



APARTMENT LEADERSHIP RESIDES HERE™

Opening Doors of Opportunity:
A Guide for Advancing Housing Equity in the Multifamily Industry

Creating Accountability

About this Resource

This Guide is for NMHC members and other stakeholders that seek to leverage housing as a primary vehicle for more equitable and just communities. NMHC contracted Enterprise Community Partners to support the creation of this Guide. Enterprise conducted interviews and focus groups with NMHC members and staff, reviewed relevant literature, developed case studies and drafted select content for the Guide. NMHC staff worked closely with Enterprise throughout the development process and edited the final version of the Guide.

Learn more about NMHC's Diversity, Equity and Inclusion commitment at www.NMHC.org/DEI.



About NMHC

Based in Washington, D.C., the National Multifamily Housing Council (NMHC) is a national association representing the interests of the largest and most prominent apartment firms in the United States. The NMHC's members are the principal officers of firms engaged in all aspects of the apartment industry, including ownership, development, management and financing. The NMHC advocates on behalf of rental housing, conducts apartment-related research, encourages the exchange of strategic business information and promotes the desirability of apartment living. Nearly one-third of Americans rent their housing, and almost 15 percent live in apartments (defined here as buildings with five or more units). For more information, contact the NMHC at 202/974-2300, email the NMHC at info@nmhc.org or visit the NMHC's website at www.nmhc.org.



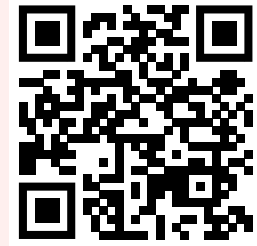
About Enterprise Community Partners

Enterprise is a national nonprofit that exists to make a good home possible for the millions of families without one. We support community development organizations on the ground, aggregate and invest capital for impact, advance housing policy at every level of government, and build and manage communities ourselves. Since 1982, we have invested \$64 billion and created 951,000 homes across all 50 states, the District of Columbia, Puerto Rico and the U.S. Virgin Islands – all to make home and community places of pride, power and belonging. Join us at www.enterprisecommunity.org.

Creating Accountability

Section Overview:

This section discusses key considerations and concepts required to sustain implementation of a housing equity initiative. These include issues related to measuring performance and models for creating internal and external accountability for maintaining and increasing impact..



Scan this QR code to access the full contents of this section of the Guide.

Measuring Performance

Organizations should create accountability mechanisms to reinforce the focus and sustain the organizational initiatives in this area and incorporate it in housing equity planning, rather than waiting until implementation. This section outlines some key considerations for measuring performance and creating accountability at both the organization and individual level. Measuring an organization's performance in addressing housing equity is important from both a learning and an accountability perspective. An organization cannot effectively modify its approach to create better outcomes if it does not understand what contributed to its success or shortcomings in reaching its goals. It is also difficult to create individual or organizational accountability. Measuring key outputs, and especially outcomes, in a transparent way is extremely important in ESG reporting and obtaining ESG- or impact-oriented capital.

The frameworks presented in this Guide provide a good basis for undertaking this performance measurement effort. There are three key components of performance measurement to consider – Outputs, Outcomes and Contributing Factors.

How to Apply Performance Measures

Once performance measures have been determined, an organization can focus on how to use those performance measures to create accountability toward improving housing outcomes and equity. As described in the Introduction to this Guide, which can be accessed in full at <https://housingequityguide.nmhc.org/>, to be effective, accountability should be established at both the organization level and the individual level.

At the organization level, there are a few different forms of accountability to consider:

- Setting organizational performance targets.** The same types of benchmarking and target-setting processes already used in other business processes can be used to advance housing equity. Estimating the desired outputs and outcomes within a given time frame and then measuring performance against them is a key motivator and helps individuals in the organization to manage their priorities. Targets can be incorporated into the organization's overall definitions of success alongside other common operational and performance metrics. Such targets can be for internal-only use or shared externally as part of public commitments to advancing housing equity.
- Accountability to residents and communities.** This is the most important form of accountability since it directly relates to the goal of advancing housing equity and is a key contributor to successful community and resident engagement. Creating transparency for stakeholders is an important component of operating equitably. Following up, as needed, with a community will help to build trust and a good long-term relationship with them.
- Internal Accountability.** Transparency about the organization's housing equity-related results (e.g., relative to targets) also creates a source of internal accountability, both for leaders and for employees across the organization. Understanding the results achieved (and places where the organization fell short of targets) is also an important component of organizational and team learning.
- Public Accountability.** Reporting outputs and outcomes to investors, partners, the general public, and other actors can be a helpful accountability mechanism. If employees and leaders know that the results will be reported outside the organization, this will increase the focus on achieving the results and sustaining the change. This can also carry direct organizational benefits in terms of reputation, public relations and demonstration of ESG commitments.

Depending on the nature of the efforts being undertaken and the organization's size and culture, individual accountability could take the form of:

- Financial or other incentives for contributing to housing equity-related results.
- Eliminating incentives that work against these results.
- Factoring this lens into employee performance evaluations.
- Providing direct support for personal and professional development related to housing equity.



APARTMENT LEADERSHIP RESIDES HERE™

**NATIONAL MULTIFAMILY
HOUSING COUNCIL**

1775 Eye Street, NW, Suite 1100
Washington, D.C. 20006
(202) 974-2300