



2024 ANNUAL PERFORMANCE PLAN/ 2022 ANNUAL PERFORMANCE REPORT



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DEPARTMENT
OF
HOUSING
AND
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DEVELOPMENT

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Message from Secretary Fudge



I am pleased to present the Fiscal Year (FY) 2024 Annual Performance Plan (APP) and the FY 2022 Annual Performance Report (APR) for the U.S. Department of Housing and Urban Development (HUD). While the Annual Performance Plan describes our Department's plans for furthering our mission, the Annual Performance Report documents the progress we have made on our goals and objectives. We are presenting both reports together to show how we are implementing our 2022–2026 Strategic Plan.

Housing is less affordable today than at any point in modern history. This is true for both rental housing and homeownership. No community has escaped the housing affordability crisis, which has been driven by inadequate housing supply and insufficient construction of modest homes, exacerbated by the COVID-19 pandemic and inflation. Further, this crisis makes our work to address homelessness and close racial and ethnic wealth gaps even more urgent. The Biden-Harris Administration is committed to bringing down prices for American families and expanding access to quality affordable housing.

Over the course of the last fiscal year, HUD has continued to deliver relief to households and landlords that are still dealing with the impacts of the pandemic. From the onset of the COVID-19 pandemic through the close of FY 2022, nearly two million homeowners with FHA-insured mortgages have utilized FHA's home retention options or have taken steps to obtain one.¹ We have leveraged our partnerships with State, local, Tribal, and Federal leaders to humanely and holistically address homelessness, using funding made available by the American Rescue Plan. So far, over 100 House America communities have housed more than 100,000 households experiencing homelessness and added over 40,000 affordable housing units into the development pipeline.

In addition, to address unsheltered homelessness and homeless encampments, HUD has made \$322 million in grants and 4,000 Stability Vouchers available in a first-of-its-kind package of resources that included funds set aside specifically to address homelessness in rural communities.

More recently, HUD has taken bold action to increase the supply of affordable homes across the country and to protect our nation's existing housing stock. To date, HUD preserved existing affordable housing by generating over \$15 billion for construction investments through the Rental Assistance Demonstration (RAD), more than \$430 million in Mixed Finance development deals, and \$183 million in grants through the Choice Neighborhood Program. The Biden-Harris Administration has overseen a historic expansion of the housing voucher program, the 2024 Budget requests a further expansion, and we are committed to ensuring full utilization of vouchers. The Emergency Housing Voucher Program, which was made available by the President's American Rescue Plan, has already helped over 35,000 households who were homeless, survivors of domestic violence, or otherwise at risk to afford a safe, stable place to call home. At the current rate the program is on track to reach full lease-up by the end of 2023.

We are supporting communities as they build back from natural disasters and extreme weather events, and thanks to the Inflation Reduction Act, we will be able to provide them with the resources necessary to ensure they can rebuild housing and infrastructure that is resilient and sustainable. Additionally, we allocated \$6.8 million in Rapid Unsheltered Survivor Housing (RUSH) funding to communities impacted by Hurricane Ian. The RUSH assistance supports those experiencing or at risk of homelessness in the aftermath of a disaster.

We have made it our mission to expand access to homeownership and opportunity, especially for those who historically have been shut out of the market. That includes expanding housing counseling and saving families and individuals across the country money on their housing costs. Through a reduction of the annual mortgage insurance premiums (annual MIP) HUD will save an estimated 850,000 families with new FHA mortgages an

¹ https://www.hud.gov/press/press_releases_media_advisories/hud_no_23_023

average of \$800 annually. A major pillar of our Economic Justice Agenda includes providing ways for people with low income to save money, build credit, and build assets.

In all our work, we strive to root out systemic racism from the housing market and fully enforce our Fair Housing laws. This is in alignment with our goal of advancing solutions that are grounded in principles of equity and justice now and in the years to come.

At HUD, it is our mission to create strong, sustainable, and inclusive communities and to ensure all have access to quality, affordable homes. The following report details the work we have done to meet these core responsibilities, while outlining future investments we will make to build capacity, strengthen our processes, and deliver on our goals of helping more hardworking Americans achieve stability and lay the groundwork for a strong future for themselves and their families.

I am proud to join all the outstanding public servants at HUD who work each day to ensure the American dream is within reach for everyone who calls this country home.

Sincerely,

A handwritten signature in blue ink that reads "Marcia L. Fudge". The signature is fluid and cursive, with the first letters of each word being capitalized and prominent.

Marcia L. Fudge

Secretary of Housing and Urban Development

Message from Chief Financial Officer Singh



As we close out one fiscal year and prepare to enter another, I want to thank everyone for their hard work and successes in implementing HUD's Strategic Plan. This APP/R expands on our vision set forth in the Strategic Plan and illustrates our progress toward our goals.

As the Department's Performance Improvement Officer (PIO), I have prioritized monitoring, tracking, and managing the performance of HUD's internal processes by ensuring HUD's policy and programmatic goals are holistically supported by the management objectives defined in Goal 5: *Strengthen HUD's Internal Capacity*. Additionally, the Quarterly Performance Reviews (QPR), which are internal, data-driven, working meetings of HUD Leadership, focus on the public-facing and internal performance measures related to each Strategic Goal and Objective. Institution of this

more accountable internal performance system will drive progress toward achieving our goals, address and mitigate Departmental risks, and advance opportunities to expand the positive impact of our programs.

To optimize this Plan, we also held strategic planning workshops at the beginning of the 2023 fiscal year, taking a deep dive into each Strategic Goal. This ensured that we were tracking the most impactful milestones and measures and aligning best practices and priorities for the FY24 APP and beyond.

We have also held quarterly All-Hands meetings to highlight major public-facing measures and milestones from each of the five Goals. The All-Hands allows HUD staff to see how their work ties to the Strategic Plan. HUD's customers and partners in the field can share their stories of how HUD has impacted and improved their lives. Engaging with those with lived experience is critical to measure and refine service delivery. This is why we also hold quarterly public, external calls with major HUD partners, such as industry organizations, Public Housing Authorities (PHAs), grantees, and State, local, and Tribal governments. Soliciting continuous feedback from internal and external partners demonstrates our commitment to increasing accountability and delivering one HUD, for all.

Additionally, we have been supporting the President's Management Agenda (PMA) by aligning our goals to the Administration's priorities. In support of the PMA Cross Agency Priority Goal, *Managing the Business of Government*, HUD released new national guidance that allows residents of HUD-subsidized multifamily properties to participate in community solar programs. This guidance allows millions of families to potentially access low-cost solar power, saving on electricity costs. In support of the PMA Goal, *Delivering Excellent, Equitable, and Secure Federal Services and Customer Experiences*, we are instituting Customer Experience (CX) strategies to better understand the lived experiences of HUD's customers and strengthen customer trust and satisfaction.

The work outlined in this APP/R has been a collaborative effort and I am thrilled to see the positive results. This Plan is our roadmap to success and will hold us accountable to provide the American people with the service they deserve.

Sincerely,



Vinay V. Singh

Chief Financial Officer and Performance Improvement Officer

About This Plan

The Fiscal Year (FY) 2024 Annual Performance Plan (APP) and FY 2022 Annual Performance Report (APR) for the U.S. Department of Housing and Urban Development (hereinafter, “HUD,” or “the Department”) contains the Department’s FY23-24 performance targets and FY22 performance information.² This plan reflects HUD’s continuing commitment to inform the President, Congress, and the American people about the mission, goals, and work the Department seeks to accomplish. This plan consists of several 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

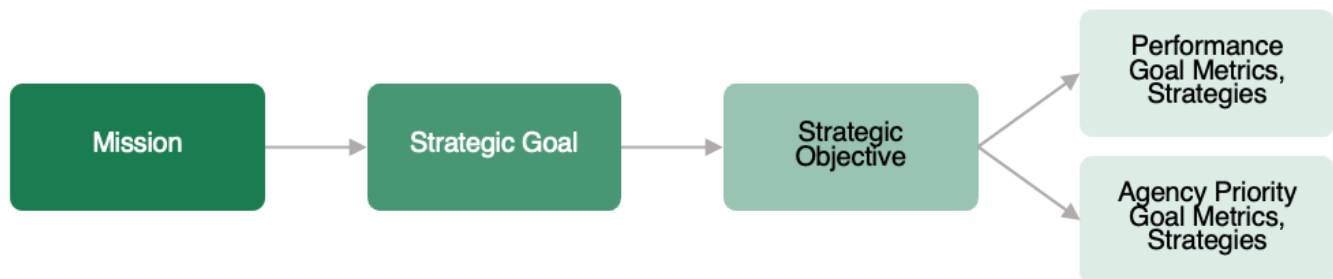


Figure 1: This sample strategic flow demonstrates how the strategic goals, strategic objectives, performance goals, and Agency Priority Goals should cascade from the Department’s mission.

The second section is the heart of the APP 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 FY 2024, HUD has included associated major milestones, performance metrics to track progress, and supporting data validation and verification information. Each of the 24 Chief Financial Officers 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 established four APGs to measure performance on the FY 2022-2026 Strategic Plan and this document establishes new targets for the next two-year performance period (FY 2023-2024). Performance indicators have targets and are how HUD will track its progress. For some performance indicators, HUD is 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

² In March 2023, a technical update to the FY 2024 Annual Performance Plan and FY22 Annual Performance Report was completed to update the plan to fully reflect the most recent performance information available.

difficult to establish, would not provide meaningful indications of agency performance expectations, or could create unintended incentives for program staff and HUD's partners.

Additional Information

This final section of the document includes supporting information, including a summary of major management priorities and challenges, definitions of acronyms, and icons used in this document.

The President's FY 2024 Budget will identify additional supporting program activities and initiatives, as required under the Government Performance and Results 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>.

HUD's Budget in Brief can be accessed at:

https://www.hud.gov/sites/dfiles/CFO/documents/2024_BudgetInBriefFINAL.pdf.

Section One: Agency Organization and Performance Reporting

One HUD, For All

Together, we are building an empowered agency focused on housing and community development and dedicated to equity, inclusive communities, and quality, affordable homes for all.

- *Housing is the foundation on which we live, grow, and thrive.*
- *Yet millions of Americans struggle with housing and remain shut out from the opportunities a good home provides.*
- *At HUD, we're committed to the people and communities behind this crisis – and by advancing inclusive, equity-focused policy and programs, we're delivering the support they need to make their way home.*



HUD's Mission

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.

HUD's Overarching Goal

HUD's overarching goal is to pursue transformative housing and community-building policy and programs. The Department will ensure it centers its focus on people and their lived experiences, with policy and programs that are equity-focused, anti-discriminatory, and that advance housing justice; so that everyone has an affordable, healthy place to live.



Introduction

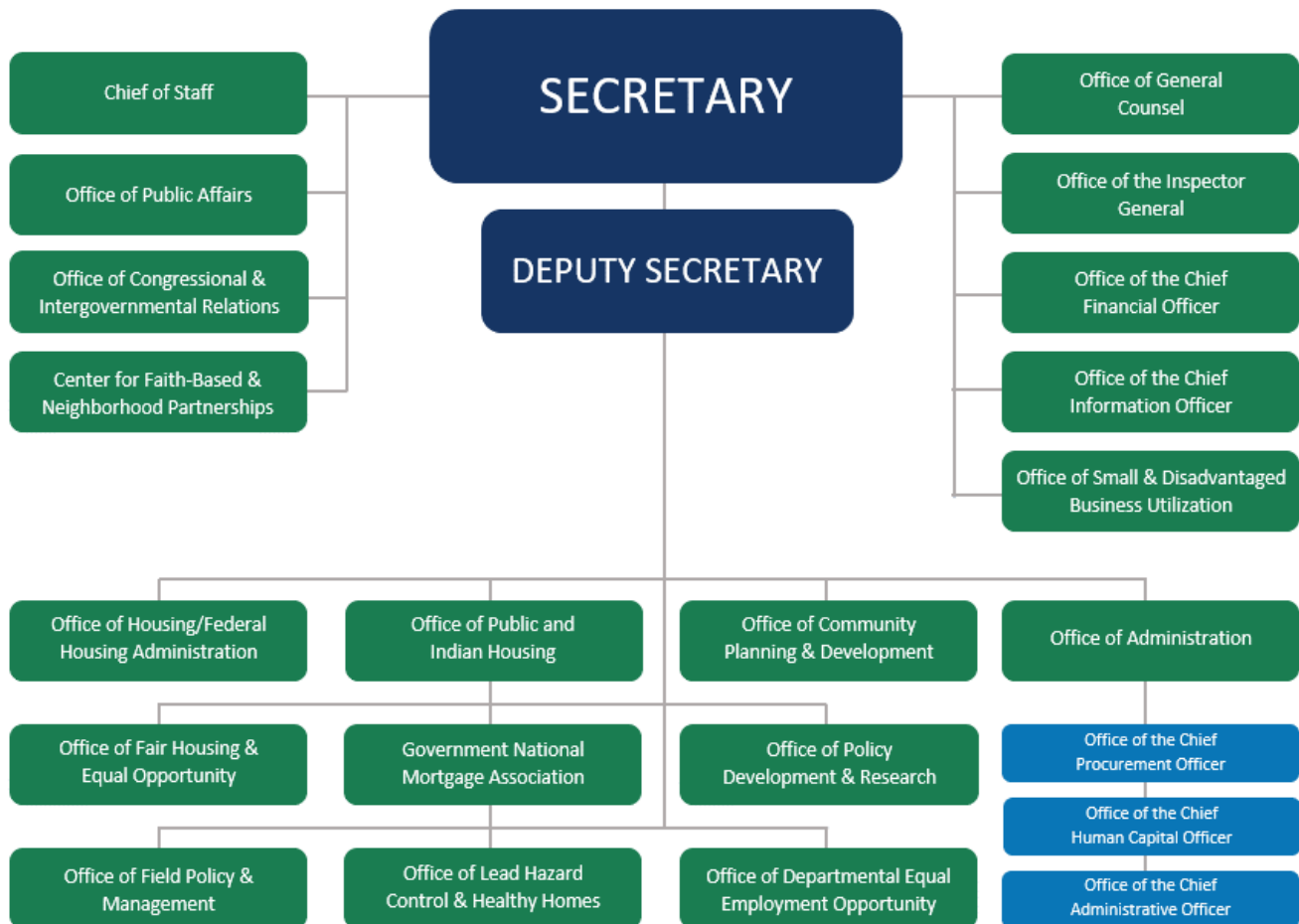
The Fiscal Year (FY) 2024 Annual Performance Plan (APP) and FY 2022 Annual Performance Report (APR) for HUD contain the Department's FY 2023-2024 performance targets and FY 2022 performance information. This combined APP and APR reflects HUD's continued commitment to inform the American people, Congress, its partners and its employees about the mission, goals, and work the Department seeks to accomplish.

HUD is working to strengthen the housing market to bolster the economy and protect consumers; expand homeownership and 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. HUD will accomplish its mission by pursuing transformative housing and community-building policies and programs. Central to HUD's efforts will be ensuring the Department's work focuses on individuals, communities, and their lived experiences. These overarching commitments are reflected in this plan's approach toward equity-focused, anti-discriminatory, and justice-driven priorities.

In carrying out its work on each of its strategic goals, HUD is committed to the following core values:

- *Accountability: HUD individually and collectively takes responsibility for its performance and conduct.*
- *Efficiency and Effectiveness: HUD will maximize its resources and efforts to continually improve the efficiency and effectiveness of its individual and collective performance. The Department strives for simplicity in its lines of authority and clarity in its lines of communication and strives to eliminate the red tape of bureaucracy. HUD supports a productive work environment that balances high performance with the need for healthy personal and community life.*
- *Fairness and Respect: HUD values others, demonstrates compassion for those it serves, and treats others the way it would like to be treated. In respecting others, the Department conducts its work and administers its programs with fairness and justice and with a commitment to civil rights, inclusion, and diversity.*
- *Integrity: HUD approaches others, its stakeholders, and its work with honesty and the highest ethical standards.*

Departmental 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.](#)

FY 2022-2026 HUD Strategic Framework

One HUD, For All

HUD Mission: Create strong, sustainable, inclusive communities and quality, affordable homes for all.

Overarching Goal: Pursue transformative housing and community-building policy and programs.

Overarching Priority: Increase Equity

Overarching Priority: Improve Customer Experience

Strategic Goal 1: Support Underserved Communities

Objective **1A:** Advance Housing Justice

Objective **1B:** Reduce Homelessness 🌟

Objective **1C:** Invest in the Success of Communities

Strategic Goal 2: Ensure Access to and Increase the Production of Affordable Housing

Objective **2A:** Increase the Supply of Housing

Objective **2B:** Improve Rental Assistance 🌟

Strategic Goal 3: Promote Homeownership

Objective **3A:** Advance Sustainable Homeownership 🌟

Major Initiative: Expand Homeownership Opportunities

Objective **3B:** Create a More Accessible and Inclusive Housing Finance System

Strategic Goal 4: Advance Sustainable Communities

Objective **4A:** Invest in Climate Resilience and Carbon Reduction

Objective **4B:** Strengthen Environmental Justice 🌟

Objective **4C:** Integrate Healthcare and Housing

Strategic Goal 5: Strengthen HUD's Internal Capacity

Objective **5A:** Enable the HUD Workforce *

Objective **5B:** Improve Acquisition Management *

Objective **5C:** Strengthen Information Technology *

Objective **5D:** Enhance Financial and Grants Management *

Objective **5E:** Improve Ease, Effectiveness, and Trust in HUD Services *

🌟 These objectives include a FY 2022-2023 Agency Priority Goal.

* These objectives reflect FY 2022-2026 HUD management objectives.

Overarching Priority: Increase Equity

The Biden-Harris Administration has placed equity front and center through a series of Executive Orders and has issued a memorandum specific to HUD instructing the Department to redress the Nation's long history of discriminatory housing practices and reaffirming the Administration's commitment to ending housing discrimination.³ HUD is well-positioned to advance those directives as its mission is focused on people in underserved communities.⁴ The Department's operations are designed to reach people who have been systemically locked out of opportunities to succeed. HUD has been a lifeline for people in need, creating affordable housing in every state, rebuilding communities ravaged by disasters, and supporting community development to unlock opportunity. While current HUD leadership recognizes the extraordinary legacy, mission, and potential the Department brings to building equitable communities across the Nation, HUD also recognizes that several of its core programs were operated for decades in a manner that supported discriminatory practices against persons of color. The Biden-Harris Administration's HUD is eager to use the Department's authorities to reverse the harm caused by prior Federal policies and prioritize equity in all of HUD programs.

Executive Orders 13985 ("Advancing Racial Equity and Support for Underserved Communities Through the Federal Government") and 14091 ("Further Advancing Racial Equity and Support for Underserved Communities Through the Federal Government") mandate that the Federal Government "pursue a comprehensive approach to advancing equity for all, including people of color and others who have been historically underserved, marginalized, and adversely affected by persistent poverty and inequality."⁵ Additionally, President Biden issued a Presidential Memorandum for the "Federal Government to recognize and acknowledge its role in systematically declining to invest in communities of color and preventing residents of those communities from accessing the same services and resources as their white counterparts."⁶ This acknowledgement states that it is the policy of the Federal Government to "work with communities to end housing discrimination, to provide redress to those who have experienced housing discrimination, to eliminate racial bias and other forms of discrimination in all stages of home-buying and renting, to lift barriers that restrict housing and neighborhood choice, to promote diverse and inclusive communities, to ensure sufficient physically accessible housing, and to secure equal access to housing opportunity for all."⁷ It is through this plan that HUD looks to further these goals. Each agency is directed to work to redress inequities in their policies and programs that serve as barriers to equal opportunity. Equity is defined in Executive Order 13985 as the "consistent, systematic, fair, just, and impartial treatment of all individuals, including underserved communities that have been denied such treatment, such as Black, Latino, and Indigenous and Native American persons, Asian Americans and Pacific Islanders and other persons of color; members of religious minorities; lesbian, gay, bisexual, transgender, queer, and intersex (LGBTQI+) persons; persons with disabilities; persons who live in rural areas; and persons otherwise adversely affected by persistent poverty or inequality." Additional Executive Orders address diversity, equity, inclusion, and accessibility in the Federal workforce; gender policy combatting discrimination based on gender identity or sexual orientation; inclusion of new Americans; equity, justice, and opportunity for Asian Americans, Native Hawaiians, and Pacific Islanders; environmental justice; and other issues related to equity and opportunity.⁸

Housing plays a key role in improving lives, and the Federal implementation of policies to eliminate systemic discrimination and promote equity can produce long-lasting, positive impacts by providing access to safe, stable

³ Redressing Our Nation's and the Federal Government's History of Discriminatory Housing Practices and Policies, Memorandum for the Secretary of Housing and Urban Development, 86 FR 7487; <https://www.Federalregister.gov/documents/2021/01/29/2021-02074/redressing-our-nations-and-the-federal-governments-history-of-discriminatory-housing-practices-and-policies>

⁴ An underserved community is defined as a population sharing a particular characteristic, as well as a geographic community, that has been systematically denied a full opportunity to participate in aspects of economic, social, and civic life.

⁵ <https://www.Federalregister.gov/documents/2021/01/25/2021-01753/advancing-racial-equity-and-support-for-underserved-communities-through-the-federal-government>; <https://www.federalregister.gov/documents/2023/02/22/2023-03779/further-advancing-racial-equity-and-support-for-underserved-communities-through-the-federal-government>

⁶ <https://www.whitehouse.gov/briefing-room/presidential-actions/2021/01/26/memorandum-on-redressing-our-nations-and-the-federal-governments-history-of-discriminatory-housing-practices-and-policies/>

⁷ Id.

⁸ Executive Order 14035, Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce, 86 FR 34593, <https://www.Federalregister.gov/documents/2021/06/30/2021-14127/diversity-equity-inclusion-and-accessibility-in-the-federal-workforce>; Executive Order 14020, Establishment of the White House Gender Policy Council, 86 FR 13797, <https://www.Federalregister.gov/documents/2021/03/11/2021-05183/establishment-of-the-white-house-gender-policy-council>

housing in inclusive and sustainable communities. Doing so will necessitate harnessing the strengths of economic development at the community, municipal, Tribal, and state levels. Given the vital importance of housing and community to well-being, and HUD's role in promoting fair housing policies, HUD has an opportunity to remove barriers and promote equity for people in communities that have been historically underserved by its programs. The Department also recognizes the significant racial disparities in homelessness and is committed to addressing these disparities. To accomplish this effort, HUD will address systemic inequities in housing and grants programs, environmental justice, and resident services, to ensure every person has access to safe and high-quality housing. A major way the Department will pursue this is through the Property Appraisal and Valuation Equity (PAVE) Interagency Task Force, of which HUD is co-chair.⁹ PAVE is committed to eliminating racial and ethnic bias in home evaluations and ensuring that every American has a chance to build generational wealth through homeownership.

HUD has launched a comprehensive effort under Secretary Fudge's leadership to embed equity within the Department's programs, policymaking, and operations. To ensure Department-wide alignment as HUD moves this work forward, the FY 2022-2026 Strategic Plan has placed equity as an overarching priority to embed specific equity focused strategies throughout the Department's strategic goals and objectives.

⁹ <https://pave.hud.gov/>

Overarching Priority: Improve Customer Experience

Rapid advances in consumer services and digital technologies have transformed customer expectations over the past decade. The public brings these heightened expectations from the private sector with them as they engage with HUD services. A failure to meet these expectations can have a profound and adverse effect on customers and the Department. Designing customer experiences intentionally, with the needs of the customer at the forefront of decision-making, can help HUD to: 1) better deliver on its mission; 2) serve greater proportions of targeted populations more effectively and equitably; 3) build trust; 4) improve customer satisfaction; and 5) lower operational costs.

Customer Experience (CX) is more than improved customer service.¹⁰ CX is the sum of an individual's perception of HUD as a Department and the services and products it provides. It is built over time, along multiple interactions. "Customers" are individuals, businesses, and organizations (such as grantees and State and municipal agencies) that interact with a Federal Government agency or program. Interactions can be direct or through partner organizations executing Federally funded programs. Federal government customers could also include public servants and employees themselves in their interactions with Federal processes.¹¹ A "service" is defined as the sum of the help provided – by an agency and its partners – throughout the process a customer goes through to obtain, receive, or make use of a public offering (or comply with a policy).¹² Adopting a customer-centric approach to service delivery and putting people at the core of what HUD does and how the Department works, ensures successful outcomes as customers navigate HUD services.

Federal law and regulation continue to progress Government-wide CX transformation. HUD worked across its programs in accordance with Executive Order 14058 ("Transforming Federal Customer Experience and Service Delivery To Rebuild Trust in Government") and Office of Management and Budget Circular A-11 Section 280, focused on CX transformation.¹³ This has allowed HUD to embed CX strategies throughout its FY 2022-2026 Strategic Plan objectives to ensure this customer-centric focus will align HUD with Federal compliance requirements. HUD will rise to address complex challenges in real time and re-orient program operations to improve customer interactions by elevating CX as an overarching priority in the Strategic Plan. HUD will focus on empowering employees to design HUD's policies and technology to better deliver on behalf of end customers.

HUD's CX vision is to integrate the customer perspective into everything the Department does to make its interactions feel easy, effective, positive, and equitable. This unified focus on CX will enable HUD's customers across its five service ecosystems to better understand and access relevant housing and community development information.¹⁴ Customers will be able to feel confident and supported while navigating HUD services, offer actionable feedback based on lived experiences, and achieve productive outcomes that support HUD's mission. Utilizing Human-Centered Design (HCD) and CX tools will enable HUD to implement solutions that positively impact all customers based on specific needs as a top priority.¹⁵ Understanding HUD's customers' experiences and expectations, in real time, provides insights into various pain points. Therefore, HUD will be enabled to determine where to equitably improve service delivery and operations.

⁶ HUD's CX page on performance.gov, where quarterly reports can be found at: <https://www.performance.gov/cx/agencies/hud/>

¹¹ "Who is a Federal Government customer?" https://www.performance.gov/cx/assets/files/a11_2021-FY22.pdf

¹² "What is Federal Government service delivery?" https://www.performance.gov/cx/assets/files/a11_2021-FY22.pdf

¹³ <https://www.Federalregister.gov/documents/2021/12/16/2021-27380/transforming-Federal-customer-experience-and-service-delivery-to-rebuild-trust-in-government> and <https://www.performance.gov/cx/assets/files/a11-280.pdf>.

¹⁴ HUD programs can be organized into five Service Ecosystems that address distinct sets of customer needs: 1) Access to Affordable Rental Homes are programs to grow, preserve, and fund affordable rental home access, and provide supportive services to residents; 2) Homeownership Opportunity & Housing Market Stability are programs and lending/securities products that facilitate equal opportunity homeownership and strengthen the market; 3) Housing Quality & Improved Living Conditions are programs to assess and mitigate hazards or deficiencies in housing, and tools to facilitate asset management for HUD and improved living conditions for citizens; 4) Economic Growth & Community Resilience are grants and programs to stimulate economic development and grow strong, resilient communities or revitalize those in disaster areas; and 5) Fair Housing and Equal Opportunity Enforcement are support to agencies and organizations ensuring fair, safe, equitable housing practices and channels for citizen reporting of potential housing discrimination. Please reference Strategic Objective 5E.

¹⁵ HCD is a methodology to problem-solving that incorporates the lived experience and feedback for whom you are designing in all steps of the design process. The goal of human-centered design is to end up with a solution that is tailored to meet people's needs, with little wasted effort and reduced risk: <https://methods.18f.gov/about/>

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

Strategic Goal 1: Support Underserved Communities

Fortify support for underserved communities and support equitable community development for all people.

LEADING THIS GOAL

Office of the Secretary

GOAL

HUD will fortify support for underserved communities and support equitable community development for all people residing in America. To achieve this goal, HUD will bolster Fair Housing compliance and enforcement, implement a Housing First¹⁶ approach to reducing homelessness, and drive equitable community development. The Department is committed to building an inclusive future, that promotes wealth-building for all people and lifts underserved communities to share in the Nation's prosperity. Increased Fair Housing compliance and



enforcement, aimed at preventing housing discrimination, along with strengthening community partnerships, confirms HUD's deep commitment to its mission. These commitments, coupled with strategic investments to make homelessness increasingly rare, render the Department a leader in re-envisioning a more prosperous future for all people who call this Nation home.

At the core of HUD's commitment to underserved communities is the advancement of equity in the Department's policies and programs. Historically, some of HUD's policies have perpetuated inequities in housing

access and economic opportunity. The Department has at points throughout history been intentionally discriminatory and as a result, contributed to segregated neighborhoods, mortgage redlining, lending discrimination, and inhibited wealth-building opportunities for families of color, immigrants, women, individuals with disabilities, and lesbian, gay, bisexual, transgender, queer, and intersex (LGBTQI+) individuals. The Department recognizes and acknowledges the role it has played in declining to invest in communities of color and preventing residents of those communities from accessing needed services and resources. These inequities are particularly clear in homelessness, in which Black and indigenous people, people with disabilities and LGBTQI+ people experience homelessness at disproportionate rates. As HUD designs and implements new programs and policies, as well as re-evaluates existing ones, the Department will seek to understand the lived experiences of the people its programs are intended to serve. HUD will address the systemic issues of racism and inequality by understanding and including the diverse perspectives of those who use or could benefit from HUD programs. The Department will develop its strategies for achieving this goal through a Customer Experience (CX) lens, focused

¹⁶ The U.S. Interagency Council on Homelessness defines Housing First as an approach and framework for ending homelessness that is centered on the belief that everyone can achieve stability in permanent housing directly from homelessness and that stable housing is the foundation for pursuing other health and social services goals. Implementing Housing First involves both project-level and community-level dimensions. Implementing Housing First at the project level, including in permanent supportive housing models, means having screening practices that promote the acceptance of applicants regardless of their sobriety or use of substances, completion of treatment, and participation in services. At the community-level, Housing First means that the homelessness crisis response system is oriented to help people obtain permanent housing as quickly and with as few intermediate steps as possible.

https://www.usich.gov/resources/uploads/asset_library/Implementing_Housing_First_in_Permanent_Supportive_Housing.pdf.

on Human-Centered Design, research, and customer understanding. The most impactful way to serve HUD's vulnerable populations is to empower them by giving them a voice in designing solutions specific to their diverse needs and perspectives.

The goal of supporting underserved communities will be carried out across three objectives focused on advancing housing justice, reducing homelessness, and investing in the success of communities. HUD's primary focus in advancing housing justice is to expand the Department's role in proactively supporting and protecting vulnerable and underserved communities while increasing enforcement of, and compliance with, Fair Housing laws. The Department's commitment to reduce homelessness, centered on the Agency Priority Goal to make homelessness rare, brief, and non-recurring, focuses on providing housing as the initial platform for improving quality of life, and improving access to housing services. Lastly, investing in the success of communities will revolve around creating inclusive development, proactive policies to fight discrimination, and enduring measures to gauge impacts. Supporting underserved communities is not only essential to HUD's mission of creating strong, sustainable, inclusive communities and quality, affordable homes for all, but represents our Nation's moral and civil obligation to care for one another in the pursuit of everyone's best selves.

This goal consists of three objectives:

Strategic Goal 1: Support Underserved Communities

1A. Advance Housing Justice



1B. Reduce Homelessness



1C. Invest in the Success of Communities





Strategic Objective 1A: Advance Housing Justice

Fortify support for vulnerable populations, underserved communities, and Fair Housing enforcement.

LEADING THIS OBJECTIVE

Office of Fair Housing and Equal Opportunity

OBJECTIVE

A person's future should never be limited by the zip code where they live, nor should race, disability or other protected characteristics ever limit one's access to housing or ability to fully live and participate in the community. HUD recognizes that where a person lives affects nearly every aspect of their life, so it is crucial to make homes and communities settings for enrichment rather than harm. HUD is committed to learning from the lived



experiences of those who utilize or could benefit from HUD programs to inform the Department's process in addressing systemic issues of racism and inequality. HUD's mission and work are focused on ensuring underserved populations have equitable access to housing and the long-term advantages that a safe, stable home provides. The Department's efforts are informed by HUD's commitment to prevent further discrimination against traditionally underserved groups as the Department strives to create diverse, inclusive communities.

This Administration has placed equity front and center through a series of Executive Orders focused on underserved populations to ensure equitable and fair access to housing and to Federal programs. The Department has identified underserved populations to include, but not be limited to the following: people of color; members of religious minorities; members of the lesbian, gay, bisexual, transgender, and queer, and intersex (LGBTQI+) community; persons with disabilities; persons who live in rural areas; immigrants; populations with limited English proficiency (LEP); survivors of domestic violence and sexual assault; survivors of human trafficking; people involved in the criminal justice system; and persons otherwise adversely affected by persistent poverty or inequality.

Advancing equity in housing means creating pathways for underserved populations to be reached by 1) building relationships with service provider partners; 2) improving outreach and marketing of housing opportunities; 3) changing admissions policies; 4) targeting housing programs; and 5) educating homeowners and renters about and enforcing housing anti-discrimination policies. HUD will collaborate with Federal, State, local, Tribal, and nonprofit partners to ensure nationwide efforts are implemented in accordance with communities' localized needs. Additionally, a thorough customer understanding, communication, and outreach efforts will inform HUD's tailored support to communities to fight discrimination. A central element of HUD's approach will be the provision of education and technical assistance to help identify, prevent, and eliminate discriminatory practices. HUD will also revise and develop policy levers and guidance to remove barriers to housing access. New data collection tools will further the Department's collective efforts by ensuring HUD has access to the latest information on fair housing complaints, trends that must be addressed, and community efforts.

HUD is working to fortify fair housing rights by implementing guidance and new rules that will increase protections under the Fair Housing Act. In particular, the Department is working toward the successful rollout of an improved Affirmatively Furthering Fair Housing (AFFH) rule. HUD issued a proposed rule that will help recipients of HUD



funding to take meaningful actions to overcome patterns of segregation and foster inclusive communities free from barriers that restrict access to equal opportunity based on protected characteristics. HUD also anticipates publishing a final rule setting out the framework for assessing whether policies or practices have an unjustified discriminatory effect in violation of the Fair Housing Act.¹⁷ Subject to finalization of those rulemakings, the Department anticipates having a focus on providing technical assistance for grantees to meet their obligations at all levels.

HUD continues to implement the Housing Counseling Program and the Eviction Protection Grant Program. These programs help low-income families and individuals avoid eviction or minimize the disruption and damage caused by the eviction process in areas with high rates of evictions or prospective evictions, including rural areas.

Advancing housing justice and strengthening housing protections for underserved populations ensures the Federal government affirmatively furthers fair housing. HUD is unwavering in its commitment to proactively break down barriers that prevent people from living in healthy and prosperous neighborhoods that provide economic opportunities.

2022 APR PROGRESS UPDATE

In FY 2022, HUD made progress towards establishing an improved Affirmatively Furthering Fair Housing (AFFH) rule to advance housing justice. The Department conducted listening sessions to gather public input on AFFH rule improvements while continuing to provide training and technical assistance on the Interim Final Rule. The Notification of Proposed Rulemaking (NPRM) was published in the Federal Register in February 2023.¹⁸

HUD made headway in expanding housing opportunities and strengthening partnerships to reach underserved communities. HUD successfully launched the Housing and Services Resource Center to support community-based housing for individuals with disabilities. The Center serves as a one-stop shop for technical assistance, resources, and guidance. HUD has also awarded more than \$36 million in mainstream vouchers and fees to support community living for people with disabilities. HUD's FY 2022 technical assistance also included a series of state-based sessions to encourage the combined use of housing vouchers with supportive services dedicated to people transitioning out of institutional settings. HUD also released new Guidance on Compliance with Title VI of the Civil Rights Act in Marketing and Application Processing at Subsidized Multifamily Properties.¹⁹

The 2022 reauthorization of the Violence Against Women Act (VAWA 2022) further provided HUD and the DOJ with new authorities to enforce the statute's housing title.²⁰ The Department has created an internal working group to coordinate the implementation of these changes and rulemaking procedures.

In HUD's overall FY 2022 work, the Department filed 21 charges and conciliated 557 fair housing complaints. Some of the charges filed revolved around the bases of sexual orientation and gender identity.²¹ Notably, in June 2022, Facebook's parent company, Meta, entered into a groundbreaking agreement with DOJ to address algorithmic bias, and resolve HUD's charge of discrimination.

¹⁷ Reinstatement of HUD's Discriminatory Effects Standard, 86 FR 33590, <https://www.Federalregister.gov/documents/2021/06/25/2021-13240/reinstatement-of-huds-discriminatory-effects-standard>

¹⁸ AFFH requires HUD and recipients to affirmatively further the policies and purposes of the Fair Housing Act. For more information, see: <https://www.hud.gov/AFFH>. Additionally, a final rule to clarify Discriminatory Effects related to the Fair Housing Act is expected to be completed in the near term.

¹⁹ Guidance on Compliance with Title VI of the Civil Rights Act in Marketing and Application Processing at Subsidized Multifamily Properties, <https://www.hud.gov/sites/dfiles/FHEO/documents/HUD%20Title%20VI%20Guidance%20Multifamily%20Marketing%20and%20Application%20Processing.pdf>

²⁰ The Violence Against Women Act Reauthorization Act of 2022. Public Law 117-103, (VAWA 2022) enhanced housing protections for survivors of domestic violence, dating violence, sexual assault, and stalking.

²¹ The Fair Housing Act bars discrimination on the bases of sexual orientation and gender identity, consistent with President Biden's Executive Order 13988 and the Supreme Court's ruling in *Bostock v. Clayton County*





The Department made progress towards improving fair housing guidance to its partners and funding recipients in FY 2022.²² HUD developed a comprehensive strategy to provide technical assistance to HUD-funded recipients on how to better engage individuals with limited English proficiency (LEP). Towards this end, HUD oversaw delivery of 2,168 Limited English Proficiency Initiative (LEPI) services, exceeding the FY 2022 target of 1,718. These services are essential to reaching all communities as they enable the participation of HUD programs by underserved communities who would otherwise face language barriers to services for which they qualify.





HUD also researched the needs of fair housing complainants to better serve and engage with people experiencing discrimination. This resulted in the FY 2022 creation of a customer journey map that will make resolution of jurisdictional complaints easier for those seeking interventions from HUD. In addition, the effort led to the development of a stakeholder engagement and communications plan that will be used to inform HUD policy with inputs from various, diverse perspectives. A particular focus of the plan was placed on increasing Departmental engagement with individuals who have lived experiences with HUD programs.

Due to continued COVID-19-related operational disruptions, HUD did not reach all the targets it set for the Fair Housing Initiatives Program (FHIP) and Fair Housing Assistance Program (FHAP).²³ In FY 2022, FHIP organizations achieved: 77 percent of the target for cases referred to HUD or FHAP agencies for processing; 75 percent of targeted legal charges; and 66 percent of the target for cases that were resolved through conciliation between the parties. Meanwhile, FHAP partner agencies processed nearly 101 percent of targeted cases of alleged housing discrimination; which resulted in filing 105 percent of the targeted number of jurisdictional discrimination charges; but only resulted in 96 percent of the target number of cases resolved by conciliation between the parties. To improve their performance, HUD's National Fair Housing Training Academy (NFHTA) was able to provide 274 instructional hours of courses and forums to over 7,300 FHIP, FHAP, and other Federally funded recipients, a 51 percent increase from FY 2021. Nearly 11,000 subscribers joined the NFHTA mailing list (a 59 percent increase from FY 2021) and 125,000 visits were made to the NFHTA website (a 58 percent increase from FY 2021).

STRATEGIES AND MAJOR MILESTONES

 Denotes customer experience-focused strategies, sub-strategies, or milestones.



 Denotes equity-focused strategies, sub-strategies, or milestones.

Strategies	Major Milestones
Advance equity and combat discrimination in HUD-funded programs.  	<p><u><i>Streamline the Department's processes that advance equity and combat discrimination.</i></u> </p> <p>3/31/2022: Develop a comprehensive strategy outlining the technical assistance to be provided to HUD-funded recipients for improved engagement with persons with LEP. – <i>Achieved as of 3/31/2022</i></p> <p><u><i>Enhance HUD's understanding of fair housing violations from the perspective of Black, Indigenous, and People of Color to increase equity in all of HUD's programs.</i></u> </p>

²² As of FY-2023 under Executive Order 13895, HUD has modified its NOFO template to better advance racial equity and combat discrimination in HUD-funded programs. HUD requires all applicants applying for competitive grants to submit a narrative describing how they will use grant funds to advance racial equity and will consider an applicants' past experience advancing racial equity.

²³ Fair housing organizations and other non-profits that receive funding through the Fair Housing Initiatives Program (FHIP) assist people who believe they have been victims of housing discrimination. The Fair Housing Assistance Program (FHAP) is an intergovernmental enforcement partnership between HUD and state or local agencies to enact and enforce statutes and ordinances that are substantially equivalent to the Fair Housing Act.



	<p>3/31/2023: Develop a Department-wide organizational ecosystem map to understand HUD's activities in the fair housing space.</p> <p>9/30/2023: Develop a Department-wide journey map on fair housing violations and publish materials aimed at addressing the findings.²⁴ – <i>Achieved as of 9/30/2022</i></p> <p><u><i>Embed stakeholder and HUD funding recipients' feedback and collaboration in program and policy decision-making process.</i></u> </p> <p>6/30/2022: Develop stakeholder engagement strategy and communications plan. – <i>Achieved as of 6/30/2022</i></p> <p>9/30/2023: Evaluate satisfaction of complainants that have obtained resolution through conciliation. </p> <p>9/30/2023: Evaluate grantee satisfaction of training services by administering surveys after each National Fair Housing Training Academy (NFHTA) course.²⁵</p>
<p>Fortify fair housing rights by developing guidance and regulations that will increase protections under the Fair Housing Act. </p>	<p><u><i>Eliminate barriers to low-income, affordable housing in well-resourced neighborhoods of opportunity.</i></u></p> <p>12/30/2022: Conduct a review of recent research on zoning policy development and land use regulations and practices to identify policies and procedures that improve housing supply and promote affordable housing development. – <i>Delayed to 6/30/2023</i>²⁶</p> <p>3/1/2023: Provide anti-bias and fair housing training to Homeownership Centers (HOC) Housing Counseling grantees. – <i>Achieved as of 1/31/2023</i></p> <p><u><i>Promulgate and enforce a Discriminatory Effects Rule furthering the purposes of the Fair Housing Act.</i></u></p> <p>9/30/2022: Finalize a discriminatory effects rule that better effectuates the Fair Housing Act. – <i>Delayed to 6/30/2023</i>²⁷</p> <p>11/30/2022: Provide explanatory materials on the final rule to ensure its understanding. – <i>Delayed to 9/30/2023</i>²⁸</p>

²⁴ A journey map is a visualization of the major interactions shaping a user's experience of a product or service:

<https://methods.18f.gov/decide/journey-mapping/>

²⁵ HUD will use legacy data to establish a performance measurement baseline for FY 2024 during the 2nd quarter of FY 2023.

²⁶ The target to complete this report was overly ambitious. The report is underway and is expected to be published by 6/30/23.

²⁷ The target to finalize a discriminatory effects rule has been delayed to 6/30/2023. HUD's original target achievement date was found to be overly ambitious. HUD is developing a tick tock management document to ensure timely rollout of the rule.

²⁸ The target to provide explanatory materials on the final rule is 9/30/2023; this date reflects the aligning of the completion of finalizing a discriminatory effects rule that better effectuates the Fair Housing Act.



	<p><u>Restore regulatory framework and processes to AFFH.</u></p> <p>2/15/2022: Review stakeholder input obtained from Fall 2021 broad based stakeholder listening sessions. – <i>Achieved as of 2/15/2022</i></p> <p>6/30/2022: Publish a Notice of Proposed Rulemaking (NPRM) for AFFH. – <i>Achieved as of 2/9/2023</i></p> <p>6/30/2022: Develop and implement HUD-led training, direct technical support, and funded technical assistance for the fair housing planning requirement outlined in the Interim Final Rule.²⁹ – <i>Achieved as of 6/30/22</i></p> <p>5/31/2023: Provide Fair Housing Plan and development training through the delivery of a resource interactive toolkit.³⁰</p>
<p>Expand housing opportunities and strengthen partnerships to reach marginalized, underserved, and vulnerable populations. ³¹</p>	<p><u>Modernize accessibility standards for the 21st century through rulemaking and standard setting</u></p> <p>9/30/2023: Publish a NPRM to propose and promulgate an Accessibility Standard under the Fair Housing Act's design and construction requirements.</p> <p><u>Ensure full enforcement of the Fair Housing Act and the Equal Access Rule to combat discrimination based on sexual orientation and gender identity.</u></p> <p>3/31/2022: Provide cross-program training on fair housing protections on the basis of sexual orientation and gender identity and serving the LGBTQI+ community. – <i>Delayed to 3/31/2023</i>³¹</p> <p><u>Address and reduce barriers to housing access that stem from past and current inequitable criminal justice policies and practices.</u></p> <p>12/30/2022: Conduct a review of policies relating to program admissions criteria and the exercise of discretion to ensure equity. – <i>Achieved as of 10/31/2022</i></p> <p><u>Ensure full protections for survivors of human trafficking and survivors of domestic violence, dating violence, sexual assault, and stalking.</u></p>

²⁹ <https://www.Federalregister.gov/documents/2021/06/10/2021-12114/restoring-affirmatively-furthering-fair-housing-definitions-and-certifications>

³⁰ This milestone is contingent on FY 2023 funding allocations.

³¹ The target to provide cross-program training on fair housing protections is 3/31/2023; this date reflects HUD's need for additional time to work through the Technical Assistance contracting process.



4/30/2022: Identify Departmental points of contact to develop a VAWA implementation working group. – *Achieved as of 4/30/2022*

3/31/2023: Provide updated Violence Against Women Act (VAWA) forms to grantees and conduct training and guidance on using the forms. – *Delayed to 6/30/2023³²*

6/30/2023: Provide training and technical assistance to grantees and victim service providers about the housing rights of survivors under VAWA and related laws, including information on HUD's resources on credit-building, asset-building, homeownership, and financial literacy.

3/30/2023: Develop VAWA cultural competency and guidance training for FHIP and FHAP partner agencies. – *Achieved as of 1/18/2023*

Encourage Public Housing Authorities (PHAs) and HUD-assisted housing owners to adopt marketing and admissions policies, practices, and services connections or partnerships that proactively reach underserved populations and communities.³³

3/30/2023: Issue guidance to PHAs, owners of HUD-assisted housing, HOME Investment Partnerships Program participating jurisdictions, and Housing Trust Fund Program grantees on ways to increase equitable access to housing for underserved communities.³⁴ – *Achieved as of 4/30/2022*

4/30/2023: Support PIH technical assistance training on Section 504 requirements.³⁵

Strengthen fair housing and civil rights through a robust front-end and clearance review process.

6/30/2023: Implement strategies to remove barriers to HUD-funded housing for protected class members including persons impacted by a policy or practice that disproportionately affects a group of people.³⁶

³² The target to provide updated VAWA forms to grantees and conduct training and guidance on using the forms is 6/30/2023; this date reflects the needed time for review process requirements.

³³ Efforts under this strategy will include but not be limited to: 1) Engaging in outreach and referral partnerships with community-based organizations and organizations that serve vulnerable populations (e.g., survivors of domestic violence, sexual assault, and human trafficking, aging and disability networks); 2) Adopting admissions preferences; and 3) Modifying tenant screening and selection policies that remove barriers to entry.

³⁴ HUD guidance will focus on improving community outreach, referral partnerships, and admissions policies.

³⁵ Section 504 of the Rehabilitation Act of 1973 prohibits discrimination on the basis of disability in Federally assisted programs or activities.

³⁶ This milestone previously read "Implement strategies to remove barriers to HUD-funded housing for protected class members." Additional language has been added to expand the scope to include persons impacted by a policy or practice that disproportionately affects a group of people.



Leverage partnerships to monitor and enforce protections for marginalized, underserved, and vulnerable communities.

2/28/2022: Launch state-based technical assistance series to encourage utilization of Mainstream vouchers for persons who were formerly experiencing homelessness that are now transitioning out of institutional settings. – *Achieved as of 3/10/2022*

KEY PERFORMANCE INDICATORS

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

► Number of fair housing cases referred by Fair Housing Initiatives Program (FHIP) organizations

This measure will track the number of cases referred to HUD and Fair Housing Assistance Program (FHAP) agencies each year and the FHIP-referred cases in the inventory that result in a recommendation of a cause finding of discrimination or conciliation of the case.

Sub-Metric	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target ³⁷	FY24 Target	
Cases referred by FHIP organizations	771	692	739	509	567 ³⁸	740	540	550	↑ Increase
Cases that result in a HUD charge or a FHAP cause finding ³⁹	47	63	82	50	60	80	55	60	↑ Increase
Cases that resulted in conciliation of case	305	277	283 ⁴⁰	188	186	280	205	210	↑ Increase
Sub-Metric: Cases referred by FHIP organizations									
Description:	This measure will track the number of cases each year that were referred by FHIP organizations to HUD or a FHAP partner.								
Data Source:	HUD Enforcement Management System (HEMS)								

³⁷ FY 2023 targets have been revised down due to continued COVID-19-related operational disruptions. Targets were revised based upon FY 2022 post-pandemic performance.

³⁸ Reported numbers are subject to slight adjustments after the close of the reporting period as HEMS data is continually updated.

³⁹ This sub-metric's language has been updated from "Cases that resulted in a cause finding." The change has been made to further clarify the activities being measured by this metric.

⁴⁰ The FY 2020 actuals have been revised as follows: Cases that resulted in conciliation of case from 281 to 283. The sub-metrics are provided by state and local governments with different reporting periods that do not align with the Federal reporting cycle. Additionally, the investigation of fair housing cases can at times be protracted, and information may be updated as these cases proceed.



Dimension & Unit of Measurement:	Count: Number of cases
Calculation Method:	Summation of relevant cases tallied from the data captured in HEMS
Frequency:	Annually
Data Quality:	All cases investigated by HUD and by FHAP agencies as part of the FHAP program are entered into HEMS, which tracks multiple aspects of the case and the investigation. One of these aspects is whether a given case was referred by a FHIP organization. This measures when the investigation is substantially completed, and the matter has been closed, conciliated, or referred onward for adjudication.
Validation and Verification:	All FHAP cases entered into HEMS are reviewed by HUD grants monitors as part of the reimbursement process. HUD cases are reviewed by a supervisor and depending on the resolution may also be reviewed by HUD counsel.
Sub-Metric: Cases that result in a HUD charge or a FHAP cause finding	
Description:	This measure will track the number of cases that resulted in a recommendation of a legal charge each year that were referred by FHIP organizations to HUD or a FHAP partner.
Data Source:	HEMS
Dimension & Unit of Measurement:	Count: Number of cases
Calculation Method:	Summation of relevant cases tallied from the data captured in HEMS
Frequency:	Annually
Data Quality:	All cases investigated by HUD and by FHAP agencies as part of the FHAP program are entered into HEMS, which tracks multiple aspects of the case and the investigation. One of these aspects is whether a given case was referred by a FHIP organization. This measures when the investigation is substantially completed, and the matter has been referred onward for adjudication.
Validation and Verification:	All FHAP cases entered into HEMS are reviewed by HUD grants monitors as part of the reimbursement process. HUD cases are reviewed by a supervisor and depending on the resolution, may also be reviewed by HUD counsel.
Sub-Metric: Cases that resulted in conciliation of case	
Description:	This measure will track the number of cases that resulted in a conciliation of the case each year that were referred by FHIP organizations to HUD or a FHAP partner.
Data Source:	HEMS



Dimension & Unit of Measurement:	Count: Number of cases
Calculation Method:	Summation of relevant cases tallied from the data captured in HEMS
Frequency:	Annually
Data Quality:	All cases investigated by HUD and by FHAP agencies as part of the FHAP program are entered into HEMS, which tracks multiple aspects of the case and the investigation. One of these aspects is whether a given case was referred by a FHAP organization. This measures when the investigation is substantially completed, and the matter has been conciliated between the parties to the complaint.
Validation and Verification:	All FHAP cases entered into HEMS are reviewed by HUD grants monitors as part of the reimbursement process. HUD cases are reviewed by a supervisor and depending on the resolution may also be reviewed by HUD counsel.

► **Number of fair housing cases processed by Fair Housing Assistance Program (FHAP) agencies**

This measure will track the number of cases processed by FHAP agencies each year and those FHAP agencies resolved through recommendation of a cause finding of discrimination or a conciliation.

Sub-Metric	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY18 Actual	FY19 Actual	FY20 Actual ⁴¹	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
Cases FHAP agencies processed	6,127	6,066	5,889	5,627	5,881 ⁴²	5,800	6,000	5,860	↑ Increase
Cases that resulted in a FHAP cause finding ⁴³	416	467	461	397	471	450	470	440	↑ Increase
Cases that resulted in conciliation of case	1,294	1,234	1,124	1,027	1,057	1,100	1,200	1,130	↑ Increase
Sub-Metric: Cases FHAP agencies processed									

⁴¹ The FY 2020 actuals have been revised as follows: Cases FHAP agencies processed from 5,876 to 5,889; Cases that resulted in a recommendation of a legal charge from 457 to 461; and Cases that resulted in conciliation of case from 1,121 to 1,124. The sub-metrics are provided by state and local governments with different reporting periods that do not align with the Federal reporting cycle. Additionally, the investigation of fair housing cases can at times be protracted, and information may be updated as these cases proceed.

⁴² Reported numbers are subject to slight adjustments after the close of the reporting period as HEMS data is continually updated.

⁴³ This sub-metric's language has been updated from "Cases that resulted in a cause finding." The change has been made to further clarify the activities being measured by this metric.



Description:	This measure computes the number of cases processed by FHAP agencies each year.
Data Source:	HEMS
Dimension & Unit of Measurement:	Count: Number of cases
Calculation Method:	Summation of relevant cases tallied from the data captured in HEMS.
Frequency:	Annually
Data Quality:	All cases investigated by FHAP agencies as part of the FHAP program must be entered into HEMS, which tracks multiple aspects of the case and the investigation. This measures when the investigation by the agency is substantially completed, and the matter has been closed, conciliated, or referred onward for adjudication.
Validation and Verification:	All FHAP cases entered into HEMS are reviewed by HUD grants monitors as part of the reimbursement process. This review verifies key elements of the case investigation.
Sub-Metric: Cases that result in a FHAP cause finding	
Description:	This measure computes the number of cases processed by FHAP agencies each year that result in a recommendation of a legal charge.
Data Source:	HEMS
Dimension & Unit of Measurement:	Count: Number of cases
Calculation Method:	Summation of relevant cases tallied from the data captured in HEMS.
Frequency:	Annually
Data Quality:	All cases investigated by FHAP agencies as part of the FHAP program must be entered into HEMS, which tracks multiple aspects of the case and the investigation. This measures when the investigation by the agency has been referred for adjudication.
Validation and Verification:	All FHAP cases entered into HEMS are reviewed by HUD grants monitors as part of the reimbursement process. This review verifies key elements of the case investigation including whether the case has been referred for adjudication.
Sub-Metric: Cases that resulted in conciliation of case	
Description:	This measure computes the number of cases processed by FHAP agencies each year that result a conciliation of the case.
Data Source:	HEMS



Dimension & Unit of Measurement:	Count: Number of cases
Calculation Method:	Summation of relevant cases tallied from the data captured in HEMS.
Frequency:	Annually
Data Quality:	All cases investigated by FHAP agencies as part of the FHAP program must be entered into HEMS, which tracks multiple aspects of the case and the investigation. This measures when the investigation by the agency has resulted in a conciliation of the complaint between the parties to the investigation.
Validation and Verification:	All FHAP cases entered into HEMS are reviewed by HUD grants monitors as part of the reimbursement process. This review verifies key elements of the case investigation, including the resolution of the investigation.

► **Number of Limited English Proficiency Initiative (LEPI) services provided**

This measure will track the number of instances of documents translated into other languages and the number of instances of foreign language interpretation provided in support of HUD programs.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
985	1,098	1,149	2,058	2,168	1,718	2,100 ⁴⁴	2,200	↑ Increase
Description:		This measure will track the number of instances of documents translated into other languages and the number of instances of foreign language interpretation provided in support of HUD programs.						
Data Source:		Contractor monthly and annual reports						
Dimension & Unit of Measurement:		Count: Number of document translations or instances of interpretation provided as part of the contract service						
Calculation Method:		Sum of total instances of document translation and total instances of interpretation service rendered.						
Frequency:		Annually						
Data Quality:		Internal requests for document translation are entered through an internal HUD portal, and then passed onto the contractor once approved. Requests for verbal interpretation are made via a request phone number, which connects directly to the contractor.						
Validation and Verification:		HUD LEPI Portal data on requests is compared to reports received from translation contractor on number of translations performed. The number of interpretation services rendered is reported directly by the contractor.						

⁴⁴ Since FY22 performance exceeded expectations, the FY23 target was appropriately raised to be more in line with current projections of need for the LEPI program.



OTHER INDICATORS

► **Number of FHIP and FHAP fair housing practitioners and others who attend National Fair Housing Training Academy (NFHTA) courses and Fair Housing Forums⁴⁵**

This measure will track the number of practitioners who attend Fair Housing Forums and training activities, which include courses on building knowledge and skills on fair housing.

Sub-Metric	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
Courses	N/A	N/A	195	601	713	Tracking Only	Tracking Only	Tracking Only	↑ Increase
Fair Housing Forums	N/A	N/A	N/A	3,693	7,341	Tracking Only	Tracking Only	Tracking Only	↑ Increase
Sub-Metric: Number of FHIP and FHAP fair housing practitioners who attend NFHTA courses									
Description:		This measure will track the number of practitioners who attend five different courses on building knowledge and skills on fair housing.							
Data Source:		NFHTA Learning Management System							
Dimension & Unit of Measurement:		Count: Number of fair housing practitioners who attend courses							
Calculation Method:		Count of participants who attend							
Frequency:		Annually							
Data Quality:		Data on course participants is tracked in a Learning Management System. This system tracks the learning history of each student at the Academy, including enrollment and course completion data.							
Validation and Verification:		Relevant course participants receive HUD authorization to attend, are tracked during course delivery, and then are counted based on attendance.							
Sub-Metric: Number of FHIP and FHAP fair housing practitioners who attend NFHTA Fair Housing Forums									
Description:		This measure will track the number of practitioners who attend Fair Housing Forums on building knowledge and skills on fair housing.							
Data Source:		NFHTA Learning Management System							

⁴⁵ NFHTA restarted operations in FY 2020.



Dimension & Unit of Measurement:	Count: Number of fair housing practitioners who attend Fair Housing Forums
Calculation Method:	Count of relevant participants who attend
Frequency:	Annually
Data Quality:	Data on course participants is tracked in a Learning Management System. This system tracks the learning history of each student at the Academy, including enrollment and course completion data.
Validation and Verification:	Relevant course participants receive HUD authorization to attend, are tracked during course delivery, and then are counted based on attendance.

EVIDENCE BUILDING

HUD's Office of Policy Development and Research (PD&R) has produced an extensive body of evidence on the scope and severity of affordable housing needs among households nationally and how those needs vary by region and by demographic and socioeconomic characteristics. PD&R conducts monthly surveys of national and regional market activity and every two years produces a report to Congress about renter households with "worst-case housing needs." Renter households with very low incomes who do not receive government housing assistance and who pay more than one-half of their income for rent, live in severely inadequate conditions, or both, have worst case needs for adequate, affordable rental housing. According to the most recent report, worst-case housing needs characterized 7.77 million very low-income renter households nationwide in 2019, before the pandemic's disruptions of the housing market. Most households who experience worst-case housing needs have severe rent burdens. These severe rent burdens result from a shortage of available and affordable rental housing. Worst-case housing needs are present in every geography and with all populations, but rates are highest in the South and West and in suburban areas. Among very low-income renters, rates were highest for Native Hawaiian or Pacific Islander, Asian, Hispanic, and non-Hispanic white households.⁴⁶

In 2017, HUD produced a study of the housing needs of American Indians and Alaska Natives in Tribal Areas.⁴⁷ This study found that the overcrowding and physical housing problems of American Indians and Alaska Natives living on reservations and other Tribal areas are strikingly more severe than those of other Americans. Particular circumstances of Tribal areas—remoteness, lack of infrastructure, and complex legal and other constraints related to land ownership—make it extremely difficult to improve the housing conditions, though the details and the extent of the challenges vary substantially across Tribal areas.

HUD has regularly conducted national housing discrimination studies every decade since 1977, with new iterations in 1989, 2000, and 2012. Most recently, PD&R conducted a suite of studies focused on a broad range of topics, including a national study of discrimination based on disability and pilot studies measuring levels of discrimination based on source of income, sexual orientation, and gender status, and against families with children. These studies have employed rigorous study designs such as paired testing to measure the size and scope of discrimination in the rental and sales markets.⁴⁸ The 2017 pilot study of housing discrimination against same-sex couples and transgender individuals in three metropolitan areas found moderate, and statistically significant, discrimination against gay male couples at the initial stage of the rental transaction, and no evidence of discrimination against lesbian couples, and showed transgender testers who disclosed their gender status were less likely to be told about available rentals.⁴⁹ The study created new protocols for testing for discrimination

⁴⁶ "Worst Case Housing Needs: 2021 Report to Congress" (2021), <https://www.huduser.gov/portal/publications/Worst-Case-Housing-Needs-2021.html>.

⁴⁷ "Housing Needs of American Indians and Alaska Natives in Tribal Areas: A Report from the Assessment of American Indian, Alaska Native, and Native Hawaiian Housing Needs" (2017), <https://www.huduser.gov/portal/publications/HNAIHousingNeeds.html>.

⁴⁸ For a list of current and historical studies, see <https://www.huduser.gov/portal/publications/housingdiscriminationreports.html>.

⁴⁹ "A Paired-Testing Pilot Study of Housing Discrimination against Same-Sex Couples and Transgender Individuals" (2017), <https://www.huduser.gov/portal/publications/HDS-LGBT.html>.



against these classes and is an important step forward in testing for discrimination in the rest of the country. PD&R is currently undertaking a study to identify and test new methods for measuring housing discrimination.

In addition to studying housing discrimination, PD&R has sponsored research to understand the other factors that can make it hard for HUD-assisted households to live in neighborhoods that provide economic opportunities. One such factor is the level of rental assistance provided through HUD's largest rental assistance program, the Housing Choice Voucher (HCV) program. A 2018 study found that Small Area Fair Market Rents, an alternative method of determining rent standards in the HCV program, increased the pool of rental units potentially available to HCV holders in high-opportunity neighborhoods and decreased the pool in low-opportunity neighborhoods.⁵⁰ Another factor that can affect households' access to neighborhoods of economic opportunity is landlord willingness to rent to households receiving Federal rental assistance. In 2021, PD&R launched a five-year study of innovative methods—made possible through the Moving to Work Demonstration—to incentivize landlords to rent to HCV-assisted households. Also in 2021, PD&R launched a rigorous evaluation of the Housing Choice Voucher (HCV) Community Choice Demonstration (CCD), which funds housing vouchers and services such as pre- and post-move counseling and security deposits designed to empower families to move to, and remain in, low-poverty areas.

HUD's Learning Agenda includes several research questions that relate to Objective 1A. Examples of such questions are:

- *What do early findings show about the experiences of voucher holders in jurisdictions with local source of income discrimination ordinances?*
- *Do home seekers with communication-related disabilities experience substantial barriers to information in seeking rental units?*

⁵⁰ "Small Area Fair Market Rent Demonstration Evaluation: Final Report" (2018). <https://www.huduser.gov/portal/sites/default/files/pdf/SAFMR-Evaluation-Final-Report.pdf>.



Strategic Objective 1B: Reduce Homelessness

Strengthen Federal, State, Tribal, and community implementation of the Housing First approach to reducing the prevalence of homelessness; with the ultimate goal of ending homelessness.

LEADING THIS OBJECTIVE

Office of Community Planning and Development

- ✪ **Agency Priority Goal for FY 2022-2023: By September 30, 2023, make homelessness rare, brief, and non-recurring by reducing the number of people experiencing homelessness by 15% from 2020 levels.⁵¹**

OBJECTIVE

On a single night in January 2020, 580,466 people experienced homelessness across the United States. This represents a two percent increase from 2019 and marks the fourth consecutive year that total homelessness increased in the United States. These numbers are staggering, especially considering the threat of Coronavirus Disease 2019 (COVID-19) to people experiencing homelessness. HUD will work to make homelessness rare, brief, and non-recurring, while strengthening Federal, State, Tribal, and community implementation of evidence-based practices, such as Housing First, to address homelessness.⁵²



To make homelessness rare, HUD will partner with local, state, Tribal, and Federal organizations to prevent homelessness for people exiting public systems. The Department's focus will include, but not be limited to, child welfare, prison, and mental health institutions. HUD will seek to make homelessness brief by reducing the length of time people experience homelessness. This will be achieved by helping communities provide equitable access to all people seeking homeless assistance through the coordinated entry system. Individuals and families will then be connected to appropriate permanent housing options, such as permanent supportive housing, Emergency Housing Vouchers, and rapid re-housing. To prevent people from

experiencing homelessness again, the Department will develop strategies to increase access to affordable housing and healthcare among this vulnerable population.

⁵¹This reduction is compared to the 2020 Point-in-Time (PIT) count. Due to the COVID-19 pandemic, many communities were not able to conduct an unsheltered PIT count in 2021 and thus a 2021 National Homelessness number is unavailable.

⁵²The U.S. Interagency Council on Homelessness defines Housing First as an approach and framework for ending homelessness that is centered on the belief that everyone can achieve stability in permanent housing directly from homelessness and that stable housing is the foundation for pursuing other health and social services goals. Implementing Housing First involves both project-level and community-level dimensions. Implementing Housing First at the project level, including in permanent supportive housing models, means having screening practices that promote the acceptance of applicants regardless of their sobriety or use of substances, completion of treatment, and participation in services. At the community-level, Housing First means that the homelessness crisis response system is oriented to help people obtain permanent housing as quickly and with as few intermediate steps as possible.

https://www.usich.gov/resources/uploads/asset_library/Implementing_Housing_First_in_Permanent_Supportive_Housing.pdf.



Promoting equity is a key component in reducing homelessness. People experiencing homelessness are among the most underserved and overlooked – especially persons of color, who are significantly over-represented among this population. The Department will improve community efforts to identify, engage, and re-house people experiencing unsheltered homelessness through a Housing First approach. HUD will work with partners to create tailored, equitable solutions for individuals' needs that are informed by their lived experiences.

The lack of affordable housing creates additional obstacles for families experiencing homelessness who are trying to get back on their feet. This is especially true in rural communities and major West Coast cities where unsheltered homelessness is a considerable problem. To increase access to affordable housing, the Department will deploy tailored assistance that addresses the geographic, economic, and service needs of families as well as individuals.

Housing is foundational to—not the reward for—health, recovery, and economic success. Proof exists that homelessness can be ended. Ensuring that everyone has a safe, stable place to live is crucial to effectively and efficiently bringing an end to homelessness.

2022 APR PROGRESS UPDATE

In FY 2022, HUD targeted efforts to address housing instability resulting from the pandemic. Through Emergency Solutions Grant – CARES Act funding, over 1.1 million persons received emergency shelter, 178,000 persons were provided with homelessness prevention services, and over 167,000 persons received assistance to rapidly rehouse. Hundreds of units have been created, and thousands of people have accessed housing, due to House America's efforts to help communities effectively utilize a new influx of various resources.⁵³ This is a tremendous example of dollars to impact. It is clear that funds and administrative efforts put forth through the CARES Act and American Rescue Plan are paying off. HUD's latest data shows that federal actions, including the safety net investments made through the American Rescue Plan, likely helped to prevent a spike in homelessness between 2020 and 2022. On a single night in January 2022 582,462 people were experiencing homelessness, representing a 0.3 percent in the number of people experiencing homelessness from 2020 to 2022. COVID-19 and its economic impacts could have led to more significant increases in homelessness, however investments, partnerships and government agency response resulted in only a minor increase.

Since 2015, there has been a rise in unsheltered homelessness by an average of five percent per year. HUD is working across silos and agencies to address this crisis. To this end, a major FY 2022 accomplishment was the release of a CPD Notice of Funding Opportunity (NOFO) in June, which makes \$322 million available to Continuums of Care (CoCs) to address unsheltered homelessness. \$54.5 million of this total was set aside for rural communities. In coordination with this effort, on August 16th HUD's Office of Public and Indian Housing (PIH) released a notice announcing availability of \$43 million to support approximately 4,000 new incremental vouchers. Known as Stability Vouchers, this assistance is specifically designed to encourage community-wide commitment to the goal of ending homelessness. Stability Vouchers build on the strong establishment of CoC and Public Housing partnerships established through the Emergency Housing Voucher program.⁵⁴ These new resources, in coordination with technical assistance (TA), will make an impact on unsheltered homelessness in the coming years.

HUD's efforts to end homelessness are strengthened by partnerships with fellow Federal agencies. HUD and the Department of Health and Human Services (HHS) have been working together since February 2021 to discuss how to address top Administration and Departmental priorities.⁵⁵ In December of 2021, HUD and HHS launched the Housing and Services Resource Center website. This collaboration aligns each Department's respective

⁵³ House America is a Federal initiative between HUD, the U.S. Interagency Council on Homelessness (USICH), and local leaders to address the homeless crisis through a Housing First approach. For more information, see: https://www.hud.gov/house_america.

⁵⁴ The Emergency Housing Voucher (EHV) program is available through the American Rescue Plan Act (ARPA). Through EHV, HUD is providing 70,000 housing choice vouchers to local Public Housing Authorities (PHAs) in order to assist individuals and families who are homeless, at-risk of homelessness, fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, stalking, or human trafficking, or were recently homeless or have a high risk of housing instability.

⁵⁵ Focus areas have included ending homelessness, expanding access to affordable housing, increasing access to home- and community-based services, and addressing the institutional bias in America's long-term care system.




resources to strengthen housing and service partnerships between their collective networks and grantees, at the state and local levels.⁵⁶


Federal agencies are just one important partner in the homelessness response system. For Federal funding to truly be effective in communities, the government must partner with people with lived experience of homelessness and support grantees to do the same. To that end, HUD conducted listening sessions, facilitated community workshops, created NOFO requirements, and engaged with local political leadership to encourage more meaningful collaborations with people who have experienced homelessness. HUD developed many additional TA resources including webinars that covered best practices designed to help communities establish equitable, effective homelessness responses.⁵⁷

In addition to promising practices, data is a key tool to ending homelessness. In July 2022, HUD released an enhancement to the Stella suite of resources, the Stella Modeling tool.⁵⁸ This tool will empower communities to visualize their homelessness data and conduct modeling exercises to improve the efficiency of their local resources. Using current local data on homelessness, current inventory (housing, shelter, services), and performance goals, Stella M calculates the inventory needed for an ideal homeless response system. The results can guide resource investment decisions to serve individuals and households needing assistance most effectively, efficiently, and equitably.

Despite the many FY 2022 accomplishments, there are challenges on the road to ending homelessness. Impacts of the COVID-19 crisis and its economic repercussions are ongoing. The lack of available stock in the housing market has led to a dire lack of affordable housing. The supply of affordable housing must be increased to end homelessness. Additionally, natural disasters, such as wildfires and hurricanes, are on the rise, displacing people from their homes. HUD is dedicated to tackling post-disaster homelessness issues. The Department's dedication has resulted in the convening of regional workshops with inter-agency partners such as the Federal Emergency Management Agency (FEMA).

STRATEGIES AND MAJOR MILESTONES

 Denotes customer experience-focused strategies, sub-strategies, or milestones.

 Denotes equity-focused strategies, sub-strategies, or milestones.

Strategies	Major Milestones
Prevent people from becoming homeless when they exit public systems, including but not limited to child welfare, prisons, and mental health institutions, through national and local partnerships.	<p>12/31/2022: Work with United States Interagency Council on Homelessness (USICH) to establish a working group that addresses system partners' (such as United States Department of Health and Human Services (HHS), United States Department of Justice, United States Department of Education, and the United States Department of Labor (DOL) role in preventing homelessness. – <i>Achieved as of 12/19/2022</i></p> <p>12/31/2022: Publish lessons learned from the Youth Homelessness Demonstration Program on how to form valuable partnerships with public system partners, including child welfare and juvenile justice. – <i>Achieved as of 12/23/2022</i></p>

⁵⁶ For people experiencing homelessness, and people with disabilities of all ages, to have access to both the housing and the services they need to live in the community, there must be collaboration between housing and service systems at all levels of government.

⁵⁷ TA focused on enhancing meaningful collaboration, resource coordination, and efficient service delivery.

⁵⁸ <https://www.hudexchange.info/homelessness-assistance/stella-and-system-modeling/#Stella-P>



	<p>3/31/2023: Roll out HOPWA “Homecoming” TA curriculum to support grantees efforts in housing, employment, organizational culture change, and reducing stigma to provide and maintain housing for low-income people exiting the justice system, including those living with HIV.</p> <p>9/30/2024: Publish findings regarding best and promising practices on reentry housing learned, to date, through the Pay for Success Permanent Supportive Housing Demonstration.</p>
Improve retention in housing by improving access to affordable housing, healthcare, and other client-centered supportive services.	<p>12/31/2022: Coordinate across HUD on the Emergency Housing Voucher Program and the HOME-American Rescue Plan Program to create guidance on the intersection and braiding of programs to support communities in improving access to affordable housing. – <i>Achieved as of 8/31/2022</i></p> <p>12/31/2022: Disseminate materials to grantees further explaining client-centered approaches. – <i>Achieved as of 9/1/2022</i></p> <p>12/31/2023: Work with USICH and HHS to develop resources and strategies to address the intersection of healthcare and homelessness.</p> <p>9/30/2024: Provide resources on partnering to CoCs and PHAs, including lessons learned from the Unsheltered Initiative, EHV, and how Moving On strategies can be used to promote housing stability.⁵⁹</p>
Improve capacity of Continuums of Care (CoCs) to use existing data to measure and track system performance.	<p>12/31/2022: Enhance the Stella visualization tool to empower communities to visualize their homelessness data and conduct modeling exercises to improve the efficiency of their local resources.⁶⁰ – <i>Achieved as of 7/26/2022</i></p> <p>9/30/2023: Disseminate TA resources to increase the understanding and utilization of Stella M.⁶¹</p> <p>10/1/2023: Update the Homeless Management Information System (HMIS) data collection requirements for race, ethnicity, and gender identity based on input from relevant stakeholders, including people with lived experience, and provide training on</p>

⁵⁹ Moving On strategies assists program participants who are ready and wish to leave Permanent Supportive Housing (PSH) by connecting them with affordable housing and supports that aid in their transition. Moving On efforts reduce and end homelessness by creating flow within local homelessness systems so that those clients who are ready and want to move to a less resource intensive environment can do so, and space is opened in PHS projects of clients who need both housing supports and wrap-around services.

⁶⁰ Stella is a set of tools available to Continuums of Care (CoCs) through the Homelessness Data Exchange (HDX) 2.0.
<https://www.hudexchange.info/homelessness-assistance/stella-and-system-modeling/#System-Modeling-Stella-M>

⁶¹ Stella M is an online analysis tool to support the system modeling process. Stella M uses the community's data on homelessness, combinations of project types, and performance goals to calculate the inventory of housing, shelter, and services needed to fully meet the community's needs. Using these estimates and assumptions, Stella M calculates the inventory that is needed to meet the services and housing needs of households experiencing homelessness in the community.



	how to collect this data in a trauma-informed and culturally sensitive way.
Identify opportunities to increase access to housing for Veterans who cannot be served by HUD Veterans Affairs Supportive Housing (HUD-VASH) and Supportive Services for Veteran Families (SSVF), through programs such as Emergency Housing Vouchers, CoCs, and Housing Choice Vouchers.	<p>4/30/2023: Implement approaches established in the HUD-VA Joint Strategies document by enhancing current HUD, VA and USICH coordination to reduce the total number of veterans experiencing homelessness.⁶²</p> <p>12/31/2023: Release tools to support communities increasing access to housing for Veterans who cannot be served by HUD-VASH, SSVF, or other programs.</p>
Improve community approaches—including getting contributions from those experiencing homelessness—to identify, engage, and re-house people experiencing unsheltered homelessness, including through a Housing First approach. 🏠	<p>12/31/2022: Award new funds dedicated to addressing unsheltered homelessness with emphasis on engaging people with lived experience through a special Notice of Funding Opportunity. – <i>Achieved as of 2/2/2023</i></p> <p>12/31/2022: Release tools on effectively collaborating with people with lived expertise in developing and implementing equitable solutions to reducing homelessness, including unsheltered homelessness. – <i>Achieved as of 9/16/2022</i></p> <p>9/30/2023: Develop a comprehensive TA strategy to support communities awarded funding through the Special Unsheltered and Rural Homelessness NOFO.</p> <p>9/30/2024: Initiate research and evaluation on strategies to address unsheltered homelessness.⁶³</p>
Reduce the average length of homelessness through improved coordinated entry system implementation and targeted homeless programs. 🏠 📅	<p>9/30/2022: Convene three regional workshops on addressing post-disaster homelessness issues with inter-agency partners including the Federal Emergency Management Agency (FEMA), State Emergency Management Agencies, State governments, HUD funded Continuums of Care, and HUD divisions. – <i>Achieved as of 12/15/2022</i>⁶⁴</p> <p>9/30/2022: Assist communities through technical assistance and by issuing guidance to implement and improve coordinated entry systems based on lessons learned that involve more race equity and client-focused approaches. 🏠 📅 – <i>Delayed to 3/31/2023</i>⁶⁵</p>

⁶² Additional information on the HUD/VA Joint Strategies can be found here:

https://www.hud.gov/press/press_releases_media_advisories/hud_no_21_059#:~:text=Make%20ending%20Veteran%20homelessness%20a%20top%20priority-%20VA,that%20no%20Veteran%20experiences%20homelessness%20in%20the%20future.

⁶³ The completion of this milestone is contingent on FY2024 congressional appropriations.

⁶⁴ This change has been made to align with the Objective 4A milestone, *Implement a stakeholder outreach framework in the four states that are among those at highest risk for climate change hazards*. HUD is working to coordinate multiple efforts for on-the-ground convenings to make ensure that we are strategically using time spent with our partners for achieves the highest impacts.

⁶⁵ This TA product is slightly delayed to incorporate lessons learned from recent initiatives such as the Emergency Housing Voucher coordination.



9/30/2023: Publish proposed Emergency Solutions Grant Rule for public comment.⁶⁶

9/30/2023: Publish proposed CoC Program Rule for public comment.⁶⁷

9/30/2024: Produce resources on coordinated entry assessment processes, focused on promoting racial equity and tailoring to local priorities.

KEY PERFORMANCE INDICATORS

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

✪ 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.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
552,830	567,715	580,466	Limited Data ⁶⁸	582,462	525,500	494,000	TBD ⁶⁹	↓ Decrease
Description:		Total number of people experiencing homelessness based on a count that occurs on a single night, usually in January.						
Data Source:		PIT count reported in the Homelessness Data Exchange (HDX)						
Dimension & Unit of Measurement:		Count: Persons experiencing homelessness on a single night, usually in January						
Calculation Method:		A count of persons experiencing homelessness on a single night, usually in January						
Frequency:		Although many jurisdictions count annually, 24 Code of Federal Regulations (CFR) 578.7(c)(2) only requires that the counts be done “biennially.”						

⁶⁶ This will replace the interim rule titled “Homeless Emergency Assistance and Rapid Transition to Housing: Emergency Solutions Grants Program and Consolidated Plan Conforming Amendments” 76 FR 75953 (Dec. 5, 2011), <https://www.federalregister.gov/documents/2011/12/05/2011-30938/homeless-emergency-assistance-and-rapid-transition-to-housing-emergency-solutions-grants-program-and>

⁶⁷ This will replace the interim rule titled, “Continuum of Care Program-Increasing Mobility Options for Homeless Individuals and Families With Tenant-Based Rental Assistance,” 81 FR 38581 (Jul. 14, 2016), <https://www.federalregister.gov/documents/2016/06/14/2016-13684/continuum-of-care-program-increasing-mobility-options-for-homeless-individuals-and-families-with>

⁶⁸ In 2021, HUD gave communities the option to cancel or modify the unsheltered survey portion of their counts based on the potential risk of COVID-19 transmission associated with conducting an in-person. HUD has published the 2021 Annual Homelessness Assessment Report (AHAR) [<https://www.huduser.gov/portal/sites/default/files/pdf/2020-AHAR-Part-1.pdf>] which, due to these limitations, does not provide a national number of people experiencing homelessness in 2021.


⁶⁹ Given the continuing impacts of COVID-19 seen in the FY22 PIT results, FY 2024 target will be updated based on the 2023 PIT count results, which will be available by December 2023.



Data Quality:	HUD establishes PIT count guidance annually that states the minimum amount of data that all CoCs must collect and report to HUD. There are additional reporting tools that provide guidance on HUD's reporting requirements and standards.
Validation and Verification:	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.

► **Length of homelessness⁷⁰**

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

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
164	156 ⁷¹	149 ⁷²	Limited Data ⁷³	TBD ⁷⁴	 Tracking Only ⁷⁵	147	144	↓ Decrease
Description:		Average length of time persons experience homelessness.						
Data Source:		Data collected in each CoC's HMIS. Data is reported as "System Performance Measures" into the HDX.						
Dimension & Unit of Measurement:		Weighted Rate: Days						
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 developed by a technical assistance provider and provided to CoC communities to ensure consistency: https://www.hudexchange.info/resource/4483/system-performance-measures-tools/ .						
Frequency:		Annually						
Data Quality:		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 HMIS and how						

⁷⁰ The length of homelessness measure is calculated based on the average length of time people in the CoC are served in emergency shelter, transitional housing, and safe-haven programs and does not include the time people are sleeping in unsheltered homeless situations.

⁷¹ This data was updated to reflect corrections provided by CoCs during the 2020 data submission cycle.

⁷² Each data submission period, HUD allows CoCs to update the previous year's data. This change from the previous report is due to the updated FY20 data CoCs submitted, a methodology change made to account for data gaps resulting from COVID-19, and a correction to an error in the calculation for the FY19 HUD APR.

⁷³ In 2021, HUD gave communities the option to cancel or modify the unsheltered survey portion of their counts based on the potential risk of COVID-19 transmission associated with conducting an in-person survey. HUD has published the 2021 Annual Homelessness Assessment Report (AHAR) [<https://www.huduser.gov/portal/sites/default/files/pdf/2020-AHAR-Part-1.pdf>] which, due to these limitations, does not provide a national number of people experiencing homelessness in 2021. Because this metric is weighted using PIT data, there is not enough data to provide an accurate actual for FY 2021.

⁷⁴ System Performance Measures are submitted by CoCs to HUD each April on the last complete fiscal year, and then must go through a limited validation process. Thus, FY 2022 actuals will be available in August 2023.

⁷⁵ Given the effects of COVID-19, the data is too variable to provide a FY 2022 target.



	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 and Verification:	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. 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.

► **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.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
194,467	211,293	226,080	No Data ⁷⁶	233,832	Tracking Only ⁷⁷	Tracking Only ⁷⁸	TBD ⁷⁹	↓ Decrease
Description:		Total number of people experiencing unsheltered homelessness based on a count that occurs on a single night, usually in January.						
Data Source:		PIT count reported in HDX						
Dimension & Unit of Measurement:		Count: Persons experiencing homelessness on a single night, usually in January						
Calculation Method:		A count of persons experiencing homelessness 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."						
Data Quality:		HUD establishes PIT count guidance annually that states the minimum amount of data that all CoC's must collect and report to HUD. There are additional reporting tools that provide guidance on HUD's reporting requirements and standards.						

⁷⁶In 2021, HUD gave communities the option to cancel or modify the unsheltered survey portion of their counts based on the potential risk of COVID-19 transmission associated with conducting an in-person survey. HUD has published the 2021 Annual Homelessness Assessment Report (AHAR) [<https://www.huduser.gov/portal/sites/default/files/pdf/2020-AHAR-Part-1.pdf>] which, due to these limitations, does not provide a national number of people experiencing homelessness in 2021.

⁷⁷Due to the lack of 2021 data because of the COVID-19 pandemic, FY 2021 data is not available. HUD will not set a target for FY 2022 but will use actuals from FY 2022 to establish the FY23 target.

⁷⁸Given the continuing impacts of COVID-19 seen in the FY22 PIT results, the FY23 target will be tracking only.

⁷⁹Given the continuing impacts of COVID-19 seen in the FY22 PIT results, FY24 target will be updated based on the 2023 PIT count results, which will be available by December 2023.



Validation and Verification:	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.
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OTHER INDICATORS

► First-time homeless⁸⁰

This measure will track the number of people experiencing homelessness for the first-time using data from System Performance measures.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
815,664	787,646	680,968 ⁸¹	695,403	TBD ⁸²	Tracking Only	Tracking Only	Tracking Only	Tracking Only
Description:		The number of persons experiencing homelessness for the first time.						
Data Source:		Data collected in each CoC's HMIS. Data is reported as "System Performance Measures" into the HDX.						
Dimension & Unit of Measurement:		Count of persons						
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						
Data Quality:		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 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 and Verification:		HUD includes the system performance measures in its annual CoC Program Competition, along with data quality and HMIS bed coverage information. This creates						

⁸⁰ This data is calculated by reviewing the number of people that presented for services during the reporting year and in the two years prior to that and all persons who did not have evidence of a previous service interaction are counted as being homeless for the first time.

⁸¹ This data was updated to reflect corrections provided by CoCs during the 2021 data submission cycle.

⁸² System Performance Measures are submitted by CoCs to HUD each April on the last complete fiscal year, and then must go through a limited validation process. Thus, FY 2022 actuals will be available in August 2023.



incentives to have accurate data as well as to show improved outcomes. 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.

► **Number of Veterans experiencing homelessness⁸³**

This measure will track the total number of veterans experiencing homelessness based on the PIT count that occurs on a single night, usually in January.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
37,878	37,085	37,252	No Data ⁸⁴	33,129	Tracking Only	Tracking Only	Tracking Only	Tracking Only
Description:		Total number of veterans experiencing homelessness based on a count that occurs on a single night, usually in January.						
Data Source:		PIT count reported in HDX						
Dimension & Unit of Measurement:		Count: Veterans experiencing homelessness on a single night, usually in January						
Calculation Method:		A count of persons experiencing homelessness 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.”						
Data Quality:		HUD establishes PIT count guidance annually that states the minimum amount of data that all CoCs must collect and report to HUD. There are additional reporting tools that provide guidance on HUD's reporting requirements and standards.						





⁸³ The number of veterans experiencing homelessness includes Veterans Affairs Supportive Housing, General Post Funds (GPF), and SSVF.

⁸⁴ In 2021, HUD gave communities the option to cancel or modify the unsheltered survey portion of their counts based on the potential risk of COVID-19 transmission associated with conducting an in-person survey. HUD has published the 2021 Annual Homelessness Assessment Report (AHAR) [<https://www.huduser.gov/portal/sites/default/files/pdf/2020-AHAR-Part-1.pdf>] which, due to these limitations, does not provide a national number of people experiencing homelessness in 2021.



► **Percentage of people exiting to permanent housing destinations**

This measure will track the proportion of persons served in an emergency shelter, safe haven, transitional housing, or rapid rehousing program that exit to permanent housing destinations.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
41.9%	40.9%	40.0% ⁸⁵	37.8%	TBD ⁸⁶	 Tracking Only	 Tracking Only	 Tracking Only	 Tracking Only
Description:		Proportion of persons served in an emergency shelter, safe haven, transitional housing, or rapid rehousing program that exit to permanent housing destinations.						
Data Source:		Data collected in each Continuum of Care's (CoC's) HMIS. Data is reported as "System Performance Measures" into HDX.						
Dimension & Unit of Measurement:		Percentage of persons						
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						
Data Quality:		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 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 and Verification:		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. 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.						

⁸⁵ This data was updated to reflect corrections provided by CoCs during the 2021 data submission cycle.

⁸⁶ System Performance Measures are submitted by CoCs to HUD each April on the last complete fiscal year, and then must go through a limited validation process. Thus, FY 2022 actuals will be available in August 2023.



► **Returns to homelessness**

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

Past Performance ⁸⁷				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
8.8%	9.1%	9.0%	9.0%	TBD ⁸⁸	Tracking Only	Tracking Only	Tracking Only	Tracking Only
Description:		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) HMIS. Data is reported as "System Performance Measures" into HDX.						
Dimension & Unit of Measurement:		Percentage of persons						
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						
Data Quality:		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 and Verification:		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 3 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.						













⁸⁷ Past data reflected returns to homelessness after 12 months instead of 6 months. The data was updated to reflect the rate of return to homelessness at 6 months.

⁸⁸ System Performance Measures are submitted by CoCs to HUD each April on the last complete fiscal year, and then must go through a limited validation process. Thus, FY 2022 actuals will be available in August 2023.



► **Percentage of new admissions of people experiencing homelessness into other HUD-subsidized housing programs**

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

	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
Housing Choice Vouchers	9.1%	10.7%	11.6%	16.1%	19.5%	 Tracking Only	 Tracking Only	 Tracking Only	 Tracking Only
Public Housing	8.5%	7.7%	8.6%	9.3%	9.1%	 Tracking Only	 Tracking Only	 Tracking Only	 Tracking Only
Multifamily Housing Programs	0.6%	0.7%	0.9%	0.9%	0.8%	 Tracking Only	 Tracking Only	 Tracking Only	 Tracking Only
Sub-Metric: Percentage of admissions to 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 (PIH) Information Center (IMS/PIC)							
Dimension & Unit of Measurement:		Percentage of households admitted into HCV who were experiencing homelessness at point of entry into the program.							
Calculation Method:		Number of households experiencing homelessness admitted into HCV program divided by number of all households admitted into HCV program							
Frequency:		Quarterly							
Data Quality:		Public Housing Authorities (PHAs) self-report the data. PIH continues to work with PHAs to ensure use of a consistent definition of “homeless” across HUD programs.							
Validation and Verification:		PIH issued guidance in the form of Notice PIH 2013-15 to help correct the data quality issue.							
Sub-Metric: 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:		IMS/PIC							



Dimension & Unit of Measurement:	Percentage of households admitted into PH who were experiencing homelessness at point of entry into the program.
Calculation Method:	Number of households experiencing homelessness admitted into PH divided by number of all households admitted into PH
Frequency:	Quarterly
Data Quality:	PHAs self-report the data. PIH continues to work with PHAs to ensure use of a consistent definition of “homeless” across HUD programs.
Validation and Verification:	PIH issued guidance in the form of Notice PIH 2013-15 to help correct the data quality issue.
Sub-Metric: 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
Dimension & Unit of Measurement:	Percentage of households admitted into Multifamily Housing who were experiencing homelessness at point of entry into the program.
Calculation Method:	Number of households experiencing homelessness admitted into Multifamily units divided by number of all households admitted into Multifamily units
Frequency:	Monthly
Data Quality:	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 and Verification:	N/A

EVIDENCE BUILDING

HUD’s research helps form the backbone of the evidence supporting efforts to prevent and end homelessness among several key populations. The Department’s Office of Policy Development and Research (PD&R) landmark Family Options study found that families who received priority access to deep housing subsidies experienced major decreases in returns to homelessness and increases in 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.⁸⁹ HUD draws on the considerable research literature regarding Permanent Supportive Housing (PSH) and the Housing First program model when implementing programs for chronically homeless individuals. Randomized controlled trials evaluating PSH programs that use a Housing First approach show that it improves housing stability, physical and mental health, and a variety of quality-of-life measures while also yielding cost savings through reduced need for emergency health services.⁹⁰

⁸⁹ “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>.

⁹⁰ Permanent Supportive Housing: Evaluating the Evidence for Improving Health Outcomes Among People Experiencing Chronic Homelessness (2018), https://www.ncbi.nlm.nih.gov/books/NBK519597/#ref_000409.



In partnership with the Assistant Secretary for Planning and Evaluation at HHS, HUD recently completed a research effort exploring the rise in unsheltered homelessness encampments in many major cities and the costs of the interventions being deployed. The final report on the costs of encampment responses in four major cities, published in early 2021, provides a useful template for local governments to assess their own interventions.⁹¹ The Understanding Rapid Re-Housing (RRH) study, published in early 2020, provides the first comprehensive documentation of RRH participant experiences and program practices in different types of communities.⁹² Other recent projects such as the Youth Homelessness Demonstration Program 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.

In 2022, PD&R began a study of the long-term outcomes of participants in the Family Options Study. This project consists of a 12-year follow up with the families who were randomly assigned to receive one of four interventions: rapid re-housing, project-based transitional housing, subsidy only, or usual care in 2010. The follow-up study will provide valuable additional information on outcomes for the study families, such as homelessness and doubling up, housing quality, family separations and reunifications, child and adult well-being, employment and income, and food security.

To further expand the amount of evidence available to HUD and better guide its decision-making, the Department conducted several information exchanges with the United Kingdom regarding HUD's community development initiatives. HUD continues to engage with Ministry counterparts and tracks the United Kingdom's "Leveling Up" project and their policy initiatives on addressing homelessness and affordable housing.⁹³ The United Kingdom's policy initiatives help inform HUD's policy and have been shared with various program offices within HUD. The Department also hosted the United Kingdom Secretary of State for Leveling Up, Housing and Communities in June 2022. The Secretary visited HUD-related sites in New York City, Newark, and Hoboken. HUD anticipates a large United Kingdom delegation visit in March 2023.

HUD's Learning Agenda includes several research questions that relate to Objective 1B. Examples of such questions are:

- *To what extent did the Emergency Rental Assistance Program prevent evictions and homelessness in the short-term, did it have lasting effects on housing stability, and could it serve as a model for future HUD programs? How are crisis response approaches to prevent and end homelessness different in Tribal areas?*
- *What kinds of homelessness prevention and diversion strategies are communities employing, and which strategies are most effective at resolving homelessness and preventing returns to homelessness?*

⁹¹ Exploring Homelessness Among People Living in Encampments and Associated Cost: City Approaches to Encampments and What They Cost (2021), <https://www.huduser.gov/portal/publications/Exploring-Homelessness-Among-People.html>.

⁹² <https://www.huduser.gov/portal/publications/RRH-community-scan-report.html>.

⁹³ <https://www.gov.uk/government/publications/levelling-up-the-united-kingdom>



Strategic Objective 1C: Invest in the Success of Communities

Promote equitable community development that generates wealth-building for underserved communities, particularly communities of color.

LEADING THIS OBJECTIVE

Office of Public and Indian Housing

OBJECTIVE

The Department's commitment to creating a more equitable and prosperous future for all communities in the United States places a specific focus on initiatives and programs that: 1) promote barrier removal and provide tools to help HUD-assisted residents move toward economic prosperity; 2) encourage individual and community wealth-building; and 3) provide holistic supportive services for underserved communities and those living in HUD-assisted housing.



HUD will invest in inclusive economic development and equitable wealth-building opportunities that center on the specific needs of underserved communities. The Department's programs will be informed by individuals' and communities' self-expressed determinations of economic prosperity and wealth. HUD will pursue knowledge of the people it intends to serve and their interests via community outreach and engagement. The Department will act on this feedback, using Human-Centered Design strategies, to improve the design and impact of its community and supportive services (CSS) programs.

Place-based initiatives represent an important strategy for realizing the Department's commitment to wealth-building stemming from community self-determination. In a place-based strategy, each local initiative or program the Department creates or engages is nuanced, tailored to meet the community's particular needs for housing and services, based on the local context and resources. Such a community-driven, place-based strategy can help ensure HUD's response to any special designations such as preference points, that enhance coordination and leverage among Federal economic and social investments.

HUD will bolster support of small businesses in communities that include HUD-assisted housing through enforcement of Section 3 requirements.⁹⁴ These efforts, led by the Office of Field Policy and Management, will be reinforced by building the capacity of its partner organizations and grantees to improve the delivery of HUD programs. Where it is possible and practical to do so, HUD will advance inclusive hiring practices and local contracting policies for delivery of housing and community-related projects. This will build wealth and income in low-income communities as part of the provision of housing and services. The Department aims to better reach individuals and communities who experience heightened barriers to accessing HUD services. Furthermore, the

⁹⁴ Section 3 is a provision of the Housing and Urban Development Act of 1968. The purpose of Section 3 is to ensure that employment and other economic opportunities generated by certain HUD financial assistance shall, to the greatest extent feasible, and consistent with existing Federal, State, and local laws and regulations, be directed to low- and very low-income persons, particularly those who are recipients of government assistance for housing, and to business concerns which provide economic opportunities to low- and very low-income persons. <https://www.hud.gov/sites/dfiles/FPM/documents/Section-3-FAQs.pdf>.



Department will seek to better promote entrepreneurship as an avenue for building wealth in underserved communities, including Tribal lands.

HUD recognizes the benefit and need for holistic services to improve assisted resident outcomes and overall community economic health. The Department will work to collaborate with both governmental and nongovernmental partners to empower greater economic development, and community wealth-building. HUD will also better align supportive services to provide wealth-building opportunities for individuals. HUD, with its partners, will increase assisted residents' access to financial empowerment opportunities and advancement, workforce development programs, pre-apprenticeship programs, apprenticeships, entrepreneurship, and additional wealth-building opportunities. Programs will be designed to equip participants with the requisite skills and resources for building assets. The Department's focus includes addressing existing gaps in services while mitigating the potential steep drop in government benefits that accompanies rising income. Expanding HUD's understanding of what success looks like, as well as how it is achieved, is crucial to accomplishing this objective.

2022 APR PROGRESS UPDATE

HUD made progress on multiple strategies designed to promote both individual and community-wealth building in FY 2022. To advance individual wealth building, the Department released an economic justice agenda outlining the steps HUD will take to help low-income renters build their assets.⁹⁵ This agenda seeks to integrate anti-poverty policies and asset building through increased savings, access to mainstream banking, and credit score improvement in order to help facilitate economic stability for HUD customers. The Department also sponsored several wealth-building seminars that reached approximately 600 people, surpassing HUD's FY 2022 goal threefold. Additionally, the Department also expanded the Moving to Work (MTW) Demonstration Program to include an Asset Building cohort. This cohort will assist HUD to identify effective asset-building activities that encourage savings and/or improve credit for assisted households. Finally, HUD published a Final Rule for its Family Self-Sufficiency (FSS) program, which implemented best practices and helped make the program available to more families.⁹⁶ The rule makes key changes, including allowing any adult household member to enroll in the program (not only the Head of Household) and eliminating regulations that were potential barriers to program graduation. For the first time, owners of Multifamily properties participating in HUD's Project Based Rental Assistance program are eligible to apply for FSS funds. Although HUD was unable to publish an updated Family Self-Sufficiency (FSS) guidebook by its target achievement date in FY 2022, the Department successfully published the guidebook in early FY 2023.

HUD also took action to expand economic opportunities for HUD-assisted residents and small businesses. HUD published new Section 3 guidance that aims to increase sustainable, high-quality jobs for HUD residents. The Department also leveraged its relationships with Federal partners like the Department of Labor and the Small Business Administration to expand Section 3 efforts as well as Davis-Bacon compliance, monitoring, and enforcement. For instance, the Department continues to work with the Small Business Administration on coordinated efforts to help small and disadvantaged businesses compete for and acquire Section 3 project contracts. HUD looks to capitalize on the progress made in FY 2022 by formalizing these efforts through a cooperative partnership during the next fiscal year.

The Department made progress to promote wealth-building at the community level by working with Federal partners to invest in equity-focused resources and place-based initiatives. For instance, HUD staff were actively involved in the White House Urban Equitable Development Interagency Policy Committee (IPC). Through the IPC, HUD codeveloped principles and performance measures for equitable development. HUD also took steps to advance economic prosperity for rural communities through its participation in Rural Partners Network.⁹⁷ While the Department did not have the capacity to establish a HUD economic opportunity working group in FY 2022,

⁹⁵ https://www.hud.gov/sites/dfiles/PIH/documents/Bridging_Wealth_Gap.pdf


⁹⁶ <https://www.Federalregister.gov/documents/2022/05/17/2022-09528/streamlining-and-implementation-of-economic-growth-regulatory-relief-and-consumer-protection-act>


⁹⁷ The Rural Partners Network is a Federal interagency initiative to advance rural prosperity by improving community capacity and engagement and increasing access to resources. In FY 2022, HUD created its own, internal Rural Prosperity Coordinating Council to align and coordinate Departmental support for rural communities through the interagency Rural Partners Network.



this work will continue in FY 2023. HUD now plans to have positioned equitable economic opportunity as a driving goal within HUD's programs and internal operations by the end of September 2023. Finally, HUD collaborated with Federal partners to increase broadband access to advance the ConnectHomeUSA program. Through this program HUD has continued to expand broadband access and underserved communities and households, a critical resource to improve community and individual wellbeing.⁹⁸

STRATEGIES AND MAJOR MILESTONES

 Denotes customer experience-focused strategies, sub-strategies, or milestones.

 Denotes equity-focused strategies, sub-strategies, or milestones.

Strategies	Major Milestones
Align cross-Departmental and Federal interagency supportive benefits to empower wealth-building.	<p><u><i>Bolster support for interagency efforts to increase economic mobility</i></u></p> <p>9/30/2023: Support interagency efforts of the Council on Economic Mobility by staffing at least 75% of all associated working groups.⁹⁹</p> <p><u><i>Increase employment and training opportunities in growth industries, like renewable energy for Section 3 workers</i></u></p> <p>6/30/2022: Publish new Section 3 guidance to employers and grantees to begin implementation of Section 3 utilization strategy that aims to increase sustainable high quality job creation. – <i>Achieved as of 4/18/2022</i></p> <p>9/30/2022: Establish a plan to partner with the Department of Labor's (DOL) Employment and Training Administration, other Federal agencies, and external partners to expand efforts on Section 3 and Davis-Bacon compliance, monitoring, and enforcement. – <i>Achieved as of 6/30/2022</i></p> <p><u><i>Expand opportunities for HUD-assisted residents to benefit from programs that build economic self-sufficiency</i></u></p> <p>3/31/2022: Develop an action plan for the Department's efforts on credit and asset building for renters. – <i>Achieved as of 8/4/2022</i></p> <p>9/30/2022: Update the Family Self-Sufficiency (FSS) guidebook and distribute to Multifamily owners to ensure they are aware of the resources and tools developed to support FSS implementation. – <i>Achieved as of 1/26/2023¹⁰⁰</i></p>

⁹⁸ <https://www.hud.gov/connecthomeusa> and [ConnectHomeUSA - HUD Exchange](#).

⁹⁹ The U.S. Interagency Council on Economic Mobility is an interagency structure between seven Federal agencies and the Executive Office of the President for coordination across employment and work support programs to address Federal barriers to economic mobility that no one agency can solve alone.

¹⁰⁰ <https://files.hudexchange.info/resources/documents/FSS-Program-Guidebook.pdf>.





	<p>11/1/2022: Establish a new applicant Notice of Funding Opportunity (NOFO) that allows Multifamily owners to compete for Family Self-Sufficiency program funding. – <i>Achieved as of 8/4/2022</i></p> <p>9/30/2023: Develop a report on all active Section 3 project locations to share with staff and stakeholders to focus outreach on targeted local communities.</p> <p>9/30/2024: Develop and implement a reporting system to collect Section 3 data from public housing financial assistance recipients.</p>
Develop programs and services to support entrepreneurship as a vehicle to support wealth-building.	<p>9/30/2023: Encourage entrepreneurship in public and voucher housing communities conducting on-site or community-based classes targeted to HUD-assisted residents.¹⁰¹</p> <p>9/30/2024: Provide targeted outreach and Section 3 technical assistance (TA) to state and local community Office of Lead Hazard Control and Health Homes (OLHCHH) funding recipients.¹⁰²</p>
Actively foster self-determination among HUD-assisted residents (customers) to understand and respond to their lived experiences and wealth-building goals effectively. 🐼	<p>6/30/2023: Conduct six virtual and two in-person listening sessions to hear from HUD assisted residents on their wealth-building goals.</p> <p>9/30/2023: Select a new cohort of Moving to Work Public Housing Authorities (PHAs) for which there will be a programmatic and research focus on resident asset-building. – <i>Achieved as of 9/27/2022</i></p> <p>9/30/2023: Develop and deliver webinars on wealth building to service coordinators and other PHA staff to better serve HUD-assisted residents.</p> <p>9/30/2024: Award the contract for the full evaluation of the MTW expansion's asset-building cohort.</p> <p>9/30/2024: Develop and maintain Communities of Practice in conjunction with the Consumer Financial Protection Bureau.¹⁰³</p>
Improve collaboration with small businesses by working with SBA, other Federal agencies, unions, and worker advocacy groups to help more small businesses compete for Section 3 project contracts.	<p>9/30/2022: Establish Memoranda of Understanding (MOU) or other cooperative plans with SBA and other agencies and groups to develop a pipeline to connect Section 3 business concerns with contracting</p>

¹⁰¹ This milestone's language has been revised from "Encourage entrepreneurship in public and voucher housing communities by partnering with the Small Business Administration (SBA) to conduct on-site or community-based classes targeted to HUD-assisted residents." to reflect HUD's intention to engage multiple partners on these efforts, not just SBA, to advance entrepreneurship in HUD-assisted communities.

¹⁰² HUD will focus outreach and TA efforts to increase the number of Section 3 businesses that conduct lead abatement and highlight opportunities to coordinate with SBA for entrepreneurship, employment, training, and contracting opportunities.

¹⁰³ The Communities of Practice will provide advanced training in evidence-based financial empowerment techniques to Resident Opportunities and Self-Sufficiency (ROSS) and Jobs Plus staff, who in turn bring these training resources to the residents they serve.



	<p>opportunities and Federal programs. – <i>Delayed to 9/30/2023</i>¹⁰⁴</p> <p>9/30/2024: Conduct outreach with SBA and other stakeholders to coordinate resources that assist small, disadvantaged businesses to compete for HUD Section 3 and other Federal contracts.¹⁰⁵</p>
<p>Foster existing place-based initiatives and programs and create new place-based initiatives.¹⁰⁶ </p>	<p><u><i>Ensure digital opportunities are made accessible to underserved communities by expanding ConnectHomeUSA to new communities, leveraging the Bipartisan Infrastructure Law, and utilizing any other funding made available to increase access to broadband.</i></u>¹⁰⁷</p> <p>6/30/2022: Secure commitment from a nonprofit partner to support ConnectHomeUSA 3.0. – <i>Achieved as of 5/16/2022</i></p> <p>12/31/2022: Announce expansion of ConnectHomeUSA 3.0 to all PHAs, Tribes, and Multifamily owners throughout the country. – <i>Delayed to 12/31/2023</i>¹⁰⁸</p> <p>9/30/2023: Enroll between 50-100 communities in Tier 1 of ConnectHomeUSA 3.0, with new communities located in each region.</p> <p>9/30/2023: Ensure funding and other connectivity-related opportunities are centralized through ConnectHomeUSA communications (e.g., newsletters and webinars) and amplified through HUD email lists.¹⁰⁹</p> <p>9/30/2023: Provide information to ConnectHomeUSA and other communities that have limited internet access about the availability of the Affordable Connectivity Program.¹¹⁰ </p> <p>9/30/2023: Promote the availability of the Affordable Connectivity Program to HUD staff and stakeholders.¹¹¹</p>

¹⁰⁴ The target date for this milestone has been delayed to 9/30/2023 due to partners' hesitation to enter into an MOU. HUD is continuing to develop a cooperative program to connect small businesses to Federal contracting opportunities.

¹⁰⁵ The small, disadvantaged businesses HUD will target with this milestone are: businesses designated by HUD as having met Section 3 ownership or employment requirements; businesses that meet SBA requirements for Section 8a small disadvantaged businesses, and minority- and women-owned businesses.

¹⁰⁶ HUD will focus on developing healthy, thriving communities that provide access to equitable economic opportunity for residents of HUD-assisted housing and for all community members in under-resourced or under-invested communities.

¹⁰⁷ ConnectHomeUSA creates a platform for community leaders, local governments, nonprofit organizations, and private industry to join together and produce locally-tailored solutions for narrowing the digital divide for HUD-assisted residents living in ConnectHomeUSA-designated communities across the country: <https://www.hud.gov/connecthomeusa>

¹⁰⁸ The target date for this milestone has been delayed to 3/31/2023 to provide additional time for internal coordination to ensure successful program expansion.

¹⁰⁹ Communication efforts will be amplified to reach the broadest group of stakeholders through use of Office of Public and Indian Housing, Office of Multifamily Housing, and Office of Community Development email lists.

¹¹⁰ Data pertaining to enrollment in the Affordable Connectivity Program may be provided by the Federal Communications Commission.

¹¹¹ Data pertaining to enrollment in the Affordable Connectivity Program may be provided by the Federal Communications Commission.



	<p>9/30/2024: Update ConnectHomeUSA 3.0 technical assistance to ensure communities have access to resources that will help make broadband and digital literacy more accessible.</p> <p><u><i>Collaborate with interagency partners to advance place-based initiatives.</i></u></p> <p>9/30/2024: Develop and implement the “Equitable Community Development Accelerator,” a Federal interagency place-based initiative.</p> <p>9/30/2024: Support the completion of community-led strategies or action plans for round one pilot sites, under the RECLAIM program.¹¹²</p> <p>9/30/2024: Implement a cross HUD-DOT plan to support the creation of equitable transit-oriented developments.</p>
<p>Invest catalytic resources focused on equity and community wealth-building for community and neighborhood revitalization.¹¹³</p>	<p>9/30/2022: Participate in the White House Urban Equitable Development IPC covering administrative actions, reforms to existing programs, developing principles for equitable development, and guidance for the development and implementation of American Rescue Plan Act and Bipartisan Infrastructure Law funding streams in addition to budget funding. – <i>Achieved as of 9/30/2022</i></p> <p>9/30/2022: Establish a HUD economic opportunity working group to position equitable economic opportunity, aligned with Administration priorities, as a driving goal within HUD's programs and internal operations. – <i>Delayed to 9/30/2023¹¹⁴</i></p> <p>9/30/2022: Initiate analysis of the Department's language related to economic development investments in people and places, and present findings with the goal of providing recommendations that support investment in communities and neighborhoods to become places of opportunity for residents and businesses centered on clients' views and experiences.¹¹⁵ – <i>Delayed to 9/30/2023¹¹⁶</i></p>

¹¹² RECLAIM is a new place-based initiative to revitalize distressed communities with HUD-assisted housing located near Superfund sites.

¹¹³ HUD will achieve this through the development and implementation of cross-departmental and interagency initiatives and programs for response, restoration, and recovery from the pandemic.

¹¹⁴ The target date has been delayed to 9/30/2023 due to shifting agency priorities and a lack of agency leadership and staff capacity to establish the working group.

¹¹⁵ This milestone's language has been revised from “Analyze the Department's language related to economic development investments in people and places, and present findings. Provide recommendations that support investment in communities and neighborhoods to become places of opportunity for residents and businesses centered on clients' views and experiences” to accommodate shifting agency priorities and schedules.

¹¹⁶ The target date has been delayed to 9/30/2023 due to shifting agency priorities and lack of staff capacity to research, document, and provide conclusions and recommendations.



	<p>9/30/2022: Identify ways to codify partnerships with Federal partners focused on equitable economic development such as the Economic Development Administration, the Department of Agriculture (USDA), SBA, the Department of Transportation, and others.¹¹⁷ – <i>Delayed to 9/30/2023</i>¹¹⁸</p> <p>9/30/2022: Develop the Department’s plan for the “Rural Partners Network” Federal interagency initiative led by the Rural Prosperity IPC and USDA Rural Development, an expanded, whole-of-government initiative to advance equitable rural prosperity by improving community capacity and engagement and increasing access to resources. – <i>Achieved as of 5/24/2022</i></p> <p>9/30/2023: Award at least \$230 million in new Choice Neighborhood grants to communities nationwide, including up to \$35 million for Critical Community Improvements.</p> <p>9/30/2024: Support the Thriving Communities Initiative Technical Assistance Program, a collaboration between HUD and the U.S. Department of Transportation.</p>
<p>Expand rural prosperity through HUD’s Rural Prosperity Coordinating Council and support the Rural Partners Network (RPN).¹¹⁹</p>	<p>12/31/2023: Initiate implementation of the Department’s plan to support rural and underserved communities.¹²⁰</p> <p>12/31/2023: Conduct listening sessions with HUD grantees, designees, and stakeholders in rural areas.</p> <p>12/31/2023: Identify HUD knowledge gaps in programs designed to increase prosperity in rural communities.</p> <p>12/31/2023: Document and analyze HUD’s various definitions of “rural” to understand their impacts on grants and programs.</p> <p>12/31/2023: Develop response, engagement, and protocol models to streamline how HUD engages with RPN’s designated community networks and Federal community liaison team.</p> <p>12/31/2023: Catalog HUD’s funding and technical assistance for rural communities to make</p>

¹¹⁷ This milestone’s language has been modified from “Create new or modify existing MOUs or memoranda of agreements with Federal partners focused on equitable economic development such as the Economic Development Administration, the Department of Agriculture (USDA), SBA, the Department of Transportation, and others.” HUD has decided that MOUs may not be the tool for this coordination to work, but instead a way to codify partnerships.

¹¹⁸ The target date for this milestone has been modified to 9/30/23. HUD has engaged with EDA and USDA to begin the process to create a new MOU on economic development activities, but progress has been delayed due to a lack of capacity by EDA.

¹¹⁹ The definition of Rural Prosperity will be provided.

¹²⁰ HUD has partnered with the Domestic Policy Council and USDA Rural Development-led Rural Partners Network (RPN) to develop a support plan. The Rural Partners Network is an expanded, whole-of-government, Federal interagency place-based initiative to advance equitable rural prosperity by improving community capacity and engagement and increasing access to resources.



	recommendations on how to more effectively coordinate rural capacity building efforts.
Improve the accuracy of data collection on job creation, including jobs created through the Indian Housing Block Grant (IHBG) and the Indian Community Development Block Grant (ICDBG).	<p>9/30/2022: Revise the IHBG Annual Performance Reports template and ICDBG NOFO's reporting requirements for Annual Status and Evaluation Reports to more clearly include data points for reporting jobs created through direct hires and contracting. – <i>Achieved as of 10/5/2022</i>¹²¹</p> <p>9/30/2023: Establish baselines for total annual jobs created in the IHBG and ICDBG programs.</p> <p>9/30/2024: Evaluate and assess data on the total number of jobs created, retained, or supported under the IHBG and ICDBG programs.</p>

KEY PERFORMANCE INDICATORS¹²²

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

► Number of attendees participating in HUD-sponsored wealth-building webinars

This metric will track the meeting attendance of online informational webinars that focus on wealth building conducted by the Office of Public Housing Investments' CSS division.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Actual	
N/A	N/A	N/A	N/A	600	200	700 ¹²³	800	↑ Increase
Description:		This metric will track the meeting attendance of informational webinars that focus on wealth building conducted by the Office of Public Housing Investments' CSS division.						
Data Source:		Online web platforms used to conduct webinars (e.g., Zoom, Webex, Teams)						
Dimension & Unit of Measurement:		Average: The measurement of this data will be the average number of webinar attendees.						

¹²¹ HUD has revised the ICDBG NOFO's reporting requirements for Annual Status Evaluation Reports. Upon further investigation, HUD has determined that the proposed revisions of the IHBG Annual Performance Reports template would not improve job creation data collection and were not pursued.

¹²² FY 2022 will be the first-year data is being reported on the listed Key Performance Indicators under Objective 1C. Therefore, FY 2022 data will serve as the baseline for these measures with targets to be set in future fiscal years. The Key Performance Indicators *Percentage of public housing financial assistance recipients that meet benchmark labor hour goals* and *Percentage of completed Section 3 projects that meet benchmark labor-hour goals*, published in the FY23 APP have been removed as data could not be collected for any of the reporting years due to a lack of funding to develop and implement the Section 3 Reporting (S3R) system.

¹²³ The FY 2023 target for this KPI has been revised from 300 to 700, based upon FY 2022 performance.



Calculation Method:	A count of the number of webinar attendees will be conducted after every webinar. The average number of attendees will be calculated by dividing the total number of webinar attendees by the total number of webinars conducted.
Frequency:	Averages will be reported annually.
Data Quality:	N/A
Validation and Verification:	CSS will only track participation based on official reports.

EVIDENCE BUILDING

Evidence for equitable community development covers a broad range of issues and programs, from regulatory barriers that prevent development of affordable housing options, to access to mortgage credit, to development of economic security and wealth by assisted renters. HUD's Office of Policy Development and Research (PD&R) regularly evaluates the complex nexus between HUD's investments in resident services programs focusing on economic self-sufficiency versus residents' ability to maintain successful tenancy and grow economically, with opportunities to develop savings that contribute toward a path to wealth-building.

PD&R is studying the following programs with self-sufficiency components and developing findings for use by PIH and other HUD staff: the Jobs Plus place-based program, which has as a core component an earned-income disregard relative to rent increases; an escrow savings program in the Family Self Sufficiency (FSS) Program; and a demonstration program on Rent Reform. What these initiatives have in common is that they offer alternatives to the practice in Federally-assisted housing that increases in family income are accompanied by increases in the family's share of the rent—a potential impediment to savings and wealth-building.

The Rent Reform Demonstration was designed to test an alternative to HUD's current rental assistance structure requiring less frequent income recertifications to assess its effect on the employment, earnings, and hardship of the residents that rely on housing vouchers. The results indicate that, when the findings for all four study PHAs are combined, the new policy did not have a statistically significant impact on the quarterly employment rate of household heads. The story, however, varied substantially across locations as there were some positive effects on earnings in one site, and on earnings and employment in another, but they were not sustained, and no effect at one site and negative effects at one site.¹²⁴

The Family Self-Sufficiency Evaluation analyzes the FSS program's impacts among a sample of resident families receiving Housing Choice Vouchers, evaluating those families' changes in financial literacy, credit worthiness, and family stability, including (but not limited to) growth in employment and earned income. In FSS, participants work with HUD-funded Coordinators to set goals and access services. During the period of participation, any increases in the family's rent as a result of increased earned income result in a credit to an escrow account that can be accessed upon "graduation" from the program or, in many cases, while still in the program, in pursuit of self-sufficiency goals. The FSS evaluation has documented implementation, participants' engagement in the program, and program impacts on employment and government benefits receipt over what is typically a five-year program. Data thus far indicate that FSS participants have increased enrollment in employment-related services and support services by a statistically significant 13 percentage points over the control group. However, there are no statistically significant impacts on employment or earnings when compared to the control or comparison group.¹²⁵ One of the challenges in understanding program impacts is that many of those in the FSS sample stopped participating short of the five-year term of the participation contract without graduating. PIH will be working with

¹²⁴ "The Rent Reform Demonstration: Interim Findings on Implementation, Work, and Other Outcomes" (2019), <https://www.huduser.gov/portal/publications/RentReform-InterimFindings.html>.

¹²⁵ <https://www.huduser.gov/portal/publications/Promoting-Work-and-Self-Sufficiency-for-Housing-Voucher-Recipients.html>



FSS grantees and industry partners on strategies to increase the percentage of FSS participants who remain in the program through graduation and the completion of all goals, as there appears to be a correlation with successful outcomes for those participants. HUD expects to publish the Year 5 FSS evaluation in the spring of 2023 and the final FSS evaluation by the end of 2023.

A major barrier to sustained employment among HUD-assisted households is lack of access to safe and affordable childcare.¹²⁶ In 2022, HUD launched a study to evaluate how HUD-assisted families obtain childcare and access support for childcare services, the barriers to accessing support including their geographic access to affordable childcare providers, why some families choose not to access these supports, and best practices of PHAs currently providing on-site childcare supportive services.

Unequal access to credit presents a challenge for renters looking to build wealth and move to areas that provide greater economic opportunities. Recent PD&R research documented that credit visibility of assisted renters can be strengthened substantially by providing credit agencies with their rental payment histories.¹²⁷ Economic mobility is essential for disadvantaged households to get ahead. Recent research has shown the importance of exposure to opportunity neighborhoods, with adult economic outcomes improving about 4 percent per year of childhood exposure to higher opportunity neighborhoods.¹²⁸

The Department has continued to engage with international partners as a means of incorporating the best practices and lessons learned from other countries' community development programs into HUD initiatives. In June 2022, HUD hosted leadership of the Lincoln Institute of Land Policy and members of the Organisation for Economic Development (OECD) Secretariat for a presentation of the OECD-Lincoln Global Compendium of Land Value Capture. The Compendium's findings on land value captures found a series of interventions were connected to nations' varied legacies of law and development patterns. Such an understanding of the paths and alternatives other nations took to increase the public benefits of coordinated development can inform the policies HUD looks to generate with communities. HUD publication of the compendium was featured in the November 2022 issue of Cityscape.

HUD's Learning Agenda includes several research questions that relate to Objective 1C. Examples of such questions are:

- *What proportion of low-skill public housing residents employed under Section 3 requirements receive training or certifications to improve their long-term employment prospects?*
- *Are there service delivery models evaluated in the research literature that could improve self-sufficiency outcomes for HUD-assisted households?*
- *What is the unmet need for childcare among HUD-assisted parents and guardians?*
- *What additional opportunities exist for HUD to encourage asset building among assisted households?*

¹²⁶ https://www.huduser.gov/periodicals/cityscape/vol6num2/1barriers_work.pdf.

¹²⁷ Policy and Economic Research Council. 2019. Potential Impacts of Credit Reporting Public Housing Rental Payment Data. <https://www.huduser.gov/portal/sites/default/files/pdf/Potential-Impacts-of-Credit-Reporting.pdf>.

¹²⁸ Chetty, Raj and Nathaniel Hendren. 2018. "The Impacts of Neighborhoods on Intergenerational Mobility I: Childhood Exposure Effects. Quarterly Journal of Economics. 133, 3: 1107-1162. <https://academic.oup.com/qje/article/133/3/1107/4850660>

Strategic Goal 2: Ensure Access to and Increase the Production of Affordable Housing

Ensure housing demand is matched by adequate production of new homes and equitable access to housing opportunities for all people.

LEADING THIS GOAL

Office of the Secretary

GOAL

HUD will increase access to rental assistance and the production of affordable housing. Department-led increases will benefit families and communities by increasing the availability of safe, high quality, and affordable housing. Accomplishing this goal includes evaluating HUD's programs to identify ways the Federal government can make assisted and other affordable housing and related services work better for families. HUD will achieve this by



implementing best practice improvements that have been demonstrated to be effective. These improvements will be aimed at growing the supply of housing and making newly created housing affordable for families. Equitably achieving this goal requires diversifying the location of affordable housing developments and landlords that accept rental assistance. These efforts will give families real, viable choices in where they live. Success will be furthered by the delivery of services and supports that strengthen families.

At the center of HUD's goal to increase housing affordability is the need to listen to customers and other stakeholders. Through a robust Customer

Experience (CX) effort, the Department will elevate voices of the diverse population of customers that it serves. The policies, objectives, and strategies HUD will pursue in support of this goal will be based upon continuous outreach to understand the lived experiences of HUD customers.

Expanded access to homeownership opportunities, rental assistance, and affordable housing options are all vital for families to thrive.

This goal consists of two objectives:

Strategic Goal 2: Ensure Access to and Increase the Production of Affordable Housing

2A. Increase the Supply of Housing



2B. Improve Rental Assistance





Strategic Objective 2A: Increase the Supply of Housing

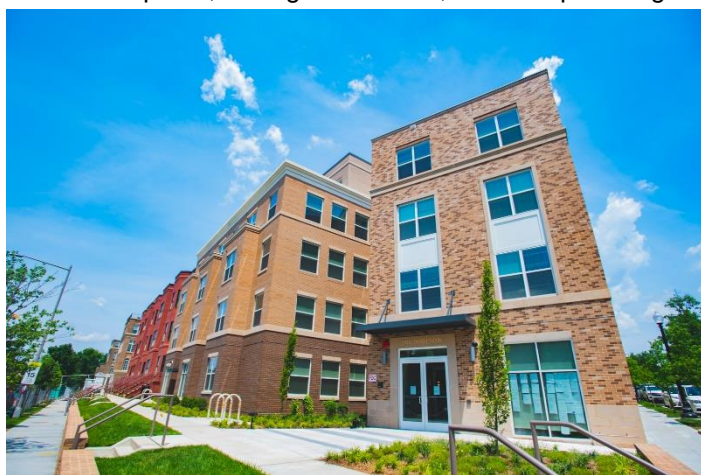
Enhance HUD's programs that increase the production and supply of housing across the country.

LEADING THIS OBJECTIVE

Office of Housing

OBJECTIVE

An abundant supply of housing is essential to ensuring that all households have access to quality, affordable homes. HUD aims to increase the supply of housing across the country to meet all people's housing needs and improve housing affordability and security in all American communities. The Department will work to strengthen housing production in a safe and timely manner. HUD programs will make more single-family homes available to owner-occupants, local governments, and non-profit organizations. Doing so will support the Biden-Harris



Administration's priority to increase the supply of housing for the lower and middle segments of the housing market.¹²⁹ HUD will also increase the supply of rental housing, with an emphasis on creating more affordable housing in areas of opportunity. The Department will continue to work with state and local governments to boost the housing supply. HUD and its partners will achieve this by leveraging existing Federal funds to spark action at the local level. A total of \$85 million in new CDBG funding will support jurisdictions that have improved local land use policies and practices to increase the supply of affordable housing. HUD will provide its partners technical assistance in eliminating regulatory barriers to housing production, while promoting

homeownership opportunity to more individuals and families. HUD will provide its partners technical assistance in eliminating barriers to housing production, such as exclusionary zoning, while promoting homeownership opportunity to more individuals and families.

HUD will employ all resources at its disposal to bolster the national housing supply by 1) increasing new construction; 2) preserving existing housing; 3) and supporting the production of manufactured housing.

2022 APR PROGRESS UPDATE

HUD, in consultation with the Office of Management and Budget, has highlighted this objective as a focus area for improvement. A key focus of the Biden-Harris Administration has been to increase the supply of quality housing across the country. The Administration's commitments are highlighted in the Housing Supply Action Plan the President announced in May 2022.¹³⁰ HUD programs are central to the success of this plan. Beginning with a

¹²⁹ White House press release can be found here: <https://www.whitehouse.gov/briefing-room/statements-releases/2021/09/01/fact-sheet-biden-harris-administration-announces-immediate-steps-to-increase-affordable-housing-supply/>.

¹³⁰ President Biden Announces New Actions to Ease the Burden of Housing Costs, May 16, 2022. <https://www.whitehouse.gov/briefing-room/statements-releases/2022/05/16/president-biden-announces-new-actions-to-ease-the-burden-of-housing-costs/>



National Day of Action across the country, in June 2022, Secretary Fudge launched the “Our Way Home” campaign to focus attention on the critical efforts we must take to increase housing supply.

HUD and the Department of Transportation partnered to launch a new Thriving Communities Program. With \$25 million in new DOT funding and \$5 million of HUD’s technical assistance funds, this program is designed to help communities plan and develop transformative infrastructure projects. It will promote coordinated housing and transportation planning to increase housing supply, affordable transportation options, economic opportunities, quality of life, and reduce environmental burdens. HUD also took several steps to support state and local efforts in developing solutions and best practices to expand housing supply. Several convenings and listening sessions were held with state and local officials and housing developers.¹³¹ Valuable outreach was provided through the Regulatory Barriers Clearinghouse (RBC). Examples include the recently published “Quick Guide on Increasing the Supply of New Affordable Housing” and various resident educational materials for Rental Assistance Demonstration (RAD) public housing conversions.¹³²

HUD and the Department of the Treasury finalized an agreement to restart the Federal Financing Bank’s (FFB) Risk Sharing program in September 2021. In its first year of resumed operation, this program provided \$1.6 billion in loans at reduced interest rates to state and local housing finance agencies to create and preserve more than 9,000 high-quality, affordable homes.

HUD enacted several efforts to expand the reach of its Multifamily Housing programs serving and enhancing opportunities for older adults and people with disabilities, respectively the Section 202 and 811 programs. This included the publication of a new Section 202 Notice of Funding Opportunity (NOFO) to finance new construction and property rehabilitation. This NOFO is aligned with technical assistance efforts to broaden the applicant pool to more industry partners. HUD also convened a virtual meeting with state housing finance agencies to discuss challenges and solutions to getting 811 Project Rental Assistance (PRA) units online faster.

Policy changes to direct Federally-held housing supply to owner-occupants and mission-driven entities instead of large investors made major impacts. FHA extended the exclusive listing period on HUD Real Estate Owned (REO) properties for governmental entities, non-profits, and owner occupant buyers from 15 to 30 days.¹³³ Guidance was also given for an exclusive bidding period during the Claims Without Conveyance of Title (CWCOT) second chance sales for government entities, HUD-approved non-profits, and owner-occupant buyers. In two recent sales of HUD Home Equity Conversion Mortgage (HECM) notes secured by vacant properties, 61 percent of a total of 1,393 notes were awarded to non-profit or non-profit joint venture bidders. As a result of these efforts, more single-family homes are expected to be restored to viable use as affordable homeownership and rental properties.

At the close of the fiscal year, Multifamily Housing solicited input for the forthcoming Green Retrofit and Resilience Program, authorized through the 2022 Inflation Reduction Act.¹³⁴ This program will help to preserve affordable rental housing while providing enhancements to energy efficiency and climate resilience.

Despite numerous successes and accomplishments in FY 2022, there were several different challenges to overcome as the country continues its recovery from the COVID-19 pandemic. The Department had intended to complete an equity assessment of RAD public housing submissions and establish an equity action plan in June 2022. Despite notable advances, HUD must now finalize the full equity assessment and action plan. Staff capacity limits and project deliverable delays have caused the redesign of the disaster recovery website to slip into FY 2023. HUD was also unable to fully contract 75 percent of HOME Investment Partnership Program (HOME)-American Rescue Plan Program (ARP) grants. Timely submission of allocation plans from participating jurisdictions (PJ) will be critical to achieving the 75 percent goal. Several factors, many of which are outside of

¹³¹ Events focused on addressing topics such as zoning and other challenges affecting manufactured housing and Section 811 Project Rental Assistance (PRA) increases to the housing supply.

¹³² CPD Housing Supply Quick Guide: <https://files.hudexchange.info/resources/documents/Affordable-Housing-Supply-Quick-Guide.pdf>; RAD resident website with links to educational videos and materials: <https://www.hud.gov/RAD/residents>


¹³³ https://www.hud.gov/press/press_releases_media_advisories/hud_no_22_007

¹³⁴ “Green and Resilient Retrofit Program: Request for Information”, 87 FR 58526 (September 27, 2022). Section 3002 of the Inflation Reduction Act, Public Law 117-169, provides HUD funding for direct loans and grants for projects that improve energy or water efficiency or climate resilience in housing.



HUD's control, created challenges in meeting some FY 2022 efforts. HUD has directly felt the impact of high interest rates and escalating construction costs, which reduced FHA development as well as HOME homebuyer activity.

STRATEGIES AND MAJOR MILESTONES

 Denotes customer experience-focused strategies, sub-strategies, or milestones.

 Denotes equity-focused strategies, sub-strategies, or milestones.

Strategies	Major Milestones
Support the financing and production of new affordable housing.	<p><u><i>Support the financing of new affordable housing</i></u></p> <p>9/30/2023: Publish updated handbook for the Housing Finance Agency Risk Sharing Program to increase the efficiency and effectiveness of the program.</p> <p><u><i>Support the production of manufactured housing and other factory-built housing types.</i></u></p> <p>12/31/2022: Highlight recent Manufactured Home Construction and Safety Standards changes that allow for multi-story and zero lot line manufactured homes at 2 national/regional meetings with stakeholders, and in an email blast to the manufactured housing distribution list.¹³⁵ – <i>Achieved as of 6/22/2022</i></p> <p>9/30/2023: Issue a proposed rule that would modify the Manufactured Home Construction and Safety Standards by allowing groundbreaking design and construction of multi-dwelling unit manufactured homes.¹³⁶ – <i>Achieved as of 7/19/2022</i>¹³⁷</p> <p>9/30/2024: Issue a proposed rule to revise the Manufactured Home Construction and Safety Standards, in consideration of the Department of Energy (DoE) Energy Conservation Standards for Manufactured Housing.</p> <p>9/30/2024: Complete the reorganization of the Office of Manufactured Housing Programs to report directly to the Assistant Secretary for Housing/Federal Housing Commissioner, to reflect the program's stature and prominent role in increasing the supply of affordable quality housing.</p> <p>9/30/2024: Issue guidance to support opportunities for increased density at existing Multifamily-assisted properties.</p>

¹³⁵ "Green and Resilient Retrofit Program: Request for Information," 87 FR 58256 (September 27, 2022).

¹³⁶ Section 3002 of the Inflation Reduction Act, Public Law 117-169, provides HUD funding for direct loans and grants for projects that improve energy or water efficiency or climate resilience in housing.

¹³⁷ "Manufactured Home Construction and Safety Standards," 87 FR 43114 (July 19, 2022). The comment period closed September 19, 2022.



	<p>9/30/2024: Improve and expand the Low-Income Housing Tax Credit (LIHTC) Pilot program to support more affordable housing development with FHA-insured financing.</p>
<p>Conduct research and provide tools on additional methods to increase the housing supply.</p>	<p>3/31/2022: Incorporate lessons learned from HUD research focused on increasing housing supply into the Regulatory Barriers Clearinghouse (RBC).¹³⁸ – <i>Achieved as of 10/31/2022</i></p> <p>4/30/2022: Update the RBC with valuable information on incentives available to communities seeking support, capacity-building events, and research reports. – <i>Achieved as of 6/10/2022</i></p> <p>6/30/2022: Restructure the RBC as a repository for data and information on analyses of barriers and their impacts on land and housing supply.¹³⁹ – <i>Achieved as of 1/30/2022</i></p> <p>6/30/2022: Create a Housing Supply Toolkit that provides strategies and best practices for deploying existing block grants and other resources to address supply and affordability challenges. – <i>Achieved as of 9/30/2022</i></p> <p>6/30/2022: Form and support a cohort of communities through the Thriving Communities TA program working to address supply issues. – <i>Achieved as of 10/6/2022</i></p> <p>3/1/2023: Publish a series of up to six Housing Supply Strategy activity implementation guides as companion resources to the Housing Supply Toolkit. – <i>Achieved as of 3/1/2023</i></p> <p>10/31/2023: Develop and implement procedures to regularly update the RBC with information and research.¹⁴⁰</p>
<p>Launch learning and listening sessions with local leaders.</p>	<p>4/30/2022: Convene state and local officials, with stakeholders, for a series of peer learning and listening sessions.¹⁴¹ – <i>Achieved as of 9/30/2022</i></p> <p>12/31/2023: Host 10 regional convenings with specialty housing developers and elected officials to address zoning challenges limiting the supply, implementation, and use of manufactured housing solutions.¹⁴² – <i>Achieved as of 6/3/2022</i></p>

¹³⁸ The RBC is an electronic database that contains 4800 barriers and solutions spanning all 50 states and over 460 cities and counties.

¹³⁹ Data acts as a resource to communities for identifying successful models of regulatory reform.

¹⁴⁰ Research includes information on regulatory reforms, best practices, and opportunities to increase jurisdictions' housing supplies. One research focus is supporting jurisdictions' efforts to reduce barriers to producing and preserving housing.

¹⁴¹ Sessions explored housing supply challenges and exchange best practices Topics will include zoning, land use, and permitting reform, innovative financing strategies, and expanding homeownership opportunities.

¹⁴² Solutions sought to address affordable housing challenges, solutions to homelessness, and response to effects of climate change



Strengthen FHA multifamily housing programs for underserved communities.

Enhance the preservation of and support for FHA multifamily programs targeted to underserved communities.

10/31/2023: Publish a supplemental notice to the RAD notice to establish a new preservation tool for Section 811 project rental assistance contracts (PRAC) and improve the preservation tool for the Section 202 PRACs.

Increase the supply of affordable housing for seniors through Section 202 capital advances and rental assistance

6/30/2022: Publish a new Section 202 Notice of Funding Opportunity aligned with technical assistance efforts to broaden the applicant pool. – *Achieved as of 9/21/2022*

Strengthen the Section 811 program to meet the need for affordable housing for persons with disabilities

11/30/2022: Convene a virtual meeting with state Housing Finance Agencies to discuss challenges and solutions for getting 811 Project Rental Assistance (PRA) units online faster. – *Achieved as of 9/15/2022*

Bolster capacity building of state agencies, developers, and property owners, particularly those serving underserved communities.

6/30/2022: Complete an equity assessment of Rental Assistance Demonstration (RAD) public housing submissions and establish an equity action plan. – *Delayed to 6/30/2023¹⁴³*

9/30/2022: Fully contract 75% of HOME-American Rescue Plan Program grants. – *Delayed to 6/30/2023¹⁴⁴*

10/1/2022: Implement technical assistance strategy for Section 202 funding applicants, increasing access to funding opportunities for a broader set of industry partners. – *Achieved as of 9/21/2022*

6/30/2024: Reach 100 HOME-ARP projects/activities.

¹⁴³ HUD anticipated the work conducted through the PolicyLink/Race Forward partnership would result in the final action plan. The partnership was highly valuable in providing training for Office of Recapitalization staff to conduct the equity assessment. However, the Office must independently implement the effort to complete the actual equity assessment and establish an equity action plan.

¹⁴⁴ This milestone's completion is dependent on the timely submission of allocation plans by participating jurisdictions. As of 9/30/2022, 28.88% (188/651) allocation plans have been received; this includes 14.90% (97/651) of grants that are fully contracted.



<p>Preserve existing HUD-assisted affordable housing, by leveraging RAD to stabilize and rehabilitate properties.</p>	<p>7/1/2022: Publish a supplemental RAD Notice that facilitates PHAs' ability to use Section 18 authority.¹⁴⁵ – <i>Delayed to 3/15/2023</i>¹⁴⁶</p> <p>9/30/2023: Promote RAD at 10 public housing conferences</p> <p>9/30/2024: Promote RAD at 10 public housing conferences.</p>
<p>Increase opportunities for state and local government and non-profit organizations to participate in FHA asset sales.¹⁴⁷</p>	<p>12/1/2021: Hold sale of approximately 1,600 HUD-held notes secured by single family properties. – <i>Achieved as of 12/1/2021</i></p> <p>1/31/2022: FHA will extend the exclusive listing period on HUD REO properties for governmental entities, non-profits, and owner occupant buyers to 30 days for the sale of all available Real Estate Owned (REO) properties. – <i>Achieved as of 1/13/2022</i></p> <p>9/30/2022: Hold the annual virtual note sales educational seminars around HUD's single- family note sales.¹⁴⁸ – <i>Achieved as of 4/27/2022</i></p> <p>9/30/2023: Hold one or more FY23 sales of all available HUD-held notes secured by single family properties.</p> <p>9/30/2023: Hold the annual virtual note sales educational seminars around HUD's single-family note sales.</p> <p>9/30/2024: Hold one or more FY24 sales of all available HUD-held notes secured by single family properties.</p> <p>9/30/2024: Hold the annual virtual note sales educational seminars around HUD's single-family note sales.</p>
<p>Prioritize Homeownership in the sale of FHA-single-family insured properties. ¹⁴⁹ – <i>Achieved as of 5/5/2022</i></p>	<p>3/31/2022: Develop guidance for an exclusive bidding period during the Claims Without Conveyance of Title second chance sales for governmental entities, HUD-approved Nonprofits, and owner-occupant buyers.¹⁴⁹ – <i>Achieved as of 5/5/2022</i></p>

¹⁴⁵ Authority will be used to complete greater levels of rehabilitation during RAD conversions as well as to assists them in activating under-utilized Faircloth authority for new housing development. The Faircloth Limit prohibits HUD from funding the construction or operation of new public housing with Capital or Operating Funds if the units would exceed the number of units the PHA owned, assisted, or operated as of October 1, 1999. A PHA with Faircloth "authority" (a Faircloth Limit that exceeds their total ACC units) may develop or acquire additional units. <https://www.hud.gov/sites/dfiles/PIH/documents/Faircloth%20FAQ%20.pdf>.

¹⁴⁶ Departmental clearance has been delayed.

¹⁴⁷ The use of direct and competitive sales of defaulted FHA-insured mortgage notes to units of local government and nonprofits allows HUD to make bulk sales to purchasers with affordable housing and community revitalization goals in specific geographic areas.

¹⁴⁸ HUD will continue to announce new efforts to expand outreach to non-profit entities, local governments, and other interested community organizations to further educate them on the note sales process for distressed properties.

¹⁴⁹ Under the Claims Without Conveyance of Title program the mortgagee does not convey the property to HUD in exchange for insurance benefits. <https://www.hud.gov/sites/dfiles/OCHCO/documents/4000.1hsg-011823.pdf>



	<p>4/30/2022: Assess options for expanding the utilization of REO sale agreements with local entities and non-profits to revitalize distressed properties and prevent blight. – <i>Achieved as of 4/1/2022</i></p>
<p>Capture resident perspectives to improve the preservation and development of affordable housing. 🗣️ 📄</p>	<p>9/30/2022: Redesign the disaster recovery website using Human-centered Design methods to increase accessibility and understanding for individuals seeking information. – <i>Delayed to 3/31/2023</i>¹⁵⁰</p> <p>12/31/2022: Produce enhanced multimedia resident educational materials for RAD public housing conversions.¹⁵¹ – <i>Achieved as of 12/10/2021</i></p> <p>9/30/2023: Develop a centralized tracking system for resident complaints, for Multifamily Housing Programs.</p> <p>9/30/2023: Centrally aggregate tenant complaints received across various entry points for multifamily housing programs.</p> <p>9/30/2024: Initiate development of a centralized intake system for resident complaints.</p>

KEY PERFORMANCE INDICATORS

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

- **Number of affordable and market-rate housing units produced or preserved through FHA multifamily mortgage insurance – Multifamily Accelerated Processing (MAP) new construction or substantial rehabilitation programs**¹⁵²

This indicator will track the number of multifamily rental housing units in projects with mortgages initially endorsed under FHA multifamily mortgage insurance programs, Section 213, Section 220, Section 221 (d)(4), Section 231, and Section 241(a).

Sub-Metric	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
Market-rate units	27,868	23,799	22,776	20,734	18,907	20,000	17,000 ¹⁵³	18,000	↑ Increase

¹⁵⁰ This milestone is delayed until 1/31/23 due to available capacity and coordination requirements across the teams collaborating on the redesign, including delayed project deliverables from the Life Experience team managed out of the OPM Lab.

¹⁵¹ Media materials will consist of an informational video, new and revised fact sheets, a formalized public complaint process (backed by established monitoring and resolution practices), and a redesigned website page, informed by ongoing collaboration with program stakeholders.

¹⁵² Affordable is defined as meeting the affordable housing definition in the Mortgage Insurance Premium (MIP) Federal Register Notice.

¹⁵³ Target has been revised from 18,000 to 17,000 due to rapidly rising interest rates and high construction costs.



Affordable units	20,649	16,449	14,685	15,646	15,704	15,000	15,000	14,000	↑ Increase
Description:	Number of affordable multifamily rental housing units in projects with mortgages initially endorsed under the below FHA multifamily mortgage insurance programs. <ul style="list-style-type: none"> • Section 213 New Construction or Substantial Rehabilitation of Cooperative Housing • Section 220 Rental Housing for Urban Renewal and Concentrated Development Areas • Section 221(d)(4) New Construction or Substantial Rehabilitation of Rental Housing • Section 231 New Construction or Substantial Rehabilitation of Rental Housing for the Elderly • Section 241(a) Supplemental Loan for Additions to Multifamily Rental Projects 								
Data Source:	Office of Multifamily Housing's Development Application Processing (DAP) System								
Dimension & Unit of Measurement:	Number: Unit: Multifamily rental units								
Calculation Method:	Sum of units in projects with mortgages initially endorsed								
Frequency:	Data is recorded daily and officially reported monthly								
Data Quality:	Requires timely and accurate recording of initial endorsements by field offices, but training and reminders are provided to ensure this								
Validation and Verification:	Mortgage endorsement data is entered into HUD's DAP System and further corroborated by the Office of Multifamily Production management.								

► **Number of affordable housing units produced or preserved through FHA multifamily mortgage insurance – Risk-Sharing new construction or substantial rehabilitation programs, including the Federal Financing Bank (FFB) Initiative**

This indicator will track the number of affordable multifamily rental housing units in projects with mortgages initially endorsed under the FHA multifamily mortgage insurance programs, 542(b) and 542(c).

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
3,441	4,106	5,015	7,841	7,358	8,000	7,000 ¹⁵⁴	8,500	↑ Increase

¹⁵⁴ FY 2023 target has been revised due to rapidly rising interest rates and high construction costs. Previous target was 9,000.



Description:	<p>Number of affordable multifamily rental housing units in projects with mortgages initially endorsed under the below FHA multifamily mortgage insurance programs:</p> <ul style="list-style-type: none"> Section 542(b) Qualified Participating Entities Risk-Sharing New Construction or Substantial Rehabilitation of Rental Housing Section 542(c) Housing Finance Agency Risk-Sharing New Construction or Substantial Rehabilitation of Rental Housing (including FFB Initiative)
Data Source:	Office of Multifamily Housing's DAP System
Dimension & Unit of Measurement:	Multifamily rental units
Calculation Method:	Sum of units in projects with mortgages initially endorsed
Frequency:	Data is recorded daily and officially reported monthly
Data Quality:	Requires timely and accurate recording of initial endorsements by field offices, but training and reminders are provided to ensure this
Validation and Verification:	Mortgage endorsement data is entered into HUD's DAP System and further corroborated by the Office of Multifamily Production management.

► **Rental Assistance Demonstration for PHAs – total and affordable units**

This metric will track the number of total and affordable housing units rehabilitated and converted to a sustainable platform through RAD public housing transactions.

Sub-Metric	Past Performance ¹⁵⁵				Current Performance		Performance Plan		Preferred Direction
	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
Total Units	29,734	23,254	27,756	17,398	23,934	15,062	15,527	15,500	↑ Increase
Affordable Units	29,364	22,444	26,734	17,052	20,297	14,761	15,216	15,000	↑ Increase
Description:	Number of housing units rehabilitated and converted to a sustainable platform through Rental Assistance Demonstration public housing transactions. Affordable units include RAD, Section 18, Low Income Housing Tax Credits (LIHTC), and other affordable units. Total units include market-rate units within the properties, in addition to affordable housing units.								

¹⁵⁵ During the pandemic, many PHAs needed to put their recapitalization plans on hold while dealing with the crisis. In most cases, PHAs do not have dedicated staff for this work so bandwidth is limited. As the crisis of the pandemic faded, PHAs also delayed RAD conversion plans to see whether significant public housing recapitalization funds would be included in a budget reconciliation package. HUD is currently working to rebuild momentum. Given the long lead-time necessary for RAD transactions, it will take time to achieve higher conversion numbers.



Data Source:	RAD Resource Desk (RRD: https://www.radresource.net/)
Dimension & Unit of Measurement:	Count and Sum
Calculation Method:	The number of affordable and market rate units from closed Public Housing RAD transactions converted as Project Based Rentals Assistance (PBRA) or Project Based Vouchers in the RRD System.
Frequency:	Monthly
Data Quality:	PHAs report the conversion, subsidy type, and number of units to conversion during the application and production of the Commitment to enter into a Housing Assistance Payment contract process. RAD Transaction Managers verify the accuracy of data in the RRD.
Validation and Verification:	Data inconsistencies are identified through periodic data integrity checks by RRD systems administrators and The Office of Recapitalization's (RECAP) System Support Manager and are corrected as a collaborative effort between the RRD system administrators and the Transaction Managers.

► **Rental Assistance Demonstration for Multifamily Housing and Other Preservation Programs – total and affordable units**

This metric will track the number of total and affordable multifamily housing units rehabilitated and converted to a sustainable platform through RAD Component 2 (Other Multifamily) transactions and other affordable housing preservation initiatives.

Sub-Metric	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
Total Units	3,596	4,678	2,163	2,660	5,487	2,856	4,500 ¹⁵⁶	4,000 ¹⁵⁷	↑ Increase
Affordable Units	2,988	3,283	1,609	1,854	4,534	2,341	4,250 ¹⁵⁸	3,750	↑ Increase

¹⁵⁶ The overall increase in FY 2022 actuals relative to the FY 2022 targets is the result of a large increase in the PM2M pipeline due to the low interest rate environment in the first half of the fiscal year and a higher-than-expected Section 202 RAD for PRAC closings volume for the first full FY following program launch. These factors have been considered in developing the FY 2023 and FY 2024 projections. For FY 2023, Recapitalization anticipates preserving roughly 720 PRAC units, 1,280 mod rehab units, 1,000 pre-1974 Section 202 units, and 1,500 PM2M units (15-18 properties with an average of 90 units per property), the latter being a drop-off from the FY 2022 pace due to the changed interest rate environment. Previous target was 2,720.

¹⁵⁷ The FY 2024 projections match the FY 2023 projections, but with a 50% decrease in the pre-1974 Section 202 units as most of the portfolio will have been preserved at that time.

¹⁵⁸ Most of these properties are fully affordable, although a small percentage of units are market-rate, particularly in the Modular Rehabilitation portfolio. Previous target was 2,229.



Description:	<p>Number of housing units preserved through RAD for Other Multifamily programs, all of which support the preservation and recapitalization of Federally-assisted housing and rental assistance to ensure long-term physical and financial viability.</p> <p>Projects preserved under RAD for Other Multifamily (Component 2): 1) Section 8 Moderate Rehabilitation and Moderate Rehabilitation Single Room Occupancy properties, giving owners the opportunity to enter into long-term contracts that facilitate the financing of improvements; and 2) Section 202 Project Rental Assistance Contracts (PRACs), preserving housing that serves the nation's most vulnerable elderly residents.</p> <p>Projects preserved under other affordable housing preservation initiatives preserve the affordability and availability of properties by entering into an extension of a use agreement and/or long-term rental assistance contract. The initiatives are implemented under the Post Mark-to-Market (M2M) and Section 202 Pre-1974 Direct Loan programs.</p> <p>Total housing units include any market rate units within the properties, in addition to the affordable housing units.</p>
Data Source:	RAD Resource Desk; Mark-to-Market System; M2M Resource Desk; HUD Multifamily Preservation Resource Desk
Dimension & Unit of Measurement:	Count and Sum
Calculation Method:	The number of affordable units in closed RAD Multifamily Housing transactions and those affordable units preserved through other recapitalization program transactions with units under an assistance contract or through a use agreement.
Frequency:	Monthly
Data Quality:	<p>For the RAD Multifamily programs, Mod Rehab and PRAC, an owner must make an initial Submission of Interest to HUD indicating the owner's interest in conversion. The initial submission is submitted electronically to the RRD, a Reviewer or Transaction Manager is assigned, and other relevant documents are uploaded into the RRD. Reviewers and/or Transaction Managers verify the accuracy of data.</p> <p>Owners who request to refinance or sell a property that has received benefits under the M2M or Portfolio Reengineering Demonstration Program must submit an application for either debt assumption or forgiveness for a non-profit qualified by HUD for such benefits. A reviewer is assigned, and other relevant documents are uploaded into the M2M Systems and/or M2M Resource Desk. Reviews verify the accuracy of the data.</p> <p>Owners with a Pre-1974 Section 202 Direct Loan that reaches its maturity or is prepaid can request to enter into a long-term contract which preserves the affordability of the property and allows the owner to access debt and equity financing to make improvements. Upon receiving the request, a reviewer is assigned, and the documents are verified for accuracy.</p>
Validation and Verification:	Data inconsistencies for all programs are identified through periodic data integrity checks by both Resource Desk systems administrators and RECAP's System Support Manager, and discrepancies are corrected as a collaborative effort between them and the program point of contact.



► **Number of manufactured homes produced**

This metric will track the total number of manufactured homes produced in a given fiscal year.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
98,837	92,698	93,844	104,193	116,285	109,400	114,800	118,200	↑ Increase
Description:		Manufactured housing production (homes).						
Data Source:		Manufactured housing production reports.						
Dimension & Unit of Measurement:		Data is measured by the number of manufactured homes reported as produced by the manufactured home manufacturers.						
Calculation Method:		Summation of all production reports provided by the manufactured home manufacturers.						
Frequency:		Data is collected monthly, for manufactured home production reported 2 months prior.						
Data Quality:		Production reports may have lagging adjustments but historically do not provide significant variation from monthly reporting.						
Validation and Verification:		Data is checked for quality and accurate information on an ongoing basis.						

► **Number of HOME Investment Partnerships Program (HOME) and Housing Trust Fund Program (HTF) units¹⁵⁹**

This metric will track the total number of HOME and HTF units completed, including rental and homebuyer units, that were acquired, newly constructed, or rehabilitated.

Sub-Metric	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
HOME Rental Units	10,893	10,170	8,223	8,188	8,111	6,550	7,300 ¹⁶⁰	6,687	↑ Increase

¹⁵⁹ Information on HOME can be found here: https://www.hud.gov/program_offices/comm_planning/home_. Information on HTF can be found here: https://www.hud.gov/program_offices/comm_planning/htf.

¹⁶⁰ The FY 2023 target is based on FY 2022 estimated actual reduced by 10 percent. This FY 2023 target reflects the levelling of HOME production in FY 2022 such that significant (i.e., 20%) decreases are no longer projected. Previous target was 5,240.



HOME Homebuyer Units	9,199	8,489	6,460	6,168	4,711	4,934	4,240 ¹⁶¹	3,816	↑ Increase
HOME Homeowner Rehab Units	4,612	3,936	2,776	2,502	2,335	2,002	2,102 ¹⁶²	1,891	↑ Increase
HTF Rental Units	28	209	389	940	1,506	560	1,807 ¹⁶³	1,626	↑ Increase
Description:	HOME and HTF units completed including rental and homebuyer units that were acquired, newly constructed, or rehabilitated								
Data Source:	Integrated Disbursement & Information System (IDIS)								
Dimension & Unit of Measurement:	Number of HOME-assisted and HTF-assisted units								
Calculation Method:	Total number of HOME and HTF-assisted units completed within a specific time period								
Frequency:	HOME participating jurisdictions and HTF grantees report this information in IDIS at project completion. Office of Assisted Housing Preservation will report quarterly.								
Data Quality:	Data quality is dependent on HOME participating jurisdictions and HTF grantees entering accurate and timely data								
Validation and Verification:	CPD monitors HOME participating jurisdictions and HTF grantees to ensure proper reporting in IDIS								

EVIDENCE BUILDING

Each month, HUD's Office of Policy Development and Research (PD&R) produces the National Housing Market Indicators report to document the status of rental and owner housing markets including production, transactions, and affordability. Production of housing in proportion to household formation is critical to achieving affordability. Rental affordability is near historic lows, as affordability of the median rent relative to the median renter income in the second quarter of 2022 was 33 percent below its peak in the first quarter of 2001. Affordability of owner-occupied homes is variable because of shifting mortgage interest rates and home prices, and in 2021 was 24 percent worse than its peak in 2012.

PD&R produces an annual report on how to encourage the production of new rental housing in high-cost and high-productivity metropolitan areas. The report identifies the metropolitan areas with the greatest affordability

¹⁶¹ The FY 2023 target is based on FY 2022 estimated actual reduced by 10 percent. This FY 2023 target reflects the levelling of HOME production in FY 2022 such that significant (i.e., 20%) decreases are no longer projected. Previous target was 3,947.

¹⁶² The FY 2023 target is based on FY 2022 estimated actual reduced by 10 percent. This FY 2023 target reflects the levelling of HOME production in FY 2022 such that significant (i.e., 20%) decreases are no longer projected. Previous target was 1,602.

¹⁶³ HTF is a relatively new program with many states completing only their first projects in the past year or two. The number of units being completed each year has increased, but without a long history of unit production it's difficult to gage just how many units will be completed in any given year. The unit production targets are based on actual production in the preceding year plus a 20 percent increase. The 20 percent increase will not be the case indefinitely. Once states reach a point in which their programs are fully-functioning and projects are moving through their pipelines to completion that 20 percent will decrease. For now, based on where we are after Q2, we can extrapolate an estimated 1,748 units for this year (the new FY 2022 target), which would give us 2,098 for a FY 2023 target. Previous target was 672.



challenges and offers recommendations for what these communities can do to alleviate shortages of affordable rental housing. The report also highlights a select number of exemplary approaches that some of these high-cost communities have already implemented to address the affordability crisis.

LIHTC continues to be the largest Federal production subsidy for the creation of affordable housing units; research indicates that the majority of LIHTC units remain affordable after the 15-year initial compliance period ends.¹⁶⁴ FHA also makes a substantial contribution to multifamily housing. Administrative data show that on average over the last three years (FY 2019 to FY 2021), FHA completed initial endorsements on an average of 1,078 multifamily mortgages per year representing 170,017 units and \$19.7 billion of financing. Of these endorsements, new construction represented 210 mortgages per year, 35,878 units, and \$5.0 billion of financing.

HUD's Learning Agenda includes several research questions that relate to Objective 2A. Examples of such questions are:

- *How do zoning, subdivision regulations, procedural processes, and local land use conditions affect housing supply, and what regulatory reforms are most effective at matching housing supply to demand in a way that promotes inclusive communities?*
- *What are the gaps in financing for multifamily housing in America, and under what conditions would an expanded FHA role be likely to support increasing the supply of multifamily housing, while also preserving and enhancing the supply of naturally occurring affordable housing?*
- *How is the HTF Program being used to increase the production of affordable housing?*
- *To what extent can modular or other off-site construction methods produce affordable accessible rental units, and how do off-site methods compare with site-built housing?*
- *What happens to the LIHTC portfolio as communities start to reach the end of the extended use affordability period?*

¹⁶⁴ *What Happens to Low-Income Housing Tax Credit Properties at Year 15 and Beyond?*, Office of Policy Development and Research, August 22, 2012, https://www.huduser.gov/portal/publications/hsgfin/lihtc_report2012.html



Strategic Objective 2B: Improve Rental Assistance

Improve rental assistance to address the need for affordable housing.

LEADING THIS OBJECTIVE

Office of Public and Indian Housing

- 🎯 **Agency Priority Goal for FY 2022-2023: By September 30, 2023, maximize the reach of HUD's rental assistance programs by increasing the occupancy rates to 96% in the Public and Multifamily Housing programs and the budget utilization rate to 100% in the Housing Choice Voucher program.¹⁶⁵**

OBJECTIVE

The Nation's housing affordability crisis highlights the importance of maximizing the reach of HUD's rental assistance programs to assist as many households as possible. Underscoring this crisis is the need for assisted renters to have equitable access to quality housing options best suited to their needs. To do this HUD will further efforts to ensure all housing — especially housing tied to HUD rental assistance — is consistently high quality, healthy, and safe. To meet these goals, HUD will focus its efforts on 1) increasing the utilization of Housing Choice Vouchers, including vouchers for special populations;¹⁶⁶ 2) increasing the occupancy of Public Housing and Multifamily units; 3) addressing the backlog of inspections for Public Housing and Multifamily properties; and 4) reviewing existing processes and developing necessary processes to hold owners of Multifamily and Project- Based Voucher properties with poor conditions accountable.



HUD will increase Public and Multifamily Housing occupancy rates to 96 percent by September 30, 2023. For the Housing Choice Voucher program, HUD will work with Public Housing Authorities (PHAs) to restore budget utilization to its pre-COVID pandemic average of 100 percent by September 30, 2023. This will serve as an interim step toward the goal of enabling families to use all available vouchers, including those that could be funded with excess reserves. The COVID-19 pandemic, and its economic aftermath, have disrupted the operations of PHAs, Multifamily property owners, and, more broadly, rental markets. These disruptions have reduced Housing Choice Voucher utilization and Public Housing and Multifamily properties' occupancy rates. The Department will leverage its technical assistance and policy tools to help PHAs and Multifamily owners improve performance as the pandemic's effects subside.

Because well-located, accessible housing is critical to the wellbeing of children and adults, HUD will reinforce its efforts to expand housing opportunities for households receiving rental assistance.¹⁶⁷ This will include: 1) disseminating a new toolkit for PHAs on how to launch and run a mobility program that draws on lessons from the

¹⁶⁵ For the Housing Choice Voucher program, HUD will work with PHAs to restore budget utilization to its pre-COVID pandemic average of 100% by September 20, 2023, as an interim step toward the goal of enabling families to use all available vouchers, including those that could be funded with excess reserves. Note that the feasibility of this goal depends in part on the characteristics of the FY 2022 and FY 2023 appropriations for the program.

¹⁶⁶ Special populations include, but are not limited to, veterans, foster youth, people with disabilities, and those eligible for emergency housing vouchers.

¹⁶⁷ https://www.huduser.gov/portal/pdredge/pdr_edge_featd_article_071414.html



Housing Choice Voucher Mobility Demonstration; and 2) strengthening PHAs' incentives to expand households' housing options by revamping the Section Eight Management Assessment Program.

HUD will focus on ensuring the units occupied by households receiving HUD assistance are safe and habitable. The Department will eliminate the backlog of inspections of Public and Multifamily Housing properties that have been delayed because of the COVID-19 pandemic. Moreover, HUD plans to institute the National Standards for the Physical Inspection of Real Estate (NSPIRE). NSPIRE will prioritize the detection and elimination of in-unit health and safety hazards, in accordance with these improved standards.

Additionally, the Department will focus on addressing poor performing property owners participating in HUD's Multifamily Project-Based Rental Assistance, Section 202, and Section 811 programs and HUD's Office of Public and Indian Housing (PIH) Project-Based Voucher program. HUD will review existing processes and establish new procedures necessary for HUD and PHAs to hold poor performers accountable. These measures will advance HUD's ability to improve the quality and increase the occupancy of these forms of assisted housing.

To support these strategies to improve rental assistance, HUD will modernize its information technology systems to use real-time data. Having access to the latest information will allow HUD to identify Multifamily owners with low occupancy rates. It will also provide insights into PHAs with low Housing Choice Voucher utilization rates and high reserves, including Moving to Work (MTW) agencies. Conversely, improved data will enable HUD to better reward high-performing owners and agencies for their effective execution of HUD programs.

2022 APR PROGRESS UPDATE

HUD, in consultation with the Office of Management and Budget, has determined that performance toward this objective is making noteworthy progress. FY 2022 saw HUD make strong progress towards maximizing the use of housing vouchers. HUD reached a national HCV budget utilization rate of 100.02 percent, surpassing its FY 2022 target rate of 98 percent. The Department deployed a range of trainings and technical assistance for the regular HCV program and Special Purpose Voucher programs to help PHAs improve utilization. Support provided to PHAs included one-on-one technical assistance to 54 PHAs, 12 HCV utilization webinars, and seven webinars focused on special HCV topics. Field and headquarters staff hosted leasing panel calls with 106 PHAs and helped 126 PHAs improve their leasing plans, using HUD's Two-Year Tool and other interventions. In addition to these activities, HUD continued to update its HCV website with tools and training materials. HUD also developed a voucher budget utilization methodology that is flexible enough to be used by MTW agencies. This new methodology is intended to expand HUD's ability to set MTW performance-based budget utilization targets for future years.

While the Department surpassed its national HCV utilization goal, it fell short of its Public Housing and Multifamily occupancy goals. Performance was challenged due to PHAs and Multifamily owners facing shortages of the staffing, materials, and construction trade crews needed to improve properties. These shortages have slowed unit turnover, extended repair/rehabilitation periods, and presented challenges in addressing properties with chronic vacancies. Throughout FY 2022, HUD provided PHAs and Multifamily owners with technical assistance, training webinars, quality control of occupancy data, identification of root causes to low occupancy, and solutions to improving occupancy.¹⁶⁸

HUD staff created new policies and supported PHAs with implementation. For example, Notice PIH 2021-34 makes it easier for PHAs to establish higher voucher payment standards (up to 120 percent of the Fair Market Rent), which is helpful for PHAs and families in tight markets where it is difficult to use vouchers. As a result of the new policy and outreach to PHAs, about 40 percent of non-MTW vouchers are now covered by the waiver. Another example of a new policy issue in FY 2022 is PIH Notice 2022-18. This notice expands PHAs' eligible uses of HCV administrative fees to include landlord incentive payments, security deposit assistance, and other expenses that can improve voucher utilization.

¹⁶⁸ HUD is considering launching additional supports to help PHAs and Multifamily property owners with chronic vacancies improve occupancy in FY 2023.



HUD completed 56 percent (18,340 out of 32,289) of physical inspections of Public Housing and Multifamily properties since October 1, 2021, surpassing its FY 2022 goal of 50 percent.¹⁶⁹ The completion of over 18,000 inspections in one year was a new HUD record. This achievement demonstrated major strides toward clearing the inspections backlog that resulted from operational impacts during the COVID-19 pandemic. HUD also published, for public comment, the National Standards for the Physical Inspection of Real Estate (NSPIRE) in the Federal Register in June 2022.¹⁷⁰ The new inspection standards prioritize the detection and elimination of in-unit health and safety hazards, addressing stakeholders' concerns that inspections have not been measuring the right things. HUD is hosting "NSPIRE Get Ready" sessions across the country to help prepare stakeholders for the implementation of NSPIRE in 2023.

HUD continued to take steps to identify and assist poor performing Multifamily property owners participating in the Multifamily Project-Based Rental Assistance, Section 202, and Section 811 programs, as well as the PIH Project-Based Voucher program. Multifamily staff have expanded efforts to identify properties with patterns of high and/or extended vacancy rates to develop strategies to keep more assisted units in service. With respect to Management and Occupancy Reviews (MORs), HUD published a final rule that ties the scheduling of MORs to property performance. Higher-performing properties will now be reviewed less frequently, allowing HUD to focus its resources on other properties performing moderately or less well.¹⁷¹

STRATEGIES AND MAJOR MILESTONES

Denotes customer experience-focused strategies, sub-strategies, or milestones.

Denotes equity-focused strategies, sub-strategies, or milestones.

Strategies	Major Milestones
Strengthen PHAs' and Multifamily property owners' incentives and capacity to serve more households.	<p>1/31/2022: Issue a notice offering PHAs an expedited approval process for payment standard adjustments in 2022 to address rental market challenges exacerbated by the COVID-19 pandemic and its aftermath. – <i>Achieved as of 12/9/2021</i></p> <p>3/31/2022: Establish a voucher budget utilization methodology for MTW agencies that is consistent with MTW flexibilities. – <i>Achieved as of 3/31/2022</i></p> <p>12/31/2022: Continue providing technical assistance to help PHAs and multifamily property owners to increase unit occupancy and voucher utilization. – <i>Achieved as of 12/1/2022</i></p> <p>3/31/2023: Facilitate landlord outreach engagements applicable to all ten regions.</p> <p>3/31/2023: Host at least one virtual convening for each region to identify and implement strategies to increase utilization of vouchers for special populations.</p>

¹⁶⁹ Inspections are completed by the Department's Real Estate Assessment Center (REAC) in partnership with PHAs and Multifamily property owners across the country.

¹⁷⁰ "Request for Comments: National Standards for the Physical Inspection of Real Estate and Associated Protocols," 87 FR 36426.

¹⁷¹ "Streamlining Management and Occupancy Reviews for Section 8 Housing Assistance Programs," 87 FR 37990.



	<p>9/30/2023: Finalize a detailed plan to update HUD information technology that improves the timeliness and completeness of key data, which measures the effectiveness of rental assistance programs.</p> <p>9/30/2023: Establish a FY 2024 MTW HCV Utilization target for MTW agencies that incorporates obligation data reported in the Voucher Management System.</p> <p>12/31/2023: Publish proposed rules on the performance assessments for the Housing Choice Voucher and Public Housing programs.¹⁷²</p> <p>6/30/2024: Implement information technology improvements for the Enterprise Voucher Management System (eVMS) and the Housing Information Portal (HIP).</p> <p>9/30/2024: Publish final rules on the performance assessments for the Housing Choice Voucher and Public Housing programs.</p> <p>9/30/2024: Initiate the iREMS modernization project, contingent on appropriations.</p>
Determine the quality, health, and safety of the HUD rental assistance portfolio by significantly increasing physical inspections of Public Housing and Multifamily properties.	<p>9/30/2023: Clear the inspection backlog resulting from operational impacts during the COVID-19 pandemic.</p> <p>9/30/2023: Implement NSPIRE.</p> <p>9/30/2024: Analyze preliminary outcomes of NSPIRE.</p>
Address poor performing property owners participating in HUD's Multifamily Project-Based Rental Assistance, Section 202, and Section 811 programs and PIH Project-Based Voucher program.	<p>9/30/2022: Provide technical assistance to PHAs and establish a clear monitoring and compliance plan for holding Project-Based Voucher project owners accountable. – <i>Achieved as of 12/31/2022</i></p> <p>9/30/2022: Provide quarterly regional analyses of data from HUD's Office of Field Policy and Management Stakeholder and Engagement Systems to identify performance issues for PHAs and multifamily properties. – <i>Achieved as of 9/30/2022</i></p> <p>9/30/2022: Establish regional monthly leadership briefings in support of current strategies for information sharing on poor performers who require cross-program solutions. – <i>Achieved as of 9/30/2022</i></p> <p>12/31/2022: Publish a final rule on streamlining management and occupancy reviews to focus resources on high-risk Multifamily properties and to</p>

¹⁷² The name of this milestone has been revised from "Publish a proposed rule on the performance assessment for the Housing Choice Voucher and Public Housing programs."; The performance assessment for the Housing Choice Voucher program is the Section Eight Management Assessment Program (SEMAP). The performance assessment for the Public Housing program is the Public Housing Assessment System.



	<p>offer administrative relief to high performers. – <i>Achieved as of 6/27/2022</i>¹⁷³</p> <p>6/30/2023: Review established processes and develop new processes, if necessary, that allow HUD and PHAs to hold poor performers accountable in the Multifamily and Project-Based Voucher programs, respectively.</p> <p>3/31/2024: Improve HUD's ability to identify large portfolios with poor-performing properties and determine appropriate actions HUD and PHAs can take to hold the identified poor performers accountable.</p>
Strengthen PHAs' capacity and incentives to expand housing opportunities for households using Housing Choice Vouchers. ¹⁷⁴	<p>9/30/2022: Publish a toolkit to assist PHAs in launching and running mobility programs that will draw on the experience of the HCV Community Choice Demonstration. – <i>Delayed to 3/31/2023</i>¹⁷⁴</p> <p>12/31/2023: Award \$25 million for HCV Mobility Services to assist families with children to move from areas of poverty to areas of higher opportunity.</p>
Gather resident feedback to help inform physical inspections of Public Housing and Multifamily properties. ¹⁷⁴	<p>6/30/2023: Establish a mechanism to incorporate resident feedback in HUD's NSPIRE inspection program.</p> <p>6/30/2023: Publish a funding notice for a tenant outreach and education program to support tenant engagement in identifying and resolving conditions in Multifamily properties.</p> <p>9/30/2024: Inform residents, PHAs, and Multifamily owners of how resident feedback is being included to address property conditions.</p>

¹⁷³ "Streamlining Management and Occupancy Reviews for Section 8 Housing Assistance Programs," 87 FR 37990.

¹⁷⁴ The Mobility Demonstration planning period has taken a little longer than anticipated due to hiring and contractor delays.



KEY PERFORMANCE INDICATORS

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

❖ Occupancy rates in the Public Housing and Multifamily programs and utilization rate in the Housing Choice Voucher Program

This measure will track the occupancy rates of Public Housing and Multifamily units and the budget utilization rate for Housing Choice Vouchers, including vouchers for HUD Veterans Affairs Supportive Housing (HUD-VASH) and family unification vouchers (FUP), but excluding Mainstream vouchers for people with disabilities.

Sub-Metric	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target ¹⁷⁵	FY24 Target	
Public Housing Occupancy Rate	95.33%	94.93%	94.33%	94.93%	94.63%	95.5%	96%	96%	↑ Increase
Multifamily Housing Occupancy Rate	92.19%	93.99%	93.77%	94.27%	94.79%	96%	96%	96%	↑ Increase
Housing Choice Voucher (HCV) Utilization Rate ¹⁷⁶	98.8%	100.1%	101.4%	96.2%	100.02%	98%	100%	100%	↑ Increase
Sub-Metric: Public Housing Occupancy Rate									
Description:	The percentage of Public Housing units that are occupied at the end of a fiscal year, based on Management Assessment Subsystem (MASS) Occupancy in the Public Housing Assessment System.								
Data Source:	Integrated Management System/ Public and Indian Housing (PIH) Information Center (IMS/PIC)								
Dimension & Unit of Measurement:	National, Percentage								
Calculation Method:	Occupancy Rate is calculated using a data set of all units under an Annual Contribution Contract and the following equation: The number of units leased divided by the number of units available (excluding those 1) uninhabitable for reasons of modernization, court litigation, natural disaster, casualty loss, or market conditions, 2) approved for special uses, and 3)								

¹⁷⁵ The FY23 Targets for Public Housing and Multifamily Housing Occupancy were changed due to shortages of the staffing, materials, and construction trade crews needed to improve properties. These shortages have slowed unit turnover, extended repair/rehabilitation periods, and presented challenges in addressing properties with chronic vacancies.

¹⁷⁶ This measure is based on the percentage of Annual Budget Authority (ABA) used. Unspent HCV program funding is allowed to be held in reserves. HUD encourages PHAs holding significant reserves to use them to increase or sustain existing leasing, which can drive ABA utilization over 100%. The HCV program performance indicator for FY21 and performance targets for FY22 and FY23 are for September of each year; the indicators for prior years are averages for the fiscal year. The performance targets for FY22 and FY23 are based on assumptions about the magnitude of program appropriations for those years. Budget utilization may be higher or lower than the targets if actual appropriations differ significantly from these assumptions.



	approved for removal from inventory, etc.). Leased units are defined as units occupied by assisted tenants and units occupied by non-assisted tenants. The formula is: units leased / (units available - (uninhabitable + special uses + approved for removal))
Frequency:	Quarterly
Data Quality:	Generally, the data are high quality at a national level. 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. PHAs annually certify the accuracy of Public Housing building and unit counts within IMS/PIC system. There may be some temporary errors for specific unit statuses at some PHAs due to PHA-staff input errors.
Validation and Verification:	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. MASS Occupancy is applicable to Asset Management Projects, PHA, Field Office, Network, is assessed daily and includes MTW agencies and mixed-finance properties.
Sub-Metric: Multifamily Housing Occupancy Rate	
Description:	The percentage of Multifamily Housing units that are occupied at the end of a fiscal year as one factor in HUD decision making to ensure optimal occupancy rates for units remaining in the Multifamily Housing program.
Data Source:	Tenant Rental Assistance Certification System (TRACS), more specifically, HUD Form 52670 "The Housing Owner's Certification and Application for Housing Assistance Payments" submitted monthly to TRACS for the payment of rental assistance.
Dimension & Unit of Measurement:	National, Percentage
Calculation Method:	Percentages are determined from the units counts on the monthly voucher using the following equation: (subsidized units + market units) / total unit count
Frequency:	Quarterly
Data Quality:	The data owners submit for each monthly voucher include number of units: [1] subsidized; [2] vacant; [3] market rate; [4] abated; and [5] total units in contract.
Validation and Verification:	Contract Administration Oversight Monitors conduct manual reviews of voucher data comparing it to tenant records. Any reporting errors must be corrected within a negotiated period.
Sub-Metric: Housing Choice Voucher Utilization	



Description:	The percentage of new budget authority that housing agencies spend in each year for housing assistance payments at the end of the fiscal year.
Data Source:	Voucher Management System (VMS) and HUD Central Accounting and Program System (HUDCAPS)
Dimension & Unit of Measurement:	National, Percentage
Calculation Method:	HCV Budget Utilization Rate is the total housing assistance payments (HAP) divided by total new annual budget authority (ABA) awarded in each fiscal year. Calculation excludes new budget authority for new tenant protection and incremental vouchers awarded during the year. Data for Mainstream vouchers and Moving to Work agencies are also excluded.
Frequency:	Quarterly, 70 days after the end of the quarter (due to data validation processes).
Data Quality:	HUD enters new budget authority amounts for each PHA into HUDCAPS. PHAs report HAP into VMS, which is subject to human (data-entry) error. The Department, however, has instituted “hard edits” for entries in the system. A “hard edit” is generated when a PHA 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 PHA is required to re-enter the correct information. This process provides additional assurance that the reported data are accurate.
Validation and Verification:	Aside from the “hard edit” process mentioned above, the HCV program uses four other means to ensure the accuracy of data: 1) HUD uses a voucher funds and unit utilization projection tool that enables the Department and PHAs to forecast voucher utilization and better manage the Voucher program. 2) The Housing Choice Voucher Financial Management Division performs routine data-validation checks of the VMS data after the monthly database has been submitted to HUD Headquarters for management reporting purposes. 3) Data inconsistent with prior months’ data are resolved with the PHA. 4) Corrections are entered directly into VMS to ensure accuracy.



► **Utilization Rates of Special Purpose Vouchers¹⁷⁷**

This measure will track voucher unit utilization rate goals for HUD-VASH, FUP, and Mainstream vouchers for people with disabilities.

Sub-Metric	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual ¹⁷⁸	FY22 Actual	FY22 Target	FY23 Target ¹⁷⁹	FY24 Target ¹⁸⁰	
HUD-VASH Program Utilization Rate	81%	78%	78%	75%	75%	82%	82%	82%	↑ Increase
FUP Voucher Utilization Rate	84%	77%	79%	82%	79%	82%	82%	82%	↑ Increase
Mainstream Voucher Utilization Rate	92%	73%	62%	63%	74%	82%	82%	82%	↑ Increase
Sub-Metric: HUD-VASH Unit Utilization Rate									
Description:	This indicator tracks the percentage of effective HUD-VASH vouchers that are leased (i.e., used by households), including tenant-based and project-based vouchers. These data are reported 70 days after the end of the quarter due to data validation processes. These data are also included in the total HCV utilization measure in the preceding chart.								
Data Source:	VMS and HUDCAPS								
Dimension & Unit of Measurement:	National, Percentage								
Calculation Method:	The total number of leased HUD-VASH vouchers divided by the number of effective HUD-VASH vouchers.								
Frequency:	Quarterly								

¹⁷⁷ Special Purpose Vouchers are often more difficult to utilize because of the added dimension of working through referrals from supportive service agencies or searching for units that meet individual special needs.

¹⁷⁸ The FY 2021 and earlier metrics for Special Purpose Vouchers are based on a percentage of units leased, with a denominator of all effective awards at the end of the fiscal year. The FY 2022 and later metrics for Special Purpose Vouchers, however, use a static denominator of the awards effective at the beginning of the fiscal year. This approach allows PHAs sufficient time to put the vouchers into use, since vouchers are awarded throughout the year, and it will take several months for vouchers to be utilized.

¹⁷⁹ The FY 2023 Targets for Special Purpose Voucher Utilization were changed because longstanding referral challenges continue to negatively impact utilization of HUD-VASH and FUP vouchers. Historically low vacancy rates and higher rents are negatively impacting overall voucher utilization, exacerbating the difficulty of utilizing Special Purpose Vouchers, particularly Mainstream vouchers that require the availability of units suitable for persons with disabilities.

¹⁸⁰ While the FY 2024 target is the same percentage as the FY23 target, it represents the leasing of more vouchers than in FY 2023. At the start of each fiscal year, the denominators for the Special Purchase Vouchers increase to include the number of effective vouchers as of October 1. These "re-baselined" denominators will include the number of vouchers awarded the previous fiscal year.



Data Quality:	VMS captures information related to the leasing and HAP expenses for the HCV program. 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 and Verification:	<p>The HCV program uses four other means to ensure the accuracy of the data: HUD has developed a voucher utilization projection tool, which will enable the Department and PHAs to forecast voucher utilization and better manage the Voucher program.</p> <p>The Housing Choice Voucher Financial Management Division performs data-validation checks of the VMS data after the monthly data has been submitted to HUD Headquarters for management reporting purposes.</p> <p>Data that appear to be inconsistent with prior months’ data are resolved with the PHA.</p> <p>Corrections are entered directly into the VMS System to ensure that the data are accurate.</p>
Sub-Metric: FUP Voucher Unit Utilization Rate	
Description:	This indicator tracks the percentage of authorized FUP vouchers that are leased (i.e., used by families and youth), including tenant-based and project-based vouchers. Foster Youth to Independence (FYI) vouchers are included in this indicator for FYI awards made after October 6, 2020. This data is reported 70 days after the end of the quarter due to data validation processes. These data are also included in the total HCV utilization measure in the preceding chart.
Data Source:	VMS and HUDCAPS
Dimension & Unit of Measurement:	National, Percentage
Calculation Method:	The total number of leased FUP vouchers divided by the number of authorized FUP vouchers.
Frequency:	Quarterly
Data Quality:	VMS captures information related to the leasing and HAP expenses for the HCV program. 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 and Verification:	<p>The HCV program uses four other means to ensure the accuracy of the data: HUD has developed a voucher utilization projection tool, which will enable the Department and PHAs to forecast voucher utilization and better manage the Voucher program.</p> <p>The Housing Choice Voucher Financial Management Division performs data-validation checks of the VMS data after the monthly data has been submitted to HUD Headquarters for management reporting purposes.</p> <p>Data that appear to be inconsistent with prior months’ data are resolved with the PHA.</p> <p>Corrections are entered directly into the VMS System to ensure that the data are accurate.</p>



Sub-Metric: Mainstream Voucher Unit Utilization Rate	
Description:	This indicator tracks the percentage of authorized Mainstream vouchers that are leased (i.e., used by households) including tenant-based and project-based vouchers. These data are reported 70 days after the end of the quarter due to data validation processes.
Data Source:	VMS
Dimension & Unit of Measurement:	National, Percentage
Calculation Method:	The total number of leased Mainstream vouchers divided by the number of authorized Mainstream vouchers.
Frequency:	Quarterly
Data Quality:	VMS captures information related to the leasing and HAP expenses for the HCV program. 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 and Verification:	<p>The HCV program uses four other means to ensure the accuracy of the data: HUD has developed a voucher utilization projection tool, which will enable the Department and PHAs to forecast voucher utilization and better manage the Voucher program.</p> <p>The Housing Choice Voucher Financial Management Division performs data-validation checks of the VMS data after the monthly data has been submitted to HUD Headquarters for management reporting purposes.</p> <p>Data that appear to be inconsistent with prior months' data are resolved with the PHA.</p> <p>Corrections are entered directly into the VMS System to ensure that the data are accurate.</p>

► **Percentage of Real Estate Assessment Center's (REAC) Physical Inspections Completed**

This measure will track the completion percentage of REAC's physical inspections for all Public Housing and Multifamily properties.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
63%	66%	14%	14%	56%	50%	100%	100%	↑ Increase
Description:		Percentage of Public Housing and Multifamily (both assisted and insured) properties inspected of the total required to be inspected in a fiscal year						
Data Source:		Physical Assessment Sub-system and NSPIRE system (under development)						



Dimension & Unit of Measurement:	National, Percentage
Calculation Method:	<p>The inspection completion rate is calculated using the number of inspections completed for Public Housing and Multifamily properties divided by the number of inspections due in a fiscal year. The number of inspections due in a fiscal year is given per annum whereas the number of inspections completed is calculated monthly.</p> <p>Calculation method: $\text{Number of inspections completed} / (\text{Current due count} + \text{Past due count}) = \text{Percent of inspections completed}$ </p> <p>The denominator is the number of inspections coming due in the current fiscal year and past due from the previous fiscal year. The numerator is the number of inspections completed.</p>
Frequency:	Annual
Data Quality:	Data is maintained daily and is of a high-quality pending resolution of certain properties' inspection status and assistance status/type. For example, properties not overdue for an inspection as of a certain month may become overdue in a future month and must be added to the total. While the vast majority of properties that are due for an inspection can be easily identified through a series of standard queries, more automated solutions/dashboards are not yet in place, although under development. Thus, some manual reconciliation of properties due for an inspection occurs for both the Public Housing and Multifamily Housing portfolios. Additionally, changes in assistance status or type (e.g., Rental Assistance Demonstration (RAD) conversion, disposition) are determined manually and can result in a small lag in accurately counting all properties in need of an inspection.
Validation and Verification:	REAC reviews those properties scheduled for an inspection with Public Housing and Multifamily Housing and regularly validates the list of properties due and overdue for inspection through a series of queries and follow-up work to ensure the properties are scheduled for inspection. Post-inspection, REAC uses a similar process to update the inspection date of these properties and move them off the due, overdue, or high priority inspection list, which also results in setting an ideal future date for inspection.

► Percentage of non-compliant Multifamily properties

This metric will track the percentage of Multifamily properties which, based on a REAC inspection resulting in a score below 60, are not complying with HUD's physical condition standards.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual ¹⁸¹	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
6.1%	5.8%	5.8%	9.3%	5.2%	N/A ¹⁸²	5.2%	5.0%	↓ Decrease

¹⁸¹ FY 2020 and FY 2021 inspections frequency was heavily impacted by the COVID-19 pandemic. As a result, the percentage failing is higher as inspections focused on properties with a higher risk profile.

¹⁸² This is a new indicator for FY23 and as such, no FY22 target was established.



Description:	Percentage of privately-owned properties which, based on a REAC inspection resulting in a score below 60, are not complying with HUD's physical condition standards for multifamily housing.
Data Source:	Physical Assessment Subsystem (PASS); Integrated Real Estate Management System (iREMS); Multifamily Portfolio Reporting Database (MPRD)
Dimension & Unit of Measurement:	National, Count
Calculation Method:	The percentage of inspection results below 60.
Frequency:	Annual
Data Quality:	High quality data as results of HUD contractor-performed inspections.
Validation and Verification:	Results of inspections are reported through the PASS system and results are validated by REAC through their quality control/assurance process.

OTHER INDICATORS

► Number of families served through HUD rental assistance

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

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
4,631,866	4,613,722	4,611,751	4,705,405	4,456,927 ¹⁸³	Tracking Only	Tracking Only	Tracking Only	Tracking Only
Metric: Number of families served through HUD rental assistance								
Description:	Aggregate count of Public Housing, Multifamily, and Housing Choice Voucher units occupied							
Data Source:	VMS, IMS/PIC, Integrated Real Estate Management System (iREMS), TRACS, Multifamily Portfolio Reporting Database (MPRD)							
Dimension & Unit of Measurement:	Count: Number of occupied units per program							

¹⁸³ Starting in FY 2022, the data collection and calculation methodology for this metric was revised to describe the number of families served by PIH and Multifamily Housing programs only. Previous Annual Performance Plans included the number of families served by programs beyond the purview of PIH and Multifamily. These included McKinney-Vento Homeless Rental Assistance, Tax Credit Assistance Program, and Housing Opportunities for Persons with Acquired Immunodeficiency Syndrome (AIDS) (HOPWA), and Low-Income Housing Tax Credit (LIHTC).



Calculation Method:	Total count of households served by Public Housing, Multifamily, and Housing Choice Voucher programs (each household occupies one unit)
Frequency:	Annualized, see below
Data Quality:	See sub-metrics below.
Validation and Verification:	See sub-metrics below.
Sub-Metric: Number of Public Housing Households	
Description:	The number of Public Housing units that are occupied at the end of a fiscal year.
Data Source:	IMS/PIC
Dimension & Unit of Measurement:	National, Count
Calculation Method:	The sum of Public Housing units occupied. Occupied units are defined as units occupied by assisted tenants and units occupied by non-assisted tenants.
Frequency:	Quarterly
Data Quality:	Generally, the data are high quality at a national level. 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. PHAs annually certify the accuracy of Public Housing building and unit counts within IMS/PIC system. There may be some temporary errors for specific unit statuses at some PHAs due to PHA-staff input errors.
Validation and Verification:	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.
Sub-Metric: Number of Utilized Housing Choice Vouchers	
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:	VMS
Dimension & Unit of Measurement:	Count: Number of utilized HCV vouchers
Calculation Method:	The number of leased vouchers entered into PIH's VMS.
Frequency:	Quarterly



Data Quality:	VMS captures information related to the leasing and HAP expenses for the HCV program. 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 and Verification:	<p>The HCV program uses four other means to ensure the accuracy of the data: HUD has developed a voucher utilization projection tool, which will enable the Department and PHAs to forecast voucher utilization and better manage the Voucher program.</p> <p>The Housing Choice Voucher Financial Management Division performs data-validation checks of the VMS data after the monthly data has been submitted to HUD Headquarters for management reporting purposes.</p> <p>Data that appear to be inconsistent with prior months’ data are resolved with the PHA. Corrections are entered directly into the VMS System to ensure that the data are accurate.</p>
Sub-Metric: Number of Section 8 Project-Based Rental Assistance (PBRA) units (Multifamily)	
Description:	This sub-metric tracks the number of families receiving rental assistance through the PBRA program.
Data Source:	TRACS and iREMS
Dimension & Unit of Measurement:	Count: Households receiving rental assistance through the PBRA program
Calculation Method:	Number of units receiving rental assistance through the PBRA program (there is one household per unit)
Frequency:	Quarterly
Data Quality:	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 and Verification:	<p>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.</p>
Sub-Metric: Number of units subsidized by under Sections 202 and 236 (Multifamily)	
Description:	Number of units covered by old Section 202 direct loans, insured under Section 236, or receiving interest reduction payments (IRP).
Data Source:	Multifamily Portfolio Reporting Database (MPRD) and iREMS



Dimension & Unit of Measurement:	Count: Number of units subsidized by the old Section 202, 236, and IRP programs
Calculation Method:	Count
Frequency:	Quarterly
Data Quality:	Although these units are assumed to be occupied, there is no assurance that this assumption is correct.
Validation and Verification:	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.
Sub-Metric: Number of Project Rental Assistance Contracts in the Section 202 Housing for the Elderly and Section 811 Housing for Persons with Disabilities programs (202/811 PRAC) (Multifamily)	
Description:	Number of households receiving rental assistance through a 202/811 PRAC.
Data Source:	TRACS and iREMS
Dimension & Unit of Measurement:	Count: Number of households receiving rental assistance through a 202/811 PRAC
Calculation Method:	Number of units receiving assistance through a 202/811 PRAC
Frequency:	Quarterly
Data Quality:	TRACS has more than 6,000 business rules to ensure data validation. Data fields are required for property and project management purposes.
Validation and Verification:	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.

EVIDENCE BUILDING

HUD's Office of Policy Development and Research (PD&R) routinely sponsors evaluations assessing the effectiveness of its rental assistance programs. Two landmark studies conducted in the past 20 years attest to the effectiveness of housing vouchers in increasing housing stability and reducing homelessness. For example, the 2006 report "Effects of Housing Vouchers on Welfare Families" found that receiving a housing voucher helped families move to neighborhoods with lower poverty rates, higher employment rates, and lower rates of public benefit receipt. Receiving a housing voucher also substantially decreased the likelihood that a household would



experience homelessness and doubling up.¹⁸⁴ In 2016, the Family Options Study found that homeless families who were offered a voucher experienced major decreases in returns to homelessness and increases in family well-being relative to those offered standard care in shelters.¹⁸⁵

PD&R is conducting a multi-part evaluation of the ongoing expansion of the MTW Demonstration. This expansion will grant up to 100 PHAs the flexibility to restructure some programs, reallocate resources, and implement innovative programs. HUD is rolling out the expansion in cohorts to allow for more rigorous analysis of various elements of the MTW Demonstration program. The first cohort will test how small and medium PHAs used their flexibility to better meet community needs and the three MTW statutory objectives of housing choice, cost-effectiveness, and household self-sufficiency. The second cohort will evaluate stepped and tiered rent policies, the third cohort will evaluate landlord incentives, and a fourth cohort will evaluate asset building initiatives.

Through its public and assisted housing inspection standards and protocols, HUD seeks to ensure that households receiving rental assistance live in good quality units, free from health and safety hazards, and have adequate space and amenities. A 2017 study of the assisted housing stock using data from the American Housing Survey found that the prevalence of housing quality problems overall is low, with most units having no problems, and that the quality of assisted housing is comparable to the quality of unassisted housing.¹⁸⁶ However, the study also found that assisted housing in central cities and the Northeast had lower quality than assisted housing in suburban or rural areas and other parts of the country. Furthermore, the study found that nonelderly disabled persons, non-White persons, and large households experienced lower than average housing quality, which raises equity concerns.

In the absence of funding for capital improvements to the public housing stock, HUD's RAD program has been a key strategy for preserving public housing units through conversion to the more financially sustainable project-based Section 8 assisted housing platform. PD&R's evaluation of RAD shows that as of October 2018 over 100,000 units of public housing were converted to the Section 8 platform under RAD and over \$12.6 billion was raised, with significant leverage, from numerous sources to improve the physical and financial condition of properties. The study confirmed that the physical and financial condition of converted properties improved, and a majority of tenants reported that the physical condition of their units and developments was better after conversion. More than 80 percent of interviewed tenants expressed satisfaction with their units and developments post-conversion.

In 2023, HUD continues a study to assess appropriate methods to define and determine the capital needs of the public housing portfolio. The most recent capital needs assessment, published in 2011, estimated that the nation's 1.2 million public housing units needed \$25.6 billion in large-scale capital improvements to make the housing decent and economically sustainable and a total of \$89 billion to address capital needs over the next 20 years. The ongoing study features a survey of all PHAs with public housing, asking them questions about their understanding of capital needs, their methods of determining capital needs, associated capital needs assessment issues and impediments, and their inventory and expected plans over the next five years. The research will yield an updated understanding of defining and assessing capital needs and will inform future capital needs assessments by improving estimation methodologies and incorporating emerging issues such as energy efficiency, accessibility, and internet access.

HUD's Learning Agenda includes several research questions that relate to Objective 2B. Examples of such questions are:

- *How does housing quality affect self-sufficiency, quality of life, and assisted housing tenure of public housing and Housing Choice Voucher tenants?*
- *Is the Project-Based Voucher program benefiting HUD's target populations and do underserved communities have equitable access to the program?*

¹⁸⁴ "Effects of Housing Vouchers on Welfare Families" (2006), <https://www.huduser.gov/portal/publications/commdev/hsgvouchers.html>.

¹⁸⁵ "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>.

¹⁸⁶ "The Quality of America's Assisted Housing Stock" (2017), <https://www.huduser.gov/portal/sites/default/files/pdf/Quality-Assisted-Housing-Stock.pdf>.



- *What are the most effective ways of engaging with and attracting landlords to the voucher program?*

Strategic Goal 3: Promote Homeownership

Promote homeownership opportunities, equitable access to credit for purchase and improvements, and wealth-building in underserved communities.

LEADING THIS GOAL

Office of the Secretary

GOAL

Homeownership is vital to promoting viable, inclusive economic opportunities to all. HUD is dedicated to helping individuals develop wealth by improving access to affordable homeownership. This will be achieved by maximizing the extension of credit for low-to-moderate income homebuyers and other borrowers who are underserved by the conventional mortgage market.



HUD will focus on policies that preserve homeownership for existing homeowners through all economic cycles. HUD will examine and revise regulatory burdens and policies that create barriers to sustainable homeownership. Departmental programs will, concurrently, promote tools that boost homeownership opportunity.

HUD will be a leading voice in the transformation of the housing finance system. HUD is committed to ensuring that housing policies do not reinforce discriminatory practices against protected classes under the Fair Housing Act. HUD services will be bolstered by policies and programs that support an equitable housing finance system. In collaboration with Federal partners, the Department will work to ensure this system serves all people equitably and fairly – from the Federal Housing Administration (FHA) underwriting process through the Government National Mortgage Association's (Ginnie Mae) engagement of capital markets.

This goal consists of two objectives and one major initiative:

Strategic Goal 3: Promote Homeownership

3A. Advance Sustainable Homeownership

Major Initiative: Expand Homeownership Opportunities



3B. Create a More Accessible and Inclusive Housing Finance System





Strategic Objective 3A: Advance Sustainable Homeownership

Advance the deployment of tools and capital that put sustainable homeownership within reach.

LEADING THIS OBJECTIVE

Office of Housing

- ★ **Agency Priority Goal for FY 2022-2023: HUD will maximize homeownership for creditworthy first-time homebuyers and preserve homeownership for existing homeowners. By September 30, 2023, HUD will maintain a first-time homebuyer rate of at least 80% for newly endorsed FHA-insured purchase mortgages and a re-default rate for seriously delinquent homeowners who received a loss mitigation action that is below 30%.**

OBJECTIVE

HUD is dedicated to addressing the needs of the people it serves by expanding access to credit and counseling support throughout all stages of the homeownership process. The Department will work to ensure that creditworthy borrowers can buy homes in a safe, secure, and nondiscriminatory manner.¹⁸⁷ Knowledge-building and the promotion of safe, secure loan insurance products that meet consumers' needs will be Departmental



priorities. HUD will also analyze the insured mortgage programs of FHA and the loan guarantee programs of the Office of Native American Programs for ways to help make capital more accessible to potential homebuyers.¹⁸⁸

Additionally, HUD will ensure that manufactured and other factory-built housing types are a thriving source of affordable, quality, durable, and safe housing. This will be achieved in part by the implementation of updated Manufactured Housing Construction and Safety Standards. The new standards will improve the efficiency of construction and align Federal standards with industry best practices.

FHA mortgage insurance and the Ginnie Mae Mortgage-Backed Securities program provide greater access to capital and liquidity for those participating in aforementioned homeownership programs, particularly during times of economic stress. HUD will continue to examine its servicing standards to serve as many homebuyers as possible. Counter-cyclical liquidity will also be provided to ensure there is always a sustainable market for FHA-insured mortgages. HUD will utilize its resources to increase capital and ensure safe and responsible lending practices enabling more Americans to both purchase and keep their homes.

¹⁸⁷ FHA issued a mortgagee letter on November 17, 2021, providing clarifying guidance regarding Fair Housing Act and anti-discrimination requirements for appraisals. Mortgagee Letter (ML) can be found here: https://www.hud.gov/sites/dfiles/OCHCO/documents/2021-27hsgml.pdf?utm_medium=email&utm_source=govdelivery

¹⁸⁸ HUD's Federal Housing Administration (FHA) serves individuals and families that are not traditionally served in private or conventional housing markets. HUD's Office of Native American Programs (ONAP) administers the Section 184 and 184A loan guarantee programs, which benefit American Indian, Alaska Native, and Native Hawaiian homebuyers who have historically lacked access to capital. FHA and ONAP work collaboratively to ensure that policies are consistent across FHA and ONAP programs, where appropriate.



2022 APR PROGRESS UPDATE

HUD, in consultation with the Office of Management and Budget, has determined that performance toward this objective is making noteworthy progress. HUD has focused its efforts towards implementing the Administration's priority of providing fair, equitable service and effectively meeting the needs of its borrowers. On April 18, 2022, the Department published an update to the FHA COVID-19 Recovery Loss Mitigation Options, enabling lenders to provide a 40-year loan modification with a partial claim option to assist struggling homeowners who are behind on their mortgage payments.¹⁸⁹ HUD also ensured that underwriting guidelines meet the needs of borrowers by updating the Title I Handbook, enabled the use of positive rental history in creditworthiness determinations, and provided trainings to lenders and realtors on HUD programs.

The Department has prioritized expanding access to homeownership opportunities. In FY 2022, the percentage of new FHA-insured purchase mortgages approved for first-time home buyers was 83.52 percent. This exceeded the Department's performance goal of 80 percent or higher. Additionally, 29 percent of FHA forward endorsements were made to minority borrowers, including 12.85 percent and 14.07 percent to Black and Hispanic borrowers, respectively. HUD will continue to track these metrics to ensure our services equitably reach all people. Furthermore, HUD is assessing barriers to the origination of small-balance mortgages so FHA-insured financing can be used to serve more potential homebuyers seeking to purchase lower-priced homes.¹⁹⁰ Such efforts have been furthered by HUD-led engagements with Community Development Financial Institutions to improve awareness of FHA programs. Throughout FY 2022, HUD remained focused on supporting a sustainable recovery while providing economic relief to individuals and families impacted by the COVID-19 pandemic. The Department's efforts included the:

- Extension on June 23, 2022, of partial waivers for Mortgagee Letter (MLs) 2015-11 and 2016-07 to provide continued flexibility for senior borrowers with Home Equity Conversion Mortgages (HECM) who are experiencing financial difficulties due to the COVID-19 pandemic.¹⁹¹
- On July 12, 2022, the publication of increases to the appraisal validity periods for FHA mortgages, making it easier for lenders to operationally manage appraisal validity while potentially reducing appraisal costs for FHA lenders and borrowers.¹⁹²
- On July 7, 2022, the publication of revised guidance for calculating effective incomes after a reduction or loss of income for borrowers affected by COVID-19. This change increased lenders' flexibility in calculating borrower incomes if the borrower experienced a gap in employment and/or a reduction or loss of income due to a COVID-19-related economic event but where their effective income is now stable.¹⁹³
- Further modernization of its outdated IT systems to mitigate associated risks while improving the efficiency of FHA programs, benefitting FHA's business partners and the households they serve.¹⁹⁴

In FY 2022, the Department also made investments to improve housing counseling customer experiences, particularly those who have been underserved in the past. HUD awarded \$51.4 million in Housing Counseling grants to 177 grantees during FY 2022.¹⁹⁵ Additionally, HUD awarded \$3 million of this funding to 16 HUD-approved housing counseling agencies that are partnering with Historically Black Colleges and Universities, Hispanic Serving Institutions, or other Minority Serving Institutions. HUD further expanded awareness of its counseling services and made it easier for customers to find a housing counselor by upgrading its housing

¹⁸⁹ The Mortgagee Letter (ML) announcing the update to COVID-19 loss mitigation options can be found here:

<https://www.hud.gov/sites/dfiles/OCHCO/documents/2022-07hsgml.pdf>

¹⁹⁰ Link to RFI for small-balance lending can be found here: <https://www.Federalregister.gov/documents/2022/10/04/2022-21047/request-for-information-regarding-small-mortgage-lending>.

¹⁹¹ The FHA INFO release announcing the initial extension can be found here:

https://www.hud.gov/sites/dfiles/SFH/documents/SFH_FHA_INFO_2022-64.pdf. On November 28, 2022, HUD published FHA INFO 2022-98 which announced further extensions to these flexibilities. That announcement can be found here:

https://www.hud.gov/sites/dfiles/SFH/documents/SFH_FHA_INFO_2022-98.pdf

¹⁹² The ML announcing these revisions can be found here: <https://www.hud.gov/sites/dfiles/OCHCO/documents/2022-11hsgml.pdf>

¹⁹³ The ML detailing these guidance revisions can be found here:

<https://www.hud.gov/sites/dfiles/OCHCO/documents/2022-09hsgml.pdf>

¹⁹⁴ On March 1, 2022, HUD's Office of Housing transitioned its Single Family customers to the new Single Family Default Monitoring System (SFDMS) through FHA Catalyst, which provides modernized default reporting capabilities for FHA lenders.

¹⁹⁵ The Department awarded \$49.4 million of these grants directly to support the housing counseling services provided by HUD-approved local housing counseling agencies, national and regional organizations, multi-state organizations, and state housing finance agencies.





counseling search tools. HUD's new, toll-free housing counseling phone number features new consumer-facing features, such as support in over 250 languages and access to a live operator. HUD also launched an initiative to diversify the pool of housing counselors, helping customers connect with counselors who understand their communities. Disaster support, assistance, and recovery counseling were also major 2022 focus areas for HUD. The Department established the Disaster Assistance Response Team (DART) that supports housing counseling agencies in responding to disasters that occur in their communities.¹⁹⁶


Despite numerous accomplishments and progress on several FHA Catalyst modules in FY 2022, work remains ongoing for the Electronic Appraisal Delivery module. The modernization of FHA's information technology resources remains a top priority for the Department. To date, the Case Binder Submission, Claims, and Single Family Default Monitoring System Reporting Modules, built on the FHA Catalyst platform, have proven to be effective in enhancing the exchange and integration of key information between FHA and its business partners. On November 22, 2022, FHA announced a change to its electronic appraisal delivery (EAD) strategy to meet the needs of FHA customers and stakeholders more effectively. Specifically, FHA will maintain an industry-aligned external EAD portal that interfaces with the FHA Catalyst: EAD Module for data storage, dissemination, and analysis.

Additionally, the multi-year Housing Counseling outreach campaign strategy continues to work through promoting its outreach and awareness support to prospective homeowners and renters. Counselors served over one million clients total, across all types of counseling in FY 2022. Despite successful outreach measures, HUD fell just short of its ambitious target of 1,102,460 clients counseled. While there were some delays in launching the Housing Counseling outreach campaign strategy as planned, HUD has resolved these delays and intends to launch the campaign prior to National Homeownership Month in June 2023.

STRATEGIES AND MAJOR MILESTONES¹⁹⁷

 Denotes customer experience-focused strategies, sub-strategies, or milestones.

 Denotes equity-focused strategies, sub-strategies, or milestones.

Strategies	Major Milestones
Ensure FHA underwriting guidelines and servicing protocols more effectively serve the needs of borrowers. 	<p>11/9/2021: Publish the Title I Handbook with updated requirements for manufactured housing and property improvement loans.¹⁹⁸ – <i>Achieved as of 11/9/2021</i></p> <p>9/30/2022: Complete 16 trainings on FHA underwriting guidelines and servicing protocols to inform lenders and realtors on HUD programs. – <i>Achieved as of 6/10/2022</i></p> <p>12/31/2022: Publish a Mortgagee Letter (ML) amending the timeframes for due and payable notices on HECM mortgages. – <i>Achieved as of 8/31/2022</i>¹⁹⁹</p>

¹⁹⁶ In the wake of a presidentially declared disaster, the DART conducts surveys to determine the effects of the disaster on agencies and their capacities to respond. The DART also organizes deployments to disaster areas so HUD staff and HUD-approved housing counseling agencies can deploy rapid responses teams to impacted areas. Combined, HUD, with counseling agencies, helps coordinate the disaster response along with the Federal Emergency Management Agency (FEMA), other Federal agencies, and other HUD offices.

¹⁹⁷ Strategy "Update manufactured housing standards" has been moved from Objective 3A to the Major Initiative as future actions under the strategy are likely to do more to encourage innovation, placing it squarely within the Major Initiative, while keeping Objective 3A focused on origination, serving, and counseling.

¹⁹⁸ Link to the handbook can be found here: <https://www.hud.gov/sites/dfiles/OCHCO/documents/4000.1hsggh-112021.pdf>

¹⁹⁹ ML letter can be found here: <https://www.hud.gov/sites/dfiles/OCHCO/documents/2022-15hsgml.pdf>.



	<p>12/31/2022: Publish a ML to enable the utilization of positive rental history in underwriting. – <i>Achieved as of 9/27/2022</i>²⁰⁰</p> <p>9/30/2023: Complete an evaluation of whether FHA needs to further change how student loans are considered when determining creditworthiness.</p> <p>9/30/2023: Publish HECM Origination and Servicing Handbook sections of Handbook 4000.1.²⁰¹</p> <p>12/31/2023: Complete a review of alternative indices to the London Interbank Offer Rate (LIBOR).</p> <p>12/31/2023: Complete the rulemaking process for establishing an increased 40-year term for Loan Modifications.</p> <p>12/31/2023: Complete the rulemaking process for the acceptance of private flood insurance. – <i>Achieved as of 11/21/2022</i>²⁰²</p>
Expand access to small-balance mortgage loans. ²⁰³	<p>3/31/2022: Complete assessment of roadblocks to small-balance mortgage loans. – <i>Achieved as of 1/31/2023</i></p> <p>9/30/2022: Complete training sessions with Community Development Financial Institutions and other institutions who issue small-balance loans. – <i>Achieved as of 8/30/2022</i></p> <p>9/30/2023: Develop a strategy for small balance mortgage lending to increase the number of small-balance mortgages originated for FHA insurance.</p> <p>9/30/2024: If approved by Congress, initiate execution of the 2024 Budget request for a small balance mortgage demonstration.</p>
Improve access to HUD-approved Housing Counseling agencies and HUD-certified housing counselors. 🗳️ 📄	<p>3/31/2022: Update the “Find a Counselor” web and telephone tool to enhance the customer experience and improve equitable access to Housing Counseling.²⁰⁴ – <i>Achieved as of 3/31/2022</i></p> <p>3/31/2022: Increase Certified Counselor and Agency training in outreach and messaging strategies in areas they serve, to increase consumer awareness of</p>

²⁰⁰ ML can be found here: https://www.hud.gov/sites/dfiles/OCHCO/documents/2022-17hgnml.pdf?utm_medium=email&utm_source=govdelivery.

²⁰¹ Additional information about the handbook can be found here: https://www.hud.gov/program_offices/housing/sfh/handbook_4000-1

²⁰² The final rule can be found here: <https://www.Federalregister.gov/documents/2022/11/21/2022-25258/acceptance-of-private-flood-insurance-for-fha-insured-mortgages> ML letter can be found here: https://www.hud.gov/sites/dfiles/OCHCO/documents/2022-18hsgml.pdf?utm_medium=email&utm_source=govdelivery.

²⁰³ Strategy and milestone language has been updated; previously this read as “Expand access to small-dollar loans”

²⁰⁴ Additional information can be found here: https://www.hud.gov/program_offices/housing/sfh/hcc/hcc_home



	<p>benefits of Housing Counseling. – <i>Achieved as of 3/31/2022</i></p> <p>6/30/2022: Implement a national consumer awareness outreach campaign to educate consumers on benefits of homeownership and wealth-building through Housing Counseling.²⁰⁵ – <i>Achieved as of 9/29/2022</i></p> <p>10/30/2022: Advertise awareness of HUD-certified support available to prospective homeowners and renters as part of the Housing Counseling media campaign.²⁰⁶ – <i>Delayed to 3/31/2023</i>²⁰⁷</p> <p>12/31/2023: Integrate the availability of agency locator tools into the national consumer outreach campaign.</p>
Engage renters earlier in the process to help them plan for homeownership.	<p>6/30/2022: Implement a national outreach campaign to renters to raise awareness through Housing Counseling on the potential benefits of homeownership, including wealth-building and creating equity for future generations.²⁰⁸ – <i>Achieved as of 9/29/2022</i></p> <p>9/30/2023: Launch a pre-purchase demonstration to explore homeownership opportunities with tenants involved with HUD programs.</p> <p>9/30/2024: Expand the number of housing counseling agencies and state housing finance agencies participating in the demonstration.</p>
Provide targeted counseling sessions in response to natural and human-made disasters.	<p>11/30/2021: Incorporate program incentives for HUD-Approved agencies and Certified Counselors that support declared emergency events.²⁰⁹ – <i>Achieved as of 11/30/2021</i></p> <p>9/30/2022: Provide Housing Counseling support to each FY 2022 emergency event to assure impacted individuals are professionally assisted.²¹⁰ – <i>Achieved as of 6/30/2022</i></p>

²⁰⁵ This multi-year outreach strategy will be broad in scope and multifaceted in focus. The outreach will work to reach: potential homeowners, current homeowners, and current renters. As part of the effort, the targeted consumers will better understand the potential wealth building aspects homeownership can offer, as well as what other additional resources housing counseling is available to offer.

²⁰⁶ This milestone was previously stated as: "Advertise awareness of HUD-certified support available to prospective homeowners and renters as part of the Housing Counseling media campaign." HUD has learned through the Racial Equity Survey that many organizations have used word of mouth and community engagement as their most effective form of marketing. The multifaceted and multilingual campaign will develop and utilize media, both earned and Public Service Announcements, as well as collateral for grassroots stakeholder engagement for diverse market segments.

²⁰⁷ Due to delays in the implementation of the national consumer outreach campaign, advertising as part of the national outreach campaign was not able to begin as early as originally planned.

²⁰⁸ This is part of the multi-year outreach strategy will be broad in scope and multifaceted in focus. The outreach will work to reach: potential homeowners, current homeowners, and current renters. As part of the effort, the targeted consumers will better understand the potential wealth-building aspects homeownership can offer, as well as what other additional resources housing counseling is available to offer.

²⁰⁹ HUD will help assure adequate professional assistance is always available to impacted consumers at their time of need.

²¹⁰ Coordination will be made available that supports each emergency event to assure impacted citizens are professionally assisted.



	<p>9/30/2023: Engage FEMA and other disaster response agencies to explore avenues for collaboration in the provision of housing counseling to disaster-affected households.</p> <p>10/31/2023: Provide 250 client disaster-related counseling sessions.</p>
Modernize IT systems to mitigate operational risk and better serve low-income and first-time homebuyers.	<p>3/1/2022: Launch a new default monitoring system. – <i>Achieved as of 3/1/2022</i></p> <p>3/14/2023: Implement the modified plan for FHA Catalyst Electronic Appraisal Delivery (EAD).²¹¹ – <i>Delayed to 10/29/2023²¹²</i></p> <p>9/30/2024: Update the FHA Catalyst roadmap.</p>
Grow partnerships with Historically Black Colleges and Universities (HBCUs) and other Minority Serving Institutions (MSIs) to train the next generation of housing counselors. ²¹³	<p>4/30/2022: Award \$3 million total in grants to 15 or more HUD-approved housing counseling agencies to partner with HBCUs and other MSIs.²¹³ – <i>Achieved as of 1/26/2022²¹⁴</i></p> <p>5/31/2022: Launch a nationwide pilot program to recruit and train prospective housing counselors and Housing Counseling Agency Administrators from HBCUs and other MSIs.²¹⁵ – <i>Achieved as of 1/26/2022</i></p> <p>9/30/2023: Expand, by at least eight, the number of partnerships between housing counseling agencies and MSIs.</p> <p>10/31/2023: Award grant funds to 25 agencies to create or expand current MSI initiatives.</p>

²¹¹ Previous milestone language was: "Update the FHA Catalyst tool to fully implement the electronic delivery of appraisals."

²¹² FHA has determined that the most effective technology solution for electronic appraisal submission is to remain on its Legacy EAD, which maintains an industry-aligned external EAD portal and interfaces with FHA Catalyst: EAD Module for data storage, dissemination, and analysis. Link to ML announcing the modified EAD plan can be found here: <https://www.hud.gov/sites/dfiles/OCHCO/documents/2022-19hsgml.pdf>

²¹³ Grant funding will help launch housing counseling and workforce development initiatives in historically underserved communities.

²¹⁴ The press release can be found here: https://www.hud.gov/press/press_releases_media_advisories/hud_no_22_013.

²¹⁵ HUD is developing incentives for HBCUs, MSIs, and Housing Counseling Agencies to offer courses that will train and encourage students to pursue careers in Housing Counseling.



KEY PERFORMANCE INDICATORS

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

🌟 Percentage of new FHA-insured purchase mortgages approved for first-time home buyers²¹⁶

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

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
82.7%	82.8%	83.1%	84.61%	83.52% ²¹⁷	80%	80%	80%	↑ Increase
Description:		Compute the percentage of FHA single-family purchase endorsements for which the borrower is a first-time homebuyer.						
Data Source:		Single-Family Data Warehouse and American Housing Survey						
Dimension & Unit of Measurement:		Percentage: Share of FHA endorsements that belong to first-time homebuyers						
Calculation Method:		Percentage of FHA endorsements made to first-time homebuyers.						
Frequency:		Quarterly						
Data Quality:		HUD 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 and Verification:		American Housing Survey is available every 2 years.						

²¹⁶ Information can be found here: <https://www.hud.gov/sites/dfiles/Housing/documents/2021FHAAnnualReportMMIFund.pdf> page 89.

²¹⁷ In FY 2022, FHA endorsed 692,846 forward mortgages, 578,675 (83.52 percent) of which were issued to first-time homebuyers. <https://www.hud.gov/sites/dfiles/Housing/documents/2022FHAAnnualRptMMIFund.pdf>, pg. 89.



🔍 Re-Default Rate after loss mitigation actions²¹⁸

This measure tracks the re-default rate, defined as a serious delinquency (SDQ), occurring within a year of a loss mitigation action taking place.²¹⁹

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
24.6%	34.53%	29.01%	16.3%	TBD ²²⁰	30%	30%	30%	↓ Decrease
Description:		Four quarter re-default rate on SDQ loans that have cured through loss mitigation.						
Data Source:		Single-family data warehouse						
Dimension & Unit of Measurement:		Rate of re-default						
Calculation Method:		Four quarter re-defaults / total annual cures through loss mitigation						
Frequency:		Reported annually						
Data Quality:		HUD will rely on data from the Single-Family Data Warehouse, which tracks the number of FHA cures and re-defaults.						
Validation and Verification:		No data limitations are known to affect this indicator.						

► Number of clients served through HUD's Housing Counseling Program

This metric measures the number of clients counseled each year through the HUD Housing Counseling program.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual ²²¹	FY22 Target	FY23 Target	FY24 Target	
1,063,774	1,029,339	961,793	1,010,840	1,011,010	1,102,460	1,061,564	1,200,000	↑ Increase

²¹⁸ Low re-default rates indicate the loss mitigation programs are working as intended.

²¹⁹ A serious delinquency is when a single-family mortgage is 90 days or more past due or in foreclosure or bankruptcy.

²²⁰ Re-Defaults are tracked by the fiscal year of the loss mitigation action taking place. Therefore, FY 2021 is the most recent year for which data are available. Defaults that occur within four quarters of a FY 2022 loss mitigation action will be reported in November 2023.

²²¹ This report is typically not produced until 90 days after the end of the quarter, so agencies may perform data correction based on validation and verification results.



Description:	Measurement of penetration of Housing Counseling program in U.S. population and territories.
Data Source:	Data derived from HUD-Approved Housing Counseling agencies individual client counseling sessions and submitted to HUD Housing Counseling System quarterly. Data is maintained in HUD Housing Counseling System (HCS). It also includes sessions not billed to HUD Housing Counseling grants.
Dimension & Unit of Measurement:	Data is reported for each client counseled session conducted by HUD-Approved Housing Counseling agency as defined by program regulations, 24 CFR Part 214, and HUD Handbook 7610.1, Rev. 5.
Calculation Method:	Calculation method is by each client/citizen counseled or served as defined by program regulations, 24 CFR Part 214, and HUD Handbook 7610 1, Rev. 5.
Frequency:	Client counseling sessions are reported to HUD quarterly.
Data Quality:	Data quality is high. HUD HCS validates each client record for completion (all required fields must contain data). Incomplete records and fields will be rejected at the firewall. Random client counseling records are reviewed during periodic agency performance reviews.
Validation and Verification:	HUD HCS validates each client record for completion (all required fields must contain data). Incomplete records and fields will be rejected at the firewall. Incomplete or inaccurate records are not stored in HCS database.

OTHER INDICATORS

► Percentage of FHA forward endorsements made to minority borrowers

This indicator will track the percentage of FHA forward endorsements made to minority borrowers.²²²

	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
Minority borrowers	33.9%	33.6%	34.2%	31.92% ²²³	29% ²²⁴	Tracking Only	Tracking Only	Tracking Only	Tracking Only
Black borrowers	12.62%	12.83%	12.74%	13.42%	12.85%	Tracking Only	Tracking Only	Tracking Only	Tracking Only

²²² Minority borrowers are defined as borrowers who identify as Black, Asian, Hispanic, American Indian, or Hawaiian.

²²³ Previously, this was reported as 32.8%. This new data is the most updated and slightly different than what was pulled from the Annual Management Report.

²²⁴ In FY 2022, 33.89% of borrowers declined to report their race/ethnicity, which is notably high and affects the reliability of the data.



Hispanic borrowers	18.17%	17.75%	17.29%	16.09%	14.07%	Tracking Only	Tracking Only	Tracking Only	Tracking Only
Description:	Percentage of FHA forward endorsements made to minority borrowers								
Data Source:	Single Family Data Warehouse								
Dimension & Unit of Measurement:	Dimension of Measurement: Percentage Unit of Measurement: FHA forward endorsements								
Calculation Method:	Percentage								
Frequency:	Annual								
Data Quality:	Data limitation with borrowers who do not provide demographic data								
Validation and Verification:	No known data validation issues exist								

► **Early payment default rate²²⁵**

This indicator will measure the percentage of FHA-insured loans that are 90 days delinquent within the first six payments.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
0.66%	0.77%	4.74%	1.51% ²²⁶	1.70% ²²⁷	Tracking Only	Tracking Only	Tracking Only	Tracking Only
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. Ninety-Day Early Payment Defaults 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							
Dimension & Unit of Measurement:	Unit: Percentage of mortgages endorsed Dimension: Percentage							
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.							

²²⁵ Early Payment Defaults refer to FHA-insured loans that are 90 days delinquent within the first six payments. Information can be found here: <https://www.hud.gov/sites/dfiles/Housing/documents/2021FHAAnnualReportMMIFund.pdf> page 100.

²²⁶ FY 2021 and earlier data has been updated to reflect most recent data from the FY 2022 FHA Annual Report.

²²⁷ FY22 data is through February 2022, there is a seven month lag in reporting.



Frequency:	Quarterly
Data Quality:	HUD will rely on data from the Single-Family Data Warehouse, which tracks the performance (as measured by mortgage payment made) of FHA borrowers.
Validation and Verification:	No data limitations are known to affect this indicator. The loan servicers enter the FHA data, and the FHA monitors the data entry.

► **Number of certified Housing Counselors²²⁸**

This metric will track the total number of certified Housing Counselors.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
249	747	1,816	4,064	4,054	Tracking Only	Tracking Only	Tracking Only	Tracking Only
Description:	The total number of certified Housing Counselors.							
Data Source:	Examination contractor reports and affirms all candidates who have taken and passed the exam. Counseling agencies then register and affirm active housing counselor employment in FHA Connect to the Office of Housing Counseling.							
Dimension & Unit of Measurement:	Dimension: Count Unit: Sum							
Calculation Method:	Total number of certified Housing Counselors.							
Frequency:	Housing Counselor certification data is submitted to HUD daily, as Housing Counselors pass examination.							
Data Quality:	Data quality is high. Data is affirmed both through the examination contractor, as well as the Counseling agencies.							
Validation and Verification:	Housing Counselor certification data (examination results) is verified by examination contractor prior to submission to HUD.							

EVIDENCE BUILDING

Inequities in homeownership opportunity and access to credit remain a significant challenge for the Nation. Harvard researchers report that the Black-White homeownership gap has reached 31 percentage points, the greatest disparity in decades.²²⁹ Increasing access to credit is a key component for expanding homeownership opportunities as is access to down payment assistance (DPA). A study of the potential of DPA through the HOME-American Dream Down Payment Initiative found that small amounts of savings can have significant impact on the probability of transitioning to homeownership, and simulations suggest that small amounts of DPA can

²²⁸ Certification of Housing Counselors was not required until August 1, 2021.

²²⁹ Joint Center for Housing Studies. 2020. "State of the Nation's Housing 2020." <https://www.jchs.harvard.edu/state-Nationshousing-2020>.



stimulate substantial homebuying.²³⁰ Recent studies have assessed the role of down payments in reducing mortgage risk under varied macroeconomic conditions.²³¹

HUD's Office of Policy Development and Research (PD&R) Housing Counseling Works report summarizes recent research evidence on the role of Housing Counseling to improve housing outcomes for homebuyers, homeowners, and renters.²³² Some evidence suggests pre-purchase counseling may help individuals determine if they are ready for homeownership and connects them with safer, more affordable mortgage products. Evidence also suggests that both pre-purchase education and housing counseling appear to be associated with factors related to sustainable homeownership. Early evidence from PD&R's First Time Homebuyer Education and Counseling demonstration – which examines the impact of in-person and remote services for prospective purchasers who have established relationships with lenders and who are not referred to counseling as a part of participating in a special program like DPA – provided useful context about what types of clients are more likely to take advantage of counseling services. HUD published the Long-Term Impact Report for the First Time Homebuyer Education and Counseling Demonstration in July 2022. Key findings indicate some positive impacts, including higher average credit scores for younger adults (29 years old and younger) and women, increased confidence in the ability of potential homebuyers to find information, decreased credit card debt and increased savings and investments for treatment group members. A subsequent report expected in 2023 will examine the effect of the COVID-19 pandemic on the demonstration participants' mortgage and credit experiences.

HUD's Learning Agenda includes several research questions that relate to Objective 3A. Examples of such questions are:

- *What risks and benefits are associated with providing DPA and other assistance to first-time homebuyers?*
- *How effectively does a post-purchase, light-touch homeownership counseling program prepare FHA borrowers for sustainable homeownership?*
- *Who is served by Public Housing Authorities-administered homeownership programs and to what extent have assisted households been able to maintain homeownership and build assets?*

²³⁰ HUD. 2005. "The Potential of Down payment Assistance for Increasing Homeownership Among Minority and Low-Income Households." <https://www.huduser.gov/portal/publications/homeown/downpayasstlii.html>.

²³¹ <https://www.huduser.gov/portal/sites/default/files/pdf/Downpayment-FinalReport.pdf>.

²³² Report can be found here: <https://www.huduser.gov/Portal/sites/default/files/pdf/Housing-Counseling-Works.pdf>.



Major Initiative: Expand Homeownership Opportunities

Promote financing for innovative ownership models to increase the availability of affordable housing.

LEADING THIS OBJECTIVE

Office of the Secretary

INITIATIVE

Today, families must navigate a housing market in crisis, with high prices and low supply. Supply is particularly limited for starter homes—smaller houses and condominiums that are more affordable for first-time homebuyers. Such high prices prevent millions of American households from owning their own homes.



HUD is dedicated to ensuring all people have access to affordable homeownership opportunities. Since its founding, HUD has helped individuals and families purchase homes at a variety of price points.

To better serve individuals and families, HUD will enhance existing supply programs to increase the supply of affordable owner-occupied housing and support innovations that lower the cost of homeownership. The Department will partner with communities to increase the use of HUD programs for affordable and sustainable homeownership. New investments in innovative homeownership models and housing types will be developed to further increase homebuyers' affordable housing options.

Innovations will include the promotion of manufactured and other factory-built housing types that can lower the cost of new construction. The Department will also prioritize homeownership in the sale of foreclosed properties, helping to limit conversions to rentals. Through enhanced use of existing programs and the pursuit of new and innovative solutions, more individuals and families will be able to obtain the dream of homeownership.

2022 APR PROGRESS UPDATE

The housing market presented new challenges for homebuyers in 2022. The historic increase in mortgage interest rates combined with an already limited supply of homes to further strain affordability. HUD's response to these challenges included providing immediate guidance to help communities better respond to current and future residents' homeownership needs. Existing resources were coupled with longer-term strategies to expand affordable pathways to homeownership.

In June 2022, HUD launched a homebuyer policies and procedures training for HOME stakeholders to improve grantees' understandings of program parameters.²³³ This training was part of an ongoing effort to enhance the use of HOME grants to support homeownership through guidance and rulemaking. Additionally, HUD successfully served 4,711 households through the HOME program in 2022.

²³³ HUD's HOME Investment Partnerships Program is the largest source of funding for homeownership assistance programs in the United States.



HUD also made progress towards developing innovative, lower cost pathways to homeownership. In May 2022, HUD completed its evaluation of options to increase the use of FHA mortgages for the purchase of shared-equity homes.²³⁴ This evaluation will inform future work to revise HUD regulations that currently restrict the use of shared equity mortgages. These efforts were furthered by HUD's increased support for Accessory Dwelling Unit (ADU) development. Progress in FY 2022 saw the percentage of appraisals on forward purchase mortgages for detached and townhome property types that identify an ADU increase to 0.89 percent for a total of 8,752 properties.²³⁵

Manufactured Housing is another potentially lower-cost pathway to homeownership. HUD published the proposed fourth and fifth sets of updates to its Manufactured Home Construction and Safety Standards in July 2022. These updates would bring the code more up to date with modern manufacturing practices. They also open market opportunities for new, multi-unit home designs.

In addition, HUD explored additional tools for homebuyers and homeowners to renovate and expand existing homes. A preliminary internal assessment of prospective changes to HUD's Title I and 203(k) home improvement programs was completed in April 2022. The focus of the review was on identifying options for improving the delivery of these programs. The Department also assessed options for obtaining rental income data for underwriting properties with Accessory Dwelling Units. In sum, HUD's FY 2022 successes will serve as steppingstones toward planned enhancements to the Department's homeownership programs.

STRATEGIES AND MAJOR MILESTONES

Strategies	Major Milestones
Support the enhanced use of HOME Investment Partnerships Program (HOME) and other HUD programs for homeownership-related activities, such as housing construction, rehabilitation, preservation, and down payment assistance.	<p>6/30/2022: Launch a Homebuyer Policies and Procedures training for HOME stakeholders. – <i>Achieved as of 8/11/2022</i></p> <p>9/30/2023: Update and publish a notice on "Using Community Development Block Grants (CDBGs) in Support of Housing."</p> <p>9/30/2024: Complete the rulemaking to update the use of HOME for homeownership and other activities.</p>
Preserve affordability in high-cost markets through shared equity models.	<p>9/30/2022: Evaluate options to increase the utilization of FHA-insured mortgages for the purchase of shared equity homes. – <i>Achieved as of 5/30/2022</i></p> <p>9/30/2023: Publish a proposed rule to revise FHA's restrictions on conveyances and assumability.</p> <p>10/1/2023: Complete an evaluation on ways HUD programs can be leverage to increase the supply of shared-equity homes.</p> <p>9/30/2024: Publish a final rule to revise FHA's restrictions on conveyances and assumability.</p>

²³⁴ Shared-equity homeownership refers to an array of models that create long-term, affordable homeownership opportunities. Shared equity homeownership offers an alternative option to renting and traditional homeownership; the term refers to an array of programs that create long-term, affordable homeownership opportunities by imposing restrictions on the resale of subsidized housing units. More information can be found here: <https://www.huduser.gov/portal/periodicals/em/fall12/highlight3.html#title>

²³⁵ 8,752 properties with ADUs out of 983,254 forward purchase endorsements.



<p>Promote the use of factory-built housing, off-site construction, adaptive reuse, and other innovations that can provide lower-cost options for homeownership.</p>	<p>1/30/2023: Create a toolkit highlighting innovative strategies to increase housing supply while shortening development timelines.²³⁶ – <i>Achieved as of 9/30/2022</i></p> <p>4/30/2023: Leverage knowledge of successful innovators and best practices by inviting grantees to join a technical assistance cohort and webinar series focused on utilization of innovative strategies.</p> <p>6/1/2024: Complete an Offsite Construction Strategic Plan regarding HUD's current and future role in the U.S. industrialized construction sector.</p>
<p>Update manufactured housing standards.²³⁷</p>	<p>12/31/2022: Publish the proposed fourth and fifth sets of HUD National Manufactured Home Construction and Safety Standards. – <i>Achieved as of 7/19/2022²³⁸</i></p> <p>12/31/2023: Develop an expedited process for developing finalized standards for manufactured housing.</p>
<p>Expand financing for construction and renovation of Accessory Dwelling Units (ADUs), 2–4-unit properties, and condominiums.</p>	<p><u><i>Incentivize local jurisdictions to remove regulatory barriers pursuant to their construction.</i></u></p> <p>9/30/2022: Develop mechanisms for standard tracking and reporting of FHA insured properties with ADUs. – <i>Achieved as of 9/30/2022</i></p> <p>9/30/2022: Assess options for improving the ability to obtain actual and prospective ADU rental income data for the purposes of underwriting properties with ADUs. – <i>Achieved as of 5/30/2022</i></p> <p>12/31/2022: Publish a Mortgagee Letter to facilitate the utilization of rental income data for underwriting properties with ADUs. – <i>Delayed to 4/7/2023²³⁹</i></p> <p>9/30/2023: Initiate a pilot program for financing the construction of ADUs.</p> <p>9/30/2024: Evaluate potential changes to FHA renovation financing programs to better enable the construction of ADUs.</p>
<p>Enhance FHA's Title I Property Improvement and 203(k) loan insurance programs.²⁴⁰</p>	<p>5/31/2022: Complete preliminary internal review of prospective enhancements to simplify and increase</p>

²³⁶ Topics may include adaptive reuse, off-site construction, vacant or distressed property rehabilitation, adaptable land use controls and potential resources to utilize based on strategies identified.

²³⁷ This strategy has been moved from Objective 3A to the Major Initiative as future actions under the strategy are likely to do more to encourage innovation, placing it squarely within the Major Initiative, while keeping Objective 3A focused on origination, servicing, and counseling.

²³⁸ The proposed fourth and fifth sets of the HUD National Manufactured Home Construction Standards were combined and published together in the Federal Register on July 19, 2022 (87 FR 43114).

²³⁹ This milestone is in the final stage of clearance.

²⁴⁰ These programs will facilitate programs' layering with other HUD-assisted sources of renovation funding to make rehabilitation financially feasible in more areas. More information about the 203(k) loan insurance program can be found here:

https://www.hud.gov/program_offices/housing/sfh/203k/203k-df



utilization of Title I Property Improvement loans and 203(k) loans.²⁴¹ – *Achieved as of 4/1/2022*

12/31/2022: Publish a Request for Information (RFI) to gather public feedback on changes to the 203(k) program. – *Achieved as of 2/14/2023²⁴²*

12/31/2023: Publish updated policies for the 203(k) program based on public feedback received from the RFI.

OTHER INDICATORS

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

► The number of families assisted in achieving homeownership across HUD programs

This measure will track the number of families assisted in achieving homeownership across a multitude of HUD programs.

Sub-Metric	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
Number of households served through HOME homeownership programs	9,199	8,489	6,460	6,168	4,711	Tracking Only	Tracking Only	Tracking Only	Tracking Only
Number of FHA purchase mortgage endorsements ²⁴³	776,275	743,278	817,834 ²⁴⁴	846,243 ²⁴⁵	692,846	Tracking Only	Tracking Only	Tracking Only	Tracking Only
Number of purchase mortgages securitized in Ginnie Mae pools	1,289,931	1,246,776	1,363,795	1,412,943	1,166,023	Tracking Only	Tracking Only	Tracking Only	Tracking Only

²⁴¹ Milestone language has been revised for clarification due to ongoing efforts to assess Title I and 203(k). Milestone language previously stated: "Assess prospective enhancements to simply and increase utilization of Title I Property Improvement loans and 203(k) loans."

²⁴² The RFI can be found here: <https://www.federalregister.gov/documents/2023/02/14/2023-03089/request-for-information-regarding-rehabilitation-mortgages>

²⁴³ Source: <https://www.hud.gov/sites/dfiles/Housing/documents/2022FHAAAnnualRptMMIFund.pdf>, pg. 92.

²⁴⁴ Per FY 2022 report, metric data has been updated.

²⁴⁵ Per FY 2022 report, metric data has been updated.



Number of Section 184/184A purchase mortgages guaranteed ²⁴⁶	2,710	1,835	2,299	1,950	2,538	Tracking Only	Tracking Only	Tracking Only	Tracking Only
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Sub-Metric: Number of households served through HOME homeownership programs

Description:	Households served by newly constructed HOME units
Data Source:	Integrated Disbursement & Information System (IDIS)
Dimension & Unit of Measurement:	Number of HOME-assisted units
Calculation Method:	Total number of families served through HOME programs per fiscal year
Frequency:	HOME participating jurisdictions report information in IDIS at project completion
Data Quality:	Data is dependent on HOME participating jurisdictions entering accurate and timely data
Validation and Verification:	CPD monitors HOME participating jurisdictions to ensure proper reporting in IDIS

Sub-Metric: Number of FHA purchase mortgage endorsements

Description:	This measure tracks the total number of FHA purchase mortgages
Data Source:	FHA Single Family Data Warehouse; CoreLogic TrueStandings; Mortgage Bankers Association of America
Dimension & Unit of Measurement:	Number of FHA purchase mortgages
Calculation Method:	Count of FHA endorsed purchase mortgages per fiscal year
Frequency:	Quarterly; revised annually
Data Quality:	High
Validation and Verification:	Data quality is discussed with Mortgage Bankers Association of America and with CoreLogic; HUD has open communications to express any concerns

Sub-Metric: Number of purchase mortgages securitized in Ginnie Mae pools

Description:	Counts of purchase loans securitized into Ginnie Mae pools
Data Source:	Ginnie Mae Operational Data Store (GMODS)

²⁴⁶ Additional information on HUD's Section 184 and 184A programs can be found here: <https://www.hud.gov/section184>



Dimension & Unit of Measurement:	Count
Calculation Method:	Count of all purchase loans securitized by Ginnie Mae per year; excludes refinances, modifications, and home equity conversion mortgages
Frequency:	Annual
Data Quality:	High
Validation and Verification:	Data is validated in compliance with Ginnie Mae's data certification policy

Sub-Metric: Number of Section 184/184A purchase mortgages guaranteed

Description:	Count of Section 184/184A Loan Guarantee Certificates issued
Data Source:	Office of Native American Programs (ONAP) Computerized Homes Underwriting Management System (CHUMS) Lite and manual spreadsheets
Dimension & Unit of Measurement:	Count
Calculation Method:	Count of all purchase loans guaranteed per year; excludes refinances and modifications
Frequency:	Annual
Data Quality:	Satisfactory
Validation and Verification:	Data is validated by ONAP staff

► **The percentage of appraisals on forward purchase mortgages for detached and townhome property types that identify an Accessory Dwelling Unit (ADU).**

This metric will track the percentage of appraisals of forward purchase mortgages, specifically for detached and townhome properties, that identify an ADU.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual ²⁴⁷	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
N/A	0.79%	0.8%	0.82%	0.89%	Tracking Only	Tracking Only	Tracking Only	Tracking Only
Description:		Percentage of appraisals of forward purchase mortgages, specifically for detached and townhome properties, that identify an ADU.						

²⁴⁷ The FY 2019 percentage is based on data from January 2019 - September 2019 due to the unavailability of Q1 data for FY 2019.



Data Source:	HUD 1004 appraisal submission forms collected by HUD contractor.
Dimension & Unit of Measurement:	Unit: Percentage of forward purchase mortgage appraisals of detached and townhome property types that identify an ADU Dimension: Percentage
Calculation Method:	Percentage
Frequency:	Annual
Data Quality:	High
Validation and Verification:	No known validation issues exist

► **The number of FHA Title I Property Improvement and 203(k) Endorsements.**

This indicator will measure the total combined endorsements of FHA Title I Property Improvement loans and 203(k) loans made each year.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
14,722	12,411	9,098	6,544	5,794 ²⁴⁸	Tracking Only	Tracking Only	Tracking Only	Tracking Only
Description:		Combined sum of Title I Property Improvement loans and 203(k) loans endorsements						
Data Source:		Single Family Data Warehouse						
Dimension & Unit of Measurement:		Number of loans endorsed						
Calculation Method:		Sum						
Frequency:		Annual						
Data Quality:		High						
Validation and Verification:		Verified						

²⁴⁸ In FY 2022, the Office of Housing endorsed 1,004 Title I Property Improvement Loans and 4,790 203(k) rehabilitation loans for a combined total of 5,794 endorsements.



Strategic Objective 3B: Create a More Accessible and Inclusive Housing Finance System

Advance new policy, programs, and modernization initiatives that support a more equitable housing finance system. Promote the preservation and creation of affordable housing stock.

LEADING THIS OBJECTIVE

Government National Mortgage Association

OBJECTIVE

For over fifty years, the Department has achieved the goal of reliably providing low-cost financing to American homeowners. HUD has achieved this largely through the home loan insurance programs administered by FHA and the MBS program administered by Ginnie Mae.²⁴⁹

HUD aims to develop new methods of supporting affordable housing for homeowners and renters. The Department's emphasis will be on reaching individuals and families who have not been afforded the opportunity to access Federal housing credit programs. This will include engagement with non-traditional lenders, including community-based institutions, to better reach underserved communities.



The Department is also committed to creating new methods of attracting and deploying capital in support of Federal housing credit programs. Improvements will be supported by the continued program expansion and modernization of Ginnie Mae's IT platforms. Planned IT upgrades will ensure HUD delivers services to the marketplace more efficiently and securely. HUD will also work toward removing unnecessary barriers between government programs and those they are intended to serve.

HUD will better serve American homebuyers by attracting foreign investment in U.S. housing securities. Overall, agency MBS holdings by foreign

entities exceeded \$1.11 trillion in FY 2022. Such investment levels require sustained global engagement campaigns to enhance foreign partnerships and foster a strong base of support for continued financing of affordable housing in the U.S. HUD will meet this need by continuing to engage in forums and one-on-one meetings with foreign institutional investors.²⁵⁰

In collaboration with Federal partners, HUD will play an active role in shaping the future of the housing finance system. Together, the Department will ensure the housing finance system operates more cohesively and effectively for both market participants and citizens.

²⁴⁹ Ginnie Mae guarantees the timely payment of principal and interest on mortgage-backed securities issued by financial institutions and backed by pools of mortgage that use loans insured or guaranteed by FHA, the Office of Public and Indian Housing (PIH), United States Department of Veterans Affairs (VA), and United States Department of Agriculture (USDA) as collateral.

²⁵⁰ Foreign institutional investors include but are not limited to central banks, pension programs, sovereign wealth funds, investment banks, life insurance firms and asset managers.



2022 APR PROGRESS UPDATE

HUD explored various strategies for increasing liquidity support to underserved communities in FY 2022. The Department launched an initiative to refine the program requirements for Title I manufactured housing lending and securitization following a period of preliminary market research. In this vein, a joint FHA-Ginnie Mae request-for-input (RFI) was published, in July 2022, to solicit input from stakeholders. Feedback was requested regarding program changes that would improve the ability of manufactured housing to address the nation's housing supply shortage.

Secondly, HUD continued examining how to make liquidity more accessible to community-based organizations such as Community Development Financial Institutions (CDFIs) and Minority Depository Institutions (MDIs). The Department established a CDFI-MDI Working Group to drive this effort. The Working Group has focused on conducting outreach with: CDFIs and MDIs; building partnerships with external stakeholders; collecting information; and analyzing data to formulate potential policy recommendations. While further exploration and research are necessary, the Department has identified some preliminary approaches and next steps to advance in FY 2023.

The development and modernization of HUD's IT platforms continued through FY 2022. A particular focus was on ensuring the Ginnie Mae securitization platform remained competitive in the marketplace. Building on a successful Digital Collateral Program Pilot launched in 2020, HUD took a significant step forward in by:

- Publishing a major revision to the "eGuide" (an appendix to the MBS Guide covering eMortgages) based on lessons learned from the Pilot; and
- Officially transitioning the program from a pilot to a standard offering, via the re-opening of the special approval process in June 2022.

Adoption of these new digital Ginnie Mae tools has exceeded the Department's targets. In FY 2022, 53,909 eMortgages were securitized and the number of issuers participating in the program grew by 12. This initial integration of digital collateral into the Program will ultimately result in issuers being able to comingle paper and digital collateral across HUD programs.²⁵¹

The Department has committed to meeting increased investor demand for environmental, social, and governance (ESG) information. Providing enhanced ESG-related data to global investors allows for further investor analysis at the pool level with the overarching goal of increasing the value of and demand for Ginnie Mae securities. HUD took several steps to expand ESG products and disclosure information in FY 2022. HUD initiated the development of criteria for defining ESG within the government-insured MBS space. Efforts included engaging with stakeholders on industry definitions for ESG and areas of investor interest. The Department released multifamily MBS "green" pool-level data that identified which MBS have properties with "green" features, like energy-efficient windows or water-saving devices. Additionally, HUD ran an internal policy addressing the Notice of Proposed Rulemaking for Community Reinvestment Act (CRA) Reform. This notice carries significant potential and implications for the "social" component of ESG investment. Accomplishments also included improvements to the management of single-family insurance portfolios such as the:

- Completion of analysis of climate-related financial risks to HUD, USDA, and VA-insured loans;
- Disclosure of geocoded information at the pool-level for single family homes; and
- Continued work towards providing income disclosures at the pool level for low- to moderate-income (LMI) borrowers


Finally, the Department established a new extended term MBS pool. This pool allows for the securitization of modified loans with terms up to 40 years. In FY 2022, 64 institutions participated in these pools, serving 4,890

²⁵¹ HUD will spend FY 2023 planning for the full integration of digital collateral into Digital Collateral Program.





borrowers. This option for borrowers to access more flexible loan terms, in combination with the aforementioned initiatives, are key to HUD's commitment to extend homeownership opportunities to all people in America.

STRATEGIES AND MAJOR MILESTONES

 Denotes customer experience-focused strategies, sub-strategies, or milestones.

 Denotes equity-focused strategies, sub-strategies, or milestones.

Strategies	Major Milestones
Broaden housing finance availability for underserved participants and expand access to Ginnie Mae programs.  	<p><u>Develop and implement new programs or security products to increase liquidity.</u></p> <p>6/30/2023: Publish a progress report detailing steps taken to increase liquidity via new or expanded programs and products.²⁵²</p> <p><u>Create opportunities for community-oriented institutions to access the capital markets directly.</u></p> <p>6/30/2024: Publish a progress report detailing steps taken to increase access to financing for community-based organizations.</p>
Pursue further methods of enhancing the value of Ginnie Mae securities.	<p><u>Expand Environmental, Social, and Governance (ESG) products and disclosure information.</u></p> <p>9/30/2022: Develop program standards for ESG disclosure. – <i>Achieved as of 9/30/2022</i></p> <p>6/30/2023: Provide additional categories of disclosure information to meet investor demand for ESG data.</p> <p>9/30/2024: Accelerate timing of the monthly ESG public disclosure cycle by reporting data in the pool issue month.²⁵³</p> <p><u>Defend and improve Ginnie Mae's value proposition to ensure continued investor support.</u></p> <p>9/30/2022: Develop a process for integrating Ginnie Mae's priorities with the rest of HUD's international agenda. – <i>Achieved as of 9/30/2022</i></p> <p>3/31/2023: Hold at least five engagement opportunities with global investors. – <i>Achieved as of 9/30/2022</i></p>

²⁵² These could include extended term modifications, Multifamily risk-share, HECM mortgage-backed securities (HMBS), and Title I program reforms.

²⁵³ Currently, Ginnie Mae ESG disclosure plans rely upon information supplied by our insuring agencies (FHA, VA, USDA, PIH) and is subject to a processing delay. The result is ESG MBS pool level disclosures only become available at the first reporting month rather than the pool issue month.



Develop the operational capacity to advance the digitalization and optimization of the Ginnie Mae MBS platform.	<p>6/30/2022: Expand the Digital Collateral pilot program to new issuers.²⁵⁴ – <i>Achieved as of 6/21/2022</i></p> <p>9/30/2023: Publish a roadmap for industry feedback regarding transitioning the Ginnie Mae platform from pool level to loan-level operations.</p> <p>9/30/2024: Expand Digital Collateral program utility by permitting transfers of servicing for pools containing eMortgages.</p>
Provide a leading voice in the housing finance system.	<p>6/30/2022: Establish an advisory body, or other consortium, with Federal and non-Federal partners to address Ginnie Mae program and platform modernization initiatives. – <i>Achieved as of 6/30/2022</i></p> <p>6/30/2023: Hold three stakeholder engagement events to foster dialogue on housing finance system issues.</p> <p>9/30/2024: Establish a Federal Advisory Committee Act (FACA)-compliant body to provide enhanced transparency and stakeholder input into Ginnie Mae's activities.</p>

KEY PERFORMANCE INDICATORS

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

► **The number of eMortgages securitized and new elssuers in Ginnie Mae mortgage-backed securities²⁵⁵**

This measure will track the number of electronic promissory notes (eNotes) securitized in Ginnie Mae's new Digital Collateral program and the count of new issuers using eNotes.

Sub-Metric	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
Number of eMortgages securitized	N/A	N/A	N/A	17,057	53,909	31,560	70,000 ²⁵⁶	65,000	↑ Increase
Number of new elssuers	N/A	N/A	N/A	12	12	9	10	10	↑ Increase

²⁵⁴ Additional information on the Digital Collateral Program can be found here:

https://www.ginniemae.gov/issuers/program_guidelines/AppendicesLibrary/Appendix_V-07.pdf

²⁵⁵ This key performance indicator was not tracked prior to FY 2022. As such, any previous year actuals, before FY 2022, are not available. The tracking of data will begin with FY 2022 end-year actuals.

²⁵⁶ FY 2023 target has been updated to 70,000. Previous FY 2023 target was 50,000.



Description:	Number of eNotes securitized in Ginnie Mae's new Digital Collateral program, and the number of new issuers using eNotes.
Data Source:	Actual count of eNotes securitized in FY 2021. Projections derive from compiling current volume and adding similar average volume for anticipated new participants. Future actuals will come from Ginnie Mae electronic vault (eVault) data. New participants are averaged by comparing eligible Ginnie Mae issuers with those entities that have also successfully completed Mortgage Electronic Registration System integration and gained qualified experience through other registered eNote transactions in the industry.
Dimension & Unit of Measurement:	Count
Calculation Method:	Count
Frequency:	Monthly
Data Quality:	Limitations include cost of technological improvements required for eligible participants, as well as external validation checks that participants must secure to achieve recognized industry standardization before securing Ginnie Mae eligibility.
Validation and Verification:	Data is validated monthly through comparisons of data received from active participants and eNotes collected in Ginnie Mae's eVault.

OTHER INDICATORS

► The number of institutions and borrowers served through Extended Term modification pools.²⁵⁷

This measure will track the number of Extended Term modifications pooled in Ginnie Mae securities institutional partners involved in this new initiative, and borrowers served by the new initiative.

Sub-Metric	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
Institutions	N/A	N/A	N/A	N/A	64	Tracking Only	Tracking Only	Tracking Only	Tracking Only
Borrowers	N/A	N/A	N/A	N/A	4,890	Tracking Only	Tracking Only	Tracking Only	Tracking Only
Description:	This measure will track the number of Extended Term modifications pooled in Ginnie Mae securities, institutional partners involved in this new initiative, and the number of borrowers served.								

²⁵⁷ This key performance indicator was not tracked prior to FY 2022. As such, any previous year actuals before FY 2022 are not available. The tracking of data will begin with FY 2022 end-year actuals.



Data Source:	Ginnie Mae's portfolio data
Dimension & Unit of Measurement:	Count
Calculation Method:	Count
Frequency:	TBD
Data Quality:	No known data quality issues
Validation and Verification:	Data is validated in compliance with Ginnie Mae's data certification policy.

► **Single-family mortgage originations by funding source.** ²⁵⁸

This measure will track the market share of the Government-Sponsored Enterprises (GSEs), the Ginnie Mae-backed sector, Private Label Securitization (PLS), and Portfolio lending.

Sub-Metric	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
Ginnie Mae	20.9%	20.9%	20%	18.2%	17.9%	Tracking Only	Tracking Only	Tracking Only	Tracking Only
GSEs	43.8%	44.9%	47.9%	53.2%	53.8%	Tracking Only	Tracking Only	Tracking Only	Tracking Only
PLS	5.4%	5%	4.4%	3.7%	3.6%	Tracking Only	Tracking Only	Tracking Only	Tracking Only
Portfolio	29.9%	29.1%	27.7%	24.8%	24.7%	Tracking Only	Tracking Only	Tracking Only	Tracking Only
Description:	The percentage market share of GSEs, the government-insured (guaranteed) sector (HUD, Veterans Affairs, and Department of Agriculture via Ginnie Mae), Private Label Securitization (PLS), and Portfolio lending.								
Data Source:	Ginnie Mae's portfolio data in conjunction with publicly available data sources								

²⁵⁸ The PLS, Portfolio, and a part of GSE (Federal Home Loan Banks) data come from the FED Z.1 table, Financial Accounts of the United States. The Financial Accounts are a set of financial accounts used to track the sources and uses of funds by sector. When a new version is released, some historical data updates and revisions can occur, causing variances from previously reported data. The values reflect the most currently available data for those time periods as of September 2022.



Dimension & Unit of Measurement:	Market share of Unpaid Principal Balance (UPB) issuances as a percentage.
Calculation Method:	Issued UPB for each of the four categories, as a percentage of the total UPB.
Frequency:	Data is available monthly.
Data Quality:	No known data quality issues.
Validation and Verification:	Data is validated in compliance with Ginnie Mae's data certification policy.

► **Percentage of first-time homebuyer loans in Ginnie Mae MBS issuances.**

This measure will track the percentage of first-time homebuyer loans in Ginnie Mae MBS issued in a given fiscal year.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
71.06%	71.29%	70.77%	68.38%	68.46%	Tracking Only	Tracking Only	Tracking Only	Tracking Only
Description:		This metric indicates the percentage of loans in Ginnie Mae MBS with borrowers who are first-time homebuyers.						
Data Source:		Ginnie Mae administrative data						
Dimension & Unit of Measurement:		Percentage of total Ginnie Mae issuance for the Fiscal Year						
Calculation Method:		Percentage						
Frequency:		Annual						
Data Quality:		High						
Validation and Verification:		Data is validated by Ginnie Mae's data certification process						

EVIDENCE BUILDING

HUD prepares the annual Agency Financial Report and an 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.²⁵⁹ Affordable loan products play an important role in supporting access to homeownership and homeownership sustainability. HUD's Office of Policy Development and Research (PD&R) produced an analysis of past FHA loan limit policies, and future efforts will continue to build evidence of

²⁵⁹ The HUD Agency Financial Report is available online at: https://www.hud.gov/program_offices/cfo/reports/cforept. The Annual Report to Congress Regarding the Financial Status of the Mutual Mortgage Insurance Fund is available at <https://www.hud.gov/fhammifrp>.



effective approaches to fostering homeownership through original research and more extensive collaboration with outside partners.²⁶⁰ HUD also examined alternative FHA mortgage insurance programs for financing single-family rental and small multifamily rental properties and identified options for expanding FHA's role.²⁶¹ Research on housing finance, securitization, and risk assessment will be critical to bolstering HUD's future evidence base.

HUD's Learning Agenda includes several research questions that relate to Objective 3B. Examples of such questions are:

- *How can equity in mortgage lending best be advanced, especially as algorithmic decision making is becoming more prevalent?*
- *What are the implications for the housing finance system of differences in the composition of mortgage-backed securities of Ginnie Mae versus those of the housing GSEs and their changes over time?*
- *What are the gaps in financing for multifamily housing in America, and under what conditions would an expanded FHA role be likely to support both increasing the supply of multifamily housing, and at preserving and enhancing the supply of naturally occurring affordable housing?*
- *What have HUD programs done to close the homeownership gap, and what role does homeowner equity play?*

²⁶⁰ <https://www.huduser.gov/portal/publications/FHA-Loan-Limits.html>.

²⁶¹ "Examination of Alternative FHA Mortgage Insurance Programs for Financing Single-Family Rental and Small Multifamily Rental Properties" (2015), <https://www.huduser.gov/portal/publications/hsgfin/externalfha042015.html>.

Strategic Goal 4: Advance Sustainable Communities

Advance sustainable communities by strengthening climate resilience and energy efficiency, promoting environmental justice, and recognizing housing's role as essential to health.

LEADING THIS GOAL

Office of the Secretary

GOAL

HUD will advance sustainable communities by: 1) strengthening climate resilience and energy efficiency; 2) promoting environmental justice; and 3) recognizing housing's role as essential to health. Health, climate resilience, and energy efficiency are critical to HUD's mission to create strong, sustainable, inclusive communities, and will be embedded across HUD programs. These issues deeply affect the well-being of every resident of HUD-assisted housing and their wider communities.



Everyone deserves a safe and healthy place to live. HUD seeks to integrate best practices in the areas of community health, customer experience, and equity to effectively adapt policies to the individual needs of local communities. Many residents of HUD-assisted housing face health- and climate-related challenges, especially in underserved communities, which is defined as populations sharing a particular characteristic, as well as geographic communities, that have been systematically denied a full opportunity to participate in aspects of economic, social, and civic life. This would also include the elderly, persons with disabilities, and individuals with experience with the justice system. Where a person lives is an important factor

shaping his or her long-term health, education, and employment outcomes. Due to this Nation's history of segregating persons of color in close proximity to environmental hazards, and corresponding lack of investment in mitigating infrastructure, these communities have disproportionately experienced high and adverse human health, environmental, and other climate related impacts. Families and individuals living in underserved communities experience greater inequity and often face more dismal health outcomes as a result. They are also often more vulnerable to extreme weather events and natural disasters resulting from changing climate.

Recognizing that each community's needs are as unique as the communities themselves, HUD will renew efforts to embed equity considerations in its programs to ensure they promote environmental justice for underserved populations. Ensuring HUD stakeholders' and customers' needs drive policies will make the Department a better partner in supporting more equitable and sustainable, community-driven solutions; enabling neighborhoods across the country to be safer; and empowering its partners to be better, more efficient stewards of finite resources.

HUD will guide investment in climate preparedness and resilience to achieve the goal of advancing sustainable communities. It is crucial that the Federal government and its local partners effectively coordinate policies related to community development, climate change, energy efficiency, hazard mitigation, and resilience. When homes are

more sustainable, operating expenses are lower. This reduces financial burdens on residents and preserves our world's finite resources. HUD supports millions of housing units that could be made more energy efficient and climate resilient. Hence, HUD has a great opportunity to significantly increase climate resiliency and reduce greenhouse gas emissions nationwide. Robust utility data tracking will inform desired impacts and outcomes.

The Department's commitment to environmental justice includes developing and implementing a plan under the Administration's Justice40 Initiative.²⁶² This initiative will ensure at least 40 percent of the overall benefits of many of HUD's programs, including climate and sustainable affordable housing programs, are delivered to underserved communities. This will enable HUD to reduce poor housing conditions that are associated with a wide range of health conditions, especially for the most vulnerable communities.

Lastly, this goal seeks to integrate healthcare and housing. HUD will help the health care sector to understand the role that housing plays as a determinant of health through use of data linkages with other health care organizations and summarization of evidence. HUD must also ensure that housing is used as a platform for better health care connections and delivery. HUD will collaborate with U.S. Department of Health and Human Services to improve health care services and delivery for people in HUD-assisted housing as well as ensure that HUD-assisted households know how to access those services.

Promoting environmental sustainability, protecting underserved populations from environmental hazards, and recognizing housing's essential role in the health of residents are key elements of HUD's vision; a vision to establish strong, sustainable communities that protect our natural environment, provide every resident with a healthy place to live, and are more resilient to the effects of climate change.

This goal consists of three objectives:

Strategic Goal 4: Advance Sustainable Communities

4A. Invest in Climate Resilience and Carbon Reduction



4B. Strengthen Environmental Justice



4C: Integrate Healthcare and Housing



²⁶² More information on the Justice40 Initiative can be found here: <https://www.whitehouse.gov/omb/briefing-room/2021/07/20/the-path-to-achieving-justice40/>



Strategic Objective 4A: Invest in Climate Resilience and Carbon Reduction

Invest in climate resilience, energy efficiency, and renewable energy across HUD programs.

LEADING THIS OBJECTIVE

Office of Community Planning and Development

OBJECTIVE

A key component of HUD's plan to advance sustainable communities is to adopt policies that encourage and support climate resilience, energy efficiency, and renewable energy across HUD investments. Climate change is a worsening crisis that impacts communities across the United States and the world. Due to historic discrimination



and disinvestment, underserved communities often suffer climate change's consequences most acutely, deepening pre-existing societal inequities.²⁶³ The importance of addressing this crisis is reflected in this objective's aim of improving national preparedness through proven climate resilience techniques. Concurrently, it promotes environmental justice practices that underpin strong, sustainable, and prosperous communities.

Advancing climate resilience must be part of program design and delivery across all of HUD's programs. One of the Department's most powerful tools to advance resilience are community development block grants provided for disaster recovery (Community Development Block Grant Disaster Recovery (CDBG-DR)) and mitigation (Community Development Block Grant Mitigation (CDBG-MIT)). These funds place partner communities in the driver's seat to shape their responses to climate change-related risks and disaster events.²⁶⁴ HUD received investment in climate resilience through the Inflation Reduction Act, which included funding for the Green and Resilient Retrofit Program (GRRP).²⁶⁵ The Department will also expand the resources it offers to guide and encourage grantee practices that foster

resilient projects and promote environmental justice. These resources will ensure grantees have the capacity to leverage HUD funds effectively to achieve their climate resilience goals and promote environmental justice in their allocations.²⁶⁶

HUD will also lower greenhouse gas emissions through energy efficiency, electrification, and renewable energy in HUD-assisted, financed, and insured projects. The Department will refocus its policies and programs to help transition the country to carbon-free energy sources and contribute toward the Administration's goal of lowering economy-wide greenhouse gas emissions by at least fifty percent by 2030. HUD will promote energy efficiency by

²⁶³ EPA. 2021. Climate Change and Social Vulnerability in the United States: A Focus on Six Impacts. U.S. Environmental Protection Agency, EPA 430-R-21-003, <https://www.epa.gov/cira/social-vulnerability-report>.

²⁶⁴ HUD's primary efforts to improve the climate resiliency of public housing buildings are delivered through public housing authority (PHA) capital fund investments. HUD encourages PHAs to leverage energy incentives, including Energy Performance Contracts and the Rate Reduction Incentive, to motivate agencies to seek out investments in physical buildings, as well as reductions to energy costs.

²⁶⁵ GRRP will provide grant and loan funding to facilitate retrofits of properties participating in its Multifamily assisted housing programs to make them more energy efficient, healthier, and resilient in the face of natural disasters and climate change.

²⁶⁶ HUD is operating under the Department of Energy's unifying term: energy justice, signifying "clean energy ... solutions that enable all people to participate in and benefit from the transition to sustainable energy." <https://www.nrel.gov/about/energy-justice.html>.



strengthening energy and green building codes and standards across its programs.²⁶⁷ The Department will work to advance energy efficiency throughout its portfolio of HUD-assisted housing by developing enterprise-wide standards for utility data collection, reporting, and tracking. The 2022 Inflation Reduction Act allocates \$1 billion in grants and loans for improving climate resilience, energy efficiency, and water efficiency in HUD-assisted multifamily housing. Greater benchmarking of the energy and water consumption of our portfolio will enable the Department to 1) track our energy and carbon footprint; 2) evaluate existing programs; and 3) target future investments in decarbonization. The Department will also continue to offer Federal Housing Administration (FHA)-insured financing that allows borrowers to make energy efficient and climate hazard mitigation improvements. Additionally, HUD will continue to collaborate with Federal partners to foster innovation in the energy sector and remove barriers to energy efficiency and renewable energy.²⁶⁸

Through these and other investments, HUD will advance the global effort to empower communities to adapt and thrive in the face of climate change. HUD will deliver climate resiliency across its portfolio through the incorporation of clear goals and priorities into program designs. Achieving climate success requires integrating HUD program missions with an approach to climate resilience that ensures the vitality of the Federal investment and the minimization of hazards and losses for the communities and individuals we serve. HUD, with Departmental partners, will chart a path to a climate resilient and sustainable energy future.

2022 APR PROGRESS UPDATE

HUD made significant progress towards strengthening climate resilience, energy efficiency, and renewable energy in its programs and throughout the country in FY 2022. The Department implemented programmatic changes, provided technical assistance, and engaged in customer-focused stakeholder outreach.

HUD took steps to remove barriers that prevent households from accessing renewable energy technology and provided new incentives to increase uptake of energy efficient upgrades. In July and August 2022, HUD released guidance that enables residents of HUD-subsidized multifamily properties and Public Housing to benefit from community solar programs.²⁶⁹ HUD also updated the FHA standards for Manufactured Homes that are certified as ENERGY STAR, allowing the use of stretch ratios to encourage the purchase of more energy efficient manufactured homes. The new standards now consider the energy cost savings during qualification.²⁷⁰

In FY 2022, HUD made progress towards reducing greenhouse gas emissions in its housing portfolio—a key effort that supports the Biden-Harris Administration's commitment to reduce economy-wide greenhouse gas emissions by 50 percent by 2030. Utility benchmarking for the public and assisted housing portfolio—which will allow HUD to track energy and water consumption and greenhouse gas emissions reductions over time and identify future opportunities for energy consumption and emissions savings to combat climate change—is a cornerstone of our efforts. In FY 2022 the Department confirmed the successful benchmarking of approximately 366,000 HUD-assisted units. Although HUD did not meet its FY 2022 benchmarking goal of 600,000 units, the progress made in FY 2022 is a critical first step toward accomplishing the decarbonization and energy efficiency goals laid out in its Climate Action Plan.²⁷¹

²⁶⁷ Section 109, Cranston Gonzalez National Affordable Housing Act (42 USC 12709) as amended by the Energy Independence and Security Act of 2007 (41 USC 12709) requires HUD to establish minimum energy codes for new HUD-assisted, financed, or insured properties (42 USC 12709).

²⁶⁸ This includes supporting location efficient housing investments that increase transportation options for low- and moderate-income households, promote economic development, lower combined housing-transportation expenditures, increase access to employment, schools, services and amenities, and encourage equitable transit-oriented development. Federal partners with whom HUD collaborates on these issues include the Department of Energy (DOE), U.S. Department of Agriculture, and Environmental Protection Agency (EPA), and the Department of Transportation.

²⁶⁹ Community solar programs, on average, can save families 10% per year on their electric bills through the renewable energy generated via these programs.

²⁷⁰ https://www.energystar.gov/partner_resources/residential_new/homes_prog_reqs/national_page?tab=manufactured-tab

²⁷¹ HUD's FY 2022 target of 600,000 units for the key performance indicator "Number of units successfully benchmarked" was found to be infeasible. HUD originally created this FY 2022 target by estimating that there were approximately 600,000 HUD-assisted units that could be



HUD has supported the adoption of climate resilience and energy efficiency measures into the work of its partners. The Department developed and disseminated resources on above-code climate resilience and energy efficiency standards while it explored how to encourage HUD partners to consider adopting the standards.²⁷² HUD also fostered community resilience through targeted efforts to assist communities in developing mitigation plans and strategies. For instance, in FY 2022, the Department provided technical assistance to all CDBG-MIT grantees as they developed plans or launched new mitigation initiatives. HUD also collaborated with partners, including the Alaska Native Tribal Health Consortium, to provide technical assistance support to Alaskan Native villages experiencing imminent and ongoing threats due to erosion, flooding, and permafrost degradation.

The Department has also advanced this effort by creating a variety of community resilience and sustainability resources for a diverse set of partners and customers. On September 15, 2022, HUD Secretary Marcia Fudge signed a Memorandum of Understanding in partnership with the Department of Transportation, Department of Energy, and Environmental Protection Agency that aims at taking a whole-of-government approach to decarbonizing the transportation sector. The Department has also launched a Climate Communities Initiative to provide direct technical assistance, training, and peer-to-peer learning that will help 44 HUD grantee communities assess their climate vulnerabilities and implement a climate resilient project in their jurisdiction. HUD published new resilience activity implementation guides for grantees on topics including cool roofs, resilience education and outreach activities, and nature-based solutions. These guides are available on a new 'Support Local Climate Action' HUD Exchange webpage that provides resources for grantees on how to build more resilient futures for their communities.²⁷³ A climate resilience and environmental justice toolkit was also created specifically for HUD's partners in Indian Country. The Department also published tools, including a webinar series, for CDBG-DR and CDBG-MIT grantees to learn how to upgrade local building codes with resilient construction strategies. This guidance better positions communities to withstand the threats of natural hazards and severe weather events.²⁷⁴

HUD has also played a key role in bilateral coordination to fight climate change. In July 2022, HUD participated in the first of a series of interagency meetings with representatives from India's Ministry of Housing and Urban Affairs (MOHUA). The meetings, led by the Department of Energy, seek to facilitate engagement on building energy efficiency and affordable housing innovation with the Ministry. To this end, the Department also participated in a webinar series, "Advancing the Transatlantic Recovery with Building Renovation and Clean Energy Solutions." This webinar series included five international webinars that regularly highlighted HUD subject matter experts and promoted the publication of the Glossary of Terms: Energy Efficiency and Building Policies in the EU and US reference guide to build energy efficiency in the EU and the United States.

Finally, HUD took steps to engage the public about climate resilience and disaster mitigation, while improving its disaster recovery programs. The Department developed two stakeholder outreach frameworks that HUD field offices plan to leverage in FY 2023.²⁷⁵ In March and August 2022, HUD partnered with philanthropic entities in Puerto Rico to engage in quarterly roundtable discussions to build a culture of cross-sector communication on the implementation of HUD funding. A consolidated set of rules and guidance was also published for 2020 and 2021 CDBG-DR grantees. The new rules and guidance describe the processes, procedures, timelines, waivers, and alternative requirements that HUD has established for CDBG-DR grants. They also aim to increase the speed of recovery from catastrophic disasters resulting from climate change. This will be done by reducing processing time for successive allocations of CDBG-DR funds and providing communities with critical information on how to

benchmarked through the Better Buildings Challenge (BBC). It was later determined that not all 600,000 units in BBC are HUD-assisted, nor being benchmarked within the Portfolio Manager system, making them more difficult to track. Over the next several years, Department will move forward with a suite of actions memorialized in the Climate Action Plan that will establish the policies and capabilities required to meet this goal.

²⁷² For example, HUD identified above-code resilience and energy codes in the Resilient Building Codes Toolkit (<https://www.hudexchange.info/resource/6701/resilient-building-codes-toolkit/>). HUD has evaluated how to encourage HUD grantees to consider above-code resilience and energy efficiency standards through various activities, including conducting a Department-wide analysis of current resilience codes and regulatory levers to contribute to the National Initiative for Advancing Building Codes.

²⁷³ <https://www.hudexchange.info/programs/supporting-local-climate-action/#:~:text=HUD's%20Climate%20Action%20Plan%2C%20released,efficient%2C%20and%20sustainable%20housing%20infrastructure.>
²⁷⁴ The webinar series is found at, <https://www.hudexchange.info/programs/cdbg-dr/resilient-building-codes/>.

²⁷⁵ The frameworks seek to better engage communities about the preparedness activities they can take to increase their resilience.



access CDBG-DR funds more quickly.²⁷⁶ The Department also began a collaboration with other agencies to identify the data that could help Federal recovery partners identify barriers to accessing recovery assistance.

STRATEGIES AND MAJOR MILESTONES

📌 Denotes content featured in [HUD's Climate Action Plan](#)²⁷⁷

📋 Denotes alignment with a [President's Management Agenda](#) Cross-Agency Priority (CAP) Goal

👤 Denotes customer experience-focused strategies, sub-strategies, or milestones.

🏠 Denotes equity-focused strategies, sub-strategies, or milestones.

Strategies	Major Milestones
Promote climate resilience and environmental justice across HUD programs.	<p>3/31/2022: Finalize the guidance to accompany the CDBG-DR Consolidated Notice (published February 3, 2022) to advance policies and requirements that can foster resilient projects and promote environmental justice. 📌 – <i>Achieved as of 9/15/2022</i>²⁷⁸</p> <p>6/30/2022: Develop guidance to increase HUD customers' ability to measure or assess progress in increasing their climate resiliency at the building and community levels. – <i>Delayed to 10/30/2023</i>²⁷⁹</p>
Create community resilience and sustainability resources.	<p>3/31/2022: Develop a climate resilience and environmental justice toolkit for partners in Indian Country. – <i>Achieved as of 3/31/2022</i>²⁸⁰</p> <p>3/31/2022: Conduct a grant launch and implement program technical assistance for CDBG-MIT grantees who are working to implement hazard mitigation projects.²⁸¹ 📌 – <i>Achieved as of 3/31/2022</i></p> <p>3/31/2022: Organize and expand the online library of resources, trainings, and toolkits for climate resilience and environmental justice. 📌 – <i>Achieved as of 7/29/2022</i>²⁸²</p>

²⁷⁶ The Consolidated Notice was published in the Federal Register at <https://www.govinfo.gov/content/pkg/FR-2022-02-03/pdf/2022-02209.pdf> and https://www.hud.gov/sites/dfiles/CPD/documents/CDBG-DR/87_FR_31636.pdf. The guidance accompanying the Consolidate Notice is published at <https://uat.sites.hudexchange.info/cdbg-dr-consolidated-notice/>.

²⁷⁷ HUD's Climate Action Plan is an ambitious multi-year plan designed to guide integration of climate resilience and environmental justice into HUD's core programs and policies. Every HUD program and office has committed specific, time-bound actions to increase climate resilience, reduce greenhouse gas emissions, and pursue environmental justice. The Climate Action Plan is publicly available online <https://www.hud.gov/sites/dfiles/Main/documents/HUD-Climate-Action-Plan.pdf>.

²⁷⁸ The CDBG-DR Consolidated Notice Guidebook is available at <https://uat.sites.hudexchange.info/cdbg-dr-consolidated-notice/>.

²⁷⁹ The milestone language has been revised from "Develop enterprise-wide minimum data standards for disaster risk mitigation for all single- and multifamily public, assisted, and insured housing" to "Develop guidance to increase HUD customers' ability to measure or assess progress in increasing their climate resiliency at the building and community levels." The new milestone language more accurately conveys HUD's efforts to equip HUD customers with tools to better evaluate and mitigate their climate-related risk. The milestone's target date has been delayed to 10/30/2023 to provide time to coordinate its new direction.

²⁸⁰ https://www.hud.gov/program_offices/public_indian_housing/ih/tribal_climate_resilience_and_adaptation

²⁸¹ CDBG-MIT grants provide funds to eligible units of general local government and States that have experienced Presidentially declared disasters to carry out hazard mitigation activities that increase resilience to disasters and reduce or eliminate the long-term risk of loss of life, injury, damage to and loss of property, and suffering and hardship by lessening the impact of future disasters.

²⁸² Climate resilience and environmental justice resources are available at HUD's Supporting Local Climate Action webpage, at <https://www.hudexchange.info/programs/supporting-local-climate-action/>. Climate resilience implementation guides are available, at



	<p>5/1/2022: Provide technical assistance for Tribes to support climate planning activities related to relocation, protection in place, and/or managed retreat. – <i>Achieved as of 10/31/2022</i></p> <p>9/30/2022: Develop a tool and webinar series for HUD customers on the need to incorporate resilience measures and stronger building codes when rebuilding after a disaster. 📌 – <i>Achieved as of 6/30/2022</i>²⁸³</p> <p>9/30/2023: Generate three to five case studies and guidance documents on resilience planning, disaster recovery, strategic funding strategies, and land use planning for HUD customers.²⁸⁴ 📌</p>
Improve utility data collection, reporting, and tracking. Initiate utility benchmarking requirements.	<p>6/30/2022: Develop an enterprise-wide utility management minimum data standards for HUD's portfolio of 4.5 million units of public and assisted housing. 📌 – <i>Achieved as of 1/25/2023</i></p> <p>3/31/2023: Formulate and begin implementation of an updated enterprise-wide approach to utility benchmarking. 📌</p> <p>4/30/2023: Connect EPA's Portfolio Manager and HUD's Multifamily property records system to automate the importing of standardized energy benchmarking data.</p> <p>3/30/2024: Develop requirements and standards for annual energy benchmarking for Multifamily owners via the EPA Portfolio Manager.</p>
Strengthen green codes and standards across HUD programs.	<p>5/30/2022: Publish Preliminary Determination on updating minimum energy codes for adoption by HUD-financed new construction without negatively impacting the affordability of covered housing.²⁸⁵ – <i>Delayed to 3/31/2023</i>²⁸⁶</p> <p>9/30/2022: Evaluate voluntary stretch energy and/or resilience codes to inform or encourage HUD grantees or partners to consider above-code energy</p>

https://www.hudexchange.info/resources/?ct=&tt=&topic=&loc=&predefdr=&dr=&relmat=&orderby=searchDate&csrf_token=5B7A21F2-8D93-4B84-AB3D461EAEC8D86&q=climate+resilience+implementation+guide#resources.


²⁸³ Webinars are available at <https://www.hudexchange.info/programs/cdbq-dr/resilient-building-codes/>.

²⁸⁴ The scope of this milestone has been scaled down from 15 case studies, as was published in the FY23 APP, due to a reduction in staffing and funding.

²⁸⁵ Preliminary and Final Determinations implements statutory requirements at 42 USC 12709, following rulemaking provisions of HUD's "Rule of Rules" at 24 CFR 10.

²⁸⁶ Publication date of Preliminary Determination delayed due to extended clearance of the draft Notice and the Regulatory Impact Analysis (RIA).



	<p>efficiency and resilience standards.²⁸⁷ – <i>Achieved as of 9/30/22</i></p> <p>12/31/2022: Publish Final Determination of minimum energy code standards for HUD-financed, insured, or assisted housing. – <i>Delayed to 11/30/2023</i>²⁸⁸</p> <p>12/31/2022: Consult with the Department of Energy (DOE) on updating the building and energy efficiency standards for manufactured homes. – <i>Achieved as of 12/9/2022</i></p> <p>6/30/2023: Evaluate changes to the Green MIP requirements relative to the latest versions of building energy codes.</p>
<p>Foster innovation while removing barriers to energy efficiency and renewable energy in the HUD portfolio.²⁸⁹ </p>	<p>12/31/2021: Update the Notice of Funding Opportunity (NOFO) template to include preference points, where applicable, for: 1) climate change mitigation; 2) climate adaptation and resilience; and 3) environmental justice. – <i>Achieved as of 12/31/2021</i></p> <p>6/30/2022: Explore update to standards to allow the use of stretch ratios for Manufactured Homes that are certified as ENERGY STAR.²⁹⁰ – <i>Achieved as of 10/26/2021</i></p> <p>9/30/2022: Address barriers identified by DOE's Multifamily Solar Collaborative to community solar in affordable multifamily housing. – <i>Achieved as of 7/27/2022</i>²⁹¹</p> <p>12/31/2022: Update the minimum requirements and incentives to reflect the most up-to-date energy efficiency standards in HUD's construction-related competitive grant programs.²⁹² – <i>Achieved as of 12/31/2022</i></p> <p>4/30/2023: Publish NOFO to launch the Green and Resilient Retrofit Program (GRRP).²⁹³</p>

²⁸⁷ Stretch energy or resilience codes may include above-code requirements of one or more green building standards required or incentivized through a range of HUD programs, or emerging above-code standards, such as FORTIFIED Home standard for extreme wind event, the wildland-urban interface code to mitigate risk from wildfires, or Appendix CC: Zero Energy Commercial Building Provisions, to the 2021 International Energy Conservation Code.

²⁸⁸ Preliminary and Final Determinations implement statutory requirements at 42 USC 12709, following rulemaking provisions of HUD's "Rule of Rules" at 24 CFR part 10.

²⁸⁹ This strategy is aligned with CAP Goal 3.2: Build capacity in Federal financial management and through Federal financial assistance to catalyze American industrial strategy, address climate-related risks, and deliver equitable results.

²⁹⁰ The updated FHA mortgage standards published October 26, 2021, recognize the energy cost savings of a Manufactured Home certified as Energy Star when qualifying a borrower. Stretch ratios for the housing expense and overall debt make it easier to manually qualify a borrower on a purchase or refinance.

²⁹¹ HUD released new national guidance that facilitates residents of HUD-subsidized multifamily properties to participate in community solar programs. Guidance is found at https://www.hud.gov/sites/dfiles/Housing/documents/MF_Memo_Community_Solar_Credits_signed.pdf.

²⁹² Choice Neighborhoods Implementation Grants, Section 202, and Section 811.

²⁹³ The Green and Resilient Retrofit Program will provide funding to the owners of multifamily-assisted properties to rehabilitate these properties to be more energy and water efficient, healthier, and more resilient to natural hazard events.



	<p>2/28/2023: Publish a Request for Information (RFI) in the Federal Register to solicit feedback on energy efficient home improvements made through the FHA 203(k) Rehabilitation Mortgage Insurance Program.²⁹⁴ – Achieved as of 2/14/2023²⁹⁵</p> <p>9/30/2023: Partner with DOE on the Low-Carbon Pilot to launch the Better Climate Challenge, with a 50 percent carbon reduction target. 🌱 – Achieved as of 7/28/2022</p> <p>12/31/2023: Evaluate the comments received in response to an RFI on the FHA 203(k) Rehabilitation Mortgage Insurance Program.²⁹⁶</p> <p>6/30/2024: Launch the development of guidance documents or case studies on energy and resilience retrofits that have resulted from GRRP funding or other investments in HUD-assisted properties.</p>
Inform the public about preparedness activities in communities that are prone to climate change hazards by sharing information on interagency resources for disaster mitigation, response, and recovery. ²⁹⁷ 🌱	<p>6/30/2022: Develop a stakeholder outreach framework that targets states at the highest risk for climate change hazards.²⁹⁸ – Achieved as of 6/30/2022</p> <p>12/31/2022: Implement a stakeholder outreach framework in the four states that are among those at highest risk for climate change hazards.²⁹⁹ – Achieved as of 12/15/2022</p>
Eliminate discriminatory barriers to ensure CDBG-DR and CDBG-MIT beneficiaries can access disaster and mitigation-related resources. ³⁰⁰ 🌱	<p>6/30/2023: Determine what data is needed to identify and address potential access barriers that may cause disparate outcomes in the use of CDBG-DR funds.</p> <p>9/30/2023: Formally institute data collection to identify and address potential access barriers that may cause disparate outcomes in the use of CDBG-DR funds.</p>
Elevate customer perspectives and lived experiences to inform future HUD investments into climate resilience, energy efficiency, and renewable energy. 🌱	<p>4/30/2023: Assess risk and equity within the Climate Communities Initiative FY 2023 cohort.</p>

²⁹⁴ The focus of this effort will be to identify any needed policy changes, including those that will promote energy efficiency.

²⁹⁵ <https://www.federalregister.gov/documents/2023/02/14/2023-03089/request-for-information-regarding-rehabilitation-mortgages>

²⁹⁶ The focus of this effort will be to identify any needed policy changes, including those that will promote energy efficiency.

²⁹⁷ This strategy has been achieved. It will not be tracked in future HUD Annual Performance Plans now that its milestones have been completed.

²⁹⁸ States that are at a high risk for climate risk hazards will be based on FEMA's National Risk Index (NRI) and risk data sources for U.S. Territories which are not included in the NRI.

²⁹⁹ This effort consisted of three workshops on addressing post-disaster homelessness issues with inter-agency partners, including the Federal Emergency Management Agency (FEMA), state emergency management agencies, state governments, and HUD-funded Continuums of Care (CoCs). Participants included federal, state, and local government staff, CDBG entitlement communities, PHAs, CoCs, Multifamily owners and operators, and Voluntary Organizations Active in Disasters (VOADs).

³⁰⁰ This strategy is aligned with CAP Goal 3.2: Build capacity in Federal financial management and through Federal financial assistance to catalyze American industrial strategy, address climate-related risks, and deliver equitable results.



9/30/2023: Host at least five stakeholder convenings to inform future HUD investments and assist communities.³⁰¹

KEY PERFORMANCE INDICATORS

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

- **Percentage of climate actions achieved under Climate Action Plan Goal 1. *Increase Climate Resilience* and Goal 2. *Reduce Greenhouse Gas Emissions*.**³⁰²

This measure will track the percentage of Climate Action Plan actions accomplished in the topic areas of Goal 1. *Increase Climate Resilience*, and Goal 2. *Reduce Greenhouse Gas Emissions*.

Sub-Metric	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
Goal 1. Increase Climate Resilience	N/A	N/A	N/A	N/A	27%	32%	80%	92%	↑ Increase
Goal 2. Reduce Greenhouse Gas Emissions	N/A	N/A	N/A	N/A	8%	12%	44%	94%	↑ Increase
Sub-Metric: Goal 1. Increase Climate Resilience									
Description:	This measure will track the percentage of Climate Action Plan actions accomplished in the topic areas of Goal 1. <i>Increase Climate Resilience</i> : Climate Risk Data, Mortgage Financing, Disaster Recovery and Resilience, and Capacity Building								
Data Source:	Data is derived from multiple data sources: monitoring of research and technical assistance contracts, assessments of performance of identified programs, publication of regulations, guidance, and grants. The Climate and Environmental Justice Working Group will track and report progress on actions.								

³⁰¹ Stakeholder convenings will inform future HUD investments and assist communities in developing plans to mitigate climate and disaster risk, while supporting underserved communities. Convenings will be based on findings uncovered by the risk and equity assessment that will be conducted with the Climate Communities Initiative FY23 cohort. These convenings will support both Climate Communities Initiative cohort participants and non-cohort communities.

³⁰² This key performance indicator was not tracked prior to FY 2022. As such, any previous year actuals, before FY 2022, are not available. The tracking of data will begin with FY 2022 end-year actuals. The targets for FY22, FY23, and FY24 are based on the publicly available Climate Action Plan published in November 2021 (<https://www.hud.gov/climate>). These targets may be subject to change based on updates to the Climate Action Plan that better reflect current funding levels and political directives from the White House as of 2023.



Dimension & Unit of Measurement:	Percentage
Calculation Method:	Number of actions completed divided by number of actions tracked.
Frequency:	Quarterly
Data Quality:	Data quality regarding monitoring of contracts and grants per quality control and quality assurance plans. Data quality regarding publication of regulations, guidance, and grants per Federal Register.gov and HUD.gov records.
Validation and Verification:	Quality control and quality assurance plans will be validated and verified in accordance with grant and contract regulations (2 CFR and 48 CFR) and associated HUD policies. Quality of regulations, guidance, and grants will be validated and verified through the Departmental Clearance process (Handbook 000.2).
Sub-Metric: Goal 2. Reduce Greenhouse Emissions	
Description:	This measure will track the percentage of Climate Action Plan actions accomplished in the topic areas of Goal 2. Reduce Greenhouse Gas Emissions: Benchmarking and Data Collection, Green Building Requirements and Incentives, and Capacity Building.
Data Source:	Data is derived from multiple data sources: Monitoring of research and technical assistance contracts, assessments of performance of identified programs, publication of regulations, guidance, and grants. The Climate and Environmental Justice Working Group will track and report progress on actions.
Dimension & Unit of Measurement:	Percentage
Calculation Method:	Number of actions completed divided by number of actions tracked
Frequency:	Quarterly
Data Quality:	Data quality regarding monitoring of contracts and grants per quality control and quality assurance plans. Data quality regarding publication of regulations, guidance, and grants per Federal Register.gov and HUD.gov records.
Validation and Verification:	Quality control and quality assurance plans will be validated and verified in accordance with grant and contract regulations (2 CFR and 48 CFR) and associated HUD policies. Quality of regulations, guidance, and grants will be validated and verified through the Departmental Clearance process (Handbook 000.2).



► **Number of Climate Action Plan actions completed³⁰³**

This measure will track the number of completed actions listed in HUD's Climate Action Plan.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
N/A	N/A	N/A	N/A	15	20	N/A	N/A	↑ Increase
Description:		A count of all actions included in the Climate Action Plan that have been completed.						
Data Source:		The Climate and Environmental Justice Working Group will track and report progress on actions.						
Dimension & Unit of Measurement:		Count: number of Climate Action Plan actions complete						
Calculation Method:		Count of actions completed out of 105 total committed actions.						
Frequency:		Quarterly						
Data Quality:		N/A						
Validation and Verification:		N/A						

³⁰³ This KPI has been separated into two KPIs, *Percentage of climate actions achieved under Climate Action Plan Goal 1. Increase Climate Resilience* and *Goal 2. Reduce Greenhouse Gas Emissions*, and *Percentage of climate actions achieved under Climate Action Plan Goal 3 – Pursue Environmental Justice* found in Objectives 4A and 4B, respectively. These new KPIs allow HUD to track and report the Department's progress implementing its Climate Action Plan at a more granular level. As such, this KPI will be discontinued. This key performance indicator was not tracked prior to FY 2022. As such, any previous year actuals, before FY 2022, are not available.



► **Number of HUD-assisted units successfully benchmarked³⁰⁴**

This measure will track the cumulative number of units in public and assisted housing that have been successfully benchmarked each year with complete data in the ENERGY STAR Portfolio Manager or another Federally sanctioned, open-source utility management system.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
N/A	N/A	N/A	N/A	366,220	600,000	600,000 ³⁰⁵	700,000	↑ Increase
Description:		A cumulative count of housing units in HUD's public and assisted housing portfolio (out of a total of approximately 2.4 million) that are benchmarked each year, i.e. included in properties with complete data in ENERGY STAR Portfolio Manager or another Federally sanctioned, open-source utility management system.						
Data Source:		(1) ENERGY STAR Portfolio Manager for Better Buildings Challenge partners' properties; (2) Other open-source systems utilized for HUD green building programs.						
Dimension & Unit of Measurement:		Count: housing units						
Calculation Method:		Count of housing units successfully benchmarked through the Better Buildings Challenge or other HUD green building programs and incentives						
Frequency:		Annually						
Data Quality:		Better Buildings Challenge data team performs checks for accuracy and completeness for all data submitted by partners through Portfolio Manager.						
Validation and Verification:		For properties reporting through the Better Buildings Challenge, data checked by ICF (Better Buildings Challenge TA provider).						

³⁰⁴ This key performance indicator was not tracked prior to FY 2022. As such, any previous year actuals, before FY 2022, are not available. The tracking of data will begin with FY 2022 end-year actuals. Housing units will be benchmarked through the Better Buildings Challenge or other HUD green building programs and incentives. The Better Buildings Challenge is part of the Department of Energy's Better Buildings Initiative and challenges building owners, operators, and managers to reduce energy use throughout their portfolio by at least 20% over 10 years. <https://betterbuildingssolutioncenter.energy.gov/challenge/about>.





³⁰⁵ The FY 2023 target has been revised from 720,000 to 600,000 units. HUD has reevaluated the FY 2023 target and FY 2024 targets for this KPI due to changes in the understanding of total number of HUD-assisted units available to be benchmarked. HUD made its original FY 2022 and FY 2023 targets based off the estimate that there were approximately 600,000 HUD-assisted units HUD would be able to benchmark through the Better Buildings Challenge (BBC). HUD has determined that not all 600,000 units in BBC are HUD-assisted, nor are they all being benchmarked within the Portfolio Manager system, making them more difficult to track.



OTHER INDICATORS

- **Number of homes affected by recent disaster events that are rehabilitated, reconstructed, newly constructed, or elevated using CDBG-DR and CDBG-MIT funds**

This measure will track the number of homes that were rehabilitated, reconstructed, newly constructed, or elevated using CDBG-DR or CDBG-MIT funds, subject to enhanced program requirements.³⁰⁶

Past Performance ³⁰⁷				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
N/A	N/A	20,249 ³⁰⁸	4,948	8,794	 Tracking Only	 Tracking Only	 Tracking Only	 Tracking Only
Description:		A count of the number of homes that were rehabilitated, reconstructed, constructed, or elevated using CDBG-DR and CDBG-MIT funds, subject to enhanced program requirements.						
Data Source:		HUD Disaster Recovery Grant Reporting (DRGR) System						
Dimension & Unit of Measurement:		Count: housing units						
Calculation Method:		Count of housing units tracked in the HUD DRGR system that were rehabilitated, reconstructed, newly constructed, or elevated						
Frequency:		Annually						
Data Quality:		N/A						
Validation and Verification:		N/A						

³⁰⁶ This indicator's actuals are reported when the activity is complete. An activity is not complete until a National Objective is achieved.

³⁰⁷ When tracking began for this indicator, it was associated with the grantees that received funds in response to a 2017 disaster. In FY19, HUD executed grant agreements with these grantees which allowed grantees to begin setting up programs. As such, no appreciable accomplishment data was produced for FY18 and FY19.

³⁰⁸ This data was pulled from the DRGR system on September 14, 2020, and includes several housing programs from the 2017 grantees. The State of Texas' Partial Repair and Essential Power for Sheltering program reported 17,429 units received funding for temporary repairs. The CDBG-DR funding is used as the cost share portion of the FEMA funded program.



► **Number of HUD-assisted or HUD-associated (e.g., FHA-insured) housing units made energy efficient or aligned to green building standards through retrofits, rehabilitations, or new construction³⁰⁹**

This measure will track the number of retrofitted, rehabilitated, or newly constructed housing units that are made energy-efficient or aligned to green building standards.

	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
Total HUD-assisted or HUD-associated units ³¹⁰	N/A	N/A	N/A	52,377	118,173	Tracking Only	Tracking Only	Tracking Only	Tracking Only
Choice Neighborhoods – New or substantially rehabilitated units	N/A	N/A	N/A	1,347	687	Tracking Only	Tracking Only	Tracking Only	Tracking Only
Mixed-Finance – Developed Units	N/A	N/A	N/A	1,765	968	Tracking Only	Tracking Only	Tracking Only	Tracking Only
Public Housing – Energy Performance Contracts	N/A	N/A	N/A	7,806	22,917	Tracking Only	Tracking Only	Tracking Only	Tracking Only
CDBG-DR – New or substantially rehabilitated units	N/A	N/A	N/A	4,948	8,794	Tracking Only	Tracking Only	Tracking Only	Tracking Only
CDBG – New ENERGY STAR units	N/A	N/A	N/A	209	137	Tracking Only	Tracking Only	Tracking Only	Tracking Only
HOME – New ENERGY STAR units	N/A	N/A	N/A	2,556	2,797	Tracking Only	Tracking Only	Tracking Only	Tracking Only

³⁰⁹ This key performance indicator was not tracked prior to FY 2022. As such, any previous year actuals, before FY 2022, are not available. The tracking of data will begin with FY 2022 end-year actuals. An FY 2021 target was not established as this metric did not exist in the FY 2022 Annual Performance Plan.

³¹⁰ The number of total HUD-assisted or HUD-associated units is an estimate. Due to data constraints, the sub-metric *Green MIP endorsements of newly constructed or substantially rehabilitated housing units* may include units that are also represented in other sub-metrics, such as *Section 202 and 811 – New units built to green building standard*.



Housing Trust Fund – ENERGY STAR units	N/A	N/A	N/A	222	404	Tracking Only	Tracking Only	Tracking Only	Tracking Only
Section 202 and 811 – New Units built to green building standard	N/A	N/A	N/A	915	80	Tracking Only	Tracking Only	Tracking Only	Tracking Only
Green MIP endorsements of newly constructed or substantially rehabilitated housing units	N/A	N/A	N/A	20,505	63,760	Tracking Only	Tracking Only	Tracking Only	Tracking Only
Energy Efficient Mortgage Loans	N/A	N/A	N/A	28	14	Tracking Only	Tracking Only	Tracking Only	Tracking Only
Section 203(k) loans with energy efficient or renewal energy improvements	N/A	N/A	N/A	1,316	1,185	Tracking Only	Tracking Only	Tracking Only	Tracking Only
RAD – New or substantially rehabilitated units meeting a green building standard	N/A	N/A	N/A	10,760	16,430	Tracking Only	Tracking Only	Tracking Only	Tracking Only
Description:		A count of the number of HUD-assisted and HUD-associated (e.g., FHA-insured) housing units that are made energy-efficient or aligned to green building standards through retrofits, rehabilitation, or new construction. These may include water conservation or efficiency measures: energy efficiency upgrades undertaken as part of this performance indicator often include Domestic Hot Water efficiency measures, while green building standards typically incorporate water efficiency as well.							
Data Source:		Multiple							
Dimension & Unit of Measurement:		Count: housing units							
Calculation Method:		Count of HUD-assisted or HUD-associated housing units made energy-efficient or aligned to green building standards							
Frequency:		Varied, see below							
Data Quality:		See sub-metrics below							



Validation and Verification:	See sub-metrics below
Sub-metric: Choice Neighborhoods grant – New or substantially rehabilitated housing units	
Description:	Number of new or substantially rehabilitated housing units developed as part of a Choice Neighborhoods grant, which meet ENERGY STAR or green building standards, as outlined in the Choice Neighborhoods NOFO.
Data Source:	Choice Neighborhoods program data collection system, i.e., Choice Neighborhoods Inform
Dimension & Unit of Measurement:	Count: new or substantially rehabilitated housing units developed as part of a Choice Neighborhoods grant
Calculation Method:	Count of total number of units meeting ENERGY STAR or green building standards, as reported by each Choice Neighborhoods grantee
Frequency:	Quarterly
Data Quality:	Data is collected on units where construction has been completed. Data is entered by the grantee.
Validation and Verification:	Data is reviewed quarterly by HUD.
Sub-metric: Mixed Finance – Developed units	
Description:	Number of housing units in Mixed Finance projects reported as meeting a regional or national green building standard. The data includes Mixed Finance projects where public housing capital funds are being used for development and projects that will only receive public housing operating subsidy.
Data Source:	This data is reported by HUD Mixed Finance grant managers based on the Mixed Finance Development Proposals the Public Housing Authorities (PHAs) submit to HUD's Office of Public Housing Investments prior to projects' financial closings.
Dimension & Unit of Measurement:	Count: Housing units that will be constructed or rehabilitated in Mixed Finance projects approved by HUD in a particular fiscal year.
Calculation Method:	Count of housing units reported in Mixed Finance Development Proposals
Frequency:	Data is reported for each Mixed Finance project approved by HUD. HUD generally approves 20-25 Mixed Finance projects a year.
Data Quality:	Data is self-reported by HUD grant managers based on PHA's development proposals. The housing units are reported in the fiscal year in which HUD approves the project's financing, not the fiscal year in which they achieve Date of Full Availability or are construction complete. Therefore, this data will not match the data found in Energy and Performance Information Center.
Validation and Verification:	HUD grant managers within the Office of Public Housing Investments verify this information to the best of their ability.


Sub-metric: Public housing units made energy efficient through Energy Performance Contracts (EPCs)

Description:	Number of public housing units made energy efficient through EPC's approved during the fiscal year
Data Source:	EPC Inventory
Dimension & Unit of Measurement:	Count: housing units
Calculation Method:	Count of housing units made energy efficient via EPC Revisions and New Phase (new contracts) made during the fiscal year.
Frequency:	Annually
Data Quality:	N/A
Validation and Verification:	Copies of EPC Letters are maintained on HUD intranet and in the EPC Inventory in the OPSubWebPortal.

Sub-metric: CDBG-DR – New or substantially rehabilitated housing units

Description:	Number of new construction, reconstruction, or rehabilitation of substantially damaged residential buildings completed through the use of CDBG-DR and CDBG-MIT funds. CDBG-DR and CDBG-MIT grantees must meet a Green building standard for all new construction of residential buildings and all replacement of substantially damaged residential buildings. Replacement of residential buildings may include reconstruction (i.e., demolishing and rebuilding a housing unit on the same lot in substantially the same manner) and may include changes to structural elements such as flooring systems, columns, or load bearing interior or exterior walls.
Data Source:	HUD DRGR System
Dimension & Unit of Measurement:	Count: housing units green building standard
Calculation Method:	Count of newly constructed, reconstructed or rehabilitated housing units meeting a green building standard in the DRGR System
Frequency:	Quarterly
Data Quality:	N/A
Validation and Verification:	N/A

Sub-metric: CDBG – New ENERGY STAR units

Description:	Number of new construction housing units qualified as ENERGY STAR units.
Data Source:	Integrated Disbursement and Information System (IDIS).



Dimension & Unit of Measurement:	Count: housing units.
Calculation Method:	Count of new construction housing units qualified as ENERGY STAR units in IDIS
Frequency:	Annually
Data Quality:	Grantees have a fiduciary responsibility to report these data accurately. However, some grantees do not understand the standard for qualifying ENERGY STAR units. As a result, some grantees report units that do not meet the ENERGY STAR standard.
Validation and Verification:	Office of Block Grant Assistance contacts the grantees that may have reported inaccurate data. The grantees will verify the data and make the correction, if applicable.
Sub-metric: HOME – ENERGY STAR units	
Description:	Number of completed HOME housing units that meet ENERGY STAR standards
Data Source:	IDIS
Dimension & Unit of Measurement:	Count: housing units
Calculation Method:	Count of completed HOME housing units in IDIS that meet ENERGY STAR standards
Frequency:	Quarterly
Data Quality:	HOME participating jurisdictions voluntarily report this information at project completion.
Validation and Verification:	CPD may validate data during onsite and remote monitoring visits. In addition, IDIS reports identify exception data.
Sub-metric: Housing Trust Fund – ENERGY STAR units	
Description:	Number of completed Housing Trust Fund (HTF) housing units that meet ENERGY STAR standards
Data Source:	IDIS
Dimension & Unit of Measurement:	Count: housing units
Calculation Method:	Count of completed HTF housing units in IDIS that meet ENERGY STAR standards
Frequency:	Quarterly
Data Quality:	HTF grantees voluntarily report this information at project completion.



Validation and Verification:	CPD may validate data during onsite and remote monitoring visits. In addition, IDIS reports identify exception data.
Sub-metric: Section 202 and 811 – New units built to green building standard	
Description:	Number of newly constructed Section 202 and Section 811 housing units built to a green building standard that reach sustaining occupancy during the fiscal year.
Data Source:	Housing Enterprise Real Estate Management System (HEREMS)/ Integrated Real Estate Management System (IREMS) database
Dimension & Unit of Measurement:	Count: housing units
Calculation Method:	Count of newly constructed Section 202 and Section 811 housing units built to a green building standard that reach sustaining occupancy during the fiscal year in the HEREMS/IREMS database
Frequency:	Annually
Data Quality:	N/A
Validation and Verification:	The performance indicator data is matched against the Multifamily Performance Goals which track the same data
Sub-metric: Green Mortgage Insurance Premium (MIP) endorsements of newly constructed or substantially rehabilitated housing units	
Description:	Number of newly constructed or substantially rehabilitated rental housing units in green projects with mortgages initially endorsed under FHA multifamily mortgage insurance programs, where the project met the “Green” definition in the MIP Federal Register Notice .
Data Source:	Office of Multifamily Housing’s Development Application Processing (DAP) system
Dimension & Unit of Measurement:	Count: housing units
Calculation Method:	Count of rental housing units in green projects with mortgages initially endorsed under FHA multifamily mortgage insurance programs, where the project met the “Green” definition in the MIP Federal Register Notice in the DAP system
Frequency:	Annually
Data Quality:	N/A
Validation and Verification:	Office of Multifamily Production verifies the data monthly and at the end of the fiscal year to confirm accuracy
Sub-metric: Energy Efficient Mortgage (EEM) Loans	
Description:	Number of FHA-insured EEM loans. Under the EEM program, FHA insures a borrower’s mortgage used to purchase or refinance a principal residence, and the



	cost of energy efficient improvements to be made to the home. The improvements can include energy-saving equipment, and active and passive solar and wind technologies. The cost-effective improvements based on recommendations and analysis performed by a qualified home energy rater/assessor.
Data Source:	Mortgagees submit loans for endorsement in the Computerized Homes Underwriting Management System (CHUMS) and report loan data. Data is periodically transferred to a central data warehouse, which has limited access until system upgrades are complete.
Dimension & Unit of Measurement:	Count: number of FHA-insured EEM Loans
Calculation Method:	Count of EEM Loans in CHUMS and report loan data
Frequency:	Quarterly
Data Quality:	The accuracy of the data is dependent upon the mortgagee inputs. Mortgagees can select from energy efficiency improvements including double-pane windows, Heating, ventilation, and air conditioning (HVAC), ceiling fan, caulking/sealing, doors, programmable thermostats, whole house fan, water heater, geothermal, roof, lighting, insulation, appliances, solar, and/or wind energy systems. The energy package is the set of improvements agreed to by the Borrower based on the recommendations and analysis performed by a qualified home energy rater/assessor. The energy report contains the recommended improvements.
Validation and Verification:	Mortgagees are responsible for complying with FHA guidelines. Additional guidance for recording energy efficiency improvements may need to be issued to mortgagees.
Sub-metric: Section 203(k) loans with energy efficient or renewable energy improvements.	
Description:	Number of Section 203(k) FHA-insured loans with energy efficiency and/or renewable energy improvements used to finance the purchase of existing homes or for a refinance.
Data Source:	Mortgagees submit general Section 203(k) loans for endorsement in CHUMS and report loan data when the repairs, including energy efficiency improvements, have been made and the escrow is closed out. Data is periodically transferred to a central data warehouse, which has limited access until system upgrades are complete. Section 203(k) loans with EEMs are tracked separately. The sub-metric includes both general 203(k) loans with energy-related improvements and Section 203(k) loans with EEMs.
Dimension & Unit of Measurement:	Count: FHA-insured Section 203(k) loans with one or more energy efficiency or renewable energy improvements
Calculation Method:	Count of Section 203(k) loans with energy efficient or renewable energy improvements in CHUMS and report loan data
Frequency:	Quarterly



Data Quality:	Section 203(k) loans with EEMs are general Section 203(k) loans are counted upon FHA endorsement. Mortgagees report the types of energy efficiency and/or renewable energy improvements when the repairs, including energy efficiency improvements, have been made and the escrow is closed out. The accuracy of the data is dependent upon the mortgagee inputs. The mortgagee has the option to select no energy efficiency improvements or the applicable energy efficiency improvements. Energy efficiency improvements may include double-pane windows, HVAC, ceiling fan, caulking/sealing, doors, programmable thermostats, whole house fan, water heater, geothermal, roof, lighting, insulation, appliances, and/or wind energy systems.
Validation and Verification:	Mortgagees are responsible for complying with FHA guidelines. Additional guidance for recording energy efficiency improvements may need to be issued to mortgagees.
Sub-metric: Rental Assistance Demonstration (RAD) – Newly constructed or substantially rehabilitated units with significant new green components or aligned to a green standard	
Description:	Number of assisted rental housing units at public housing properties converted through RAD that are newly constructed or substantially rehabilitated with significant new green components or aligned to a green standard
Data Source:	RAD Resource Desk
Dimension & Unit of Measurement:	Count: housing units
Calculation Method:	Count of newly constructed or substantially rehabilitated units with significant new green components or aligned to a green standard listed in the RAD Resource Desk
Frequency:	The data is updated in real time to reflect all RAD conversions to-date.
Data Quality:	Units are counted only after the PHA has closed on financing to complete all construction and has met all other requirements for conversion.
Validation and Verification:	Data is validated through legal review of closing documents and through a post-conversion review of the completion of construction

EVIDENCE BUILDING

Climate change has increased the risk of natural disasters and threats to health and well-being. For instance, changes in historical precipitation patterns account for an estimated one-third of cumulative flood damages from 1988 to 2017 at a cost of \$73 billion; climate models predict continued intensification.³¹¹ Sea level rise and coastal subsidence exacerbate coastal flooding risks from increasingly strong hurricanes.³¹²

³¹¹ Davenport, Frances V., Marshall Burke, and Noah S. Diffenbaugh. 2021. "Contribution of historical precipitation change to US flood damages." Proceedings of the National Academy of Sciences. 118, 4. <https://doi.org/10.1073/pnas.2017524118>.

³¹² Perkins, Sid. 2020. "Often driven by human activity, subsidence is a problem worldwide." Proceedings of the National Academy of Sciences. 118, 20. <https://www.pnas.org/content/118/20/e2107251118>; Emanuel, Kerry. 2020. "Evidence that hurricanes are getting stronger." Proceedings of the National Academy of Sciences. 117, 24. www.pnas.org/cgi/doi/10.1073/pnas.2007742117.



HUD has helped build the evidence base for designing effective future disaster recovery and climate resilience efforts. The “Natural Hazard Mitigation Saves: 2019 Report,” funded by HUD, represents an exhaustive benefit-cost analysis of natural hazard mitigation measures, from adopting up-to-date building codes and exceeding codes, to addressing the retrofit of existing buildings and utility and transportation infrastructure.³¹³ The study found that natural hazard mitigation saves \$6 on average for every \$1 spent on Federal mitigation grants.

In early 2021, HUD released a report on accelerating housing recovery after severe disasters, based on an examination of housing recovery activities funded by CDBG-DR during 2005 to 2015.³¹⁴ Going forward, the Office of Policy Development and Research (PD&R) is funding research that will create and test models for optimizing disaster recovery labor and supply chains to expedite housing recovery for the most vulnerable populations. PD&R is also funding CDBG-DR resilience cost-effectiveness and implementation studies that have the potential to help grantees save public resources, modernize infrastructure, and improve access to opportunity for vulnerable populations through cost-benefit analyses and best practice guidebooks directed to states, local governments, and Indian tribes recovering from flood-related natural disasters. In partnership with the National Institute of Standards and Technology, resilience planning case studies will produce best practice guidance using climate projection data as part of community planning. Results from these studies are expected in 2023 and 2024. Finally, PD&R is working to acquire proprietary data on flood and wildfire threats that can be used to assess the risk exposure of HUD assets and HUD-assisted populations and to inform policy and programmatic decision-making.

In addition to this research, HUD seeks to enhance its disaster recovery and climate resilience efforts by incorporating customer feedback received through two Requests for Information (RFI) published in 2022. One RFI, titled “Request for Information CDBG-DR Rules, Waivers, and Alternative Requirements (87 FR 77864)”, centers on collecting feedback to strengthen requirements for entities receiving and implementing CDBG-DR funding.³¹⁵ The second RFI, titled “Request for Information Community Development Block Grant Disaster Recovery (CDBG-DR) Formula”, provides the public with the opportunity to provide feedback on HUD’s allocation formula.³¹⁶

Residential energy use accounts for roughly 20 percent of greenhouse gas emissions in the U.S., and the Nation cannot meet the Paris Agreement target of an 80 percent emissions reduction by 2050 without residential sector initiatives, including deep energy retrofits and transitioning to low- and carbon energy sources, and reducing energy intensity.³¹⁷ The DOE’s retrospective evaluation of its Weatherization Assistance Program demonstrated the substantial net benefits of home weatherization as well as of healthy homes interventions. The program generated a savings-to-investment ratio of 1.4 and a benefit-cost ratio, including health and safety benefits, of 4.1.³¹⁸

One source of data for utility reduction in public housing and HUD-assisted housing is PD&R’s evaluation of the American Recovery and Reinvestment Act (ARRA) of 2009 (P.L. 111-5).³¹⁹ Of the approximately \$13.6 billion in ARRA funds appropriated to HUD, about \$4 billion was allocated to the Public Housing Capital Fund for the modernization and renovation of the Nation’s public housing stock, and \$250 million was allocated to establish the Green Retrofit Program for Multifamily Housing. It is estimated that the amount of electricity saved from improvements made by this funding is sufficient to power about 29,000 average U.S. homes for one year. The

³¹³ Available at <https://www.nibs.org/projects/natural-hazard-mitigation-saves-2019-report>.

³¹⁴ Housing Recovery and CDBG-DR: A Review of the Timing and Factors Associated with Housing Activities in HUD’s Community Development Block Grant for Disaster Recovery Program (2021). <https://www.huduser.gov/portal/publications/HousingRecovery-CDBG-DR.html>.

³¹⁵ <https://www.federalregister.gov/documents/2022/12/20/2022-27547/request-for-information-for-huds-community-development-block-grant-disaster-recovery-cdbg-dr-rules>

³¹⁶ <https://www.federalregister.gov/documents/2022/12/20/2022-27548/request-for-information-community-development-block-grant-disaster-recovery-cdbg-dr-formula>

³¹⁷ Goldstein, Benjamin, Dimitrios Gounaridis, and Joshua P. Newell. 2020. “The carbon footprint of household energy use in the United States.” Proceedings of the National Academy of Sciences. 117, 32. www.pnas.org/cgi/doi/10.1073/pnas.1922205117.

³¹⁸ <https://www.energy.gov/eere/wap/about-weatherization-assistance-program/weatherization-National-evaluation>.

³¹⁹ <https://www.huduser.gov/portal/sites/default/files/pdf/Assessment-of-ARRA-Green.pdf>.



water savings are sufficient to supply about 7,000 U.S. families for one year, and the carbon dioxide savings are equivalent to removing 37,400 vehicles from the road.

Since the 1980s, HUD has approved more than 300 Energy Performance Contracts (EPCs) that have generated nearly \$1.5 billion in energy efficiency investments for about 250,000 public housing units. PD&R recently completed two studies of the use of EPCs. The 2020 Review of Energy Performance Contracts in Public Housing found that the EPC program effectively helped PHAs improve their units' energy efficiency.³²⁰ A follow-up study, focusing on smaller PHAs, found that small PHAs that used EPCs experienced greater reductions in energy and water consumption than PHAs that did not use EPCs.³²¹ Such PHAs often undertook efficiency improvements using alternative financing means such as capital and operating funds, grants, or subsidies. Since 2015, however, financial restructuring through HUD's Rental Assistance Demonstration has become an attractive alternative to the EPC program for PHAs that view EPCs as complex or difficult.

The Department continues to make contributions to strengthen the global effort to address climate change by sharing knowledge and collaborating with international partners. HUD participates in the Organisation for Economic Co-operation and Development's (OECD) Working Party on Urban Policy (WPURB) to coordinate how OECD countries respond to climate change and other shared challenges. HUD also plays an active role in the United States Mission to the United Nations Economic Commission for Europe's (UNECE) Committee on Sustainable Energy. In this committee, HUD works with partners to promote a sustainable energy development strategy in Europe and provide access to affordable and clean energy to all in the region.

HUD's Learning Agenda includes several research questions that relate to Objective 4A. Examples of such questions are:

- *Are current building efficiency, safety, and resilience codes for various types of housing adequate?*
- *What are the distinct impacts and challenges of climate change in Tribal communities, and what are implications for housing and community development?*
- *How are climate change risk and disasters impacting mortgage performance, and what are implications of including climate risk in underwriting procedures?*

³²⁰ "Review of Energy Performance Contracts in Public Housing" (2020), <https://www.huduser.gov/portal/publications/epc-evaluation.html>.

³²¹ "Review of Energy Performance Contracts in Small and Very Small Public Housing Authorities" (2021), <https://www.huduser.gov/portal/publications/Review-of-Energy-Performance-Contracts.html>.



Strategic Objective 4B: Strengthen Environmental Justice

Reduce exposure to health risks, environmental hazards, and substandard housing, especially for low-income households and communities of color.

LEADING THIS OBJECTIVE

Office of Lead Hazard Control and Healthy Homes

- ★ **Agency Priority Goal for FY2022- 2023: By September 30, 2023, protect families from lead-based paint and other health hazards by making an additional 20,000 units of at-risk housing units healthy and lead-safe.**

OBJECTIVE

HUD has been a champion of the Federal government's goal to address lead-based paint and other health and safety hazards in housing for families and children. Young children are especially at risk of 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. Exposure to other home environmental hazards, such as mold, radon, and



pests are linked to chronic health conditions like asthma and cancer. HUD recognizes these hazards are disproportionately found in low-income housing and communities of color, making the remediation of such hazards a critical step to promoting environmental justice by increasing equity in housing and in health and safety. Through its programs, HUD has made over 400,000 homes lead-safe, contributing to a significant decline in blood-lead levels among US children in the past decade. HUD will continue work to reduce exposure to housing-related health hazards, environmental hazards, and substandard housing, especially for underserved communities that are disproportionately impacted by these threats. This work is also a consequence of HUD's recognition that addressing climate and environmental justice is at the core of its mission to create strong, sustainable, inclusive communities. The HUD Climate Action Plan (CAP), commits the Department to a variety of actions to empower communities to achieve climate resilience, facilitate economic opportunities, and eliminate health risks caused by environmental injustices.³²² The CAP actions supportive of strengthening environmental justice are tracked under this strategic objective, as shown below in milestones and a key performance indicator.

The Department continues to seek collaborations with Federal partners and state, Tribal, and local organizations to drive transformational change that will improve the lives of the people it serves. HUD will partner with fellow Federal agencies to advance a coordinated, whole-of-government approach to protecting families and children from lead hazards. The Department's comprehensive strategy to remove lead-based paint and other housing-related health and safety hazards includes leveraging public-private partnerships. These engagements will maximize the effect of lead-safe and healthy housing investments and increasing funding for local jurisdictions to build capacity to address lead-based paint and other housing-related health and safety hazards. To prevent lead poisoning and adverse effects of other hazards in HUD-assisted households, HUD will also: ensure compliance

³²²The HUD Climate Action Plan was published in November 2021. <https://www.hud.gov/sites/dfiles/Main/documents/HUD-Climate-Action-Plan.pdf>



with lead safety rules through improved enforcement mechanisms; report annually on the production of public housing units made lead safe and/or healthy under PIH grant programs; increase community awareness of lead and other health and safety hazards through outreach events; increase participation in HUD and stakeholder services; and improve online content and its dissemination to the public seeking lead and healthy homes information and resources. HUD will lead an interagency pilot program, called RECLAIM, to support community-driven efforts to revitalize distressed neighborhoods that are located near Superfund hazardous waste sites and contain public and/or HUD-assisted housing. HUD will encourage Choice Neighborhoods grant applications for transforming neighborhoods with distressed public or other HUD-assisted multifamily housing, in communities where EPA has also provided grant funding to address Brownfields. HUD will conduct local grantee and field office events to raise awareness of lead and other health and safety hazards in homes.³²³

Recognizing the critical need to reduce exposure to harmful contamination from environmental hazards in addition to lead, HUD will develop Department-wide and program-specific radon policies. These will be joined by the development of best practices for Public Housing Authorities (PHAs) and other HUD grantees. HUD will also work to update the Department's National Environmental Policy Act (NEPA) implementing regulations, policy, and guidance to better integrate strategies that mitigate climate and other environmental and health hazards, in HUD-assisted activities, especially in underserved communities. These efforts include enhancing HUD's Tribal Directory Assessment Tool (TDAT) to become a government-wide information system.³²⁴ Addressing environmental health hazard exposures and strengthening health and safety regulations and policies ultimately advances the Department's work to eliminate socioeconomic disparities. Furthermore, HUD will protect underserved communities by developing and implementing a plan under the Administration's Justice40 Initiative.³²⁵ This initiative will ensure at least 40 percent of the overall benefits of HUD lead hazard control and healthy homes investments are delivered to underserved communities. Through this work, HUD will reduce housing inequity and improve health outcomes for residents of HUD-assisted housing.

2022 APR PROGRESS UPDATE

In FY 2022, HUD continued to champion the Federal government's goal to address health and safety hazards in housing for families, children, and other vulnerable populations. Special attention was paid to low-income households and those residing in disadvantaged communities.³²⁶

HUD has funded grants to public housing agencies, nonprofit organizations, state, Tribal, and local governments for reducing lead and other housing-related health and safety hazards. The Department also required owners of HUD-subsidized housing that may have lead-based paint to evaluate and control for lead hazards.³²⁷ Under this strategic objective, HUD produced 9,855 units of lead-safe and/or healthy housing, surpassing its FY 2022 target by 3.7 percent.³²⁸ HUD continued its grant efforts by developing and awarding grants to 26 state and local government agencies to protect children and families from lead-based paint hazards and additional home health hazards.

³²³ Local jurisdiction applications for lead hazard reduction grant funding went from fewer than 10 in 2021 to 30 in 2022, based on such events in FY 2022.

³²⁴ TDAT was developed for the purpose of identifying and engaging tribes to consult on HUD-assisted projects and those of other Federal agencies, including infrastructure projects covered under Title 41 of the Fixing America's Surface Transportation Act (FAST-41). Title 41 of the Fixing America's Surface Transportation Act (FAST-41) establishes a governance structure, set of procedures, and funding authorities to improve the Federal environmental review and authorization process for certain large, complex infrastructure projects. The Federal Permitting Improvement Steering Council is responsible for FAST-41. <https://www.permits.performance.gov/documentation/fast-41-fact-sheet>

³²⁵ Executive Order 14008, Tackling the Climate Crisis at Home and Abroad, section 223, Justice40 Initiative. <https://www.Federalregister.gov/d/2021-02177>.

³²⁶ This effort is critical to advancing the environmental justice because of the significance of housing-related hazards as social determinants of health. Exposure to home environmental hazards, such as lead, mold, radon, and pests, and additional contaminants in air, soil, dust, and water, are linked to chronic neurological, respiratory, and other health conditions, including cancers, which are disproportionately prevalent in low-income communities and communities of color.

³²⁷ HUD's Lead Safe Housing Rule (24 CFR 35, subparts B – R) has, based on its authorizing legislation (P.L. 102-550, Title X), different types of lead hazard evaluation and control environments for different categories of housing, <https://www.ecfr.gov/current/title-24/subtitle-A/part-35>.

³²⁸ Production counts include units that were served by the lead hazard reduction, healthy homes production, radon mitigation, older adult home modification, healthy homes and weatherization cooperation, and other grant programs.



In FY 2022, the Department continued to collaborate on these issues with Federal partners, including the Environmental Protection Agency, Consumer Protection Safety Commission, Council on Environmental Quality and Departments of Health and Human Services, Interior, Labor, and Homeland Security, among others. The collaborations were through the President's Task Force on Environmental Health Risks and Safety Risks to Children and partnering groups.³²⁹ HUD also engaged with state, Tribal, and local agencies, nonprofit organizations (including health and environmental groups), and trade groups to continue driving transformational change.³³⁰

HUD improved its enforcement mechanisms and enhanced interoffice collaboration to better monitor the implementation of, and enforce, lead safety rules to prevent lead poisoning. The Department also conducted outreach events, online training, and technical assistance to increase community and housing sector stakeholder awareness of lead and other residential health and safety hazards, such as through webinars and web postings related to National Healthy Homes Month and National Lead Poisoning Prevention Week. HUD contributed to the development and promotion of the White House Lead Pipe and Paint Action Plan, an "historic effort ... leveraging every tool across Federal, state, and local government to deliver clean drinking water, replace lead pipes, and remediate lead paint."³³¹ HUD also promoted the sharing of assisted property addresses of children with elevated blood lead levels between health departments and public housing. The purpose of this effort was to identify households in need of lead remediation and target environmental interventions. Several states report that health departments and PHAs within the state are sharing property addresses. In another notable effort, HUD is leading the interagency effort on the RECLAIM Program. RECLAIM aims to concentrate Federal resources on distressed neighborhoods with HUD-assisted housing on or near Superfund hazardous waste sites by identifying, cleaning, and improving these sites.³³²

The Departmental policy to reduce exposure to radon in HUD-assisted households was also further refined throughout the year. For example, HUD conducted two Tribal consultation webinars in FY 2022 to solicit comments and feedback from Tribes on the proposed policy. HUD has considered the Tribes' comments and has incorporated recommendations as appropriate into the policy notice and associated guidance documents. Efforts continue under an extended timeline to ensure the new Department-wide and program-specific radon policies are beneficial for all HUD customers.³³³ HUD also developed its FY 2022 radon testing and mitigation demonstration grant program for public housing and awarded grants to nine public housing agencies.

HUD continued to further the development of its updated National Environmental Policy Act regulations, policy, and guidance. Doing so has led to better integrated strategies that mitigate climate and other environmental and health hazards in HUD-assisted activities. HUD also advanced the enhancement of its TDAT towards becoming a government-wide information system, helping to facilitate greater outreach to Tribal communities on infrastructure projects in their area. HUD also developed and began implementation of a plan to support the Biden-Harris Administration's Justice40 Initiative through the creation of a pilot program to direct at least 40 percent of HUD's lead hazard control and healthy homes investment to underserved communities.

As shown in the table below, each of the eight strategies include key milestones in 2022 through 2024 that are integral to accomplishing significant elements of the strategic objective. HUD has made substantial progress toward fulfilling the strategies, having achieved 11 of the 42 milestones as of January 2023. Under three strategies, milestones have been delayed: one milestone under the strategy on issuing guidance under HUD's lead safety rule (from time needed to resolve complex issues), two on developing radon policies (from time needed to ensure that the policy meets all stakeholders' needs), and seven on updating HUD's environmental review (ER) rules and policies (one from time for awarding a policy support contract, and six from HUD waiting until the finalization of Council for Environmental Quality's ER rules, on which HUD's are based). Additional detail

³²⁹ The President's Task Force on Environmental Health Risks and Safety Risks to Children, established under 13045, Protection of Children From Environmental Health Risks and Safety Risks, is the focal point for coordinating the Federal government's efforts to explore, understand, and improve children's environmental health. <https://ptfcehs.niehs.nih.gov/>.

³³⁰ Trade groups include profession-based, housing, community development, health, and environmental sector membership organizations.

³³¹ <https://www.whitehouse.gov/briefing-room/statements-releases/2021/12/16/fact-sheet-the-biden-harris-lead-pipe-and-paint-action-plan/>

³³² RECLAIM is an interagency initiative to support community-driven efforts to revitalize distressed neighborhoods with HUD-assisted housing near Superfund hazardous waste sites. More information about Superfund sites at <https://www.epa.gov/superfund/what-superfund>.


³³³ HUD's new radon policies will be joined by the development of best practices guidance, training, and technical assistance for public housing authorities, Multifamily-assisted private owners, and other HUD grantees.




is provided about the delayed milestones in their associated footnotes; HUD continues to press for achieving all the milestones.

STRATEGIES AND MAJOR MILESTONES

 Denotes content featured in [HUD's Climate Action Plan](#)³³⁴

 Denotes customer experience-focused strategies, sub-strategies, or milestones.

 Denotes equity-focused strategies, sub-strategies, or milestones.

Strategies	Major Milestones
Increase community awareness of lead and other health and safety hazards in homes, to increase participation in HUD and stakeholder programs and services. 	<p>9/30/2022: Employ a human-centered design and framework on lead and other health and safety hazards and mitigation measures, including Lead Safe Housing Rule compliance. – <i>Achieved as of 12/31/2022</i>³³⁵</p> <p>10/30/2022: Develop and conduct National Lead Poisoning Prevention Week activities with lead safety stakeholders.³³⁶ – <i>Achieved as of 10/28/2022</i></p> <p>6/30/2023: Develop and conduct National Healthy Homes Month activities with lead safety and healthy homes stakeholders.</p> <p>10/30/2023: Develop and conduct National Lead Poisoning Prevention Week activities with lead safety stakeholders.</p> <p>6/30/2024: Develop and conduct National Healthy Homes Month activities with lead safety and healthy homes stakeholders.</p>
Align and enforce HUD-assisted housing inspections and mitigation measures to consistently address lead-based paint hazards across HUD-assisted housing programs.	<p>12/31/2022: Issue guidance to assisted housing owners on Lead Safe Housing Rule elevated blood lead level environmental investigation practices. – <i>Delayed to 3/31/2023.</i>³³⁷</p> <p>9/30/2024: Complete research to determine whether the Lead Safe Housing Rule elevated blood lead level requirements require revision.³³⁸</p>

³³⁴ HUD's Climate Action Plan is an ambitious multi-year plan designed to guide integration of climate resilience and environmental justice into HUD's core programs and policies. Every HUD program and office has committed specific, time-bound actions to increase climate resilience, reduce greenhouse gas emissions, and pursue environmental justice. The Climate Action Plan is publicly available online <https://www.hud.gov/sites/dfiles/Main/documents/HUD-Climate-Action-Plan.pdf>.

³³⁵ Approximately 750 stakeholders were trained. Training materials were posted online. The target date for this milestone has changed to 12/31/2022. This change reflected HUD's need for more time to align funding to support the implementation of the human-centered design framework and its technical assistance plan.

³³⁶ Stakeholders include housing owners, managers, residents, Federal agency partners, nonprofits, trade groups, and maintenance and renovation personnel.

³³⁷ This milestone's language has been revised from *Propose Lead Safe Housing Rule pertaining to elevated blood lead level requirements to Issue guidance to assisted housing owners on Lead Safe Housing Rule elevated blood lead level environmental investigation practices*. This change was made in order to provide updated information on elevated blood level practices in an expedited manner without relying on the rulemaking process. HUD is coordinating with CDC on developing the guidance.

³³⁸ Revisions will be based on research that is to be conducted by the HUD Office of Lead Hazard Control and Healthy Homes with technical support from the Office of Policy Development and Research.



<p>Continue to prioritize comprehensive reductions in Americans' exposure to lead in their homes by addressing lead contamination in soil, water, and paint. ³³⁹</p>	<p>12/31/2022: Implement the Justice40 Pilot for Lead Hazard Control and Healthy Homes Grants. – <i>Achieved as of 9/28/2022</i>³³⁹</p> <p>6/30/2023: Update the soil-lead hazard action level for the Office of Lead Hazard Control and Healthy Homes (OLHCHH) Lead Hazard Reduction Program grants by working with the US Environmental Protection Agency (EPA) to identify a lower, more protective "action level" than the current standard. ³⁴⁰</p> <p>9/30/2024: Propose revised dust-lead hazard, soil-lead hazard, and paint-lead hazard standards for the Lead Safe Housing Rule to reflect FY 2024 projected issuance of corresponding EPA Lead Activities Rule revision.</p>
<p>Minimize residential radon exposure.</p>	<p>1/31/2022: Publish the FY 2021 Radon Testing and Mitigation in Public Housing (RTMPH) grant Notice of Funding Opportunity (NOFO). – <i>Achieved as of 1/25/2022</i>³⁴⁰</p> <p>5/31/2022: Develop and implement a Departmental policy clarifying current regulatory minimum requirements for radon. ³⁴¹ – <i>Delayed to 5/1/2023</i>³⁴¹</p> <p>6/30/2022: Award the FY 2021 RTMPH grants. – <i>Achieved as of 6/17/2022</i></p> <p>12/31/2022: Develop or enhance program-specific radon policies for assisted multifamily property owners and PHAs. ³⁴² – <i>Delayed to 5/31/2023</i>³⁴²</p> <p>9/30/2023: Deliver updated radon training and guidance materials to HUD customers.³⁴³ ³⁴³</p> <p>9/30/2024: Publish a report on the implementation of Departmental and program-specific radon policies for assisted housing.</p>
<p>Update HUD's environmental review regulations and policies.</p>	<p><u><i>Enhance the TDAT to establish a central information system for engaging Tribes on infrastructure projects covered under FAST-41.</i></u></p> <p>9/30/2022: Develop a synchronizing tool to import and reconcile Tribal contact data from the Bureau of Indian</p>

³³⁹ Lead Hazard Reduction grant awards were announced on September 28, 2022. The notice of funding opportunity included applicants' scoring rating factor points for committing to use 40% of grant funds in disadvantaged communities, with more points for higher-percentage commitments. https://www.hud.gov/press/press_releases_media_advisories/HUD_No_22_189.

³⁴⁰ The NOFO can be found here: https://www.hud.gov/sites/dfiles/SPM/documents/Radon_Foa_Content_of_FR-6500-N-80.pdf.

³⁴¹ The target date has been revised from 5/31/2022 to 5/1/2023 to ensure that the policy fits the needs of all stakeholders (owners, tenants, assistance providers, contractors, radon consultants, etc.).

³⁴² Development of program-specific policies has been postponed by the longer-than-expected drafting and pre-clearance of the Departmental radon policy.

³⁴³ Training and guidance topics include radon basics, regulatory requirements, and testing and mitigation best practices.



	<p>Affairs and National Park Service into TDAT. – <i>Delayed to 4/30/2023</i>³⁴⁴</p> <p>9/30/2023: Develop a TDAT Geographic Information Systems tool with comprehensive and user-friendly mapping features.</p> <p><u><i>Update HUD's National Environmental Policy Act environmental review policies.</i></u>³⁴⁵</p> <p>9/30/2023: Develop a framework to mitigate climate- and environmental justice-related hazards and health risks in HUD's environmental review process. 🚧 – <i>Delayed to 9/30/2024</i></p> <p>9/30/2023: Update program guidance on environmental review procedures to include analyses of climate mitigation measures, climate adaptation strategies, and environmental justice. 🚧 – <i>Delayed to 9/30/2024</i></p> <p>9/30/2023: Develop an environmental review training series for HUD customers. 🚧 – <i>Delayed to 9/30/2024</i></p> <p>9/30/2023: Update HUD's online environmental review tools to reflect updated policy. 🚧 – <i>Delayed to 9/30/2024</i></p> <p>9/30/2023: Develop a plan to improve environmental review compliance across HUD programs through improved guidance, technical support, and monitoring. 🚧 – <i>Delayed to 9/30/2024</i></p>
<p>Design and deliver targeted lead and healthy homes programs through improvements in data quality and access.</p>	<p>9/30/2022: Promote, in collaboration with the U.S. Department of Health and Human Services, data-sharing agreements between state or local health departments and PHAs for early identification of assisted property addresses with children with Blood Lead Level >5 micrograms of lead per deciliter of blood (>5 mcg/dL). – <i>Achieved as of 9/30/2022</i></p> <p>9/30/2023: Publish a report on the implementation of data sharing agreements on children with Blood Lead Level >5 mcg/dL. Identify methods for further data sharing improvement.</p> <p>3/31/2024: Implement enhanced data sharing methods regarding children with Blood Lead Level >5 mcg/dL.</p>

³⁴⁴ This delay is due to delays in awarding contract support. The contract has kicked off, and completion has been pushed to 4/30/2023.

³⁴⁵ All milestones under this sub-strategy have been delayed. HUD has paused efforts to update its NEPA environmental review policies until the updated 40 CFR parts 1500 et seq., regulations are issued by the Council for Environmental Quality.



<p>Leverage HUD's relationships with stakeholders across the public and private sectors to maximize the impact of every dollar invested in lead, health, and safety activities.</p>	<p>6/30/2022: Publish the FY 2022 Lead Hazard Reduction NOFO. – <i>Achieved as of 6/17/2022</i></p> <p>9/30/2022: Award the FY 2022 Lead Hazard Reduction grants. – <i>Achieved as of 9/28/2022</i></p> <p>12/31/2022: Publish the FY 2022 Housing Related Hazards and Lead-Based Paint Capital Fund Program NOFO. – <i>Achieved as of 1/13/2023</i></p> <p>5/31/2023: Award the FY 2022 Housing Related Hazards and Lead-Based Paint Capital Fund Program grants.</p> <p>6/30/2023: Publish the FY 2023 Lead Hazard Reduction NOFO.</p> <p>9/30/2023: Award the FY 2023 Lead Hazard Reduction grants.</p> <p>12/31/2023: Publish the FY 2023 Housing Related Hazards and Lead-Based Paint Capital Fund Program NOFO.</p> <p>5/31/2024: Award the FY 2023 Housing Related Hazards and Lead-Based Paint Capital Fund Program grants.</p> <p>6/30/2024: Publish the FY 2024 Lead Hazard Reduction NOFO.</p> <p>9/30/2024: Award the FY 2024 Lead Hazard Reduction grants.</p>
<p>Advance the Federal 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>3/31/2023: Develop, with the Centers for Disease Control and Prevention (CDC), and other agencies a research agenda on a variety of housing-related health and safety programs and interventions.</p> <p>9/30/2023: Issue HUD's Learning Agenda's FY 2023 Supplement with research projects on housing-related health and safety topics.</p> <p>3/31/2024: Publish a report on the implementation, with CDC and other agencies, of the research agenda on housing-related health and safety programs and other interventions.</p>



KEY PERFORMANCE INDICATORS³⁴⁶

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

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

The metric tracks the number of housing units made healthy and lead-safe through HUD's Lead Hazard Control Grants, Healthy Homes Grants, Lead Disclosure Rule Enforcement, and Lead Safe Housing Rule Enforcement.³⁴⁷

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
15,607	13,076	10,106	9,961	9,855	9,500	10,500	11,000	↑ Increase
Sub-Metric: 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							
Dimension & Unit of Measurement:	Count: Housing Units							
Calculation Method:	Total of units from each grantee							
Frequency	Quarterly							
Data Quality:	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							

³⁴⁶ The Key Performance Indicator, *Percentage of OLHCHH's covered grant funds expended to provide benefits to disadvantaged communities*, published in the FY23 Annual Performance Plan, has been discontinued. The Justice40 program grants were initiated in FY22; therefore, no previous years' data is available. Annual data is not expected to be available until the second quarter of FY 2024.

³⁴⁷ Among the causes for the substantial decrease in the number of housing units made healthy and lead-safe since FY 2017 are: (1) Continuation of a secular trend over the past decade of decreasing production of lead-safe target housing units through HUD rehabilitation assistance; overall assistance funding has decreased and assistance program recipients have selected a greater fraction of their workload to be on non-target housing, which does not require lead hazard evaluation and control work; (2) continuation of a secular trend over the past decade of decreasing production of lead-safe target housing units through lead hazard reduction grant programs, associated with increased cost per housing unit; (3) the COVID-19 pandemic's adverse effect on conducting in-person health services, which has caused a significant decrease in blood lead testing of children under age 6 and, thus, the identification of children with elevated blood lead levels, with consequent decreased numbers of environmental investigations of the causes of such elevated levels or targeting of lead hazard reduction grants; (4) pandemic-related decreased availability of contracted services needed for lead hazard reduction and healthy homes production grants (environmental inspections and testing, and repair and replacement construction activities, etc.), and for HUD-assisted lead-safe rehabilitation (and related renovation) work, as all firms performing such work faced significant increases in costs of materials or reduced availability of materials, and many firms performing such work had fewer staff available or went out of the business line or out of business altogether; and (5) many training providers for several of the lead professional and construction work certifications required by EPA or state regulation decreased the availability of such courses and/or went out of the business line or out of business altogether. In responding to these conditions, the OLHCHH is: (1) Developing a training and communications strategy to keep grantees informed, connected, and inspired; (2) Proposing the development of Capacity Building grants to help prepare local government and the communities they serve build capacity and infrastructure to successfully launch and manage for lead hazard reduction and healthy homes production grants; and (3) Requesting authority to extend the period of performance of its FY 2019 grants.



	more than once, as they make partial and then final payments, and some units appear under more than one grant. HUD de-duplicates these entries so as not to overcount the production of health and/or lead-safe units.
Validation and Verification:	Reports are validated against financial payments (Line of Credit Control System (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 by complementing the present manual de-duplication process.
Sub-Metric: Healthy Homes 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
Dimension & Unit of Measurement:	Count: Housing Units
Calculation Method:	Total of units from each grantee
Frequency	Quarterly
Data Quality:	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, and some units appear under more than one grant. HUD de-duplicates these entries so as not to overcount the production of health and/or lead-safe units.
Validation and Verification:	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 by complementing the present manual de-duplication process.
Sub-Metric: Lead Hazard Enforcement	
Description:	Number of housing units in HUD-assisted (e.g., Project Based Rental Assistance, Public Housing) and unassisted properties made healthy and lead-safe through HUD's Lead Disclosure Rule Enforcement.
Data Source:	Property owner/property manager reports
Dimension & Unit of Measurement:	Count: Housing Units
Calculation Method:	Total of units from each owner/manager
Frequency	Quarterly



Data Quality:	Units are counted only after the owners/managers have documented completing work and the units have been tested to confirm 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 and Verification:	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.
Sub-Metric: Lead Safe Housing Rule Enforcement - HOME- Community Development Block Grant (CDBG)- Housing Opportunities for Persons with AIDS	
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)
Dimension & Unit of Measurement:	Count: Housing Units
Calculation Method:	Total of units from each funding recipient
Frequency	Quarterly
Data Quality:	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 and Verification:	Reports are validated against financial payments (LOCCS reporting) and verified by remote and on-site monitoring by Community Planning and Development (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.

► **Percentage of climate actions achieved under Climate Action Plan Goal 3. Pursue Environmental Justice³⁴⁸**

This measure will track the percentage of Climate Action Plan actions accomplished in the topic areas of Empowering Disadvantaged Communities and Healthy Housing Initiatives.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
N/A	N/A	N/A	N/A	18%	21%	75%	100%	↑ Increase

³⁴⁸ The targets for FY22, FY23, and FY24 are based on the publicly available Climate Action Plan published in November 2021. These targets may be subject to change or updates based on updates to the Climate Action Plan that better reflect current funding levels and political directives from the White House as of 2023.



Description:	This measure will track the cumulative percentage of Climate Action Plan actions accomplished in the topic areas of Empowering Disadvantaged Communities and Healthy Housing Initiatives between the issuance of the Plan in FY 2022 and the end of the specified fiscal year compared to the total number of such actions in those topic areas.
Data Source:	Data is derived from multiple data sources: Monitoring of research and technical assistance contracts, assessments of performance of identified programs, publication of regulations, guidance, and grants. The Climate and Environmental Justice Working Group will track and report progress on actions.
Dimension & Unit of Measurement:	Percentage
Calculation Method:	Number of actions completed divided by number of actions tracked.
Frequency	Quarterly
Data Quality:	Data quality regarding monitoring of contracts and grants per quality control and quality assurance plans. Data quality regarding publication of regulations, guidance, and grants per Federal Register.gov and HUD.gov records.
Validation and Verification:	Quality control and quality assurance plans will be validated and verified in accordance with grant and contract regulations (2 CFR and 48 CFR) and associated HUD policies. Quality of regulations, guidance, and grants will be validated and verified through the Departmental Clearance process (Handbook 000.2).

OTHER INDICATORS

► Non-Federal dollars leveraged by HUD-funded remediation investments³⁴⁹

This measure will track the ratio of non-Federal dollars spent for every dollar of HUD-invested funding in lead and other environmental hazard remediation in households.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
31%	33%	310% ³⁵⁰	95% ³⁵¹	19%	Tracking Only	Tracking Only	Tracking Only	Tracking Only
Description:		This measure will track the ratio of non-Federal dollars spent for every dollar of HUD-invested funding in lead and other environmental hazard remediation in households.						

³⁴⁹ This metric will be discontinued as it has not been found useful given variability of data patterns and HUD having no control over leveraged funds more than what is statutorily required to be matched for some grant programs.

³⁵⁰ FY 2020 data includes one CDBG project in the Baltimore area that leveraged over \$7.4 million in non-Federal funds.

³⁵¹ FY 2021 actual figure does not include non-Federal dollars leveraged by OLHCHH's Lead Hazard Reduction grants. The FY 2021 grantees' full year of contributions data will be available for reporting when grantees submit their end-of-FY 2022 reports, 30 days after the end of the quarter. HUD will update the information on these grantee contributions for all open Lead Hazard Reduction grants annually.



Data Source:	Data is derived from multiple data sources: CDBG contribution data is collected in IDIS; Lead Hazard Reduction grants contribution data is collected in Healthy Homes Grant Management System (HHGMS).
Dimension & Unit of Measurement:	Ratio; percent
Calculation Method:	Cumulative dollar amount from non-Federal sources divided by cumulative dollar amount of HUD investment
Frequency:	Annual
Data Quality:	IDIS does not comprehensively track addresses of housing units where remediation has occurred.
Validation and Verification:	Data from IDIS and HHGMS has been validated.

EVIDENCE BUILDING

Exposure to lead in housing is a major environmental justice issue and one for which HUD has developed a significant evidence base. There is no safe level of blood lead and the prevalence of elevated blood lead at or above the CDC's blood lead reference value persists at significant levels among children under age 6.³⁵² Elevated blood lead is associated with, among other effects, cardiovascular mortality in adults and harmful outcomes for children related to education, behavior, and criminal justice involvement that are mitigated by early intervention.³⁵³ CDC-HUD analysis of tenant data linked with health surveys shows that children ages 0–5 who lived in HUD-assisted housing in 2005–2012 had lower blood lead levels than expected given their demographic, socioeconomic, and family characteristics.³⁵⁴ Evaluations of HUD's Lead Hazard Control Grant Program showed significant reductions in concentrations of dust lead, the major pathway for U.S. children's lead exposure, for multi-year periods after intervention.³⁵⁵ A 2015 survey of the practices and capabilities for achieving dust-lead clearance showed the feasibility of further strengthening the current dust-lead risk assessment and clearance standards, informing EPA rulemaking in 2019 and 2020.³⁵⁶ A variety of research grants and partnerships continue to improve the efficacy and cost-effectiveness of methods for evaluation and control of residential lead-based paint, other housing-related health and safety hazards, and site contamination hazards. Mitigating air quality health effects of natural gas indoor appliances will be the subject of a 2023 Healthy Homes Technical Studies grant program NOFO priority topic. Another major public health challenge relating to housing is asthma. Triggered

³⁵² CDC. CDC Response to Advisory Committee on Childhood Lead Poisoning Prevention Recommendations in "Low Level Lead Exposure Harms Children: A Renewed Call of Primary Prevention". June 7, 2012. https://www.cdc.gov/nceh/lead/docs/cdc_response_lead_exposure_recs.pdf.

³⁵³ Brown L, et al. 2020. Developing a Health Impact Model for Adult Lead Exposure and Cardiovascular Disease Mortality. *Environmental Health Perspectives*, 128(9). <https://ehp.niehs.nih.gov/doi/10.1289/EHP655255>. Billings SB and Schnepel KT. 2018. Life after Lead: Effects of Early Interventions for Children Exposed to Lead. *American Economic Journal: Applied Economics*, 10(3): 315–344. <https://doi.org/10.1257/app.20160056>.

³⁵⁴ 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>.

³⁵⁵ 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. 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>.

³⁵⁶ 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. EPA Review of Dust-Lead Post-Abatement Clearance Levels, 85 FR 37810-37819 (June 24, 2020), <https://www.Federalregister.gov/d/2020-13582>.



by residential dampness and mold, asthma costs the Nation about \$16.8 billion annually.³⁵⁷ Reducing household allergens, which contribute to or trigger asthma and allergies, results in a return of \$5.30 to \$16.50 for every \$1 invested in mitigation and prevention.³⁵⁸

HUD's Learning Agenda includes several research questions that relate to Objective 4B. Examples of such questions are:

- *What do the next generation surveys on lead hazards and healthy homes tell us?*
- *What are the most significant problems with indoor air quality in HUD-assisted housing?*
- *What are cost-effective ways to influence positive changes in indoor air quality?*
- *How can HUD reduce the incidence of elevated blood lead levels among children of families in the Housing Choice Voucher program?*

³⁵⁷ Mudarri, DH. 2016. Valuing the Economic Costs of Allergic Rhinitis, Acute Bronchitis, and Asthma from Exposure to Indoor Dampness and Mold in the US. Journal of Environmental and Public Health. May 29, 2016. <https://doi.org/10.1155/2016/2386596>.

³⁵⁸ 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. <https://www.thecommunityguide.org/sites/default/files/publications/Asthma-AJPM-econ-homebased.pdf> or [www.ajpmonline.org/article/S0749-3797\(11\)00314-X/fulltext](http://www.ajpmonline.org/article/S0749-3797(11)00314-X/fulltext).



Strategic Objective 4C: Integrate Healthcare and Housing

Advance policies that recognize housing's role as essential to health.

LEADING THIS OBJECTIVE

Office of Policy Development & Research

OBJECTIVE

Health begins at home. The quality, affordability, stability, and location of a home are important factors for health and well-being.³⁵⁹ Over the past two decades, housing has been increasingly identified as an important social determinant of health.³⁶⁰ Federal collaboration in the health and housing arena is critical to appropriately respond to ongoing and emergent public health needs. As highlighted in Healthy People 2030, promoting “healthy and safe home environments” has the potential to significantly improve the Nation’s health and well-being over the next decade.³⁶¹



Recognizing the strong relationship between housing and health, HUD will work to improve health outcomes for assisted residents. Departmental efforts will tailor service delivery within assisted housing by focusing on the unique needs of special populations and increasing coordination with Federal health partners. Specifically, HUD embraces a life course perspective, an approach that emphasizes that health is shaped by lifelong exposures to various physical, environmental, and psychosocial factors.³⁶² HUD is well positioned to support health at every stage of the life course. HUD’s public and assisted housing programs annually serve more than 10 million persons, including approximately 3.3 million children, 4.2 million women, 1.8 million older adults, and 2.6 million persons living with a disability. Additionally, an estimated 50,000 babies are born to HUD-assisted women every year.

To promote positive maternal and child health outcomes, the Department will work with public health partners to address housing insecurity for pregnant women. Prior research shows that women who experience evictions and other forms of housing insecurity during pregnancy are more likely to experience poor maternal and infant health outcomes.³⁶³ The COVID-19 pandemic has also highlighted the need for cross-sector approaches to promote health and wellbeing for Americans of all ages. The COVID-19 public health crisis has underscored the significant health disparities faced by HUD-assisted households and the need to increase HUD-assisted households’ access to quality healthcare and supportive services. Older adults living in public and assisted housing also represent a special population that could greatly benefit from increased service integration. A substantial fraction of HUD-assisted households consists of older persons living independently—some residing with grandchildren and other family members—yet many need supports and services to continue to remain in their homes. Although assisted

³⁵⁹ Krieger J, Higgins DL. Housing and health: time again for public health action. *Am J Public Health*. 2002;92(5):758-768.

³⁶⁰ See: https://www.usich.gov/resources/uploads/asset_library/Housing-Affordability-and-Stability-Brief.pdf.

³⁶¹ See: <https://health.gov/healthypeople/objectives-and-data/browse-objectives/housing-and-homes>.

³⁶² Kuh D, Ben-Shlomo Y, Lynch J, Hallqvist J, Power C. Life course epidemiology. *J Epidemiol Community Health*. 2003;57(10):778–783. Braveman P, Barclay C. Health disparities beginning in childhood: a life-course perspective. *Pediatrics*. 2009;124:S163–S175.

³⁶³ See: <https://health.gov/healthypeople/objectives-and-data/social-determinants-health/literature-summaries/housing-instability#cit27>.



living facilities and nursing homes can provide crucial care when independent living is no longer appropriate, early, or avoidable moves to these settings can unnecessarily separate families. HUD will support the integration of healthcare and supportive services to enable older adults to continue living in an independent setting safely and remain close to their families.

Similarly, individuals with disabilities were disproportionately impacted by COVID-19. HUD will focus on decreasing the proportion of individuals with disabilities living in institutions and other congregate settings, by further promoting access to affordable and accessible housing with sufficient supportive services to enable individuals with disabilities to live independently in the community.

To achieve these milestones, HUD must systematically examine opportunities to build stronger partnerships with health agencies to facilitate cross-sector policy integration. HUD plans to seek out and leverage improved data sharing mechanisms to better understand the complex health needs of HUD-assisted tenants. The Federal government, housing and healthcare providers, and philanthropic organizations must work together to successfully contribute to the integration of housing and healthcare services. The basic human need for a home encompasses more than simply shelter—it is a pathway to better health and wellness.


2022 APR PROGRESS UPDATE

In FY 2022, HUD reinvigorated mechanisms to facilitate better integration of health and housing. The Department-wide HUD Health Collaborative was reinstituted and held convenings to facilitate information exchanges across HUD program offices regarding health-related policies and initiatives. HUD met all FY 2022 targets for performance measures designed to advance the Department's understanding and capacity of healthcare and housing integration, including: creating data linkages with health-related datasets; publishing research products; incorporating health metrics into more of the Department's evaluations; and convening cross-sector health and housing professionals. HUD's Office of Policy Development and Research (PD&R) made great efforts to better understand the health challenges and opportunities facing HUD-assisted households through research, data linkages, and evaluations. Although the publication of one study has been delayed, PD&R published the following research reports addressing housing and health in FY 2022:

- *COVID-19 Risk Factors Among HUD-Assisted Renters*³⁶⁴
- *Understanding the Role of Adolescent Housing Residence on Adverse Childhood Experiences and Outcomes of Chronic Disease Risk – Revised Interim Report*³⁶⁵
- *Understanding the Role of Adolescent Housing Residence on Adverse Childhood Experiences and Outcomes of Chronic Disease Risk: Data Linkage Report*³⁶⁶
- *Perceptions of Drinking Water Quality – A Review of the Literature and Surveys Covering the Topic*³⁶⁷
- *Aging Gracefully in Place: An Evaluation of the Capability of the CAPABLE Approach*³⁶⁸

In addition, HUD incorporated health metrics into two major demonstrations (the Family Options 12-Year Study and the Community Choice Demonstration). The Department's research was further bolstered by convenings with Federal partners and key stakeholders on key topics, such as: maternal and child health; mental health; COVID-19 vaccination; community health workers; environmental health; and the health impacts of eviction.

STRATEGIES AND MAJOR MILESTONES

 Denotes customer experience-focused strategies, sub-strategies, or milestones.

³⁶⁴ <https://www.huduser.gov/portal/pdredge/pdr-edge-trending-061422.html>

³⁶⁵ <https://www.huduser.gov/portal/publications/HUD-Add-Health-Revised-Interim-Report.html>


³⁶⁶ <https://www.huduser.gov/portal/publications/Linkage-of-National-Longitudinal-Study-of-Adolescent-to-Adult-Health.html>

³⁶⁷ <https://www.huduser.gov/PORTAL/publications/Perceptions-of-Drinking-Water-Quality.html>

³⁶⁸ <https://www.huduser.gov/PORTAL/publications/CAPABLE-Evaluation-Report.html>



[¶] Denotes equity-focused strategies, sub-strategies, or milestones.

Strategies	Major Milestones
Build stronger partnerships to facilitate cross-sector policy integration, data linkage, and regular, structured meetings.	<p>7/1/2022: Reinstitute and reconvene the intra-agency HUD health council. – <i>Achieved as of 5/25/2022</i></p> <p>9/30/2023: Link data sources with the universe of HUD administrative data and make this data available to researchers to better understand the unique health care needs of HUD-assisted tenants.</p> <p>12/31/2023: Publish key findings from a collaborative HHS-HUD project that highlights cross-sector opportunities to leverage supportive housing and healthcare resources for older adults living in public and assisted housing.</p> <p>9/30/2024: Convene a quarterly Office of Policy Development & Research meeting focused on a health and housing topic.</p>
Better understand HUD-assisted residents' risk from public health crises and work to strengthen resiliency and protections from such crises.	<p>5/30/2022: Publish results from a research project that uses the Census Household Pulse survey linked with HUD administrative data to examine COVID-19 vaccination rates and perceived vaccination uptake barriers among HUD- assisted residents.³⁶⁹ – <i>Achieved as of 5/30/2022</i>³⁷⁰</p> <p>9/30/2023: Produce analyses or publications that highlight health risks, inequities, and disparities associated with housing assistance status.³⁷¹</p> <p>9/30/2024: Publish results from an in-house research project, that uses the Census Household Pulse survey linked with HUD administrative data, to examine the self-reported prevalence of long COVID among low-income renters and HUD-assisted residents.</p>
Prioritize aging in place for older adults. 	<p>12/30/2022: Publish and disseminate results from the Integrated Wellness in Supportive Housing (IWISH) and Support and Services at Home evaluations to enhance models for supporting aging in place and/or providing intermediate level of care. – <i>Delayed to 6/30/2023</i>³⁷²</p> <p>9/30/2023: Develop guidance and technical assistance that supports HUD's home modification programs and, where possible, encourages connections to home and community-based care.</p>

³⁶⁹ <https://www.census.gov/data/experimental-data-products/household-pulse-survey.html>

³⁷⁰ Results can be found here: <https://www.huduser.gov/portal/pdredge/pdr-edge-trending-061422.html>

³⁷¹ Example topics include environmental risks, population health, and geographical disparities.

³⁷² The target date for this milestone has been delayed to 6/30/2023 to allow for additional time to review and finalize the draft before publication.



	9/30/2024: Publish the study design for Integrated Wellness in Supportive Housing (IWISH), Phase 2.
Improve maternal and child health (MCH) outcomes. ³⁷³	<p>6/30/2022: Publish the 12-year follow up study design for the Family Options study to determine changes in child exposure to homelessness.³⁷³ – <i>Achieved as of 10/6/2022</i></p> <p>9/30/2023: Develop new partnerships with MCH stakeholders to identify a pilot research project to be incorporated into the Department's Learning Agenda.</p> <p>6/30/2024: Publish a supplemental report on the housing impacts of the pandemic for America's children in collaboration with the Forum for Child and Family Statistics.³⁷⁴ – <i>Achieved as of 11/1/2022</i></p>
Enhance the capacity of assistance programs to address the housing-related needs of persons with disabilities and support community living. ³⁷⁵	<p>6/30/2023: Determine how to integrate questions on accessibility to National Standards for the Physical Inspection of Real Estate's (NSPIRE) process.³⁷⁵</p> <p>12/31/2023: Publish results from the "Housing Search Assistance for Non-Elderly People with Disabilities" study to better understand housing-related needs of persons with disabilities.</p>

KEY PERFORMANCE INDICATORS

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

► Number of HUD administrative data linkages with health-related datasets³⁷⁶

This measure will track the cumulative number of health-related datasets that are linked with HUD administrative data on public and assisted housing programs.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
N/A	N/A	N/A	N/A	2	2	3	4	↑ Increase

³⁷³ <https://www.huduser.gov/portal/publications/FOS-12-Year-RD-DCAP-HUD.html>.

³⁷⁴ <https://www.childstats.gov/americaschildren/housing.asp>.

³⁷⁵ The language of this milestone has been modified from, "Add questions on accessibility to National Standards for the Physical Inspection of Real Estate's (NSPIRE) web-based/mobile resident feedback survey" to "Determine how to integrate questions on accessibility into the National Standards for the Physical Inspection of Real Estate (NSPIRE) process." The new milestone language clarifies that HUD will consider whether data on accessibility is best gathered through an NSPIRE survey, a different survey, or another data collection method.

³⁷⁶ The previous language for this indicator was "Number of times HUD administrative data is linked with health-related datasets." The calculation method for this indicator was changed from an annual count to cumulative; therefore, the language was edited to reflect this change. This key performance indicator was not tracked prior to FY 2022. As such, any previous year actual before FY 2022 are not available. The tracking of data will begin with FY 2022 end-year actuals.



Description:	Number of health-related datasets that are linked with HUD administrative data on public and assisted housing programs
Data Source:	Linked datasets posted on HUDUser's "Datasets" webpage: https://www.huduser.gov/portal/pdrdatas_landing.html .
Dimension & Unit of Measurement:	Count - Cumulative (since 2022)
Calculation Method:	Summation
Frequency:	Biannual
Data Quality:	The data will provide reliable estimates of health-related dataset linkages.
Validation and Verification:	The data will be compiled and verified by recording an ongoing inventory of linkages, the date the linkage was completed, and the nature of the relevance for health.

► **Number of policy and research products produced that address housing and health connection**³⁷⁷

This measure will track the cumulative number of policy and research products published that address the connection between health and housing.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
N/A	N/A	N/A	N/A	2	2	3	4	↑ Increase
Description:	Number of policy and research products sponsored or support by HUD that address the connection between health and housing.							
Data Source:	HUD-authored or HUD-supported publications posted on HUDUser's "Public Health Research and Resources" webpage: https://www.huduser.gov/portal/PublicHealth_RR.html .							
Dimension & Unit of Measurement:	Count - Cumulative (since 2022)							
Calculation Method:	Summation							
Frequency:	Biannual							

³⁷⁷ This key performance indicator was not tracked prior to FY 2022. As such, any previous year actuals, before FY 2022, are not available. The tracking of data will begin with FY 2022 end-year actuals. An FY 2021 target was not established as this metric did not exist in the FY 2022 Annual Performance Plan.



Data Quality:	HUD ensures high quality products are published on HUDUser.gov. However, products published by agency partners, stakeholders, contractors, and in peer reviewed journals will be harder to accurately count, causing significant potential for undercounts due to omission.
Validation and Verification:	The data will be compiled and verified by recording an inventory of publications, the date of publication, and the nature of the health-housing connection.

► **Number of evaluations conducted that incorporate health metrics in the evaluation process³⁷⁸**

This measure will track the cumulative number of evaluations and studies initiated that include a component addressing the connection between health and housing.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
N/A	N/A	N/A	N/A	2	2	3	4	↑ Increase
Description:	Number of evaluations and studies begun after FY21 that incorporate health metrics, data, or research questions related to health.							
Data Source:	Managers will biannually collect the following information from Office of Policy Development and Research (PD&R) and Office of Lead Hazard Control and Healthy Homes (OLHCHH) staff: (1) project name, (2) point of contact, (3) the date initiated, (4) 1-2 sentences describing the nature of the research; and (5) 1-2 sentences describing the connection to health.							
Dimension & Unit of Measurement:	Count - Cumulative (since 2022)							
Calculation Method:	Summation							
Frequency:	Yearly							
Data Quality:	The data will provide reliable estimates of initiated research projects including a health-and-housing component. There is minor potential for undercounts due to omission.							
Validation and Verification:	The data will be recorded in an inventory of health-related evaluations and studies by the date initiated.							

³⁷⁸ This key performance indicator was not tracked prior to FY 2022. As such, any previous year actuals, before FY 2022, are not available. The tracking of data will begin with FY 2022 end-year actuals.



► **Number of convenings that address cross-sector health and housing initiatives and opportunities³⁷⁹**

This measure will track the annual number of convenings with Federal and non-Federal partners, including but not limited to associations, academic institutions, and philanthropy partners.³⁸⁰

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
N/A	N/A	N/A	N/A	4	4	5	6	↑ Increase
Description:		Number of major convenings with Federal and non-Federal partners that address cross-sector health and housing initiatives and opportunities.						
Data Source:		HUD Quarterly Performance Reviews with the Deputy Secretary						
Dimension & Unit of Measurement:		Count						
Calculation Method:		Summation						
Frequency:		Yearly						
Data Quality:		There is minor potential for undercounts due to duplication of efforts across the Federal government in this space.						
Validation and Verification:		The data will be compiled and verified by recording an ongoing inventory of convenings, the date the convening was completed, and the nature of the relevance for health.						

EVIDENCE BUILDING

HUD's Office of Policy Development and Research (PD&R) has produced two reports assessing the health of HUD-assisted households by linking HUD administrative records to the National Health Interview Survey. PD&R's "A Health Picture of HUD-Assisted Adults, 2006-2012" found that relative to unassisted low-income renters, HUD-assisted adults are an older population with more disabilities and more prevalent health needs. More than one-third of HUD-assisted adults reported their health as either fair or poor, a proportion considerably higher than that reported among unassisted low-income renters and the general adult population. Additionally, HUD-assisted tenants reported the highest rate of "utilizing the emergency room two or more times during the prior 12 months." The majority of HUD-assisted adults were overweight or obese and more than one-half of them lived with a disability at the time of their health interview.³⁸¹ PD&R's "A Health Picture of HUD-Assisted Children, 2006-2012" found that HUD-assisted children were frequent users of emergency room services and that about one in five HUD-assisted children had asthma. The study also found that school-aged, HUD-assisted children experience

³⁷⁹ Convening is defined as a non-recurring or infrequent assemblage of at least 10 persons and two or more non-Federal organizations or Federal agencies/sub-agencies that address a topic related to healthcare and/or public health issues where HUD is either the organizer or a central participant.

³⁸⁰ This key performance indicator was not tracked prior to FY 2022. As such, any previous year actuals, before FY 2022, are not available. The tracking of data will begin with FY 2022 end-year actuals.

³⁸¹ "A Health Picture of HUD-Assisted Adults, 2006-2012" (2017), <https://www.huduser.gov/portal/publications/Health-Picture-of-HUD.html>.



high rates of learning disabilities.³⁸² Quasi-experimental studies conducted with the same linked data show, however, that individuals in HUD-assisted housing may have better health than they would if unassisted. For example, adults who were currently assisted in public housing had only 77 percent of the odds of fair or poor health and 56 percent of the odds of psychological distress compared with adults who remained on the waiting list and would not be assisted for two more years.³⁸³ The lead author concluded from such studies that health disparities commonly observed in public and assisted housing populations substantially reflect the greater likelihood of those with poorer health to be admitted to HUD programs.³⁸⁴

With the aging of the U.S. population, the share of HUD-assisted households headed by older adults is growing. In 2010, 32 percent of all HUD-assisted households were headed by people aged 62 or over. By 2020, this percentage had grown to 38 percent.³⁸⁵ Older adults may need physical accommodations and health and supportive services to safely age in place. In 2017, HUD undertook a major randomized controlled trial to test the impact of a new housing-based model of health, wellness, and supportive services for older adults. The Integrated IWISH model funds a full-time Resident Wellness Director and a part-time Wellness Nurse to work in HUD-assisted multifamily housing serving primarily older adults. The IWISH evaluation uses HUD administrative data linked with Medicare and state Medicaid claims data to assess the impact of IWISH on healthcare utilization, including the use of emergency services, and on transitions to nursing homes, among other measures. The final evaluation will be completed in 2026.³⁸⁶

HUD's Learning Agenda includes several research questions that relate to Objective 4C. Examples of such questions are:

- *What are the most significant health disparities affecting HUD-assisted households? To what extent do health challenges represent opportunities for cost-effective coordination of healthcare services with housing assistance?*
- *What home visiting model would be most successful in Public Housing, Multifamily properties, or Emergency Shelters?*
- *How well do HUD's homeless assistance programs meet the health needs of infants and their parents?*
- *How prevalent is receipt of Medicaid Home and Community Based Services among HUD-assisted households?*

³⁸² "A Health Picture of HUD-Assisted Children, 2006-2012" (2018), <https://www.huduser.gov/portal/publications/Health-Picture-of-HUD-Assisted-Children.html>.

³⁸³ Fenelon, Andrew, et al. 2017. Housing Assistance Programs and Adult Health in the United States. American Journal of Public Health. 107, 4: 571-578. <https://pubmed.ncbi.nlm.nih.gov/28207335/>

³⁸⁴ Fenelon, Andrew. 2022. Does Public Housing Increase the Risk of Child Health Problems? Evidence From Linked Survey-Administrative Data. Housing Policy Debate. 32, 3: 491-505. <https://doi.org/10.1080/10511482.2021.1905027>

³⁸⁵ See HUD's Picture of Subsidized Households, <https://www.huduser.gov/portal/datasets/assthsq.html>.

³⁸⁶ For a description of the study, see https://www.huduser.gov/portal/IWISH_Evaluation.html#impact-overview-tab.

Strategic Goal 5: Strengthen HUD's Internal Capacity

Strengthen HUD's internal capacity and efficiency to better ensure delivery of HUD's mission.

LEADING THIS GOAL

Office of the Secretary

GOAL

HUD will strengthen the Department's internal capacity and efficiency to better ensure delivery of its mission by: 1) supporting and developing HUD staff; 2) improving acquisition management; 3) strengthening information technology (IT), cybersecurity, and data management; 4) providing sound financial and grants management; and 5) institutionalizing the management of customer experience (CX) across HUD services.

Strengthening its workforce is vital to the successful delivery of HUD's mission of creating strong, sustainable, inclusive communities and quality affordable homes for all. Without the Department's talented staff, HUD would not be able to effectively administer housing programs that many individuals rely on across the U.S. As such, HUD is committed to bolstering and enabling its workforce through hiring, training, providing opportunities for growth, and promoting a more inclusive work environment.

The Department is also committed to improving acquisition management through the development of a governance structure that promotes collaboration. Stronger, transparent ties will be made between the Office of the Chief Procurement Officer and the Departmental offices involved in procurement management. HUD aims to identify and implement procurement best practices that will streamline the acquisition process while encouraging participation from business partners in underserved communities. Targeted attention will be paid toward identifying solutions to potential gaps in outreach efforts.

Improvements to HUD's information technology infrastructure is a key management objective that will be instrumental to strengthening the Department's internal capacity and efficiency. HUD aims to bolster its IT and cybersecurity by prioritizing enterprise-wide IT modernization solutions. HUD is committed to working with the US Government Accountability Office (GAO) and HUD Office of Inspector General to close outstanding audit findings, strengthen governance, and improve processes.

HUD will continue to enhance its financial resource management by re-engineering business processes and improving internal controls. The Department will build on financial reporting improvements to continue achieving clean audit opinions. Efforts will include a key focus on automation-driven strategies to improve grants management HUD-wide.

Lastly, the Department will establish a more customer-centric culture using CX tools to deliver thoughtful, well-designed, and accessible information and services to the people HUD serves. A CX mindset offers a holistic approach to solving problems of equity. It does so by placing customers' needs and success at the heart of the Department's creation and delivery of services. CX provides tools to uncover patterns and causes of inequity while providing ways to "rewire" systems to produce more equitable outcomes. At the same time, CX provides methods to elevate the voice and power of underserved people by inviting individuals into the solution development process as experts in their lived experiences. The understandings and empathy developed by CX engagements with customers will provide the knowledge needed to bridge the equity gap to ensure HUD fully serves the needs of all people.

This goal consists of five objectives:

Strategic Goal 5: Strengthen HUD's Internal Capacity

5A. Enable the HUD Workforce

5B. Improve Acquisition Management

5C. Strengthen Information Technology

5D. Enhance Financial and Grants Management

5E. Improve Ease, Effectiveness and Trust in HUD Services





Strategic Objective 5A: Enable the HUD Workforce

Enable the HUD workforce through hiring, training, opportunities for growth, and promoting a more engaged and inclusive work environment.

LEADING THIS OBJECTIVE

Office of Administration

OBJECTIVE

HUD requires a workforce that reflects the best and brightest of American society. The Department's workforce must be inclusive, equitable, and accessible to all. These characteristics are essential to the provision of high-quality, responsive service to the public.



HUD aims to better serve households and communities by attracting top talent to the right positions. The Department also aims to effectively engage, manage, and support employees' needs. HUD will provide improved hiring, training, growth, and innovation opportunities to all its employees. The Department will hire a diverse and highly skilled staff to help fill gaps across programs and operations. The Department also recognizes that some attrition is inevitable. HUD aims to mitigate the loss of talented employees by prioritizing retention through employee engagement and succession planning.

Belonging is at the core of each of HUD's foundational needs. The Department recognizes an inclusive culture, supportive of employee engagement, is essential to supporting its workforce to bring their full selves to work. Fostering such a culture will allow all employees to be heard, share fresh ideas, and provide unique perspectives. This is critical to employees' well-being, sense of purpose, and motivation for enhancing HUD's performance and mission success. The Department values the unique differences and shared values of each member of the HUD team. This commitment will be reflected in the prioritization of diversity, equity, inclusion, and accessibility (DEIA) in the Department's programs, policies, and practices.

Supporting HUD staff will involve various strategies. The first will be to ensure human capital planning processes enable HUD to hire and retain diverse, top talent. This will be supported by a focus on providing opportunities for continuous development and professional growth to meet HUD's mission needs. Underlying the Department's activities will be efforts to prevent discrimination on the basis of race, color, religion (including failure to accommodate), sex (including pregnancy and gender identity), national origin, age, disability (including failure to accommodate), genetic information, sexual orientation, and parental status, as well as retaliation for prior protected Equal Employment Opportunity (EEO) activity. HUD's focus will support the elimination of barriers that impede free and open competition in the workplace. The integration of DEIA principles into all of HUD's programs, policies, and practices will ensure improvements are sustained over the long-term.³⁸⁷ These activities will feed the creation of a safe, engaged, and high-performing work culture at HUD. Such a positive work environment will

³⁸⁷ HUD engagement and DEIA's efforts will fulfill Departmental performance commitments relating to the success metrics and targeted outcomes under *Priority 1: Strengthening and Empowering the Federal Workforce* of the President's Management Agenda (PMA).



increase workforce resiliency so Departmental operations can be sustained in times of crisis. In addition, the Department's strategic improvements will be further supported by improved delivery of facility services to employees. Finally, HUD's efforts will fulfill the agency actions relating to the success metrics and targeted outcomes on engagement and DEIA under the Workforce Priority of the President's Management Agenda (PMA).

HUD's people are the Department's most valuable resource. The COVID-19 pandemic was a defining moment in the nation's history; one which highlighted the extent to which the country depends on the resiliency of its government workforce. The pandemic presented an opportunity for HUD leadership to rethink how it operates. It taught the Department that, as a public institution, it must be innovative and constantly seek new, better ways of doing business. HUD must constantly empower and enable its people. The Department's workforce must be prepared, resourced, supported, and capable of providing the essential services necessary for the creation of strong, sustainable, inclusive communities and quality affordable homes for all.

2022 APR PROGRESS UPDATE

In FY 2022, HUD made significant progress towards enabling the HUD workforce to excel. The Department issued a hiring efficiencies memo to help streamline the hiring process. This memo enabled the Department to reduce the time-to-hire to a tentative offer by 6 percent, to an average of 77.02 calendar days. Additionally, HUD launched a new multi-year forecasting model that will allow the Department to more efficiently plan for future needs related to employee skill sets, information technology, and office space. The Department also issued an employee engagement plan to further support employees and help reduce attrition. The Department ended FY 2022 with a net gain to its labor force for the third year in a row, gaining 224 employees. This was achieved in part by reducing attrition from 5.10 percent in FY 2021 to 4.07 percent in FY 2022. HUD also began conducting skill gap assessments across the Department to determine training needs and close identified gaps. However, an update to the Departmental Workforce and Succession Planning Strategy was moved from FY 2022 to FY 2023 due to an unexpected procurement delay.

The Department prioritized its commitment to HUD's Equal Employment Opportunity program in FY 2022. HUD proactively worked to prevent discrimination on the basis of race, color, religion, sex, national origin, age, disability, genetic information, sexual orientation, parental status, and as retaliation for prior protected EEO activity. More specifically, the Department launched an inaugural office barrier analysis survey and implemented an electronic management system—both aimed at improving EEO processes.

HUD also engaged with affinity and employee resource groups to promote awareness and collaborate on thoughtful DEIA initiatives. In FY 2022, HUD continued efforts to integrate principles of diversity, equity, inclusion, and accessibility into all HUD programs, policies, and practices. The Department finalized the DEIA Strategic Plan and established DEIA champions across the Department to ensure diversity, equity, inclusion, and accessibility are embedded in the employee lifecycle.

The Department strives to create a safe, engaged, and high performing work culture at HUD. To support this objective, HUD launched an Anti-Harassment Program. Additionally, HUD developed an approved implementation plan framework to revamp HUD employee performance management policy and strategy. This effort will enable the Department to make meaningful distinctions between performance and address those elements that are essential to effective leadership.

FY 2022 also saw the prioritization of efforts to create a resilient workforce that can sustain operations during times of crisis. To support this strategy, the Department revalidated HUD's mission essential functions. Additionally, HUD continues to update the Department's Continuity of Operations Plan and Devolution Plan, which are expected to be updated in FY 2023. The development of these plans has been impacted by a delay in the final designation of a new Departmental Continuity Coordinator.

HUD implemented a new Flexiplace program that enables more flexibility for HUD employees to choose where they work—a historic shift in how HUD manages and supports its people. This shift has been made to support employees' balancing of career and life goals while enabling greater engagement. Flexiplace also enables





employees, and the broader Department, to continue operating when exigent circumstances affect access to HUD office space, like future pandemics. Furthering the launch of Flexiplace was the implementation of a new wellness campaign with over 80 wellness offerings in FY 2022.


Lastly, HUD looked to meet the needs of all HUD staff by appropriately allocating resources to ensure the equitable, timely and efficient delivery of facility support services. To reduce greenhouse gas emissions, HUD developed a strategic plan for transitioning to a zero-emission fleet of vehicles. The Department also worked to ensure that HUD's workspace availability and configuration continued to meet the needs of the workforce. HUD continues to research flexible workplace concepts, despite delays due to funding. Nevertheless, HUD intends to acquire a Capital Facilities Management System in FY 2023. The acquisition of such a system will better enable HUD to improve long-term planning of space, maintenance, and budgets, ensuring that HUD's facilities meet the needs of HUD's mission.

STRATEGIES AND MAJOR MILESTONES

 Denotes alignment with a [President's Management Agenda](#) Cross-Agency Priority (CAP) Goal





 Denotes customer experience-focused strategies, sub-strategies, or milestones.

 Denotes equity-focused strategies, sub-strategies, or milestones.

Strategies	Major Milestones
Allocate resources to ensure human capital planning and operations enable HUD to hire, and retain, a highly-skilled workforce. ³⁸⁸ 	<p>4/25/2022: Issue Departmental Employee Engagement Plan. – <i>Achieved as of 5/27/2022</i></p> <p>5/27/2022: Program offices complete and issue their plans (or plan updates) aligned to Departmental goals, along with (optional) program office specific goals. – <i>Achieved as of 5/27/2022</i></p> <p>9/30/2022: Launch workforce planning tools in soliciting multi-year staffing forecasting data. – <i>Achieved as of 9/15/2022</i></p> <p>3/31/2023: Develop a human capital data governance structure to ensure the integrity and validity of source data and support customer needs.</p> <p>9/30/2023: Implement multi-year position management and staffing forecasting processes.</p> <p>3/31/2024: Refresh employee engagement plans at the Departmental and program office levels for FY 2024-2025.</p> <p>9/30/2024: Advance maturity of the HUD recruitment model by developing targeted outreach strategies and promoting diversity in HUD candidate pools.</p>

³⁸⁸ This strategy aligns with CAP Goal 1.1: Attract and hire the most qualified employees, who reflect the diversity of our country, in the right roles across the Federal Government.



<p>Provide opportunities for continuous development and professional growth to meet HUD's mission needs.³⁸⁹  </p>	<p>9/30/2022: Update the Departmental Workforce and Succession Planning Strategy. – <i>Delayed to 6/30/2023</i>³⁹⁰</p> <p>7/30/2022: Develop a curriculum plan to address HUD Human Resources Competency gaps. – <i>Achieved as of 12/7/2022</i></p> <p>7/30/2023: Establish training plans to address results of the Departmental Competency and Skill Gap Study.</p> <p>9/30/2023: Increase the number of paired coach and mentor relationships to support employee development and professional growth.</p> <p>9/30/2024: Create a comprehensive leadership development strategy.</p>
<p>Proactively prevent discrimination on the basis of race, color, religion (including failure to accommodate), sex (including pregnancy and gender identity), national origin, age, disability (including failure to accommodate), genetic information, sexual orientation, and parental status, as well as retaliation for prior protected EEO activity.³⁹¹   </p>	<p><u><i>Improve Departmental Equal Employment Opportunity (EEO) processes.</i></u></p> <p>6/30/2022: Launch the inaugural Program Office Barrier Analysis Survey in FY22, with intent on establishing the process as an annual endeavor. – <i>Achieved as of 3/31/2022</i></p> <p>9/30/2022: Fully implement an Electronic Management system to improve Office of Departmental Equal Employment Opportunity processes. – <i>Achieved as of 1/31/2022</i></p> <p>9/30/2023: Fully establish a training hub focused on EEO education and processes.</p> <p><u><i>Promote and enhance awareness of HUD affinity and employee resource groups to HUD employees.</i></u></p> <p>9/30/2022: Engage with all HUD affinity and employee resource groups to partner on thoughtful DEIA initiatives to promote awareness. – <i>Achieved as of 7/30/2022</i></p> <p>9/30/2023: Continue quarterly engagements with all HUD affinity/employee resource groups to assess success of outreach initiatives and partner on development of new initiatives to promote awareness.</p>

³⁸⁹ This strategy aligns with CAP Goal 1.2: Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union and have an effective voice in their workplaces through their union, and thrive throughout their careers. This strategy also aligns with CAP Goal 1.4: Build the personnel system and support required to sustain the Federal Government as a model employer able to effectively deliver on a broad range of agency missions.

³⁹⁰ Support through a vendor was planned by contract award delayed beyond expectations.

³⁹¹ This strategy aligns with CAP Goal 1.2: Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union and have an effective voice in their workplaces through their union, and thrive throughout their careers.



	<p>9/30/2024: Establish a barrier analysis team and conduct tracing activities on triggers and barriers identified during annual MD715 report.</p>
<p>Integrate principles of diversity, equity, inclusion, and accessibility (DEIA) into all HUD programs, policies, and practices.³⁹² </p>	<p><u>Use workforce analytics to enhance data-driven decision-making, based on workforce trends.</u></p> <p>9/30/2022: Establish a governance structure in partnership with EEO to provide quarterly DEIA briefings with HUD program offices. – <i>Achieved as of 9/30/2022</i></p> <p>9/30/2023: Procure a recruiting tool, including a Recruiting DEIA Sourcing Tool.</p> <p>9/30/2024: Review employee participation in expanded workplace flexibilities to identify potential disparities and ensure equity across the Department.</p> <p><u>Expand personnel and technology resources to support a robust DEIA program that aligns to the Administration's priorities.</u></p> <p>3/30/2023: Leverage the Human Resource Business Intelligence Tool for analytical research and to provide quarterly DEIA reports to senior program officials. – <i>Achieved as of 7/20/2022</i></p> <p>9/30/2023: Increase DEIA staffing in OCHCO by 100% compared to the number of staff onboard at the end of FY 2022.</p> <p><u>Develop a HUD-wide strategy for infusing DEIA into all areas of the employee lifecycle.</u></p> <p>9/30/2022: Establish senior leadership DEIA Champions to advocate for the advancement and integration of DEIA throughout HUD. – <i>Achieved as of 9/30/2022</i></p> <p>10/1/2022: Implement a DEIA-EEO performance element for all managers' and supervisors' FY23 performance plans. – <i>Achieved as of 10/1/2022</i></p> <p>9/30/2023: Conduct quarterly DEIA listening sessions (DEIA Cafes) to ensure the Departmental workforce is included in DEIA initiatives.</p> <p>9/30/2023: Collect feedback from quarterly DEIA listening sessions and develop solutions as needed.</p>

³⁹² This strategy aligns with CAP Goal 1.2: Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union and have an effective voice in their workplaces through their union, and thrive throughout their careers.



	<p><u>Provide professional development and training to support DEIA workforce engagement strategies designed to cultivate an inclusive work environment.</u></p> <p>3/30/2023: Implement an online DEIA Course as part of HUD's annual mandatory training package and new supervisor training.³⁹³</p> <p>3/30/2023: Implement and increase the availability and opportunities for DEIA training programs for employees, managers, and leadership.</p> <p>9/30/2022: Develop "DEIA Learning Paths." – <i>Delayed to 9/30/2023</i>³⁹⁴</p> <p>9/30/2023: Conduct an annual HUD Diversity Awareness Month.</p> <p><u>Develop platforms for increasing participation among the HUD workforce to assist with shaping DEIA. Programs and the methods utilized for measuring their effectiveness.</u></p> <p>9/30/2023: Launch Our Vision of Inclusive Communities and Equitable Systems at HUD (Our VOICES@HUD).³⁹⁵</p>
<p>Create a safe, engaged, and high performing work culture.³⁹⁶ </p>	<p>8/1/2022: Launch an Anti-Harassment Program to provide HUD workforce accountability. – <i>Achieved as of 7/20/2022</i></p> <p>9/30/2022: Develop an approved implementation plan, contingent upon Union bargaining obligations, to revamp HUD employee performance management policy and strategy. – <i>Achieved as of 9/27/2022</i></p> <p>9/30/2023: Enhance HUD employee performance management systems to improve the alignment of employee performance plans with organizational goals; meaningful recognition of differences in performance; and addressing of poor performance.</p> <p>9/30/2024: Conduct annual performance management training for HUD supervisors.</p>

³⁹³ This milestone is being discontinued and replaced with the milestone: "Implement and increase the availability and opportunities for DEIA training programs for employees, managers, and leadership." The milestone language was revised to be inclusive of multiple modes of training.

³⁹⁴ DEIA Learning Paths will utilize a mixture of training approaches that consider individual learning styles. They will address the organizational learning and behavioral goals of HUD's workforce. The development of the DEIA Learning Paths has been delayed because DEIA training has not yet been identified.

³⁹⁵ Our VOICES@HUD will be a virtual and in-person forum for HUD employees to provide input on DEIA issues.

³⁹⁶ This strategy aligns with CAP Goal 1.2: Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union and have an effective voice in their workplaces through their union, and thrive throughout their careers.



	9/30/2024: Enhance user interface and system capabilities of electronic performance management system.
Develop a resilient workforce that can sustain operations in times of crisis. ³⁹⁷ 📅	<p>12/26/2021: Revalidate the HUD Mission Essential Functions and Business Process Analysis. – <i>Achieved as of 12/26/2021</i></p> <p>6/20/2022: Review and update the HUD Continuity of Operations Plan (COOP). – <i>Delayed to 3/31/2023</i>³⁹⁸</p> <p>10/20/2022: Review and update the HUD Devolution Plan. – <i>Delayed to 3/31/2023</i>³⁹⁹</p> <p>9/30/2023: Develop a centralized mail system to enable digitalization and electronic distribution of mail.⁴⁰⁰</p> <p>9/30/2024: Implement a centralized mail system to enable digitization and electronic distribution of mail.⁴⁰¹</p>
Allocate resources to ensure the equitable, timely and efficient delivery of facility support services to meet the needs of all HUD employees. ⁴⁰² 📅 📄	<p><u><i>Promote climate resiliency through the reduction of HUD's carbon footprint.</i></u></p> <p>6/30/2022: Develop and submit a strategic plan to the Office of Management and Budget for transforming General Services Administration (GSA) leased vehicles to zero-emission. – <i>Achieved as of 8/5/2022</i></p> <p>9/30/2023: Establish a plan to require green leases for Occupancy Agreements entered after FY23.⁴⁰³</p> <p>9/30/2023: Collaborate with GSA to increase purchasing of carbon free electricity as part of existing, or a new power purchase agreement.</p> <p>9/30/2023: Conduct research on utilizing rooftop solar in coordination with the existing Energy Savings Performance Contract and/or GSA.</p>

³⁹⁷ This strategy aligns with CAP Goal 1.3: Reimagine and build a roadmap to the future of Federal work informed by lessons from the pandemic and nationwide workforce and workplace trends.

³⁹⁸ The Continuity of Operations Plan enables HUD to continue its mission in all circumstances, including Department-wide training of key staff in COOP plan and duties. This milestone has been delayed as the Department is awaiting final designation of the new Departmental Continuity Coordinator.

³⁹⁹ The HUD Devolution plan will enable HUD to devolve functions out to regional and field offices to continue essential functions at any time, including Department-wide training of key staff in assigned devolution duties. This milestone has been delayed because it cannot start without the completion of HUD COOP.

⁴⁰⁰ The language of this milestone was previously "Develop an implement a centralized mail system to enable digitization and electronic distribution of mail." This milestone was split to separate development and implementation.

⁴⁰¹ This milestone was previously merged with the above milestone, "Develop a centralized mail system to enable digitization and electronic distribution of mail."

⁴⁰² This strategy aligns with CAP Goal 1.3: Reimagine and build a roadmap to the future of Federal work informed by lessons from the pandemic and nationwide workforce and workplace trends. This strategy also aligns with CAP Goal 1.4: Build the personnel system and support required to sustain the Federal Government as a model employer able to effectively deliver on a broad range of agency missions.

⁴⁰³ The green lease requirement will only apply to Federal Government building leases of at least 25,000 rentable square feet and where the lease is at least 75% of the total building square footage.



9/30/2023: Convert 35 of HUD's leased vehicles to hybrid plug-ins.

9/30/2024: Review HUD's fleet conversion strategy to determine if efficiencies have impacted economic feasibility.

9/30/2024: Convert an additional 36 of HUD's leased vehicles to hybrid plug-ins.

Ensure the efficient delivery of facility support services.

7/31/2022: Create a strategic facility planning process to timely identify, program for, and deliver facility support requirements. – *Delayed to 9/30/2024*

9/30/2022: Update the Departmental Space Handbook to incorporate hiring and workplace flexibilities. ⁴⁰⁴ – *Delayed to 5/30/2023*⁴⁰⁴

9/30/2022: Research and pilot new, flexible workplace concepts. – *Delayed to 5/30/2023*⁴⁰⁵

9/30/2022: Acquire a Capital Facility Management System to improve Departmental space and facilities management. – *Delayed to 6/30/2023*⁴⁰⁶

6/30/2023: Complete Union negotiations on the Departmental Space Standards Policy.

9/30/2023: Award a program of requirements (POR) contract to examine usage of the HUD Headquarters building over time.

12/31/2023: Implement Computer Aided Facilities Management system in HQ and the Field.

9/30/2024: Complete a program of requirements (POR) contract that examines the Department's workspace use over time.

9/30/2024: Implement new Departmental Space Handbook size standards for newly leased office space.

Align multiyear workspace, talent acquisition, and workforce plans.

⁴⁰⁴ The update to the Departmental Space Handbook has been delayed as it is still under negotiation with the unions. Additionally, the handbook will need to be reviewed through the Departmental clearance process.

⁴⁰⁵ This milestone has been delayed as there was no funding allocated in FY 2023.

⁴⁰⁶ The Computer Aided Facilities Management System (CAFM), formerly known as Capital Facility Management System, has been delayed to FY 2023 as funding was not available in FY 2022. CAFM funding is now programmed for FY 2023.



9/30/2022: Ensure workspace availability and configuration meets short-term staffing needs. – Delayed to 12/31/2023⁴⁰⁷

4/28/2023: Conduct cross-office collaborations on future flexible workstations that align with Chapter 13 Space Standards.

9/30/2023: Fully incorporate data from multi-year talent acquisition planning efforts into workspace plans for FY24-26.

1/31/2024: Pilot a space project to incorporate new furniture size concepts.

9/30/2024: Incorporate current and projected staffing data into future space planning projects. [†]

KEY PERFORMANCE INDICATORS

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

► Average Time-to-Hire (U.S. Office of Personnel Management (OPM) model to tentative offer)

This measure will track the average number of calendar days it takes from the validation of a hiring need to a tentative offer, for general schedule positions.⁴⁰⁸ HUD will analyze current and historical data to inform talent management strategies and decisions regarding the workforce.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target ⁴⁰⁹	FY23 Target	FY24 Target	
72 days	95 days	97 days	82 days	77 days	80 days	75 days	73 days	↓ Decrease
Description:		The average time-to-hire measures the number of calendar days it takes from the validation of a hiring need to the provision of a tentative offer of employment, for general schedule positions. HUD will analyze current and historical data to inform talent management strategies and decisions regarding the workforce.						
Data Source:		Career Connector and Bureau of the Fiscal Service Shared Service Provider (SSP)						
Dimension & Unit of Measurement:		Count: Calendar Days						

⁴⁰⁷ This milestone has been delayed because of revisions to the Departmental Space Handbook, which HUD is currently negotiating with the union.

⁴⁰⁸ "General Schedule" refers to a classification and pay system which covers most HUD employees.

⁴⁰⁹ The Annual Performance Plan (APP) FY 2022 Target was revised in FY 2023 to better reflect the actuals from FY 2021.



Calculation Method:	Number of calendar days within process
Frequency:	Annually
Data Quality:	Data is dependent upon SSP entry of some data elements. The Office of the Chief Human Capital Officer (OCHCO) will provide quality oversight review of SSP data.
Validation and Verification:	OCHCO will provide quality oversight review of SSP data.

► **Percentage of hiring execution plan achieved⁴¹⁰**

This measure will track the percentage of offices' general schedule hiring execution plans that resulted in a general schedule employee onboarding.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
N/A	N/A	N/A	N/A	115%	95%	95%	95%	↑ Increase
Description:		This metric measures the percentage of offices' general schedule hiring execution plans that resulted in a general schedule employee onboarding.						
Data Source:		Program Office Hiring Execution Plans						
Dimension & Unit of Measurement:		Percentage						
Calculation Method:		Percentage of program offices hiring plans that resulted in an on-boarding during fiscal year						
Frequency:		Annually						
Data Quality:		Some data is dependent upon Shared Service Provider SSP entry of some data elements. OCHCO will provide quality oversight review of SSP data.						
Validation and Verification:		OCHCO will provide quality oversight review of SSP data.						

⁴¹⁰ The percentage of hiring execution plan actions onboarded is a new key performance indicator that HUD has identified for the FY 2022-2026 Strategic Plan and was not previously tracked. As such, there is no historical data for FY 2017-2021.



► Non-retirement Voluntary Attrition Rate

This measure will track the Department's voluntary attrition rates. HUD will analyze voluntary attrition rates to see where HUD can decrease the number of voluntary separations to maintain, or grow, HUD's net workforce numbers.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
2.54%	2.99%	3.59%	5.10%	4.16%	5.0%	4.5%	4.3%	↓ Decrease
Description:		Voluntary attrition rate measures the percentage of employees who left HUD by choice and did not retire. HUD will analyze voluntary attrition rates to see where HUD can decrease the number of voluntary separations to maintain, or grow, HUD's net workforce numbers.						
Data Source:		National Finance Center (NFC) Reports on Separation and Current Workforce						
Dimension & Unit of Measurement:		Count: Personnel Voluntary Separations and Total HUD Headcount						
Calculation Method:		(Number of Voluntary Separations) / (Beginning of Year HUD Headcount)						
Frequency:		Annually						
Data Quality:		Data are dependent on definition of Voluntary Separations and Date of HUD Headcount pull for each Fiscal Year (which pay period the End of Fiscal Year pull was performed).						
Validation and Verification:		The data will be collected through an NFC data extract.						

► Time to interview and select candidates

This measure will track the Department's average time to interview and select a qualified candidate.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
22	29	30	29	28	Tracking Only	Tracking Only	TBD ⁴¹¹	↓ Decrease
Description:		This key performance indicator tracks the number of calendar days between the date that HR issues the hiring certificates to the hiring manager in the program office to the date that the hiring manager annotates a selection(s) in the USAStaffing hiring system.						

⁴¹¹ An FY24 Target will be developed based on FY23 Actual figures, which will be affected by a renewed emphasis on decreasing this measure.



Data Source:	BFS PAWS Reports and USAStaffing
Dimension & Unit of Measurement:	Calendar days
Calculation Method:	The number of calendar days between the date that HR issues the hiring certificates to the hiring manager in the program office to the date that the hiring manager annotates a selection(s) in the USAStaffing hiring system.
Frequency:	Annually
Data Quality:	These dates are automatically time stamped and recorded in OPM's USAStaffing system used across the Federal government. The data is of high quality.
Validation and Verification:	HUD can compare data in the BFS PAWS reports with data in USAStaffing to validate accuracy.

OTHER INDICATORS

► Percentage of positive responses to Federal Employee Viewpoint Survey (FEVS) employee engagement and performance questions

This metric will track FEVS Employee Engagement Index (EEI) responses and indicators relative to Performance using only engagement and satisfaction measures. ("Concerning Fairness", "Being Supportive", and "Empowering").

	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual ⁴¹²	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
Employee Engagement Index Score ⁴¹³	67%	68%	75%	77%	76%	Tracking Only	Tracking Only	Tracking Only	↑ Increase
Global Satisfaction Index ⁴¹⁴	64%	66%	73%	73%	70%	Tracking Only	Tracking Only	Tracking Only	↑ Increase
Description:	This key performance indicator tracks FEVS Employee Engagement Index (EEI) responses and indicators relative to Performance. Only engagement and satisfaction measures are measured in this metric ("Concerning Fairness", "Being Supportive", and "Empowering").								

⁴¹² FY 2021 Actuals have not yet been published by OPM.

⁴¹³ Employee Engagement Index Score measures the workforce conditions that support employee engagement. See the following link for more information: <https://www.opm.gov/fevs/reports/data-reports/>.

⁴¹⁴ Global Satisfaction Index is a combination of employees' satisfaction with their jobs, their pay, and their organization, plus their willingness to recommend their organization as a good place to work. See the following link for more information: <https://www.opm.gov/fevs/reports/data-reports/>.



Data Source:	OPM Federal Employment Viewpoint Survey
Dimension & Unit of Measurement:	Percentage
Calculation Method:	Percentage of positive responses
Frequency:	Annually
Data Quality:	The FEVS is a survey administered by the OPM using rigorous high, industry-tested standards. The data is of high quality.
Validation and Verification:	OPM's methods and analysis seek to ensure survey estimates accurately represent the survey population. HUD continues to encourage high levels of participation in order to decrease the margin of error.

EVIDENCE BUILDING

According to the FY 2022 HUD Enterprise Risk Profile, human capital and staffing remain top priorities for the Department. Of HUD's 16 program offices, 13 identified at least one talent-related risk as a top risk to achieving HUD's mission. HUD's 2022 Capacity Assessment for Research, Evaluation, Statistics, and Analysis found that managers vary in their perceptions of whether employees have adequate technical skills. The report concluded that some offices have, at best, modest capacity to analyze data and evidence effectively.

HUD has increased its workforce numbers in recent years. At the end of 2018, HUD had approximately 6,900 employees onboard. But, by the close of FY 2022 the Department's figures numbered over 7,700. Despite this positive growth, over 43 percent of HUD's current staff will be eligible for retirement in five years: 39 percent will be eligible to fully retire, and 4 percent will be eligible to retire with a reduced annuity. For HUD to meet staffing goals, time-to-hire and retention will need to continue to improve. Last year HUD reduced time-to-hire by 6 percent from FY 2021 levels, achieved a 115 percent hiring plan execution rate, and brought on board more staff than it lost for the third year in a row.

Employee satisfaction surveys are a core tool for tracking employee outcomes and improving and monitoring progress on workforce changes and engagement pursued in this objective. HUD participates in the annual, Government-wide FEVS. OPM defines engagement as, "An employee's sense of purpose that is evident in their display of dedication, persistence, and effort in their work or overall attachment to their organization and its mission." HUD's FY 2021 EEI score was 77 percent, 2 percentage points higher than HUD's FY 2020 EEI score of 75 percent. In FY 2022, 85.2 percent of HUD employees who participated in the FEVS agreed, "Supervisors in my work unit support employee development," a continued improvement over the 85.1 percent of HUD employees who agreed with that statement in FY 2021.

HUD will continue striving to make the Department a better place to work by focusing on improving in the following goals of the 2022 Departmental Employee Engagement Plan: improving employees' belief that HUD uses employee feedback to make the agency a better place to work; strengthen the Leaders Lead sub-factor of Employee Engagement; and enhancing HUD's employee performance management and recognition programs to improve employee retention.



“HUD Forward” is a new initiative launched by the Department that has wide-reaching impact on HUD’s ability to recruit and retain employees, which will ultimately impact the Department’s ability to provide support to its customers and achieve mission priorities. It embodies the attainment of a culture that embraces innovation and engagement, while providing employees with the support needed to achieve their goals and maintain a positive work-life balance. “HUD Forward” includes but is not limited to implementation of expanded workplace flexibilities, including regarding where employees work, that are critical in defining the Department’s future. Over 82 percent of HUD employees are currently participating in HUD’s new Flexiplace program that enables telework for up to eight days per pay period and the possibility of approval for remote work. This supports HUD’s diversity and inclusion goals and hiring and retention goals. HUD continues to refine its “HUD Forward” approaches to help to further foster a “best places to work” culture HUD-wide.

In response to the COVID-19 pandemic, the Department embraced expanded workplace flexibilities, such as remote work and expanded telework. HUD provided training to managers and supervisors on managing effectively in a hybrid work environment and began developing new concepts for shared space arrangements. In addition, the Department embraced new technologies such as Microsoft Teams and DocuSign. Leadership will continue to measure the impact of workplace flexibilities on recruitment and retention efforts to define its risk appetite and make adjustments to ensure HUD meets mission priorities.



Strategic Objective 5B: Improve Acquisition Management

Identify, procure, and execute acquisition management.

LEADING THIS OBJECTIVE

Office of Administration

OBJECTIVE

HUD programs rely on a well-functioning acquisition management process to execute mission objectives. To support these programs, the Department will increase capacity, transparency, communication, and intra-Departmental collaboration to ensure that mission-critical acquisitions are timely, strategic, and cost-effective.⁴¹⁵ The Department will also strive to provide equitable access to contracting opportunities as they relate to engagement of small and large businesses.



To fully serve Departmental needs, HUD will provide quality professional development opportunities to members of the acquisition workforce, both in the Office of the Chief Procurement Officer and program offices. This will allow HUD employees to earn procurement certifications and build expertise in project and program management. Attrition and retention concerns will be addressed by increasing the size of the acquisition workforce across HUD to the level needed to ensure contracting processes are managed without delay. Workforce development activities, such as trainings, certifications, and skills gap assessments, will help ensure that the acquisition professionals have the knowledge and skills to fully serve the Department.

Acquisition management is a Department-wide process that relies on cooperation between HUD offices. Consistent annual procurement reviews enable HUD to evaluate its internal policy and risk management systems. To improve transparency and build accountability, HUD will develop an acquisition dashboard that will track each acquisition through its lifecycle – from planning and requirement development to contract closeout. This dashboard will ensure all members of the acquisition workforce, including those in HUD program offices, have continuous visibility into and can efficiently shepherd acquisitions through each stage of the contracting process.

HUD will further improve the procurement process by providing best practices to help offices develop requirements, identify funding, and submit requests on time. The goal will be to decrease the number of HUD-initiated unplanned acquisition actions. Cross-Departmental collaboration will ensure an increase in the percentage of timely procurement actions awarded, actionable acquisition requirements submitted, and actionable acquisition requirements awarded. Improved acquisition planning will also yield quality market research, which may produce: 1) more targeted socio-economic small business set-asides; 2) facilitate greater understanding of small business participation in the marketplace; 3) provide more realistic projections for small business utilization; and 4) allow more time to disseminate requirements to the small business community so they can better plan and

⁴¹⁵ Acquisition management is the planning, execution, and administration of the process supporting the full lifecycle of a requirement and resulting in the award of a contractual instrument to procure the goods and services needed to support the mission of the Department.



prepare competitive proposals.⁴¹⁶ These improvements will connect HUD to necessary goods and services earlier while reducing overhead costs.

HUD will increase equity in contracting opportunities by improving communication with and opportunities for small businesses. Furthermore, HUD will build on knowledge gained from the equity assessment it conducted on Departmental procurement activities. The Department will improve its practices to ensure small and small disadvantaged businesses have equitable access to HUD's prime and sub-contracting procurement opportunities. This will be accomplished by the: 1) expansion of outreach to small business owners in underserved communities, 2) exploration of mechanisms for building the pipeline of qualified small businesses, and 3) continuation of data analyses to identify and address barriers to accessing HUD contracting opportunities.

The Department will also implement various sustainability practices in its acquisition process. HUD's goal is to ensure that 100 percent of new eligible contract actions, including task or delivery orders under new contracts and existing contracts, meet applicable sustainable acquisition requirements. HUD will also require the supply or use of products and services that meet environmentally preferable categories, including those that are energy efficient, bio-based, water efficient, or are non-toxic or less toxic.

2022 APR PROGRESS UPDATE

HUD continued to build its acquisition capabilities to ensure that its programs have access to the resources needed to meet the goals of the Department in FY 2022. To this end, HUD launched an effort to increase transparency in the acquisition process by exploring the creation of a contract management dashboard. This dashboard experienced delays due to a lack of funding but is expected to be implemented in FY 2024. The Department also increased the number of contracting professionals, in addition to strengthening professional development opportunities for the acquisition workforce. This resulted in HUD meeting and exceeding its internal procurement management key performance indicators in FY 2022. For example, the Department was able to execute 87 percent of all procurement actions on-time, which is 7 percent above the FY 2022 target. However, HUD did not meet its goal of achieving the Office of Management and Budget's Program Management Maturity Level 2, as the uptake of the newly implemented Competency Exploration for Development and Readiness (CEDAR) Tool was slower than anticipated.

In addition to building staffing capacity within acquisitions, HUD started the acquisition process earlier in FY 2022. The Department issued a HUD-wide memorandum to help align the offices' requirements and resources to the acquisition workforce. HUD also developed new policies, processes, and procedures for assisted acquisitions that improved the Department's use of interagency support in acquisition activities. This new policy streamlined the procurement process by identifying the particular circumstances that would prompt the need for an assisted acquisition. Finally, HUD furthered its sustainable acquisition goals by completing a review of sustainability practices and ensuring that it is purchasing bio-based and sustainable products.

Lastly, the Department continued to engage with small and small disadvantaged businesses to help increase their inclusion in Federal contracting opportunities. In FY 2022, HUD conducted four vendor outreach events to increase participation of underrepresented businesses in HUD contracts. These outreach events supported the successful awarding of over 38 percent of HUD's contracts to small businesses in FY 2022. This figure includes the awarding of nearly 20 percent of HUD contracts to small, disadvantaged businesses and over 12 percent to women-owned small businesses. The Department seeks to expand these outreach events in FY 2023. This, in addition to unwavering support from HUD leadership, led to HUD meeting and exceeding all Small Business Administration (SBA) socio-economic goal categories for FY 2022.

⁴¹⁶ A procurement action is an action which officially awards or changes a prime contract (i.e., a direct contract with the Federal government). This may include the award of a new prime contract, a debit or credit change to an existing prime contract, or an order written against an indefinite delivery-type contract or basic ordering agreement. Federal regulations require that HUD consider socio-economic programs first, as defined by the Small Business Administration, for set-aside and sole-source contracts at or above the simplified acquisition threshold (currently set at \$250,000). This will depend on the number and type of small businesses that are able to do the work and how much the contract is worth. Contracting officers can use these vehicles to help the Federal government meet its small business contracting goals.



STRATEGIES AND MAJOR MILESTONES

Denotes alignment with a [President's Management Agenda](#) Cross-Agency Priority (CAP) Goal

Denotes customer experience-focused strategies, sub-strategies, or milestones.

Denotes equity-focused strategies, sub-strategies, or milestones.

Strategies	Major Milestones
Improve the HUD-wide governance structure for acquisition planning by increasing transparency, collaboration, and efficiency. ⁴¹⁷	<p>12/15/2021: Issue a HUD-wide memorandum to identify Departmental requirements, due dates, and resources available to the acquisition workforce. – <i>Achieved as of 12/15/2021</i></p> <p>6/15/2022: Establish the practice of beginning the strategic acquisition planning process earlier so that all acquisition plans are approved at least three months before the beginning of the fiscal year.⁴¹⁸ – <i>Achieved as of 6/15/2022</i></p> <p>1/1/2023: Establish and initiate a two-year acquisition planning cycle to improve the effectiveness and efficiency of the acquisition planning process. – <i>Achieved as of 12/31/2022</i></p> <p>1/1/2024: Conduct a review of the advance acquisition planning process to determine the effectiveness of the process.</p>
Increase visibility across the Department in the HUD contract management process. ⁴¹⁹	<p>12/1/2021: Evaluate the potential for interagency agreement with the Department of the Treasury for dashboard capability. – <i>Achieved as of 12/1/2021</i></p> <p>1/31/2023: Complete a Business Requirement Document for a HUD acquisition management dashboard in coordination with Treasury service provider. – <i>Achieved as of 1/31/2023</i></p> <p>1/30/2023: Develop a HUD acquisition management dashboard to track procurement plans. – <i>Delayed to 1/31/2024</i>⁴²⁰</p>
Leverage the Program Management Improvement Accountability Act (PMIAA) to strengthen the knowledgebase of HUD's acquisition workforce.	9/30/2022: Conduct roundtables, workshops, and summits to enhance acquisition best practices to improve acquisition processes and training of the acquisition workforce. – <i>Achieved as of 6/15/2022</i>


⁴¹⁷ This strategy aligns with CAP Goal 3.1: Foster lasting improvements in the Federal acquisition system to strengthen the U.S. domestic manufacturing base, support American workers, lead by example toward sustainable climate solutions, and create opportunities for underserved communities.

⁴¹⁸ Submission and approval of acquisition plans typically occurred at the end of the fiscal year. By conducting these activities at least three months before the beginning of the fiscal year, the Department can release requirements earlier while also having resources available for time-sensitive year-end requirements.

⁴¹⁹ The Office of the Chief Procurement Officer will be leading this strategy to develop a tool that will provide greater insight to HUD's internal procurement process.

⁴²⁰ Development of a HUD acquisition management dashboard to track procurement plans has been delayed to FY 2024 as additional IT funds are required.



	<p>9/30/2022: Achieve Office of Management and Budget (OMB) Program Management Maturity Level 2. – <i>Delayed to 9/30/2023</i>⁴²¹</p> <p>9/30/2023: Achieve OMB Program Management Maturity Level 3.⁴²²</p> <p>9/30/2023: Implement the Competency Exploration for Development and Readiness tool in partnership with the Office of Personnel Management to assess current proficiency of the project management workforce. – <i>Achieved as of 7/15/2022</i></p> <p>9/30/2024: Review the effectiveness of the competency assessment tool on the skills gap process of the PM acquisition workforce.</p>
<p>Increase the inclusion of small and small disadvantaged businesses by helping them navigate Federal contracting opportunities.⁴²³  </p>	<p>9/30/2022: Provide a plan to conduct quarterly events in partnership with regional offices to support underserved small businesses interested in pursuing HUD contracts. – <i>Achieved as of 7/13/2022</i></p> <p>9/30/2022: Expand efforts to increase participation of underrepresented groups through four annual vendor outreach events. – <i>Achieved as of 7/13/2022</i></p> <p>9/30/2023: Conduct at least four outreach events, workshops, and/or conferences to Section 3 residents and small business partners.⁴²⁴</p> <p>9/30/2024: Target engagement efforts through at least four outreach events, workshops, and/or conferences to communities with Section 3 residents and small business partners.⁴²⁵</p>
<p>Improve policies, processes, and procedures for assisted acquisitions.⁴²⁶ </p>	<p>2/1/2022: Develop and implement new policy, processes, and procedures for determining the use of assisted acquisitions for HUD. – <i>Achieved as of 3/24/2022</i></p>

⁴²¹ At level 2 PMIAA maturity, HUD has policies and procedures in place to review and approve major acquisitions and support portfolio management. Further, a training strategy, a review board and a portfolio structure are established. Achievement of this milestone has been postponed due to delays in establishing the HUD project management executive review boards.

⁴²² At level 3 PMIAA maturity, HUD has established program management processes consistent with widely accepted standards and tracks the cost, schedule and performance of major acquisitions. Further, program managers are certified, review boards issue recommendations and senior management receives regular status reports.


⁴²³ This strategy aligns with CAP Goal 3.1: Foster lasting improvements in the Federal acquisition system to strengthen the U.S. domestic manufacturing base, support American workers, lead by example toward sustainable climate solutions, and create opportunities for underserved communities.

⁴²⁴ The purpose of these outreach events is to enhance engagement efforts with Section 3 residents and small business partners to promote job creation, entrepreneurship, and access to Federal contracting opportunities.

⁴²⁵ The Department will target engagement efforts in areas HUD has yet to promote job creation, entrepreneurship, and access to Federal contracting opportunities.

⁴²⁶ An assisted acquisition is a type of interagency acquisition where a servicing agency (e.g., General Services Administration) performs acquisition activities on a requesting agency's behalf. This strategy aligns with CAP Goal 3.1: Foster lasting improvements in the Federal acquisition system to strengthen the U.S. domestic manufacturing base, support American workers, lead by example toward sustainable climate solutions, and create opportunities for underserved communities.



	<p>2/1/2023: Conduct a policy review to ensure proper oversight and effectiveness of procedures and processes supporting use of assisted acquisitions. – <i>Achieved as of 1/27/2023</i></p> <p>2/1/2024: Conduct an assessment of the policies and internal controls established for the implementation of G-Invoicing.⁴²⁷</p>
Ensure that new eligible contracts meet sustainable acquisition requirements. ⁴²⁸ 	<p>9/30/2022: Conduct a statistically-valid targeted review of sustainability practices in the Department's acquisition process. – <i>Achieved as of 4/22/2022</i></p> <p>9/30/2022: Perform a Procurement Management Review and issue a report to ensure appropriate clauses are contained in contracts requiring bio-based and sustainable products. – <i>Achieved as of 4/22/2022</i></p> <p>9/30/2023: Perform a Procurement Management Review and issue a report to ensure appropriate clauses are contained in contracts requiring bio-based and sustainable products.</p> <p>9/30/2024: Perform a Procurement Management Review and issue a report to ensure appropriate clauses are contained in contracts requiring bio-based and sustainable products.</p>
Increase collaboration in procurement package development.	<p>9/30/2023: Office of the Assistant Secretary for Administration (OASA) and PIH to pilot acquisition tracking and reporting tools.</p> <p>7/31/2023: Initiate procurement of Acquisition Management Support System (AMSS).</p> <p>9/30/2023: Initiate procurement for Enterprise Technical Evaluation tool.</p> <p>4/1/2024: Complete implementation of AMSS and Enterprise Technical Evaluation tools.</p>
Collect and incorporate customer feedback into the acquisition process.	<p>5/1/2023: Establish a HUD Procurement Council.</p> <p>6/30/2023: Develop and implement Customer Satisfaction Survey methodology.</p> <p>4/30/2023: Implement quarterly procurement portfolio update meetings.</p>

⁴²⁷ More information on G-Invoicing can be found here: <https://fiscal.treasury.gov/g-invoice/>

⁴²⁸ This strategy aligns with CAP Goal 3.1: Foster lasting improvements in the Federal acquisition system to strengthen the U.S. domestic manufacturing base, support American workers, lead by example toward sustainable climate solutions, and create opportunities for underserved communities.



KEY PERFORMANCE INDICATORS

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

► On-Time Execution of All Procurement Actions - Procurement Acquisition Lead Times (PALT)

This measure will track the percentage of all procurement actions awarded within the established PALT.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
84.3%	77%	81%	77%	87%	80%	80%	81%	↑ Increase
Description:		This measure will track the percentage of all procurement actions awarded within the established PALT.						
Data Source:		Senior executives, Purchase Request Information System Management (PRISM)						
Dimension & Unit of Measurement:		Percentage: PALT						
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						
Data Quality:		Data entry errors in PRISM could impact the calculation. For example, if the incorrect PALT Category is chosen, it could cause a faulty calculation in on-time performance rates.						
Validation and Verification:		HUD procurement records go through a risk-based review protocol and routine and ad hoc reviews are conducted to ensure the accuracy and completeness of the data.						



► **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).

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
48%	33%	41%	32% ⁴²⁹	19%	60%	60% ⁴³⁰	75%	↑ Increase
Description:		This measure will track the percentage of actionable requirements submitted by customer offices by the TRRD.						
Data Source:		PRISM						
Dimension & Unit of Measurement:		Percentage: Requirement						
Calculation Method:		Average is calculated by taking the number that were completed on time divided by total population.						
Frequency:		Monthly						
Data Quality:		Human error during limited data entry process may be an issue in specific circumstances.						
Validation and Verification:		Data points in reports are system-generated. Outputs that are out-of-tolerance are validated by pre-established parameters and analyst revision.						

► **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.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
77%	78%	79%	77%	82%	80%	80%	80%	↑ Increase
Description:		Percentage of awards by the TAD of actionable acquisition requirements submitted by program offices by the TRRD.						

⁴²⁹ The FY 2021 target was not met because the Target Requisition Release Dates were impacted by changes in the operational landscape. The FY 2022 target was revised to better reflect the Department's progress based on past performance.

⁴³⁰ The FY 2023 target for on-time submission of Planned Actionable Acquisition Requirements has been modified from 75% to 60% based on lower than anticipated performance in FY22.



Data Source:	PRISM
Dimension & Unit of Measurement:	Percentage: Awards
Calculation Method:	Sum in a fiscal year
Frequency:	Monthly
Data Quality:	Human error during limited data entry process may be an issue in specific circumstances.
Validation and Verification:	Data points in reports are system-generated. Outputs that are out-of-tolerance are validated by pre-established parameters and analyst revision.

EVIDENCE BUILDING

Acquisition management is at the core of HUD's ability to meet its mission and a top priority for HUD leadership. Like other agencies, HUD has identified risks in the acquisition management process. In the most recent Top Management Challenges Report, HUD OIG identifies increasing efficiency in procurement as a top 10 operational challenge in FY 2023. Specifically, HUD faces risks related to untimely procurements, staffing capacity, acquisition processes and oversight. HUD recognizes these risks and addresses them in the FY 2022- 2026 Strategic Plan.

The Department in FY 2022 started conducting competency assessments of its acquisition workforce using the Competency Exploration for Development and Readiness (CEDAR) tool. The data collected through these assessments gives HUD a better understanding of its current acquisition workforce. It will help the Department identify gaps and trainings needed to strengthen HUD's acquisition staff capacity. These assessments will continue through FY 2023.

The top management report identifies risks in HUD's acquisition processes that could affect the Department's progress in areas like IT modernization. As a result, HUD has identified strategies and milestones in the APP aimed at understanding and improving the entire acquisition process. HUD looks to build a dashboard that tracks acquisitions across the Department. Data from these dashboards will be used to identify key gaps and impediments that are impacting timely submission and award of acquisition plans. The dashboard will also provide better oversight, transparency, and help communicate across the Department on the statuses of procurement actions. Implementation of an acquisition dashboard is expected by FY 2024.

Data that is collected through the CEDAR tool and acquisition dashboards will help HUD answer key questions on HUD's acquisition workforce and processes. These key questions include:

- *What steps in the acquisition process can be streamlined or improved?*
- *What are gaps in the acquisition process that are delaying submission and award of acquisition plans?*
- *What trainings are necessary to strengthen the capacity of HUD's acquisition workforce?*



Strategic Objective 5C: Strengthen Information Technology

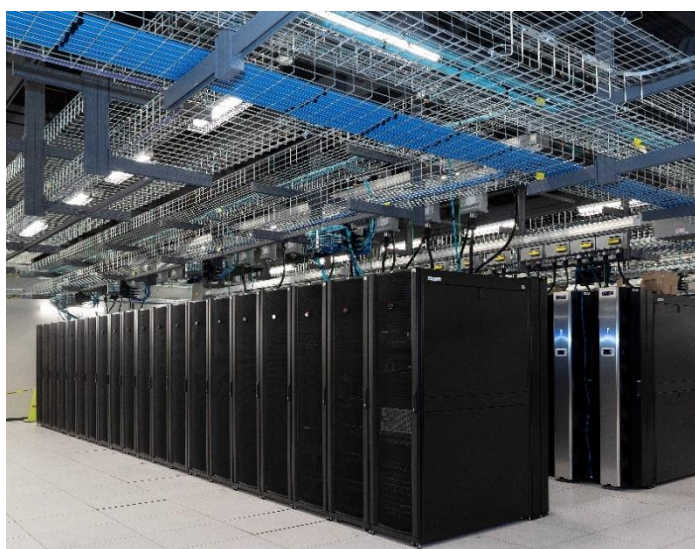
Strengthen information technology, cybersecurity, and data management.

LEADING THIS OBJECTIVE

Office of the Chief Information Officer

OBJECTIVE

HUD will continue to provide tools that are efficient, safe, secure, and resilient through improvements in Information Technology (IT), cybersecurity, and data management that support the Department's mission.



Information Technology is the underpinning that allows HUD to properly function and provide essential services to the American public. By combining business and technology strategy efforts, HUD is better positioned to serve the needs of the public effectively and efficiently. HUD has identified several operations that would benefit from the modernization of its technology infrastructure, IT systems, and internal processes. HUD's operations will be strengthened by increased ease of access to relevant and reliable data. This will drive the Department to experience an increase in public confidence, derived from a focus on cybersecurity, data governance and reliability. The Department envisions a safe and secure HUD that provides the tools for program offices, staff, and partners to accomplish their work in a safe and secure manner.

Toward this end, HUD will address Government Accountability Office (GAO) findings. Efforts will ensure there are increased investments in IT infrastructure, cybersecurity improvements, and staff have the necessary knowledge, as well as resources, to succeed. HUD will continue to focus on decommissioning legacy IT systems. Simultaneously, HUD will move to safe, sustainable, and standardized IT platforms that support operations enterprise-wide. HUD will strengthen its IT and data governance and structure to ensure proper support for program areas, oversight, and management.

HUD will renew its strategic focus on data governance. The Department's core focus will be on increasing collaboration and transparency. This will enable leaders to make timely, well-informed policies and decisions. Enterprise-wide data solutions that support this purpose will allow HUD to work more efficiently and be more informed toward the execution of its mission.

2022 APR PROGRESS UPDATE

HUD, in consultation with the Office of Management and Budget, has highlighted this objective as a focus area for improvement. During FY 2022, HUD focused on addressing long-term systemic challenges with regard to the development, management, and delivery of Information Technology (IT) in support of HUD's programs and mission. Multiple areas of focus have been prioritized, including:



1. Boosting internal capacity with a focus on recruitment, training, and retention of critical IT personnel.
2. Improved Customer Service and Delivery of IT Services in Support of HUD's Program and Mission
3. Addressing long-term issues raised by external oversight stakeholders (Congressional, Government Accountability Office, HUD Office of Inspector General (OIG)).
4. Improving HUD's Federal Information Security Act (FISMA) and Federal Information Technology Acquisition Reform Act (FITARA) scorecards, respectively.⁴³¹
5. An overall reduction in the amount of non-compliance audit findings.

HUD accomplishments this past year in this objective area include the following:

1. Improved transparency regarding agency IT governance decisions resulting in agency-wide program support regarding strategic direction of IT.
2. Improvements in the attention, knowledge, and support for IT security issues from program areas thus ensuring safe and secure program delivery.
3. Internal stability resulting from clarity of organizational roles and establishment of priorities.
4. Successfully staffing critical long-term vacant positions.
5. Critical upgrades to IT infrastructure.
6. Establishing a HUD-wide Supply Chain Review process.
7. Leveraging data as a strategic resource.⁴³²

Additionally, HUD continued its IT modernization efforts across the enterprise by completing the UNISYS Mainframe migration and decommissioning project which had been funded by the Technology Modernization Fund (TMF).⁴³³

Similarly, FHA Catalyst continues to move forward as the new foundation on which FHA will use new and innovative ways to fulfill its mission. This tool will enable HUD to better connect systems, people, and data to more efficiently support the homeowners, renters, and communities the Department serves. The FHA Catalyst module Single Family Default Monitoring System (SFDMS) was implemented in FY 2022. This System enables FHA to receive more timely loan delinquency information to mitigate potential financial losses and disclosure risks.⁴³⁴

Several new capabilities have been developed and released that are used by Public Housing Agencies, housing inspection vendors, and Office of Native American Programs (ONAP) lenders. HUD partners are now able to: 1) create Move-to-Work supplement forms and Housing Assistance Payment collection contracts 2) complete demonstration National Standards for the Physical Inspection of Real Estate (NSPIRE) inspections; and 3) submit lender claims. The NSPIRE functionality deployment has made a difference in providing safe, healthy, and affordable housing for low-income families by enabling HUD to track tens of thousands of deficiency findings over the past year.

Significant progress has been achieved in ramping up the system capacity to provide robust support for the 215 operational IT systems and other Development, Modernization, and Enhancements (DME) projects, including a zero-trust cyber security infrastructure and the Virtual Private Network (VPN) upgrades. These updates will result not only in improved services to HUD employees, but also in improved security for agency programs and missions and provide long-term savings.

⁴³¹ The Federal Information Security Act (FISMA) of 2014 requires agencies to report the status of their information security programs every quarter. The FISMA Chief Information Officer (CIO) quarterly metrics are broken into five Cybersecurity Framework Functions. FITARA legislation outlines the roles, responsibilities, and expectations for the Chief Information Officer for all covered Departments within the Federal Government. Among others, Section 831 (Chief Information Officer Authority Enhancements) requires the CIO to review and approve contracts and other agreements for all Information Technology (IT)-related acquisitions.

⁴³² To include: responsibility for ensuring lifecycle data management of critical information and data systems, supporting the design of data integration solutions across HUD/between HUD and other Federal/non-Federal agencies.

⁴³³ UNISYS is a mainframe operating system formed during the 1980s that houses software applications, databases, and instruction processors. The system has become cost-prohibitive to operate and maintain. HUD previously relied on legacy systems that needed to be replaced by more modern computing approaches and infrastructure platforms.

⁴³⁴ Decommissioning this FHA Catalyst module was the first hard cutover migration from the legacy SFDMS.





Increased engagement and partnerships between HUD program offices and the Office of the Chief Information Officer (OCIO) has led to increased accountability and business process improvements. To that end, establishing a regular cadence with the IT Governance Boards and Committees such as the Principal Investment Review Board (PIRB), Customer Relations Committees (CRC), and Technical Review Committee (TRC) was a critical step to properly manage the IT portfolio based on the HUD leadership priorities and customers' most pressing business needs. Strengthening the IT Governance significantly promoted transparency in the OCIO prioritization decision-making. Furthermore, the Department took a comprehensive approach to accelerate Government Accountability Office and HUD Office of the Inspector General audit remediation, thereby closing over 90 percent of all prior-year recommendations and dramatically reducing the long-standing backlog.


Despite FY 2022 successes, IT project management presents challenges that have impacted HUD mission delivery. To address these issues, HUD is equipping IT project managers with an improved project management capability that will allow the Department to track contractor performance, manage project cost, and assess ongoing project risks. Further, HUD is establishing a program management office to support all IT management. This new office will ensure our project managers are trained and certified as Federal Acquisition Certification (FAC)-Program/Project Managers (P/PM) and Contracting Officers' Representatives (COR).

STRATEGIES AND MAJOR MILESTONES

 Denotes alignment with a [President's Management Agenda](#) Cross-Agency Priority (CAP) Goal

 Denotes customer experience-focused strategies, sub-strategies, or milestones.

 Denotes equity-focused strategies, sub-strategies, or milestones.


Strategies	Major Milestones
Continue Implementation of Technology Modernization Efforts. ⁴³⁵ 	<p>9/30/2022: Develop a HUD-wide IT modernization plan that supports resilient HUD operations. – <i>Delayed to 9/30/2023</i>⁴³⁶</p> <p>9/30/2022: Complete 45% of milestones in the FY21 IT Public and Indian Housing (PIH) Modernization Plan. – <i>Achieved as of 7/30/2022</i></p> <p>9/30/2023: Complete 75% of milestones in the FY21 IT PIH Modernization Plan.</p> <p>9/30/2023: Complete the Integrated Real Estate Management System (iREMS)-to-EPA interface to support Green and Resilient Retrofit Program (GRRP) data sharing.</p> <p>9/30/2023: Deploy the modernized National Standards for the Physical Inspection of Real Estate (NSPIRE) IT solution.⁴³⁷</p> <p>9/30/2023: Deploy a modernized Voucher Management System (eVMS), which monitors and manages the Public Housing Authorities (PHAs) in accordance with the FY21 IT PIH modernization plan.</p>

⁴³⁵ This strategy aligns with CAP Goal 2.1: Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes.

⁴³⁶ Procurement-related challenges and organizational reassignments have pushed back this milestone's completion by a year.

⁴³⁷ The NSPIRE IT solution will provide HUD with the ability to conduct planning activities associated with Real Estate Assessment Center (REAC) inspections, in accordance with FY 2021 IT PIH Modernization Plan.



	<p>9/30/2023: Complete stabilization, data quality, and document management for the Loan Review System (LRS).</p> <p>9/30/2023: Complete business process and design for leveraging a common Servicing module across the ONAP and Housing office.</p> <p>9/30/2023: Implement a Unified Communications System to eliminate the current disparate telecommunications network.⁴³⁸</p> <p>9/30/2023: Complete a HUD-wide Enterprise Information System Transition.</p> <p>9/30/2024: Complete 100% of milestones in the FY21 IT PIH Modernization Plan.</p> <p>9/30/2024: Upgrade data center infrastructure.⁴³⁹</p> <p>9/30/2024: Deploy the modernized Inventory Management System/PIH Information Center (IMS/PIC) system and onboard 2000+ PHAs in accordance with the roll-out plan in FY22 IT PIH Modernization Plan.</p> <p>9/30/2024: Deploy a functioning Application Underwriting Support System (AUSS) with integration to the iREMS/Housing Enterprise Real Estate Management System (HEREMS) and Lender Electronic Assessment Portal (LEAP) and automate Section 202 and 811 program workflows.</p>
<p>Manage Internal and External Customer Relationships; incorporate feedback surveys from customer groups.⁴⁴⁰ </p>	<p>9/30/2022: Execute Departmental IT Governance Plans. – <i>Achieved as of 6/30/2022</i></p> <p>9/30/2023: Implement a new customer satisfaction survey.⁴⁴¹</p> <p>9/30/2024: Fully implement a new customer-centric IT approach.⁴⁴²</p>

⁴³⁸ This milestone was previously under the Objective 5A: *Enable the HUD Workforce strategy to Allocate resources to ensure the equitable, timely and efficient delivery of facility support services to meet the needs of all HUD employees.* The milestone has been transferred to Objective 5C: *Strengthen Information Technology* as it more closely relates to the Department's technology modernization efforts.

⁴³⁹ This milestone will no longer be tracked. IT upgrades are continuous and ongoing. A singular milestone showing a completion of infrastructure upgrades does not fully reflect the ongoing, continuous work of the Department's IT modernization, upgrades, and updates. The strategies and milestones reflected within Objective 5C: Strengthen Information Technology will continue to reflect the focus and intent of this milestone.

⁴⁴⁰ This strategy aligns with CAP Goal 2.1: Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes.

⁴⁴¹ New customer feedback survey will include information pulled from program areas as to how OCIO is managing, developing, and executing IT projects.

⁴⁴² New approach incorporates a full execution of OCIO's revised customer centric approach which incorporates customer satisfaction survey and establishes an enhanced Project Management Office (PMO) which is more responsive to customers' business needs.



Optimize Agency IT Operational Costs; improve the IT Life-cycle assessment.	<p>9/30/2023: Migrate at least three applications to the Cloud.</p> <p>9/30/2023: Implement integrated planning and budgeting tools.</p> <p>9/30/2024: Identify opportunities for IT lifecycle cost-saving by using integrated planning and budget tools.</p>
Implement Modern Cybersecurity Capabilities by reviewing the HUD Supply Chain's Risk exposure.	<p>9/30/2022: Establish a HUD-wide Supply Chain Review process. – <i>Achieved as of 8/12/2022</i></p> <p>9/30/2023: Implement an execution strategy for the HUD-wide Supply Chain Review Process.⁴⁴³</p> <p>9/30/2024: Achieve full implementation of HUD-wide Supply Chain Review process.</p>
Strengthen and Modernize the OCIO Organizational Structure; enhance training and information on IT for all HUD Employees.⁴⁴⁴	<p>9/30/2022: Ensure 85% of IT Project Managers have level 3 Federal Acquisition Certification in Program/Project Management Program. – <i>Delayed to 9/30/2023⁴⁴⁵</i></p> <p>4/1/2025: Fully execute the OCIO reorganization plan.⁴⁴⁶</p>
Leverage data as a strategic asset.	<p>3/30/2022: Approve the HUD Data Governance Program and create the Data Governance Council and Committees that will support the implementation of the Data governance program. – <i>Achieved as of 8/31/2022⁴⁴⁷</i></p> <p>3/30/2022: Initiate the creation of the Enterprise Data Asset and Resource Management Solution (EDARMS); identify the Data stewards who will help provide the priorities and important data elements that go into the Enterprise Data. – <i>Achieved as of 9/30/2022⁴⁴⁸</i></p> <p>12/31/2022: Identify and label data elements that are considered personally identifiable information or</p>

⁴⁴³ Execution strategy is focused on resources and clarifying responsibilities.

⁴⁴⁴ This strategy aligns with CAP Goal 2.1: Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes.

⁴⁴⁵ Delayed by one year because of attrition by retirement of senior project managers.

⁴⁴⁶ The current plan is for the organization to be incorporated into the FY 2024 budget release. Based on passage of HUD's FY 2024 appropriations bill, the Department will then move forward to execute the reorganization. That will include working across program areas and with HUD's contractors, Bureau of Federal Service (BFS), to establish the component offices, shift staff to the new organizational components and assure alignment with the appropriate payroll accounting areas. The activities of the reorganization will be further refined upon passage of the HUD FY 2024 budget.

⁴⁴⁷ The Data Governance council meets once every six months.

⁴⁴⁸ The data stewards meeting is once every two months.



	<p>sensitive to protect Privacy of HUD's clients by program area⁴⁴⁹ – <i>Delayed to 6/30/2023</i>⁴⁵⁰</p> <p>12/31/2022: Identify, map, document and increase visibility of data resources and systems by line of business.⁴⁵¹ – <i>Delayed to 6/30/2023</i>⁴⁵²</p> <p>9/30/2024: Achieve at least 90% completion of the data inventory of the systems and resources associated with subsidy management.⁴⁵³</p>
<p>Develop a HUD-wide Digital Asset Management Process for information ingestion, delivery management and safeguarding procedures.</p>	<p>12/31/2022: Develop an agency plan to manage all records, permanent and temporary, in an electronic format as required by the Office of Management and Budget (OMB) M-19-21. – <i>Delayed to 9/30/2023</i>⁴⁵⁴</p> <p>3/30/2023: Develop and implement a compliant records and information management process to properly organize, protect, classify, and properly dispose of HUD records.</p> <p>8/30/2023: Achieve compliance with Federal records management policies.</p> <p>9/30/2024: Develop and implement a compliant Controlled Unclassified Information (CUI) management process to properly organize, protect, classify, and properly dispose of HUD CUI.</p> <p>9/30/2024: Develop and implement a compliant Essential Records (Continuity of Operations) management process to meet HUD emergency response and FEMA requirements.</p>
<p>Leverage available sources of information from customer feedback that will enable HUD to measure the effectiveness of program delivery.⁴⁵⁵</p> <p></p>	<p>9/30/2022: Identify HUD-wide data sources and available program information which can be reviewed and utilized for CX purposes. – <i>Achieved as of 9/30/2022</i></p>

⁴⁴⁹ Rental subsidy programs will be the first and other programs will follow. HUD will coordinate the use, protection, and dissemination of Departmental data, to include data considered sensitive and/or PII.

⁴⁵⁰ Delayed due to the availability of the current version of the data catalog tool, Talend. Version of the current tool needs to be updated.

⁴⁵¹ This milestone is tangential to the one directly above. HUD will ensure lifecycle data management of critical information and data systems and standardize data formats and minimize duplication of data across internal systems. Similarly, Rental subsidy programs will be the first and other programs will follow.

⁴⁵² Delayed due to the availability of the current version of the data catalog tool, Talend. Version of the current tool needs to be updated.

⁴⁵³ The end product will highlight where data is located, how data elements are defined, where similarities are, where differences are, what data is used or not, etc.

⁴⁵⁴ Per memorandum M-23-07 found here: https://www.whitehouse.gov/wp-content/uploads/2022/12/M_23_07-M-Memo-Electronic-Records_final.pdf as Federal agencies may have been delayed in their electronic records transition process during the COVID-19 pandemic, Federal agencies must now manage all permanent records in an electronic format by June 30, 2024.

⁴⁵⁵ This strategy aligns with CAP Goal 2.1: Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes. This strategy also aligns with CAP Goal 2.3: Identify and prioritize the development of Federal shared products, services, and standards that enable simple, seamless, and secure customer experiences across High Impact Service Providers.



	<p>12/31/2022: Hold three targeted discussions with program areas involved with IT decision making. – <i>Achieved as of 12/31/2022</i></p> <p>9/30/2024: Select a pilot enhancement project to improve and redesign the way HUD collects and disseminates information to/from HUD customers.</p>
<p>Establish a process that improves public access to HUD's government records and information through the Freedom of Information Act (FOIA) and proactive disclosure. 🧑🏽🔗</p>	<p>9/30/2022: Establish, implement, and train program and support office staff on FOIA and proactive disclosure policies, and procedures.⁴⁵⁶ – <i>Achieved as of 1/26/2023</i></p> <p>9/30/2022: Develop and implement a FOIA Dashboard for management oversight. – <i>Achieved as of 9/30/2022</i></p> <p>4/30/2023: Draft a revised HUD FOIA Policy and Handbook.</p> <p>4/30/2024: Complete staff training on the revised HUD FOIA Policy and Handbook.</p>
<p>Establish relationships with local communities and diverse groups to better improve the collection of accurate information and the development of modern technology.⁴⁵⁷ 📱🔗</p>	<p>12/31/2022: Hold two listening sessions to gather information from outside stakeholders regarding their use of HUD technology systems. – <i>Delayed to 9/30/2023</i>⁴⁵⁸</p> <p>9/30/2024: Standardize system data and streamline user touchpoints required in IT systems enabling the HUD Programs to efficiently render HUD services to underserved communities.</p>

⁴⁵⁶ Proactive disclosure is part of the overall HUD FOIA policy and process.

⁴⁵⁷ This strategy aligns with CAP Goal 2.1: Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes.

⁴⁵⁸ Resource restraints and challenges have impacted this milestone's timeline. Listening sessions are now expected to be complete by the end of FY 2023.



KEY PERFORMANCE INDICATORS

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

► HUD IT Helpdesk Customer Satisfaction Survey Results⁴⁵⁹

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

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
95%	88%	95%	92%	70% ⁴⁶⁰	90%	90%	90%	↑ Increase
Description:		This measure will track employee satisfaction and feedback through an IT customer survey.						
Data Source:		Survey Monkey						
Dimension & Unit of Measurement:		Dimension: Score Unit: Satisfaction						
Calculation Method:		Average						
Frequency:		Semi-annually						
Data Quality:		Currently the IT survey is administered ad-hoc to a random selection of recipients.						
Validation and Verification:		The survey is not inclusive of all service types offered by IT.						

⁴⁵⁹ This indicator was previously called "IT Customer Satisfaction Survey." Updated language reflects the Department's efforts to expand and enhance customer feedback collection from end users who contacted the HUD IT Helpdesk. Measurement of this as a key performance indicator in will be discontinued in the FY25 HUD Annual Performance Plan in lieu of the new HUD OCIO Customer Satisfaction metric below.

⁴⁶⁰ This is an interim number until internal and external customer satisfaction survey results are compiled and reviewed in the beginning of FY 2023.



► **HUD OCIO Customer Satisfaction**

This measure will track overall employee satisfaction of the services received from the Office of the Chief Information Officer through an IT customer survey.⁴⁶¹

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
N/A	N/A	N/A	N/A	70% ⁴⁶²	90%	90%	90%	↑ Increase
Description:		This measure will track employee satisfaction and feedback through an IT customer survey.						
Data Source:		Microsoft Suite Forms was used to develop the survey.						
Dimension & Unit of Measurement:		Dimension: Score Unit: Satisfaction						
Calculation Method:		The score is determined by the average based on all responses received. Scores are received on a five point scale that is later converted into a percentage. The five points comprising the scale are as follows: 1. Very Unsatisfied; 2. Unsatisfied; 3. Neutral; 4. Satisfied; 5. Very Satisfied.						
Frequency:		Annual						
Data Quality:		In FY22, the HUD OCIO Customer Satisfaction Survey was administered to a random selection of recipients based on feedback from leadership and the Customer Care Committee and Investment Review Subcommittee members and includes them for the External Program Office survey. However, for FY23, it is planned to be deployed to a wider audience leveraging the Office of Policy Development and Research's (PD&R) guidance.						
Validation and Verification:		The survey is inclusive of all service types offered by IT.						

⁴⁶¹ This is a new metric beginning in FY22; therefore, no prior year data is available. HUD will track data using the annual OCIO customer satisfaction survey which covers HUD employee satisfaction with the overall OCIO program.

⁴⁶² This is an interim number until internal and external customer satisfaction survey results are compiled and reviewed in FY 2023.



► **Improved Federal Information Security Modernization Act (FISMA) and Federal Information Technology Acquisition Reform Act (FITARA) Scorecards⁴⁶³**

This metric will track HUD's scores pursuant to the FISMA and FITARA scorecards, respectively.⁴⁶⁴

Sub-Metric	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
FISMA CIO Quarterly	At Risk	At Risk	Managing Risk	At Risk	At Risk	Managing Risk	N/A ⁴⁶⁵	N/A ⁴⁶⁶	N/A ⁴⁶⁷
FISMA OIG Annual Audit	Level 2: Defined	Level 2: Defined	Level 3: Consistently Implemented	Level 3: Consistently Implemented	Level 2: Defined ⁴⁶⁸	Level 4: Managed and Measurable	Level 3: Consistently Implemented	Level 4: Managed and Measurable	↑ Increase
FITARA	C+	C+	C+	C+	C+ ⁴⁶⁹	C+	B-	B-	↑ Increase
Description:	<p>The Federal Information Security Modernization Act (FISMA) of 2014 requires agencies to report the status of their information security programs every quarter. The FISMA Chief Information Officer (CIO) quarterly metrics are broken into the following five Cybersecurity Framework Functions:</p> <p>Identify – What processes and assets need protection? Protect – Implement appropriate safeguards to ensure protection of the enterprise's needs. Detect – Implement appropriate mechanisms to identify the occurrence of cybersecurity incidents. Respond – Develop techniques to contain the impacts of cybersecurity events. Recover – Implement the appropriate processes to restore capabilities and services impaired due to cybersecurity events.</p> <p>FISMA OIG Annual Audit determines the effectiveness of the IT security program on a maturity scale depending on the extent that agencies institutionalize those policies and procedures:</p> <p>Level 1: Ad hoc Level 2: Defined Level 3: Consistently Implemented</p>								

⁴⁶³ Previously, the FISMA score was tracked through the historical CAP goal, which expired at the end of FY 2021. An additional row has now been added to show the OIG rating, with a different set of FISMA criteria. The FISMA OIG Annual Audit determines the effectiveness of the IT security program on a maturity scale depending on how well agencies institutionalize those policies and procedures.

⁴⁶⁴ FISMA definitions can be found here: <https://www.whitehouse.gov/wp-content/uploads/2021/05/FY-2020-FISMA-Report-to-Congress.pdf>

High Risk: Key, fundamental cybersecurity policies, processes, and tools are either not in place or not deployed sufficiently.

At Risk: Some essential policies, processes, and tools are in place to mitigate overall cybersecurity risk, but significant gaps remain.

Managing Risk: The agency institutes required cybersecurity policies, procedures, and tools and actively manages their cybersecurity risks.

⁴⁶⁵ The last CAP Goals expired at the end of FY 2021. There were no CAP Goals and target percentages associated with the OCIO metrics for FY 2022.

⁴⁶⁶ *Ibid.*

⁴⁶⁷ *Ibid.*

⁴⁶⁸ There has been a major change in the set of metrics used by the OIG in FY 2022, resulting in the downgrade which affected many Federal agencies.

⁴⁶⁹ Data are circa December 2022.



	<p>Level 4: Managed and Measurable Level 5: Optimized</p> <p>FITARA, passed by Congress in December 2014 represents the first major overhaul of Federal information Technology (IT) in almost 20 years. Since FITARA's enactment, OMB published guidance to agencies to ensure that this law is applied consistently governmentwide in a way that is both workable and effective.</p> <p>FITARA legislation outlines the roles, responsibilities, and expectations for the Chief Information Officer (CIO) for all covered Departments within the Federal Government. Among others, Section 831 (Chief Information Officer Authority Enhancements) requires the CIO to review and approve contracts and other agreements for all Information Technology (IT) related acquisitions.</p>
Data Source:	<p>Data Sources are the respective HUD IT Business Units (Infrastructure and Operations, Office of Inspector General (OIG), and Ginnie Mae who review their respective networks and compile the required FISMA metric data.</p> <p>Most FITARA data is pulled from existing reports. As needed, OCIO solicits and compiles whatever information is needed and then submits to OMB via their Max quarterly Integrated Data Collection. OMB then uses this information to calculate the FITARA score.</p>
Dimension & Unit of Measurement:	<p>FISMA metrics are measured in ratio with an overall qualitative risk scoring (e.g., high risk, managing risk, at risk)</p> <p>FITARA metrics are measured in a grade score (e.g., A, B, C, D, F)</p>
Calculation Method:	<p>Formulas are based on number of elements that meet the security criteria/metric vs. number of elements that don't meet the security criteria/metric. Calculations are based on the respective Domains and certain percentages on completion (from FISMA guidance).⁴⁷⁰</p> <p>The overall FITARA grade stems from an average of all seven elements on the FITARA scorecard: Agency CIO Authority Enhancements (Incremental Development); Transparency and Risk Management (OMB's IT Dashboard); Portfolio Review (PortfolioStat); Data Center Optimization Initiative; Transition off Networx; Modernizing Government Technology (MGT Act); and Cyber (FISMA).</p>
Frequency:	<p>Quarterly. Quarter Four results are presented to the Agency Secretary who will determine if the Agency Security Risk is favorable to Agency standards. If favorable, provides an approval memo to Department of Homeland Security and OMB (October).</p> <p>FITARA is reported on a bi-annual scorecard.</p>
Data Quality:	<p>Limitations include but are not limited to integrity of data collection from each business unit, need for independent review and validation of data submitted.</p>

⁴⁷⁰ FISMA guidance can be found here: https://www.cisa.gov/sites/default/files/publications/FY_2021_FISMA_CIO_Metrics.pdf.



Validation and Verification:	<p>This iteration of the Committee on Oversight and Reform's IT scorecard continues to grade agencies implementation of key pieces of IT legislations which are FITARA, MGT Act, and FISMA. The COR staff selected these acts because they represent major legislative requirements. The data are generally publicly available and regularly updated. The implementation would improve IT acquisitions and operations, and GAO may have completed or ongoing work to verify reporting in these areas. In addition, the staff selected specific scoring methodologies for the areas from a wide range of options and then tasked GAO to collect and score the information according to COR's direction.</p> <p>The need for independent validation and verification of FISMA data submits from the respective HUD Business Units is needed to ensure information is correct and adequately presented.</p> <p>Most FITARA data is pulled from existing reports. As needed, OCIO solicits and compiles whatever information is needed and then submits to OMB via their Max quarterly Integrated Data Collection. OMB then uses this information to calculate the FITARA score. https://www.hud.gov/sites/dfiles/OCIO/documents/FITARA_score_12.pdf</p>
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► **Decrease in Non-Compliance Audit Findings**

This metric will track the percentage of Non-Compliance Audit Findings which have been closed each fiscal year.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
N/A	5%	44%	67% ⁴⁷¹	47%	50%	50%	50%	↑ Increase
Description:		Percentage of Non-Compliance Audit Findings closed annually.						
Data Source:		FY21 OIG FISMA Report; FISMA Metrics; HUD Office of the Chief Information Officer Audit Remediation Dashboard; Audit Resolution and Corrective Actions Tracking System (ARCATS) (eCase/Prepared by Client Tracker); GAO website; OIG Semi-annual report to Congress.						
Dimension & Unit of Measurement:		The reported data is measured as a percentage of all non-compliance audit findings closed in the relevant time period.						
Calculation Method:		(Number of audit findings closed each fiscal year) / (number of audit findings open at the beginning of the fiscal year)						
Frequency:		Data is captured weekly and updated on an annual basis to reflect the entire fiscal year.						
Data Quality:		Multiple data sources continue to create challenges for audit remediation. The Audit Remediation Dashboard was created to compile the data from the multiple sources into one centralized repository.						

⁴⁷¹ Updated FY 2021 number based on the year-end data that was not available when this report was created.



Validation and Verification:	The data is captured via weekly reports from multiple sources (GAO website, Cybersecurity and Assessment Management System, ARCATS, OIG spreadsheet, and Microsoft Teams.)
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EVIDENCE BUILDING

According to HUD OIG's Top Management Challenges Report for FY 2023, many of the Department's 200 IT investments have yet to be modernized. These legacy information systems pose a risk to HUD cybersecurity and can be more costly to maintain than newer technologies. HUD's IT modernization efforts are also impacted by inefficiencies in the Department's IT project management, which contributed to lapses in critical IT contracts. HUD, as a result, has identified strategies and milestones in the FY 2022-2026 Strategic Plan to help address IT modernization challenges. The Department is tracking the percentage of IT project managers, with sufficient Federal acquisition certifications, to better assess the capacity of staff capable of overseeing IT contracts. In FY 2023, HUD is looking to certify 85 percent of IT program management workforce to level 3 Federal acquisition certification.

Cybersecurity remains a challenge for HUD. In addition to modernization and enterprise efforts, the OIG stressed the importance of a monitoring strategy that is continuous and implements automated tools that can appropriately assess system controls. This monitoring strategy would then allow HUD to develop a methodology in collecting and analyzing system data to help manage cybersecurity threats. As part of implementing more modern cybersecurity capabilities, the Department has worked to mitigate threats posed through the supply-chain risk exposure and has established a HUD-wide supply chain review process. The next step will involve implementing an execution strategy for the supply chain review process which focuses on resources and clarifying responsibilities.

HUD is also tracking its quarterly and annual Federal Information Security Modernization Act (FISMA) scores to better assess maturity in the Department's IT security program. In FY 2022, the OIG scored HUD at level 2: Defined. This means that HUD's information security program has policies, procedures, and strategies in place but are not consistently implemented. In FY 2023 and FY 2024, HUD will continue to track its system security maturity levels.

Lastly, the OIG identified data privacy and protection as a key challenge for HUD. In addressing this challenge, HUD has begun to inventory personally identifiable information (PII) data to better protect its customers. In FY 2022, HUD approved a data governance program and initiated the creation of an Enterprise Data Asset and Resource Management Solution (EDARMS). The Solution will be used to identify HUD data stewards who will help prioritize the Department's data elements.

HUD is committed to overcoming the technology challenges needed to modernize its technology infrastructure and provide the systems needed to achieve the Department's mission. Through the data HUD collects on its information technology, the Department will explore answers to the following questions:

- *What IT legacy systems should be prioritized and modernized to mitigate IT security challenges?*
- *What key skill gaps are present in the HUD IT project management workforce?*
- *What trainings are required to close skill gaps present in the HUD IT workforce?*
- *How can HUD better protect personally identifiable information?*



Strategic Objective 5D: Enhance Financial and Grants Management

Provide sound financial and grants management.

LEADING THIS OBJECTIVE

Office of the Chief Financial Officer

OBJECTIVE

HUD aims to provide sound financial and grants management services so the Department can achieve financial excellence. HUD will work to maintain a clean audit opinion through sustaining improvements to internal controls, cash management, and cost accounting processes and coordination with the HUD Office of Inspector General (OIG) and the Government Accountability Office (GAO). To ensure priorities are aligned throughout the Department, HUD will facilitate quarterly governance meetings among program and support offices. The Department continues to modernize financial systems while simultaneously working to decommission legacy systems that burden HUD and the communities it serves. Improvements to the budget process will also be pursued.⁴⁷²



In addition to improvements to Departmental financial, budget, and cost accounting processes, HUD will continue building the Department's Enterprise Fraud and Risk Management (EFRM) Program. HUD aims to develop tools to help prevent and detect the misuse of taxpayer funds. HUD will address long-standing issues by bringing together program offices to preemptively identify and quickly resolve weaknesses. Doing so will drive progress toward the achievement of a positive, HUD-wide statement of assurance that internal controls over financial reporting is free of material weaknesses. Improvements made under this objective will enable HUD to be in a better position to reduce the number of open audit recommendations identified by OIG and GAO.

The Department remains focused on improving grants management and oversight by continuing to support the Federal government's drive toward results-oriented accountability for grants. HUD will leverage the use of analytics and launch a dashboard that will measure the efficiency and timeliness of program offices' Notice of Funding Opportunity (NOFO) submissions. This increase in transparency will lead to the timely identification of obstacles, as well as yield data that will improve the Department's overall NOFO issuance to ultimately benefit current and future grantees. HUD will also work to provide a more seamless grants management process by analyzing its current grants landscape and launching a pilot program to help program offices identify and address their grants-related business needs. This will include launching the Grants Evaluation Management System (GEMS) to provide a single portal for HUD's Office of Native American Programs (ONAP) grant lifecycle.⁴⁷³ GEMS will provide a grant lifecycle management solution that provides more efficient oversight, reduces manual

⁴⁷² The implementation of a streamlined budget formulation system is expected in FY 2022.

⁴⁷³ One of HUD's largest grant programs, the Indian Housing Block Grant, will launch GEMS. Additional HUD grant programs are planned to follow this initial launch.



workload, and improves customer experience for HUD grantees. These focused efforts will provide Department-wide opportunities to strengthen HUD's data collection, the grants lifecycle, and overall financial management.

2022 APR PROGRESS UPDATE




In FY 2022, HUD made considerable gains that enhance the Department's financial and grants management. For the third year in a row, HUD achieved a clean audit opinion. This audit included the fewest open recommendations of any HUD audit since 1996. The Department also exceeded its yearly targets in closing outstanding audit recommendations identified by OIG and GAO. In FY 2022, HUD successfully closed 39 percent of OIG's audit recommendations. This is 9 percent more than the FY 2022 target of 30 percent. HUD also closed out 25 percent of GAO's audit recommendations, which is 15 percent above the 10 percent target. Additionally, HUD developed a working group across the Department to identify and achieve milestones that will help mitigate key issues identified in OIG's Top Management Challenges Report for FY 2022. This working group will continue to collaborate in FY 2023 to ensure that the Department appropriately addresses its top management challenges.

The achievement of a clean audit opinion rests on a foundation of strong financial accounting processes, which is another area in which HUD experienced success in FY 2022. For example, the Department improved the financial reporting systems of FHA and Ginnie Mae, ensuring that reported data is accurate and provided in a timely manner. However, HUD experienced a delay in its effort to automate the creation and validation of financial statements due to insufficient funding.

The Department continued to mature its Enterprise Fraud and Risk Management (EFRM) Program. Doing so helps ensure that HUD prioritizes resources to ensure operational effectiveness in achieving our mission. In FY 2022, HUD refreshed the Department's Risk Profile and implemented a risk tool that helps HUD identify, assess, and manage its top risks. HUD also reinvigorated its quarterly Risk Management Council meetings to communicate and mitigate top risks across the Department in alignment with the Administration's priorities identified in the newly published HUD Strategic Plan.

Lastly, the Department made progress towards improving the grants management process in FY 2022. For example, HUD revised the Notice of Funding Opportunity (NOFO) template to reflect the Department's commitment to advancing racial equity. HUD also completed an inventory of grant programs to ensure up-to-date information on grant programs is accurately available to the public. The Department also established use of an internal NOFO Milestone Dashboard to increase transparency and enhance monitoring capabilities on the NOFO process. In FY 2022, the Department was able to issue 48 percent of its NOFOs within the Departmental requirement of 120 days. To increase this percentage, HUD established a Department-wide grants management collaboration group. This group worked together to identify gaps and potential strategies that will put HUD in a better position to issue future NOFOs in a timely manner. The Department also made investments in specific grant programs; for example, in FY 2022 HUD developed and released an improved grant management tool that allows the Office of Native American Programs to manage the entire Indian Housing Block Grant lifecycle in a single system. Going forward, HUD will build off these accomplishments as it explores additional ways to strengthen grants management.

STRATEGIES AND MAJOR MILESTONES

-  Denotes alignment with a [President's Management Agenda](#) Cross-Agency Priority (CAP) Goal
-  Denotes customer experience-focused strategies, sub-strategies, or milestones.
-  Denotes equity-focused strategies, sub-strategies, or milestones.

Strategies	Major Milestones
Coordinate with OIG and GAO to ensure HUD receives a clean audit.	11/30/2021: Achieve a clean audit opinion for FY21. – <i>Achieved as of 12/9/2021</i>





	<p>11/30/2022: Achieve a clean audit opinion in FY22. – <i>Achieved as of 11/30/2022</i></p> <p>11/30/2023: Achieve a clean audit opinion in FY23.</p> <p>11/30/2024: Achieve a clean audit opinion in FY24.</p>
Continue maturing the EFRM Program.	<p>6/30/2022: Complete the FY22 refresh of the HUD Risk Profile. – <i>Achieved as of 6/30/2022</i></p> <p>9/30/2022: Develop tools to identify, assess, and manage fraud risks identified in the FY22 risk profile refresh. – <i>Achieved as of 3/30/2022</i></p> <p>6/30/2023: Complete FY23 refresh of the HUD Risk Profile.</p> <p>9/30/2023: Develop tools to identify, assess, and manage fraud risks identified in the FY23 risk profile refresh.</p> <p>6/30/2024: Complete FY24 refresh of the HUD Risk Profile.</p> <p>9/30/2024: Develop tools to make continuous improvement to the fraud risk management program.</p>
Streamline HUD's financial accounting processes.	<p>9/30/2022: Develop a more automated approach in the creation and validation of HUD's financial statements and notes. – <i>Delayed to 9/30/2023</i>⁴⁷⁴</p> <p>9/30/2022: Collaborate with FHA and Ginnie Mae on accurate financial data submissions to Administrative Resource Center (ARC) by requiring all components to load its preliminary financial information in OneStream at least in the 3rd and 4th quarters prior to Government-wide Treasury Account Symbol Adjusted Trial Balance System certification.⁴⁷⁵ – <i>Achieved as of 10/9/2022</i></p> <p>10/31/2023: Collaborate with FHA and Ginnie Mae on accurate financial data submissions to ARC.</p>
Increase HUD's budget execution and reporting capacity.	<p>1/31/2023: Launch Phase I of the new OCFO Budget Dashboard. – <i>Achieved as of 1/6/2023</i></p> <p>2/28/2023: Draft a report on budget execution process improvement recommendations. – <i>Achieved as of 3/3/2023</i></p>

⁴⁷⁴ Because of limited funding production of BOTs to automate, notes validation has been delayed to 9/30/2023.

⁴⁷⁵ Requiring FHA and Ginnie Mae to load preliminary financial information in the 3rd and 4th quarters minimizes errors and discrepancies prior to the final data submission into ARC OneStream and Governmentwide Treasury Account Symbol Adjusted Trial Balance System certification.



	<p>9/30/2023: Establish a plan to improve budget execution processes.</p> <p>9/30/2023: Develop new budget execution reports to share with HUD program offices.</p> <p>3/31/2024: Launch Phase II of the OCFO Budget Dashboard.</p>
Enhance HUD's budget formulation process to decrease staff time needed to produce a high quality budget.	<p>3/31/2023: Streamline the final budget check process by developing a more modernized and user-friendly tracker via MS PowerApps.</p> <p>12/31/2023: Identify and utilize technological solutions to further automate number checks.</p>
Analyze HUD's grants landscape through oversight and data collection activities. ⁴⁷⁶ 	<p>9/30/2022: Complete analysis mapping for grant programs that are listed in the Assistance Listings (formerly known as Catalog of Federal Domestic Assistance [CFDA]). – <i>Achieved as of 9/14/2022</i></p> <p>12/31/2022: Complete analysis mapping of grant programs to systems and non-systems used in the grants lifecycle. – <i>Not Achieved</i>⁴⁷⁷</p> <p>12/31/2022: Begin an annual pilot with ONAP to analyze their grants lifecycle process. – <i>Not Achieved</i>⁴⁷⁸</p> <p>9/30/2023: Continue assessing HUD's grant lifecycle with the six grant-making program offices to define business, financial management, and technology enablement processes, or lack thereof.⁴⁷⁹</p> <p>9/30/2023: Identify opportunities, as well as resources, to improve efficiencies, business processes, education, and technology gaps. </p> <p>9/30/2024: Demonstrate progress and the maturation of assessments through alignments between HUD's grant-making program offices.</p>
Develop analytics to decrease the time between NOFO publication and award. ⁴⁸⁰ 	<p>3/31/2022: Launch the NOFO Milestone Dashboard. – <i>Achieved as of 12/31/2021</i></p>

⁴⁷⁶ This strategy aligns with CAP Goal 3.2: Build capacity in Federal financial management and through Federal financial assistance to catalyze American industrial strategy, address climate-related risks, and deliver equitable results.

⁴⁷⁷ This milestone has been discontinued due to a change in strategic approach in response to data collection activities with HUD's six grant making program offices.

⁴⁷⁸ This milestone is being discontinued based on updated information gathered during data collection activities with the six grant making program offices.

⁴⁷⁹ The six grant-making program offices at HUD are CPD, FHEO, Housing, OLHCHH, PD&R, and PIH.

⁴⁸⁰ This strategy has been achieved. It will not be tracked in future HUD Annual Performance Plans now that its milestones identified have been completed.



	<p>6/30/2022: Measure the efficiency and timeliness of NOFO submissions. – <i>Achieved as of 6/30/2022</i></p> <p>9/30/2022: Conduct a maturity assessment of the NOFO Milestone Dashboard. – <i>Achieved as of 9/20/2022</i></p> <p>9/30/2023: Establish quarterly meetings with internal stakeholders to address dashboard outputs and conduct continuous process monitoring. ²⁸</p>
Standardize the NOFO process by removing inefficiencies and streamlining processes.	<p>2/28/2023: Identify and assess gaps in the NOFO process and develop recommendations. – <i>Delayed to 4/1/2023</i>⁴⁸¹</p> <p>9/30/2023: Increase awareness of the NOFO process across the Department through five training webinars. – <i>Achieved as of 11/30/2022</i></p> <p>9/30/2024: Implement recommendations identified in the gap assessment of the NOFO process.</p>
Launch GEMS to provide HUD ONAP grant programs with a single portal for the entire grant lifecycle. – Achieved as of 8/8/2022 ⁴⁸²	<p>2/28/2022: Release GEMS 1.0 with data entry, review, and approval functionality. – <i>Achieved as of 2/28/2022</i></p> <p>2/28/2022: Create a user registration portal to enhance user access. – <i>Achieved as of 2/28/2022</i></p> <p>2/28/2022: Initiate a legacy system migration. – <i>Achieved as of 2/28/2022</i></p> <p>6/30/2022: Release GEMS 1.1, providing ONAP full lifecycle grants management functionality and significant improvements to reporting and dashboard capabilities. – <i>Achieved as of 8/8/2022</i></p>

⁴⁸¹ Delayed due to pending review with senior leadership.

⁴⁸² With the release of GEMS 1.0 and 1.1, this strategy has been achieved and as such will be closed out.



KEY PERFORMANCE INDICATORS

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

► Percentage of OIG and GAO recommendations closed

This key performance indicator measures the percentage of OIG and GAO recommendations closed from previously issued reports.

Sub-Metric	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target ⁴⁸³	FY24 Target	
OIG	36%	34%	39%	33%	39%	30%	20%	20%	↑ Increase
GAO	21.3%	7.4%	6.6%	25.9%	25%	10%	10%	10%	↑ Increase
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)								
Dimension & Unit of Measurement:	Percentage: Significantly overdue OIG and GAO audit remediation at of the end of the fiscal year								
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								
Data Quality:	Data are reliable and reviewed and maintained in ARCATS.								
Validation and Verification:	The number of significantly overdue recommendations is reported by ARCATS via an aging report. Source data are jointly maintained, managed, and confirmed by OIG, GAO, and HUD management.								

⁴⁸³ The FY 2023 targets have been adjusted in the F 2024 APP to because the remaining open OIG recommendations are more complex and challenging audits that require additional hours of collaboration and positioning of HUD's resources to address.



► **Percentage of Timely-Certified Open Obligations Reviews**

This metric measures the percentage of program offices that certify open obligations by annual HUD Office of the Chief Financial Officer (OCFO) deadlines.

Sub-Metric	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual ⁴⁸⁴	FY22 Target	FY23 Target	FY24 Target	
System Certification	85%	38%	83%	88%	92%	100%	100%	100%	↑ Increase
Memo Certification- Assistant Secretary or Equivalent	65%	95%	71%	88%	71%	100%	100%	100%	↑ Increase
Description:	This metric measures the percentage of program offices that certify open obligations by annual HUD OCFO deadlines.								
Data Source:	Treasury ARC, Program Accounting System, Line of Credit Control System (LOCCS), HUD Central Accounting and Program System (HUDCAPS), Financial Data Mart								
Dimension & Unit of Measurement:	Percentage: Time								
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								
Data Quality:	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 and Verification:	Program office data is verified by the OCFO in HUD's accounting systems.								

⁴⁸⁴ Due to unforeseen circumstances and competing Departmental priorities, two of the Department's Administrative Program offices were not able to meet the designated FY 2022 System Certification deadline of March 16, 2022. As such, FY 2022 targets were not met.



► **Percentage of the completed inventory of HUD grant programs and mapping to the corresponding Assistance Listing⁴⁸⁵**

This measure will track the percentage of the completed inventory of HUD grant programs and mapping to the corresponding Assistance Listing formerly known as CFDA.⁴⁸⁶

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
N/A	N/A	N/A	N/A	100%	100%	100%	N/A	↑ Increase
Description:		This measure will track the percentage of the completed inventory of HUD grant programs and mapping to the corresponding Assistance Listing formerly known as CFDA.						
Data Source:		Assistance Listing and HUD program offices' grant programs						
Dimension & Unit of Measurement:		Percentage						
Calculation Method:		Percent of completed inventory of HUD grant programs and mapping to the corresponding Assistance Listing						
Frequency:		Monthly						
Data Quality:		Education on regulatory naming conventions across the Department for accuracy in the identification of data.						
Validation and Verification:		Complete and validate inventory of HUD grant programs, which will be mapped to the associated Assistance Listing.						

► **Percentage of NOFOs issued within the Departmental requirement of 120 days**

This measure will track the percentage of NOFOs published within 120 days from the NOFO creation date.

Past Performance				Current Performance		Performance Plan		Preferred Direction
FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target ⁴⁸⁷	FY23 Target	FY24 Target	
N/A	N/A	N/A	N/A	48%	N/A	75%	75%	↑ Increase
Description:		This metric will track the percentage of NOFOs published within 120 days of approved budget.						

⁴⁸⁵ HUD has fully completed inventory of HUD grant programs in FY 2022. As such, this metric will no longer be tracked in the FY 2024 APP.

⁴⁸⁶ This metric did not exist in FY 2021. As such, data prior to FY 2021 was not previously tracked as part of HUD's annual performance plans. FY 2022 data will establish the baseline.

⁴⁸⁷ This metric is a new addition to the HUD Annual Performance Plan and Report. It was not included in the FY 2023 HUD Annual Performance Plan. As such, an FY 2022 target was not previously established for this indicator.



Data Source:	GrantSolutions Announcement Module (AM)
Dimension & Unit of Measurement:	Percentage
Calculation Method:	Percentage of NOFOs entered into AM
Frequency:	Monthly
Data Quality:	Reviews done across the Department and OMB
Validation and Verification:	Publication of NOFO

EVIDENCE BUILDING

HUD relies on many sources of evidence to develop its plans and programs focused on strengthening financial management. One key source is the “Top Management Challenges” report, an annual publication by HUD’s Office of the Inspector General (OIG). Three of the ten FY 2023 top management challenges aligned to financial management: *Sustaining Progress in Financial Management*, *Grants Management*, and *Fraud Risk Management*.

The Report notes HUD’s financial management maturation, highlighting HUD’s effective financial control operations, clean audit opinions, and progress towards resolving material weaknesses and significant deficiencies. It also notes that HUD has brought its Disaster Recovery Grant Reporting system into compliance, as of the end of FY 2022. Despite these improvements, HUD is aware of additional areas of growth that call for improvements to the Department’s internal controls over financial reporting and financial management systems.

The “Top Management Challenges” Report also identifies strengths and weaknesses in HUD’s grants management. The Report has found HUD’s support for its grantees, and subgrantees, has improved through provision of additional training tools, guidance, transparency, and flexibility. Challenges, however, do remain. The Report recommends HUD to improve in the areas of (1) ensuring that grantee expenditures are eligible and supported, (2) developing reliable and complete financial and performance information, (3) improving the timeliness in spending grant funds and executing grant programs, (4) navigating efficient and effective solutions to complex societal challenges when there are multiple sources of fundings, (5) increasing the Department’s capacity to oversee grant programs, and (6) strengthening subrecipient monitoring.

The Report similarly provides evidence of HUD’s progress and need for additional growth in the management of fraud risk. The OIG shared positive developments, such as HUD’s development of a fraud risk assessment program supported by Departmental policy and analytic tools to help identify fraud risks. It comments positively on HUD’s efforts to educate grantees on fraud prevention and deterrence and the Department’s commitment to continue developing its enterprise fraud and risk management program. However, the Report has called for additional certifications and trainings to prevent fraud and promote accountability, particularly for HUD’s disaster assistance program and pandemic relief funds.



Strategic Objective 5E: Improve Ease, Effectiveness, and Trust in HUD Services

Institutionalize customer experience (CX) management and elevate the customer perspective across HUD.

LEADING THIS OBJECTIVE

Office of the Chief Financial Officer

OBJECTIVE

HUD exists to ensure safe and affordable housing for all people residing in America by working with a wide range of customers—individuals, businesses, and organizations—that interact with the HUD directly or indirectly.⁴⁸⁸ HUD



will meet the needs of its diverse customers by integrating their perspectives and lived experiences into the very fabric of what the Department does. In alignment with the Biden-Harris Management Agenda, HUD is committed to providing equitable customer experiences that will improve the efficiency, security, and effectiveness of Departmental services.⁴⁸⁹ HUD will drive this transformation toward customer-centricity by: 1) better understanding the lived experiences of HUD's customers; 2) establishing a customer listening practice; 3) designing and implementing solutions that measurably improve CX; and 4) integrating customer-centricity into the culture and organization of HUD.

Identifying the scope of customer needs is critical to ensuring the Department is truly removing barriers to its offerings and improving public trust in government. To gain this understanding, HUD will investigate how its policies, programs, and services impact customers across the Department's five Service Ecosystems.⁴⁹⁰ HUD will lean into a research-first approach, establishing foundational understanding of its customers and using this to direct the actions the Department takes to improve the delivery of its services. Additionally, the Department is directly engaged in supporting the cross-governmental Life Experience CX efforts being led by the Office of Management and Budget (OMB), focused on improving service delivery for instances where the public is required to engage with multiple agencies.⁴⁹¹

⁴⁸⁸ Who is a Federal Government customer?" https://www.performance.gov/cx/assets/files/a11_2021-FY22.pdf.

⁴⁸⁹ The Biden-Harris Management Agenda: <https://www.performance.gov/pma/>.

⁴⁹⁰ HUD programs can be organized into five Service Ecosystems that address distinct sets of customer needs: 1) Access to Affordable Rental Homes are programs to grow, preserve, and fund affordable rental home access, and provide supportive services to residents; 2) Homeownership Opportunity & Housing Market Stability are programs and lending/securities products that facilitate equal opportunity homeownership and strengthen the market; 3) Housing Quality & Improved Living Conditions are programs to assess and mitigate hazards or deficiencies in housing, and tools to facilitate asset management for HUD and improved living conditions for citizens; 4) Economic Growth & Community Resilience are grants and programs to stimulate economic development and grow strong, resilient communities or revitalize those in disaster areas; and 5) Fair Housing and Equal Opportunity Enforcement are support to agencies and organizations ensuring fair, safe, equitable housing practices and channels for citizen reporting of potential housing discrimination.

⁴⁹¹ Cross agency Life Experiences: <https://www.performance.gov/cx/projects/>.



HUD will elevate the voice of its customers by establishing a robust customer listening practice in compliance with OMB Circular A-11 Section 280.⁴⁹² A Department-wide implementation of a Voice of the Customer (VOC) tool would allow the Department to capture real-time feedback from customers at pivotal “Moments that Matter.”⁴⁹³ To this end, HUD is building toward consistent data collection of the key customer experience metrics of trust and satisfaction for both of the Department’s designated services, as an OMB-designated High Impact Service Provider (HISP).⁴⁹⁴ The Department will continue to collect and build upon data collected by the Federal Housing Administration’s (FHA) resource center while also working toward establishing baselines for these same metrics with the Office of Fair Housing and Equal Opportunity (FHEO) on their service for customers to file a discrimination complaint. Measuring the experience of HUD’s customers and employees will equip the Department with the data and insight necessary to advance proactive solutions that improve accessibility and usability of services and information.

The Department will conduct CX improvement initiatives that will measurably improve HUD’s operations. HUD will create a formalized process for involving stakeholders by designing high-quality solutions using Human-Centered Design and co-creation methods. Furthermore, HUD will better enable cross-program and cross-partner collaboration by promoting data-sharing protocols and improving enterprise technology solutions. This will be achieved by embedding CX practices into the system development life cycle to ensure technology solutions are well-designed, widely accessible, and measurably improve customer experiences.

Sustaining customer-centricity means changing culture at every level. HUD will develop a customer-centric culture by providing employees with new CX tools, skills, and knowledge. The guiding focus will be on instilling the principles, practices, and processes necessary to ensure HUD decisions that are equitable, inclusive, and customer-centric. Together, these efforts will drive HUD toward an operational paradigm that puts customers first in the creation of strong, sustainable, inclusive communities and quality affordable homes for all.

2022 APR PROGRESS UPDATE

In response to the President’s Management Agenda Priority 2: *Delivering excellent, equitable, and secure Federal services and customer experience*,⁴⁹⁵ Executive Order 14058: *Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government*,⁴⁹⁶ and OMB Circular A-11 Section 280: *Managing Customer Experience and Improving Service Delivery*,⁴⁹⁷ HUD acted to prioritize its CX capacity and deliver better, more equitable experiences for its customers in FY 2022.

Throughout the fiscal year, the Department made significant strides in developing a better understanding of its customers’ lived experiences through a research-first approach, utilizing Human-Centered Design methodologies. HUD completed customer research on the process for filing a fair housing discrimination complaint and supported Federal cross-agency research on five key life experiences.⁴⁹⁸ Through these projects, HUD created a catalog of research artifacts that the Department will utilize in the design and implementation of customer-centric, high-quality solutions to improve service delivery. Additionally, HUD is leveraging this research to establish replicable standards, toolkits, and models for future customer research efforts across the Department.

HUD has made progress in the establishment of a customer listening practice through the procurement of a Voice of the Customer (VOC) tool. Additionally, the Department established a governance process to create and

⁴⁹² OMB Circular A-11 section 280: <https://www.performance.gov/cx/assets/files/a11-280.pdf>.

⁴⁹³ “Moments that Matter” are the specific interactions along a customer journey that trigger customer feelings and leave lasting impressions that can likely lead to a make-or-break decision about their future relationship and trust with the Department.

⁴⁹⁴ HUD’s two designated services as an OMB-designated High Impact Service Provider are: Seeking information about FHA loan programs and loss mitigation services (administered by the Federal Housing Administration) and filing a housing discrimination complaint (administered by the Office of Fair Housing and Equal Opportunity).

⁴⁹⁵ <https://www.performance.gov/pma/cx/>

⁴⁹⁶ <https://www.Federalregister.gov/documents/2021/12/16/2021-27380/transforming-Federal-customer-experience-and-service-delivery-to-rebuild-trust-in-government>

⁴⁹⁷ https://www.performance.gov/cx/assets/files/a11_2020_sec280.pdf

⁴⁹⁸ HUD participated across all five designated cross-agency life experiences: <https://www.performance.gov/cx/projects/>



implement customer surveys. HUD also created standards and guidelines for how questions are asked, and data is collected to enable accurate and effective data analysis, reporting, and service recovery.

The Department's continued efforts to design and implement solutions that measurably improve CX has been most notably highlighted by the improvement of digital services for customers. Utilizing Human-Centered Design methodologies, HUD is redesigning the Department's Reasonable Accommodation and Modifications website, making it easier to use and more accessible to customers. Furthermore, the Department is working towards the redevelopment of HUD's Disaster Resources webpage to more clearly provide critical information related to disaster recovery efforts.⁴⁹⁹ As a part of this effort, HUD is currently developing a new connected webpage that focuses on clearly communicating disaster recovery resources available to individuals and families. The Department will continue to develop and implement customer-centric solutions, backed by research findings, as its CX maturity increases.

Lastly, HUD diligently worked to integrate customer-centricity into its culture and organization. The Department established a committee of leaders from across the organization to champion CX efforts and methodologies in the day-to-day work of the Department. HUD prioritized the creation of a centralized, cross-cutting CX capacity in its FY 2023 and FY 2024 budget requests, with a focus on increasing staff capacity to support expanded CX efforts across the Department. Moreover, to promote greater CX capacity building across the Department, HUD continued to compile and publish CX resources, case studies of previous projects and research, as well as training materials and toolkits from across the government and private sector. HUD's focus remains on integrating CX methodologies into its organizational processes to foster a more customer-centric culture and organization that better serves its customers and delivers on its mission.

STRATEGIES AND MAJOR MILESTONES

Denotes alignment with a [President's Management Agenda](#) Cross-Agency Priority (CAP) Goal

Denotes customer experience-focused strategies, sub-strategies, or milestones.

Denotes equity-focused strategies, sub-strategies, or milestones.




Strategies	Major Milestones
Better understand the lived experience of HUD's customers. ⁵⁰⁰	<p><u><i>Develop a Human Centered Design (HCD) research practice to identify moments that matter.</i></u></p> <p>6/30/2022 Complete research in Fair Housing and Equal Opportunity Enforcement ecosystem. – <i>Achieved as of 5/31/2022</i></p> <p>9/30/2022: Complete research on Surviving a Disaster life event. – <i>Achieved as of 7/15/2022</i></p> <p>9/30/2022: Establish a centralized catalog of CX artifacts that are annually reviewed.⁵⁰¹ – <i>Achieved as of 4/30/2022</i></p>

⁴⁹⁹ <https://www.hud.gov/info/disasterresources>

⁵⁰⁰ This strategy aligns with CAP Goal 2.1: Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes. This strategy also aligns with CAP Goal 2.2: Design, build, and manage Government service delivery for key life experiences that cut across Federal agencies. This strategy also aligns with CAP Goal 2.3: Identify and prioritize the development of Federal shared products, services, and standards that enable simple, seamless, and secure customer experiences across High Impact Service Providers.

⁵⁰¹ CX artifacts are the outputs of CX research. For example: personas are a representation of a customer type based on facts from interviews and observations; journey map is a visualization of how a customer interacts with our organization as they try to accomplish a task or meet a goal; and service blueprint is a visualization of the relationships between different service components (such as people or processes) at various touchpoints in a specific customer journey.



	<p>12/30/2022: Complete research on Experiencing Homelessness life event. – <i>Delayed to 9/30/2023</i></p> <p>9/30/2023: Complete two additional customer understanding research projects to inform Human-Centered Design improvement projects.</p> <p>9/30/2024: Complete four additional customer understanding research projects to inform Human-Centered Design improvement projects.</p>
<p>Establish a customer listening practice.⁵⁰²   </p>	<p><u><i>Establish a Voice of the Customer program to improve business intelligence, data-driven decision-making, and service delivery.</i></u></p> <p>3/30/2022: Establish a HUD-wide governance process to create and implement surveys. – <i>Achieved as of 1/28/2022</i></p> <p>3/30/2022: Set standards for how questions are asked and how data is collected to ensure consistency. – <i>Achieved as of 3/30/2022</i></p> <p>9/30/2023: Procure a VOC tool. – <i>Achieved as of 9/30/2022</i></p> <p>9/30/2023: Establish a roadmap for VOC implementation across the Department.</p> <p>9/30/2023: Launch VOC implementations across both of HUD's designated services as HISP.</p> <p>9/30/2024: Expand VOC listening practice beyond HISP-designated services.</p>
<p>Design and implement solutions that measurably improve HUD CX.⁵⁰³   </p>	<p><u><i>Support the implementation, delivery, and continuous improvement of solutions.</i></u></p> <p>6/30/2022: Align HUD's Reasonable Accommodation and Modifications website prototype to United States Web Design System (USDWS) standards to increase ease and accessibility.⁵⁰⁴ – <i>Achieved as of 4/22/2022</i></p> <p>1/30/2023: Redesign HUD's Disaster Resources webpages to provide more accessible and customer-centric information. – <i>Achieved as of 12/12/2022</i></p>

⁵⁰² This strategy aligns with CAP Goal 2.1: Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes. This strategy also aligns with CAP Goal 2.2: Design, build, and manage Government service delivery for key life experiences that cut across Federal agencies. This strategy also aligns with CAP Goal 2.3: Identify and prioritize the development of Federal shared products, services, and standards that enable simple, seamless, and secure customer experiences across High Impact Service Providers.

⁵⁰³ This strategy aligns with CAP Goal 2.1: Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes.

⁵⁰⁴ USDWS: <https://designsystem.digital.gov/>



	<p>9/30/2023: Create a formalized process for intake and prioritization of potential CX initiatives.</p> <p>9/30/2023: Design a solution based on research with FHEO and customers to improve the discrimination complaint process.</p> <p>9/30/2024: Design at least two solutions based on research with HUD customers to improve the ease, effectiveness, and trust in HUD services.</p>
<p>Integrate customer-centricity into the culture and organization of HUD. 18</p>	<p><u>Integrate CX methodologies into HUD's organizational processes</u></p> <p>6/30/2022: Establish a leadership committee of representatives from across HUD to champion CX to program office and field staff. – <i>Achieved as of 6/9/2022</i></p> <p>9/30/2023: Establish a centralized, cross-cutting customer experience capacity to support program offices.</p> <p>9/30/2024: Establish a library of CX trainings that are annually updated.</p>

KEY PERFORMANCE INDICATORS

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

► Customer satisfaction of the Federal Housing Administration (FHA) Resource Center

This measure will track the overall customer satisfaction of the FHA Resource Center through five surveys from the Originations Operations of the Department's single-family programs at HUD's four Homeownership Centers and Headquarters office, and two surveys from the Servicing Operations of HUD's National Servicing Center and its contractor.

Sub-Metric	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
Percentage of customers satisfied with the Originations Operations	80.4%	84.0%	79.3 %	74.9%	76.72%	75%	80%	80%	↑ Increase
Percentage of customers satisfied with	N/A	N/A	49.3%	44.5%	40.27%	50%	50%	50%	↑ Increase



the Servicing Operations ⁵⁰⁵									
Sub-Metric: Percentage of customers satisfied with the Originations Operations									
Description:		Overall customer satisfaction of the FHA Resource Center through five surveys from the Originations Operations of the Department’s single-family programs at HUD’s four Homeownership Centers and Headquarters office							
Data Source:		Five surveys from the Originations Operations of the Department’s single-family programs at HUD’s four Homeownership Centers and Headquarters office.							
Dimension & Unit of Measurement:		The dimension and unit of measurement for the data reflects the percentage of yearly surveys that received “strongly agree” or “agree” ratings in satisfaction. The unit of measurement includes all survey responses versus the number of those surveys which have “strongly agree” or “agree” ratings.							
Calculation Method:		Average yearly percentage on customer satisfaction survey question. The number of surveys with a “strongly agree” or “agree” rating on the five Originations Operations surveys divided by the total number of survey responses received on a yearly basis.							
Frequency:		The FHA Resource Center survey instruments are conducted monthly. Each survey is sent out to a specific percentage of customers after they receive services.							
Data Quality:		Survey Monkey is utilized for capturing Originations Operations survey results. This application creates and sends survey links to collect responses. Monthly survey data is downloaded each month. The application has reporting features that convert survey responses into a summary report.							
Validation and Verification:		A quality control process has been implemented to ensure the data for every survey is validated and captured. Individual responses are exported from Survey Monkey into a spreadsheet. Individual survey data is compared with the summary results provided in the application. This system is recognized as industry accepted commercial off-the-shelf (COTS) applications for completing this activity.							
Sub-Metric: Percentage of customers satisfied with the Servicing Operations									
Description:		Percentage of customers satisfied with the Servicing Operations							
Data Source:		Two surveys from the Servicing Operations of HUD’s National Servicing Center and their contractor.							
Dimension & Unit of Measurement:		The dimension and unit of measurement for the data reflects the percentage of yearly surveys that received “strongly agree” or “agree” ratings in satisfaction. The unit of measurement includes all survey responses versus the number of those surveys which have “strongly agree” or “agree” ratings.							
Calculation Method:		Average yearly percentage on customer satisfaction survey question. The number of surveys with a “strongly agree” or “agree” rating on the two National Servicing Center surveys divided by the total number of survey responses received on a yearly basis.							

⁵⁰⁵ The FHA Resource Center did not handle any of the National Servicing Center calls until 2019.



Frequency:	The FHA Resource Center survey instruments are conducted monthly. Each survey is sent out to a specific percentage of customers after they receive services.
Data Quality:	GSA Touch Points is utilized for capturing survey results. This application creates and sends survey links to collect responses. Monthly survey data is downloaded month. The application has reporting features that convert survey responses into a summary report.
Validation and Verification:	A quality control process has been implemented to ensure the data for every survey is validated and captured. Individual responses are exported from GSA Touch Points system into a spreadsheet. Individual survey data is compared with the summary results provided in the application. This system is recognized as industry accepted COTS applications for completing this activity.

► **Customer trust measurement of the Federal Housing Administration (FHA) Resource Center**

This measure will track perceptions of trust in the FHA Resource Center through five surveys from the Originations Operations of the Department's single-family programs at HUD's four Homeownership Centers and Headquarters office, and two surveys from the Servicing Operations of HUD's National Servicing Center and their contractor.

Sub-Metric	Past Performance				Current Performance		Performance Plan		Preferred Direction
	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY22 Target	FY23 Target	FY24 Target	
Percentage of customers who trust the Originations Operations ⁵⁰⁶	N/A	N/A	75.3%	72.1%	73.86%	75%	75%	75%	↑ Increase
Percentage of customers who trust the Servicing Operations ⁵⁰⁷	N/A	N/A	43.7%	35.9%	35.17%	50%	50%	50%	↑ Increase
Sub-Metric: Percentage of customers who trust the Originations Operations									
Description:	Percentage of customers who trust the Originations Operations								
Data Source:	Five surveys from the Originations Operations of the Department's single-family programs at HUD's four Homeownership Centers and Headquarters office.								

⁵⁰⁶ HUD is a High Impact Service Provider (HISP) and is required by OMB Circular A-11 Section 280 to submit CX data for public reporting. Transactional customer feedback surveys must include: (1) A required overall trust score, and (2) A required overall score of the transaction (satisfaction). Prior to 2019 the FHA Resource Center did not collect trust in the Department's transactional customer feedback surveys. <https://www.performance.gov/cx/assets/files/a11-280.pdf>

⁵⁰⁷ The FHA Resource Center did not handle any of the National Servicing Center calls until 2019. HUD is a High Impact Service Provider (HISP) and is required by OMB Circular A-11 Section 280 to submit CX data for public reporting. Transactional customer feedback surveys must include: (1) A required overall trust score, and (2) A required overall score of the transaction (satisfaction). Prior to 2019 the FHA Resource Center did not collect trust in the Department's transactional customer feedback surveys. <https://www.performance.gov/cx/assets/files/a11-280.pdf>



Dimension & Unit of Measurement:	The dimension and unit of measurement for the data reflects the percentage of yearly surveys that received “strongly agree” or “agree” ratings in trust in the Department. The unit of measurement includes all survey responses versus the number of those surveys which have “highly satisfied” or “satisfied” ratings.
Calculation Method:	Average yearly rating on customer trust survey question. The number of surveys with a “highly satisfied” or “satisfied” rating on the five Originations Operations surveys divided by the total number of survey responses received on a yearly basis.
Frequency:	The FHA Resource Center survey instruments are conducted monthly. Each survey is sent out to a specific percentage of customers after they receive services.
Data Quality:	Survey Monkey is utilized for capturing Originations Operations survey results. This application creates and sends survey links to collect responses. Monthly survey data is downloaded each month. The application has reporting features that convert survey responses into a summary report.
Validation and Verification:	A quality control process has been implemented to ensure the data for every survey response is validated and captured. Individual responses are exported from Survey Monkey into a spreadsheet. Individual survey data is compared with the summary results provided in the application. This system is recognized as industry accepted COTS applications for completing this activity.
Sub-Metric: Percentage of customers who trust the Servicing Operations	
Description:	Percentage of customers who trust the Servicing Operations
Data Source:	Two surveys from the Servicing Operations of HUD’s National Servicing Center and their contractor.
Dimension & Unit of Measurement:	The dimension and unit of measurement for the data reflects the percentage of yearly surveys that received “highly satisfied” or “satisfied” ratings in trust in the Department. The unit of measurement includes all survey responses versus the number of those surveys which have “highly satisfied” or “satisfied” ratings.
Calculation Method:	Average yearly rating on customer trust survey question. The number of surveys with a “highly satisfied” or “satisfied” rating on the five Originations Operations surveys divided by the total number of survey responses received on a yearly basis.
Frequency:	The FHA Resource Center survey instruments are conducted monthly. Each survey is sent out to a specific percentage of customers after they receive services.
Data Quality:	General Services Administration (GSA) Touch Points is utilized for capturing survey results. This application creates and sends survey links to collect responses. Monthly survey data is downloaded month. The application has reporting features that convert survey responses into a summary report.



Validation and Verification:	A quality control process has been implemented to ensure the data for every survey is validated and captured. Individual responses are exported from GSA Touch Points system into a spreadsheet. Individual survey data is compared with the summary results provided in the application. This system is recognized as industry accepted COTS applications for completing this activity.
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EVIDENCE BUILDING

Federal government is focused on delivering programs and services more effectively, building trust for recipients, advancing equity, and supporting underserved communities. Evidence from America's Customer Satisfaction Index suggests there is substantial need for improvement. The American Customer Satisfaction Index (ACSI) estimates of customer satisfaction are generated by econometric modeling of survey data, where expectations and perceptions of the quality of government services are used as inputs and complaints and citizen trust in government are used as outputs. The 2019 ACSI found that HUD ranked 14 points below the mean government score of 68.1.⁵⁰⁸ While the most recent ACSI did not disaggregate HUD, it did show that citizen satisfaction with the general Federal government is at an all-time low.⁵⁰⁹

Improving CX depends critically on building evidence to inform effective change. The development of the Voice of the Customer (VOC) tool by the Chief Financial Officer is foundational to this evidence-building work.⁵¹⁰ HUD is committed to centering equity considerations through CX evidence-building.

Earlier HUD research in the CX domain remains pertinent. HUD has used statistically representative surveys in various ways to measure satisfaction of final customers (assisted renters), including through use of the Resident Assessment Subsystem by the Real Estate Assessment Center for project-based programs during 2000–2003⁵¹¹ and Office of Policy Development and Research (PD&R) surveys of voucher households. In support of the Government Performance and Results Act, PD&R also conducted several program partner satisfaction surveys to measure service delivery outcomes for partner groups such as housing providers, cities, lenders, and grantees.⁵¹² The partner survey work provided the insight that satisfaction of HUD's program partners depends in part on whether they perceive the Department as primarily regulating or primarily supporting them. Such evidence suggests that engaging employees and partners in a compelling shared mission could be a key strategy for improving customer experience and outcomes in the present CX initiative.

HUD's Learning Agenda includes a research question principally related to objective 5E:

- *Which drivers of customer experience most frequently hinder satisfaction and trust for specific program service?*

⁵⁰⁸ American Customer Satisfaction Index. 2020. "ACSI Federal Government Report 2019." https://www.theacsi.org/images/stories/images/reports/20jan_gov-report-2019.pdf.

⁵⁰⁹ American Customer Satisfaction Index. 2021. "ACSI Federal Government Report 2021." https://www.theacsi.org/wp-content/uploads/2022/08/22jan_FED-GOV-Report.pdf

⁵¹⁰ HUD. 2020. HUD Research Roadmap: 2020 Update. <https://www.huduser.gov/PORTAL/sites/default/files/pdf/ResearchRoadmap-2020.pdf>. See p.58.

⁵¹¹ See for example indicators 1.2.4.5 and 5.1.3 of HUD FY 2001 Annual Performance Report. https://www.hud.gov/program_offices/cfo/reports/cforeptpriorforep.

⁵¹² PD&R, 2009. "Tell Us About Your Home: Three Years of Surveying Housing Quality and Satisfaction in the Housing Choice Voucher Program." <https://www.huduser.gov/portal/publications/Tell-Us-About-Your-Home.html>. 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).

Cross-Agency Priority Goals

Established by the Government Performance and Results 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 management improvements across the Federal Government. Each goal focuses on driving cross-governmental collaboration and tackling government-wide management challenges affecting most agencies. Goals will feature clearly named accountable officials; data-driven reviews that incorporate a broad range of quantitative and qualitative inputs; and reporting to the public through a common website as a framework to drive performance improvements.

A series of Administration-wide CAP Goals were released during FY 2022. Please refer to <https://www.performance.gov/> for the Department's contributions and progress toward the CAP Goals, where applicable.

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Target	Page
1: Strengthening and empowering the Federal workforce	1.1 Attract and hire the most qualified employees, who reflect the diversity of our country, in the right roles across the Federal Government	5A: Enable the HUD Workforce	Allocate resources to ensure human capital planning and operations enable HUD to hire, and retain, a highly-skilled workforce.	Issue Departmental Employee Engagement Plan.	4/25/2022	170
1: Strengthening and empowering the Federal workforce	1.1 Attract and hire the most qualified employees, who reflect the diversity of our country, in the right roles across the Federal Government	5A: Enable the HUD Workforce	Allocate resources to ensure human capital planning and operations enable HUD to hire, and retain, a highly-skilled workforce.	Program offices complete and issue their plans (or plan updates) aligned to Departmental goals, along with (optional) program office specific goals.	5/27/2022	170
1: Strengthening and empowering the Federal workforce	1.1 Attract and hire the most qualified employees, who reflect the diversity of our country, in the right roles across the Federal Government	5A: Enable the HUD Workforce	Allocate resources to ensure human capital planning and operations enable HUD to hire, and retain, a highly-skilled workforce.	Launch workforce planning tools in soliciting multi-year staffing forecasting data	5/27/2022	170

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Target	Page
1: Strengthening and empowering the Federal workforce	1.1 Attract and hire the most qualified employees, who reflect the diversity of our country, in the right roles across the Federal Government	5A: Enable the HUD Workforce	Allocate resources to ensure human capital planning and operations enable HUD to hire, and retain, a highly-skilled workforce.	Develop a human capital data governance structure to ensure the integrity and validity of source data and support customer needs.	3/31/2023	170
1: Strengthening and empowering the Federal workforce	1.1 Attract and hire the most qualified employees, who reflect the diversity of our country, in the right roles across the Federal Government	5A: Enable the HUD Workforce	Allocate resources to ensure human capital planning and operations enable HUD to hire, and retain, a highly-skilled workforce.	Implement multi-year position management and staffing forecasting processes.	9/30/2023	170
1: Strengthening and empowering the Federal workforce	1.1 Attract and hire the most qualified employees, who reflect the diversity of our country, in the right roles across the Federal Government	5A: Enable the HUD Workforce	Allocate resources to ensure human capital planning and operations enable HUD to hire, and retain, a highly-skilled workforce.	Refresh employee engagement plans at the Departmental and program office levels for FY 2024-2025.	3/31/2024	170
1: Strengthening and empowering the Federal workforce	1.1 Attract and hire the most qualified employees, who reflect the diversity of our country, in the right roles across the Federal Government	5A: Enable the HUD Workforce	Allocate resources to ensure human capital planning and operations enable HUD to hire, and retain, a highly-skilled workforce.	Advance maturity of the HUD recruitment model by developing targeted outreach strategies and promoting diversity in HUD candidate pools.	9/30/2024	170
1: Strengthening and empowering the Federal workforce	1.2 Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union, and have an effective voice in their workplaces through their union, and thrive throughout their careers	5A: Enable the HUD Workforce	Provide opportunities for continuous development and professional growth to meet HUD's mission needs.	Develop a curriculum plan to address HUD Human Resources Competency gaps	7/30/2022	171

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Target	Page
1: Strengthening and empowering the Federal workforce	1.2 Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union, and have an effective voice in their workplaces through their union, and thrive throughout their careers	5A: Enable the HUD Workforce	Provide opportunities for continuous development and professional growth to meet HUD's mission needs.	Establish training plans to address results of the Departmental Competency and Skill Gap Study.	7/30/2023	171
1: Strengthening and empowering the Federal workforce	1.2 Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union, and have an effective voice in their workplaces through their union, and thrive throughout their careers	5A: Enable the HUD Workforce	Proactively prevent discrimination on the basis of race, color, religion (including failure to accommodate), sex (including pregnancy and gender identity), national origin, age, disability (including failure to accommodate), genetic information, sexual orientation, and parental status, as well as retaliation for prior protected EEO activity. <i>Sub-Strategy:</i> Improve Departmental Equal Employment Opportunity (EEO) processes.	Launch the inaugural Program Office Barrier Analysis Survey in FY22, with intent on establishing the process as an annual endeavor.	6/30/2022	171
1: Strengthening and empowering the Federal workforce	1.2 Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union, and have an effective voice in their workplaces through their union, and thrive throughout their careers	5A: Enable the HUD Workforce	Proactively prevent discrimination on the basis of race, color, religion (including failure to accommodate), sex (including pregnancy and gender identity), national origin, age, disability (including failure to accommodate), genetic information, sexual orientation, and parental status, as well as retaliation for prior protected EEO activity.	Fully implement an Electronic Management system to improve Office of Departmental Equal Employment Opportunity processes.	9/30/2022	171

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Target	Page
			<i>Sub-Strategy:</i> Improve Departmental Equal Employment Opportunity (EEO) processes.			
1: Strengthening and empowering the Federal workforce	1.2 Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union, and have an effective voice in their workplaces through their union, and thrive throughout their careers	5A: Enable the HUD Workforce	Proactively prevent discrimination on the basis of race, color, religion (including failure to accommodate), sex (including pregnancy and gender identity), national origin, age, disability (including failure to accommodate), genetic information, sexual orientation, and parental status, as well as retaliation for prior protected EEO activity. <i>Sub-Strategy:</i> Improve Departmental Equal Employment Opportunity (EEO) processes.	Fully establish a training hub focused on EEO education and processes.	9/30/2023	171

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Target	Page
1: Strengthening and empowering the Federal workforce	1.2 Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union, and have an effective voice in their workplaces through their union, and thrive throughout their careers	5A: Enable the HUD Workforce	Proactively prevent discrimination on the basis of race, color, religion (including failure to accommodate), sex (including pregnancy and gender identity), national origin, age, disability (including failure to accommodate), genetic information, sexual orientation, and parental status, as well as retaliation for prior protected EEO activity. <i>Sub-Strategy:</i> Promote and enhance awareness of HUD affinity and employee resource groups to HUD employees.	Engage with all HUD affinity and employee resource groups to partner on thoughtful DEIA initiatives to promote awareness.	9/30/2022	171
1: Strengthening and empowering the Federal workforce	1.2 Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union, and have an effective voice in their workplaces through their union, and thrive throughout their careers	5A: Enable the HUD Workforce	Proactively prevent discrimination on the basis of race, color, religion (including failure to accommodate), sex (including pregnancy and gender identity), national origin, age, disability (including failure to accommodate), genetic information, sexual orientation, and parental status, as well as retaliation for prior protected EEO activity. <i>Sub-Strategy:</i> Promote and enhance awareness of HUD affinity and employee resource groups to HUD employees.	Continue quarterly engagements with all HUD affinity/employee resource groups to assess success of outreach initiatives and partner on development of new initiatives to promote awareness	9/30/2023	171

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Target	Page
1: Strengthening and empowering the Federal workforce	1.2 Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union, and have an effective voice in their workplaces through their union, and thrive throughout their careers	5A: Enable the HUD Workforce	Proactively prevent discrimination on the basis of race, color, religion (including failure to accommodate), sex (including pregnancy and gender identity), national origin, age, disability (including failure to accommodate), genetic information, sexual orientation, and parental status, as well as retaliation for prior protected EEO activity. <i>Sub-Strategy:</i> Promote and enhance awareness of HUD affinity and employee resource groups to HUD employees.	Establish a barrier analysis team and conduct tracing activities on triggers and barriers identified during annual MD715 report.	9/30/2024	172
1: Strengthening and empowering the Federal workforce	1.2 Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union, and have an effective voice in their workplaces through their union, and thrive throughout their careers	5A: Enable the HUD Workforce	Integrate principles of diversity, equity, inclusion, and accessibility (DEIA) into all HUD programs, policies, and practices. <i>Sub-Strategy:</i> Use workforce analytics to enhance data-driven decision-making, based on workforce trends.	Establish a governance structure in partnership with EEO to provide quarterly DEIA briefings with HUD program offices.	9/30/2022	172
1: Strengthening and empowering the Federal workforce	1.2 Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union, and have an effective voice in their workplaces through their union, and thrive throughout their careers	5A: Enable the HUD Workforce	Integrate principles of diversity, equity, inclusion, and accessibility (DEIA) into all HUD programs, policies, and practices. <i>Sub-Strategy:</i> Use workforce analytics to enhance data-driven decision-making, based on workforce trends.	Procure a recruiting tool, including a Recruiting DEIA Sourcing Tool.	9/30/2023	172

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Target	Page
1: Strengthening and empowering the Federal workforce	1.2 Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union, and have an effective voice in their workplaces through their union, and thrive throughout their careers	5A: Enable the HUD Workforce	<p>Integrate principles of diversity, equity, inclusion, and accessibility (DEIA) into all HUD programs, policies, and practices.</p> <p><i>Sub-Strategy:</i> Use workforce analytics to enhance data-driven decision-making, based on workforce trends.</p>	Review employee participation in expanded workplace flexibilities to identify potential disparities and ensure equity across the Department.	9/30/2024	172
1: Strengthening and empowering the Federal workforce	1.2 Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union, and have an effective voice in their workplaces through their union, and thrive throughout their careers	5A: Enable the HUD Workforce	<p>Integrate principles of diversity, equity, inclusion, and accessibility (DEIA) into all HUD programs, policies, and practices.</p> <p><i>Sub-Strategy:</i> Expand personnel and technology resources to support a robust DEIA program that aligns to the Administration's priorities.</p>	Leverage the Human Resource Business Intelligence Tool for analytical research and to provide quarterly DEIA reports to senior program officials.	3/30/2023	172
1: Strengthening and empowering the Federal workforce	1.2 Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union, and have an effective voice in their workplaces through their union, and thrive throughout their careers	5A: Enable the HUD Workforce	<p>Integrate principles of diversity, equity, inclusion, and accessibility (DEIA) into all HUD programs, policies, and practices.</p> <p><i>Sub-Strategy:</i> Expand personnel and technology resources to support a robust DEIA program that aligns to the Administration's priorities.</p>	Increase DEIA staffing in OCHCO by 100% compared to the number of staff onboard at the end of FY 2022.	9/30/2023	172

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Target	Page
1: Strengthening and empowering the Federal workforce	1.2 Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union, and have an effective voice in their workplaces through their union, and thrive throughout their careers	5A: Enable the HUD Workforce	<p>Integrate principles of diversity, equity, inclusion, and accessibility (DEIA) into all HUD programs, policies, and practices.</p> <p><i>Sub-Strategy:</i> Develop a HUD-wide strategy for infusing DEIA into all areas of the employee lifecycle.</p>	Establish senior leadership DEIA Champions to advocate for the advancement and integration of DEIA throughout HUD	9/30/2022	172
1: Strengthening and empowering the Federal workforce	1.2 Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union, and have an effective voice in their workplaces through their union, and thrive throughout their careers	5A: Enable the HUD Workforce	<p>Integrate principles of diversity, equity, inclusion, and accessibility (DEIA) into all HUD programs, policies, and practices.</p> <p><i>Sub-Strategy:</i> Develop a HUD-wide strategy for infusing DEIA into all areas of the employee lifecycle.</p>	Implement a DEIA-EEO performance element for all managers' and supervisors' FY23 performance plans.	10/1/2022	172
1: Strengthening and empowering the Federal workforce	1.2 Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union, and have an effective voice in their workplaces through their union, and thrive throughout their careers	5A: Enable the HUD Workforce	<p>Integrate principles of diversity, equity, inclusion, and accessibility (DEIA) into all HUD programs, policies, and practices.</p> <p><i>Sub-Strategy:</i> Develop a HUD-wide strategy for infusing DEIA into all areas of the employee lifecycle.</p>	Conduct quarterly DEIA listening sessions (DEIA Cafes) to ensure the Departmental workforce is included in DEIA initiatives.	9/30/2023	172
1: Strengthening and empowering the Federal workforce	1.2 Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union, and have an effective voice in their	5A: Enable the HUD Workforce	<p>Integrate principles of diversity, equity, inclusion, and accessibility (DEIA) into all HUD programs, policies, and practices.</p>	Collect feedback from quarterly DEIA listening sessions and develop solutions as needed.	9/30/2023	172

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Target	Page
	workplaces through their union, and thrive throughout their careers		<i>Sub-Strategy:</i> Develop a HUD-wide strategy for infusing DEIA into all areas of the employee lifecycle.			
1: Strengthening and empowering the Federal workforce	1.2 Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union, and have an effective voice in their workplaces through their union, and thrive throughout their careers	5A: Enable the HUD Workforce	<p>Integrate principles of diversity, equity, inclusion, and accessibility (DEIA) into all HUD programs, policies, and practices.</p> <p><i>Sub-Strategy:</i> Provide professional development and training to support DEIA workforce engagement strategies designed to cultivate an inclusive work environment.</p>	Implement an online DEIA Course as part of HUD's annual mandatory training package and new supervisor training.	3/30/2023	173
1: Strengthening and empowering the Federal workforce	1.2 Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union, and have an effective voice in their workplaces through their union, and thrive throughout their careers	5A: Enable the HUD Workforce	<p>Integrate principles of diversity, equity, inclusion, and accessibility (DEIA) into all HUD programs, policies, and practices.</p> <p><i>Sub-Strategy:</i> Provide professional development and training to support DEIA workforce engagement strategies designed to cultivate an inclusive work environment.</p>	Develop "DEIA Learning Paths."	9/30/2023	173

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Target	Page
1: Strengthening and empowering the Federal workforce	1.2 Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union, and have an effective voice in their workplaces through their union, and thrive throughout their careers	5A: Enable the HUD Workforce	<p>Integrate principles of diversity, equity, inclusion, and accessibility (DEIA) into all HUD programs, policies, and practices.</p> <p><i>Sub-Strategy:</i> Provide professional development and training to support DEIA workforce engagement strategies designed to cultivate an inclusive work environment.</p>	Conduct an annual HUD Diversity Awareness Month.	9/30/2023	173
1: Strengthening and empowering the Federal workforce	1.2 Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union, and have an effective voice in their workplaces through their union, and thrive throughout their careers	5A: Enable the HUD Workforce	<p>Integrate principles of diversity, equity, inclusion, and accessibility (DEIA) into all HUD programs, policies, and practices.</p> <p><i>Sub-Strategy:</i> Develop platforms for increasing participation among the HUD workforce to assist with shaping DEIA Programs and the methods utilized for measuring their effectiveness.</p>	Launch Our Vision of Inclusive Communities and Equitable Systems at HUD (Our VOICES@HUD).	9/30/2023	173
1: Strengthening and empowering the Federal workforce	1.2 Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union, and have an effective voice in their workplaces through their union, and thrive throughout their careers	5A: Enable the HUD Workforce	Create a safe, engaged, and high performing work culture.	Launch an Anti-Harassment Program to provide HUD workforce accountability.	8/1/2022	173

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Target	Page
1: Strengthening and empowering the Federal workforce	1.2 Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union, and have an effective voice in their workplaces through their union, and thrive throughout their careers	5A: Enable the HUD Workforce	Create a safe, engaged, and high performing work culture.	Develop an approved implementation plan, contingent upon Union bargaining obligations, to revamp HUD employee performance management policy and strategy	9/30/2022	173
1: Strengthening and empowering the Federal workforce	1.2 Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union, and have an effective voice in their workplaces through their union, and thrive throughout their careers	5A: Enable the HUD Workforce	Create a safe, engaged, and high performing work culture.	Enhance HUD employee performance management systems to improve the alignment of employee performance plans with organizational goals; meaningful recognition of differences in performance; and addressing of poor performance.	9/30/2023	173
1: Strengthening and empowering the Federal workforce	1.2 Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union, and have an effective voice in their workplaces through their union, and thrive throughout their careers	5A: Enable the HUD Workforce	Create a safe, engaged, and high performing work culture.	Conduct annual performance management training for HUD supervisors.	9/30/2024	173
1: Strengthening and empowering the Federal workforce	1.2 Make every Federal job a good job, where all employees are engaged, supported, heard, and empowered, with opportunities to learn, grow, join a union, and have an effective voice in their workplaces through their union, and thrive throughout their careers	5A: Enable the HUD Workforce	Create a safe, engaged, and high performing work culture.	Enhance user interface and system capabilities of electronic performance management system.	9/30/2024	174

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Target	Page
1: Strengthening and empowering the Federal workforce	1.3 Reimagine and build a roadmap to the future of Federal work informed by lessons from the pandemic and nationwide workforce and workplace trends	5A: Enable the HUD Workforce	Develop a resilient workforce that can sustain operations in times of crisis.	Revalidate the HUD Mission Essential Functions and Business Process Analysis.	12/26/2021	174
1: Strengthening and empowering the Federal workforce	1.3 Reimagine and build a roadmap to the future of Federal work informed by lessons from the pandemic and nationwide workforce and workplace trends	5A: Enable the HUD Workforce	Develop a resilient workforce that can sustain operations in times of crisis.	Review and update the HUD Continuity of Operations Plan (COOP).	3/31/2023	174
1: Strengthening and empowering the Federal workforce	1.3 Reimagine and build a roadmap to the future of Federal work informed by lessons from the pandemic and nationwide workforce and workplace trends	5A: Enable the HUD Workforce	Develop a resilient workforce that can sustain operations in times of crisis.	Review and update the HUD Devolution Plan.	3/31/2023	174
1: Strengthening and empowering the Federal workforce	1.3 Reimagine and build a roadmap to the future of Federal work informed by lessons from the pandemic and nationwide workforce and workplace trends	5A: Enable the HUD Workforce	Develop a resilient workforce that can sustain operations in times of crisis.	Develop a centralized mail system to enable digitalization and electronic distribution of mail	9/30/2023	174
1: Strengthening and empowering the Federal workforce	1.3 Reimagine and build a roadmap to the future of Federal work informed by lessons from the pandemic and nationwide workforce and workplace trends	5A: Enable the HUD Workforce	Develop a resilient workforce that can sustain operations in times of crisis.	Implement a centralized mail system to enable digitization and electronic distribution of mail.	9/30/2024	174
1: Strengthening and empowering the Federal workforce	1.3 Reimagine and build a roadmap to the future of Federal work informed by lessons from the pandemic and nationwide workforce and workplace trends	5A: Enable the HUD Workforce	Allocate resources to ensure the equitable, timely and efficient delivery of facility support services to meet the needs of all HUD employees. <i>Sub-Strategy:</i> Align multiyear workspace, talent acquisition, and workforce plans.	Ensure workspace availability and configuration meets short-term staffing needs.	12/31/2022	176

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Target	Page
1: Strengthening and empowering the Federal workforce	1.3 Reimagine and build a roadmap to the future of Federal work informed by lessons from the pandemic and nationwide workforce and workplace trends	5A: Enable the HUD Workforce	Allocate resources to ensure the equitable, timely and efficient delivery of facility support services to meet the needs of all HUD employees. <i>Sub-Strategy:</i> Align multiyear workspace, talent acquisition, and workforce plans.	Conduct cross-office collaborations on future flexible workstations that align with Chapter 13 Space Standards.	4/28/2023	176
1: Strengthening and empowering the Federal workforce	1.3 Reimagine and build a roadmap to the future of Federal work informed by lessons from the pandemic and nationwide workforce and workplace trends	5A: Enable the HUD Workforce	Allocate resources to ensure the equitable, timely and efficient delivery of facility support services to meet the needs of all HUD employees. <i>Sub-Strategy:</i> Align multiyear workspace, talent acquisition, and workforce plans.	Fully incorporate data from multi-year talent acquisition planning efforts into workspace plans for FY24-26.	9/30/2023	176
1: Strengthening and empowering the Federal workforce	1.3 Reimagine and build a roadmap to the future of Federal work informed by lessons from the pandemic and nationwide workforce and workplace trends	5A: Enable the HUD Workforce	Allocate resources to ensure the equitable, timely and efficient delivery of facility support services to meet the needs of all HUD employees. <i>Sub-Strategy:</i> Align multiyear workspace, talent acquisition, and workforce plans.	Pilot a space project to incorporate new furniture size concepts.	1/31/2024	176
1: Strengthening and empowering the Federal workforce	1.3 Reimagine and build a roadmap to the future of Federal work informed by lessons from the pandemic and nationwide workforce and workplace trends	5A: Enable the HUD Workforce	Allocate resources to ensure the equitable, timely and efficient delivery of facility support services to meet the needs of all HUD employees. <i>Sub-Strategy:</i> Align multiyear workspace, talent acquisition, and workforce plans.	Incorporate current and projected staffing data into future space planning projects.	9/30/2024	176

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Target	Page
1: Strengthening and empowering the Federal workforce	1.4 Build the personnel system and support required to sustain the Federal Government as a model employer able to effectively deliver on a broad range of agency missions	5A: Enable the HUD Workforce	Provide opportunities for continuous development and professional growth to meet HUD's mission needs.	Update the Departmental Workforce and Succession Planning Strategy.	6/30/2023	171
1: Strengthening and empowering the Federal workforce	1.4 Build the personnel system and support required to sustain the Federal Government as a model employer able to effectively deliver on a broad range of agency missions	5A: Enable the HUD Workforce	Provide opportunities for continuous development and professional growth to meet HUD's mission needs.	Increase the number of paired coach and mentor relationships to support employee development and professional growth.	9/30/2023	171
1: Strengthening and empowering the Federal workforce	1.4 Build the personnel system and support required to sustain the Federal Government as a model employer able to effectively deliver on a broad range of agency missions	5A: Enable the HUD Workforce	Provide opportunities for continuous development and professional growth to meet HUD's mission needs.	Create a comprehensive leadership development strategy.	9/30/2024	171
1: Strengthening and empowering the Federal workforce	1.4 Build the personnel system and support required to sustain the Federal Government as a model employer able to effectively deliver on a broad range of agency missions	5A: Enable the HUD Workforce	Allocate resources to ensure the equitable, timely and efficient delivery of facility support services to meet the needs of all HUD employees. <i>Sub-Strategy:</i> Ensure the efficient delivery of facility support services.	Create a strategic facility planning process to timely identify, program for, and deliver facility support requirements	9/30/2024	175
1: Strengthening and empowering the Federal workforce	1.4 Build the personnel system and support required to sustain the Federal Government as a model employer able to effectively deliver on a broad range of agency missions	5A: Enable the HUD Workforce	Allocate resources to ensure the equitable, timely and efficient delivery of facility support services to meet the needs of all HUD employees. <i>Sub-Strategy:</i> Ensure the efficient delivery of facility support services.	Update the Departmental Space Handbook to incorporate hiring and workplace flexibilities	2/28/2023	175

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Target	Page
1: Strengthening and empowering the Federal workforce	1.4 Build the personnel system and support required to sustain the Federal Government as a model employer able to effectively deliver on a broad range of agency missions	5A: Enable the HUD Workforce	Allocate resources to ensure the equitable, timely and efficient delivery of facility support services to meet the needs of all HUD employees. <i>Sub-Strategy:</i> Ensure the efficient delivery of facility support services.	Research and pilot new, flexible workplace concepts.	2/28/2023	175
1: Strengthening and empowering the Federal workforce	1.4 Build the personnel system and support required to sustain the Federal Government as a model employer able to effectively deliver on a broad range of agency missions	5A: Enable the HUD Workforce	Allocate resources to ensure the equitable, timely and efficient delivery of facility support services to meet the needs of all HUD employees. <i>Sub-Strategy:</i> Ensure the efficient delivery of facility support services.	Acquire a Capital Facility Management System to improve Departmental space and facilities management.	6/30/2023	175
1: Strengthening and empowering the Federal workforce	1.4 Build the personnel system and support required to sustain the Federal Government as a model employer able to effectively deliver on a broad range of agency missions	5A: Enable the HUD Workforce	Allocate resources to ensure the equitable, timely and efficient delivery of facility support services to meet the needs of all HUD employees. <i>Sub-Strategy:</i> Ensure the efficient delivery of facility support services.	Complete Union negotiations on the Departmental Space Standards Policy.	6/30/2023	175
1: Strengthening and empowering the Federal workforce	1.4 Build the personnel system and support required to sustain the Federal Government as a model employer able to effectively deliver on a broad range of agency missions	5A: Enable the HUD Workforce	Allocate resources to ensure the equitable, timely and efficient delivery of facility support services to meet the needs of all HUD employees. <i>Sub-Strategy:</i> Ensure the efficient delivery of facility support services.	Award a program of requirements (POR) contract to examine usage of the HUD Headquarters building over time.	9/30/2023	175

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Target	Page
1: Strengthening and empowering the Federal workforce	1.4 Build the personnel system and support required to sustain the Federal Government as a model employer able to effectively deliver on a broad range of agency missions	5A: Enable the HUD Workforce	Allocate resources to ensure the equitable, timely and efficient delivery of facility support services to meet the needs of all HUD employees. <i>Sub-Strategy:</i> Ensure the efficient delivery of facility support services.	Implement Computer Aided Facilities Management system in HQ and the Field.	12/31/2023	175
1: Strengthening and empowering the Federal workforce	1.4 Build the personnel system and support required to sustain the Federal Government as a model employer able to effectively deliver on a broad range of agency missions	5A: Enable the HUD Workforce	Allocate resources to ensure the equitable, timely and efficient delivery of facility support services to meet the needs of all HUD employees. <i>Sub-Strategy:</i> Ensure the efficient delivery of facility support services.	Complete a program of requirements (POR) contract that examines the Department's workspace use over time.	9/30/2024	175
1: Strengthening and empowering the Federal workforce	1.4 Build the personnel system and support required to sustain the Federal Government as a model employer able to effectively deliver on a broad range of agency missions	5A: Enable the HUD Workforce	Allocate resources to ensure the equitable, timely and efficient delivery of facility support services to meet the needs of all HUD employees. <i>Sub-Strategy:</i> Ensure the efficient delivery of facility support services.	Implement new Departmental Space Handbook size standards for newly leased office space.	9/30/2024	175
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5C: Strengthen Information Technology	Continue Implementation of Technology Modernization Efforts.	Develop a HUD-wide IT modernization plan that supports resilient HUD operations.	9/30/2023	192

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Target	Page
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5C: Strengthen Information Technology	Continue Implementation of Technology Modernization Efforts.	Complete 45% of milestones in the FY21 IT Public and Indian Housing (PIH) Modernization Plan.	9/30/2022	192
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5C: Strengthen Information Technology	Continue Implementation of Technology Modernization Efforts.	Complete 75% of milestones in the FY21 IT PIH Modernization Plan.	9/30/2023	192
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5C: Strengthen Information Technology	Continue Implementation of Technology Modernization Efforts.	Complete the Integrated Real Estate Management System (iREMS)-to-EPA interface to support Green and Resilient Retrofit Program (GRRP) data sharing.	9/30/2023	192
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5C: Strengthen Information Technology	Continue Implementation of Technology Modernization Efforts.	Deploy the modernized National Standards for the Physical Inspection of Real Estate (NSPIRE) IT solution.	9/30/2023	192
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5C: Strengthen Information Technology	Continue Implementation of Technology Modernization Efforts.	Deploy a modernized Voucher Management System (eVMS), which monitors and manages the Public Housing Authorities (PHAs) in accordance with the FY21 IT PIH modernization plan.	9/30/2023	192

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Target	Page
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5C: Strengthen Information Technology	Continue Implementation of Technology Modernization Efforts.	Complete stabilization, data quality, and document management for the Loan Review System (LRS).	9/30/2023	193
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5C: Strengthen Information Technology	Continue Implementation of Technology Modernization Efforts.	Complete business process and design for leveraging a common Servicing module across ONAP and Housing office.	9/30/2023	193
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5C: Strengthen Information Technology	Continue Implementation of Technology Modernization Efforts.	Implement a Unified Communications System to eliminate the current disparate telecommunications network.	9/30/2023	193
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5C: Strengthen Information Technology	Continue Implementation of Technology Modernization Efforts.	Complete a HUD-wide Enterprise Information System Transition.	9/30/2023	193
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5C: Strengthen Information Technology	Continue Implementation of Technology Modernization Efforts.	Complete 100% of milestones in the FY21 IT PIH Modernization Plan.	9/30/2024	193

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Target	Page
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5C: Strengthen Information Technology	Continue Implementation of Technology Modernization Efforts.	Upgrade Departmental IT infrastructure.	9/30/2024	193
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5C: Strengthen Information Technology	Continue Implementation of Technology Modernization Efforts.	Deploy the modernized Inventory Management System/PIH Information Center (IMS/PIC) system and onboard 2000+ PHAs in accordance with the roll-out plan in FY22 IT PIH Modernization Plan.	9/30/2024	193
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5C: Strengthen Information Technology	Continue Implementation of Technology Modernization Efforts.	Deploy a functioning Application Underwriting Support System (AUSS) with integration to the iREMS/Housing Enterprise Real Estate Management System (HEREMS) and Lender Electronic Assessment Portal (LEAP) and automate Section 202 and 811 program workflows.	9/30/2024	193
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5C: Strengthen Information Technology	Manage Internal and External Customer Relationships; incorporate feedback surveys from customer groups.	Execute Departmental IT Governance Plans.	9/30/2022	193

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Target	Page
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5C: Strengthen Information Technology	Manage Internal and External Customer Relationships; incorporate feedback surveys from customer groups.	Implement a new customer satisfaction survey.	9/30/2023	193
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5C: Strengthen Information Technology	Manage Internal and External Customer Relationships; incorporate feedback surveys from customer groups.	Fully implement a new customer-centric IT approach.	9/30/2024	193
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5C: Strengthen Information Technology	Strengthen and Modernize the OCIO Organizational Structure; enhance training and information on IT for all HUD Employees.	Ensure 85% of IT Project Managers have level 3 Federal Acquisition Certification in Program/Project Management Program.	9/30/2023	194
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5C: Strengthen Information Technology	Strengthen and Modernize the OCIO Organizational Structure; enhance training and information on IT for all HUD Employees.	Fully execute the OCIO reorganization plan	4/1/2025	194
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5C: Strengthen Information Technology	Leverage available sources of information from customer feedback that will enable HUD to measure the effectiveness of program delivery.	Select a pilot enhancement project to improve and redesign the way HUD collects and disseminates information to/from HUD customers.	9/30/2024	196

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Target	Page
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5C: Strengthen Information Technology	Establish relationships with local communities and diverse groups to better improve the collection of accurate information and the development of modern technology.	Hold two listening sessions to gather information from outside stakeholders regarding their use of HUD technology systems.	9/30/2023	196
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5C: Strengthen Information Technology	Establish relationships with local communities and diverse groups to better improve the collection of accurate information and the development of modern technology.	Standardize system data and streamline user touchpoints required in IT systems enabling the HUD Programs to efficiency render HUD services to underserved communities.	9/30/2024	196
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5E: Improve Ease, Effectiveness and Trust in HUD Services	Better understand the lived experience of HUD's customers. <i>Sub-Strategy:</i> Develop a Human Centered Design HCD research practice to identify moments that matter.	Complete research in Fair Housing and Equal Opportunity Enforcement ecosystem.	6/30/2022	214
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5E: Improve Ease, Effectiveness and Trust in HUD Services	Better understand the lived experience of HUD's customers. <i>Sub-Strategy:</i> Develop a Human Centered Design HCD research practice to identify moments that matter.	Complete research on Surviving a Disaster life event.	9/30/2022	214

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Target	Page
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5E: Improve Ease, Effectiveness and Trust in HUD Services	Better understand the lived experience of HUD's customers. <i>Sub-Strategy:</i> Develop a Human Centered Design HCD research practice to identify moments that matter.	Establish a centralized catalog of CX artifacts that are annually reviewed.	9/30/2022	214
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5E: Improve Ease, Effectiveness and Trust in HUD Services	Better understand the lived experience of HUD's customers. <i>Sub-Strategy:</i> Develop a Human Centered Design HCD research practice to identify moments that matter.	Complete two additional customer understanding research projects to inform Human-Centered Design improvement projects.	9/30/2023	215
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5E: Improve Ease, Effectiveness and Trust in HUD Services	Better understand the lived experience of HUD's customers. <i>Sub-Strategy:</i> Develop a Human Centered Design HCD research practice to identify moments that matter.	Complete four additional customer understanding research projects to inform Human-Centered Design improvement projects.	9/30/2024	215
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5E: Improve Ease, Effectiveness and Trust in HUD Services	Establish a customer listening practice. <i>Sub-Strategy:</i> Establish a Voice of the Customer program to improve business intelligence, data-driven decision-making, and service delivery.	Establish a HUD-wide governance process to create and implement surveys.	3/30/2022	215

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Target	Page
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5E: Improve Ease, Effectiveness and Trust in HUD Services	Establish a customer listening practice. <i>Sub-Strategy:</i> Establish a Voice of the Customer program to improve business intelligence, data-driven decision-making, and service delivery.	Set standards for how questions are asked and how data is collected to ensure consistency.	3/30/2022	215
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5E: Improve Ease, Effectiveness and Trust in HUD Services	Establish a customer listening practice. <i>Sub-Strategy:</i> Establish a Voice of the Customer program to improve business intelligence, data-driven decision-making, and service delivery.	Procure a VOC tool.	9/30/2023	215
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5E: Improve Ease, Effectiveness and Trust in HUD Services	Establish a customer listening practice. <i>Sub-Strategy:</i> Establish a Voice of the Customer program to improve business intelligence, data-driven decision-making, and service delivery.	Establish a roadmap for VOC implementation across the Department.	9/30/2023	215
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5E: Improve Ease, Effectiveness and Trust in HUD Services	Design and implement solutions that measurably improve HUD CX. <i>Sub-Strategy:</i> Support the implementation, delivery, and continuous improvement of solutions.	Align HUD's Reasonable Accommodation and Modifications website prototype to United States Web Design System (USDWS) standards to increase ease and accessibility	6/30/2022	215

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Target	Page
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5E: Improve Ease, Effectiveness and Trust in HUD Services	Design and implement solutions that measurably improve HUD CX. <i>Sub-Strategy:</i> Support the implementation, delivery, and continuous improvement of solutions.	Redesign HUD's Disaster Resources webpages to provide more accessible and customer-centric information.	1/30/2023	215
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5E: Improve Ease, Effectiveness and Trust in HUD Services	Design and implement solutions that measurably improve HUD CX. <i>Sub-Strategy:</i> Support the implementation, delivery, and continuous improvement of solutions.	Create a formalized process for intake and prioritization of potential CX initiatives.	9/30/2023	216
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5E: Improve Ease, Effectiveness and Trust in HUD Services	Design and implement solutions that measurably improve HUD CX. <i>Sub-Strategy:</i> Support the implementation, delivery, and continuous improvement of solutions.	Design a solution based on research with FHEO and customers to improve the discrimination complaint process.	9/30/2023	216
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.1 Improve the service design, digital products, and customer-experience management of Federal High Impact Service Providers by reducing customer burden, addressing inequities, and streamlining processes	5E: Improve Ease, Effectiveness and Trust in HUD Services	Design and implement solutions that measurably improve HUD CX. <i>Sub-Strategy:</i> Support the implementation, delivery, and continuous improvement of solutions.	Design at least two solutions based on research with HUD customers to improve the ease, effectiveness, and trust in HUD services.	9/30/2024	216

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Target	Page
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.2 Design, build, and manage Government service delivery for key life experiences that cut across Federal agencies	5E: Improve Ease, Effectiveness and Trust in HUD Services	Better understand the lived experience of HUD's customers. <i>Sub-Strategy:</i> Develop a Human Centered Design HCD research practice to identify moments that matter.	Complete research on Experiencing Homelessness life event.	9/30/2023	215
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.3 Identify and prioritize the development of Federal shared products, services, and standards that enable simple, seamless, and secure customer experiences across High Impact Service Providers	5C: Strengthen Information Technology	Leverage available sources of information from customer feedback that will enable HUD to measure the effectiveness of program delivery.	Identify HUD-wide data sources and available program information which can be reviewed and utilized for CX purposes.	9/30/2022	195
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.3 Identify and prioritize the development of Federal shared products, services, and standards that enable simple, seamless, and secure customer experiences across High Impact Service Providers	5C: Strengthen Information Technology	Leverage available sources of information from customer feedback that will enable HUD to measure the effectiveness of program delivery.	Hold three targeted discussions with program areas involved with IT decision making	9/30/2023	196
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.3 Identify and prioritize the development of Federal shared products, services, and standards that enable simple, seamless, and secure customer experiences across High Impact Service Providers	5E: Improve Ease, Effectiveness and Trust in HUD Services	Establish a customer listening practice. <i>Sub-Strategy:</i> Establish a Voice of the Customer program to improve business intelligence, data-driven decision-making, and service delivery.	Launch VOC implementations across both of HUD's designated services as HISP.	9/30/2023	215

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Target	Page
2: Delivering excellent, equitable, and secure Federal services and customer experience	2.3 Identify and prioritize the development of Federal shared products, services, and standards that enable simple, seamless, and secure customer experiences across High Impact Service Providers	5E: Improve Ease, Effectiveness and Trust in HUD Services	Establish a customer listening practice. <i>Sub-Strategy:</i> Establish a Voice of the Customer program to improve business intelligence, data-driven decision-making, and service delivery.	Expand VOC listening practice beyond HISP-designated services.	9/30/2024	215
3: Managing the Business of Government	3.1 Foster lasting improvements in the Federal acquisition system to strengthen the U.S. domestic manufacturing base, support American workers, lead by example toward sustainable climate solutions, and create opportunities for underserved communities	5B: Improve Acquisition Management	Improve the HUD-wide governance structure for acquisition planning by increasing transparency, collaboration, and efficiency.	Issue a HUD-wide memorandum to identify Departmental requirements, due dates, and resources available to the acquisition workforce.	12/15/2021	184
3: Managing the Business of Government	3.1 Foster lasting improvements in the Federal acquisition system to strengthen the U.S. domestic manufacturing base, support American workers, lead by example toward sustainable climate solutions, and create opportunities for underserved communities	5B: Improve Acquisition Management	Improve the HUD-wide governance structure for acquisition planning by increasing transparency, collaboration, and efficiency.	Establish the practice of beginning the strategic acquisition planning process earlier so that all acquisition plans are approved at least three months before the beginning of the fiscal year.	6/15/2022	184
3: Managing the Business of Government	3.1 Foster lasting improvements in the Federal acquisition system to strengthen the U.S. domestic manufacturing base, support American workers, lead by example toward sustainable climate solutions, and create opportunities for underserved communities	5B: Improve Acquisition Management	Improve the HUD-wide governance structure for acquisition planning by increasing transparency, collaboration, and efficiency.	Establish and initiate a two-year acquisition planning cycle to improve the effectiveness and efficiency of the acquisition planning process.	1/1/2023	184

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Target	Page
3: Managing the Business of Government	3.1 Foster lasting improvements in the Federal acquisition system to strengthen the U.S. domestic manufacturing base, support American workers, lead by example toward sustainable climate solutions, and create opportunities for underserved communities	5B: Improve Acquisition Management	Improve the HUD-wide governance structure for acquisition planning by increasing transparency, collaboration, and efficiency.	Conduct a review of the advance acquisition planning process to determine the effectiveness of the process.	1/1/2024	184
3: Managing the Business of Government	3.1 Foster lasting improvements in the Federal acquisition system to strengthen the U.S. domestic manufacturing base, support American workers, lead by example toward sustainable climate solutions, and create opportunities for underserved communities	5B: Improve Acquisition Management	Increase the inclusion of small and small disadvantaged businesses by helping them navigate Federal contracting opportunities.	Provide a plan to conduct quarterly events in partnership with regional offices to support underserved small businesses interested in pursuing HUD contracts.	9/30/2022	185
3: Managing the Business of Government	3.1 Foster lasting improvements in the Federal acquisition system to strengthen the U.S. domestic manufacturing base, support American workers, lead by example toward sustainable climate solutions, and create opportunities for underserved communities	5B: Improve Acquisition Management	Increase the inclusion of small and small disadvantaged businesses by helping them navigate Federal contracting opportunities.	Expand efforts to increase participation of underrepresented groups through four annual vendor outreach events.	9/30/2022	185
3: Managing the Business of Government	3.1 Foster lasting improvements in the Federal acquisition system to strengthen the U.S. domestic manufacturing base, support American workers, lead by example toward sustainable climate solutions, and create opportunities for underserved communities	5B: Improve Acquisition Management	Increase the inclusion of small and small disadvantaged businesses by helping them navigate Federal contracting opportunities.	Conduct at least four outreach events, workshops, and/or conferences to Section 3 residents and small business partners.	9/30/2023	185

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Target	Page
3: Managing the Business of Government	3.1 Foster lasting improvements in the Federal acquisition system to strengthen the U.S. domestic manufacturing base, support American workers, lead by example toward sustainable climate solutions, and create opportunities for underserved communities	5B: Improve Acquisition Management	Increase the inclusion of small and small disadvantaged businesses by helping them navigate Federal contracting opportunities.	Target engagement efforts through at least four outreach events, workshops, and/or conferences to communities with Section 3 residents and small business partners.	9/30/2024	185
3: Managing the Business of Government	3.1 Foster lasting improvements in the Federal acquisition system to strengthen the U.S. domestic manufacturing base, support American workers, lead by example toward sustainable climate solutions, and create opportunities for underserved communities	5B: Improve Acquisition Management	Improve policies, processes, and procedures for assisted acquisitions.	Develop and implement new policy, processes, and procedures for determining the use of assisted acquisitions for HUD.	2/1/2022	185
3: Managing the Business of Government	3.1 Foster lasting improvements in the Federal acquisition system to strengthen the U.S. domestic manufacturing base, support American workers, lead by example toward sustainable climate solutions, and create opportunities for underserved communities	5B: Improve Acquisition Management	Improve policies, processes, and procedures for assisted acquisitions.	Conduct a policy review to ensure proper oversight and effectiveness of procedures and processes supporting use of assisted acquisitions.	2/1/2023	186
3: Managing the Business of Government	3.1 Foster lasting improvements in the Federal acquisition system to strengthen the U.S. domestic manufacturing base, support American workers, lead by example toward sustainable climate solutions, and create opportunities for underserved communities	5B: Improve Acquisition Management	Improve policies, processes, and procedures for assisted acquisitions.	Conduct an assessment of the policies and internal controls established for the implementation of G-Invoicing	2/1/2024	186

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Target	Page
3: Managing the Business of Government	3.1 Foster lasting improvements in the Federal acquisition system to strengthen the U.S. domestic manufacturing base, support American workers, lead by example toward sustainable climate solutions, and create opportunities for underserved communities	5B: Improve Acquisition Management	Ensure that new eligible contracts meet sustainable acquisition requirements.	Conduct a statistically-valid targeted review of sustainability practices in the Department's acquisition process.	9/30/2022	186
3: Managing the Business of Government	3.1 Foster lasting improvements in the Federal acquisition system to strengthen the U.S. domestic manufacturing base, support American workers, lead by example toward sustainable climate solutions, and create opportunities for underserved communities	5B: Improve Acquisition Management	Ensure that new eligible contracts meet sustainable acquisition requirements.	Perform a Procurement Management Review and issue a report to ensure appropriate clauses are contained in contracts requiring bio-based and sustainable products.	9/30/2022	186
3: Managing the Business of Government	3.2 Build capacity in Federal financial management, including through Federal financial assistance, to catalyze American industrial strategy, address climate-related risks, and deliver equitable results	4A: Invest in Climate Resilience and Carbon Reduction	Foster innovation while removing barriers to energy efficiency and renewable energy in the HUD portfolio.	Update the Notice of Funding Opportunity (NOFO) template to include preference points, where applicable, for: 1) climate change mitigation; 2) climate adaptation and resilience; and 3) environmental justice.	12/31/2021	128
3: Managing the Business of Government	3.2 Build capacity in Federal financial management, including through Federal financial assistance, to catalyze American industrial strategy, address climate-related risks, and deliver equitable results	4A: Invest in Climate Resilience and Carbon Reduction	Foster innovation while removing barriers to energy efficiency and renewable energy in the HUD portfolio.	Explore update to standards to allow the use of stretch ratios for Manufactured Homes that are certified as ENERGY STAR.	6/30/2022	128

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Target	Page
3: Managing the Business of Government	3.2 Build capacity in Federal financial management, including through Federal financial assistance, to catalyze American industrial strategy, address climate-related risks, and deliver equitable results	4A: Invest in Climate Resilience and Carbon Reduction	Foster innovation while removing barriers to energy efficiency and renewable energy in the HUD portfolio.	Address barriers identified by DOE's Multifamily Solar Collaborative to community solar in affordable multifamily housing.	9/30/2022	128
3: Managing the Business of Government	3.2 Build capacity in Federal financial management, including through Federal financial assistance, to catalyze American industrial strategy, address climate-related risks, and deliver equitable results	4A: Invest in Climate Resilience and Carbon Reduction	Foster innovation while removing barriers to energy efficiency and renewable energy in the HUD portfolio.	Update the minimum requirements and incentives to reflect the most up-to-date energy efficiency standards in HUD's construction-related competitive grant programs.	12/31/2022	128
3: Managing the Business of Government	3.2 Build capacity in Federal financial management, including through Federal financial assistance, to catalyze American industrial strategy, address climate-related risks, and deliver equitable results	4A: Invest in Climate Resilience and Carbon Reduction	Foster innovation while removing barriers to energy efficiency and renewable energy in the HUD portfolio.	Publish NOFO to launch the Green and Resilient Retrofit Program (GRRP).	4/30/2023	128
3: Managing the Business of Government	3.2 Build capacity in Federal financial management, including through Federal financial assistance, to catalyze American industrial strategy, address climate-related risks, and deliver equitable results	4A: Invest in Climate Resilience and Carbon Reduction	Foster innovation while removing barriers to energy efficiency and renewable energy in the HUD portfolio.	Publish a Request for Information (RFI) in the Federal Register to solicit feedback on energy efficient home improvements made through the FHA 203(k) Rehabilitation Mortgage Insurance Program.	6/30/2023	129
3: Managing the Business of Government	3.2 Build capacity in Federal financial management, including through Federal financial assistance, to catalyze American industrial strategy, address climate-related risks, and deliver equitable results	4A: Invest in Climate Resilience and Carbon Reduction	Foster innovation while removing barriers to energy efficiency and renewable energy in the HUD portfolio.	Partner with DOE on the Low-Carbon Pilot to launch the Better Climate Challenge, with a 50 percent carbon reduction target.	9/30/2023	129

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Target	Page
3: Managing the Business of Government	3.2 Build capacity in Federal financial management, including through Federal financial assistance, to catalyze American industrial strategy, address climate-related risks, and deliver equitable results	4A: Invest in Climate Resilience and Carbon Reduction	Foster innovation while removing barriers to energy efficiency and renewable energy in the HUD portfolio.	Evaluate the comments received in response to an RFI on the FHA 203(k) Rehabilitation Mortgage Insurance Program.	3/31/2024	129
3: Managing the Business of Government	3.2 Build capacity in Federal financial management, including through Federal financial assistance, to catalyze American industrial strategy, address climate-related risks, and deliver equitable results	4A: Invest in Climate Resilience and Carbon Reduction	Foster innovation while removing barriers to energy efficiency and renewable energy in the HUD portfolio.	Launch the development of guidance documents or case studies on energy and resilience retrofits that have resulted from GRRP funding or other investments in HUD-assisted properties.	6/30/2024	129
3: Managing the Business of Government	3.2 Build capacity in Federal financial management, including through Federal financial assistance, to catalyze American industrial strategy, address climate-related risks, and deliver equitable results	4A: Invest in Climate Resilience and Carbon Reduction	Eliminate discriminatory barriers to ensure CDBG-DR and CDBG-MIT grantees can access disaster and mitigation-related needs.	Determine what data is needed to identify and address potential access barriers that may cause disparate outcomes in the use of CDBG-DR funds.	6/30/2023	129
3: Managing the Business of Government	3.2 Build capacity in Federal financial management, including through Federal financial assistance, to catalyze American industrial strategy, address climate-related risks, and deliver equitable results	4A: Invest in Climate Resilience and Carbon Reduction	Eliminate discriminatory barriers to ensure CDBG-DR and CDBG-MIT grantees can access disaster and mitigation-related needs.	Formally institute data collection to identify and address potential access barriers that may cause disparate outcomes in the use of CDBG-DR funds.	9/30/2023	129

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Target	Page
3: Managing the Business of Government	3.2 Build capacity in Federal financial management, including through Federal financial assistance, to catalyze American industrial strategy, address climate-related risks, and deliver equitable results	5A: Enable the HUD Workforce	Allocate resources to ensure the equitable, timely and efficient delivery of facility support services to meet the needs of all HUD employees. <i>Sub-Strategy:</i> Promote climate resiliency through the reduction of HUD's carbon footprint.	Develop and submit a strategic plan to the Office of Management and Budget for transforming General Services Administration (GSA) leased vehicles to zero-emission.	6/30/2022	174
3: Managing the Business of Government	3.2 Build capacity in Federal financial management, including through Federal financial assistance, to catalyze American industrial strategy, address climate-related risks, and deliver equitable results	5A: Enable the HUD Workforce	Allocate resources to ensure the equitable, timely and efficient delivery of facility support services to meet the needs of all HUD employees. <i>Sub-Strategy:</i> Promote climate resiliency through the reduction of HUD's carbon footprint.	Establish a plan to require green leases for Occupancy Agreements entered after FY23.	9/30/2023	174
3: Managing the Business of Government	3.2 Build capacity in Federal financial management, including through Federal financial assistance, to catalyze American industrial strategy, address climate-related risks, and deliver equitable results	5A: Enable the HUD Workforce	Allocate resources to ensure the equitable, timely and efficient delivery of facility support services to meet the needs of all HUD employees. <i>Sub-Strategy:</i> Promote climate resiliency through the reduction of HUD's carbon footprint.	Collaborate with GSA to increase purchasing of carbon free electricity as part of existing, or a new power purchase agreement.	9/30/2023	174
3: Managing the Business of Government	3.2 Build capacity in Federal financial management, including through Federal financial assistance, to catalyze American industrial strategy, address climate-related risks, and deliver equitable results	5A: Enable the HUD Workforce	Allocate resources to ensure the equitable, timely and efficient delivery of facility support services to meet the needs of all HUD employees. <i>Sub-Strategy:</i> Promote climate resiliency through the reduction of HUD's carbon footprint.	Conduct research on utilizing rooftop solar in coordination with the existing Energy Savings Performance Contract and/or GSA.	9/30/2023	174

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Target	Page
3: Managing the Business of Government	3.2 Build capacity in Federal financial management, including through Federal financial assistance, to catalyze American industrial strategy, address climate-related risks, and deliver equitable results	5A: Enable the HUD Workforce	Allocate resources to ensure the equitable, timely and efficient delivery of facility support services to meet the needs of all HUD employees. <i>Sub-Strategy:</i> Promote climate resiliency through the reduction of HUD's carbon footprint.	Convert 35 of HUD's leased vehicles to hybrid plug-ins.	9/30/2023	175
3: Managing the Business of Government	3.2 Build capacity in Federal financial management, including through Federal financial assistance, to catalyze American industrial strategy, address climate-related risks, and deliver equitable results	5A: Enable the HUD Workforce	Allocate resources to ensure the equitable, timely and efficient delivery of facility support services to meet the needs of all HUD employees. <i>Sub-Strategy:</i> Promote climate resiliency through the reduction of HUD's carbon footprint.	Review HUD's fleet conversion strategy to determine if efficiencies have impacted economic feasibility.	9/30/2024	175
3: Managing the Business of Government	3.2 Build capacity in Federal financial management, including through Federal financial assistance, to catalyze American industrial strategy, address climate-related risks, and deliver equitable results	5A: Enable the HUD Workforce	Allocate resources to ensure the equitable, timely and efficient delivery of facility support services to meet the needs of all HUD employees. <i>Sub-Strategy:</i> Promote climate resiliency through the reduction of HUD's carbon footprint.	Convert an additional 36 of HUD's leased vehicles to hybrid plug-ins.	9/30/2024	175
3: Managing the Business of Government	3.2 Build capacity in Federal financial management, including through Federal financial assistance, to catalyze American industrial strategy, address climate-related risks, and deliver equitable results	5D: Enhance Financial and Grants Management	Analyze HUD's grants landscape through oversight and data collection activities.	Complete analysis mapping for grant programs that are listed in the Assistance Listings (formerly known as Catalog of Federal Domestic Assistance [CFDA]).	9/30/2022	206

President's Management Agenda (PMA) Priority	PMA Strategy (CAP Goal)	HUD Strategic Objective	HUD Strategy	HUD Milestone Language	Target	Page
3: Managing the Business of Government	3.2 Build capacity in Federal financial management, including through Federal financial assistance, to catalyze American industrial strategy, address climate-related risks, and deliver equitable results	5D: Enhance Financial and Grants Management	Analyze HUD's grants landscape through oversight and data collection activities.	Complete analysis mapping of grant programs to systems and non-systems used in the grants lifecycle.	12/31/2022	206
3: Managing the Business of Government	3.2 Build capacity in Federal financial management, including through Federal financial assistance, to catalyze American industrial strategy, address climate-related risks, and deliver equitable results	5D: Enhance Financial and Grants Management	Analyze HUD's grants landscape through oversight and data collection activities.	Begin an annual pilot with ONAP to analyze their grants lifecycle process.	12/31/2022	206
3: Managing the Business of Government	3.2 Build capacity in Federal financial management, including through Federal financial assistance, to catalyze American industrial strategy, address climate-related risks, and deliver equitable results	5D: Enhance Financial and Grants Management	Analyze HUD's grants landscape through oversight and data collection activities.	Continue assessing HUD's grant lifecycle with the six grant-making program offices to define business, financial management, and technology enablement processes, or lack thereof.	9/30/2023	206
3: Managing the Business of Government	3.2 Build capacity in Federal financial management, including through Federal financial assistance, to catalyze American industrial strategy, address climate-related risks, and deliver equitable results	5D: Enhance Financial and Grants Management	Analyze HUD's grants landscape through oversight and data collection activities.	Identify opportunities, as well as resources, to improve efficiencies, business processes, education, and technology gaps.	9/30/2023	206
3: Managing the Business of Government	3.2 Build capacity in Federal financial management, including through Federal financial assistance, to catalyze American industrial strategy, address climate-related risks, and deliver equitable results	5D: Enhance Financial and Grants Management	Analyze HUD's grants landscape through oversight and data collection activities.	Demonstrate progress and the maturation of assessments through alignments between HUD's grant-making program offices.	9/30/2024	206

Section Three: Additional Information

Major Management Priorities and Challenges

Major management priorities and challenges are addressed by the strategic goal to Strengthen HUD's internal capacity and efficiency. Please see the HUD management objectives (5A: *Enable the HUD Workforce*; 5B: *Improve Acquisition Management*; 5C: *Strengthen Information Technology*; 5D: *Enhance Financial and Grants Management*; and 5E: *Improve Ease, Effectiveness, and Trust in HUD Services*) for information on the management priorities and challenges HUD will be pursuing as part of the Strengthen HUD's internal capacity and efficiency goal.

Acronym List

Acronym	Definition
ABA	Annual Budget Authority
ACSI	American Customer Satisfaction Index
ADU	Accessory Dwelling Units
AFFH	Affirmatively Furthering Fair Housing
AIDS	Acquired Immunodeficiency Syndrome
AM	Announcement Module
AMSS	Acquisition Management Support System
APG	Agency Priority Goal
APP	Annual Performance Plan
ARC	Administrative Resource Center
ARCATS	Audit Resolution and Corrective Actions Tracking System
ARP	American Rescue Plan
ARRA	American Recovery and Reinvestment Act
AUSS	Application Underwriting Support System
BFS	Bureau of the Fiscal Service
CAP	Cross Agency Priority
CARES	Coronavirus Aid, Relief, and Economic Security Act
CDBG	Community Development Block Grant
CDBG-DR	Community Development Block Grant Disaster Recovery
CDBG-MIT	Community Development Block Grant Mitigation
CDC	Centers for Disease Control and Prevention
CDFI	Community Development Financial Institution
CEDAR	Competency Exploration for Development and Readiness
CFDA	Catalog of Federal Domestic Assistance
CFO	Chief Financial Officer
CFR	Code of Federal Regulations
CHUMS	Computerized Homes Underwriting Management System
CIO	Chief Information Officer
CIR	Office of Congressional and Intergovernmental Affairs
CoC	Continuums of Care
COOP	Continuity of Operations
COR	Contracting Officers' Representative
COR	Committee on Oversight and Reform
COTS	Commercial off-the-shelf
COVID-19	Coronavirus Disease of 2019
CPD	Community Planning and Development
CRA	Community Reinvestment Act
CRC	Customer Relations Committee
CSS	Community and Supportive Services
CUI	Controlled Unclassified Information
CWCOT	Claims Without Conveyance of Title
DART	Disaster Assistance Response Team
CUI	Controlled Unclassified Information
CX	Customer Experience
DAP	Development Application Processing
DEIA	Diversity, Equity, Inclusion, and Accessibility






DEC	Departmental Enforcement Center
DME	Development, Modernization, and Enhancements
DHS	Department of Homeland Security
DOE	United States Department of Energy
DOL	United States Department of Labor
DPA	Down Payment Assistance
DRGR	Disaster Recovery Grant Reporting
EAD	Electronic Appraisal Delivery
EDARMS	Enterprise Data Asset and Resource Management Solution
EEI	Employee Engagement Index
EEM	Energy Efficient Mortgage
EEO	Equal Employment Opportunity
EFRM	Enterprise Fraud and Risk Management
eNotes	Electronic Promissory Note
EPA	United States Environmental Protection Agency
EPC	Energy Performance Contract
ESG	Environmental, Social, and Governance
eVault	Electronic Vault
eVMS	Electronic Voucher Modernization System
FAC	Federal Acquisition Certification
FAC-P/PM	Federal Acquisition Certification - Program/Project Managers
FACA	Federal Advisory Committee Act
FAST-41	Fixing America's Surface Transportation Act
FEMA	Federal Emergency Management Agency
FEVS	Federal Employee Viewpoint Survey
FFB	Federal Financing Bank
FHA	Federal Housing Administration
FHAP	Fair Housing Assistance Program
FHEO	Office of Fair Housing and Equal Opportunity
FHIP	Fair Housing Initiatives Program
FISMA	Federal Information Security Modernization Act
FITARA	Federal Information Technology Acquisition Reform Act
FOIA	Freedom of Information Act
FPM	Office of Field Policy and Management
FSS	Family Self-Sufficiency
FUP	Family Unification Program
FY	Fiscal Year
FYI	Foster Youth to Independence
GAO	U.S. Government Accountability Office
GEMS	Grants Evaluation Management System
Ginnie Mae	Government National Mortgage Association
GMODS	Ginnie Mae Operational Data Store
GRRP	Green and Resilient Retrofit Program
GSA	General Services Administration
GSE	Government Sponsored Enterprises
HAP	Housing assistance payments
HBCU	Historically Black Colleges and Universities
HCD	Human-Centered Design
HCS	Housing Counseling System
HCV	Housing Choice Voucher

HDX	Homelessness Data Exchange
HECM	Home Equity Conversion Mortgage
HEMS	HUD Enforcement Management Systems
HEREMS	Housing Enterprise Real Estate Management System
HHGMS	Healthy Homes Grant Management System
HHS	U.S. Department of Health and Human Services
HISP	High Impact Service Provider
HMIS	Homeless Management Information System
HOME	HOME Investment Partnerships Program
HR	Human Resources
HTF	Housing Trust Fund
HUD	U.S. Department of Housing and Urban Development
HUDCAPS	HUD Central Accounting and Program System
HUD-VASH	HUD Veterans Affairs Supportive Housing
HVAC	Heating, ventilation, and air conditioning
ICDBG	Indian Community Development Block Grant
IDIS	Integrated Disbursement and Information System
IHBG	Indian Housing Block Grant
IMS/PIC	Integrated Management System/ Public and Indian Housing Information Center
IPC	Interagency Policy Committee
iREMS	Integrated Real Estate Management System
IRP	Interest reduction payments
IT	Information Technology
IWISH	Integrated Wellness in Supportive Housing
LEAP	Lender Electronic Assessment Portal
LEP	limited English proficiency
LEPI	Limited English Proficiency Initiative
LGBTQI+	Lesbian, Gay, Bisexual, Transgender, Queer, and Intersex
LIHTC	Low Income Housing Tax Credits
LMI	Low- to moderate-income
LOCCS	Line of Credit Control System
LRS	Loan Review System
M2M	Mark-to-Market System
MAP	Multifamily Accelerated Processing
MASS	Management Assessment Subsystem
MBS	Mortgage-Backed Securities
MCH	Maternal and Child Health
MDI	Minority Depository Institution
MD715	Federal Equal Employment Opportunity Commission Management Directive 715
MGT	Modernizing Government Technology
MIP	Mortgage Insurance Premium
ML	Mortgagee Letter
MOU	Memoranda of Understanding
MPRD	Multifamily Portfolio Reporting Database
MSI	Minority Serving Institutions
MTW	Moving To Work
NEPA	National Environmental Policy Act
NFC	National Finance Center
NFHTA	National Fair Housing Training Academy
NOFO	Notice of Funding Opportunity

NPRM	Notice of Proposed Rulemaking
NRI	National Risk Index
NSPIRE	National Standards for the Physical Inspection of Real Estate
OASA	Office of the Assistant Secretary for Administration
OCAO	Office of the Chief Administrative Officer
OCIO	Office of the Chief Information Officer
OCFO	Office of the Chief Financial Officer
OCHCO	Office of the Chief Human Capital Officer
OCPO	Office of the Chief Procurement Officer
OED	Office of Economic Development
OGC	Office of the General Counsel
OHA	Office of Hearings and Appeals
OIG	Office of Inspector General
OLHCHH	Office of Lead Hazard Control and Healthy Homes
OMB	Office of Management and Budget
ONAP	Office of Native American Programs
OPA	Office of Public Affairs
OPM	Office of Personnel Management
OSDBU	Office of Small/Disadvantaged Business Utilization
PALT	Procurement Acquisition Lead Times
PAWS	Personnel Action Workflow System
PBRA	Project Based Rental Assistance
PD&R	Office of Policy Development and Research
PH	Public Housing
PHA	Public Housing Authority
PIH	Office of Public and Indian Housing
PIRB	Principal Investment Review Board
PIT	Point-in-Time
PJ	Participating Jurisdictions
PMA	President's Management Agenda
PMIAA	Program Management Improvement Accountability Act
PRA	Project Rental Assistance
POR	Program of Requirements
P/PM	Program/Project Managers
PRAC	Project Rental Assistance Contracts
PRISM	Purchase Request Information System Management
PSH	Permanent Supportive Housing
RAD	Rental Assistance Demonstration
RBC	Regulatory Barriers Clearinghouse
REAC	Real Estate Assessment Center
RECAP	The Office of Recapitalization
REO	Real Estate Owned
RFI	Request for Information
RRD	RAD Resource Desk
RRH	Rapid Re-Housing
RTMPH	Radon Testing and Mitigation in Public Housing
S3R	Section 3 Reporting Platform
SBA	Small Business Administration
SDQ	Serious delinquency
SFDMs	Single Family Default Monitoring System

SSP	Shared Service Provider
SSVF	Supportive Services for Veteran Families
TAD	Target Award Date
TBD	To Be Determined
TDAT	Tribal Directory Assessment Tool
TMF	Technology Modernization Fund
TRACS	Tenant Rental Assistance Certification System
TRC	Technical Review Committee
TRRD	Target Requisition Release Date
UPB	Unpaid Principal Balance
USDA	The United States Department of Agriculture
USDWS	United States Design System
USICH	United States Interagency Council on Homelessness
VA	United States Department of Veterans Affairs
VAWA	Violence Against Women Act
VMS	Voucher Management System
VOC	Voice of the Customer

Icon List

Icon	Definition
	Denotes an Agency Priority Goal
	Denotes alignment with a President's Management Agenda Cross-Agency Priority Goal
	Denotes content featured in HUD's Climate Action Plan
	Denotes customer experience-focused strategies, sub-strategies, or milestones
	Denotes equity-focused strategies, sub-strategies, or milestones

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