

# STRATEGIC PLAN



**Fiscal Years 2025 to 2029**

**By**

**THE TEXAS DEPARTMENT OF HOUSING AND COMMUNITY AFFAIRS**

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**June 01, 2024**

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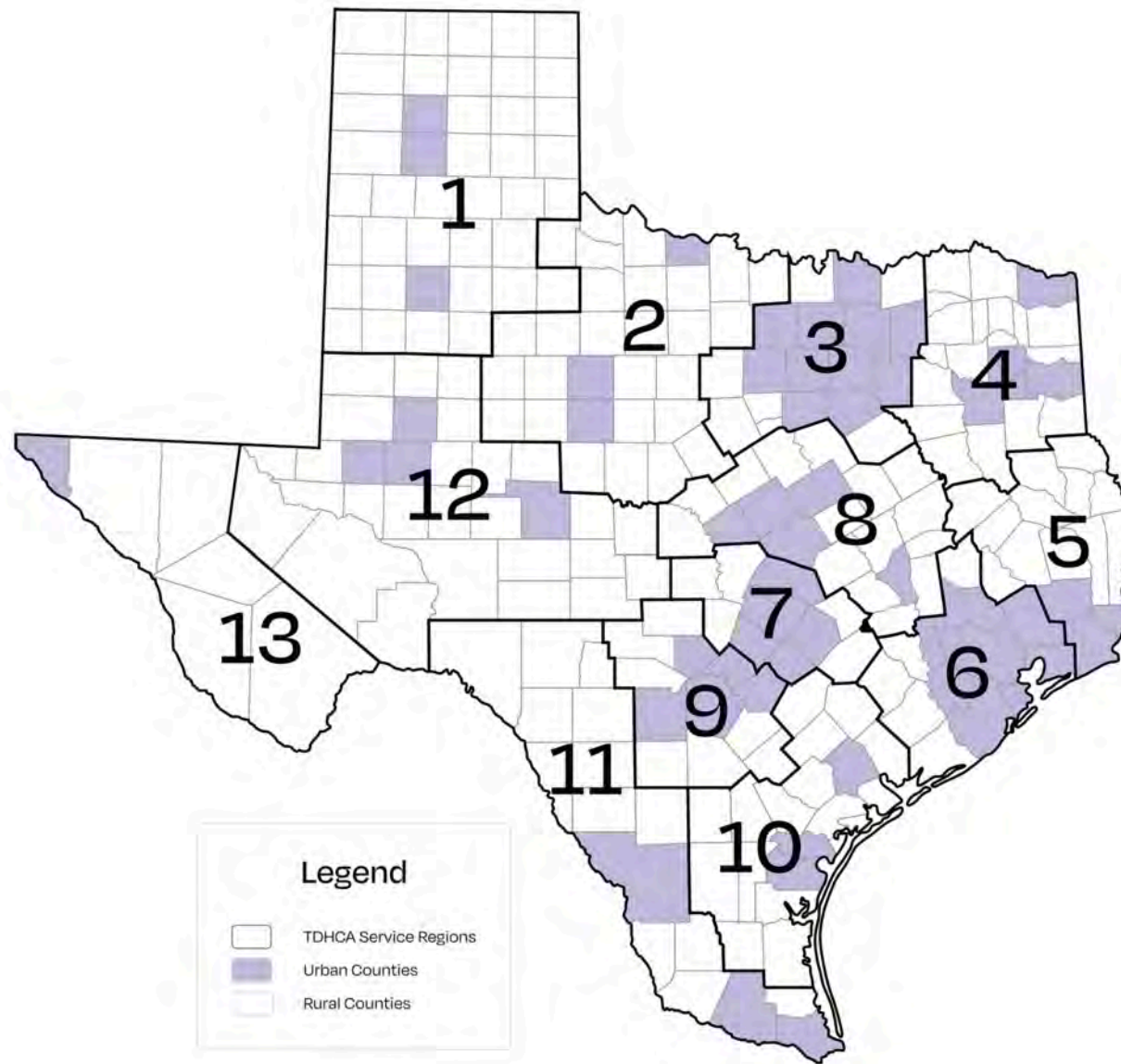
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# The Texas Department of Housing and Community Affairs: Strategic Plan



## Uniform State Service Regions



Per Tex. Gov't Code Section 2306.1115, TDHCA allocates a majority of its housing funds to 13 uniform state service regions. Each region is broken down into urban and rural sub-regions.

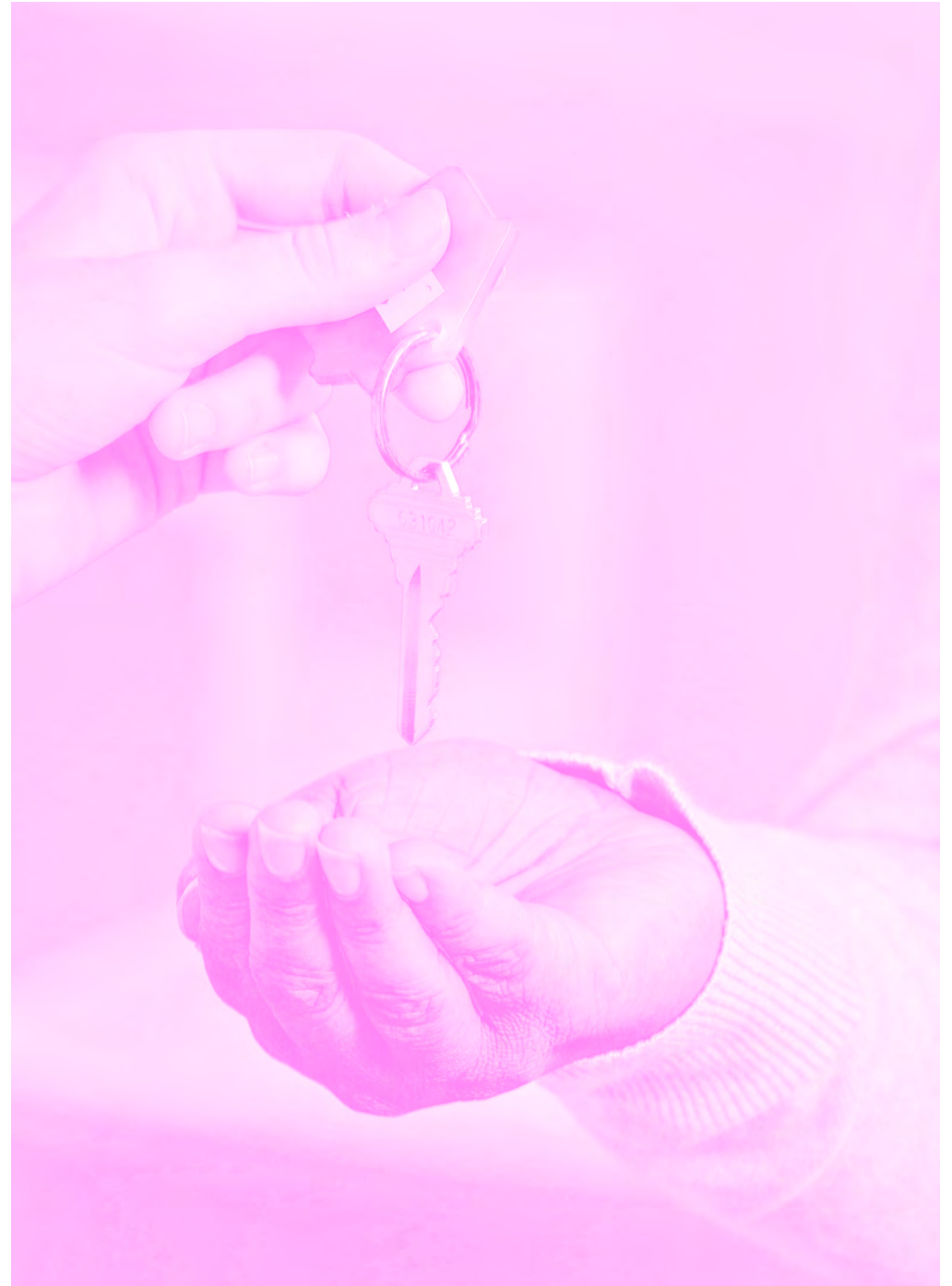
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## **TDHCA's Mission**

The mission of the Texas Department of Housing and Community Affairs is to administer its assigned programs efficiently, transparently, and lawfully and to invest its resources strategically and develop high quality affordable housing which allows Texas communities to thrive.





# Mission

The mission of the Texas Department of Housing and Community Affairs is to administer its assigned programs efficiently, transparently, and lawfully and to invest its resources strategically and develop high quality affordable housing which allows Texas communities to thrive.

The Department accomplishes this mission by acting as a conduit for federal grant funds for housing and community services. However, because several major housing programs require the participation of private investors and private lenders, TDHCA also operates as the state's housing finance agency.

Ensuring program compliance with the many state and federal laws that govern housing programs is another important part of the Department's mission. This ensures the health and safety of TDHCA's housing portfolio and guarantees state and federal resources are expended in an efficient and effective manner.

TDHCA also serves as a financial and administrative resource that helps provide essential services and affordable housing opportunities to Texans who qualify for this assistance based on their income level. Additionally, the Department is a resource for educational materials and technical assistance for housing, housing related, and community services matters.

*The Texas Department of Housing and Community Affairs is the state agency responsible for affordable housing, community and energy assistance programs, colonia activities, and regulation of the state's manufactured housing industry. Outside of the significant and momentary federal funds for pandemic response, the Department administers approximately \$2 billion through for profit, nonprofit, and local government partnerships to deliver local housing and community-based opportunities and assistance to Texans in need. The following highlighted programs reflect the many efforts made by the Department to positively impact the lives of Texans.*



## Texas Homeownership Programs

The programs are designed to provide affordable financing options for low-to-moderate income homebuyers through the issuance of mortgage credit certificates, reduced rate mortgages, and down payment assistance. In 2023 a total of 7,884 households were assisted, 95% were first time homebuyers, with a total loan amount of \$1,715,918,401. The average household income served by the Texas Homebuyer Program was \$68,477 with an average home sales price of \$241,535.

## Competitive and Non-competitive Housing Tax Credit Programs (HTC)

The HTC Programs provide a source of funds for the new construction of affordable multifamily rental properties or rehabilitation of existing properties who are willing to maintain affordable rents for an extended period of time. TDHCA administers two types of HTC programs: the Competitive (9%) HTC and Non-competitive 4% HTC.

### 4% Housing Tax Credits

The 4% HTC program is a statewide non-competitive program used by developers as a financial tool alongside Private Activity Bonds, and in accordance with TDCHA program requirements. Assuming all approved and active applications close under their current bond reservation, developments during Calendar Year (CY) 2023 would leverage \$121 million in annual 4% HTCs for the construction or rehabilitation of an anticipated 11,142 affordable housing units.

### 9% Housing Tax Credits

The 9% HTC program awards tax credits to eligible participants, based on a competitive process, to offset a portion of their federal tax liability in exchange for the production or preservation of affordable multifamily rental housing. Awards are based on a Regional Allocation Formula with applications scored and ranked within their region according to guidelines outlined in the Qualified Allocation Plan (QAP). TDHCA awarded \$87.7 million in annual tax credits during CY 23 resulting in the construction of 7,734 new affordable housing units.

## Texas Bootstrap Loan Program (Owner-Builder Loan Program)

The Texas Bootstrap Loan Program, administered by TDHCA, assists very low-income families in the purchase or refinance of real property to build new residential housing or to improve existing residential housing. The maximum Texas Bootstrap Loan is \$45,000 per household with 0% interest for a term of up to 30 years. All participants in the program are required to work with a state-certified Nonprofit Owner-Builder Housing Provider or a Colonia Self-Help Center. During Fiscal Year (FY) 2023, the Bootstrap Loan Program assisted 34 households.

## Homeless Housing Services Program (HHSP)

Administered in municipalities with a population of 285,500 or more, the state-funded HHSP provides funding to support services directed to assist homeless individuals and families. Allocated funds may be used for transitional living activities for youths, construction/rehabilitation/conversion of buildings for housing, homelessness prevention services, and the operation of emergency shelters. For FY 24, TDHCA has allocated \$1.5 million specifically for efforts to provide services to unaccompanied homeless youth and homeless young adults under the age of 25. An additional \$4.3 million has been allocated to nine cities to support homeless services more broadly.

## Community Affairs

The Community Affairs Division awards federal funds to local agencies providing assistance to Texans in need. All programs funded through the awards are administered by local agencies (subrecipients) in accordance with the guidelines established by TDHCA. There are currently four programs funded under the Community Affairs Division: Comprehensive Energy Assistance Program (CEAP), Low-Income Household Water Assistance Programs (LIWAP), Community Services Block Grant (CSBG), and the Weatherization Assistance Program (WAP).

CEAP leverages the assistance made available by the Low-Income Home Energy Assistance Program (LIHEAP) to address a household's immediate energy needs, and to educate consumers on controlling their energy costs. LIHEAP funds allow for heating and cooling assistance, crisis assistance, and home weatherization. Through the collective efforts of CEAP subrecipients, 138,453 individual households were able to receive needed assistance during FY 23.

LIWAP provides aid to eligible Texans through the immediate restoration of water and wastewater services, payment of arrearages to avoid a disconnection of services, and by the full or partial payment of currently due water/wastewater bills.

CSBG funds are distributed noncompetitively to eligible entities, designated by the Governor, to provide a range of direct services designed to eliminate poverty and foster self-sufficiency across all 254 counties in Texas. During FY 23 the program assisted 320,770 Texans.

WAP utilizes federal funds to assist low-income customers with controlling their energy costs through the installation of weatherization materials and education. TDCHA subrecipients collectively serve all 254 counties providing aid directly to Texans. In FY 23, more than 2,071 Texans received assistance to weatherize their home through the program.

## **Colonia Initiatives**

Self-Help Centers are established in the following Texas counties: El Paso, Val Verde, Maverick, Webb, Starr, Hidalgo, and Cameron. The Centers provide on-site assistance to colonia residents through services such as improving existing infrastructure, housing rehabilitation or financing, credit and debt counseling, and construction skills training. Self-Help Centers provided direct assistance to 969 residents during FY 23.



# Agency Goals and Action Plan

Each agency shall identify core operational goals. The strategic planning process entails a thorough re-examination of an agency. Agencies are not necessarily bound to the goals established in the prior strategic plan or the current General Appropriations Act. Operational goals are the general ends toward which agencies direct their efforts. A goal addresses issues by stating policy intention and is both qualitative and quantifiable, but not quantified. Goals are ranked for priority and should stretch and challenge an agency but be realistic and achievable.

In developing an agency's strategic goals, agency leadership must focus on the following statewide objectives of ensuring that the agency is:

1. **accountable to tax and fee payers of Texas;**
2. **efficient by producing maximum results with no waste of taxpayer funds and by identifying any function or provision considered redundant or not cost-effective;**
3. **effective by successfully fulfilling core functions, achieving performance measures, and implementing plans to continuously improve;**
4. **attentive to providing excellent customer service; and**
5. **transparent such that agency actions can be understood by any Texan.**

The agency shall identify how each goal supports these statewide objectives. In addition, the agency shall identify key action items necessary to ensure that the goal is accomplished on or before August 31, 2027, and provide a date by which the action items will be accomplished. Agencies shall provide this information in a format consistent with the Agency.



## Goal

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**Increase and preserve the availability of safe, decent, and affordable housing for very low, low, and moderate income persons and families.**

### Specific Action Items to Achieve Goal

1. **Annually revise the Qualified Allocation Plan and other Department rules to encourage additional affordable unit creation**
2. **Expand existing efforts to preserve affordable rental housing stock through engaging existing stakeholders and an increase in program visibility**
3. **Program all state and federal grant funds into activities that further the creation of units or promote access to affordable housing**
4. **Execute prudent financial strategies through the use of mortgage revenue bonds to provide ample resources for Texas homeownership programs and the development of affordable rental housing**

### How the Goal Supports Each Statewide Objective

#### **1. Accountable to tax and fee payers of Texas.**

TDHCA works collaboratively with stakeholders and the general public to address their input related to the creation or revisions of program administration, rules, and procedures.

#### **2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions.**

TDHCA staff annually review processes and seek to identify areas that can benefit from additional efficiencies directed towards core functions. A rigorous annual operating budget process prompts each work unit within the agency to revisit and justify its FTE usage and budgetary expenses, and agency leadership annually considers the highest and best use of resource allocations.

#### **3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve.**

Operations at TDHCA are continually assessed and improved based on principles of enterprise-wide risk management, adherence to documented operating procedures, and objective data analysis. Key to this has been the cultivation of highly skilled staff able to assist in the evaluation of existing and proposed policies.

#### **4. Attentive to providing excellent customer service.**

From gathering input through various stakeholder meetings, general comments, and customer surveys, TDHCA strives to be attentive to the needs of the populations served through its programs as well as the needs of the organizations with whom the agency works to serve those populations.

#### **5. Transparent such that agency actions can be understood by any Texan.**

Information is disseminated to all of TDHCA's stakeholders over multiple platforms: agency website which includes downloadable flyers for consumers and potential subrecipients and a Public Comment Center online website in which the general public and interested stakeholders engage in TDHCA programs. A resource for low income Texans called Help for Texans allows households to look for TDHCA-funded resources in their area.

### **Other Considerations Relevant to the Agency's Goal**

The continuing increase of construction costs, ongoing supply chain issues, and an available workforce shortage are expected to increase the costs of building all forms of affordable housing and impact the ability of local nonprofits in using TDHCA grant funds. As a result, fewer units produced may mitigate efforts to maximize program production efficiencies. Implications of this may affect performance measures of rental housing and grant program delivery and may prompt the need for changes to agency rules and some statutory language that place parameters on its programs that are limiting TDHCA's ability to be efficient and effective.

## Goal

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**Promote improved housing conditions for extremely low, very low, and low income households by providing information and assistance.**

### Specific Action Items to Achieve Goal

1. **Increased public awareness efforts to promote Help for Texans on the TDHCA website**
2. **Improvement of technology used to be responsive to and interactive with TDHCA's stakeholders and interested general public**
3. **Maximize Colonia Self-Help Centers' utilization of existing program and fair housing promotional materials and outreach efforts**

### How the Goal Supports Each Statewide Objective

#### **1. Accountable to tax and fee payers of Texas.**

Through the State Low Income Housing Plan and the Customer Service Report, the agency's Housing Resource Center provides regular and thorough updates to the public on agency programs, production, and the agency's assessment of the statewide housing need.

#### **2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions.**

Within the last year the agency has leveraged several new technologies enabling staff to be more responsive to help requests.

#### **3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve.**

Recent internal changes at the agency brought the data management and reporting and fair housing sections into the Housing Resource Center, aligning key informational resources aimed at evaluating public and customer satisfaction, enhancing data analysis, and ensuring consumers are aware of their fair housing rights.

#### **4. Attentive to providing excellent customer service.**

Through the use of regular customer service surveys, extensive public comment processes, and interactive online tools, TDHCA evaluates its effectiveness in reaching target audiences with its information and messages.

#### **5. Transparent such that agency actions can be understood by any Texan.**

The Housing Resource Center and the Colonia Self Help Centers interact with the general public, leveraging various mediums of exchange, to educate them on the availability of assistance through the agency's various programs and on fair housing topics.



## Goal

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**Improve living conditions for the poor and homeless and reduce cost of home energy for very low income (VLI) Texans.**

### Specific Action Items to Achieve Goal

1. **Program TDHCA resources to ensure that organizations providing a variety of approaches to addressing homelessness have opportunity to access TDHCA resources.**
2. **Ensure municipalities adhere to state law through House Bill 1925 (passed by 87th Texas Legislature, Reg. Session)**

### How the Goal Supports Each Statewide Objective

#### **1. Accountable to tax and fee payers of Texas.**

Within each program, planning of funds and reporting requirements have been instituted to assure public input is garnered and that funds are accounted for and utilized for their intended purpose.

#### **2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions.**

Each Community Affairs and Homelessness Program administered by TDHCA establishes clear parameters regarding the level of funding available for administrative purposes and the associated allowable uses. Additionally, local recipient organization of funds are monitored regularly for any misuse of funds.

#### **3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve.**

Instituting pertinent measures related to the number of Texans served and the costs associated with program efforts provides the agency with the necessary insight required to ensure the core functions are being successfully fulfilled.

#### **4. Attentive to providing excellent customer service.**

Through frequent and regular communication with local providers of services, TDHCA evaluates the quality of its program administration and the ease by which the agency's partners may provide assistance to those served.

#### **5. Transparent such that agency actions can be understood by any Texan.**

Program rollouts for all new funding sources and enacted legislation have included opportunities for stakeholders and the public to provide input. Program plans and rules are widely shared on the agency website, so that the public can easily determine how these important resources are being allocated and provide their opinions.

## Goal

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**Ensure compliance with Department of Housing and Community Affairs federal and state program mandates.**

### Specific Action Items to Achieve Goal

1. **Conduct onsite and remote reviews of TDHCA awardees to ensure adherence to program rules and regulations**
2. **Maintain cohesive relationships with affordable rental housing stakeholders through underwriting, during construction, and for the life of the property so that they are evaluated periodically and trained on latest program rules/regulations/guidelines.**
3. **Provide technical assistance to all program recipients as federal guidelines change**
4. **Regulate the manufactured housing industry in accordance with state and federal law**

### How the Goal Supports Each Statewide Objective

#### **1. Accountable to tax and fee payers of Texas.**

TDHCA's Real Estate Analysis team ensures that no more assistance is provided to rental transactions than is needed and that all state and federal underwriting rules are complied with. Compliance and Asset Management monitor how awardees of TDHCA funding administer those funds, the financial health of properties, and if awardees are compliant with all rules, regulations, and laws. The agency utilizes strong financial controls, loan servicing and compliance monitoring to ensure that funds and other assistance are used in accordance with state and federal regulations and best industry practices

#### **2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions.**

Through reviews conducted by compliance staff, TDHCA awardees are monitored on an annual basis to confirm program guidelines, designed to direct the maximum level of funds to those in need, are executed according to efficiency standards. Asset Management staff evaluate any changes to properties and oversee the financial health of transactions.

#### **3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve.**

The compliance, asset management and real estate analysis functions enforce federal and state laws through established reviews and an established schedule comprised of reporting deadlines, audits, and onsite reviews. It also continues to actively train agency stakeholders in effort to reduce findings and violations, while establishing deeper stakeholder relations

#### **4. Attentive to providing excellent customer service.**

TDHCA's asset management, loan servicing, real estate analysis, and compliance areas continue to be active in outreach and education for those utilizing agency resources. TDHCA places a priority of two-way communication with those end users in order to be responsive to customer needs.

#### **5. Transparent such that agency actions can be understood by any Texan.**

TDHCA disseminates information to all of its stakeholders over multiple platforms. This includes use of information available on its website, including downloadable flyers for consumers and potential subrecipients and the TDHCA Public Comment Center online website to help the general public and stakeholders engage in TDHCA programs.



## Redundancies & Impediments



## High Priority

### **Statutory Cite Tex. Gov't Code §2306.111(c)**

#### **Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations**

The scarcity of Community Housing Development Organizations (CHDOs) in rural Texas and stricter federal regulations since 2015 delay funds from being used as quickly and efficiently as possible and increase the likelihood that the state may fail to meet commitment deadlines for CHDO funds and, therefore, may result in the state having to return HOME funds to the federal government. Excluding the 15% federally mandated CHDO set-aside funds from the requirements of §2306.111(c) would minimize this risk.

#### **Provide Agency Recommendation for Modification or Elimination**

Amend §2306.111(c) to: 1) exclude CHDO funds from the 95/5 rule or otherwise provide flexibility to expressly allow the use of CHDO funds in Participating Jurisdictions without violating the requirement and 2) specify for HOME funds that if rural funds are not used by a certain point (within 6-9 months of programming) that they are then allowed to be used anywhere in the state.

#### **Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change**

These two changes jointly would allow funds to be used more promptly and decrease the risk of the state having to return HOME funds to the federal government and therefore allow TDHCA to expand housing opportunities for more Texas households.

### **Statutory Cite Tex. Gov't Code §2306.395**

#### **Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations**

The Department is a conduit, statewide issuer of Private Activity Bonds for multifamily development. This section requires bonds issued by the Department that are unrated to have terms (i.e. principal amount of the bonds, interest rate, and maturity date) that are set by the Department's Governing Board. Once approved, these terms cannot be changed without requiring new Board approval. This section prohibits these types of transactions from using the delegation authority that rated transactions have under Tex. Gov't Code Chapters 1371 and 1201 and can only rely on Chapter 2306.

#### **Provide Agency Recommendation for Modification or Elimination**

Amend Tex. Gov't Code §2306.353 to allow the Department's unrated multifamily transactions to use the delegation authority allowed under Tex. Gov't Code Chapters 1371 and 1201 by adding the following provision to §2306.353. The Board will still be determining the terms of the transaction, but would be delegating that authority to staff.

#### **Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change**

This change would provide greater flexibility during times when market forces could result in changes to the financial feasibility of a transaction. Providing this flexibility would result in a more prudent issuance, ensuring efficiency in the use of Private Activity Bond volume cap, and not jeopardize a transaction from closing by the statutory deadline considering that the Department's Board meets monthly and the Bond Review Board approval (meets every other month) that must be obtained prior to proceeding with closing.

## **Statutory Cite Tex. Gov't Code §2306.6712**

### **Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations**

This section relates to amendments made to housing tax credit applications and directs in explicit detail what amendments rise to the level of requiring Board approval by defining those items that are material alterations. This section, now almost 20 years old, has created a system in which very routine and expected real estate development changes are causing delays in developers being able to timely proceed through development, and taking up a disproportional amount of time as staff prepares Board materials for the monthly Board meeting.

## **Statutory Cite Tex. Gov't Code §2306.142-143**

### **Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations**

The parameters for the market study are outdated, cannot be complied with, and are no longer relevant due to changes in the credit and sub-prime lending markets following the crash of 2008. The set- asides are economically unfeasible and could damage the economic condition of the Department. In addition, Section 2306.143 requires TDHCA to develop a subprime lender list using the survey required under §2306.142 if the U.S. Department of Housing and Urban Development (HUD) does not release a subprime lender list. The staff time and cost related to generating a subprime lender list would waste Department resources due to the outdated nature of these provisions in statute.

### **Provide Agency Recommendation for Modification or Elimination**

Recommend elimination of Tex. Gov't Code §2306.142 and §2306.143.

### **Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change**

Eliminating the need to apply for the annual waiver will save Department the cost of the annual report, compiled by its financial advisor, in support of the waiver, and will save staff time and resources. It will also reduce time and expense for the Bond Review Board in the review and approval of the waiver.

### **Provide Agency Recommendation for Modification or Elimination**

Either revise section (d) from having an explicit list of what constitutes a material alteration to saying "material alteration of a development must be defined by the Department by rule".

### **Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change**

This will improve tax credit developer's ability to proceed through development efficiently instead of waiting for board approval and save significant staff time each month in preparing Board materials.

## Priority

### **Statutory Cite Tex. Gov't Code §2306.001**

#### **Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations**

Does not clearly designate TDHCA as a public housing authority (PHA). As this is sometimes questioned by the U.S. Department of Housing and Urban Development (HUD), it could impact the Department's ability to continue to serve approximately 850 households per year through its Section 8 Housing Choice Voucher Program, which includes vouchers for persons with disabilities and veterans. This could also limit our access to limited time vouchers such as the Emergency Housing Vouchers (EHV) received post-COVID (another roughly 700-800 vouchers).

### **Statutory Cite Tex. Gov't Code §2306.004(3) and (36)**

#### **Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations**

This definition is inconsistent with provisions related to Contract For Deeds (CFD) found in House Bill (HB) 311, 84th Texas Legislature, which may cause confusion in administering programs serving households who originally purchased property through a contract for deed. Tex. Gov't Code §2306.004 (36) provides the definition for Urban Area which is defined in part through reference to definition (28-a)(C). However, paragraph (C) of definition (28-a) relating to Rural Areas no longer includes a paragraph (C).

### **Statutory Cite Tex. Gov't Code §2306.057**

#### **Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations**

Because the bulk of these assessments are now housed in databases, the results of these assessments are only summarized for the Board. To the extent that concerns arise and conditions are needed, those issues are part of the summary to the Board. The requirement that the assessment report must be included for board review is an unnecessary requirement and no longer relevant to the manner in which the information is currently retained.

#### **Provide Agency Recommendation for Modification or Elimination**

Revise (b) to require only a "summary of any concerns or conditions identified in the compliance assessment" be provided to the Board.

#### **Provide Agency Recommendation for Modification or Elimination**

Add another numbered purpose clause stating: "serve as a public housing authority to provide the Department with access to more affordable housing resources"

#### **Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change**

While TDHCA already operates as a PHA, the recommended change would affirm this role unambiguously and remove any risk that the federal funding agency (HUD) could have a basis for which to withdraw PHA status.

#### **Provide Agency Recommendation for Modification or Elimination**

Amend (3) to ensure that it conforms to HB 311 and to make clear in the definition that "contracts for deed" mean the same as "executory contracts" in order to avoid confusion elsewhere in Chapter 2306. Amend (36) to remove reference to (28-a)(C).

#### **Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change**

Changes to (3) will provide clarity and therefore greater efficiency in efforts to serve colonia residents who may have purchased property using a contract for deed. Changes to (36) will ensure clarity in definitions.

#### **Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change**

This creates more efficient Board materials and saves staff time.



## **Statutory Cite Tex. Gov't Code §2306.0723**

### **Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations**

Because the State Low Income Housing Plan (SLIHP) is not a "state agency statement of general applicability that implements, interprets or prescribes law or policy" and the Department never has a need or intention to enforce the report against anyone, it should not be a rule. The statute creates unnecessary rule-making work for TDHCA staff. TDHCA would continue to present the SLIHP for public comment/roundtable discussion and Board approval.

### **Provide Agency Recommendation for Modification or Elimination**

Eliminate §2306.0723 requiring the SLIHP to be a rule.

### **Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change**

Streamlines the SLIHP approval process and removes the improper designation of the SLIHP as a rule. The SLIHP would still continue to go out for public comment as a policy document.

## **Statutory Cite Tex. Gov't Code §2306.0985 (Recovery of Funds from Certain Subdivisions)**

### **Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations**

Tex. Gov't Code §2306.0985 addresses the ability to require political entities with authority to tax to place a lien on properties that benefit from infrastructure improvements made with state or federal money; any funds recovered under this section may be appropriated to TDHCA for use in administering a program under a section that has since been eliminated from the code.

### **Provide Agency Recommendation for Modification or Elimination**

Delete section.

### **Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change**

Removes expectation that TDHCA undertake activity referred to in another portion of statute not under TDHCA's jurisdiction.

## **Statutory Cite Tex. Gov't Code §2306.1071**

### **Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations**

Statute defines a "first-time homebuyer" as a person who has not owned a home in the last three years and resides in this State. However, the U.S. Internal Revenue Service (IRS), which governs the issuance of tax-exempt mortgage revenue bonds, authorized exceptions in Section 143(d)(2)(D) of the Code, including an exception for veterans and exceptions for borrowers that purchase homes in targeted areas. Additionally, the definition is ineffective because it prevents qualified homebuyers from applying for needed assistance necessary to purchase a home in Texas before relocating.

### **Provide Agency Recommendation for Modification or Elimination**

Amend definition as follows: "First-time homebuyer" means a person who: (A) resides in this state within 60 days of the date on which an application is filed; and (B) has not owned a home during the three years preceding the date on which an application under this subchapter, subject to certain exceptions set forth in Section 143(d) of the Internal Revenue Code of 1986 (26 U.S.C. Section 143(d)).

### **Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change**

Change ensures veterans and homebuyers purchasing homes in targeted areas, or other populations given exceptions in the future, continue to receive the same degree of assistance they are currently receiving through TDHCA's homeownership programs and provides the opportunity for applicants who are relocating such as veterans and active-service military to qualify for assistance through TDHCA's homeownership programs.

### **Statutory Cite Tex. Gov't Code §2306.1113**

#### **Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations**

Tightly restricts communication of TDHCA Board member and staff with persons associated with active applications for housing funds during the application period.

#### **Provide Agency Recommendation for Modification or Elimination**

Statute could be amended to allow for meetings between TDHCA staff and applicants to be conducted telephonically, onsite, or virtually outside of business hours.

### **Statutory Cite Tex. Gov't Code §2306.171(3) and (4)**

#### **Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations**

Statute directs TDHCA to encourage for profit and nonprofit corporations to match the division's funds in providing affordable housing. While directing TDHCA to provide matching funds to localities, public agencies, and housing sponsors who qualify under the division's programs. TDHCA is generally unable to do so as its funds are often federally limited from being used for match. Further, most of TDHCA's federal programs require match of TDHCA and often its subrecipients. TDHCA often meets its federal match requirements by passing the requirement (in part or in full) down to subrecipients.

### **Statutory Cite Tex. Gov't Code §2306.186**

#### **Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations**

The reference in subsection (k) to Tex. Gov't Code §2306.6023 is incorrect. Tex. Gov't Code §2306.6023 is a citation relating to the Manufactured Housing Division requiring that they adopt rules for Alternative Dispute Resolution and Negotiated Rule-Making.

### **Statutory Cite Tex. Gov't Code §2306.252(b)(4)**

#### **Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations**

The State Energy Conservation Office (SECO) has excellent resources for this, with a specific section for residential consumers. Requiring this of TDHCA is redundant and requires TDHCA to coordinate on something for which another agency is more qualified and is already performing such work.

#### **Provide Agency Recommendation for Modification or Elimination**

Delete Tex. Gov't Code §2306.252(b)(4)

#### **Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change**

To meet statutorily required deadlines, staff and applicants alike regularly work long hours well outside business hours, and communicate extensively during business hours and over the phone and email, as currently allowed under statute, to work on issues. Adding flexibility with respect to when communications are permitted can allow for more effective and timely communication, reducing time spent by both parties.

#### **Provide Agency Recommendation for Modification or Elimination**

Delete Tex. Gov't Code §2306.171(3) and (4)

#### **Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change**

Removes requirements that TDHCA undertake activities for which it is not allocated resources and that could conflict with federal law.

#### **Provide Agency Recommendation for Modification or Elimination**

Amend statute to refer to the correct citation (Tex. Gov't Code §2306.041)

#### **Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change**

Corrects potentially confusing legislation.

#### **Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change**

Removes redundancy in state government and statute. Because TDHCA already refers people to SECO and appropriate agencies, there would be no cost savings.

### **Statutory Cite Tex. Gov't Code §2306.253**

#### **Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations**

Statute requires in this section that the Department develop a homebuyer education program and provides considerable specificity relating to how the activity should be funded and directing specific organizations with whom the Department should collaborate. By restricting the manner in which the Department should perform its program, this section, written in 1997, places requirements that no longer create the most efficient means of reaching homeowners.

### **Statutory Cite Tex. Gov't Code §2306.255**

#### **Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations**

Due to the passage of HB311 84(R)-2015, transfers of title occur through the recordation of the contract for deed; therefore a conversion is no longer necessary.

#### **Provide Agency Recommendation for Modification or Elimination**

Delete Tex. Gov't Code §2306.253

#### **Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change**

By removing the section, flexibility can be returned to creatively supporting the activity of providing homebuyer education.

### **Statutory Cite Tex. Gov't Code §2306.2561 and §2306.805**

#### **Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations**

Neither the Affordable Housing Preservation Program nor Housing Preservation Incentives Program can be implemented using the resources the Department has access to currently.

#### **Provide Agency Recommendation for Modification or Elimination**

Delete Tex. Gov't Code §2306.2561 and

### **Statutory Cite Tex. Gov't Code §2306.541 and §2306.542**

#### **Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations**

These sections were established in response to the significant disaster recovery efforts that were historically housed at TDHCA. The committee, which was created and used as needed when TDHCA administered federal disaster recovery (DR) funds, is no longer in existence; nor does such a program exist. As the Department no longer oversees DR funds, it is appropriate to remove these sections.

#### **Provide Agency Recommendation for Modification or Elimination**

Delete all of Tex. Gov't Code §2306.541 and §2306.542.

#### **Provide Agency Recommendation for Modification or Elimination**

Delete section.

#### **Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change**

Program is no longer necessary due to passage of HB 311.

§2306.805 as the programs are inconsistent with each other, and neither program is compatible with our funding sources and their associated federal regulations.

#### **Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change**

Removes requirements that TDHCA undertake activities that are inconsistent with TDHCA funding sources and federal requirements.

#### **Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change**

Removes language related to activity over which TDHCA has no jurisdiction.



## **Statutory Cite Tex. Gov't Code §2306.589 and §2306.590**

### **Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations**

TDHCA currently engages with colonias through the established Colonia Self-Help Centers and Colonia Resident Advisory Committee. The colonia set aside instituted by §2306.589 was established when TDHCA was designated to oversee Community Development Block Grant (CDBG) funds and water/ wastewater infrastructure projects. The program that is required to be designed is no longer an eligible activity under any of the Department's current funding sources. Under §2306.590, the Colonia Initiatives Advisory Committee's directive is to work with the Texas Water Development Board in administering the federal CDBG funds to address the infrastructure needs of colonias. TDHCA no longer has jurisdiction over this funding nor the operations intend to be overseen by the committee.

## **Statutory Cite Tex. Gov't Code §2306.6702(5)**

### **Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations**

The definition for At-Risk development for purposes of the Housing Tax Credit program is explicitly defined in statute. As federal agencies change regulations, and change their handling of their older housing portfolios, it is increasingly important for the Department to be able to respond nimbly so that as much preservation can occur as is possible.

## **Statutory Cite Tex. Gov't Code §2306.6717(4)**

### **Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations**

Requires TDHCA to post the director's recommendation for material Housing Tax Credit (HTC) amendment requests 15 days prior to the Board meeting at which the amendment will be discussed.

### **Provide Agency Recommendation for Modification or Elimination**

Eliminate the requirement.

### **Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change**

Streamlines process and improve Department timely response to developers.

### **Provide Agency Recommendation for Modification or Elimination**

Delete both sections, as the set-aside is no longer incompatible with our funding sources and TDHCA no longer has jurisdiction over the areas intend to be overseen by the committee.

### **Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change**

Removes language related to activity over which TDHCA has no jurisdiction.

### **Provide Agency Recommendation for Modification or Elimination**

Specify that the definition for an At-Risk development is "as defined by rule by the Department".

### **Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change**

A definition that can be revised as needed to respond to the changes in federal programs, regulations and trends relating to preserving affordable rental housing.

## **Statutory Cite Tex. Gov't Code §2306.6723**

### **Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations**

This section requires that the Department jointly administer the rural Housing Tax Credit set-aside with the Texas Department of Agriculture (the rural development agency). The requirement indicates that TDA should assist in development of the threshold, scoring, and underwriting criteria applied to rural applications and that the criteria "must be approved by that agency." It also requires that TDHCA and TDA jointly, with TDHCA funds, host outreach, training and capacity building to ensure sufficient rural applications are received.

## **Statutory Cite Tex. Gov't Code §2306.6734**

### **Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations**

Statute requires TDHCA to require a person who receives housing tax credits to attempt to ensure at least thirty percent of the construction and management businesses contracted with in connection with the development are minority-owned businesses. Accompanying this directive is a reporting requirement every 90 days stating the percentage of businesses contracted with the development qualify as minority-owned businesses. This requirement can be onerous for the developers and creates an additional paperwork/reporting burden for staff.

## **Statutory Cite Tex. Gov't Code §2306.781-786, Subchapter GG**

### **Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations**

Subchapter GG established the Colonia Model Subdivision Program. This is a duplicative concept because the HOME Community Housing Development Organization (CHDO) set aside already offers this opportunity and the Department holds funds for these types of single family developments. TDHCA now offers the assistance under the broader HOME Single Family Development category, while still offering funds in the colonias.

## **Statutory Cite Tex. Gov't Code §2306.921**

### **Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations**

The state statute compels the inspection and licensing of hotels and other rental properties if they are used for more than three days as living quarters for three or more migrant, seasonal, or temporary workers. Federal regulation (specifically 29 CFR §500.131) excepts persons who regularly provide housing on a commercial basis to the general public who then provide housing to a migrant agricultural worker on the same or comparable terms and conditions as provided to the general public.

**Texas Department of Housing  
and Community Affairs**

### **Provide Agency Recommendation for Modification or Elimination**

Delete the section.

### **Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change**

Elimination would remove an obsolete requirement.

### **Provide Agency Recommendation for Modification or Elimination**

Revise Section 2306.6734 to require a one-time report to be submitted at the end of construction.

### **Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change**

Reduced reporting and paperwork burden on HTC developers.

### **Provide Agency Recommendation for Modification or Elimination**

Delete entire Subchapter.

### **Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change**

Removes unnecessary language; decreases the likelihood that unnecessary restrictions will be placed on single family development funds.

### **Provide Agency Recommendation for Modification or Elimination**

Add an exception at the beginning of the definition of "Migrant labor housing facility" at §2306.921(3): "unless excepted or excluded from housing safety or health requirements by federal law or regulation . . ."

**Describe the Estimated Cost Savings or Other Benefit  
Associated with Recommended Change**

Removes an inconsistency between state and federal regulation of farmworker housing, and reduces the cost of licensing and inspecting facilities that would not otherwise be subjected to such regulation but for the fact that some of their occupants are seasonal, temporary, or migrant workers.

**Statutory Cite Tex. Gov't Code, Chapter 2304, Housing Rehabilitation**

**Describe why the Service, Statute, Rule or Regulation is Resulting  
in Inefficient or Ineffective Agency Operations**

This chapter, created in 1993, broadly promotes the rehabilitation of housing and a means to prevent the deterioration of residential areas. The Department does, in fact, program several of its federal and state funds for the purpose of single family home rehabilitation. However, this chapter also requires the Department to adopt housing, building, and fire codes for certain local areas, and adopt rules for this program; specifies that funds for this activity are in the state treasury; and lays out parameters for local governments to create and establish rehabilitation plans for approval by the Department that are then a part of the program. It is unknown to current agency staff if such funds were ever made available in the Treasury, however for at least the last 20 years no such funds or program has existed.

**Statutory Cite Tex. Utility Code §39.905(f). Goal for Energy Efficiency.**

**Describe why the Service, Statute, Rule or Regulation is Resulting  
in Inefficient or Ineffective Agency Operations**

TDHCA staff does not have sufficient expertise with Transmission and Distribution Utility (TDU) programs to determine if these are consistent with federal weatherization programs. The Texas Public Utility Commission (PUC) has represented to TDHCA that it has sufficient expertise with the federal weatherization programs to determine if the TDU programs are consistent without TDHCA's assistance. However, because of the statutory language, TDHCA and TDU staff must send minimum notices and file minimum pleadings to each other to notify the parties that TDHCA will not be participating in the proceedings.

**Service, Statute, Rule or Regulation (Provide Specific Citation if applicable) Tex. Local Gov't Code §394.027**

**Describe why the Service, Statute, Rule or Regulation is Resulting  
in Inefficient or Ineffective Agency Operations**

Since the establishment of the report in 1995, the number of HFC's administering the types of housing programs utilizing bond funds for the purpose of single-family home mortgage loans or multifamily financing has decreased to a level where the number of reports received by the agency are nominal.

**Provide Agency Recommendation for Modification or Elimination**

Delete the chapter.

**Describe the Estimated Cost Savings or Other Benefit  
Associated with Recommended Change**

Elimination would remove an obsolete requirement.

**Provide Agency Recommendation for Modification or Elimination**

Delete last sentence of subsection (f) directing the state agency that administers the federal weatherization assistance program to participate in the energy efficiency cost recovery factor proceedings.

**Describe the Estimated Cost Savings or Other Benefit  
Associated with Recommended Change**

Remove unnecessary requirements.

**Provide Agency Recommendation for Modification or Elimination**

Remove the reporting requirement.

**Describe the Estimated Cost Savings or Other Benefit  
Associated with Recommended Change**

Reduced reporting and paperwork burden and will allow TDHCA staff more time to concentrate on more pressing and important plans and reports that provide valuable information to the Legislature and Texans.

## **Statutory Cite Tex. Gov't Code §2306.374; Tex. Gov't Code §2306.493**

### **Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations**

This provision of statute requires certain documents (i.e. resolution, bond coupon, etc.) relating to the Department's Private Activity Bond issuances, be signed by the presiding officer of the board or any other officer. The COVID-19 pandemic brought along with it difficulties in obtaining and coordinating signatures from the Department's Board, particularly when Board members are not located in Austin. Depending on the timing associated with the transaction, obtaining and having the original signature pages returned to Austin in sufficient time for the required filings with the Office of the Attorney General, Comptroller of Public Accounts or Bond Review Board, as applicable, presented challenges in making the filings by the required deadline.

### **Provide Agency Recommendation for Modification or Elimination**

Modify the provision to extend to Department staff the authority to sign and allow the bond resolution approved by the Board to authorize such staff to be an authorized signer.

### **Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change**

The modification would provide greater flexibility by allowing authorized Department staff to sign, given its location in Austin.



## Schedule A. Budget Structure - Goals, Objectives, and Performance Measures



## A. Goal: Increase Availability of Safe/Decent/Affordable Housing

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To increase and preserve the availability of safe, decent, and affordable housing for very low, low, and moderate income persons and families.

### Objective 1: Make Loans/Grants/Incentives to Fund/Develop/Preserve Housing

Make loans, grants, and incentives available to fund all eligible housing activities and preserve/create single- and multifamily units for very low, low and moderate income households.

#### Outcome Measures:

- ▶ Percent Households/Individuals Assisted
- ▶ Percent Very Low Income Households Receiving Housing Assistance
- ▶ Percent Low Income Households Receiving Housing Assistance
- ▶ Percent Households of Moderate Income Receiving Housing Assistance

### Strategy A.1.1 Mortgage Loans & MCCs through the SF MRB Program

Provide mortgage loans and Mortgage Credit Certificates (MCCs), through the department's Mortgage Revenue Bond (MRB) Program, which are below the conventional market interest rates to very low, low, and moderate income homebuyers.

#### Output Measure:

- ▶ # Households Asst. through Bond Authority or Other Mortgage Financing
- ▶ Efficiency Measure:
  - ▶ Average Loan Amount w/o Down Payment Assistance
  - ▶ Avg Loan Amount with Down Payment Assistance
- ▶ Explanatory Measure:
  - ▶ Households Receiving Mortgage Loans w/o Down Payment Assistance
  - ▶ Number Households Receiving Mortgage Loans w/ Down Payment Assistance
- ▶ # HH Rec'g Mortgage Credit Certificate w/o Mortgage Loan
- ▶ # HH Rec'g MCC with Loan & with or without Down Payment Assistance

### Strategy A.1.2. Provide Funding through the HOME Program for Affordable Housing

Provide federal housing loans and grants through the HOME Investment Partnership (HOME) Program for very low and low income families, focusing on the construction of single family and multifamily housing in rural areas of the state through partnerships with the private sector.

#### Output Measures:

- ▶ Number of Households Assisted with Single Family HOME Funds
- ▶ #HH Ass. W/ Multifamily HOME, TCAP RF, National HTF, MF Direct Loans

#### Efficiency Measures:

- ▶ Avg Amt Per Household for Single Family Development
- ▶ Avg Amt Per Household/Single Family Rehab, New Const or Reconstruction
- ▶ Average Amount Per Household for Acquisition with/without Construction
- ▶ Average Amount Per Household of Tenant-based Rental Assistance
- ▶ Avg HOME, TCAP RF, Nat'l HTF, or Other Funds Per HH MF Development

#### Explanatory Measures:

- ▶ # of Households Asst. through S.F. Development Activities
- ▶ # of Households Asst through New Const or Reconst Act
- ▶ # of Households Asst through Acquisition with/without Construct Asst
- ▶ Number of Households Assisted through Tenant-based Rental Assistance
- ▶ Number of Households Assisted through HOME Multifamily Activities
- ▶ # HH Assisted thru TCAP RF, National HTF & MF Direct Loan Activities

### Strategy A.1.3. Provide Loans through the Texas Bootstrap Program (TBP) - HTF

Provide Loans through the Housing Trust Fund for Affordable Housing through the Texas Bootstrap Program.

#### Output Measure:

- ▶ Number of Households Assisted through Texas Bootstrap – HTF

#### Efficiency Measures:

- ▶ Average Amount Per Household for Texas Bootstrap – HTF

### Strategy A.1.4. Provide Funding through the Amy Young Barrier Removal (AYBR) - HTF

Provide Funding through the Housing Trust Fund for Affordable Housing through the Amy Young Barrier Removal Program.

#### Output Measure:

- ▶ Number of Households Assisted through Amy Young Barrier Removal – HTF

#### Efficiency Measure:

- ▶ Average Amount Per Household for Amy Young Barrier Removal – HTF

### Strategy A.1.5. Federal Rental Assistance through Section 8 Vouchers

Provide federal rental assistance through Housing Choice Voucher Program (Section 8) vouchers for very low income households.

#### Output Measures:

- ▶ Total # of HHs Assisted thru Statewide Housing Asst. Payments Program
- ▶ # of Section 8 Households Participating in Project Access Program

#### Efficiency Measures:

- ▶ Average Admin Cost Per Household for Housing Choice Voucher Program

### Strategy A.1.6. Assistance Through Federal Sec 811 Project Rental Assistance Program

To provide federal project-based rental assistance to extremely low income persons with disabilities through the Section 811 Project-Based Assistance Program.

#### Output Measure:

- ▶ Number of Households Assisted through Section 811 PRA Program

### Strategy A.1.7. Provide Federal Tax Credits to Develop Rental Housing for VLI and LI

Provide federal tax credits to develop rental housing for very low and low income households.

#### Output Measure:

- ▶ Number of Units Funded through the Housing Tax Credit Program

#### Efficiency Measures:

- ▶ Avg Annual Tax Credits Amount Per Unit for New Construction
- ▶ Average Total Development Costs per Unit for New Construction
- ▶ Average Annual Tax Credits Amount Per Restricted Unit for Acqui/Rehab
- ▶ Average Total Development Costs Per Unit for Acquisition/Rehab

#### Explanatory Measures:

- ▶ Number of Restricted Units Constructed through New Construction Activities
- ▶ Number of Restricted Units Funded through Acquisition/Rehab Activities



Strategy A.1.8. Federal Mortgage Loans through the MF Mortgage Revenue Bond Program

Provide federal mortgage loans through the department’s Mortgage Revenue Bond (MRB) program for the acquisition, restoration, construction and preservation of multifamily rental units for very low, low and moderate income families.

Output Measure:	Efficiency Measures:	Explanatory Measures:
<ul style="list-style-type: none"><li>▶ Number of Restricted Units Funded with Multifamily MRB Program</li></ul>	<ul style="list-style-type: none"><li>▶ Average Amount of Bond Proceeds Per Restricted Unit for New Construction</li><li>▶ Average Total Development Costs Per Unit for New Construction</li><li>▶ Avg Amount of Bond Proceeds per Restricted Unit for Acquisition/Rehab</li><li>▶ Average Total Development Costs Per Unit for Acquisition/Rehab</li></ul>	<ul style="list-style-type: none"><li>▶ Number of Restricted Units Funded through New Construction Activities</li><li>▶ Number of Restricted Units Funded through Acquisition/Rehab</li></ul>

Strategy A.1.9. Emergence Rental Assistance

Strategy A.1.10 Homeowners Assistance Fund

## **B. Goal: Provide Information and Assistance**

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Promote improved housing conditions for extremely low, very low, and low income households by providing information and assistance.

### **Objective 1: Provide Information and Assistance for Housing and Community Services**

Provide information and assistance regarding affordable housing resources and community support services.

#### **Strategy B.1.1. Housing Resource Center**

Provide information and technical assistance to the public through the Housing Resource Center.

#### **Output Measure:**

- ▶ Number of Information and Technical Assistance Requests Completed

## C. Goal: Improve Poor/Homeless Living Conditions & Reduce VLI Energy Costs

Improve living conditions for the poor and homeless and reduce cost of home energy for very low income (VLI) Texans.

### Objective 1: Ease Hardships for 16% of VLI Persons and address homelessness issues

To ease hardships of poverty and homelessness for 16 percent of the population of very low income persons each year.

#### Outcome Measures:

- ▶ % Eligible Population That Received Homeless & Poverty-Related Asst
- ▶ Percent of Persons Assisted That Achieve Incomes above Poverty Level

### Strategy C.1.1. Administer Poverty-related Funds through a Network of Agencies

Administer poverty-related funds through a network of community action agencies and other local organizations so that poverty-related services are available to very low income persons throughout the state.

#### Output Measures:

- ▶ Number of Persons Assisted That Achieve Incomes Above Poverty Level
- ▶ # of Persons Assisted by the Community Services Block Grant Program

#### Efficiency Measures:

- ▶ Average Subrecipient Cost Per Person for the CSBG Program

#### Explanatory Measures:

- ▶ Number of Persons in Poverty Meeting Income Eligibility

### Strategy C.1.2. Administer Funding to Address Homelessness

Provide funding to Subrecipients through the Emergency Solutions Grants (ESG), Homeless Housing and Services Program (HHSP), and Ending Homelessness (EH) Fund Programs for activities assisting those experiencing or at-risk of homelessness.

#### Output Measures:

- ▶ Number of Persons Enrolled in the Emergency Solutions Grant Program
- ▶ # of Persons Assisted by the Homeless and Housing Services Program and Ending Homelessness Fund

#### Efficiency Measures:

- ▶ Avg Subrecipient Cost Per Person for the Emergency Solutions Grant Pgm
- ▶ Average Subrecipient Cost Per Person for the HHSP and EH Fund Programs

## Objective 2: Reduce Cost of Home Energy for 6% of Very Low Income Households

To reduce cost of home energy for 6 percent of very low income households each year.

### Outcome Measures:

- ▶ Percent of Very Low Income Households Receiving Energy Assistance

### Strategy C.2.1. Administer State Energy Assistance Programs

Administer state energy assistance programs by providing grants to local organizations for energy related improvements to dwellings occupied by very low income persons and general assistance to very low income households for heating and cooling expenses and energy-related emergencies.

#### Output Measures:

- ▶ Number of Households Receiving Utility Assistance
- ▶ Number of Dwelling Units Weatherized by the Department

#### Efficiency Measures:

- ▶ Average Subrecipient Cost Per Household Served for Utility Assistance
- ▶ Average Cost Per Home Weatherized

#### Explanatory Measure:

- ▶ Number of Very Low Income Households Eligible for Utility Assistance

## Objective 3: Promote and Improve Homeownership Along the Texas-Mexico Border

Promote and improve homeownership opportunities along with the development of safe neighborhoods and effective community services for all colonia residents and/or residents of low, very low, and extremely low income along the Texas-Mexico border.

### Strategy 3.3.1. Assist Colonias, Border Communities, and Nonprofits

Provide assistance to colonias, border communities, and nonprofits through field offices, Colonia Self-Help Centers, and Department programs.

#### Output Measures:

- ▶ # of Colonia Residents Receiving Direct Assist from Self-help Centers



## D. Goal: Ensure Compliance with Program Mandates

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Ensure compliance with Department of Housing and Community Affairs federal and state program mandates.

### Objective 1: Monitor Developments & Subrecipient Contracts for Compliance

Administer and monitor all appropriate housing developments and subrecipient contracts to determine compliance with federal and state program requirements.

#### Outcome Measures:

- ▶ Percent of Formula-Funded Receiving Onsite Monitoring

### Strategy D.1.1. Monitor and Inspect for Federal & State Housing Program Requirements

Monitor and inspect for federal and state housing program requirements.

#### Output Measures:

- ▶ # of Annual Owners Compliance Reports Received and Reviewed
- ▶ Total Number of File Reviews
- ▶ Total Number of Physical Inspections

#### Explanatory Measures:

- ▶ Total Number of Active Properties in the Portfolio
- ▶ Total Number of Active Units in the Portfolio

### Strategy D.1.2. Monitor Subrecipient Contracts

Monitor federal and state subrecipient contracts for programmatic and fiscal requirements.

#### Output Measures:

- ▶ Total Number of Monitoring Reviews of All Non-formula Contracts
- ▶ Number of Single Audit Reviews
- ▶ Total # of Formula-Funded Subrecipients Receiving Monitoring Reviews

#### Explanatory Measures:

- ▶ Total Number of Non-formula Contracts Subject to Monitoring
- ▶ Number of Previous Participation Reviews
- ▶ Number of Formula-Funded Subrecipients

## E. Goal: Regulate Manufactured Housing Industry

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Protect the public by regulating the manufactured housing industry in accordance with state and federal laws.

### Objective 1: Operate a Regulatory System To Ensure Efficiency

Operate a regulatory system to ensure responsive handling of Statements of Ownership, license applications, inspection reports, and enforcement.

#### Outcome Measures:

- ▶ Percent of Applications Processed within Established Time Frames
- ▶ Percent of Consumer Complaint Inspections Conducted within 30 Days
- ▶ Percent of Complaints Resulting in Disciplinary Action
- ▶ Percent of Documented Complaints Resolved within Six Months
- ▶ Recidivism Rate for Those Receiving Disciplinary Action

### Strategy E.1.1. Provide Statements of Ownership and Licenses in a Timely Manner

Provide services for Statements of Ownership and Licenses in a timely and efficient manner.

#### Output Measures:

- ▶ No. of Manufactured Housing Stmt. of Ownership Issued
- ▶ Number of Licenses Issued

#### Efficiency Measure:

- ▶ Avg. Cost Per Manufactured Housing Stmt. of Ownership Issued

#### Explanatory Measure:

- ▶ Number of Manufactured Homes of Record in Texas

### Strategy E.1.2. Conduct Inspections of Manufactured Homes in a Timely Manner

Conduct inspections of manufactured homes in a timely and efficient manner.

#### Output Measures:

- ▶ Number of Routine Installation Inspections Conducted
- ▶ Number of Non-routine Inspections Conducted

#### Efficiency Measure:

- ▶ Average Cost Per Inspection

#### Explanatory Measures:

- ▶ Number of Installation Reports Received
- ▶ Number of Installation Inspections with Deviations

### Strategy E.1.3. Process Complaints/Conduct Investigations/Take Administrative Actions

Process consumer complaints, conduct investigations, and take administrative actions to protect general public and consumers.

#### Output Measure:

- ▶ Number of Complaints Resolved

#### Efficiency Measure:

- ▶ Average Cost Per Complaint Resolved
- ▶ Average Time for Complaint Resolution

#### Explanatory Measure:

- ▶ Number of Jurisdictional Complaints Received

### Strategy E.1.4. Texas.gov fees. Estimated and Nontransferable

Provide for the processing of occupational licenses, registrations, or permit fees through Texas.gov. Estimated and nontransferable.

**F. Goal: Indirect Administration and Support Costs**

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Indirect administration and support costs.

**Objective 1: Indirect Administration and Support Costs**

Indirect administration and support costs.

**Strategy F.1.1. Central Administration**

Central administration.

**Strategy F.1.2. Information Resource Technologies**

Information resource technologies.

**Strategy F.1.3. Operations and Support Services**

Operations and support services.



## Schedule B: Measure Definitions



**Goal: To increase and preserve the availability of safe, decent, and affordable housing for very low, low, and moderate income persons and families.**

**Objective: Make loans, grants, and incentives available to fund all eligible housing activities and preserve/create single- and multifamily units for very low, low and moderate income households.**

**Outcome Measure: Percent Households/Individuals Assisted**

**Definition**

The percentage of households/individuals potentially eligible for housing assistance and subsequently receive housing or housing related assistance.

**Purpose**

This measure addresses the extent to which services are provided by all housing programs and calculates the level of service compared to the need. This measure identifies the percentage of the low to moderate income population with housing needs that TDHCA housing programs were able to serve.

**Data Source**

The number of households served is maintained by each housing program (Housing Trust Fund Program, the HOME Program, the Section 8 Program, the Section 811 Program the Housing Tax Credit Program, My First Texas Home Program, the Multifamily Bond Program, the Tax Credit Assistance Program Repayment Fund, the National Housing Trust Fund, and other housing funds) and reported quarterly. Data is entered by staff and maintained in the agency's computer system.

**Methodology**

The percent of households assisted is based on: (numerator) an actual count of households/individuals using TDHCA's housing programs (in terms of households or units built) and (denominator) the most recent data of extremely low, very low, low and moderate income Texans who need affordable housing; with respect to the moderate income population with housing needs. (Note: Also, rental development units funded by multiple programs are counted only once for the purposes of outcome calculations.)

**Data Limitations**

The timing and accuracy of the reporting of households served by the contracted entities may impact the reporting of the measure.

**Calculation Method**

**Non-cumulative**

**New Measure**

**No**

**Target Attainment**

**Higher than target**



## Outcome Measure: Percent Very Low Income Households Receiving Housing Assistance

### Definition

The percentage of very low income households (60 Area Median Family Income (AMFI) or below) receiving housing assistance from programs administered by the agency.

### Purpose

This measure identifies the percentage of the very low income population with housing needs that TDHCA housing programs were able to serve.

### Data Source

The number of very low income households served is maintained by each housing program (Housing Trust Fund Program, the HOME Program, the Section 8 Program, the Section 811 Program, the Housing Tax Credit Program, the My First Texas Home Program, the Multifamily Bond Program, the Tax Credit Assistance Program Repayment Fund, the National Housing Trust Fund, and other housing funds) and reported quarterly. Data is entered by staff and maintained in the agency's computer system

### Methodology

The percent of households of very low income served with housing or housing related assistance is based on: (numerator) an actual count of households/individuals using TDHCA's housing programs or units built because of the programs and (denominator) the most recent data of very low income Texans who need affordable housing. Multifamily units funded by multiple programs are counted only once.

### Data Limitations

The timing and accuracy of the reporting of households served by the contracted entities may impact the reporting of the measure.

### Calculation Method

Non-cumulative

New Measure

No

Target Attainment

Higher than target

## Outcome Measure: Percent Low Income Households Receiving Housing Assistance

### Definition

The percentage of low income (61-80 Area Median Family Income) households receiving housing assistance from programs administered by the agency.

### Purpose

The measure addresses the extent to which services are provided by all housing programs for low income households and calculates the level of service provided to the low income population. This measure is important because it identifies, of the number of low income households, how many low income households/individuals the housing programs were able to serve.

### Data Source

The number of low income households served is maintained by each housing program (Housing Trust Fund Program, the HOME Program, the Section 8 Program, the Section 811 Program, the Housing Tax Credit Program, the My First Texas Home Program, the Multifamily Bond Program, the Tax Credit Assistance Program Repayment Fund, the National Housing Trust Fund, and other housing funds) and reported quarterly. Data is entered by staff and maintained in the agency's computer system.

### Methodology

The percent of households of low income served with housing or housing related assistance is based on: (numerator) an actual count of households/individuals or units built using TDHCA's housing programs and (denominator) the most recent data of low income Texans who need affordable housing. Multifamily units funded by multiple programs are counted only once.

**Data Limitations**

The timing and accuracy of the reporting of households served by the contracted entities may impact the reporting of the measure.

**Calculation Method**

Non-cumulative

New Measure

No

Target Attainment

Higher than target

**Outcome Measure: Percent Households of Moderate Income Receiving Housing Assistance**

**Definition**

The percentage of moderate income (Over 80 Area Median Family Income) households receiving housing assistance represents service coverage provided by the Single Family Bond program.

**Purpose**

The measure addresses the extent to which services are provided by the Single Family Bond program, which is the only housing program serving the moderate income population. This measure is important because it identifies, of the number of moderate income households, how many moderate income households/individuals the Single Family Bond program was able to serve.

**Data Source**

The number of moderate income households served is maintained by the Single Family Bond program and reported quarterly. Data is provided by the Master Servicer, entered by staff and maintained in the agency's computer system.

**Methodology**

The percent of households of moderate income served with housing or housing related assistance is based on: (numerator) an actual count of moderate income households/ individuals using TDHCA's housing programs or units built and (denominator) the most recent data of moderate income households who need affordable housing.

**Data Limitations**

The Department contracts with a Master Servicer to maintain data of households served. The intake, eligibility review and actual service is provided by the participating lender. The reporting of households served is provided by the Master Servicer.

**Calculation Method**

Non-cumulative

New Measure

No

Target Attainment

Higher than target



**Goal:** To increase and preserve the availability of safe, decent, and affordable housing for very low, low, and moderate income persons and families.

**Objective:** Make loans, grants, and incentives available to fund all eligible housing activities and preserve/create single- and multifamily units for very low, low and moderate income households.

**Strategy:** Provide mortgage loans and Mortgage Credit Certificates (MCCs), through the department’s Mortgage Revenue Bond (MRB) Program, which are below the conventional market interest rates to very low, low, and moderate income homebuyers.

**Efficiency Measure: Average Loan Amount w/o Down Payment Assistance**

<b>Definition</b>	<b>Data Limitations</b>
A measure that tracks the average mortgage loan amount without down payment assistance.	Multiple factors beyond TDHCA's control affect average loan size; the desirability of the resulting performance is dependent on the cause and any potential public policy implications rather than the size of the loan itself.
<b>Purpose</b>	<b>Calculation Method</b>
This measure identifies the average mortgage loan amount without down payment assistance.	Non-cumulative
<b>Data Source</b>	New Measure
The number and amounts of the loans are tracked by the division. Agency extracts data from a program administrator lender portal.	No
<b>Methodology</b>	Target Attainment
The total dollar amount of the loans will be summed and divided by the corresponding number of households assisted.	Higher than target

**Efficiency Measure: Avg Loan Amount with Down Payment Assistance**

<b>Definition</b>	<b>Data Limitations</b>
A measure that tracks the average mortgage loan amount with down payment assistance.	Multiple factors beyond TDHCA's control affect average loan size; the desirability of the resulting performance is dependent on the cause and any potential public policy implications rather than the size of the loan itself.
<b>Purpose</b>	<b>Calculation Method</b>
This measure identifies the average mortgage loan amount with down payment assistance.	Non-cumulative
<b>Data Source</b>	New Measure
The number and amounts of the loans are tracked by the division. Agency extracts data from a program administrator lender portal.	No
<b>Methodology</b>	Target Attainment
The total dollar amount of the loans will be summed and divided by the corresponding number of households assisted.	Higher than target

**Explanatory Measure: Households Receiving Mortgage Loans w/o Down Payment Assistance**

**Definition**

A measure that tracks the number of households receiving loans without down payment assistance.

**Purpose**

To track the number of households receiving loans without down payment assistance.

**Data Source**

The number and amounts of the loans are tracked by the division. Agency extracts data from a program administrator lender portal.

**Methodology**

The number will be a count of loans without down payment assistance. This figure does not include loans leveraged with the Mortgage Credit Certificate program.

**Data Limitations**

No Limitations

**Calculation Method**

Non-cumulative

**New Measure**

No

**Target Attainment**

Higher than target

## Explanatory Measure: Number Households Receiving Mortgage Loans w/ Down Payment Assistance

### Definition

A measure that tracks the number of households receiving loans with down payment assistance.

### Purpose

To track the number of households receiving loans with down payment assistance.

### Data Source

The number and amounts of the loans are tracked by the division. Agency extracts data from a program administrator lender portal.

### Methodology

The number will be a count of loans with down payment assistance. This figure does not include loans leveraged with the Mortgage Credit Certificate program.

### Data Limitations

No limitations

### Calculation Method

Non-cumulative

### New Measure

No

### Target Attainment

Higher than target

## Explanatory Measure: # HH Rec'g Mortgage Credit Certificate w/o Mortgage Loan

### Definition

A measure that tracks the number of "stand alone" Mortgage Credit Certificates not issued in conjunction with a TDHCA mortgage loan. Households can receive a federal tax credit for the MCCs over the life of the loan.

### Purpose

This measure identifies the number of households receiving "stand alone" MCCs not issued in conjunction with a TDHCA mortgage loan.

### Data Source

The number of MCCs is tracked by the Texas Homeownership Division. Agency extracts data from a program administrator lender portal.

### Methodology

The number will be the count of the issued "stand alone" MCCs. This number does not include MCCs issued in conjunction with loans reported under this Strategy.

### Data Limitations

There are no data limitations.

### Calculation Method

Non-cumulative

### New Measure

No

### Target Attainment

Higher than target

## Explanatory Measure: # HH Rec'g MCC with Loan & with or without Down Payment Assistance

### Definition

A measure that tracks the number of Mortgage Credit Certificates (MCCs) combined with the mortgage loans (combos), with or without down payment assistance provided by the department.

### Purpose

This measure identifies the number of households receiving the combined program elements of a Mortgage Credit Certificate and a mortgage loan, with down payment assistance.

**Data Source**

The number of MCCs are tracked by the Texas Homeownership Division. The number and amounts of the loans are tracked by the division. Agency extracts data from a program administrator lender portal

**Methodology**

The number will be the count of the issued MCCs that have been combined with mortgage loans.

**Data Limitations**

No limitations

**Calculation Method**

Non-cumulative

New Measure

No

Target Attainment

Higher than target

## Output Measure: # Households Asst. through Bond Authority or Other Mortgage Financing

**Definition**

A measure that tracks the number of households assisted with single family mortgage revenue bond funds or other alternative mortgage financing.

**Purpose**

To track the total number of households assisted with single family mortgage revenue bond funds or other alternative mortgage financing.

**Data Source**

The number of households is tracked in the agency's computer system.

**Methodology**

The number will be a count of households assisted through all single family mortgage financing programs.

**Data Limitations**

No limitations

**Calculation Method**

Non-cumulative

New Measure

No

Target Attainment

Higher than target

**Goal: To increase and preserve the availability of safe, decent, and affordable housing for very low, low, and moderate income persons and families.**

**Objective: Make loans, grants, and incentives available to fund all eligible housing activities and preserve/create single- and multifamily units for very low, low and moderate income households.**

**Strategy: Provide federal housing loans and grants through the HOME Investment Partnership (HOME) Program for very low and low income families, focusing on the construction of single family and multifamily housing in rural areas of the state through partnerships with the private sector.**

## Efficiency Measure: Avg Amt Per Household for Single Family Development

**Definition**

A measure that tracks the average amount of HOME funds per unit in support of Single Family Development (SFD) activities, including acquisition and new construction or rehabilitation of affordable housing for purchase by low income homebuyers.

**Texas Department of Housing  
and Community Affairs**

### Purpose

This measure identifies the average costs associated with the development of an affordable single family housing unit for purchase by low income households utilizing HOME Single Family Development (SFD) funds.

### Data Source

The amount of funds expended for each activity is tracked by the HOME division. Data is verified by staff and maintained in the agency's computer system.

### Methodology

The total dollar amount of HOME funds expended for acquisition and new construction, including new construction or rehabilitation, under single family development activities will be divided by the number of units developed through Single Family Development (SFD) funds.

## Efficiency Measure: Avg Amt Per Household/Single Family Rehab, New Const or Reconstruction

### Definition

A measure that tracks the average amount of HOME funds per unit in support of Homeowner Rehabilitation Assistance (HRA) activities, including new construction, reconstruction, or rehabilitation of owner-occupied homes.

### Purpose

This measure identifies the average costs associated with rehabilitation, new construction, or reconstruction of owner-occupied single family homes utilizing HOME Homeowner Rehabilitation Assistance (HRA) funds.

### Data Source

The amount of funds expended for each activity is tracked by the HOME division. Data is verified by staff and maintained in the agency's computer system.

### Data Limitations

Refunds are often applied after the activity is closed.

#### Calculation Method

Non-cumulative

New Measure

No

Target Attainment

Lower than target

### Methodology

The total dollar amount of HOME funds expended for new construction, reconstruction or rehabilitation of owner-occupied homes will be divided by the number of units assisted utilizing HOME Homeowner Rehabilitation Assistance (HRA) funds.

### Data Limitations

No limitations

#### Calculation Method

Non-cumulative

New Measure

No

Target Attainment

Lower than target

## Efficiency Measure: Average Amount Per Household for Acquisition with/without Construction

### Definition

A measure that tracks the average amount of HOME funds per unit in support of Homebuyer Assistance (HBA) activities and Homebuyer Assistance with New Construction (HANC) activities, including mortgage financing and homebuyer assistance provided in conjunction with construction, home modification for accessibility needs or rehabilitation of affordable housing for homeownership

### Purpose

This measure identifies the average costs associated with financing an affordable housing unit for homeownership utilizing HOME Homebuyer Assistance (HBA) funds.



**Data Source**

The amount of funds expended for each activity is tracked by the HOME division.  
Data is verified by staff and maintained in the agency's computer system.

**Methodology**

The total dollar amount of HOME funds expended for acquisition of affordable housing will be divided by the number of households assisted through HBA and HANC funds.

**Data Limitations**

Refunds are often applied after the activity is closed

**Calculation Method**

Non-cumulative

New Measure

No

Target Attainment

Lower than target

Efficiency Measure: Average Amount Per Household of Tenant-based Rental Assistance

Definition

A measure that tracks the average amount of HOME funds expended per household in support of Tenant Based Rental Assistance (TBRA) during the State Fiscal Year.

Purpose

This measure identifies the average annual cost associated with rental assistance utilizing Tenant Based Rental Assistance (TBRA) HOME funds.

Data Source

The amounts of funds expended for each activity is tracked by the HOME division. Data is verified by staff and maintained in the agency's computer system.

Methodology

The total dollar amount of HOME funds expended during the State Fiscal Year for Tenant Based Rental Assistance (TBRA) divided by the number of households assisted.

Data Limitations

Refunds are often applied after the activity is closed.

Calculation Method

Non-cumulative

New Measure

No

Target Attainment

Lower than target

Efficiency Measure: Avg HOME, TCAP RF, Nat'l HTF, or Other Funds Per HH MF Development

Definition

A measure that tracks the average amount of loans and grants per low income unit awarded using multifamily HOME, multifamily (MF) Tax Credit Assistance Program Repayment Fund ("TCAP RF"), or other multifamily direct loan funds.

Purpose

This measure identifies the loan/grant amount associated with developing housing units and measures the efficiency of utilizing multifamily HOME, multifamily TCAP RF, or other multifamily direct loan funds.

Data Source

The numbers and amounts of the multifamily loans/grants are tracked by the Multifamily Finance division. Data is entered by staff and maintained in the agency's computer system. Direct loans do not include loans funded through multifamily mortgage revenue bond proceeds, including private activity bonds.

Methodology

This figure will be calculated by dividing the amount of multifamily HOME, multifamily TCAP RF, or other multifamily direct loan funds utilized by the corresponding number of restricted units developed, through new construction or rehabilitation. Performance is tracked at the time of cost-certification for developments layered with tax credits. Non-layered developments are tracked at the final draw. Direct loan funds may include National Housing Trust Funds or other Federal or State funds that are programmed for multifamily development activity.

Data Limitations

No limitations.

Calculation Method

Non-cumulative

New Measure

No

Target Attainment

Lower than target

**Explanatory Measure: # of Households Asst. through S.F. Development Activities**

**Definition**

A measure that tracks the number of households awarded HOME funds provided in support of Single Family Development (SFD) activities, including acquisition and new construction or rehabilitation of affordable housing for purchase by low income households.

**Purpose**

This measure identifies the total number of units developed through Single Family Development (SFD) awards of HOME funds.

**Data Source**

The number of households is tracked by the HOME division. Data is verified by staff and maintained in the agency's computer system.

**Methodology**

The sum of units developed through Single Family Development (SFD) awards of HOME funds for the development of affordable housing for purchase by low income households will be exported from the Agency's Housing Contract System.

**Data Limitations**

No limitations

**Calculation Method**

Non-cumulative

**New Measure**

No

**Target Attainment**

Higher than target

## Explanatory Measure: # of Households Asst through New Const or Reconst Act

### Definition

A measure that tracks the number of households awarded HOME funds provided in support of Homeowner Reconstruction Assistance (HRA) activities, including new Construction or reconstruction of owner-occupied homes.

### Purpose

This measure identifies the total number of units developed through Homeowner Reconstruction Assistance (HRA) awards of HOME funds.

### Data Source

The number of households is tracked by the HOME division. Data is verified by staff and maintained in the agency's computer system.

### Methodology

The sum of units developed through Homeowner Reconstruction Assistance (HRA) awards of HOME funds for the new construction or reconstruction of owner-occupied homes will be exported from in the Agency's Housing Contract System.

### Data Limitations

No limitations

### Calculation Method

Non-cumulative

New Measure

No

Target Attainment

Higher than target

## Explanatory Measure:# of Households Asst through Acquisition with/without Construct Asst

### Definition

A measure that tracks the number of households awarded HOME funds provided in support of acquisition and reconstruction or new construction of housing through the Contract for Deed (CFD) and Homebuyer Assistance with New Construction (HANC) activities.

### Purpose

This measure identifies the total number of households assisted through Contract for Deed (CFD) and Homebuyer Assistance with New Construction (HANC) awards of HOME funds.

### Data Source

The amount of funds expended for each activity is tracked by the HOME division. Data is verified by staff and maintained in the agency's computer system.

### Methodology

The sum of households assisted through CFD and HANC awards of HOME funds for the acquisition and new construction of affordable housing will be exported from the agency's Housing

Contract System.

### Data Limitations

No limitations

### Calculation Method

Non-cumulative

New Measure

No

Target Attainment

Lower than target

## Explanatory Measure: Number of Households Assisted through Tenant-based Rental Assistance

### Definition

A measure that tracks the number of households awarded HOME funds provided in support of Tenant Based Rental Assistance (TBRA) activities.

**Purpose**

This measure identifies the total number of households assisted through HOME Tenant Based Rental Assistance (TBRA) within the State Fiscal Year.

**Data Source**

The number of households is tracked by the HOME division. Data is verified by staff and maintained in the agency’s computer system.

**Methodology**

The first quarter represents the total number of households receiving Tenant Based Rental Assistance (TBRA) as of September 1 plus new households between September 1st and November 30th. Subsequent quarters report only new households served for the reporting period.

**Data Limitations**

No limitations

**Calculation Method**

Non-cumulative

**New Measure**

No

**Target Attainment**

Higher than target



## Explanatory Measure: Number of Households Assisted through HOME Multifamily Activities

### Definition

A measure that tracks the number of units developed with multifamily HOME funds.

### Purpose

To track the amount of multifamily units assisted as reflected by the units developed with MF Home funds.

### Data Source

The number of units is tracked by the Multifamily Finance division. Data is entered by staff and maintained in the agency's computer system.

### Methodology

This measure will be calculated as the sum of all restricted units that utilized multifamily HOME funds for rental development. Numbers may reflect units receiving both HOME funds and tax credits; in these instances units are counted separately for each program. Performance is tracked at the time of cost-certification for developments layered with tax credits. Non-layered developments are tracked at the final draw.

### Data Limitations

No limitations.

### Calculation Method

Non-cumulative

### New Measure

No

### Target Attainment

Higher than target

## Explanatory Measure: # HH Assisted thru TCAP RF, National HTF & MF Direct Loan Activities

### Definition

A measure that tracks the number of units developed with multifamily Tax Credit Assistance Program Repayment Fund ("TCAP RF") funds or other multifamily direct loan funds exclusive of HOME multifamily direct loans.

### Purpose

To track the amount of multifamily units assisted utilizing multifamily TCAP RF or other multifamily direct loan funds not funded through the HOME Program.

### Data Source

The number of units is tracked by the Multifamily Finance division. Data is entered by staff and maintained in the agency's computer system.

### Methodology

This measure will be calculated as the sum of all restricted units awarded multifamily TCAP RF or other Federal or State direct loan funds programmed for rental development. Direct loans do not include loans funded through multifamily mortgage revenue bond proceeds, including Private Activity Bonds. Numbers may reflect units receiving both direct loan funds and tax credits; in these instances units are counted separately for each program. Performance is tracked at the time of cost-certification for developments layered with tax credits. Non-layered developments are tracked at the final draw.

### Data Limitations

No limitations.

### Calculation Method

Non-cumulative

### New Measure

No

### Target Attainment

Higher than target

**Output Measure: Number of Households Assisted with Single Family HOME Funds**

**Definition**

A measure that tracks the number of households assisted through single family HOME funds.

**Purpose**

To track the number of households assisted through single family HOME funds.

**Data Source**

The number of households is tracked by the HOME division. Data is verified by staff and maintained in the agency's computer system.

**Methodology**

Sum of the total number of households assisted through single family HOME funds with the exception of Tenant-Based Rental Assistance. Performance for the measure occurs when the activity (which reflects assistance to specific households) is closed in the agency's Housing Contract System.

**Data Limitations**

No limitations

**Calculation Method**

Non-cumulative

**New Measure**

No

**Target Attainment**

Higher than target

## Output Measure: #HH Ass. W/ Multifamily HOME, TCAP RF, National HTF, MF Direct Loan

### Definition

A measure that tracks the number of units developed with multifamily HOME, multifamily Tax Credit Assistance Program Repayment Fund ("TCAP RF"), or other multifamily direct loan funds.

### Purpose

To track the amount of multifamily units assisted utilizing HOME, TCAP RF, or other multifamily direct loan funds.

### Data Source

The number of households is tracked by the Multifamily Finance division. Data is entered by staff and maintained in the agency's computer system.

### Methodology

This measure will be calculated as the sum of all restricted units awarded multifamily HOME, MF Tax Credit Assistance Program Repayment Fund ("TCAP RF"), or other multifamily direct loan funds for rental development, inclusive of units layered with tax credits. Direct loan funds may include multifamily National Housing Trust Funds or other Federal or State funds programmed for

multifamily development activity. Direct loans do not include loans funded through MF mortgage revenue bond proceeds, including Private Activity Bond proceeds. Performance is tracked at the time of cost-certification for developments layered with tax credits. Non-layered developments are tracked at the final draw. In addition to being layered with tax credits, some MF direct loan funds may be layered with other TDHCA funding such as bonds.

### Data Limitations

No limitations

### Calculation Method

Cumulative

New Measure

No

Target Attainment

Higher than target

**Goal: To increase and preserve the availability of safe, decent, and affordable housing for very low, low, and moderate income persons and families.**

**Objective: Make loans, grants, and incentives available to fund all eligible housing activities and preserve/create single- and multifamily units for very low, low and moderate income households.**

**Strategy: Provide Loans through the Housing Trust Fund for Affordable Housing through the Texas Bootstrap Program.**

## Efficiency Measure: Average Amount Per Household for Texas Bootstrap - HTF

### Definition

A measure that tracks the average amount per unit of loans/grants for the single family owner-builder (Bootstrap) program utilizing the Housing Trust Fund.

### Purpose

This measure identifies the average loan amount associated with the single family owner-builder (Bootstrap) program utilizing the Housing Trust Fund.

### Data Source

The numbers and amounts of the loans/grants are tracked by the division. Data is entered by staff and maintained in the agency's computer system.

### Methodology

The total dollar amount of Bootstrap loans/grants utilizing the Housing Trust Fund will be summed and divided by the number of households assisted through the Bootstrap Program utilizing the Housing Trust Fund. Performance is measured when loans are funded by Accounting. Methodology includes sub-grantee administrative funds.

## Data Limitations

No limitations

## Calculation Method

Non-cumulative

New Measure

No

Target Attainment

Lower than target

## Output Measure: Number of Households Assisted through Texas Bootstrap - HTF

### Definition

A measure that tracks the number of households assisted through the single family owner-builder (Bootstrap) program utilizing the Housing Trust Fund.

### Purpose

To track the number of households assisted through the single family owner-builder (Bootstrap) program utilizing the Housing Trust Fund.

### Data Source

The number of households is tracked by the division. Data is entered by staff and maintained in the agency's computer system.

### Methodology

The number will be a count of households assisted through the single family owner-builder (Bootstrap) program utilizing the Housing Trust Fund. Performance is measured when loans/grants are funded by Accounting.

## Data Limitations

No limitations

## Calculation Method

Non-cumulative

New Measure

No

Target Attainment

Higher than target

**Goal: To increase and preserve the availability of safe, decent, and affordable housing for very low, low, and moderate income persons and families.**

**Objective: Make loans, grants, and incentives available to fund all eligible housing activities and preserve/create single- and multifamily units for very low, low and moderate income households.**

**Strategy: Provide Funding through the Housing Trust Fund for Affordable Housing through the Amy Young Barrier Removal Program.**

## Efficiency Measure: Average Amount Per Household for Amy Young Barrier Removal - HTF

### Definition

A measure that tracks the average amount per unit of loans/grants for the Amy Young Barrier Removal (AYBR) program utilizing the Housing Trust Fund.

**Texas Department of Housing  
and Community Affairs**

**Purpose**

This measure identifies the average assistance amount associated with the AYBR program utilizing the Housing Trust Fund.

**Data Source**

The numbers and amounts of AYBR loans/grants are tracked by the division. Data is entered by staff and maintained in the agency's computer system.

**Methodology**

The total dollar amount of AYBR loans/grants utilizing the Housing Trust Fund will be summed and divided by the number of AYBR households assisted utilizing the Housing Trust Fund. Performance is measured when loans/grants are funded by Accounting. Methodology includes sub-grantee administrative funds.

**Data Limitations**

No limitations

**Calculation Method**

Non-cumulative

**New Measure**

No

**Target Attainment**

Lower than target

**Output Measure: Number of Households Assisted through Amy Young Barrier Removal - HTF****Definition**

A measure that tracks the number of households assisted through the Amy Young Barrier Removal (AYBR) program utilizing the Housing Trust Fund.

**Purpose**

To track the number of households assisted through AYBR program utilizing the Housing Trust Fund.

**Data Source**

The number of households is tracked by the division. Data is entered by staff and maintained in the agency's computer system.

**Methodology**

The number will be a count of households assisted through the AYBR program utilizing the Housing Trust Fund. Performance is measured when loans/grants are funded by Accounting

**Data Limitations**

No limitations

**Calculation Method**

Non-cumulative

**New Measure**

No

**Target Attainment**

Higher than target



**Goal: To increase and preserve the availability of safe, decent, and affordable housing for very low, low, and moderate income persons and families.**

**Objective: Make loans, grants, and incentives available to fund all eligible housing activities and preserve/create single- and multifamily units for very low, low and moderate income households.**

**Strategy: Provide federal rental assistance through Housing Choice Voucher Program (Section 8) vouchers for very low income households.**

#### **Efficiency Measure: Average Admin Cost Per Household for Housing Choice Voucher Program**

##### **Definition**

The average cost per household represents the average of TDHCA administrative expenditures incurred through the administration of the Housing Choice Voucher Program.

##### **Purpose**

The measure identifies the efficiency in costs to provide Section 8 services to a very low income household.

##### **Data Source**

Expenditures are tracked through the Department's financial automated system.

##### **Methodology**

The average costs per household is the sum of TDHCA administrative expenditures undertaken to administer Section 8 (inclusive of costs charged by PHAs administering ported but not yet absorbed TDHCA Section 8 vouchers) divided by the total number of active contracts as of September 1 plus new contracts added over the course of the year. This figure includes both Section 8 administrative funds and non-Section 8 funds used to support Section 8 administration.

##### **Data Limitations**

No limitations

##### **Calculation Method**

Non-cumulative

New Measure

No

##### **Target Attainment**

Lower than target

#### **Output Measure: Total # of HHs Assisted thru Statewide Housing Asst. Payments Programs**

##### **Definition**

The total number of very low income households receiving rent assistance through the housing assistance payments programs during the current state fiscal year.

##### **Purpose**

To track the number of households assisted through state administered housing assistance payments programs during the fiscal year.

##### **Data Source**

The number of households is tracked by the division. Data is entered by staff and maintained in the agency's computer system.

##### **Methodology**

Total households will be based on total active contracts during the fiscal year. The performance figure reported for the first quarter will represent the total number of households receiving assistance payments as of September 1, plus new contracts executed throughout the quarter. Subsequent quarters will report only new contracts executed for the reporting period. This will include households served through Section 8, Project Access and Emergency Housing Voucher. It will also include households issued vouchers through the Project Access system that were absorbed by PHAs prior to TDHCA executing a contract.

**Data Limitations**

- No limitations
- Calculation Method
- Non-cumulative
- New Measure
- No
- Target Attainment
- Higher than target

**Output Measure: # of Section 8 Households Participating in Project Access Program**

**Definition**

The total number of very low income persons with disabilities transitioning from institutions into community based housing that participate in the Project Access Program.

**Purpose**

To track the amount of persons with disabilities transitioning from institutions into community based housing through the Project Access Program.

**Data Source**

The number of households is tracked by the division. Data is entered by staff and maintained in the agency's computer system.

**Methodology**

Total households served through Project Access will be based on active Project Access contracts during the state fiscal year. The performance figure reported for the first quarter will represent the number of households receiving Project Access assistance as of September 1, plus new contracts executed throughout the quarter. Subsequent quarters will report only new contracts executed for the fiscal year. It will also include households issued vouchers through the Project Access system that were absorbed by PHAs prior to the TDHCA executing a contract. This will include Mainstream, NED, PAV, Pilot, and VASH vouchers.

**Data Limitations**

- No limitations.
- Calculation Method
- Cumulative
- New Measure
- No
- Target Attainment
- Higher than target

**Goal: To increase and preserve the availability of safe, decent, and affordable housing for very low, low, and moderate income persons and families.**

**Objective: Make loans, grants, and incentives available to fund all eligible housing activities and preserve/create single- and multifamily units for very low, low and moderate income households.**

**Strategy: To provide federal project-based rental assistance to extremely low income persons with disabilities through the Section 811 Project-Based Assistance Program.**

### **Output Measure: Number of Households Assisted through Section 811 PRA Program**

#### **Definition**

The number of extremely low income households receiving Project Rental Assistance through the Section 811 Project Rental Assistance program during the current state fiscal year.

#### **Purpose**

To track the amount of households assisted through Section 811 Project Rental Assistance.

#### **Data Source**

The number of households is tracked by the department. Data is entered by staff and maintained in the agency's Compliance Monitoring Tracking System

#### **Methodology**

The number will be based on the number of households who have signed leases assisted through the Section 811 Project Rental Assistance during the fiscal year. The performance figure reported for the first quarter will represent the total number of households receiving Section 811 Project Rental Assistance as of September 1 plus new leases throughout the quarter. Subsequent quarters will report only new leases signed for the reporting period.

#### **Data Limitations**

No limitations

#### **Calculation Method**

Cumulative

New Measure

No

#### **Target Attainment**

Higher than target

**Goal: To increase and preserve the availability of safe, decent, and affordable housing for very low, low, and moderate income persons and families.**

**Objective: Make loans, grants, and incentives available to fund all eligible housing activities and preserve/create single- and multifamily units for very low, low and moderate income households.**

**Strategy: Provide federal tax credits to develop rental housing for very low and low income households.**

**Efficiency Measure: Avg Annual Tax Credits Amount Per Unit for New Construction**

**Definition**

A measure that tracks the average amount of annual credits awarded per low income unit of new construction utilizing the Housing Tax Credit program.

**Purpose**

This measure identifies the subsidy associated with developing affordable housing units and measures the efficiency of allocating tax credits.

**Data Source**

The number of low income units and amount of credits for new construction is based on cost certification data reported by the project owners and tracked by the Asset Management division. Data is entered by staff and maintained in the agency's computer system.

**Methodology**

This figure will be calculated by dividing the total annual amount of tax credit associated with new constructions divided by the number of restricted new construction units. This calculation will include both 9% and 4% Housing Tax Credit awards based on cost certification data reported by project owners.

**Data Limitations**

Federal regulations establish the amount and value of tax credits available. Average amount per unit is based on reported figures initially submitted by property owners during cost-certification. The figure does not reflect the final cost determination by TDHCA.

**Calculation Method**

Non-cumulative

New Measure

No

Target Attainment

Lower than target

**Efficiency Measure: Average Total Development Costs per Unit for New Construction**

**Definition**

A measure that tracks the average total development costs per unit of new construction utilizing the Housing Tax Credit program.

**Purpose**

This measure identifies the total development costs associated with developing affordable housing units. Although useful to track, this measure is not entirely within the Department's control.

**Data Source**

The total number of units in the development and total development costs for new construction is based on cost certification data reported by the project owners and tracked by the Asset Management division. Data is entered by staff and maintained in the agency's computer system.

**Methodology**

This figure is calculated by dividing the sum of total development costs by the number of newly constructed units. This calculation includes both 9% and 4% Housing Tax Credit awards and will be considered at the time of cost-certification.

### **Data Limitations**

Information is based on reported figures initially submitted by property owners during cost-certification. The figure does not reflect final cost determination by TDHCA which may not be resolved for an extended period after the initial submission.

#### **Calculation Method**

**Non-cumulative**

**New Measure**

**No**

**Target Attainment**

**Lower than target**

## **Efficiency Measure: Average Annual Tax Credits Amount Per Restricted Unit for Acqu/Rehab**

### **Definition**

A measure that tracks the average amount of annual credits per rehabilitated and acquired low income unit utilizing Housing Tax Credits.

### **Purpose**

This measure identifies the subsidy associated with rehabilitating and acquiring affordable housing and measures the efficiency of allocating tax credits.

### **Data Source**

The number of low income units and amount of credits for rehabilitation and acquisition is based on cost certification data reported by the project owners and tracked by the Asset Management division. Data is entered by staff and maintained in the agency's computer system.

### **Methodology**

This figure will be calculated by dividing the total annual amount of tax credits for acquisition/rehabs by the number of restricted units acquired/rehabilitated. This calculation will include both 9% and 4% Housing Tax Credit awards and will be considered at the time of cost certification.

### **Data Limitations**

Federal regulations establish the amount and value of tax credits available. Average amount per restricted unit is based on reported figures initially submitted by property owners during cost-certification. The measure does not reflect final cost determination by TDHCA which may not be resolved for an extended period after the initial submission.

#### **Calculation Method**

**Non-cumulative**

**New Measure**

**No**

**Target Attainment**

**Lower than target**



**Efficiency Measure: Average Total Development Costs Per Unit for Acquisition/Rehab**

**Definition**

A measure that tracks the average total development costs per rehabilitated and acquired unit utilizing Housing Tax Credits.

**Purpose**

This measure identifies the average total development costs associated with acquiring and rehabilitating affordable housing.

**Data Source**

The total development costs and the total number of units in the development is based on cost certification data reported by the project owners and tracked by the Asset Management division. Data is entered by staff and maintained in the agency's computer system.

**Methodology**

This figure will be calculated by dividing the sum of total development costs by the number of units acquired and/or rehabilitated. This calculation includes both 9% and 4% Housing Tax Credit awards and will be considered at the time of cost-certification.

**Data Limitations**

Information is based on reported figures initially submitted by property owners during cost-certification. The measure does not reflect final determination by TDHCA which may not be resolved for an extended period after the initial submission.

**Calculation Method**

Non-cumulative

New Measure

No

Target Attainment

Lower than target

**Explanatory Measure: Number of Restricted Units Constructed through New Construction Activities**

**Definition**

A measure that tracks the number of low income units constructed through the Housing Tax Credit program.

**Purpose**

To track the number of restricted new construction units funded through the Housing Tax Credit program.

**Data Source**

The number of restricted units is based on cost certification data reported by the project owners and tracked by the Asset Management division. Data is entered by staff and maintained in the agency's computer system.

**Methodology**

This figure is the sum of all newly constructed rent-restricted units. This calculation will include both 9% and 4% Housing Tax Credits and will be considered at the time of cost-certification. Units and households assisted may receive assistance from different programs.

**Data Limitations**

No limitations

**Calculation Method**

Non-cumulative

New Measure

No

Target Attainment

Higher than target

## Explanatory Measure: Number of Restricted Units Funded through Acquisition/Rehab Activities

### Definition

A measure that tracks the number of income restricted acquisition/rehabilitation units funded through the Housing Tax Credit program.

### Purpose

To track the number of income restricted acquisition/rehabilitation units funded through the Housing Tax Credit program.

### Data Source

The number of restricted units is based on cost certification data reported by the project owners and tracked by the Asset Management division. Data is entered by staff and maintained in the agency's computer system.

### Methodology

This figure is the sum of all acquired and rehabilitated rent-restricted units. This calculation will include both 9% and 4% Housing Tax Credits and will be considered at the time of cost-certification. Units and households assisted may receive assistance from different programs.

### Data Limitations

No limitations

### Calculation Method

Non-cumulative

New Measure

No

### Target Attainment

Higher than target

## Output Measure: Number of Units Funded through the Housing Tax Credit Program

### Definition

A measure that tracks the number of low income units financed utilizing Housing Tax Credits.

### Purpose

To track the total amount of multifamily units assisted utilizing the Housing Tax Credit program.

### Data Source

The number of units is tracked by the Asset Management division. Data is based on cost certification data reported by the project owners and entered by staff and maintained in the agency's computer system.

### Methodology

This figure is the sum of all restricted units newly constructed or acquired/rehabilitated. This calculation will include both 9% and 4% Housing Tax Credits and will be considered at the time of cost-certification. Units and households assisted may receive assistance from different programs.

### Data Limitations

No limitations

### Calculation Method

Non-cumulative

### New Measure

No

### Target Attainment

Higher than target

**Goal: To increase and preserve the availability of safe, decent, and affordable housing for very low, low, and moderate income persons and families.**

**Objective: Make loans, grants, and incentives available to fund all eligible housing activities and preserve/create single- and multifamily units for very low, low and moderate income households.**

**Strategy: Provide federal mortgage loans through the department's Mortgage Revenue Bond (MRB) program for the acquisition, restoration, construction and preservation of multifamily rental units for very low, low and moderate income families.**

## Efficiency Measure: Average Amount of Bond Proceeds Per Restricted Unit for New Construction

### Definition

A measure that tracks the average amount of bond proceeds per unit for new multifamily construction funded by Mortgage Revenue Bonds (MRB).

### Purpose

This measure identifies the average amount of bonds associated with developing affordable housing and measures the efficiency of awarding multifamily MRB funds.

### Data Source

The number of low income units and amount of bonds for new construction is based on cost certification data reported by the project owners and tracked by the division. Data is entered by staff and maintained in the agency's computer system.

### Methodology

This figure will be calculated by dividing the total value of mortgage revenue bonds at cost-certification by the number of low income units newly constructed.

**Data Limitations**

Information is based on reported figures submitted by property owners during cost-certification.

**Calculation Method**

Non-cumulative

New Measure

No

Target Attainment

Lower than target

**Efficiency Measure: Average Total Development Costs Per Unit for New Construction**

**Definition**

A measure that tracks the average total development costs per unit of new multifamily construction funded by Mortgage Revenue Bonds (MRB).

**Purpose**

This measure identifies the costs associated with developing affordable housing units.

**Data Source**

The total number of units in the development and total development costs for new construction is based on cost certification data reported by the owners and tracked by the division. Data is entered by staff and maintained in the agency's computer system.

**Methodology**

This figure will be calculated by dividing the sum of total development costs at cost-certification by the total number of units newly constructed.

**Data Limitations**

Information is based on reported figures initially submitted by property owner during cost-certification; does not reflect final cost determination by TDHCA which may not be resolved for an extended period after the initial submission.

**Calculation Method**

Non-cumulative

New Measure

No

Target Attainment

Lower than target

## Efficiency Measure: Avg Amount of Bond Proceeds per Restricted Unit for Acquisition/Rehab

### Definition

A measure that tracks the average bond amount per restricted unit of multifamily Mortgage Revenue Bond (MRB) acquisition/rehabilitation.

### Purpose

This measure identifies the average amount of bonds associated with acquiring and rehabilitating affordable housing and measures the efficiency of awarding multifamily MRB funds.

### Data Source

The number of low income units and amount of bonds for acquisition/rehabilitation is based on cost certification data reported by the project owners and tracked by the division. Data is entered by staff and maintained in the agency's computer system.

### Methodology

This figure will be calculated by dividing the total value of mortgage revenue bonds at cost-certification by the number of low income units to be acquired/rehabilitated.

### Data Limitations

Information is based on reported figures submitted by property owners during cost-certification

### Calculation Method

Non-cumulative

New Measure

No

Target Attainment

Lower than target

## Efficiency Measure: Average Total Development Costs Per Unit for Acquisition/Rehab

### Definition

A measure that tracks the average total development costs per unit of multifamily Mortgage Revenue Bond (MRB) rehabilitation and acquisition.

### Purpose

This measure identifies the total development costs amount associated with rehabilitating and acquiring affordable housing units.

### Data Source

The total number of units in the development and amount of total development costs is based on cost certification data reported by the project owners and tracked by the Asset Management division. Data is entered by staff and maintained in the agency's computer system.

### Methodology

This figure will be calculated by dividing the sum of total development costs reported during cost-certification by the number of units to be acquired/rehabilitated.

### Data Limitations

Information is based on reported figures initially submitted by property owners during cost-certification; does not reflect final cost determination by TDHCA which may not be resolved for an extended period after the initial submission.

### Calculation Method

Non-cumulative

New Measure

No

Target Attainment

Lower than target

## Explanatory Measure: Number of Restricted Units Funded through New Construction Activities

### Definition



A measure that tracks the number of restricted units funded by new construction activities utilizing the multifamily Mortgage Revenue Bond (MRB) program.

#### **Purpose**

To track the number of restricted units funded through new construction utilizing the multifamily MRB program.

#### **Data Source**

The number of restricted units is based on cost certification data reported by the project owners and tracked by the Asset Management division. Data is entered by staff and maintained in the agency's computer system.

#### **Methodology**

This figure is the sum of all restricted units newly constructed as reported during cost certification.

#### **Data Limitations**

No limitations

Calculation Method

Non-cumulative

New Measure

No

Target Attainment

Higher than target

### **Explanatory Measure: Number of Restricted Units funded through Acquisition/Rehab**

#### **Definition**

A measure that tracks the number of restricted units funded by acquisition/Rehabilitation activities utilizing the multifamily Mortgage Revenue Bond (MRB) program.

#### **Purpose**

To track the number of restricted units funded through acquisition/rehabilitation activities utilizing the multifamily MRB program.

#### **Data Source**

The number of restricted units is based on cost certification data reported by the owners and tracked by the division. Data is entered by staff and maintained in the agency's computer system.

#### **Methodology**

This figure is the sum of all restricted units acquired/rehabilitated, as reported at cost-certification.

#### **Data Limitations**

No limitations

Calculation Method

Non-cumulative

New Measure

No

Target Attainment

Higher than target

### **Output Measure: Number of Restricted Units Funded with Multifamily MRB Program**

#### **Definition**

A measure that tracks the number of restricted units financed utilizing multifamily mortgage revenue bond funds.

#### **Purpose**

To track the total amount of low income multifamily units assisted utilizing mortgage revenue bond funds.

**Data Source**

The number of restricted units is based on cost certification data reported by the owners and tracked by the Asset Management division for each separate program. Data is entered by staff and maintained in the agency's computer system.

**Methodology**

This figure is the sum of all restricted units newly constructed or acquired/rehabilitated, as reported in cost-certification.

**Data Limitations**

No limitations

**Calculation Method**

Cumulative

New Measure

No

Target Attainment

Higher than target

**Goal: Promote improved housing conditions for extremely low, very low, and low income households by providing information and assistance.**

**Objective: Provide information and assistance regarding affordable housing resources and community support services.**

**Strategy: Provide information and technical assistance to the public through the Housing Resource Center.**

**Output Measure: Number of Information and Technical Assistance Requests Completed**

**Definition**

A measure tracking the number of information and technical assistance requests made by consumers completed by the Housing Resource Center.

**Purpose**

To track the consumer information and technical assistance requests received and fulfilled.

**Data Source**

The requests are tracked by the division. Data is entered by staff and maintained in the agency's computer system.

**Methodology**

The number of requests received is a total of the requests entered into the division database.

**Data Limitations**

No limitations

**Calculation Method**

Non-cumulative

New Measure

No

Target Attainment

Higher than target

**Goal: Improve living conditions for the poor and homeless and reduce cost of home energy for very low income (VLI) Texans.**

**Objective: Ease Hardships for 16% of VLI Persons and address homelessness issues**

**Outcome Measure: % Eligible Population That Received Homeless & Poverty-Related Asst**

**Definition**

The percentage of the population eligible for homeless and poverty-related assistance that receives assistance.

**Purpose**

The measure identifies the percent of the income eligible population assisted by Community Services programs. This measure is important because it identifies the impact Community Services programs have had on the target population.

**Data Source**

The number of persons served is based on subrecipient data which is tracked on a daily basis and submitted monthly to TDHCA. The most recent census data, including estimates, is utilized to determine the eligible population. The eligible population is based on current TDHCA program income requirements as allowed under federal guidelines

**Methodology**

Based on the monthly performance reports submitted by subrecipients, the Department determines the percent of very low income persons served by dividing the total number of low income persons served by the total number of persons eligible for assistance in Texas. Monthly performance information is entered in the Department's database and maintained by the Department.

**Data Limitations**

No limitations of data.

**Calculation Method**

Non-cumulative

New Measure

No

Target Attainment

Higher than target

**Outcome Measure: Percent of Persons Assisted That Achieve Incomes above Poverty Level**

**Definition**

The percent of persons assisted in the CSBG program that achieve incomes above 125% of poverty (TOPS-Transitioned out of Poverty). The percent is determined by using the number of persons assisted that achieve incomes above 125% of poverty, and maintain that income level for a minimum of 90 days, divided by the total number of persons at or below 125% of poverty in Texas.

**Purpose**

CSBG subrecipients are required to track the number of persons assisted that achieve incomes above 125% of poverty as a result of efforts by the subrecipients.

**Data Source**

The number of persons achieving incomes above poverty is based on monthly reports submitted by subrecipients. The data is entered on the Department's database and maintained by the Department. The most recent census data information available is utilized to determine the total population at or above 125% of poverty in Texas.

Methodology

The percentage is derived using the total number of very low income persons assisted by the CSBG program maintaining the level of income required for TOPS for a minimum of 90 days divided by the total number of persons at or below the level of poverty required for CSBG in Texas using the most recent census data available. Information on the number of persons assisted is submitted to the Department by subrecipients. For this measure, if the levels of poverty for CSBG eligibility and TOPS change, the methodology will use the new poverty levels.

Data Limitations

No limitations.

Calculation Method

Non-cumulative

New Measure

No

Target Attainment

Higher than target

**Goal: Improve living conditions for the poor and homeless and reduce cost of home energy for very low income (VLI) Texans.**

**Objective: Ease Hardships for 16% of VLI Persons and address homelessness issues**

**Strategy: Administer homeless and poverty-related funds through a network of community action agencies and other local organizations so that poverty-related services are available to very low income persons throughout the state.**

#### **Efficiency Measure: Average Subrecipient Cost Per Person for the CSBG Program**

##### **Definition**

The average amount of CSBG subrecipient funds per person assisted. That figure excludes any funds set aside for TDHCA administrative funding.

##### **Purpose**

The purpose of the measure shows the efficiency in administering the program.

##### **Data Source**

The total number of persons served is gathered from the subrecipients' monthly performance reports.

##### **Methodology**

The efficiency measure is determined by dividing the total expenditure of Community Services Block Grant program funds by the total number of clients served in the Community Services Block Grant Program.

##### **Data Limitations**

Expenditure data is reliant on the timely submission of reports by the subrecipient network.

##### **Calculation Method**

Non-cumulative

New Measure

No

##### **Target Attainment**

Lower than target

#### **Explanatory Measure: Number of Persons in Poverty Meeting Income Eligibility**

##### **Definition**

Figure represents the total number of persons income eligible for assistance under CSBG based on the most recent decennial Census or Census Bureau estimated data available.

##### **Purpose**

The purpose of the measure identifies the number of persons meeting program income guidelines and identifies the number of persons in need.

##### **Data Source**

Information is obtained from the most recent Census Bureau dataset, either the American Community Survey or the decennial Census.

##### **Methodology**

Number is actual or estimated, dependent on most recent census data available.

##### **Data Limitations**

A census is conducted every ten years; updated poverty population estimates in the American Community Survey are also made available periodically. TDHCA will utilize the most recent Census datasets.

##### **Calculation Method**

Non-cumulative

New Measure

No

##### **Target Attainment**

Higher than target

**Output Measure: Number of Persons Assisted That Achieve Incomes Above Poverty Level**

**Definition**

Measure relates to the number of persons assisted through the Community Services Block Grant Program (CSBG) that achieve incomes above 125% of poverty level for a minimum of 90 days (TOPS-Transitioned out of Poverty).

**Purpose**

The purpose of the measure is to identify the number of persons the CSBG program has helped to achieve incomes above the poverty level.

**Data Source**

The number of persons achieving incomes above 125% of poverty is reported in the subrecipients' monthly performance reports. Subrecipients are required to track the number of persons assisted that achieve incomes above the poverty level as a result of efforts by the subrecipients. Subrecipients report this information in their monthly performance report. The data is entered on the Department database and maintained by the Department.

**Methodology**

Performance reported is actual number. For this measure, if the levels of poverty for CSBG eligibility and TOPS change, the methodology will use the new poverty levels.

**Data Limitations**

Expenditure data is reliant on the timely submission of reports by the subrecipient network.

**Calculation Method**

Cumulative

New Measure

No

Target Attainment

Higher than target

**Output Measure: # of Persons Assisted by the Community Services Block Grant Program**

**Definition**

This measure tracks the number of persons enrolled in the Community Services Block Grant Program.

**Purpose**

The purpose of the measure is to identify the number of persons enrolled in the Community Services Block Grant Program in order to gauge impact of that program.

**Data Source**

Subrecipients track the data on a daily basis, incorporate it in a monthly performance report, and electronically submit the report to the Department. The monthly performance report information is entered in the Department database and maintained by the Department.

**Methodology**

Performance reported is the actual number. For this measure, if the levels of poverty for CSBG eligibility and TOPS change, the methodology will use the new poverty levels

**Data Limitations**

Expenditure data is reliant on the timely submission of reports by the subrecipient network.

**Calculation Method**

Cumulative

New Measure

No

Target Attainment

Higher than target



**Goal: Improve living conditions for the poor and homeless and reduce cost of home energy for very low income (VLI) Texans.**

**Objective: Ease Hardships for 16% of VLI Persons and address homelessness issues**

**Strategy: Provide funding to Subrecipients through the Emergency Solutions Grants (ESG), Homeless Housing and Services Program (HHSP), and Ending Homelessness (EH) Fund Programs for activities assisting those experiencing or at-risk of homelessness.**

#### **Efficiency Measure: Avg Subrecipient Cost Per Person for the Emergency Solutions Grant Pgm**

##### **Definition**

The average amount of ESG subrecipient funds per person entering the ESG Program. This would include all funds given to the subrecipient. That figure excludes any funds set aside for TDHCA administrative funding.

##### **Purpose**

The purpose of the measure shows the efficiency in administering the program.

##### **Data Source**

The total number of persons served entering the ESG program is gathered from the subrecipients' monthly performance reports, and the total amount spent is gathered from the subrecipients' monthly expenditure reports.

##### **Methodology**

The efficiency measure is determined by dividing the total expenditure of ESG funds by the total number of Program Participants entering the ESG Program.

##### **Data Limitations**

Data is reliant on the timely submission of expenditure reports by subrecipients.

##### **Calculation Method**

Non-cumulative

New Measure

No

##### **Target Attainment**

Lower than target

#### **Efficiency Measure: Average Subrecipient Cost Per Person for the HHSP and EH Fund Programs**

##### **Definition**

The average amount of HHSP or EH Fund subrecipient funds per person entering the program. This would include all funds given to the subrecipient. That figure excludes any funds set aside for TDHCA administrative funding.

##### **Purpose**

The purpose of the measure shows the efficiency in administering the program.

##### **Data Source**

The total number of persons entering the HHSP or EH Fund program is gathered from the subrecipients' monthly performance reports and the total amount spent is gathered from the subrecipients' monthly expenditure reports.

##### **Methodology**

The efficiency measure is determined by dividing the total expenditure of HHSP/ EH funds by the total number of Program Participants entering the programs.

**Data Limitations**

Data is reliant on the timely submission of expenditure reports by subrecipients.

**Calculation Method**

Non-cumulative

**New Measure**

No

**Target Attainment**

Lower than target

**Output Measure: Number of Persons Enrolled in the Emergency Solutions Grant Program**

**Definition**

This measure tracks the number of persons entering the Emergency Solutions Grant (ESG) Program.

**Purpose**

The purpose of the measure is to gauge the impact of the program in serving the needs of homeless persons and persons at-risk of homelessness.

**Data Source**

Subrecipients track the data on a daily basis, incorporate it in a monthly performance report, and electronically submit the report to the Department. The monthly performance report information is entered in the agency's computer system and maintained by the Department.

**Methodology**

The total number of persons entering the ESG Program is gathered from the subrecipients' monthly performance reports. Data is checked for consistency by staff and maintained in the agency's computer system.

**Data Limitations**

Data is reliant on the timely submission of performance reports by subrecipients.

**Calculation Method**

Cumulative

**New Measure**

No

**Target Attainment**

Higher than target

## Output Measure: # of Persons Assisted by the Homeless and Housing Services Program and Ending Homelessness Fund

### Definition

This measure tracks the number of persons entering the Homeless and Housing Services Program (HHSP) and Ending Homelessness (EH) Fund.

### Purpose

The purpose of the measure is to gauge the impact of the program in serving the needs of homeless persons and persons at-risk of homelessness.

### Data Source

Subrecipients track the data on a daily basis, incorporate it in a monthly performance report, and electronically submit the report to the Department. The monthly performance report information is entered in the agency's computer system and maintained by the Department.

### Methodology

The total number of persons entering the HHSP and EH Program is gathered from the subrecipients' monthly performance reports. Data is checked for consistency by staff and maintained in the agency's computer system.

### Data Limitations

Data is reliant on the timely submission of reports by subrecipients.

### Calculation Method

Cumulative

New Measure

No

Target Attainment

Higher than target

**Goal: Improve living conditions for the poor and homeless and reduce cost of home energy for very low income (VLI) Texans.**

**Objective: To reduce cost of home energy for 6 percent of very low income households each year.**

**Outcome Measure: Percent of Very Low Income Households Receiving Energy Assistance**

**Definition**

This measure reflects the percentage of income-eligible households receiving utility assistance through all Energy Assistance programs.

**Purpose**

The measure identifies the percent of the very low income population assisted by Energy Assistance programs. This measure indicates how effectively the Department has provided energy related services to the target population and the impact of the programs statewide.

**Data Source**

The percent of income-eligible households that received Energy Utility assistance through all Energy Assistance programs is based on monthly data reported by subrecipients. The income eligible population is based on the most recent census data available, including estimates.

**Methodology**

The data is entered in an automated system and maintained by the Department. The percent of very low income households receiving energy assistance is calculated by dividing the number of very low income households receiving CEAP or WAP assistance by the most current census data representing the number of households meeting current program income requirements. Numbers may reflect households receiving both energy assistance and weatherization assistance; in these instances households are counted separately for each program.

**Data Limitations**

No limitations of data.

**Calculation Method**

Non-cumulative

New Measure

No

**Target Attainment**

Higher than target

**Goal: Improve living conditions for the poor and homeless and reduce cost of home energy for very low income (VLI) Texans.**

**Objective: To reduce cost of home energy for 6 percent of very low income households each year.**

**Strategy: Administer state energy assistance programs by providing grants to local organizations for energy related improvements to dwellings occupied by very low income persons and general assistance to very low income households for heating and cooling expenses and energy-related emergencies.**

#### **Efficiency Measure: Average Subrecipient Cost Per Household Served for Utility Assistance**

##### **Definition**

The average cost per household served is calculated based on the number of households assisted by CEAP from the Monthly Funding Performance Report from subrecipients and the total amount of program funds transferred to the subrecipient entities.

##### **Purpose**

The measure identifies the average program cost to provide service to a household

##### **Data Source**

The average cost per household served is calculated based on the total funds transferred to the subrecipient entities divided by the number of households assisted by CEAP from the subrecipient Monthly Funding Performance Report.

##### **Methodology**

Calculations are based on the total subrecipient expenditures for CEAP divided by the total number of households served.

##### **Data Limitations**

Performance reports received past the due date from subrecipients could result in incomplete data. Increase or decrease in funding could create a variance in the targeted goal.

##### **Calculation Method**

Non-cumulative

New Measure

No

Target Attainment

Lower than target

#### **Efficiency Measure: Average Cost Per Home Weatherized**

##### **Definition**

The statewide average cost to weatherize a home includes the cumulative cost of labor, materials, and program support for all completed units in the state divided by the number of completed units

##### **Purpose**

The measure identifies the average cost to perform weatherization on a home.

##### **Data Source**

Monthly expenditures and performance reports are entered by subrecipients through the Department's online reporting system.

##### **Methodology**

Calculations are based on the cumulative cost of labor, materials, and program support for all completed units in the state divided by the number of completed units.

##### **Data Limitations**

Adjustments in CPU (cost per unit) limits could create a variance in the targeted goal. If a household receives both DOE-funded WAP and LIHEAP-funded WAP, each program is counted separately.

##### **Calculation Method**

Non-cumulative

New Measure

No

Target Attainment

Lower than target

**Explanatory Measure: Number of Very Low Income Households Eligible for Utility Assistance**

**Definition**

The number of very low income households income-eligible (150% poverty level) for utility assistance (CEAP) in Texas is determined based on the most recent decennial Census or Census Bureau estimates.

**Purpose**

The purpose of the measure is to identify the eligibility population of the state. It is important because it identifies the level of need in the state.

**Data Source**

Information is obtained from the most recent Census Bureau dataset, either the American Community Survey or the decennial Census.

**Methodology**

Data represents an actual or estimated number, dependent on most recent census data available.

**Data Limitations**

The income eligible population is based on the most recent census data available, including estimates. A census is conducted every ten years; updated poverty population estimates are also made available periodically.

**Calculation Method**

Non-cumulative

New Measure

No

Target Attainment

Higher than target



## Output Measure: Number of Households Receiving Utility Assistance

### Definition

The number of households assisted through the Comprehensive Energy Assistance Program (CEAP) represents the number of unduplicated households receiving services. A household may be assisted by more than one component depending on needs.

### Purpose

The LIHEAP program provides direct financial assistance for energy needs of low income persons through the Comprehensive Energy Assistance Program (CEAP). The measure is important because it identifies the effectiveness of the CEAP program through the number of households receiving CEAP.

### Data Source

Monthly expenditures and performance reports are entered by subrecipients through the Department's online reporting system.

### Methodology

Number is actual.

### Data Limitations

Targeted performance could be impacted by changes in funding levels, the price of energy and extremes in temperature.

### Calculation Method

Cumulative

New Measure

No

Target Attainment

Higher than target

## Output Measure: Number of Dwelling Units Weatherized by the Department

### Definition

The number of dwelling units weatherized is based on Monthly Performance and Expenditure Reports submitted to the Department by the weatherization subrecipients.

### Purpose

The WAP program provides residential weatherization and other cost-effective energy-related home repair to increase the energy efficiency of dwellings owned or occupied by low-income persons. The measure is important because it identifies the effectiveness of the program through the number of homes receiving weatherization services.

### Data Source

Monthly expenditures and performance reports are entered by subrecipients through the Department's online reporting system. Performance data from these reports is entered in an automated system and maintained by the Department. Performance figures represent the number of weatherization units from the Department's DOE and LIHEAP Weatherization programs.

### Methodology

The performance number reported represents the actual number of dwelling units weatherized.

### Data Limitations

Targeted performance could be impacted by changes in funding levels. Units receiving both Department of Energy and Low Income Housing Energy Assistance Program funding may be double counted.

### Calculation Method

Cumulative

New Measure

No

Target Attainment

Higher than target

**Goal:** Improve living conditions for the poor and homeless and reduce cost of home energy for very low income (VLI) Texans.

**Objective:** Promote and improve homeownership opportunities along with the development of safe neighborhoods and effective community services for all colonia residents and/or residents of low, very low, and extremely low income along the Texas-Mexico border.

**Strategy:** Provide assistance to colonias, border communities, and nonprofits through field offices, Colonia Self-Help Centers, and Department programs.

**Output Measure:** # of Colonia Residents Receiving Direct Assist from Self-help Centers

**Definition**

The number of Colonia residents receiving direct assistance annually through the Colonia Self-Help Centers. This includes the following types of assistance: housing rehabilitation, new construction, surveying and platting, construction skills training, tool library access for self-help construction, housing finance; credit and debt counseling, infrastructure constructions and access, capital access for mortgages, and other activities which provide direct assistance and/or benefit to Colonia residents.

**Purpose**

This measure is important because it identifies the effectiveness of the program in providing assistance to Colonia residents with a wide array of services.

**Data Source**

Actual assistance provided as reflected on the most recent quarterly report received from Colonia Self-Help Center administrators.

**Methodology**

The Self Help Center administrators will provide a quarterly report to the Department on the number of Colonia residents benefiting under each assistance category. Colonia residents benefiting will be based on the family size of each household served. The Department will calculate total Colonia residents benefiting from direct assistance by adding assistance provided under all categories exclusive of area-wide Public Service. This data will be maintained in the Department's records.

**Data Limitations**

Deviation from the targeted performance may occur if participation of eligible residents is lower than projected, or if there are changes in available resources over the four-year contract period. The reporting contracts have staggered terms and performance patterns may fluctuate over the lifetime of the contract.

**Calculation Method**

Cumulative

New Measure

No

Target Attainment

Higher than target

**Goal: Ensure compliance with Department of Housing and Community Affairs federal and state program mandates.**

**Objective: Administer and monitor all appropriate housing developments and subrecipient contracts to determine compliance with federal and state program requirements.**

**Outcome Measure: Percent of Formula-Funded Receiving Onsite Monitoring**

**Definition**

Measure represents the percentage of the formula funded (CA Network (CSBG, CEAP, and WAP) and HHSP) subrecipients that undergo onsite monitoring by the Department.

**Purpose**

To provide policy makers meaningful information on TDHCA oversight of formula-funded (CA Network and HHSP) subrecipients.

**Data Source**

The data is gathered from Department databases.

**Methodology**

Number is actual. Subrecipients may administer more than one TDHCA program. This figure is calculated by the total number of formula-funded (CA network and HHSP) subrecipients receiving onsite reviews in a fiscal year divided by the total number of such subrecipients.

**Data Limitations**

No limitations.

**Calculation Method**

Non-cumulative

New Measure

No

**Target Attainment**

Higher than target

**Goal: Ensure compliance with Department of Housing and Community Affairs federal and state program mandates.**

**Objective: Administer and monitor all appropriate housing developments and subrecipient contracts to determine compliance with federal and state program requirements.**

**Strategy: Monitor and inspect for federal and state housing program requirements**

**Explanatory Measure: Total Number of Active Properties in the Portfolio**

<p><b>Definition</b></p> <p>The total number of rental developments in the TDHCA compliance monitoring portfolio. This number represents the portfolio for which the Portfolio Management and Compliance division is responsible. This includes developments monitored by on-site file review, desk review, a combination of onsite and desk reviews, or other compliance activities depending on program requirements. Program development totals vary throughout the year.</p> <p><b>Purpose</b></p> <p>The measure provides the total number of housing developments in the compliance monitoring portfolio as of the end of the fiscal year.</p> <p><b>Data Source</b></p> <p>Program totals are maintained by the Department's databases.</p>	<p><b>Methodology</b></p> <p>Figure represents actual number of active properties in the compliance monitoring and tracking system (CMTS)</p> <p><b>Data Limitations</b></p> <p>No limitations.</p> <p><b>Calculation Method</b></p> <p>Non-cumulative</p> <p><b>New Measure</b></p> <p>No</p> <p><b>Target Attainment</b></p> <p>Higher than target</p>
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**Explanatory Measure: Total Number of Active Units in the Portfolio**

<p><b>Definition</b></p> <p>Total number of housing units in the multi and single family rental developments monitored by the Department. The total number includes all units, including units associated with recent awards but not placed into service, occupied units and units available for lease are included in the total.</p> <p><b>Purpose</b></p> <p>The measure provides information of the total rental units monitored by the Department.</p> <p><b>Data Source</b></p> <p>Unit totals are maintained by the Department's databases.</p>	<p><b>Methodology</b></p> <p>Figure represents actual number of units associated with active properties, which could include units from recent awards but not placed into service, occupied units as well as active units available for lease in the compliance monitoring and tracking system (CMTS) as of the end of the fiscal year.</p>
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### Data Limitations

No limitations.

### Calculation Method

Non-cumulative

### New Measure

No

### Target Attainment

Higher than target

## Output Measure: # of Annual Owners Compliance Reports Received and Reviewed

### Definition

Measure represents the number of Annual Owners Compliance Reports (Part A) due in this fiscal year received and reviewed.

### Purpose

The measure meets statutory and agency requirements.

### Data Source

The data is gathered by program from Department databases.

### Methodology

Number is actual

### Data Limitations

No limitations

### Calculation Method

Cumulative

### New Measure

No

### Target Attainment

Higher than target

## Output Measure: Total Number of File Review

### Definition

Measure represents the number of file reviews conducted to confirm compliance with Land Use Restriction Agreement (LURA) requirements.

### Purpose

The measure meets statutory and agency requirements.

### Data Source

The data is gathered by program from Department databases.

### Methodology

The number reported is the actual number of reviews performed; with rare exceptions, file reviews are conducted onsite.

### Data Limitations

No limitations.

### Calculation Method

Cumulative

### New Measure

No

### Target Attainment

Higher than target

**Output Measure: Total Number of Physical Inspections**

**Definition**

Measure represents the number of physical inspections conducted by the Compliance division. Physical inspections are defined as National Standards for the Physical Inspection of Real Estate (NSPIRE).

**Purpose**

The measure meets statutory and agency requirements.

**Data Source**

The data is gathered by program from Department databases.

**Methodology**

The number reported is the actual number of NSPIRE inspections performed.

**Data Limitations**

No limitations.

**Calculation Method**

Cumulative

New Measure

No

**Target Attainment**

Higher than target



**Goal:** Ensure compliance with Department of Housing and Community Affairs federal and state program mandates.

**Objective:** Administer and monitor all appropriate housing developments and subrecipient contracts to determine compliance with federal and state program requirements.

**Strategy:** Monitor federal and state subrecipient contracts for programmatic and fiscal requirements.

**Explanatory Measure: Total Number of Non-formula Contracts Subject to Monitoring**

<b>Definition</b>	<b>Methodology</b>
This measure represents the total number of contracts that have reported some activity as of September 1st of that State Fiscal Year. Measure includes contracts for all activities within HOME, CSBG discretionary, Housing Trust Fund, Emergency Solutions Grant, and other types of contract activity. This measure excludes formula funded contracts, such as Community Affairs network (CSBG, CEAP, WAP) and HHSP contracts, which reflect ongoing or renewed contracts rather than contracts typically entered into in response to NOFAs	Number is actual.
<b>Purpose</b>	<b>Data Limitations</b>
The measure provides the total number of active contracts administered, exclusive of formula-funded contracts.	No limitations
<b>Data Source</b>	<b>Calculation Method</b>
Data on contracts administered is maintained in the Department's database.	Non-cumulative
	<b>New Measure</b>
	No
	<b>Target Attainment</b>
	Higher than target

**Explanatory Measure: Number of Previous Participation Reviews**

<b>Definition</b>	<b>Data Limitations</b>
Measure represents the number of previous participation reviews.	No limitations.
<b>Purpose</b>	<b>Calculation Method</b>
The measure meets statutory and agency requirements.	Non-cumulative
<b>Data Source</b>	<b>New Measure</b>
Data is maintained in the department's database	No
<b>Methodology</b>	<b>Target Attainment</b>
Number is actual and the data is maintained by staff in the department's database. Reports are produced quarterly.	Higher than target

**Explanatory Measure: Number of Formula-Funded Subrecipients**

<b>Definition</b>
Texas Department of Housing and Community Affairs

Measure represents the number of formula-funded subrecipients that have reported some activity as of September 1 of that State Fiscal Year.

**Purpose**

To provide policy makers meaningful information on TDHCA oversight of Formula Funded subrecipients.

**Data Source**

The data is gathered from Department databases.

**Methodology**

Number is actual. Subrecipients may administer more than one network program.

**Data Limitations**

No limitations.

**Calculation Method**

Non-cumulative

**New Measure**

No

**Target Attainment**

Higher than target

**Output Measure: Total Number of Monitoring Reviews of All Non-formula Contracts**

**Definition**

Measure represents the number of monitoring reviews of all non-formula contracts, conducted as part of contract monitoring in the Compliance Division.

funded contracts reviewed will be counted. This figure excludes CA-network (CSBG, CEAP, WAP) and HHSP reviews.

**Purpose**

The measure meets statutory and program requirements.

**Data Limitations**

No limitations.

**Calculation Method**

Cumulative

**New Measure**

No

**Target Attainment**

Higher than target

**Data Source**

The data is gathered from Department databases.

**Methodology**

Number is actual. Local Administrators may administer more than one TDHCA contract; all non-formula

**Output Measure: Number of Single Audit Reviews**

**Definition**

The number of single audit reviews conducted of Federal and State grant sub-recipients. Single Audits are required annually if the federally mandated expenditure threshold is exceeded as defined by Uniform Grant Management Standards or 2 CFR Part 200. The circular and the CFR guidance define which single audit reports must be submitted to the pass-through agency. These reports are used to measure overall and ongoing compliance with program requirements, financial accountability of Federal and State grants and the overall internal controls of the sub-recipient.

**Data Source**

The data is gathered from Department data bases.

**Methodology**

Number is actual.

**Purpose**

The measure meets statutory and program requirements.

### **Data Limitations**

No limitations

**Calculation Method**

Cumulative

**New Measure**

No

**Target Attainment**

Higher than target

## **Output Measure: Total # of Formula-Funded Subrecipients Receiving Monitoring Reviews**

### **Definition**

Measure represents the number of Formula Funded subrecipients monitored through reviews in a given year.

### **Purpose**

To provide policy makers meaningful information on TDHCA oversight of Formula Funded subrecipients.

### **Data Source**

The data is gathered from Department databases.

### **Methodology**

Number is actual. Subrecipients may administer more than one network program. This will report monitored subrecipients that have reported some activity as of September 1st of that State Fiscal Year.

### **Data Limitations**

No limitations

**Calculation Method**

Cumulative

**New Measure**

No

**Target Attainment**

Higher than target

**Goal: Protect the public by regulating the manufactured housing industry in accordance with state and federal laws.**

**Objective: Operate a regulatory system to ensure responsive handling of Statements of Ownership, license applications, inspection reports, and enforcement.**

**Outcome Measure:**

Percent of Applications Processed within Established Time Frames

**Definition**

The percentage of Statement of Ownership and License applications processed within established time frames as opposed to those that are not.

**Purpose**

Applications are processed within established time frames. The time frame for Statement of Ownership applications is 15 working days; the time frame for licensing applications is 7 working days. The importance is to measure the ability of the agency to process applications in a timely manner.

**Data Source**

The Statement of Ownership functional area of the Manufactured Housing Division reviews a random selection of 25 or more applications (per month) within a reporting period. The Licensing functional area reviews all applications to verify if they were processed timely.

**Methodology**

To obtain the percentage, divide the number of applications that are processed within the required time frame by the total number reviewed. The percentage is attained by combining the results of the Statement of Ownership and Licensing functional areas. Information is manually prepared and/or computer generated through the Manufactured Housing Division's Database.

**Data Limitations**

No limitations of data.

**Calculation Method**

Non-cumulative

**New Measure**

No

**Target Attainment**

Higher than target

**Outcome Measure: Percent of Consumer Complaint Inspections Conducted within 30 Days**

**Definition**

The percentage of consumer complaint inspections conducted within 30 days is based on the number of consumer and industry requested inspections completed within 30 calendar days from the date that an inspection is requested.

**Purpose**

Consumer complaints must be addressed as required by the Act. The importance is to measure the ability of the agency to conduct consumer complaint inspections in a timely manner and to comply with the requirements set forth in the Act.

**Data Source**

Data is computer generated through the Manufactured Housing Division's Database.

**Methodology**

To obtain the percentage, divide the total number of inspections conducted within the required 30 calendar days by the total number of required inspections conducted within the reporting period.

### Data Limitations

No limitations of data.

### Calculation Method

Non-cumulative

### New Measure

No

### Target Attainment

Higher than target

## Outcome Measure: Percent of Complaints Resulting in Disciplinary Action

### Definition

The percentage of complaints that result in disciplinary action, including agreed orders, reprimands, warnings, suspensions, probation, revocation, restitution and/or penalties on which the board or executive director has acted when violations cannot be resolved informally.

### Purpose

Efforts are made to informally resolve complaints. Violations of manufactured housing standards that cannot be resolved result in disciplinary actions. It is important that the consumers and the manufactured housing industry have an expectation that the agency will ensure fair and effective enforcement of the Act.

### Data Source

Data is computer generated through the Manufactured Housing Division's Database.

### Methodology

To obtain the percentage, divide the number of closed complaints with a disciplinary action by the total number of jurisdictional complaints closed.

### Data Limitations

No limitations of data.

### Calculation Method

Non-cumulative

### New Measure

No

### Target Attainment

Lower than target

## Outcome Measure: Percent of Documented Complaints Resolved within Six Months

### Definition

The percentage of complaints resolved within a period of 6 months (180 days) or less from the date of receipt as opposed to complaints which take longer than six months to resolve.

### Purpose

Of the number of complaints resolved, the measure identifies those complaints that have been resolved within six months. It is important to ensure the timely enforcement of the Act, which is an agency goal.

### Data Source

Data is computer generated through the Manufactured Housing Division's Database.

### Methodology

The number of jurisdictional complaints resolved within a period of six months (180 days) or less from the date of receipt divided by the total number of jurisdictional complaints resolved.

**Data Limitations**

No limitations of data.

**Calculation Method**

Non-cumulative

**New Measure**

No

**Target Attainment**

Higher than target

**Outcome Measure: Recidivism Rate for Those Receiving Disciplinary Action**

**Definition**

The recidivism rate for those receiving disciplinary action is the percentage of offenders who were repeat offenders during the most recent three-year period. A repeat offender is an individual or license holder with two or more disciplinary actions taken by the executive director or board within the current and preceding two fiscal years.

**Purpose**

The measure is intended to show how effectively the agency enforces its regulatory requirements and prohibitions. It is important that the agency enforce its act and rules strictly enough to ensure that consumers are protected from unsafe, incompetent and unethical practices by the license holder.

**Data Source**

Data is computer generated through the Manufactured Housing Division's Database.

**Methodology**

To obtain the percentage, calculate the number of individuals or license holders against whom two or more disciplinary actions were taken by the executive director or board within the current and preceding two fiscal years divided by the total number of individuals or license holders receiving disciplinary actions within the current and preceding two fiscal years.

**Data Limitations**

No limitations of data.

**Calculation Method**

Non-cumulative

**New Measure**

No

**Target Attainment**

Higher than target

**Goal: Protect the public by regulating the manufactured housing industry in accordance with state and federal laws.**

**Objective: Operate a regulatory system to ensure responsive handling of Statements of Ownership, license applications, inspection reports, and enforcement.**

**Strategy: Provide services for Statements of Ownership and Licenses in a timely and efficient manner.**

#### **Efficiency Measure: Avg. Cost Per Manufactured Housing Stmt. of Ownership Issued**

##### **Definition**

The average cost to the Department of the processing of a Statement of Ownership application based on total funds expended and encumbered during the reporting period for the issuance of manufactured housing Statements of Ownership. Cost includes department overhead, salaries (permanent and temporary personnel), supplies, travel, postage, and other costs directly related to Statements of Ownership, including document review, handling, proofing, and notification.

##### **Purpose**

The measure shows the efficiency in costs to issue a Statement of Ownership

##### **Data Source**

Information is obtained from either a management report from the Department's Financial Administration Division or USAS.

##### **Methodology**

To obtain the average, divide the total funds expended and encumbered by the total number of Statement of Ownership issued in a reporting period.

##### **Data Limitations**

No limitations of data.

##### **Calculation Method**

Non-cumulative

New Measure

No

Target Attainment

Lower than target

#### **Explanatory Measure: Number of Manufactured Homes of Record in Texas**

##### **Definition**

The number of Manufactured Homes of record in Texas represents the total number of manufactured homes with an existing record in the official manufactured housing database that is maintained by the department.

##### **Purpose**

The measure represents the total number of manufactured homes in Texas for which the Department has an ownership and location record.

##### **Data Source**

Automated compilation through the Manufactured Housing Division's Database.

##### **Methodology**

Actual number.

##### **Data Limitations**

No limitations of data.

##### **Calculation Method**

Non-cumulative

New Measure

No

Target Attainment

Higher than target



## Output Measure: No. of Manufactured Housing Stmts. of Ownership Issued

### Definition

The total number of manufactured housing Statements of Ownership issued for which a fee is charged (includes Statements of Ownership issued as a result of changes in ownership, location, lien information, election, and use).

### Purpose

This measure identifies the total number of Statements of Ownership issued in a reporting period. It is important because it shows the workload associated with issuing Statements of Ownership.

### Data Source

Data is computer generated through the Manufactured Housing Division's Database and accounting receipts.

### Methodology

Number is actual.

### Data Limitations

No limitations.

### Calculation Method

Cumulative

New Measure

No

Target Attainment

Higher than target

## Output Measure: Number of Licenses Issued

### Definition

The total number of manufactured housing licenses issued to qualifying applicants (applicant types broker, installer, manufacturer, retailer, retailer/broker, retailer/broker/installer, broker/installer, and sales persons). The number calculated includes updates to existing licenses. It does not include duplicate licenses that are reprinted or departmental corrections.

### Purpose

This measure identifies the total number of licenses issued and updated in a reporting period. It is important because it shows the workload associated with issuing licenses.

### Data Source

Data is computer generated through the Manufactured Housing Division's Database.

### Methodology

Number is actual.

### Data Limitations

No limitations of data.

### Calculation Method

Cumulative

New Measure

No

Target Attainment

Higher than target

**Goal: Protect the public by regulating the manufactured housing industry in accordance with state and federal laws.**

**Objective: Operate a regulatory system to ensure responsive handling of Statements of Ownership, license applications, inspection reports, and enforcement.**

**Strategy: Conduct inspections of manufactured homes in a timely and efficient manner.**

**Efficiency Measure: Average Cost Per Inspection**

<b>Definition</b>	<b>Methodology</b>
The average cost to the Department of each inspection based on the total funds expended and encumbered during the reporting period to conduct or attempt inspections, including both installation and non-routine inspections. Cost includes department overhead, salaries (permanent and temporary personnel), supplies, travel; postage, and other costs directly related to the enforcement of the inspection function.	To obtain the average, divide the total funds expended and encumbered by the total number of routine and non-routine inspections (completed and/or attempted) within the reporting period.
<b>Purpose</b>	<b>Data Limitations</b>
The measure identifies the cost efficiency to perform or attempt an inspection.	No limitations.
<b>Data Source</b>	<b>Calculation Method</b>
Data is obtained from either a management report from the Department's Financial Division or USAS, the Manufactured Housing Division's Database and the Inspector's Travel Voucher Database.	Non-cumulative
	New Measure
	No
	Target Attainment
	Lower than target

**Explanatory Measure: Number of Installation Reports Received**

<b>Definition</b>	<b>Data Limitations</b>
The total number of installation reports received within a reporting period. Installation reports are received from lenders, retailers, installers, consumers, and other sources.	No limitations.
<b>Purpose</b>	<b>Calculation Method</b>
The measure provides information on the total number of installation reports received.	Non-cumulative
<b>Data Source</b>	New Measure
Data is computer generated through the Manufactured Housing Division's Database.	No
<b>Methodology</b>	Target Attainment
Actual number.	Higher than target

## Explanatory Measure: Number of Installation Inspections with Deviations

### Definition

The total number of installation inspections with deviations documented. An inspector may list several deviations on a single installation inspection, but it only accounts for one reported inspection with deviations.

### Purpose

The measure provides information on the total number of installation inspections with deviations. The importance of this measure is to ensure that homes are installed in a safe manner to prevent injury to consumers and the general public.

### Data Source

Data is computer generated through the Manufactured Housing Division's Database.

### Methodology

Actual number.

### Data Limitations

No limitations.

### Calculation Method

Non-cumulative

### New Measure

No

### Target Attainment

Higher than target

## Output Measure: Number of Routine Installation Inspections Conducted

### Definition

The total number of routine inspections conducted to inspect the anchoring and support systems of manufactured homes (includes reviewing installation report for completeness, inspecting stabilizing devices to confirm that the installer used approved materials, inspecting the home for proper installation, and verifying that the installer is licensed with TDHCA). Unsuccessful attempted inspections (identified as skirted, not accessible, unable to locate, or no unit at location) are not included in the number reported.

### Purpose

The measure identifies the total number of inspections performed (attempted inspections are not included) in a reporting period. It is important because it shows the workload for inspections and confirms that the Department meets the statutory requirement to inspect at least 75 percent.

### Data Source

Data is computer generated through the Manufactured Housing Division's Database.

### Methodology

Number is actual.

### Data Limitations

No limitations.

### Calculation Method

Cumulative

### New Measure

No

### Target Attainment

Higher than target

## Output Measure: Number of Non-routine Inspections Conducted

### Definition

The total number of special/complex inspections performed upon request from the public, other regulated entities, or as part of a complaint investigation. Special inspections consist of, but are not limited to the following: consumer complaints, habitability, SAA (State Administrative Agency for HUD), and retailer monitoring.

**Purpose**

The measure identifies the total number of inspections performed in a reporting period. It is important because it identifies inspections that result from unusual or special circumstances.

**Data Source**

Collection of data is based on the Inspector’s Travel Voucher Database.

**Methodology**

The number is retrieved from the Travel Voucher Database by generating a report which lists the inspections conducted within the reporting period.

**Data Limitations**

No limitations.

**Calculation Method**

Cumulative

New Measure

No

Target Attainment

Higher than target

**Goal: Protect the public by regulating the manufactured housing industry in accordance with state and federal laws.**

**Objective: Operate a regulatory system to ensure responsive handling of Statements of Ownership, license applications, inspection reports, and enforcement.**

**Strategy: Process consumer complaints, conduct investigations, and take administrative actions to protect general public and consumers.**

**Efficiency Measure: Average Cost Per Complaint Resolved**

**Definition**

The average cost to the Department to resolve a complaint based on the total funds expended and encumbered during the reporting period for complaint processing, investigation, and resolution divided by the number of complaints resolved. Cost includes department overhead, salaries (permanent and temporary personnel), supplies, travel, postage, subpoena expenses, and other costs directly related to the agency’s enforcement function.

**Purpose**

The measure identifies the efficiency in costs for resolving a complaint.

**Data Source**

Data is obtained from either a management report from the Department’s Financial Administration Division or USAS, and the Manufactured Housing Division’s Database.

**Methodology**

To obtain the average, divide the total funds expended and encumbered by the total number of resolved complaints within the reporting period. Non-jurisdictional complaints (closed as DISJ) are not included in this measure.

**Data Limitations**

No limitations.

**Calculation Method**

Non-cumulative

New Measure

No

Target Attainment

Lower than target

Efficiency Measure: Average Time for Complaint Resolution

Definition

The average length of time to resolve a jurisdictional complaint, for jurisdictional complaints resolved during the reporting period. The number of days to reach a resolution is calculated from the initial date of receipt of a consumer complaint to the date closed.

Purpose

The measure tracks the average number of days spent to resolve a complaint. The measure is important because it shows how efficient the division has been in resolving complaints.

Data Source

Data is computer generated through the Manufactured Housing Division's Database.

Methodology

The total number of calendar days per jurisdictional complaint resolved, summed for all complaints resolved during the reporting period, that elapsed from receipt of a request for agency intervention to the date upon which final action on the complaint was taken (numerator) is divided by the number of complaints resolved during the reporting period (denominator). The calculation excludes complaints determined to be non-jurisdictional of the agency's statutory responsibilities.

Data Limitations

No limitations.

Calculation Method

Non-cumulative

New Measure

No

Target Attainment

Lower than target

Explanatory Measure: Number of Jurisdictional Complaints Received

Definition

The total number of complaints received in a reporting period that are within the agency's jurisdiction of statutory responsibility.

Purpose

The measure provides information on the total number of jurisdictional complaints. This measure is important to determine the division's workload.

Data Source

Data is computer generated through the Manufactured Housing Division's Database.

Methodology

Actual number.

Data Limitations

No limitations.

Calculation Method

Non-cumulative

New Measure

No

Target Attainment

Lower than target

Output Measure: Number of Complaints Resolved

Definition

The total number of complaints resolved during the reporting period upon which final action was taken by the board or the Department through informal and formal means. Non-jurisdictional complaints (closed as DISJ) are not included in this measure.

**Purpose**

The measure shows the workload associated with resolving complaints. The measure is important because it also identifies consumer problems.

**Data Source**

Data is computer generated through the Manufactured Housing Division's Database.

**Methodology**

Actual number.

**Data Limitations**

No limitations.

**Calculation Method**

Cumulative

**New Measure**

No

**Target Attainment**

Higher than target



## TDHCA Historically Underutilized Business Plan





## Mission

**TDHCA strives to include Historically Underutilized Businesses in all procurements. Opportunities are thoroughly reviewed to enable HUBs to participate in the Department acquisition of goods and services. TDHCA has specific Policies and Procedures for the Historically Underutilized Business Program as referenced in Texas Administrative Code, Title 10, Part 1, Chapter 1, Subchapter A, Rule §1.6. TDHCA also has a designated HUB Coordinator in accordance with Section 2161.062, Government Code.**

**State HUB participation goals have been achieved consistently by the Department, with a focus toward maintaining high goals in future acquisitions.**

## Agency Efforts

TDHCA continues to increase the use of HUBs by educating staff on procurement policy rules and procedures; through aggressively recruiting and educating prospective HUB businesses; assisting HUBs with the state HUB Certification program; and participation in Economic Opportunity Forums with other state entities, local and federal entities and elected officials. Through participation in these Forums, TDHCA has developed new vendor relationships and continues to pursue new avenues for HUB participation. TDHCA continually works to improve HUB participation goals and strives to exceed the previous year's goals for HUB and subcontracting of HUB vendors.

## Strategy

The following programs have been developed and are part of TDHCA's good faith effort to achieve these goals:

- ▶ HUB Orientation/Assistance Package
- ▶ Actively participate in EOFs enhancing the vendor knowledge of procurement opportunities at the Department.
- ▶ Utilization of the Electronic State Business Daily website provides opportunity to all HUBs and HUB subcontractors to acquire and participate in the Department's bid opportunities.
- ▶ Multiple Awards of single requisitions to enhance HUB vendor participation.
- ▶ Specifications, delivery dates, and guidelines are reasonable and concise.
- ▶ Ensuring that specifications and terms and conditions reflect the actual needs.
- ▶ Inclusion of possible NIGP Class/Items for vendors to explore for subcontracting opportunities.
- ▶ Ensuring subcontracting plans are appropriately and accurately included in services and commodities contracts of which the value exceeds \$100,000. Evaluation of the contractor compliance with subcontracting plans as applicable in contracts of \$100,000 or greater.

## Output Measures

**TABLE 1: HUB GOALS AND TDHCA PERFORMANCE**

Category	TDHCA Performance 2022	TDHCA Performance 2023	TDHCA Goals for 2024
Heavy Construction			0
Building Construction			0
Special Trades Contracts			0.00%
Professional Services Contracts			0
Other Services Contracts	0.45%	39.40%	26.00%
Commodities Contracts	78.19%	76.42%	21.10%
Grant Total HUB Participation	0.63%	44.68%	

**TABLE 2: TDHCA PERFORMANCE - FISCAL YEAR 2022**

Category	TDHCA Performance Total Dollar Amount Spent	TDHCA Performance Total Dollar Amount Spent With HUBs	Percentage Spent with HUBs	TDHCA Goals for 2022
Heavy Construction	N/A	N/A	N/A	0
Building Construction	N/A	N/A	N/A	0
Special Trades Contracts	N/A	N/A	N/A	0
Professional Services Contracts	N/A	N/A	N/A	0
Other Services Contracts	\$170,366,510.00	\$765,151.00	0.45%	26.00%
Commodities Contracts	\$394,427.00	\$308,413.00	78.19%	21.10%
Grant Total HUB Participation	\$170,760,937.00	\$1,073,564.00	0.63%	

**TABLE 3: TDHCA PERFORMANCE - FISCAL YEAR 2023**

Category	TDHCA Performance Total Dollar Amount Spent	TDHCA Performance Total Dollar Amount Spent With HUBs	Percentage Spent with HUBs	TDHCA Goals for 2023
Heavy Construction	N/A	N/A	N/A	0
Building Construction	N/A	N/A	N/A	0
Special Trades Contracts	N/A	N/A	N/A	0
Professional Services Contracts	N/A	N/A	N/A	0
Other Services Contracts	\$2569975.00	\$1012666.00	39.40%	26.00%
Commodities Contracts	\$427,531.00	\$326,723.00	76.42%	21.10%
Grant Total HUB Participation	\$2997506.00	\$1339389.00	44.68%	

### Agency Charge

The Texas Department of Housing & Community Affairs will continue its current efforts to obtain and utilize HUB vendors. We will participate and attend HUB Forums, as well as assist vendors in becoming familiar with the HUB Program and becoming certified. We will educate in-house staff in knowing the values and assets obtained by using HUB Certified vendors for our various Department requirements. We will also continue to cross-train procurement staff in HUB Reporting and have them attend Forums to enable them to meet directly with Certified HUBs. The Department is dedicated to providing as many opportunities to HUB Vendors as possible, and will continue to expand on our successes for Fiscal Year 2024 and 2025.

## Schedule F: Workforce Plan



# TDHCA Workforce Plan

## Introduction

Each state agency is required to conduct a strategic planning staffing analysis and develop a workforce plan that follows guidelines developed by the State Auditor. This workforce plan addresses the agency's critical staffing and training needs, including the need for experienced employees to impart knowledge to their potential successors pursuant to Tex. Gov't Code §2056.002.

## Agency Overview

This section describes the mission, strategic goals, objectives, and business functions of the agency. Potential changes to these items over the next five years are also discussed.

## TDHCA Mission

*The mission of the Texas Department of Housing and Community Affairs (TDHCA) is to administer its housing and community-based programs efficiently, transparently, and strategically to provide a continuum of services from ameliorating poverty, to assisting homeless populations, to offering a spectrum of affordable housing and homeownership options to help Texans in need.*

The Department accomplishes its mission largely by acting as a conduit for federal assistance for housing and community services that are provided primarily via local partners to Texans who qualify based on their income level. Because of several specific housing programs it receives, TDHCA also operates as both a housing finance agency and a public housing authority. In addition, the Department offers educational materials and technical assistance for housing, housing-related, and community services matters statewide.

Ensuring compliance with the many state and federal laws that govern the Department's programs is a critical aspect of achieving the Department's mission, which includes ensuring that TDHCA's housing portfolio is being well maintained and correctly operated, that program funds are being compliantly and effectively administered, and that any misuse of those resources is identified and addressed.





## TDHCA's Goals, Objectives, and Strategies to Fulfill its Mission

**Goal A. To increase and preserve the availability of safe, decent, and affordable housing for very low, low, and moderate income persons and families.**

**Objective 1. Make loans, grants, and incentives available to fund all eligible housing activities and preserve/create single- and multifamily units for very low, low and moderate income households.**

- ▶ **Strategy A.1.1.** Provide mortgage loans and Mortgage Credit Certificates (MCCs), through the department's Mortgage Revenue Bond (MRB) Program, which are below the conventional market interest rates to very low, low, and moderate income homebuyers.
- ▶ **Strategy A.1.2.** Investment Partnership (HOME) Program for very low and low income families, focusing on the construction of single family and multifamily housing in rural areas of the state through partnerships with the private sector.
- ▶ **Strategy A.1.3.** Provide Loans through the Housing Trust Fund for Affordable Housing through the Texas Bootstrap Program.
- ▶ **Strategy A.1.4.** Provide Funding through the Housing Trust Fund for Affordable Housing through the Amy Young Barrier Removal Program.
- ▶ **Strategy A.1.5.** Provide federal rental assistance through Housing Choice Voucher Program (Section 8) vouchers for very low income households.
- ▶ **Strategy A.1.6.** To provide federal project-based rental assistance to extremely low income persons with disabilities through the Section 811 Project-Based Assistance Program.
- ▶ **Strategy A.1.7.** Provide federal tax credits to develop rental housing for very low and low income households.
- ▶ **Strategy A.1.8.** Provide federal mortgage loans through the department's Mortgage Revenue Bond (MRB) program for the acquisition, restoration, construction and preservation of multifamily rental units for very low, low and moderate income families.
- ▶ **Strategy A.1.9.** Emergency Rental Assistance (Rent Relief) Funds funded through the Consolidated Appropriation Act and ARPA.
- ▶ **Strategy A.1.10.** Homeowner Assistance Funds under the American Rescue Plan Act.

**Goal B. Promote improved housing conditions for extremely low, very low, and low income households by providing information and assistance.**

**Objective 1: Provide information and assistance regarding affordable housing resources and community support services.**

- ▶ **Strategy B.1.1.** Provide information and technical assistance to the public through the Housing Resource Center.

**Goal C. Improve living conditions for the poor and homeless and reduce cost of home energy for very low income (VLI) Texans.**

**Objective 1: To ease hardships of poverty and homelessness for 16 percent of the population of very low income persons each year.**

- ▶ **Strategy C.1.1.** Administer homeless and poverty-related funds through a network of community action agencies and other local organizations so that poverty-related services are available to very low income persons throughout the state.
- ▶ **Strategy C.1.2.** Provide funding to Subrecipients through the Emergency Solutions Grants (ESG), Homeless Housing and Services Program (HHSP), and Ending Homelessness (EH) Fund Programs for activities assisting those experiencing or at-risk of homelessness.

**Objective 2: To reduce cost of home energy for 6 percent of very low income households each year.**

- ▶ **Strategy C.2.1.** Administer state energy assistance programs by providing grants to local organizations for energy related improvements to dwellings occupied by very low income persons and general assistance to very low income households for heating and cooling expenses and energy-related emergencies.

**Objective 3: Promote and improve homeownership opportunities along with the development of safe neighborhoods and effective community services for all colonia residents and/or residents of low, very low, and extremely low income along the Texas-Mexico border.**

- ▶ **Strategy C.3.1.** Provide assistance to colonias, border communities, and nonprofits through field offices, Colonia Self-Help Centers, and Department programs.

**Goal D. Ensure compliance with Department of Housing and Community Affairs federal and state program mandates.**

**Objective 1: Administer and monitor all appropriate housing developments and subrecipient contracts to determine compliance with federal and state program requirements.**

- ▶ **Strategy D.1.1.** Monitor and inspect for federal and state housing program requirements.
- ▶ **Strategy D.1.2.** Monitor federal and state subrecipient contracts for programmatic and fiscal requirements.

**Goal E. Protect the public by regulating the manufactured housing industry in accordance with state and federal laws.**

**Objective 1: Operate a regulatory system to ensure responsive handling of Statements of Ownership, license applications, inspection reports, and enforcement.**

- ▶ **Strategy E.1.1.** Provide services for Statements of Ownership and Licenses in a timely and efficient manner.
- ▶ **Strategy E.1.2.** Conduct inspections of manufactured homes in a timely and efficient manner.
- ▶ **Strategy E.1.3.** Process consumer complaints, conduct investigations, and take administrative actions to protect general public and consumers.
- ▶ **Strategy E.1.4.** Provide for the processing of occupational licenses, registrations, or permit fees through Texas.gov. Estimated and nontransferable.

**Goal F.: Indirect Administration and Support Costs**

**Objective 1: Indirect Administration and Support Costs**

- ▶ **Strategy F.1.1.** Central Administration
- ▶ **Strategy F.1.2.** Information Resource Technologies
- ▶ **Strategy F.1.3.** Operations and Support Services



## Core Business Functions

TDHCA business functions can be broadly grouped into four categories: providing housing and community services assistance, affirmatively furthering fair housing, regulating the manufactured housing industry, and serving as an informational resource. To ensure the success of the Department's efforts in these areas, a variety of supporting functions are required. These support areas include financial administration, human resources, information systems, asset management, portfolio management and compliance, policy and public affairs, purchasing, and real estate analysis.

### Housing and Community Services Assistance

Types of housing and community services assistance include:

- ▶ Housing assistance for individual households (homebuyer mortgage and down payment, home repair, and rental payment assistance);
- ▶ Ensuring programs affirmatively further fair housing efforts;
- ▶ Funding for the development of apartments (new construction or reconstruction of rental units);
- ▶ Energy assistance (utility payments or home weatherization activities);
- ▶ Assistance for homeless persons and emergency relief for individuals or families in crisis poverty (transitional housing, energy assistance, home weatherization, health and human services, child care, nutrition, job training and employment services, substance abuse counseling, medical services, and other emergency assistance); and
- ▶ Capacity building assistance (training and technical assistance, assistance with operating costs, and predevelopment loans to help local housing organizations develop housing).

### Manufactured Housing Activities

TDHCA's Manufactured Housing Division is an independent entity within TDHCA. It is administratively attached, but it has its own Board of Directors and Executive Director. This division administers the Texas Manufactured Housing Standards Act. The act ensures that manufactured homes are well constructed, safe, and installed correctly; that consumers are provided fair and effective remedies; and that measures are taken to provide economic stability for the Texas manufactured housing industry. Services of the Manufactured Housing Division include issuances of SOL research; training and license issuances to individuals for manufactured housing manufacturing, retailing, installations, broker, or sales; records and releases on tax and mortgage liens; installation, habitability and consumer complaint inspections; resolution of consumer complaints; and federal oversight under a cooperative agreement with HUD.

### Information Resources

TDHCA is an informational resource for individuals, federal, state, and local governments, legislators, community organizations, advocacy groups, housing developers, and supportive services providers. Examples of information provided includes: general information on TDHCA activities, application and implementation technical assistance, housing need data and analysis, and direct consumer information on available assistance statewide. This information is provided through a myriad of communication methods: a 1-800 phone line, publications and guidebooks, via email and the TDHCA website, public hearings, trainings and workshops, planning roundtables, field offices, mass mailings, television, radio, and print media, speaking engagements, and conferences. TDHCA uses online forums to encourage topical discussions and gather feedback on proposed policies, rules, plans, reports, or other activities. Forums may be used in combination with public hearings and other public comment opportunities as a means for the Department to collect stakeholder input.

In all of its activities, TDHCA strives to promote sound housing policies; promote leveraging of state and local resources; prevent discrimination; and ensure the stability and continuity of services through a fair, nondiscriminatory, and open process.

## Anticipated Changes to the Mission, Strategies, and Goals over the Next Five Years

The Department does not anticipate any significant changes of the mission, strategies and goals over the next five years.

## Current Workforce Profile (Supply Analysis)

This section describes the agency's current workforce by assessing whether current employees have the knowledge, skills, and abilities needed to address critical business issues in the future.

### Size and Composition of Workforce

As of April 30, 2022, TDHCA had a total headcount of 346 employees (includes 63 Temporary federally-funded Article IX employees). The following tables profile the agency's workforce. TDHCA's workforce is comprised of 40.5 percent males and 59.5 percent females. Over 45 percent of the agency's work force is over 50 years old with 31.5 percent of the work force having 16 or more years of state service.

Statistics show that under two-thirds or 64.5 percent of the work force has 10 years or less of experience working at TDHCA with proficiency levels ranging from working knowledge of processes to gaining mastery level of processes. 22.5 percent of TDHCA's workforce has 11-20 years of tenure with expertise levels ranging from mastery to acknowledged subject matter expert. Employees with 21 years or more of tenure comprise 13 percent of the work force and are also keepers of institutional business knowledge.

The agency realizes that to prevent disparity in knowledge and experience levels and to mitigate future program operational challenges, succession planning strategies must address the transfer of institutional business knowledge and professional expertise.

## Work Force Breakdown

Gender		
	Number of Employees	Percent of Employees
Male	138	37.9%
Female	226	62.1%

Source: Centralized Accounting and Payroll/Personnel System

Age		
	Number of Employees	Percent of Employees
Under 30	26	7.1%
30-39	63	17.3%
40-49	97	26.7%
50 – 59	107	29.4%
60 and over	71	19.5%

Source: Centralized Accounting and Payroll/Personnel System

Agency Tenure		
	Number of Employees	Percent of Employees
0-5 years	195	53.6%
6-10 years	47	12.9%
11-15 years	42	11.5%
16-20 years	30	8.2%
21-25 years	28	7.7%
Over 25 years	22	6.1%

Source: Centralized Accounting and Payroll/Personnel System

State Tenure		
	Number of Employees	Percent of Employees
0-5 years	137	37.6%
6-10 years	65	17.8%
11-15 years	49	13.5%
16-20 years	41	11.3%
21-25 years	33	9.1%
Over 25 years	39	10.7%

Source: Centralized Accounting and Payroll/Personnel System

## TDHCA Work Force Compared to Statewide Civilian Workforce

The "Statewide Employment Statistics" table below compares the percentage of African American, Hispanic and Female TDHCA employees (as of April 16, 2024) to the statewide civilian work force as reported by the Texas Workforce Commission's Civil Rights Division. For most job categories, the agency is comparable to or above statewide work force statistics; however, there are some areas that are under-represented. TDHCA is dedicated to ensuring quality in the workforce and specifically targets recruitment resources such as diverse community organizations and colleges that reach out to the workforce in the under-represented EEO categories to generate a larger applicant pool to achieve the EEO goals of the state.

**Statewide Employment Statistics**

Job Category	African American TDHCA	African American State	Hispanic American TDHCA	Hispanic American State	Females TDHCA	Females State
Officials/ Administrators	8.8%	8.6%	23.5%	25.2%	47.1%	40.2%
Professionals	15.7%	10.6%	36.6%	23.0%	71.8%	53.0%
Technicians	17.7%	11.7%	27.5%	38.5%	15.7%	63.5%
Para- Professionals	37.5%	N/A	25.0%	N/A	87.5%	N/A
Administrative Support	10.0%	15.2%	40.0%	38.3%	70.0%	74.1%

Source: Centralized Accounting and Payroll/Personnel System (CAPPS) and Texas Workforce Commission (TWC). TWC statistics extracted from "Hiring Practices and Equal Employment Opportunity Report, Fiscal Years 2021-2022."

The January 2015 TWC EEO and Minority Hiring Practices Report indicated that TWC has combined the statewide percentages for the Paraprofessional and the Service Maintenance EEO categories because they were not available separately from their BLS source report; accordingly, there is no statewide paraprofessional statistic available for comparison.

## Employee Turnover

According to the State Auditor's Office Turnover Report for fiscal year 2023, the statewide turnover rate for full-time and part-time classified employees at state agencies was 18.7 percent. This does not include interagency transfers since the state does not consider this to be a loss to the state.

As shown by the chart in the next column, TDHCA's turnover rates have historically been at least 5 percent under the state turnover rates. In fiscal year 2023, the turnover rate was 4.4 percent lower than the previous fiscal year. Employee turnover is normal to any organization but can be negative if it reaches abnormal levels. Negatives include the associated costs of turnover, such as training and orientation of new employees, recruitment and selection of new employees, leave payout to departing employees, and lower productivity in the workplace during the time that a position is vacant and during the time that a new employee is learning the job. There can be a financial gain as experienced employees are replaced with entry level staff, however, loss of those experienced employees can negatively impact the agency due to loss of institutional knowledge and skill.

## Overall Turnover

Fiscal Year	TDHCA	State
2023	9.6%	18.7%
2022	14.0%	22.7%
2021	8.6%	21.5%
2020	8.0%	18.6%
2019	7.8%	20.3%

Source: State Auditor Officer (SAO) Classified Employee Turnover Report FY2023

Turnover rates exclude interagency transfers

## Turnover by Length of Agency Service

FY	# Terms	Less than 2 Years	2-4.99 Years	5-9.99 Years	10-14.99 Years	15-19.99 Years	Over 20 Years
2023	36	18	5	3	0	4	6
2022	49	21	10	3	2	5	8
2021	27	8	2	1	4	1	11
2020	24	4	6	2	4	2	6
2019	24	5	4	5	4	2	4

Source: SAO E-Class. Data excludes interagency transfers

## Turnover by Age

FY	# Terms	20-29 Years	30-39 Years	40-49 Years	50-59 Years	60 and older
2023	36	6	7	8	9	6
2022	49	9	6	13	12	9
2021	27	2	3	8	7	7
2020	24	1	4	2	9	8
2019	24	3	3	4	7	7

Source: SAO E-Class. Data excludes interagency transfers

## Retirement Eligibility

Data obtained from the Centralized Accounting & Payroll/Personnel System shows projected retirements at TDHCA over the next five fiscal years.

The loss of employees due to retirement is, and will continue to be, a critical issue facing the agency. The loss of institutional business knowledge and expertise in key management and senior-level professional positions, coupled with normal attrition, poses a critical work force dilemma for the agency as well as the state. It is important to ensure that this technical knowledge and organizational experience is not lost. Management is aware of the impact that retirees will have on the Department within the next biennium and is continually looking at methods to replace these skills and knowledge through:

- ▶ Employee Development
- ▶ On-the-job training
- ▶ Leadership Development
- ▶ Succession Planning
- ▶ Cross divisional training
- ▶ Mentoring

Projected TDHCA Retirements

Fiscal Year	Projected Retirements	Percent of Total Agency Employees (FTE Budget of 332*)
2024	47	14.16%
2025	8	2.41%
2026	18	5.42%
2027	11	3.31%
2028	13	3.92%
Total Projected Retirements	97	29.22%

Source: Centralized Accounting & Payroll/Personnel System (CAPPS)

\*Does not include Temporary federally-funded Article IX employees

## Workforce Skills Critical to the Mission and Goals of the Agency

### Core Functions

- ▶ Asset Management
- ▶ Building Inspection and Weatherization
- ▶ Capital Market Bond Financing
- ▶ Community Services
- ▶ Construction Management and Oversight
- ▶ Contract Management
- ▶ Data Analysis and Reporting
- ▶ Emergency Response and Management
- ▶ Environmental science
- ▶ Governmental Accounting and Reporting
- ▶ Information Systems, Security, and Web Administration
- ▶ Knowledge of federal regulations, particularly OMB requirements
- ▶ Knowledge of Loan Closing and Titling processes
- ▶ Knowledge of Real Estate Transactions
- ▶ Legislative and governmental relations
- ▶ Loan Management
- ▶ Mortgage and loan management
- ▶ Portfolio management and compliance
- ▶ Program Planning and Administration
- ▶ Underwriting

### Critical Work Force Skills

Although the agency has many talented and qualified employees, there are a number of critical skills the Department's workforce need in order to effectively accomplish its business functions and provide a high level of customer service which include:

- ▶ Analysis/research/planning/problem solving
- ▶ Auditing
- ▶ Communication (verbal and written)
- ▶ Computer skills ranging from entry level data entry to highly skilled information systems programmers and database administrators
- ▶ Customer service
- ▶ Financial management, financial analysis, and accounting expertise
- ▶ Housing market industry
- ▶ Information security analysis
- ▶ Inspection
- ▶ Investigation
- ▶ Leadership and management
- ▶ Legal analysis
- ▶ Legislative relations and bill tracking
- ▶ Manufactured housing rules and regulations
- ▶ Marketing
- ▶ Multi-lingual
- ▶ Outreach and technical assistance
- ▶ Project management, quality oversight, and evaluation
- ▶ Titling and licensing

## Use of Consultants

To effectively achieve its mission, TDHCA will continue to use consultants and contract workers in areas where their unique skills and experience represents the most effective use of the State's resources. Two divisions that expect the greatest ongoing use of consultants are Information Systems, and Bond Finance.

### Information Systems Division

TDHCA's Information Systems Division makes limited, targeted use of consultants for approved capital budget projects and software development support. In the current biennium, the Department employs five contract developers. The Department employs one contract developer to assist with PeopleSoft Financials support, three contract developers for the Java Infrastructure project, and one contract developer for the MF/REA capital project. The Department is currently considering bringing on one more contract developer for the Java Infrastructure project.

Bond Finance	Bond Finance uses the following types of consultants:
Bond Counsel	A law firm or firms experienced in the issuance of mortgage revenue bonds and mortgage credit certificates.
Disclosure Counsel	A law firm experienced in securities laws particularly as it relates to disclosure of information by securities issuers to the private markets.
Financial or Municipal Advisor	Typically an investment banking firm experienced in issuance of mortgage revenue bonds, indenture analytics, and mortgage-backed securities.
Interest Rate Swap Advisor	Primarily monitors interest rate swaps used to hedge single family mortgage revenue bonds.
Investment Bankers	A firm specializing in the underwriting, issuance and sale of mortgage revenue bonds and provides advice relating to financial structure and cash flows.
Master Servicer	A financially sound bank or trust company experienced in loan servicing for tax-exempt and taxable single family programs.
Program Administrator	A company experienced in programmatic and tax compliance review for tax-exempt and taxable single family programs.
Rating Agencies	A national rating agency which analyzes bond issues and assigns a rating to them to indicate to prospective bondholders the investment quality of the issue.
TBA Provider	An investment banking firm experienced with the pooling and hedging of mortgage-backed securities in the TBA market.



## Future Workforce Profile (Demand Analysis)

This section describes the Department's future business and staffing outlook. This analysis helps to identify trends, future influences, and challenges for the agency's business functions, new and at-risk business, and workforce composition.

### Future Workforce Skills Needed

In addition to those skills described above in the "Workforce Skills Critical to the Mission and Goals of the Agency" section, it is expected that the following skills will also be needed:

- ▶ The Bond Finance Division may need to bring some specialized functions in-house over the next several years that the Department currently relies upon consultants to complete. Those tasks may require new staff and new skill sets.
- ▶ The Legal Services Division is called upon to provide increasingly complex transactional documentation skills and assist in developing increasingly detailed and complex rules, as new programs continue to emerge in response to federal legislative changes and new strategic directions. Both require significant real estate experience, detailed knowledge of state and federal laws, plus exceptional drafting skills. As more asset resolution and enforcement issues are brought forward, additional capabilities in contested case proceedings, loan restructurings, and bankruptcy matters are required.
- ▶ The Fair Housing and Management Team has a current and future need for data analysis and programming skills.
- ▶ There may be legislative mandates impacting the administration and delivery of agency programs.
- ▶ The Human Resources Division anticipates needing to build strong overall HR knowledge, including HR certification; compensation skills; recruitment skills; the ability to administer HR programs effectively (strategically and assisting with development of programs); and skills in becoming an effective change agent for the Department.
- ▶ Many of the program areas have ongoing needs for expertise in data management and reporting.
- ▶ Other skill requirements with increased focus include team building and the ability to adapt to changing workplace demands.

## Anticipated Increase or Decrease in the Number of Employees Needed to Do the Work

### Anticipated Increases:

- ▶ At a minimum maintain current staffing level.
- ▶ Reallocate employees within the agency to address shifts in program funding and/or increased demands.
- ▶ Continuously review processes and develop efficiencies as needed.
- ▶ Provide training and effectively manage succession planning.
- ▶ Awarding of new federal funds or appropriation of state funds.
- ▶ The Real Estate Analysis Division anticipates an increase in the number of employees needed to underwrite an expanding pipeline of multifamily transactions; these transactions are expected to continue to increase over the next few years.

## Gap Analysis

### Anticipated Surplus or Shortage of Employees/ Skills

Overall, the agency work force has the necessary skills to perform the required work. In the next five years the agency could experience a shortage of required skills in management and senior level professional positions due to potential retirements and through attrition.

Due to the changing workforce of the Department, it is anticipated that there may be a shortage of the following personnel and/or skills:

- ▶ The Bond Finance Division may experience a shortage related to the specialized data analysis personnel and associated skill sets.
- ▶ The Legal Services Division anticipates a shortage in qualified real estate professionals, specifically those skilled and versed in HUD and LIHTC issues.
- ▶ The Information Systems Division has a continued need for employees with expertise in Java and the specific Java framework used at TDHCA, Oracle, APPX, PeopleSoft, Mitas, and network and technical support.

## Strategy Development

This section describes strategies for workforce transition.

TDHCA has always encouraged training for staff. This is an essential part of developing and maintaining a skilled workforce that encompasses the quality performance needed to carry out the mission and goals of the agency.

The workplace has always consisted of many generations working at one time. However, today's age-diverse workforce is working past retirement age, which has led to a generation gap of 52 years between the oldest and youngest workers. As a result, a one-size-fits-all approach is not appropriate in an age-diverse workforce that may have four generations of workers at one time. TDHCA must be prepared to work with the communication styles of each generation and determine what motivates each generation in order to bridge the generation gap. This approach is key in developing both succession planning and knowledge transfer for future generations. Furthermore, as society in general becomes more diverse, the TDHCA workforce must mirror this diversity, thereby meeting both the needs and the expectations of the population it serves.

In addition to the diversity and composition of the future TDHCA workforce, fair pay will continue to impact recruitment and retention. TDHCA and state agencies, in general, currently cannot compete with other organizations in terms of compensating its employees. Many existing employees continue to serve the agency because they value its mission or enjoy the work-life balance that may be lacking in a for-profit company or firm. TDHCA must continue to foster an environment that offers not only fair compensation, but also other incentives that attract and retain staff.

## Specific Goals to Address Workforce Competency Gaps or Surpluses

To plan for TDHCA's future workforce needs, the following goals have been developed.

**Gap: Retain and Attract the Right Employees for the Job.**

**Goal: To attract and retain a competent workforce.**

**Rationale: Recruiting excellent workers with the knowledge, skills, and abilities to perform their job duties is essential for a quality work force. It is also a challenge to retain those same employees in such a competitive market. The agency must recruit quality workers, learn to recognize excellent performance, and provide development opportunities to employees.**

The Department must also develop those employees with interest and ability to learn new skills and develop leadership skills in order to be prepared to advance into critical positions. The Department must also be prepared to recruit external candidates with the necessary skills needed.

### Action Steps:

- ▶ Identify positions and also classification job series with the highest turnover and implement more aggressive retention strategies for these positions.
- ▶ Conduct an assessment of risk at TDHCA regarding the potential loss of knowledge, particularly in areas of loss due to retirement of key positions.
- ▶ Identify positions that should be targeted for succession planning, determine critical competencies and skills needed for those positions, and consider how to develop staff for these positions and how to aggressively recruit for these positions.
- ▶ Provide employee training to develop critical skills needed.
- ▶ Develop and provide cross/rotational training for employees who are seeking new challenges or who wish to move across divisions.
- ▶ Create training and development plans for employees to assume higher level positions as vacancies occur.
- ▶ Establish recruitment resources that market specifically to the housing industry, attend career fairs at colleges and universities as needed. Encourage management to identify recruitment resources, organizations, colleges, and universities to establish an applicant pool of individuals with the critical skills needed for their positions.
- ▶ Continue to allow employees to utilize the agency's alternative work schedule program to the extent possible.

- ▶ Support telecommuting where it is reasonable and practical to do so and where operational needs will not be adversely affected.
- ▶ Create programs that allow employees who are seeking new challenges to work on special projects, rotations and/or developmental assignments.
- ▶ Adjust salaries within assigned pay ranges for employees in positions that are either critical or key functions or that have high turnover rates.
- ▶ Promote the use of non-monetary rewards for exceptional performance (e.g. Administrative Leave for Outstanding Performance, etc.)
- ▶ Promote the Wellness Program.

**Gap: IS staff with advanced technology skills needed to maintain the Department's continually advancing computer systems and programs.**

**Goal: To provide the Department with technology that will increase efficiency of information for customers and staff, increase customer satisfaction, and provided streamlining of technology based programs**

**Rationale: Training is needed to stay current with emerging technology. There are increased requests for changes to IT systems to better serve our customers and staff**

**Action Steps:**

- ▶ Continue to develop IT staff by providing ongoing training.
- ▶ Determine anticipated changes needed to systems and allow for training and staff development of new technologies.
- ▶ Cross functional training of IT staff.
- ▶ Develop plans for future needs of the Department web-based programs.

**Gap: Develop a Competent and Well-Trained Diverse Work Force**

**Goal: To employ a diverse workforce with skills to function and lead a diverse workforce.**

**Rationale: Over 29 percent of TDHCA's workforce is projected to be eligible to retire within the next five years. The agency relies heavily on a competent and knowledgeable staff and the loss of mastery-level expertise and institutional business knowledge will have a significant impact on agency services. The agency must continually assess existing staff to determine which employees demonstrate interest and also potential to develop new competencies and also assume new positions. Also, as the workforce continues to change there is an increase in multi-generational and diverse backgrounds entering the workforce. Employees will need to be able to work with and manage people with differing opinions and work ethics.**

**Action Steps:**

- ▶ Identify agency critical skills and competencies with input from divisions.
- ▶ Provide management with tools and training to assist in the management of a multi- generational diverse workforce.
- ▶ Promote the agency's tuition reimbursement program to encourage employees to further their education.
- ▶ Identify staff with leadership potential and send them to leadership development training. Require employees to participate in professional and personal development training to address undeveloped strengths.
- ▶ Provide staff with agency online training offerings and usage.
- ▶ Encourage employees to pursue professional certification(s) in their areas of employment when possible.
- ▶ Regularly review Department demographics to determine EEO shortfalls in EEO categories.
- ▶ Include "job shadowing" of new employee with more seasoned employees, as part of both employees' job descriptions.



## 2024 Report on Customer Service





## 2024 REPORT ON CUSTOMER SERVICE

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May 2024

## 1.0 INVENTORY OF EXTERNAL CUSTOMERS

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For the purposes of the Report on Customer Service, external customers are identified as either Households or Organizations. These two groups are further described in Sections 1.1 and 1.2 of this report.

### 1.1 Households

Most TDHCA programs fund local organizations or developers that, in turn, serve individuals and households at the local level. These individuals and households are Targeted Program Beneficiaries of TDHCA's programs or services. Targeted Program Beneficiaries are referred to by the "Individual" Customer Type in the Customer Service Survey. For the purposes of this report, they will be referred to as "Households." TDHCA considers these Households to be customers because TDHCA is responsible for contract oversight of the organizations assisting each Household. In addition, a Household can contact TDHCA to file a complaint against an organization that received funding through TDHCA and is using that funding to provide assistance to them or for which they are eligible. TDHCA also considers owners of manufactured homes as customers because the Manufactured Housing Division (MHD) has contact with these owners for title transfers, among other processes.

### 1.2 Organizations

The vast majority of the customers who have direct contact with the Department are Direct Subrecipients, which include TDHCA funding applicants, MHD Licensees, and owners or sellers of manufactured homes or persons with a lien on a manufactured home. These are organizations that apply directly for funding or licensing, and can include for-profits; nonprofits; units of local government; community-based organizations; community action agencies; public housing authorities; housing developers; manufactured housing retailers, builders, installers; and other housing and community affairs entities.



## 2.0 2024 TDHCA CUSTOMER SERVICE SURVEY

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From March to April 2024, the Department conducted the TDHCA Customer Service Survey (the “Survey”). TDHCA used web-based survey software called Survey Monkey ([www.surveymonkey.com](http://www.surveymonkey.com)) to develop a short survey that specifically asked respondents about the seven customer service areas listed in the Instructions for Preparing and Submitting Agency Strategic Plans – Fiscal Years 2025 to 2029: facilities, staff, communications, Internet sites, complaint-handling processes, service timeliness, printed information and overall satisfaction with the agency).

### 2.1 Survey Timeline

On March 21, 2024, TDHCA publicized the release of the survey through social media, email, and the Department Web site. The survey was available for completion until April 22, 2024, at 5:00 p.m.

### 2.2 Survey Questions

The Survey contained demographic questions; 17 statements for Households and 18 statements for Organizations asking the respondent to rate TDHCA on each statement using a Likert scale; and one question to determine the medium through which the survey was taken and/or how the respondent learned about the survey.

The Survey included demographic questions at the beginning to determine if it would be conducted in English or Spanish, the location of the respondent, the Customer Type, and the type of business conducted with TDHCA. The “Customer Type” statements divide respondents into two categories of customers: Households and Organizations. Respondents were directed to the appropriate Customer Type flow; for example, if they selected Household, they did not see the questions intended for businesses. The “Customer Location” and “Type of Assistance” questions allow for analysis of opinions of customers who have contact with certain TDHCA staff and what TDHCA region they are located. The “Housing or Community Affairs” and “Manufactured Housing” choices reflect the primary types of service categories within TDHCA. The TDHCA MHD is administratively tied to TDHCA but is an independent entity with its own Governing Board, rules, staff, and internal policies. Type of Assistance questions were added to the Survey to gain a better understanding of which divisions and programs the respondents were rating, as can be seen in Appendix A.

All respondents were asked to rate the statements on the following page using a Likert Scale. The number of statements varied depending on the Customer Type. The following statements address the customer service as specified by Tex. Gov’t Code Chapter 2114, with the addition of “Reasonable Accommodations” and “General Satisfaction” questions.

Please rate the following statements on the scale of 1 (strongly disagree with the statement) to 5 (strongly agree with the statement).		
	Survey Questions for Households	Survey Questions for Organizations
Staff	TDHCA staff members are courteous.	TDHCA staff members are courteous.
	TDHCA staff members demonstrate a willingness to assist.	TDHCA staff members demonstrate a willingness to assist.
Timeliness	There is a reasonable wait time for a concern or question to be addressed by phone, fax, letter, or in person.	There is a reasonable wait time for a concern or question to be addressed by phone, fax, letter, or in person.
Communications	I am provided clear explanations about TDHCA services available to me.	
	The TDHCA automated phone system is easy to use and helps me reach the correct division or individual when I call.	The TDHCA automated phone system is easy to use and helps me reach the correct division or individual when I call.
Communication is available in the appropriate language.	Communication is available in the appropriate language for clients or applicants to TDHCA-funded programs.	
Web Site	The TDHCA public Web site contains the information I expect.	The TDHCA public website contains the information I expect.
	The TDHCA public Web site is easy to use.	The TDHCA public website is easy to use.
	The TDHCA public website is ADA-accessible (e.g. navigable by voice, screen readers or other assistive technologies).	The TDHCA public website is ADA-accessible (e.g. navigable by voice, screen readers or other assistive technologies).
	The TDHCA public Web site contains accurate information on programs, services, and events.	The TDHCA public Web site contains accurate information on programs, services, and events.
		TDHCA log-in systems, such as the agency's contract and compliance systems, are easy to use.
		TDHCA log-in systems provide an effective way to exchange program information with TDHCA.
Printed Information	TDHCA written materials (forms, instructions, information on programs and services, events, etc.) are easy to understand.	TDHCA written materials (forms, instructions, information on programs and services, events, etc.) are easy to understand.
	TDHCA written materials provide accurate information.	TDHCA written materials provide accurate information.
Facility	The location of TDHCA offices and facilities is convenient.	The location of TDHCA offices and facilities is convenient.
Complaint Process	I understand how to file a complaint regarding a Fair Housing issue and/or TDHCA programs, services, licensees, or subgrantees.	I understand how to file a complaint regarding a Fair Housing issue and/or TDHCA programs, services, licensees, or subgrantees.
	If I filed a complaint with TDHCA, I believe it would be addressed in a reasonable manner.	If I filed a complaint with TDHCA, I believe it would be addressed in a reasonable manner.
Reasonable Accommodations	I understand how to request a reasonable accommodation so that a person with a disability has an equal opportunity to participate in Department programs.	I understand how to request a reasonable accommodation so that a person with a disability has an equal opportunity to participate in Department programs.
General Satisfaction	Overall, I am satisfied with my experiences with TDHCA.	Overall, I am satisfied with my experiences with TDHCA.

2.3 Survey Marketing and Customers Surveyed

TDHCA interacts with a large and diverse number of Texans. Given the wide range of people and durations of contact, TDHCA used the Internet, email and phone surveys to reach as many Households and Organizations connected to the Department as possible. The survey was available in both English and Spanish in order to reach a broader base of customers.

2.4 Response Rates

For the four weeks between March 21, 2024 and April 22, 2024, a link to the survey was visible on the following pages of the TDCHA website that received a combined 119,188 unique visitors. Among other pages, the home page received 54,593 unique visitors; the Manufactured Housing front page received 18,438 unique visitors; the Help for Texans page received 32,797 unique visitors; and the Notice of Funding Availability page received 5,802 unique visitors. A total of 42 survey respondents indicated that they heard about the survey through the TDHCA Web site.

3.0 SURVEY RESULTS AND ANALYSIS OF FINDINGS

The Department received 404 responses to the survey (“responses” defined as the number of respondents that answered at least one question). The feedback from these responses is summarized below. Results are analyzed by customer type including:

- 1. All survey respondents;
- 2. Household Respondents\*;
- 3. Organization Respondents\*;
- 4. Texas Rent Relief Respondents\*\*;
- 5. Texas Homeowner Assistance Fund Respondents\*\*

*\*For the purposes of the Report on Customer Service, external customers are identified as either Households or Organizations. Households are referred to by the “Individual” Customer Type in the Customer Service Survey, while Organizations are referred to by the “Organization/ Business” Customer Type in the Customer Service Survey.*

*\*\*Results from these respondents were not included in the following information, as these respondents engaged with temporary programs.*

3,583 followers of TDHCA's X (formerly known as Twitter) account and 7,343 followers of TDHCA's Facebook page potentially saw the survey announcement.

TDHCA emailed the survey announcement directly to 34,247 active email addresses on the TDHCA email lists and to 1,892 active email addresses on its Manufactured Housing email lists, for a total of 36,139 direct email recipients.

Table 2.4a: Survey Invitation Distribution

Distribution Method	Number of Potentially Unique Survey Invitation Recipients	Percent of Total
Combined Visitors to TDHCA Web Site Pages	119,188	71.7%
Social Media Followers	10,926	6.6%
Direct Email Recipients	36,139	21.7%
Total	166,253	100.0%

3.1 SURVEY RESPONDENT DEMOGRAPHICS

Customer Type and Interest with TDHCA

TDHCA designated four customer types for the survey: (1) Individuals, (2) Organizations,(3) Those that applied to receive or did receive assistance from Texas Rent Relief (TRR), and (4) Individuals that applied to receive or did receive assistance from the Texas Homeowner Assistance Fund (TXHAF). Individuals include non-affiliated respondents who have had contact with TDHCA. Organizations include those businesses, government entities, and nonprofits that have had contact with TDHCA. Exactly 305 of 404 total respondents provided a response to the survey question asking what type of contact they have with TDHCA. Of these responses, exactly 134 (44.32%) respondents identified themselves as individuals for the purposes of this report. Exactly 74 (26.74%) respondents identified themselves as being affiliated with an organization. Exactly 62 (17.22%) respondents identified themselves as having applied to receive or did receive assistance from TRR. Exactly 35 (11.72%) respondents identified themselves as having applying to receive or did receive assistance from TXHAF. As noted above, the results of TRR and TXHAF respondents are not included in the following information.

Method of Outreach

At the end of the survey, respondents were asked how they heard about the TDHCA Customer Satisfaction Survey. Of the 208 Individual and Organization respondents, 139 answered this question. This provides a rough estimate that only 66.83% of respondents completed the survey from beginning to end.

Figure 3.1a: TDHCA Customer Satisfaction Survey outreach question responses

Please tell us how you heard about this TDHCA Customer Satisfaction Survey. Select One.		
Answer Choices	Responses	
Social Media (Facebook, Twitter)	3.60%	5
An Email from TDHCA	43.88%	61
The TDHCA public website	31.65%	44
A telephone conversation with TDHCA staff	5.04%	7
Other (please specify in the box below)	15.83%	22

3.2 INDIVIDUALS

The TDHCA Customer Satisfaction Survey offers different, but closely related questions, to both individuals and organizations. The following section analyzes responses given by individuals.

Figure 3.2a Type of Assistance Requested by Individuals from Housing and Community Affairs

What type of assistance did you receive or request? Check all that apply.

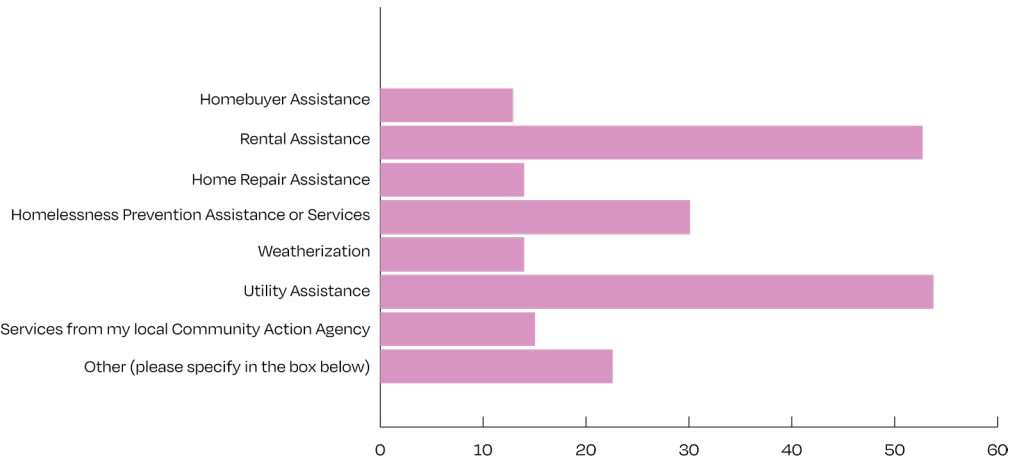
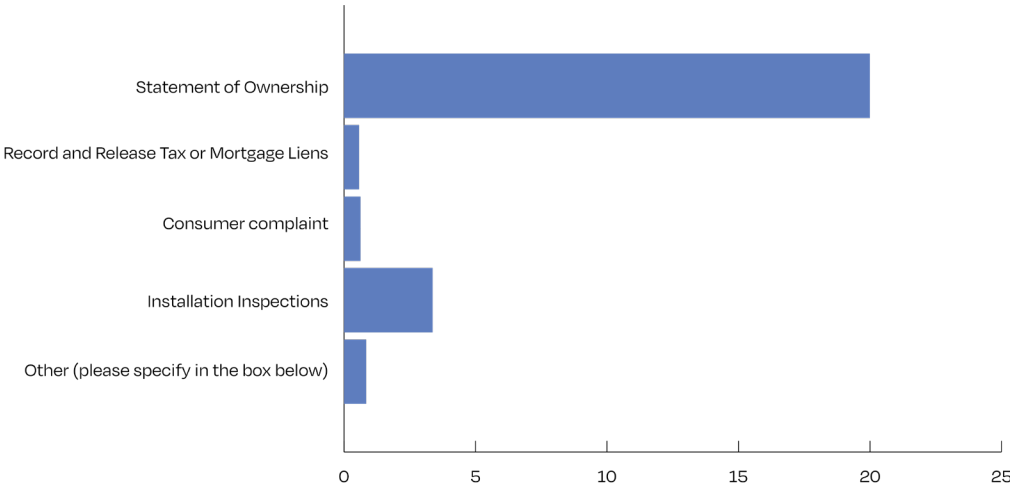


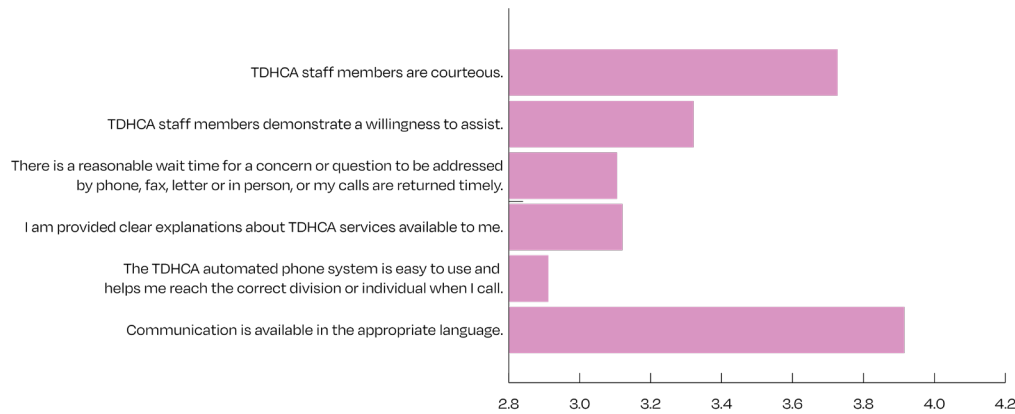
Figure 3.2b Type of Assistance Requested by Individuals from Manufactured Housing

Please mark what contact you have had with the Manufactured Housing Division. Check all that apply.



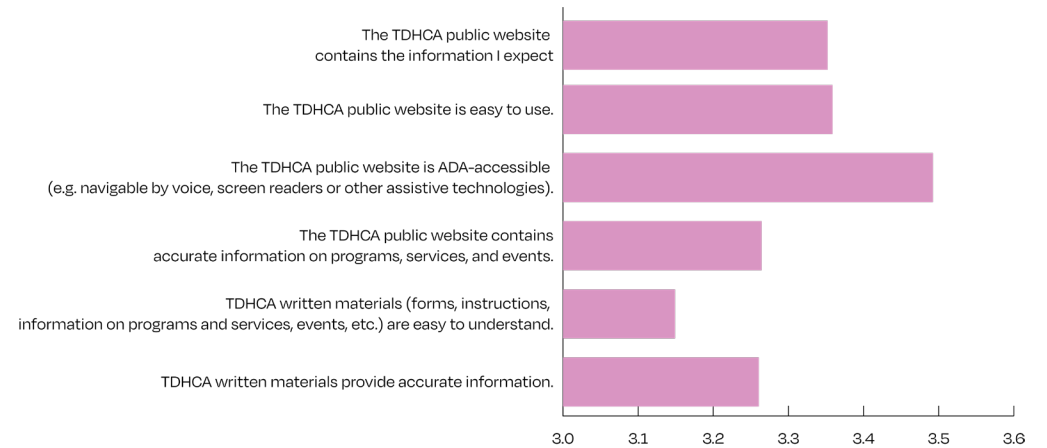
**Fig 3.2c Satisfaction with TDHCA Direct Customer Service  
(Excluding Manufactured Housing Respondents)**

Please rate the following statements on a scale from 1 (strongly disagree with the statement) to 5 (strongly agree with the statement).



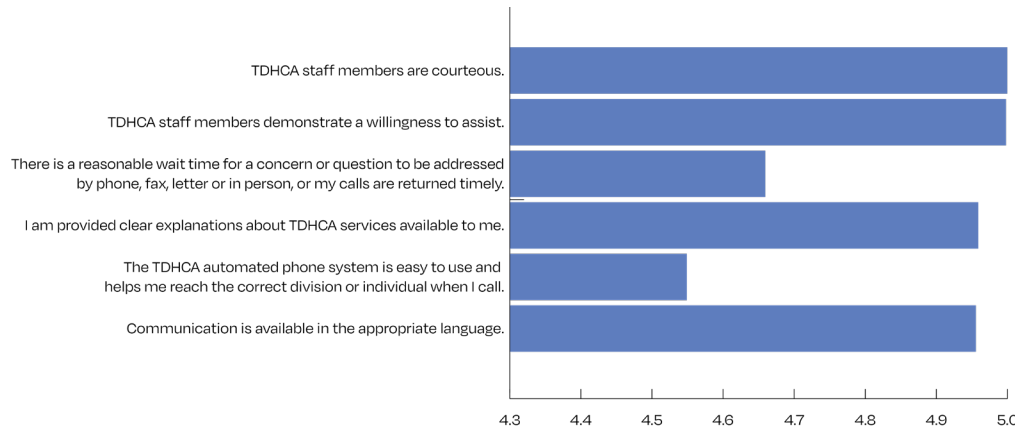
**Fig 3.2e Satisfaction with TDHCA's Website and Informational Materials (Excluding Manufactured Housing Respondents)**

Please rate the following statements on a scale from 1 (strongly disagree with the statement) to 5 (strongly agree with the statement).



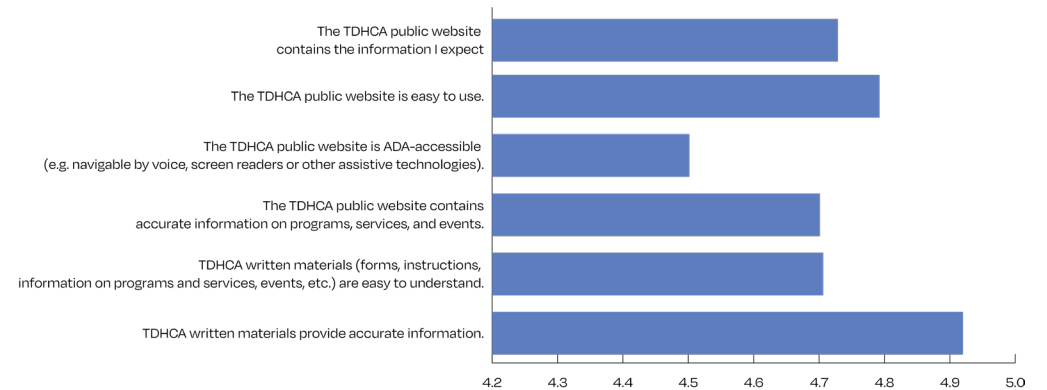
**Fig 3.2d Satisfaction with TDHCA Direct Customer Service  
(Manufactured Housing Respondents Only)**

Please rate the following statements on a scale from 1 (strongly disagree with the statement) to 5 (strongly agree with the statement).



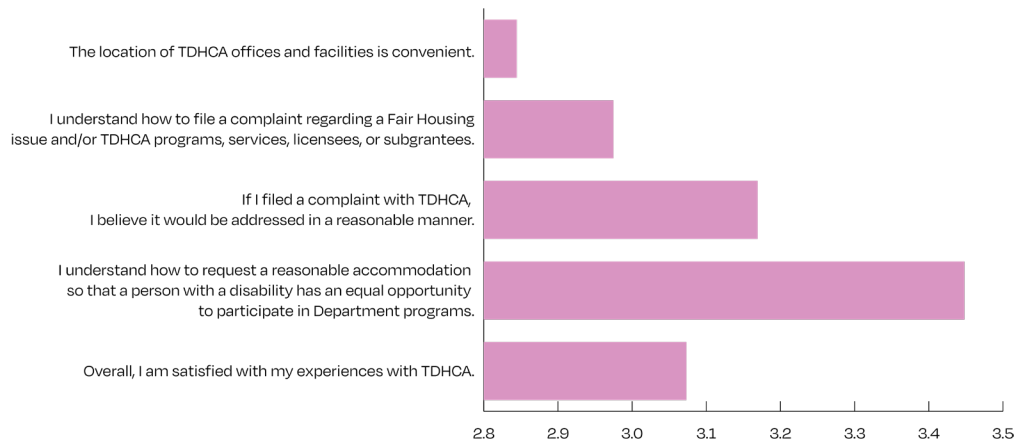
**Fig 3.2f Satisfaction with TDHCA's Website and Informational Materials (Manufactured Housing Respondents Only)**

Please rate the following statements on a scale from 1 (strongly disagree with the statement) to 5 (strongly agree with the statement).



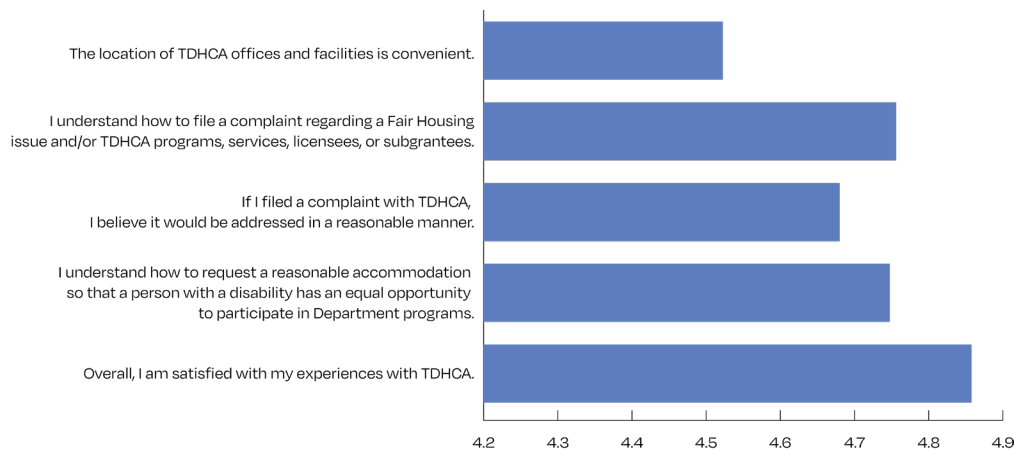
**Fig. 3.2g Satisfaction with Miscellaneous Service Activities  
(Excluding Manufactured Housing Respondents)**

Please rate the following statements on a scale from 1 (strongly disagree with the statement) to 5 (strongly agree with the statement).



**Fig. 3.2h Satisfaction with Miscellaneous Service Activities  
(Manufactured Housing Respondents Only)**

Please rate the following statements on a scale from 1 (strongly disagree with the statement) to 5 (strongly agree with the statement).



### **3.3 ORGANIZATIONS**

In addition to individuals, TDHCA also serves local government, non-profit, and faith-based organizations across the state of Texas. If respondents selected that they were contacting TDHCA based on their affiliation with an organization, then they received a set of different, albeit related questions to the ones presented in section 3.2 Individuals.

#### **Primary Interest with TDHCA**

Respondents were asked to choose their primary interest with TDHCA, either A) Housing or Community Affairs Assistance and B) Manufactured Housing Assistance. Of respondents, 58 (87.88%) stated that they were primarily interested in Housing or Community Affairs Assistance; meanwhile, 8 (12.12%) of respondents indicated that they were primarily interested in Manufactured Housing.

#### **Type of Assistance Requested**

Individual respondents were then placed into two groups depending on their primary interest in TDHCA, Housing and Community Affairs or Manufactured Housing. Each group was then asked to identify which programs or services at TDHCA that they work with.



**Fig 3.3a Most Frequently Worked with Housing and Community Affairs Programs**

Please indicate the programs with which you work. Check all that apply.		
Answer Choices	Responses	
HOME Investment Partnerships Program (e.g. Homeowner Rehabilitation, Homebuyer Assistance, Tenant-Based Rental Assistance, Contract for Deed)	25.86%	15
Housing Trust Fund Program (e.g. Amy Young Barrier Removal and Rehabilitation Program, Contract for Deed)	6.90%	4
Housing Tax Credit Program, Multifamily Bond Program, Multifamily Direct Loan Program, National Housing Trust Fund	46.55%	27
Section 811 Program	15.52%	9
Section 8 Housing Choice Voucher Program	17.24%	10
Colonia Self-Help Center Program, Texas Bootstrap Loan Program, or Border Field Offices	0.00%	0
Neighborhood Stabilization Program	1.72%	1
First Time Homebuyer Program, My Choice Texas Home, Mortgage Credit Certificate Program, or Texas Statewide Homebuyer Education Program	3.45%	2
Emergency Solutions Grants Program or Homeless Housing and Services Program	27.59%	16
Community Services Block Grant Program	15.52%	9
Comprehensive Energy Assistance Program or Weatherization Assistance Program	13.79%	8
Other (please specify in box below)	12.07%	7

Next, organization respondents who stated that they worked primarily with the Manufactured Housing Division were asked about their business as it relates to Manufactured Housing. Respondents indicated that they most frequently were a Manufactured Housing Retailer, Installer or Salesperson. The most common “other” response was working with a county tax office.

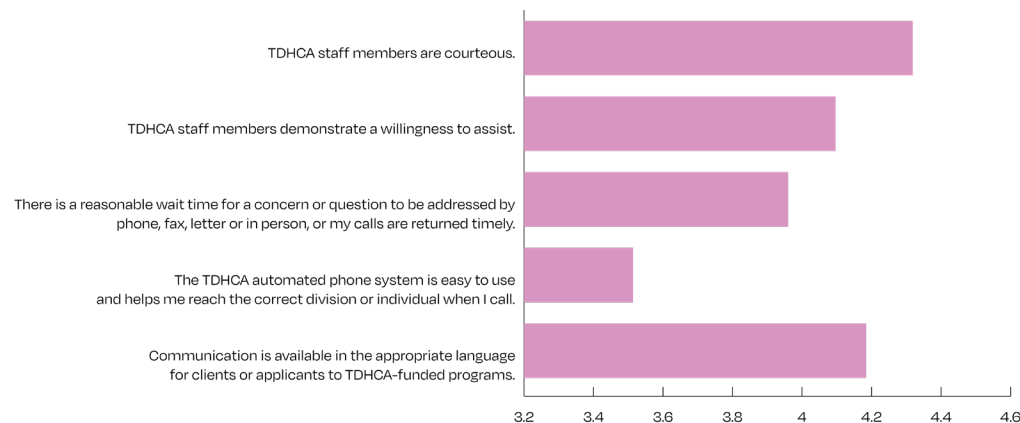
**Fig 3.3b Most Frequently Contacted Manufactured Housing Services**

Please indicate your business with the Manufactured Housing Division. Did you Receive training and/or an issuance of a license for one or more of the following?		
Answer Choices	Responses	
Manufactured Housing Manufacturer	0.00%	0
Manufactured Housing Retailer	42.86%	3
Manufactured Housing Rebuilding	0.00%	0
Manufactured Housing Installer	42.86%	3
Manufactured Housing Broker	28.57%	2
Manufactured Housing Salesperson	28.57%	2
Other (please specify in the box below)	57.14%	4

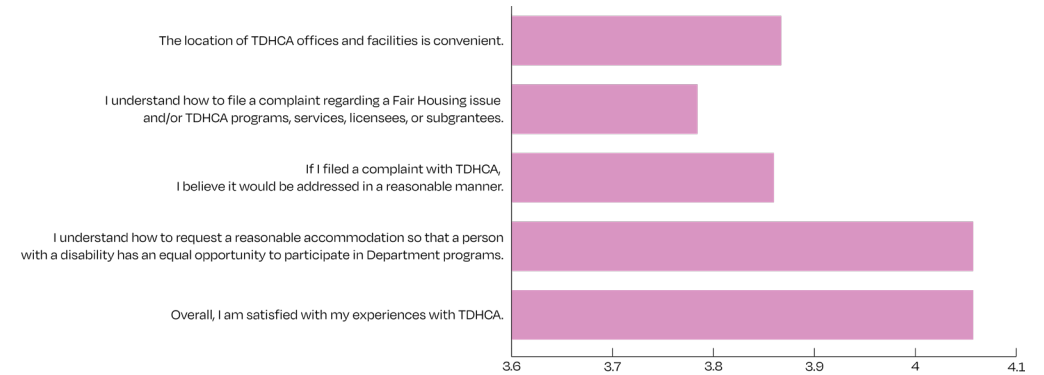
### Customer Satisfaction

Organizational respondents were asked a series of questions to gauge their satisfaction with TDHCA services. For analysis, these questions were split into three themes: questions about direct customer service, questions about TDHCA's website and informational materials, and miscellaneous. Respondents were asked to report on their satisfaction using a likert-like scale with the options, strongly disagree, disagree, neutral, agree, strongly agree, and N/A. To average and analyze the data, this ordinal data was transformed into interval data rated 1–5 with 3 being neutral. The N/A category was not included in the analysis and therefore it did not receive a numerical equivalent.

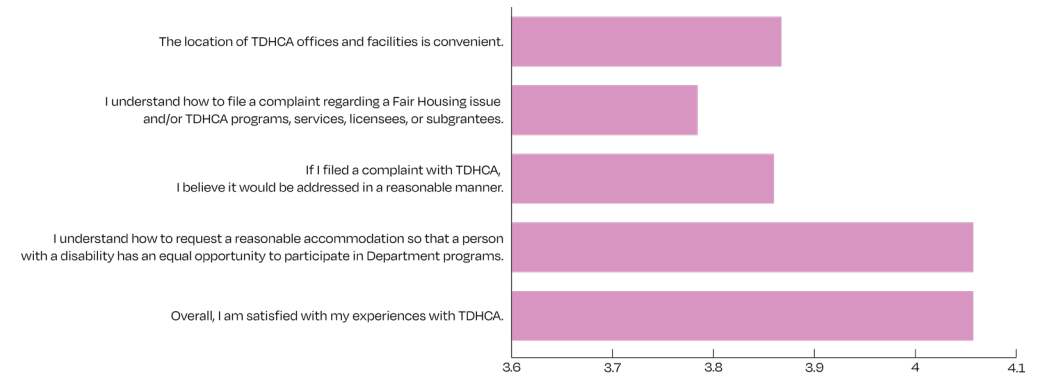
**Fig. 3.3c Satisfaction with TDHCA Direct Customer Service**



**3.3d Satisfaction with TDHCA's Website and Informational Materials**



**3.3e Satisfaction with Miscellaneous Service Activities**



Organizations generally reported a favorable view of TDHCA. Most questions received a weighted average above 3 (Neutral). On average, respondents reported that they were satisfied with their experiences with TDHCA (4.06). Among organizations, TDHCA scored higher than 4.0 for most questions about their direct customer service and informational materials. TDHCA scored the highest for being courteous (4.34), for having communication available in the appropriate language for clients or applicants to TDHCA-funded

programs (4.19), and for having staff that demonstrates a willingness to assist (4.07).

Among organizations, the lowest weighted average was the ease in using the TDHCA public website at 3.40 on average followed by the ADA-accessibility of the TDHCA public website at 3.48 on average. TDHCA's average indicating general satisfaction with TDHCA services and programs continues to be above 4.0.

### **3.4 Survey Changes**

The analysis in this section identifies changes that would improve the survey itself, a summary of findings regarding the quality of service provided, and Department improvements to be made in response to the survey.

The Customer Service Survey identified successes as well as provided guidance to improve the Department's customer service. Each customer service element required in the Instructions for Preparing and Submitting Agency Strategic Plans - Fiscal Years 2025 to 2029 was included in the survey, along with other elements, which will be used internally. The main change TDHCA would make to the survey is to reach a more randomly-sampled population and a broader population, particularly with Manufactured Housing Division customers. Of the 404 respondents, only 6.9% had contact with Manufactured Housing. In addition, there is not currently a clear option in the survey for tenants of TDHCA-monitored multifamily properties, persons assisting households in securing assistance (such as case workers or benefits coordinators), or individuals filing complaints with the Department regarding Housing or Community Affairs assistance.

Having a randomly-sampled population would allow TDHCA to determine confidence levels and intervals and a definite response rate. Unfortunately, because of the large TDHCA customer base, the number of written surveys or out-going calls which would be needed to provide a random sample is cost prohibitive. In 2026, TDHCA plans to continue electronic outreach via email, Web site, and social media. Increasing outreach to TDHCA-funded and monitored multifamily properties using existing channels to collect tenant feedback could increase respondent numbers for a customer type not currently well represented. In this way, TDHCA is using the resources it has to encourage more customers to take the survey.

TDHCA will use the results found in the 2024 Survey to determine where existing processes, procedures, and policies can be improved to increase customer satisfaction when interacting with TDHCA.

4.0 CUSTOMER SERVICE PERFORMANCE MEASURES

This section specifically addresses performance measure information related to customer service standards and customer satisfaction. This section also reports on the standard measures reported for the Report on Customer Service.

4.1 Performance Measures

The following performance measures, Goals 2 and 5 as reported to the Legislative Budget Board, concern customer service issues. State fiscal year 2023 performance and state fiscal year 2024 targets are included.

**GOAL 2: TDHCA will promote improved housing conditions for extremely low-, very low- and low-income households by providing information and assistance.**

Strategy 2.1

Provide information and technical assistance to the public through the Housing Resource Center.

Table 4.1a: Strategy 2.1

Strategy Measure	2023 Target	2023 Actual	% of Goal	2024 Target
Number of information and technical assistance requests completed	7,100	8,525	120.07%	7,100

**Explanation of Variance:** The Department received an elevated number of phone calls and emails due to increased inquiries about rental assistance and other temporary pandemic funding.

**GOAL 5: To protect the public by regulating the manufactured housing industry in accordance with state and federal laws.**

Strategy 5.1

Provide services for Statement of Ownership and Location and Licensing in a timely and efficient manner.

Table 4.1c: Strategy 5.1

Strategy Measure	2023 Target	2023 Actual	% of Goal	2024 Target
Number of manufactured housing statements of ownership and location issued	54,000	58,462	108.26%	58,000

**Explanation of Variance:** This measure is over the targeted projection, due to an increase in the sale of new and used homes resulting in a higher number of applications to transfer ownership.

Strategy 5.2

Conduct inspection of manufactured homes in a timely manner.

Table 4.1d: Strategy 5.2

Strategy Measure	2023 Target	2023 Actual	% of Goal	2024 Target
Number of installation reports received	16,000	17,936	112.10%	18,000

**Explanation of Variance:** The Department received and processed a larger number of installation reports than the targeted projection. This may be attributable to an increase in file reviews undertaken by MHD as well as increased awareness within the industry of enhanced enforcement procedures which can result from the failure to file an installation report.

Strategy 5.3

To process consumer complaints, conduct investigations and take administrative actions to protect the general public and consumers.

Table 4.1e: Number of Complaints Resolved

Strategy Measure #1	2023 Target	2023 Actual	% of Goal	2024 Target
Number of complaints resolved	650	661	101.69%	650

Table 4.1f: Average Time for Complaint Resolution

Strategy Measure #2	2023 Target	2023 Actual	% of Goal	2024 Target
Average time for complaint resolution	180	49.00	27.22%	180

**Explanation of Variance:** The average time is under the targeted projection, which is desirable. The majority of complaints resolved are less complex cases, which keeps the resolution time low.

Table 4.1g: Number of Jurisdictional Complaints Received

Strategy Measure #3	2023 Target	2023 Actual	% of Goal	2024 Target
Number of jurisdictional complaints received	675	631	93.48%	675

**Explanation of Variance:** This measure is under the targeted projection due to receiving fewer complaints than targeted.

## 4.2 STANDARD MEASURES

The following measures concern the Report on Customer Service.

### Outcome Measures

#### 1. Percent of surveyed customer respondents expressing overall satisfaction with services received

2022 Actual	2024 Actual
68%	58.7%

**Explanation:** This percentage is calculated based on the survey respondents who rated the General Satisfaction statement agreed or strongly agreed that, overall, they were satisfied with their experiences at TDHCA.

### Output Measures

#### 1. Number of customers surveyed

2022 Actual	2024 Actual
821	404

**Explanation:** Total number of individuals who started the survey. Roughly a quarter of respondents identified as participating in TRR or TXHAF and the results of that portion of the survey are not included in this document.

#### 2. Number of customers served

2020 Actual	2021 Actual
912,221	553,143

**Explanation:** This category includes all households/individuals receiving assistance from TDHCA. These figures are derived from the SLIHP, performance measures, and internal data. They may include double counting.

Table 4.2b: Targeted Beneficiaries

Targeted Beneficiaries	SFY 2022	SFY 2023
Single Family Homeownership	7,834	6,595
HOME Investment Partnerships Program	3,018	1,219
Housing Trust Fund	81	94
9% Housing Tax Credits	4,456	3,783
4% Housing Tax Credits	7,183	10,588
Multifamily Bond Funds*	0	0
Section 8 Housing Choice Voucher Program	779	1,064
Section 811 Project Rental Assistance Program	495	506
Emergency Solutions Grant Program	46,425	33,928
Community Services Block Grant	496,411	246,458
Comprehensive Energy Assistance Program	225,267	137,974
Weatherization Assistance Program	2,547	2,066
Homeless Housing and Services Program	5,009	5,340
Unique complaints received by TDHCA**	1,405	1,388
Public Assistance Requests Handled	8,048	8,525
Colonia SHC Beneficiaries	24,973	25,057
Manufactured Housing Statements of Ownership issued	61,088	58,462
Manufactured Housing Inspections Conducted	16,527	17,936
Manufactured Housing Complaints Received	675	685
TOTAL	912,221	553,143

\*Targeted beneficiaries of the MF Bond Program also received assistance through the 9% and 4% HTC Programs. In order to avoid double counting as much as possible, targeted beneficiaries served through MF Bond only appear in the 9% or 4% tax credit row.

\*\*'Unique Complaints' do not include duplicates filed by the same complainant, addendums filed regarding previous complaints, 'spam' complaints, or complaints regarding opposition to development, as those are handled through a process separate from the Complaint process.

Efficiency Measure

Cost per customer surveyed

2022 Actual	2024 Actual
\$1.87	\$4.66

**Explanation:** The cost of the Department’s subscription to Survey Monkey online survey program was \$384.00 for one year. On average, the Department conducts 10 surveys per year, including the biennial Customer Service Survey, which is approximately \$38.40 per survey.

The Customer Service Report took approximately 50 hours of staff time to develop, administer and analyze. At an average of \$30 per hour, this is approximately \$1,500. The total cost of the survey was \$1,884.00. Per customers that took the survey (404), this total is \$4.66 cents per survey. This information is also skewed due to the number of individuals who started the survey but did not complete under the assumption the individuals were instead looking for assistance resources due to challenges of the COVID-19 pandemic.

Explanatory Measures

Number of customers identified

Table 4.2d: Customers Identified

Targeted Beneficiaries	2022	2023
Households with incomes at or below 80% AMFI	4,185,586	4,197,359
Number of Manufactured Housing Units	1,013,929	1,032,204
TOTAL	5,212,145	5,238,991

**Explanation:** TDHCA primarily serves households with incomes at or below 80% AMFI. All of this population could be eligible for assistance through one or more of TDHCA's programs. All owners of manufactured homes in Texas could potentially need the services of the TDHCA Manufactured Housing Division. These figures are pulled from the 2023 and 2024

SLIHPs, though the data are from the 2015-2019 CHAS and 2016-2020 CHAS respectively and information from the Manufactured Housing Division website. They may include double counting. A manufactured or mobile home is defined by HUD and the Census Bureau as a moveable dwelling, 8 feet or more wide and 40 feet or more long, designed to be towed on its own chassis, with transportation gear integral to the unit when it leaves the factory, and without need of a permanent foundation.

Table 4.2e: Number of customer groups inventoried

2022 Actual	2024 Actual
2	2

**Explanation:** The number of customer groups identified by TDHCA: (1) Households (Targeted Program Beneficiaries) and (2) Organizations (Subrecipients and Licensees). While two additional customer groups were identified as part of the survey (Texas Rent Relief and Texas Homeowner Assistance Fund Respondents), the results of those responses are not included in this report so they are not noted as being inventoried.





## CERTIFICATE

### Texas Department of Housing and Community Affairs

Pursuant to the Texas Government Code, Section 2056.002(b)(12), this is to certify that the agency has complied with the cybersecurity training required pursuant to the Texas Government Code, Sections 2054.5191 and 2054.5192.

#### Executive Director

Signature

Robert Wilkinson

Printed Name

Executive Director

Title

June 1, 2024

Date

#### Chairman

Signature

Leo Vasquez

Printed Name

Chairman

Title

June 1, 2024

Date