon monoxide alarms using the "Smoke Alarm Utilization and Verification" – or SAVU – program, but the total number of installations decreased by approximately 50 percent compared to FY 2008 because of a loss of funding. FEMS acquired new grant funding during FY 2010 to increase this number. One house fire, on January 1, 2009, unfortunately resulted in 6 civilian fire fatalities.

## **Economic Development: Jobs and Housing**

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Residential employment and affordable housing are critical to achieving thriving communities. Efforts to stabilize the housing market through targeted investments and enhance job opportunities for the traditionally underemployed are being pursued at unprecedented levels. Other measures, such as the unemployment rate and commercial space usage, also provide a barometer of the District's economic condition.

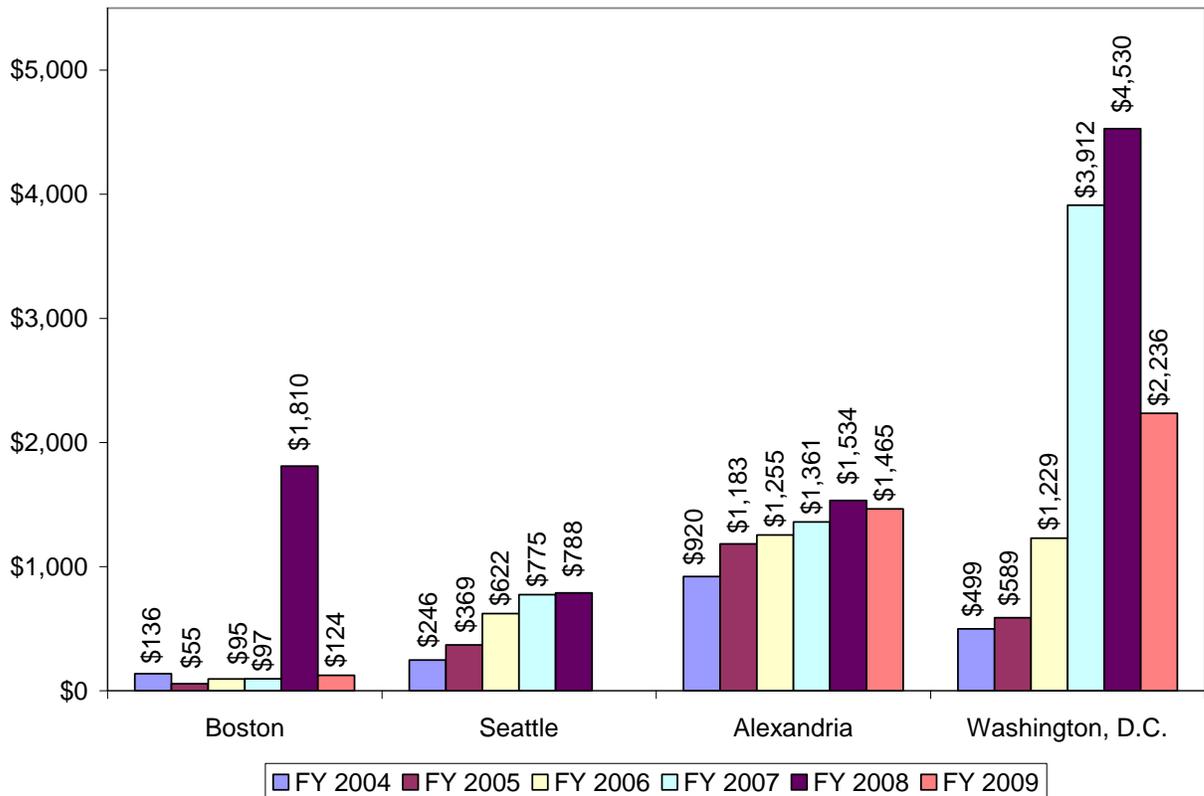
In this section the following benchmarks are presented:

- 1) Amount of Home Assistance Loan Funds Expended Per 100,000 Population.
- 2) Number of Home Assistance Loans Per 100,000 Population.
- 3) Unemployment Rate.
- 4) Commercial Office Space Vacancy Rates.
- 5) Hotel Occupancy Rates.

## The Home Purchase Assistance Program For Very Low and Low Income Households

The Home Purchase Assistance Program (HPAP) benchmark compares program performance to comparable jurisdictions. Home purchase assistance loans are made for down-payments and closing costs and provide gap financing between the loan of the first trust mortgage for which a first-time homebuyer qualifies and the total amount of funds needed at closing to complete the home purchase. Very low and low-income borrowers are defined as homebuyers whose total household income is less than or equal to 80 percent of the median household income for the Washington metro area, based on Area Median Income data reported by the U.S. Department of Housing and Urban Development (HUD).

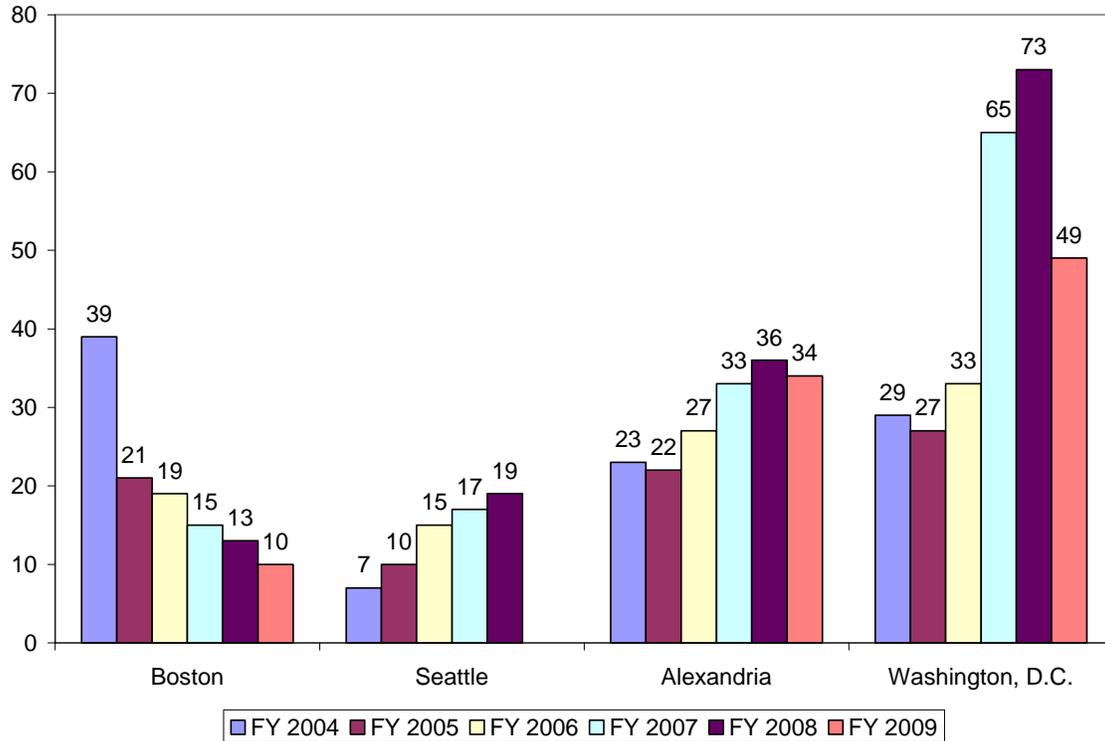
### Amount of Home Assistance Loan Funds Expended Per 100,000 Population (in \$K)



Note: Figures shown are in \$1,000. Please note that Seattle, Washington was unable to provide data for FY 2009. Information provided by the D.C. Department of Housing and Community Development.

Loan funds expended represent actual dollar value of loans by jurisdiction that went to real estate settlement during the reporting period.

## Number of Home Assistance Loans Per 100,000 Population

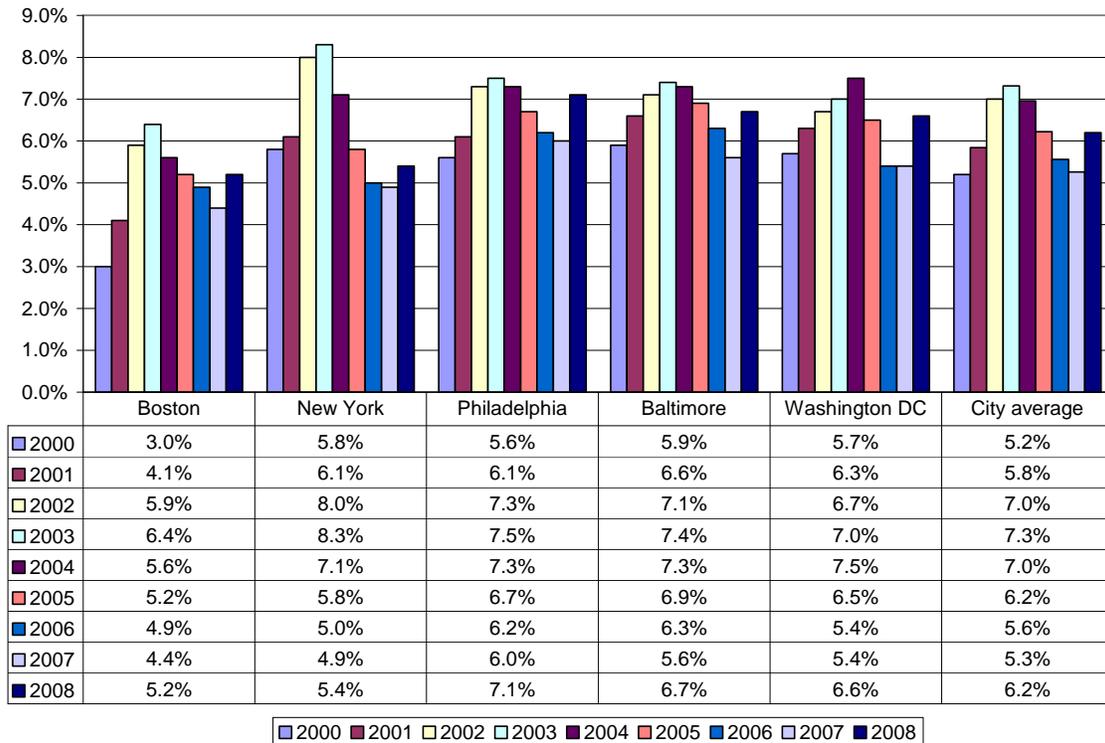


Both benchmarks provide a context for determining how successful the District's Home Purchase Assistance Program is in terms of marketing to low-income residents and improving their opportunities to become first-time homebuyers. The FY 2009 data indicates that the District has been the most successful of the three jurisdictions studied in providing homebuyer assistance loans to its residents. In FY 2006, the Department of Housing and Community Development (DHCD) initiated sweeping changes to the Home Purchase Assistance Program, which served to dramatically reform assistance levels relative to household income and to make the District's homebuyer assistance programs more viable. Assistance levels were calculated to enable program participants to achieve a "purchasing power" reflective of actual residential real estate market prices. Those changes were implemented on July 1, 2006, and data for FY 2007 and FY 2008 reflect a dramatic increase in program effectiveness, in terms of both loans closed and total loan funds disbursed. In FY 2009, faced with a city-wide budget gap, the District reduced the program's budget from \$26.0 million to \$15.0 million. The maximum loan amount had to be lowered from \$77,000 to \$44,000. This reduction resulted in a substantial decrease in the amount of assistance available to each recipient, which in turn reduced the overall number of recipients served by the program. A total of 281 new homeowners received homebuyer assistance, representing \$13 million that was granted to households with incomes less than or equal to 80 percent of the area median income.

## Unemployment Rate

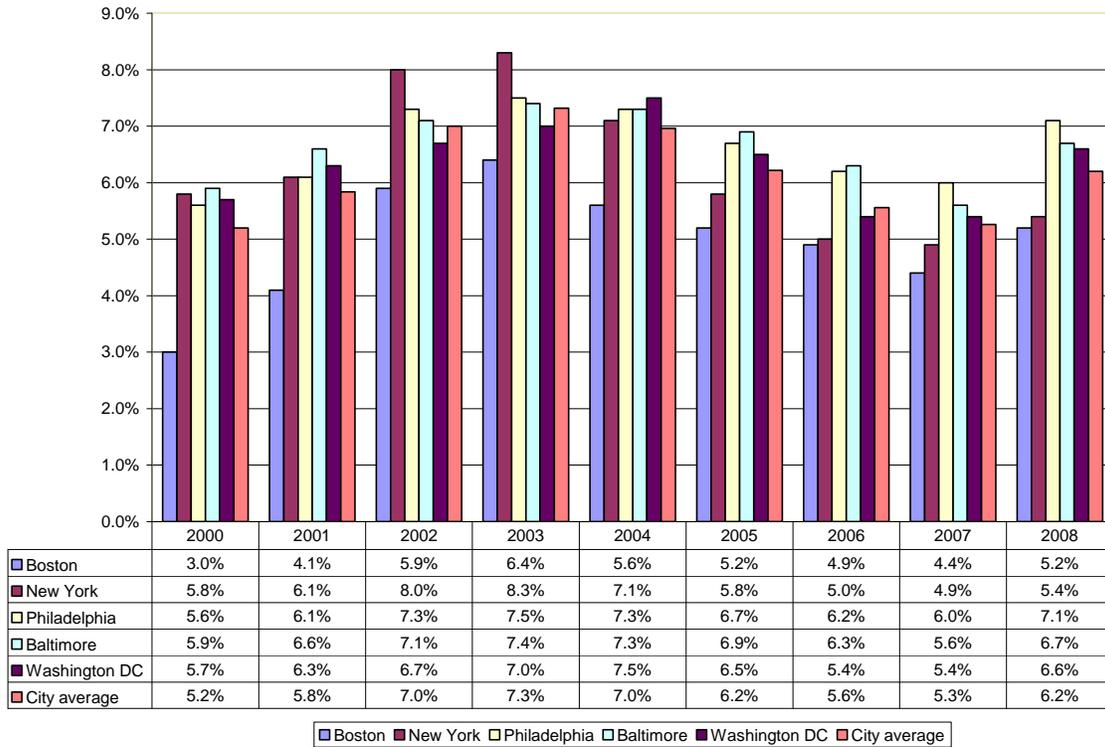
The information below shows the city unemployment rate for selected cities, as reported for the 50 largest cities using the Local Area Unemployment Statistics (LAUS) program, maintained by the U.S. Department of Labor's Bureau of Labor Statistics. Two views are shown, by city by year, and by year by city. The city average that is shown is just for the comparison cities on the chart and is not a nationwide average.

### City Unemployment Rate By City By Year



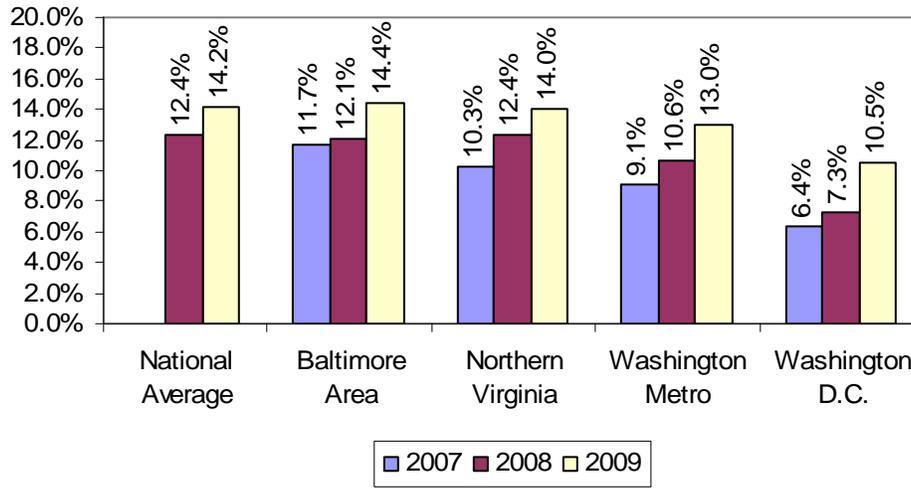
Note: The source of data is the "Unemployment Rate for the 50 Largest Cities" series of tables found at <http://www.bls.gov/lau/>, as of May 5, 2010.

## Unemployment Rate By Year By City



The District of Columbia Department of Employment Services (DDOES) manages a number of employment programs for District residents. Information on these programs can be found at: <http://does.dc.gov/>.

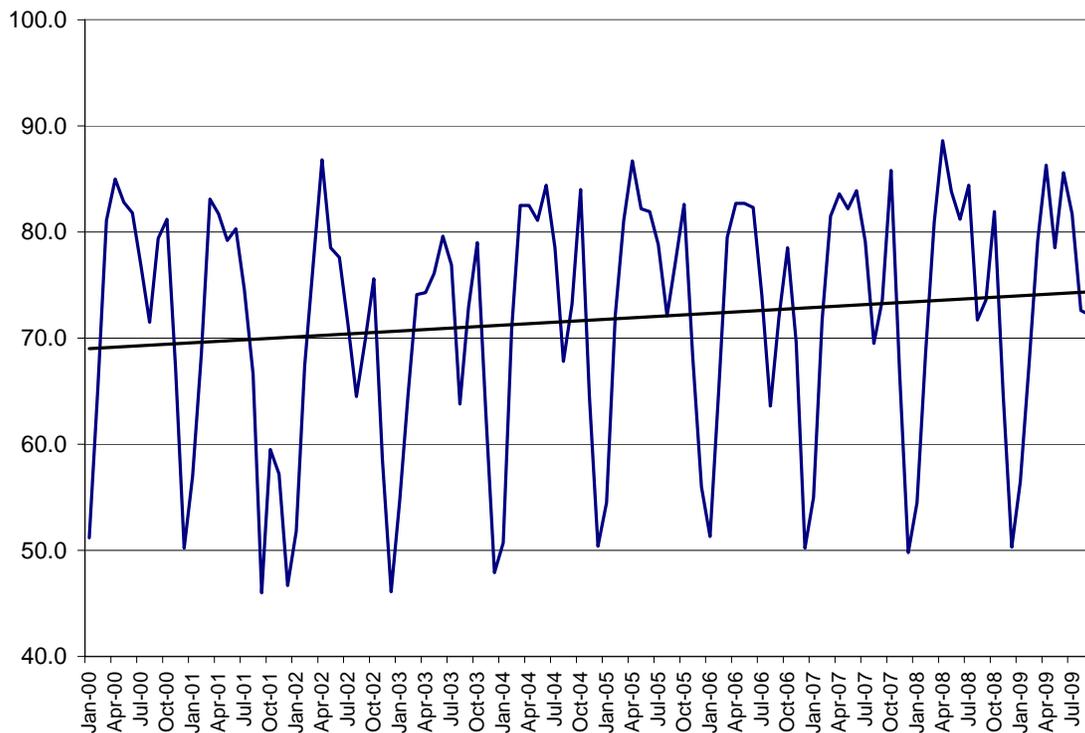
## Commercial Office Space Vacancy Rates



Date source: Delta Associates Year-End 2009 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 rose to 10.5 percent at the end of 2009, an increase from 7.3 percent at year-end in 2008. As compared to other jurisdictions and the national average, the District's vacancy rate for commercial buildings is low. According to Delta Associates, the Washington D.C office market is to remain soft through 2010 and 2011, as the remainder of office space under construction is completed. However, over the long-term the outlook for the District is positive, as evidenced by low vacancy rates as compared to other markets.

## Hotel Occupancy Rates



Source: Smith Travel Monthly Data used in the chart. Data from the Washington Convention and Tourism Corporation (WCTC) based on press release dated July 23, 2009.

The travel and tourism industry continues to have a strong impact on the District economy. The Washington Convention and Tourism Corporation (WCTC) reported that visitors spent \$5.6 billion in 2008, a modest increase as compared to \$5.5 billion the previous year, and there was an overall increase of 3 percent in visitation. An indicator of the District as a destination point is the occupancy rate for hotels. The above chart shows the monthly hotel occupancy rate, starting in January 2000 through September 2009. Inserted onto the chart is a trend line and while it is not steep, it does show a slight increase in the hotel occupancy rate year over year. Not shown is room supply, which according to Smith Travel, was 768,304 units in January 2000 (the first month shown above) and 820,770 units in September 2009 (the last month shown). While the room supply numbers vary 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. According to the WCTC, the impact on District finances is estimated to be \$618 million in tax revenue in 2008. In calendar year 2008, the District averaged a hotel occupancy rate of 73.7 percent, a slight increase from the previous year's rate of 73.5 percent. 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.

## **Health and Human Services: A Healthy and Caring City**

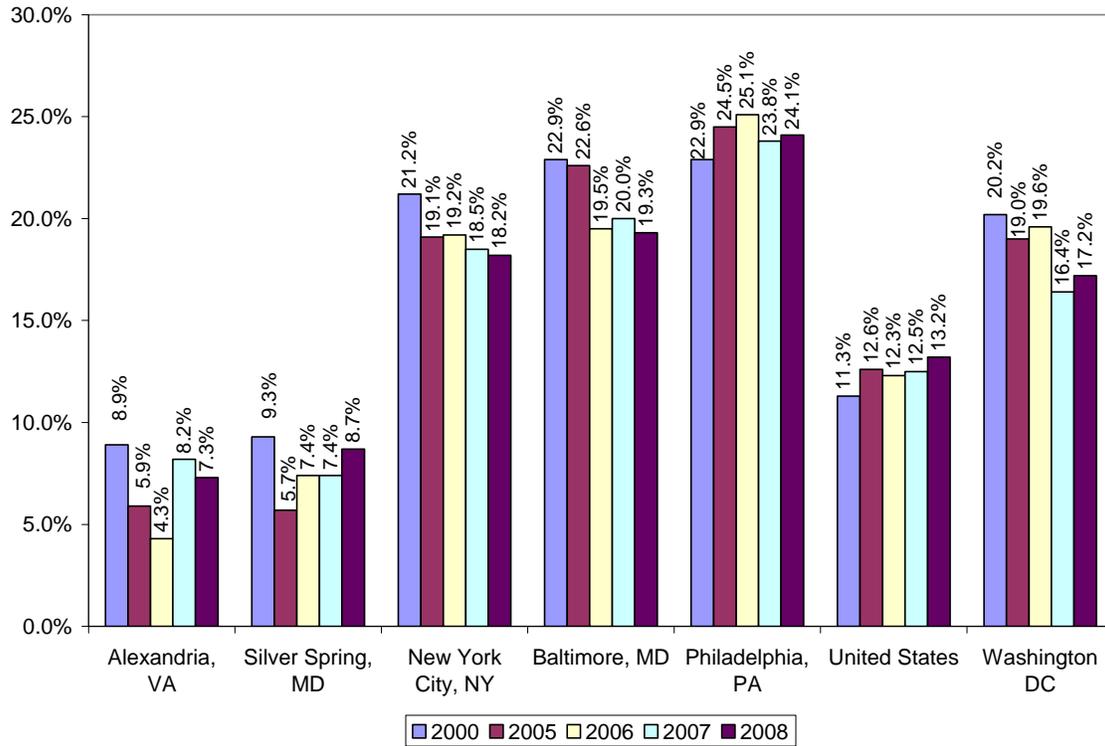
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Our city's poverty rate remains unacceptably high, especially when some communities have benefited from the region's economic boom while others continue to suffer from generations of economic barriers. We will tackle this problem by continuing a four-pronged approach to end poverty: work, opportunity, security, and community. As we address the pressing issue of poverty, we will also address the public health issues that often come with barriers to funds and health care. District agencies responsible for public health will continue to collaborate across the government as well as the community to target the most pressing health issues confronting District residents.

In this section, the following benchmarks are presented:

- 1) Poverty rate.
- 2) Homelessness: Shelter Services Recidivism Rate.
- 3) Temporary Assistance for Needy Families (TANF) job entry rate.
- 4) Homelessness.

## Poverty Rate



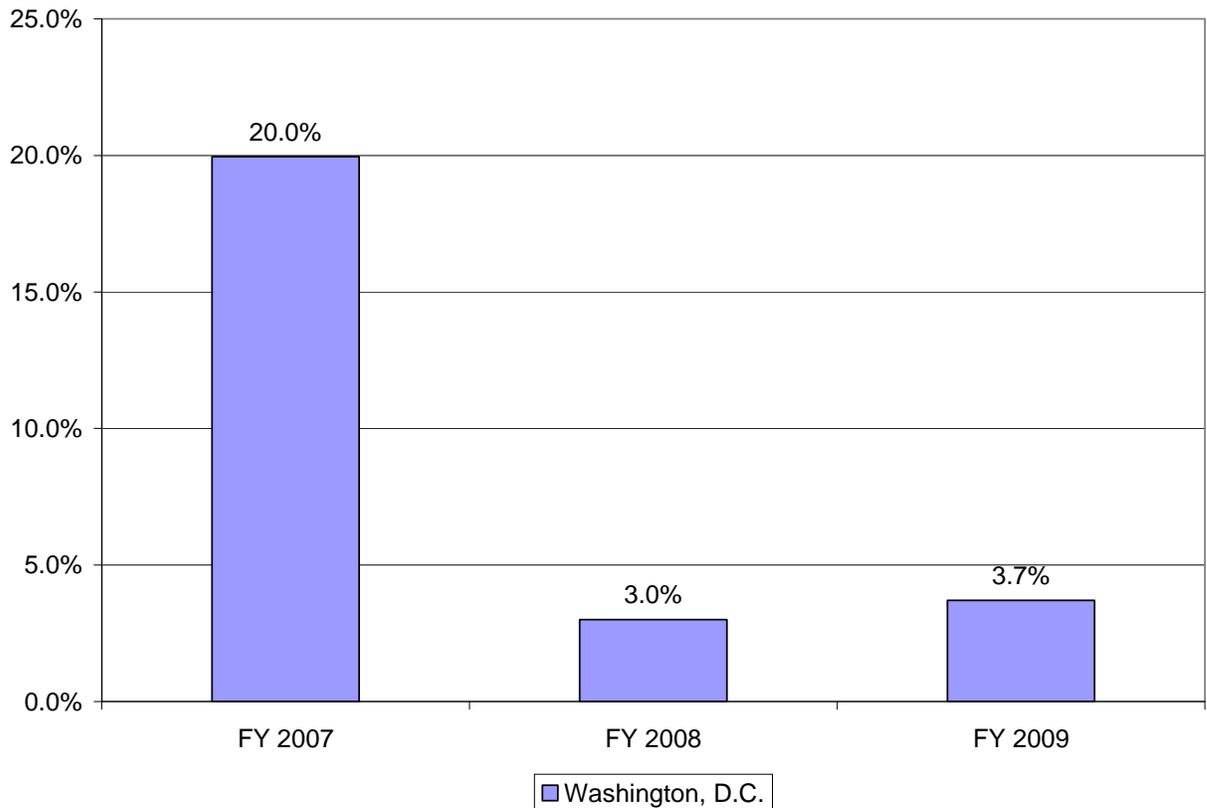
Source of data: U.S. Census Bureau American Community Survey (ACS) one year estimates, for "all people", except in the case of the nationwide data which is derived from the U.S. Census Bureau Current Population Report (CPS). The poverty rate can vary based on the survey used and the time period covered.

The District saw a slight increase in the poverty rate for 2008. 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 which include, Employment, Education, Income Management, Housing, Emergency Services, Nutrition, Coordination and Linkage, Self-Sufficiency, and Health. Funding for this program was increased by the American Recovery Reinvestment Act (ARRA) in 2009.

### Shelter Services Recidivism Rate

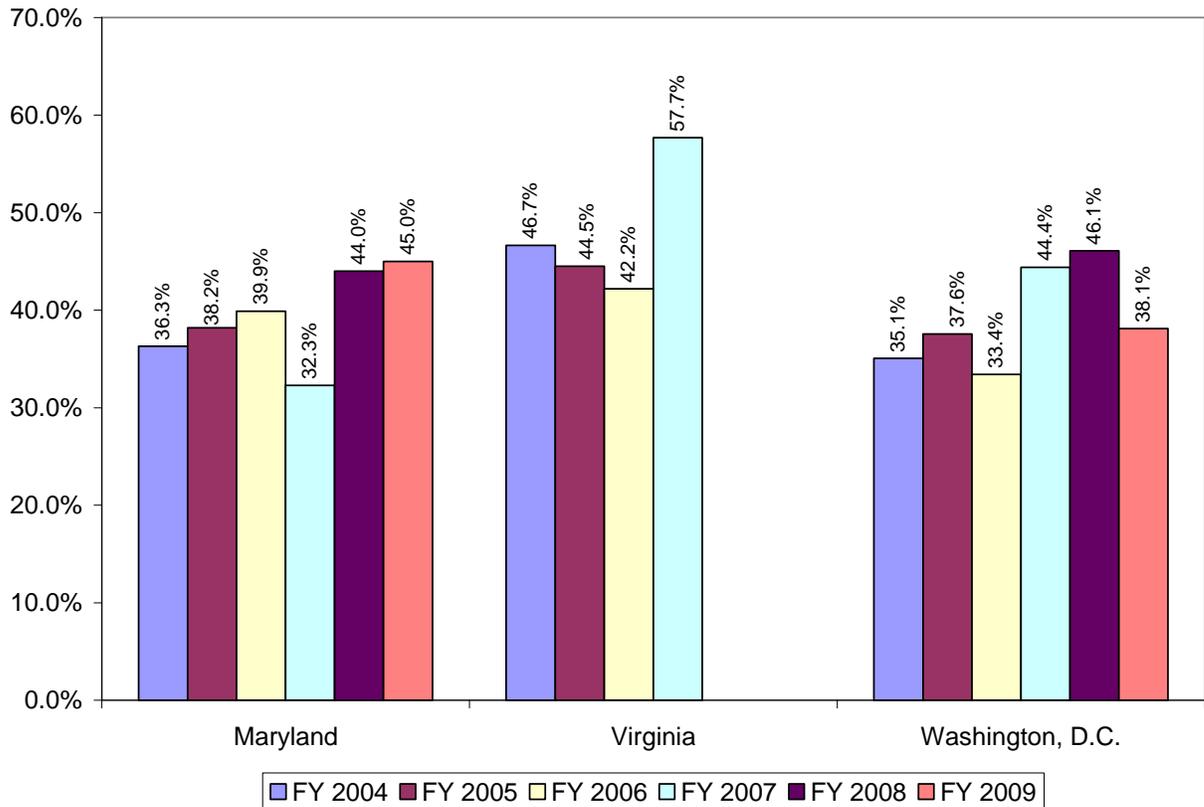
As defined by the District, chronic homelessness or recidivism is expressed as a rate or percentage of families receiving homeless services, including centralized case management, that are stabilized and leave the shelter facility, but return to the facility and case management with a twelve-month period. 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. Homeless services are a top priority for the Department of Human Services and a core component of the Mayor’s Homeless No More Initiative that seeks to reduce and prevent homelessness in the District.



Source of data is the D.C. 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 FY 2009, 337 families left the temporary shelter, and 11 (3.7 percent) of them returned.

## Temporary Assistance for Needy Families (TANF) Job Entry Rate



FY 2008 and FY 2009 data for Virginia were not available when the FY 2011 Budget and Financial Plan was published. Source of data is the D.C. Department of Human Services.

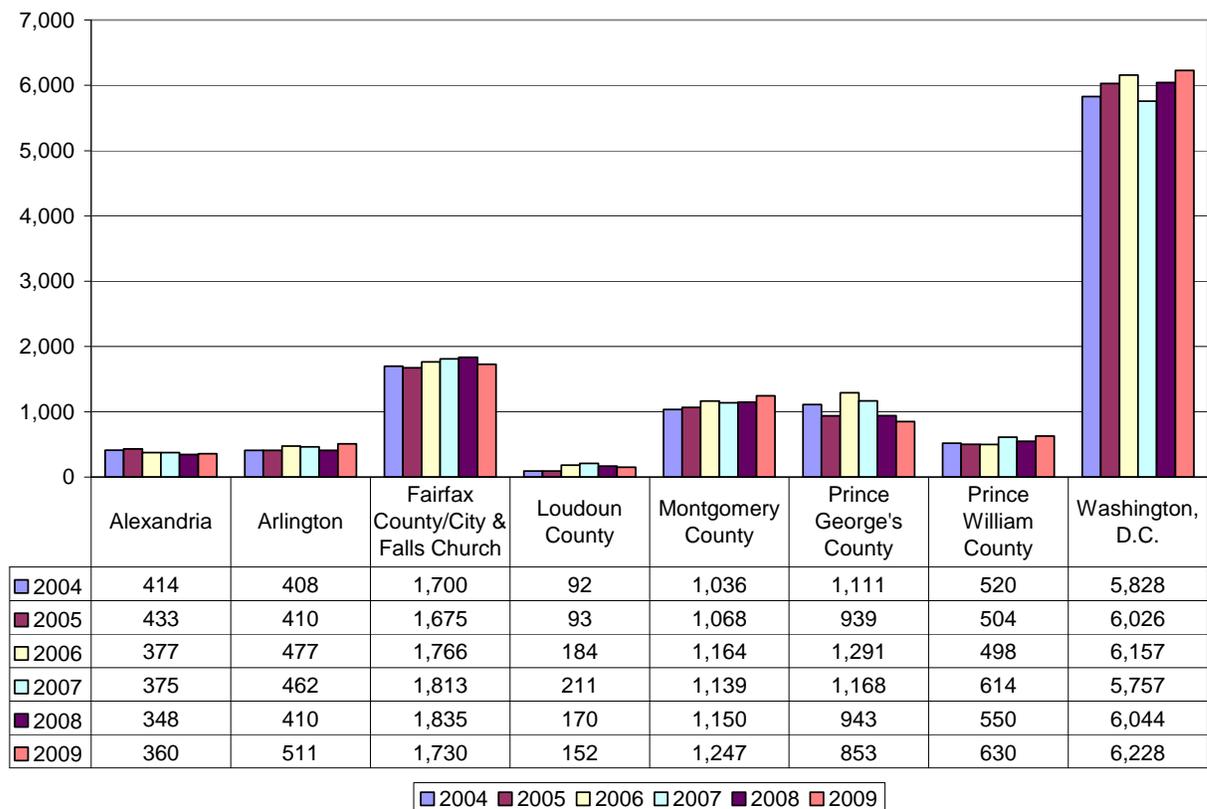
One purpose of the Temporary Assistance for Needy Families (TANF) program is to end the dependence of needy parents on government benefits by promoting job preparation and employment.

This benchmark compares the percent of unemployed TANF adult recipients who entered employment for the first time during the performance year. An adult is considered to have entered employment for the first time in a calendar quarter if the adult had no earnings in any of the prior quarters of the performance year. The D.C. rate reflects a dense urban area while other jurisdictions encompass urban, suburban and rural communities, so a one-to-one comparison can be problematic. The District employs an aggressive strategy to assist TANF recipients to secure employment through contracted services that are fully performance-based and by monitoring employment possibilities of beneficiaries so that they can obtain jobs in lieu of benefits.

## Homelessness

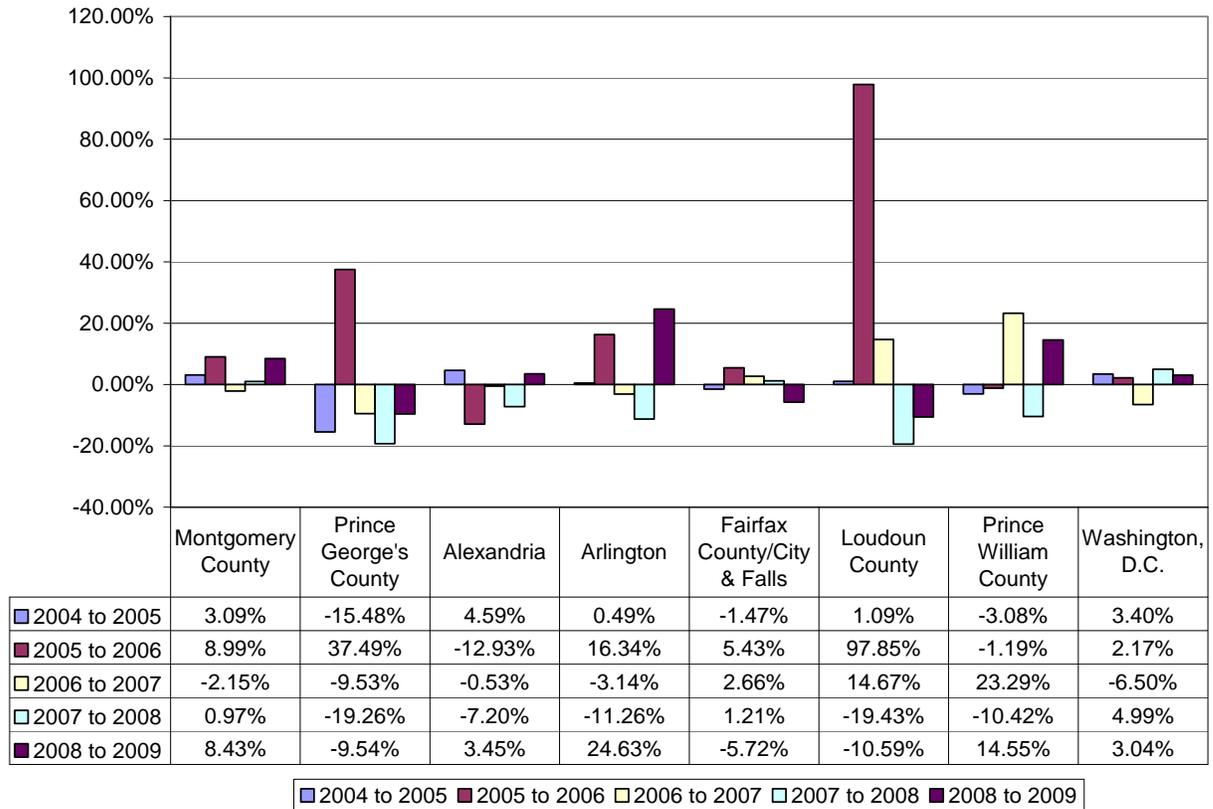
The Metropolitan Washington Council of Governments (COG) conducts a regional enumeration of the homeless population on an annual basis. Known as the Homeless Enumeration report, it tracks both the "literally homeless" and the "formerly homeless". Literally homeless encompasses the unsheltered (those "living on the street"), those in emergency shelters or those in transitional housing; these are homeless persons without a fixed residence. Formerly homeless encompasses those persons that were once literally homeless but now live in dedicated permanent supportive housing. The data is produced by counting the homeless at a point in time, which for the 2009 report was conducted on January 28, 2009. According to the COG's "Homeless Enumeration for the Washington Metropolitan Region 2008" report, the literally homeless population in the District of Columbia increased by 184, or 3.0 percent, as compared to the previous year. The charts below show a regional comparison. The first chart is the homeless count, and the second chart is the percent change from one year to the next.

### Regional Literally Homeless Count



Source of data is the Council of Governments (COG) Homeless Enumeration report.

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



Source of data is the Council of Governments (COG) Homeless Enumeration report.

The Department of Human Services (DHS) is the lead District agency for fighting homelessness. Homelessness has been identified as DHS's top priority and there are major, year-round programs to serve the homeless population in the District. In 2009, Permanent Supportive Housing (PSH) program has housed 302 individuals who were chronically homeless and 78 families, bringing the program's two year total to 570 individuals and 79 families.

While the District experienced an increase in the number families utilizing transitional and emergency housing, there was an overall 6.5 percent decrease in the number of "literally homeless" singles and a 16 percent reduction in the unsheltered population.

## **Infrastructure and the Environment: Creating a Sustainable City for the 21<sup>st</sup> Century**

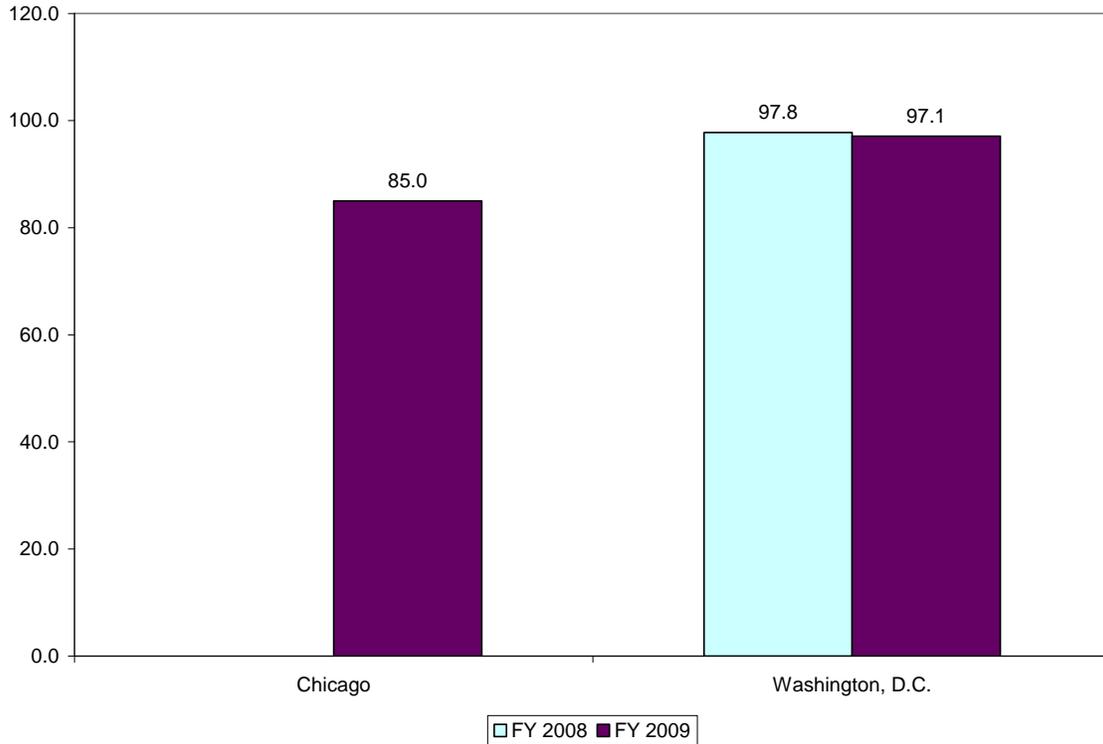
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Over the past decade, the District has done an effective job developing infrastructure to support economic growth and the improvement of city services. We must continue to progress, ensuring that all of our neighborhoods have the same high-quality infrastructure and services while enjoying the benefits of healthy and sustainable growth. We will improve public transit so that residents have better access to goods and services. We will also enhance city services like tree planting, litter removal and recycling, which can simultaneously improve the environment and citizen quality of life. We are dedicated to strengthening the connection between sustainable economic development, infrastructure, and the environment for D.C. residents.

In this section, the following benchmarks are presented:

- 1) Potholes repaired within 48 hours.
- 2) Roadway condition.
- 3) Percentage of parking meters working.

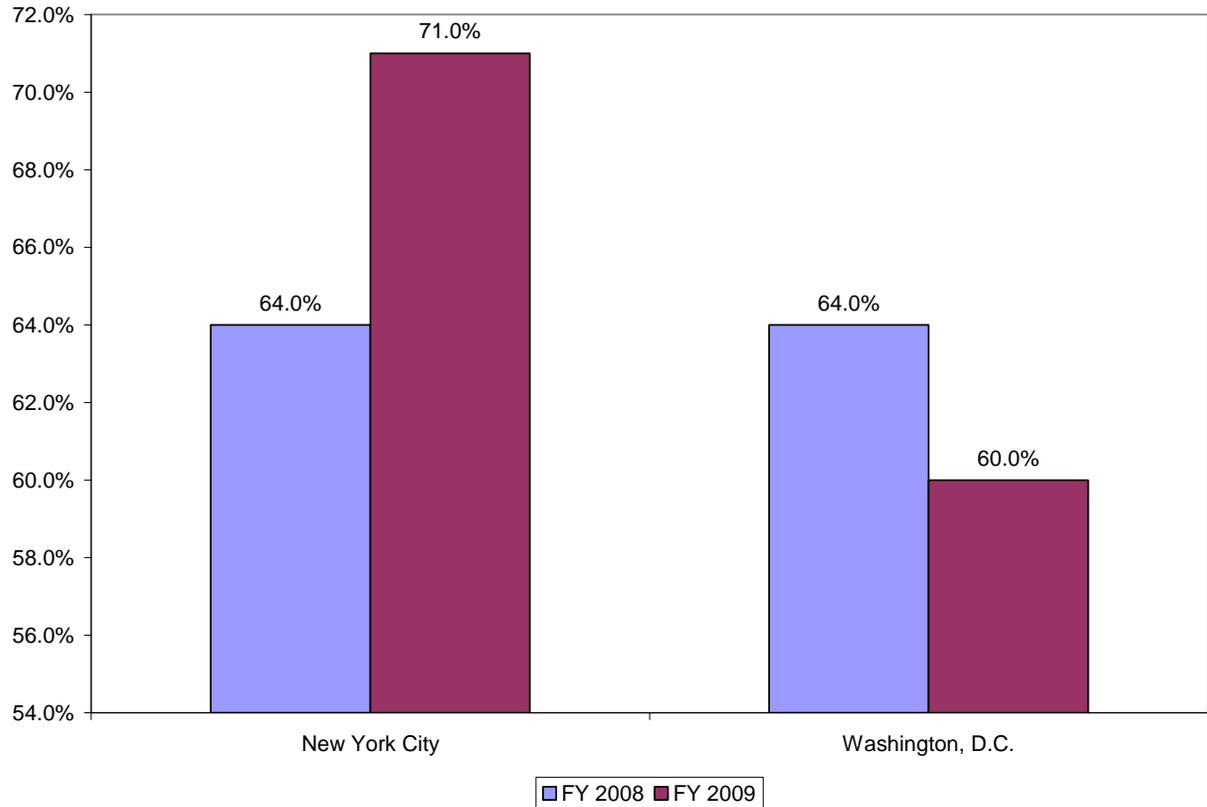
## Potholes Repaired Within 48 Hours



Note: This is a new benchmark. The City of Chicago added this measure to their performance report and the FY 2009 figure is a forecast. Actual data will be included when it is available. The source of District information is the District Department of Transportation.

The District Department of Transportation (DDOT) has a goal of filling potholes within 48 hours of the pothole being reported. The DDOT has launched “Potholepalooza”, which facilitates the reporting by residents of potholes either online, by phone, by e-mail, and by text message. The DDOT increased its pothole response team to nine crews (day and night shifts) and obtained three “pothole killer” trucks to make the repairs. This enabled DDOT to address more potholes within the 48-hour time span.

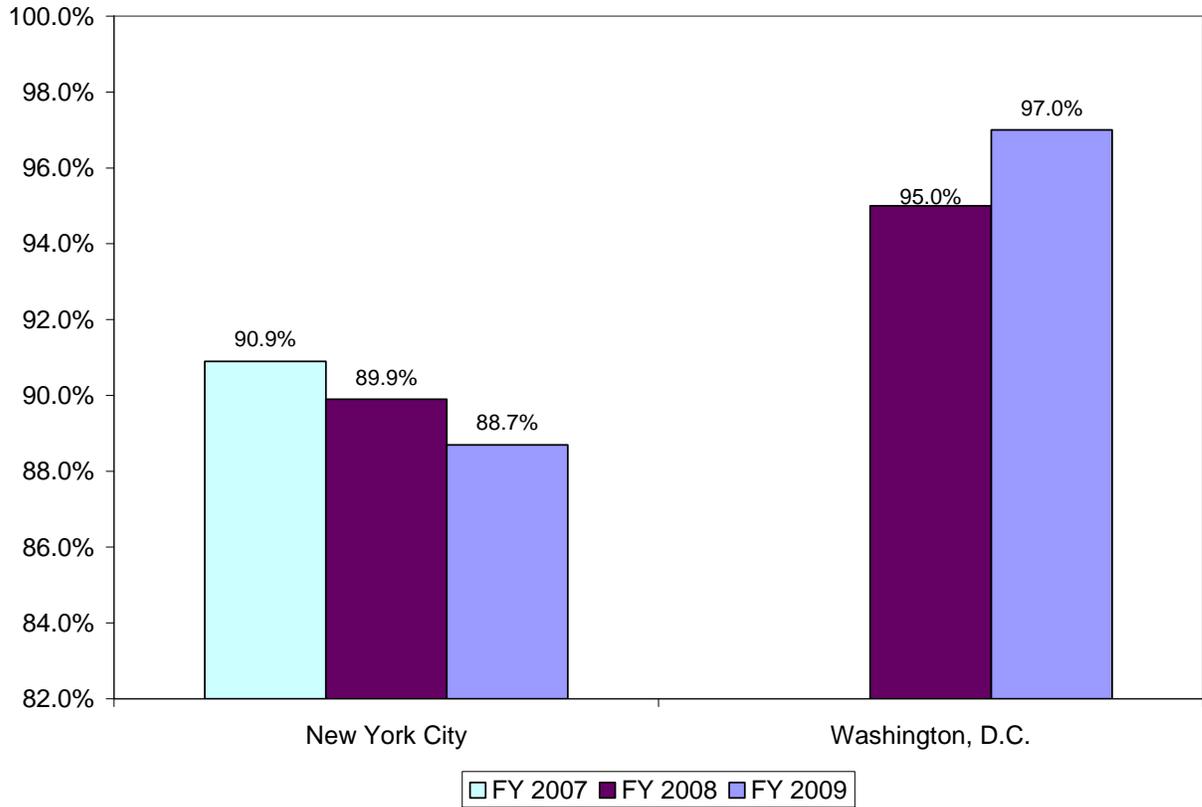
## Roadway Condition: Percent of Streets in Good or Better Condition



Note: New York City measures their roadways as Good, Fair, or Poor. The percentage identified as Good is shown above. The source of District information is the District Department of Transportation.

The District Department of Transportation's (DDOT) annual roadway construction plan is based on the Pavement Condition Assessment Survey that is completed annually for the federal highway system and every two years for the local roads. The District's roadways are categorized as Excellent, Good, Fair, Poor, Very Poor, or Failed.

## Percent of Parking Meters Working



Note: Source of data for New York is the February 2010 Mayor's Management Report. The source of District information is the District Department of Transportation.

The District Department of Transportation's (DDOT) goal is to address/fix parking meter outages within 72 hours after the meter is reported as being broken/malfunctioning. The District currently has approximately 13,000 single-space parking meters deployed in the District. There are currently about 500 multi-space meters in the District, managing approximately 4,200 parking spaces. DDOT is aggressively working to upgrade its technology with a variety of improvements including multi-space meters, which offer better performance and reliability. DDOT is also testing other state-of-the-art technology including pay-by-phone parking and digital, solar-powered single-space meters that take credit cards and can be monitored and managed remotely. Each upgrade is intended to improve the meter and parking operations within the District.

## **Government Operations: Making our Government Responsive, Accountable, Transparent and Efficient**

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In this section, the following benchmarks are presented:

- 1) Bond rating trend.
- 2) Number of visits to city website.

## 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 source of the information below is the D.C. Office of the Chief Financial Officer. The table below provides a summary of the credit ratings for long-term debt that are used by the major accreditation agencies:

Investment Attributes	Fitch	Moody's	S&P
Highest Quality	AAA	Aaa	AAA
High Quality	AA	Aa	AA
Favorable Attributes	A	A	A
Medium Quality/Adequate	BBB	Baa	BBB
Speculative Elements	BB	Ba	BB
Predominately Speculative	B	B	B
Poor Standing	CCC	Caa	CCC
Highly Speculative	CC	Ca	CC
Lowest Rating	C	C	C

Each rating agency uses a rating scale to reflect the risk associated with a municipality's long-term debt. Municipalities with a higher rating reflect a lower level of risk for default and thus debt 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.

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	A1	A+	A+
Baltimore	Aa3	AA-	NR
New York	Aa3	AA	AA-
San Antonio	Aa1	AAA	AA+
Chicago	Aa3	AA-	AA
Detroit	Ba3	BB	BB
Philadelphia	Baa1	BBB	BBB

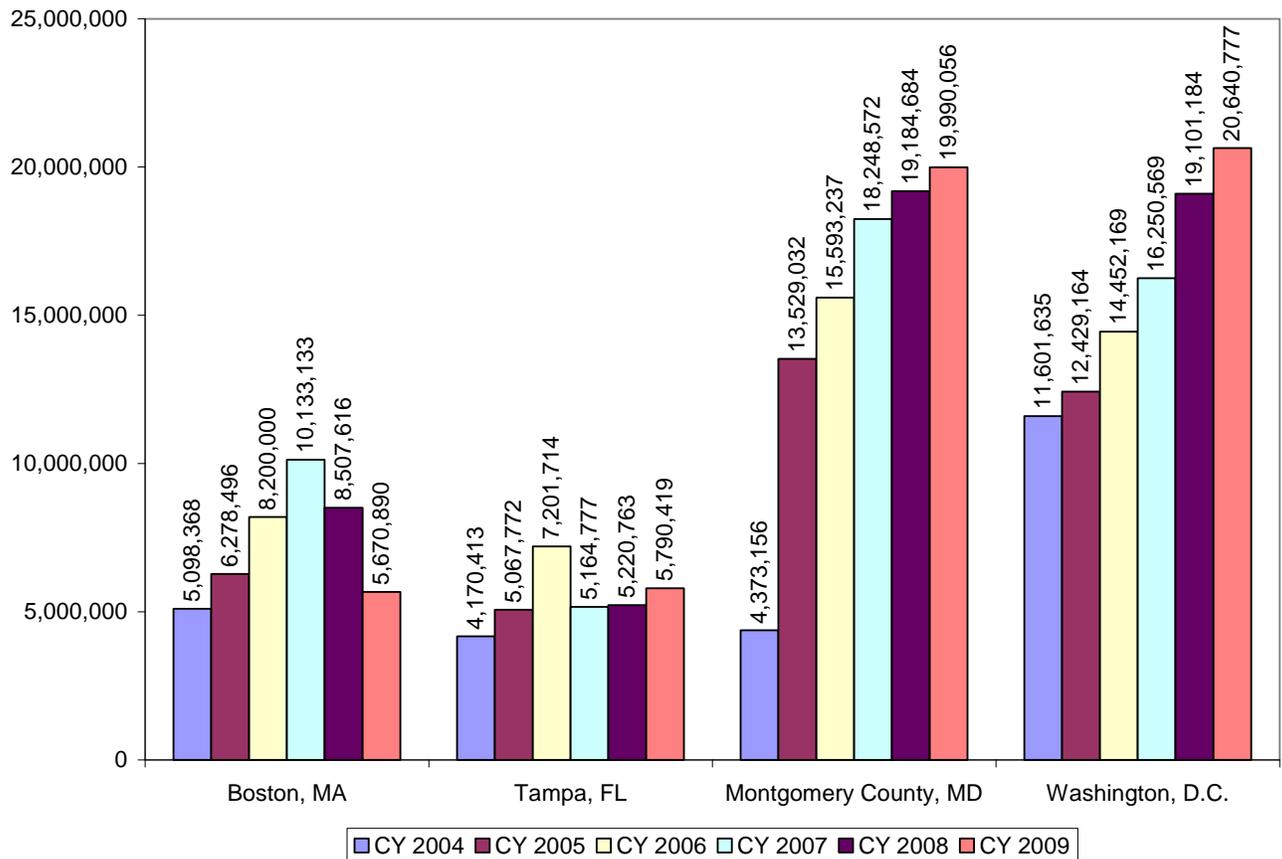
Data as of 2/3/10 Source: Rating Agency Desk

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 in the early 1990's to high A's from all three rating agencies.

<b>Date Range</b>	<b>Moody's Investors Service</b>	<b>Standard and Poor's</b>	<b>Fitch Ratings</b>
May 2007 - Present	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, DC 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 award-winning Internet web portal, [DC.Gov](http://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) 2009, the website recorded more than 20 million visits, which is greater than website visits to similarly sized municipalities. The table below captures the percent change from CY 2008 to CY 2009:

DC Goal: 5% Increase	CY 2008	CY 2009	% Change
Washington, DC	19,101,184	20,640,777	8.1%
Montgomery County, MD	19,184,684	19,990,056	4.2%
Tampa, FL	5,220,763	5,790,419	10.9%
Boston, MA	8,507,616	5,670,890	-33.3%

The District was able to meet its goal of a 5 percent increase as measured by the number of visits to the portal.

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;
- Weekday commuters from neighboring states;
- Tourists from around the world; and
- The federal government and its security and emergency contingencies.

To meet all the needs unique to diverse users, DC.Gov serves as a single point of entry for all of its customers to take advantage of online services, news and information. The portal also allows residents to interact with District agencies and executive leadership through "Ask the Director" forms; scheduled, hour-long online chats; and social networks like Facebook and Twitter.

In 2009, the District continued to expand its data catalog and now publishes over 400 data sets in multiple data formats, providing residents a single point of access to mash-up ready content. The site also provides various data visualization tools for residents to create interactive graphs based on the data (<http://data.dc.gov>). The data catalog also opened major government procurement transactions to public view for the first time in District history. Details of every IT staff engagement, including position, hourly rate, start date, and subcontracting vendor are displayed via raw data and provides pin points on a map at the business address for every award of each subcontracting vendor.

Other new features available from the DC.Gov web portal include a mapping application that displays all the wifi-hotspots in the District (<http://wifi.dc.gov>) as well as a trash collection day finder (<http://collectionday.dcgis.dc.gov/>) where residents can type in their address and find out the days that trash is collected on their block. The new "App Store" site (<http://appstore.dc.gov>) will link to all applications built by the D.C. Government. It also showcases all the applications built by private developers in the District's "Apps for Democracy" contests, which invited the public to submit new open-source applications using District data.

The District's web portal will also be revamped throughout the course of 2010. OCTO worked with D.C. Public Schools to re-architect and redesign their website that had consisted of 13,000 poorly managed, independent web pages that featured no Web 2.0 features. The new website is used to inform, communicate with, and listen to DCPS communities in order to support student achievement. (<http://dcps.dc.gov>). The remainder of the DC.Gov web portal will display a new look and feel and support the District's future needs for a wireless platform, social collaboration, and other Web 2.0 features (<http://dpw.dc.gov>).

We encourage you to visit:

<http://data.dc.gov>  
<http://dps.dc.gov>  
<http://wifi.dc.gov>

<http://appstore.dc.gov>  
<http://wdceprss.dc.gov/>  
<http://dcps.dc.gov>  
<http://dpw.dc.gov>

DC.Gov was also recognized for many of its achievements in 2009 including: Digital Cities Survey Top Ten (250,000 or more population); Municipal Web Portal Excellence Award, US Municipalities E-Governance Survey; and Innovations in American Government Award in Urban Policy—District of Columbia's Data Feeds: Democratization of Government Data.