

ICMA Benchmarking Project Housing Department

A Briefing To The
Economic Development and Housing Committee

February 5, 2007



FY05 ICMA / City Overview

Background

ICMA Center for Performance Measurement

- **Purpose:** To help local governments improve the effectiveness and efficiency of public services through the collection, analysis, and application of performance information in 15 service areas including housing services
- Over 150 local governments in US and Canada
- 5 of 10 largest US cities currently participate:
 - Phoenix, San Antonio, Dallas, San Jose, Houston (joined in FY06)
- Tool to track and manage data over time and against jurisdictions across the country
- Data analysis can result in management and service delivery changes

City of Dallas

- Second year of participation
- Participated in data compilation in key service areas including housing services
- Data analysis
 - Examine Dallas' Relative Position from FY04 to FY05
 - Compare Dallas to other jurisdictions for FY05
 - Present “Proposed Actions” or Next Steps based upon data analysis

Housing Department

FY05 Services Assessment

Relative Position to All Reporting Jurisdictions FY04 / FY05

	Outside Capital as % of Total Funding	<u>Constructed or Rehabilitated Units Added to Housing Stock</u>	<u>Home Purchases</u>	<u>Rehabilitation of Owner-Occupied Units</u>
		No. of units per \$100,000 Public Assistance	No. of units per \$100,000 Public Assistance	No. of units per \$100,000 of Asst. (Public/Outside Cap)
FY04				
Dallas	NA	2.8	12.2	NA
All Jurisdictions				
Mean	64.3%	10.2	13.2	12.0
Median	63.2%	4.4	10.0	9.1
300,000 and above				
Mean	62.8%	8.4	9.3	12.2
Median	66.4%	3.7	8.0	5.3
FY05				
Dallas	58.9%	2.3	9.1	15.6
All Jurisdictions				
Mean	50.7%	9.4	13.3	13.4
Median	54.4%	3.9	10.6	8.3
300,000 and above				
Mean	57.5%	7.2	8.2	10.2
Median	58.9%	3.8	4.4	8.3

Relative Position to All Reporting Jurisdictions FY04 / FY05

- Areas of Strength
 - Outside Capital Leveraged
 - Number of Units Rehabilitated per \$100,000 funding
- Areas of Concern
 - Number of Homebuyer Units Subsidized
 - Average MAP subsidy per unit increased from FY04 to FY05
 - Overall production actually increased from FY04 to FY05
 - Number of Constructed or Rehabilitated Units Produced
 - Reporting differences between years, e.g. CHDO mortgage subsidies counted as new units instead of homeownership
 - Even though overall production appears to be reduced, the number of multi-family units actually increased due to HFC units coming on line

FY05 Peer City Comparison

Jurisdictions	Population	Outside Capital as % of Total Funding	Constructed or Rehabilitated Units Added to Housing Stock	Home Purchases	Rehabilitation of Owner-Occupied Units
			No. of units per \$100,000 of Public Assistant	No. of units per \$100,000 of Public Assistant	No. of units per \$100,000 of Total Asst. (Public/Outside Cap)
All Jurisdictions					
Mean		50.7%	9.4	13.3	13.4
Median		54.4%	3.9	10.6	8.3
300,000 and above					
Mean		57.5%	7.2	8.2	10.2
Median		58.9%	3.8	4.4	8.3
Phoenix AZ	1,416,055	50.0%	4.6	1.9	10.5
Nassau County NY	1,339,641			4.1	
San Antonio TX	1,299,200		6.1	37.2	
Dallas TX	1,224,000	58.9%	2.3	9.1	15.6
Fairfax County VA	1,055,249		2.6	0.6	
San Jose CA	945,000	72.3%	1.6	2.9	10.5
Austin TX	687,061	69.4%	3.0	13.2	28.8
Pinellas County FL	582,939		1.1	1.7	16.9
Las Vegas NV	573,000			8.1	
Portland OR	550,560				3.3
Oklahoma City OK	532,300		1.7	23.6	
Tucson AZ	526,808		28.7	3.6	
Long Beach CA	491,564		1.1	1.0	
Mesa AZ	451,223		2.7	4.4	
Virginia Beach VA	435,600	34.2%	4.6	10.2	3.9
Santa Barbara County CA	419,260		11.2		
Oakland CA	411,600		2.3	2.0	
Prince William County VA	404,183	63.6%		1.8	2.0
Des Moines IA	401,006	54.4%	5.2	10.0	6.1
Colorado Springs CO	387,057		12.8	1.0	
Reno NV	383,453		43.8	21.5	4.1
Sarasota County FL	355,427			4.5	
Collier County FL	306,186		10.2	9.2	

Note: Data is not available for the areas that are blank for the respective jurisdictions

FY05 Peer City Comparison

- Dallas Position with Peer Cities
 - Outside capital as % of total funding – 4th out of 7 (at the medium)
 - Units added to housing stock – 13th out of 16
 - Home purchases – 8th out of 21
 - Rehabilitation of owner-occupied units – 3rd out of 10
- Areas of Strength
 - Leveraging
 - Rehabilitation of owner-occupied units
- Areas of Concern
 - Constructed or Rehabilitated Units Public Funding
 - Constructed or rehabilitated units includes both multi-family and single-family units, and Dallas' priority is to produce single-family units, and
 - Dallas' multi-family production comes from Dallas Housing Finance Corporation
 - Home Purchases Public Funding
 - Peer cities have large differences in market value of properties for sale, and
 - There is a difference in types of subsidies offered (down payment v. principal reduction above down payment and closing costs)

CUSTOMER FEEDBACK

- Homerepair Program
 - Homeowner Questionnaire – Used for past 3 years
 - Helpfulness of City staff
 - Construction Workmanship
 - Helpfulness of Contractor
 - Comments and suggestions
 - Inspector Questionnaire – Used for past 2 years
 - Construction start on time
 - Contractor followed specifications & work write-up
 - Work completed on time
 - Contractor & subcontractors professional & courteous
 - Contractor Questionnaire – Used for past year
 - Clarity and completeness of write-up
 - Response to request for inspections within 48 hours
 - Professional behavior
 - Homeowner questionnaire tracked in Management Focus with 98% satisfaction rate

CUSTOMER FEEDBACK

- People Helping People Program
 - Homeowner Questionnaire – Used for past 4 years
 - Were staff and volunteers courteous
 - Was work completed
 - Were your questions and concerns addressed
 - Volunteer Questionnaire – Used for past 4 years
 - Match of volunteer construction skills to project
 - Receipt of all materials for scope of project
 - Ways in which program can be improved

BENCHMARKING

- ICMA Benchmarking FY04 And FY05 Data
 - Phoenix, San Antonio, San Jose
 - ICMA Data Observations
 - Overall, Dallas is second among the benchmark cities in total number of units produced and ranks first in number of units per \$100,000 spent.
 - Dallas is unique in its emphasis on production of owner-occupied units.
 - Dallas is successfully leveraging its dollars to maximize homeownership opportunities.
 - Dallas is second only to Phoenix in the number of units of owner-occupied rehabilitation.
 - Although production of multi-family units is not a priority, Dallas uses HFC bond funds to produce a number of units per \$100,000 of funding that is competitive with Phoenix and San Jose in FY04 and remains competitive with San Jose in FY05.

BENCHMARKING

- **Benchmark Cities Priorities And Funding**
 - **Housing Priorities** – Dallas has prioritized production of new owner-occupied residential units in contrast to the emphasis on new rental units in San Jose and Phoenix. San Antonio gives rehabilitation of owner-occupied units its highest priority. Both Phoenix and Dallas also give priority to financing homeownership
 - **Funding** – Dallas has the third highest total expenditure of public financial assistance in FY04 and the highest in FY05. San Jose and Phoenix provide more bond funding for housing. San Antonio funds housing from its HUD entitlement grants, and of the benchmark cities, spends the least on housing.
 - **Expenditures** - Dallas ranks third behind San Jose and Phoenix in funding used for completed owner-occupied and rental units, but is first in FY05. Dallas spends less than the benchmark cities on rehab for owner-occupied and rental units. Dallas uses significantly more funding for homeownership assistance.

PROPOSED ACTIONS

- Service Delivery Changes
 - Take applications by appointment for Basic Service Repair Program to decrease turn around time for application processing and completion
 - Reduce size of single family developments financed, and finance single family development infill lots rather than require larger developments in a weakening market