



The Urban Institute  
2100 M Street, NW  
Washington, D.C. 20037  
(202) 833-7200



The Center for What Works  
3074 West Palmer Boulevard  
Chicago, Illinois 60647  
(773) 398-8858

## Candidate Outcome Indicators: Affordable Housing Program

---

Implementing an outcome monitoring process enables organizations to track progress in achieving the program's mission. With this information, program managers can better develop budgets, allocate resources and improve their services. This document includes the following suggestions for starting or improving outcome measurement efforts:

1. **Outcome sequence chart** – *Identifies key outcomes presented in the sequence that are normally expected to occur.* The chart illustrates how one outcome leads to the next and identifies specific indicators that might be used to track each outcome. Intermediate outcomes tend to be on the left, and end (or final) outcomes are on the right. The program description at the top of the chart is meant to encompass a range of similar programs.
2. **Candidate outcome indicators** – *Lists outcomes and associated indicators as a starting point for deciding which outcomes to track.* They were chosen based on a review of the program area and consultation with program experts. Only outcome indicators are included (not physical outputs, such as number of classes held; not efficiency, such as cost per counseling session; and not organization issues, such as success in fundraising or staffing). The focus is on program beneficiaries (clients, customers, citizens, participants) and what has been accomplished for them. A data source or collection procedure is suggested for each indicator.

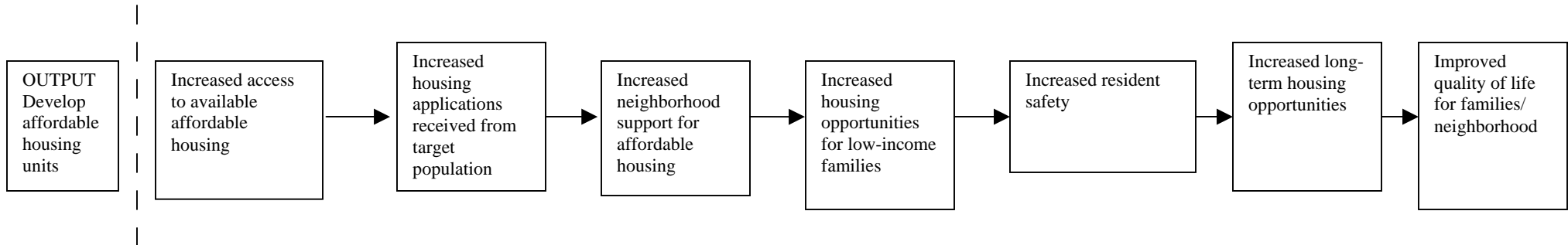
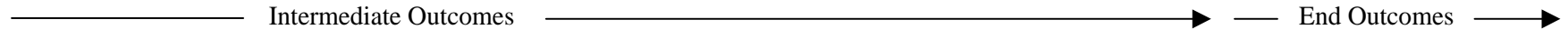
### Suggestions and Limitations for Use of the Materials

- Involve others in deciding which outcomes and indicators to track. Obtain input from staff, board members, and clients. As an early step, prepare your own version of an outcome sequence chart—one that you believe fits the needs of your program.
- Review the project report for additional ideas on relevant indicators and additional resources: *Building a Common Framework to Measure Nonprofit Performance.*
- Tabulate the outcome information by various categories of clients to see if outcomes are different for different clients (e.g., gender, age group, income level, handicap level, and race/ethnicity). Use that information to help better target your efforts.
- Start with a small number of the indicators, especially if you have had only very little experience with such data collection and have very limited resources. Add more outcomes and indicators to the performance measurement system later, as you find that information is likely to be useful.
- Outcome information seldom, if ever, tells *why* the outcomes have occurred. Many internal and external factors can contribute to any outcome. Instead, use the outcome data to identify *what* works well and what does not. Use the data to determine for which *categories of clients* your procedures and policies are working well and for which they are not working well. To the extent that the program is not working as well as expected, then attempt to find out the reasons. This investigation process leads to continuous learning and program improvement.

## Affordable Housing Program Description

For Community Development Corporations and nonprofit housing organizations, to improve the quality of families and communities, by helping to develop, produce and manage low-cost affordable housing in safe neighborhoods including rental units and home ownership programs. This program area does not include support services. Organizations providing support services may refer to other applicable program areas, such as employment training, adult education, youth tutoring and youth mentoring, prisoner re-entry.

### Outcomes Sequence Chart



### Indicators

1-3. Number of housing projects receiving joint funding, amount of loan funds available and number of loans received per year.

4. Number and percent of target population in jurisdiction X without access to affordable housing.

5. Number of applications for housing received from targeted population.

6. Number and percent of favorable policy measures passed.

7. Number and percent of community residents/business in the area reporting a positive image towards the housing complex.

8. Number and percent of homebuyers/tenants: (a) with low incomes receiving housing subsidies; (b) in minority racial/ethnic/disability groups.

9. Number and percent of low-income families housed in affordable, well-maintained units.

10. Number and percent of building code violations in the project, broken out by severity of the violations.

11. Number, and rate, of crimes in the housing neighborhood.

12. Number and percent of homeowners/tenants rating their feeling of safety in and around their homes as satisfactory.

13-14. Number and percent of resident turnover and unit/house vacancy.

15. Number of legislative policies passed to create or protect long-term housing opportunities.

16. Percent increase in investment dollars in neighborhood re-development.

17. Number and percent of low-income units in market-rate neighborhood.

Home owner/tenant satisfaction

Satisfaction with program services is an outcome that occurs within almost every program area, yet does not necessarily have a sequential placement. The indicators may include: Number of homeowners/ tenants satisfied with application process and other processes in obtaining affordable housing; satisfaction with conditions and maintenance of housing units; number of complaints received and satisfactorily resolved.

Sources Consulted: Community Foundations, Living Cities, LISC, Business and Professional People for the Public Interest (BPI), Metis Associates, Illinois office of Governor – Housing, Lakefront Supportive Housing, Latinos United

## AFFORDABLE HOUSING

### Program Description:

For Community Development Corporations and nonprofit housing organizations, to improve the quality of families and communities, by helping to develop, produce and manage low-cost affordable housing in safe neighborhoods including rental units and home ownership programs. This program area does not include support services. Organizations providing support services may refer to other applicable program areas, such as employment training, adult education, youth tutoring and youth mentoring, prisoner re-entry.

	Common Outcome	Program Specific Outcome	Indicator	Data Collection Strategy	Note	Outcome Stage
1	<b>OUTPUT</b>	Develop affordable housing units	Number of housing projects having/receiving joint funding.	Organizational records	See Note # 1	Intermediate
2	<b>OUTPUT</b>	Develop affordable housing units	Amount of loan fund available to support the program.	Program budget/financial records		Intermediate
3	<b>OUTPUT</b>	Develop affordable housing units	Number of loans received (per year) to support the program.	Program budget/financial records		Intermediate
4	Increased Access to Services	Increased access to available affordable housing	Number and percent of target population in jurisdiction X without access to affordable housing.	Survey of jurisdiction; homeless, transitional shelter records, local church records	See Note # 2	Intermediate
5	Increased Participation/ Attendance	Increased housing applications available from target population	Number of applications for housing received from targeted population.	Program records	See Note # 2	Intermediate
6	Increased Support	Increased neighborhood support for affordable housing	Number and percent of favorable policy measures passed.	Review of official documents/local government records	See Note #3	Intermediate
7	Increased Support	Increased neighborhood support for affordable housing	Number and percent of community residents/business in the area reporting a positive image towards the housing complex.	Survey/interviews of local area residents and local businesses		Intermediate
8	Provide Direct Services	Increased Housing Opportunities for Low-Income Families	Number and percent of homebuyers/tenants: (a) with low incomes/receiving housing subsidies; (b) in minority racial/ethnic/disability groups.	Review of applications/survey of accepted applicants	See Note # 2	Intermediate
9	Provide Direct Services	Increased Housing Opportunities for Low-Income Families	Number and percent of low income families housed in affordable, well-maintained units.	Program records/survey of neighborhood residents		Intermediate

## AFFORDABLE HOUSING

### Program Description:

For Community Development Corporations and nonprofit housing organizations, to improve the quality of families and communities, by helping to develop, produce and manage low-cost affordable housing in safe neighborhoods including rental units and home ownership programs. This program area does not include support services. Organizations providing support services may refer to other applicable program areas, such as employment training, adult education, youth tutoring and youth mentoring, prisoner re-entry.

	Common Outcome	Program Specific Outcome	Indicator	Data Collection Strategy	Note	Outcome Stage
10	Client Satisfaction	Increased resident safety	Number and percent of building code violations in the project, broken out by severity of the violations.	Local government records		Intermediate
11	Client Satisfaction	Increased resident safety	Number, and rate of crimes in the housing neighborhood.	Local government or agency records; survey of tenants	See Note # 4	Intermediate
12	Client Satisfaction	Increased resident safety	Number and percent of homeowners/tenants rating their feeling of safety in and around their homes as satisfactory.	Survey of tenants		Intermediate
13	Provide Direct Services	Increased long-term housing opportunities	Number and percent of turnover of residents.	Program Records		End
14	Provide Direct Services	Increased long-term housing opportunities	Number and percent of unit/house vacancy.	Program Records		End
15	Provide Direct Services	Increased long-term housing opportunities	Number and percent of legislative policies passed to create or protect long-term housing opportunities.	Review of official documents/Local government records	See Note # 5	End
16	Increased Incidence of Desirable Activity or Condition	Improved quality of life for families/neighborhood	Percent increase in investment dollars in neighborhood re-development.	Program Budget/Financial Records		End
17	Increased Incidence of Desirable Activity or Condition	Improved quality of life for families/neighborhood	Number and percent of low-income units in market-rate neighborhood.	Organizational Records	See Note # 6	End
	Client Satisfaction	Home owner/tenant satisfaction	<u>Indicators include:</u> Number of homeowners/tenants satisfied with application process and other processes in obtaining affordable housing; satisfaction with conditions and maintenance of housing units; number of complaints received and satisfactorily resolved.	Survey of tenants/Program Records	See Note # 7	End

## AFFORDABLE HOUSING

### Program Description:

**For Community Development Corporations and nonprofit housing organizations, to improve the quality of families and communities, by helping to develop, produce and manage low-cost affordable housing in safe neighborhoods including rental units and home ownership programs. This program area does not include support services. Organizations providing support services may refer to other applicable program areas, such as employment training, adult education, youth tutoring and youth mentoring, prisoner re-entry.**

---

Note # 1: Sources of funding could be from grants: foundations or local, state or federal government

Note # 2: Population types may include: racial and minority groups, immigrants, ex-offenders, low income bracket

Note # 3: Policy measures such as: whether an inclusivity ordinance was passed in support of affordable housing; number of developments with affordable housing units that renew subsidized contracts. See Advocacy program area

Note # 4: Crimes include murder, rape, robbery, aggravated assault, burglary, larceny, motor vehicle theft, and arson

Note # 5: Long-term is defined to refer to a rental period of 1 year or the potential for ownership with a 30 year mortgage

Note # 6: Market-rate is defined as housing not requiring government subsidy

Note # 7: Satisfaction with program services is an outcome that occurs within almost every program area, yet does not necessarily have a sequential placement

### General Notes:

Note that same data collection strategies could be used to gather information for various indicators.

People may not agree with designations presented here of "intermediate" or "end" outcome stage. While these designations are generally the common order of events for this program area, some organizations may order events differently. The important issue is what should be measured and its relative significance, not how it is labeled.

Sources Consulted: Community Foundations, Living Cities, LISC, Business and Professional People for the Public Interest (BPI), Metis Associates, Illinois office of Governor - Housing, Lakefront Supportive Housing, Latinos United