



*Housing*

# Housing Department Performance Measures Audit Recommendations #2 and #3 Status Report

Community and Economic Development Committee Meeting

April 22, 2024

Item (d)3

Erik Jensen, Assistant to the City Manager

Rachel VanderVeen, Assistant Director, Housing Department

# Agenda

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- Audit background, recommendations, and additional Council direction
- Housing Department mission
- Aligning the Department's Core Services and Budget Programs
- Audit Recommendation #2: Documenting methodologies
- Audit Recommendation #3: Setting meaningful targets
- Next Steps

# 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

# 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:

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- 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 report over-year reports and dashboards.

**Target Date for Completion:** July 2024

Reported to CED  
Committee January  
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

# 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:

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

**Target Date for Completion:** Spring 2024 as part of the proposed Operating Budget for Fiscal Year 2024-2025.

Today's focus

## 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

# Housing Department Draft Mission Statement

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***The Housing Department's mission  
is to make housing and  
neighborhood investments that  
create a more just community  
where all people thrive.***

# Aligning the Department's Core Services and Budget Programs

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- Affordable Housing Portfolio Management
- Housing Production and Preservation
- Homelessness Response and Solutions
- Neighborhood Investments
- Rent Stabilization and Tenant Protections
- Strategic Support

# Documenting Methodologies

<b>Department:</b>		<b>Core Service:</b>	<b>Budget Program:</b>
<b>Type of Measure</b> <i>(check box)</i>		<input type="checkbox"/> <b>Community Indicator</b> <input type="checkbox"/> <b>CSA Performance Measure</b>	<input type="checkbox"/> <b>Core Service Performance Measure</b> <input type="checkbox"/> <b>Core Service Activity and Workload Highlight</b>
<b>Meaning</b>			
<b>Measure (Exact Text):</b>			
<b>Key Measurement Area</b> <i>(Access, Customer Satisfaction, Reliability and Responsiveness, Cost Effectiveness) or Activity &amp; Workload Highlight.</i>			
<b>Use</b>			
<b>Purpose.</b> <i>Why is this important to measure? For whom is it intended? Who benefits most from this data? Major users?</i>			
<b>Sustainability</b>			
<b>Data.</b> <i>Formula/Calculation and/or Data Components; Frequency, Sample Size (be specific).</i>			
<b>Source.</b> <i>Data Source(s) and/or availability/schedule (be specific).</i>			
<b>Budgeting for Equity</b>			
Departments are asked to submit a Budgeting for Equity worksheet a long with their annual budget requests. The Budgeting for Equity worksheet is a general set of questions that is aimed at guiding departments to assess impact of budget requests and how it explicitly considers equity. See more at: <a href="#">Budgeting for Equity Worksheet - FY24-25</a> (PDF) Below are the main areas of consideration when submitting budget proposals:			
<b>Disaggregated data.</b> <i>Clear outline of identified data and how disaggregated data informed the proposal package.</i>			
<b>People Impact Assessment.</b> <i>Clear outline of the anticipated impact of the proposal on marginalized communities.</i>			
<b>Fiscal Impact Assessment.</b> <i>Clear outline of the funding plan to address a disparity and advance racial equity.</i>			
<b>Equity Advancement.</b> <i>Clear analysis, plan, and actions to further advance RE within the department.</i>			



## Systematically aligning qualitative and quantitative elements to monitor and evaluate services



# Setting Meaningful Targets and Forecasts

- 1 **Define the service delivery outcome/strategic goal/deliverable.** What are you trying to measure? What organizational goal is this aligned to? What is the intended outcome?
- 2 **Establish a baseline.** What are the existing conditions within the service delivery environment? What organizational activities are influencing the trajectory of the measure?
- 3 **Consider external factors.** What economic or environmental conditions are impacting the measure? What state and federal regulations might influence? What are customer expectations and are they changing? What factors are driving resource availability? What external partners are impacting condition?
- 4 **Consider internal factors.** What is the workload scale? What changes are planned to the service or program? What resources are realistically available? What internal service delivery coordination is involved?
- 5 **Determine the workload scale.** Determine how many units of workload (i.e., projects, calls, or customers) the program or employee receives or delivers during a specific time frame.
- 6 **Assess resource needs and availability.** Using the assumption that staff will spend only a part of their day on the service delivery, determine how long it typically takes to deliver the service to meet demand. If it exists, compare this Target number to an industry standard, expectation of service delivery, or historical performance data to assess alignment.

# Case Studies for Housing Targets

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**Case Study 1:** Affordable Housing Production Targets

**Case Study 2:** Affordable Housing Investment Targets

**Case Study 3:** Housing Production Targets (Regional Housing Needs Allocation)

# Next Step for Audit Recommendations

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- **Publishing: 2024-2025 Proposed Operating Budget**



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