Priority Performance Management: HALAStat
Seattle, WA

The Bottom Line	Seattle piloted a performance management program by developing a data collection framework, key performance indicators, and meeting structure required to support a key priority for the City: The Housing Affordability and Livability Agenda (HALA).
Problem	Roughly 45,000 households in Seattle spend more than half of their incomes on housing, and at least 2,800 are experiencing homelessness. Seattle's population is projected to increase by another 120,000 people by 2035. Seattle seeks to be a diverse, prosperous, and equitable community. Housing costs rising faster than incomes threaten to make that aspiration unattainable. The Mayor publicly stated to build or preserve 50,000 housing units with 20,000 being affordable units, during the next 10 years. This is a significant stretch goal for Seattle that in the best of times, has created about 800 new affordable units in a year.
Leadership	HALAStat could not have been created without the leadership of Mayor Murray, the Housing Affordability Committee, Seattle's newly appointed Organizational Performance Manager, the Mayor's Senior Policy Advisor for housing and homelessness, and the Deputy Mayor and Director of the Office of Policy and Innovation.
Staffing	HALAStat includes participants from Seattle's Budget Office, Office of Policy and Innovation, Office of Housing, Departments of Planning and Development, and the Department of Construction and Inspections.
Data	Housing, permitting, and income data.
Technology	No new technology was required to create HALAStat.
Methodology	Seattle and GovEx identified the various departments and data sources that were relevant in the execution of the Mayor's affordable housing goal and developed performance indicators that could be used to track progress on each of the initiatives, programs, and procedures.
Results	Seattle piloted a performance management HALAStat meeting, developing a tracking methodology for affordable units, created benchmarks and a plan to meet quarterly and update housing unit and permitted data going forward.
Replication	A strategic goal impacting residents, leadership, performance framework w/ cascading metrics, and coordination is necessary to replicate this project.
Learn More	Seattle.gov/HALA; Connect with: Tyler Running Deer, Leah Tivoli.