

The Department of Housing and Urban Development

Fiscal Year 2020 Annual Performance Plan

Fiscal Year 2018 Annual Performance Report



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About This Plan 5

Section One: Agency Organization and Performance Reporting 7

 Message from Secretary Carson 8

 Introduction 10

 Department Structure 11

 The Secretary’s Prescription for HUD 12

 The Advancing Economic Opportunity Task Force..... 14

 The Agency-Wide Integrity Task Force..... 15

HUD’s FY 2018-2022 Strategic Framework..... 16

Section Two: Strategic Objectives, Performance Indicators, and Cross-Agency Priority Goals 18

Strategic Goal I: Advance Economic Opportunity 19

 1. Strategic Objective: Support Fair, Sustainable Homeownership and Financial Viability..... 20

 2. Strategic Objective: Reduce Homelessness 25

 Major Initiative: Fight Substance Abuse and Combat the Opioid Crisis 31

 3. Strategic Objective: Remove Lead-Based Paint Hazards and Other Health Risks from Homes 32

 4. Strategic Objective: Enhance Rental Assistance 37

 Major Initiative: Track Positive Exits..... 42

 5. Strategic Objective: Reduce Barriers to Affordable Housing..... 44

 6. Strategic Objective: Develop EnVision Centers 47

 7. Strategic Objective: Support Effectiveness and Accountability in Long-Term Disaster Recovery..... 52

 8. Strategic Objective: Promote Section 3..... 56

 9. Strategic Objective: Bolster Growth in Opportunity Zones..... 59

Strategic Goal II: Protect Taxpayer Funds 61

 10. Strategic Objective: Improve Financial Controls through Financial Transformation 62

 Major Initiative: Modernize Grants Management 69

 Major Initiative: Strengthen Enterprise and Fraud Risk Management..... 74

Strategic Goal III: Streamline Operations..... 76

 11. Strategic Objective: Organize and Deliver Services More Effectively 77

 Cross-Agency Priority Goal: Shift From Low-Value to High-Value Work..... 84

 Major Initiative: Conduct Field Quality Management Reviews 86

 Major Initiative: Streamline Acquisitions Management..... 89

 12. Strategic Objective: Modernize Information Technology 92

 13. Strategic Objective: Reform Regulations 98

Cross-Agency Priority Goals..... 101

Section Three: Additional Information 103

Major Management Priorities and Challenges 104

Data Sources, Limitations and Advantages, and Validation 105

About This Plan

The Fiscal Year (FY) 2020 Annual Performance Plan (APP) and FY 2018 Annual Performance Report (APR) for the U.S. Department of Housing and Urban Development (HUD) provides detailed performance-related information to the President, the Congress, and the American people. This plan allows readers to identify HUD’s FY20 performance targets, relative to HUD’s objectives and stewardship of public resources, and reports progress during FY18. This plan consists of several important sections:

Agency Organization and Performance Reporting

The Agency Organization and Performance Reporting section establishes the context for the HUD enterprise in terms of HUD’s organizational structure, scope of responsibilities, and management agenda.

Strategic Objectives, Performance Indicators, and Cross-Agency Priority Goals

The second section is the heart of the APP/APR and is organized by strategic objective. Strategic objectives are intended to reflect the outcome or management impact the Department is trying to achieve. HUD will track each objective annually through a specific set of performance indicators.

For each strategic objective that HUD will monitor in FY20, HUD has included associated major milestones and performance metrics to track our progress. Each of the twenty-four CFO Act-regulated Federal agencies are responsible for identifying a limited number of performance goals that are high priorities over a two-year period. These Agency Priority Goals (APGs) support near-term improvements and advance progress toward longer-term, outcome-focused strategic goals and objectives in an agency’s Strategic Plan. Thus, while strategic objectives are evaluated annually and focus on longer-term performance goals, APGs are evaluated quarterly and focus on near-term results.

HUD’s most recent APGs were established in FY18 to cover a two-year performance period (FY18-19). APG roadmaps detail the major steps HUD will take to attain each goal. These maps group related tasks into like areas using “1.0, 1.1 and 2.0” to demonstrate relationships. Performance indicators have targets and are how HUD will track its progress. For some performance indicators, we are still gathering data to establish baselines and preparing to set targets in future years. These metrics are indicated with the phrase “Establish Baseline” in the tables. A third category of indicators, marked as “Tracking Only,” provide information about program operations or external conditions but will not have targets. For these indicators, targets would be difficult to establish, would not provide meaningful indications of agency performance expectations, or could create unintended incentives for program staff and our partners.

Each objective that was included in the FY19 APP is included in the Annual Performance Reporting narrative. Within the Annual Performance Report, changes to previously published indicators and milestones are identified in the footnotes.



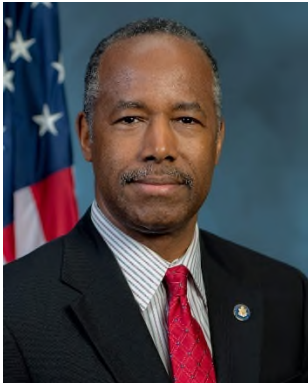
Figure 1: This sample strategic flow demonstrates how the strategic goals, strategic objectives, performance goals, and Agency Priority Goals should cascade from the Department's mission.

Additional Information

This final section of the document includes required supporting information, including a description of HUD's data-driven management review process, a summary of both completed and upcoming evaluations and research to inform progress on our strategic goals, and a section on data validation and verification.

Section One: Agency Organization and Performance Reporting

Message from Secretary Carson



I am proud to present the U.S. Department of Housing and Urban Development's (HUD's) plan to achieve its mission to provide safe, decent, affordable housing for the American people while being good stewards of taxpayer dollars. Our vision is to continually seek to improve how we deliver our programs so that we can be true to our mission to expand opportunities for those we're charged to serve.

For generations, the idea of the Federal Government providing housing assistance meant only one thing—helping to pay the rent so families can have a roof over their heads. But we must also think about how we can help families to access financial programs, educational opportunities, and higher-paying jobs. In short, we must think beyond investing in bricks and mortar, and think about investing in people.

In today's very tight labor market, employers are desperate for workers and we need to rise to the challenge. The result would be a win-win for everyone – with tenants earning more money so they can graduate from HUD assistance, and local economies getting more work-able persons. That's why HUD is focusing on a more holistic approach to bringing together the public sector, private sector, and nonprofit community. These partnerships are key to developing the skills and talents of our residents – with the goal of promoting family self-sufficiency and a life beyond public assistance.

We are refining the guidelines and policies around our *Moving to Work* and *Section 3* programs to help HUD-assisted families tap into economic opportunities that HUD supports. In addition, our *EnVision Centers* will offer a one-stop shop for key services HUD-assisted families need – health, education, and job training. Despite low unemployment and strong economic growth, we face some headwinds in the campaign to increase access to affordable housing. Set against the backdrop of rising interest rates and increasing rents, we need to bring everybody to the table to ease the pressure that is forcing too many of our neighbors into our shelters and onto our streets. The lack of decent affordable housing is not a Federal problem—it's everyone's problem.

HUD is doing its part to address the affordable housing shortage. Through our *Rental Assistance Demonstration (RAD)*, we have placed more than 110,000 units of public housing on a more sustainable platform—homes that may have, otherwise, lacked sufficient funding to be modernized, lost through sale, or demolished. This public-private mechanism also generated over \$6.6 billion in capital investment, creating more than 120,000 jobs. If not for RAD, HUD estimates it would have taken 46 years to accumulate enough public capital to achieve these same results. We are also working to reexamine those regulations that restrict the production of affordable housing, including lower-cost manufactured housing. We are working to encourage more private landlords to participate in our *Housing Choice Voucher Program*, our largest rent subsidy program which assists 2.3 million families.

I made it a priority to get a CFO on board, so that we could protect taxpayers' funds and streamline operations. Today, we are reducing, and ultimately aim to eliminate, challenges to our financial processes and controls through a Department-wide Financial Transformation Plan and Integrity Task Force. Given the growth in disaster recovery grants across the nation, we have no greater responsibility to the taxpayers than to make certain these resources benefit the people and places struggling to recover from our recent disasters.

We are also modernizing our Information Technology (IT) systems. HUD has antiquated technology systems that increasingly place our programs at risk. Last year, HUD partnered with the General Services Administration (GSA), as part of the *Centers of Excellence Initiative*, to modernize HUD's IT systems and operating procedures.

So much of what HUD does is not in Washington, but rather in our 65 regional and field offices around our country. We are empowering field staff to act decisively when confronted with local issues in their communities.

HUD's Fiscal Year 2020 Annual Performance Plan (APP) lays out how HUD will continue encouraging American communities to thrive and prosper by improving affordable housing programs, promoting economic opportunity, working to end homelessness, and eliminating lead and other home health and safety hazards.

This work is never easy, but it is always necessary.

Sincerely,
Dr. Benjamin S. Carson, Sr., M.D.

Introduction

The *Fiscal Year (FY) 2020 Annual Performance Plan (APP) and FY 2018 Annual Performance Report (APR)* for the U.S. Department of Housing and Urban Development (HUD) contains the Department's FY19-20 performance targets and FY18 performance. This plan reflects HUD's continuing commitment to inform the American people, the Congress, its partners and its employees about the mission, goals, and work the Department seeks to accomplish.

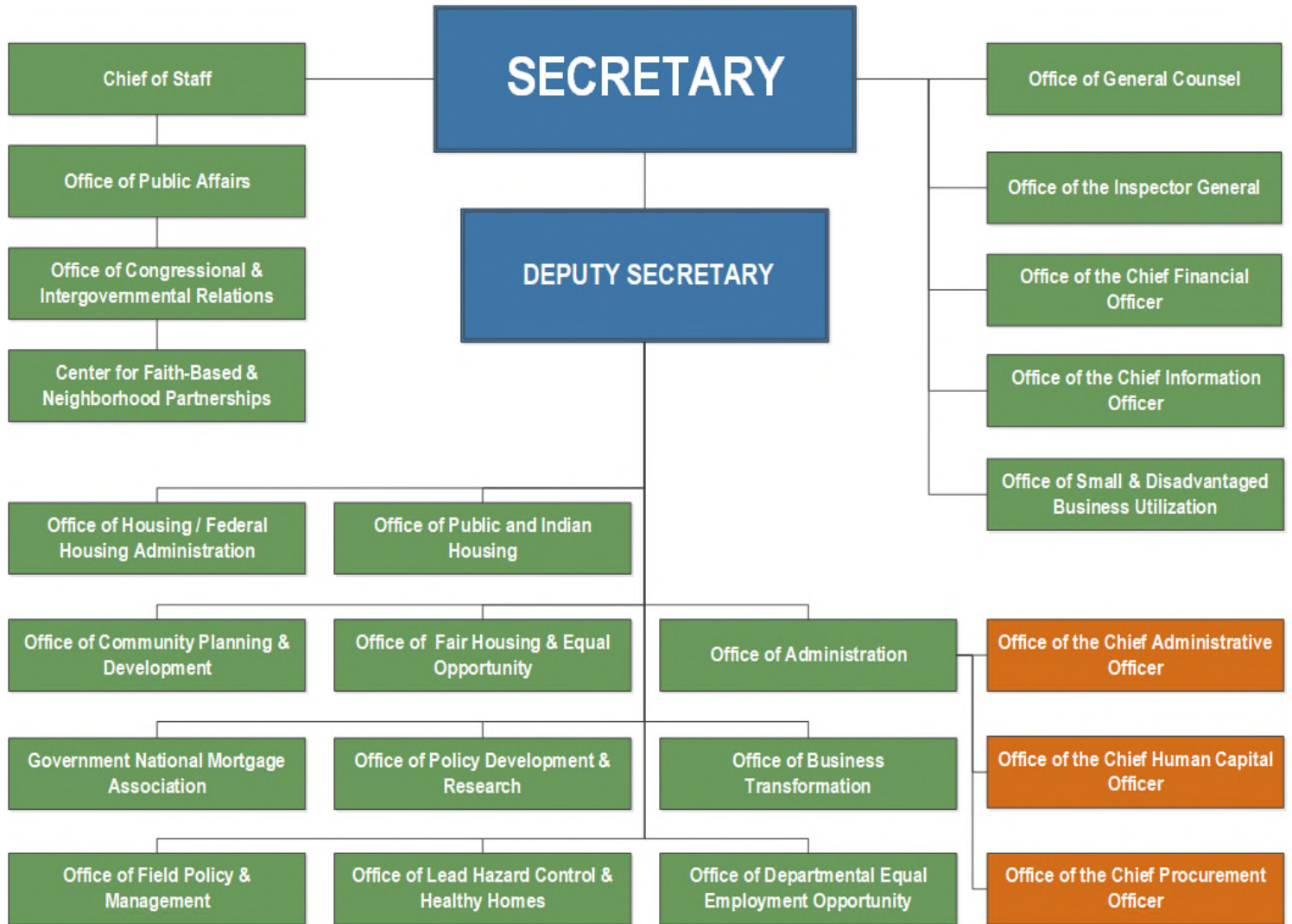
HUD's mission is to create strong, sustainable, inclusive communities and quality affordable homes for all. HUD is working to strengthen the housing market to bolster the economy and protect consumers; meet the need for quality affordable rental homes; utilize housing as a platform for improving quality of life; build inclusive and sustainable communities free from discrimination; and transform the way HUD does business.

The President's Budget will identify additional supporting program activities and initiatives, as required under the GPRA Modernization Act, 31 U.S.C. 1115(b)(10). The public will be able to access the volume at:

<https://www.gpo.gov/fdsys/browse/collectionGPO.action?collectionCode=BUDGET>.

Department Structure

HUD, a Cabinet-level department created in 1965, is responsible for national policy and programs that address America’s housing needs, improve and develop the nation’s communities, and enforce fair housing laws. It accomplishes its mission through component organizations and offices that administer programs carried out through a network of regional and field offices and partnerships with other Federal agencies, state and local grantees, and for-profit, philanthropic, and non-profit organizations of the private sector.

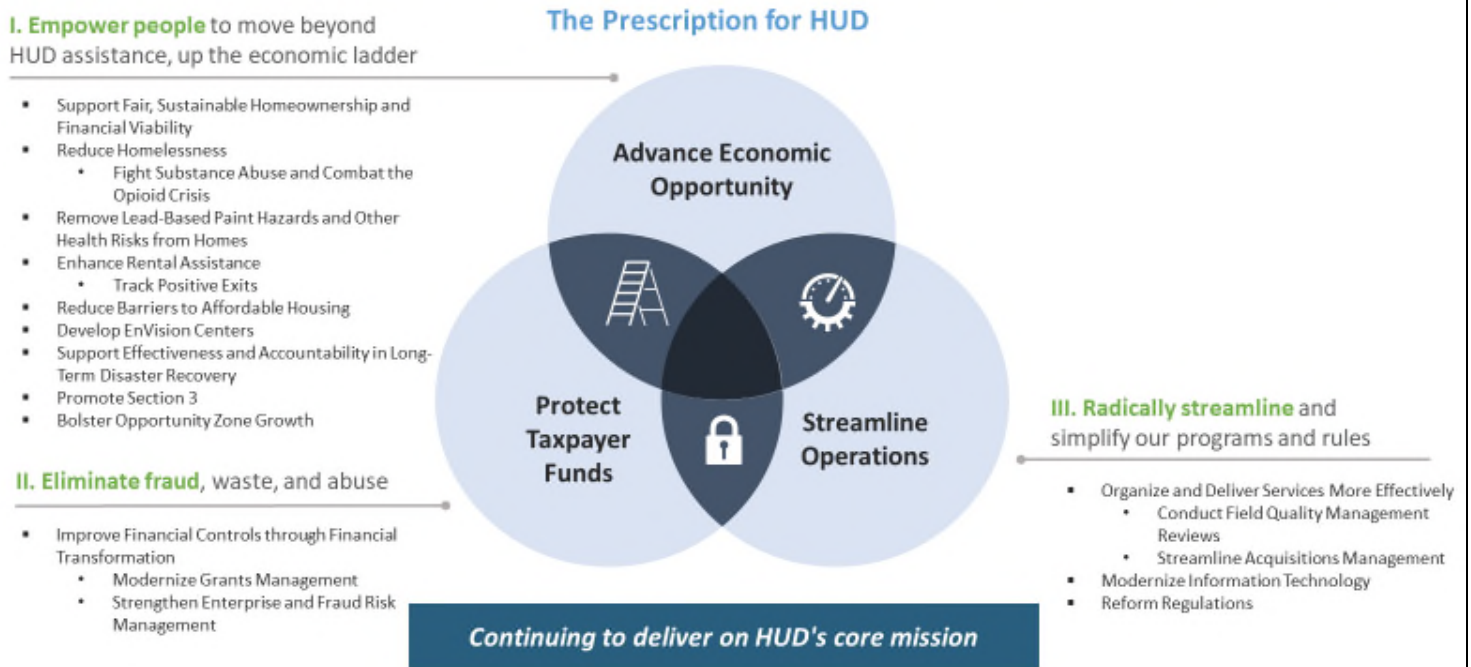


- ▶ [Learn more about HUD’s major organizational units and program offices.](#)
- ▶ [Learn more about HUD’s regions and field offices.](#)

The Secretary’s Prescription for HUD

Secretary Carson has coalesced his policy and management agenda into a priority structure called “The Prescription for HUD.” The Prescription for HUD encompasses HUD’s Agency Priority Goals and is comprised of three pillars: I) Advance Economic Opportunity, which empowers people to move beyond HUD assistance up the economic ladder; II) Protect Taxpayer Funds, which focuses on eliminating fraud, waste, and abuse; and III) Streamline Operations, which will radically streamline and simplify our programs and rules.

RX HUD’S STRATEGIC PLAN: SECRETARY CARSON’S VISION



Goal I: Advance Economic Opportunity: HUD is advancing economic opportunity for low-income families through homeownership, rental assistance, workforce training, educational advancement, and health and wellness programs and services. Policy initiatives include:

1. Support Fair, Sustainable Homeownership and Financial Viability
2. Reduce Homelessness
 - a. *Major Initiative:* Fight Substance Abuse and Combat the Opioid Crisis
3. Remove Lead-Based Paint Hazards and Other Health Risks from Homes
4. Enhance Rental Assistance
 - a. *Major Initiative:* Track Positive Exits
5. Reduce Barriers to Affordable Housing
6. Develop EnVision Centers
7. Support Effectiveness and Accountability in Long-Term Disaster Recovery
8. Promote Section 3
9. Bolster Growth in Opportunity Zones

Goal II: Protect Taxpayer Funds: HUD will improve processes and policies to enable it to meet reporting requirements while complying with laws and regulations related to all financial matters. The Department will develop new, or enhance existing, policies and procedures to provide guidance and alignment within HUD. Efforts will be driven by commitments from senior Departmental leadership; clear, concise operational planning; and focusing on the needs of end-customers. HUD will reduce fraud, waste, and abuse of taxpayers' dollars. Efforts will focus on the objective to:

1. Improve Financial Controls through Financial Transformation.
 - a. *Major Initiative:* Modernize Grants Management
 - b. *Major Initiative:* Strengthen Enterprise and Fraud Risk Management
-

Goal III: Streamline Operations: HUD will examine its programs, customer needs, and employee expertise to streamline its operations. Alignment of program regulations, rules, and management activities will allow the Department's customers to more easily access our services. HUD will better align delegations of authority to prevent gaps and overlaps in responsibility while streamlining coordination. The Department will explore ways to strengthen coordination among program offices in Headquarters and the Field to ensure front-line employees are empowered to respond effectively to customers' needs. Department-wide efforts to simplify HUD's regulations, rules, and improve human capital management will support these efforts while ensuring their long-term sustainability.

HUD will streamline rules and simplify programs to better serve our customers. Efforts will focus on the objectives to:

1. Organize and Deliver Services More Effectively;
 - a. *Major Initiative:* Conduct Field Quality Management Reviews
 - b. *Major Initiative:* Streamline Acquisitions Management.
 2. Modernize Information Technology; and
 3. Reform Regulations.
-

HUD has established two internal task forces to oversee the implementation of the Department's three strategic goals. The first is the Advancing Economic Opportunity Task Force (AEOTF) which manages all nine of the objectives under *Goal I: Advance Economic Opportunity*. The second is the Agency-Wide Integrity Task Force (AWITF). The Integrity Task Force oversees execution for *Goal II: Protect Taxpayer Funds* and *Goal III: Streamline Operations*. The Task Forces differ in that the AEOTF supervises the improvement of HUD's externally-facing programs while the AWITF is focused on strengthening the Department's internal management operations. Further descriptions of each task force follow on pages 14-15.

The Advancing Economic Opportunity Task Force

Beginning in FY18, HUD established the Advancing Economic Opportunity Task Force to promote self-sufficiency and financial stability among HUD-assisted residents. The Task Force is led by a central steering committee, chaired by the Chief Operations Officer (COO), which consists of the heads of HUD’s component offices. Ten project management offices beneath the steering committee will execute Department-wide efforts to: Support Fair, Sustainable Homeownership and Financial Viability; Reduce Homelessness; Remove Lead-Based Paint Hazards and Other Health Risks from Homes; Enhance Rental Assistance; Reduce Barriers to Affordable Housing Development; Develop EnVision Centers; Support Effectiveness and Accountability in Long-Term Disaster Recovery; Promote Section 3 Opportunities; Bolster Growth in Opportunity Zones; and Track Positive Exits from Rental Assistance Programs.

ADVANCING ECONOMIC OPPORTUNITY TASK FORCE STRUCTURE



TASK FORCE MISSION STATEMENT

Empower people to move beyond HUD assistance and up the economic ladder

The Agency-Wide Integrity Task Force

Beginning in FY18, HUD established the Agency-Wide Integrity Task Force to better protect taxpayer dollars. A CFO-chaired central steering committee consists of the heads of HUD’s component offices. Twelve project management offices beneath the steering committee will execute Department-wide efforts to: Improve Financial Controls through Financial Transformation; Modernize Grants Management; Strengthen Enterprise and Fraud Risk Management; Streamline Acquisitions Management; Improve Hiring Processes; and Reform Regulations. Six additional PMOs manage specialized IT workstreams focused on the Technology Modernization Fund (TMF), and five workstreams focused on HUD’s Centers of Excellence (CoE) with the General Services Administration (GSA). CoE PMOs are focused on improving HUD’s IT services relating to: Cloud Adoption / Information Security; Contact Centers; Customer Experience; Data Analytics; and Reskilling.

AGENCY-WIDE INTEGRITY TASK FORCE STRUCTURE



TASK FORCE MISSION STATEMENT

Align the policies, processes, and people responsible for financial reporting to protect taxpayer’s funds.

HUD's FY 2018-2022 Strategic Framework¹

Advance Economic Opportunity

Promote economic opportunity by encouraging self-sufficiency and financial stability among HUD-assisted residents.

Support Fair, Sustainable Homeownership and Financial Viability

Support homeownership opportunities for creditworthy borrowers, while safeguarding American taxpayers and modernizing our housing finance system.

Reduce Homelessness

Prevent homelessness whenever possible. Quickly help Americans who become homeless to ensure such experiences are brief and non-recurring.

Remove Lead-Based Paint Hazards and Other Health Risks from Homes

Protect the health of occupants by addressing lead-based paint and other health and safety hazards in housing.

Enhance Rental Assistance

Enhance and reform our rental assistance programs by providing sustainable models to empower communities to address local affordable housing needs.

Reduce Barriers to Affordable Housing

Identify and incentivize the reduction of barriers to the development of affordable housing.

Develop EnVision Centers

Develop a model that provides communities an EnVision Center network that optimizes services to empower households to be self-sufficient.

Support Effectiveness and Accountability in Long-Term Disaster Recovery

Facilitate housing, infrastructure, and economic recovery while ensuring investments mitigate against future disasters and create resilient communities.

Promote Section 3

Assess, improve, and promote Section 3 to serve more eligible residents.

Bolster Growth in Opportunity Zones

Optimize current HUD programs, policies and grants to bolster Opportunity Zone investments, where program objectives align.

 These objectives include an FY19-20 Agency Priority Goal.

* These objectives reflect FY18-22 HUD management objectives.

¹ The Strategic Framework in this Annual Performance Plan amends and supersedes that of HUD's FY 2018–2022 Strategic Plan.

Protect Taxpayer Funds

Align the policies, processes, and people responsible for financial reporting to protect taxpayer's funds.

Improve Financial Controls through Financial Transformation*

Streamline and improve our financial management to reduce material audit weaknesses; increase transparency; and ensure strong stewardship of Federal resources.

Streamline Operations

Radically simplify rules and streamline programs to better serve our customers.

Organize and Deliver Services More Effectively*

Optimize service delivery and decision-making to better meet customer needs.

Modernize Information Technology*

Strengthen tools and processes to improve IT service to internal and external customers.

Reform Regulations*

Empower our partners and customers by reducing burdensome regulations.

★ These objectives include an FY19-20 Agency Priority Goal.

* These objectives reflect FY18-22 HUD management objectives.

Section Two: Strategic Objectives, Performance Indicators, and Cross-Agency Priority Goals

Strategic Goal I: Advance Economic Opportunity

Promote economic opportunity by encouraging self-sufficiency and financial stability among HUD-assisted residents.

GOAL

The Advance Economic Opportunity Goal is focused on changing the narrative for those living in homes with HUD assistance from reliance to self-sufficiency. Each of these initiatives focuses HUD spending on programs that will actively and realistically improve the lives of those living in homes with HUD assistance.

This goal consists of nine objectives and two major initiatives:

1. Support Fair, Sustainable Homeownership and Financial Viability
2. Reduce Homelessness
 - a. *Major Initiative:* Fight Substance Abuse and Combat the Opioid Crisis
3. Remove Lead-Based Paint Hazards and Other Health Risks from Homes
4. Enhance Rental Assistance
 - a. *Major Initiative:* Track Positive Exits
5. Reduce Barriers to Affordable Housing
6. Develop EnVision Centers
7. Support Effectiveness and Accountability in Long-Term Disaster Recovery
8. Promote Section 3
9. Bolster Growth in Opportunity Zones

LEADING THIS GOAL

Goal Lead
Ralph Gaines
Chief Operations Officer
Department of Housing and Urban
Development

1. Strategic Objective: Support Fair, Sustainable Homeownership and Financial Viability

Support homeownership opportunities for creditworthy borrowers, while safeguarding American taxpayers and modernizing our housing finance system.

OBJECTIVE

HUD will modernize and reform its approach to serving the nation's housing market. It will foster sustainable homeownership opportunities for creditworthy borrowers, safeguard American taxpayers, and better serve its partners and stakeholders. HUD's Federal Housing Administration (FHA) will build a stronger capital framework to independently withstand adverse economic conditions as part of this effort.

HUD will improve its financial viability and foster sustainable homeownership opportunities for creditworthy borrowers by improving FHA's origination and servicing standards. HUD is continuing to monitor risk indicators in its traditional single family "forward" loan portfolio and considering actions to ensure the continued financial stability of that portfolio.

HUD will safeguard the American taxpayers by addressing a catastrophic imbalance of FHA technology and resources. Currently, FHA manages its \$1.3 trillion taxpayer-backed single-family portfolio using paper case files and a mainframe system more than 40 years old. By deploying a modern IT system with risk management capabilities, FHA will reduce unnecessary risk to the taxpayers; improve its ability to effectively serve low- to moderate-income and first-time homebuyers; and reduce burdens on industry partners.

HUD will support the Administration's efforts to enact broader housing finance reform. Reforms will help build a modern housing finance system that reduces taxpayer risk while providing access to affordable mortgage financing to responsible borrowers who are prepared for homeownership. At the same time, HUD will seek to increase homeownership opportunities for first-time homebuyers by responsibly making FHA insurance available for condominium projects.

The Department will also continue to support and promote the quality, durability, safety, and affordability of manufactured homes. HUD will further encourage the use of innovative and cost-effective construction techniques for manufactured homes. The Department will continue to work with the Manufactured Housing Consensus Committee (MHCC) to update the Manufactured Housing Construction and Safety Standards and regulations on a regular basis. Doing so will reduce regulatory burden to manufacturers and communities while still maintaining proper oversight.

2018 APR PROGRESS UPDATE

During 2018, HUD continued to refine its roadmap and prototype for implementing a paperless, data-driven endorsement FHA portal that is aligned with mortgage industry best practices. Implementation began in 2019, following enactment of full year appropriations. Additional funding will be needed, and is requested in the FY 2020 President's Budget, to sustain the progress being made.

Since 2018, HUD has implemented several changes to the reverse mortgage program, which has a negative economic net worth of \$13.8 billion,² and is closely monitoring that program on an ongoing basis. Long overdue

²\$13.8 billion represents the total as of 12/31/2018.

LEADING THIS OBJECTIVE

Objective Lead
 Brian Montgomery
Acting Deputy Secretary
 Department of Housing and Urban
 Development
 --
Assistant Secretary / Commissioner
 Federal Housing Administration
 Office of Housing

changes to the FHA reverse mortgage program for seniors have been instituted to bolster the health of the FHA Single Family Mutual Mortgage Insurance Fund (MMIF).

- Effective October 2017, FHA adjusted the mortgage insurance premiums for its reverse mortgage program, with new borrowers paying higher up-front premiums and lower annual premiums. FHA also adjusted the reverse mortgage Principal Limit Factors (PLFs), which affect the amount seniors can draw, to preserve equity in the home if they continue to occupy the house for the expected life of the loan.
- FHA published a new policy that went into effect on October 1, 2018, requiring a second appraisal on reverse mortgage loans where FHA’s risk assessment indicates that additional support for the fair market valuation of the home is required.

STRATEGIES AND MAJOR MILESTONES³

Strategies	Major Milestones
<p>Work with stakeholders and Congress to pursue housing finance reform that ensures more transparency and accountability to taxpayers and minimizes the risk of taxpayer-funded bailouts, while maintaining responsible and sustainable support for homeowners.⁴</p>	<p>6/21/18: Set forth a vision for a reformed housing finance system, with input from other key Agencies, in the Administration’s government reform plan (Delivering Government Solutions in the 21st Century). – <i>Achieved as of 6/21/2018</i></p> <p>TBD: HUD stands ready to partner with Congress and other key stakeholders to develop the policies necessary to facilitate comprehensive change.</p>
<p>Improve FHA underwriting guidelines, lending standards, and servicing protocols to serve the needs of borrowers, protect taxpayers, and ensure the sustainability of the program.</p>	<p>10/2/2017: Effectuate revised initial and annual Mortgage Insurance Premiums (MIPs) and Principal Limit Factors (PLFs) – <i>Achieved as of 10/2/2017</i></p> <p>9/28/2018: Publish updated HECM Appraisal Guidance – <i>Achieved as of 9/28/2018</i></p> <p>3/14/2019: Update the FHA Technology Open To Approved Lenders (TOTAL) Mortgage Scorecard – <i>Achieved as of 3/14/2019⁵</i></p> <p>3/31/2019: Evaluate Forward Book Down Payment Assistance Programs</p> <p>6/1/2019: Publish FHA Condo Rule</p>
<p>Modernize FHA’s IT systems to address a catastrophic imbalance of technology and resources.</p>	<p>TBD: HUD will begin modernizing FHA’s IT systems using initial funding provided in FY19. Additional funding is requested in FY20 to continue these efforts and bring FHA’s IT systems in-line with modern standards.</p>

³ The FY19 APP included a strategy related to expanding collaboration between FHA and Ginnie Mae. This metric has been discontinued for FY20.

⁴ Housing finance reform requires coordination across many different components of the housing finance system and government agencies. HUD will work to bring these stakeholders together to advance the vision for reform released in the June 2018 government reorganization plan.

⁵ The TOTAL Scorecard is a statistically derived algorithm developed by HUD to evaluate borrower credit history and application information. TOTAL is accessed through an Automated Underwriting System (AUS) and is not an AUS itself.

Update the Manufactured Housing Construction and Safety Standards and regulations based on recommendations from the MHCC.

5/1/2019: Publish proposed rule on updated Manufactured Housing Construction and Safety Standards and regulations

KEY PERFORMANCE INDICATORS

To help achieve this objective, HUD has established the following performance indicators:

► **Capital Reserve Ratio⁶**

HUD will maintain a capital ratio that meets or exceeds the statutory minimum requirement.⁷

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
2.35%	2.18%	2.76%	≥2.0%	≥2.0%	≥2.0%

OTHER INDICATORS

► **Early Payment Default Rate⁸**

This measure is reflective of the credit quality of new endorsements and serves as an important early indicator of mortgage performance.⁹

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
0.4%	0.8%	0.4%	Tracking Only	Tracking Only	Tracking Only

► **Percentage of new FHA-insured purchase mortgages that are first-time homebuyers¹⁰**

This measure computes the percentage of FHA single-family purchase originations for which the borrower is a first-time homebuyer.

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
82.1%	82.2%	82.7%	Tracking Only	Tracking Only	Tracking Only

⁶ <https://www.hud.gov/sites/dfiles/Housing/documents/2018fhaannualreportMMIFund.pdf>.

⁷ This measure compares the “economic net worth” of the Mutual Mortgage Insurance (MMI) Fund to the dollar balance of active, insured loans at a point in time. The two percent target is the statutory requirement for the fund.

⁸ <https://www.hud.gov/sites/dfiles/Housing/documents/2018fhaannualreportMMIFund.pdf> at 107.

⁹ HUD will support sustainable loans that borrowers can afford. Early Payment Defaults (EPDs) occur when a borrower becomes 90 days delinquent on their FHA-insured mortgage within the first six payments.

¹⁰ <https://www.hud.gov/sites/dfiles/Housing/documents/2018fhaannualreportMMIFund.pdf> at 97.

► **FHA market-share of single-family mortgage originations (purchase, refinance, and total)** ¹¹

This measure tracks the FHA share of the mortgage market.¹²

	CY16 Actual	CY17 Actual	CY18 Actual	CY18 Target	CY19 Target	CY20 Target
Total market-share of single-family originations for FHA	13.4%	13.5%	12.3%	Tracking Only	Tracking Only	Tracking Only
Market-share of single-family originations for FHA (Purchase)	17.4%	15.4%	13.7%	Tracking Only	Tracking Only	Tracking Only
Market-share of single-family originations for FHA (Refinance)	9.0%	9.9%	9.2%	Tracking Only	Tracking Only	Tracking Only

► **Higher Risk Loans**

HUD will monitor the percentage of loans with higher risk features. Metrics include the share of FHA-insured home purchase loans with debt to income (DTI) >50% or with down payment assistance (DPA) and the share of FHA refinances that include cashouts.

	FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
Share of FHA purchase loans with (DTI) >50% ¹³	16.3%	20.3%	24.8%	Tracking Only	Tracking Only	Tracking Only
Share of FHA purchase loans with DPA (including secondary financing) ¹⁴	38.5%	38.4%	38.8%	Tracking Only	Tracking Only	Tracking Only
Share of FHA refinance loans with cashouts ¹⁵	26.1%	38.9%	63.3%	Tracking Only	Tracking Only	Tracking Only

¹¹ *Id.* at 95.

¹² HUD monitors FHA's role in the housing market and the potential crowding out of private capital. HUD does not maintain any market share goals, and only tracks these data points for informational purposes.

¹³ *Id.* at 103.

¹⁴ *Id.* at 104.

¹⁵ *Id.* at 100.

► **Alternative Construction Letters**

HUD will monitor the number of Alternative Construction letters issued by the Office of Manufactured Housing Programs.¹⁶

FY16 Actual	FY17 Actual	FY18 Actual	FY19 Target	FY19 Target	FY20 Target
214	214	214	Tracking Only	Tracking Only	Tracking Only

EVIDENCE BUILDING

HUD’s Office of Policy Development and Research (PD&R) produces quarterly reports on U.S. Housing Market Conditions and the monthly National Housing Scorecard to document the status of housing markets.¹⁷ As the Department pushes for housing finance reform, there are several PD&R staff publications available that have assessed FHA’s role in a balanced housing market,¹⁸ including its role in offsetting the pro-cyclical policies of the private-label securities market that contributed to a homeownership crisis.¹⁹ Each year, the Department also prepares the [Annual Report to Congress Regarding the Financial Status of the Mutual Mortgage Insurance Fund](#), which provides important insights for Congress and the American taxpayer into the financial performance of FHA.

The financial viability of the FHA mortgage insurance funds is also documented annually in HUD’s Agency Financial Report.²⁰ Recent studies have assessed the role of down payments to reduce mortgage risk, as well as other macroeconomic factors, which can further inform policy to safeguard American taxpayers. PD&R will continue to build evidence of effective approaches to fostering homeownership through original research and more extensive collaboration with outside partners. Research on housing finance, securitization, and risk assessment from partners such as Ginnie Mae and FHA will be critical to bolstering HUD’s future evidence base.

¹⁶ Data shows the number of letters which are in effect in each fiscal year. It is not limited to new letters. A manufacturer submits a request for Alternative Construction to HUD when the construction would be prohibited by the existing Federal Manufactured Home Construction and Safety Standards. HUD issues Alternative Construction (AC) letters to manufacturers to allow such alternative construction when it is equivalent to or superior to that required by the Standards. A reduction in the number of active alternative construction letters is indicative of a reduced regulatory burden on the manufactured housing industry.

¹⁷ <https://www.huduser.gov/portal/ushmc/home.html>.

¹⁸ “FHA at 80: Preparing for the Future” (2014), <https://www.huduser.gov/portal/publications/fha/fhaat80.html>; “Working Paper: Temporary Loan Limits as a Natural Experiment in FHA Insurance,” <https://www.huduser.gov/portal/publications/hsgfin/temporary-loan-limits.html>.

¹⁹ “The FHA Single-Family Insurance Program: Performing a Needed Role in the Housing Finance Market” (2012), https://www.huduser.gov/portal/publications/hsgfin/fha_singlefamily_dec2012.html.

²⁰ https://www.hud.gov/program_offices/cfo/reports/cforept.

2. Strategic Objective: Reduce Homelessness

Prevent homelessness whenever possible. Quickly help Americans who become homeless to ensure such experiences are brief and non-recurring.

🎯 **Agency Priority Goal for FY19-20: Reduce the average length of homelessness in communities by an average of three days from FY18 to the end of FY20** 🎯

OBJECTIVE

Today's housing affordability crisis creates additional headwinds for families experiencing homelessness who are trying to get back on their feet. This is especially true in rural communities and some West Coast communities that are losing ground.²¹ Our solutions must become more tailored to the geographic, economic, and service needs of families and individuals, to meet the goal of making progress towards an end to homelessness.

LEADING THIS OBJECTIVE

Objective Lead
David Woll
Principal Deputy Assistant Secretary
Office of Community Planning and
Development

The proof exists that we can end homelessness. To date, more than 64 communities and three states have declared an effective end to veterans' homelessness, and three communities have ended chronic homelessness. Over the next five years, HUD will work with its partners to deploy the solutions that we know are effective, such as rapid re-housing and permanent supportive housing. These tools may be informed by a Housing First approach, where preconditions and barriers to housing entry are removed and people move into housing as quickly as possible. HUD will also focus on "Move-On" housing.²² That is, HUD will encourage communities to explore moving households with less intensive service needs to other subsidized housing programs, freeing up units and service resources for persons with higher needs. HUD's success in reducing homelessness is contingent upon effectively using and targeting resources.

2018 APR PROGRESS UPDATE

As of June 2018, more than 64 communities and three states have declared an effective end to veteran homelessness. Three communities have ended chronic homelessness. HUD will push to continue this movement by applying lessons learned from the work on veteran homelessness and best practices from local communities that are rolling out innovative, cost-effective solutions on a national scale. Knowledge will be shared across communities through several targeted technical assistance efforts, each customized to serve the target community and population. Two technical assistance initiatives, outlined in the FY19 Annual Performance Plan, are proceeding; with community selection completed and onboarding continuing through the Spring of 2019.

In FY17 and FY18, HUD worked to increase the number of public housing agencies reporting on the numbers of persons experiencing homelessness who are entering mainstream housing programs (e.g. Housing Choice Vouchers and Public Housing), and on improving the data quality. The increases shown in the indicator below (*Percentage of admissions to mainstream housing programs who were homeless at admission*) may be a direct result of greater participation in reporting.

²¹ Among the 50 CoCs with the highest one-year increases in count in the 2017 PIT count, 10 of those represented Balance of State CoCs, which are areas not covered by other continuums in large states and typically very rural. Another 20 of those CoCs were in California, Oregon, or Washington state; Los Angeles alone saw a one-year increase of 11,334 people experiencing homelessness in the 2017 PIT count.

²² For an example of Move-On housing, see: <https://www.csh.org/wp-content/uploads/2016/07/Moving-On-Chapter-6-Final.pdf>.

FY18 also saw HUD’s Office of Special Needs Assistance Programs (SNAPS) significantly increase efficiencies around the annual Homelessness Continuum of Care (CoC) Program competition through the “CoC Re-Imagining” Initiative. The goal of the Initiative was to make the CoC Program competition less time-consuming and more efficient for communities, project recipients, and HUD employees. SNAPS reduced the homelessness CoC competition review period by seven days from FY16 to FY17, and by up to 65 days over past years, by carefully examining and streamlining processes. SNAPS also saved between 175—350 hours’ worth of employees’ time by eliminating the need for detailed review of over 500 projects in FY17. These projects were renewals (awarded funds in FY16) that pledged to conduct the same activities if awarded FY17 funds; since they had already been reviewed and approved for funding in the prior year, review of these projects was substantially streamlined, thus saving competition review time. Furthermore, SNAPS lessened field office burdens by reducing the number of projects with issues or conditions that must be addressed during the post-award phase by over 60 percent. All-in-all, the Homelessness “CoC Re-Imagining” Initiative saved a significant amount of time for both HUD employees and Program applicants.

STRATEGIES AND MAJOR MILESTONES

Strategies	Milestones
<p>Create an unsheltered homelessness strategy that targets technical assistance and other resources to communities that have had large increases in unsheltered homelessness.</p>	<p>3/31/2018: Implement a new technical assistance initiative to help those cities with the largest increases in unsheltered homelessness. – <i>Achieved as of 3/31/2018</i></p> <p>5/31/2018: Publish Notice for Further Comment on the Continuum of Care (CoC) Interim Rule – <i>Delayed to 3/31/2019</i>²³</p> <p>9/30/2018: Publish Emergency Solutions Grants Rule – <i>Delayed to 10/31/2019</i>²⁴</p>
<p>Implement cost-effective strategies across Continuums of Care (CoCs) and other HUD-assisted housing resources that target resources to those with the highest need.</p>	<p>7/1/2018: Start providing targeted community technical assistance to implement initiatives for households moving from permanent supportive housing to other subsidized rental assistance. Further analysis of the roll-out will be shared to determine the potential expansion of these efforts. – <i>Delayed to 3/31/2019</i>²⁵</p>
<p>Build capacity in rural communities to coordinate services and increase access for persons experiencing homelessness.</p>	<p>5/31/2018: Consolidate many functions in the CoC Program Competition to reduce burden on applicants. – <i>Achieved as of 5/31/2018</i>²⁶</p> <p>3/31/2019: Publish matrix of rural resources available across all federal agencies.</p>

²³ This Notice has completed HUD’s internal clearance process and HUD anticipates that it will be published by the end of March.

²⁴ HUD is still working to finalize the ESG Final Rule, and anticipates publication by the end of October 2019.

²⁵ The communities receiving TA and the TA providers have all been identified, and HUD has begun outreach to PHAs and CoCs. HUD anticipates activating TA providers in March 2019.

²⁶ HUD implemented refinements to the application process to reduce the amount of information applicants must submit and the number of requirements HUD must review in its scoring process. The grant agreement process was updated to reduce the workload on HUD staff and applicants. This will enable most recipients to access their funding faster. The effort will be ongoing as HUD continues to introduce improvements each year.

12/31/2019: For the FY20 CoC Program application, assess questions to ensure that they take into account rural circumstances.

Target HUD-Department of Veterans Affairs (VA) Supportive Housing (HUD-VASH) to the most vulnerable veterans experiencing homelessness.

9/1/2018: Have the criteria and structure in place to reallocate HUD-VASH vouchers to meet current needs among veterans. – *Delayed to 5/31/2019*²⁷

KEY PERFORMANCE INDICATORS

To help achieve this objective, HUD has established the following performance indicators:

★ **Length of homelessness**

This measure will track the national average length of homelessness in CoCs.

FY16 Actual ²⁸	FY17 Actual ²⁹	FY18 Actual ³⁰	FY18 Target	FY19 Target	FY20 Target
151	151	No Data	145	142	142

▶ **Number of people experiencing homelessness**

This measure will annually track the number of people experiencing homelessness in the Point-in-Time (PIT) count, a count taken on a single night in January each year.³¹

FY16 Actual ³²	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
549,928	550,996	552,830	553,000	548,000	542,000

²⁷ This effort requires collaboration between the Department of Veteran Affairs and HUD. Both HUD and VA requested more time to conduct data analysis and assess options for communities. Alternatives to reallocation are also being considered. Options being analyzed include shifting vouchers to other PHAs or VA Medical Centers (VAMCs) within a community through the HUD-VASH Continuum.

²⁸ FY16 Los Angeles data was adjusted, affecting the national average by one day. This resulted in a new figure of 151 for FY16.

²⁹ In FY17, HUD excluded the system performance measures data from Los Angeles due to known data quality errors resulting from a change in HMIS vendor. Los Angeles will resubmit their data for FY17 when it submits data for FY18 and HUD will revise the national number at that time.

³⁰ System Performance Measures are submitted by CoCs to HUD each April on the last complete fiscal year, and then must go through a validation process. Thus, FY18 actuals will be available in August 2019.

³¹ PIT count dates may occur at such other times as required by HUD.

³² HUD reports the PIT count data from the PIT count that occurred during the fiscal year (e.g., for FY16 HUD reported the 2016 PIT count data). This is a departure from past reporting where HUD used the PIT count data from the count after the fiscal year (e.g., for FY16 HUD reported the 2017 PIT count data).

▶ **Number of people experiencing unsheltered homelessness**

This measure will annually track the number of people experiencing unsheltered homelessness in the PIT count, a count taken on a single night in January each year.³³

FY16 Actual ³⁴	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
176,357	190,129	194,467	200,000	195,000	192,000

OTHER INDICATORS

▶ **Returns to homelessness**

This measure will track the national average percentage of people returning to homelessness within 6 months in CoCs.

FY16 Actual	FY17 Actual	FY18 Actual ³⁵	FY18 Target	FY19 Target	FY20 Target
14.3%	13.8%	No Data	Tracking Only	Tracking Only	Tracking Only

▶ **Percentage of units of permanent supportive housing serving people experiencing chronic homelessness**

This measure will track the proportion of permanent supportive housing units serving people experiencing chronic homelessness.

FY16 Actual	FY17 Actual	FY18 Actual ³⁶	FY18 Target	FY19 Target	FY20 Target
52%	57%	No Data	Tracking Only	Tracking Only	Tracking Only

▶ **Percentage of exits from CoC-funded permanent supportive housing to rental assistance with other subsidies**

This measure will track exits from CoC-funded proportion of permanent supportive housing to less service-intensive housing subsidies.

FY16 Actual	FY17 Actual	FY18 Actual ³⁷	FY18 Target	FY19 Target	FY20 Target
17.7%	18.5%	No Data	Tracking Only	Tracking Only	Tracking Only

³³ PIT count dates may occur at such other times as required by HUD.

³⁴ 2017 estimate differs from the 2017 Annual Homeless Assessment Report: Part 1 due to an adjustment made by Los Angeles to their unsheltered population. The total unsheltered population was reduced by 2,746 people.

³⁵ FY18 actuals will be available in May 2019.

³⁶ FY18 actuals will be available in May 2019.

³⁷ FY18 actuals will be available in July 2019.

▶ **Percentage of admissions to mainstream housing programs who were homeless at admission**

This measure will track the proportion of households admitted into mainstream rental assistance (Housing Choice Vouchers, Public Housing, Multifamily Housing) who were experiencing homelessness at point of entry in programs.

Program	FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
Housing Choice Vouchers	7.3%	7.6%	9.1%	Tracking Only	Tracking Only	Tracking Only
Public Housing	6.4%	7.7%	8.5%	Tracking Only	Tracking Only	Tracking Only
Multifamily Housing Programs	0.3%	0.3%	0.6%	Tracking Only	Tracking Only	Tracking Only

▶ **HMIS bed coverage rates in rural CoCs**

This measure will track the percentage of available beds in rural CoCs for which coverage data are being reported into the Homeless Management Information System (HMIS), as a proxy for these communities' level of capacity and coordination with other homeless services providers.

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
72.1%	71.2%	74.3%	Tracking Only	Tracking Only	Tracking Only

▶ **HUD-VASH Utilization**

This measure will track the number of HUD-VASH vouchers currently leased as a proportion of all allocated and active HUD-VASH vouchers.

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
91.8%	91.3%	88.7%	Tracking Only	Tracking Only	Tracking Only

EVIDENCE BUILDING

PD&R has taken the lead on conducting evaluations of HUD's homeless assistance programs. The landmark Family Options study found that clients who received priority access to deep housing subsidies experienced major decreases in returns to homelessness and family well-being relative to those offered usual care in shelters, and documented major cost savings of rapid rehousing and permanent housing relative to shelter and transitional options on a per-month basis.³⁸ Several evaluations have studied interventions targeted to veterans, contributing to the substantial progress made to end veteran homelessness. These studies have made the case for critical interagency partnerships and show that HUD, VA, and Department of Labor (DOL) can serve veterans at-risk of

³⁸ "Family Options Study: 3-Year Impacts of Housing and Services Interventions for Homeless Families" (2016), <https://www.huduser.gov/portal/publications/Family-Options-Study.html>.

and experiencing homelessness by working together to combine housing, case management, and employment services.³⁹

HUD has also partnered with the Department of Justice on the Pay for Success (PFS) Permanent Supportive Housing (PSH) Demonstration to evaluate the viability of using a PFS financing framework to improve outcomes for people experiencing homelessness with frequent contact with the criminal justice, homeless services, and health care systems through the provision of PSH. PFS strategies are typically public-private arrangements that enable a government to test or expand innovative programs while paying for only those that achieve agree-upon results. In partnership with the Assistant Secretary for Planning and Evaluation at HHS, HUD has launched a research effort to explore the rise in unsheltered homelessness and encampments, and understand the costs associated with the growing problem and the interventions being deployed. Many current projects are designed to build on available research to understand how program models can meet the needs of key target populations, and how they have evolved from demonstration projects to components of the HUD homeless assistance system nationally: Understanding Rapid Re-housing, Evaluation of Homeless Youth Demonstration, and Housing Outcomes, Tenant Satisfaction, and Community Integration in Single-site and Scattered-site Housing First Models.

³⁹ Veterans Homelessness Prevention Demonstration, <https://www.huduser.gov/portal/sites/default/files/pdf/veterans-homelessness-prevention-report.pdf> and HUD-VASH Exit Study, <https://www.huduser.gov/portal/sites/default/files/pdf/HUD-VASH-Exit-Study.pdf>.

Major Initiative: Fight Substance Abuse and Combat the Opioid Crisis

HUD will combat the opioid crisis by continuing to fund supportive housing for individuals with substance abuse disorders through Continuums of Care.

INITIATIVE

HUD will support its objective to reduce homelessness by fighting substance abuse, which includes combatting the opioid crisis. The 2017 report issued by the President’s Commission on Combating Drug Addiction and the Opioid Crisis, as well as the ongoing White House Interagency Opioids Task Force, call on Federal agencies to work together, holistically, to find solutions to the nation’s severe opioid crisis. HUD will heed this call by continuing to provide housing and supportive services for homeless individuals with substance abuse histories through its Continuum of Care Program. This program funds state and local governments, as well as nonprofit organizations, who provide housing and supportive services. Furthermore, HUD will raise public awareness of the epidemic by continuing to deploy our principals to HUD-funded facilities.

LEADING THIS INITIATIVE

Objective Lead
 Ralph Gaines
Chief Operations Officer
 Department of Housing and Urban
 Development

2018 APR PROGRESS UPDATE

N/A⁴⁰

STRATEGIES AND MAJOR MILESTONES

Strategies	Milestones
<p>Engage with stakeholders to support collaboration to combat substance abuse and the opioid crisis</p>	<p>9/30/2019: Conduct three interagency meetings focused on integrating HUD programs into Federal-wide substance abuse programs</p> <p>9/30/2020: Conduct five interagency meetings focused on integrating HUD programs into Federal-wide substance abuse programs</p>

OTHER INDICATOR

► **Continuum of Care metrics for substance abuse⁴¹**

Ensure at least 25 percent of individuals supported through Continuum of Care are people with substance use disorders

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
N/A	N/A	25.2%	Tracking Only	Tracking Only	Tracking Only

⁴⁰ This initiative is new and did not exist in FY18. As such, an FY18 APR update is not available.

⁴¹ This metric is new and did not exist in FY18. As such, data prior to FY18 was not previously tracked as part of HUD’s annual performance plans.

3. Strategic Objective: Remove Lead-Based Paint Hazards and Other Health Risks from Homes

Protect the health of occupants by addressing lead-based paint and other health and safety hazards in housing.

✪ **Agency Priority Goal for FY19-20: Protect families from lead-based paint and other health hazards by making an additional 15,400 at-risk housing units healthy and lead-safe by the end of FY20.** ✪

OBJECTIVE

HUD's goal is to address lead-based paint and other health and safety hazards in housing for families and children. Through its programs, HUD has made nearly 400,000 homes lead-safe, contributing to a significant decline in blood-lead levels among US children in the past decade. Young children are especially at risk for the harmful effects of lead, to which even low-level exposure can increase the likelihood of behavioral problems, learning disabilities, seizures and in extreme cases, death.

HUD's comprehensive strategy to remove lead-based paint hazards includes leveraging public-private partnerships to maximize the impact of lead-safe and healthy housing investments and increasing available funding for local jurisdictions to build program capacity to identify and address lead-based paint hazards. To prevent lead poisoning in HUD-assisted households, HUD will also: ensure compliance with lead safety rules through improved enforcement mechanisms; increase community awareness of lead and other health and safety hazards through outreach events; and increase participation in HUD and stakeholder services.

2018 APR PROGRESS UPDATE

In June 2018, HUD launched *Protect Our Kids!* - a Department-wide campaign to deepen efforts to enforce the Lead-Safe Housing Rule and ensure that all Federally-assisted homes are lead-safe. In December 2018, HUD and its Federal agency partners issued the interagency Federal Lead Action Plan⁴² to better address and increase community awareness of housing-related lead health hazards and participation in programs and services to address those hazards.

In December 2018, HUD announced awards under the Lead-Based Paint Hazard Reduction Grant Program to state and local governments to identify and address lead-based paint hazards in unassisted older homes of low-income families. Consistent with HUD's goal of leveraging partnerships to maximize the impact of its grants, this NOFA has multiple areas in which stakeholder relationships are emphasized. For instance, it includes a data sharing agreement with the Department of Health and Human Services (HHS) to identify children with blood lead levels (BLL) ≥ 5 mcg/dL who are also receiving Medicaid or are enrolled in Head Start/Early Head Start programs. Identifying these children will enable HUD and its stakeholders to target at-risk communities and leverage federal funding to mitigate lead-based hazards and measure progress towards lead hazard reductions.

LEADING THIS OBJECTIVE

Objective Lead
Matt Ammon
Director
Office of Lead Hazard Control and
Healthy Homes

⁴² President's Task Force on Environmental Health Risks and Safety Risks to Children. Federal Action Plan to Reduce Childhood Lead Exposures and Associated Health Impacts. December 2018. <https://ptfceph.niehs.nih.gov/>.

STRATEGIES AND MAJOR MILESTONES

Strategies	Major Milestones
<p>Increase community awareness of lead and other health and safety hazards in homes to increase participation in HUD and stakeholder programs and services.</p>	<p>3/31/19: Publish and roll out interagency Federal Lead Action Plan. – <i>Achieved as of 12/19/2018</i></p>
<p>Align and enforce HUD-assisted housing inspections and mitigation measures to consistently address housing-related health and safety hazards across HUD-assisted housing programs.</p>	<p>6/1/2019: Implement revised Lead Safe Housing Rule (LSHR) elevated blood lead level (EBLL) requirements. – <i>Delayed until 9/30/2019</i></p> <p>9/30/2021: Complete the Housing Choice Voucher Health and Safety Inspection Protocol Pilot.⁴³</p>
<p>Design and deliver targeted lead and healthy homes programs through improvements in data quality and access.</p>	<p>9/30/2018: Draft data-sharing agreement with HHS for children with BLL ≥ 5 mcg/dL also receiving Medicaid or enrolled in Head Start/Early Head Start programs. – <i>Delayed until 9/30/2019</i></p> <p>9/30/2018: Identify high lead-risk communities through data mapping. – <i>Achieved as of 6/19/2018</i></p>
<p>Leverage HUD's relationships with stakeholders across public and private sectors to maximize the impact of every dollar invested in lead, health, and safety activities.</p>	<p>6/28/2018: Host National Healthy Homes Conference. – <i>Achieved as of 6/28/2018</i></p> <p>6/30/2018: Publish FY18 Lead Hazard Reduction NOFA. – <i>Achieved as of 6/19/2018</i></p> <p>12/31/2018: Award FY18 Lead Hazard Reduction grants. – <i>Achieved as of 12/19/2018</i></p> <p>6/30/2019: Publish FY19 Lead Hazard Reduction NOFA.</p> <p>9/30/2019: Award FY19 Lead Hazard Reduction grants. Publish FY19 Lead Hazard Reduction in High Impact Neighborhoods NOFA.</p> <p>1/15/2020: Award FY19 Lead Hazard Reduction in High Impact Neighborhoods grants.</p> <p>6/30/2020: Publish FY20 Lead Hazard Reduction NOFA.</p>
<p>Advance the research agenda on the effects, evaluations and control of lead and other health and safety hazards in housing and the impacts on resident health.</p>	<p>9/30/2018: Launch EBLL Tracking Portal for PHAs and other owners to report EBLL cases in assisted housing on line, re EBLL amendment to LSHR. – <i>Achieved as of 2/28/2018</i></p> <p>10/31/2018: Establish a regular working relationship with CDC and other agencies to share data and</p>

⁴³ The original target completion date was 9/30/2019 in the FY19 APP. The date has been updated to reflect the extension of the Housing Choice Voucher Health and Safety Inspection Protocol Pilot.

information a variety of health and safety programs and interventions. – *Achieved as of 9/30/2018*⁴⁴

6/30/2020: Develop, with CDC and other agencies, research agenda on a variety of housing-related health and safety programs and interventions.

KEY PERFORMANCE INDICATORS

To help achieve this objective, HUD has established the following performance indicators:

❖ **Number of at-risk HUD housing units made healthy, physically safe and lead-safe each year**

The number of housing units made healthy and lead-safe through HUD’s Lead Hazard Control Grants, Healthy Homes Grants, and Lead Disclosure Rule Enforcement.

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
20,072	17,940	15,607	17,000	6,500 ⁴⁵	8,900

▶ **Prevalence of children with elevated blood levels in high-risk communities and regions**

This measure will track the prevalence (number or percentage TBD) of children from birth to age 5 exposed to lead in targeted, high-risk communities (i.e., communities where lead hazard control grant work is being conducted), and the overall reduction over time.

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
No Data	No Data	N/A	N/A	Establish Baseline	TBD

EVIDENCE BUILDING

Analysis by HUD and the Centers for Disease Control and Prevention (CDC) of HUD tenant data linked with CDC health survey data shows that children ages 0–5 who lived in HUD-assisted housing in 2005–2012 had lower lead blood levels than expected given their demographic, socioeconomic, and family characteristics,⁴⁶ suggesting that HUD implementation of its lead hazard control regulations is effective in reducing exposure among children. However, there is no safe level of blood lead and the prevalence of elevated blood lead persists at significant levels. A current joint PD&R and OLHCHH in-house research effort using HUD’s American Housing Survey and Census’ American Community Survey data shows it is possible to identify neighborhoods (census tracts) with elevated risk for dust lead exposure, which is associated with elevated blood lead levels, especially among

⁴⁴ This milestone has been reworded to reflect HUD’s focus during the calendar year. Previous language in the FY19 APP was as follows: “10/31/2018: Partner with the CDC on health and safety research and stakeholder outreach related to rural health, elderly fall-prevention, and childhood asthma.”

⁴⁵ The APG’s FY19 and FY20 targets do not include contributions from the CPD programs due to HOME and CBDG funding recommendations in the President’s FY19 and FY20 Budgets.

⁴⁶ Ahrens KA, Haley BA, Rossen LM, Lloyd PC, and Aoki Y. (2016). Housing assistance and blood lead levels in children in the United States, 2005–2012. *American Journal of Public Health*, 106(11):2049–2056. <http://ajph.aphapublications.org/doi/10.2105/AJPH.2016.303432>.

children from birth to age 5.⁴⁷ Such analysis has potential to improve targeting of HUD's lead hazards grants and funded mitigation activities.

The FY 2019 HUD Appropriations Act set aside funding for seven 5-year, approximately \$9 million grants, to small neighborhoods (no more than four contiguous Census tracts) with high lead hazard control needs for families with children. These grants are intended to demonstrate whether a concentrated lead hazard control effort can have a beneficial effect substantially beyond that of the traditional lead hazard control grants. Traditional lead hazard control grants are up to \$3.5 million for three years of lead hazard control activities in target areas that jurisdictions have always used their discretion to define to be larger. Along with providing intensive monitoring and technical assistance to the grantees of this Lead-Based Paint Hazard Reduction in High Impact Neighborhoods Grant Program, HUD will be evaluating the performance of this program as they start up in FY 2020, ramp up production in FY 2021, and produce lead-safe housing units at full speed in 2022-24. HUD recognizes that within whatever program funding level is appropriated for a program, a higher average award per grant means fewer grants nationally for that program.

The cost from asthma triggered by residential dampness and mold is approximately \$3.5 billion annually.⁴⁸ Reducing household allergens, which contribute to or trigger asthma and allergies, results in a return of \$5.30-16.50 for every \$1 invested in mitigation and prevention.⁴⁹

Extensive studies have been conducted on the growing problem of senior falls (e.g., highlighting that falls are the leading cause of non-fatal injuries for those 65 years of age or older, with 2.4 million seniors having an initial emergency department visit for injuries from a fall annually⁵⁰). The 2017 OLHCHH report on Overcoming Obstacles to Policies for Preventing Falls by the Elderly,⁵¹ with its accompanying toolkit,⁵² recommends a range of ways for HUD and other government and philanthropic entities to help communities implement coordinated care policies and programs.

HUD has direct roles in housing safety and health through administration of public and assisted housing programs, provision of Lead Hazard Control grants and demonstration grants, housing rehabilitation grants, and disaster recovery funds, and regulation of HUD-code manufactured housing. Inspections of public and assisted housing by REAC include identification of exigent health and safety deficiencies;⁵³ management of assistance to inspected housing to ensure the deficiencies are addressed is conducted by the respective program offices. Follow-up testing of homes that received lead hazard control interventions after one year, three years,⁵⁴ and six years⁵⁵ demonstrated significant reductions in concentrations of dust-lead after intervention. A 2015 survey of the

⁴⁷ Lanphear BP, Matte TD, Rogers J, et al. The Contribution of Lead-Contaminated House Dust and Residential Soil to Children's Blood Lead Levels: A Pooled Analysis of 12 Epidemiologic Studies. *Environmental Research* 79(1):51-68, October 1998. <https://doi.org/10.1006/enrs.1998.3859>.

⁴⁸ Mudarri D and Fisk WJ. Public health and economic impact of dampness and mold. *Indoor Air*. 17(3):226-35. 2007. <http://onlinelibrary.wiley.com/doi/10.1111/j.1600-0668.2007.00474.x/full>.

⁴⁹ Nurmagambetov TA et al. Economic Value of Home-Based, Multi-Trigger, Multicomponent Interventions with an Environmental Focus for Reducing Asthma Morbidity: A Community Guide Systematic Review. *American Journal of Preventive Medicine*. 41(2S1):S33- S47. 2011. www.thecommunityguide.org/asthma/supportingmaterials/Asthma%20Econ.pdf or [www.ajpmonline.org/article/S0749-3797\(11\)00314-X/fulltext](http://www.ajpmonline.org/article/S0749-3797(11)00314-X/fulltext).

⁵⁰ CDC National Center for Injury Prevention and Control. Web-based Injury Statistics Query and Reporting System (WISQARS). Accessed August 15, 2013. www.cdc.gov/injury/wisqars/.

⁵¹ Healthy Housing Solutions. Overcoming Obstacles to Policies for Preventing Falls by the Elderly – Final Report. February 2017. www.hud.gov/sites/documents/OvercomingObstaclesFalls.pdf.

⁵² Healthy Housing Solutions. Overcoming Obstacles to Effective Senior Falls Prevention and Coordinated Care – A Toolkit for Program Success. March 2017. https://www.hud.gov/sites/documents/Seniorfalls_Toolkit.pdf.

⁵³ Real Estate Assessment Center. "Physical Assessment Subsystem" (2011 slide presentation), <http://portal.hud.gov/hudportal/documents/huddoc?id=pass02182011.pdf>.

⁵⁴ National Center for Healthy Housing and University of Cincinnati Department of Environmental Health. 2004. "Evaluation of the HUD Lead-Based Paint Hazard Control Grant Program: Final Report." HUD, Office of Lead Hazard Control and Healthy Homes. https://nchh.org/resource-library/report_evaluation-of-the-hud-lead-based-paint-hazard-control-grant-program_final-report.pdf

⁵⁵ Wilson, Jonathan, Tim Pivetz, Peter Ashley, et al. 2006. "Evaluation of HUD-funded lead hazard control treatments at 6 years post-intervention." *Environmental Science*. <https://doi.org/10.1016/j.envres.2006.04.007>

practices and capabilities for achieving dust-lead clearance showed the feasibility of further strengthening the current dust-lead risk assessment and clearance standards.⁵⁶ Other research has quantified the extent of lead hazards in homes⁵⁷ and improved technical methods of addressing those hazards.⁵⁸ These grants and partnerships fund research to improve the efficacy and cost-effectiveness of methods for evaluation and control of residential lead-based paint and other housing-related health and safety hazards and site contamination hazards. HUD will use the findings from these studies to help improve and refine its approach towards achieving these goals.

⁵⁶ Cox, David and Gary Dewalt. 2015. *Lead Hazard Control Clearance Survey: Final Report*. HUD, Office of Lead Hazard Control and Healthy Homes. https://www.hud.gov/sites/documents/ClearanceSurvey_24Oct15.pdf.

⁵⁷ Dewalt F. Gary, David Cox, Robert O'Haver, et al. Prevalence of Lead Hazards and Soil Arsenic in U.S. Housing. *Journal of Environmental Health*. 78(5):22-29, December 2015. <https://www.neha.org/node/6429.rr>

⁵⁸ See https://www.hud.gov/program_offices/healthy_homes/researchers.

4. Strategic Objective: Enhance Rental Assistance

Enhance and reform our rental assistance programs by providing sustainable models to empower communities to address local affordable housing needs.

✦ **Agency Priority Goal for FY19-20: Transform assisted housing by transitioning 125,000 Public Housing units to a more sustainable platform from FY18 through the end of FY20.** ✦

OBJECTIVE

HUD is developing and implementing a comprehensive strategy for addressing the current and future needs of the Public Housing program that is more responsive to local communities, proposing reforms to the current rent calculation and incentive system, and aligning and streamlining administration of rental assistance programs to better serve HUD residents and stakeholders. Rental housing program reforms are necessary to provide sustainable and reliable assistance to America's low-income families.

LEADING THIS OBJECTIVE

Objective Lead
Hunter Kurtz
Principal Deputy Assistant Secretary
Office of Public and Indian Housing

The Public Housing program provides affordable housing to over one million families nationwide yet is hampered by an ever-growing capital needs backlog and overly burdensome program requirements. Increasing program flexibility will allow Public Housing Agencies (PHA) to efficiently operate housing, minimize costs, and provide access to critical financial resources to reposition their portfolios. Through a comprehensive strategy for addressing the current and future needs of the Public Housing program, HUD has begun to implement reforms to create opportunities to leverage private capital to rehabilitate or rebuild these properties and move units to a sustainable financial platform.

HUD is committed to working continually with our local partners to identify and reduce regulatory and administrative barriers that impede the efficient development and maintenance of affordable homes. The current, burdensome system of determining tenant rents based on complicated income calculations often results in inaccurate income reporting and stifles increased earning potential for HUD-assisted tenants.⁵⁹ HUD will continue to collaborate with stakeholders to ensure reforms to rental assistance programs benefit communities while encouraging sustainability for the future. Efforts will focus on promoting work, simplifying program administration, reducing Federal costs, and increasing local choice.

2018 APR PROGRESS UPDATE

Through FY18, HUD provided rental assistance to 4.6 million low-income households, including programs for elderly residents and individuals with disabilities.⁶⁰ During the year, HUD implemented a strategy to address the current and future needs of the Public Housing program to provide local options that are more responsive to community needs.

HUD conducted listening sessions to engage with PHA managers and industry experts on the repositioning of Public Housing units throughout FY18. The Department has begun leveraging existing programs and published

⁵⁹ HUD proposed to reform rental assistance to address these issues with the Making Affordable Housing Work Act (MAHWA), submitted to Congress in April 2018. The Act is available online at: <https://www.hud.gov/sites/dfiles/Main/documents/RentReformLegislativeText.pdf>.

⁶⁰ <https://www.huduser.gov/portal/datasets/assthsg.html>.

new policies on how to best transition hard-to-manage properties to more sustainable platforms. Under these new policies, PHAs and their communities have more control over managing their housing resources.

The RAD supplemental notice⁶¹, published on July 2, 2018, identified and implemented new flexibilities to reduce burdensome conversions of Public Housing to Project-Based Voucher (PBV) or Project-Based Rental Assistance (PBRA). The Section 18 Demolition and Disposition notice⁶², published on March 22, 2018, provided more options to PHAs to reposition their public housing and made more Tenant Protection Vouchers (TPV) available.

HUD is developing additional guidance designed to encourage the transition of Public Housing units into revitalized locally-controlled affordable housing. Guidance includes a new PIH Notice on streamlined voluntary conversions and other training and guidance materials to be posted on HUD’s website.

The array of voluntary repositioning strategies is intended to provide PHAs with more local control and flexibility in managing their affordable housing resources in ways most appropriate to the needs of their local communities. Field staff are engaged in the implementation of new policies and communicating potential options for PHAs to explore.

Finally, HUD submitted the “Make Affordable Housing Work Act” legislative proposal in the spring of FY18 to Congress. The proposal includes a simplified structure of 'core rents' that offers a more transparent and predictable rent calculation that streamlines program administration for PHAs and owners and is easier for both landlords and tenants to understand. Under this core rent proposal, PHAs and owners would only be required to verify income every three years rather than annually. This would substantially ease the administrative burden on PHAs, owners, and residents and would effectively encourage increased earned income without adversely impacting a household's rent for up to three years.

STRATEGIES AND MAJOR MILESTONES

Strategies	Major Milestones
<p>Provide technical assistance and training to PHAs on new tools to reposition their local Public Housing program.</p>	<p>9/30/2018: Headquarters and field staff attend and provide training sessions at conferences, industry meetings, and PHAs across the country. – <i>Achieved as of 9/30/2018</i></p>
<p>Publish additional notices that respond to PHA needs to reposition Public Housing units.</p>	<p>6/30/2019: Publish Voluntary Conversion and Rental Assistance Demonstration Revision 4 Notices.</p>
<p>Engage with residents, PHA management, and industry thought leaders on different rental housing program structures and rent calculations. This engagement will occur through public comment, listening sessions, and other meetings across the country.⁶³</p>	<p>4/12/2018: Hold listening session on repositioning of Public Housing. – <i>Achieved as of 4/12/2018</i></p> <p>6/1/2018: Hold listening session on Rent Reform. – <i>Achieved as of 6/1/2018</i></p> <p>6/1/2018 - 12/30/18: Conduct quarterly meetings with industry groups to get feedback on the Rent Reform proposal. – <i>Achieved as of 6/1/2018.</i></p>

⁶¹ https://www.hud.gov/sites/dfiles/Housing/documents/RAD_Supplemental_Note_7-2018.pdf.

⁶² <https://www.hud.gov/sites/dfiles/PIH/documents/pih2018-04.pdf>.

⁶³ Following completion of this strategy’s milestones in FY18, no further milestones will be established.

Improve long term affordable housing options by encouraging PHAs to transition Public Housing units with significant unmet capital needs to a more sustainable financial platform. ⁶⁴

7/2/2018: Issue Demolition and Disposition Notice and Supplemental RAD Notice – *Achieved as of 7/2/2018*

Develop a legislative proposal that modifies the rental calculation system to encourage work and stable family formation, simplify administration, improve fiscal sustainability, and increase local control and choice. ⁶⁵

4/25/2018: Transmit Rent Reform legislative proposal to Congress. – *Achieved as of 4/25/2018*

KEY PERFORMANCE INDICATORS

To help achieve this objective, HUD has established the following performance indicators:

★ **Number of Public Housing units transitioned to a sustainable platform**

This measure will track the number of Public Housing units transitioned through the Rental Assistance Demonstration (RAD), Voluntary and Required Conversions, Section 18 Demolitions and Dispositions, and Declaration of Trust release.

	FY16 Actual ⁶⁶	FY17 Actual ⁶⁷	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
RAD Conversions	18,695	32,256	26,977	40,000	27,000 ⁶⁸	30,000
Voluntary & Required Conversions	N/A ⁶⁹	N/A	0	0 ⁷⁰	1,500	3,582
Section 18 Demolitions/ Dispositions	N/A	N/A	9,346	10,000	12,000	12,000
Declaration of Trust Release	N/A	N/A	995	721	800	800

⁶⁴ Following completion of this strategy’s milestones in FY18, no further milestones will be established.

⁶⁵ Following completion of this strategy’s milestones in FY18, no further milestones will be established.

⁶⁶ HUD PIH Information Center data.

⁶⁷ HUD PIH Information Center data.

⁶⁸ The FY19 target has been adjusted to reflect a more realistic target to better account for past program performance and operating under a statutory cap.

⁶⁹ HUD did not track N/A figures as they were not part of an APG prior to FY18.

⁷⁰ The RAD/Voluntary Conversion notice is being drafted and is anticipated to be completed in the Spring of FY19.

OTHER INDICATORS

▶ **Public Housing occupancy rate⁷¹**

This measure will track the percentage of Public Housing units that are occupied so that HUD can ensure optimal occupancy rates for units remaining in the Public Housing program.

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
95.69%	95.25%	95.6%	Tracking Only	Tracking Only	Tracking Only

▶ **Project-Based Rental Assistance (PBRA) occupancy rate⁷²**

This measure will track the percentage of Project-Based Rental Assistance program units that are occupied.

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
94.6%	96.6%	97.6%	Tracking Only	Tracking Only	Tracking Only

▶ **Housing Choice Voucher Budget Utilization⁷³**

This metric is measured using the calendar year-to-date Housing Assistance Payment (HAP) spending as a percentage of budget authority. Specific budget utilization, voucher utilization, and limited HAP reserve targets optimize the number of households that a PHA can serve given its budget and reserves.

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
101.85%	101.20% ⁷⁴	98.8%	Tracking Only	Tracking Only	Tracking Only

▶ **Number of families served through HUD rental assistance⁷⁵**

This will track the number of rental units occupied by HUD-assisted households.

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
4,628,130	4,621,813	4,631,866	Tracking Only	Tracking Only	Tracking Only

⁷¹ HUD PIH Information Center data.

⁷² HUD Multifamily TRACS data. This metric is being discontinued beginning in FY19.

⁷³ HUD Voucher Management System data.

⁷⁴ Utilization rates over 100% reflect use of reserves to fund voucher assistance when funding appropriated in that fiscal year is insufficient.

⁷⁵ Totals have been standardized across HUD reports and data sources to include HUD PIH Information Center and TRACS data. Previous Annual Performance Plans included McKinney-Vento Homeless Rental Assistance, Tax Credit Assistance Program, and Housing Opportunities for Persons with AIDS (HOPWA), which are not included in the rental units totals above.

EVIDENCE BUILDING

PD&R has produced an extensive body of evidence on the scope of housing needs among renters nationally, the ways in which current HUD programs meet those needs, and the ways in which those programs could be enhanced to meet these needs in the future. PD&R supplements its surveys of national and regional market activity with biennial reports to Congress about households with “worst-case housing needs.” “Worst-case housing needs” increased during 2013–2015 to affect 8.3 million very low-income renter households. Worst-case needs and severe cost burdens are a growing problem in light of a shrinking proportion of affordable and available units relative to need.⁷⁶

These measures inform HUD’s efforts to track and target existing rental assistance, study alternative rental arrangements, and monitor efforts to preserve existing Public Housing units through innovative funding relationships. Recent research addresses a critical performance issue of successful lease-up and opportunity potential of the Housing Choice Voucher program. Research suggests that landlords are deterred from accepting vouchers by issues including financial motivation, perception of tenants, and bureaucratic factors.⁷⁷ A new study of landlord acceptance of vouchers used paired testing methods in five metropolitan areas to show that landlord refusal to accept Housing Choice Vouchers is a significant problem for the voucher program, and led HUD to establish a taskforce to improve understanding of landlord concerns and improve the voucher program.⁷⁸

Following the completion of preliminary reports, PD&R is currently producing follow-up outcomes analyses for two landmark studies: The Rent Reform Demonstration and the Rental Assistance Demonstration. HUD’s Rent Reform Demonstration is designed to test an alternative to the current HUD-assisted rent structure to assess its effect on the employment, earnings, and hardship of the residents that rely on housing vouchers. The Rental Assistance Demonstration is designed to provide PHAs with new options for preserving Public Housing units through conversion to the more financially sustainable project-based Section 8 assisted housing platform.

An evaluation of PHAs currently operating the Moving to Work (MTW) program is underway, while PD&R is also developing an evaluation of the MTW expansion. This expansion will grant 100 PHAs the flexibility to restructure some programs, reallocate resources, and implement innovative programs. HUD plans to roll out the expansion in cohorts to allow for more rigorous analysis of various elements of the MTW program. PD&R’s initial evaluation cohort will test how small PHAs used their flexibility to better meet community needs, and the second cohort of PHAs will test the efficacy of various rent reform proposals. PD&R, in consultation with external experts and stakeholders, has identified numerous opportunities to expand HUD’s understanding of how to enhance rental assistance programs.

⁷⁶ “Worst Case Housing Needs: 2017 Report to Congress” (2017), <https://www.huduser.gov/portal/publications/Worst-Case-Housing-Needs.html>.

⁷⁷ “Urban Landlords and the Housing Choice Voucher Program: A Research Report” (2018), <https://www.huduser.gov/portal/publications/UrbanLandlords.html>.

⁷⁸ “Pilot Study of Landlord Acceptance of Housing Choice Vouchers” (2018), <https://www.huduser.gov/portal/pilot-study-landlord-acceptance-hcv.html>.

Major Initiative: Track Positive Exits

Track the reasons why HUD-assisted tenants exit rental assistance programs.

★ **Agency Priority Goal for FY19-20: Promote economic opportunity for HUD-assisted residents by encouraging self-sufficiency and financial stability, as measured by increasing the proportion of households who exit HUD-assisted housing for positive reasons.** ★

INITIATIVE

HUD is determined to create opportunities for financial independence and improvement in the lives of those living in HUD-assisted housing. HUD wants to see tenants leaving its programs because they have increased their income to the extent where they no longer need a subsidy to obtain safe, decent housing, or for a similar, positive reason. To support this objective, the Department must better understand the reasons why those on assistance leave and what outcomes they experience after exiting. By analyzing the reasons for and results of exits, HUD can better allocate resources. Determining the effectiveness of our programs and replicating best practices can help tenants achieve financial independence.

LEADING THIS INITIATIVE

Initiative Lead
 Todd Richardson
General Deputy Assistant Secretary
 Office of Policy Development and
 Research

For the first time, HUD is embarking on a large-scale process to collect data on tenants that leave assisted housing, for positive reasons or otherwise. HUD has convened subject-matter experts from relevant program offices to analyze data-gathering challenges and develop a long-term strategy for collecting tenant-level exit data. HUD is committed to creating and sustaining research options for understanding how our programs impact families and communities.

2018 APR PROGRESS UPDATE

Due to the extensive process required for collecting tenant-level data on exits, there were no targets set for FY18. At the beginning of FY18, HUD established a working group to address the challenges of collecting exit data. The working group, consisting of program office experts, also assessed the long-term processes needed for this objective. HUD determined that the best strategy is to use two existing evaluation efforts to track and assess outcomes of those exiting assisted housing (“leavers”). Evidence will be used to inform enhancements to administrative data systems.

STRATEGIES AND MAJOR MILESTONES

Strategies	Major Milestones
<p>Use current demonstrations, including the Rent Reform Demonstration and the Family Self-Sufficiency Demonstration, to examine exit outcomes and inform strategies for improving administrative collection of exit data.</p>	<p>9/30/2019: Include a short standard panel of exit survey questions in survey instruments submitted to OMB for Paperwork Reduction Act review in support of the Rent Reform Demonstration and the Family Self-Sufficiency Demonstration.</p> <p>9/30/2020: Conduct exit surveys, analyze results, and develop suggestions for strengthening measurement of positive exits in administrative data collections.</p>

OTHER INDICATOR⁷⁹

To help achieve this objective, HUD has established the following performance indicators:

★ Percentage of work-able households exiting assisted housing with low rental subsidy needs

This measure tracks the percentage of households that leave the Housing Choice Voucher program with their income-based rental subsidies at or near zero. Such low subsidies imply that household incomes have increased to the extent that market-based housing is within reach. This measure will serve as a proxy for positive exits as HUD secures the new data on all Section 8, Public Housing, and Multifamily programs. For this measure, “work-able household” is defined to mean a household containing at least one non-elderly, non-disabled adult member.⁸⁰

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
18.1%	18.7%	20.0%	Tracking Only	Tracking Only	Tracking Only

EVIDENCE BUILDING

HUD’s administrative data systems for public and assisted housing are populated by PHAs and private housing providers. The tenant data provide basic information about earnings that can be used to assess economic progress of work-able households and individuals, but minimal information about causes of exits and no information about outcomes after exit. Numerous program participants leave assistance after short spells; those leaving in 2015 had stayed a median of 4.8 years in the HCV program and 3.0 years in public housing and assisted multifamily housing.⁸¹ An examination of positive and negative reasons for exit among Moving to Opportunity participants found both positive reasons such as income growth and homeownership and negative reasons such as involuntary relocation and eviction.⁸²

Several evaluations that included an active tracking component for leavers have examined exits and outcomes for programs serving formerly homeless individuals, including those leaving transitional housing,⁸³ disabled individuals leaving permanent supportive housing,⁸⁴ and veterans leaving HUD-VASH supportive housing.⁸⁵ PD&R’s 2004 “Where Are They Now?” study pilot tested methods of passively tracking leavers using public databases and surveys to assess outcomes. The study revealed that passive tracking with resources available at the time was insufficient to reliably provide current contact information.⁸⁶

The “Assessment of Economic Opportunity Metrics” is a HUD-funded effort, completed in the first quarter of CY19, to develop and evaluate performance metrics that combine administrative data with survey data to assess self-sufficiency conditions of work-able residents relative to the context of their local labor markets. Such enhanced metrics, available at national and local levels of detail, have potential to inform monitoring and initiatives to support progress toward positive exits. During FY19, HUD is examining opportunities to incorporate exit survey components into ongoing and planned program demonstrations that have tenant tracking. Such information will be used to assess how outcomes of leavers vary with reasons for exit and to inform enhancements to administrative systems to better capture information about exit reasons.

⁷⁹ The “Proportion of households exiting assisted housing for positive reasons” indicator is being removed because data will not be available until at least FY21. HUD continues to work toward obtaining the data necessary to track it.

⁸⁰ Elderly is defined as 65 or older; disabled uses the same definition as program certification rules.

⁸¹ <https://www.huduser.gov/portal/publications/length-of-stay.html>.

⁸² <https://www.huduser.gov/portal/publications/What-Happens-to-Housing-Assistance-Leavers.html>.

⁸³ <https://www.huduser.gov/portal/publications/pdf/LifeAfterTransition.pdf>.

⁸⁴ <https://www.huduser.gov/portal/publications/homeless/permhsgstudy.html>.

⁸⁵ <https://www.huduser.gov/portal/sites/default/files/pdf/HUD-VASH-Exit-Study.pdf>.

⁸⁶ <https://www.huduser.gov/portal/Publications/pdf/WhereAreTheyNow.pdf>.

5. Strategic Objective: Reduce Barriers to Affordable Housing

Identify and incentivize the reduction of barriers to the development of affordable housing.

OBJECTIVE

HUD will engage Federal, state, Tribal, and local partners to identify and reduce barriers to affordable housing. Efforts will involve implementing the America’s Affordable Communities Initiative (AACI) to increase the supply of affordable housing at all levels.

HUD has established an internal working group, composed of key program offices, to review how the Department can incentivize the reduction of barriers to affordable housing development. Senior HUD officials will engage leaders representing the Department’s diverse stakeholders to discuss and promote successful practices for reducing regulatory burdens. Engagements will focus practices which have increased the supply of available affordable housing or decreased housing development costs.

HUD will further engage stakeholders and identify strategies that they have already provided, which HUD can leverage to advance this goal. HUD will review public comments responding to Executive Order 13777 (“Enforcing the Regulatory Reform Agenda”) and the advance notice of proposed rulemaking, inviting comments on amendments to affirmatively furthering fair housing (AFFH) regulations.⁸⁷ Once this is done, HUD will publish a Federal Register Notice soliciting comments (and subsequently review said comments) on suggested best practices and strategies to reduce regulatory burdens to affordable housing development. HUD will also update the *Regulatory Barriers Clearinghouse* to ensure ease of access and broader utilization.⁸⁸

Finally, as initially proposed in the FY19 President’s Budget Congressional Justifications, HUD will launch the AACI. The primary purpose of AACI is to identify and educate the public on the most effective strategies to reduce State and local government regulatory barriers, thus supporting the creation of more affordable housing for American families. The Executive Order establishing the White House Opportunity and Revitalization Council, with Secretary Carson as the lead, will provide additional support for this effort.

2018 APR PROGRESS UPDATE

HUD formed the internal working group of program offices in FY19 Q1. In October 2018, Secretary Carson held a roundtable with approximately 30 Mayors and local leaders to discuss this shared challenge.

STRATEGIES AND MAJOR MILESTONES

Strategies	Major Milestones
Develop a Plan to identify barriers to affordable housing	10/31/2018: Establish Internal HUD Working Group. — <i>Achieved as of 10/31/18</i> 10/1/19: Complete a draft workplan
Increase Public Awareness about effective strategies to reduce governmental regulatory barriers	9/30/2019: Launch America’s Affordable Communities Initiative

⁸⁷ HUD will identify received comments that relate to reducing regulatory barriers to affordable housing development.

⁸⁸ The *Regulatory Barriers Clearinghouse* is accessible through HUDUser.gov at: <https://www.huduser.gov/portal/rbc/home.html>.

Engage the Public on Reducing State and Local Barriers to Affordable Housing and Urban Development

11/30/2018: Begin Engagement with State, local, private-sector leaders — *Achieved as of 11/16/18*

3/31/2019: Review Public Comments from Prior Notices

12/31/2019: Publish Federal Register Notice

3/31/2020: Update Regulatory Barriers Clearinghouse

KEY PERFORMANCE INDICATORS

To help achieve this objective, HUD has established the following performance indicators:

▶ **AACI Adoption⁸⁹**

This measure will track the number of Mayors and County Executives that have signed on to the America’s Affordable Communities Initiative (AACI).

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
N/A	N/A	N/A	N/A	100	200

OTHER INDICATORS

▶ **Number of jurisdictions that have adopted a plan to consolidate the permitting process⁹⁰**

This measure will track the number of jurisdictions that lack sufficient housing and have streamlined their process to issue permits for any type of housing.

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
N/A	N/A	N/A	Tracking Only	Tracking Only	Tracking Only

EVIDENCE BUILDING

Research from Australia suggests that local zoning restrictions have contributed to the significant rise in housing prices in the largest cities.⁹¹ HUD’s *Regulatory Barriers Clearinghouse* (RBC)⁹² collects and disseminates information on state and local regulations and policies affecting the creation and maintenance of affordable housing across the country. The RBC Database contains summaries of judicial decisions, ordinances, research papers, state and local government reports, and websites that offer insight on regulatory barriers and strategies being implemented in communities across the nation to promote the development and preservation of affordable housing. PD&R’s Spring 2018 issue of Evidence Matters more closely examined some of the policies and

⁸⁹ This is a new objective for FY20; FY19 will establish the baseline.

⁹⁰ This is a new objective for FY20; FY19 will establish the baseline.

⁹¹ https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3149272.

⁹² <https://www.huduser.gov/portal/rbc/home.html>.

practices that state and local governments are implementing to address the many regulatory barriers to affordable housing.⁹³

Researchers have called on HUD to invest in the collection of both quantitative and qualitative data on regulatory practices throughout the nation, the reasons for establishing barriers, and the effects of local housing shortages on local and regional economic competitiveness,⁹⁴ further supporting our increased efforts in the area.

⁹³ <https://www.huduser.gov/portal/periodicals/em/spring18/index.html>.

⁹⁴ <https://www.huduser.gov/periodicals/cityscape/vol8num1/cityscapev8num1.pdf#page=11>.

6. Strategic Objective: Develop EnVision Centers

Develop a model that provides communities an EnVision Center network that optimizes services to empower households to be self-sufficient.

OBJECTIVE

HUD has achieved results through coordinated efforts with local and national partners, particularly through cross-program and interagency collaboration that focuses on place-based outcomes, such as Jobs Plus and ConnectHome. The Department has expanded upon this by launching the EnVision Centers Initiative, a program that co-locates supportive services within or near HUD-assisted housing to support residents and low-income households in achieving self-sufficiency. EnVision Centers are intended to enhance existing resources by fostering collaboration between local, state, and Federal partners that have existing programs. These centralized hubs are designed to serve as an incubator for four key pillars of self-sufficiency: character and leadership; educational advancement; economic empowerment; and health and wellness.

LEADING THIS OBJECTIVE

Objective Lead
 Christopher Bourne
*Deputy Assistant Secretary for
 Innovation*
 Office of Policy Development and
 Research

EnVision Centers will leverage public and private resources, across federal agencies, state and local governments, non-profits, faith-based organizations, corporations, public housing authorities, and housing finance agencies, for maximum community impact. HUD plans to implement the EnVision Center concept at select locations through its anchor and Federal partners. HUD will provide technical assistance and conduct research to evaluate the effectiveness of this new approach to collaboration that drives self-sufficient outcomes to HUD-assisted communities most in need.

2018 APR PROGRESS UPDATE

HUD announced the EnVision Centers Initiative in December 2017. Over the course of FY18, HUD announced the first cohort of physical EnVision Center locations in eighteen communities across the nation.⁹⁵ The Department launched the EnVision Center Mobile App to link residents of HUD-assisted housing and low-income households to services that will help them achieve self-sufficiency. HUD also began Federal interagency collaboration with EnVision Center services by leveraging their participation in the newly established White House Opportunity and Revitalization Council.

STRATEGIES AND MAJOR MILESTONES

Strategies	Major Milestones
Assess and strengthen the Envision Center Model to ensure program feasibility, ease of use, and understanding. ⁹⁶	12/31/2017: Launch the EnVision Center Network – <i>Achieved as of 12/31/2017</i> 5/1/2019 Develop standard templates for demonstration sites with a detailed operations guide.

⁹⁵ HUD plans to implement EnVision Center programming at the 18 sites listed on HUD.gov: <https://www.hud.gov/envisioncenters/locations>
⁹⁶ This strategy appeared as “Create an EnVision Center Network” in the FY19 APP. The strategy has been changed to reflect HUD’s shift in focus towards establishing an EnVision Center model and validating it through assessment.

8/30/2019: Open nine EnVision Center locations after completion of application assessment.⁹⁷

Leverage partnerships with other Federal and local agencies, non-profits, and private businesses to increase participation by HUD-assisted households.

5/11/2019: Develop an interagency working group to identify the best programs to integrate in EnVision Centers.

Provide targeted outreach on supportive services for education. Using HUD and Federal Student Aid (FSA) matched data, HUD will target outreach on higher education, financial aid, and education navigation services. HUD will continue to promote the use of local data sharing agreements between school systems and HUD-assisted housing to target services.⁹⁸

3/31/2018: Conduct outreach for HUD's data-sharing roadmap to support local partnerships between housing and education providers. – *Achieved as of 3/8/2018*

9/1/2019: Publish preliminary findings on ROSS for Education (Project S.O.A.R.: Students + Opportunities + Achievements = Results) impacts on Free Application for Federal Student Aid (FAFSA) completions and enrollment in higher education among HUD-assisted residents.

KEY PERFORMANCE INDICATORS

To help achieve this objective, HUD has established the following performance indicators:

► **Increase the number of physical EnVision Centers.**⁹⁹

This metric will track the number of Envision Centers in operation.

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
N/A	N/A	N/A	N/A	9	17

► **First time acceptance rate of EnVision Center applications.**¹⁰⁰

Percent of accepted applications that did not require HUD to request additional information from applicants.

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
N/A	N/A	N/A	N/A	40%	60%

⁹⁷ The original milestone target was to open three physical EnVision Center locations by April 2019. The milestone has been updated due to delays created by the government shutdown which occurred during December 2018 and January 2019.

⁹⁸ This strategy and associated milestones are being removed as they are beyond the scope of the current effort. HUD intends to work with its partners to establish long-term metrics to measure program success.

⁹⁹ This is a new objective for FY20; FY19 will establish the baseline.

¹⁰⁰ This is a new objective for FY20; FY19 will establish the baseline.

► **Envision Center application preparation time.**¹⁰¹

Median time (in hours) required for applicant to prepare and submit required documents.

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
No data	No data	No data	N/A	6	4

► **Time to certify.**¹⁰²

Median time (in days) required for HUD to certify an EnVision Center application (from receipt of application to the date HUD sends a certification letter to the applicant).

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
No data	No data	No data	N/A	60	45

OTHER INDICATORS

► **Percentage of HUD-assisted tenants aged 17-34 who have completed a Free Application for Federal Student Aid (FAFSA)**¹⁰³

Percentage of all HUD-assisted residents ages 17-34 in Public Housing, Housing Choice Vouchers, and Multifamily Housing Programs who completed a FAFSA in the most recent application cycle, according to a match to Federal Student Aid (FSA) data.

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
25%	No data	No data	Tracking Only	Tracking Only	Tracking Only

► **Percentage of HUD-assisted tenants aged 17-34 who completed a FAFSA and then received aid to attend school**¹⁰⁴

Percentage of all HUD-assisted residents ages 17-34 in Public Housing, Housing Choice Vouchers, and Multifamily Housing Programs who enrolled in college, among those who completed a FAFSA application in the most recent application cycle, according to a match to Federal Student Aid (FSA) data.

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
16%	No data	No data	Tracking Only	Tracking Only	Tracking Only

¹⁰¹ This is a new objective for FY20; FY19 will establish the baseline.

¹⁰² This is a new objective for FY20; FY19 will establish the baseline.

¹⁰³ HUD is discontinuing this indicator as it no longer aligns to the Departments' current EnVision Center efforts.

¹⁰⁴ HUD is discontinuing this indicator as it no longer aligns to the Departments' current EnVision Center efforts.

EVIDENCE BUILDING

Stable, affordable housing, which can be obtained through use of housing assistance, can be a platform for securing employment, but for many individuals eligible for housing assistance, housing alone is likely to be insufficient for achieving economic independence. Economic theory and evidence suggest that means-tested housing assistance creates modest work disincentives. One study points to “a large positive effect” of housing assistance on the future earnings of teenage females, although the effects were not the same for males.¹⁰⁵

Because many people need more than just housing to be well-situated to increase earnings or find employment, housing providers often need to collaborate with other entities that provide a range of additional services. This increased coordination of services and resources that can support residents’ efforts to work was an important feature of the original Jobs Plus demonstration. A rigorous evaluation of the original Jobs Plus Demonstration in six sites found positive impact on earnings in the three sites that fully implemented the program, but the three weaker sites demonstrated no measurable gains relative to control sites.¹⁰⁶ PD&R recently kicked off the Jobs Plus Initiative Outcomes Evaluation to: 1) assess the effectiveness of the program in 24 HUD replication sites that started the program in 2015; 2) examine the implications of the earned income disregard on work and income-reporting behavior; and 3) assess the long-term effectiveness of the original Jobs Plus model by matching participants to other available administrative data. PD&R’s summer/fall 2018 issue of Evidence Matters further explores and highlights examples of innovative programs to integrate workforce and housing services.¹⁰⁷

HUD’s other primary program to remove work disincentives and improve self-sufficiency among assisted tenants is Family Self-Sufficiency (FSS). In FSS, participants work with case managers to set goals, access services, and accumulate their incremental rent increases; that result from increased earned income as a credit to escrow accounts rather than paying higher rents. Over 74,000 households actively participate in the program. Of the 5,422 families that have graduated from the program, all no longer require Temporary Assistance for Needy Families (TANF), and 47 percent have escrow savings at graduation, at an average of \$7,700. In addition, 29 percent of program graduates exited rental assistance within one year of leaving the FSS program 624 FSS program, and 12 percent of graduates went on to purchase a home. PD&R continues to undertake a longitudinal, randomized controlled study of the FSS Program. Further, HUD has commissioned a national impact evaluation of FSS, with a final report due in 2022.

Recognizing that financial assistance alone is insufficient for many to realize long-term economic independence, the EnVision Centers serve as a centralized hub to connect people to supports in four main areas: economic empowerment, educational advancement, health and wellness, and character and leadership. The centers will bring in a range of public, private, and nonprofit partners, including PHAs, to efficiently and effectively coordinate needed services and supports. In February 2018, the Urban Institute released a brief that included nine specific recommendations for EnVision Centers based on research on past programs, including setting realistic expectations and timelines for building assets, using a trauma-informed approach for mental health care, and using two-generation strategies, among others.¹⁰⁸

PD&R’s *Research Roadmap: 2017 Update* includes several proposed studies relating to self-sufficiency. In addition to the *Roadmap* proposals, HUD is considering a demonstration and evaluation of an innovative collaborative model for achieving improved self-sufficiency and other outcomes in disadvantaged neighborhoods.

¹⁰⁵ Fredrik Andersson, John C. Haltiwanger, Mark J. Kutzbach, Giordano Palloni, Henry O. Pollakowski, and Daniel H. Weinberg. 2015. “Childhood Housing and Adult Earnings: A Between-Siblings Analysis of Housing Vouchers and Public Housing,” <https://www.stlouisfed.org/-/media/Files/PDFs/Community%20Development/Econ%20Mobility/Sessions/PollakowskiPaper508.pdf>.

¹⁰⁶ https://www.mdrc.org/sites/default/files/full_485.pdf.

¹⁰⁷ <https://www.huduser.gov/portal/periodicals/em/summer-fall-18/highlight3.html>.

¹⁰⁸ Susan J. Popkin. 2018. “EnVision Centers: Insights from Research on Past Efforts to Promote Self-Sufficiency among HUD-Assisted Households,” <https://www.urban.org/research/publication/envision-centers-insights-research-past-efforts-promote-self-sufficiency-among-hud-assisted-households>.

Such research, subject to the availability of evaluation resources, will be critical to expansion and success of the EnVision Centers.

7. Strategic Objective: Support Effectiveness and Accountability in Long-Term Disaster Recovery

Facilitate housing, infrastructure and economic recovery while ensuring investments mitigate against future disasters and create resilient communities.

OBJECTIVE

After a disaster, Congress sometimes appropriates Community Development Block Grant Disaster Recovery (CDBG-DR) funds to HUD for long-term disaster recovery needs to particularly hard-hit disaster-affected communities. The Department's priority is to "fill the gap" of housing recovery assistance to ensure disaster survivors have stable, affordable, and resilient homes. HUD will continue to require CDBG-DR grantees to target resources for households with the greatest housing needs to meet this objective. Post-disaster housing resources must include housing for renters, homeowners, and individuals experiencing homelessness. Additionally, HUD will continue to ensure homes are supported and protected by more resilient infrastructure. Efforts will focus on speeding the HUD approval process for infrastructure capable of sustaining economic development while providing increased protection from future disaster events.

HUD will improve oversight and transparency of grantee programs by swiftly implementing \$10M of disaster grant management system enhancements. The Department will consolidate all monitoring processes into the Disaster Recovery Grant Reporting System. Doing so will provide improved data analytics, dashboards, and tools to monitor grantee performance and financial progress. System upgrades will also: reduce costs, speed up administrative tasks for providers and CPD staff, and improve oversight of Federal funds. Supporting this endeavor will be improvements to transparency by way of additional system controls, modern website designs, and smart widget technology.

2018 APR PROGRESS UPDATE

N/A¹⁰⁹

Cross-Agency Priority Goal: Modernize Infrastructure Permitting

HUD has participated in this CAP Goal as a member of the Federal Permitting Improvement Steering Council. The Department has managed two projects under this initiative which were designated in accordance with Title 41 of the Fixing America's Surface Transportation Act (FAST-41): Rebuild by Design East Side Coastal Resiliency Project (ESCR) and the Rebuild by Design Hudson River Project.¹¹⁰ In FY18, HUD and its ESCR partners paused the project with plans to resume activities in 2019. During the fiscal year, HUD also completed the environmental review and authorization process for the Hudson River Project by issuing and authorizing the use of grant funds. The Department's action allows partners to proceed to the final design and construction phases of the project.

LEADING THIS OBJECTIVE

Objective Lead
David Woll
Principal Deputy Assistant Secretary
Office of Community Planning and
Development

¹⁰⁹ This objective is new and did not exist in FY18. As such, an FY18 APR update is not available.

¹¹⁰ Information on the East Side Coastal Resiliency Project and the Hudson River Project is available online at their respective websites: <http://www1.nyc.gov/site/escr/index.page> and <http://www.nj.gov/dep/floodresilience/rbd-hudsonriver.htm>. Both projects were established as part of Hurricane Sandy rebuilding efforts.

STRATEGIES AND MAJOR MILESTONES

Strategies	Major Milestones
<p>Consolidate monitoring processes by upgrading the Disaster Recovery Grant Reporting System.</p>	<p>12/31/2020: Integrate the published plan, DRGR action plan, and quarterly progress reports to make each document easier to understand.</p> <p>12/31/2020: Centralize all technical assistance management functions into the Disaster Recovery Grant Reporting System.</p>
<p>Increase the stock of resilient housing.</p>	<p>9/30/2025: Assess the impacts of CDBG-DR funds in increasing the stock of resilient housing.</p>
<p>Increase the number of households who are no longer living in harm’s way.</p>	<p>9/30/2025: Assess the impacts of CDBG-DR funds in reducing the number of households living in high-risk areas.</p>
<p><u>CAP Goal: Modernize Infrastructure Permitting</u> by improving the Federal environmental review and authorization process. Enable infrastructure project sponsors to start construction sooner, create jobs earlier, and fix our Nation’s infrastructure faster. Efforts will ensure potential impacts on environmental and community resources are integrated into planning processes.</p>	<p><u>Standardize Interagency Coordination</u></p> <p>6/30/2018: Begin One Federal Decision implementation – <i>Achieved as of 4/9/2018</i>¹¹¹</p> <p>12/31/2018: Begin using permitting timetables for all major infrastructure projects – <i>Achieved as of 7/30/2016</i>¹¹²</p> <p>12/31/2018: Begin implementing processes for engaging senior agency leadership – <i>Achieved as of 7/30/2016</i>¹¹³</p> <p>9/30/2019: Issue guidance to grantees to implement the One Federal Decision framework through funding notices</p> <p><u>Improve Predictability & Transparency</u></p> <p>10/9/2017: Issue and authorize the use of HUD grant funds for the final design and construction phases of the Rebuild by Design Hudson River Project – <i>Achieved as of 10/9/2017</i></p> <p>12/31/2018: Begin tracking certain infrastructure projects on the Permitting Dashboard – <i>Achieved as of 8/30/2016</i></p>

¹¹¹ The Secretary signed the memorandum of understanding for implementing One Federal Decision under Executive Order 13807 on April 4, 2018. Departmental activities to support One Federal Decision began at the end of June 2018. However, HUD does not have programs that apply to the One Federal Decision execution plan.

¹¹² HUD only has two major infrastructure projects under this CAP Goal’s purview. These are the East Side Coastal Resiliency Project and the Hudson River Project.

¹¹³ HUD began implementing processes for engaging senior agency leadership when it began participating in the Federal Permitting Improvement Steering Council in 2016.

Identify and Implement Best Practices

9/30/2018: Provide CAP Goal Leads with a list of HUD’s best practices – *Achieved as of 9/28/2018*

KEY PERFORMANCE INDICATORS

To help achieve this objective, HUD has established the following performance indicators:

- ▶ **Decrease the percentage of “Slow Spenders” among CDBG-DR recipients for 2015, 2016, and 2017 funds¹¹⁴**

HUD will focus grantees on the goal of timely recovery by using TA and oversight actions to decrease the percentage of 2015, 2016, and 2017 CDBG-DR grantees expending funds too slowly to meet applicable fund expenditure requirements (aka “slow spenders”).

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
N/A	N/A	33%	N/A	28%	23%

OTHER INDICATORS¹¹⁵

- ▶ **Number of homes, affected by disaster events in 2017 and later, that were rehabbed, reconstructed, or newly constructed using CDBG-DR funds**

This measure will track the number of homes that were rehabilitated, reconstructed, or constructing using CDBG-DR funds, subject to enhanced program requirements. (Source: HUD DRGR System)

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
N/A	N/A	N/A	Tracking Only	Tracking Only	Tracking Only

- ▶ **Number of homes, affected by disaster events in 2017 and later, that are elevated**

This measure will track the number of homes that were elevated using CDBG-DR funds. (Source: HUD DRGR System)

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
N/A	N/A	N/A	Tracking Only	Tracking Only	Tracking Only

¹¹⁴ This metric is new and did not exist in FY18. As such, an FY18 target was not established.

¹¹⁵ Indicators are new. As such, HUD will begin tracking and reporting *Other Indicator* data in the FY19 APR.

▶ **Number of housing buyouts**

This measure will track the number of housing buyouts (homes purchased resulting in hazard-vulnerable properties permanently restricted from development) financed with CDBG-DR funds provided to grantees recovering from disaster events in 2017 and later (Source: HUD DRGR System)

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
N/A	N/A	N/A	Tracking Only	Tracking Only	Tracking Only

EVIDENCE BUILDING

With natural disasters becoming more frequent and more costly, improving the resilience of America’s communities is an important area of focus for research and policy. Resilience relates to the ability of systems and places to mitigate the risk of, withstand, and quickly recover from extreme events, and the social capital of communities is an important aspect of resilience.¹¹⁶ In FY19, HUD expects to release a report on accelerating housing recovery after severe disasters, based on an examination of housing recovery activities funded by CDBG-DR during 2005 to 2015. Another ongoing research effort, “National Disaster Resilience Competition Case Studies,” has the potential to help communities save public resources, modernize infrastructure, and improve access to opportunity for vulnerable populations through cost-benefit analyses and guidebooks for future recovery grants.

¹¹⁶ “The Research Basis for Disaster Resilience” 2015, <https://www.huduser.gov/portal/periodicals/em/winter15/highlight2.html>.

8. Strategic Objective: Promote Section 3

Assess, improve, and promote Section 3 to better serve eligible residents.

OBJECTIVE

Section 3 is a provision of the Housing and Urban Development (HUD) Act of 1968 that aims to foster local economic development, neighborhood economic improvement, and individual self-sufficiency. The Section 3 Program requires that recipients of certain HUD financial assistance, to the greatest extent feasible, provide job training, employment, and contracting opportunities for low- or very-low income residents in connection with projects and activities in their neighborhoods. Since the launch of the Section 3 Performance Evaluation and Registry System (SPEARS) in August 2015, there have been over 33,000 reports from over 4,000 grantees, which include Public Housing Authorities, entitlement jurisdictions, and multifamily housing owners.

LEADING THIS OBJECTIVE

Objective Lead
 Matthew Hunter
Assistant Deputy Secretary
 Field Policy and Management

Secretary Carson’s vision for HUD-assisted families is one of self-sufficiency, and Section 3 is a key programmatic element. HUD is improving the internal operations of its Section 3 efforts, both by adding additional support and improving technology that captures compliance.

These efforts will seek to empower Section 3 residents through training and job opportunities. In addition, these opportunities will aid in further revitalizing urban and rural communities across the nation.

2018 APR PROGRESS UPDATE

HUD is strengthening its implementation of an existing statutory requirement to increase the impact of the Section 3 requirements for low- and very-low income persons, increase compliance with Section 3 requirements, and reduce regulatory burden. Section 3 is being strengthened through a targeted effort to stop inefficiencies in implementation at both the Federal and local level. The Section 3 Rulemaking Task Force has worked to design a cohesive and achievable revamped structure for Section 3. In addition to changes in the rule, improvements in the operational structure and technology portions of Section 3 are simultaneously underway.

STRATEGIES AND MAJOR MILESTONES

Strategies	Major Milestones
<p>Revise the Section 3 Rule through collaborative internal and external engagement.</p>	<p>4/1/2019: Publication of Proposed Section 3 Rule 12/28/2019: Publication of Section 3 Final Rule</p>
<p>Revise implementation of Section 3 Operations via Technical Assistance, Webinars, Guidance by FPM, PIH, CPD, OLHCHH, and Housing.</p>	<p>3/27/2020: Completion of targeted technical assistance campaign for Final Rule</p>
<p>Enhance IT evaluation and reporting systems to implement the new Section 3 rule.</p>	<p>3/27/2020: Roll out IT enhancements for the evaluation and reporting system for Section 3 to implement the new rule</p>

KEY PERFORMANCE INDICATORS¹¹⁷

To help achieve this objective, HUD has established the following performance indicators, which will be amended once the Proposed Rule is finalized:

▶ **Percentage of Section 3 residents hired¹¹⁸**

Percentage of the total number of hires made under Section 3-funded projects which are Section 3 residents

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
50.7%	47.0%	47.4%	50.0%	50.0%	50.0%

▶ **Percentage of construction contract funding awarded to Section 3 businesses¹¹⁹**

Percentage of Section 3-covered construction contract funding awarded to Section 3 businesses

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
8.3%	13.0%	10.7%	10.0%	10.0%	10.0%

▶ **Percent of total dollar amount of non-construction contracts with Section 3-covered HUD funding that is awarded to Section 3 businesses**

Note: The regulatory target for Section 3 business non-construction contracts is 3 percent of the total dollar amount of non-construction contracts.

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
5.7%	8.0%	10.0%	7.0%	7.0%	7.0%

▶ **Number of self-certified Section 3 businesses in HUD’s registry nationwide**

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
2,709	3,587	4,564	4,100	4,400	5,000

¹¹⁷ The “Tracking Only” indicator *Median positive percentage change of income of individuals who complete an economic self-sufficiency program* was previously listed in the FY19 APP. The indicator is no longer being tracked as it no longer aligns to the Section 3 Objective.

¹¹⁸ The regulatory target for Section 3 residents hired is 30 percent of total hiring.

¹¹⁹ The regulatory target for Section 3 business construction contracts is 10 percent of the total dollar amount of construction contracts. While FY17 results exceeded that target, it was the only year in the past three that this target was met. The near-term goal of Section 3 is to consistently achieve the existing regulatory target while we put in place the tools to encourage higher levels of performance on Section 3 related contracting.

EVIDENCE BUILDING

A 1996 implementation evaluation of Section 3 identified some of the core challenges that PHAs face in implementing the program, including the types of jobs available and the residents' preparation for work.¹²⁰ A key aspect of building evidence for making Section 3 more effective will be addressing administrative data collection challenges and weaknesses to support better monitoring. A process evaluation of the current Section 3 program occurred as part of the rulemaking process for the proposed new Section 3 rule and was completed in November 2018. A regulatory impact analysis being developed for the Section 3 rulemaking will estimate costs and benefits of the regulatory enhancements.

¹²⁰ <https://www.huduser.gov/portal/publications/pubasst/lesson3.html>

9. Strategic Objective: Bolster Growth in Opportunity Zones

Optimize current HUD programs, policies and grants to bolster Opportunity Zone investments, where program objectives align.

OBJECTIVE

Opportunity Zones facilitate investment in distressed communities to allow low-income areas to tap into the gains of a prospering economy. To qualify as an Opportunity Zone, a locality/census tract must be designated by the State/territory and certified by the Treasury Secretary. Each State/territory had the ability to designate up to 25 percent of its low-income census tracts. More than 8,700 Opportunity Zones have been designated, and nearly 35 million Americans live within these zones. Based on data from the 2011-2015 American Community Survey, the designated census tracts had an average poverty rate of over 32 percent, compared with a rate of 17 percent for the average U.S. census tract. Moreover, the unemployment rate is nearly 1.6 times higher than the average census tract.

By providing an incentive for private capital to invest, these zones can breathe new life into communities that have been left behind for years. Opportunity Zones provide a way to connect the unrealized capital gains of U.S. households and businesses to these communities.

While the Department of the Treasury is responsible for writing the tax rules governing Opportunity Zones, there are many ways that HUD programs can provide a boost for these neighborhoods. An Opportunity Zone is defined as “an economically-distressed community where new investments, under certain conditions, may be eligible for preferential tax treatment.” HUD aims to ensure (to the maximum extent permitted by law) that Opportunity Zones receive prioritized support regarding grants, financing, and other assistance.

LEADING THIS OBJECTIVE

Objective Lead
 Alfonso Costa Jr.
Deputy Chief of Staff
 Office of the Secretary

2018 APR PROGRESS UPDATE

N/A¹²¹

STRATEGIES AND MAJOR MILESTONES

Strategies	Major Milestones
<p>Integrate support for Opportunity Zone investment into HUD programs.</p>	<p>2/1/2019: Establish an internal, cross-office working group focused on integrating Opportunity Zones into HUD programs and providing data support. – <i>Achieved as of 11/30/2018.</i></p> <p>9/30/2019: Conduct analysis of FHA Multifamily programs to determine where policies can encourage development in Opportunity Zones.</p> <p>9/30/2019: Identify potential Rental Assistance Demonstration (RAD) properties in Opportunity Zones to bolster development.</p>

¹²¹ This objective is new and did not exist in FY18. As such, an FY18 APR update is not available.

9/30/2019: Designate specialized senior underwriters for FHA Multifamily Housing projects in Opportunity Zones.

Integrate Opportunity Zone investment into HUD rules, regulations, and guidance.

9/30/2019: Create administrative regulatory relief packages, where possible, to target Opportunity Zones.

9/30/2019: Draft each Notice of Funding Availability (NOFA) to support Opportunity Zones and include preference points for Opportunity Zones where applicable

9/30/2019: Publish notices, across HUD program offices, to inform grantees about Opportunity Zones and relevant considerations for annual/consolidated plans or applications.

12/1/2019: Update program-specific NOFAs to support Opportunity Zones, where applicable, on a case-by-case basis.

KEY PERFORMANCE INDICATORS

To help achieve this objective, HUD has established the following performance indicators:

► **Percentage of RAD Conversions within Opportunity Zones¹²²**

The percentage of public housing units converted to Project-Based Voucher (PBV) or Project-Based Rental Assistance (PBRA) programs, as part of the RAD Program, in Opportunity Zones

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
N/A	N/A	34%	N/A	30%	30%

¹²² This objective and the Opportunity Zone Initiative are new. T and did not exist in FY18. As such, any previous-year actuals, before FY18, are not available since they were not tracked. The tracking of data has begun is beginning with end-year actuals for FY18. No FY18 target was established as this metric did not exist in the FY18 APP.

Strategic Goal II: Protect Taxpayer Funds

Align the policies, processes, and people responsible for financial reporting to protect taxpayer's funds.

GOAL

HUD will improve processes and policies to enable it to meet reporting requirements and comply with laws and regulations related to all financial matters. The Department will develop new, or enhance existing, policies and procedures to provide guidance and alignment within HUD. Efforts will be driven by commitments from senior Departmental leadership; clear, concise operational planning; and focusing on the needs of end-customers.

LEADING THIS GOAL

Goal Lead
Irving Dennis
Chief Financial Officer
Department of Housing and Urban
Development

HUD will reduce fraud, waste, and abuse of taxpayer dollars. Efforts will focus on the objective, and supporting major initiatives, to:

1. Improve Financial Controls through Financial Transformation
 - a. *Major Initiative:* Modernize Grants Management
 - b. *Major Initiative:* Strengthen Enterprise and Fraud Risk Management.

To lead Departmental efforts, HUD has established the Agency-Wide Integrity Task Force. A CFO-chaired central steering committee consists of the heads of HUD's component offices. Twelve project management offices beneath the steering committee will execute Department-wide efforts to achieve the goal's objectives.¹²³

¹²³ Thirteen project management offices beneath the steering committee will execute Department-wide efforts to: Improve Financial Controls through Financial Transformation; Modernize Grants Management; Strengthen Enterprise and Fraud Risk Management; Streamline Acquisitions Management; Improve Hiring Processes; and Reform Regulations. Seven additional PMOs manage specialized IT workstreams focused on IT Expenditure Planning; the Technology Modernization Fund (TMF) and five workstreams focused on HUD's Center of Excellence with the General Services Administration (GSA): Cloud Adoption / Information Security; Contact Center; Customer Experience; Data Analytics; Reskilling.

10. Strategic Objective: Improve Financial Controls through Financial Transformation

Streamline and improve our financial management to reduce material audit weaknesses; increase transparency; and ensure strong stewardship of Federal resources.

OBJECTIVE

HUD plans to ensure strong stewardship of Federal resources by streamlining and improving its financial management. The Department will transform financial resource management by re-engineering business processes and improving internal controls that impact financial reporting. Expanded efforts will address the challenges associated with recurring audit issues; discordant fiscal recordkeeping processes; disparate financial reporting systems; undocumented operating procedures; lax oversight; and burdened oversight of disaster recovery funds. Dedicated resources will monitor a strengthened internal control environment related to the flow of funds. This will ensure the Department has increased awareness of enterprise and fraud risk management activities, through educational outreach and ongoing collaboration within program offices.

LEADING THIS OBJECTIVE

Objective Lead
 Irving Dennis
Chief Financial Officer
 Department of Housing and Urban
 Development

To ensure the Department can garner a clean audit, HUD will: execute the CFO's Financial Transformation Plan;¹²⁴ improve internal controls; develop and document standard operating procedures; strengthen cash management; and update internal controls for disaster recovery funds.

2018 APR PROGRESS UPDATE

Over the course of FY18, HUD instituted Department-wide efforts to strengthen its financial stewardship of taxpayer funds. The Department established the Agency-Wide Integrity Task Force, composed of the heads of each HUD office, to lead cross-cutting initiatives that will improve HUD's financial management activities. The Task Force established project management offices to transform financial management activities to be more transparent and accountable; modernize and streamline HUD's grants management systems; establish a Department-wide enterprise and fraud risk management program; streamline acquisitions policies and processes across offices; coordinate hiring; and direct IT modernization to ensure HUD meets the needs of Americans in the 21st Century. Task Force-led improvement efforts resulted in a 44% reduction of OIG-identified material weaknesses in HUD accounting practices over the course of FY18.¹²⁵

In addition to improvements brought about by the Agency-wide Integrity Task Force, HUD reestablished the Departmental Financial Management Council, which consists of the financial officers within each office. Reestablishment was followed up with quarterly meetings focused on ensuring the clear communication of Departmental priorities concerning the direction of financial management improvements. The Department also established plans for its financial management transformation and for remediating all material weaknesses identified by the OIG. Highlighting HUD's move towards more transparent financial operations are the improvements to its annual financial statements to Congress which consolidated the number of annual reports down from ten to eight. Reporting improvements also led to a reduction in the number of delinquent Congressional reports from 121 to under ten.

¹²⁴ The CFO's Financial Transformation Plan is a comprehensive, bottom-up remediation plan that incorporates the plans of all relevant financial operations components within HUD.

¹²⁵ The number of HUD material weaknesses decreased from a total of nine at the beginning of FY18 to five at the end.

Other notable improvements include:

- The reconciliation of \$1.2 billion in differences between HUD’s Subledger and General Ledger (a reduction of 96.6% to approximately \$41 million);
- The updating and documentation of 138 standard operating procedures (SOPs) for HUD’s financial management processes; and
- Resolution of over 106 exceptions on the Excess Rental Income Exception Report, which saved a combined total of \$20,167,554.68.¹²⁶

Cross-Agency Priority Goal: Share Quality Services

HUD strengthened its use of shared services through a series of operational improvements. The Department developed prototypes for automating shared service usage analysis to improve management of routine, but costly, charges.¹²⁷ Analytical efforts resulted in cost-savings of \$1.4 million; these were made as a result of using historical usage data to renegotiate contracts with Shared Service Providers (SSPs). Future efforts will be strengthened by further automation and a shift to higher-value work.

Cross-Agency Priority Goal: Get Payments Right

During FY18 HUD strengthened its stewardship of taxpayers’ funds through various improvement initiatives. HUD’s regulatory reform efforts also resulted in estimated savings of more than \$507 million to taxpayers through the streamlining, clarifying, and updating of HUD’s regulations.¹²⁸ A departmental review of 99,000 open funding obligations identified opportunities for HUD to address: 2,436 funding obligations, totaling more than \$200 million, that have not dispersed funds in more than 10 years; 239 open obligations that have never had a disbursement; and \$42 million obligations that should have been deobligated but remained on the books. Furthermore, HUD expanded implementation of the Department of the Treasury’s “Do Not Pay” capabilities for specific anti-fraud initiatives. Expansion ensures HUD is more capable of monitoring, researching, and detecting fraud among contractors likely to work with the Department in disaster recovery areas. Increased monitoring offers the potential for HUD, and the American people, to protect millions of dollars from fraud.

STRATEGIES AND MAJOR MILESTONES

Strategies	Major Milestones
<p>Re-establish governance processes for HUD-wide financial management¹²⁹</p>	<p>9/30/2018: Reinstigate quarterly HUD-wide coordination by the Financial Management Council to communicate Department-wide priorities. – <i>Achieved as of 9/30/2018</i></p> <p>12/31/2018: Achieve 100% compliance with the Digital Accountability and Transparency Act of 2014 (DATA Act). – <i>Achieved as of 9/30/2018</i></p>

¹²⁶The OCFO reviewed, analyzed, and document the inquiries from the Office of Housing on a case-by-case basis. The Department then worked with external stakeholders (Treasury, Federal Reserve, and Pay.Gov) to complete the reconciliation. The resolution required educating HUD Regional and Field Office Staff to accurately complete Form HUD-93104 to include correct project numbers.

¹²⁷ Routine charges by employees, such as password resets, will be identified by automated analysis and addressed by improved training for impacted employees.

¹²⁸ Data has been pulled from the HUD Agency Financial Report. The AFR can be found at:

www.hud.gov/sites/dfiles/CFO/documents/afr2018.pdf

¹²⁹ This objective is new to the FY20 HUD Annual Performance Plan. It did not appear in the FY19 edition of the Plan.

	<p>6/30/2019: Establish a final policy and procedures on purchases of furniture and other covered purchases for Presidentially-Appointed Officials.</p>
<p>Standardize, improve, and document financial reporting processes.¹³⁰</p>	<p>11/15/2018: Reduced the number of OIG-defined material weaknesses concerning HUD operations from nine to five – <i>Achieved as of 11/15/2018</i></p> <p>12/31/2018: Establish a HUD-wide Training Program for the Financial Statement Closeout Process – <i>Achieved as of 8/23/2018</i></p> <p>12/31/2018: Identify and issue 50 standard operating procedure guides (SOPs) documenting HUD’s financial reporting processes. – <i>Achieved as of 10/10/2018</i>¹³¹</p> <p>9/30/2019: Address OIG-identified material weaknesses by automating cash management activities in the HCV Program.¹³²</p>
<p>Resolve Office of the Inspector General (OIG) and GAO findings¹³³ - Determine and correct the overarching issues driving audit findings and material weaknesses.</p>	<p>9/30/2018: Complete a risk assessment of current audit findings. – <i>Achieved as of 3/1/2018</i></p> <p>9/30/2018: Complete a review of legacy audit findings to close out corrected weaknesses. – <i>Achieved as of 9/30/18</i>¹³⁴</p> <p>9/30/2018: Execute and close out a corrective action plan for FY17 audit. – <i>Achieved as of 9/28/2018</i></p> <p>9/30/2019: Earn a qualified or unqualified opinion from the OIG on HUD’s ability to account for Ginnie Mae non-pooled loans.</p> <p>9/30/2020: Execute remediation plans to eliminate all material weaknesses identified by the OIG and GAO.</p>
<p>Update internal controls to optimize the flow of disaster recovery funds.</p>	<p>12/31/2018: Integrate internal controls into the Federal Notices of Award – <i>Achieved as of 11/30/2018</i></p> <p>9/30/2019: Develop a program to monitor how controls are being implemented by grantees.</p> <p>9/30/2019: Deliver gap analysis on Puerto Rico, US Virgin Islands, Florida, and Texas comparing OIG’s grantee control checklist to the flow of funds controls</p>

¹³⁰ This objective is new to the FY20 HUD Annual Performance Plan. It did not appear in the FY19 edition of the Plan.
¹³¹ HUD identified and issued a total of 138 updated SOPs documenting the Department’s financial reporting processes.
¹³² HUD will improve its precision in calculating Housing Assistance Payment (HAP) need. Reductions in manual processes will improve compliance with Federal Financial Management Improvement Act of 1996 and Treasury policies. This is the first phase of what is expected to be a multi-phased solution to improve cash management by more precisely identifying HAP needs.
¹³³ This strategy has been reworked from the FY19 APP strategy to “Coordinate with the Office of the Inspector General (OIG).” The strategy has been refined to go beyond improving coordination with the OIG to resolving audit findings to ensure HUD receives a clean financial audit.
¹³⁴ Activities to closeout audit findings are ongoing.

9/30/2019: Implement and evaluate a pilot DO NOT PAY analytics tool.

9/30/2019: Increase awareness of enterprise and fraud risk management activities in grants operations through educational outreach and ongoing collaboration within program offices of the Department.

12/31/2020: Provide recommendations for implementation of best practices to strengthen internal controls and flow of funds

12/31/2021: Implement program to monitor how controls are being implemented by grantees.

CAP Goal: *Share Quality Services* to deliver technology and process improvements that will improve citizen services. HUD efforts will shift time, effort, and funding currently spent on administrative services to core missions in support of American citizens.

Increase the Availability and Use of Centralized Solutions

9/30/2019: Identify 50,000 hours-worth of operational improvements that can be streamlined using Robotic Process Automation (RPA)

9/30/2020: Implement electronic invoicing for Federal contracts.

CAP Goal: *Get Payments Right* to reduce the amount of cash lost to the taxpayer through incorrect payments. Clarify and streamline reporting and compliance requirements to focus on actions that make a difference. Focus efforts towards partnering with states to address improper payments in programs they administer using Federal funds.

Reduce the Amount of Monetary Loss

9/30/2019: Develop methods to assess fraud using existing data

9/30/2019: Implement method to estimate improper payments for a high-risk program

9/30/2020: Leverage in-house data sources to determine cash loss

6/30/2021: Reduce cash loss

9/30/2021: Achieve compliance with IPERIA

KEY PERFORMANCE INDICATORS

To help achieve this objective, HUD has established the following performance indicators:

▶ **Reduce significantly overdue audit recommendations¹³⁵**

HUD will seek to reduce the percentage of outstanding audit recommendations that are significantly overdue (i.e., findings for which corrective actions have been delayed by a year or more). The goals for FY18 and FY19 show a 20 percent reduction of significantly overdue action items each year.

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
52.8%	47.1%	30.14%	37.7%	30.2%	N/A

▶ **Percentage of timely management decisions¹³⁶**

HUD will maintain the percentage of timely management decisions (i.e., agreed-upon plans to resolve audit findings) that are established by the prescribed Office of the Inspector General timeline.

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
93%	95.3%	94.2%	95%	95%	N/A

▶ **Reduce the number of OIG findings issued in previous financial statement audits¹³⁷**

Reduce the number of OIG recommendations regarding HUD’s financial management that the OIG issued in previous financial statement audits.

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Closure Target	FY20 Closure Target
N/A	272	155	N/A	100	100

¹³⁵ This metric will no longer be tracked or continued as it no longer aligns to HUD’s activities under this objective. As such, no FY20 further targets will be set.

¹³⁶ This metric will no longer be tracked or continued as it no longer aligns to HUD’s activities under this objective. As such, no FY20 further targets will be set.

¹³⁷ This metric is a new addition, first appearing in this edition of the HUD Annual Performance Plan and Report. As such, previous year’s actuals are not available as the metric was not tracked.

▶ **Conduct Quarterly Financial Management Council Meetings¹³⁸**

Convene regular planning and communication sessions to coordinate Department-wide priorities.

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
N/A	N/A	4	4	4	4

▶ **Decommission Legacy Financial Systems¹³⁹**

Modernize, consolidate, and then decommission HUD's separate financial systems into one central structure.

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
N/A	N/A	1	N/A	2	1

▶ **Timely Certification of Open Obligations review¹⁴⁰**

Percentage of program offices which certify open obligations by annual HUD OCFO deadlines.

	FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
System Certification	35%	50%	85%	N/A	90%	100%
Memo Certification- Assistant Secretary or Equivalent	45%	45%	65%	N/A	90%	100%

¹³⁸ This metric is a new addition, first appearing in this edition of the HUD Annual Performance Plan and Report. As such, previous year's actuals are not available as the metric was not tracked.

¹³⁹ This metric is a new addition, first appearing in this edition of the HUD Annual Performance Plan and Report. As such, previous year's actuals are not available as the metric was not tracked. FY18 targets do not appear as they were not established in the FY19 HUD Annual Performance Plan.

¹⁴⁰ This metric is a new addition, first appearing in this edition of the HUD Annual Performance Plan and Report. As such, previous year's actuals are not available as the metric was not tracked. FY18 targets do not appear as they were not established in the FY19 HUD Annual Performance Plan.

► **Timely completion of necessary deobligations¹⁴¹**

Program offices complete necessary deobligations and updates to awards' periods of performance as identified in the open obligations review process. Program offices will provide the identified deobligations to OCPO annually by the end of April.

	FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
ARC (Administrative/S&E)	0%	38%	73%	N/A	80%	85%
OCPO (Administrative/S&E)	0%	0%	23%	N/A	70%	85%
Program Offices	0%	0%	33%	N/A	70%	85%

EVIDENCE BUILDING

HUD's largest source of improper payments results from income determination errors in the assisted housing programs. Annual Quality Control studies funded by CFO and conducted by PD&R for 2000–2015 documented HUD's success in reducing gross rental subsidy errors from \$2.238 billion in 2000 to \$747 million in 2015.¹⁴² HUD's pursued rental reform aims to reduce the complexity of rent calculations and mitigate further opportunities for error. Material weaknesses are documented annually by the Office of the Inspector General and included in HUD's Agency Financial Report.¹⁴³

¹⁴¹ This metric is a new addition, first appearing in this edition of the HUD Annual Performance Plan and Report. As such, previous year's actuals are not available as the metric was not tracked. FY18 targets do not appear as they were not established in the FY19 HUD Annual Performance Plan.

¹⁴² Quality Control studies are available on www.HUDUSER.gov.

¹⁴³ HUD's Agency Financial Reports are available at https://portal.hud.gov/hudportal/HUD?src=/program_offices/cfo/reports/cforept.

Major Initiative: Modernize Grants Management

Improve our grants management to streamline processes and increase internal collaboration, improve timeliness of making grant awards, and ensure strong stewardship of Federal resources.

SUMMARY

HUD plans to ensure strong stewardship of Federal resources by streamlining and improving its grants management. The Department will enhance financial resource management by re-engineering business processes and improving internal controls that impact financial reporting. Expanded efforts will address the challenges associated with paper-based processes through increased use of shared-service providers for book-of-business operations.

LEADING THIS INITIATIVE

Initiative Lead
Irving Dennis
Chief Financial Officer
Office of the Chief Financial Officer

HUD will adopt a future grants management strategy that automates and streamlines activities, freeing resources to enforce strong program oversight.

2018 APR PROGRESS UPDATE

HUD staff completed an analysis of four grant programs and identified recommendations to standardize the grants management process among these programs. The project will save staff time while improving the application and award experience for grantees. The information gathered through this process will also be used to build requirements for future award systems at HUD.

Another significant achievement in FY18 was the resolution of approximately 186,000 open grants, over 99 percent of those reported in the FY17 Grants Oversight and New Efficiency (GONE) Act submission. HUD had, by far, the most open grants of any agency submitting under the GONE Act last year, and the 30 oldest grants. HUD improved legal compliance and developed standard procedures to capture periods of performance for HUD grants through this grant closeout process.

HUD has developed a financial dashboard that improves the transparency of data for Community Planning and Development (CPD) grant programs while monitoring compliance with statutory and regulatory requirements to spend funds in a timely manner, limit administrative expenses, and spend funds on appropriate activities. HUD has begun the process of automating the dashboard to save contract funds. HUD also identified additional functionality beyond the initial plan, which will follow in a later release. Future phases of the project will focus on fully automating the dashboard and Department-wide expansion.

Additional accomplishments include:

- Issuance of a new policy to clarify point of obligations for grants. Having the policy in place saved over \$100,000 in requested IT development costs (see below for additional information).
- Issuance of a policy to improve NOFA timeliness; which will get money to grantees sooner.
- Development of a "Funding Slate" solution to build off of problems identified in the GrantSolutions award pilot.
- Establishment of a working group to develop an enterprise-wide grants monitoring policy. The working group will set standards on how HUD will oversee grantee efforts.

Cross-Agency Priority Goal: Achieve Results-Oriented Accountability For Grants

In 2018, HUD participated in the government-wide effort to standardize grant reporting data. The Department has begun gathering the data necessary to evaluate competitive grant programs’ use of outcome metrics, which will serve as the primary driver of this initiative moving forward. IT improvements were furthered by the piloting of GrantSolutions award module, a shared service. The Pilot resulted in the identification of the need to enhance HUD’s Funding Slate System and avoidance of \$100,000+ in further IT development costs.¹⁴⁴ HUD also launched a Department-wide grants management consolidation effort by starting to map the current state of IT systems and business processes for 30+ grant programs. This initiative builds on analysis that was completed to develop improved grant award systems for five of HUD’s grant programs.¹⁴⁵ HUD also issued new policies to realign each step within the Notice of Funding Availability process to Federal benchmarking standards. Efforts will continue as HUD strengthens grantee oversight by setting consistent standards for monitoring thresholds across programs in accordance with the Department’s risk appetite.

STRATEGIES AND MAJOR MILESTONES

Strategies	Major Milestones
<p>Move towards a standardized grants management process and a modern grants management system with an interface that is integrated with the financial system.</p>	<p>10/15/2018: Complete process mapping and analysis of first four program areas (phase 1). – <i>Achieved as of 11/6/2018</i></p> <p>6/30/2019: Develop current state grants process, financial management, and technology modernization assessment.</p> <p>9/30/2019: Develop future state grants process, financial management, and technology modernization assessment.</p>
<p>Establish standard policies and procedures for closing grants to ensure that HUD closes out grants in a timely manner in the future.</p>	<p>10/31/2018: Issue memo from CFO establishing policies and procedures for closing out grants. – <i>Delayed to 3/31/2019¹⁴⁶</i></p>
<p>Update an enterprise-wide grants monitoring policy to standardize monitoring across programs and move the Department toward performance-based grants.</p>	<p>2/28/2019: Provide report of monitoring and oversight findings and recommendations to Grants Management Task Force. – <i>Achieved as of 2/26/2019</i></p>
<p>Consolidate grants and streamline application processes for programs that experience little change in their pools of grantees from year-to-year. This will reduce staff time spent on processing</p>	<p>7/13/2018: Issue notice to accelerate NOFA timeliness for FY19 – <i>Achieved as of 7/13/2018</i></p> <p>9/28/2018: Pilot Notices of Funding Availability for multiyear or continuing grants with limited changes. – <i>Achieved as of 9/28/2018</i></p>

¹⁴⁴ Savings were the result of HUD uncovering policy inconsistencies around the point of obligations for grants.

¹⁴⁵ These programs were: Fair Housing Initiatives Program (FHIP) – Office of Fair Housing and Equal Opportunity (FHEO); Family Self-Sufficiency Program (FSS) and Resident Opportunity Self-Sufficiency Program (ROSS) – Office of Public and Indian Housing (PIH); Housing Opportunities for Persons with AIDS (HOPWA) – Office of Community Planning and Development (CPD); and Multifamily Service Coordinator Program (MFSC) – Office of Housing, Multifamily Housing (MFH).

¹⁴⁶ This milestone updates and replaces the FY19 HUD Annual Performance Plan milestone to *Identify and clarify grant closeout roles and responsibilities of HQ & Field staff.*

Notices of Funding Availability by supporting biennial grantee re-certifications.

Automate CPD financial management dashboard; then expand to other program offices.

10/31/2018: Build financial dashboard for Emergency Solutions Grants (ESG) Program. – *Achieved as of 10/31/2018*

12/31/2018: Automate dashboard. – *Achieved as of 12/31/2018¹⁴⁷*

12/31/2019: Expand the dashboard to include other program offices.

CAP Goal: Achieve Results-Oriented Accountability For Grants to increase efficiency, promote evaluation, reduce reporting burden, and benefit the American taxpayer.

Evaluate competitive grant programs

3/31/2019: Complete initial analysis of competitive programs to identify use of outcome metrics

Pilot the Standards for Success (SFS) Initiative

3/31/2019: Expand Multifamily Service Coordinator use of SFS data to 100%

9/30/2019: Begin using SFS data for scoring purposes

KEY PERFORMANCE INDICATORS

To help achieve this objective, HUD has established the following performance indicators:

▶ **Number of Grants Systems in the Department¹⁴⁸**

HUD will track progress towards reducing the number of grants systems in an effort to consolidate all the Department’s grant programs into an enterprise solution that will interface with HUD’s financial system.

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
N/A	9	7	8	N/A	N/A

▶ **Number of Grants Reported Under the FY17 Grants Oversight and New Efficiency (GONE) Act Submission**

HUD will track progress towards reducing the number of grants reported in the FY17 GONE Act submission with periods of performance that have been expired for two or more years and have not been closed out.

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target ¹⁴⁹	FY20 Target
N/A	186,306	457	93,153	300	100

¹⁴⁷ User acceptance testing of the dashboard is pending.

¹⁴⁸ HUD is closing out this indicator because HUD has not made a specific request for funds for this effort in the FY19 and FY20 Budgets. In addition, because it is a multi-year effort, HUD cannot provide accurate targets for FY19 and FY20.

¹⁴⁹ The FY19 target has been refined from 46,577 to 300 due to FY18 success in closing out grants.

Cross-Agency Priority Goal: Results-Oriented Accountability For Grants

▶ **Number of Programs Using At Least One Outcome Metric for Scoring Purposes¹⁵⁰**

HUD will track the number of competitive grant programs that use at least one outcome metric for scoring purposes.

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
No Data	No Data	No Data	N/A	N/A	TBD

▶ **Percentage of Metrics that are Outcome Metrics¹⁵¹**

HUD will track the percentage of metrics, used for scoring competitive grant applications, that measure outcomes.

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
No Data	No Data	No Data	N/A	N/A	TBD

▶ **Number of Programs Participating in the Standards for Success Pilot**

HUD will track the annual number of grant programs that opt to participate in the Standards for Success Pilot.¹⁵²

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
0	2	2	N/A	3	4

OTHER INDICATORS

▶ **Number of Competitions that Use Multi-Year NOFAs¹⁵³**

This measure will track how many grant competitions use Notices of Funding Availability that provide recipients with awards distributed over multiple years.¹⁵⁴

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
3	3	1	Tracking Only	Tracking Only	Tracking Only

¹⁵⁰ This is a new metric. Baseline data have not yet been tracked.

¹⁵¹ This is a new metric. Baseline data have not yet been tracked.

¹⁵² The Standards for Success Pilot is testing the functionality of data collection in GrantSolutions.

¹⁵³ The Fair Housing Initiatives Program’s Private Enforcement Initiative, Housing Counseling, and ROSS comprised the three programs for FY15-FY17.

¹⁵⁴ Most grant competitions require recipients to reapply for awards on an annual basis.

EVIDENCE BUILDING

HUD commissioned a white paper in 2015 that outlines the business case for streamlining and standardizing grants management processes.¹⁵⁵ According to this paper, the approach to mitigate challenges to increasing grant program efficiency and effectiveness include: striking a balance between Federal interests and priorities of grant recipients; implementing flexible and scalable system controls and business rules that can be adapted to evolving requirements; standardizing data collection with stakeholder input and review; and using single points of entry with common enterprise architecture.

Reviews by the Government Accountability Office (GAO) of federal grants management practices have identified the following areas for improvement: streamlining processes, monitoring performance, improving timely closeout, improving overall management, and using evidence to assess effectiveness of grants.¹⁵⁶ Efforts to address these areas have the potential to reduce the amount of time staff spend on grants, speed up the time to award, and reduce errors made during the process.

¹⁵⁵ Cloudburst Consulting Group, Inc., Perun Business Group, Inc. "White Paper: Consolidation and Optimization of Grants Management Systems." Confidential document. 2015.

¹⁵⁶ https://www.gao.gov/key_issues/management_of_federal_grants_to_state_local/issue_summary.

Major Initiative: Strengthen Enterprise and Fraud Risk Management

Empower HUD programs to identify, manage, and mitigate enterprise and fraud risks.

INITIATIVE

The Enterprise and Fraud Risk Management (EFRM) Program (Program) provides a strategically-aligned, enterprise-wide portfolio view of internal and external risks to HUD and its mission. The EFRM Program aims to identify and respond to risks related to strategy, operations, reporting, and compliance to enable successful achievement of HUD’s mission. The Program focuses on evaluating the top risks to the Department while preventing, detecting, and responding to fraud and misconduct. Efforts are achieved through the design, implementation, and evaluation of risk management processes and controls.

LEADING THIS INITIATIVE

Initiative Lead
 Larry Koskinen
Chief Risk Officer
 Department of Housing and Urban
 Development

The EFRM Program is strategically aligned with HUD’s Agency-Wide Integrity Task Force, four-year Strategic Plan, and the proposed Risk Management Council. HUD will continue to strengthen internal governance by increasing engagement through each of these structures and, in FY19, HUD will establish an integrated governance structure that incorporates EFRM principles. EFRM’s program governance will work to align risk with Departmental budget formulation and execution processes to further support integration of EFRM into HUD Management’s decision-making. In support of this effort, HUD will: 1) Regularly assess fraud risks; 2) Annually refresh the Department-wide risk profile; 3) Facilitate the development of program office-level and enterprise-wide risk response strategies; and 4) Track the status of risk response implementation to measure progress in reducing the residual risk exposure.

2018 APR PROGRESS UPDATE

In FY18, the EFRM Program: continued to work towards-compliance with HUD’s regulatory obligations; shared information on emerging fraud risks and initiatives with interagency stakeholders; and began to establish risk as an inherent part of the Department’s strategic, budgeting, and operational models. The HUD Enterprise Risk Profile was updated from FY17 with an increased emphasis on inherent and residual risk scoring and fraud risk identification. As part of the broader EFRM program, the Chief Risk Officer (CRO) sponsored a pilot fraud risk assessment, with the Office of Community Planning and Development. The CRO also established the first iteration of an index of fraud schemes through this effort.¹⁵⁷

Throughout FY18, HUD enhanced leadership awareness of enterprise risk management (ERM) strategies by conducting briefings across the Department and for external professional associations. Briefings included: executive meetings with the Deputy Secretary and CFO; special deep-dive briefings on the FY17 Risk Profile and EFRM governance needs; and knowledge sharing sessions with HUD budget analysts and program office risk officers. An ERM maturity assessment was performed in conjunction with the Office of Community Planning and Development, which benchmarked their progress against the ERM framework for the Department.

¹⁵⁷ The index of fraud schemes will highlight common types of fraud that may affect HUD programs and operations.

STRATEGIES AND MAJOR MILESTONES

Strategies	Major Milestones
<p>Establish risk as an inherent part of the Department’s strategic, budgeting, and operational models.</p>	<p>11/11/2018: Establish budget and risk management analyst positions in HUD’s Budget Office. – <i>Achieved as of 11/13/2018</i></p>
<p>Establish a governance process to oversee key EFRM decisions, including initiating a Risk Management Council (RMC).</p>	<p>9/30/2018: Develop a draft charter to outline the Risk Management Council purpose, responsibilities, and composition. – <i>Achieved as of 8/21/2018</i></p> <p>3/15/2019: Obtain Risk Management Council delegation of authority and a signed charter from executive leadership. – <i>Achieved as of 3/6/2019</i></p>
<p>Maintain updated enterprise risk profile to promote department-wide awareness of top risks and align with the target ERM lifecycle.</p>	<p>10/31/2018: Engage program offices and collect program-level risk profiles to inform the enterprise risk profile for FY18. – <i>Achieved as of 8/31/2018</i></p> <p>5/31/2019: Establish risk prioritization for top enterprise risks and report to CXO offices for review.</p> <p>5/31/2019: Develop Risk Management Council-approved procedures to implement a risk profile refresh update for FY19.</p>
<p>Assess Departmental EFRM maturity against Federal requirements and leading EFRM practices.</p>	<p>8/31/2019: Establish a model for assessing fraud risk management maturity across HUD.</p> <p>8/31/2019: Continue ERM maturity assessments and refresh enterprise-wide responses.</p>

KEY PERFORMANCE INDICATORS

The Department will use the milestones identified above to measure success for this initiative in FY19-20. HUD will continue to develop an enterprise and fraud risk assessment and management processes to establish the Department’s risk profile and risk mitigation priorities. Findings from prioritization, risk scoring, and mitigation efforts will inform the development of performance indicators for the FY20 performance period and beyond.

EVIDENCE BUILDING

HUD will continue to develop and use impact scores for identifying enterprise risks.¹⁵⁸ Such scores will provide the best opportunity to look across the Department and strengthen evidence-based risk management at the enterprise-level. Additionally, HUD will report on the closure of open OIG audit recommendations that reduce material weaknesses or significant deficiencies. OIG-identified material weaknesses are assessed annually and documented in HUD’s Agency Financial Report. Progress and strategies to manage financial risks are also a central component of FHA’s Annual Financial Reports.

¹⁵⁸ Impact scores allow the HUD to determine the likelihood and impact top risks could potentially pose to the Department.

Strategic Goal III: Streamline Operations

Radically simplify rules and streamline programs to better serve our customers.

GOAL

HUD will examine its programs, customer needs, and employee expertise to streamline its operations. Alignment of program regulations, rules, and management activities will allow the Department's customers to more easily access our services. HUD will better align delegations of authority to prevent gaps and overlaps in responsibility while streamlining coordination. The Department will explore ways to strengthen coordination among program offices in Headquarters and the Field to ensure front-line employees are empowered to respond effectively to customers' needs. Department-wide efforts to simplify HUD's regulations, rules, and improve human capital management will support these efforts while ensuring their long-term sustainability.

LEADING THIS GOAL

Goal Lead
Ralph Gaines
Chief Operations Officer
Department of Housing and Urban
Development

HUD will streamline rules and simplify programs to better serve our customers. Efforts will focus on three objectives and two major initiatives to:

1. Organize and Deliver Services More Effectively;
 - a. *Major Initiative:* Conduct Field Quality Management Reviews
 - b. *Major Initiative:* Streamline Acquisitions Management
2. Modernize Information Technology; and
3. Reform Regulations.

11. Strategic Objective: Organize and Deliver Services More Effectively

Optimize service delivery and decision-making to better meet customer needs.

OBJECTIVE

HUD will examine interdependencies among its programs, customer needs, and employee expertise to determine the optimal provision of its services. Alignment of program management will prevent gaps and overlaps in responsibility while streamlining coordination. HUD will also examine and better align delegations of authority to improve program effectiveness. HUD will explore ways to strengthen communication among program offices in headquarters and the Field, as the Field is key to HUD's success. With that in mind, Field Quality Management Reviews (FQMRs) will be conducted to identify and establish quality management standards for more effective operations.

LEADING THIS OBJECTIVE

Objective Lead
Chad Cowan
Principal Deputy Assistant Secretary
Office of the Assistant Secretary for
Administration

The Department plans to use data-driven decision-making to streamline service delivery and how it is organized. This will include establishing clearly-defined program goals, roles, and individual responsibilities for outcomes; analyzing and improving end-to-end acquisitions processes; improving hiring processes. These operational improvements will encourage innovation, increase collaboration, bolster internal controls, and better enable HUD to deliver services to its customers.

HUD plans to improve service delivery further by developing a diverse, skilled, and accountable workforce that effectively meets Departmental business needs. Managers will be held accountable for: providing employee feedback; addressing performance and conduct deficiencies in a timely manner; fulfilling their Equal Employment Opportunity (EEO) responsibilities; and ensuring meaningful differentiation in employee ratings based on relative performance. HUD will foster an enhanced culture of accountability and performance to better serve the American public by providing employees with continuous learning and developmental opportunities, clear performance expectations, and opportunities for collaboration.

2018 APR PROGRESS UPDATE

A current state assessment has been launched to determine the optimal service delivery and decision-making structure required to meet customer needs in the Field. The assessment is focused on closing key gaps in HUD's current structure and empowering frontline program execution. Preliminary analysis from the current state assessment has been briefed to HUD's senior leadership. The Department is strategizing next steps for the assessment's deployment within each office.

Strategies pertaining to modernizing HUD buildings and equipping employees with the tools they need are on-track. Specific improvements include upgrading the HUD Headquarters Weaver Building with shelter-in-place areas and bathrooms that are compliant with the Americans with Disabilities Act; implementing Wi-Fi throughout the building; and replacing all employee desktop computers with laptops and dual monitors. Efforts to improve employee accountability and address skills gaps are ongoing. HUDLEARN conducted its biennial Skills Gap Assessment in FY18.¹⁵⁹ Results of the comparative analyses to assessments conducted in FY14 and FY16, with

¹⁵⁹ In addition to HUD LEARN sponsored leadership training courses, 174 HUD employees were trained at the Treasury Executive Institute (TEI) and completed a total of 36.5 training hours, during the first three quarters of FY18; the data for Q4 has not been finalized. Three (3) HUD employees also served as Coaches and six (6) were Coach Clients.

mitigating strategies and recommendations will be published and disseminated in FY19. Additionally, HUD-specific “Addressing Poor Performers” training was completed by all managers in FY18.

STRATEGIES AND MAJOR MILESTONES

Strategies	Major Milestones
<p>Implement recommendations that emerge from a current state assessment to determine the optimal service delivery and decision-making structure required to meet customer needs in the field, while closing key gaps in HUD’s current structure and empowering frontline program execution.¹⁶⁰</p>	<p>3/30/2018: Conduct a current state assessment of HUD’s service delivery to examine staffing; governance bodies; use of location-based strategies; and information technology. – <i>Achieved as of 9/30/2018</i></p> <p>3/30/2018: Fully deploy an FPM customer relationship management solution to the field. – <i>Achieved as of 11/30/2018</i></p> <p>4/30/2018: Operationalize a HUD-wide customer relationship management governance committee. – <i>Delayed to 3/29/2019</i>¹⁶¹</p>
<p>Model culture of accountability through enhanced employee performance management and assistance for managers in handling conduct and performance challenges.¹⁶²</p>	<p>6/30/2018: 95% of supervisors attend mandatory soft skill training by June 30th of each year. – <i>Achieved as of 9/28/2018</i></p>
<p>Expand leadership development opportunities across all levels through rotations, key project assignments, and development programs. Expand employee development opportunities to strengthen core and mission-critical occupational competencies.¹⁶³</p>	<p>3/30/2018: Disseminate the HUD Corporate Learning Plan. – <i>Achieved as of 3/30/2018.</i></p>
<p>Identify and close existing and emerging competency gaps with effective human capital interventions designed to facilitate fulfilling agency vital mission imperatives and performance objectives.¹⁶⁴</p>	<p>9/28/2018: Complete occupational analysis to prioritize development of career pathing tools. – <i>Achieved as of 9/30/2018</i></p>

¹⁶⁰ This strategy and associated milestones previously appeared under *Strategic Objective: Improve the Way We Work* in the FY19 Annual Performance Plan. This strategy and associated milestone are being discontinued as they no longer align to HUD’s activities under this objective.

¹⁶¹ Completion is pending approval and funding of a new Customer Experience Project Management Office as part of HUD’s Center of Excellence Partnership with GSA.

¹⁶² This strategy and associated milestones previously appeared under *Strategic Objective: Improve the Way We Work* in the FY19 Annual Performance Plan. This strategy and associated milestone are being discontinued as they no longer align to HUD’s activities under this objective.

¹⁶³ This strategy and associated milestones previously appeared under *Strategic Objective: Improve the Way We Work* in the FY19 Annual Performance Plan. This strategy and associated milestone are being discontinued as they no longer align to HUD’s activities under this objective.

¹⁶⁴ This strategy and associated milestones previously appeared under *Strategic Objective: Improve the Way We Work* in the FY19 Annual Performance Plan. This strategy and associated milestones are being discontinued as they no longer align to HUD’s activities under this objective.

9/30/2018: Develop new career pathing tools to cover 45% of mission-critical and/or high-risk occupations. – *Achieved as of 9/30/2018*¹⁶⁵

9/30/2019: Increase non-traditional training opportunities by 5%.

Increase trust, engagement, and transparency in the Department through clear communication of strategic efforts, Departmental decisions, and supportive collaboration to accomplish our mission.¹⁶⁶

3/30/2018: Conduct leadership symposium on Continuity of Operations Planning (COOP) at HUD – *Not Achieved*

Modernize the space within HUD buildings to enhance employee productivity. Such improvements will focus on improving the employees' physical environment and enhancing collaboration.¹⁶⁷

TBD: Upgrade the Weaver Building with shelter-in-place/kitchenette areas and bathrooms compliant with the Americans with Disabilities Act¹⁶⁸

3/30/2018: Establish field office space requirements and costs through a collaborative space management process – *Achieved as of 11/28/18*¹⁶⁹

12/31/2018: Restore the Weaver Building's aging pipe infrastructure – *Delayed Until 12/31/2019*¹⁷⁰

Develop talent management strategies to support workforce reshaping initiatives, knowledge transfer through succession planning, training, and leverage human capital analytics.

5/31/2018 Complete collection of initial position management review data. – *Achieved as of 7/19/2018.*

9/28/2018 Complete strategic workforce and succession planning studies on at least 50% of mission critical occupations; with human capital analytics. – *Achieved as of 9/28/2018*¹⁷¹

2/28/2019 Present position management review recommendations. – *Achieved as of 9/10/2018.*

9/30/2019 Complete strategic workforce planning studies on at least 75% of mission-critical occupations.

¹⁶⁵ HUD identified nine mission-critical occupations and twenty high-risk positions. Career paths have been developed that cover 48% of the workforce.

¹⁶⁶ This strategy and associated milestones previously appeared under *Strategic Objective: Improve the Way We Work* in the FY19 Annual Performance Plan. This strategy and associated milestone are being discontinued as they no longer align to HUD's activities under this objective.

¹⁶⁷ This strategy and associated milestones previously appeared under *Strategic Objective: Improve the Way We Work* in the FY19 Annual Performance Plan. This strategy and associated milestone are being discontinued as they no longer align to HUD's activities under this objective.

¹⁶⁸ Target completion date is pending approval of building upgrades by GSA.

¹⁶⁹ HUD's Charleston, SC, Baltimore, MD, and Minneapolis, MN, and Providence, RI Offices have been relocated. Each office has downsized into an appropriately sized office with modern furniture and amenities. Additional projects in various stages are currently underway in twenty-four offices.

¹⁷⁰ Upgrades are taking longer than expected. As of this publication, HUD is currently finishing phase two of four. The next two phases will be complete in 2019.

¹⁷¹ HUD exceeded its FY18 target by completing succession planning studies on 67% of mission-critical occupations.

Improve the hiring and human capital functions, to reduce average time-to-hire and improve the quality of hires, to ensure HUD attracts, trains, and retains an efficient workforce with an accountability structure that accomplishes our mission.

3/30/2018: Implement Phase 2 of the Toyota Process Improvement Project's action plan. – *Achieved as of 10/1/2018*

9/30/2019: Reduce the time of Job Analysis from 39 days to 19 days.

9/30/2019: Reduce the time of Draft Announcement from 21 days to 10 days.

KEY PERFORMANCE INDICATORS

To help achieve this objective, HUD has established the following performance indicators:

▶ **Net reduction in the number of skills gaps identified by employees and their managers**

This measure will track biennial competency assessment results to track how many skills gaps have been fully addressed via Department-provided training.

FY16 Actual	FY18 Actual ¹⁷²	FY18 Target ¹⁷³	FY20 Target ¹⁷⁴	FY22 Target
28	TBD	27	26	N/A

▶ **Number of leased useable square feet (USF) reduced¹⁷⁵**

This measure will track the reduction in the amount of space occupied by HUD, nationwide.

FY16 Actual	CY17 Actual	CY18 Actual ¹⁷⁶	CY18 Target	CY19 Target	CY20 Target
44,002 USF	28,896 USF	TBD	137,849 USF	212,524 USF	74,256 USF

▶ **Number of pre-complaint resolutions occurring through traditional counseling, withdrawals, and the Alternate Dispute Resolution process**

This measure will seek to increase the number of pre-complaint resolutions occurring through the Alternate Dispute Resolution process.

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
50	59	75	65	73	80

¹⁷² FY18 data is not available as of the publication of this document. The FY18 Skills Assessment Survey was deployed in the 4th quarter of FY18. Results will be analyzed and updated by the end of the 2nd quarter of FY19.

¹⁷³ The number of skills gaps is based on a targeted decrease of 5%.

¹⁷⁴ The number of skills gaps is based on a targeted decrease of 5%.

¹⁷⁵ This metric will no longer be tracked or continued as it no longer aligns to HUD's activities under this objective. Targets are subject to funding and GSA's ability to procure new space. HUD now tracks this data according to calendar year (CY). As such, this indicator has been updated to measure data according to calendar year instead of fiscal year.

¹⁷⁶ As of the publication of this document, CY18 data is not currently available. CY18 data is expected to be available in the second quarter of FY18.

► **Average Time-to-Hire**

This measure will track the average number of days it takes to fill established vacancies. HUD will analyze current and historical data for the Department to inform Talent Management strategies and decisions regarding the workforce.

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target ¹⁷⁷	FY19 Target ¹⁷⁸	FY20 Target
124 days	150 days	113 days	143 days	108 days	103 days

OTHER INDICATORS

► **Percentage of positive responses to FEVS employee engagement and performance questions**

This measure will track FEVS Employee Engagement Index responses and indicators relative to Performance (“Concerning Fairness,” “Being Supportive,” “Open,” “Cooperative,” and “Empowering”).

	FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
Employee Engagement Index Score	66%	69%	67%	Tracking only	Tracking only	Tracking only
Combined Performance Indicator Score (New IQ)	N/A	62% ¹⁷⁹	61%	Tracking only	Tracking only	Tracking only

► **InCompass Performance Management Data**

This measure will track the percentage of annual PACS and EPPES performance reviews that are completed in a timely manner and successfully entered into our management tool, InCompass.

FY16 Actual	FY17 Actual	FY18 Actual ¹⁸⁰	FY18 Target	FY19 Target	FY20 Target
90%	94%	97%	Tracking Only	Tracking Only	Tracking Only

¹⁷⁷ The number of days is based on a targeted decrease of 5%.

¹⁷⁸ The target has been lowered from 128 days to 108 days due to HUD’s better-than-expected performance in FY18.

¹⁷⁹ The FY17 Actual was changed from 63% to 62% to reflect all elements of the combined New IQ Performance Indicator Score; 63% was representative of only 3 of 5 factors.

¹⁸⁰ Metrics on learning opportunities are further detailed in the Human Capital Operation Plan.

► **Increase developmental training opportunities**

This measure will track the developmental training opportunities made available to HUD employees, managers, and senior leaders.¹⁸¹

	FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
Number of workshops, seminars, and trainings for senior leaders, managers, and supervisors	93	220 ¹⁸²	202 ¹⁸³	Tracking Only	Tracking Only	Tracking Only
Number of HUD LEARN-sponsored employee development opportunities	283	494	374	Tracking Only	Tracking Only	Tracking Only
Percentage of managers and supervisors who have received performance-related training	N/A	8%	99.8%	95%	Tracking Refresher Training Only ¹⁸⁴	Tracking Refresher Training Only ¹⁸⁵

► **Number of performance-based actions**

This measure will track the number of employee performance improvement plans conducted by the Department.

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
26	31	39	Tracking Only	Tracking Only	Tracking Only

EVIDENCE BUILDING

HUD has a history of using partner satisfaction surveys to measure service delivery outcomes for partner groups such as housing providers, cities, lenders, and grantees.¹⁸⁶ This research showed that levels of satisfaction among partner groups are correlated with the extent to which they perceived HUD as primarily a regulator or primarily assisting. HUD also has measured satisfaction of final customers (assisted renters) through surveys by

¹⁸¹ Metrics on Performance Management are further detailed in the Human Capital Operation Plan (HCOP).

¹⁸² The number of workshops includes Treasury Executive Institute (TEI) courses.

¹⁸³ The number of workshops includes Treasury Executive Institute (TEI) courses.

¹⁸⁴ OMB Memo M-17-22 mandated delivery of training on “Managing Poor Performers” to all managers by the end of FY18. HUD has accomplished this goal. As such, there are no mandatory targets to conduct performance management training in FY19 and FY20. HUD, however, will continue to deliver Performance Management Refresher Training to improve accountability.

¹⁸⁵ OMB Memo M-17-22 mandated delivery of training on “Managing Poor Performers” to all managers by the end of FY18. HUD has accomplished this goal. As such, there are no mandatory targets to conduct performance management training in FY19 and FY20. HUD, however, will continue to deliver Performance Management Refresher Training to improve accountability.

¹⁸⁶ See “Partner Satisfaction With HUD’s Performance: 2010 Survey Results and Trends Since 2005,” https://www.huduser.gov/portal/publications/polleg/partnersatis_2011.html; “Partner Satisfaction with HUD’s Performance” (2006), <https://www.huduser.gov/portal/publications/polleg/partnersatis.html>; “How’s HUD Doing: Agency Performance as Judged by Its Partners” (2001), https://www.huduser.gov/portal/publications/polleg/how_hud.html; and indicator E.16 in HUD FY 2008 Performance and Accountability Report.

HUD's Real Estate Assessment Center (Resident Assessment Subsystem, during 2000–2003),¹⁸⁷ and PD&R surveys of voucher households.¹⁸⁸ HUD's customer relationship management will be deployed in FY19 and will offer a wealth of real-time, local data on the delivery of HUD services and opportunities for improvement.

Employee satisfaction surveys are the primary tool for tracking employee outcomes. HUD employee surveys¹⁸⁹ have been conducted by the Office of Personnel Management, migrating from Organizational Assessment Surveys to the annual, government-wide Federal Employee Viewpoint Surveys.¹⁹⁰ The Government Accountability Office also conducts the Survey of Organizational Performance and Management Issues among Federal managers.¹⁹¹ These data are used to identify areas for improvement and monitor progress on workforce changes pursued in this objective.

¹⁸⁷ See for example indicators 1.2.4.5 and 5.1.3 of HUD FY 2001 Annual Performance Report.

¹⁸⁸ Unpublished report by Gray et al., 2008, "Tell Us About Your Home: Three Years of Surveying Housing Quality and Satisfaction in the Section 8 Housing Choice Voucher Program," HUD-PD&R.

¹⁸⁹ See for example indicator 5.1.1 in HUD FY 2001 Performance and Accountability Report.

¹⁹⁰ For the EVS, see <https://www.opm.gov/policy-data-oversight/data-analysis-documentation/employee-surveys/>

¹⁹¹ The 2017 OAPMI survey results for HUD are found at <https://www.gao.gov/special.pubs/gao-17-776sp/resultshud.htm>.

Cross-Agency Priority Goal: Shift From Low-Value to High-Value Work

HUD’s Strategic Objective to Organize and Deliver Services More Effectively supports the President’s Management Agenda goal to Shift From Low-Value to High-Value Work.

GOAL

Shifting from Low- to High-Value Work focuses on shifting time, effort, and funding toward accomplishing mission-critical objectives; instead of obsolete and unnecessary compliance activities. It encompasses Federal Agencies’ current efforts to streamline operations, reform regulations, and allow employees to focus on the mission-critical aspects of their jobs.

The Goal is supported by five strategies:

1. Improve the Return-on-Investment (ROI) of OMB Guidance
2. Reduce Compliance Requirements from Central Management Agencies
3. Eliminate Outdated Congressionally-Mandated Reporting Requirements
4. Reduce Unnecessary Agency Costs and Compliance Requirements, and Increase High-Value Work¹⁹²
5. Create Ongoing Accountability, Incentives, and Capabilities for Reducing Burden

LEADING THIS OBJECTIVE

HUD CAP Goal Lead
 Ralph Gaines
Chief Operations Officer
 Department of Housing and Urban
 Development

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Lead Agencies
 Department of Housing and Urban
 Development &
 Office of Management and Budget

The Prescription for HUD directly supports this goal as it is focused on improving outcomes of the Department’s programs and strengthening internal operations. The Prescription for HUD does this by ensuring employees are not tied down by inefficient administrative processes that impede the Department’s service delivery. Concurrently, it also reorients processes to meet 21st Century expectations of efficiency. HUD’s performance measurement will focus on measuring and improving the return-on-investment of all modernization, regulatory, and operational improvements.

2018 APR PROGRESS UPDATE

HUD’s partnership with OMB in leading efforts to shift from low-value to high-value work has focused on improving the Department’s internal operations and encouraging other Federal agencies to do the same. HUD’s FY18 efforts have resulted in the full integration of the President’s Management Agenda (PMA) into the Department’s strategic planning and governance functions, driven by the Prescription for HUD.¹⁹³ This includes the alignment of HUD’s strategic objectives to PMA CAP Goals and the creation of internal task forces to focus employees’ daily activities on PMA-aligned priorities.¹⁹⁴

¹⁹² Strategy 4 is the only strategy HUD manages directly. The remaining strategies are led by OMB.

¹⁹³ The Prescription for HUD encompasses HUD’s Agency Priority Goals and is comprised of three pillars: Advance Economic Opportunity, which empowers people to move beyond HUD assistance up the economic ladder; Protect Taxpayer Funds, which focuses on eliminating fraud, waste, and abuse; and Streamline Operations, which will radically streamline and simplify our programs and rules.

¹⁹⁴ Task forces established to align HUD operations with the PMA are the Advancing Economic Opportunity Task Force and the Agency-Wide Integrity Task Force.

Successes driven by the integration of CAP Goal values into HUD operations include the:

- Estimated savings of \$507 million to taxpayers through the streamlining, clarifying, and updating of HUD’s regulations;¹⁹⁵
- CPD Office of Special Needs Assistance Programs (SNAPS) Homelessness Continuum of Care (CoC) Re-Imagining Initiative which reduced the homelessness CoC competition review period by up to 65 days and saved employees 175-350 hours’ worth of time during the application review process;
- The resolution of approximately 186,000 open grants, over 99 percent of those reported in the FY17 GONE Act submission;¹⁹⁶
- Reconciliation of \$1.2 billion in accounting differences between HUD’s Subledger and General Ledger (a reduction of 96.6% to approximately \$41 million); and
- Launch of a multiyear partnership with the GSA Center of Excellence (COE) Program to modernize HUD customer experience through the use of improved cloud services, contact centers, data access and skilled employees.

STRATEGIES AND AGENCY-SPECIFIC MILESTONES

Strategies	Milestones
<p>Reduce Unnecessary Agency Costs and Compliance Requirements to Increase High-Value Work – Major Federal agencies are undertaking their own burden reduction efforts and will regularly report on progress.</p>	<p>7/31/2018: Provide resources to agencies on the MAX.gov community page for this CAP Goal. – <i>Achieved as of 7/31/2018</i>¹⁹⁷</p> <p>6/30/2019: Provide first progress updates.</p> <p>9/30/2019: Provide regular biannual progress updates.</p>
<p><u>Supporting Strategy:</u> Create Ongoing Capabilities for Reducing Burden</p>	<p>9/30/2019: Provide agency best practices on MAX.gov.</p>

KEY PERFORMANCE INDICATORS

Federal Agencies will provide regular updates on their efforts to reduce the burden of agency-implemented administrative requirements, regulations, and internal reporting obligations. OMB will develop a burden-estimate methodology for evaluating the burden of new guidance and requirements prior to central-management offices issuing guidance to Federal Agencies.

¹⁹⁵Data on savings can be found in the Final Accounting for Fiscal Year 2018 for Regulatory Reform under Executive Order 13771 available at: https://www.reginfo.gov/public/pdf/eo13771/EO_13771_Final_Accounting_for_Fiscal_Year_2018.pdf

¹⁹⁶ HUD had, by far, the most open grants of any agency submitting under the GONE Act during the previous year, and the 30 oldest grants. Only 457 of 186,000 open grants reported in FY17 remained open by the end of FY18.

¹⁹⁷ Federal-wide distribution of findings is awaiting OMB Clearance.

Major Initiative: Conduct Field Quality Management Reviews

Evaluate field operations to mitigate risk and replicate best practices throughout the Department.

INITIATIVE

The Field Quality Management Review (FQMR) Program is a comprehensive system for evaluating HUD’s field operations that will support the strategic objective to *Organize and Deliver Services More Effectively*. The goal of the FQMR Program is to ensure HUD programs are performing in accordance with statutory requirements, efficient management principles, and the objective, program-specific standards established for them by their individual program leadership.

LEADING THIS INITIATIVE

Initiative Lead
 Matthew Hunter
Assistant Deputy Secretary
 Office of Field Policy and
 Management

Select regional and field offices are chosen on an annual basis to participate in the FQMR Program. Offices with material weaknesses or high-risk situations, as determined by OIG and GAO audits, will be prioritized for FQMRs. Evaluations are performed onsite by peers and are based on objective, written assessment standards for successful performance. The focus is on identifying, correcting, and replicating management operations that are exemplary practices within the Department. It provides managers with an early warning mechanism to identify operational problems before they reach a critical stage. Reviews include customer perspectives in addition to management assessments of how well offices are administering HUD programs and services. Perspectives feature feedback on how employees perceive their office leadership and organizations. As part of the FQMR process, offices are recognized for outstanding methods of accomplishing HUD’s mission and implementing improvements. The most notable best practices are shared with offices and integrated into the teachings of future FQMRs.

2018 APR PROGRESS UPDATE

The FQMR initiative commenced in FY18 Q3 and culminated in a successfully completed pilot of four regional and field offices in FY18 Q4. In order to complete pilot FQMRs in FY18 Q3 and Q4, HUD established new teams to lead the FQMR initiative. In preparation for FQMR site visits, the teams facilitated the development and completion of the assessment standards for 14 program offices and conducted training to certify 77 team leaders, program representatives and evaluators which enabled them to successfully perform the work. The FQMR pre-site visit electronic employee survey was piloted in Portland to obtain and analyze feedback on leadership, internal and external communications and coordination, employee relations and development, and resource management areas. The work completed in FY18 has positioned the FQMR team to successfully continue and scale the initiative in FY19.

STRATEGIES AND MAJOR MILESTONES

Strategies	Milestones
Develop employees’ assessment skills, expertise, and site-specific knowledge.	7/19/2018: Hold FQMR trainings for 77 field and headquarters staff – <i>Achieved as of 7/19/2018</i>

9/12/2018: Distribute pilot pre-site visit survey results and analysis to Portland FQMR team¹⁹⁸ – *Achieved as of 9/12/2018*

9/28/2018: Complete pilot FQMRs in Fort Worth (TX), Richmond (VA), Boston (MA), and Portland (OR) – *Achieved as of 9/28/2018*

11/14/2018: Hold FQMR training for 160 field and headquarters staff – *Achieved as of 11/14/2018*

9/30/2019: Distribute pre-site visit survey results and analyses to each site’s FQMR team

9/30/2020: Distribute pre-site visit survey results and analyses to each site’s FQMR team

Increase awareness of best practices, challenges, and risks.

12/31/2018: Produce FQMR findings reports for FY18 pilot sites – *Achieved as of 12/31/2018*

12/31/2019: Produce FQMR findings reports for FY19 sites

12/31/2020: Produce FQMR findings reports for FY20 sites

KEY PERFORMANCE INDICATORS

To help achieve this objective, HUD has established the following performance indicators:

► **Conduct Field Quarterly Management Reviews¹⁹⁹**

This metric will track the total number of FQMRs completed during the fiscal year.

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
N/A	N/A	4	N/A	7	14

► **Conduct electronic pre-site visit surveys for Field Quarterly Management Reviews²⁰⁰**

This metric will measure the number of FQMR sites that received pre-visit surveys for FQMRs

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
N/A	N/A	1	N/A	TBD	14

¹⁹⁸ The FQMR team had to wait until the last site, Portland, to conduct the survey pilot in order to satisfy the required Union notification wait times.

¹⁹⁹ This metric is a new addition, first appearing in this edition of the HUD Annual Performance Plan and Report. As such, FY16-FY17 actuals do not appear as data was not available in previous years. Additionally, an FY18 target does not appear as the metric was not established in the FY19 HUD Annual Performance Plan.

²⁰⁰ This metric is a new addition, first appearing in this edition of the HUD Annual Performance Plan and Report. As such, FY16-FY17 actuals do not appear as data was not available in previous years. Additionally, an FY18 target does not appear as the metric was not established in the FY19 HUD Annual Performance Plan.

OTHER INDICATORS²⁰¹

► **Identify replicable best practices²⁰²**

HUD will track the number of outstanding program or management practices that are identified by FQMRs and can be replicated across the Department

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
N/A	N/A	74	Tracking Only	Tracking Only	Tracking Only

► **Identify program office operational problems to be resolved**

HUD will track the number of operational issues which have been identified by FQMRs.

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
N/A	N/A	61	Tracking Only	Tracking Only	Tracking Only

²⁰¹ Metrics included in this section are new; first appearing in this edition of the HUD Annual Performance Plan and Report. As such, FY16-FY17 actuals do not appear as data was not available in previous years.

²⁰² Exemplary practices are instances of outstanding program or management operations that are unique to the location where it was found; substantive and has obvious value; and replicable by other offices or entities.

Major Initiative: Streamline Acquisitions Management

Ensure contracts provide exceptional customer service and achieve savings for taxpayers.

INITIATIVE

Major acquisitions account for approximately one-third of annual contract expenditures. They often support transformative, high risk, or other mission critical priorities. HUD will streamline acquisitions management in alignment with the strategic objective to *Organize and Deliver Services More Effectively* by analyzing end-to-end acquisitions processes; developing a communication strategy to engage key acquisition process stakeholders to understand challenges; and establishing transformation plans. The Department’s goal is to strengthen talent capabilities, use modern and innovated acquisition flexibilities, and track investments using Portfolio Management Principles. Doing so will ensure contracts supporting transformative and other priority projects succeed. The Department will increase transparency and accountability for results by improving behavior to prevent cost overruns, schedule delays, and performance shortfalls. By applying these strategies, HUD seeks to increase internal and external stakeholder satisfaction; eliminate duplicative contracts; increase savings for major acquisitions in a portfolio; and decrease the percentage of change orders.

LEADING THIS INITIATIVE

Objective Lead
 Chad Cowan
Principal Deputy Assistant Secretary
 Office of the Assistant Secretary for
 Administration

2018 APR PROGRESS UPDATE

In July 2018 HUD established a policy on the use of bridge contracts. The policy was developed to better align the use of bridge contracts and minimize misconceptions. The Department also leveraged the Program Management Improvement Accountability Act (PMIAA) to improve program and project management practices. Improvements focused on assessing and improving HUD’s portfolio management principles. To ensure departmental alignment with PMIAA requirements, HUD appointed a Program Management Improvement Officer (PMIO) on September 4, 2018. The PMIO is in a leadership position within the Office of the Assistant Secretary for Administration (OASA) and oversees the Office of the Chief Procurement Officer (OCPO), the Office of the Chief Human Capital Officer (OCHCO), and the Office of Chief Administrative Officer (OCAO). This alignment has allowed the PMIO to focus on the implementation of the HUD PMIAA Plan; which includes planning for the rollout of non-IT major acquisition portfolio reviews in FY19. Findings and analyses will be shared with OMB during HUD strategic review meetings. The Department has embedded this annual portfolio review process into its Agency-Wide Integrity Task Force, specifically through its Acquisitions Committee.

STRATEGIES AND MAJOR MILESTONES

Strategies	Major Milestones
<p>Improve transparency and accountability in acquisitions. Implement scorecards to track timeliness of acquisition activities.</p>	<p>12/21/2017: Implement disclosures for source selections to provide transparency on any prior relationships with acquisition workforce and offerors. – <i>Achieved as of 12/21/2017</i></p> <p>9/30/2018: Implement procurement scorecard for performance against annual procurement plans. – <i>Achieved as of 7/31/2018</i></p> <p>9/30/2018: Implement scorecard for performance against the procurement action lead time (PALT) for</p>

	all awards requiring a requisition. – <i>Achieved as of 7/31/2018</i>
Implement a customer survey process to obtain ongoing feedback on acquisitions accomplishments/issues.	<p>10/30/2018: Obtain approval of new surveys. – <i>Achieved as of 9/12/2018</i></p> <p>12/30/2018: Implement customer surveys. – <i>Achieved as of 11/30/2018</i></p>
Implement pilot project to reduce time to conduct technical evaluation of all acquisition proposals.	<p>9/30/2018: Establish revised procedure. – <i>Achieved as of 8/29/2018</i></p> <p>9/30/2019: Identify project(s) for pilot. – <i>Achieved as of 10/31/2018</i></p> <p>9/30/2020: Complete pilot solicitation and evaluation process.</p>
Complete organizational assessment of OCPO.	12/31/2018: Identify methods for improving operations to deliver services better. – <i>Achieved as of 12/31/2018</i>

KEY PERFORMANCE INDICATORS²⁰³

To help achieve this objective, HUD has established the following performance indicators:

► **Acquisition Survey Satisfaction²⁰⁴**

This measure will track stakeholder satisfaction and feedback through stakeholder surveys.

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
N/A	N/A	N/A	N/A	TBD	TBD

► **On-Time Execution of All Procurement Actions - PALT**

This measure will track the percentage of all procurement actions awarded within the established Procurement Acquisition Lead Times (PALT).

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
N/A	N/A	84.3%	N/A	88.5%	90%

²⁰³ Key Performance Indicators for this objective are new, first appearing in this edition of the HUD Annual Performance Plan and Report. As such, FY18 targets do not appear as they were not established in the FY19 HUD Annual Performance Plan.

²⁰⁴ FY19 and FY20 Targets will be established once baseline data for this key performance indicator becomes available.

▶ **On-Time Submission of Planned Actionable Acquisition Requirements**

This measure will track the percentage of actionable acquisition requirements submitted by customer offices by the Target Requisition Release Date (TRRD).

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
N/A	N/A	48%	N/A	60%	75%

▶ **On-Time Award of Planned Actionable Acquisition Requirements**

This measure will track the percentage of awards by the Target Award Date (TAD) of actionable acquisition requirements submitted by program offices by the TRRD.

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
N/A	N/A	77%	N/A	80%	83%

EVIDENCE BUILDING

The Office of Federal Procurement Policy (OFPP) has required Federal agencies to implement customer satisfaction survey to obtain industry and internal feedback to strengthen their acquisition function.²⁰⁵ Additional evidence about HUD’s acquisitions management is found in OCPO scorecards being established on the OCPO website. For functions such as acquisitions and procurement, scorecards and other performance management tools being implemented as part of this strategic objective provide the best opportunity to strengthen evidence-based management for improving timeliness and quality of acquisition activities.

²⁰⁵ <https://www.whitehouse.gov/sites/whitehouse.gov/files/omb/procurement/memo/acquisition-360-improving-acquisition-process-timely-feedback-external-internal-stakeholders.pdf>.

12. Strategic Objective: Modernize Information Technology

Strengthen tools and processes to improve IT service to internal and external customers.

OBJECTIVE

HUD has identified a number of operations that would benefit from the modernization of Departmental IT systems and processes.²⁰⁶

Operations will be strengthened with improved access to data through an Enterprise Data Management Program. This program will facilitate data sharing across HUD programs for both internal and external stakeholders. HUD will also provide access to data business intelligence tools (including artificial intelligence, machine learning, and robotics process automation) to improve mission execution. This will allow HUD to make stronger data-driven decisions and shift resources towards more high-value work. HUD will improve system designs by implementing enterprise services that can be leveraged across the Department to reduce duplicative systems and allow older systems to be decommissioned. HUD will continue to partner with GSA in developing Centers of Excellence to improve the experience of internal and external users of HUD systems. Finally, HUD will invest in making additional technologies available to staff to ensure effective and efficient use of resources for the accomplishment of the Department's mission.

LEADING THIS OBJECTIVE

Objective Lead
David Chow
Chief Information Officer
Department of Housing and Urban
Development

2018 APR PROGRESS UPDATE

HUD achieved a number of milestones during FY18 toward its APP goals. HUD became the second agency to receive approval to participate in the GSA Center of Excellence (COE) Program led by the White House. The COE Program includes support for improving and modernizing the customer experience through the use of enhanced cloud services, contact centers, data access and skilled employees. The initial onboarding of the COE teams was completed in 2018 and the first phase of their work will continue into 2019. HUD made portable scanners and printers available for disaster-response to Departmental Enforcement Center (DEC) employees. This empowers employees to spend more time on-site with stakeholders and to produce documents for customers in real time. HUD also implemented Wi-Fi in the Weaver Headquarters Building and replaced all employee desktop computers with laptops and dual monitors. These changes have led to improved efficiency and better real-time data access.

Cross-Agency Priority Goal: Modernize IT to Increase Productivity and Security

HUD achieved four milestones in FY18. The Department:

1. Completed a Technical Assessment of all existing business applications;
2. Was awarded Technology Management Fund (TMF) funding for the migration of the Unisys IT system;
3. Met Federal Information Security Modernization Act (FISMA) milestone targets, as they related to Risk Management; and
4. Issued the National Initiative for Cybersecurity Education (NICE) Cybersecurity Skills Assessment to a sample of cyber-related positions as part of Departmental workforce planning efforts.

²⁰⁶ Operational categories have been established through the HUD-GSA Center of Excellence Program. Each is being addressed by category-specific project management offices within the Agency-Wide Integrity Task Force. The PMOs are focused on improving HUD's cloud adoption / information security; contact centers; customer experience; data analytics; and reskilling of employees.

Cross-Agency Priority Goal: Leverage Data as a Strategic Asset

HUD completed four milestones in FY18 by drafting a number of key documents. These include drafts of the Department’s Data Governance Charter, Data Governance Policy Guidelines, Data Governance Policy Procedures, and Business Processes Glossary. These documents are currently in the review and approval process and are anticipated to be completed in FY19. HUD also completed an additional milestone by successfully consolidating and transforming data from fourteen Office of Housing data sources into the Department’s Enterprise Data Management System. These data sources were previously siloed with limited interaction possible between the data sets.

Cross-Agency Priority Goal: Improve Customer Experiences with Federal Services

The Department successfully introduced a Customer Relationship Management (CRM) application for use by all of HUD’s regional and field offices for Tier 1 responses.²⁰⁷ The Application allows HUD to provide more standardized and accurate responses to customers. The Department also negotiated a national agreement with labor union representatives regarding the nationwide use of the CRM application for Tier 1 in regional and field offices. Finally, the Department deployed the CRM application for disaster responses in Texas, Florida, Puerto Rico, and the US Virgin Islands. From FY17 to date, the Office of Field Policy and Management trained 300+ HUD employees on the CRM application to support day-to-day operations, in response to the disasters that occurred in Texas, Florida, Puerto Rico, the US Virgin Islands, California, and Hawaii. During this inclusive period, Department staff captured over 14,490 service requests for fair, affordable and inclusive housing assistance, of which 10,380, or 71%, related to disaster support. This system allowed the Department to respond quickly and accurately to those seeking information and assistance.

Cross-Agency Priority Goal: Improve Outcomes Through Federal IT Spending Transparency

HUD IT Spending has been aligned to the Technology Business Management (TBM) IT Cost Pools and Towers, as of September 2018. This milestone has been accomplished one year ahead of schedule. HUD has continued to mature the data model and cost pool alignment. The Department also further incorporated cost transparency into its financial and acquisition processes.

STRATEGIES AND MAJOR MILESTONES

Strategies	Major Milestones
<p>Improve utilization of data by streamlining HUD’s data collection processes, creating common data definitions, and ensuring only necessary data are collected and reported.</p>	<p>6/28/2019: Establish a cloud-based data warehouse for HUD’s Office of Single-Family Housing.²⁰⁸</p>
<p>Promote innovative IT service delivery, including modernizing IT infrastructure to enable on-the-ground staff to enhance program execution.</p>	<p>9/30/2018: Implement three enterprise-wide IT solutions to streamline HUD processes. – <i>Achieved as of 9/30/2018</i></p> <p>9/30/2019: Implement three enterprise-wide IT solutions to streamline HUD processes.</p>

²⁰⁷ Tier 1 is defined as the initial or first point of contact or interaction with a customer or client.

²⁰⁸ The milestone date for this work was delayed from the previously reported target date to ensure all processes, procedures, agreements, and notifications were in place.

Equip employees with the tools they need to succeed, including laptops and dual monitors.

11/30/2017: Make portable scanners and printers available for disaster-response and Department Enforcement Center (DEC) employees – *Achieved as of 11/7/2017*

6/30/2018: Implement Wi-Fi in the Weaver Building. – *Achieved as of 8/10/2018*

6/30/2018: Replace all employee desktop computers with laptops and dual monitors. – *Achieved as of 5/8/2018*

9/30/2019: Implement Wi-Fi at HUD Regional and designated Field Offices; 33% completion or above

CAP Goal: Modernize IT to Increase Productivity and Security to enhance mission delivery and productivity. HUD will drive value by increasing efficiencies of IT spending while potentially reducing costs and enhancing citizen engagement and satisfaction with the services provided.

Enhance Federal IT and Digital Services

9/30/2019: 100% of TMF project repayment schedules are on time.

9/30/2019: 100% of TMF project completion schedules are on time.

9/30/2020: 100% of TMF project repayment schedules are on time.

9/30/2020: 100% of TMF project completion schedules are on time.

Reduce Cybersecurity Risks to the Federal Mission

9/30/2019: Complete development of the Cybersecurity Framework Dashboard which will be utilized to monitor and report the Department's Cybersecurity Framework Compliance and Tier Progression.

9/30/2019: Develop a Strategic Plan for the Implementation of Continuous Monitoring and Ongoing Authorization.

9/30/2019: Complete an agency wide Phishing Exercise to increase the Department's workforce's ability to recognize Phishing Attacks.

9/30/2019: Develop an enterprise-level Cyber Security Operations Maturation Plan that will identify the need for a Security Operations Center (SOC).

Build a Modern IT Workforce

3/30/2019: Engage industry and academia to develop Federal workforce planning strategies that include initiatives to recruit, reskill and redeploy the existing workforce to achieve mission results. These recommendations will be presented to the CIO no later than third quarter FY19.

9/30/2019: Each agency CIO and CHCO must jointly identify two position or skills gap priorities and incorporate them into to the agency’s Human Capital Operating Plan, which will be shared with OMB. Actions to address these two gaps must be executed no later than FY20.

9/30/2019: Develop a market-informed pay and compensation strategy for cybersecurity and other mission critical IT positions to improve recruitment and retention.

CAP Goal: Leverage Data as a Strategic Asset to grow the economy, increase the effectiveness of the Federal Government, facilitate oversight, and promote transparency. Efforts will focus on improving mission delivery, customer service, and more effectively stewarding resources while respecting privacy and confidentiality.

Enterprise Data Governance

9/30/2019: Publish Data Governance Charter

9/30/2019: Publish Data Governance Policy Guideline and Procedure

Access, Use, and Augmentation

9/30/2019: Draft and Publish Enterprise Data Management Policy

9/30/2019: Publish Business Glossary Processes

Decision-Making and Accountability

9/30/2019: Update Data Quality Management Handbook

9/30/2019: Incorporate DATA Act into Data Governance working group

Commercialization, Innovation, and Public Use

9/30/2019: Automate CPD Grant Financial Dashboard

9/30/2019: Automate DATA Act reporting

9/30/2019: Enhance current eGIS datasets for public use

CAP Goal: Improve Customer Experiences with Federal Services by improving the usability and reliability of HUD’s most critical digital services. Efforts will increase communication and accessibility between HUD and the citizens it serves.

Improve Digital Services

6/1/2019: Complete assessment of effectiveness of HUD customer experience through GSA Centers of Excellence with recommendations.

Modernize Customer Experience for the 21st Century

6/1/2019: Complete enterprise data analytics capability assessment with recommendations.

6/1/2019: Complete assessments of HUD Grants lifecycle with recommendations for improvement.

Celebrate Success

Ongoing: Continuously provide awards to recognize outstanding staff.

Keep a Customer Focus

9/30/2019: Enhance IT investment governance process to ensure transparency.

CAP Goal: Improve Outcomes Through Federal IT Spending Transparency by empowering Federal executives to make data-driven decisions. HUD will support executives' analysis of trade-offs between cost, quality, and derived value of IT investments.

Increase Granularity in the Current IT Portfolio

9/30/2019: Adopt TBM standard IT Tower and Cost Pool to report categorized IT costs across the entire spend of the IT Portfolio²⁰⁹

Develop Implementation Guidelines and Enabling Mechanisms

12/31/2019: Standardize services and business unit elements

Adopt and Implement TBM

3/31/2019: Establish and deliver a multi-year strategy to implement TBM

9/30/2022: Phased implementation between FY20-FY22

KEY PERFORMANCE INDICATORS

To help achieve this objective, HUD has established the following performance indicators:

► **Number of HUD mainframe systems decommissioned/migrated**

This measure will track the number of HUD mainframe systems which are decommissioned or migrated off the mainframe.

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
N/A	2	0 ²¹⁰	3	1	4

²⁰⁹ The Federal-wide goal is to achieve 100% granularity within the known IT portfolio.

²¹⁰ HUD delayed progress in this area to perform a broad application assessment and develop a roadmap for application development. The roadmap is complete and plans are in place to accomplish the FY19 goal.

▶ **Average of Employee IT Survey Satisfaction Score²¹¹**

This measure will track employee satisfaction and feedback through an IT customer survey.

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
97%	86%	95%	84%	80%	85%

▶ **Number of Enterprise IT Solutions Implemented**

This measure will track the number of enterprise-wide IT solutions that are implemented to streamline manual or cumbersome processes.

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
8	4	3	4	3	2

EVIDENCE BUILDING

Recent reports by the Government Accountability Office have highlighted opportunities for Chief Information Officers (CIOs) to improve information technology acquisitions and operations,²¹² and for HUD, noted that cost estimating practice needs to be strengthened.²¹³ This evidence is used in the formulation and ongoing management of HUD’s IT modernization strategy.

²¹¹ End-user services are transitioning. Reduced targets are reflective of this transition.

²¹² “Opportunities for Improving Acquisitions and Operations” (2017), <https://www.gao.gov/products/GAO-17-251SP>, “Further Implementation of Recommendations Is Needed to Better Manage Acquisitions and Operations” (2018), <https://www.gao.gov/products/GAO-18-460T>.

²¹³ “Information Technology: HUD Needs to Address Significant Weaknesses in Its Cost Estimating Practices” (2017), <https://www.gao.gov/products/GAO-17-281>.

13. Strategic Objective: Reform Regulations

Empower our partners and customers by reducing burdensome regulations.

OBJECTIVE

HUD will empower our partners and customers by reducing burdensome regulations in the development, provision, and maintenance of affordable housing. Outdated, redundant, or unnecessarily burdensome regulations and statutory requirements may make program participation difficult and costly. The Department cannot afford to leave such burdensome regulatory policies in place.

HUD will use an iterative process, informed by its stakeholders, to streamline and eliminate burdensome regulations. The Department will

establish a Regulatory Reform Task Force, comprised of representatives from the Office of General Counsel (OGC) and HUD’s major programs to support this effort. The Task Force will be responsible for identifying, reviewing, and streamlining regulations that are out-of-date or too costly. This work will answer the call of Executive Order 13771, “Reducing Regulation and Controlling Regulatory Costs.”

The Department has made it a priority to make informed decisions about priorities, budgets, and program operations by adequately aligning Departmental resources with appropriate regulatory solutions. HUD will pursue program staffing and oversight improvements to minimize ineffective enforcement of existing, reformed, or new regulations. Meanwhile, HUD will continue to address audit findings and other compliance issues while Department-wide staffing and funding solutions are developed.

2018 APR PROGRESS UPDATE

In Fiscal Year 2018, HUD removed seven regulatory actions from its Regulatory Agenda. These items were long-term rule-making actions that had been continuously listed on prior Agendas without any activity.²¹⁴

Accompanying the removal of seven actions was HUD’s publication of a final rule to remove regulations for the FHA Inspector Roster on July 3, 2018.²¹⁵ Now that most states have adopted the International Residential Code, the separate regulations prescribed by HUD are no longer necessary. The end of FY18 also saw HUD’s publication of a rule removing regulations requiring 10-year protection plans to qualify for high Loan-to-Value FHA-insured mortgages on newly constructed single-family homes. These two rules will result in cost savings of approximately \$27.4 million. Combined, HUD’s regulatory reforms resulted in estimated savings of \$507 million to taxpayers through the streamlining, clarifying, and updating of HUD’s regulations.²¹⁶

LEADING THIS OBJECTIVE

Objective Lead
 Paul Compton
General Counsel
 Department of Housing and Urban
 Development

²¹⁴ The seven proposed rules were as follows: (1) Floodplain Management and Protection of Wetlands, (2) Energy Efficiency Standards for New Construction, (3) Demolition or Disposition of Public Housing Projects and Conversion of Public Housing to Tenant-Based Assistance, (4) Public Housing: Physical Needs Assessments, (5) Strengthening Oversight of Over-Income Tenancy in Public Housing; (6) Requirements Applicable to Formation of Consortia of Public Housing Agencies, and (7) Homeless Emergency Assistance and Rapid Transition to Housing Rural Housing Stability Program.

²¹⁵ The Roster was a list of inspectors approved by FHA as eligible to determine if the construction quality of a 1-4 unit property is acceptable as security for an FHA-insured loan. It was meant to provide consistency across localities which had different building codes with no consistency before the Roster’s implementation.

²¹⁶ Data on savings can be found in the Final Accounting for Fiscal Year 2018 for Regulatory Reform under Executive Order 13771 available at: https://www.reginfo.gov/public/pdf/eo13771/EO_13771_Final_Accounting_for_Fiscal_Year_2018.pdf

STRATEGIES AND MAJOR MILESTONES

Strategies	Major Milestones
<p>Develop and implement a package of regulatory and proposed statutory updates to alleviate costly, non-value-add policies.</p>	<p>9/30/2018: Develop and implement an annual package of regulatory and proposed statutory updates. – <i>Achieved as of 9/30/2018.</i>²¹⁷</p> <p>9/30/2019: Develop and implement an annual package of regulatory and proposed statutory updates.</p> <p>9/30/2020: Develop and implement an annual package of regulatory and proposed statutory updates.</p>

KEY PERFORMANCE INDICATORS

To help achieve this objective, HUD has established the following performance indicators:²¹⁸

▶ **Number of EO 13771 regulatory actions**

HUD will track how few new regulatory actions, which impose new costs on the public, it issues each fiscal year.

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
N/A	N/A	1	2	2	TBD

▶ **EO 13771 deregulatory actions issued**

HUD will track how many cost-saving deregulatory actions it issues each fiscal year.

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target ²¹⁹	FY20 Target
N/A	N/A	9	2	13	TBD

▶ **Number of evaluations to identify potential EO 13771 deregulatory actions that included opportunity for public input and/or peer review**

HUD will track the amount of evaluations which integrate public input or peer reviews into HUD assessments.

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
N/A	N/A	2	1	13	TBD

²¹⁷ HUD’s Spring 2018 Regulatory Agenda identifies 16 deregulatory actions. New deregulatory actions will be added as they are identified by the Regulatory Reform Task Force.

²¹⁸ Actuals do not exist for fiscal years prior to FY18 as EO 13771 and HUD’s tracking of regulatory actions in accordance with it did not take effect until FY18.

²¹⁹ This target is based on deregulatory actions announced during the issuance of the *Fall 2018 Edition of the Unified Agenda of Federal Regulatory and Deregulatory Actions* and is subject to change.

▶ **Number of EO 13771 deregulatory actions issued that address recommendations by the Regulatory Reform Task Force**

HUD will track the amount of cost-saving deregulatory actions are published during each fiscal year.

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target ²²⁰	FY19 Target	FY20 Target
N/A	N/A	9	13	14	TBD

▶ **Number of EO 13771 deregulatory actions recommended by the Regulatory Reform Task Force to the agency head, consistent with applicable law**

HUD will track the annual amount of cost-saving deregulatory actions are referred to the Secretary of HUD for issuance.

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target	FY20 Target
N/A	N/A	16	15	TBD	TBD

▶ **Total incremental cost of all EO 13771 regulatory actions and EO 13771 deregulatory actions**

HUD will track the total estimated cost-savings of deregulatory actions issued during each fiscal year.

FY16 Actual	FY17 Actual	FY18 Actual	FY18 Target	FY19 Target ²²¹	FY20 Target
N/A	N/A	\$(507)m	\$(249)m	\$(490.7)	TBD

EVIDENCE BUILDING

Evidence is central to the regulatory process. PD&R prepares regulatory impact analyses (RIAs) for proposed rules that are intended to identify a systemic problem requiring intervention, define the desired outcome of intervention, describe alternative approaches to achieve the desired outcome, and compare the benefits and costs of each alternative.

²²⁰ Although several of the items recommended to the Secretary of HUD (agency head) are not yet published, as a result of issues arising during HUD or interagency review, all are under active development.

²²¹ This preliminary estimate is based on HUD's OMB-approved cost cap, which estimated the actions listed in the *Fall 2018 Edition of the Unified Agenda of Federal Regulatory and Deregulatory Actions* would result in costs savings of \$490.7 million. It is subject to revision as rules are developed and issued.

Cross-Agency Priority Goals

Established by the GPRA Modernization Act of 2010, Cross-Agency Priority (CAP) Goals are a tool used by the Administration to accelerate progress on a limited number of Presidential priority areas where implementation requires active collaboration between multiple agencies, overcoming organizational barriers to achieve better performance than one agency can achieve on its own.

Set or revised at least every four years, CAP Goals include outcome-oriented goals that cover a limited number of crosscutting policy areas as well as management goals focused on administrative improvements across the Federal Government. A series of fourteen Administration-wide CAP Goals have been established to improve the management of Federal finances, human capital, information technology, acquisitions, and regulations. Each goal features: clearly-named accountable officials; data-driven reviews that incorporated a broad range of quantitative and qualitative inputs; and reporting to the public through a common website as a framework to drive performance improvements on cross-government collaboration and tackle government-wide management challenges affecting most agencies.

Summaries of HUD’s activities in support of each CAP Goal are available in the preceding *Strategic Objective* sections of this document. Each Goal has been mapped to the HUD Strategic Objective designed to support its aims. A list of each CAP Goal and its related Objective is available below.

#	Cross-Agency Priority Goal	Related Strategic Objective(s)	Page
1	Modernize IT to Increase Productivity and Security	Modernize Information Technology	92
2	Leverage Data as a Strategic Asset	Modernize Information Technology	92
3	Develop a Workforce for the 21st Century	N/A ²²²	N/A
4	Improve Customer Experiences with Federal Services	Modernize Information Technology	92
5	Share Quality Services	Improve Financial Controls through Financial Transformation	62
6	Shift from Low-Value to High-Value Work	Organize and Deliver Services More Effectively	84
7	Category Management	N/A ²²³	N/A
8	Achieve Results-Oriented Accountability For Grants	Improve Financial Controls through Financial Transformation	69
9	Get Payments Right	Improve Financial Controls through Financial Transformation	62
10	Improve Outcomes Through Federal IT Spending Transparency	Modernize Information Technology	92

²²² HUD does not directly participate in this CAP Goal. The Department will continue to follow the guidance provided OMB and the lead agencies designated for this CAP Goal.

²²³ HUD does not directly participate in this CAP Goal. The Department will continue to follow the guidance provided OMB and the lead agencies designated for this CAP Goal.

11	Improve Management of Major Acquisitions	<i>N/A</i> ²²⁴	<i>N/A</i>
12	Modernize Infrastructure Permitting	Support Effectiveness and Accountability in Long-Term Disaster Recovery	52
13	Security Clearance, Suitability, and Credentialing Reform	<i>N/A</i> ²²⁵	<i>N/A</i>
14	Improve Transfer of Federally-Funded Technologies from Lab-to-Market	<i>N/A</i> ²²⁶	<i>N/A</i>

For further CAP Goal information, please visit <https://www.performance.gov/>.

²²⁴ HUD does not directly participate in this CAP Goal. The Department will continue to follow the guidance provided OMB and the lead agencies designated for this CAP Goal.

²²⁵ HUD does not directly participate in this CAP Goal. The Department will continue to follow the guidance provided OMB and the lead agencies designated for this CAP Goal.

²²⁶ HUD does not participate in this CAP Goal as the Department does not conduct technology-related research and development.

Section Three: **Additional Information**

Major Management Priorities and Challenges

Major management priorities and challenges are addressed by the strategic goals to *Protect Taxpayer Funds* and *Streamline Operations*. Please see the HUD management objectives (*Improve Financial Controls through Financial Transformation, Organize and Deliver Services More Effectively, Modernize Information Technology, and Reform Regulations*) for information on the management priorities and challenges HUD will be pursuing as part of the *Protect Taxpayer Funds* and *Streamline Operations* goals.

Data Sources, Limitations and Advantages, and Validation

This section lists the following information for each metric in the APP:

- **Description**
- **Data source**
- **Unit of measurement**
- **Dimension**
- **Calculation method**
- **Frequency**
- **Direction**
- **Data quality (limitations/advantages of the data)**
- **Validation, verification, and improvement of measure**
- **Sequence**

Strategic Objective: Support Fair, Sustainable Homeownership and Financial Viability

Capital Reserve Ratio

- **Description:** The capital ratio compares the “economic net worth” of the Mutual Mortgage Insurance (MMI) Fund to the dollar balance of active, insured loans, at a point in time. Economic net worth is defined as a net asset position, where the present value of expected future revenues and net claim expenses is added to current balance sheet positions. The capital ratio computation is part of an annual valuation of the outstanding portfolio of insured loans at the end of each fiscal year.
- **Data source:** FHA Single Family Data Warehouse Meta Tables
- **Unit of measurement:** Comparative between net asset position to balance of loans
- **Dimension:** Ratio
- **Calculation method:** The Net Present Value of future cash flows plus capital resources divided by insurance-in-force
- **Frequency:** Annual; we will investigate ways of showing on a quarterly basis how the business is tracking against the most recent actuarial forecast.
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** The data originate in the Single-Family Insurance System-Claims Subsystem, and for convenience are reported from FHA Single Family Housing Enterprise Data Warehouse.
- **Validation, verification, and improvement of measure:** No data limitations are known to affect this indicator. The loan servicers enter the FHA data, and the FHA monitors the data entry.

Sequence: 1

Early Payment Default Rate

- **Description:** This measure is reflective of the credit quality of new endorsements and serves as an important early indicator of mortgage performance. HUD will support sustainable loans that borrowers can afford. Early Payment Defaults (EPDs) occur when a borrower becomes 90 days delinquent on their FHA-insured mortgage within the first six payments.
- **Data source:** FHA Single Family Data Warehouse Meta Tables
- **Unit of measurement:** Percent of mortgages endorsed
- **Dimension:** Percent
- **Calculation method:** Percent of mortgages endorsed with a 90-day delinquency in the first six months of required mortgage payments divided by all mortgages endorsed for the same period
- **Frequency:** Quarterly
- **Direction:** N/A - Tracking Only
- **Data quality (limitations/advantages of the data):** We will rely on data from the Single-Family Data Warehouse, which tracks the performance (as measured by mortgage payment made) of FHA borrowers
- **Validation, verification, and improvement of measure:** No data limitations are known to affect this indicator. The loan servicers enter the FHA data, and the FHA monitors the data entry.

Sequence: 2

Percentage of new FHA mortgages that are first-time homebuyers

- **Description:** This measure computes the percentage of FHA single-family purchase originations for which the borrower is a first-time homebuyer.
- **Data source:** Single-Family Data Warehouse and American Housing Survey
- **Unit of measurement:** Share of FHA originations that belong to first-time homebuyers
- **Dimension:** Percent

- **Calculation method:** Percent of FHA originations made to first-time homebuyers.
- **Frequency:** Quarterly
- **Direction:** N/A - Tracking Only
- **Data quality (limitations/advantages of the data):** We will rely on data from the Single-Family Data Warehouse, which tracks the number of FHA loans to first-time homebuyers on a quarterly basis.
- **Validation, verification, and improvement of measure:** American Housing Survey is available every 2 years.

Sequence: 3

FHA market-share of single-family mortgage originations (purchase, refinance, total)

- **Description:** This measure tracks the FHA share of the mortgage market. HUD monitors FHA's role in the housing market and the potential crowding out of private capital. HUD does not maintain any market share goals, and only tracks these data points for informational purposes.
- **Data source:** FHA Single Family Data Warehouse, CoreLogic TrueStandings; Mortgage Bankers Association of America
- **Unit of measurement:** Percent of FHA Mortgage Originations
- **Dimension:** Percentage
- **Calculation method:** Purchase, refinance and total share of specified mortgage market over share of entire market
- **Frequency:** Quarterly; Revised Annually
- **Direction:** N/A - Tracking Only
- **Data quality (limitations/advantages of the data):** We rely upon the Mortgage Bankers Association of America for total volumes and CoreLogic for average loan amounts (used to derive loan counts).
- **Validation, verification, and improvement of measure:** We discuss data quality with Mortgage Bankers Association of America and with CoreLogic and have open communications to express any concerns.

Sequence: 4

Higher Risk Loans

High Risk Loans - Share of FHA purchase loans with (DTI) >50%

- **Description:** HUD will monitor the percentage of loans with higher risk features. Metrics include the share of FHA-insured home purchase loans with debt to income (DTI) >50% or with down payment assistance (DPA) and the share of FHA refinances that include cashouts
- **Data source:** Single Family Data Warehouse
- **Unit of measurement:** Percent of all non-streamline single family forward FHA purchase and non-streamline refinance loans with debt to income (DTI) >50%
- **Dimension:** Percentage
- **Calculation method:** Share of all non-streamline single family forward FHA purchase and non-streamline refinance loans with debt to income (DTI) >50%
- **Frequency:** Quarterly
- **Direction:** N/A - Tracking Only
- **Data quality (limitations/advantages of the data):** FHA is dependent on lender to enter correct data.
- **Validation, verification, and improvement of measure:** No data limitations are known to affect this indicator. The loan servicers enter the FHA data, and the FHA monitors the data entry.
- **Sequence:** 5a

Share of FHA purchase loans with Downpayment Assistance (DPA) (including secondary financing)

- **Description:** HUD will monitor the percentage of loans with higher risk loan program features: Metrics include the share of FHA purchase loans that have associated DPA.
- **Data source:** Single Family Data Warehouse
- **Unit of measurement:** Percent of FHA purchase loans with DPA
- **Dimension:** Percentage
- **Calculation method:** Share of FHA purchase loans with DPA over all FHA single family forward purchase endorsements
- **Frequency:** Quarterly
- **Direction:** N/A - Tracking Only
- **Data quality (limitations/advantages of the data):** FHA is dependent on lender to enter correct data.

- **Validation, verification, and improvement of measure:** There are known limitations on collection of DPA data as FHA is dependent on lender to enter the correct data at time of closing/endorsement. FHA does not track DPA provider by name and risk management has suggested the system owners do so as soon as possible.
- **Sequence:** 5b

Higher Risk Loans - Share of FHA refinance loans with cash outs

- **Description:** HUD will monitor the percentage of loans with higher risk loan program features: Metrics include the share of FHA non-streamline refinance endorsements that include cash outs.
- **Data source:** Single Family Data Warehouse
- **Unit of measurement:** Percent of FHA non-streamline refinance endorsements that include cash outs
- **Dimension:** Percentage
- **Calculation method:** Share of cash out refinance loans over all FHA single family forward non-streamline refinance endorsements
- **Frequency:** Quarterly
- **Direction:** N/A - Tracking Only
- **Data quality (limitations/advantages of the data):** FHA is dependent on lender to enter correct data.
- **Validation, verification, and improvement of measure:** No data limitations are known to affect this indicator. The loan servicers enter the FHA data, and the FHA monitors the data entry.
- **Sequence:** 5c

Alternative Construction Letters

- **Description:** HUD will monitor the number of Alternative Construction (AC) letters issued by the Office of Manufactured Housing Programs. Data shows the number of letters which are in effect in each fiscal year. It is not limited to new letters. A manufacturer submits a request for Alternative Construction to HUD when the construction would be prohibited by the existing Federal Manufactured Home Construction and Safety Standards. HUD issues AC letters to manufacturers to allow such alternative construction when it is equivalent to or superior to that required by the Standards. A reduction in the number of alternative construction letters is indicative of a reduced regulatory burden on the manufactured housing industry.
- **Data source:** A manufacturer proposes to HUD a request for Alternative Construction (AC) when the construction would be prohibited by the Standards. HUD issues AC letters to manufacturers to allow such alternative construction when it is equivalent to or superior to that required by the Standards. HUD maintains records of such AC letters or approvals issued by the Department.
- **Unit of measurement:** Number of current Alternative Construction Letters issued by HUD that are in effect.
- **Dimension:** Count
- **Calculation method:** Total letters issued includes all active AC letters that are currently in effect for Housing Manufacturers.
- **Frequency:** Upon request from a manufacturer.
- **Direction:** N/A - Tracking Only
- **Data quality (limitations/advantages of the data):** N/A
- **Validation, verification, and improvement of measure:** When HUD updates its Manufactured Housing Construction Standards on a regular basis, the number of Alternative Construction requests should decrease accordingly for the items covered. This helps keep pace with innovation and the use of new technology in manufactured homes.

Sequence: 6

Strategic Objective: Reduce Homelessness

Length of homelessness

- **Description:** Average length of time persons experience homelessness. At this time, only persons experiencing sheltered homelessness are included in this measure; future data submissions will include persons experiencing unsheltered homelessness as well.
- **Data source:** Data collected in each Continuum of Care's (CoC's) Homeless Management Information Systems (HMIS). Data is reported as "System Performance Measures" into the Homelessness Data Exchange (HDX).
- **Unit of measurement:** Days
- **Dimension:** Weighted Rate
- **Calculation method:** Each CoC is required to collect data and report to HUD annually on specific system performance measures. These measures are based on a set of programming specifications HUD provided to communities to ensure consistency: <https://www.hudexchange.info/resource/4483/system-performance-measures-tools/>.

- **Frequency:** Annually
- **Direction:** Decrease
- **Data quality (limitations/advantages of the data):** Data is relatively comprehensive as CoCs must report data regardless of funding source. The data is limited by how many projects report their data in Homeless Management Information System (HMIS) and how accurate their data quality is. HUD requires each CoC to track null and missing value information as well as other data quality concerns. The rates of data quality issues per each response element that impacts the system performance measures is submitted to HUD at the time that the measures are submitted. HUD reviews this and includes the data quality piece in its larger evaluation of the system performance measures.
- **Validation, verification, and improvement of measure:** HUD includes the system performance measures in its annual CoC Program Competition, along with data quality and HMIS bed coverage information. This creates incentives to have accurate data as well as to show improved outcomes. Because this process is relatively new (only 2 reporting cycles to date with system performance measures) HUD knows there are data quality concerns, both with the data entered into HMIS as well as with the reporting features of the CoCs' HMIS. HUD will continue to include this as a scoring factor and will incorporate it into more reporting requirements. HUD will provide more resources to improve data quality. HUD provided programming specifications to ensure consistency and will provide more resources to help CoCs test the accuracy of their systems to pull the data.

Sequence: 7

Number of people experiencing homelessness

- **Description:** Total number of people experiencing homelessness based on a count that occurs on a single night, usually in January.
- **Data source:** Point-in-Time (PIT) count reported in the Homelessness Data Exchange (HDX)
- **Unit of measurement:** Homeless persons on a single night, usually in January
- **Dimension:** Count
- **Calculation method:** A count of homeless persons on a single night, usually in January
- **Frequency:** Although many jurisdictions count annually, 24 CFR 578.7(c)(2) only requires that the counts be done "biennially"
- **Direction:** Decrease
- **Data quality (limitations/advantages of the data):** HUD establishes PIT count guidance annually that states the minimum amount of data that all Continuums of Care (CoCs) must collect and report to HUD. There are additional reporting tools that provide guidance on HUD's reporting requirements and standards.
- **Validation, verification, and improvement of measure:** When CoCs submit their data in the HDX, there are also several validations in HDX itself to ensure consistency in reporting. After the data are submitted, HUD's contractors analyze the data again and call communities if there are further discrepancies that need to be explained or corrected.

Sequence: 8

Number of people experiencing unsheltered homelessness

- **Description:** Total number of people experiencing unsheltered homelessness based on a count that occurs on a single night, usually in January.
- **Data source:** Point-in-Time (PIT) count reported in the Homelessness Data Exchange (HDX)
- **Unit of measurement:** Homeless persons in specified situation on a single night, usually in January
- **Dimension:** Count
- **Calculation method:** A count of homeless persons on a single night, usually in January
- **Frequency:** Although many jurisdictions count annually, 24 CFR 578.7(c)(2) only requires that the counts be done "biennially"
- **Direction:** Decrease
- **Data quality (limitations/advantages of the data):** HUD establishes PIT count guidance annually that states the minimum amount of data that all Continuums of Care (CoCs) must collect and report to HUD. There are additional reporting tools that provide guidance on HUD's reporting requirements and standards.
- **Validation, verification, and improvement of measure:** When CoCs submit their data in the HDX there are also several validations in HDX itself to ensure consistency in reporting. After the data are submitted, HUD's contractors analyze the data again and call communities if there are further discrepancies that need to be explained or corrected.

Sequence: 9

Returns to homelessness

- **Description:** This measure will track the national average percentage of people returning to homelessness within 6 months in CoCs.

- **Data source:** Data collected in each Continuum of Care's (CoC's) Homeless Management Information Systems (HMIS). Data is reported as "System Performance Measures" into the Homelessness Data Exchange (HDX).
- **Unit of measurement:** Persons
- **Dimension:** Weighted Percentage
- **Calculation method:** Each Continuum of Care (CoC) is required to collect data and report to HUD annually on specific system performance measures. These measures are based on a set of programming specifications HUD provided to communities to ensure consistency: <https://www.hudexchange.info/resource/4483/system-performance-measures-tools/>.
- **Frequency:** Annually
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** Data is relatively comprehensive as CoCs must report data regardless of funding source. The data limited by how many projects report their data in HMIS and how accurate their data quality is. HUD requires each CoC to track null and missing value information as well as other data quality concerns. The rates of data quality issues per each response element that impacts the system performance measures is submitted to HUD at the time that the measures are submitted. HUD reviews this and includes the data quality piece in its larger evaluation of the system performance measures.
- **Validation, verification, and improvement of measure:** HUD includes the system performance measures in its annual CoC Program Competition, along with data quality and HMIS bed coverage information. This creates incentives to have accurate data as well as to show improved outcomes. Because this process is relatively new (only 2 reporting cycles to date with system performance measures) HUD knows there are data quality concerns, both with the data entered into HMIS as well as with the reporting features of the CoCs' HMIS. HUD will continue to include this as a scoring factor and will incorporate it into more reporting requirements. HUD will provide more resources to improve data quality. HUD provided programming specifications to ensure consistency and will provide more resources to help CoCs test the accuracy of their systems to pull the data.

Sequence: 10

Percentage of units of permanent supportive housing serving people experiencing chronic homelessness

- **Description:** Proportion of permanent supportive housing beds units serving people experiencing chronically homeless.
- **Data source:** Continuum of Care (CoC) Application
- **Unit of measurement:** Percentage of permanent supportive housing beds serving specified individuals and families
- **Dimension:** Percentage
- **Calculation method:** HUD conducts an annual competition for CoC Program funding. HUD encourages CoCs to use existing permanent supportive housing beds/units to serve persons experiencing chronic homelessness, either through dedicating existing or new beds or by prioritizing existing beds for persons experiencing chronic homelessness. This measure reflects the proportion of all beds/units funded in the competition that are either dedicated or prioritized to serve individuals and families experiencing chronic homelessness.
- **Frequency:** Annually
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** Eligible CoC applicants apply for funding for permanent supportive housing, with prioritized or dedicated beds for the chronically homeless.
- **Validation, verification, and improvement of measure:** HUD staff review each project carefully to ensure the project complies with HUD requirements and reviews the application carefully to verify that the data in the application is accurate.

Sequence: 11

Percentage of exits from Continuum of Care (CoC)-funded permanent supportive housing to rental assistance with other subsidies

- **Description:** Exits from CoC-funded proportion of permanent supportive housing to less service-intensive housing subsidies.
- **Data source:** The Homeless Assistance Application and Grants Management System, e-snaps
- **Unit of measurement:** Number of exits from CoC-funded permanent supportive housing to a subsidized unit
- **Dimension:** Count
- **Calculation method:** HUD's CoC grant recipients are required to report on their grants 90 days after the grant's operating end date. HUD aggregates the data into an annual total.
- **Frequency:** Quarterly
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** CoC Program recipients are required to upload their data directly from HMIS. This prevents clerical error and when data errors arise the reporting system notifies the recipients that an error exists in

the data and the nature of the error. The data in HMIS is tied to other reporting like system performance measures which creates incentives for communities to ensure the data in HMIS is accurate.

- **Validation, verification, and improvement of measure:** CoC Program recipients are required to upload their data directly from HMIS. This prevents clerical error and when data errors arise the reporting system notifies the recipients that an error exists in the data and the nature of the error. The reporting tool does not accept data when there are errors. This forces recipients to correct the data in their local HMIS and only allows recipients to submit data that meets a minimum level of data quality and consistency.

Sequence: 12

Percentage of admissions to mainstream housing programs who were homeless at admission

Public Indian Housing

Percentage of admissions to Housing Choice Vouchers (HCV) who were homeless at admission

- **Description:** Percentage of households admitted into HCV who were experiencing homelessness at point of entry into the program.
- **Data source:** Integrated Management System/ Public and Indian Housing Information Center (IMS/PIC)
- **Unit of measurement:** Percentage of households admitted into HCV who were experiencing homelessness at point of entry into the program.
- **Dimension:** Percentage
- **Calculation method:** Number of homeless households admitted into HCV program divided by number of all households admitted into HCV program
- **Frequency:** Quarterly
- **Direction:** N/A – Tracking Only **quality (limitations/advantages of the data):** Public housing agencies (PHAs) self-report the data. PIH continues to work with PHAs to ensure use of a consistent definition of “homeless” across HUD programs.
- **Validation, verification, and improvement of measure:** PIH issued guidance in the form of Notice PIH 2013-15 to help correct the data quality issue.
- **Sequence:** 13a

Percentage of admissions to Public Housing (PH) who were homeless at admission

- **Description:** Percentage of households admitted into PH who were experiencing homelessness at point of entry into the program .
- **Data source:** Integrated Management System/ Public and Indian Housing Information Center (IMS/PIC)
- **Unit of measurement:** Percentage of households admitted into PH who were experiencing homelessness at point of entry into the program.
- **Dimension:** Percentage
- **Calculation method:** Number of homeless households admitted into PH divided by number of all households admitted into PH
- **Frequency:** Quarterly
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** Public housing agencies (PHAs) self-report the data. PIH continues to work with PHAs to ensure use of a consistent definition of “homeless” across HUD programs.
- **Validation, verification, and improvement of measure:** PIH issued guidance in the form of Notice PIH 2013-15 to help correct the data quality issue.
- **Sequence:** 13b

Housing

Percentage of admissions to Multifamily Housing who were homeless at admission

- **Description:** Percentage of households admitted into Multifamily Housing who were experiencing homelessness at point of entry into the program .
- **Data source:** Tenant Rental Assistance Certification System (TRACS)

- **Unit of measurement:** Percentage of households admitted into Multifamily Housing who were experiencing homelessness at point of entry into the program.
- **Dimension:** Percentage
- **Calculation method:** Number of homeless households admitted into Multifamily units divided by number of all households admitted into Multifamily units
- **Frequency:** Monthly
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** Data collection started in late 2014. Multifamily continues to work with property owners to ensure use of a consistent definition of “homeless” across HUD programs.
- **Validation, verification, and improvement of measure:** N/A
- **Sequence:** 13c

HMIS bed coverage rates in rural CoCs

- **Description:** Percentage of available beds in rural CoCs for which coverage data are being reported into the Homeless Management Information System (HMIS), as a proxy for these communities’ level of capacity and coordination with other homeless services providers.
- **Data source:** Housing Inventory Count (HIC)
- **Unit of measurement:** Percentage of available beds in rural CoCs for which coverage data are being reported into the HMIS,
- **Dimension:** Percentage
- **Calculation method:** CoCs annually report their inventory of beds dedicated to persons experiencing homelessness. CoCs also report how many of those beds are recorded in HMIS. HUD will divide the number of beds in HMIS by the total beds available for the rural communities.
- **Frequency:** Annually
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** CoCs annually report their inventory of beds dedicated to persons experiencing homelessness, regardless of funding source. While many CoCs can export data about their housing inventory directly from their local HIMS, CoCs that have projects that are not in HMIS must engage the provider through surveys to obtain the data. The more beds reported in HMIS that are reported in the HIC, the greater the ability for the community to coordinate services and track the outcomes of the projects in the CoC. Because providers that target services survivors of domestic violence are not required to enter data into HMIS, their data quality tends to be lower.
- **Validation, verification, and improvement of measure:** HUD’s technical assistance providers work with CoCs to ensure the data is consistent within the HIC and relative to the Point-in-Time (PIT) count data. HUD works with its Federal partners to understand whether they believe the data on their providers is accurate. Further collaboration with Federal partners could improve the data each year.

Sequence: 14

HUD-VA Supportive Housing (HUD-VASH) utilization

- **Description:** Number of HUD-VASH vouchers currently leased as a proportion of all allocated and active HUD-VASH vouchers.
- **Data source:** Veterans Affairs (VA) Homeless Registry, Integrated Management System/ Public and Indian Housing Information Center (IMS/PIC)
- **Unit of measurement:** Percentage of HUD-VASH vouchers currently leased
- **Dimension:** Count
- **Calculation method:** Number of HUD-VASH vouchers currently leased divided by number of active HUD-VASH vouchers allocated through the previous fiscal year
- **Frequency:** Quarterly
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** This data come from VA’s homeless registry after matching and validation with HUD’s IMS/PIC system. VA data come from self-reports by case managers working directly with Veterans and are subject to human error and delays in reporting.
- **Validation, verification, and improvement of measure:** The number of active, allocated vouchers changes regularly and at inconsistent intervals as a result of variations in fiscal year (FY) appropriations. This makes year-over-year comparisons an incomplete means of measuring progress. The denominator of the calculation used to produce this metric uses data from the end of the previous fiscal year (e.g., the metric for F18 voucher utilization will use active vouchers awarded through FY17) to provide a grace period for leasing in the situation of delayed FY appropriations.

Sequence: 15

Major Initiative: Fight Substance Abuse and Combat the Opioid Crisis

Continuum of Care funding metrics for substance abuse treatment

- **Description:** The percentage of Continuum of Care Program funding that goes to substance abuse treatment efforts.
- **Data source:** Data collected in each Continuum of Care’s (CoC’s) Homeless Management Information Systems (HMIS). Data is reported as “System Performance Measures” into the Homelessness Data Exchange (HDX).
- **Unit of measurement:** Dollars
- **Dimension:** Percentage
- **Calculation method:** Percentage of Continuum of Care Program funding that is spent on substance abuse treatment efforts.
- **Frequency:** Annual
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** HUD does not directly control how money spent as CoC grantees have discretion to use their individual funding to provide a multitude of services allowed under the CoC Program.
- **Validation, verification, and improvement of measure:** HUD’s technical assistance providers work with CoCs to ensure the data is consistent and accurate.

Sequence: 16

Strategic Objective: Remove Lead-Based Paint Hazards and Other Health Risks from Homes

Number of at-risk HUD housing units made healthy, physically safe and lead-safe

Office of Healthy Homes and Lead Hazard Control

Lead Hazard Control Grants

- **Description:** Number of housing units made healthy and lead-safe through HUD’s Lead Hazard Control Grants.
- **Data source:** Grantee reports to Healthy Homes Grant Management System
- **Unit of measurement:** Housing units
- **Dimension:** Count
- **Calculation method:** Total of units from each grantee
- **Frequency:** Quarterly
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Units are counted only after payment has been made after lead hazard control work has been done and the units have been cleared for re-occupancy, so grantees have a fiduciary responsibility to report accurately; but some grantees report on a single unit more than once, as they make partial and then final payments.
- **Validation, verification, and improvement of measure:** Reports are validated against financial payments (LOCCS reporting) and verified by remote and on-site monitoring by grant Government Technical Representatives. Having software checks for duplicate counting of units would improve the measure.
- **Sequence:** 17a

Healthy Housing Grants

- **Description:** Number of housing units made healthy and lead-safe through HUD’s Healthy Homes Grants.
- **Data source:** Grantee reports to Healthy Homes Grant Management System
- **Unit of measurement:** Housing units
- **Dimension:** Count
- **Calculation method:** Total of units from each grantee
- **Frequency:** Quarterly
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Units are counted only after payment has been made after hazard control work has been done and re-occupancy has been allowed, so grantees have a fiduciary responsibility to report accurately; but some grantees report on a single unit more than once, as they make partial and then final payments.

- **Validation, verification, and improvement of measure:** Reports are validated against financial payments (Line of Credit Control System reporting) and verified by remote and on-site monitoring by grant Government Technical Representatives. Having software checks for duplicate counting of units would improve the measure.
- **Sequence:** 17b

Lead Hazard Enforcement

- **Description:** Number of housing units made healthy and lead-safe through HUD's Lead Disclosure Rule Enforcement .
- **Data source:** Property owner/property manager reports
- **Unit of measurement:** Housing units
- **Dimension:** Count
- **Calculation method:** Total of units from each owner/manager
- **Frequency:** Quarterly
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Units are counted only after the owners/managers have documented completing work and the units have been tested and for low lead levels that would allow re-occupancy, so owners/managers face economic and/or court sanctions for not reporting accurately; but limitations on HUD staffing and travel funding preclude on-site quality control checking.
- **Validation, verification, and improvement of measure:** Lead hazard control work is validated by consistency checks on records from owners and managers. They are then verified by EPA- or State-certified lead risk assessors. The measure could be improved with routine on-site quality control checking by HUD lead program enforcement and/or its lead enforcement partners.
- **Sequence:** 17c

Community Planning & Development

Lead Safe Housing Rule (LSHR) - HOME-CDBG-HOPWA

- **Description:** Housing units made lead safe through work under HUD's Lead Safe Housing Rule.
- **Data source:** Reporting by funding recipients as tracked by the Integrated Disbursement and Information System (IDIS)
- **Unit of measurement:** Housing units
- **Dimension:** Count
- **Calculation method:** Total of units from each funding recipient
- **Frequency:** Quarterly
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Units are counted only after payment has been made for completing work and allowing re-occupancy, so funding recipients have a fiduciary responsibility to report accurately; routine on-site quality control checking for lead results by HUD lead program enforcement and/or its lead enforcement partners is not conducted.
- **Validation, verification, and improvement of measure:** Reports are validated against financial payments (LOCCS reporting) and verified by remote and on-site monitoring by CPD representatives. Measure would be improved by routine on-site quality control checking for lead results by HUD lead program enforcement and/or its lead enforcement partners.
- **Sequence:** 17d

Strategic Objective: Enhance Rental Assistance

Number of Public Housing units transitioned to a sustainable platform

Rental Assistance Demonstration (RAD)

- **Description:** Number of Public Housing (PH) units transitioned from Annual Contributions Contract/ Declaration of Trust ACC/DOT through the Rental Assistance Demonstration program.
- **Data source:** Inventory Management System/ Public and Indian Housing Information Center (IMS/PIC)
- **Unit of measurement:** Number of PH units
- **Dimension:** Count

- **Calculation method:** Based on units transitioned in transactions that closed within the time period as recorded in IMS/PIC
- **Frequency:** Quarterly
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** PHAs begin the process by applying with IMS/PIC. HUD processes the application in IMS/PIC, and then all transactions are recorded in IMS/PIC within seven (7) days of closing by Field Office. HUD also tracks assignments in Assignment Tracker. Timeliness and validity of data are dependent what PHAs submit. We ensure that data is of good quality during the reviews of applications.
- **Validation, verification, and improvement of measure:** The Special Applications Center (SAC) maintains a back-up spreadsheet with all transactions listed and verifies in the IMS/PIC system.
- **Sequence:** 18a

Voluntary Conversions

- **Description:** Number of Public Housing (PH) units transitioned from Annual Contributions Contract/ Declaration of Trust (ACC/DOT) through Voluntary Conversion.
- **Data source:** Inventory Management System/ Public and Indian Housing Information Center (IMS/PIC)
- **Unit of measurement:** Number of PH units
- **Dimension:** Count
- **Calculation method:** Based on units transitioned in transactions that were approved within the time period as recorded in IMS/PIC
- **Frequency:** Quarterly
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** PHAs begin the process by applying with IMS/PIC. HUD processes the application in IMS/PIC and then, all transactions are recorded in IMS/PIC within seven (7) days of closing by Field Office. HUD also tracks assignments in Assignment Tracker. Timeliness and validity of data are dependent what PHAs submit. We ensure that data is of good quality during the reviews of applications.
- **Validation, verification, and improvement of measure:** The Special Applications Center (SAC) maintains a back-up spreadsheet with all transactions listed and verifies in the IMS/PIC system.
- **Sequence:** 18b

Section 18 (Demolition/Disposition)

- **Description:** Number of Public Housing (PH) units transitioned from Annual Contributions Contract/ Declaration of Trust (ACC/DOT) through demolition or disposition under Section 18.
- **Data source:** Inventory Management System/ Public and Indian Housing Information Center (IMS/PIC)
- **Unit of measurement:** Number of PH units
- **Dimension:** Count
- **Calculation method:** Based on units transitioned in transactions that were approved within the time period as recorded in IMS/PIC
- **Frequency:** Quarterly
- **Direction:** Increase, after issuance of new notice in Spring 2018
- **Data quality (limitations/advantages of the data):** PHA's begin the process by applying with IMS/PIC. HUD processes the application in PIC and then, all transactions are recorded in IMS/PIC within seven (7) days of closing by Field Office. HUD also tracks assignments in in Assignment Tracker. Timeliness and validity of data are dependent on PHA submissions. HUD ensures that the data are valid and accurate during the review of applications.
- **Validation, verification, and improvement of measure:** The Special Applications Center (SAC) maintains a back-up spreadsheet with all transactions listed and checks in the IMS/PIC system.
- **Sequence:** 18c

Declaration of Trust Release

- **Description:** Number of Public Housing units transitioned from Annual Contributions Contract/ Declaration of Trust (ACC/DOT) through release of the Declaration of Trust in which the PHA retains title to the land.
- **Data source:** Inventory Management System/Public and Indian Housing Information Center (IMS/PIC)
- **Unit of measurement:** Number of PH units
- **Dimension:** Count

- **Calculation method:** Based on PH units approved for a DOT release within the time period as recorded in IMS/PIC
- **Frequency:** Quarterly
- **Direction:** Trending upward
- **Data quality (limitations/advantages of the data):** PHAs begin the process by applying with IMS/PIC. HUD processes the application in IMS/PIC. Then, all transactions are recorded in IMS/PIC within seven (7) days of closing by Field Office. HUD also tracks assignments in an Assignment Tracker.
- **Validation, verification, and improvement of measure:** The Special Applications Center (SAC) maintains a back-up spreadsheet with all transactions listed and verifies in the IMS/PIC system.
- **Sequence:** 18d

Public Housing occupancy rate

- **Description:** This measure will track the percentage of Public Housing units that are occupied so that HUD can ensure optimal occupancy rates for units remaining in the Public Housing program.
- **Data source:** Inventory Management System/ Public and Indian Housing Information Center (IMS/PIC)
- **Unit of measurement:** Percent of occupied PH units
- **Dimension:** Percentage
- **Calculation method:** Occupancy Rate is calculated using a data set of all units under an Annual Contribution Contract (ACC) and the following methodology: number of occupied PH rental units divided by number of standing units – number of uninhabitable units.
 - Occupied PH rental units are units occupied by assisted tenants, units occupied by non-assisted tenants, and special use units.
 - Standing units are units that have not been removed.
 - Uninhabitable units are units that are vacant and approved for removal from inventory.
- **Frequency:** Quarterly
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** Public housing agencies (PHAs) self-report inventory and occupancy data in HUD’s IMS/PIC using Form HUD 50058. Changes to unit use categories are approved by local HUD field offices. This data is used to calculate Capital Fund and Operating Fund grants. PHAs annually certify the accuracy of PH building and unit counts within IMS/PIC system.
- **Validation, verification, and improvement of measure:** The measurement validation processes applied to the “PH occupied rental units” metric also apply to the PH occupancy rate.

Sequence: 19

Project Based Rental Assistance (PBRA) occupancy rate

- **Description:** This measure will track the percentage of Project-Based Rental Assistance program units that are occupied.
- **Data source:** Tenant Rental Assistance Certificate System (TRACS) and Integrated Real Estate Management System (iREMS)
- **Unit of measurement:** Percent of PBRA units occupied
- **Dimension:** Percentage
- **Calculation method:** Number of PBRA units that are occupied divided by total number of units in the PBRA program
- **Frequency:** Quarterly
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** The Tenant Rental Assistance Certificate System (TRACS) has more than 6,000 business rules to ensure data validation. Data fields are required for property and project management purposes.
- **Validation, verification, and improvement of measure:** The system business rules and operating procedures check for data accuracy, meaningfulness, and security of access logic and controls. The primary data element for TRACS is the HUD 50059 tenant certification, which originates from owner/agents, performance-based contract administrators, and traditional contract administrators. HUD’s 50059 transmissions are processed via secure system access and a predetermined system script. Invalid data are identified by an error code and are returned to the sender with a descriptive message and procedures to correct the error.

Sequence: 20

Housing Choice Voucher (HCV) budget utilization

- **Description:** This metric is measured using the calendar year-to-date Housing Assistance Payment (HAP) spending as a percentage of budget authority. Specific budget utilization, voucher utilization, and limited HAP reserve targets optimize the number of households that a PHA can serve given its budget and reserves.
- **Data source:** Voucher Management System (VMS)

- **Unit of measurement:** Budget authority expended as percent of all budget authority.
- **Dimension:** Percentage
- **Calculation method:** Housing Assistance Payments (HAP) expended on a calendar year to date basis as a percent of budget authority on a calendar year to date basis. Moving to Work PHA budget authority is calculated as 100% expended.
- **Frequency:** Annual; calendar year end
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** VMS data captures information related to leasing and HAP expenses for the HCV program. Public housing agencies enter the information, which is therefore subject to human (data-entry) error. The Department, however, has instituted “hard edits” for entries in the system.
- **Validation, verification, and improvement of measure:** A “hard edit” is generated when a public housing agency enters data that are inconsistent with prior months’ data input. If there is an issue that cannot be resolved successfully, the transaction is rejected, and the public housing agency is required to re-enter the correct information. This process provides additional assurance that the reported data are accurate. The HCV program uses three other means to ensure the accuracy of the data:
 1. HUD has developed a voucher utilization projection tool, which will enable the Department and public housing agencies to forecast voucher utilization and better manage the Voucher program.
 2. The HCV Financial Management Division performs data-validation checks of the VMS data after the monthly database has been submitted to HUD Headquarters for management reporting purposes. Data that appear to be inconsistent with prior months’ data are resolved with the public housing agency. Corrections are entered directly into the VMS to ensure that the data are accurate.
 3. The Public and Indian Housing Quality Assurance Division validates the data using onsite and remote VMS reviews. The division staff reviews source documents on site at the public housing agency to determine if the leasing, HAP expenses, and Net Restricted Assets are consistent with data reported in VMS. The Real Estate Assessment Center (REAC) also compares VMS to the Financial Assessment System (FASS) data and rejects it if it is materially different.

Sequence: 21

Number of families served through HUD rental assistance

- **Description:** This will track the number of rental units occupied by HUD-assisted households.
- **Data source:** Multiple
- **Unit of measurement:** Number of occupied units per program
- **Dimension:** Count
- **Calculation method:** Total count of units supported by rental assistance programs serving households (each household occupies one unit)
- **Frequency:** Varied, see below
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** See sub-metrics below.
- **Validation, verification, and improvement of measure:** See sub-metrics below.

Public and Indian Housing

Tenant-Based Rental Assistance (TBRA)/ Housing Choice Vouchers (HCV)

- **Description:** This indicator tracks the number of utilized vouchers within PIH’s HCV program, including tenant-based and project-based vouchers. This data is reported 70 days after the end of the quarter due to data validation processes.
- **Data source:** Inventory Management System/ Public and Indian Housing Information Center (IMS/PIC)
- **Unit of measurement:** Number of utilized TBRA vouchers (occupied units)
- **Dimension:** Count
- **Calculation method:** The number of utilized vouchers entered into PIH’s Voucher Management System (VMS), with 100% of available Moving to Work PHA vouchers counted as utilized.
- **Frequency:** Quarterly
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** VMS captures information related to the leasing and Housing Assistance Payment (HAP) expenses for the HCV program. Public housing agencies (PHAs) enter the information, which is therefore subject to human (data-entry) error. The Department, however, has instituted “hard edits” for entries in the system.
- **Validation, verification, and improvement of measure:** The HCV program uses four other means to ensure the accuracy of the data:

1. HUD has developed a voucher utilization projection tool, which will enable the Department and public housing agencies to forecast voucher utilization and better manage the Voucher program.
2. The Housing Choice Voucher Financial Management Division performs data-validation checks of the VMS data after the monthly database has been submitted to HUD Headquarters for management reporting purposes.
3. Data that appear to be inconsistent with prior months' data are resolved with the public housing agency.
4. Corrections are entered directly into the VMS System to ensure that the data are accurate.

- **Sequence:** 22a

Rental Assistance Demonstration (RAD) units converted to TBRA

- **Description:** Number of units converted from Moderate Rehab to Tenant-Based Rental Assistance (TBRA) through the Rental Assistance Demonstration (RAD).
- **Data Source:** RAD Resource Desk (RRD)
- **Unit of measurement:** Occupied Units
- **Dimension:** Count
- **Calculation method:** The number of units from closed Moderate Rehab RAD transactions that are identified as Project Based Vouchers (PBVs) in the RRD system.
- **Frequency:** Quarterly
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** Public housing agencies (PHAs) report the conversion, subsidy type, and number of units to conversion during the application and the entering into a Commitment Housing Assistance Payment (CHAP) award process. RAD Transaction Managers verify the accuracy of data in the RRD.
- **Validation, verification, and improvement of measure:** Data inconsistencies are identified through periodic data integrity checks RRD systems administrators and RECAP's System Support Manager and corrected as a collaborative effort between the RRD system administrators and the Transaction Managers.
- **Sequence:** 22b

Public Housing

- **Description:** This indicator tracks the number of occupied rental units within PIH's Public Housing (PH) program.
- **Data source:** Inventory Management System/ Public and Indian Housing Information Center (IMS/PIC)
- **Unit of measurement:** PH rental units under an Annual Contribution Contract (ACC)
- **Dimension:** Count
- **Calculation method:** The number of occupied PH rental units includes only units that are identified as being under an ACC with HUD. PH units are assigned a unit category and status to note the nature of use within the program. The number of occupied PH rental units is the number of units with the following statuses: "occupied by assisted tenants", "occupied by non-assisted tenants", and "special use".
- **Frequency:** Quarterly
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** Public housing agencies (PHAs) self-report inventory and occupancy data in IMS/PIC using Form HUD 50058. Changes to unit use categories are approved by local HUD field offices. This data is used to calculate Capital Fund and Operating Fund grants. PHAs annually certify the accuracy of public housing building and unit counts within IMS/PIC system.
- **Validation, verification, and improvement of measure:** Through the annual Capital Fund certification process, errors in physical inventory information are identified in IMS/PIC. PHAs are required to correct errors before certifying the accuracy of the data for each development. When a PHA encounters errors that the PHA staff or HUD field office staff cannot correct, the PHA is required to inform the Real Estate Assessment Center Technical Assistance Center help desk and to enter the help desk ticket number and a comment in their certification. The IMS/PIC system unit status data benefited from a major evaluation in 2011. In addition to recent technical efforts to correct system-driven data anomalies, PIH is developing additional tools to further enhance the ability of PHAs and field offices to ensure that the PIC unit status data is accurate.
- **Sequence:** 22c

PIH Moderate Rehabilitation

- **Description:** The Moderate Rehabilitation program provides project-based rental assistance for low income families. The program was repealed in 1991 and no new projects are authorized for development. Assistance is limited to

properties previously rehabilitated pursuant to a housing assistance payments (HAP) contract between an owner and a public housing agency (PHA).

- **Data source:** Each year, PHAs provide data to the PIH field offices, including which Moderate Rehabilitation contracts will be renewed. The field offices calculate renewal rents and forward all data to the Financial Management Center, which confirms the data and calculates and requests total required renewal and replacement funding.
- **Unit of measurement:** Number of occupied units
- **Dimension:** Count
- **Calculation method:** Count
- **Frequency:** Annual
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** Timeliness and validity of data are dependent on multiple entities, including the Moderate Rehabilitation project owners, PIH field offices, and the Financial Management Center. Data is manually entered and validated.
- **Validation, verification, and improvement of measure:** The Financial Management Center reviews the data provided by the field offices and follows-up on incorrect or suspect data before submitting funding requests. A Financial Management Center division director or team leader must approve funding obligation and disbursement based on the number of occupied units. The Office of Housing Voucher Programs is currently working to develop a more streamlined and automated process to verify and improve the validations.
- **Sequence:** 22d

Mainstream Vouchers

- **Description:** This indicator tracks the number of vouchers within this program that are being utilized. The data is reported 70 days after the end of the quarter due to data validation processes. Mainstream program vouchers enable low-income families that include a person with disabilities to lease affordable private housing of their choice. Such households often face difficulties in locating suitable and accessible housing on the private market.
- **Data source:** Voucher Management System (VMS)
- **Unit of measurement:** Number of utilized vouchers
- **Dimension:** Count
- **Calculation method:** The mainstream utilized voucher count is based on the number of utilized vouchers reported in VMS.
- **Frequency:** Quarterly
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** VMS captures information related to the leasing and Housing Assistance Payment expenses for the Housing Choice Voucher (HCV) program. Public housing agencies (PHAs) enter the information, which is therefore subject to human (data-entry) error. The Department, however, has instituted "hard edits" for entries in the system.
- **Validation, verification, and improvement of measure:** The HCV program uses other means to ensure the accuracy of the data:
 1. The HCV Financial Management Division performs data-validation checks of the VMS data after the monthly database has been submitted to HUD Headquarters for management reporting purposes. Data that appear to be inconsistent with prior months' data are resolved with the public housing agency. Corrections are entered directly into VMS to ensure that the data are accurate.
 2. The Public and Indian Housing Quality Assurance Division, using onsite and remote VMS reviews, validates the data. The division staff reviews source documents on site at the public housing agency to determine if the leasing, Housing Assistance Program expenses, and Net Restricted Assets are consistent with data reported in VMS. Real Estate Assessment Center (REAC) also compares VMS to the Financial Assessment System (FASS) data and rejects it if it is materially different.
- **Sequence:** 22e

Office of Native American Programs (ONAP)

- **Description:** This indicator tracks the additional number of rental units built using funds administered by PIH's Office of Native American Programs (ONAP).
- **Data source:** ONAP Access databases

- **Unit of measurement:** Number of units
- **Dimension:** Count
- **Calculation method:** HUD aggregates the number of ONAP rental units based on each grantee's annual report of the number of affordable units built or acquired using Indian Housing Block Grant Funds.
- **Frequency:** Quarterly
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** As the data are self-reported, the data are subject to human (data-entry) error. However, ONAP has instituted "hard edits" for entries in the system.
- **Validation, verification, and improvement of measure:** The data are continually reviewed by HUD. When inaccurate data are discovered or suspected, program specialist's follow-up with grantees to resolve.
- **Sequence:** 22f

Housing

Section 8 Project-Based Rental Assistance (PBRA) units

- **Description:** This sub-metric tracks the number of families receiving rental assistance through the PBRA program.
- **Data source:** Tenant Rental Assistance Certificate System (TRACS) and Integrated Real Estate Management System (iREMS)
- **Unit of measurement:** Households receiving rental assistance through the PBRA program
- **Dimension:** Count
- **Calculation method:** Number of units receiving rental assistance through the PBRA program (there is one household per unit)
- **Frequency:** Quarterly
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** TRACS has more than 6,000 business rules to ensure data validation. Data fields are required for property and project management purposes. These systems serve two primary customers: HUD staff and business partners called performance-based contract administrators.
- **Validation, verification, and improvement of measure:** The system business rules and operating procedures are defined in HUD Occupancy Handbook 4350.3; HUD's IT system security protocols; and financial requirements established in the Office of Management and Budget's Circular A-127. Often referenced as validation rules, these business rules check for data accuracy, meaningfulness, and security of access logic and controls. TRACS' primary data element is the HUD 50059 tenant certification, which originates from owner/agents, performance-based contract administrators, and traditional contract administrators. HUD's 50059 transmissions are processed via secure system access and a predetermined system script. Invalid data are identified by an error code and are returned to the sender with a descriptive message and procedures to correct the error. This electronic process approximates that of the paper Form HUD 50059. TRACS edits every field, according to the HUD rental assistance program policies.
- **Sequence:** 22g

Rental Assistance Demonstration (RAD) units converted to PBRA

- **Description:** Number of units converted to Project-Based Rental Assistance (PBRA) using the Rental Assistance Demonstration (RAD).
- **Data source:** RAD Resource Desk (RRD)
- **Unit of measurement:** Number of units
- **Dimension:** Count
- **Calculation method:** Number of occupied units converted through RAD and have a PBRA subsidy
- **Frequency:** Quarterly
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** Public housing agencies (PHAs) select the conversion, subsidy type, and number of units to convert during the process of completing the RAD application and entering into a Commitment Housing Assistance Payment (CHAP) award. RAD Transaction Managers verify the accuracy of data in the RRD.
- **Validation, verification, and improvement of measure:** Data inconsistencies are identified through periodic data integrity checks by RRD systems administrators and Recap's System Support Manager. Based on the findings, data

errors are corrected as a collaborative effort between the RRD system administrators and the Transaction Managers. The corrections are verified by the RRD system administrators.

- **Sequence:** 22h

Units subsidized by other Multifamily programs (202, 236 and 221(d)(3) BMIR)

- **Description:** Number of units covered by old Section 202 direct loans, insured under Section 236, receiving interest reduction payments (IRP), or insured under Section 223(d)(3)BMIR..
- **Data source:** Multifamily Portfolio Reporting Database (MPRD) and Integrated Real Estate Management System (iREMS)
- **Unit of measurement:** Number of units subsidized by the old Section 202, 236, IRP, and BMIR programs
- **Dimension:** Count
- **Calculation method:** Count
- **Frequency:** Quarterly
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** Although these units are assumed to be occupied, there is no assurance that this assumption is correct.
- **Validation, verification, and improvement of measure:** The number of units per project in the MPRD comes from iREMS and has been validated multiple times by project managers in field asset management against source documents.
- **Sequence:** 22i

Project Rental Assistance Contracts in the Section 202 Housing for the Elderly and Section 811 Housing for Persons with Disabilities programs (202/811 PRAC)

- **Description:** Number of households receiving rental assistance through a 202/811 PRAC.
- **Data source:** Tenant Rental Assistance Certificate System (TRACS) and Integrated Real Estate Management System (iREMS)
- **Unit of measurement:** Number of households receiving rental assistance through a 202/811 PRAC
- **Dimension:** Count
- **Calculation method:** Number of units receiving assistance through a 202/811 PRAC
- **Frequency:** Quarterly
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** TRACS has more than 6,000 business rules to ensure data validation. Data fields are required for property and project management purposes.
- **Validation, verification, and improvement of measure:** The system business rules and operating procedures are defined in HUD Occupancy Handbook 4350.3; HUD's IT system security protocols; and financial requirements established in the Office of Management and Budget's Circular A-127. Often referenced as validation rules, these business rules check for data accuracy, meaningfulness, and security of access logic and controls. TRACS' primary data element is the HUD 50059 tenant certification, which originates from owner/agents. HUD's 50059 transmissions are processed via secure system access and a predetermined system script. Invalid data are identified by an error code and are returned to the sender with a descriptive message and procedures to correct the error. This electronic process approximates that of the paper Form HUD 50059. TRACS edits every field, according to the HUD rental assistance program policies.
- **Sequence:** 22j

Low-Income Housing Tax Credit (LIHTC)/Insured Tax-Exempt (TE)

- **Description:** Number of units covered by commitments related to the use of new or existing low-income housing tax credits (LIHTC) tax-exempt bond financing as part of the FHA transaction. The LIHTC program is an indirect Federal subsidy used to finance the development of affordable rental housing for low-income households.
- **Data source:** Office of Housing Development Management Action Plan goals SharePoint site
- **Unit of measurement:** Number of units
- **Dimension:** Count
- **Calculation method:** Number of units covered by commitments related to the use of new or existing low-income housing tax credits (LIHTC) tax-exempt bond financing as part of the FHA transaction

- **Frequency:** Quarterly
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** Complete new LIHTC/TE units are posted on the SharePoint site based on data provided by the HUD Project Managers who have worked on these projects.
- **Validation, verification, and improvement of measure:** HUD field staff provide the data, which is reviewed and verified by Multifamily Hub and Headquarters staff.
- **Sequence:** 22k

Rental Assistance Payments (RAP)

- **Description:** This sub-metric tracks the number of families receiving rental assistance through the Rental Assistance Payment (RAP) program.
- **Data source:** Tenant Rental Assistance Certificate System (TRACS) and Integrated Real Estate Management System (iREMS)
- **Unit of measurement:** Households receiving rental assistance through the Rental Assistance Payment (RAP) program
- **Dimension:** Count
- **Calculation method:** Count
- **Frequency:** Quarterly
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** TRACS has more than 6,000 business rules to ensure data validation. Data fields are required for property and project management purposes.
- **Validation, verification, and improvement of measure:** The system business rules and operating procedures are defined in HUD Occupancy Handbook 4350.3; HUD's IT system security protocols; and financial requirements established in the Office of Management and Budget's Circular A-127. Often referenced as validation rules, these business rules check for data accuracy, meaningfulness, and security of access logic and controls. TRACS' primary data element is the HUD 50059 tenant certification, which originates from owner/agents, HUD's 50059 transmissions are processed via secure system access and a predetermined system script. Invalid data are identified by an error code and are returned to the sender with a descriptive message and procedures to correct the error. This electronic process approximates that of the paper Form HUD 50059. TRACS edits every field, according to the HUD rental assistance program policies.
- **Sequence:** 22l

Rent Supplement

- **Description:** This sub-metric tracks the number of families receiving rental assistance through the Rent Supplement (SUP) program.
- **Data source:** Tenant Rental Assistance Certificate System (TRACS) and Integrated Real Estate Management System (iREMS)
- **Unit of measurement:** Households receiving rental assistance through Rent Supplement (SUP) program
- **Dimension:** Count
- **Calculation method:** Number of units receiving assistance through the Rent Supplement (SUP) program (there is one household per unit)
- **Frequency:** Quarterly
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** TRACS has more than 6,000 business rules to ensure data validation. Data fields are required for property and project management purposes.
- **Validation, verification, and improvement of measure:** The system business rules and operating procedures are defined in HUD Occupancy Handbook 4350.3; HUD's IT system security protocols; and financial requirements established in the Office of Management and Budget's Circular A-127. Often referenced as validation rules, these business rules check for data accuracy, meaningfulness, and security of access logic and controls. TRACS' primary data element is the HUD 50059 tenant certification, which originates from owner/agents. HUD's 50059 transmissions are processed via secure system access and a predetermined system script. Invalid data are identified by an error code and are returned to the sender with a descriptive message and procedures to correct the error. This electronic

process approximates that of the paper Form HUD 50059. TRACS edits every field according to the HUD rental assistance program policies.

- **Sequence:** 22m

Mortgage Insurance for Residential Care Facilities (Section 232)

- **Description:** Affordable assisted living facility units for Medicaid-eligible tenants preserved by Section 232 endorsements within a fiscal year.
- **Data source:** Development Application Processing System (DAP); SharePoint
- **Unit of measurement:** Number of Medicaid-eligible assisted living facility units preserved
- **Dimension:** Count
- **Calculation method:** To estimate the number of Medicaid-supported affordable assisted living facility residential units endorsed under Section 232 in a fiscal year, the total national Medicaid percentage is applied as a multiplier to the total volume of Section 232 assisted living facility units endorsed. The national Medicaid percent table is a component of CMS' (Centers for Medicare & Medicaid Services) National Health Expenditure data set that calculates the national percentage of Medicaid spending within the United States each year.
- **Frequency:** Quarterly
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** The Medicaid percent utilized for this calculation is based upon best-available independent analysis conducted on national data.
- **Validation, verification, and improvement of measure:** The Office of Residential Care Facilities monitors and verifies actual data quarterly.
- **Sequence:** 22n

Major Initiative: Track Positive Exits

Percentage of work-able households exiting assisted housing with low subsidy needs

- **Description:** This measure tracks the proportion of work-able assisted households that exit tenant-based assisted housing with income-based subsidies at or near zero. Such low subsidies imply that household incomes have increased to the extent that market-based housing is within reach. This measure will serve as a proxy for positive exits as HUD secure the new data on all Section 8, Public Housing, and Multifamily programs. For this measure, "work-able household" is defined to mean a household containing at least one non-elderly, non-disabled adult member.
- **Data source:** HUD's Inventory Management System/ Public and Indian Housing Information Center (IMS/PIC)
- **Unit of measurement:** Percentage of households exiting the Housing Choice Voucher (HCV) program in the calendar year with subsidy at or near zero
- **Dimension:** Percentage
- **Calculation method:** For the HCV program, compute the percentage of households leaving the program whose Housing Assistance Payment (HAP) is at or below 5 percent of gross rent.
- **Frequency:** Annual
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** Data on Housing Assistance Payments in the HCV program are very reliable. Data are not available to report this measure for public housing because the program does not use HAPs. Tenant Rental Assistance Certification System (TRACS) data were not ready for reporting at time of publication, so project-based Section 8 assistance is not included. Future reports should include this this after further analysis.
- **Validation, verification, and improvement of measure:** TRACS data need further assessment to determine the feasibility of estimating this metric for project-based programs.

Sequence: 23

Strategic Objective: Reduce Barriers to Affordable Housing

AACI (America's Affordable Communities Initiative) Adoption

- **Description:** Number of Mayors and County Executives that have signed on to the AACI
- **Data source:** Internal HUD computation from maintained database
- **Unit of measurement:** Mayor or County Executive
- **Dimension:** Count
- **Calculation method:** Sum
- **Frequency:** Quarterly
- **Direction:** Increase

<ul style="list-style-type: none"> • Data quality (limitations/advantages of the data): Potential for human error; however, quality assurance mechanisms will be in place • Validation, verification, and improvement of measure: Error checks from peer end-users (e.g. data analysts), backed by statistical analysis and additional data sources used as available. <p>Sequence: 24</p>
<p>Number of jurisdictions that have adopted a plan to consolidate the permitting process</p> <ul style="list-style-type: none"> • Description: This measure will track the number of jurisdictions that lack sufficient housing supply and that have streamlined their process to issue permits for any type of housing. • Data source: American Community Survey (US Census produces a Building Permits Survey); PD&R's State of the Cities (SOCDB) database is routinely updated with building permit information, also based on Census data. • Unit of measurement: Jurisdiction • Dimension: Count • Calculation method: Sum • Frequency: Monthly or quarterly (as Census permit data is provided) • Direction: N/A – Tracking Only • Data quality (limitations/advantages of the data): The ACS is reliable and routinely updated, as is the SOCDB with permit data. • Validation, verification, and improvement of measure: Error checks from peer end-users (e.g. data analysts), backed by statistical analysis and additional data sources used as available. <p>Sequence: 25</p>
<p>Strategic Objective: Develop EnVision Centers</p>
<p>Increase the number of physical EnVision Centers</p> <ul style="list-style-type: none"> • Description: This metric will track the number of Envision Centers in operation • Data source: HUD spreadsheet • Unit of measurement: Envision Center • Dimension: Count • Calculation method: Sum • Frequency: Annually • Direction: Increase • Data quality (limitations/advantages of the data): Data quality depends on accuracy of site reports; no formal database exists for tracking this data. • Validation, verification, and improvement of measure: Data is reviewed periodically by HUD staff. <p>Sequence: 26</p>
<p>First-time acceptance rate of EnVision Center applications</p> <ul style="list-style-type: none"> • Description: Percent of accepted applications that did not require HUD to request additional information from applicants. • Data source: HUD spreadsheet • Unit of measurement: Envision Center Applications • Dimension: Percentage • Calculation method: Number of applications accepted by HUD without additional requests for information from the applicant divided by the total number of applications accepted by HUD. • Frequency: Annually • Direction: Increase • Data quality (limitations/advantages of the data): Data quality depends on HUD's tracking during the application review process. • Validation, verification, and improvement of measure: Periodic review and improvement of the application process, forms, and communication within HUD and with applicants. <p>Sequence: 27</p>
<p>Envision Center application preparation time</p> <ul style="list-style-type: none"> • Description: Median count of time (in hours) required for applicant to prepare and submit required documents • Data source: Tracking by EnVision Center site staff; HUD spreadsheet • Unit of measurement: Hour • Dimension: Count • Calculation method: Median of the number of hours required to prepare and submit documents for all applications received in a year. • Frequency: Annually • Direction: Decrease

<ul style="list-style-type: none"> • Data quality (limitations/advantages of the data): Data quality depends on the ability of the site staff to track staff time accurately; no formal database exists for tracking this data. • Validation, verification, and improvement of measure: Statistical validation; working with EnVision Center staff <p>Sequence: 28</p> <p>Time to certify</p> <ul style="list-style-type: none"> • Description: Median time (in days) required for HUD to certify an EnVision Center application (from receipt of application to date HUD sends a certification letter to applicant). • Data source: HUD spreadsheet • Unit of measurement: Day • Dimension: Count • Calculation method: Median of the number of days required to certify the application for all EnVision Center applications approved each year • Frequency: Annually • Direction: Decrease • Data quality (limitations/advantages of the data): Data quality depends on HUD's internal certification process; no formal database exists for tracking this data. • Validation, verification, and improvement of measure: Statistical validation; training HUD staff and EnVision Center staff on application requirements and process <p>Sequence: 29</p> <p>Percent of HUD-assisted tenants ages 17-34 who completed a Free Application for Federal Student Aid (FAFSA)</p> <ul style="list-style-type: none"> • Description: Percentage of all HUD-assisted residents ages 17-34 in Public Housing, Housing Choice Vouchers, and Multifamily Housing Programs who completed a FAFSA in the most recent application cycle, according to a match to Federal Student Aid (FSA) data. • Data source: FSA Enterprise Data Warehouse and Analytics, Inventory Management System/ Public and Indian Housing Information Center (IMS/PIC) and Tenant Rental Assistance Certification System (TRACS) • Unit of measurement: Percentage of specified residents • Dimension: Percentage • Calculation method: Number of HUD-assisted residents ages 17-34 completing FAFSA application divided by number of HUD-assisted residents ages 17-34 • Frequency: Annual • Direction: Increase • Data quality (limitations/advantages of the data): Availability of linked FSA-HUD data depends on a memorandum of understanding. Linkage operations have potential to exclude a subset of records because of incompatible fields. • Validation, verification, and improvement of measure: Similar linkage has been proven technically feasible. <p>Sequence: 30</p> <p>Percent of HUD-assisted tenants ages 17-34 who completed a Free Application for Federal Student Aid (FAFSA) and then received aid to attend college</p> <ul style="list-style-type: none"> • Description: Percentage of all HUD-assisted residents ages 17-34 in Public Housing, Housing Choice Vouchers, and Multifamily Housing Programs who enrolled in college, among those who completed a FAFSA application in the most recent application cycle, according to a match to Federal Student Aid (FSA) data. • Data source: FSA Enterprise Data Warehouse and Analytics, Inventory Management System/ Public and Indian Housing Information Center (IMS/PIC) and Tenant Rental Assistance Certification System (TRACS) • Unit of measurement: Percentage of specified residents • Dimension: Percentage • Calculation method: Number of HUD-assisted residents ages 17-34 enrolled in school with Federal aid divided by number of HUD-assisted residents ages 17-34 completing FAFSA application • Frequency: Annual • Direction: Increase • Data quality (limitations/advantages of the data): Availability of linked FSA-HUD data depends on a memorandum of understanding. Linkage operations have potential to exclude a subset of records because of incompatible fields. • Validation, verification, and improvement of measure: Similar linkage has been proven technically feasible. <p>Sequence: 31</p>

Strategic Objective: Support Effectiveness and Accountability in Long-Term Disaster Recovery

Decrease the percentage of “Slow Spenders” among CDBG-DR recipients for 2015, 2016, and 2017 funds

- **Description:** HUD will focus grantees on the goal of timely recovery by using TA and oversight actions to decrease the percentage of 2015, 2016, and 2017 CDBG-DR grantees expending funds too slowly to meet applicable fund expenditure requirements (aka “slow spenders”).
- **Data source:** usaspending.gov
- **Unit of measurement:** Count of awardees that: (1) submit HUD and awardee signed contract to fulfill the definition of obligation and (2) that expend beyond in the initial appropriation period of performance.
- **Dimension:** Percent
- **Calculation method:** Numerator: Sum of all awardees of CDBG-DR grants in FY15, FY16, FY17 that: submit HUD and awardee signed contract to fulfill the definition of obligation and (2) that expend beyond in the initial appropriation period of performance. Denominator: Sum of all CDBG-DR awardees in FY15, FY16, and FY17.
- **Frequency:** Annual
- **Direction:** decrease
- **Data quality (limitations/advantages of the data):** N/A
- **Validation, verification, and improvement of measure:** N/A

Sequence: 32

Number of homes, affected by disaster events in 2017 and later, that were rehabbed, reconstructed, or newly constructed using CDBG-DR funds

- **Description:** This measure will track the number of homes that were rehabilitated, reconstructed, or constructing using CDBG-DR funds, subject to enhanced program requirements.
- **Data source:** HUD DRGR System
- **Unit of measurement:** Home
- **Dimension:** Count
- **Calculation method:** Sum
- **Frequency:** Annual
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** N/A
- **Validation, verification, and improvement of measure:** N/A

Sequence: 33

Number of homes, affected by disaster events in 2017 and later, that are elevated

- **Description:** This measure will track the number of homes that were elevated using CDBG-DR funds.
- **Data source:** HUD DRGR System
- **Unit of measurement:** Home
- **Dimension:** Count
- **Calculation method:** Sum
- **Frequency:** Annual
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** N/A
- **Validation, verification, and improvement of measure:** N/A

Sequence: 34

Number of housing buyouts

- **Description:** This measure will track the number of housing buyouts (homes purchased resulting in hazard-vulnerable properties permanently restricted from development) financed with CDBG-DR funds provided to grantees recovering from disaster events in 2017 and later.
- **Data source:** HUD DRGR System
- **Unit of measurement:** Home
- **Dimension:** Count
- **Calculation method:** Sum
- **Frequency:** Annual

- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** N/A
- **Validation, verification, and improvement of measure:** N/A

Sequence: 35

Strategic Objective: Promote Section 3

Percent of Section 3 residents hired

- **Description:** Percentage of the total number of hires made under Section 3-funded projects which are Section 3 residents.
- **Data source:** Section 3 Performance Evaluation and Registry System (SPEARS)
- **Unit of measurement:** Percentage of specified individuals hired
- **Dimension:** Percentage
- **Calculation method:** Number of Section 3 residents hired divided by total of all new hires reported as having been made with Section 3-covered HUD funding during the reporting period.
- **Frequency:** Annual
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Recipients of HUD funding enter the data for their programs, so the data quality is dependent on their understanding of Section 3 and the accuracy of the data entered.
- **Validation, verification, and improvement of measure:** Sample auditing will be done.

Sequence: 36

Percent construction contract funding awarded to Section 3 businesses

- **Description:** Percentage of Section 3-covered construction contract funding awarded to Section 3 businesses.
- **Data source:** Section 3 Performance Evaluation and Registration System (SPEARS)
- **Unit of measurement:** Percentage of specified dollars awarded
- **Dimension:** Percentage
- **Calculation method:** Dollars awarded to Section 3 businesses for Section 3-covered construction contracts divided by the total dollars awarded for such contracts
- **Frequency:** Annual
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Recipients of HUD funding enter the data for their programs, so the data quality is dependent on their understanding of Section 3 and the accuracy of the data entered.
- **Validation, verification, and improvement of measure:** Sample auditing will be done.

Sequence: 37

Percent of total dollar amount of non-construction contracts with Section 3-covered HUD funding that is awarded to Section 3 businesses

- **Description:** Percent of total dollar amount of non-construction contracts with Section 3-covered HUD funding that is awarded to Section 3 businesses. Note: The regulatory target for Section 3 business non-construction contracts is 3 percent of the total dollar amount of non-construction contracts.
- **Data source:** Section 3 Performance Evaluation and Registration System SPEARS
- **Unit of measurement:** Percentage of specified dollars awarded
- **Dimension:** Percentage
- **Calculation method:** Dollars awarded to Section 3 businesses for Section 3-covered non-construction contracts divided by the total the dollars awarded for such contracts
- **Frequency:** Annual
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Recipients of HUD funding enter the data for their programs, so the data quality is dependent on their understanding of Section 3 and the accuracy of the data entered.
- **Validation, verification, and improvement of measure:** Sample auditing will be done.

Sequence: 38

Number of self-certified Section 3 businesses in HUD's registry nationwide

- **Description:** Number of self-certified Section 3 businesses in HUD's registry nationwide
- **Data source:** Section 3 Business Registry System
- **Unit of measurement:** Number of businesses

- **Dimension:** Count
- **Calculation method:** Count number of businesses listed in the registry
- **Frequency:** Annual
- **Direction:** This is a new registry, so it can only increase as more businesses are added.
- **Data quality (limitations/advantages of the data):** Businesses are self-certifying, and all data is entered by registrant.
- **Validation, verification, and improvement of measure:** Data is reviewed periodically for obvious issues.

Sequence: 39

Strategic Objective: Bolster Growth in Opportunity Zones

Percentage of RAD I conversions within Opportunity Zones

- **Description:** The percentage of public housing units converted to Project-Based Voucher (PBV) or Project-Based Rental Assistance (PBRA) programs, as part of the RAD Program, in Opportunity Zones
- **Data source:** Inventory Management System/ Public and Indian Housing Information Center (IMS/PIC)
- **Unit of measurement:** Unit
- **Dimension:** Percentage
- **Calculation method:** Percentage
- **Frequency:** Annual
- **Direction:** Flat
- **Data quality (limitations/advantages of the data):** All transactions are recorded in IMS/PIC within seven (7) days of closing, also in Assignment Tracker.
- **Validation, verification, and improvement of measure:** The Special Applications Center (SAC) maintains a back-up spreadsheet with all transactions listed and verifies in the IMS/PIC system.

Sequence: 40

Strategic Objective: Improve Financial Controls through Financial Transformation

Reduce significantly overdue audit recommendations

- **Description:** HUD will seek to reduce the percentage of outstanding audit recommendations that are significantly overdue (i.e., findings for which corrective actions have been delayed by a year or more). The goals for FY18 and FY19 show a 20 percent reduction of significantly overdue action items each year.
- **Data source:** The Audit Resolution Corrective Action Tracking System (ARCATS)
- **Unit of measurement:** Significantly overdue OIG audit remediation as of the end of the fiscal year
- **Dimension:** Percent
- **Calculation method:** For the given annual performance review period (a fiscal year) the numerator is the number of significantly overdue recommendations closed and the denominator is the beginning balance of significantly overdue recommendations.
- **Frequency:** Annual
- **Direction:** Decrease in number of significantly overdue or increase in percent closed (depends on perspective)
- **Data quality (limitations/advantages of the data):** Data are reliable and reviewed and maintained in ARCATS.
- **Validation, verification, and improvement of measure:** The number of significantly overdue recommendations is reported by ARCATS via an aging report. Source data are jointly maintained, managed, and confirmed by OIG and HUD management.

Sequence: 41

Percentage of timely management decisions

- **Description:** HUD will maintain the percentage of timely management decisions (i.e., agreed-upon plans to resolve audit findings) that are established by the prescribed Office of the Inspector General timeline.
- **Data source:** The Audit Resolution Corrective Action Tracking System and the Inspector General's Semiannual Report to Congress
- **Unit of measurement:** Management decisions reached
- **Dimension:** Percent
- **Calculation method:** For the given annual performance review period (a fiscal year) the numerator is the count of management decisions that are made within the established OIG timeline for that annual performance review period and the denominator is the total count of all required management decisions established within the OIG timeline as reported in the OIG's two semiannual reports as a cumulative value.
- **Frequency:** Semiannual but reported annually
- **Direction:** Decrease in the number of decisions needed or Increase in the percent reached (depends on perspective)

<ul style="list-style-type: none"> • Data quality (limitations/advantages of the data): Data are reliable and reviewed and maintained in ARCATS. OIG identifies and reports this data set semiannually. • Validation, verification, and improvement of measure: Source data are jointly maintained, managed and confirmed by both OIG and HUD management. <p>Sequence: 42</p>
<p>Reduce the number of OIG findings issued in previous financial statement audits</p> <ul style="list-style-type: none"> • Description: Reduce the number of OIG recommendations regarding HUD’s financial management that the OIG issued in previous financial statement audits • Data source: Treasury Administrative Resource Center (ARC), Program Accounting System (PAS), Line of Credit Control System (LOCCS), HUD Central Accounting and Program System (HUDCAPS), Financial Data Mart (FDM) • Unit of measurement: Improvements • Dimension: Percent • Calculation method: Per FY the: numerator is a count of implemented improvements; denominator is the count of all open improvements • Frequency: Annual • Direction: Flat • Data quality (limitations/advantages of the data): Limitations are found in the availability of the systems which hold relevant data. HUD is upgrading and replacing legacy financial systems. Upgrades to HUD technology may interrupt system availability for users. • Validation, verification, and improvement of measure: Program office data is verified by the OCFO in HUD’s accounting systems. <p>Sequence: 43</p>
<p>Conduct Quarterly Financial Management Council Meetings</p> <ul style="list-style-type: none"> • Description: Convene regular planning and communication sessions to coordinate Department-wide priorities. • Data source: Microsoft Outlook • Unit of measurement: Meeting • Dimension: Count • Calculation method: Sum • Frequency: Quarterly • Direction: Flat • Data quality (limitations/advantages of the data): N/A • Validation, verification, and improvement of measure: Meetings are verified by the attendance of invitees and verified by meeting notes. <p>Sequence: 44</p>
<p>Decommission Legacy Financial Systems</p> <ul style="list-style-type: none"> • Description: Modernize, consolidate, and then decommission HUD’s separate financial systems into one central structure. • Data source: Program Accounting System (PAS), Line of Credit Control System (LOCCS), HUD Central Accounting and Program System (HUDCAPS), Financial Data Mart (FDM) • Unit of measurement: Financial system • Dimension: Count • Calculation method: Sum • Frequency: Annual • Direction: Decrease • Data quality (limitations/advantages of the data): An advantage is that the data is derived from a hard count of active systems that is verified by system managers. A limitation is that management changes may run the risk of common definitions noting the difference between a decommissioned but accessible system and a fully offline, inaccessible system. • Validation, verification, and improvement of measure: Chief Technology Officer and OCIO verified reports, checklists, traceability, etc. <p>Sequence: 45</p>
<p>Timely Certification of Open Obligations review Description: Percentage of program offices which review open obligations in a timely manner.</p> <ul style="list-style-type: none"> • Description: Percentage of program offices which certify open obligations by annual HUD OCFO deadlines.

- **Data source:** Treasury Administrative Resource Center (ARC), Program Accounting System (PAS), Line of Credit Control System (LOCCS), HUD Central Accounting and Program System (HUDCAPS), Financial Data Mart (FDM)
- **Unit of measurement:** Time
- **Dimension:** Percent
- **Calculation method:** Numerator: Sum of appropriated programs in President's budget that exceed CFO's definition of "timely"; Denominator: Total Sum of appropriated programs in President's budget
- **Frequency:** Annual
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Limitations are found in the availability of the systems which hold relevant data. HUD is upgrading and replacing legacy financial systems. Upgrades to HUD technology may interrupt system availability for users.
- **Validation, verification, and improvement of measure:** Program office data is verified by the OCFO in HUD's accounting systems.

Sequence: 46

Timely completion of necessary deobligations

- **Description:** Program offices complete necessary deobligations and updates to awards' periods of performance as identified in the open obligations review process. Program offices will provide the identified deobligations to OCPO annually by the end of April
- **Data source:** Treasury Administrative Resource Center (ARC), Program Accounting System (PAS), Line of Credit Control System (LOCCS), HUD Central Accounting and Program System (HUDCAPS), Financial Data Mart (FDM)
- **Unit of measurement:** Awards
- **Dimension:** Percent
- **Calculation method:** Per FY: numerator: Sum of Awards that successfully completed necessary deobligations and updates to awards' period of performance; denominator: all awards identified in the open obligations review process and needing deobligations and updates to awards' periods of performance
- **Frequency:** Annual
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Limitations are found in the availability of the systems which hold relevant data. HUD is upgrading and replacing legacy financial systems. Upgrades to HUD technology may interrupt system availability for users.
- **Validation, verification, and improvement of measure:** Program office data is verified by the OCFO in HUD's accounting systems.

Sequence: 47

Major Initiative: Modernize Grants Management

Number of grant systems in the Department

- **Description:** HUD will track progress towards reducing the number of grants systems in an effort to consolidate all the Department's grant programs into an enterprise solution that will interface with HUD's financial system.
- **Data source:** Inventory of Automated Systems (IAS) count of active systems
- **Unit of measurement:** Number of grant systems
- **Dimension:** Count
- **Calculation method:** Number of grant systems in use at HUD at the end of each fiscal year.
- **Frequency:** Annually
- **Direction:** Decrease
- **Data quality (limitations/advantages of the data):** The IAS inventory is validated by the OCIO Enterprise Architecture team.
- **Validation, verification, and improvement of measure:** Reporting is verified and validated by HUD's Chief Information Officer and Principal Deputy Chief Information Officer.

Sequence: 48

Number of grants reported under the FY17 Grants Oversight and New Efficiency (GONE) Act submission

- **Description:** The reduction in the number of grants reported on the FY17 GONE Act submission with periods of performance that have been expired for two or more years and have not been closed out.
- **Data source:** OCFO Financial Data Mart
- **Unit of measurement:** Number of awards

<ul style="list-style-type: none"> • Dimension: Count • Calculation method: Number of awards open at the end of each fiscal year that have a period of performance end date that has been expired for two or more years, to which 2 CFR part 200 applies. • Frequency: Annually • Direction: Decrease • Data quality (limitations/advantages of the data): An advantage is that data is derived from single-source reporting system used HUD-wide. • Validation, verification, and improvement of measure: The single-source reporting system is verified by program offices. <p>Sequence: 49</p>
<p><i>Number of Programs Using At Least One Outcome Metric for Scoring Purposes</i></p> <ul style="list-style-type: none"> • Description: Number of competitive grant programs that use at least one outcome metric scoring purposes • Data source: GrantSolutions • Unit of measurement: Number of programs • Dimension: Count • Calculation method: Count • Frequency: Annually • Direction: Increasing • Data quality (limitations/advantages of the data): Not all programs use the full functionality of GrantSolutions Application Review Module, so the data may not capture every program that uses outcome metrics • Validation, verification, and improvement of measure: Grants Management and Oversight staff will review data yearly for accuracy <p>Sequence: 50</p>
<p><i>Percentage of Metrics that are Outcome Metrics</i></p> <ul style="list-style-type: none"> • Description: Percentage of metrics used for the purposes of scoring applications for competitive grants that are outcome metrics • Data source: GrantSolutions • Unit of measurement: Percentage • Dimension: Percentage • Calculation method: Number of outcome metrics used for the purposes of scoring applications for competitive grants divided by the total number of metrics used for the purposes of scoring applications for competitive grant programs • Frequency: Annually • Direction: Increasing • Data quality (limitations/advantages of the data): Not all programs use the full functionality of GrantSolutions Application Review Module, so the data may be skewed if the percentage for programs not using the full functionality of GrantSolutions is different from the percentage for those that do • Validation, verification, and improvement of measure: Grants Management and Oversight staff will review data yearly for accuracy <p>Sequence: 51</p>
<p><i>Number of Programs Participating in the Standards for Success Pilot</i></p> <ul style="list-style-type: none"> • Description: HUD will track the annual number of grant programs that opt to participate in the Standards for Success Pilot • Data source: GrantSolutions • Unit of measurement: Number of programs • Dimension: Count • Calculation method: Count • Frequency: Annually • Direction: Increasing • Data quality (limitations/advantages of the data): Simple count of a small number of programs. • Validation, verification, and improvement of measure: Quick validation by Grants Management and Oversight staff will occur every reporting cycle. <p>Sequence: 52</p>
<p><i>Number of competitions that use multi-year NOFAs</i></p> <ul style="list-style-type: none"> • Description: HUD will track how many grant competitions use Notices of Funding Availability that provide recipients with awards distributed over multiple years.

- **Data source:** GrantSolutions Announcement Module (GS-AM)
- **Unit of measurement:** Grant Competitions
- **Dimension:** Count
- **Calculation method:** Count of grant competitions using NOFAs which provide recipients with awards distributed over multiple years.
- **Frequency:** Annually
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** N/A
- **Validation, verification, and improvement of measure:** Records are preserved in the GS-AM as well as on HUD’s Funding Opportunities web page.

Sequence: 53

Strategic Objective: Organize and Deliver Service More Effectively

Net reduction in the number of skills gaps identified by employees and their managers

- **Description:** This measure will track biennial competency assessment results to track how many skills gaps have been fully addressed via Department-provided training..
- **Data source:** Departmental Skills Assessments
- **Unit of measurement:** Skills gaps
- **Dimension:** Count and percentage
- **Calculation method:** Count and percentage of changes in skills gaps (reduced, increased, emerging)
- **Frequency:** Biennial
- **Direction:** Decrease (TBD) OCHCO expects to have final results of the FY18 Skills Assessments by the end of the 2nd quarter, FY 19.
- **Data quality (limitations/advantages of the data):** Minimal, due to the system of record and existing FY14 & FY16 trending data.
- **Validation, verification, and improvement of measure:** Minimal, as HUD’s process has been reviewed by OPM and complies.

Sequence: 54

Number of leased useable square feet (USF) reduced

- **Description:** This measure will track the reduction in the amount of space occupied by HUD, nationwide.
- **Data source:** GSA occupancy agreements for leased space.
- **Unit of measurement:** Square footage
- **Dimension:** Count
- **Calculation method:** Total square footage of leased space vs. the 2017 baseline.
- **Frequency:** Semi-annually
- **Direction:** Decrease
- **Data quality (limitations/advantages of the data):** Data is dependent on hard copy agreements; no electronic system exists for tracking data
- **Validation, verification, and improvement of measure:** Information is validated by GSA contract approval and reporting to OMB.

Sequence: 55

Number of pre-complaint resolutions occurring through traditional counseling, withdrawals, and the Alternate Dispute Resolution process

- **Description:** This measure will seek to increase the number of pre-complaint resolutions occurring through the Alternate Dispute Resolution process.
- **Data Source:** iComplaints software
- **Unit of measurement:** Pre-complaint Filings
- **Dimension:** Count
- **Calculation Method:** Number of pre-complaint resolutions occurring through the traditional counseling, withdrawals, and the Alternative Dispute Resolution process
- **Frequency:** Twice per fiscal year
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Data quality/integrity of the new iComplaints system is being tested and evaluated.

<ul style="list-style-type: none"> • Validation, verification, and improvement of measure: Management dashboards will be developed in the new iComplaints system to validate data. <p>Sequence: 56</p>
<p>Average Time-to-Hire</p> <ul style="list-style-type: none"> • Description: This measure will track the average number of days it takes to fill established vacancies. HUD will analyze current and historical data for the Department to inform Talent Management strategies and decisions regarding the workforce. • Data source: Career Connector • Unit of measurement: Days • Dimension: Count • Calculation method: Number of days within process • Frequency: Annually • Direction: Decrease • Data quality (limitations/advantages of the data): Data is dependent upon Shared Service Provider (SSP) entry of some data elements. OCHCO will provide quality oversight review of SSP data. • Validation, verification, and improvement of measure: OCHCO will provide quality oversight review of SSP data. <p>Sequence: 57</p>
<p>Percentage of positive responses to Federal Employee Viewpoint Survey (FEVS) employee engagement and performance questions</p> <p>Employee Engagement Index Score</p> <ul style="list-style-type: none"> • Description: This measure will track FEVS Employee Engagement Index responses and indicators relative to Performance (“Concerning Fairness,” “Being Supportive,” “Open,” “Cooperative,” and “Empowering”). • Data source: FEVS • Unit of measurement: Percentage of positive responses • Dimension: Percentage • Calculation method: Percentage of positive responses • Frequency: Annually • Direction: Increase • Data quality (limitations/advantages of the data): The FEVS is a survey administered by the Office of Personnel Management (OPM) using rigorous high, industry-tested standards. The data is of high quality. • Validation, verification, and improvement of measure: OPM’s methods and analysis seek to ensure survey estimates accurately represent the survey population. HUD continues to encourage high levels of participation to decrease the margin of error. <p>Sequence: 58a</p> <p>Combined Performance Indicator Score</p> <ul style="list-style-type: none"> • Description: This measure will track FEVS Employee Engagement Index responses and indicators relative to Performance (“Concerning Fairness,” “Being Supportive,” “Open,” “Cooperative,” and “Empowering”). • Data source: FEVS • Unit of measurement: Percentage of positive responses • Dimension: Percentage • Calculation method: Percentage of positive responses • Frequency: Annually • Direction: Increase • Data quality (limitations/advantages of the data): The FEVS is a survey administered by OPM using rigorous high, industry-tested standards. The data is of high quality. • Validation, verification, and improvement of measure: OPM’s methods and analysis seek to ensure survey estimates accurately represent the survey population. HUD continues to encourage high levels of participation to decrease the margin of error. <p>Sequence: 58b</p>
<p>InCompass Performance Management Data</p> <ul style="list-style-type: none"> • Description: This measure will track the percentage of annual PACS and EPPES performance reviews that are completed in a timely manner and successfully entered into our management tool, InCompass. • Data source: InCompass • Unit of measurement: Performance reviews

- **Dimension:** Percentage
- **Calculation method:** Percentage of annual performance reviews completed timely and successfully entered into InCompass
- **Frequency:** Annual
- **Direction:** Increase (TBD)
- **Data quality (limitations/advantages of the data):** N/A
- **Validation, verification, and improvement of measure:** N/A

Sequence: 59

Increase developmental training opportunities

- **Description:** This measure will track the developmental training opportunities made available to HUD employees, managers, and senior leaders.
- **Data source:** HUD's Learning Management System (LMS) – HUD LEARN's System of Record (SOR)
- **Unit of measurement:** Training opportunities
- **Dimension:** Count
- **Calculation method:** Count of courses offered by various mediums (e.g., instructor-led, web, etc.)
- **Frequency:** Quarterly
- **Direction:** Increase (subject to funding constraints)
- **Data quality (limitations/advantages of the data):** Minimal, due to the integrity of data in HUD's LMS / SOR.
- **Validation, verification, and improvement of measure:** Minimal, as HUD's SOR meets OPM's EHRI requirements.
- **Sequence:** 60

Number of workshops, seminars, and trainings for senior leaders, managers, and supervisors

- **Description:** This measure will track the developmental training opportunities made available to HUD employees, managers, and senior leaders.
- **Data source:** HUD's LMS / SOR
- **Unit of measurement:** Training opportunities
- **Dimension:** Count
- **Calculation method:** Count of courses offered by various mediums (e.g., instructor-led, web, etc.)
- **Frequency:** Quarterly
- **Direction:** Increase (subject to funding constraints)
- **Data quality (limitations/advantages of the data):** Minimal, due to the integrity of data in HUD's LMS / SOR.
- **Validation, verification, and improvement of measure:** Minimal, as HUD's SOR meets OPM's EHRI requirements.
- **Sequence:** 60a

Number of HUD LEARN- sponsored employee development opportunities

- **Description:** This measure will track the developmental training opportunities made available to HUD employees, managers, and senior leaders.
- **Data source:** HUD's LMS / SOR
- **Unit of measurement:** Training opportunities
- **Dimension:** Count
- **Calculation method:** Count of courses offered by various mediums (e.g., instructor-led, web, etc.)
- **Frequency:** Quarterly
- **Direction:** Increase (subject to funding constraints)
- **Data quality (limitations/advantages of the data):** Minimal, due to the integrity of data in HUD's LMS / SOR.
- **Validation, verification, and improvement of measure:** Minimal, as HUD's SOR meets OPM's EHRI requirements.
- **Sequence:** 60b

Percentage of managers and supervisors who have received performance-related training Description: HUD will track metrics on leadership and employee development learning opportunities.

- **Description:** This measure will track the developmental training opportunities made available to HUD employees, managers, and senior leaders.
- **Data source:** HUD's LMS / SOR
- **Unit of measurement:** Training opportunities
- **Dimension:** Count
- **Calculation method:** Count of courses offered by various mediums (e.g., instructor-led, web, etc.)
- **Frequency:** Quarterly

<ul style="list-style-type: none"> • Direction: Increase (subject to funding constraints) • Data quality (limitations/advantages of the data): Minimal, due to the integrity of data in HUD's LMS / SOR. • Validation, verification, and improvement of measure: Minimal, as HUD's SOR meets OPM's EHRI requirements. <p>Sequence: 60c</p>
<p>Number of performance-based actions</p> <ul style="list-style-type: none"> • Description: This measure will track the number of employee performance improvement plans conducted by the Department. • Data source: eCase • Unit of measurement: Number of performance-based actions taken, which may include more than one for individual employees. • Dimension: Count • Calculation method: Count of performance-based actions taken, which may include more than one for individual employees. • Frequency: Quarterly • Direction: Increase (subject to ongoing Refresher Training for managers to improve Performance Management accountability)-) • Data quality (limitations/advantages of the data): The eCase contract expired during the FY19 Federal Government Shutdown. Pending the award of a new contract, ELR is unable to extract quarterly data; but annual results are reportable. • Validation, verification, and improvement of measure: Subject to the eCase contract award, to facilitate quarterly tracking. <p>Sequence: 61</p>
<p>Major Initiative: Conduct Field Quality Management Reviews</p>
<p>Conduct Quarterly Field Management Reviews (FQMRs)</p> <ul style="list-style-type: none"> • Description: This metric will track the total number of FQMRs completed during the fiscal year • Data source: Office of Field Policy and Management's (FPM's) FQMR SharePoint Site • Unit of measurement: Number of completed FQMRs • Dimension: Count • Calculation method: Sum in a FY • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data): FQMRs are counted as each pre-planned site visit is completed. The data is of high quality. • Validation, verification, and improvement of measure: FQMR SharePoint Site information is available to validate data <p>Sequence: 62</p>
<p>Conduct electronic pre-site visit surveys for Field Quarterly Management Reviews</p> <ul style="list-style-type: none"> • Description: This metric will measure the number of FQMR sites that received pre-visit surveys for FQMRs • Data source: SurveyMonkey • Unit of measurement: Number of sites surveyed • Dimension: Count • Calculation method: Sum in a FY • Frequency: Quarterly • Direction: Increase • Data quality (limitations/advantages of the data): Surveys are catalogued and analyzed in the SurveyMonkey database. This information is also stored in the FQMR SharePoint Site • Validation, verification, and improvement of measure: SurveyMonkey and FQMR SharePoint Site information is available to validate data <p>Sequence: 63</p>
<p>Identify replicable exemplary practices of accomplishing HUD's mission</p> <ul style="list-style-type: none"> • Description: HUD will track the number of outstanding program or management practices that are identified by FQMRs and can be replicated across the Department. • Data source: FQMR Final (45 day) Reports • Unit of measurement: Replicable exemplary practices • Dimension: Count • Calculation method: Sum in a FY • Frequency: Quarterly • Direction: N/A – Tracking Only • Data quality (limitations/advantages of the data): Reported items are validated by reviewing teams before submission • Validation, verification, and improvement of measure: Reported replicable exemplary practices are vetted and approved by Program Offices before considered final <p>Sequence: 64</p>
<p>Identify program office operational problems to be resolved:</p>

<ul style="list-style-type: none"> • Description: HUD will track the number of operational issues which have been identified by FQMRs • Data source: QMR Final (45 day) Reports • Unit of measurement: Operational problems • Dimension: Count • Calculation method: Sum in a FY • Frequency: Quarterly • Direction: N/A – Tracking Only • Data quality (limitations/advantages of the data): Reported items are validated by reviewing teams before submission • Validation, verification, and improvement of measure: Reported replicable exemplary practices are vetted and approved by Program Offices before considered final <p>Sequence: 65</p>
<p>Major Initiative: Streamline Acquisitions Management</p> <p>Acquisitions Survey Satisfaction</p> <ul style="list-style-type: none"> • Data source: Integrated acquisitions team members • Unit of measurement: This survey is provided after every contract is awarded if it meets the monetary threshold. • Dimension: Percent • Calculation method: Average of satisfaction survey responses received each fiscal year. • Frequency: Annual • Direction: Flat • Data quality (limitations/advantages of the data): N/A • Validation, verification, and improvement of measure: N/A <p>Sequence: 66</p>
<p>On-time execution of all procurement actions - PALT</p> <ul style="list-style-type: none"> • Description: This measure will track the percentage of all procurement actions awarded within the established Procurement Acquisition Lead Times (PALT). • Data source: Senior executives, PRISM • Unit of measurement: PALT • Dimension: Percent • Calculation method: Per FY: numerator is the sum of contract actions that exceed PALT; denominator is the sum of all contract actions. • Frequency: Semi-annual • Direction: Flat • Data quality (limitations/advantages of the data): N/A • Validation, verification, and improvement of measure: N/A <p>Sequence: 67</p>
<p>On-time submission of planned actionable acquisition requirements</p> <ul style="list-style-type: none"> • Description: This measure will track the percentage of actionable acquisition requirements submitted by customer offices by the Target Requisition Release Date (TRRD). • Data source: PRISM • Unit of measurement: Requirement • Dimension: Percent • Calculation method: Average is calculated by taking the number that were completed on time divided by total population • Frequency: monthly • Direction: Flat • Data quality (limitations/advantages of the data): N/A • Validation, verification, and improvement of measure: N/A <p>Sequence: 68</p>
<p>On-time award of planned actionable acquisition requirements</p> <ul style="list-style-type: none"> • Description: This measure will track the percentage of awards by the Target Award Date (TAD) of actionable acquisition requirements submitted by program offices by the TRRD. • Data source: PRISM • Unit of measurement: Awards • Dimension: Percent • Calculation method: Sum in a FY • Frequency: Monthly • Direction: Increase

- **Data quality (limitations/advantages of the data):** N/A
- **Validation, verification, and improvement of measure:** N/A

Sequence: 69

Strategic Objective: Modernize Information Technology

Number of HUD mainframe systems decommissioned

- **Description:** The number of HUD source systems which are decommissioned; after necessary data is transferred and standardized into HUD's new cloud-based Enterprise Data Management structure.
- **Data source:** Unisys, IBM, Oracle, Sybase, Excel, etc.
- **Unit of measurement:** System
- **Dimension:** Count
- **Calculation method:** Sum
- **Frequency:** Annually
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** An advantage is that the data is derived from a hard count of active systems that is verified by system managers. A limitation is that management changes may run the risk of common definitions noting the difference between a decommissioned but accessible system and a fully offline, inaccessible system.
- **Validation, verification, and improvement of measure:** HUD IT systems are catalogued, verified, and validated by management within the Office of the Chief Information Office.

Sequence: 70

Average of Employee IT Customer Service Satisfaction Score

- **Description:** Conduct an annual survey of HUD staff on satisfaction with IT services provided.
- **Data Source:** Survey Monkey
- **Unit of measurement:** Satisfaction
- **Dimension:** Score
- **Calculation Method:** Average
- **Frequency:** Semi-annually
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** Currently the IT survey is administered ad-hoc to a random selection of recipients.
- **Validation, verification, and improvement of measure:** The survey is not inclusive of all service types offered by IT.

Sequence: 71

Number of Enterprise IT Solutions Implemented

- **Description:** The number of enterprise-wide IT solutions that are implemented to streamline manual or cumbersome processes.
- **Data Source:** The HUD Chief Technology Officer
- **Unit of measurement:** Number of enterprise-wide IT processes
- **Dimension:** Count
- **Calculation Method:** Count of enterprise-wide IT processes during each calendar year
- **Frequency:** Annually
- **Direction:** Increase
- **Data quality (limitations/advantages of the data):** A constraint is the limited ability to challenge the Chief Technology Officer's direct knowledge of solution implementation.
- **Validation, verification, and improvement of measure:** Solutions are catalogued, verified, and validated by HUD's Chief Information Officer and Principal Deputy Chief Information Officer.

Sequence: 72

Strategic Objective: Reform Regulations

Regulatory Reform Initiative

Number of EO 13771 regulatory actions

- **Description:** This measure will track the number of HUD's EO 13771 regulatory actions.
- **Data source:** Federal Register publications
- **Unit of measurement:** Regulatory action
- **Dimension:** Count
- **Calculation method:** Total number of 13771 regulatory actions
- **Frequency:** Annually

- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** Publication is definitive proof of actions.
- **Validation, verification, and improvement of measure:** Regulatory actions are vetted and approved by leadership at HUD and OMB before being considered final.
- **Sequence:** 73a

EO 13771 deregulatory actions issued

- **Description:** This measure will track the number of HUD's EO 13771 deregulatory actions issued.
- **Data source:** Federal Register publications
- **Unit of measurement:** Regulatory action
- **Dimension:** Count
- **Calculation method:** Total number of 13771 deregulatory actions
- **Frequency:** Annually
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** Publication is definitive proof of actions.
- **Validation, verification, and improvement of measure:** Regulatory actions are vetted and approved by leadership at HUD and OMB before being considered final.
- **Sequence:** 73b

Number of evaluations to identify potential EO 13771 deregulatory actions that included opportunity for public input and/or peer review

- **Description:** This metric will measure the number of evaluations to identify potential EO 13771 deregulatory actions that included opportunity for public input and/or peer review.
- **Data source:** Federal Register publications
- **Unit of measurement:** Evaluations to identify potential EO 13771 deregulatory actions that included opportunity for public input and/or peer review
- **Dimension:** Count
- **Calculation method:** Total number of evaluations to identify 13771 deregulatory actions that included opportunity for public input and/or peer review
- **Frequency:** Annually
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** Publication is definitive proof of actions.
- **Validation, verification, and improvement of measure:** Regulatory actions are vetted and approved by leadership at HUD and OMB before being considered final.
- **Sequence:** 73c

Number of EO 13771 deregulatory actions issued that address recommendations by the Regulatory Reform Task Force

- **Description:** This metric will measure the number of EO 13771 deregulatory actions issued that address recommendations by the Regulatory Reform Task Force.
- **Data source:** Federal Register publications
- **Unit of measurement:** EO 13771 deregulatory actions issued that address recommendations by the Regulatory Reform Task Force
- **Dimension:** Count
- **Calculation method:** Total number of EO 13771 deregulatory actions issued that address recommendations by the Regulatory Reform Task Force
- **Frequency:** Annually
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** Publication is definitive proof of actions.
- **Validation, verification, and improvement of measure:** Regulatory actions are vetted and approved by leadership at HUD and OMB before being considered final.
- **Sequence:** 73d

Number of EO 13771 deregulatory actions recommended by the Regulatory Reform Task Force to the agency head, consistent with applicable law

- **Description:** This metric will measure the number of EO 13771 deregulatory actions recommended by the Regulatory Reform Task Force to the agency head, consistent with applicable law.
- **Data source:** Federal Register publications of deregulatory actions.
- **Unit of measurement:** EO 13771 deregulatory actions recommended by the Regulatory Reform Task Force to the agency head, consistent with applicable law
- **Dimension:** Count
- **Calculation method:** Total number of EO 13771 deregulatory actions recommended by the Regulatory Reform Task Force to the agency head, consistent with applicable law
- **Frequency:** Annually
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** Publication is definitive proof of actions.
- **Validation, verification, and improvement of measure:** Regulatory actions are vetted and approved by leadership at HUD and OMB before being considered final.
- **Sequence:** 73e

Total incremental cost of all EO 13771 regulatory actions and EO 13771 deregulatory actions

- **Description:** HUD will measure the estimated cost savings realized by its deregulatory actions.
- **Data source:** Analyses conducted by HUD's office of Policy Development & Research
- **Unit of measurement:** Dollars
- **Dimension:** Cost estimates
- **Calculation method:** Total estimated savings that will be experienced by entities involved with the regulations being reduced by HUD
- **Frequency:** Annually
- **Direction:** N/A – Tracking Only
- **Data quality (limitations/advantages of the data):** Savings are projected estimates, not actual savings experienced by affected entities
- **Validation, verification, and improvement of measure:** The HUD Office of Policy Development and Research assesses the costs and benefits of HUD's regulations. These analyses are reviewed by OMB as part of its clearance of HUD regulatory actions.
- **Sequence:** 73f