



Housing

Housing Department Performance Measures Audit Recommendation #1 Status Report

Community and Economic Development Committee

January 22, 2024

Item (d)2

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Agenda

- 🏠 Audit background and recommendations
- 🏠 City Service Area performance modernization status update
- 🏠 Draft measures for the Housing Department

The Audit Report Identified Three Recommendations:

Recommendation #1:

In conjunction with the Administration’s initiative to revise performance measures in the Operating Budget, and implement the City Focus Areas, the City Manager’s Office and Housing Department should, using logic models or some other means:

- a. Revise the Housing Department’s performance measures in the City’s Operating Budget to reflect better indicators of performance for the Department.
- b. Reduce and align the number of performance measures across the City’s Operating Budget and other housing-related performance reports or dashboards (to the extent allowable based on funding sources).

Target Date for Completion: Spring 2024 as part of City Manager’s Proposed Operating Budget for Fiscal Year 2024-2025.

Recommendation #2:

To ensure consistency and reliability of performance measures, the Housing Department should document the methodology for measures in the Annual Operating Budget and other year-over-year reports and dashboards.

Target Date for Completion: July 2024

Recommendation #3:

The City Manager’s Office and the Housing Department should identify and report meaningful targets to provide context for reported results for key performance measures in its different reporting platforms.

Target Date for Completion: August 2024

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Today's focus

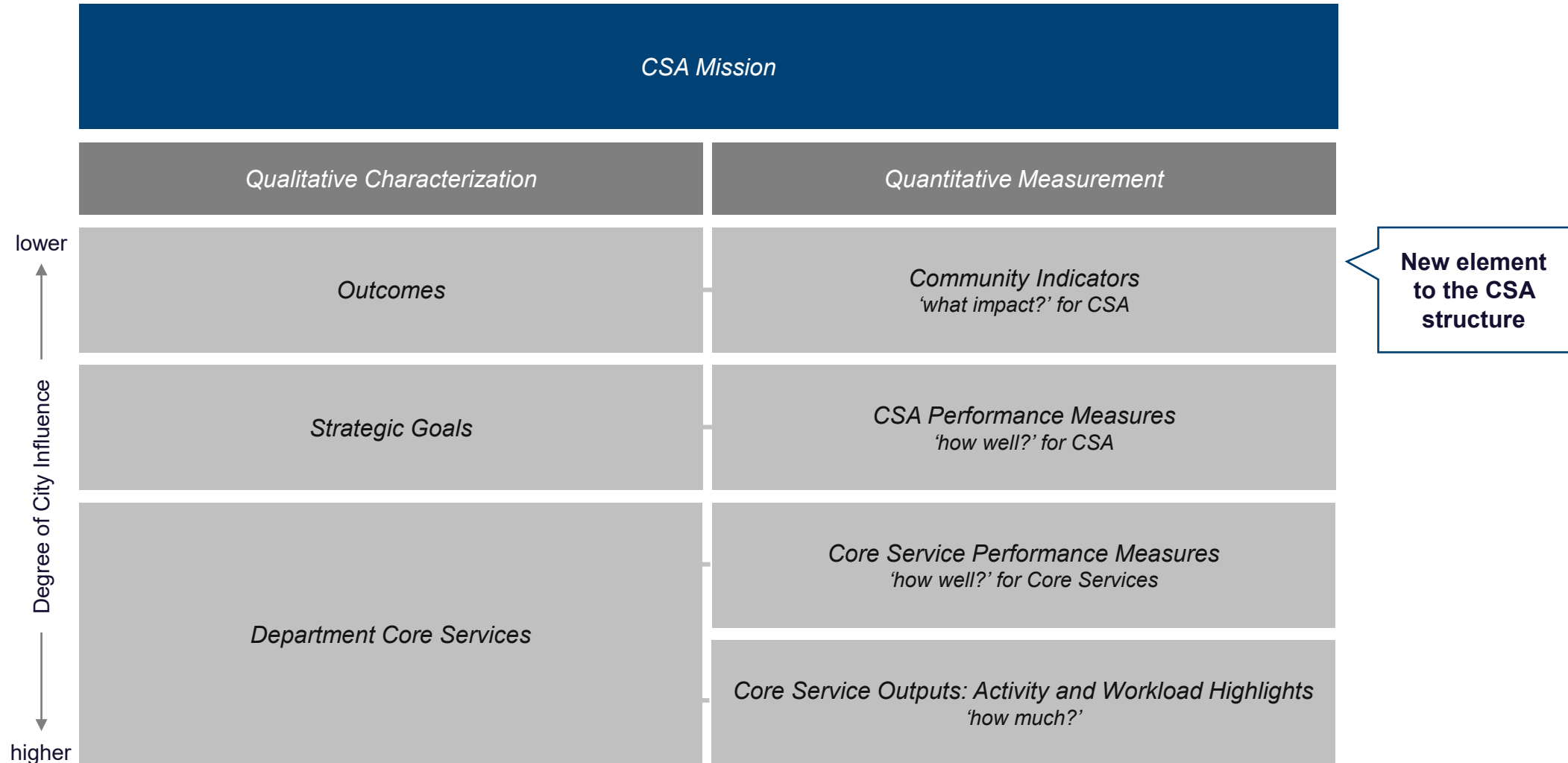
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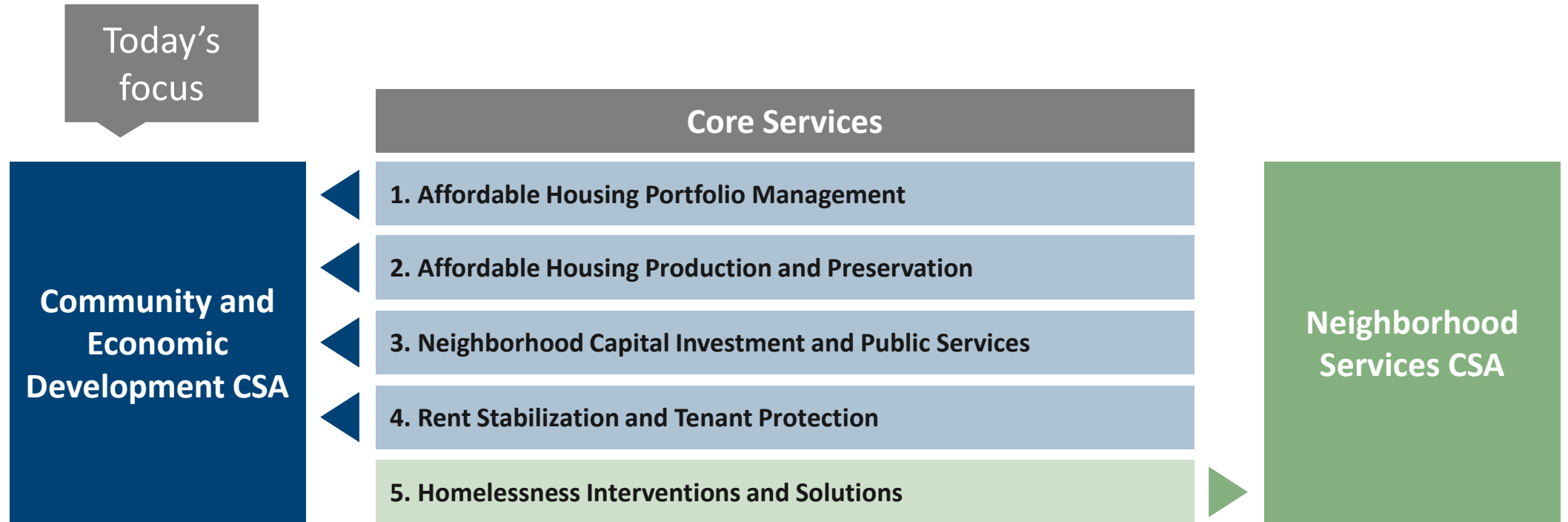
Status Update on CSA Performance Modernization

Systematically aligning qualitative and quantitative elements to monitor and evaluate services



Status Update on CSA Performance Modernization

The Housing Department's core services are mapped to two CSAs



Status Update on CSA Performance Modernization

When evaluating the meaningfulness of a measure, consider the following attributes:

- 1 Frequency.** How often is the measure collected and reported? Does the measure adopt an adequate time horizon for impact? Can the measure be collected reliably over a specific time period? Is there a lag between time of collection and time of reporting?
- 2 Equity.** Can the measure be disaggregated by race/ethnicity, geographic location, income, and other categories to measure disparities?
- 3 Credibility.** Is the measure used by other agencies? Is it peer-reviewed, evidence-based, or part of a standard? Can it be used to benchmark against other cities or jurisdictions across categories that matter to the policy or program? Is the methodology sufficiently accurate and precise?
- 4 Scope.** Is the measure representative in ways that matter to the population impacted by the policy or program? What perspective and scale does the measure capture, including human, economic, material, environmental, and social? Is the measure strengths-focused and culturally responsive?
- 5 Relevancy.** Does that measure clearly align to an organizational or community goal? Is it meaningful to a range of stakeholders? Is it actionable? Is it understandable to all audiences?

Draft Measures for the Housing Department within the CED City Service Area

CSA Mission	To facilitate the equitable and focused evolution of the City in order to foster strong communities and a diverse economy with shared prosperity for all.		
CSA Outcomes	1. Thriving, inclusive, and attractive communities and vibrant public spaces	2. Strong, responsive, and equitable economy and development services	3. Accessible and diverse range of housing and business opportunities
Community Indicators	<ul style="list-style-type: none"> Income diversity ratio Population diversity 	<ul style="list-style-type: none"> Income growth Jobs held by residents Residential development project cost rate 	<ul style="list-style-type: none"> Residential displacement risk Housing cost burden Excessive housing cost burden Total housing occupancy rate Homeowner housing vacancy rate Rental housing vacancy rate Median monthly rent Living wage income Median earnings Overcrowded residential housing Severely overcrowded residential housing
CSA Performance Measures	<ul style="list-style-type: none"> Housing public service utilization rate Eviction Help Center utilization rate 	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Affordable and market-rate housing production rate Extremely low-income household funding rate Affordable housing subsidy rate Housing rehabilitation completion rate Rent stabilization rate

Draft Measures for the Housing Department within the CED City Service Area

Core Service	1. Affordable Housing Portfolio Management	2. Affordable Housing Production and Preservation	3. Neighborhood Capital Investment and Public Services	4. Rent Stabilization and Tenant Protection
Core Service Performance Measures	<ul style="list-style-type: none"> Portfolio unit compliance rate Housing portfolio occupancy 	<ul style="list-style-type: none"> Developer funding commitment rate Regional Housing Needs Allocation (RHNA) Accessory Dwelling Unit (ADU) rate Affordable housing unit subsidy rate Affordable housing unit preservation rate Affordable housing unit completion rate 	<ul style="list-style-type: none"> Community Development Block Grant (CDBG) invoice reimbursement rate CDBG project funding rate 	<ul style="list-style-type: none"> Eviction diversion rate Tenant/landlord petition resolution rate Tenant/landlord voluntary agreement rate Rent registry rate Rent stabilization inquiry rates
Core Service Activity and Workload Highlights	<ul style="list-style-type: none"> Single-family loan management transactions Single-family rehabilitation and homebuyer loans City invested and issued bonds for affordable rental units Income restricted for sale homes Units refinanced for affordability 	<ul style="list-style-type: none"> Affordable housing units completed New construction funding subsidy Affordable housing funding commitments Affordable housing unit preservation Affordable housing unit completion 	<ul style="list-style-type: none"> Rehabilitation project completion Necessity grant funding HUD grant disbursement 	<ul style="list-style-type: none"> Rent stabilization client interactions Tenant petition submissions Rent stabilization and tenant protection outreach Rent stabilization and tenant protection property owner workshops Eviction prevention cases

Next Steps: Return to CED Committee in April 2024 with Status Update on Recommendations #2 and #3

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In conjunction with the Administration's initiative to revise performance measures in the Operating Budget, and implement the City Focus Areas, the City Manager's Office and Housing Department should, using logic models or some other means:

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- b. Reduce and align the number of performance measures in the City's Operating Budget and other housing-related performance reports or dashboards (e.g., based on funding sources).

Target Date for Completion: Spring 2024 as part of City Manager's Proposed Operating Budget for Fiscal Year 2024-2025.

Next Steps

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To ensure consistency and reliability of performance measures, the Housing Department should document the methodology for measures in the Annual Operating Budget and other year-over-year reports and dashboards.

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