

9.1.1 PUBLIC HOUSING ASSESSMENT SYSTEM SCORES

BENCHMARK			2014	2015	2016	2017	2018	2018	2019	2020	2021
			ACTUAL	ACTUAL	ACTUAL	ACTUAL	TARGET	ACTUAL	TARGET	TARGET	TARGET
	40	Physical Condition	34	35	35	31	31	31	31	NA	NA
	25	Financial Management	24	17	12	19	25	24	25	NA	NA
	25	Management	12	10	16	25	25	18	25	NA	NA
	10	Capital Fund	10	10	10	10	10	10	10	NA	NA
	100	Total	80	72	73	85	91	83	91	NA	NA

Performance Measure Description

Physical Condition

- HUD contract inspectors evaluate approximately 20% of the Public Housing rental units. Evaluations are based on objective, verifiable, and uniform national standards designed to determine if Public Housing residents receive decent, safe, and sanitary housing.

Financial Management

- Evaluation of the financial condition of the Wichita Housing Authority, including the Section 8 Program, using generally accepted accounting principles.
- Wichita Housing Authority accountants electronically submit standardized financial information to HUD with year-end financial data.

Management

- HUD evaluates Public Housing operations, which includes management reviews as resident participation in programs.

Capital Fund

- HUD measures performance with respect to the expenditure of Capital Fund program grants.

Factors Impacting Outcomes

Physical Condition

- Evaluations do not distinguish between Housing Authority property maintenance and tenant use or misuse of property.

Financial Management

- Evaluations are based upon the Wichita Housing Authority's current ratio, number of months expendable fund balance, tenant receivable rent outstanding, occupancy loss, net income or loss ratio, and expense management.
- The Operating Reserves increased in 2017 because the Financial Management score improved, WHA performed as a standard agency and WHA received all of the eligible funding in 2018.

Management

- Occupancy rates that are averaging at 97% will increased the Management Score in 2017.
- Due to the anticipation of the RAD program, as units became vacant WHA chose not to fill these vacant units and eventually the units were taken off line. This caused the Management score/Occupancy Rate to decline in 2018.
- The targets are NA because the City of Wichita is exiting public housing starting in 2020.

9.1.2 PUBLIC HOUSING ASSESSMENT SYSTEM DESIGNATION STATUS

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	High	Standard	Standard	Sub-Standard	Sub-Standard	Standard	Standard	Standard	Standard	NA	NA

Performance Measure Description

- This qualitative score is a summary of the four PHAS categories: physical condition, financial management, management, and capital fund.
- Possible ratings are High (90-100 points), Standard (74-89 points) and sub-standard (<74).

Factors Impacting Outcomes

- A low occupancy percentage and high amount of receivables led to the downgraded rating in the management category in 2015 and 2016.
- HUD sanctions have resulted in corrective actions that the City of Wichita must complete.

9.1.3 HOUSEHOLDS ON PUBLIC HOUSING WAITING LIST

BENCHMARK		2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	1,156	1,298	1,205	1,826	1,250	396	NA	NA	NA

Performance Measure Description

- This measure is added as a result of the 2014 strategic planning process.
- Households could be limited to a single person up to a large family.
- The benchmark is twice the number of public housing units (578). The goal is to have the right number of households on the waiting list in order to have matches when units are available for occupancy.

Factors Impacting Outcomes

- Public Housing unit turnover and availability of units that are the correct size for each household affect this measure.
- The ability of the Public Housing Division to perform “make-readies” quickly when a household vacates a unit can affect this measure.
- A marketing program was initiated in the summer of 2016. These applications were not processed in 2017, leading to an increase in 2017 actuals.
- We pulled people off and determined eligibility for the people on the waitlist in anticipation of RAD. Additionally, the Public Housing waitlist was closed in 2018, hence why the number is so low.

9.1.4 PUBLIC HOUSING OCCUPANCY RATE

BENCHMARK		2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	98%	92%	92%	95%	98%	97%	97%	97%	NA	NA

Performance Measure Description

- Occupancy rate is a factor in the PHAS Management Score.
- The occupancy rate is reported to HUD annually.

Factors Impacting Outcomes

- There is greater demand for one- and two-bedroom units than three-, four-, and five-bedroom units.
- The City of Wichita was on the HUD watch list until the occupancy rate increased to 96%.
- The targets are NA because the City of Wichita is exiting public housing starting in 2020.

9.2.1 AVERAGE DOLLAR VALUE OF VOUCHERS REDEEMED OVER THE COURSE OF THE REPORTING PERIOD PER HOUSEHOLD

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	TBD	\$5,146	\$5,138	\$5,127	\$5,118	\$5,200	\$4,727	\$4,634	\$5,000	\$5,000	\$5,000

Performance Measure Description

- Rental assistance vouchers help income-eligible families pay their monthly contract rent to private landlords.
- The Housing and Community Services Department’s goal is maximize the number of families receiving assistance given the HUD budget for Wichita.

Factors Impacting Outcomes

- Rental assistance varies by family size, unit cost, and client contributions.
- The City of Wichita spends less per household than the benchmark because the area housing costs are less than the national average. The 2017 HUD Fair Market Rents for Wichita are: \$485 (efficiency), \$575 (one-bedroom), \$764 (two-bedroom), \$1,041 (three-bedroom), and \$1,206 (four-bedroom).
- Reduced Federal funding and reduced staff to process new clients from the waitlist, which includes eligibility determinations and property inspections, affects this outcome.

9.2.2 HOUSEHOLDS THAT REDEEMED RENTAL ASSISTANCE VOUCHERS

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	1,338	2,293	2,082	2,374	2,424	2,625	2,750	2,955	2,900	2,900	2,900

Performance Measure Description

- To provide permanent housing for income eligible families and not exceed approved housing assistance budget.

Factors Impacting Outcomes

- Rental assistance cannot exceed approved housing assistance budget.
- The City of Wichita is able to serve more households than the benchmark because the cost per household is less. This is a function of average rents that are less than the national average.

9.2.3 PERCENTAGE OF BUDGET AND VOUCHERS REDEEMED DURING THE REPORTING PERIOD

BENCHMARK			2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	98%	Budget	100%	100%	100%	100%	100%	100%	100%	100%	100%
	92%	Vouchers	81%	92%	90%	97%	90%	95%	100%	100%	100%

Performance Measure Description

- HUD requires Section 8 Housing Choice Programs, such as Wichita Housing and Community Services, to ensure that all available vouchers are used.
- Measure is a percentage of HUD authorized budget and vouchers that are awarded that are awarded to clients.

Factors Impacting Outcomes

- Rental assistance cannot exceed approved housing assistance budget.
- Housing and Community Services is authorized 3,044 vouchers. The target for 2018 is to issue 2,750 vouchers so that the program reserve is eliminated in order to be in compliance with HUD guidelines.

9.2.4 HOUSEHOLDS PARTICIPATING IN FAMILY SELF-SUFFICIENCY PROGRAM

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	125	205	190	155	150	150	150	150	150	175	200

Performance Measure Description

- HUD requires Section 8 Housing Choice Voucher programs to offer a Family Self-Sufficiency (FSS) program.
- The goal of FSS to help families establish and achieve goals leading to their self-sufficiency.

Factors Impacting Outcomes

- In 2010 there were three coordinator positions, each with a caseload of 50 households. The number of households in the program was purposely increased in 2011-2013 in order to secure funding for a fourth coordinator. However, grant funding was not available, so the program has been reduced.
- There are three coordinator positions. In 2015, the program exceeded capacity.

9.2.5 PERCENTAGE OF HOUSEHOLDS ENROLLED IN FAMILY SELF-SUFFICIENCY PROGRAM

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 TARGET	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	7.0%	9.0%	9.0%	7.0%	6.2%	5.7%	5.5%	5.1%	5.2%	6.0%	7.0%

Performance Measure Description

- Comparison of measure 9.2.2 (Households Redeeming Vouchers) and measure 9.2.5 (Families Participating in Self-Sufficiency Program).
- HUD requires Section 8 Housing Choice Voucher programs to offer a Family Self-Sufficiency (FSS) program.
- The goal of FSS to help families establish and achieve goals leading to their self-sufficiency.

Factors Impacting Outcomes

- Program participation is voluntary. Families must agree to participate in FSS program activities.

9.2.6 HOUSEHOLDS THAT GRADUATED FROM THE FAMILY SELF-SUFFICIENCY PROGRAM

BENCHMARK		2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	10	14	11	16	10	14	10	10	10

Performance Measure Description

- This measure is added to determine the number of HCV clients no longer receiving cash assistance.
- Number of families that successfully completed their goal of economic self sufficiency.

Factors Impacting Outcomes

- Availability of support systems such as jobs; transportation; child care, education and skill levels of clients.
- Funding exists for 125 households. However, the City of Wichita can accommodate up to 150 households.
- Housing and Community Services contracts with a vendor to provide services. Referrals to the program are provided by HCS and the vendor.

9.2.7 HOUSEHOLDS ON HOUSING CHOICE VOUCHER WAITING LIST

BENCHMARK		2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	2,000	1,997	5,102	5,233	5,000	3,000	2,700	2,700	5,000

Performance Measure Description

- This measure is added as a result of the 2014 strategic planning process.
- Households could be limited to a single person up to a large family.
- The benchmark is based on the length of waitlist needed to fill vacancies due to attrition.

Factors Impacting Outcomes

- Availability of funding to administer the program is the primary factor that affects this measure for the City of Wichita.
- In 2018, we called everyone off the waitlist in for a formal application session. Shortly thereafter, we closed the HCV waitlist, hence the lower numbers for 2018. Housing is currently over-allocated for the program, in that too many vouchers have been issued.



9.3.1 NUMBER OF VICTIMS OF DOMESTIC VIOLENCE PROVIDED SAFE SHELTER

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	500	589	489	481	611	968	700	853	840	840	840

Performance Measure Description

- Shelters which serve victims of domestic violence receive Community Development Block Grant (CDBG) funding support for operations.

Factors Impacting Outcomes

- The number of persons served is a function of available space and length of stay. Both shelters are reporting that average lengths of stay have been increasing.
- Shelters report turning away nearly 1,000 people each year. However, this number could include duplications.
- Housing and Community Development staff visit with staff from each shelter in an effort to best allocate limited funding.

9.3.2 PERCENTAGE OF YOUTH SERVED WITH IMPROVED BEHAVIOR CHOICES OR NEW SKILLS

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	60%	78%	79%	81%	75%	99%	75%	82%	80%	82%	84%

Performance Measure Description

- After-school recreation and enrichment and summer employment programs are funded with CDBG funds by contract with community agencies.
- The objective of youth crime prevention and enrichment programming is to provide constructive and developmentally appropriate enrichment and recreational activities for middle school students.
- Program participants are assessed at the beginning of the program and at the conclusion of the program.
- Program coordinators compare pre-assessment and post-assessment results to determine the percent of participants with increased responsible behavior choices and/or new skills.

Factors Impacting Outcomes

- Youth are exposed to positive learning experiences in these programs. However, each youth's learning process is impacted by his or her own motivation.
- Programs funding results from an annual request for proposal process. The programs that are funded vary annually. Each program has different strategies in order to meet the overall goals.

9.4.1 AMOUNT OF OUTSIDE CAPITAL LEVERAGED AS A PERCENTAGE OF TOTAL FUNDING FOR NEW LOW-MODERATE INCOME HOUSING: OWNER OCCUPIED

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	64.6%	64.1%	64.1%	70.1%	65.3%	65.3%	62.5%	56.8%	55.0%	55.0%	55.0%

Performance Measure Description

- Examples of outside capital include private bank loans, Federal Home Loan Bank funds, and private donations.
- Only housing units that are financed at least in part with local government funds are included.

Factors Impacting Outcomes

- Some jurisdictions enjoy the support of an organized network of sponsors that regularly assists in the search for outside capital.
- Other jurisdictions have extensive internal resources that diminish the need to seek outside capital.
- Jurisdiction targeting policies can affect market values, which affect the level of outside investment.
- The number of Habitat for Humanity projects for which the City of Wichita is a partner.

9.4.2 DOWN-PAYMENT ASSISTANCE: NUMBER OF HOUSEHOLDS PROVIDED WITH PUBLIC FINANCIAL ASSISTANCE

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	12	24	35	25	21	21	14	14	12	12	12

Performance Measure Description

- Wichita provides down payment and closing cost assistance through two HUD HOME programs: the New Construction Infill Incentives Program and basic Homeownership 80 Program.
- Both programs are limited to the Redevelopment Incentives Area (RIA).
- The maximum loan for the New Construction Infill Incentives Program is 20% of the purchase price plus \$2,000 for closing costs, for a maximum of \$21,110.

Factors Impacting Outcomes

- Jurisdictions that are using HOME funding are able to employ different strategies to promote affordable homeownership. The City's program design provides for increased affordability through reduced first mortgage loan debt service, and in some cases, the elimination of private mortgage insurance obligation.
- Housing development activity can fluctuate, based on the amount of funding made available through the Housing Development Loan Program, the Community Housing Development Organization set-aside (CHDO set-aside), and the Boarded-up House Program. Other factors affecting housing development activity include demand from qualified buyers, availability of buildable sites, completion of environmental reviews and additional funding that can be made available due to the receipt of program income.

9.4.3 NUMBER OF HOUSING UNITS COMPLETED WITH PUBLIC FINANCIAL ASSISTANCE

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	14	15	27	16	21	17	14	14	14	14	14

Performance Measure Description

- Efforts toward the construction or conversion of new units for the low-to-moderate-income housing stock that were begun but not completed during the reporting period are not reflected.

Factors Impacting Outcomes

- Target numbers are calculated utilizing projected base annual HOME grant amounts to be received by the City, assuming level funding. Outcomes can vary, depending on the amount of program income received in the form of HOME loan repayments during a given program year, which can be allocated for additional HOME-eligible development projects.
- Outcomes can vary due to the amount of HOME subsidy required to construct a home. The required subsidy is based on market value, the size of the home constructed, and such factors as to whether or not a developer has capacity to employ volunteer labor and/or raise funds.

9.4.4 HOUSING UNITS REPAIRED OR REHABILITATED

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	225	240	229	220	208	202	225	176	175	175	175

Performance Measure Description

- The deferred loan program and the direct loan program require full compliance with the local minimum house code upon completion. All other home repair programs do not require full compliance on completion of work.

Factors Impacting Outcomes

- Some difference in the number of units rehabilitated may be attributed to the types and sizes of units rehabilitated and the extent of the rehabilitation.
- Activity decrease can be attributed to increasing demand for higher-cost projects such as bathroom remodel work related to accessibility improvements. These projects are of a larger work scope, and there are increased costs for compliance with lead-based paint requirements.
- The program has experienced increased demand for projects such as HVAC replacements as well as water and sewer service line replacements, for which the per-unit cost is approximately \$5,000. Programs involving construction work also experienced higher materials costs during the year.

9.4.5 AVAILABILITY OF AFFORDABLE HOUSING: CITIZENS RATING “EXCELLENT” OR “GOOD”

BENCHMARK		2006 ACTUAL	2010 ACTUAL	2012 ACTUAL	2014 ACTUAL	2016 ACTUAL	2018 TARGET	2018 ACTUAL	2020 TARGET
	CoW Higher	54%	53%	55%	56%	56%	56%	59%	56%

Performance Measure Description

- Survey of Wichita residents was commissioned in 2006, 2010, 2012, 2014, 2016, and 2018.
- Expect to re-survey citizens in 2020.
- Survey was conducted by the National Research Center

Factors Impacting Outcomes

- Possible responses are "Excellent," "Good," "Fair," or "Poor." "Don't Know" responses are excluded.

9.4.6 HOUSING STRESS: 30% OR MORE OF PRE-TAX INCOME

BENCHMARK		2010 ACTUAL	2012 ACTUAL	2014 ACTUAL	2016 ACTUAL	2018 TARGET	2018 ACTUAL	2020 TARGET
	CoW Lower	27%	29%	34%	25%	25%	20%	25%

Performance Measure Description

- Percentage of respondents who are experiencing housing costs stress, which is defined as housing costs higher than 30% of income.
- Survey of Wichita residents was commissioned in 2006, 2010, 2012, 2014, 2016, and 2018.
- This question was not included in the 2006 survey.
- Expect to re-survey citizens in 2020.
- Survey was conducted by the National Research Center

Factors Impacting Outcomes

- Housing costs in Wichita are less than the national average.



9.5.1 PERCENTAGE OF CUSTOMERS EMPLOYED

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	50%	71%	39%	49%	64%	50%	65%	58%	65%	65%	65%

Performance Measure Description

- The percent of customers employed after completion of employment and training program.

Factors Impacting Outcomes

- Local economy, availability of support systems such as transportation and child care, education and skill levels of clients.
- Funding exists for 100 customers.
- Housing and Community Services contracts with a vendor to provide services. Referrals to the program are provided by HCS as well as the vendor.

9.6.1 NUMBER OF HOUSING FIRST CLIENTS

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	60	61	51	60	58	56	56	53	60	60	60

Performance Measure Description

- Count of clients on December 31 of each year.
- This program seeks to provide housing and support services for chronically homeless persons. They are by definition: single persons, with a disabling condition and having been homeless for at least one year or have had four episodes of homelessness for the past three years.
- The Task Force on Ending Chronic Homelessness recommended that the Housing First program permanently house 64 people. This goal was derived from the HUD 2006 Continuum of Care application, which demonstrated a gap between available and needed beds in shelters. Of the needed beds, 64 were attributable to chronically homeless individuals.
- Some clients have entered and exited the program which began housing clients in March 2009.

Factors Impacting Outcomes

- The ability to identify housing options in the community, which are safe and have reasonable rent, can be a barrier. However, the City of Wichita's program has achieved success in this regard.

9.6.2 PERCENTAGE OF CLIENT EXITS THAT ARE POSITIVE

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	80%	59%	57%	52%	56%	64%	65%	56%	80%	80%	80%

Performance Measure Description

- Percent of clients whose exit from the program is for positive reasons.

Factors Impacting Outcomes

- There are inherent barriers which chronically homeless persons must overcome.
- In 2018 there were 43 total client exits; 24 were positive, 13 were negative, and six were due to deaths.
- Positive client exits are defined as a transition to long-term permanent housing. In some cases, clients transition to Public Housing or the Housing Choice Voucher program.

9.6.3 ANNUAL COST PER HOUSING FIRST CLIENT: RENT AND UTILITIES

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	\$6,000	\$5,575	\$6,360	\$5,125	\$5,718	\$5,387	\$6,835	\$6,723	\$6,835	\$6,835	\$6,835

Performance Measure Description

- The above reflects rental/utility payments only. No value has been assigned to the case management services.

Factors Impacting Outcomes

- Security deposits and utilities are contributors to housing costs in this program.
- Housing is provided in scattered sites near services. Units are one-bedroom and efficiency apartments.
- As client establish income the cost per unit declines. The client share is up to 30% of income.
- There was an increase in new placements in 2018, versus 2017. These clients typically have no income and therefore, an increased amount of assistance is required.