



## **CSRAP Program Evaluation Work Plan**

### **Background and Goals**

The City will conduct a program evaluation of the Charlottesville Supplemental Rental Assistance Program, or CSRAP. CSRAP is a City-funded, CRHA-administered, tenant-based rental subsidy initiative designed to help low-income residents secure housing in the private rental market. It serves households with incomes up to 60% of the Area Median Income (AMI) and is structured to support transitional housing options, though without codified time limits. Key provisions of the program include quarterly reporting, biennial tenant eligibility recertification, and administrative fees representing 10% of the annual allocation payable to CRHA. From FY18 to FY25 the City has allocated \$6.3 million to the program.

CSRAP exhibits several systemic challenges related to transparency, administration, coordination, and customer service, as identified through stakeholder engagement and internal review, including a review of the program agreement. To better understand these challenges and thus develop strategies for addressing them, the city will conduct a program evaluation.

### **Key Questions and Issues.**

The program evaluation will broadly ask whether the program's service delivery and support functions are working as intended and whether the program design is suitable for achieving the program goals. The below preliminary questions have been suggested for inclusion however determination of the final questions is incorporated into the following plan.

- What are the appropriate resources needed to administer the program, including personnel, technology, and funding?
- Should the program include formal exit timelines and transition procedures and, if so, what should those be?
- Should the population served include non-City residents?
- Does the number of households served align with the program goals? Should the goals be adjusted?
- How does the program align with the housing funding priority levels, such as targeting 50% of funding to households at or below 30% AMI?
- How should the program meet housing funding priority goals?
- What are allowable uses of "unspent" funds?
- Could this program be used to target rental assistance for specific projects?

Engaging the program administrator and a variety of stakeholders in this process— including program participants, unserved target populations, affiliated programs, and referral sources— will be essential in the evaluation process, particularly in addressing the key impact questions identified below.

### ***Key Impact Questions***

1. Who benefits or who may benefit?

- a. Program participants
  - b. Eligible target population households who are currently on the waitlist or who have been unable to get on the waitlist.
  - c. Referral sources and affiliated programs
  - d. Program administration staff
- 2. Who is or may be burdened?
  - a. Eligible target population households who are currently on the waitlist or who have been unable to get on the waitlist.
  - b. Program participants who may become ineligible with certain program changes
- 3. Who is missing or left out?
  - a. Target population households who are unaware of the program
- 4. How do we know?
  - a. We will seek feedback from identified stakeholders.
  - b. We will use demographic data to identify the percentage of the target population that is currently being served.

#### Internal Stakeholders/Partners

The Housing Division of Neighborhood Development Services will lead the program evaluation. This will require a high level of involvement and an estimated 25% of one FTE's time over the course of six months.

The City's Department of Human Services, Social Services Department, and Home to Hope program staff are key stakeholders as referral sources and affiliated programs. We will consult with the department directors to determine the appropriate staff to include throughout the different phases of the below engagement strategy.

#### External Stakeholders/Partners

The primary external stakeholder is CRHA, the program administrator. Additional external stakeholders include program participants, households on the CSRAP waitlist, and affiliated programs and referral agencies, including The Haven, PCAEM, Blue Ridge Area Coalition for the Homeless (BRACH), Region Ten, and other organizations as identified in Phase 1 below. Additionally, the Housing Advisory Committee is included in this group.

#### Community Engagement Strategy

##### Phase 1: Prepare *inform/collaborate*

The Prepare Phase will start with informing internal and external stakeholders about the program evaluation. We will then collaborate with our stakeholders, including the program administrator, to finalize the evaluation scope and questions.

##### Phase 2: Identify *consult/involve*

In the Identify Phase we will consult with the program administrator to design the survey and interview questions. We will then conduct stakeholder interviews and surveys as part of the data collection process.

##### Phase 3: Strategize *involve/collaborate*

The Strategize Phase will include involving the program administrator and both internal and external stakeholders in reviewing our preliminary findings and gather stakeholder feedback as we develop recommendations for program improvements.

#### Phase 4: Review *consult*

In the Review Phase, we will share a draft of the evaluation report with and present our findings to internal and external stakeholders. We will consult with stakeholders to make any final improvements to the report before presenting to City Council.

#### Phase 5: Decision-Making *inform*

The Decision-Making Phase involved presenting the evaluation report to City Council and making our recommendations for the future of the program. Stakeholders can attend the City Council briefing and will have the opportunity to provide public comment. We will keep stakeholders informed of what decisions are made.

#### Phase 6: Implementation *collaborate/inform*

As we move forward with implementation, stakeholder collaboration will be essential in ensuring implementation integrity and a smooth transition as program changes come into effect. The implementation plan will include regular check-ins with the program administrator, referral agencies, and affiliated programs to facilitate continued communication, collaborative problem solving, and program transparency.

#### Key Tasks, Timeline, Staff Leads and Support

| Task   | Timeline                         | Staff Lead and Support  |
|--|----------------------------------|---|
| Inform internal and external stakeholders about program evaluation and get feedback on desired goals and outcomes                  | 4 weeks                          | NDS Housing Division<br>Director of NDS                                     |
| Identify and formulate questions; identify and define critical program processes to be evaluated; and set criteria for assessment. | 2 weeks                          | NDS Housing Division<br>Director of NDS                                     |
| Determine data needed to answer questions and method of data collection.   | 1 week                           | NDS Housing Division  |
| Collect data, including stakeholder interviews.  | 4 weeks                          | NDS Housing Division  |
| Analyze data- how does what is happening compare to performance standards?   | 4 weeks                          | NDS Housing Division  |
| Review findings with stakeholders.   | 3 weeks                          | NDS Housing Division<br>Director of NDS                                     |
| Develop recommendations for program improvements.  | 2 weeks                          | NDS Housing Division<br>Director of NDS                                     |
| Report on findings and recommendations.  | 3 weeks                          | NDS Housing Division<br>Director of NDS, Clerk of Council, and City Council |
| Develop plan for implementation of program changes and for ongoing program monitoring  | 2 weeks                          | NDS Housing Division<br>Director of NDS                                     |
| Implement changes  | Ongoing<br>beginning<br>7/1/2026 | NDS Housing Division  |
| Conduct ongoing program monitoring   | Ongoing                          | NDS Housing Division  |